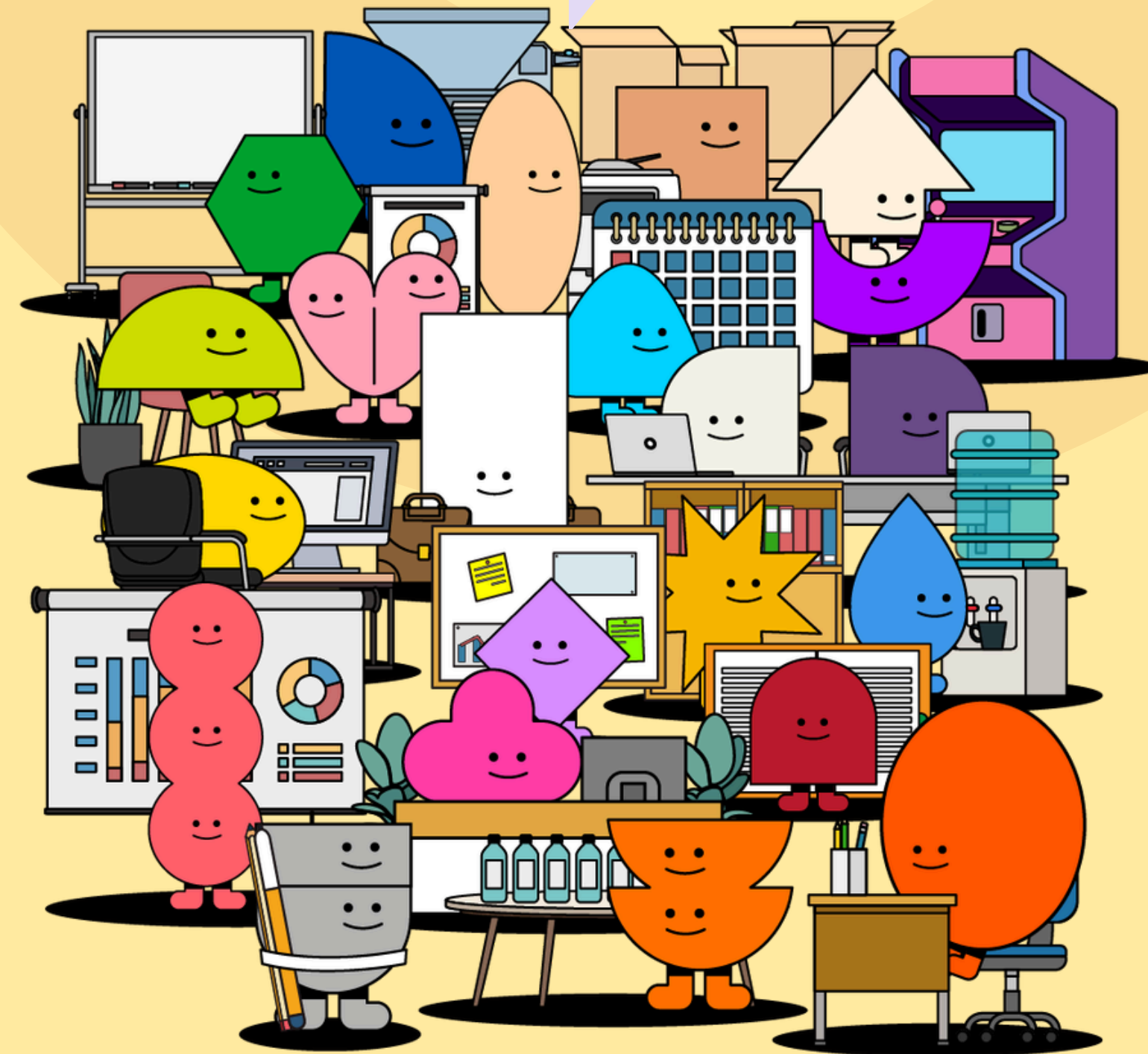


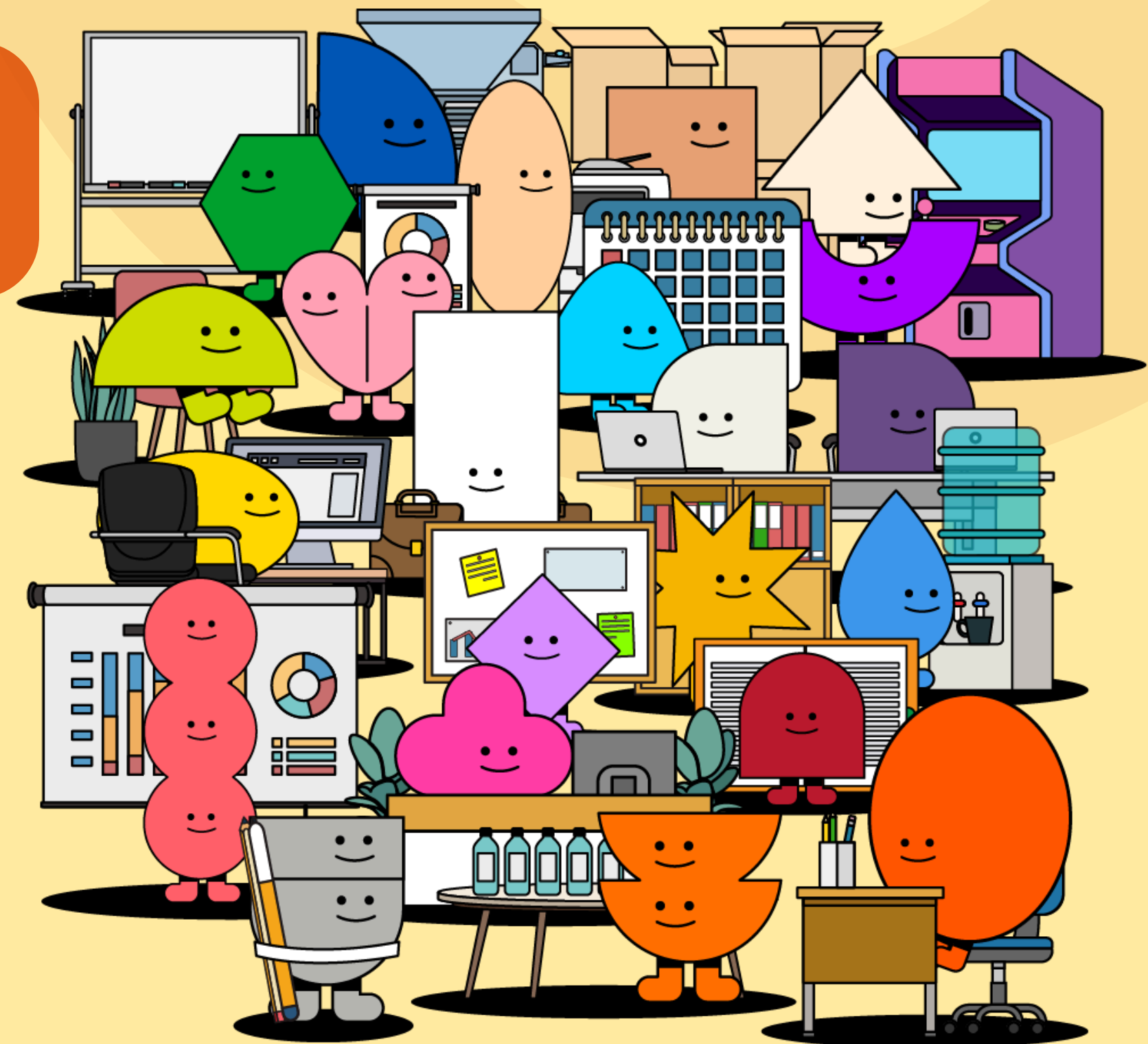
MIDDLE MANAGEMENT RETREAT

07.03.2026



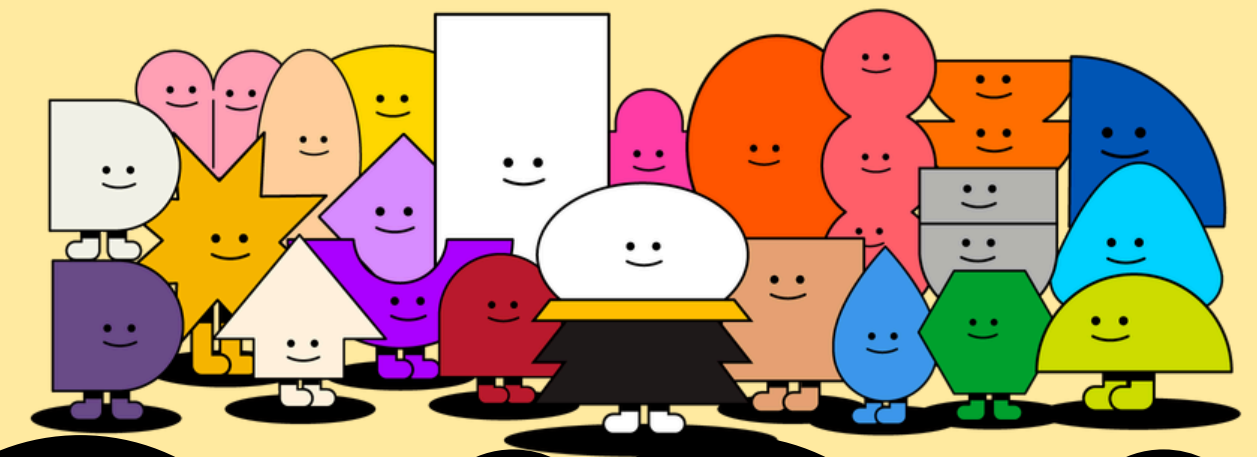
MMT
Retreat 2026

STeP BMC



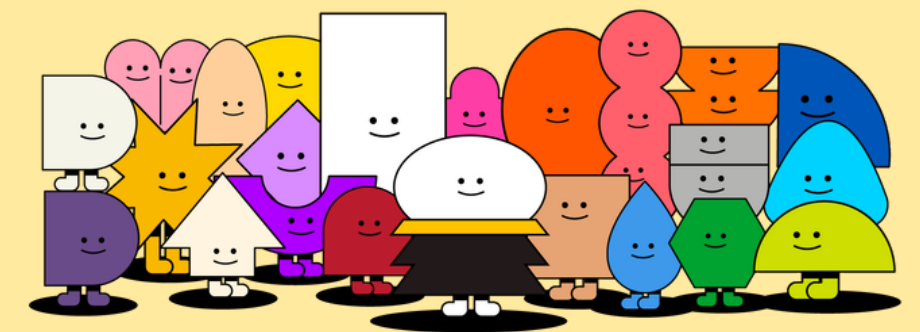
AGENDA

- The Vision Keynote
- Presentation : BMC 22 Teams
- **Workshop**
- Presentation : VPC
- Wrap-up & Next Step





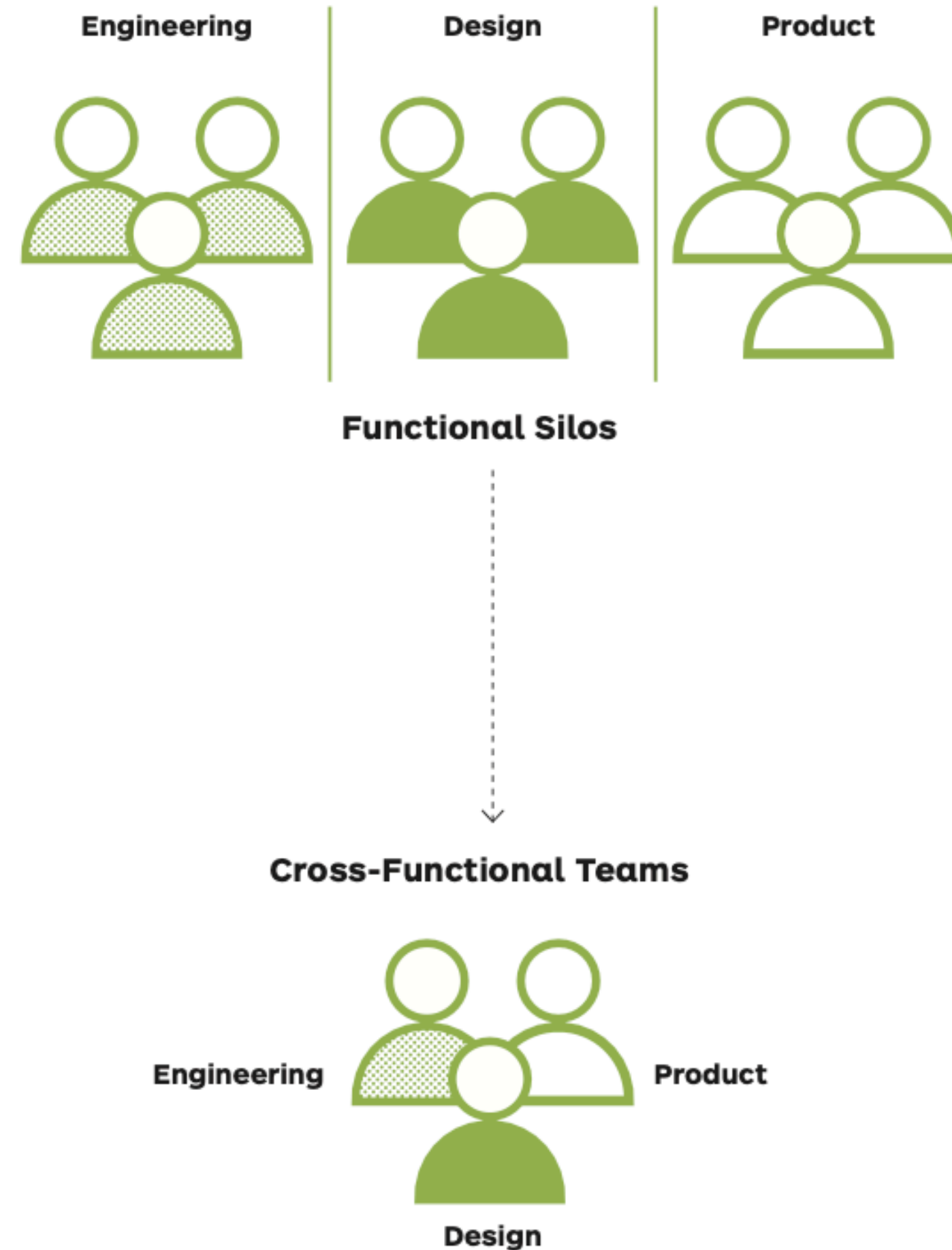
Value Proposition Design & Testing



Silos vs. Cross-Functional Teams

Much of how we've structured organizations today is based on the Industrial Era. Back then, you would create a factory to assemble a product, such as an automobile. You'd break the creation of an automobile into tasks, create an assembly line, and have workers complete the same task over and over. This works if you know the solution, since you can analyze your way to efficiently create the solution. Today's corporations are, not coincidentally, modeled the same way. We create projects, break them down into tasks, and assign them across functions. Organizing by function can work if you truly know the problem and the solution — and nothing changes.

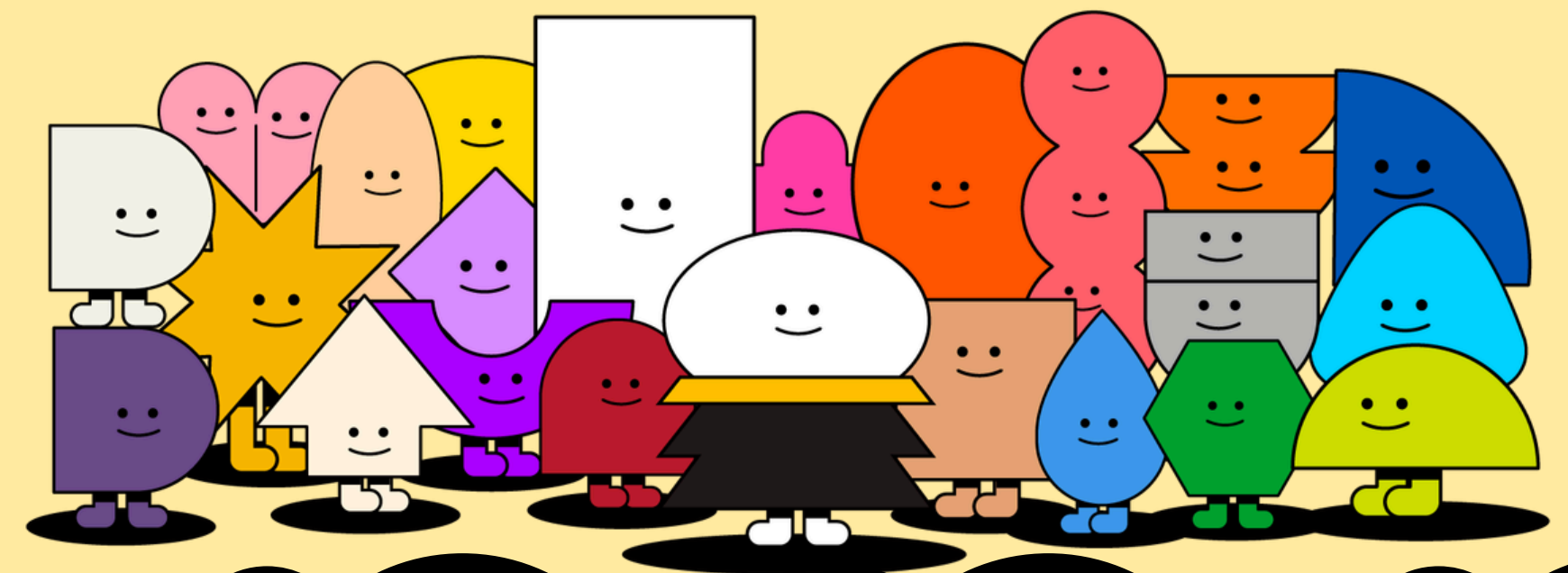
We've learned over the last few decades of work that rarely do we know the solution, especially in software. Things change fast. Really fast. So the idea that the solution is known and nothing changes is becoming less and less common in today's market. This is why there has been a shift from traditional, functionally siloed organization models to more agile, cross-functional team approaches. When testing out new business ideas, speed and agility are imperative. cross-functional teams can adapt more quickly than functionally siloed teams. In many organizations, small, dedicated, cross-functional teams can outperform large, siloed project teams.



Prototyping Possibilities



Initiative Project



Excellence Center

Packaging

Marketing

Private Sector
Service

OEM

Roadmap
Consultation

Technology

Upscale

Event & Catering

R&D

TMVS

RF

Training
Center

Incubation

Standard

Venture Builders

Entrepreneur

Commercial

Plasma Service
And Solution

Operation
Excellence

builds

International

FABLAB

INFLI

Creative
Lanna

AKIN

Sustainability

Licensing

Frontier Technology
(EV / AI / Carbon Neutrality etc.)

