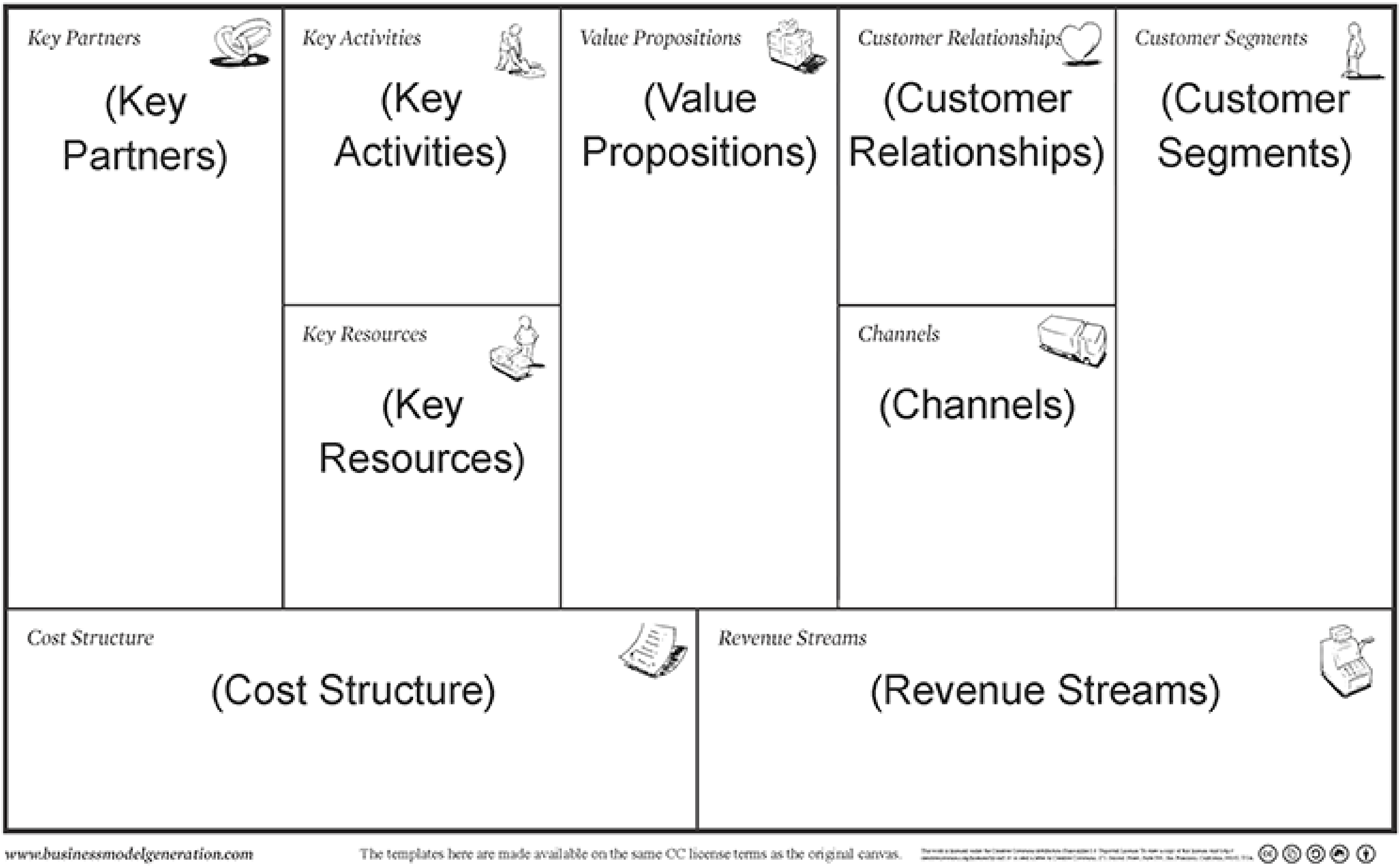
Change Zone
Inspiring the Attitude of Change

The Business Model Canvas

- What is A Business Model?

  - A business model is a strategic management and entrepreneurial tool, which describes the organization’s targeted segments, the value to be provided, and how does the organization create, and deliver the value.

Change Zone
Inspiring the Attitude of Change



Change Zone

Inspiring the Attitude of Change

BUSINESS MODEL CANVAS

UBER

KEY PARTNERS
- Payment processors
- Map tech companies
- Investors

KEY ACTIVITIES
- Platform dev & maint.
- Marketing & Ads
- Hiring drivers
- Operations

KEY RESOURCES
- Tech platform
- Driver network
- Talented employees
- Brand

VALUE PROPOSITION
- Platform to connect riders with drivers
- Easiest way around
- Anywhere, Anytime
- Low cost luxury
- Various levels of service
- Earn money when you want

CUSTOMER RELATIONSHIPS
- Rating system

CHANNELS
- Uber App

CUSTOMER SEGMENTS
- Riders: People who need a ride
- Drivers: People who want to earn money driving

