

Community Focussed Business Model for Sustainability

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Abstract

Purpose – Sustainability is the ability to fulfill the need of the current generation without compromising on the need of the future generation (Brundtland, 1988). The three pillars of sustainability namely environment, social, and economic define the limit and the coverage of sustainability (Elkington & Rowlands, 1999). Through multiple initiatives and approaches, businesses have strived to achieve sustainability objectives. This paper strives to explore the significance and contribution of an appropriate business model for business sustainability. Based on examining existing business models that are inclined toward sustainability, this paper proposes a community-based business model that will lead to sustainability.

Design/methodology/approach – Business models that are significant to sustainability such as the Circular Business Model, Bottom of the Pyramid, Social Enterprise, and Product Service System are studied (Geissdoerfer et al., 2018). Based on the input from the different existing business models, literature, and expert opinion a model based on the community is proposed.

Findings - The analysis of the existing sustainable business models and case studies of Lijjat papad (Shukla, 2015), Sankara Nethralaya (Badrinath et al., 2020), Amul (Chandra & Tirupati, 2002) shows the importance of community in sustainability and the purpose of business being the interest of people. The community-based business model helps organizations to be innovative, people-centric, and sustainable.

Practical Implications - It is important for business leaders to be aware of the various sustainable business model that aid in its sustainability and success, especially the business impact on the community. Hence, this paper can provide some insight into the same.

Keywords *Sustainable business model, Circular Economy, Product Service System, Social Enterprise, Bottom of Pyramid.*

Introduction

Defining sustainability in one single definition is debatable, as there have been multiple definitions and approaches to sustainability. Tracing back, the concept of sustainability development first came in the Brundtland report of the World Commission on Environment and Development (Brundtland, 1988) where sustainable development is defined as "development that meets the needs of the present without compromising the ability of future generation to meet their own needs". The sustainability dimension can be "decoupling" (Stamm et al., 2009) or "social sustainability" (Hutchins & Sutherland, 2008), or "balance of triple bottom line – TBL" (Elkington & Rowlands, 1999). Over the years and across various industries the perspective and coverage of sustainability keep changing. From Milton Friedman theory of business ethics where the central motive of an organization is in maximizing the returns of the shareholders to the understanding of sustainability using "triple bottom line" from the perspective of people, planet, and profit. There has been a drastic shift from profit maximization to holistic sustainability.

Morelli (2011) defines environmental sustainability as a condition of balance, resilience, and interconnectedness that allows human society to satisfy its needs while neither exceeding the capacity of its supporting ecosystems to continue to regenerate the services necessary to meet those needs nor by our actions diminishing biological diversity. From the emergence of the concept of sustainability in 1988, the environmental perspective has been the most explored where the sub-dimensions can include but not restricted to the following – materials, energy, water, biodiversity, emissions, waste, products and services, compliance and transport (Arena et al., 2009).

Griessler and Littig (2005) defines social sustainability as a quality of societies, signifying the nature-society relationship, where work of community and institution should satisfy an extended set of human needs and are shaped in a way that nature and its reproductive capabilities are preserved over longer period of time and the normative claims of social justice, human dignity and participation are fulfilled. The social dimension enlists the major stakeholders - Employee, Customers, and community. Systematic literature review papers (Arena et al., 2009 ; Eslami et al., 2019) categorizes social sub dimensions into the following – Work practices and adequate working conditions, diversity and equal opportunities, relations with the community, social policy compliance, consumer health and safety, customer satisfaction, product responsibility, and education.

Economic sustainability has been defined from various perspective like poverty reduction (Barbier, 1987), evaluating and estimating environmental and ecological destruction, and designing a proper solution for minimizing the same (WCED, 1987). Atkinson et al. (2007) defines economic sustainability in terms of level of capital and defines "if sustainability means leaving future generations with at least as many opportunities as we have today, then the way to achieve this is by passing on to future generations a level of capital that is at least as high as ours today". The economic component in sustainability must be viewed from both production-centric and customer-centric perspective. As per (Balderjahn et al., 2013) the consumer facet can be defined by voluntary simplicity (SIMP), debt-free consumption (NO DEBT) and collaborative consumption (COLLAB). Thompson (2011) categorizes the economic view of production into three groups of Profit, Manufacturing costs and Investment. Ruiz-Mercado et al. (2014) introduces thirty-three economic indicators which covers the following scope - sustainable economic outcome, profitability criteria, processing costs, process input costs, and process output costs.

The sustainability factor varies from industries where some perspective might have more weightage than the others and few perspectives underrepresented. While for chemical industries the social indicators may be least represented (Ruiz-Mercado et al., 2014), while for manufacturing industries the economic indicator may be more rated. Sustainability has to be viewed in a balanced way where there is equal representation for all the indicators. Along with the Key indicators – Economic, Environmental and social, few papers mentions about other indicators that also need to be embedded in the understanding and measurement of sustainability. Jovane et al. (2008) includes the technology dimension to the existing indicators. For corporate sustainability assessment, sustainability governance is introduced as a second dimension in addition to the current sustainability performance by (Schneider & Meins, 2012).