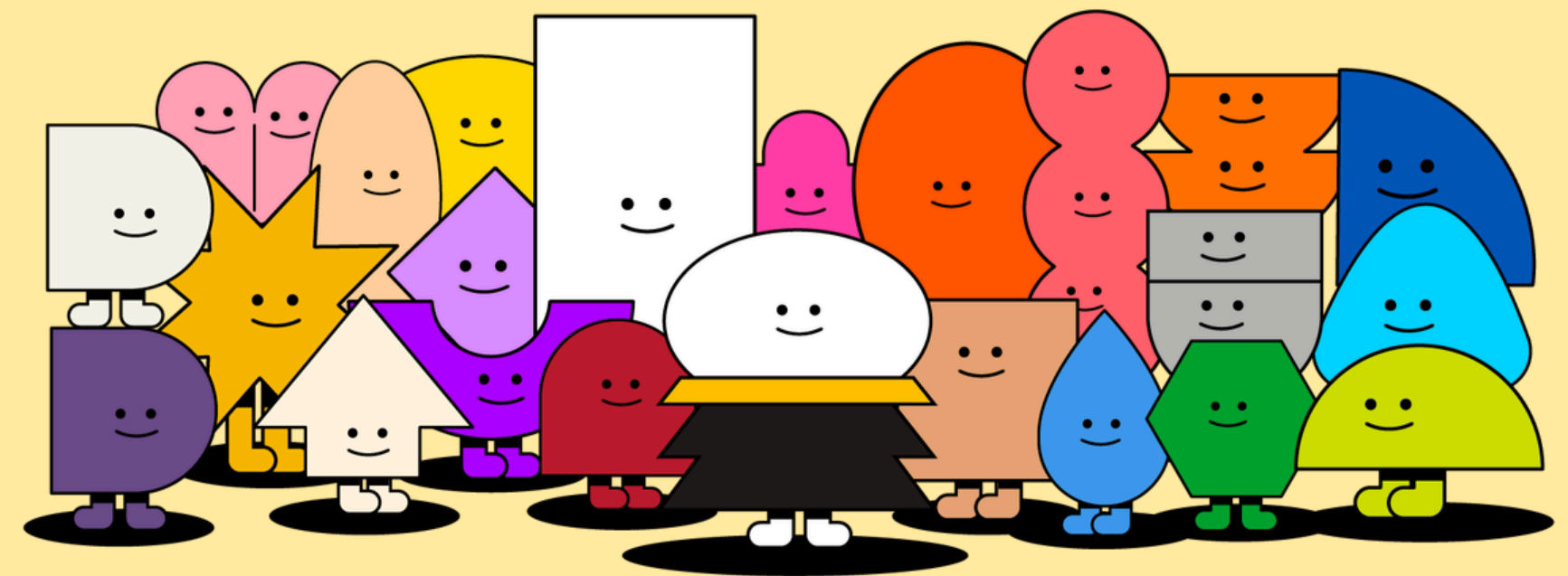
CIMO

Cost Saving

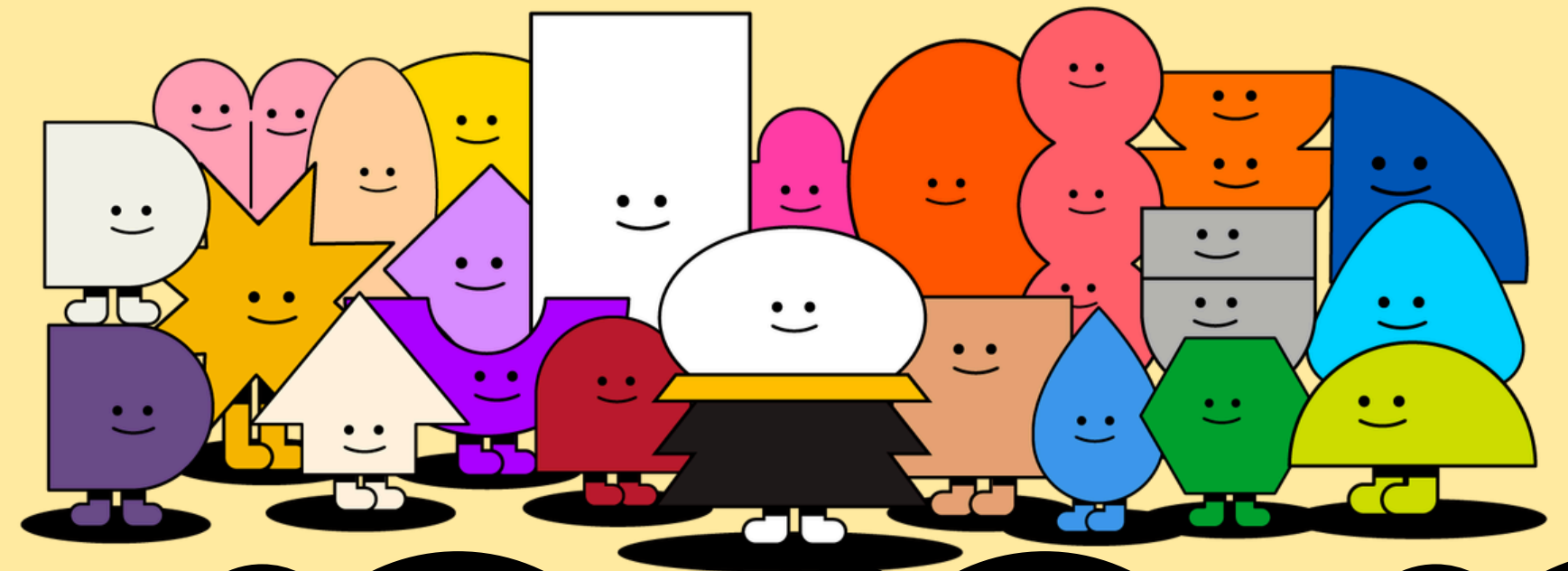
MENTIMETER



menti.com
6931 5101



Value Proposition Canvas



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

Value Proposition Design

strategyzer.com/vpd

Written by

Alex Osterwalder

Yves Pigneur

Greg Bernarda

Alan Smith

Designed by

Trish Papadakos

WILEY



You'll love *Value Proposition Design* if you've been...



Overwhelmed by the task of true value creation

Sometimes you feel like...

- There should be better tools available to help you create value for your customers and your business.
- You might be pursuing the wrong tasks and you feel insecure about the next steps.
- It's difficult to learn what customers really want.
- The information and data you get from (potential) customers is overwhelming and you don't know how to best organize it.
- It's challenging to go beyond products and features toward a deep understanding of customer value creation.
- You lack the big picture of how all the puzzle pieces fit together.



Frustrated by unproductive meetings and misaligned teams

You have experienced teams that...

- Lacked a shared language and a shared understanding of customer value creation.
- Got bogged down by unproductive meetings with tons of unstructured "blah blah blah" conversations.
- Worked without clear processes and tools.
- Were focused mainly on technologies, products, and features rather than customers.
- Conducted meetings that drained energy and ended without a clear outcome.
- Were misaligned.



Involved in bold shiny projects that blew up

You have seen projects that...

- Were big bold bets that failed and wasted a lot of money.
- Put energy into polishing and refining a business plan until it perpetuated the illusion that it could actually work.
- Spent a lot of time building detailed spreadsheets that were completely made up and turned out to be wrong.
- Spent more time developing and debating ideas rather than testing them with customers and stakeholders.
- Let opinions dominate over facts from the field.
- Lacked clear processes and tools to minimize risk.
- Used processes suited for running a business rather than ones for developing new ideas.



Disappointed by the failure of a good idea.

 Get "From Failure to Success" poster

Value Proposition Design will help you successfully...



Understand the patterns of value creation

Organize information about what customers want in a simple way that makes the patterns of value creation easily visible. As a result, you will more effectively design value propositions and profitable business models that directly target your customers' most pressing and important jobs, pains, and gains.

Gain clarity.



Leverage the experience and skills of your team

Equip your team with a shared language to overcome “blah blah blah,” conduct more strategic conversations, run creative exercises, and get aligned. This will lead to more enjoyable meetings that are full of energy and produce actionable outcomes beyond a focus on technology, products, and features toward creating value for your customers and your business.

Get your team aligned.



Avoid wasting time with ideas that won't work

Relentlessly test the most important hypotheses underlying your business ideas in order to reduce the risk of failure. This will allow you to pursue big bold ideas without having to break the bank. Your processes to shape new ideas will be fit for the task and complement your existing processes that help you run your business.

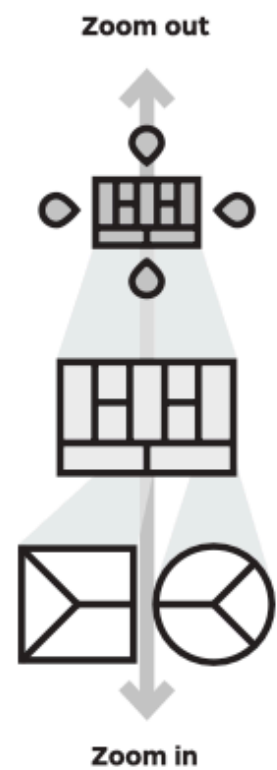
Minimize the risk of a flop.



Design, test, and deliver what customers want.

 Get “From Failure to Success” poster

The Tools and Process of Value Proposition Design



Canvas

Tools



Design / Test

Search

Evolve

Post search

The heart of *Value Proposition Design* is about applying **Tools** to the messy **Search** for value propositions that customers want and then keeping them aligned with what customers want in **Post search**.

Value Proposition Design shows you how to use the **Value Proposition Canvas** to **Design** and **Test** great value propositions in an iterative search for what customers want. Value proposition design is a never-ending process in which you need to **Evolve** your value proposition(s) constantly to keep it relevant to customers.

Progress

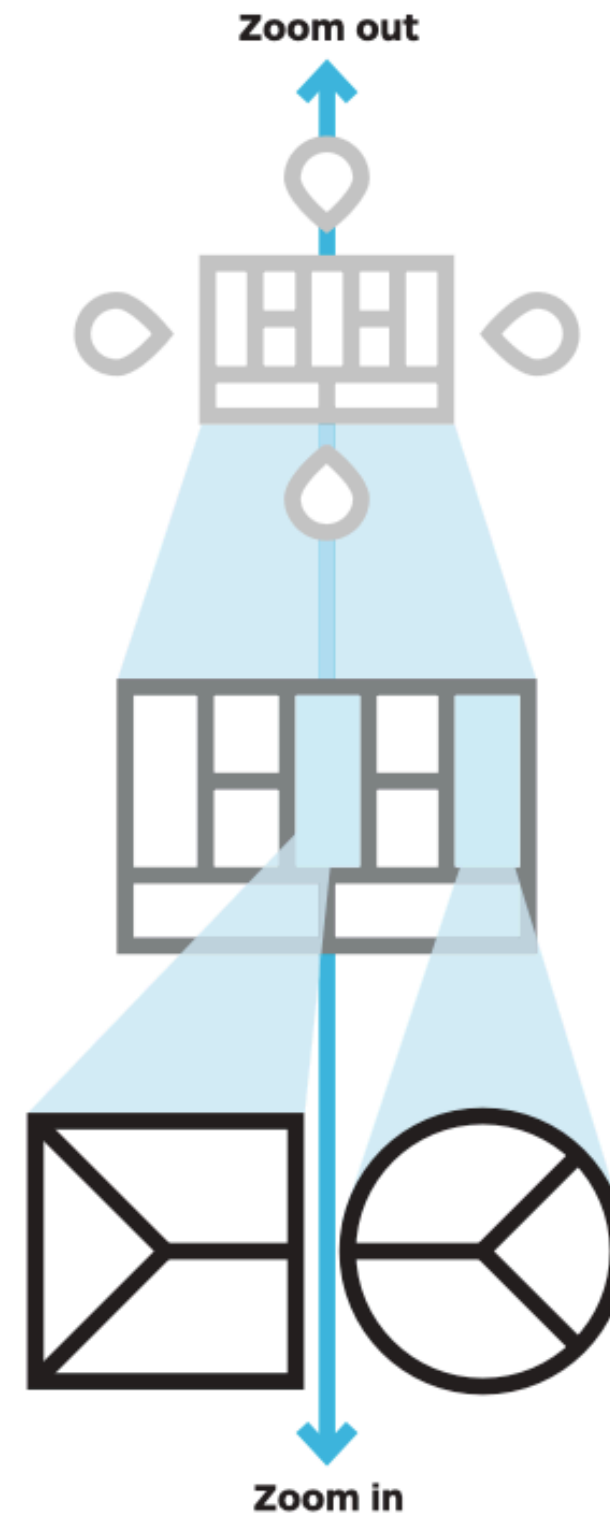
Manage the messy and nonlinear process of value proposition design and reduce risk by systematically applying adequate tools and processes.

Design Squiggle adapted from Damien Newman, Central

An Integrated Suite of Tools

The Value Proposition Canvas is the tool at the center of this book. It makes value propositions visible and tangible and thus easier to discuss and manage. It perfectly integrates with the Business Model Canvas and the Environment Map, two tools that are discussed in detail in *Business Model Generation*,* the sister book to this one. Together, they shape the foundation of a suite of business tools.

The Value Proposition Canvas zooms into the details of two of the building blocks of the Business Model Canvas.



The **Environment Map** helps you *understand the context in which you create.*

The **Business Model Canvas** helps you *create value for your business.*

The **Value Proposition Canvas** helps you *create value for your customer.*

* *Business Model Generation*, Osterwalder and Pigneur, 2010.

Refresher: The Business Model Canvas

Embed your value proposition in a viable business model to capture value for your organization. To do so, you can use the Business Model Canvas, a tool to describe how your organization creates, delivers, and captures value. The Business Model Canvas and Value Proposition Canvas perfectly integrate, with the latter being like a plug-in to the former that allows you to zoom into the details of how you are creating value for customers.

The refresher of the Business Model Canvas on this spread is sufficient to work through this book and create great value propositions. Go to the online resources if you are interested in more or get *Business Model Generation*,* the sister publication to this book.

Customer Segments
are the groups of people and/or organizations a company or organization aims to reach and create value for with a dedicated value proposition.

Value Propositions
are based on a bundle of products and services that create value for a customer segment.

Channels
describe how a value proposition is communicated and delivered to a customer segment through communication, distribution, and sales channels.

Customer Relationships
outline what type of relationship is established and maintained with each customer segment, and they explain how customers are acquired and retained.

Revenue Streams
result from a value proposition successfully offered to a customer

segment. It is how an organization captures value with a price that customers are willing to pay.

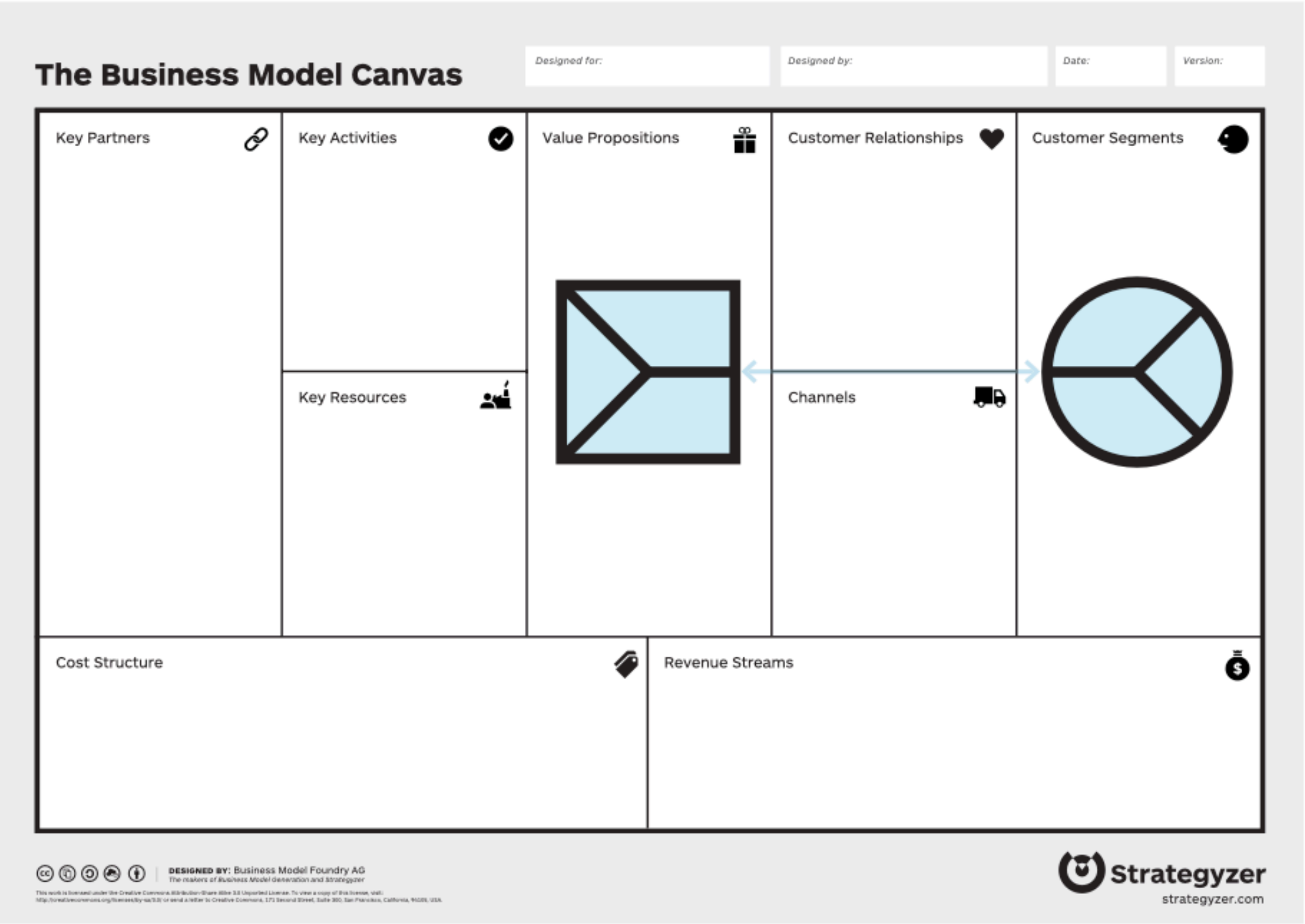
Key Resources
are the most important assets required to offer and deliver the previously described elements.

Key Activities
are the most important activities an organization needs to perform well.

Key Partnerships
shows the network of suppliers and partners that bring in external resources and activities.

Cost Structure
describes all costs incurred to operate a business model.

Profit
is calculated by subtracting the total of all costs in the cost structure from the total of all revenue streams.



Value Proposition Design works for...

Are you creating something from scratch on your own or are you part of an existing organization? Some things will be easier and some harder depending on your strategic playground.

A start-up entrepreneur deals with different constraints than a project leader for a new venture within an existing organization. The tools presented in this book apply to both contexts. Depending on your starting point you will execute them in a different way to leverage different strengths and overcome different obstacles.

Main challenges

- Produce proof that your ideas can work on a limited budget.
- Manage involvement of investors (if you scale your ideas).
- Risk running out of money before finding the right value proposition and business model.

New Ventures

Individuals or teams setting out to create a great value proposition and business model from scratch

Main opportunities

- Use speedy decision making and agility to your advantage.
- Leverage the motivation of ownership as a driver for success.



Established Organizations

Teams within existing companies
setting out to improve or invent value
propositions and business models

 Get "Innovating in Established Organizations" poster

Main opportunities

- Build on existing value propositions and business models.
- Leverage existing assets (sales, channels, brand, etc.).
- Build portfolios of business models and value propositions.



Main challenges

- Get buy-in from top management.
- Get access to existing resources.
- Manage cannibalization.
- Overcome risk aversion.
- Overcome rigid and slow processes.
- Produce big wins to move the needle.
- Manage career risk of innovators.

Use *Value Proposition Design* to...

invent and improve value propositions. The tools we will study work for managing and renewing value propositions (and business models) just as much as for creating new ones. Put the value proposition and business model to work to create a shared language of value creation in your organization. Use them to continuously invent and improve value propositions that meet customer profiles, which is an undertaking that never ends.



Invent

Invent new value propositions that people want with business models that work.



Improve

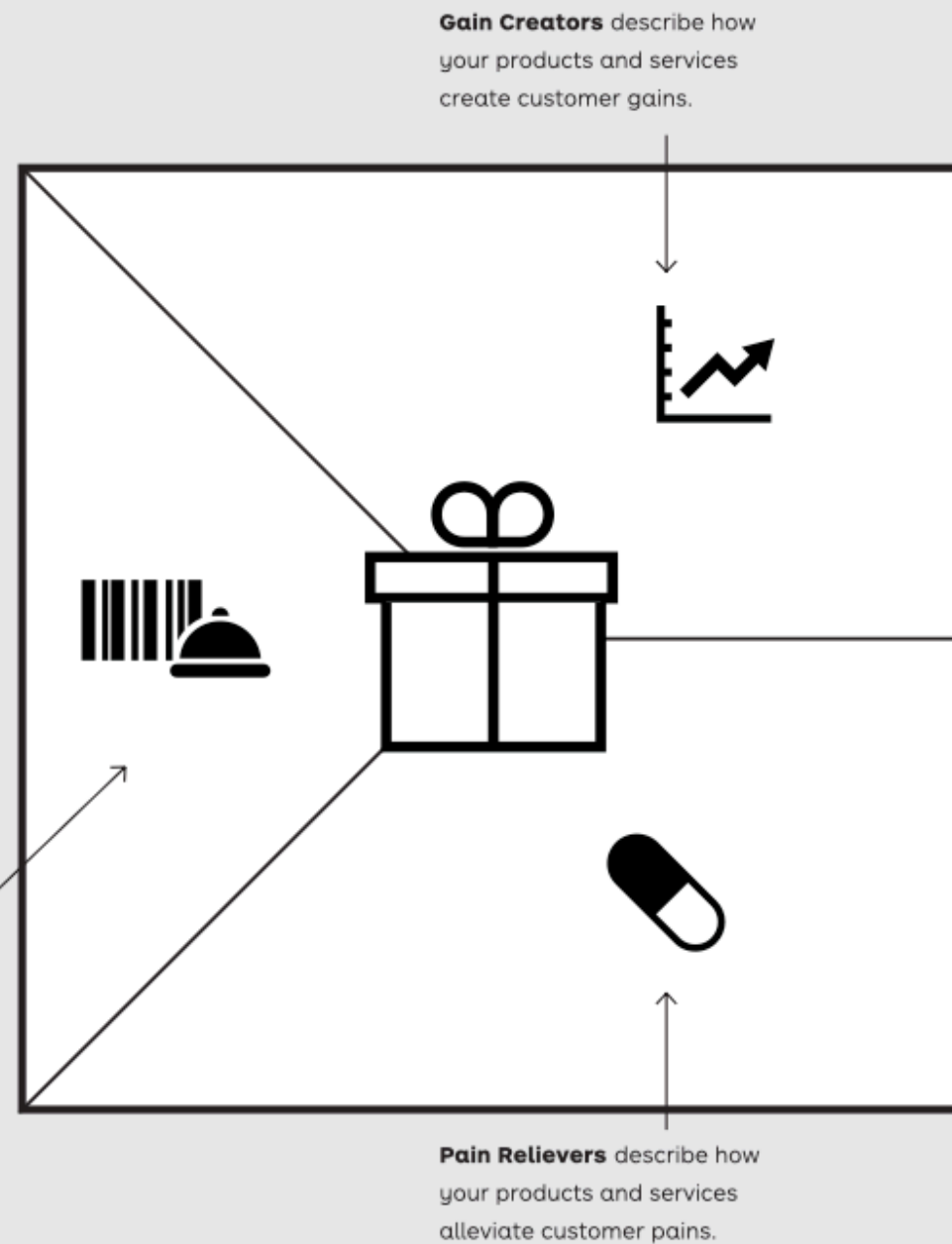
Manage, measure, challenge, improve, and renew existing value propositions and business models.

