



**COHORT 4**



**Masterclass:**

## **Business Model Canvas & Its Applications**

By: Darren Chua

Director,

The Ideal Venture Studio



# PISA Cohort 4

## Final Selection of 20 Startups

### AGRITECH



TISSUE  
CULTURE LAB  
**Glycobio**  
INTERNATIONAL

### HEALTHTECH



**VETOMIN-M™**  
MULTIVITAMIN HAIWAN TERNAKAN

**CYTO-DNA  
SCIENTIFIC**  
Your Trusted Partner in Science

### FOODTECH



### SUSTAINABILITY



**ENTOMAL**

**CHITOSAN**

### E-COMMERCE



**VOOSNAP**



### EDTECH



**Procrastinate  
to  
Productive**

Theatre Writing Mastery

**EAGLE PhD Workshop**

Saving postgraduates' sanity everyday

### HRTECH

**ARTHAS ONE**  
HR for everyone





## **WE TURN VISIONS & IDEAS INTO REALITY**

Venture Building | SEA Market Expansion  
Workspace Solutions | Investment & Fundraising



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+886-2-2706-2108



台北市大安區敦化南路2段77號7F之4

# Director

## Darren Chua 蔡佳峻

Darren brings leadership & years of tech experience from supply chain financing/FinTech/RE enterprises across Asia. In the last decade, he has founded and lead multiple companies and franchise business from Singapore, Hong Kong and Taiwan. His religious emphasis on people's experience and Technology both online, offline, within or outside of team, brings gravity and momentum around his leadership. Recently, exited a RE investment platform based in Taiwan. Darren is on a vision to enable everyone to achieve carbon neutrality through finance, blockchain and RE adoption.

### Education

B.Eng(Computer Engineering), National University of Singapore  
(新加坡國立大學)

Marketing & Technoprenuer Minor (復旦大學, 上海)

### Experience



CEO & Co-Founder  
RE Investing Platform



CEO (Taiwan)/CCO (HK)  
Supply Chain Financing FinTech



CEO & Co-Founder  
AI Driven Engagement Platform



Director (Taiwan/Singapore/Indonesia)  
Women-only Fitness Franchise



MD (Singapore/Hong Kong)  
Management Consulting Firm



# Curves

Established over 25 years ago, Curves is a proven business model, designed especially for women, offering a supportive, welcoming and safe service environment to help our members achieve their goals with over 3,500 locations in over 50 countries.



## AMAZE YOURSELF

30-MINUTE TOTAL BODY STRENGTH WORKOUT

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30-MINUTE TOTAL BODY STRENGTH WORKOUT



# CURVES INDONESIA

Curves Indonesia memiliki harapan untuk menjadi salah satu pasar terbesar di Asia Pasifik



Owners by # of Clubs				
	2020	2021	2022	2023 (1st quarter)
Owens 3 Clubs and more			1	2
Owens 2 Club			4	
Owens 1 Club	2	5	4	2

*Curves*  
**We are growing!!**



AI Driven Brand Engagement Platform

Harnessing the power of User Generated Contents

## SOCIAL PROOF MATTERS

User-generated  
contents drives  
**AMAZING**  
business results

An online trade finance  
platform to connect unbanked  
and underbanked SMEs with  
institutional investors in Asia

# NUMBERS SPEAK MORE THAN WORDS

# FundPark

Financing Trade Across Asia

亞洲網上貿易融資平台



## Receivable Finance

We provide receivable finance for corporate that allows you to finance your account receivables from slow-paying customers.



## Purchase Order Finance

Exclusive pre-shipment solution based on Purchase Order. Get your working capital before goods are made.



## Supply Chain Finance

Help buyers or core enterprise improve their cashflow and liquidity by leveraging payment terms while providing an option for suppliers to receive the payment early.







# lyght

GREEN INVESTING MADE SIMPLE

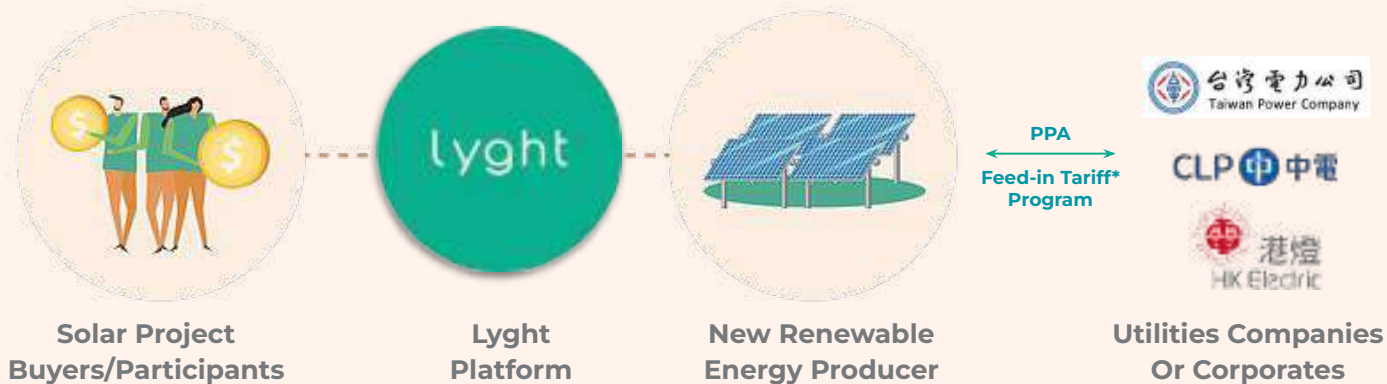
[www.lyght.com.tw](http://www.lyght.com.tw)

