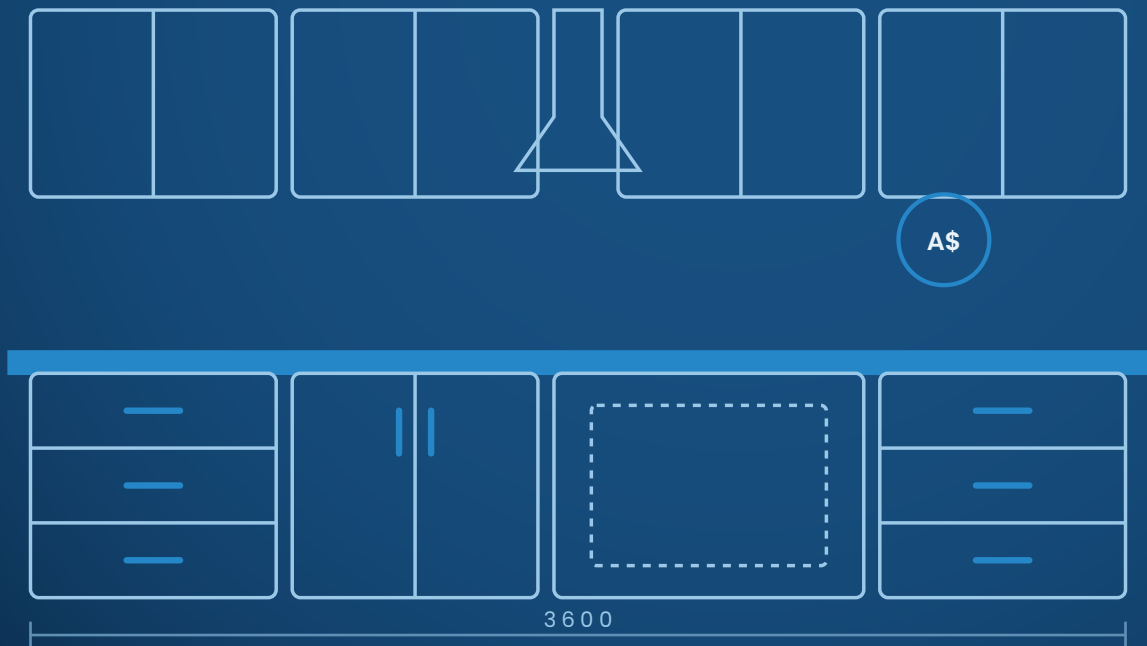


Kitchen Cabinets

Budget kitchens, designed and built to order



Rachel designs, builds and installs budget kitchens for homeowners, landlords and two local builders. The business is busy, but it has plateaued despite her efforts. She booked a Snapshot Review and completed the Intake Form. This is the Snapshot Review she received—every reading drawn solely from her answers.

BUSINESSBUILDER · SNAPSHOT REVIEW

Kitchen Cabinets

Budget kitchens, designed and built to order

ABOUT THIS EXAMPLE

Rachel, Kitchen Cabinets, Redgum Homes, Dave’s installation team, and everyone mentioned here are fictional. This example illustrates the content and depth of a real Snapshot Review, which is built solely from the founder’s Intake Form answers. It is not a real client report. Rachel’s answers are reproduced in the appendix so you can see where each reading comes from.

What this Snapshot Review is—and isn’t

It is a dated, human-reviewed snapshot of how Kitchen Cabinets operates today: which parts of the business read as strong or weak, how the relationships that matter most are holding up, how confident each assessment is, what the evidence can’t yet reveal, and one clearer question to resolve before the next move.

It is not advice, an audit, a valuation or a guarantee. It describes the structure; it does not prescribe a redesign or an action plan. It relies on Rachel’s answers as given and is only as current as those answers.

