Create Value

The set of value proposition **benefits** that you **design** to attract customers.

Fit

Observe Customers

The set of customer **characteristics** that you **assume, observe, and verify** in the market.

Create Value

The set of value proposition **benefits** that you **design** to attract customers.

DEF·I·NI·TION
VALUE PROPOSITION
Describes the benefits customers can expect from your products and services.

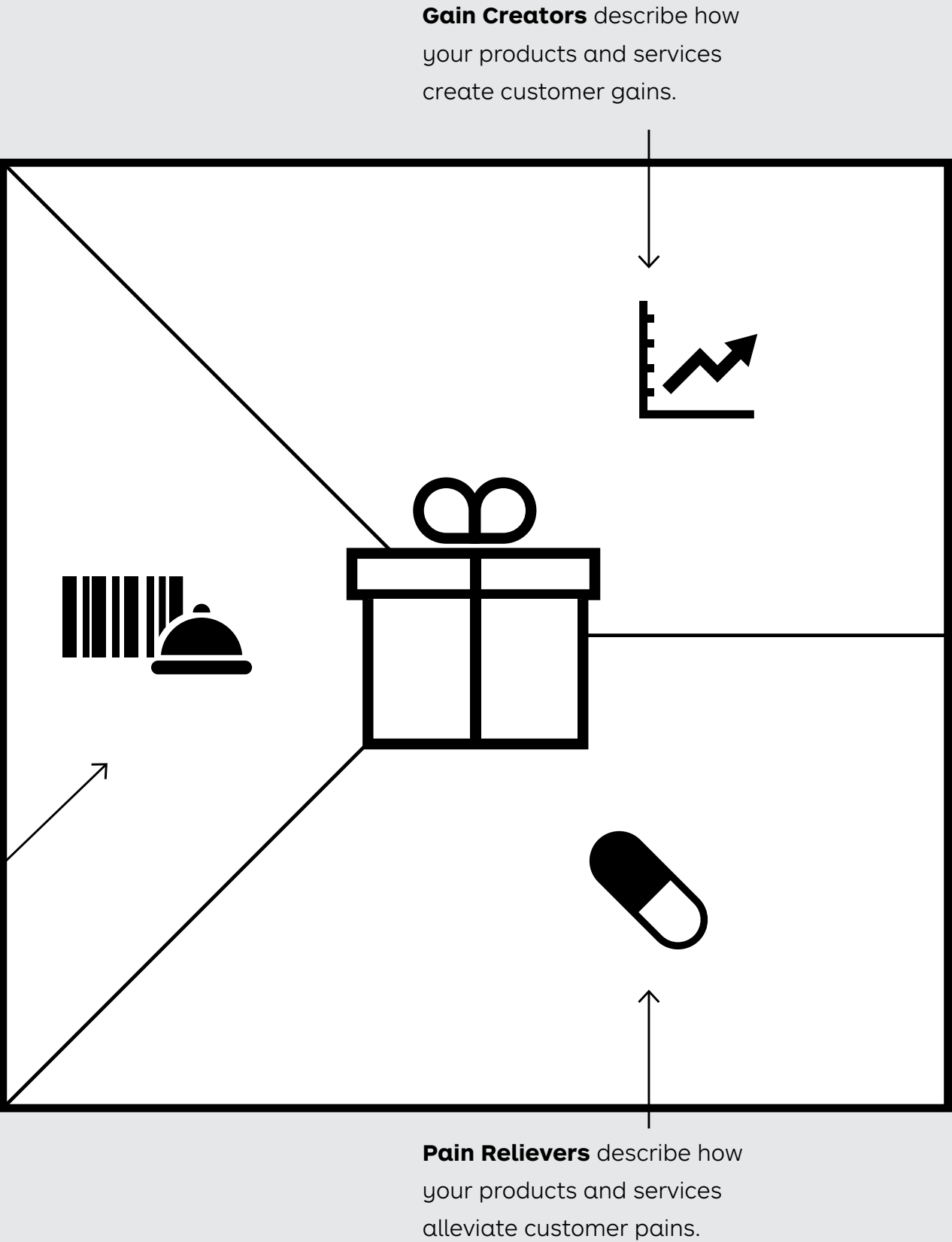จุดสมดุล

Observe Customers

The set of customer **characteristics** that you **assume, observe, and verify** in the market.

* Product Market Fit | PMF

Value Map

The Value (Proposition) Map describes the features of a specific value proposition in your business model in a more structured and detailed way. It breaks your value proposition down into products and services, pain relievers, and gain creators.

Gain Creators describe how your products and services create customer gains.

This is a list of all the **Products and Services** a value proposition is built around.

Pain Relievers describe how your products and services alleviate customer pains.

Fit

Customer Profile

The Customer (Segment) Profile describes a specific customer segment in your business model in a more structured and detailed way. It breaks the customer down into its jobs, pains, and gains.

Gains describe the outcomes customers want to achieve or the concrete benefits they are seeking.
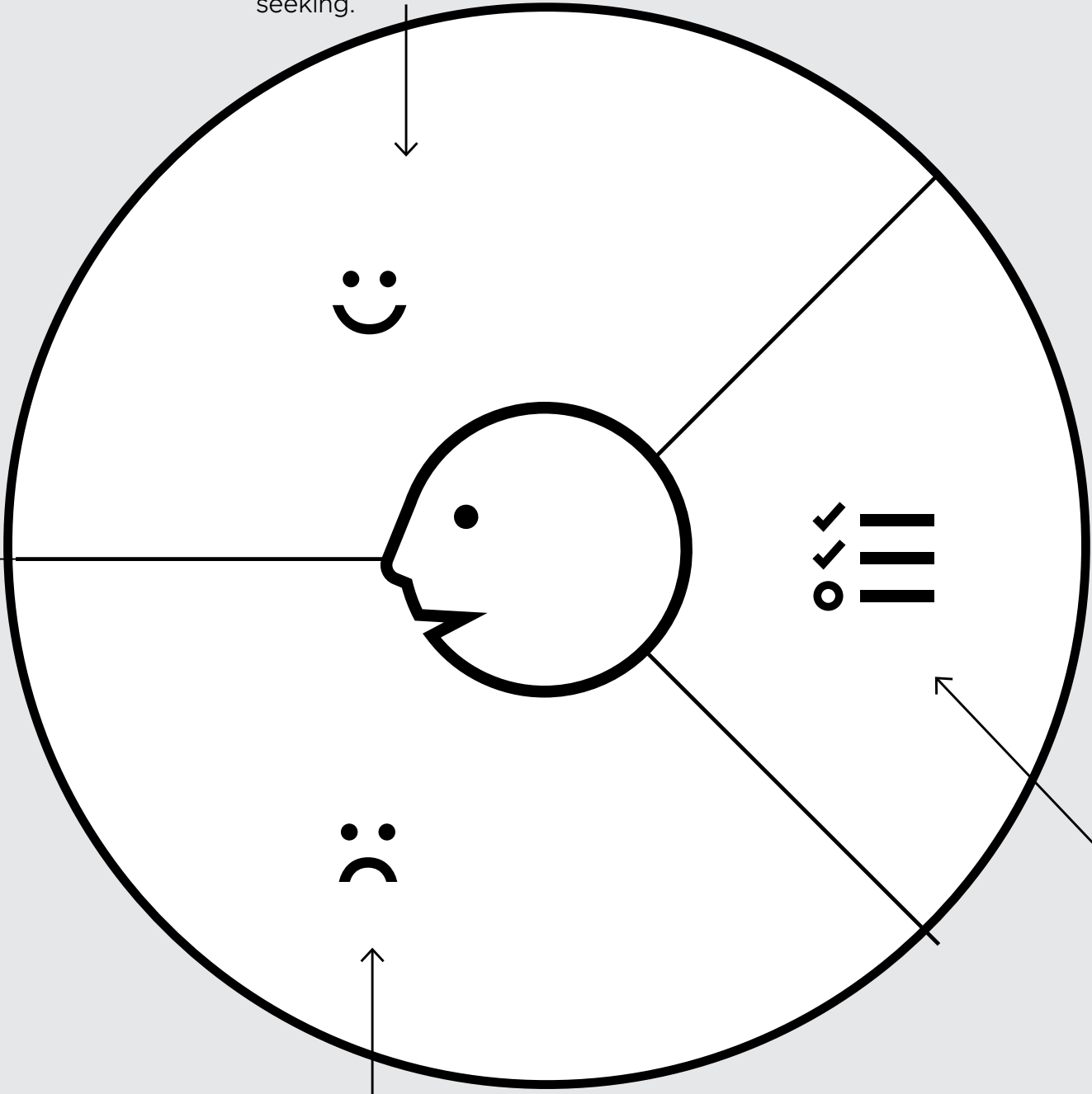
Customer Jobs describe what customers are trying to get done in their work and in their lives, as expressed in their own words.

Pains describe bad outcomes, risks, and obstacles related to customer jobs.

You achieve **Fit** when your value map meets your customer profile — when your products and services produce pain relievers and gain creators that match one or more of the jobs, pains, and gains that are important to your customer.