Supported by:

**FinTechSpace**  
A Fintech Hub by the Government of Singapore

# What is Lyght?

*Established 2020*



Lyght connects **individual retail buyers** directly with **green energy producers** to participate in tangible environmental impactful projects whilst enjoying recurring income at competitive rates with full transparency.

\*A FIT is a policy mechanism designed to accelerate investment in renewable energy technologies by offering long-term contracts to renewable energy producers.

# Types of Solar Assets

Lyght's Institutional Grade Projects

Residential Projects



Roof-Based Projects



Ground-Based Projects



Surface-Based Projects



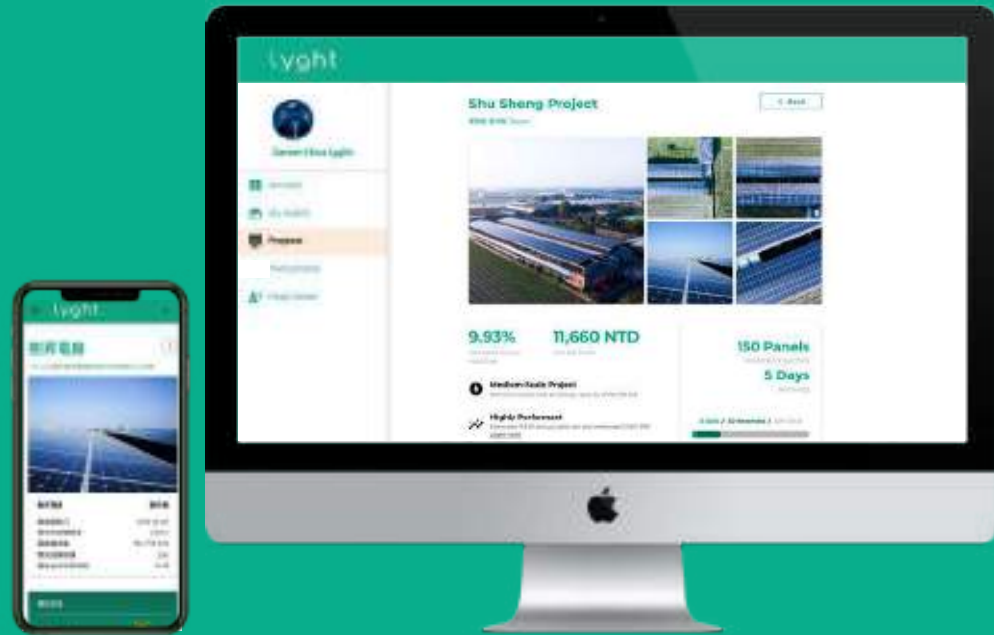
Power Purchase Agreement



Big Corporates  
Locally or International

# Lyght Portal

Lyght streamlines the entire process by offering **A Single, Unified, Digital** onboarding, purchase and participation experience backed by a suite of technologies across operations, processes & delivery.



## 01 Onboarding

Sign up as an Approved Buyer on Lyght to view Solar Projects.

## 02 Participation

Select your preferred Solar Projects and Indicate your Participation volume.

## 03 Completion

Complete purchase & leaseback assets to enjoy recurring rental income.

# Ideal | 理想創業工場 VENTURE STUDIO

The Ideal Venture Studio, established in 2021, is at the forefront of "Venture as a Service," specializing in nurturing and investing in burgeoning businesses across Asia.





## 〔 Ideal 理想 〕

Founded in 2021, Ideal Venture Studio & Space was created with the vision of delivering "Venture as a Service" to founders, SMEs, and large corporations.

Ideal functions as the investment arm of an established Taiwanese Family Office, a legacy of over 70 years.

Originating from the fabric and apparel industry, our group diversified into a variety of fields such as real estate, F&B, biotech, automotive distributorships, hospitality, and more.

In addition, our group boasts an impressive track record, having over 30 years of hands-on business expertise in sectors like Real Estate and Manufacturing in Vietnam and Thailand.

Through Ideal and its venture services, our goal is to identify promising companies, outstanding teams, and groundbreaking technologies for potential investments to meet the challenges of the future.



