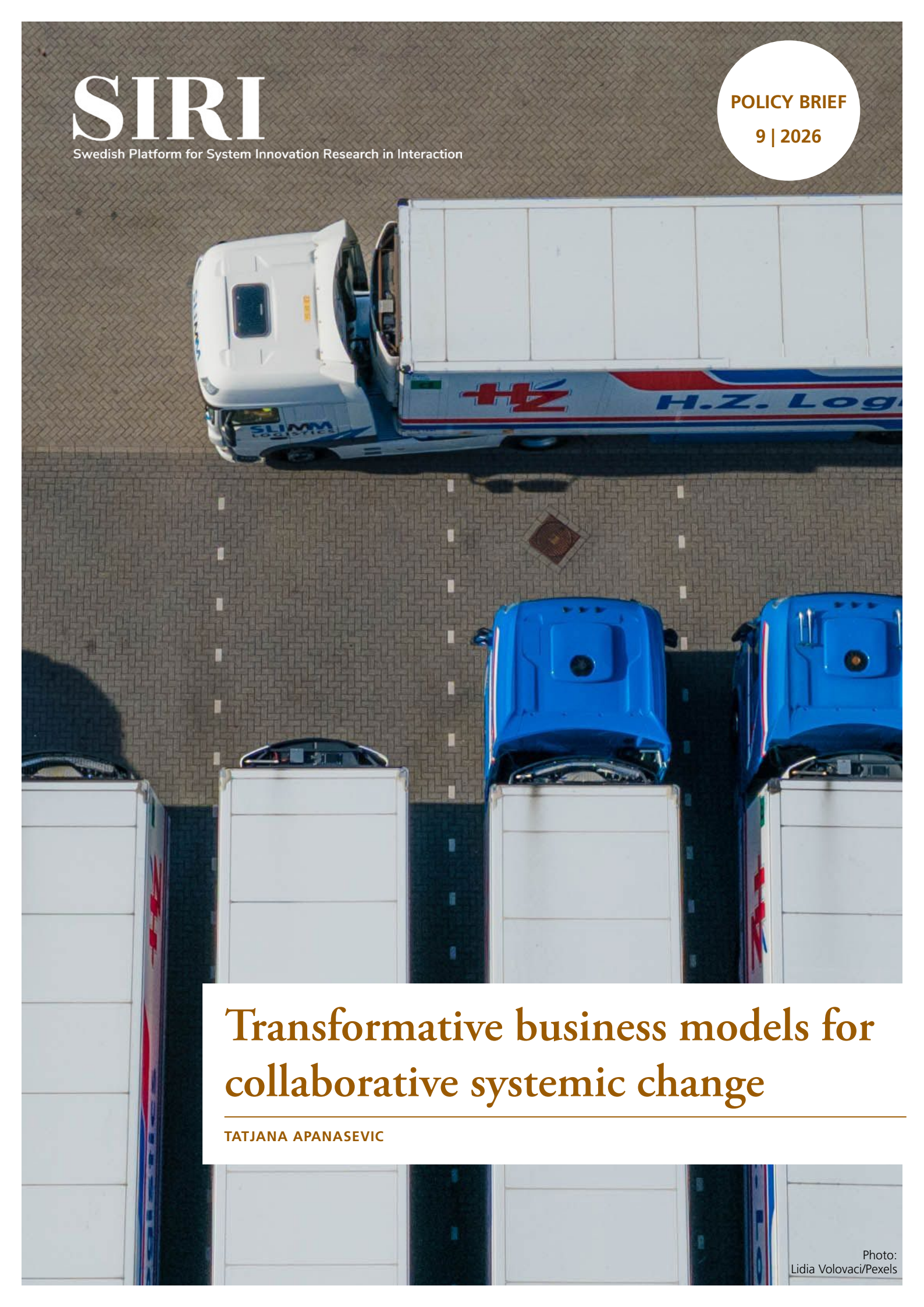




Transformative business models for collaborative systemic change

TATJANA APANASEVIC

Transformative business models for collaborative systemic change

Complex sustainability challenges cannot be solved by individual organisations acting alone. This policy brief explores how collaborative business models can enable public and private actors to align interests, share risks and create value together, drawing on secure truck parking as a case for wider systemic change.

