

Introduction

# Business Model Innovation

## RESILIENCE as a strategy

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PINPOINTERS.DR

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Business Model Generation

Value Proposition Design

Testing Business Ideas

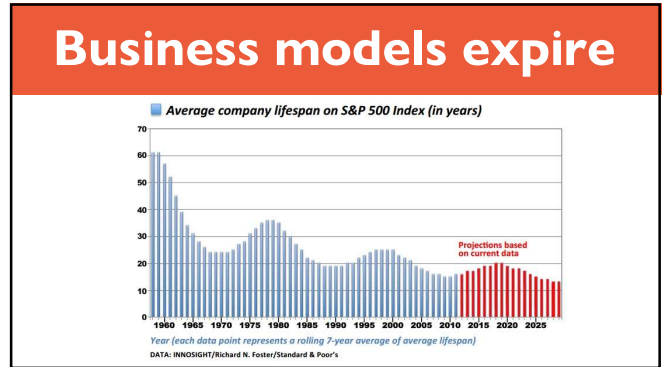
THINKERS 50 #1 strategy

The Invincible Company

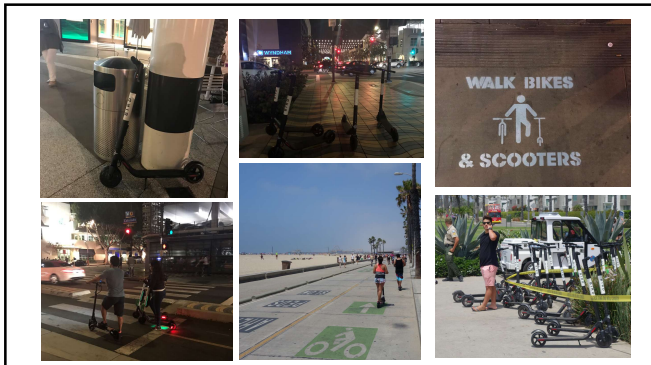
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How can we systematically design new business?

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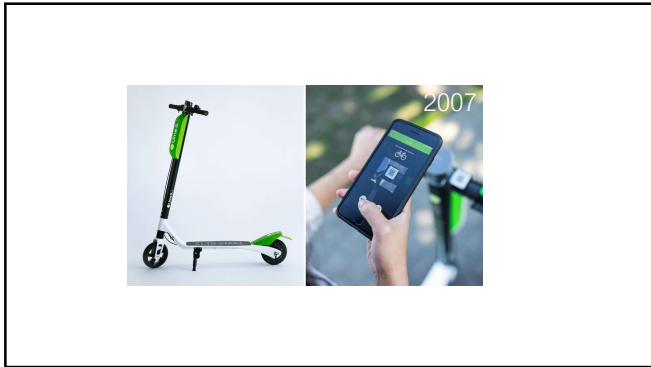


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**Lime:**  
Valuation of \$1 billion after 11 months

