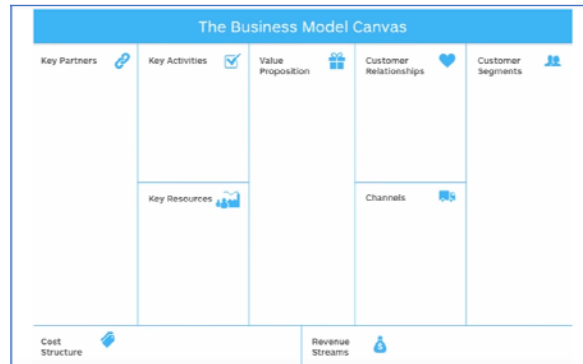


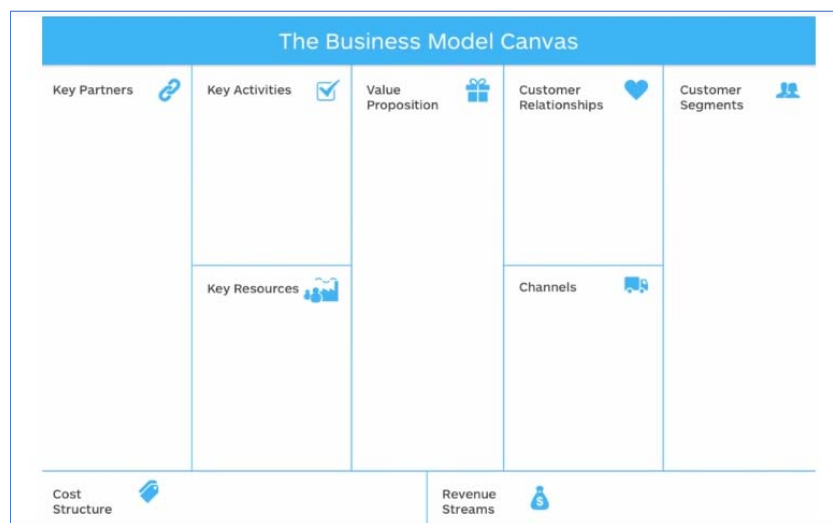
Business Model Canvas - Overview

- Visual design template used to develop new business models that details firm's or product's value proposition, infrastructure, customers, and finances.
- Connects activities and product offerings
- Consists of nine "building blocks"
- Valuable to go through quickly in Step 2, then again in more detail in Step 3



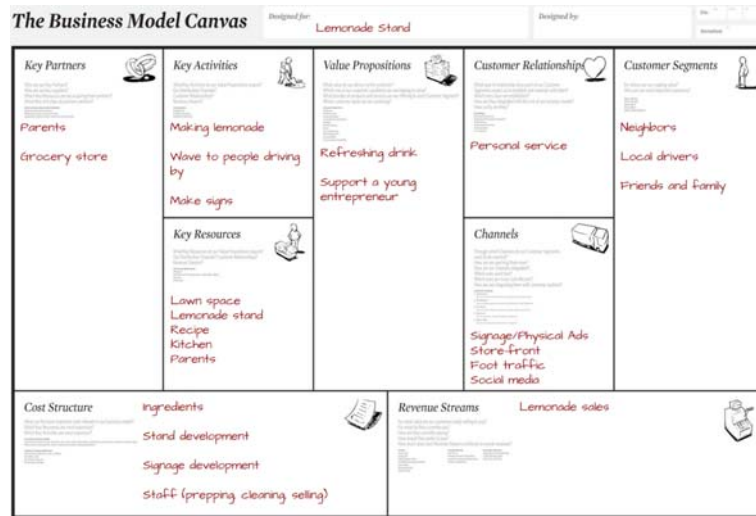
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Business Model Canvas - Overview



4

Example: Business Model Canvas Lemonade Stand



5

Value Proposition Canvas Component of the Business Model Canvas



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Value Proposition

What is a value proposition?

