



Ecological Sphere

Technological Sphere

Society & Norms

Educational Market

Commercial Non Commercial

Cooperation Market

IP KnowHow

Sourcing Market

People
Material
Services
Capital

Location Market

Infrastructure Regulation
Law Taxes

Owners

Institutional
Private

Religion

Institutions

Parties Lobbies Unions

Attention Market & Media

Potential Customers

Selling Market

Leads
Customers New Existing
Lost Customers

Competition

A B C D

Research

Unknown Unknowns

Known Unknowns

Unknown Unknowns

Unknown Unknowns

Unknown Unknowns

Unknown Unknowns

Unknown Unknowns

The iO Environment Model for the Economic Sphere