

Business and operating models

Ralf Willenbrock, Product Manager Connected Mobility, 18-09-2020



1st Pan European Workshop – Virtual meeting – September 2020

Pre-COVID Market situation for SHOW UCs



SHOW will study the following business/operating models

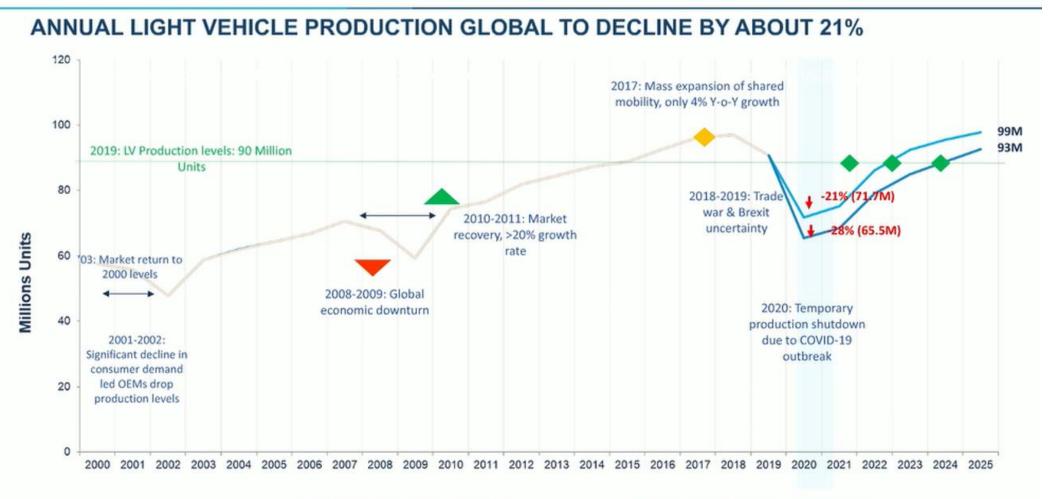
- 1. PTO and non-PTO based shared mobility services (i.e. "combi ticket" between PTO and connected MaaS provider)
- 2. Carsharing (B2C, B2B and PPP)
- **3.** Vehicle-based logistics (including LaaS)
- 4. TMC-based services, i.e. TMC's acting as MaaS platform, selling dedicated lanes for Avs
- 5. Aggregator based Services and Applications,i.e. city wide CCAV mobility platforms

Pre-COVID Deployment and Go-to-Market strategies for these business/operating models



- Central Model: CCAV will be operated by the city aligned with urban transport plans and integrated into local TMC
- Liberal Model: A city is contracting automated fleet services per district and service type (PT, DRT, MaaS and LaaS)
- AaaS Model: An aggregator is selected to provide mobility services across all types of city transport models (consortium, PPP, investment groups, e.g. EIB, KfW, etc.)
- Social Innovation Model: City offers "automated mobility islands" operating complementary services to PT (e.g. Logistics) or ridehailing





-Severe Pandemic Scenario

-Global Emergency Scenario



IMPACT OF COVID-19 OUTBREAK - MORTALITY MATRIX OF THE AUTOMOTIVE INDUSTRY

Future prospects cover the spectrum from collapse and sharp declines to high and, in some cases, exponential growth

COVID-19 Growth Impact Assessment for the Automotive Industry: Mortality Matrix Of the Automotive Industry

High Decline	Endangered Verticals	Moribund Verticals	Definition:
e	 → Car Sharing → Bike Sharing → Ride Hailing 	→ Mobility as a Service (MaaS)* → Car Pooling	 Moribund : Technologies/Business Models that will decline by nearly 50% because of COVID; perhaps post a late and slow recovery
th / Declir	→ ICEs		 Endangered: Technologies/Business Models that will see sharp 20 to 30%+ decline during and post Covid will see slow recovery
Revenue Growth / Decline	Immortal Verticals →Electric Vehicles → Connectivity – eCall → LCV Leasing → Used Car Sales → Short-term Lease - Vehicle Subscription	Nirvana Verticals → Digital Retailing → On-demand Service Models → Feature on Demand (FOD) → Contactless Delivery → Health, Wellness & Wellbeing (HWW) → Aftermarket Hygiene related Accessories	 Immortal: Resilient Technologies/Business Models that will see low impact and high revenue growth post COVID Nirvana : Technologies/Business Models that will see exponential growth during COVID and continue to sustain growth post-COVID
High Growth	Low Degree of Imp	act by COVID High	



<u>GROWTH OPPORTUNITIES IN SHARED MOBILITY</u> — SINGLE OCCUPANCY SHARED MOBILITY TO BOUNCE BACK STRONGER THAN OTHER SHARED MOBILITY MARKETS