# Ideal



## HOSING Group Holdings

# Ideal

### Capital, Venture Studio & Space



### Regional Investments Portfolio



### Automobile Dealerships



### Real Estate Development



### Tourism & Hospitality



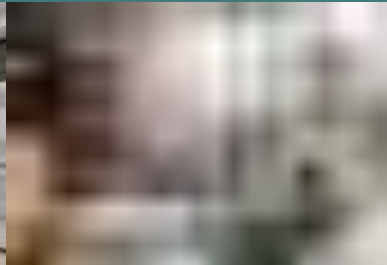
### Medical & Health

## Over 70 years of established businesses

## 30 years of SEA Experience



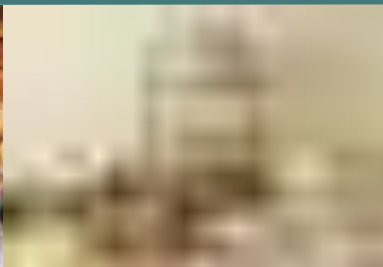
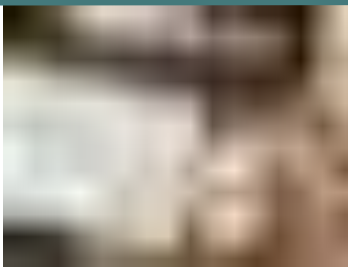
Real Estate Development



Automobile Dealerships



Tourism & Hospitality



Medical & Health



# WE TURN VISIONS & IDEAS INTO REALITY

Ideal

With Ideal to formulate a disruptive & successful model to fuel your venture/idea that combines profit and purpose in return for a vested interest.

Immense value by developing proprietary technology, IPs & defensibilities surrounding your venture to Unicorn status.

Authentic connections by tapping into our multidisciplinary roster of business and technology networks across industries & markets.

Opportunities through Ideal's proprietary Fund or through the vast network of industry, venture capital or family funds.



A Nature-inspired Working Environment  
For All Your Business Needs.



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**The Ideal Venture Studio & Space**

台北市大安區敦化南路二段77號7樓之4



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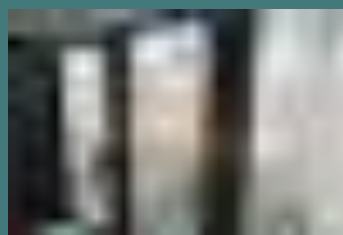
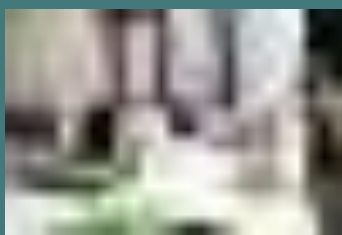
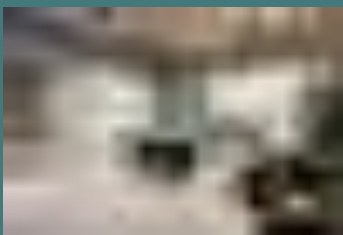
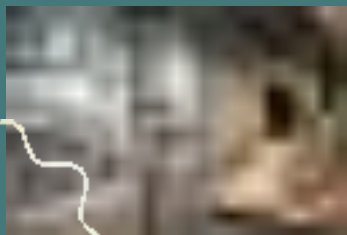
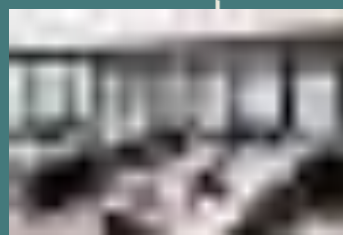
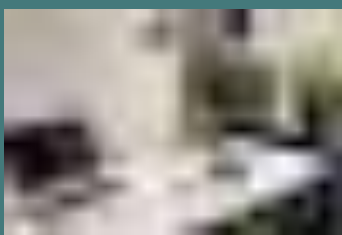
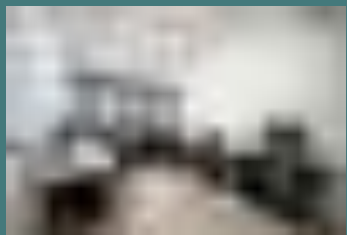
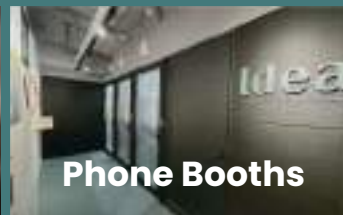
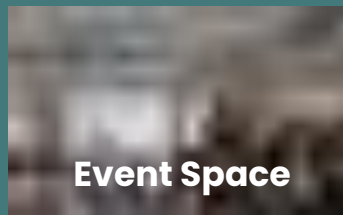
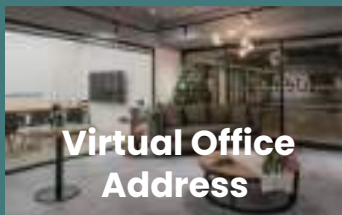
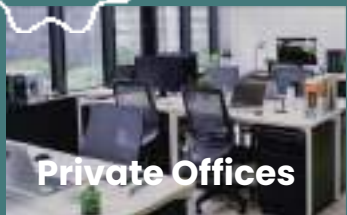
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# A HUB FOR INNOVATION 為新創而生的聚落

Ideal

位於台北市的商業核心地段, Ideal 提供所有 Ideal 會員、投資公司以及生態系夥伴為新創而生的重點聚落

We designed Ideal in the heart of Taipei City serving as a central hub for all Ideal members, our portfolio companies, and the broader ecosystem.





