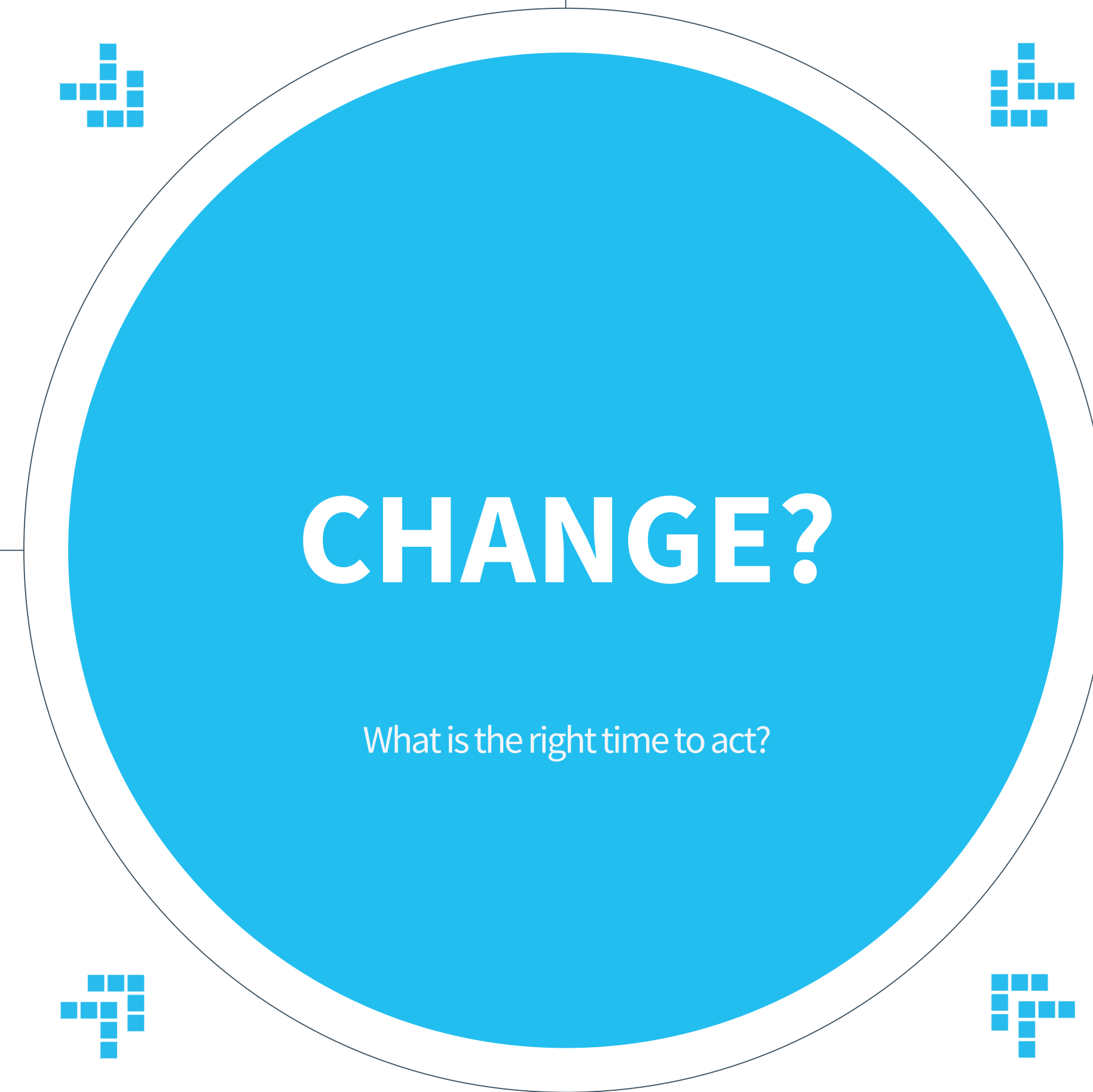


KEY TRENDS

- key technology trends
- regulatory trends
- Society and cultural trends
- Socioeconomical trends

INDUSTRY CHANGES

- Other value providers
- Partners
- Competitors
- Startups



MARKET FORCES / CHANGES

- Market segments
- Needs and requirements
- Variables that effect markets
- Cost of change
- Appeal of revenues