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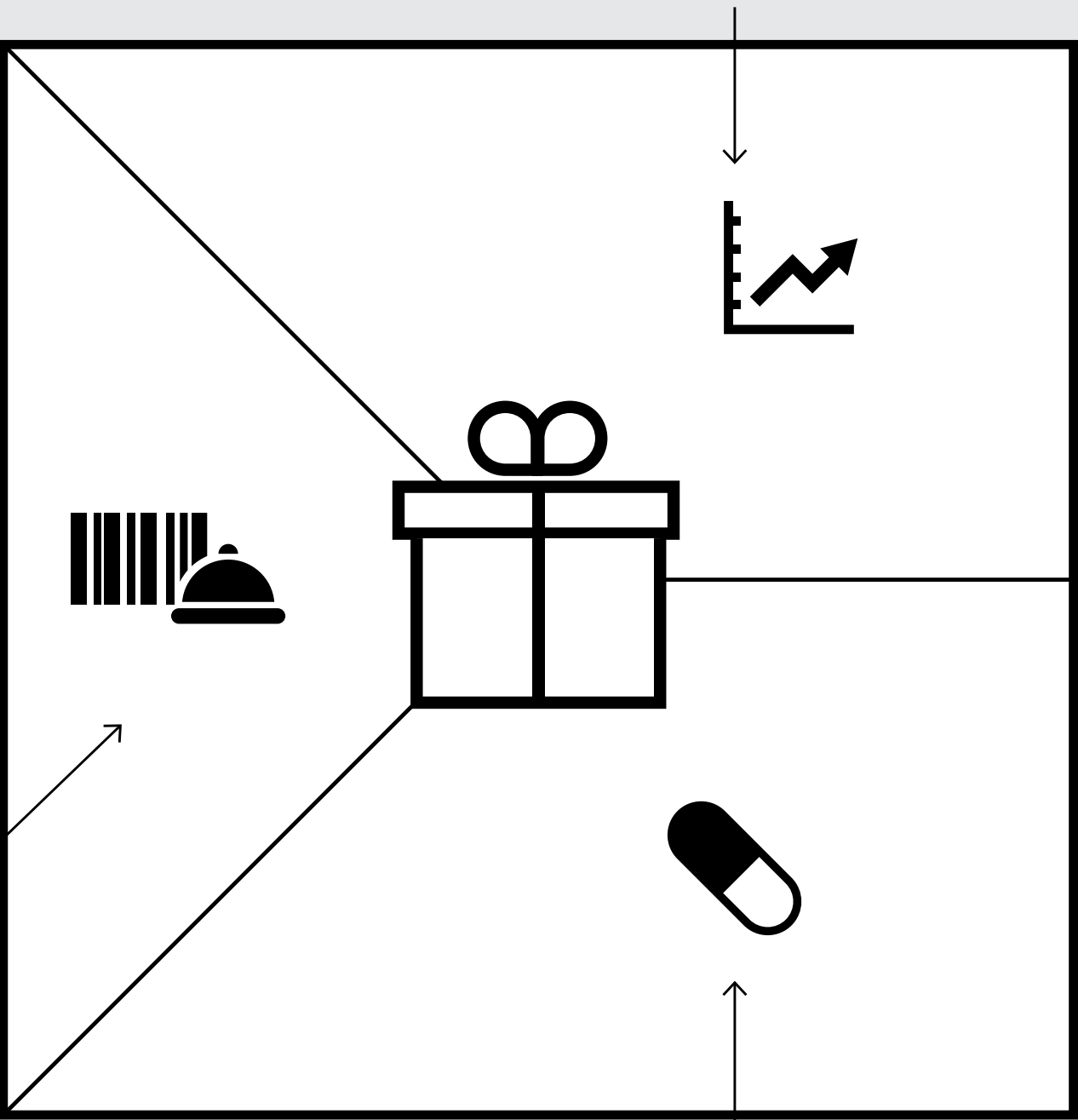
Customer Profile

The Customer (Segment) Profile describes a specific customer segment in your business model in a more structured and detailed way. It breaks the customer down into its jobs, pains, and gains.

หาทางเพิ่ม

ประโยชน์

Fit

นำเสนอ คุณค่าใหม่ (สิ่นค้า /บริการ)

หาทางแก้ไข

ปัญหา

งาน

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Source: strategyzer.com/vpd

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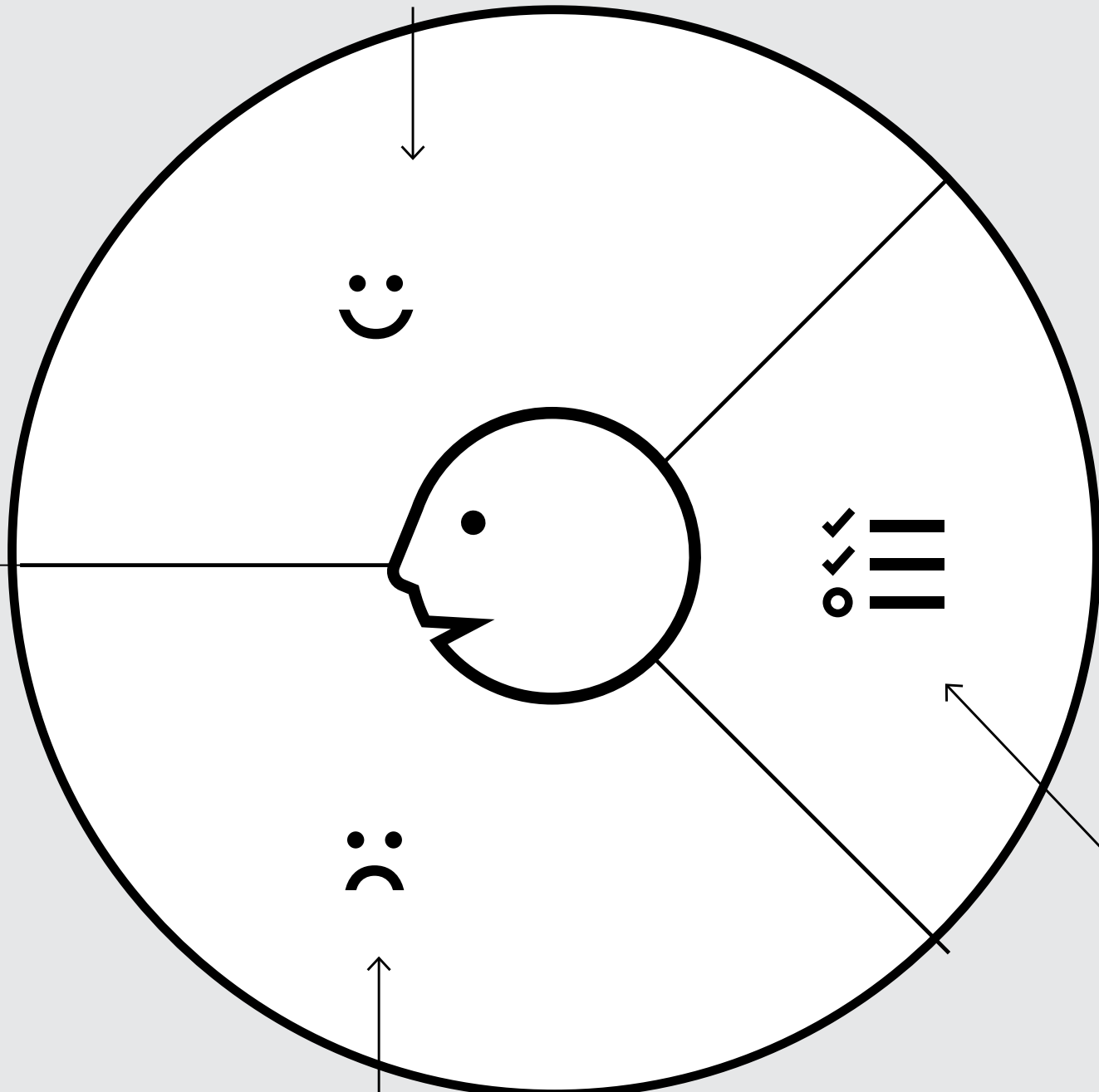
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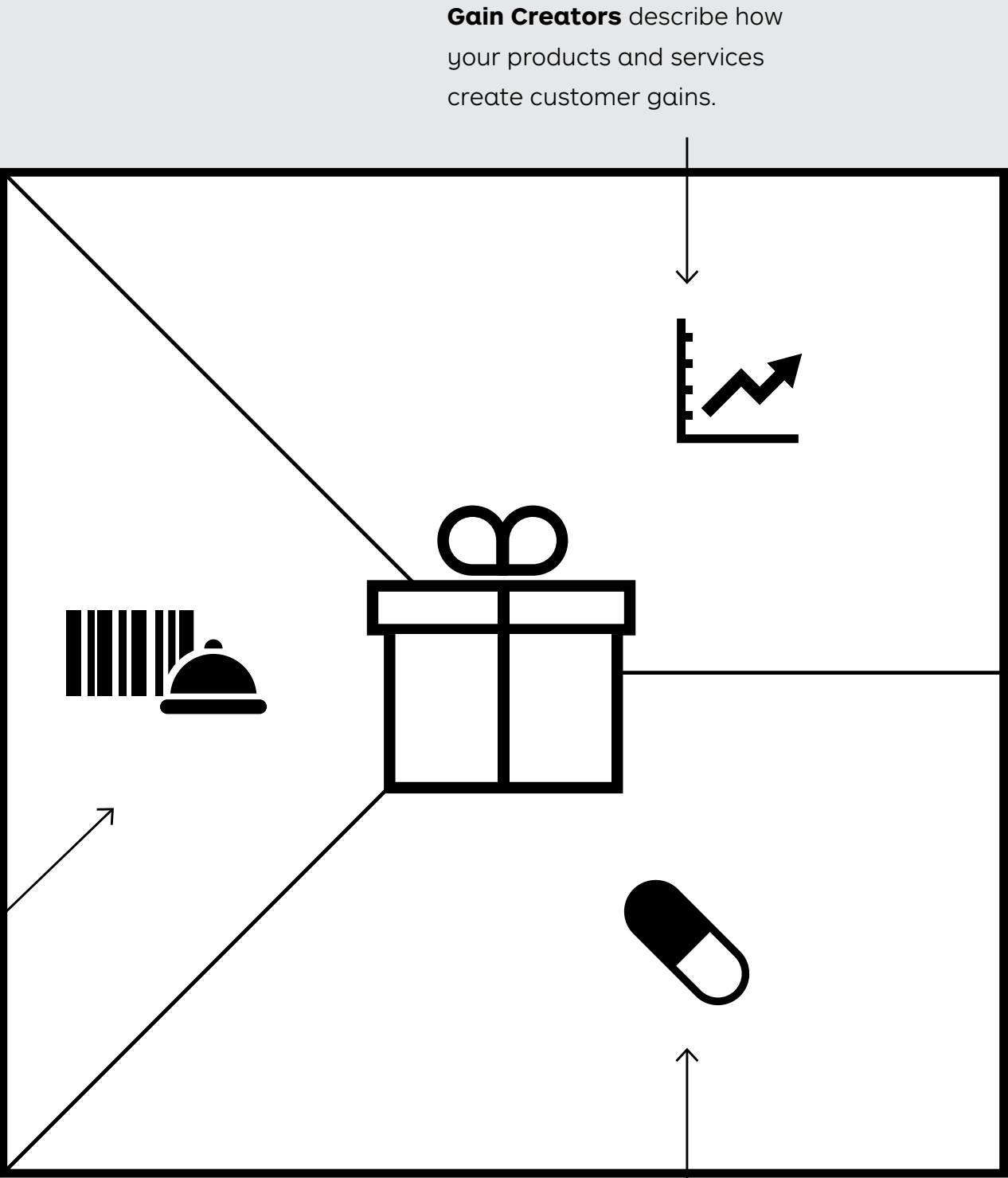
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นำเสนอ
คุณค่าใหม่
(สิ่นค้า /บริการ)

