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Value Proposition Design: How To Create Products And Services Customers Want (Strategyzer)



Synopsis

The authors of the international bestseller *Business Model Generation* explain how to create value propositions customers can't resist. *Value Proposition Design* helps you tackle the core challenge of every business: creating compelling products and services customers want to buy. This highly practical book, paired with its online companion, will teach you the processes and tools you need to create products that sell. Using the same stunning visual format as the authors' global bestseller, *Business Model Generation*, this sequel explains how to use the Value Proposition Canvas to design, test, create, and manage products and services customers actually want. *Value Proposition Design* is for anyone who has been frustrated by new product meetings based on hunches and intuitions; it's for anyone who has watched an expensive new product launch fail in the market. The book will help you understand the patterns of great value propositions, get closer to customers, and avoid wasting time with ideas that won't work. You'll learn the simple process of designing and testing value propositions, that perfectly match customers' needs and desires. In addition, the book gives you exclusive access to an online companion on Strategyzer.com. You will be able to assess your work, learn from peers, and download pdfs, checklists, and more. *Value Proposition Design* is an essential companion to the Business Model Canvas from *Business Model Generation*, a tool embraced globally by startups and large corporations such as MasterCard, 3M, Coca Cola, GE, Fujitsu, LEGO, Colgate-Palmolive, and many more. *Value Proposition Design* gives you a proven methodology for success, with value propositions that sell, embedded in profitable business models."

Book Information

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Value Proposition Design: How to Create Products and Services Customers Want [View larger](#)
[View larger](#) [View larger](#) Stress-test your prototypes before testing your ideas
Prototype possibilities to cheaply explore ideas and end the 'blah blah blah' sessions
Design tests, experiment with customers, and translate data into learnings

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Assess your skills to create products and services people want
Use the online companion to design your Value Proposition and download tools, templates, and resources corresponding with different concepts in the book

The authors of 'Value Proposition Design' are obsessed with bringing practical tools and processes to the fields of strategy, innovation, and entrepreneurship. They all share a common passion for making business concepts simple, beautiful, and applicable so that they become useful and indispensable in the lives of business professionals and organizations. The team behind 'Value Proposition Design' is the same as for the global bestseller, Business Model Generation, composed of Dr. Alexander Osterwalder, Dr. Yves Pigneur, Alan Smith, and completed by Greg Bernarda, and Trish Papadakos. Dr. Alexander Osterwalder and Alan Smith are co-founders of Strategyzer.com, a company specializing in tools to design, test, and manage strategies, business models and value propositions. Dr. Yves Pigneur is a professor of management and information systems at the University of Lausanne, Greg Bernarda is a consultant and certified Strategyzer coach specialized in strategy and innovation, Trish Papadakos is a renowned designer and photographer.

Alex Osterwalder

Dr. Alexander Osterwalder is the lead author of the international bestseller Business Model Generation, passionate entrepreneur, and demanded speaker. He co-founded Strategyzer, a software company specializing in tools and content for strategic management and innovation. Dr. Osterwalder invented the 'Business Model Canvas', the strategic management tool to design, test, build, and manage business models, which is used by companies like Coca Cola, GE, P&G, Mastercard, Ericsson, LEGO, or 3M. He is a frequent keynote speaker in leading organizations and top universities around the world, including Stanford,

Berkeley, MIT, IESE and IMD. Follow him online @alexosterwalder.

Yves Pigneur Dr. Yves Pigneur is co-author of *Business Model Generation* and a professor of management and information systems at the University of Lausanne. He has held visiting professorships in the United States, Canada, and Singapore. Yves is a frequent guest speaker on business models in universities, large corporations, entrepreneurship events, and international conferences.

Greg Bernarda Greg Bernarda is a thinker, creator and facilitator who supports individuals, teams and organizations with strategy and innovation. He works with inspired leaders to (re)design a future which employees, customers, and communities can recognize as their own. His projects have been with the likes of Colgate, Volkswagen, Harvard Business School and Capgemini. Greg is a frequent speaker; he co-founded a series of events on sustainability in Beijing; and is an advisor at Utopies in Paris. Prior to that, he was at the World Economic Forum for eight years setting up initiatives for members to address global issues. He holds an MBA (Oxford Saïd) and is a Strategyzer certified business model coach.

Alan Smith Alan is obsessed with design, business, and the ways we do them. A design-trained entrepreneur, he has worked across film, television, print, mobile, and web. Previously, he co-founded The Movement, an international design agency with offices in London, Toronto, and Geneva. He helped create the Value Proposition Canvas with Alex Osterwalder and Yves Pigneur, and the breakthrough design for *Business Model Generation*. He co-founded Strategyzer where he builds tools and content with an amazing team; helping business-people make stuff customers want. Follow him online @thinksmith.

