

**Part of the
Iterative Business
Enhancement Toolkit**

IMPROVEMENT IDENTIFIER CANVAS

Why use this tool?

Even the most innovative of us will get stuck in a mindset at a point.

This stuckness can keep you from advancing your business to its true potential.

Within 1 hour you will get new insights to create business progress.

Try it out! Even if you think your business is running smoothly you might get surprised.

Iterative Business Enhancement Toolkit

The improvement identifier canvas is part of the I.B.E. toolkit.

All tools in the kit share some similarities:

- Useable for assumption validations
- Customer centred
- Iterative usability
- Level of detail up to the user
- Low learning curve

What do I need?

Time

- Free up 1 hour
- It is 3 phases; 12 steps total

Knowledge

- Know your stakeholders' needs
- Know about your business model

Materials

- Improvement Identifier Canvas
- Change Diagram

Mindset

- Be unbiased
- Be open for change

Step 1 - 4 of 12

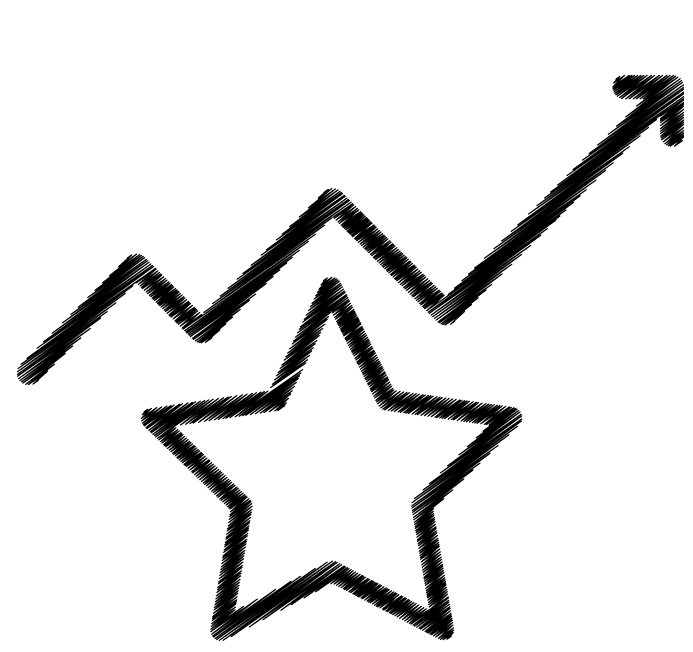
PHASE 1

IDENTIFYING IMPROVEMENTS

In this phase you will identify which kind of changes could potentially realise business improvements.



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1

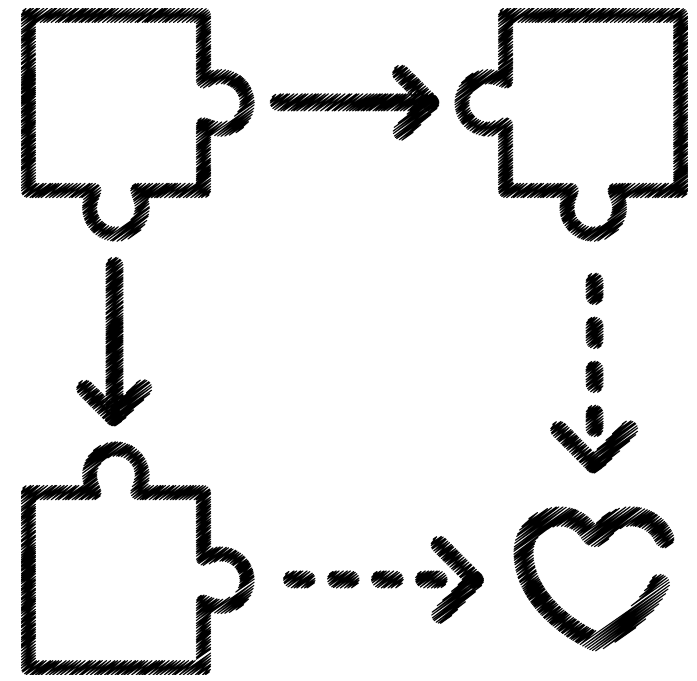
Benefits for your Company

In this step you look at improvements that would be interesting to your current business.

- At 1 on the canvas, write per cell an element you would like to improve in your business.
- Phrase these improvements by starting the sentence with a word which has 'direction on a scale', such as more, less, reduce, increase, higher, lower.

Examples

<i>Increase the customer loyalty after first sale</i>	<i>Reduce the cost of product distribution to customers</i>	Etc.



