User Guide

Business Canvases v1.01

VDMbee Value Management Platform extension

Contents

Introduction

This document is meant as User Guide for functional users of the VDMbee Value Management Platform, and focuses on its Business Canvas extension.

For understanding of the functionality of the kernel of the VDMbee Value Management Platform, the reader can refer to the User Guide of the VDMbee Value Management Platform, as can be downloaded from the VDMbee website. For instance, when a form or type of object that has been explained in detail in that User Guide, also serves in the current User Guide. The user is assumed to be familiar with basic behavior of the VDMbee Value Management Platform, as explained in that User Guide, such as how to navigate back by the breadcrumb that is shown at the top of its pages, e.g., as

My Plans / Paperboy .

For convenience the VDMbee Management Platform itself is abbreviated as **VMP**. The frequently occurring term "Business Model" will be abbreviated as **BM**.

This User Guide does not contain any technical specifications. It just explains the functionality of the Business Canvas extension of VMP, based on its various application forms.

Note: Terminology in this document assumes using a mouse (or touch pad) to generate User Interface events, e.g. "click", "mouse-over", "hover", "drag", etc. When you use a device that is touch enabled, touch event counterparts can be used to trigger the same behavior.

Note: Throughout VMP, User Interface (UI) controls that require input are marked with an **orange** star (*****).

This User Guide starts with introduction of some Business Canvas-related concepts, as used in VMP. Subsequent sections will then demonstrate how to create Business Canvases, or import them, and how to map their elements to elements in structured BM in the kernel of VMP, for the purpose of prototyping strategy and impact analysis of business innovations or transformations.

Business Canvas-related Concepts used in VMP

As every Concept in VMP, also Business Canvas-related Concepts are associated with an icon, which is used to denote that Concept in VMP, as well as in related materials such as this User Guide, training material, etc.

Business Canvas
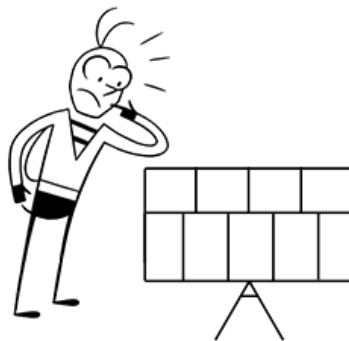
A **Business Canvas** can be used to capture ideas, or other information, early on in a business innovation or transformation initiative. This is typically done during brainstorm sessions or workshops.

A famous example is the so-called Business Model Canvas. This type of Business Canvas, and also variations of it, such as the Lean Startup Canvas, captures ideas about a new or transformed BM. Information that is captured in such Business Canvases can be mapped to model data in the more structured representation of BMs, as is used in VMP

for prototyping strategy and impact analysis of business innovations or transformations.

Other types of Business Canvases may further support discovery or analysis early on in an initiative, even when the information that is captured in it cannot be mapped to structured BMs directly. An example of this latter sort of Business Canvases is the SWOT Analysis Canvas.
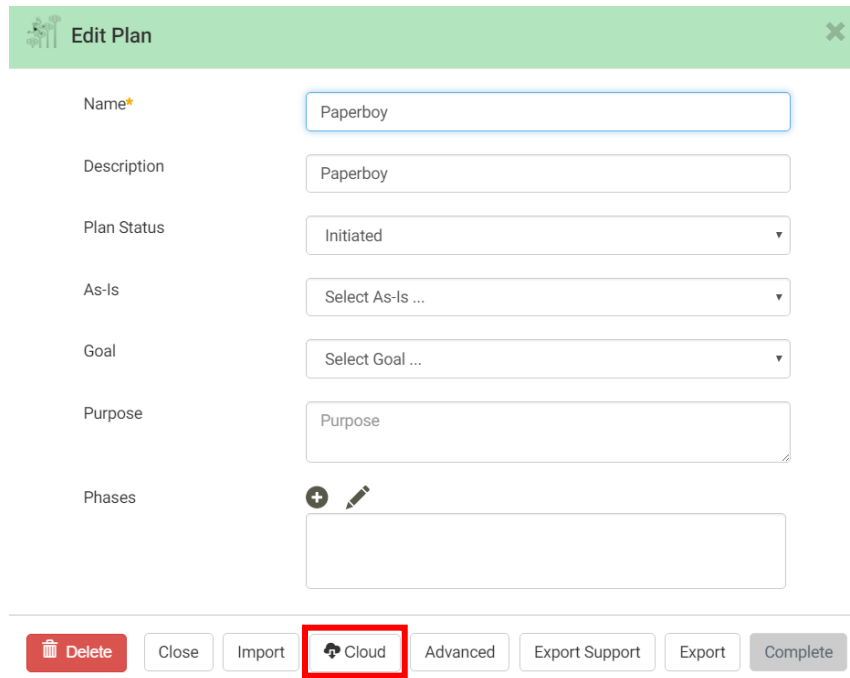
Other concepts

Concepts and associated icons, related to Business Model Plans, as well as to structured BMs and their elements, are explained in the User Guide of the VDMbee Value Management Platform itself. Some types of Business Canvases that are supported by VMP come with their own set of icons that are used within them. These will be explained separately in "**Guidance**" associated with their editor page; **see Create a Business Canvas**.

Import a Business Canvas Type

The following page represents "**My Plans**". The white box "**Paperboy**" represents a Plan, named "Paperboy".
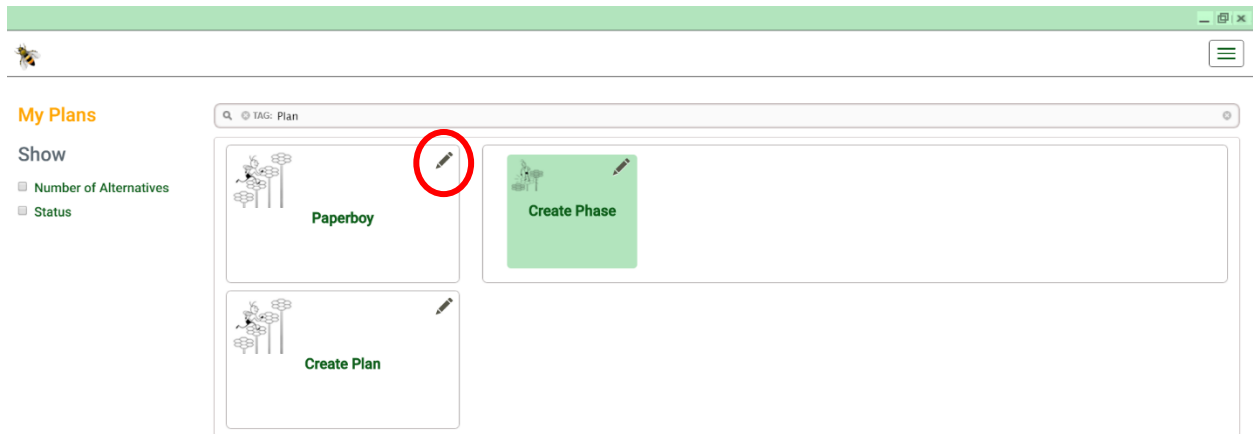
Clicking the pencil in that box starts "**Edit Plan**".

Clicking the "Cloud" button starts the "**Cloud**" page. From here the user can directly import Business Canvas Types and other content from a VDMbee cloud into VMP. In this User Guide we will demonstrate the import of Business Canvas Types only. As the picture below shows, seven different types of Business Canvas are supported. They can be imported individually, and for each of them, additional information, such as about their origin, purpose and semantics, can be obtained via the same page. In this User Guide, we will deal with a few types of Business Canvas only, and mainly focus on the use of Business Model Canvas.
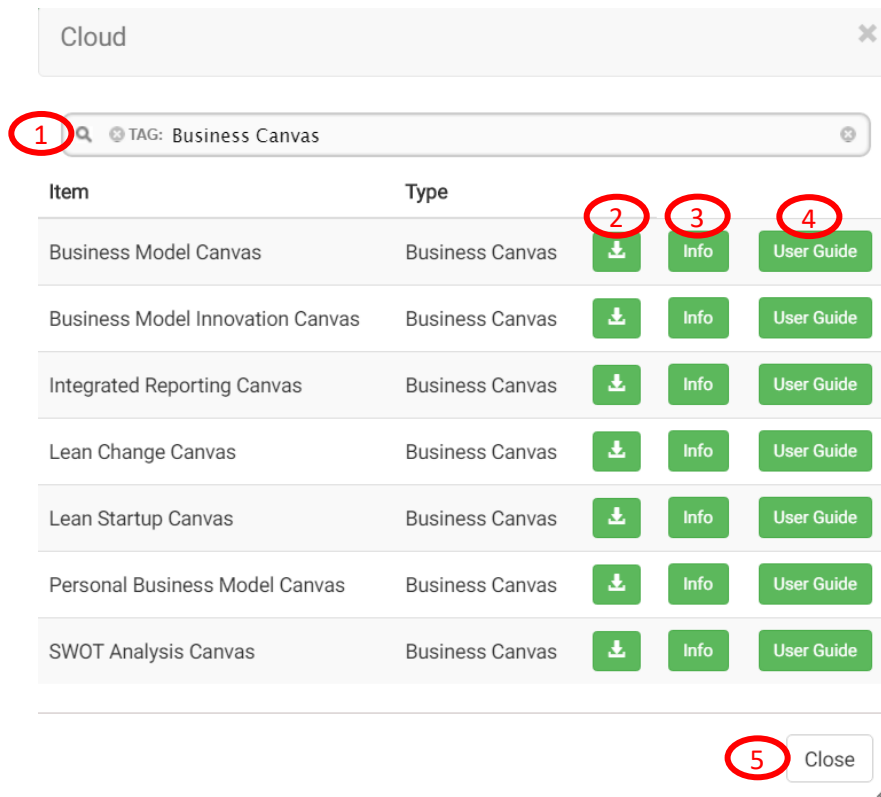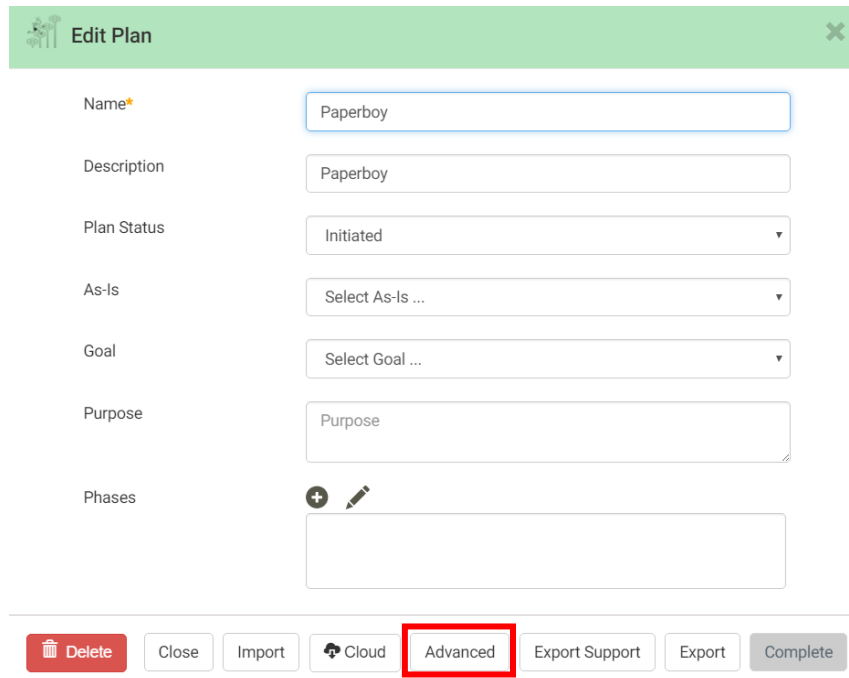
Explanation of form controls

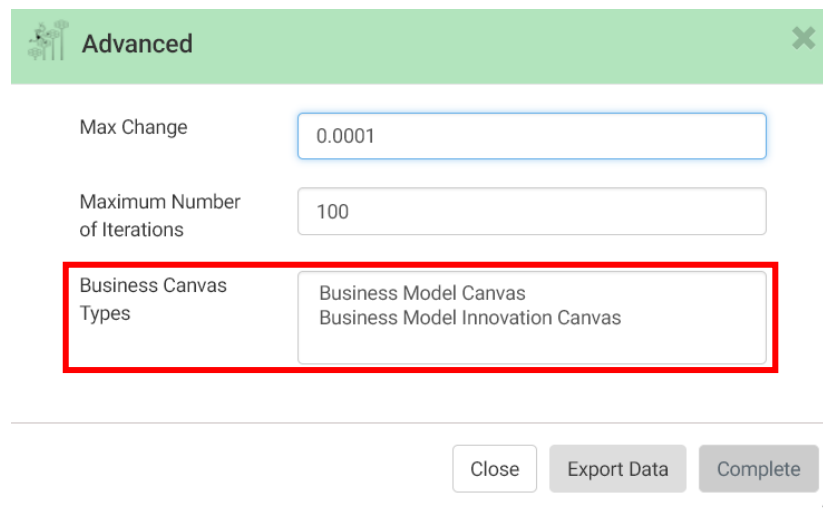| Control 1	Filter bar, to filter the selection of importable content. By selecting other tags, more or different content will be shown. The view in the picture above just contains Business Canvas Types (or templates).
Control 2	Button to actually download content, e.g. the template for Business Model Canvas, and to directly import it into VMP.
Control 3	Button to start a page with information on the content, e.g., about the origin and purpose of Business Model Canvas. Note that more specifics about it can be found via "**Guidance**" inside VMP itself (see **Create a Business Canvas**).
Control 4	Button to open the User Guide that explains how VMP handles the type of content that is downloaded and imported, e.g., a User Guide on Business Canvas.
Control 5	Button to close the "**Cloud**" page, which also brings focus back to the "**Edit Plan**" form.

After a Business Canvas Type has been imported, instances of it can be created in VMP (see **Create a Business Canvas**).

Business Canvas Types can also be imported by importing their ".vpk" files, e.g., "Business Model Canvas.vpk", from your local machine, by using the "Import" button on "**Edit Plan**". But this requires that you have up-to-date files locally available.

The next picture shows "**Edit Plan**" again.

Clicking the "Advanced" button starts the "**Advanced**" form.

It shows that two types of Business Canvases have been imported: "Business Model Canvas" and "Business Model Innovation Canvas".

Create a Business Canvas

A Business Canvas, as any other type of content, is created in the context of a Phase of a Plan (see User Guide of the VDMbee Value Management Platform for details).

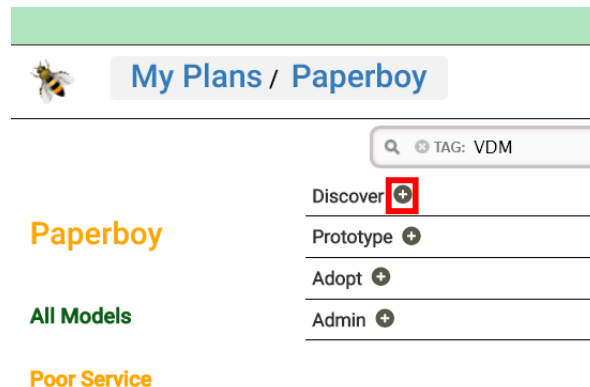For a Plan, a Phase can be created by clicking the pencil in the "**Create Phase**" box in a Plan lane on "**My Plans**".
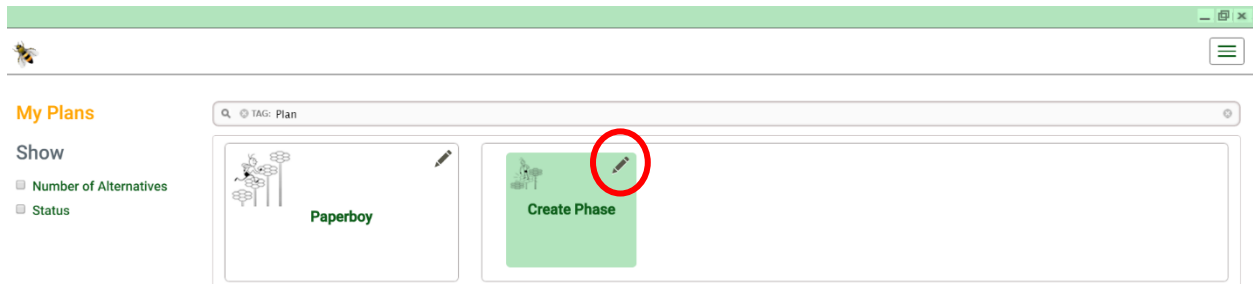
The **green** Phase box, representing the just created Phase, is itself an active control.
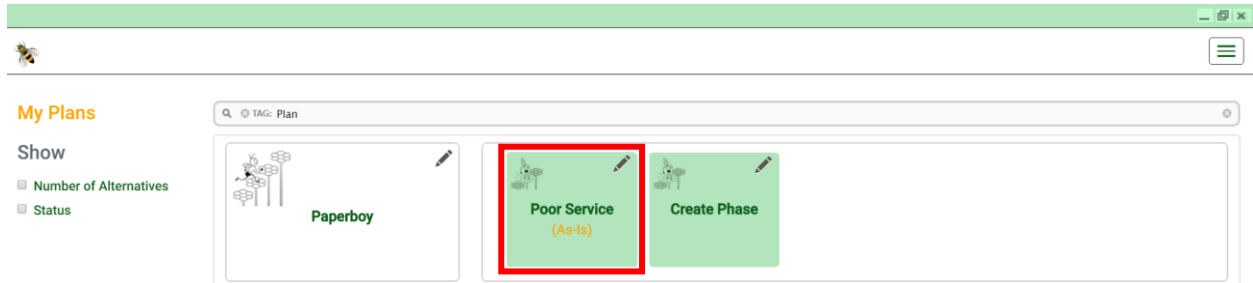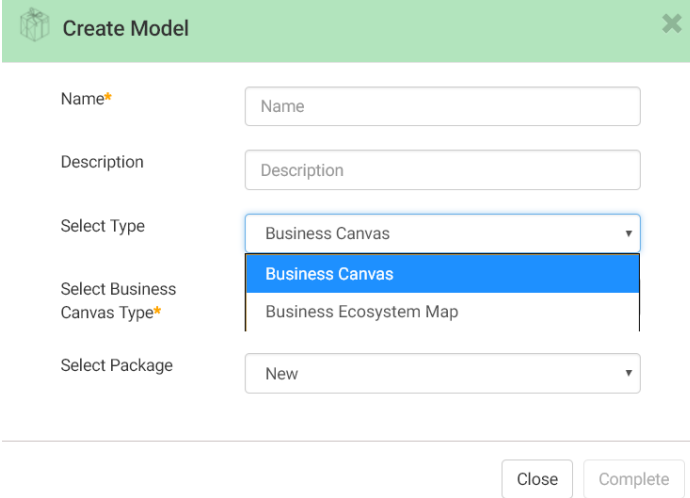
Clicking it (itself, not its pencil) will start the following page, which we will refer to as the "**Plan page**" (note that the actual title on this page is the name of a particular Plan, like "**Paperboy**" as in this example).

Discovery is a creative process, with focus on ideation. It deals with ideas, facts, opinions, etc. Among the Models that can be created in VMP, to support Discovery, are Business Canvases.

