

Chapter 4

Summary



4.1 The Ethicological Axioms of Lastingly Viable Business Models

1. Companies are cooperative systems. They are formed by people to create some benefit with other people that they could never create on their own. This simple fact underlies the *necessity formula* of all enterprise: **H₃O** “*Humans with Humans for Humans in need of Organisation*”.
2. Any cooperative system is a space that is organized by means of values: The value proposition and the organizational culture. If both match each other and their environment, they bring something unique to the company. If they do not, the company’s ability to develop and succeed will suffer.
3. Companies will be successful if they create sustainable substantive value. This is expressed in the *success formula* of enterprise: **H₃OsB** “*Humans with Humans for Humans in need of Organization to deliver substantial Benefits*”.
4. Profit and commercial success are the consequence of value creation that cannot itself be measured with simple revenue or performance indicators.
5. The creation of values is the basis for any creation of value. No value without values! The values creation process represents the key value proposition of all businesses.
6. The creation of value from the creation of values can be managed, transparently and effectively, by means of the values cockpit.
7. Companies will be and remain sustainable if they organize their values and value creation processes in such a way that they add something on all levels of the system and its surrounding environment: They need to add more to the ledger than they take away from it. This constitutes the *future viability formula* of enterprise: **H₃OsB⁴** “*Humans with Humans for Humans in need of Organization to deliver substantial Benefits and added value on all levels of the company itself and its surrounding systems*”.