ENTREPRENEUR IN RESIDENCE PROGRAMME

Modern Apprenticeship EiR +2026 — Business Model Canvas

A working session for teaching practitioners |
Session 6 — Playbook 1

YOUR NAME: **YOUR ORGANISATION:** **YOUR TITLE & ROLE:**

You have been working with a selected SME throughout this programme - building your understanding of what makes a business tick, where it creates value, and how it can grow sustainably. You have used tools including the Value Pyramid, Value Curve, PESTLE, and the 5 Whys to interrogate that business from the outside in.

Today you go inside the business. The Business Model Canvas (BMC) gives you a single-page view of how any business creates, delivers, and captures value. You will work through all nine blocks — not as a theoretical exercise, but as a live mapping of the company you know.

Everything you write should be in the voice of the company. Use what you already know. Where there are gaps, make a reasoned judgement and flag it.

As well as completing this workbook – please complete your Business Model Canvas with your updated assessment of your business. This will help with some 'storytelling' later on in the session

As a reminder, here are a reminder of some of the tools and outputs you have already built that feed into today's work:

- Value Pyramid — individual and company values
- Vision, Mission & Values review
- Value Curve — competitor analysis and key metrics
- PESTLE — external forces shaping the business environment
- 5 Whys — root cause thinking linked to PESTLE findings
- Customer Persona — who the company serves
- Greening the supply chain — sustainability lens on operations

TASK — Use this Playbook to map your chosen SME onto the Business Model Canvas. Work through each block in order. Build the story.

Some Notes:

This is all Group Work- no solo work when building a Team!

Times are indicative only- the amount of detail you have created during the last 5 sessions may shorten some of these times.

Have your BMC in front of you- ready to dive deeper into each of these sections.

Questions 1A to 1C cover the right hand side of the canvas- the Profit Centre element

Questions 1D to 1G cover the left hand side of the canvas- the Cost Centre element.

SESSION 6 — Business Model Canvas

Mapping your SME — block by block

Part 1A — Values & Value Proposition (10 mins)

Start with the foundations. Every strong business model is rooted in what the company believes and the specific value it delivers to its customers. Use what you already know about this company - and push further.

Q1	**What are the core values of this company? What does it stand for beyond making money?** *Think back to the Values work you did in Session 1. Does this company live by those values? How do you see them in action? List 3–5.*
	Company values (e.g. quality craftsmanship, local community, environmental responsibility...)eg Bain pyramid: Elements of Value interactive graphic - Bain & Company Insights

Q2	**What is this company's Vision? Where is it going in the next 5–10 years?** *A strong vision is ambitious but grounded. Refer to the Vision & Mission review from earlier sessions. Refine or rewrite it in your own words.*
	Vision statement or direction of travel...

Q3	**What is the Value Proposition — the specific value this company delivers to its customer?** *Which customer problem does it solve? What bundle of products or services does it offer? What need does it meet? Use the BMC characteristics as prompts: Newness, Performance, Customisation, Design, Price, Risk Reduction, Convenience.*
	Complete this: "We help [customer] to [outcome] by [approach], unlike [alternative]."

Tool suggestion — 5 Whys

If the value proposition feels vague, apply the 5 Whys: keep asking 'why does that matter to the customer?' until you hit the real underlying need. Your PESTLE work will help validate whether that need is growing or under pressure.

YOU MAY HAVE TO LEAVE Q3 UNTIL YOUR CUSTOMER GROUP IS BETTER DEFINED- THIS CAN BE VERY ITERATIVE

> ***A value proposition is not a tagline. It is a specific answer to a specific problem for a specific person(s).***

Part 1B — Customer Segments (15 mins)

Now move to who this company serves. You have already built a customer persona — this section asks you to go further and think about the size and shape of the opportunity.

Q4	**Who is the primary customer for this company? Describe them in detail.** *Go beyond demographics. What does a day in their life look like? What are they responsible for? What frustrates them? What would make their life significantly easier? Refer to your Customer Persona work.*
	Customer profile (role, context, motivations, frustrations, aspirations)...

