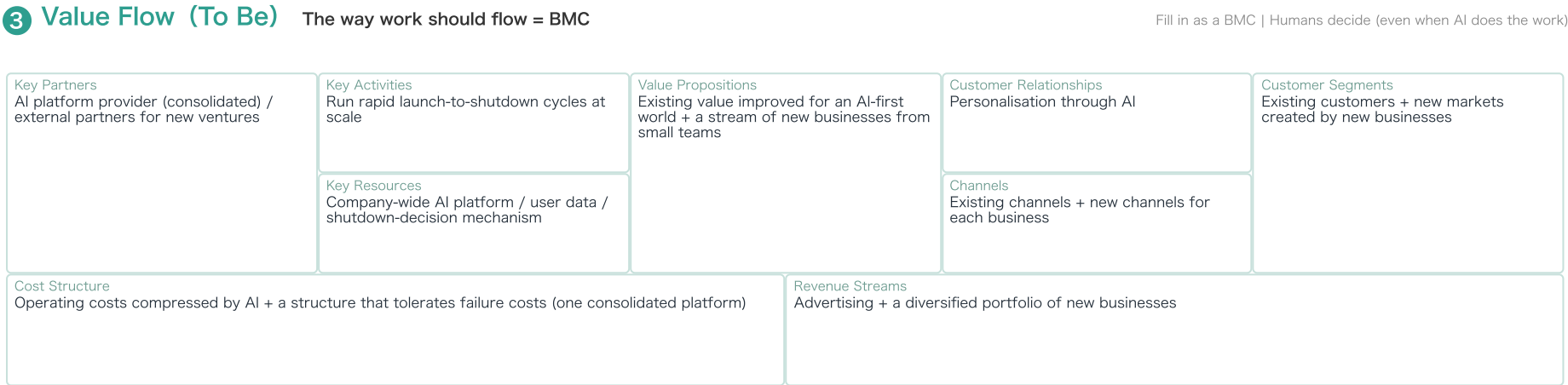


**What to notice** Write 6, 7 and 8 in **two layers: AS IS and To Be** . Just as the left side (2 and 3) has two BMCs. ▶ The **[4-1]** tag on each To Be line shows which Gap item it follows from. **If you cannot name one, do not write the line** (record the difference only in 4). ▶ Anchor = the point in time this canvas represents. It is not the Date in the header.  
▶ 4 may also include **what we stop doing (deliberate abandonment)** ([4-3]).

**EXTERNAL SIGNALS (what changed outside)** Look here before choosing 4 Gap (a question, not a field to fill in)  
**Generative AI has lowered the cost of launching new businesses / the advertising market has plateaued / divisions have begun adopting AI tools independently**

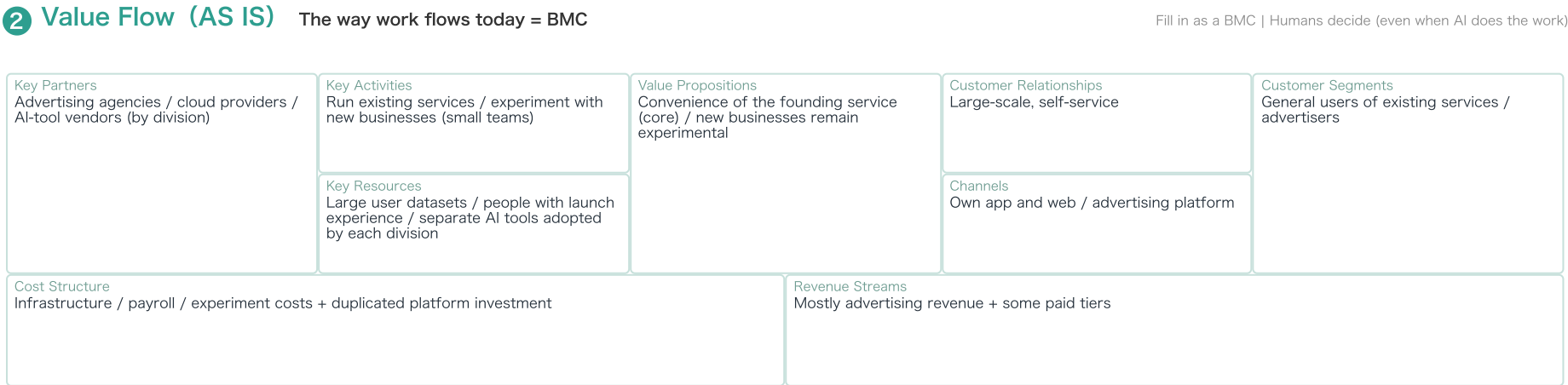
**1 Purpose** Where we're headed  
Users can access the services they want in months, not years. We will become a company where small teams create new businesses one after another, rather than one that earns mainly from advertising.

