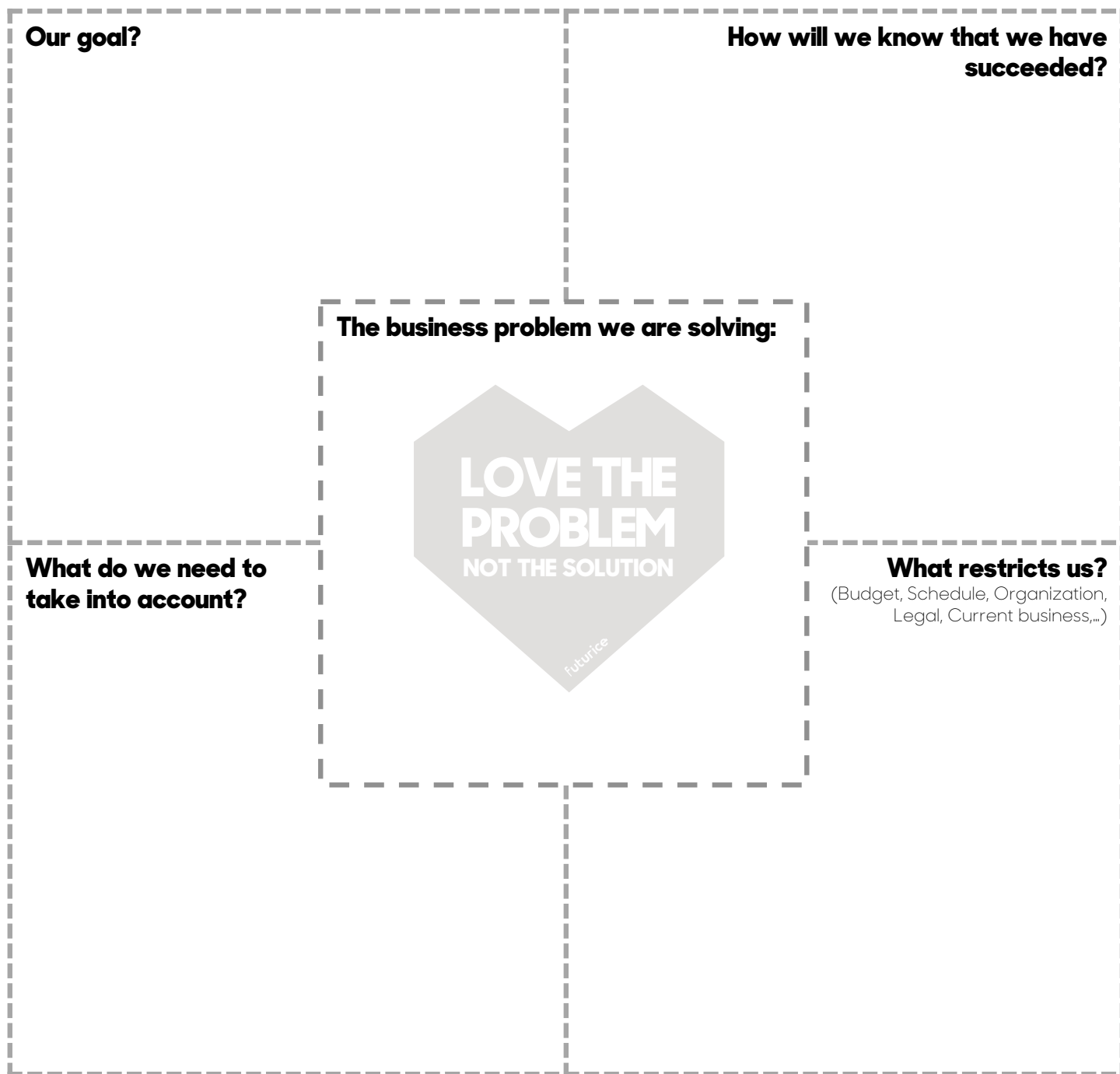
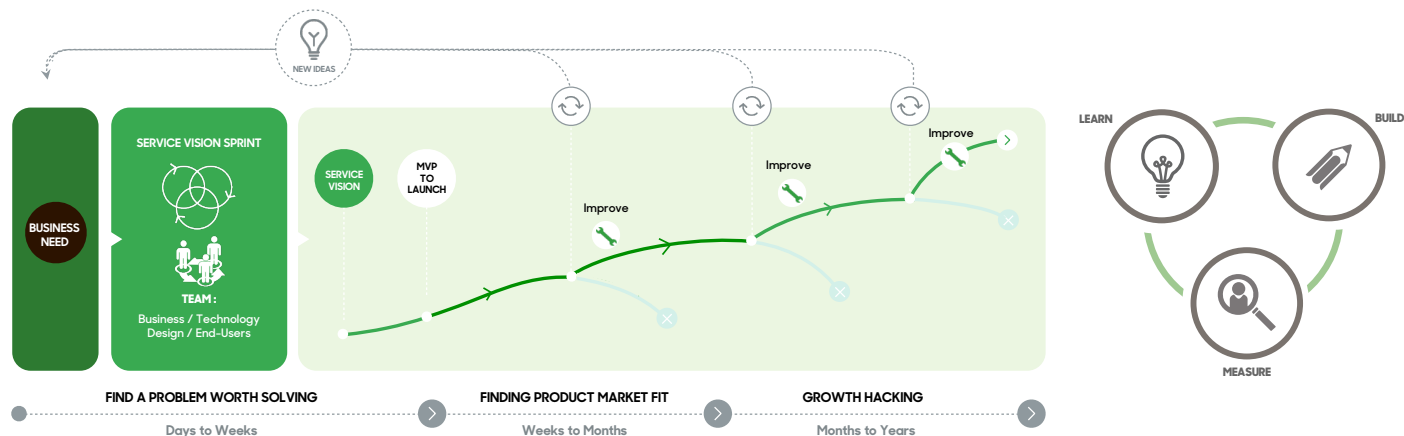


