

MBMVC

MODIFIED BUSINESS MODEL CANVAS

Assessment & Guide to Developing an Operational Plan & Growth Strategy

WORKBOOK 3.0

 LEADERSHIP INSTITUTE
FOR ENTREPRENEURS

DEVELOPED BY:



Michael McCausland
Founder and CEO

Modified Business Model Canvas (MBMC) Workbook

- Modified Business Model Canvas Overview** **3**

- 1. IDENTITY: BUSINESS IDEATION** **8**

- 2. EXTERNAL: MARKET & CUSTOMER DEFINITION** **11**

- 3. INTERNAL: VALUE CREATION** **13**

- 4. EXTERNAL: CUSTOMER ACQUISITION** **15**

- 5. EXTERNAL: REVENUE FINANCIALS** **18**

- 6. INTERNAL: COST FINANCIALS** **20**

- 7. INTERNAL: PRODUCT DEVELOPMENT** **22**

- 8. OPERATIONS: OPERATIONAL INFRASTRUCTURE** **24**

- 9. OPERATIONS: STRATEGY & EXECUTION** **26**

- 10. OPERATIONS: GROWTH, SCALING, & EXIT** **29**

- Modified Business Model Canvas One-Page Template** **31**

Modified Business Model Canvas Overview

What is a Modified Business Model Canvas (MBMC)?

The Modified Business Model Canvas (MBMC) and associated workbook are designed to strategically walk you through the core components essential for ideation, launch, growth, scaling and exit of your business.

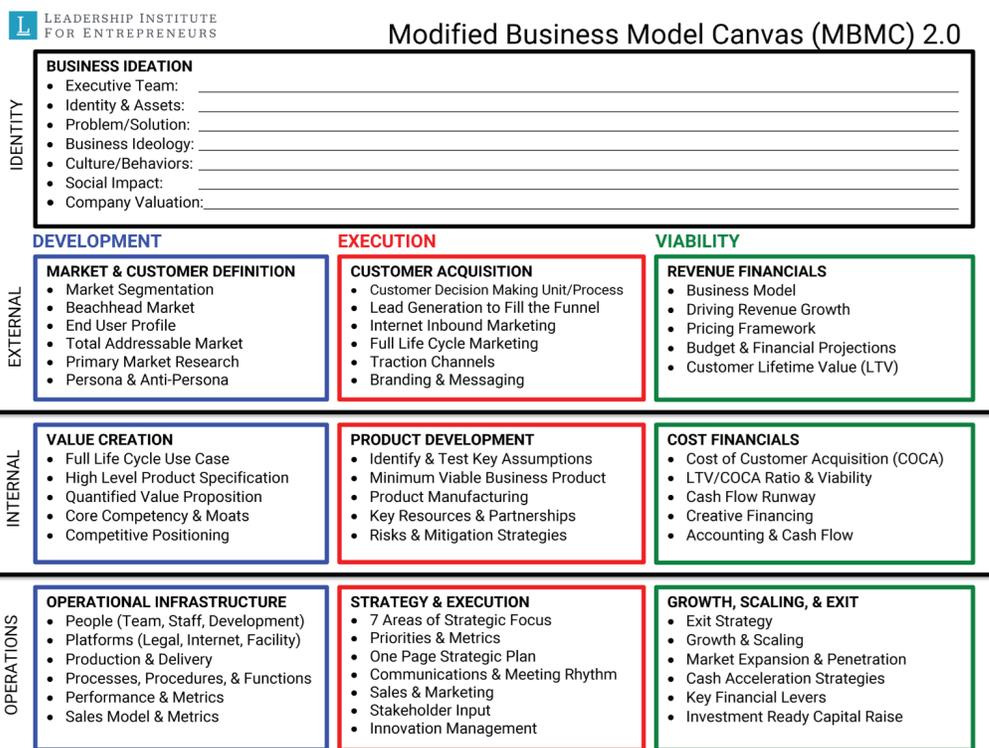
The Workbook also provides you with an assessment tool to validate the viability, sustainability and profitability of your idea, business, or a new product line or market before spending the money and 3-5 years of time required to launch and build your business to financial sustainability.

