# Business Model Components Map

"Finish" <b>Г</b>	Company Value Market Value · Expectations Earning-Capacity Value · Free Cash Flows Asset Values Customer Base Moat (Defendability) of Business Model		Markets Home market / key markets Market size & market share Entry barriers Distance and presence Local / cultural knowledge	Value Chai	Ownership behavior Capital usage and invest (Non-)Profit objectives Investment horizon · Liquidity Protection of the reputation	<b>Environment, Society, Governance</b> Societal contributions · Values and behavior Technological, societal trends, developments and changes Expectations, needs & demands of market participants Market barriers, rules, governance, regulations & compliance, legal requirements, authoritative taxes & expenses			<b>Competition</b> Comparison and reaction Product & value analysis Customer & market base Strength & weaknesses Size & financial situation
	Asset Building 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		Vision, culture & identity · success fa Efficient organizational model · was Decision taking, leadership, agility, Mgt of complexity, ownership · mo New products / developments for f	dularization and clarity	<b>Cost Mgt</b> of Operations, production and functions · resources · funding Branding & marketing Sales & administration Delivery, logistics, distribution		<b>Partners</b> for Pursuing common objectives, eg sales, production, servicing Longer-term relationship Mutual trust
	Operating Income, Profit,		Customers Potential customers	Assets beco	Products with	Operations & Sales	Resources		Services from External specialists for internal
Value Generation	Cash Flow & Liquidity Solid income and cash flow from core business Reasonable asset investments Stringent liquidity management	Value Proposition	New / existing customers Known / unknown customers Conversions, retention, lock-in Network effects, communities	Value Origination		Product management Production (Value-Added-Chain) Fulfillment Functions Resources management functions Internal service functions Control functions	(incl. Assets) Human skills & ingenuity, R&D, power to innovate, labor and workforce, brand, data, Al, analytics, robotics, IT-systems, communication, technology, infrastructure, factories, machines, buildings, equipment, supplies, raw materials and components, energy, water, power, financial liquidity and capital	Value Contribution	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						Suppliers & Supplies of Components, parts & material Delivery capability & reliability Quality standards
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## "Start'

## Priorities for Startups

## Business Model Components Map It represents how a company intends to create value. Company Value Market Value · Expectations Competition **Owners & Capital** Environment, Society, Governance Markets "Finish" Societal contributions · Values and behavior Home market / key markets Ownership behavior Comparison and reaction Earning-Capacity Value · Free Cash Flows Product & value analysis Market size & market share Capital usage and invest Technological, societal trends, developments and changes Asset Values (Non-)Profit objectives Expectations, needs & demands of market participants Entry barriers Customer & market base Investment horizon · Liquidity Customer Base Distance and presence Market barriers, rules, governance, regulations & compliance, Strength & weaknesses Moat (Defendability) of Business Model Size & financial situation Local / cultural knowledge Protection of the reputation legal requirements, authoritative taxes & expenses Value Chain (right to left) Branding & **Asset Building** Company Mgt, Organization, Culture Cost Mgt of Partners for Vision, culture & identity · success factors, master plan · strategic support Efficient organizational model · waste-free collaboration of resources Customer base · collaborating teams and work Operations, production and Pursuing common objectives, Marketing force · operational competence and deep functions · resources · funding eg sales, production, servicing Differentiation / recognition Decision taking, leadership, agility, digital capability, sustainability knowledge, experience · brand name, culture · Branding & marketing Longer-term relationship physical assets, intangible assets, patents · cash, USP / promises Mgt of complexity, ownership · modularization and clarity Sales & administration Mutual trust New products / developments for future company prosperity financial assets, reserves, data Values / belief sets Delivery, logistics, distribution Assets become Resources Operating Income, Profit, Customers Products with **Operations &** Resources Services from Cash Flow & Liquidity Solid income and cash flow from core business External specialists for internal Potential customers Sales (incl. Assets) Cust. Benefit Contribution Product management New / existing customers operations or functions sition Generation Origination Known / unknown customers Product idea / innovation Human skills & ingenuity, R&D, Production Expertise (Value-Added-Chain) power to innovate, labor and Reasonable asset investments Conversions, retention, lock-in Design / concept thinking Reasonability workforce, brand, data, Al, Stringent liquidity management Network effects, communities Primary product line Fulfillment Availability Secondary product line analytics, robotics, IT-systems, O communication, technology, Products / platforms for new, ŏ Pro existing or repeat customers Channels & infrastructure, factories, Suppliers & **Revenue Generation** Functions Life cycles and horizons machines, buildings, Pricing equipment, supplies, raw Supplies of Reach out to and connect with customers **Resources management** Value | Value ( Value Value Ability to sell and cross-sell materials and components, functions Value- / cost-based Internal service functions Components, parts & material Monetization of customer base energy, water, power, Algorithmic- / market-based Control functions Delivery capability & reliability financial liquidity and capital Secondary income Income from contributions or preventions Subscription / freemium Ouality standards

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