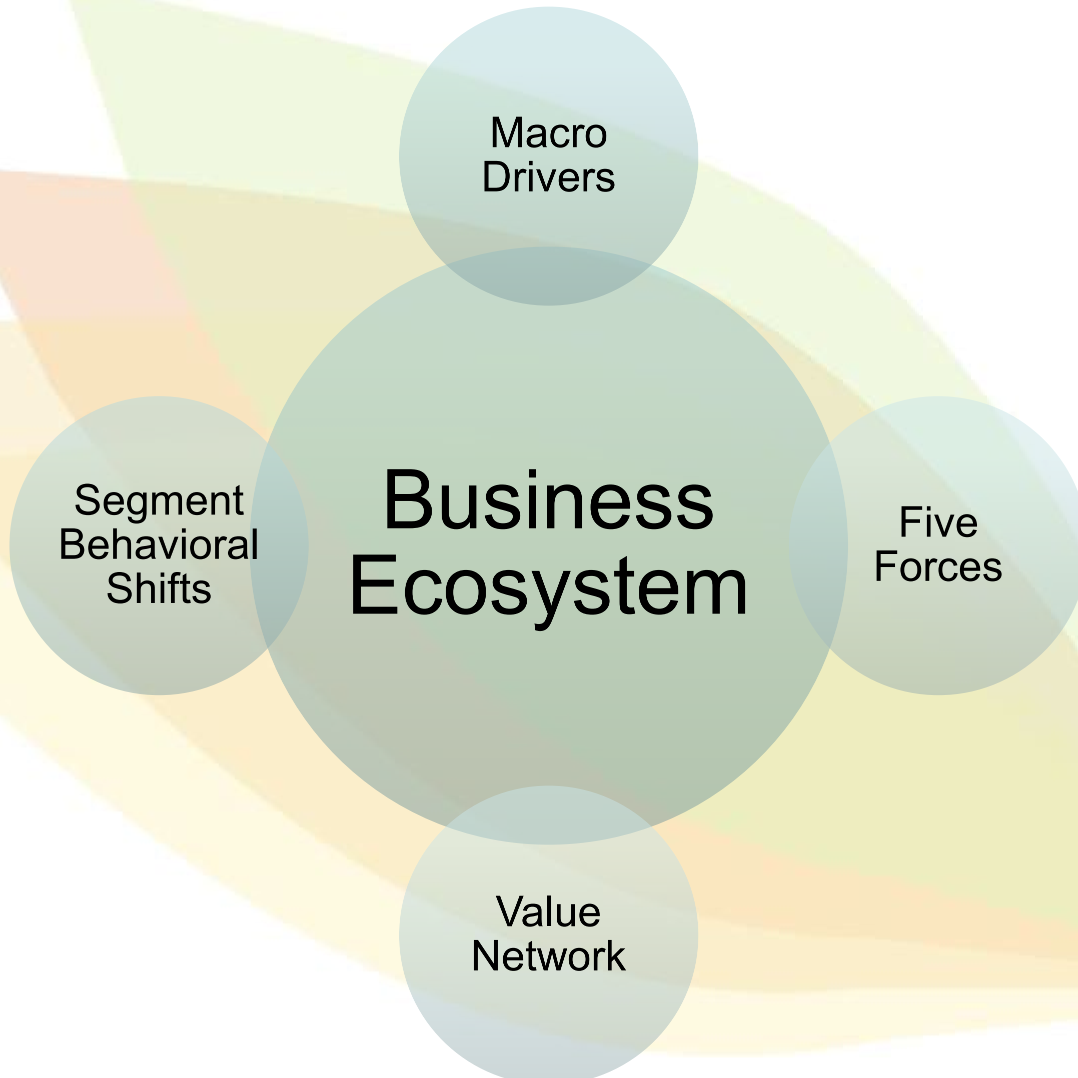
COST STRUCTURE
- Employee payroll
- Driver payouts
- Legal fees
- Marketing & Ads
- Tech platform costs

