



VALUE BUILDER



How to use
Template
Example

Value Builder

The Value Builder helps you to improve your product or service to better fit with the needs and wishes of your customer. Pick one specific customer group and determine what their most important wishes are. Then take a look at the product or service your company delivers. Check whether and how well your offering meets your customers' wishes. With the Value Builder you know whether you should make improvements to your product or service as to better fit the needs of your customers.

Tips for use

You can use the Value Builder by yourself or in a group, such as colleagues. When using the tool with colleagues make two groups. One group fills out the customer side (left) of the canvas, the other group works on the offering side (right). With everything filled out, get together with the entire group to see if there is (sufficient) overlap between customer demand and the offering.

Download the Value Builder canvas and print it on a large piece of paper for use during such a session. To see how you might use the Value Builder in practice, you can download the example of Airbnb.

How to use

The insights that the Value Builder provides help you to make your product or service more attractive for the market. The Value

Builder is used for one customer group and one product or service at the same time. First fill in the customer side (left) of the canvas and then the offering side (right).

Step 1: identify your customer group

Different customers can have different wishes. To see whether your product adds value, be as specific as possible when choosing a customer group. A customer group is a group with matching characteristics and wishes. If you want to take multiple customer groups into account, make multiple Value Builders.

Choose and describe your customer group. Your customer group may consist of consumers or companies.

- If your customer group consists of companies, describe their size, sector and offering. For example, medium-sized companies that develop and sell specialist wheelchairs.
- If your customer group are consumers, describe the age, goals, gender, level of education or interests. For example, women between the ages of 25 and 40 with curly hair.

Step 2: determine the goals of your customer group

A customer always has a purpose when buying a product or service. A goal could be, solving a problem or performing a task.

- For example, in the case of the wheelchairs manufacturer, the goal is to sell a wheelchair that is as comfortable as possible.

- For example, in the case of women with curly hair, the goal is to get their hair in check.

Step 3: describe the wishes of your customer group

Customers have conditions for achieving the goal. Get into the head of your customer. Consider their wishes on their way to achieving the goal. Which results will make them happy? What do they expect from your product or service? What do your customers dream of?

- For example, in the case of the wheelchairs manufacturer, what helps them to develop a wheelchair that is as comfortable as possible?
- For example, in the case of women with curly hair, how would they restrain their curls? How much time and product do they want to use to achieve perfect hair?

Step 4: describe your product or service

Choose one product or service that you offer and describe it. Also describe any supporting products or services that belong to this product or service. What does the customer get when they buy from your company? In the case of a product, what does the customer receive physically? In the case of a service, what does it help them with?

Step 5: determines the benefits of your product or service

Then, consider the benefits of your product or service. What does it bring to your customer? What solutions does it offer? How does it help your customer? Benefits can relate to performance, experience, cost savings or convenience. Benefits

