

# D3.5 Business Plans: Building on Business Opportunities

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## **Introduction**

This deliverable forms part of Task3.3 under WP3 and presents a collection of business plans based on the demonstration actions to be implemented in each of the partner cities. The plans highlight the key components of the business concepts in relation to the innovation actions to be implemented by local innovators/start-ups who were selected through the SOLUTIONSplus Local Innovators Call process. The Business plans are expected to lay out concrete measures to seize business opportunities that the project identifies in the cities and are aimed at sustaining the demonstration activities on a commercial basis beyond the project's lifetime. The plans identify local businesses and specific envisioned services and products relevant for the demonstration actions. The plans also outline the related elements in the demo activity and states the key partners, key activities, value propositions, customer relationships, customer segments, key resources, channels, cost structure and revenue streams.

To summarise these components of the Business Plans into a concrete set of coherent outline, the project adopts the Business Model Canvas which is a strategic tool used for conceptualizing a business idea and aligning key business activities and their relationship to the business value proposition. The Business Model Canvas adopted is based on the template presented in table 2 below. A total of 8 business plans are outlined according to the demonstrations actions to be implemented and are based on the expertise and inputs from the local innovators.

Table 1: Business Model Canvas template

<b>Business Model Canvas</b>				
<b>Key Partners</b>	<b>Key Activities</b>	<b>Value Propositions</b>	<b>Customer Relationships</b>	<b>Customer Segments</b>
<p>Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?</p> <p>MOTIVATIONS FOR PARTNERSHIPS: Optimization and economy, Reduction of risk and uncertainty, Acquisition of particular resources and activities</p>	<p>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams?</p> <p>CATEGORIES: Production, Problem Solving, Platform/Network</p>	<p>What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?</p>	<p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they?</p>	<p>For whom are we creating value? Who are our most important customers? Is our customer base a Mass Market, Niche Market, Segmented, Diversified, Multi-sided Platform</p>
	<p><b>Key Resources</b></p> <p>What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships Revenue Streams?</p> <p>TYPES OF RESOURCES: Physical, Intellectual (brand patents, copyrights, data), Human, Financial</p>	<p>CHARACTERISTICS: Newness, Performance, Customization, "Getting the Job Done", Design, Brand/Status, Price, Cost Reduction, Risk Reduction, Accessibility, Convenience/Usability</p>	<p><b>Channels</b></p> <p>Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines?</p>	
<b>Cost Structure</b>		<b>Revenue Streams</b>		
<p>What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</p> <p>IS YOUR BUSINESS MORE: Cost Driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing), Value Driven (focused on value creation, premium value proposition).</p> <p>SAMPLE CHARACTERISTICS: Fixed Costs (salaries, rents, utilities), Variable costs, Economies of scale, Economies of scope</p>		<p>For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?</p> <p>TYPES: Asset sale, Usage fee, Subscription Fees, Lending/Renting/Leasing, Licensing, Brokerage fees, Advertising FIXED PRICING: List Price, Product feature dependent, Customer segment dependent, Volume dependent DYNAMIC PRICING: Negotiation (bargaining), Yield Management, Real-time-Market</p>		

## 1. Business Plan: promotion and operation of logistics services through electric cargo bicycles in the Low Emission Zone (LEZ) of the historic center of Quito (HCQ)

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
<p><b>Public Partners:</b></p> <ul style="list-style-type: none"> <li>• Metropolitan Directorate of Sustainable Transportation Modes (Secretariat of Mobility, Quito)</li> <li>• Municipal Environmental Fund (Environmental Secretariat, Quito)</li> </ul> <p><b>International Technical Cooperation:</b></p> <ul style="list-style-type: none"> <li>• Solutions Plus</li> </ul> <p><b>Private Partners in (QHC):</b></p> <ul style="list-style-type: none"> <li>• Retailers and small/medium businesses</li> <li>• Stevedores and Recyclers</li> <li>• Hotels/Restaurants/Cafeterias (HORECAs)</li> <li>• Tourism Businesses</li> </ul> <p><b>Academia:</b></p> <ul style="list-style-type: none"> <li>• Catena (San Francisco University of Quito)</li> </ul>	<ul style="list-style-type: none"> <li>• Search and review of strategic site availability in the CHQ</li> <li>• Cargo bike Operations Center start up</li> <li>• Order management, handling and delivery of goods and merchandise.</li> <li>• Operation Information collection and management</li> <li>• Cargo bike testing Communication plan Customer service (CRM).</li> <li>• Vehicle handling courses.</li> <li>• Insurance / Legal / Administrative / Associativity Management</li> </ul>	<ul style="list-style-type: none"> <li>• We facilitate access to efficient and environmentally friendly cargo vehicles, with state-of-the-art technology, appropriate for the transportation of people, goods and merchandise in urban centers.</li> <li>• Knowledge transfer to potential beneficiaries, users and the community about the use of this technology and its benefits, for the scalability and replicability of the project</li> </ul>	<p>Depending on the timing, the following types of relationships will be established:</p> <ul style="list-style-type: none"> <li>• Participation in the local development of electric logistics bicycle prototypes.</li> <li>• Participation in the testing and training process (Operations Center).</li> <li>• Contractual relationships and/or commercial agreements</li> <li>• Delivery support and service availability</li> <li>• Follow-up, loyalty and feedback</li> </ul>	<p>Customers who perform logistics activities, suppliers and delivery to stores and other businesses in the HCQ:</p> <ul style="list-style-type: none"> <li>• Retailers and small/medium businesses</li> <li>• Stevedores and grassroots recyclers</li> <li>• Hotels/Restaurants/Cafeterias (HORECAs)</li> <li>• Tourism businesses</li> </ul>