REVENUE STREAMS
- $/KM or Mile
- Surge Pricing

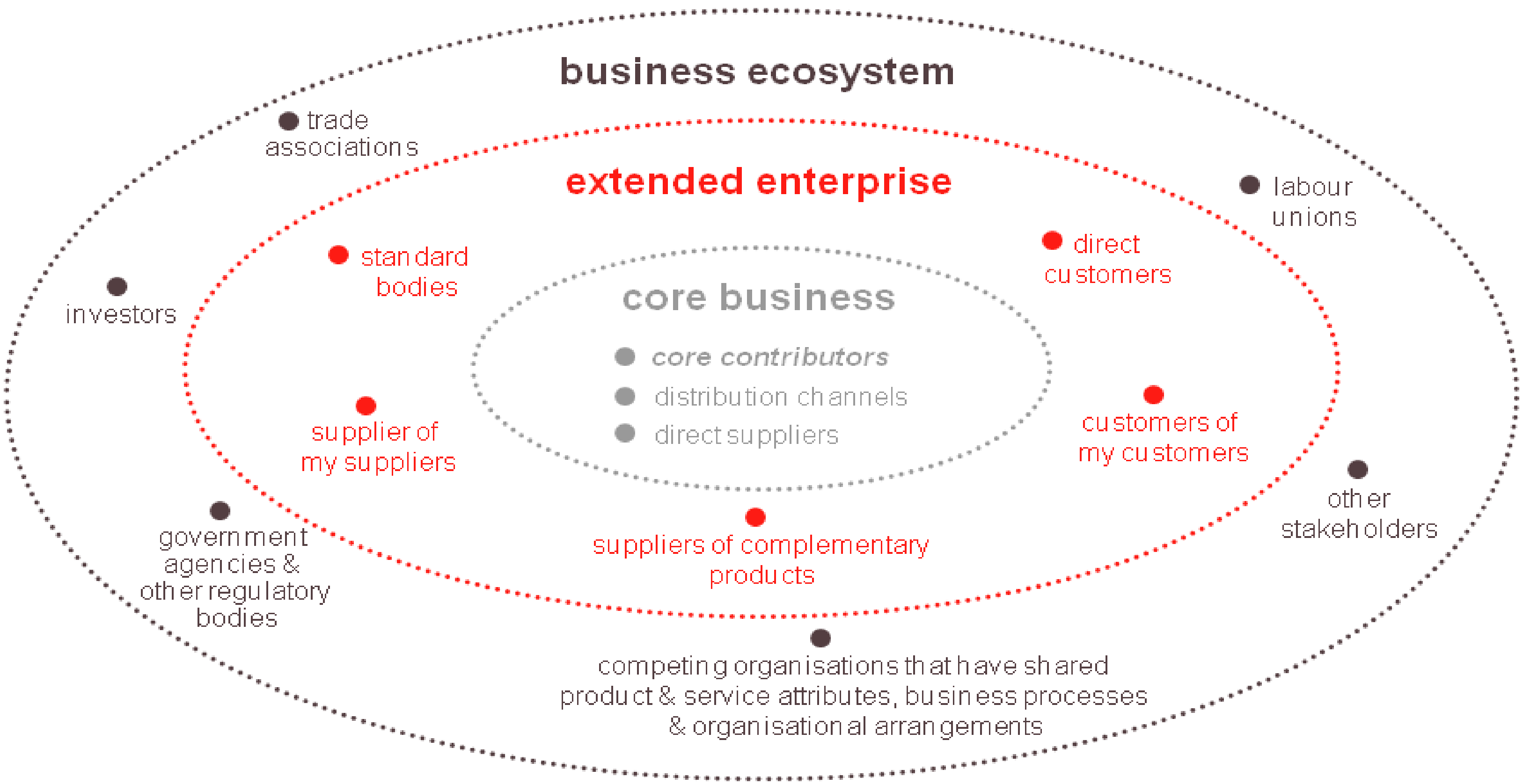
DESIGNED BY **BUSINESS MODEL FOUNDRY AG**

Strategyzer

strategyzer.com

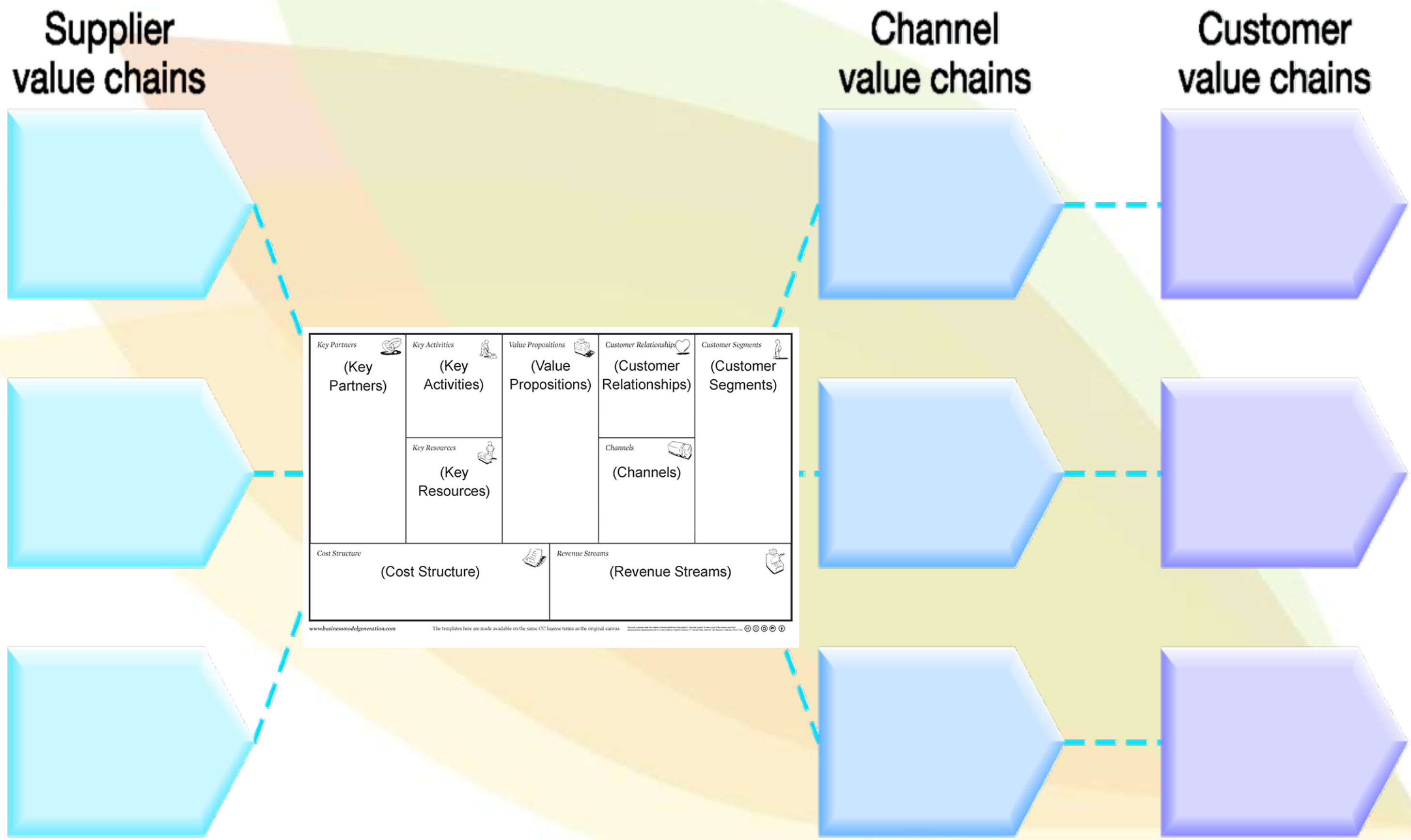

Macro Drivers
Segment Behavioral Shifts
Business Ecosystem
Five Forces
Value Network