Tool suggestion — Customer Persona

If your persona needs deepening, use the persona template: Who are they? What do they think & feel? What do they hear and see? What do they say and do? What are their pains and gains? The richer the picture, the more precise the business model.

Q5	**Where does this customer live, work, and spend time? How can the company reach them?** *Think geographically, digitally, and professionally. Is this a local market, regional, national? Where do they gather online or in person? What does their professional network look like?*
	Where to find this customer...

Q6	**How large is the potential market? What is the immediate realistic target?** *TAM = Total Addressable Market (everyone who could ever buy). Beachhead Market (the most likely early adopter group); reasoned estimates with clear logic are more valuable than guesses.*
	TAM / Beachhead Market estimates with brief reasoning...

Tool suggestion — PESTLE

Your PESTLE analysis will sharpen your market sizing. Are there Political or Economic forces growing or shrinking this market? Technological shifts creating new demand? Use it to validate whether the TAM is expanding or contracting — and why now is the right moment.

Political	Environmental	Societal	Technological	Legislation	Economic

Are there other customer segments this company could serve? Could the model be diversified, segmented, or extended into a multi-sided platform?

Other potential customer segments	Why this company is or isn't pursuing them

Part 1C — Channels & Customer Relationships (10 mins)

How does the company reach its customer and what kind of relationship does it build? These two blocks are closely linked — the channel gets the customer in; the relationship keeps them.

Q7	**Through which channels does this company reach its customers? Which work best?** *Use the five channel phases as your guide: (1) Awareness — how do customers find out about them? (2) Evaluation — how do customers compare options (value curve?)? (3) Purchase — how do they buy? (4) Delivery — how do they receive the value? (5) After-Sales — how does the company support them post-purchase?*
	Channels at each stage — note which are most effective and most cost-efficient...

Q8	**What type of relationship does this company build with its customers?** *Consider: Personal Assistance, Dedicated Personal Assistance, Self-Service, Automated Services, Communities, Co-Creation. Which model does this company use? Which should it use? How costly are these relationships to maintain?*
	Current relationship type and whether it fits the value proposition...

Q9	**How does the company turn a satisfied customer into an ambassador? What does an exceptional experience look like?** *Think about what makes the customer feel they are getting everything they need. What problem is completely solved? What does delight look like for this specific customer?*
	The exceptional customer experience — and what it takes to deliver it...

> ***The channel gets them in. The relationship keeps them. The experience makes them tell others.***

Part 1D — Revenue Streams (10 mins)

How does the company make money? The best revenue models feel entirely natural to the customer - they are paying for something they genuinely value and would miss.

Q10	**For what value are customers actually willing to pay? What do they currently pay?** *What does the customer believe they are buying? Is it the product, the outcome, the certainty, the relationship, the convenience? This is not always the same as what the company thinks it is selling.*
	What the customer values enough to pay for...

Q11	**How does this company structure its revenue? What pricing models does it use?** *Consider: Day rate; hourly rate; Asset Sale, Subscription Fees, Usage Fee, Licensing, Lending/Renting/Leasing, Brokerage Fees. Is pricing Fixed (list price, product-feature dependent, volume dependent) or Dynamic (negotiated, yield management)?*
	Revenue streams and pricing structure...do they align with value proposition?

Realistic Year 1–2 Revenue Target (with reasoning)	Pricing model — how the customer pays

Connecting revenue to market size
Use your TAM/Beachhead estimate from Q6. If you captured just 1% of your Beachhead in Year 1, what would that be worth? Does that cover your costs? Does the pricing model hold at scale, or does it break at volume?

Part 1E - Key Activities (10 mins)

What does this company actually do? Key activities are the critical things it must execute to deliver its value proposition, reach its channels, maintain customer relationships, and generate revenue. Here we also apply the Sustainable Business Model Canvas lens.

