



# Our Road to Sustainability

Sustainability  
Concept

Company

Goals

Outlook

Noemi Jahne-Warrior  
Hannes Kettenburg  
Jan Niklas Freund  
Marius Berndt



# APP SE

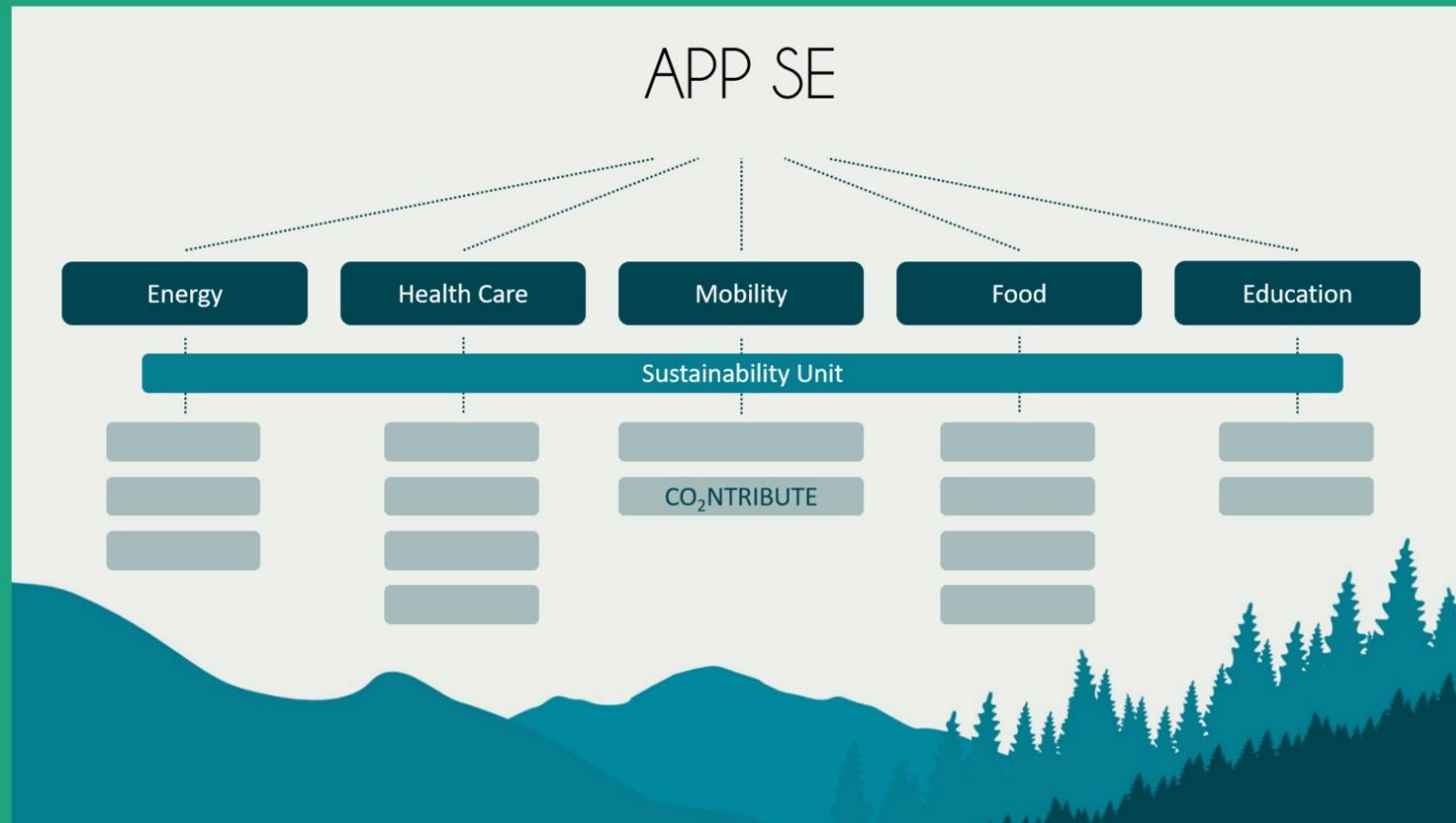


Fig. 1: own illustration









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# Sufficiency Formula

Compensating over 11.000 tons of CO<sub>2</sub> by 2023.

$$Damage = \sum_{i=1}^n (q \cdot t_i) \cdot C \leftarrow \text{CO}_2 \text{ consumption}$$

quantity of travels  
quantity of travellers

- #1 less travels
- #2 less CO<sub>2</sub> consumption per travel
- #3 less travellers

