

# 14. Further Instruments for Customer Analysis, Validation, and Creation

Prof. Dr. Uwe Aßmann  
Softwaretechnologie  
Fakultät Informatik  
Technische Universität Dresden  
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<http://st.inf.tu-dresden.de/teaching/saab>

- 1) Customer Validation
  - 1) Customer Interviews
  - 2) Measuring Customer Feedback
  - 3) Channel Analysis
- 2) Customer Double Funnel
  - 3) The Evolving Nested BMC Cactus

# Obligatory Literature

- ▶ A. Osterwalder, Y. Pigneur et al. Value Proposition Design. Wiley.
- ▶ [BlankDorf] Steve Blank, Bob Dorf, Nils Högsdal, Daniel Bartel. Das Handbuch für Startups – die deutsche Ausgabe von 'The Startup Owner's Manual'. Deutsche Übersetzung von Kathrin Lichtenberg. 2014. O'Reilly.
  - <http://www.daniel-bartel.de/das-handbuch-fuumlr-startups.html>

# 14.1 Customer Validation

## (Potential) Customer Interviews as Simple Tests for Hypotheses

Customer Interviews are a special form of sales meetings (pre-sales meeting). They have to conduct pain-gain analysis, guide the customer modeling by testing customer hypotheses, and guide the BMC development.

