

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

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

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# Obligatory Literature

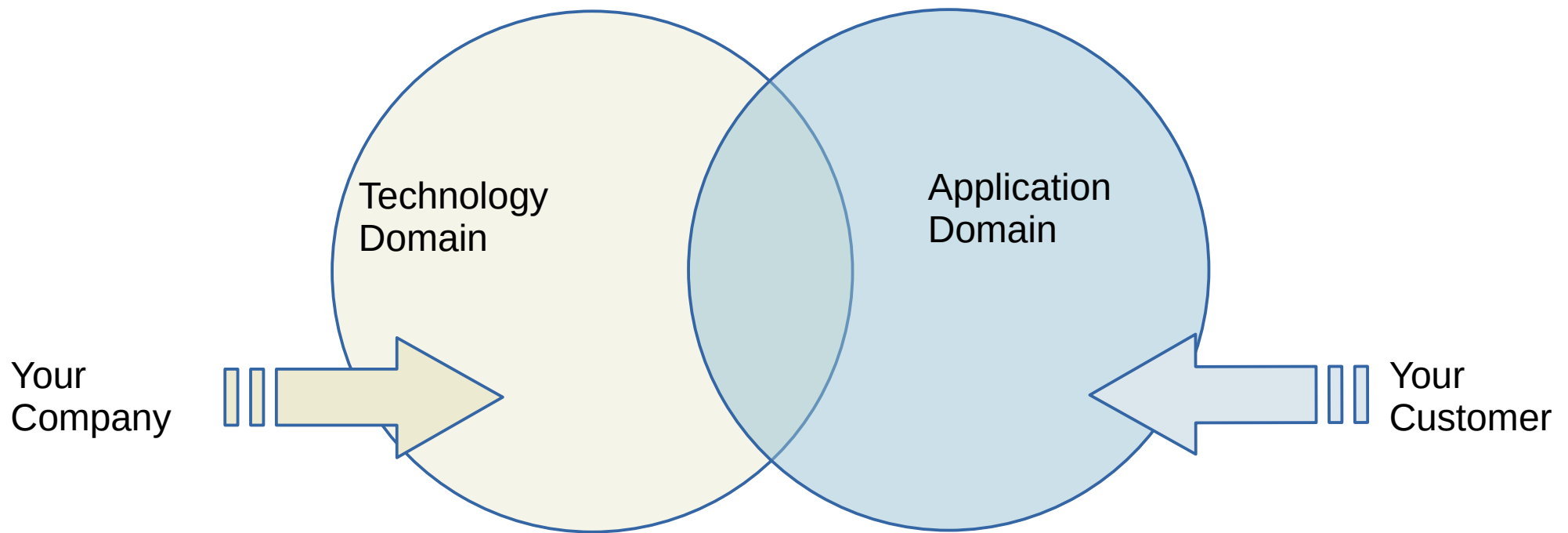
- ▶ A. Osterwalder, Y. Pigneur et al. Value Proposition Design. Wiley.
- ▶ [BlankDorf] Steve Blank, Bob Dorf, Nils Högsdal, Daniel Bartel. Das Handbuch für Startups – die deutsche Ausgabe von 'The Startup Owner's Manual'. Deutsche Übersetzung von Kathrin Lichtenberg. 2015. O'Reilly.
  - <http://www.daniel-bartel.de/das-handbuch-fuumlr-startups.html>



