

AlpBioEco

Good & Bad Practices

WP-T2: Deliverable 2-2

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1. INTRODUCTION

Eco-innovation, which refers to significant changes or new solutions in a company's business model (BM) implemented to achieve higher levels of sustainability (O'Brian et al., 2018), can be reached via multiple pathways. Repairing, upcycling, processing waste products, introducing new products, developing new processes of manufacturing, and using alternative raw materials are just a few examples of how eco-innovative BMs can be designed.

Taking these considerations into account, one of the aims of work package T-2 of the AlpBioEco project was to identify good and bad practice examples of innovative BMs. Thus, complementary to developing eco-innovative BM blueprints for the alpine region (see Deliverable 2-1), we identified and analyzed a number of good and bad practice examples of eco-innovative BM to learn from (see this report on Deliverable 2-2). Based on this research and expert interviews, we derived success factors and needed competencies (see Deliverable 2-3) as well as missing linkages and missing stakeholders (see Deliverable 2-4).

Therefore, this report aims to showcase the diversity of BM with innovative components. A wide variety of BM with a sustainable focus, an innovative approach, and/or an eco-innovative approach are introduced. Consequently, this report should serve as an inspiration for BM innovation endeavours.

In the following chapter, we describe our research approach and how the BMs were identified and selected. In chapter 3, we present and discuss a number of good practice examples based on Gassmann, Frankenberger, and Csik's framework (2013) before we provide a conclusion in chapter 4. The appendix holds a more extensive list of identified BM with innovative components for further reading.

2. METHODOLOGY

In order to analyse and discuss the following examples of existing BM, we applied the conceptual framework by Gassmann et al. (2013). The BM structure, as presented in detail in Deliverable 2-1 (Chapter 2), offers a framework for BM innovation along four dimensions: the Who, the What, the How, and the Value (Gassmann et al., 2013). The successful implementation of new or significant changes in

- the value proposition (e.g. new features, added services),
- the addressed target markets or target customer groups,
- the value creation architecture (e.g. new supply chain solutions, substitution of critical resources), and
- the revenue streams (e.g. freemium, pay-per-use, leasing, selling process data)

will be examined in each of the selected examples (Figure 1).

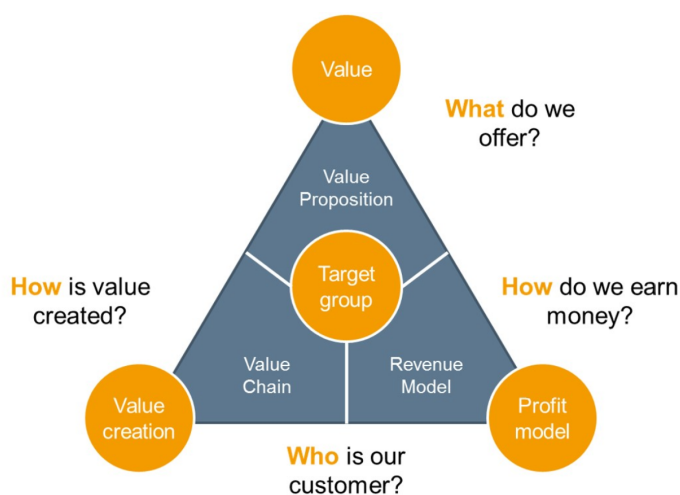


Figure 1: Business model structure (Gassmann et al., 2013).

Additionally, we focused on particularly innovative aspects of the BM. Thus, a holistic understanding of the presented BM is possible (Gassmann et al., 2013).

To begin, we carried out a thorough desk and online research to gain an understanding of already existing BMs in food-related industries. As this project aims to create eco-innovative and cross-industry BMs, we extended our research by applying a combination of convenience and snowball sampling. First, we started by asking experts in the industry (technology experts, researchers, entrepreneurs, farmers) for well-known companies and cases.

Second, we asked university faculty for case studies typically discussed in business education for teaching BM innovation. Third, we investigated the underlying BM concept of household names in different areas. Fourth, we examined a variety of start-up networks and hubs for innovative BMs.

Chapter 3 displays an exemplary list of BM, which is complemented by a more comprehensive list in the appendix. While the majority of the BMs on the exemplary list focuses on business-to-consumer (B2C), some also focus on business-to-business (B2B) or purely the research step of the value chain.

These efforts aimed to discover both successful and failed BM. However, as very few businesses document their failures for the general public, little information was available. Thus, we aimed to exhibit a wide variety of BM with innovative components in this report.

Deliverable 2-3 of this work package complements this focus on good practices by identifying and researching critical success factors and required competencies for the implementation of eco-innovative BM. By reviewing relevant literature, conducting 11 expert interviews, and incorporating findings from the 22 Open Innovation workshops (see Deliverable 2-1), we identified success factors and contrasted and connected the perception of theory and practice to get the best of both worlds. The interviewed experts came from different industries, such food processing and manufacturing industry as well as social and start-up sector. Most importantly, three interview partners are entrepreneurs who failed with at least one of their BM (see Deliverable 2-3 for more details). This allowed us to go beyond the illusion of a perfect world and add specific learnings from failures of the past.