หาทางแก้ไข

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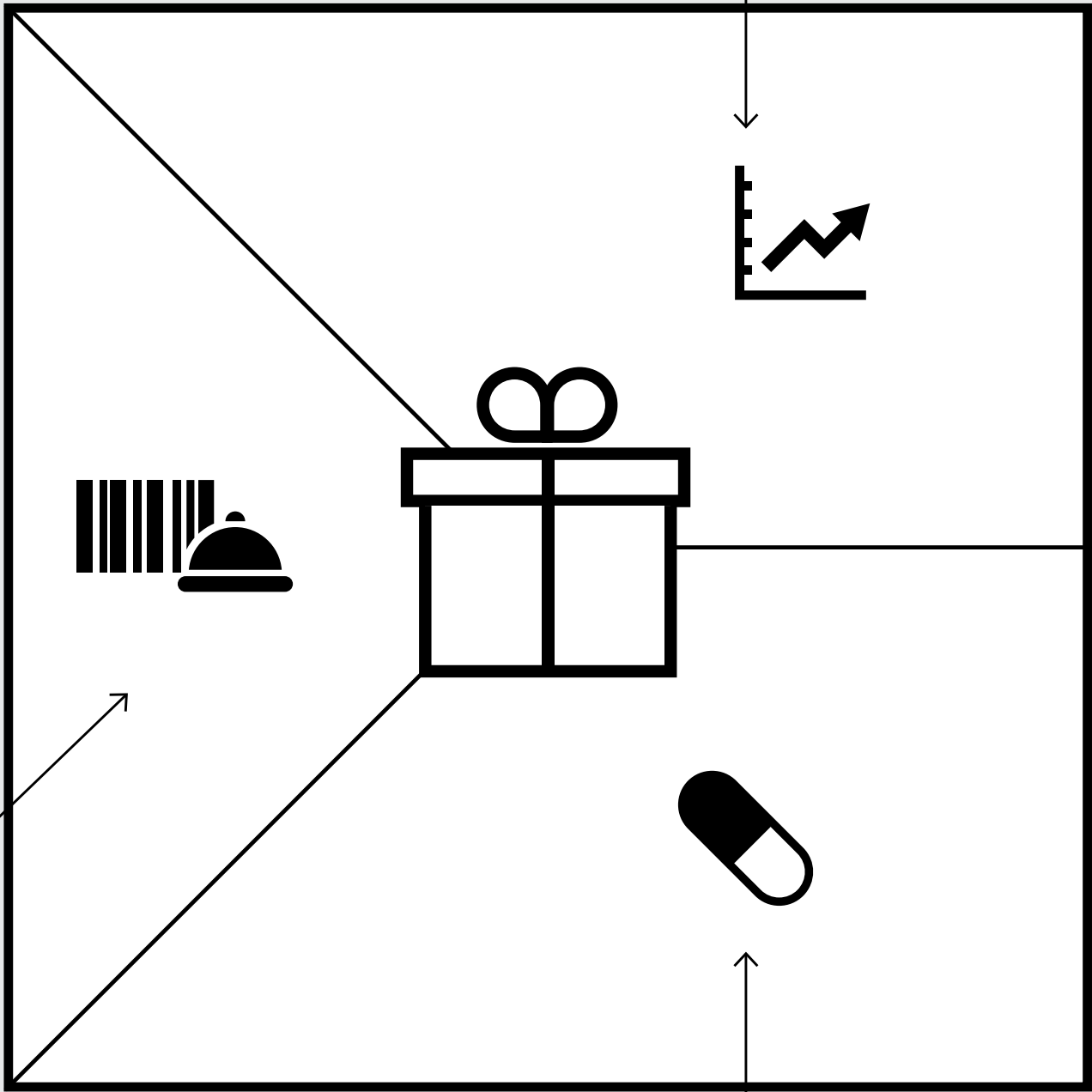**Pains** describe bad outcomes, risks, and obstacles related to customer jobs.

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Step into Your Customers' Shoes

STRATEGYZER.COM / VPD / CANVAS / 1.1

OBJECTIVE
Visualize what matters to your customers in a sharable format

OUTCOME
1 page actionable customer profile

How good is your understanding of your customers' jobs, pains, and gains? Map out a customer profile.

Instructions

Map the profile of one of your currently existing customer segments to practice using the customer profile. If you are working on a new idea, sketch out the customer segment you intend to create value for.

1. Download the Customer Profile canvas.
2. Grab a set of small sticky notes.
3. Map out your customer profile.

1
Select customer segment
Select a customer segment that you want to profile.

2
Identify customer jobs
Ask what tasks your customers are trying to complete. Map out all of their jobs by writing each one on an individual sticky note.

3
Identify customer pains
What pains do your customers have? Write down as many as you can come up with, including obstacles and risks.

4
Identify customer gains
What outcomes and benefits do your customers want to achieve? Write down as many gains as you can come up with.
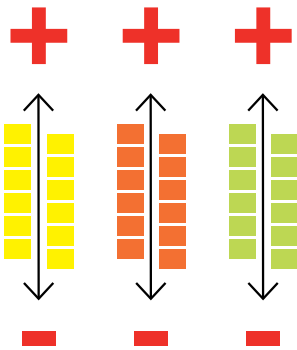
5
Prioritize jobs, pains and gains
Order jobs, pains and gains in a column each with the most important jobs, most extreme pains and essential gains on top and the moderate pains and nice to have gains at the bottom.

