10. Instruments for Customer Analysis and Validation

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2020-1.1, 11/17/20
http://st.inf.tu-dresden.de/teaching/saab

1) Customer Analysis
2) Value Proposition Analysis with the VPC
3) Customer Analysis
   1) Situation Analysis
4) Jobs-to-be-Done Framework
5) Role in the Company
6) Relationships

Obligatory Literature

▶ A. Osterwalder, Y. Pigneur et al. Value Proposition Design. Wiley.

▶ [BettenUlwick] LA Bettencourt, AW Ulwick. The customer-centered innovation map. Harvard Business Review, 2008 – iimagineservicedesign.com

 - https://www.researchgate.net/publication/5313092_The_customer-centered_innovation_map

At one period of those early days I think that I must have had fully three hundred watches. I thought that I could build a serviceable watch for around thirty cents and nearly started in the business. But I did not because I figured out that watches were not universal necessities, and therefore people generally would not buy them.

Henry Ford. My Life and Work. Www.gutenberg.org Ebook #7213

Other Literature

- ▶ [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
- ▶ Alan Klement. When Coffee and Kale compete. Free web book http://www.whencoffeeandkalecompete.com/
- ▶ Free web book: Anthony W. Ulwick Jobs to be Done. Theory to Practice. Idea Bite Press www.ideabitepress.com, https://jobs-to-be-done-book.com/

10.0. Begeisterung Startups

Use your own flow to create customer flow
Gain: Flow of visitors, Flow of entrepreneurs

Startup of the Day – Miniatur Wunderland Hamburg

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- ▶ Founders in 2001 Gerit and Frederik Braun: Hamburger Speicherstadt has empty levels
- ▶ "The largest model railway of the world"
- ▶ 2000: first film https://www.youtube.com/watch?v=mjcEVLV02f4
- ▶ https://www.youtube.com/watch?v=VAVej5HLyVE
- ▶ https://www.youtube.com/watch?v=9CZy5-wB4cQ
- ▶ https://www.youtube.com/watch?v=VAVej5HLyVE
- ▶ English: https://www.youtube.com/watch?v=ff4RWuPx8Co&feature=emb_rel_end
- ▶ >300 employees, > 1000 trains, 21M€ costs so far
- ▶ Tracks under surface, countries Switzerland, Venezia, Scandinavia, South America (2022), shadow railway stations, airport with "real" starting planes
- ▶ The control software
    - ▪ https://www.miniatur-wunderland.de/wunderland-entdecken/technik/carsystem/steuerungssoftware/

    - ▪ 168kLOC, of which are 100kLOC control on 50 PC , 42kLOC fire brigates, 18kLOC vehicle clients
- ▶ https://video.golem.de/software-entwicklung/18614/it-im-miniaturwunderland-bericht.html (with video)

So Many Videos..

▶ Gerrits Tagebuch (Diary)

- ▪ Airbus Beluga maiden flight
  https://www.youtube.com/watch?v=FSpYUFmA-XI

▶ The founders https://www.youtube.com/watch?v=BPBRtNUw9Vk "most beloved place-to-see in Germany"

▶ Airport inauguration video https://www.youtube.com/watch?v=blAYb6oBwQA "There were many moments when I wanted to give up.."

▶ Gerrit debugs the airport software https://www.youtube.com/watch?v=v4QvJoBc-HA

▶ Drives

- ▪ Driving through "Switzerland"
  https://www.youtube.com/watch?v=RBArNAyODLc
- ▪ Driving through "Austria"
  https://www.youtube.com/watch?v=NwTRW3fIlgA

Software as a Business, © Prof. Uwe Aßmann

Flow-based Startups
'Designing for Flow' "Made with Love"

[Schaffer] Owen Schaffer. Crafting Fun User Experiences: A Method to Facilitate Flow. Human Factors International.
https://www.researchgate.net/publication/272181532_Crafting_Fun_User_Experiences_A_Method_to_Facilitate_Flow
[Flow] https://en.wikipedia.org/wiki/Flow_(psychology)

► **Flow** is a form of hyperfocus humans run doing a beloved activity [Flow]

  ▪ Flow makes happy

  ▪ Most of the employees of Wonderland are Flow-employees

► Seven conditions for getting into flow [Flow] [Schaffer]:

1 • Knowing what to do

2 • Knowing how to do it

3 • Knowing where to go (if navigation is involved)

4 • High perceived challenges

5 • High perceived skills

6 • Knowing how well you are doing

7 • Freedom from distractions

Customer Segments

▶ Watch the youtube videos to find out why visitors get into flow in the Wunderland:

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Fire brigades ...	Trains ...	Scenes ...
Children	Men	Women

10.1. Customer Modeling

Find out who the customer is, what she needs and desires
.. a specific part of the Lean Innovation process [Blank]

The Customer Modeling Process, Refined by S. Blank

- ▶ Customer Modeling, a company-centric process [Blank/Dorf] 2008
    - ▪ Originally called "Customer Development", but we use this differently in this course

Software as a Business, © Prof. Uwe Aßmann

Customer Modeling (Customer Development)

Customer Search

Customer Building

Customer Discovery (Problem-Solution Fit)

Customer Validation (Produkt-Market Fit)

Customer Creation (Sales)

Company Building (Scale)

Q3: Blank's Customer Development Process Blended with Maurya's Running Lean Process

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Customer Search

Customer Discovery (Problem-Solution Fit) → Found → Customer Validation (Product-Market Fit) → Verified

Strategic Change

Disillusioned?

Customer Building

Customer Creation (-aufbau) Efficiency (Sales) → Verified → Company Building (Unternehmensaufbau) (Scale)

Q4: Step 1: The Customer Discovery Subprocess (Problem-Solution Fit)

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Customer Search

1. Customer Discovery (Problem-Solution Fit)

1.1 Customer Vision → MVV Found → 1.2 Customer Interviews (MVV testing) → Verified

Strategic Change → 1.1 Customer Vision

Disillusioned?

2. Customer Validation (Product-Market Fit)

2.1 Customer tests (MVP testing) → Verified

No → Strategic Crisis

Yes

10.2 Basic Pain-Gain Analysis (Value Proposition Analysis) of Osterwalder

Value Proposition Canvas
From "Value Proposition Design"

Killing Pain and Filling Desire

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▶ **Customer Analysis** is something different than Selling.

- Selling addresses an individual customer
- Customer Analysis analyses the *world of a potential customer*

▶ Needs do not make a customer buy – only pain.

▶ Value does not make a customer buy – only desire.

▶ Osterwalder refined the *value proposition field* of the BMC with a new canvas, the **Value Proposition Canvas.**

Pain and Gain create value proposition.

The Value Proposition Canvas

Designed for:

Designed by:

On: Day Month Year

Iteration: No.

Products & Services

List all the products and services your value proposition is built around.

Which products and services do you offer that help your customer get either a functional, social, or emotional job done, or help him/her satisfy basic needs?

Which ancillary products and services help your customer perform the roles of:

Buyer
(e.g. products and services that help customers compare offers, decide, buy, take delivery of a product or service, ...)

Co-creator
(e.g. products and services that help customers co-design solutions, otherwise contribute value to the solution, ...)
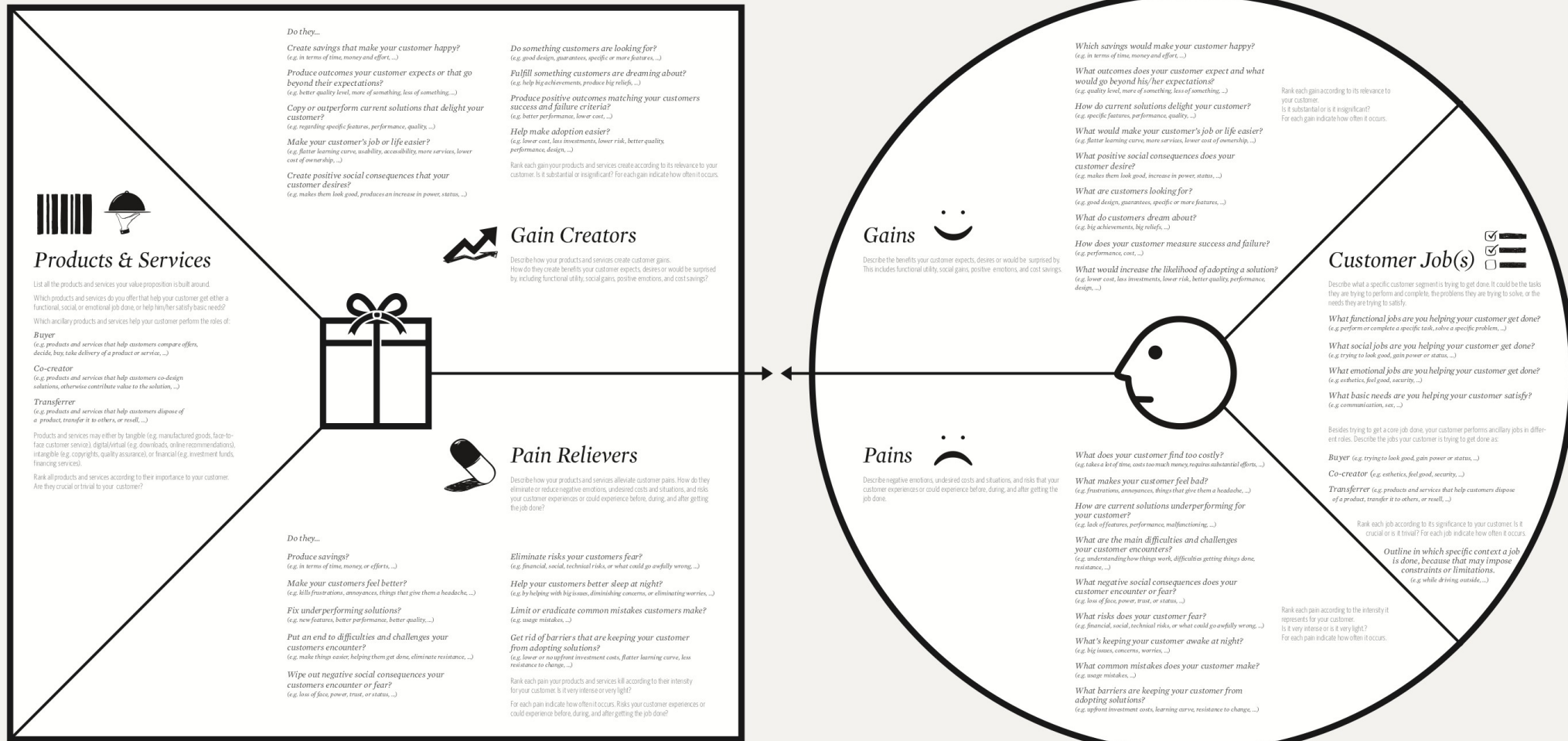
Transferrer
(e.g. products and services that help customers dispose of a product, transfer it to others, or resell, ...)

Products and services may either be tangible (e.g. manufactured goods, face-to-face customer service), digital/virtual (e.g. downloads, online recommendations), intangible (e.g. copyrights, quality assurance), or financial (e.g. investment funds, financing services).

Rank all products and services according to their importance to your customer. Are they crucial or trivial to your customer?

Gain Creators

Describe how your products and services create customer gains. How do they create benefits your customer expects, desires or would be surprised by, including functional utility, social gains, positive emotions, and cost savings?

Do they...

Create savings that make your customer happy?
(e.g. in terms of time, money and effort, ...)

Produce outcomes your customer expects or that go beyond their expectations?
(e.g. better quality level, more of something, less of something, ...)

Copy or outperform current solutions that delight your customer?
(e.g. regarding specific features, performance, quality, ...)

Make your customer's job or life easier?
(e.g. flatter learning curve, usability, accessibility, more services, lower cost of ownership, ...)

Create positive social consequences that your customer desires?
(e.g. makes them look good, produces an increase in power, status, ...)

Do something customers are looking for?
(e.g. good design, guarantees, specific or more features, ...)

Fulfill something customers are dreaming about?
(e.g. help big achievements, produce big reliefs, ...)

Produce positive outcomes matching your customers success and failure criteria?
(e.g. better performance, lower cost, ...)

Help make adoption easier?
(e.g. lower cost, less investments, lower risk, better quality, performance, design, ...)

