



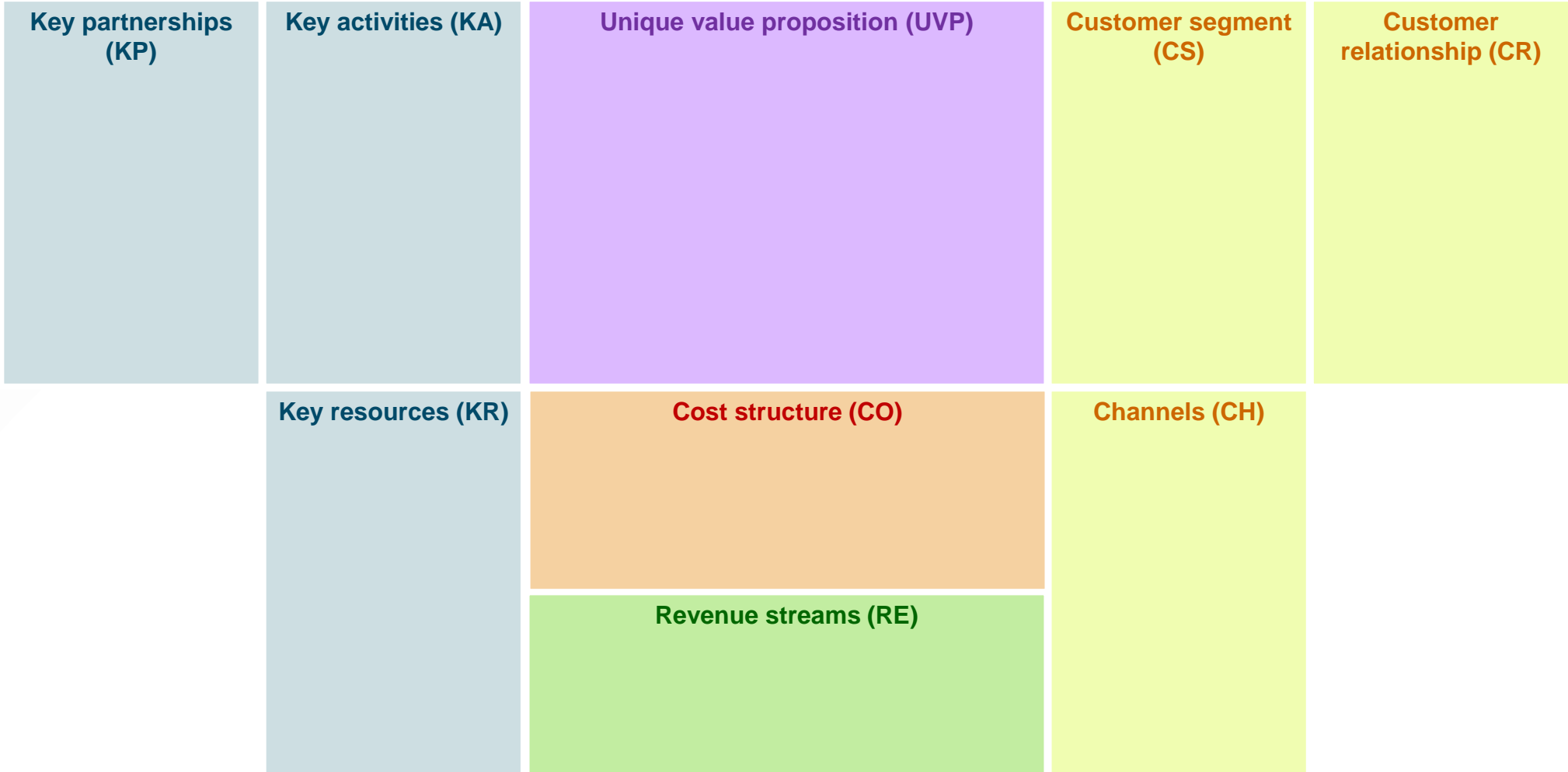
# Digital Business Canvas (DBC)

Erasmus+ KA2, CBHE “WORK4CE” project

**Open Educational Resource**

**by AzUAC ([www.azmiu.edu.az](http://www.azmiu.edu.az))**





## Case Study: ERA Marketing Centre's Digital Transformation Journey

For over 27 years, ERA Marketing Centre has been a cornerstone of the market research industry in Azerbaijan. Founded in 1996, the company built a strong reputation for its ethical standards and valuable insights, expanding its services across the CIS countries and Turkey. As the industry moved rapidly towards digitization, ERA recognized the need to evolve to maintain its competitive edge and continue providing high-quality service.

### Unique Value Proposition (UVP):

To lead this transformation, ERA launched an ambitious digital project in 2023, led by Deputy Director Kanan Hasanov. Running from January to December, the project aimed to overhaul traditional workflows by integrating advanced digital tools, enhancing data processing capabilities, and expanding service offerings. Key innovations included the development of an online dashboard system for scalable data collection and the deployment of 200 tablet-based CAPI (Computer-Assisted Personal Interviewing) systems to digitize face-to-face interviews. These changes reduced operational costs by 20%, saved an estimated \$150,000 annually, and improved data synchronization speeds by 30%, reducing data processing times from 24 hours to 16 hours. Additionally, new digital mapping tools increased the accuracy of geospatial analysis by 35%, allowing ERA to provide clients with deeper, more strategic insights. However, the shift to digital tools led to a 15% increase in electricity consumption for data centers and servers, contributing to a 10% rise in the company's overall carbon footprint.

## **Key Partnerships (KP):**

ERA collaborated with several key partners to ensure the success of its digital transformation:

**Technology Vendors:** Partnered with local software developers and IT support services to maintain and enhance the functionality of digital tools.

**Sustainable Suppliers:** Worked with suppliers known for their strong environmental practices and corporate social responsibility (CSR) policies and prioritized local sourcing to reduce carbon footprints.

**Consultants and Trainers:** Engaged external consultants to guide strategic decisions and provide training to employees on new technologies.

## **Key Resources (KR):**

**Digital Infrastructure:** Investments in software, licensing, hardware, cloud services, and cybersecurity systems were critical to supporting the digital transformation.

**Human Resources:** Skilled personnel, including IT specialists, data analysts, and project managers, were central to the project's success.

**External Expertise:** Collaborations with technology vendors, consultants, and trainers to provide specialized digital tools and strategic guidance.

## Customer Segment (CS):

ERA targeted a diverse range of customers:

**Primary Segments:** Tech-savvy companies, digital natives, and younger demographics interested in real-time analytics.

**Secondary Segments:** Existing clients in technology, e-commerce, and digital media sectors, which required sophisticated data analytics.

**Emerging Segments:** Digital-first companies attracted by ERA's enhanced digital capabilities and user-friendly digital interfaces.

**Traditional Customers:** Long-standing customers who were initially resistant to digital methods, preferring traditional approaches but were engaged through workshops and personalized services.

## Customer Relationship (CR):

To foster strong customer relationships, ERA implemented several initiatives:

**Personalized Communication:** Leveraged digital platforms to provide tailored services and maintain direct communication, ensuring high levels of customer satisfaction and loyalty.

**Feedback Integration:** Conducted regular surveys to gather customer insights and adjusted services to meet their evolving needs. While most feedback was positive, a segment of customers expressed a preference for traditional methods.

**Support and Training:** Offered comprehensive training programs and support services to help customers adapt to new digital tools, addressing concerns about data overload and maintaining a personal touch.

## Key Activities (KA):

**Development and Integration of Digital Tools:** Implemented online dashboards, tablet-based CAPI systems, and digital mapping tools to enhance data collection and geospatial analysis capabilities.

