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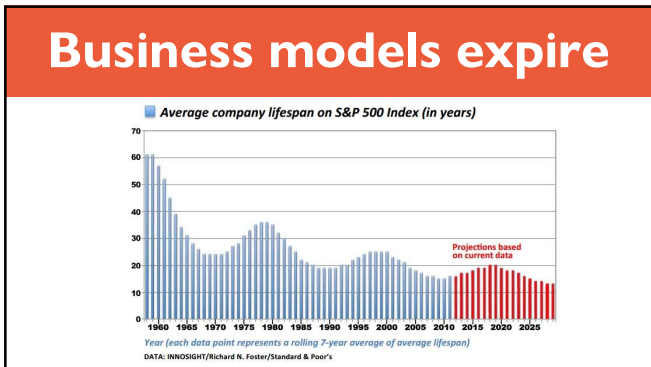
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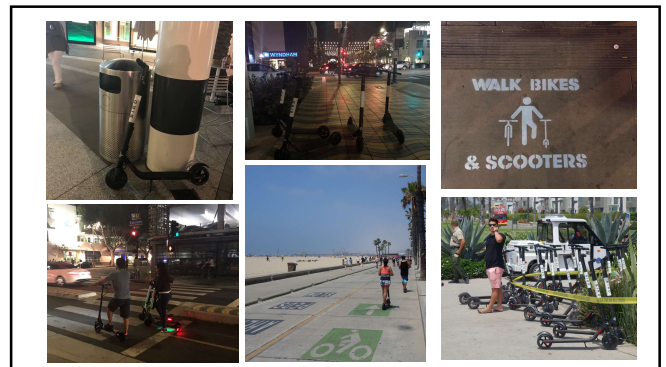
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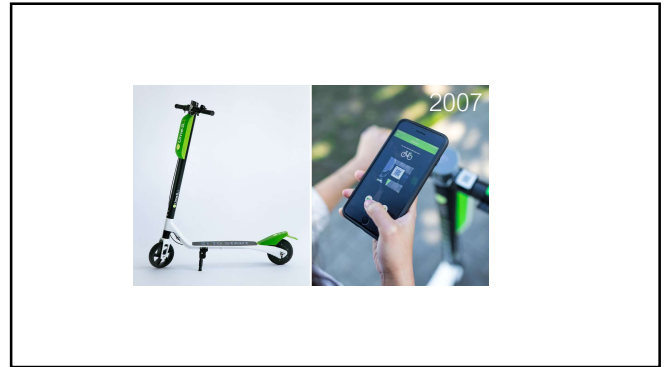
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**Lime:**  
Valuation of \$1 billion after 11 months

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

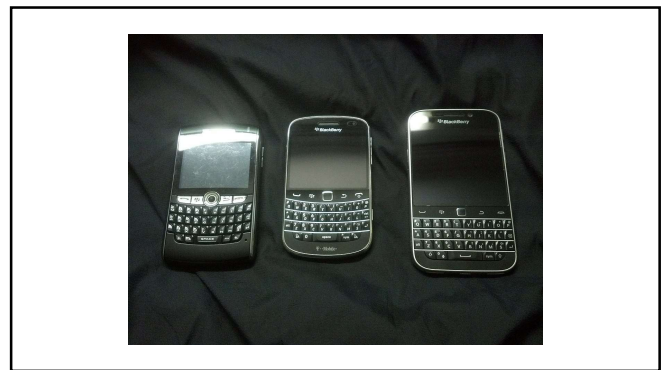
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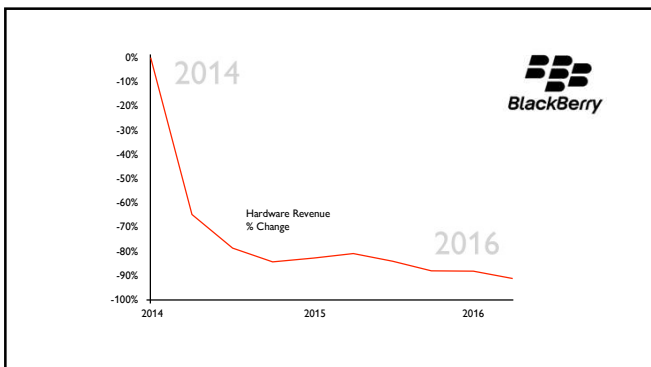
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products, tech, business models & value propositions expire like yogurt in a fridge

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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

Low Volatility	High Volatility	The speed and rate of change
		
Low Uncertainty	High Uncertainty	Unclear about the Impact and effect
		
Low Complexity	High Complexity	Multiple factors with different impact
		
Low Ambiguity	High Ambiguity	Lack of clarity about meaning of events
		

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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...**”

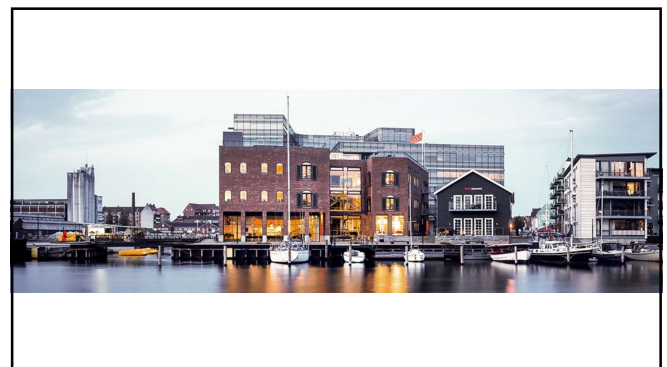
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1. Competing on Business Models
2. Introduction to RESILIENCE
3. How to increase RESILIENCE in your company
4. Building resilient Business Models?
5. Reducing risk

