



STEP-UP

Sustainable Transport

E-Planner to Upgrade

the IT-HR mobility

STEP-UP II TRAINING SESSION

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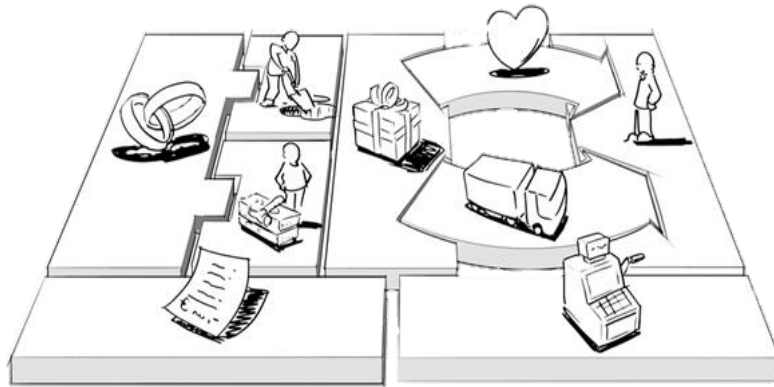
MaaS Business Models



STUDIO PELOSO & ASSOCIATI

A CORPORATE CONSULTING STUDIO

BUSINESS MODEL ANALYSIS



BUSINESS PLAN



STRATEGY COACHING



MaaS Business Models

- **The Business Model**
- **The role of Design Thinking**
- **Business Model Canvas application**
- **Mobility as a Service Business Models**

BUSINESS MODEL DEFINITION

A **business model** describes the rationale of how an **organization** creates, delivers, and captures **value**, in economic, social, cultural or other contexts

Organization is an entity comprising multiple people, such as a company, an institution or an association, that has a particular purpose.

Value proposition is the set of products and services that create value for a specific customer segment, **and more and more.....**