Think of this tool like you would the blueprint for building a house. It's extremely helpful for framing your organization's core identity or "reason for being," and then laying out the internal and operations components that are driven by the external factors driving the business.

**IDENTITY DRIVEN
ENTREPRENEURSHIP
(IDE)**

**DISCIPLINED
ENTREPRENEURSHIP
(DE)**

**ENTREPRENEURSHIP
OPERATIONS
(DE)**



LIFE Modified Business Model Canvas ©2021, info@LIFEstartups.com, +1 (719) 337-4913

You've probably heard of the Business Model Canvas, created by Alexander Osterwalder and popularized by the book Business Model Generation. The Modified Business Model Canvas includes the core elements found in the traditional Business Model Canvas but has been adapted to include concepts covered in the 3 LIFE courses listed below as well as the details often found in a typical business plan to turn this into an assessment instrument and "operational" business plan.

How to Use the Modified Business Model Canvas (MBMC)

The MBMC is divided into four main sections that cover everything from ideation and launch, to growth, scaling, and exit. These four sections are:

1. IDENTITY (BUSINESS IDEATION)

- ⊃ This section starts at the highest level. Here you will describe the foundation of your organization, why it exists, and the business strategy and direction.
- ⊃ Support for completing this section can be found in the [Identity Driven Entrepreneurship \(IDE\)](#) course. IDE is designed to address the issues of personal and team identity, purpose, and fulfillment for work-life integration in entrepreneurship. IDE covers a range of personal assessment tools and applies learning to identify and define business purpose, values, and culture. You will walk away with an understanding of personal identity and purpose, as well as the ability to recognize a good business idea that aligns with your identity.

2. EXTERNAL (DEVELOPMENT/EXECUTION/VIABILITY)

- ⊃ In this section you will identify the best beachhead market and define who your ideal customer is, how you will acquire them, and how you will generate revenue.
- ⊃ Support for completing this section can be found in the [Disciplined Entrepreneurship \(DE\)](#) course, modeled after the book of the same name written by Bill Aulet, the Managing Director of the Martin Trust Center for Entrepreneurship at MIT. This course provides a 24 step-by-step systematic approach to entrepreneurship. You will cover all the basic fundamentals required to prepare for and launch your business and the core competencies for growth and scaling.

3. INTERNAL (DEVELOPMENT/EXECUTION/VIABILITY)

- ⊃ In this section you will answer how you will create value for the customer, leveraging your organization's strengths and in the most efficient way. Then, how will you design and build a minimum version solution while managing costs.
- ⊃ This section is also covered in the [Disciplined Entrepreneurship \(DE\)](#) course (see above). Upon completion of this course, you will walk away being able to determine if your business idea is viable (realistic), sustainable (will it last), profitable (and when), and scalable before spending any money or the next 3-5 years of your life in a startup. And if you are already in business, this systematic process will continue to guide you on an iterative, and increasingly targeted approach towards specificity in customer awareness and your goal to achieve product market fit, growth, scaling and exit (if applicable).

4. OPERATIONS (DEVELOPMENT/EXECUTION/VIABILITY)

- ⊃ In this section you will answer how you will increase operational capacity and build strategic capabilities and infrastructure, align and focus everyone on the right key activities, and how will you drive revenue growth, scale the organization, manage cash, and fund growth.
- ⊃ Support for completing this section can be found in the [Entrepreneurship Operations \(EO\)](#) course. EO is designed to address the critical issues you may face during the launch, operations, and scaling phases of your business. This course will cover core capabilities like managing people, setting strategy, driving execution, and managing cash. This course is based on the book *Scaling Up: Mastering the Rockefeller Habits 2.0* by Verne Harnish.

Start Here – Assess Your Idea or Business

The MBMC is a great tool to assess the viability, sustainability and profitability of an idea or new business before you spend any money or the next 3-5 years of your life in a startup mode trying to achieve sustainability and profitability.

