

**STRATEGIC MANAGEMENT**

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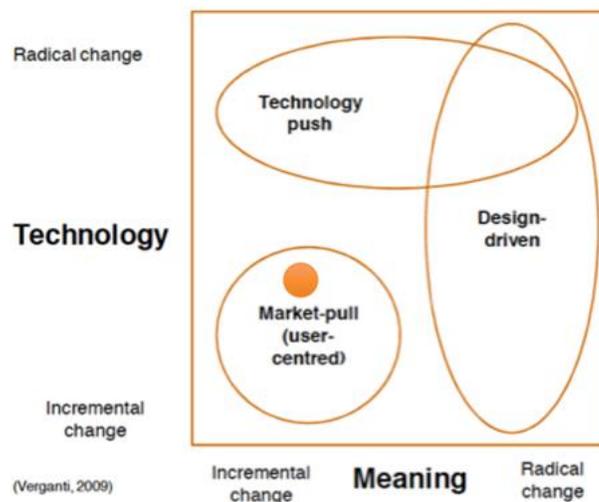
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## Section 1:

### 1a: Incremental Innovation and Market Pull:

Proposed business model is based on electric vehicles and car manufacture to enhance the transportation system in UK. Most of the developed cities in the world are already using electric vehicles and the number of car manufacturing companies is also increasing. The primary reason behind this is to reduce the consumption of oil and to rely on the electric vehicles more. Some of the biggest car manufacturers are one step further – they are investing on self-driven cars also with the electric vehicles. For this reason the UK government should also think about investing on electric vehicles more than the vehicles with petrol and diesel. It will not only reduce the consumption of oil in the country, it will also decrease the amount of air pollution which is a primary concern for the developed countries like UK. The economy of the country will also be benefited due to low import of oils from other countries. Therefore, a significant change in the transportation system as well as in the economy is likely to happen as the new electric cars will negate the requirements of the general cars for transportation and thus cause a massive revolution in the car manufacturing industry. Hence, this innovation could be termed as radical change in terms of existing automobile industry.



**Figure 1: Verganti Matrix**

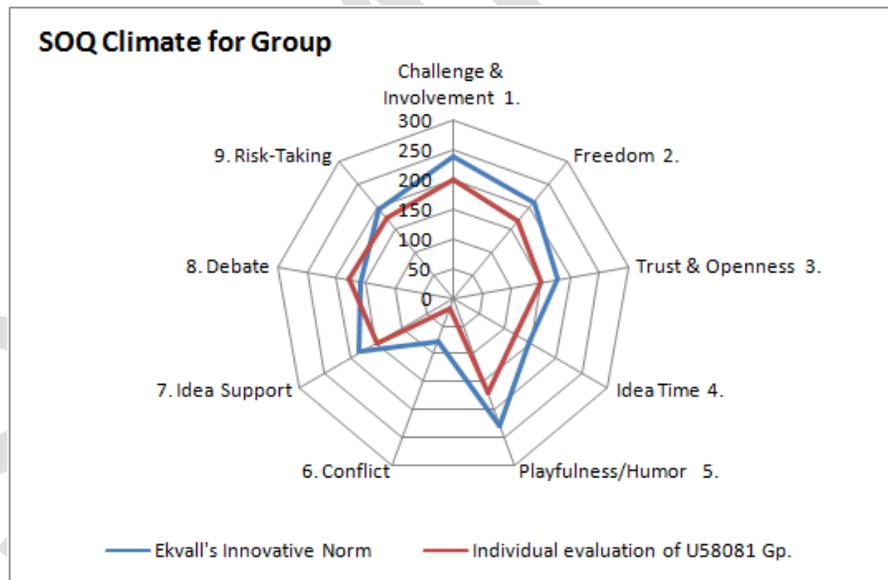
(Source: Redshaw, 2017, p.123)

According to Gomes (2016), radical change is a significant change in an existing system by the proposed system by which the new business destroys or replaces the existing one. The proposed business model of launching electric cars is completely different from the existing cars run by oil. These cars will be fully implemented by advanced technology and will reduce the emission dangerous gases in the thus it will held the city to control environmental pollution.

### 1b: Group Process

The group view process ensures the significance of group work and individuality while proposing a new system. The problem solving ability, atmosphere in a group and the behaviour of individuals are always important to deal with new challenges in an organization. The results of questionnaire proves that the group worked in the proposed system have positivity in decision making, there are trusts between the members in the group which are discussed below.

