

# EMPREENDEDORISMO E NOVOS NEGÓCIOS

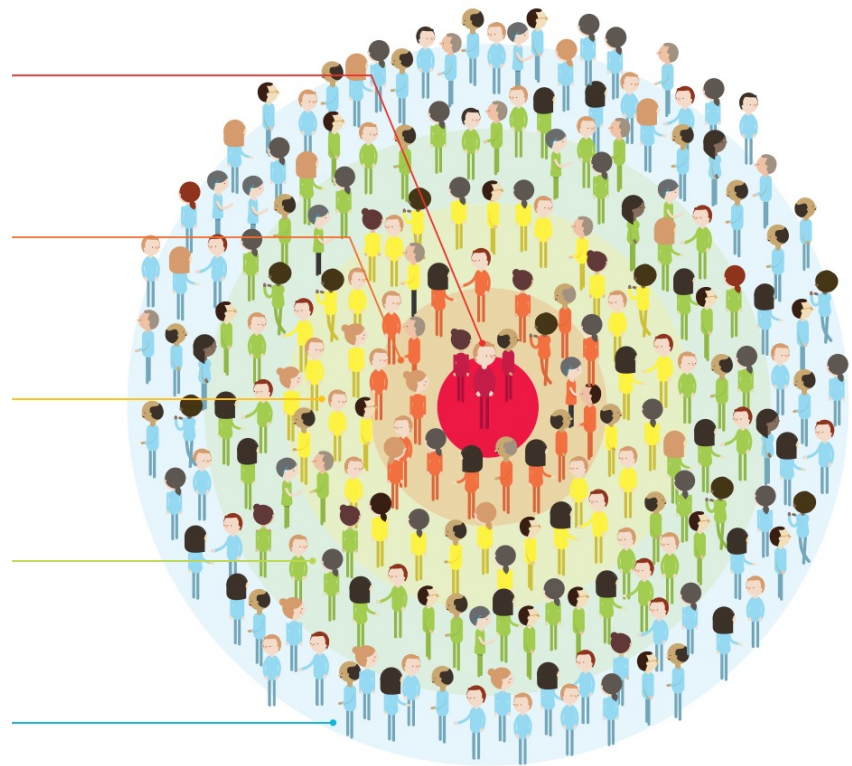
# 4. VALUE PROPOSITION

(chapter one from

<https://learning.oreilly.com/library/view/value-proposition-design/9781118968062/design-chapter01.xhtml>)

# Value Proposition

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



The Value Proposition Canvas has two sides. With the Customer Profile <sup>p. 10</sup> you clarify your customer understanding. With the Value Map <sup>p. 26</sup> you describe how you intend to create value for that customer. You achieve Fit <sup>p. 40</sup> between the two when one meets the other.

