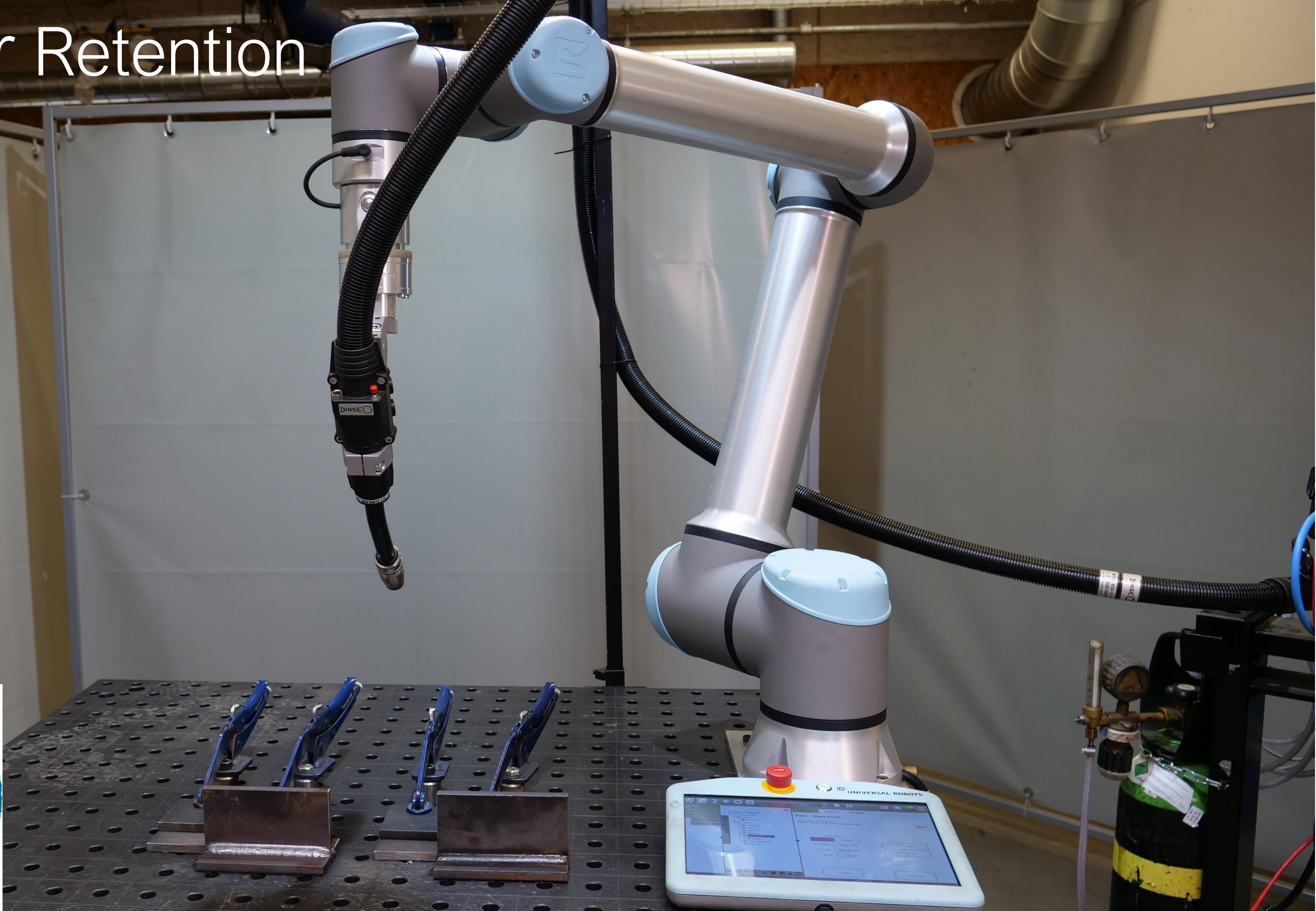


Customer Retention



Smooth Robotics

Key Partners 

Universal Robots

Manufactures of power sources

Key Activities 

Software development

Sales & marketing

Value Proposition 

User-friendly software

Integration to power sources

Customer Relationships 

Partnerships

Customer Segments 

Integrators

Key Resources 

Partner network

Software & documentation

Channels 

UR+ platform

Personal sales

Cost Structure 

Sales & marketing

Software development

%-share for integrators

Revenue Streams 

License sales

Business Model Shift

1. From license to software subscription
2. Direct access to end-customer
3. Lock-in of integrators with new revenue model and services via partner portal
4. Lock-in of end-customers with services via customer portal

Smooth Robotics

Key Partners 

Universal Robots

Manufactures of power sources

Key Activities 

Software development

Sales & marketing

Value Proposition 

User-friendly software

Integration to power sources

Customer Relationships 

Partnerships

Customer Segments 

Integrators

Key Resources 

Partner network

Software & documentation

Channels 

UR+ platform

Personal sales

Cost Structure 

Sales & marketing

Software development

%-share for integrators

Revenue Streams 

License sales

Subscription

Recurring revenues

Smooth Robotics

Key Partners 

Universal Robots

Manufactures of power sources

Key Activities 

Software development

Sales & marketing

Value Proposition 

User-friendly software

Integration to power sources

Customer Relationships 

Partnerships

Customer Segments 

Integrators

End customers

Key Resources 

Partner network

Software & documentation

Customer database

Ownership of end customer

Channels 

UR+ platform

Personal sales

Integrators

Cost Structure 

Sales & marketing

Software development

%-share for integrators

Revenue Streams 

License sales

Subscription

Recurring revenues

Smooth Robotics

Key Partners 

Universal Robots

Manufactures of power sources

Key Activities 

Software development

Sales & marketing

Key Resources 

Partner network

Software & documentation

Customer database

Ownership of end customer

Value Proposition 

User-friendly software

Integration to power sources

Customer Relationships 

Partnerships

Integrator & customer portal

lock-in

Channels 

UR+ platform

Personal sales

Integrators

Customer Segments 

Integrators

End customers

Cost Structure 

Sales & marketing

Software development

%-share for integrators

Revenue Streams 

License sales

Subscription

Recurring revenues