RECORD DETAILS	
Business	Kitchen Cabinets, Logan, Queensland (fictional)
Evidence	Snapshot Review Intake Form completed by Rachel (owner); 59 answers, referenced A1–A59
Period described	The last 12 months
Review date	6 October 2026
Method	BusinessBuilder Canon v2.1 · Current Governing Set v1.1 · 144 State Index v4.1
Record ID	SR-EXAMPLE-01 (example)
Reviewed and approved by	Bruce Russell, BusinessBuilder

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01 · THE BUSINESS, IN RACHEL'S WORDS

A busy business that has stopped growing

Kitchen Cabinets designs, manufactures and installs laminate and melamine kitchens in Logan and Brisbane’s southern suburbs. It has operated in much of its current form for 10 years, employs two cabinetmakers and a part-time administrator, subcontracts installation, and records turnover of between A\$750,000 and A\$1.49m per year. [A3, A4, A7, A9, A10]

Supplied-and-installed kitchens are the main offering, sold to budget renovators, landlords and two builders. About half of revenue comes from homeowner kitchens, about 28% from builders, about 12% from laundries, vanities and wardrobes, and about 10% from supply-only kitchens. [A12, A13, A31, A32, A33, A34]

Rachel describes the past one to two years as a plateau despite continued effort. The pressures she says keep returning include price comparison, thin margins, reliance on a few parties, and the business’s dependence on her. [A8, A55]

RACHEL'S QUESTION

“Whether to grow the builder side or the homeowner side—or whether the real problem is me.” [A58]

How confident the evidence is

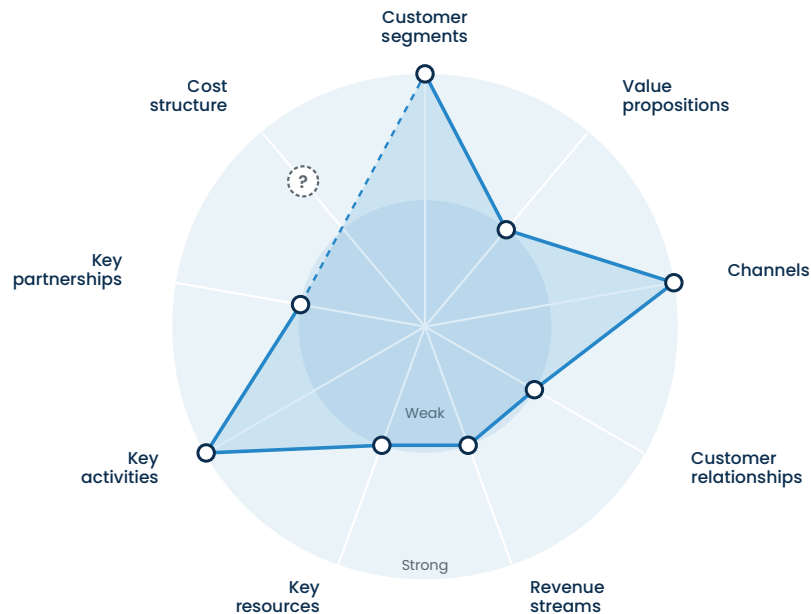
Rachel rated her confidence in her answers as mixed, with several estimates. No financial records were provided, so every figure here is her estimate, and the readings are weighted accordingly. [A59]

AREA	CONFIDENCE	WHY
Customer groups, channels and dependencies	Good	Specific, consistent answers with named parties and a dated example.
Founder dependence	Good	Concrete examples from 2022 and the last month, consistent across several answers.
Revenue shares and conversion	Moderate	Rachel’s estimates; they agree with each other but aren’t drawn from records.
Margins and costs	Low	Gross margin known only broadly; no figures by business stream or per kitchen.

02 · HOW THE PARTS FIT TOGETHER

The nine parts of the business

Each of the nine parts of the business—the book’s nine blocks—is assessed as strong or weak based on the evidence, or left as “can’t tell yet” when the evidence doesn’t support a reading. “Weak” describes how a part is operating, not how well it is evidenced. The shape is a summary, not a score: there is no total, and a larger shape is not a better business.