**Bird:**  
Valuation of \$2 billion after 14 months

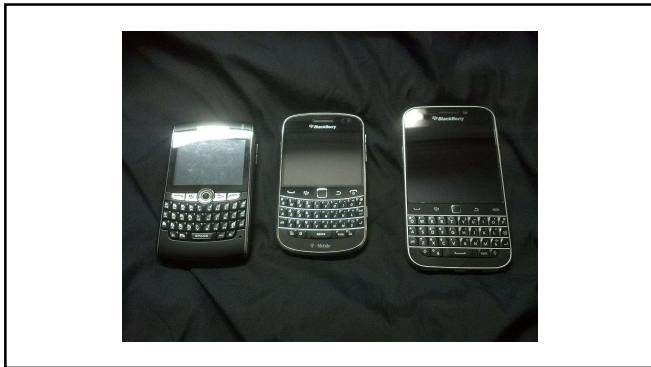
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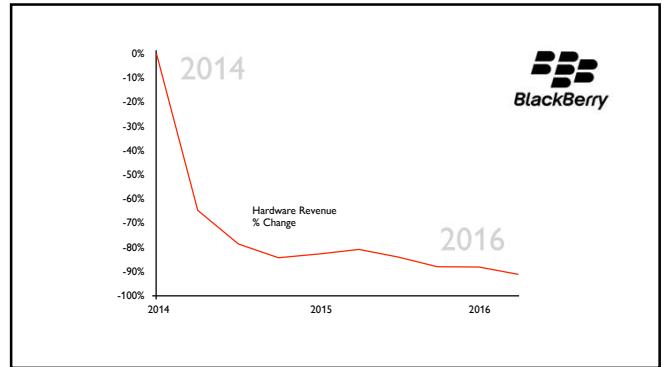
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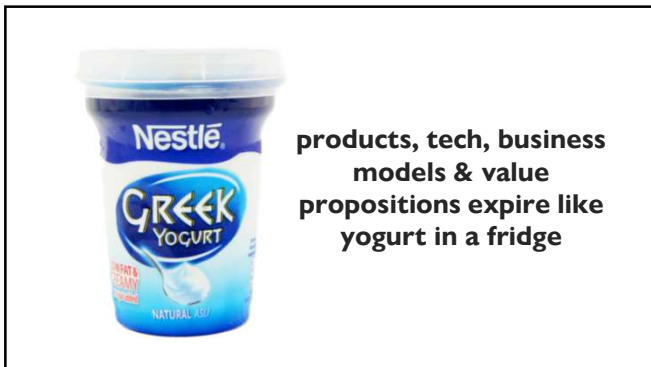
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There is a difference between the rules of science and economic models.

You can trust gravity whereas economic models change depending on context.

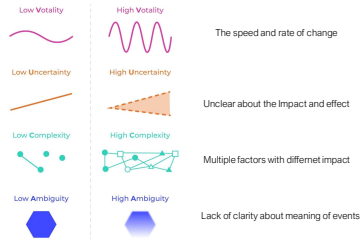
We are experiencing events outside historical comparison or context, like covid, and that is why our models do not work



**Larry Summers**  
 US Secretary of the Treasury  
 Chief economist of the World Bank  
 Former Harvard President

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## We live in a VUCA - world



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"... The response to uncertainty is to strengthen the RESILIENCE of your business models **playing both defense and offense at the same time...**"

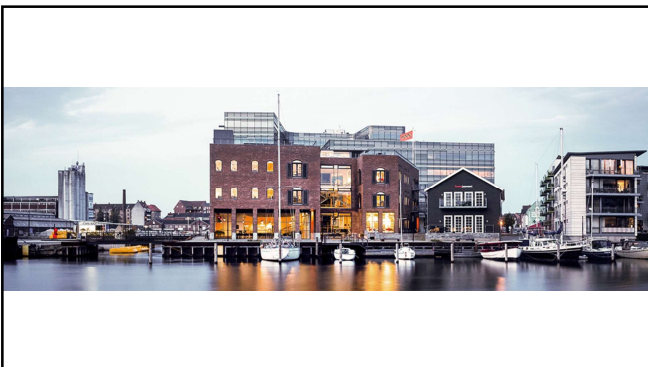
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1. Competing on Business Models
2. Introduction to RESILIENCE
3. How to increase RESILIENCE in your company
4. Building resilient Business Models?
5. Reducing risk

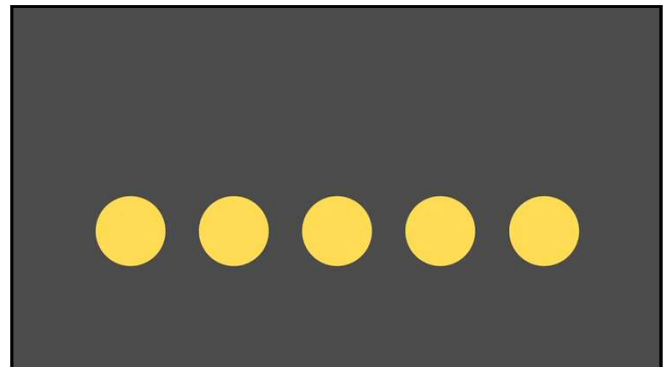
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## 1 Competing on Business Models