Value Proposition Canvas

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.

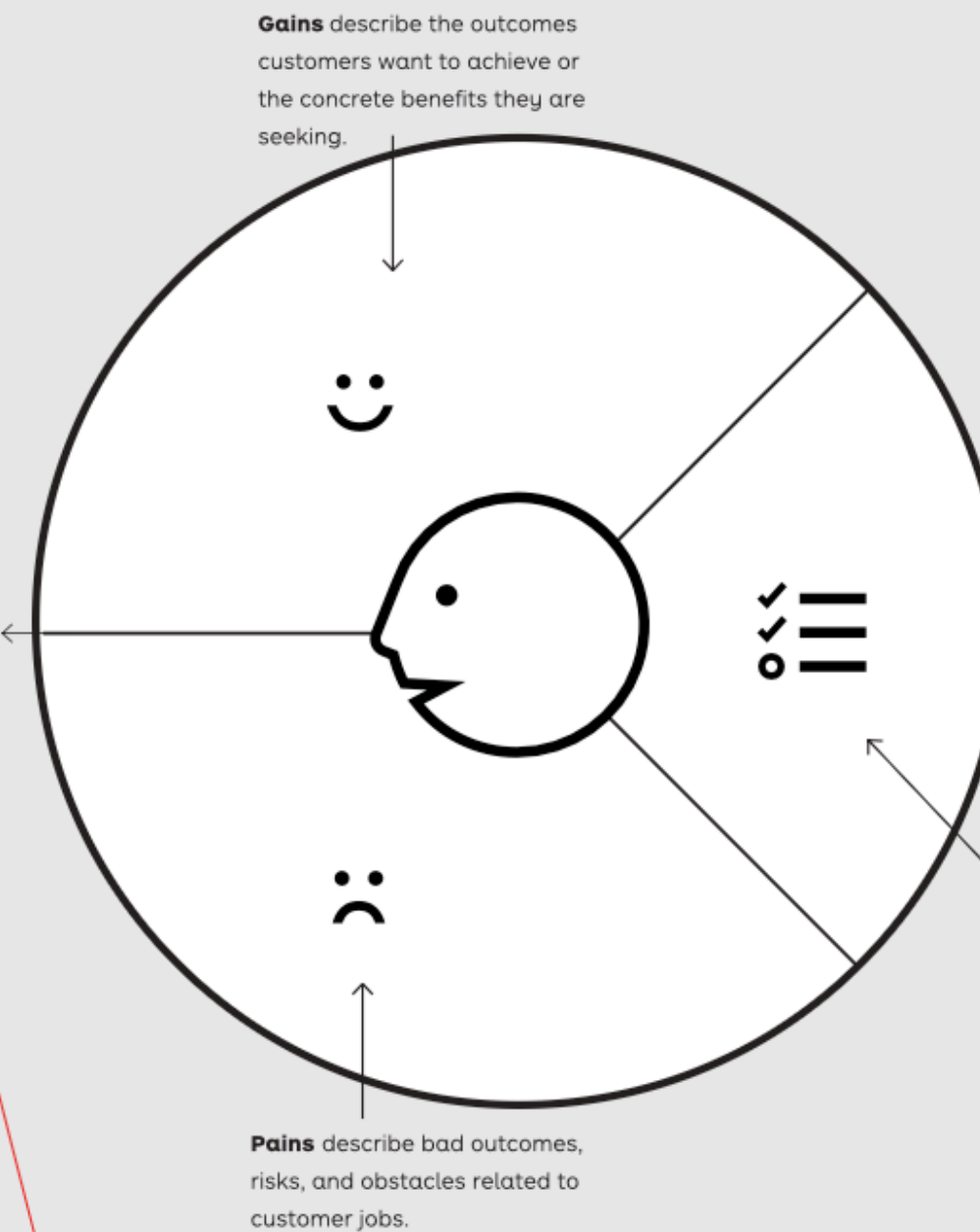
This is a list of all the **Products and Services** a value proposition is built around.



Fit

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.



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.

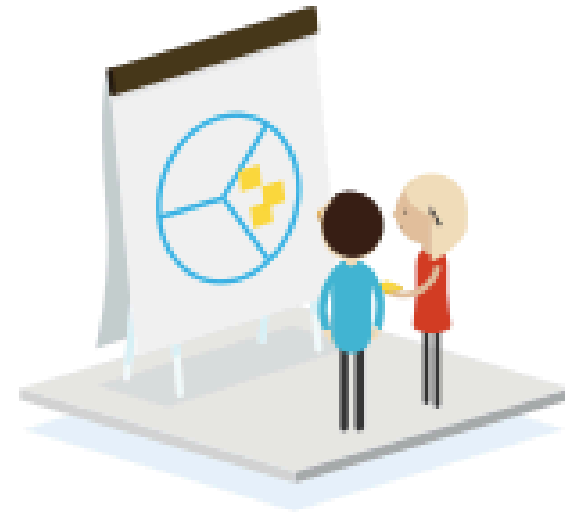
Customer Profile



1

Select customer segment.

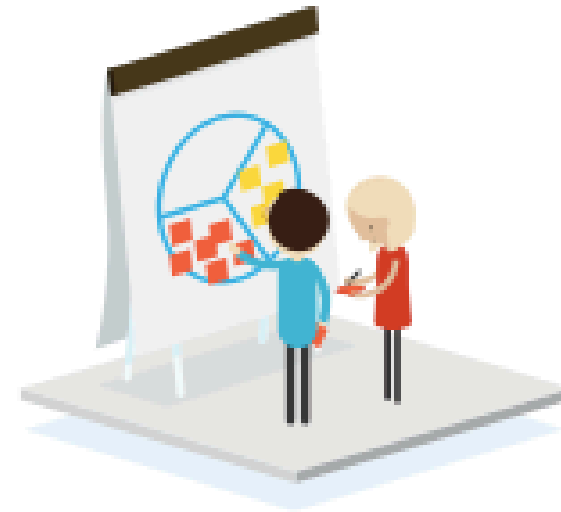
Select a customer segment that you want to profile.



2

Identify customer jobs.

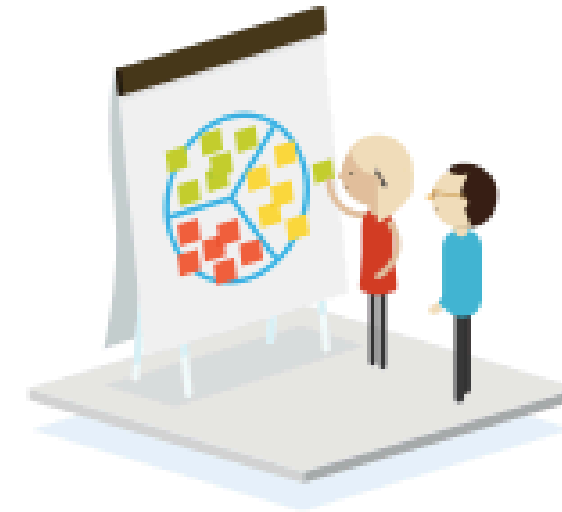
Ask what tasks your customers are trying to complete. Map out all of their jobs by writing each one on an individual sticky note.



3

Identify customer pains.

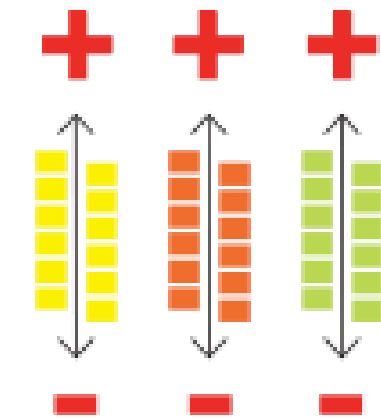
What pains do your customers have? Write down as many as you can come up with, including obstacles and risks.



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 nice-to-have gains at the bottom.

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.*

Distinguish between three main types of customer jobs to be done and supporting jobs:

Functional jobs

When your customers try to perform or complete a specific task or solve a specific problem, for example, mow the lawn, eat healthy as a consumer, write a report, or help clients as a professional.

Social jobs

When your customers want to look good or gain power or status. These jobs describe how customers want to be perceived by others, for example, look trendy as a consumer or be perceived as competent as a professional.

Personal/emotional jobs

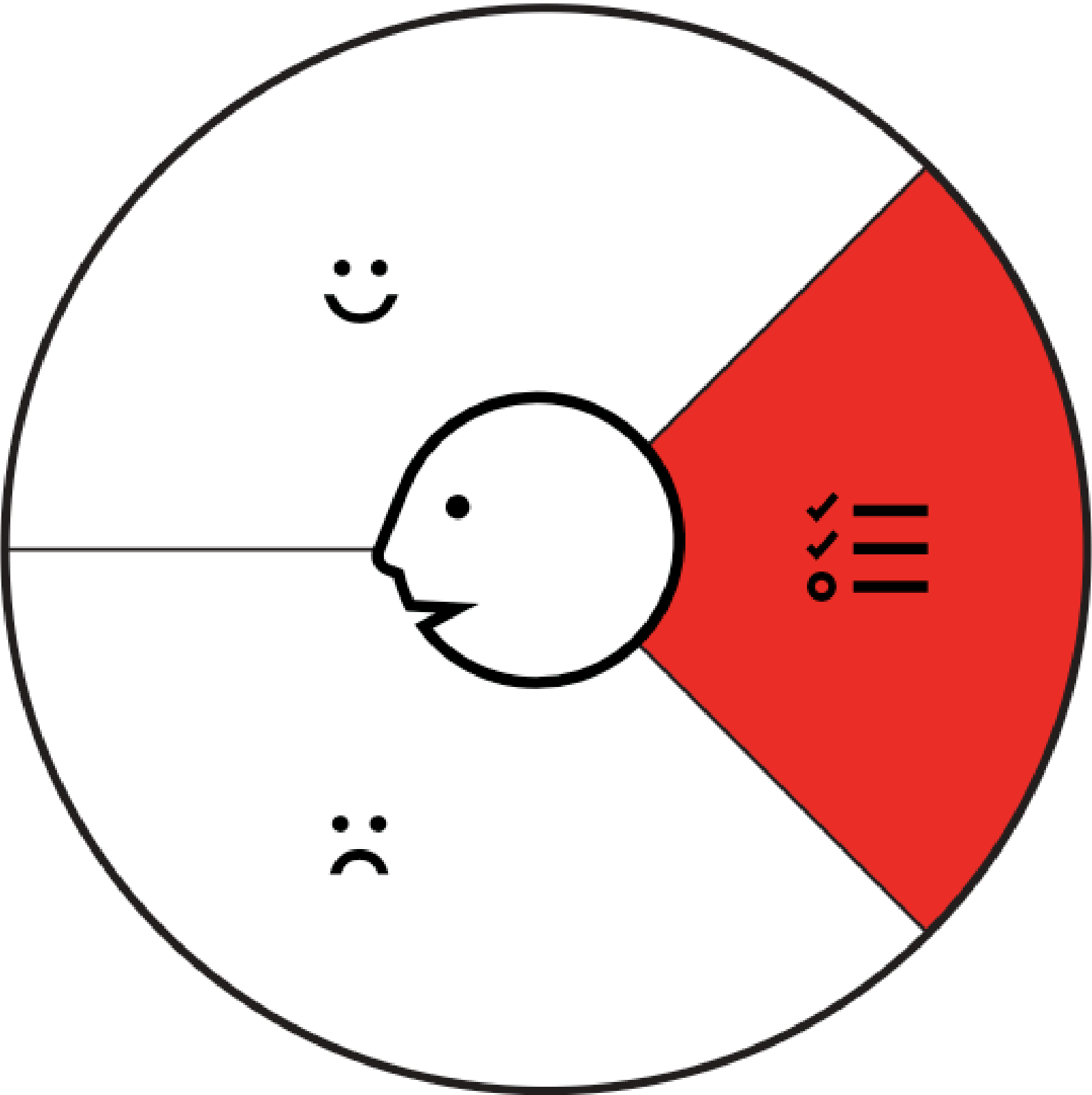
When your customers seek a specific emotional state, such as feeling good or secure, for example, seeking peace of mind regarding one's investments as a consumer or achieving the feeling of job security at one's workplace.

Supporting jobs

Customers also perform supporting jobs in the context of purchasing and consuming value either as consumers or as professionals. These jobs arise from three different roles:

- **BUYER OF VALUE:** jobs related to buying value, such as comparing offers, deciding which products to buy, standing in a checkout line, completing a purchase, or taking delivery of a product or service.
- **COCREATOR OF VALUE:** jobs related to cocreating value with your organization, such as posting product reviews and feedback or even participating in the design of a product or service.
- **TRANSFERRER OF VALUE:** jobs related to the end of a value proposition's life cycle, such as canceling a subscription, disposing of a product, transferring it to others, or reselling it.

* The jobs to be done concept was developed independently by several business thinkers including Anthony Ulwick of the consulting firm Strategyn, consultants Rick Pede and Bob Moesta, and Professor Denise Nitterhouse of DePaul University. It was popularized by Clay Christensen and his consulting firm Innosight and Anthony Ulwick's Strategyn.



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.

Seek to identify three types of customer pains and how severe customers find them:

Undesired outcomes, problems, and characteristics

Pains are functional (e.g., a solution doesn't work, doesn't work well, or has negative side effects), social ("I look bad doing this"), emotional ("I feel bad every time I do this"), or ancillary ("It's annoying to go to the store for this"). This may also involve undesired characteristics customers don't like (e.g., "Running at the gym is boring," or "This design is ugly").

Obstacles

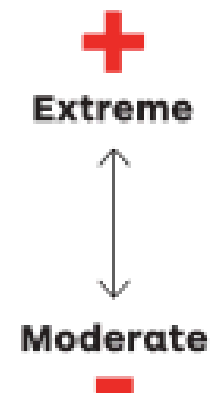
These are things that prevent customers from even getting started with a job or that slow them down (e.g., "I lack the time to get this job done accurately," or "I can't afford any of the existing solutions").

Risks (undesired potential outcomes)

What could go wrong and have important negative consequences (e.g., "I might lose credibility when using this type of solution," or "A security breach would be disastrous for us").

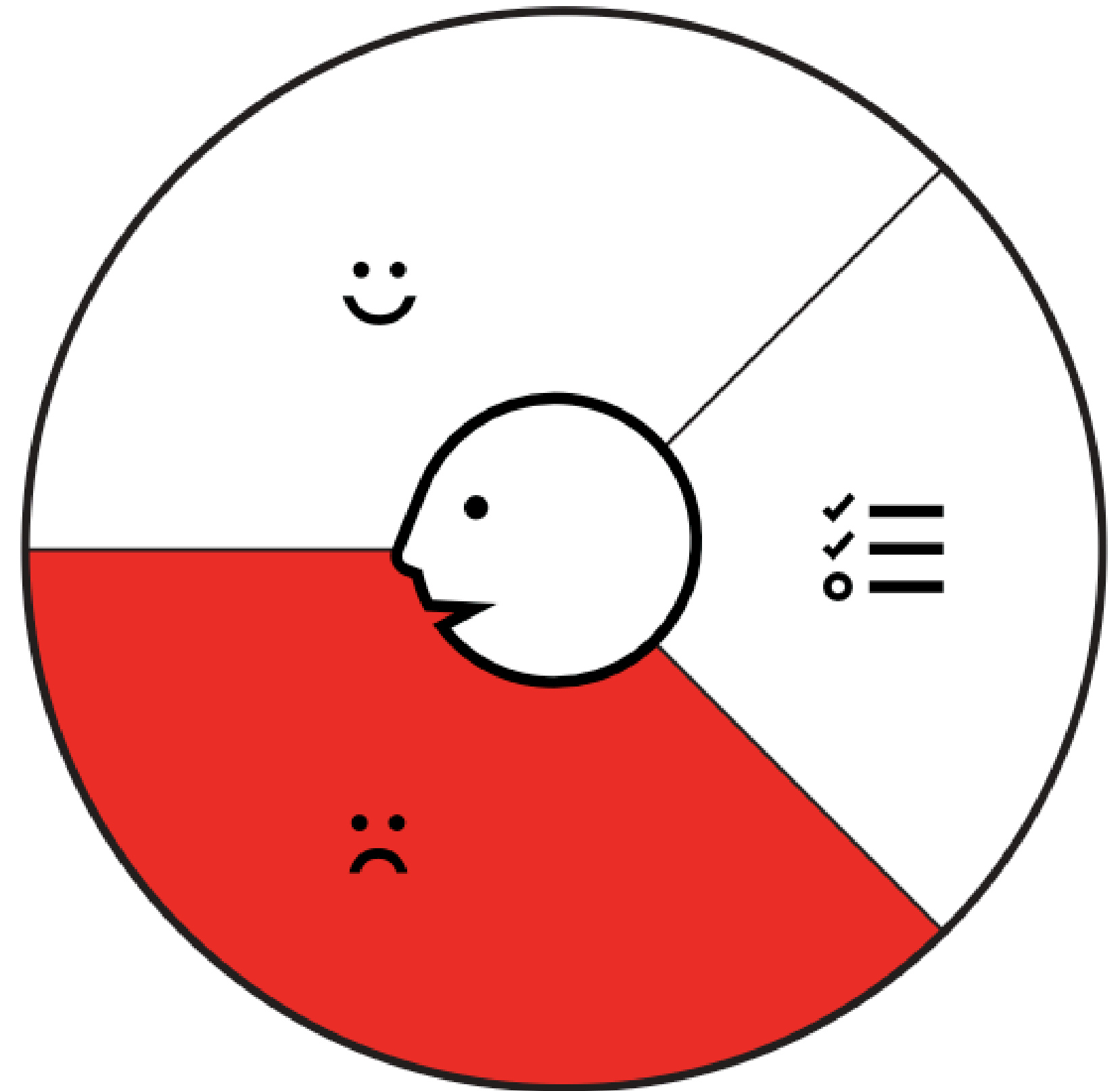
Pain severity

A customer pain can be extreme or moderate, similar to how jobs can be important or insignificant to the customer.



Tip: Make pains concrete.

To clearly differentiate jobs, pains, and gains, describe them as concretely as possible. For example, when a customer says "waiting in line was a waste of time," ask after how many minutes exactly it began to feel like wasted time. That way you can note "wasting more than x minutes standing in line." When you understand how exactly customers measure pain severity, you can design better pain relievers in your value proposition.



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.

Seek to identify four types of customer gains in terms of outcomes and benefits:

Required gains

These are gains without which a solution wouldn't work. For example, the most basic expectation that we have from a smartphone is that we can make a call with it.

Expected gains

These are relatively basic gains that we expect from a solution, even if it could work without them. For example, since Apple launched the iPhone, we expect phones to be well-designed and look good.

Desired gains

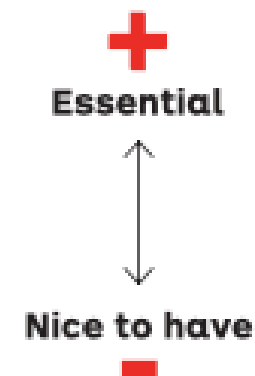
These are gains that go beyond what we expect from a solution but would love to have if we could. These are usually gains that customers would come up with if you asked them. For example, we desire smartphones to be seamlessly integrated with our other devices.

