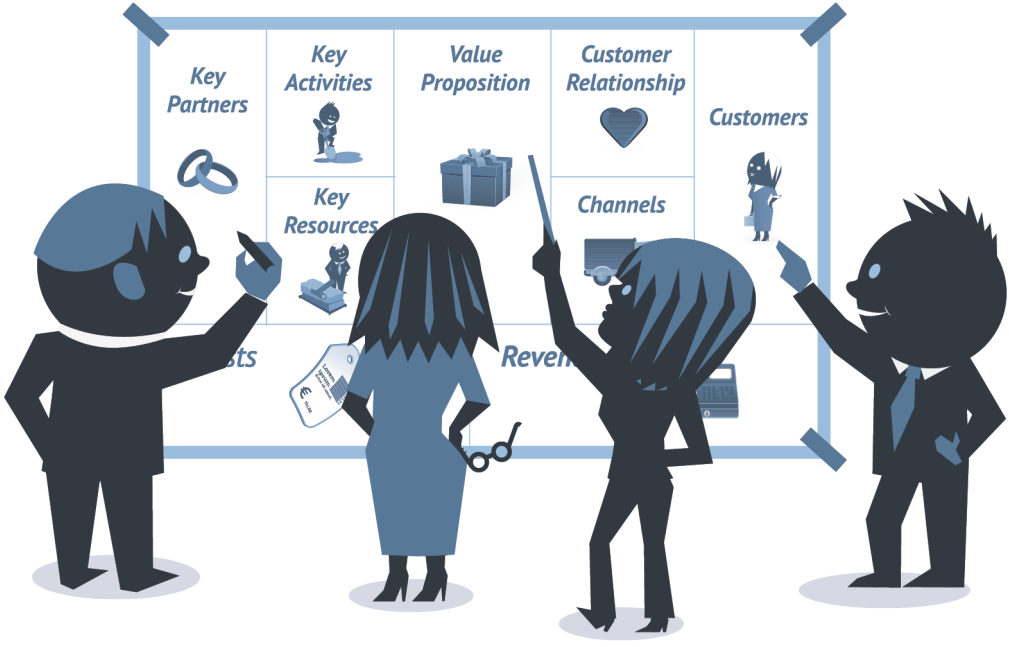
HANS PETER BECH

# BUILDING SUCCESSFUL BUSINESS MODELS

## BUSINESS MODEL MANAGEMENT IN THE B2B SOFTWARE INDUSTRY




BOOX

A READER'S PREVIEW

# Building Successful Business Models

Business Model Management
in the B2B Software Industry

**Hans Peter Bech**

Chapters 1 and 2
with a selected worked example

BOOX Publishing

READER'S EDITION

# About this preview

This preview contains the first two chapters of *Building Successful Business Models* and selected passages from the worked example in Appendix 3. The full book's chapter and appendix titles are included to show the scope of the method.

The worked example introduces FjordERP's situation and objective, then moves to the strategic conclusion, follow-up assumptions, and illustrative learning. The detailed accounts of Days 1-5, documentation, and capital-partner preparations are omitted.

Chapter and appendix references refer to the full book. Page numbers and PDF bookmarks provide navigation within this preview.

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The following pages list the contents of the full book. PDF bookmarks provide direct navigation through this preview.