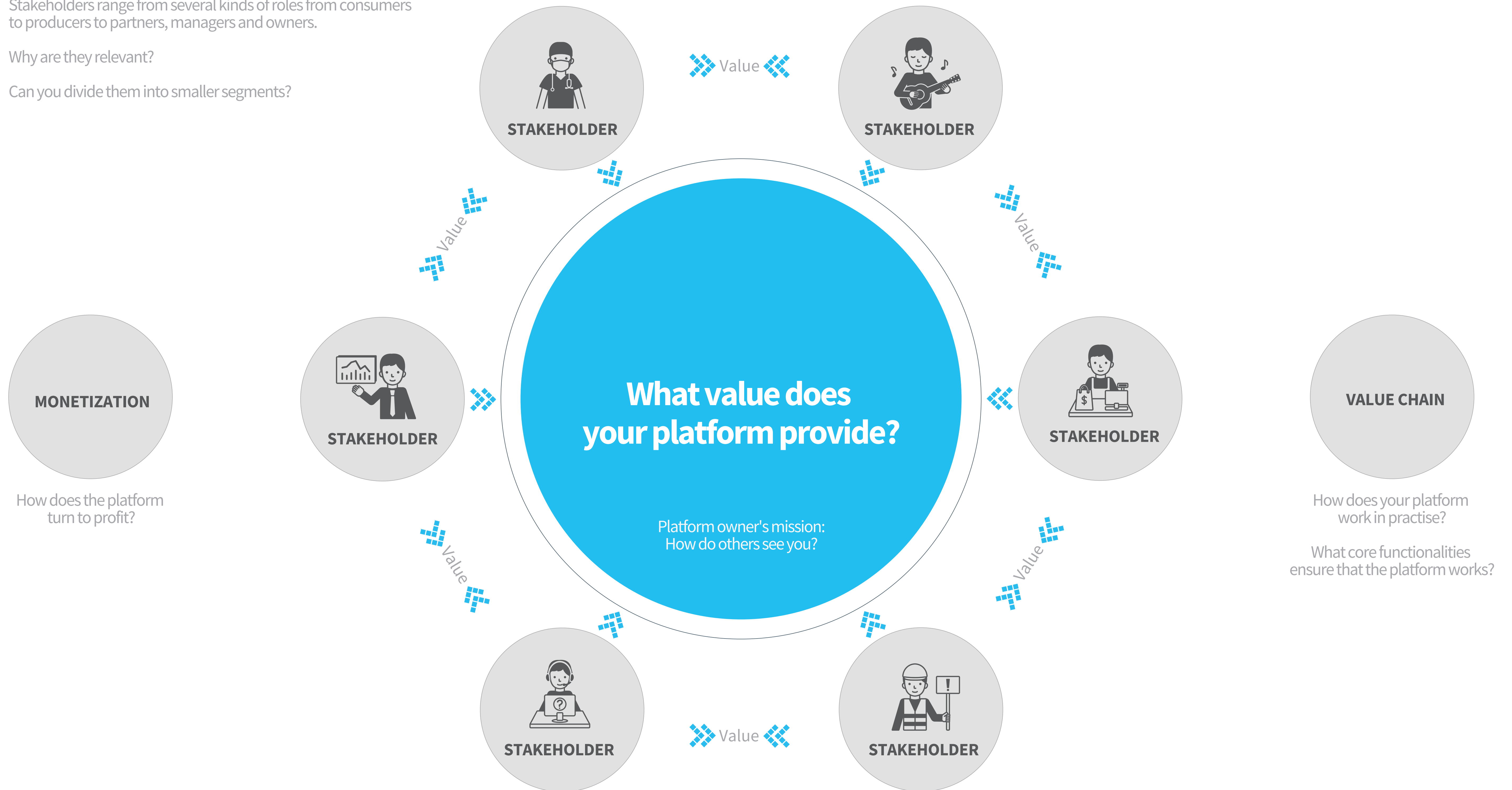
MACROECONOMY PARAMETERS

- State of global markets
- Capital markets
- Economic infrastructure

Stakeholders range from several kinds of roles from consumers to producers to partners, managers and owners.

Why are they relevant?

Can you divide them into smaller segments?