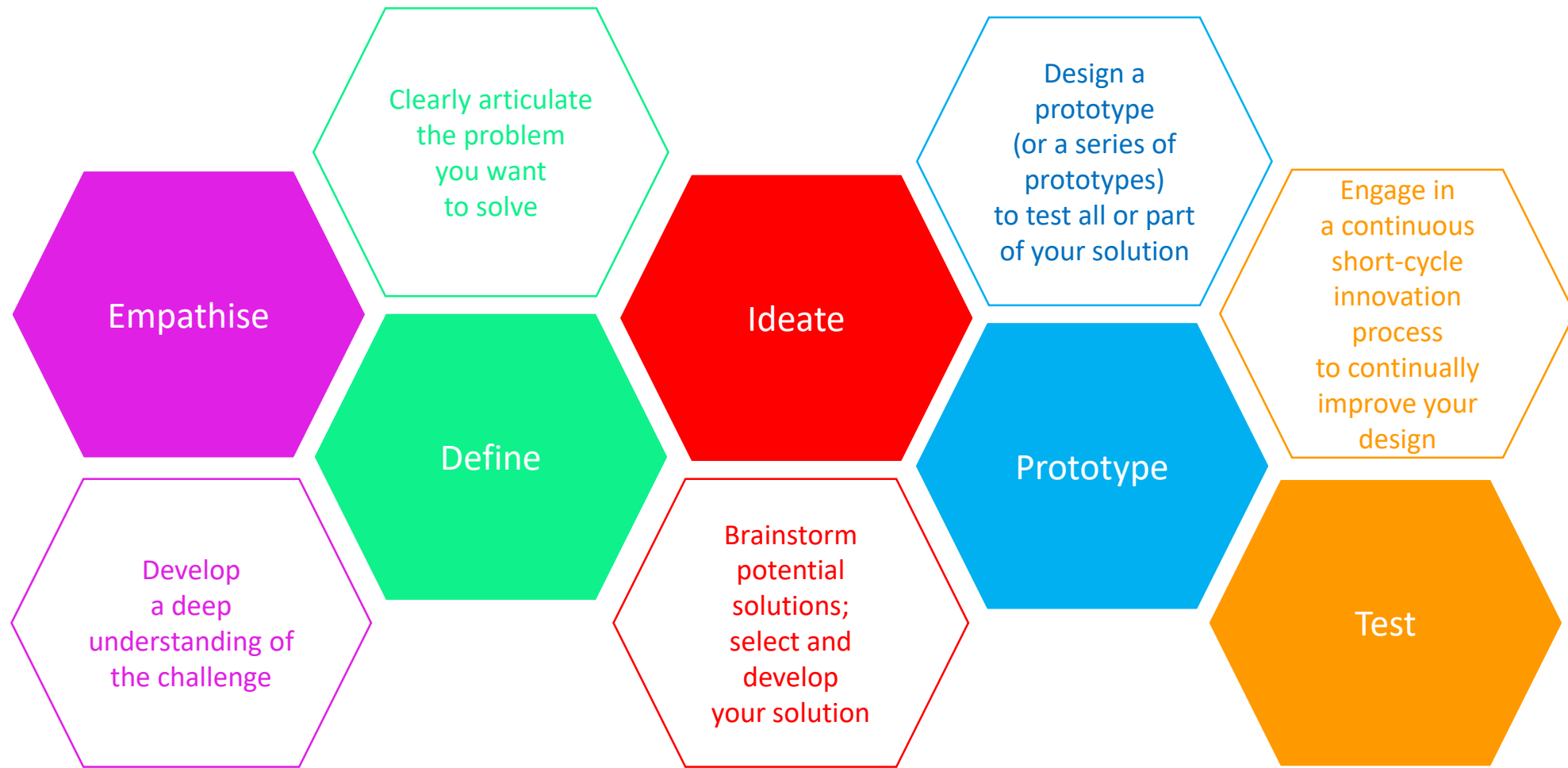
DESIGN THINKING

The Design Thinking is an approach centered on people, based on integration of **analytical capacity** with **creative attitudes**, to define and solve complex problems:

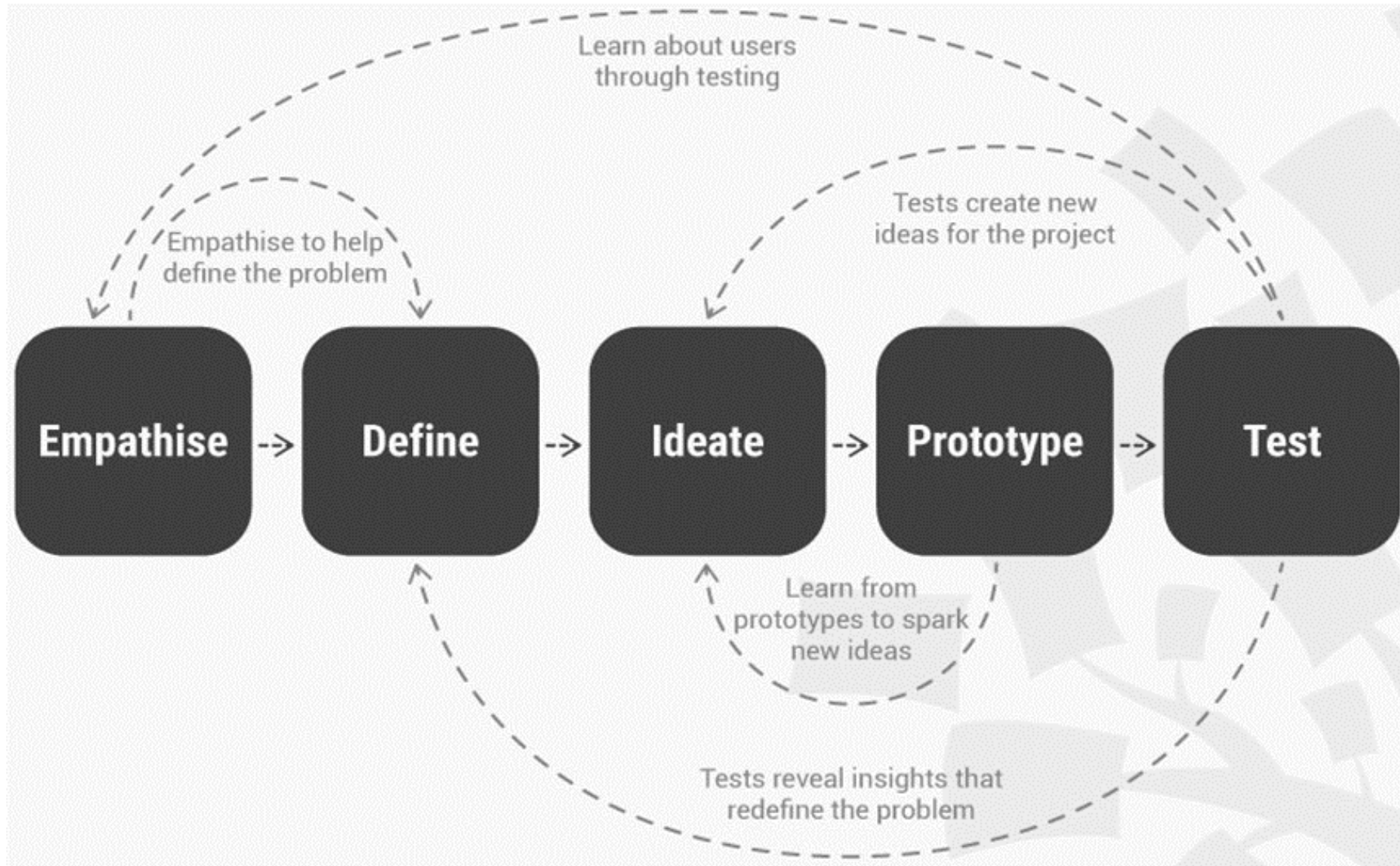
it can be used to identify customer needs, create new products/services and develop innovative business models, imagining future scenarios and analyzing market experiences.

