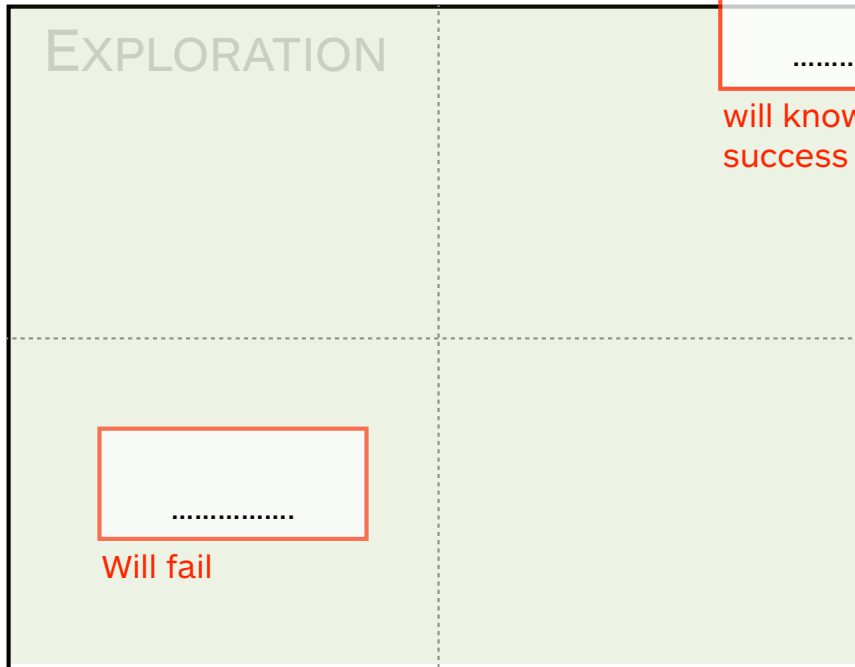


# Business Model Portfolios

Beta

It takes ..... projects to produce 1 Nespresso

High expected return



Low expected return

High innovation risk

Low innovation risk



High real return

Low real return

High death/disruption risk

Low death/disruption risk