<ul style="list-style-type: none"> <li>• National Polytechnic University (Ecuador)</li> <li>• International University (Ecuador)</li> </ul>	<p><b>Distribution channels</b></p> <ul style="list-style-type: none"> <li>• Information sessions/workshops</li> <li>• Testing periods with potential users of each segment.</li> <li>• Work and sales team training</li> </ul>		<p><b>Established relationships</b></p> <ul style="list-style-type: none"> <li>• Participation in the local development of the technology (experience exchange to develop a bicycle model adapted to user's needs).</li> </ul>	
	<p><b>Customer relationship</b></p> <ul style="list-style-type: none"> <li>• Familiarization with the user's line of business.</li> <li>• Operations Center services</li> <li>• Order management, handling and delivery of goods and merchandise.</li> <li>• Communication plan.</li> </ul>	<p><b>Which one of our customer's problems are we helping to solve:</b></p> <ul style="list-style-type: none"> <li>• High investment cost of electric cargo bike vehicles</li> <li>• Lack of access to a resilient (efficient) technology with low traffic restrictions.</li> <li>• Lack of facilities for last mile</li> <li>• transportation of people, goods and merchandise in urban centers.</li> <li>• Spatial condition complexity of public space in QHC (narrowness, narrow roads, limited road circulation space).</li> <li>• Physical overexertion and health risks/hazard</li> </ul>	<p><b>How they integrated with the rest of our business model:</b></p> <ul style="list-style-type: none"> <li>• Through active participation held by our work team and in the Operations</li> <li>• Center, during the different stages of the project</li> </ul>	<p><b>Who are our most important customers?</b></p> <ul style="list-style-type: none"> <li>• Retailers and SMEs (businesses that have or require logistic operations in the LEZ-HCQ).</li> <li>• Stevedores and grassroots recyclers (associations of workers related to cargo transportation).</li> </ul>

		in users who carry out logistical cycling with manual vehicles.		
<b>Key Suppliers</b> <ul style="list-style-type: none"> <li>• Metalworking supplier</li> <li>• Component suppliers</li> <li>• Electric motor manufacturers</li> <li>• CRM Supplier</li> <li>• Communication Supplier</li> </ul>	<b>Revenue streams</b> <ul style="list-style-type: none"> <li>• Determination of the fee</li> <li>• Budgets definition</li> </ul>		<b>How costly are they?</b> <ul style="list-style-type: none"> <li>• Administrative costs</li> <li>• Public relations costs</li> <li>• Operational costs</li> <li>• Promotional costs</li> </ul>	
<b>Key Resources Acquired From Partners</b> <ul style="list-style-type: none"> <li>• Technical support for project development</li> <li>• Financing for the construction of the first models</li> <li>• Bicycle loan for the Operations Center start-up</li> <li>• Public regulatory framework to promote the use of electric bicycles in ZBE - CHQ</li> </ul>	<b>KEY RESOURCES</b>		<b>CHANNELS</b>	
	<b>Key Resources For Value Propositions</b> <ul style="list-style-type: none"> <li>• Electric cargo bicycles</li> <li>• Management model for the operation of the ZBE-CHQ</li> <li>• Trained work team</li> <li>• Operations Center</li> <li>• Brand image and positioning</li> <li>• Vehicle repair workshop</li> <li>• Financing to scale up the model</li> <li>• Patent development</li> </ul>		<b>Through which Channels do our Customer Segments want to be reached?</b> <ul style="list-style-type: none"> <li>• Operations Center</li> <li>• Sales Team</li> <li>• Social media</li> <li>• Invitation to test vehicles</li> </ul>	<b>Is our customer base a Mass Market, Niche Market, Segmented, Diversified, Multisided Platform?</b> A niche, segmented and diversified market for urban centers.



	<p><b>With our distribution channels?</b></p> <ul style="list-style-type: none"> <li>• Promotional material elaboration</li> <li>• Commercialization policy elaboration and communication</li> </ul>		<p><b>How are we reaching them now?</b></p> <ul style="list-style-type: none"> <li>• Related Institutions</li> <li>• Social networks</li> <li>• Community beneficiaries mapping</li> </ul>	
	<p><b>Customer relations</b></p> <ul style="list-style-type: none"> <li>• Customer service</li> <li>• CRM system</li> </ul>		<p><b>How are our Channels integrated?</b></p> <ul style="list-style-type: none"> <li>• They are integrated into a coordination that manages and analyzes their impacts through a structure for gathering data and needs, fed by virtual platforms and B2B contact.</li> <li>• Promotion and communication strategy</li> </ul>	
<p><b>Which Key Activities do partners perform?</b></p> <ul style="list-style-type: none"> <li>• Investment and financial management for the promotion of electric mobility.</li> <li>• Induction demand for the service.</li> </ul>	<p><b>Revenue streams</b></p> <ul style="list-style-type: none"> <li>• RUC (tax registry)</li> <li>• Bank accounts</li> <li>• Collection methods</li> </ul>	<p><b>Which customer needs are we satisfying?</b></p> <ul style="list-style-type: none"> <li>• Access to efficient, clean and sustainable technology for last mile transportation of people, goods</li> </ul>	<p><b>Which ones work best? Which ones are most cost-efficient?</b></p> <ul style="list-style-type: none"> <li>• Linked institutions and references from other users.</li> <li>• Test center</li> <li>• Social networks (marketing campaigns)</li> </ul>	