business ecosystem actors



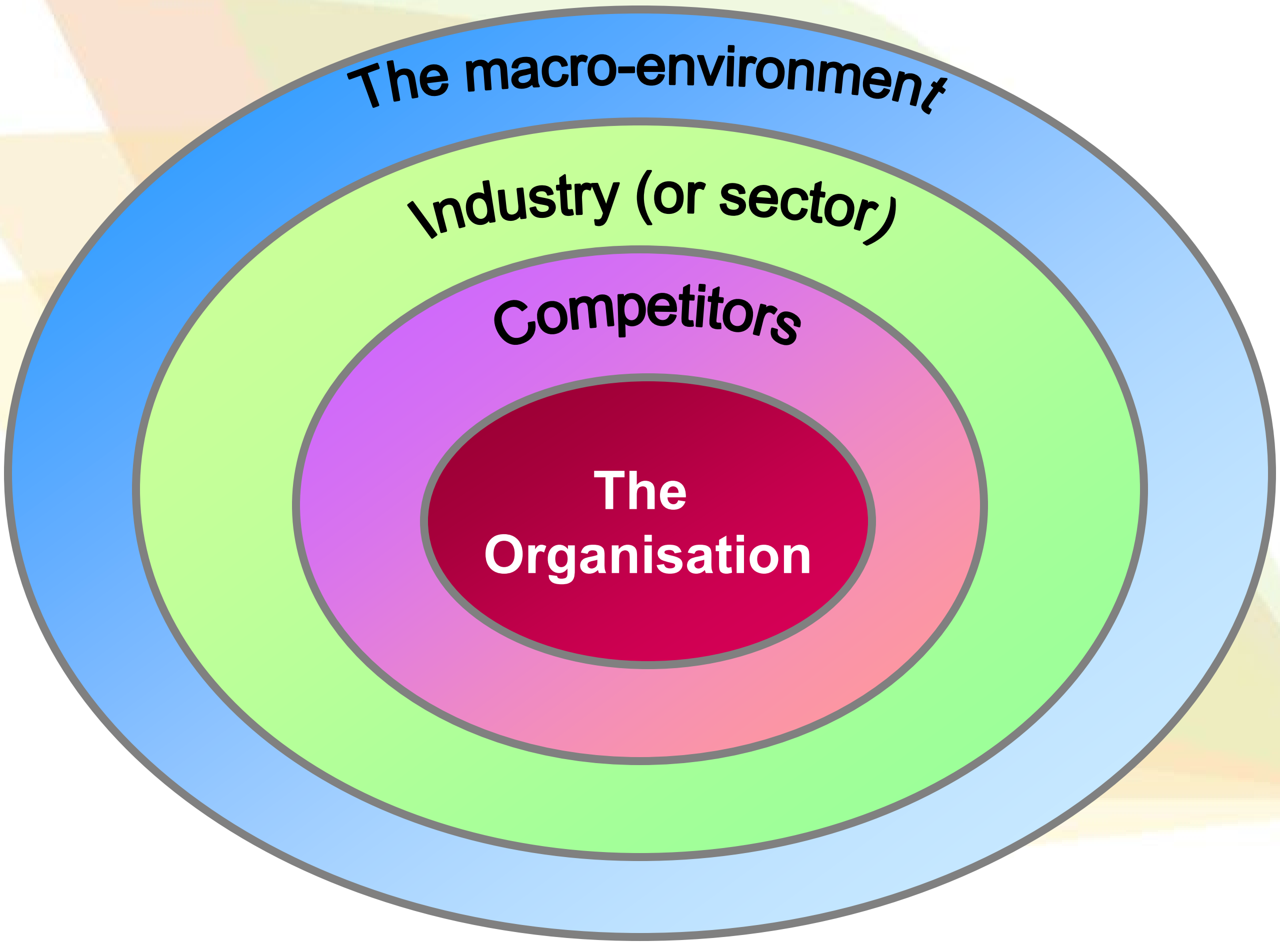
based on: James F. Moore, *death of competition*, John Wiley & Sons , USA, 1996