Design Thinking has the goal to involve consumers, designers and business managers in a **integrated innovation process**.

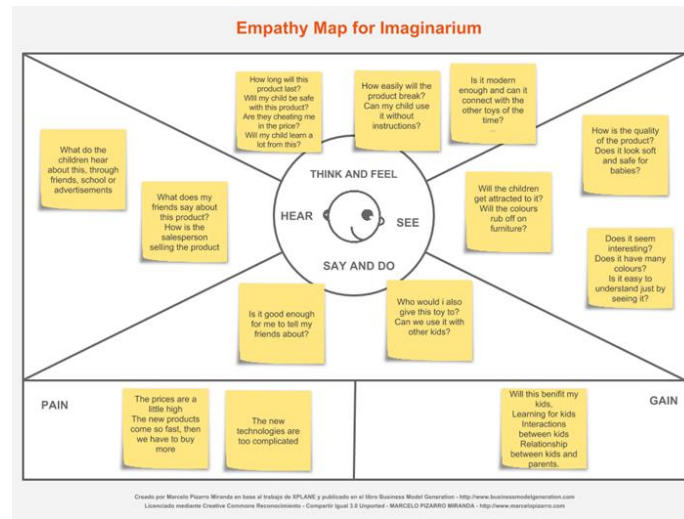
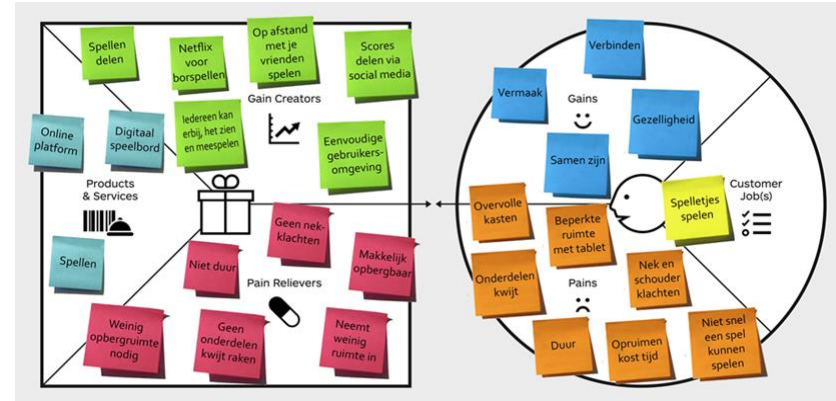
DESIGN THINKING STAGES