Rank each gain your products and services create according to its relevance to your customer. Is it substantial or insignificant? For each gain indicate how often it occurs.

Pain Relievers

Describe how your products and services alleviate customer pains. How do they eliminate or reduce negative emotions, undesired costs and situations, and risks your customer experiences or could experience before, during, and after getting the job done?

Do they...

Produce savings?
(e.g. in terms of time, money, or efforts, ...)

Make your customers feel better?
(e.g. kills frustrations, annoyances, things that give them a headache, ...)

Fix underperforming solutions?
(e.g. new features, better performance, better quality, ...)

Put an end to difficulties and challenges your customers encounter?
(e.g. make things easier, helping them get done, eliminate resistance, ...)

Wipe out negative social consequences your customers encounter or fear?
(e.g. loss of face, power, trust, or status, ...)

Eliminate risks your customers fear?
(e.g. financial, social, technical risks, or what could go awfully wrong, ...)

Help your customers better sleep at night?
(e.g. by helping with big issues, diminishing concerns, or eliminating worries, ...)

Limit or eradicate common mistakes customers make?
(e.g. usage mistakes, ...)

Get rid of barriers that are keeping your customer from adopting solutions?
(e.g. lower or no upfront investment costs, flatter learning curve, less resistance to change, ...)

Rank each pain your products and services kill according to their intensity for your customer. Is it very intense or very light?

For each pain indicate how often it occurs. Risks your customer experiences or could experience before, during, and after getting the job done?

Gains

Describe the benefits your customer expects, desires or would be surprised by. This includes functional utility, social gains, positive emotions, and cost savings.

Which savings would make your customer happy?
(e.g. in terms of time, money and effort, ...)

What outcomes does your customer expect and what would go beyond his/her expectations?
(e.g. quality level, more of something, less of something, ...)

How do current solutions delight your customer?
(e.g. specific features, performance, quality, ...)

What would make your customer's job or life easier?
(e.g. flatter learning curve, more services, lower cost of ownership, ...)

What positive social consequences does your customer desire?
(e.g. makes them look good, increase in power, status, ...)

What are customers looking for?
(e.g. good design, guarantees, specific or more features, ...)

What do customers dream about?
(e.g. big achievements, big reliefs, ...)

How does your customer measure success and failure?
(e.g. performance, cost, ...)

What would increase the likelihood of adopting a solution?
(e.g. lower cost, less investments, lower risk, better quality, performance, design, ...)

Rank each gain according to its relevance to your customer. Is it substantial or is it insignificant? For each gain indicate how often it occurs.

Pains

Describe negative emotions, undesired costs and situations, and risks that your customer experiences or could experience before, during, and after getting the job done.

What does your customer find too costly?
(e.g. takes a lot of time, costs too much money, requires substantial efforts, ...)

What makes your customer feel bad?
(e.g. frustrations, annoyances, things that give them a headache, ...)

How are current solutions underperforming for your customer?
(e.g. lack of features, performance, malfunctioning, ...)

What are the main difficulties and challenges your customer encounters?
(e.g. understanding how things work, difficulties getting things done, resistance, ...)

What negative social consequences does your customer encounter or fear?
(e.g. loss of face, power, trust, or status, ...)

What risks does your customer fear?
(e.g. financial, social, technical risks, or what could go awfully wrong, ...)

What's keeping your customer awake at night?
(e.g. big issues, concerns, worries, ...)

What common mistakes does your customer make?
(e.g. usage mistakes, ...)

What barriers are keeping your customer from adopting solutions?
(e.g. upfront investment costs, learning curve, resistance to change, ...)

Rank each pain according to the intensity it represents for your customer. Is it very intense or is it very light? For each pain indicate how often it occurs.

Customer Job(s)

Describe what a specific customer segment is trying to get done. It could be the tasks they are trying to perform and complete, the problems they are trying to solve, or the needs they are trying to satisfy.

What functional jobs are you helping your customer get done?
(e.g. perform or complete a specific task, solve a specific problem, ...)

What social jobs are you helping your customer get done?
(e.g. trying to look good, gain power or status, ...)

What emotional jobs are you helping your customer get done?
(e.g. esthetics, feel good, security, ...)

What basic needs are you helping your customer satisfy?
(e.g. communication, sex, ...)

Besides trying to get a core job done, your customer performs ancillary jobs in different roles. Describe the jobs your customer is trying to get done as:

Buyer (e.g. trying to look good, gain power or status, ...)

Co-creator (e.g. esthetics, feel good, security, ...)

Transferrer (e.g. products and services that help customers dispose of a product, transfer it to others, or resell, ...)

Rank each job according to its significance to your customer. Is it crucial or is it trivial? For each job indicate how often it occurs.

Outline in which specific context a job is done, because that may impose constraints or limitations.
(e.g. while driving outside, ...)

Value Proposition
Create one for each Customer Segment in your Business Model

Customer Segment
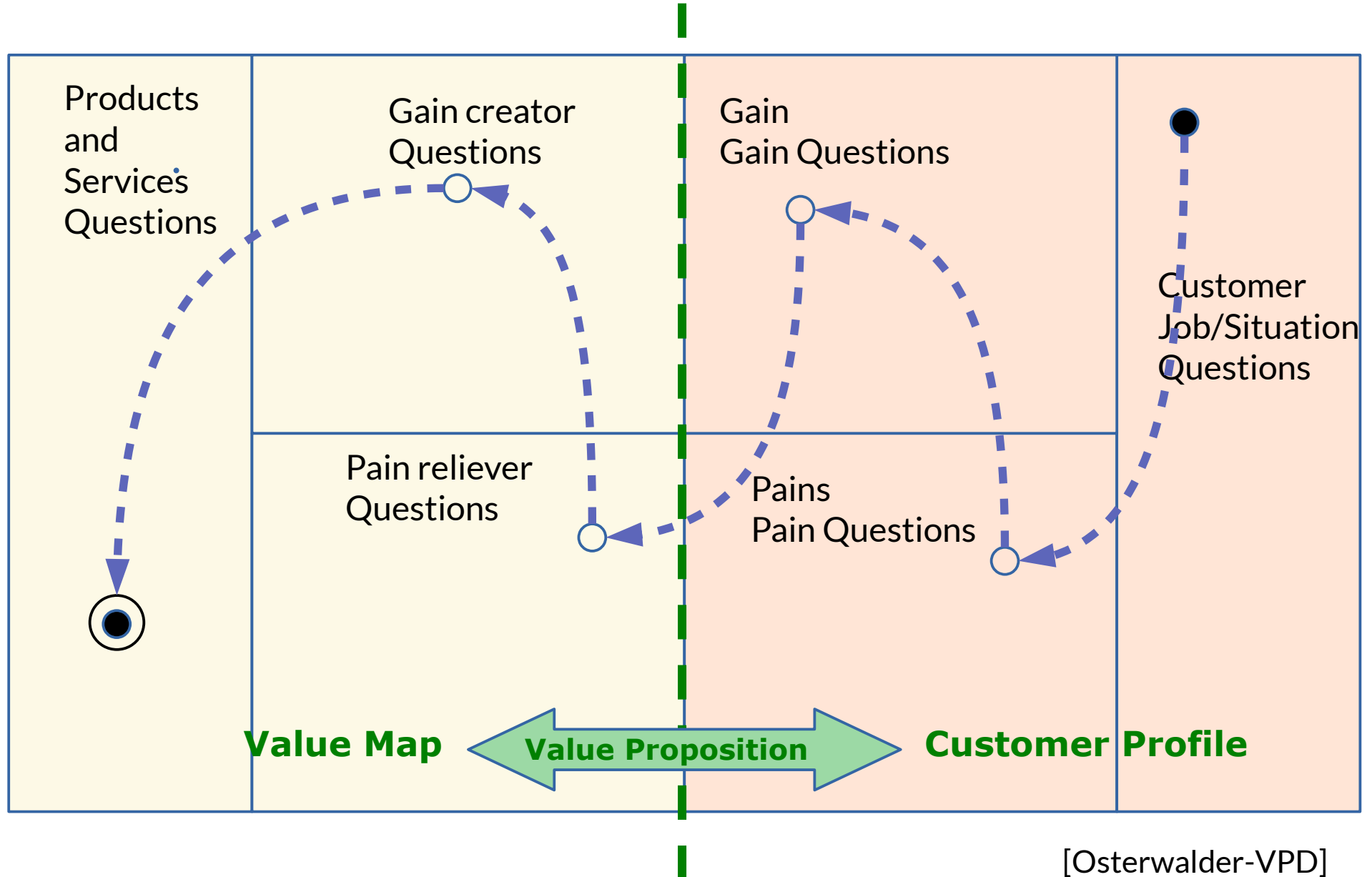
Use in Conjunction with the Business Model Canvas

