



**Your Strategy, Your Way.**

# **Global Strategy Summit**

Virtual edition 4

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**Business Model Refreshs**

**We hope you enjoy the presentation.**

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<https://www.fruistrategy.com/gss4>



# The BIG Takeaways

1. If you don't refresh your business model you will become obsolete!
2. Shift your mindset to view your business model as core to your strategic decisions.
3. There are tools, frameworks, & coaches to help you refresh your business model.

# Business Model Refresh Process





Your business model is how  
you create, deliver, &  
capture value.

However, your business model is at risk!



In the past 50 years, the average business model lifespan  
has fallen from 15 yrs. to 5 yrs.

# Refresh Due To The Changing Environment

- Evolving Market Conditions
- Stagnant Growth
- Disruption Risk
- Staying Ahead Of The Competition
- Changing Customer Needs



IN THE LAST 20 YEARS, 52% OF  
THE FORTUNE 500 COMPANIES  
HAVE GONE EXTINCT

Source: Innosight

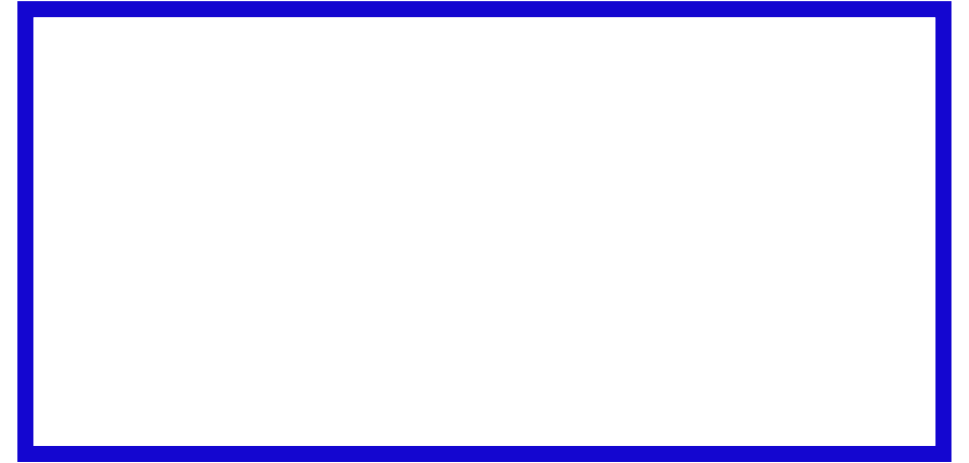


*If you don't know where you are going,  
any road will get you there.*

*- Lewis Carroll, Alice in Wonderland*

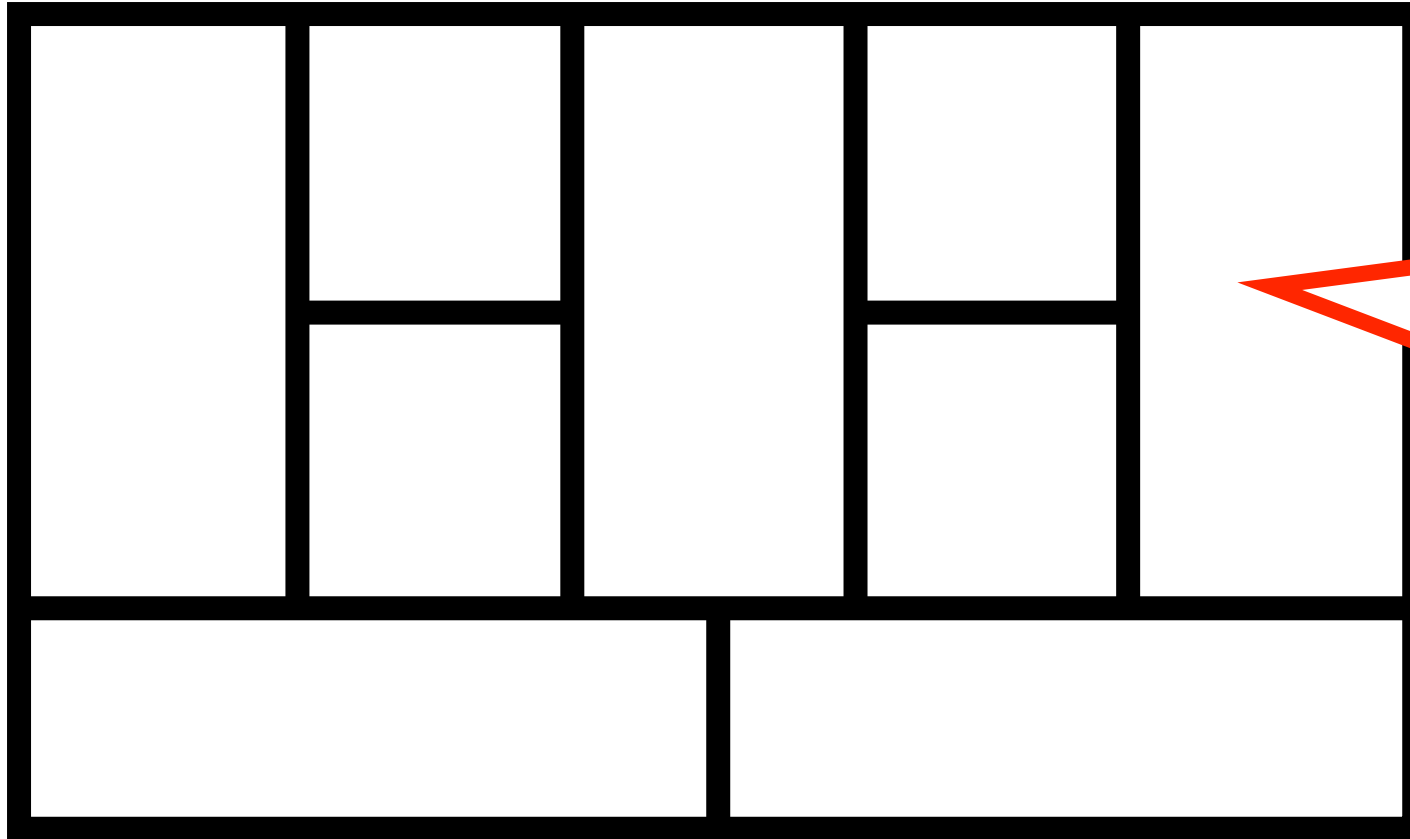
We can identify our business model shortcomings in *supporting our strategic direction and aspirations.*

# Change Our Mindset





# The Business Model



**Tells the story of how  
you create, deliver, and  
capture value for your  
organization**

- ▶ 9 Elements of a Business Model
- ▶ Demand Side & Supply Side View
- ▶ Value Proposition Centered