THE COMPLETE BOOK

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CHAPTER 1

# Introduction

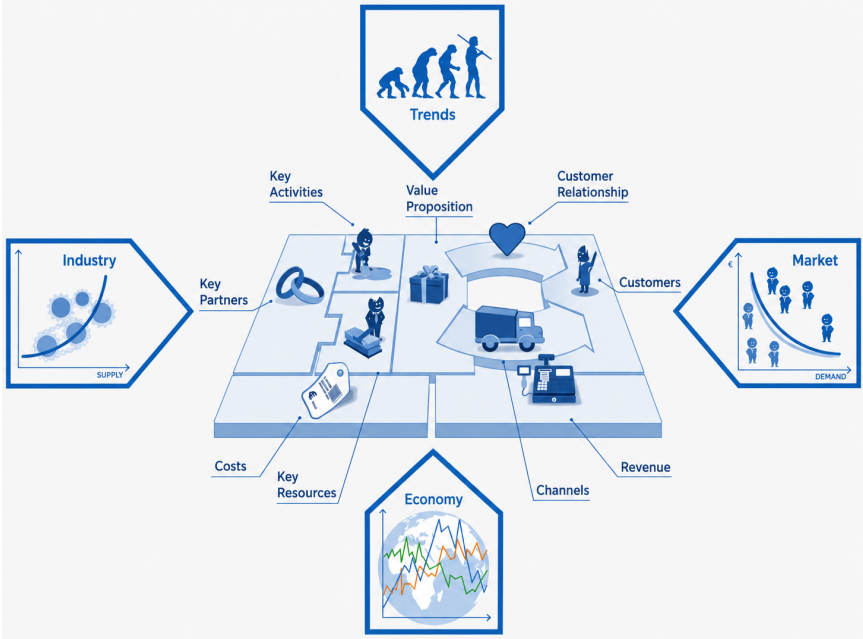
## Purpose, Scope, and Method

This book is for people at B2B software companies who want to substantially increase their company's revenue, whether by becoming more effective in their current markets or by entering new ones.

It provides a practical approach built around Alexander Osterwalder's Business Model Framework, which comprises the Business Model Canvas and the Business Model Environment. Everett Rogers' Law of Diffusion of Innovation provides an additional perspective on customers' readiness to adopt an offering. Together, these methods provide the structure and terminology to analyse the current business model and identify the changes needed to achieve substantial revenue growth.

I have organised the work as a project, with a five-day workshop programme at its core. It takes the team from understanding the current business to recommending changes and deciding how to test them. The workshops prepare the company to act; research, testing, and implementation require work beyond the days spent together.

The project requires a team composed of the people with the deepest insight into the issues being analysed; a project owner with the authority to resolve resource and management issues affecting progress; and a facilitator who helps the team apply the methods. The book explores these roles and their responsibilities in greater detail.




Chapters 1 to 8 explain where the method applies and how to organise and carry out the project, from preparation and workshops to testing and implementation. Chapter 4 explains how to use the workshop chapters throughout the process.

Chapters 9 to 11 introduce each framework.

If you are working as a facilitator, I urge you to read the original books[1]. Instead of reading Rogers' book on innovation diffusion, you can read Geoffrey Moore's *Crossing the Chasm*, which deals specifically with technology products.

The five appendices provide practical guidance on defining customer[2] segments, clarifying value propositions, measuring revenue-generation performance, and obtaining external evidence. They also include a worked example showing how a B2B software company uses the method to prioritise between domestic growth and international expansion. Use them as supporting material when preparing and running the workshops.

I have included each illustration only once. They are generally simple and easy to memorise. I believe the reading experience improves when they aren't repeated[3].

## Think Before You Act

I often meet business leaders who would prefer to skip the analysis and move straight to action. Why spend time examining the business model when we could be out there winning customers, developing products, or building partnerships? We can always adjust our approach as we learn what works and what doesn't.

It's a fair argument. Learning by doing is a perfectly legitimate method, particularly when the cost of experimenting is low and mistakes can be corrected quickly.

However, even this approach requires some discipline. How do we know whether an activity is working? What results should we measure? And when something doesn't work, how do we decide what to change?

Without clear objectives and a method for assessing results, we risk replacing one set of activities with another without understanding why the first failed.

My preference is to think things through before committing substantial resources. Not because analysis guarantees success. It doesn't. But because it helps us identify the most important issues, examine our assumptions, and make better-informed decisions.

Analysis also takes time and costs money. The objective is not to analyse everything or eliminate uncertainty. It is to establish a sufficiently reliable basis for deciding what to do next.