www.businessmodelgeneration.com

Copyright of Business Model Foundry GmbH

http://businessmodelalchemist.com/

VP Canvas Process and Filling Order

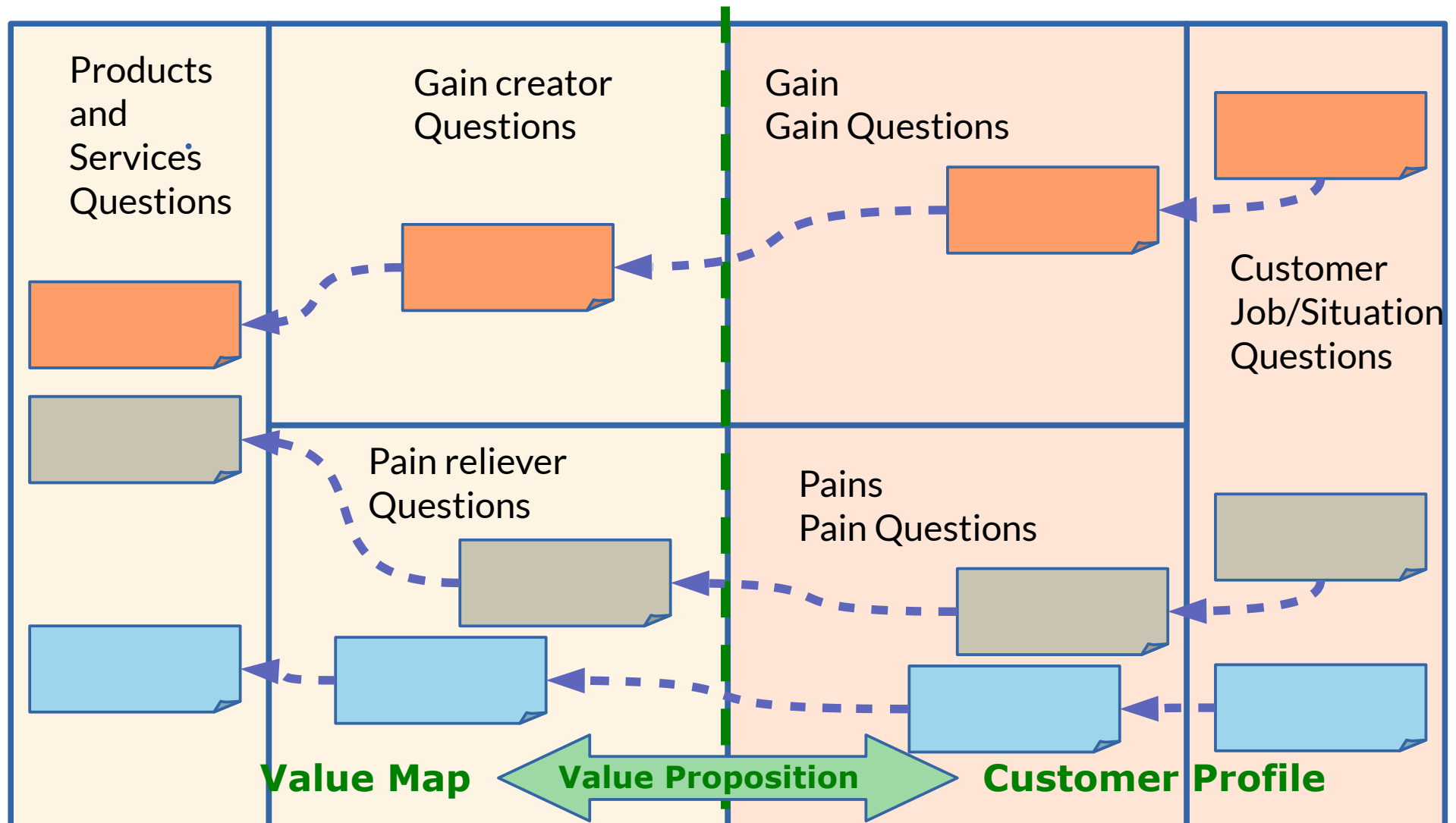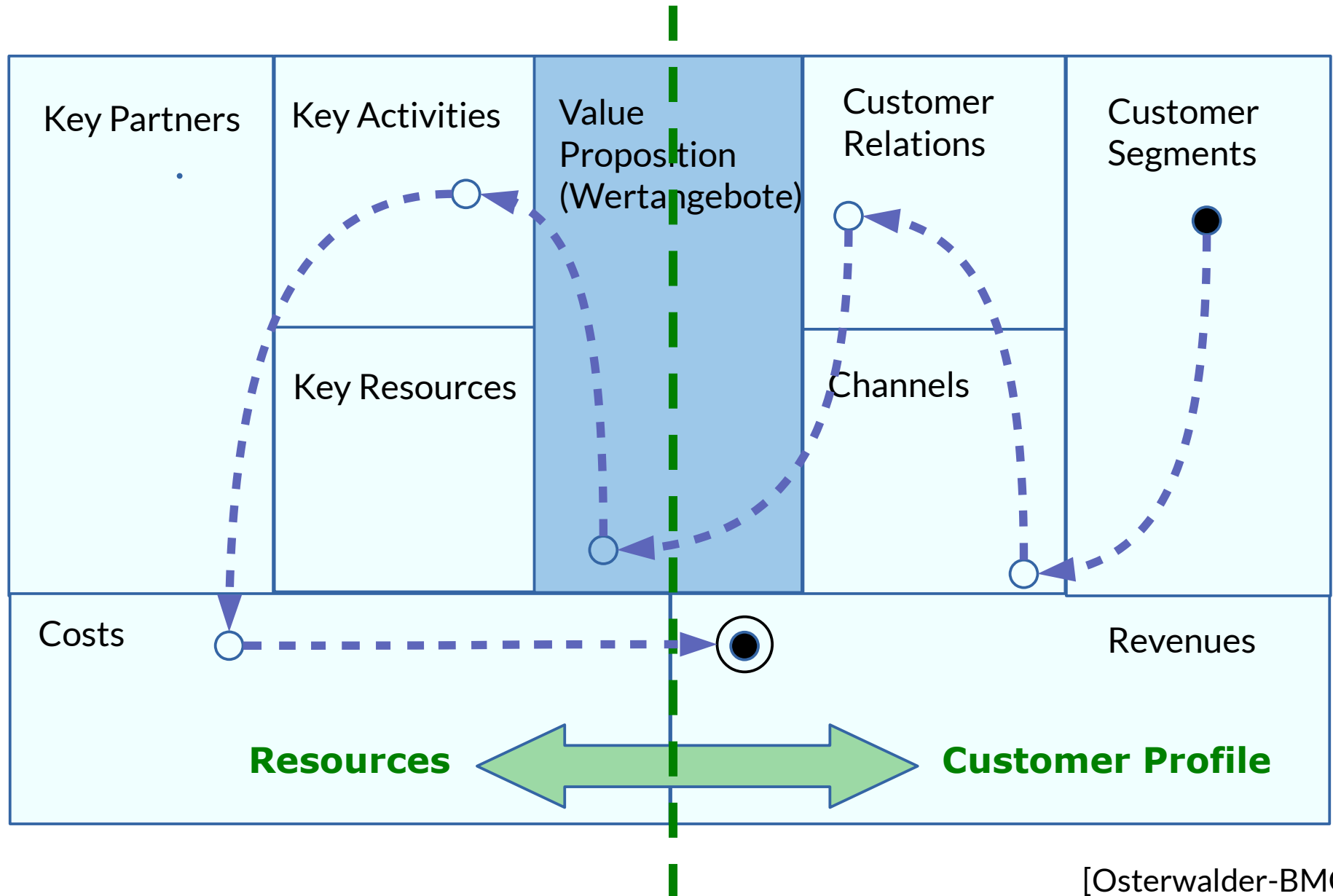▶   VPA uses a canvas to map the customer pains and gains to products and services

[Osterwalder-VPD]

VP Canvas Mapping and Fit

▶ VPA creates mappings between the entries of the customer profile and entries of the value map (value proposition **fit**)
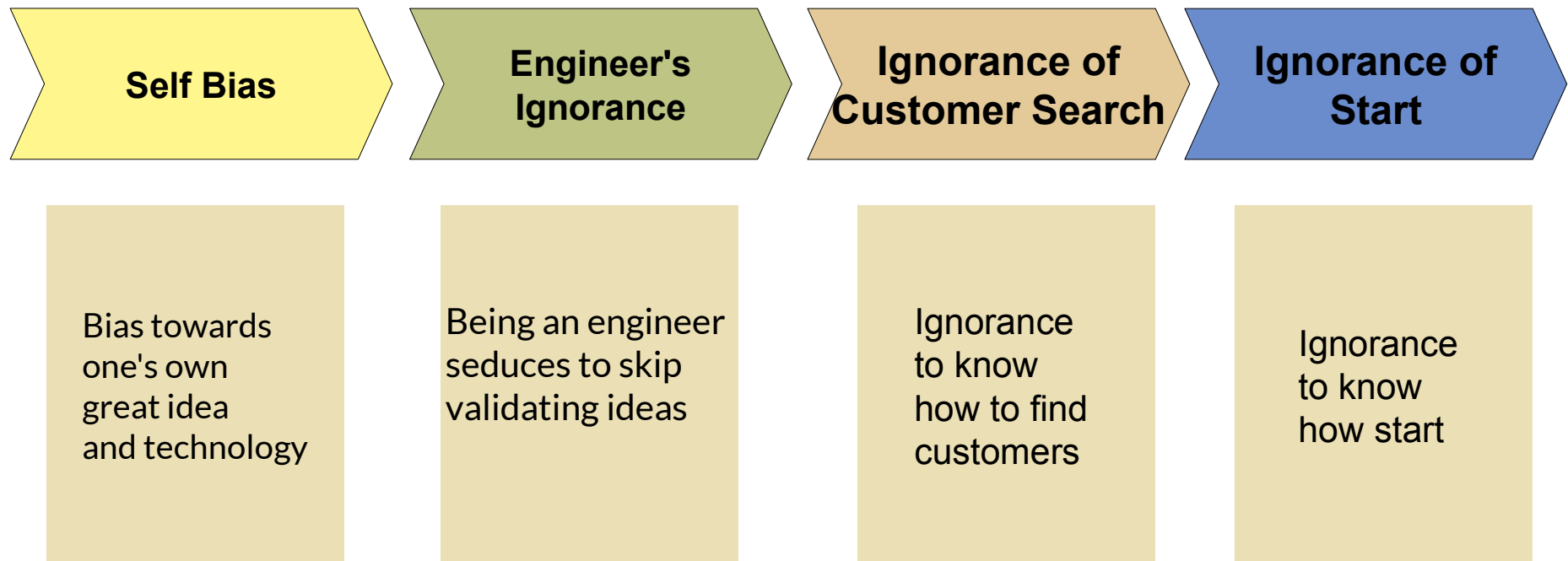
▶ Check completeness, consistency of fit!

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Products and Services Questions

Gain creator Questions

Gain
Gain Questions

Customer Job/Situation Questions

Pain reliever Questions

Pains
Pain Questions

Value Map   **Value Proposition**   **Customer Profile**

VPC is a Subcanvas of the Business Model Canvas

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[Osterwalder-BMC]

10.3 Customer Discovery in the Problem-Solution Fit: Analysis of the Customer's World

Before understanding the pain and gain of the customer, we need to understand its world

The Major 4 Obstacles to Customer Know-How Can Only Be Remedied by Testing the Customer Hypotheses

[Alvarez, Blank/Dorf]

Self Bias	Engineer's Ignorance	Ignorance of Customer Search	Ignorance of Start
Bias towards one's own great idea and technology	Being an engineer seduces to skip validating ideas	Ignorance to know how to find customers	Ignorance to know how start

- ▶ In a group, *untested information about the customer* can be collected by canvases
- ▶ **Hypotheses about the customer** have to be formed (in a Sprint planning)
- ▶ Hypothesis must be *tested* by getting out of the building
- ▶ Backlog of hypotheses tests must be burnt down

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Aspects of Customer Analysis

Feelings

Jobs

Day

Persona

Relationships

Basic Need Pyramid

Role in Company

Personal Value Proposition with the Personal BMC (BMYC)

[http://businessmodelyou.com/]

▶ The BMYC is for the development of your career and yourself, also for customer analysis

Key Partners **Who helps You?**	Key activities **What do you do?**	Value Proposition **How do you help?**	Customer Relationships **How do you interact?**	Customer Segments **Whom do you help?**
	Key Resources **What you are and have**		Channels **How do they know you? How do you deliver?**	

Cost Structure **What do you give?**	Revenue Streams **What do you get?**

Empathy Map for Customer Modelling

Business Model - The Empathy Map

Author:

Date: Iteration:

Think and Feel?

Hear?   See?

Say and Do?

PAIN   GAIN

http://blog.8thcolor.com/2011/08/who-are-our-posible-customers/empathy_map/

https://dschool.stanford.edu/wp-content/themes/dschool/method-cards/empathy-map.pdf

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Simpler: Modelling the Customer's Feelings

SAY   THINK

DO   FEEL

observed <················> inferred

10.
wp-content/uploads/2013/02/mitroff.fig2_.jpg

THINK

HEAR   SEE

FEEL

PAIN   GAIN

http://www.johndoyle.ie/?p=92

Customer Need Analysis with Maslow

▶ Play your customer ....
   and fill a Maslow pyramid

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Side list	Pyramid
transcendence	Transzendenz
self realization	Selbstverwirklichung
esthetics	Ästhetische Bedürfnisse
cognitive	Kognitive Bedürfnisse
love/belonging	Individualbedürfnisse
social esteem	Soziale Bedürfnisse
safety	Sicherheitsbedürfnisse
physiologic	Physiologische Bedürfnisse

http://upload.wikimedia.org/wikipedia/commons/thumb/2/2c/Erweiterte_Bed
%C3%BCrfnishierarchie_%281970%29_nach_Maslow.svg/600px-Erweiterte_Bed
%C3%BCrfnishierarchie_%281970%29_nach_Maslow.svg.png

Modeling the Customer's Day
How should a good "Customer Day Canvas" look?

▶ Use the Customer Empathy Map to run through the customer's day

Night	Morning Breakfast	Morning Work	Lunch	Afternoon Work
Dinner	Evening Home	Evening Out	Go to Bed	Falling Asleep

10.4 Jobs-to-be-Done (JTBD) Framework and Canvas

[Ulwick]
A method to specialize a generic workflow to the customer's daily workflows

▶ [BettenUlwick] claims that most workflows of customer's daily life can be arranged into 8 generic phases

▶ Based on the JTBD framework, user jobs and tasks can be analyzed on subtasks. The question **"How can our service/product help the customer executing his job?"** is central.

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Jobs-to-be-Done Workflow Framework

Define
How does a customer define his job?

Locate
How does a customer find the items necessary for his job?

Prepare
How does a customer prepare his job?

Confirm
How does a customer make sure that he can do his job?

Execute
How does a customer do his job?

Monitor
How does a customer measure and check his job?

Modify
How does a customer adjust the quality of his job?

Conclude
How does a customer wrap up his job?