From the "**Plan page**", part of which is shown below, a new "Discovery" Model can be created by clicking the **(+)** button in the "Discover" region. This starts "**Create Model**".
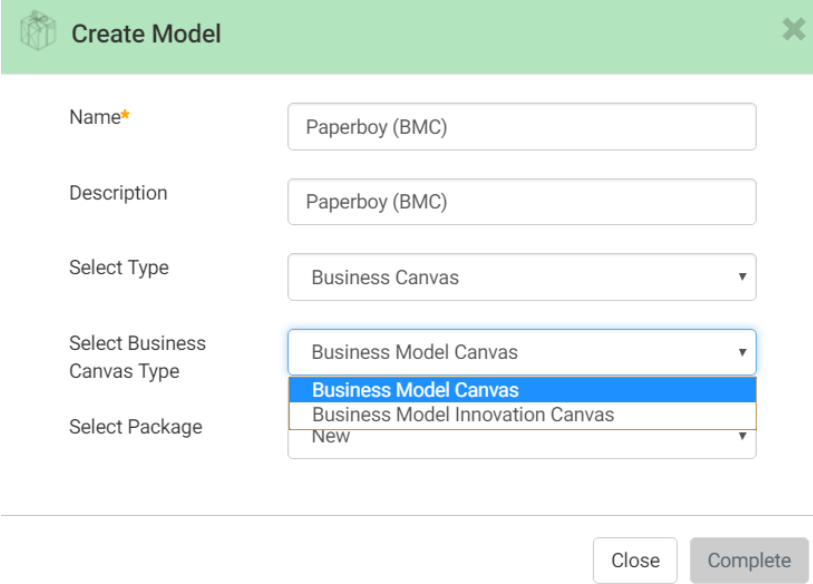
From the drop-down list of "Select Type", select "Business Canvas". This triggers showing one more drop-down list, "Select Business Canvas Type":
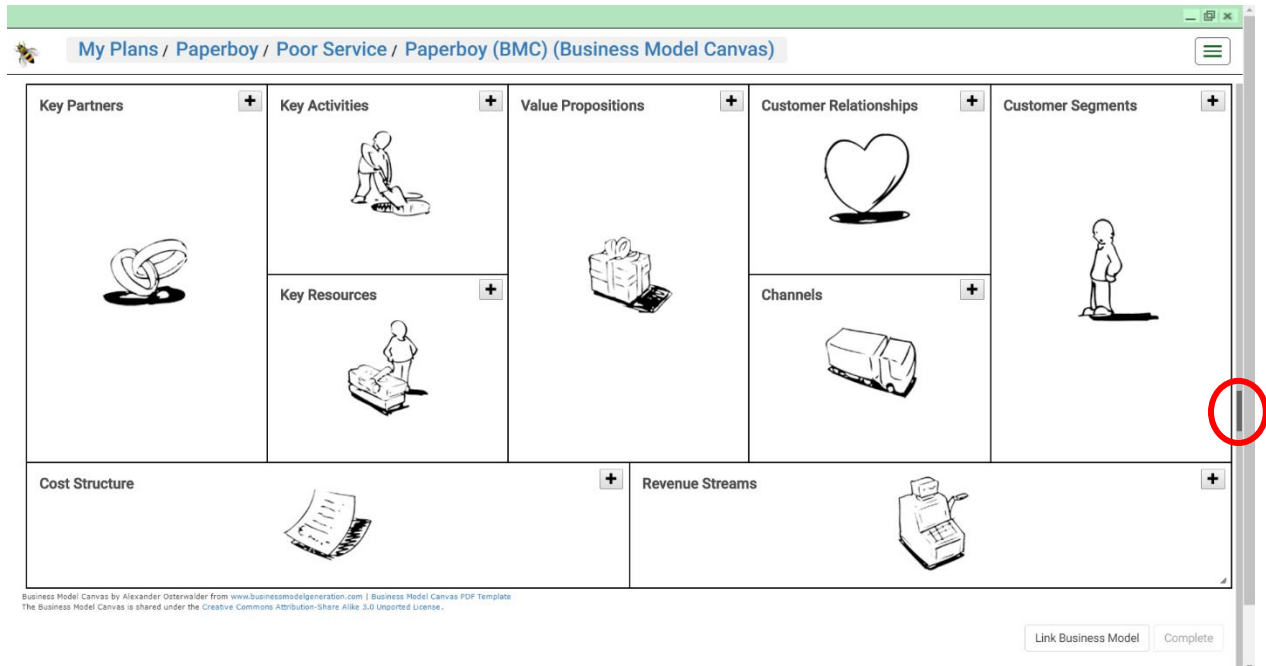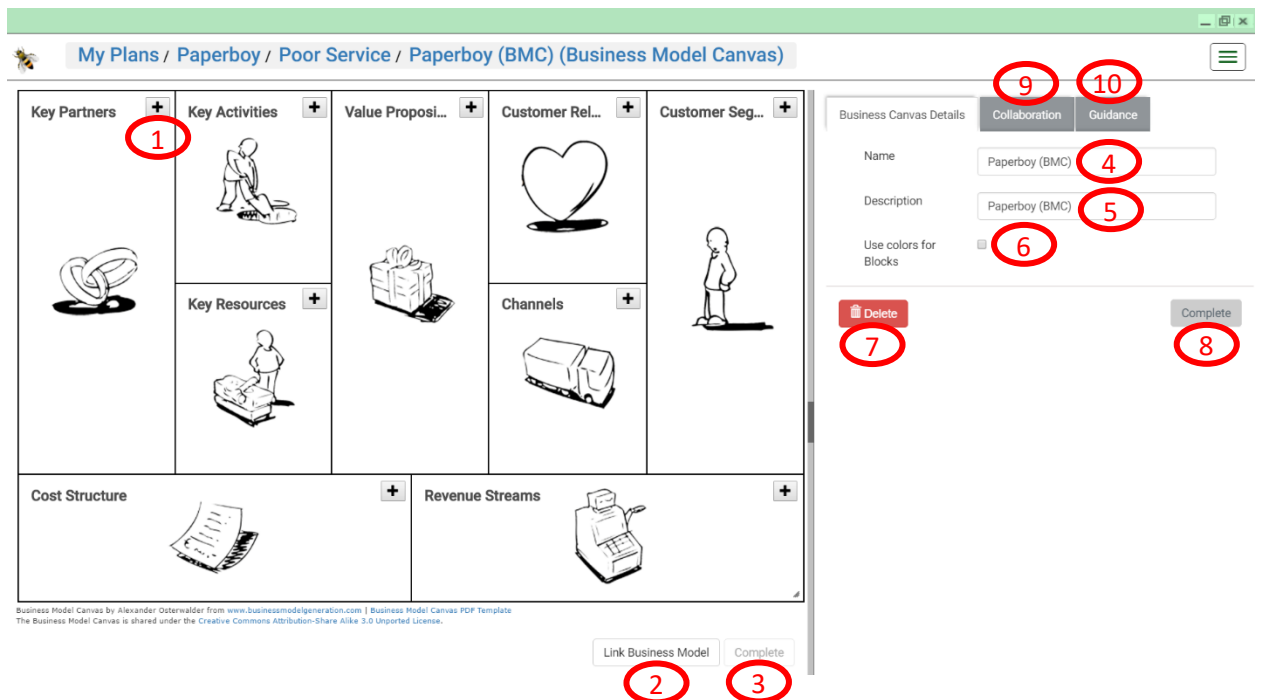
Selection of "Business Model Canvas" triggers both creation of a Business Model Canvas (instance) and it starts the "**Business Canvas editor**" for Business Model Canvas, as shown in the next picture.

A vertical scroll bar on the far right side of the page suggests that more information is available on the page. That information will be discussed in **Enter Slips in a Business Canvas**.

A vertical splitter is shown next to the scroll bar. Clicking the dark region on it, or just dragging the splitter to the left, opens the right-hand side area of the page, with its tabs.

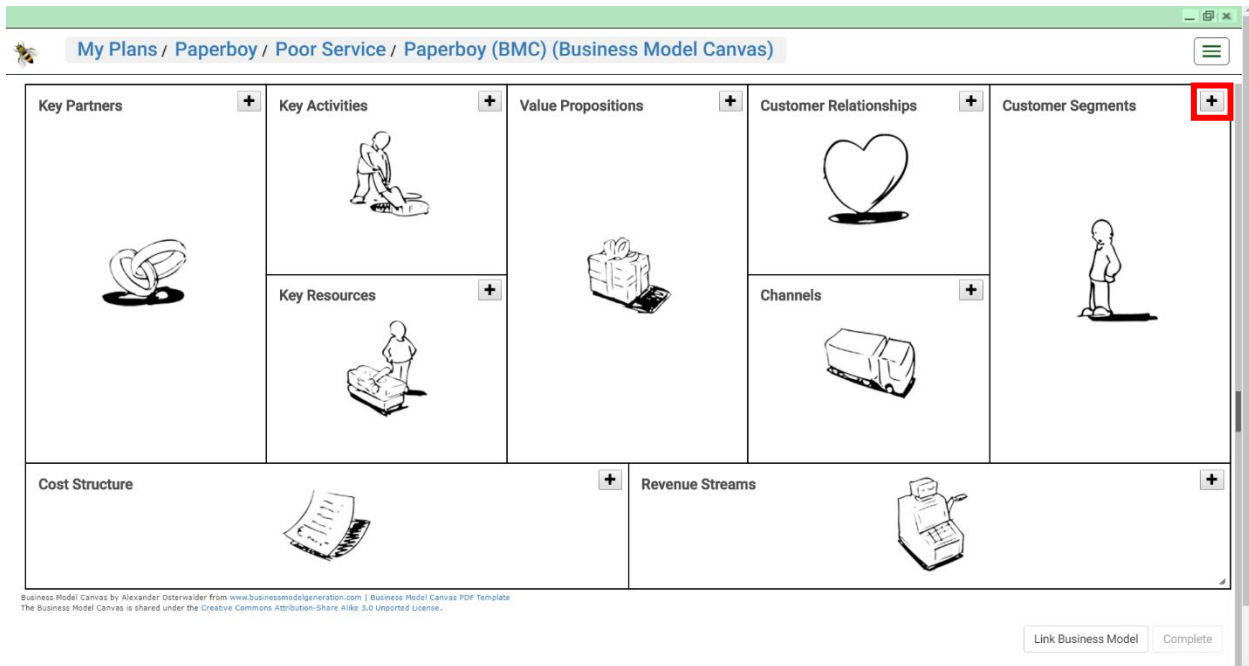**Explanation of form controls**

Control 1	Button to enter one or more Slips for the Dimension that is associated with the block of the Business Canvas that contains that button, e.g., entering a Key Partner. See **Enter Slips in a Business Canvas**.
Control 2	Button to link a BM to the Business Canvas. When the BM is linked, the button will change into a button to unlink the BM from the Business Canvas. See **Link a BM to a Business Canvas**.
Control 3	Button to save graphical changes to the Business Canvas. These changes include adding, updating or removing Slips, moving Slips to other locations, color changes of the Business Canvas and/or Slips and re-sizing the Business Canvas and/or Slips. The button will get enabled as soon as there is something to save, and it will be disabled again when all changes are saved.
Control 4	Input field to edit the name of the Business Canvas
Control 5	Input field to edit the description of the Business Canvas
Control 6	Checkbox to color the Dimension blocks of the Business Canvas (when checked), or to remove color (when unchecked).
Control 7	Button to delete the Business Canvas
Control 8	Button save data changes on the "**Business Canvas Details**" tab
Control 9	Tab with support for team work (Collaboration); this functionality is not yet available
Control 10	Tab with Guidance, explaining origin, purpose and main concepts of the Business Canvas Type that is associated with the "Business Canvas editor". Some Business Canvas Types use icons to denote their Dimensions. These icons are not only used as markers on their Dimension blocks, but will also occur for explanation purpose on the corresponding Guidance tabs.

In a similar way, by selecting "Business Model Innovation Canvas" as Business Canvas Type, a Business Model Innovation Canvas is created, the "Business Canvas editor" of which is shown in the next picture.
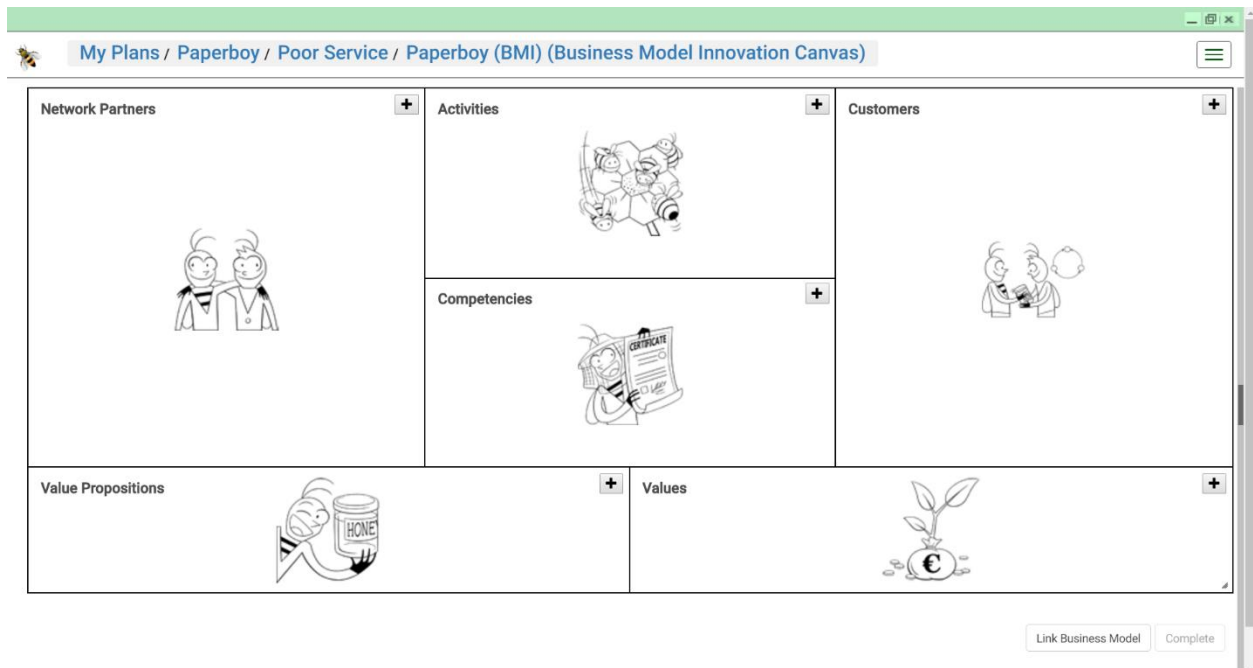
Enter Slips in a Business Canvas

For example, in order to enter a Customer Segment, click ⊞ in the "Customer Segments" block of the Business Model Canvas.

This starts the "**Enter Customer Segments**" form.

Explanation of form controls

Control 1	**(+)** button to add a Slip (here for a Customer Segment) to the Business Canvas (here a Business Model Canvas).
Control 2	Leaving the form without saving data changes
Control 3	Leaving the form whereby data changes are kept for being saved.

The following screenshot again shows "**Enter Customer Segments**".

Enter Customer Segments   ×

Add Another ⊕

Close   Complete

A Slip will actually be entered by clicking the **(+)** button of "Add Another **(+)**", which brings this form in the following state):

Enter Customer Segments   ×

Add Another ⊕

Name   1   Description   2

3

Close   Complete

Explanation of form controls

Control 1	Input field to enter the name that should appear on the Slip (here for a Customer Segment in a Business Model Canvas).
Control 2	Input field to enter or edit the description of the object that is represented by the Slip. The description itself does not appear on the Slip.
Control 3	Not a particular control, but indicating any position or control in the form outside the input fields of **Control 1** and **Control 2**. When clicking on such a position, **Control 1** and **Control 2** will be hidden. If any specific control is clicked in the form, other than **Control 1** or **Control 2**, not only these two controls will be hidden, but the behavior of that particular control will be invoked as well. For instance, when the **(+)** button of "Add Another **(+)**" is clicked, **Control 1** and **Control 2** will be shown again (actually in that particular case they will then stay open).

Entry of Slip "Readers", followed by clicking "Complete" in "**Enter Customer Segments**", leads to the following result in the "**Business Canvas editor**":

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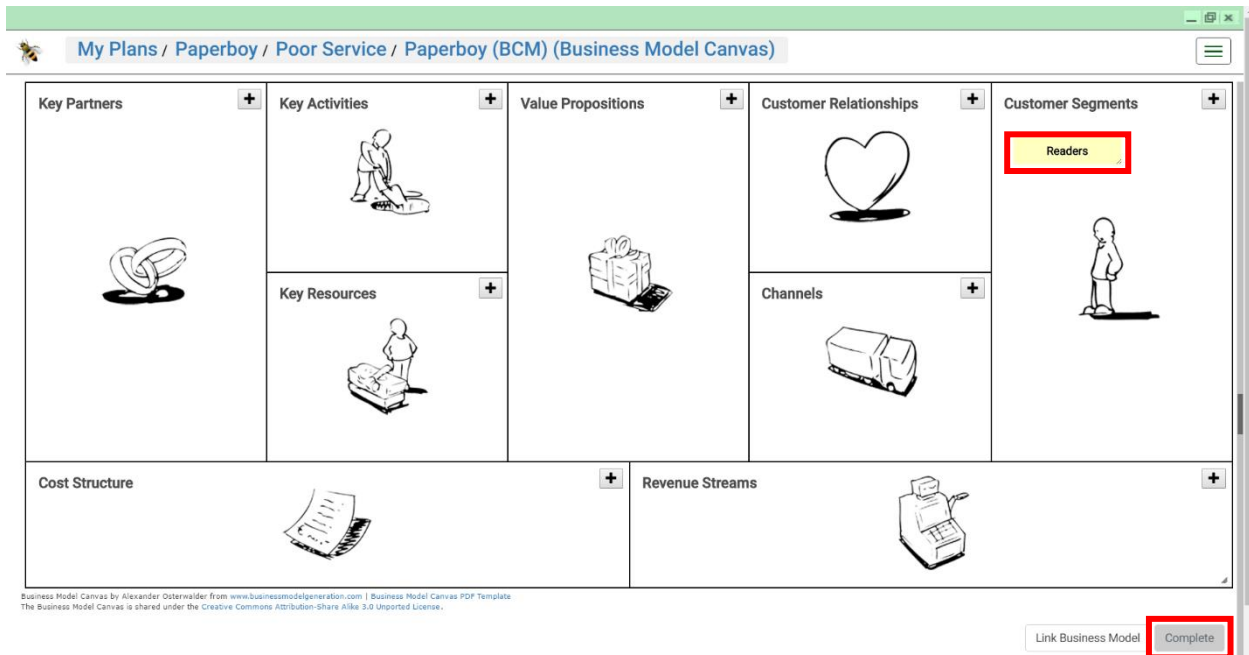
Note again that clicking "Complete" in the "**Business Canvas editor**" will actually save the data (here the Slip). Scrolling down on this page will also make the Slips table visible. The 3rd and 4th column in the table are meant to show the targets of mapping Slips (Business Canvas data) to structured data in VMP (see **Map Slips in a Business Canvas to elements in the linked BM**).

