

fruiStrategy

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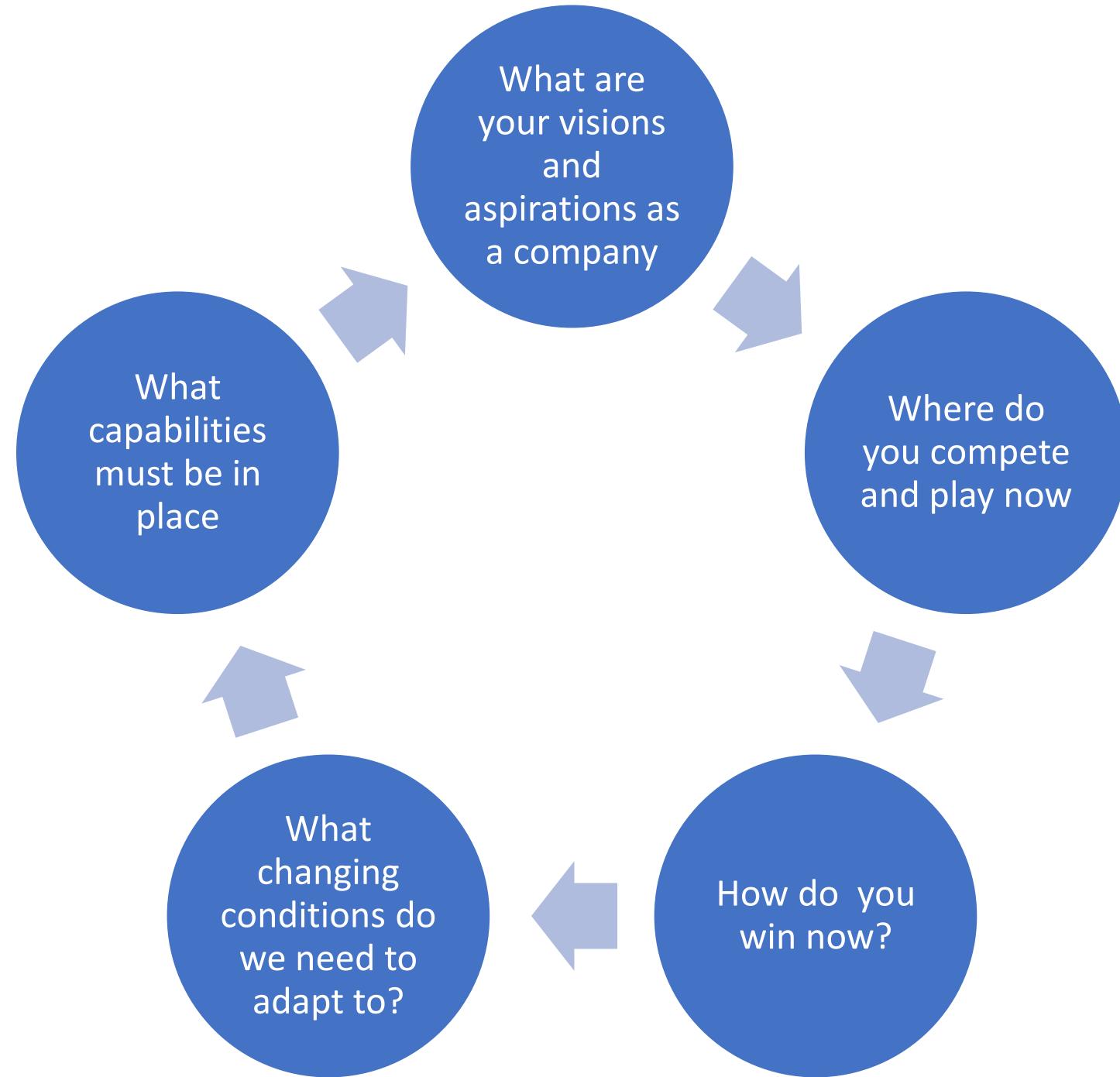
<https://www.fruistrategy.com/gss4>



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.