### Situational Outlook Questionnaire (SOQ)



**Figure 2: Graphical representation of scores of SOQ**

(Source: Created by author)

The Situational Outlook Questionnaire (SOQ) helps to get a further idea of analyzing this Individual Business model (Greenblatt, 2015). The SOQ shows that the proposed system has a good score in all the following aspects:

The SOQ score (200) of the step Challenge and involvement clearly shows that the group of the proposed system is open to accept new challenges. Individuals in the group are allocated with different roles and responsibilities and they are totally involved in it. They help the group with innovative ideas to get out of new challenges. While launching a new system it is likely to face a number of challenges but the goal is to find a way to deal with and the proposed system is able to do it.

The score 170 in freedom section proves that the members in the group in the proposed system have freedom to express their innovative ideas to the group. As a result, the group is able to give it's best to improve the effectiveness in the proposed system.

The score 150 in trust and openness clearly prove that there is trust between the individuals in the group and they have shared their opinions to each other without any hesitation. This improves efficiency of the group.

The score (120) in Ideal time ensures that a well amount of time have given to the individuals to elaborate new ideas to implement the system more properly and accurately. The individuals are efficient and are able to complete their roles and responsibilities to within the allocated time. Thus the proposed system is likely to complete the its business model within deadline

The score (170) of the section playfulness and humour is also good that shows that the workplace of the organization is always at ease and have spontaneity among the individuals. They never feel hectic to fulfil their responsibilities and give their best in the group.

As the score of the SOQ step conflict is much low (20) that proves that the conflict between the members regarding implementation different ideas is low. It is a primary thing in an organization to run the group work smoothly. The individuals in the group show trust between them and never create any situation of confliction of opinions.

Idea support is primarily need in an organization because any individual in a group can have innovative ideas which should be examined thoroughly and if it is effective it should be supported. The high score (120) in the section idea support shows there is supportive nature between the individuals in the group. Whenever the individuals come with an idea they are critically examined by the others. Then, they discuss whether there is any deficiency in the idea or not. If any changes are needed, it is done with consent of all the members in the group.

The score in this step debate (180) is quite high which shows that there has been much debate between the individuals while implementing the system which is justifiable because it is hard to

implement a completely new system without any debate. Having a debate or argue doesn't prove any lack of trust between them. Whenever they come up with new ideas other try to find any limitation in their ideas and any changes is needed to improve the idea. Thus it helps the group to come with the best version of that idea for improvement of the proposed system.

Risk taking is needed whenever any organization try to propose a new system. The score in risk taking (175) shows that the group in the proposed system has to take risk for the improvement in the facilities in the system.

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## Section 2

### 2a: Critical Success Factors and Evaluation:

<b>Critical Success Factors</b>	<b>Evaluation of Business model</b>
Creates a safer environment	<p>According to UK road environmental reports, the increasing number of vehicles is causing much more air pollution and sound pollution than the past few years. Not just UK, this a major concern to all of the developed countries in the world. The proposed system will definitely provide some solution to this major problem. These vehicles are run by electric which is a renewable energy. The vehicles can be charged from solar PV or any electric vehicle recharge station which are right now available in the country. The parts that are use to run the vehicles are also eco-friendly Thus the vehicle will reduce the emission of greenhouse gases and will help to make greener and safer environment (Stilgoe, 2018).</p>

<p>Availability and Accessibility</p>	<p>The proposed business model has definitely taken account of the aspect of availability and accessibility of these electric vehicles. The target of the proposed system is to make the availability of these cars every corner in the country so that every citizen of this country can get the benefits of these cars. Unlike other electric vehicle enterprises and general cars run by oil, these electric cars will also be available at the peoples' doorstep.</p>
<p>Cheaper than Usual taxi services (low prices)</p>	<p>The proposed business model ensures providing a much cheaper way of transportation as compared to the usual car services. Because these electric vehicles are consisting of less complicated part compare to the conventional cars run by oil. There is no fuel injection motors, radiator, and expensive parts to maintain the exhaust system in the cars. As a result the cost of maintaining and servicing is comparatively lower than the usual cars. It will be beneficial for both the drivers and the general citizens. (Yang, 2014).</p>

## **2b: Competitors Reaction & Robustness of Business Model**

The proposed system is an electric car service which will be launched in the different cities in the UK. In the current scenario, there are many cab booking companies and car manufacturer companies who are definitely in a good position in the market and also working on implementing self-driven car for many years. For this reason, the upcoming business model will definitely face a tough competition with these companies. But the proposed system has taken this in the account and has good strategies to tackle the competition. Some names of the biggest competitors are Uber, Audi, Tesla, Google/Waymo and so on (Seif, 2016).

