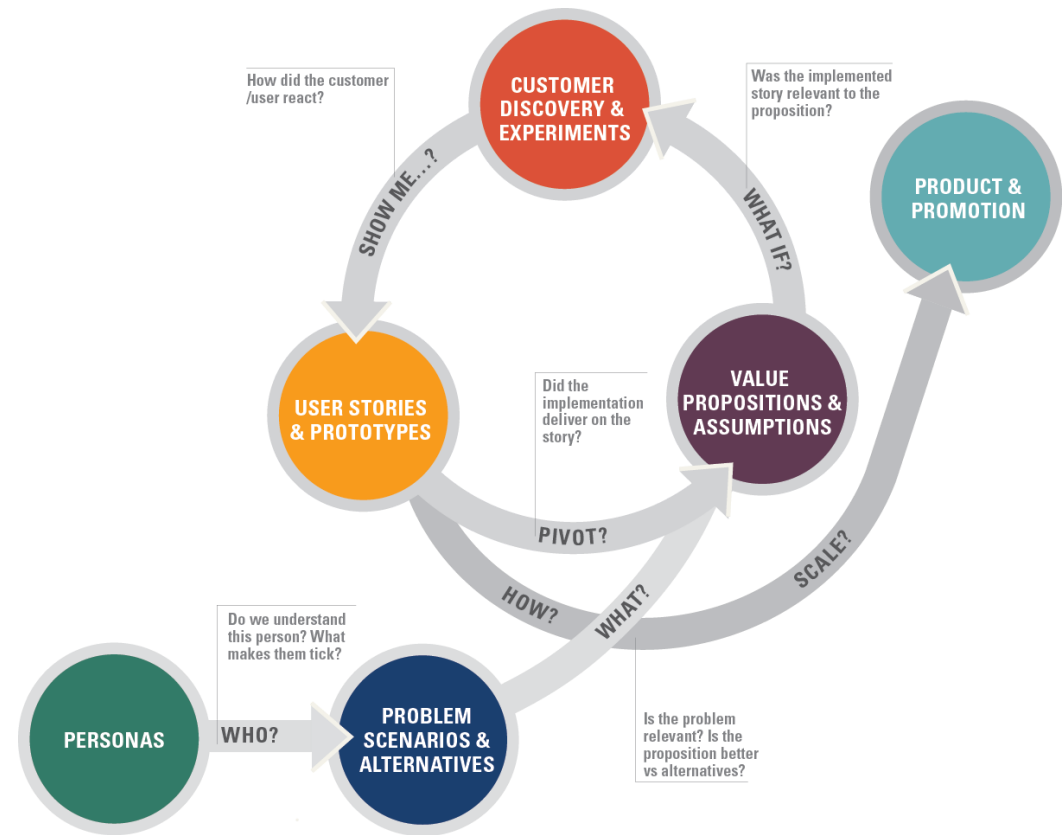


Venture Design Template



NOTE: To make yourself an editable copy of the template, go to the 'File' menu and then use either 'Make a copy' or 'Download As'

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Background & Introduction

What is this?

This template supports my Venture Design curriculum, a systematic process for creating new products and ventures. Venture Design draws on leading frameworks & tools like design thinking, Lean Startup, Business Model Canvas, and agile.

It's not just an amalgam. The key to use these frameworks effectively in the time you have is knowing what to do when, and that's the focus of Venture Design.

I may not be meeting you at the very beginning of your project, but I think you'll find that the framework also works well in reverse.

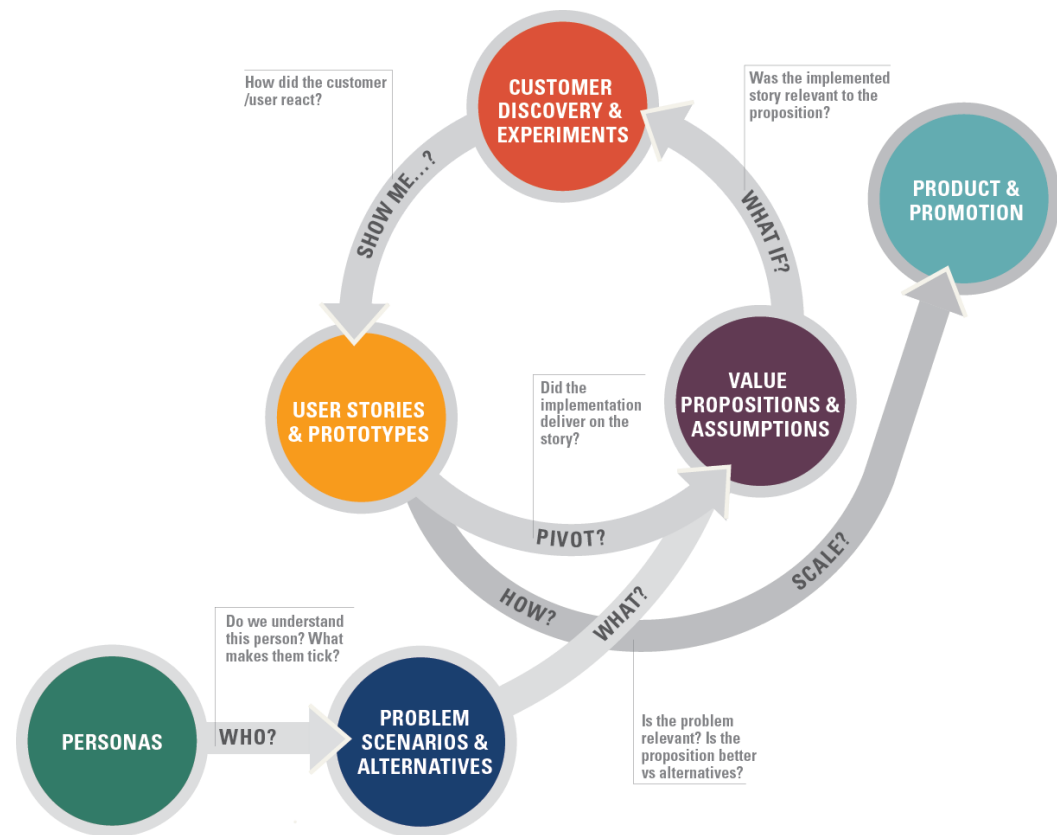
Who's it for?

