

»The proof of the Business Model is in its calculation.«



Business Model Benchmark Map

against this map, best-in-class or competitors

Company Value

Economic Value Added (EVA)
Earning-Capacity Value
Market Value
Asset Value

Customers

Potential customers
New / existing customers
Known / unknown customers
Conversions

Company Management & Organization

Master plan and empowerment for strategic developments
Waste-free organization of operational interaction of resources
Decision taking, adaptation, agility, digital capability, and sustainability
Management of complexity through ownership, modularization and visualization
New product exploration / development to secure future company prosperity

Competition

Observation / comparison
Financial situation
Strength / weaknesses
Product analysis
Customer base

Operating Income, Cash Flow & Profit

Financial health
Stringent cash management

Markets

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

Products & Customer Benefit

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

Operations & Fulfillment

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

Assets & Resources

Knowledge, experience, power to innovate, patents, labor and workforce, brand, customers, communication, information, IT-systems, infrastructure, factories, machines, buildings, equipment, supplies, raw materials and components, energy, water, power, financial liquidity and capital

Partners

Common interests
Longer-term relationship
Mutual trust

Revenue Generation

Reach out to and connect with customers
Ability to sell and cross-sell
Monetization of customer reach

Branding & Marketing

Differentiation / recognition
USP / promises
Values / belief sets

Company Internal

Functions

Resources management functions
Internal service functions
Control functions

Services

Insourcing / Outsourcing
Expertise
Reasonability
Availability

Company External

Cost Efficiency of

Operations / production and functions
Delivery, logistics, distribution
Branding & marketing
Sales & administration
Funding

Channels & Pricing

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



Suppliers & Supplies

Delivery capability
Reliability
Quality standards

Customer Relationship

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