### **Uber:**

Currently, the biggest competitor of the proposed business on implementing electric vehicles and self-driven cars is definitely Uber. The company is already in the highest position in the market while talking about cab booking services. Therefore, now by implementing driverless cars, Uber has become the biggest threat to other cab booking companies as well as the proposed system. However, right now the license of launching self-driving cars is cancelled due to the accident happened in Arizona at the beginning of the year 2018. The proposed system will definitely take this as an advantage and will come up with more robust and secure self-driven cars in the market (Zakharenko, 2016). • •

### **Tesla**

Tesla is a car manufacturing company which could also be considered as a major competitor in electric vehicles and self-driving cars. Tesla CEO Elon Musk has stated from six to seven years from now that is by 2023 the company will fully achieve the facility of self-driving cars (Sheridan, 2016). Therefore, it is clear that after launching their first autonomous cars Tesla will be a tough competitor to the proposed system as well as many other car manufacturing companies. For this reason, the proposed system is trying it's best to speed up the manufacturing process and launch the system by 2028 and ensures a good competition to Tesla in the era of driverless cars.

## **Nissan**

Nissan is also one of the largest multinational automobile manufacturers in the world which is also in the race of making electric cars. They have already launched their electric vehicles and the executive vice president of the company Andy Palmer has promised that they will launch their autonomous vehicles fully in the market by 2020. Nissan is also providing some useful features with their vehicles which people can enjoy such as their cars will be able to transport people in the urban traffic. Nissan's will not need any 3D maps for transportation in the local areas like Google's autonomous cars. That's why Nissan is looking very promising in the race of autonomous vehicles and will definitely give the proposed business and many other big car manufacturing organizations a tough competition (Gomes, 2016).

Therefore, the competition is clearly high as there are a rich amount of reputed multinational companies. Other than the above mentioned multinational car manufacturers there are many other big and medium-sized enterprises like Jaguar and Landrover, Ford, Google's Waymo, BMW and many others which can be considered as the biggest competitors to the proposed system. Most of these companies are going to launch their autonomous vehicles in the market in coming 10 years (Zhang *et al.*, 2016). For this reason, the proposed system is trying its best to speed up the process of manufacturing these vehicles' which are going to be launched in 2028.

For any organization, it is hard to sustain in a leading position while there are many other biggest car manufacturers in the market some which have already launched their autonomous car services. The proposed system is also not different from this.

Accordingly, the proposed system has to think about a strong business strategy to sustain successfully in the market. As the UK government has launched many programmes for investing huge amount of money to the new business models which are looking forward to launching new technical products (Sheridan, 2016). Therefore, getting the proper amount of investment for launching the cars will not be a problem. To compete with the exciting facilities provided with autonomous cars of other competitors, the proposed system has definitely looked into this matter. Having key factors like up to date technology like Google maps, Alexa etc, regular security checks, insurance, having easy to use apps and websites all these ensure a robust business strategy that is likely to sustain in this competitive market and will definitely be a threat to the existing big and medium-sized car manufacturers.

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## Appendices

### Appendix 1

#### Action Plan

#### Week 2:

Goal/ Objective: How will the U.K. Car industry develop over the next 10 Years?

Group task: investigate the (1.) Best, (2.) Worst and (3.) middle scenario for the group goal/objective.

1. Utopia (Best) : U.K. Manufacturing rises, investment into more manufacturing ‘plants/ facilities’, boosts U.K. Economy through a fall in unemployment due to a rise in jobs, rise in jobs leads to rise in income, leading to a rise in the average standard of living (rise in the lowest standard of living), leading to rise in the pound vs. euro/ dollar. Rise in demand for U.K cars worldwide. Brexit- import of cars makes UK manufacturers more attractive/cheaper. Government subsidies electric/environmental cars.

