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Yves Pigneur
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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 a core challenge of every business — creating compelling products and services customers want to buy. This practical book, paired with its online companion, will teach you the processes and tools you need to succeed.

Using the same stunning visual format as the authors' global bestseller, Business Model Generation, this sequel explains how to use the "Value Proposition Canvas" a practical tool to design, test, create, and manage products and services customers actually want.

Value Proposition Design is for anyone who has been frustrated by business meetings based on endless conversations, hunches and intuitions, expensive new product launches that blew up, or simply disappointed by the failure of a good idea. 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 but comprehensive process of designing and testing value propositions, taking the guesswork out of creating products and services that perfectly match customers' needs and desires.

Practical exercises, illustrations and tools help you immediately improve your product, service, or new business idea. In addition the book gives you exclusive access to an online companion on Strategyzer.com. You will be able to complete interactive exercises, assess your work, learn from peers, and download pdfs, checklists, and more.

Value Proposition Design complements and perfectly integrates with the "Business Model Canvas" from Business Model Generation, a tool embraced 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.

- Sales Rank: #1918 in Books
- Brand: Osterwalder, Alexander/ Pigneur, Yves/ Bernarda, Greg/ Smith, Alan
- Published on: 2014-10-20
- Original language: English
- Number of items: 1
- Dimensions: 9.54" h x .70" w x 7.48" l, .0 pounds

- Binding: Paperback
- 320 pages

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194 of 204 people found the following review helpful.
Good for product developer but not general managers
By Jackal
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. The 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.

Do not buy this book on Kindle
By T. Evans
This book is very graphical in nature. The Kindle version is terrible and does not convey the information or flow that the printed book does. Save your money and buy the printed version. If you preview the inside of the book and compare the printed and Kindle versions you should see what I mean.

The Business Model Canvas Gets Even Better - Value Proposition Design
By Tech Historian
Product/Market fit now has its own book. Buy it.

The Lean Startup process builds new ventures more efficiently. It has three parts: a business model canvas to frame hypotheses, customer development to get out of the building to test those hypotheses and agile engineering to build minimum viable products.
Value Proposition Design is the sequel to the million copy best seller, Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers.

This new book does three things:
1. Introduces the Value Proposition Canvas
2. Tells you how to design new ventures with it
3. Teaches you how to use Customer Development to test it.

Value Proposition Design is a "must have" for anyone creating a new venture. It captures the core issues around understanding and finding customer problems and designing and validating potential solutions.

If you're familiar with the Lean Startup you know that the Business Model Canvas is the tool to frame all the hypotheses of your startup. Of all the 9 boxes of the canvas, the two most important parts of the business model are the relationship between the Value Proposition (what you're building) and the Customer Segment. These two components of the business model are so important we give them their own name, "Product/Market Fit."

The Value Proposition Canvas functions like a plug-in to the Business Model Canvas and zooms into the value proposition and customer segment to describe the interactions between customers and product more explicitly and in more detail. This keeps things simple by giving you the big picture at the business model level and the detailed picture at the "product/market fit" level.

Integration with Customer Development and Lean Startup
Several of the new tools in Value Proposition Design help with testing and validation of hypotheses. These testing tools match the first two of the four steps of Customer Development. One of my favorites in the book provides a simple overview of how to conduct customer discovery and customer validation in combination with the Business Model and Value Proposition Canvas. You start by extracting and prioritizing your hypotheses, then design your tests with Test Cards and finally, you conduct your tests and capture your learning. To make this all actionable Osterwalder added an Experiment Library to the book that equips you with ideas on how to test your assumptions.

Tracking Customer Development with the Value Proposition Canvas

With Customer Development you're constantly talking to customers and partners and conducting a ton of experiments to validate and invalidate your hypotheses. All these activities, the evidence of what works and what doesn't, and your progress towards finding a successful value proposition and business model need to be tracked. In Value Proposition Design Osterwalder shows how to do this with the Progress Board, a tool that includes a version of the investment readiness level thermometer to track progress.

Online Tools
Doing all the above is not easy even if you use poster-sized Canvases, sticky notes, and PowerPoint. There are simply too many Canvases you will design and trash (after rejecting and pivoting from your early tested ones), too many experiments you will conduct, and too much evidence you will produce. Keeping track of all this requires software support.

So the Value Proposition Design comes with a series of exercises that you can complete online with assessment tools that show you how you are using the Value Proposition Canvas. And last, but not least, you get access to a whole series of checklists, templates, and incredibly awesome posters that you can immediately use in your work.

Summary:
- The Value Proposition Canvas describes the details of how the value proposition and customer segments interact
- It integrates the Customer Development process in the book
- Product/Market fit now has its own book. Buy it

See all 187 customer reviews...

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