

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)

Assets

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 product invests / developments for future company prosperity

Cost Mgt of

Operations, production and functions · resources · funding
Branding & marketing
Sales & General & Admin
Delivery, logistics, distribution

Partners for

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

Assets can 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 &

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

Resources & Asset Use

Intangibles: power to innovate, human skills & ingenuity, labor & workforce, R&D, AI, data, analytics, brand, organization, communication, fin. liquidity

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

Sales & Channels

Lead conversion, distribution, direct / indirect / online channels, negotiation

& Pricing

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

Functions

Resources management functions
Internal service functions
Control functions

Suppliers & Supplies of

Tangibles: infrastructure, technology, robotics, IT-systems, factories, machines, buildings, equipment, supplies, raw materials and components, energy, water, power,

Suppliers & Supplies of

Components, parts & material
Delivery capability & reliability
Quality standards

Value Generation

Value Proposition

Value Origination

Value Contribution

↑ “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)

Assets 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 product invests / 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 can 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 & Pricing Product idea / innovation Design / concept thinking Primary product line Secondary product line Products / platforms for new, existing or repeat customers Life cycles and horizons Value- / cost-based Algorithmic- / market-based Subscription / freemium	Operations & Functions Sales Product management Production (Value-Added-Chain) Fulfillment Resources management functions Internal service functions Control functions	Resources & Asset Use Intangibles: power to innovate, human skills & ingenuity, labor & workforce, R&D, AI, data, analytics, brand, organization, communication, fin. liquidity Tangibles: infrastructure, technology, robotics, IT-systems, factories, machines, buildings, equipment, supplies, raw materials and components, energy, water, power,	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	Sales & Channels Lead conversion, distribution, direct / indirect / online channels, negotiation	Suppliers & Supplies of Components, parts & material Delivery capability & reliability Quality standards
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