



TU Clausthal

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## **A Comparative Overview of Success Factors for Sustainable and Digital Business Models**

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## Marit Briechle-Mathiszig

- **Research Interest:**
  - **Sustainable and digital Business Models**
  - **Sustainable and economic impact**
  - **Digitized Circular Economy**
- **CV:**
  - **Since 2020: Research Assistant and Phd candidate at the Institute for Software and Systems Engineering**
  - **Since 2020: Master of Science Industrial Engineering; Focus: Energy and raw materials management**
  - **Since 2017: Bachelor of Science Industrial Engineering**





## Motivation

- **Digitalization and Sustainability are two global megatrends, that lead to a changing world.**
- **Companies are therefore adapting their business models towards these transformation necessities.**
- **To adapt successfully to these alterations, it is important to know the success factors of both the business model types (digital and sustainable).**





## Problem Statement

- **If entrepreneurs know the success factors of digital and sustainable business models, they can support the implementation of business models and the innovations.**
  
- **However, there is a lack of a comparative overview of both the success factors for the included business model types, such as sustainable and digital.**





## Research Questions

- **The following questions arises:**
  - **RQ 1. Which success factors of digital and/or sustainable business models can be identified?**
  - **RQ 2. Which success factors of question 1 are mentioned exclusively to one type of business model?**
  - **RQ 3. Which of the success factors defined in question 1 apply to both business model types, the sustainable and digital ones?**





## Methodology

- The conducted literature review was based on the “Guidelines for Performing Systematic Literature Reviews in Software Engineering”

- Four Steps were conducted:



Figure: Literature Review Steps



## Methodology

### Search for Scientific Sources:

Table: Source for Scientific Sources

Keywords:		
<ul style="list-style-type: none"> <li>digital business model success factors</li> <li>success factors circular economy business models</li> <li>sustainable business model success factors</li> <li>e-business model success factors</li> </ul>		
<b>Platform:</b>	<b>Entries:</b>	<b>Access Dates:</b>
<u>Google Scholar</u>	Any Time, Sort by relevance, Any type, for each keyword	29.08.2024 - 13.09.2024
<b>Platform:</b>	<b>Entries:</b>	<b>Access Dates:</b>
MDPI Search Platform	1996-2024, Sort by relevance, Any type, for each keyword	29.08.2024 - 13.09.2024
<b>Platform:</b>	<b>Entries:</b>	<b>Access Dates:</b>
Science Direct	Any Time, Sort by relevance, Any type, for each keyword	29.08.2024 - 13.09.2024
<b>Platform:</b>	<b>Entries:</b>	<b>Access Dates:</b>
<u>JSTOR</u>	Any Time, Sort by relevance, Any type, for 2 keywords	29.08.2024 - 13.09.2024
<b>Platform:</b>	<b>Entries:</b>	<b>Access Dates:</b>
<u>IEEE</u>	1996-2024, Sort by relevance, Any type, for 2 keywords	02.02.2025-04.03.2025

### Source Selection:

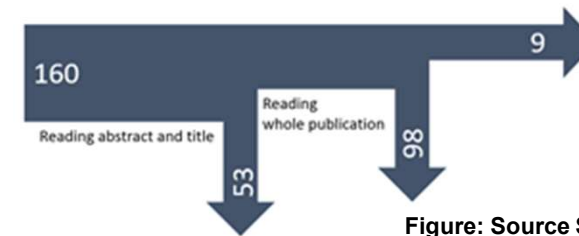


Figure: Source Selection

### Criteria:

- Addresses one of the three research questions
- English language;
- Common format: Like pdf-format
- Publications: Books or papers

