



15. Further Instruments for Customer Analysis, Validation, and Creation

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

- ▶ 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. 2015. O'Reilly.
 - <http://www.daniel-bartel.de/das-handbuch-fuumlr-startups.html>



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

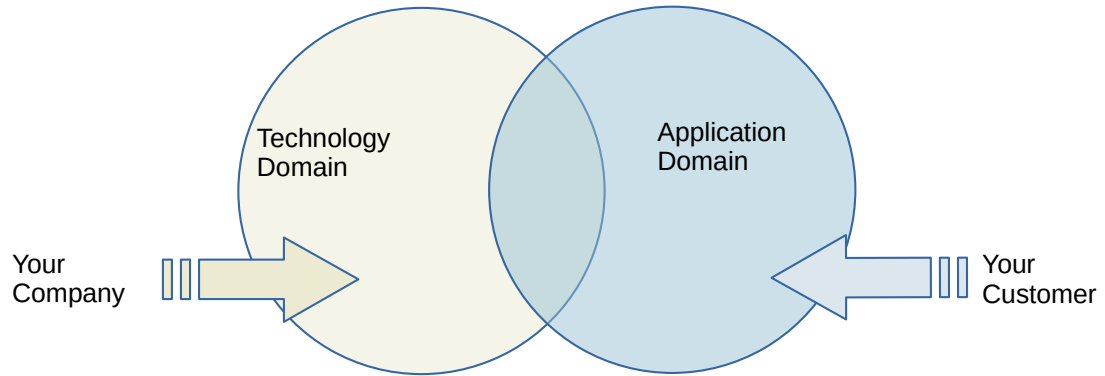
- 2008 Blank/Dorf
- 2011 “Lean Startus” Eric Ries O’Reilly
- 2012 “Running Lean” Ash Maurya
- 2013 “Lean Analytics” B. Yoskowitz



15.1. Measuring Feedback from Customers in the Domain

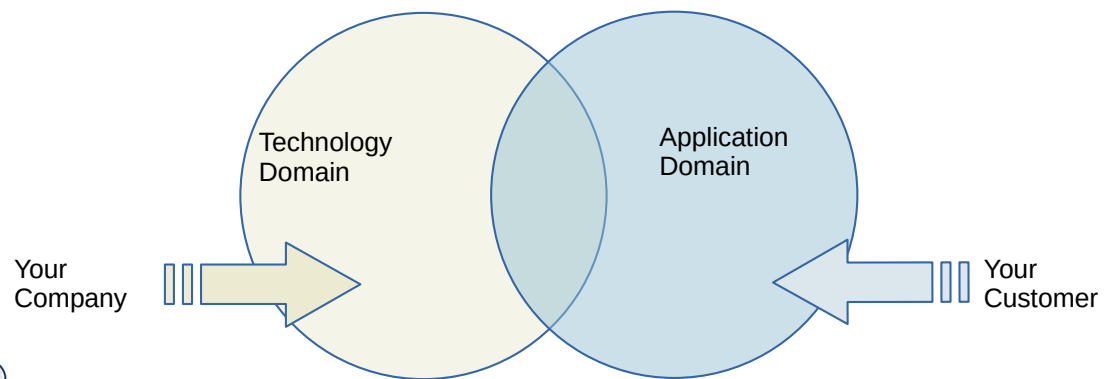
The Problem of How to Talk to your Customer

- ▶ 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
- ▶ **Domain-specific Fairs** are a good place to meet domain experts in the application domain
- ▶ **Friends** that work in the domain
- ▶ **Cold Calls** to people working in the domain
- ▶ **Customer interviews** with potential customers in the domain (market study,...)



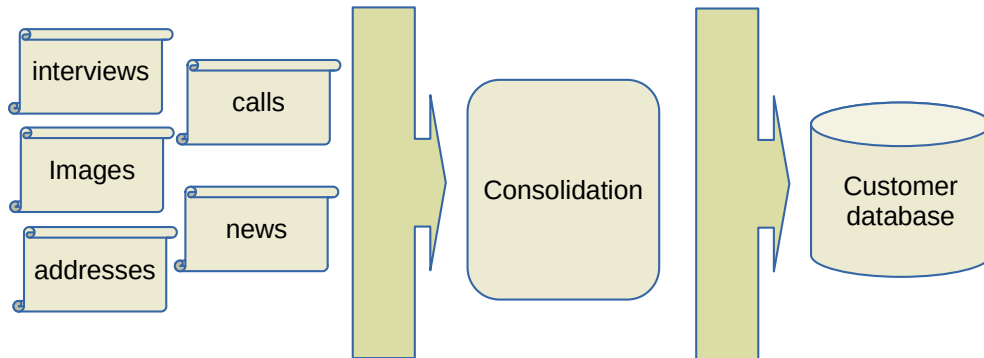
Company-Specific Events as Channels

- ▶ **User Conferences** with product-specific 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