<ul style="list-style-type: none"> <li>• Promotion and use of the service provided by the vehicles.</li> <li>• Generation of regulations and public policy for the proper functioning of the business model.</li> <li>• Commercial activities in the ZBE - CHQ</li> <li>• Research on logistics patterns</li> <li>• Infrastructure availability</li> <li>• Promotion of active mobility, road safety education</li> </ul>		<p>and merchandise.</p> <ul style="list-style-type: none"> <li>• Optimization of resources in the logistics of moving goods and merchandise.</li> <li>• Brand presence in the ZBE-CHQ.</li> <li>• Health risk/hazard (overexertion) reduction associated to manual bicycle logistics usage.</li> </ul>	<p><b>How are we integrating them with customer routines?</b></p> <ul style="list-style-type: none"> <li>• Advertising campaigns.</li> <li>• Test center</li> <li>• Web site</li> </ul>	
<b>COST STRUCTURE</b>		<b>REVENUE STREAMS</b>		
<p><b>What are the most important costs inherent in our business model?</b></p> <ul style="list-style-type: none"> <li>• Design and construction of the electric cargo bike prototypes</li> <li>• Electric motors for electric cargo bikes</li> <li>• Costs related to the implementation and maintenance of the Operations Center and Showroom (rent, electricity, internet, telephony)</li> <li>• Human resources</li> <li>• CRM system</li> <li>• Dissemination strategy and brand positioning</li> </ul>		<p><b>For what value are our customers really willing to pay?</b></p> <ul style="list-style-type: none"> <li>• Provision of goods moving services</li> <li>• Vehicle rental.</li> <li>• Advertising on vehicles</li> <li>• Training for the use of vehicles</li> <li>• Accompaniment for the implementation of an electric logistics strategy.</li> </ul>		
		<p><b>For what do they currently pay?</b></p> <ul style="list-style-type: none"> <li>• Transportation of goods in trucks, vans, motorcycles.</li> <li>• Delivery outsourcing</li> </ul>		

<p><b>Which Key Resources are most expensive?</b></p> <ul style="list-style-type: none"> <li>• Financing to scale the model</li> <li>• Design and construction of Electric Cargo Bike prototypes</li> <li>• Electric motors for cargo bikes</li> <li>• Trained team</li> <li>• Costs related to the implementation and maintenance of the Operations Center and Showroom (rent, electricity, internet, telephony).</li> </ul>	<p><b>How are they currently paying?</b></p> <ul style="list-style-type: none"> <li>• Directly to the service provider</li> <li>• Through the intermediary</li> </ul>
<p><b>Which Key Activities are most expensive?</b></p> <ul style="list-style-type: none"> <li>• Set-up and start-up of the Operations Center</li> <li>• Order management, handling and delivery of goods and merchandise.</li> <li>• Communication plan.</li> <li>• Accompanied testing of Cargo Bikes.</li> <li>• Vehicle handling courses.</li> <li>• Customer Service (CRM).</li> </ul>	<p><b>How would they prefer to pay?</b></p> <ul style="list-style-type: none"> <li>• By contract to a permanent supplier</li> <li>• On Demand</li> </ul> <p><b>How much does each Revenue Stream contribute to overall revenues? (estimated percentage distribution):</b></p> <ul style="list-style-type: none"> <li>• 20% Provision of goods moving service.</li> <li>• 20% Vehicle rental.</li> <li>• 20% Advertising on vehicles</li> <li>• 20% Training in the use of vehicles</li> <li>• 20% Accompaniment for the implementation of an electric logistics strategy.</li> </ul>

## 2. Business Plan: promotion and operation of logistics services through electric cargo bicycles in the Low Emission Zone (LEZ) of the historic center of Quito (HCQ)

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
<ul style="list-style-type: none"> <li>• Bicycle Conversion Kit Supplier</li> <li>• Lot Module Supplier</li> <li>• Bicycle Shop / Mechanical Component Supplier</li> <li>• Blacksmith</li> <li>• Paint Shop</li> <li>• Old Bicycle Frame Suppliers</li> <li>• CNC Shop (Boxes)</li> </ul>	<ul style="list-style-type: none"> <li>• Bicycle Design And Customization</li> <li>• Prototype Manufacture</li> <li>• Source Components</li> <li>• Marketing</li> <li>• Sales</li> <li>• Support</li> </ul>	Place Electric Freight Bikes (Long John Style) available in the Uruguayan market. Focus On: <ul style="list-style-type: none"> <li>• Innovation</li> <li>• Efficiency</li> <li>• Eco Friendly</li> </ul>	<ul style="list-style-type: none"> <li>• Vehicle Sale</li> <li>• Leasing</li> <li>• Custom Design</li> </ul>	<ul style="list-style-type: none"> <li>• Companies that do not outsource their deliveries</li> <li>• Companies providing last mile logistics services</li> </ul>
	<b>Key Resources</b> <ul style="list-style-type: none"> <li>• Capital To Manufacture &amp; Import Components</li> <li>• Deposit</li> <li>• Workshop</li> <li>• Desing And Manufacturing Know-How</li> </ul>		<b>Channels</b> <ul style="list-style-type: none"> <li>• Online Store</li> <li>• Marketplace (Mercadolibre)</li> </ul>	
	<b>Cost Structure</b> Old Bicycle Frames, Blacksmith Services, Painting, Purchase Of Mechanical And Electrical Components, Assembly Of Components, Marketing And Sales. Operating Costs (Tax, Insurance).		<b>Revenue Streams</b> Sales / Leasing. Rental Contracts with payment per Km usage.	

### 3. Business plan: deploying electric three wheelers for passenger use and integration into public transport in Dar es Salaam