If you are already in business, the MBMC can be used to conduct an overall assessment of the business to identify gaps and areas for growth and improvement. You can also use the MBMC to assess the viability of a new product line or new market as your business grows and expands.

If you are already in business and you want to just focus on a specific area for needed improvement, you can use the following questions below to determine which of the 10 sections of the MBMC is the best place for you to start.

1. Business Ideation

- Does the team have shared values, common interests, complimentary skills, experience, and sector expertise? Do business core ideologies, values, and culture align with personal and team identity and purpose? Is there a clearly defined problem/solution and valuation strategy.

2. Market & Customer Definition

- Is there a narrowly defined customer with pain and urgency in a single beachhead market that is strategic, small enough to win, and big enough to sustain cash flow without saturation.

3. Value Creation

- Do you have a quantified solution to a clearly defined problem and a unique core competency that is defensible with differentiators that separate you from the competition?

4. Customer Acquisition

- Have you selected and tested marketing traction channels? Do you have a plan for lead generation to fill the funnel, create Internet inbound traffic, and use key influencers, and windows of opportunity and triggers that align with the customer decision making unit and process?

5. Revenue Financials

- Do you have an innovative business model and plan to drive revenue growth with value-based pricing, a 3-year monthly budget with financial projections, and a clear understanding of Customer Lifetime Value (LTV)?

6. Cost Financials

- Do you know the Cost of Customer Acquisition (COCA) and monthly cash flow? Does your LTV/COCA Ratio validate business viability? Do you know the total Cash Flow Runway and capital requirements along with the time to achieve sustainability?

7. Product Development

- Have you identified and tested key assumptions and mitigated key risks? Do you have key resources and partners committed to build a Minimum Viable Business Product (MVBPP)? Do you know the total product manufacturing cost and timeline?

8. Operational Infrastructure

- Are all stakeholders happy, engaged, and impressing the team and can you hire and retain more A level players? Are processes running without drama and standardized for scaling? Do you have performance management, sales tools, and defined metrics?

9. Strategy & Execution

- Do you have a vision summary that aligns all stakeholders? Are strategic priorities, critical numbers, and key performance indicators defined and aligned across all levels of the organization? Do you capture and integrate stakeholder (staff, customers, partners) input and have a process to manage ongoing innovation?

10. Growth, Scaling, and Exit

- Do you have a defined exit strategy that maximizes valuation and drives scalable infrastructure for targeted market growth with a whole-product solution that is supported by sources of cash to fuel growth and scaling?

Final Thoughts

You will notice that as you start working through the INTERNAL, EXTERNAL, and OPERATIONS sections that the workbook flows between them. This is integral to the design as it is imperative that the external parameters become inputs to how you think through and structure the internal and operations aspects of your business.

The development process is not a once and done, but a continuous process that spirals the organization towards greater customer specificity and product-market-fit and then on to growth and scaling. We suggest you come back to the MBMC Canvas Workbook frequently. Again, this template is designed to help you think through your plan and approach based on changing circumstances, just like an architect would have to do to a blueprint if there was the addition of a 2nd story, a new building restriction, or change in the budget.

Now that you have a template for your blueprint, go design and build! For more information on the courses listed, visit EshipLearning.com.

PLEASE NOTE: The associated course learning video links referenced in each section of the Workbook will only work with an active EshipLearning.com membership.

PLEASE NOTE: Each of the courses mentioned (IDE, DE, EO) also have Tools Packages that include overarching Canvases (covering the 10 sections of the MBMC) and supporting Worksheets to guide your strategy, development, and planning process. These Canvases and Worksheets are designed to support and roll up into each section of the Modified Business Model Canvas Workbook

1. IDENTITY: BUSINESS IDEATION

1.1 Executive Team: Are relationships strong and healthy? Describe common interests, complimentary skills, shared values, SME experience (10K hours), and domain expertise. Conduct the *Personal Identity and Purpose* instrument. [IDE Learning Videos 3 - 4, 10](#)