When the Slip itself is clicked, a pencil icon is shown on the Slip.
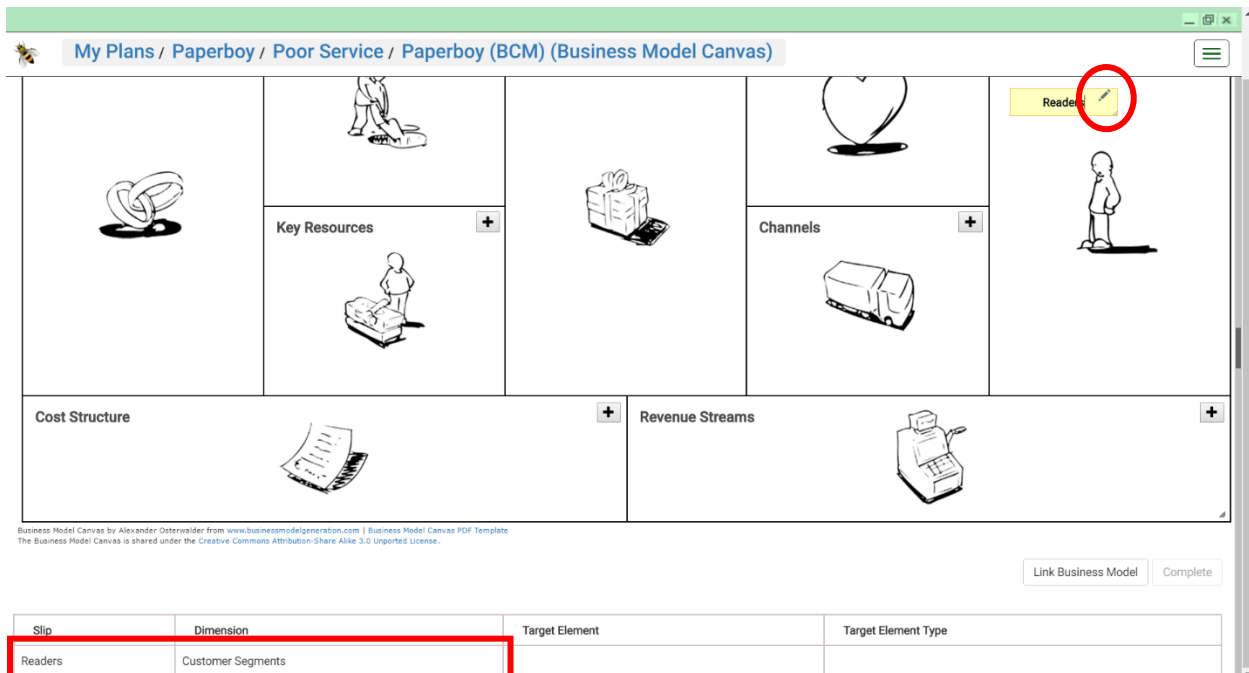
Clicking either the pencil on the Slip, or the row in the table that represents that Slip, starts "**Slip Details**", as shown in the next picture.

Explanation of form controls

Control 1	Input field to enter or edit the name on the Slip
Control 2	Input field to enter or edit the description of the object that is represented by the Slip. The description itself does not appear on the Slip.
Control 3	Display field that shows the Dimension of the Business Canvas to which the Slip belongs (here Customer Segments, being a Dimension of the Business Model Canvas)
Control 4	Set of colors that can be used to re-color the Slip. The current Slip color is highlighted. The default color is yellow. The default set of colors contains the five colors as shown in the picture above. **Control 5** can be used to add more colors.
Control 5	Button to add colors. Clicking the button will start a color picker.
Control 6	Button to delete the Slip. When a Slip is mapped to a structured data element in VMP (see **Map Slips in a Business Canvas to elements in the linked BM**), the Target Element will remain, when the Slip is deleted.
Control 7	Leaving the form without saving data changes
Control 8	Leaving the form whereby data changes are kept for being saved.

In similar ways more Slips can be entered. The next picture shows a further populated version of the same Business Canvas.
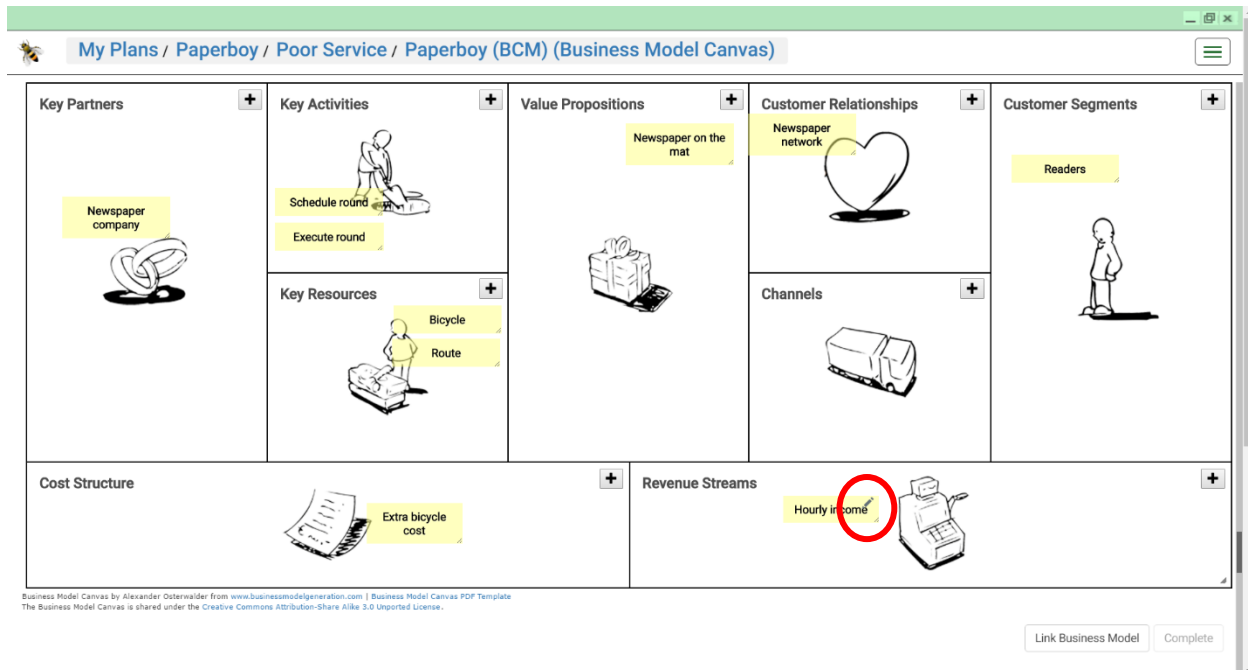
Clicking the pencil on Slip "Hourly income", starts its "**Slip Details**", as shown in the next picture.

As compared with "**Slip Details**" for "Readers" (see above), "**Slip Details**" for "Hourly income" shows one more button: "Create Mapping". This is because Slips associated with the "Revenue Streams" and "Cost Structure" Dimensions in a Business Model Canvas can, among others, be mapped to Plan Values as Target Elements, while Slips associated with the other Dimensions in a Business Model Canvas, including "Customer Segments", can only be mapped to a BM. And as linking a BM to a Business Canvas is a prerequisite to mapping Slips in the Business Canvas to elements in the BM, and no BM has been linked to the Business Canvas (here a Business Model Canvas) so-far, this button is yet hidden in "**Slip Details**" for "Readers". Linking of a BM to a Business Canvas will be demonstrated in the next section; see **Link a BM to a Business Canvas**, and see **Map Slips in a Business Canvas to elements in the linked BM** for a demonstration of how the actual mapping works.

Link a BM to a Business Canvas

The next picture revisits the "Plan page". Note again that it only shows its left-hand side.
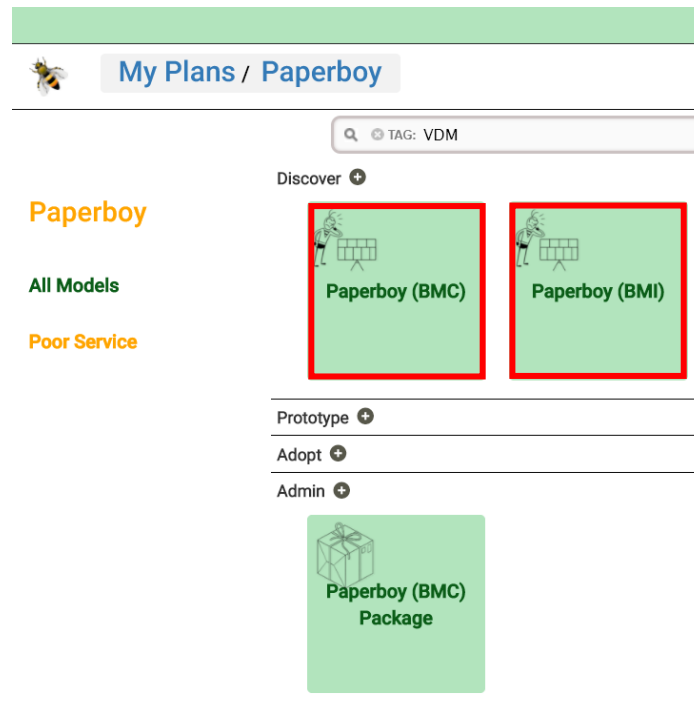
It shows, among others, the two Business Canvases, "Paperboy (BCM)", being a Business Model Canvas, and "Paperboy (BMI)", being a Business Model Innovation Canvas, as created so-far. They can be recognized from the Business Canvas icon that is used as marker on the **green** Model boxes that represent them. These boxes are themselves active controls. Clicking them start their "**Business Canvas editor**".

As discussed above, a Business Canvas is typically created during the "Discovery" stage of an initiative. Mapping Slips in it will create objects that are part of structured Business Models (BMs). Such BMs are used to support further analysis and calculations during the "Prototype" stage.

From the "**Plan page**", by clicking the **(+)** button in the "Prototype" region, "**Create Model**" starts again, and a BM can be created in similar ways. See also User Guide of the VDMbee Value Management Platform for detailed explanation of how to create a BM. The next diagram shows the result of that: a BM, named "Newspaper round", represented by its **green** Model box, with the BM icon as marker on it.
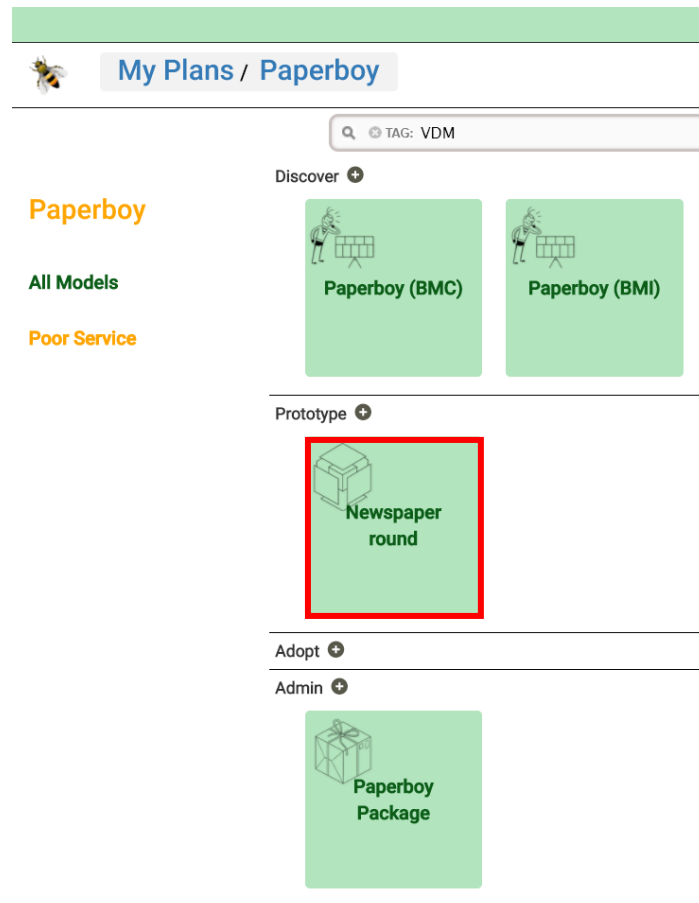
Note that the BM, as just created, is empty. It does not contain any element yet.

Note also that, for convenience, the Package, represented by its own **green** Model box (with Package icon used as marker on it) has been renamed into "Paperboy Package". Clicking the Package box starts "**Edit Package**", which form shows that this Package contains all three Models, both the two Business Canvases and the BM.

For detailed information about handling Packages, see User Guide of the VDMbee Value Management Platform.

The next picture shows the "**Plan page**" again.
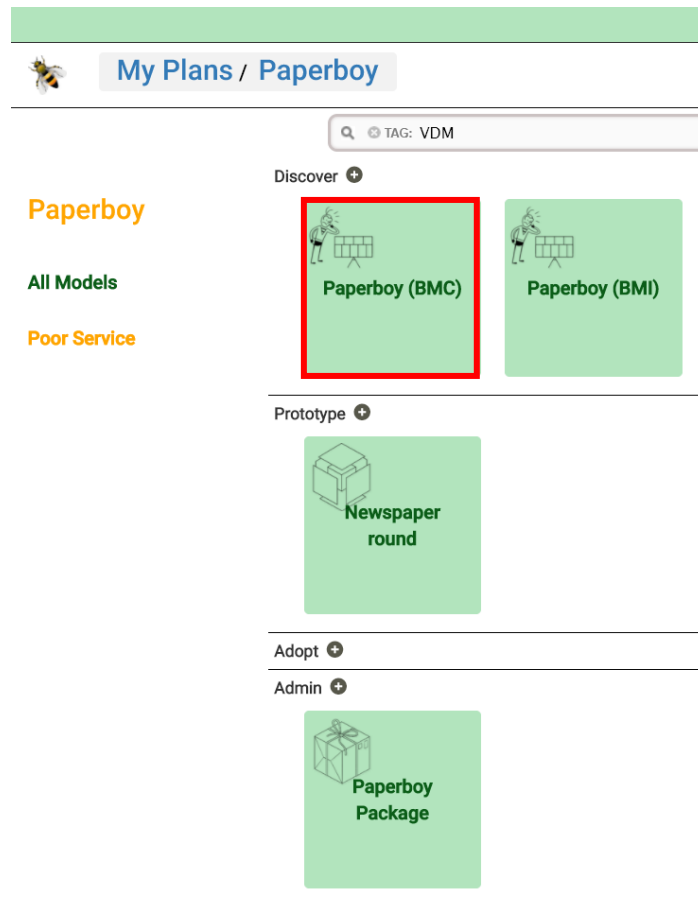
Clicking the "**Paperboy (BMC)**" box starts the "**Business Canvas editor**" on it.
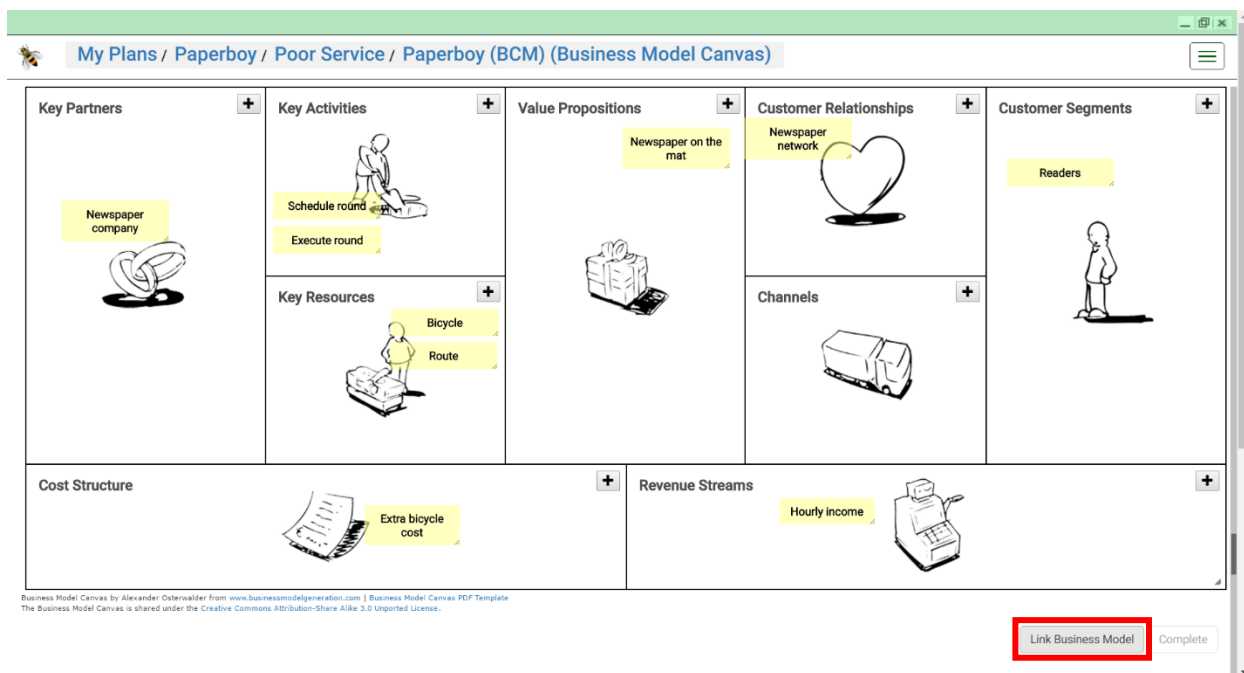
Clicking the "Link Business Model" button starts the "**Business Model Selector**" form.

Selecting the BM (here "Newspaper round") and clicking "Complete" will establish the linkage of the BM to the Business Canvas. The result of this is shown in the next picture (note that we opened the right-hand side area of the page, with its tabs, by clicking the dark region on the vertical splitter, or by just dragging that splitter to the left):

Explanation of form controls

Control 1	Button to unlink the BM from the Business Canvas. When Slips in the Business Canvas are mapped to elements in the linked BM (see **Map Slips in a Business Canvas to elements in the linked BM**), Mapping relationships will be deleted when the BM is unlinked.
Control 2	Display field that shows the BM that is linked to the Business Canvas.

Map Slips in a Business Canvas to elements in the linked BM

Most of the types of Business Canvases that are supported in VMP can be considered to represent a BM. This is not the case for a Lean Change Canvas however, which is rather used to describe aspects of change concerned with the introduction of a new BM or the transformation of an existing one from "As-Is" to "To-Be" state. It is neither the case for a SWOT Analysis Canvas, which is meant to assess the "Strengths", "Weaknesses", "Opportunities" and "Threats" of/for a Business or a BM. Apart from these

two types of Business Canvases, all other types, as supported by VMP, can be mapped to a structured BM in the kernel of VMP.

The following table gives an indication of the extent and nature of mapping of Business Canvases to structured data in VMP.

Business Canvas Type	Extent of mapping	Mapping to structured BM	Mapping to Plan Values
Business Model Canvas	Complete	√	√
Business Model Innovation Canvas	Complete	√	√
Integrated Reporting Canvas	Almost complete	√	√
Lean Change Canvas	Very partial		√
Lean Startup Canvas	Almost complete	√	√
Personal Business Model Canvas	Complete	√	√
SWOT Analysis Canvas	None		

Essential to mapping to structured BMs is that it provides "structure" or relationships between elements.

How to create Mappings can best be explained based on the Target Element Type, as the set of Target Element Types is stable, and defined by the Dimensions of the structured BM definition in VMP. These Dimensions are:

- Customers and Partners, or: Participants; sometimes mapping is also supported to Participant Networks, that bind Participants together.
- Value Propositions
- Activities
- Competencies, being Resources and Capabilities, sometimes constrained to one of these specifically, but in other cases to either of the two.
- Values, which maybe Values of Value Propositions or Activities, and sometimes Plan Values.

