THE ECOSYSTEM CANVAS

REFERENCE GUIDELINES

What we want to do

Unique Value Proposition

What is the customer journey that you want to capture

Customer journey: the sequence of activities, transactions, and experiences that are to be connected by leveraging the participation of the partners to the ecosystem

Customer persona: a descriptive representation of the customer that would benefit from the execution of transactions, activities or experiences to be organised within the customer journey

Value to customer: the distinctive value provided to the customer by performing the target activities, transactions and experiences through the ecosystem, instead of keeping them unrelated outside of the ecosystem

Competitors

Ecosystems (or platforms) that provide similar value proposition
Standalone (non platform) offerings that provide similar value proposition

Direct competitors: Similar, or assimilable value propositions, offered by third-party ecosystems (or platforms)

Indirect competitors: Indirect competitors: stand-alone offerings that, while potentially not replacing the whole customer journey, address part of it in a way that proves to be a sufficiently attractive alternative proposition which can prevent customers from joining the ecosystem, or take them away from it

Monetisation Strategies

Advertising, freemium, cross-selling, data analytics, transaction fees, payment services, etc.

Direct value capture: Fee-based services paid either by customers, by partners or by third-party providers accessing the ecosystem-customer-pool through the enabling platform. These include transactions fees, subscription fees, etc.

Indirect value capture: Value derived indirectly from the events taking place on the platform. These include journey-driven cross selling, value from data analytics, lower cost of acquisition or retention, etc.

Who is needed to make it happen

Orchestrator

Owns unique value proposition for the customer

This is a firm or a group of firms that understands (and owns) the key value proposition for the customer. Orchestrators are usually firms with the ability to commit the necessary resources needed to develop the ecosystem. They have unique resources and own and initiate the ecosystem idea

Core Partner(s)

Provide the core customer base or complementary offerings needed to create value around unique value proposition for the customer

This is a firm or a group of firms that provides the core customer base (or the core business relationships with complementary offerings) needed to create value around the key value proposition.

Technology Enabler

Supports technological operations of the ecosystem

This is a provider that supports the technological operations of the ecosystem. Such a company could have unique capabilities allowing the ecosystem to operate or achieve a competitive advantage. This role can be covered by a technology provider or by a non-technology participating partner that provides the required technological capabilities by procuring them from third party suppliers

Complementors

Enrich the customer value proposition, yet individually they are not critical for this value proposition to materialise

Complementor's offerings enrich the customer value proposition, yet individually they are not critical for the value proposition to materialise. While their participation to the ecosystem enhances the value to customer, they are replaceable by other companies with a similar business and are, in all cases, add-ons and optional to a customer journey and to an ecosystem that can exist without their participation

Resellers

Provide the ecosystem's offerings as part of their own product or service

They provide the ecosystem's offerings as part of their own product or service either by providing an additional channel to an ecosystem operating within their territory or by acquiring the rights to implement a third' party ecosystem to a new market. Usually, these companies have a large customer segment that can benefit from the ecosystem's offering.

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Airbnb's website provides a search engine to search for and book or offer short-term rental options, facilitating a connection between the hosts to their guests. Traveling journey created by adding the option for individuals to offer touristic activities (e.g. cooking lessons, hiking trips) on the website.

Other complementary platforms (e.g. FlyCleanter) expand Airbnb's platform proposition to be an ecosystem journey with all lifecycle steps taken care of. Advantage of network effects underlined by the flexibility of participants being guests and/or hosts

Competitors

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Standalone (non platform) offerings that provide similar value proposition

tripping	Tripping.com	search engine for vacation rentals, compare vacation rentals across providers
onefinestay	OneFineStay	luxury vacation rental options for travelers, intense vetting process and higher prices
Vrbo	Vrbo	offering accommodations from people renting out their space but only allowing entire properties to be featured

Monetisation Strategies

Advertising, freemium, cross-selling, data analytics, transaction fees, payment services, etc.

Charging commissions for hosts & guests on each booking – **renting fee & service fee** in exchange for access to market through placement on the Airbnb website

Who is needed to make it happen

Orchestrator

Owns unique value proposition for the customer

B2C service around the customer journey of going "on a trip" (vacation, work-related, etc.), platform connecting international hosts and guests and "experiences"

airbnb

Core Partner(s)

Provide the core customer base or complementary offerings needed to create value around unique value proposition for the customer

Insurance companies offering Airbnb-tailored short-rental insurance or covering HPI (Host protection insurance) program Experts for "adventures"

PROPER INSURANCE · ZURICH · Slice · LLOYD'S · SOMPO HOLDINGS · ADVENTURE TRAVEL TRADE ASSOCIATION

Technology Enabler

Supports technological operations of the ecosystem

Airbnb runs its own website/online platform with AI and machine learning to optimize search engine and offers e.g. smart pricing service for hosts to predict how likely a booking is at what price, analyze reviews to show most relevant ones (NLP). Technology providers to AirBnB to be considered as suppliers and not as core partners

airbnb

Complementors

Enrich the customer value proposition, yet individually they are not critical for this value proposition to materialise

Hosts & Guests Companies offering services for hosts: cleaning, property management, software & analytics to contact and manage guests or find right pricing

FlyCleaners · Urban Bellhop · avantio · bluetent · Guesty · Beyond Pricing

Resellers

Provide the ecosystem's offerings as part of their own product or service

HomeToGo: search engine for vacation rentals covering booking.com, Airbnb, Vrbo, Expedia & TripAdvisor

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Source: Arkwright analysis