1.2 Identity & Assets: Personal and team identity and assets can lead to innovative solutions, market opportunities, and customers. Conduct the *Personal Identity and Purpose* instrument and explore and compare team strengths and skills, outside relationships and partnerships, access to markets, finances, and other resources unique to the team. [IDE Learning Video 3](#) | [DiSC Course](#)

1.3 Problem & Solution: Define the problem you are passionate about solving, the innovative idea to solve it, and the customer in pain that you are on a mission to serve. The innovative solution should align with the team identity and unique competencies and assets. [*IDE Learning Videos 15 - 17*](#)

1.4 Business Ideology: WHY does the business exist (Purpose), WHAT does success look like (Vision), HOW will you accomplish it (Mission), and WHO are you as a team (Values) when interacting with others? Business ideology should align with personal and team identity. [*IDE Learning Videos 15 - 17*](#)

1.5 Culture & Behaviors: Develop behavior statements to reflect what the values look like in action and how they are modeled and lived out in the culture. Values and behavior statements should be incorporated into all processes and interactions with all stakeholders inside and out. [IDE Learning Videos 13 - 14](#) | [EO Learning Videos 11-12](#) | [CSMC Learning Videos 4, 7 - 8](#)

1.6 Social Impact: Most people want to help others and have an impact that is bigger than themselves. How do you want the organization to impact the local to global community, partners, customers, and staff? What is your Massive Transformative Purpose? [IDE Learning Video 14](#)

1.7 Company Valuation: What sector trends and organizational capabilities can increase valuation? Consider; Internet delivery, recurring revenue, market access/size, cash flow/margins, unique offering, expert staff, assets, data, ecosystem platforms, network, etc. [EO Learning Videos 8 - 9](#)

2. EXTERNAL: MARKET & CUSTOMER DEFINITION

- 2.1 Market Segmentation:** What are the potential industries/markets that may be interested in your solution? Answer the market segmentation questions in [DE Learning Video 5](#) to rate markets and narrow the focus. Who are you passionate about serving?
- 2.2 Beachhead Market:** Further segment the market by selecting a beachhead market to focus all resources and activities. Pick a narrowly focused beachhead that is small enough to win, but big enough to sustain cash flow without saturation. [DE Learning Video 6](#)
- 2.3 End User Profile:** Define End User demographic, psychographic, and geographic characteristics. Detailed characteristics provide for focused development and marketing. [DE Learning Video 7](#)

2.4 Beachhead Total Addressable Market (TAM): Beachhead TAM = (Annual Revenue/Customer) X (Total # Customers). Ideal Beachhead TAM is \$20-100M in USA (adjust outside USA). If too big, further segment. If too small, pivot to a larger market that will sustain cash flow. [DE Learning Video 8](#)

2.5 Primary Market Research (PMR): You are not the market. PMR is critical to understand the market. What open-ended questions will you use to conduct 50-100 interviews to validate your hypotheses for the Beachhead market and End User pain and urgency? [DE Learning Video 9](#)

2.6 Persona & Anti-Persona: Select a real person you can talk to that best represents your End User Profile. Can you define an anti-persona that should be avoided? [DE Learning Video 10](#)

3. INTERNAL: VALUE CREATION

3.1 Full Life Cycle Use Case (FLCUC): Interview End Users to better understand the customer journey (Full Life Cycle Use Case), job-to-be-done, and value metrics. [DE Learning Video 11](#)

3.2 High Level Product Specification: This your first presentation to the customer. Describe what “it” is from the customer’s perspective. Describe features (components), functions (how they work), and benefits gained from the customer’s perspective. Do not try to sell anything. [DE Learning Video 12](#)

- 3.3 Quantified Value Proposition:** Quantify the measurable value (from customer's perspective) of your solution to relieve pain and urgency. What is the value equation in their mind? Value can typically be measured in some quantity of better, faster, cheaper, or easier. If you cannot quantify the value gained by the customer, you do not know the customer well enough. [DE Learning Video 13](#)
- 3.4 Core Competency & Moats:** Describe the unique competency that allows you to provide the customer a better solution than anyone else. What moats (barriers to entry) can be added around the core to defend your position? [DE Learning Video 14](#)
- 3.5 Competitive Positioning:** Identify other innovative product competitors like you (validates innovation is inevitable) and some leading market competitors (where the customer currently spends their budget) and then establish your competitive positioning (comparison) against them relative to the customer's top 2 pain points to help the customer quickly understand where you fit in the competitive landscape. [DE Learning Video 15](#)