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
<ul style="list-style-type: none"> <li>External company for acquisition of Transaxle motors and Lithium-ion Batteries.</li> <li>Dar-es-Salaam Institute of Technology for the use of workshop and machinery.</li> <li>Government of Tanzania for offering technical support</li> <li>UNHABITAT and SOLUTIONSplus for project collaboration</li> <li>Local suppliers for raw materials supplies.</li> <li>Transport sector players in Dar es Salaam</li> <li>Academicians in Dar es Salaam</li> <li>Financing institutions, banks and credit facilities</li> <li>Potential Investors</li> </ul>	<ul style="list-style-type: none"> <li>Fabrication of TWO 6 seater electric 3-wheeler</li> <li>Buying and Retrofitting of ONE existing fossil fuel 3-wheeler.</li> <li>Establishing one charging station in Dar es salaam.</li> <li>Developing a web based application aimed at fleet management and remote diagnostics of the products.</li> <li>carrying out piloting the projects programs</li> <li>Capacity building trainings for staff.</li> <li>carrying out feasibility studies in dare salaam.</li> <li>Preparing business plan.</li> <li>Selling finished products.</li> <li>Selling parts and components.</li> <li>Leasing out E-Tuk-tuks.</li> </ul>	<ul style="list-style-type: none"> <li>The Electric 3-wheelers will be fitted with 3KW 48V transaxle DC Motors powered by a 7KwH Lithium-ion Batteries which will enable them to cover a mileage of 70km before recharge.</li> <li>The electric 3-wheelers will have a spacious 6 sitting capacity with a 1.5 ton loading capacity.</li> <li>The fleet management system will run remote component diagnostics of all 3-wheelers while feeding live data on our database.</li> <li>Retrofitted tuk-tuks will improve on the fossil fuel tuk-tuks in Dar es Salaam.</li> <li>Electric tuk-tuks as opposed to fossil fuel tuk-tuks reduces costs of</li> </ul>	<ul style="list-style-type: none"> <li>Personalised customer experiences.</li> <li>Customer interaction and behaviour tracking.</li> <li>Tailored and target marketing.</li> <li>Developing value-added content in respect to benefits of electric mobility compared to fossil fuel.</li> <li>User feedback for our products and services improvement.</li> <li>Asset financing through banks</li> <li>After sale services to our clients</li> </ul>	<ul style="list-style-type: none"> <li>Local Transport Organisations (SACCO's ).</li> <li>Dar es Salaam Transport Ministry.</li> <li>Individual investors interested in e-mobility transport.</li> <li>Individualised tuk-tuks taxi operators.</li> <li>City vendors.</li> <li>Small scale farmers.</li> <li>Small scale city traders</li> <li>Factories and industries for small scale logistics.</li> <li>Construction industry</li> <li>Hospitality industry for fresh vegetables and fruits logistics</li> </ul>
	<b>Key Resources</b>		<b>Channels</b>	

	<ul style="list-style-type: none"> <li>• Skilled personnel from Kenya and Dar es salaam in Electrical, Mechanical and Fabrication Engineering.</li> <li>• Finances to facilitate acquisition of equipment and tools.</li> <li>• Financial resources</li> <li>• Plant machineries and equipment.</li> <li>• EVs Kits from EU.</li> <li>• Raw materials.</li> <li>• Media outlets for marketing.</li> <li>• Credible Social platforms.</li> <li>• Company Websites.</li> <li>• Company IPs and Copy rights.</li> <li>• Company Workshops.</li> <li>• Company Offices.</li> </ul>	<p>maintenance hence higher income level.</p> <ul style="list-style-type: none"> <li>• Reduced pollution through carbon emission.</li> </ul>	<ul style="list-style-type: none"> <li>• Usage of print Media both local and international.</li> <li>• Digital media, local and international.</li> <li>• Social media Platforms.</li> <li>• Conventions with local transport organisations in conjunction with Dar es salaam institute of technology.</li> <li>• Organised tuk-tuks saccos.</li> <li>• Partnership with car dealers.</li> <li>• Asset financing through local banks.</li> </ul>	
<p><b>Cost Structure</b></p> <ul style="list-style-type: none"> <li>• Labor costs.----- 10%</li> <li>• Cost of raw materials &amp; acquiring new fossil fuel tuk-tuk .-----65%</li> <li>• Health and safety insurance.-----02%</li> <li>• Hiring costs of workshop.-----06%</li> <li>• Travelling &amp; Accommodation costs.-----10%</li> <li>• Licensing fees-----.03%</li> <li>• Imports fees.-----04%</li> <li>• Communication expenses.-----02%</li> </ul>		<p><b>Revenue Streams</b></p> <ul style="list-style-type: none"> <li>• Sale of finished tuktuks.</li> <li>• sale of parts and components.</li> <li>• Leasing of tuk-tuks.</li> <li>• Sale of Regenerative Motion Recharge System (RMRS) Franchise.</li> <li>• Revenue from advertisements using our branded tuk-tuks by major companies like coca cola.</li> <li>• Usage fee of the 3-wheelers by the Dar es salaam Institute of Technology</li> <li>• Subscription fees paid for the usage of fleet management system.</li> <li>• Charging fee from our charging stations.</li> <li>• Income from retrofitting of existing fossil fuel tuk-tuks.</li> </ul>		

#### 4. Business Plan: deploying electric three wheelers for passenger use and integration into public transport in Dar es Salaam

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
<ul style="list-style-type: none"> <li>• Collaborating local companies</li> <li>• Dar Rapid Transit (DART)</li> <li>• Local Government Authority (Ubungo Municipal Council)</li> <li>• Tanzania Electric Supply Company (TANESCO)</li> <li>• Suppliers of e 3 wheelers parts/ solar equipment and accessories.</li> </ul>	<ul style="list-style-type: none"> <li>• Undertake technology transfer of developing electric charging stations, electric three wheelers assembling and retrofitting e-3wheelers.</li> <li>• Undertake technical design of e-mobility pilot system in the city</li> <li>• Facilitate importation of equipment and accessories 3 wheelers and charging stations</li> <li>• Develop facilities for assembling and retrofitting.</li> <li>• Develop 3 charging stations and swapping facilities.</li> <li>• Assemble 10 electric wheelers.</li> <li>• Promotion and marketing of the services.</li> </ul>	<ul style="list-style-type: none"> <li>• Low fare and fees in transportation of passengers and cargo</li> <li>• Innovative, convenient and user friendly transportation services (less pollution of gas and noise)</li> <li>• Low operation (recharging) and maintenance costs</li> <li>• Saving money and spend locally</li> <li>• Use of domestically produced energy (electricity)</li> </ul>	<ul style="list-style-type: none"> <li>• High quality services</li> <li>• Reliable after sales services</li> <li>• Personalised and tailored supports for each customer on demand.</li> </ul>	End users which include; <ul style="list-style-type: none"> <li>• Passengers</li> <li>• Cargo transporters</li> </ul>
	<b>Key Resources</b>		<b>Channels</b>	
	<ul style="list-style-type: none"> <li>• Assembling and retrofitting workshop.</li> <li>• Charging and swapping facility</li> <li>• Skilled personnel.</li> <li>• Integrated ICT software for fleet/ charging management.</li> <li>• Three wheelers parts/ accessories</li> </ul>		<ul style="list-style-type: none"> <li>• Social media - Instagram, Facebook.</li> <li>• Company website</li> <li>• Radio and TVs</li> <li>• Printouts i.e. leaflets/ posters and brochures</li> </ul>	

