How to create products and services customers want. Get started with...

Value Proposition Design

strategyzer.com/vpd

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WILEY
Overwhelmed by the task of true value creation

Sometimes you feel like…

There should be better tools available to help you create value for your customers and your business. You might be pursing the wrong tasks and you feel insecure about the next steps. It’s difficult to learn what customers really want. The information and data you get from (potential) customers is overwhelming and you don’t know how to best organize it. It’s challenging to go beyond products and features toward a deep understanding of customer-value creation. You lack the big picture of how all the puzzle pieces fit together.

Frustrated by unproductive meetings and misaligned teams

You have experienced teams that…

- Lacked a shared language and a shared understanding of customer value creation.
- Got bogged down by unproductive meetings with tons of unstructured “blah blah blah” conversations.
- Worked without clear processes and tools.
- Were focused mainly on technologies, products, and features rather than customers.
- Conducted meetings that drained energy and ended without a clear outcome.
- Were misaligned.

Involved in bold shiny projects that blew up

You have seen projects that…

- Were big bold bets that failed and wasted a lot money.
- Put energy into polishing and refining a business plan until it perpetuated the illusion that it could actually work.
- Spent a lot of time building detailed spreadsheets that were completely made up and turned out to be wrong.
- Spent more time developing and debating ideas rather than testing them with customers and stakeholders.
- Let opinions dominate over facts from the field.
- Lacked clear processes and tools to minimize risk.
- Used processes suited for running a business rather than ones for developing new ideas.

Disappointed by the failure of a good idea.

Get “From Failure to Success” poster

You’ll love Value Proposition Design if you’ve been…
Value Proposition Design will help you successfully...

Understand the patterns of value creation
Organize information about what customers want in a simple way that makes the patterns of value creation easily visible. As a result, you will more effectively design value propositions and profitable business models that directly target your customers’ most pressing and important jobs, pains, and gains.

Leverage the experience and skills of your team
Equip your team with a shared language to overcome “blah blah blah,” conduct more strategic conversations, run creative exercises, and get aligned. This will lead to more enjoyable meetings that are full of energy and produce actionable outcomes beyond a focus on technology, products, and features toward creating value for your customers and your business.

Get your team aligned.

Avoid wasting time with ideas that won’t work
Relentlessly test the most important hypotheses underlying your business ideas in order to reduce the risk of failure. This will allow you to pursue big bold ideas without having to break the bank. Your processes to shape new ideas will be fit for the task and complement your existing processes that help you run your business.

Minimize the risk of a flop.

Design, test, and deliver what customers want.

Gain clarity.
Our Value Proposition to You

The links you see on the side of every page point to resources in the online companion.

Watch for the Strategyzer logo and follow the link to online exercises, tools/templates, posters and more.

Note: To gain access to these exclusive online portions of Value Proposition Design, you’ll need to prove you own the book. Keep the book near you to help you answer the secret questions and verify your ownership!

Succeed!
Learn
Apply
Minimizes risk of (big) failure
Helps create products and services people want
Helps...
The Tools and Process of Value Proposition Design

The heart of Value Proposition Design is about applying Tools to the messy Search for value propositions that customers want and then keeping them aligned with what customers want in Post-search.

Value Proposition Design shows you how to use the Value Proposition Canvas to Design and Test great value propositions in an iterative search for what customers want. Value proposition design is a never-ending process in which you need to Evolve your value proposition(s) constantly to keep it relevant to customers.

Canvas

Tools

Search

Design / Test

Evolve

Post-search

Manage the messy and nonlinear process of value proposition design and reduce risk by systematically applying adequate tools and processes.
An Integrated Suite of Tools

The Value Proposition Canvas is the tool at the center of this book. It makes value propositions visible and tangible and thus easier to discuss and manage. It perfectly integrates with the Business Model Canvas and the Environment Map, two tools that are discussed in detail in Business Model Generation,* the sister book to this one. Together, they shape the foundation of a suite of business tools.

The Value Proposition Canvas zooms into the details of two of the building blocks of the Business Model Canvas.


The Environment Map helps you understand the context in which you create.

The Business Model Canvas helps you create value for your business.

The Value Proposition Canvas helps you create value for your customer.
Refresher: The Business Model Canvas

Embed your value proposition in a viable business model to capture value for your organization. To do so, you can use the Business Model Canvas, a tool to describe how your organization creates, delivers, and captures value. The Business Model, and Value Proposition Canvas perfectly integrate, with the latter being like a plug-in to the former that allows you to zoom into the details of how you are creating value for customers.

The refresher of the Business Model Canvas on this spread is sufficient to work through this book and create great value propositions. Go to the online resources if you are interested in more or get Business Model Genera-
tion, the sister publication to this book.

Customer Segments are the groups of people and/or organizations a company or organization aims to reach and create value for with a dedicated Value Proposition.

Value Propositions are based on a bundle of products and services that create value for a Customer Segment.

Channels describe how a Value Proposition is communicated and delivered to a Customer Segment through communication, distribution, and sales Channels.

Customer Relationships outline what type of relationship is established and maintained with each Customer Segment, and they explain how customers are acquired and retained.

Revenue Streams result from a Value Proposition successfully offered to a Customer Segment. It is how an organization captures value with a price that customers are willing to pay.

Key Resources are the most important assets required to offer and deliver the previously described elements.

Key Activities are the most important activities an organization needs to perform well.

Key Partnerships shows the network of suppliers and partners that bring in external resources and activities.