3. RESULTS

This chapter provides a selection of 12 exemplary good practices of innovative BM. We will describe the general business idea, the unique selling proposition, the target group, the value chain, revenue streams, and some particularities of the relevant BM.

a) Mountain Pine Liqueur

ALPINE SPIRITS - A GOOD PRACTICE EXAMPLE		
BUSINESS IDEA & UNIQUE SELLING PROPOSITION		
Mountain Pine Liqueur <ul style="list-style-type: none"> - A liqueur, which consists exclusively of natural ingredients, produced in Austria, and is lovingly produced by hand. - Liqueur without flavour enhancers, preservatives, etc. - The mountain pinecones come 100% from Austria's largest nature park, the Karwendel. - As the mountain pine is a protected species, only AlpPine Spirits is allowed to extract cones from the Karwendel Nature Park. - Cooperation with the nature park Karwendel: Due to the protection of the mountain pinecones, 2% of the gross turnover go directly back to the protection of the nature park. 		
TARGET GROUP	VALUE CHAIN	REVENUE STREAMS
Liqueur lovers who are looking for a special experience and want to support the nature park of Karwendel.	<ul style="list-style-type: none"> - Cooperation with the nature park Karwendel - Regional, manual production 	<ul style="list-style-type: none"> - Sales per unit - 2% of the gross turnover is donated to the Karwendel nature park.
LINK: WWW.ALPPINESPIRITS.COM		

Highlights of the underlying BM of AlpPine Spirits are the handmade aspect of the product, an exclusive sourcing agreement, and the involvement in the protection of the nature park, where the pinecones grow.

Special permission for the extraction of the special mountain pine from the Karwendel Nature Park secures exclusivity in the sourcing process; thus, not only giving the product a uniqueness but also guaranteeing access to the raw materials. The company actively contributes to the long-term existence and growth of the nature park by contributing a certain percentage of their gross turnover to the park.

b) Research and Development: Pharmaceuticals

BIONORICA RESEARCH - A GOOD PRACTICE EXAMPLE		
BUSINESS IDEA & UNIQUE SELLING PROPOSITION		
Research and Development: Pharmaceuticals <ul style="list-style-type: none"> - Focus on research and development (R&D) herbal active substances (phyto) by means of state-of-the-art analytics and process technologies (engineering) - Create awareness of the value and efficacy of herbal medicines - Sustainability is key: <ul style="list-style-type: none"> - Develop long-term relationships with stakeholders - Respectful interaction with employees - Sustainability in research - Sustainable use of resources and environment 		
TARGET GROUP	VALUE CHAIN	REVENUE STREAMS
Pharmacies	<ul style="list-style-type: none"> - Own patented production processes to ensure quality - Ingredient sourcing starts with the seeds, cultivation and harvesting on own land - Long-term contract farmers, for example in Austria, France and Hungary - Cooperation with more than 500 international universities and clinics 	Sales per unit
LINK: WWW.BIONORICA.AT		

One of the particularities of this BM is the importance of sustainability in every aspect of the business and the way how sustainability is enacted. What is more, this BM focuses on the research and development of pharmaceutical products based on herbal active substances.

c) Customized horse feed mixes

CAREVALLO - A GOOD PRACTICE EXAMPLE		
BUSINESS IDEA & UNIQUE SELLING PROPOSITION		
Horse feed mixes customized to the needs of the individual horse <ul style="list-style-type: none"> - Feed mixes tailored to the needs of the individual horse - The food is easily and conveniently ordered online and delivered to the customer/the horse - The online services include feed advice, the preparation of feed recipes, and the production of tailor-made feed mixtures - Adaptation of horse feed is possible at any time - 100% food guarantee, if the feed does not fit to the horse, a new mixture will be provided free of charge 		
TARGET GROUP	VALUE CHAIN	REVENUE STREAMS
Horse owners, who want the best for their horse and are willing to spend money on their horse for quality products.	<ul style="list-style-type: none"> - The entire value creation takes place within the company (logistics, production, marketing, sales) using digital means intensively - Personal consultation in-house (simply online) - Purchasing of raw materials from selected regional suppliers, which guarantees high quality - Outsourcing of process steps to the customer (e.g. enter details of the respective horse) 	<ul style="list-style-type: none"> - Sales per unit - Subscription model
LINK: WWW.CAREVALLO.COM		

One of the most interesting aspects of this business is the individualization and adaptability of the products at any time. What is more, digital channels are used intensively for the consulting and ordering process as well as marketing activities, thus allowing for scalability of the business. Last but not least, a subscription model allows for steady revenue streams and better planning.

d) Association for the use of unused food

FELD-VEREIN - A GOOD PRACTICE EXAMPLE		
BUSINESS IDEA & UNIQUE SELLING PROPOSITION		
Association for the use of unused food <ul style="list-style-type: none"> - Unused fruits and vegetables are collected from farms, (super-)markets, public green spaces, or community gardens around the city of Innsbruck - Unused fruit and vegetables, which are out of the norm (e.g. because of size, weight, shape) and therefore may not be sold, but have good quality, are processed and made available to customers. - They are either transformed or distributed following a pay-as-you-wish system. - e.g. offices in the urban space of Innsbruck can order soups/stews twice a week. The soups are delivered by bike to the offices (to keep delivery-related CO2 emissions low). 		
TARGET GROUP	VALUE CHAIN	REVENUE STREAMS
<ul style="list-style-type: none"> - Environmentally conscious consumers - People who cook their own meals - People who value home-cooked and healthy meals 	<ul style="list-style-type: none"> - Cooperation with local farmers, supermarkets, markets, public green spaces or community gardens to receive to the unused fruit and vegetables. - Transformation/cooking done in-house 	<ul style="list-style-type: none"> - Revenues based on "What is it worth to you?"
LINK: WWW.FELD-VEREIN.AT		