JTBD Canvas

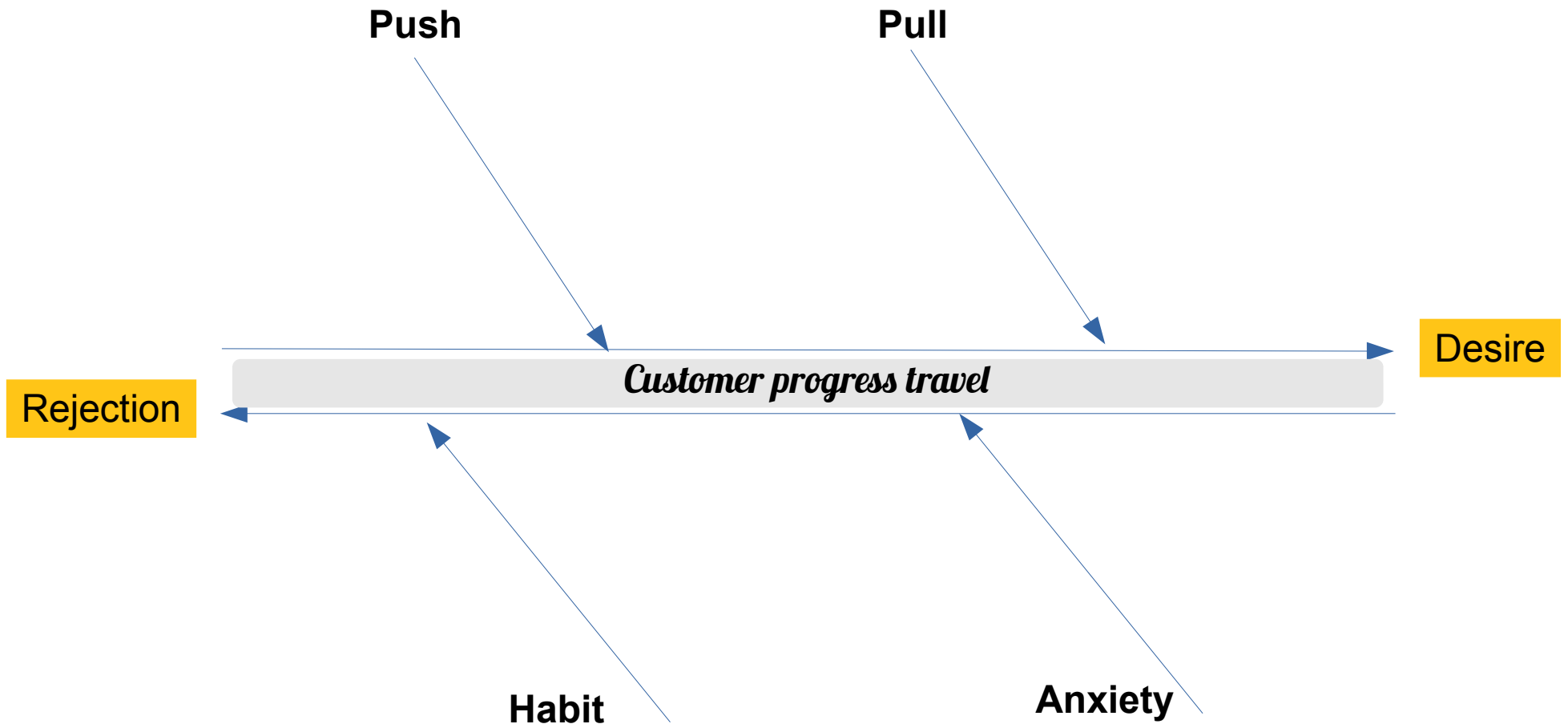Software as a Business, © Prof. Uwe Aßmann

13.5. Customer Progress Canvas

JTBD Progress Forces

- ▶ Bob Moesta, Chris Spiek, Alan Klement
- ▶ Nice summary of A. Klement, The Forces of Progress. 2017.
  https://jtbd.info/the-forces-of-progress-4408bf995153
- ▶ Alan Klement. When Coffee and Kale compete. Free web book
  http://www.whencoffeeandkalecompete.com/

There is no demand — unless push and pull work together. [Klement]

Progress-Forces Canvas (Klement)

▶ A Double Fishbone diagram indicates conflicting forces - forward and contradicting forces

Progress-Forces Canvas (Klement)

Silent supporter forces

Push of pain
(of ugly future)
(of past, present)
(external, internal)

Pull of gain
(of bright future)
(of bright past of others)
(internal, external)

Customer progress travel

Desire

Rejection

(choice, use)
Habit

(choice, use)
Anxiety

Silent competitor forces

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Example: Progress Forces Canvas (Klement) on Zero Electric Motorcycles

▶ First watch the video
https://techcrunch.com/video/inside-california-ev-startup-zero-motorcycles/

▶ Then complete the Progress Forces Canvas

10.6 Who is your Customer?
(Early Adopters, Early Evangelists, Brand Advocates)

Entry strategies to reach a decider

Classes of Customer Capabilities in B2B Selling

▶ To sell to a company, a decider has to be reached [AccountSelling], but most startups start to interview end users

▶ Decider analysis:

- An **entry strategy** is required to enter the customer's firm and find the decider [AccountSelling]

Characteristics of an Early Adopter

- ▶ Few visionary people, the *early adopters*, believe in a visionary product ("the Innovators Dilemma")

- ▶ Early adopters are the first ones to be relieved from the Rumsfeld dilemma

[Der Apple] Newton ist ein eigenartiges Produkt.
Zu seinen Lebzeiten wurde er belächelt.
Nur eine kleine Gemeinde erkannte sein Potenzial.
Das Potenzial des Digital Hub.
Dies wäre seine Berufung gewesen, seine Bestimmung, sein Durchbruch.

http://www.macprime.ch/applehistory/story/apple-newton-im-kreuzfeuer-des-digital-hub/

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Classes of Dissatisfaction of Early Adopters (and also all Customers)

▶ Most startups discover a situation in which customers have already tried in vain to build a solution. [Blank/Dorf] ("Schwarzkopf problems")

▶ [Rackham] claims that need-payoff questions must be used to lift an E.A. to the Tennet level

W. Bush — Early Adopter (E.A.) has a budget (is a decider)

G. Tennet — E.A. is aware of the solution

Schwarzkopf — E.A. built a preliminary solution himself (frustrated active need)

G. Bush — E.A. has already actively looked for a solution (active need)

Rumsfeld — E.A. knows that he has a problem (explicit need)

Clinton — E.A. has a problem, but doesn't know (implicit need)

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Customer Discovery Report Table [Blank/Dorf]

▶ The report table estimates with school grading the maturity in the customer funnel of all potential customers.

- It defines a *metric* on the *maturity* of the customer

▶ School grading can be in different ordinal scales, e.g., 1-3, 1-5, 1-16, 1-100

▶ Customer Discovery Report can be manged with Excel or a database

Customer	Enthusiastic	Urgently needed	Importance of effects	Improvised solution	120 days	Importance of Decider	120x2	total
Miller	1	1	3	5	5	1	10	26
Bush	1	2	4	5	1	3	2	18
Clinton	5	3	1	1	1	1	2	14
Trump	2	2	4	3	3	5	6	25
Average	2,25	2	3	3.5	2,5	2,5	5	

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10.6 Who is Related to your Customer?

Analyzing the Customer's Relationships to Deciders

▶ An **organizational / influence map** draws the network of the customer that can influence his buy-no-buy decisions

▶ Analysis can start with a table or a graph

▶ Analysis constructs a **dependency graph** (partial or total order)

▶ **Deciders** are the sinks of the dependency graph

	Managerial	Technical	Financial
High	Department boss **1**		Accounter **2**
Middle		Engineer **3**	
low	Project leader **4**		End user **5**

<<depends on>>

Customer Relationship Analysis with Business Model You

▶   Play your customer …. and fill a BMY Canvas.

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Key Partners **Who helps Your customer?**	Key activities **What do Your customer do?**	Value Proposition **How does Your customer help?**	Customer Relationships **How does she interact?**	Customer Segments **Whom does Your customer help?**
	Key Resources **What she is and has**		Channels **How do they know him? How does she deliver?**	

Cost Structure **What does he give?**	Revenue Streams **What does she get?**

Refinement of Customer Segments and Market Slices

▶ See whether you can find several target person groups (customer segments) in your target market, because they speak the same language (same domain)

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- Target Person Profile (Persona)
- Target Person Profile (Persona)
- Target Person Group
- Target Person Group
- Target Market (TM)
- Served Adressable Market (SAM)
- Total Adressable Market (TAM)

Concreteness level

Customer Profile (Persona)

- ▶ A **Customer Persona (profile, archetype)** is a story about an average customer from a customer segment.
  - ▪ Derived from Empathy Map, Influence Map, VPA, Problem Analysis, Customer's Day Canvas, Customers influence map
- ▶ Table form of Persona:

Highlights in the customer's day, problem canvas, VPC, or influence map	Hints for aquisition
Gets up with difficulties	Don't call him before 10:00; send him a coffee kit for advertisement
Doesn't like to read	Send him a DVD with video
Has friends in political party PDU	Analyze partie's opinion about the effects of your product

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The End

▶ Why is it important to know a lot about your customer?

▶ Explain how the customer changes the diapers of his baby. Analyze this activity with Jobs-to-be-Done framework.

▶ Why does the JTBD Canvas highlight "underserved" services?

▶ Why is it important to analyze the relationships of a potential customer?

▶ Why is it important to know the position of potential customer in its company?

▶ Explain the different forces of the Progress-Forces Canvas of Klement.

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10. Instruments for Customer Analysis and Validation

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Technische Universität Dresden
2020-1.1, 11/17/20
http://st.inf.tu-dresden.de/teaching/saab

1) Customer Analysis
2) Value Proposition Analysis with the VPC
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6) Relationships

Obligatory Literature

- ▶ A. Osterwalder, Y. Pigneur et al. Value Proposition Design. Wiley.
- ▶ [BettenUlwick] LA Bettencourt, AW Ulwick. The customer-centered innovation map. Harvard Business Review, 2008 – iimagineservicedesign.com
  - ▪ https://www.researchgate.net/publication/5313092_The_customer-centered_innovation_map

At one period of those early days I think that I must have had fully three hundred watches. I thought that I could build a serviceable watch for around thirty cents and nearly started in the business. But I did not because I figured out that watches were not universal necessities, and therefore people generally would not buy them.

Henry Ford. My Life and Work. Www.gutenberg.org Ebook #7213

The history of the "Lean Startup" movement is intertwined to several books:

- 2008 Blank/Dorf
- 2011 "Lean Startus" Eric Ries O'Reilly
- 2012 "Running Lean" Ash Maurya
- 2013 "Lean Analytics" B. Yoskowitz

Other Literature

- ▶ [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
- ▶ Alan Klement. When Coffee and Kale compete. Free web book http://www.whencoffeeandkalecompete.com/
- ▶ Free web book: Anthony W. Ulwick Jobs to be Done. Theory to Practice. Idea Bite Press www.ideabitepress.com, https://jobs-to-be-done-book.com/

10.0. Begeisterung Startups

Use your own flow to create customer flow
Gain: Flow of visitors, Flow of entrepreneurs

Startup of the Day – Miniatur Wunderland Hamburg

- ▶ Founders in 2001 Gerit and Frederik Braun: Hamburger Speicherstadt has empty levels
- ▶ "The largest model railway of the world"
- ▶ 2000: first film https://www.youtube.com/watch?v=mjcEVLV02f4
- ▶ https://www.youtube.com/watch?v=VAVej5HLyVE
- ▶ https://www.youtube.com/watch?v=9CZy5-wB4cQ
- ▶ https://www.youtube.com/watch?v=VAVej5HLyVE
- ▶ English: https://www.youtube.com/watch?v=ff4RWuPx8Co&feature=emb_rel_end
- ▶ >300 employees, > 1000 trains, 21M€ costs so far
- ▶ Tracks under surface, countries Switzerland, Venezia, Scandinavia, South America (2022), shadow railway stations, airport with "real" starting planes
- ▶ The control software
    - ▪ https://www.miniatur-wunderland.de/wunderland-entdecken/technik/carsystem/steuerungssoftware/
    - ▪ 168kLOC, of which are 100kLOC control on 50 PC , 42kLOC fire brigates, 18kLOC vehicle clients
- ▶ https://video.golem.de/software-entwicklung/18614/it-im-miniaturwunderland-bericht.html (with video)

So Many Videos..