☺ *Do this exercise online*

Source: strategyzer.com/vpd

Customer Profile

Strategyzer
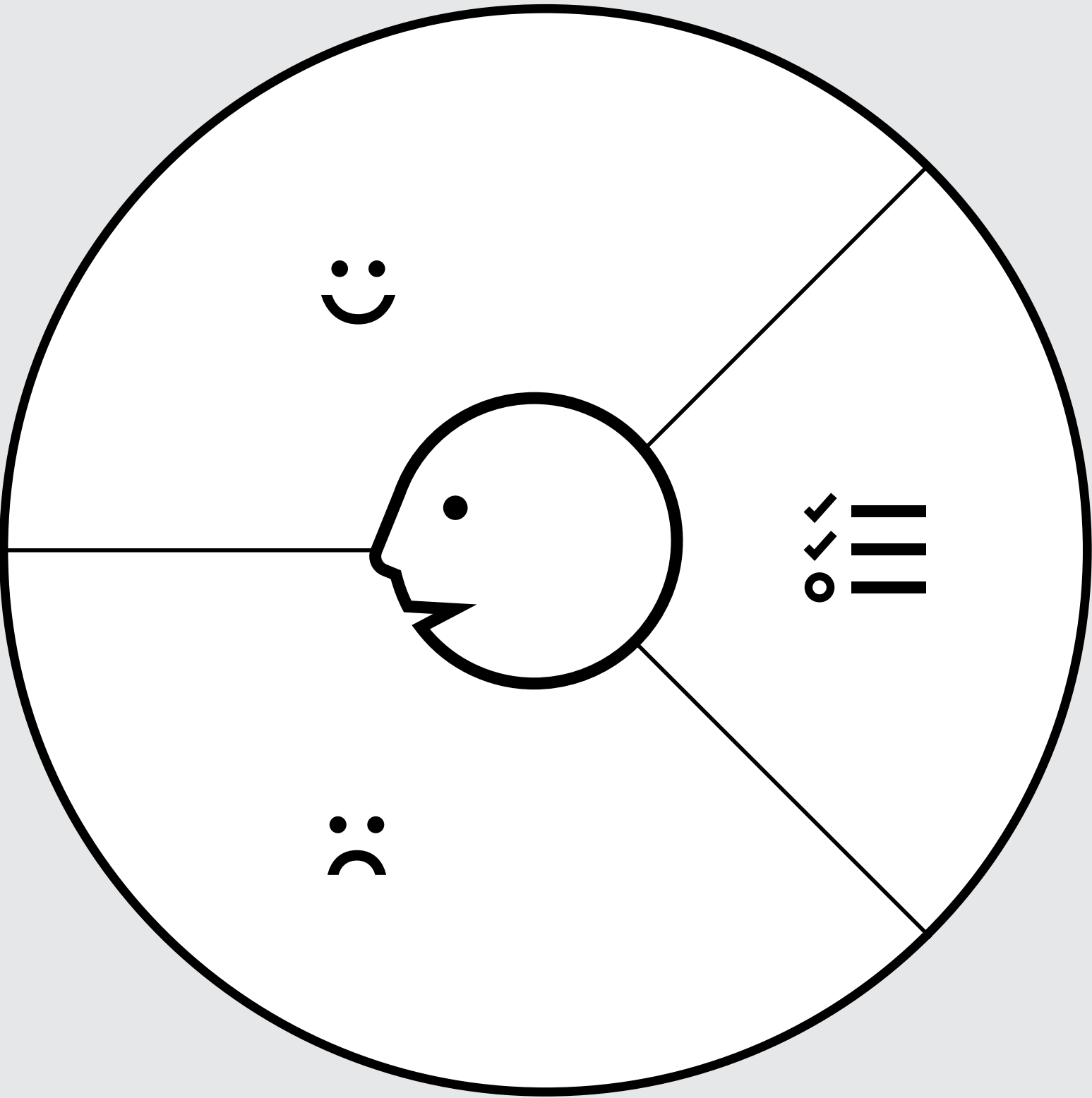
The Value Map
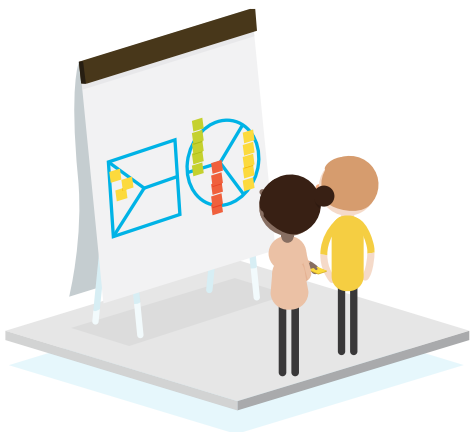
1
List products and services

List all the products and services of your existing value proposition.

2
Outline pain relievers

Outline how your products and services currently help customers alleviate pains by eliminating undesired outcomes, obstacles, or risks. Use one sticky note per pain reliever.

3
Outline gain creators

Explain how your products and services currently create expected or desired outcomes and benefits for customers. Use one sticky note per gain creator.
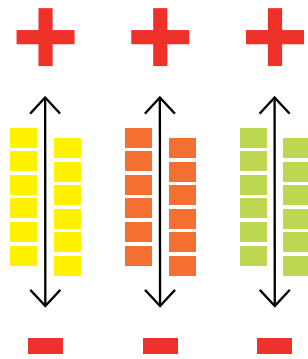
4
Rank by order of importance

Rank products and services, pain relievers, and gain creators according to how essential they are to customers.

 Do this exercise online

Strategyzer

Source: strategyzer.com/vpd

Customers expect and desire a lot from products and services, yet they also know they can't have it all. Focus on those gains that matter most to customers and make a difference.

Are you addressing essential customer gains?

Fit

Are you addressing extreme customer pains?
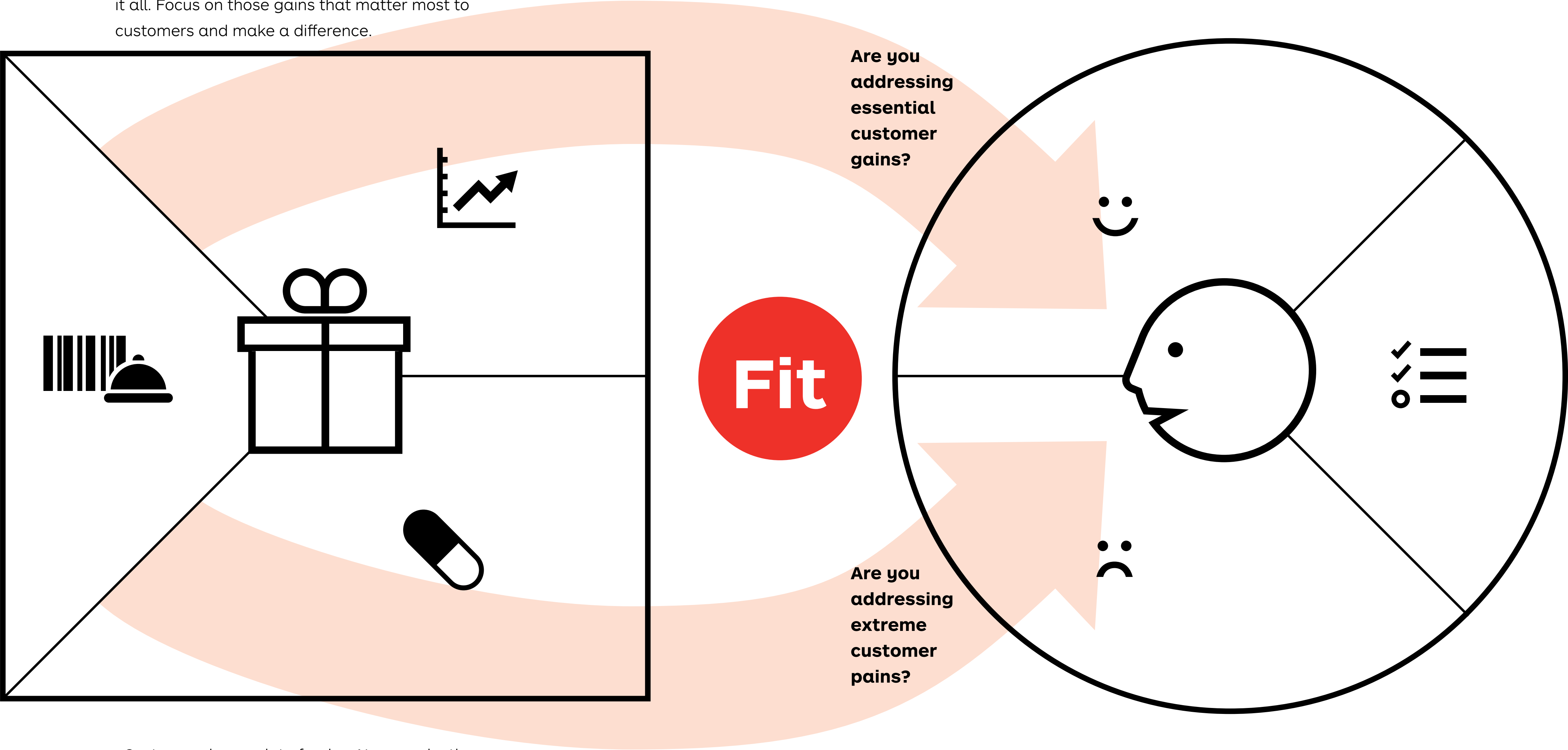
Customers have a lot of pains. No organization can reasonably address all of them. Focus on those headaches that matter most and are insufficiently addressed.