PRESSURE TO CHANGE & GOALS

How and why digitalization forces stakeholders to improve their operating models and to seek new business opportunities

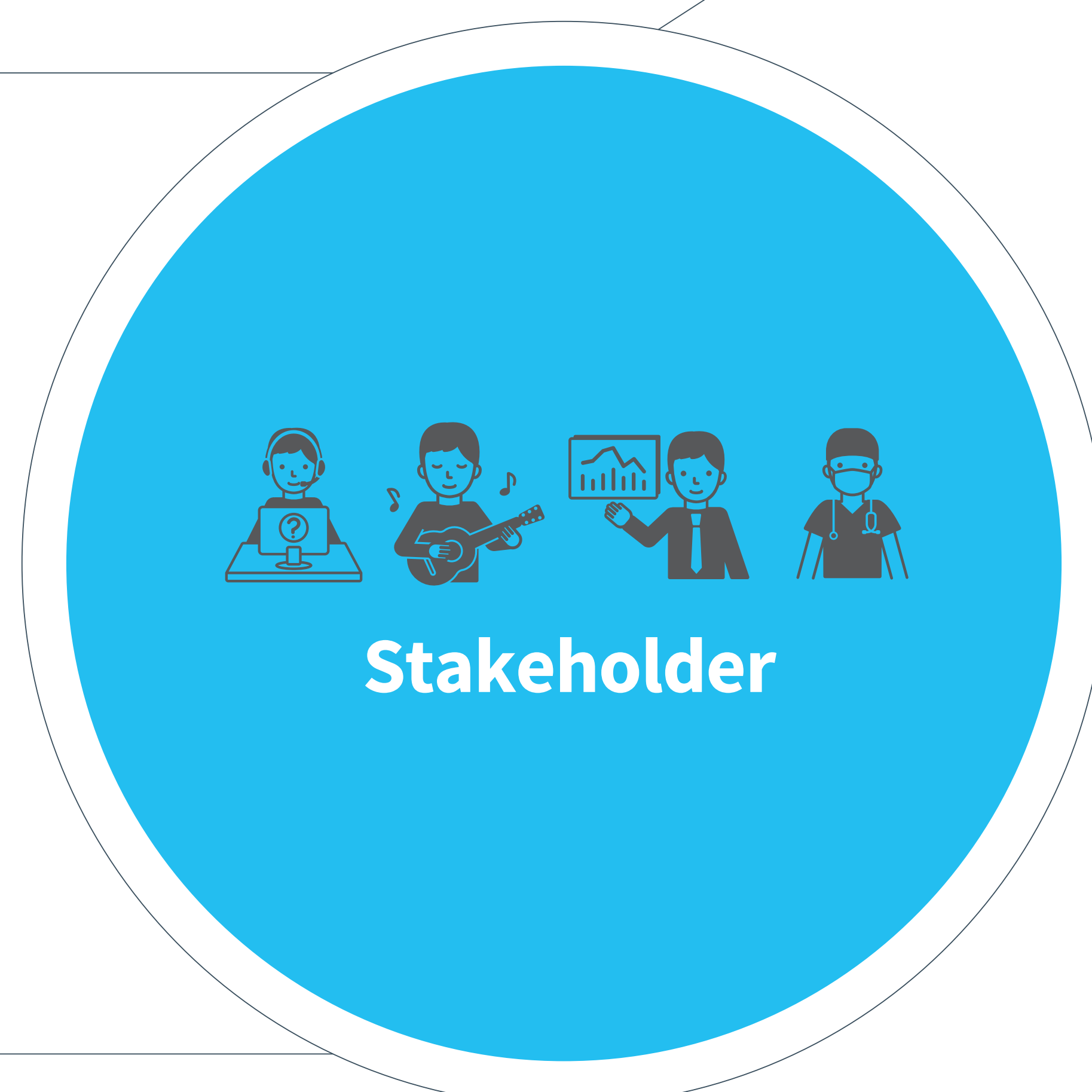
Estimation of short-term, midterm and long-term goals.

VALUE PROPOSITION

What can the platform provide?

MEANS AND CAPABILITIES

Is it realistic to think stakeholders could participate?



MOTIVATION TO PARTICIPATE

SOMETHING NEW

New business

Meeting new needs

Trying something new

INCREMENTAL IMPROVEMENTS

Better customer experience

What are the biggest challenges?

What can be changed?

