

LDT4SSC Project Methodology

Step 4: IMPLEMENT (Deployment)

Workshop: Refining the Business Model: Designing, Testing, and Refining Your Strategy with a Canvas

May 2026

Authors: Cerema



Document History

Date	Version	Edited by	Description
May 2026	v1	Marine Le Gall, Laura Riou, Sophie Houzet	First version adapted from the CAPACities program.

Workshop Overview

Title	Refining the Business Model: Designing, Testing, and Refining Your Strategy with a Canvas
Methodological step	Step 4: IMPLEMENT (Deployment)
Duration	2 hours and 25 mins
Number of Facilitators	1 for each group of 4 to 5 people
Equipment Needed	• One big sheet of paper (1m/2m) or a large (digital) whiteboard • Sticky notes • Pens and markers • paper
Expected outputs	• Completed Business Model Canvas • A summary note produced after the workshop, outlining key findings and next steps.

Copyright Message

This document is intended for the LDT4SSC consortium, pilot teams and the public use, providing guidance to support the consistent implementation of LDT4SSC pilot activities.



This work is licensed by Cerema under the Creative Commons Attribution-NonCommercial-ShareAlike 4.0 International License. To view a copy of this license, visit <https://creativecommons.org/licenses/by-nc-sa/4.0/>

Table of contents

1. Context and objectives.....	4
2. Workshop.....	4
2.1. Workshop phases overview.....	4
2.2. Workshop step by step guide.....	4
Phase 0: Framing and Icebreaker (recommended allocated time: 15 mins).....	4
Phase 1: Understanding the Business Model Canvas (recommended allocated time: 20 mins).....	5
Phase 2: Populating the Business Model Canvas (recommended allocated time: 45 mins).....	5
Phase 3: Reviewing and Iterating the Business Model (recommended allocated time: 30 mins).....	6
Phase 4: Synthetising Outcomes and Defining Next Phases (recommended allocated time: 15 mins).....	6
3. Next Steps.....	6

1. Context and objectives

The **Onboarding & Acculturation in Digital Projects** workshop is part of the **IMPLEMENT step (deployment)** of the LDT4SSC Methodology which is its final one, marking the transition **from experimentation to implementation**.

More information on the objectives, prerequisites and stakeholders to involve in the IMPLEMENT step can be found on the LDT4SSC Knowledge Hub¹.

The workshop is designed to achieve the following objectives:

- **Fill-in and refine the Business Model Canvas** as a mean to present the project's business model
- Align the model with the project's **strategic goals and stakeholder needs**.

2. Workshop

2.1. Workshop phases overview

<i>Time spent</i>	<i>Phase</i>	<i>Description</i>
15 mins	0. Framing and Icebreaker	Participants revisit the selected use case and project objectives to keep discussions grounded.
15 mins	1. Understanding the Business Model Canvas	The facilitator introduces the nine blocks of the Business Model Canvas so as to ensure every participant's understanding.
45 mins	2. Populating the Business Model Canvas	Participants brainstorm and populate each block with relevant information.
30 mins	3. Reviewing and Iterating the Business Model Canvas	Participants revisit each block, refine assumptions, and adjust them based on feedback or new insights.
15 mins	4. Synthetising Outcomes and Defining Next Steps	Participants summarise the key findings and draft follow-up actions.

2.2. Workshop step by step guide

Phase 0: Framing and Icebreaker (recommended allocated time: 15 mins)

The facilitator orients the participants **towards the selected use case** and the overarching project objectives. They list all **relevant project factors** such as: goals, stakeholders, budget. This initial phase ensures that the subsequent discussions remain grounded in a **clear and concrete context**. It also serves to **align all stakeholders** on the purpose, scope, and expected outcomes of the workshop, fostering a shared understanding before diving into deeper phases.

¹ https://knowledgehub.ldt4ssc.eu/resources_content/methodology/

The facilitator also **organises an icebreaker** designed to foster mental and creative engagement by encouraging participants to adopt a playful, and open mindset. This initial interactive, game-like activity, stimulates imaginative thinking, reduces initial social tension, and prepares participants to engage fully in subsequent workshop phases.

Phase 1: Understanding the Business Model Canvas (recommended allocated time: 20 mins)

The objective of this phase is to **ensure that all participants develop a comprehensive understanding** of the **structure and purpose** of each of the nine blocks within the Business Model Canvas. The facilitator **introduces each of the nine components** (Key Partners, Key Activities, Value Propositions, Customer Relationships, Customer Segments, Key Resources, Channels, Cost Structure, and Revenue Streams) using **clear examples** to illustrate their relevance. By providing **practical and relatable examples**, the facilitator helps participants **apply it to their own LDT project and use case**.

Adapted by the model of BPI French creation, for public bodies

BUSINESS MODEL CANVAS				
Projet :		Date :		Version :
KEY PARTNERS	KEY GOALS	VALUE PROPOSITION	RELATION WITH END-USERS	USER SEGMENT
	KEY RESOURCES		ACCESS MODE	
COST STRUCTURE			INCOME/FINANCING	

Figure 1. An illustration of the Business Model Canvas to be filled-in

Phase 2: Populating the Business Model Canvas (recommended allocated time: 45 mins)

The objective of this phase is to **populate the Business Model Canvas with precise and relevant information**, ensuring that each of the nine components are filled in.

The phase begins with **ten minutes of individual brainstorming**, during which participants **reflect on each component of the canvas** and jot down their ideas.

Following this, participants **form smaller sub-groups**, where they **collaboratively refine and expand upon their initial thoughts**, either by **writing ideas on sticky notes** or by

directly annotating a copy of the canvas. This collaborative approach ensures that **diverse perspectives are integrated**, leading to a **more well-rounded business model**.

NB: participants can integrate the findings of the workshop 4.3 *Designing a Sustainable Business Model: Funding and Valuation Strategies for Your Project*.

Phase 3: Reviewing and Iterating the Business Model (recommended allocated time: 30 mins)

The objective of this phase is to **refine and enhance the Business Model Canvas** based on the **collective discussion and new insights** that emerge during the session.

The method involves **bringing the sub-groups back together** to present their work to the wider team. Each group will **share their contributions**, explaining the rationale behind their ideas and how they address the key components of the canvas.

Following the presentations, the entire group will **review, discuss, and collaboratively adjust** the final canvas.

NB: It is also a good practice to **gather external feedback** on the Business Model Canvas to **further refine and strengthen** its content. By engaging partners and colleagues in the **review process**, it ensures that the model benefits from **diverse perspectives** and **practical insights**, enhancing its robustness and applicability.

Phase 4: Synthetising Outcomes and Defining Next Phases (recommended allocated time: 15 mins)

The facilitator **synthesises the workshop's key findings**, addressing any outstanding questions from participants to ensure clarity and alignment on next phases / steps. Finally, the session concludes by **defining responsibilities, timelines, and follow-up actions**, ensuring accountability and momentum as the project progresses.

3. Next Steps

The following workshop for the IMPLEMENT step is:

- *4.5 Completing your Data Cooperation Canvas (DS4SSCC): Developing Multi-Stakeholder Data Cooperation*

Next Methodology steps:

- *Done: Complete the EXPLORE workshops*
- *Done: Complete the VALIDATE workshops*
- *Done: Complete the DEFINE workshops*
- *Ongoing: Complete the IMPLEMENT workshops*

Disclaimer

The content of this report reflects only the author's view.
The European Commission is not responsible for any use that may be made of the information it contains.