This template is for anyone who's looking to organize information about their product/market fit (or product/user fit if an internal IT project) using design thinking and lean principles.

How do you use the Google Doc?

I use (or will use) Google Doc's

If you have Google Doc's, you can just save a copy of this file into your own domain: File >> Make a Copy. If you don't have Google Doc's



(Apps) and want it, you can see about setting up [here](#). That said you absolutely do NOT need to set up Google App's to use the template.

I don't use Google Doc's

If you do not have Google Doc's just go to File >> Download As and from there you can save it to MS Word, etc.

Are there any restrictions on using this template?

The template's primary purpose is to help practitioners create better products. You're free to use it and adapt it for internal purposes- building your company and/or product, basically.

You're not free to take it and re-post it elsewhere or create derivative work for general consumption outside the context of your company's internal operations. (You are, of course, free to link here to the original item- sharing is caring.) For the full terms and conditions, please see www.alexandercowan.com/legal.

What's the business?

First off, let's make sure we've defined what we think this business is about.

What is the positioning statement?

NOTES

This is a good way to do an early litmus test of how far along you are on formulating the business. You should, of course, feel free to come back to it and revise it often in these early phases.

Geoff Moore (of [Crossing the Chasm](#)) offers this syntax for a positioning statement:

For (target customer) who (statement of the need or opportunity), the (product name) is a (product category) that (statement of key benefit – that is, compelling reason to buy). Unlike (primary alternative), our product (statement of primary differentiation).

EXAMPLE POSITIONING STATEMENT FROM [ENABLE QUIZ](#)

The positioning statement for Enable Quiz is [brackets added to help you connect it with the item below only]:

For [hiring managers] who [need to evaluate technical talent], [Enable Quiz] is a [skills measurement system] that [allows for quick and easy assessment of topical understanding in key engineering topics]. Unlike [formal certifications or ad hoc questions], our product [allows HR managers to create and apply systematic assessments of technical skills].

[Just fill in the 'blanks', indicated by the brackets]

For [target customer] who [statement of the need or opportunity], the [product name] is a [product category] that [statement of key benefit – that is,

compelling reason to buy]. Unlike [primary competitive alternative], our product [statement of primary differentiation].
]

Personas, Problem Scenarios, and Propositions

Here you'll create a humanized view of who your customers are, be they buyer and/or user of your product. You'll also hypothesize what's important to them with problem scenarios, what they're doing about it now with alternatives, and what you're going to do that matters with value propositions.

PERSONAS



[TUTORIAL & EXAMPLES](#)



[CLASS](#)

**PROBLEM
SCENARIOS &
ALTERNATIVES**



[TUTORIAL & EXAMPLES](#)



[CLASS](#)

[INSERT Name of Person - 'Andrea the Accountant'] (copy and paste this whole section as you need)

Screening Question: [INSERT- This is a factual question or questions you'll ask a subject to validate that they, in fact, are at representative of your persona]

[INSERT PERSONA DESCRIPTION- *Be vivid; keep it real! What kind of shoes do they wear? How would you recognize them?*]

Try to get a candid photo of someone (anonymous) w/ this persona

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Thinks	[INSERT- In your particular area of interest, what are the key thoughts, ideas this persona has?]
Sees	INSERT- [In your particular area of interest, what are the notable observations your persona is making?]
Feels	[INSERT- Regarding your particular area of interest, how do they really feel? What underlying emotions might be driving their point of view and behavior?]
Does	[INSERT- The 'actuals'. As applicable: What triggers activity in your area of interest? How often? For how long? How much money?]

Problem Scenarios/JTBD	Current Alternatives	Your Value Proposition
[INSERT- What problems, needs does the persona have in your area?]	[INSERT- Instead of using your product, what do they do right now to solve this problem/meet this need?]	[INSERT- What product ideas do the problem scenarios and current alternatives give you?]
[add as needed]	[add as needed]	[add as needed]
[add as needed]	[add as needed]	[add as needed]

Customer Interview Guide

Here you'll lay out the questions you'll use to go out and really discover/test your ideas about personas, problem scenarios, and alternatives.

Note: The idea is to develop your questions here and then copy them into [Appendix A](#) where you'll keep your transcripts.

PERSONAS

PROBLEM
SCENARIOS &
ALTERNATIVES

CUSTOMER
DISCOVERY &
EXPERIMENTS



[TUTORIAL & EXAMPLES](#)



[CLASS](#)

[SCREENER](#)

[copy from persona(s) above]

[PERSONA HYPOTHESIS](#)

Questions

Tell me about [yourself in the role of the persona]?
Tell me about [your area of interest]?
(area of interest is the general space that you're looking at- measurement of technical skills in the case of Enable Quiz, for example)
Tell me your thoughts about [area]?
What do you see in [area]?
What do you feel about [area]?
What do you do in [area]?