Fit?

When we designed the value proposition for this book, we strived to address some of the most important jobs, pains, and gains that potential customers have and that are insufficiently addressed by current business book formats.

Check marks signify that products and services relieve pains or create gains and directly address one of the customers' jobs, pains, or gains.

helps shape ideas

helps create products + services people want

proven + effective suite of business tools

share with and learn from peers

software-supported methodology

Value Proposition Canvas

Book

step-by-step instructions to get started

helps understand what matters to customers

shared language to communicate + collaborate
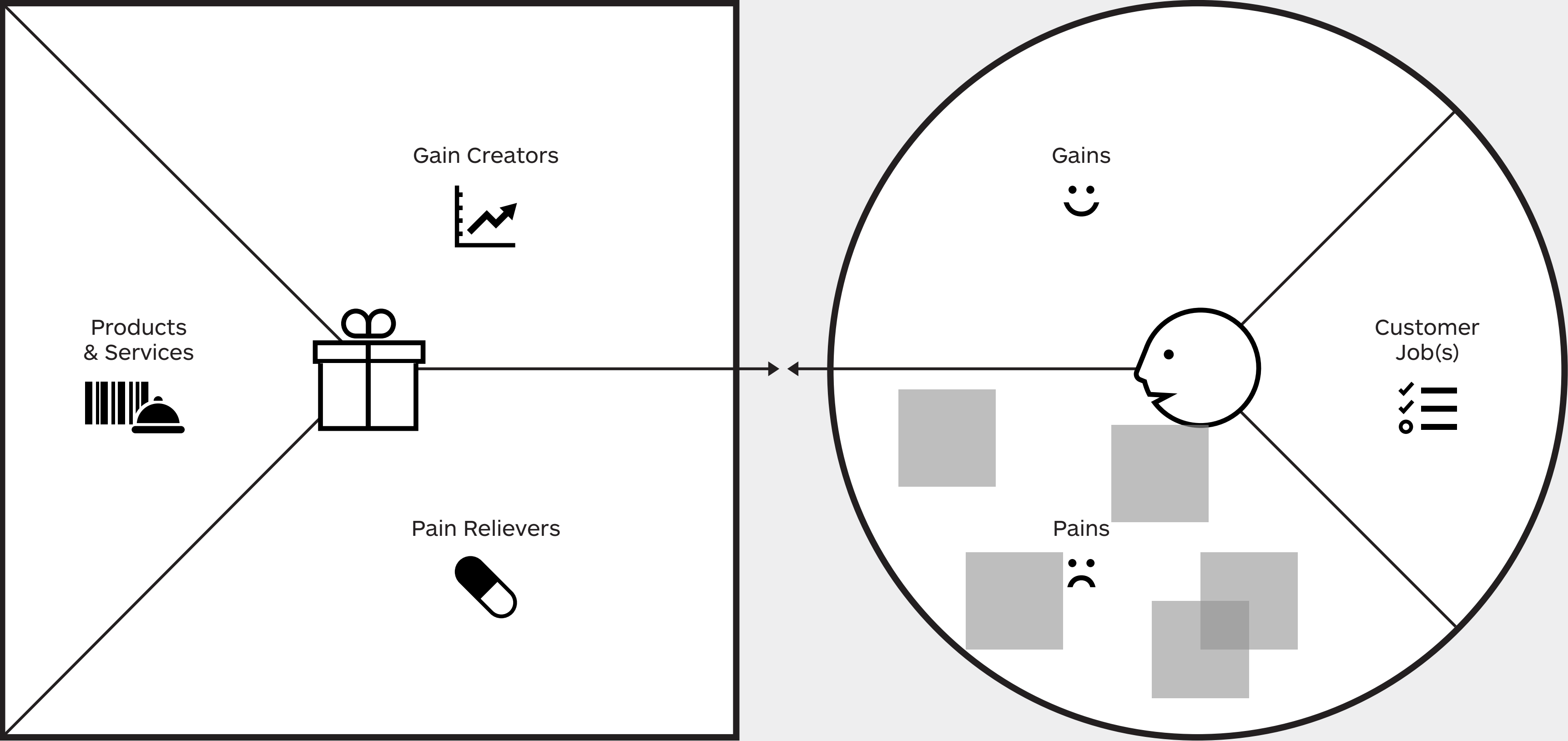
enables practice + skills (self-) assessment

exclusive online companion

online exercises, tools, templates, community

value proposition design

access to advanced material + knowledge

Web app (upsell)

online course (upsell)

practical, visual + enjoyable format

minimizes risk of (big) failure

integrates with other business methods

brief, clear + applicable content

integrated with Business Model Canvas

engaging online multimedia content

Xs show which jobs, pains, and gains the value proposition does not address.

leads to results (ideally quick wins)

clear indicators to measure progress

can apply with confidence

get recognized by team

easy to understand

help when stuck

buy-in from leadership + team

connect with like-minded people

look good with colleagues, boss, clients

applicable ideas

helps with promotion or raise

helps me communicate my ideas clearly

leads to better collaboration

improve skill set + advance career

make things people want

home run value propositions

concrete tips (e.g. to reduce risk)

biz book reader (generic)

find, learn, apply methods

improve or build a business

convince others about preferred methods

too much theory

getting stuck in career or jeopardizing it

boring content that's hard to work through

communicate well ideas

make decisions with confidence

collaborate with others or help them

lack of time

run "day job" well

making things nobody wants

dealing with risk + uncertainty

going down wrong path

management "not getting it"

stay up to date

assess + reduce risk

lack of sufficient budget

"translating" methods to own context

wasting time with ideas that don't work

no clear path to applying method

Source: strategyzer.com/vpd

The Value Proposition Canvas

Value Proposition

Customer Segment

Gain Creators

Products
& Services

Pain Relievers

Gains

Customer
Job(s)

Pains

Strategyzer

strategyzer.com

The Value Proposition Canvas

Strategyzer
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Value Proposition

Customer Segment

Gain Creators

Products & Services

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Gains

Customer Job(s)

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The Value Proposition Canvas

Value Proposition

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The Value Proposition Canvas

Value Proposition

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The Value Proposition Canvas

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Gain Creators

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Strategyzer

strategyzer.com
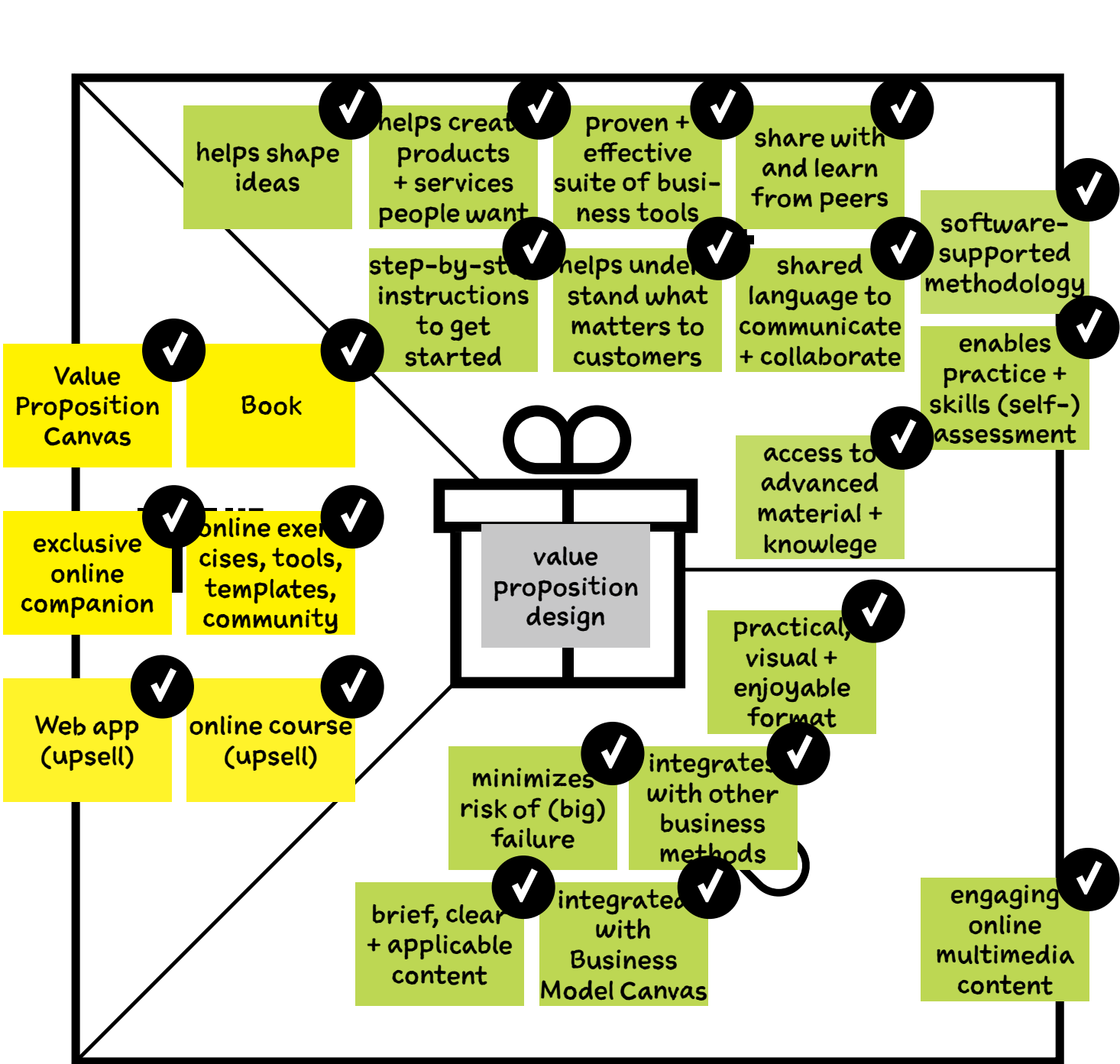
Fit?

