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BUSINESS MODEL CANVAS

ARCHITECTING THE ENTERPRISE

**A Visual Masterclass in Designing, Mapping and Testing
Business Models.**



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The Shift From Static Documentation To Dynamic Design



The Traditional Business Plan

- **Runs Dozens Of Pages**
- **Takes Weeks To Complete**
- **Siloed And Rigid**
- **Rarely Updated After Printing**



The Business Model Canvas

- **Fits On A Single Visual Page**
- **Built Collaboratively In 2-4 Hours**
- **Shared Language For All Stakeholders**
- **Iterative And Easily Updated As Markets Evolve**



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The Four Foundational Pillars Of Any Business



The Infrastructure

The Backstage Engine And
Assets Required To Deliver
Value.



The Offer

The Specific Problem You
Solve And The Value You
Create.



The Customers

Who You Serve And How
You Interact With Them.



Financial Viability

The Ultimate Test Of
Revenue Generation Versus
Operational Costs.



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The Offer Is Not The Product, It Is The Problem Solved

The Value Proposition Differentiates You From The Competition
By Delivering A Precise Bundle Of Benefits.

Quantitative Value Drivers

- Lowering Price Or Customer Costs
- Accelerating Service Speed
- Higher Technical Performance
- Reducing Risk (Warranties, SLAs)

Qualitative Value Drivers

- Premium Design And Aesthetics
- Aspirational Brand Prestige
- Deep Personalization And Customization
- Unmatched Convenience And Ease Of Use



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MAPPING THE CUSTOMER FROM ACQUISITION TO RETENTION



CUSTOMER SEGMENTS

- Ranging from open Mass Markets to hyper-specific Niche Markets.
- Can involve Multi-sided Platforms (eg., serving both advertisers and search users)



CHANNELS

- Direct (Sales teams, E-commerce) vs. Indirect (Wholesale, Retailers).
- Operating across 5 phases: Awareness, Evaluation, Purchase, Delivery, After-Sales.



CUSTOMER RELATIONSHIPS

- High-touch: Dedicated account managers and personal assistance.
- Automated: Self-service portals, community forums, and algorithmic recommendations.

Awareness | Evaluation | Purchase | Delivery | After-Sales



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The Backstage Infrastructure Powers Value Delivery

Key Resources (The Assets)

- Physical (Manufacturing equipment, facilities)
- Intellectual (Patents, data, brand equity)
- Human (Specialized expertise)
- Financial (Capital, credit lines)

Key Activities (The Actions)

- Production, continuous problem-solving, & platform/network management.

Key Partnerships (The External Support)

- Strategic alliances and supplier relationships built on a clear Value Exchange.
- Driven by optimization, risk reduction, or the need to acquire external resources.





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The ultimate test of financial viability

Cost Structure

- **Business Model Types: Cost-driven (maximum automation, lean) vs. Value-driven (premium creation).**
- **Components: Fixed costs (rent, salaries), Variable costs (materials), Economies of Scale.**
- **Goal: Identify the top 3 cost drivers for optimization.)**

Revenue Streams

- **Transactional (one-time) vs. Recurring (ongoing).**
- **Models: Asset Sale, Usage Fee, Subscription, Licensing, Brokerage, Advertising, Freemium.**
- **Goal: Ensure projected revenues exceed and justify costs at scale.**



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The Canvas is a Single Interconnected Organism



**Every block is interdependent.
A change in one area
mathematically and
operationally ripples through
the entire enterprise.**

The Value Exchange Loop

**Your Infrastructure creates the Offer,
which is delivered to Customers,
generating Revenue, which sustains the
Costs of the Infrastructure.**



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Establishing the Strategic Workshop Environment

PREMIUM



The Canvas Space

Print on A1/A0 paper or deploy digital platforms like Miro or Strategyzer.



The Cross-Functional Team

Assemble founders, product managers, finance, and sales leads. Diverse perspectives. Diverse perspectives eliminate blind spots.