	• Solar PV systems & Electricity from grid			
<b>Cost Structure</b>		<b>Revenue Streams</b>		
<ul style="list-style-type: none"> <li>• Personnel costs</li> <li>• Procuring and maintaining the ICT systems software</li> <li>• Procuring, importing the e 3 wheelers and charging stations components.</li> <li>• Installation of charging stations.</li> <li>• Maintaining assembling workshops and charging stations</li> </ul>		<ul style="list-style-type: none"> <li>• Battery charging fees</li> <li>• Battery swapping fees</li> <li>• Leasing the e-3 wheelers</li> <li>• Customer services (repair, maintenance)</li> <li>• Selling e-3 wheelers spares parts.</li> <li>• Retrofitting wheelers.</li> </ul>		



## 5. Business Plan: establishing an electric bike sharing system in Kigali to promote last mile connectivity

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
<ul style="list-style-type: none"> <li>UN-Habitat</li> <li>SOLUTIONSplus</li> <li>ITDP</li> <li>Government of Rwanda</li> <li>Ministry of Environment</li> <li>Ministry of Infrastructure</li> <li>City of Kigali</li> <li>Mobile payment providers</li> <li>(Financial, Technical, Advisory, Governmental)</li> </ul>	<p><b>PRE-IMPLEMENTATION</b></p> <ul style="list-style-type: none"> <li>Documentations,</li> <li>consultations, procurement,</li> <li>Public enlightenment</li> </ul> <p><b>IMPLEMENTATION</b></p> <ul style="list-style-type: none"> <li>Mobile App activation, demo</li> <li>operations, data collection,</li> <li>riding clinic, periodic reporting,</li> <li>evaluation</li> </ul> <p><b>POST-IMPLEMENTATION</b></p> <ul style="list-style-type: none"> <li>Post implementation review,</li> <li>final report</li> </ul>	<ul style="list-style-type: none"> <li>Affordable first &amp; last mile transportation</li> <li>Convenient Urban micro-mobility</li> <li>Reduced congestion</li> <li>Reduced local air Pollution</li> <li>Less negative environmental impact</li> <li>Improvement to public Health</li> <li>Green mobility</li> </ul>	<ul style="list-style-type: none"> <li>Attending to inquiries at dock stations</li> <li>Digital &amp; Social media</li> <li>Feedbacks</li> <li>Public Relations</li> <li>Electronic media</li> <li>Public forums – e.g. Car free days</li> </ul>	<ul style="list-style-type: none"> <li>Students</li> <li>Tourists (foreign &amp; local)</li> <li>Workers</li> <li>Corporate entities</li> <li>Shoppers – especially at city centre/CBD</li> <li>Kigali residents and visitors</li> </ul>
	<p><b>Key Resources</b></p> <ul style="list-style-type: none"> <li>Personnel (technical, operations)</li> <li>Advisory</li> <li>Financial (Grant)</li> <li>Infrastructure (Dock, Charging, Locks)</li> </ul>		<p><b>Channels</b></p> <ul style="list-style-type: none"> <li>Mobile App</li> </ul>	
	<p><b>Cost Structure</b></p> <ul style="list-style-type: none"> <li>Cost of product development</li> <li>Cost of operations</li> <li>Maintenance cost</li> <li>Government taxes and fees</li> </ul>		<p><b>Revenue Streams</b></p> <ul style="list-style-type: none"> <li>Rental fees (Pass - hourly , daily, weekly etc)</li> <li>Annual Subscription (Bronze, Silver , Gold/Premium)</li> <li>Corporate events</li> <li>Branding and advertisement from corporate businesses</li> </ul>	

## 6. Business Plan: Implementation of e-mobility system for development and deployment of electric vehicles – Hanoi, Vietnam

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
<ul style="list-style-type: none"> <li>City governments: permission to launch in public road &amp; stations, rules and regulations toward last mile system, policy support</li> <li>Electric Vehicles Manufacturers: Vehicles OEM</li> <li>IOT Manufacturers: IOT OEM, Save costs on producing a large number of IOT devices</li> <li>Sale &amp; Marketing: Marketing agency, ads provider</li> <li>Distribution channels: restaurants, cafes, tour agents,</li> <li>Universities: Research insights &amp; recommendation</li> </ul>	<ul style="list-style-type: none"> <li>Development of e-bike sharing system:               <ul style="list-style-type: none"> <li>A booking application, backend management, Vehicles solutions (electric bikes, mechanical bikes), IOT circuit board</li> </ul> </li> <li>Operations of vehicle fleets               <ul style="list-style-type: none"> <li>Maintenance of fleet</li> <li>Redistribution</li> <li>Customer Service</li> <li>Sales &amp; marketing</li> </ul> </li> <li>Sale of system</li> </ul>	<ul style="list-style-type: none"> <li>End users (B2C): a ride with our vehicles               <ul style="list-style-type: none"> <li>Convenience</li> <li>Accessibility</li> <li>Cut waiting time</li> <li>Transportation cost reduction</li> </ul> </li> <li>City governments &amp; property developers (B2B): system purchase               <ul style="list-style-type: none"> <li>Newness</li> <li>Cost reduction</li> <li>Brand/status as environment friendly</li> <li>Provide transportation data</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>End users (B2C):               <ul style="list-style-type: none"> <li>Self-service: Booking on application</li> <li>Communities: riders</li> <li>Customer service: personal assistance</li> </ul> </li> <li>B2B:               <ul style="list-style-type: none"> <li>Dedicated personal assistance: customer representative</li> <li>Long-term</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>B2C:               <ul style="list-style-type: none"> <li>End users</li> <li>Riders</li> <li>Commuters</li> </ul> </li> <li>B2B:               <ul style="list-style-type: none"> <li>City governments</li> <li>Property Developers</li> <li>Smart City Builder</li> <li>Resorts owners</li> <li>University campus/Industrial park</li> </ul> </li> <li>We focus on Vietnam market</li> </ul>
	<p><b>Key Resources</b></p> <ul style="list-style-type: none"> <li>Physical: Materials for vehicles &amp; IOT, computers to write codes, Testing equipment</li> <li>Intellectual: Brand patents, data</li> <li>Human: Developers, Engineers, Sales, Operators, Customer Service</li> </ul>		<p><b>Channels</b></p> <ul style="list-style-type: none"> <li>End users (B2C): Signage at stations, online &amp; offline advertisement, distribution network (restaurants, cafes, tour agents, etc.)</li> <li>Property Developers &amp; City Government (B2B): via network,</li> </ul>	