This BM aims to avoid food waste by taking fruits and vegetables deemed unfit for sale, transforming them into dishes, and distributing them. A high appreciation for already available food products, regardless of their suitability for the market, lies at the core of this idea. By asking consumers to pay as much as they wish/as the products are worth to them, this company encourages consumers to consider the true value of food.

e) Meal-kit provider with recipes

HELLOFRESH - A GOOD PRACTICE EXAMPLE		
BUSINESS IDEA & UNIQUE SELLING PROPOSITION		
Meal-kit provider with recipes <ul style="list-style-type: none"> - HelloFresh's BM is to prepare the ingredients needed for a meal and then deliver them to customers, who must then prepare the meal using recipe cards (preparation time 30-40 minutes). - Consumers can order the cooking box by subscription and receive the current delivery once a week. The customer saves time in the selection of dishes, the procurement of food, selecting dishes, and cooking. At the same time, the customer receives varied meals at an affordable price. - There are three choices: veggie box, classic box, family box - A selection of recipes is made available free of charge on their website. - HelloFresh purchases 80% of all ingredients directly from carefully selected suppliers - with weight precision, thus guaranteeing top quality without waste at an affordable price → nearly 0% food waste - Intensive use and incorporation of digital marketing channels (social media) to expand the customer base and maintain trust (e.g. show customer reviews on website) 		
TARGET GROUP	VALUE CHAIN	REVENUE STREAMS
Professionals between 20-50 years with limited free time, who like to cook, but do not want to spend too much time, want to eat balanced meals on a regular basis without having to plan them.	<ul style="list-style-type: none"> - Outsourcing of process steps to the customer (cooking) - HelloFresh cooperates with selected suppliers 	<ul style="list-style-type: none"> - Subscription model: Consumers can order the cooking box online and receive the delivery once a week. - It generally provides about three two-person meals a week for about \$60 to \$70.
LINK: WWW.HELLOFRESHGROUP.COM		

Having limited the product range to a maximum of three alternatives, this BM operates with highly standardized delivery processes. The complementary recipe cards and free recipes online add a high level of variation for the consumer. These measures support the overall aim of reducing waste production, which is complemented by the weight precision of the ingredients.

The subscription model provides a high level of convenience for the customers and a steady revenue stream for the company.

f) Vegan diapers

LILLYDOO - A GOOD PRACTICE EXAMPLE		
BUSINESS IDEA & UNIQUE SELLING PROPOSITION		
Vegan diapers <ul style="list-style-type: none"> - Lillydoo diapers are vegan and all materials used are free of perfumes, parabens, hormone-active substances, and PEG emulsifiers. - The packaging of the diaper consists of corn foil and is therefore biodegradable. - Germany's first diaper certified according to OEKO-TEX® STANDARD 100 - Lillydoo cooperates with selected production partners within Europe. They value building sustainable relationships and developing our products together over the long term. - Independent institutes regularly inspect the baby care products. - Diaper subscription model and loyalty club 		
TARGET GROUP	VALUE CHAIN	REVENUE STREAMS
Parents/Caretakers who value the use of natural ingredients in baby products and are willing to pay a higher price	<ul style="list-style-type: none"> - Lillydoo cooperates with selected production partners within Europe (Priority: long-term relationships) - Regular inspections by independent institutes to guarantee eco standards - Direct selling via website 	<ul style="list-style-type: none"> - Diaper subscription model: Create your own design online, flexible delivery, possibility to order additional care products - Offer additional care products - Discounts for "Bring a friend"
LINK: WWW.LILLYDOO.COM		

Innovative highlights of this BM include the vegan and sustainable nature of the products, the customization of the products, and the diaper subscription model. Taking away the mental load of ordering and stocking a sufficient amount of diapers adds value for parents and caretakers. Exclusive loyalty gifts provide additional incentives to stick with the brand. The eco-certification confirms the high-quality standards of the products.

g) Natural cosmetics

MANNA NATURKOSMETIK - A GOOD PRACTICE EXAMPLE		
BUSINESS IDEA & UNIQUE SELLING PROPOSITION		
Natural cosmetics <ul style="list-style-type: none"> - Hand-made soaps exclusively from pure, herbal ingredients and selected, high-quality raw materials - Ingredients/products are without genetic manipulation, not tested on animals (cruelty free), COSMOS Organic Certification, 95% of the raw materials are organically grown - Frequently asked questions regarding skin care and product recommendations based on skin type, area of application, and desired outcome are available online 		
TARGET GROUP	VALUE CHAIN	REVENUE STREAM
Women and men (age 30-60), who value environmentally friendly products. ... have healthy or problem skin or neurodermitis.	<ul style="list-style-type: none"> - Raw materials from selected partners - Integrate customer in the order process: Depending on requirements, the customers compile the order via the website. - Production in-house (handmade) 	<ul style="list-style-type: none"> - Sales per unit - Discounts and exclusive offers for loyal customers
LINK: WWW.MANNASEIFE.DE		

The BM outlined above pays great attention to using high-quality and organic materials that are turned into the final products in a handmade process. The website and online shop offers a problem-centered approach to skin care (e.g. acne) and customers can compile their individual orders online based on recommendations for their individual situation. Customers receive the products within 48 hours and can take advantage of a 30-day guarantee offer in case they are not satisfied with the products.