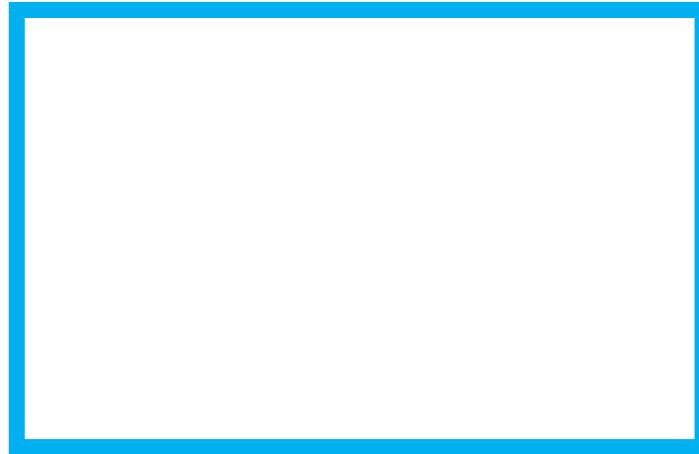
Business Model Refresh Process





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.*

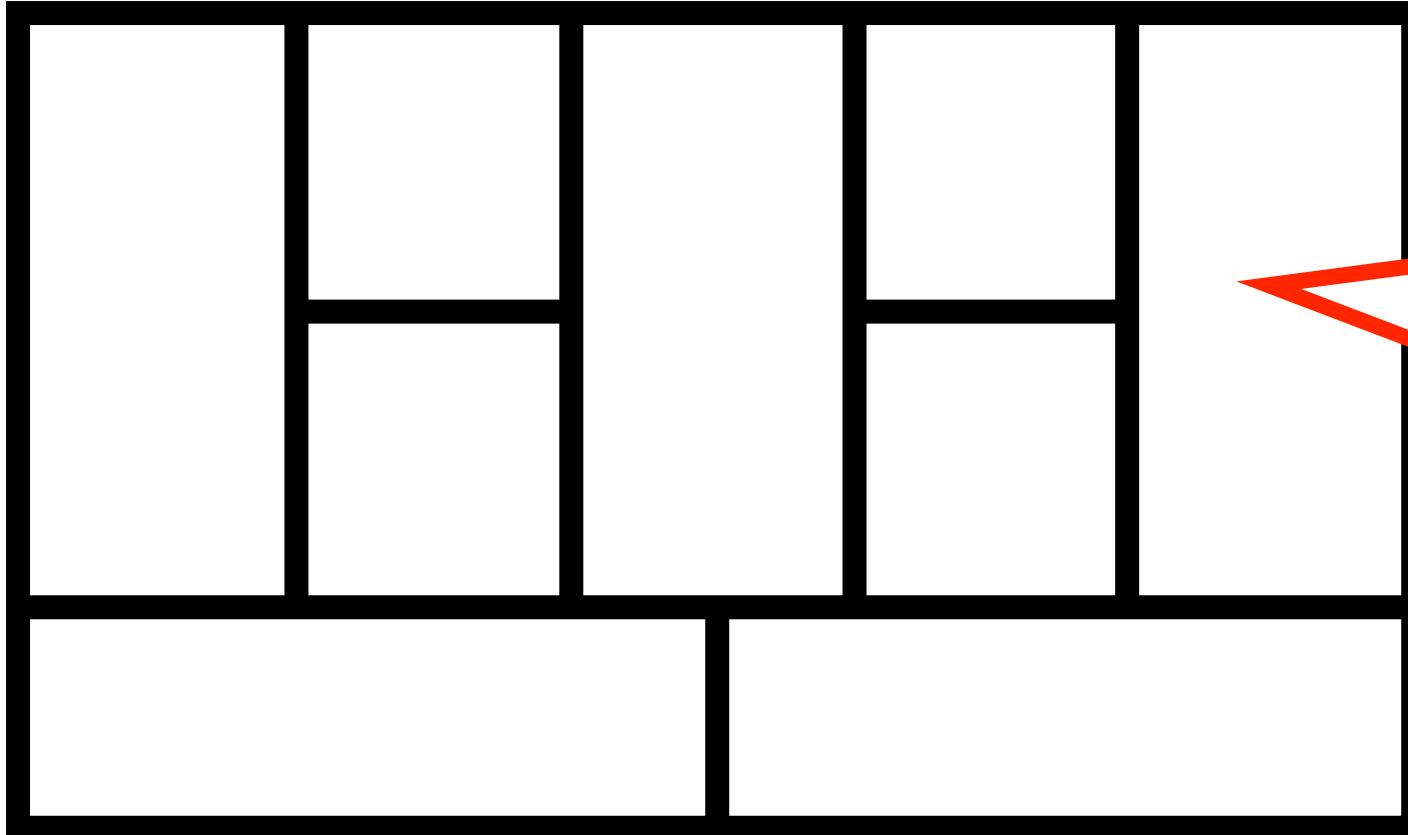
- Lewis Carroll, Alice in Wonderland

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

Change Our Mindset



The Business Model

