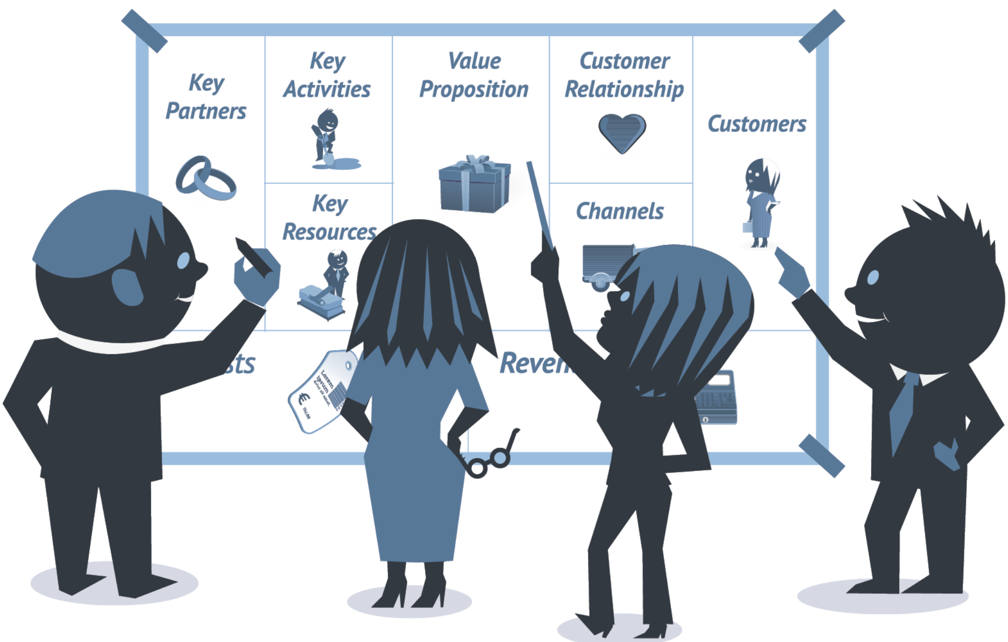
HANS PETER BECH

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 4. The full book's contents are included to show the scope of the method.

The worked example is presented as selected passages; intervening sections are omitted. Chapter and appendix references in the text refer to the full book. Page numbers in this preview apply only to this edition.

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Reader's preview from the current manuscript.

