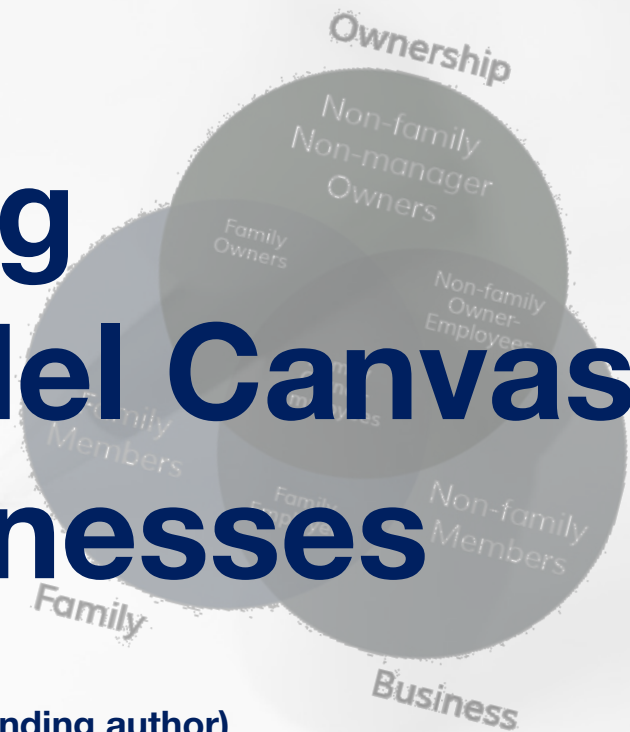


Extending the Business Model Canvas to Family Businesses



Salvatore Tomaselli Ph D. (Corresponding author)

Silvia Giuseppa Ruvo - Gabriele Cascino - Danilo Maurici - Carlo Mistretta

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



03

Practitioners Tools

Suggest a reflection on tools that facilitate collective learning in business families, and that support effective parallel strategic planning



02

Family-in-Business Canvas

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








The Family-in-Business Model Canvas



FiBMC

Family as Partner / Contributor

Family as Receiver / Beneficiary

Key family partners 	Key process/ activities 	Value proposition 	Relationship 	Family segments 
	Key resources 		Channels / Benefits 	

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

Use sticky notes!

Rule #1
Use sticky notes on the canvas

blah
blah blah
blah blah ...

Rule #2
Just start. No
blah blah blah



Rule #3
Start anywhere,
and with any
building block.

- Never
- Use
- Bullets

Rule #4
Never use
bullet points

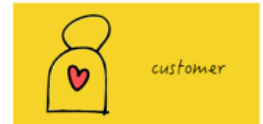
Too much detail
is more blah blah
blah blah blah blah
blah blah blah blah

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



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