# We Turn Vision & Ideas into Reality

One Process, Unique to Each.

## Ideation & Product

01

Early stage pressure testing to ensure idea solves a need.

## Market Launch

02

Introduce to market for validation & refinement.

## Scale & Resources

03

Defending market position with key partnerships and contracts.

## Funding & Expansion

04

Access to investments for immediate dominance & new markets.

# CAPITAL.

We primarily focus on the growth potentials in Asia starting from Taiwan. We are open to opportunities regardless of industry. Our mandate is building a portfolio focused on creating values to meet the challenges of the future.



## Taiwanese Heritage

**Real Estate Development | Manufacturing | Automotive | Tourism | F&B | Healthcare**

We have over 70 years of history and experience in building companies from ground up. Our network and core strengths stretches across Asia and western markets with exposure to multiple industries.



## Focus on Emerging Markets in Asia

**South East Asia | Taiwan | North Asia**

Our regional expertise and history provides us flexibility and range of motion in emerging SEA markets. Our companies and regional investments has provided us local insights and formed strategic alliances in unconventional ways.



## Startup Scale + Enterprise Resources

**Range of Ticket Size | Seed Round | Flexibility & Speed**

Our range of check sizes allow us to make informed decisions at breakneck speeds to fund a variety of opportunities. Portfolio companies will be able to leverage upon our Enterprise's resources and network.

# The Ideal Ecosystem

Ideal



Concepts from:



# Our Community Partners



Banking Partners & Relations



VC & Investment Partners



Universities



Advisory & Professional Service



Innovation & Investment Agencies

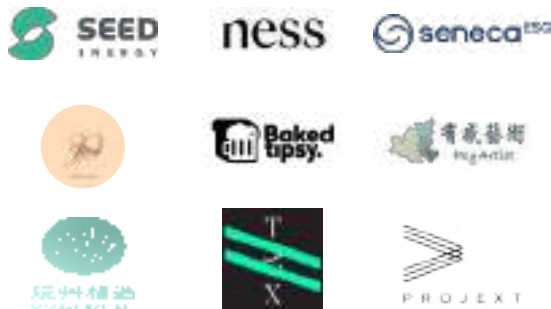


Startup Community

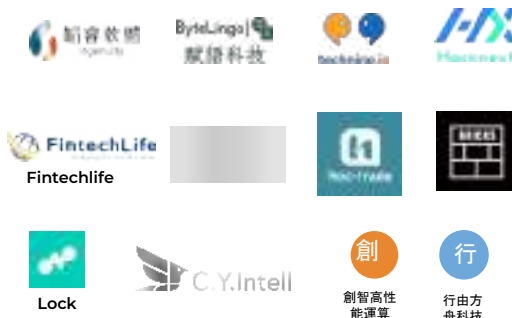
# The Ideal Community

Ideal

## ESG & Sustainability



## AI/ Tech Innovation



## Sports Tech/ Healthcare



## Education & Mobility



## Bio-Tech, Trading & Farming



## Professional Services





# If You're Looking For:

- Investment & Fundraising Opportunities/Advisory
- SEA Market Preparations & Expansion
- Taiwan Market Softlanding
- Taxation, Structure & Compliance
- ESG Readiness & Practical Approaches/Solutions
- Workspace/Meetings/Events Solutions



**Speak to Us!**

# Today's Objectives

**Versatility:** BMC helps in structuring thoughts and strategies across different types of businesses.

**Clarity and Focus:** BMC can clarify business propositions and sharpen focus on what's critical.

**Alignment:** The role of BMC in aligning team members' understanding of business goals and processes.

**Strategic Planning:** BMC aids in strategic planning by visually breaking down complex aspects of business into manageable components.

1. Introduce each component of the Business Model Canvas
2. Case Example that is easy to understand
3. Enable each of you to apply the BMC to their own startups
4. Foster a collaborative environment for sharing ideas and strategies

# What is the Business Model Canvas?

Created by Alexander Osterwalder, the Business Model Canvas is a visual representation of the 9 key building blocks that form the foundations of every successful business.

It's a blueprint to help entrepreneurs **invent**, **design**, and **build** models with a more systematic approach.



**Why is the BMC the first thing  
startup founders should know?**

**It's a **visual overview** of your entire  
business on a single canvas.**

# Seems Simple and Basic But...



## 1. Simplicity and Accessibility

The BMC provides a straightforward, one-page blueprint that summarizes the key elements of a business model. This simplicity makes it easy to understand and use, allowing teams and stakeholders to quickly get a snapshot of a company's operational and strategic blueprint.