When we designed the value proposition for this book, we strived to address some of the most important jobs, pains, and gains that potential customers have and that are insufficiently addressed by current business book formats.

Value Proposition Map (left)

- helps shape ideas ✓
- helps create products + services people want ✓
- proven + effective suite of business tools ✓
- share with and learn from peers ✓
- software-supported methodology ✓
- step-by-step instructions to get started ✓
- helps understand what matters to customers ✓
- shared language to communicate + collaborate ✓
- enables practice + skills (self-) assessment ✓
- Value Proposition Canvas ✓
- Book ✓
- exclusive online companion ✓
- online exercises, tools, templates, community ✓
- access to advanced material + knowlege ✓
- value proposition design
- Web app (upsell) ✓
- online course (upsell) ✓
- practical, visual + enjoyable format ✓
- minimizes risk of (big) failure ✓
- integrates with other business methods ✓
- brief, clear + applicable content ✓
- integrated with Business Model Canvas ✓
- engaging online multimedia content ✓

Check marks signify that products and services relieve pains or create gains and directly address one of the customers' jobs, pains, or gains.

Customer Profile (right) — biz book reader (generic)

- get recognized by team ✗
- leads to results (ideally quick wins) ✓
- clear indicators to measure progress ✓
- can apply with confidence ✓
- look good with colleagues, boss, clients ✗
- easy to understand ✓
- buy-in from leadership + team ✗
- connect with like-minded people ✓
- applicable ideas ✓
- help when stuck ✓
- helps me communicate my ideas clearly ✓
- make things people want ✓
- helps with promotion or raise ✗
- leads to better collaboration ✓
- improve skill set + advance career ✓
- home run value propositions ✓
- concrete tips (e.g. to reduce risk) ✓
- find, learn, apply methods ✓
- improve or build a business ✓
- convince others about preferred methods ✗
- lack of time ✓
- too much theory ✓
- getting stuck in career or jeopardizing it ✗
- boring content that's hard to work through ✓
- communicate + sell ideas ✓
- make decisions with confidence ✗
- collaborate with others or help them ✗
- run "day job" well ✗
- making things nobody wants ✓
- dealing with risk + uncertainty ✓
- stay up to date ✓
- going down wrong path ✗
- management "not getting it" ✗
- "translating" methods to own context ✗
- assess + reduce risk ✗
- lack of sufficient budget ✗
- wasting time with ideas that don't work ✓
- no clear path to applying method ✓

Xs show which jobs, pains, and gains the value proposition does not address.

Source: strategyzer.com/vpd

Ad-Lib Value Proposition Template

Ad-libs are a great way to quickly shape alternative directions for your value proposition. They force you to pinpoint how exactly you are going to creating value. Prototype three to five different directions by filling out the blanks in the ad-lib below.

OBJECTIVE
Quickly shape potential value proposition directions

OUTCOME
Alternative prototypes in the form of "pitchable" sentences

Our _____
Products and Services

help(s) _____
Customer Segment

who want to

_____
jobs to be done

by _____   _____
verb (e.g., reducing, avoiding)   *and a customer pain*

and_____   _____.
verb (e.g., increasing, enabling)   *and a customer gain*

(unlike _____)
competing value proposition

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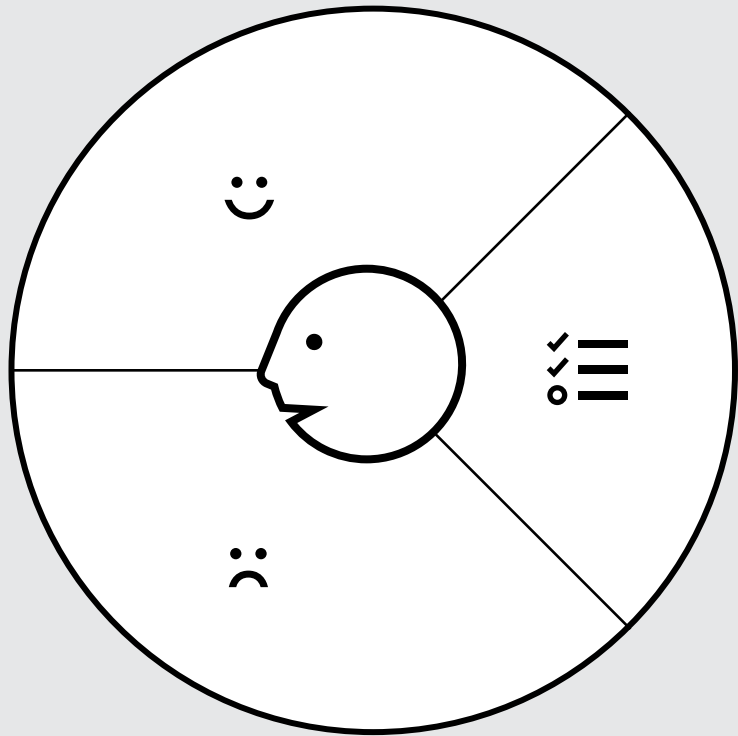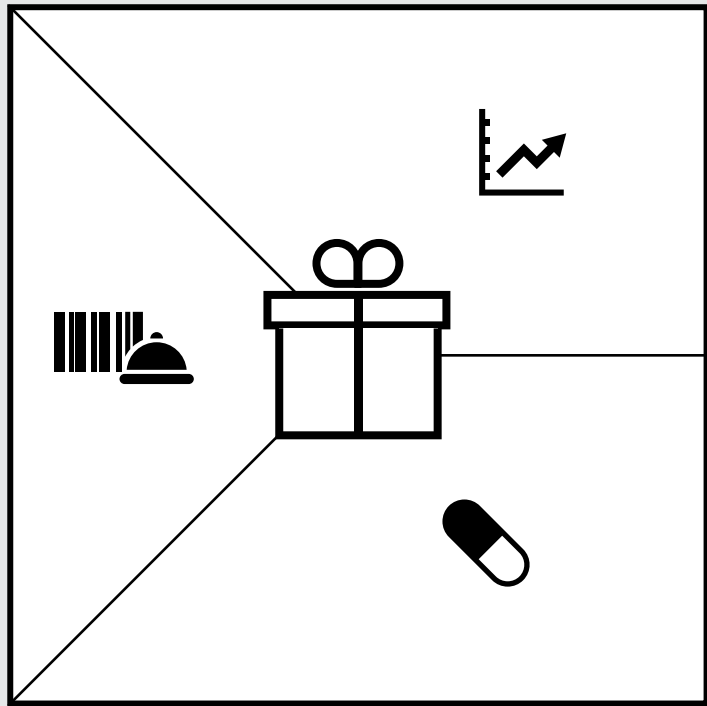
Strategyzer
www.strategyzer.com/vpd

Ad-Lib
Value Proposition
Template

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by _____   ↘ verb (e.g., reducing, avoiding)   🌐 and a customer pain _____

and _____   ↗ verb (e.g., increasing, enabling)   🌐 and a customer gain _____.