2

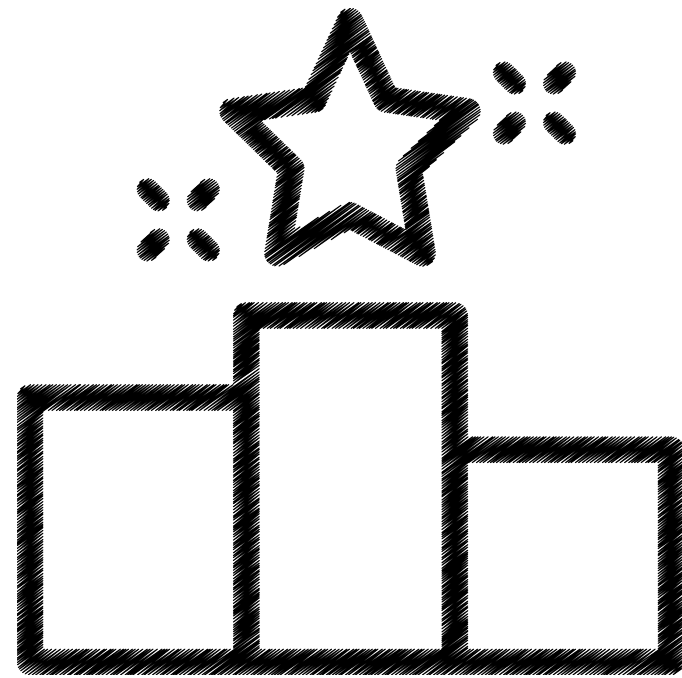
Potential Business Changes

In this step you look at what sort of changes could potentially benefit your business.

- At 2 on the canvas, write down some changes that in the *Change Diagram* link to one or more of the improvements written at step 1

Examples

Adopt a revenue model based on service		
Make the product features modular		
Etc.		