The Timeline & Tools

Dedicate 2 to 4 hours. Use color-coded sticky notes to ensure agility, rapid iteration, and flexibility.



Master the Business Model Canvas: A 10-Step Instructional Guide

<p>Step 1: Prepare Your Environment</p>  <p>Assemble a cross-functional team and use a large-scale visual canvas (AD paper or digital whiteboard) with colored sticky notes for flexibility.</p>	<p>Step 2: Start with Customer Segments</p>  <p>Identify specifically for whom you are creating value (Mass, Niche, or Multi-sided) and define their personas before looking at the product.</p>	<p>Step 3: Define Your Value Propositions</p>  <p>Articulate the bundle of benefits that solve customer problems or satisfy needs, differentiating your offer from existing alternatives.</p>	<p>Step 4: Map Your Channels</p>  <p>Detail how you will reach customers across five phases: Awareness, Evaluation, Purchase, Delivery, and After-Sales.</p>
<p>Step 5: Determine Customer Relationships</p>  <p>Define the type of engagement expected, ranging from high-touch personal assistance to automated self-service or community co-creation.</p>	<p>Step 6: Identify Revenue Streams</p>  <p>List all income sources (subscriptions, asset sales, or fees) and determine what value customers are truly willing to pay for.</p>	<p>Step 7: List Key Resources</p>  <p>Identify the essential physical, intellectual, human, and financial assets required to make the business model work.</p>	<p>Step 8: Define Key Activities</p>  <p>Pinpoint the most critical actions the company must perform, such as production, problem-solving, or platform management.</p>
<p>Step 9: Map Key Partnerships</p>  <p>Identify the network of suppliers and partners that provide necessary resources or help reduce business risks.</p>	<p>Step 10: Calculate Cost Structure</p>  <p>List all costs incurred to operate the model, identifying the top three cost drivers and ensuring revenue streams justify these expenses.</p>	<p>Avoid Common Pitfalls</p>  <p>Don't fill the canvas solo, avoid vague language like 'good service,' and never skip real-world customer validation of your assumptions.</p>	<p>Master the Canvas, Build Your Strategy</p> 

