



启点学院  
New Start

INFO QD 5992

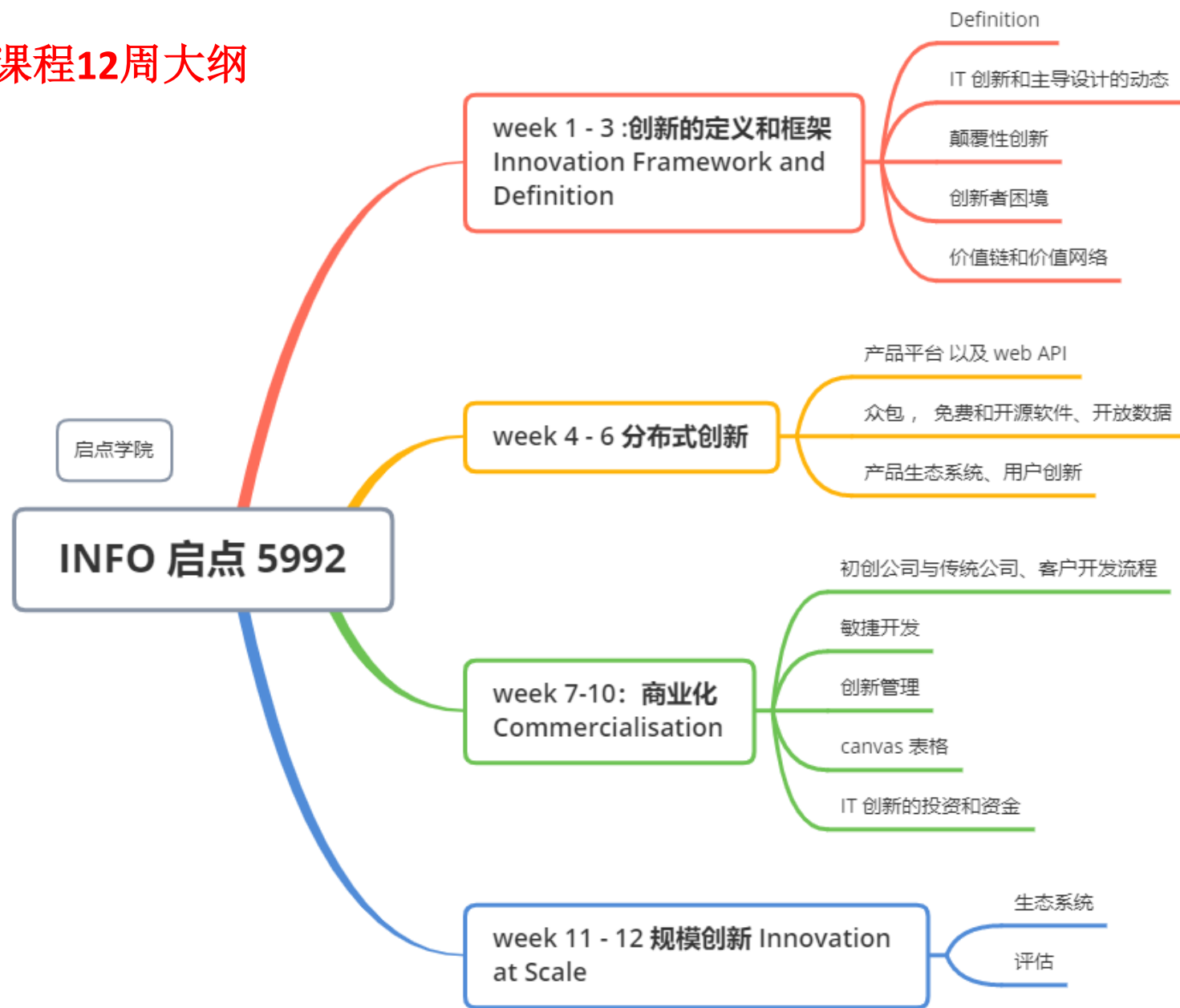
WEEK08

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## 课程12周大纲



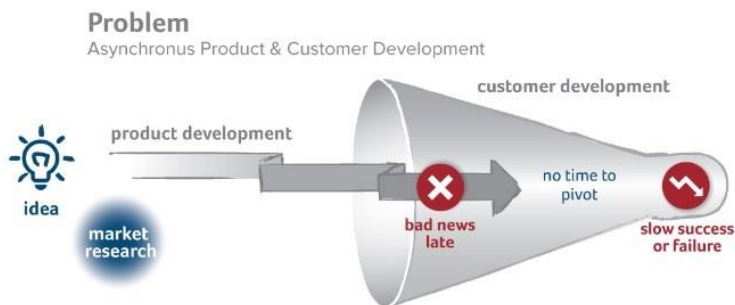
## The Lean Startup

精益创业方法旨在为产品开发创建一个可重复的流程，以最大限度地减少构建市场所需产品所需的时间。

Learn Faster --- Code Faster --- Measure Faster  
学得更快 代码更快 测量更快

“the minimum viable product is that version of a new product which allows a team to collect the maximum amount of validated learning about customers with the least effort.”

**“最小可行产品是新产品的那个版本，它允许团队以最少的努力收集大量的关于客户的有效学习。”**



您可以构建的最小的东西可以提供客户[价值](#)（作为奖励，可以收回部分[价值](#)）。

我们必须设法从我们的第一次产品迭代中学到一些东西。在很多情况下，这需要投入大量精力与客户交谈或指标和分析。

## The Minimum Viable Product (MVP)

- 1) **企业家无处不在**Entrepreneurs are everywhere——你不必在车库里工作就可以创业。
- 2) **创业就是管理**Entrepreneurship is management——创业是一个机构，而不仅仅是一个产品，所以需要管理，一种专门针对其背景的新型管理。
- 3) **验证学习**Validated learning——初创公司的存在不是为了制造东西、赚钱或服务客户。他们的存在是为了学习如何建立可持续发展的业务。