Snapshot profile, Kitchen Cabinets. Inner ring weak, outer ring strong. Cost structure is marked “?” and left unplotted because the evidence can’t support a reading; the dashed line passes over it rather than making a guess.

BLOCK	READING	WHAT THE EVIDENCE SHOWS
Customer segments	Strong	Three specific buyer groups: budget renovators (A\$12,000–A\$22,000 a kitchen), landlords and two named builders. [A13]
Value propositions	Weak	The offer is described as broadly comparable with competent alternatives, and choice is explained mainly by price. Weak here means undifferentiated, not poor quality. [A15, A16]
Channels	Strong	Three routes reliably bring customers—Google, hipages and builder referrals—though their quality differs widely. [A20, A21, A22]
Customer relationships	Weak	No follow-up after the sale; repeat work comes only from builders, through Rachel personally. [A29]
Revenue streams	Weak	Collection is well set up (staged payments), but willingness to pay is poorly captured: design is unpaid and builder rates have been pushed down. [A30, A35, A38]

Key resources	Weak	Rachel's time is the resource everything waits on, and it is already the first limit on growth. [A46, A47, A48, A49]
Key activities	Strong	The work is defined and repeated reliably, from measure and design through to installation and payment. [A45]
Key partnerships	Weak	One installation team and one board supplier, with no tested alternatives and a costly loss in 2023. [A39, A41, A43, A44]
Cost structure	Can't tell yet	The largest costs are named and board prices are rising, but margin is known only broadly and no cost per kitchen was supplied. [A50, A51, A52]

03 · HOW TO READ THE RELATIONSHIPS

Nine blocks, 36 relationships

Pressure in a business usually lies not in its parts but in how they connect. The nine blocks form 36 relationships, each read the same way: is each part strong or weak where they meet? That yields four possible states, plus “can't tell yet” when the evidence runs out. Chapter 9 of *The Founder's Trap*, “Your Business Foundation: Nine Blocks, 36 Relationships”, explains the method in full.

WHAT YOU'LL SEE	CODE	WHAT IT MEANS
Both strong	HH	Both parts are strong and the evidence shows them working together. Two strong parts that don't connect are two strengths, not a relationship.
Strong–weak or weak–strong	HL / LH	One part is strong and the other weak: effort resting on a gap. We always name which part is the strong one.
Both weak	LL	Both parts are weak where they meet—where the traps described in the book most often form.
Can't tell yet	—	The evidence can't support a strong or weak reading. It is recorded as an evidence gap, not a fifth state.

Each state has a fixed name from BusinessBuilder's index of 144 interpretations (36 relationships × 4 states), so the same situation is always described the same way. Codes follow a fixed block order—Customer segments, Value propositions, Channels, Customer relationships, Revenue streams, Key resources, Key activities, Key partnerships, Cost structure—so in “HL” the first letter is the earlier block in that list.

All 36 relationships are reviewed. This review reports the four that matter most for Rachel's question. Which relationships matter is a judgement by the reviewer, not an automatic threshold.

04 · THE FOUR RELATIONSHIPS THAT MATTER MOST

Four findings, each traced to Rachel's answers

FINDING 1 · KEY RESOURCES × KEY ACTIVITIES

The work is well run, but it all waits on Rachel

Relationship state: Weak–strong (strong Key activities, weak Key resources) · Activity Strength / Resource Uncertainty LH_KR_KA

Governed reading: critical assets or capacity are constrained or insufficient; the essential operating work is deemed executable.

The business knows how to do its work. Every job follows the same sequence—measure, design, quote, order, cut and assemble, install, collect payment—and two experienced cabinetmakers, with leased equipment, carry out the work reliably.

The weakness is in the resource the work depends on. Rachel personally handles every design, quote, check measure, order, builder price, site change and complaint, and she sets her own time as the first limit if demand doubled. When she took a week off in 2022, quoting stopped and a cutting error reached an install.

