

Business Idea: What, for whom and how?

Product / Service Idea: Key functionality of the product/service.

Key Partners

Who are our Key Partners?
 Who are our Key Suppliers?
 Which key resources are we acquiring from partners?
 Which key activities do partners perform?
 Motivation for partnership:
 Optimization and economy
 Reduction of risk and uncertainty
 Acquisition of particular resources and activities

Key Activities

What Key Activities does our value proposition require?
 Our Distribution Channels?
 Customer Relationships?
 Revenue Streams?
 Categories:
 Production
 Problem-solving
 Platform/Network

Key Resources

What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?

Value Propositions

What value do we deliver to the customer?
 Which one of our customer problems are we helping to solve?
 What business products and services are we offering to each Customer Segment
 Which customer needs are we satisfying?
 Who are our competitors and how are we different?
 Price?
 Characteristics:
 Newness
 Performance
 Customization
 "Getting the job done"
 Design
 Brand/Status
 Price
 Cost reduction
 Accessibility
 Convenience/utility

Customer Relationships

What type of relationship/resources do each of our Customer Segments expect us to establish and maintain with them?
 Which ones we have established?
 How are they integrated with the rest of our business model?
 How costly they are?
 Examples:
 Personal assistance
 Dedicated personal assistance
 Self-service
 Automated services
 Communities
 Co-creation

Channels

Through which channels do our customer segments want to be reached?
 How are we reaching them now?
 How are our channels integrated?
 Which ones work best?
 Which ones are most cost-efficient?
 How are we integrating them with customer routines?

Customer Segments

For whom are we creating the value?
 How many potential paying customers?
 Who are our most important paying customers?
 How big a market share could you capture in what time frame?
 Mass Market
 Niche Market
 Segmented
 Diversified
 Multi-sided Platform

Cost Structure

What are the most important costs inherent to our business?
 Which key resources are most expensive?
 Which key activities are most expensive?

Revenue Streams

For what value are our customer really willing to pay? How much?
 For what do they currently pay?
 How are they currently paying?
 How would they prefer to pay?
 How much does each revenue stream contribute to overall revenues?

Business Idea:

Product / Service Idea:

Key Partners

Key Activities

Value Propositions

Customer Relationships

Customer Segments

Key Resources

Channels

Cost Structure

Revenue Streams

We can divide the Business Model Canvas into two parts: the left part describes the product, and the right one – the market. And we have the value you have in an offer in the middle.

Uber combined all three to succeed: a great product that offers undeniable value worked on a great and appropriate market.

Now, let's see what questions are to be answered in each cell to fully understand the business model for Uber.

1. Value Proposition

You don't need to have a master's degree to know that every idea is valuable only in the case of when it offers obvious benefits to the customer segment of a particular business. The Uber-like business model has two separate markets that make it valuable: Service Providers and Service Consumers. They should be looked at differently, seeing as they pursue different goals.

What does Uber do?

First, Uber has riders and drivers.

What's there for passengers?

- Rides search
- Good quality and luxury cars
- Booking (request & match technology)
- Cash-free payment
- Minimum waiting time (ETA & car approach tracking)
- Rating & reviews
- Worldwide availability

Driver-partners are offered:

- The flexibility of working hours and location
- Additional income (payments even without requests if online)
- Aware and engaged clients



Second, define what value you are going to deliver to both. Just a good idea is rarely enough. The idea should seem useful not only to you but to your customer segment as well.

Short hint from Cleveroad: Don't copy someone's way of thinking, create your own. There is no need to reinvent the wheel, but established industries can always be modernized and improved. Why not with the help of your product?

2. Customer Segment

Sure, you may want to involve as many people as possible, still, the quality always outweighs the quantity. Engaged customers are the foundation of any successful business. That's why it's really important to identify who you create value for.

When creating a product for a two-sided market, keep in mind that you deliver different sorts of values for both segments.

Let's take a look at the same Uber's users – riders and drives.

Passengers are those who:

- Need a ride from point A to point B; they either don't own a car or don't want to drive
- Look for a cost-efficient solution
- Want a luxury ride

Driver-partners are those who:

- Want to earn extra money using their own cars
- Taxi drivers who want to be their own bosses