Of the various performance measurement framework available, Performance Prism by Andy Neely is the most profound (Neely et al., 2001). There are five facets for the performance prism namely stakeholder's satisfaction, strategies, processes, capabilities and stakeholder's contribution as shown in Fig. 1. Stakeholders contribute towards the organization and have expectation from the organization which may be financial, economic, social, or environmental. The organization have to formulate the right strategies and use the resources available in the form of employees, capital, materials, and others. The processes developed must be such that there is an optimum utilization of resources and implementation of the right strategy that brings a balance between the stakeholder's contribution and expectation.

The social factor of sustainability includes community as one of its key stakeholder. Community can be defined either "territory-free" or "territory-based". Community can be defined as a place-oriented process of interrelated actions through which members of a local population express a shared sense of identity while engaging in the common concerns of life (Theodori, 2005). The community involvement success can be measured by sub elements like poverty alleviation, social justice, improved health and safety, quality of life, equality and education, and contribution to production. An effective community having an objective interest which is well informed and grounded in bioregional approach can lead to better sustainability (Nelson & Pettit, 2004). Community involvement must be analyzed from the moral principal of reciprocity (Schmidtz, 2006), which says that we pay back what we have received from others. Hence when an organization works in a community the benefits must be mutual where the organization benefits in terms of profit maximization, and value maximization. While, the community benefits in terms of poverty alleviation, social justice, better quality of life and others.

This paper proposes an inclusive integrated business model where there is greater prominence for community engagement through the case study of Lijjat Papad, Sankara Nethralaya and Amul. The community involvement has enabled stakeholder satisfaction and also improvement in production and better customer centric approach. The paper is organized as follows - Comparison of the existing sustainable business model followed by proposed business model and its implementation through the case study of Lijjat papad, Sankara Nethralaya, and Amul. The paper ends with the conclusion and scope for further research.

Comparison of the Existing Sustainable Business Model

Timmers (1998) defines business model as "an architecture of the product, service and information flows, including a description of the various business actors and their roles; a description of the potential benefits for the various business actors; a description of the sources of revenues". In fact, business model gives the description of an organization and the various functionality of the organization for the attainment of its goals like profitability, growth, social impact, and others (Massa et al., 2017). (Nightstar, n.d.) defines a business model as having four basic components namely customer value proposition, profit formulae, key resources, and processes, which form the building block of any business. While customer value

proposition and profit formulae are the value definers for the customer as well as the company. On the other hand, key resources and profits are the value deliverables for the customer and the company. Building a business model that is sustainable, flexible, and innovative is a challenging process that involves various factors and variables that are quite vague, unstable, and challenging. Only those business models that are innovative, customer-centric, enhance customer loyalty, create value, minimal material use and emission, and result oriented are sustainable.

Geissdoerfer et al. (2016) defines sustainable business model as a simplified representation of the elements, the interrelation between these elements, and the interactions with its stakeholders that an organisational unit uses to create, deliver, capture, and exchange sustainable value for, and in collaboration with, a broad range of stakeholders. The sustainable business models can be circular business models or social enterprises or bottom of pyramid solutions or product service system (Geissdoerfer et al., 2018a).

Circular Business Model

Out of all the definitions for Circular Business Model, the one given by (Den Hollander & Bakker, 2016), seems to be the most relevant which defines circular business model as an organization that creates, delivers, and captures value in a circular economic system, whereby the business rationale needs to be designed in such a way that it prevents, postpones or leakage and favours the use of 'presources' over the use of resources in the process of creating, delivering and capturing value. The significance of circular economy includes improved resource productivity, resource-constrained future, enhanced differentiation, competitive advantage, reduced costs and risks, creation of new robust revenue streams and long-term customer satisfaction (Lacy & Rutqvist, 2015).

Basically, there are three types of circular business models namely cycling, extending, and intensifying.

Cycling refers to the circular economy where materials and energy are recycled within the system through reuse, remanufacturing, refurbishing, and recycling (Bi et al., 2015). High sophisticated machines once decommissioned can be reused in small and medium enterprises, with modification, automation, and other technological change.

Extending refers to the extension of the use phase of the product which can be achieved through any of the following - long-lasting and timeless design, marketing, maintenance, and repair. The Swiss company Patek Philippe that produces luxury watch guarantees the customers quality and timeless design. They market it through the iconic slogan "You never actually own a Patek Philip. You merely look after it for the next generation" (Naas, 2015).

Intensifying the use of a product through sharing economy, collaborative consumption, and collaborative economy (Hamari et al., 2016; Selloni, 2017). This type of circular economy can be either rental economy (eg: carsharing such as zipcar), peer-to-peer economy (platforms like AirBnB), on-demand economy (platforms like Uber), time banking and local exchange trading system (platform such as TimeRepublik), free/libre open-source software (Linux), social lending and crowdfunding (platforms such as kick starter) (Selloni, 2017).

