TE 250: Week 4
Business Model Canvas & Value Proposition

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Week 4 Topics

- Feedback on homeworks
- Describing value being created
- Paul Couston, Ascent Technologies

Value Proposition Statement
Value Proposition Canvas
Homework feedback
- watch out for ambiguity
- someone needs to lead
- set a consistent meeting time
Value Proposition Statements
A strong and direct value proposition for a well defined customer segment is the single biggest indicator of start-up success.
A brief statement that explains how your products and services address the important jobs, alleviates the extreme pains, and creates the essential gains that a particular set of customer cares about.
Value Proposition Statement: Getting to WHO? WHAT? WHY?

My Company, __________________________________________________________

(Team Name)

is developing __________________________________________________________

(Product/Service)

to help ________________________________________________________________

WHO? (Main Customer Segment – individual name with archetype)

with __________________________________________________________________

WHAT? (Solve what job/task/problem/need/metric/risk/reward?)

By (verb) ______________________________________________________________

WHY? (What is the benefit of your product/service – Quantify It)
Value Propositions Are Not.......
Key Questions for Value Prop

- **Problem Statement**: What is the problem?
- **Ecosystem**: For whom is this relevant?
- **Competition**: What do customers do today?
- **Technology / Market Insight**: Why is the problem so hard to solve?
- **Market Size**: How big is this problem?
- **Product**: How do you do it?
Looking for Value

<table>
<thead>
<tr>
<th>Jobs to be done (Clayton Christensen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Problems to be solved</td>
</tr>
<tr>
<td>Pain, fear, uncertainty, prestige, greed, joy</td>
</tr>
<tr>
<td>Metrics for evaluation (promotion, fired)</td>
</tr>
<tr>
<td>Time and Money</td>
</tr>
<tr>
<td>Risk reduction, elimination or mitigation</td>
</tr>
</tbody>
</table>
Watch Out: Expected Utility

The list of things your solution MUST do in order to even be considered.

These are not the value proposition but rather exclusion criteria.
Pain Killing Value Proposition
Magnitude of the Customer’s Pain

Vague Future Ailment? **Don’t Care**
Latent need, diffuse benefit, non-specific (vitamins)

Mosquito Bite? **Nice to Have**
Annoying, but not critical or life threatening (bug spray)

Shark Bite? **Must Have**
Life threatening (tourniquet)
Defining a great Value Proposition?

- Uses the language of the customer
- A direct benefit to the customer at an **individual** level
- Customers would say it
- Customers understand it immediately
- Uniquely delivered by your company
- Concise
- Quantitative, Specific, Relevant, Testable (QRST)
1. Is embedded in a great business model
2. Focuses on what matters most to the customers
3. Focuses on unresolved pains
4. Target few jobs, pains, and gains but extremely well
5. Goes beyond functional jobs and address emotional & social jobs
6. Align with how customers measure success
7. Focuses on jobs, pains and gains that people will pay a lot of money for
8. Differentiate from competition
9. competition substantially on at least one dimension
10. It is difficult to copy
10 Characteristics of a Great Value Proposition
Value Proposition Common Mistakes

- Confusing features with value
- Uses any word ending in “-er”
- Not linked to a specific customer segment
- Lacks specificity
- “nice to have” instead of a “got to have”
- Not enough customers care (nonviable market)
- Not unique to your technology/solution
- Not owned by the individual
  - Cure cancer, solve world hunger, …
WHAT does GEICO provide?  
Car Insurance

WHY does the Customer care?  
Low Cost

WHO is their target customer?  
Cost Conscious Drivers

15 minutes could save you 15% or more on car insurance.
Value Proposition Statement

For ______ Early Elementary School Teachers __________________________
  Customer Segment

who want _____ better student engagement in the classroom _____
  Social/Emotional Job to be Done

my company. _____ CenterVention ________________________________
  Company/Team Name

is developing _____ ZooU, an evidence-based online game __________
  Product/Service

that _____ increases test scores by 30% ______________________________
  Functional job to be done
What (product) does it do?
How (features) does it do it?
- 4k30 resolution
- 12MP Burst at 30FPM
- Capture single photos
- Time lapse mode
- Night settings
- WiFi / Bluetooth connectivity
- HiLight tagging
- Ultra-engaging wide angle view
- Protune mode for Photo+
- Improved Camera Control
Why (Value) *does it do it?*
Building the VPS – start with the Value Proposition Canvas
Value Proposition Canvas
How do we find product – market fit?

**WHO** is the Customer and **WHY** do they buy?
Value Proposition Canvas

Identifying the Solution  Defining the Problem

What  Who
Your Innovation  A person with a Role in your ecosystem

Fit
Value Proposition Canvas

Answering the question **Why** requires you to complete the map.

A person with a Role in your ecosystem
My **USER** must perform a difficult daily **TASK**. My innovative **SERVICE** provides a **PAIN REDUCER** that reduces their **PAIN** by X amount*.

