

BM CM Business Model Components Map

It represents how a company intends to create value.

“Finish”

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

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, 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

Value Chain (right to left)

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

Company Mgt, Organization, Culture

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

Assets become Resources

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 with 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 & Functions

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

Resources (incl. Assets)

Human skills & ingenuity, R&D, 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

Value Origination

Functions

Resources management functions
Internal service functions
Control functions

Value Contribution

Suppliers & Supplies of

Components, parts & material
Delivery capability & reliability
Quality standards

Value Generation

Value Proposition

↑ “Start”

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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	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, 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
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Value Chain (right to left)

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	Company Mgt, Organization, Culture 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
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Assets become Resources

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 with 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 & Functions Sales Product management Production (Value-Added-Chain) Fulfillment Resources management functions Internal service functions Control functions	Resources (incl. Assets) Human skills & ingenuity, R&D, 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
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Value Proposition

Value Origination

Value Contribution

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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