Technology: Cars become more environmentally friendly -> more people buy cars.

Utopia is the state where UK Car Manufacturing is booming. This scenario plays out a way which is best/productive for both the environment and personal transport. Cars become more environmentally friendly, self-sufficient. Electric cars become cheaper/more available to regular households and not just the upper class. Wages rise, households have at least two cars and change them/buy new cars every year. Cars get recycled, better car exchange (Like Vauxhall).

2. Dystopia(Worst) : Brexit -U.K. Manufacturing collapses, all manufacturing ‘Plants/ facilities’ close, leading to a rise in unemployment, fall in ‘average standard of living, fall in the pound vs. euro/dollar, fall in demand for U.K. Cars worldwide. People become environmentally aware/friendly, don’t own cars anymore and use public transport.

Dystopia is the state where UK Car Manufacturing collapses. People do not wish to own private cars anymore and the cars that are used in the UK are transported from other countries.

3. Purgatory (Middle): U.K. Based companies decide to continue manufacturing within the U.K. Economy stays stable with a low chance of collapse with a low change of a 'boom'. Overall not affected over the next 10 years & not affected by brexit.

Purgatory is the state where UK Car Manufacturing stay at it is at the moment.

Uncertainties:

- We do not know how environmentally friendly/aware people will be within the next 10 years. (if they will become more or less focused on the environment).
- How likely it is electric cars will overthrow diesel / unleaded gas.
- Brexit, how it will affect import/export of cars.
- No-car zones?
- HS2 (New railway, between Manchester and London, people are/might commute more as it will be easier/quicker to go long distance).
- Wages can fall/rise (brexit/generally)
- Degree of globalization

NEED TO GET DONE before week 8:

1. Statement of the sector/industry

- Time horizon (10 years)
- Goal / Objective: How will the U.K. Car industry develop over the next 10 Years?

2. Critical uncertainty matrix of the macro-environment

- Plotted into a uncertainty/impact matrix
- Provide reasoning

3. Scenario matrix

- All 3 scenarios labelled and 50 words on them

4. Business Model Canvas

- Complete in class

-

5. Explain business model concept and value proposition

- About 1 page.

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## **Appendix 2**

### **Goal of the Scenario**

This assignment focuses on the UK car manufacturing industry, providing a self driving taxi service within this sector. Self driving vehicles are currently in the 'Development - Trial' stage of its life cycle and the technology is continuously developing and being improved before self driving cars are going to be seen on the road by the public. There are currently self driving vehicles used to transport the public around the Olympic Park in London, this is one of the only locations in the UK where self driving vehicles are being used and being used successfully. As such, our concept aims to enter this sector within the next 10 years (2028) to provide a self-driving taxi service in the City of London (London used as a 'pilot' area, before expanding into major cities across the UK), Oxford and Birmingham. This study aims to explore the potential of this business concept, identifying opportunities and drawbacks through a fully illustrated Business Model Canvas.