Dematerialising refers to the product utility being provided without hardware through substitution with service and software solutions. This can also be done through rent service instead of product ownership (Geissdoerfer et al., 2018b). Rapido provides a bike taxi sharing service, which is a best example of dematerialising.

Oghazi and Mostaghel (2018) summarizes the limitation of circular business models as lack of supporting regulation, organizational barriers, cultural barriers, financial and economic barriers, technological barriers, customer type restrictions, product category restrictions, fashion vulnerability, cannibalization risk, return flow challenges, lack of channel control, confidentiality for individual firms, trust among partners, mutual benefits for all partners, increase of dependency to partners, and higher risks

This study aims to propose a business model focussed on the community sub dimension of social sustainability through case studies of Lijjat papad and Sankara Nethralaya.

Social Enterprise Business Model

Social Enterprise are organization that has a social goal to be pursued excluding profit maximization, where the ownership rights and control power goes to the stakeholders and have an open and participatory governance model of functioning (Galera & Borzaga, 2009). The significance of social enterprise includes creating social value by either problem assistance or problem solution (Corner & Ho, 2010), financial stability by balancing of mission and money (Weerawardena & Mort, 2006), serving basic, long-standing needs through innovative approaches (Austin et al., 2006).

The prominent three type of social enterprise business model are Sole Proprietorship, Corporative Society, and Social Enterprise Partnership.

Sole Proprietorship refers to a company with only one owner that is not publicly registered. (Sole Proprietorship, 2022).

Corporative society Out of the various definition for corporative society, the one defined by Lambert (1963) defines a cooperative society as an enterprise formed and directed by an association of users, applying within itself the rules of democracy and directly intended to serve both its own members and the community as a whole. A few prominent features that corporative societies have are voluntary membership, democratic organization, collective sharing of surplus or savings, and collaborative functioning with other organizations (Bateman et al., 1979).

Social Enterprise Partnership (SEP) Henry (2015) defines Social Enterprise Partnership as a visible collaboration between two or more organizations, which come together on a not-for-profit basis to effectively tackle a social problem, and in so doing, create economic value for the benefit of the local community.

In spite of all the advantages that Social Enterprise has, they face stiff challenges in terms strategy, legitimacy and governance (Sparviero, 2019).

2.3 Bottom of Pyramid Business Model (BOP)

US president Franklin D Roosevelt refers to "the forgotten man at the bottom of the economic pyramid" in a radio address which later was recoined to "Bottom of the Pyramid" also known as "Base of the Pyramid" (Roosevelt, 1932). BOP refers to the poorest two-third of the economic pyramid, living in abject poverty (Bottom of the pyramid | economics, n.d.). Prahalad (2004) explores the economic, customer value that poor people (bottom of pyramid-BOP) have, contrary to the philanthropic approach. The bottom of Pyramid constitutes nearly 4 billion customers, while the emerging and mature markets constitute just 2 billion and 0.5 billion respectively as shown in Fig. 2.

(Ausrod et al., 2017) categorizes BOP Models into Pull, Push, and large-scale dissemination. **Native pull capability model** learns from the customer and then adapts. The business elements are designed such that they facilitate the absorption of knowledge from the context which may compromise quality and

economic rates. while, **Native push capability model** is a temporary point-in-time model that designs the business model elements such that they facilitate the shaping of the context and exercise confrontation, selective attention, and convincing. **Large scale dissemination model**, being a scale up model, follows the push/pull model, where the complete ownership and functional responsibility lies with the BOP. The significance of BOP business models includes increased customer base and loyalty, improving bottom line, economic and social contributions, increased employee motivation, and favours organizational learning (Angot & Ple, 2015).

The major challenge towards BOP implementation can be poor infrastructure, distorted estimation of customers purchasing power, variation between price/quality ratios and customers' purchasing power, and, contrary organization structure and market characteristics (Immelt et al., 2009; Karnani, 2007; Karnani & Garrette, 2010).

Product Service System (PSS)

Mont (2002) defines a PSS as a system of products, services, supporting networks, and infrastructure that is designed to be: competitive, satisfy customer needs, and have a lower environmental impact than traditional business models. Vandermerwe and Rada (1988) introduces the concept of servitization, where the firm offers a bundle consisting of goods, services, support, self-service, and knowledge to the customer. The key feature of servitization are strong customer centricity, efficiency and effectiveness of end-user process related to the product, and transition from transaction based customer interaction to relationship based interaction (Baines et al., 2009). Goedkoop et al. (1999) brings the concept of PSS-Product Service System and defines it as marketable combination of products and services whose ratio may vary from case to case, fulfilling a user's need. PSS can often be associated with concepts like Servitization, Functional Economy, Functional Sales; Service-dominant logic; Product bundling; Industrial product-service systems (IPSS); Sustainable product service systems (SPSS) and Eco-efficient service (Haase et al., 2017). Kamal et al. (2020) summarizes the significance of PSS in organizational, technological, strategic, operational, environmental, and financial. The organizational benefits include improved efficiency and productivity, mitigating risks, delivering distinctive value-added capabilities, organizational transformation, and improved decision-making. Technological benefits include developing of system integrated capabilities, integrated and customised offering, knowledge creation, capturing and management, and others. The operational benefits include reduced operational uncertainty, improved maintenance, favourable position in value chain, and others.

