

Sell what customers really want to buy

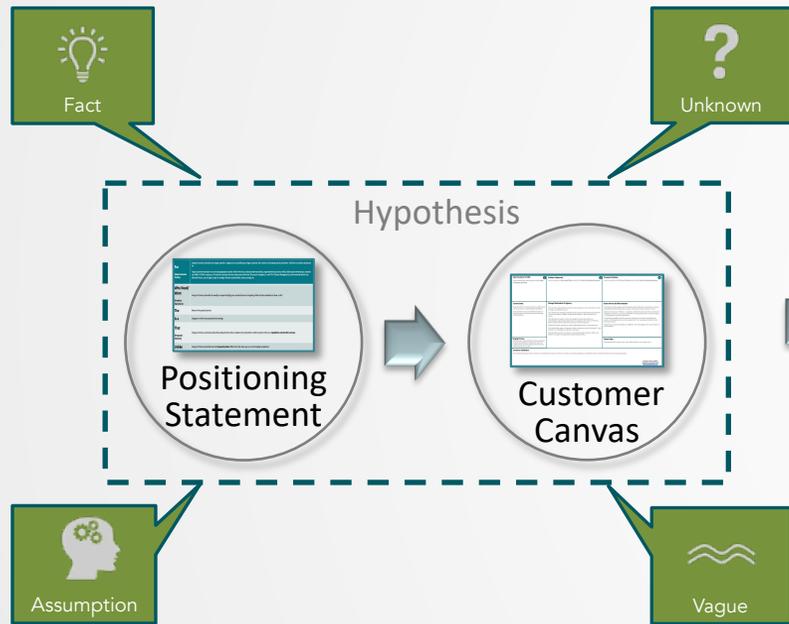
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The Customer Conversation Process



- Validate, adjust your product strategy
- Learn why and how customers really buy
- Engage and recruit lead customers
- Guide your pricing strategy
- Build an evidence-based sales playbook
- Optimize your investor strategy
- Make evidence-based decisions

Value-Positioning Summary

<p>For</p> <p>[Ideal Customer Profile]</p>	<p>Using a list format, describe your target customer. Imagine you are profiling your target customer with a series of narrowing search parameters. Feel free to combine descriptors.</p> <p>Target customer descriptors may include geographic location (North America), industry (pharmaceuticals), organizational type (non-profits), facility type (warehouses), company size (SMB, >\$10M in revenues, >5 locations), business function (sales teams with over 50 account managers), a role (VP of Product Management), environmental factors (use Microsoft Azure, use Six Sigma), type of strategic initiative (sustainability, local sourcing), etc.</p> <p>Example:</p> <ul style="list-style-type: none"> • SaaS companies in North America with <\$1M in revenue that use Microsoft Azure • VP of R&D or Development • Have or wish to implement PLG culture
<p>Who Need/ Want</p> <p>[Problem Statement]</p>	<p>Using a list format, describe the need(s) or opportunity(ies) your product/service is targeting. What do they need/want to have, or do?</p> <p>Examples:</p> <ul style="list-style-type: none"> • To minimize the time and hassle of coordinating meetings with participants in different time zones • A more subjective and lower cost method for student assessment
<p>The</p>	<p>Name of the product/service</p>
<p>Is a</p>	<p>Category in which the product/service belongs</p>
<p>That</p> <p>[Proposed Solution]</p>	<p>Using a list format, summarize what the product/service does to address the want/need. Combine content from your Capabilities and Benefits Summary.</p> <p>Example:</p> <ul style="list-style-type: none"> • Automates the process of booking calls across time zones to reduce participant inconvenience, eliminate coordination exchanges, and save time by using NLP to scan contact information sources – CRM, Address Books, and email content – to automatically suggest appropriate times
<p>Unlike</p>	<p>Using a list format, describe how the Proposed Solution differs from the status quo or current leading competitors.</p> <p>Example:</p> <ul style="list-style-type: none"> • The website-based Time and Data Meeting Planner, our product provides a single-step process reducing task time by 50%

<p>Ideal Customer Profile</p> <p><i>Insert content from the For section of the Value-Positioning Summary</i></p>	<p>Problem Statement</p> <p><i>Insert content from Who Need/Want section of the Value-Positioning Summary</i></p>	<p>Proposed Solution</p> <p><i>Insert content from the That and Unlike sections of the Value-Positioning Summary</i></p>
<p>Current State</p> <p><i>Describe what the customer does now. What tools are used, actions or steps followed (workflow).</i></p> <p><i>If the solution must be compatible (integrate or interface) with an existing environment identify those conditions.</i></p>	<p>Change Motivation & Urgency</p> <p><i>Describe the problem/opportunity from their perspective, their motivation to make a change, and likelihood to act.</i></p> <p><i>First characterize challenges, problems and/or opportunities being missed with the current tools and/or workflow. Be specific and granular. Seek to identify root causes.</i></p> <p><i>Then describe the impact to them of solving/not solving this problem or capturing/not capturing this opportunity. For example, what metrics or KPIs are used to measure their performance and how are they impacted?</i></p> <p><i>Include the relative importance of this problem/opportunity in their priority list.</i></p> <p><i>And, describe the degree of urgency to make a change e.g. pain rating scale 1-5 and reaction to a “willingness to spend \$x” questions.</i></p> <p><i>Describe what customers say they are currently planning or doing to address the problem or capture the opportunity. (Options/alternatives)</i></p>	<p>Value Drivers & Differentiation</p> <p><i>Describe the relative aspects of the proposed solution that drive value for the customer (capabilities/value); identify what’s unique and would motivate customers to buy.</i></p> <p><i>Based on responses to “What if…” questions, identify the value and relative importance assigned by customers to each key capability in the proposed solution. Consider using a 1-5 rating scale to prioritize importance.</i></p> <p><i>For each key capability, how do customers characterize the impact to performance metrics or KPIs based on the customer perspective? For any proposed solution claims, what proof exists?</i></p> <p><i>Specify what customers identified as “different” and “meaningful” from current plans or known options.</i></p>
<p>Buying Process</p> <p><i>Identify who is responsible for this type of solution and size of expenditure. Identify who owns the budget (where the funds would come from) and nature of process (e.g. RFP).</i></p>		<p>Future State</p> <p><i>Describe what the customer says is the “ideal solution” or any aspects of it.</i></p>
<p>Customer Validation</p> <p><i>Record stories and quotes from customer conversations that capture in their own words, your value proposition, its potential impact, and their enthusiasm for the proposed product</i></p>		

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The startup world is littered with great ideas and great products that customers didn't buy.
We can help you avoid the trap.

The Evidence-Based
Startup Methodology