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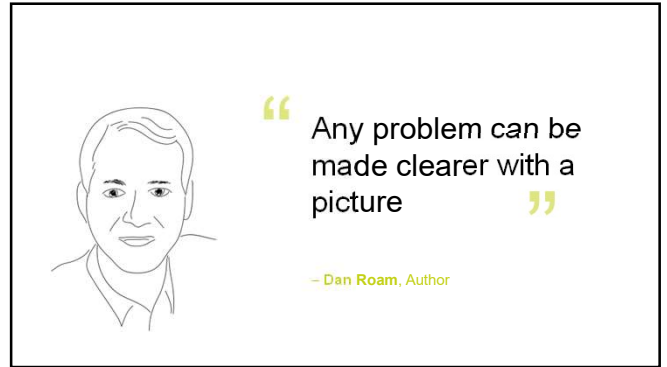
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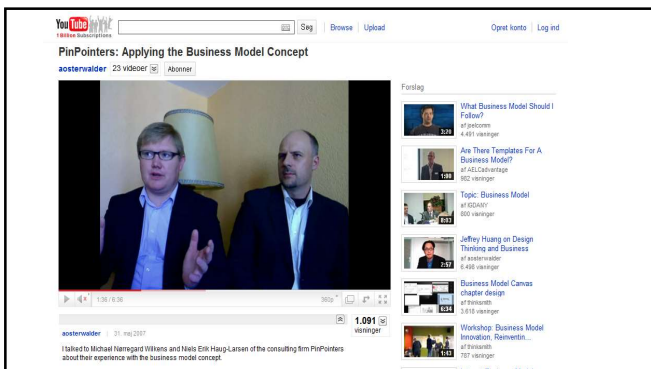
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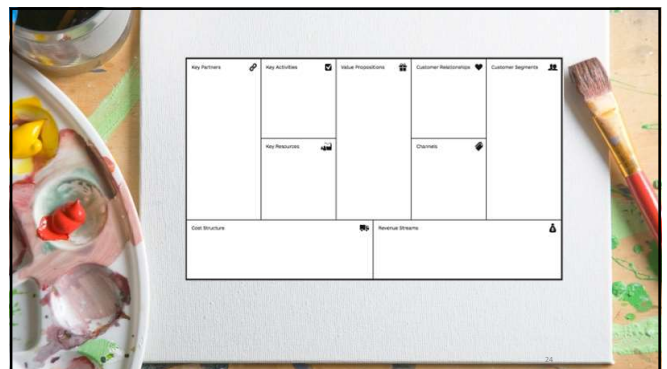
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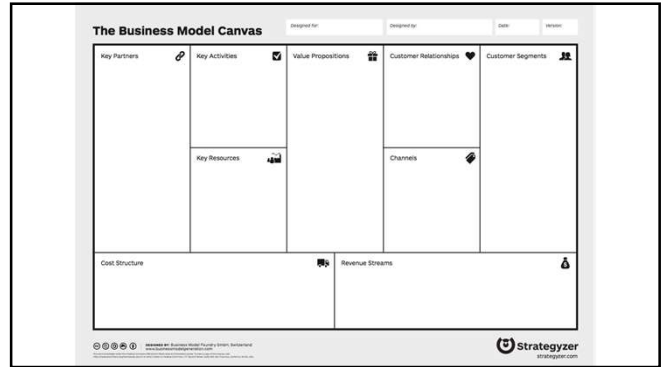
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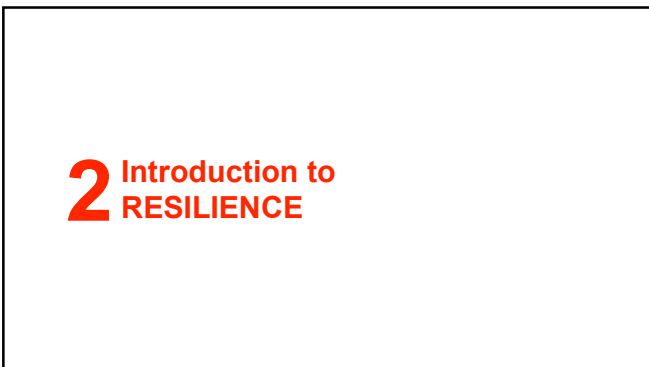
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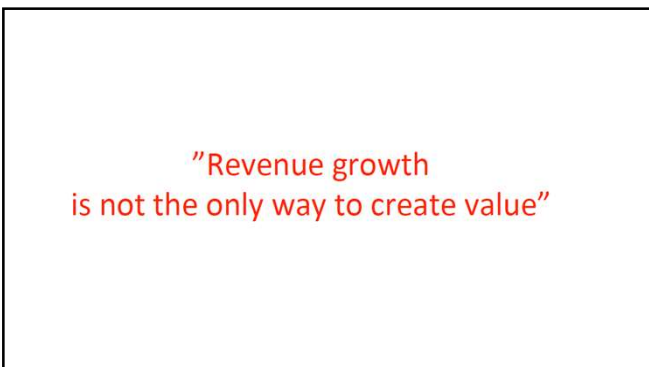
**Vil bliver dummere af Berlingskes Guld1000-liste - her er svaret på, hvordan du faktisk skal bedømme styrken af Mærsk og Novo**