Interviews are the fastest, cheapest way to learn more about what your customers are doing and what problems they're facing. [Alvarez]

People will talk to you because we all like to help others, like to sound smart, like to fix things, and like to complain. [Alvarez]

It's not the customer's job to know what they want. [Steve Jobs]

# Forms of Interviews, based on Sales Funnel Traveling

**Problem Interview**

Finding out the customer's problems and pains  
Filling a problem canvas

**Solution Interview**

Finding out which solutions and gains the customer needs  
Filling a VPC canvas

**SPIN interview**

Walking with the customer from implicit needs to explicit needs

**Solutions Selling Interview (Pain Sheets)**

Walking with the customer from reasons to capabilities

**Problem & Solution Interview**

**Problem-Solution-Sheet Interview**

Walking with the customer from hidden needs to competitive advantage

**Pain-Gain Banana Interview**

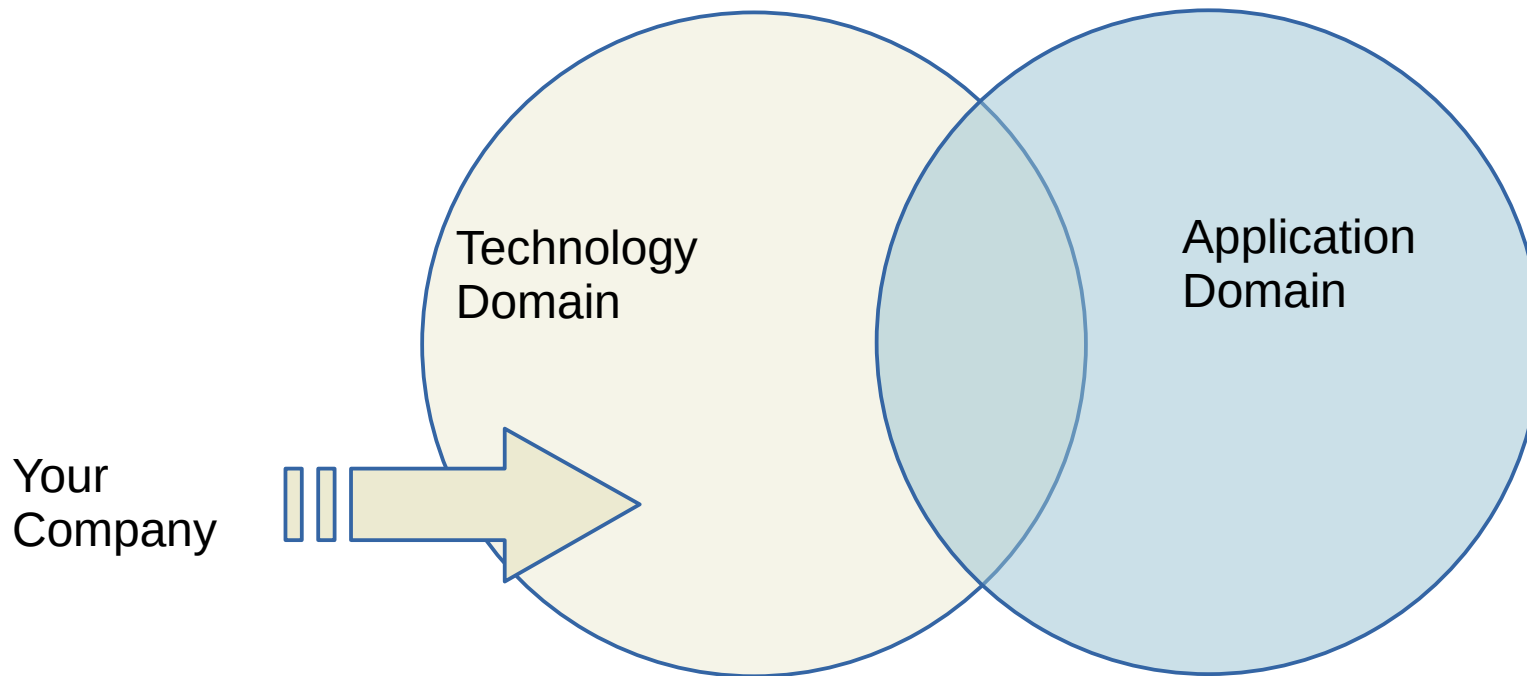
Walking with the customer from hidden needs to competitive advantage