According to Tukker (2004), PSS model are categorized into either Product Oriented Service or Use Oriented Service or Result Oriented Service.

Product Oriented Service, the main focus is for the sale of product, with maybe some extra service added. Product-oriented PSS is when the provider sells products and offers additional service, such as maintenance, consultancy, insurance, repair and training. It may be product related services or advice and consultancy.

Use Oriented Service, where the traditional product still plays a central role, but the business model is not geared toward selling products. The product stays in ownership with the provider, is made available in a different form, and sometimes shared by a number of users. The product might be leased or rented or shared or pooled.

Result Oriented Service, where the client and provider in principle agree on a result, and there is no pre-determined product involved. Result-oriented PSS is when the provider sells the results of a product, so the provider is also the user of the products, such as selling 'comfortable room temperature' rather than

selling 'air conditioners'. Result-oriented services may be through activity management / outsourcing, pay per service unit or functional result

The major challenges in implementing PSS includes organizational challenge in changing the business strategy to accommodate the business model (Shehab & Roy, 2006), delivery of integrated offerings, supplier relationships (Martinez et al., 2010), human resources, market segment and value proposition (Kurak et al., 2013) and others.

Proposed Business Model

Building a sustainable business model, where the focus is on the community which is an important stakeholder of social sustainability, this session proposes the below business model for the same.

As shown in Fig. 3., the community stands as the central point for the model. The raw materials and other resources required for the production are grasped from the community. The production can be either institutionalized or individual or collaborative or combination. Lijjat Papad and Amul is a combination of individual and institutionalised production, while Sankara netralaya is a combination of institutionalized and collaborative production. The consumers may be given the product or the service depending upon the organization. When the consumers are given service, the production leads to the service where the customer is given the service for the particular product through the supply chain. The feedback provided can be through customer complaint. It may be the competition that the product or service face. Else, feedback may be measured through variables like profitability potential, water footprint, ecological footprint, carbon footprint, research study (Bornmann, 2013; Herva et al., 2011; Ward & Graves, 2007). The feedback leads to Lean Six Sigma production (Cherrafi et al., 2016) or educating the customers about the product and service, or strategical changes. Since community serves as both the input resource, and customer, the social sustainability of stakeholder community can be measured using indicators employment stability, employment practices, health and safety, capacity development, human capital, community capital, information provision, stakeholder influence (Labuschagne et al., 2005). The model is built on the Performance Prism by Andy Neely. The community includes all the stakeholders. The organization takes resources from the community and through various process and strategy, stakeholders' expectation is met. The process is cyclic as the stakeholders are a part of the community. One prominent feature of this model is to keep minimum number of players in the supply chain, so as to ensure reduced cost to the customer and increased return to the supplier (Chandra & Tirupati, 2003). The proposed business model is evaluated on the value proposition, value creation and delivery, and value capture. Table-1 shows the evaluation of the proposed model using the case studies of Lijjat Papad, Amul, and Sankara Nethralaya using Richardson (2005) proposed framework.

Result and Findings

Case Study of Lijjat Papad

Shri Mahila Griha Udyog Lijjat papad had a humble beginning with an initial group of seven ladies on March 1959, starting with the production of papad in Girgaum, South Mumbai (*Shri Mahila Griha Udyog Lijjat Papad*, n.d.). Currently their products include traditional masalas, ready mix masalas, jeera papad, appalam, gehu atta, chapati, and detergent. From their initial beginning, they have diversified their activities into flour division, masala division, printing division, advertising division, and chapati division (*Shri Mahila Griha Udyog Lijjat Papad - Diversification*, n.d.). At present it has 83 branches and 27 divisions in 16 states of the country giving self-employment to about 45,000 sister members all over India, exporting to various countries like U.S.A., U.K., France, Germany, Italy, Middle East, Thailand, Singapore, Hongkong, Netherland, Japan, Canada, Australia, South Africa and many other Countries (*Shri Mahila Griha Udyog Lijjat Papad -Recognised by Khadi & Village Industries Commission*, n.d.). Being a MSMEs (Micro, small and

medium enterprise), the initial business model consisted of home production, where the raw material was procured from their individual homes. The packing and sales were locally done and worked through word of mouth. The institution was registered as a society under the Societies Registration Act, 1860 on July 1966 and in 1966 was formally registered and recognized as a cottage industry by the Khadi & Village Industries Commission (KVIC), a government body in (Datta & Gailey, 2012). Based on the Gandhian concept of Trusteeship, where the concept of collective ownership and business being a refined form of societal service serves, acts as the very foundation of this institution (Gandhian Trusteeship, n.d.). As Lijjat papad is a women organization, its members are being addressed as member-sisters. The feministic approach and also the Gandhian trusteeship helps in strengthening the collective ownership and cooperation among the women (Bhatt & Garikipati, 2020). The institution has ensured that self-reliance, never to depend on any charity or donation and profit sharing along with collective ownership and cooperation, being the core principles of Gandhian Trusteeship being followed until to date.