'Bike Sharing' to Increase in the Shortterm Fleets to be 'Repurposed for Doorstep Delivery of Essential Goods'

'Single Occupancy Mobility Modes' to Make Rapid Recovery Evolution from Single Shared Mobility Apps to Mega Apps -Continue to 'Diversify Service Offerings'











COVID-19 PUSHES MARKET REALIGNMENT- DOORSTEP DELIVERY BIG OPPORTUNITY FOR SHARED MOBILITY OPERATORS AND COULD BECOME A NORM IN A POST COVID-19 WORLD





SHOW has to reflect changes of Pre-COVID market assumptions

- 1. PTO and non-PTO MaaS providers under COVID-pressure due to single occupancy demand rather than shuttle-bus services
- 2. Carsharing under COVID Go-to-Market pressure
- 3. Vehicle-based logistics (including LaaS): Strong opportunities
- 4. TMC-based services, i.e. TMC's acting as MaaS platform, selling dedicated lanes for Avs: Public Investment Risks
- 5. Aggregator based Services and Applications,
 - i.e. city wide CCAV mobility platforms: Innovation Policy Risks

PREPARATION FOR THE INTERACTIVE WORKSHOP

Objective of the workshop (45') Interactive discussion on SHOW business models

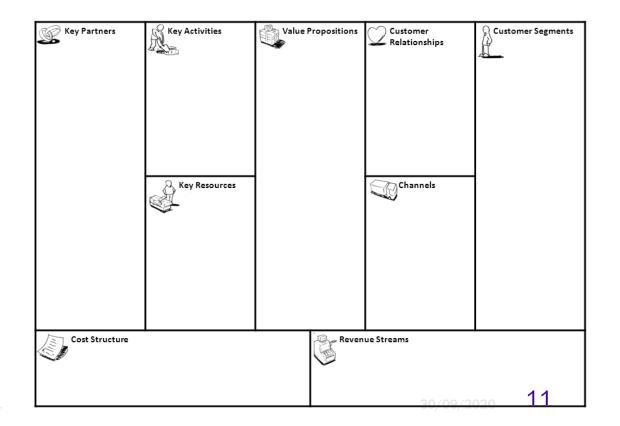


- Presentation of business models identified by the SHOW consortium in D2.1 Benchmarking
- Get your input to the proposed business models
- Develop innovative ideas based on your knowledge
- Find out primary aspects needed for bankable business analysis.
- Prepare the business models for D2.2 (due M12) Business and operating models

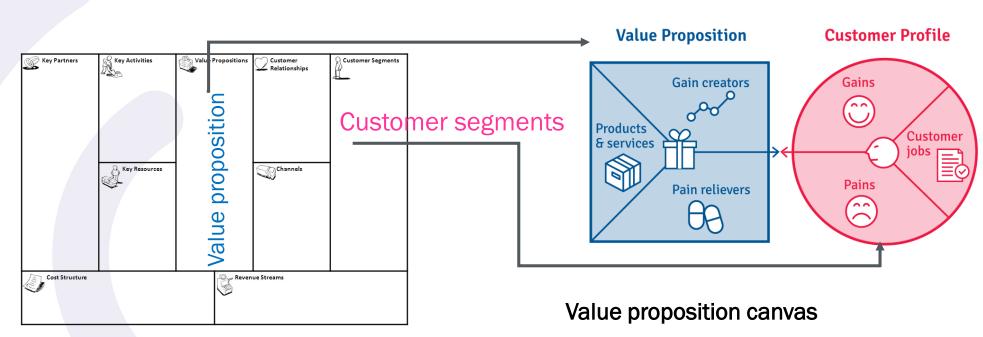
Why do we use business models?



- Business models are an instrument to break down the core parts of every business
 - Understanding a business/ Improving an already existing business
 - > Aligning all activities of a project to one goal
 - Evaluating a business (idea)
 - Exploring the scalability of a project



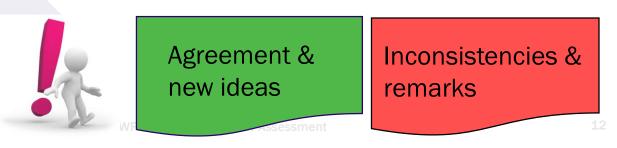




Our approach to business modeling

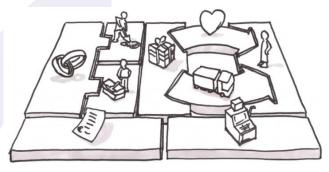
Business model canvas

- Nine aspects that explain a whole business
- Transforming a project into a business