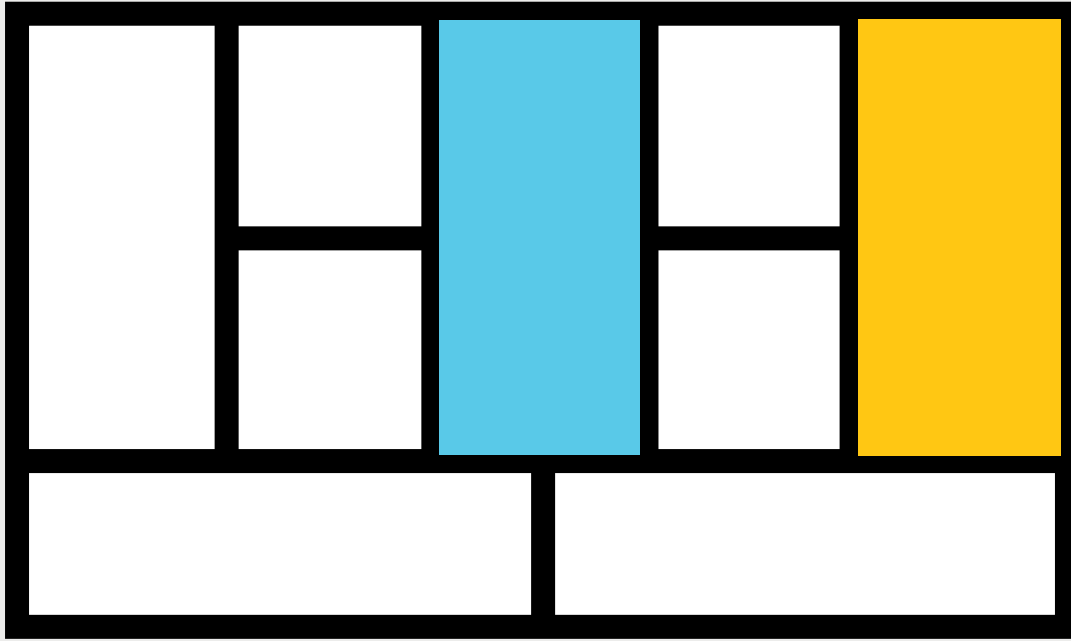


# Key Mindset Principles

- The Canvas helps you document and visualize your strategic choices.
- The Canvas aligns the leadership team on how you operate now, thus improving decision making and focus.
- Move from a product/service innovation to a business model innovation mindset.

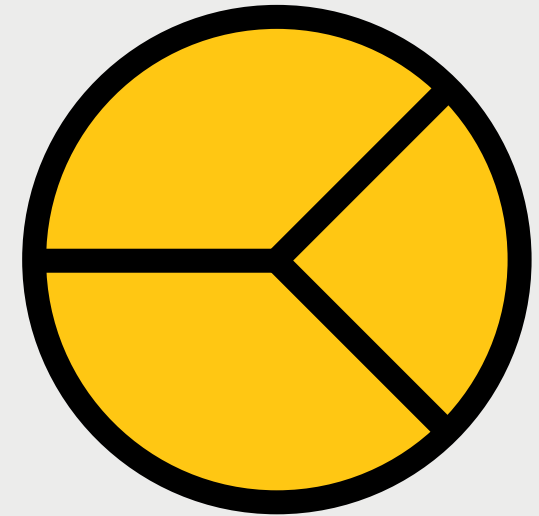
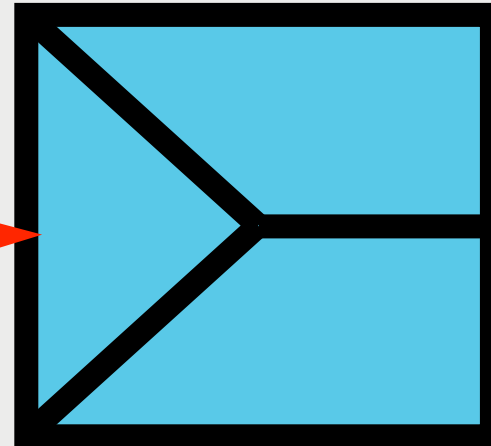