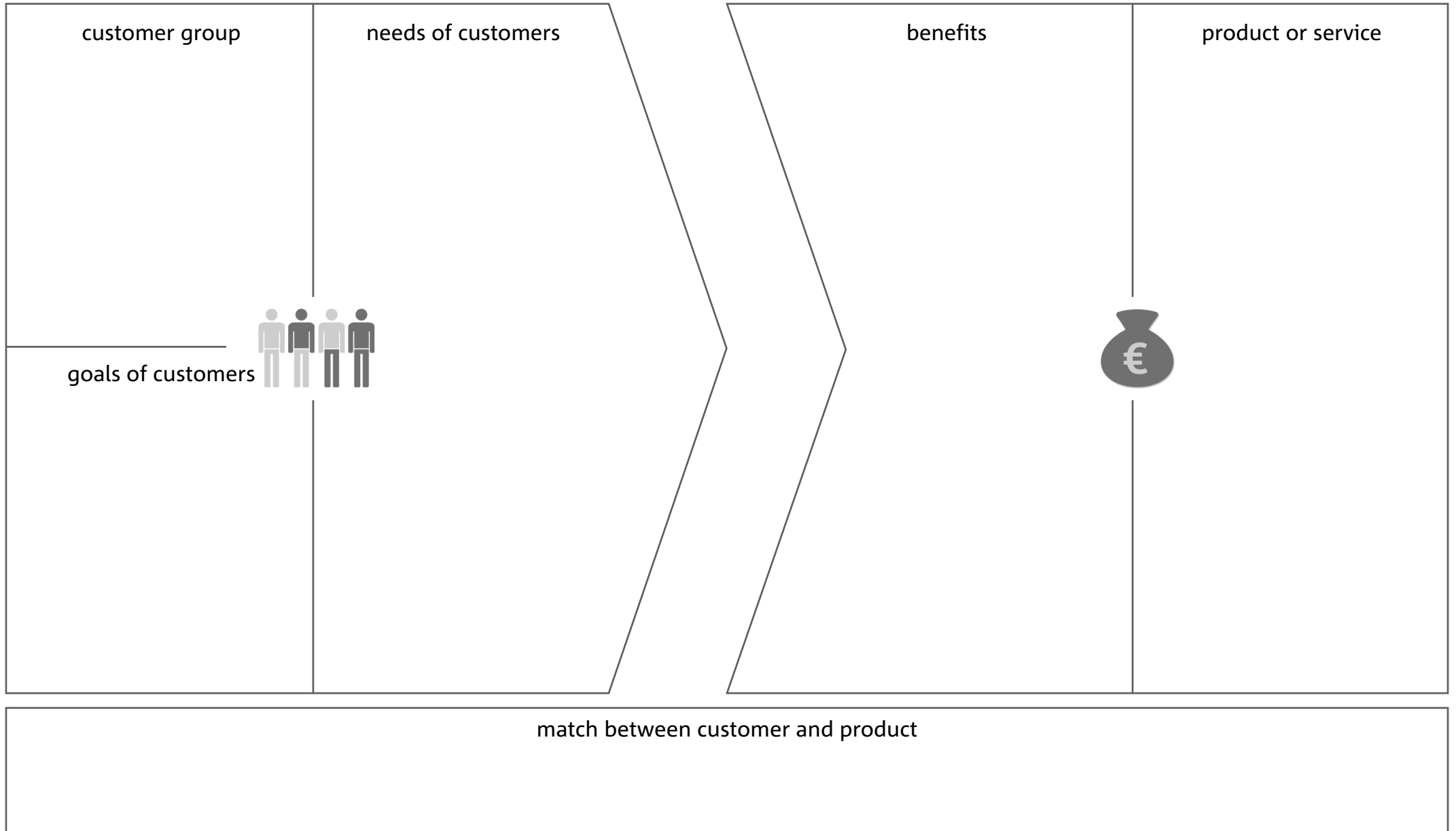
can also be emotional, think back to the lady with curly hair, a shampoo that keeps her hair in check will make her feel confident.

Step 6: analyse the match between customer and product

Put the two halves of the canvas together again. Determine whether the wishes of your customer match with what your product or service has to offer. If there is only a partial match, consider whether there are benefits you could add to better fit customers' needs.

value builder

name _____



date _____

Example Airbnb

industry	Tourism
products & services	Rental and rental of accommodation via a platform
size of business	3,100 employees
revenue	\$ 2.6 billion
location	San Francisco, United States