## 2. Enhanced Focus

By breaking down a business model into nine distinct components, the BMC helps entrepreneurs and business managers focus on each segment individually yet understand how they interconnect. This detailed yet consolidated view helps in sharpening focus on what's truly important.



## 3. Facilitates Experimentation

The BMC supports rapid prototyping of ideas. Businesses can use it to quickly sketch out and tweak business models, test assumptions, and iterate based on feedback. This agility is crucial in today's fast-paced market environments.



# Seems Simple and Basic But...



## 4. Improves Communication

The visual nature of the BMC makes it an excellent communication tool. It helps ensure that everyone in the organization understands the business model and their role within it, fostering better alignment and coherence across departments.



## 5. Strategic Alignment

The BMC aids in aligning business activities by illustrating potential trade-offs and aligning efforts towards achieving the overarching strategic goals. This strategic alignment is essential for effective execution and maintaining competitive advantage.



## 6. Customer-Centricity

By emphasizing segments like Customer Segments and Value Propositions, the BMC encourages businesses to continuously align their offerings with customer needs and preferences, promoting a customer-centric approach to business planning.

# Seems Simple and Basic But...



## 7. Cost Structure and Revenue Streams Clarity

The BMC clearly delineates how the business intends to make money and what the major expenditures are. This clarity is vital for financial planning, ensuring sustainability and profitability.



## 8. Identifies Key Partnerships and Resources

It helps identify and prioritize relationships and resources that are crucial for business success, ensuring that the company focuses its attention and resources on maintaining these essential assets.



## 9. Risk Management

By laying out the entire business model on one page, the BMC allows businesses to identify and manage potential risks more effectively. It provides a comprehensive overview, which is useful for spotting vulnerabilities and planning mitigations.

# It is broken down into 9 key building blocks

Ideal



# 1. Customer Segments

**Description:** Defines the different groups of people or organizations an enterprise aims to reach and serve.

**Importance:** Helps in understanding who the customers are, what are their needs, and how they require to be approached.



# 2. Value Propositions

**Description:** Refers to the bundle of products and services that create value for a specific customer segment.

**Importance:** It's the reason why customers turn to one company over another. It solves a customer problem or satisfies a customer need.

### 3. Channels

**Description:** Describes how a company communicates with and reaches its customer segments to deliver a value proposition.

**Importance:** Channels are crucial in making the product/service available to customers at the right time, place, and format.



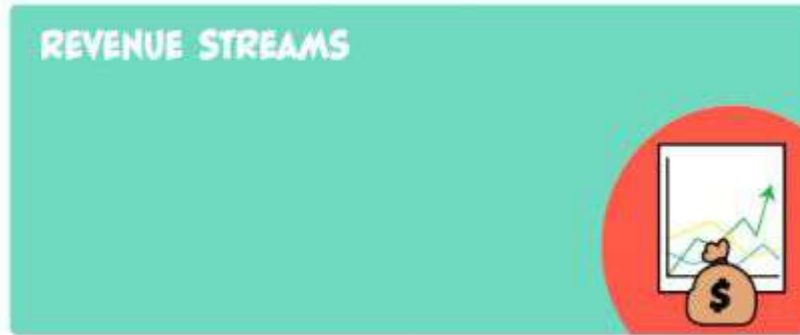
### 4. Customer Relationships

**Description:** Defines the types of relationships a company establishes with specific customer segments.

**Importance:** Customer relationships are driven by customer acquisition, customer retention, and boosting sales – in other words, how we get, keep, and grow customers.







## 5. Revenue Streams

**Description:** Represents the cash a company generates from each customer segment.

**Importance:** Essential for understanding how the business earns money, which could include direct sales, membership fees, leasing, etc.

## 6. Key Resources

**Description:** Describes the most important assets required to make a business model work.

**Importance:** These resources allow an enterprise to create and offer a value proposition, reach markets, maintain relationships with customer segments, and earn revenues.



## 7. Key Activities

**Description:** The most important activities in executing a company's value proposition.

**Importance:** Key activities could be production, problem-solving, or platform/network management, pivotal in making the business model effective.



## 8. Key Partnerships

**Description:** The network of suppliers and partners that make the business model work.

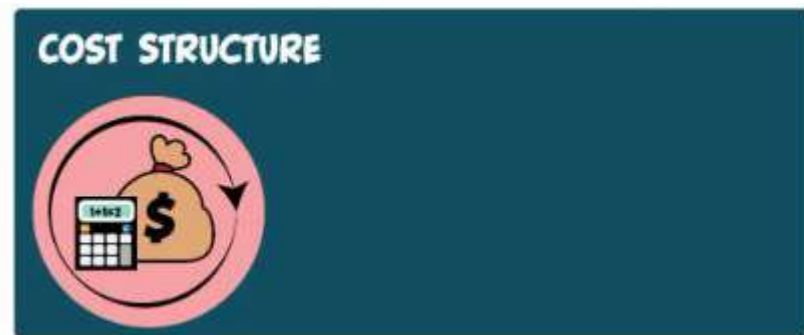
**Importance:** Partnerships can optimize business models, reduce risk, or acquire resources.