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In this preview

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

THE COMPLETE BOOK

Contents of the full book

Appendices

CHAPTER 1

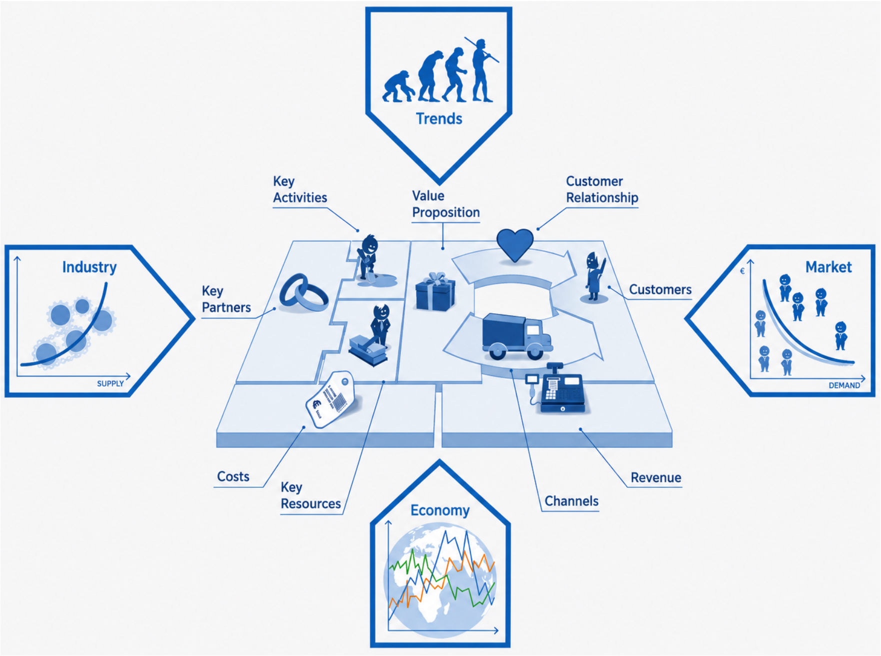
Introduction

Purpose, Scope, and Method

This book is for people in B2B software companies who want to improve their company's capacity to generate revenue, whether by becoming more effective in their current market or by entering new markets. It provides a practical approach to applying Alexander Osterwalder's business model framework and Everett Rogers' diffusion of innovations theory to those ambitions.

It guides you through five workshop days to a coherent, revised business model and a concrete plan to test it. The model describes the changes the company has chosen, why they are expected to improve revenue generation, and how the building blocks fit together. The test plan defines how the critical assumptions and expected effects will be examined, who is responsible, and when the results will be reviewed.

Testing takes place after the workshops. By the end of Day 5, the company should have made explicit choices about its revised model and how to test them. The evidence gathered will guide subsequent adjustments and implementation.



The book explains the concepts needed to apply the frameworks in a B2B software context and provides practical guidance for running the workshops. The first day establishes the shared language; the following days use it to analyse the company's situation, select changes, and prepare their testing. The original literature remains the source for a fuller treatment of the theories.

The background chapters introduce each framework. If you are working as a facilitator, I urge you to read the original books[1]. Instead of reading Rogers' original book on innovation diffusion, you can read Geoffrey Moore's *Crossing the Chasm*, which is specifically related to technology products.

The six appendices provide practical guidance on defining customer segments, clarifying value propositions, setting up AI-supported documentation, measuring revenue-generation performance, and obtaining external evidence. They also include a worked example showing how a B2B software company uses the method to choose 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[2].

The Devil is in the Details

When the book *Business Model Generation*[3] was released in 2010, I read it immediately and was genuinely excited. The canvas's clarity, visual structure, and promise of an easy-to-understand shared language for strategy and business development discussions felt both elegant and practical. It felt like something previously complex, such as the Balanced Scorecard,[4] 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.

And then I started using it with clients.

That is where the learning began.

At first glance, the business model framework appears simple. It is easy to understand, explain, and begin using. 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 straightforward 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.

One challenge was that the theory behind the business model framework was developed to apply across all industries and business types, whether you are making tractors, 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 adjusted it to reflect the specific characteristics of B2B software companies, characteristics that fundamentally shape how value is promoted, sold, created, and delivered.

I excluded anything unrelated to those realities.

From Invention to Intervention

Over time, an additional insight emerged. Most companies already operate a business model. Their challenge is not to develop one from scratch, but to understand how the current one works, where it falls short, and which changes could help them achieve a specific objective.

Lead generation may be inadequate, sales cycles may be too long, or too many opportunities may be lost. The company may be uncertain about which customers to prioritise, what problems matter to them, or how to position its offering. Other projects begin with an ambition or an opportunity: improving existing channels, expanding channel capacity, or entering a new market.

In these situations, the starting point is the existing business and its experience. The work then moves from diagnosis 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 customers served, or the way the company reaches and supports them.

I designed the workshop process to help your company develop a revised 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 must be trilingual. You must master the theory, understand the business, and know how to facilitate workshops using AI tools.

The facilitator connects 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 keep the discussion precise. It also requires guiding the group from exploration to decisions about changes and how to test them.

AI supports 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. Participants and the project owner remain responsible for the decisions; the facilitator ensures the documentation accurately reflects them.

The chapter "Preparation and Facilitation" explains how to prepare the workshops, guide participants' contributions, and organise AI use for documentation. The Documentation chapter and Appendix 3 describe the documentation workflow and its technical requirements in more detail.

Please do not hesitate to drop me a note if you find any sections of the book difficult to apply. Perhaps together we can find new ways to help you and other companies move their businesses forward more effectively.