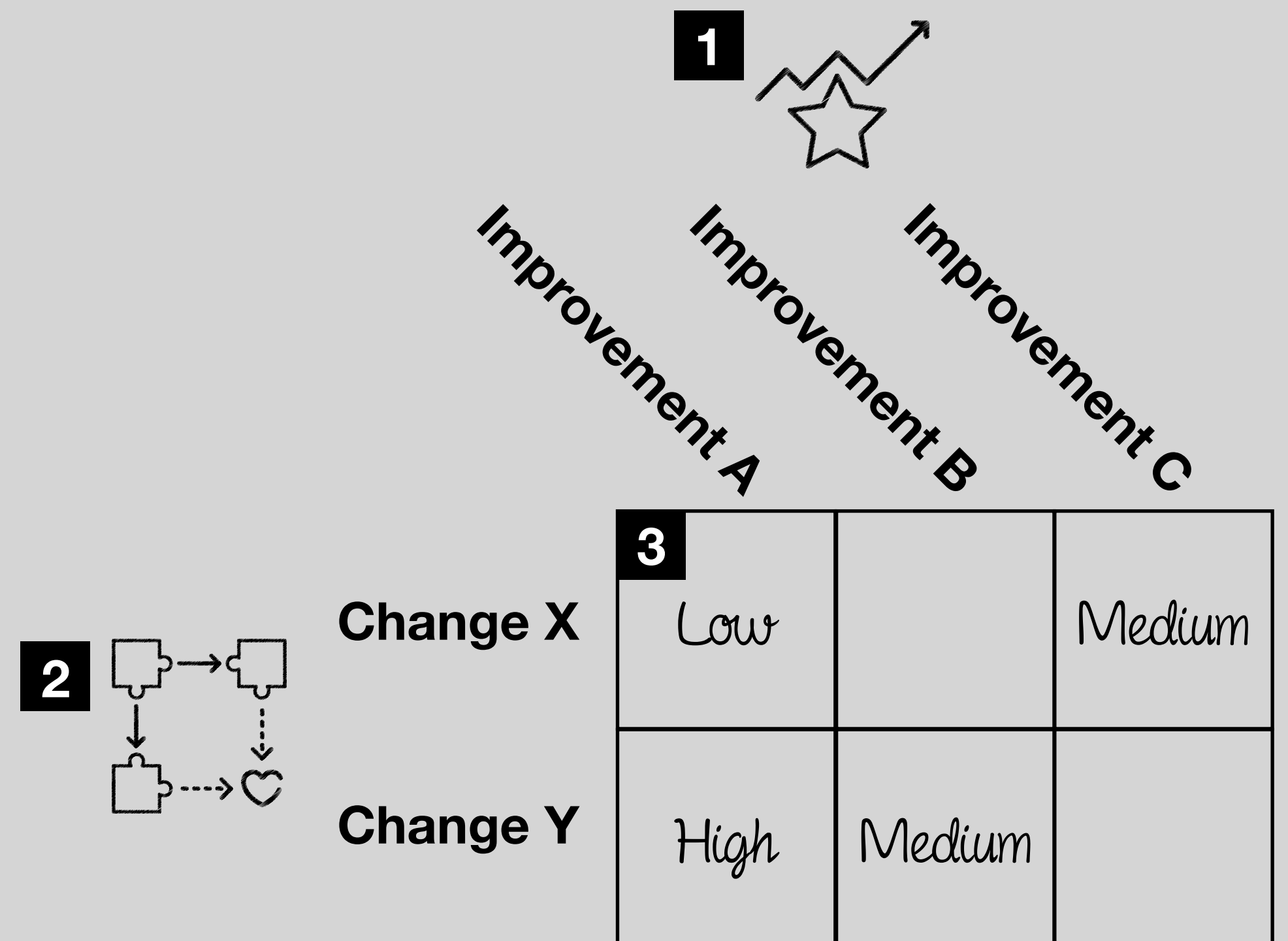
3

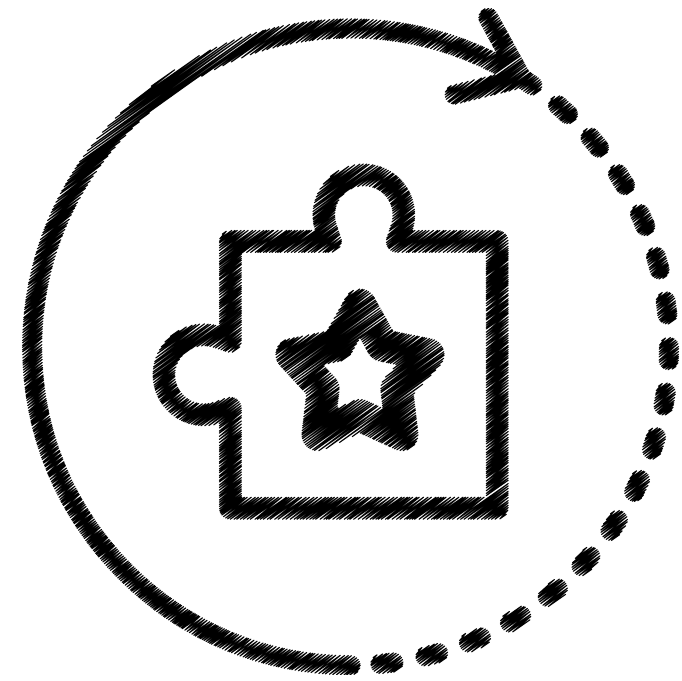
Relation between Improvements & Changes

In this step you look at which changes (step 2) could potentially realise which improvements (step 1).

- Grade per cell with Non (leave empty), Low, Medium, or High.
 - Non (leave cell empty) = the change can't realise the improvement at all.
 - Low = the change is slightly able to realise the improvement.
 - Medium = the change is likely to be able to realise the improvement.
 - High = the change is highly likely to be able to realise the improvement.

Examples





4

Output:

Which changes allow for the most improvements?

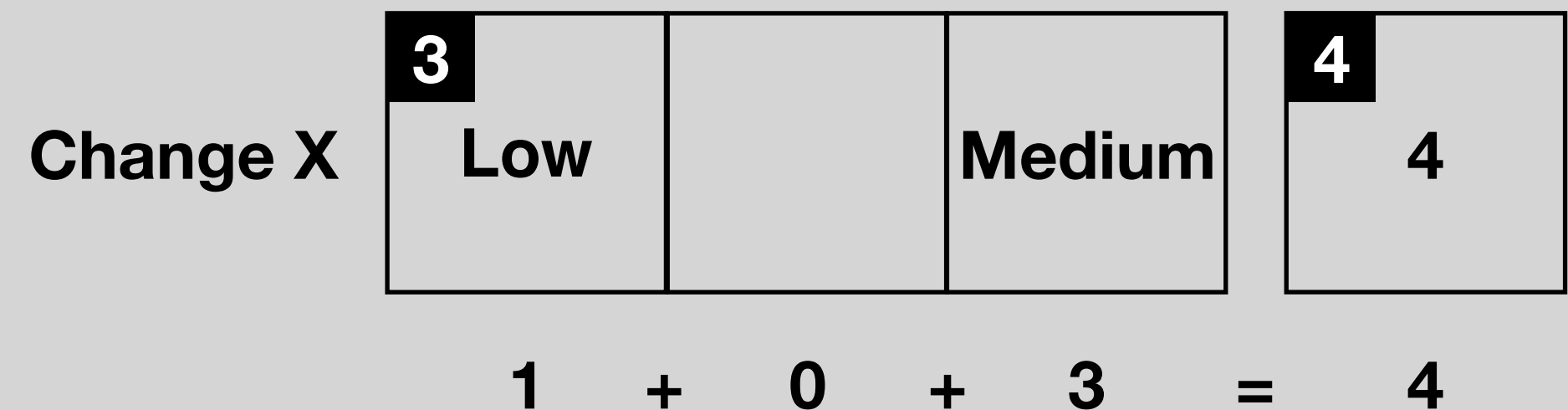
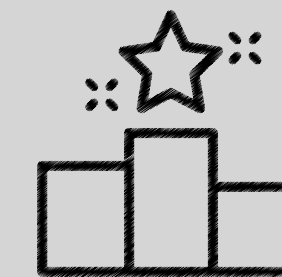
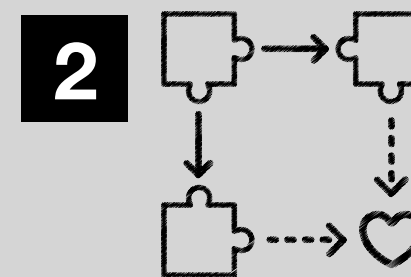
In this step you calculate which changes could potentially realise the most improvements.

- Calculate the score per change you listed (step 2) by multiplying the value given at step 11 with step 4 per cell and then adding it all per row.
 - Low = 1
 - Medium = 3
 - High = 9

Output:

A higher score outcome for a change means that more improvements can potentially be realised by implementing that change.