- 4) **创新记录**Innovation accounting——为了提高创业成果，让创业者承担责任，我们需要关注无聊的事情：如何衡量进展，如何设置里程碑，如何确定工作的优先级。这需要一种新的会计，专门针对初创公司。
- 5) **构建-测量-学习**Build-measure-learn - 初创公司的基本活动是将想法转化为产品，衡量客户的反应，然后学习是转向还是坚持。所有成功的启动过程都应该加速反馈循环。

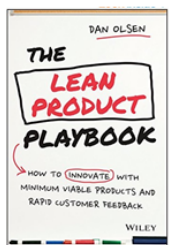
## Product Market Fit 产品市场匹配

定义 (Marc Andreessen) : “产品/市场匹配意味着在一个良好的市场中拥有能够满足该市场的产品。”

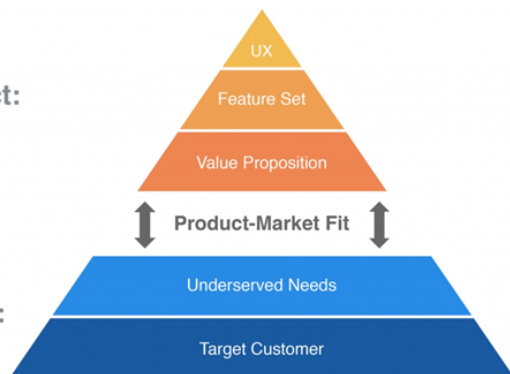
- You can always feel when product/market fit isn't happening.
- The customers aren't quite getting value out of the product, word of mouth isn't spreading, usage isn't growing that fast, press reviews are kind of "blah", the sales cycle takes too long, and lots of deals never close.

客户并没有完全从产品中获得价值，口耳相传没有传播，使用没有那么快增长，媒体评论有点“废话”，销售周期太长，还有很多交易从不关闭。

## Product-Market Fit Pyramid for Lean Product Process



Product:



The Product-Market Fit Pyramid

- Test your MVP with customers
- Create your MVP prototype
- Specify your Minimum Viable Product (MVP) feature set
- Define your value proposition

