



Module Title	Circular Business Models
Code	MCCf213
Degree Programme	Master of Science – Circular Innovation and Sustainability
ECTS Credits	3
Workload	90 hours
Module Coordinator	Name: Prof. Dr. Tobias Stucki Phone: +41 (0) 31 848 41 12 E-mail: tobias.stucki@bfh.ch Address: BFH Business School – Institute for Sustainable Business Brückenstrasse 73, 3005 Bern
Lecturers	<ul style="list-style-type: none"> • Prof. Dr. Sven Feurer; W • Prof. Bastian Widenmayer; TI • Dr. Nicole Loumeau; W
Entry Requirements	Prerequisite: <ul style="list-style-type: none"> • MCCf013 Introduction to Circular Economy and Scientific Literature • MCCf046 Bridging Economics and Management
Competencies upon Completion	After completing the module, students will be able to: <ul style="list-style-type: none"> • explain how circular business models differ from traditional business models and can express their relevance for the circular economy transition; • differentiate the different types of circular business models and can apply them according to the respective/relevant situation; • consider the factors on which customer acceptance of circular business models depends and can describe approaches to reduce barriers to adoption and use; • explain how customers perceive new types of pricing and tariff systems and can thus assess their reaction to new types of circular business models; • transfer this knowledge to specific cases; • reflect on issues/problems when combining circular business activities with traditional forms of selling; • implement the different types of circular business models to specific cases.
Content	<p>The circular economy poses a major challenge for traditional business models, where ownership typically passes to the buyer/user upon sale. Lifetime extension of products might reduce revenues due to lower sale volumes. On the other hand, companies taking over the ownership of their products are motivated to design for circularity from inception. Accordingly, new circular business models are needed.</p> <p>The module will start with traditional business models, tackling questions like: What is a business model, why do we need business models?</p> <p>In a second step, we will design business models for the circular economy. We will deal with questions such as: which concepts are there, why is adaptation necessary, what is the economic and ecological impact of these concepts? The focus of this module is on revenue models such as product as a service, sharing platforms, leasing/rental. We will examine where such concepts already implemented and what can we learn from these cases.</p>

	The third part then deals with customer acceptance and behavioural change of the customers (e.g., careful treatment of the products, reverse logistics to the manufacturer). For this last part, we will deal with questions such as: What are the challenges when customers only use products but no longer own them? Does it matter whether the customers are private consumers (B2C) or other companies (B2B)? How can acceptance be increased?
Teaching and Learning Methods	<ul style="list-style-type: none"> • Flipped classroom • Project-Based Learning • Learning videos
Competency Assessment	<p>Final group report describing a business model.</p> <p>Weighting: Group work: 40% Individual work: 60%</p> <p>Students who receive an insufficient overall grade of 3.5, are given the opportunity to carry out a <i>subsequent improvement</i> of written assignments defined by the <i>Module Coordinator</i>. The maximum overall grade that can then be obtained is 4. This still counts as the same attempt.</p>
Mode of Repetition	<p>Should a student fail the module, they have one more attempt.</p> <p>They may either:</p> <ul style="list-style-type: none"> • Submit a new assignment (individual report, 100%), defined by the <i>Module Coordinator</i>, for the next resit examination session. • Repeat the entire module next time it is offered.
Format	2 lessons per week over 7 weeks
Attendance	Not mandatory
Module Type	Compulsory
Timing of the Module	Autumn Semester, Calendar Weeks 47 to 51 and 02 to 03
Venue	Onsite Brückenstrasse 73, 3005 Bern
Literature	Literature will be provided before the start of the module via Moodle.
Language	English
Links to Other Modules	<ul style="list-style-type: none"> • MCCf223 Circular Supply Chain • MCCf243 Digitalization and Sustainability • MCCf313 Society and Technology • MCCf343 Corporate Social Responsibility • MCCf443 Impact Assessment
Last Update	February 2026