## 14.1.2 Measuring Customer Feedback

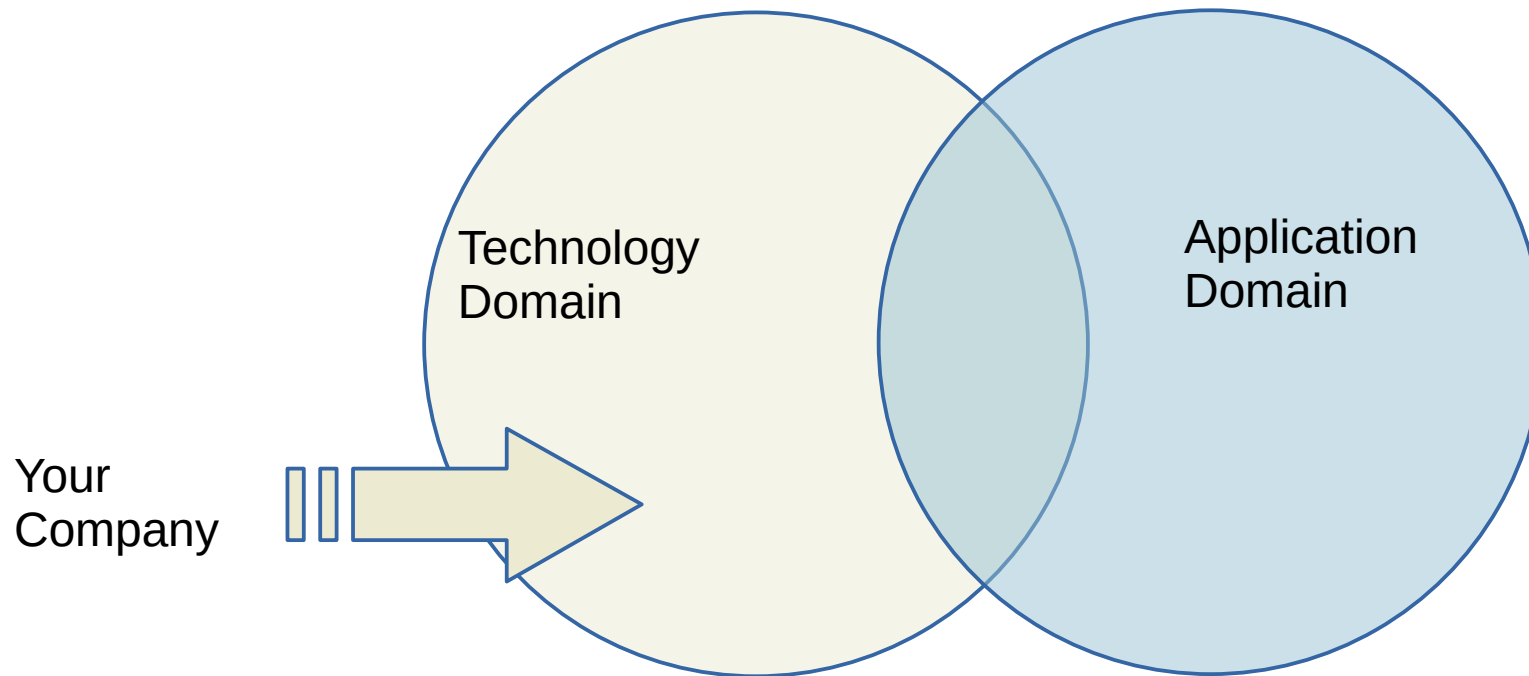
# The Problem of How to Talk to your Customer