BUSINESS GOALS AND LIMITATIONS



futorice LEAN SERVICE CREATION



Lean Service Creation Toolbox by Futorice Ltd is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

IMMERSION

– To know where you are and to build on top of others work.

Your best guess of the customers problem

Competitors from customer's perspective

Competitors within our business domain :

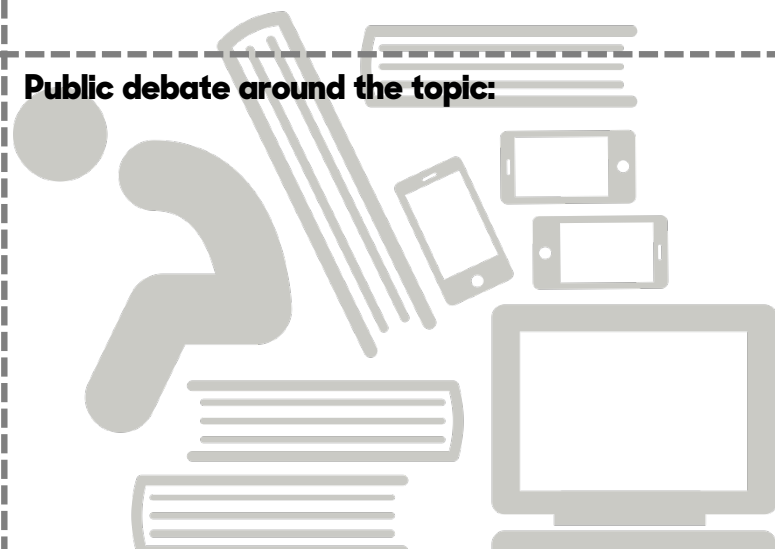
Hottest start-ups:

How could current business be disrupted:

Hot names:

Inspiring services & products:

Public debate around the topic:

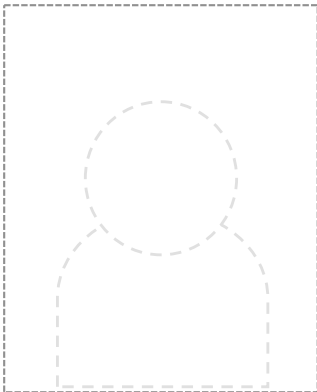


SEGMENTATION

– Choose who you aim to serve.

