



## 2. UNDERSTAND

### 2.1 Current Business Model



## 2.1.2 Strengths & Weaknesses



### DESCRIPTION

Developed as part of the WP3 Methodology, drawing inspiration from the previously tested project tool in H2020's Maribe Project – this tool allows you to focus on the core aspects of your business and consider..

### STEPS

Questions on the tool are respectively split into the 9 existing building blocks of the Business Model Canvas. In relation to each question:

1. Assess the respective building block on your current business model and score on the template (on a scale of 1-5), whether you think this aspect of your business as usual is weak (1) or strong (5).
2. Reviewing the completed template, identify what you believe to be the top 2 strengths and top 2 weaknesses within the canvas. Apply to SWOT Analysis see end of 2.2.

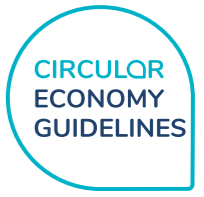
### OUTPUT

- Clarity of strengths to be utilised and weaknesses to be improved on in your current business model with focus on the top 2 of each



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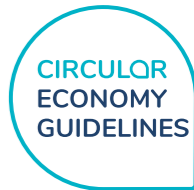


		WEAKNESSES						STRENGTHS					
		NA	1	2	3	4	5						
VALUE PROPOSITION	1	Our value proposition leaves significant customer segments' needs unmet						Our value proposition fulfils all significant needs of target customer segments					
	2	Customer satisfaction is low						Customer satisfaction is high					
	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	We do not capture 'sustainability value' created for customers						We fully capture 'sustainability value' created for customers					
MARGINS REVENUES	6	Our margins are low compared with competitors						Our margins are high compared with competitors					
	7	Our revenues are unpredictable						Our revenues are predictable					
	8	Each sale requires additional effort						Each sale generates follow-on recurring revenue / repeat purchases					
COST/REVENUE COSTS	9	We earn no revenue before incurring costs of goods/services sold						We earn revenue before incurring costs of goods/services sold					
	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					



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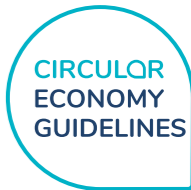


		WEAKNESSES	NA	1	2	3	4	5	STRENGTHS	
OPERATING MODEL	KEY ACTIVITIES	<b>16</b> Our key activities can be easily copied by competitors							Our key activities are hard to copy by competitors	
		<b>17</b> Our key activities need significant investment in order to scale with growth							Our key activities easily scale with growth without needing significant investment	
		<b>18</b> Our key activities do not fulfil the core competencies we need							Our key activities match the core competencies we need	
	KEY RESOURCES	<b>19</b> Our key activities poorly support circular economy within our business model								Our key activities fully support circular economy within our business model
		<b>20</b> Our key resources do not meet the needs of our business model								Our key resources fully support the needs of our business model
		<b>21</b> Our key resources poorly support circular economy in our business model								Our key resources fully support circular economy in our business model
		<b>22</b> 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	<b>23</b> Key partners do not provide us with competitive advantage								Key partners provide us with exclusive competitive advantage
		<b>24</b> Key partners poorly support circular economy within our business model								Key partners enable circular economy within our business model
		<b>25</b> Key partners do not contribute any value to us for free								Key partners contribute value to us for free
<b>26</b> Customers do not contribute any value to us									Customers contribute value to us (for free)	



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		WEAKNESSES						STRENGTHS					
		NA	1	2	3	4	5						
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						