**Training Programs:** Conducted regular workshops, e-learning modules, and hands-on sessions for employees and partners to ensure effective use of new tools.

**Cybersecurity Enhancements:** Upgraded cybersecurity measures to protect digital infrastructure from threats, ensuring data integrity and client trust.

**Partnership Building:** Built strategic partnerships with technology providers, consultants, and suppliers to expand market reach and improve service offerings.

## Revenue Streams (RE):

**Digital Service Fees:** Generated revenue from new digital services, such as predictive analytics and real-time data processing.

**Subscription Models:** Created recurring revenue streams through subscription services targeting technology companies and multinational clients.

**Consulting and Training Services:** Earned income from consulting engagements and training programs designed to help clients maximize the value of ERA's digital capabilities.

**Sustainability Premiums:** Introduced premium pricing for services aligned with sustainable practices, such as efficient energy use and waste management.

## Channels (CH):

ERA employed a multi-channel approach to reach its target audience:

**Digital Channels:** Enhanced its digital presence through updated websites, mobile apps, and active social media engagement to attract younger, tech-savvy customers.

**Traditional Channels:** Continued using direct, face-to-face interactions and established communication methods to serve long-standing clients who were less inclined to adopt digital solutions.

**Innovative Delivery:** Utilized online dashboards and digital interfaces to provide real-time access to market data, improving customer engagement and satisfaction.

## Cost Structure (CO):

**Initial Investments:** Significant initial costs were incurred for software licenses, hardware, cybersecurity upgrades, and infrastructure improvements, totaling approximately \$700,000.

**Ongoing Expenses:** Ongoing costs of around \$200,000 per year for maintenance, cloud services, cybersecurity operations, and training programs.

**Sustainability Costs:** Additional investments in energy-efficient infrastructure and waste management practices to minimize environmental impact, costing an estimated \$30,000 annually.



**Key partnerships (KP)**

**Key activities (KA)**

**Unique value proposition (UVP)**

**Customer segment (CS)**

**Customer relationship (CR)**

**Key resources (KR)**

**Cost structure (CO)**

**Revenue streams (RE)**

**Channels (CH)**





## Unique value proposition (UVP)

### Description:

- Defines the unique value the business offers to its customers.
- Highlights the key benefits that set the business apart from its competitors.
- Ensures the value proposition aligns with customer needs and business goals.

### Guiding Questions:

1. What unique value does the business deliver to its customers?
2. Which specific customer needs does the business satisfy?
3. How does the business differentiate its offering from competitors?
4. Can the business model create new value through digital transformation?

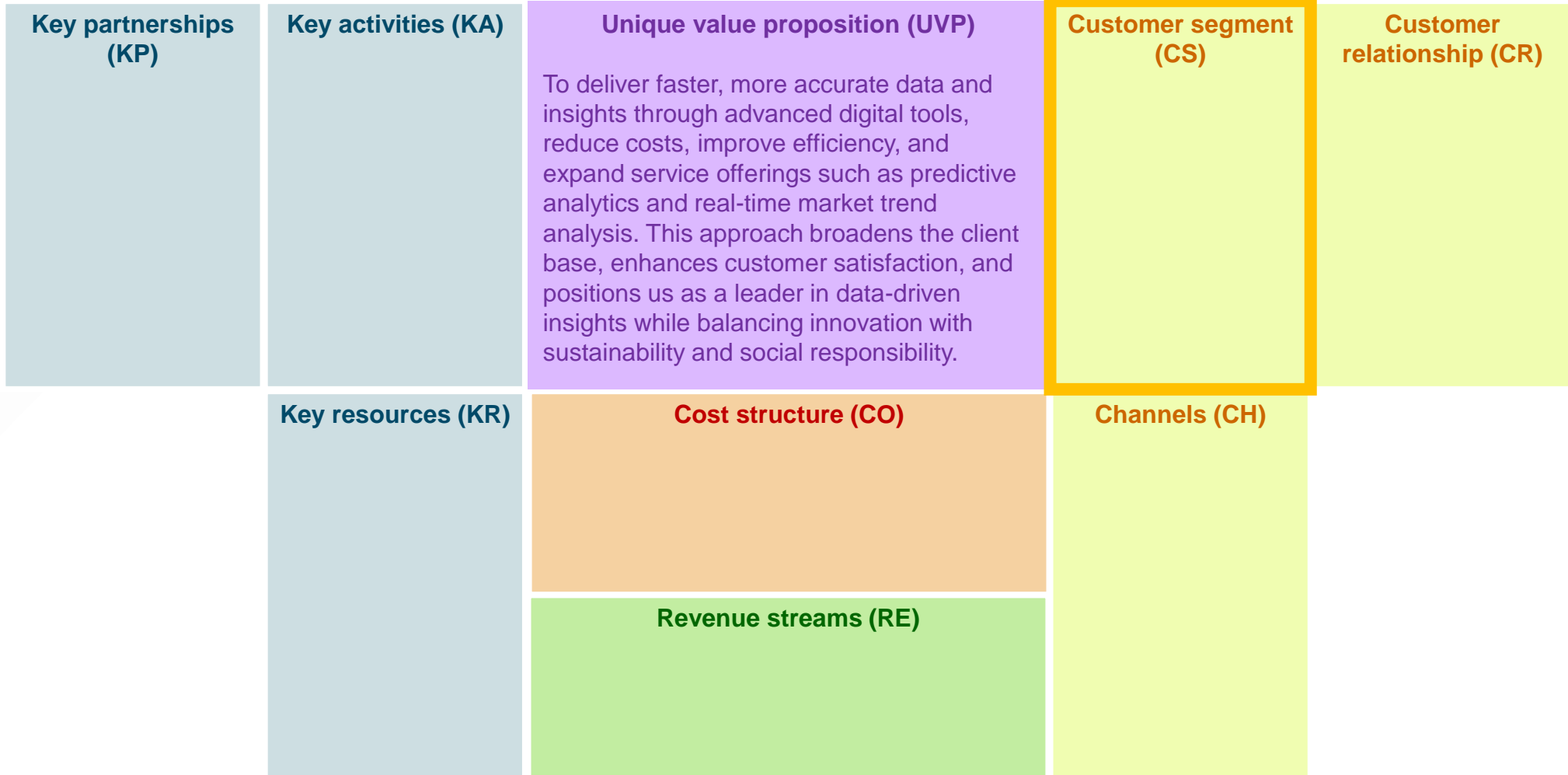
## Inside case study...

### Unique value proposition (UVP)

To lead this transformation, ERA launched an ambitious digital project in 2023, led by Deputy Director Kanan Hasanov. Running from January to December, **the project aimed to overhaul traditional workflows by integrating advanced digital tools, enhancing data processing capabilities, and expanding service offerings.** Central to this effort was the development of an online dashboard system for scalable data collection and the deployment of 200 tablet-based CAPI (Computer-Assisted Personal Interviewing) systems to digitize face-to-face interviews. **These innovations reduced operational costs by 20%, saved an estimated \$150,000 annually, and improved data synchronization speeds by 30%, reducing data processing times from 24 hours to 16 hours.** Additionally, **new digital mapping tools increased the accuracy of geospatial analysis by 35%, allowing ERA to provide clients with deeper, more strategic insights.** However, the shift to digital tools and infrastructure, such as online dashboards and tablet systems, also led to a 15% increase in electricity consumption for data centers and servers, contributing to a 10% rise in the company's overall carbon footprint.

The transformation led to several unexpected benefits, including **the introduction of new services like predictive analytics and real-time market trend analysis. These offerings helped generate an additional \$500,000 in revenue for the fiscal year, reflecting a 12% increase overall.** However, the increased reliance on digital platforms also led to a 20% rise in electronic waste (e-waste) from outdated or replaced devices like tablets and servers, amounting to approximately 300 kg of e-waste.

