

Diseño de la Propuesta de Valor

IN719 - Liderazgo y Emprendimiento

You're holding a handbook for visionaries, game changers, and challengers striving to defy outmoded business models and design tomorrow's enterprises. It's a book for the...

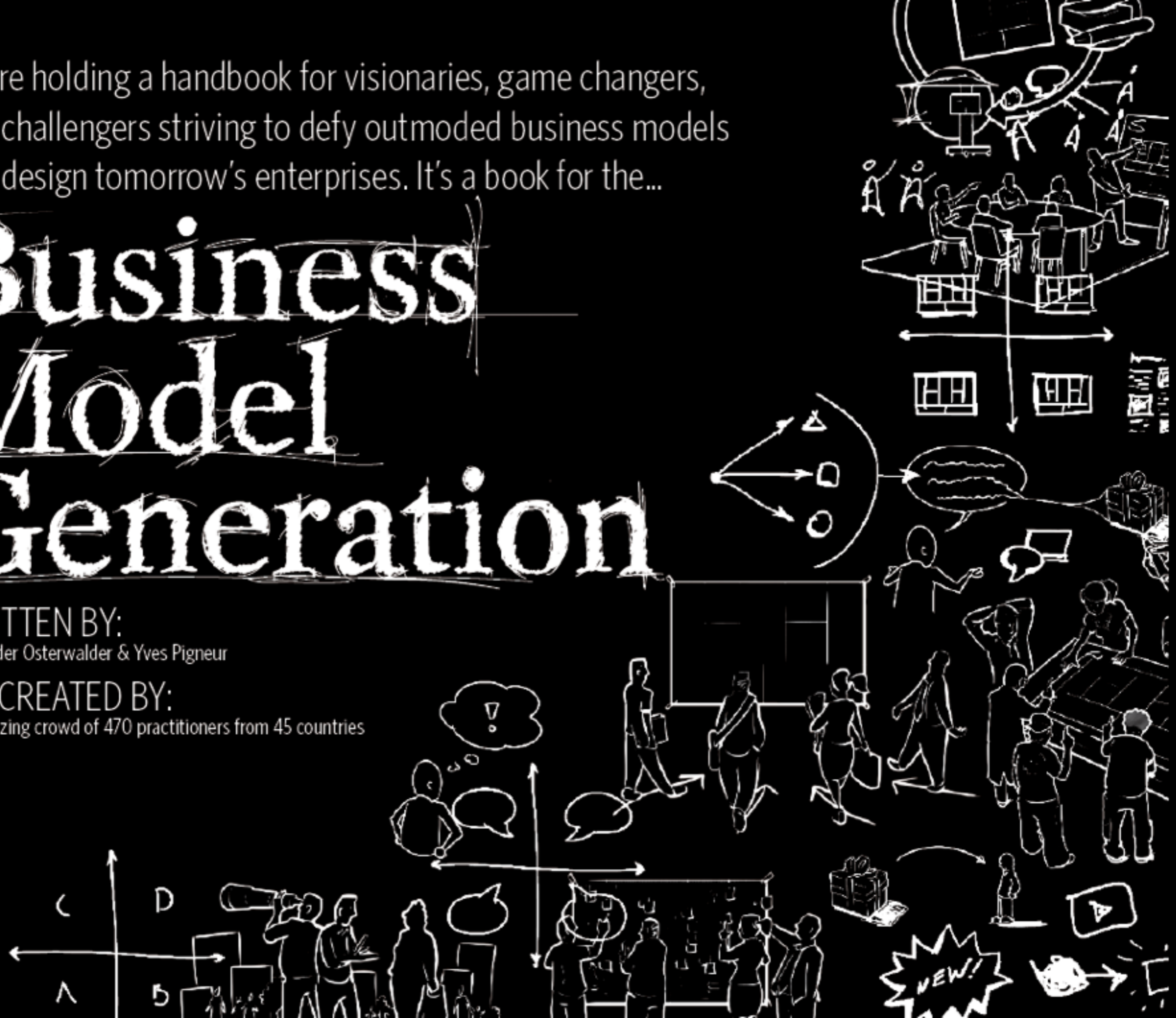
Business Model Generation

WRITTEN BY:

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CO-CREATED BY:

