01 YOUR TURN Method: p. 4

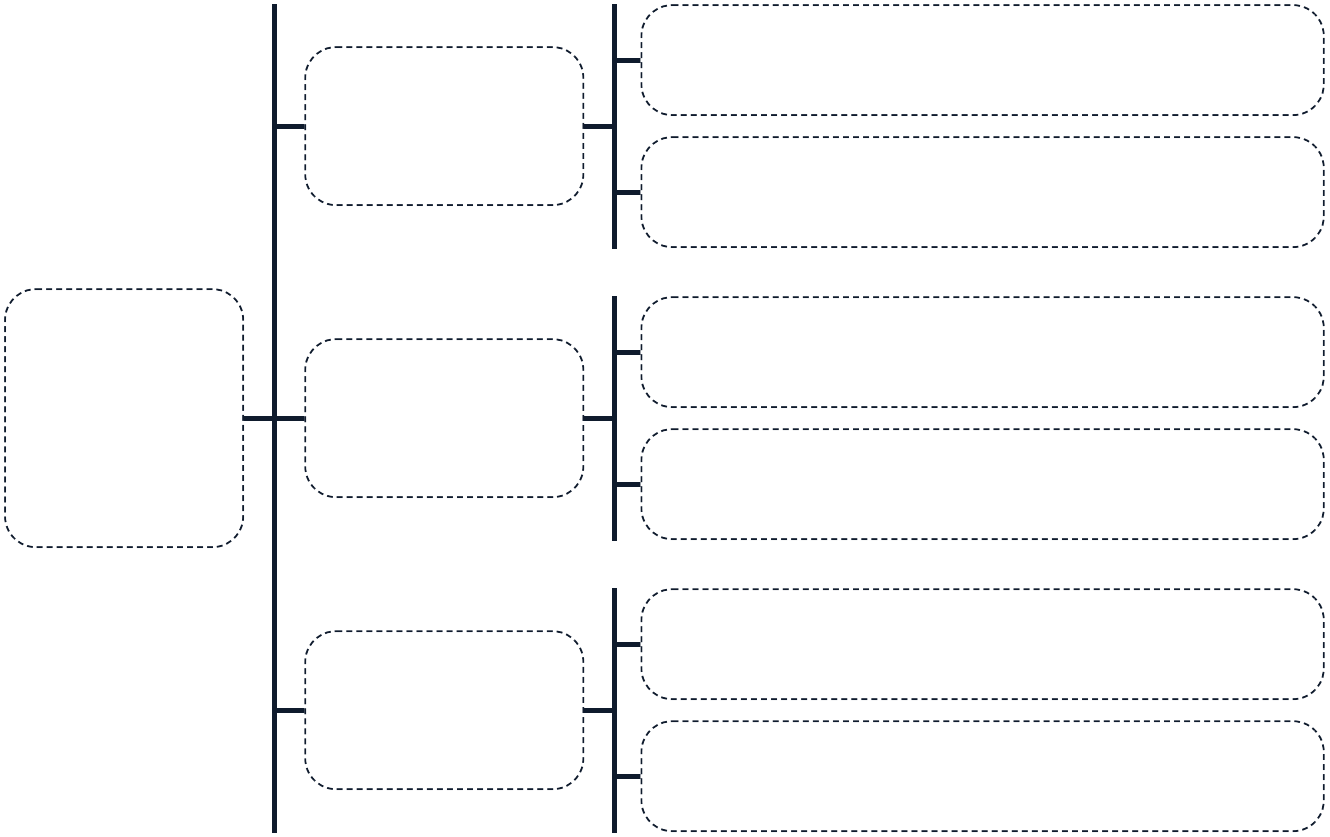
MECE Issue Tree: your canvas

45 min · 3–6 people · Done when every leaf names the data that tests it

Our question or goal

Team and date

Test with what data?