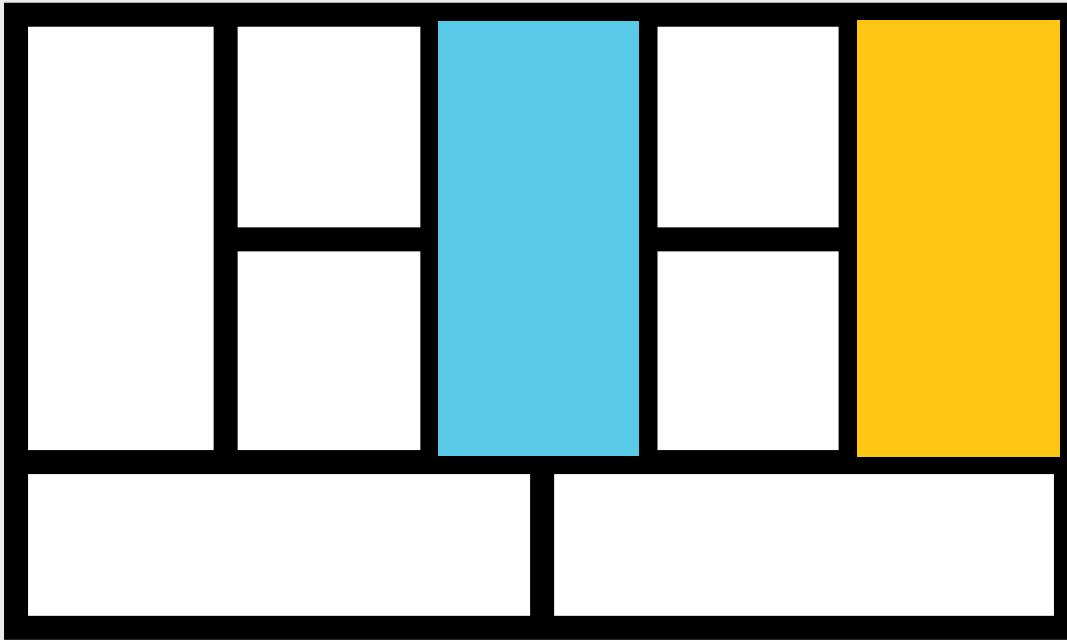


**Tells the story of how
you create, deliver, and
capture value for your
organization**

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

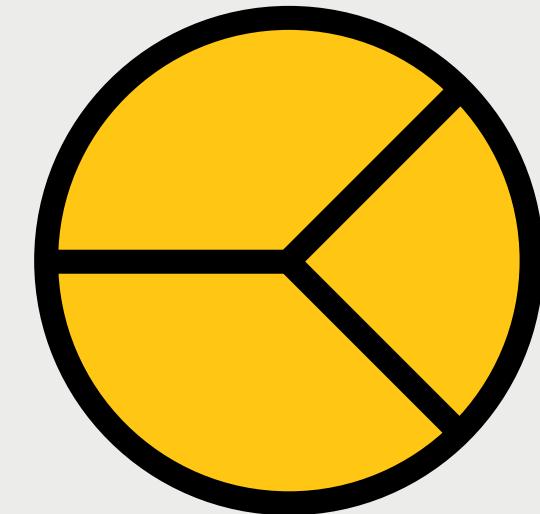
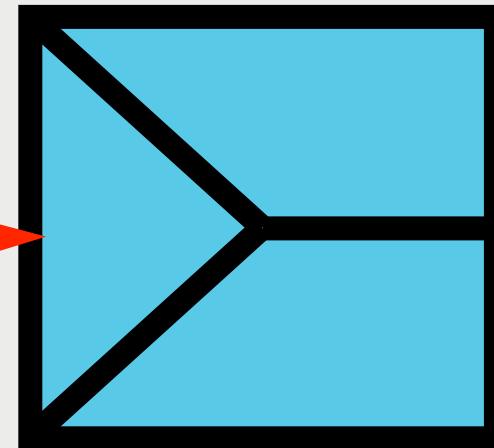
Key Mindset Principles