The initial organizational structure had the central office in Oracle point, Mumbai being responsible for coordinating the various activities of the various branch. The centralized structure was made such that the suppliers, raw material distribution to the various branches, exports and other major activities were centrally controlled by the main office in Oracle point, Mumbai. Later, due to diversification and expansion, decentralized organizational structure evolved, where each branch was to act as a self-administering unit, sharing the profit or losses among the sister-members (Ramanathan, 2004). Each branch provides the kneading flour, that's being procured by the member-sisters, and the rolling and drying of papad are being done in homes of these member sisters which are then returned back to the branch office for packing and distribution. The cycle of papad making consist of women procuring the batter based on their capacity for that day's papad, returning the papad made from the batter procured the previous day and finally collecting the money based on their previous day's papad deposits from the branch offices. The rolling of the papad is done at home as early as 10 AM, then dried and finally packed in bags to be returned to the branch office the next day (Shukla, 2015). The packing and quality check is done at every branch. But certain activities are still done centrally like raw material procurement, grinding of flour, and pricing of the products (Incredible story of Indian Brand, n.d.). The centralized raw material procurement and grinding ensures that the uniformity of the product is maintained. In addition to being self-reliant, the institution has ensured that it contributes to the society in terms of availability of health care, educational help, and promoting their own bank.

The success and sustainability of Lijjat papad lies in the involvement of the community in the production and other activities of the institution, thus ensuring social sustainability. As rolling and drying happens in the homes of sister-members lean manufacturing and profitability is ensured and the investment for infrastructure is greatly reduced. Thus, production activities are both institutionalised and individual. The raw material procurement, packing, final quality checks happens institutionally either in the central office or branch office as mentioned earlier. While, rolling and drying happens in individual homes. From being one-time customers to regular customers, thus ensuring customer relationship, being a key feature of servitization (Baines et al., 2009). Quality has to be ensured by each sister-members during the production process, thus ensuring quality assurance. The centralized raw material procurement, grinding ensures quality in terms of uniformity. Also branch level quality checks are done to ensure quality. Since the whole institution is rooted in community involvement and the customers, vendors, suppliers being a part of the community, ensures the sustainability of the institution.

Case Study of Sankara Nethralaya (SN)

Sankara Netralaya meaning "The temple of eye" was established on Sep 1978, by Dr. Sengamedu Srinivasa Badrinath along with a group of philanthropists in Chennai, India. The main mission was to adopt a single

standard of care for all rich and poor and thus bringing world class eye care to the people of India (Sankara Nethralaya , n.d.). Starting with free Sunday camps in the hospital premise, in the early years where the all the expenses of the patients are being borne, to introduction of "teleophthalmology", where service are being provided especially for the rural community at their door step, SN has gone a long way in its service (Badrinath et al., 2020). MESU (Mobile Eye Surgical Unit), a medical-engineering collaboration, are self-contained, safe, and sterile surgical facility that travels to remote locations to perform cataract surgery (Sangameswaran et al., n.d.). SN played a revolutionary role in blindness eradication in India through MESUs. SN activities stretches from optometry institution providing under graduate, graduate and PhD to door-to-door awareness, installation of self-testing vision charts in public places, road safety campaigns and others. Starting with the Chennai central branch, it has spread across various parts of Chennai, Tiruvannamalai, Kolkata, and Andhra Pradesh

From its inception, SN has been focused on the involvement of community in all its activities. Business model of SN is such that it provides 40% patients free medical service, while collecting nominal charge from the rest (Gayathri & Janani, 2019). As the charges collected are nominal, it cannot survive on hospital fees alone. To ensure quality service at nominal charges, SN collaborates with many companies such as L&T, IOC, TATA and others (*Sankara Nethralaya-CSR*, n.d.). These collaborations are mutual beneficial, as they are able to execute the CSR (Corporate Social responsibility) mandate of Schedule VII of the Companies Act, 2013 (Shah, 2021). The outreach programs that SN has conducted has helped in local empowerment and thus by which people gain control over their well-being (Arefi et al.,2020). SN has production and service, which are both institutionalized and collaborative. The outdoor reach programs have helped it to get rooted in the community and aids in the sustainability of the institution. Before unfolding of any program, SN ensures that there is good research being done on the need and form of the program. To estimate the prevalence of diabetics and diabetic retinopathy in the community, SN had conducted extensive research (Agarwal et al.,2005; Saumya et al.,2011). These research helps to understand the real need of a program and its reach.