**Anchor** This canvas represents **April 2024 (just after the company-wide AI policy was announced)** / What matters especially at that point: **Stage 1 = declaration and foundation** . When the Gap changes, the next canvas becomes Stage 2 = scaling new-business creation.



**4 Gap** Room to grow  
**4-1** We made the declaration, but people have no foothold for using AI in their own work  
**4-2** No mechanism turns each division's AI successes into company-wide knowledge  
**4-3 STOP** Stop running a patchwork of separate AI platforms across divisions

**5 Learning Flow** How reflection becomes learning  
● already in place / ○ to be introduced (added in the second pass)  
**Acquire**  
● Review shutdown decisions in business reviews  
○ Role-specific AI training **[4-1]**  
**Apply**  
● Make shutdown/continue decisions in each business  
○ Each role replaces one task with AI **[4-1]**  
○ Bring patterns back from other divisions through cross-functional meetups **[4-2]**  
**Capture****At the quarterly company-wide business review:**  
● Add to the shutdown case file  
○ Document successful substitutions as role-specific patterns **[4-1]**  
○ Add successful cases to the guidelines **[4-2]**  
○ Document criteria for platform consolidation **[4-3]**



**8 Identity** Where we stand  
**AS IS** - quote outside voices verbatim  
• Outside: 'In the end, they are still the company of their founding business.' (business partner, March 2024)  
• Outside: 'I heard the AI declaration, but I cannot see what has changed.' (job candidate, interview)  
• Inside: good at declarations, poor at making them stick / culture differs by division  
**To Be** - **what people outside call us**  
• Job candidates call us 'a company that can create new businesses at scale' **[4-2, 4-3]**

**7 Capability** What we can do  
**AS IS** - what the organisation can / cannot do  
• 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 one week  
• We can decide to shut a business down  
**To Be** - **what becomes possible after closing 4 Gap**  
• Front-line teams can embed AI in their own work **[4-1]**  
• We can transfer another division's successful pattern into our own **[4-2]**  
• (Conditional) If a business runs on the common platform, we can launch it without preparing a separate AI environment **[4-3]**

**6 Knowledge** What we've banked  
**AS IS** - only what actually exists  
• Shutdown case file from past businesses (with reasons)  
• Business-validation checklist  
• Company-wide AI-usage guidelines  
**To Be** - **what remains after closing 4 Gap**  
• Role-specific AI-usage patterns (with examples) **[4-1]**  
• Cross-division database of successful AI cases **[4-2]**  
• Criteria for selecting and consolidating AI platforms **[4-3]**

**What to notice cannot do** The Anchor states that **the customer changes between 2 and 3** : maintenance staff -> the production executive accountable for plant uptime. ▶ **One flow is cut out from the whole company** (Rule 3). The company has 12,000 people, but this canvas draws only the maintenance-service flow. ▶ Write 7 as **what the organisation can / cannot do** . Mark 'cannot read the data' with X and send the way to close it to 4. ▶ **[4-3] (STOP) has no receiving item in 5; it is received by 3** . The decision appears in 3, not 5.

**EXTERNAL SIGNALS (what changed outside)** Look here before choosing 4 Gap (a question, not a field to fill in)  
**IoT-enabled equipment now provides operating data / maintenance staff are harder to recruit / competitors have begun offering uptime-guarantee contracts**

1 PurposeWhere we're headed

Plants that once scrambled after equipment stopped can act before failure. We will become the department entrusted with plant uptime, rather than the one called after breakdowns.

AnchorThis canvas represents **April 2025 (when the medium-term plan announced a shift to uptime guarantees)** / What matters especially at that point: **the customer changes between 2 and 3** . 2 = equipment maintenance staff; 3 = the production executive accountable for plant uptime.