**The objective is not to replace action with analysis, but to make action more effective.**

## The Devil Is in the Details

When the book *Business Model Generation*[4] was released in 2010, I read it immediately and was genuinely excited. The Business Model Canvas's clarity, visual structure, and promise of an easy-to-understand shared language for strategy and business development discussions seemed both elegant and practical. It felt like something previously complex, such as the Balanced Scorecard[5] and Blue Ocean Strategy[6], had finally been simplified and made accessible to all types of companies.

Curious to dig deeper, I joined a master class with Alexander Osterwalder in London. That experience reinforced my initial impression. The framework was not only intellectually appealing but also highly usable. It felt like a tool I could bring into a room, apply with a team, align around, and use to drive change immediately.

And then I started using it with clients.

That is where the real learning began.

At first glance, the business model framework appears simple. You can explain it in less than three minutes[7], and it's easy to understand. Applying it in a specific business context, however, is something else entirely. Like most strategy and business development tools, the theory is straightforward; the application is not.

What looked structured and simple in the book became messy when confronted with the realities of customers, markets, and organisations. Discussions quickly ran off track. Definitions were interpreted differently. Assumptions were presented as facts. Teams drifted into generalities or jumped to conclusions prematurely.

The main challenge is that the presentation of theory behind the business model framework is written to apply across all industries and business types, whether you are making tractors, potato chips, shoelaces, passenger jets, or business software. That breadth requires a high level of abstraction, which makes the framework harder to apply in practice.

In this book, I have therefore adapted it to the specific characteristics of B2B software companies, which fundamentally shape how value is promoted, sold, created, and delivered.

I excluded anything unrelated to the B2B software industry.

## From Invention to Intervention

Over time, an additional insight emerged.

Most companies already operate a business model. Their challenge isn't to develop one from scratch, but to understand how the current one works, where it falls short, and what changes could help them grow faster and become more profitable.

Lead generation may be inadequate, sales cycles may be too long, or the company may be losing too many opportunities. You may be unsure which customers to prioritise, which problems matter most, or how to position your offering. Other projects begin with an ambition or an opportunity: improving existing channels, building new channels, expanding channel capacity, or entering a new market.

In these situations, the starting point is the existing business, its experience and its resources. The work then moves to diagnosis and finally to design: choosing what to change, checking how those changes affect the rest of the model, and deciding how to test the expected improvement. Some revisions may be modest; others may require changes to the product, the organisation, the financial foundation, the customers served, and the way the company reaches and supports them.

Against this backdrop, I have designed the workshop programme presented in this book to help your company develop a revised business model grounded in its current reality, with explicit assumptions you can test through practical experiments.

## Facilitation and AI Tools

To use the framework effectively, you need a trilingual facilitator. The facilitator needs a firm grasp of both the theory and the business. He or she must also be able to facilitate workshops using AI tools.

The facilitator helps you connect the framework's concepts to the company's actual customers, market, and operations. That requires enough domain insight to ask relevant questions and enough command of the method to steer the discussion toward its objective.

AI can support this work by turning recorded discussions, notes, and visual material into structured summaries that participants can review. These summaries provide continuity between sessions and preserve the reasoning behind the choices made. You will find more details about using AI tools for documentation and research in Chapter 4, *Preparation and Facilitation*. Chapter 12, *Documentation*, describes the associated workflow and technical requirements.

## Deciding What Is Relevant to Your Business

As you read this book to prepare for your workshops, consider what matters to your company. Then assess which changes you are willing to make and whether you can afford them.

Although the book is written for people working in B2B software companies, these businesses vary considerably in their maturity, products, markets, customers, revenue models, and financial resources. What is critical for one company may matter little to another. Almost every change comes at a cost, and the investment usually precedes the return: you must sow before you can harvest (I know it's a tired cliché, but it seems particularly appropriate here). Your priorities should therefore reflect both what your company needs and the financial resources available to make it happen.