Protocols of Customer Contacts in Customer Relationship Management (CRM)

- ▶ In Customer Relationship Management (CRM), it is difficult to keep all information about a customer *integrated and consistent*.
 - Raw data comes in in different formats (audio, handwriting, etc)
 - Databases are not enough, because usually, raw data is replicated, overlapping, inconsistent, fast evolving
- ▶ Tip: use a simple format, such as markdown, everywhere, because raw texts can easily be produced, even from OCR or audio, modified and are long-lasting
 - Use a version management system (git) for evolving the text data
 - Use template languages to generate documents from text data



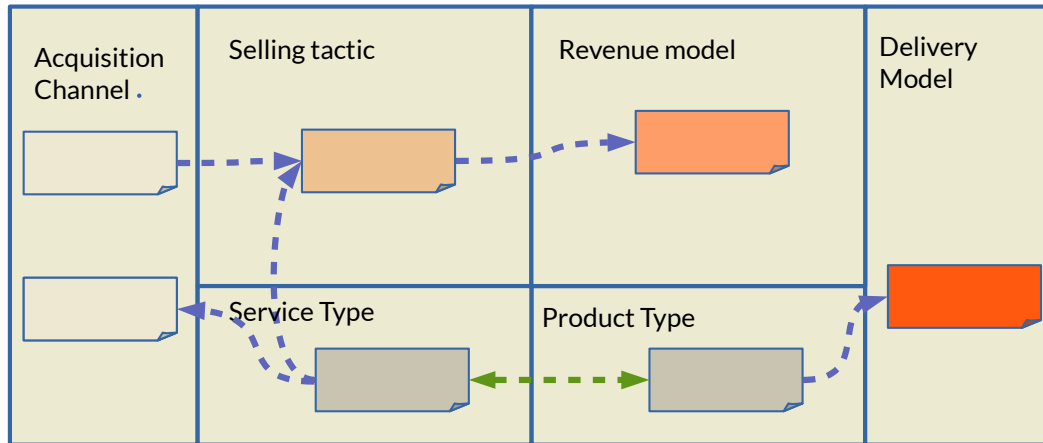


15.2 Channel Analysis

How does your product arrive at the customer?

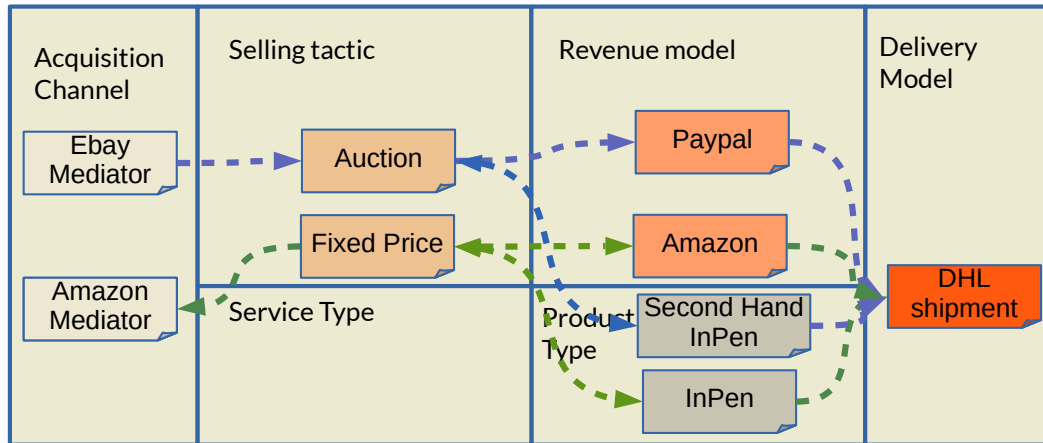
Channel Flipbook Canvas [LeanAnalytics]

- ▶ Put an entry 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



Example: Channel Flipbook Canvas [LeanAnalytics]

- ▶ Example: selling InPen intelligent pens via Ebay auction or Amazon mediator



Using the Channels of an Ecosystem

- ▶ Software ecosystems are ecosystems of plugins and their suppliers
- ▶ all supplies sell via the platform and its customers
- ▶ -> very good changes to sell world-wide!
- ▶ Examples: Atlassian, SAP, Appstores, etc.