The Value Network



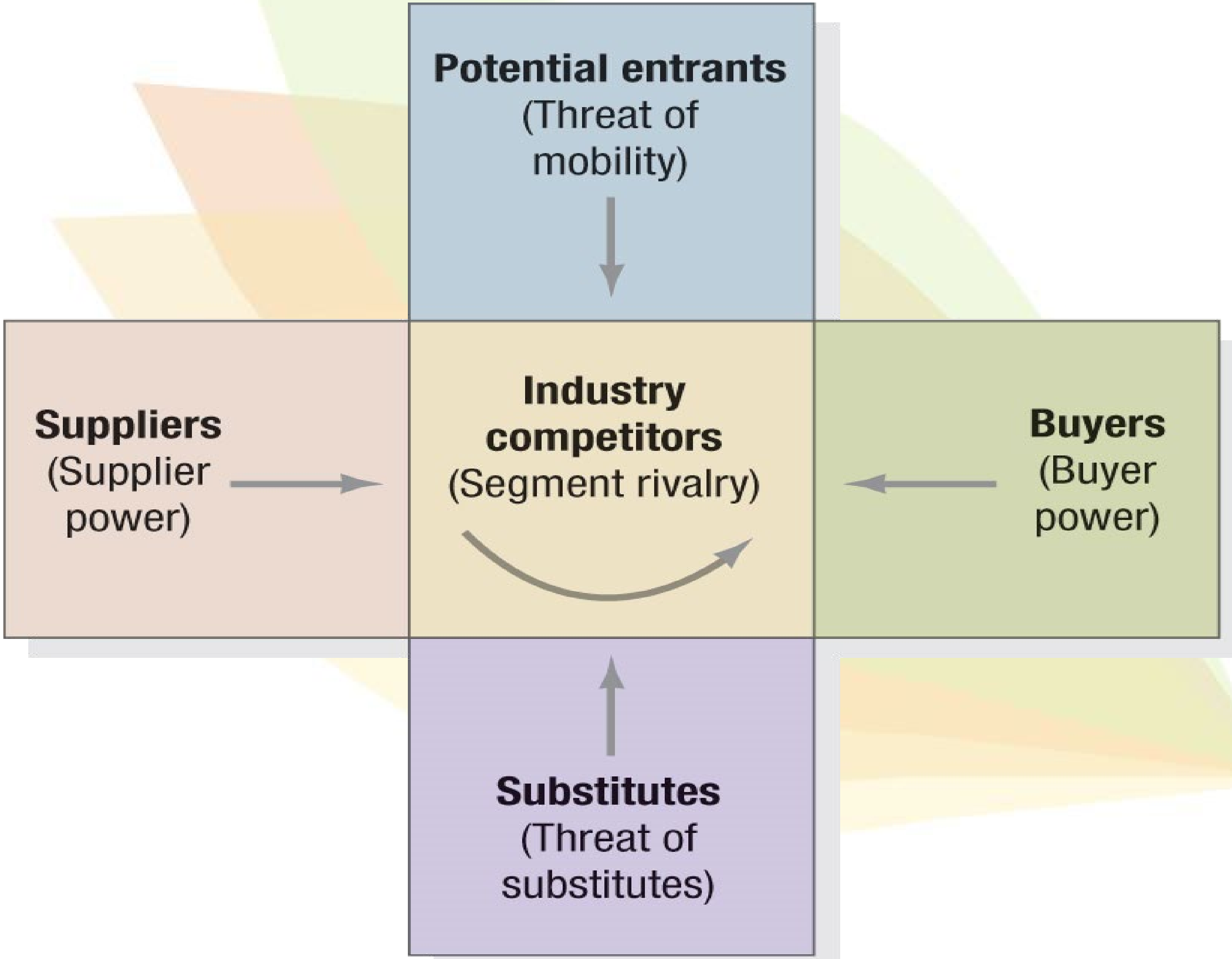
Source: M.E. Porter, *Competitive Advantage: Creating and Sustaining Superior Performance*, Free Press, 1985. Used with permission of The Free Press, a division of Simon & Schuster Inc. © 1985, 1988 by Michael E. Porter.

Layers of the business environment



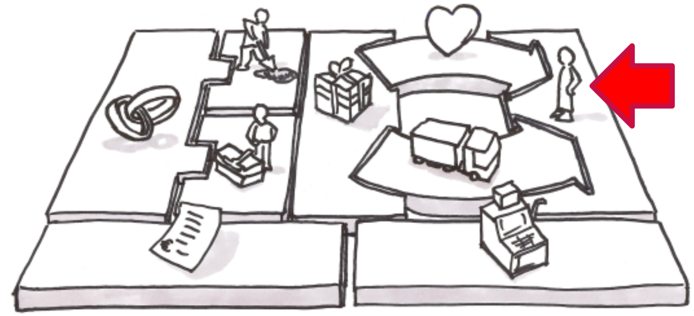
Change Zone
Inspiring the Attitude of Change

Segment Five Forces analysis



Customer Segments

Change Zone
Inspiring the Attitude of Change



1- Customer Segments (CS)

- This block identifies the different groups of people or organizations for which the business is creating values and aims to reach and serve.

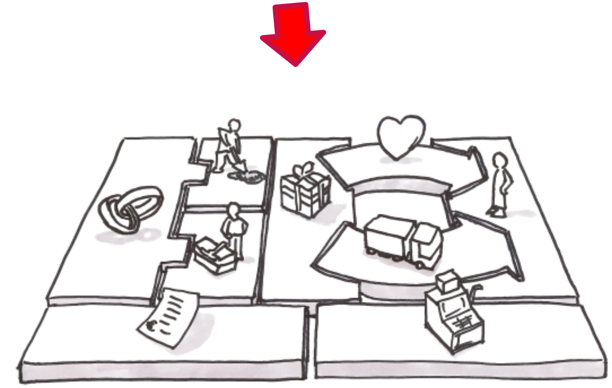
- A segment is a group of people, or organizations who shared the same needs, behaviors, or other common characteristics.