Deciding What Is Relevant to Your Business

As you read this book, assess what matters to your company and what does not. Although the book is written for people in B2B software companies, these businesses vary considerably in their products, markets, customers, and revenue models. An issue that is decisive for one company may matter little to another.

The book deliberately covers a broad range of situations. A company selling a standardised application through self-service faces different challenges from one delivering a mission-critical solution through a lengthy sales, customisation, and implementation process. Similarly, a business entering a new market may need to address questions that are already settled for a company serving an established customer base.

It is therefore up to you to judge which concepts, examples, and workshop questions are relevant to your business and its current situation. Use the project's objective, the characteristics of your customers, and the evidence available to make those judgements. Give greater attention to matters that could materially affect the outcome, and set aside those that do not apply. Where relevance is uncertain, keep the question open for examination rather than dismissing it because it is unfamiliar.

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.

Notes

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

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

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

CHAPTER 2

Scope and Application

The Book's Objective

The purpose of the method is to improve the company's revenue-generation performance, whether by becoming more effective in its current market or by entering new markets.

Start by defining the ambition within the project's scope. In an existing market, establish current performance and specify the improvement sought, such as more qualified opportunities, higher conversion rates, shorter sales cycles, or stronger customer retention.

For a new market, the initial challenge is to establish whether the company can reach suitable customers, turn their interest into purchases, and serve them profitably. Results from the current market cannot simply be assumed to carry over. Differences in buying behaviour, competition, regulation, and access to partners may require business model changes. Where no performance baseline exists, define the evidence and measurable results needed to justify further investment.

Use the objective to guide the selection of business model changes, and specify how and when their effects will be assessed. The revised model and test plan connect the ambition to practical action. Subsequent testing, adjustment, and implementation establish whether the approach delivers the intended results.

The five workshop days begin by establishing shared terminology and an understanding of the business model framework. Participants then examine the current business and its environment, choose changes, and plan how to test them. Each phase produces material that the next phase uses.

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

The output distinguishes observations, assumptions, and unresolved questions.

Days 2-3 examine the market reality. Participants assess the external conditions, customer behaviour, competitive forces, and adoption barriers that affect revenue generation. The output identifies what the revised model must address, along with the evidence and assumptions supporting those requirements.

Days 4-5 develop and assess alternatives, select changes, and bring them together into a coherent revised business model. Participants then agree on a concrete plan for testing its critical assumptions and expected effects.

A revised business model describes how the company intends to create value for customers, deliver that value, and generate revenue within the project's scope. It identifies what will change, why those changes are expected to support the objective, and how the different parts of the business will work together. Revision does not require changing everything. You can retain existing arrangements where they remain appropriate, provided they support the proposed changes or do not affect them.

The workshops produce a reasoned proposal for improving revenue generation. Its success depends partly on how customers, partners, and competitors respond - something the company cannot determine through internal discussion alone. Participants therefore agree on what to test before committing to wider implementation. The tests take place after the workshops, within the change project, and provide evidence for deciding which changes to pursue, adjust, or abandon.

Five workshop days do not necessarily mean five consecutive calendar days. The schedule should allow targeted information gathering between phases when the discussions reveal a need for it. Outstanding uncertainties must remain visible and be addressed through further investigation or explicit hypotheses in the test plan.

B2B software industry characteristics

The book is written specifically for B2B software companies because this 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 rarely visible at the point of purchase. Unlike a physical product, software cannot usually be assessed simply by inspection. Its value depends on how it is used within the customer's organisation and whether it improves processes, decisions, compliance, efficiency, risk management, or revenue generation. This makes the value proposition harder to define, communicate, and prove.

At the same time, B2B software is rarely sold as a standalone product. In most cases, value is only realised through customisation, implementation, configuration, integration, training, onboarding, and support. The business model is therefore hybrid in nature: it combines the scalability of a reusable product with the non-scalable effort of services required to make that product work in the customer's environment.