h) Natural packaging and waste management products

NATURABIOMAT - A GOOD PRACTICE EXAMPLE		
BUSINESS IDEA & UNIQUE SELLING PROPOSITION		
<p>Development of packaging and waste management products from natural, renewable materials</p> <ul style="list-style-type: none"> - Bio-intelligent films and packaging that extend the shelf life of food and thus reduce waste → almost 100% recovery of all ingredients - Bio-waste dries out faster in the BIOMAT® liners and bags, reducing costly weight - Characterised by high quality of raw materials, resource- and environment-friendly production, efficient design of transport and logistics - They work with long-term suppliers and carry out strict controls, which guarantee the use of first-class, GMO-free basic material. - Most production waste is also recycled directly on site. - Products encourages companies, local authorities, and associations in accepting their corporate social responsibility. - The products meet the demands of an environmentally-conscious generation of consumers. 		
TARGET GROUP	VALUE CHAIN	REVENUE STREAM
3 main target groups: - Packaging for responsible food manufacturers, retailers, and packers - Ecological waste management for various economic sectors - Environmentally friendly products for private individuals available online (e.g. vegan bath cleaners, carrier bags, cups, cuffs for cups, etc.)	<ul style="list-style-type: none"> - Resource- and environment-friendly in-house production - Efficient design of transport and logistics chains (outsourced) - Trustworthy suppliers and strict controls - Online shop - Recycling of production waste on site - Almost 100% recovery of all ingredients 	<ul style="list-style-type: none"> - Sales per unit
LINK: WWW.NATURABIOMAT.COM		

This BM is characterized by the consistent implementation of sustainable principles across the entire value chain. In addition to the use of high-quality raw materials, a resource- and environmentally friendly production, and efficient design of transport and logistics, most production waste is recycled directly on site. What is more, a comprehensive product range allows for a diversified target group.

i) Luxury vegan shoes

NEMANTI - A GOOD PRACTICE EXAMPLE		
BUSINESS IDEA & UNIQUE SELLING PROPOSITION		
Italian luxury vegan shoes - Vegan shoes: <ul style="list-style-type: none"> - Off-the-shelf at a medium price - Products exclusively made for customers (high-priced) - Fabric: Use of pellemela, a faux leather obtained from apple cores discarded by agribusiness industries, and 100% cellulose pure. - PETA and LAV approved - Culture of respect: <ul style="list-style-type: none"> - Use of cruelty-free materials - Use of plant tissue, often a by-product of recycling or reuse - Local production shows respect for tradition and local craftsmanship 		
TARGET GROUP	VALUE CHAIN	REVENUE STREAM
Environmentally-conscious, individualistic professionals (men & women, age: 30-60) who demand regional and high-quality footwear and are willing to pay a medium-high price	- Regional in-house value creation - Italian craftsmanship - Entire value creation takes place within the company (logistics, production, marketing, sales)	- Sales per unit <ul style="list-style-type: none"> - Off-the-shelf prices - Customization prices
LINK: HTTPS://WWW.NEMANTI.COM/		

The underlying BM is centred around the production of vegan shoes. This business idea combines the principles of veganism, environmental protection, and a strong sense of tradition and fashion (i.e. Italian craftsmanship of footwear). The entire value creation happens in-house and the products are either custom-made or for immediate sale in the shop.

j) Organoid natural surfaces

ORGANOID TECHNOLOGIES - A GOOD PRACTICE EXAMPLE		
BUSINESS IDEA & UNIQUE SELLING PROPOSITION		
Organoid natural surfaces <ul style="list-style-type: none"> - Production of surface materials based on untreated natural plant parts, which have largely retained their original appearance, feel, and fragrance during the production processes - Surface materials such as absorber panels, decorative elements for furniture, doors and walls, etc. - Materials are provided for craftsmen who process them further 		
TARGET GROUP	VALUE CHAIN	REVENUE STREAMS
B2B: <ul style="list-style-type: none"> - Furniture makers, carpenters, door makers, booth & shop designers, product or packaging designers, book-binding specialists, etc. - Processors who are looking for something special - Nature lovers 	<ul style="list-style-type: none"> - In-house production of decorative elements - Providing surface materials for craftsmen 	<ul style="list-style-type: none"> - Sales per unit
LINK: WWW.ORGANOIDS.COM		

The BM summarized above distinguishes itself due to the special production process through which untreated natural plant parts retain their original appearance, feel, and fragrance. Thus, the entire production process is set up in a sustainable manner. The crafted materials are produced for the B2B market, catering to a demand for "something special".

k) Online sale of tea

TEEKAMPAGNE - A GOOD PRACTICE EXAMPLE		
BUSINESS IDEA & UNIQUE SELLING PROPOSITION		
Online sale of Darjeeling loose leaf tea <ul style="list-style-type: none"> - Direct sale via website of Darjeeling loose leaf tea to end customers (avoids the use of intermediate small and wholesalers) at an affordable price - Offers pure, fair-trade Darjeeling tea (only a tea obtained from one of the 87 tea gardens in Darjeeling is allowed to have this label) from certified organic cultivation - Sustainable management: <ul style="list-style-type: none"> - Traceability program: each single package can be tracked to the original tea garden (including documents of sampling, analysis, EGCG, certificate of origin and cargo inspections) - Quality control: blind-testing & testing for chemical residues - Transparent prices: price calculation is revealed - Sound working environment and fair supply chain - Close cooperation with local partners - Part of the selling price is donated to social projects. <p>→ Tea trading is conducted in a responsibly ecological, economic, and social manner.</p>		
TARGET GROUP	VALUE CHAIN	REVENUE STREAM
Environmentally and socially conscious tea lovers who want to consume high quality classic black and green tea at an affordable price Points of consumption: Cafes, restaurants, etc.	<ul style="list-style-type: none"> - No use of intermediate small and wholesalers - Component model: outsourcing of as many process steps as possible (packaging, storage, marketing, etc.) - Selling via online shop - Main partners are the operators of the tea plantations in India (tea is harvested and produced locally by the farmers) 	<ul style="list-style-type: none"> - Sales price per weight - Subscription model with automatic payment (provide bank details when subscribing) → receive products automatically after harvest time
LINK: HTTPS://WWW.TEACAMPAIGN.COM/		

One of the particularities of this BM is the outsourcing of as many steps as possible, while simultaneously securing an ecological, economic, and socially responsible value chain. The product range is kept as simple as possible – products are, for example, only offered in one size/weight. The company aims to provide complete transparency by running a traceability program and revealing price calculations. Customers can buy directly via the website or app or sign up to the subscription model with automatic payment.