What we decided · Next step

Owner

Due

02 YOUR TURN Method: p. 7

PESTLE Scan: your canvas

60 min · 4–8 people · Done when the top three forces each have an action or risk

Our question or goal

Team and date

P · Political

Impact L M H

Likelihood L M H

E · Economic

Impact L M H

Likelihood L M H

S · Social

Impact L M H

Likelihood L M H

T · Technological

Impact L M H

Likelihood L M H

L · Legal

Impact L M H

Likelihood L M H

E · Environmental

Impact L M H

Likelihood L M H

What we decided · Next step

Owner

Due

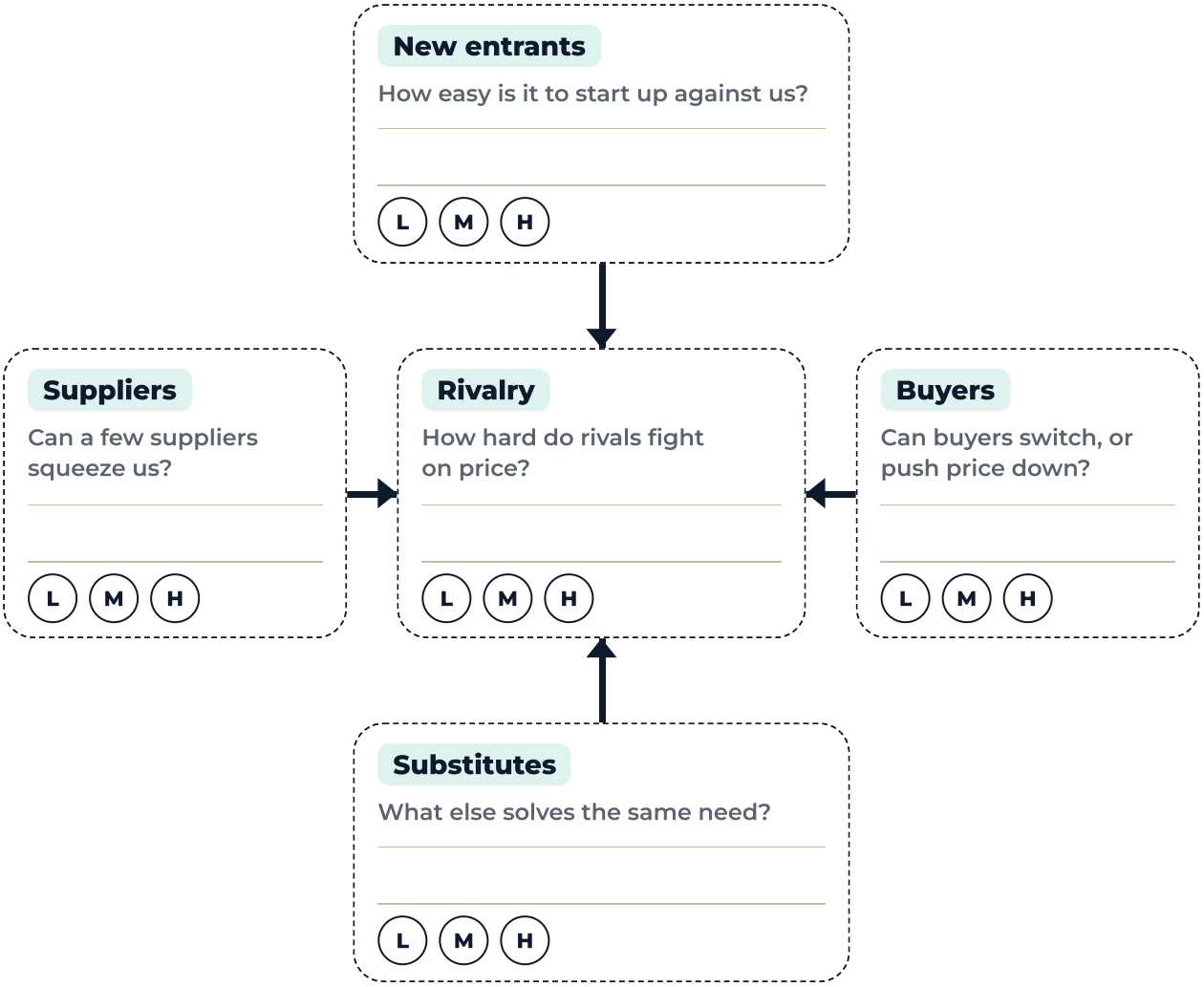
03 YOUR TURN Method: p. 9

Five Forces: your canvas

45 min · 3–6 people · Done when you can name the force that squeezes profit most

Our question or goal

Team and date



What we decided · Next step

Owner

Due

04 YOUR TURN Method: p. 11

Market Sizing: your canvas

45 min · 3–5 people · Done when SOM names real customers, its value in SAR, and the source of every number

Our question or goal

Team and date

TAM

Total addressable market

Who has the need, how many are there, and what do they spend a year?