- ▶ Usually, the employees of a company are *not* domain experts
- ▶ Getting domain knowledge takes long
- ▶ Knowing people or business angels from the application domain is important



# Customer Feedback Opportunities

- ▶ **Technology User Groups** such as the Java User Group Saxony [www.jug-saxony.de](http://www.jug-saxony.de)
- ▶ **Domain-specific Fairs** are a good place to meet domain experts in the application domain



# Company-Specific Events

- ▶ **User Conferences** with talks
  - Exhibit or give a talk at a potential OEM's conference
  - Example: Camline Forum
  - <https://www.camline.com/fileadmin/User-Files/News-Events/Events/2018/camLine-forum-2018.pdf>
- ▶ **User Days:** allow for questions and discussions with customers
  - **Examples:**
  - **Camline Cornerstone User Group Meeting:**
  - **Camline LineWorks User Group Meeting:**  
<https://www.camline.com/de/camline/veranstaltungen.html>
- ▶ **At the beer:** customers are honest



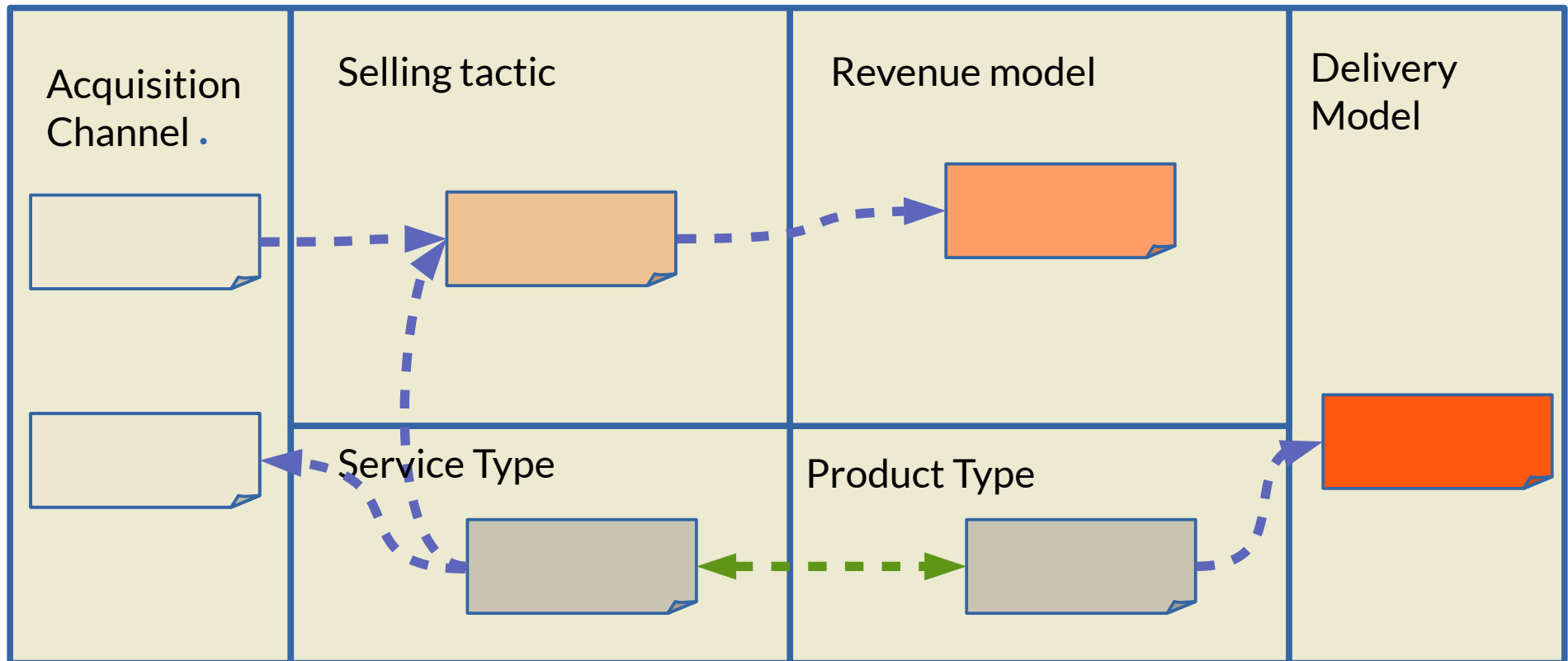


## 14.3.2 Channel Analysis

How does your product arrive at the customer?

# Channel Flipbook Canvas [LeanAnalytics]

- ▶ Put a problem first into the “Product Type” or “Service Type” field, then think about acquisition, selling, revenue, and delivery
- ▶ Subcanvas of BMC for filling Channel and RevenueStream





## 14.4 Keeping the Customer with Blank's Double-Funnel

How do you *bind* the customer? (Stammkunde)