An amazing crowd of 470 practitioners from 45 countries



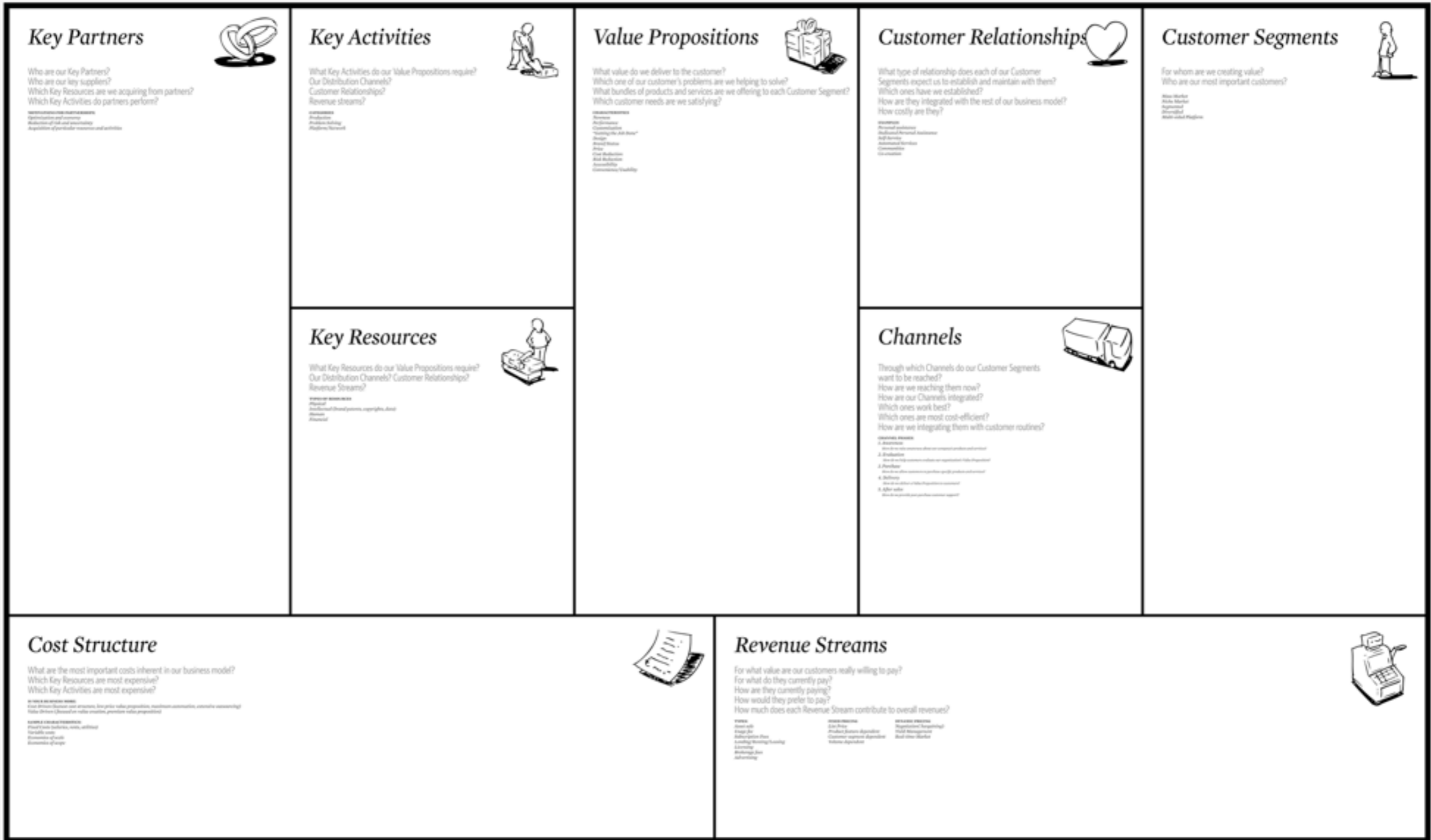
The Business Model Canvas

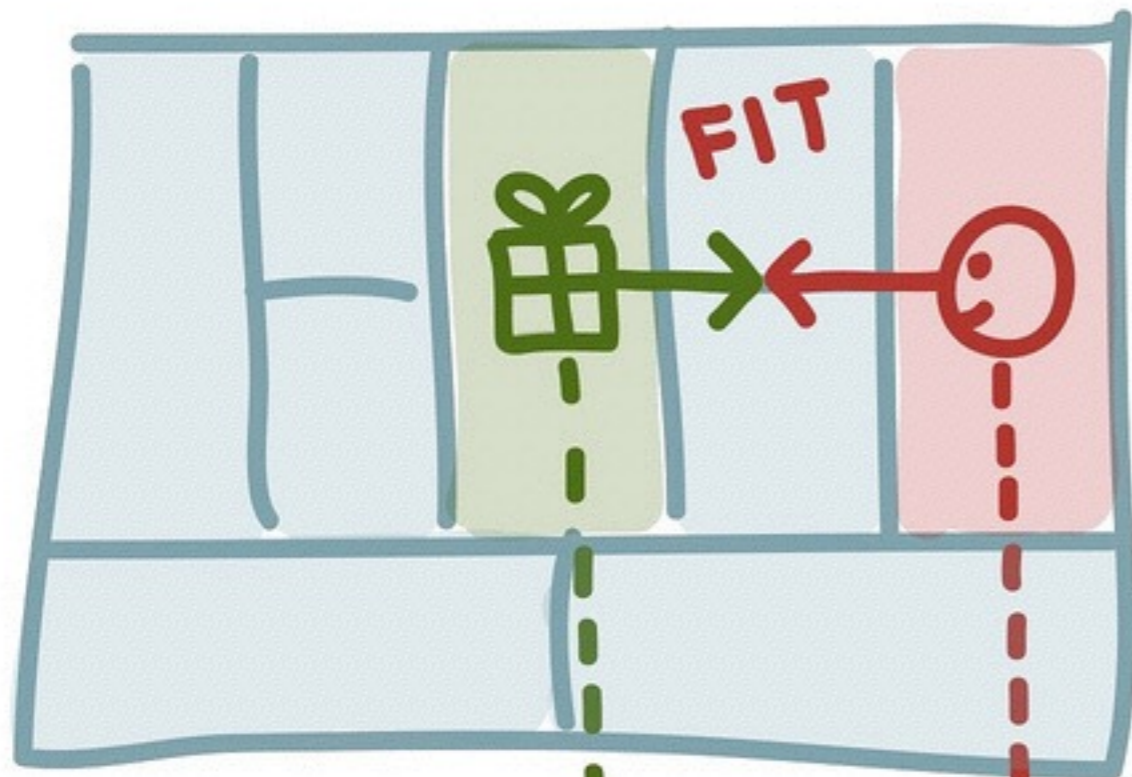
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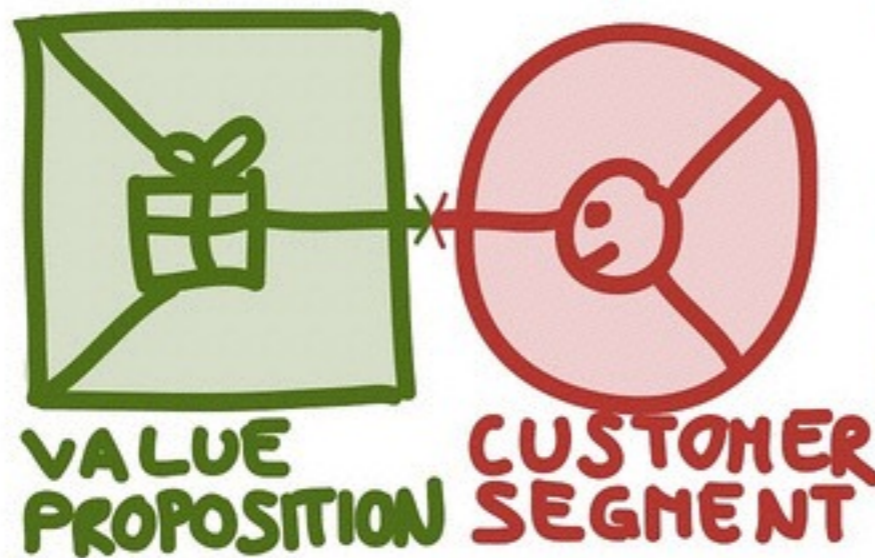
On:

Iteration:





BUSINESS
MODEL
CANVAS



VALUE
PROPOSITION
DESIGNER

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

Value Proposition Design

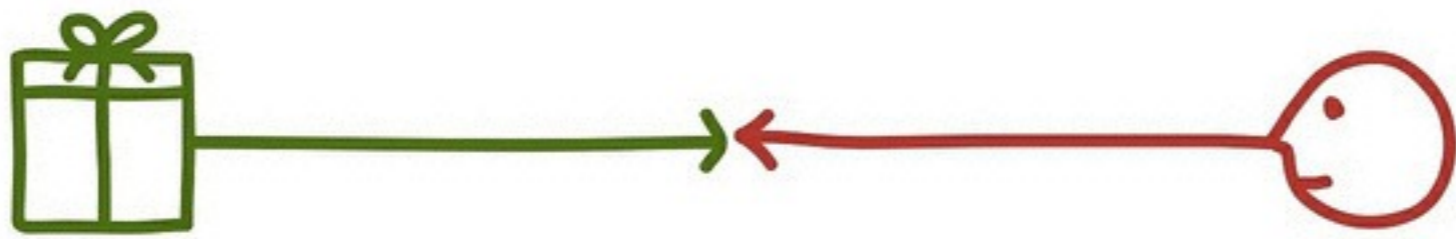
strategyzer.com/vpd

Written by
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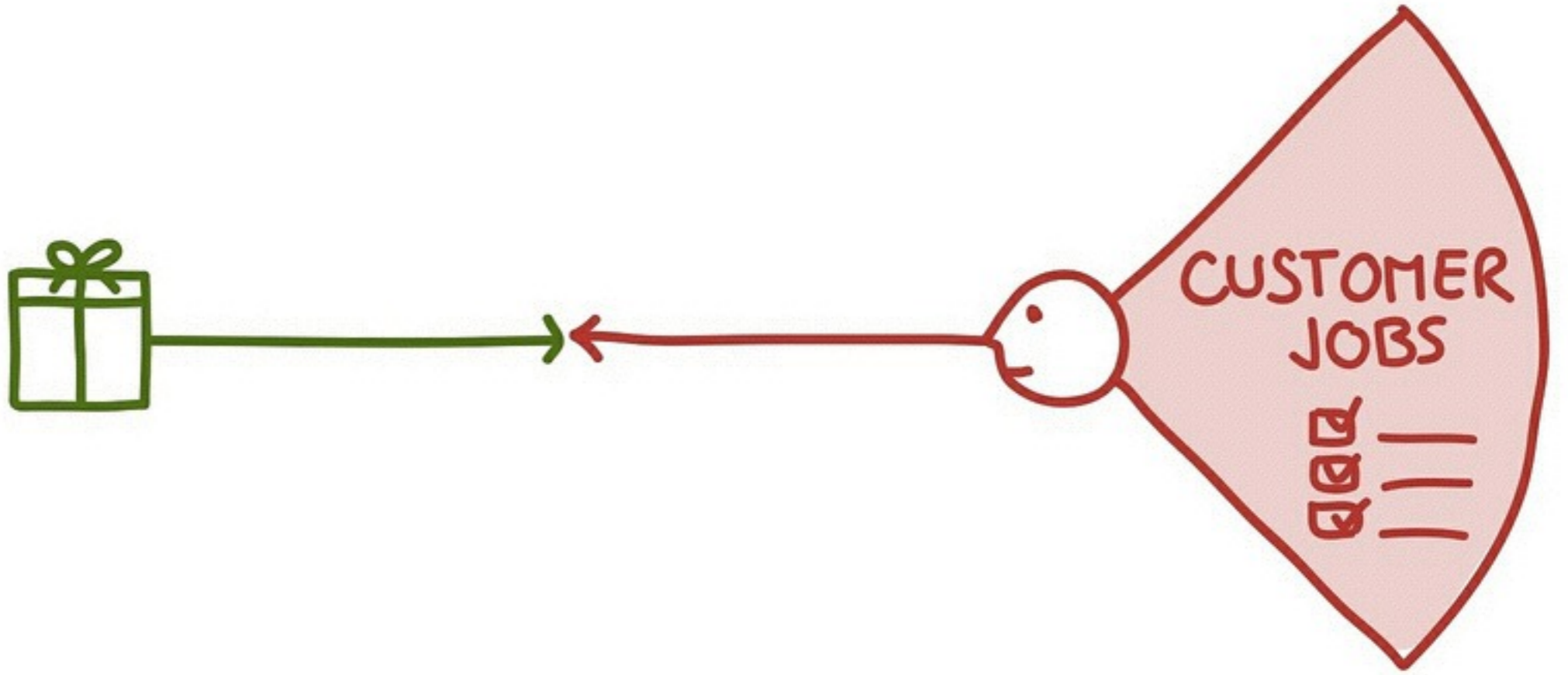
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Trish Papadakos