B2B software buying decisions often involve several stakeholders and a formal assessment of costs, benefits, and risks. B2B software is bought by organisations, not private individuals, and decisions are typically formal, multi-stakeholder, and justified through a business case. Executive approvers, technical evaluators, users, line management, procurement, and other stakeholders may all be involved, often with different priorities and concerns. This makes the sales process longer, more political, and more dependent on risk reduction and internal alignment than in most other settings.

Another defining characteristic is that demand rarely appears spontaneously. Customers do not usually start looking for B2B software unless they have a strong reason to act. In most cases, a buying process begins only when one or more compelling events[1] create urgency. These may be internal, such as system breakdowns, missed targets, leadership changes, or operational inefficiencies becoming intolerable. Or they may be external[2], such as regulation, technological shifts, macroeconomic pressure, or structural change in the customer's industry.

This distinction is important.

Internal compelling events may create strong urgency, but they are difficult to spot and predict and do not occur systematically across the market. AI can help identify signals of these events faster and more cheaply when relevant information is available, but many internal developments remain invisible to outsiders. Revenue generation driven mainly by such triggers therefore tends to be irregular and expensive.

External compelling events, by contrast, may affect many companies simultaneously and therefore create broader and more consistent demand. When this happens, growth becomes easier to scale because the company can target a larger segment with clearer messaging and lower customer acquisition costs.

A further characteristic of the industry is the widespread use of indirect go-to-market models[3]. Many B2B software companies rely on distributors, resellers, implementation partners, systems integrators, referral partners, or other third parties to market, sell, deliver, and support their solutions. This adds complexity because the business model must work not only within the company's own organisation but also across other teams, each with its own incentives, capabilities, and processes.

Finally, B2B software companies are typically asset-light. They do not depend on factories, warehouses, laboratories, or physical distribution infrastructure. Their critical assets are intellectual property, people, systems, market knowledge, and commercial execution. This shifts managerial attention away from physical operations and towards product development, positioning, channels, adoption, and customer success.

Taken together, these characteristics give B2B software businesses a distinctive set of challenges and opportunities. Realising value from B2B software often depends on implementation, integration, and continued use. Unlike professional service firms, scale depends on reusable products rather than billable expertise, even though services remain essential. And unlike in B2C businesses, demand is less driven by immediate desire and more by organisational problems, formal decision-making, and compelling events. This combination makes B2B software business models particularly demanding to analyse and change. Success depends not only on understanding the business model framework but also on practical experience of the software industry, customer decision-making, and the commercial, technical, and organisational realities that shape revenue generation.

Target Audience

This book is written primarily for the people responsible for organising and leading business model development in B2B software companies: project owners, members of the leadership team, and internal or external facilitators. It gives them a process for moving from a defined business challenge or opportunity to a revised model and a concrete plan for testing it.

Workshop participants are also an important audience. People working in product management, development, marketing, sales, customer success, delivery, finance, and partner management can use the book to understand the framework, contribute their experience, and see how decisions in one area affect the rest of the business. The facilitation instructions are addressed to those running the sessions; the concepts and business questions are relevant to everyone taking part.

The process is designed principally for companies with an existing offering and operating experience. Customer interactions, won and lost deals, delivery experience, and commercial results provide a starting point for examining and revising the model.

Startups without customers can also use the process to develop and revise their proposed model. References to actual deals must then be adapted to the evidence available, such as customer interviews, prototypes, or early market tests. Where evidence is absent, the team must state its assumptions explicitly. The output remains a revised model and a test plan, with particular emphasis on testing whether the proposed customer need, buying situation, and value proposition hold up in practice.

Ambition: The Question No Framework Can Answer

No strategy tool can tell you what you want.

The owners must define the company’s ambition. Growth and profitability are starting points, but they leave important choices unresolved. How much growth, how quickly, and at what cost? Are the owners willing to bring in investors, share control, and take on the responsibilities of a larger organisation?

These choices affect both the business model and the people expected to make it work. Clarify the acceptable level of risk, the resources available, and the commitment required from the team before the workshops begin.