- Identify underserved customer needs
- Determine your target customer

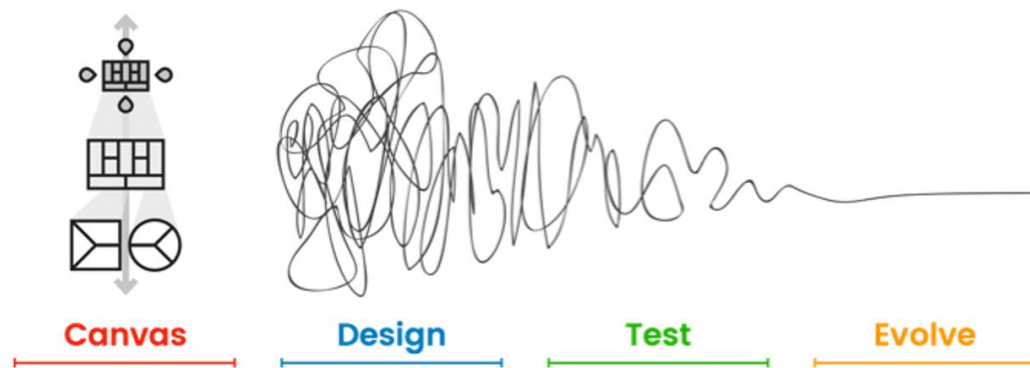
- 与客户一起测试您的 MVP
- 创建您的 MVP 原型
- 指定您的最小可行产品 (MVP) 功能集
- 定义您的价值主张

- 确定服务不足的客户需求
- 确定您的目标客户



## Monopolies: “Winner takes all” markets 垄断：“赢家通吃”市场

- Focus on big vision rather than purely incremental niche-making by pivoting  
专注于大愿景，而不是通过转向纯粹的增量利基制造
- Focus on monopoly for a time in a market (eg Goolge, Twitter, Facebook) rather than continual competition  
专注于市场中的一段时间的垄断（例如 Goolge、Twitter、Facebook）而不是持续的竞争
- “Networking effects” are driving the winner-take-all economic shift  
“网络效应”正在推动赢家通吃的经济转变
- Unicorns are also influenced by this concept  
独角兽也受这个概念影响












- Business Model Canvas
- Value Proposition Canvas
- Value Proposition Pyramid

- Lean Startup Methodology:
- Customer Development Process
- Agile Development

- Organisational Culture & Structures Supporting Innovation

# Business Model Canvas



<div><h3>Key Partners</h3><p>Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?</p><p><b>MOTIVATIONS FOR PARTNERSHIPS</b> Optimization and economy Reduction of risk and uncertainty Acquisition of particular resources and activities</p></div>	<div><h3>Key Activities</h3><p>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams?</p><p><b>CATEGORIES</b> Production Problem Solving Platform/Network</p></div>	<div><h3>Value Propositions</h3><p>What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?</p><p><b>CHARACTERISTICS</b> Newness Performance Customization "Getting the Job Done" Design Brand/Status Price Cost Reduction Risk Reduction Accessibility Convenience/Usability</p></div>	<div><h3>Customer Relationships</h3><p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they?</p><p><b>EXAMPLES</b> Personal assistance Dedicated Personal Assistance Self-Service Automated Services Communities Co-creation</p></div>	<div><h3>Customer Segments</h3><p>For whom are we creating value? Who are our most important customers?</p><p><b>Mass Market</b> <b>Niche Market</b> <b>Segmented</b> <b>Diversified</b> <b>Multi-sided Platform</b></p></div>		
	<div><h3>Key Resources</h3><p>What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p><p><b>TYPES OF RESOURCES</b> Physical Intellectual (brand patents, copyrights, data) Human Financial</p></div>		<div><h3>Channels</h3><p>Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines?</p><p><b>CHANNEL PHASES</b> 1. Awareness How do we raise awareness about our company's products and services? 2. Evaluation How do we help customers evaluate our organization's Value Proposition? 3. Purchase How do we allow customers to purchase specific products and services? 4. Delivery How do we deliver a Value Proposition to customers? 5. After sales How do we provide post-purchase customer support?</p></div>			
<div><h3>Cost Structure</h3><p>What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</p><p><b>IN YOUR BUSINESS MODEL</b> Cost Driven (lowest cost structure, low price value proposition, maximum automation, extensive outsourcing) Value Driven (focused on value creation, premium value proposition)</p><p><b>SAMPLE CHARACTERISTICS</b> Fixed Costs (salaries, rents, utilities) Variable costs Economies of scale Economies of scope</p></div>		<div><h3>Revenue Streams</h3><p>For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?</p><table><tr><td><b>TYPES</b> Asset sale Usage fee Subscription Fees Lending/Renting/Leasing Licensing Brokerage fees Advertising</td><td><b>FIXED PRICING</b> List Price Product feature dependent Customer segment dependent Volume dependent</td><td><b>DYNAMIC PRICING</b> Negotiation (bargaining) Yield Management Real-time-Market</td></tr></table></div>		<b>TYPES</b> Asset sale Usage fee Subscription Fees Lending/Renting/Leasing Licensing Brokerage fees Advertising	<b>FIXED PRICING</b> List Price Product feature dependent Customer segment dependent Volume dependent	<b>DYNAMIC PRICING</b> Negotiation (bargaining) Yield Management Real-time-Market
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## Value Proposition Canvas