**Tells the story of how  
you create, deliver, and  
capture value for your  
organization**

**Tells the story of how you  
create & deliver value for  
your customers**



## Value Map

## Customer Profile

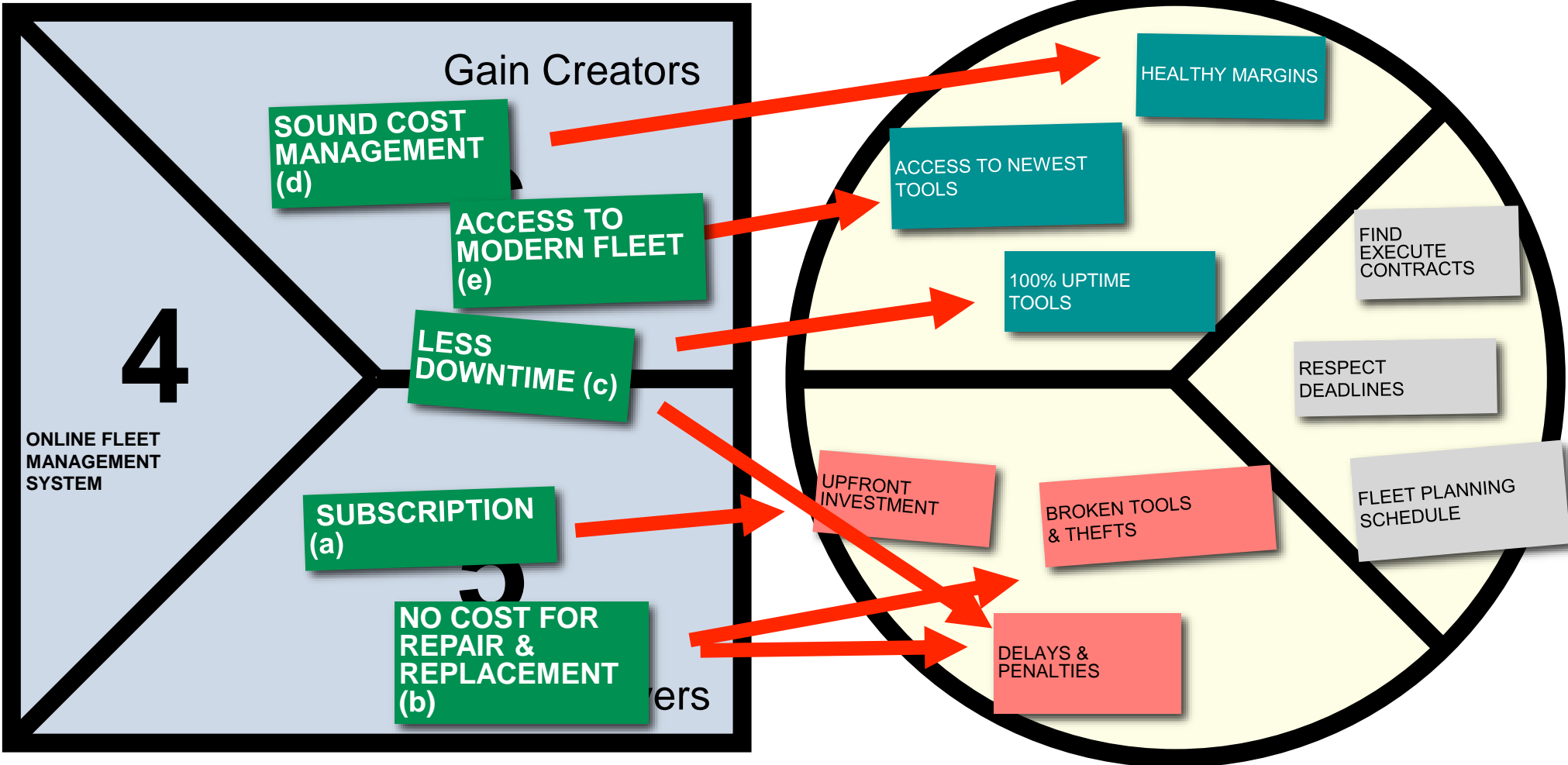
- What is the customer's "job to be done"?
- What pains do they have?
- What gains are they looking for?
- How can your offering map to those needs?