Cost Structure describes all costs incurred to operate a business model.

Profit is calculated by subtracting the total of all costs in the Cost Structure from the total of all Revenue Streams.

*Business Model Generation (2010): Ostwald and Pigneur*
Value Proposition Design works for...

Are you creating something from scratch on your own or are you part of an existing organization? Some things will be easier and some harder depending on your strategic playground.

A start-up entrepreneur deals with different constraints than a project leader for a new venture within an existing organization. The tools presented in this book apply to both contexts. Depending on your starting point you will execute them in a different way to leverage different strengths and overcome different obstacles.

New Ventures
Individuals or teams setting out to create a great value proposition and business model from scratch

Main challenges
- Produce proof that your ideas can work on a limited budget.
- Manage involvement of investors (if you scale your ideas).
- Risk running out of money before finding the right value proposition and business model.

Main opportunities
- Use speedy decision making and agility to your advantage.
- Leverage the motivation of ownership as a driver for success.

Established Organizations
Teams within existing companies setting out to improve or invent value propositions and business models

Main challenges
- Get buy-in from top management.
- Get access to existing resources.
- Manage cannibalization.
- Overcome risk aversion.
- Overcome rigidity and slow processes.
- Produce big wins to move the needle.
- Manage career risk of innovators.

Main opportunities
- Build on existing value propositions and business models.
- Leverage existing assets (sales, channels, brand, etc.).
- Build portfolios of business models and value propositions.
Use Value Proposition Design to...
invent and improve value propositions. The tools we will study work for managing and renewing value propositions (and business models) just as much as for creating new ones. Put the Value Proposition and Business Model to work to create a shared language of value creation in your organization. Use them to continuously invent and improve value propositions that meet customer profiles, which is an undertaking that never ends.

Invent
Invent new value propositions that people want with business models that work.

Improve
Manage, measure, challenge, improve, and renew existing value propositions and business models.
Assess Your Value Proposition Design Skills

Complete our online test and assess whether you have the attitude and skills required to systematically be successful at value proposition design. Take the test before and after working through Value Proposition Design to measure your progress.

Entrepreneurial Knowledge
You enjoy trying out new things. You don’t see the risk of failing as a threat but an opportunity to learn and progress. You easily navigate between the strategic and the tactical.

Tool Skills
You systematically use the Value Proposition Canvas, Business Model Canvas, and other tools and processes in your search for great value propositions and business models.

Design Thinking Skills
You explore multiple alternatives before picking and refining a particular direction. You are comfortable with the nonlinear and iterative nature of value creation.

Customer Empathy
You relentlessly take a customer perspective and are even better at listening to customers then selling to them.

Experimentation Skills
You systematically seek evidence that supports your ideas and tests your vision. You experiment at the earliest stages to learn what works and what doesn’t.

Take your skills test online
I am...

worried that we focus too much on products and features instead of creating value for customers.

astonished at how poorly aligned product development, sales, and marketing are when it comes to developing new value propositions.

surprised at how often we make stuff nobody wants, despite our good ideas and good intentions.

concerned that we don’t have a methodology to track our progress on the development of that new value proposition and business model.

not sure if everybody in our team has a shared understanding of what a good value proposition actually is.

concerned that our product development process doesn’t use a more customer-focused methodology.

surprised that we invest so much in research and development (R&D), but fail to invest in developing the right value propositions and business models.

amazed by how many resources we waste when that great idea in that last business plan turned out to be a flop because we didn’t test it.

blown away by how unclear that last presentation on that new value proposition and business model was.

really disappointed by how much we talked about value propositions and business models at our last meeting without really getting tangible results.

so, what if we tried out the Value Proposition Canvas (and Business Model Canvas) in our next project?

Get a slide deck with 10 arguments to use the Value Proposition and Business Model Canvases
canvas
The Value Proposition Canvas has two sides. With the Customer Profile p.10 you clarify your customer understanding. With the Value Map p.26 you describe how you intend to create value for that customer. You achieve Fit p.40 between the two when one meets the other.
**Create Value**

The set of value proposition benefits that you design to attract customers.

**Observe Customers**

The set of customer characteristics that you assume, observe, and verify in the market.
**Value Map**

The Value (Proposition) Map describes the features of a specific value proposition in your business model in a more structured and detailed way. It breaks your value proposition down into products and services, pain relievers, and gain creators. 

**Customer Profile**

The Customer (Segment) Profile describes a specific customer segment in your business model in a more structured and detailed way. It breaks the customer down into its jobs, pains, and gains.

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**Gain Creators** describe how your products and services create customer gains.

**Gains** describe the outcomes customers want to achieve or the concrete benefits they are seeking.

**Customer Jobs** describe what customers are trying to get done in their work and in their lives, as expressed in their own words.

**Pains** describe bad outcomes, risks, and obstacles related to customer jobs.

**Pain Relievers** describe how your products and services alleviate customer pains.

**Pains** describe bad outcomes, risks, and obstacles related to customer jobs.

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**Fit**

You achieve **Fit** when your value map meets your customer profile—when your products and services produce pain relievers and gain creators that match one or more of the jobs, pains, and gains that are important to your customer.

This is a list of all the Products and Services a value proposition is built around.
1.1

Customer Profile
Customer Jobs

Jobs describe the things your customers are trying to get done in their work or in their life. A customer job 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. Make sure you take the customer’s perspective when investigating jobs. What you think of as important from your perspective might not be a job customers are actually trying to get done.