I) Organic and fairtrade certified chocolates

ZOTTER - A GOOD PRACTICE EXAMPLE		
BUSINESS IDEA & UNIQUE SELLING PROPOSITION		
Organic and fairtrade certified chocolates <ul style="list-style-type: none"> - Zotter focuses on quality, diversity and sustainability, combined with art and humour - Bean-to-bar chocolate manufacturer, carrying out the entire chocolate production process within the company - Products are known for organic quality, variety, creativity and sustainability - Large range of products (365 different chocolates) with creative and unique tastes (e.g. wine chocolate, cheese chocolate) - Unique and artistic packaging design by Andreas h. Gratze - Chocolate Theatre: learning experience of entire production process - Sourcing: <ul style="list-style-type: none"> - Close collaboration with local farmers - Cocoa directly bought from cocoa farmers with above-global-market prices to allow focus on quality - Supports cocoa farmers in becoming independent from global market developments - Involvement in social projects - Quality assurance: member of WFTO, FAIR Logo, ORGANIC control number: AT-BIO-402, EMAS-certified company 		
TARGET GROUP	VALUE CHAIN	REVENUE STREAM
<ul style="list-style-type: none"> - Gastronomy - End-consumers who appreciate high quality and fair trade products - Art-loving individualists - Sweet-toothers and chocolate hipsters - Companies who want to brand gifts 	<ul style="list-style-type: none"> - Close relationship to local farmers - Bean-to-bar manufacturing on-site at head quarter (HQ) 	<ul style="list-style-type: none"> - Sales per unit - Bulk prices
LINK: HTTPS://WWW.ZOTTER.AT/		

The bean-to-bar approach of this BM focuses on the customer experience. Thus, the entire value creation takes place at the company headquarter, where customers and consumers can observe the production process. Responsible value creation, high quality, and the use of fair-trade and local raw materials are fundamental parts of the company philosophy. The company offers a high number of product variations with special editions and seasonal variations. Product packaging combines art and sustainability, which is one of the many efforts in marketing.

4. CONCLUSION

This report set out to present and discuss good and bad examples of existing BM with innovative components. Based on desk research and empirical investigation, we examined a number of eco-innovative BMs by looking specifically at the unique selling proposition (USP), target groups, value chain structure, revenue streams, and particularly innovative aspects of the BM.

The scope of this report is slightly limited due to the lack of public information available on failed BM. Nonetheless, the conducted literature review and expert interviews identified several critical factors that are essential to establish and sustain an eco-innovative BM. These are discussed in detail in Deliverable 2-3 of this work package.

The presented BM display a wide variety of possible successful BM. While some of them aim for B2C or B2B markets, others focus on the research and development stage. Innovative components of the BM can be found in either of the dimensions, such as the target group (the Who), the value proposition (the What), the value chain (the How), the revenue streams (the Value), or in a combination of these. In fact, research shows that 90% of BM innovations are simply a re-combination or a reinterpretation of already existing components that were successful in other industries, markets, or contexts (Gassmann et al., 2013).

Overall, every business, regardless whether entrepreneur, start-up, or established company, is well-advised to observe developments in and outside his/her own industry for inspiration and learning. Being innovative in one or more of the discussed aspects of BM is difficult and complex. There is no such thing as a one-size-fits-all solution for successful BM. However, the good news is that learnings can be derived from past successful and unsuccessful innovations – and they should.

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Appendix: Long list of good & bad practices

Firmenname	Product	Business Idea/ Particularities	Bad/Good Example	URL
20 Chocolate	Organic raw chocolate	<ul style="list-style-type: none"> > Healthy organic chocolate without added sugar > Chocolate spread with hazelnuts grown in Slovenia > Target group: Health-conscious individuals, vegans, individuals on a raw diet 	Positive example	https://www.20chocolate.si/
ALMUT von Wildheim	Design lamps made of natural materials	<ul style="list-style-type: none"> > Stylish luminaires made of naturally renewable raw materials > Linear designs > Regional products > Regional value creation value > Focus on sustainability 	Positive example	https://almutvonwildheim.com/
Alpengummi	Chewing gum	<ul style="list-style-type: none"> > Chewing mass-obtained from domestic pine resin and beeswax. For natural tooth cleaning. > Natural regional chewing mass > Free from aspartame & petroleum > Biodegradable > Own production: traditional craftsmanship > Only sweetened with xylitol 	Positive example	https://www.alpengummi.at/
AlpPine Spirits	Mountain pine liqueur	<ul style="list-style-type: none"> > A liqueur which consists exclusively of natural ingredients produced in Austria and is lovingly produced by hand. > The mountain pine cones come 100% from Austria's largest nature park, the Karwendel. > As the mountain pine is a protected species, only AlpPine Spirits is allowed to extract cones from the Karwendel Nature Park. > Cooperation with the nature park Karwendel: Since these mountain pine cones under nature protection, 2% of the gross turnover goes directly back to the protection of the nature park. 	Positive example	https://www.alppinespirits.com/
badenova	Biogas	<ul style="list-style-type: none"> > Biogas from grape and apple pomace 	Positive example	https://www.badenova.de/web/index.jsp