- Each segment requires different values, offers, and can be reached through different channels.

Change Zone
Inspiring the Attitude of Change

Product & Services- Value Proposition

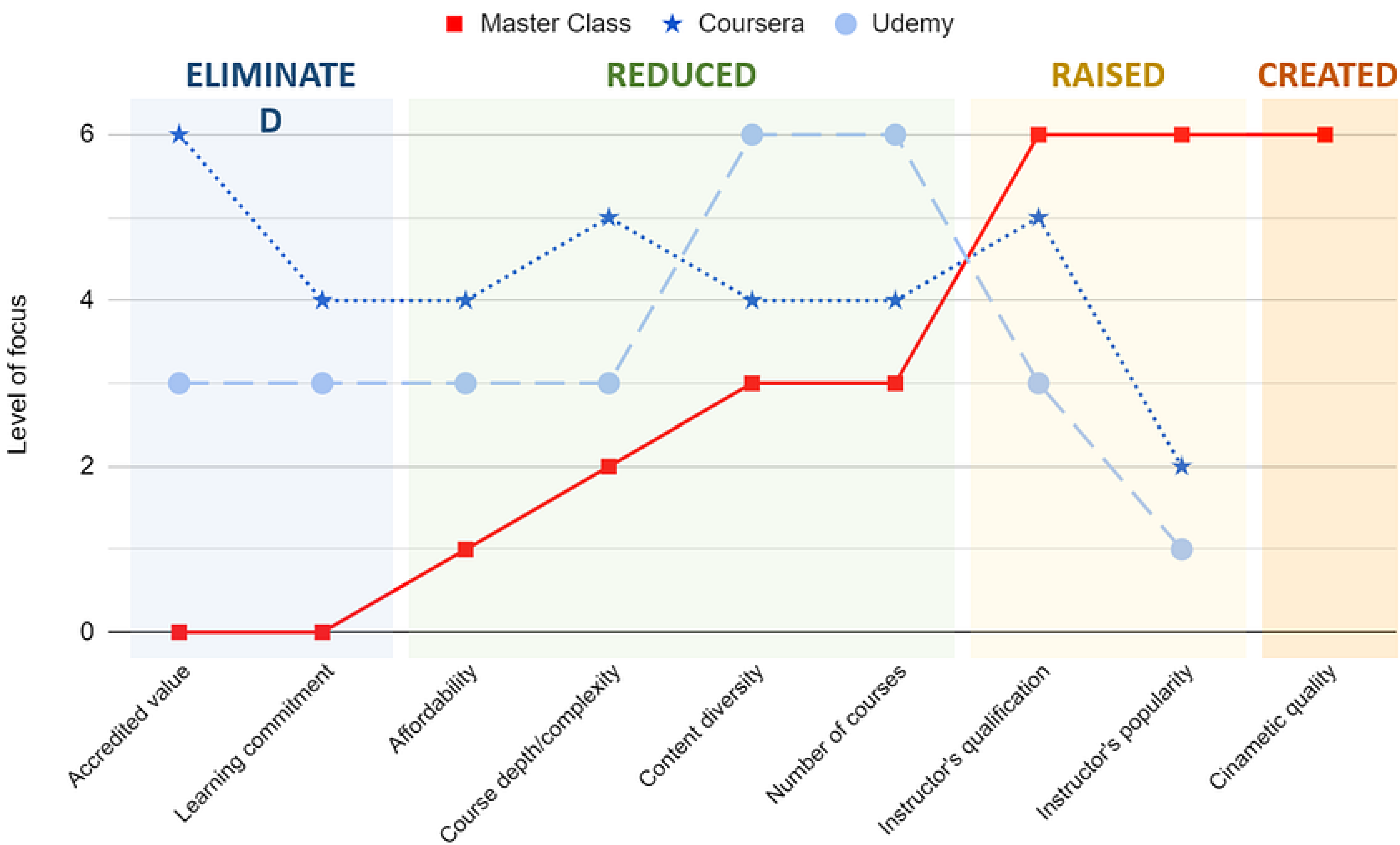
Change Zone
Inspiring the Attitude of Change



