

Business Strategy Canvas

Business Name: _____ Author: _____ Date: __/__/____

1

**THE BEGINNING
Horizon 1
Where We Are Now**

2

**THE MIDDLE
Horizon 2
What Do We Need To Do Now**

3

**THE ENDING
Horizon 3
Where We Will Create Value**

4

**THE CLIMAX
Horizon 4
What is our Harvestable SEP**

Current Business Structure
(Limited, Pty Ltd, Trust, Partnership)

Current Enterprise Value	Valuation Method	Planned Liquidity Event	Validated (Y or N)
_____	_____	_____	_____

Industry(s) & Market Sectors now operating In

The problems we solve:

Current Unique Value Proposition

Priority Actions to Defend & Extend Core Business:

Action	Resp.	KPI
_____	_____	_____
_____	_____	_____
_____	_____	_____

SEP has been stress tested with:

- Shareholders _____
- Existing Capital Providers _____
- Staff _____

Build Transformation Portfolio:

Initiative Type	Description	Value Creation Drivers	When
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Capitalisation Plan:
Capital Required: _____
Capital Type: _____

Initiatives we will execute to grow our existing markets

Initiatives we will execute to develop new Offerings

Initiatives we will execute to develop new Modes of Delivery

Initiatives we will execute to enter in new markets

Initiatives we will execute to enhance capacity of our people & production systems

Vision Statement _____
Mission Statement _____
Strategic Differentiator /Unfair Advantage _____
Our strategic Position _____
In the Industry Value Chain will be _____
Our Strategic Position _____
In the Market sectors we compete will be _____
Our proposed Unique Value Proposition will be:

Our Economic Growth Engine supports scale by:

The Prize we will get by executing to our SEP is:

We believe we will be harvest the value we have created as follows:
Proposed Business Structure _____
(Limited, Pty Ltd, Trust, Partnership)

Targeted Enterprise Value	Valuation Method	Planned Liquidity Event	Validated (Y or N)
_____	_____	_____	_____

Growth

Time Frame

Business Strategy Canvas – Instructions to complete

1 HORIZON 1; Fill in .. Where We Are Now

Describe where you are now:

- ❖ Consider current business type (Limited, Pty Ltd, Trust, Partnership, Sole Trader) & how easy this facilitates release of Enterprise Value?
- ❖ Review your current Enterprise Value; can you state:
 - ❖ Your current Enterprise Value
 - ❖ The valuation methodology used to determine that valuation
 - ❖ What type of growth are you achieving (organic or high growth)
 - ❖ The liquidity events planned to release that value
 - ❖ Whether this has been independently validated
- ❖ Consider the industry sectors you currently operate in:
 - ❖ Where are you positioned competitively in those market sectors (price-benefits-quality)
 - ❖ The Unique Value Proposition you now offer
- ❖ Do a quick SWOT Analysis of your business
- ❖ Consider Actions you are taking to defend & extend your current position

2 HORIZON 3; Fill in .. Where We Will Create Value

Describe the initiatives you will execute to create additional value in your business:

- ❖ Build initiatives from prioritising areas of opportunity created through ideas generated from insights gained by analysing:
 - ❖ Unmet needs of existing customers
 - ❖ Walking Up & Down Industry Value Chain
 - ❖ Assessing Mega Trends
 - ❖ Potential collaboration partners
- ❖ Use the above to describe:
 - ❖ How you will grow current markets
 - ❖ Develop New Offerings that achieve a strategic position in a market sector(s)
 - ❖ Modes of Delivery that are scalable
 - ❖ New Markets that will be entered
 - ❖ People & production systems that will support the levels of delivery
- ❖ Consider whether a change to your corporate structure & agreements are required to enable harvesting
- ❖ Build Transformation Portfolio; rank initiatives as:
 - ❖ Just Do it
 - ❖ Incremental
 - ❖ R&D
 - ❖ Transformational
- ❖ For each initiative, articulate the primary driver of Enterprise Value creation (sales, margin, strategic position, geographic spread)
- ❖ Consider the capitalisation requirements, capital management & capital raising strategies to resources & execute initiatives

3 HORIZON 4; Fill in .. What is Our Harvestable SEP

Describe what your business will look like at SEP, why it will be an increase in value & why that value will be able to be released:

- ❖ Consider where you are aiming:
 - ❖ Your Vision of how you will be recognised in the industry & market
 - ❖ The Mission you have set that, if achieved, you will be at your SEP
- ❖ Consider what will be the Strategic Differentiator/ Unfair Advantage you will have at SEP
- ❖ Where do you see yourself positioned & how protected:
 - ❖ Strategically in your Industry Value Chain
 - ❖ Competitively in the market (price-benefits-quality)
- ❖ Frame your Economic Growth Engine: how your business will scale:
 - ❖ Your marketing & promotions to create more awareness & calls-to-action
 - ❖ Your channels-to-market to create more opportunities for sales
 - ❖ Your business processes to onboard new customers & accept customer orders simply and quickly
 - ❖ Your production to support increasing levels of delivery
- ❖ Describe the “Prize” you expect to realise at SEP; consider (Enterprise Value, strategic positioning, revenues, interest for liquidity)
- ❖ Describe how you believe you will release your Enterprise Value:
 - ❖ Consider event types (Trade Sale, IPO, Dividends)
 - ❖ Describe the valuation methodology you will be able to adopt at harvesting (Financial valuation &/or Strategic valuation)
 - ❖ Will shareholders be able to cash-in individually or required to exit all at once

4 HORIZON 2; Fill in .. What Do We Need To Do Now

Describe what you need to do next to start creating that additional value:

- ❖ Refine & complete your Business Strategy Canvas
- ❖ Stress test the proposed Strategic Excellence Position to validate:
 - ❖ Your ability to execute
 - ❖ Buy-in & commitment from shareholders, existing capital providers & staff
- ❖ Firm your Transformation Portfolio:
 - ❖ Outcomes & deliverables
 - ❖ Priority & sequence
 - ❖ Monitoring & reporting
 - ❖ Resources
- ❖ Build a Capital Management Plan
- ❖ Ready your business for investment
- ❖ Execute
 - ❖ Respond & adjust