

Enterprise Model Canvas (EMC) = a blueprint for the company that keeps learning. Guided by Purpose, design on one sheet the change from the AS IS BMC to the To Be BMC, and the learning that closes the difference. Do not aim for finished: build a 60-minute hypothesis in sticky notes first.

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

Write 6, 7 and 8 in two layers: AS IS and To Be. Just as the left side has two BMCs (2 and 3), the right side has two layers. **Use the first pass for the AS IS layer (current state), and the second pass for the To Be layer (plan).**

Start with the Anchor. Set the point in time **this canvas represents. This is not the Date in the header.** Add **what matters especially at that point.** Examples: *a stage in a sequence / the customer changes between 2 and 3 / a move was already made.* **If the Anchor shifts, everything shifts.** Include only what was known then.

First pass - write the current state 1->2->3->4->5->6->7->8

On the canvas, **numbers are the writing order**; arrows show the direction of growth. **Use the same number order in both passes; only the layer changes.** Choose 4 Gap only after comparing the current BMC (2) with the intended BMC (3). **In the first pass, write only the AS IS layer of 6, 7 and 8** (the To Be layer comes in the second pass).

#	Block	What goes in this box	Time
1	Purpose Where we're headed	Write two sentences. First: the customer change, 'a state in which ...'. Second: the company change, 'We will become a company that ...'. Do not write what is already true.	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, choose the next 1-3 items to close, considering external change. What we stop doing (deliberate abandonment) also counts as part of the gap. Do not list every problem.	5 min
5	Learning Flow How reflection becomes learning	How to close 4. The means are not limited to learning (build in-house / buy from outside / change the organisation). Acquire / Apply / Capture in three stages. In the first pass, add only what is already in place (●); in the second pass, add what is to be introduced (○).	5 min
6	Knowledge What we've banked	AS IS layer only. Knowledge that can be taken out and handed to someone and actually exists (case files, criteria, procedures, models).	5 min
7	Capability What we can do	AS IS layer only. As an organisation, write 5+/-2 'We can ...' statements. Count only what remains when particular people leave. Write what the organisation can and cannot do.	5 min
8	Identity Where we stand	AS IS layer only. Quote one outside voice verbatim. If you cannot quote one, leave it blank (filling it in would mean making it up).	5 min
Total - complete the first pass. You may stop here the first time.			60 min

Second pass - write the plan (30-40 minutes) 4->5->6->7->8

Follow the same number order as the first pass; only the layer changes. The first pass is the current state (AS IS); the second is the plan (To Be). **This also matches the arrows on the canvas (6->7->8).**

1. **Review 4** - the 1-3 items selected in the first pass. This is the starting point for the second.
2. **5** - how to close 4. **Acquire -> Apply -> Capture.** Write in that order and mark new items with ○.
3. **6 To Be** - as a result, what **tangible artefact** remains?
4. **7 To Be** - as a result, what can the **organisation** do?
5. **8 To Be** - as a result, **what do people outside call us?**

Record the difference only in 4 Gap. The To Be layers of 6, 7 and 8 are not independent aspirations; they are **consequences of 4 Gap**. **If you cannot say which Gap item a line follows from, do not write it.**

After one pass, run an AI review - humans decide whether to accept it

You are a critical reviewer of enterprise design. Read this EMC and identify, 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 or Learning Flow missing for closing that Gap; and (4) **any item in the To Be layers of 6, 7 or 8 that cannot be derived from 4 Gap.**

Two dotted lines - what enters from outside the system

EXTERNAL SIGNALS (what changed outside)
Before choosing 4 Gap, ask: 'What changed outside in the last six months?' Look at customer expectations, competitors and usable technology.
A question, not a field to fill in.

Revisiting where we're headed (5->1)
Ask a few times a year; Purpose itself changes only rarely.
Ask, 'Given what we've learned, do we change Purpose itself?' Concluding no change is normal.

Troubleshooting

What people write	Write this instead	Box
Aspiration written into Identity	Not 'customer first'; quote what someone outside actually said in one line. If none exists, leave it blank.	8
Every problem listed under Gap	From the blocks that change between 2 and 3, narrow it to the next 1-3.	4
Things we want to build in AS IS / nice-to-haves listed in To Be	AS IS contains only what actually exists. Things to build belong in To Be, but even there, If you cannot say which Gap item a line follows from, do not write it.	6/7/8
Only training listed under Learning Flow	Buying from outside and changing the organisation also belong in 5. But do not stop at buying - purchased knowledge still needs Apply and Capture.	5