**Cost structure**

What are the most important cost drivers of our value propositions? Which key activities, key resources, key architecture components and key partners have to highest benefit-cost ratio? Which have the lowest score? Is the flexibility (e.g. fixed versus variable cost) of the cost structure aligned with the current and future needs and wants from the customer? What are the most important cost drivers of the business?

**Value streams**

What are the tangible value streams the external or internal customers are paying us for? Is our value-price ratio on par with the offerings from competitors? Which value streams become more important in 6 to 12 months? Which become less important? What is the optimal payment model (e.g. move to pay-per-use)?

**Customer segment**

What internal and/or external technology-rich and dynamic customer segments are we delivering our hybrid or digital value propositions to? What do we need to know of these customers to maximize the impact of our current and future IT capabilities? What are the most likely changes in 6 to 12 months?

**Customer Relationships**

What type of relationship is most effective to reach our customers and deliver our value? How can IT contribute to establish them?

Which relationships should be improved and how?

**Value proposition**

What is the technology-enabled internal or external customer need or want we fulfil? What is the customer value of our solution? Are the needs, wants and accompanying value stable or dynamic? Which business and IT-related skills, products and services do we have to bundle to create a joint value proposition?

**Key activities**

What activities are truly key and should preferably be retained? What key activities are likely to become non-core in 6 to 12 months? What about the other way around (e.g. outsourced activities moving from high potential to strategic quadrant)?

What are the key activities the business is expected to contribute?

**Key partners**

Who are our strategic IT partners? Is the accompanying strategic risk manageable? Which key activities, key resources, key architecture components and key technologies do we source from key partners? What key partners are likely to become suppliers within 6 to 12 months. What about the other way around?

What are the key partners the business is expected to contribute?

**Key resources and architecture**

What key resources and architecture components are truly key and should preferably be retained? What key resources and architecture components are likely to become non-core in 6 to 12 months? What about the other way around?

What are the key resources the business is expected to contribute?

**Channels**

Which omni channel strategy optimizes the return on investment for the company as a whole? What level of analogue and digital channel integration is required? What is required to reach all relevant customer segments (e.g. senior executives and generation Y)?

**IT domain**

What is the optimal positioning and investment orientation of IT? What is required for a sustainable IT business model? At what point should we consider fusing business and IT?

**Business domain**

In which external market segments and digitalized business areas is the gap between the potential and realized added value of technology the highest? What is required to bridge these gaps?

**Customer**

**Environment**

Which threats can the business expect from new entrants or incumbent competitors that use new emergent technologies to disrupt the status quo?

How can we pro-actively disrupt the market by reframing our current business model and/or adopting one or more emerging technologies?

**Supply**

**Environment**

Which emergent technologies can dramatically improve the performance of the business?

Which external IT partners offer value propositions allowing either the business or IT break away from the current status quo?

**Customer**

**Environment**

**Business domain**

**IT domain**

**Supply**

**Environment**

**Customer segment**

**Customer Relationships**

**Value proposition**

**Key activities**

**Key partners**

**Key resources and architecture**

**Channels**

**Cost structure**

**Value streams**