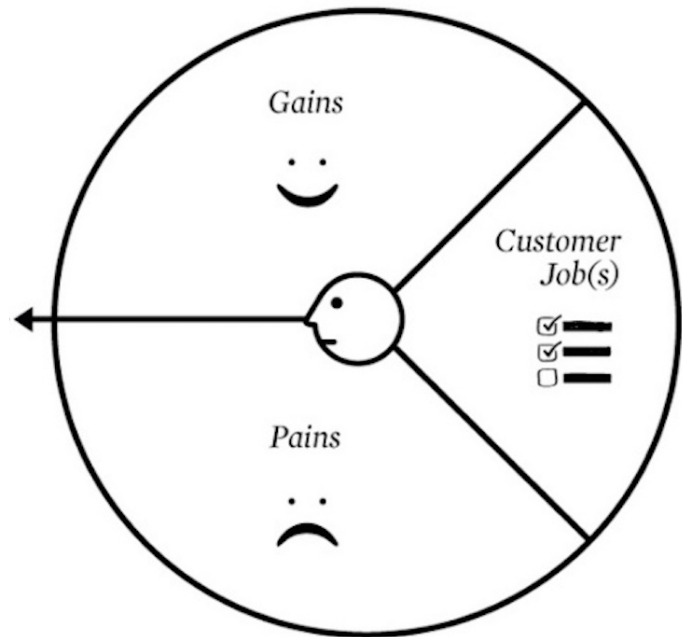


CUSTOMER PROFILE - VALUE PROPOSITION DESIGN

The Customer Profile describes a specific customer segment in your business model in a more structured way. It breaks the customer down into its jobs, pains and gains.

At a high level, customer jobs describe what customers are trying to get done in their work and lives, as expressed in their own words. Pains describes bad outcomes, risks and obstacles related to their jobs. Gains describe outcomes customers want to achieve or the concrete benefits they are seeking.



CUSTOMER JOBS

Jobs describe the things your customers are trying to get done in their work or 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. Jobs fall into three main categories.

1. **Functional jobs:** when your customers are trying to perform or complete a specific task or solve a specific problem. ex., mow the lawn, eat healthy as a consumer, write a report or help clients.
2. **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. ex., look trendy or be perceived as a competent professional.
3. **Personal\Emotional jobs:** when your customers seek a specific emotional state, such as feeling good or secure. ex., seeking peace of mind regarding one's investments or achieving a feeling of job security.

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. Pains fall into three main categories.

1. **Undesired outcomes, problems and characteristics:** pains are functional ("the solution does not work"), 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 the customer does not like (“Running at the gym is boring” or “This design is ugly”).

2. **Obstacles:** these are the things that prevent customers from even getting started with a job or that slow them down (“I lack the time to get this job done” or “I cannot afford any of the existing solutions”).
3. **Risks (undesired potential outcomes):** what could go wrong and have important negative consequences (“I might lose credibility when using this type of solution” or “A security breach would be disastrous for us”).

Trigger Questions

- How do your customers define too costly? Takes a lot of time, costs too much money or requires substantial effort?
- What makes your customers feel bad? What are their frustrations, annoyances or things that give them a headache?
- How are current value propositions underperforming for your customers? Which features are they missing? Are there performance issue that annoy them or malfunctions they cite?
- What are the main difficulties and challenges your customers encounter? Do they understand how things work, have difficulties getting certain jobs done or resist particular jobs for specific reasons?
- What negative social consequences do they encounter or fear? Are they afraid of a loss of face, power, trust or status?
- What risks do your customers fear? Are they afraid of financial, social or technical risks or are they asking themselves what could go wrong?
- What’s keeping your customers awake at night? What are their big issues, concerns and worries?
- What common mistakes do your customers make? Are they using the solution the wrong way?
- What barriers are keeping your customers from adopting a value proposition? Are there upfront investment costs, a steep learning curve or other obstacles preventing adoption?

CUSTOMER GAINS

Gains describe the outcomes and benefits your customers want. Some gains are required, expected or desired by the customer. Gains include functional utility, social gains, positive emotions and cost savings. Gains fall into three main categories.

1. **Required gains:** these are gains without which a solution would not work. ex., the most basic expectation that we have from a smartphone is that we can make a call with it.
2. **Expected gains:** these are relatively basic gains that we expect from a solution, even if it could work without them. ex., since Apple launched the iPhone, we expect phones to be well-designed and look good.

3. **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. ex., we desire smartphones to be seamlessly integrated with our other devices.

Trigger Questions

- Which saving would make your customers happy? Which saving in terms of time, money and effort would they value?
- What quality levels do they expect and what would they wish for more or less of?
- How do your current value propositions delight your customers? Which specific features do they enjoy? What performance and quality do they expect?
- What would make your customers's jobs or lives easier? Could there be a flatter learning curve, more services or lower costs of ownership?
- What positive social consequences do your customers desire? What makes them look good? What increases their power and status?
- What are customers looking for most? Are they searching for good design, guarantees, specific or more features?
- What do customers dream about? What do they aspire to achieve or what would be a big relief for them?
- How do your customers measure success and failure? How do they gauge performance or cost?
- What would increase your customers's likelihood of adopting a value proposition? Do they desire lower cost, less investment, lower risk or better quality?