WILEY





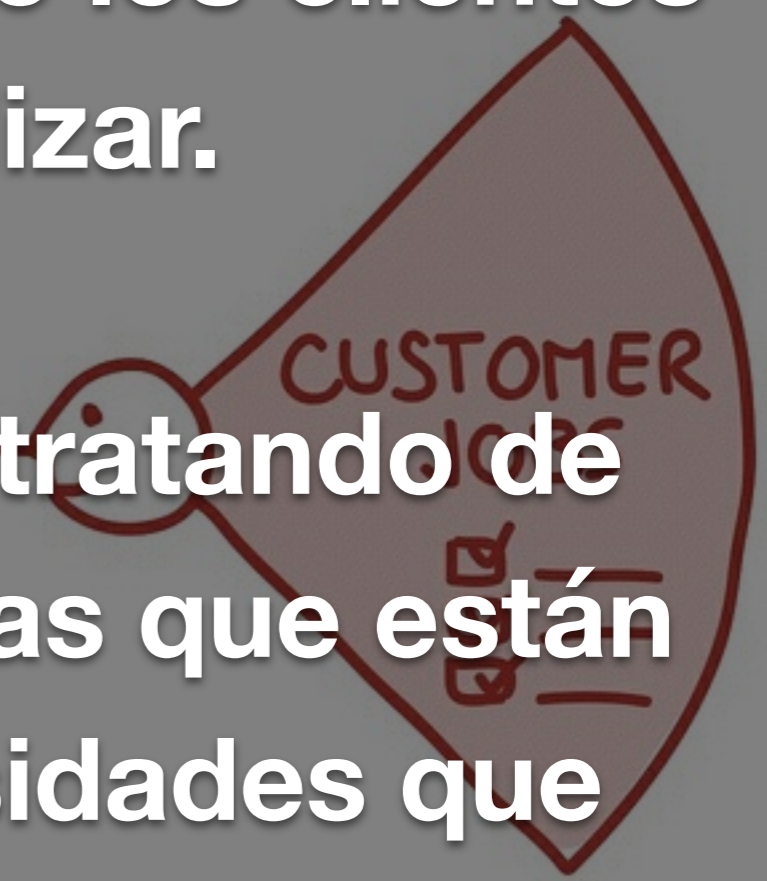
Fase 1: **Observar**

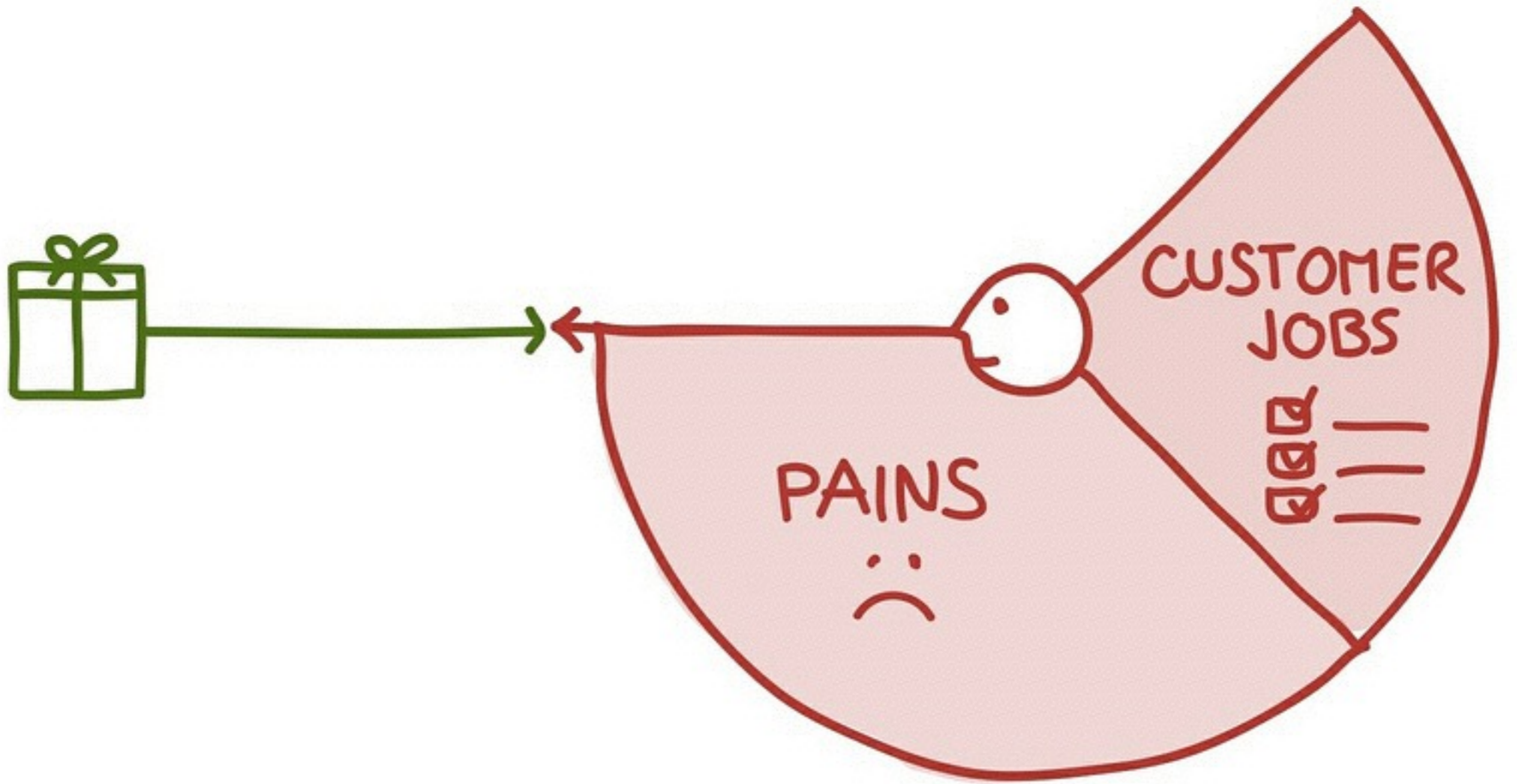


Describe qué trabajo específico los clientes están tratando de realizar.