4. EXTERNAL: CUSTOMER ACQUISITION

4.1 Customer Decision Making Unit/Process: Describe who is involved in the customer Decision-Making Unit (DMU) at each stage of the Full Life Cycle Use Case. Describe components in the Decision-Making Process (DMP) like the key decision-maker, budget authority levels, time to complete each step, and any impacting rules or regulations. [DE Learning Video 16](#) | [DE Learning Video 17](#)

4.2 Lead Generation to Fill the Funnel: Describe method(s) for lead generation to fill the sales and marketing funnel. Consider Word of Mouth (Customers, Influencers, Affiliates), Internet (Inbound, Outbound), Salespeople (Inside, Outside), and Distributors. [DE Learning Video 18](#)

4.3 Internet Inbound Marketing: Determine methods to attract and influence inbound customers (SEO, SEM, Influencers, Affiliates, Experiences, Content), minimize human touch (FAQs, Videos), and use Windows of Opportunity and Triggers. [DE Learning Video 19](#) | [DE Learning Video 20](#)

4.4 Full Life Cycle Marketing: Describe how you will use your Quantified Value Proposition, High Level Product Specification, and Competitive Positioning to guide the customer through the sales and marketing funnel. How can you improve conversion rates and nurture leads.

4.5 Traction Channels: Many different traction channels can be used to promote your offering. Typical channels for your solution can be “noisy” (overcrowded) so using new (less common) channels may achieve greater response. What Traction Channels will you select and test? [DE Learning Video 21](#)

4.6 Branding & Messaging: Determine a Branding Strategy to provide the look and feel of your company through words and visuals. Determine a Messaging Strategy to provide the ideas, beliefs, and value provided by your company through messaging content and tone of voice. [EO Learning Video 24](#)

5. EXTERNAL: REVENUE FINANCIALS

- 5.1 Business Model:** How will you gain revenue from the value you provide? Describe your business model that can create competitive advantage and increase company valuation. [DE Learning Video 22](#)
- 5.2 Driving Revenue Growth:** Describe your plan for driving revenue growth through strategies like product line expansion, recurring revenue, scalable pricing, and affiliate sales. [DE Learning Video 22](#)
- 5.3 Pricing Framework:** Determine your ceiling price (value based), floor price (cost of goods), and price range (good, better, best). Remember a 1% price increase can be 11% profit! Determine the best pricing units to use (annual, monthly, per unit, per time used, etc.) [DE Learning Video 23](#)

5.4 Budget & Financial Projections: Develop a 3-year monthly budget with financial projections to understand capital and cash flow requirements, customer lifetime value (LTV) and cost of customer acquisition (COCA). Include revenue, cost of goods, gross profit, operating expenses, net profit, monthly cash flow, and projection assumptions. [DE Learning Videos 24 - 25](#) | [EO Learning Video 28](#)

5.5 Customer Lifetime Value (LTV): Determine customer LTV in Gross Profit (not revenue) over 5 years. $\text{Gross Profit} = (\text{Average Selling Price}) - (\text{Costs of Goods})$. Adjust gross profit for cumulative loss of recurring revenue and cost of capital unavailable to cover operating expenses. [DE Learning Video 24](#)

6. INTERNAL: COST FINANCIALS

6.1 Cost of Customer Acquisition (COCA): Determine the cost of customer acquisition (COCA). $COCA = \frac{\text{All annual sales and marketing costs}}{\text{total \# of new customers/year}}$. Applicable salaries should include loaded rates. Do not include overhead costs to run the business like an office, website and support staff unless dedicated to sales. [DE Learning Video 25](#). COCA is a component of entrepreneurship micro-economics and critical for determining business viability and sustainability.