**ERA's enhanced digital capabilities also broadened its client base. The company experienced a 25% growth in new clients, particularly in the technology, e-commerce, and digital media sectors, which rely heavily on sophisticated data analytics. The addition of real-time analytics and user-friendly digital interfaces attracted 15 new clients, leading to a 20% increase in customer satisfaction.** Furthermore, **ERA's updated websites, mobile apps, and a 30% rise in social media engagement enabled the company to reach a younger, tech-savvy audience and enhance its overall digital presence.** However, the increased use of digital channels introduced additional energy demands, as maintaining new digital tools and infrastructure requires continuous power.





## Customer segment (CS)

### Description:

- Identifies specific target customer groups that benefit from digital tools and services.
- Tailors project offerings, such as real-time analytics and predictive modeling, to meet the unique needs and preferences of various customer groups.
- Aligns digital products, services, and communication strategies with the expectations of tech-savvy and data-driven clients, enhancing market competitiveness.

### Guiding Questions:

- Who are our most important customers for this digital transformation?
- How to tailor the offerings to meet the specific needs of different customer groups?
- What are the characteristics, needs, and preferences of primary, secondary, and emerging customer segments?

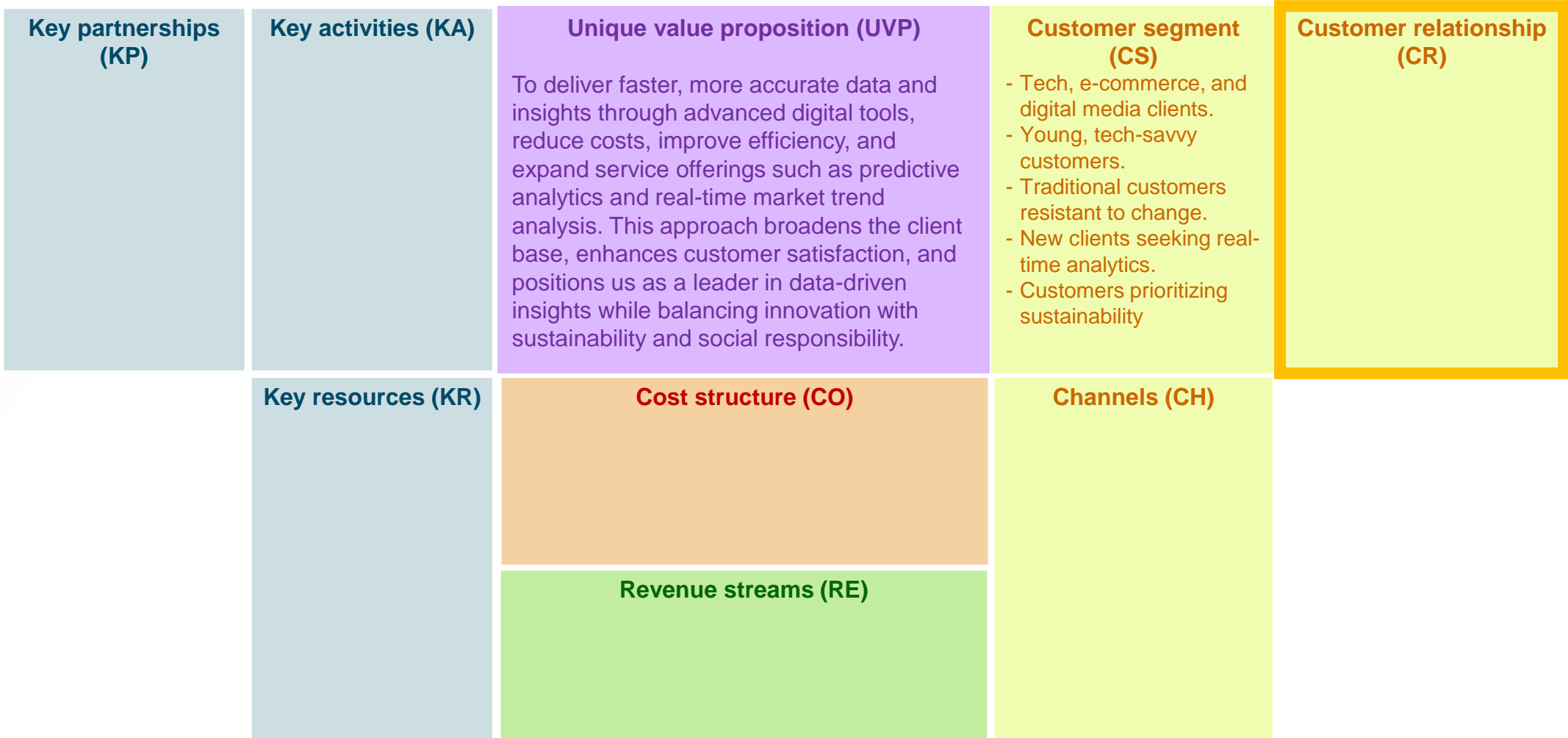
## Inside case study...

### Customer segment (CS)

To ensure broad support and alignment with the transformation, ERA conducted over **20 workshops for internal teams and external partners, involving more than 100 participants**. These workshops fostered collaboration, encouraged knowledge-sharing, and helped build a unified understanding of the project's objectives. By providing a forum to address concerns and gather feedback, ERA created a sense of shared ownership among stakeholders, which proved crucial in successfully implementing new tools and processes. However, **10% of long-standing customers resisted the shift to digital methods, preferring traditional approaches that relied on more resource-intensive practices**.

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## Customer relationship (CR)

### Description:

- Strategies to engage, attract, and retain customers through personalized digital communication, feedback integration, and dedicated support and training.
- Focuses on building loyalty and trust for long-term relationships by ensuring customers feel valued and confident in using new digital tools and services.
- Ensures the project's value is clearly communicated through various digital channels, enhancing customer engagement and fostering a strong connection between ERA and its clients.

### Guiding Questions:

- What types of relationships do the target customer segments expect, and how can digital tools support these expectations?
- How to build and maintain these relationships cost-effectively while utilizing digital platforms?
- How do these relationships enhance customer loyalty, retention, and satisfaction in a digital environment?