Trish Papadacos Trish is a designer, photographer, and entrepreneur. She holds a Masters in Design from Central St. Martins in London and Bachelor of Design from the York Sheridan Joint Program in Toronto. She teaches design at her alma mater, has worked with award-winning agencies, launched several businesses, and is collaborating for the third time with the Strategyzer team. Follow her photography on instagram @trishpapadacos.

My key problem with this book and the author's *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers* is that they try a bit too hard to routinise the development of new businesses. I have sympathy for the approach, but I am also worried that it will lead to mindless filling of boxes.

Blue Ocean Strategy: How to Create Uncontested Market Space and Make Competition Irrelevant uses exactly the same approach (e.g. strategy canvas, value curve, four actions, six paths, utility map, sic). Many people will in the future attribute success to canvas-thinking or blue ocean-thinking, which will create a hoard of followers. The book's format is encouraging a tendency to make things easy and simple. That is a mistake. Sometimes it is

important to think hard. My strong sense is that there is too much focus on the method as opposed to the content. The real value lies in deeply understanding the customer and competitors, not in filling out a canvas. Check out *The Innovator's Hypothesis: How Cheap Experiments Are Worth More than Good Ideas* which is a deeper description of prototyping. The tools give a strong sense of security, when I would prefer people to be more humble and paranoid. Let me take an example: the book says "do anthropological observations of potential customers". Great idea, but we only get four pages devoted to the topic and 70% of that space is covered with very cute graphics.

Anthropology is difficult, why not provide four pages of details (if the authors have any!), or at the very least a few recommended readings to understand the approach. (I have exactly the same critique on this book *101 Design Methods: A Structured Approach for Driving Innovation in Your Organization*.) Having provided this critique, the book does provide rigour to people that do not have a marketing or business background. A lot of start-up technology companies have prototypes that are not well matched to the customers' requirements (and that goes for big firms like 3M too). The book adds a lot of value to this type of person. The problem occurs if entrepreneurs and higher-level decision-makers start using the approach as well. Then you get "fill in the boxes" mentality. Any high level executive that falls for the cute graphics in the book should be immediately fired. The book is beautifully designed with modern graphics. The approach of using graphics to display content as opposed to text is a great approach. Good theft of a practice developed in the management consulting industry. Anyone who has waded through a business book knows how tedious they can be. What I do not appreciate is the large subset of useless, but pretty, graphical images. The graphics should aid the understanding; not be eye candy. My guess is that the book is the second instalment of four books. The first instalment presented a list of nine factors to consider. (Sorry, not a list, but a canvas to create a business, wtf.) This book describes two of those factors. When all four books are published we will be told that all are needed to get a complete perspective. And we will get second editions after that (or maybe the second edition will be a subscription to a website). Quality will improve, but I just want you to see where the authors are going. That the book is not encouraging deeper thinking can be seen by reading most of the five star reviews. They are mostly one-liners. Scary, I hope they are just wannabes and not product developers. I give the book three stars.

This book can help in multiple ways such as: presenting the value of your product to your customers, creating shared understanding of your product and its features, showing the benefits and value for meeting or exceeding the customers' expectations, and more. I recommend this book for

product development and sales.

What a great book. To me the measure of a great business book is that as you read it you feel a mounting sense of excitement about an idea you read, and how it will be immediately applicable to your situation; this book has that - a lot. It is also beautifully laid out which makes it an easy read not just as a manual, but also almost as a "coffee table" book - you can just pick it up and browse it any time and you will walk away with an idea. Highly recommended.

Great book for any practitioner for working hands-on about new business ideas within current and new ventures. Practical examples and tools guide you through the topic in a way, which facilitates you to try the method on something concrete as soon as possible. I use it for my management consulting practise, but as well I see more and more companies using it at their daily work.

Wonderful execution of mechanistic analysis. Interesting, even if old-fashioned.

A very good book, very useful for learning and evaluate a business. The graphics are well done and explained. You easily evaluate your business or a future business idea. In a cheap way you can learn the costumer needs and how to satisfy them.

A great companion piece to Business Model Canvas. Fun to read and even more fun to experiment with the ideas presented and engendered from this book. A very useful tool.

Excellent book. Most startup businesses do know understand the concept of Value Proposition - or they make the mistake of basing their company on what they think is value instead of focusing on what their intended customer see as value. Big and expensive mistake.

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