Her på side du finder den rigtige Guld1000-liste. Den siger ikke rigtig noget om, hvem de stærke virksomheder faktisk er.

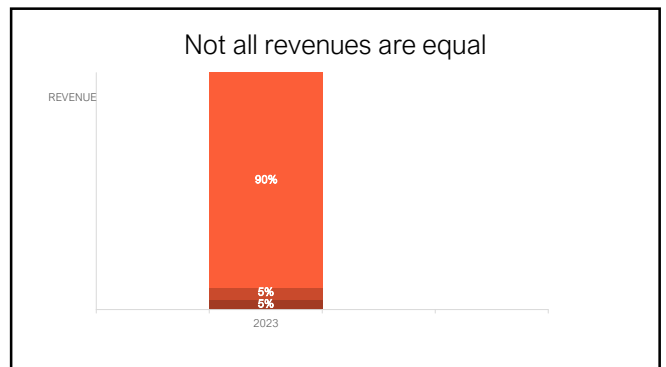
<b>Mærsk:</b>	
Revenue 2023:	DKK 351bn
Market value DKK	DKK 196bn
<b>Novo Nordisk:</b>	
Revenue 2023:	DKK 227bn
Market value DKK	DKK 3,940bn

**x20**

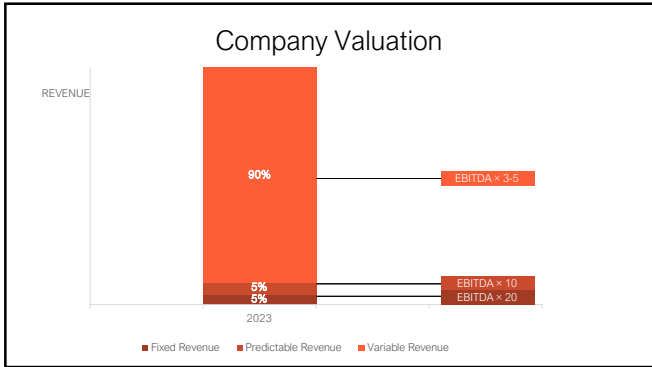
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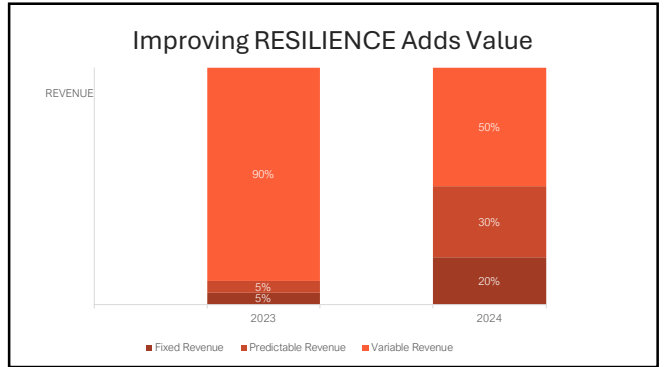
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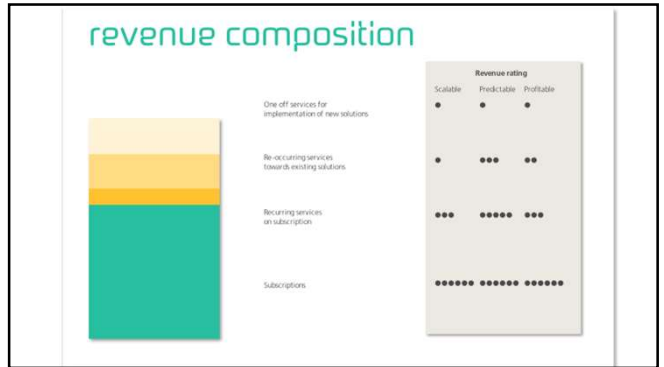