15.3 Keeping the Customer with Blank's Double-Funnel

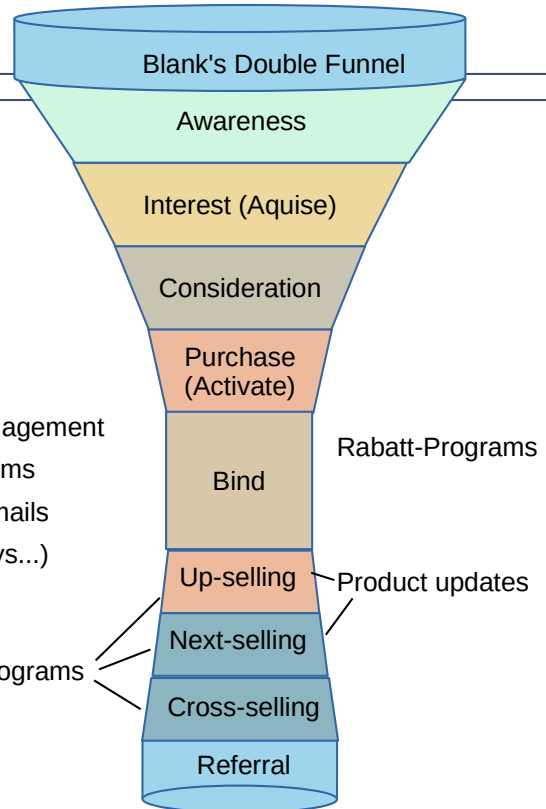
How do you *bind* the customer for hot acquisition? (Stammkunde)

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



Customer Double Funnel Canvas (Startup Funnel Board)

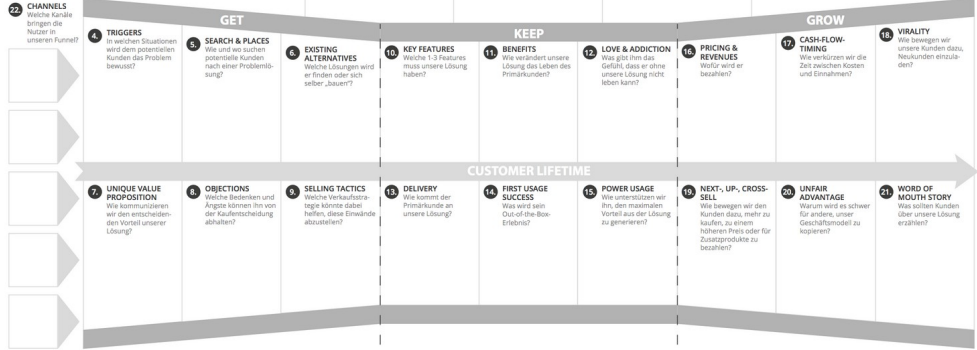
STARTUP FUNNEL BOARD

PROJEKT: _____
 CUSTOMER SEGMENT: _____

1. KEY PROBLEMS
 Was sind die 1-3 Schlüsselprobleme, -bedürfnisse und -wünsche der Primärkunden?

2. CUSTOMER CHARACTERISTICS
 Wie sind die Schlüsselcharakteristika der Primärkunden? (demografisch, psychografisch, Nutzungskontext)

3. PROJECT USER STORY
 Als Primärkunde möchte ich <Ziel> sodass ich <Grund>.



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

Startup Funnel Board, entwickelt von Michal Brzusk und designed von Sam Gerlach, ist inspiriert durch Steve Blank's 'GET/KEEP/GROW Funnel' (Quelle: 'The Startup Owner's Manual').
 Die Business Model Canvas (Quelle: https://www.businessmodelcanvass.com) ist das Lizenzrecht vorbehalten. © 2015 und für die Verwendung durch die Founder Connection. Attribution: Steve Blank, Y. D. (CC BY-NC-SA) License.
 Version 3.0 deu
 Download der aktuellsten Version unter: www.startupfunnelboard.com



Preparing Warm Acquisition with the Contract Renewal Canvas

Contract Renewal Canvas

Relevance of the contracted proposition <i>Do we need to change our value proposition?</i>	Key decision makers <i>3 to 5 key people in deciding on the next contract</i>	Value Proposition to renew the contract <i>What solution/expertise will be most valued to realize what goal?</i>	Our renewal objectives <i>Financial, length of contract, scope of services, other.</i>	Action plan <i>Most important actions to get in the best position to renew the contract</i>
	Value expected <i>KPI's and other client expectations</i>		Competition Strategy <i>How do we optimize our competitive position?</i>	
Client perception of our performance <i>Are we delivering the value our clients expect?</i>			Competing solutions <i>Proposition of competitors and/or substitute solutions the client might value and consider</i>	

Software as a Business, © Prof. Uwe Alßmann



Contract Renewal Canvas by The Service Value Company is licensed under a Creative Commons Attribution-NonCommercial-ShareAlike 4.0 International License.