Mapping to each of these target Dimensions will be explained in consecutive sections below.

Note that, as each type of Business Canvas comes with its own set of Dimensions (or blocks), whereby not only their number, but also their names and meaning vary from type to type, it will appear that mapping possibilities also differ. Several Dimensions, across various types of Business Canvases, can only be mapped to a single Target Element Type. In a few situations, multiple options are available. For instance, a Customer Relationship in a Business Model Canvas, can be mapped to five different types of Target Elements.

When, for a particular Dimension of a particular type of Business Canvas, a Slip has to be mapped to one (of possibly multiple) Target Element type(s), the following knowledge is required by the user that defines the Mapping:

- The meaning of that Dimension of that type of Business Canvas. This meaning is defined on the "**Guidance**" tab of the "**Business Canvas editor**" for that type of Business Canvas.

- The meaning of the Target Element Type, which may be a type of element in a structured BM or it may be a Plan Value. This meaning can be obtained from various places, such as:

  o The "Introduction" option in the menu, behind the menu button ☰ .
  o "**Guidance**" associated with the "**Plan page**", the "**Business Model Cube page**", or the "**Business Model Definition page**".
  o The User Guide of the VDMbee Value Management Platform.
  o The mapping to the Target Element Type(s) as will be explained in consecutive sections below.

IMPORTANT: There is a logical sequence to follow, when creating Mappings for Slips in a Business Canvas. In terms of Target Element Types, the mapping sequence to follow is as indicated in the next table:

Mapping to		Before Mapping to
-	→	Plan Values
-	→	Participant Network
Participant (Customer, Partner)	→	Value Propositions provided / received by that Participant
Value Proposition	→	Activities that pursue that Value Proposition
Activity	→	Competencies (Resources / Capabilities) used by that Activity
Value Proposition	→	Values of that Value Proposition
Activity	→	Values of that Activity

It is possible to deviate from this sequence, but in that case, the "Mapping to" (see table above), in the linked BM, should be first created in that BM via the "**Business Model Definition page**" directly (see User Guide of the VDMbee Value Management Platform for details), before one can proceed with creating the "Before Mapping to" counterpart (see table above) through mapping of Slips in the Business Canvas.

Mapping to Participant Network in BM

Mapping to a Participant Network in a BM can, among others, be demonstrated for a Customer Relationship in a Business Model Canvas.
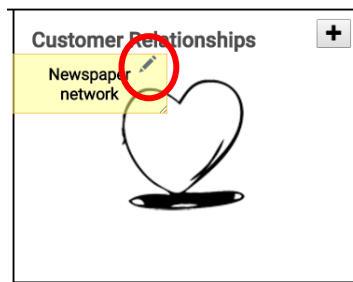
Clicking the pencil on Slip "Newspaper network", starts its "**Slip Details**", as shown in the next picture.

Clicking button "Create Mapping" starts the "**Mapping Wizard**" on it.

Explanation of form controls

Control 1	Mapping progress indicator. When, for a Dimension of a Business Canvas, multiple "Map To" options exist (**Control 7**), the "**Mapping Wizard**" starts with step 1 of the mapping process ("**Select Dimension**"). Otherwise it will start with step 2.
Control 2	Mapping progress indicator for step 2 of the mapping process. This step is concerned with creating the actual Mapping, given a selected Slip Dimension and "Map To".
Control 3	Button to navigate to step 1 of the mapping process. This button is only enabled in step 2.
Control 4	Button to navigate to step 2 of the mapping process.
Control 5	Button to close the "**Mapping Wizard**"
Control 6	Drop-down selection list to select another Dimension than the one that is associated with the current Slip. This is a convenience option. This list is specific for a Business Canvas Type (here for Business Model Canvas).
Control 7	Drop-down selection list to select another Target Element Type than the one that serves as default when mapping a Slip of the given Dimension. This list is specific for a Dimension of a Business Canvas Type (here for Customer Segments of Business Model Canvas).

We select "Participant Networks" as "Map To" via **Control 7** and navigate to step 2 of the mapping process via **Control 5**.

Explanation of form controls

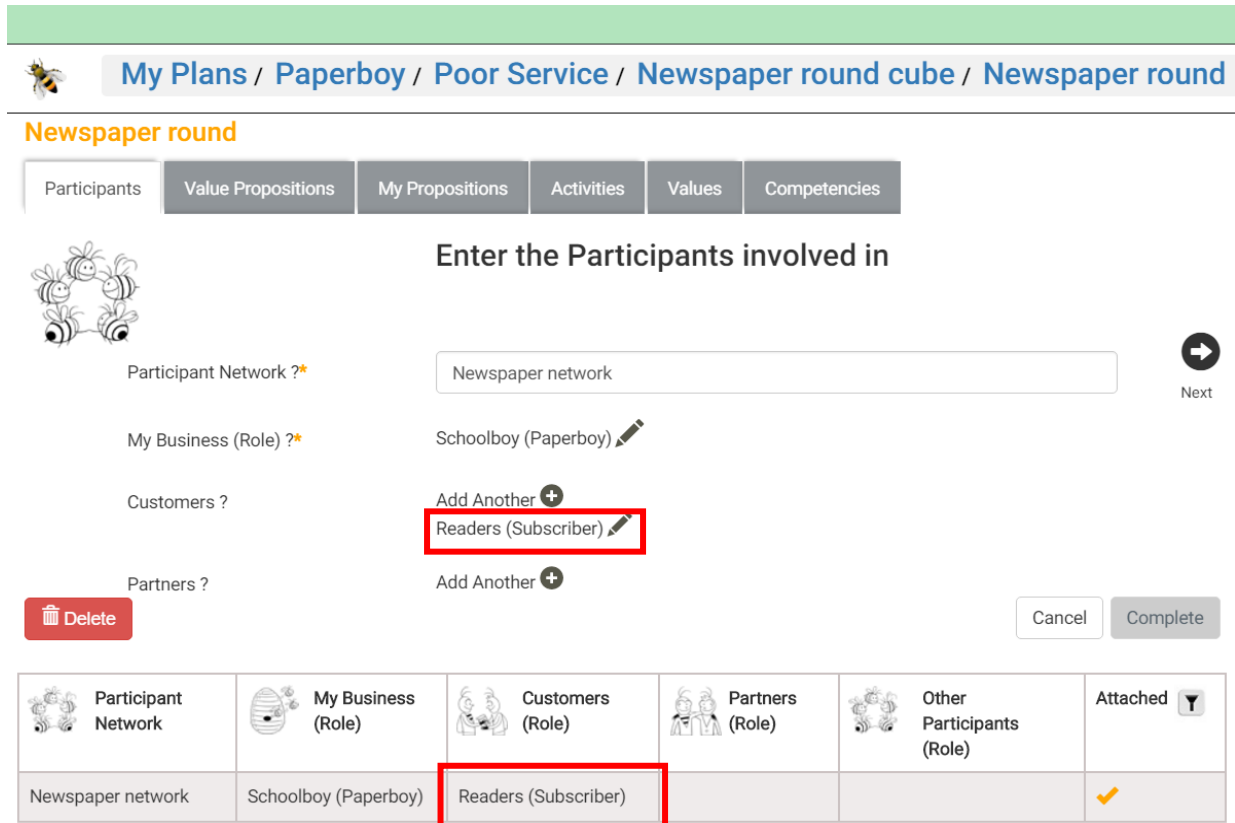|	
Control 1	Button to navigate to step 1 of the mapping process, in order to select a different Slip Dimension and/or a different "Map To" (see above)
Control 2	Display of the current Slip for which mapping is in progress. It is an input field, to enable selection of another Slip in the current Dimension. This field is enabled for text-based matching ("typeahead search") against existing Slips in the current Dimension of the Business Canvas. If Slips are available that match the text that is entered, a drop-down list with matching Slips pops-up, from which an existing Slip can be selected.
Control 3	Input field to enter or edit the Business of the linked BM (see User Guide of the VDMbee Value Management Platform for details). When the linked BM does not yet have a Business associated, this field can be used to enter one, by either accepting the default name "My Business", or to specify a different one. If the linked BM does already have a Business associated, it is displayed in this field. In that case editing it leads to changing its name. The information in this field, in combination with the information that is entered via **Control 4** is needed to ensure that the Business has a Role in the Participant Network that is created as "Map To".
Control 4	Input field to enter the Role that the Business of the linked BM (as specified via **Control 3**) will have in the Participant Network that is created as "Map To". Default Role name is "My Business Role".
Control 5	Button to leave the "**Mapping Wizard**" whereby the relationship between the current Slip and the Target Element ("Map To") is actually created and saved.

In the Slips table on the "**Business Canvas editor**", the row for the Slip "Newspaper network" now also includes the Mapping as just created, as is shown in the next picture.

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Note again that clicking either the pencil on the Slip, or the row in the table that represents that Slip, would start "**Slip Details**" (as demonstrated earlier).

After having created the Mapping, as demonstrated above, "**Slip Details**" is dynamically extended by showing some more Controls, as indicated below.

Explanation of form controls

Control 1	Dynamically displayed button. It is displayed on Target Elements, to which a Mapping is created. Clicking the button will start the "**Target Details**" form, that exposes information about these objects.

	Mapping progress indicator. When, for a Dimension of a Business Canvas, multiple "Map To" options exist (**Control 7**), the "**Mapping Wizard**" starts with step 1 of the mapping process ("**Select Dimension**"). Otherwise it will start with step 2.
Control 2	Button to add additional Mapping(s), after a Mapping to a Target Element has been created for a Slip. In the example of mapping a Customer Relationship Slip to a Participant Network, this button can be used to map the same Slip to the same Target Element (being the Participant Network), but whereby another Role can be added to "My Business" in that Participant Network. Later on we will demonstrate the use of this button in detail, in the context of a different Type of Slip.
Control 3	Button do delete a Mapping of a Slip to a Target Element. After having deleted a Mapping, a new Mapping can be created via button "Create Mapping", which will then be shown again.

In order to see the data that has been created in the linked BM, navigate back to the "**Plan page**" (by breadcrumb, as always), and click the **green** box that represents the "Newspaper round" BM.
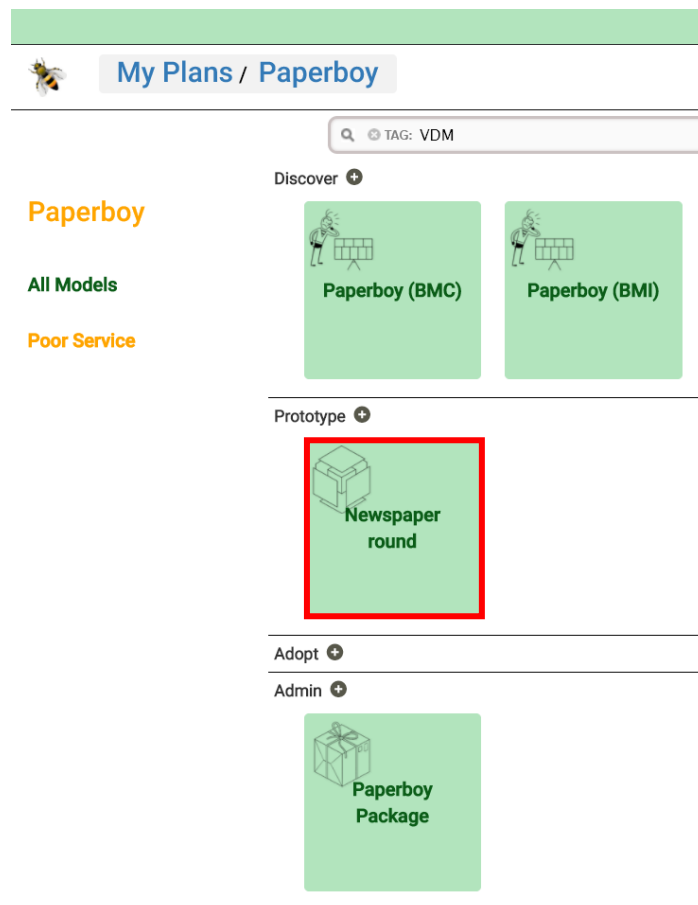
This starts the "**Business Model Cube page**" for this BM. The next picture just shows the left-hand side of that page.
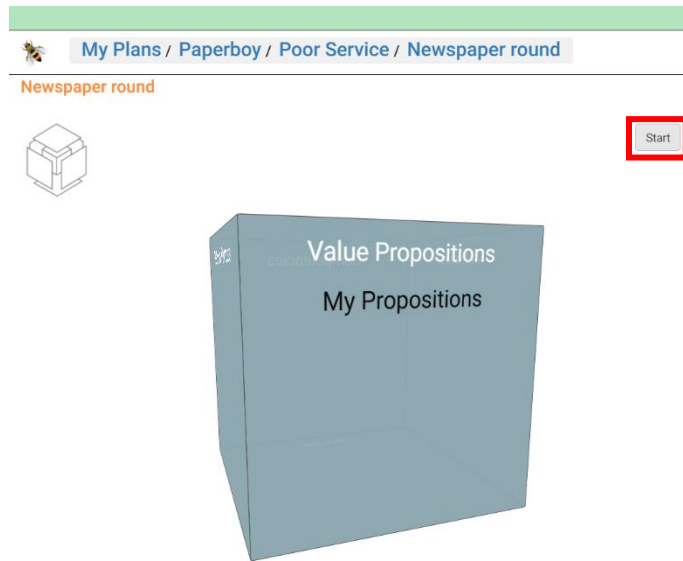
Clicking button "Start" will start the "**Business Model Definition page**" for this BM. The next picture shows (a part of) the "**Participants**" tab of that page, whereby the object that served as Target Element of the mapping as just performed, has been made current by clicking its row in the table on that tab.

Note that this data in the BM could also have been created directly via this "**Business Model Definition page**" itself, but by this it has been demonstrated how the same can be created through mapping a Slip in a Business Canvas also.

Mapping to Participant in BM

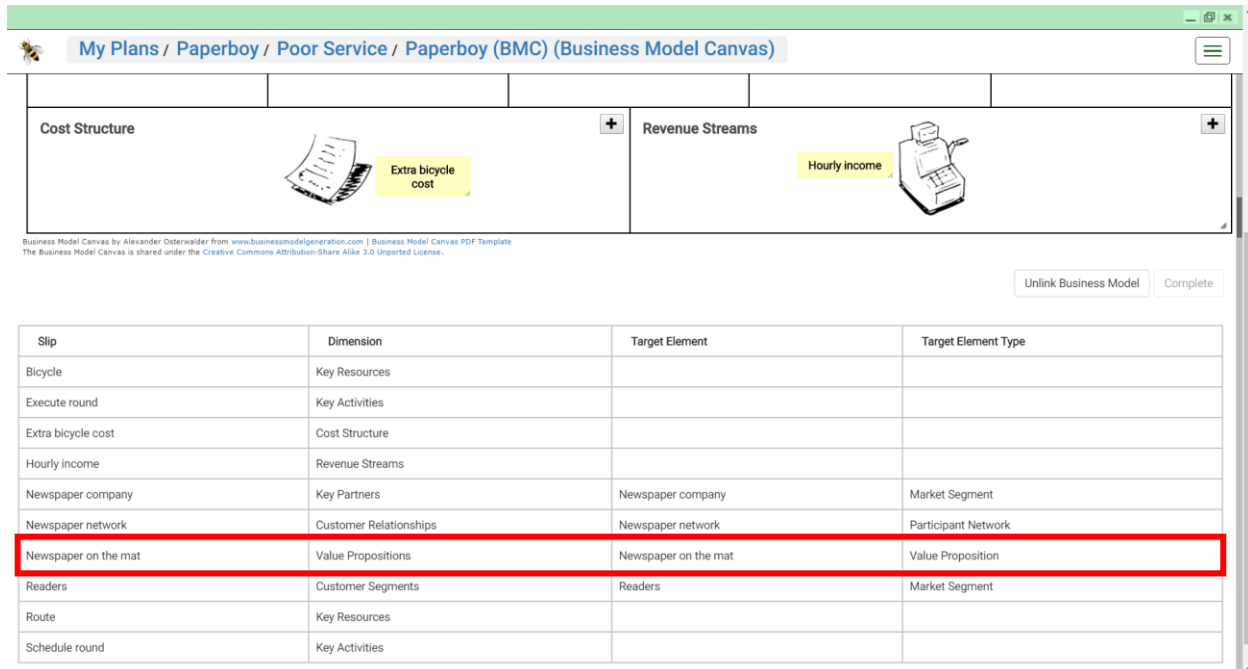Mapping to a Participant in a BM can, among others, be demonstrated for a Customer Segment in a Business Model Canvas.
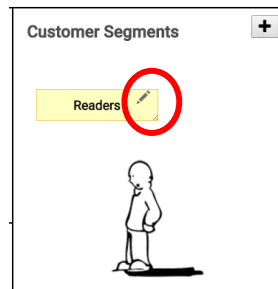
Clicking the pencil on Slip "Readers", starts its "**Slip Details**", as shown in the next picture.

Clicking button "Create Mapping" starts the "**Mapping Wizard**" on it, which immediately proceeds with step 2 of the mapping process, as there is only a single "Map To" supported, being "Customer" in BM.

Explanation of form controls

Control 1	Display of the current Slip for which mapping is in progress. It is an input field, to enable selection of another Slip in the current Dimension. This field is enabled for text-based matching ("typeahead search") against existing Slips in the current Dimension of the Business Canvas. If Slips are available that match the text that is entered, a drop-down list with matching Slips pops-up, from which an existing Slip can be selected.

Control 2	Input field to enter the Participant that will become a Customer in the linked BM. Its name is defaulted by the name of the Slip. It is possible to edit it, to provide a different name. As a Participant might be both Customer and Partner in the same BM, it is also possible to select an existing Participant, that is already Partner in the linked BM (see User Guide of the VDMbee Value Management Platform for details). For that purpose this field is enabled for text-based matching ("typeahead search") against existing Participants that are Partner in the linked BM. If such Participants are available that match the text that is entered, a drop-down list with matching Participants (Partners) pops-up, from which an existing one can be selected; See **Sell to and Buy from same Participant**.
Control 3	Drop-down list to select the type of Participant. Possible Types are "Market Segment", "Enterprise" and "Individual" (see User Guide of the VDMbee Value Management Platform for details).
Control 4	Input field to enter the Participant Network in which the Participant, as specified via **Control 2**, will participate (see User Guide of the VDMbee Value Management Platform for details). The Participant Network might be new. It is also possible to select an existing Participant Network, that is already associated with the linked BM. For that purpose this field is enabled for text-based matching ("typeahead search") against existing Participant Networks that are already associated with the linked BM. If such Participant Networks are available that match the text that is entered, a drop-down list with matching Participant Networks pops-up, from which an existing one can be selected.
Control 5	Input field to enter the Role that the Participant, as specified via **Control 2**, will have in the Participant Network, as specified via **Control 4**.

In the Slips table on the "**Business Canvas editor**", the row for the Slip "Readers" now also includes the Mapping as just created, as is shown in the next picture.

Note again that clicking either the pencil on the Slip, or the row in the table that represents that Slip, would start "**Slip Details**" (as demonstrated earlier).

In order to see the data that has been created in the linked BM, navigate to the "**Business Model Definition page**" for linked BM (see **Mapping to Participant Network in BM** for how to navigate there). The next picture shows (a part of) the "**Participants**" tab of that page, with "Readers", as just created through Slip mapping, added as Customer.