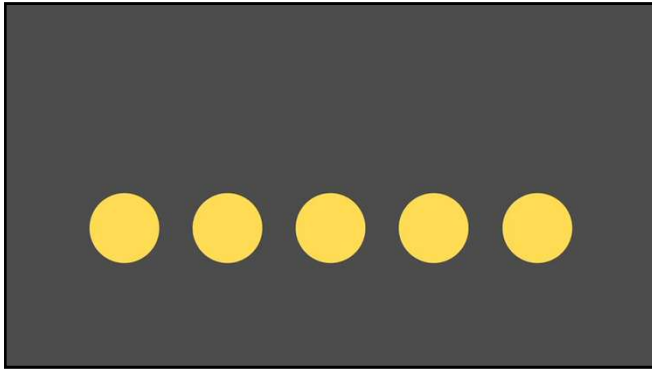
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**1 Competing on Business Models**

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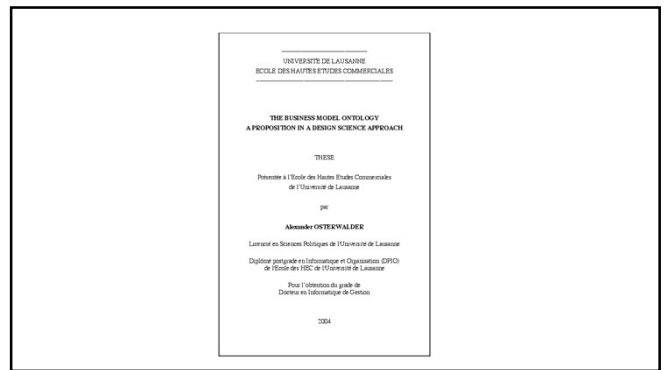
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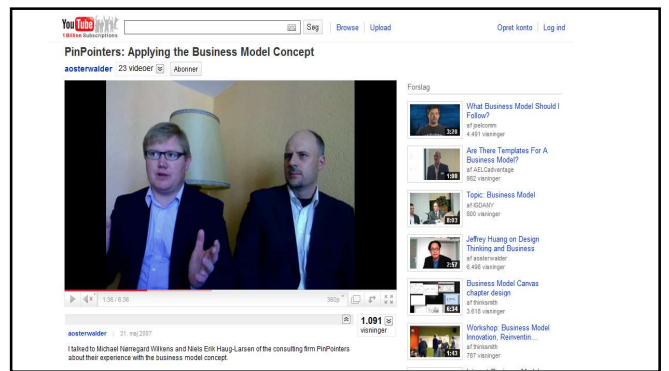
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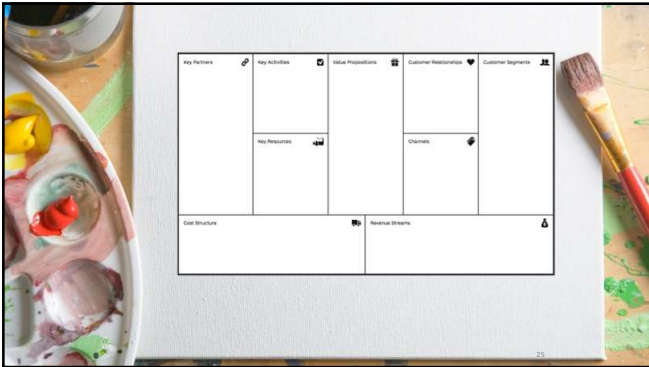
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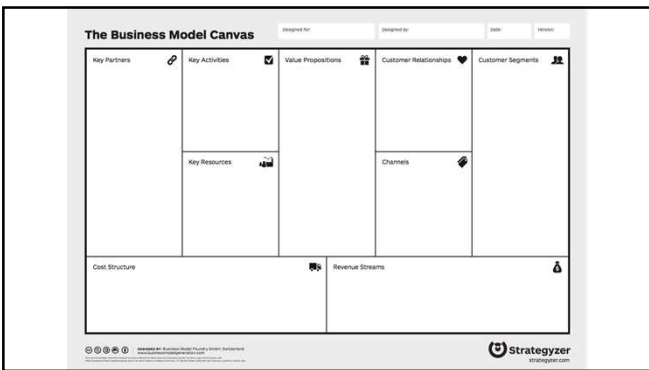
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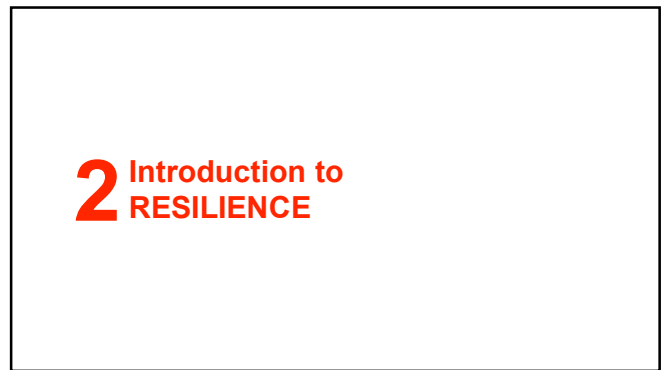
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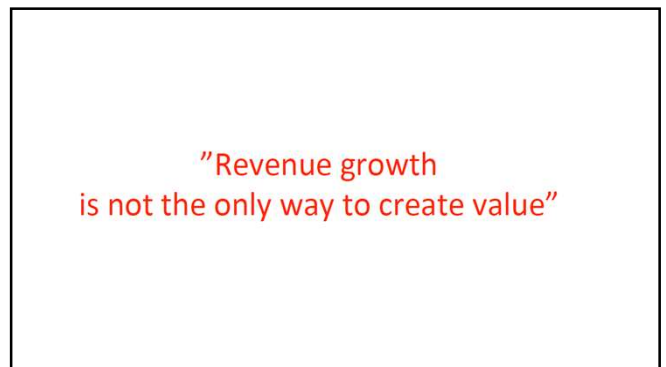
**Interview**  
**Vidner dummere af Berlingskes Guld1000-liste - her er svaret på, hvordan du faktisk skal bedømme styrken af Mærsk og Novo**  
 På på, vil du foretælle dig i Berlingskes Guld1000-liste. Deres ligner ikke rigtig noget en, livens de stærke virksomheder faktisk er.



