

Why a Business Model Needs to Survive Today

Learning objective: You'll understand why classic business plans fail in e-commerce, what VUCA means for your shop, and why a canvas is a better management tool than a static plan.

Key Takeaways

- Traditional business plans are too static for today's e-commerce world.
- VUCA explains why plans become outdated so quickly.
- A canvas is a living document that creates clarity and the ability to adapt quickly.
- Business plans are useful for financing conversations, but they fall short as a management tool.
- VUCA describes reality: volatile, uncertain, complex, ambiguous.
- A canvas makes your business model visible, open to questioning, and easy to adapt.

Framework steps

1. Recognizing business plan pitfalls
2. Understanding VUCA
3. Applying Canvas logic
4. Volatile
5. Uncertain
6. Complex
7. Ambiguous

Key points at a glance

RELEVANCE

What Does This Mean for Your Shop?

Every decision about your product range, pricing, and marketing depends on a clear business model.

CONCEPT

The Classic Business Plan: A Document for More Stable Times

The classic business plan was written for bank meetings and investors, not for fast operational decisions.

V = Volatile: markets change suddenly and unpredictably.

A business model describes how a company creates, delivers, and captures value.

CONCEPT

Plan versus canvas: two different worlds

A plan is linear, static, and written around a fixed set of assumptions.

CONCEPT

What makes a canvas so valuable?

You see all the key building blocks of your business at a glance, like a poster on the wall.

How to use this job aid: Use it as a quick reference before you tackle a campaign, an audit, or a strategy decision. The takeaways and the decision matrix help you focus quickly and avoid common mistakes.