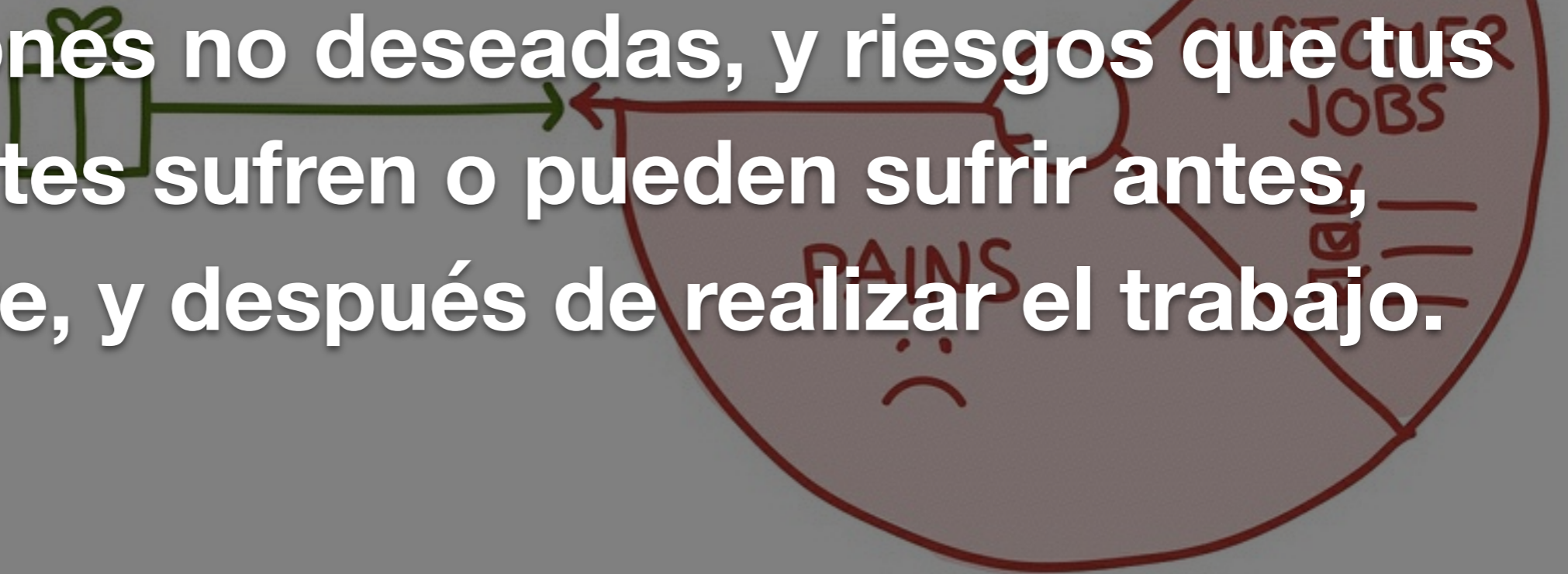


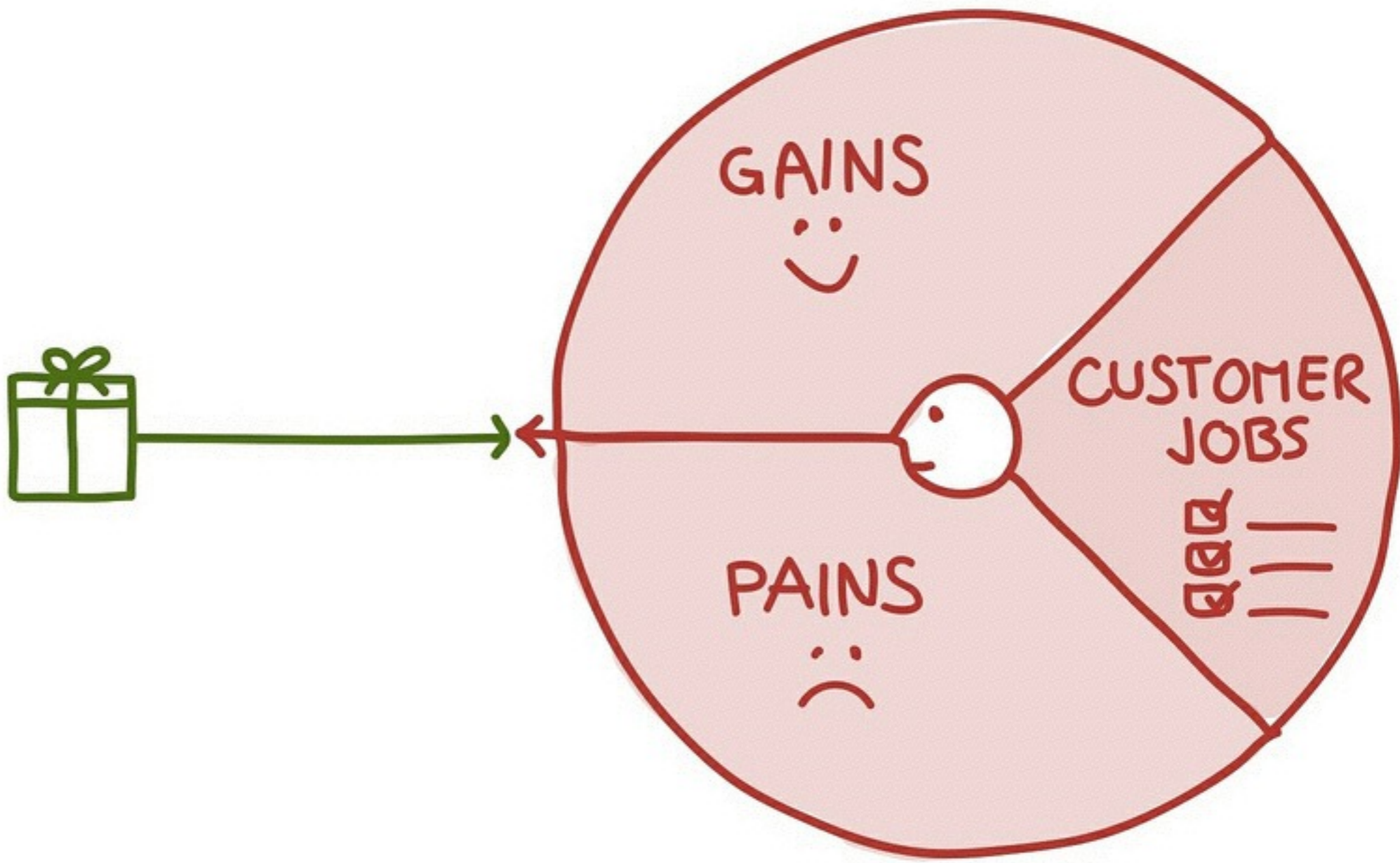
Pueden ser tareas que están tratando de ejecutar y completar, problemas que están tratando de resolver, o necesidades que están tratando de satisfacer.



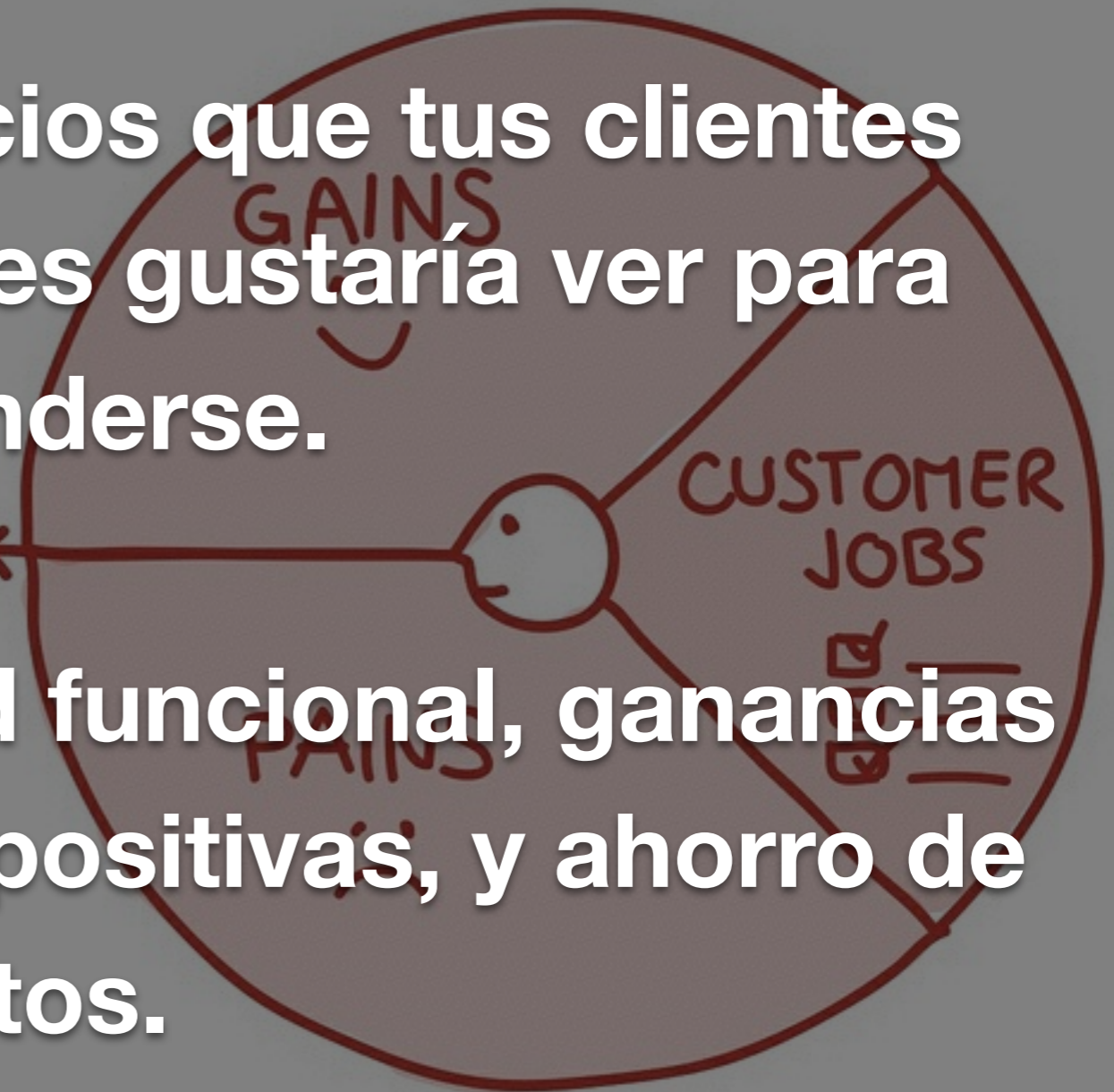
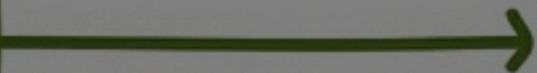


Describe las emociones negativas, costos y situaciones no deseadas, y riesgos que tus clientes sufren o pueden sufrir antes, durante, y después de realizar el trabajo.