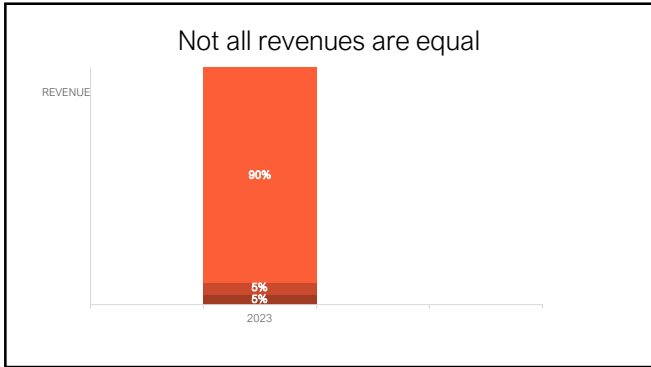
<b>Mærsk:</b>	
Revenue 2023:	DKK 351bn
Market value DKK	DKK 196bn
<b>Novo Nordisk:</b>	
Revenue 2023:	DKK 227bn
Market value DKK	DKK 3,940bn

**x20**

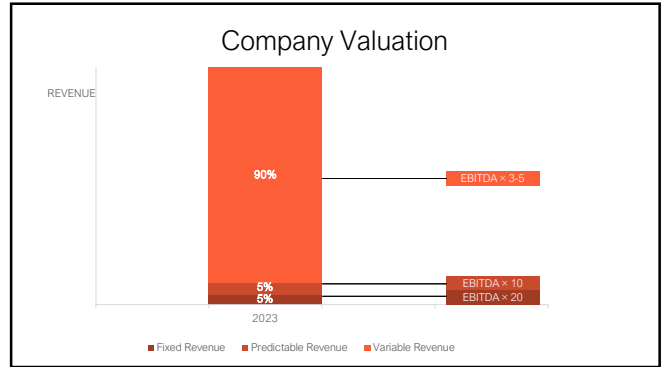
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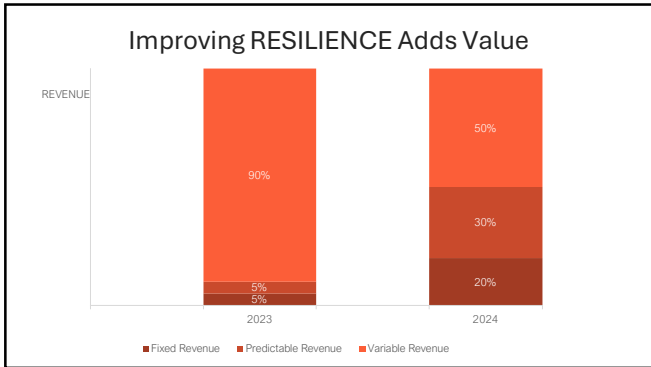
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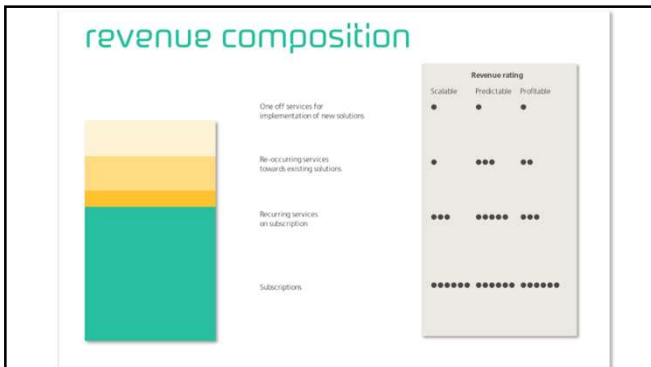
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	EBITDA	2023	2024
Variable revenue	5	90	50
Predictable revenue	10	5	30
Fixed revenue	20	5	20
Company Valuation		600	950