*almost infinite combinations*
Defining a Great Value Proposition

- Specific and quantitative
- Customers would actually say it
- Customers understand it immediately
- Specific and quantitative
- A direct benefit to the customer
- Uniquely delivered by your company
- Concise
- Specific and quantitative

My USER must perform a difficult daily TASK. My innovative SERVICE provides a PAIN REDUCER that reduces their PAIN by X amount*.

*almost infinite combinations

Testable Hypothesis

My USER must perform a difficult daily TASK. My innovative SERVICE provides a PAIN REDUCER that reduces their PAIN by X amount*.

*almost infinite combinations
What if you have multiple customer segments?

• Each has its own Value Proposition(s)
• Each has its own Revenue Stream
• One segment cannot exist without the other
• Which one do you start with?
Focus on the right side first
customer jobs*

what customers are trying to get done in their work and in their lives

task to perform, problem to solve, needs to satisfy

✓ Customer A
✓ Customer B
✓ Customer C
✓ Customer D
customer pains

describe bad outcomes, risks, and obstacles related to customer jobs

✓ Customer A
✓ Customer B
✓ Customer C
✓ Customer D

customer gains

describe the more or less expected benefits the customers are seeking
“Pains”
Frustrating outcomes, risks and obstacles

✓ What do they find too costly about current options?

✓ How are current solutions underperforming (slow, too expensive, lack of features, malfunctioning, poor quality, etc.)?

✓ What are their top 3-5 challenges, difficulties or frustrations with current options (convenience, quality, reliability, interoperability, accessibility, etc.)?

✓ What keeps them awake at night (issues, worries, concerns)?

✓ What barriers are keeping customers from adopting other options?
“Gains”
Benefits stakeholders are seeking

- What outcomes do they expect (articulated needs) and what would exceed their expectations (often unarticulated needs)?

- How do current options satisfy / not satisfy them?

- What would make their job or life easier / less frustrating?

- What positive social consequences do they desire (perception, status, power or influence, etc.)?

- What would increase the likelihood they would adopt a solution?
Start with Customer Segment on the right side of the canvas.

Build your initial canvas around a person (USER)

Name the customer and briefly describe them

1. What are the critical steps in your target customers' workflow as they complete this job currently?

2. Define the problem. What is the fundamental problem you believe your customer is trying to solve while completing this job?

3. What 2-3 pains and/or potential gains do you believe are most important to them?
Some examples
R-Zero – Valued at $500M+ in 2 years

• Dealing with Covid sanitation was a big issue for nursing home and schools

• Nursing homes and schools don’t use ultraviolet light to disinfect because medical grade systems cost $100k+

• Alternatives
  • Sanitizing surfaces by hand is labor intensive
  • HEPA filters only filter air

• Leasing mobile device for $17/month that can zap room clean in minutes
Customer Segment

Customer Segment: Infection control nurse at nursing homes

Gains:
- Minimum labor required
- Safe for individuals
- Would like fast results
- No chemical odor

Pains:
- Hand sanitizing takes a lot of labor
- Chemical sanitizers smell bad and may cause damage to surfaces
- Must wash soft surfaces.

Jobs To Be Done:
- Sanitize surfaces particularly against pathogens like Covid
Albedo – raised $58 less than 2 years from founding

• Precision agriculture, forestry management, power line wildfire prevention
  • Need high resolution optical and thermal imagery
  • Current satellite imagery is cheap but not high enough resolution
  • Expensive alternatives are drones, camera equipped Cessnas

• Very Low Earth Orbit satellites for imagery
Customer Segment

Customer Segment: Power line maintenance manager at power companies with wildfire issues

Gains:
- Cost competitive with satellite imagery
- Can cover large areas quickly
- No people needed in field to survey

Jobs To Be Done:
- High resolution imagery of power lines to facilitate wildfire prevention

Pains:
- Satellite imagery resolution not good enough
- Drones are not reliable and have limited range
- Cessna based cameras are too expensive
- Drone and Cessna approaches are too labor intensive
Unhealthy Harvey

• Harvey is in his twenties and has recently got his job. He doesn’t earn much and can’t spend on a gym or other healthy habits. Since he has recently started living on his own, he doesn’t know how to cook and usually eats fast food as it’s cheap and doesn’t take a lot of time to get served.
VALUE PROPOSITION CANVAS

GAIN CREATORS

- low cost packages as the company gains from economies of scale
- meal delivered to home/office on time

PAIN RELIEVERS

- daily subscription based meal service for working class customers
- healthy meals especially for working class customers
- affordable packages which can easily be customized

GAINS

- saves money for other things
- doesn't have to wait much for the food
- get meals easily and at an affordable price
- fast food is unhealthy
- other meals are expensive
- has an unhealthy lifestyle
GoPro example
Getting ready for Week 5

• Individual assignment – fill out both sides of VP Canvas for assigned company

• Team assignment – Meet as a team
  • Describe your target customer in two or three sentences.
  • Fill out the right side of the VP Canvas for your target customer

• Watch the Week 5 videos
Guest speaker
Guest Speaker: Paul Couston

• Co-founder and CEO, Ascent Integrated Tech
• [https://ascentitech.com](https://ascentitech.com)
• Serial entrepreneur
• UIUC grad