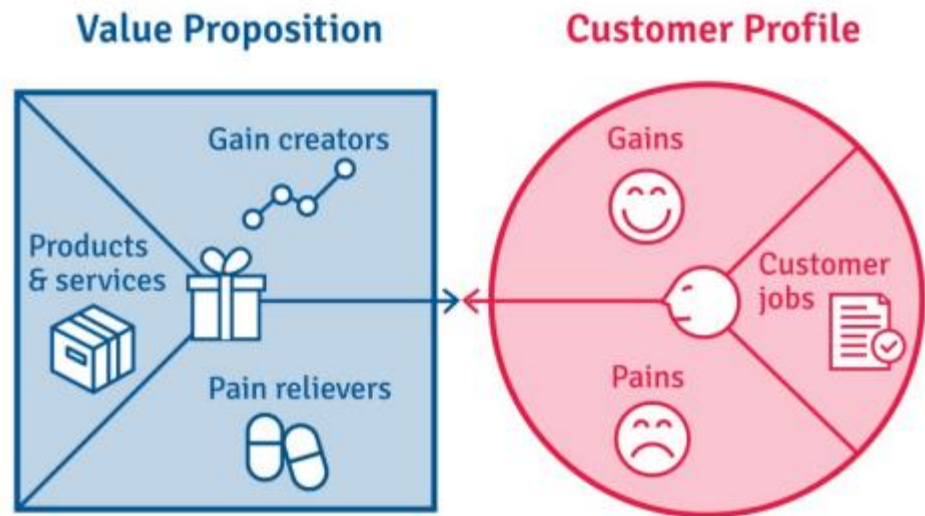
价值主张图：

1. 帮助我们设计和判断自身价值主张是否符合消费者需求。
2. 长期循环过程，不断提升改进产品质量，越来越贴近消费者。
3. 分成两部分：
  - 价值主张 (Value Proposition)
  - 消费者档案 (Customer Profile)

### 两大目标

产品可以消除用户的多余风险

产品可以满足用户的基本需求





# Customer Profile

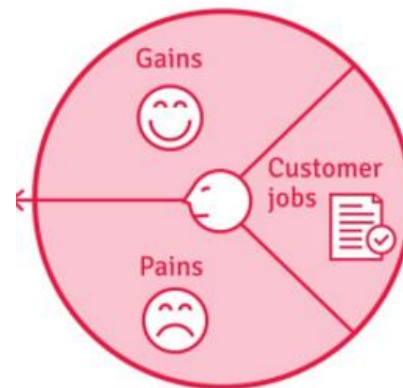
## 消费者档案 (Customer Profile)

The Customer Profile describes a specific customer segment in your business model. It analyses what the customer does (customer jobs), and in doing so, the gains that the customer wants, as well as the pains that it experiences.

客户资料描述了您的业务模型中的特定客户群。它分析客户做什么（客户工作），并在这样做时分析客户想要的收益，以及它所经历的痛苦。

1. Customer Job: 介绍了消费者的工作任务，工作目标期望等。
2. Gains: 介绍了消费者想要得到的物质或者服务。
3. Pains: 介绍了与消费者工作相关一些风险或者威胁。

### Customer Profile



## Step into Your Customers' Shoes



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

## Customer Jobs

工作描述的是你的客户在他们的工作或生活中试图完成的事情。客户工作可能是他们试图执行和完成的任务，他们试图解决的问题，或者他们试图满足的需求。在调查工作时，一定要从客户的角度出发。从你的角度来看，你认为重要的工作可能不是客户真正想要完成的工作

## Customer Pains

“烦恼”指的是任何让你的客户在完成工作之前、期间和之后感到烦恼的事情，或者只是阻止他们完成工作。疼痛也描述了风险，即潜在的不良结果，与工作做得不好或根本不做有关。

