

EMC QuickStart — your first lap in 60 minutes

Ver 1.1 / one A4 page

Enterprise Model Canvas (EMC) = a blueprint for the company that keeps learning. Guided by Purpose, design on one sheet the change from today's AS-IS BMC to the intended TO-BE BMC — and the learning that closes the difference. Don't aim for finished: build a 60-minute hypothesis in sticky notes first.

✧ Assumes working knowledge of BMC and VPC. Boxes 2 and 3 are filled in as BMCs. AI may do the work; humans decide.

Recommended order · 1 → 2 → 3 → 4 → 5 → 6 → 7 → 8

Numbers are the element numbers on the canvas. Choose Gap (4) only after comparing today's BMC (2) with the intended BMC (3). Numbers are the order you write in; the arrows on the canvas are the direction things grow.

#	Block	What goes in this box	Time
1	Purpose Where we're headed	What about the customer has changed, and how? One sticky, one sentence: "a state in which..."	5 min
2	Value Flow (AS IS) Today's BMC	The current business structure, as a BMC. Draw the mechanism that actually delivers value to customers, across all nine blocks.	15 min
3	Value Flow (TO BE) The BMC we're aiming at	The business structure that delivers the Purpose, as a BMC. Draw it at the same grain as AS IS, and identify which blocks change.	15 min
4	Gap Room to grow	Of the difference between 2 and 3, and taking external change into account, choose the 1-3 you close next. Don't list every problem you have.	5 min
5	Learning Flow How reflection becomes learning	Per project or engagement: trigger → forum → artefact. Cross-cutting reviews update 6, 7 and the business structure itself.	5 min
6	Knowledge What we've banked	Knowledge that exists and can be taken out and handed to someone — case files, decision criteria, procedures, models.	5 min
7	Capability What we can do today	The strength holding up the current BMC, written as "we can...", 5±2 stickies. Only what stays in the organisation when the person leaves.	5 min
8	Identity Where we stand now	How you're seen from outside and what has taken root inside. Facts, not aspiration: 2-3 stickies for outside, 2-3 for inside.	5 min
Total — one lap first			60 min

If you get stuck: If an individual's name comes to mind, that's a candidate for turning into 6 Knowledge. Anything you "want to build" goes to 4 Gap. 5 has no drawn line but works across the whole sheet as the engine updating 6 knowledge, 7 capability and 8 standing.

One lap done — run an AI review. Humans decide whether to accept it.

You are a critical reviewer of enterprise design. Read this EMC and point out, with the specific location and your reasoning: (1) inconsistencies between Purpose and the TO-BE BMC; (2) mismatches between the AS-IS → TO-BE difference and the chosen Gap; (3) Capability, Knowledge and Learning Flow missing for closing that Gap.

Lap two — use the two lines

External signals (what changed outside)

Before choosing Gap (4), ask "what changed outside in the last six months?" Customer expectations, competitors, technology.

Revisiting where you're headed (5 → 1)

A few times a year, ask "given what we've learned, do we change Purpose itself?" Concluding no-change is a normal outcome.

Troubleshooting — look it up backwards

What people write	Write this instead	Box
Aspiration written into Identity	Not "customer first" but a fact: "we get named in competitive bids".	8
Every problem listed under Gap	From the blocks that change between 2 → 3, narrow to the next 1-3.	4
"Things we want to build" under Knowledge	Only what exists. Things you want to build belong in 4.	6 / 4