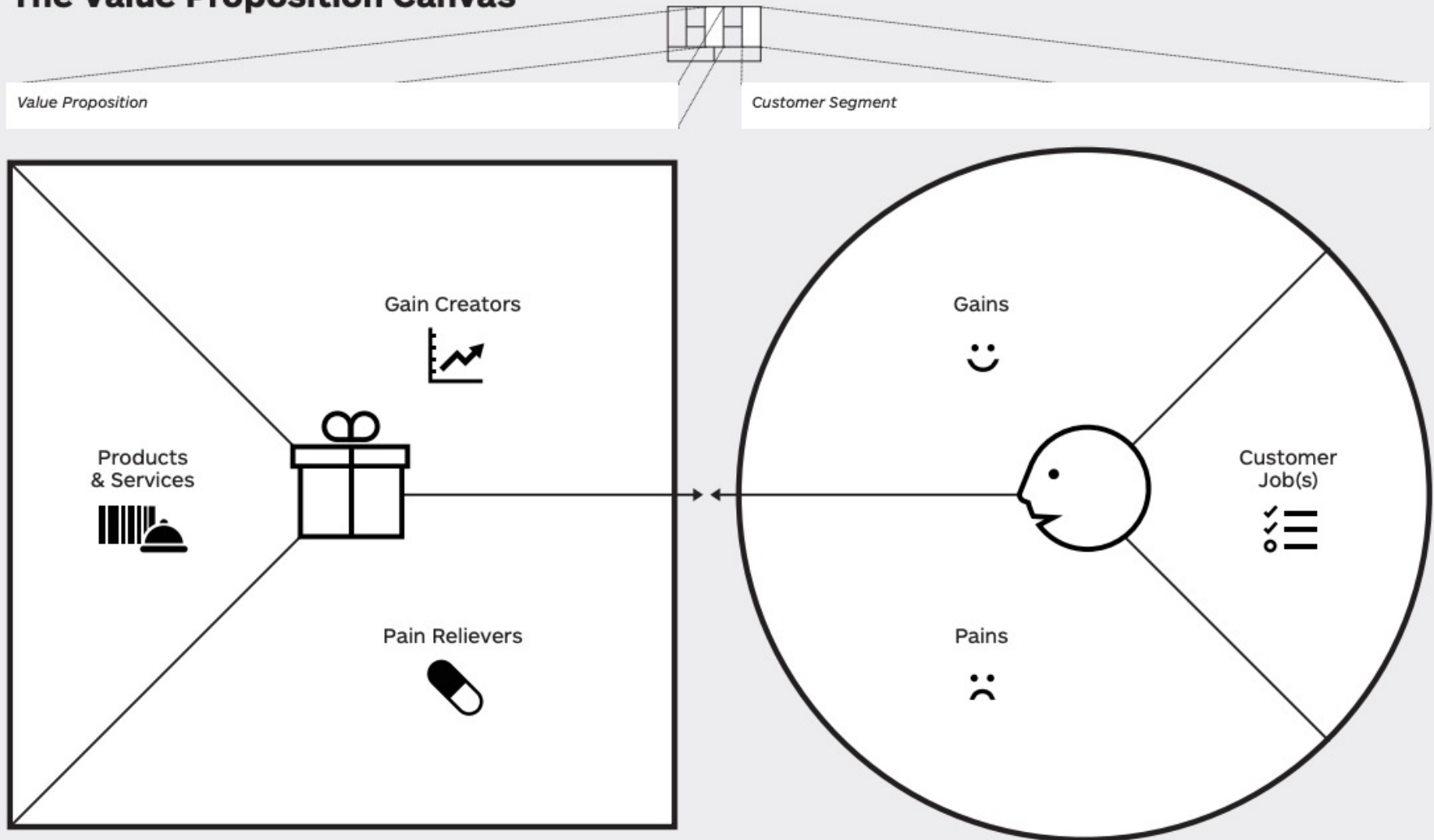




# The Value Proposition Canvas

<https://www.youtube.com/watch?v=aN36EcTE54Q>

# The Value Proposition Canvas





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



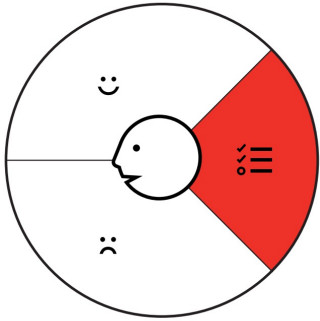
**Pains** describe bad outcomes, risks, and obstacles related to customer jobs.

# 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.

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

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.



## 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.**

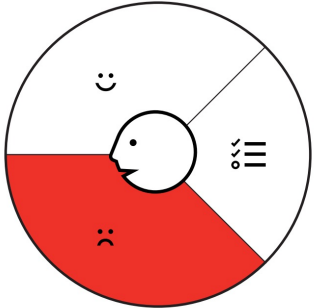
Make sure you take the customer's perspective when investigating jobs. What you think of as important from your perspective might not be a job customers are actually trying to get done. \*

**Functional jobs** When your customers try to perform or complete a specific task or solve a specific problem.

**Social jobs** When your customers want to look good or gain power or status.

**Personal/emotional jobs** When your customers seek a specific emotional state.

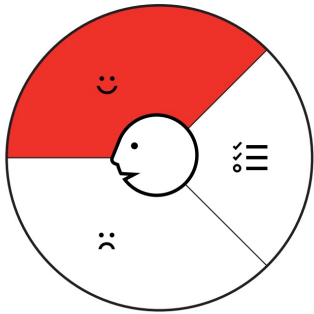




## Customer Pains

Pains describe anything that annoys your customers before, during, and after trying to get a job done or simply prevents them from getting a job done. Pains also describe risks, that is, potential bad outcomes, related to getting a job done badly or not at all.

How do your customers define too costly? Takes a lot of time, costs 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?



## 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.

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?



You should know your customers' social and emotional jobs in addition to their functional jobs, which are usually easier to identify.

Make sure 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 into 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").

# 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.

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



## Products and Services

**This is simply a list of what you offer.** 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 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.

## **Pain Relievers**

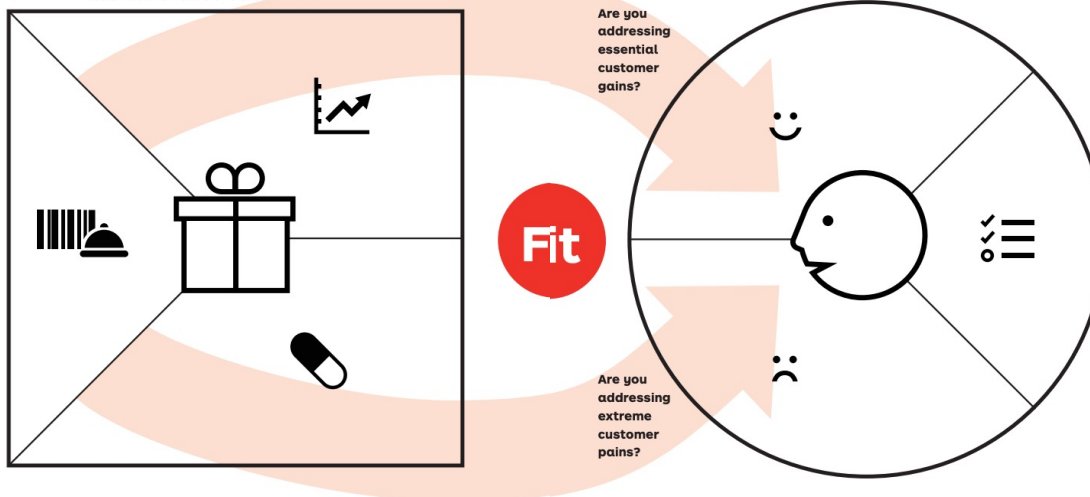
Pain relievers describe how exactly your products and services alleviate specific customer pains. They explicitly outline how you intend to eliminate or reduce some of the things that annoy your customers before, during, or after they are trying to complete a job or that prevent them from doing so.

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 few pains that they alleviate extremely well.

## Gain creators

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.

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!

## 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.





Xs show which jobs, pains, and gains the value proposition does not address.

**Our**  **help(s)**  **who**

*products and services* *customer segment*

**want to**  **by**  **and**

*jobs to be done* *your own verb (e.g., reducing, avoiding)*

 **unlike**  **)**

*your own verb (e.g., increasing, enabling)* *competing value proposition*

**Tip**  
Add at the beginning  
or end of sentence:

# Mastering Value Propositions

Learn how to better understand customers & design value propositions they want.

<https://www.youtube.com/watch?v=35ST-37PPXc>