Bionorica research GmbH	Research and Development: Pharmaceuticals	<ul style="list-style-type: none"> > Focus on research and development (R&D) herbal active substances (phyto) by means of state-of-the-art analytics and process technologies (engineering) > Create awareness of the value and efficacy of herbal medicines > Sustainability is key: Develop long-term relationships with stakeholders, respectful interaction with employees, sustainability in research, sustainable use of resources and environment > Own patented production processes to ensure quality > Ingredient sourcing starts with the seeds, cultivation and harvesting on own land > Long-term contract farmers, for example in Austria, France and Hungary > Cooperation with more than 500 international universities and clinics 	Positive example	www.bionorica.at
Blün	Sustainable technology to unite fish farming and vegetable cultivation in a closed cycle	<ul style="list-style-type: none"> > A group of experienced farmers in Vienna who want to "open up new perspectives for food production". > Basic principles: local, transparent, & eco-effective > For example with aquaponics, a sustainable technology to unite fish farming and vegetable cultivation in a closed cycle. > According to the principle of the closed cycle-economy, not a drop of water is lost. The fish wastewater is used by the plants in the greenhouse. > Particularities: work together with local partners 	Positive example	https://bluen.at/
Camouflage	Mobile phone covers	<ul style="list-style-type: none"> > Mobile phone covers from old tetrapack <p>→ No further information available</p>	Failed business	not available
carevallo	Individual horse feed	<ul style="list-style-type: none"> > Offer feed mixes tailored to the needs of the individual horse > The online services include feed advice, the preparation of feed recipes and the production of tailor-made feed mixtures (like muesli.de for horse feed). > Adaptation of horse feed is possible at any time > 100% food guarantee, if the feed does not fit to the horse, a new mixture will be provided free of charge 	Positive example	https://carevallo.com/
Deflorian Tiefkühlspezialitäten	Tyrolean deep-frozen products	<ul style="list-style-type: none"> > Preparation of Tyrolean specialties: handmade, deep-frozen, from local ingredients, without added preservatives or colourings. > Particularities: Own production (handmade), focus on regionality 	Positive example	http://www.deflorian-tiroler-kueche.at/impressum-2/

Fein&Fertig	Meals in jars	<ul style="list-style-type: none"> > Fein & Fertig produces wholesome main meals in glasses. > without additives and superfluous packaging. > The "Healthy & Mother" product range is designed to relieve mothers without sacrificing taste. The beautiful glasses can be reused. 	Positive example	https://www.feinundfertig.de/
Feld-Verein	Association for the use of unused food products	<ul style="list-style-type: none"> > The appreciation of already available food products, regardless of its suitability for the market > Unused fruits and vegetables are being collected at farms, (super-)markets, public green spaces or community gardens, transformed and forwarded following the pay-as-you-wish system ("What is it worth to you?"). > For instance the feld-verein processes collected vegetables, that without the association's help would have never made it onto a plate. Offices in the urban space of Innsbruck can order soups/stews twice a week. The soups are delivered by bike to the offices (to keep CO2 emissions low). 	Positive example	http://feld-verein.at/
FOODIST	Food boxes in a subscription model	<ul style="list-style-type: none"> > Cooperation with small manufactories and the local trade > First own product line: Snackballs, which are protein balls consisting mainly of dates, nuts, and superfoods. 	Positive example	https://www.foodist.de/mission-more
Getuptitude	Eyewear from old snowboards	<ul style="list-style-type: none"> > Handcrafted eyewear from recycled snowboards, following the principles of circular economy > Produced in Italy 	Positive example	https://getuptitude.com/en /
GorkiChili	Spicy sauces	<ul style="list-style-type: none"> > Spicy sauces without fermentation and no acidic flavours > Special flavours such as dark chocolate with chili > Needed 3 years for successful harvest > 2015 sauce "All stars" received 3rd place in world hot sauce awards > Sale on website, ship internationally, Slovenian food chain stores, food fairs, and street food related events 	Positive example	https://gorkichili.si/omake

Happy Genie	Bags out of apple waste	<ul style="list-style-type: none"> > Locally produced > Out of innovative & beautiful leather like material made from food waste/apple waste after juicing > To lower the use of water, CO2 and other impacts from cotton farming they use recycled cotton fabrics, manufactured with cotton recycled and waste fabrics > All of our metal hardware comes with a luxurious palladium finish > Spacious bag with a stylish but classic design > Happy genie bags are multifunctional, as you can change, add or remove the different parts and accessories according to your needs. 	Positive example	https://happy-genie.com/
HelloFresh	Food boxes	<ul style="list-style-type: none"> > HelloFresh's business model is to prepare the ingredients needed for a meal and then deliver them to customers, who must then prepare the meal using recipe cards (preparation time 30-40 minutes). > Consumers can order the cooking box by subscription and receive the current delivery once a week. The customer saves time in the procurement of food, selecting dishes and cooking and at the same time receives varied meals at an affordable price. > There are three choices: veggie box, classic box, family box > A selection of recipes is made available free of charge on their website. > HelloFresh purchases 80% of all ingredients directly from carefully selected suppliers - with weight precision, thus guaranteeing top quality without waste at an affordable price □ nearly 0% food waste 	Positive example	hellofreshgroup.com
Lillydoo	Vegan diapers	<ul style="list-style-type: none"> > Lillydoo diapers are vegan and all materials used are free of perfumes, parabens, hormone-active substances, and PEG emulsifiers. > The packaging of the diaper consists of corn foil and is therefore biodegradable. > Germany's first diaper certified according to OEKO-TEX® STANDARD 100 > Lillydoo cooperates with selected production partners within Europe. They value building sustainable relationships and developing our products together over the long term. > Independent institutes regularly inspect the baby care products. > Diaper subscription model and loyalty club 	Positive example	https://www.lillydoo.com/de/impressum