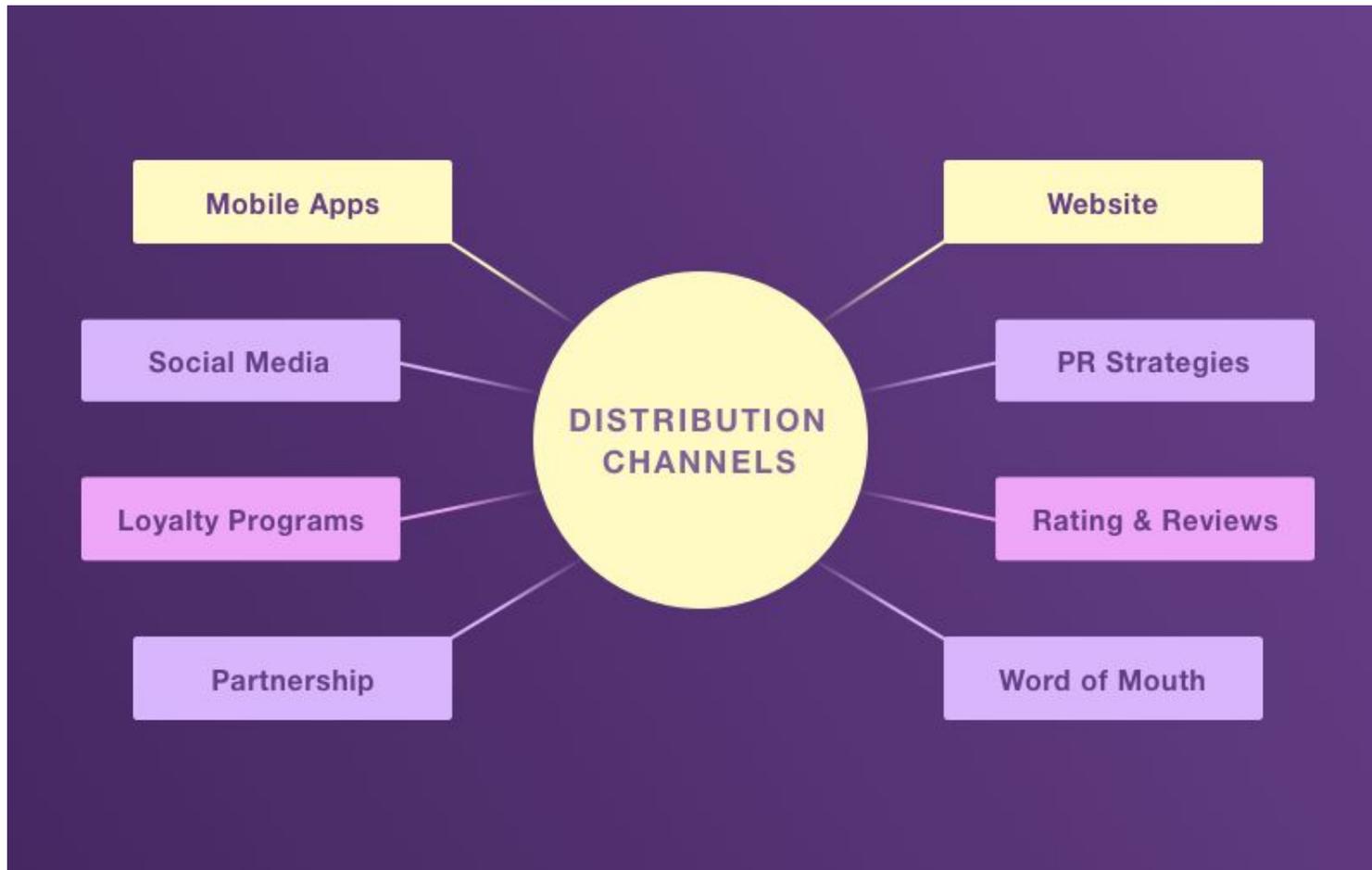
Short hint from Cleveroad: Think about the reasons why customers may want to use your product. This will help you identify the categories of people that will appreciate your solution.

3. Distribution channels

The next step is understanding how your business is going to link with the customer segment. How do you reach, attract and retain them?

Uber created lots of methods of spreading the word about their service. Some are pretty traditional like a website, or mobile apps, social media marketing, partnerships with well-known brands, etc.

The others are more creative, like suggesting their services almost to the point of potential demand (sports events, concerts, etc.) or responding to particular weather conditions.



Short hint from Cleveroad: Remember that not all users are equal. So service providers and consumers may require different channels of distribution.

4. Customer relationships

Now, as you know the audience and they know about you, it's time to decide how you're going to interact.

Uber offers an entirely automated way of interaction. Passengers don't communicate with dispatchers to get a ride. Cashless payments, the feedback system, customer support – all these services are available via the app or website.

Short hint from Cleveroad: The popularity of social networks changed customer relationships. Now companies can not only get deeper insights from their clients via the social channels but also involve them in improving the product.