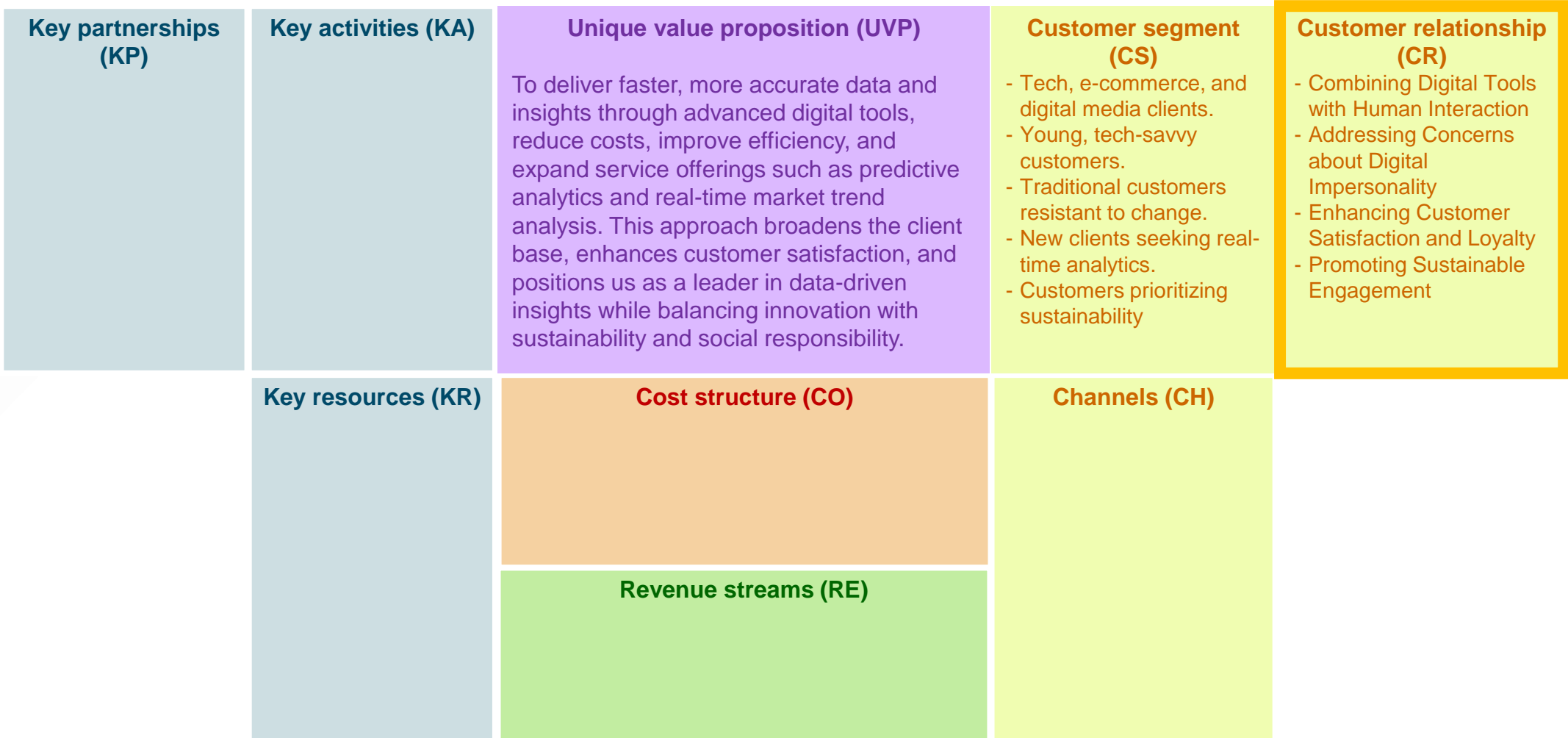
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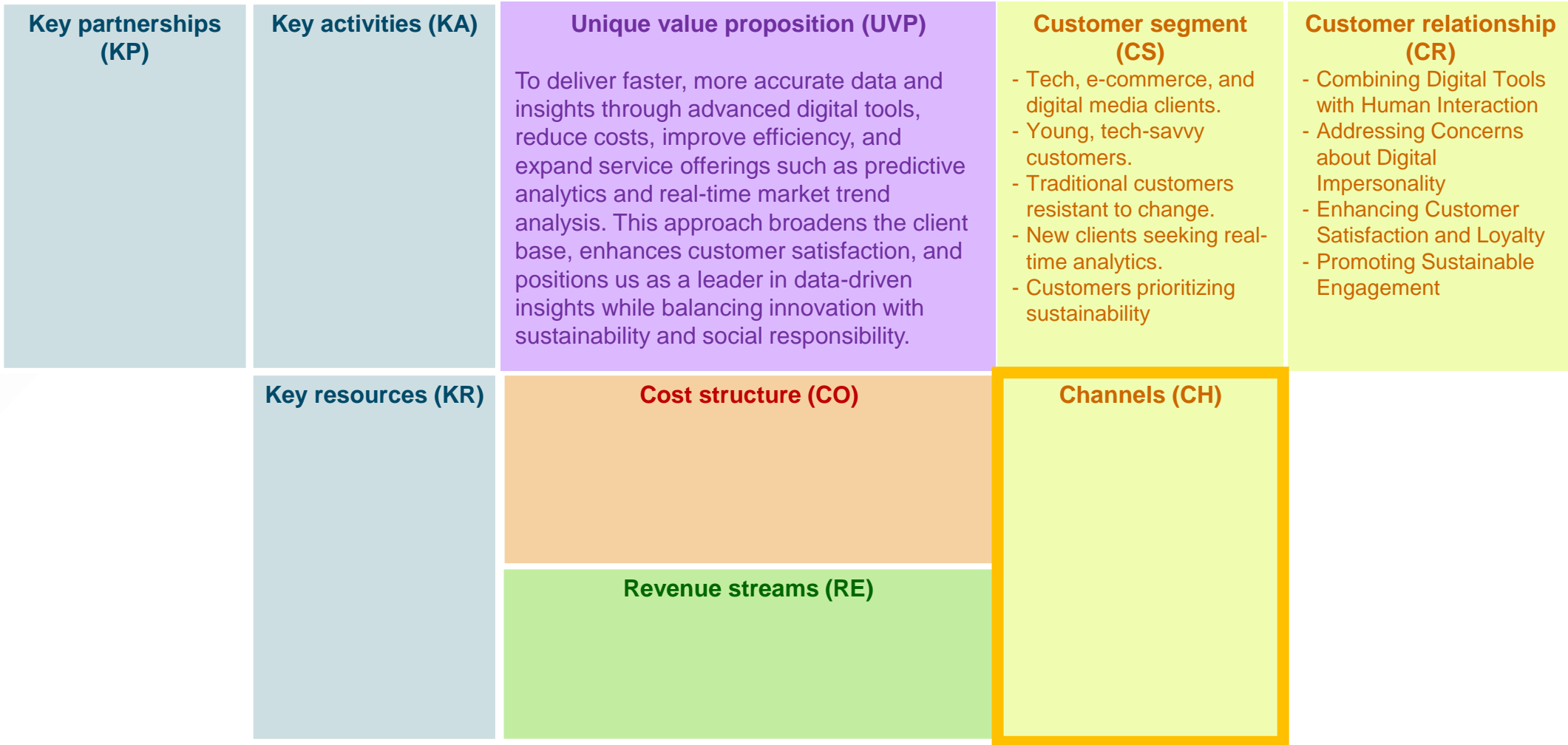
### Customer relationship (CR)

The transformation was not just about adopting new technologies; it was also about reshaping the company's culture to build stronger customer relationships. ERA understood that technology is only as effective as the people who use it, so they invested heavily in their employees to better serve customers. With an investment of \$300,000 in professional development, the company created tailored training programs, e-learning modules, and hands-on experiences to empower its 150 employees to embrace new digital tools and approaches. **This focus on human capital led to a 15% increase in employee engagement and a 10% boost in productivity**, enabling employees to deliver a more personalized customer experience using digital tools.

However, the digital transformation also introduced challenges in maintaining the same level of personalized interaction that some clients valued. **20% of customers surveyed felt that digital tools, while efficient, made their experience feel impersonal, which could reduce customer engagement and affect long-term relationships.** To address these concerns, ERA focused on maintaining a balance between digital efficiency and personal touch. **To gauge the impact of the digital transformation, ERA conducted comprehensive customer surveys.** The feedback was overwhelmingly positive: **85% of clients were satisfied with the speed and accuracy of the data provided by the new tools, and 70% appreciated the ease of using the user-friendly dashboards.** However, **10% of long-standing customers expressed hesitation about the digital shift, citing a preference for traditional methods.** This insight underscored the need for continued support and training to help all clients transition smoothly into the digital era while maintaining a balance between digital efficiency and personalized service.









## Channels (CH)

### Description:

- Outlines how ERA reached its customers through a combination of digital and traditional channels to maximize engagement.
- Includes distribution and communication methods, such as updated websites, mobile apps, social media, email marketing, and direct communication.
- Ensures effective customer engagement by balancing digital innovation with personalized service.