PROBLEM HYPOTHESIS

Questions
How do you currently [operate in area of interest- if you don't have that yet]? OR Here's what I got on [x]- is that right?
What's [difficult, annoying] about [area of interest]?
What are the top [5] hardest things about [area of interest]?
What are the top 5 things you want to do better this year in [general area of interest]?
Why is/isn't [your specific area of interest on that list]?

CLOSING AND MISCELLANEOUS

Questions
Casting a Line ("Anything else?")
Housekeeping and Follow Up

What problem are we solving? For who?

What job are we doing for who? How do we know if it's working?

NOTES

Before you move on to testing solution, I like to answer the 'dumb question' about exactly what I'm solving for, and this is where I like to use this 'venture hypothesis' format to summarize the work above on 'solving the right problem':

'A certain [**Persona(s)**] exists...

...and they have certain [**Problem Scenario(s)**].

Currently, they're [using certain **Alternatives**], but...

...if we [offer our target Value Proposition], then...

...we'll observe [success through **Pivotal Metrics**- acquisition, onboarding, engagement, retention, etc.] .'

EXAMPLE VENTURE HYPOTHESIS FROM [ENABLE QUIZ](#)

The venture hypothesis for Enable Quiz is [brackets added to help you connect it with the item below only]:

There are [HR Managers in charge of recruiting technical talent],

and they [need to screen recruits for the specific technical skills in a job description].

Currently, they [do their best by checking references and asking a few questions], but

if we [offer a way to automate quizzing for a specific job description], then

we'll observe [HR Managers creating and using quizzes and standardizing on use of the platform for new hires.]

[Just fill in the 'blanks', indicated by the brackets]

'A certain [Persona(s)] exists...

...and they have certain [Problem Scenario(s)].

Currently, they're [using certain Alternatives], but...

...if we [offer our target Value Proposition], then...

...we'll observe [success through Pivotal Metrics- acquisition, onboarding, engagement, retention, etc.] .'

Value Hypotheses & Testing

Here you'll work through value proposition design, linking it to testable idea about why your customer is going to buy/use what you're creating (ala Lean Startup).



**VALUE
PROPOSITIONS &
ASSUMPTIONS**



[TUTORIAL & EXAMPLES:
PROPOSITION DESIGN AND
TESTING WITH LEAN STARTUP](#)



[CLASS](#)

(for the value proposition definitions, see previous section on [Personas & Problem Scenarios](#))

What is the core value hypothesis?

This is just a very high level summary of what you propose to do for the user and how you hope they'll respond. You'll use the same general format we've been applying for assumptions:

[If we [do something] for [persona], they will [respond in a certain way- hopefully observable through some Pivotal Metrics]].

Here's an example from our sample company, Enable Quiz:

If we provide HR managers with a tool for lightweight quizzing, then they will try it, buy it, standardize on it, and it will improve their company's hiring outcomes.

What is the customer journey?

[I highly recommend drafting an [AIDAQR storyboard](#) on a piece of paper, photographing it w/ your phone, and placing it here. I think you'll find it helps you come up with more detailed, more relevant hypotheses that are better prioritized.]

Testing [Problem Scenario/Job-to-be-Done to VP Pairing- copy/paste this section for each PS/JTBD you want to test]

Item	Acquisition	Onboarding	Engagement	Outcome
What does this mean?				
What is the interval for an observation?				
How might we test this?				
What are the metrics?				
What's tricky? What do we need to watch out for?				

What are the key assumptions/hypotheses?

This is an 'unpacking' of the core hypothesis above. How did your customer get to the happy place where they're a regular user of your product? How did that find out about it? How did they buy it? When/why do they use it? How often do they use it?

#	Priority *	Assumption/ Hypothesis	Needs Proving?	Experiment (MVP) Vehicles, Metrics, and Notes
1	[add]	[INSERT- in format 'If we [do something] for [a certain persona] then [they will respond in some measurable way].']	[add]	[add]
2	[add]	[add]	[add]	[add]
3	[add]	[add]	[add]	[add]
4	[add]	[add]	[add]	[add]
5	[add]	[add]	[add]	[add]
6	[add]	[add]	[add]	[add]
7	[add]	[add]	[add]	[add]
8	[add]	[add]	[add]	[add]
9	[add]	[add]	[add]	[add]
10	[add]	[add]	[add]	[add]
11	[add]	[add]	[add]	[add]

12	[add]	[add]	[add]	[add]
13	[add]	[add]	[add]	[add]
14	[add]	[add]	[add]	[add]

* I suggest the following scale-

0: This is our core/summary value hypothesis.

1: Pivotal hypothesis. If this is disproven, the venture needs to be canned or go through a fundamental pivot.

2: Child detail of a pivotal hypothesis.

3: Child of above.

(end truly pivotal hypothesis)

4: Extremely important hypothesis. This hypothesis substantially affects key profit drivers.

5: Important hypothesis. This hypothesis affects key profit drivers.

6-10: Tactical hypothesis for incremental improvements in various areas.

X: Not sure of the priority of this hypothesis. Not being sure of the priority is much better than skipping it!

Experiment Design (Customer Motivation)

Here you'll lay out effective experiments to testing your proposition and make sure you're building something that someone wants.