Common in all user segments:

Segment name:



Description:

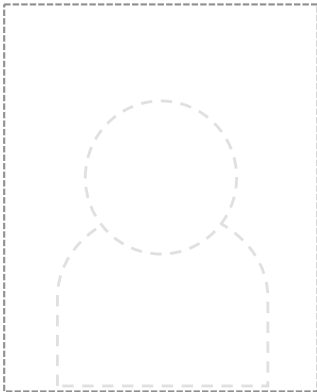
Problem (assumed)
worth solving:



☐ Main segment?

Why/why not?

Segment name:



Description:

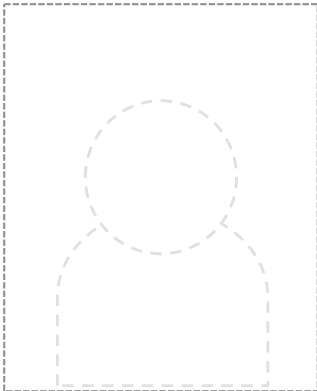
Problem (assumed)
worth solving:



☐ Main segment?

Why/why not?

Segment name:



Description:

Problem (assumed)
worth solving:



☐ Main segment?

Why/why not?

Insert problem
interview script here

Introduction

Setting the atmosphere

The actual data
gathering

Ending

Immediate thoughts

Example "Problem Interview" script

Welcome (2min)

Short intro what you are doing. Make the person comfortable.

Essential demographics

Motivations and big picture

Without talking about the solution get the person to talk about the problem on hand and ask why.. ("ask the person to describe when did she last time have an IT problem? What did she do to fix it? What were the pain points? Why did she do as she did? Follow contradictions...")

Ask the person to evaluate the problems associated to the topics:

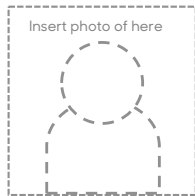
Problem 1-3:

How important?

How big problem?

How is it solved currently?

Thank you!

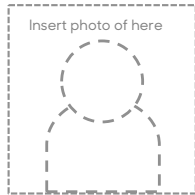


Name:

Needs + other key findings:

Thinks and feels:

Surprised us:

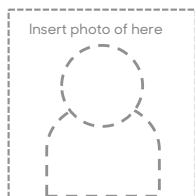


Name:

Needs + other key findings:

Thinks and feels:

Surprised us:

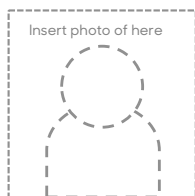


Name:

Needs + other key findings:

Thinks and feels:

Surprised us:

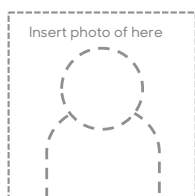


Name:

Needs + other key findings:

Thinks and feels:

Surprised us:



Name:

Needs + other key findings:

Thinks and feels:

Surprised us:

IDEATION

– solving the business problem with filling the users need.

3. Ideas:

Select the best HMW's and brainstorm with post-its.

2. How Might We - statement:

To help you turn your insights in actionable questions. Avoid presuming an answer. Not too narrow, not too broad. A good HMW opens up the solution space.

Emphasize the good

HMW use the kids' energy to entertain fellow passenger?

1. [Insert Insight here]

LOVE THE PROBLEM
NOT THE SOLUTION

futurice

Identify unexpected resources

HMW leverage free time of fellow passengers to share the load?