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

PinPointers

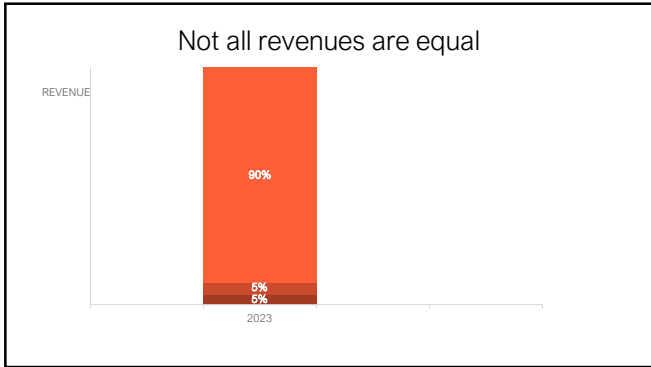
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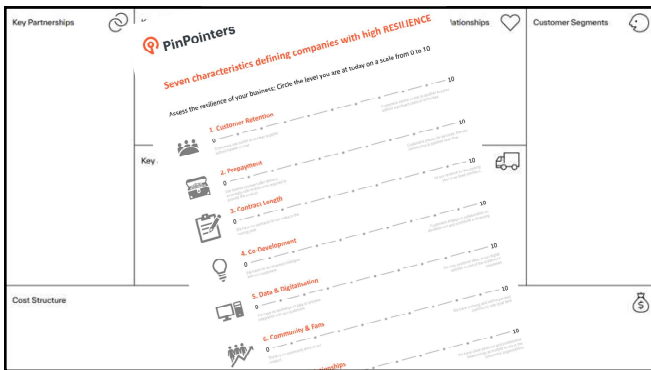
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**3** How to increase **RESILIENCE** in your company

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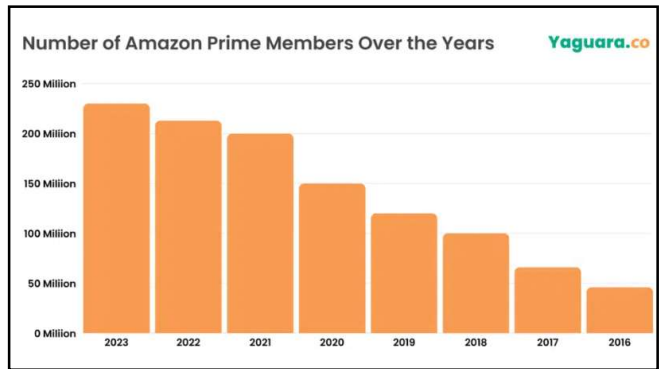
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- Amazon Prime, with over 230 million members worldwide offers a variety of benefits, including free two-day shipping and exclusive discounts plus streaming video and music.
- Amazon Prime membership costs \$14.99 per month and \$139 per year. The 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.

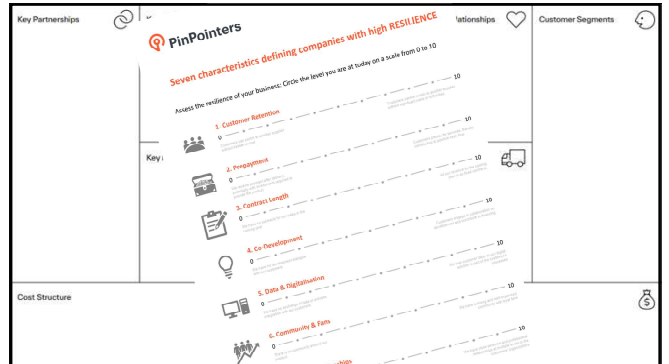
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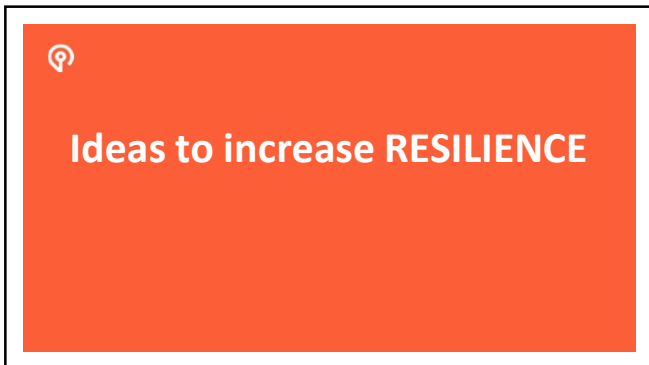
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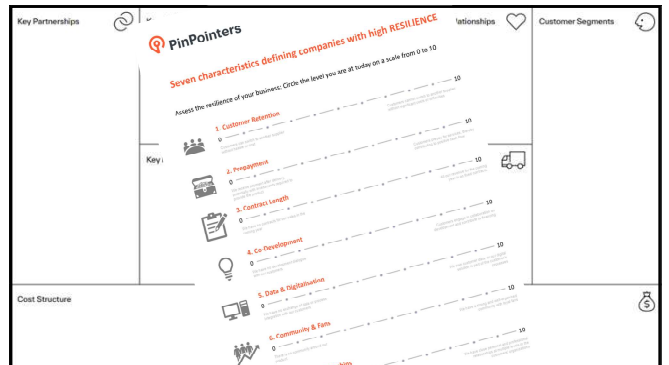
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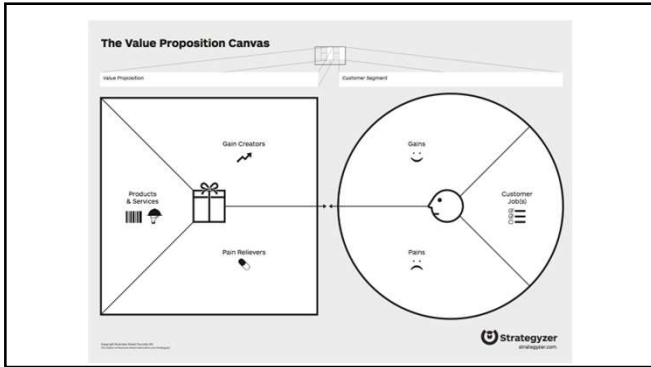
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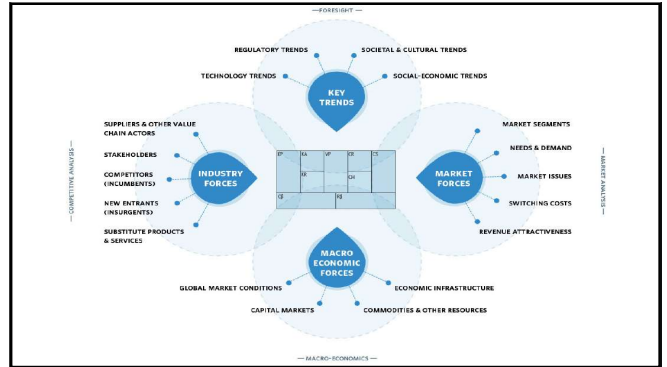
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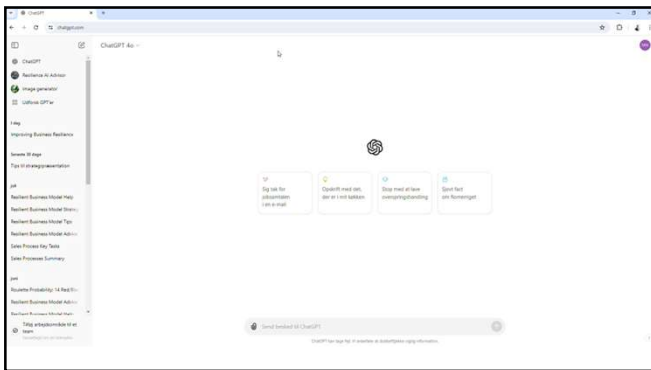
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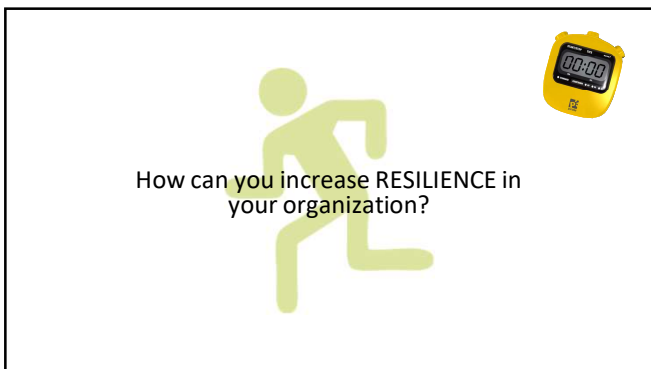