### Guiding Questions:

- Through which channels do the customer segments prefer to be reached, considering their varying digital maturity?
- Which channels are the most cost-effective in reaching different customer segments?
- How to optimize the channels for better market penetration and customer engagement while maintaining a balance between digital and traditional methods?

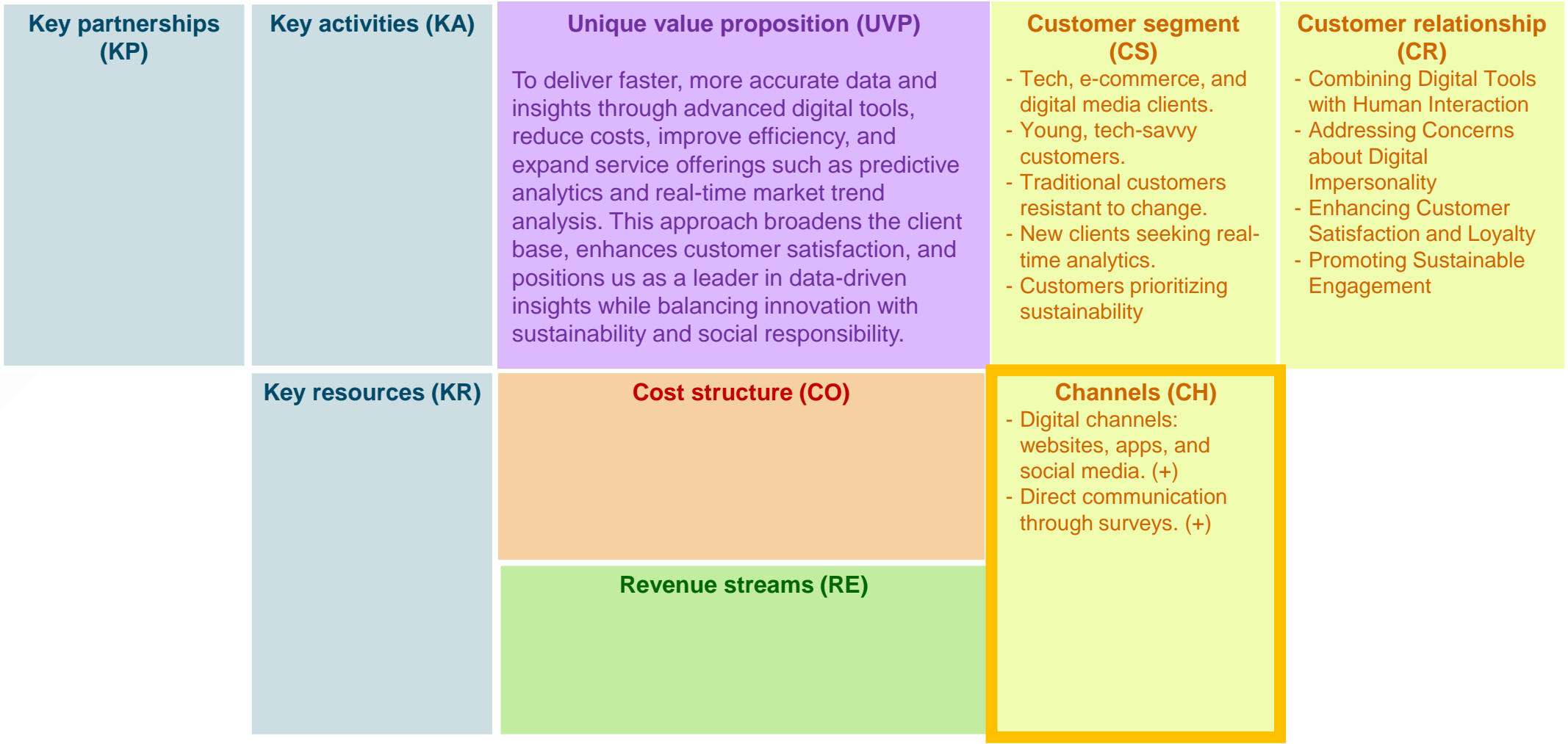
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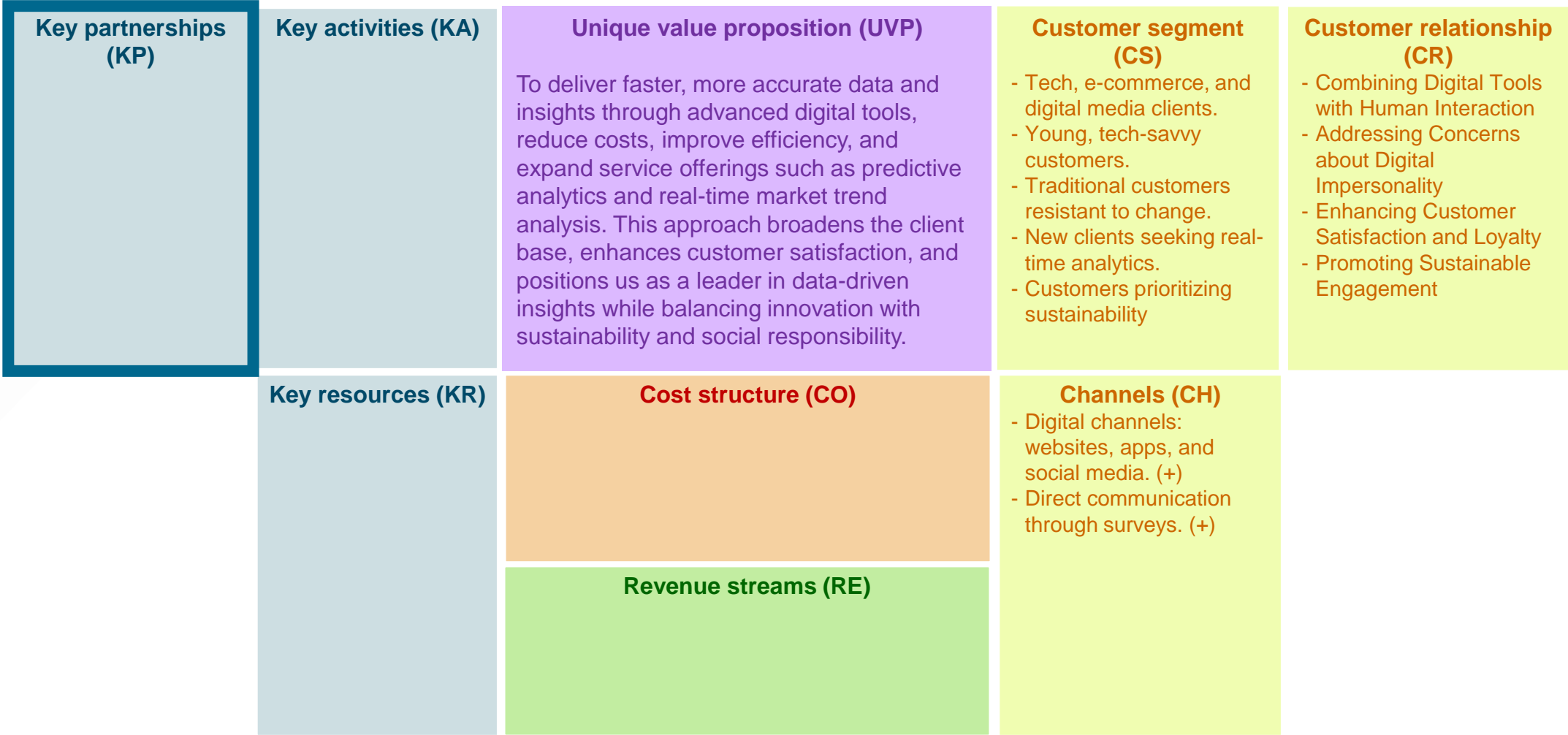
### Channels (CH)

