



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 & Cust.

Home / key markets, barriers
Network effects, communities
Size & share, local & cultural
Distance & presence
Segmentation

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

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

New, existing, (un)known
customers, negotiation
Lead conversion, distribution,
Direct, indirect, online channels
B2C, B2B, ...

Products with Customer Benefit

Product idea / innovation
Design / concept thinking
Product management
Life cycles and horizons
Primary / secondary prod. lines
Products / platforms for new,
existing or repeat customers

Operations

Mgt of Value-Chain
Production
Manufacturing
Inventory Management
Processes
Optimizations
Fulfillment
Quality Management

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

Suppliers & Supplies of

Components, parts & material
Delivery capability & reliability
Quality standards

Value Origination

Value Proposition

Operating Income, Profit, Cash Flow & Liquidity

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

Customer Serv.

Customer advocates
Customer journey & satisfaction
Existing customers
Loyalty, repeat customer
Conversions, retention, lock-in

& Pricing

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

& Functions

Resources mgt functions
Internal service functions
Control functions

Value Contribution

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