Journey Map

to identify and strategize for key moments in the product, experience, or service you're designing.

Suggested Time
30-60 minutes

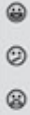**Level of Difficulty**
Moderate

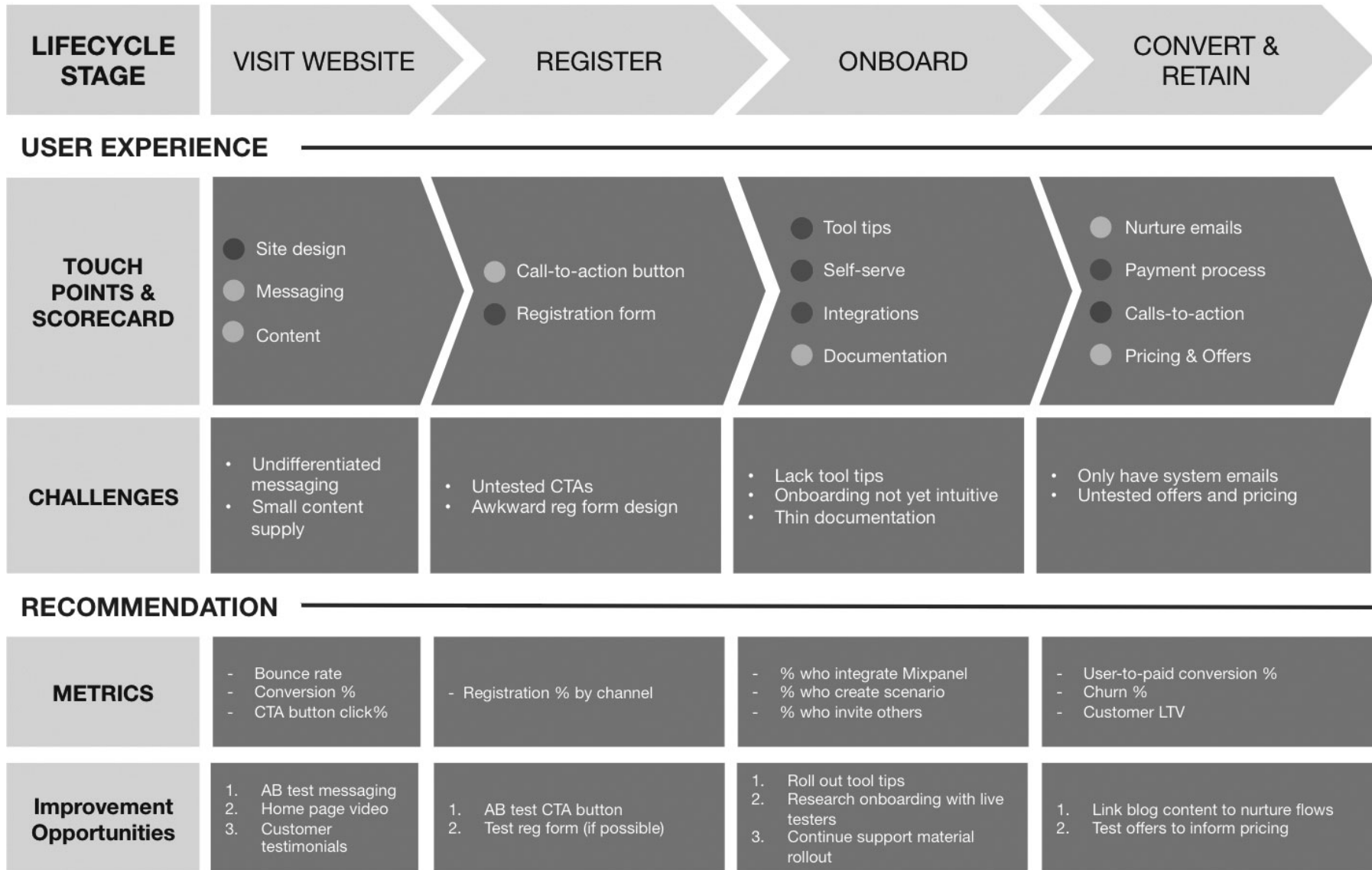**Materials Needed**
Pens, paper, Post-its, markers

Steps

1. writing a simple 1-2 word of the most core moment(s) of engagement for your user on a Post-it.—the way you might build out a Storyboard—but rather a snapshot.

2. Write Key moments on separate Post-its. The number of key touchpoints you identify may vary from concept to concept, but try to focus on no more than 3-5. Write what they Think&Feel, Hear, See,Say&Do (Empathy Map)

3. Place the Post-its in an order you think your user would likely experience them, and evolve your original Journey Map as helpful by adding, removing, reordering, and revising the key moments.

Storyboard or to help focus the Rapid Prototypes you start to build out and Role Play.

Customer Journey Template

PROCESS	Pre-Service	Event Time	Event Time	Event Time	Event Time	Event Time
CUSTOMER GOALS						
TOUCHPOINTS & EMOTIONAL RESPONSE						
CUSTOMER THOUGHTS						
OVERALL CUSTOMER EXPERIENCE						

Recommendations

IDEAS TO IMPROVE						

Customer Journey Example

LIFECYCLE STAGE	VISIT WEBSITE	REGISTER	ONBOARD	CONVERT & RETAIN

USER EXPERIENCE

TOUCH POINTS & SCORECARD	• Site design • Messaging • Content	• Call-to-action button • Registration form	• Tool tips • Self-serve • Integrations • Documentation	• Nurture emails • Payment process • Calls-to-action • Pricing & Offers
CHALLENGES	• Undifferentiated messaging • Small content supply	• Untested CTAs • Awkward reg form design	• Lack tool tips • Onboarding not yet intuitive • Thin documentation	• Only have system emails • Untested offers and pricing

RECOMMENDATION

METRICS	- Bounce rate - Conversion % - CTA button click%	- Registration % by channel	- % who integrate Mixpanel - % who create scenario - % who invite others	- User-to-paid conversion % - Churn % - Customer LTV
Improvement Opportunities	1. AB test messaging 2. Home page video 3. Customer testimonials	1. AB test CTA button 2. Test reg form (if possible)	1. Roll out tool tips 2. Research onboarding with live testers 3. Continue support material rollout	1. Link blog content to nurture flows 2. Test offers to inform pricing

AWARENESS
Utah is a potential travel destination

CONSIDERATION
Evaluating Utah vs. other destinations

PLANNING
Travel, lodging, to-dos and to-don'ts

EXPERIENCE
Journey to and park(s) experience

ADVOCACY
Sharing experiences and feedback

THINKING

AWARENESS	CONSIDERATION	PLANNING	EXPERIENCE	ADVOCACY
I don't know this existed	Should I go here or there	Can I afford this	This is amazing	Amazing experience
What is the Mighty 5	Can I afford this	How will I get there	Better than I imagined	Share advice/help others
Looks amazing	What will I get out of it	What will I do there	What else should I do here	Can't wait to come back
I need a vacation	How will this enhance my life	What do people think	FOMO	Longing
	What's it like there	What do I need to bring	Changing plans/recalibrating	Rate and review
	Is this right me/us	When is the best time	What's around here	Internalized narrative
	Is it popular			

DOING

OPPORTUNITY

AWARENESS	CONSIDERATION	PLANNING	EXPERIENCE	ADVOCACY
Educate	Resources	Resources	Branding	Reward sharing
Inspire	Storytelling	Content	Sharing	Aggregate UGC
Create Dialogue	Social proof	Reassurance	In-park engagement	

Bright Vessel

CUSTOMER JOURNEY LAYERS

BrightVessel.com

STAGES

Awareness	Consideration	Acquisition	Service	Loyalty

STEPS

Wants to buy new shoes	Clicks ad to landing page	Browses in e-Shop	Goes through Checkout	Lands on the Thank You page	Waiting for the Package	Receives Package	Tries on shoes – Do not fit	Wants to send shoes back – But does not understand the process	Calls Hotline	Carries out return process	Waiting for returns confirmation	Waiting for credit	Receive newsletter for evaluation campaign	Gives rating	Uses $10 coupon for new purchase

TOUCHPOINTS

5   7   13   9   4

Ads, e-Shop, Blog, Banner, Newsletter, Landing Page, Form, Product page, App, e-Shop, Category Page, Product Page, Shopping Cart, Login / Registration, Form, Paid Service Providers, Thank You Page, Ordering Confirmation, Shipping Updates, Login Area, Packaging, Inserts, Bill, Delivery note, Product, e-Shop, FAQs, Terms & Conditions, Speech Computer, Hotline Employee, Packaging, Return Address label, Return Address Form, Return Confirmation, Newsletter, e-Shop, Landing Page, Form

DEPARTMENTS

| Marketing / Online Marketing |
| Design / Editorial |
| e-Shop Management |
| Customer Management |
| Product Management |
| Accounting |
| Legal |
| Paid Service Providers |
| Logistics Service Providers |

10   22   23   15   43

Empathy Map

Spur deeper and different kinds of conversations by picking up pen and paper and drawing.