Fleet  
Management

CEOs  
construction  
companies

Value Map

Customer Profile



# Problem-Solution Fit



Visualization –

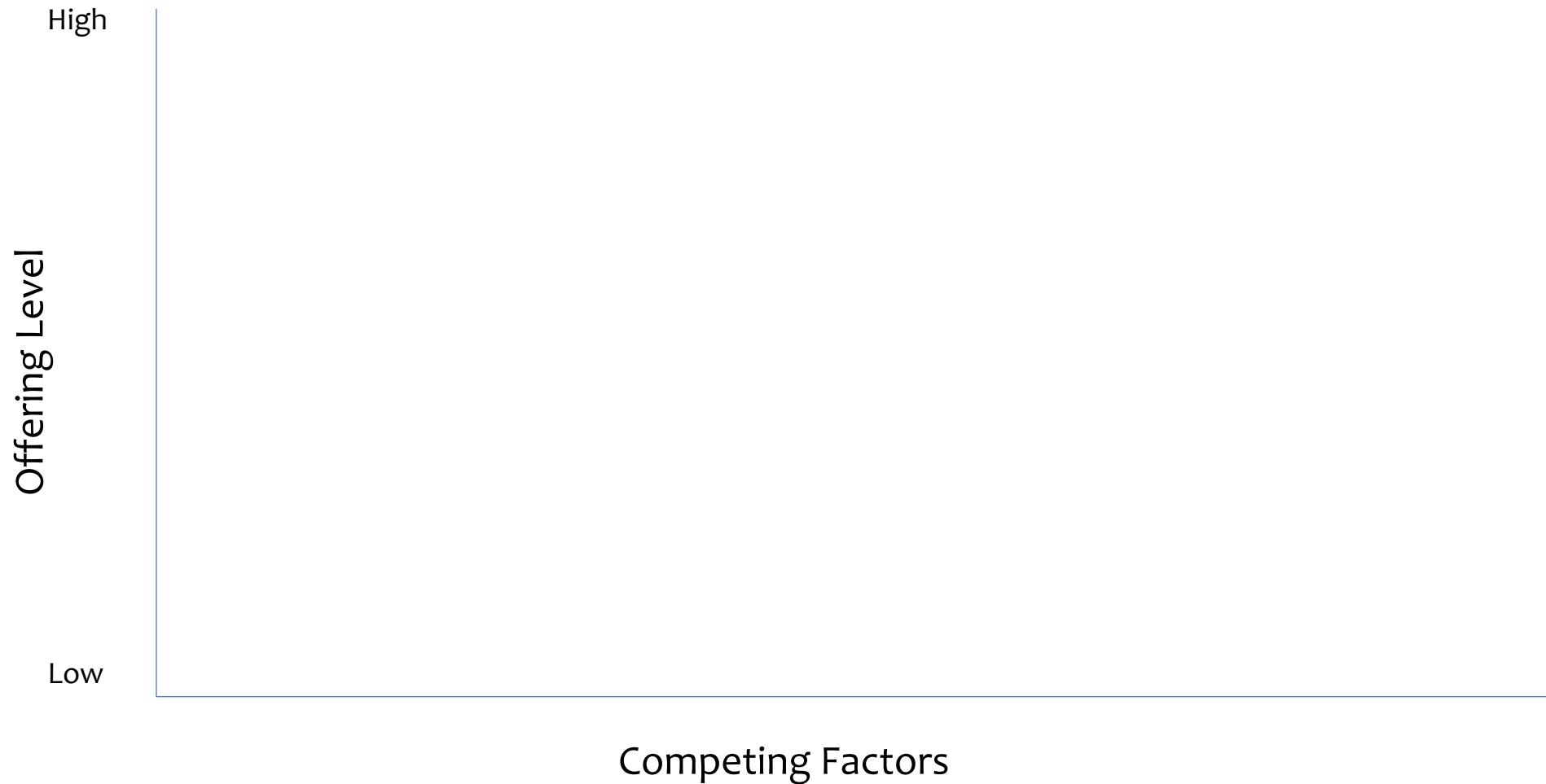
How Accurate is Our  
Mental Image of  
Ourselves?