MAESCO	Organic cosmetics	<ul style="list-style-type: none"> > Production and distribution of high-quality, sustainable, organic cosmetics in paleo style. > Use of Super Ingredients: Quillaja bark extract, rich organic plant oils such as sesame, avocado, jojoba and almond oil, as well as shea butter, essential oils of Provence, beeswax; > Small amount needed for treatment and long-lasting effect > The creams can be eaten (are very natural) > Also suitable for very dry skin 	Positive example	https://creamsofthestoneage.com/contact/impresum/
manna Naturkosmetik	Natural cosmetics	<ul style="list-style-type: none"> > Handmade Soaps made exclusively from pure, herbal ingredients and selected, high-quality raw materials (without genetic manipulation or animal testing) > For healthy and problem skin or neurodermatitis for daily care > Input mask on the website: Soap types are recommended depending on skin type, area of application and desired properties. > 95% of the raw materials are organically grown > Cruelty Free 	Positive example	https://mannaseife.de/
Muso Korini	Vegan clothes	<ul style="list-style-type: none"> > Vegan clothes from underwear to socks, outerwear, underwear to jackets > Vegan accessories: handbags, purses, belts, natural cosmetics, vegan shoes, books and gift articles > All products are 100% vegan and contain no animal ingredients or materials. The cosmetic products have not been tested on animals and do not contain any animal ingredients. 	Positive example	https://www.muso-koroni.com/

Naturabio-mat	Sustainable packaging and waste management	<ul style="list-style-type: none"> > Bio-intelligent films and packaging that extend the shelf life of food and thus reduce waste □almost 100% recovery of all ingredients > Bio-waste dries out faster in the BIOMAT® liners and bags, reducing costly weight > Characterised by high quality of raw materials, resource- and environment-friendly production, efficient design of transport and logistics > They work with long-term suppliers and carry out strict controls, which guarantee the use of first-class, GMO-free basic material. > Most production waste is also recycled directly on site. > Products encourages companies, local authorities, and associations in accepting their corporate social responsibility. > The products meet the demands of an environmentally-conscious generation of consumers 	Positive example	https://www.naturabio-mat.com/
Nemanti	Italian luxury vegan shoes	<ul style="list-style-type: none"> > Vegan shoes: Off-the-shelf at a medium price or products exclusively made for customer (high-priced) > Fabric: Use of pellemela, a faux leather obtained from apple cores discarded by agribusiness industries, and 100% cellulose pure. > PETA and LAV approved > Culture of respect: Use of cruelty-free materials, use of plant tissue, often a by-product of recycling or reuse, local production shows respect for tradition and local craftsmanship 	Positive example	https://www.nemanti.com/
Nuuwai	Vegan bags	<ul style="list-style-type: none"> > Made of the material "APPLESKIN" > Modern bags with a casual and urban style sustainable and vegan alternative > In addition to the sustainability of the bag materials, animal welfare is also at the centre of the entire collection 	Positive example	https://nuuwai.de/ueber-uns
Organoid Technologies GmbH	Organoid natural surfaces	<ul style="list-style-type: none"> > Production of surface materials based on untreated natural plant parts, which have largely retained their original appearance, feel, and fragrance during the production processes > Surface materials such as absorber panels, decorative elements for furniture, doors and walls, etc. > Materials are provided for craftsmen who process them further 	Positive example (won many awards)	https://www.organoids.com/en/contact/contact/

ÖsterReis	Rice producer	<ul style="list-style-type: none"> > Organic rice: regional, environmentally friendly, fresh, environmentally friendly, down-to-earth > Particularities: The process has several ecological advantages 	Positive example	https://www.oesterreis.at/
Paexfood	Crispy fruits and vegetables	<ul style="list-style-type: none"> > New drying process: this produces crispy fruit and vegetables with a natural taste, without additives! > Made from 100 % fruit, nothing else > Rich in fibre > With the natural vitamins and minerals > As a snack e.g. at work or in leisure time > As an ingredient, e.g. for cooking or garnishing dishes > When it comes to filling the products and packaging for our online shop, they cooperate with several life-support institutions in order to support people with mental disabilities in their everyday work with our crunchy fruit manufactory 	Positive example	https://www.paexfood.de/shop/
PanOrganix	Fully biodegradable packaging for "living salad"	<ul style="list-style-type: none"> > Salads and herbs are grown completely pesticide-free > Root system keeps the vegetables alive until the last leaf > Home compostable, completely biodegradable, nature-friendly packaging for salads and herbs 	Positive example	https://panorganic.si/en/
Re:Fruit	Smoothie powder	<ul style="list-style-type: none"> > Production process was too expensive > Product design was not ideal – only one large packaging size available > Main competitor was 4 weeks earlier on the market > Not able to handle a sudden influx of demand 	Failed business	
ROOTS+FRUITS	Supershots	<ul style="list-style-type: none"> > The ROOTS+FRUITS Supershots are made from fresh and exclusively cold-pressed fruit and root juices. > As the production process does not require any heat, the valuable vitamins and the aroma are not damaged. This means that every juice tastes like freshly squeezed and can be kept for up to five weeks. > Special features: Production process, little sugar 	Positive example	https://www.wohnmotte.de/stories/gefaellt/getestet-supershots-von-roots-fruits/
Sonnentor	Herbs, tea, spices	<ul style="list-style-type: none"> > Production and marketing of organic herbs, teas and spices. > Promotion of organic agriculture, a sustainable society and a suitable environment for children; > To inspire and motivate each individual through initiatives to commit themselves to the protection of the environment. 	Positive example	https://www.sonnentor.com/de-at