- 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

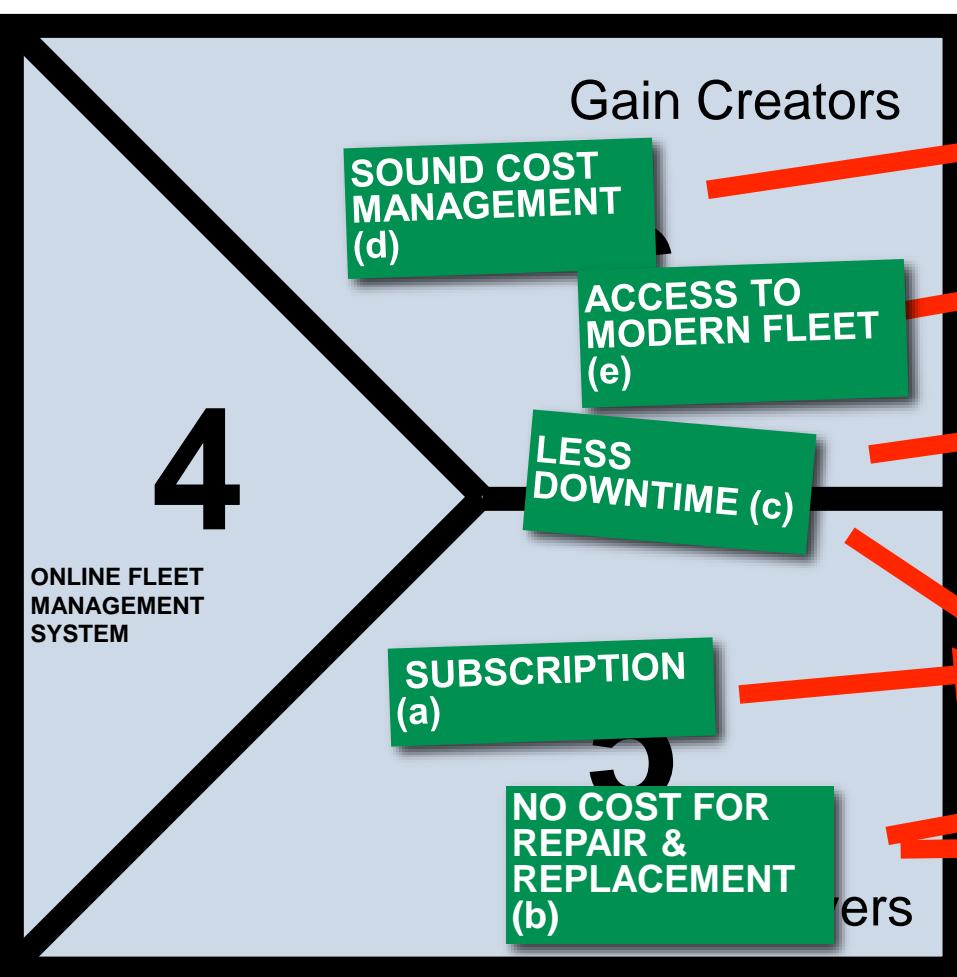


Value Map

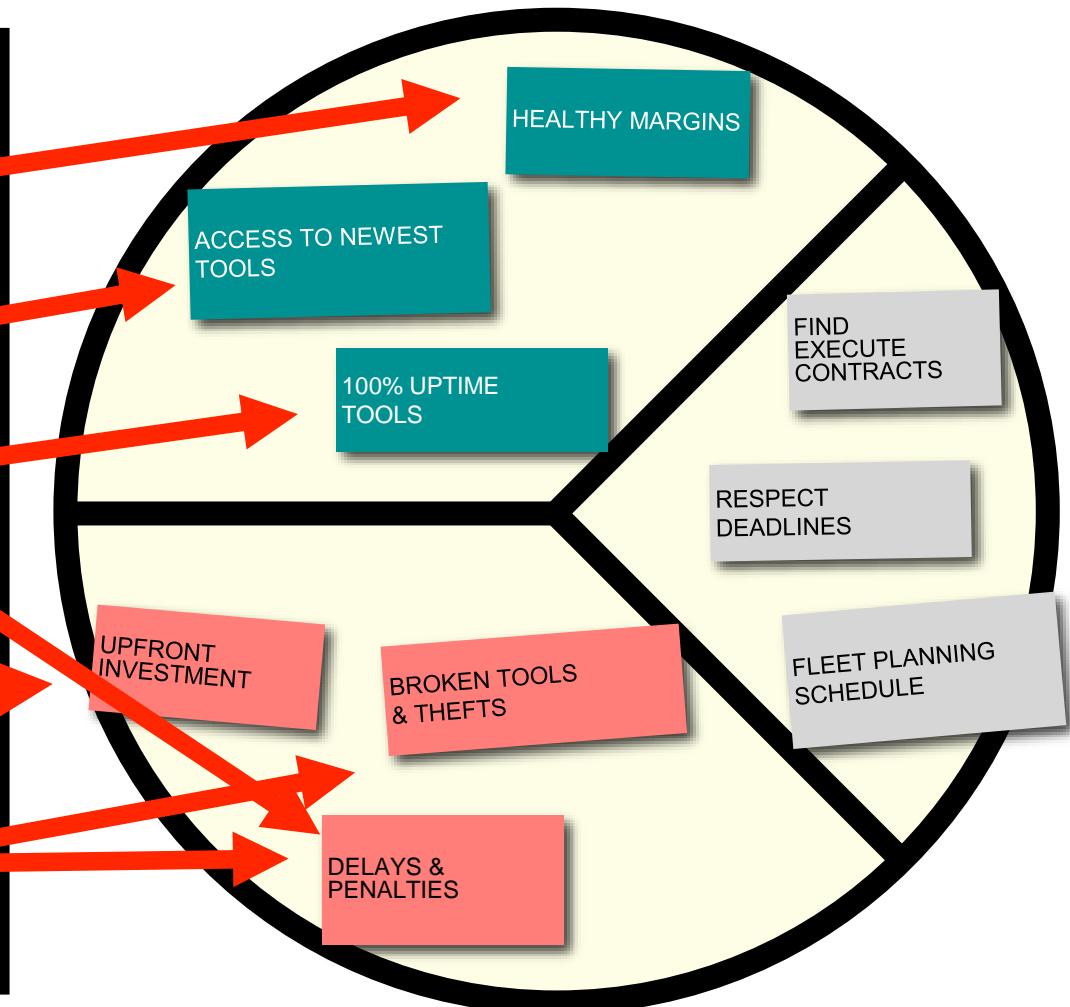
Customer Profile