# Customer Double Funnel Canvas (Startup Funnel Board)

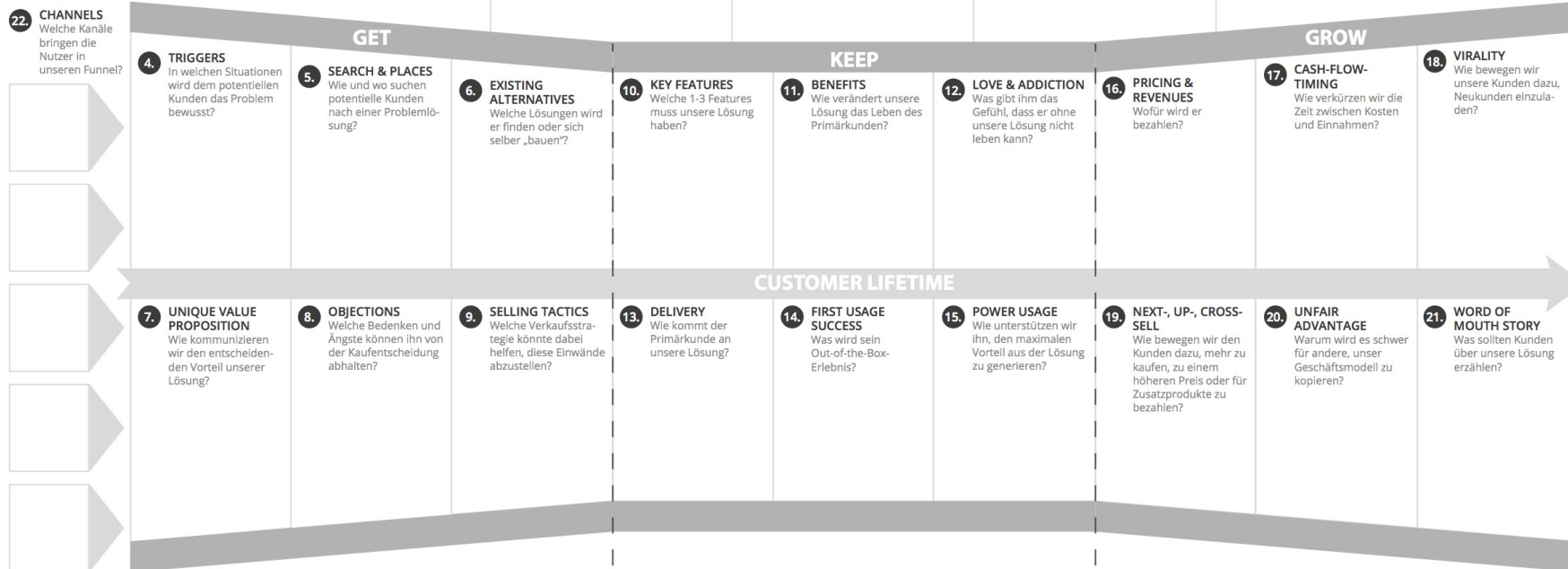
## STARTUP FUNNEL BOARD

PROJEKT: \_\_\_\_\_

CUSTOMER SEGMENT: \_\_\_\_\_



<b>1. KEY PROBLEMS</b> Was sind die 1-3 Schlüsselprobleme, -bedürfnisse und -wünsche der Primärkunden?	