## 15.1. Measuring Feedback from Customers in the Domain

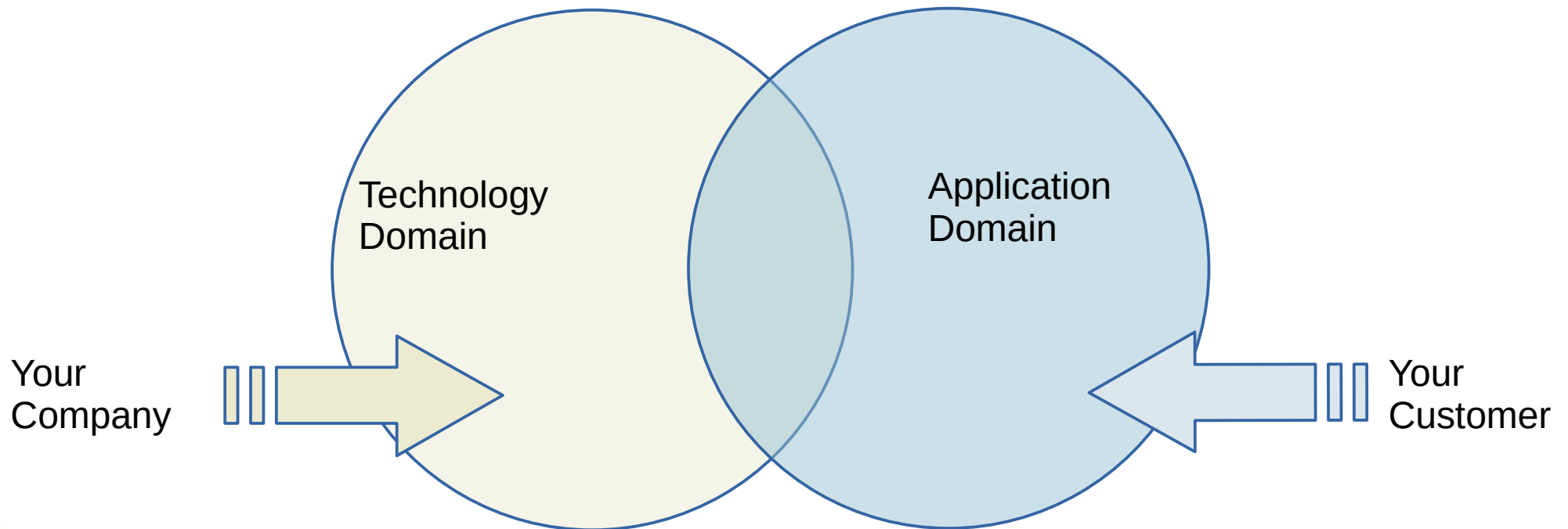
# The Problem of How to Talk to your Customer

- ▶ 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](http://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,...)