Fig. 7: own illustration





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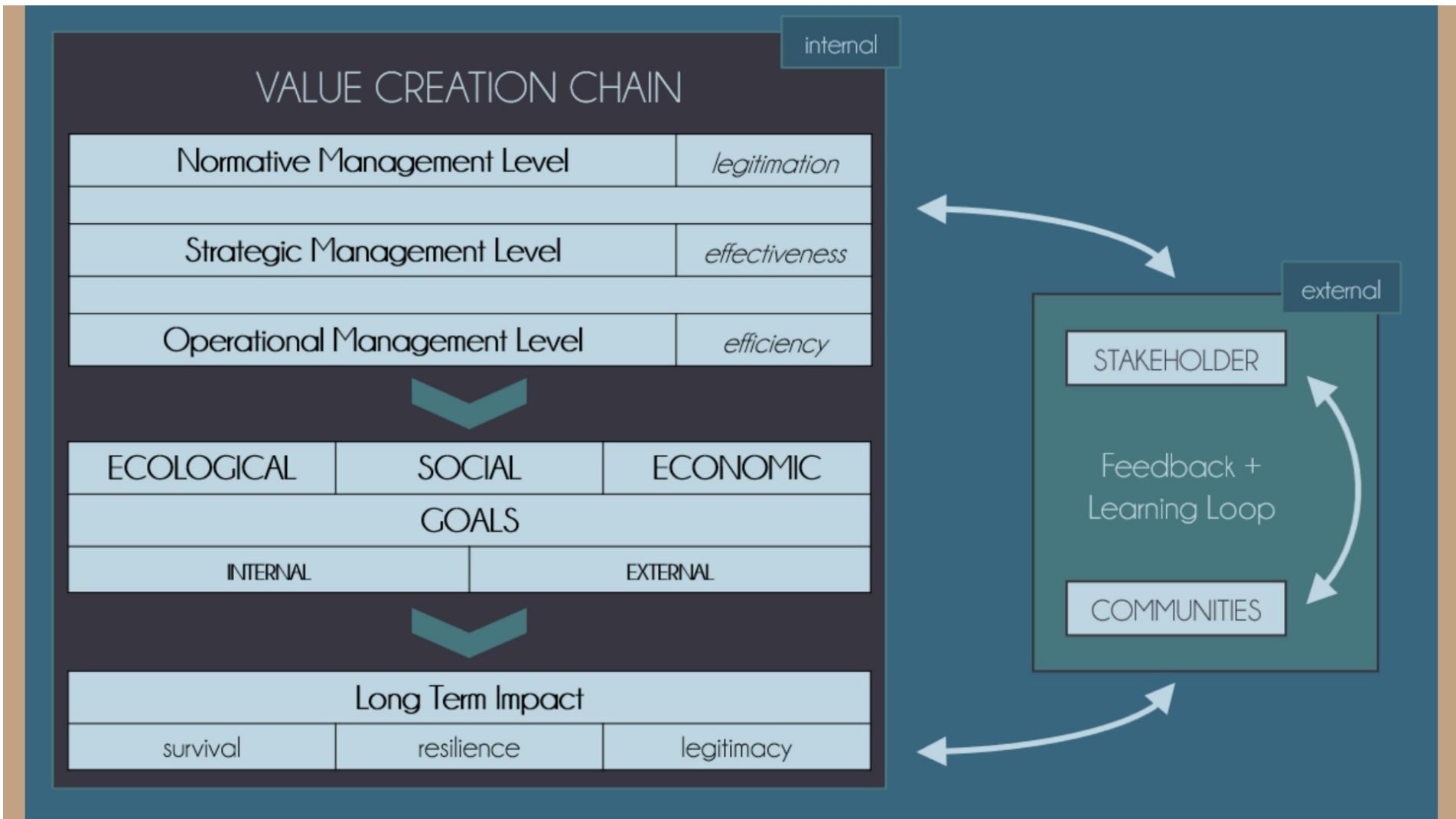
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## Normative Management Level

What are our values and what do we want to become?



Fig. 9: adapted from unsplash.com, CC0



# Reasons for Our Existence

MISSION

Offering our user a comfortable service to plan & compensate their travels & to encourage conscious travel decisions.

VISION

Establishing a new sustainable & affordable way of traveling within the planetary boundaries. This enables us to explore wonderful places & create memories without diminishing the future generations chance to do the same.  
Guilt free traveling for everyone.

## Normative Management Level

What are our values and what do we want to become?



Fig. 9: adapted from unsplash.com, CC0



# From Integration to Holism

## Necessary Steps:

- developing an understanding of responsibility along our value creation chain
- maintaining our competitive advantage & become visionary
- adapt the learnings at CONTRIBUTE to other business units of App SE
- focus on our social & economic impact (synergistic values)



Fig. 10: unsplash.com, CC0

## Normative Management Level

What are our values and what do we want to become?



Fig. 9: adapted from unsplash.com, CC0





# Strategic Management Level

What are our strategic goals?



Fig. 11: unsplash.com, CC0

Corporate Sustainability

CSR to SCR

Sufficiency Approach

# Corporate Sustainability

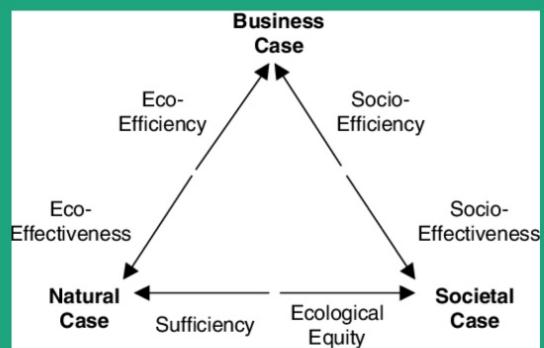


Fig. 12: Overview of the six criteria of corporate sustainability (Dyllick & Hockerts, 2002)

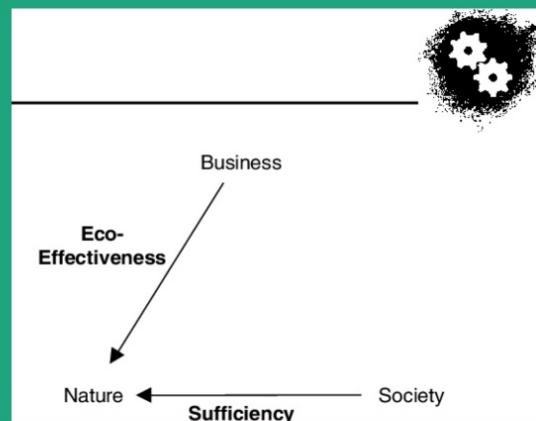


Fig. 13: The natural case of corporate sustainability (Dyllick & Hockerts, 2002)

Adapting strong sustainability

Eco-effectiveness

Sufficiency



## Eco-effectiveness

- Identifying our emissions.
- Categorizing in direct & indirect emissions.
- Differentiating between 3 scopes.



Improving transparency & outline where we can improve our measures on reducing ecological impact

# Corporate Sustainability

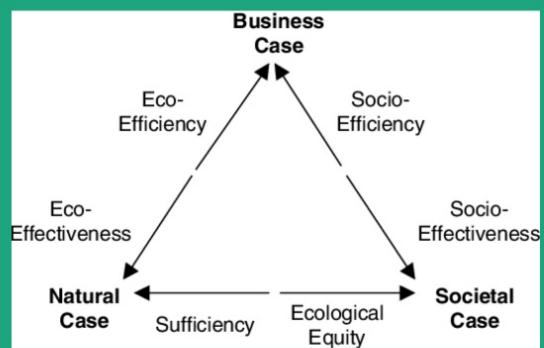


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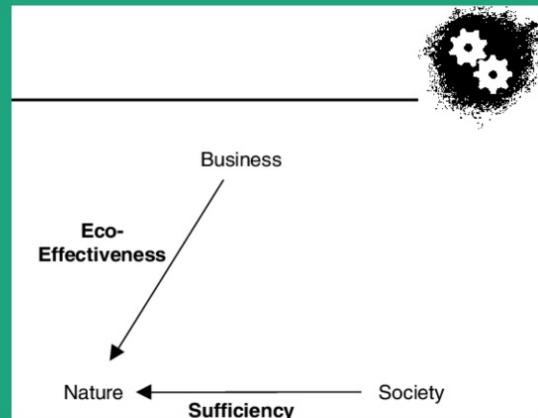


Fig. 13: The natural case of corporate sustainability (Dyllick & Hockerts, 2002)

Adapting strong sustainability

Eco-effectiveness

Sufficiency





## Sufficiency

- Responsibility for how our customers are using our product.
- Trying to change their traveling behavior towards a more sustainable manner.
- Ensuring that the usage of our app will not lead to more trips.