Examples of Calculation



Step 5 - 10 of 12

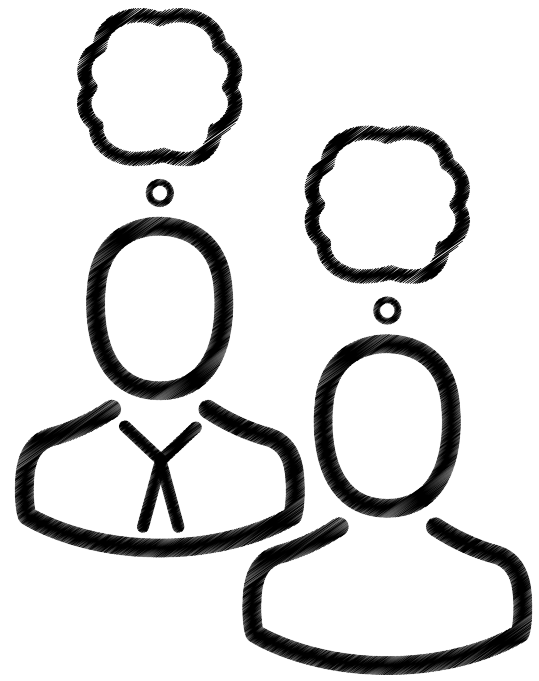
PHASE 2

MAPPING YOUR BUSINESS MODEL

In this phase you will map your business model on a grid. This will give an overview of your current approach to your business.



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Improvement
Identifier Canvas



5

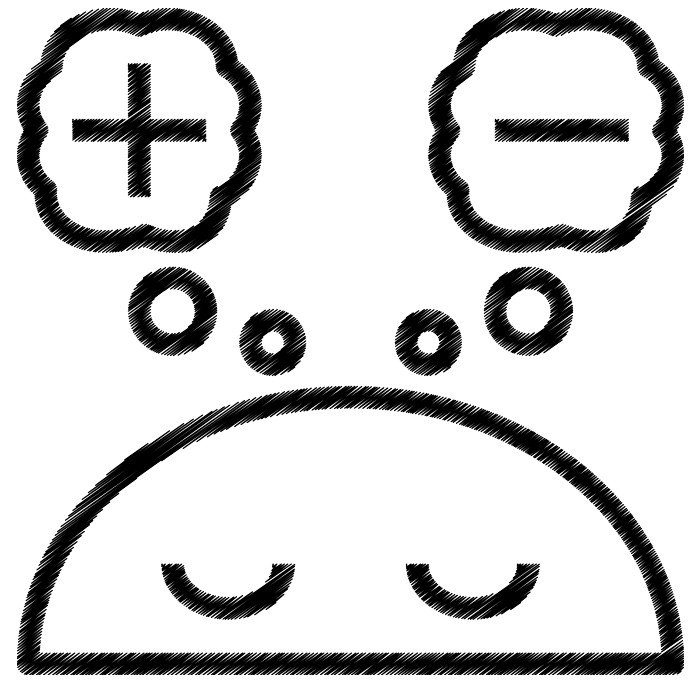
Define Stakeholders

In this step you list who the stakeholders in your business model are.

- At 5 on the canvas, write the stakeholders important to your business model.
- *Tip:* if you skip some cells you can leave space for if you have multiple benefits per stakeholders in step 6.

Examples

- Customers
- Distributors
- Suppliers and Partners
- Investors and Shareholders
- Governmental
- Society
- Environment



6

What do Stakeholders want?

In this step you look at what benefit your stakeholders want to gain. This is similar to pains and gains used in tools such as 'value proposition canvas'.

Pains as in problems the stakeholders want to have resolved.

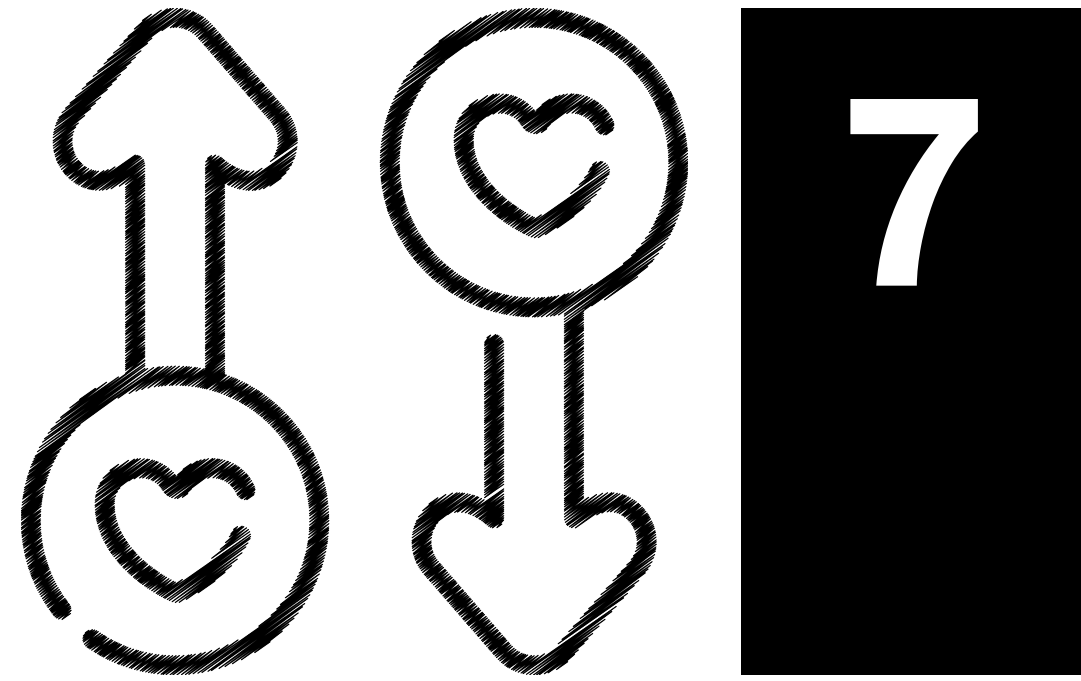
Gains as in aspects the stakeholders would like to have enhanced.