EVIDENCE

[A45, A46, A47, A48, A49]

WHAT WOULD CHANGE THIS READING

Evidence that someone other than Rachel can design, quote or check measures to her standard, or a record of her hours indicating spare capacity.

FINDING 2 · VALUE PROPOSITIONS × REVENUE STREAMS

Customers compare on price, and the design work isn't paid for

Relationship state: Both weak · Weak Value Capture LL_VP_RS

Governed reading: the value proposition is broad or undifferentiated; payment logic or willingness to pay is unreliable or poorly captured.

Rachel describes her main offer as broadly comparable to competent alternatives. Most customers collect several quotes, and the reasons she gives for being chosen are mostly about price compared with big brands and flat-pack.

The distinctive part of the offer—her own design—is given away before the price decision. In the month she describes, six designs took about 14 hours, and two became orders; one customer used her drawing to buy elsewhere. A refundable design fee reduced enquiries, and a 6% price rise was followed by fewer homeowner orders. In the book's terms, both-weak relationships are where the traps most often form.

EVIDENCE

[A15, A16, A25, A26, A35, A38, A56, A57]

WHAT WOULD CHANGE THIS READING

Evidence that a group of customers chooses Kitchen Cabinets for reasons other than price and will pay for the design work.

FINDING 3 · CUSTOMER SEGMENTS × REVENUE STREAMS**Clear customers, but the steadiest one pays least**

Relationship state: Strong–weak (strong Customer segments, weak Revenue streams) · Segment Strength / Revenue Uncertainty HL_CS_RS

Governed reading: a sufficiently specific customer group is evident; payment logic or willingness to pay is unreliable or poorly captured.

Kitchen Cabinets knows exactly who it serves. Its steadiest customer, Redgum Homes, accounts for about 28% of revenue and keeps the workshop busy when homeowner work goes quiet. The three largest customers together account for 41–60%.

Yet the builder stream has the weakest margin. Redgum negotiated rates down last year and accepted only half of the 2024 price rise. When one customer fills the capacity the business depends on, bargaining power tends to sit with that customer. Whether builder work covers its share of overheads can't yet be determined.

EVIDENCE

[A13, A17, A18, A24, A32, A35, A38]

WHAT WOULD CHANGE THIS READING

Contribution per builder kitchen compared with a homeowner kitchen, after installation and Rachel's time spent.

FINDING 4 · KEY ACTIVITIES × KEY PARTNERSHIPS**Installation runs on one team, with no tested alternative**

Relationship state: Strong–weak (strong Key activities, weak Key partnerships) · Activity Strength / Partner Uncertainty HL_KA_KP

Governed reading: the essential operating work is evidenced as executable; external dependencies are fragile or poorly governed.

The making is reliable, but delivery depends on outside parties with no tested back-up. Dave's team fits every kitchen, and Rachel ranks it the most serious dependency; if it went, she would have to install herself. Boards and hardware come from a single distributor.

The risk is not hypothetical. When a second installer left in 2023, installations ran four to six weeks late for about three months, and two one-star reviews followed—damaging the reviews Rachel lists as a key resource.

EVIDENCE

[A39, A41, A43, A44, A45]

WHAT WOULD CHANGE THIS READING

A second installer able to work to the same standard or in accordance with written terms, and a tested alternative for installation and supply.

05 · WHERE PRESSURE CONCENTRATES

Rachel’s time is where the findings meet

The four relationships point to the same place. The work is sound but depends on Rachel (finding 1); she allocates design time away to win price-led jobs (finding 2); she personally holds and prices the largest customer relationship (finding 3); and she is the fallback installer if the one installation team is lost (finding 4). A business whose capacity is limited to the owner’s hours can be busy yet still plateau—which is how Rachel describes the last two years. [A8, A47, A48]

The patterns below are from The Founder’s Trap. They are interpretations to help Rachel recognise what she is dealing with, not formal classifications.

