

The Degradation of Access-Based Business Models: Customer Misbehavior and Shared Mobility

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Abstract-

Access-based services are considered one of the strategies to embed sustainability in business models. Yet, because the evolution of these business models has been overlooked, we do not know whether their promise to create triple value is sustained. Against this backdrop, we studied how the business model of 10 shared mobility operators changed and its consequences on the formation of social, environmental, and economic value. Findings show that the evolution is the result of intertwined changes in consumer misbehavior and vandalism, industry lifecycle, shareholders' priorities, technological advancements, and regulatory shifts. We identify two overarching processes that explain why the operators ceased to maintain a balance in the creation of triple value: progressive focus on financial viability and a growing prioritization of a smaller and wealthier segment of customers. These processes degraded the original goal of providing green, affordable, and accessible mobility for all.

Index Terms- business model | customer misbehavior | process | shared mobility | sustainability | vandalism

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Citation:

Camacho, A.; Valor, C. "The Degradation of Access-Based Business Models: Customer Misbehavior and Shared Mobility", *Business Strategy and the Environment*,

, .