- Benefits need to be phrased as sentence starting with a word which has 'direction on a scale', such as more, less, reduce, increase, higher, lower.
- At 6 on the canvas, write per cell one benefit a stakeholder would want.

Examples

In case of a vacuum cleaner

5	6
Customer	<i>More silent during use</i>
	<i>Easier to remove the vacuumed trash</i>
Environment	<i>Lower level of electricity usage</i>



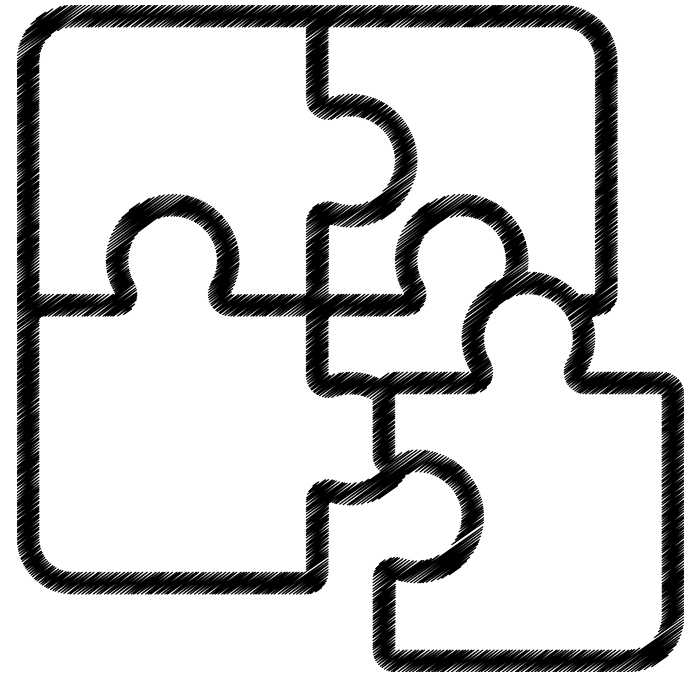
Grade the Stakeholder's Benefits

In this step you look per listed benefit how important it is for that stakeholder.

- At 7 on the canvas, circle Low, Medium, or High.
 - Low = the benefit is slightly important for the stakeholder
 - Medium = the benefit is important for the stakeholder
 - High = the benefit is very important for the stakeholder

Examples

6	7
(Stakeholder X's) benefit A	Low
	Medium
	High
(Stakeholder X's) benefit B	Low
	Medium
	High



8

List the Features of your Business Model

In this step you look at all elements (see examples of elements) that build up your business model.

- At 8 on the canvas, write per cell a feature of your business model.
- Phrase the feature as being measurable, meaning that a check can be done to see if it is sufficiently achieved (Examples of features).

Examples of Elements

Core:

value proposition & product functions, revenue streams & payment methods, distribution & delivery, build & manufacture, sales & exposure

Additional:

after sales, support, maintenance, repairs, updates

Examples of Features

Good description:

- Total weight is less than 10kg
- The casing is fully made out of plastic

Bad description:

- Energy efficient
 - When do you consider it efficient enough?
- The product is modular
 - When do you consider it modular?
 - 1 part changeable or all parts?