6.2 LTV/COCA Ratio & Viability: Use the LTV/COCA Ratio to validate business viability and sustainability. Sustainability requires LTV 3X COCA for a software company and 5X COCA for a product or services company. If not sustainable, lower COCA, raise LTV, or change business model or pricing. [DE Learning Video 26](#)

6.3 Cash Flow Runway: Add up the months with a Burn Rate (operating expenses greater than gross profit) to determine the TOTAL Cash Flow Runway requirement to achieve sustainability (3-5 years). Plot LTV and COCA on a timeline. When will you achieve sustainability (LTV/COCA ratio 3-5X)? [EO Learning Videos 25 - 26](#)

6.4 Accounting & Cash Flow: Accounting and cash flow management is 2nd only to marketing. What monthly financials will you track? Do you know your most important numbers and what healthy numbers are for your industry? When will you need outside capital to sustain operations and how much capital will be needed? How much capital is needed for 9-12 months of cash liquidity to weather the storms? [EO Learning Videos 25 - 26, 28](#)

6.5 Creative Financing: Determine sources of capital for Cash Flow Runway and liquidity requirements. Outside sources of capital are required until the company achieves financial sustainability which typically takes 3-5 years. Will you “bootstrap” or seek professional funding (Angels, Venture Capital)? [DE Learning Videos 33 - 35](#)

7. INTERNAL: PRODUCT DEVELOPMENT

- 7.1 Identify & Test Key Assumptions:** Identify and test key assumptions that are the costliest, have the longest lead-time, and those with the most risk. How will you test them? [DE Learning Video 27](#)
- 7.2 Minimum Viable Business Product:** Determine the smallest version of your product that can be built, sold, add real value to the customer, and begin the feedback loop for improvement. [DE Learning Video 28](#)

7.3 Key Resources & Partnerships: Define the Key resources and partnerships required to design and build the minimum viable business product and launch operations. [DE Learning Videos 28 - 29](#)

7.4 Product Manufacturing: Review the product design and manufacturing process to determine total production timeline and capital requirements. Include prototype design, packaging, manufacturing, delivery and end user prototype review and feedback.

7.5 Risks & Mitigation Strategies: Identify and assess potential future risks to the business and determine strategies to mitigate risks to a level as low as reasonably achievable. What plausible scenarios should be reviewed, and alternative solutions defined?

8. OPERATIONS: OPERATIONAL INFRASTRUCTURE

- 8.1 People (Team, Staff, Development):** Is there a healthy C level team with strong experience (10K hours) and sector expertise? What staff support is required and when (Staffing Plan and Pipeline), and how will you onboard, develop, and retain staff? Conduct *Personal Identity and Purpose* as well as *Personal Development Plan* instruments. [EO Learning Videos 3 - 4](#) | [EO Learning Video 6](#)
- 8.2 Platforms (Legal, Internet, Facility):** Determine the legal structure that will be used. Describe the plan for online presence like a website, social media tools, Internet sales, and an ecosystem platform. Describe physical requirements like an office, storefront, production facility, warehouse, etc.
- 8.3 Production & Delivery:** Define plans, timeline, and capital requirements for all aspects of production and delivery including raw materials and manufacturing, assembly, packaging, and inventory, and delivery. Align with cash acceleration strategies.

8.4 Processes, Procedures, & Functions: Identify, develop, and standardize processes, procedures, and functions required to launch and grow the business. Define who has accountability, responsibility, and decision-making authority. [EO Learning Video 5](#) (Also refer to ScalingUp.com Growth Tools)

8.5 Performance & Metrics: Describe the program(s) that will be used to monitor, track, and align performance at all levels. What KPIs will be used to measure performance? [EO Learning Video 5](#)

8.6 Sales Model & Metrics: Describe the programs to be used for social media posting, email and drip campaigns, contact management, and analytical tools for monitoring sales conversion rates online and offline. [DE Learning Videos 18 - 19](#)

9. OPERATIONS: STRATEGY & EXECUTION

9.1 7 Areas of Strategic Focus: Define your 7 areas of strategic focus to clarify the strategic direction.