Suggested Time
30 minutes

Level of Difficulty
Easy

Materials Needed
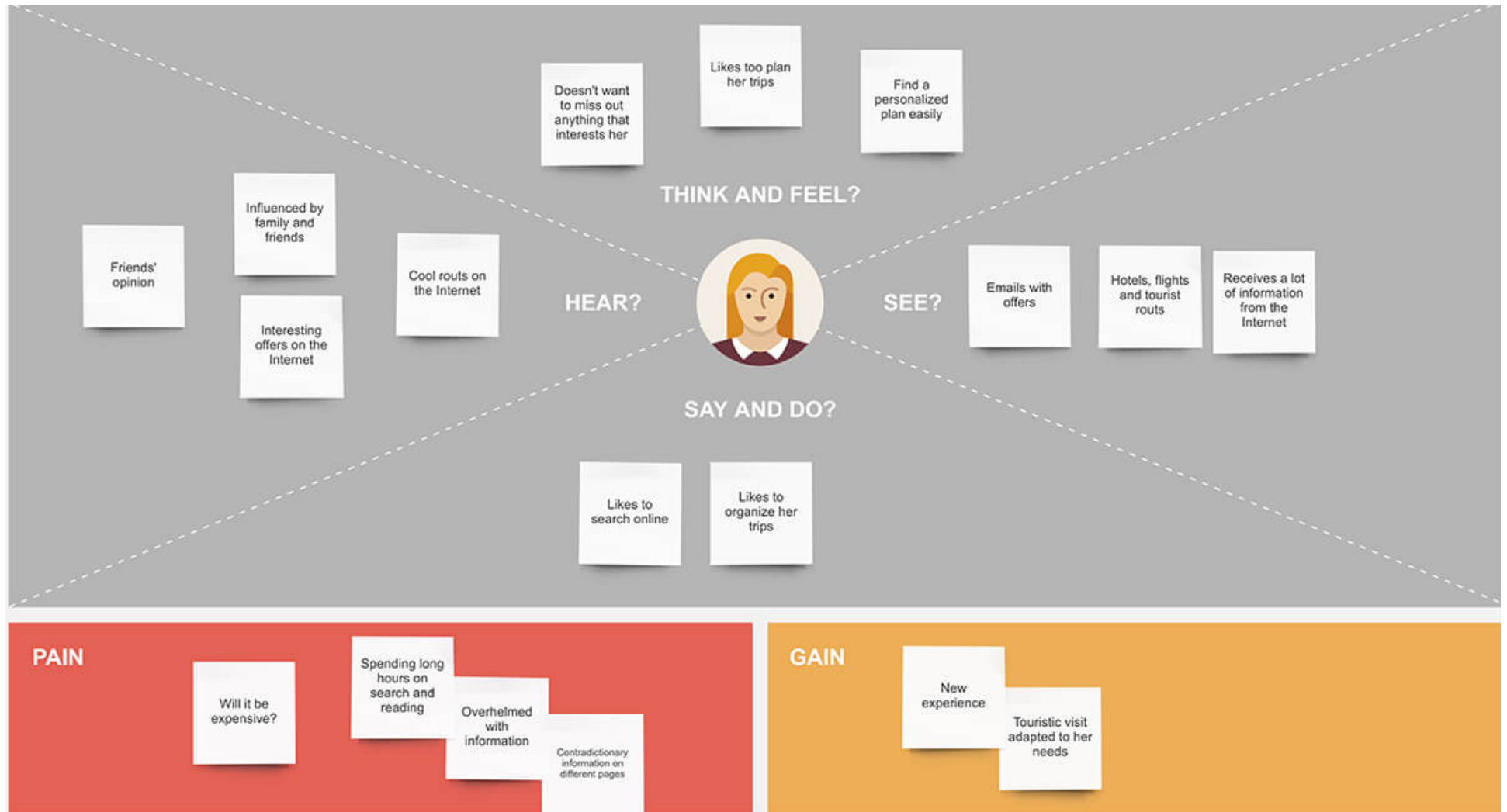Pen, notebook

When Would I Use an Empathy Map?
whenever you find a need to immerse yourself in a user's environment. They can be helpful, for example, when:

– diving into the customer segments of a business model canvas
– elaborating on user personas
– capturing behaviors when pair interviewing a customer
– building out the "user" in your user story

Empathy Map Template

what does (s)he
THINK & FEEL?
what really counts
major preoccupations
worries & aspirations

what does (s)he
HEAR?
what friends say
what boss says
what influencers say

what does (s)he
SEE?
environment
friends
what the market offers

what does (s)he
SAY & DO?
attitude in public
appearance
behaviour towards others

pains
fears
frustrations
obstacles

gains
"wants"/needs
measures of success
obstacles

Download the Empathy Map to assess current & desired behaviour: www.eventmodelgeneration.com/empathymap

eventmodelgeneration.com

Empathy Map Example

THINK AND FEEL?

- Doesn't want to miss out anything that interests her
- Likes too plan her trips
- Find a personalized plan easily

HEAR?

- Friends' opinion
- Influenced by family and friends
- Cool routs on the Internet
- Interesting offers on the Internet

SEE?

- Emails with offers
- Hotels, flights and tourist routs
- Receives a lot of information from the Internet

SAY AND DO?

- Likes to search online
- Likes to organize her trips

PAIN

- Will it be expensive?
- Spending long hours on search and reading
- Overhelmed with information
- Contradictionary information on different pages

GAIN

- New experience
- Touristic visit adapted to her needs

How Might We

HMW ??

Every problem is an opportunity for design. By framing your challenge as a How Might We question, you'll set yourself up for an innovative solution.

Suggested Time
60 minutes

Level of Difficulty
Moderate

Materials Needed
Insight statements, pens, Post-its

Start by looking at the insight statements. Try rephrasing them as questions by adding "How might we" at the beginning.

The goal is to find opportunities for design, so if your insights suggest several How Might We questions that's great

if it allows for a variety of solutions. If it doesn't, broaden it. Your HMW should generate a number of possible answers and will become a launchpad for your Brainstorms.

Finally, make sure that your How Might We's aren't too broad. It's a tricky process but a good How Might We should give you both a narrow enough frame to let you know where to start your Brainstorm, but also enough breadth to give you room to explore wild ideas.

HMW Example

How Might We _____ *Action*
_____ *What*
for _____ *Stakeholder*
in order to _____ *What change?*

HMW... make people happy

HMW... make the buy button blue

HMW... use location to show relevant results

NOT TOO BROAD   NOT TOO NARROW   EXAMPLE

Sample Words of HMW				
Build	Inspire	Create	Change	Align
Make	Disrupt	Help	Motivate	Show
Empower	Encaurage	Show	Imagine	Develop
Ignite	Connect	Innovate	Connect	Assemble
Energize	Engage	Solve	Contruct	Share
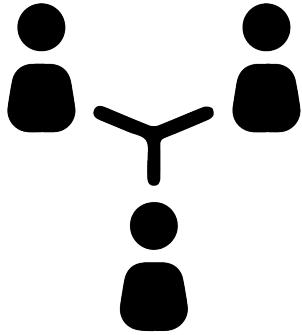
People Connections Map

I want to know the people I'm working with
by clarifying relationships between stakeholders.
PEOPLE & CONNECTIONS MAP

Suggested Time
60 minutes

Level of Difficulty
Moderate

**Materials
Needed**
Insight
statements, pens,
Post-its

Start by your target audience, including beneficiaries, users or customers who would benefit from your work, in the centre.

From the centre towards the outer layers, mapping other people and organisations that are related to the work you do.

The closer to the core, the more influential they are. The closer to the outside, the farther away they are.

Clustering them in sections that express specific networks, sectors or interest areas.