## 9. Cost Structure

**Description:** All costs incurred to operate a business model.

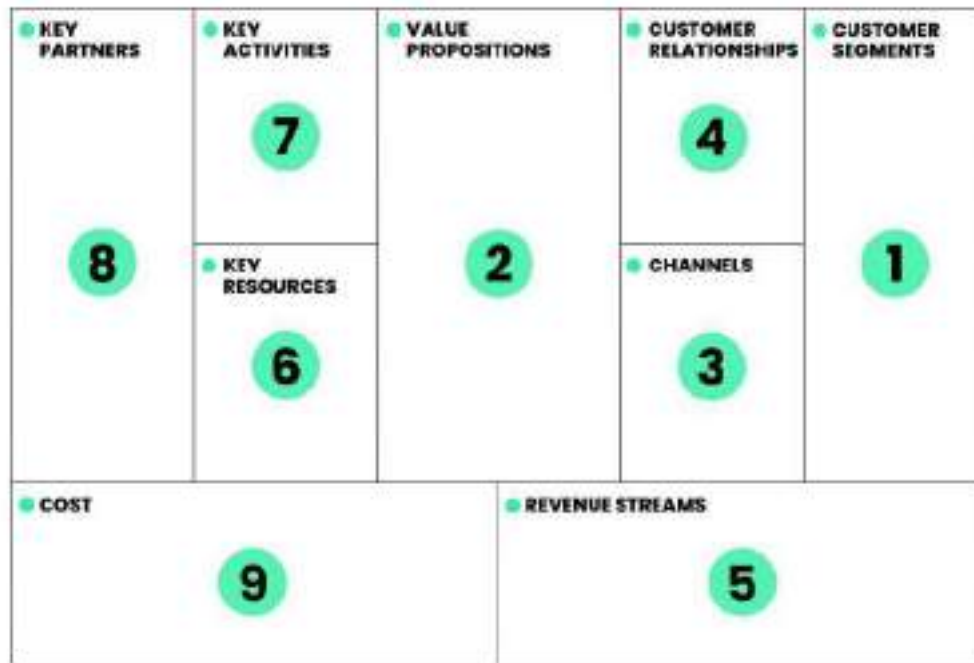
**Importance:** Understanding the cost structure is vital for a business to make a model sustainable. Costs can be calculated after defining key resources, key activities, and key partnerships.



# How do we start?

## In this Order

1. Customer Segments
2. Value Propositions
3. Channels
4. Customer Relationships
5. Revenue Streams
6. Key Resources
7. Key Activities
8. Key Partners
9. Cost



## Example

ZARA



1

# ZARA

## Customer Segment

Who are you serving?

Who are we creating value for?

A great exercise to define your customer segments is to brainstorm and create your company's buyer persona(s).

## CUSTOMER SEGMENTS

MEN

WOMEN

KIDS

GENERATION



# Lyght Buyer's Persona Study





# Roger Hu, 53

*Designation: Sales Director*

*Marital Status: Married*

*Children: 2*



## TRAITS

- Traditional, family-oriented
- Cautious & careful

## TECH KNOWLEDGE

- Usually communicates via email
  - Prefers to meet face-to-face for discussions
  - Very active on LINE. LINE being the main information source.
- All information up there are highly contagious
- Basic banking app functions

## PREFERRED SOCIAL MEDIA CHANNELS

LinkedIn

facebook



## BIO

Roger Hu, 53 is a sales director and has stayed his entire life in Taiwan. He is married with 2 children. He knows the importance of managing his wealth but does not have the time to properly handle it as his job is extremely time consuming and his lack of technology knowledge means he prefers to meet face to face for discussions.

He has investments in multiple assets, and delegates the majority of his investment decisions to an advisor.

He trusts the advice of professionals, but wishes there was an easier way to view and understand his net wealth position.

## GOALS

- Retirement
- Children education & tuition fees
- Housing mortgage
- Travel with family
- Wealth succession & getting out of the rat race

## NEEDS

- Easy way to view net position / quickly understands
- Wealth accumulation products
- More investments options
- Investment products that are safe
- Investments that they can pass on to next generation

## FRUSTRATIONS

- Lack of time to properly invest
- Confusing terms and conditions
- Hidden fees
- No alternatives

## MOTIVATIONS

- Returns
- Ease of use
- Short onboarding process
- Safe credible advices
- Regular updates



# Ashley Wang, 28

*Designation: Marketing Manager*

*Marital Status: Single (Dating)*

*Children: 0*



## TRAITS

- Ambitious, career-minded
- Open-minded

## TECH KNOWLEDGE

- Highly adaptable to tech products
- Mobile user
- Shares information via social media platforms
- Active on social media

## PREFERRED SOCIAL MEDIA CHANNELS



## BIO

Ashley has a few years of working experience and currently in a mid-management role. Currently dating and thinking of settling down in the future. Her focus is her career and planning for potential commitments like property and car purchases.