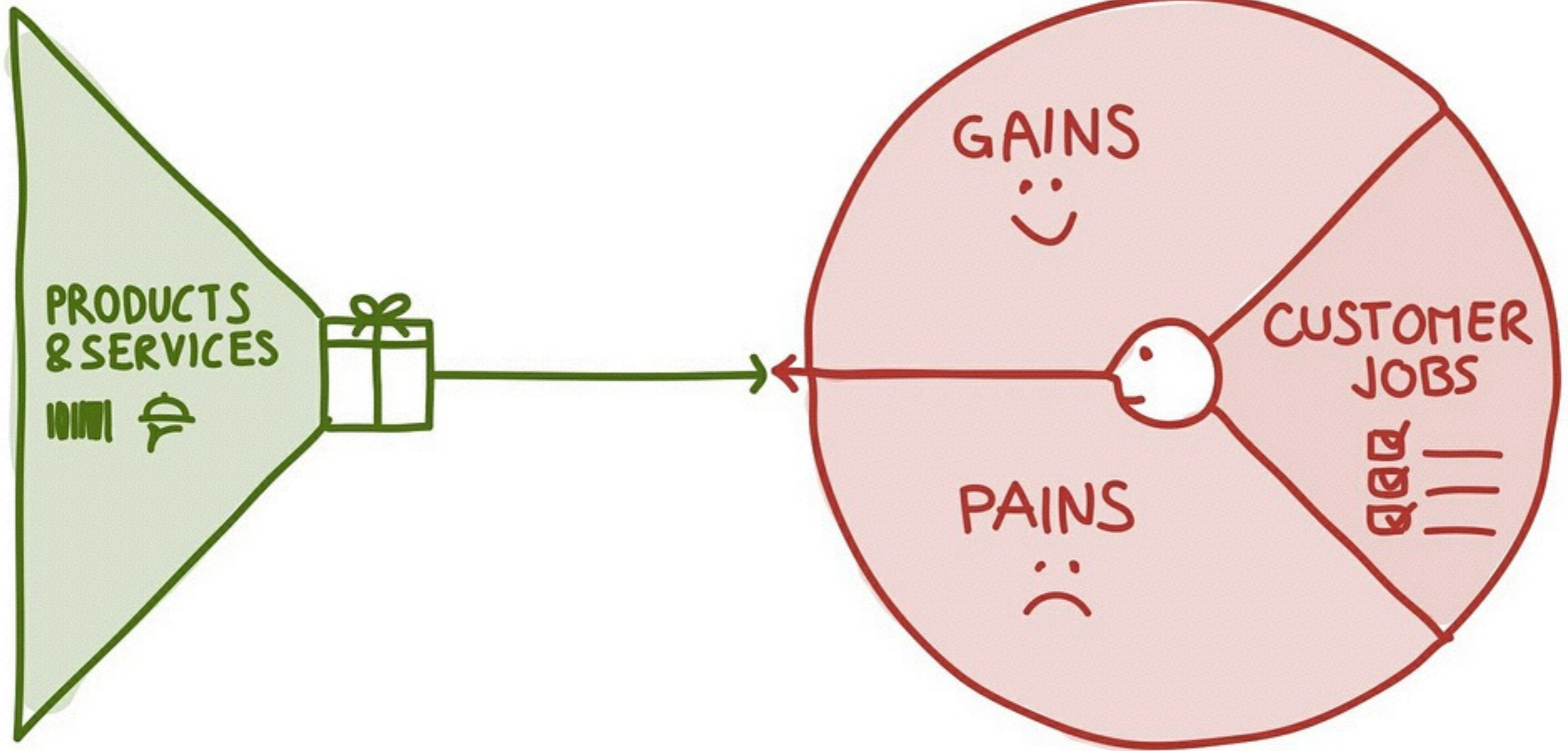


Describe los beneficios que tus clientes esperan, desean o les gustaría ver para sorprenderse.



Esto incluye la utilidad funcional, ganancias sociales, emociones positivas, y ahorro de costos.

Fase 2: **Diseñar**



Listar todos los productos y servicios en los que tu propuesta de valor está construida.

PRODUCTS
& SERVICES

|||||

¿Qué productos y servicios ofreces para ayudar a tu cliente o bien a cumplir un trabajo funcional, social o emocional, o ayudarlo a satisfacer sus necesidades básicas?