- ▶ Gerrits Tagebuch (Diary)
  - ▪ Airbus Beluga maiden flight
    https://www.youtube.com/watch?v=FSpYUFmA-XI
- ▶ The founders https://www.youtube.com/watch?v=BPBRtNUw9Vk "most beloved place-to-see in Germany"
- ▶ Airport inauguration video https://www.youtube.com/watch?v=blAYb6oBwQA "There were many moments when I wanted to give up.."
- ▶ Gerrit debugs the airport software https://www.youtube.com/watch?v=v4QvJoBc-HA
- ▶ Drives
  - ▪ Driving through "Switzerland"
    https://www.youtube.com/watch?v=RBArNAyODLc
  - ▪ Driving through "Austria"
    https://www.youtube.com/watch?v=NwTRW3fIlgA

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Flow-based Startups
'Designing for Flow' "Made with Love"

[Schaffer] Owen Schaffer. Crafting Fun User Experiences: A Method to Facilitate Flow. Human Factors International. https://www.researchgate.net/publication/272181532_Crafting_Fun_User_Experiences_A_Method_to_Facilitate_Flow [Flow] https://en.wikipedia.org/wiki/Flow_(psychology)

- **Flow** is a form of hyperfocus humans run doing a beloved activity [Flow]
  - Flow makes happy
  - Most of the employees of Wonderland are Flow-employees
- Seven conditions for getting into flow [Flow] [Schaffer]:

1 • Knowing what to do

4 • High perceived challenges

2 • Knowing how to do it

5 • High perceived skills

3 • Knowing where to go (if navigation is involved)

6 • Knowing how well you are doing

7 • Freedom from distractions

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Customer Segments

► Watch the youtube videos to find out why visitors get into flow in the Wunderland:

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Fire brigades ...	Trains ...	Scenes ...
Children	**Men**	**Women**

10.1. Customer Modeling

Find out who the customer is, what she needs and desires
.. a specific part of the Lean Innovation process [Blank]

The Customer Modeling Process, Refined by S. Blank

- ▶ Customer Modeling, a company-centric process [Blank/Dorf] 2008
    - ▪ Originally called "Customer Development", but we use this differently in this course

Customer Modeling (Customer Development)

Customer Search	Customer Building

Customer Discovery (Problem-Solution Fit)	Customer Validation (Produkt-Market Fit)	Customer Creation (Sales)	Company Building (Scale)

Q3: Blank's Customer Development Process Blended with Maurya's Running Lean Process

Software as a Business, © Prof. Uwe Aßmann

Customer Search

Customer Discovery (Problem-Solution Fit) → Found → Customer Validation (Product-Market Fit) → Verified

Strategic Change

Disillusioned?

Customer Building

Verified

Customer Creation (-aufbau) Efficiency (Sales) → Verified → Company Building (Unternehmensaufbau) (Scale)
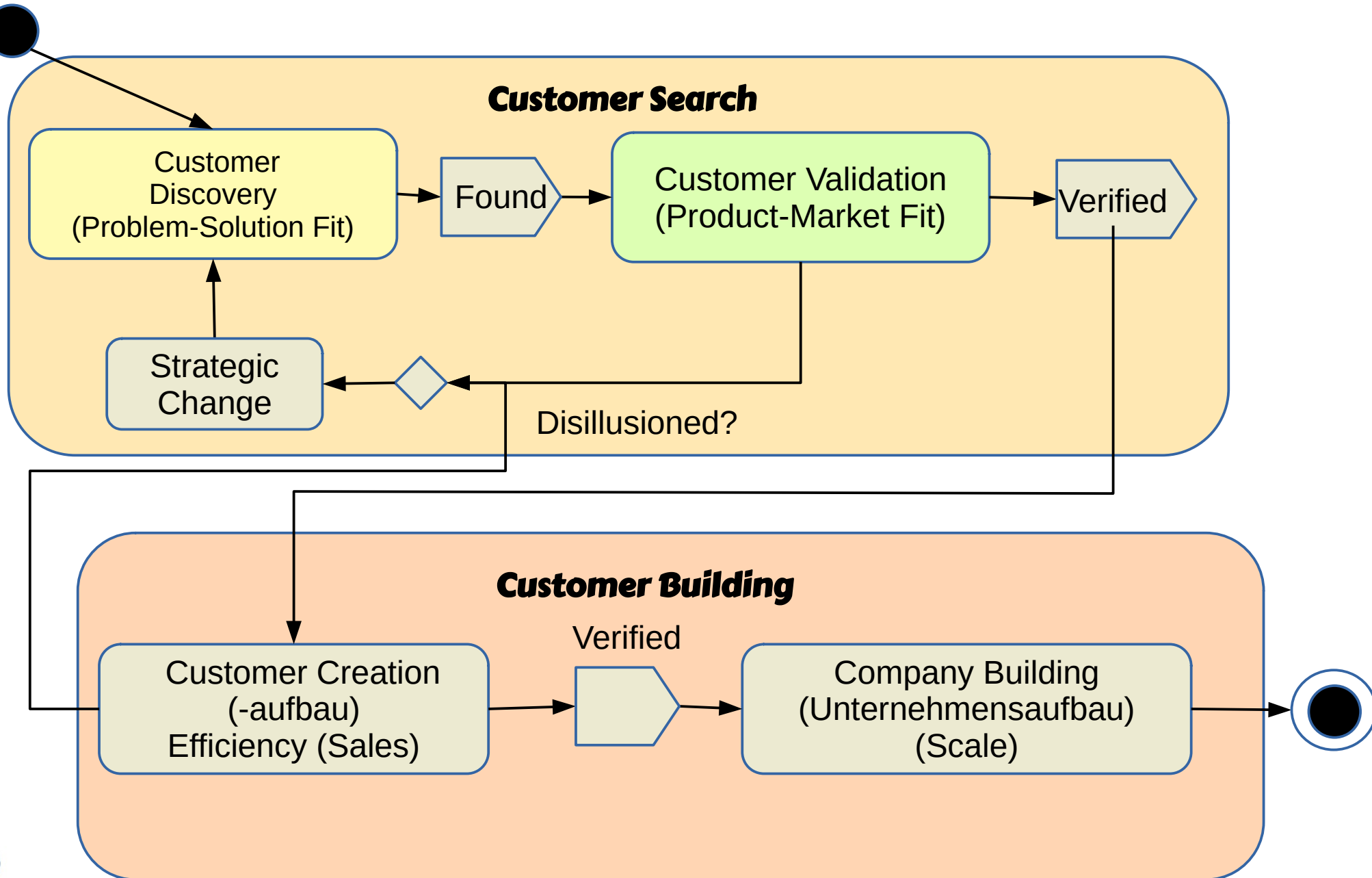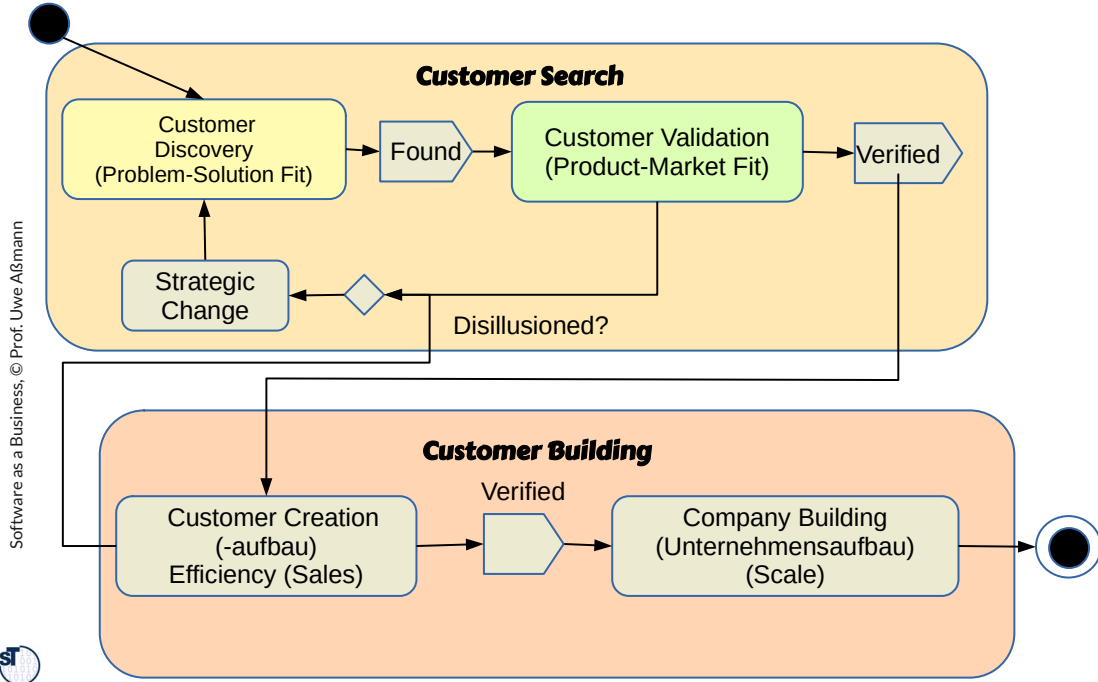
Q4: Step 1: The Customer Discovery Subprocess (Problem-Solution Fit)

10.2 Basic Pain-Gain Analysis (Value Proposition Analysis) of Osterwalder

Value Proposition Canvas
From "Value Proposition Design"

Killing Pain and Filling Desire

Software as a Business, © Prof. Uwe Aßmann

- ► **Customer Analysis** is something different than Selling.
    - ▪ Selling addresses an individual customer
    - ▪ Customer Analysis analyses the *world of a potential customer*

- ► Needs do not make a customer buy – only pain.
- ► Value does not make a customer buy – only desire.

- ► Osterwalder refined the *value proposition field* of the BMC with a new canvas, the **Value Proposition Canvas.**

Pain and Gain create value proposition.

The Value Proposition Canvas

Designed for:

Designed by:

On:

Iteration:

Products & Services

List all the products and services your value proposition is built around.

Which products and services do you offer that help your customer get either a functional, social, or emotional job done or help him/her satisfy basic needs?

Which ancillary products and services help your customer perform the roles of:

Buyer
(e.g. products and services that help customers compare offers, decide, buy, take delivery of a product or service, ...)

Co-creator
(e.g. products and services that help customers co-design solutions, otherwise contribute value to the solution, ...)

Transferrer
(e.g. products and services that help customers dispose of a product, transfer it to others, or resell, ...)

Products and services may either be tangible (e.g. manufactured goods, face-to-face customer service), digital/virtual (e.g. downloads, online recommendations), intangible (e.g. copyrights, quality assurance) or financial (e.g. investment funds, financing services).

Rank all products and services according to their importance to your customer. Are they crucial or trivial to your customer?

Gain Creators

Describe how your products and services create customer gains. How do they create benefits your customer expects, desires or would be surprised by, including functional utility, social gains, positive emotions, and cost savings?

Do they...

Create savings that make your customer happy?
(e.g. in terms of time, money and efforts, ...)

Produce outcomes your customer expects or that go beyond their expectations?
(e.g. better quality level, more of something, less of something, ...)

Copy or outperform current solutions that delight your customer?
(e.g. regarding specific features, performance, quality, ...)

Make your customer's job or life easier?
(e.g. flatter learning curve, usability, accessibility, more services, lower cost of ownership, ...)

Create positive social consequences that your customer desires?
(e.g. makes them look good, produces an increase in power, status, ...)

Do something customers are looking for?
(e.g. good design, guarantees, specific or more features, ...)

Fulfill something customers are dreaming about?
(e.g. help big achievements, produce big reliefs, ...)

Produce positive outcomes matching your customers success and failure criteria?
(e.g. better performance, lower cost, ...)

Help make adoption easier?
(e.g. lower cost, less investments, lower risk, better quality, performance, design, ...)

Rank each gain your products and services create according to its relevance to your customer. Is it substantial or insignificant? Do each gain indicate how often it occurs.

Pain Relievers

Describe how your products and services alleviate customer pains. How do they eliminate or reduce negative emotions, undesired costs and situations, and risks your customer experiences or could experience before, during, and after the getting the job done?

Do they...

Produce savings?
(e.g. in terms of time, money, or efforts, ...)

Make your customers feel better?
(e.g. kill frustrations, annoyances, things that give them a headache, ...)

Fix underperforming solutions?
(e.g. new features, better performance, better quality, ...)

Put an end to difficulties and challenges your customers encounter?
(e.g. make things easier, helping them get done, eliminate resistance, ...)

Wipe out negative social consequences your customers encounter or fear?
(e.g. loss of face, power, trust, or status, ...)

Eliminate risks your customers fear?
(e.g. financial, social, technical risks, or what could go wobbly wrong, ...)