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	EBITDA	2023		2024	
Variable revenue	5	90	450	50	250
Predictable revenue	10	5	50	30	300
Fixed revenue	20	5	100	20	400
Company Valuation			600		950

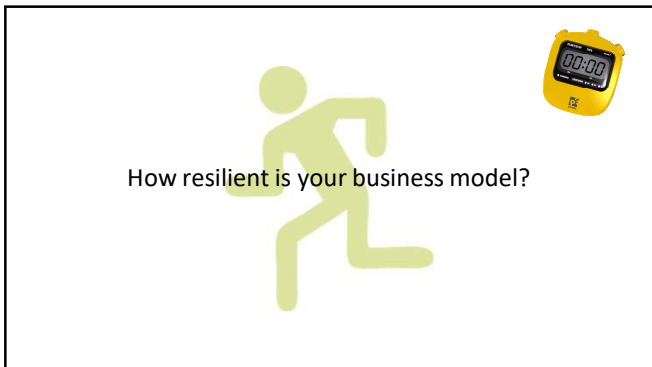
**An increase in company valuation by 58% in one year with same revenue!**

PinPointers

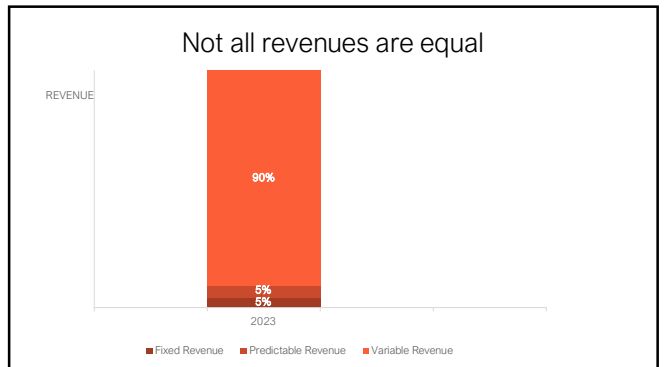
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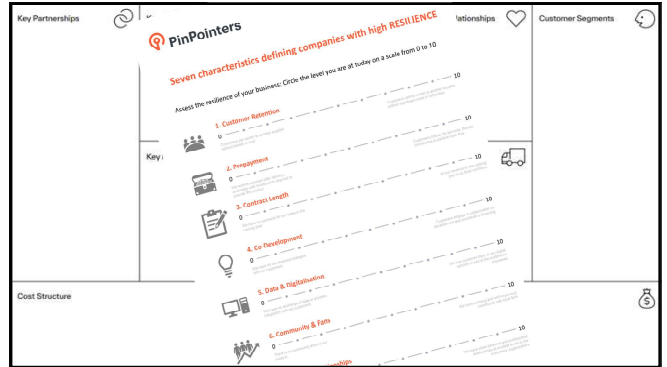