OPERATIONAL EFFICIENCY

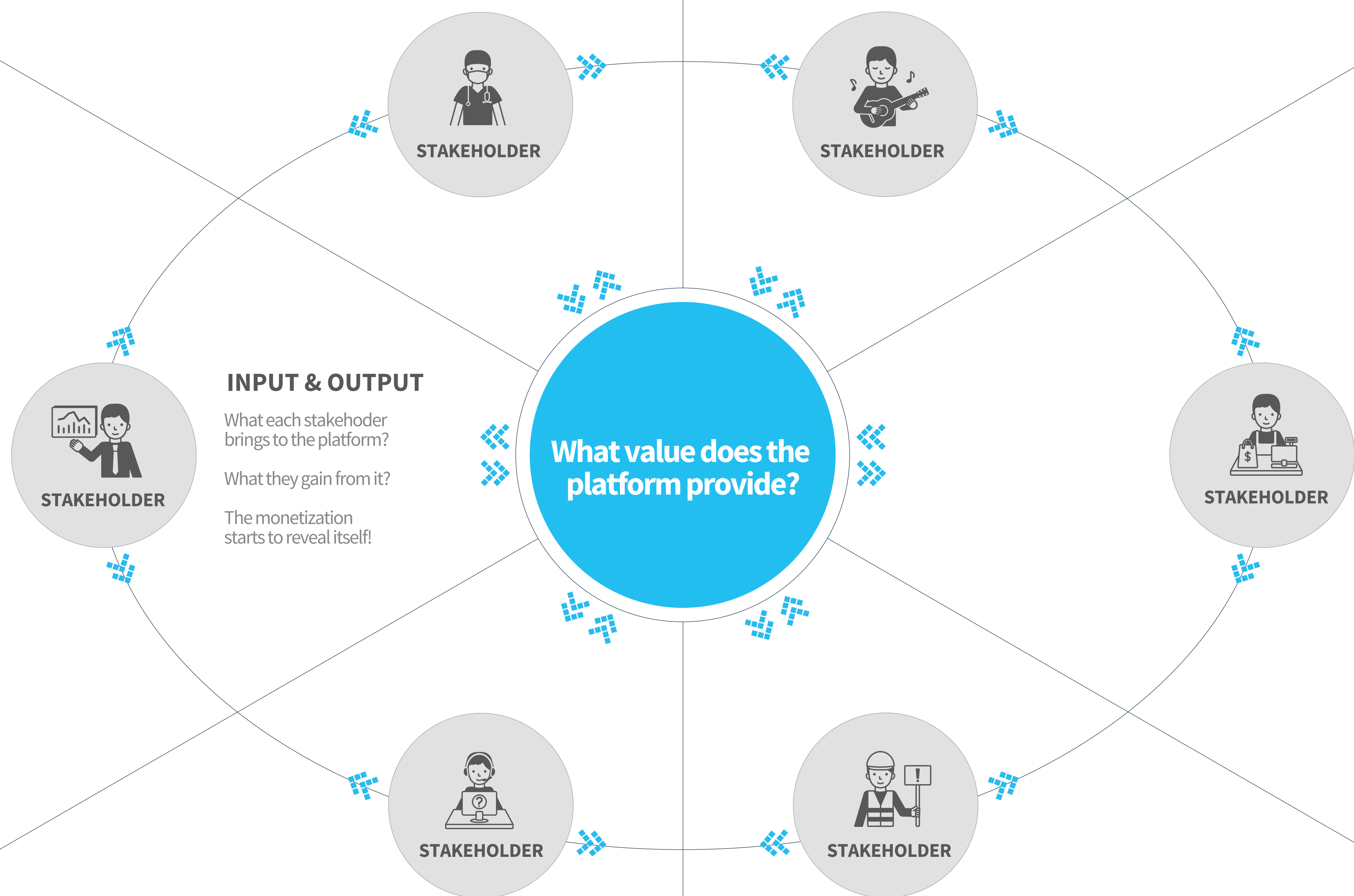
How and from where to save money?

Break the distribution bottlenecks!

STAKEHOLDER'S CUSTOMERS & THEIR NEEDS

Identify them

How does the platform serve these needs?



BENEFITS

Is everything still aligned?
Take perspective and evaluate:
Is there conflicts? Is there balance?

INPUT & OUTPUT

What each stakeholder brings to the platform?
What they gain from it?
The monetization starts to reveal itself!