[TUTORIAL & EXAMPLES](#)



[CLASS](#)

[EXPERIMENT NAME]

What hypothesis will this test?	[Add. You'll probably want to link to something above (Assuming it's not a heading, you can make the hypothesis link-able with Insert>>Bookmark and then create the link here with Insert >> Link.)]
How will we test it?	[Add. How will the experiment work? How will you acquire subjects? What experience are you designing for them?]
What is/are the pivotal metric(s)?	[Add. If the experiment is supposed to produce some kind of definitive result, this should probably be quantitative.
What is the threshold for true (validated) vs. false (invalidated)?	<p>If it's a discovery exercise, then probably not. If not, skip the next item on thresholds, but the remaining items will help you focus, plan, and manage the discovery engagement.]</p> <p>[Add thresholds. Even if you're <i>totally unsure</i> it's still good to take a position on this.</p> <p>That may sound arbitrary or even wasteful, but in practice if you don't get on the deciding-with-metrics-train someplace, it will probably pass you by. If you find your threshold is off (ex: a different threshold constitutes success) then it's perfectly OK to explicitly change your threshold.</p> <p>The point is to get on the train.]</p>
What will you do next if the result is true? False?	<p>[If true/validated, we will then ... which will move us toward our goal of ...]</p> <p>[If false/invalidated, we will then ... which will move us toward our goal of ...]</p>
How much time, money will it take to set up?	<p>[To set up the experiment it will take:</p> <ul style="list-style-type: none"> - [\$] and [y] hours of [type of work by type of person] - [\$] and [y] hours of [type of work by type of person] <p>]</p>
Roughly, what will it take	[For each test which is [x], it will take:

for each individual test?	- [\$] and [y] hours of [type of work by type of person] - [\$] and [y] hours of [type of work by type of person]]
Roughly, how long will it take for each test to run and produce definitive, actionable results?	[Each test will take roughly [x time] to produce results...]

[EXPERIMENT RESULTS]

Did the experiment work?	[Regardless of your conclusions, did the experimental design fundamentally work? Did it deliver the metrics you expected? Why or why not?
What was the sample size and the results?	[How many individuals, etc. did you test? What were the aggregate results?]
Conclusions?	[What's your conclusion?]

User Stories & Prototypes

Here you'll translate what you've learned and what's right for the product into testable narrative you can use to drive high quality collaboration with your (agile) development team..



USER STORIES & PROTOTYPES



[USER STORY TUTORIAL & EXAMPLES](#)



[USER STORY CLASS](#)



[PROTOTYPE TUTORIAL & EXAMPLES](#)



PROTOTYPING CLASS

User Stories

[PLACE YOUR EPIC STORY HERE] [copy and paste this heading and table as needed for multiple epic + child story sets]

Story	Notes & Analytics (general and analytics-related)
[add]	[add]
[add]	[add]
[add]	[add]
[add]	[add]
[add]	[add]
[add]	[add]
[add]	[add]
[add]	[add]
[add]	[add]

[add]	[add]
[add]	[add]
[add]	[add]

Comparables

Family 1

[Screenshots, Links, and Notes on things like:

- For which story or stories is this comparable relevant (if that's not obvious)?
- What's applicable vs. less applicable about this comparable?
- What do you specifically like/not like about it? What general UI patterns are worth noting?]

Family 2

[Screenshots, Links, and Notes on things like:

- For which story or stories is this comparable relevant (if that's not obvious)?
- What's applicable vs. less applicable about this comparable?
- What do you specifically like/not like about it? What general UI patterns are worth noting?]

Prototypes

What concepts might provide the right signifiers and experience to the user?

Concept 1

[screenshots and explanatory notes or link to Balsamiq file on Google Drive]

Concept 2

[screenshots and explanatory notes or link to Balsamiq file on Google Drive]

How do we test our user interface?

(see [Appendix B- Usability Testing](#))

Business Model Design

What's the business model?