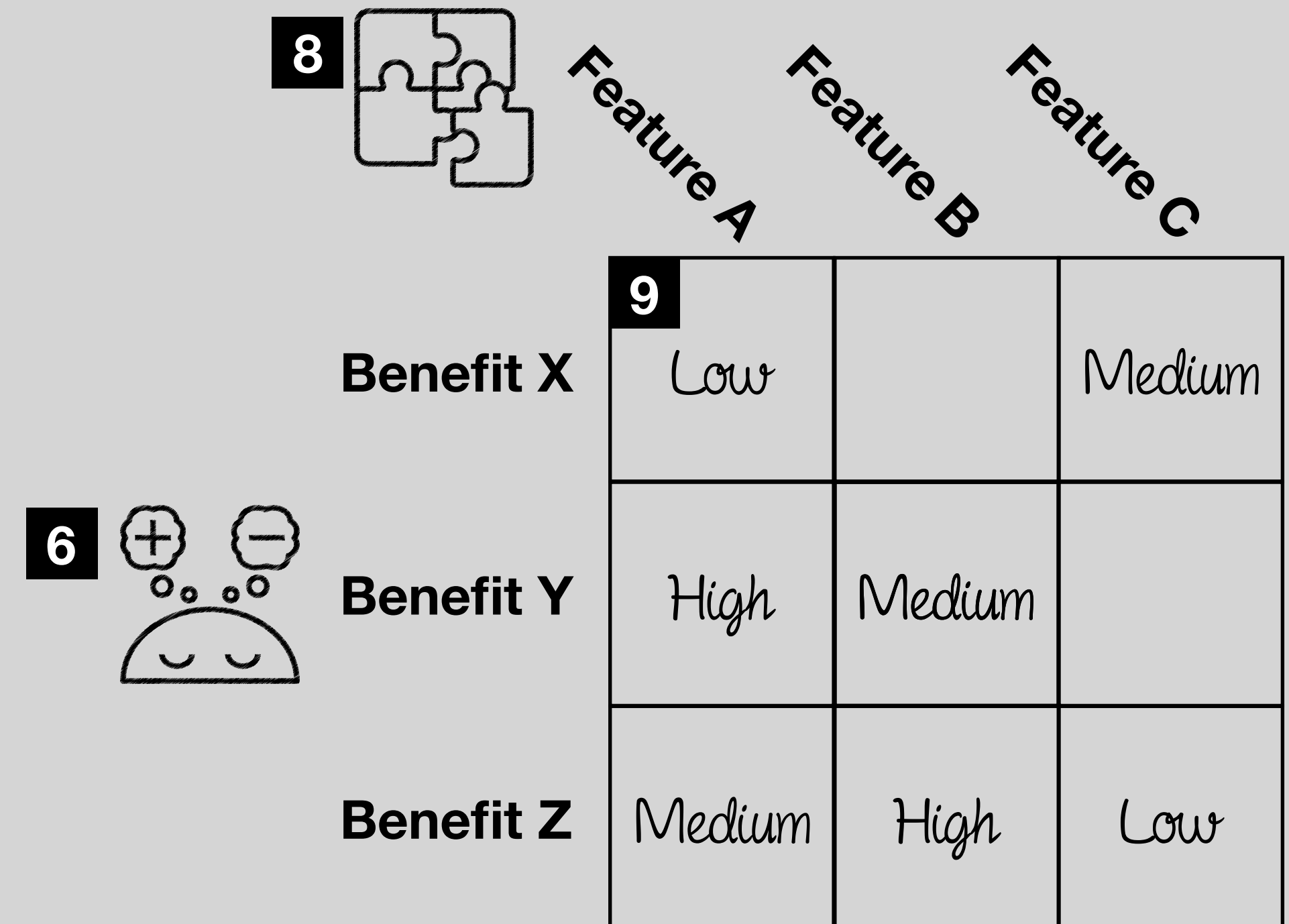
9

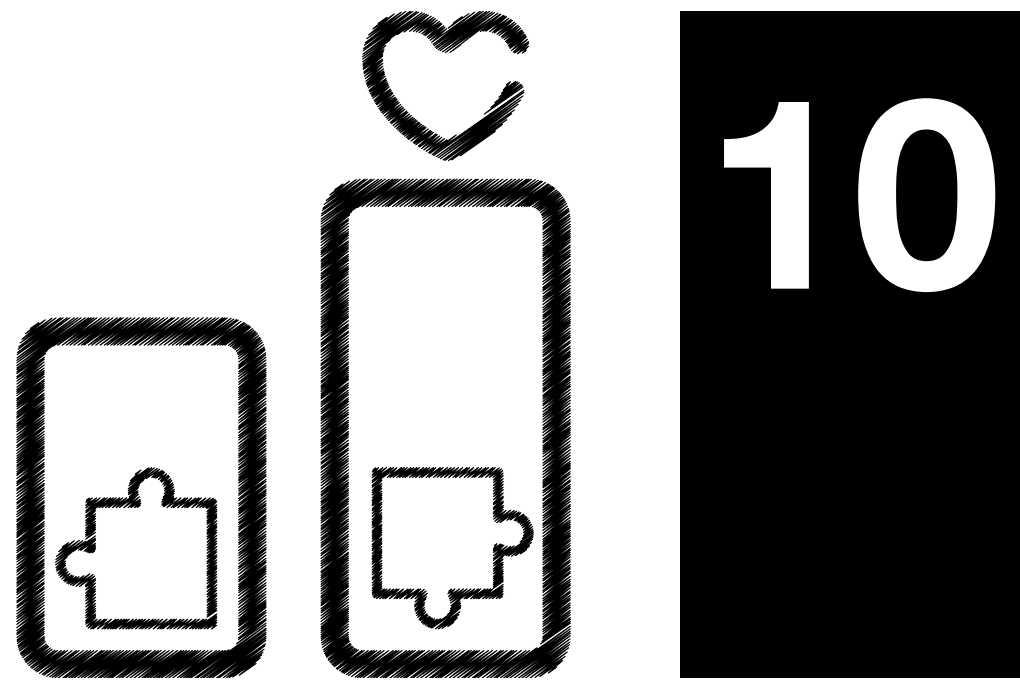
Relation of Stakeholders Benefits' & Business Features

In this step you look at which business features (step 8) realise which benefits (step 6).

- Grade per cell with Non (leave empty), Low, Medium, or High.
 - Non (leave empty) = the feature can't realise the benefit at all.
 - Low = the feature isn't likely to be able to the benefit.
 - Medium = the feature is likely to be able to realise the benefit.
 - High = the feature is highly likely to be able to realise the benefit.

Examples





Output:

Features ranked on stakeholder satisfaction

In this step you calculate which features satisfy the most important stakeholders' benefits.

- Calculate the score per feature you listed (step 8) by multiplying the value given at step 9 with step 7 per cell and then adding it all per column.
 - Low = 1
 - Medium = 3
 - High = 9

Output:

A higher score outcome for a feature means that the feature could realise a higher stakeholder satisfaction.