People Connections Map Template

INTERNATIONAL

NATIONAL

LOCAL COMMUNITY

OTHER STAKEHOLDERS

TARGET AUDIENCE

EACH SECTION CAN BE USED FOR TOPICS SUCH AS BELONGING, SELF- ACTUALISATION, HEALTH, SAFETY, ENIVRONMENTS ETC
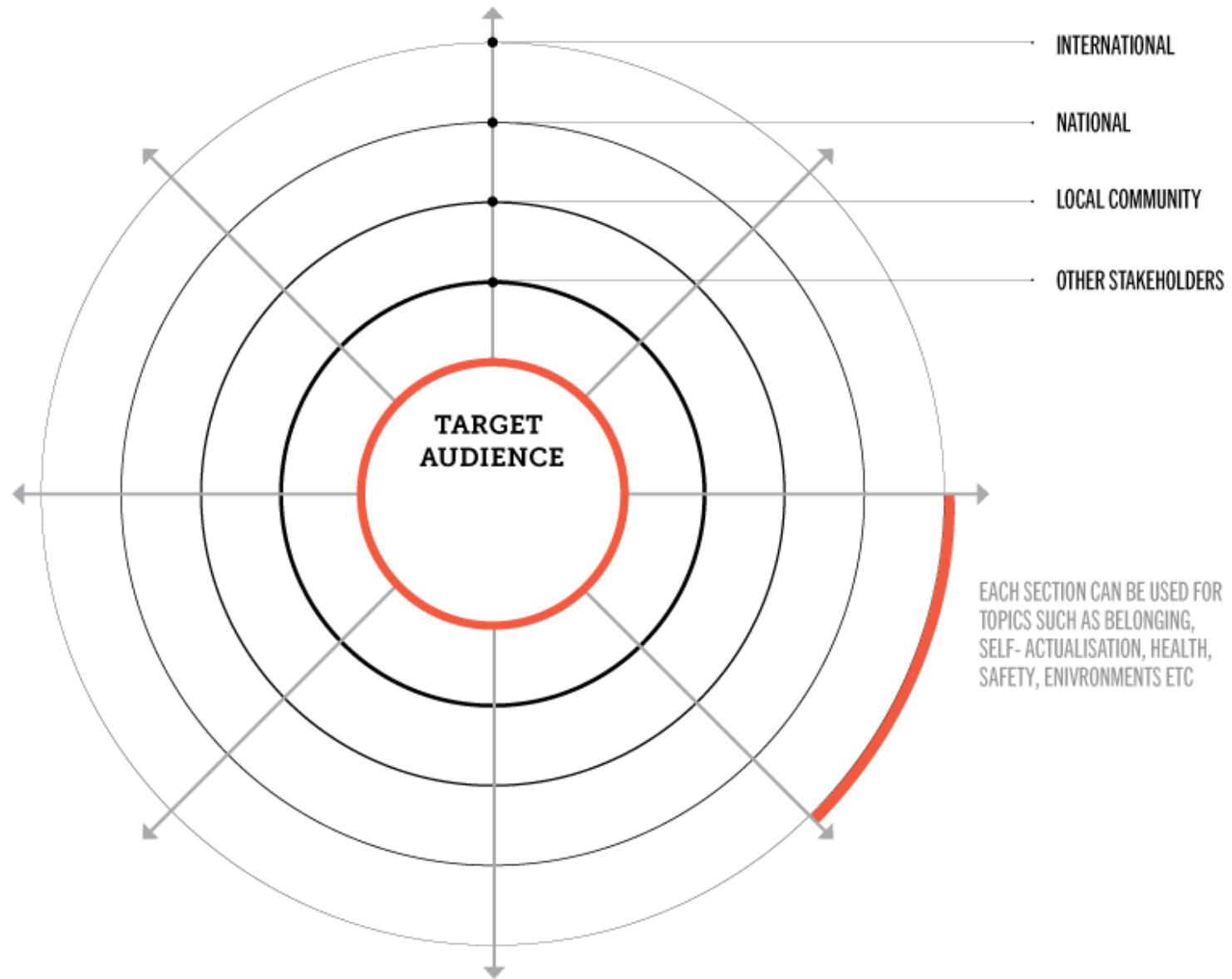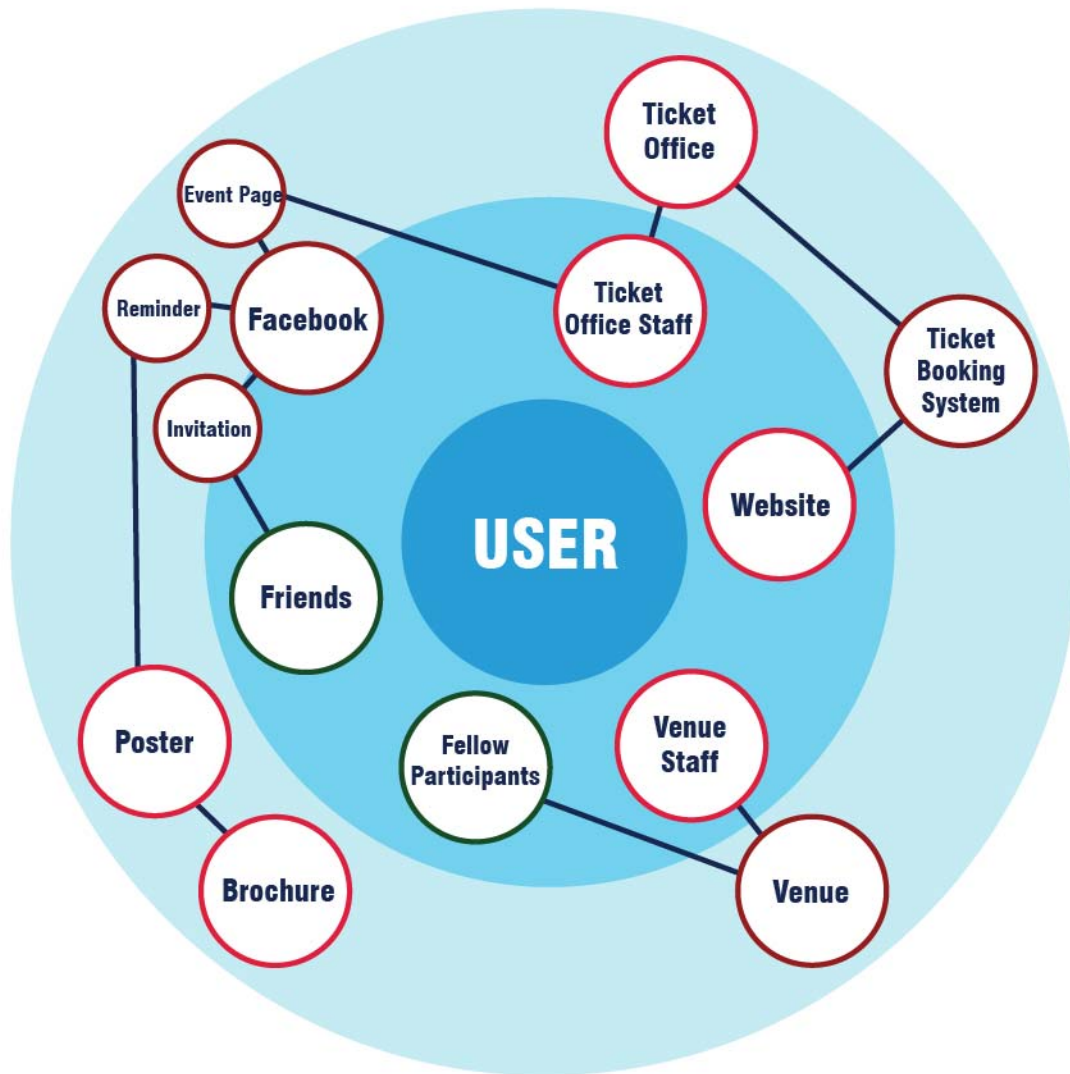
People Connections Map Example
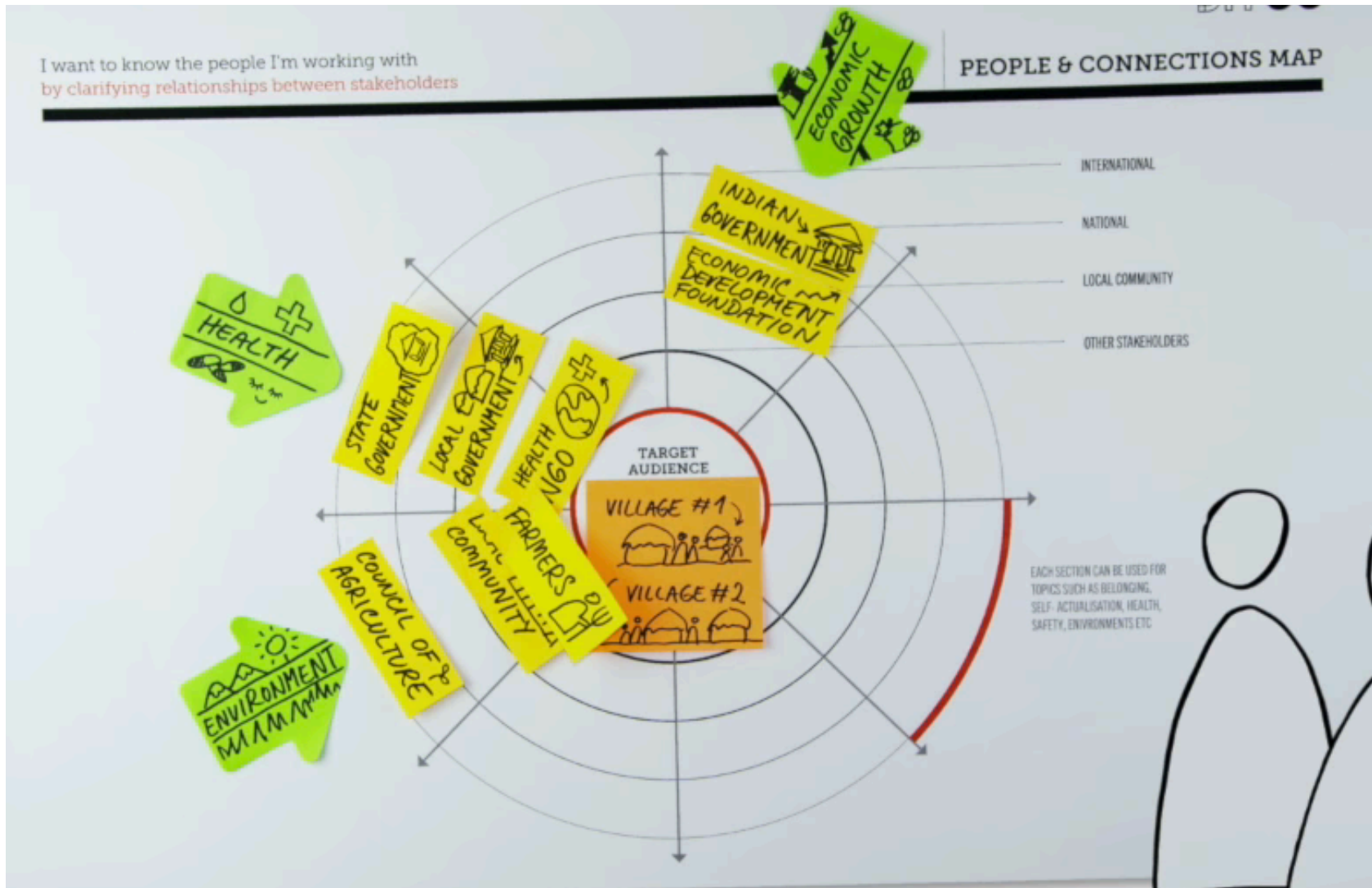
People Connections Map Template
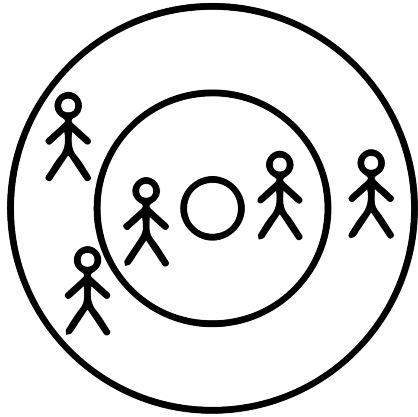
Stakeholder Map