Money often appears to be an objective compass. It is not. It reflects choices, priorities, and trade-offs. While it can guide direction, it cannot define meaning.[4]

The framework helps make the consequences of an ambition visible. Use the analysis to assess whether the proposed direction is feasible and whether the owners and team are willing to support it. If the required risk, resources, or effort exceed that commitment, revisit the ambition or the scope of the project.

The revised model and its test plan should reflect these choices. As evidence emerges, reconsider both the proposed changes and the commitments needed to carry them through.

Workshop formats

The workshops can be run on-site or virtually. The most important criterion when choosing the format is whether the right people can participate. Bringing them together in the same room is preferable: it makes it easier to sustain attention, read reactions, and work together on a visible model. However, if the right people can only attend virtually, choose a virtual workshop.

In either format, participants must be able to see the model as a whole and follow changes as the discussion develops.

For an on-site workshop, a large printed canvas[5], sticky notes, and a whiteboard provide a shared working surface. Arrange the room so everyone can see and contribute. Capture the agreed material digitally before removing or rearranging it.

For a virtual workshop, prepare a shared digital canvas and test access, editing permissions, and breakout rooms in advance. The facilitator must be comfortable moving between discussion, presentations, and collaborative work. Give participants brief instructions and an opportunity to try the tools before the analytical work begins.

Use shorter working blocks and more frequent breaks online. Make expectations about attention and participation explicit, invite quieter participants to contribute, and check agreement directly rather than treating silence as consent. Keep the shared canvas readable and the current question visible.

How to Use This Book as a Workshop Guide

The workshops should emphasise the problem or opportunity the company is addressing. Before the workshop series begins, the project owner and facilitator must agree on its scope: the entire business model or selected parts relating to a particular offering, customer segment, or geographic market.

The revised model and its tests must address that scope.

If the participants have not used the business model framework within the last 12 months, I recommend running the introductory workshop as described. It establishes a shared terminology and the level of precision required for the later work. You may skip it if all participants are already familiar with the framework and confident in applying it. If you are uncertain, ask them to read chapters 8, 9, and 10, then assess whether the introductory workshop is needed.

Adapt the subsequent agendas to the company’s objective. If the objective is international expansion, more time may be needed to compare market conditions and compelling events across geographies. If Germany (as an example) has already been selected, participants should determine the changes required to serve that market, including the value proposition, channels, relationships, and delivery capabilities.

A frozen pipeline calls for closer examination of customer decision processes, urgency, and barriers to action. Weak lead generation may require work on segmentation, the value proposition, market visibility, and channel reach or capacity. Repeated losses to a competitor call for a more profound understanding of customer selection criteria and the company's position relative to alternatives. These examples help determine where to investigate more deeply; they do not establish the cause in advance.

The depth of each discussion can vary, but the sequence of activities and the final deliverables must be preserved. Allow time to develop and compare alternatives, agree on changes, assess the revised business model as a whole, and decide how to test it. Analysis should inform these decisions without taking time away from making them.

Before facilitating the series of workshops, read the background chapters on the Business Model Canvas, the Business Model Environment, and the Law of Diffusion of Innovation. Consult the appendices on market segmentation and the Value Proposition Canvas when preparing the relevant exercises, and the Documentation chapter and Appendix 3 when setting up the recording and AI workflow.

Use the output of each phase as the starting point for the next. When an important uncertainty emerges, decide whether it requires information gathering before the next workshop or can be carried forward as an explicit hypothesis to test. The final test plan should prioritise the assumptions whose failure would most seriously undermine the revised model.

The work continues after Day 5 through the agreed tests, review of their results, and further adjustment. To paraphrase Mike Tyson, every business model looks convincing until it meets the market.

Notes

1. The strongest compelling event the author has experienced was the turn of the millennium. Companies concerned about whether their business software would survive the date change opened their wallets and invested in new solutions to be on the safe side. This created a surge in demand that benefited virtually every business software vendor in the market.