Shift from means of transport that are very harmful for the environment to environmental friendlier ones.

# Corporate Sustainability

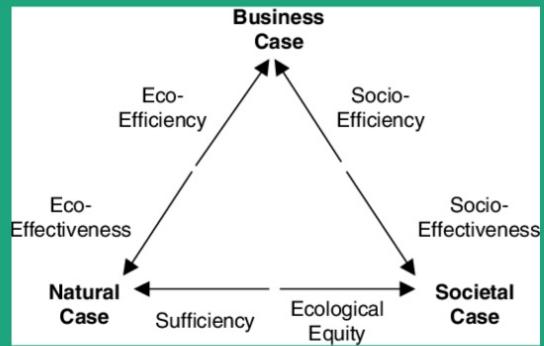


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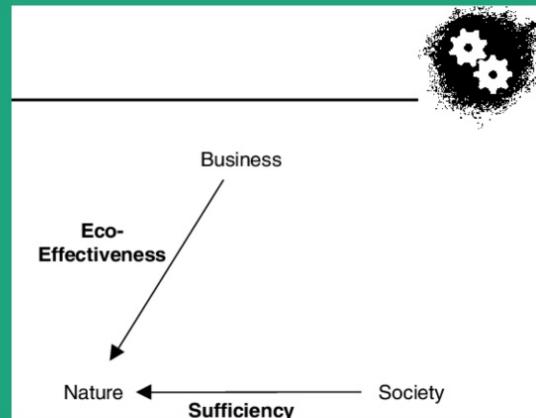


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Adapting strong sustainability

Eco-effectiveness

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# Strategic Management Level

What are our strategic goals?



Fig. 11: unsplash.com, CC0

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# Sustainable Corporate Responsibility

We take responsibility for		
SHAREHOLDERS internal (employees) external (credit institutions)	ALL STAKEHOLDERS > internal (employees) > external (customer, suppliers, competitors, society, media, state, banks)	ALL NATURE / BEING > use of ecosystem services > resources
For these 3 groups we want to be:		
profitable	empowering	respectful
By taking specific actions:		
Recruiting according to revenue growth > enhances commitment, less employee fluctuation which benefits the HR department Allocating bonuses and setting personal goals for motivation (reinvest in our own employees) 2% of annual revenue is a fix investment in continuing education program (carries 100% of the total costs of all courses) Distributing free shares Donating a fix percentage of 2% to a monthly changing "project of the month" (proposed and selected by employees)	> Educating pupils and students on sustainable travelling > Cooperation with universities, schools and sharing "our road" & knowledge > Continuing education program (int + ext) > Aiming for bigger youth employment, also in top positions > Aiming for gender equality - we want 50% woman in top positions > Aiming at improving working conditions for all people involved in our value creation chain. Including the server host companies and our compensation partners > Employee satisfaction surveys > Stimulating dialogue between employees and factory management > Supporting a worker driven improvement approach beyond standard compliance and audits > Working with a range of partners to address the issues in our industry	> Running our data servers with 100% green energy by 2022 > Cooling our data servers with 95% less water by 2025 > Internal footprint reduction: > Paperless office > Encourage recycling at the office, 100% separated waste > Paperless communication among our value creation chain > Reducing water and energy consumption in offices > Home-office to reduce carbon footprint (50% by 2021) > Setting up events for both employees & customers

Fig. 14: own illustration

Rethink Responsibility



# Strategic Management Level

What are our strategic goals?



Fig. 11: unsplash.com, CC0

Corporate Sustainability

CSR to SCR

Sufficiency Approach

## Sufficiency-based business model

...takes an alternative direction to doing business – directly seeking to moderate consumption



We focus on 3 intertwining strategy approaches



- 1 Damage & demand reduction services
- 2 Changing conventional consumer perception
- 3 Nudging



# Strategic Management Level

What are our strategic goals?



Fig. 11: unsplash.com, CC0

Corporate Sustainability

CSR to SCR

Sufficiency Approach



# Operational Management Level

How do we implement our normative & strategic goals within all corporate activities ?

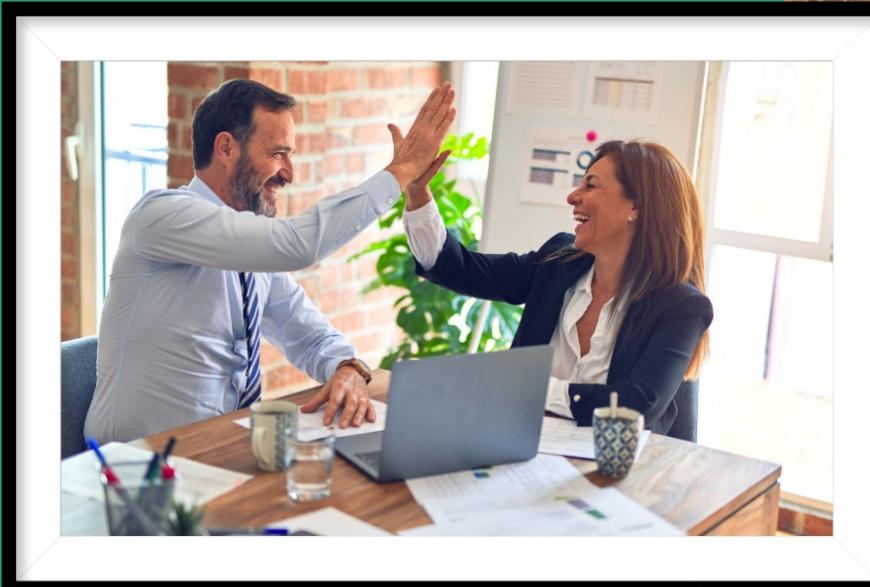


Fig. 15: unsplash.com, CC0

Marketing

HRM

# Marketing Nudging



Fig. 16: own illustration



Target Group



# Operational Management Level

How do we implement our normative & strategic goals within all corporate activities ?