USER INTERFACES

What user interfaces stakeholders are using

What functionalities these UIs enable

APIs

What is made available

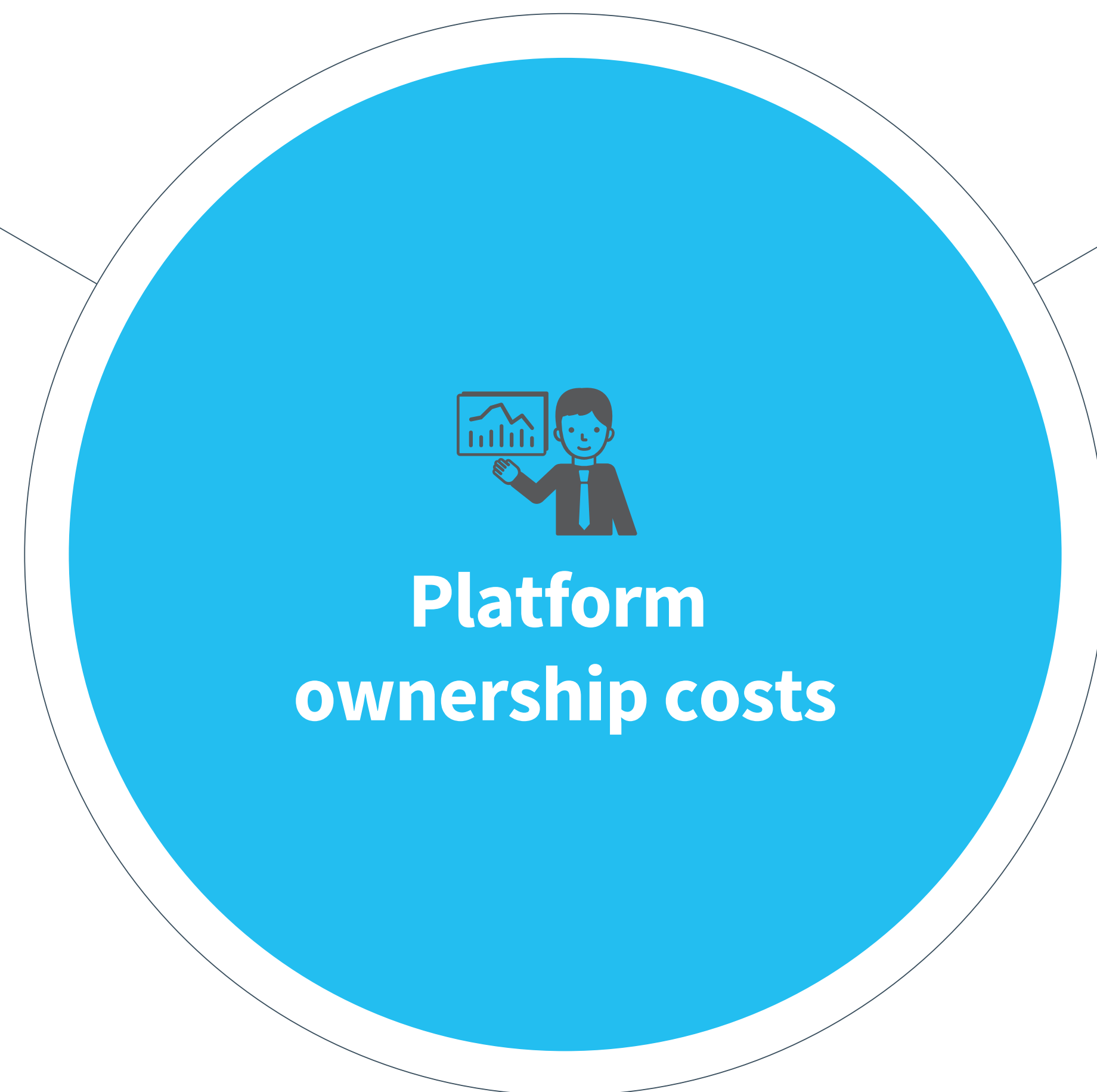
Levels and permissions

What information is recorded and stored?

OPERATIONAL COSTS

What are the costs of maintaining the platform?

Look at your key activities, key resources and key technologies



Platform ownership costs

DEVELOPMENT COSTS

How much the company invests in development for creating the first version of the platform

ACQUISITION COSTS

What are the costs of acquiring the different stakeholders?

Marketing, sales, community, onboarding...