The book deliberately covers a broad range of revenue-generation objectives and business situations. All companies juggle several issues and opportunities simultaneously, but each project can have

only one objective. That objective and its agreed scope determine which questions and activities in Chapters 5-7 require detailed attention. Chapter 3, *Project Housekeeping*, explains how to prepare the workshop programme as a project in its own right.

The book's breadth is intended to help you recognise the issues worth considering. You are not expected to give every topic equal attention, but to use the material to make better decisions about your own business.

## Why Five Days?

In my experience, substantially increasing revenue typically requires more than a few quick fixes. Understanding what constrains growth takes time, especially when assumptions behind the current business model need closer examination. That understanding provides the basis for deciding what to change. Putting the changes into practice and assessing their effects requires further work.

If the people responsible for making those changes are unfamiliar with The Business Model Framework and The Law of Diffusion of Innovation, allow a full day to introduce the basic principles and relate them to the company's current business. This gives the team a shared structure and terminology for the work ahead.

It also raises questions.

Answering those questions, together with a thorough analysis of the business model environment, rarely takes less than another two days. The team then typically needs two further days to translate that insight into proposed changes to the Business Model Canvas and define how to test whether those changes produce the intended results.

That is the reasoning behind the five-day workshop programme at the core of this book. The workshops give the team time to develop and document its recommendations. Testing and implementation follow afterwards.

But does it always take five days?

No. The time required depends on the situation. It can be less, although in my experience it rarely is. It can also take longer, and often does. Deciding how much time to allow requires an understanding of both the company's circumstances and the methods. Five days is a practical starting point, not a fixed rule.

## Return on Investment

Taking the people most critical to revenue generation from their daily work for five workshop days is a significant commitment for many companies. An external experienced facilitator who can be onboarded quickly may cost more than $5,000 a day.

It is therefore reasonable to ask what the company will gain from such an investment.

There are three reasons to make it.

**First**, the workshops give the organisation a shared vocabulary and a repeatable way to examine its business model. Once people learn that process, they can make later adjustments more quickly.

**Second**, the habit of examining customers, competitors, technology, and other changes in the business model environment helps the company recognise when an adjustment is needed and respond sooner. It may even enable your people to spot a risk or an opportunity before anyone else.

**Third**, even a modest improvement in sustained revenue growth can significantly affect value. Consider a debt-free software company with $20 million in annual recurring revenue, a 50% profit margin, and 5% annual growth. Assume profit is also distributable cash flow, grows with revenue, and investors require a 10% return. With 5% growth continuing, a simple valuation values the company at $210 million. If it achieves 5.5% growth for a year while maintaining its margin, investors may treat that record as evidence of a new,

sustainable growth rate. If they then project 5.5% growth into the future, the same calculation yields approximately $234 million - an increase of $24 million. The change in valuation reflects investors' revised expectations about future growth.

Even a small, sustained increase in revenue growth can add substantial value. A shared method for recognising changes in the business model environment and adjusting the business model accordingly makes that growth much more likely. The chapters that follow show how to put that method to work.

# Notes to Chapter 1

1. Rogers, E. M. (1962). Diffusion of Innovations. New York: The Free Press of Glencoe.

Moore, G. A. (2014). Crossing the chasm: Marketing and selling disruptive products to mainstream customers (3rd ed.). New York, NY: HarperBusiness, an imprint of HarperCollins Publishers.

Osterwalder, A., Pigneur, Y., & Clark, T. (2010). Business Model Generation: A handbook for visionaries, game changers, and challengers. Hoboken, New Jersey: Wiley.

2. The term ‘customer’ is used throughout this book to refer to both potential and actual customers, unless otherwise specified.