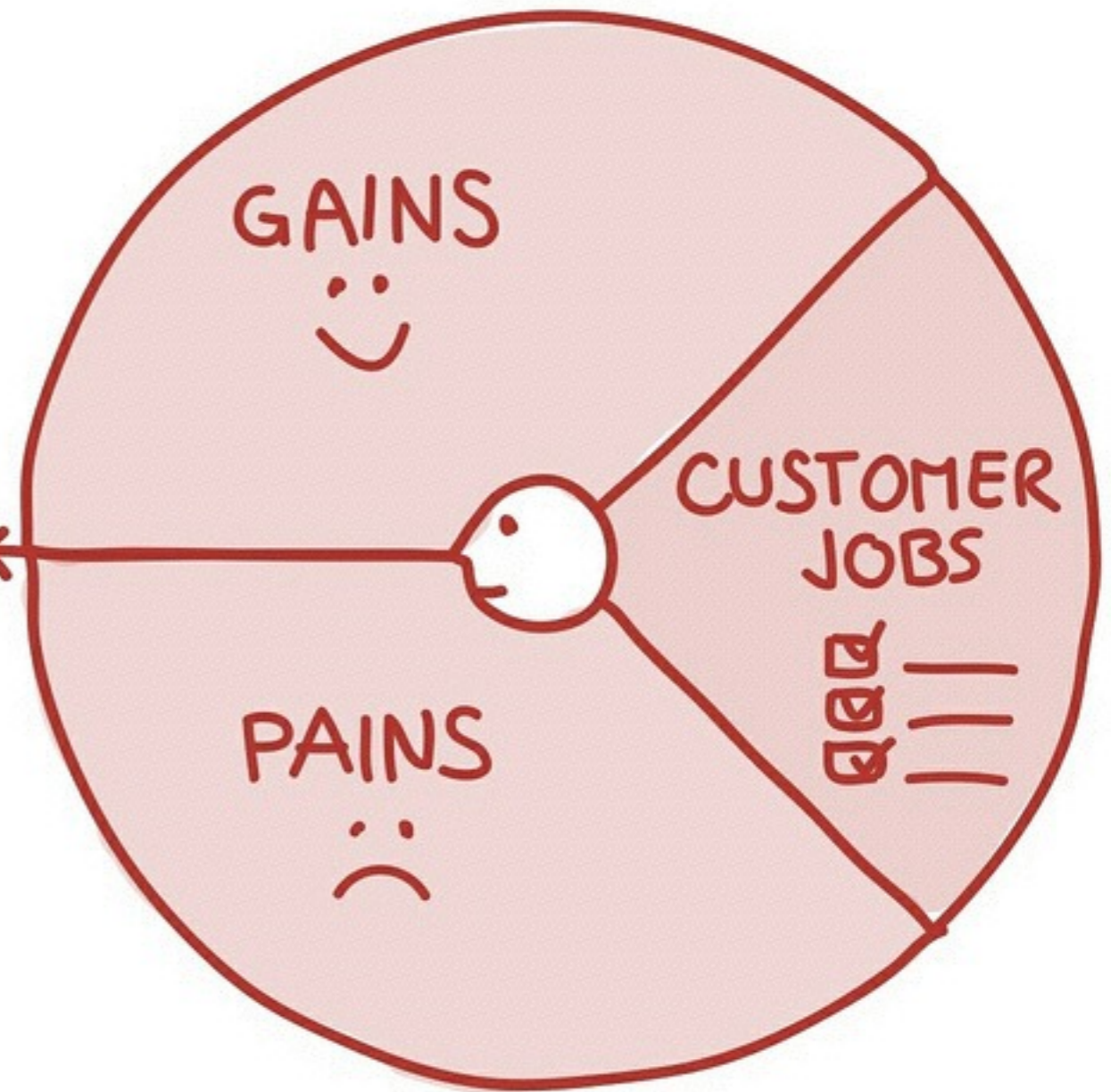
GAINS



CUSTOMER
JOBS

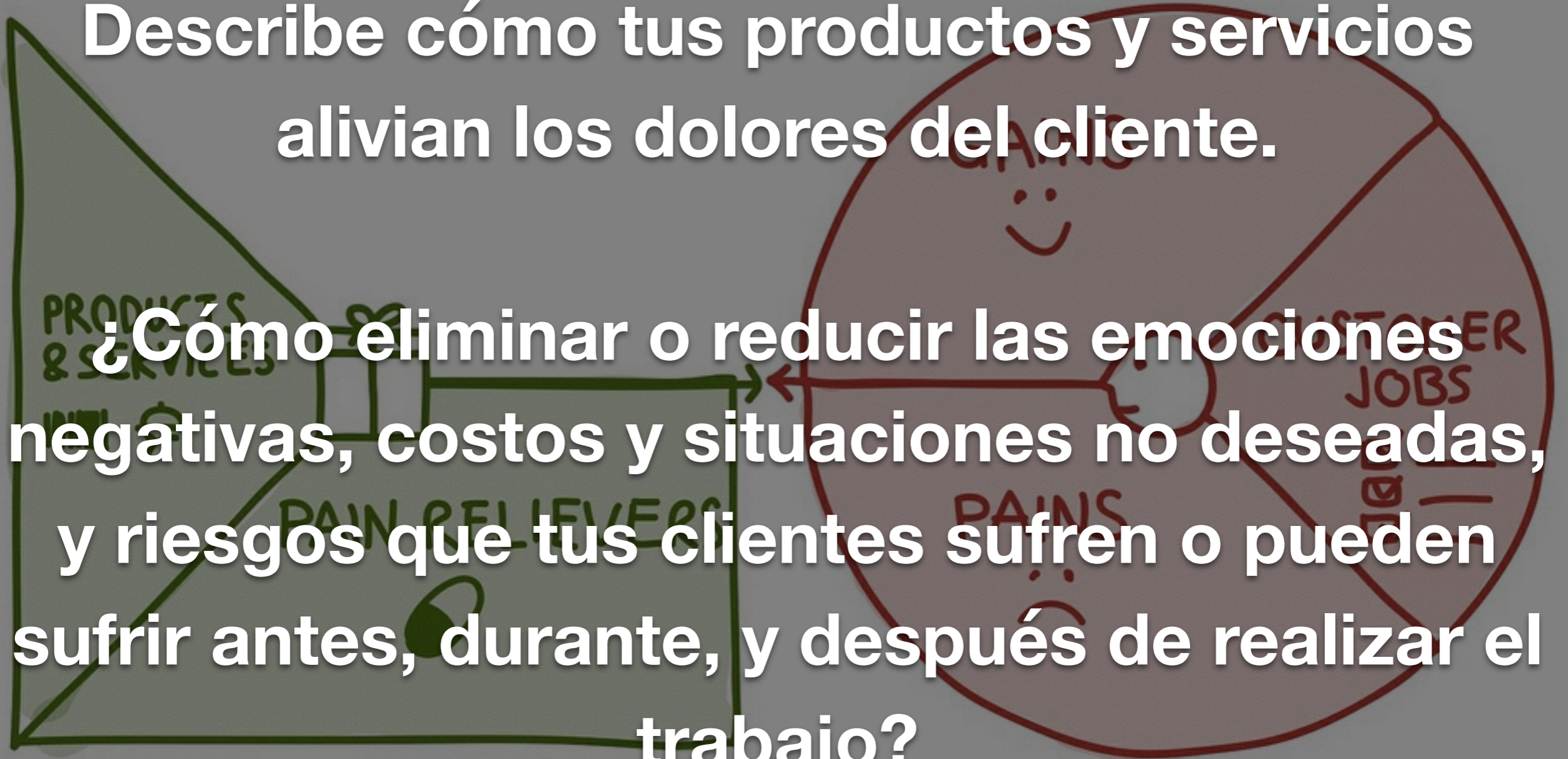
PAINS

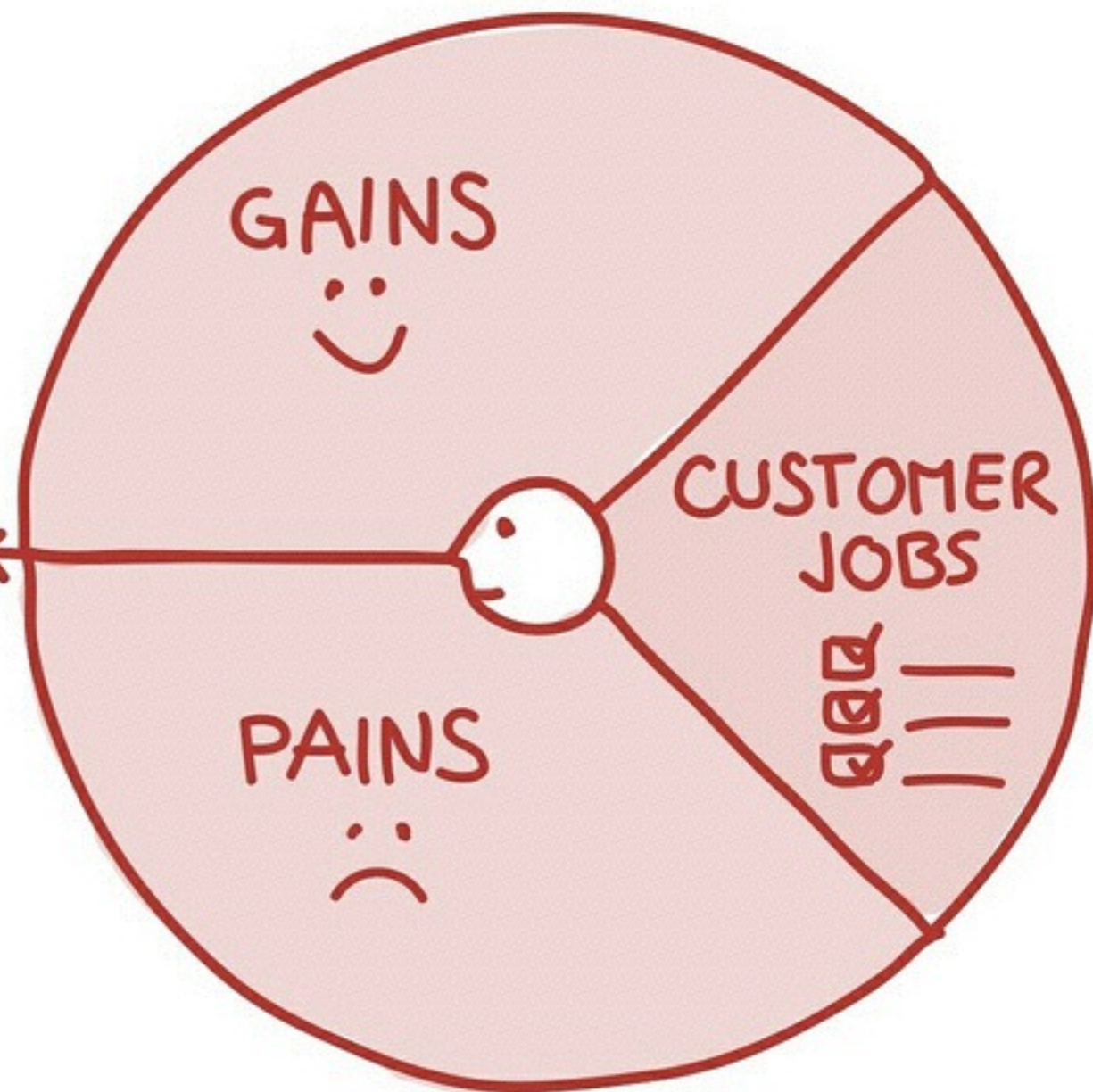




Describe cómo tus productos y servicios alivian los dolores del cliente.

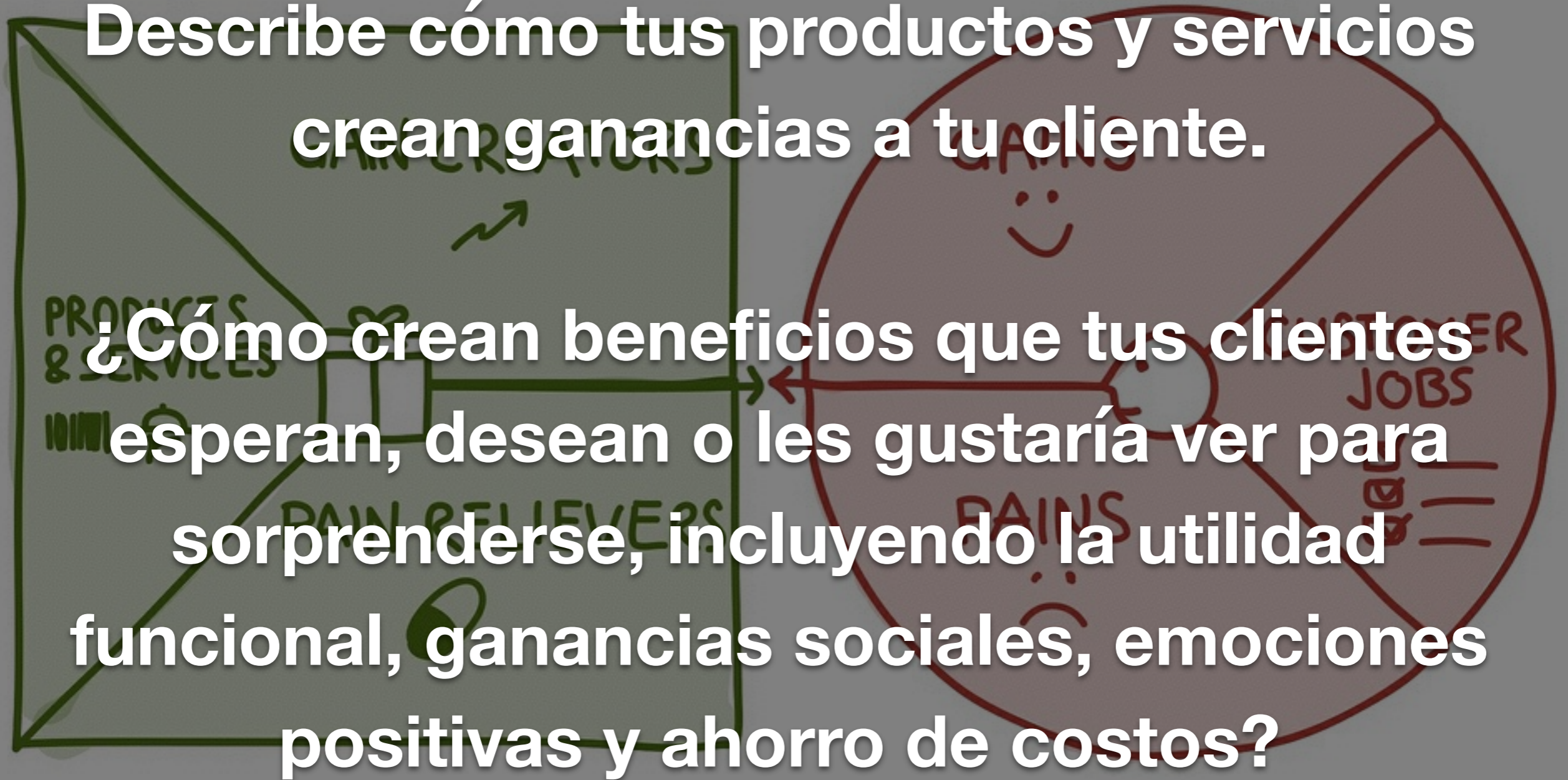
¿Cómo eliminar o reducir las emociones negativas, costos y situaciones no deseadas, y riesgos que tus clientes sufren o pueden sufrir antes, durante, y después de realizar el trabajo?





Describe cómo tus productos y servicios crean ganancias a tu cliente.

¿Cómo crean beneficios que tus clientes esperan, desean o les gustaría ver para sorprenderse, incluyendo la utilidad funcional, ganancias sociales, emociones positivas y ahorro de costos?



