

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



Business Model Components Map

It represents how a company intends to create value.

Company Value

Market Value
Customer Base
Earning-Capacity Value / Free Cash Flows
Asset Value
Moat (Defendability)

Markets

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

Environment, Society, Governance (ESG)

Non-profit objectives and societal contributions
Value and behavior · limits of the justifiable · protection of the reputation
Technological, cultural, societal trends, developments and changes
Expectations, needs & demands of market participants
Market barriers, rules, governance, regulations & compliance, authoritative taxes & expenses

Competition

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

Operating Income, Profit, Cash Flow & Liquidity

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

Branding & Marketing

Differentiation / recognition
USP / promises
Values / belief sets

Company Management & Organization

Vision, mission, culture & identity · success factors, master plan and empowerment of 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

Partners for

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

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

Customers

Potential customers
New / existing customers
Known / unknown customers
Conversions
Network effects

Products & Cust. Benefit

Product idea / innovation
Design / concept thinking
Primary product line
Secondary product line
Products 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, power to innovate, labor and workforce, brand, data, AI, analytics, robotics, IT-systems, communication, 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

Cost Management of

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

Channels & Pricing

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

Assets

Customer Base, patents, physical assets, knowledge, experience

Suppliers & Supplies of

Components, parts & material
Delivery capability & reliability
Quality standards

Customer Relationship (Value Proposition)

Company Internal (Value Origination)

Company External (Value Contribution)

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