# Business Model Components Map

"Finish"

Value Generation

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Company Value Market Value · Expectations Earning-Capacity Value · Free Cash Flows Asset Values Customer Base Moat (Defendability) of Business Model	<b>Markets</b> 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	<b>Environment, Society, Governance</b> 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			<b>Competition</b> Comparison and reaction Product & value analysis Customer & market base Strength & weaknesses Size & financial situation
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		n (right to left) 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		<b>Cost Mgt</b> of Operations, production and functions · resources · funding Branding & marketing Sales & General & Admin Delivery, logistics, distribution		<b>Partners</b> for Pursuing common objectives, eg sales, production, servicing Longer-term relationship Mutual trust
Operating Income, Profit, Cash Flow & Liquidity Solid income and cash flow from core business Reasonable asset investments Stringent liquidity management	Potential custor New / existing Known / unkno Conversions, re Network effects	ers customers customers etention, lock-in s, communities	become Resources 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 & Pricing Value- / cost-based Algorithmic- / market-based Subscription / freemium	<b>Operations &amp;</b> Sales Product management Production (Value-Added-Chain) Fulfillment	Resources & Asset Use Intangibles: power to innovate, human skills & ingenuity, labor & workforce, R&D, Al, 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,	Value Contribution	Services from External specialists for internal operations or functions Expertise Reasonability Availability
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 & Channe Lead conversio direct / indirec channels, nego	els on, distribution, t / online		Functions Resources management functions Internal service functions Control functions			Suppliers & Supplies of Components, parts & material Delivery capability & reliability Quality standards

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## Priorities for Startups

## Business Model Components Map It represents how a company intends to create value. Company Value Market Value · Expectations Environment, Society, Governance Competition **Owners & Capital** Markets "Finish" Societal contributions · Values and behavior Home market / key markets Ownership behavior Comparison and reaction Earning-Capacity Value · Free Cash Flows Product & value analysis Market size & market share Capital usage and invest Technological, societal trends, developments and changes Asset Values (Non-)Profit objectives Expectations, needs & demands of market participants Entry barriers Customer & market base Investment horizon · Liquidity Customer Base Distance and presence Market barriers, rules, governance, regulations & compliance, Strength & weaknesses Moat (Defendability) of Business Model Size & financial situation Local / cultural knowledge Protection of the reputation legal requirements, authoritative taxes & expenses Value Chain (right to left) Branding & Company Mgt, Organization, Culture Cost Mgt of Assets Partners for Vision, culture & identity · success factors, master plan · strategic support Efficient organizational model · waste-free collaboration of resources Customer base · collaborating teams and work Operations, production and Marketing Pursuing common objectives, force · operational competence and deep functions · resources · funding eg sales, production, servicing Differentiation / recognition Decision taking, leadership, agility, digital capability, sustainability knowledge, experience · brand name, culture · Branding & marketing Longer-term relationship physical assets, intangible assets, patents · cash, USP / promises Mgt of complexity, ownership · modularization and clarity Sales & administration Mutual trust New product invests / developments for future company prosperity financial assets, reserves, data Values / belief sets Delivery, logistics, distribution Assets can become Resources Operating Income, Profit, **Resources &** Customers Products with **Operations &** Services from Cash Flow & Liquidity Solid income and cash flow from core business External specialists for internal Potential customers Sales Cust. Benefit Asset Use Contribution Product management New / existing customers operations or functions sition Origination Generation Intangibles: power to innovate, human skills & ingenuity, labor Known / unknown customers Product idea / innovation Production Expertise Reasonable asset investments Conversions, retention, lock-in Design / concept thinking (Value-Added-Chain) Reasonability & workforce, R&D, AI, data, Stringent liquidity management Network effects, communities Primary product line Fulfillment Availability Propos Secondary product line analytics, brand, organization, Products / platforms for new, communication, fin. liquidity Sales & existing or repeat customers Suppliers & **Revenue Generation** Functions Life cycles and horizons Tangibles: infrastructure, technology, robotics, IT-Reach out to and connect with customers **Resources management** Supplies of Channels & Pricing Value ( Value | Value Value systems, factories, machines, Ability to sell and cross-sell functions Lead conversion, distribution, Internal service functions Components, parts & material Monetization of customer base buildings, equipment, supplies, Value- / cost-based direct / indirect / online Control functions raw materials and components, Delivery capability & reliability Secondary income Algorithmic- / market-based Income from contributions or preventions Ouality standards channels, negotiation energy, water, power, Subscription / freemium

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