Distinguish between three main types of customer jobs to be done and supporting jobs:

Functional jobs

When your customers try to perform or complete a specific task or solve a specific problem, for example, mow the lawn, eat healthy as a consumer, write a report, or help clients as a professional.

Social jobs

When your customers want to look good or gain power or status. These jobs describe how custom- ers want to be perceived by others, for example, look trendy, or be perceived as competent as a professional.

Personal/emotional jobs

When your customers seek a specific emotional state, such as feeling good or secure, for example, seeking peace of mind regarding one’s invest- ments as a consumer or achieving the feeling of job security at one’s workplace.

Supporting jobs

Customers also perform supporting jobs in the context of purchasing and consuming value either as consumers or as professionals. These jobs arise from three different roles:

- **BUYER OF VALUE**: jobs related to buying value, such as comparing offers, deciding which products to buy, standing in a checkout line, completing a purchase, or taking delivery of a product or service.
- **CREATOR OF VALUE**: jobs related to creating value with your organization, such as posting product reviews and feedback or even participating in the design of a product or service.
- **TRANSFERREUR OF VALUE**: jobs related to the end of a value proposition’s life cycle, such as canceling a subscription, disposing of a product, transferring it to others, or reusing it.

Job context

Customer jobs often depend on the specific context in which they are performed. The context may impose certain constraints or limitations. For example, calling somebody on the fly is different when you are tawing on a train than when you are driving a car. Likewise, going to the movies with your kids is different than going with your partner.

Job importance

It is important to acknowledge that not all jobs have the same importance to your customer. Some matter more in a customer’s work or life because facing or getting them done could have serious ramifications. Some are insignifican because the customer cares about other things more. Sometimes a customer will deem a job crucial because it occurs frequently or because it will result in a desired or unwanted outcome.

Download trigger questions to help find customer jobs
The following list of trigger questions can help you think of different potential customer pains:

- How do your customers define too costly?
- Takes a lot of time, cost too much money, or requires substantial efforts?
- What makes your customers feel bad? What are their frustrations, annoyances, or things that give them a headache?
- How are current value propositions underperforming for your customers? Which features are they missing? Are there performance issues that annoy them or malfunctions they cite?
- What are the main difficulties and challenges your customers encounter or fear? Do they understand how things work, have difficulties getting certain things done, or resist particular jobs for specific reasons?
- What negative social consequences do your customers encounter or fear? Are they afraid of a loss of face, power, trust, or status?
- What risks do your customers fear? Are they afraid of financial, social, or technical risks, or are they asking themselves what could go wrong?
- What’s keeping your customers awake at night?
- What are the big issues, concerns, and worries?
- What common mistakes do your customers make? Are they using a solution the wrong way?
- What barriers are keeping your customers from adopting a value proposition? Are there upfront investment costs, a steep learning curve, or other obstacles preventing adoption?

Tip: Make pains concrete.

To clearly differentiate jobs, pains, and gains, describe them as concretely as possible. For example, when a customer says “waiting in line was a waste of time,” ask after how many minutes exactly it began to feel like wasted time. That way you can note “waiting more than 5 minutes standing in line.” When you understand how exactly customers measure pain severity, you can design better pain relievers in your value proposition.
**Customer Gains**

Gains describe the outcomes and benefits your customers want. Some gains are required, expected, or desired by customers, and some would surprise them. Gains include functional, utility, social gains, positive emotions, and cost savings.

Seek to identify four types of customer gains in terms of outcomes and benefits:

1. **Required gains**
   - These gains are without which a solution wouldn’t work. For example, the most basic expectation that we have from a smartphone is that we can make a call with it.

2. **Expected gains**
   - These are relatively basic gains that we expect from a solution, even if it could work without them. For example, since Apple launched the iPhone, we expect phones to be well-designed and look good.

3. **Desired gains**
   - These are gains that go beyond what we expect from a solution but would love to have if we could. These are usually gains that customers would come up with if you asked them. For example, we desire smartphones to be seamlessly integrated with our other devices.

4. **Unexpected gains**
   - These are gains that go beyond customer expectations and desires. They wouldn’t even come up with them if you asked them. Before Apple brought touch screens and the App Store to the mainstream, nobody really thought of them as part of a phone.

**Gain relevance**

A customer can feel essential or nice to have, just like gains can feel extreme or moderate to them.

**Tip:** Make gains concrete.

As with goals, it’s better to describe gains as concretely as possible to clearly differentiate jobs, pains, and gains from one another. Ask how much they’d expect or dream of when a customer indicates “better performance” as a desired gain. That way you can note “would love an increased performance of more than x” when you understand how exactly customer measure gains (i.e., outcomes and benefits), you can design better gain creators in your value proposition.

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The following list of trigger questions can help you think of different potential customer gains:

- Which savings would make your customers happy? Which savings in terms of time, money, and effort would they value?
- What quality levels do they expect, and what would they wish for more or less of?
- How do current value propositions delight your customers? Which specific features do they enjoy? What performance and quality do they expect?
- What would make your customers’ jobs or lives easier? Should there be a flatter learning curve, more services, or lower costs of ownership?
- What positive social consequences do your customers desire? What makes them look good? What increases their power or their status?
- What are customers looking for most? Are they searching for good design, guarantees, specific or more features?
- What do customers dream about? What do they aspire to achieve, or what would be a big relief to them?
- How do your customers measure success and failure? How do they gauge performance or cost?
- What would increase your customers’ likelihood of adopting a value proposition? Do they desire lower cost, less investment, lower risk, or better quality?