	<ul style="list-style-type: none"> <li>Financial: Investment</li> </ul>		introductions and recommendations	
<b>Cost Structure</b>			<b>Revenue Streams</b>	
<ul style="list-style-type: none"> <li>Service Side (B2C):           <ul style="list-style-type: none"> <li>Fixed cost: Official rental cost, station rental cost, salary</li> <li>Variable cost: Depreciation cost of vehicles, Maintenance cost, redistribution cost, electricity cost, SMS cost, Marketing cost</li> </ul> </li> <li>Sale side (B2B):           <ul style="list-style-type: none"> <li>Fixed cost: salary, research &amp; development cost, office rental cost, salary</li> <li>Variable cost: Server cost, cost of equipment, maintenance cost</li> </ul> </li> </ul>			<ul style="list-style-type: none"> <li>End users: Service fee i.e. pay per ride, subscription for monthly pass, annual pass for rides on the vehicles           <ul style="list-style-type: none"> <li>Pay via application with visa/credit card, wallet</li> <li>Fixed pricing for each areas – subscription model or pay per ride</li> </ul> </li> <li>Property Developers &amp; City Government: Product sale i.e. selling the software/hardware for deployment at their areas           <ul style="list-style-type: none"> <li>Pricing on negotiating basis</li> </ul> </li> </ul>	

## 7. Business Plan: Implementation of e-mobility system for development and deployment of electric vehicles – Kathmandu Nepal

Key Partners	Key Activities	Value Propositions	Customer Relations	Customer Segments
<p><b>Technical Partner</b></p> <ul style="list-style-type: none"> <li>Local private company</li> <li>Solutionsplus</li> </ul> <p><b>Academic partner</b></p> <ul style="list-style-type: none"> <li>Kathmandu University</li> </ul> <p><b>Public Partners</b></p> <ul style="list-style-type: none"> <li>Municipalities</li> <li>Waste collecting private vendors</li> <li>Cargo service agencies</li> </ul> <p><b>Key suppliers</b></p> <ul style="list-style-type: none"> <li>OEMs from China for Batteries <ul style="list-style-type: none"> <li>Dashboard system</li> <li>Electronic lights</li> </ul> </li> <li>Local hardwares for <ul style="list-style-type: none"> <li>Metals, sheet metals</li> <li>local fiber materials</li> </ul> </li> <li>Valeo powertrains</li> <li>Paint shops</li> </ul> <p><b>Key Activities we acquire from the Partners</b></p> <ul style="list-style-type: none"> <li>Technical assistance for overall project like system engineering and 3D modelling and analysis</li> <li>Financing for the prototype development</li> <li>Tetsing of the vehicle</li> </ul>	<p>Key activities that our <b>value propositions</b> require:</p> <ul style="list-style-type: none"> <li>Operation of passenger e-3/4 wheelers in the tertiary routes of Kathmandu Valley</li> <li>Cargo Service for different good delivering organizations.</li> <li>Managing waste through collection of the waste and transportation.</li> <li>Insurance / Legal (logistics)/ Administrative /project Management</li> </ul> <p><b>Distribution channel:</b></p> <ul style="list-style-type: none"> <li>Showrooms,</li> <li>Test rides,</li> <li>Bookings,</li> <li>Workshops</li> </ul> <p><b>Customer relationship:</b></p> <ul style="list-style-type: none"> <li>Communication resources</li> <li>Operation centre services</li> <li>After sales service</li> <li>Order management, handling and delivery of goods</li> </ul> <p><b>Revenue Stream:</b></p>	<p><b>Value we deliver to the customer:</b></p> <ul style="list-style-type: none"> <li>Access to efficient transportation of the passengers,</li> <li>Transportation of cargo goods and waste through green mobility.</li> <li>Replication and scaling of the project</li> </ul> <p><b>Customer's problems that we are helping to solve:</b></p> <ul style="list-style-type: none"> <li>High investment on similar kind of imported vehicles.</li> <li>Lack of mobility access to tertiary routes of the Kathmandu Valley.</li> <li>Efficient waste collection and management</li> <li>Easy and quick delivery of the goods within the narrow streets of Kathmandu</li> </ul> <p><b>Bundles of products and services that we are offering to each Customer Segment:</b></p>	<p>Depending on the timeline, the following types of relationships will be established:</p> <ul style="list-style-type: none"> <li>Customer community development, Customer loyalty program and After sales service and support</li> <li>Customers' active consultation and participation in the different phases of the project development</li> </ul> <p>Associated costs</p> <ul style="list-style-type: none"> <li>Operation cost,</li> <li>marketing cost, and administrative cost</li> </ul>	<p>Customer Value creation:</p> <ul style="list-style-type: none"> <li>Local public transportation users and drivers.</li> <li>Local cargo goods delivering service agencies</li> <li>Municipalities and local waste collecting organizations</li> </ul> <p>Most important customers:</p> <ul style="list-style-type: none"> <li>Public transportation organizations</li> <li>Municipality section working on waste management</li> <li>Recycling agencies</li> </ul> <p>Customer base:</p> <ul style="list-style-type: none"> <li>A mass market, segmented and Diversified market for urban centers.</li> </ul>