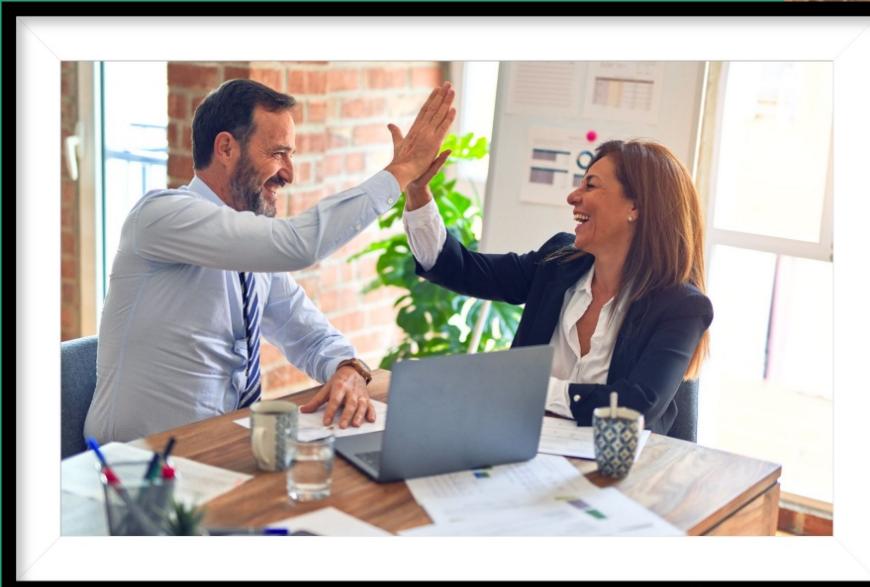


Fig. 15: unsplash.com, CC0

Marketing

HRM

# Human Resource Management

## Artefacts



Fig. 17: own illustration



Community feeling &  
enhancing creativity



Staff retention



# Operational Management Level

How do we implement our normative & strategic goals within all corporate activities ?

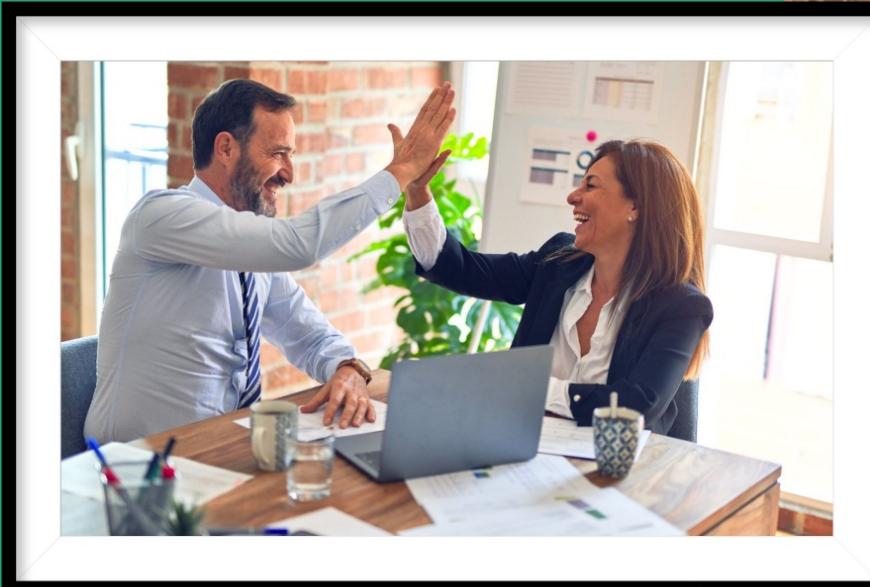


Fig. 15: unsplash.com, CC0

Marketing

HRM



# Long Term Impact



Fig. 22: own illustration

- Legitimacy
- Resilience
- Survival



Users &  
Stakeholders



Fig. 18: own illustration, adapted from  
Wikimedia Commons © 1977 NBC Television







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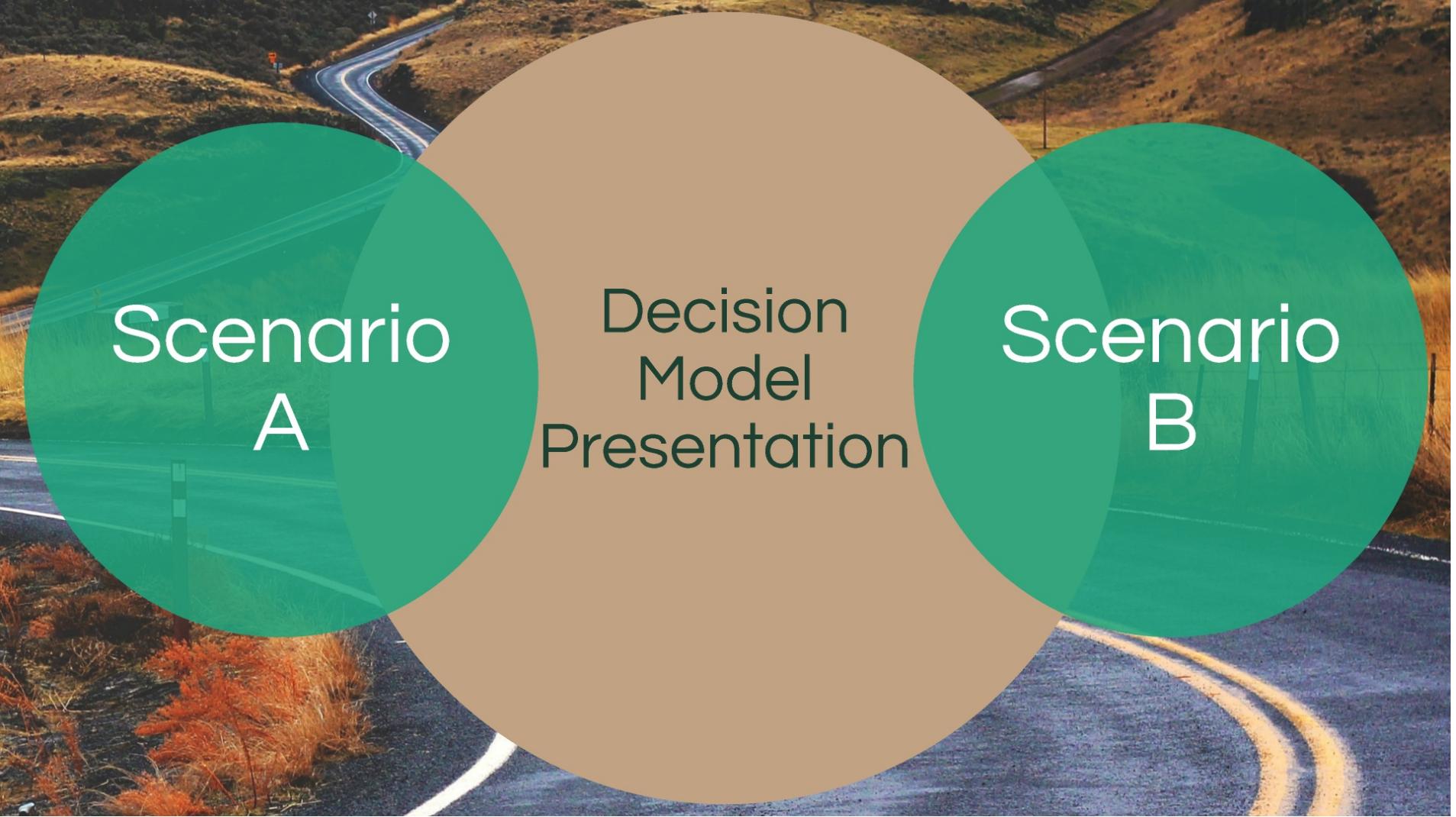
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Scenario  
A

