

»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

## 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,  
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, 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 (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

## Functions

Resources management  
functions  
Internal service functions  
Control functions

## 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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