PATTERN FROM THE BOOK	WHY THE EVIDENCE RESEMBLES IT	FINDINGS
The Price Trap	Customers compare mainly on price, the offer is broadly comparable, costs are rising, and a past price rise appeared to cost orders.	Finding 2
The Holdup Trap	The largest customer supplies capacity the business relies on and has pushed rates down; one installer and one supplier have no tested alternatives.	Findings 3 and 4
The Fragility Trap	Winning, checking and fixing work runs through Rachel, and installation through one team, with no tested cover for either.	Findings 1 and 4

06 · WHAT THE EVIDENCE CAN’T TELL YET

Gaps the answers can’t settle

Where the evidence is thin or missing, this review says so rather than guessing. These gaps don’t change the findings above, but they limit how far the findings can be taken.

WHAT WE CAN’T TELL YET	WHY	ANSWERS
Every relationship involving Cost structure (8 of the 36)	Margin on the main offer is known only broadly and no cost per kitchen was supplied, so no relationship with Cost structure can be read as strong or weak—including whether revenue covers costs on each kitchen.	A50–A52
Which revenue stream actually makes money	No figures by stream or hours per job were supplied; builder work may or may not cover its share of overheads.	A31–A33, A52
Why most quotes are lost	No record of lost quotes, so price, fit and timing can’t be separated.	A26, A56
Whether hipages leads repay the design time they use	hipages is rated usually poor fit, but design hours by lead source weren’t recorded.	A21, A28

07 · THE QUESTION TO RESOLVE BEFORE YOUR NEXT MOVE

One clearer question

THE STRUCTURAL QUESTION

Which customers will pay for the design and reliability Kitchen Cabinets provides—so that winning work no longer depends on Rachel giving up her time?

Why this question

Rachel asked whether to grow the builder side or the homeowner side, or whether the real problem is her. The evidence suggests that a decision can't yet be made. Both sides depend on what only Rachel does—unpaid design for homeowners, personal relationships and pricing for builders—and neither side's profitability can yet be assessed. [\[A35, A48, A52, A58\]](#)

The question first asks what would decide between them: whether any group of customers values what the business does best enough to pay for it. It is a question, not a recommendation. What Rachel does next is her decision.

Where it can lead

A Snapshot Review is the first stage of BusinessBuilder's progression, and you can stop here. Selected founders are invited to a Board Review, which brings evidence and perspectives from different disciplines to resolve a question like this one and identify a direction worth testing.

08 · METHOD, LIMITATIONS AND SIGN-OFF

How this review was prepared

Rachel's answers were organised as evidence. Each block was rated as strong or weak against them, and all 36 relationships were assessed using BusinessBuilder's index of 144 interpretations. Readings the evidence couldn't support were left as "can't tell yet" rather than estimated.

AI services helped organise the evidence and draft and cross-check this review. They did not determine the findings. Each AI-assisted step was recorded, every finding was checked against the answers it cites, and the review was approved by a person before release.

Limitations

This review relies on a single source—the founder's own answers—and on her estimates rather than on records. It hasn't verified any figure, contract or relationship, and it describes the business as Rachel reported it over the last 12 months. Once released, it is preserved unchanged as a dated baseline; any correction is issued as a dated addendum.

EXAMPLE · NOT A REAL CERTIFICATION

Reviewer certification. I have reviewed this Snapshot Review against the answers it cites. The findings released are consistent with the recorded evidence, and the gaps and limitations that could affect reliance on it are stated above.

Bruce Russell · BusinessBuilder · 6 October 2026

APPENDIX

Rachel's Intake Form answers

Reproduced from Rachel's Intake Form in the order the form asks them, with the reference used throughout this review. Contact details are omitted.