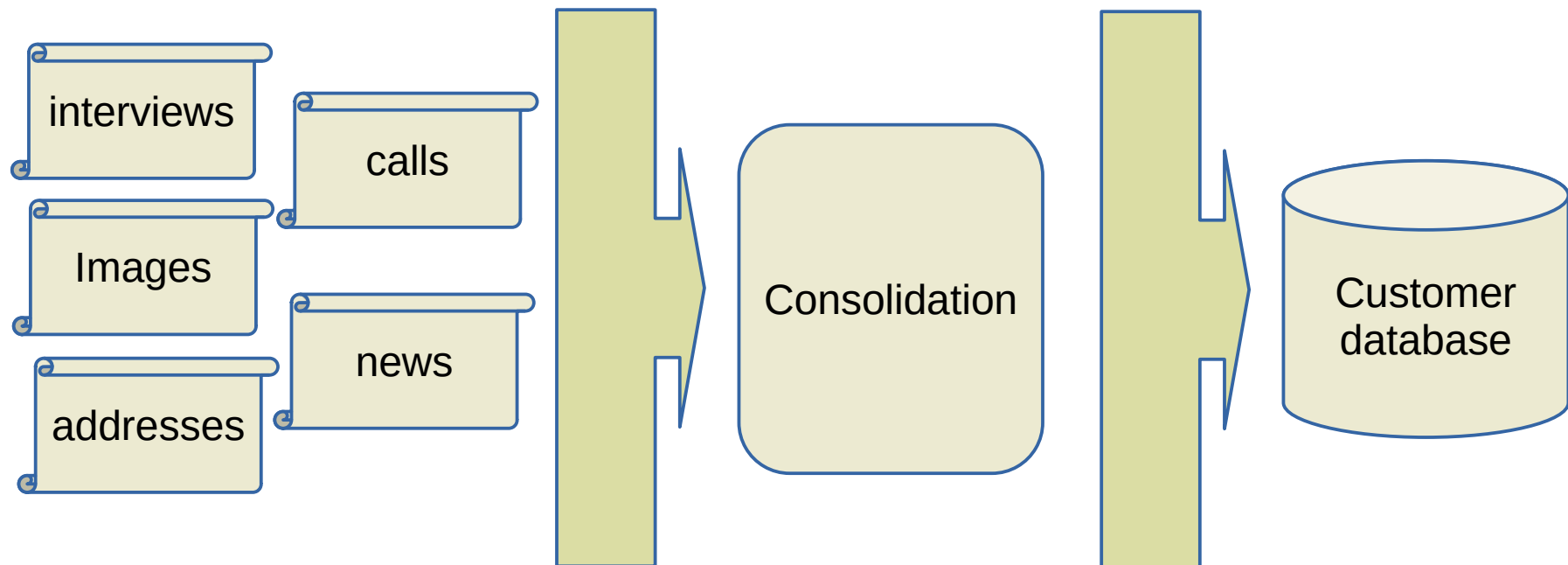


# Company-Specific Events as Channels

- ▶ **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 Managment (CRM)

- ▶ In Customer Relationship Managment (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





