



Innovation Case Study

Business Model Innovation

Client – Leading Fuel Retailer in East Africa



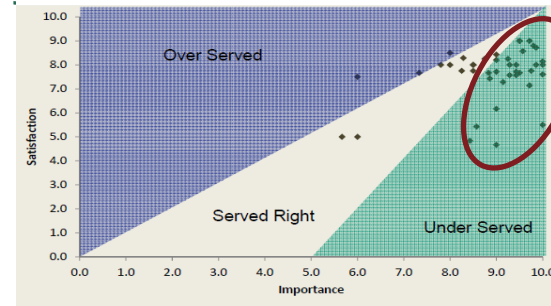
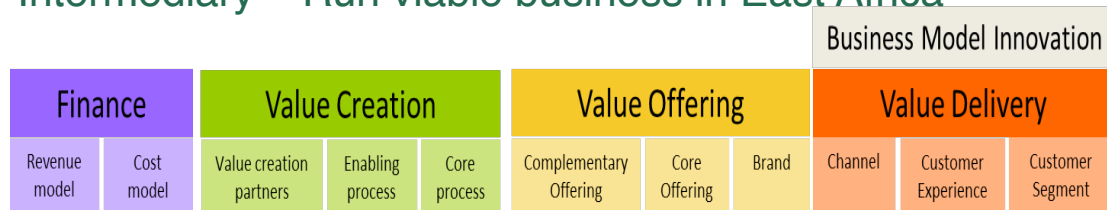
Driving Market Leadership & Profitability

Business Requirement & Innovation Challenge: Opportunity to attain market leadership in Petroleum Retail by consolidating its network (owned as well as contracted) and targeting unaddressed customer segments, driven by differentiated value and resulting in improved profitability.

Delivering Substantial Innovation: The stimulus for the solutions came from the innovation tools and techniques **applied across each element of the Business Model**

The key was to establish the “Job-to-be-done (JTBD)” and associated underserved Outcome Expectations – **JTBD:**

- End Customer – Address my Automotive and Related needs
- Fleet Owner – Run my Business of Fleet operations efficiently / productively
- Intermediary – Run viable business in East Africa



Focus on Under-Served Outcome Expectations

Key Ideas and Solution Actions
Developing Technology Infrastructure specifically for the Retail Forecourts to address Target Group needs
Derive / Enhance Value through Tie-ups & Collaboration
Recognize & Reward Patronage / Association
Develop Value Proposition for Unaddressed Customer Segment

Overall Impact Areas (Results Confidential)
All Business goals achieved:

- Sales increase to xxxx KLPM by Dec 20mm exit
- Profitability increase by yy%
- Operating cost/kl reduce by zz%