

What to notice

- Purpose is written as a state of the business, not as “adopt AI”.
- Even company-wide, there is one main axis (creating new businesses). The BMC draws that whole model, AS IS and TO BE.
- Identity comes last. After two honestly drawn BMCs, how you’re seen from outside can be written with evidence.
- The blocks that change between the two BMCs are what Room to grow actually consists of.

External signals (what changed outside) Look here before choosing 4 Room to grow — a question, not a field to fill in.
Generative AI has made launching a new business cheaper / the advertising market has plateaued

1 Purpose Where we're headed

A state in which every business has been rebuilt on an AI premise, and small teams are launching new businesses one after another.

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

BMC, 9 blocks | Humans decide (even when AI does the work)

Key Partners AI platform providers / external partners for new ventures	Key Activities Mass-producing the fast cycle from launch to shutdown	Value Propositions Existing value sharpened on an AI premise, plus a stream of new businesses from small teams	Customer Relationships Personalisation through AI	Customer Segments Existing customers + the new markets the new businesses create
	Key Resources Data + AI prototyping + a mechanism for shutdown decisions		Channels Existing channels + new ones per business	
Cost Structure Operating cost compressed by AI + a structure that tolerates the cost of failure			Revenue Streams Advertising + a diversified portfolio of new businesses	

4 Gap Room to grow

- Close the distance between the “AI declaration” and daily work on the ground
- A mechanism that turns each division's AI successes into company-wide knowledge

5 Learning Flow How reflection becomes learning

Per project / engagement

For each business: shutdown / continue decision → business review forum → add to the shutdown case file, update the validation checklist (to 6).

Cross-cutting

Quarterly company-wide business review bundles the cross-cutting learning and updates the guidelines and validation design (6 and 7 updated company-wide). Annually, question where we're headed (5 → 1).

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

BMC, 9 blocks | Humans decide (even when AI does the work)

Key Partners Advertising agencies / cloud providers	Key Activities Running existing services / experimenting with new businesses (small teams)	Value Propositions Convenience of the founding service (at the centre); new businesses still experimental	Customer Relationships Large-scale, self-service	Customer Segments General users of the existing services / advertisers
	Key Resources Large user datasets / engineers / people who have launched before		Channels Own app and web / the ad platform	
Cost Structure Infrastructure · payroll · the cost of experiments			Revenue Streams Mostly advertising revenue + some paid tiers	

8 Identity Where we stand now

- Outside: seen as the company of its founding business
- Outside: the AI declaration got attention; the substance is unproven
- Inside: culture splits by division
- Inside: many people have launched something before
- Inside: good at declaring, poor at making it stick

7 Capability What we can do today

- We can launch a business with a small team
- We can handle large volumes of user data safely
- We can build an AI prototype in a week
- We can decide to shut something down

6 Knowledge What we've banked

- Shutdown case file from past businesses (with the reasoning)
- Business validation checklist
- Company-wide AI usage guidelines

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.

What to notice

- ▶ The Purpose is “a state in which we are no longer needed” — the essence of a transformation function.
- ▶ The AS-IS BMC (case-by-case requests, person-dependent support) is exactly what backs up “odd-job shop” in Identity.
- ▶ For an internal function, revenue is re-read as measures of outcome and of the reason to exist.
- ▶ AS IS → TO BE shows “doing it for them (person-dependent) → they run it themselves (systematised)” across nine blocks.

External signals (what changed outside) Look here before choosing 4 Room to grow — a question, not a field to fill in.

The front line has started using AI tools on its own / the company-wide DX budget is being reviewed

1 Purpose Where we're headed

A state in which the front line keeps changing its own work using AI — a company that runs without the transformation office.

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

BMC, 9 blocks | Humans decide (even when AI does the work)

Key Partners AI vendors + key people on the front line (who carry the coaching)	Key Activities Systematising the development of front-line leaders / supplying patterns and materials / rollout	Value Propositions The front line can keep changing its own work with AI — we are the enabler, not the doer	Customer Relationships Self-sufficiency supported by systems and materials (out of person-dependence)	Customer Segments Front-line departments + the front-line leaders who become self-sufficient (to be developed)
	Key Resources Case files + reproducible training materials + a pattern for handover		Channels One-to-one consultation + training + systematised patterns (materials / templates)	
Cost Structure Payroll (trending down) + the cost of developing materials			Revenue Streams ※ Number of changes originating on the front line / share that runs without our involvement	

4 Gap Room to grow

- Shift the role from “odd-job shop” to “enabler”
- Turn the development of front-line leaders into a system

5 Learning Flow How reflection becomes learning

Per project / engagement

For each engagement: confirm the effect / complete handover → engagement retrospective → add to the support case file, record the reasons for failure (to 6).

Cross-cutting

Monthly AI review → update next month's support policy (6 and 7 updated). Annually, question the role of the transformation office itself (5 → 1).

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

BMC, 9 blocks | Humans decide (even when AI does the work)

Key Partners AI tool vendors / corporate IT	Key Activities Listening for pain points / trialling AI tools / designing and handing over small wins	Value Propositions Ask us and we'll do your AI for you (odd-job shop) / we create small wins	Customer Relationships One-to-one accompaniment per engagement (person-dependent)	Customer Segments Internal front-line departments (the ones who come to ask)
	Key Resources Members with IT backgrounds / 40 support case files / criteria for selecting AI tools		Channels One-to-one consultation · requests brought to us	
Cost Structure Payroll / tool costs / the inefficiency of person-dependent support			Revenue Streams ※ Budget allocation / existence justified by a track record of change	

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8 Identity Where we stand now

- Outside: told that we “don't know the front line”
- Outside: seen as the odd-job shop
- Outside: trusted strongly by the functions we support
- Inside: skewed towards IT backgrounds
- Inside: we have success stories, but roll them out slowly

7 Capability What we can do today

- We can draw out what the front line does and where it hurts
- We can trial an AI tool in two weeks
- We can design a small win
- Handover is person-dependent (→ to 6)

6 Knowledge What we've banked

- 40 support case files (with reasons for failure)
- Criteria for selecting AI tools
- Training materials for the front line

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.

※ Because this is an internal function, the BMC “Revenue Streams” box is re-read as measures of outcome and reason to exist.