

Enterprise Model Canvas

A blueprint for the company that keeps learning

Team: _____ Date: _____ Version: _____

※ Assumes working knowledge of the Business Model Canvas and Value Proposition Canvas

Numbers 1-8 = the order you fill it in / Arrows = the direction things grow

EXTERNAL SIGNALS (what changed outside)

What has changed outside in the last six months? — customer expectations · competitor moves · usable technology (incl. AI)

► Look here before you choose 4 Gap. (A question, not a field to fill in.)

1 Purpose Where we're headed

What state are we trying to bring about?

How to fill · Start from the change in the other party (the customer). One sticky: "a state in which...". Don't write what is already true.

3 Value Flow (TO BE) The way work should flow = BMC

Fill in as a BMC | Humans decide (even when AI does the work)

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
	Key Resources		Channels	
Cost Structure	Revenue Streams			

4 Gap Room to grow

Which gap do we close next?

How to fill · Look at external change too.
Narrow to 1-3 stickies. Don't list everything.

5 Learning Flow How reflection becomes learning

When, by whom, and how does experience become knowledge?

How to fill · Per project: trigger → forum → artifact (hand to 6/7).
Cross-cutting: quarterly review, company-wide update (annual 5→1).

2 Value Flow (AS IS) The way work flows today = BMC

Fill in as a BMC | Humans decide (even when AI does the work)

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
	Key Resources		Channels	
Cost Structure	Revenue Streams			

GROWTH LADDER

8 Identity Where we stand now

How are we seen from outside, and what has taken root inside?

How to fill · Outside voices + inside habits.
Facts only, honestly. Present tense.

7 Capability What we can do today

Which "we can..." holds that flow up?

How to fill · Write as "we can...", 5±2 stickies.
Count only what stays when the person leaves.

6 Knowledge What we've banked

What knowledge can we hand over?

How to fill · Only what actually exists — case files, decision criteria, procedures, models.

Learning Flow has no drawn line, but acts as the "engine" that keeps updating 6 Knowledge, 7 Capability and 8 Identity across the whole sheet (when to hand off to 6/7 is an operating decision).

▲ Solid = rising inside the system - - ► Dotted = from outside the system - ► Double loop 5→1: revisit where we're headed (a few times a year) ► Identity → AS IS: today's Identity defines the AS IS