2. Bech, H. P. (2018). 5,460 Miles from Silicon Valley - The In-depth Case Study of What Became Microsoft's First Billion Dollar Acquisition Outside the USA. BOOX biZnes

3. Bech, H. P. (2015). Building Successful Partner Channels in the Software Industry. BOOX biZnes.

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

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

SELECTED PASSAGES FROM APPENDIX 4

Domestic growth before international expansion

This extract introduces FjordERP's decision and then moves to the workshop conclusion, the proposed tests, and the learning that follows. The detailed accounts of Days 1-5 and the later capital-partner preparations are omitted.

Introduction

FjordERP is a fictional software company providing 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, implement, and support the solution.

The company has established a profitable position in its domestic market. It also serves customers abroad through independent distributors, including distributors in Germany and the Netherlands.

Management must decide where future growth should come from and how to finance it. Should FjordERP commit more resources to its domestic market, accelerate international expansion, or pursue these opportunities in sequence?

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

Establishing the objective

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 90 per cent. Partners earn additional income from implementation, integration, training, and support.

The company operates with a small, experienced organisation. Its profitability reflects a business model in which independent partners perform much of the customer-facing work. The organisation is well suited to its 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 legislation in the domestic market are expected to force a large segment of businesses to replace their ERP systems over the coming five years. 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 have not, by themselves, produced rapid growth.

The project's objective is therefore:

Determine where FjordERP should commit its resources to generate profitable growth, identify the changes required in its business model, and establish how and when a larger international expansion should be financed.

The workshops must produce a practical sequence of decisions. They must also identify which assumptions require testing before the company makes substantial commitments.

The strategic conclusion

The workshops lead to a two-stage strategy.

Short-term growth should come primarily from the domestic market. FjordERP should use its established position to capture the replacement opportunity over the coming five years. Investment should address the activities and capacity required to turn that opportunity into profitable subscription revenue.

Once annual recurring revenue exceeds DKK 100 million, FjordERP should seek a capital partner through an ownership transaction that

provides an exit opportunity for the existing shareholders. The partner should be able to finance the acquisition of the German and Dutch distributors and support further international growth through both organic investment and acquisitions.

The funding requirement must distinguish between money paid to selling shareholders and money 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 threshold 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 major expansion expenditure is deferred.

Turning the domestic strategy into tests

The direction is agreed, but the workshops have not demonstrated how much of the domestic opportunity FjordERP can capture.

The team prioritises three uncertainties:

1. Can FjordERP and its partners identify and activate affected businesses early enough?

2. Can qualified opportunities be converted into paying customers at an acceptable cost?

3. Can partners implement those customers at the required volume without undermining quality or profitability?

These questions are examined in sequence.

The first test uses a defined group of affected companies and a small number of committed partners. It measures substantive customer engagement and qualified opportunities, rather than responses or demonstration bookings alone.

A qualified opportunity requires a suitable customer, a confirmed reason to replace the existing system, participation by a relevant decision-maker, and an agreed next step within a defined period.

The resulting cohort is then followed through purchase and implementation. The team records acquisition expenditure, subscription revenue, implementation effort, delays, and support requirements.

Each test has a named owner, a budget, a review date, and criteria for continuing, revising, or stopping the proposed approach. The criteria are agreed before the results are known.

Illustrative learning after the workshops

The initial outreach produces enough qualified opportunities to justify continuing the test. However, several prospects cannot obtain an implementation date within their preferred period.

This finding changes the next investment decision. Increasing campaign expenditure immediately would risk creating a pipeline that the partner network could not serve. The project owner therefore prioritises additional implementation capacity and investigates whether better migration tools can reduce the work required per customer.

A subsequent cohort tests the revised delivery arrangements. The company measures whether more customers can be implemented without increasing rework, support demands, or customer dissatisfaction.

As evidence accumulates, management updates its estimate of the revenue the domestic programme can generate. The forecast accounts for customer losses and changes in existing subscriptions as well as new sales. It also considers whether sufficient affected customers remain accessible as the five-year replacement period progresses.

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, and the design of practical tests. It includes the framework chapters and six 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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