3. You can download a PDF containing all the illustrations here: https://hpbech.com/biznes/building-successful-business-models/

4. Osterwalder, A., Pigneur, Y., & Clark, T. (2010). Business Model Generation: A handbook for visionaries, game changers, and challengers. Hoboken, New Jersey: Wiley.

5. Kaplan, R. S., & Norton, D. P. (1996). The Balanced Scorecard: Translating Strategy into Action. Boston: Harvard Business School Press.

6. Kim, W. C., & Mauborgne, R. (2005). Blue ocean strategy: How to create uncontested market space and make the competition irrelevant. Harvard Business School Press.

7. https://youtu.be/QoAOzMTLP5s

CHAPTER 2

# Scope and Application

## What the Method Covers and Produces

The workshop programme produces a proposal for revising the business model: what should change, why it should improve performance, and how the parts would work together.

The work progresses through three stages:

Day 1 establishes shared terminology and an initial description of the current model, its environment, and relevant adoption dynamics.

Days 2-3 examine external conditions and customer behaviour to identify what the model must address.

Days 4-5 compare alternatives, recommend an integrated revised model, and prepare a plan to test its critical assumptions and expected effects.

These outputs do not establish that the intended business improvement has occurred. Testing after the workshops provides evidence for decisions to pursue, adjust, or abandon changes. Results depend on how customers, partners, and competitors respond.

Chapter 3, *Project Housekeeping*, explains how to organise the project and define success. Chapter 4, *Preparation and Facilitation*, explains how to prepare and adapt the workshop programme.

## B2B Software Industry Characteristics

This book is written specifically for B2B software companies because the industry differs in important ways from B2C businesses, pure product companies, and professional service firms.

In B2B software, the product is intangible, and its value is uncertain at the point of purchase. Customers cannot usually assess it by inspection alone. Its value depends on how effectively they adopt it, integrate it into daily work, and adapt their processes and behaviours. The same software can therefore deliver very different results across organisations. Value lies in the improvements achieved in processes, decisions, compliance, efficiency, risk management, or revenue generation. This makes the value proposition harder to define, communicate, and prove.

A value proposition describes how the company helps customers solve problems or achieve desired outcomes. Customers may fail to recognise the value of an otherwise suitable product. In other cases, the product may not fully deliver the promised value. Revising the value proposition may therefore require changes to how the offering is communicated, to the offering itself, or both.

For example, a software company promising to reduce administrative work may need to explain more clearly how its product saves time. However, if customers still have to transfer data manually between systems, delivering the promised value may also require better integration with their existing software.

B2B software is also rarely sold as a standalone product. Realising its value often requires implementation, configuration, customisation, integration, training, and support. The business model combines the scalability of a reusable product with services that require additional effort for each customer. Unlike professional service firms, software companies depend on product reuse to scale, even when services remain essential.

Customers typically assess costs, benefits, and risks through a formal buying process supported by a business case. However, executive approvers, technical evaluators, users, line management, and procurement may have different priorities. Their involvement makes purchasing lengthy, political, and dependent on reducing risk and achieving internal alignment.

Demand rarely appears spontaneously. Customers usually need a strong reason to act, and a buying process regularly begins when a compelling event creates urgency. Internal events include system breakdowns, missed targets, leadership changes, or operational inefficiencies becoming intolerable. External events include regulatory changes, technological shifts, macroeconomic pressures, or structural changes in the customer's industry.

The distinction is relevant for revenue generation. Internal events can create strong urgency, but they are difficult to identify and predict across a market. AI can help detect signals when information is available, but many developments remain invisible to outsiders. Relying mainly on these events therefore tends to make revenue generation irregular and expensive. External events may affect many companies simultaneously, creating broader demand that the company can address with clearer messaging and lower customer acquisition costs.

Many B2B software companies also rely on distributors, resellers, implementation partners, systems integrators, or referral partners to reach and serve customers. The business model must therefore work across independent organisations, each with its own incentives, capabilities, and processes. A commercially attractive arrangement for the software company must also make sense for the partners expected to carry it out.