Unexpected gains

These are gains that go beyond customer expectations and desires. They wouldn't even come up with them if you asked them. Before Apple brought touch screens and the App Store to the mainstream, nobody really thought of them as part of a phone.

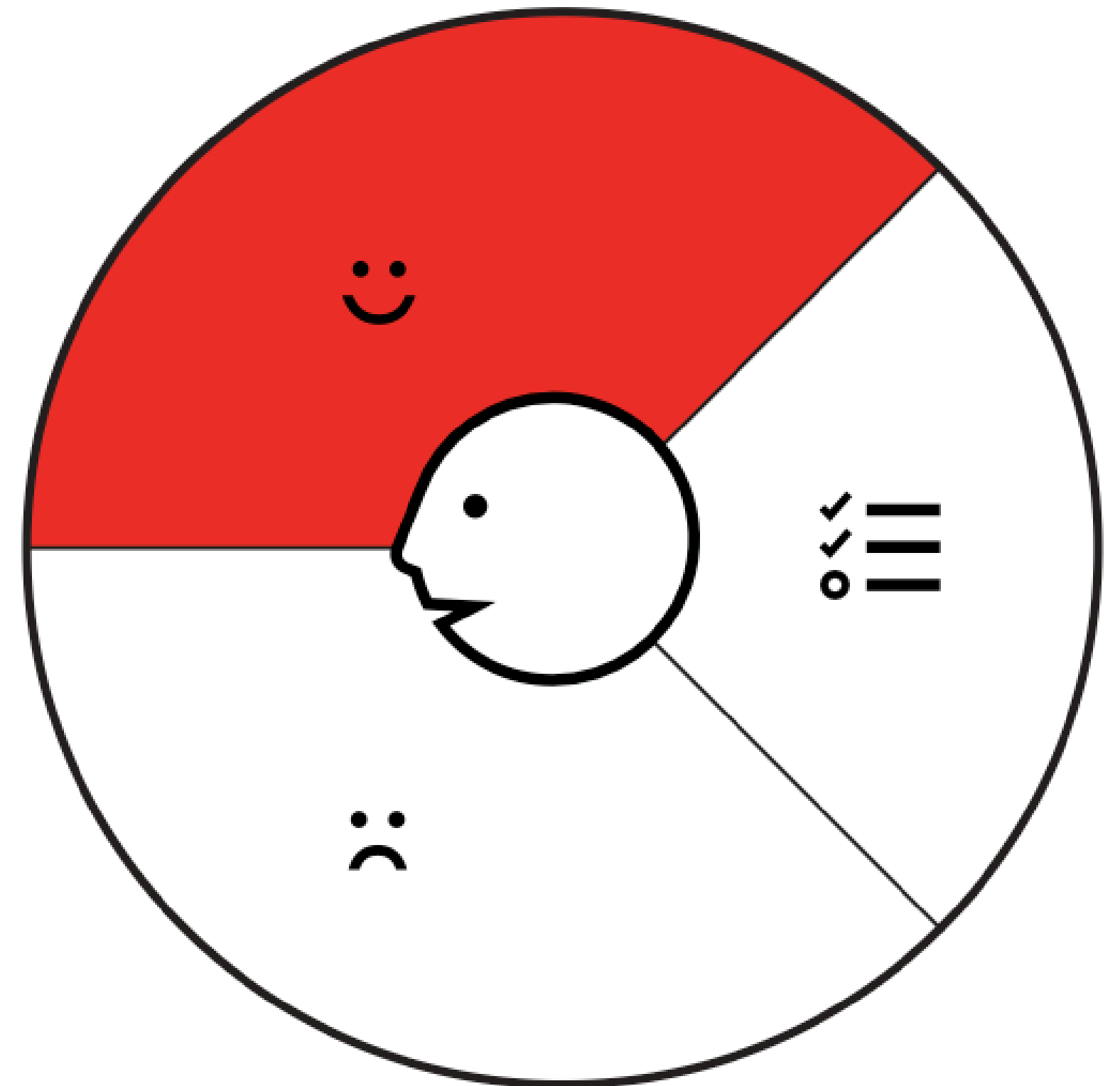
Gain relevance

A customer gain can feel essential or nice to have, just like pains can feel extreme or moderate to them.



Tip: Make gains concrete.

As with pains, it's better to describe gains as concretely as possible to clearly differentiate jobs, pains, and gains from one another. Ask how much they'd expect or dream of when a customer indicates "better performance" as a desired gain. That way you can note "would love an increased performance of more than x." When you understand how exactly customers measure gains (i.e., outcomes and benefits), you can design better gain creators in your value proposition.

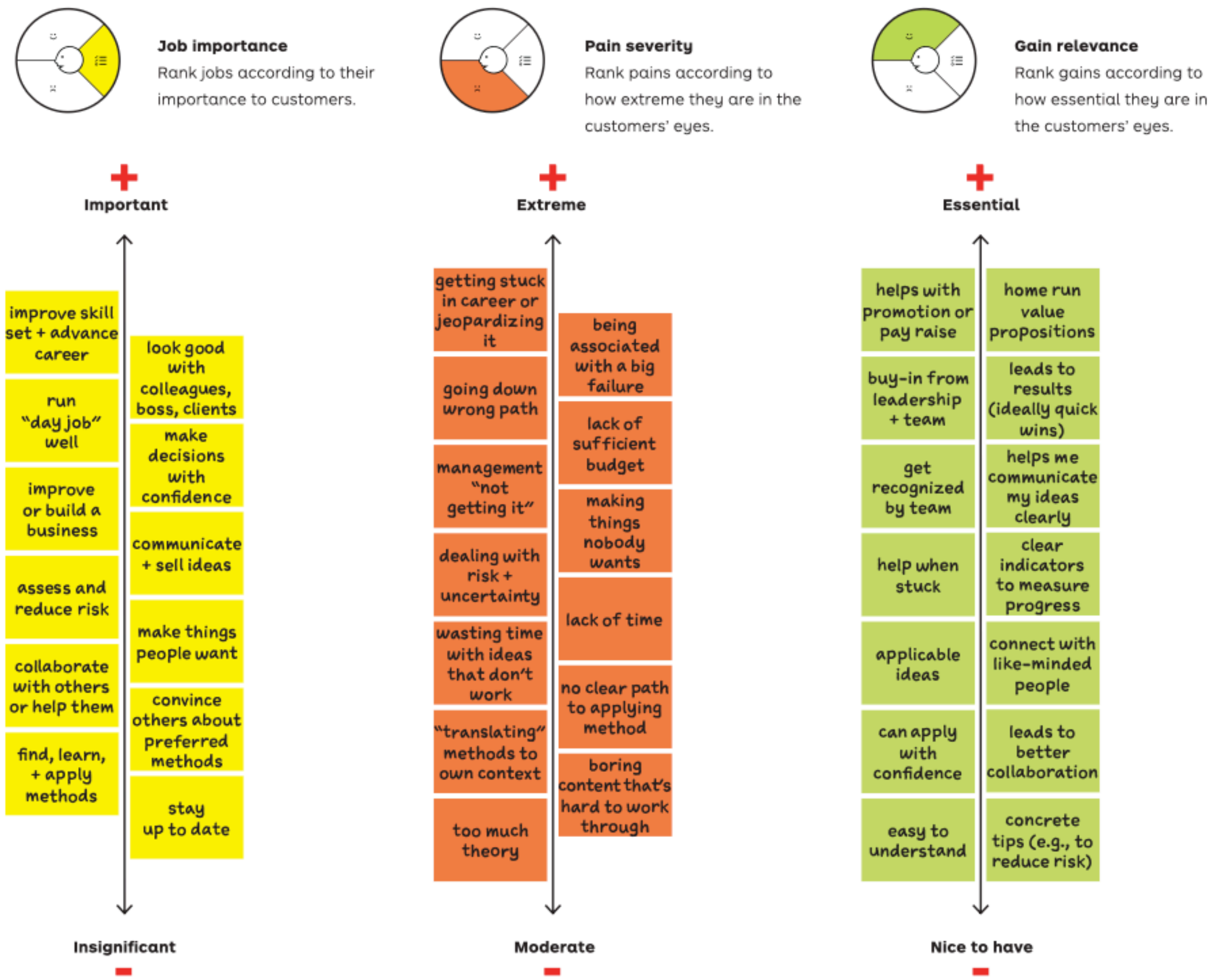


Ranking Jobs, Pains, and Gains

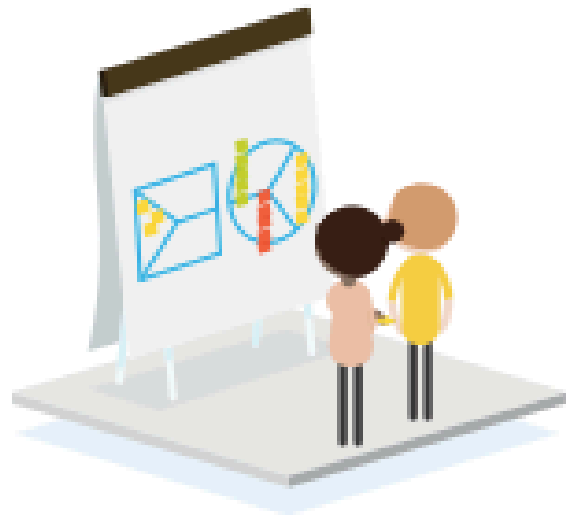
Although individual customer preferences vary, you need to get a sense of customer priorities. Investigate which jobs the majority consider important or insignificant. Find out which pains they find extreme versus merely moderate. Learn which gains they find essential and which are simply nice to have.

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.



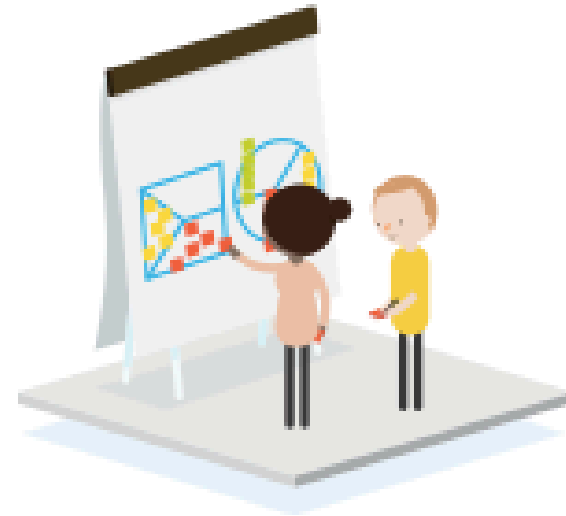
Value Map



1

List products and services.

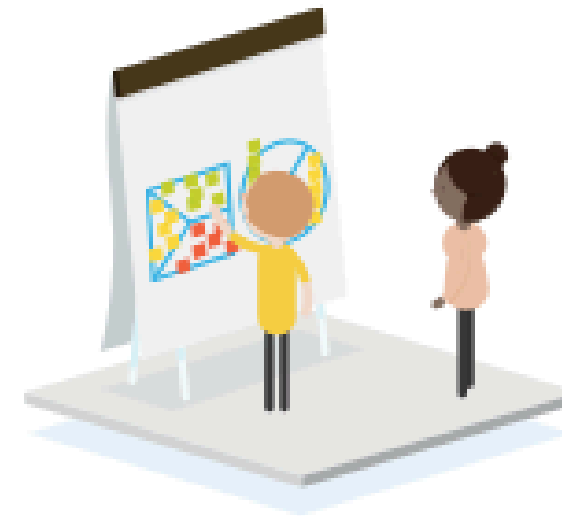
List all the products and services of your existing value proposition.



2

Outline pain relievers.

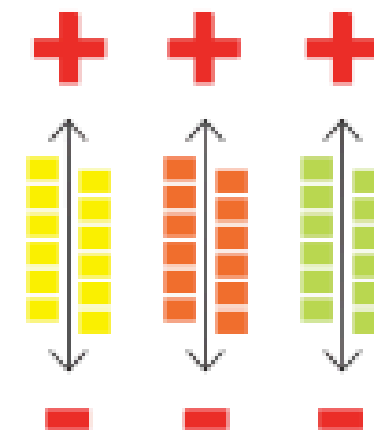
Outline how your products and services currently help customers alleviate pains by eliminating undesired outcomes, obstacles, or risks. Use one sticky note per pain reliever.



3

Outline gain creators.

Explain how your products and services currently create expected or desired outcomes and benefits for customers. Use one sticky note per gain creator.

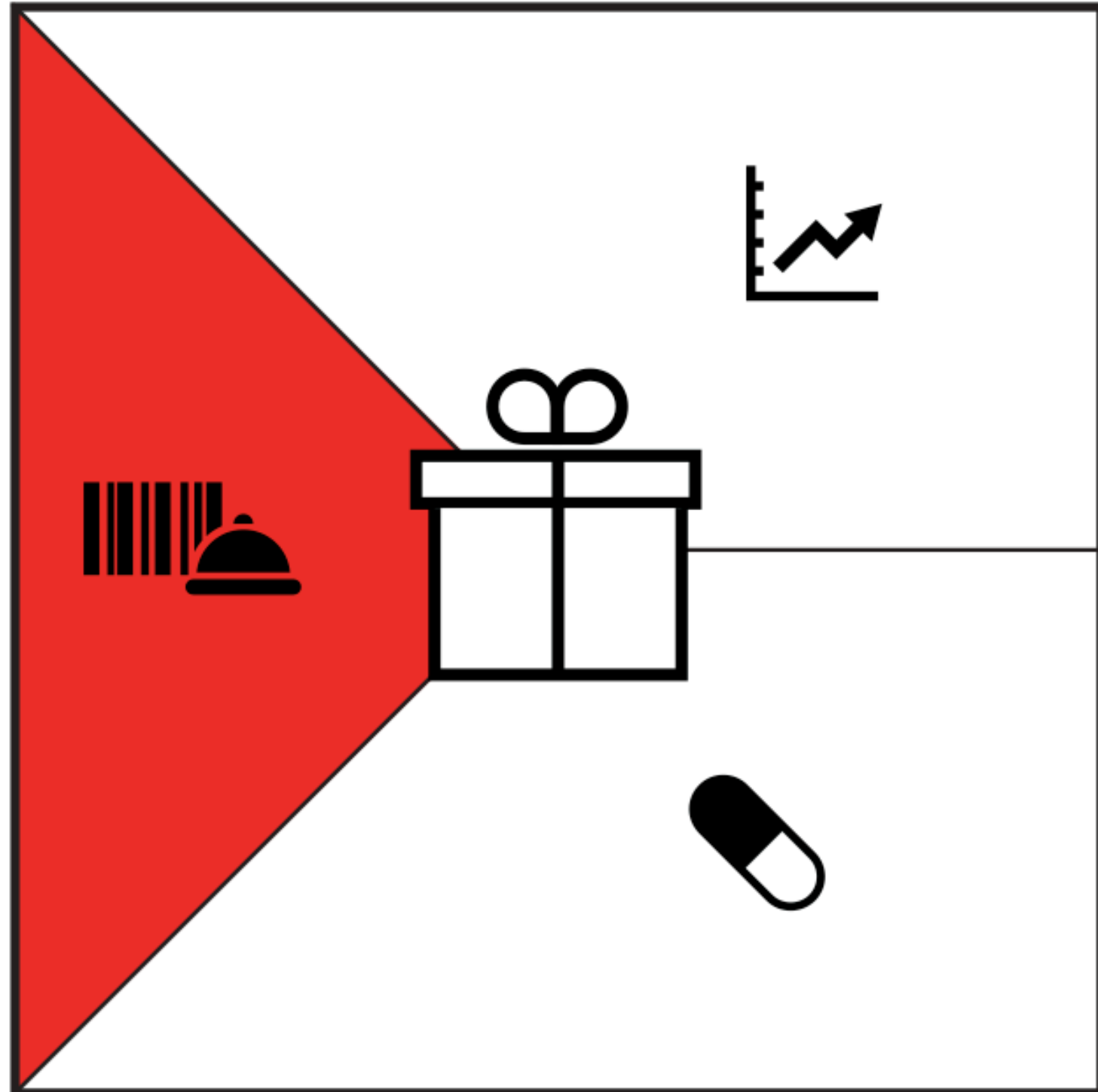


4

Rank by order of importance.

Rank products and services, pain relievers, and gain creators according to how essential they are to customers.

Products and Services



This is simply a list of what you offer. Think of it as all the items your customers can see in your shop window—metaphorically speaking. It's an enumeration of all the products and services your value proposition builds on. 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 list of products and services may also include supporting ones that help your customers perform the roles of buyer (those that help customers compare offers, decide, and buy), co-creator (those that help customers co-design value propositions), and transferrer (those that help customers dispose of a product).

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

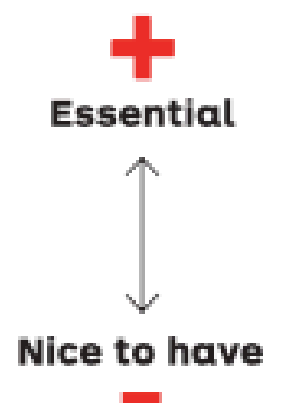
Products such as music downloads or services such as online recommendations.

Financial

Products such as investment funds and insurances or services such as the financing of a purchase.

Relevance

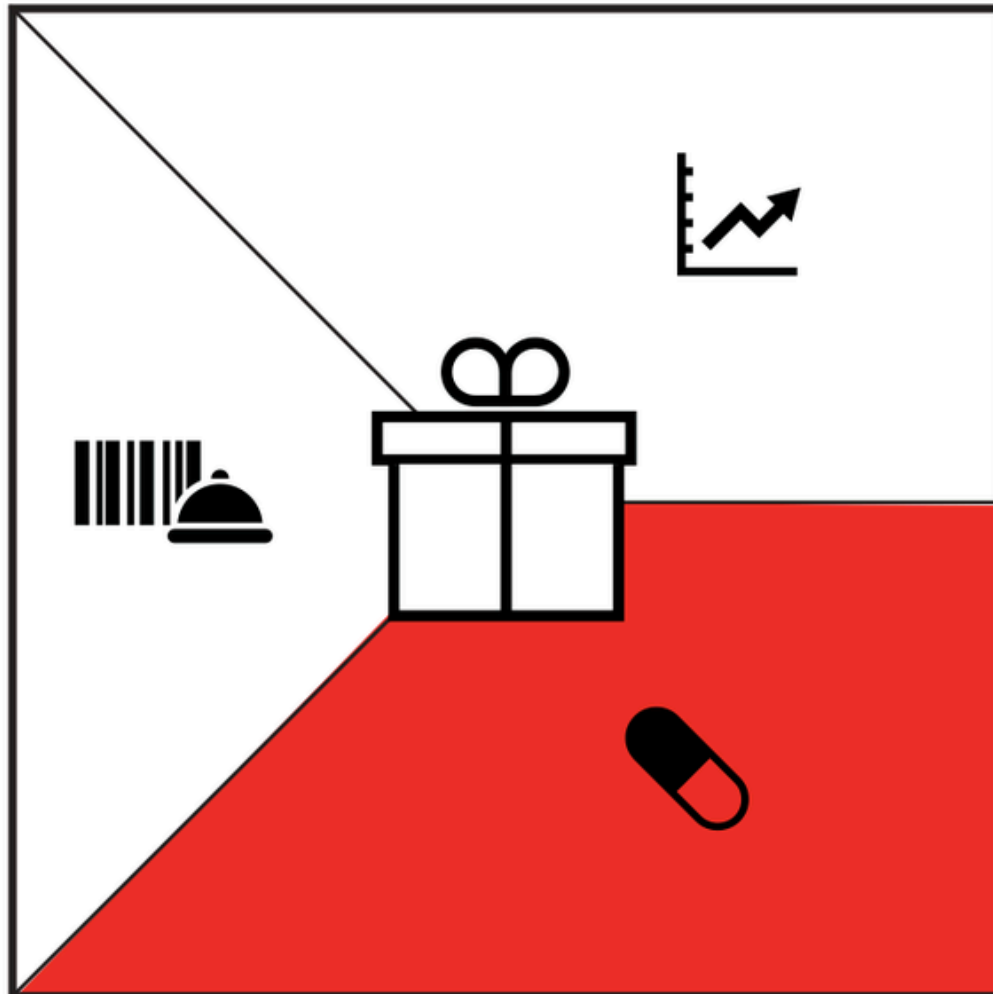
It is essential to acknowledge that not all products and services have the same relevance to your customers. Some products and services are essential to your value proposition; some are merely nice to have.



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.



The following list of trigger questions can help you think of different ways your products and services may help your customers alleviate pains.

Ask yourself: Could your products and services...