- Statement about the benefits customers receive from your service or the problems that your product will solve for them better than anyone else.
- Used to communicate the value of product/service/business to customers.

Where does a value proposition fit in the business planning 5 step process?

- Consider in Steps 1 , 2, 3, 4

7

Value Proposition

A value proposition will tell the customer

- **Relevancy:** why should your customers care?
- **Quantified value:** Benefit/s &/or problem solved if they purchase your product or service.
- **Unique Selling Proposition (USP):** how is this offering different to the competition

8

A Value Proposition is NOT:

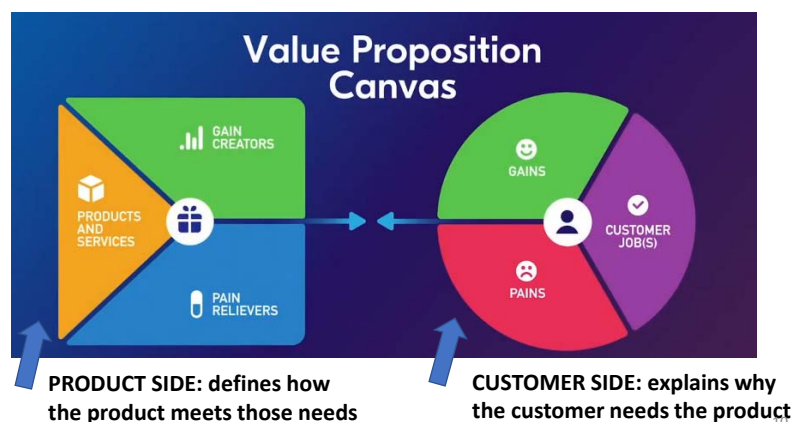
Value Propositions are very deliberate and is **NOT**

- **A Slogan:**
 - “Just Do It” “Got Milk?”
 - A slogan is a quick, catchy phrase that identifies a brand. But looking at these examples, do they really tell you anything about the brand? Do they present any benefits or address any solutions?
- **A Unique Selling Point (USP)**
 - USP is a quick point about your product/services that can sway a buyer in their final purchasing decisions. It's how you differentiate yourself from your competitors.
 - USP is built into one main value proposition.

9

Value Proposition Canvas

- A tool that allows firms to develop, design and visualize the value of their product for customers in a structured manner



10

Value Proposition Canvas: Customer Side

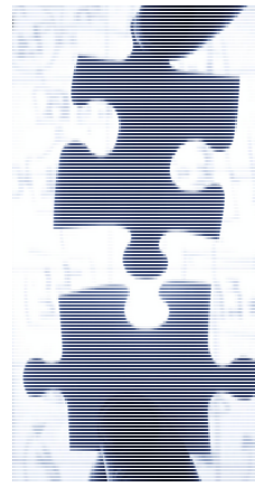
- **Customer Jobs**
 - Activities your customers are trying to get done in their work or in their life. Ex: tasks they are trying to perform and complete, the problems they are trying to solve, or the needs they are trying to satisfy.
- **Customer Pains**
 - Things that annoy customers before, during, and after trying to get a job done, things that prevents getting the job done, risks or bad outcomes
- **Customer Gains**
 - Outcomes/benefits – ones that are required/expected or ones that surprise them. Can be either:
 - Quantitative – Ex: price and efficiency
 - Qualitative – Ex: overall customer experience



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Value Proposition Canvas: Product Side

- **Products & Services**
 - Lists the products/services that provide the Gain Creators and Pain Relievers on which the value created is based
- **Pain Relievers**
 - Describe how the products/services alleviate specific customer pains.
- **Gain Creators**
 - Describe how your products and services create customer gains.
 - Outline how product will provide outcomes and benefits that your customer expects, desires, or would be surprised by.