## Customer Gains

收益描述的是客户想要的结果和利益。有些收益是客户所需要的、预期的或期望的，有些收益会让他们感到惊讶。收益包括功能效用、社会收益、积极情绪和成本节约。

# Value Map

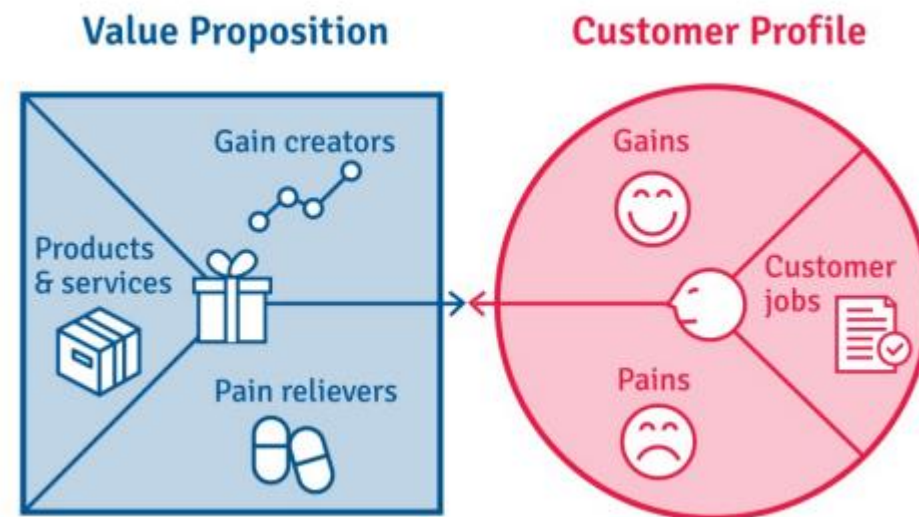


价值图描述了你如何为你的客户创造价值。

它是收益创造者和痛苦缓解者的结合，解决您的客户的痛苦和收获。

有三个组成部分：

1. 产品提供:它是产品提供及其相关功能。
2. 收益创造者:描述您的产品及其相关功能如何为客户创造收益。
3. 止痛剂:描述你的产品和相关功能如何减轻客户的痛苦。



# Product Offering

产品提供

## Types of Product Offering:

<b>Digital</b>	Products such as software as-a-service (SaaS), marketplace platforms, music streaming etc.
<b>Physical/ tangible</b>	Goods, such as manufactured products.
<b>Intangible</b>	Products such as copyrights or services such as after-sales assistance.
<b>Financial</b>	Products such as investment funds and insurances or services such as the financing of a purchase.