2- Value Proposition

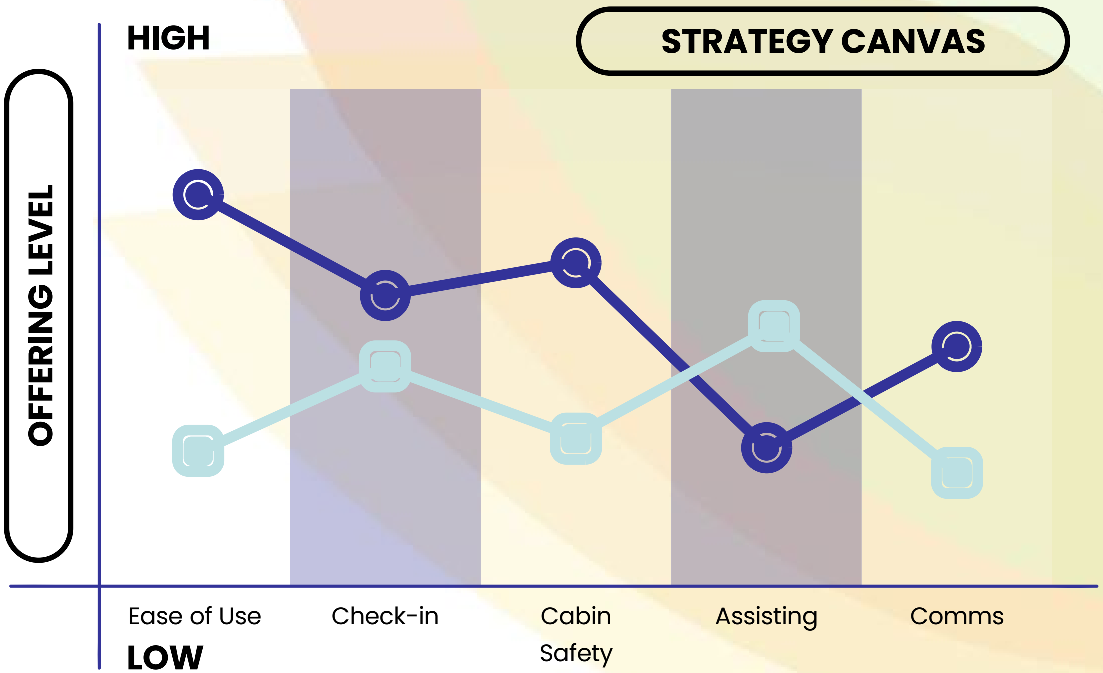
- The products/services that create value for a specific customer segment.

- The Value Proposition is the reason **why customers turn to one company over another**.
- It solves a customer problem or satisfies a customer need.
- Each Value Proposition consists of a selected bundle of products and/or services that caters to the requirements of a **specific Customer Segment**.
- The Value Proposition is an aggregation, or **bundle of benefits that a company offers customers**.


Master Class
Coursera
Udemy
ELIMINATE
D
REDUCED
RAISED
CREATED
Level of focus
6
4
2
0
Accredited value
Learning commitment
Affordability
Course depth/complexity
Content diversity
Number of courses
Instructor's qualification
Instructor's popularity
Cinametic quality

BLUE OCEAN STRATEGY

Make a big impact with our professional slides and charts



BLUE OCEAN STRATEGIC MOVE

Make a big impact with professional slides, charts, infographics and more.

INDUSTRY VALUE CURVE

Make a big impact with professional slides, charts, infographics and more.

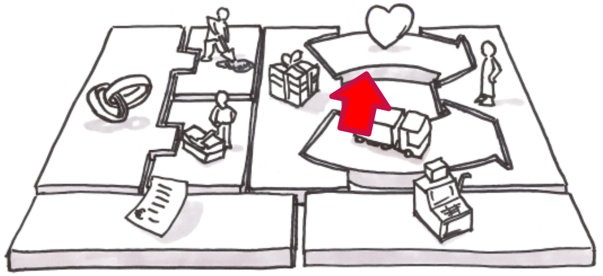
Revenue Streams

5- **Revenue Streams (R$)**

- The revenue generated from each customer segment
- The revenue stream depends on the pricing strategy of the company
- Examples on revenue streams options:
  - Subscription
  - Renting/leasing
  - Licensing
  - Advertising
  - Product/ service usage Fee

Channels

3- Channels



- This block explains how the company will communicate with its targeted segments and reach them to deliver its value proposition

- Channels block include:
  (Promotion, communication, distribution, sales, and after sales services channels)

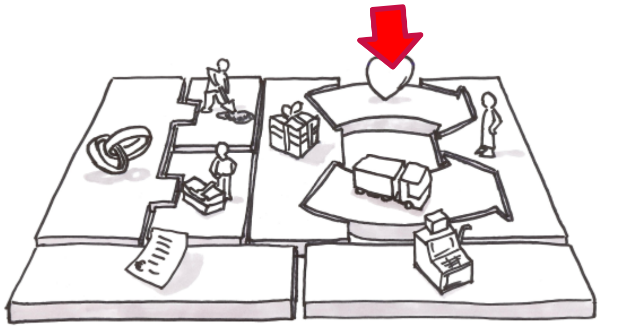
Channel Types			Channel Phases				
			1. Awareness How do we raise awareness about our company's products and services?	**2. Evaluation** How do we help customers evaluate our organization's Value Proposition?	**3. Purchase** How do we allow customers to purchase specific products and services?	**4. Delivery** How do we deliver a Value Proposition to customers?	**5. After sales** How do we provide post-purchase customer support?
Own	**Direct**	*Sales force*					
Own	**Direct**	*Web sales*					
Own	**Indirect**	*Own stores*					
Partner	**Indirect**	*Partner stores*					
Partner	**Indirect**	*Wholesaler*					

Customer Relationships

Key Account Management

Change Zone
Inspiring the Attitude of Change

4- **Customer Relationships (CR)**



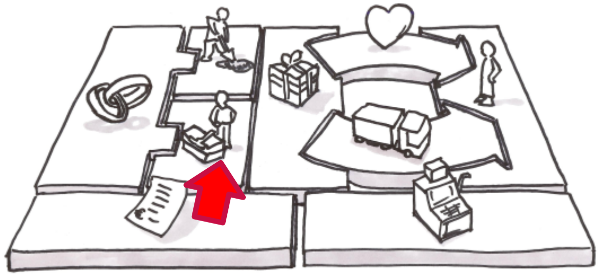
- The types of relationship to be established with their customers in order to:
  - Acquire new customers
  - Retain existing customers
  - Increase sales from loyal customers
  - Increases customers profitability

