

BACKGROUND

CO2 is main contributor to climate change
 Mobility sector (transport of goods & people) plays strong role in fossil fuel emissions
 Daily commute significantly contributes to CO2
 → Innovations needed
 Hopon → app-based smart carpooling solution

RESEARCH AIM

Reflect upon existing sustainable business models (SBMs)
 Detect critical success factors
 Develop research-based sustainable business model

RQ: How can Hopon develop a business model that promotes sustainability?

RESULTS

Patterns emerged across the SBMs.
 Economic Dimension: **cost savings**
 Environmental Dimension: **reduce CO2**
 Value Creation: **Software + Partnerships**
 Value Capture: **subscription + commission**
 SBM Archetype: solutions that **scale**
Emerging Success Factors

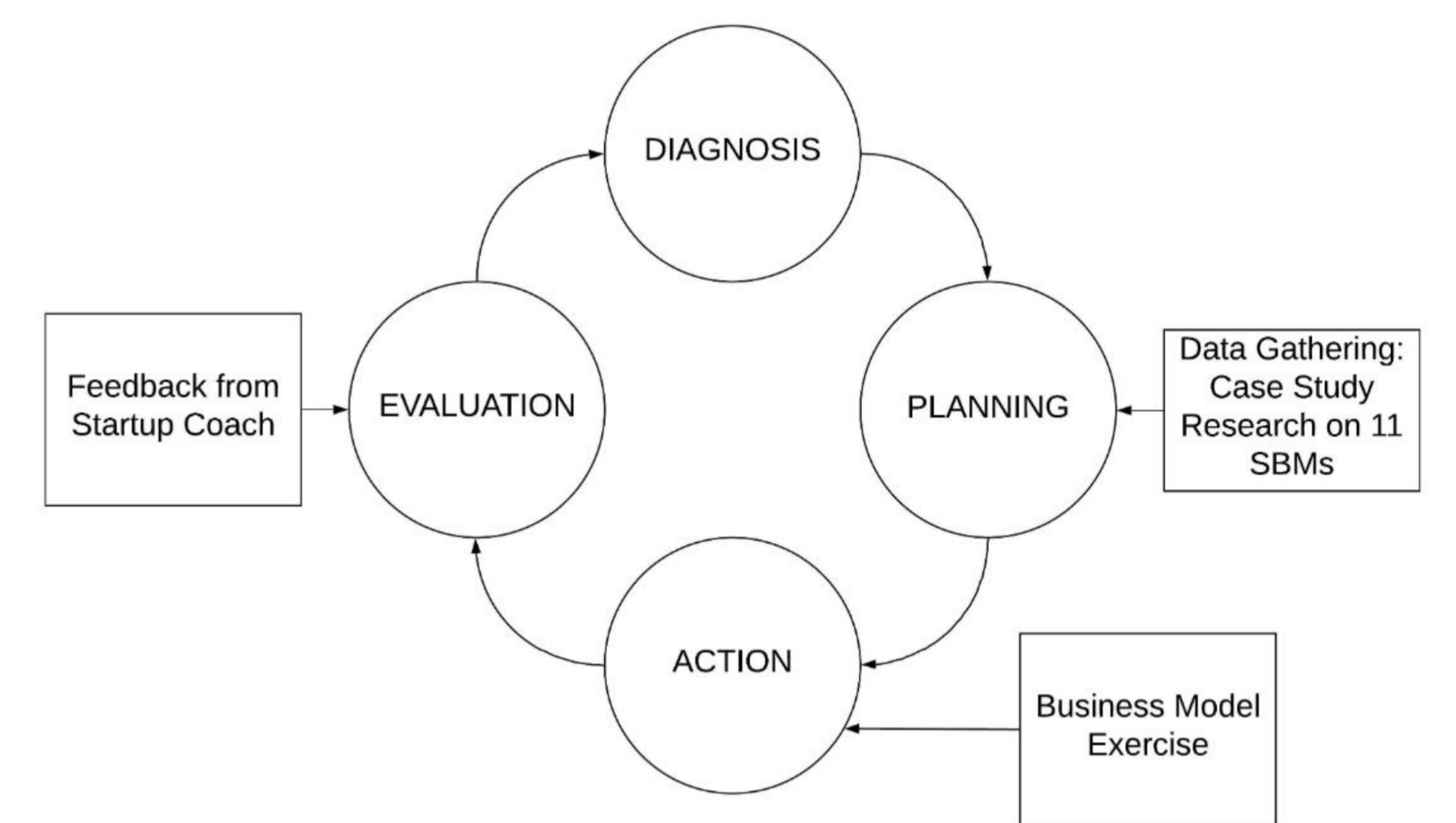
Partnerships → strong partnerships along the value chain
Experience → expertise or experience from previous ventures
Financial BM → robust financial Business Model underneath the SBM
Transparency → communicate transparently with stakeholders
Focus → being able to focus on one specific customer segment or niche issue
Team → having a team with diverse skill set
Measurements → having a key metric to measure success against
Sustainability → having the right timing and being on trend with sustainability
Resilience → entrepreneur's ability to manage unsolicited advice

THEORY

Business Model Innovation (Schaltegger et al.)
 Triple Bottom Line (Elkington)
 Sustainable Business Models (Bocken et al.)
 Business Models in Mobility (Hu et al.)

METHOD

Qualitative Approach
 Action Research
 Semi-structured interviews with 11 sustainable startups
 Face-to-face/online



Key Partners (Value Creation & Delivery)	Key Activities (Value Creation & Delivery)	Value Proposition (Triple Bottom Line)	Customer Relationships (Value Creation & Delivery)	Customer Segments (Value Creation & Delivery)
strong partnerships with municipalities, leasing companies, api providers	connect companies and employees to platform design software for scalability measuring of key performance indicators	smart carpooling solution Economic: less fuel usage --> cost savings Environmental: fewer cars needed --> CO2 reduction	transparency in communication and stakeholder involvement, co-creation with companies	focus on large scale companies' employees with 100+ employee count per office location
	Key Resources (Value Creation & Delivery) team comprised of members with different skills & experience	Social: connection of remote rural areas --> sustainability as basis	Channels (Value Creation & Delivery) software solution that is app-based or web-based	
Cost Structure (Value Capture) development costs hosting office rent employees' salary		Entrepreneurial Mindset (Individual Level) triple bottom line values resilience to unsolicited advice	Revenue Streams (Value Capture) develop strong financial business model: subscription model per month commissions per use	

IMPLICATIONS

Enrich Literature on SBMs through success factors
 New pathway of combining Action Research & Case Study Research

Example of embedded Triple Bottom Line Sustainable Business Model + new dimension on Business Model Canvas
 Serve as guide to implement Sustainability into organisation