### Sorting and Evaluation



## Results

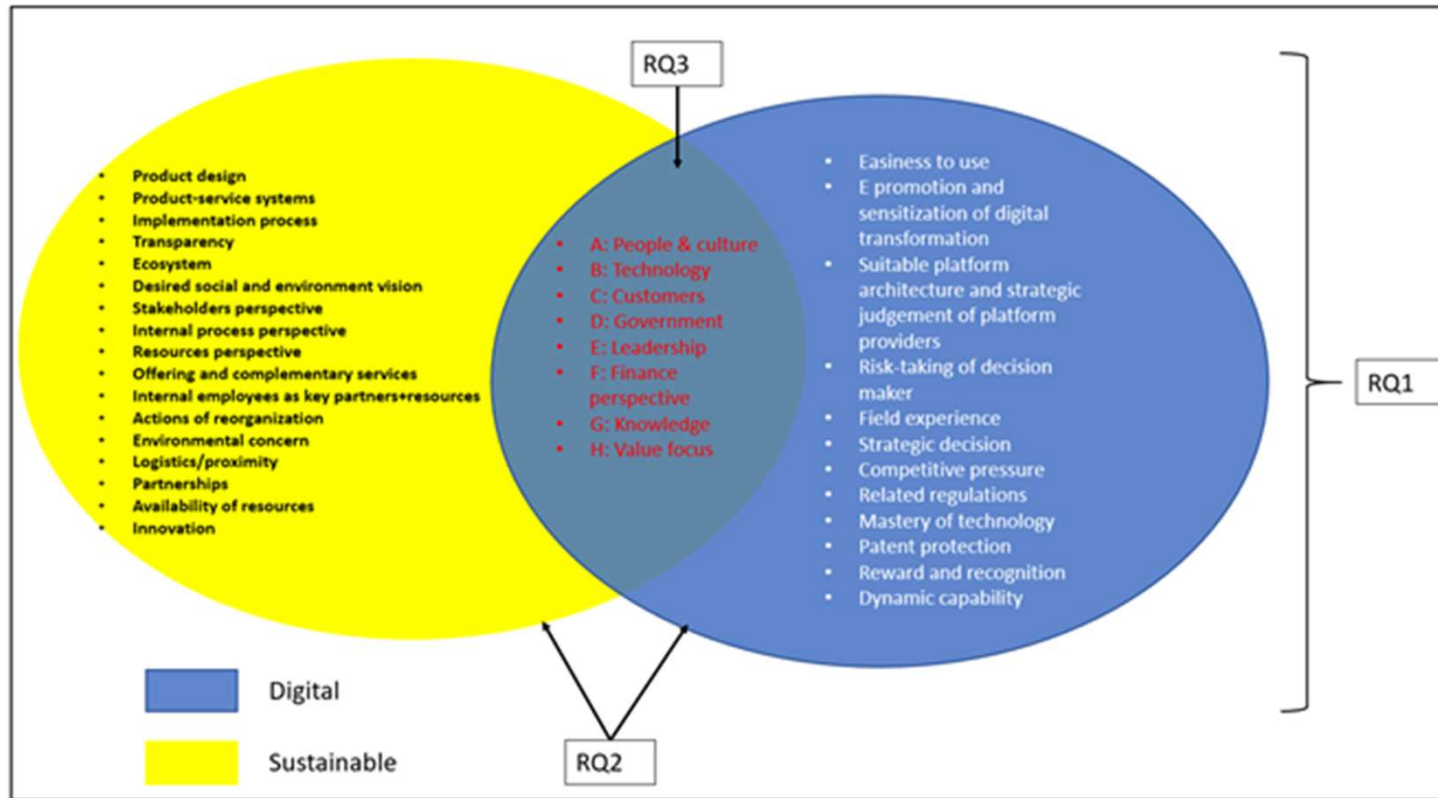


Figure: Business Model Success Factors Overview





## Results and Conclusion

- **RQ1: Which success factors of digital and/or sustainable business models can be identified**
  - The review clarifies, that it is possible to find success factors for digital and/or sustainable business models.
- **RQ2: Which success factors of question 1 are mentioned exclusively in one type of business model?**
  - There are factors that are mentioned exclusively for one business model type. Exclusively means in this context, that these factors are mentioned in publications that focus only on one of the business model types, and the other one is not mentioned.
- **RQ3: Which of the success factors defined in question 1 apply to both business model types, for sustainable and digital?**
  - In total 8 general overlapping factors were found: People and Culture, Technology, Customers, Government, Leadership, Finance perspective, Value focus, and Knowledge.





## Discussion

- **The provided information in this paper is for scientific and informational purposes only and does not constitute a recommendation for action.**
- **The next step is to evaluate a selection of these factors in living labs and simulations to see whether the positive effects of these success factors can also be observed in different practical scenarios and for different sustainable and digital business models.**
- **In further literature studies, additional information can be included in the analysis, such as company size, company location, success definition or abstraction level of the success factors, and more publications in the future.**
- **In addition, it is possible to focus on how the factors affect each other. This could be investigated in further work.**





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