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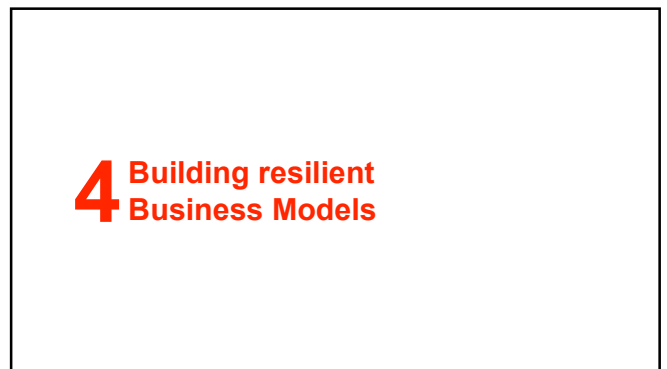
A screenshot of the Resilience AI Advisor interface. It displays a table of 12 resilience ideas with columns for 'Idea', 'Description', and 'Skill in Business Model Canvas'. The ideas include 'Service Contracts', 'Subscription Model', 'Tiered Service Plans', 'Customer Loyalty Programs', 'Predictive Maintenance', 'Training and Certification', 'Partnerships with Integrators', 'Remote Monitoring', 'Relay Fees', 'Balanced Customer Support', 'Performance Guarantees', and 'Cost Optimization'.

Idea	Description	Skill in Business Model Canvas
1. Service Contracts	Increase the number of items on service contracts by offering discounts or added value for long-term commitments.	Revenue Streams
2. Subscription Model	Introduce a subscription model for maintenance and upgrades, providing regular revenue.	Revenue Streams
3. Tiered Service Plans	Create tiered service plans (Basic, Standard, Premium) to cater to different customer needs and budgets.	Value Propositions, Revenue Streams
4. Customer Loyalty Programs	Implement loyalty programs to incentivize repeat business and long-term relationships.	Customer Relationships
5. Predictive Maintenance	Use data analytics to offer predictive maintenance services, reducing downtime and increasing reliability.	Value Propositions, Key Activities
6. Training and Certification	Provide training and certification programs for customers and integrators to enhance service quality.	Key Activities, Revenue Streams
7. Partnerships with Integrators	Strengthen partnerships with integrators by offering co-branded services and joint marketing efforts.	Key Partnerships
8. Remote Monitoring	Implement remote monitoring and diagnostics to offer proactive support and maintenance.	Key Activities, Value Propositions
9. Relay Fees	Introduce relay fees for guaranteed service availability, adding predictability to revenue.	Revenue Streams
10. Balanced Customer Support	Develop a more robust customer support system, including a dedicated hotline and online support portal.	Customer Relationships
11. Performance Guarantees	Offer performance guarantees with penalties for downtime, assuring customers of service quality.	Value Propositions
12. Cost Optimization	Optimize operational costs by streamlining service processes and using cost-effective hardware.	Cost Structure