(unlike _____)
✉ competing value proposition

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and _____ _____.
↗ *verb (e.g., increasing, enabling)* ◔ *and a customer gain*

(unlike
_____
▱ *competing value proposition*

)

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Our help(s) _____ who want to _____

ระบุชื่อ แนวคิด หรือ ทิศทาง ของสินค้า / บริการ
ที่ได้ทำการออกแบบ
::: WHAT WHY HOW :::

Products and Services

Customer Segment

jobs to be done

Our

help(s)

อธิบายคุณลักษณะสำคัญของลูกค้า / กลุ่มเป้าหมาย
ที่จะ "สนใจ ซื้อ ใช้ บอกต่อ" สินค้า / บริการของเรา เป็น "กลุ่มแรก"
::: WOW WORK VALUE :::

Customer Segment

who want to

jobs to be done

Our _____
▷ *Products and Services*

help(s) _____
◔ *Customer Segment*

who want to

ให้ความหมาย "งานที่แท้จริง" ของลูกค้าที่ต้องการทำให้สำเร็จ
ได้แก่ ความต้องการ เป้าหมาย เป็นต้น ::: WHY WHY WHY WHY WHY :::

_____
◔ *jobs to be done*
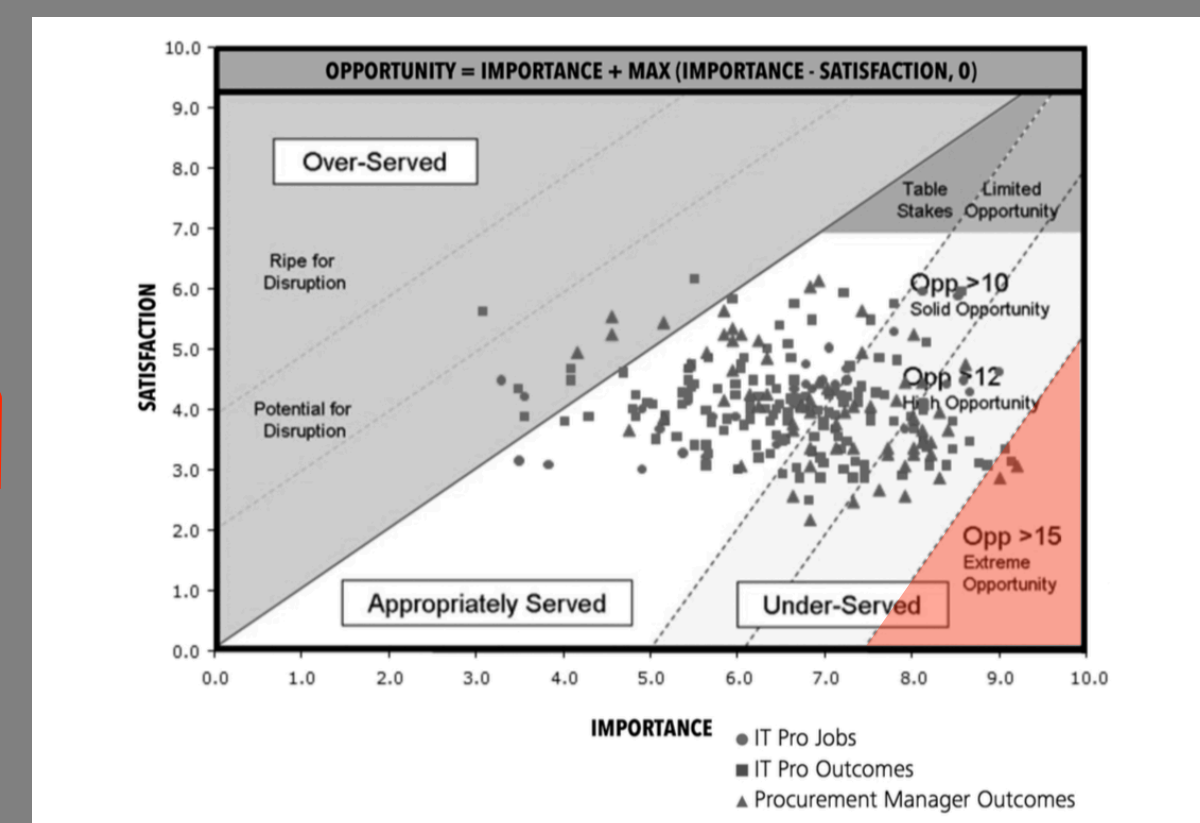
Our _____

help(s) _____

Opportunity Scoring Matrix

who want to

ระบุสิ่งที่ลูกค้าต้องการทำให้สำเร็จ (งาน "Jobs To Be Done")
ได้แก่ ความมุ่งหวัง เป้าหมายสุดท้าย เป็นต้น ::: WHY WHY WHY WHY WHY :::

by _____ _____
↘ *verb (e.g., reducing, avoiding)* 🔵 *and a customer pain*

and _____ _____.
↗ *verb (e.g., increasing, enabling)* 🔵 *and a customer gain*

(unlike _____ **)**
▱ *competing value proposition*

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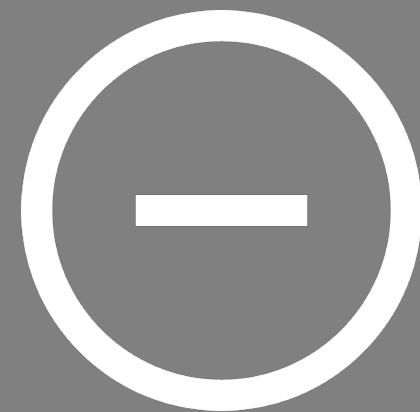
⊖ ระบุชื่อ แนวทาง วิธีการ "แก้ไขปัญหา" ให้กับลูกค้า
โดยพิจารณาข้อมูลจาก Pains ::: How might we…? :::

◔ *and a customer pain*

and _____
↗ *verb (e.g., increasing, enabling)*

◔ *and a customer gain*

(unlike _____**)**

◰ *competing value proposition*

Strategyzer
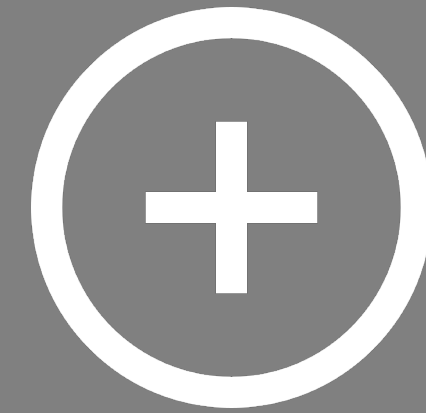www.strategyzer.com/vpd

by _____
↘ *verb (e.g., reducing, avoiding)*   ◔ *and a customer pain*

⊕ ระบุชื่อ แนวทาง วิธีการ "เพิ่มพูนประโยชน์" ให้กับลูกค้า
โดยพิจารณาข้อมูลจาก Gains ::: How might we…? :::

and _____.
↗ *verb (e.g., increasing, enabling)*   ◔ *and a customer gain*

(unlike _____**)**

⊠ *competing value proposition*

◉ **Strategyzer**
www.strategyzer.com/vpd

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↘ *verb (e.g., reducing, avoiding)* 🥧 *and a customer pain*

and_____.
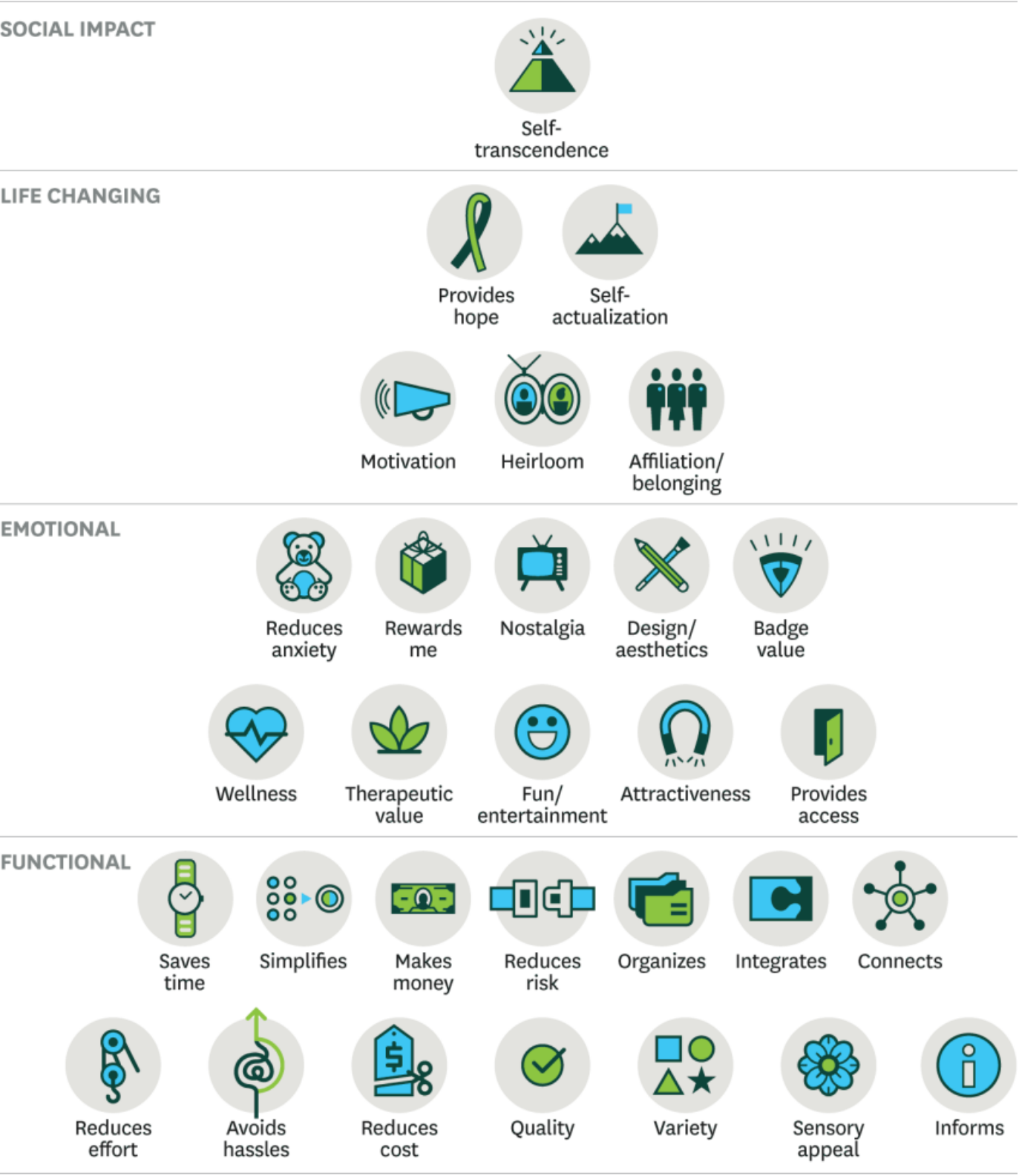
↗ *verb (e.g., increasing, enabling)* 🥧 *and a customer gain*