- Two essential aspects to build the business
- Pointing out the customer needs
- Aligning project activities

The business model canvas



- **1. Key Partners:** Describe the network of suppliers and partners
- **2. Key Activities:** Describe the most important things a company has to do to perform
- **3. Key Resources:** Describe the most important assets required

4. Customer Relationships: Describe the types of relationships a company establishes with specific Customer Segments.

5. Customer Segments: Define the different groups of people or organizations an enterprise aims to reach and serve.

6. Channels: Describe how a company communicates with and reaches its Customer Segments to deliver a Value Proposition

7. Value Propositions: Describe the value that products and services create for a specific Customer Segment.

8. Cost Structure: Describe all costs incurred to operate a business model.

9. Revenue Streams: Represent the cash a company generates from each Customer Segment (costs must be subtracted from revenues to create earnings).

The value proposition canvas

1. Customer Jobs:

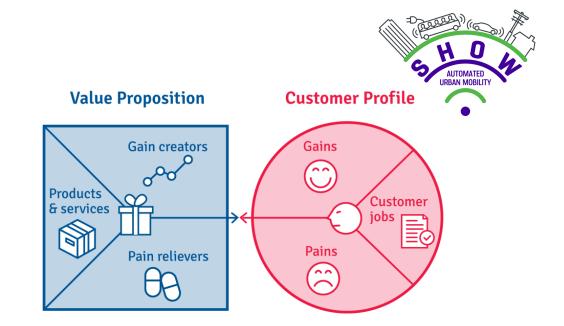
- tasks they are trying to perform and complete
- the problems they are trying to solve
- needs they are trying to satisfy.

2. Pains:

- undesired costs (investment, time, substantial efforts)
- situations (current under-performing, usage mistakes)
- risks (loss of status, resistance to change)

3. Gains:

- benefits that the customer expects
- analyzing the delight for the current situation



- **4. Products & Services:** List all the products and services your value proposition is built around. Which products help the customer to get a job done
- **5. Pain Relievers:** Describe how your products and services alleviate customer pains

6. Gain Creators: Describe how your products and services create customer gains.

Example: The modern age radio Twitter





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Key Partners	Key Activities	Value Pro	positions	Rel	ationships	Customer Segments
	Platform Development			Мо	st important asset	
Search Vendors		Stay con	nected		Platform anipulation	Users
Device Vendors	Key Resources	News/Events	Channels	Enterprises		
Media companies	Twitter.com	Targeted Marketing				
Mobile Operators	Platform	Twitter	Twitter Apps		Website, sktop Apps, obile Apps, SMS	Developers
				т	witter API	
Cost Structure			Revenue Streams			
Employees	s Servers		Licensing Data Streams Accounts		Promoted Tweets	
			Promoted	Trends	Analytics	

DISCUSSION ON BUSINESS MODELS <45min>





- All-inclusive mobility solution to be tested after 2021
- Example fleet (SAE IvI4):
 - 35 micro busses for semi-fixed route transportation (VOLKSWAGEN)
 - 10 high-tech buses for larger groups (SCANIA)
- Value proposition: to install a "ground-breaking autonomous transport project and transform the future of urban mobility"
 - Volkswagen
 - Moia
 - Scania
 - AID Autonomous Intelligent Driving

Key Partners	Key Activities	Value Proposition	Customer Relationships	Customer Segments
 PT provider and transport providers Car Sharing Operator SMEs/ Start Ups Municipalities and local communities Logistics Harbours Package Delivery Food delivery Distribution 	 Testing technology Study mobility behavior Implement solution Key resources Booking and payment platform (IT) Contracts to transport providers Data (customers, trips, services) Interoperability	 Ground-breaking autonomous transport Transformation of the future of urban mobility Eliminating the time with no trips for a vehicle 	 Customer as the most important asset "Knowing" the customer is crucial Channels Platform 2.0 solution Mobility marketplace with different operators Smartphone app 	 Urban inhabitants Parcel delivery Food delivery
Cost Structure		Reven	ue Streams	
CAPEX: Vehicle fleet cost Physical infrastructure 	OPEX: Personnel Other external expenses 	Pay as you	all-inclusive plan 1 move e of booking for the platform operator	

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The Netflix of Transportation: WHIM