- 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?

Value Map



Customer Profile



Problem-Solution Fit

Visualization –

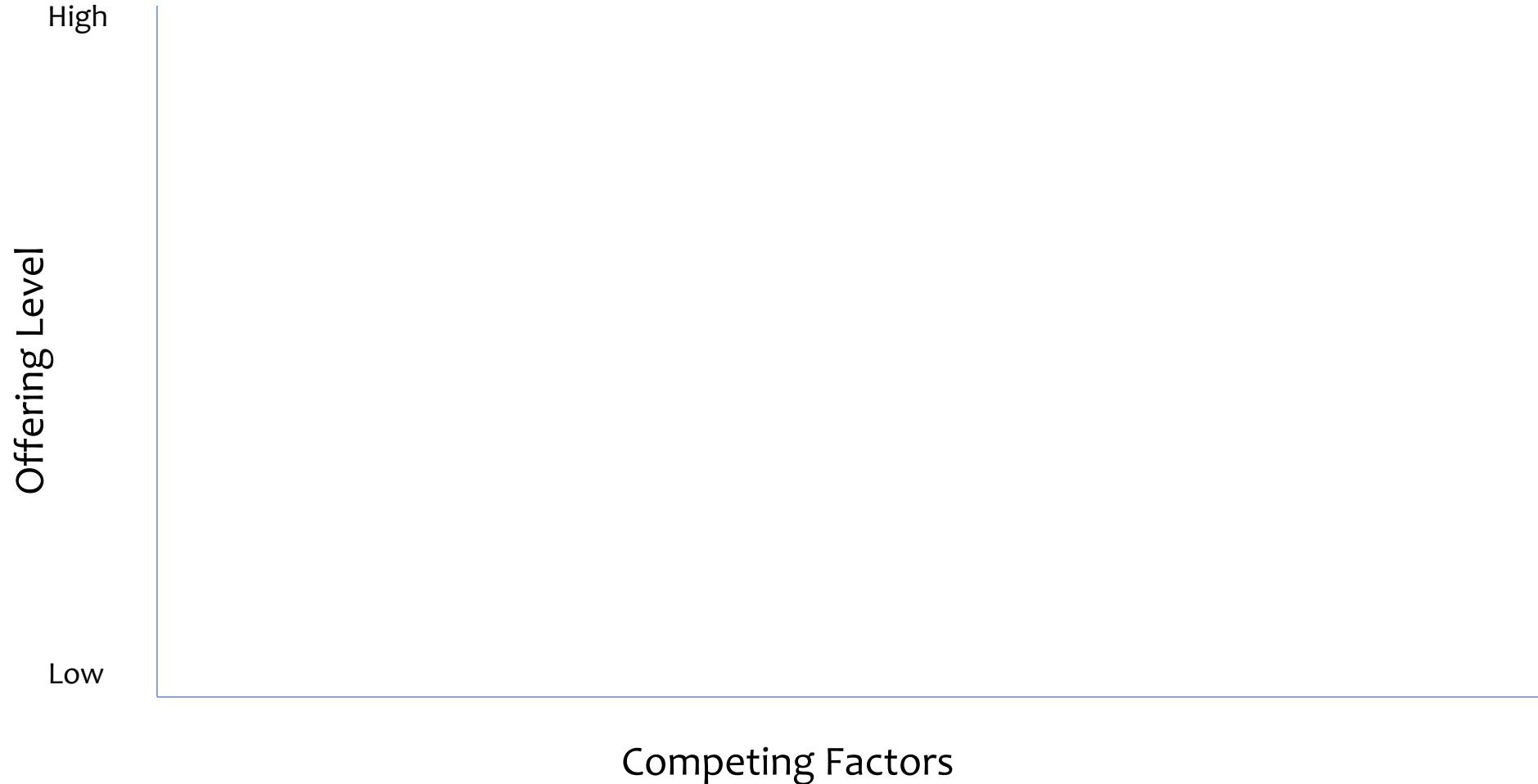
How Accurate is Our
Mental Image of
Ourselves?

