

Org-Wide Level (portfolio level) & Business-Line/Program Level (core business & exploratory)

Product	Customer's or End-User's and Stakeholder or Payor's Key Problem (<i>pain</i>)	Key Solution (<i>gain</i>)	Competitive Advantage (<i>not easily replicated tangible &/or intangible assets; lifecycle stage considerations</i>)	Target Customers & Stakeholders (<i>blue ocean market opportunities?</i>)	Market
		Move the needle Metrics (<i>proxies for mission & margin success</i>)	Scale Up vs Scale Out (<i>partnerships; exit strategies</i>)		
<u>Cost Structure</u> <ul style="list-style-type: none"> • Customer/stakeholder acquisition & servicing costs • Org's fixed vs variable vs outsourced • Business-line net margins 			<u>Revenue, Capital, Cash</u> <ul style="list-style-type: none"> • Customer lifetime value • Revenue model • Capital structure, needs, burn-rate • Cashflow 		

Business models: value-creation, delivery, capture