Case Study of AMUL

The journey of Amul starts in 1946 with the sole aim of bringing an end to the exploitation of farmers by the Middlemen. The co-operative, Kaira District co-operative Milk producers' union Ltd better known as Amul started with two village dairy co-operative societies (Amul About us, n.d.). The Amul model of dairy development is a three-tiered model with village, district and state level. The dairy farmers give their milk to the village dairy co-operative societies. The union of various village co-operative societies forms the district milk co-operative union. The district co-operative union federation forms the state co-operative milk marketing federation. Thus the role of middle men is eliminated in the cycle, thus bringing an end to the exploitation of dairy farmers. Along with the individualized production, Amul also has institutionalized production initially at Anand and later spread over to 31 plants in India (Amul plant list, n.d.). National Dairy Development Board (NDDB) and National Co-operative Dairy Federation of India (NCDFI) helps in coordinating the dairy activities through co-operatives in the various states. Amul have diversified products from milk to cheese to cattle feed, and recipes (Amul brands, n.d.). Amul's business strategy can be summarized into its twin objective, one being long-term, sustainable growth of its member farmers and other being the value proposition to the large customer base by providing its products at low reasonable rate (Chandra & Tirupati, 2003). From its inception, Amul have been rooted in community and have identified the significance of community in the sustainability of the organization. Amul has ensured that there is a simultaneous development of both the suppliers and customers through low price strategy for the customers, fair procurement prices, immediate cash payment to farmers, thus resulting in parallel growth of demand and supply at a steady pace (Chandra & Tirupati ,2002). To ensure quality, quality checks are done three times, first at the village co-operative societies where farmers bring the milk,

second at institutional level in the plant and finally before dispatching the product to the retail outlet (Deshpande et al.,2016). By retaining high quality, Amul has become a brand that can be trusted. Amul follows a differential pricing and low-cost pricing strategy. Through lean production, high quality checks, pricing strategies, marketing strategies, Research and development, Amul has been able to remain in market in spite of stiff competition and thus being sustainable.

Conclusion and Scope for Future Research

The journey of sustainability from Brundtland report of World Commission on Environment and Development till date, have changed gradually with definitions, impact and models evolving. The concept of Triple Bottom Line gives sustainability the perception of people, planet and profit also perceived as social, environmental and economic. Research on environmental sustainability were enormous from the initial stage, whereas societal sustainability impact studies were less. A comparative study of the various business models like Circular Business model, Social Enterprise Business Model, Bottom of Pyramid Business Model, and Product Service System Business Model are done. A business model where the stake holder, community being the central focus is developed. Case studies of Lijjat papad, Sankara Nethralaya, and Amul are taken to demonstrate the impact that community involvement has on the success of an organization and also in social sustainability. While Lijjat papad is a MSME, Sankara Nethralaya is a not-for-profit missionary institute and Amul a corporative society. The community rooting of both has helped in institution becoming sustainable.

This study has potential limitations. The study is depended on previous researches and online details available, hence lack of primary data effects the scope of the study. For the case studies the various indicators have not been measured. If measured would have made the study and the model more authentic. The study limits in its exploration of promotional, pricing, supply chain aspects of the given business model that contributes to its success.