Q12	**What are the most important activities this company carries out to deliver its value proposition?** *Consider: Production activities (making, delivering),Site Based; Design Services Problem Solving activities (bespoke solutions, knowledge work), building extensions; complex industrial sgtructures; social housing; residential repairs and upgrades etc Focus on the 3–5 activities that if they stopped, the business would stop.*
	Core activities and why they are critical...

Sustainable business model

Now apply the Sustainable Business Model Canvas lens. For each category below, describe at least one specific activity this company undertakes ***or should undertake****.* ***AND*** *ensure it aligns with the customer persona identified.*

Sustainability Category	What can you do- What things need to stop/change-How will it help shape future capability?
Green Technology (name at least two - see separate resource pack, identifying some options)	
Behaviour Change (name at least one)- addressing the reduction of carbon footprint- is there a framework that best fits this to work to/aspire too? *Hint SDG/TIMWOODS?*	
Eco-Social Benefit (who gains, beyond the customer?) Be specific- address 1 People & 1 Planet- consider a triple bottom line framing	
Eco-Social Cost (what resource or impact to flag?) Be specific- address 1 People & 1 Planet- consider a triple bottom line framing	

Tool suggestion — Greening the Supply Chain + 5 Whys
Use your earlier greening the supply chain work as a starting point. Apply the 5 Whys to any eco-social cost identified: why does that cost exist? Keep asking until you find the root activity that could be changed.

Part 1F — Key Resources & Partnerships (10 mins)

No business runs on air. What does this company need in order to operate — and who does it depend on to deliver?

Q13	**What are the key resources this company needs to deliver its value proposition?** *Consider: Physical (premises, equipment, vehicles), Intellectual (brand, patents, data, know-how), Human (specialist skills, young people, relationships), Financial (credit lines, cash flow). Which are already in place? Which are still needed?*
	Resources already in place vs still needed...

Resources the company already has	Resources still needed (and how to get them)

Q14	**Who are the key partners and suppliers this company relies on? What do they provide?** *Think about: suppliers of critical inputs, strategic allies, industry bodies, public sector, academic or training partners- is this your local college or… something like this…* Home - Learn With Tigers *, distribution partners, community organisations. What motivates each partnership — cost optimisation, risk reduction, access to particular resources or activities?*
	Partners, what they provide, and why the relationship matters...

Partner / Organisation	What they provide	Motivation for partnership (optimisation / risk / resources)

Part 1G — Cost Structure (10 mins)

The last block closes the model. A business that cannot cover its costs is not a business — it is an experiment. But a business that obsesses over cost reduction at the expense of value creation is equally fragile.

Q15	**What are the most significant costs in this business model?**

	Is this company primarily Cost Driven (leanest cost structure, maximum efficiency, extensive outsourcing) or Value Driven (focused on premium value creation, willing to invest in quality)? Which key resources are most expensive? Which key activities cost the most to run?
	Most important costs — and whether this is a cost-driven or value-driven model...

Cost Item	Fixed or Variable?	Estimated Monthly Cost	Increase or Decrease carbon footprint

Total estimated monthly costs	Estimated break-even point (units / customers / revenue)

Session Reflection (5 mins)

Before we undertake the next stage of today's session, take five minutes to review what you have written. Is there a consistent story running through all nine blocks? Where are the gaps or contradictions?

Q16	**Looking across all nine blocks — what is the strongest part of this business model? What is the most fragile?** *Don't over-think this. A gut-level answer based on the work you've done is more valuable than a perfectly worded one.*
	Strongest element and most fragile element...

Q17	**What is the one thing you discovered or clarified today that changes how you see this business?** *This might be a gap you hadn't noticed, a strength you hadn't valued, or a connection between two blocks that suddenly makes sense.*
	Your key insight from today...

> ***You are not just describing a business. You are learning to see how any business works — and how to help a young person do the same.***

BE PREPARED TO FEEDBACK TO THE ROOM