Note that this data in the BM could also have been created directly via this "**Business Model Definition page**" itself, but by this it has been demonstrated how the same can be created through mapping a Slip in a Business Canvas also.

Similarly Slip "Newspaper company", in the Key Partners Dimension of the Business Model Canvas is mapped to a Partner in the linked BM.

The next picture shows the Slips table on the "**Business Canvas editor**", which now also includes the result of mapping for Slip "Newspaper company".

The next picture shows the same "Business Model Definition page", with the "Participants" tab updated with "Newspaper company" as Partner, participating in the same Participants Network, with Role as "Publisher".

Mapping to Value Proposition in BM

Mapping to a Value Proposition in a BM can, among others, be demonstrated for a Value Proposition in a Business Model Canvas.
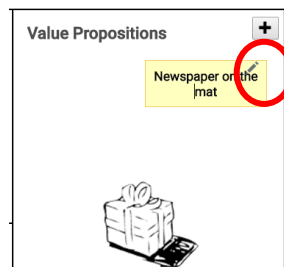
Clicking the pencil on Slip "Newspaper on the mat", starts its "**Slip Details**", as shown in the next picture.

Clicking button "Create Mapping" starts the "**Mapping Wizard**" on it, which immediately proceeds with step 2 of the mapping process, as there is only a single "Map To" supported, being "Value Proposition" in BM.

Explanation of form controls

Control 1	Display of the current Slip for which mapping is in progress. It is an input field, to enable selection of another Slip in the current Dimension. This field is enabled for text-based matching ("typeahead search") against existing Slips in the current Dimension of the Business Canvas. If Slips are available that match the text that is entered, a drop-down list with matching Slips pops-up, from which an existing Slip can be selected.
Control 2	Checkbox to specify that the Target Element Type is "My Proposition" (see User Guide of the VDMbee Value Management Platform for details). We will demonstrate the use of it later on; see **Modeling flexibility and dealing with "My Proposition"**
Control 3	Drop-down list to select the Participant in the linked BM that is the Provider of the Value Proposition
Control 4	Drop-down list to select the Role of the Participant, as selected via **Control 3**, in the linked BM, via which it should provide the Value Proposition.
Control 5	Drop-down list to select the Participant in the linked BM that is the Recipient of the Value Proposition
Control 6	Drop-down list to select the Role of the Participant, as selected via **Control 5**, in the linked BM, via which it should receive the Value Proposition.

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In the Slips table on the "**Business Canvas editor**", the row for the Slip "Newspaper on the mat" now also includes the Mapping as just created, as is shown in the next picture.

Note again that clicking either the pencil on the Slip, or the row in the table that represents that Slip, would start "**Slip Details**" (as demonstrated earlier).

In order to see the data that has been created in the linked BM, navigate to the "**Business Model Definition page**" for linked BM (see **Mapping to Participant Network in BM** for how to navigate there). The next picture shows (a part of) the "**Value Propositions**" tab of that page, with "Newspaper on the mat", as just created through Slip mapping, added as Value Proposition.

Note that this data in the BM could also have been created directly via this "**Business Model Definition page**" itself, but by this it has been demonstrated how the same can be created through mapping a Slip in a Business Canvas also.

Mapping to Activity in BM

Mapping to an Activity in a BM can, among others, be demonstrated for a Key Activity in a Business Model Canvas.
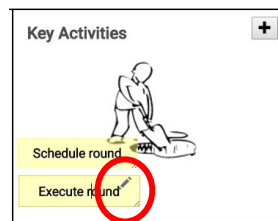
Clicking the pencil on Slip "Execute round", starts its "**Slip Details**", as shown in the next picture.

Clicking button "Create Mapping" starts the "**Mapping Wizard**" on it, which immediately proceeds with step 2 of the mapping process, as there is only a single "Map To" supported, being "Activity" in BM.

Explanation of form controls

Control 1	Display of the current Slip for which mapping is in progress. It is an input field, to enable selection of another Slip in the current Dimension. This field is enabled for text-based matching against existing Slips in the current Dimension of the Business Canvas. If Slips are available that match the text that is entered, a drop-down list with matching Slips pops-up, from which an existing Slip can be selected.
Control 2	Multi-select box to select one or more Value Propositions (and/or My Propositions), in the linked BM, that the Activity, that is to be created based on the current Slip (in **Control 1**), should pursue (see User Guide of the VDMbee Value Management Platform for details).
Control 3	Drop-down list to select the Participant in the linked BM that is the performer of the Activity.
Control 4	Drop-down list to select the Role of the Participant, as selected via **Control 3**, in the linked BM, via which it should perform the Activity.

In the Slips table on the "**Business Canvas editor**", the row for the Slip "Execute round" now also includes the Mapping as just created, as is shown in the next picture.

Note again that clicking either the pencil on the Slip, or the row in the table that represents that Slip, would start "**Slip Details**" (as demonstrated earlier).

In order to see the data that has been created in the linked BM, navigate to the "**Business Model Definition page**" for linked BM (see **Mapping to Participant Network in BM** for how to navigate there). The next picture shows (a part of) the "**Activities**" tab of that page, with "Execute round", as just created through Slip mapping, added as Activities, that pursues Value Proposition "Newspaper on the mat".

Note that this data in the BM could also have been created directly via this "**Business Model Definition page**" itself, but by this it has been demonstrated how the same can be created through mapping a Slip in a Business Canvas also.

Similarly Slip "Schedule round", in the same Dimension (Key Activities) of the Business Model Canvas is mapped to an Activity in the linked BM. The next picture shows the Slips table on the "**Business Canvas editor**", which now also includes the result of mapping for Slip "Schedule round".

The next picture shows the same "Business Model Definition page", with the "Activities" tab now showing both the Activities, "Schedule round" and "Execute round", pursuing the same Value Proposition ("Newspaper on the mat").

Mapping to Competency in BM

Mapping to Competency in a BM can, among others, be demonstrated for a Key Resource in a Business Model Canvas.
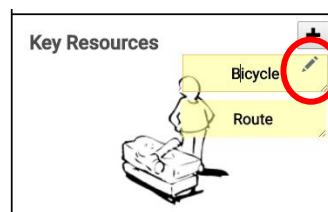
Clicking the pencil on Slip "Bicycle", starts its "**Slip Details**", as shown in the next picture.

Clicking button "Create Mapping" starts the "**Mapping Wizard**" on it, which immediately proceeds with step 2 of the mapping process, as there is only a single "Map To" supported, being "Competency" in BM.

Explanation of form controls

Control 1	Display of the current Slip for which mapping is in progress. It is an input field, to enable selection of another Slip in the current Dimension. This field is enabled for text-based matching against existing Slips in the current Dimension of the Business Canvas. If Slips are available that match the text that is entered, a drop-down list with matching Slips pops-up, from which an existing Slip can be selected.
Control 2	Drop-down list to select the type of Competency as possible Target Element Types for mapping of the Slip. VMP supports two types of Competencies: "Resource" and "Capability". But as Key Resources in a Business Model Canvas can only be mapped meaningfully to Resources, the drop-down list only shows "Resource" as option
Control 3	Multi-select box to select one or more Activities, in the linked BM, that should use the Competency (Resource), that is to be created based on the current Slip (in **Control 1**) (see User Guide of the VDMbee Value Management Platform for details).

In the Slips table on the "Business Canvas editor", the row for the Slip "Bicycle" now also includes the Mapping as just created, as is shown in the next picture.

Note again that clicking either the pencil on the Slip, or the row in the table that represents that Slip, would start "**Slip Details**" (as demonstrated earlier).

In order to see the data that has been created in the linked BM, navigate to the "Business Model Definition page" for linked BM (see **Mapping to Participant Network in BM** for how to navigate there). The next picture shows (a part of) the "**Competencies**" tab of that page, with "Bicycle", as just created through Slip mapping, added as Competency, being used by Activity "Execute round". Note that, in the "**Mapping Wizard**", via **Control 3** (see above), both Activities could have been selected, but it was decided that only one them should use the Competency.

Clicking the pencil behind Competency "Bicycle" starts "**Edit Competency for Activity**" on it, which shows that it is a Competency of Type "Resource", as was specified via the "**Mapping Wizard**" (see above).
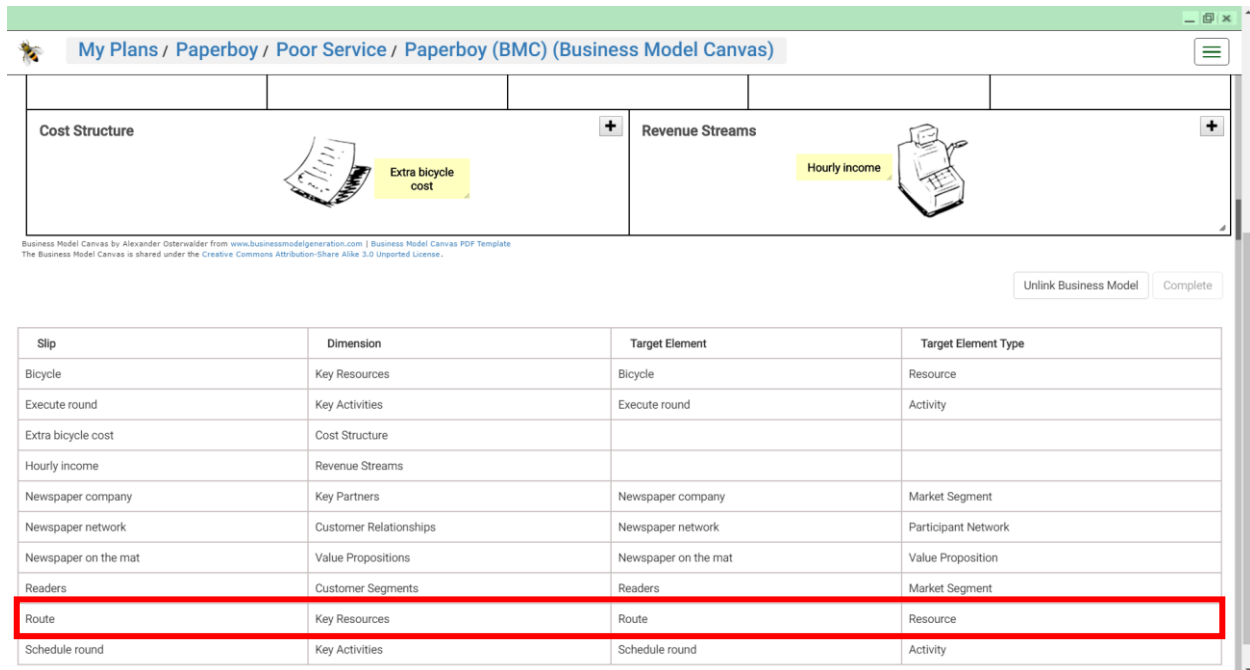
Note that this data in the BM could also have been created directly via the "Business Model Definition page" itself, but by this it has been demonstrated how the same can be created through mapping a Slip in a Business Canvas also.

Similarly Slip "Route", in the same Dimension (Key Resources) of the Business Model Canvas is mapped to a Resource in the linked BM. The next picture shows the Slips table on the "Business Canvas editor", which now also includes the result of mapping for Slip "Route".

The next picture shows the same "**Business Model Definition page**", with the "**Competencies**" tab now showing both the Resources, "Bicycle" and "Route", being used by the same Activity ("Execute round").

Mapping to Value

Mapping to Value, in the kernel of VMP, can, among others, be demonstrated for a Revenue Stream or a Cost Structure in a Business Model Canvas.
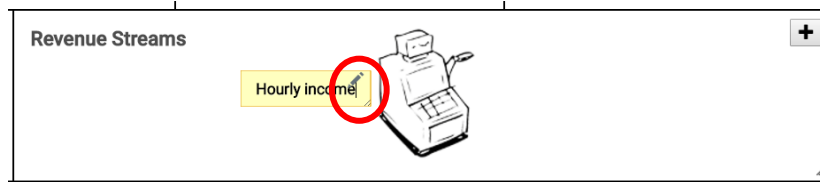
Clicking the pencil on Slip "Hourly income", starts its "**Slip Details**", as shown in the next picture.

Clicking button "Create Mapping" starts the "**Mapping Wizard**" on it, which immediately proceeds with step 2 of the mapping process, as there is only a single "Map To" supported, being "Value" in BM or at Plan level in VMP.

Explanation of form controls

Control 1	Display of the current Slip for which mapping is in progress. It is an input field, to enable selection of another Slip in the current Dimension. This field is enabled for text-based matching against existing Slips in the current Dimension of the Business Canvas. If Slips are available that match the text that is entered, a drop-down list with matching Slips pops-up, from which an existing Slip can be selected.
Control 2	Checkbox to indicate whether the Target Element is a Plan Value (if checked) or a Value in the linked BM (if unchecked) (see User Guide of the VDMbee Value Management Platform for details). When the Business Canvas has no linked BM (yet), the checkbox is checked by default.
Control 3	Drop-down list to select an existing Value Source in the linked BM. Value Sources (or Value Containers, objects that have Values associated) in the linked BM are Value Propositions (including My Propositions) and Activities (see User Guide of the VDMbee Value Management Platform for details). This drop-down list is hidden when **Control 2** is checked, and shown when it is unchecked.

It will now be demonstrated how the Slip is mapped to a Plan Value. Hence the "Plan Value" checkbox is checked, as in the next picture:

In the Slips table on the "**Business Canvas editor**", the row for the Slip "Hourly income" now also includes the Mapping as just created, as is shown in the next picture.

Note again that clicking either the pencil on the Slip, or the row in the table that represents that Slip, would start "**Slip Details**" (as demonstrated earlier).

In order to see the data that has been created at Plan level, in the kernel of VMP, navigate back to the "**Plan page**" (by breadcrumb, as always). The next picture shows the "Plan Values" tab on the right-hand side of that page, and "Hourly income" as Plan Value, which is the result of mapping the "Hourly income" Slip.
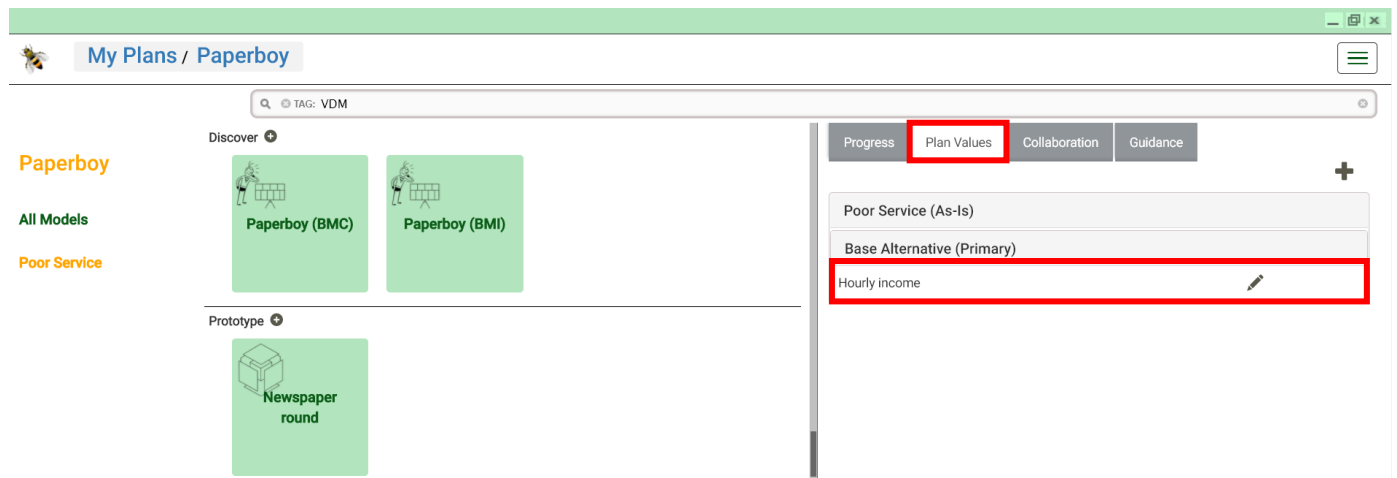
Note that this data in the kernel of VMP could also have been created directly via this "**Plan page**" itself, but by this it has been demonstrated how the same can be created through mapping a Slip in a Business Canvas also.

In later sections in this User Guide it will be demonstrated how Slips can be mapped to Values in the linked BM. See **Multiple Business Canvases: different views on the same BM**, for mapping to a Value of a Value Proposition to the Customer, and see **Modeling flexibility and dealing with "My Proposition"**, for mapping to a Value of My Proposition (from the perspective of the owner of the BM).

Enter Slips by selecting existing elements in the linked BM

Above, Slip "Readers" was entered as Customer Segment in the Business Model Canvas, and mapped to a Customer in the linked BM (see **Enter Slips in a Business Canvas**, and **Mapping to Participant in BM**).

The same element can be selected to become a Slip in other Business Canvases, to which the BM is linked. This will be demonstrated now.