# “As-Is” Strategy Canvas Example (*Value Curve*)

OFFERING LEVEL

COMPETING FACTORS

# “To-Be” Strategy Canvas





# Business Model Forces

# Brainstorming: Business Model Forces Mapping



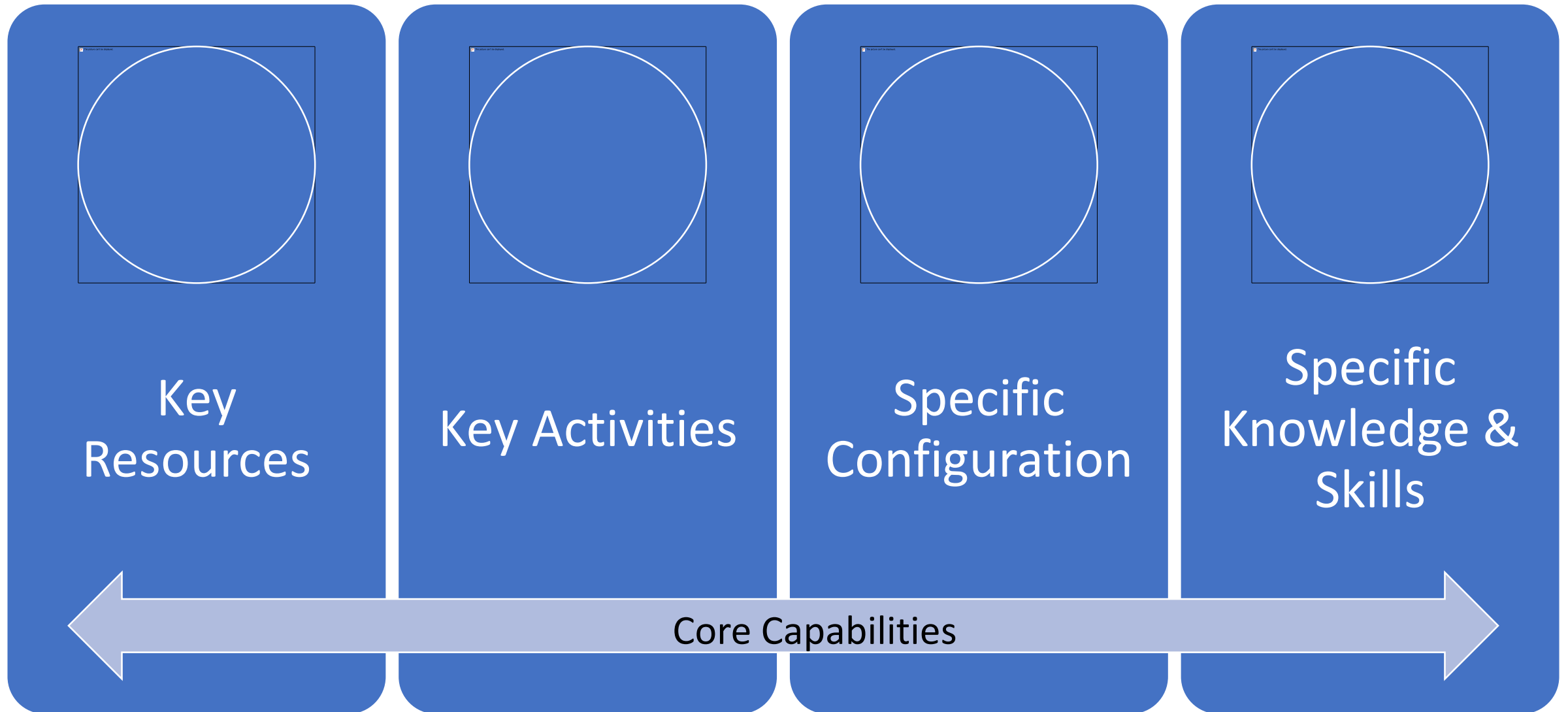
# PESTEL Analysis & SWOT





What Core Capabilities Do You Have?