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Figures

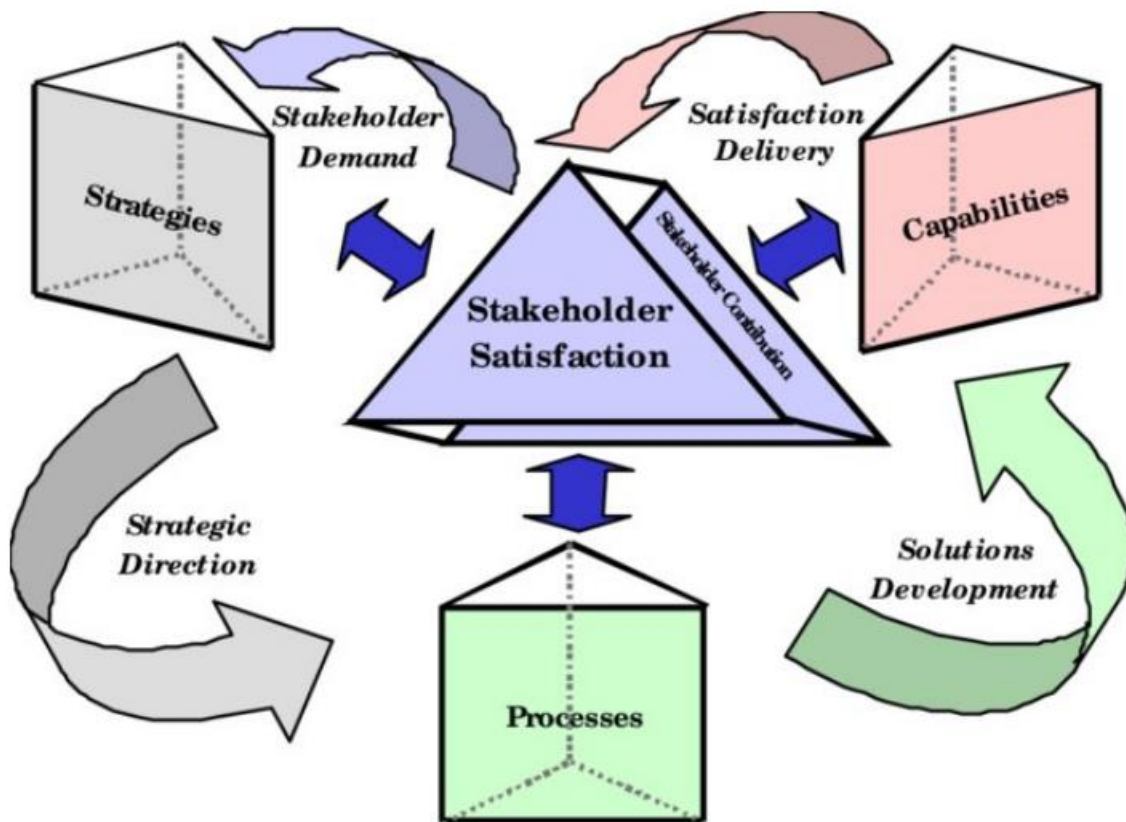


Fig. 1.: Performance Prism Model by Andy Neely

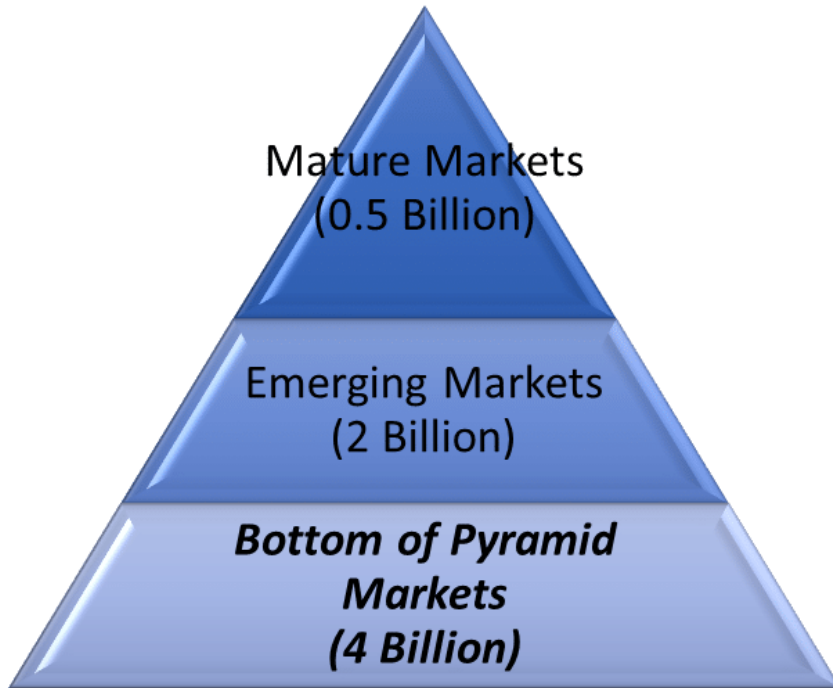


Fig. 2.: Pyramid containing the different group according to the purchasing power parity (Mahajan, 2021).