(unlike ≠ เปรียบเทียบ "การเสนอคุณค่า" กับคู่แข่ง
โดยพิจารณาข้อมูลจาก Stakeholder Map
::: WHAT WHY HOW :::

✉ *competing value proposition*)

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SOCIAL IMPACT
Self-transcendence

LIFE CHANGING
Provides hope · Self-actualization

Motivation · Heirloom · Affiliation/belonging

EMOTIONAL
Reduces anxiety · Rewards me · Nostalgia · Design/aesthetics · Badge value

Wellness · Therapeutic value · Fun/entertainment · Attractiveness · Provides access

FUNCTIONAL
Saves time · Simplifies · Makes money · Reduces risk · Organizes · Integrates · Connects

Reduces effort · Avoids hassles · Reduces cost · Quality · Variety · Sensory appeal · Informs

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FROM "THE ELEMENTS OF VALUE," SEPTEMBER 2016

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B2C

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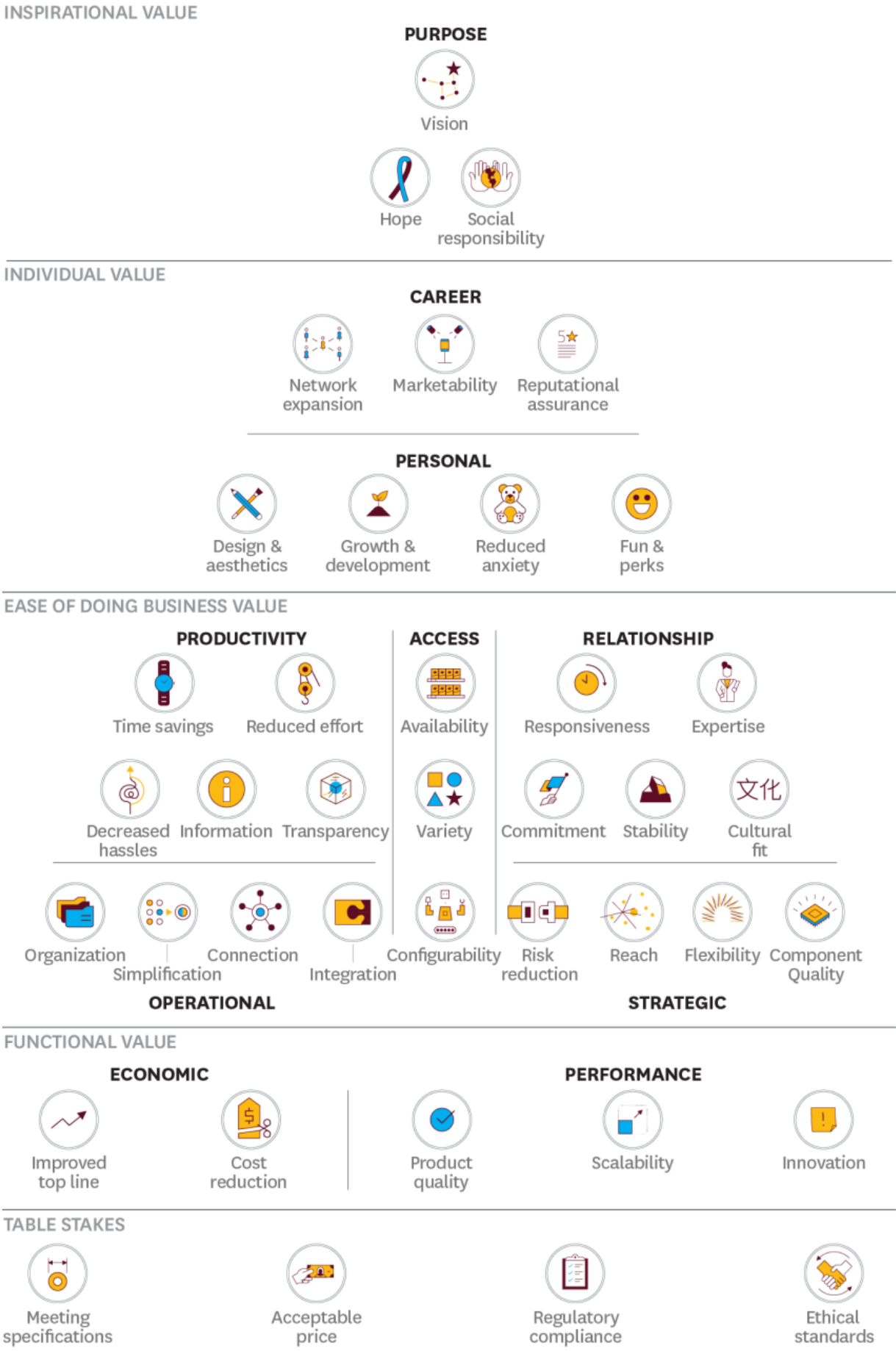
(unlike _____)
competing value proposition

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INSPIRATIONAL VALUE

PURPOSE
Vision

Hope · Social responsibility

INDIVIDUAL VALUE

CAREER
Network expansion · Marketability · Reputational assurance

PERSONAL
Design & aesthetics · Growth & development · Reduced anxiety · Fun & perks

EASE OF DOING BUSINESS VALUE

PRODUCTIVITY
Time savings · Reduced effort

Decreased hassles · Information · Transparency

Organization · Simplification · Connection · Integration

ACCESS
Availability

Variety

Configurability

RELATIONSHIP
Responsiveness · Expertise

Commitment · Stability · Cultural fit

Risk reduction · Reach · Flexibility · Component Quality

OPERATIONAL
FUNCTIONAL VALUE

STRATEGIC

ECONOMIC
Improved top line · Cost reduction

PERFORMANCE
Product quality · Scalability · Innovation

TABLE STAKES
Meeting specifications · Acceptable price · Regulatory compliance · Ethical standards

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FROM "THE B2B ELEMENTS OF VALUE," BY ERIC ALMQUIST ET AL., MARCH–APRIL 2018

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B2B

The Ritz-Carlton is a place where the genuine care and comfort of our guests is our highest mission.

We pledge to provide the finest personal service and facilities for our guests who will always enjoy a warm, relaxed, yet refined ambience.

The Ritz-Carlton experience enlivens the senses, instills well-being, and fulfills even the unexpressed wishes and needs of our guests.

ให้สัญญา

สุดกำลัง

จริงใจ

ห่วงใย

ตั้งมั่น

ส่งมอบ

The Ritz-Carlton is a place where the **genuine care** and comfort of our guests is our highest mission.

We **pledge** to **provide the finest** personal service and facilities for our guests who will **always** enjoy a warm, relaxed, yet refined ambience.

The **Ritz-Carlton experience** enlivens the senses, instills well-being, and fulfills even the unexpressed wishes and needs of our guests.

THE RITZ-CARLTON

DESCRIPTION

- Employees are empowered to create unique, memorable and personal experiences for our guests
- Employees note all the preferences of the guests and fulfill these, even if the guest doesn't ask it explicitly
- Each employee has a budget to serve the customer in any way he likes
- Employees are also treated like ladies and gentlemen

> "We Are Ladies and Gentlemen Serving Ladies and Gentlemen"

THE RITZ-CARLTON®

CREDO

The Ritz-Carlton Hotel is a place where the genuine care and comfort of our guests is our highest mission.

We pledge to provide the finest personal service and facilities for our guests who will always enjoy a warm, relaxed yet refined ambience.

The Ritz-Carlton experience enlivens the senses, instills well-being, and fulfills even the unexpressed wishes and needs of our guests.

THREE STEPS of SERVICE

A warm and sincere greeting.
//
Use the guest's name. Anticipation and fulfillment
of each guest's needs.
//
Fond farewell. Give a warm good-bye and use the
guest's name.

The Business Model Canvas

Key Partners 🔗

Key Activities ✓

2

Key Resources 👷

Customer Relationships ♥

1

Channels 🚚

Cost Structure 🏷️

Revenue Streams 💰

⊚Strategyzer

strategyzer.com

Source: strategyzer.com/vpd

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