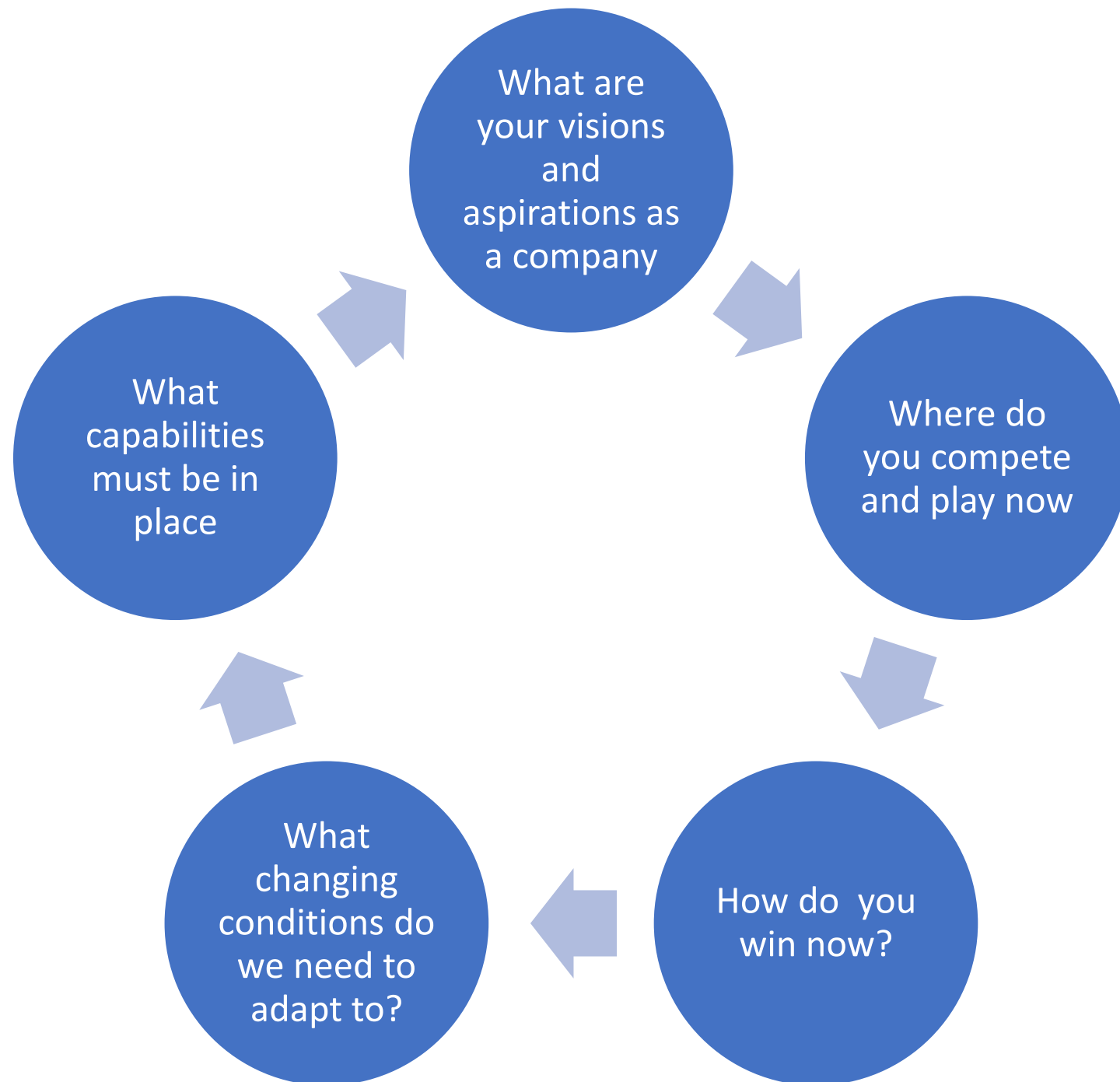
What Will You Need?







# Business Model Refresh Process



# Refresh Our Models

# Refresh Back & Forth

describes how you  
create value for  
your business

describes how you  
create value for  
your customer





# Actions to Take

- **NOW:** Gather evidence to validate assumptions & reduce your risk (Interview customers & prospects).
- **NOW:** Use the tools during any strategic planning sessions with your team (at least 1x per year).
- **SOON:** Implement changes by using a proven strategy execution framework (OKRs, Balanced Scorecard, OGSM)
- **FUTURE:** Build innovation capabilities into your organization (leadership, resources, incentives, skills).
- **FUTURE:** Explore new markets and models for future growth (Business model innovation).

# Summary

1. Reviewed the need to refresh your business model or become obsolete!
2. Stated how your business model supports your vision and aspirations
3. Discussed the need to change your mindset: explore & exploit
4. Examined the Business Model Canvas and thinking in terms of business models to create value – not products/services!
5. Mapped how you solve the customer's Jobs To Be Done now with the VPC
6. Visualized your value curve and how you compete now (Strategy Canvas)
7. Brainstormed what changing conditions we need to adapt to
8. Explored what capabilities must be in place to succeed
9. Refreshed our business model and canvases with new findings
10. Noted next steps and future actions to execute and innovate