数字

软件即服务(SaaS)、市场平台、音乐流媒体等产品。

物理/有形

商品，如制成品

无形的

产品如版权或服务如售后协助。

金融

投资基金、保险等产品或融资等服务。

# Pain Relievers

Pain Relievers 描述你的产品如何确切地缓解特定客户的痛苦。

它们明确地列出了你打算如何消除或减少一些在客户试图完成工作之前、期间或之后惹恼他们的东西，或阻止他们完成工作的事情。

Great value propositions 关注于客户所关心的痛苦，特别是极端的痛苦。

- 你不需要为你在客户档案中发现的每一个痛点都想出一种止痛药——没有任何价值主张可以做到这一点。
- 伟大的价值主张往往只关注于他们能极好地缓解的少数痛苦。

# Gain Creators

收益创造者描述你的产品如何创造客户收益。

它们明确地概述了您打算如何生产客户期望、渴望或会感到惊讶的结果和利益，包括功能效用、社会收益、积极情绪和成本节约。

与 Pain Relievers 一样，收益创造者不需要处理客户配置文件中确定的每一个收益。专注于那些与客户相关的领域，以及你的产品能够带来改变的领域。





# 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.

当客户对你的价值主张感到兴奋时，你就会达到合适的程度，这发生在你处理重要工作、减轻极端痛苦并创造客户关心的基本收益时。

# Value Proposition Pyramid



## SOCIAL IMPACT



Self-transcendence

## LIFE CHANGING



Provides hope



Self-actualization



Motivation



Heirloom



Affiliation/belonging

## EMOTIONAL



Reduces anxiety



Rewards me



Nostalgia



Design/aesthetics



Badge value



Wellness



Therapeutic value



Fun/entertainment



Attractiveness



Provides access

## FUNCTIONAL



Saves time



Simplifies



Makes money



Reduces risk



Organizes



Integrates



Connects



Reduces effort



Avoids hassles



Reduces cost



Quality



Variety



Sensory appeal



Informs

# Functional

Value Proposition	Definition	Example
Saves time	Saving time in tasks or transactions	Target, REI and other retailers have in-store pickup for online orders and/or same-day rush delivery from store.
Simplifies	Reducing complexity and simplifying	Amazon's 1-Click feature simplifies the order checkout process.
Makes money	Helping to make money	Google's AdSense helps independent blogs and websites to generate advertising revenue.
Reduces risk	Protecting from losses	Charles Schwab's Accountability Guarantee refunds fees if clients are not fully satisfied with the investment product.
Organises	Becoming more organized	The Container Store helps people organize their possessions at home.
Integrates	Integrating different aspects of life	Square offers invoice management, payroll and other services that integrate billing functions into its point-of-sale hardware and software.
Connects	Connecting with other people	Energy drink maker Red Bull sponsors extreme sports competitions and communities that connect enthusiasts around the world.
Reduces effort	Getting things done with less effort	Facebook added the ability to send money directly to friends via its Messenger app.
Avoids hassles	Avoiding or reducing hassles	Zappos offers free shipping and generous return policies.
Reduces cost	Saving money in purchases, fees or subscriptions	Nordstrom, J. Crew and other retailers introduced budget brands.
Quality	Providing high-quality goods or services	USAA delivers high-quality insurance, banking and investment products and services tailored to its members—those who have served in the military and their families.
Variety	Providing a variety of things to choose from	Fitbit has branched out from a simple step counter to different products for everyday users and high-performance athletes.
Sensory Appeal	Appealing in taste, smell, hearing and other senses.	Starbucks acquired tea company Teavana and bakery La Boulange to improve its non-coffee products.
Informs	Providing reliable and trusted information about a topic	Vanguard added low-fee advice to its core investment services.

# Emotional

Value Proposition	Definition	Example
Reduces anxiety	Helping people worry less and feel more secure	Discover allows cardholders to instantly freeze and unfreeze <u>their</u> accounts without canceling their cards.
Rewards me	Providing benefits for being a loyal customer	Starwood has earned strong customer loyalty among frequent <u>travellers</u> through a robust rewards program.
Nostalgia	Reminding people of something positive in the past	Volkswagen's Beetle line of cars emulates the popular design originally created in the 1930s and produced through the 1970s.
Design & aesthetics	Providing an appealing form or design	Apple's attention to design has helped differentiate its computers, <u>smartphones</u> and other products from those of competitors.
Badge value	Representing achieved status or aspirations	Prada's understated luxury clothing and accessories are designed to be recognized by fashionistas.
Wellness	Improving people's physical or mental state	Westin added fitness equipment in some guest rooms, "superfoods," and exercise clothing rentals to reposition the brand as part of the well-being movement.
Therapeutic value	Providing therapeutic value or well-being	Dr. Scholl's products aim to soothe a broad range of foot conditions.
Fun & entertainment	Offering fun or entertainment	Norwegian, Royal Caribbean and other cruise lines offer almost round-the-clock entertainment ranging from indoor sky diving to bumper cars to art auctions.
Attractiveness	Helping people feel more attractive	Victoria's Secret created bold retail designs in an undergarment industry that had been quiet and discreet.
Provides access	Providing access to information, goods, services or other valuable items	CVS Health added in-pharmacy clinics that provide basic medical services and assorted wellness services.

# Life Changing

Value Proposition	Description	Example
Provides hope	Providing something to be optimistic about	Fitbit sells wearables designed to help people to live a healthier and fitter lifestyle, as well as for other purposes such as reducing weight.
Self-actualisation	Providing a sense of personal accomplishment or improvement	Students <u>whom</u> undertake online courses on Udemy or Coursera engage in their own personal and/or professional development.
Motivation	Spurring people to achieve their goals	Spotify added a music-streaming feature for runners that detects their tempo and finds music to match it.
Heirloom	A good investment for future generations	Bitcoin positions itself as an alternative to currencies and gold to store and retain value for the current and future generations.
Affiliation and belonging	Helping people become part of a group or identify with people they admire	Facebook enables people to connect with people whom they know, as well as new people based on common interests.

# Social Impact

Value Proposition	Description	Example
Self-transcendence	Helping other people or society more broadly	When Tesla sells an electric car, the driver is helping humanity in its fight against climate change.



最细致的知识点讲解  
最专业的入学攻略  
最耐心的贴心辅导

 Sandy 📍 USYD学姐 🇺🇸  
澳大利亚 悉尼