<p><b>Key activities that Partners performs</b></p> <ul style="list-style-type: none"> <li>Investment and financial management for the promotion of electric mobility.</li> <li>Promotion of the mobility</li> <li>Design and system engineering</li> <li>Regulation and policy on cargo goods and waste managing transportations.</li> </ul>	<ul style="list-style-type: none"> <li>Budget estimations.</li> </ul> <p><b>Key resources</b></p> <p>key resources that our value propositions requires:</p> <ul style="list-style-type: none"> <li>Electric mobility promotion</li> <li>Well trained technicians</li> <li>Technical assisting partners</li> <li>Branding</li> </ul> <p>Our distribution channels:</p> <ul style="list-style-type: none"> <li>Digital promotion</li> <li>Strong business policy</li> </ul> <p>Customer relation:</p> <ul style="list-style-type: none"> <li>Customer care center</li> </ul> <p>Revenue streams:</p> <ul style="list-style-type: none"> <li>Bank accounts</li> <li>Collection methods</li> </ul>	<ul style="list-style-type: none"> <li>Low cost public three wheeler compared to one available in the market</li> <li>Waste management through green mobility</li> <li>Ease of transporting cargo goods</li> </ul> <p><b>Satisfaction of the customer needs:</b></p> <ul style="list-style-type: none"> <li>Efficient and clean last mile solutions with comfort and safety</li> <li>Efficient delivery services</li> <li>Efficient collection of the waste</li> <li>Sight seeing service</li> </ul>	<p><b>Channels</b></p> <p>Channels that our Customer Segments want to be reached:</p> <ul style="list-style-type: none"> <li>Official showrooms</li> <li>Digital platforms like social media</li> <li>Sales team</li> <li>Project demonstration and test ride facility</li> </ul> <p>We will reach our customer segment through social networks, and related mediums.</p> <p><b>Most cost-efficient channeling:</b></p> <ul style="list-style-type: none"> <li>Test center</li> <li>Social networks</li> </ul> <p><b>Integrating them with customer routines:</b></p> <ul style="list-style-type: none"> <li>Websites and social media</li> </ul>	
<p><b>Cost structure</b></p>			<p><b>Revenue Streams</b></p>	
<p>Important cost inherent.</p> <ul style="list-style-type: none"> <li>Design, system engineering and product development</li> <li>Batteries for the 7 units (6 e-3 wheelers and 1 e-4 wheeler)</li> <li>Human resources</li> <li>Operational cost (showrooms, workshops)</li> <li>Business strategy and branding</li> </ul> <p>Most expensive key resources</p> <ul style="list-style-type: none"> <li>Design, system engineering and product development</li> <li>Energy resource –batteries</li> <li>Training the teams</li> <li>Testing the vehicles</li> <li>Costs related to the implementation and maintenance of the Operations Center and Showroom (rent, electricity, internet, telephone).</li> </ul>			<p>Values that customers are willing to pay:</p> <ul style="list-style-type: none"> <li>Public transportation service</li> <li>Cargo moving service</li> <li>Advertisement on the vehicle</li> </ul> <p>Currently valued payed for public transportation:</p> <ul style="list-style-type: none"> <li>They are currently paying directly to service agents (drivers)</li> </ul> <p>Payment method :</p> <ul style="list-style-type: none"> <li>Direct cash</li> </ul> <p>Revenue Stream contribution to overall revenues:</p> <ul style="list-style-type: none"> <li>55% on public transportation</li> <li>20% on cargo good service</li> <li>15% on waste collection</li> <li>10% on vehicle rental for different uses.</li> </ul>	

## 8. Business Plan: Implementation of e-mobility system for development and deployment of electric vehicles – Kathmandu Nepal