Download trigger questions
Profile of a “Business Book Reader”

We chose to use potential readers of this book to illustrate the customer profile. We deliberately went beyond jobs, pains, and gains merely related to reading books, since we intended to design an innovative and more holistic value proposition for businesses in general.

The customer profile sketched out on the right is informed by several interviews we conducted and thousands of interactions we had with workshop participants. However, it is not mandatory to start with preexisting customer knowledge. You may begin exploring ideas by sketching out a profile based on what you believe your potential customers look like. This is an excellent starting point to prepare customer interviews and tests regarding your assumptions about customer jobs, pains, and gains.

Gains are benefits, results, and characteristics that customers require or desire. They are outcomes of jobs or wanted characteristics of a value proposition that help customers get a job done well.

The more tangible and specific you make pains and gains, the better. For example, “examples from my industry” is more concrete than “relevant to my context.” Ask customers how they measure gains and pains. Investigate how they measure success or failure of a job they want to get done.

Make sure you deeply understand your customer. If you have only a few sticking notes on your profile, that probably indicates a lack of customer understanding. Unearth as many jobs, pains, and gains as you can. Search beyond those directly related to your value proposition.

The more you go beyond a superficial understanding of jobs, why do customers want to “learn new knowledge”? It might be that they want to bring new methods in to their organization. Ask “why” several times to get to the most important jobs.

Make sure you don’t just consider jobs, pains, and gains related to a value proposition or product in mind. Identify those (e.g., “Business books are too long”) as well as other extreme pains (e.g., “lack of time” or “get boss’s attention”).

You should know your customers’ social and emotional jobs in addition to their functional jobs, which are usually easier to identify.
Ranking Jobs, Pains, and Gains

Although individual customer preferences vary, you need to get a sense of customer priorities. Investigate which jobs the majority consider important or insignificant. Find out which pains they find extreme versus merely moderate. Learn which gains they find essential and which are simply nice to have.

Ranking jobs, pains, and gains is essential in order to design value propositions that address things customers really care about. Of course, it’s difficult to unearth what really matters to customers, but your understanding will improve with every customer interaction and experiment. It doesn’t matter if you start out with a ranking that is based on what you think is important to your potential customers as long as you strive to test that ranking until it truly reflects priorities from the customer’s perspective.

Job importance

Rank jobs according to their importance to customers.

Pain severity

Rank pains according to how extreme they are in the customers’ eyes.

Gain relevance

Rank gains according to how essential they are in the customers’ eyes.
Step into Your Customers’ Shoes

Instructions
Map the profile of one of your currently existing customer segments to practice using the customer profile. If you are working on a new idea, sketch out the customer segment you intend to create value for.

1. Download the Customer Profile canvas.
2. Grab a set of small sticky notes.
3. Map out your customer profile.

EXERCISE

1. Select customer segment
   Select a customer segment that you want to profile.

2. Identify customer jobs
   Ask what tasks your customers are trying to complete. Map out all of their jobs by writing each one on an individual sticky note.

3. Identify customer pains
   What pains do your customers have? Write down as many as you can come up with, including obstacles and risks.

4. Identify customer gains
   What outcomes and benefits do your customers want to achieve? Write down as many gains as you can come up with.

5. Prioritize jobs, pains and gains
   Order jobs, pains and gains in a column each with the most important jobs, most extreme pains and essential gains on top and the moderate pains and nice to have gains at the bottom.
Common Mistakes

- Mixing several customer segments into one profile
- Mislabeling jobs and outcomes
- Focusing on functional jobs only and forgetting social and emotional jobs
- Listing jobs, pains, and gains with your value proposition in mind
- Identifying few jobs, pains, and gains
- Being too vague in descriptions of pains and gains

Best Practices

- Make a Value Proposition Canvas for every different customer segment. If you sell to companies, ask yourself if you have different types of customers within each company (e.g., users, buyers).
- Jobs are the tasks customers are trying to perform, the problems they are trying to solve, or the needs they are trying to satisfy, whereas pains are the concrete outcomes they want to achieve—or avoid and eliminate in the case of pains.
- Sometimes social or emotional jobs are even more important than the “visible” functional jobs. "Looking good in front of others" might be more important than finding a great technical solution that helps complete the job effectively.
- When you map your customer, you should proceed like an anthropologist and "forget" what you are offering. For example, a business publisher should not map jobs, pains, and gains merely related to books, because a reader has the choice between business books, consultants, YouTube videos, or even completing an MBA program or training. Go beyond the jobs, pains, and gains you intend or hope to address with your value proposition.
- A good customer profile is full of sticky notes, because most customers have a lot of pains and expect or desire a lot of gains. Map out all your (potential) customers’ important jobs, extreme pains, and essential gains.
- Make pains and gains tangible and concrete. Rather than just writing "salary increase" in gains, specify how much of an increase a customer is seeking. Rather than writing "takes too long" in pains, indicate how long "too long" actually is. This will allow you to understand exactly customers measure success and failure.

Avoid frequently committed mistakes when profiling a customer, and instead follow these best practices.

Pains vs. Gains

When you get started with the customer profile, you might simply put the same ideas in pains and gains as opposites of each other. For example, if one of the customers’ jobs to be done is "earn more money," you might start by adding "salary increase to gain" and "salary decrease to pain." Here’s a better way to do it:
- Find out precisely how much more money the customer expects to earn so it feels like a gain and investigate what decrease would feel like a pain.
- In the pains, add the barriers that prevent or make it difficult to get a job done. In our example the pain might be "my employer doesn’t give raises."
- In the pains, add the risks related to not getting the job done. In our example the pain could be "might not be able to afford my child’s future college tuition."

