

DISCOVERER: Setting the road to success

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Is there a new business model pattern of which the DISCOVERER could take advantage of?
Can DISCOVERER improve the identified Earth Observation business models' key factors?

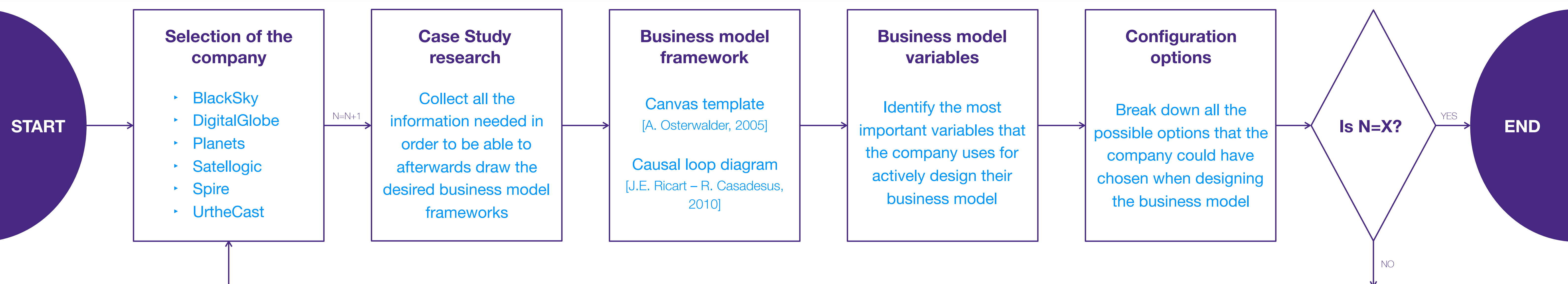


A company will not be operating in a **vacuum** → New enterprises should design their business model strong enough to **beat the market** → **Business model patterns** are needed

Design of a new pattern ← **Anyone fits** with the democratising Earth Observation (EO) trend ← A. Osterwalder, Y.Pigneur and O. Gassman *et al.* identified many **existing patterns**

→ Lack of consensus about the composition of Business Models → G. Remane *et al.* claim that business models are composed by **4 meta-components** → Value propositions

Is there a new pattern? ← Analyzing a **sample** (X) large enough to provide accurate results (**X=6**) ← Extract the key factors ← Value capture | Value delivery | Value creation



Revisit time

Ground Sample Distance (GSD)

Value Added Services (VAS)