Finally, B2B software companies are typically asset-light. Their critical assets are intellectual property, people, systems, market knowledge, and commercial execution. Managerial attention centres on product development, positioning, channels, adoption, and customer success rather than factories, warehouses, or physical distribution.

Together, these characteristics shape how B2B software companies create, deliver, and capture value. Analysing and changing their business models requires both an understanding of the framework and practical insight into the customer decisions, technical

requirements, and organisational conditions that affect revenue generation.

## Target Audience

The book is primarily for project owners, leadership teams, and internal or external facilitators organising business model development in B2B software companies. Workshop participants across commercial, product, delivery, and financial functions can use it to understand the concepts and contribute their experience. The facilitation instructions are for those running the sessions; the business questions apply to everyone involved.

The method principally serves companies with an existing offering and operating experience. Customer interactions, won and lost deals, delivery experience, and commercial results provide its starting point.

Startups approaching launch can substitute prospective-customer interviews, prototypes, and early market tests for operating history. However, startups may find Steve Blank[1]'s methods better suited to establishing a new business.

## Ambition: The Question No Framework Can Answer

No strategy tool can tell you what you want.

The owners must define the company's ambition and accept its consequences. How much growth, how quickly, and at what cost? Would they accept a period of losses, new investors, or shared control? The required resources, risk, and effort must match what the owners and team are willing to support.

Money can guide choices, but cannot define their meaning[2]. The frameworks presented in this book help make an ambition's consequences visible and assess feasibility. Chapter 3 explains how to translate it into a project objective, scope, and commitments.

Reconsider these if the work requires more than the company is willing or able to commit.

## Workshop Formats

The workshops can be run on-site or virtually. Choose the format that enables the required contributors to participate.

Meeting in person helps sustain attention and makes reactions easier to read, but access to the required contributors takes priority.

In either format, everyone must be able to see the whole model and follow the current question.

**On-site:** Use a large printed canvas[3], sticky notes, and a whiteboard arranged for shared participation. Capture the material digitally before changing or removing it.

**Virtual:** Make sure everyone can read and edit the shared canvas. Test the breakout rooms before the workshop. The facilitator must be comfortable managing discussion and collaborative work. Let participants try the tools before analysis begins. Use shorter work blocks, frequent breaks, and explicit checks of agreement; silence is not consent.

Chapter 4 covers participation and facilitation, and Chapter 12 explains recording and documentation.

## Notes to Chapter 2

1. https://steveblank.com/

2. Bech, H. P. (2026). The Dollar Compass - Supercomputers, Power Politics, and Moral Deception in the Autumn of the Cold War. BOOX fiXion.

3. https://stattys.com/en-eu/products/business-canvas-model-template-without-trigger-questions

SELECTED PASSAGES FROM APPENDIX 3

# Domestic growth before international expansion

This extract introduces FjordERP's decision and then moves to the workshop conclusion, follow-up assumptions, and subsequent learning. Intervening sections are omitted.

## Introduction

FjordERP is a fictional software company that provides a cloud-based accounting and enterprise resource planning system for small- and medium-sized businesses. Its software supports financial management, purchasing, inventory, projects, and production. Independent business partners sell, configure, customise, implement, and support the solution.

During its first five years, FjordERP invested heavily in promotion and lead generation to establish its position in the domestic market. The company is now profitable and maintains a substantial marketing budget, including cooperative campaigns with its resellers. It also serves customers abroad through independent distributors, including those in Germany and the Netherlands.

Management recognises that long-term growth must come from international expansion. FjordERP has secured a solid position domestically, but that market represents less than 1 per cent of global demand for this type of service. The question, therefore, is not whether to pursue international expansion, but when and how. Should FjordERP accelerate its international activities now, or first use the domestic growth opportunity to strengthen its financial position and attract an investor?

