
Business Model Design Level 2

Workshop concept and original materials by Rune Rex, Danish Technological Institute.

Training camp description

Business Model Design Level 2 builds on the work from Level 1 and helps startups turn business model assumptions into structured learning. Through practical exercises, founders identify key hypotheses, design experiments, and use evidence to refine their strategy and business model.

The training camp introduces experimentation as a way to test desirability, feasibility, and viability, and includes work on validation methods, business strategy, and different commercialization paths such as direct sales and licensing.

Key takeaways from the workshop

Turn assumptions into hypotheses - A business model becomes more useful when assumptions are made explicit. Founders should identify the most critical uncertainties in their model and translate them into testable hypotheses instead of relying on intuition alone.

Use experiments to reduce uncertainty - Experiments are not only for product features. Startups can test customer interest, willingness to engage, partner responses, demand signals, and strategic choices through simple and creative validation methods. The goal is to learn faster, not to prove that the first idea is right.

Let evidence shape strategy - Insights from experiments should influence how the business model develops. This includes revisiting customer focus, channels, partnerships, pricing logic, and commercialization strategy based on what has been observed in practice.

Best practices

Prioritize what matters most - Select a few high-risk assumptions that could strongly affect the business model if they are wrong. Focus testing efforts there first instead of spreading time across too many open questions.

Design small and practical experiments - Choose experiments that are fast enough to run and strong enough to generate useful evidence. Interviews, prototypes, landing pages, mock sales, letters of intent, or concierge tests can all be valuable when linked to a clear hypothesis.

Capture learning, not just activity - After every test, document what was expected, what happened, and what changed. Use these insights to adjust the Business Model Canvas so experimentation becomes part of strategy development rather than a separate exercise.

Avoid common experimentation traps - Set time aside for testing, avoid overthinking, and be careful not to search only for confirmation. Strong teams use evidence to challenge their assumptions and adapt their direction when needed.