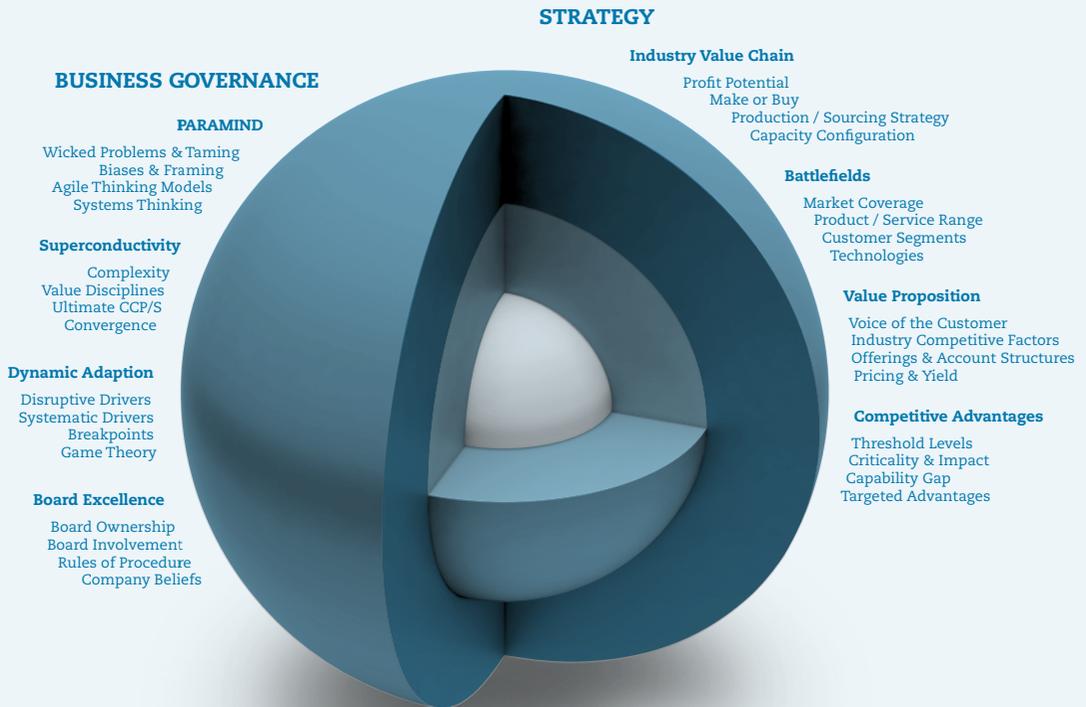


# Business Model Excellence

// Søren Laugaard

Leveraging performance through 48 Building Blocks - generating speed, agility and superconductivity



How can companies get more out of their efforts?

Why do some business models produce better results than others?

What is needed to consistently deliver superior performance?

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Business Model Excellence answers these questions by providing new insights into the business model complexities that have to be mastered regardless of industry. The book explores the hidden variables that create leverage of results – BM<sup>E</sup> – and reveals 48 Building Blocks in a compelling framework that shows how to integrate and optimise every aspect of performance.

You will be introduced to new surprising concepts on how to consistently outperform competition through faster and more dynamic business model innovation:

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- Increasing the company performance by implementing a rigorous and integrated framework of unique Excellence Building Blocks.
- Designing speed, agility and superconductivity into the company DNA.
- Reaching the full company potential.
- Ensuring sustainability of results by introducing a mind-set of excellence, and concepts for dynamic adaption of the business model.
- Enhancing the thinking, involvement and behaviours of board members, executives and leaders.
- Avoiding strategic failures by ensuring that strategy is aligned with the company execution capability.

## About this book

**This book** investigates business model system complexities and interdependencies, and provides answers to 2 essential questions:

- A. What creates leverage of performance?
- B. What needs to be mastered in order to deliver superior and sustainable results?

The book outlines a comprehensive Framework of 3 Spheres, 12 Dimensions and 48 Building Blocks, and provides a deep understanding of how to optimise business models and create leverage.

Leverage applies in all aspects of life, both business and private, and from the individual to company level. A simple example is running a marathon. Think about covering the same distance on a bicycle, where you can move faster using less energy. The bicycle has a multiplying effect on the efforts. That is leverage.

Companies and business models are often extremely complex systems. Creating leverage by mastering this complexity requires a deep and systemic understanding of business model interdependencies, performance levers, internal and external complexity drivers and the underlying root causes of failures.

A change of mind-set is also required, and the book examines mental flaws in thinking and perception, and explores new ways of combating these to avoid repeating the same costly mistakes.

For companies stuck in relentless competition, as well as Board Members, Executives and Leaders searching for ways of optimising performance, this book provides a new way forward.

## About the author



**SØREN LAUNGAARD** is the CEO and founder of Laungaard & Company, a Management-For-Hire company delivering excellence programs to large international companies. He is also an active chairman and investor in PAJ Group working within advanced mechatronics, and Sirrah Group focused on implementing high impact leadership and organisational effectiveness solutions. Prior to this, he was part of the Executive Board of Maersk Line with global responsibility for 4 functional areas of more than 15,000 employees.

Throughout his corporate and advisor careers he has worked internationally across different industries and companies. He has been involved in virtually all standard functional areas – on corporate, regional or country level – either directly as a functional manager, senior executive or business owner or indirectly as an advisor or board member. The assignments have involved highly complex business models, programs and projects, such as global M&As and reorganisations, major strategy programs, supply chain management, yield optimisation, process and other excellence initiatives, advanced production, complex IT ERP system development, technology R&D, etc.

He holds an Executive MBA from IMD and two economy and finance degrees from Copenhagen Business School, and has attended numerous other leadership courses.