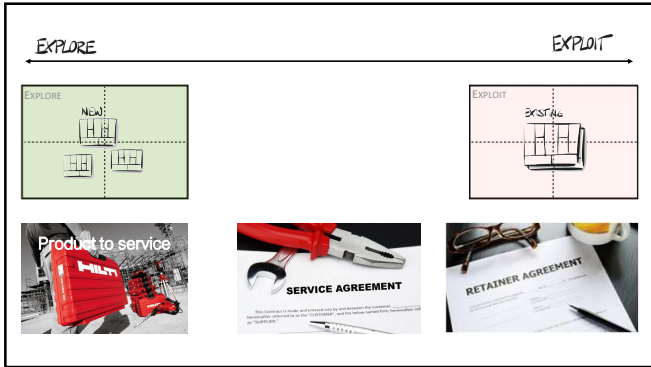
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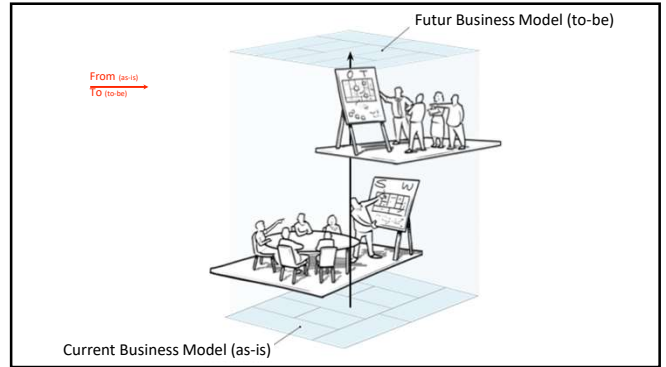
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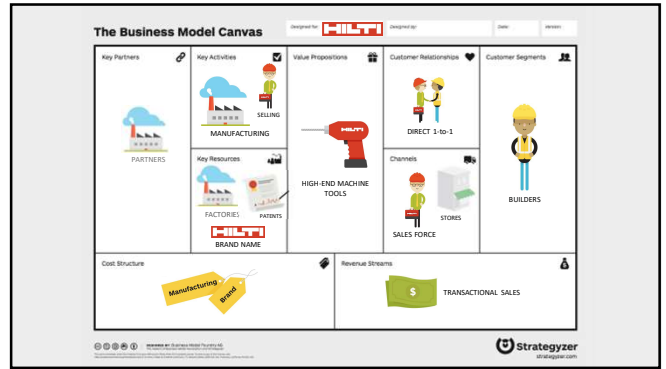
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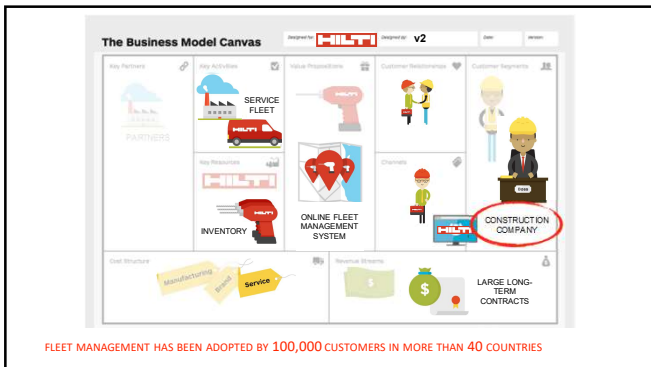
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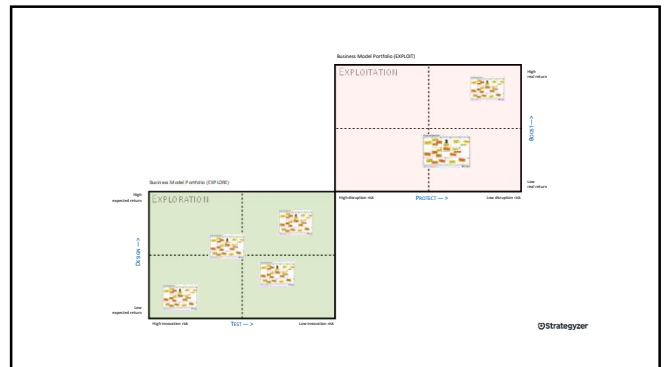
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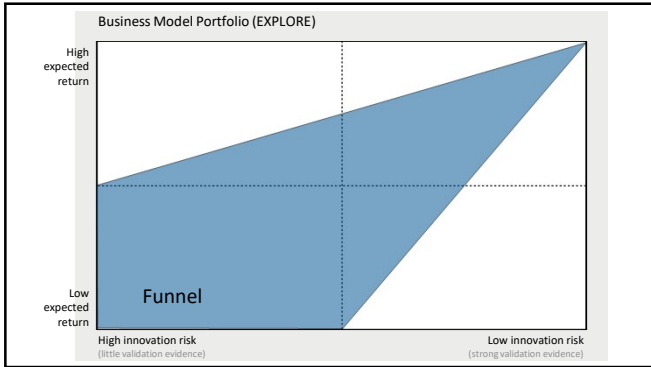
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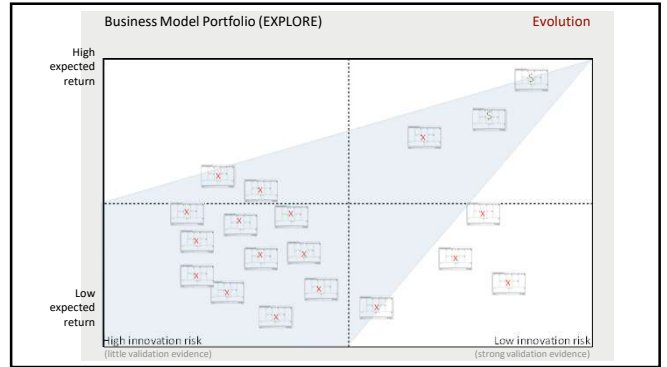
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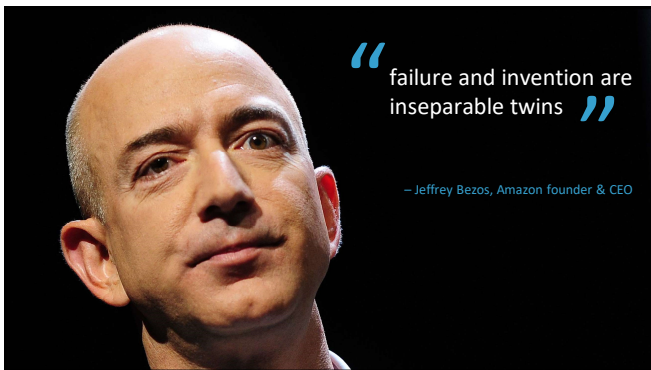
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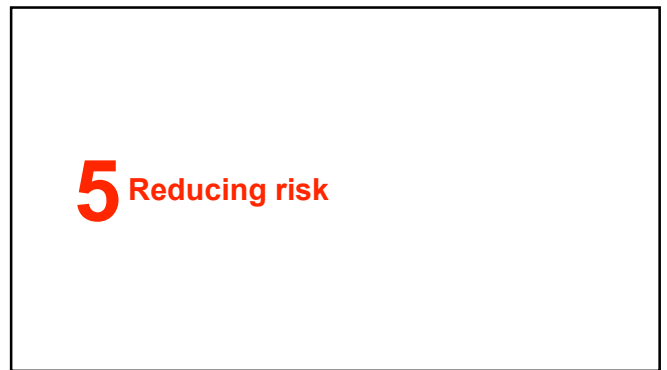
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\$850m