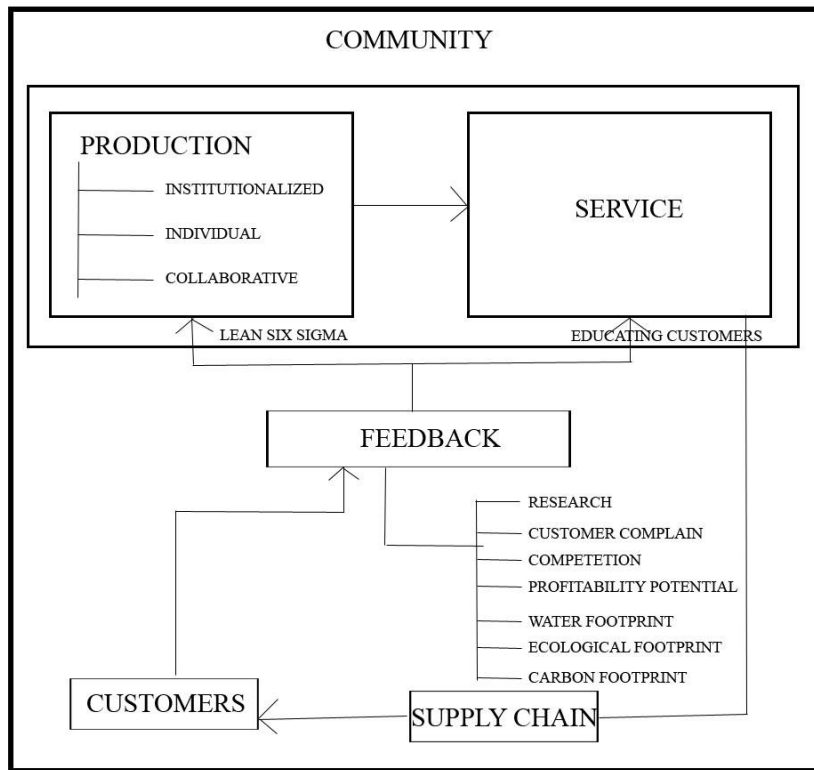


Fig. 3.: Proposed community-based business model

Tables

Table. 1.: Evaluation of the proposed business model using Richardson (2005) proposed framework.

	Value Proposition	Value Creation and Delivery	Value Capture
Lijjat Papad	<p>1. Sale of edibles, FMCG goods like pappad, masala, chapati, and others (Shri Mahila Griha Udyog Lijjat Papad - Diversification, n.d.).</p> <p>2. Market segment includes the middle and lower segment of the society which are price sensitive (Gupta, 2014)</p> <p>3. Manufactures and sells products of high quality. Quality assurance done at two levels - production and branch level (Dembek & Sivasubramaniam, 2019).</p>	<p>1. All inputs are supplied and women are trained to perfection in maintaining product quality. Raw materials are centrally produced and then distributed to all the centers. Reduced infrastructure due to work from home option. Conventional(Traditional) way of production. Distributors are selected based on the godown facilities and other criteria that ensures distribution happens in an orderly manner ensuring quality and timeliness (Myonlineca ,2022).</p> <p>2. Production begins at 4:30 am and members get transport facility to reach workplace for those who don't have space to work from home (Lijjat ,2022a).</p> <p>3. Collective responsibility, leadership, commitment, and benefit (Myonlineca ,2022)</p> <p>4. Core values include business, family, and devotion (Lijjat,2022b)</p>	<p>1. Revenue of Lijjat pappad is through internal accruals, but never accepts charity, donations, gifts or grants from any quarters (Lijjat,2022b). Pricing strategy adopted - Cost plus margin strategy.</p> <p>2. Profit and Loss are shared among the members (Myonlineca ,2022).</p>
Amul	<p>1. Diversified products from milk to cheese to cattle feed, and recipe (Amul ,2022a)</p> <p>2. Customer based market segmentation includes kids, women, youth,</p>	<p>1. Reliable and efficient milk collection which is innovative and decentralized, where villagers bring their collection to the village collection center twice daily from where milk is transported to processing</p>	<p>1. The sales of Amul have been increasing and have a reasonable growth rate, which can be attributed to the following factors strategic and economical supply</p>

	<p>calorie conscious, health conscious customers. Industry based market segmentation includes - ice cream manufactures, restaurants, food chains, coffee chop chains on one hand and bakery, confectioneries, pizza, snack dealers on other hand (BBA Mantra, 2016)</p> <p>3. Amul follows a three stage seamless quality check one at each cooperative every time a farmer brings the milk, next at the plant where the entire batch is rechecked and finally before products are dispatched to retail outlets (Deshpande et al.,2016).</p>	<p>facilities in refrigerated vans for further processing (Shah, 2012)</p> <p>2. Three-tier cooperative structure (Deshpande et al.,2016).</p> <p>3. The three tier structure encompasses the entire chain from production of raw materials to delivering the consumer. Since they are rooted in the community, they ensure that they provide livelihood to farmers and the community in which it strives. The sustainability initiatives of Amul is vivid in its research and development, tetr pak products and others (Nisa, 2015).</p>	<p>chain; the inclusion of a more significant number of suppliers and consumers; robust, replicable, and transparent value in people and process; competitive advantage to its operation which includes term cost containment, world-class technological resources, and R&D, better leverage of scarce resources (Chandra & Tirupati, 2003).</p>
<p>Sankara Nethralaya</p>	<p>1. Free Sunday camps, teleophthalmology, Mobile Eye Surgical Unit, out patient services, in patient services, fast track cataract surgery, optical services, contact lens, extensive research (Sankara Nethralaya, 2022a)</p> <p>2. Business model of SN is such that it provides 40% patients free medical service, while collecting nominal charge from the rest</p>	<p>1. Value creation through involving intermediaries, social embedding and internalizing resources (Brem, 2018).</p>	<p>1. As the charges collected are nominal, it cannot survive on hospital fees alone. To ensure quality service at nominal charges, SN collaborates with many companies such as L&T, IOC, TATA and others (Sankara Nethralaya ,2022b).</p>

	<p>(Gayathri & Janani, 2019)</p> <p>3. Sankara Nethralaya optimizes its customer flow and year round resource utilization based on cultural and religious settings. It plans outreach camps according to religious festivals. Sankara Nethralaya has a strong regional focus (Brem, 2018).</p>		
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