[EO Learning Videos 13 - 15](#)

- **Words You Own** in the mind of your customer
- **Brand Promise** to your target customer
- **Brand Promise Guarantee** to remove the fear of purchase
- **One Phrase Strategy** that drives revenue growth
- **Differentiating Activities** that set your company apart
- **X Factor** that gives you 10-100X growth in your market, key choke point everyone hates
- **Profit per X** single metric for long term success
- **BHAG** (long term goal) & **Transformative Purpose** to engage the passion of your people

9.2 Priorities & Metrics: Sequence a series of #1 priorities moving from strategic thinking to execution planning to focus and align the organization, teams, and individuals without overwhelming them. What are the annual targets, and Quarterly Themes? How will staff metrics be tied to revenue or expenses in the budget? [EO Learning Videos 17 - 23](#)

9.3 One Page Strategic Plan: Combine information from the *7 Areas of Strategic Focus* and *Priorities & Metrics* to develop a One Page Strategic Plan (>50 employees) or One Page Vision Summary (<50 employees) to provide clarity of direction, strategic thinking, and execution planning for all stakeholders. (Refer to ScalingUp.com Growth Tools) [EO Learning Videos 13 - 16](#)

9.4 Communications & Meeting Rhythm: Explain the plan for sharing information rapidly and accurately across the organization including the use of Annual, Quarterly, Monthly, Weekly Meetings, and Daily Huddles. [EO Learning Videos 21 - 23](#)

9.5 Sales & Marketing: Sales and marketing assessment is critical to improvement. Are you filling the funnel? Who is buying? What are the closing rates and how can they be improved and accelerated? What traction channels are working or should be changed? [DE Learning Videos 18 - 19, 21](#)

9.6 Stakeholder Input: Feedback and input from all stakeholders can provide significant value for continuous improvement to your product as well as internal operations. Define a strategy for capturing and incorporating stakeholder input (customers, staff, partners). [EO Learning Video 19](#)

9.7 Innovation Management: Change is constant and accelerating. Develop a process to monitor trends and manage ongoing innovation to survive and thrive through times of change and uncertainty. What is the plan for digitalization and digital transformation? [CSMC Learning Video 13](#)

10. OPERATIONS: GROWTH, SCALING, & EXIT

10.1 Exit Strategy: Develop an Exit Strategy that drives development and increases company valuation even if you don't plan to sell. Who is buying similar companies, why, for how much, and at what stage of growth? How will you build a relationship with potential acquirers? [EO Learning Video 8](#)

10.2 Growth & Scaling: Develop a plan for Scalable Infrastructure (people, platforms, production, processes, performance, sales model, cash) and how to mitigate risks in scaling to the mainstream market (staffing, culture, end user definition, QVP, predictable sales model, messaging, production scaling). Scale after achieving product-market fit when customer demand exceeds your ability to deliver. [DE Learning Video 29](#) | [EO Learning Video 10](#)

10.3 Market Expansion & Penetration: What is the plan for market expansion and penetration? What are the follow on markets? What is the TAM for follow on markets? What is the plan to drive revenue growth with a Whole Product Solution? [DE Learning Videos 5 - 6](#) | [DE Learning Video 22](#)