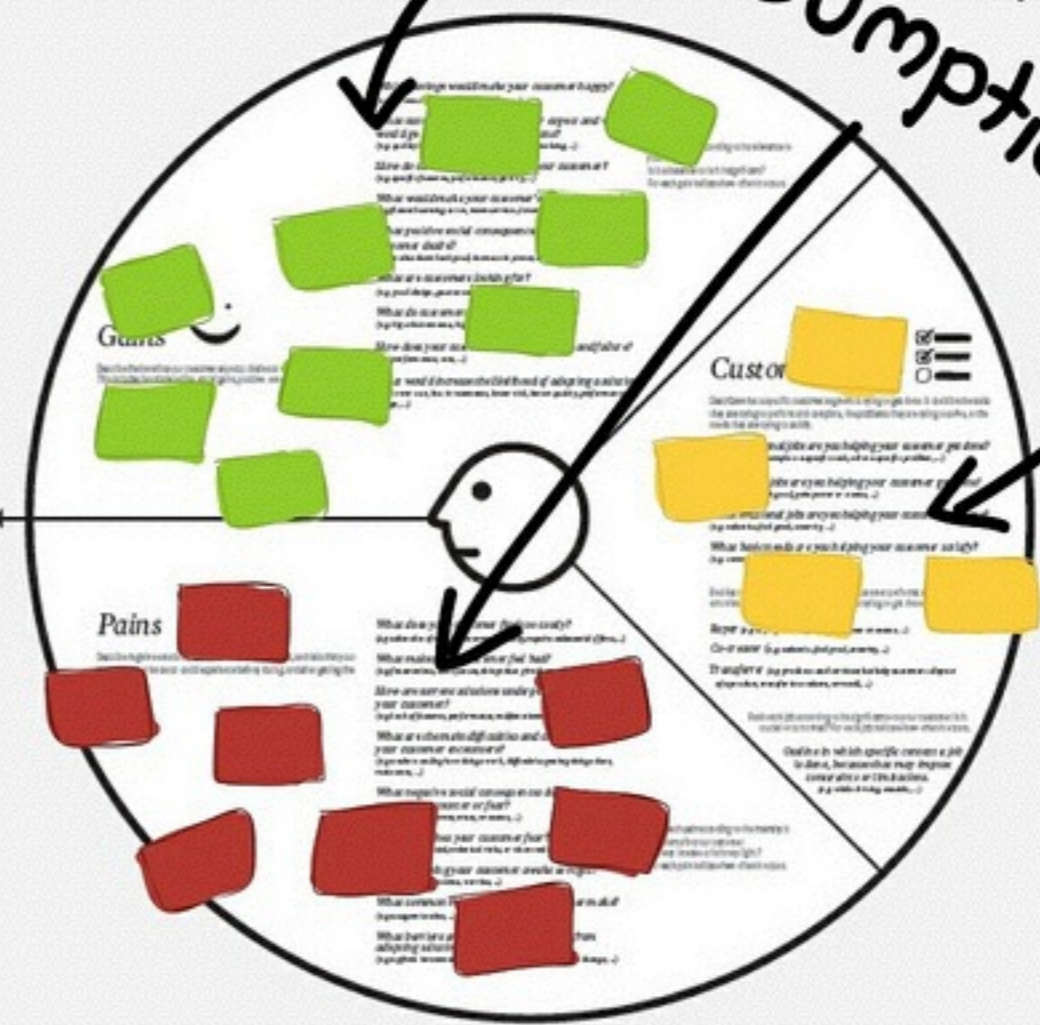
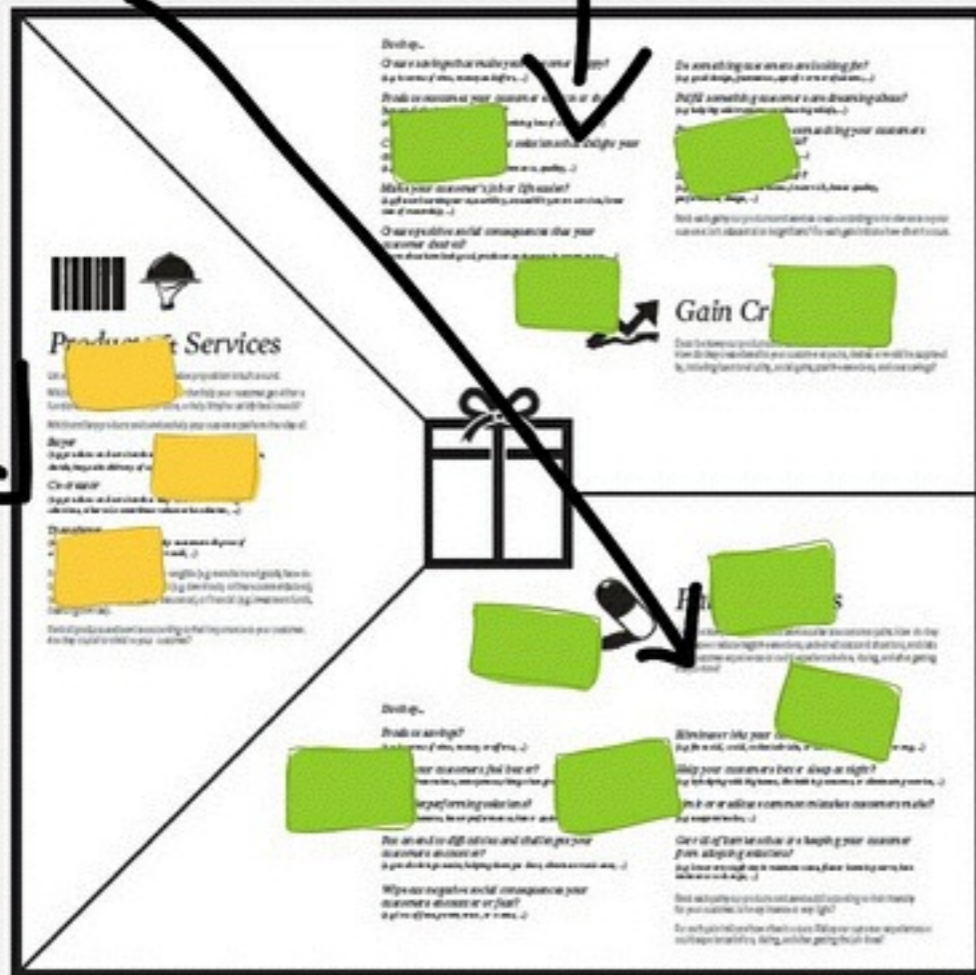
Fase 3: **Validar**