ERA's enhanced digital capabilities also broadened its client base. The company experienced a **25% growth in new clients**, particularly in the technology, e-commerce, and digital media sectors, which rely heavily on sophisticated data analytics. **The addition of real-time analytics and user-friendly digital interfaces attracted 15 new clients, leading to a 20% increase in customer satisfaction.**

**Furthermore, ERA's updated websites, mobile apps, and a 30% rise in social media engagement enabled the company to reach a younger, tech-savvy audience and enhance its overall digital presence.** These digital channels were crucial in reaching new customer segments and maintaining engagement with existing clients. However, the increased use of digital channels introduced additional energy demands, as maintaining these platforms required intensive data storage and cooling systems, contributing to a **15% rise in energy consumption.**

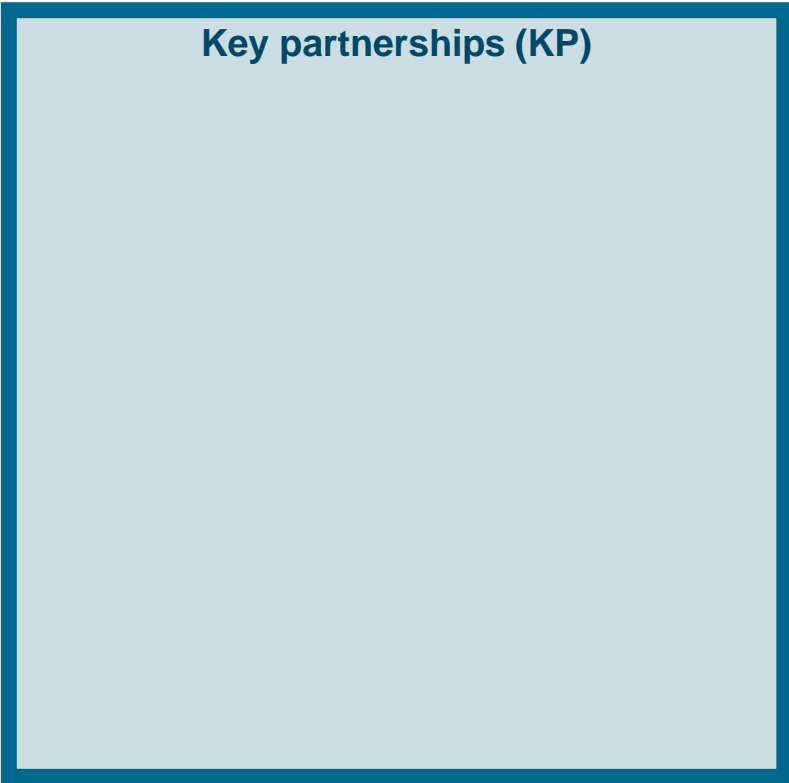
**To measure the impact of the digital transformation, ERA conducted comprehensive customer surveys.** The feedback was overwhelmingly positive: **85% of clients were satisfied with the speed and accuracy of the data provided by the new tools, and 70% appreciated the ease of using the user-friendly dashboards.** However, **10% of long-standing customers expressed hesitation about the digital shift, citing a preference for traditional methods.** This insight underscored the need for continued support and training to help all clients transition smoothly into the digital era while maintaining a balance between digital efficiency and personalized service.







## Key partnerships (KP)



### Description:

- Understanding these partnerships is essential for leveraging external expertise, resources, and opportunities for collaboration, which were critical to ERA's digital transformation success.
- Identifies the partners and suppliers who are crucial for supporting the business model, enabling ERA to integrate new technologies, ensure sustainability, and maintain a secure and efficient operation..

### Guiding Questions:

- Who are the key partners that provide necessary resources or perform critical activities for our digital transformation?
- What value do these partnerships bring to business model in terms of technology, sustainability, and expertise?
- How strengthen partnerships to enhance overall business success and maintain a competitive advantage?



## Inside case study...

### Key stakeholders (KS)

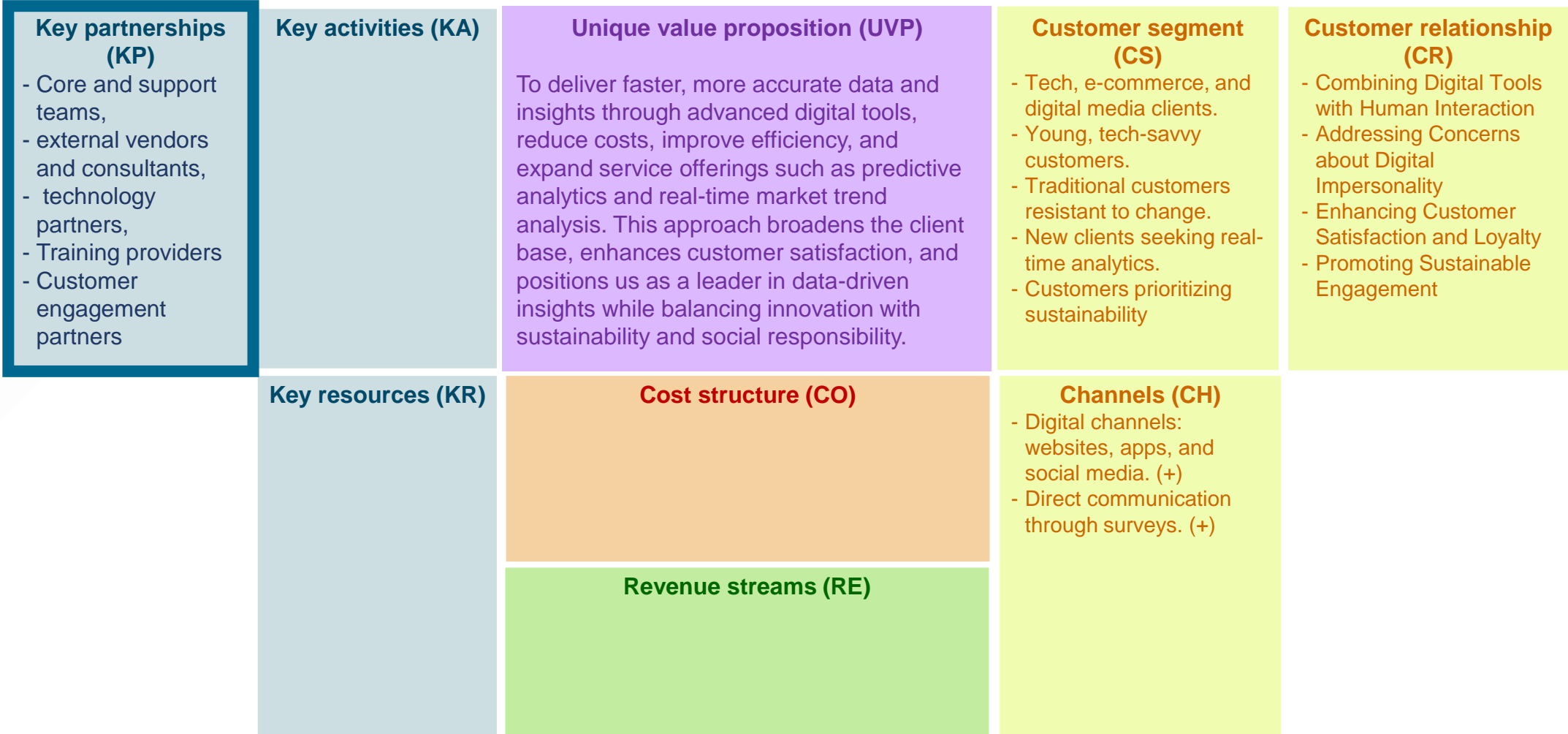
The project was guided by a core team of **10 key members**—including project managers, IT specialists, data analysts, and change management consultants—who managed day-to-day operations and strategic decisions. These internal stakeholders were crucial in implementing and driving the digital transformation forward.