DESIGN THINKING: A NON LINEAR PROCESS



DESIGN THINKING: VISUAL TOOLS AND STORYTELLING



BUSINESS MODEL CANVAS

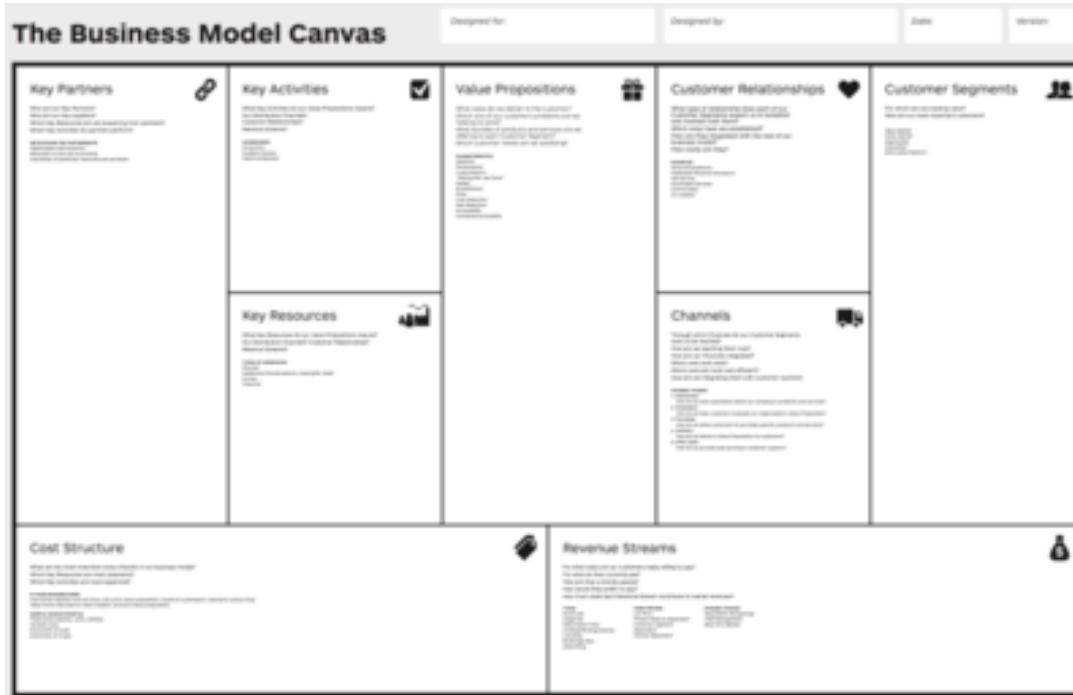
Business Model Canvas is a strategic management and lean startup template for [developing new or documenting existing business models](#).

It is a visual board with elements describing a firm's or product's value proposition, infrastructure, customers, and strategic resources.

It is a very useful tool to guide brainstorming processes and develop new ideas.

The business model canvas was created by **Alexander Osterwalder** in 2008 and it used in all over the world.

WHAT DO WE NEED ?