- For instance:
  - **Direct human interaction with customers** to provide personal assistant and customized services, through the following channels: point of sale, call centers, e-mail, internet or through other means
  - **Self service** (no direct interaction with customers), this can include automated services
  - **Customer involvement** in business processes
  - **Strong brand**

Key Resources & Activities

Change Zone
Inspiring the Attitude of Change

6- **Key Resources**

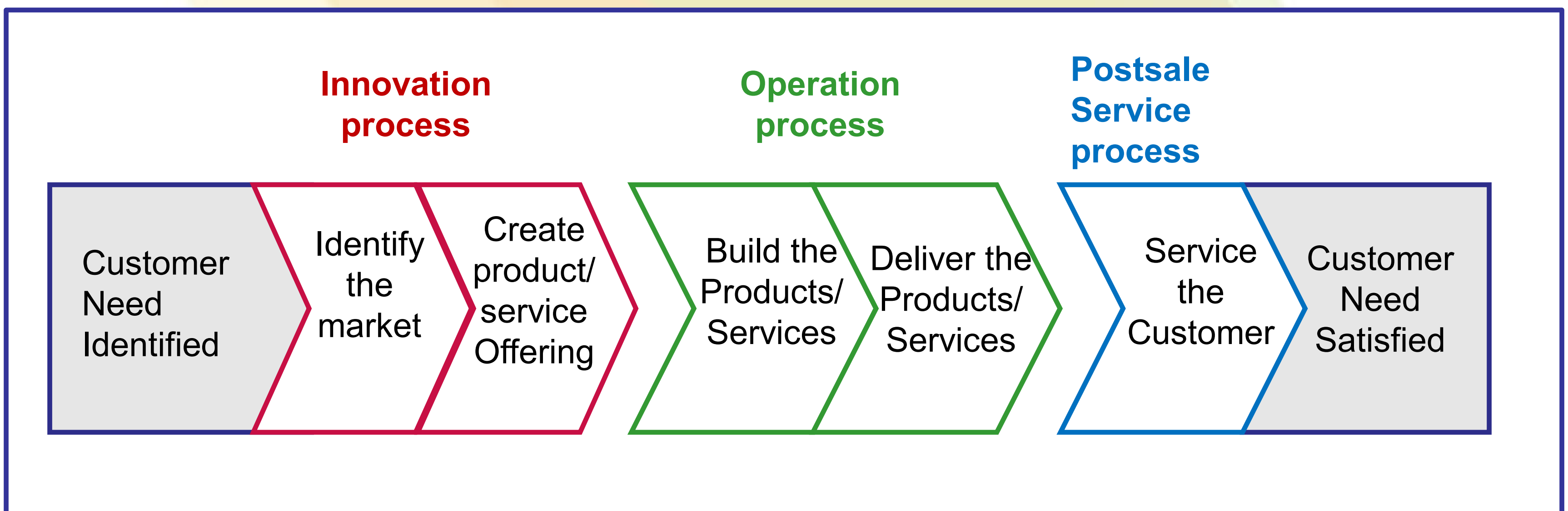


- Includes all required resources to run the business

- For example:
  - Human resources
  - Financial resources
  - Physical resources (machines, buildings, vehicles, software, etc…)
  - Brands, copyrights, etc…

7- **Key Activities (KA)**

- Includes all internal processes and activities implemented by the company, in order to provide the required values to its customer, to communicate and to build relationships with its customers, and as result to achieve profit

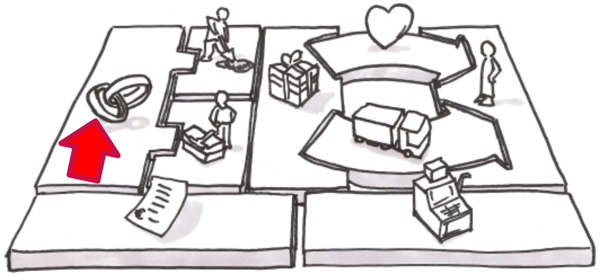


Change Zone
Inspiring the Attitude of Change

Key Partnerships (KP)

Change Zone
Inspiring the Attitude of Change

8- **Key Partnerships (KP)**



- Describes the network of suppliers, partners, alliances, and joint ventures with other companies, that make the business model work.

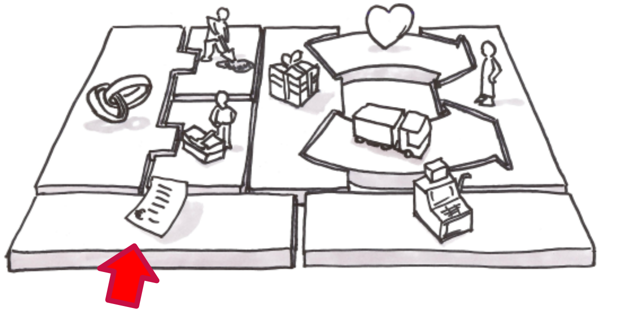
Supplier Cost

Activity/ Resources	Cost	% Total Supplies Cost	# Alternative Suppliers	% Costs Reduction	

Change Zone
Inspiring the Attitude of Change

Supplier-Resource

Supplier/Resource	Cost	Qnt	Credit terms		



9- **Cost Structure**

- Includes all the costs resulting from business operations
- Cost structure includes fixed costs, and variable costs