- All-inclusive MaaS solution available in different cities in Europe
- Operated by MaaS Global Ltd since 2016
- Value Proposition: Offer different flexible mobility services for registered users in an urban and interurban environment during all seasons, times and vacation days:
 - Public Transport
 - City bike
 - Taxi
 - Car Rental (Operator: e.g. Toyota, Hertz, SIXT)
 - E-Scooter (Operator: e.g. TIER)
- The whim app is available or planned for the following cities:
 - Helsinki, Finland
 - West Midlands, Great Britain
 - Antwerp, Belgium
 - Vienna, Austria
 - Greater Tokyo, Japan (planned)
 - Singapore, Singapore (planned)
 - Turku, Finland

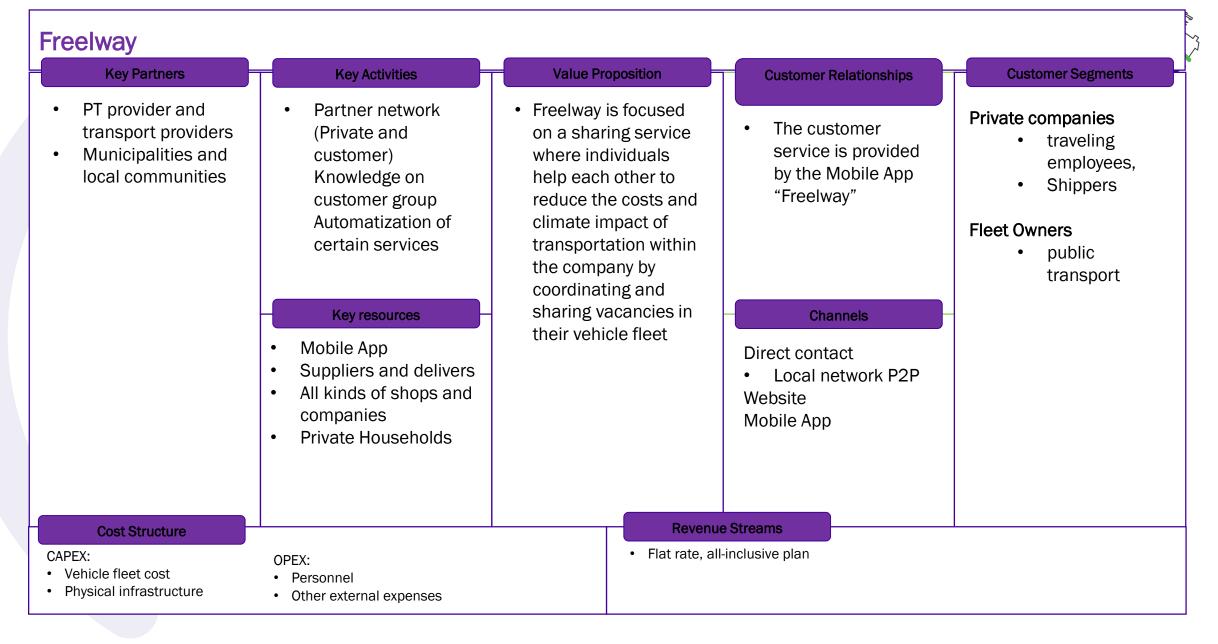
WHIM				
Key Partners	Key Activities	Value Proposition	Customer Relationships	Customer Segments
 PT provider and transport providers Municipalities and local communities 	 Managing and operating services Attracting customers and partners Expand network of regions and cities Key resources Booking and payment platform (IT) Contracts to transport providers Data (customers, trips, services) 	 "All transport in one app - Public transport, city bikes, taxis, and affordable rental cars" "Multimodal and sustainable mobility services addressing customers' transport needs by integrating planning and payment on a one-stop-shop principle" Enables the user to plan and buy trips from a suite of Transportation Service Providers as packages 	 Whim App Whim partner platform and partner network Channels Whim App MaaS open ecosystem for: Transport providers Innovative Businesses Cities 	 MaaS - Better Than Your Own Car" People changing from own car to multimodal mobility Urban Citizens Transport providers Innovative Businesses
Cost Structure CAPEX: • Vehicle fleet cost • Physical infrastructure	OPEX: • Personnel • Other external expenses			Medium Premium Pay-as-you-go 39-6 0000 0000 0000 1000 Minda 5,500 Minda 0000 Varpunk Minda 6,000 Minda Minda

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Combining Logistics & Mobility: Freelway



- Service app to coordinate and organize transport deliveries in urban areas in Sweden since 2018.
 - Delivery of groceries, medicine or post (mail)
 - Delivery from restaurants of cafes
 - Deliveries from private person to friends
 - Customer to customer services
- Freight coordination services to coordinate common resources and transport needs
- Reduce costs and climate impact of transportation by coordinating and sharing vacancies
- Automatization for transport in rural areas



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in <u>http://linkedin.com/company/showh2020/</u>

https://show-project.eu