### Appendix 3

#### PESTEL Analysis (key forces in the automotive environment)

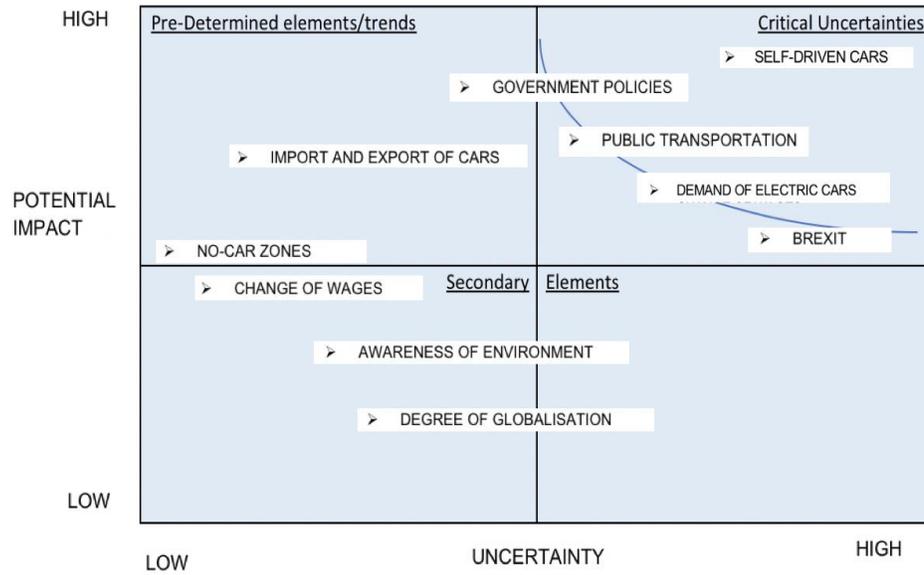
Political	Environmental	Socio-cultural	Technological	Economic	Legal
<ul style="list-style-type: none"> <li>- One political party (EG. Labour) might increase minimum wage, making manufacturing in the UK more expensive.</li> <li>- If wages in general rise, prices in the car manufacturing industry will.</li> <li>- Subsidise purchase of</li> </ul>	<ul style="list-style-type: none"> <li>- CO2 engines, government favours lower-emission cars</li> <li>- VW emission scandal</li> <li>- Stricter laws/enforcing environmental cars</li> <li>- No-car zones, trying to make cities greener, no pollution cities.</li> <li>- 2022 -&gt; no</li> </ul>	<ul style="list-style-type: none"> <li>- The industry is affected by cultural trends and peoples' preferences.</li> <li>Every year, new models are released.</li> <li>- Hatchback and salons are the most popular car category in the UK.</li> <li>- Most popular cars at the moment</li> <li>Ford fiesta,</li> </ul>	<ul style="list-style-type: none"> <li>- Electric cars</li> <li>- Hybrids</li> <li>- Solar-charging cars.</li> <li>- Gov. improving (HS2 highway) public transport.</li> <li>- Gov. is subsidising research on clean-energy cars.</li> <li>- Backing design technology degrees.</li> <li>Putting</li> </ul>	<ul style="list-style-type: none"> <li>- Conditions positively related with the sales of vehicle.</li> <li>- Lower priced variants are generally in demand in the developing and underdeveloped markets.</li> <li>- monetary policy</li> <li>- Taxation policy towards unemployment</li> </ul>	<ul style="list-style-type: none"> <li>- Government have rules and regulations on how cars need to be made / safety.</li> <li>- Emission controls (VW scandal)</li> <li>- environmental taxes</li> <li>- general tax laws</li> </ul>

low emission vehicles	cars in city centre	Vauxhall corsa. Golf, polo	emphasis on related educations.		
- Import/export laws	- Oxford		- Eurostar train		
- Help to buy	- Vauxhall does car exchanging				
- Taxes on diesel cars.	to get away the old environmental 'bad' cars.				

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## Appendix 4

### Uncertainty/ Impact matrix



SAMM

## Appendix 5

### Group scenario submission

	Mod Wk	Required Work produced	Group output	Team Contribution to element agreed	Comments
<i>Scenarios</i> , using required methodology	4	Yes		Yes	Worked well together to produce the scenarios
<i>Business Concept &amp; Value Proposition Summary</i>	7	Yes		Yes	
<i>Business Model Canvas</i>	8	Yes		Yes	Dream Team
General contribution	To wk 8	Yes		Yes	Everyone been at group meeting every other week as agreed.

## Appendix 6:

### Group Contribution statement

	Mod Wk	Attendance	Plan/activity	Outcome
<b>Industry Discussion</b>	3	Azizkhon Khamidov, Martine Alnes, Shun Chit Yau, George Thomas	We discussed what industry we will write about	We have decided to go for the autonomous car industry
<i>Scenarios</i> , using required methodology	4	Azizkhon Khamidov, Martine Alnes, Shun Chit Yau, George Thomas	Brainstorming about the possible future scenarios of the automotive industry for next 10 years	we have created a uncertainty/impact matrix from which we have made two possible scenarios
<i>Scenarios</i> , using required methodology	6	Azizkhon Khamidov, Martine Alnes, Shun Chit Yau, George Thomas	Finish the other two scenarios in order to be able to start on business model	We have managed to complete the scenario cross
<b>Business Concept &amp; Value Proposition Summary</b>	7	Azizkhon Khamidov, Martine Alnes, Shun Chit Yau, George Thomas	Think about our product and create the business model with the value proposition	We have created a value proposition and started on business model canvas
<b>Business Model Canvas</b>	8	Azizkhon Khamidov, Martine Alnes, Shun Chit Yau, George Thomas	Working on the business model canvas	We have finished the business model canvas and planning to finalise our portfolio.