Key Partners	Key Activities	Value Propositions	Customer Relations	Customer Segments
<p><b>Technical Partner</b></p> <ul style="list-style-type: none"> <li>Local private company</li> <li>Solutionsplus</li> </ul> <p><b>Academic partner</b></p> <ul style="list-style-type: none"> <li>Kathmandu University</li> <li>Thapathali engineering college, Institute of Engineering</li> </ul> <p><b>Public Partners</b></p> <ul style="list-style-type: none"> <li>Municipalities</li> <li>Waste collecting private vendors</li> <li>Local cargo service agencies</li> </ul> <p><b>Key suppliers</b></p> <ul style="list-style-type: none"> <li>OEMs from local vendors for <ul style="list-style-type: none"> <li>Drive system</li> <li>Dashboard system</li> <li>Electronic lights</li> </ul> </li> <li>Local hardwares for <ul style="list-style-type: none"> <li>Metals, sheet metals</li> <li>local fiber materials</li> </ul> </li> <li>Paint shops</li> </ul> <p><b>Key Activities we acquire from the Partners</b></p> <ul style="list-style-type: none"> <li>Technical assistance for overall project like system engineering and 3D modelling and analysis</li> </ul>	<p>key activities that our <b>value propositions</b> require:</p> <ul style="list-style-type: none"> <li>Remodelling the old safe tempos for three different application,</li> <li>use of revolving fund for the project replication and trainings</li> <li>Renting vehicles for Cargo Service to delivery organizations.</li> <li>Managing waste through collection of the waste and transportation in coordination with municipalities and local recycling agencies</li> <li>Insurance / Legal (logistics)/ Administrative /project Management</li> </ul> <p><b>Distribution channel:</b></p> <ul style="list-style-type: none"> <li>Showrooms,</li> <li>Test rides,</li> <li>Bookings,</li> <li>Workshops</li> </ul> <p><b>Customer relationship:</b></p> <ul style="list-style-type: none"> <li>Creating through different kinds of communication resources</li> </ul>	<p><b>Value we deliver to the customer:</b></p> <ul style="list-style-type: none"> <li>Access to efficient transportation of the passengers/ tourists,</li> <li>Cargo goods and</li> <li>Waste through green mobility.</li> <li>Scaling of the project in the local market</li> </ul> <p><b>Customer's problems that we are helping to solve:</b></p> <ul style="list-style-type: none"> <li>Increase access to mobility in the Kathmandu Valley.</li> <li>Waste management</li> <li>Delivery services</li> <li>Technical trainings to technicians and the drivers</li> </ul> <p><b>Bundles of products and services that we are offering to each Customer Segment:</b></p> <ul style="list-style-type: none"> <li>Remodeling of old Safa Tempos (e-3 wheeler for public transportation)</li> <li>Waste collection and management through green mobility</li> <li>Ease in delivery services</li> </ul>	<p>The following types of relationships will be established:</p> <ul style="list-style-type: none"> <li>Customer loyalty program</li> <li>Maintenance service and support</li> </ul> <p>Integration with the rest of our Business model:</p> <ul style="list-style-type: none"> <li>Through the active participation with the project team during the different stages of the project</li> </ul> <p>Associated costs</p> <ul style="list-style-type: none"> <li>Operation cost,</li> <li>marketing cost, and administrative cost</li> </ul>	<p>Customer Value creation:</p> <ul style="list-style-type: none"> <li>Local public transportation users and drivers.</li> <li>Local cargo goods delivering service agencies</li> <li>Municipalities and local waste collecting organizations</li> </ul> <p>Most important customers:</p> <ul style="list-style-type: none"> <li>Public transportation organizations</li> <li>Municipality section working on waste management</li> <li>Recycling agencies</li> </ul> <p>Customer base:</p> <ul style="list-style-type: none"> <li>A niche market, segmented and Diversified market for urban centers.</li> </ul>

<ul style="list-style-type: none"> <li>• Financing for the prototype development</li> <li>• Tetsing of the vehicle</li> </ul> <p><b>Key activities that Partners performs</b></p> <ul style="list-style-type: none"> <li>• Investment and financial management for the promotion of electric mobility.</li> <li>• Promotion of the mobility</li> <li>• Design and system engineering</li> <li>• Regulation and policy on cargo goods and waste managing transportations.</li> </ul>	<ul style="list-style-type: none"> <li>• Operation centre services</li> <li>• After sales service</li> <li>• Order management, handling and delivery of goods</li> </ul> <p><b>Revenue Stream:</b></p> <ul style="list-style-type: none"> <li>• Budget estimations.</li> </ul> <p><b>Key resources</b></p> <p>key resources that our value propositions requires:</p> <ul style="list-style-type: none"> <li>• Electric mobility promotion</li> <li>• Well-trained technicians</li> <li>• Partners for technical assistance</li> <li>• Branding</li> </ul> <p>Our distribution channels:</p> <ul style="list-style-type: none"> <li>• Promotion using internet</li> <li>• Agreesive business policy</li> </ul> <p>Customer relation:</p> <ul style="list-style-type: none"> <li>• Customer care center</li> </ul> <p>Revenue streams:</p> <ul style="list-style-type: none"> <li>• Bank accounts</li> <li>• Collection methods</li> </ul>	<p><b>Satisfaction of the customer needs:</b></p> <ul style="list-style-type: none"> <li>• Last mile solution for public mobility via green energy,</li> <li>• zero emission vehicle for cargo goods and</li> <li>• waste collection transportation</li> <li>• New life to old Safa Tempo (mostly affected by COVID for the public transportation services) which creates revenue for owner/ drivers through alternate usage and modular concept</li> </ul>	<p><b>Channels</b></p> <p>Channels that our Customer Segments want to be reached:</p> <ul style="list-style-type: none"> <li>• Digital platforms like social media</li> <li>• Workshop</li> <li>• Project demonstration and test ride facility</li> </ul> <p>We will reach our customer segment through social networks, and related mediums.</p> <p><b>Most cost-efficient channeling:</b></p> <ul style="list-style-type: none"> <li>• Workshop</li> <li>• Social networks</li> </ul> <p><b>Channel integration:</b></p> <ul style="list-style-type: none"> <li>• Social networking sites seems more beneficial for our channeling.</li> </ul>	
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Cost structure	Revenue Streams
<p>Important cost inherent.</p> <ul style="list-style-type: none"> <li>• Design, system engineering and product development</li> <li>• Batteries for the 3 units</li> <li>• Human resources</li> <li>• Operational cost (showrooms, workshops)</li> <li>• Business strategy and branding</li> </ul> <p>Most expensive key resources</p> <ul style="list-style-type: none"> <li>• Design, system engineering and product development</li> <li>• Energy resource –batteries</li> <li>• Training the teams</li> <li>• Testing the vehicles</li> <li>• Costs related to the implementation and maintenance of the Operations Center and Showroom (rent, electricity, internet, telephone).</li> </ul>	<p>Values that customers are willing to pay:</p> <ul style="list-style-type: none"> <li>• Public transportation service</li> <li>• Cargo moving service</li> </ul> <p>Currently valued payed for public transportation:</p> <ul style="list-style-type: none"> <li>• They are currently paying directly to service agents (drivers)</li> </ul> <p>Payment method:</p> <ul style="list-style-type: none"> <li>• Direct cash</li> </ul> <p>Revenue Stream contribution to overall revenues:</p> <ul style="list-style-type: none"> <li>• 60% on public transportation</li> <li>• 20% on cargo good service</li> <li>• 10% on waste collection</li> <li>• 10% on vehicle rental for different uses.</li> </ul>