An excellent product or service best serves all the people who interact with it. The majority of these people may be customers, but other stakeholders may include business owners, employees, investors, partner organizations, suppliers and a particular community. When you list all of your product's stakeholders and map out the interplay between the groups you discover pain points which can lead you to explore new opportunities.
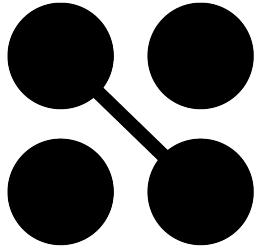
CURATOR

GOVERNMENT

RESEARCHER

DIRECTORS

GROUP

STAFF/ADMIN

VISITOR

TOURISTS

INSTITUTION

SECURITY

EDUCATOR

EXHIBIT DESIGNER

BUSINESS

DONOR

GOVERNMENT

COMMUNITIES

CUSTOMERS

MEDIA

COMPETITORS

THE FIRM

FINANCIERS

EMPLOYEES

SUPPLIERS

SPECIAL
INTEREST
GROUPS

CONSUMER
ADVOCATE
GROUPS

PRIMARY
STAKEHOLDERS

SECONDARY
STAKEHOLDERS

Public Stakeholders

Farming community

Agricultural industries

Rural Financial Industry

External Stakeholders

Local Land Services

NSW Farmers Association

Rural Media

COAG (Drought)

Internal Stakeholders

NSW Minister for Primary Industries

Regional Assistance Advisory Commitee

Contributing Science Agencies

EDIS Developers

Regional communities

Rural Assistance Authority

DPI Agriculture

USER

Ticket Office

Event Page

Reminder

Facebook

Ticket Office Staff

Ticket Booking System

Invitation

Website

Friends

Poster

Fellow Participants

Venue Staff

Brochure

Venue

○ Internal Resources

○ External Recources

○ Social Resources

Promise Potential

I want to know the people I'm working with by defining how my offering is new to them.

PROMISES & POTENTIAL MAP

To define your added value by mapping the relationship between what you do and who you are doing it for. Targeted at people you work with already, or people you'd like to start reaching out to. Each idea is also classified as being completely new, or something that builds upon what you do already.

For both axes independently, first decide where a specific offering by you or your organisation is positioned. Is it a new or existing offering? Is it for new or existing users? Then find a spot on the map where these two positions cross – that is where you place the particular idea.
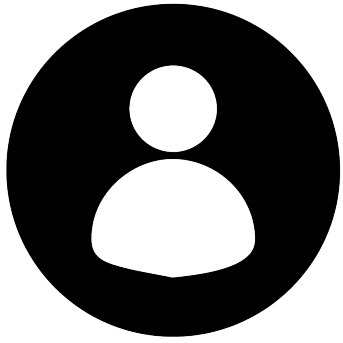
This can help to understand whether you are taking a high risk by doing something radically new, or a low risk by building on what is already there. for understanding how much work – and how much benefit.