- produce savings? In terms of time, money, or efforts.
- make your customers feel better? By killing frustrations, annoyances, and other things that give customers a headache.
- fix underperforming solutions? By introducing new features, better performance, or enhanced quality.
- put an end to difficulties and challenges your customers encounter? By making things easier or eliminating obstacles.
- wipe out negative social consequences your customers encounter or fear? In terms of loss of face or lost power, trust, or status.
- eliminate risks your customers fear? In terms of financial, social, technical risks, or things that could potentially go wrong.
- help your customers better sleep at night? By addressing significant issues, diminishing concerns, or eliminating worries.
- limit or eradicate common mistakes customers make? By helping them use a solution the right way.
- eliminate barriers that are keeping your customer from adopting value propositions? Introducing lower or no upfront investment costs, a flatter learning curve, or eliminating other obstacles preventing adoption.

Relevance

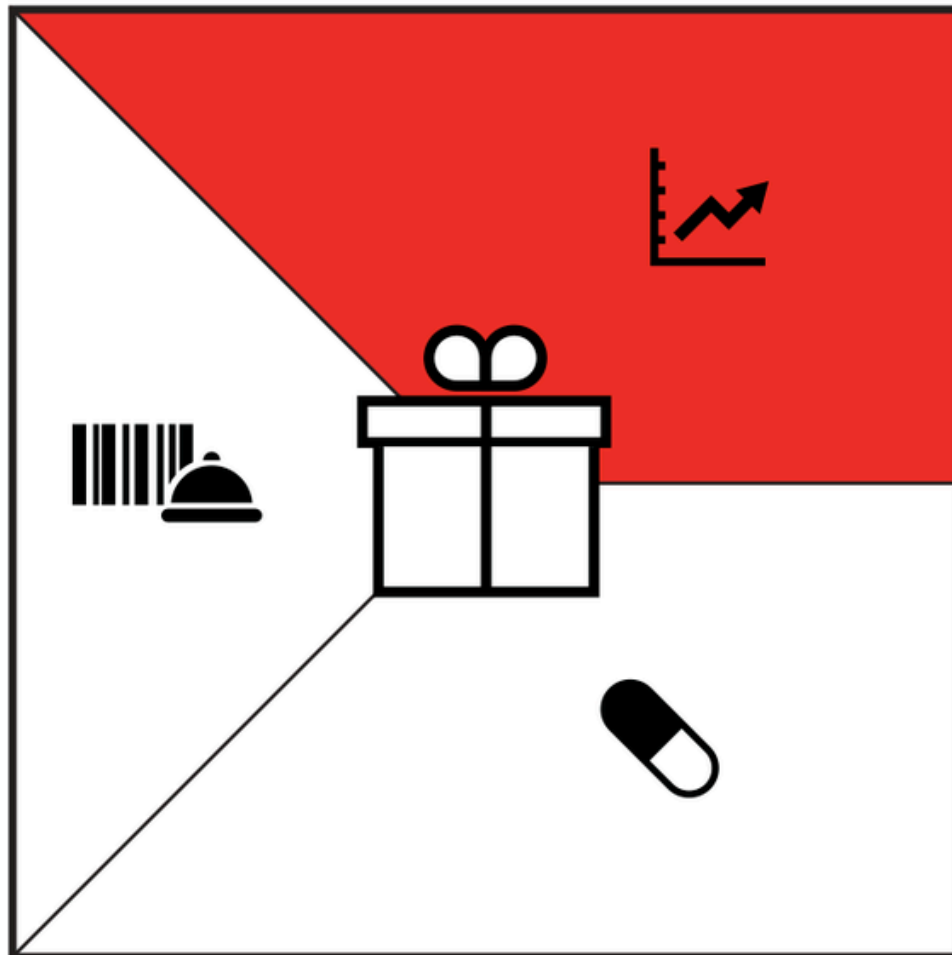
A pain reliever can be more or less valuable to the customer. Make sure you differentiate between essential pain relievers and ones that are nice to have. The former relieve extreme issues, often in a radical way, and create a lot of value. The latter merely relieve moderate pains.



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.



The following list of trigger questions can help you think of different ways your products and services may help your customers obtain required, expected, desired, or unexpected outcomes and benefits.

Ask yourself: Could your products and services...

- create savings that please your customers? In terms of time, money, and effort.
- produce outcomes your customers expect or that exceed their expectations? By offering quality levels, more of something, or less of something.
- outperform current value propositions and delight your customers? Regarding specific features, performance, or quality.
- make your customers' work or life easier? Via better usability, accessibility, more services, or lower cost of ownership.
- create positive social consequences? By making them look good or producing an increase in power or status.
- do something specific that customers are looking for? In terms of good design, guarantees, or specific or more features.
- fulfill a desire customers dream about? By helping them achieve their aspirations or getting relief from a hardship?
- produce positive outcomes matching your customers' success and failure criteria? In terms of better performance or lower cost.

- help make adoption easier? Through lower cost, fewer investments, lower risk, better quality, improved performance, or better design.

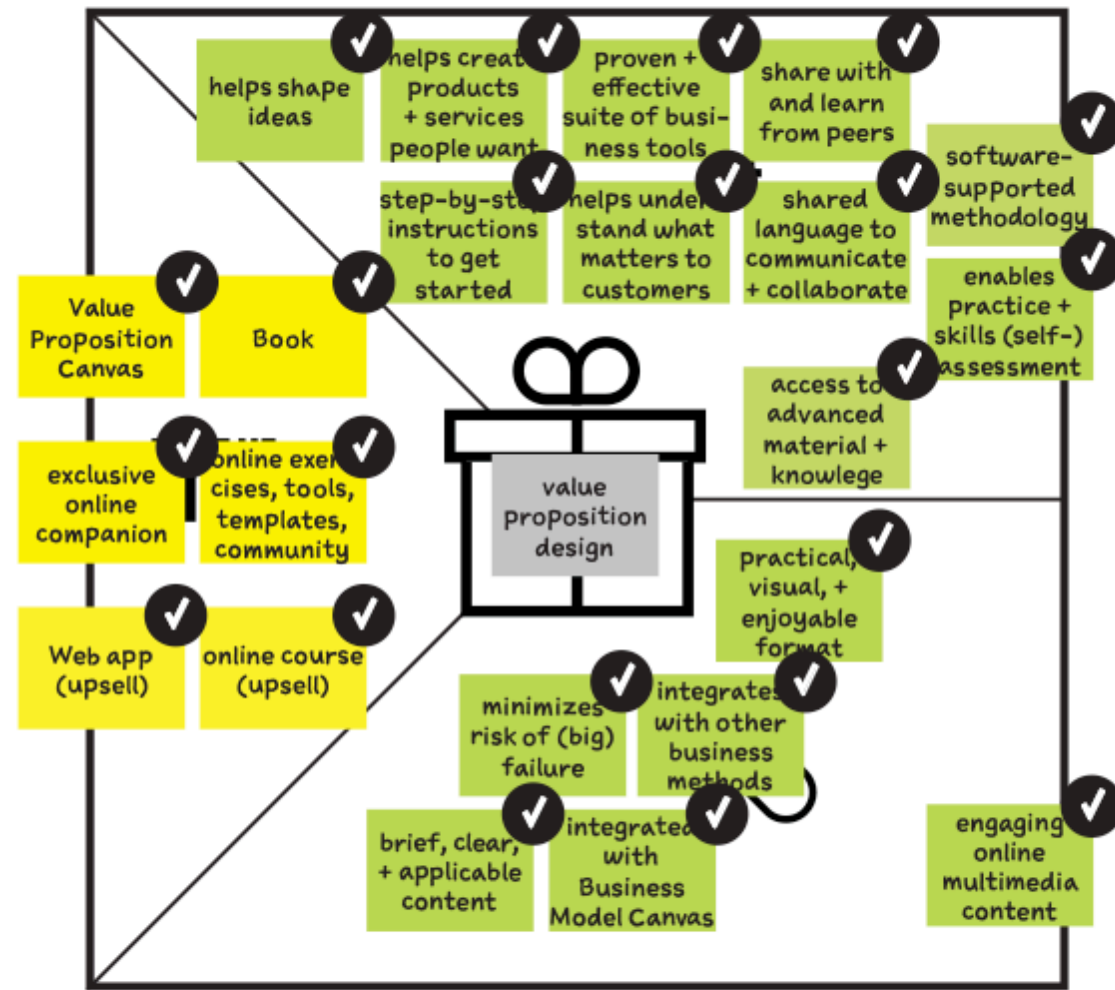
Relevance

A gain creator can produce more or less relevant outcomes and benefits for the customer just like we have seen for pain relievers. Make sure you differentiate between essential and nice to have gain creators.



Fit?

When we designed the value proposition for this book, we strived to address some of the most important jobs, pains, and gains that potential customers have and that are insufficiently addressed by current business book formats.



Check marks signify that products and services relieve pains or create gains and directly address one of the customers' jobs, pains, or gains.



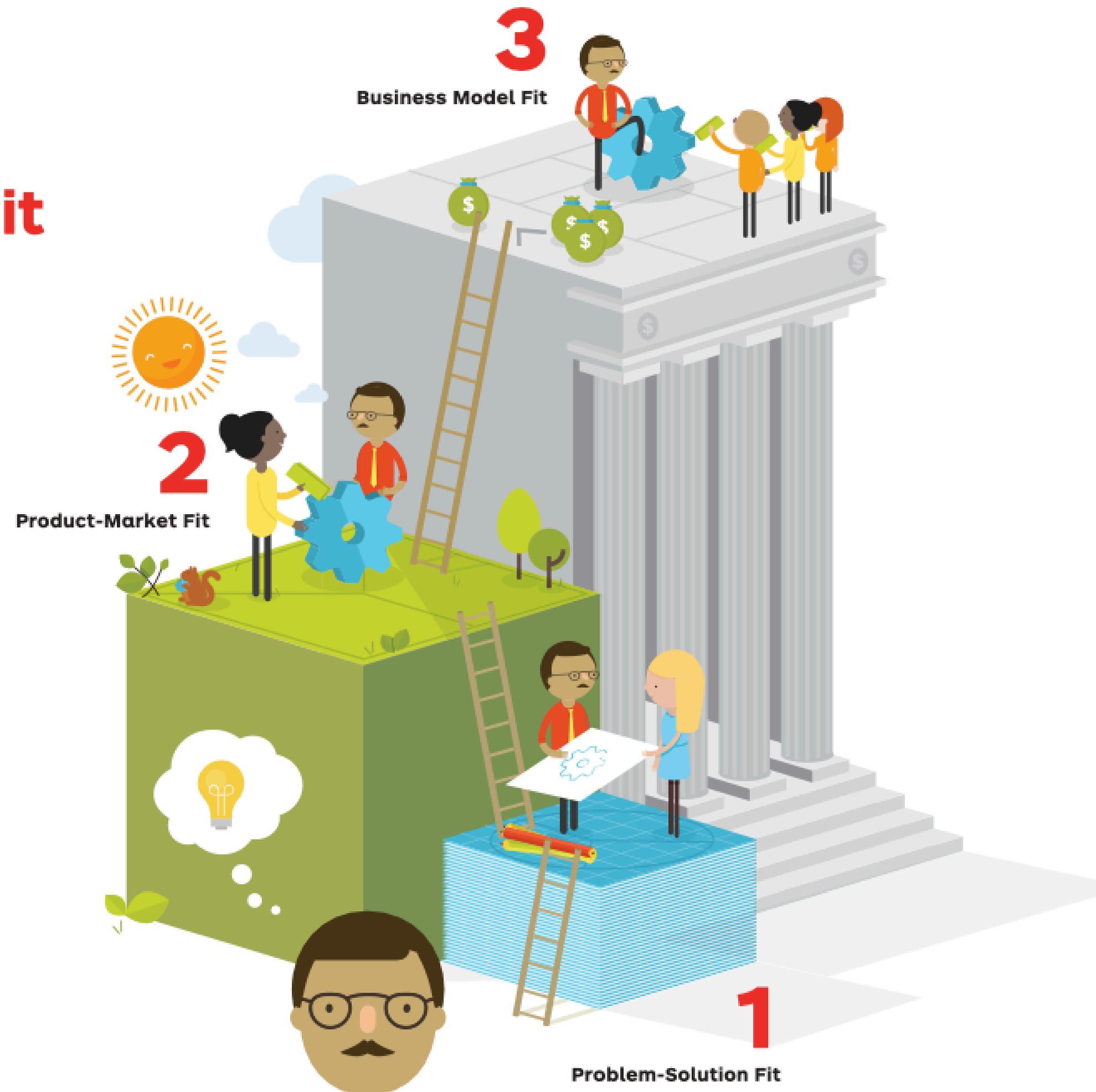
Xs show which jobs, pains, and gains the value proposition does not address.

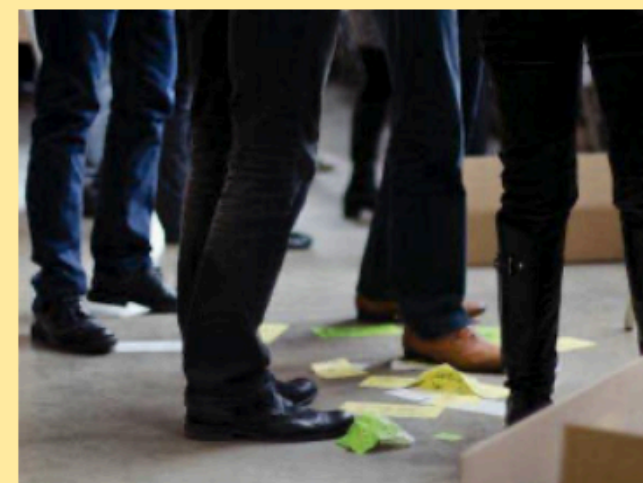
Three Kinds of Fit

Searching for Fit is the process of designing value propositions around products and services that meet jobs, pains, and gains that customers really care about. Fit between what a company offers and what customers want is the number one requirement of a successful value proposition.

Fit happens in three stages. The first occurs when you identify relevant customer jobs, pains, and gains you believe you can address with your value proposition. The second occurs when customers positively react to your value proposition and it gets traction in the market. The start-up movement calls these problem-solution fit and product-market fit, respectively. The third occurs when you find a business model that is scalable and profitable.

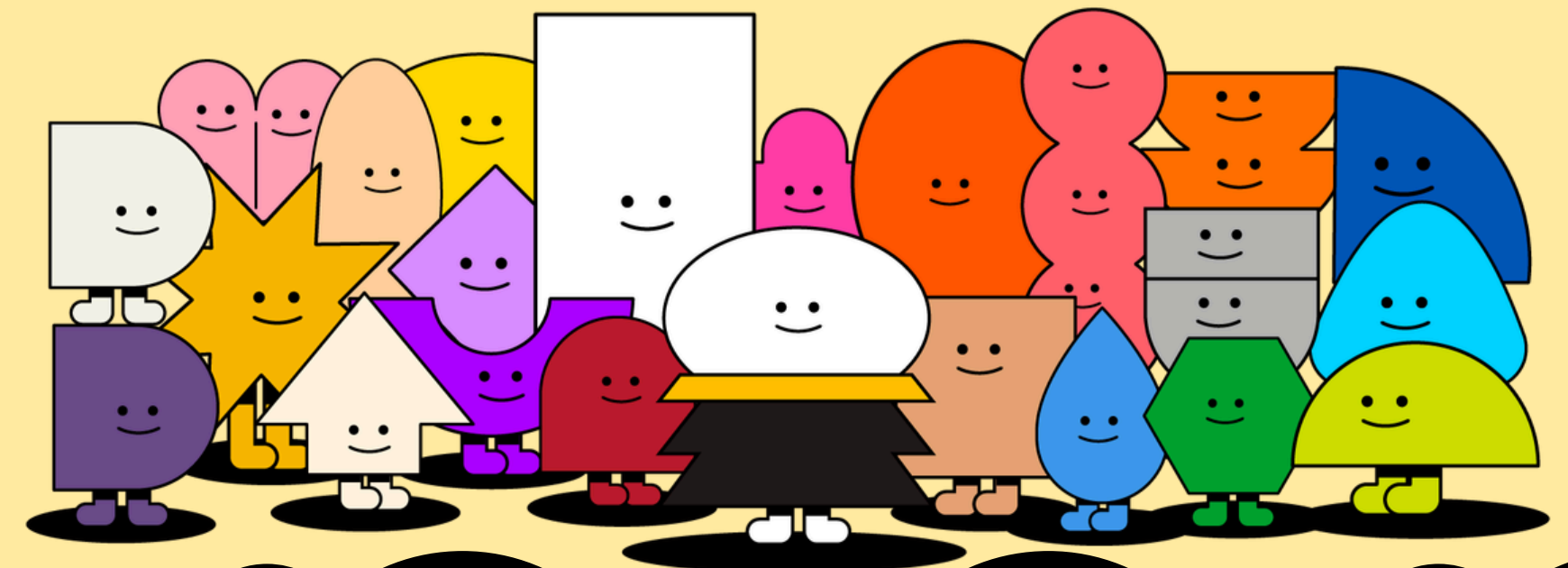
 Get "Fit" poster





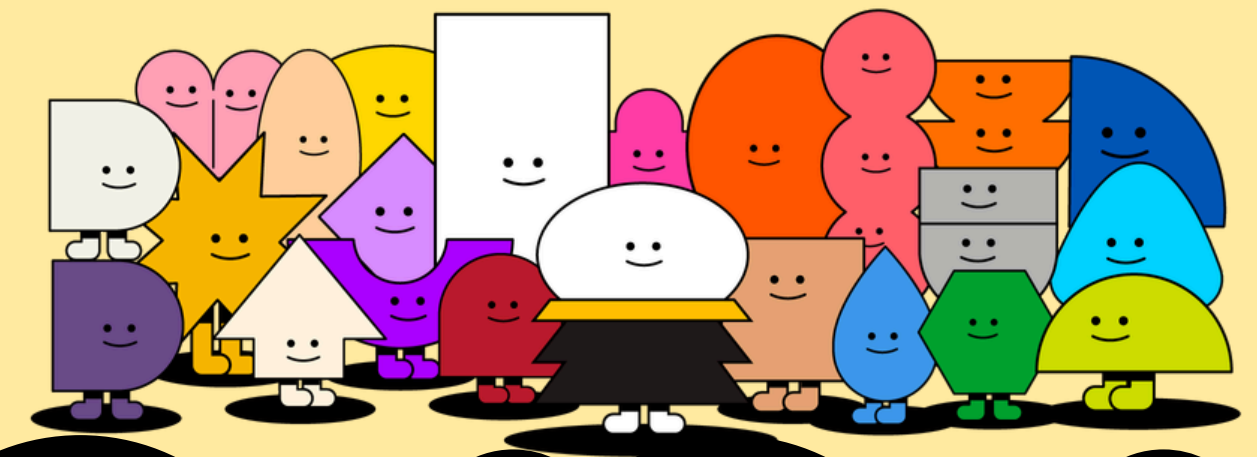
MMT
Retreat 2026

Group - Brainstorm

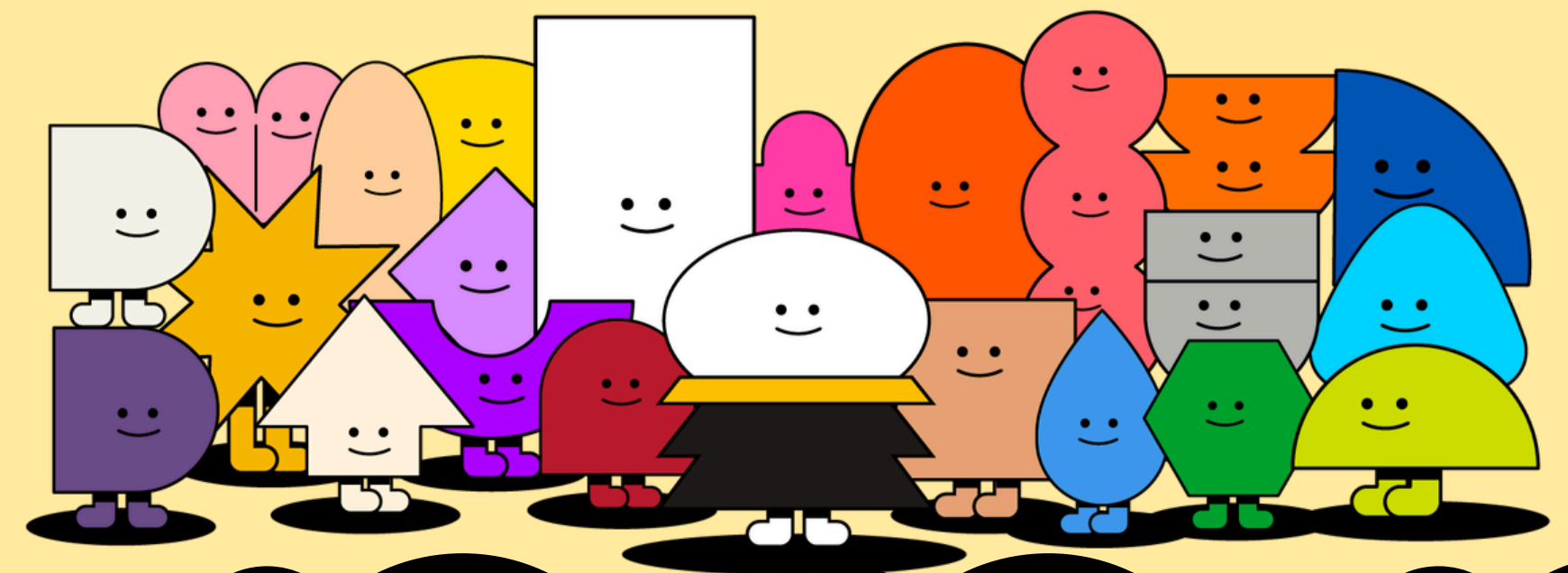


AGENDA

- The Vision Keynote
- Presentation : BMC 22 Teams
- Workshop
- **Presentation : VPC**
- Wrap-up & Next Step



Presentation : VPC



**“It doesn’t matter how beautiful
your theory is, it doesn’t matter
how smart you are. If it doesn’t
agree with experiment, it’s wrong.”**

Richard Feynman
American theoretical physicist

You're holding a field guide for rapid experimentation.
Use the 44 experiments inside to find your path to scale.
Systematically win big with small bets by...