She wants to get into investments but does not know where to start. Only knows what she finds online and information from friends or families. She has not accumulated much wealth for serious investments. She likes to understand her options and type of investment products a person her age is suitable for. Wants to invest in products that mean something.

## GOALS

- To own a car and house
- Wealth accumulation
- Gaining social approval from peers
- Investing in something of self-interest / beliefs

## NEEDS

- Long term returns for some cash at mid-life stage
- High-returns, low risk and long term
- ESG investments
- Make a difference

## FRUSTRATIONS

- Insufficient information for confident investments
- Does not want to be locked in monthly contributions
- Has troubles deciding where to put her investments
- Not much disposable cash

## MOTIVATIONS

- Starting an investment portfolio at young age
- Higher risk appetite
- Social impact
- Medium aggressive to yield enhancement
- To feel that her investment is making a difference



# Hu Shan Xiong, 66

*Designation: Retired, Ex-SME Owner*

*Marital Status: Married*

*Children: 2*

*Grandchildren: 1*



## TRAITS

- Conservative, not open-minded
- Family man, believes in tangibles

## TECH KNOWLEDGE

- Does not use the computer
- Facebook account set up by Children
- Minimal usage of smartphone app
- Basic mobile phone functions

## PREFERRED SOCIAL MEDIA CHANNELS



## BIO

Hu Shan Xiong is a retired business man and looking to preserve his wealth for his children and grandson. He is familiar with traditional investment products but none of them are suited for his needs.

He would like to put his money in products that could preserve and grow over time-specifically for them to be passed over to his children.

He is of a traditional background and choose to invest in tangible products such as real estate. he does not want to spend too much time on monitoring his investments.

## GOALS

- Retirement
- Leave enough wealth for wife and children
- Descendants are well-taken care of financially
- Preserve wealth and legacy

## NEEDS

- Investments that does not require monitoring
- Investments for his children and grandchildren
- Prefers investments that are not risky at his age
- Prefers higher than market returns for long term investments

## FRUSTRATIONS

- Not knowing where to safely make quick investments
- Worry about preserving insufficient wealth for kids
- High risk, high returns; low risk, not attractive
- Not familiar with technology required to monitor investments

## MOTIVATIONS

- Wealth preservation
- Recurring income investment
- Leaving investments for next generation to enjoy





# Vincent Kuo, 39

*Designation: Business Owner, C-suite level*

*Marital Status: Married*

*Children: 2*



## TRAITS

- Outgoing, adventurous
- Daring, quick-witted

## TECH KNOWLEDGE

- Exposed to multiple platforms
- Understand technology
- Highly adaptable to new tech and platforms

## PREFERRED SOCIAL MEDIA CHANNELS



## BIO

Vincent comes from a privileged background and has done well in life. He is of a C suite level in a listed company and has good knowledge on wealth and money management.

Vincent is looking for an alternative investment product that could be an addition to his variety of investments. He has disposable income that are usually managed by his private banker. He would like to seek out interesting investments that offer higher than average returns. He has a close network of like-minded individuals that often invest together.

## GOALS

- Increase wealth as fast as possible
- Increase affluence and network
- Retire within 10 years to be full-time investor
- Diversify investments
- First to try new investment methods

## NEEDS

- A product that is easy to start and understand
- Higher returns with less risk
- Streamline process that requires him to be less on-hand with his investments

## FRUSTRATIONS

- Time consuming to do market research
- Paperwork and long list of terms and conditions
- Uninterested in traditional investment assets offered by his private banker/banks

## MOTIVATIONS

- A product to start small and increase later
- New forms / innovative ways of investments
- Investing in something special and different from the norm

2

# ZARA

## Value Proposition

How does your product or service solve a problem?

**USP- Unique Selling Point**

The “what” that makes customers turn to you, over your competitors? Which of their problems are you best at solving?

## VALUE PROPOSITION

Trendy  
Clothes

Fast-Fashion

Affordable  
Luxury

Great Store

3

# ZARA

## Channels

How are you reaching your customers?

Is it going to be a physical channel?  
(store, field sales representatives, etc.)

Or is it a digital channel? (mobile, web, cloud, etc.).

## CHANNELS

Direct  
Store

Online

Word of  
Mouth

Social Media

4

The ZARA logo is displayed in a large, black, serif font. The letters are closely spaced, with the 'A' having a distinctive double-bar design. Below the logo is a solid orange horizontal line.

## Customer Relationship

What kind of relationship & with who do your customers have with the brand?

Once you have acquired customers, you will need to think about how you can build, nurture, and grow those relationships.