NOTES

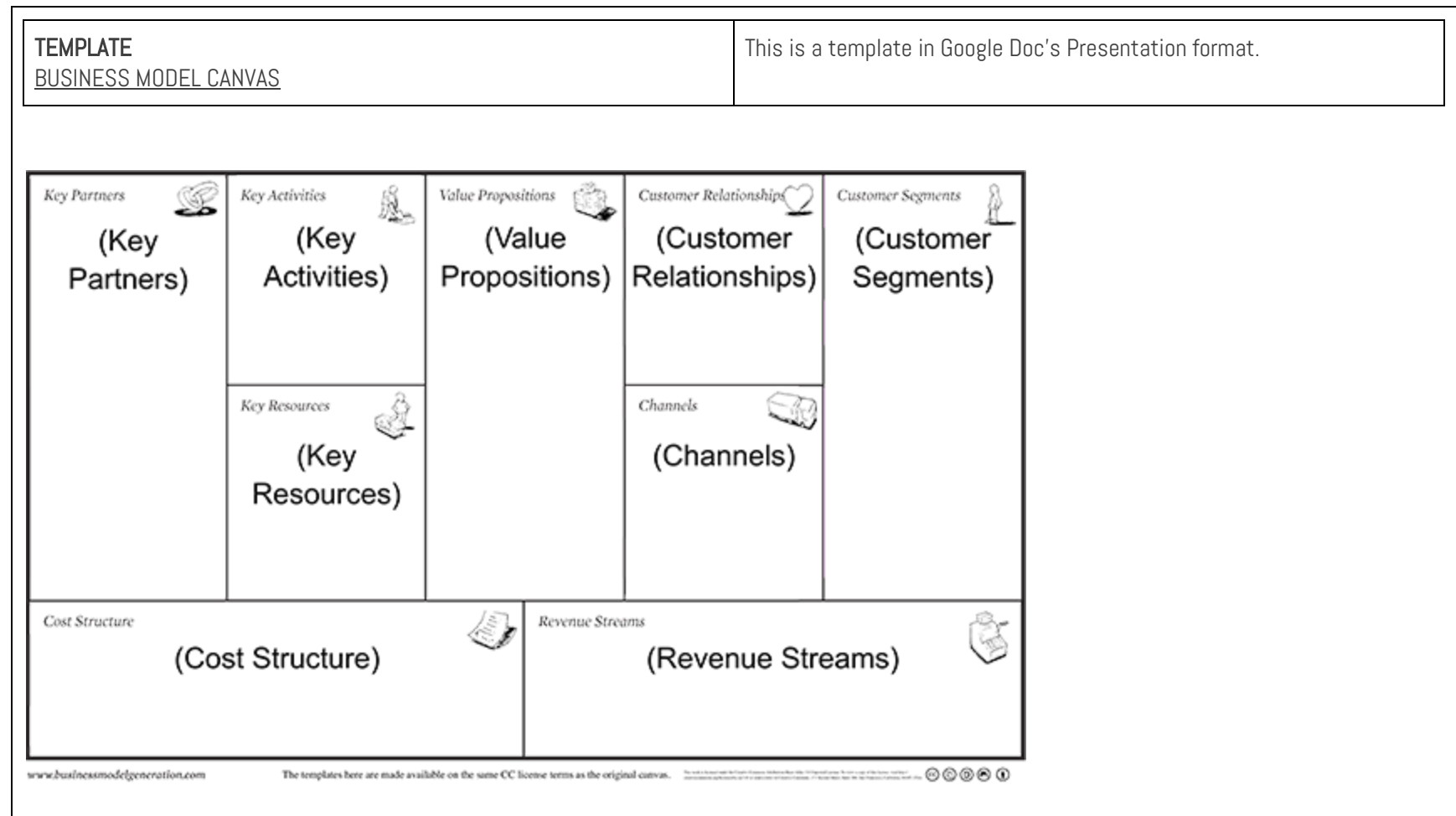
At the foundation of your venture should be your personas & problem scenarios: what is your point of view on the customer and what they want? At the operational core, you have lean style experimentation- an ongoing evidence-based innovation process for both product and promotion. The Business Model Canvas (not mentioned in the items above) is a good way to articulate your business model and the table below shows resources for that. User stories & test cases then guide your executions on product and promotion. These items together provide a high-functioning set of tools and explicit, sharable definitions of what you're doing.

If you then need to write a traditional business plan or investor pitch for a certain audience, go ahead and do that. Just don't make the mistake of having that be your core item for managing the business.

Here are a few items that will help you in this area:

TUTORIAL BUSINESS MODEL CANVAS

This links to a page that has a tutorial and a few different templates (PDF, Omnigraffle, Google Doc's/PPT) for creating your business model canvas.



Appendix A: Customer Discovery Notes

Visit [Place, Date+Time] (copy as needed)

[Copy your [Interview Guide](#) here]

AUDIENCE (Name? Company? Do they map to a persona?)	[add notes]
VENUE/CIRCUMSTANCE (Where? Why?)	[add notes]
NOTES ON THE PERSONA (What was on their A-list? What were they like? Think-See-Feel-Do?)	[add notes]
NOTES ON PROBLEM SCENARIOS (Which ones did they have? What alternatives? What value propositions might resonate?)	[add notes]
INSIGHTS ON PERSONAS & PROBLEM SCENARIOS (How did the interview prove	[add notes]

or disprove key hypotheses on your personas and problem scenarios? How else did they change your point of view)	
OTHER INSIGHTS (Right them down ASAP after you have them! Otherwise, you'll probably forget.)	[add notes]

Appendix B: Usability Testing

Here you'll lay out effective testing of your user interfaces.



[TUTORIAL & EXAMPLES](#)



[CLASS](#)

[Company Name] [Type of Test {Exploratory, Assessment, Validation}] Suite [#]

Objectives & Methods

[describe]

Product Version

[define]

Subjects

[describe- link to personas above if at all possible; this will help you]

Pre-Session Checklist

[this is basically a checklist of everything you want to make sure is in order before you start testing with a subject]

#	Item	Notes
1	[...]	[...]
2	[...]	[...]
3	[...]	[...]

Session Design

Intro

[everything you want to explain to the participant; be sure to obtain legally compliant consent and release as needed]

Test Items

[these are the individual test items- anchored in your [user stories](#) if the test is exploratory or assessment in nature]

#	Research Objective	Est. v. Actual (min.)	Notes
1	[...]	[...]	<u>MODERATOR GUIDE</u> [...] <u>OUTPUT</u> [...]
2	[...]	[...]	<u>MODERATOR GUIDE</u>

			[...] <u>OUTPUT</u> [...]
3	[...]	[...]	<u>MODERATOR GUIDE</u> [...] <u>OUTPUT</u> [...]
...

Takeaways [Subject N]

[copy and repeat this section for each subject, including date, time, and subject ID]

[these are your notes on what you learned from a given subject]

Personas & Problem Scenarios	[...]
UI and User Stories	[...]
Post-Test Debrief & (optionally) Footage	[if you want to record the test, you can link to that here]

Appendix C: Chain of Relevance Check-In

The purpose of this exercise is for the practitioner of [Venture Design](#) to diagnose and focus their executions (be those product or promotion), and decide where and how to best invest their time and effort on subsequent iteration. Here are a few example questions:

Remember, one of the handy things about a Google Doc is the ease of interlinking information (vs. repeating it). You can link to current work (personas, etc.) in your current Venture Design with 'cmd + k' (Mac) or 'Insert >> Link'.