Ask "why" several times until you really understand your customers’ jobs to be done.

Another issue when you get started with the customer profile is that you might settle with a superficial understanding of your customers’ jobs. To avoid this, you need to ask yourself why a customer wants to perform a certain job to dig deeper toward the real motivations.

For example, why might a customer want to learn a foreign language? Maybe because the "real" customer job to be done is to improve his CV. Why does he want to improve his CV? Maybe because he wants to earn more money. Don’t settle until you really understand the underlying jobs to be done that really drive customers.
1.2

Value Map
Products and Services

This is simply a list of what you offer. Think of it as all the items your customers can see in your shop window — metaphorically speaking. It’s an enumeration of all the products and services your value proposition builds on. This bundle of products and services helps your customers complete either functional, social, or emotional jobs or helps them satisfy basic needs. It is crucial to acknowledge that products and services don’t create value alone only in relationship to a specific customer segment and their jobs, pains, and gains.

Your list of products and services may also include supporting ones that help your customers perform the roles of buyer (those that help customers compare offers, decide, and buy), co-creator (those that help customers co-design value propositions), and transferrer (those that help customers dispose of a product).

Your value proposition is likely to be composed of various types of products and services:

**Physical/tangible**
- Goods, such as manufactured products.

**Intangible**
- Products such as copyrights or services such as after-sales assistance.

**Digital**
- Products such as music downloads or services such as online recommendations.

**Financial**
- Products such as investment funds and insurances or services such as the financing of a purchase.

**Relevance**
- It is essential to acknowledge that not all products and services have the same relevance to your customers. Some products and services are essential to your value proposition, some are merely nice to have.
Pain Relievers

Pain relievers describe how exactly your products and services alleviate specific customer pains. They explicitly outline how you intend to eliminate or reduce some of the things that annoy your customers before, during, or after they are trying to complete a job or that prevent them from doing so.

Great value propositions focus on pains that matter to customers, in particular extreme pains. You don’t need to come up with a pain reliever for every pain you’ve identified in the customer profile—no value proposition can do this. Great value propositions often focus only on a few pains that they alleviate extremely well.

The following list of trigger questions can help you think of different ways your products and services may help your customers alleviate pains.

Ask yourself: Could your products and services...

- produce savings? In terms of time, money, or efforts.
- make your customers feel better? By killing frustrations, annoyances, and other things that give customers a headache.
- fix underperforming solutions? By introducing new features, better performance, or enhanced quality.
- put an end to difficulties and challenges your customers encounter? By making things easier or eliminating obstacles.
- wipe out negative social consequences your customers encounter or fear? In terms of loss of face or lost power, trust, or status.
- eliminate risks your customers fear? In terms of financial, social, technical risks, or things that could potentially go wrong.
- help your customers feel better sleep at night? By addressing significant issues, diminishing concerns, or eliminating worries.
- limit or eradicate common mistakes customers make? By helping them use a solution the right way.
- eliminate barriers that are keeping your customer from adopting value propositions? Introducing lower or no upfront investment costs, a flatter learning curve, or eliminating other obstacles preventing adoption.

Relevance
A pain reliever can be more or less valuable to the customer. Make sure you differentiate between essential pain relievers and ones that are nice to have. The former relieve extreme issues, often in a radical way, and create a list of value. The latter merely relieve moderate pains.
Gain Creators describe how your products and services create customer gains. They explicitly outline how you intend to produce outcomes and benefits that your customer expects, desires, or would be surprised by, including functional utility, social gains, positive emotions, and cost savings.

As with pain relievers, gain creators don’t need to address every gain identified in the customer profile. Focus on those that are relevant to customers and where your products and services can make a difference.

The following list of trigger questions can help you think of different ways your products and services may help your customers obtain required, expected, desired, or unexpected outcomes and benefits.

Ask yourself: Could your products and services...

- create savings that please your customers? In terms of time, money, and effort.
- produce outcomes your customers expect or that exceed their expectations? By offering quality/levels, more of something, or less of something.
- outperform current value propositions and delight your customer? Regarding specific features, performance, or quality.
- make your customers’ work or lifestyle easier? Via better usability, accessibility, more services, or lower cost of ownership.
- create positive social consequences? By making them look good or producing an increase in power or status.
- do something specific that customers are looking for? In terms of good design, guarantees, or specific or more features.
- fulfill a desire customers dream about? By helping them achieve their aspirations or getting relief from a hardship?
- produce positive outcomes matching your customers’ success and failure criteria? In terms of better performance or lower cost.
- help make adoption easier? Through lower cost, fewer investments, lower risk, better quality, improved performance, or better design.
- help make adoption easier? Through lower cost, improved investments, lower risk, better quality, improved performance, or better design.

Relevance
A gain creator can produce more or less relevant outcomes and benefits for the customer just like we have seen for pain relievers. Make sure you differentiate between essential and nice to have gain creators.
Mapping the Value Proposition of Value Proposition Design

Remarkable value propositions focus on jobs, pains, and gains that matter to customers and achieve those exceedingly well. Again, you should not try to address all customer pains and gains. Focus on those that will make a difference for your customer.

Gain creators highlight how exactly your products and services help customers achieve gains. Each gain creator addresses at least one or more pains or gains. Don't add products or services here.