Decision  
Model  
Presentation

Scenario  
B

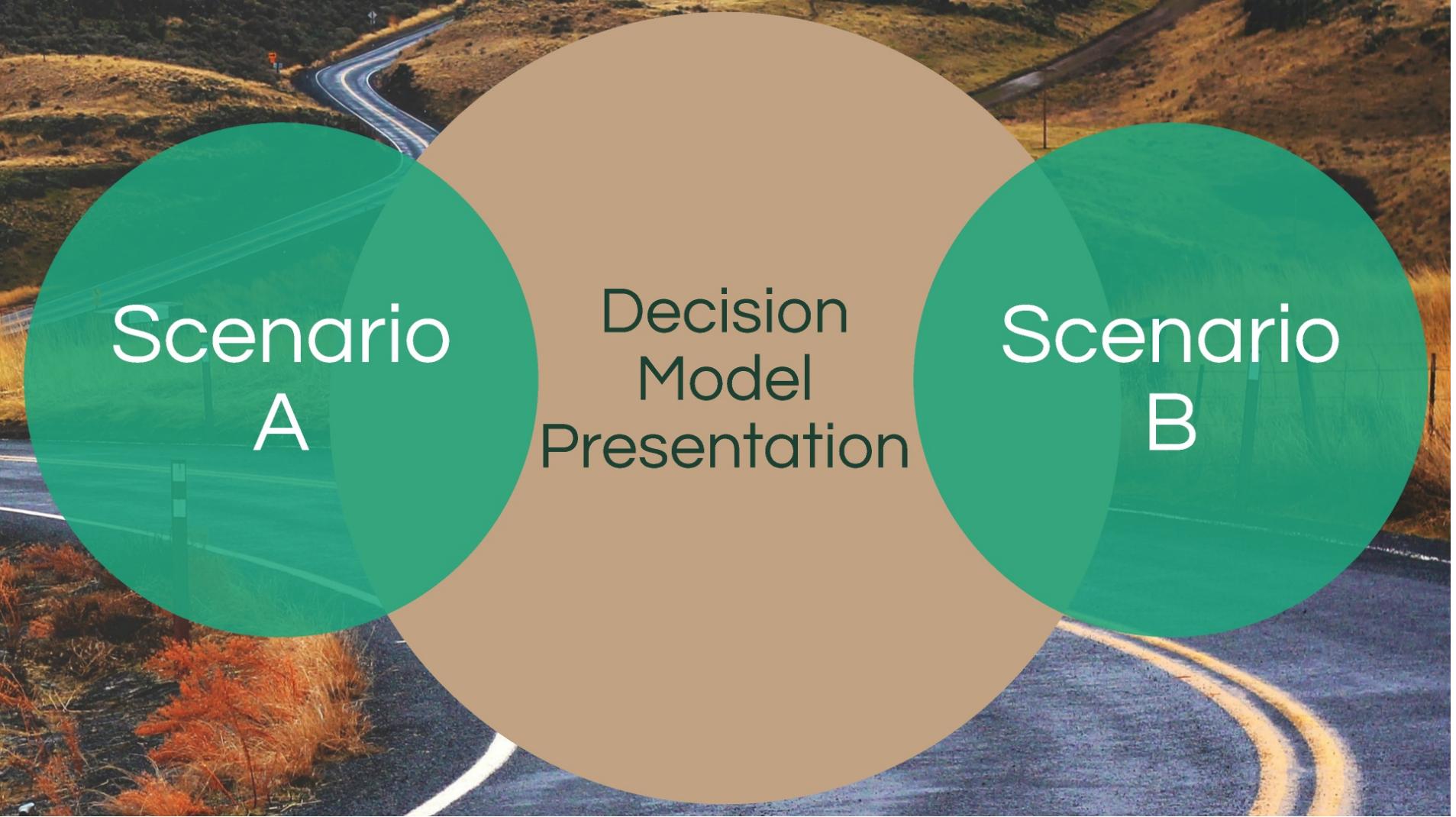


## Scenario A



Fig. 19: own illustration

Develop a sustainability label for responsible compensation companies in our downstream value chain.



Scenario  
A

Decision  
Model  
Presentation

Scenario  
B

## Scenario B

Develop a desktop application for Business travel compensation as part of a B2B solution.