This feasibility study aimed to develop collaborative business models to facilitate partnerships between the public sector and the business community. The proposed collaborative business model is based on principles such as reciprocity, transparency, trust, shared goals, performance measurement and incentive-based pricing. This model enables coordinated value creation across public and private actors. Secure truck parking was used as a case study. The study draws on empirical evidence from interviews and workshops with municipalities, national agencies, logistics firms, operators and drivers.

Empirical findings show that the current system for secure truck parking is highly fragmented. It involves many actors, such as municipalities, national agencies,

logistics firms, operators and drivers, whose roles are unclear and who lack effective coordination. This leads to planning difficulties, slow implementation and gaps in responsibility, resulting in practical problems such as unsafe 'wild' parking, poor sanitation and security risks. Economic conditions are also unfavourable: land is scarce and expensive, margins are low and drivers, especially those operating internationally, have limited willingness or ability to pay for services. Another critical issue is the lack of reliable data on demand and usage, which makes it difficult to justify investments or design effective solutions.

The findings also highlight structural barriers that hinder system development. Existing regulations are not well suited to multi-actor, service-integrated



Photo: Markus Winkler/Unsplash

solutions and there are significant infrastructure constraints, particularly limited grid capacity for electrification. Despite these challenges, there is clear and growing demand for simple, safe and accessible parking options offering basic services. The study also shows that meaningful progress requires deeper collaboration, shared incentives and trust among stakeholders, as well as new governance and business models that can align diverse interests and enable coordinated action on a large scale.

The analysis reveals that the challenges surrounding secure truck parking are not just operational issues, but rather symptoms of wider systemic challenges. Existing governance structures, regulatory frameworks and business models are not designed for coordinated action across multiple interdependent actors. These findings are highly relevant because they show that incremental improvements, such as more funding, better technology or stricter rules, will not be sufficient on their own. Instead, structural changes are needed to enable collaboration across multiple actors, align incentives and manage shared risks. These findings have wider implications, suggesting that many sustainability and infrastructure transitions will encounter comparable obstacles unless policy and market design evolve to support collaborative, data-driven and system-level solutions.

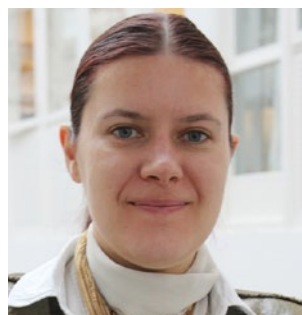
THE ROAD FORWARD FOR POLICY

- **Create a formal system orchestration function**
Assign a public or neutral actor to coordinate stakeholders, align incentives and manage shared governance, data and long-term system planning.
- **Adapt procurement and legal frameworks to collaboration**
Enable multi-actor contracts, outcome-based procurement and standardised agreements for risk-sharing, revenue models and data exchange.
- **Reform regulation to support integrated solutions**
Update rules to allow bundled services (e.g., parking, energy, security), clarify cross-actor responsibilities and remove barriers to scalable system solutions.
- **Invest in shared data infrastructure and standards**
Establish requirements and platforms for data sharing on usage, demand and performance to support planning, transparency and optimisation.

KEY POINTS FOR POLICY

- Traditional business models do not work in multi-actor settings. Single-firm logic is ineffective; value must be created and shared by public and private stakeholders through collaborative models.
- The core barrier is system complexity. The challenge is not technical, but systemic: multiple actors, unclear roles and fragmented responsibilities prevent effective solutions.
- Current legal frameworks and grid capacity constraints significantly limit the implementation and scaling of solutions, reflecting a misalignment between regulation, infrastructure and current needs
- Data gaps undermine planning and investment. A lack of reliable data on usage and demand makes decision-making uncertain and slows down development.
- Trust, incentives and coordination are critical enablers. Progress depends on aligning incentives, reducing first-mover risk and fostering long-term collaboration between stakeholders.

POLICY BRIEF AUTHOR



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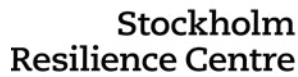
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PROJECT WEBPAGE

<https://www.ri.se/sv/systeminnovation/innovationsledning/projekt/transformativa-affarsmodeller-for-samverkande>

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