REF	QUESTION	RACHEL'S ANSWER
BUSINESS BASELINE AND TRADING STATUS		
A1	Business name	Kitchen Cabinets
A2	Website or principal social page	Google Business Profile and a Facebook page
A3	Primary location or market served	Logan and Brisbane's southern suburbs, Queensland
A4	Industry	Budget custom kitchens: design, manufacture and installation of laminate and melamine cabinetry for homeowners, landlords and small builders
A5	Trading status	Trading — we have paying customers
A6	Period the answers describe	The last 12 months
A7	Time trading in substantially its current form	10 years
A8	The business over the last 12–24 months	Plateaued despite continued effort
A9	People working in the business	2–5 (Rachel, two cabinetmakers and a part-time administrator; installation is subcontracted)
A10	Approximate annual revenue	A\$750,000–A\$1.49m
WHAT IS SOLD, TO WHOM, AND WHY		
A11	What the business sells	Budget kitchens, designed, made and installed; supply-only kitchens for DIY customers and builders; laundries, vanities and wardrobes; a free measure, design and quote
A12	The offer that matters most, and why	Supplied-and-installed kitchens. Most of our revenue and most of our workload. The margin is reasonable when the quote is right.
A13	Who buys it	Homeowners renovating on a budget (typically A\$12,000–A\$22,000 a kitchen); landlords refreshing rentals; two local builders doing townhouses and new homes
A14	What the customer is really trying to achieve	"A new kitchen that looks good and works, for a price they know up front, finished on the date we promised, without managing the trades themselves." Builders: "Cabinets on site on the day, and no callbacks."
A15	Why customers choose this business	"We're cheaper than the big kitchen companies and better than flat-pack, and I design every kitchen myself with a 3D drawing. Several Google reviews say our quote beat a big-brand quote by about \$6,000. Plenty of customers tell us they also got a flat-pack quote."

A16	How interchangeable the main offer is	Broadly comparable with competent alternatives
A17	Largest single customer's share of revenue	21–35% (a local builder)
A18	Largest three customers' combined share	41–60%
HOW CUSTOMERS ARRIVE, DECIDE AND RETURN		
A19	Channels that produced paying customers	Repeat customers; customer referrals; trade referrals; Google search; paid advertising; a marketplace (hipages)
A20	Channel 1	Google search and our Google Business Profile — about 35% of new customers — quality: mixed
A21	Channel 2	hipages — about 25% of new customers — quality: usually low-value or poor fit
A22	Channel 3	Builder referrals (two builders) — about 20% of new customers — quality: usually high-value, good fit
A23	Other material channels	Word of mouth about 15%; Facebook ads about 5%
A24	The channel that would hurt most if lost	"The builders, especially Redgum Homes. They're about 28% of our revenue, and they keep the workshop busy when homeowner work goes quiet."
A25	How customers compare before buying	They commonly seek several quotes or prices
A26	Of the last 10 genuine enquiries, how many became customers	3–4
A27	How far ahead work is booked	1–4 weeks
A28	Share of new customers from the largest single source	20–40% (hipages)
A29	Relationships after the first sale	"We don't really follow up. Homeowners only do a kitchen once, but some send friends. The builders come back because they deal with me directly. Any defects or callbacks come to me."
HOW VALUE IS PRICED AND CAPTURED		
A30	How the main offer is priced and charged	"A fixed quote per kitchen after a free measure and design. Homeowners pay a 30% deposit, 60% before delivery and 10% on completion. Builders work from a price list on 30-day account. Stone benchtops are passed through with a small margin."
A31	Revenue stream 1	Homeowner kitchens, supplied and installed — about 50% — new one-off — margin: moderate
A32	Revenue stream 2	Builder kitchens — about 28% — repeat but uncontracted — margin: weak
A33	Revenue stream 3	Laundries, vanities and wardrobes — about 12% — new one-off — margin: strong
A34	Other material revenue	Supply-only kitchens, about 10%

A35	Contradictions among revenue, margin and workload	"Builder work is our steadiest income but the lowest margin — Redgum talked our rates down last year. Homeowner kitchens pay better, but most need two or three design revisions I don't charge for. Laundries and wardrobes have the best margin, but we don't promote them."
A36	Evidence to estimate the response to a 10% price increase	Partly
A37	What would probably happen	Some customers would question or negotiate; more customers would seek competing quotes
A38	What supports that view	"In 2024 I lifted prices 6% after board prices rose. Homeowner orders seemed to drop for a couple of months. Redgum pushed back, and I only held 3% with them."