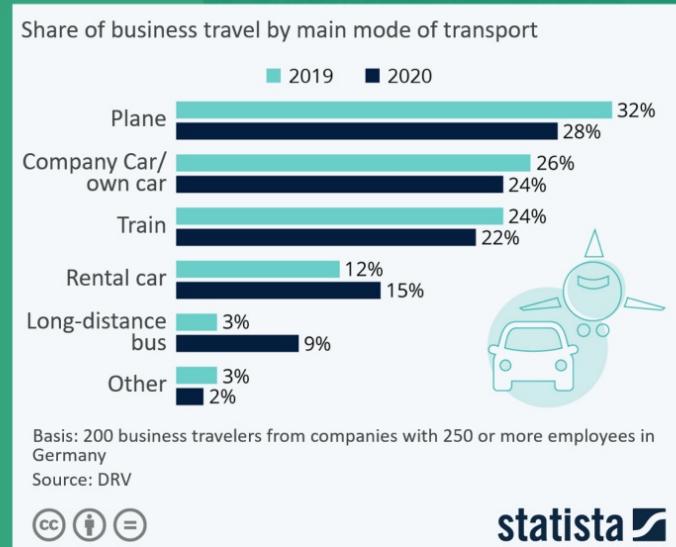
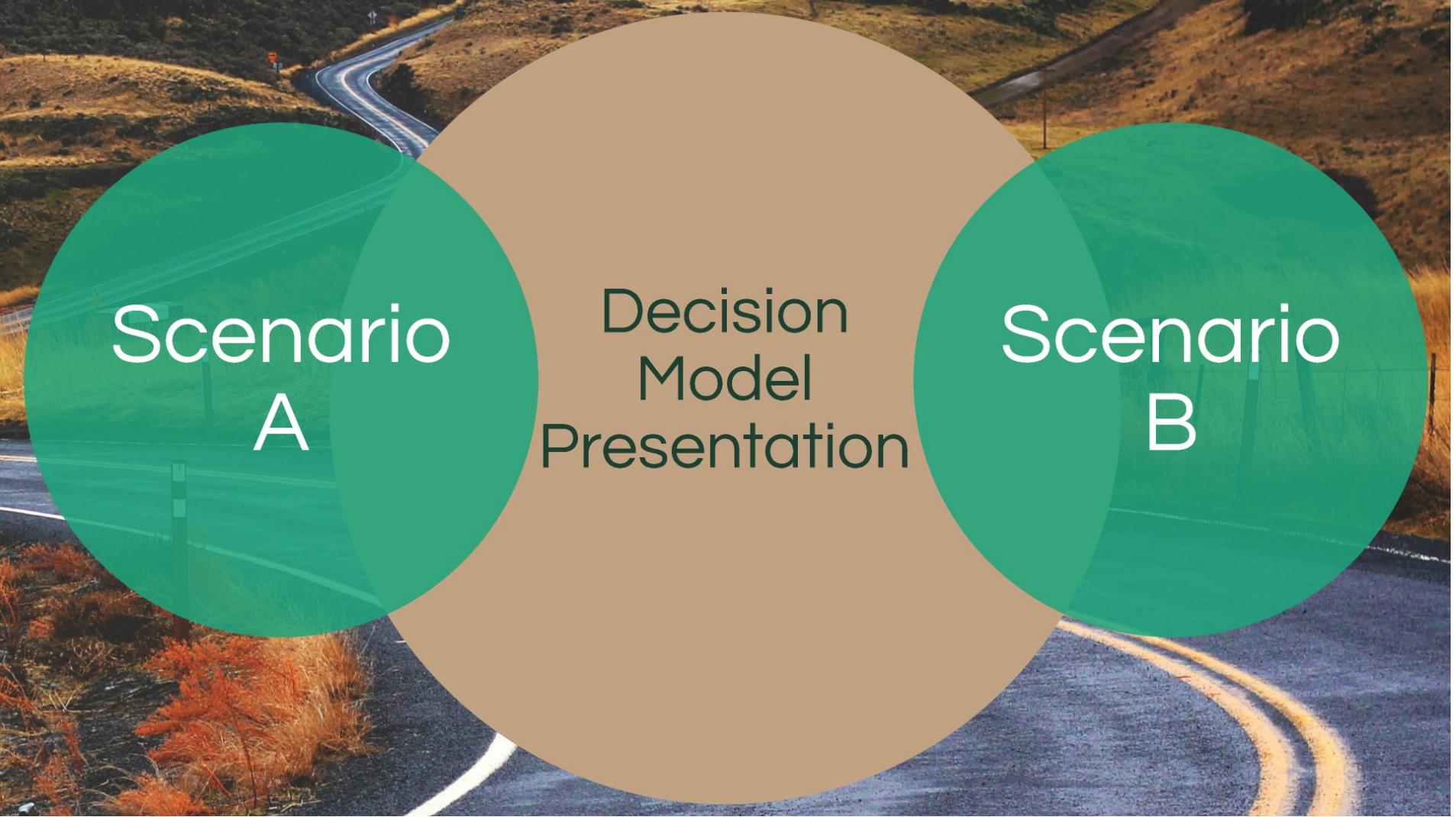