Examples of Calculation

	Feature A		Feature B	
 	7 Medium 3	+ + + =	9 Low 0 $0 \times 3 = 0$	
	High 9		High $9 \times 9 = 81$	Medium $3 \times 9 = 27$
	Low 1		Medium $3 \times 1 = 3$	High $9 \times 1 = 9$
	10 87	87	10 36	

Step 11 - 12 of 12

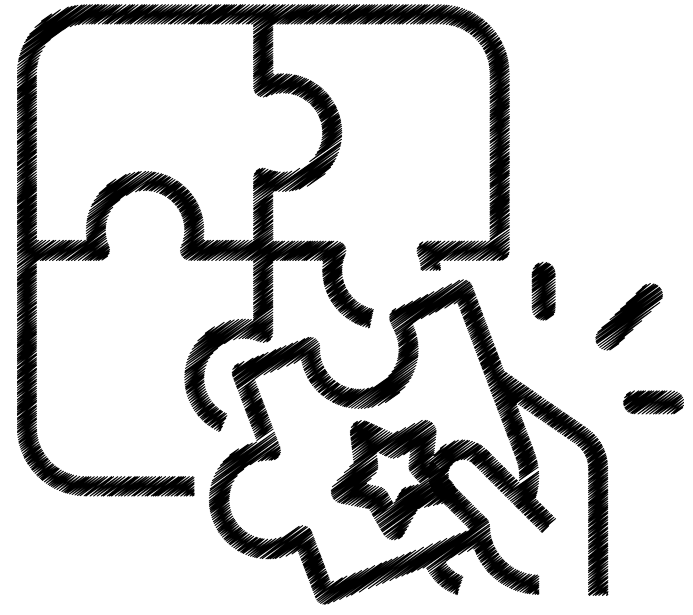
PHASE 3

LINKING THE PRESENT TO THE FUTURE

In this phase you will link your current business approach (phase 2) to potential changes that could improve your business (phase 1).



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11

Relation between Current Business & Possible Changes

In this step you look at which changes (step 2) could affect which business features (step 8).

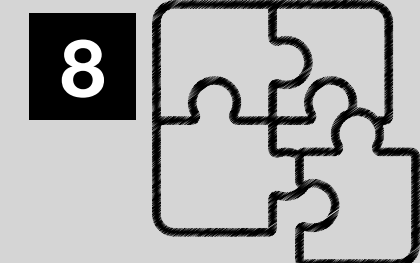
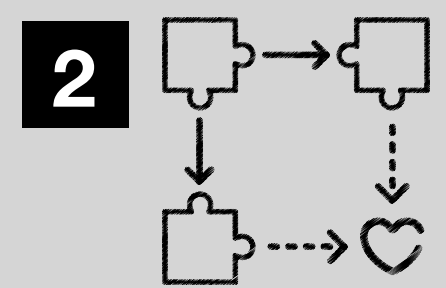
- Open your mind and don't grade with a bias!
- Grade per cell with Non (leave empty), Low, Medium, or High.
 - Non (leave empty) = the proposed change can't be realised within the feature.
 - Low = the proposed change isn't likely to be realisable within the feature.
 - Medium = the proposed change is likely to be realisable within the feature.
 - High = the proposed change is highly likely to be realisable within the feature.

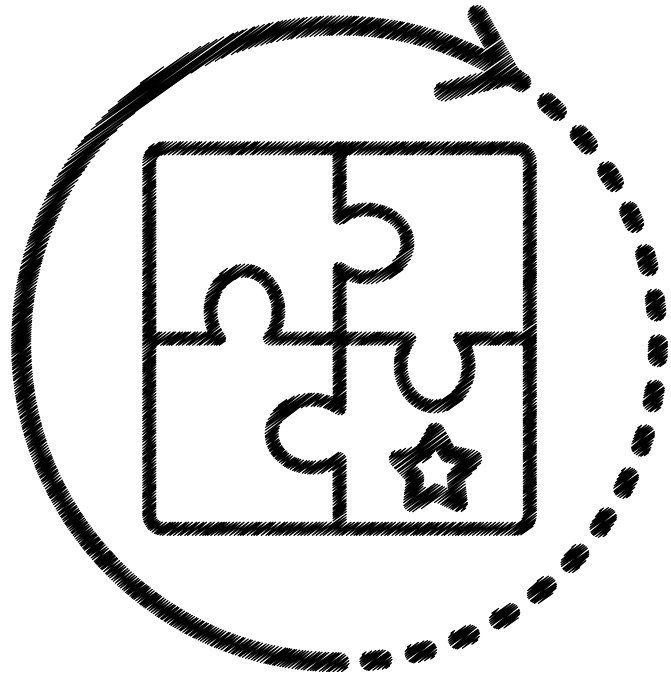
Examples

11			
Low		Medium	
High	Medium		
	Feature A	Feature B	Feature C

Change X

Change Y





12

Output:

Which changes offer the best potential for business adoption?

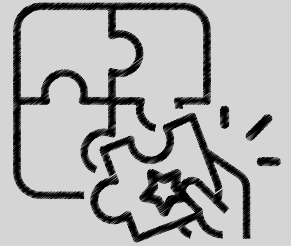
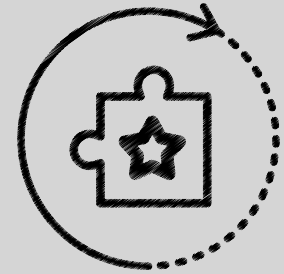
In this step you calculate which changes are the most interesting to pursue.