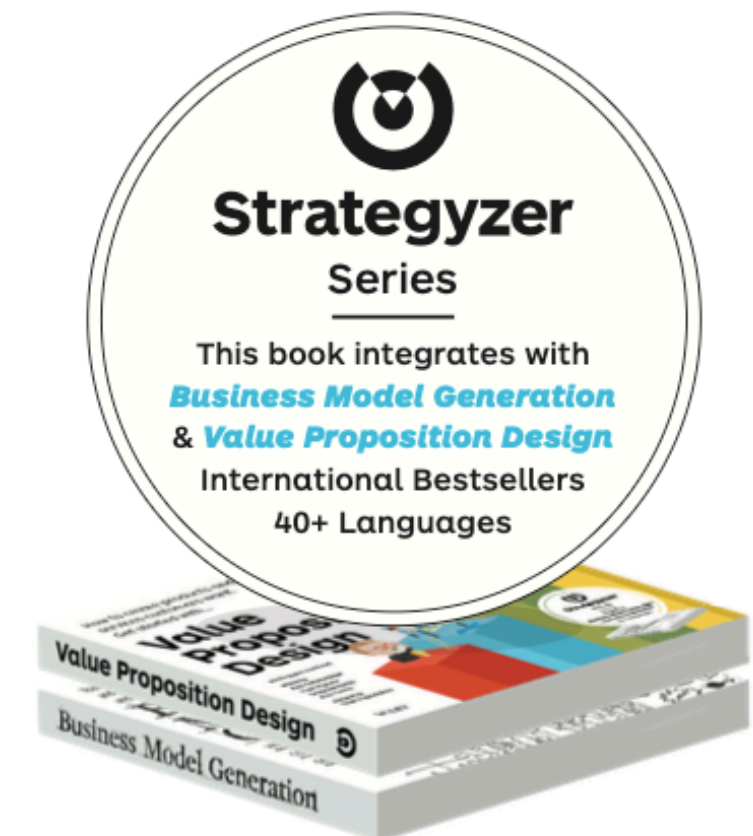
Testing Business Ideas

strategyzer.com/test

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WILEY

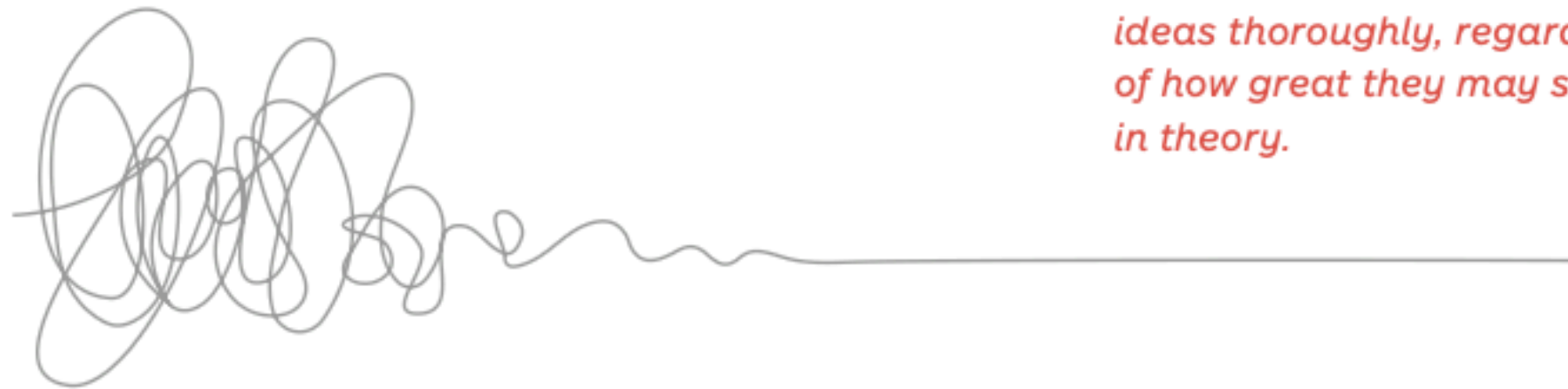


How to Get from a Good Idea to a Validated Business

Too many entrepreneurs and innovators execute ideas prematurely because they look great in presentations, make excellent sense in the spreadsheet, and look irresistible in the business plan... only to learn later that their vision turned out to be a hallucination.



Idea



Search & Testing

Don't make the mistake of executing business ideas without evidence: test your ideas thoroughly, regardless of how great they may seem in theory.

Execution



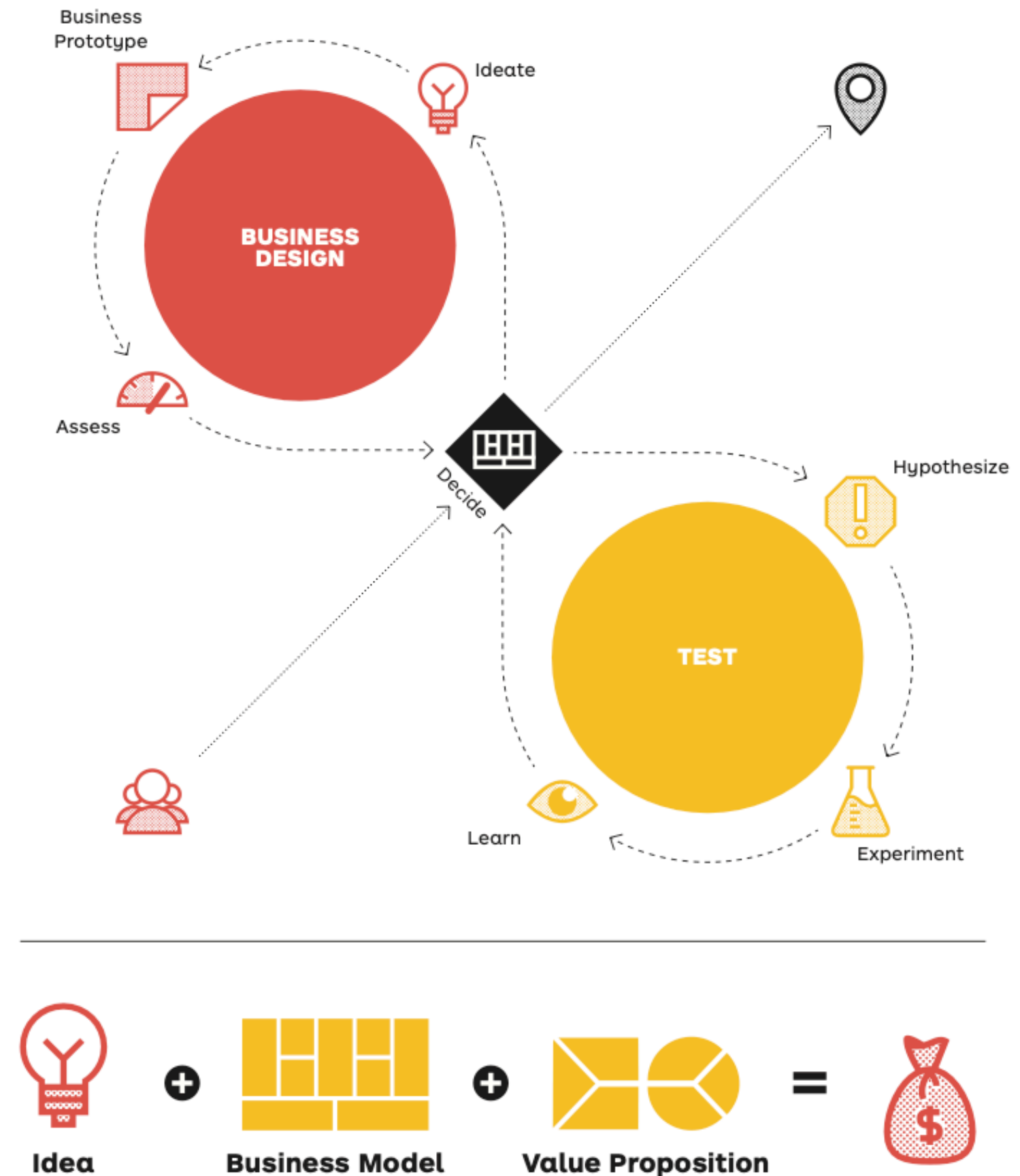
Business

The Iterative Process

Business Concept Design

Design is the activity of turning vague ideas, market insights, and evidence into concrete value propositions and solid business models. Good design involves the use of strong business model patterns to maximize returns and compete beyond product, price, and technology.

The risk is that a business can't get access to key resources (technology, IP, brand, etc.), can't develop capabilities to perform key activities, or can't find key partners to build and scale the value proposition.



The design loop has three steps.

1. Ideate

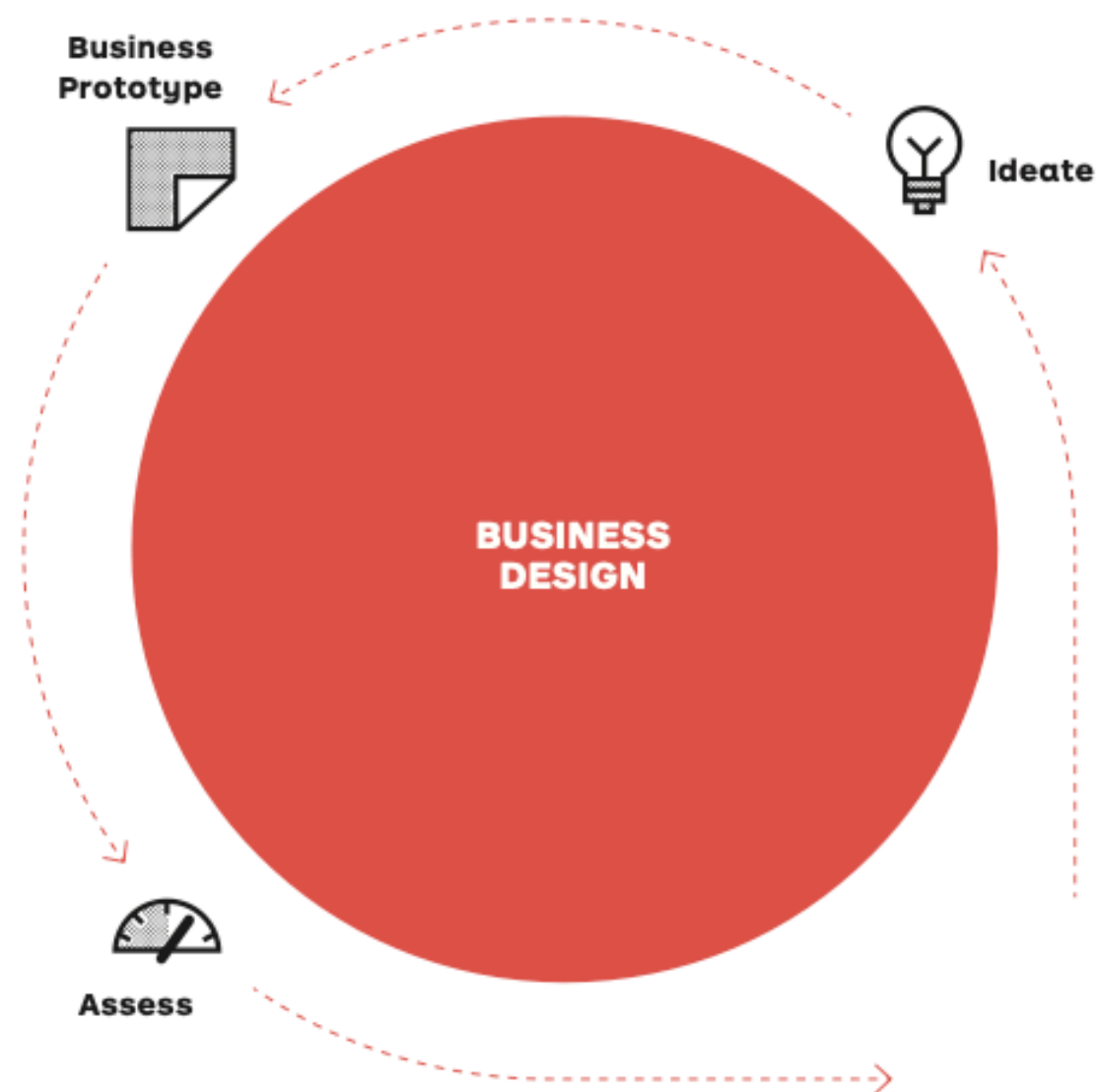
In this first step you try to come up with as many alternative ways as possible to use your initial intuition or insights from testing to turn your idea into a strong business. Don't fall in love with your first ideas.

2. Business Prototype

In this second step you narrow down the alternatives from ideation with business prototypes. When you start out you might use rough prototypes like napkin sketches. Subsequently, use the Value Proposition Canvas and Business Model Canvas to make your ideas clear and tangible. In this book we use these two tools to break ideas into smaller testable chunks. You will constantly improve your business prototypes with insights from testing in future iterations.

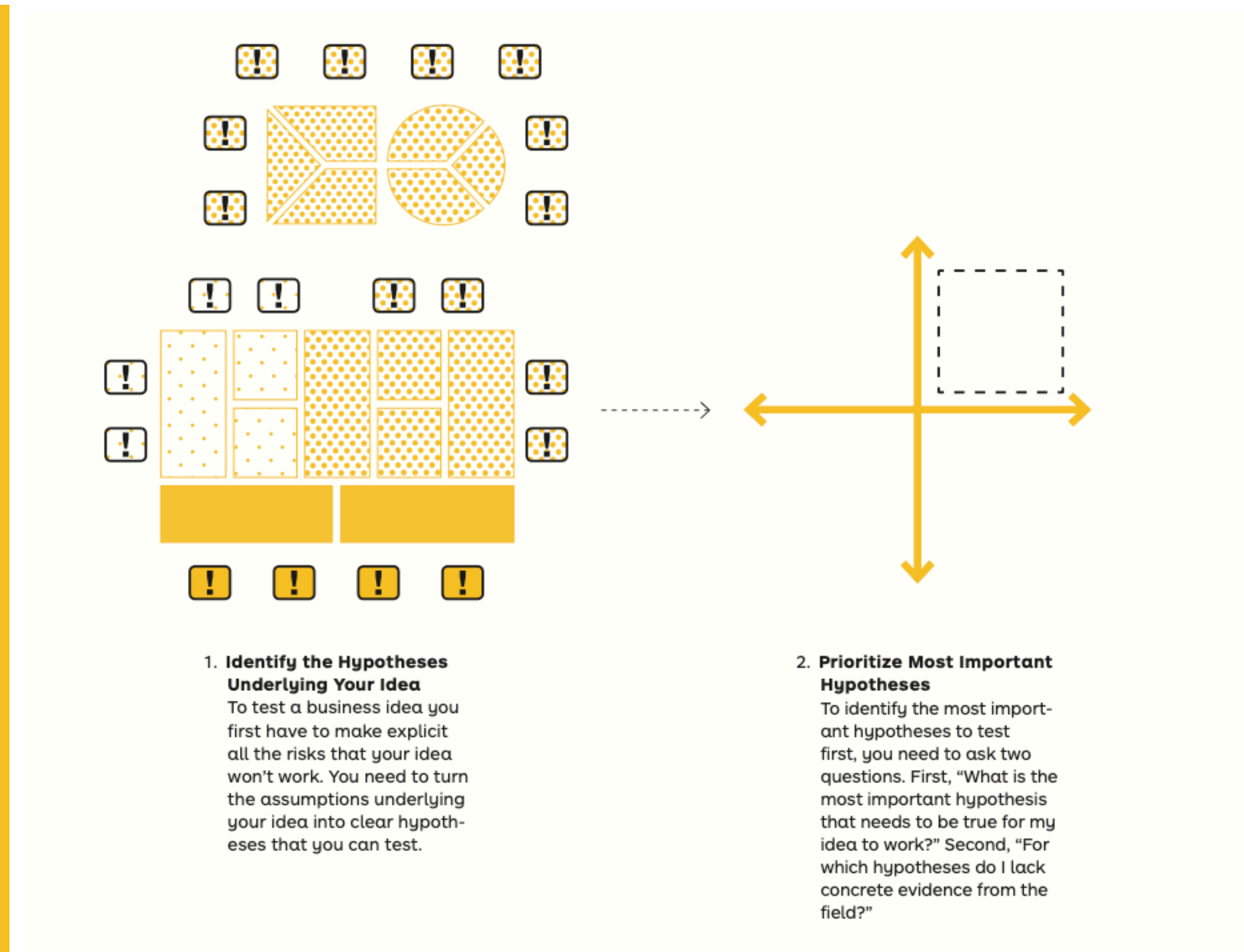
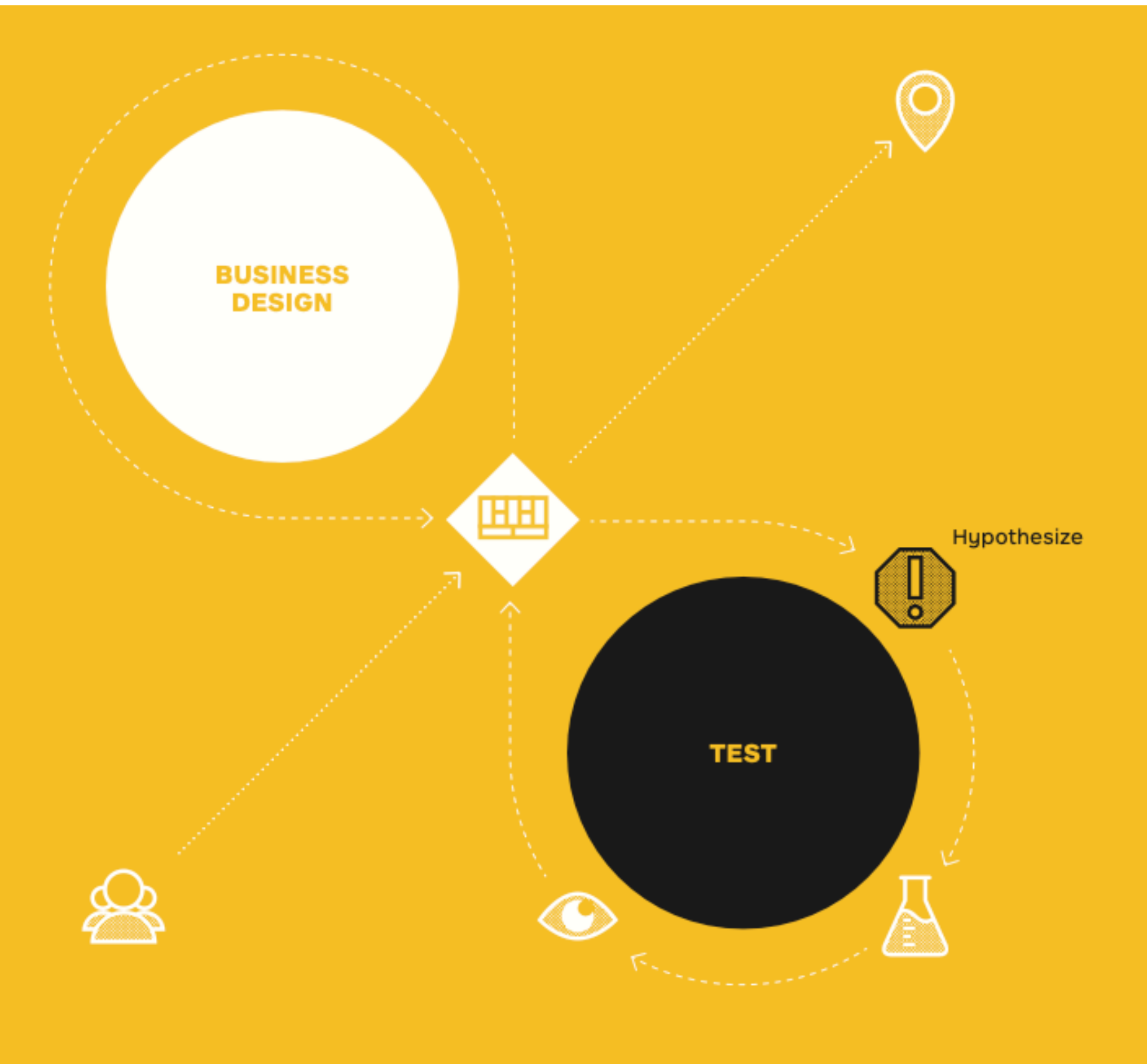
3. Assess