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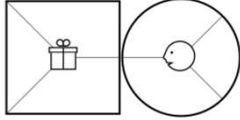


“ For every one of our failures, we had spreadsheets that looked awesome. ”

- Scott Cook, co-founder & chairman INTUIT

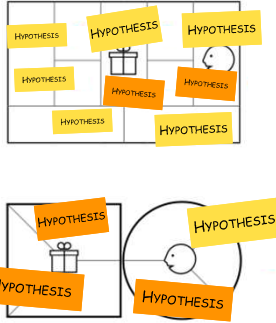
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a business model or a value proposition might look great on paper...

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but really it's a set of hypotheses



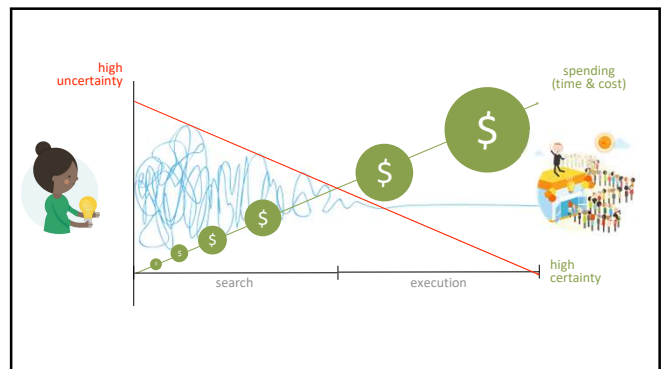
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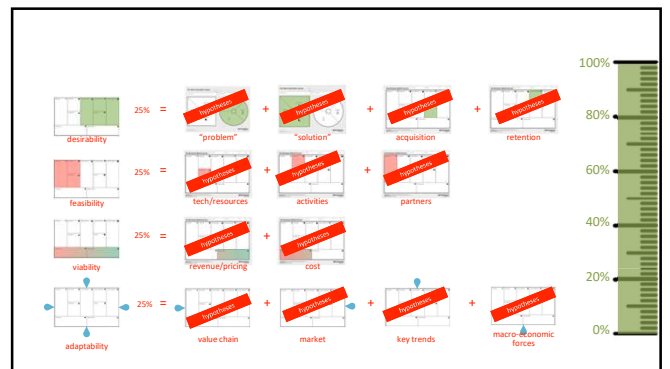
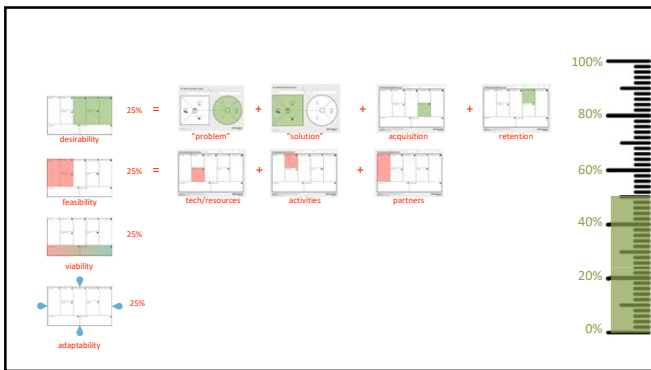
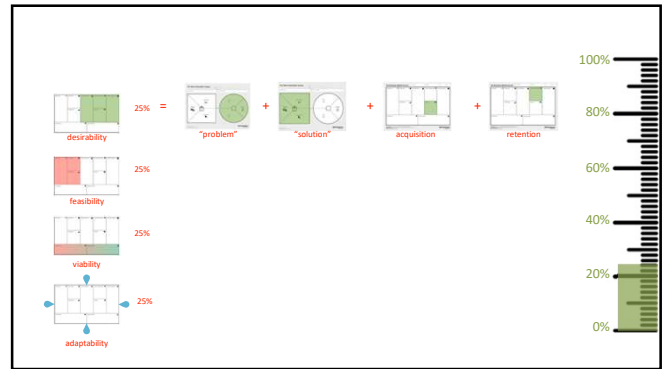
“ there are no facts in the building... so get the hell out and talk to customers ”

