



Business Model Components Map

It represents how a company intends to create value.

Company Value

Market Value · Expectations
Earning-Capacity Value · Free Cash Flows
Asset Values
Customer Base
Moat (Defendability) of Business Model

Customer Relationship (Value Proposition)

Markets

Home market / key markets
Market size & market share
Entry barriers
Distance and presence
Local / cultural knowledge

Company Internal (Value Origination)

Owners & Capital

Ownership behavior
Capital usage and invest
(Non-)Profit objectives
Investment horizon · Liquidity
Protection of the reputation

Environment, Society, Governance

Societal contributions · Values and behavior
Technological, cultural, societal trends, developments and changes
Expectations, needs & demands of market participants
Market barriers, rules, governance, regulations & compliance,
legal requirements, authoritative taxes & expenses

Competition

Comparison and reaction
Product & value analysis
Customer & market base
Strength & weaknesses
Size & financial situation

Assets

Customer base · collaborating teams and work force · operational competence and deep knowledge, experience · brand name, culture · physical assets, intangible assets, patents · cash, financial assets, reserves, data

Branding & Marketing

Differentiation / recognition
USP / promises
Values / belief sets

Company Mgt. & Organization

Vision, culture & identity · success factors, master plan · strategic support
Efficient organizational model · waste-free collaboration of resources
Decision taking, leadership, agility, digital capability, sustainability
Mgt of complexity, ownership · modularization and clarity
New products / developments for future company prosperity

Cost Mgt. of

Operations, production and functions · resources · funding
Branding & marketing
Sales & administration
Delivery, logistics, distribution

Partners for

Pursuing common objectives, eg sales, production, servicing
Longer-term relationship
Mutual trust

Value Generation

Operating Income, Profit, Cash Flow & Liquidity

Solid income and cash flow from core business
Reasonable asset investments
Stringent liquidity management

Customers

Potential customers
New / existing customers
Known / unknown customers
Conversions, retention, lock-in
Network effects, communities

Products & Cust. Benefit

Product idea / innovation
Design / concept thinking
Primary product line
Secondary product line
Products / platforms for new, existing or repeat customers
Life cycles and horizons

Operations &

Sales
Product management
Production (Value-Added-Chain)
Fulfillment

Resources

Human skills & ingenuity, power to innovate, labor and workforce, brand, data, AI, analytics, robotics, IT-systems, communication, technology, infrastructure, factories, machines, buildings, equipment, supplies, raw materials and components, energy, water, power, financial liquidity and capital

Services from

External specialists for internal operations or functions
Expertise
Reasonability
Availability

Revenue Generation

Reach out to and connect with customers
Ability to sell and cross-sell
Monetization of customer base
Secondary income
Income from contributions or preventions

Channels & Pricing

Value- / cost-based
Algorithmic- / market-based
Subscription / freemium

Functions

Resources management functions
Internal service functions
Control functions

(incl. Assets)

Suppliers & Supplies of

Components, parts & material
Delivery capability & reliability
Quality standards

Company External (Value Contribution)



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