Project Retro/Check-In Template

This template is for a quick check-in as you're focusing your work toward some future output, be it a product or promotional iteration.

Item	Notes on Diagnosis
PERSONA CHECK Can we find 10 people that will love the product? Could they lead to 100 more? Then 1,000? Do we know how they relate to our area?	[Does the customer exist and do you know them? An example for Enable Quiz notes here might be: <i>The HR Manager, Functional Manager pairs exist at nearly all the companies where we've done discovery. The HR Manager generally wants to do more and the Functional Manager generally wishes they could do more on recruiting.</i>
PROBLEM CHECK Does our problem matter enough? Do we hear it as a response to open-ended questions? Do we understand the alternatives in detail?	[Is your problem on their A-list? An example for Enable Quiz notes here might be: <i>We don't hear 'screening candidates' as an answer to 'What's hard about being an HR Manager' but we do hear it from both personas consistently in answer to 'What's hard about the recruiting process for engineers?']</i>
VALUE HYPOTHESIS CHECK Do we have a tightly defined	[You'll struggle (read for startup: never) rise above the noise floor if you're an interesting thing to potentially lots of people vs. a bullseye for at least a few people. An example for Enable Quiz notes here might be:

proposition?	<p><i>Our core value hypothesis is: If we offer HR managers at companies that hire a lot of engineers a lightweight quizzing app, they will convert to paid subscriptions after an unpaid trial.</i></p> <p><i>We think this is the right scope and focus to deliver on the problem and loans itself to rapid, high-value testing (see next item).]</i></p>
VALUE DISCOVERY CHECK How can we test it in the next 48 hours?	<p>[The best tests are quick, creative, and aligned to where you are. An example for Enable Quiz notes here might be:</p> <p><i>We think a concierge test with quizzes on Google Doc's will allow us to a) test the core value hypothesis and b) better understand the whole cusotmer/customer team interaction with the hypothetical product. 'A' is the most important for obvious reasons but we also have a lot of learning to do on the actual contours of the solution.]</i></p>
PRE-DEV CHECK Do we really need SW to move forward? Are we ready to narrate what the project needs? Test it often to avoid waste?	<p>[Make sure you can articulate all substantial customer interactions with the product- not just the general arc of what the product's supposed to do. The Enable Quiz in the examples above is <i>NOT</i> ready to built software. Let's say they've validated their value hypothesis and learned enough about the quizzing process to build software. One of their epic stories might be:</p> <p><i>'As the HR manager, I want to create a screening quiz so that I can understand whether I want to send possible recruits to the functional manager.'</i></p> <p>They've defined the building blocks they need for this and looked at comparables and UI patterns. Can you describe the functional experiences you want the user to have at least at this level of detail?.]</p>

Post-Mortem Template

This is a more periodic template for smaller, more tactical executions.

Item	Notes on Diagnosis
<p>What was the execution and what constituted success/validation? What actually happened?</p>	<p>[If you were testing a feature pre-release, this would be the customer outcomes you hope to see. For instance, if Enable Quiz was testing a new interface for quiz creation, their answer might be: <i>We're building a new quiz interface and we hope to see 90% of HR Manager users creating their first quiz within 7 days without contacting support.</i></p> <p><i>Out of [n] signup's, [x%] of our HR Manager users creating a working quiz within [y] days, constituting [validation, invalidation] of our current execution]</i></p>
<p>Did our testing predict our outcomes?</p>	<p>[At a high level, I like to divide up testing into work that delivers on three main buckets- Persona & Problem Hypothesis: Discovery interviews & observation. Value Hypothesis: MVP & other product proxy testing. Usability Hypothesis: Product usability against specific (supplied) goals. For more, see the 'Customer Discovery Handbook'.</p> <p>Depending on your execution, you may wish to take note on your work of against any or all of these.</p> <p>For example, if Enable Quiz had validated their persona, problem, and value hypotheses and was principally focused on onboarding customers out in 'the wild', their answer might be:</p> <p><i>Persona Hypothesis: After interviewing dozens of subjects screening into the 'HR Manager' and 'Functional Manager' personas, we have converged on a consistent set of perspectives and points of view. Future re-segmentation is likely but for an initial offering, we feel we have a solid working validation of what drives these personas.</i></p> <p><i>Problem Hypothesis: Generally in response to broad questions about HR management and hiring by the HR managers and functional managers (respectively), we have consistently heard from HR managers that screening technical candidates is a top problem and for functional managers that spending enough time on recruiting is a top problem. Our current point of view is that this constitutes an adequate working validation of our pivotal problem scenarios.</i></p> <p><i>Value Hypothesis: We have run two MVP vehicles to test our value hypothesis. The first, a concierge MVP, was a set of custom-built paper quizzes for a sample of 5 HR managers involved in technical recruiting. Our 0 day test</i></p>