General contribution	To wk 8	Overall, the main piece of work was done in seminars and meetings. Generally, the contribution was equal among all members of the group.
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PROJECT TEAM NUMBER: Set 1, Group 4

Name	Student no.
Martine Alnes	15082189
Azizkhon Khamidov	15074089
Shun Chit Yau	16073473
George Thomas	17022474

## Appendix 7

### Business Concept summary and Value Proposition summary

The business Concept: Our business concept is based on the Utopia Scenario and where we will develop a self-driving taxi service in the centre of London, Oxford and Birmingham. Our sector/industry is in UK car manufacturing as we aim to develop a partnership with a UK based firm. This partnership will enable us to 'purchase/ hire' electric vehicles directly from our partner whom will develop the vehicles in UK to meet our desired specification. Our business concept will enable the UK car manufacturing to bloom and become self-saturated without the need to import cars to the UK.

#### Key Partners

- UK Car Manufacturers (Jaguar: High, Mini: Mid, Low: Vauxhall).
- Investors; (Government investment, car manufacturers, external car manufacturing investors; i.e. Tesla).
- Mobile Network Providers enabling us to connect with our customers across the UK. (Must be a reliable, quick and easy service and available 24/7, everywhere, anytime).

**Key Activities** - Developing a easy-to-use mobile App/ website/ automated telephone service from which our electronic Taxi's can be ordered/ booked.

#### **Key Resources**

- Mobile Network/ connectivity hub.
- Telephone operators to connect customers to vehicles via phone calls.
- Vehicles (keeping them clean, availability to a maximum, regular services and MOT etc).

**Value Proposition** - Reduce the number of cars on the road, minimising traffic and thus reducing CO2 levels in cities.

- Exchange service; older vehicles (2010 and later) for a "mileage figure" of free mileage available through our driverless taxi service for joining.

### **Cost Structure**

The cost structure is value-driven as consumers who wish to use our service are using it because of the value it provides. Costs related to this business model would be:

- Purchasing or renting electric self-driven cars
- Keeping technology up to date, such as GPS, Alexa etc.
- Regular cleaning of the cars
- MOT & Servicing
- Safety checks
- Hiring Telephone Operators
- Insurance

### **Customer Relationships**

- The customers expect us to be professional, efficient and elegant. There will be expected a certain standard where we need to make sure we are meeting those expectations.
- As there will be installed an Amazon Alexa within the car, she will be a sort of personal driver which our customers will appreciate, she will remember the persons and will be able to have conversations with them about different topics appropriate to the customer.
- Customer relationships will be needed to maintain and Alexa is a great way of making our customers feel special and thought of.

### **Channels**

We will be marketing our services online, at bus stops, brochures in mailboxes and approaching companies which might have employees who can find value in our services. We will also have a website available for more information.

Booking of our services can happen through:

- A phone app
- Online website
- Call centre

## **Customer Segments**

- Our customer base will be made up of residents from the Centre/ City of London, Oxford and Central Birmingham.
- These locations have been chosen, because of their large population, current transport services and current taxi competition within the areas.
- London: largest population in the UK (10m), severe traffic congestion throughout central London. Oxford: Lack of Eco Friendly services within the area, local government enforcing a 'no-car zone' throughout city centre by 2020 (electric vehicles can provide eco friendly solution which appeals to both sides). Will effectively provide a 'bridge' between London and Birmingham, to connect our three locations to create a broader service and enable customers to travel from Birmingham to London via our self driving Taxi's. Birmingham: second largest city (by population: 2.5m) in the UK, large customer potential and severe traffic congestion.
- We will be using these 3 cities for the first year, and after success in them, we will expand into other big cities until we by 2028 are all over the UK.
- Our main customer segment will be made up of business executives/ business men & women working in organisations across our stated locations.
- As well as a smaller segment dedicated to attracting a second tier customer base; made up of Families and Couples whom could make use of our service.

## **Revenue Streams**

- Our revenue streams will be generated via the 'Exchange Service' whereby our 'Family and Couples' customers exchange their cars for a 'mileage total' to use via our service. These cars can then be sold on or sold for scrap depending on the best return for purchase of the vehicle. (In essence, in the initial transaction of our service, we receive a vehicle of value and in return offer a figure of mileage which, until used, has no value, thus no cost).
- Our second and 'Rising Star to Cash Cow' revenue stream will be made up of our customers using our self driving taxi service and revenue coming from fares income.