Hipótesis de cliente

Hipótesis de valor

Value Prop Assumptions

Customer Assumptions

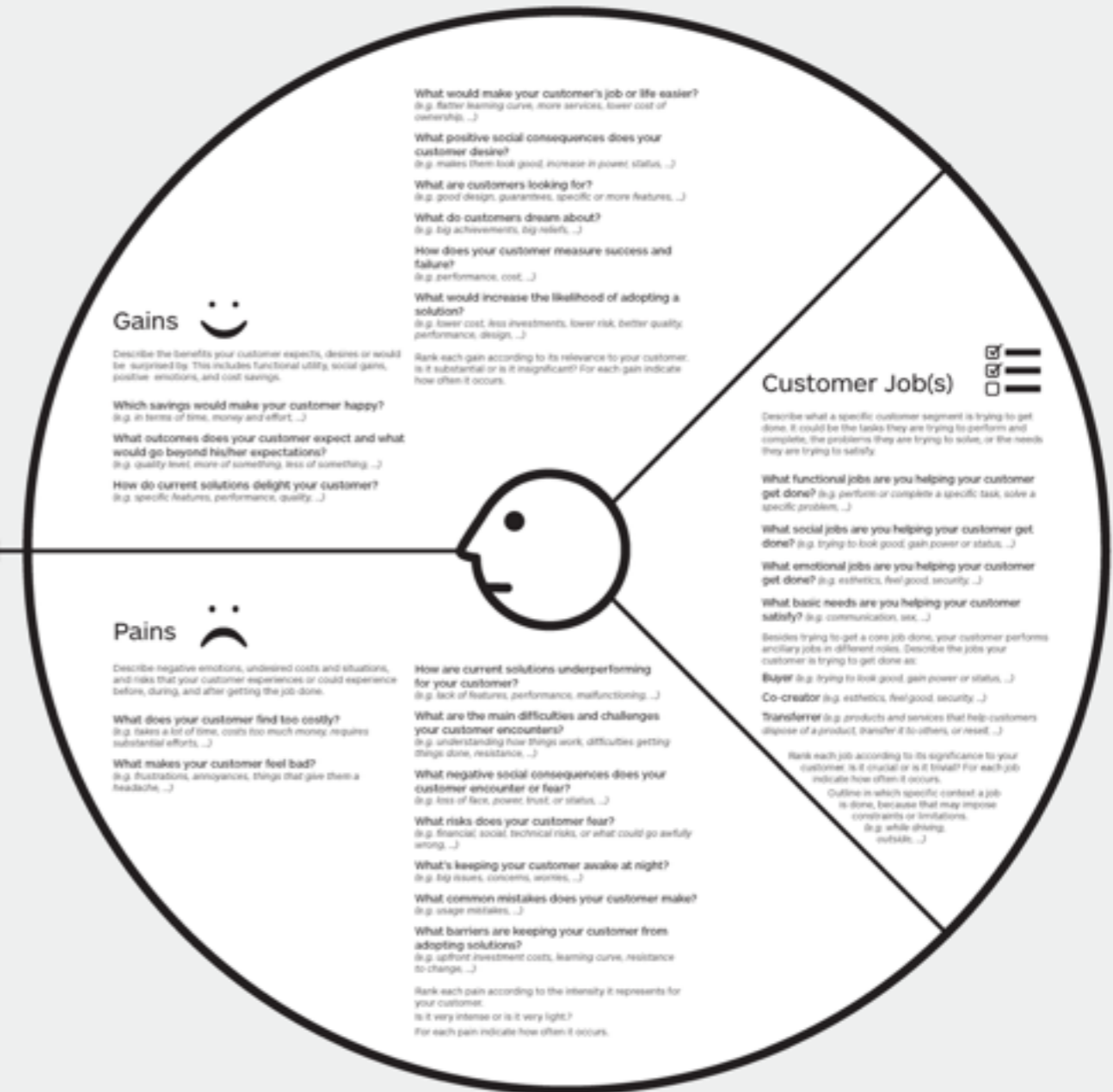


Fase 4: **Ajustar**

The Value Proposition Canvas

Value Proposition

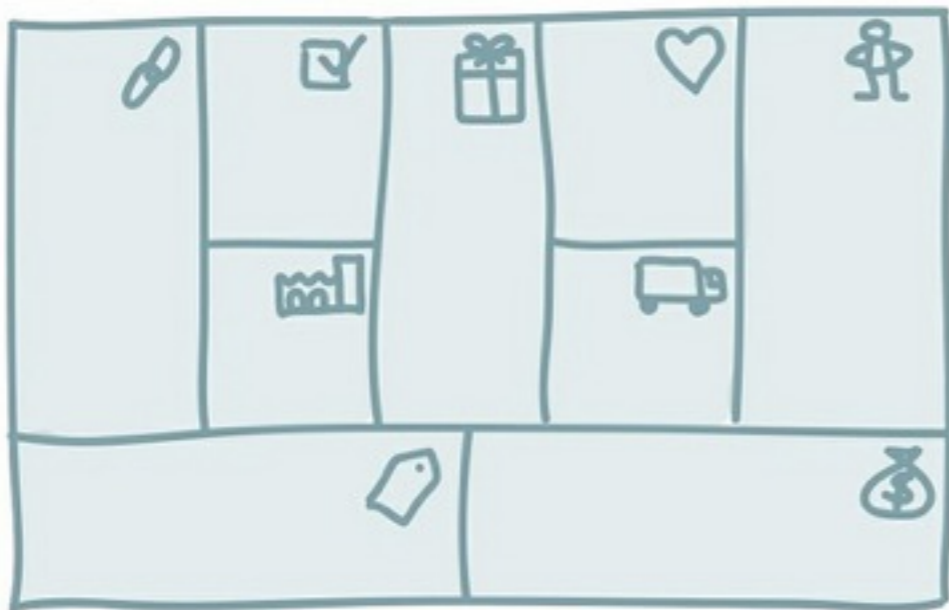
Customer Segment



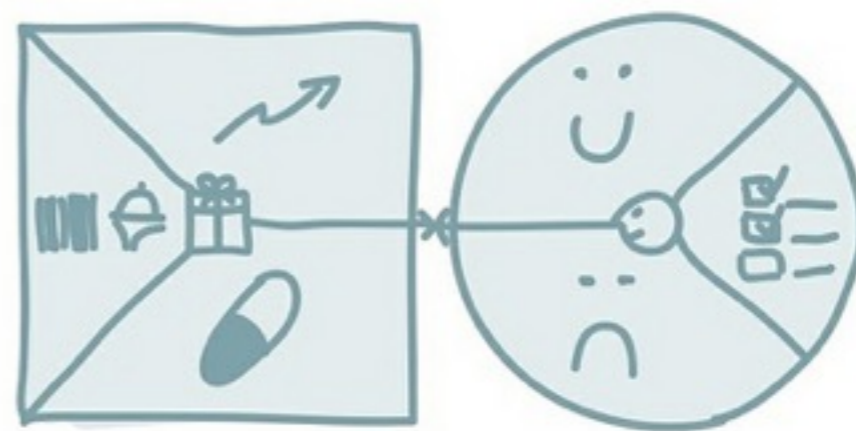
BUSINESS MODEL

VALUE PROPOSITION

DESIGN



BUSINESS MODEL CANVAS



VALUE PROP DESIGNER

CUSTOMER DEVELOPMENT

LEAN STARTUP

TESTING



BUSINESS MODEL

VALUE PROPOSITION

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 businesspeople 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 sticky 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.





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 in to their organization. Ask "why" several times to get to the most important jobs.

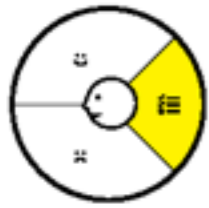
Make sure you don't just consider jobs, pains, and gains related to a value proposition or product in mind. Identify those (e.g., "Business books are too long") as well as other extreme pains (e.g., "lack of time" or "get boss's attention").

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.

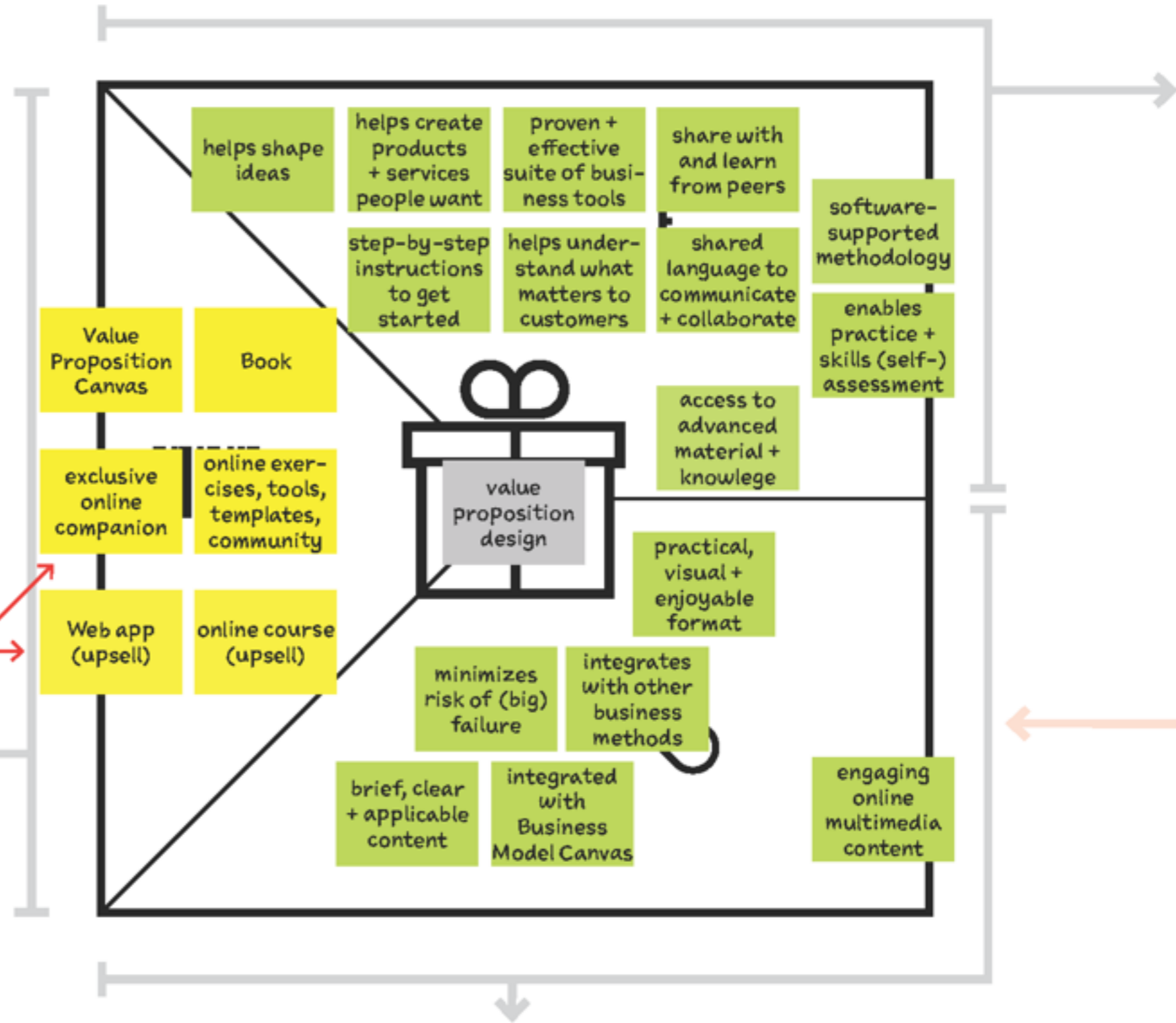


Mapping the Value Proposition of Value Proposition Design

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.

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.



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.