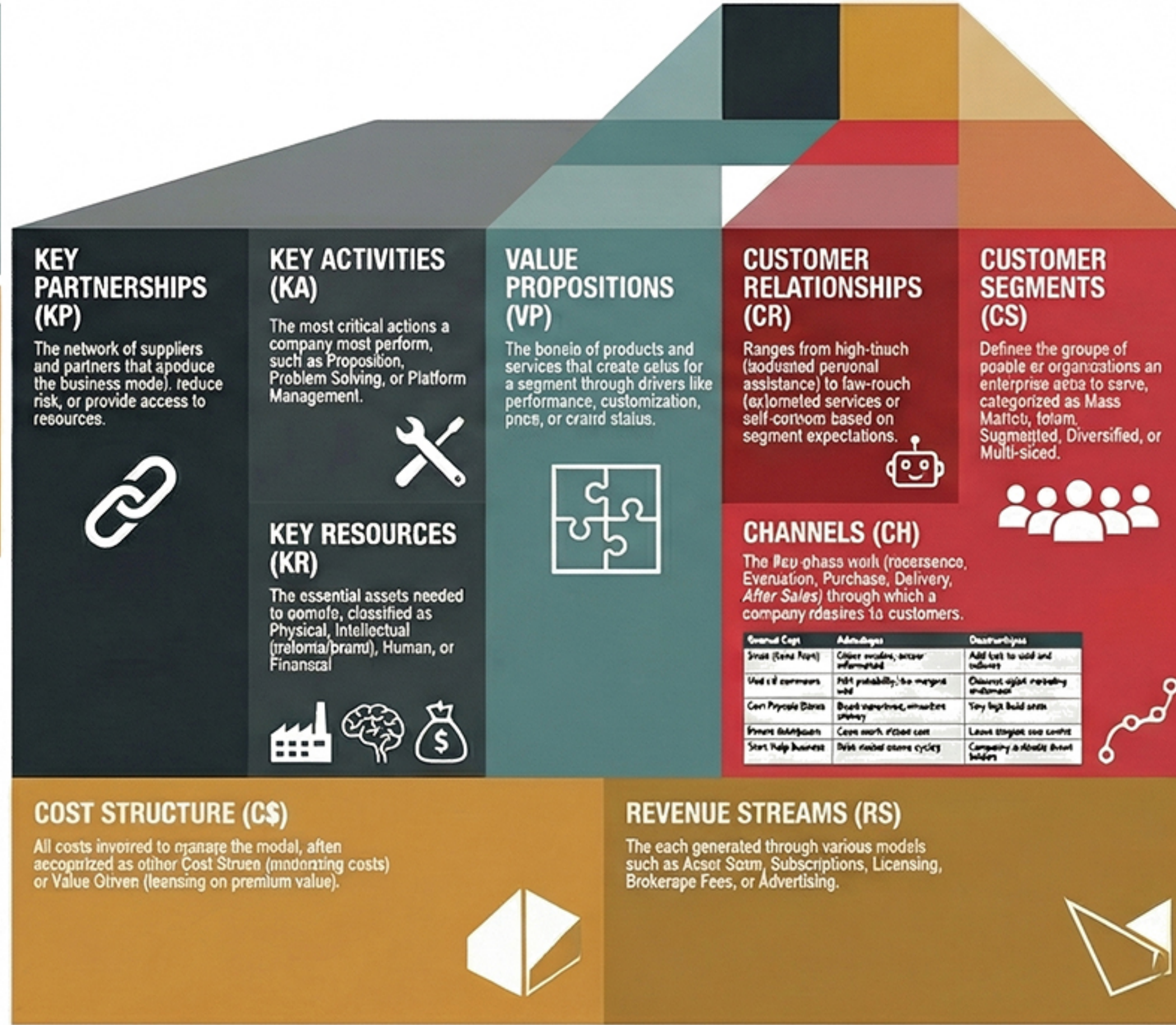


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The Business Model Canvas

A Visual Framework for Strategic Value

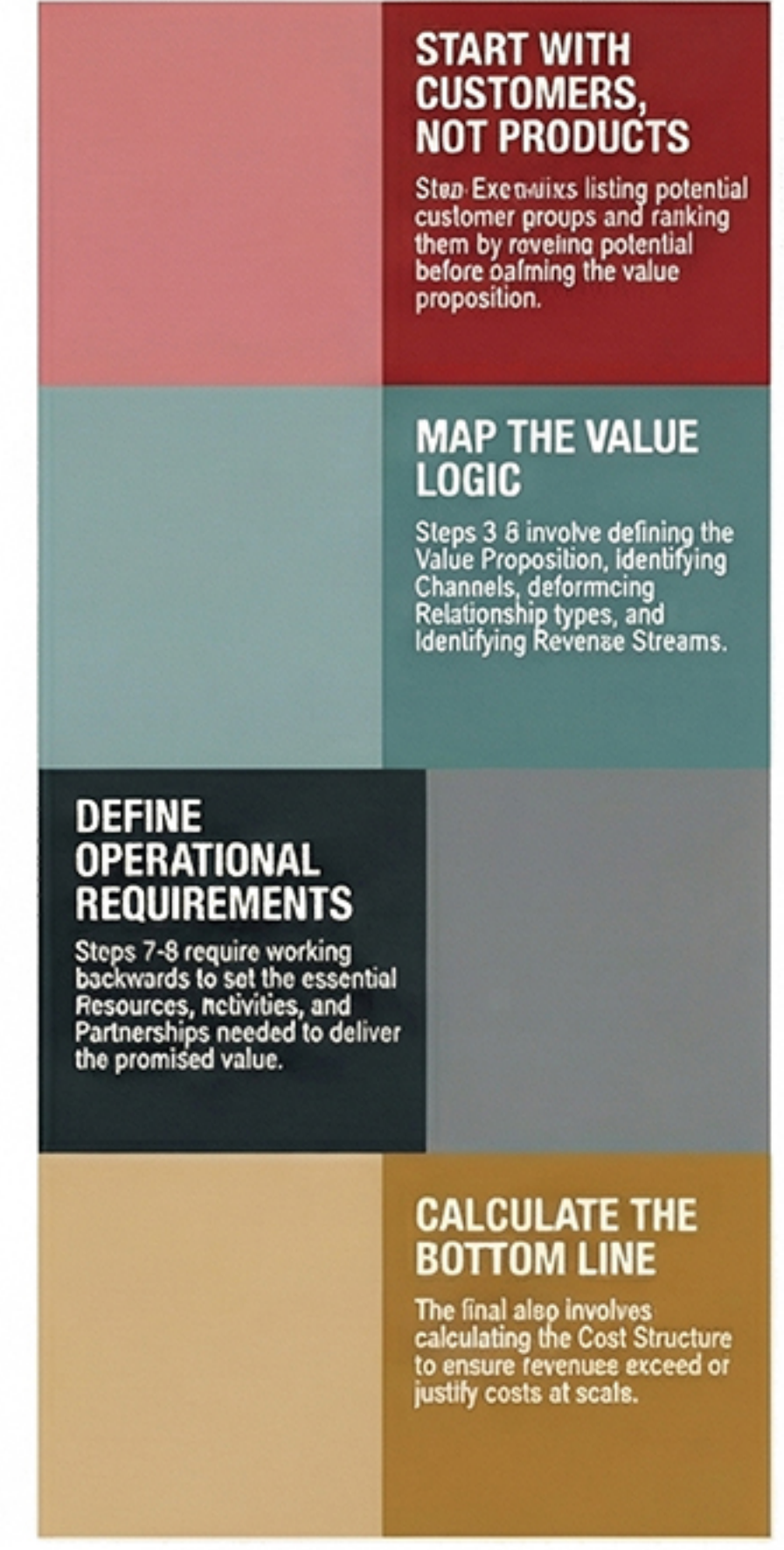
THE 4 STRATEGIC PILLARS



CRITICAL IMPLEMENTATION RULES

- AVOID "SOLO" CANVASSING**
The BMC is most effective when filled out as a team using sticky notes to ensure diverse perspectives and prevent blind spots.
- VALIDATE WITH REALITY**
Each assumption in the canvas must be tested with real customers before moving to full-scale implementation.
- MAINTAIN ITERATION**
The canvas is a living document that should be revisited quarterly to evolve with changing markets.

STRATEGIC DEPLOYMENT (The 10-Step Process)





The Architecture of Industry Titans

	Netflix (Streaming)	Airbnb (Peer-to-Peer)	Apple (Ecosystem)
Value Proposition	Unlimited, ad-free, on-demand original content	Unique, affordable local stays for guests; easy income for hosts	Premium design, privacy and seamless hardware/software integration
Target Segment	Mass market across 190+ countries	Multi-sided platform: Guests (travelers) and Hosts (property owners)	Segmented premium consumers, developers & enterprise clients
Key Resource	Licensed library, original IP, proprietary algorithms	Global community of 4M+ hosts, trust/review data	Brand equity, Apple Silicon IP, App Store developer network
Revenue Model	3-tier monthly subscription	Service fees from guests (14-16%) + host fees (3%)	Hardware sales + 30% App Store commission + service subscriptions



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Common Strategic Hazards



Skipping real-world customer validation and writing vague, unmeasurable statements