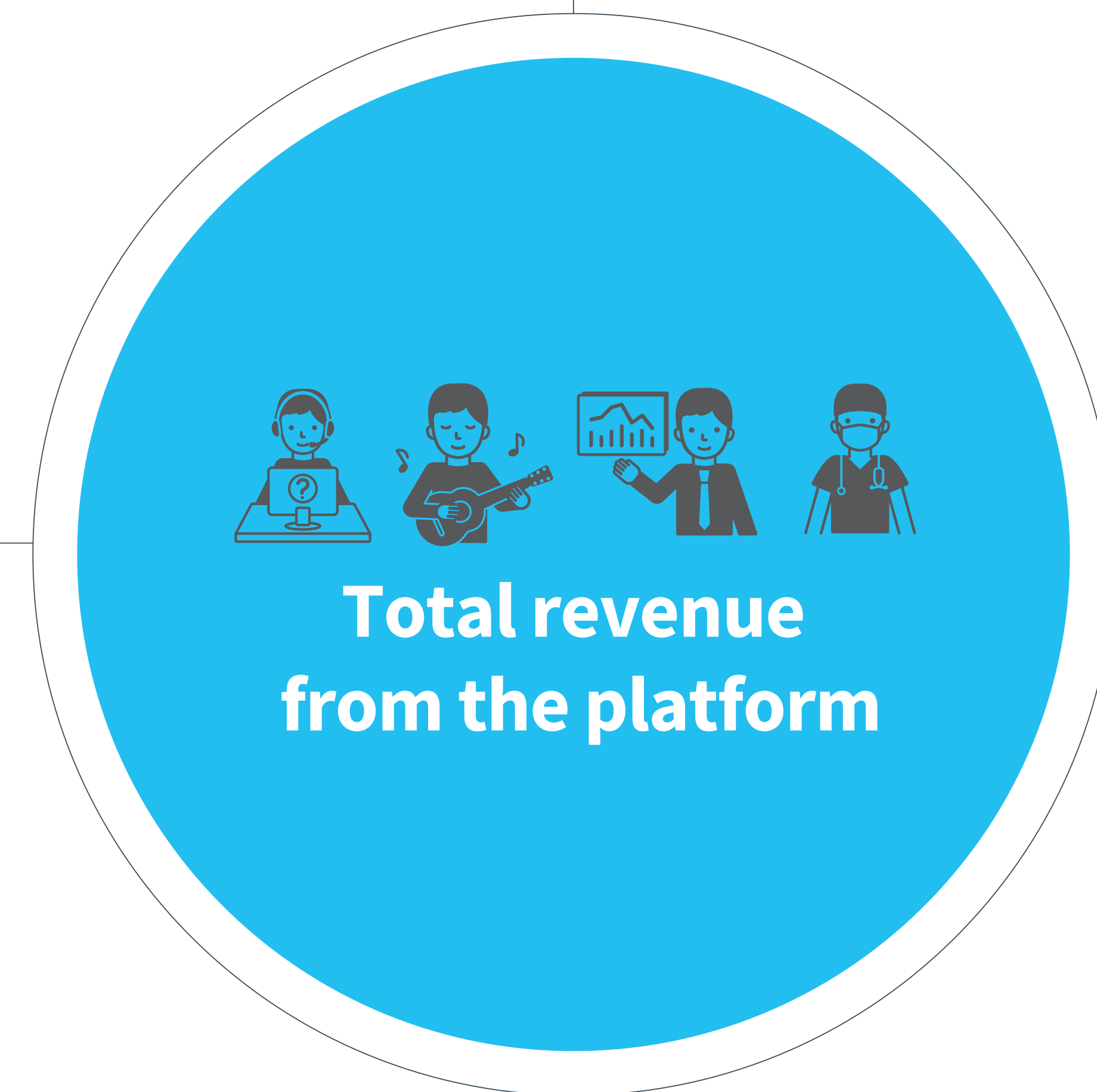
STAKEHOLDER

Amount
Products per year
Services per year
Revenue logic
Yearly turnover
Platform's combined turnover/revenue



STAKEHOLDER

Amount
Products per year
Services per year
Revenue logic
Yearly turnover
Platform's combined turnover/revenue



Total revenue from the platform



STAKEHOLDER

Amount
Products per year
Services per year
Revenue logic
Yearly turnover
Platform's combined turnover/revenue