CONCENTRATION AND EXTERNAL DEPENDENCIES

A39	External party 1	Dave's installation team (subcontractor), which fits every kitchen we install — replacement: difficult — if lost: "Installs stop. I'd have to install myself."
A40	External party 2	Redgum Homes, our largest builder customer — replacement: difficult — if lost: "More than a quarter of our revenue, and the quiet months go unfilled."
A41	External party 3	Our board and hardware distributor (one supplier) — replacement: possible with disruption — if lost: "Two to three weeks to set up another supplier and re-quote colours."
A42	Other material dependencies	The stone benchtop fabricator; hipages
A43	Dependencies ranked by the pressure they would create	1. Dave's installation team 2. Redgum Homes 3. The board supplier
A44	A major relationship previously lost or weakened	"In 2023 our second installer moved interstate. Installs ran four to six weeks late for about three months, and two customers left one-star reviews."

ACTIVITIES, RESOURCES AND FOUNDER DEPENDENCE

A45	Activities repeated to win work, deliver it and get paid	Measure and design; quote and revise; order materials; cut, edge and assemble; install; chase final payments
A46	Essential resources	"Me — I do all the design. Two experienced cabinetmakers. A panel saw and edgebander (leased). The factory unit (leased). Design software. 4.7 stars from about 110 Google reviews. Our relationship with Redgum."
A47	What would constrain delivery first if demand doubled	Founder time or decisions
A48	What only the founder can quote, approve, decide, sell or deliver	"All designs and quotes, final check measures, ordering, pricing builder jobs, any changes on site, and every complaint."
A49	The founder's last two weeks away	"Not in three years. When I took a week off in 2022, quoting stopped completely, and a cutting error wasn't caught until the install."

COST STRUCTURE AND FINANCIAL RESILIENCE

A50	Three largest operating costs	"Materials — board, hardware and benchtops; wages; and Dave's installation invoices. Board and hardware are up about 12% in two years."
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A51	Costs that rise with sales, and costs that remain	"Materials, installation and benchtops go up and down with the jobs. Rent, the equipment lease, wages, the van and the software stay."
A52	How well gross margin is understood on the main offer	Known only broadly
A53	What would become difficult first if revenue fell 25% for three months	"Wages and the equipment lease. I'd have to cut the cabinetmakers' hours and take more hipages work."
A54	Cash-flow predictability	Uneven but usually manageable
RECURRING PRESSURE AND THE QUESTION FOR THE REVIEW		
A55	Pressures that persist despite effort	Customers compare mainly on price; margins remain thin despite effort; revenue depends on a small number of parties; the business depends heavily on the founder
A56	A recent, concrete example	"Last month I did six homeowner measures, designs and quotes — about 14 hours with the 3D drawings and revisions. Two went ahead. One customer took my drawing to a flat-pack supplier and built it themselves."
A57	What has been tried, and what happened	"In 2024 I charged a \$150 design fee, refunded if they ordered. Enquiries dropped, so I stopped after six weeks. I also tried a standard-range brochure, but people still want custom."
A58	What the founder most wants clarified	"Whether to grow the builder side or the homeowner side — or whether the real problem is me."
A59	Confidence that the answers describe the business today	3 — Mixed: several estimates

What would a Snapshot Review show about your business?

Kitchen Cabinets is fictional. The structural question behind it applies to any founder: the work only you can do often sets how far the business can grow—and whether that work is paid for decides whether growth adds profit or just adds hours.

01

Explore the ideas in The Founder's Trap

The Price Trap, the Holdup Trap and the Fragility Trap—and why more founder effort may stop producing better results. Chapter 9 explains the nine blocks and 36 relationships used in this review.

02

Start with a Snapshot Review

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