



BUSINESS CUBE LOGIC · STRATEGY SELF-CHECK MAP

The 3 Cube Strategy Self-Check Map

With the three core metrics — P (Profit) · V (Volume) · C (Continuity)

Turn abstract strategy into quantifiable operating metrics —
decode every decision with three cubes, tested against the PVC dynamic balance.

Qianliao Course · BCL 3D Decisions

Full course details · see the final page



Turning Abstract Strategy into Quantifiable Operating Metrics

Many SME owners swing between two extremes when planning strategy — and both render the strategy useless.

01

Too Abstract — Vision Without a Path

All vision and slogans; the team has no idea how to execute. Strategy stays on the wall and never lands.

02

Too Fragmented — One Financial Metric Only

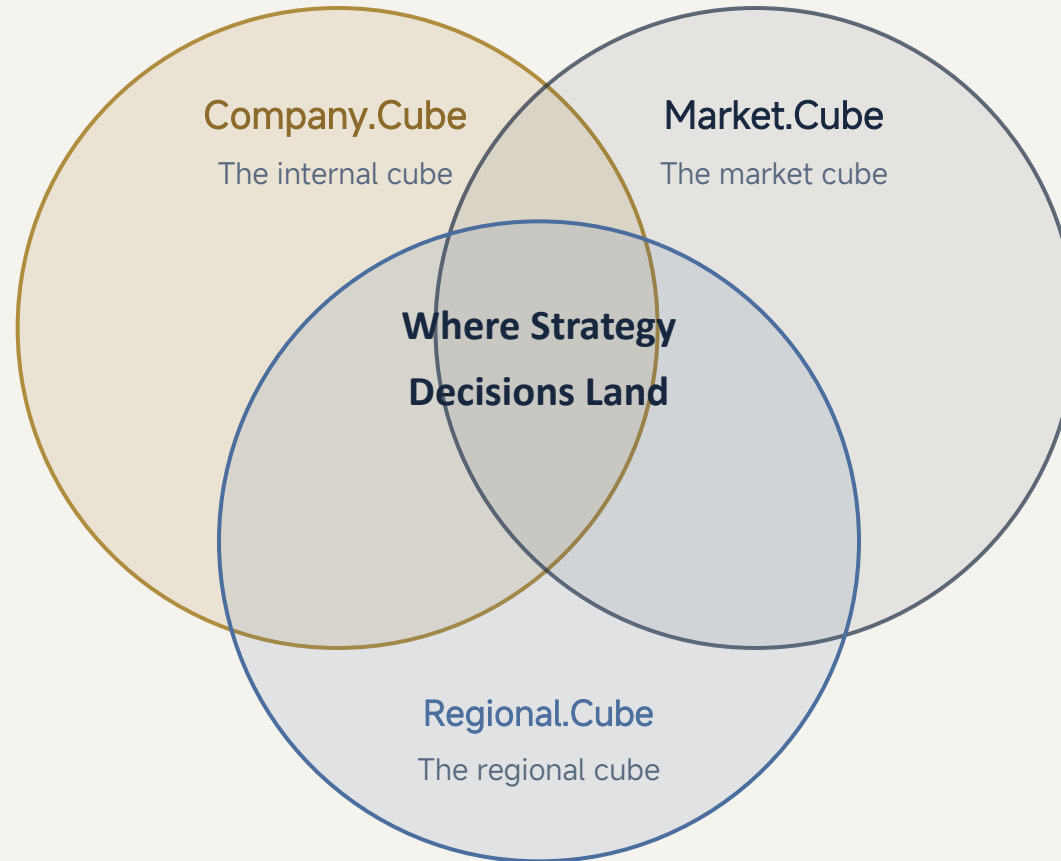
Watching only this month's revenue while ignoring the logic and risks underneath — by the time the numbers move, the problem has already happened.

BCL's answer: deconstruct every strategic decision inside the **3 Cube** framework, then validate each move with the **PVC dynamic balance**.





Three Cubes That Carry Every Strategic Decision



■ Company.Cube

Can your core functions and processes carry it?

■ Market.Cube

Can the product earn fair profit and demand in its market?

■ Regional.Cube

Does the business fit macro trends, industry shifts and policy?



Company.Cube · Health Check of the 4 Core Functions

■ Core mission: diagnose the operating efficiency of the 4 core functions — drill into the 9 process stages for a deeper diagnosis when needed.