The following picture shows the "**Plan page**" again.
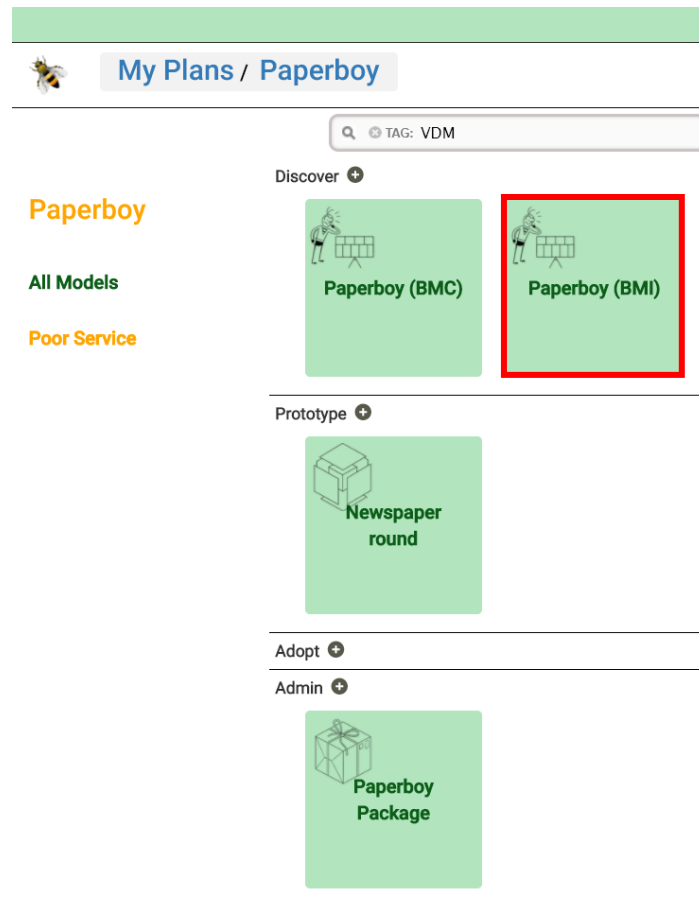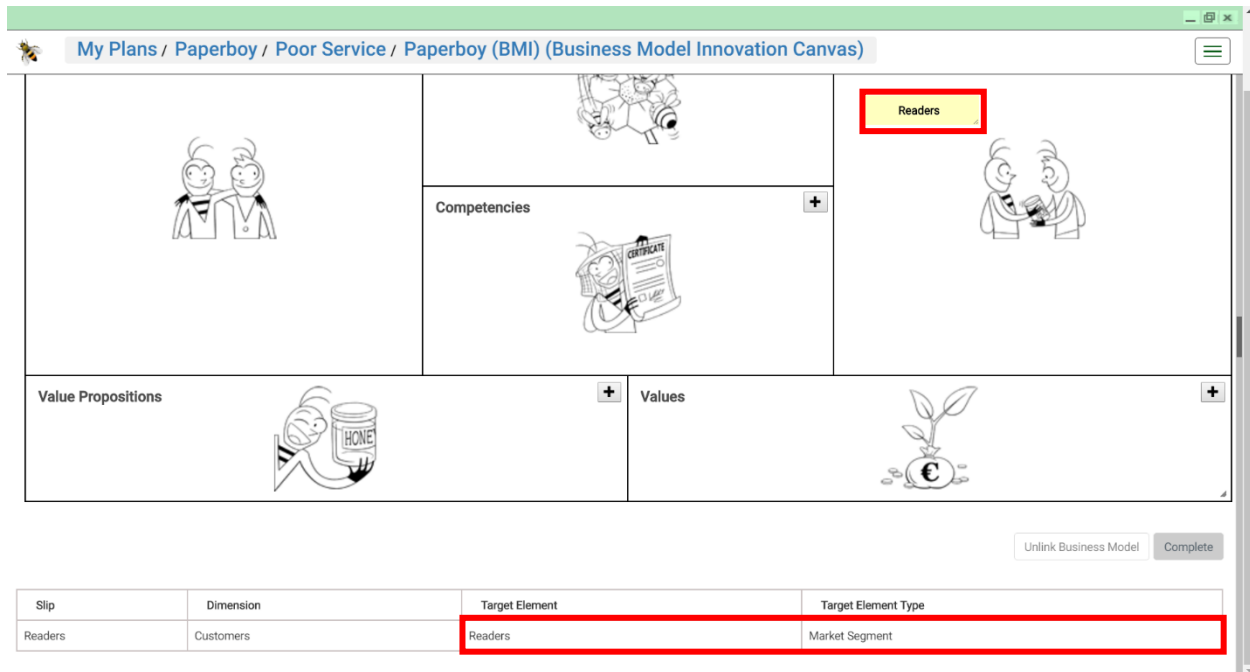
The "**Paperboy (BMI)**" box represents the Business Model Innovation Canvas that was already created before but remained empty so-far. Clicking it starts the Business Model Innovation Canvas. The next picture shows the "**Business Canvas editor**", with its right-hand side area opened, which shows that the same BM is now linked to it, as was already linked to the Business Model Canvas earlier (see **Link a BM to a Business Canvas**, for how to link that BM).
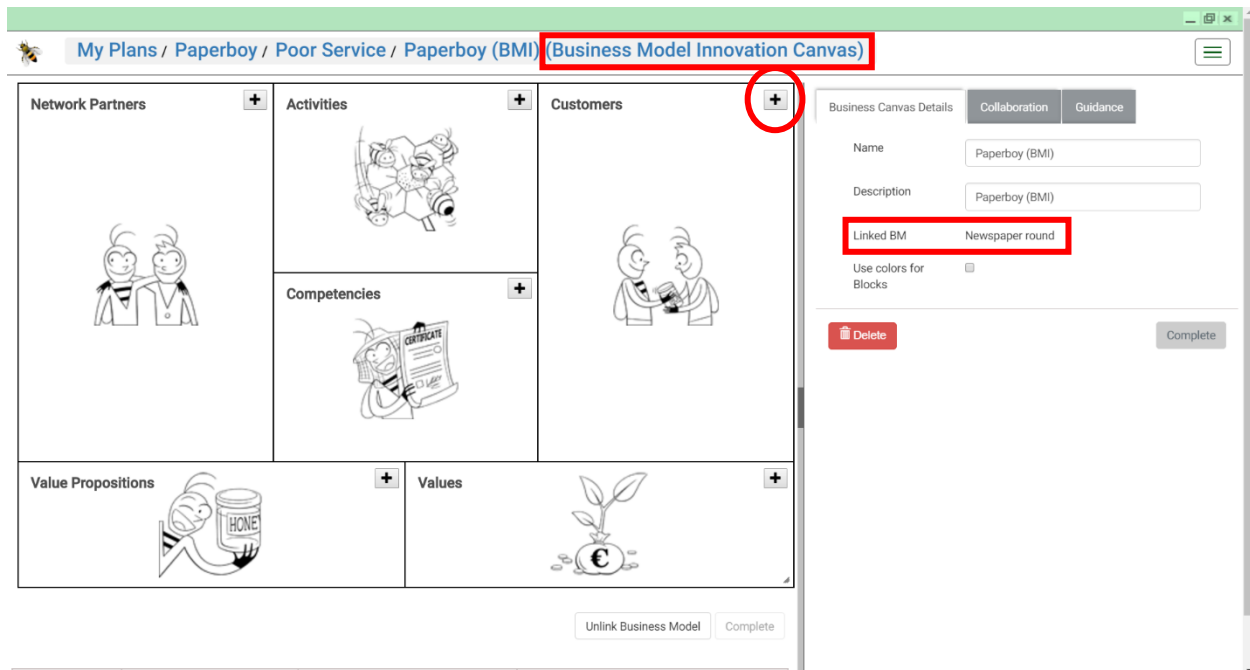
Clicking ✚ in its "Customers" block starts the "**Enter Customers**" form. It shows "Readers", which is defined as Customer in the linked BM, and which is available for selection as Customer in the Business Model Innovation Canvas.
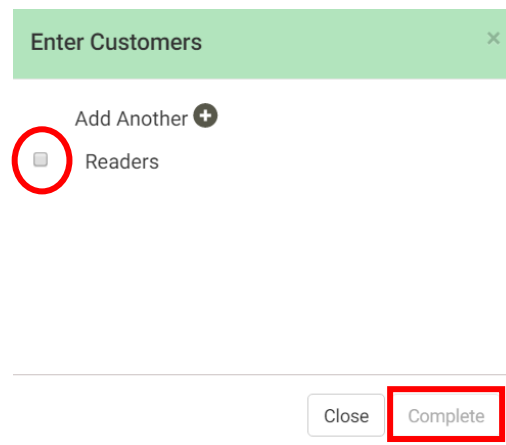
Checking it, followed by clicking "Complete", creates the Slip, together with its Mapping to the Target Element in the linked BM, as shown in the next picture.
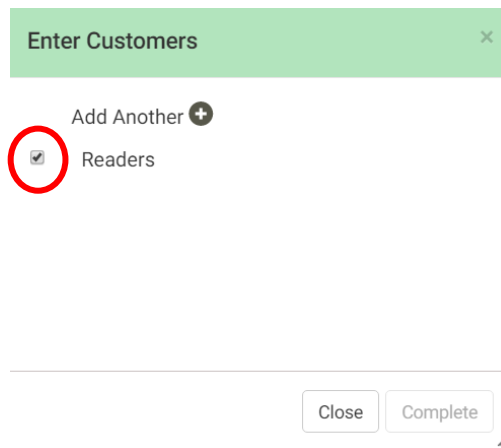
The following picture shows "**Enter Customers**" again, now with "Readers" checked.

Unchecking it will unselect the element. In a situation, like here, where a Slip has been created for it, unselecting it will remove the Slip from the Business Canvas. This is another way to delete Slips (see **Enter Slips in a Business Canvas**, for the regular way to delete a Slip).

Similarly other elements from the linked BM, as well as Plan Values of the containing Plan, can be selected as Slips on the Business Model Innovation Canvas. The next picture shows the result of this in the "Business Canvas editor".
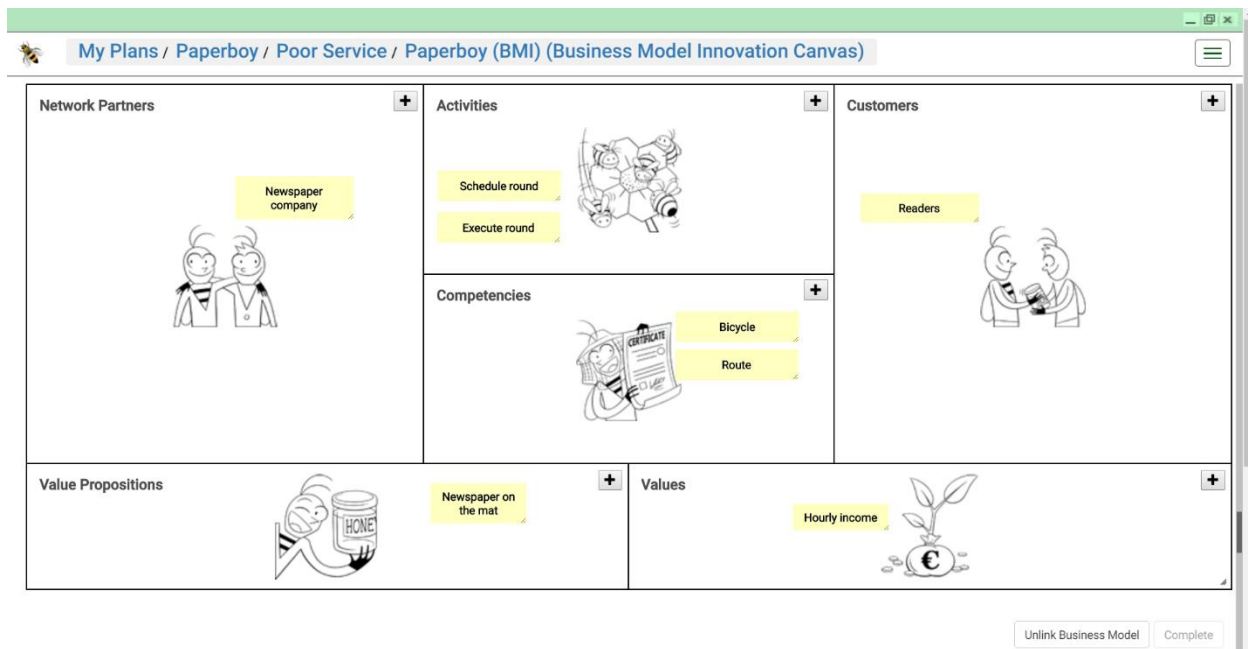
This way data from the same BM can be viewed via multiple Business Canvases, possibly of different Business Canvas Types.

Multiple Business Canvases: different views on the same BM

Data in a BM, as well as Plan Values, can be viewed via multiple (Types of) Business Canvases. This has been demonstrated above for a combination of a Business Model Canvas and a Business Model Innovation Canvas; see **Enter Slips by selecting existing elements in the linked BM**. Other types of Business Canvases can be used as well, such as Integrated Reporting Canvas and Lean Startup Canvas.

One Type of Business Canvas may also be used to extend the view that other Types of Business Canvases can provide. This way multiple Business Canvases can be used to provide different, partly overlapping and partly complementing views. Whereby these views are consistent with each other, as they all view subsets of data in the same underlying BM and of Plan Values of the same containing Plan.

It will now be demonstrated how the already created Business Model Innovation Canvas (see **Enter Slips by selecting existing elements in the linked BM**) can be used to enter data, and create data in the linked BM based on it, complementary to what was entered and created via the Business Model Canvas. This will be demonstrated for a Capability, a Value of a Value Proposition to a Customer and a Value Proposition to/from a Partner respectively.

The next picture shows the result, in the "Business Canvas editor" on the Business Model Innovation Canvas, of entering Slip "Route planning" as Competency. A different Slip color is used for convenience (see **Enter Slips in a Business Canvas**, for how to pick a different color).

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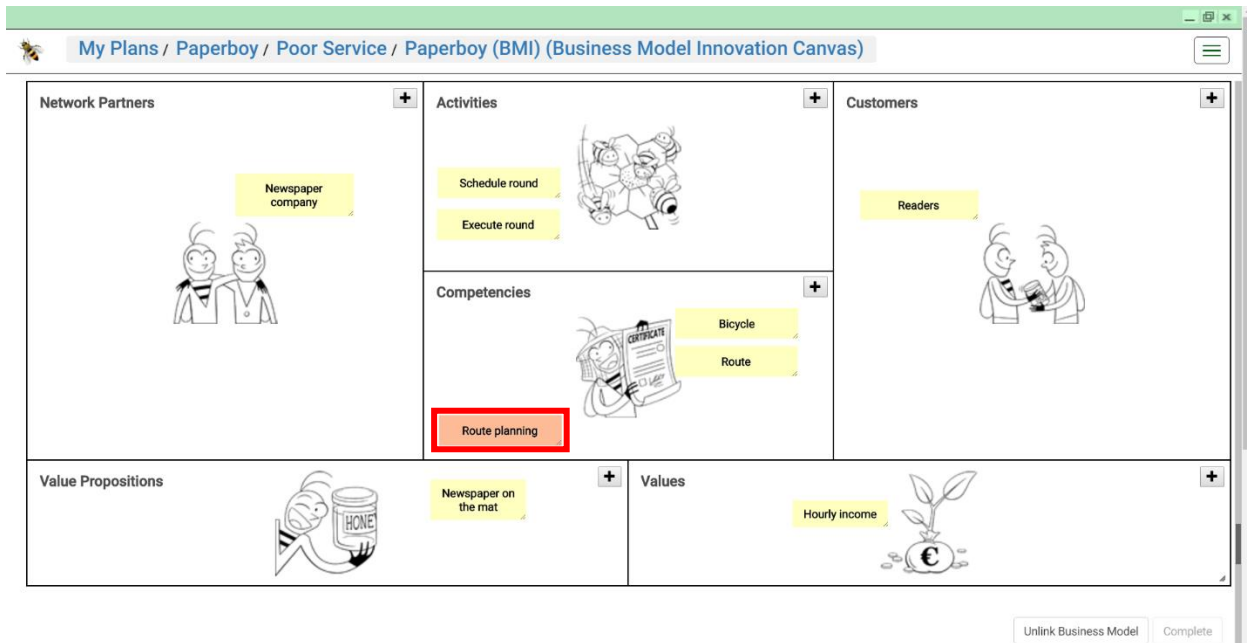
Creating a Mapping for it is similar to creating a Mapping for a Key Resource in a Business Model Canvas (see **Mapping to Competency in BM**). In the "**Mapping Wizard**" it is specified that the Competency is of Type "Capability", and is used by Activity "Schedule round".

The Mapping that is created this way is shown in the Slips table on the "**Business Canvas editor**" page.

In order to see the data that has been created in the linked BM, navigate to the "**Business Model Definition page**" for linked BM (see **Mapping to Participant Network in BM** for how to navigate there). The next picture shows (a part of) the "**Competencies**" tab of that page again, with "Route planning", as just created through Slip mapping, added as Competency, being used by Activity "Schedule round".
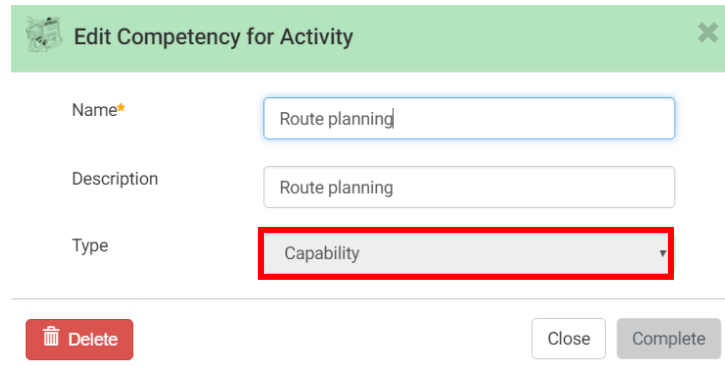
Clicking the pencil behind Competency "Route planning" starts "**Edit Competency for Activity**" on it, which shows that it is a Competency of Type "Capability", as was specified via the "**Mapping Wizard**" (see above).

Earlier it was already demonstrated how a Slip in the "Revenue Streams" Dimension of a Business Model Canvas is mapped to a Plan Value; see **Mapping to Value**. It will now be demonstrated how a Slip in the "Values" Dimension of a Business Model Innovation Canvas is mapped to a Value of a Value Proposition in the linked BM.

The next picture shows the result, in the "**Business Canvas editor**" on the Business Model Innovation Canvas, of entering Slip "Promptness" as Value.

Creating a Mapping for it is partly similar to creating a Mapping of a Revenue Stream in a Business Model Canvas to a Plan Value (see **Mapping to Value**). In the "**Mapping Wizard**", as shown in the next picture, the "Plan Value" checkbox is left unchecked this time. From the drop-down selection list, which then appears, "Newspaper on the mat" is selected as "Source" (see **Mapping to Value**). This is the Value Proposition to the Customer, as was already entered before (see **Mapping to Value Proposition in BM**).

The Mapping that is created this way is shown in the Slips table on the "Business Canvas editor" page.

In order to see the data that has been created in the linked BM, navigate to the "Business Model Definition page" for linked BM (see Mapping to Participant Network in BM for how to navigate there). The next picture shows (a part of) the "Value Propositions" tab of that page, with "Promptness", as just created through Slip mapping, added as Value, being delivered via Value Proposition "Newspaper on the mat".

Earlier it was already demonstrated how a Slip in the "Value Propositions" Dimension of a Business Model Canvas is mapped to a Value Proposition for a Customer in the linked BM (represented as a Customer Segment in the Business Model Canvas); see **Mapping to Value Proposition in BM**. It will now be demonstrated how a Slip in the "Value Propositions" Dimension of a Business Model Innovation Canvas is mapped to a Value Proposition for a Partner in the linked BM (represented as a Partner in the Business Model Innovation Canvas).

The next picture shows the result, in the "**Business Canvas editor**" on the Business Model Innovation Canvas, of entering Slip "Delivery service" as Value Proposition.
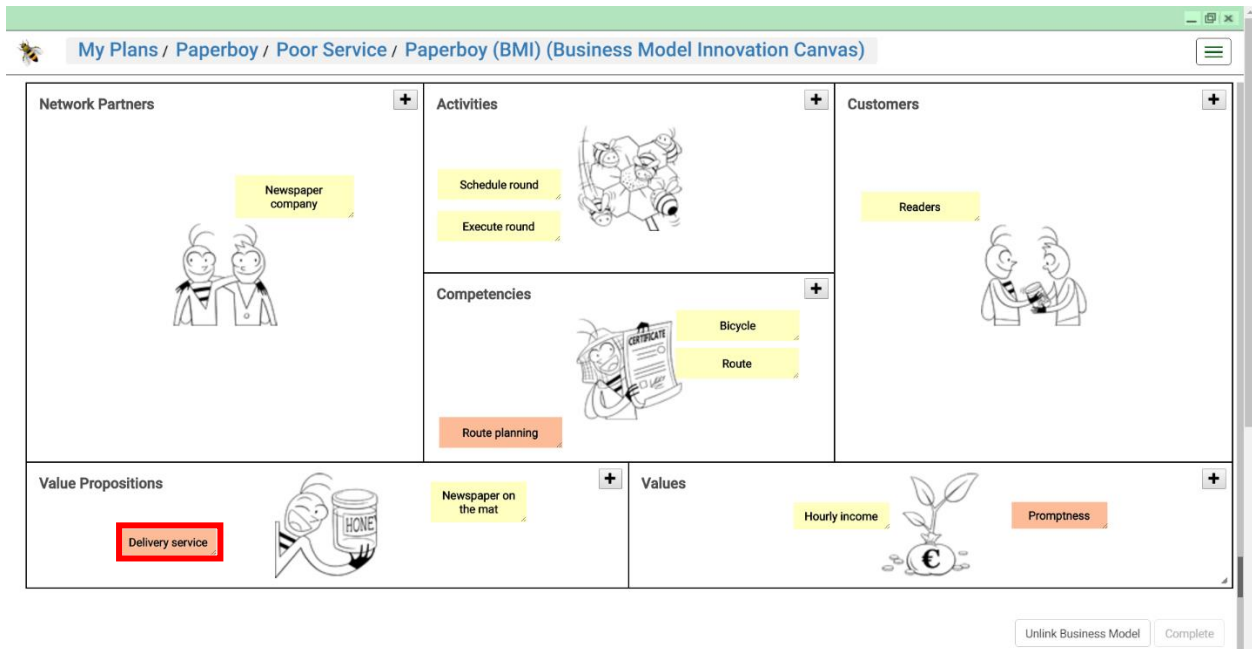
Creating a Mapping for it is similar to creating a Mapping of a Value Proposition in a Business Model Canvas to a Value Proposition in the linked BM (see **Mapping to Value Proposition in BM**). The next picture shows the "**Mapping Wizard**", with the proper selections made to establish the Mapping.