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

OFFERING LEVEL

COMPETING FACTORS

“To-Be” Strategy Canvas



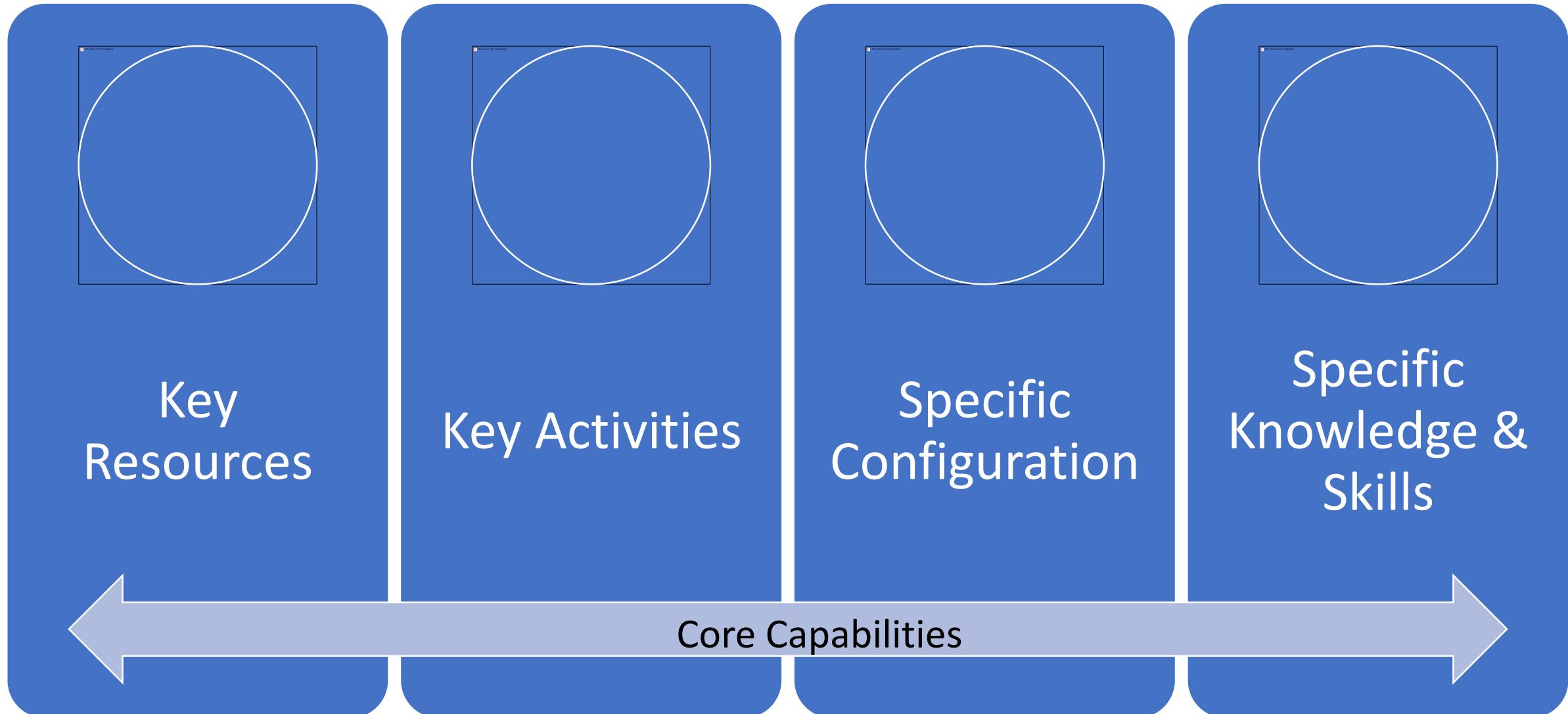


Business Model Forces

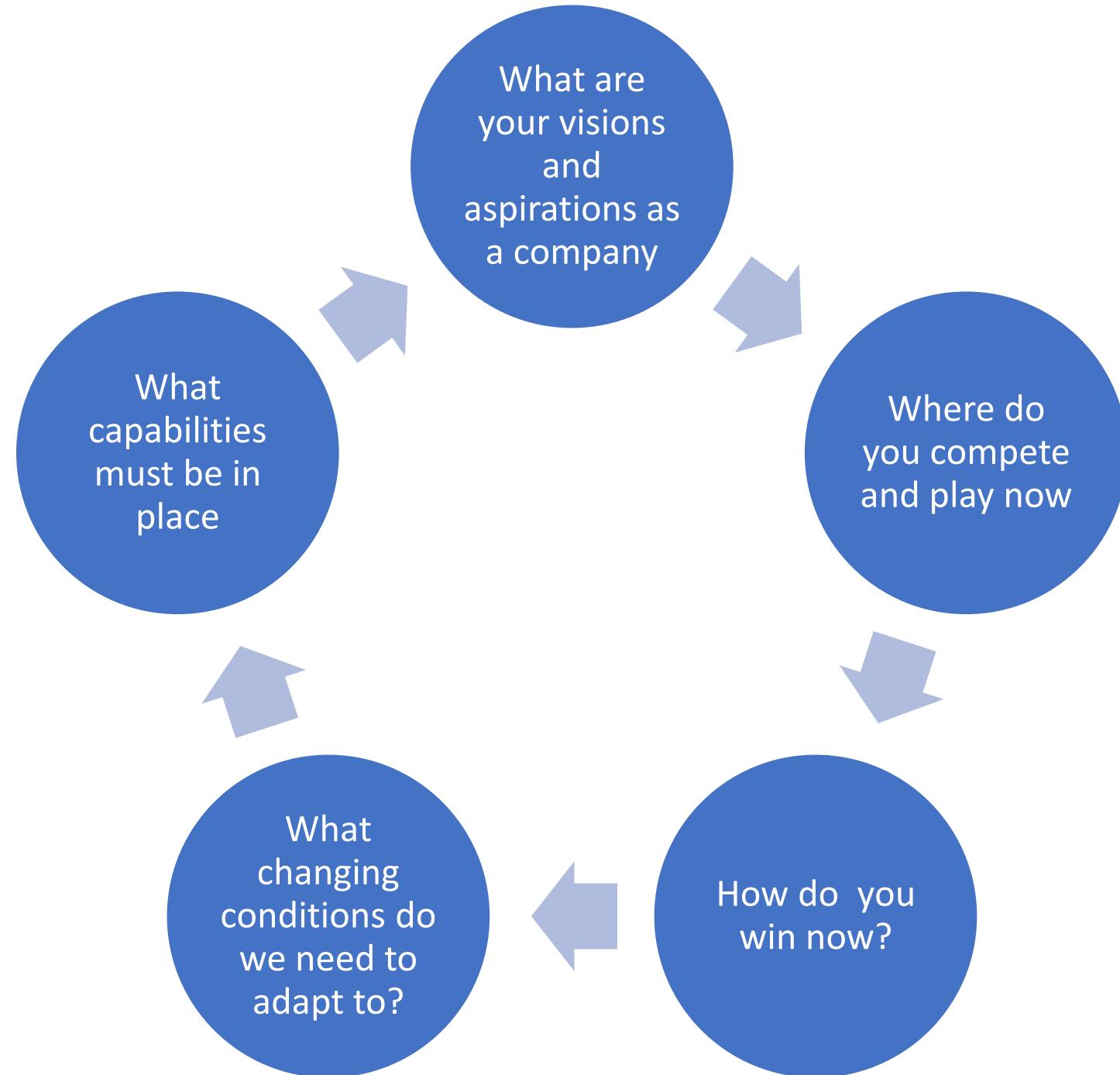
Brainstorming: Business Model Forces Mapping