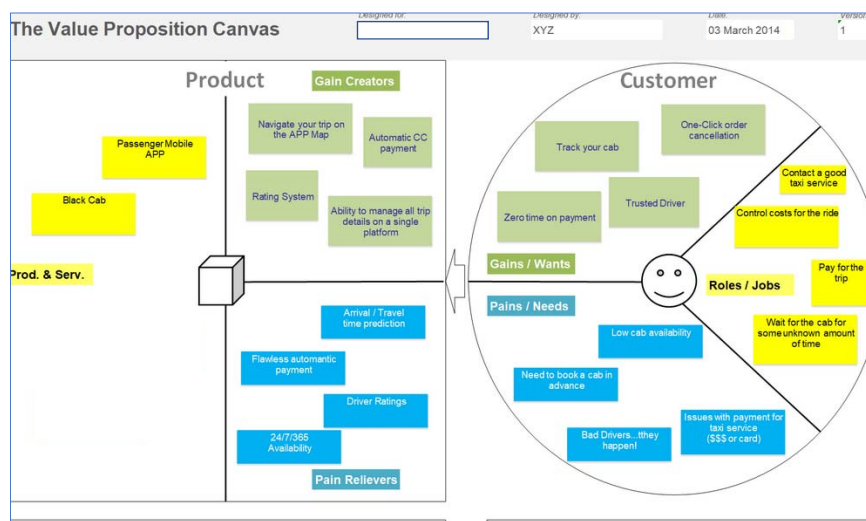
12

Examples

- Airbnb
- Lyft
- We work
- Patagonia
- TaskRabbit/IKEA
- MailChimp
- Duolingo
- Fresh Prep
- Netflix: "Watch Anywhere. Cancel Anytime" addresses their personas' questions with just four simple words.
- Shopify: ecommerce solution for everybody, and its value proposition covers it all – online, in-store, and the rest.
- Spotify: Music for Everyone"
- Square: "Square works for every business" and "Start selling fast." Pretty direct, pretty simple, pretty effective!

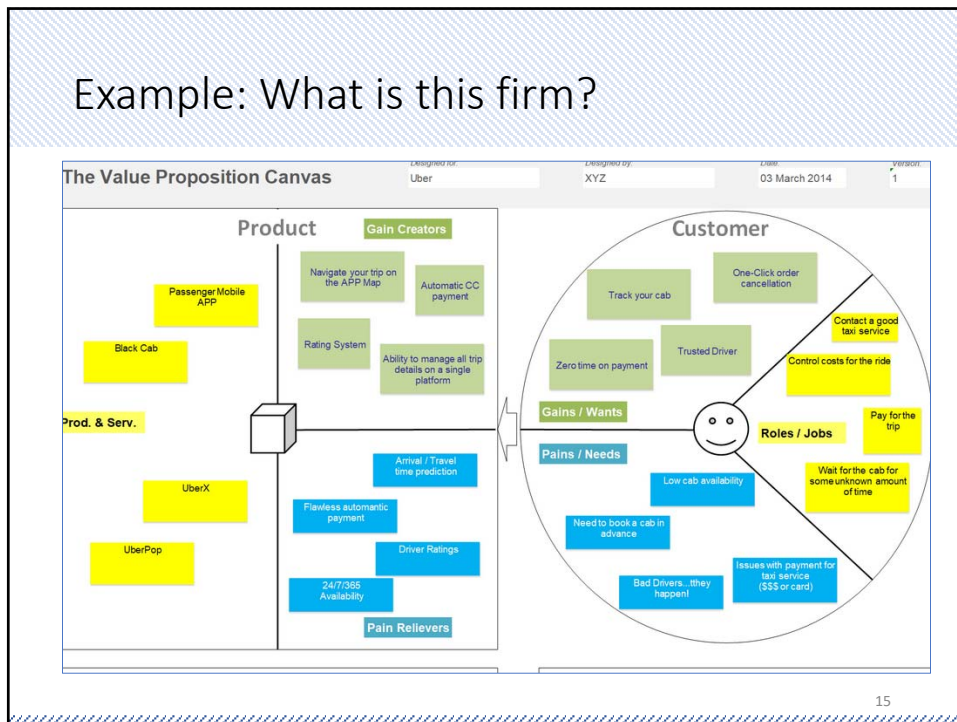
13

Example: What is this firm?