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# 3 How to increase RESILIENCE in your company

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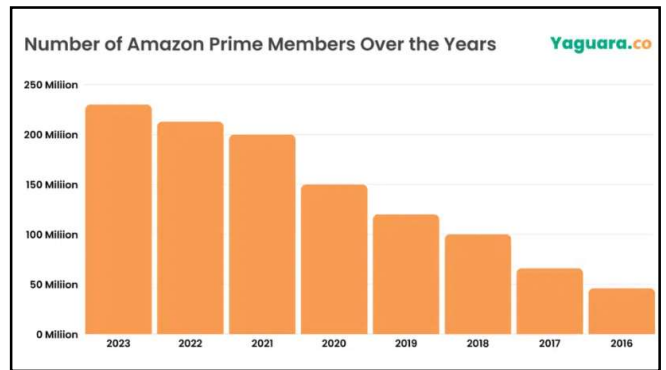
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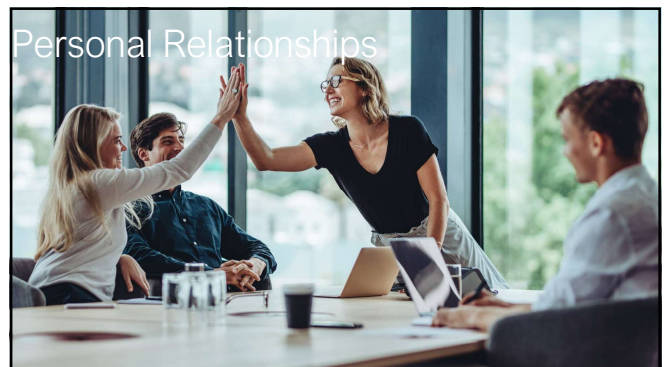
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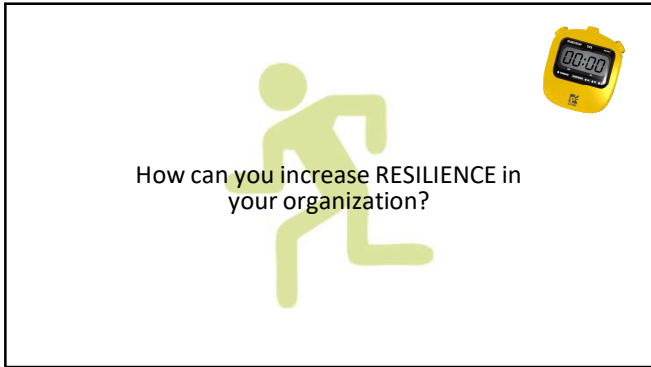
- Amazon Prime, with over 230 million members worldwide offers a variety of benefits, including free two-day shipping and exclusive discounts plus streaming video and music.
- Amazon Prime membership costs \$14.99 per month and \$139 per year. The Prime Video membership costs \$8.99 per month.
- A Prime member spends an average of \$1,400 annually on Amazon. A non-Prime member, spends an average of \$600.

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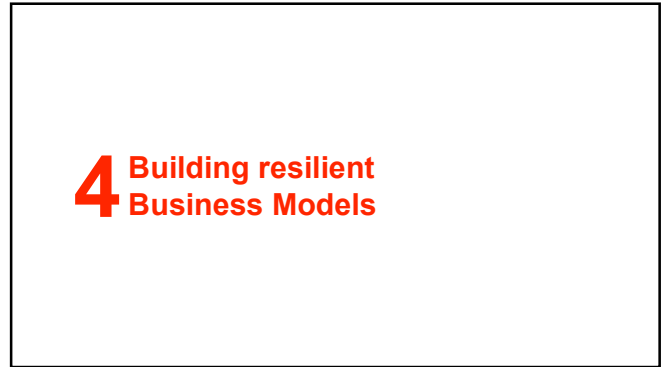