<b>2. CUSTOMER CHARACTERISTICS</b> Was sind die Schlüsselcharakteristiken der Primärkunden? (demografisch, psychografisch, Nutzungskontext)	<b>3. PROJECT USER STORY</b> Als <Primärkunde> möchte ich <Ziel> sodass ich <Grund>.
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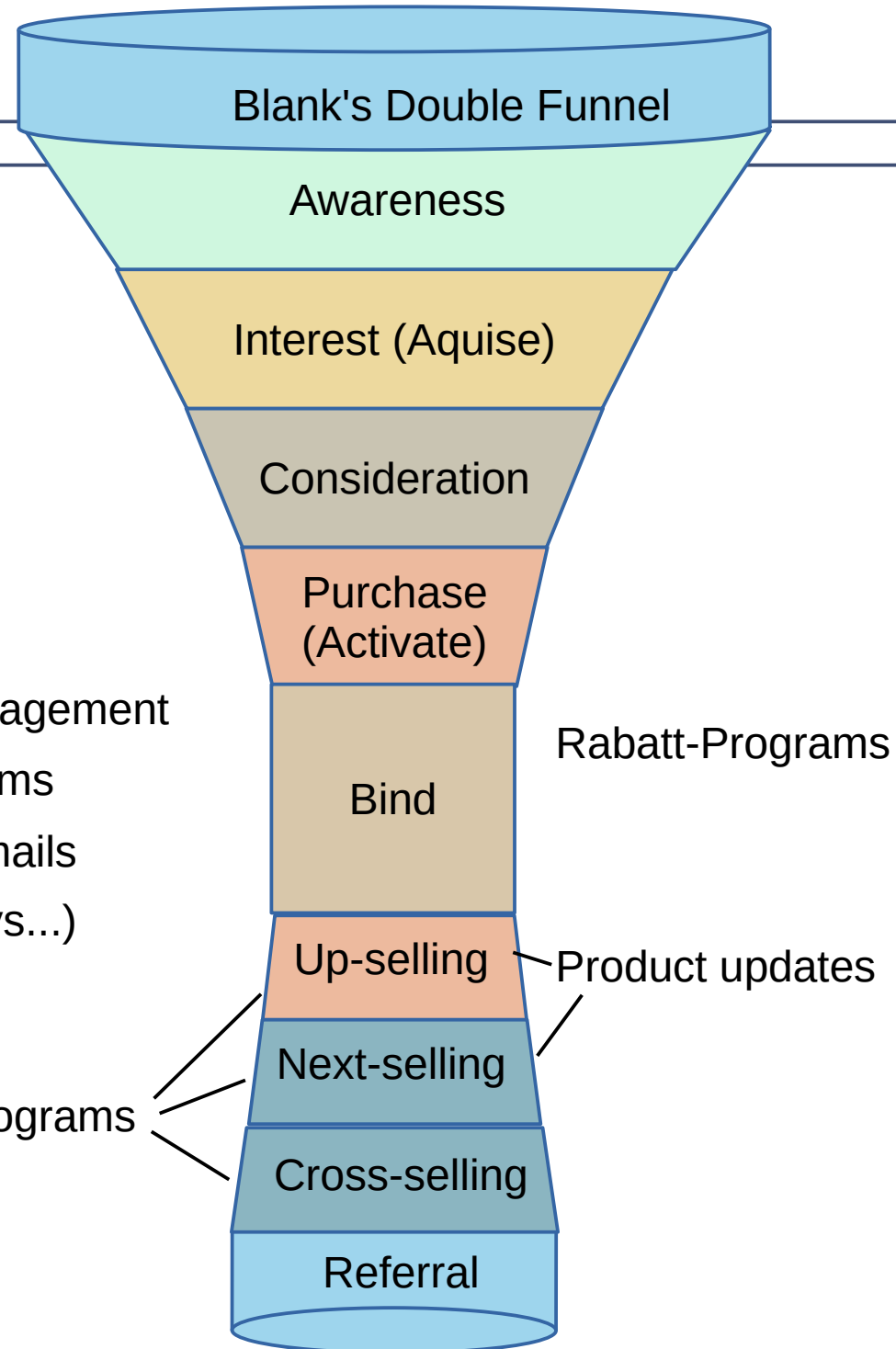