- Price Skimming pricing strategy will be introduced to enter the market at a competitive rate while providing a superior service. Reducing fare rates over a longer period of time as organisational costs decrease, so will the price of our service.

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# Appendix 8

## Business Model Canvas

The Business Model Canvas

Designed: Strategic Management

Designed by: Set 1 Group 4

Date: 22.03.18

Version: 2

<p><b>Key Partners</b> </p> <ul style="list-style-type: none"> <li>- Car Manufacturers (Volkswagen: High, Toyota: Mid, Nissan: Low).</li> <li>- Investors; (Government investment, car manufacturers, external car manufacturing investors; i.e. Tesla).</li> <li>- Mobile Network Providers enabling us to connect with our customers across the UK. (must be a reliable, quick and easy service and available 24/7, everywhere, anytime).</li> </ul>	<p><b>Key Activities</b> </p> <ul style="list-style-type: none"> <li>- Developing an easy-to-use mobile App/ website/ automated telephone service from which our electronic Taxi's can be ordered/ booked.</li> </ul>	<p><b>Value Propositions</b> </p> <ul style="list-style-type: none"> <li>- Reduce the number of cars on the road, minimising traffic and thus reducing CO2 levels in cities.</li> <li>- Exchange service; older vehicles (2010 and later) for a "mileage figure" of free mileage available through our driverless taxi service for joining.</li> </ul>	<p><b>Customer Relationships</b> </p> <ul style="list-style-type: none"> <li>- The customers expect us to be professional, efficient and elegant.</li> <li>- Installed a personal driver, the Amazon Alexa.</li> <li>- Customer relationships will be maintained through Alexa who makes our customers feel special.</li> </ul>	<p><b>Customer Segments</b> </p> <ul style="list-style-type: none"> <li>- Our customer base will be made up of residents from the Centre/City of London, Oxford and Central Birmingham for the 1<sup>st</sup> year, after successes in these cities, we will expand into other big cities in the UK, until our offer is everywhere in the UK.</li> <li>- Our main customer segment will be made up of business executives/business men &amp; women working in organisations across our stated locations.</li> <li>- As well as a smaller segment dedicated to attracting a second-tier customer base; made up of families and couples whom could make use of our services.</li> </ul>
<p><b>Key Resources</b> </p> <ul style="list-style-type: none"> <li>- Mobile Network/ connectivity hub.</li> <li>- Telephone operators to connect customers to vehicles via phone calls.</li> <li>- Vehicles (keeping them clean, availability to a maximum, regular services and MOT etc.).</li> </ul>		<p><b>Channels</b> </p> <p>We will be marketing online, at bus stops, brochures in mailboxes and approach companies which have employees who can find our services valuable.</p> <p>To book our services our customers can use our:</p> <ul style="list-style-type: none"> <li>- App</li> <li>- Online website</li> <li>- Call centre</li> </ul>		
<p><b>Cost Structure</b> </p> <p>The cost structure is value-driven as consumers who wish to use our service are using it because of the value it provides. Co related to this business model would be:</p> <ul style="list-style-type: none"> <li>• Purchasing or renting electric se driven cars</li> <li>• Keeping technology up to date, such as GPS, Alexa etc.</li> <li>• Regular cleaning of the cars</li> <li>• MOT &amp; Servicing</li> <li>• Safety checks</li> <li>• Hiring Telephone Operators</li> <li>• Insurance</li> </ul>		<p><b>Revenue Streams</b> </p> <ul style="list-style-type: none"> <li>- Our revenue streams will be generated via the 'Exchange Service' whereby our 'Family and Couples' customers exchange their cars for a 'mileage total' to use via our services. These cars can then be sold on or sold for scrap depending on the best return for purchase of the vehicles.</li> <li>- Our second and 'Rising Star to Cash Cow' revenue stream will be made up of our customers using our self-driving taxi service and revenue coming from fares income.</li> <li>- Price Skimming price strategy will be introduced to enter the market at a competitive rate while providing a superior service.</li> </ul>		