This example follows that question through the five-day workshop process and into the subsequent follow-up. The company, figures, workshop findings, and follow-up results are illustrative.

## Establishing the Objective

At the start of the project, FjordERP generates DKK 60 million in annual recurring subscription revenue, measured as the company's revenue after partner discounts. The domestic market accounts for approximately 98 per cent. Partners earn additional income from consulting, customisation, implementation, integration, training, and support. Although FjordERP's products are a core component of the partners' value propositions, the vendor captures less than 20 per cent of the total customer lifetime value (CLV). This leaves substantial revenue opportunities for partners, making the products commercially attractive.

The company operates with a small, experienced organisation. Its 52 per cent profit margin reflects a business model in which independent partners handle much of the customer-facing work and take increasing responsibility for marketing and lead generation. After a wave of consolidation in the partner channel, some partners have reached a scale that lets them operate more autonomously. These partners have also begun developing complementary apps for specific vertical industries, extending FjordERP's offering with specialised functionality. FjordERP continues to support market development through its marketing investment and cooperative campaigns with resellers. Its organisation is well suited to current operations, but it has limited capacity to undertake several major growth initiatives simultaneously.

Two developments make the strategic choice particularly important.

First, changes in domestic legislation will require thousands of companies to modify or replace their ERP systems. Different types of companies face different deadlines, with full implementation due in five years. The first wave has already been affected, and FjordERP

has registered an increased flow of enquiries both directly and through partners. The team expects further waves of demand as subsequent groups approach their deadlines. This creates an unusual opportunity in a market where companies would otherwise retain functioning systems for many years.

Second, market analysis and experience from the distributors in Germany and the Netherlands indicate that accelerating organic growth abroad could require substantial capital and involve considerable risk. A suitable product and a local distributor alone have not produced the growth experienced at home.

FjordERP's ambition is to establish international expansion, at some stage, as a foundation for long-term growth. To strengthen its financial position, the company sets the following project objective:

Increase annual recurring subscription revenue from DKK 60 million to DKK 100 million within three years, while growing the profit-before-tax margin to at least 60 per cent.

The project's scope includes examining domestic and international growth opportunities and recommending the business model changes, financing, and organisational arrangements needed to achieve the objective. The workshops must recommend a sequence of actions and a plan to test the critical assumptions before making substantial commitments. The board of directors recognises that completing these deliverables does not establish that the revenue objective is achievable.

## The Strategic Conclusion

The workshops point to a two-stage strategy to achieve the company's established international growth ambition. The domestic opportunity provides a way to strengthen the business before the larger international investment.

Short-term growth should come primarily from the domestic market. FjordERP should use its established position and mature partner

channel to capture the replacement opportunity over the coming five years. Partners will handle lead qualification and customer delivery, while FjordERP continues to invest in marketing, including cooperative campaigns with resellers. The company will maintain a lean organisation while extending the core product and developing separately priced modules. The team expects customer growth and higher revenue per customer to improve profitability, strengthening the case for pursuing the domestic opportunity before accelerating international expansion. Combining recurring-revenue growth with expected margin improvement should strengthen FjordERP's investment case as it approaches the DKK 100 million milestone.

With DKK 100 million in annual recurring revenue and a profit-before-tax margin of 60 per cent within sight, FjordERP should begin preparing and discussing an ownership transaction with potential capital partners that also provides an exit opportunity for some existing minority shareholders. Acquiring the German and Dutch distributors is a proposed route to international expansion. The team recommends a separate feasibility project to compare it with continued partner-led growth and assess the distributors' willingness to sell, commercial terms, funding needs, and integration requirements. Any acquisition decision remains subject to this work and the appropriate authorisation.

The funding requirement must distinguish payments to selling shareholders from capital made available to the business. An ownership transaction will support the strategy only if sufficient capital is available for the international programme.

The DKK 100 million revenue target is a company-specific milestone. It is intended to place FjordERP in a stronger position before undertaking the next stage. It does not, by itself, establish that an acquisition or international investment will be attractive.

