Extending the Business Model Canvas to Family Businesses

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The Aim

01 Business Model Canvas
Interpret the Business Model Canvas from a family business viewpoint, considering the family as beneficiary and contributor of resources.

02 Family-in-Business Canvas
Illustrate how this “Family in Business” Model Canvas (FiBMC) can assist business development in family-owned businesses.

03 Practitioners Tools
Suggest a reflection on tools that facilitate collective learning in business families, and that support effective parallel strategic planning.
# The Family-in-Business Model Canvas

**FiBMC**

<table>
<thead>
<tr>
<th>Key family partners</th>
<th>Key process/activities</th>
<th>Value proposition</th>
<th>Relationship</th>
<th>Family segments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Family as Partner / Contributor</td>
<td>Family as Receiver / Beneficiary</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Key family partners
- [Link icon]

## Key process/activities
- [Checkmark icon]

## Value proposition
- [Gift box icon]

## Relationship
- [Heart icon]

## Family segments
- [People icon]
### The blocks

**Key family partners**
- They are the several family segments that can be found in a business family, i.e., referring to the three circles model, or the three-axis model.

**Value proposition**
- It is the reason (or the bundle of reasons) why family members should maintain their relationship with the family business.

**Channels / Benefits**
- They are the different “vehicles” through which benefits deriving from the value proposition are delivered to each segment of family members.

**Relationship**
- They are the instruments through which the relations with family members in different segments are established and maintained.

**Family segments**
- They are family members as providers of different types of resources to the family business.

**Key resources**
- They are the key resources, or assets, family members, as partners, contribute to offer and deliver the value proposition.

**Key process / activities**
- They are necessary to support the family value proposition to the business.
Some of the ingredients of the FiBMC

Ground Rules

- **Rule #1**: Use sticky notes on the canvas
- **Rule #2**: Just start. No blah blah blah
- **Rule #3**: Start anywhere, and with any building block.
- **Rule #4**: Never use bullet points
- **Rule #5**: Avoid too much detail
- **Rule #6**: Be precise for each building block

Use visuals as much as you can!
How to use it

1. Distribute post-it notes and invite the participants to annotate their thoughts using keywords

2. Go through the different blocks, in the same order offered in the introduction

3. Collect the answers for each block and put them on the board (possibly by using a large white print of the canvas)

4. Start a discussion on the answers, showing similarities, differences, complementarities, and so on
### Guiding Questions

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<tr>
<td>What Role does our family have as a Key partner of the business?</td>
<td>What key activities do our family proposition to the business require? (Education, Rules, Forums...)</td>
<td>What value does our family business deliver to the family?</td>
<td>How do we care for and reinforce family relationships?</td>
<td>Who are the family members active in the business?</td>
</tr>
<tr>
<td>Which Members of our family do we consider as (present or future) partners of the business?</td>
<td></td>
<td>Which one of our family member’s needs are we helping to satisfy?</td>
<td></td>
<td>Who are the family members not active In the business?</td>
</tr>
<tr>
<td></td>
<td>Key resources</td>
<td>Which of our family member’s gains are we Satisfying?</td>
<td>Channels / Benefits</td>
<td>Who are the owners?</td>
</tr>
<tr>
<td>What key resources do our family need to contribute to the business? (Unity, Commitment, Competence, Emotions...)</td>
<td>What benefits are we offering to each Family Segment?</td>
<td>What benefits are we offering to each Family Segment?</td>
<td>Through which “channels” do we reach our family members’ needs?</td>
<td>Who are the workers?</td>
</tr>
<tr>
<td>What decisional structures do we adopt?</td>
<td>What things cause a family member to pick us (as a family business) over different alternatives?</td>
<td>Family members’ expectations (as a whole and as individual members) from the business</td>
<td>Which specific benefit do we offer to each different segment?</td>
<td></td>
</tr>
</tbody>
</table>
Good work!