Help your customers better sleep at night?
(e.g. by helping with big issues, diminishing concerns, or eliminating worries, ...)

Limit or eradicate common mistakes customers make?
(e.g. usage mistakes, ...)

Get rid of barriers that are keeping your customer from adopting solutions?
(e.g. lower or no upfront investment costs, flatter learning curve, less resistance to change, ...)

Rank each pain your products and services kill according to their intensity for your customer. Is it very intense or very light?

For each pain indicate how often it occurs. Make your customer experiences or could experience before, during, and after getting the job done?

Gains 🙂

Describe the benefits your customer expects, desires or would be surprised by. This includes functional utility, social gains, positive emotions, and cost savings.

Pains ☹

Describe negative emotions, undesired costs and situations, and risks that your customer experiences or could experience before, during, and after getting the job done.

Customer Job(s)

Describe what a specific customer segment is trying to get done. It could be the tasks they are trying to perform and complete, the problems they are trying to solve, or the needs they are trying to satisfy.

What functional jobs are you helping your customer get done?
(e.g. perform or complete a specific task, solve a specific problem, ...)
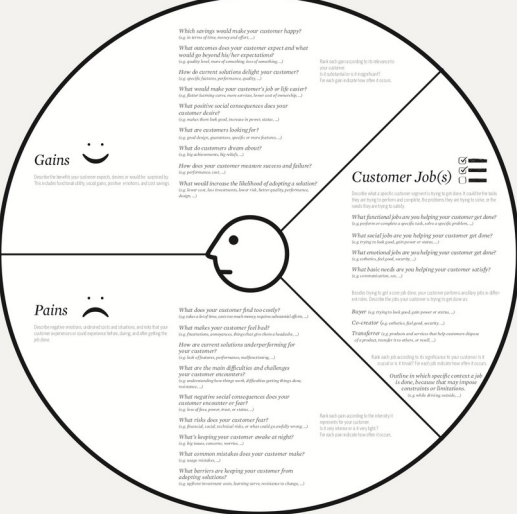
What social jobs are you helping your customer get done?
(e.g. trying to look good, gain power or status, ...)

What emotional jobs are you helping your customer get done?
(e.g. aesthetics, feel good, security, ...)

What basic needs are you helping your customer satisfy?
(e.g. communication, sex, ...)

Besides trying to get a core job done, your customer performs ancillary jobs in different roles. Describe the jobs your customer is trying to get done as:

Buyer (e.g. trying to look good, gain power or status, ...)

Co-creator (e.g. aesthetics, feel good, security, ...)

Transferrer (e.g. products and services that help customers dispose of a product, transfer it to others, or resell, ...)

Outline in which specific context a job is done, because that may impose constraints or limitations.
(e.g. while driving, outside, ...)

Rank each job according to the intensity it represents for your customer. Is it very intense or is it very light?

For each job indicate how often it occurs.

Which savings would make your customer happy?
(e.g. in terms of time, money and efforts, ...)

What outcome does your customer expect and what would go beyond his/her expectations?
(e.g. quality level, more of something, less of something, ...)

How do current solutions delight your customer?
(e.g. specific features, performance, quality, ...)

What would make your customer's job or life easier?
(e.g. flatter learning curve, more services, lower cost of ownership, ...)

What positive social consequences does your customer desire?
(e.g. makes them look good, increase in power, status, ...)

What are customers looking for?
(e.g. good design, guarantees, specific or more features, ...)

What do customers dream about?
(e.g. big achievements, big reliefs, ...)

How does your customer measure success and failure?
(e.g. performance, cost, ...)

What would increase the likelihood of adopting a solution?
(e.g. lower cost, less investments, lower risk, better quality, performance, design, ...)

What does your customer find too costly?
(e.g. takes a lot of time, costs too much money, requires substantial efforts, ...)

What makes your customer feel bad?
(e.g. frustrations, annoyances, things that give them a headache, ...)

How are current solutions underperforming for your customer?
(e.g. lack of features, performance, malfunctioning, ...)

What are the main difficulties and challenges your customer encounters?
(e.g. understanding how things work, difficulties getting things done, resistance, ...)

What negative social consequences does your customer encounter or fear?
(e.g. loss of face, power, trust, or status, ...)

What risks does your customer fear?
(e.g. financial, social, technical risks, or what could possibly go wrong, ...)

What's keeping your customer awake at night?
(e.g. big issues, concerns, worries, ...)

What common mistakes does your customer make?
(e.g. usage mistakes, ...)

What barriers are keeping your customer from adopting solutions?
(e.g. upfront investment costs, learning curve, resistance to change, ...)

Value Proposition
Create one for each Customer Segment in your Business Model

Customer Segment

www.businessmodelgeneration.com

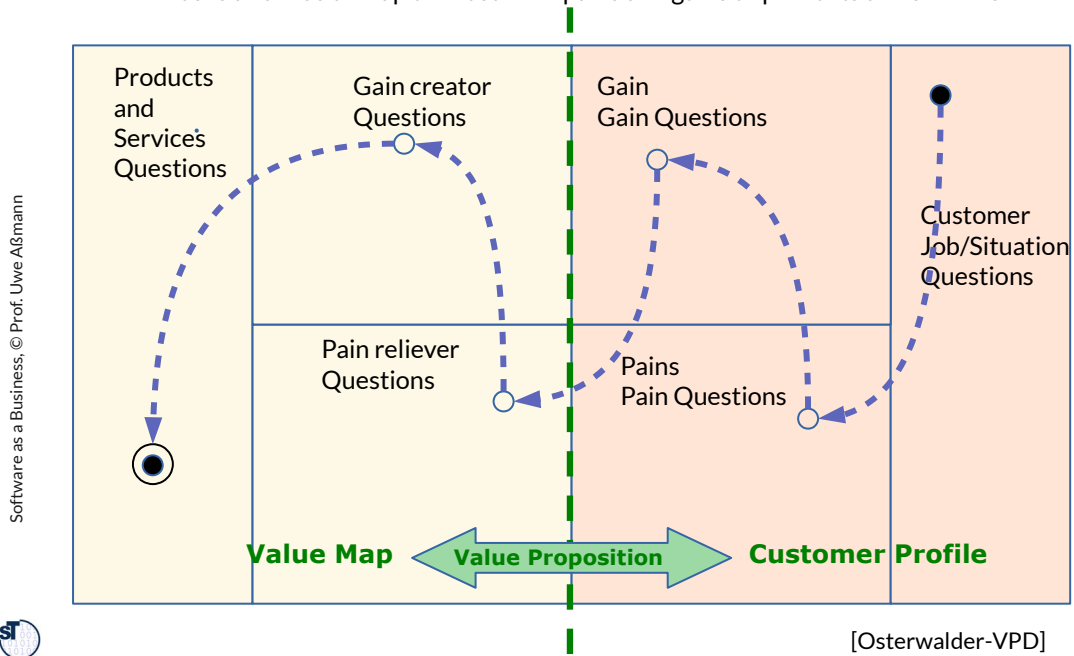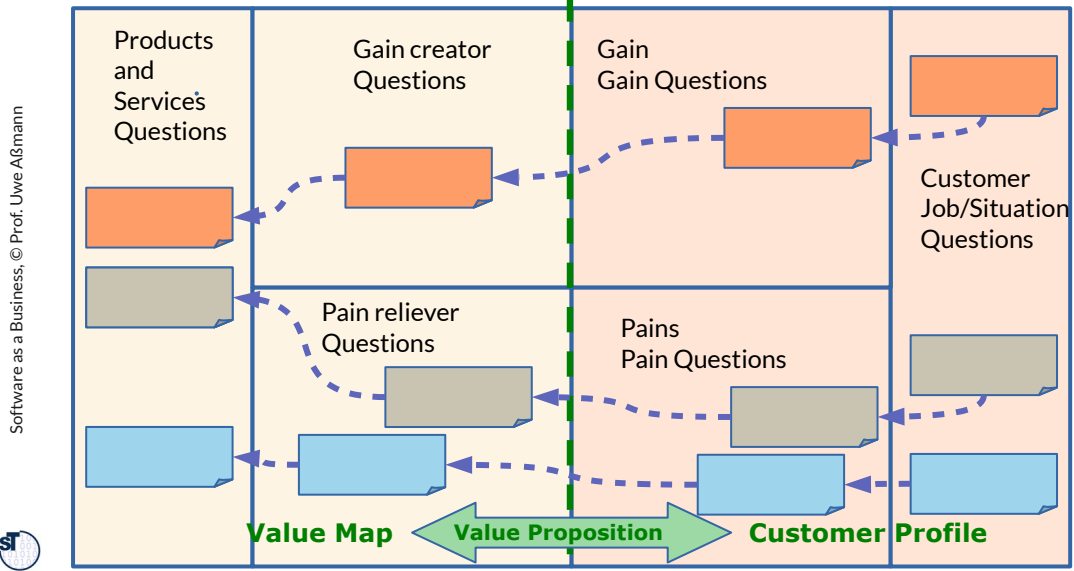**Use in Conjunction with the Business Model Canvas**

http://businessmodelalchemist.com/
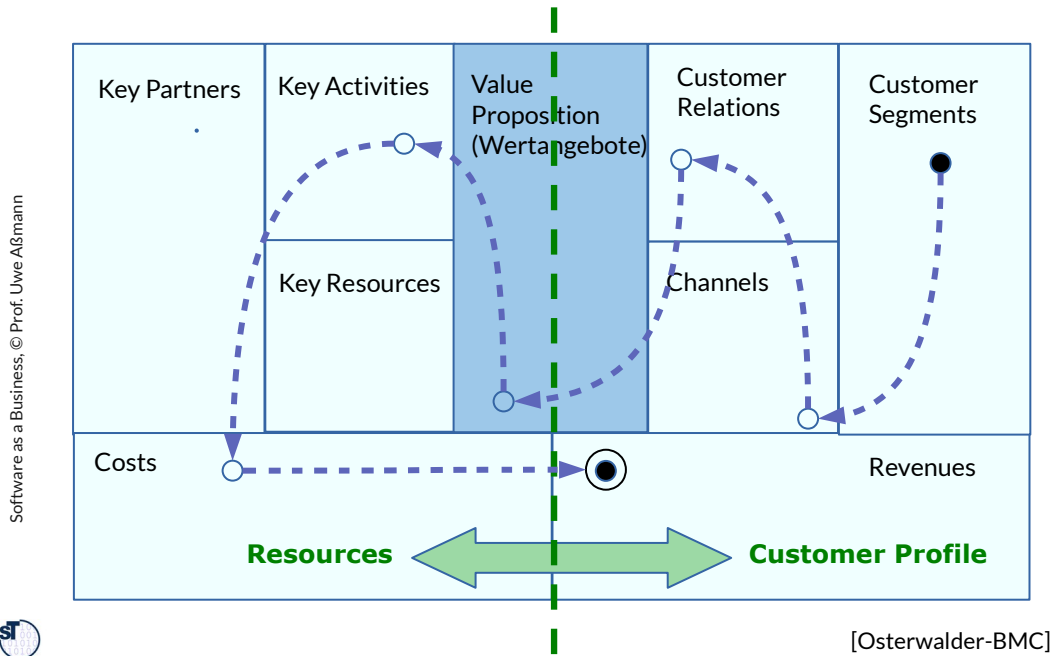
VP Canvas Process and Filling Order

▸ VPA uses a canvas to map the customer pains and gains to products and services

[Osterwalder-VPD]

VP Canvas Mapping and Fit

[Osterwalder-VPD]

▸ VPA creates mappings between the entries of the customer profile and entries of the value map (value proposition **fit**)

▸ Check completeness, consistency of fit!