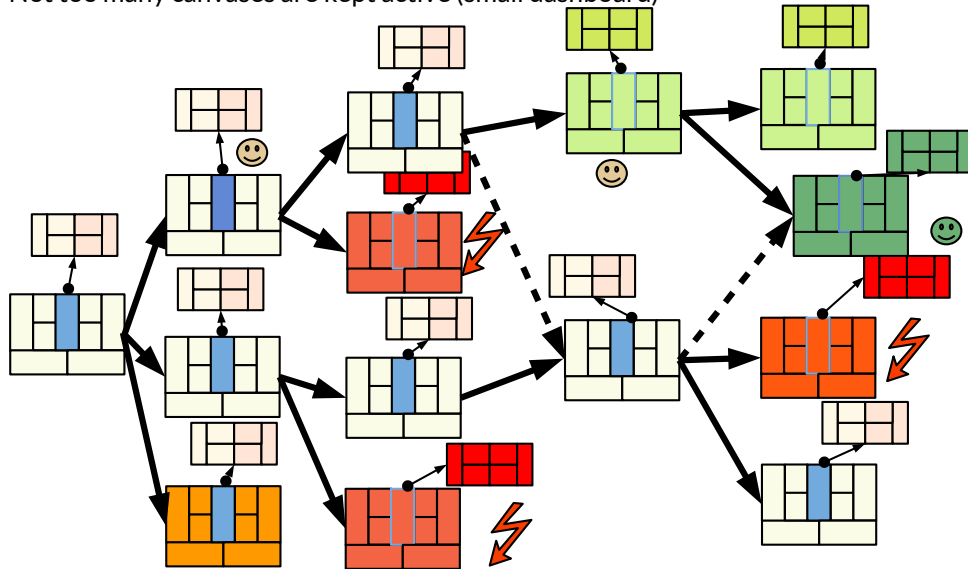




End of Part I: 15.5. The Evolving Cactus of the Nested BMC

Q1: 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

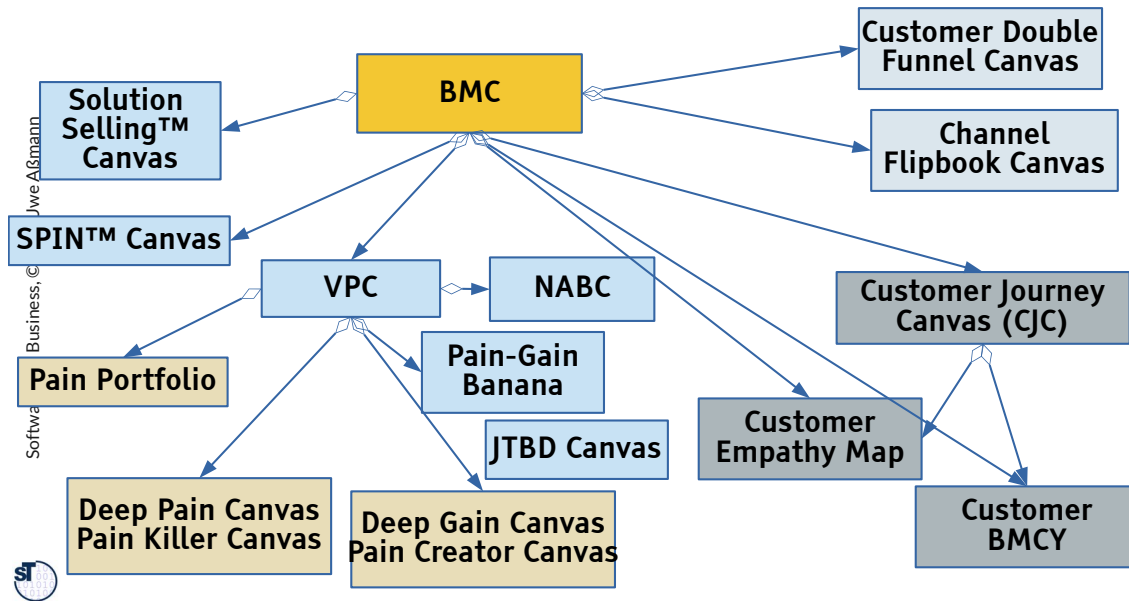
- ▶ The BMC-VPC cactus evolves during customer modeling

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

A green BMC-VPC models a customer faithfully

Q2: The Dependency Structure of Canvases (the Nested BMC)

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



The End

- ▶ Explain how you use the Channel Flipbook Canvas, the Customer Empathy Map and the Customer Double-Funnel Canvas for a Channel Analysis.
- ▶ Why is markdown a good format for CRM?