<p style="text-align: center;">KEY PARTNERS</p> <p>Who are our key partners?</p> <p>Who are our key suppliers?</p> <p>What key resources do we get from partners?</p> <p>What key activities do partners do?</p>	<p style="text-align: center;">KEY ACTIVITIES</p> <p>What key activities are required for:</p> <ul style="list-style-type: none"> • produce the value offered to customers? • reach our markets (distribution)? • establish and manage customer relations? • generate revenue streams? 	<p style="text-align: center;">VALUE PROPOSITION</p> <p>What customer problem do I contribute to solving and / or what needs are met?</p> <p>What set of products and services do I offer to each customer segment?</p> <p>How I stand out in the market, how I am perceived and what is real value/benefit transferred to the customer?</p>	<p style="text-align: center;">COSTUMER RELATIONSHIPS</p> <p>What kind of relationship do you expect to establish with us each segment of customers? Which is more functional?</p> <p>How much does this type of relationship cost and how does integrate with the other elements of our BM?</p>	<p style="text-align: center;">COSTUMER SEGMENTS</p> <p>For whom we are creating value?</p> <p>Who are our most important costumers?</p>
<p style="text-align: center;">KEY RESOURCES</p> <p>What key resources are needed for:</p> <ul style="list-style-type: none"> • produce the value offered to customers? • reach our markets (distribution)? • establish and manage customer relations? • generate revenue streams? 			<p style="text-align: center;">CHANNELS</p> <p>Through which channels do customers want to be reached?</p> <p>How are channels integrated with customer habits?</p> <p>Which channels are more efficient? (performing / cheaper)?</p> <p>How is the service product distributed?</p>	
<p style="text-align: center;">COST STRUCTURE</p> <p>What are the most important costs of our business model?</p> <p>What are the most expensive key resources?</p> <p>What are the most expensive key activities?</p>			<p style="text-align: center;">REVENUE STREAMS</p> <p>What value are customers really willing to pay for?</p> <p>How do they pay or how would they prefer to pay?</p> <p>How much they have to pay and how the revenue stream contributes to revenues general (how much do they impact)?</p>	

BUSINESS MODEL CANVAS: CUSTOMER SEGMENTS

For whom we are creating value?

Who are our most important customer?

Divide and classify customers into distinct groups by:

- needs / interests that require a separate offer
- how they are achieved (distribution channels)
- type of relationship established
- associated profitability
- willingness to pay for different aspects of the offer

BUSINESS MODEL CANVAS: VALUE PROPOSITION

What customer problem do I contribute solving and / or what needs are met?

What set of products and services do I offer to each customer segment?

How I stand out in the market, how I am perceived and what is real value / benefit transferred to the customer?

Describe what the company sells and what is the value for customers in terms of value offered by the company:

- the needs met
- problems solved
- the benefits offered divided into classes and connected to customers

VALUE PROPOSITION

The elements to consider into the value proposition are not only the **products** and **services**. It is essential also to consider other valuable elements:

- **Making innovation.** To create a new value giving to customers something that was not there before
- **Make a product/service accessible.** It allows Customer Segments that previously could not use a product/service to access it (think, for example, of Ryanair's low-cost flights)
- **Improve a product or service,** by adding relevant features or modifying the current ones to make them more functional to a specific need.
- **Decrease the price** for a product/service. Solving a specific problem, starting from the study of the real and urgent needs of customers
- Use **the brand/status** to convey an identity and create a **community**
- Improve **the design** and **the performance** of a product
- Make the products **more convenient** and **easier to use**
- **Reduce the risks** related to a product/service

These methods allow the company to transfer not only the intrinsic value of the product/service but, above all, **the intangible values** that can be associated with it.

BUSINESS MODEL CANVAS: CHANNELS

Through which channels do customers want to be reached?

How are channels integrated with customer habits?

How are the different channels integrated together?

Which channels are more efficient (performing / cheaper)?

How is the service product distributed?

Describe how the value offered reaches the customer in the phases of communication, distribution and sales in terms of:

- types of channels used
- functions performed by the channels
- overall shopping experience

BUSINESS MODEL CANVAS: CUSTOMER RELATIONSHIP

What kind of relationship do you expect to establish with us each segment of customers? Which is more functional?

How much does this type of relationship cost and how does it integrate with the other elements of our BM?

Describe how the company acquires and manages customers in terms of:

- customer experience
- construction and delivery of the corporate image
- effectiveness

BUSINESS MODEL CANVAS: REVENUE STREAMS

What value are they really willing to pay customers for?

How do they pay or how would they prefer to pay?

How much they have to pay and how the revenue stream contributes to revenues general (how much do they impact)?