ACTIONS

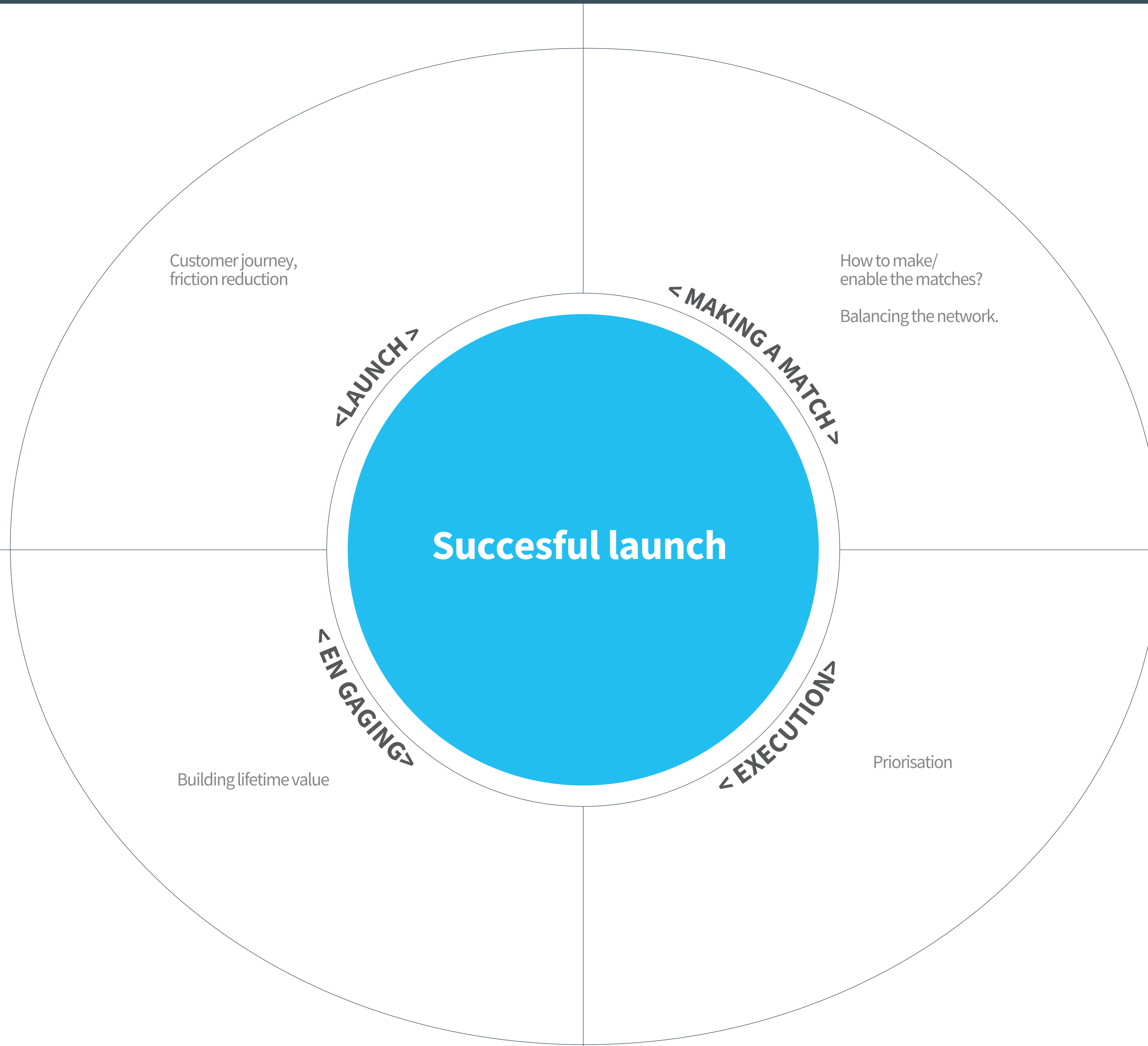
What actions are needed from the owner to ensure that the business model works?

- Platform marketing & sales
- Platform development
- Management of platform's stakeholders
- Platform management

TECHNOLOGIES

The ecosystem - what are the platform's most important components?

- API
- Backend/Data storage
- Connectivity
- Sensors/IoT



RESOURCES

- Technology
- IP
- Availability
- People
- Infrastructure

VALIDATION

Detect important stakeholders





BUSINESS DRIVERS

The most important variables that effect and control the development of the platform (number of consumers, number of events etc.).

Questions:
Which internal things can be influenced?
Which external things can be influenced?

COMPETITORS

Take your thinking one level up from your initial industry assumption

MISSION

How to make the world a better place?

STRADEGY BASED ON MARKETS

How to achieve market leadership?
How to grow faster than the markets?
How the company positions itself in the market and how competitors effect this
How to minimize customer churn rate
How to enable positive vendor lock-in

GENERAL DESCRIPTION

What do you see and believe? What are you doing?

STAKEHOLDERS

How to make them advocates?