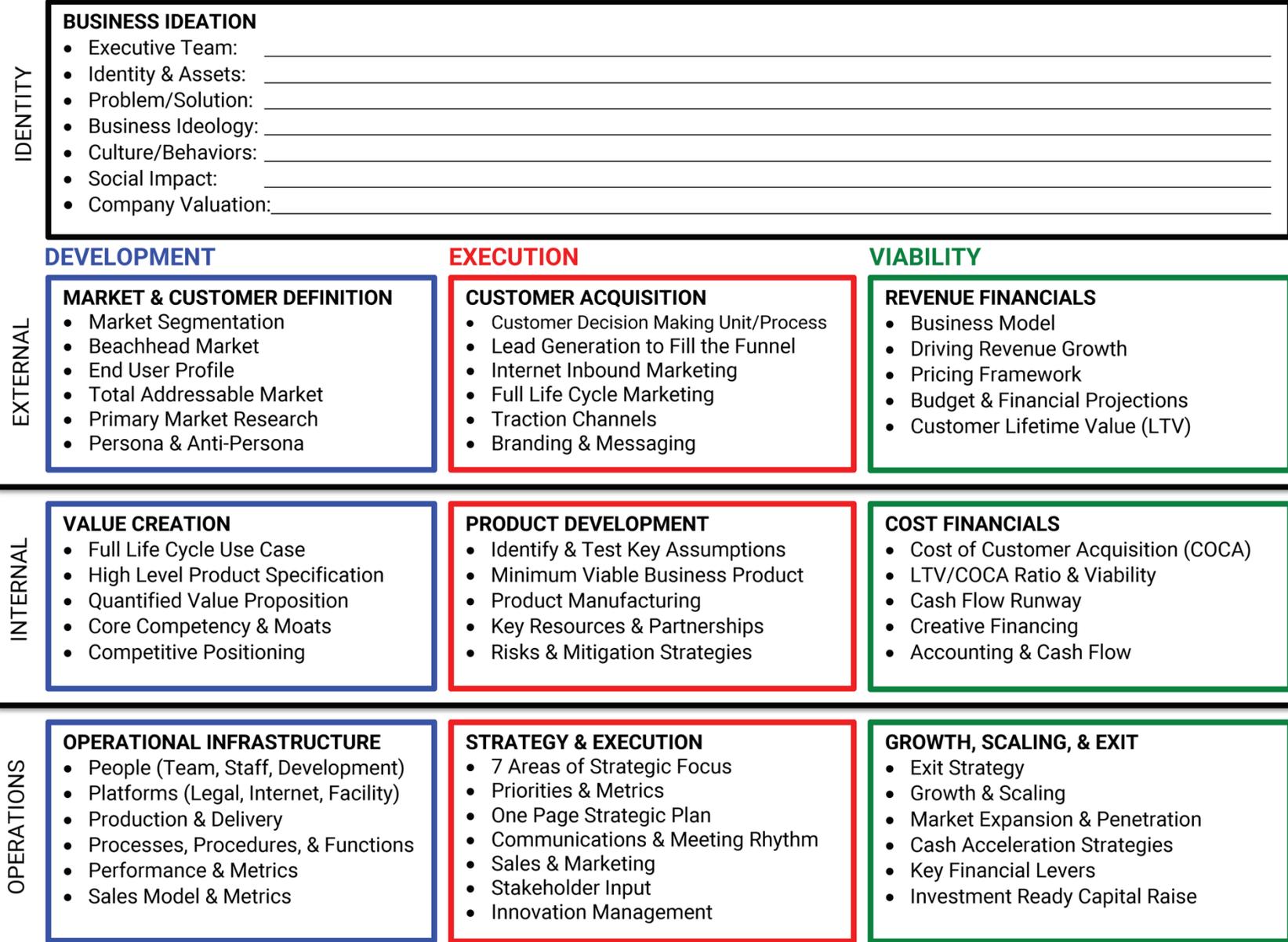
10.4 Cash Acceleration Strategies: The first law of entrepreneurial gravity is that growth sucks cash. Review the Cash Conversion Cycle (CCC) concept and select methods for each of the 4 stages to accelerate cash for growth and scaling. [EO Learning Video 29](#)

10.5 Key Financial Levers: Review key financial levers (pricing increase, volume increase, cost of goods, overhead, reduction in debtor days, reduction in stock days, increase in creditor days) and make adjustments to increase cash flow for growth and scaling.

10.6 Investment Ready Capital Raise: How much capital will be raised and for what equity? Prepare and populate your Data Room with the Documents Every Investor Wants to See.

[DE Learning Videos 34 - 35](#) | [EO Learning Video 27](#)

Modified Business Model Canvas (MBMC) 2.0



LIFE Modified Business Model Canvas ©2021, info@LIFEstartups.com, +1 (719) 337-4913