

Chapter 1: Understanding Business Models

1. Explain what happened in the “dot-com bubble” that ended around 1999-2000.
2. How do the authors define a business strategy?
3. What are the four dimensions of strategic positioning according to Porter and the authors of your textbook?
4. What are the four areas of the business model strategy audit recommended by Porter?
5. How do we assess business context?
6. How do we analyze customers?
7. How do we analyze competitors and substitutes?
8. How do we assess the business network?
9. What are the four elements of the business model capability audit?
10. How do we analyze process and infrastructure?
11. How do we evaluate people and partners?
12. How do we assess organization and culture?
13. How do we evaluate leadership and governance?
14. What are the elements of a business model value audit frames analysis?
15. How do we identify internal and external stakeholders?
16. How do we identify business model drivers and alignment?
17. What is a SWOT analysis?
18. How do we develop a financial model and determine financing needs?
19. What does the DuPont Formula define?
20. List and explain the components of the three components of the Return on Equity calculation.
21. What is the “virtuous cycle” defined by Applegate?
22. What are the four key approaches to evolving a business model?