VALIDATION BOARD	
<b>23. GOALS</b> Welche wichtigen Dinge können wir lernen oder verbessern?	Beispiel: Steigerung der Conversion-Rate von 1,5 % auf 2 % bis zum 15. April.
<b>24. TASKS &amp; ACTIONS</b> Was müssen wir konkret tun um den Erfolg zu erreichen?	Beispiel: Test der neuen call-to-action Message auf der Internetseite. Dauer: 2 Wochen
<b>25. PEOPLE</b> Wer übernimmt welche Aufgaben in welchem Zeitraum?	Beispiel: Peter ändert die Nachricht (0,5 h), Jana macht die Auswertung (1,5 h).



# Blank/Dorf Double Funnel

- ▶ Cold customer acquisition is 10 times more difficult than **customer binding**



Customer relationship management  
Customer feedback programs  
Blogs, twitter, facebook, emails  
Loyalty programs (birthdays...)  
Competitions

Customer bonus programs

Rabatt-Programms

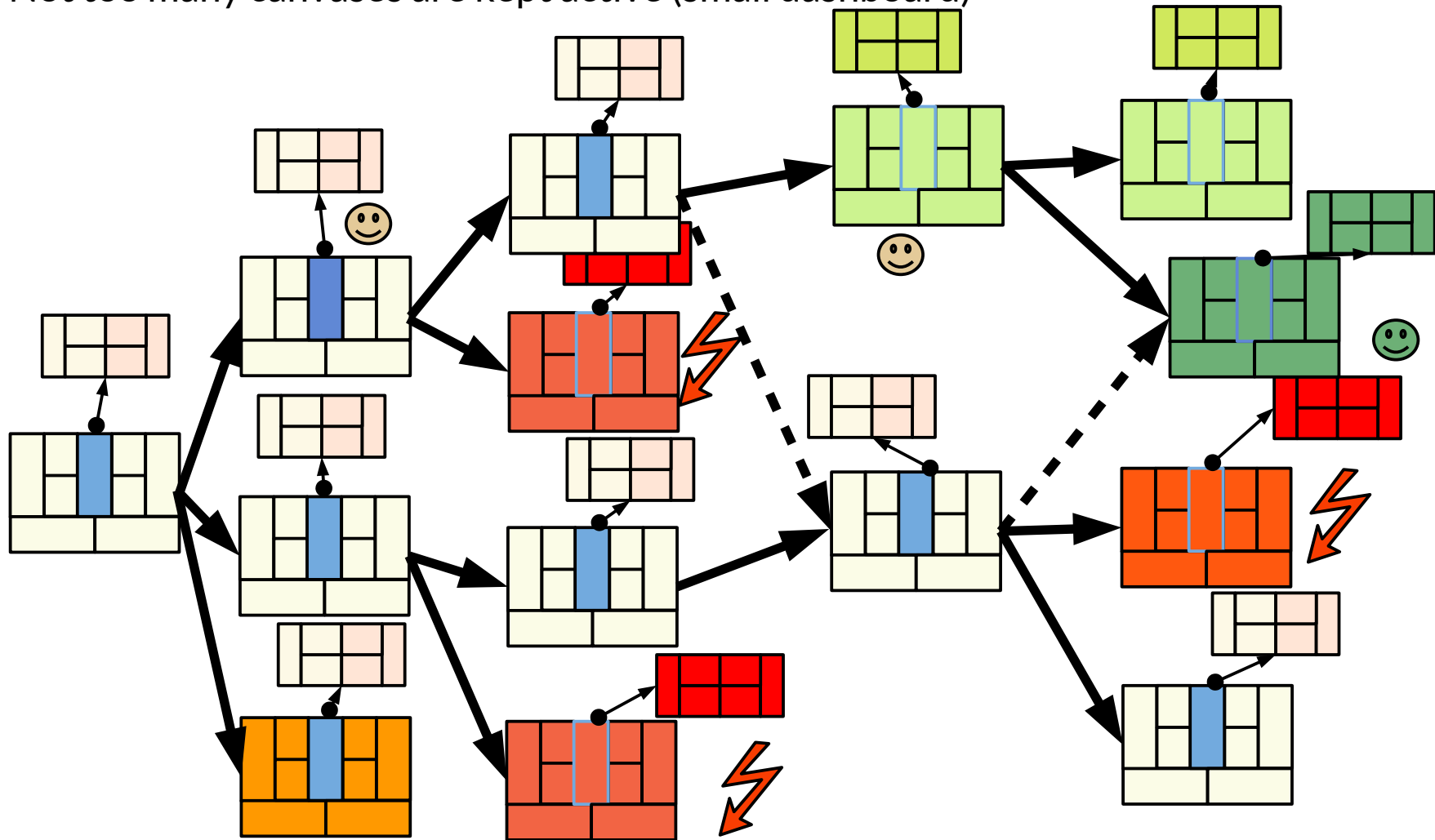
Product updates



## 14.5. The Evolving Cactus of the Nested BMC

# The Evolving BMC-VPC Canvas Cactus (extended)

- ▶ Growing a tree with side edges (link tree - cactus) out of a first version
  - Assess with red-yellow-green; choose a current “greenest” “champion”
- ▶ Every step tests **hypotheses** about the customer
- ▶ Not too many canvases are kept active (small dashboard)



