

Business Model Canvas

Lay out a business on a single page of nine boxes, filled in customer-first order, so the team can see whether the model holds together and where its riskiest assumptions live.

DURATION

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GROUP SIZE

4-6

people

WHAT YOU BRING

A business or product idea concrete enough to test, a nine-box Canvas on a wall, and people who can speak to every part of the model.

WHAT YOU LEAVE WITH

- Nine-box Canvas capturing the whole business model on one page
- Named list of contradictions between boxes (revenue vs cost, value vs channel)
- Explicit list of assumptions and empty boxes to test next
- Shared business literacy across founder, product, ops, and developers

WHO TO INVITE

- **Facilitator.** Holds the box order, keeps the conversation moving, catches features smuggled into Value Propositions.
- **Founder or business owner.** Mandatory. Owns the pricing, cost, and margin assumptions no one else in the room can speak to.
- **Product person.** Anchors value propositions and channels; translates between business framing and delivery framing.
- **Customer-facing staff.** Sales, support, marketing, ops complaint-handlers contradict optimistic assumptions with what customers actually say.
- **Developers and operations.** One or two of each. Ground Key Resources, Activities, Partners, and Cost Structure in operational reality.

USE WHEN

- Starting a new business, product line, or major pivot
- You suspect value, pricing, and costs don't actually fit together
- You need to explain the model to investors, a board, or new hires
- Comparing two business model options side by side

AVOID WHEN

- × The business model is settled and not in question
- × Planning features or sprints -- this is strategic, not tactical
- × Nobody in the room understands revenue, costs, or margins
- × Investors or large stakeholder groups will be watching the conversation

How the session runs

- **Phase 1 -- Customer Segments (10 minutes)**

Name exactly who the business serves, with enough specificity to recognise one on the street. Rank primary and secondary segments, and flag any segment the team has never actually spoken to.

- **Phase 2 -- Value Propositions (15 minutes)**

For each segment, capture the benefit as the customer would describe it, not the feature the team would build. Mix functional, problem-solving, emotional, and economic value, and link each to the segment it serves.

- **Phase 3 -- Channels (10 minutes)**

Map how customers become aware, evaluate, buy, receive, and get supported. Cover all five phases, including the unglamorous delivery channel, and challenge wish-list channels like 'we'll go viral'.

- **Phase 4 -- Customer Relationships (10 minutes)**

Name the relationship per segment -- personal, automated, community, co-creation -- and check it matches the promised value. Force a concrete retention story, not just acquisition.

- **Phase 5 -- Revenue Streams (10 minutes)**

Capture what customers pay, how, and how much, with numbers on the stickies even if rough. Record the shape of revenue (per box, monthly, annual) because it dictates the cost structure that must cover it.

- **Phases 6 & 7 -- Key Resources and Key Activities (20 minutes)**

List the physical, intellectual, human, and financial assets the model needs, then name the essential and distinctive activities it must do well. Push past obvious infrastructure to the hard things -- trusted suppliers, sourcing, acquisition.

- **Phases 8 & 9 -- Key Partners and Cost Structure (20 minutes)**

Capture who the business depends on and who could break it, then categorise fixed, variable, and one-time costs with enough detail to compare to revenue. Flag single points of failure and commonly forgotten costs like acquisition, wastage, and support.

- **Phase 10 -- Review for coherence (15 minutes)**

Read paired boxes aloud -- revenue against costs, value against relationships, segments against channels -- and name every contradiction. Each break becomes an assumption to test or a strategic decision to make.