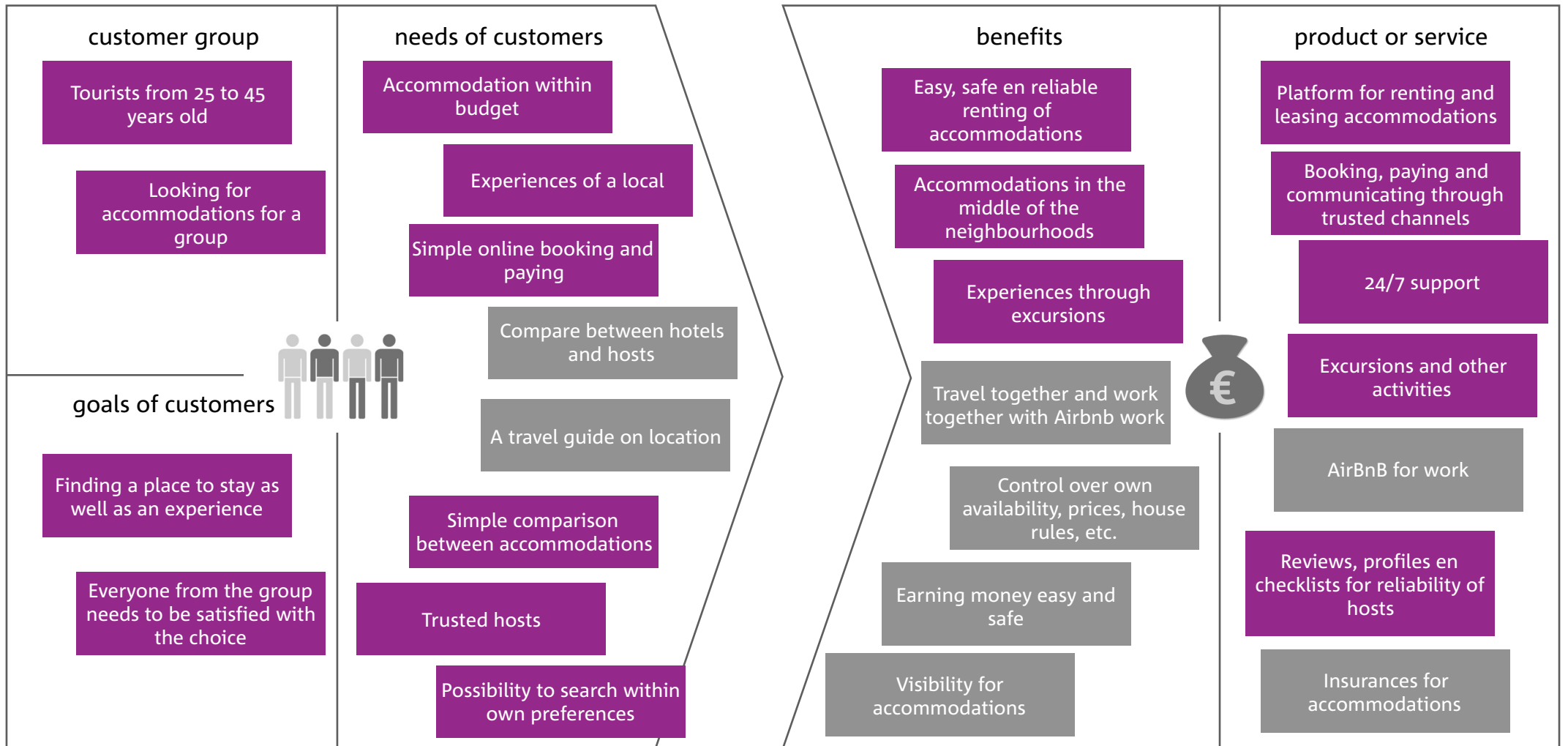
Airbnb offers a platform on which landlords of accommodations and prospective tenants can find each other. Landlords can rent out a private accommodation in a straightforward and safe way. Tenants can easily and safely book and pay for an accommodation. There are all kinds of accommodations available: houses, hostels, apartments, private rooms, etc. Airbnb tries to offer tenants and landlords a safe and reliable experience. For example, tenants can leave reviews, there are checklists for landlords and there are safe ways of booking, paying and communicating. Airbnb now also serves business travellers with 'Airbnb for work'. In addition to accommodations, Airbnb also offers experiences through activities or excursions.

The Value Builder for Airbnb

With filling in the canvas we start on the customer side, top left. Here a typical Airbnb customer is described, a traveler with the goal to book a group trip. Input from conversations with such customers can be used to write down the wishes as well as possible. On the right we see the Airbnb service, the platform, and all supporting services written down. The benefits of the service(s) are also described. The final step is to see if there is a match between the wishes of the customer and the offering. The purple blocks show overlap. The gray are unanswered customer questions or offers that are not relevant to this particular customer group.

value builder

name Airbnb



match between customer and product

There seem to be a good match between what Airbnb offers and what is expected by the customer group that us looking for accommodations for groups. Airbnb has other customer groups than the tourists, for instance the business travellers and the hosts. For the tourist as the customer there are a few possibilities to better connect to their needs.

date _____