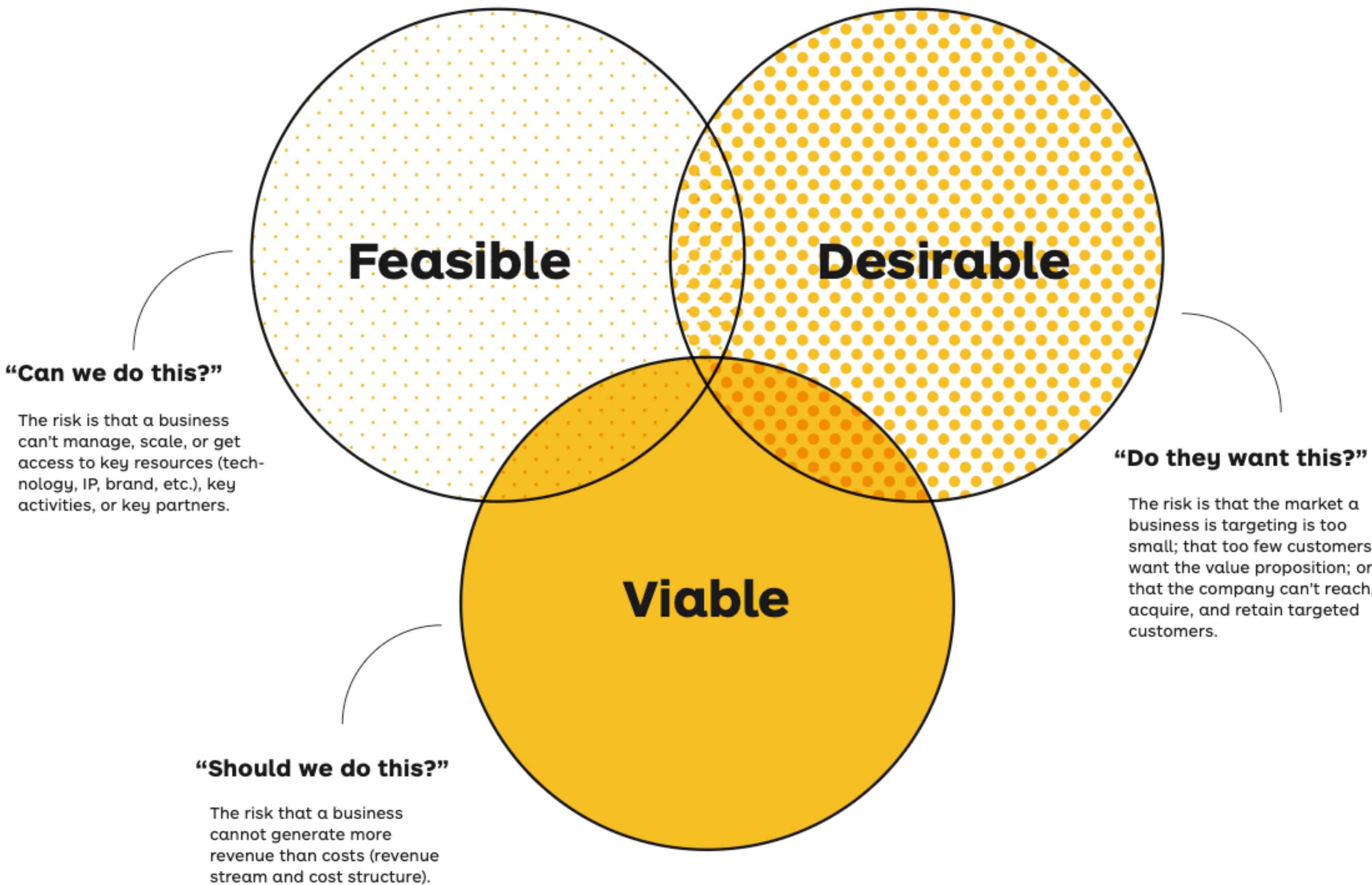
In this last step of the design loop you assess the design of your business prototypes. You ask questions like "Is this the best way to address our customers' jobs, pains, and gains?" or, "Is this the best way to monetize our idea?" or, "Does this best take into account what we have learned from testing?" Once you are satisfied with the design of your business prototypes you start testing in the field or go back to testing, if you are working on subsequent iterations.



Caveat

This book focuses on Testing Business Ideas and provides you with a library of experiments to test your ideas and business prototypes. If you want to learn more about business design, we suggest you read *Business Model Generation* (Wiley, 2010) and *Value Proposition Design* (Wiley, 2014) or download the free online material.





Types of Hypotheses

Adapted from Larry Keeley, Doblin Group and IDEO.

MARKET RISK

Desirability Hypotheses

Explore first

The Value Proposition Canvas contains market risk in both the Value Map and Customer Profile. Identify the desirability hypotheses you are making in:



Customer Profile

We believe that we...

- are addressing jobs that really matter to customers.
- are focused on pains that really matter to customers.
- are focused on gains that really matter to customers.

Value Map

We believe...

- our products and services really solve for high-value customer jobs.
- our products and services relieve top customer pains.
- our products and services create important customer gains.

Prioritize Hypotheses

Step 2

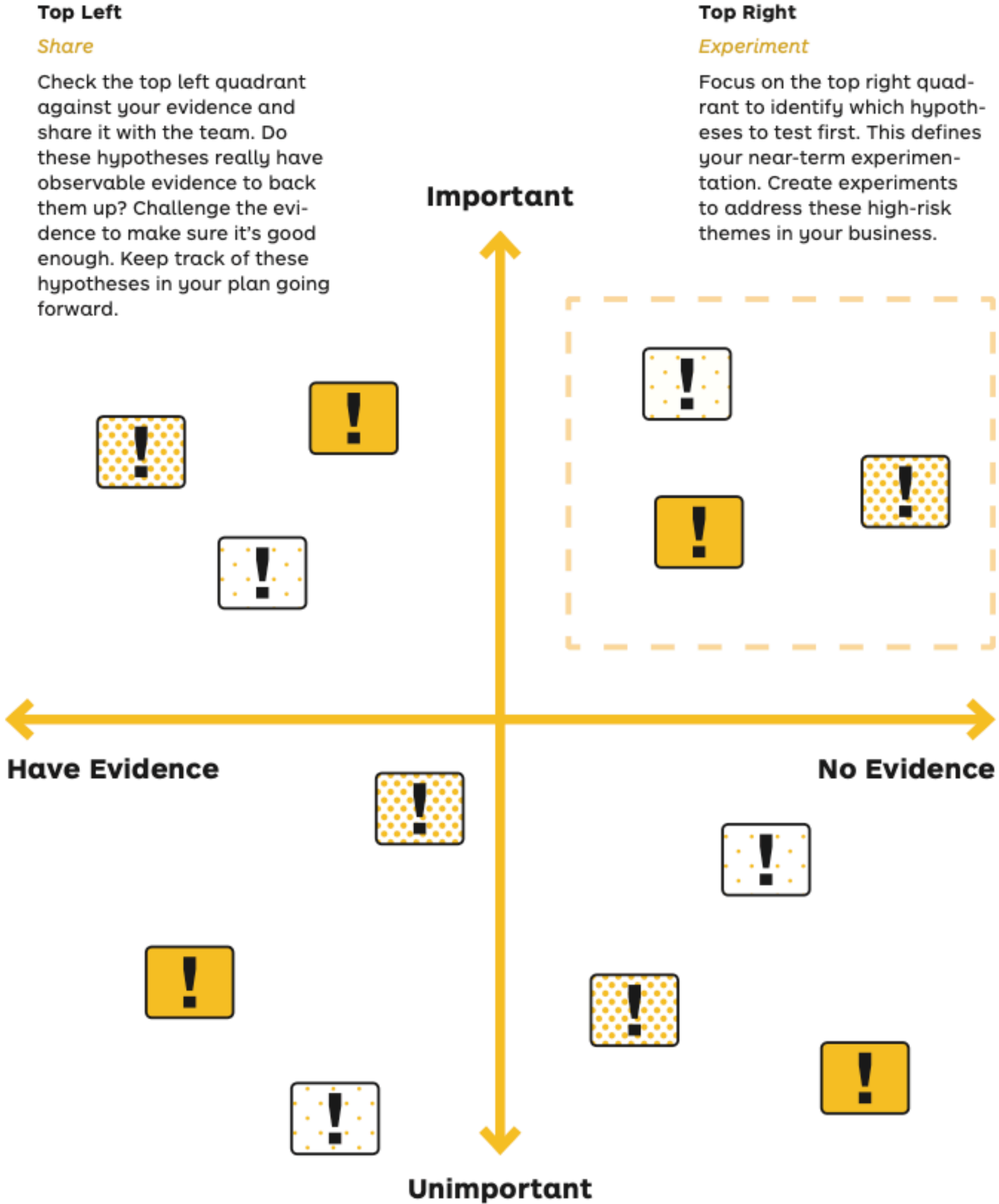
Use the Assumptions Map to prioritize all your hypotheses in terms of importance and existence or absence of evidence that supports different types of hypotheses.

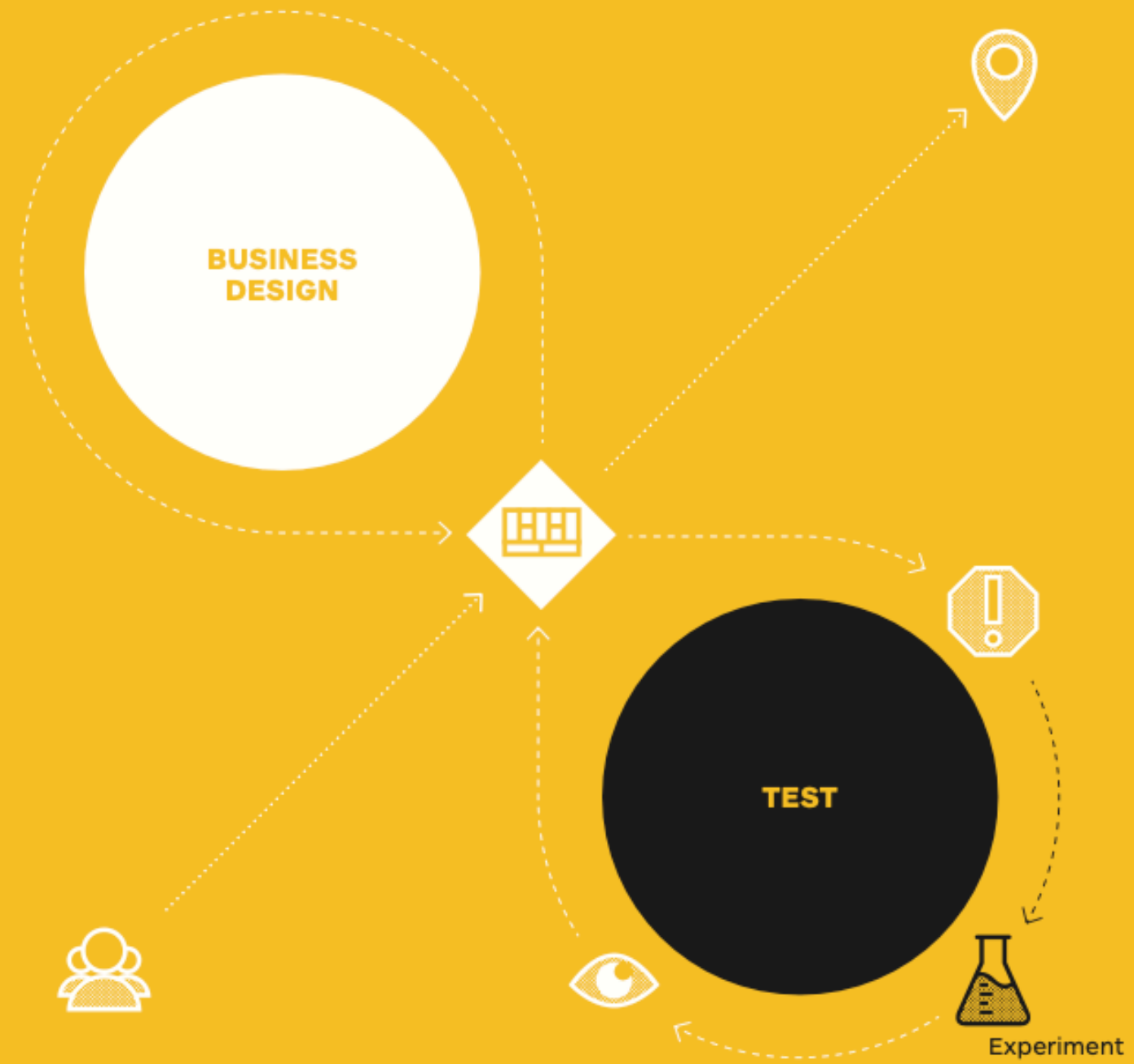
x-Axis: Evidence

On the x-axis you place all your hypotheses positioned to show how much evidence you have or don't have to support or refute a specific hypothesis. You place a hypothesis on the left if you are able to produce relevant, observable, and recent evidence to support a hypothesis. You place a hypothesis on the right if you do not have evidence and therefore will need to generate it.

y-Axis: Importance

On the y-axis you place all your hypotheses in terms of importance. Position a hypothesis at the top if it is absolutely critical for your business idea to succeed. In other words, if that hypothesis is proven wrong, your business idea will fail and all other hypotheses become irrelevant. You place a hypothesis at the bottom if it is not one of the first things you'd go out and test.





1. Design Experiment

To get started with testing your business idea, you turn your most important hypotheses into experiments. You should start with cheap and fast experiments to learn quickly. Every experiment will reduce the risk that you'll spend time, energy, and money on ideas that won't work.

Test Card		© Strategyzer

2. Run Experiment

Every experiment has a specific run time to generate sufficient evidence that you can learn from. Make sure you run your experiments almost like a scientist, so that your evidence is clean and not misleading.

What is a good experiment?

A good experiment is precise enough so that team members can replicate it and generate usable and comparable data.

- Defines the “who” precisely (test subject)
- Defines the “where” precisely (test context)
- Defines the “what” precisely (test elements)

What are the components of an experiment?

A well-formed business experiment is made up of four components:

1. Hypothesis

The most critical hypothesis from the top right quadrant of your Assumptions Map.

2. Experiment

The description of the experiment you will run to support or refute the hypothesis.

3. Metrics

The data you will measure as part of the experiment.

4. Criteria

The success criteria for your experiment metrics.

Call-to-Action Experiment

A specific type of experiment that prompts a test subject to perform an observable action. Used in an experiment in order to test one or more hypotheses.

Test Card

Strategyzer

Test Name

Deadline

Assigned to

Duration

STEP 1: HYPOTHESIS

We believe that

Critical:



STEP 2: TEST

To verify that, we will

Test Cost:



Data Reliability:



STEP 3: METRIC

And measure

Time Required:



STEP 4: CRITERIA

We are right if

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Create multiple experiments for your hypothesis

We’ve yet to work with a team who created just one experiment, had a major break-through, and then went on to create a multibillion dollar business from it. In reality, it takes a series of experiments to generate the possibility of a successful business. Use the Test Cards and the experiment library to create well-formed experiments to test your business hypotheses.

Test CardStrategyzer

Customer Interviews

Deadline

Assigned to

Grace Grant

Duration

STEP 1: HYPOTHESIS

We believe that millennial parents prefer curated science projects that fit their kids’ education level.

Critical:

STEP 2: TEST

To verify that, we will interview 20 millennial parents about their kids’ science project needs.

Test Cost:

Data Reliability:

STEP 3: METRIC

And measure the top customer jobs, pains, and gains that are not being met with existing solutions.

Time Required:

STEP 4: CRITERIA

We are right if we are 80% accurate in our top jobs, pains, and gains ranking.

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Test CardStrategyzer

Search Trend Analysis

Deadline

Assigned to

Bob Gail

Duration

STEP 1: HYPOTHESIS

We believe that millennial parents prefer curated science projects that fit their kids’ education level.

Critical:

STEP 2: TEST

To verify that, we will perform trend analyses on millennial parents searching online for kids’ science project solutions.

Test Cost:

Data Reliability:

STEP 3: METRIC

And measure domestic search volume.

Time Required:

STEP 4: CRITERIA

We are right if search volume exceeds 10,000 searches a month domestically.

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Test CardStrategyzer

Concierge

Deadline

Assigned to

Claire McCain

Duration

STEP 1: HYPOTHESIS

We believe that millennial parents prefer curated science projects that fit their kids’ education level.

Critical:

STEP 2: TEST

To verify that, we will manually curate science project kits for 20 children of millennial parents.

Test Cost:

Data Reliability:

STEP 3: METRIC

And measure time to create, cost to create, cost to ship, and customer satisfaction.

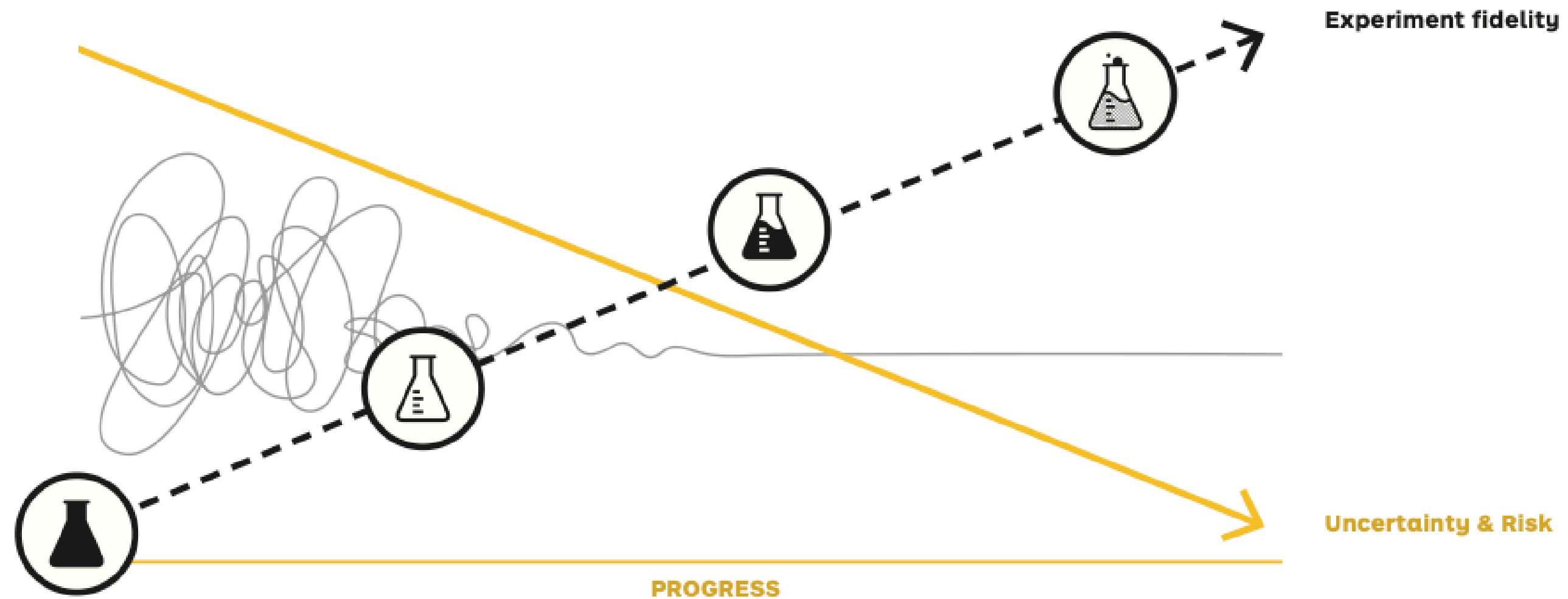
Time Required:

STEP 4: CRITERIA

We are right if the customer satisfaction score is “partially satisfied” to “very satisfied” for 16 of the 20 parents.