VISION

A vision determines the direction where the organization is going.

What will the platform be like in 2-3 years?

How many users will the platform have?

RESOURCES

Key resources inc. team, funding, contracts, patents

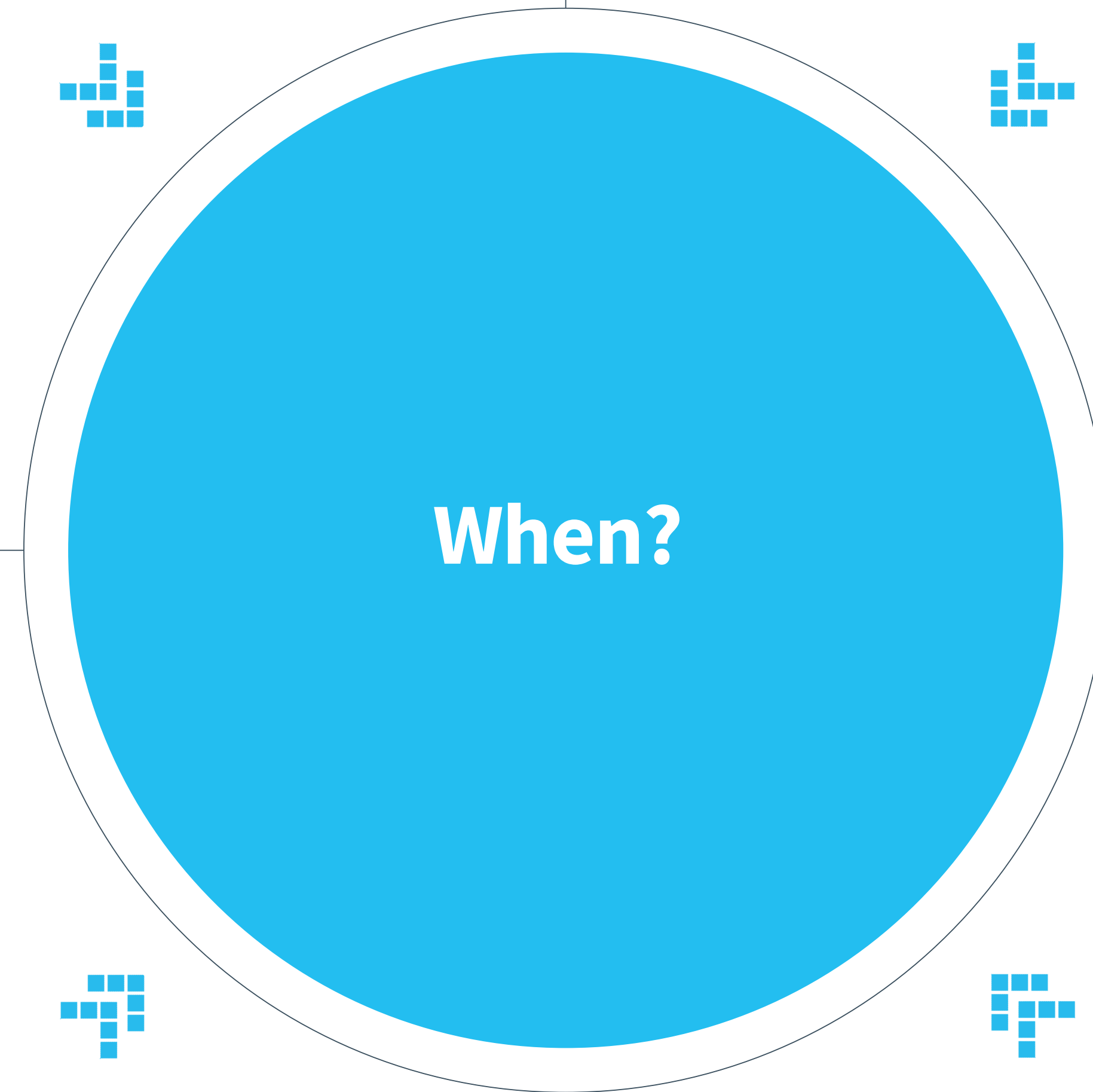


SUCCESS

What does success look like?
How do we measure success in short and long time intervals?

INVOLVEMENT

Who will be the early adapters?
Who do you need to bring aboard?



When?

ENABLERS

Taking advantage of the opportunity.
Grasp a hold of one and run with it.

ROAD BLOCKS

What is holding you back? How to fight back?
How to find shortcuts?