Pain relievers outline how exactly your products and services kill customer pains. Each pain reliever addresses at least one or more pains or gains. Don't add products or services here.

Formal Map: of how we believe the products and services around this book create value for customers.

It's okay to aggregate several value propositions into one.

“Naked” list of the products and services that your value proposition builds on to target a specific customer segment.
**The Value Map**

**Map How Your Products and Services Create Value**

**Objective**
Describe explicitly how your products and services create value.

**Instructions**
Sketch out the value map of one of your existing value propositions. For example, use one that targets the customer segment you profiled in the previous exercise. It’s easier to get started with an existing value proposition. However, if you don’t have one yet, sketch out how you intend to create value with a new idea. We will cover the creation of new value propositions more specifically later in this book.

For now:
1. Grab the Customer Profile you previously completed.
2. Download the Value Map.
3. Grab a set of small sticky notes.
4. Map out how you create value for your customers.

1. List products and services
   List all the products and services of your existing value proposition.

2. Outline pain relievers
   Outline how your products and services currently help customers alleviate pain by eliminating undesired outcomes, obstacles, or risks. Use one sticky note per pain reliever.

3. Outline gain creators
   Explain how your products and services currently create expected or desired outcomes and benefits for customers. Use one sticky note per gain creator.

4. Rank by order of importance
   Rank products and services, pain relievers, and gain creators according to how essential they are to customers.

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Download the Value Map.pdf

Do this exercise online
Best Practices for Mapping Value Creation

**Common Mistakes**

- List all your products and services rather than just those targeted at a specific segment.
- Add products and services to the pain reliever and gain creator fields.
- Offer pain relievers and gain creators that have nothing to do with the pains and gains in the customer profile.
- Make the unrealistic attempt to address all customer pains and gains.

**Best Practices**

- Pain relievers and gain creators are explanations or characteristics that make the value creation of your products and services explicit. Examples include “helps save time”, and “well-designed.”
- Remember that products and services don’t create value in absolute terms. It is always relative to customers’ jobs, pains, and gains.
- Identify value propositions that have nothing to do with the pains and gains in the customer profile.
- Realize that great value propositions are about making choices regarding which jobs, pains, and gains to address and which to forgo. No value proposition addresses all of them. If your value map indicates so, it’s probably because you’re not honest about all the jobs, pains, and gains that should be in your customer profile.
1.3 Fit
Fit

You achieve fit when customers get excited about your value proposition, which happens when you address important jobs, alleviate extreme pains, and create essential gains that customers care about. As we will explain throughout this book, Fit is hard to find and maintain. Striving for fit is the essence of value proposition design.

Customers expect and desire a lot from products and services, yet they also know they can’t have it all. Focus on those gains that matter most to customers and make a difference.

Customers have a lot of pains. No organization can reasonably address all of them. Focus on those headaches that matter most and are insufficiently addressed.

Your customers are the judge, jury, and executioner of your value proposition. They will be merciless if you don’t find fit!
When we designed the value proposition for this book, we strove to address some of the most important jobs, pains, and gains that potential customers have and that are insufficiency addressed by current business book formats.
Check Your Fit

Instructions
Bring in the Value Proposition Map and Customer Segment Profile you completed earlier. Go through Pain Relievers and Gain Creators one by one, and check to see whether they fit a customer job, pain, or gain. Put a check mark on each one that does.

Outcome
If a Pain reliever or Gain creator doesn’t fit anything, it may not be creating customer value.

Don’t worry if you haven’t checked all pains/gains—you can’t satisfy them all. Ask yourself, how well does your Value Proposition really fit your Customer?

Download the Value Proposition Canvas pdf
Searching for Fit is the process of designing value propositions around products and services that meet jobs, pains, and gains that customers really care about. Fit between what a company offers and what customers want is the number one requirement of a successful value proposition.

Fit happens in three stages. The first occurs when you identify relevant customer jobs, pains, and gains you believe you can address with your value proposition. The second occurs when customers positively react to your value proposition and it gets traction in the market. The start-up movement calls these problem-solution fit and product-market fit, respectively. The third occurs when you find a business model that is scalable and profitable.

Three Kinds of Fit

1. Problem-Solution Fit
   - Problem-solution fit takes place when you
     - Have evidence that customers care about certain jobs, pains, and gains.
     - Designed a value proposition that addresses those jobs, pains and gains.
   - At this stage you don’t yet have evidence that customers actually care about your value proposition. This is when you strive to identify the jobs, pains, and gains that are most relevant to customers and design value propositions accordingly. You prototype multiple alternative value propositions to come up with the ones that produce the best fit. The fit you achieve is not yet proven and exists mainly on paper. Your next steps are to provide evidence that customers care about your value proposition or start over with designing a new one.

2. Product-Market Fit
   - Product-market fit takes place when you
     - Have evidence that your products and services, pain relievers, and gain creators are actually creating customer value and getting traction in the market.
   - During this second phase, you strive to validate or invalidate the assumptions underlying your value proposition. You will inevitably learn that many of your early ideas simply don’t create customer value (i.e., customers don’t care) and will have to design new value propositions. Finding this second type of fit is a long and iterative process. It doesn’t happen overnight.