14

Example: What is this firm?



10 Characteristics of Great Value Propositions

- ✓ Are embedded in great business models
- ✓ Focus on few pain relievers and gain creators, but do those extremely well
- ✓ Focus on jobs, pains, or gains that a large number of customers have or for which a small number is willing to pay a lot of money
- ✓ Align with how customers measure success
- ✓ Focus on the most significant jobs, most severe pains, and most relevant gains
- ✓ Differentiate from competition in a meaningful way
- ✓ Address functional, emotional and social jobs all together
- ✓ Outperform competition substantially on at least one dimension
- ✓ Are difficult to copy
- ✓ Focus on unsatisfied jobs, pains, and gains

Business Research for Business Planning: Why and How?

Spanning Steps 1 through 4



Business Research for Business Planning: Why?

- Identify the Business Idea Step 1
- Screen the Idea (First Screen) Step 2
- Conduct a full feasibility analysis Step 3
- Develop full Business Plan Step 4
- Value Proposition (part of all these Steps)



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Business Research for Business Planning: Why?

**RESEARCH IS VERY
IMPORTANT IN BUILDING
YOUR BUSINESS CASE AND
PROVIDE CREDIBILITY**



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Business Research for Business Planning: How?

- 1. Define Scope and Questions you need answered**
 - Consider the timeline, objective and Steps 1, 2, 3, 4,
- 2. Utilize a balance of business research methods- How will you collect the information**
 - Primary & secondary
 - Consider data collection methods & data sources of each type of research
- 3. Evaluate the sources & content**
- 4. Use citations**

20

1. How do you define Scope and Questions?

- Consider the timeline and objective



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2. Utilize a balance of business research methods-

Common Mistakes in Business Research

- 1. Relying only on free top level data from the Internet**
 - Careful of validity of the content and sources reliability.
- 2. Surveying your personal network**
- 3. Relying only on anecdotal feedback**
 - A few data points are not enough. Business insights need to be collected in a systematic way.

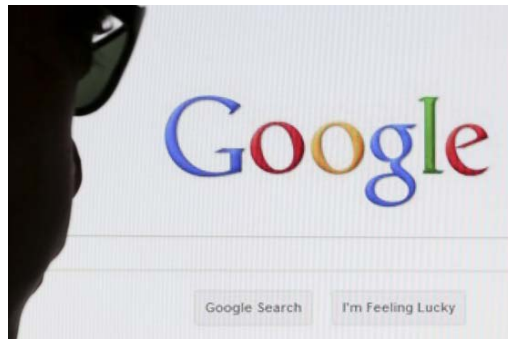
- Can you see why these are mistakes?



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2. Utilize a balance of business research methods

Where can you go for GREAT sources? Get past the Google search



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Primary and Secondary Business Research

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Secondary Business Research

- Data collected from secondary source
- Start with a scan of published information. Data from secondary research will give you a high-level overview of market opportunities.
- **Techniques:**
 - Trade magazines, reports, published research studies, government publications.
 - Firm or Agency specific: Annual reports, Websites, Trade Associations
 - Syndicated data bases

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Secondary Business Research

- **Advantages**
 - Often cheap
 - Often easy to obtain
 - Can be completely quickly
- **Disadvantages**
 - Not very targeted
 - Access is public so competitors also have this information
 - Can be dated
 - Relies on other's collection methods, quality, and assumptions

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Primary Business Research

- Data collected directly from primary source for a specific purpose and then analyzed (e.g., consumer, business, supplier)
- Primary research for small business: Go out and find out for yourself about your potential market.
- **Techniques:**
 - Talking to industry experts and potential customers
 - Review product reviews
 - Buy and try related products
 - Observe the competition: visit their store, count the customers and track their social media sites.