- Calculate the score per change you listed (step 2) by multiplying the value given at step 11 with step 4 per cell and then adding it all per row.
 - Low = 1
 - Medium = 3
 - High = 9

Output:

A higher score outcome for a change means that it is more likely to be realisable within the business and beneficial for the business.

Examples of Calculation

12 84	11 Low		Medium	4 21
	1×21	0×21	3×21	
	=	=	=	
84	=	21 +	0 +	63

12 48	11 High	Medium		4 4
	9×4	3×4	0×4	
	=	=	=	
48	=	36 +	12 +	0

Final Output: Adjustment?

With the canvas you have

1. identified possible changes that are beneficial to implement,
2. identified how realistic implementation of the changes are in the current business model,
3. created a comparison of the changes based on the combination of realisability and benefits.

Now you have to choose how you will proceed with this knowledge.

Will you make an adjustment to your business model?

Use the **Change Diagram** to get advise on methods to realise the changes.

Ready for the Next Step?

The Improvement Identifier canvas is part of the Iterative Business Enhancement Toolkit.

Next up:

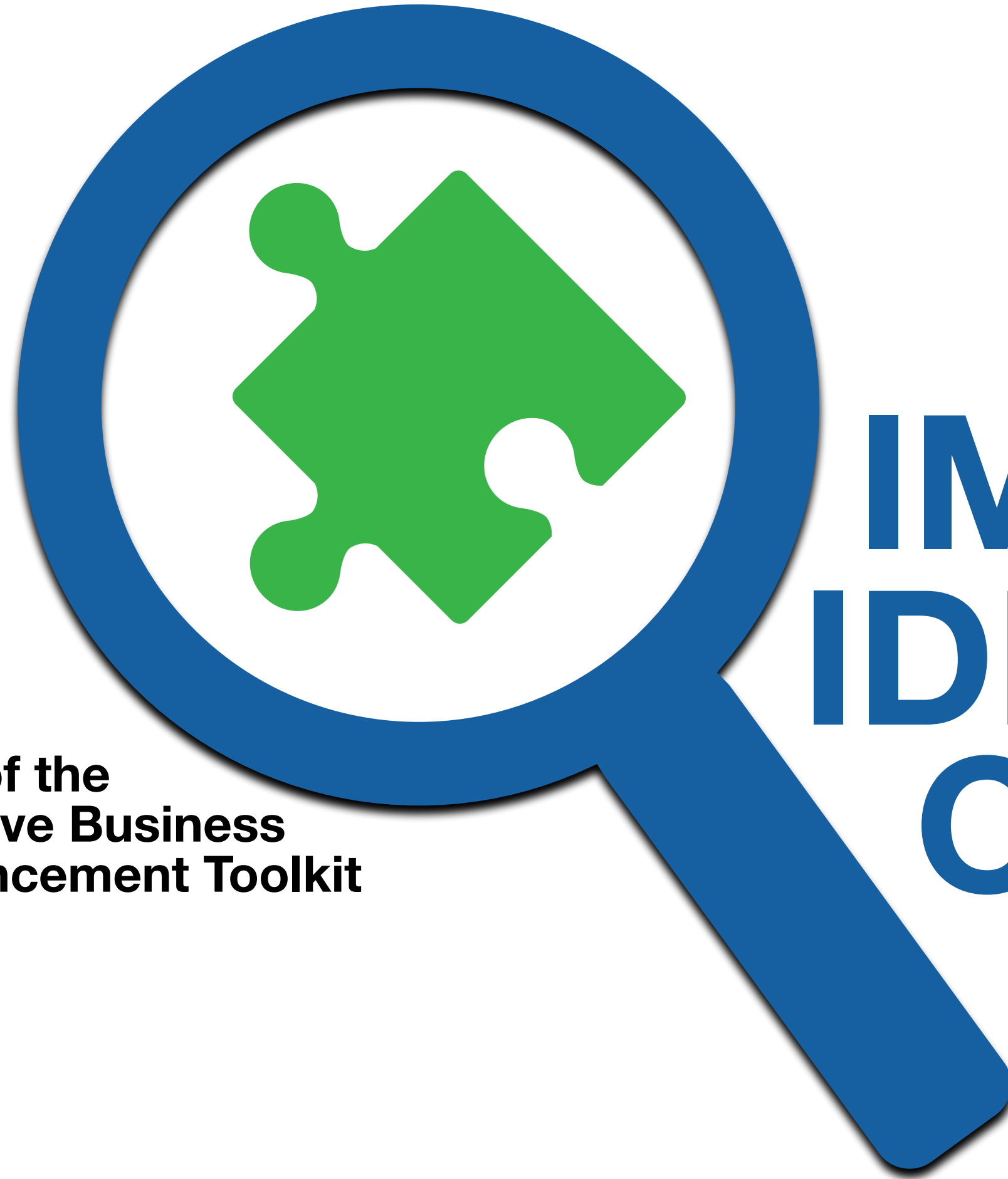
Adjustment Processor Canvas

Need help with identifying how to realise changes to your business features? This tool will help you with realising the adjustments you want to achieve.

or

Iterative Progress Assessment

After you completed a new development iteration, you can assess how the scores from phase 2 have improved. In this way you can see how well your business model relates to your stakeholders.



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