3. Business Model Fit
   - Business model fit takes place when you
     - Have evidence that your value proposition can be embedded in a profitable and scalable business model.
   - A great value proposition without a great business model may mean suboptimal financial success or even fail to survive. No value proposition—however great—can survive without a sound business model.
   - The search for business model fit entails a laborious back and forth between designing a value proposition that creates value for customers and a business model that creates value for your organization. You don’t have business model fit until you can generate more revenues with your value proposition than you incur costs to create and deliver it (or “thems” in the case of platform models with more than one interdependent value proposition).
Design, Test, Repeat

The search for value propositions that meet customer jobs, pains, and gains is a continuous back and forth between designing prototypes and testing them. The process is iterative rather than sequential. The goal of Value Proposition Design is to test ideas as quickly as possible in order to learn, create better designs, and test again.
design
Kick-start value proposition design with Prototyping Possibilities p. 74 for one of your Starting Points p. 86. Shape your value propositions by Understanding Customers p. 104, then select which ones you want to further explore by Making Choices p. 120 and Finding the Right Business Model p. 142. If you are an existing company, discover the particularities of Designing in an Established Organization p. 158.
ASSESSMENT
OBSERVATION
PROTOTYPING
TO
TESTING
FAILED
FROM
TESTING
STARTING POINTS
BUSINESS MODEL
7 QUESTIONS
**What’s Prototyping?**

Use the activity of making quick and rough study models of your idea to explore alternatives, shape your value proposition, and find the best opportunities. Prototyping is common in the design professions for physical artifacts. We apply it to the concept of value propositions to rapidly explore possibilities before testing and building real products and services.

**DEF I N I T I O N**

**Prototyping**

The practice of building quick, inexpensive, and rough study models to learn about the desirability, feasibility and viability of alternative value propositions and business models.

Quickly explore radically different directions for the same idea with the following prototyping techniques before refining one in particular:

- **Napkin Sketches** [p. 82]
  Make alternatives tangible with napkin sketches. Use a single sketch for every potential direction your idea could take.

- **Ad-libs** [p. 82]
  Pinpoint how different alternatives create value by filling in the blanks in short ad-libs.

- **Value Proposition Canvases** [p. 84]
  Flesh out possible directions with the Value Proposition Canvas. Understand which jobs, pains, and gains each alternative is addressing.

- **Representation of a Value Proposition** [p. 234]
  Help customers and partners understand potential value propositions by bringing them to life—yet without building them.

**Tips**

- Spend a maximum of 5 to 15 minutes on sketching out your early prototypes.
- Always use a visible timer and stick to a predefined time frame.
- Don’t discuss too long which one of several possible directions to prototype. Prototype several of them quickly and then compare.
- Remember constantly that prototyping is an exploratory tool. Don’t spend time on the details of a prototype that is likely to change radically anyway.

- **Minimum Viable Product** [p. 223]
  Build a minimum feature set that brings your value proposition to life and allows testing it with customers and partners.

More in section 3. Test, [p. 172]
The Journalist: Interview Your Customers

**Objective:**
Gain a better customer understanding

**Outcome:**
First lightly validated customer profile(s)

Talk to customers to gain insights relevant to your context. Use the Value Proposition Canvas to prepare interviews and organize the chaotic mass of information that will be coming at you during the interviews process.

1. **Create a Customer Profile**
   Sketch out the jobs, pains, and gains you believe characterize the customer you are targeting. Rank jobs, pains, and gains in order of importance.

2. **Create an Interview Outline**
   Ask yourself what you want to learn. Derive the interview questions from your customer profile. Ask about the most important jobs, pains, and gains.

3. **Conduct Interview**
   Conduct the interviews by following the interview ground rules outlined on the next page.

4. **Capture**
   Map out the jobs, pains, and gains you learned about in the interview on an empty customer profile. Make sure you also capture business model learnings.

5. **Review Interview**
   Assess if you need to review the interview questions based on what you learned.

6. **Search for Patterns**
   Can you discover similar jobs, pains, and gains? What stands out? What is similar or different among interviewees?

7. **Synthesize**
   Make a separate synthesized customer profile for each customer segment that emerges from all your interviews. Write down your most important insights on sticky notes.

---

Tip: Capture your biggest insights from all the interviews.
test
Reduce the risk and uncertainty of your ideas for new and improved value propositions by deciding What to Test p. 188. Then, get started with Testing Step by Step p. 196 and drawing from the Experiment Library p. 214 before Bringing it All Together p. 238 and measuring your progress.
Overview of the Testing Process

Extract Hypotheses → p. 203
Prioritize Hypotheses → p. 204
Design Test → p. 204
Prioritize Tests → p. 205
Run Tests → p. 205
Capture Learnings → p. 206
Make Progress → p. 242–245
Design Your Experiments with the Test Card

Structure all of your experiments with this simple Test Card. Start by testing the most critical hypotheses.

1. Design an experiment:
   - Describe the hypothesis that you want to test.
   - Outline the experiment you are going to design to verify if the hypothesis is correct or needs to be rejected and revised.
   - Define what data you are going to measure.
   - Define a target threshold to validate or invalidate the tested hypothesis.
   - Caveat: Consider following-up with additional experiments to increase certainty.

2. Test a series of experiments for the most critical hypotheses:
   - Tip: Consider testing the most critical hypotheses with several experiments. Start with cheap and quick tests. Then follow up with more elaborate and reliable tests if necessary. Thus, you may create several Test Cards for the same hypotheses.

3. Rank Test Cards:
   - Prioritize your Test Cards. Rank the most critical hypotheses highest, but prioritize cheap and quick tests to be done early in the process, when uncertainty is at its maximum. Increase your spending on experiments that produce more reliable evidence and insights with growing certainty.