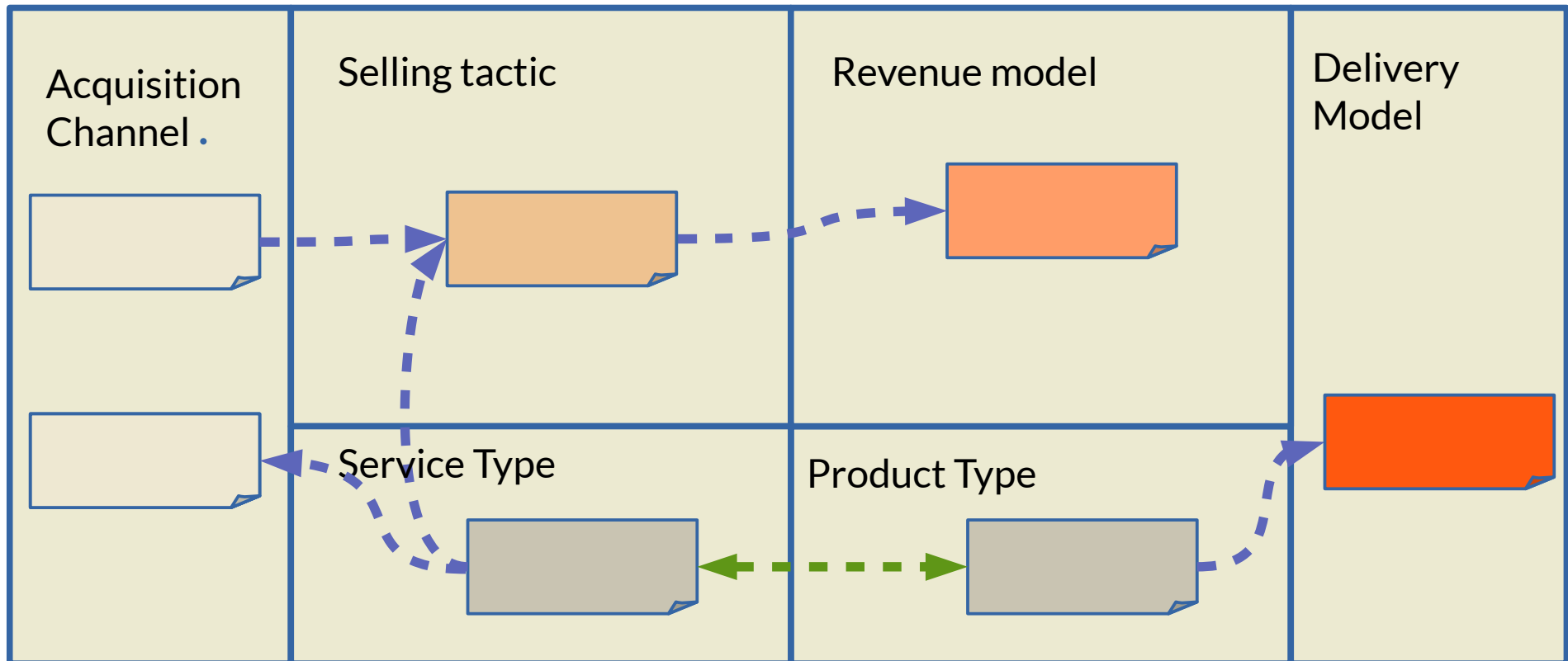
## 15.2 Channel Analysis

How does your product arrive at the customer?



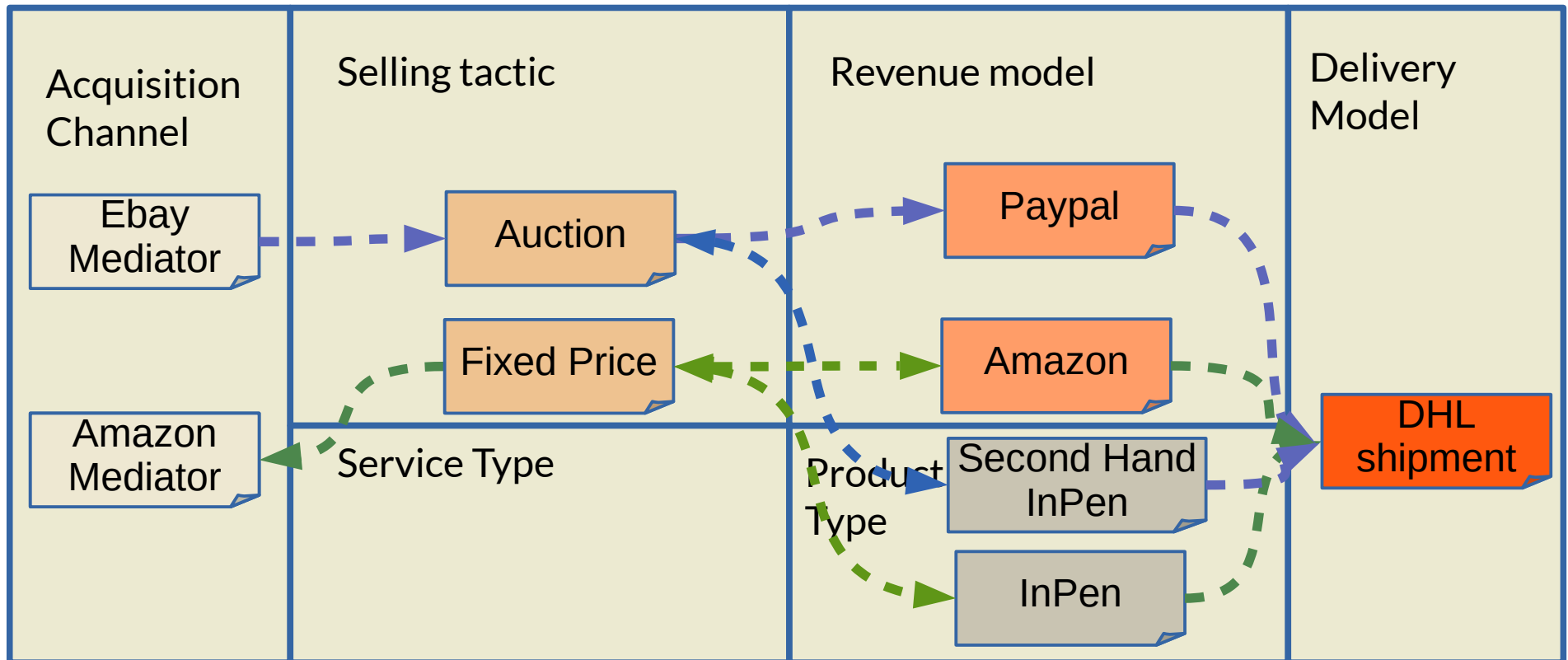
# Channel Flipbook Canvas [LeanAnalytics]