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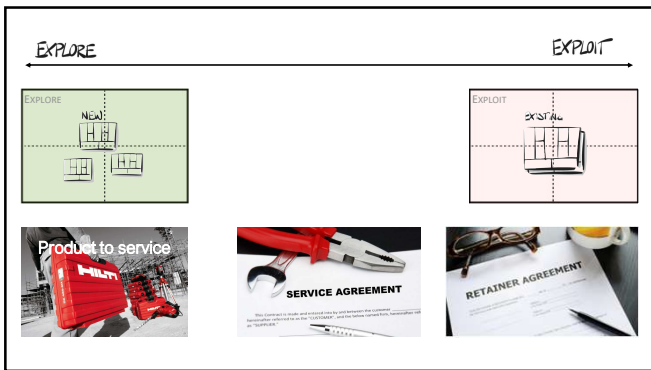




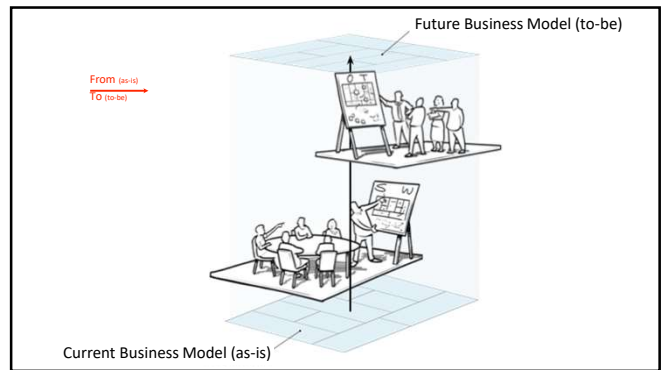
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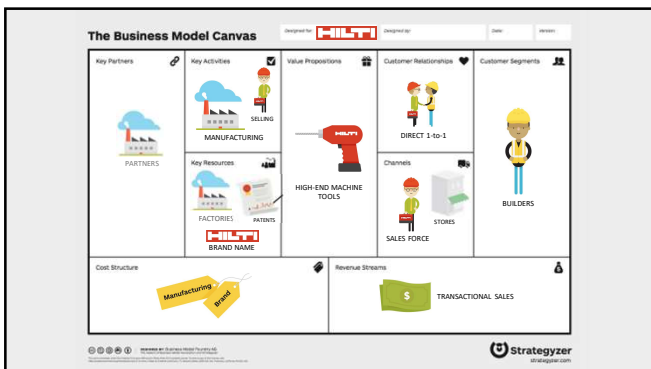
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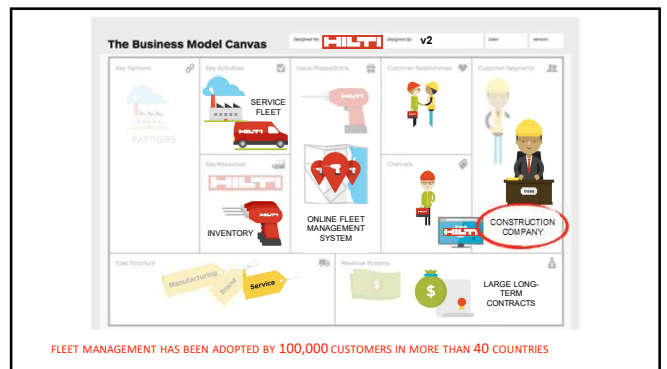
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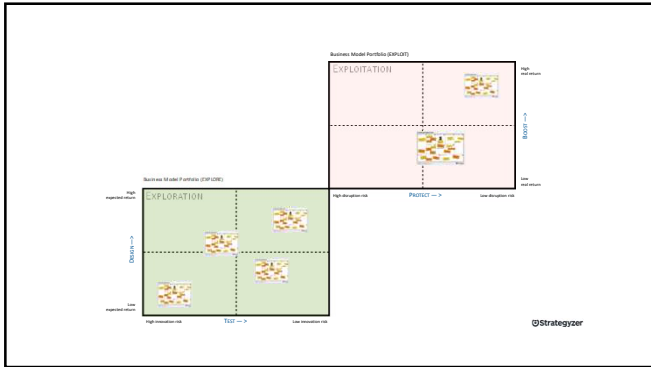
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**5** Reducing risk

