WORKSHEET + WORKED EXAMPLE

How Does This Offer Actually Work?

A nine-part business model with its riskiest assumption ready to test.

40 minutes | Business Model Canvas · Nine building blocks

Use it in three moves

1. Choose one offer and identify who uses it, who chooses it, and who pays. They may be different people.

2. Fill the nine areas with what you know. Mark assumptions, and check that delivery activities, resources, and costs support the promise.

3. Find the assumption whose failure would change the model most. Agree a small test before investing in the whole offer.

Customer segments

Who uses, chooses, and pays? Those may be different people.

Value propositions

What job or problem does the offer address, for which segment?

Channels

How do people discover, evaluate, receive, and get help with it?

Customer relationships

What ongoing interaction is needed and affordable?

How Does This Offer Actually Work?

YOUR WORKING NOTES / CONTINUED

Revenue streams

Who pays for what, when, and on what basis? Mark assumptions.

Key resources

What people, information, tools, rights, or assets are essential?

Key activities

What must you repeatedly do to deliver the promise?

Key partnerships

Who supplies something critical, and what is agreed?

Cost structure

Include ongoing support, updates, distribution, and work often treated as free.

Choose the riskiest assumption

State a test, evidence threshold, owner, and decision date.

A question for me

What work are we assuming somebody will do without time or compensation?

See one way through

FICTIONAL WORKED EXAMPLE / NOT THE ANSWER TO YOUR SITUATION

Customer segments

Small service firms; the operations manager chooses, staff use the guide, and the business pays.

Value propositions

A practical onboarding pack that reduces repeated setup questions.

Channels

A public example, direct download, and a clear support page.

Customer relationships

Self-service materials with a defined route for corrections; no implied bespoke consulting.

Revenue streams

Hypothesis: a company license, not a fee per new starter. Test willingness to pay without presenting an invented price as evidence.

Key resources

Accurate guidance, editorial time, accessible files, and permission for any included material.

Key activities

Research, test with managers, update the pack, and answer scope questions.

Key partnerships

A subject specialist reviews relevant guidance under a clear paid scope.

Cost structure

Editing, specialist review, hosting, and support time. Compare costs with the proposed revenue model.

Choose the riskiest assumption

Interview five operations managers about their last onboarding problem, then test a sample pack. Do not treat compliments as proof of willingness to pay.

The thinking behind it

A model that only works because someone supplies invisible labor needs to be redesigned. Include maintenance, access, and the cost of keeping the promise.

The Business Model Canvas was developed by Alexander Osterwalder and Yves Pigneur and is published by Strategyzer. This original nine-block Lab adapts the concept with new prompts and examples. Attribution: Strategyzer.com. This Lab is licensed CC BY-SA 3.0; keep attribution and share adaptations under that license.

Strategyzer · Business Model Canvas

Read You Have a Culture Problem by Nic Payne

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