

Software as a Business (SaaS)

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Exercise Sheet No. 3

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Analysis with Lean Canvas and Business Model Canvas

Task 3.1: Working out the iPod and iPod++ Lean Canvas

Fill a Lean Canvas for the iPod. The iPod appeared in the beginning of the 2010s and revolutionized the music industry. The reason was its new business model. Fill every field of the Lean Canvas with questions first, and then, answer them. Look up the filling order of the Lean Canvas (chapter Basic Tools) and check whether the following order of the subtasks is correct.

- 1a) Start with the problem analysis for the iPod. Think about 5 problem questions, and note them down. Then, answer them.
- 1b) Fill in questions about customer segments. Apart from the mass market, whom else does the iPod attract?
- 1c) Which solution does the iPod provide to its customers?
- 1d) Now, work out the value proposition of the iPod. Think about 5 value proposition questions, and note them down. Then, answer them.
- 1e) Now, we extend the task. Think about iPod++ which also offers films to be projected into a VR device, such as the Google Glass or Microsoft Hololense. It shall also be a wearable and easily connected to the VR. Which new channels does the iPod++ need, beyond the music channels?
- 1f) Which resources does a new device like the iPod++ need?
- 1g) Think about the cost structure of the iPod++? Which contracts do you have to negotiate?
- 1h) Which revenue streams can you open with such a future system?

Task 3.2: Working out the iPod++ Lean Business Model Canvas

Fill a Lean BMC for the iPod++ of the last task.

This time, you should print a big poster of the LBMC and start to work out a filling order yourself.

- 2a) Why is it good to start with the Lean Canvas' problem-objective-solution analysis?

2b) Why should the BMC's cost and resource subcanvas not be forgotten?

2c) What is important about "Unfair Advantage" and "Ultimate Competitive Advantage" in your model? Is it possible for you to find an UCA for the iPod++?

Task 3.3: A Question-Driven Journey for the Drone Breakfast

Imagine you meet a person not familiar with drone-based breakfast serving. Which questions could you ask to bring him forward in the insight that drone-served breakfast could be desirable for him?

3a) How would you open up the customer for drone breakfast?

3b) How could you use the past - present - future aspect to move the customer forward?

3c) Think about problem - objective - risk analysis. How can you open up a customer revealing him his problems and comparing with his objectives?

Task 3.4: Multiple Choice Questions about Questions

4a)

Questions	Answers
1. Which of the following statements are valid?	<input type="checkbox"/> A control implication question will help him to fix an insight about future developments in his company. <input type="checkbox"/> A state question is always good for a customer to make a justified decision. <input type="checkbox"/> The implication questions reveal the past to the customer. <input type="checkbox"/> The problem questions show the customers the hidden gain of the solution. <input type="checkbox"/> The need-payoff questions reveal the value proposition to the customer.
2. Which questions drive the customer forward in her journey?	<input type="checkbox"/> Open questions <input type="checkbox"/> Need-payoff questions <input type="checkbox"/> Stupid questions <input type="checkbox"/> Summarization questions <input type="checkbox"/> Problem questions