To support this core team, an **auxiliary team of 15 to 20 members** provided technical assistance, conducted **30 training sessions**, and offered administrative support. This extended team ensured smooth execution and adoption of new digital tools across all levels of the organization.

ERA strategically integrated **20% external talent**, including technology vendors and consultants, to bring specialized knowledge and fresh perspectives. These partnerships were essential for the successful deployment of new digital solutions and maintaining high standards of service quality. However, not all suppliers initially met ERA's **high sustainability standards**, necessitating an additional **\$50,000 in resources** to improve their practices and align them with the company's goals.

In line with its environmental objectives, ERA made strategic shifts to **increase local sourcing by 15%**. The company partnered with suppliers known for strong environmental practices and corporate social responsibility (CSR) policies. Each supplier underwent rigorous assessments to ensure compliance with sustainability standards, including renewable energy use and waste minimization. Despite initial challenges, these efforts were vital in supporting ERA's commitment to sustainability and enhancing its brand reputation.







### Key partnerships (KP)

- Core and support teams,
- external vendors and consultants,
- technology partners,
- Training providers
- Customer engagement partners

### Key activities (KA)

### Unique value proposition (UVP)

To deliver faster, more accurate data and insights through advanced digital tools, reduce costs, improve efficiency, and expand service offerings such as predictive analytics and real-time market trend analysis. This approach broadens the client base, enhances customer satisfaction, and positions us as a leader in data-driven insights while balancing innovation with sustainability and social responsibility.

### Customer segment (CS)

- Tech, e-commerce, and digital media clients.
- Young, tech-savvy customers.
- Traditional customers resistant to change.
- New clients seeking real-time analytics.
- Customers prioritizing sustainability

### Customer relationship (CR)

- Combining Digital Tools with Human Interaction
- Addressing Concerns about Digital Impersonality
- Enhancing Customer Satisfaction and Loyalty
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### Key resources (KR)

### Cost structure (CO)

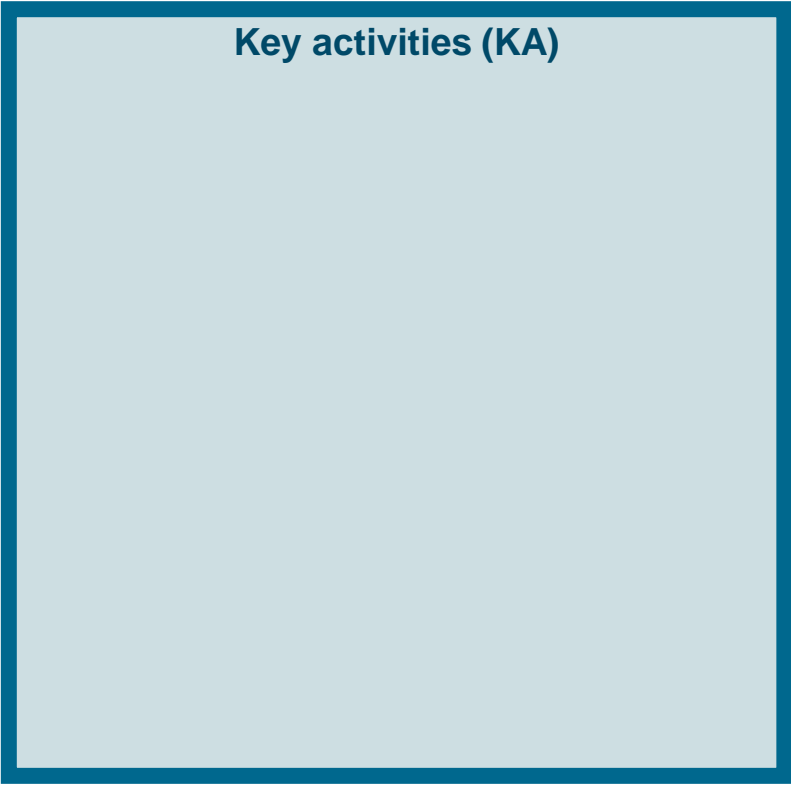
### Revenue streams (RE)

### Channels (CH)

- Digital channels: websites, apps, and social media. (+)
- Direct communication through surveys. (+)



### Key activities (KA)



#### Description:

- Describes the critical activities ERA undertook to successfully implement its digital transformation, including developing digital tools, training employees, engaging with customers, enhancing cybersecurity, and managing key partnerships.
- Identifies the core functions that enabled ERA to adopt new technologies and improve operational efficiency while maintaining high levels of customer satisfaction and trust.

#### Guiding Questions:

- What are the key activities necessary to support ERA's digital transformation strategy?
- How do these activities contribute to the organization's goals of improving efficiency, customer engagement, and technological adoption?
- How can these activities be optimized or expanded to ensure continued success in the digital marketplace?

## Inside case study...

### Key activities (KA)

ERA's digital transformation involved several essential activities:

#### **Managing Day-to-Day Operations and Strategic Decisions:**

A core team of **10 key members**—including project managers, IT specialists, data analysts, and change management consultants—was responsible for overseeing daily operations and making strategic decisions to drive the digital transformation forward. This team played a crucial role in ensuring organizational alignment and the successful execution of the transformation plan.

#### **Employee Training and Capacity Building:**

To support the core team, an auxiliary team of **15 to 20** members provided technical assistance, conducted **30 training sessions**, and offered administrative support. These efforts focused on training employees to use new digital tools effectively, resulting in a workforce that was well-prepared to adopt and implement the changes.

#### **Partnership Management:**

ERA strategically integrated **20% external talent**, including technology vendors and consultants, to bring in specialized knowledge and innovative perspectives. This approach was essential for deploying new digital solutions, maintaining high service standards, and ensuring continuous improvement.

#### **Customer Engagement and Feedback Collection:**

The company prioritized engaging with customers by conducting comprehensive surveys to gather feedback and insights. This activity enabled ERA to refine its digital offerings based on real user experiences and ensure they aligned with customer needs and preferences, thus driving higher customer satisfaction.

#### **Cybersecurity Enhancements:**

As part of its digital transformation, ERA invested in upgrading cybersecurity measures to protect data integrity and maintain trust. Enhancing cybersecurity was critical in supporting the transition to a digital-first approach and safeguarding both internal and customer data.



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- Development and integration of digital tools
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### Key resources (KR)



#### Description:

- Identifies the essential resources required for ERA's digital transformation, including digital infrastructure, human capital, financial resources, partnerships, and customer data.
- Highlights how these resources were leveraged to support new technology integration, employee training, customer engagement, and overall operational efficiency.

#### Guiding Questions:

- What key resources were necessary to drive ERA's digital transformation successfully?
- How do these resources contribute to achieving ERA's goals of innovation, efficiency, and customer satisfaction?
- How can ERA optimize or expand these resources to maintain its competitive edge in the digital landscape?



## Inside case study...

### Key resources (KR)

ERA Marketing Centre's digital transformation was powered by a strategic allocation and utilization of key resources that enabled the organization to successfully navigate its journey toward becoming a digitally advanced and sustainable enterprise.

The foundation of this transformation lay in its **digital infrastructure**. ERA invested heavily in advanced digital tools, such as software platforms, cloud services, and cybersecurity systems, that provided the backbone for new digital capabilities. These investments allowed ERA to deploy scalable data collection systems, integrate real-time analytics, and enhance overall service offerings.

