

Analysis framework 1: Business model

Offer

1. What is the **bundle** of products and services creating customer value?

Infrastructure

2. What is the **arrangement** of activities and resources creating customer value?

3. What **capabilities** are required to repeatedly deliver those activities?

4. What **cooperative agreements** with partners are needed?

Customer

5. Who are the **target** customers?

6. What are the **channels** for reaching customers?

7. What is the nature of the **customer relationship**?

Finance

8. What is the **cost structure** employed by the model?

9. What are the **revenue flows** in the model?

Analysis framework 2

Capitals	Impacts within supply chain prior to sale <ul style="list-style-type: none"> • Resource extraction, manufacture, transportation, sales and marketing 	Impacts outside supply chain after sale <ul style="list-style-type: none"> • Use and re-use/disposal phases
Natural Capital	<ul style="list-style-type: none"> • Is there a reduction in ecological impacts and resource intensity? 	<ul style="list-style-type: none"> • Is there a reduction in ecological impacts and resource intensity?
Human Capital	<ul style="list-style-type: none"> • Are people within the supply chain enabled to improve their quality of life, e.g. better skills, improved health? • Does it promote sustainable livelihoods? 	<ul style="list-style-type: none"> • Are consumers enabled to improve their quality of life? • Is it accessible to all?
Social Capital	<ul style="list-style-type: none"> • Does it promote positive social capital, e.g. networks, stronger businesses, powerful associations? 	<ul style="list-style-type: none"> • Is this example accessible to all? • Does it encourage creation of positive social capital, e.g. through getting people together?
Manufactured Capital	<ul style="list-style-type: none"> • Is there a reduction in resource intensity? • Is infrastructure used more efficiently? 	<ul style="list-style-type: none"> • Does infrastructure allow access for all? • Are consumers enabled to use manufactured capital in a more efficient way, or depend less on manufactured capital?
Financial Capital	<ul style="list-style-type: none"> • Are people within the supply chain enabled to improve their quality of life, e.g. better skills, improved health? • Does it promote sustainable livelihoods? 	<ul style="list-style-type: none"> • Are people within the supply chain enabled to improve their quality of life, e.g. better skills, improved health?

Commercial car clubs

The commercial car club offers subscribers the access to on-demand mobility without the ownership of a car. Streetcar is the best know example of these kinds of clubs. The idea is based on understanding the service a specific product offers and then finding a less resource-intensive way of delivering that service.

Offer	Customers are invited to subscribe to a service that allows them discretionary use of cars and vans on a pay-as-you-go basis. Insurance and permanent parking is included in the offer.
Infrastructure	The proposition is based on high density demand for cars, needs access to parking space and an attractive range of vehicles. Vehicles need to be reasonably new and in good working order.
Customer	The customers would be medium users of cars, ideally living within an area with a reasonably high number of subscribers. There is a certain level of trust involved, that drivers are responsible and do not share their subscription.
Finance	Requires high density areas. High levels of accidents could jeopardise financial model. Improved public transport could also be threat to business.

		Within supply chain		Outside supply chain
Natural		Modern cars that currently run on petrol		Reduced number of cars needed to fulfill transportation requirements. Leads to less cars manufactured.
Human				Customers have greater freedom to travel
Social				Greater connection between people
Manufactured		Need for cars and parking spaces		One streetcar replaces 6 private cars. Reduced number of cars leads to more efficient use of manufactured capital
Financial		Profitable and efficient use of financial capital assuming right distribution and success.		Customers satisfy need for personal mobility at lower cost
If becomes dominant?		If it goes to scale it undermines the automotive industry and the car maintenance sector. It could potentially compete with a highly efficient public transport system. Larger scale would mean improved efficiency.		
Enable broader choices?		Not readily available in rural and low density areas		
Smart growth?		It replaces private car ownership so enables smart growth		