Teekampagne	Darjeeling loose leaf tea	<ul style="list-style-type: none"> > Direct sale via website of Darjeeling loose leaf tea to end customers (avoids the use of intermediate small and wholesalers) at an affordable price > Offers pure, fair-trade Darjeeling tea (only a tea obtained from one of the 87 tea gardens in Darjeeling is allowed to have this label) from certified organic cultivation > Sustainable management: > Traceability program: each single package can be tracked to the original tea garden (including documents of sampling, analysis, EGCG, certificate of origin and cargo inspections) > Quality control: blind-testing & testing for chemical residues > Transparent prices: price calculation is revealed > Sound working environment and fair supply chain > Close cooperation with local partners > Part of the selling price is donated to social projects. > Tea trading is conducted in a responsibly ecological, economic, and social manner. 	Positive example	https://www.teacampaign.com/
Unverschwendet	Use of surplus fruits and vegetables	<ul style="list-style-type: none"> > From the surplus of fruits, vegetables and herbs products like jam, syrup, chutneys, pickled, sweet-sour, sauces are produced > An initiative against food waste. > Reason: in Austria thousands of tons of the best fruit and vegetables are thrown away directly in agriculture because they are too small, large or crooked for the market, or because more has been produced than the market can absorb. > Goal: to maintain surplus fruit and vegetables economically and efficiently in the value chain and to offer products of the highest quality and taste. > Particularities: Cooperation with food producers, social institutions eg Wiener Tafel, development of a "Überschuss Börse" 	Positive example	https://www.unverschwendet.at/

Veerah	Vegan shoes	<ul style="list-style-type: none"> > Luxury shoe company designing for the modern woman unafraid to take bold strides as she effortlessly harness the balance between strength and femininity, paving the way for a new kind of luxury > 100 cruelty free > Designed consciously and sourced responsibly > Cultivate the next generation of fearless women a.k.a VERRAH warriors > Personalized > Impeccable style 24/7 	Positive example	https://www.veerah.com/pages/about-veerah
VEGEA company		<ul style="list-style-type: none"> > Vagea promotes the integration between chemistry and agriculture through the development of new eco-sustainable products > Vagea develops plant-based alternatives to fully synthetic oil-derived materials for fashion, furniture, packaging, automotive & transportation > By leveraging the use of renewable resources as an alternative to non-renewable fossil ones, vagea's production processes are based on the exploitation of biomasse and vegetable raw materials. > Vagea's technologies are essentially divided into: coating processes for the production of flexible technical fabrics, and injection processes for the production of rigid studs, buttons, buckles and glasses frames. > Collaborations between public and private sectors allows vagea to establish synergies and partnerships with local industry and research players. > Constant investments are dedicated to research activities for the continuous development of innovative and low environmental impact technologies and processes. 	Positive example	https://www.vegeacompany.com/company/
Vitalis Dr. Joseph GmbH	High-tech natural cosmetics	<ul style="list-style-type: none"> > VITALIS Dr. Joseph stands for a pioneer company from South Tyrol which, situated in an alpine and Mediterranean idyll, produces high-tech natural cosmetics. > The family business was founded in 1986 by Dr. Joseph and since then has been striving to combine the understanding of nature and the knowledge of naturopathy with the latest research findings and to develop unique cosmetic products. 	Positive example	http://www.teamdrjoseph.com

Whisperwool	Acoustic panels	<ul style="list-style-type: none"> > Acoustic panels made of Tyrolean sheep's wool for suspended ceilings, panelling, etc. > Whisperwool calms rooms by absorbing disturbing noises. > Whisperwool is allergy-free due to pure sheep's wool (no mites!), self-cleaning, antibacterial and moth-resistant. > Wool is used which is too coarse for clothing and is otherwise largely disposed of. 	Positive example	https://www.whisperwool.at/
Wieser Wachau	Care products made of apricot kernel oil	<ul style="list-style-type: none"> > The apricot kernels deliver valuable oil, which is used for the care series > Tradition of craftsmanship with Wieser products > Regional products 	Positive example	https://www.wieserwachau.com/pflegeprodukte/
Zotter	Chocolate	<ul style="list-style-type: none"> > Zotter focuses on quality, diversity and sustainability, combined with art and humour > Bean-to-bar chocolate manufacturer, carrying out the entire chocolate production process within the company > Products are known for organic quality, variety, creativity and sustainability > Large range of products (365 different chocolates) with creative and unique tastes (e.g. wine chocolate, cheese chocolate) > Unique and artistic packaging design by Andreas h. Gratze > Chocolate Theatre: learning experience of entire production process > Sourcing: Close collaboration with local farmers, cocoa directly bought from cocoa farmers with above-global-market prices to allow focus on quality, supports cocoa farmers in becoming independent from global market developments, involvement in social projects > Quality assurance: member of WFTO, FAIR Logo, ORGANIC control number: AT-BIO-402, EMAS-certified company 	Positive example	https://www.zotter.at/

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