4. Run experiments:
   - Start performing the experiments at the top of your list.
   - Caveat: If your first experiments invalidate your initial hypotheses, you might have to go back to the drawing board and rethink your ideas. This might render the remaining Test Cards in your list irrelevant.

Where can I get the most learning the fastest?

How will I learn?

Critical to survival

Less critical to survival

Test Card

<table>
<thead>
<tr>
<th>Test Name</th>
<th>Cost:</th>
<th>Critical:</th>
<th>Duration:</th>
<th>Test Case:</th>
</tr>
</thead>
<tbody>
<tr>
<td>A/B Test</td>
<td>High</td>
<td>Yes</td>
<td>1 week</td>
<td>Measure CTR</td>
</tr>
<tr>
<td>Survey</td>
<td>Low</td>
<td>No</td>
<td>2 weeks</td>
<td>Collect data</td>
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<td>A/B Test</td>
<td>High</td>
<td>Yes</td>
<td>1 week</td>
<td>Measure CTR</td>
</tr>
</tbody>
</table>

Design and download the Test Card and do the exercise online.
evolve
Use the Value Proposition and Business Model Canvas as a shared language to Create Alignment p. 260 throughout every part of your organization while it continuously evolves. Make sure you constantly Measure and Monitor p. 262 your value propositions and business models in order to Improve Relentlessly p. 264 and Reinvent Yourself Constantly p. 266.
after word
(Business) Hypothesis
Something that needs to be true for your idea to work partially or fully but that hasn’t been validated yet.

Business Model
Rationale of how an organization creates, delivers and captures value.

Business Model Canvas
Strategic management tool to design, test, build, and manage (profitable and scalable) business models.

Call to Action (CTA)
Prompts a subject to perform an action; used in an experiment in order to test one or more hypotheses.

Customer Development
Four-step process invented by Steve Blank to reduce the risk and uncertainty in entrepreneurship by continuously testing the hypothesis underlying a business model with customers and stakeholders.

Customer Gains
Outcomes and benefits customers must have, expect, desire, or dream to achieve.

Customer Insight
Minter or major breakthrough in your customer understanding helping you design better value propositions and business models.

Customer Pains
Bad outcomes, risks, and obstacles that customers want to avoid, notably because they prevent them from getting a job done (e.g.)

Customer Profile
Business tool that constitutes the left-hand side of the Value Proposition Canvas. Visualizes the jobs, pains, and gains of a customer segment (or stakeholder) you intend to create value for.

Environment Map
Strategic foresight tool to map the context in which you design and manage value propositions and business models.

Evidence
Proves or disproves a (business) hypothesis, customer insight, or belief about a value proposition, business model, or the environment.

Experiment/Test
A procedure to validate or invalidate a value proposition or business model hypothesis that produces evidence.

Fit
When the elements of your Value Map meet relevant jobs, pains, and gains of your Customer Segment and a substantial number of customers “hire” your value proposition to satisfy those jobs, pains, and gains.

Gain Creators
Describes how products and services create gains and help customers achieve the outcomes and benefits they require, expect, desire, or dream of by getting a job done (e.g.).

Jobs to be done
What customers need, want, or desire to get done in their work and in their lives.

Lean Start-up
Approach by Eric Ries based on the Customer Development process to eliminate waste and uncertainty, from product development by continuously building, testing, and learning in an iterative fashion.

Learning Card
Strategic learning tool to capture insights from research and experiments.

Minimum Viable Product (MVP)
A model of a value proposition designed specifically to validate or invalidate one or more hypotheses.

Pain Relievers
Describes how products and services alleviate customer pains by eliminating or reducing bad outcomes, risks, and obstacles that prevent customers from getting a job done (e.g.).

Products and Services
The items that your value proposition is based on that your customers can use in your shop window — metaphorically speaking.

Progress Board
Strategic management tool to manage and monitor the business model and value proposition design process and track progress towards a successful value proposition and business model.

Prototyping
(low/high fidelity)
The practice of building quick, inexpensive, and rough study models to learn about the desirability, feasibility, and viability of alternative value propositions and business models.

Test Card
Strategic testing tool to design and structure your research and experiments.

Value Map
Business tool that constitutes the left-hand side of the Value Proposition Canvas. Makes explicit how your products and services create value by alleviating pains and creating gains.

Value Proposition
Describes the benefits customers can expect from your products and services.

Value Proposition Canvas
Strategic management tool to design, test, build, and manage products and services. Fully integrates with the Business Model Canvas.

Value Proposition Design
The process of designing, testing, building, and managing value propositions over their entire lifecycle.

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Pilot Interactive
Illustration Team

Strategizer Content Team
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Dave Laugheed, Tom Phillip, Joanou Ng, Chris Hopkins, Matt Bullock, Federico Galindo

Prereaders

We practice what we preach and tested our ideas before releasing them. More than 100 selected people from around the world participated as pre-readers to scrutinize our raw creations. More than 60 actively contributed by reviewing ideas, concepts and spreads. They offered suggestions, meticulously proof-read and pointed out flaws and inconsistencies without pity. We iterated the book title several times with prereaders before testing various alternatives in the market.

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Phil Blake

Tegan Mierle

Jay Jayaraman

Johan Rapp

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Jasper Bouwman

Frederic Brigue

Karl Burrow

Manuel Iose Corneal

Päti Dähi

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Todd Dunn

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Mauricio

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Judith Wimmer

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280 281