Filling the canvas solo without a cross-functional team



Confusing product features with actual value and outcomes



Ignoring the interdependencies between blocks



Treating all customers as one homogeneous group



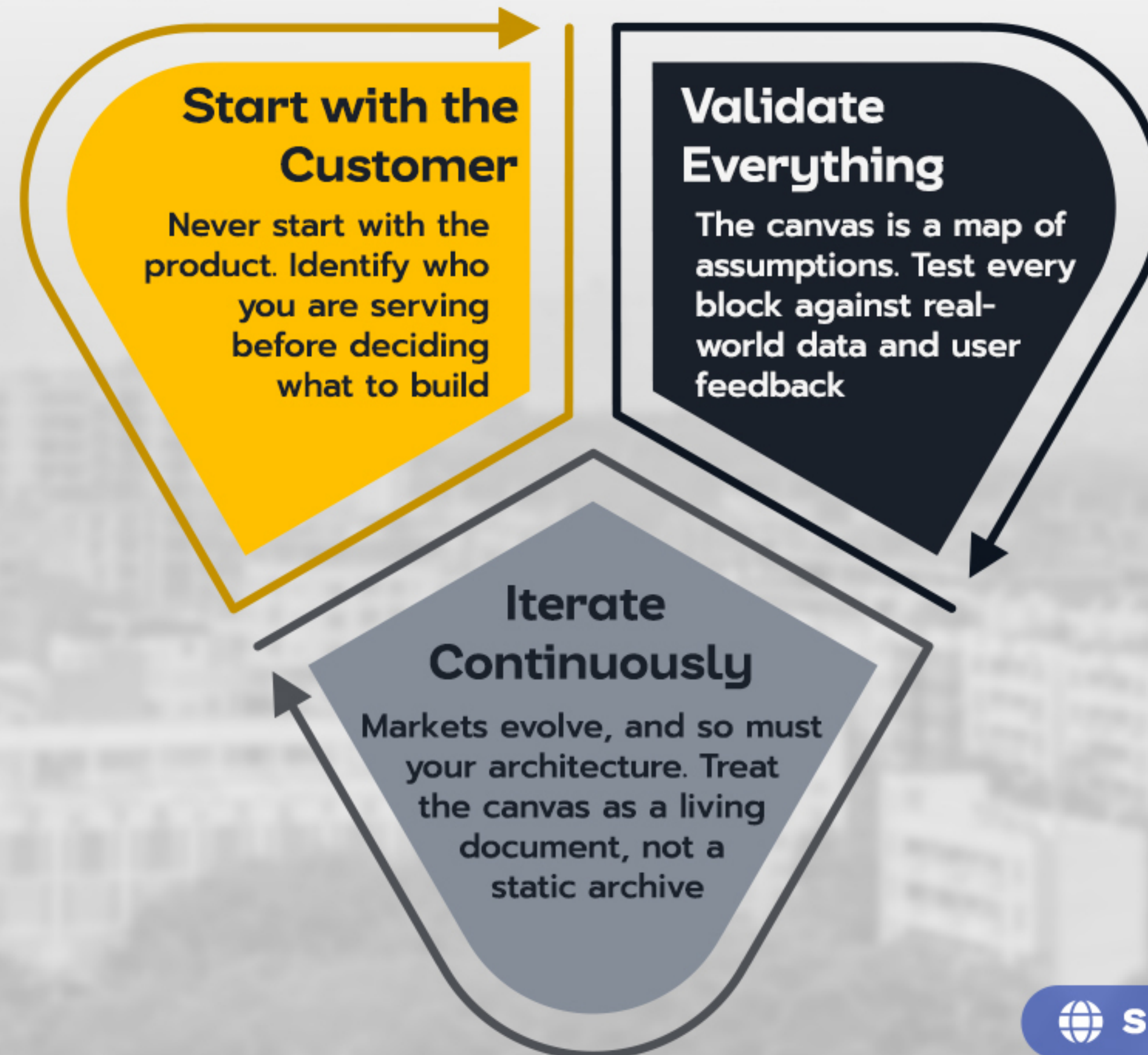
Confusing gross revenue with net profit



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The Blueprint Is Never Finished





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Thank
you!