



STUDY OF STRATEGIC DRIVERS AND PATTERNS THAT CHANGE PLANET LABS' BUSINESS MODEL CANVAS

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Planet was created as an *Earth Observation* company based on *CubeSat* operations. Recently, it has expanded its constellations with larger satellites, and has entered an innovative *Mission 2* phase [1]. How and why have these changes happened? May the results be applied to other *New Space* companies?

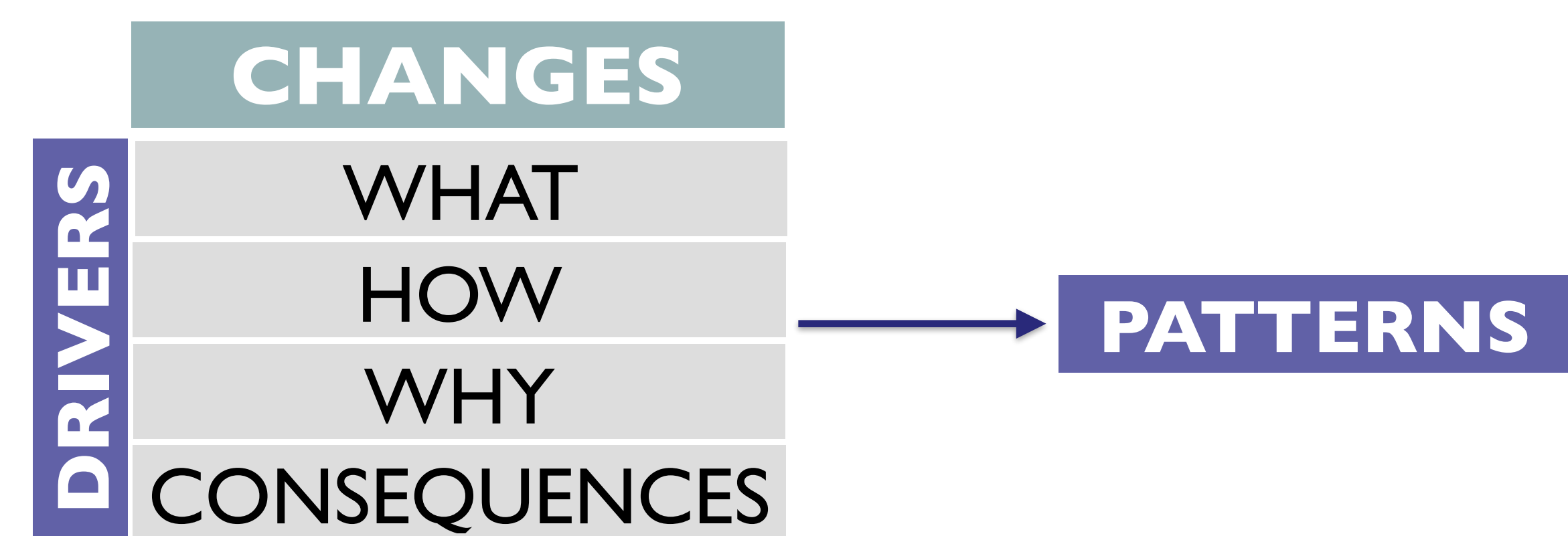
Methodology

- Development of pre and post change CANVAS B.M [2] and comparison.
- Analysis of changes, identification of drivers and suitable patterns.

CANVAS B.M.

COST SIDE	VALUE SIDE
Key Resources	Value Proposition
Key Activities	Customer Segments
Key Partnerships	Customer Relationships
Cost Structure	Channels
	Revenue Streams

Drivers & Patterns



Results

- Traits from the present CANVAS
- Observed changes in CANVAS

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITION	CUSTOMER RELATIONSHIPS	CUSTOMER SEGMENTS
COTS Providers	Constellations development & Maintenance	Democratize Space Data	Automated Services	Engineering and defense Data Analysis
Investors	Ground Control	Good Performance	Personalized Attention	Environmental and Agriculture Data Analysis
Deliverers	Software Develop.	Costs Reduction	Co-creation	National and International Agencies
Commercial Partners	Data Science	Easy Accessibility	Resellers and Distributors	NGOs
Agriculture Partners	Mission 2	Variety in Services	Increase in Co-creation	Small companies and Organizations
Intelligence Partners	Satellite Design	High Customization		General Expansion
Space Agencies	Data Engineering & Research in Innovation	Learn by Doing		Increase in the number of contracts with National & Space Agencies
Launchers & Deployers	KEY RESOURCES	Variety in Applications	CHANNELS	
New alliances	Facilities	Low Revisit Time	Platforms	
New collaborations	Human Resources	Increase in variety & customization	Conference Interviews	
Coopetition	Machinery	Settlement of value Proposition	Solution Partners	
	Constellations	Mission 2 Research	Open Sourced Channels & Creative Commons	
	Data Bases		Customer Attention	
	Copyright		Platform Update	
	Constellations growth			
	Growth in all fields			
COST STRUCTURE		REVENUE STREAMS		
Salaries	Manufacturing	Data Licenses	Price dependent on features	
Mission 2 Develop.	Facilities	Valuable Contracts	Recurrent Payments	
	Launches	List Prices		
	Sat. Updates			
	Software Maintenance			
	Investment in Innovation			
	Investment in Expansion			
	Investment in Innovation			

Analysis

- External Drivers
- Internal Drivers
- Internal - External Drivers

Drivers of Change

Market Consolidation	New Technologies
Market Opening	Government's growing Interest
Entrance of S&M Companies	Higher Customization
Service as a Commodity	Expansion & Innovation
Brand Consolidation	

Planet's Traits

Growth through Innovation
Decrease in Price of Services
Reduction in Cost Structure
Increase in number of customers
Automated Channels & Relationships

Suiting Patterns

Long Tail B.M
Open Business Model
Democratizing B.M.
↓
There seems to be a common pattern for the New Space companies

Conclusions

Planet's Success Factors

- Use of new technologies.
- Collaboration with partners.
- Expansion to new markets.
- Positive market's tendencies.
- Advances in Data Science.
- Pursue of Innovation

Growth of the EO Market

- Because of the entrance of New Space companies.
- Because of the democratization of space.
- The growth of *Planet* is a reflection of this growth.

Future

- Update when Mission 2 is accomplished.
- Studies on more companies.
- Extrapolation.

References

[1] Planet. URL: <https://www.planet.com> (visited on 05/10/2019).

[2] Pigneur Y. Osterwalder A. *Business Model Generation*.