



LEAN CANVAS – PEER CRITIQUE CHECKLIST

1 • CUSTOMER SEGMENTS & STAKEHOLDERS

Who you serve — and, internally, who pays and who can stop you.

- Is each segment a genuinely distinct group, or just the same users sliced differently? (A real segment needs something unique in another block.)
- Have you separated users (who use it, don't pay) from those who make budget available?
- **Stakeholders** — Who internally must support this for it to happen (business unit manager)? Are they named, or vague (“management”)?
- **Ambassador** — Do you have at least one internal champion / early-adopter project identified by name?
- Could you actually get in a room with these people next week, or are they hypothetical? Do you think this are the right people or should others be added?

2 • PROBLEM & EXISTING ALTERNATIVES

The top problems, and how people cope today.

- Are these the top 1–3 problems by severity, or just the first three you thought of?
- Whose problem is it — the user's, the paying stakeholder's, or yours? Be specific; they're often different, include both.
- Is the “existing alternative” an honest description of how people cope today (including “do nothing” / workaround / status-quo), or have you skipped to your solution?
- **Internal reality** — If the current way of working is “good enough” for the people who decide budgets, is the problem actually painful enough to fund? Where's the evidence it hurts?

3 • UNIQUE VALUE PROPOSITION & HIGH-LEVEL CONCEPT

Why this is worth attention. The headline.

- Does the value proposition name an outcome or benefit, or does it describe a feature/technology? (“24/7 automated” is a feature; “no unnecessary shutdowns” is an outcome.)
- Does it connect to the #1 problem from block 2 — or to a different, softer one?
- Would the paying stakeholder repeat it back in their own words, or is it jargon?
- **Value to Boskalis** — Does the value proposition speak to the value the organisation cares about (safety, cost, schedule, reputation, etc.), not just user convenience?
- Does the value align with the (business unit) strategy?
- High-level concept: is the analogy genuinely clarifying, or does it need its own explanation?

4 • SOLUTION

How you'll solve it — kept deliberately simple.

- Is this a simple outline, or has it ballooned into a full spec? (At this stage, less is more.) Do others in Boskalis understand it, even if they are in different departments?
- Does each piece of the solution map back to a specific problem in block 2? Any solution looking for a problem?
- Are you wedded to this solution, or is it one option among several? (You're testing the problem, not defending the build.)
- **Feasibility inside Boskalis** — Can this actually be built/run with resources you can realistically get access to, or does it assume capabilities the organisation doesn't have?

5 • CHANNELS

How you reach and acquire your people.

- For an internal innovation, “channels” is mostly: how do you reach the colleagues and projects who need to adopt this? Is that spelled out?
- **Internal route** — Through which internal mechanism does this spread — a sponsor’s mandate, project tenders, a department rollout? Is the route named?
- Are the channels different for getting initial buy-in vs. ongoing adoption? Have you accounted for both?

6 • KEY METRICS

The few numbers that tell you it’s working.

- Are these traction metrics (is it being adopted and creating value), or vanity/activity metrics (how busy the team is)?
- Is there an actual target number attached, or just the name of a metric?
- **Boskalis value** — Does at least one metric speak directly to value the organisation recognises (hours saved, € per monitored hour, shutdowns avoided)?
- If every metric went green, would the sponsor agree the innovation succeeded? If not, you’re measuring the wrong thing.

7 • UNFAIR ADVANTAGE

What lasts — can’t easily be copied or bought.

- Is this genuinely hard to copy, or is it just “we’re first / we work hard” (which anyone can claim)?
- **Internal-only edge** — Does the advantage come from something only this team-inside-Boskalis has — proprietary data, vessel access, domain history?
- Could an external vendor replicate this and sell it back to Boskalis? If yes, it isn’t unfair.

8 • COST STRUCTURE & BUDGET

The main costs of running it — and what you need approved.

- Are the big cost drivers named (hardware, engineering time, maintenance)?
- Have you separated one-off build costs from ongoing run costs?

9 • REVENUE STREAMS & VALUE CREATED

How the value is captured. Internally this is rarely cash.

- **Value created** Since (most ideas) aren't sold for revenue, is the captured value expressed as benefits realised — cost saved, injuries/incidents prevented, NINA / safety, sustainability, retention?
- Is the value quantified wherever possible (hours × rate, € saved), or left as a qualitative claim?
- **Outweighs cost?** Put block 9 next to block 8: does the value created plausibly beat the budget required? If you can't make that case, the viability assumption is your critical one.
- Who in the organisation gets this value, whose budget or KPI improves? If nobody owns the benefit, nobody will fund it.

BEFORE YOU FINISH

1. Across all nine blocks, which single statement, if it turned out to be wrong, would sink your idea? That's your most critical assumption.
2. For that one: do you have evidence that is relevant, observable and recent? Or are you assuming?
3. Hand the team critiquing your canvas the one block you're least sure about and ask them to be harder on it.