	<p><i>was to make sure we could create relevant quizzes against their job descriptions (check). Our 30 day test was to see how frequently the HR managers were actually using the quizzes. We knew this because they would email them to us for grading. Usage was in line with our expectations (around 75% of candidates). Our 90 day test was to see if the quizzes were driving better outcomes for their hiring. We're still monitoring these for a more definitive/controlled result but the initial results are positive.</i></p> <p><i>Usability Hypothesis: We moved from exploratory to assessment to (rough) validation testing with the 1.0 interface. 90% of the subjects were able to complete a quiz against an open position in validation testing.</i></p> <p>Testing vs. Actuals: <i>Our testing would have predicted that roughly [x%] to [y%] of the HR manager users would successful create a quiz. In the field, we were at [z%], which is a relatively [good, bad] rate of predictability and we plan to [look at the results more, as applicable].</i></p> <p>NOTE: Your work may have more gaps than this (hypothetical) firm. Don't feel like you have to have all these items nailed- the purpose of this exercise is to identify where you have your most important gaps in understanding and validation.</p>
What understanding we were implementing?	<p>[Here your job is to note the inputs- user stories and (possibly) wireframes. For Enable Quiz this might look something like:</p> <p><i>The user stories and prototypes we implemented against are in sections [X] & [Y] of the Venture Design. We feel these described the implementation reasonably well and [other ideas].]</i></p>
What were the key propositions? Hypotheses?	<p>[Here your job is to make sure your proposition(s), the definition of what you're doing that's better enough than the alternative at solving user problems, is clearly laid out and linked to the previous items. Here's an example from Enable Quiz:</p> <p><i>The key proposition here was about the value to the HR manager of being able to better screen technical talent and how that would drive both the effectiveness and hiring outcomes for the functional manager. Generally, the assumptions regarding the usefulness of screening to the HR Manager are relatively well validated. The impact (and perception of that impact) and outcomes for the functional manager we're still investigating and testing. The specifics are available in the hypothesis section.]</i></p>
What problem were we solving?	<p>[Here your job is to clearly lay out the problem scenario(s) and alternative(s) you're addressing. Here's an</p>

Was it important? Better than the alternatives?	<p>example from Enable Quiz:</p> <p><i>Our core problem area is the recruitment of technical talent. Under that problem, we're principally interested in problem scenarios around how HR managers screen technical talent at the front end of the recruiting process, where currently they use a patchwork of references and paperwork review (resume, etc.). For more detail see [section herein with problem scenarios].]</i></p>
Who were we doing this for and do we know what makes them tick?	<p>[Here your job is to make sure the above items connect backward and anchor in relevance to one or more personas, be those buyers and/or users of your product. Here's an example for Enable Quiz:</p> <p><i>We have two principal personas: Helen the HR Manager and Frank the Functional Manager. Helen's key motivation is to contribute more to one of her firm's key activities- technical recruiting. We think that our ability to help her do more through lightweight technical screening quizzes is what's pivotal to the purchase and use of our product.</i></p> <p><i>Frank the Functional manager will see substantial benefit once the product is in place in the form of less time wasted on non-qualified candidates and ultimately better recruiting outcomes.]</i></p>

Venture Design Submission (Classes)

This template for you to review the completeness of your submission and focus where you are on things and what has to happens next.

The left column, 'Items- Checklist', is just for you to run through your venture design and make sure everything's in there. The right column, 'Notes on Diagnosis', is for you to make notes on what you've updated and why. The questions in that column you can remove. They're a guideline on what to cover in your diagnosis.

Items- Checklist	Notes on Diagnosis
Persona :: Photos? :: Does the description reflect what you've learned about key facets of what makes them tick? Their day? :: Can you think of at least 5 examples of the persona? :: Does the 'Think' reflect the tension between how they'd like things to be vs. how they are now? :: Does the 'See' reflect the points of contact and influence you've observed? :: Does the 'Feel' speak to the emotional drivers that you think will motivate action? :: Do you know what the persona specifically 'Does' in your area of interest? How much/how often? :: Does your interview guide draw out the answers to the	[How has your perspective on the persona evolved? What turned out to be important? How did your screener and interview guide work out? What would you/did you change? What would you most like to learn more about?]

<p>above?</p> <p>:: Does your day in the life shed light on key moments in their day?</p> <p>:: Did you push yourself to test actionability of the persona with Google AdWord concepts?</p>	
<p>Problem Scenarios</p> <p>:: What are the important problem scenarios? Alternatives?</p> <p>:: How do they look when you think upward in terms of abstraction (why?) and downward (how?)?</p>	<p>[What problems turned out to matter vs. not? Are you able to tie all your user stories back to problem scenarios?]</p>
<p>Value Propositions</p> <p>:: Do you have VP's that deliver against the Problem Scenarios and Personas above?</p> <p>:: Do your Before & After storyboard(s) help you think about and communicate those propositions?</p> <p>:: Did you describe them in the Business Model Canvas (optional)?</p>	<p>[How has your view of the propositions evolved? What's important and likely to be valuable? How does that differ between segments (sides of a marketplace, for example) and personas?]</p>
<p>Your Project as Experiment</p> <p>:: What are your most important hypotheses?</p> <p>:: How does your AIDAOR storyboard and journey map help you think through those hypotheses?</p>	<p>[How has your view of the hypotheses changed? Beyond your core Value Hypothesis of whether buyers/users will come, what others have emerged as important?]</p>