Dimension	Core Diagnostic Question	Metrics & Formulas	Health Benchmark
Production Production & delivery	How stable are your production / service capacity and quality?	· Equipment utilization / capacity ceiling · Defect & waste rates of products / services	· Equipment / labor utilization 70%–85% (flexible) · Batch quality variance < 5%
Marketing Marketing & acquisition	How efficient is your customer acquisition and brand premium?	· Marketing ROI = revenue ÷ marketing cost · Customer acquisition cost (CAC) & repurchase rate	· Marketing efficiency well above industry average · Repeat customers contribute > 40% of revenue
Management Management & process	Do your internal processes suffer from inefficiency or waste?	· Management efficiency = profit ÷ management cost · Core process cycle time (e.g. fermentation / shipping)	· Management cost ratio stays reasonable · No severe bottlenecks across operations
Finance Finance & capital	How fast is your cash cycle, and how safe are your assets?	· Return on assets (ROA) = profit ÷ assets · Receivable days & inventory turnover days	· ROA at 8%–12% (industry benchmark) · Receivables < 60 days, inventory turns < 30 days

Source: The 3 Cube Strategy Self-Check Map · BCL — self-check each item, then locate weak functions against the benchmarks.



Market.Cube × Regional.Cube — Two Outward-Looking Checkup Tables

■ Market.Cube — Market Competition Cube

Core mission: assess your profit room (Market Price – Industry Cost) and customer / competitor structure (Customer vs Competitor) in the target market.

Dimension	Metrics & Formulas	Health Benchmark
Profit Room Market Price – Industry Cost	· Market room = accepted price – industry avg cost · Gross & net margins	· No blind price-cut "low-margin trap" · High value-added lines sustain profit
Market Structure Customer – Competitor	· Avg. capacity per store / firm · Customer pool size & competitor density · Substitutes penetration rate	· Avoid saturated, homogeneous markets · Find a unique unmet need (blue ocean)
Purchasing Power Customer – DI	· Price as % of disposable income (DI) · Price elasticity & repurchase frequency	· Pricing matches target DI growth trend · Price hikes don't trigger mass churn

■ Regional.Cube — Regional Environment Cube

Core mission: spot macro industry conditions (IC(P) & IC(V)) that threaten profit and volume.

Dimension	Metrics	Health Benchmark
IC(P) Conditions hitting profit	· Raw material price volatility · Minimum-wage & compliance cost hikes	· Absorb or pass through material hikes · Full food / environmental / labeling compliance
IC(V) Conditions hitting volume	· External logistics & channel reach · Defensive moat vs substitutes	· Logistics & channels sustain peak Volume
Population Population & demand	· Target demographic share & growth trend	· In a region of rising demand / demographics

Source: The 3 Cube Strategy Self-Check Map · BCL — profit room comes from the market; risk warnings come from the environment.



Run Every Strategic Move Through the PVC Scorecard First

Before any business decision (acquisition, price cuts, expansion, hiring), validate its health against this table.

PVC

Dimension	Key Metrics	Low-Risk / Strong Strategy	High-Risk / Fatal Strategy (Warning)
P Unit Profit Profit	· Net profit margin · Contribution margin per unit · Return on assets (ROA)	· Sound product mix; high-margin lines deliver steady profit · ROA well above industry average	· Blind price cuts for volume; razor-thin margins · Any material price hike means losses
V Sales Volume Volume	· Monthly / annual sales volume · Equipment & team capacity utilization · Repurchase rate & average order value	· Volume within production & delivery capacity · Healthy customer mix, no over-reliance on one client	· Sales spike but delivery collapses; high returns · 80% of revenue from a single channel / client
C Continuity Continuity	· Operating cash flow · Receivable / inventory turnover days · Compliance risk & brand equity	· Ample cash flow; short collection cycle (e.g. < 30 days) · Sustained R&D and brand-upgrading capability	· Profitable on paper, but cash stuck in receivables & stock · Ignoring compliance — fines or shutdown anytime

Source: The 3 Cube Strategy Self-Check Map · BCL — a strategy is sustainable only when all three dimensions pass.



Which Strategic State Is Your Business In?

The Overworked Bleeder

P Low · V High · C Low

Symptom Flat out shipping orders with high revenue, yet no profit at settlement — cash flow is critically tight.

BCL fix Stop price wars; re-segment customers with Market.Cube and shift Company.Cube to high-margin lines.

The Bottleneck Workshop

P High · V Low · C Low

Symptom Great product at a high price, but scale stays small; one external shock (like a rent hike) can break it.

BCL fix Build marketing & channel capacity via Company.Cube; expand logistics & partners via Regional.Cube to break through V.

The BCL 3D Steady State

P Balanced · V Healthy · C High

State A dynamic PVC balance across **capability, market demand and compliance** — strong resilience and long-term profitability.

This is the end state of the 3 Cube strategy self-check.

Match your P·V·C profile to its state — answers lie at the junctions of cubes, not in single metrics.





NEXT STEP · GO DEEPER

Strategy is not a slogan — it is a decision system that is **measurable, verifiable, and sustainable.**

This self-check map is the starting point of the Qianliao course "Business Cube Logic: 3D Decisions"
— in the course, we use the same framework to break down your company's real numbers, step by step.

In the course, you will learn to:

- Run a full "strategy health check" on your business with the 3 Cube framework
- Master the P·V·C metrics, formulas and health benchmarks
- Pinpoint your strategic state and map an actionable adjustment path

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