5. Revenue stream

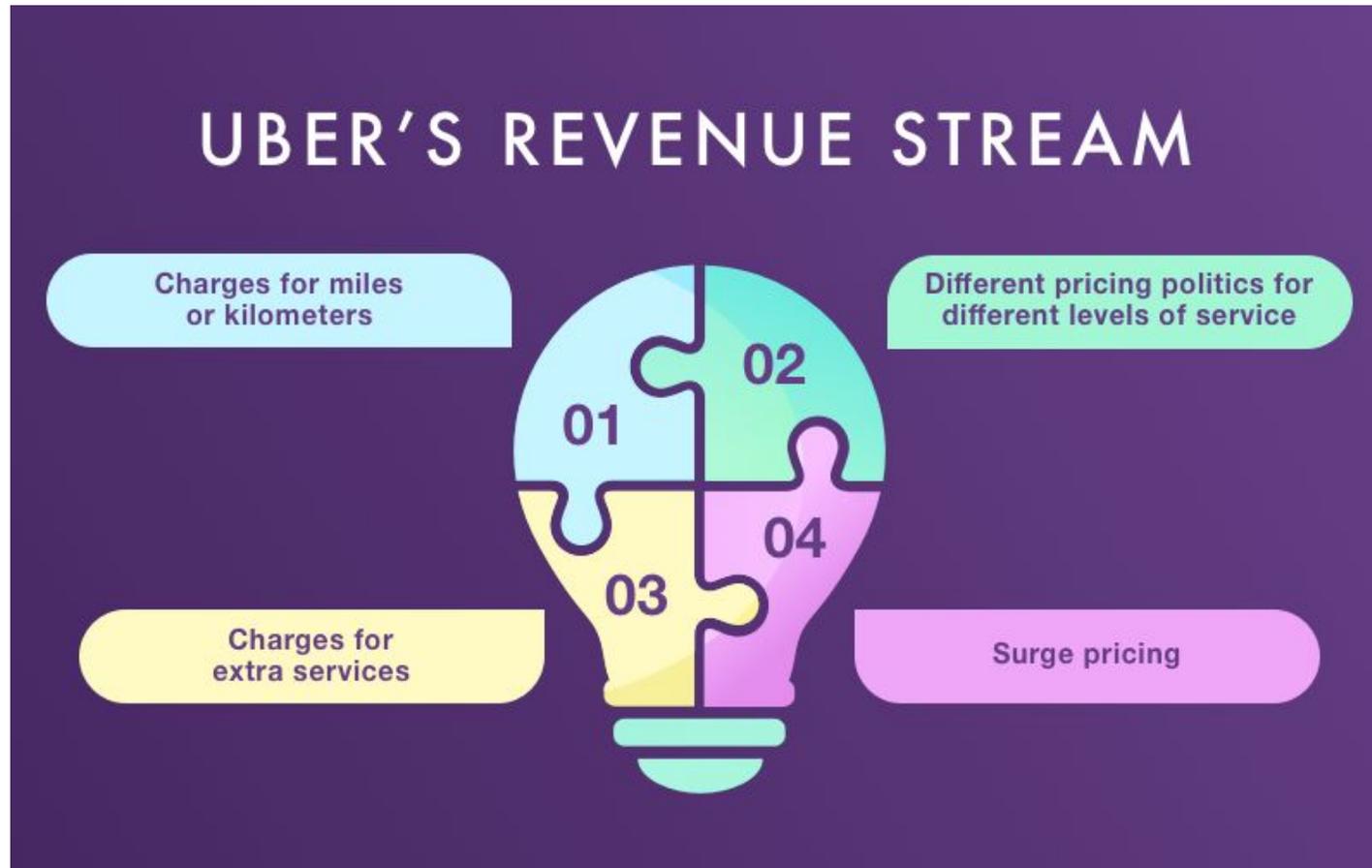
It's simple: you provide services and, of course, you want to get paid. The question is: "How much will you make creating an Uber-like business?"

To find the answer, let's see how Uber has organized its revenue strategy.

First, Uber **charges for miles or kilometers**. Second, Uber has **separate pricing politics** for different levels of service (UberX, Premium Uber Brands) and extra services (Uber Cargo, Uber Foods, etc.). And of course, **surge pricing** also influences the company's profits. That's it.

Developing the revenue model that will suit your business is an individual thing and there's no universal recipe.

UBER'S REVENUE STREAM



6. Key resources

What does your Uber-like business need for a start? First of all, a platform that will connect the Service Provider and Service Consumers. Second, the base of service providers (drivers with cars, cleaning staff, mechanics, etc.)

The next key resources may vary. However, if you want to ensure automation, you should include relevant algorithms. Uber, for example, has Pricing and Routing Algorithms.

7. Key activities

Uber's approach of how to make the product work is perfectly well-thought out and suits any Uber for X business.

Here's how it looks:

- Platform development and management
- Marketing and customer acquisition
- Hiring and managing service providers
- Customer support

8. Key partners

To get things done, you'd need. So it's time to look for reliable partners.

Services like Uber have to cooperate with:

- Service providers
- Technical support (map API providers, payment providers, etc.)
- Local authorities (if the product's working outside your local area)
- Investors

9. Cost structure

The last but not the least thing in the Uber-like business model is the cost of the product.

Here's a list of expenses you should be prepared for:

- Tech infrastructure (app building and maintenance)
- Salaries for employees
- Marketing expenses