The Mapping that is created this way is shown in the Slips table on the "Business Canvas editor" page.

In order to see the data that has been created in the linked BM, navigate to the "**Business Model Definition page**" for linked BM (see **Mapping to Participant Network in BM** for how to navigate there). The next picture shows (a part of) the "**Value Propositions**" tab of that page, with Value Proposition "Delivery service", as just created through Slip mapping.

Note that Value Propositions to or from other Participants, such as from a Customer or from a Partner can be entered as well. Both directly via the "**Business Model Definition page**" and via mapping of Slips in a Business Canvas, in particular the Business Model Innovation Canvas.

So-far we demonstrated the combined use of Business Model Canvas and Business Model Innovation, in relation to the same BM. Other types of Business Canvases can be used to further complement the view on the linked BM, e.g., to add business model transformation data via a Lean Change Canvas, or multiple "capitals" via an Integrated Reporting Canvas, etc.

Advanced use of Business Canvas and Mapping

So-far we demonstrated most aspects of the use of Business Canvases in VMP. We will now demonstrate some advanced and special features.
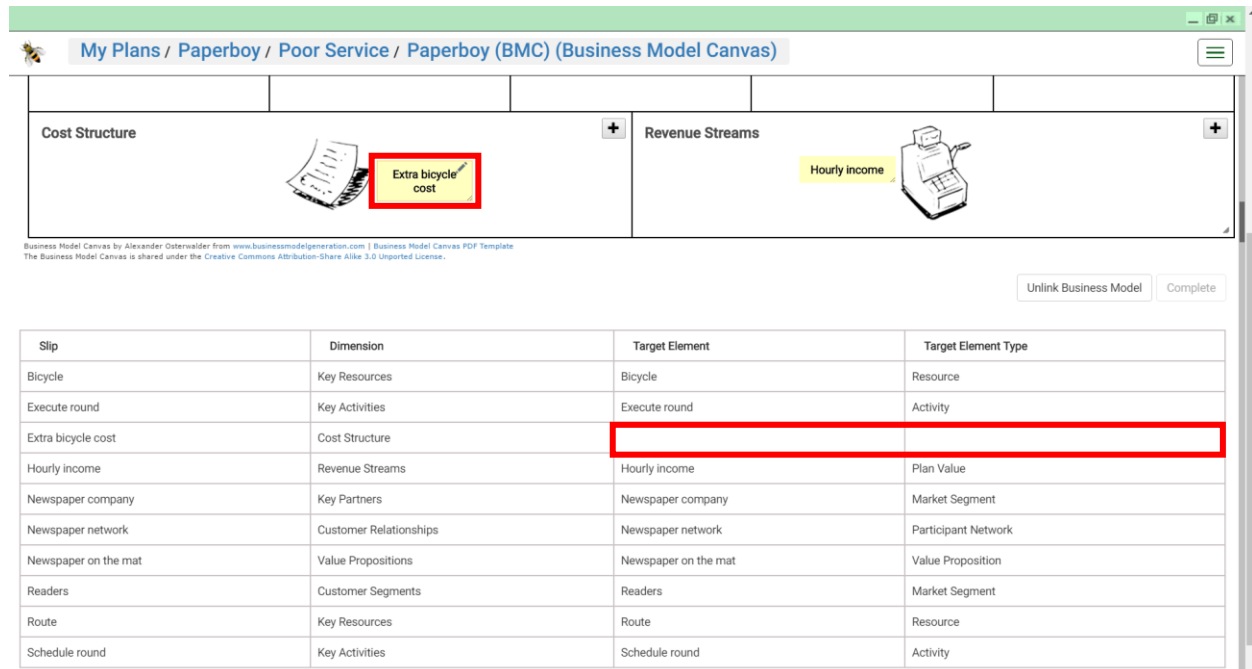
One aspect is about modeling flexibility, where, after having established Mappings for some Slips in the Business Canvas, more Slips are added, mapping of which influences already created Mappings.

In the demonstration of this, we will also involve the concept of "My Proposition", something that was encountered in the "Mapping Wizard" earlier, but not used in the demonstration so-far. For proper understanding of the concept of "My Proposition", as the VMP way to model "Value capture" by the Business, the reader should refer to the User Guide of the VDMbee Value Management Platform.

We will also deal with a special case: a Participant, from the linked BM, participating as both Customer and Partner to the same BM, and how this can be driven from Business Canvas, through mapping.

Modeling flexibility and dealing with "My Proposition"

We now revisit the Business Model Canvas. One Slip in it remained un-mapped so-far: Cost Structure "Extra bicycle cost", as highlighted in the next picture.

It will now be demonstrated how Slip "Extra bicycle cost" can be mapped. There are various ways of doing it, but, in the context of the example, it is typically mapped to an Activity Value in the linked BM, for the Activity "Execute round" (see above).

Clicking the pencil on Slip "Extra bicycle cost", starts its "**Slip Details**", as shown in the next picture.

Clicking button "Create Mapping" starts the "**Mapping Wizard**" on it, which immediately proceeds with step 2 of the mapping process, as there is only a single "Map To" supported, being "Value" in BM or at Plan level in VMP.

As is required when mapping to a Value Proposition Value in the linked BM (see **Multiple Business Canvases: different views on the same BM**), also when mapping to an Activity Value in the linked BM, the "Plan Value" checkbox is left unchecked, as in the next picture:

On selecting Activity "Execute round" as Source of Value "Extra bicycle cost", the next drop-down list is shown, to select an existing Value Proposition or My Proposition from the linked BM. This is required, as in VMP the concept of "Value Stream" requires that Activities, and the Values that they create, contribute to one or multiple Propositions, that are then said to be "pursued" (see User Guide of the VDMbee Value Management Platform for details). But as shown in the next picture, there's only the Value Proposition to the Customer Segment listed ("Newspaper on the mat"), as that is the only Value Proposition that includes the Activity in its Value Stream.

But Readers aren't interested in the "Extra bicycle cost" of the Paperboy ! Actually, "Extra bicycle cost" is not considered Value that is created for the Customer, but is rather considered Value that is "captured" by the Schoolboy (in the Role of Paperboy) himself, as the "Business" (or owner) of the BM.

For this purpose we first enter a Proposition that is qualified as "My Proposition" (from the perspective of the Business). This can be achieved in several ways:

- Enter it in the BM directly, via the "**Business Model Definition page**" (see User Guide of the VDMbee Value Management Platform for details).
- Enter it via a Business Canvas, and based on it create My Proposition in the linked BM, through mapping.

We demonstrate the latter, using the Business Model Innovation Canvas. The next picture shows the Business Model Canvas, with additionally entered Slip "Cost proposition".

It is mapped as follows:

Clicking the pencil on Slip "Cost proposition", starts its "**Slip Details**", as shown in the next picture.
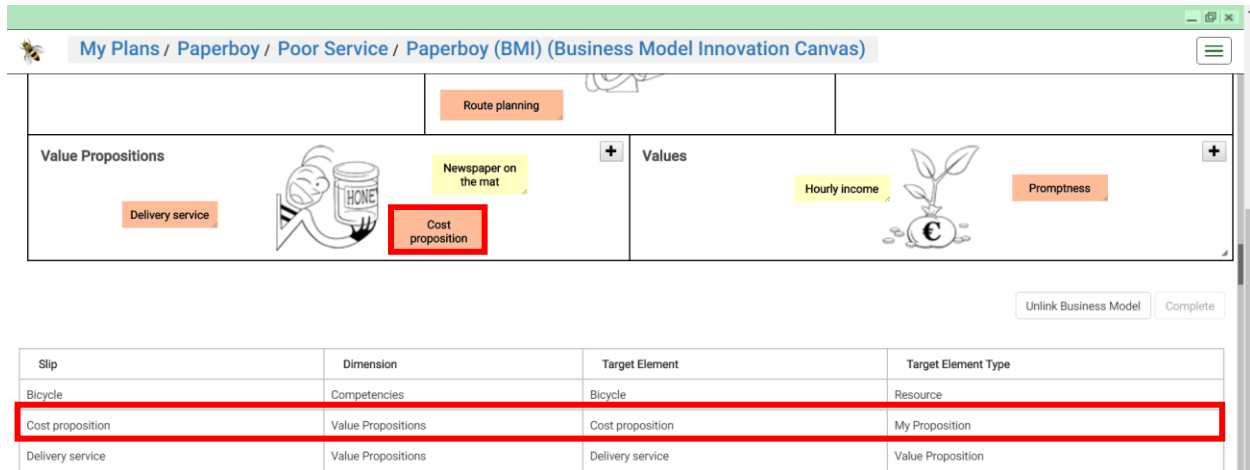
Clicking button "Create Mapping" starts the "**Mapping Wizard**" on it, which immediately proceeds with step 2 of the mapping process, as there is only a single "Map To" supported, being "Value" in BM or at Plan level in VMP.

The next picture shows the "**Mapping Wizard**", with the proper selections made to establish the Mapping. Note that "My Proposition" is now checked.

The Mapping that is created this way is shown in the Slips table on the "Business Canvas editor" page.

In order to see the data that has been created in the linked BM, navigate to the "**Business Model Cube page**" for the linked BM (see **Mapping to Participant Network in BM** for how to navigate there).

This starts the "**Business Model Cube page**" for this BM. The next picture just shows the left-hand side of that page. It shows the just created "Cost proposition", shown in Dimension "Value Propositions" of the BM Cube. This is in accordance with the Business Innovation Model Canvas, in which "Cost proposition" was entered in Dimension "Value Propositions" as well. Note that, essentially, Business Model Innovation Canvas is a 2D representation of the BM Cube in VMP. It matches 1-1.

Clicking button "Start" will start the "**Business Model Definition page**" for this BM. The next picture shows (a part of) the "**My Propositions**" tab of that page, with My Proposition "Cost proposition", as just created through Slip mapping.

Remember that, above, we wanted to map Slip "Extra bicycle cost" to an Activity Value of Activity "Execute round", which pursuing a proper Proposition, which is My Proposition "Cost proposition" as just created. So we will revisit the Business Model Canvas and proceed further with where we left above, in order to establish the following:

- Updating the existing mapping of Slip "Execute round", so that it will now also pursue "Cost proposition" in the linked BM.
- Map Slip "Extra bicycle cost" to Activity Value of Activity "Execute round", as pursuing "Cost proposition" in the linked BM.

The following picture shows "Execute round" as one of the two Key Activities in the Business Model Canvas again.
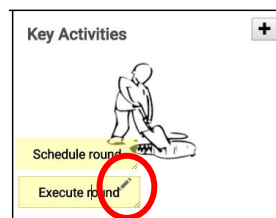
Clicking the pencil on it, starts its "**Slip Details**", as shown in the next picture.

As a Mapping to a Target Element does already exist, we now click button "Add Mapping". This starts the "**Mapping Wizard**" on the Slip again, in which selections are made such that the Activity will now pursue both "Newspaper on the mat" (as before) and "Cost proposition".

Clicking "Complete" will actually create the additional mapping for Slip "Execute round", to the same Target Element, Activity "Execute round", but now also in the Value Stream of My proposition "Cost Proposition", so that the Activity, in the BM, is now in two Value Streams: of "Newspaper on the mat" as well as of "Cost proposition".

In order to see the data that has just been created in the linked BM, navigate to the "Business Model Definition page" for linked BM again (see **Mapping to Participant Network in BM** for how to navigate there). The next picture shows (a part of) the "**Activities**" tab of that page again, with Activity "Execute Round" now also pursuing "Cost Proposition".

After having entered "Cost proposition", and mapping it to My Proposition in the linked BM, and after having added Mapping for Slip "Execute round", so that its Target Element, Activity "Execute round", now also pursues "Cost proposition", the actual Mapping for Slip "Extra bicycle cost", as tried earlier, can now also be established. The next picture shows Slip "Extra bicycle cost" in Dimension "Cost Structure" of the Business Model Canvas again.

Clicking the pencil on Slip "Extra bicycle cost", starts its "**Slip Details**", as shown in the next picture.

Clicking button "Create Mapping" starts the "**Mapping Wizard**" on it. The next picture shows the "**Mapping Wizard**", with the proper selections made to establish the Mapping.

Clicking "Complete" will actually create the Mapping. The Mapping that is created this way is shown in the Slips table on the "**Business Canvas editor**" page.

In order to see the data that has been created in the linked BM, navigate to the "**Business Model Definition page**" for the linked BM (see **Mapping to Participant Network in BM** for how to navigate there). The next picture shows (a part of) the "**Activities**" tab of that page, with Activity "Execute round", together with its newly created Value "Extra bicycle cost", as just created through Slip mapping.

Note that, as always, this data in the BM could also have been created directly via this "**Business Model Definition page**" itself, but by this it has been demonstrated how the same can be created through mapping a Slip in a Business Canvas also.

It might be useful to also enter Slip "Extra bicycle cost" to the "Values" Dimension of the Business Model Innovation Canvas, by selecting the newly created Value from the linked BM. See **Enter Slips by selecting existing elements in the linked BM**, for how to do that. The result of this is shown in the next picture.
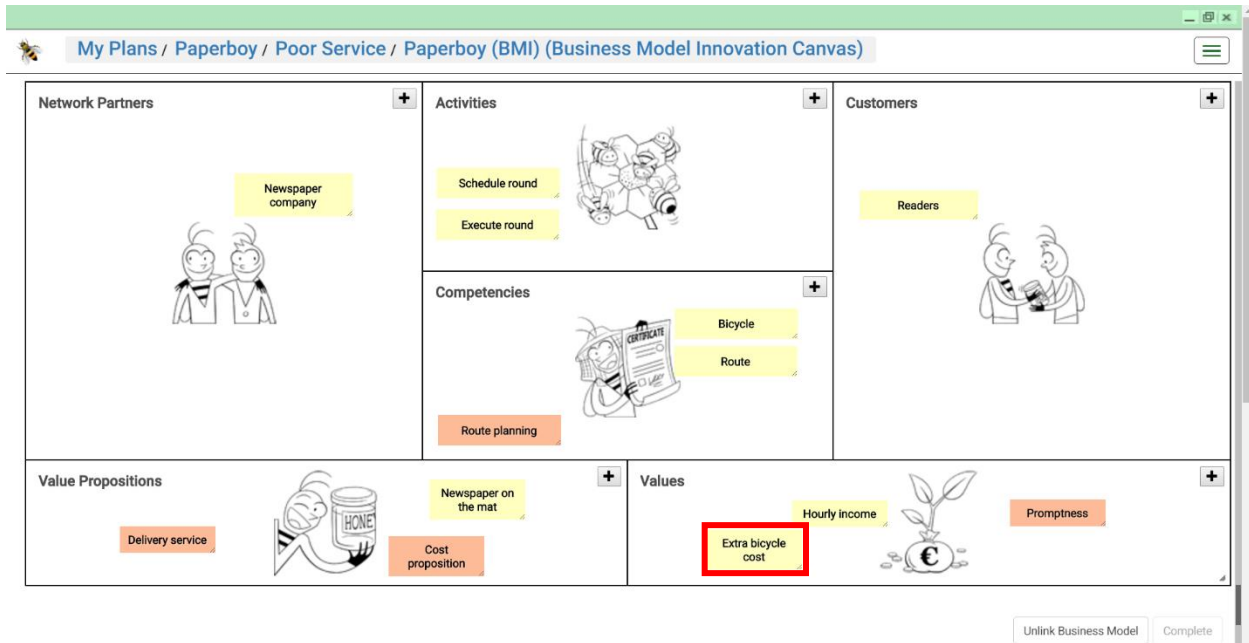
Sell to and Buy from same Participant

Sometimes, a Participant may serve both as Customer and Partner to the same BM. This can be achieved directly at BM level via the "**Business Model Definition page**" (see User Guide of the VDMbee Value Management Platform for how to do that). But it is also possible to do this via a Business Canvas, and from there, establish the same in the linked BM, via mapping.

It will be demonstrated shortly here, how to make "Readers" also Partners, and how this can be achieved from, for instance, the Business Model Canvas. The next picture shows how a new Slip "Readers" has now also been entered to Dimension "Key Partners" of the Business Model Canvas, in addition to the already available Slip "Readers" in "Customer Segments".
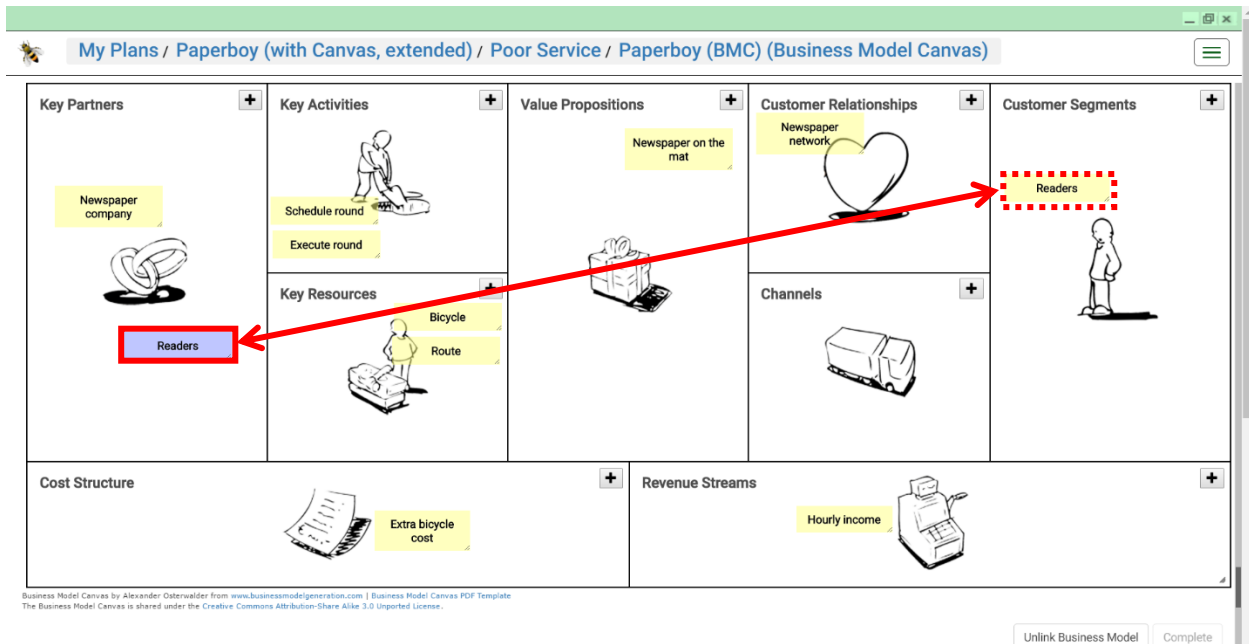
It is intended that these two similarly named Slips are mapped such that they represent the same Participant in the linked BM. It will now be demonstrated how this can be achieved.
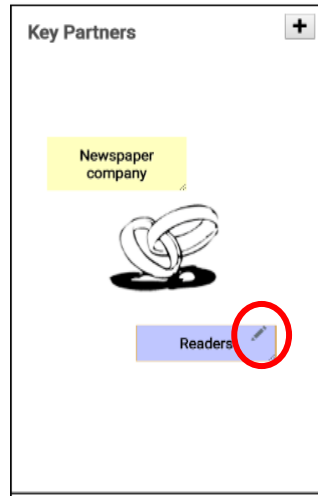
Clicking the pencil on Slip "Readers", starts its "**Slip Details**", as shown in the next picture. Note again that "Readers" is now considered in Dimension "Key Partners".