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

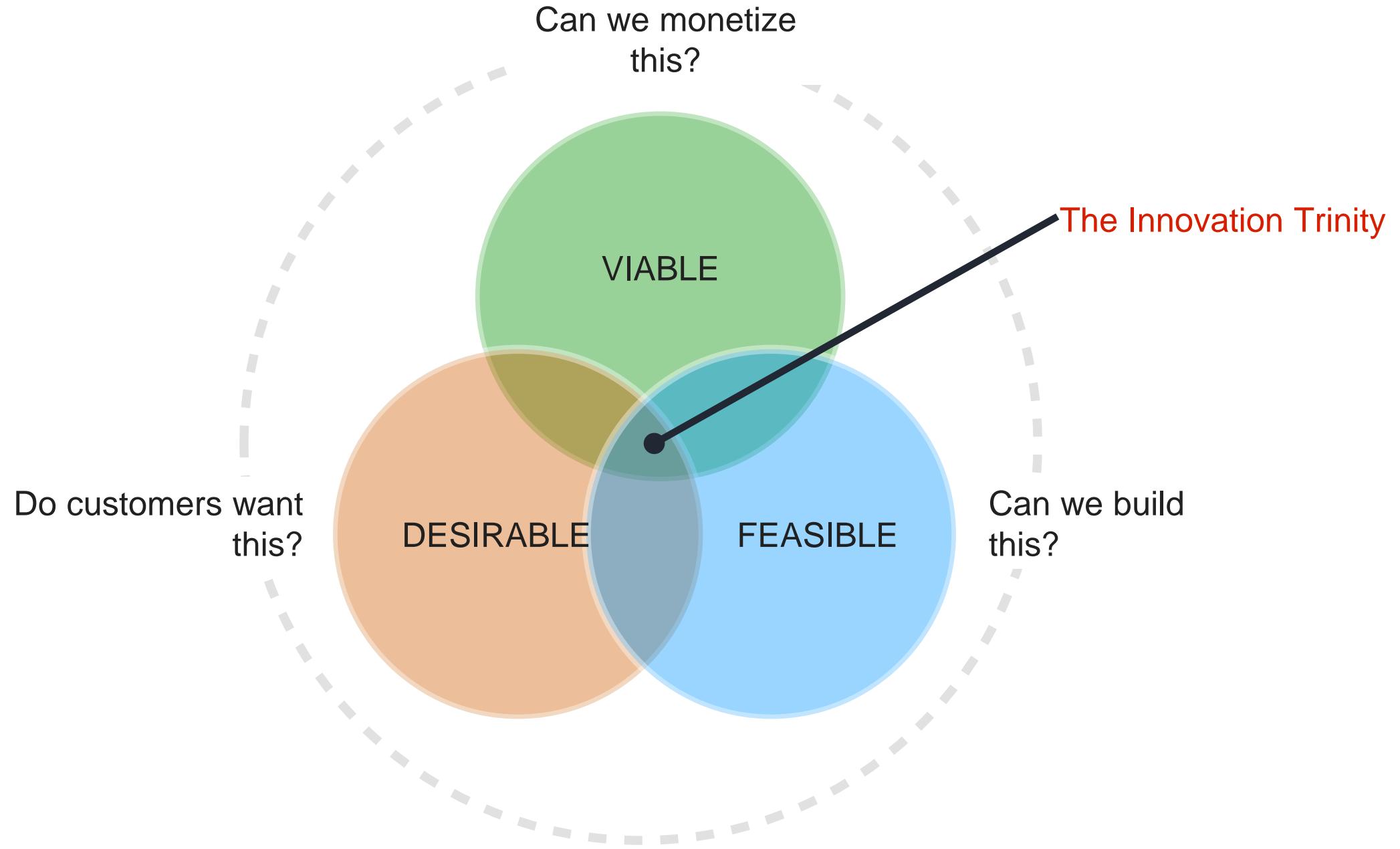
3 Horizons For Growth Framework



3 Horizons For Growth Framework



Business Model Innovation



Prototype

Ideate

Business

Assess

Hypothesize

Learn

Idea

Experiment