- ▶ 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.

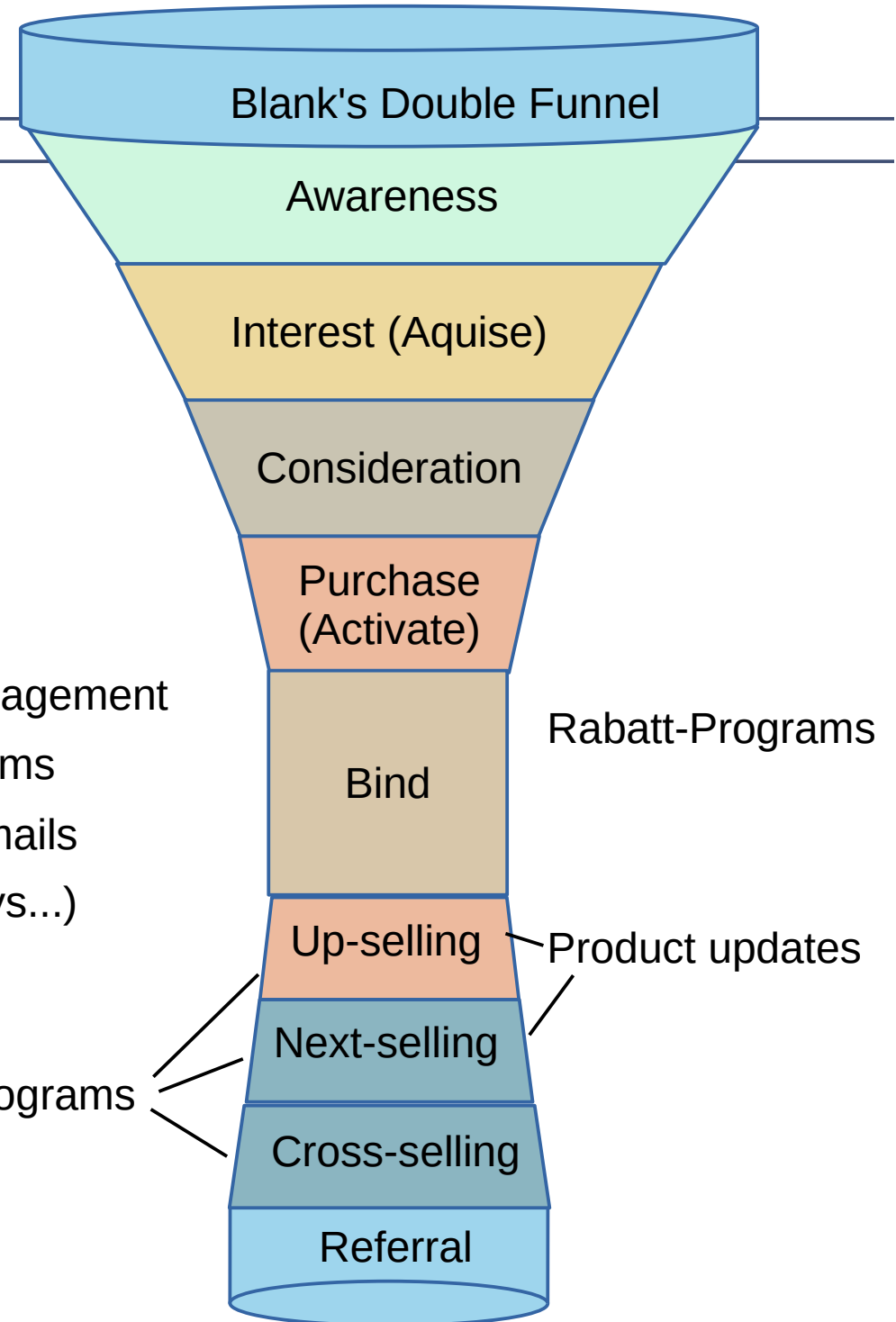


## 15.3 Keeping the Customer with Blank's Double-Funnel

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)