Promise Potential Template
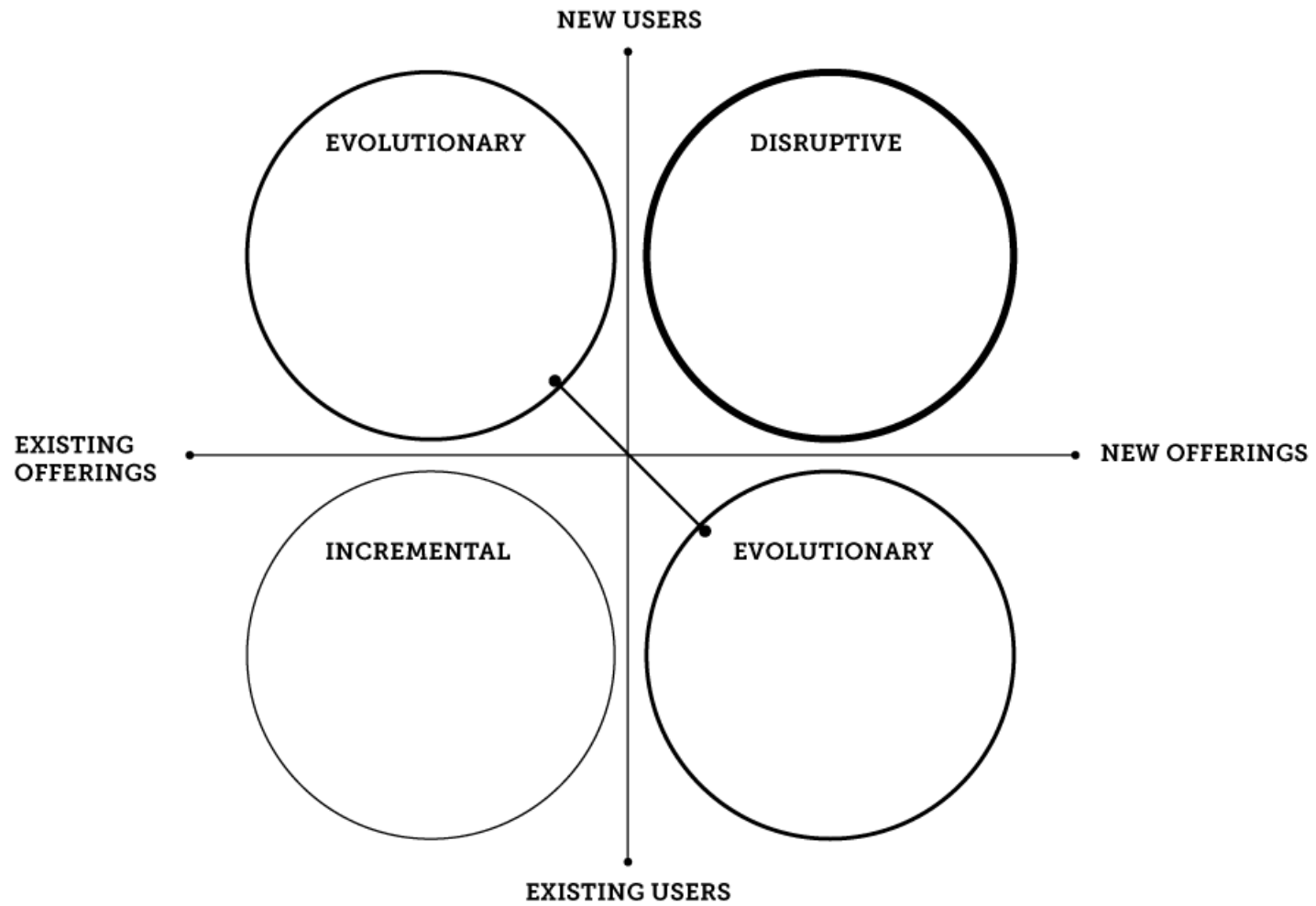
Promise Potential Example
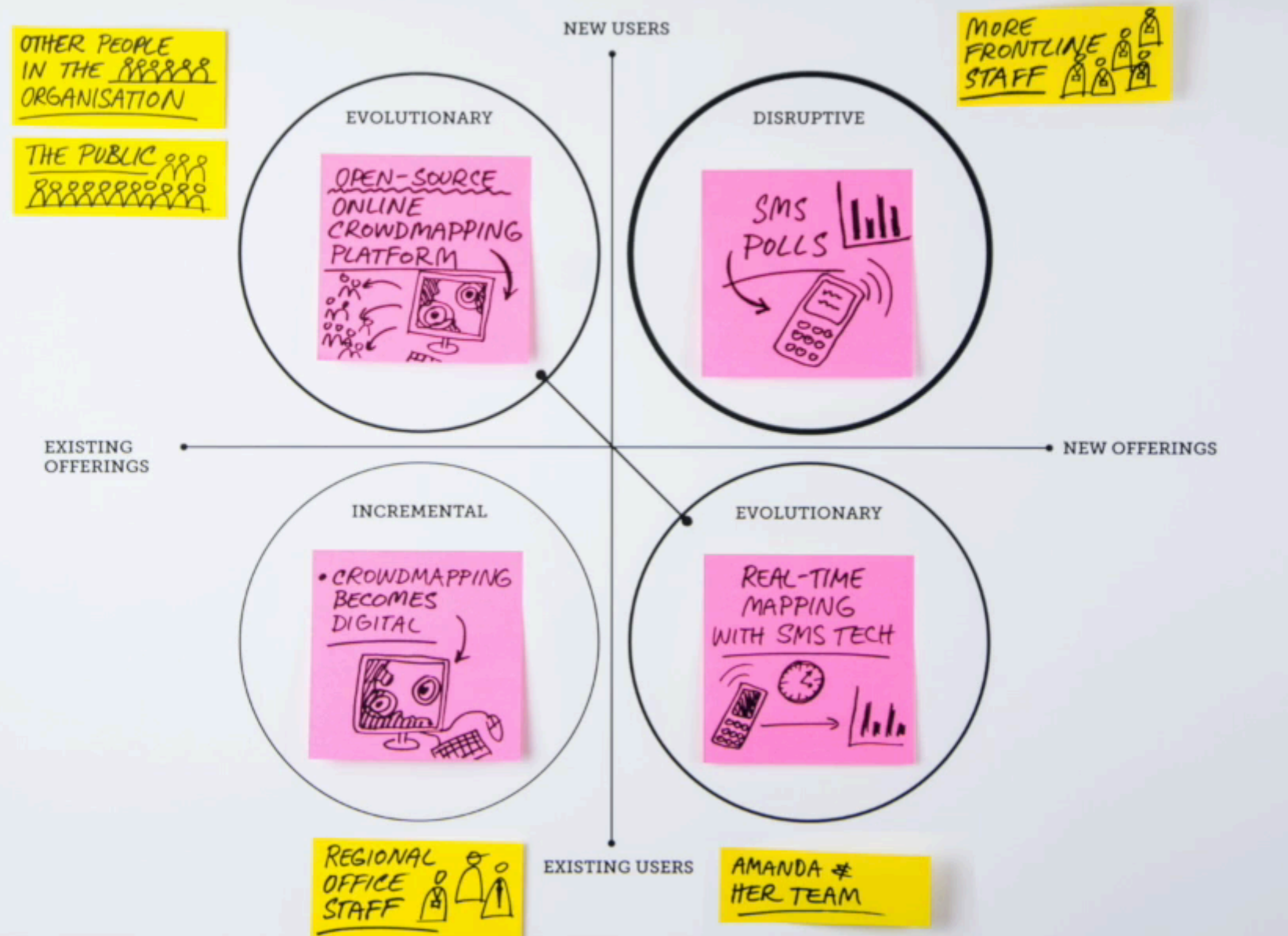
Persona

I want to know the people I'm working with by visualising their key characteristics.

PERSONAS

Suggested Time
60 minutes

Level of Difficulty
Moderate

Materials Needed
Insight statements, pens, Post-its

Personas are created by drawing together the characteristics of similar people – their behaviours, motivations and the like – into one 'archetype' through which the group can be understood. By creating a fictional character to embody these characteristics, you don't lose the little details that make someone the person they are.

Developing successful Personas is all about knowing what to put in, and what to leave out. The trick is to recognise the common characteristics that could form the basis of a Persona, and what selection of personal details to include in order to bring this **'to life'**. Often its handy to create a number of Personas so that you can focus on the key characteristics of each subgroup of your intended audience.

Persona Template

ADD PICTURE OR DRAWING

PERSONA NAME:

AUDIENCE SEGMENT:

WHO AM I?

3 REASONS FOR ME TO ENGAGE WITH YOU

1.

2.

3.

3 REASONS FOR ME NOT TO ENGAGE WITH YOU

1.

2.

3.

MY INTERESTS

MY PERSONALITY

MY SKILLS

MY DREAMS

MY SOCIAL ENVIRONMENT

Persona Example

ABOUT

Lorem ipsum dolor sit amet, consectetuer adipiscing elit, sed diam nonummy nibh euismod tincidunt ut laoreet dolore magna aliquam erat volutpat. Ut wisi enim ad minim veniam, quis no istrud exerci tation ullamcorper. Duis autem vel eum iriure dolor in hendrerit in vulputate velit.

Ut wisi enim ad minim veniam, quis nostrud exerci tation ulla mcorper suscipit lobortis nisl ut aliquip ex ea commodo con sequat nibh euismod tincidunt ut.

♡ LIKES

Open source software
Cloud technology
Using her smartphone
Photography

☹ DISLIKES

Losing data
Poor communication
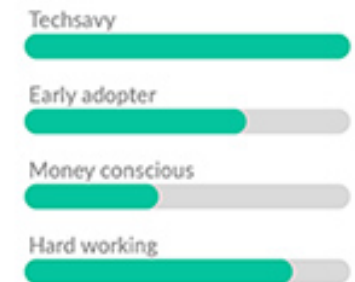Slow internet connections
Unclear project briefs

GOALS

- Achieving greater productivity in software enineering
- Finding web-based software to automate her workload
- Oganazing her daily activities
- Gaining greater experience software engineering
- Saving time and money

Jessica Jones

27 years old

Software Engineer

San Francisco, California

"To be a good software engineer you have to be willing to break the rules to strive for something new."

PERSONALITY

Extrovert — Introvert

Sensing — Intuative

Thinking — Feeling

Judging — Percieving

TRAITS

Techsavy

Early adopter

Money conscious

Hard working

FAVORITE BRANDS

Google

Nikon

Sony

Persona Example

## PERSONA GRID™

CAPTURE, TEST, AND UPDATE RELEVANT AUDIENCE DETAILS

PERSONA'S NAME:

L	R
TECHNIQUE: **ANALYSIS + OBSERVATION** FOCUS: **CHARACTERISTICS** GOAL: **UNCOVER**	TECHNIQUE: **INTUITION + INTERPRET** FOCUS: **CHARACTER** GOAL: **UNDERSTAND**

LOOKS
APPEARANCE

- Insert a photo or image that best represents your audience
- If possible, include an image that shows where they will use your product (work, home, play, etc.)

LIKES
PSYCHOGRAPHICS

- List common personality traits
- What do they do for fun, relaxation, or enjoyment? (activities and interests)
- What are their favorite social sites, magazines, blogs, websites, etc?
- List other relevant attitudes, values, or behaviors

LIFE
DEMOGRAPHICS

- What does a day in their life look like?
- Where do they live?
- Educational background?
- Relationship or marital status?
- Children? Pets?
- Describe current work or job environment
- Previous work experience or history?
- What are their friends like? Colleagues and co-workers?

LOVE
ASPIRATIONS

- What are their strongest beliefs and opinions?
- What do they want to achieve, improve, or make better? How do we help them?
- Who or what do they idolize? Who do they want to become? How do we help them?
- What type of experience do they want or expect? What would delight them?
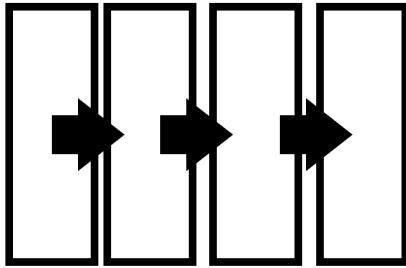
Theory of Change

I want to clarify my priorities
by defining my goals and the path to reach them.
THEORY OF CHANGE

Noting down **main problem you want to solve**, your **long term vision** on the change you want to accomplish. Then complete the other boxes, Try to be as specific as possible because it will help you to come up with more effective actions. **Work outwards from problem, and towards long-term impact.**

Write down
Audience - people that are most affected by the issue that you've identified
Entry Point - where to start, place, person,thing that will be first port of call.
Step - Practical steps that make changes. Keep these as action-oriented as possible.
Goal - tangible results to clarify how your work is making a difference

As you fill each of the boxes in the worksheet, it is critical to also reflect on the key assumptions that underpin these steps in your work. This may help you to spot potential risks or connections between the different projects.