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Primary Business Research

- **Advantages:**
 - Targeted for your specific business need/s & product
 - Timely
 - Relevant
 - Only you will have this information
- **Disadvantages:**
 - Costly
 - Time consuming
 - Expertise required
 - Depends upon subjects' motivation, honesty and ability to respond.

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Example: Primary business research Google consumer survey

- create online surveys to be shared with Google's publisher network
- \$.10 per response
- target the entire US, a certain age group, interest or type of buyer

Platform:

- <http://www.google.com/insights/consumersurveys/home>
- Let's watch a short video summarizing the approach:
- <https://www.youtube.com/watch?v=90MliBvXYcw>

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3. Evaluate the sources & content

Evaluation is the process of critically evaluating information in relation to a given purpose in order to determine if it is appropriate for the intended use.

Why ?

- Information can be out-of-date, inaccurate, and even purposely misleading
- Some websites, allow anyone to contribute content or exist only to sell products or ads by generating traffic

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3. Evaluate the sources & content

Evaluation Criteria

- **Accuracy:** Reliability & correctness of information. Review evidence of bias or error. Is the content Similar or very different than other sources?
- **Authority:** Credibility and credentials of originating source (author, publisher, sponsor).
- **Purpose:** Reason the information exists. Review objectivity of the author - intent of the author.
- **Currency:** The timeliness (i.e. publication date, revision history) of the information.
- **Relevancy:** Importance of the information for your needs.

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4. Use citations

Why?

- Refworks: Citation management software
- <https://www.youtube.com/user/ProQuestRefWorks>
 - How to register
 - How to add to database
 - How to organize
 - Write-N-Cite to Manage Citations and Create Bibliographies in Microsoft Word

32

Example

- Bacon, hot dogs and sausages are in the same category of cancer risk as tobacco smoking.



33

Bad Day For Bacon: Processed Meats Cause Cancer, WHO Says

October 26, 2015 · 10:31 AM ET



ALLISON AUBREY



34

example

THE LANCET Oncology

Online First Current Issue All Issues Multimedia Information for Authors

All Content Search Advanced Search

< Previous Article Online First Next Article >

News


Carcinogenicity of consumption of red and processed meat

Véronique Bouvard, Dana Loomis, Kathryn Z Guyton, Yann Grosse, Fatma El Ghissassi, Lantia Benbrahim-Talaa, Neela Guha, Heidi Martwick, Kurt Straif on behalf of the International Agency for Research on Cancer Monograph Working Group

Published Online: 26 October 2015

Abstract: 1,230

DOI: [http://dx.doi.org/10.1016/S1470-2045\(15\)00444-1](http://dx.doi.org/10.1016/S1470-2045(15)00444-1)



35

example

<https://onlinelibrary.wiley.com/doi/10.1002/ijc.30010>

IJC INTERNATIONAL JOURNAL of CANCER

Letter to the Editor | [Free Access](#)

Meat consumption is not tobacco smoking

Silvano Gallus, Cristina Bosetti

First published: 25 February 2016 | <https://doi.org/10.1002/ijc.30010> | Citations: 7

Conflict of interest: The authors have no conflicts of interest to declare.

SECTIONS PDF TOOLS SHARE

Dear Editor,

The International Agency for Research on Cancer (IARC) in its recent Monograph Volume 114 has classified the consumption of red meat as "probably carcinogenic to humans" (Group 2A)

IJC Volume 138, Issue 10
May 15 2016
Pages 2539-2540

References Related Information

Recommended

[Exposure to Tobacco Smoke](#)
André Conrad
Cigarette Smoke Toxicity: Linking Individual Chemicals to Human Diseases. [1]

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