Question an assumption

HMW entirely remove the wait time at the airport?

Create an analogy

HMW make the airport like a spa? Like a playground?

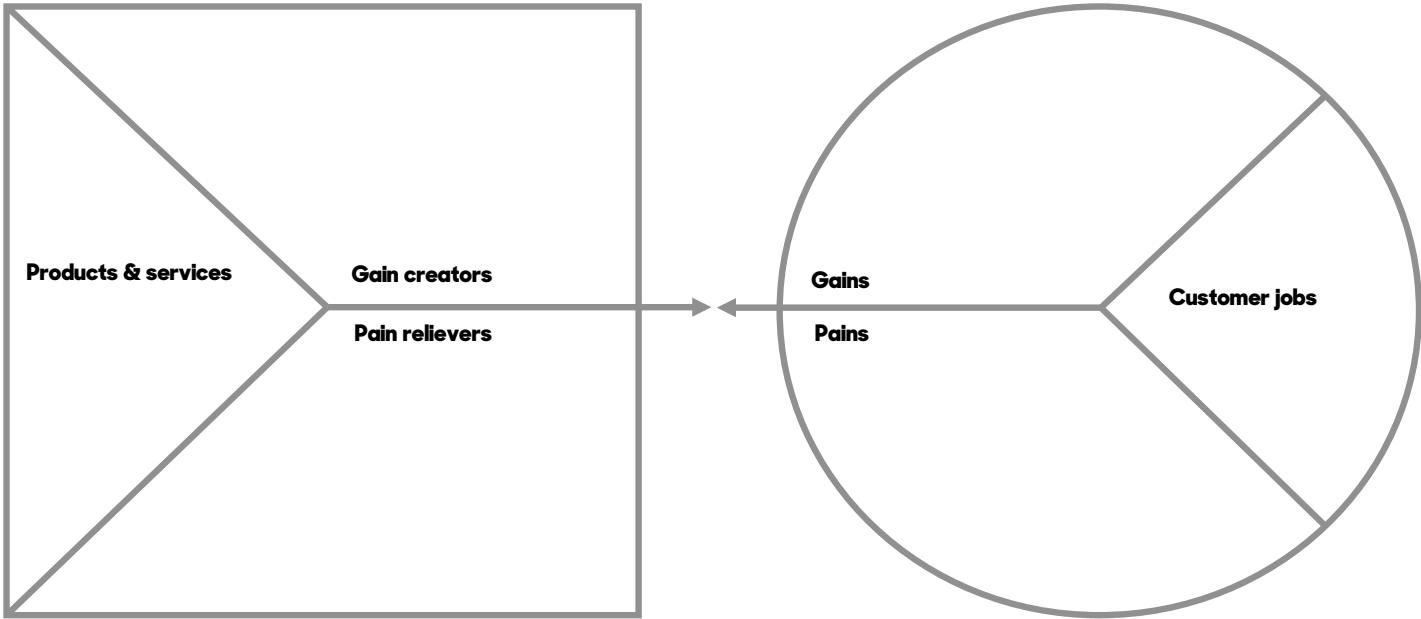
Break the POV into pieces

HMW entertain kids? HMW slow a mom down? HMW ease the anxiety of delayed passengers?