Theory of Change Template

What is the problem you are trying to solve?	Who is your key audience?	What is your entry point to reaching your audience?	What steps are needed to bring about change?	What is the measurable effect of your work?	What are the wider benefits of your work?	What is the long-term change you see as your goal?
				measurable effect?	wider benefits?	
				measurable effect?	wider benefits?	

KEY ASSUMPTIONS	KEY ASSUMPTIONS	KEY ASSUMPTIONS	KEY ASSUMPTIONS	KEY ASSUMPTIONS	KEY ASSUMPTIONS	STAKEHOLDERS

THEORY *of* CHANGE

MY COMPANY'S PLAN		MY COMPANY'S EXPECTED RESULTS		
INPUTS	**ACTIVITIES**	**OUTPUTS**	**OUTCOMES**	**IMPACT**
The resources I need: like money... and people... and tools... in order to make my activities possible	Every single action that I do in my business to: create my offering... sell it... deliver it... + nuture my important relationships	The tangible numbers from selling my stuff: like number of people reached... and number sold...	The changes resulting from all this stuff I do: like the effects I see for the people I serve... the effects I see for the problem I want to solve...	The ultimate impact I want to have: the problem I solve for the people I serve *+adjusting for the results that probably would have happened anyways without our help*

Theory of Change Example

ALIGN'S THEORY OF CHANGE

CURRENT CONDITIONS

EXTRACTION ECONOMY

Where resources of workers, the environment, and communities of color are taken by a small corporate elite to the long-term detriment of all.

STRATEGIES

Building powerful longstanding alliances

Winning precedent-setting policies

Shaping the public debate

Engaging individuals to take action

ACTION

Coalition campaigns

Capacity-building initiatives

Community/ labor visioning

IMPACT

Creating good jobs

Reducing pollution

Advancing social justice

Expanding democracy

VISION

LIVING ECONOMY

Where economic prosperity, environmental sustainability, and social justice are balanced to the long-term benefit of all life.

ALIGN
ALLIANCE FOR A GREATER NEW YORK

Theory of Change Example

Left diagram (bottom to top):

Young people engage with the project

- Increased awareness of opportunities
- Increased understanding of what being in work means
- Increased awareness of benefits of working

- Increased awareness of need to improve own skills and knowledge

- Increased knowledge of requirements
- Increased basic skills
- Greater interest in working

- More relevant experience

- Greater confidence
- More appropriate behaviour at work
- Increased knowledge of job market

- Young people increase their job-specific skills and experience
- Young people become more work ready
- Young people become more motivated to work

Young people get sustainable jobs

Young people remain in jobs

Decrease in youth unemployment in the area

Right diagram (bottom to top):

Outreach activities

Young people engage with the project

- Talks from employers
- Talks from employed YP

- Increased awareness of opportunities
- Increased understanding of what being in work means
- Increased awareness of benefits of working

- One-to-one support
- Individual action planning

- Increased awareness of need to improve own skills and knowledge

- Specific workshops
- Basic skills workshops

- Increased knowledge of requirements
- Increased basic skills

- Peer mentoring
- Work placements

- More relevant experience

- Greater confidence
- More appropriate behaviour at work
- Increased knowledge of job market

Young people become more work ready

Theory of Change Example

Critical Factor	Activities	Mechanisms for change	Outcomes	Goal	Long-Term Goal

Accountability Line

Take part in new experiences (e.g. employer visit, overnight camping trip or mock interview)

A safe space is provided to try out being a new person

Trainees' self confidence increase

Trainees find fulfilling, sustainable jobs

Trainees choose to change

Work Experience placements in a Training Café

Trainees build positive memories, a new narrative and their horizons broaden

Trainees change their expectations of what is possible for them

Long-term support from a dedicated Switchback Mentor

Switchback Mentors are highly skilled, full-time staff who are able to build trusting, unconditional relationships with Trainees

Regular 1:1 Action Planning Sessions

A holistic approach covering all aspects of a Trainee's life brings about sustained change and stability

Trainees are able to take a long-term perspective

Trainees create healthy relationships with those around them and can manage relationships with friends and family

Trainees choose to live life differently and have the capability and will to act on their choices

Re-offending rates decline

Ad hoc, responsive personal support

Trainees are able to be honest with themselves and others

Support to access information and advice

Trainees take control of their lives and take responsibility for their actions

Trainees' self-worth and self-respect increases

Society's perceptions of offending change

Advocacy with other professionals

Trainees improve their independent living skills

Business Model Canvas

I want to develop a clear plan
on how to grow my idea into something bigger.

the easiest way to start is by filling out what you do. This helps keep the focus on your main goal as you fill out the other building blocks of the canvas. From there you can build on that goal and see how it can be achieved by adding details about the other activities and resources you have.

be careful not to fall in love with your first idea and instead sketch out alternative business models for the same product, service, or technology

This structure also helps to keep group discussions more focused and bring everyone onto the same page.

Business Model Canvas Template

Who will help you?
KEY PARTNERS

Who are your key partners/suppliers?
What are the most important motivations for the partnerships?

How do you do it?
KEY ACTIVITIES

What key activities does your value proposition require?
What activities are most important for your distribution channels, customer relationships, revenue streams etc?

What do you do?
VALUE PROPOSITION

What core value do you deliver to your audience?
Which needs are you satisfying?

How do you interact?
AUDIENCE RELATIONSHIPS

What relationship does the target audience expect you to establish?
How can you integrate that into your work in terms of cost and format?

Who do you help?
AUDIENCE SEGMENTS

Which groups are you creating value for?
Who is your most important audience?

What do you need?
KEY RESOURCES

What key resources does your value proposition require?

How do you reach them?
DISTRIBUTION CHANNELS

Through which channel does your audience want to be reached?
Which channels work best? How much do they cost?
How can they be integrated into your and your audiences routines?

What will it cost?
COST STRUCTURE

What are the most important costs in your work?
Which key resources/ activities are most expensive?

How much will you make?
REVENUE STREAM

For what value are your audiences willing to pay?
What and how do they recently pay? How would they prefer to pay?
How much does every revenue stream contribute to the overall revenues?

PRACTICAL TOOLS TO TRIGGER & SUPPORT SOCIAL INNOVATION   **Development Impact & You**

Development Impact & You   PRACTICAL TOOLS TO TRIGGER & SUPPO
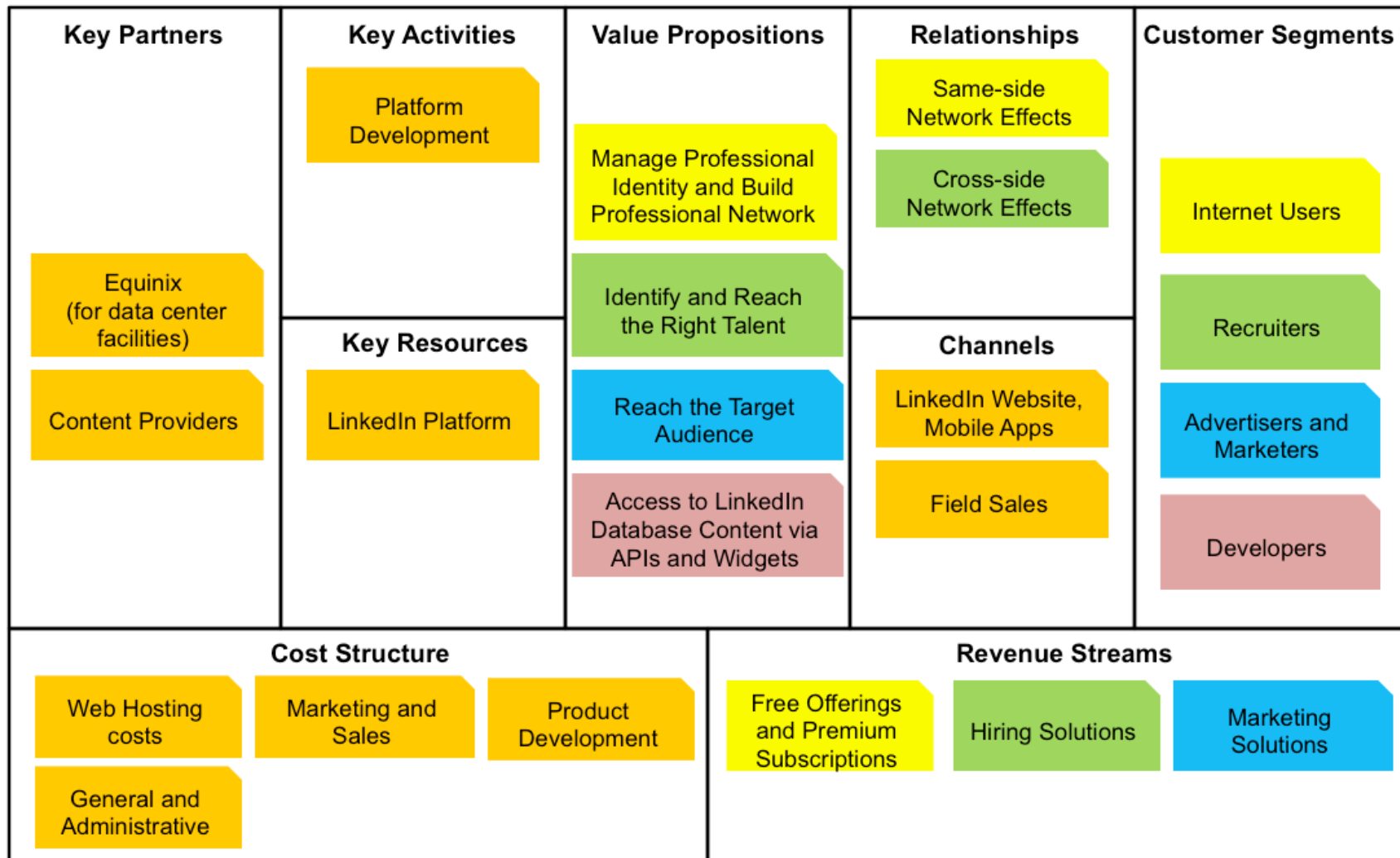
Business Model Canvas Example