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VPC is a Subcanvas of the Business Model Canvas

Key Partners

Key Activities

Value Proposition (Wertangebote)

Customer Relations

Customer Segments

Key Resources

Channels

Costs

Revenues

Resources ⟷ **Customer Profile**

[Osterwalder-BMC]

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10.3 Customer Discovery in the Problem-Solution Fit: Analysis of the Customer's World

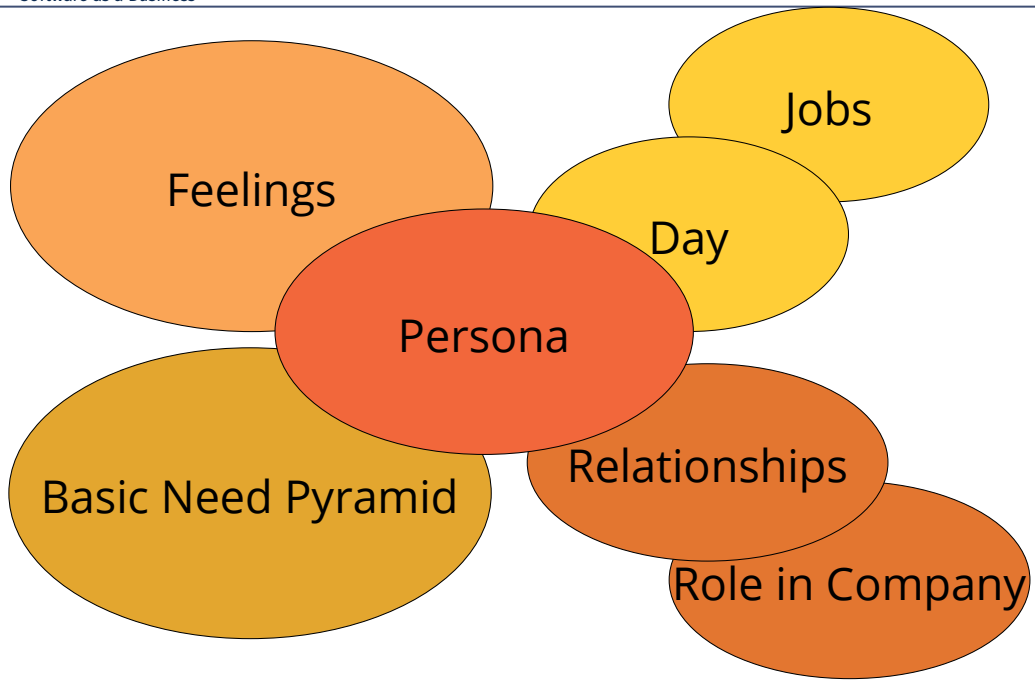Before understanding the pain and gain of the customer, we need to understand its world

The Major 4 Obstacles to Customer Know-How Can Only Be Remedied by Testing the Customer Hypotheses

Software as a Business, © Prof. Uwe Aßmann

Self Bias	Engineer's Ignorance	Ignorance of Customer Search	Ignorance of Start
Bias towards one's own great idea and technology	Being an engineer seduces to skip validating ideas	Ignorance to know how to find customers	Ignorance to know how start

► In a group, *untested information about the customer* can be collected by canvases

► **Hypotheses about the customer** have to be formed (in a Sprint planning)

► Hypothesis must be ***tested*** by getting out of the building

► Backlog of hypotheses tests must be burnt down

Aspects of Customer Analysis

Personal Value Proposition with the Personal BMC (BMYC)

[http://businessmodelyou.com/]

▶ The BMYC is for the development of your career and yourself, also for customer analysis

Key Partners **Who helps You?**	Key activities **What do you do?**	Value Proposition **How do you help?**	Customer Relationships **How do you interact?**	Customer Segments **Whom do you help?**
	Key Resources **What you are and have**		Channels **How do they know you? How do you deliver?**	

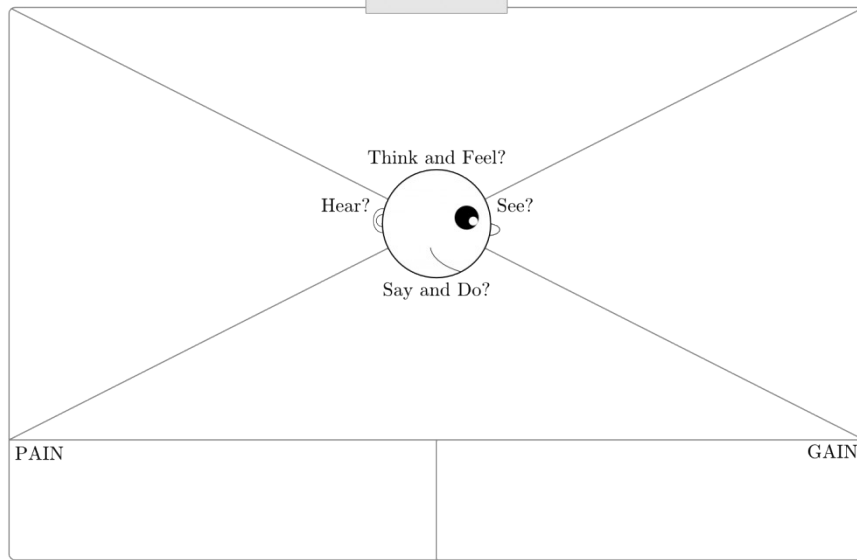| Cost Structure **What do you give?**	Revenue Streams **What do you get?**

Software as a Business, © Prof. Uwe Aßmann

Empathy Map for Customer Modelling

Business Model - The Empathy Map

Author:
Date: Iteration:
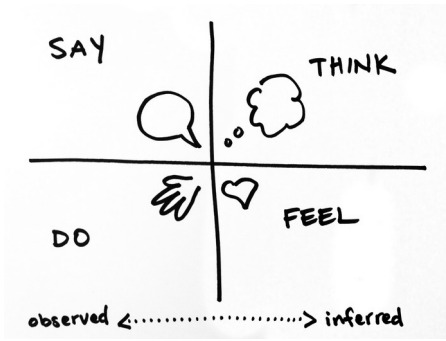
Think and Feel?

Hear?   See?

Say and Do?

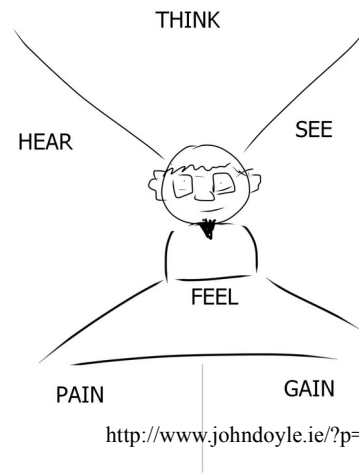PAIN   GAIN

http://blog.8thcolor.com/2011/08/who-are-our-posible-customers/empathy_map/

https://dschool.stanford.edu/wp-content/themes/dschool/method-cards/empathy-map.pdf

Software as a Business, © Prof. Uwe Aßmann

Simpler: Modelling the Customer's Feelings

SAY

THINK

DO

FEEL

observed <················> inferred

10.
wp-content/uploads/2013/02/mitroff.fig2_.jpg
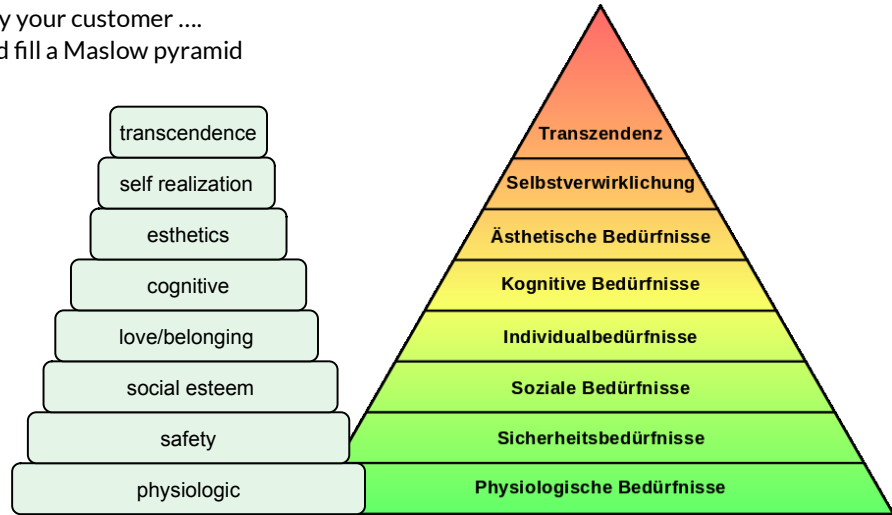

THINK

HEAR

SEE

FEEL

PAIN

GAIN

http://www.johndoyle.ie/?p=92

Customer Need Analysis with Maslow

► Play your customer ....
 and fill a Maslow pyramid

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	Transzendenz
transcendence	
self realization	Selbstverwirklichung
esthetics	Ästhetische Bedürfnisse
cognitive	Kognitive Bedürfnisse
love/belonging	Individualbedürfnisse
social esteem	Soziale Bedürfnisse
safety	Sicherheitsbedürfnisse
physiologic	Physiologische Bedürfnisse

http://upload.wikimedia.org/wikipedia/commons/thumb/2/2c/Erweiterte_Bed
%C3%BCrfnishierarchie_%281970%29_nach_Maslow.svg/600px-Erweiterte_Bed
%C3%BCrfnishierarchie_%281970%29_nach_Maslow.svg.png

Modeling the Customer's Day
How should a good "Customer Day Canvas" look?

▶ Use the Customer Empathy Map to run through the customer's day

Night	Morning Breakfast	Morning Work	Lunch	Afternoon Work
Dinner	Evening Home	Evening Out	Go to Bed	Falling Asleep

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10.4 Jobs-to-be-Done (JTBD) Framework and Canvas
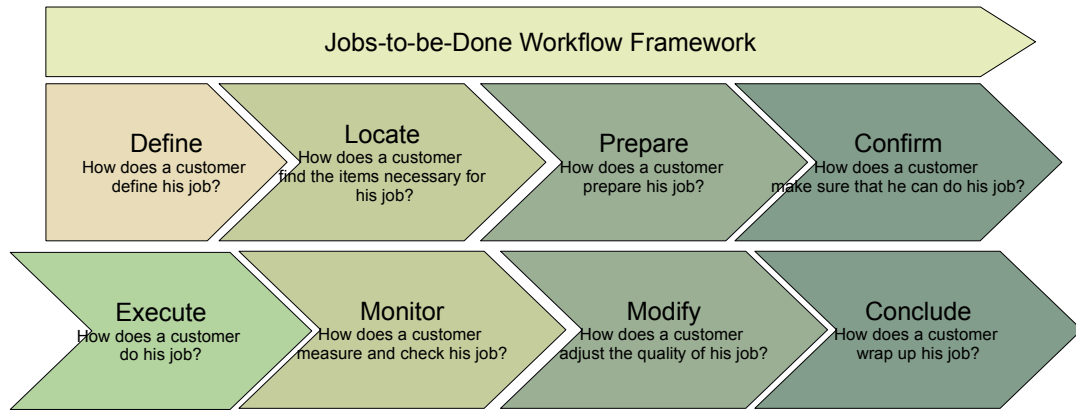
[Ulwick]
A method to specialize a generic workflow to
the customer's daily workflows

- ▶ [BettenUlwick] claims that most workflows of customer's daily life can be arranged into 8 generic phases
- ▶ Based on the JTBD framework, user jobs and tasks can be analyzed on subtasks. The question **"How can our service/product help the customer executing his job?"** is central.

Software as a Business, © Prof. Uwe Aßmann

Jobs-to-be-Done Workflow Framework

Define	Locate	Prepare	Confirm
How does a customer define his job?	How does a customer find the items necessary for his job?	How does a customer prepare his job?	How does a customer make sure that he can do his job?

Execute	Monitor	Modify	Conclude
How does a customer do his job?	How does a customer measure and check his job?	How does a customer adjust the quality of his job?	How does a customer wrap up his job?

JTBD Canvas

Software as a Business, © Prof. Uwe Aßmann

STRATEGYN

Jobs-To-Be-Done Canvas™
Powered by Outcome-Driven Innovation®

Job Executor e.g. the end user

Core Functional Job-to-be-Done verb + object of verb + contextual clarifier

CONSUMPTION JOBS

Executor	Other	
☐	☐	Acquire/Purchase
☐	☐	Receive
☐	☐	Install
☐	☐	Setup
☐	☐	Learn to use
☐	☐	Use/Interface with
☐	☐	Store
☐	☐	Move
☐	☐	Maintain
☐	☐	Repair
☐	☐	Upgrade
☐	☐	Replace
☐	☐	Dispose

What technology or product assumptions are you making? Or are you considering an altogether new product?

Which of these jobs must be executed to support product consumption? Who is responsible for execution?

1. DEFINE — Plan, Select, Determine

What aspects of getting the job done must the customer define upfront to proceed?