## CUSTOMER RELATIONSHIPS

In-Store Sales  
People

Branding on  
Social Media

Brand  
Ambassadors

Fashion  
Trends

5

**ZARA**

## Revenue Streams

How do you capture value from your customers

Extremely Important

### REVENUE STREAMS

Sales from  
Stores

Sales from  
Online



6

**ZARA**

## Key Resources

What do you need to deliver your value proposition?

### KEY RESOURCES

Stock &  
Inventory

Large  
Network of  
Stores

Strong  
Brands  
Logistics &  
Supply Chain

7

**ZARA**

## Key Activities

What are the things you need to be good at to deliver your value proposition?

### KEY ACTIVITIES

Design

Manufacturing

Retail Process  
Distribution  
Channels &  
Logistics

8

**ZARA**

## Key Partners

Who do you need help from to fully leverage your business model?

## KEY ACTIVITIES

Holding  
Company

Suppliers &  
Manufacturers

9

# ZARA

## Cost

What are the most important costs associated with your business model?

### COST

Fixed (Rent,  
Payroll etc)

Variable  
Expenses  
(Marketing,  
COGS etc)

<p>● <b>KEY PARTNERS</b></p> <p>Providers</p> <p>Holding company (Inditex)</p>	<p>● <b>KEY ACTIVITIES</b></p> <p>Design Manufacturing Retail process (point of sale &amp; 3rd party management) Distribution channels and logistics</p>	<p>● <b>VALUE PROPOSITIONS</b></p> <p>Fashionable clothes</p> <p>Accessories</p> <p>Great eCommerce experience</p> <p>Flagship store experience</p> <p>Fast-fashion</p>	<p>● <b>CUSTOMER RELATIONSHIPS</b></p> <p>Salesperson at store Brand through social media Sentimental attachment to clothing/accessories</p>	<p>● <b>CUSTOMER SEGMENTS</b></p> <p>Men</p> <p>Women</p> <p>Children</p>
<p>● <b>COST</b></p> <p>Fixed (rent, payroll, etc.) Variables associated with sale of goods</p>			<p>● <b>REVENUE STREAMS</b></p> <p>Sales of clothing and accessories</p>	

# ZARA

## NETFLIX

<b>● KEY PARTNERS</b>  Internet service providers (ISP)  3rd party studios	<b>● KEY ACTIVITIES</b>  Content procurement  Application development  3rd party licensing  <b>● KEY RESOURCES</b>  Streaming rights  Internet bandwidth  Recommendation algorithm  Content library	<b>● VALUE PROPOSITIONS</b>  On-demand video  Huge selection of content  Original content  Competitive price point	<b>● CUSTOMER RELATIONSHIPS</b>  Self-service platform  <b>● CHANNELS</b>  Website  App store  Affiliate partners	<b>● CUSTOMER SEGMENTS</b>  Mass market
<b>● COST</b>  In-house content production 3rd party licensing Streaming application (staff, maintenance, etc.,)		<b>● REVENUE STREAMS</b>  Subscriptions		

# Effective Use of the Business Model Canvas

Step	Strategy	Details
1. Clear Goal	Define Objectives	Determine what you want to achieve with the BMC: exploring ideas, assessing a pivot, or planing scaling.
2. Diverse Team	Gather Insights	Include members from different departments like marketing, finance, and operations to gain diverse insights.
3. Customer Focus	Define Segments	Start by identifying and understanding your customer segments to guide other canvas areas.
4. Value Proposition	Refinement	Continuously refine your value propositions to ensure they align with customer needs and pain points.
5. Dynamic Use	Update Regularly	Treat the BMC as a living document—regularly update it as your business and external conditions evolve.
6. Communication Tool	Enhance Alignment	Use the BMC to clarify and communicate the business model across the organization.
7. Link to Strategy	Connect Planning	Integrate the BMC with your strategic planning process to guide overall business decisions.
8. Validate Assumptions	Test and Adjust	Use feedback and data to regularly test and validate the assumptions in your BMC.
9. Key Partners/Resources	Prioritize Key Assets	Focus on and prioritize key partnerships and resources critical to business success.
10. Financial Analysis	Plan and Analyze	Utilize the revenue streams and cost structure components to manage and plan financials.
11. Interactive Workshops	Stimulate Engagement	Conduct workshops for collaborative filling out of the BMC, using strategic questions to provoke thinking.



The background of the slide is a photograph of a running track. The track is made of reddish-brown material with white lane markings. It stretches from the bottom of the frame towards the horizon, where it disappears into a thick, white fog. The fog is very dense, obscuring the background and creating a sense of depth and mystery. The overall lighting is soft and diffused due to the weather conditions.

# Questions?

# Reach Out Anytime

Darren Chua (蔡佳峻)

Director

WA: +65 9724 3006

Line: darren2424

darren@theideal.space

## The Ideal Venture Studio

106台北市大安區敦化南路二段7號7樓-4

7F-4, No. 77, Sec. 2, Dunhua S. Rd., Da'an Dist., Taipei City 106414, Taiwan (R.O.C.)