Existing international customers and distributors continue to receive support. Preparatory work can also continue, but it defers major expansion expenditure.

## Following Up on the Domestic Growth Assumptions

The team’s central assumption is that later waves of companies will produce a pattern of increased enquiries similar to the first wave as their deadlines approach. FjordERP nevertheless takes a cautious approach to its revenue projection, assuming that this demand will at least sustain the current growth rate rather than accelerate it.

The financial projection separates revenue from new customers, core-product price increases, and additional modules. It includes the related development and operating expenses to assess whether the net profit margin can rise to 60 per cent. On that basis, finance can project when annual recurring revenue will reach DKK 100 million and estimate the corresponding net profit. This provides a timeline for preparing the liquidity transaction, with ample time to organise the process.

The follow-up also tracks revenue per customer, module purchases, customer retention, development and support costs, and net profit margin. These measures help assess whether expected revenue and margin improvements are materialising, rather than assuming price increases and new modules will automatically deliver them.

The follow-up plan uses the recorded first-wave results as a baseline and specifies expected enquiry and revenue levels for subsequent waves. A monthly review compares direct enquiries, partner-sourced enquiries, and resulting subscriptions with the forecast. Where records permit, the team compares waves at similar points before their deadlines and considers differences between company types.

Finance maintains the revenue and margin forecast, using enquiry and commercial information supplied by partner management. The plan sets criteria for reviewing persistent shortfalls in enquiry flow, sales conversion, or revenue growth. If these criteria are met, management examines the causes and revises the forecast, required support, and timing of investor preparations. This monitoring assesses whether the domestic growth assumptions hold as the legislation is implemented.

## Illustrative Learning After the Workshops

After six months, enquiries from companies in the next affected wave have increased both directly and through partners. Revenue and inbound lead flow are above projected levels, supporting the team’s assumption that the pattern observed in the first wave would recur. The updated forecast indicates that FjordERP can reach DKK 100 million in annual recurring revenue sooner than projected, with a higher profit rate.

On that basis, management decides to begin preparations and discussions with potential investors. Preparations for the liquidity transaction proceed while FjordERP continues marketing, supports partners, and monitors revenue growth and inbound leads.

BUILDING SUCCESSFUL BUSINESS MODELS

# Continue reading

Turn the questions raised in this preview into a structured review of your own business model.

The full book guides you through preparation, facilitation, analysis, model revision, testing, and implementation. It includes the framework chapters and five appendices with methods, examples, and supporting guidance.

For details about the full book and how to obtain a copy, visit:

**hpbech.com/biznes/building-successful-business-models/**

Hans Peter Bech



Hans Peter Bech is a best-selling author, economist, and advisor specialising in international business development in the software industry.

With decades of experience in global sales and partner channels, he helps B2B software companies design scalable business models and go-to-market strategies.

*A highly practical and insightful guide for anyone working in B2B software. The book translates Osterwalder's framework into a real-world application with clarity and depth. The focus on compelling events and customer decision dynamics is especially valuable. A must-read for executives and founders.*
★★★★★ **Sarah Mitchell**

*This book stands out by addressing the realities of selling complex B2B software. It goes beyond theory and provides a structured way to think about revenue generation, customer behaviour, and market timing. Clear, actionable, and directly applicable to day-to-day business challenges.*
★★★★★ **David Collins**

*An excellent bridge between strategy and execution. The emphasis on switching costs, business cases, and triggering customer action reflects how B2B software markets actually work. It brings discipline to business model thinking and is particularly useful for leadership teams aligning on growth.*
★★★★★ **Emily Carter**

*One of the most relevant books I've read on B2B software business models. It cuts through generic advice and focuses on what really drives decisions in enterprise sales. The structured approach makes it easy to use in workshops and internal discussions. Highly recommended.*
★★★★★ **Michael Andersen**

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