- Steve Blank, entrepreneur & author

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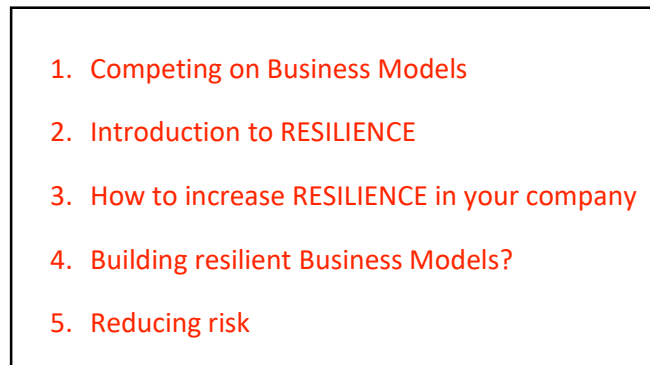


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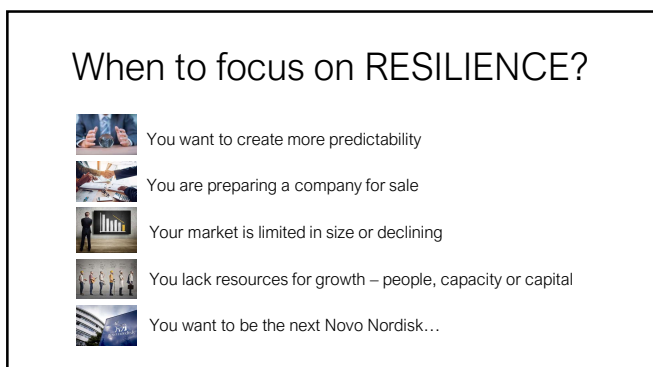




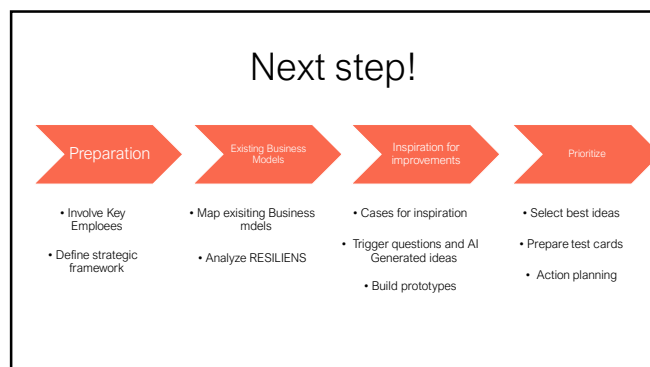
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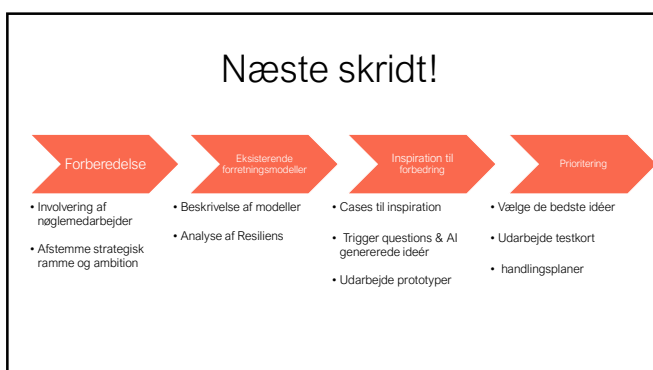
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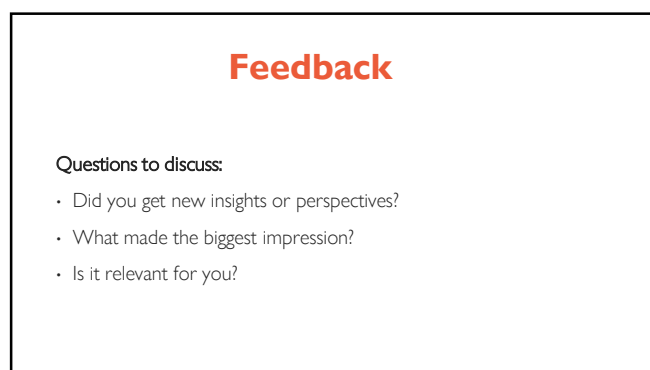
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**Thank you for you attention!**

MICHAEL WILKENS  
Strategist | Executive Advisor

PINPOINTERS.DK

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

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

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