<p>:: Are they framed in testable terms: If we [x == do something] for [y == persona] then they will [z == respond in a certain, measurable way].</p>	
<p>Testing Motivation</p> <p>:: What experiments could you run and are they structured in the template with hypotheses,, methods, metrics, and post-experiment actions?</p> <p>:: What is the scrappiest thing you could do in the next 48 hours to test customer motivation? (Not that doing so is part of the assignment)</p>	<p>[Based on what you know now, do you see better opportunities or ideas to test motivation before you (or the venture's principals) spend time and money on the venture?]</p>
<p>Narrative Collaboration via User Stories & Wireframes</p> <p>:: Do you have epics and then child stories and test cases that describe them?</p> <p>:: Did you storyboard the key epics to get at detail?</p> <p>:: Did you pull applicable comparables and UI patterns to help you build on best practice for the key stories?</p> <p>:: Did you wireframe the key stories to think about implementation?</p>	<p>[How has your view of the specific customer narratives evolved? Do you think they're ready for implementation? What best practices do you think you can leverage to maximize existing behavior models on the part of the user? Do the user stories tie back to your work elsewhere? Do they tie back to your problem scenarios?]</p>
<p>Usability Testing</p> <p>:: Do you have an exploratory testing design that's anchored in user stories?</p> <p>:: Do your interactive wireframes support it?</p>	<p>[How has your view of how to execute the user testing evolved as you exercised your test suite (stories, wireframes, script, test design)?</p> <p>What changes, focal points did the user testing provide?]</p>

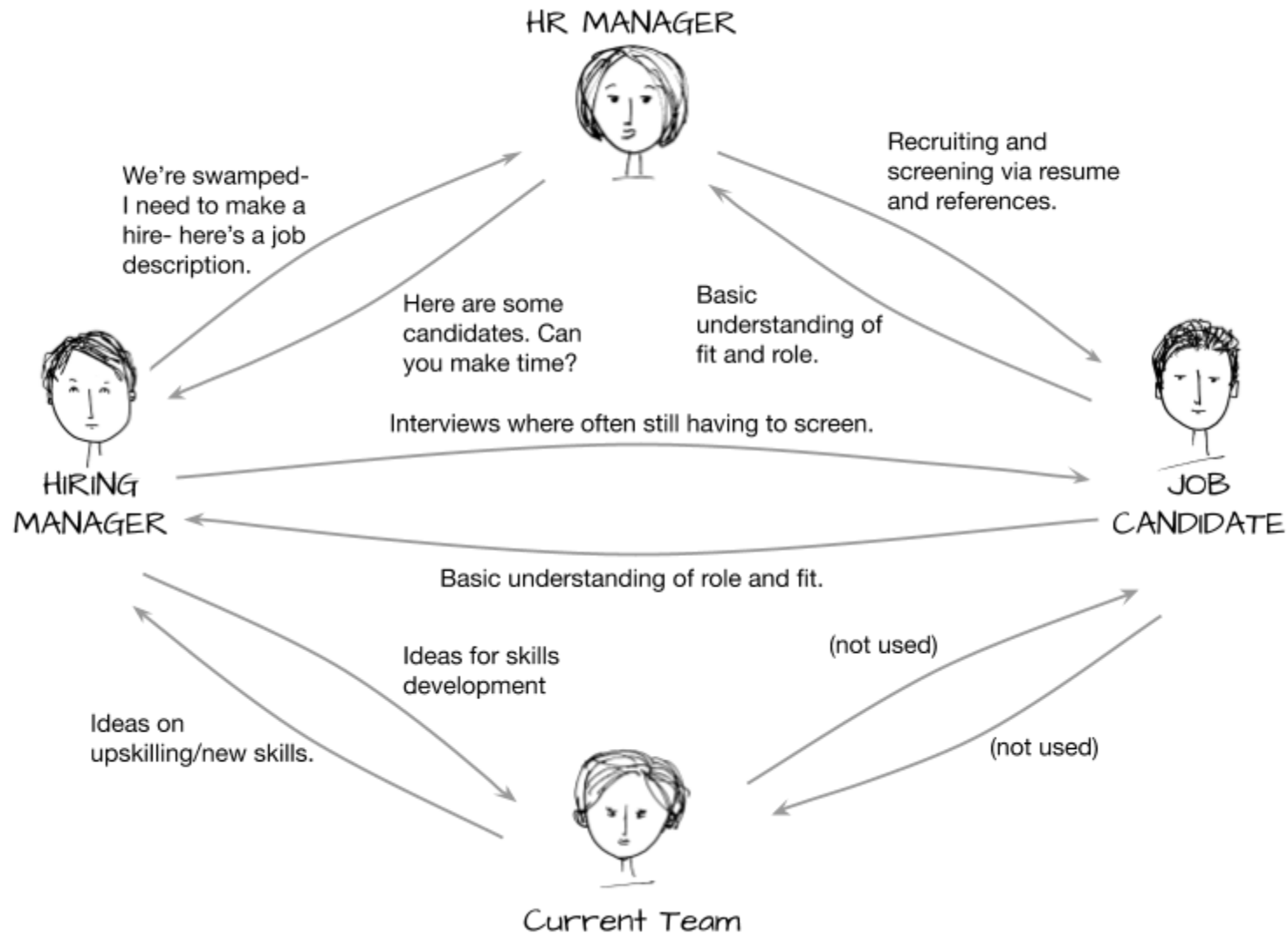
:: Have you tried it out? What insights did it yield?	
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Notes (to self)	

Appendix E: Orrery Boards

The purpose of these is to provide a kind of canvas for talking about your ideas on [personas + problem scenarios](#) and then your ideas on solutions. The example below is from a (fictional) company '[Enable Quiz](#)' that creates quizzes HR managers use to screen candidates for technical roles.

Personas and Problems Orrery



Solution Orrery