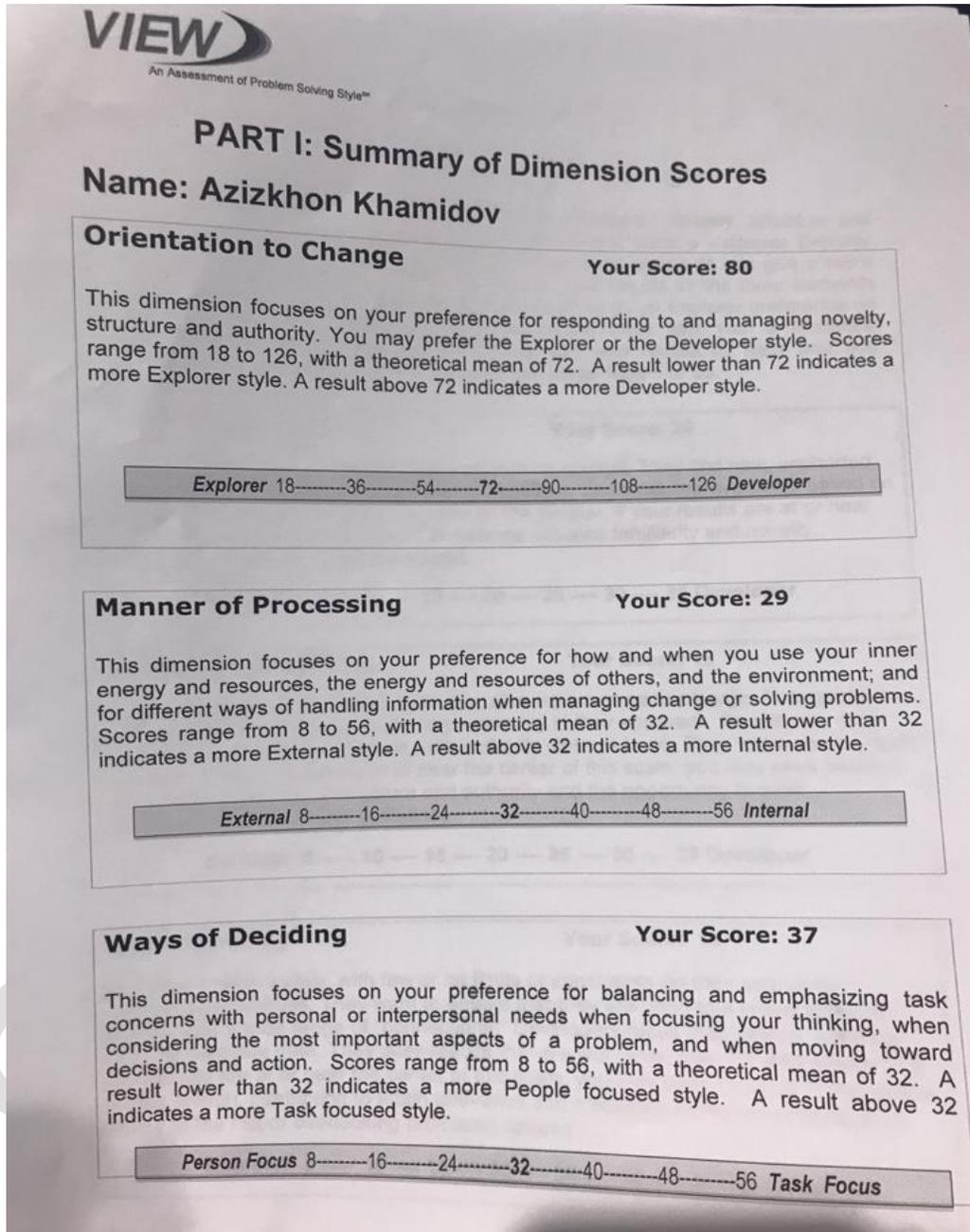
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## Appendix 9

### Individual VIEW result



## Appendix 10

### Situational Outlook Questionnaire Climate Overview Instrument

	Ekvall's Innovative Norm	Individual evaluation of U58081 Gp.
Challenge &		
1. Involvement	238	200
2. Freedom	210	170
3. Trust & Openness	178	150
4. Idea Time	148	120
5. Playfulness/Humour	230	170
6. Conflict	78	20
7. Idea Support	183	150
8. Debate	158	180
9. Risk-Taking	195	175