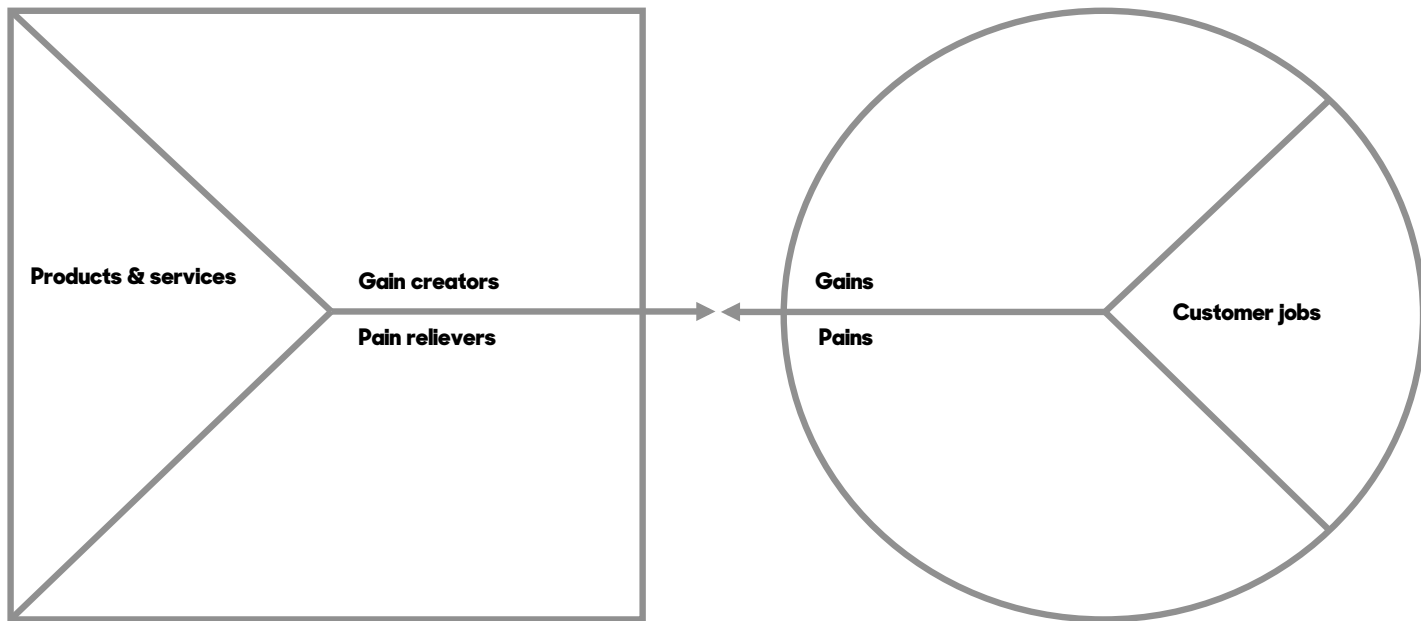
Remove the bad

HMW separate the kids from fellow passengers?

CONCEPT AND VALUE PROPOSITION




Written value proposition:



Written value proposition:

FAKE ADVERTISEMENT – The value proposition prototype

WHAT IS THE FIRST TWEET WE SEND TO LAUNCH THE NEW PRODUCT?



HOW DO USERS FEEL WHEN THEY USE THE PRODUCT?

WHAT IS THE BRAND PERSONALITY?

- Describe yourself as a person?
- What car make would you be?
- What restaurant?
- What city?
- What singer/actor?
- What animal?

FAKE ADVERTISEMENT

THE FIRST PROTOTYPE

Picture

Caption

Headline

Copy

- The first prototype to measure actions in solution interviews.
- Is it clear and focused?
 - Is it written in consumer language?
 - How is it inspirational? Does it generate emotion? What is it that would motivate people about this proposition?
 - Is it fact based?
 - Will it make the target consumer react because it has touched a nerve and is relevant?
 - Does it really stand out? Is it different? What key elements are different? (Simplicity, price, looks..)
 - What are the proof points that back up the value prop and give substance to the proposition?
 - Does it fit with your brand?
 - Does it address the agreed business objective?
 - Is it actionable and does it lead to inspiring and differentiated communication?

FAKE IT TILL YOU MAKE IT.



SOLUTION INTERVIEW

– Talking about solutions, finally..

[Insert solution interview script here]

Is there a real interest in what your are building?

Have you found a problem worth solving?