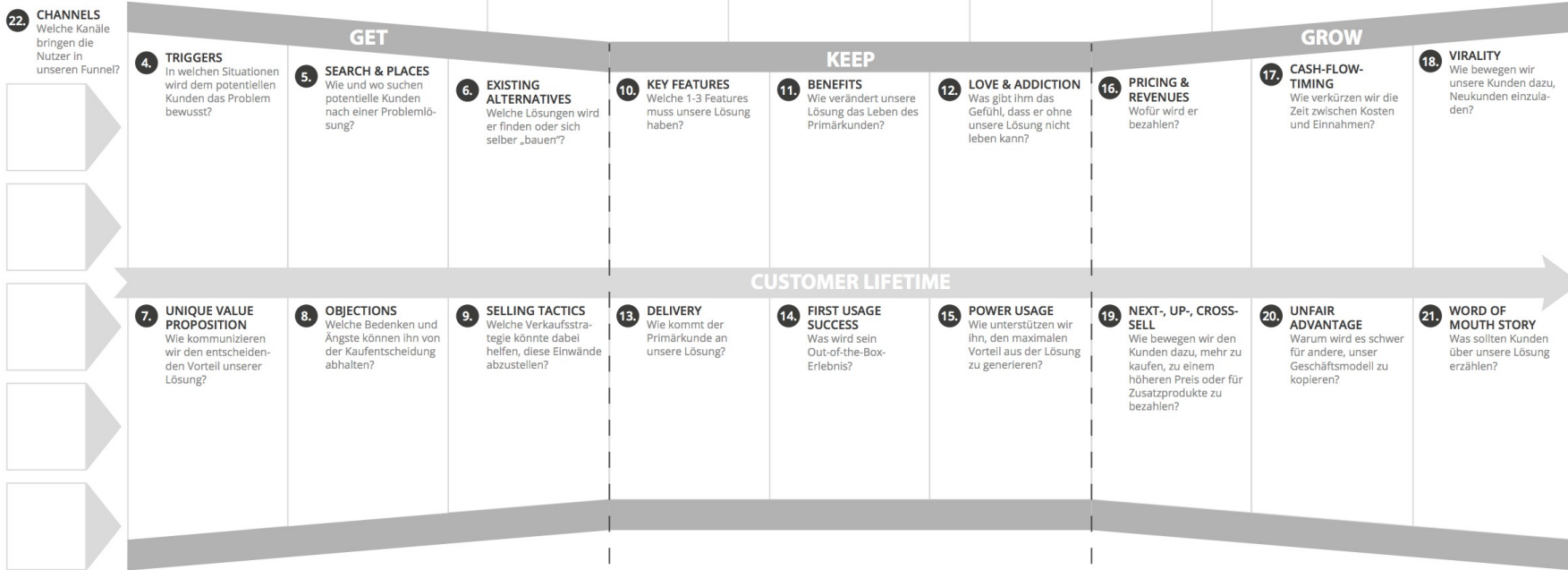
## STARTUP FUNNEL BOARD

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

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



<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).