Clicking button "Create Mapping" starts the "**Mapping Wizard**" on it, as shown in the next picture.

When you just would leave the content of "Select/Enter Partner" unchanged, fill in the remaining empty fields, and press "Complete", an additional Participant object would be created, which would be

attached as Partner in the linked BM. And this newly created Participant object would be named "Readers1", to avoid a naming conflict with the already existing Participant "Readers".

In order to re-use the existing Participant "Readers", and establish a link to that one instead, make use of the fact that this field is enabled for typeahead search against existing Participants in the linked BM (See **Mapping to Participant in BM**). As the picture above shows, backspacing (a) character(s) in "Select/Enter Partner", will trigger that search, based on which existing Participant "Readers" is shown. When that one is selected, a Mapping will be established to the existing Participant "Readers", which will then be attached to the linked BM as Partner, in a way similar as was already demonstrated in **Mapping to Participant in BM**. Note that the Role that the Participant has as Customer, cannot be re-used. Though VMP allows that a Participant can serve as both Customer and Partner to the same BM, this is only possible through different Roles, and hence, a new to be created Role has to be entered in the last field, as shown in the next picture.

In order to see the data that has been created in the linked BM, navigate to the "**Business Model Definition page**" for the linked BM (see **Mapping to Participant Network in BM** for how to navigate there). The next picture shows (a part of) the "**Participants**" tab of that page, with Participant "Readers" now also linked as Partner, in role "Helper".

Note that, as always, this data in the BM could also have been created directly via this "**Business Model Definition page**" itself, but by this it has been demonstrated how the same can be created through mapping a Slip in a Business Canvas also.

Expose Measurements via a Business Canvas

As demonstrated so-far in this User Guide, one or more Dimensions of Business Canvases of several Business Canvases Types, contain Slips that can be mapped to Target Elements that represent Values in the linked BM, or that represent Plan Values of the containing Plan.

For instance, for the two Types of Business Canvases that have been demonstrated in this User Guide:

- Slips in the "Cost Structure" and "Revenue Streams" Dimensions of a Business Model Canvas.
- Slips in the "Values" Dimension of a Business Model Innovation Canvas.

These BM Values and Plan Values may be enabled for measurement, and in that case they may have Measurements associated with them (see User Guide of the VDMbee Value Management Platform for how to measure Value). In case such a Value has a Measurement defined, and that Value serves as Target Element of a Mapping for a Slip in a Business Canvas, then that Slip will show the Measurement data in the Business Canvas.

Take for example Slip "Hourly income", with Plan Value "Hourly income" as Target Element of its Mapping; see **Mapping to Value**.

The next picture shows how that Plan Value is now "enabled for measurement", and that a Measurement has been created for it.
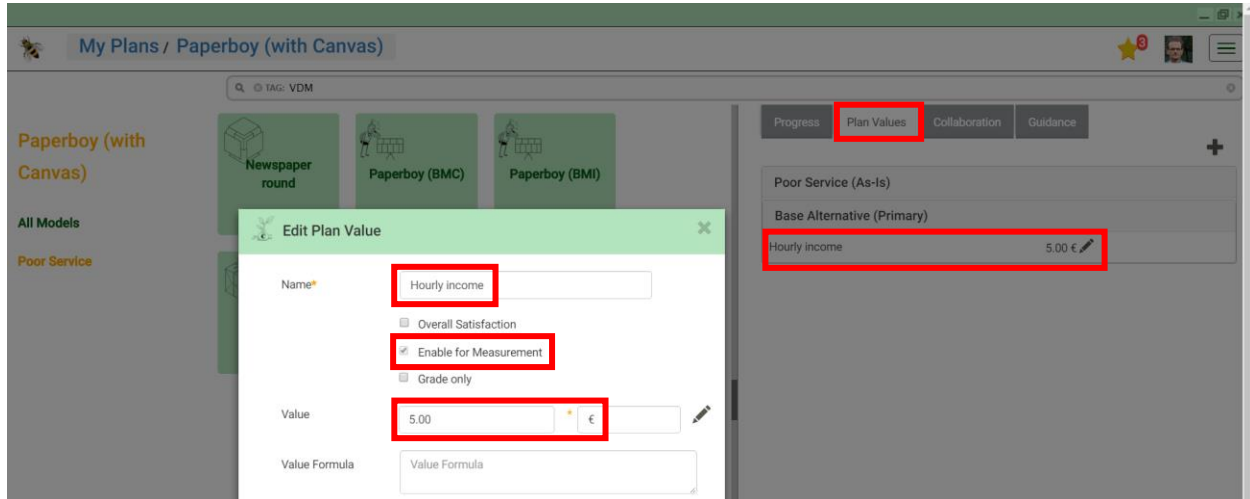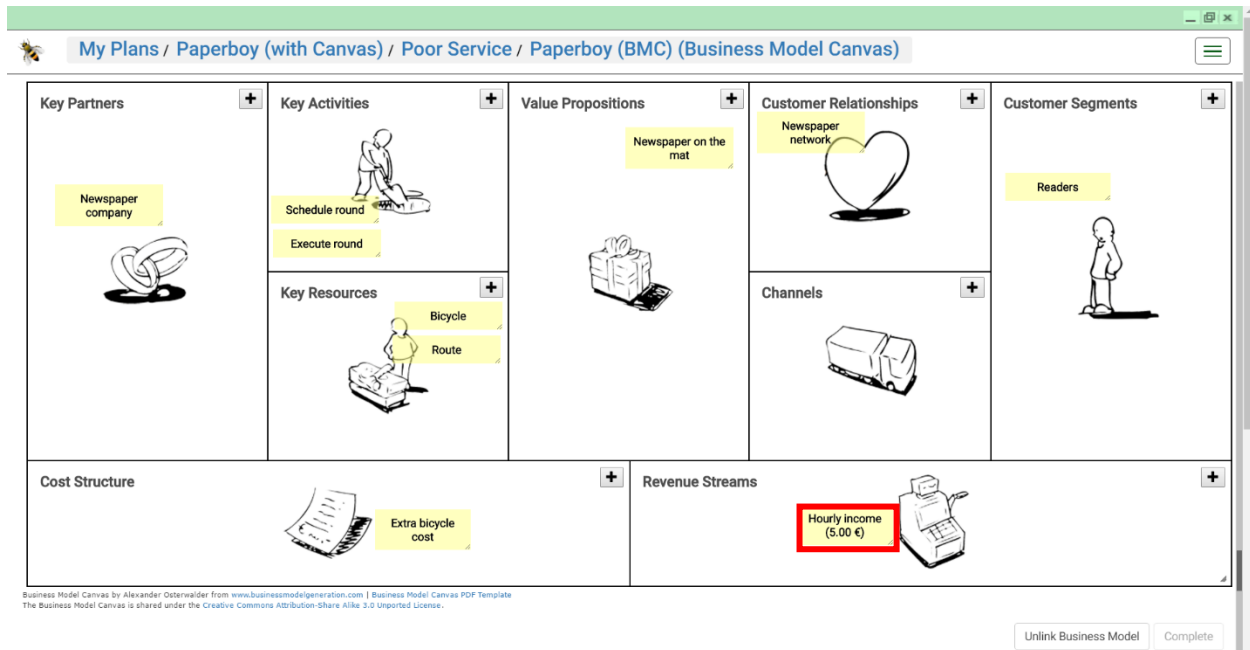

This Measurement is now also exposed via the corresponding Slip in the Business Canvas, as the next picture shows.


This is supported for Slips that are mapped to Values in the linked BM as well.

Life Cycle Management of Business Canvases

VMP provides support for life cycle management of Business Canvases, behind the scenes, in the same way as it is supported for BMs (see User Guide of the VDMbee Value Management Platform for details).

In order to give an impression of how this is exposed to the user, and how this works, consider again the following screenshot of the "**Plan page**".
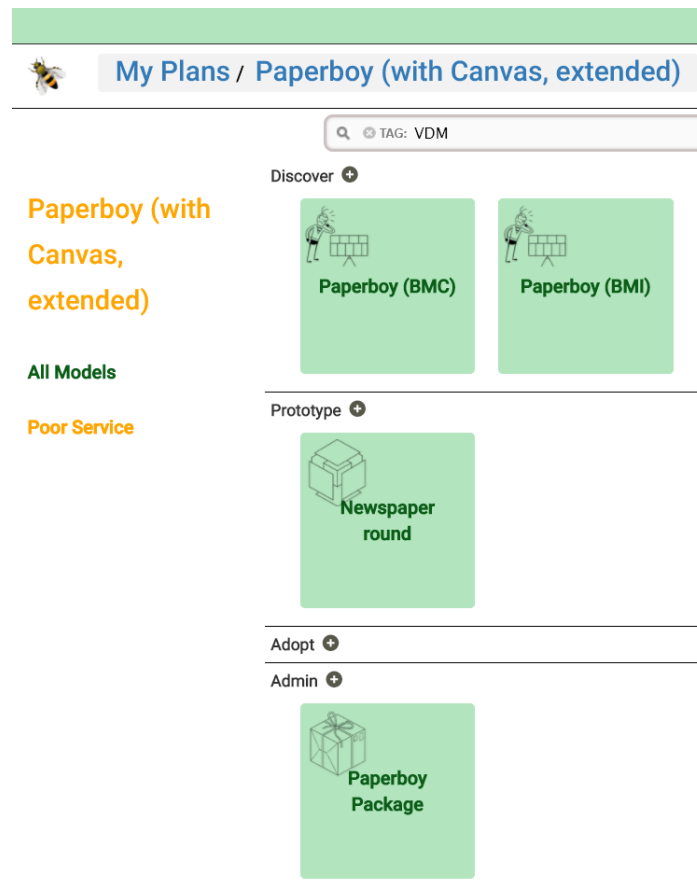
All Models, represented by their **green** boxes, show clear. This means, they, or the Package that contains them, is owned by the current Alternative. For proper understanding and management of Phases, Alternatives, Packages, etc., see User Guide of the VDMbee Value Management Platform.

When a new Phase is created in the same Plan, and we make the new Phase current, the **green** Model boxes now show dimmed.
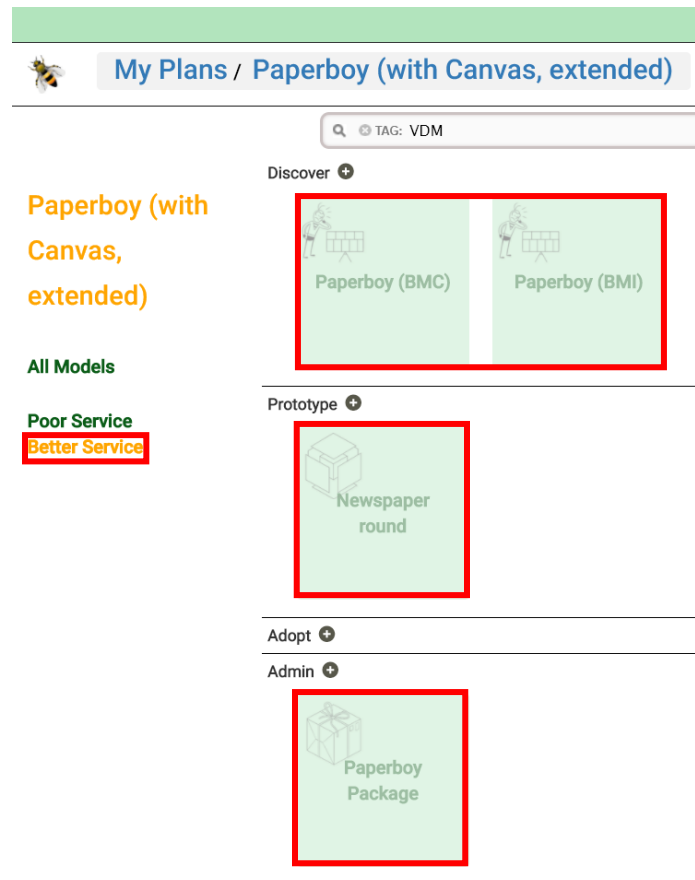
This means, they, actually the Package that contains them, are just referenced by the current Phase, being the new Phase, "**Better Service**". The Package itself is still owned by the original Phase, "**Poor Service**".

When changes are applied to a Business Canvas, in the new Phase ("**Better Service**"), for instance by adding, removing, renaming and/or re-coloring Slips, then, pressing the "Complete" button in the "**Business Canvas editor**" page will also trigger the creation of a local version (or "copy") for the new Phase. This is demonstrated below.

The next picture shows how a new Slip, here "Tip", has been entered as "Value Proposition" in the Business Model Innovation Canvas, in the new Phase ("**Better Service**").
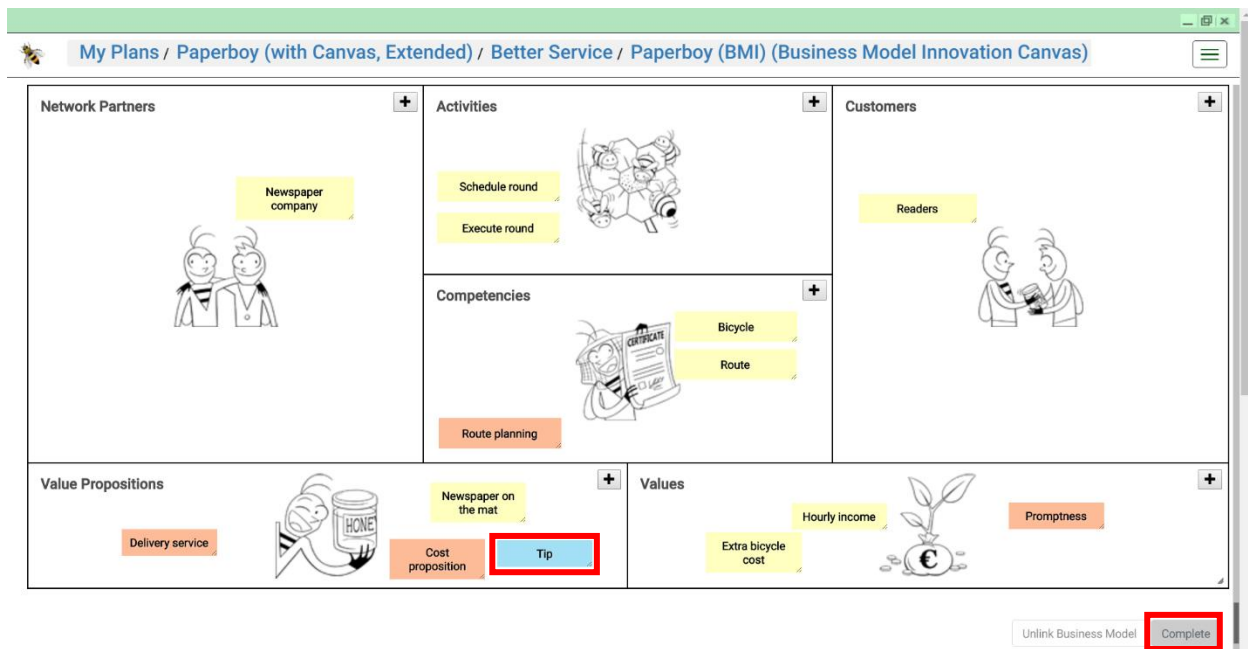
After completing this change (by clicking "Complete"), the **green** Model boxes on the "**Plan page**" now show clear, as is shown in the next picture. Which means: a local version (or "copy") of the Package (and the Models that it contains) has been created for the new Phase. And this has happened automatically, behind the scenes.
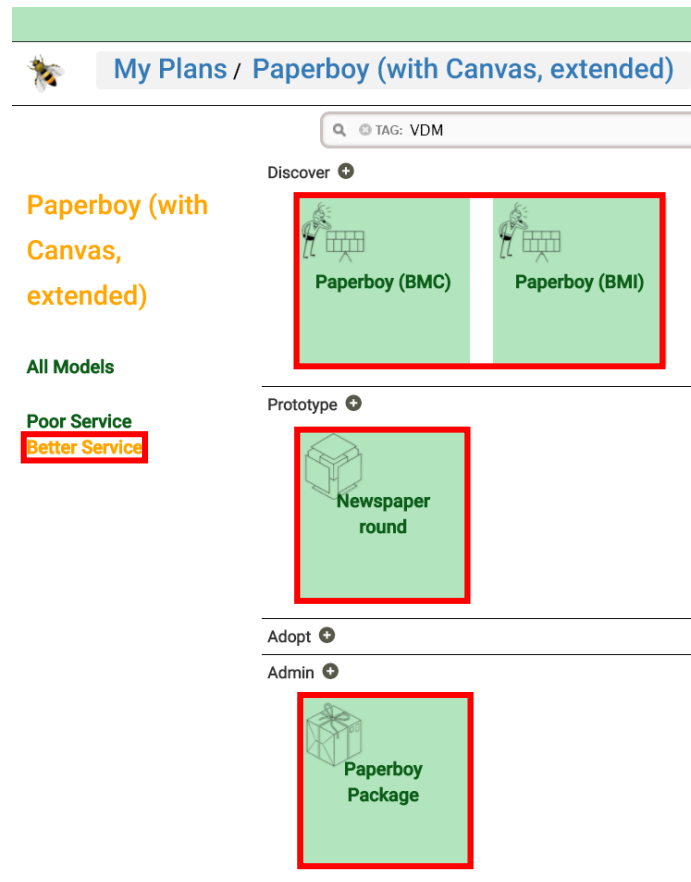
When any next change is created in a Business Canvas (as well as in a BM), in this new Phase ("**Better Service**"), the change will only affect content in this new Phase. And any change in a Business Canvas (and/or in a BM) in the previous Phase ("**Poor Service**") will no longer affect the Models in the new Phase.

VMP supports similar behavior when a new Alternative is created in a Phase. Initially, the new Alternative will refer to the Package as owned by the "Master" Alternative of the Phase; see User Guide of the VDMbee Value Management Platform. But after applying a change to a Business Canvas in the new Alternative, a local version (or "copy") is created on completion of that change.

This way, VMP supports the user in varying Business Canvases from Alternative to Alternative, and in evolving them from Phase to Phase.