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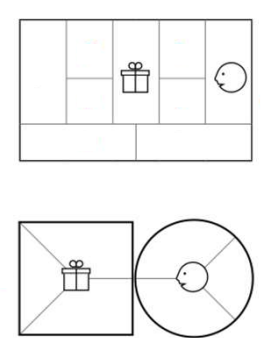


“ For every one of our failures, we had spreadsheets that looked awesome. ”

- Scott Cook, co-founder & chairman INTUIT

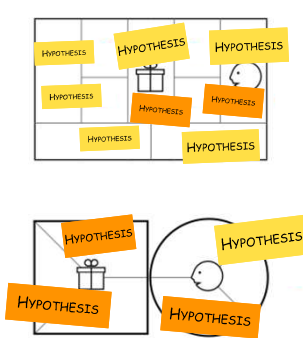
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a business model or a value proposition might look great on paper...



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but really it's a set of hypotheses



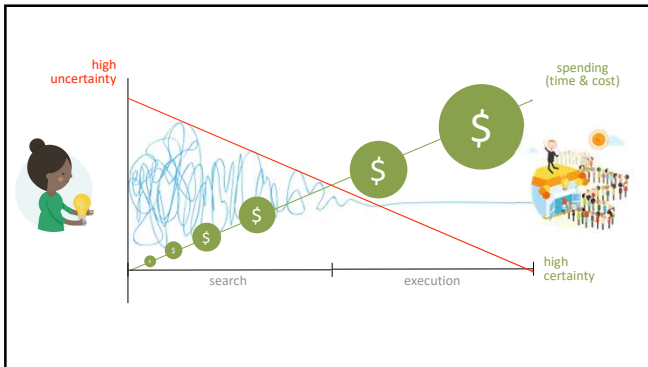
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“ there are no facts in the building... so get the hell out and talk to customers ”

- Steve Blank, entrepreneur & author



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## When to focus on RESILIENCE?



You want to create more predictability



You are preparing a company for sale



Your market is limited in size or declining



You lack resources for growth – people, capacity or capital



You want to be the next Novo Nordisk...

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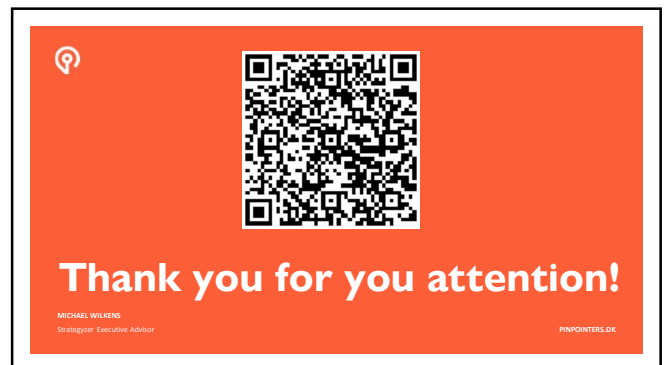
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## Feedback


### Questions to discuss:

- Did you get new insights or perspectives?
- What made the biggest impression?
- Should RESILIENCE be on your agenda?

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 **PinPointers**

**How resilient is *your* Business Model?**


**Variable:** We have to create this revenue in the coming 12 months by selling projects, products or services **to any new or existing customers.**

**Predictable:** We know with 80% certainty that this revenue will be generated **by this group of customers.** We have commitments in place, historic use patterns or special relationships.

**Fixed:** We know with 99% certainty that this revenue will be generated **by this customer** within the next 12 months. Even if the customer does not use or order the product or service, s/he will still pay for it.

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 **PinPointers**

**How can *you* increase RESILIENCE?**

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- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

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