Describe the mechanism adopted for the price definition and the revenues generated by the different types of customers, also divided by value category offered and based on:

- how they pay
- what they pay for

BUSINESS MODEL CANVAS: KEY RESOURCES

What key resources are needed for:

- *produce the value offered to customers?*
- *reach our markets (distribution)?*
- *establish and manage customer relations?*
- *generate revenue streams?*

Describe and list the key resources necessary for the operation of the model business in relation to the value offered to customers

BUSINESS MODEL CANVAS: KEY ACTIVITIES

What key activities are required for:

- *produce the value offered to customers?*
- *reach our markets (distribution)?*
- *establish and manage customer relations?*
- *generate revenue streams?*

Describe and list the key activities necessary for the operation of the model business in relation to the value offered to customers

BUSINESS MODEL CANVAS: KEY PARTNERS

Who are our key partners?

Who are our key suppliers?

What key resources do we get from partners?

What key activities do partners do?

Describe with which external parties the company wants to work by defining in particular:

- reasons
- modality
- the key assets or resources acquired

BUSINESS MODEL CANVAS: COST STRUCTURE

What are the most important costs of our business model?

What are the most expensive key resources?

What are the most expensive key activities?

Describe if the model is based on costs or value and define the list of fixed and variable costs incurred for key resources, key activities and partners

MOBILITY AS A SERVICE

Definition

MaaS is the integration of various forms of transport modes into a single mobility service accessible on demand.

It provides a **new way of thinking in terms of how the delivery and consumption of transport or mobility:**

the key concept behind Mobility as a Service (MaaS)

is to **put the users at the core of transport services,**

offering them **tailor made mobility solutions based on their individual needs.**

MaaS IS A MULTI-SIDE PLATFORM PATTERN

- *Multi-sided platforms bring together **two or more distinct but interdependent customer groups**.*
- *These platforms are a value for a group of customers only if the other group of customers is also present.*
- *The platform creates value by **facilitating interactions between different groups**.*
- *The value of a multi-sided platform grows when it attracts more users, a phenomenon known as the **network effect***

<p style="text-align: center;">KEY PARTNERS</p> <p>National and transnational public Authorities and Policy Makers</p> <p>Mobility and accommodation providers</p> <p>Event and entertainment service agency</p> <p>Tourist operators</p>	<p style="text-align: center;">KEY ACTIVITIES</p> <p>Platform Efficiency</p> <p>ADV and web marketing</p> <p>Contract negotiations</p> <p>Continuous implementation of new services providers</p> <p>Resource and develop of ITS</p>	<p style="text-align: center;">VALUE PROPOSITIONS</p> <p>Web platform that integrate End Users and Service Providers</p> <p>New way of thinking for traveling</p> <p>Tailor made mobility solutions based on their individual needs</p> <p>Way to promote:</p> <ul style="list-style-type: none"> - multi-modal mobility - Sustainable transport - Security <p>BIG DATA and SMALL DATA are strategic assets</p> <p><i>What is the most relevant information?</i></p> <p><i>What's specific users need?</i></p> <p><i>What advantages can be created?</i></p> <p><i>Are there any ancillary services we can offer?</i></p>	<p style="text-align: center;">COSTUMER RELATIONSHIPS</p> <p>Automatic platform system</p> <p>Help Desk</p> <p>Customer care office</p> <p>CRM system and strategy</p>	<p style="text-align: center;">COSTUMER SEGMENTS</p> <p>Multi-sided market</p> <p><u>End Users:</u></p> <ul style="list-style-type: none"> - Private user - Commuter - Companies - Tourist - <p><u>Service providers</u></p> <ul style="list-style-type: none"> - Mobility - Event organizers - Accommodation - Renter companies - Tourist agency - <p>B2B, B2C, B2B2C</p> <p><i>Who are the end users?</i></p> <p><i>And the intermediate users?</i></p> <p><i>Who can take advantage of the platform?</i></p> <p><i>What are their needs?</i></p> <p><i>What are their problems?</i></p> <p><i>For those who can represent an opportunity?</i></p>
<p style="text-align: center;">COST STRUCTURE</p> <p>Platform management and development</p> <p>Territory and commercial referents</p> <p>ADV and Web Marketing</p>		<p style="text-align: center;">REVENUE STREAMS</p> <p>Sell on commissions</p> <p>Service advertisement</p> <p>Fixed contracts with end users and service providers</p> <p>BIG DATA and SMALL DATA market</p>		

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