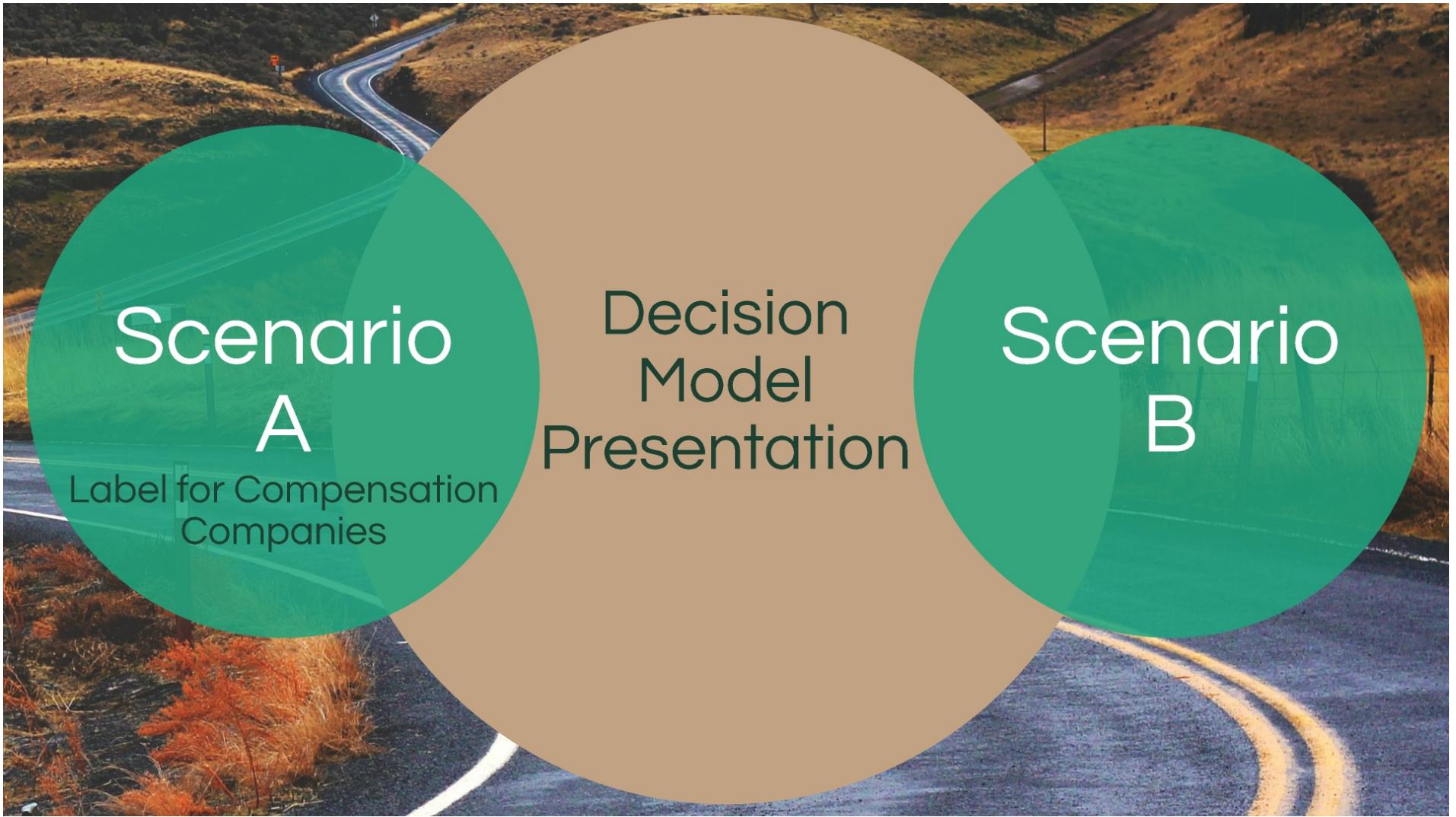
Fig. 20: statista.com, 2020, data by DRV

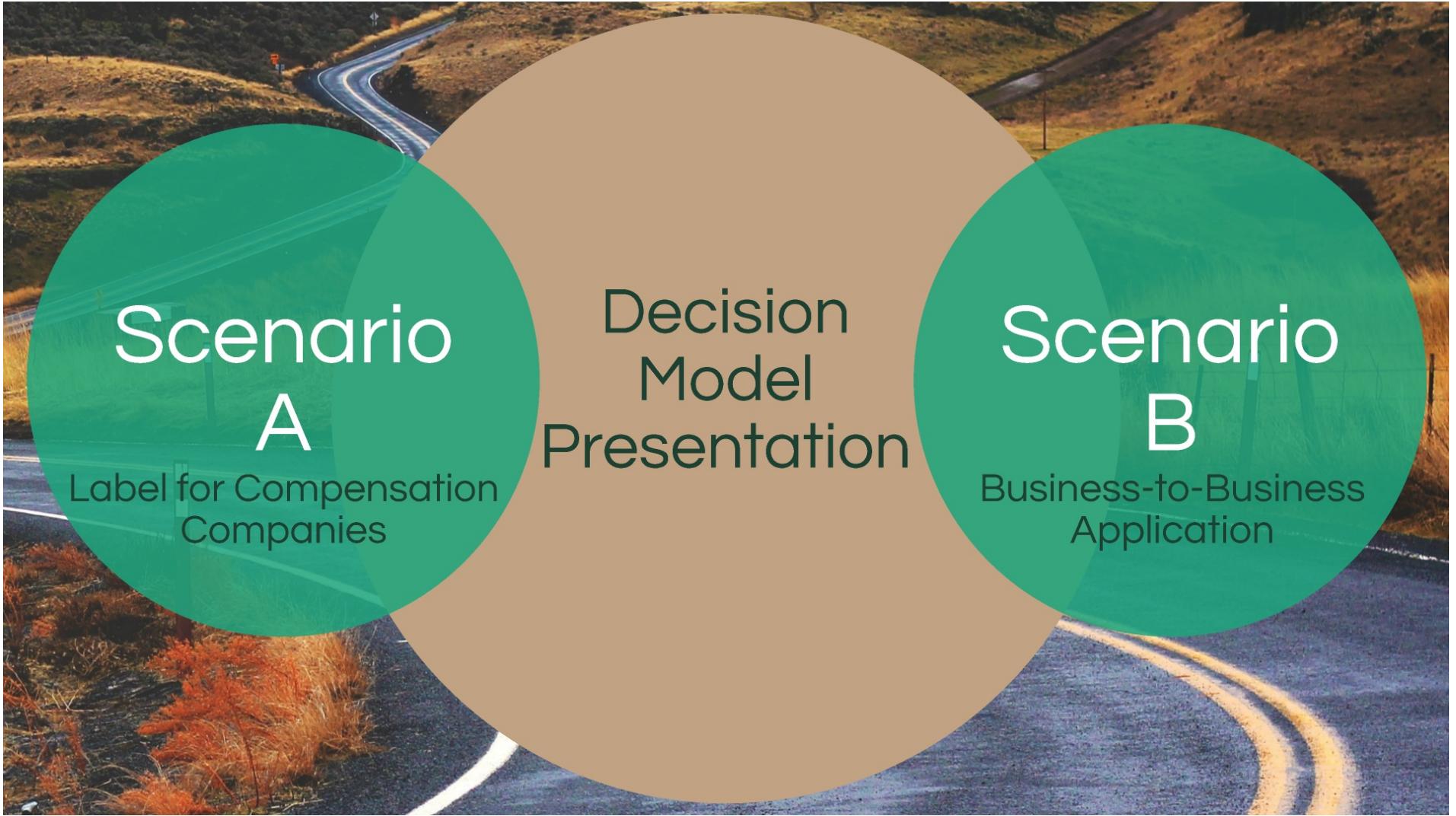


Scenario  
A

Decision  
Model  
Presentation

Scenario  
B





# Current incentives

- Free of charge
- User-friendly, bundled form of compensation services
- Creates transparency
- Possibility to plan travels in a sustainable way
- Additional services
  - Compact guides on sustainable travel
  - Workshops

→ How can we create further incentives to attract users?