# BMC-VPC Refinement is Customer Modeling

- ▶ The BMC-VPC cactus evolves during customer modeling

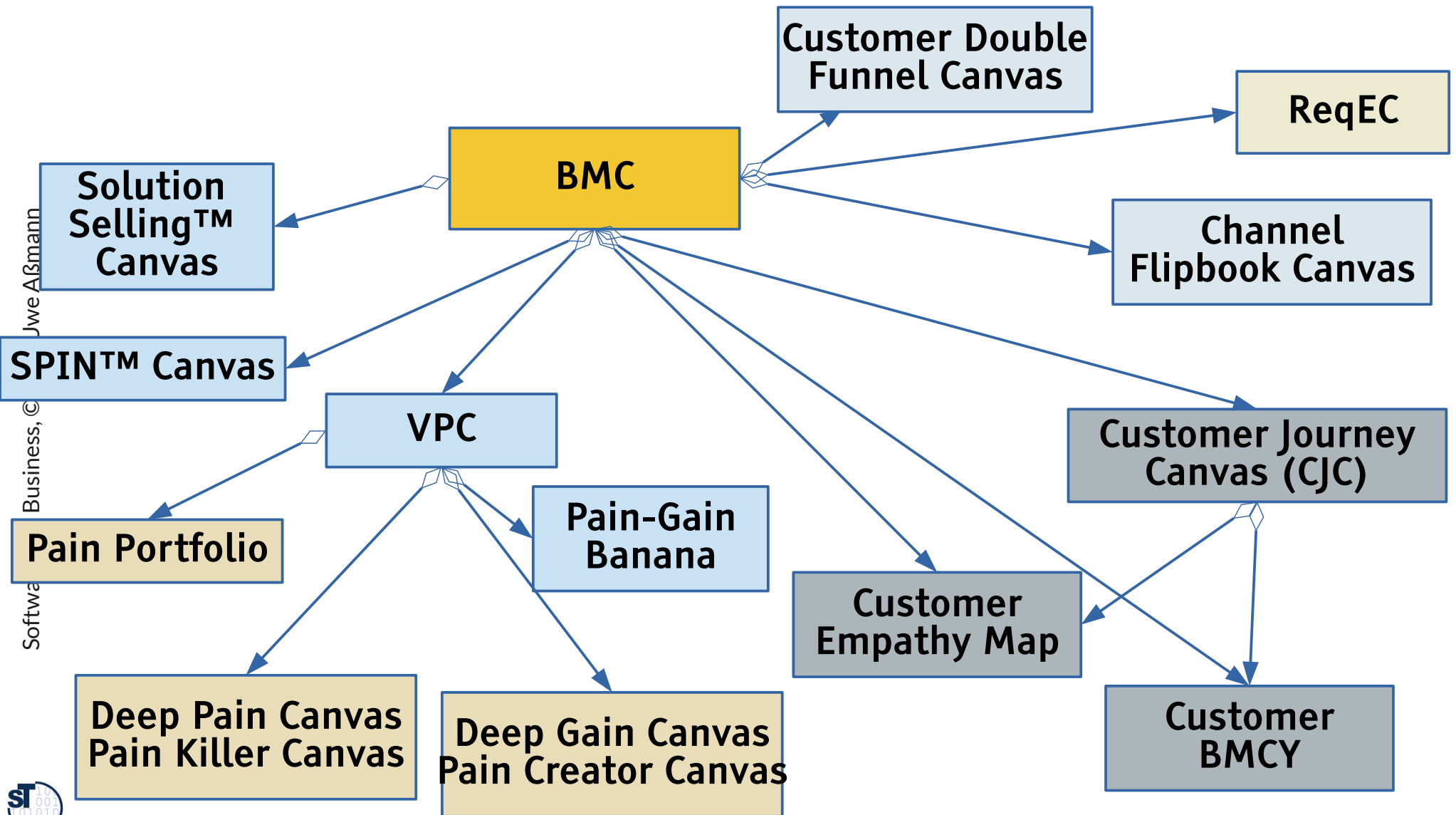
A red BMC-VPC shows why a persona cannot become a customer

A green BMC-VPC models a customer faithfully



# The Dependency Structure of Canvases (the Nested BMC)

- ▶ How would you maintain an evolving cactus for all these canvases?



# The End

- ▶ Explain the difference between customer empathy, activation, stickiness, virality and referral.
- ▶ Why are catastrophies better for a good value proposition than blocking factors?
- ▶ Explain the influence of the UCA for virality.
- ▶ Why is the pirate metrics important for building good value propositions?
- ▶ How can you cross the border between Virality and Revenue in the LeanAnalytics stages?
- ▶ Explain the differences between the SPIN™ Canvas and the VPC. Which canvas do you prefer for a cold call?
- ▶ Explain how you use the Channel Flipbook Canvas, the Customer Empathy Map and the Customer Double-Funnel Canvas for a Customer and Customer-Segment Analysis.