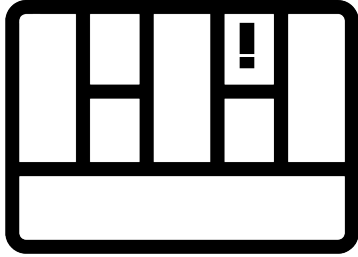## Business Model Canvas UBER

Key partners

- Drivers
- Investors
- Lobbyists / supporters

Other partners:
- Specialised technology providers
  - Maps, GPS
  - Payment
  - Analytics
  - Specialised APIs
- Financing driver cars
- Insurances
- many other

Key activities

- Remove friction from transactions
- Scale beyond critical mass
- Engage the participants
- Refine value proposal
- Analyse data & improve

Key resources

- Network effects
- Data & analytics
- Skilled staff
- Apps, architecture
- Venture capital
- Brand

Value proposition

For drivers:
- Income generation
- Flexible work hours
- No boss
- Ease of joining
- Low idle times
- Issue resolution

For customers/riders:
- Fast pick-up
- Lower cost
- Fare estimate
- Convenience
- Easy transactions
- Rating system

Customer relationships

- **To drivers & riders:** safe, secure, fair
- **Public:** communal / social footprint
- **Regulator:** compliance, taxation, transparency

Channels

- Social media channels
- Word of mouth
- Local campaigns
- Media
- Apps / app stores
- Comms channels

Customer segments

Traditional vs micro segmentation

Drivers:
- Demographic
- Socio-economic
- Micro-geographic
- Behavioural
- Situational

Customers/riders:
- Usage patterns
- Type of usage
- Demographic
- Socio-economic
- Micro-geographic

Cost structure

- Customer acquisition cost, CAC
- Weighted average cost of capital, WACC
- UberPool driver costs, no other drivers are a "cost"(!)
- Legal and settlement
- Lobbying
- Technology development, R&D

Revenues

- Total booking fares FY 16: ~$20b
- Net revenue Q4 '16: ~$3b (28% QoQ growth)
- Net loss Q4 '16: $991m (ex China)
- Revenue model: transaction fees
- Cost saving to taxis:
  - Asset capital cost
  - No license fees
  - Employee entitlements

Understand Uber's business model: www.innovationtactics.com/business-model-canvas-uber/

Business Model Canvas Example

LinkedIn – World's Largest Professional Network

Key Partners

Equinix
(for data center facilities)

Content Providers

Key Activities

Platform Development

Key Resources

LinkedIn Platform

Value Propositions

Manage Professional Identity and Build Professional Network

Identify and Reach the Right Talent

Reach the Target Audience

Access to LinkedIn Database Content via APIs and Widgets

Relationships

Same-side Network Effects

Cross-side Network Effects

Channels

LinkedIn Website, Mobile Apps

Field Sales

Customer Segments

Internet Users

Recruiters

Advertisers and Marketers

Developers

Cost Structure

Web Hosting costs

Marketing and Sales

Product Development

General and Administrative

Revenue Streams

Free Offerings and Premium Subscriptions

Hiring Solutions

Marketing Solutions

www.businessmodelgeneration.com

Lean Canvas

The Lean Canvas is more actionable and entrepreneur-focused. It deeply focuses on startup factors
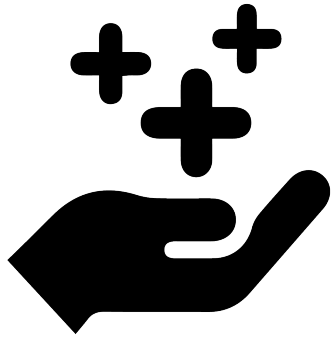
1. Problem - listing the 1-3 high priority problems that you Customer segment has.

2. Customer Segments - The problem and Customer Segments can be viewed as intrinsically connected—without a CS in mind you can't think of their problems.

3. Unique Value Proposition - Promise of value to be delivered. why are you different / why should your CS buy / invest time in you

4. Solution - Interview your customer segment, ask questions, and take those learnings.
Lean Startup is validated learning through a continual **Build — Measure — Learn** cycle.

5. Channels - Ways for you to reach your CS. And remember that in the initial stages it's important not to think about scale but to focus on learning.

6. Revenue Streams - How you price your business will depend on the type of model it is however it's quite common for startups to lower their cost,There is also the idea of perceived value.

7. Cost Structure - list all the operational costs for taking this business to market. How much will it cost to build / landing page? What is your burn rate—your total monthly running costs? etc.

8. Key Metrics - Every business, no matter what industry or size, will have some key metrics that are used to monitor performance. The best way to help with this is to visualise a funnel top down that flows from the large open top, through multiple stages to the narrow end.

9. Unfair Advantage - *"The only real competitive advantage is that which cannot be copied and cannot be bought."*—Ex. insider information, a dream team, getting expert endorsements, existing customers etc.

Lean Canvas Template

PROBLEM

List your top 1-3 problems.

EXISTING ALTERNATIVES

List how these problems are solved today.

SOLUTION

Outline a possible solution for each problem.

KEY METRICS

List the key numbers that tell you how your business is doing.

UNIQUE VALUE PROPOSITION

Single, clear, compelling message that states why you are different and worth paying attention.

HIGH-LEVEL CONCEPT

List your X for Y analogy e.g. YouTube = Flickr for videos.

UNFAIR ADVANTAGE

Something that cannot easily be bought or copied.

CHANNELS

List your path to customers (inbound or outbound).

CUSTOMER SEGMENTS

List your target customers and users.

EARLY ADOPTERS

List the characteristics of your ideal customers.

COST STRUCTURE

List your fixed and variable costs.

REVENUE STREAMS

List your sources of revenue.

Lean Canvas Example

Project name: My project

Problem
List your top problems

find an interesting tour with a guide in any country

specific tours in non-touristic cities

Solution
Outline a possible solution for each problem

Boat tour

Tours with local guides

Adventure tours

Unique value proposition
Clear and compelling message that turns an unaware visitor into an interested prospect

Go to the amazing adventure in just one click!

Unfair advantage
Something that can't be easily copied or bought

A lot of local guides are ready to work with us

Customer segments
List your target customers and users

Young travellers

Families

Extreme-fans

Existing alternatives
List how these problems are solved today

Tours in hotels and agencies
Friends

Key metrics
List the key numbers that tell you how your business is doing

C Regs

DAU

ARPPU

LTV

High level concept
List your X for Y analogy
(e.g. Flickr = YouTube for photos)

For adventure tours

Channels
List your paths to customers

Mass media

Adwords

Blog

Social networks

Partners

Early adopters
List the characteristics of your ideal customers

passionate about travelling

young and brave

taking risks

confident

Cost structure
List your fixed and variable costs

Salaries

Office

Equipment

Marketing

Revenue streams
List your sources of revenue

Paid customers

Advertising

Value Preposition

A simple way to understand your customers needs, and design products and services they want. It works in conjunction with the Business Model Canvas

Customer Segment Section (Right hand – fill this out first)

