

Business model diagnostic

	Weaknesses	N/A 1 2 3 4 5 6 7 8 9 10										Strengths	Comments <i>Please add any comments to explain rating.</i>	
Value Proposition														
	1 Our value proposition leaves significant customer segments' needs unmet												Our value proposition fulfills all significant needs of target customer segments	
	2 Customer satisfaction is low												Customer satisfaction is high	
	3 Our value proposition has no network effects												Our value proposition has strong network effects	
	4 Our charging and pricing models don't meet customer needs and expectations												Our charging and pricing models effectively meet customer needs and expectations	
	5 <i>We do not capture 'sustainability value' created for customers</i>												<i>We fully capture 'sustainability value' created for customers</i>	
Cost/Revenue														
Margins	6 Our margins are low compared with competitors												Our margins are high compared with competitors	
Revenues	7 Our revenues are unpredictable												Our revenues are predictable	
	8 Each sale requires additional effort												Each sale generates follow-on recurring revenue / repeat purchases	
	9 <i>We earn no revenue before incurring costs of goods/services sold</i>												<i>We earn revenue before incurring costs of goods/services sold</i>	
Costs	10 Our costs are unpredictable												Our costs are predictable	
	11 Our product cost structure is substantially higher than that of competitors												Our product cost structure is substantially lower than that of competitors	
	12 Our service cost structure is substantially higher than that of competitors												Our service cost structure is substantially lower than that of competitors	
	13 Our cost structure has low economies of scale												Our cost structure has high economies of scale	
	14 Our cost structure is asset-heavy and costs are mainly fixed												Our cost structure is asset light and costs are mainly variable	
	15 Our cost to serve customers is misaligned with customer segments												Our cost to serve customers is aligned with customer segments	
Operating Model														
Key Activities	16 Our key activities can be easily copied by competitors												Our key activities are hard to copy by competitors	
	17 Our key activities need significant investment in order to scale with growth												Our key activities easily scale with growth without needing significant investment	
	18 Our key activities do not fulfil the core competencies we need												Our key activities match the core competencies we need	
	19 <i>Our key activities poorly support circular economy within our business model</i>												<i>Our key activities fully support circular economy within our business model</i>	
Key Resources	20 Our key resources do not meet the needs of our business model												Our key resources fully support the needs of our business model	
	21 <i>Our key resources poorly support circular economy in our business model</i>												<i>Our key resources fully support circular economy in our business model</i>	
	22 Our key resources can be easily built or acquired by competitors												Our key resources are very hard to build or acquire by competitors	
Key Partners	23 Key partners do not provide us with competitive advantage												Key partners provide us with exclusive competitive advantage	
	24 <i>Key partners poorly support circular economy within our business model</i>												<i>Key partners enable circular economy within our business model</i>	
	25 Key partners do not contribute any value to us for free												Key partners contribute value to us for free	
	26 Customers do not contribute any value to us												Customers contribute value to us (for free)	
Customer Interface														
Customer Segments	27 We do not understand the full potential value that could be created for customers												We understand the full potential value that could be created for customers	
	28 Customer loyalty is low												Customer loyalty is high	
	29 Customer churn is high (customer retention is low)												Customer churn is low (customer retention is high)	
	30 New customer acquisition rate is low												New customer acquisition rate is high	
	31 Our market share is shrinking												Our market share is growing	
Customer Channels	32 Our customer channels do not effectively communicate our value proposition												Our customer channels effectively communicate our value proposition	
	33 Our customer channels do not effectively deliver our value proposition												Our customer channels effectively deliver our value proposition	
	34 Our customer channels are misaligned to target customer segments												Our customer channels are well aligned to target customer segments	
	35 Our customer channels do not effectively reach target customer segments												Our customer channels effectively reach target customer segments	
Customer Relationships	36 Our customer relationships are weak												Our customer relationships are strong	
	37 Our customer relationship model(s) are misaligned with customer expectations												Our customer relationship model(s) are aligned with customer expectations	
	38 Our customer relationship model(s) are misaligned with our value proposition												Our customer relationship model(s) enhance our value proposition	
	39 Our customers can switch to a competitor at any time												Our customers are locked into long-term relationships	