**Create. Execute. Innovate. Build**



# Appendix

# 3 Horizons For Growth Framework

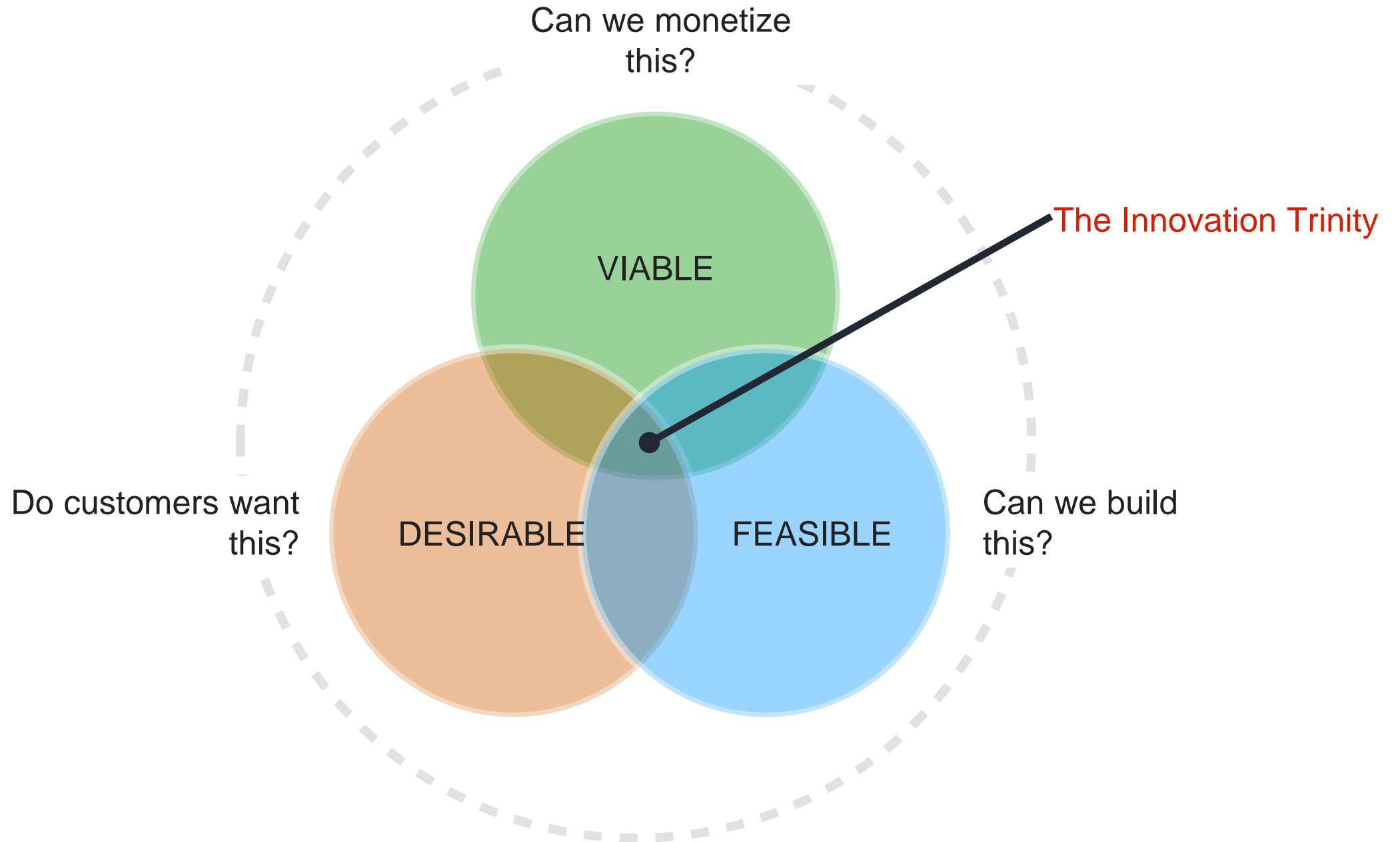


# 3 Horizons For Growth Framework



# Business Model Innovation





Prototype

Ideate

Business

Assess

Hypothesize

Learn

Idea

Experiment