= _____ · **Source:** _____

SAM

Serviceable available market

Which of them can our product, channels and licences reach?

= _____ · **Source:** _____

SOM

Serviceable obtainable market

Which customers can we name and win in three years, what are they worth a year, and why us?

= _____ · **Source:** _____

What we decided · Next step

Owner

Due

05 YOUR TURN Method: p. 14

SWOT to TOWS: your canvas

60 min · 4–8 people · Done when two or three moves are ready to fund

Our question or goal

Team and date

Strengths

Weaknesses

Opportunities

Threats

SO · Attack

Which strength meets which opportunity?

ST · Defend

Which strength blocks which threat?

WO · Build

Which weakness stops us catching an opportunity?

WT · Retrench

Where are we weak and exposed?

What we decided · Next step

Owner

Due

06 YOUR TURN Method: p. 16

VRIO: your canvas

30 min · 3–5 people · Done when each resource has one level ticked

Our question or goal

Team and date

Resource or capability	V	R	I	O	Level Stop at the first N; write the level reached
	○	○	○	○	
	○	○	○	○	
	○	○	○	○	
	○	○	○	○	
	○	○	○	○	
	○	○	○	○	

What we decided · Next step

Owner

Due

07 YOUR TURN Method: p. 19

BCG Matrix: your canvas

45 min · 3–5 people · Done when every unit has one role

Our question or goal

Team and date

HIGH GROWTH

Stars

Growing fast and we lead: keep investing?

Unit · Revenue · Role

Question marks

Growing fast but we trail: which few to back?

Unit · Revenue · Role

LOW GROWTH

Cash cows

Slow market, we lead: how much cash can it free?

Unit · Revenue · Role

Dogs

Slow market, we trail: fix, sell or exit?

Unit · Revenue · Role

HIGH SHARE

LOW SHARE

What we decided · Next step

Owner

Due

08 YOUR TURN Method: p. 21

Ansoff Matrix: your canvas

45 min · 3–6 people · Done when ideas are placed, risk-scored and sequenced

Our question or goal

Team and date

	EXISTING PRODUCTS	NEW PRODUCTS
EXISTING MARKETS	**Market penetration** How do we sell more to today's buyers? Risk L M H	**Product development** What new product fits the same buyers? Risk L M H
NEW MARKETS	**Market development** Where else would today's product sell? Risk L M H	**Diversification** Is this bet worth the risk, and why now? Risk L M H

What we decided · Next step

Owner

Due

09 YOUR TURN Method: p. 23

Impact–Effort: your canvas

45 min · 4–10 people · Done when every quick win has an owner and a date

Our question or goal

Team and date

Impact means:

Effort means:

	LOW EFFORT	HIGH EFFORT
HIGH IMPACT	**Quick wins** Big result, little work: who owns it?	**Big bets** Big result, big work: what must be true first?
LOW IMPACT	**Fill-ins** Small result, little work: when is there time?	**Money pits** Small result, big work: are we brave enough to drop it?

What we decided · Next step

Owner

Due

10 YOUR TURN Method: p. 26

7S Model: your canvas

60 min · 4–8 people · Done when the three biggest gaps have an owner

Our question or goal

Team and date

Element	Today	Must become	Gap?
○ Shared values			◯
● Strategy			◯
● Structure			◯
● Systems			◯
○ Skills			◯
○ Staff			◯
○ Style			◯

● hard ○ soft

What we decided · Next step

Owner

Due

11 YOUR TURN Method: p. 29

SCQA Storyline: your canvas

20 min · 1–3 people · Done when the Answer alone tells the boss what to do

Our question or goal

Team and date

S

Situation

What does the reader already agree with?

C

Complication

What changed, or went wrong?

Q

Question

What must we decide or solve?

A

Answer

What do you recommend, in one sentence?

What we decided · Next step

Owner

Due