Measure how they react, think, and talk about your solution.

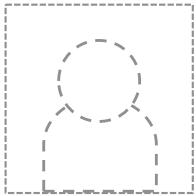
Ask for something of value:

- Email address
- Name & phone number
- Another interview
- A tentative purchase decision

**Don't ask customers what they want.
MEASURE WHAT THEY DO AND**

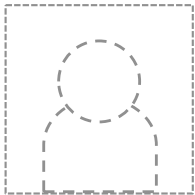
ASK

WHY.

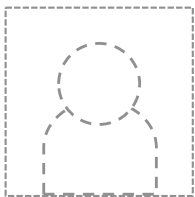


Name:

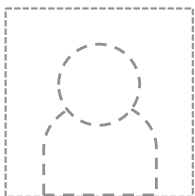
[Insert notes here]



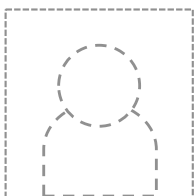
Name:



Name:



Name:



Name:

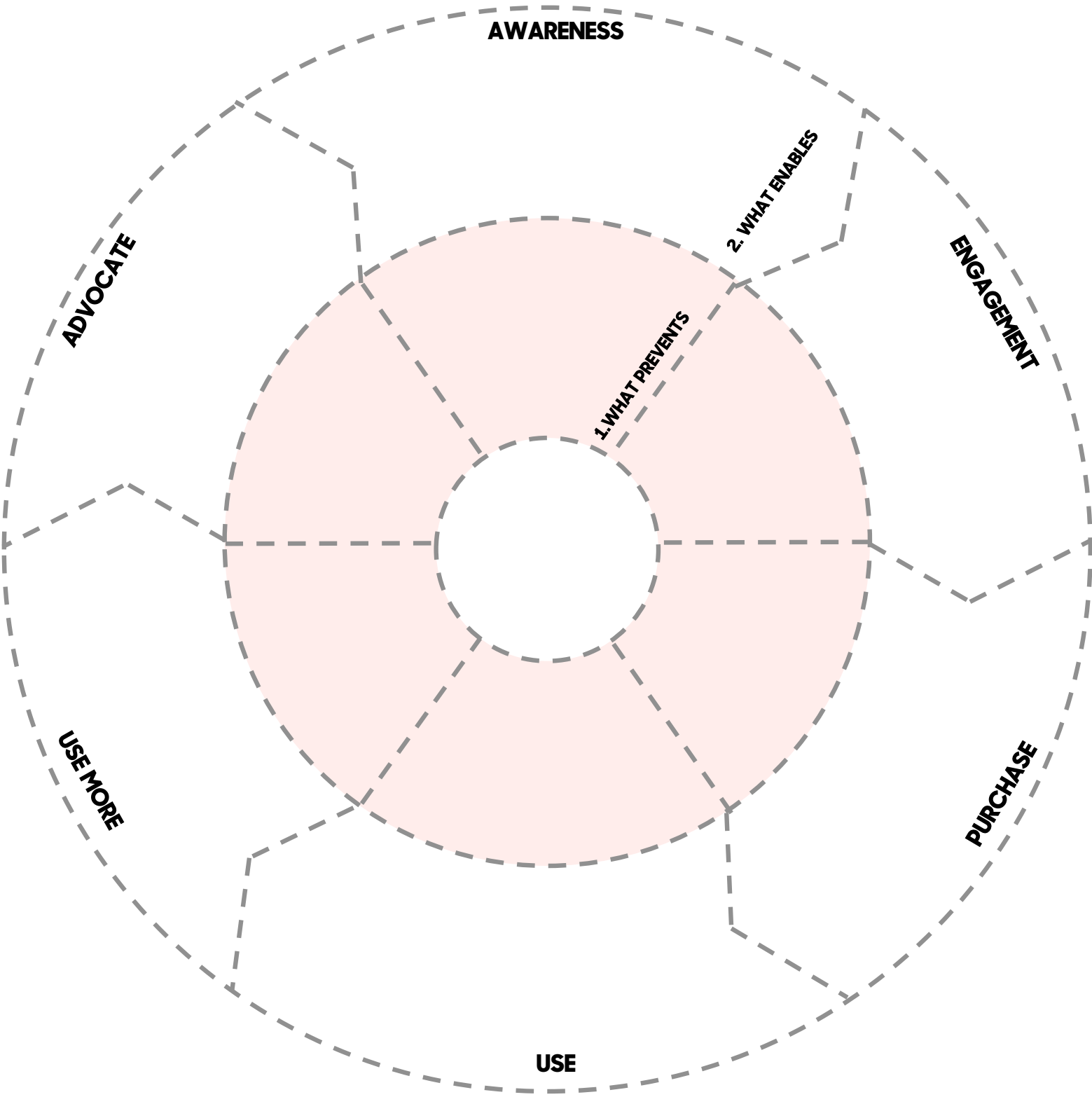
After each interview:

- Check your distinguishing characteristics for your segment. Did the person fit into the segment? Why or why not?
- Check your customer insight sentence, problem worth solving. Did the insight/problem resonate with the person? Why or why not?
- Check your value proposition. Was the person willing to give something of value? Why or why not? Was your method valid?
- Your own feelings and thought: what did you learn, what is in your mind?
- Summarize your findings and update all: segment, insight, concept, value proposition.

Select the main concept to proceed with.

CUSTOMER ENGAGEMENT

- How do we make people advocate the service



Key activities:

What Key Activities do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
Revenue streams?

Key resources:

What Key Resources do our Value Propositions require?
Our Distribution Channels? Customer Relationships?
Revenue Streams?

Key partners:

Who are our Key Partners?
Who are our key suppliers?
Which Key Resources are we acquiring from partners?
Which Key Activities do partners perform?

BUSINESS MODEL & MARKET SIZE

- Making sure there is the business

Who pays whom?
How much?

What is the revenue
model?

How are customers paying
today? How much?

Where and how do you
anchor the price
perception?

Total addressable market:

1st year sales:

Potential target market:

Plan for 1st month sales:
How much? How? To whom? Who?

Cost structure?

Key elements for EBIT?

SERVICE BLUEPRINT

STEPS	BEFOREHAND NOTICE, UNDERSTAND, BE TRIGGERED	USING THE SERVICE DECIDE TO USE, FIRST USE, HELP WITH PROBLEMS	AFTER USE RELATIONSHIP BUILDING, STIMULATING RE-USE
USER ACTIVITY What does the user do in this step?			
FRONT OFFICE TOUCH POINT What does the customer and employee use for this?			
BACK STAGE INTERNAL PROCESS What do your employees or system do behind the scenes?			
SUPPORT EXTERNAL PROCESS What happens in the ecosystem?			

CONCEPTING

- Looking at the details..

Wireframes:

[Insert landing page proto here]

EXPERIMENTING

- Finding the answers before building it..

IF THE CONCEPT / BUSINESS WON'T WORK IT FAILS DUE TO:-

OUR MAIN ASSUMPTIONS	HOW TO EXPERIMENT	SUCCESS CRITERIA	KEY FINDINGS

DO YOU THINK? DO YOU KNOW? DID YOU CHECK?



Lean Service Creation Toolbox by Futurice Ltd is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

LOVABLE
MINIMUM ~~VIABLE~~ PRODUCT – nothing but the essential

What is in the MVP?

ASK WHY.

What is not in the MVP?

ASK WHY.

MVP BACKLOG

- What is in between current state and the launched MVP

RIGHT NOW WHAT IS THE MOST CRITICAL...