Affordable Price

End user information

Value propositions

Value capture

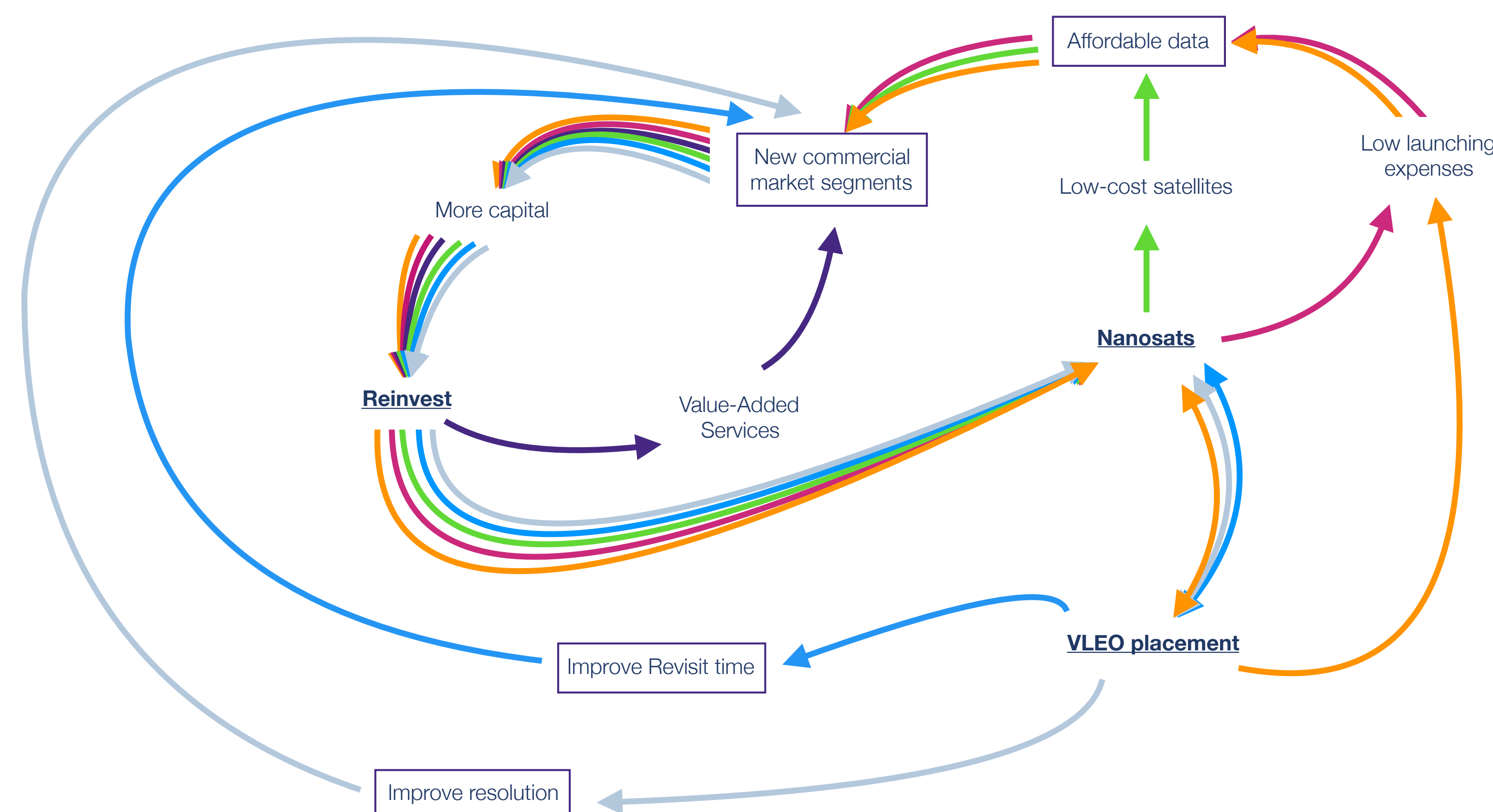
CUSTOMER – COMPANY

Which are the main issues that commercial customers take into account when making her mind up for a new market?

Does the existing companies match these needs with their current value propositions? How do they achieve it?

Utility	Value Added Services	Being present in the fight for a higher resolution and higher revisit time. Designing and adding VAS sensors or services.
Price	Affordable Price	Opting for automated channels and services. Being in charge of almost the complete value chain.
Practicality	End user information	Investing in post-process analysis with Artificial Intelligence algorithms. Developing user friendly web platforms and tailored users.

DISCOVERER's main Causal Loop Diagram



Key facts from the Causal Loop Diagram

Three main choices

Four rigid consequences

Six virtuous loops

Zero vicious loops

Competitive business model

Value creation and delivery

		BlackSky	DigitalGlobe	Planets	Satellogic	Spire	UrtheCast
Customer segment	BM variables	Configuration options					
	Target group	Company					
	Sales and delivery	Comercial	1	1	1	1	1
		Governamental	1	1	1	0	1
		Humanitarian	0	1	1	1	0
		Educational	0	1	1	1	1
Customer relationships & channels	Type of service	Sales force/ Partner	0	0	1	0	1
		Web platform	1	1	1	1	1
		Personal assistance	0	0	1	0	0
		Self-service	0	0	0	0	0
Key activities	Own activities	Automated services	1	1	1	1	1
		Communities	0	0	0	0	0
		Co-creation	0	0	1	0	1
		Satellite design	1	0	1	1	1
Key resources	Owned Physical	Satellite build and AIT	1	0	1	1	1
		Satellite launch	1	0	0	0	0
		Satellite operations	1	1	1	1	1
		Satellite data sales	1	1	1	1	1
Key partnerships	Number	Satellite data analytic sales	1	1	1	1	1
		Offices in more than two countries	1	1	1	1	1
		Satellites	1	1	1	1	1
		VAS sensors	1	1	1	1	1
Key partnerships	Type	Launching vehicles	1	0	0	0	0
		Operated ground stations	1	1	1	1	1
		AI platforms	1	1	1	1	1
		High number of partners	1	1	1	1	1
Key partnerships	Type	Low number of partners	0	0	0	0	0
		Strategic alliances	1	1	1	1	1
		Coopetition	0	0	0	0	0
		Joint ventures	1	1	0	0	1
Key partnerships	Type	Buyer-Supplier relationship	1	1	1	1	1

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