### Key partners
- Drivers
- Investors
- Lobbyists / supporters

Other partners:
- Specialised technology providers
  - Maps, GPS
  - Payment
  - Analytics
  - Specialised APIs
  - Financing driver cars
  - Insurances
  - many other

### Key activities
- Remove friction from transactions
- Scale beyond critical mass
- Engage the participants
- Refine value proposal
- Analyse data & improve

### Value proposition
**For drivers:**
- Income generation
- Flexible work hours
- No boss
- Ease of joining
- Low idle times
- Issue resolution

**For customers/riders:**
- Fast pick-up
- Lower cost
- Fare estimate
- Convenience
- Easy transactions
- Rating system

### Key resources
- Network effects
- Data & analytics
- Skilled staff
- Apps, architecture
- Venture capital
- Brand

### Cost structure
- Customer acquisition cost, CAC
- Weighted average cost of capital, WACC

- UberPool driver costs, no other drivers are a “cost”(!)
- Legal and settlement
- Lobbying
- Technology development, R&D

### Customer relationships
- To drivers & riders:
  - safe, secure, fair
- Public:
  - communal / social footprint
- Regulator:
  - compliance, taxation, transparency

### Customer segments
*Traditional vs micro segmentation*

**Drivers:**
- Demographic
- Socio-economic
- Micro-geographic
- Behavioural
- Situational

**Customers/riders:**
- Usage patterns
- Type of usage
- Demographic
- Socio-economic
- Micro-geographic

### Channels
- Social media channels
- Word of mouth
- Local campaigns
- Media
- Apps / app stores
- Comms channels

### Revenues
- Total booking fares FY 16: ~$20b
- Net revenue Q4 ’16: ~$3b (28% QoQ growth)
- Net loss Q4 ’16: $991m (ex China)

- Revenue model: transaction fees
  - Cost saving to taxis:
    - Asset capital cost
    - No license fees
    - Employee entitlements

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