

# Business Model Canvas from Structural Model to Dynamic Framework: A Systematic Review of Adaptations and Modifications

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## Abstract

Since its publication in 2009, the Business Model Canvas (BMC) has become a key tool for structuring business models. After 15 years, the model faces challenges from new demands (sustainability, digitalization, and co-creation), which may have motivated multiple proposals for adaptation or major modification for broader application in contemporary businesses.

This study aimed to examine the evolution of the BMC through the analysis of academic proposals for its adaptation and modification, using a systematic review structured under the PRISMA guidelines.

A total of 71 publications were identified, with 25 included in the review, noting the highest production in 2021 and 2024, particularly in the journal Sustainability.

Adaptations of the BMC were identified for sector-specific use (energy, higher education, or product-service solutions), including redefinition of the value proposition through remanufacturing, customer segmentation, incorporation of hybrid channels for continuous interaction, and the strategic use of emotions as a key resource.

The modifications highlight patterns oriented towards sustainability, digital transformation, sectoral diversification, and value co-creation.

This systematic review shows that the BMC has evolved from a structural tool to a flexible model, where adaptations strengthen its contextual applicability and modifications position it as a strategic framework for innovation and organizational redesign, thus providing a rigorous foundation for its use in business transformation processes.

**Keywords:** co-creation, organizational innovation, sustainability, digitalization, business transformation