**Human capital** was another critical resource. A core team of dedicated project managers, IT specialists, data analysts, and change management consultants were essential in leading the transformation. Their expertise enabled the seamless adoption of new technologies and maintained operational continuity. Supporting them was an auxiliary team that delivered technical support and conducted extensive training sessions to upskill employees, ensuring everyone was equipped to handle the new digital tools effectively.

ERA also leveraged its **financial resources** strategically, allocating substantial budgets to technology investments and employee training. A specific fund was dedicated to training programs, e-learning modules, and workshops, which played a crucial role in enhancing staff competencies and engagement. Additional financial investments were made to bring suppliers up to high sustainability standards, underscoring ERA's commitment to responsible digital growth.

**Partnership networks** played a key role in the transformation. Collaborations with external technology vendors, consultants, and training providers brought specialized expertise into ERA's operations, accelerating the deployment of new digital solutions and ensuring high service standards were maintained. These partnerships were instrumental in providing the necessary knowledge and tools that ERA needed to thrive in a digital landscape.

Finally, **customer data and insights** were indispensable resources that guided ERA's transformation strategy. Continuous customer feedback was collected and analyzed to refine digital tools and services, ensuring they met customer needs and enhanced satisfaction. These insights helped ERA make data-driven decisions that increased customer loyalty and retention.

By strategically managing these key resources — digital infrastructure, human capital, financial resources, partnership networks, and customer insights — ERA was able to lead a successful digital transformation, positioning itself as a leader in its industry while maintaining a commitment to sustainability and customer-centric growth.





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## Cost structure (CO)

### Description:

- Identifies the major costs involved in ERA's digital transformation, including investments in digital infrastructure, human capital development, technology acquisition, cybersecurity enhancements, and customer engagement activities.
- Highlights how these costs are managed to ensure they align with the organization's goals of innovation, operational efficiency, and maintaining a competitive edge in the digital landscape.

### Guiding Questions:

- What are the primary cost components associated with ERA's digital transformation strategy?
- How do these costs contribute to achieving ERA's goals of digital innovation, customer satisfaction, and market competitiveness?
- How can ERA optimize its cost structure to ensure sustainable growth and continued investment in digital capabilities?

## Inside case study...

### Cost structure (CO)

ERA Marketing Centre's digital transformation journey was strategically managed to align with the organization's goals of innovation, operational efficiency, and market competitiveness. Every investment was carefully planned to support sustainable growth and maintain a competitive edge.

#### Key Investments:

**1. Digital Infrastructure:** A substantial initial investment of **\$700,000** was made to build a robust digital foundation, including software licenses, advanced hardware, cloud services, and state-of-the-art cybersecurity systems. These investments were crucial in enabling ERA to leverage new digital capabilities, such as real-time data analytics and secure communication platforms, which are central to its transformation strategy.

**2. Human Resource Development:** Recognizing that technology adoption requires skilled personnel, ERA allocated **\$300,000** for employee training programs, e-learning modules, and hands-on workshops. This investment ensured that employees were proficient in new digital tools, fostering a culture of continuous learning and adaptability.

**3. Technology and Cybersecurity Enhancements:** To safeguard the new digital environment, ERA invested heavily in technology and cybersecurity measures. These enhancements included cutting-edge security solutions and rigorous protocols to protect sensitive data, ensuring client and partner trust in a secure digital space.

**4. Customer Engagement and Marketing:** To ensure the success of its digital initiatives, ERA directed resources towards comprehensive customer surveys and targeted digital marketing campaigns, enhancing customer understanding and satisfaction.

**5. Partnership and Supplier Management:** ERA collaborated closely with external technology vendors, consultants, and sustainability-focused suppliers, with an additional investment of **\$50,000** to align suppliers with ERA's sustainability goals.

**6. Operational Costs:** ERA managed its operational costs by optimizing energy consumption, managing data storage efficiently, and promoting sustainable practices. **Annual energy costs were estimated at \$30,000** to support these efforts.

#### Outcome:

Through these strategic investments and a focus on managing costs effectively, ERA successfully navigated its digital transformation, maintaining a competitive edge in a rapidly evolving market environment.



### Key partnerships (KP)

- Core and support teams,
- external vendors and consultants,
- technology partners,
- Training providers
- Customer engagement partners

### Key activities (KA)

- Development and integration of digital tools
- Employee training and capacity building
- Customer engagement and feedback collection
- Cybersecurity enhancements:
- Partnership management

### Unique value proposition (UVP)

To deliver faster, more accurate data and insights through advanced digital tools, reduce costs, improve efficiency, and expand service offerings such as predictive analytics and real-time market trend analysis. This approach broadens the client base, enhances customer satisfaction, and positions us as a leader in data-driven insights while balancing innovation with sustainability and social responsibility.

### Customer segment (CS)

- Tech, e-commerce, and digital media clients.
- Young, tech-savvy customers.
- Traditional customers resistant to change.
- New clients seeking real-time analytics.
- Customers prioritizing sustainability

### Customer relationship (CR)

- Combining Digital Tools with Human Interaction
- Addressing Concerns about Digital Impersonality
- Enhancing Customer Satisfaction and Loyalty
- Promoting Sustainable Engagement

### Key resources (KR)

- Digital infrastructure
- Human capital
- Financial resources
- Partnership networks
- Customer data and insights

### Cost structure (CO)

- Investment in digital infrastructure:
- Human resource development
- Technology and cybersecurity
- Customer engagement and marketing
- Partnership and supplier management
- Operational costs

### Revenue streams (RE)

### Channels (CH)

- Digital channels: websites, apps, and social media. (+)
- Direct communication through surveys. (+)





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### Revenue streams (RE)





## Revenue streams (RE)

### Description:

- Identifies the primary revenue streams generated from ERA's digital transformation, including new digital services, subscription models, consulting and training services, and premium offerings for sustainable practices.
- Highlights how these revenue streams contribute to sustaining the business model, supporting ongoing innovation, and enhancing customer satisfaction while ensuring long-term financial stability and growth.

### Guiding Questions:

- What are the primary sources of revenue for ERA following its digital transformation?
- How do these revenue streams align with the company's goals of digital innovation, customer engagement, and market growth?
- How can ERA develop new revenue streams or enhance existing ones to maintain a competitive edge and support future digital investments?

## Inside case study...

### Revenue streams (RE)

As ERA Marketing Centre continued its digital transformation, it successfully diversified its revenue streams to ensure sustainable growth and financial stability. The transformation enabled ERA to generate new sources of income through innovative digital services, creating a robust foundation for future growth in a competitive market landscape.

#### 1. Digital Service Fees:

Generated an additional **\$500,000** through new digital services, such as predictive analytics and real-time market trend analysis. These services attracted clients seeking advanced insights and faster decision-making tools, justifying premium pricing.

#### 2. Subscription Models:

Developed recurring revenue streams by targeting technology companies, digital media firms, and multinational clients. This model provided continuous access to updated data and analytics, ensuring a steady revenue flow and fostering long-term customer relationships.

#### 3. Consulting and Training Services:

Increased income from consulting engagements and specialized training programs designed to help clients maximize the value of ERA's digital capabilities. This positioned ERA as a leader in digital innovation while creating a new income source.

#### 4. Premium Offerings for Sustainable Practices:

Introduced premium pricing for services aligned with sustainable practices, such as efficient energy use and waste management. These offerings catered to environmentally conscious clients willing to pay a premium for specialized services.

#### 5. Expanded Digital Channels:

Enhanced digital presence through updated websites, mobile apps, and social media platforms, attracting younger, tech-savvy customers. This approach diversified ERA's revenue base by expanding market reach and tapping into new customer segments.

By strategically managing these diverse revenue streams, ERA ensured its financial stability and growth in a rapidly changing digital environment, aligning its revenue model with its digital transformation goals.





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