2. LOCATE — Gather, Access, Retrieve

What items must be located – tangible/intangible – to do the job?

3. PREPARE — Setup, Organize, Examine

How must the customer prepare the inputs and the environment to do the job?

4. CONFIRM — Validate, Prioritize, Decide

What must the customer verify before proceeding to ensure success?

5. EXECUTE — Perform, Transact, Administer

What must customers do to execute the job successfully?

6. MONITOR — Verify, Track, Check

What must the customer monitor to ensure the job is successfully executed?

7. MODIFY — Update, Adjust, Maintain

What might the customer need to alter for the job to be completed successfully?

8. CONCLUDE — Store, Finish, Close

What must the customer do to finish the job?

RELATED JOBS

What other functional jobs is the executor trying to get done before, during, and after execution of the core job?

EMOTIONAL JOBS

How do job executors what to feel by getting the job done? How do they want to be perceived by others?

DESIRED OUTCOMES

Overserved (reduce cost & complexity)

(For core and consumptions jobs)

Table Stakes (must address)

What outcomes do you hypothesize are not important yet highly satisfied? These are opportunities for cost reduction.

What outcomes do you hypothesize are very important and very satisfied? These must continue to be satisfied.

Appropriately Serviced (maintain status quo)

What outcomes do you hypothesize are neither important or satisfied? These needs should not be considered.

What outcomes do you hypothesize are very important and not very well satisfied? These are opportunities to add value.

(do not address / stop addressing) **Irrelevant**

Outcome + Direction + Metric + Object of Control + Contextual Clarifier

(add value) **Underserved**

Use the canvas in a team workshop as a starting point before going into deeper ODI research.

DEVELOPED BY: Tony Ulwick and Mike Boysen of Strategyn, LLC. More information can be found at jobs-to-be-done.com and strategyn.com

13.5. Customer Progress Canvas

JTBD Progress Forces

- ▶ Bob Moesta, Chris Spiek, Alan Klement
- ▶ Nice summary of A. Klement, The Forces of Progress. 2017.
  https://jtbd.info/the-forces-of-progress-4408bf995153
- ▶ Alan Klement. When Coffee and Kale compete. Free web book
  http://www.whencoffeeandkalecompete.com/

There is no demand — unless push and pull work together. [Klement]

Progress-Forces Canvas (Klement)
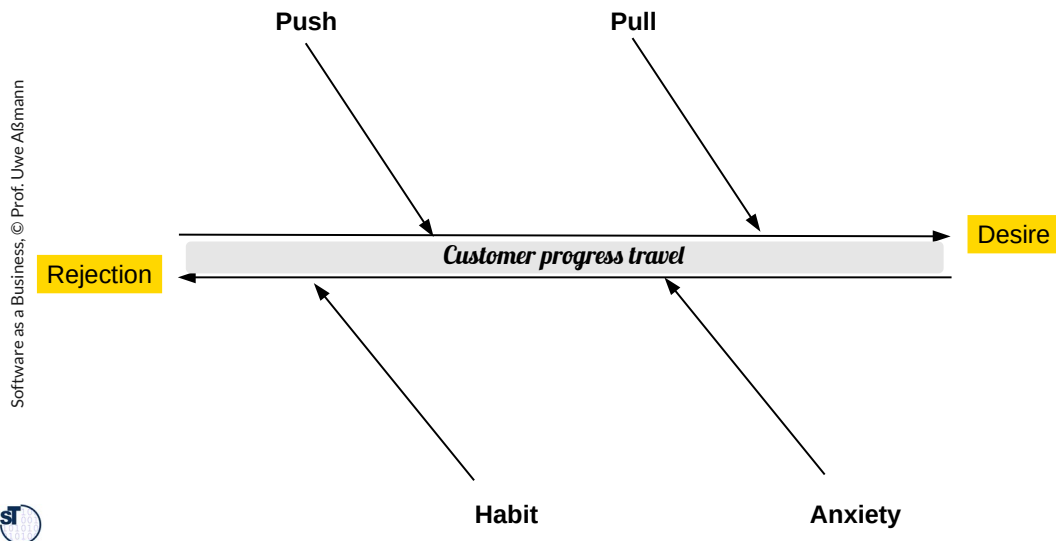
▶ A Double Fishbone diagram indicates conflicting forces - forward and contradicting forces

Progress-Forces Canvas (Klement)

Silent supporter forces

Push of pain
(of ugly future)
(of past, present)
(external, internal)

Pull of gain
(of bright future)
(of bright past of others)
(internal, external)

Customer progress travel

Desire

Rejection

(choice, use)
Habit

(choice, use)
Anxiety

Silent competitor forces

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Example: Progress Forces Canvas (Klement) on Zero Electric Motorcycles

- ▶ First watch the video
  https://techcrunch.com/video/inside-california-ev-startup-zero-motorcycles/
- ▶ Then complete the Progress Forces Canvas

Push   **Pull**

Customer progress travel

Rejection   **Desire**

Habit   **Anxiety**

10.6 Who is your Customer?
(Early Adopters, Early Evangelists, Brand Advocates)

Entry strategies to reach a decider

Classes of Customer Capabilities in B2B Selling

▶ To sell to a company, a decider has to be reached [AccountSelling], but most startups start to interview end users

▶ Decider analysis:

  ▪ An **entry strategy** is required to enter the customer's firm and find the decider [AccountSelling]

Characteristics of an Early Adopter

- ▶ Few visionary people, the *early adopters*, believe in a visionary product ("the Innovators Dilemma")
- ▶ Early adopters are the first ones to be relieved from the Rumsfeld dilemma

[Der Apple] Newton ist ein eigenartiges Produkt.
Zu seinen Lebzeiten wurde er belächelt.
Nur eine kleine Gemeinde erkannte sein Potenzial.
Das Potenzial des Digital Hub.
Dies wäre seine Berufung gewesen, seine Bestimmung, sein Durchbruch.

http://www.macprime.ch/applehistory/story/apple-newton-im-kreuzfeuer-des-digital-hub/

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Classes of Dissatisfaction of Early Adopters (and also all Customers)

► Most startups discover a situation in which customers have already tried in vain to build a solution. [Blank/Dorf] ("Schwarzkopf problems")

► [Rackham] claims that need-payoff questions must be used to lift an E.A. to the Tennet level

W. Bush — Early Adopter (E.A.) has a budget (is a decider)

G. Tennet — E.A. is aware of the solution

Schwarzkopf — E.A. built a preliminary solution himself (frustrated active need)

G. Bush — E.A. has already actively looked for a solution (active need)

Rumsfeld — E.A. knows that he has a problem (explicit need)

Clinton — E.A. has a problem, but doesn't know (implicit need)

Customer Discovery Report Table [Blank/Dorf]

- ▶ The report table estimates with school grading the maturity in the customer funnel of all potential customers.
    - ▪ It defines a *metric* on the *maturity* of the customer
- ▶ School grading can be in different ordinal scales, e.g., 1-3, 1-5, 1-16, 1-100
- ▶ Customer Discovery Report can be manged with Excel or a database

Customer	Enthusiastic	Urgently needed	Importance of effects	Improvised solution	120 days	Importance of Decider	120x2	total
Miller	1	1	3	5	5	1	10	26
Bush	1	2	4	5	1	3	2	18
Clinton	5	3	1	1	1	1	2	14
Trump	2	2	4	3	3	5	6	25
Average	2,25	2	3	3.5	2,5	2,5	5	

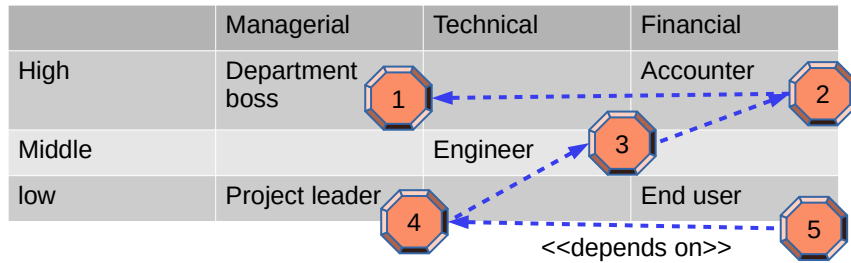Software as a Business, © Prof. Uwe Aßmann

10.6 Who is Related to your Customer?

Analyzing the Customer's Relationships to Deciders

- ▶ An **organizational / influence map** draws the network of the customer that can influence his buy-no-buy decisions
- ▶ Analysis can start with a table or a graph
- ▶ Analysis constructs a **dependency graph** (partial or total order)
- ▶ **Deciders** are the sinks of the dependency graph

	Managerial	Technical	Financial
High	Department boss ①		Accounter ②
Middle		Engineer ③	
low	Project leader ④		End user ⑤

<<depends on>>

Customer Relationship Analysis with Business Model You
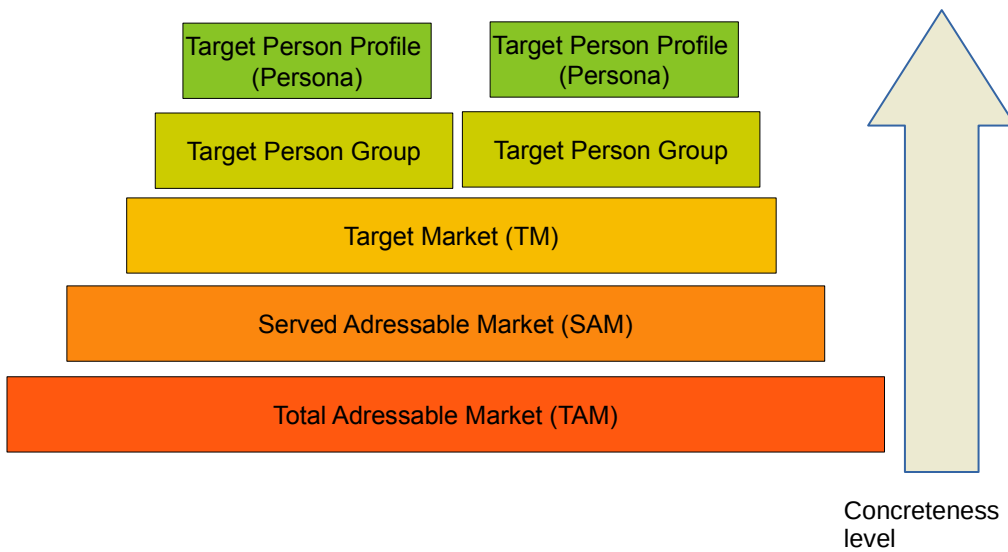
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▶ Play your customer …. and fill a BMY Canvas.

Key Partners **Who helps Your customer?**	Key activities **What do Your customer do?**	Value Proposition **How does Your customer help?**	Customer Relationships **How does she interact?**	Customer Segments **Whom does Your customer help?**
	Key Resources **What she is and has**		Channels **How do they know him? How does she deliver?**	

Cost Structure **What does he give?**	Revenue Streams **What does she get?**

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Refinement of Customer Segments and Market Slices

► See whether you can find several target person groups (customer segments) in your target market, because they speak the same language (same domain)

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| Target Person Profile (Persona) | Target Person Profile (Persona) |
| Target Person Group | Target Person Group |

Target Market (TM)

Served Adressable Market (SAM)

Total Adressable Market (TAM)

Concreteness level

Customer Profile (Persona)

- A **Customer Persona (profile, archetype)** is a story about an average customer from a customer segment.
    - Derived from Empathy Map, Influence Map, VPA, Problem Analysis, Customer's Day Canvas, Customers influence map
- Table form of Persona:

Highlights in the customer's day, problem canvas, VPC, or influence map	Hints for aquisition
Gets up with difficulties	Don't call him before 10:00; send him a coffee kit for advertisement
Doesn't like to read	Send him a DVD with video
Has friends in political party PDU	Analyze partie's opinion about the effects of your product

The End

- ▶ Why is it important to know a lot about your customer?
- ▶ Explain how the customer changes the diapers of his baby. Analyze this activity with Jobs-to-be-Done framework.
- ▶ Why does the JTBD Canvas highlight "underserved" services?
- ▶ Why is it important to analyze the relationships of a potential customer?
- ▶ Why is it important to know the position of potential customer in its company?
- ▶ Explain the different forces of the Progress-Forces Canvas of Klement.

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