# QUESTIONS?

Feel free to virtually  
raise your hand.

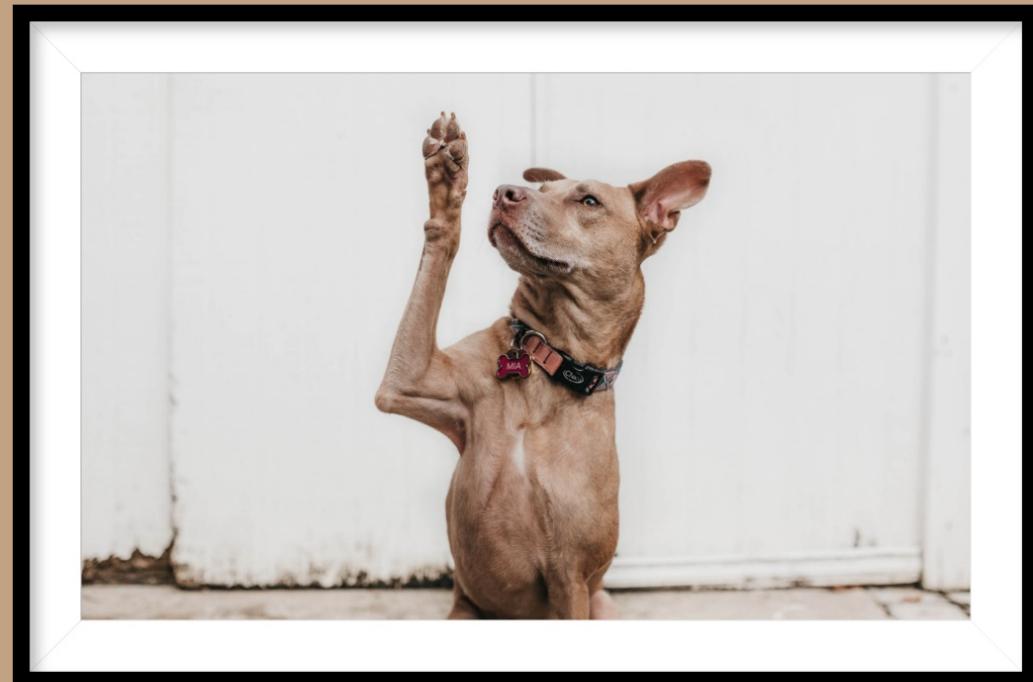
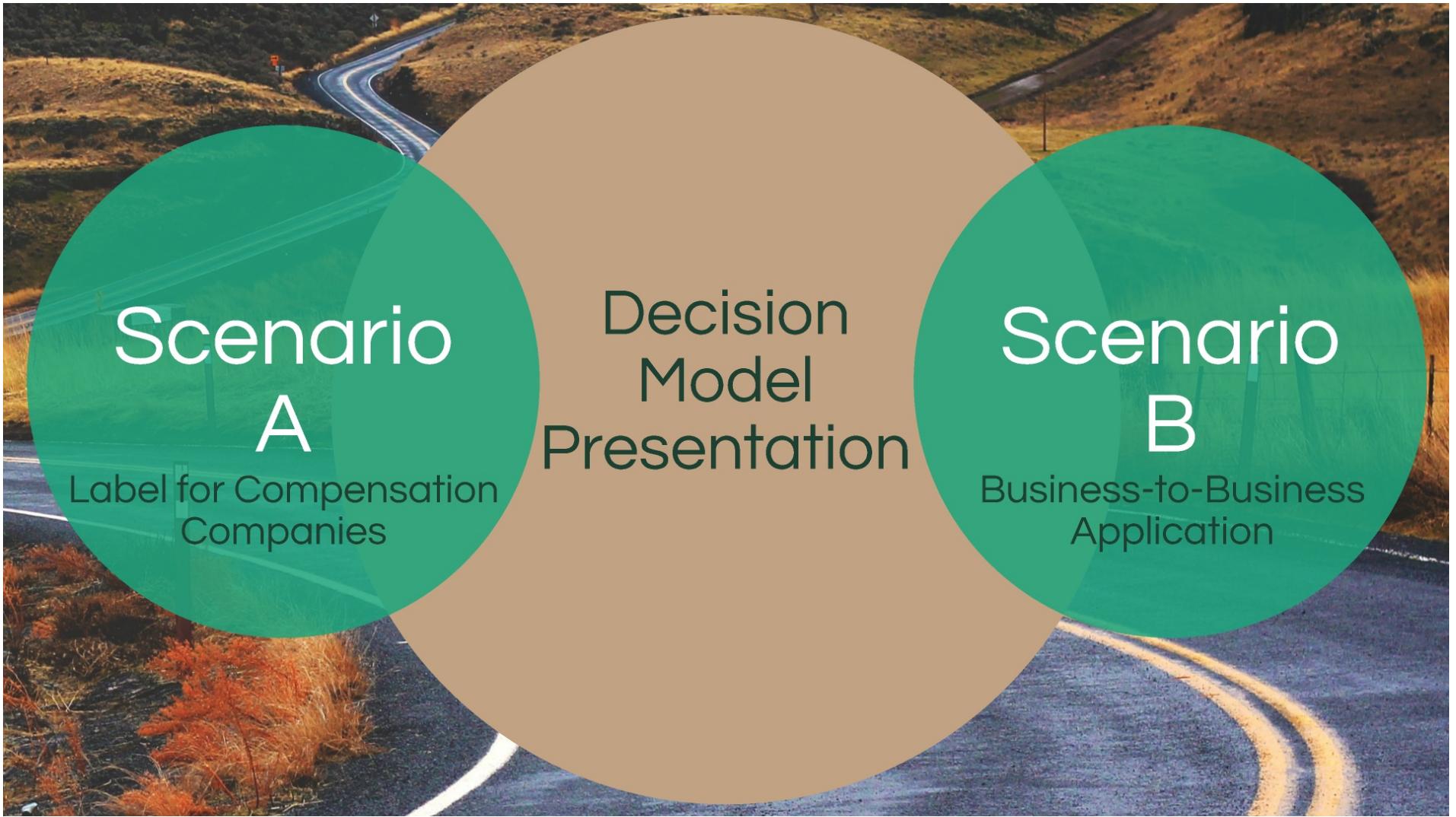


Fig. 21: unsplash.com, CC0

## MORE INFORMATION?



References of all blog  
posts in one file.





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