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# Preparing Warm Acquisition with the Contract Renewal Canvas

## Contract Renewal Canvas

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



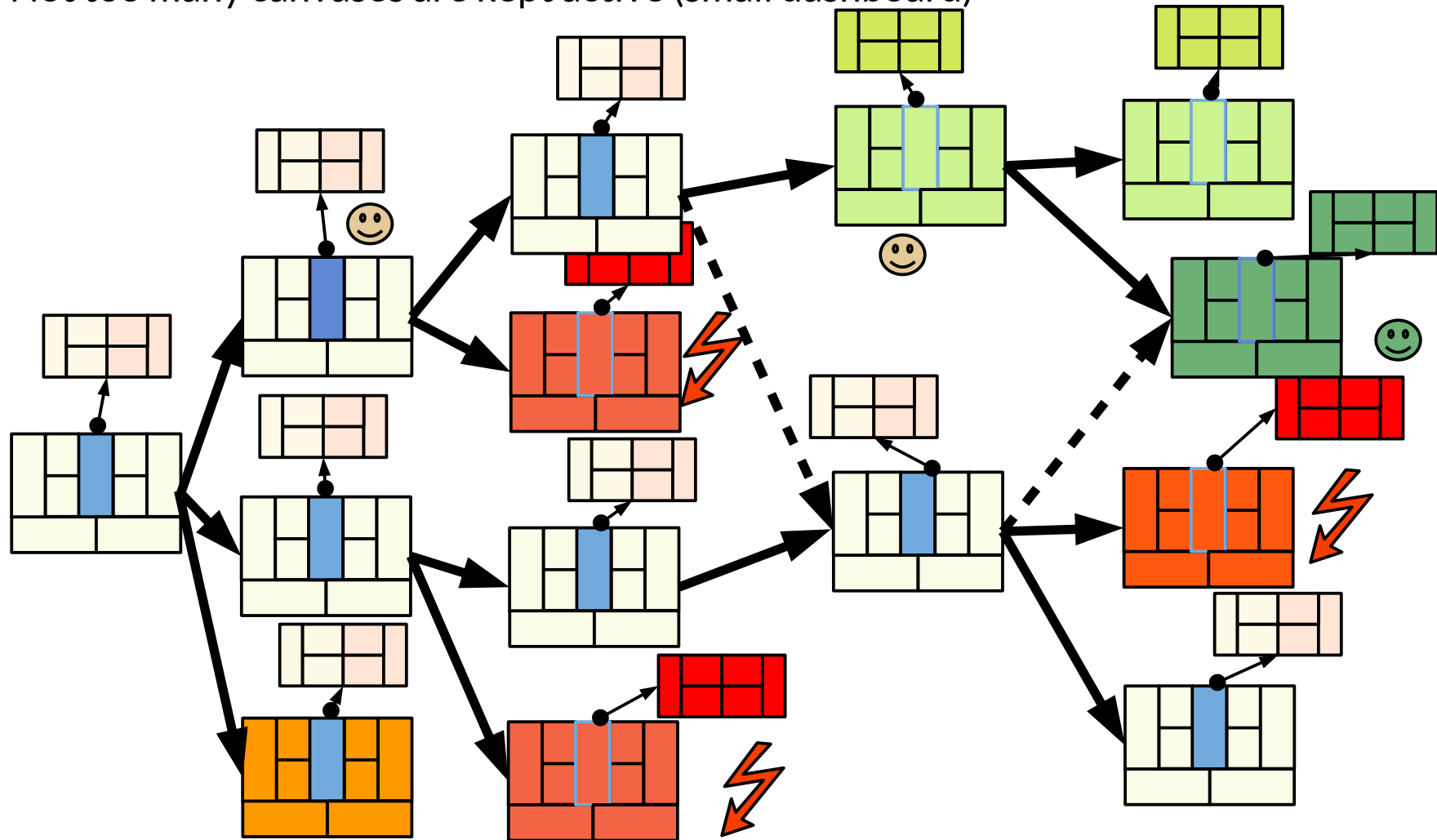
# End of Part I:

## 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

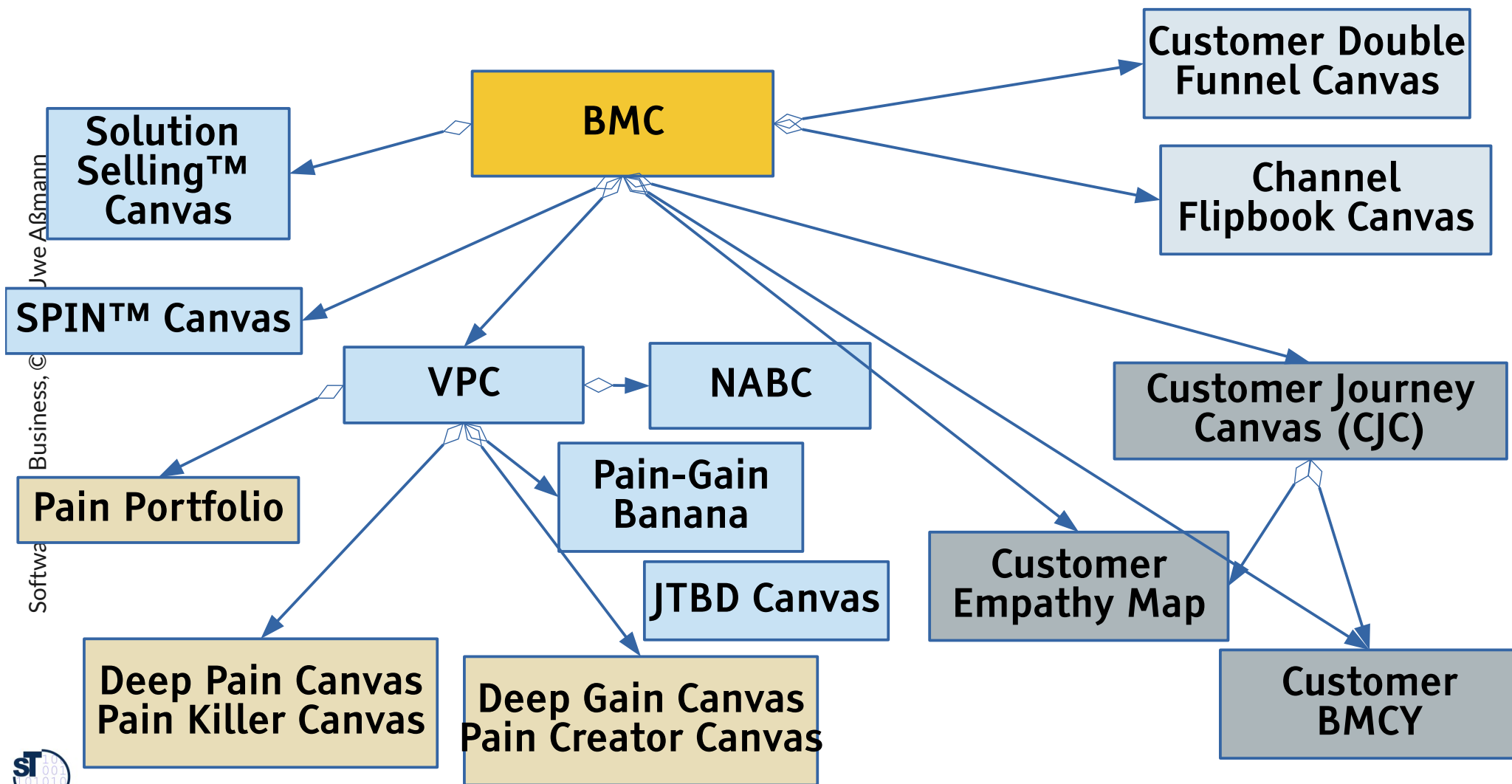
- ▶ The BMC-VPC cactus evolves during customer modeling

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?



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# 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?