TECHNICAL ISSUE:

BUSINESS QUESTION:

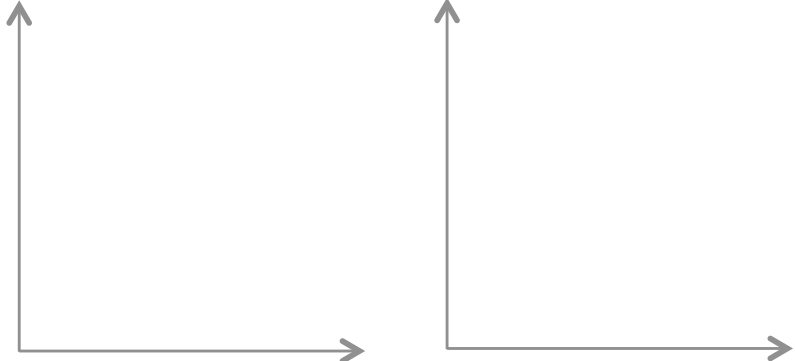
END USER VERIFICATION:

STORIES	TO DO	IN PROGRESS	DONE
<div><div>LEARN</div><div><div><div></div></div></div><div><div></div><div>BUILD</div></div><div><div></div><div>MEASURE</div></div></div>			


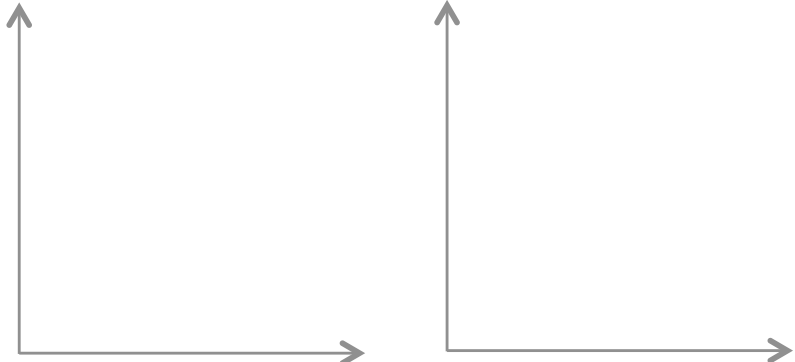
WHAT TO MEASURE

- MVP is out. What to measure to make it rock.


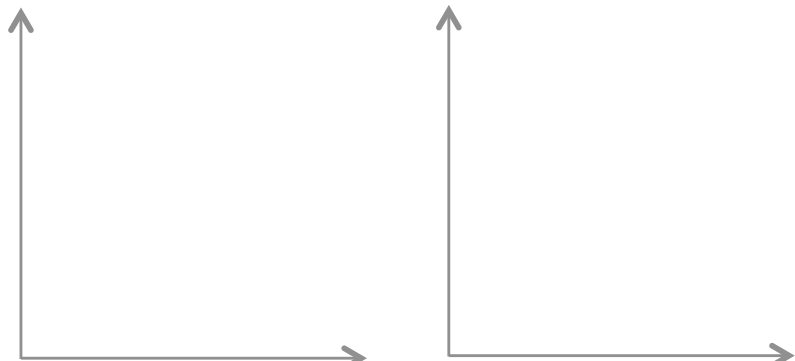
VALUE PROPOSITION METRICS

<p>[customer's problem]</p> <div data-bbox="199 425 435 660"><p>LOVE THE PROBLEM NOT THE SOLUTION</p><p>futurice</p></div>	<p>[insert metrics here]</p> <div data-bbox="654 369 1452 728"></div>
--	---

SERVICE METRICS

<p>[most important service elements]</p> <div data-bbox="207 1064 411 1265"></div>	<p>[insert metrics here]</p> <div data-bbox="654 985 1452 1344"></div>
---	---

BUSINESS METRICS

<p>[your business goal]</p> <div data-bbox="223 1702 379 1915"></div>	<p>[insert metrics here]</p> <div data-bbox="654 1612 1452 1971"></div>
--	---