1. **Customer Jobs –** Key tasks your target customers have to complete. Think more broadly than functional jobs and include social jobs (relationships)
2. **Customer Pains –** Pains people experience in getting their jobs done, (before, during, and after) including risks of bad outcomes and obstacles
3. **Customer Gains –** Gains that people require, expect or desire from getting a job done. These gains may be functional, social, emotional, or financial.
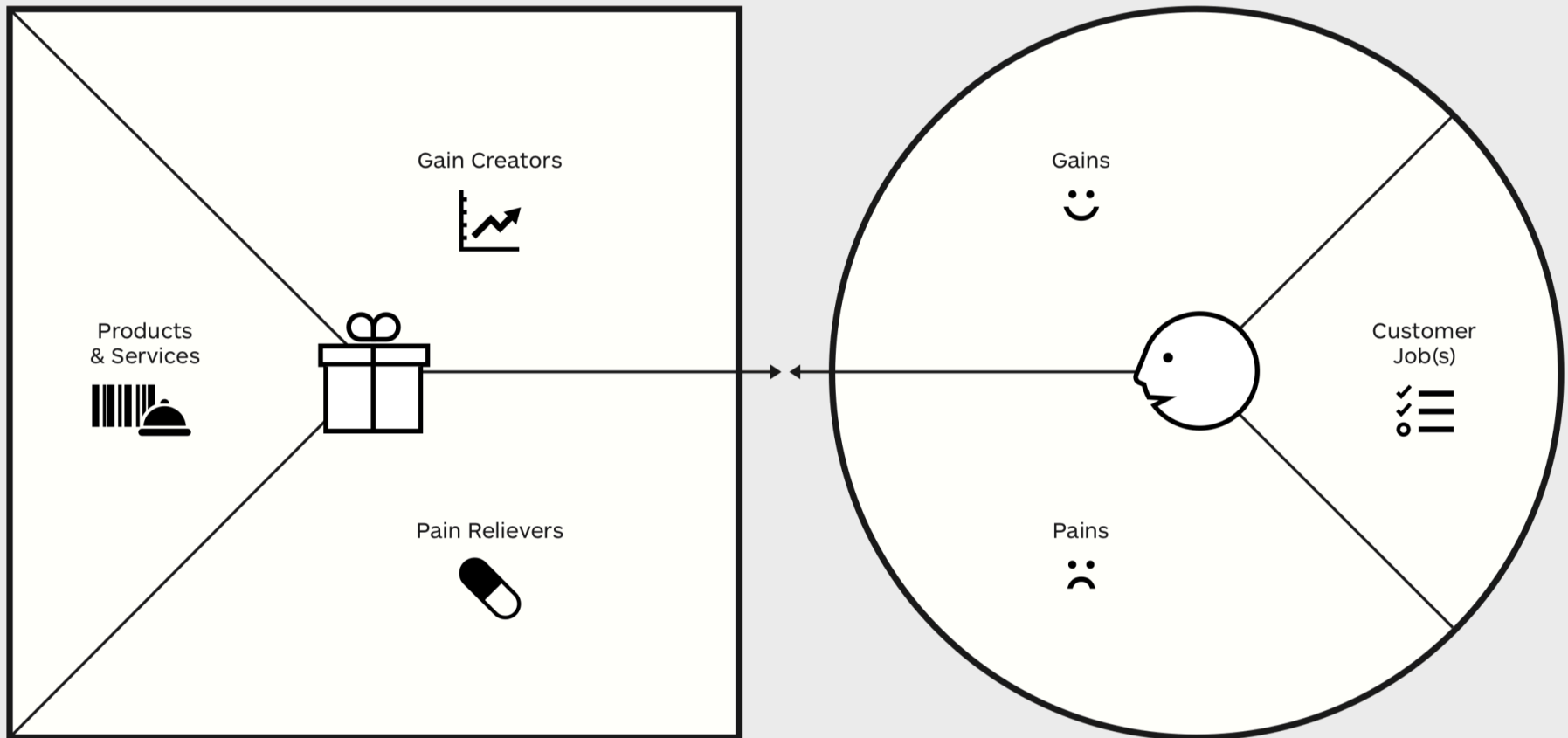
Value Map Section (Left hand)

4. **Pain Relievers –** List here how you could alleviate specific customer pains identified in (2). Pain relievers 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
5. **Gain Creators –** Ways you could create the customer gains identified in (3). Gain creators explicitly outline how you intend to produce outcomes & benefits that your customer expects, desires, or would be surprised by, including functional utility, social gains, positive emotions, and cost savings
6. **Product(s)/Service(s) –** Finally, list product or service ideas that map to the customer jobs in (1), or in the case of a single product or service innovation project, attributes and features that could help people get their most important jobs done, alleviative the most pain, and create the most gains
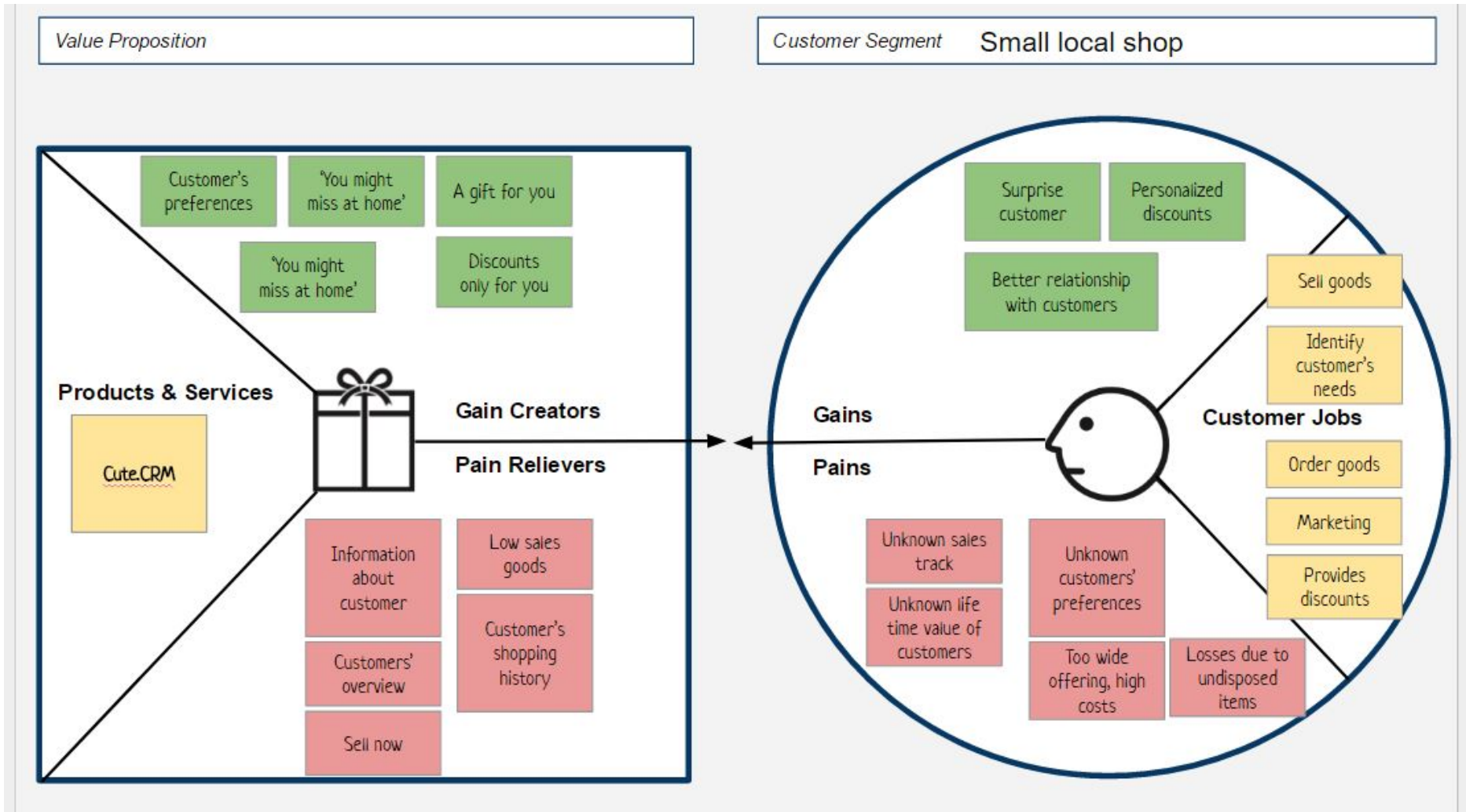
Value Proposition Template

The Value Proposition Canvas

Value Proposition

Customer Segment

Gain Creators

Products & Services

Pain Relievers

Gains

Customer Job(s)

Pains

Value Proposition Example

Value Proposition

Customer Segment — Small local shop

Products & Services
- Cute.CRM

Gain Creators
- Customer's preferences
- 'You might miss at home'
- A gift for you
- 'You might miss at home'
- Discounts only for you

Pain Relievers
- Information about customer
- Low sales goods
- Customers' overview
- Customer's shopping history
- Sell now

Gains
- Surprise customer
- Personalized discounts
- Better relationship with customers

Pains
- Unknown sales track
- Unknown customers' preferences
- Unknown life time value of customers
- Too wide offering, high costs
- Losses due to undisposed items

Customer Jobs
- Sell goods
- Identify customer's needs
- Order goods
- Marketing
- Provides discounts

Value Proposition Example

The Value Proposition Canvas