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Experiments Reduce the Risk of Uncertainty

As you read through *Testing Business Ideas*, you'll begin to understand how experiments can help you rapidly reduce the risk of uncertainty. Instead of building internally for long periods in a customer-free zone, you'll learn how to incrementally reduce your risk over time. This allows you to build at the right time and at the right fidelity.

DEFINITION

Insights

What are insights?

There is a difference between looking at something and looking for something. Evidence on its own will not help you reduce risk in your business idea; therefore, we recommend gleaning insights from the evidence your experiments generate. For the purposes of Testing Business Ideas, business insights are defined as:

- what you learn from studying the evidence.
- learning related to the validity of a hypothesis and potential discovery of new directions.
- the foundation to make informed business decisions and take action.

Learning Card

Strategyzer

Insight Name

Date of Learning

Person Responsible

STEP 1: HYPOTHESIS

We believed that

STEP 2: OBSERVATION

We observed

STEP 3: LEARNINGS AND INSIGHTS

From that we learned that

STEP 4: DECISIONS AND ACTIONS

Therefore, we will

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Customer Interviews

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Person Responsible

STEP 1: HYPOTHESIS

We believed that

STEP 2: OBSERVATION

We observed

STEP 3: LEARNINGS AND INSIGHTS

From that we learned that

STEP 4: DECISIONS AND ACTIONS

Therefore, we will

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Person Responsible

STEP 1: HYPOTHESIS

We believed that

STEP 2: OBSERVATION

We observed

STEP 3: LEARNINGS AND INSIGHTS

From that we learned that

STEP 4: DECISIONS AND ACTIONS

Therefore, we will

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Concierge

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Test Card

Person Responsible

STEP 1: HYPOTHESIS

We believed that

STEP 2: OBSERVATION

We observed

STEP 3: LEARNINGS AND INSIGHTS

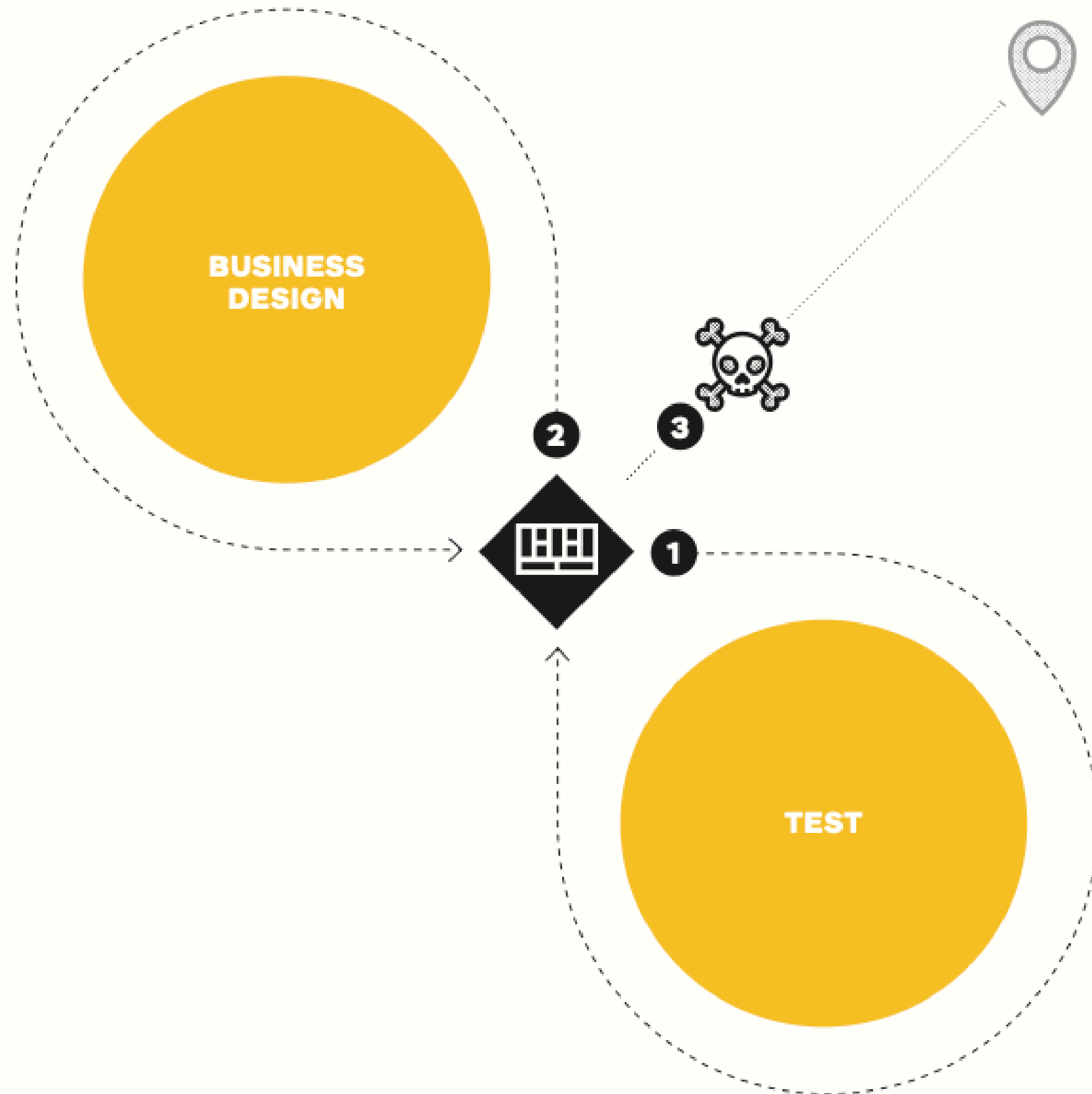
From that we learned that

STEP 4: DECISIONS AND ACTIONS

Therefore, we will

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1. **Perservere**

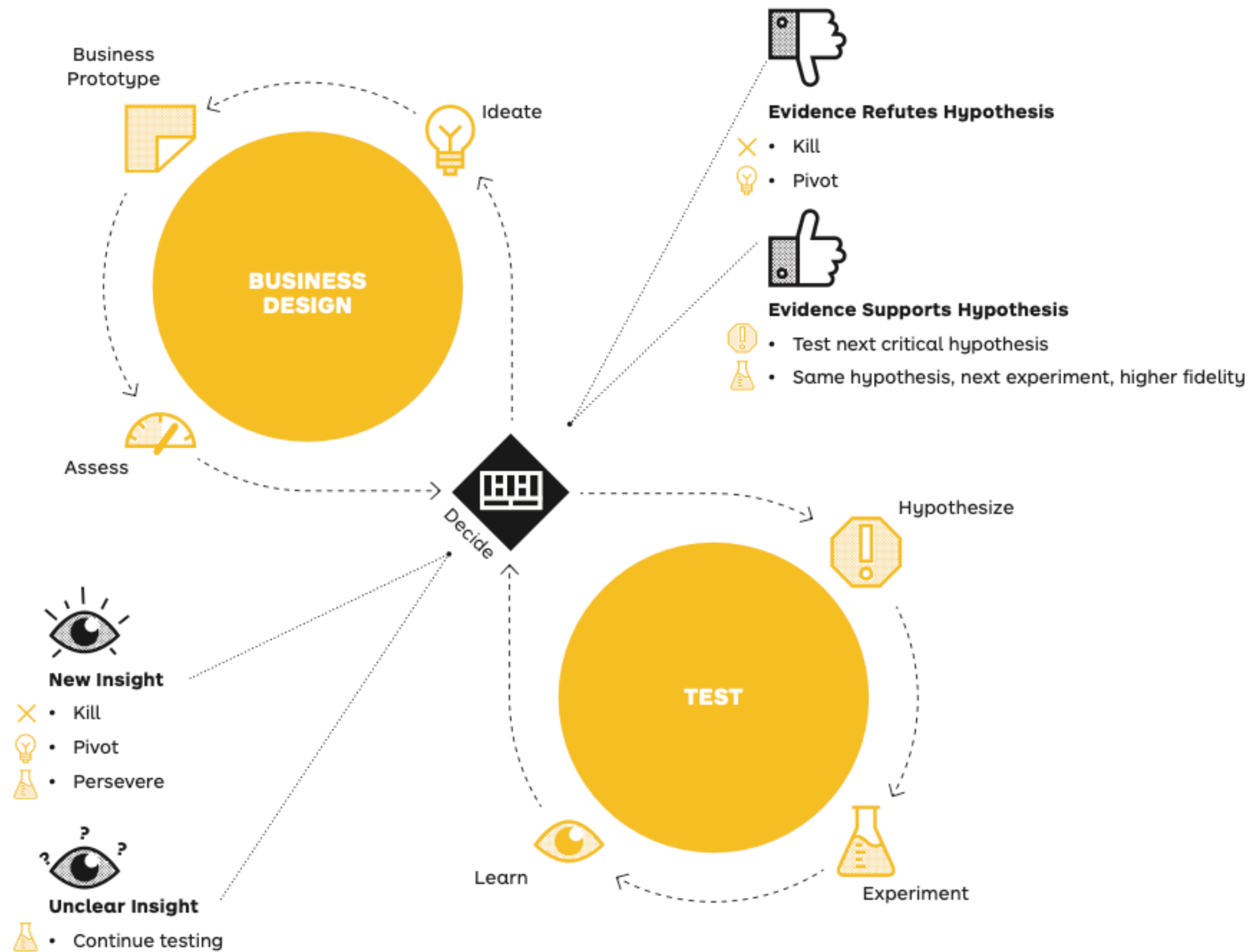
The decision to continue testing an idea based on evidence and insights. You persevere by further testing the same hypothesis with a stronger experiment, or by moving on to your next important hypothesis.

2. **Pivot**

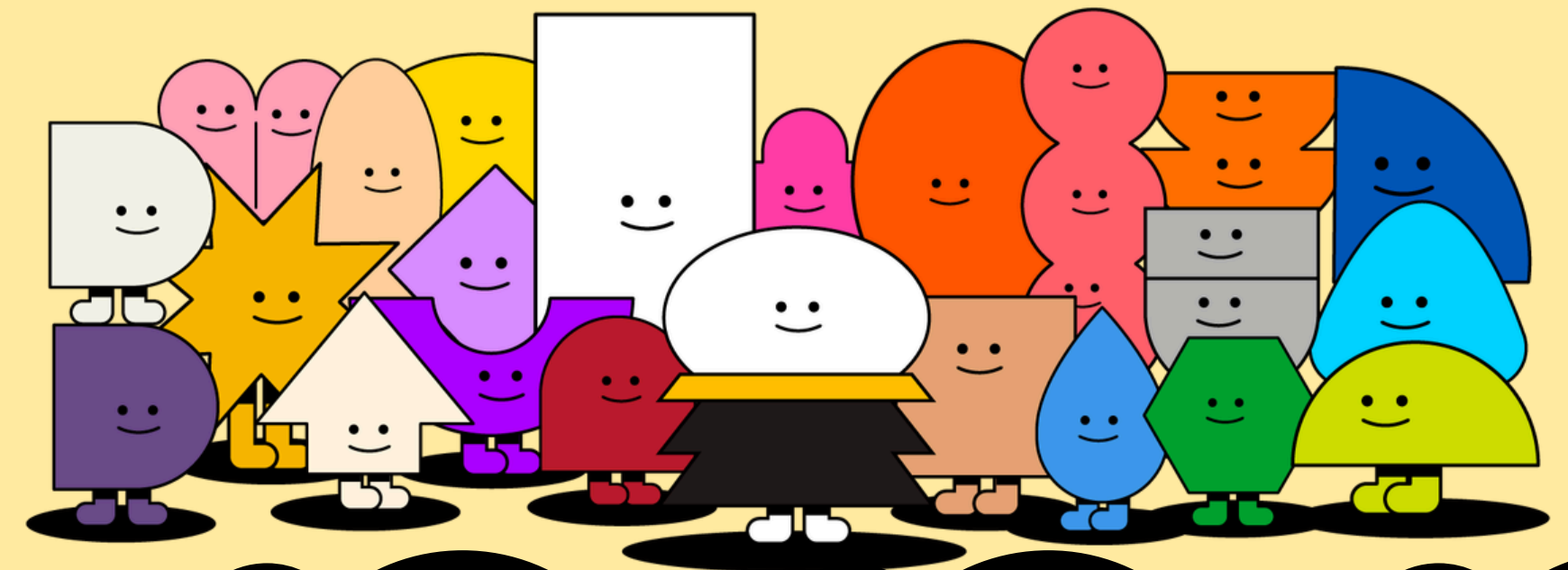
The decision to make a significant change to one or more elements of your ideas, value proposition, or business model. A pivot often means that some of your earlier evidence may be irrelevant to your new trajectory. It usually requires retesting elements of your business model that you've already tested.

3. **Kill**

The decision to kill an idea based on evidence and insights. The evidence might show that an idea won't work in reality or that the profit potential is insufficient.

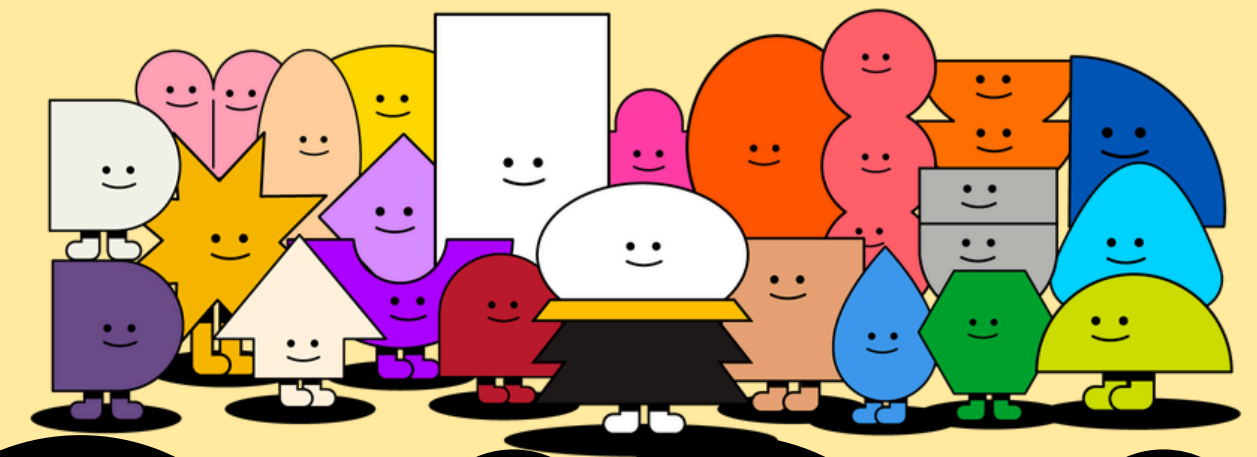


Thank You!

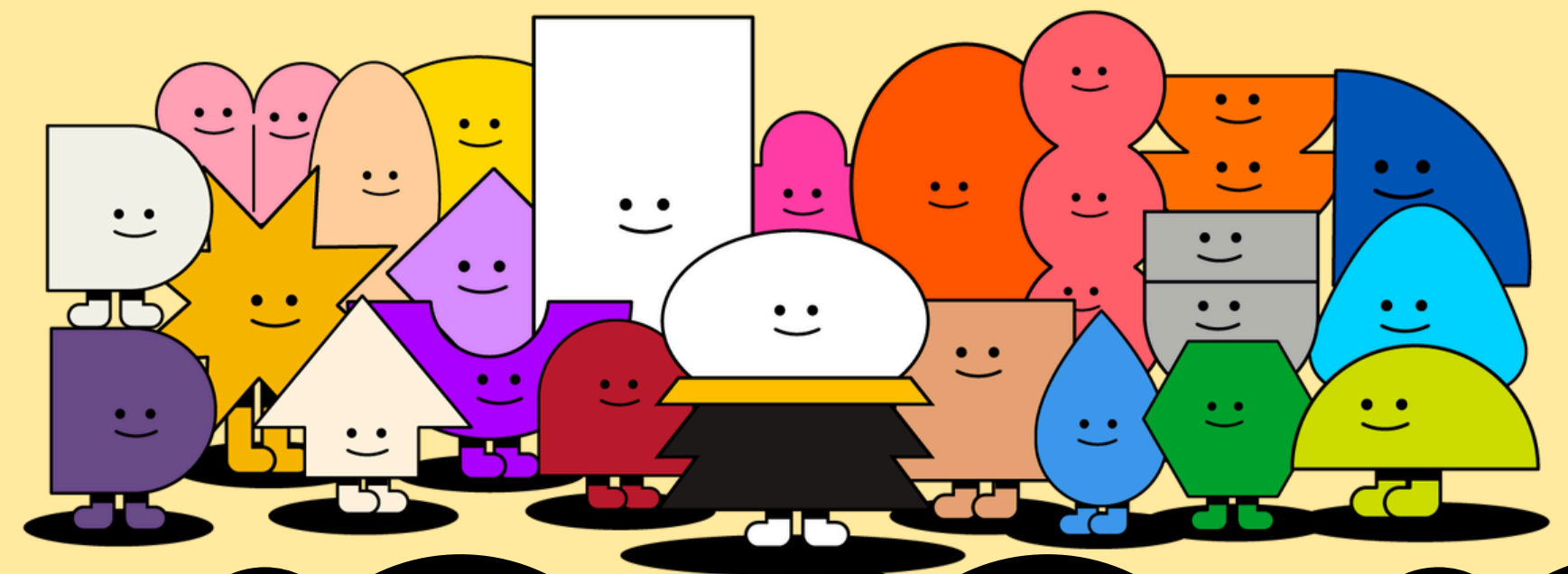


AGENDA

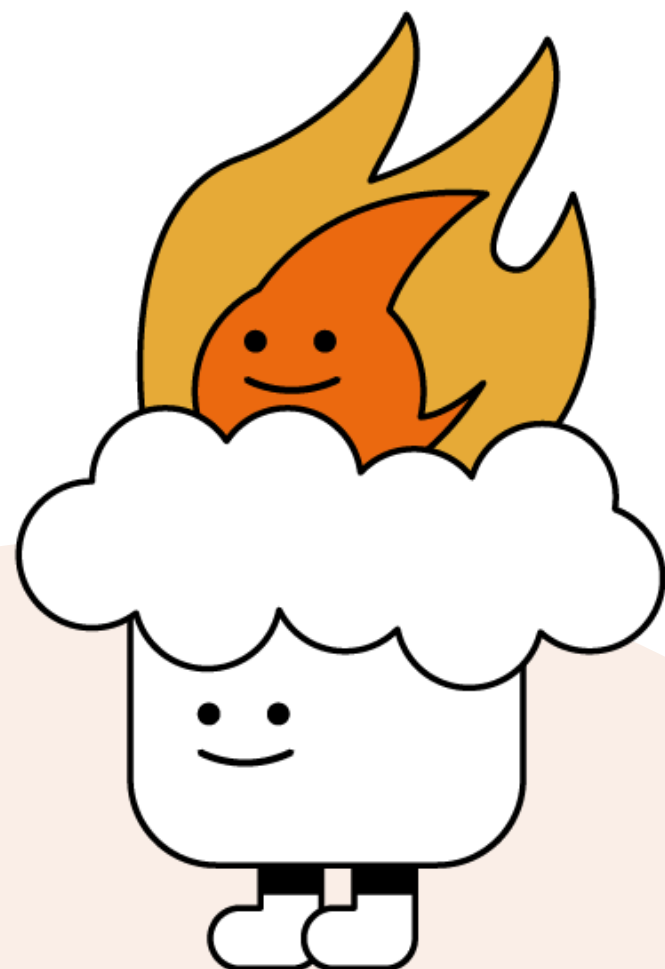
- The Vision Keynote
- Presentation : BMC 22 Teams
- Workshop
- Presentation : VPC
- **Wrap-up & Next Step**



Wrap-up & Next Step



Next Step



1. งานปัจจุบัน

- ทบทวน BMC เพิ่มเติมข้อมูลใน Canva
- ทบทวน KR R ใน STeP MIS
- จัดทำ Weekly Plan ใน Clickup

Deadline: วันศุกร์ 13 มีนาคม 2569

2. งาน Initiative Project

- นำเสนอในที่ประชุม Team Management
- จัดทำ Weekly Plan ใน Clickup

Deadline: กำหนดอีกครั้ง



แบบประเมินการเข้าร่วมกิจกรรม

