



Business Development by Doing Business In English

BUSINESS DEVELOPMENT **3 BUILDING – PRODUCTS &** **SERVICES**



Customer Personas and Their Problems

- *How many different types of buyers do you have? (suggest need to cover 80% of potential business)*
- *If working B2B – do you also need a clear idea of who your consumer is as well as buyers?*
- *How many consumer personas do you have? (suggest need to cover 80% of potential business)*
- *What do you need to identify when creating buyer and consumer personas?*
- *Do you identify personas for existing buyers and consumers and in addition for potential / targeted buyers and consumers?*

Understanding Customers

Customer's Journey – the experiences and feelings the customer has in making a purchase.

- *What do customers experience at each step of their journey?*

Priority Initiatives – why some customers make a purchase a strategic priority for them whilst others do not.

- *What are your customers' main priorities when making a decision on who to buy from?*

Decision Criteria – the criteria customers use to identify which solutions are preferable and convert to making buying decisions.

- *What do your customers consider when deciding on whether to buy or not?*
- *What specifically are the 3 main criteria?*

Success Factors – the key pain points customers are seeking to get rid of and the positive changes they want to see or experience.

- *What pain points do your customers experience?*
- *What changes do they want to see?*

Perceived Barriers – the reason why some customers will not buy from your business or see you as the best provider for them.

- *Why do customers refusing to buy decide not to buy from your business?*



Creation of Customer Personas and Customer to be Personas

- *How would you define your customer in a single sentence?*

A consumer persona for a store such as Zara could be depicted as Stylish Sandra, a professional woman in her 20s or 30s who resides in an urban center. Sandra desires to update her work attire on a regular basis with clothes of reasonable quality that reflect the most recent fashions and trends.

- *Are you able to identify key specific information about your customer persona?*

Buyer personas should contain information such as age, location, job title/type of position, income, location, interests, habits, wants, and challenges.

- *What problems does your customer face, what would make their life better or easier?*
- *What does your customer really want / dream about?*
- *What is their financial position?*
- *What social media do they use? What influences them?*
- *What hobbies do they have? How do they spend their leisure time?*
- *What is their workplace like? What is important to them in their work life?*
- *What personal values do they have?*

It can also be beneficial to identify the characteristics of your customer persona that are not present. For instance, the customer persona of the non-Zara customer could be described as "Throwaway Teresa," who is either under 20 or over 40 years old, does not require smart or formal clothing, and either seeks functional everyday casual clothing where price is the sole determining factor or party clothes that are likely to be worn only two or three times.

- *Who is not your customer?*
- *What is it about them that means they are not and will not be your customer?*

Frequently, a business has more than one customer persona. When developing a business, it is common to identify three. If there are numerous additional customer personas in your mind, it is likely best to concentrate on three. Although there may be additional opportunities as the business expands, it is typically more effective to concentrate on the top three, as they account for 80% of the prospective business.



Customer Persona to be

- *Are they purchasing an alternative product or service in lieu of your offerings?*
- *Has your alternative been witnessed by them?*
- *How is their current supplier able to communicate with and sell to them?*
- *What trends are likely to alter the persona of your customer?*
- *In what ways will technology influence them?*
- *How will the economy's transformations influence them?*
- *What factors are likely to affect them?*
- *For all categories of products, what do they value when making purchasing decisions, such as fashion, image, credibility, design, brand association, buying experience, and/or user experience?*
- *Are there any new customers in the market now?*
- *What strategies can you employ to encourage and retain existing customers?*

Potential Customers

Most businesses try to identify who their customers are but do not spend time analyzing who their noncustomers are. By identifying noncustomers' potential demand and sales can be assessed.

Blue Ocean Noncustomer Tiers

First-tier - soon-to-be' noncustomers are on the edge of your industry, they are waiting to leave an existing supplier or start buying more actively.

- *Who are your business's soon-to-be customers?*
- *How many of them are there? Why are they making their buying decisions?*

Second-tier - 'refusing' noncustomers are actively considering your industry but they then choose against it, they satisfy their needs or wants from another industry or simply do not buy at all.

- *Who are your business' refusing customers?*
- *How many of them are there? Why are they making their buying decisions?*

Third-tier – 'unexplored' noncustomers are currently in markets that appear to be far away, they could potentially benefit from your industry but are not actively considering it because of the buying experience, perceived availability, price or quality.

- *Who are your business' unexplored customers?*
- *How many of them are there? Why are they making their buying decisions?*



Minimum Viable Product (MVP)

The minimum viable products (MVP) are versions of products that are sufficiently functional to be utilized by early customers and potential customers. Feedback from these customers can be requested to assist in the further development of the product. Frequently, they are quite rudimentary, but they contain enough of the core features to allow potential early adopters to experiment. The purpose of assessing an MVP is to determine whether development should continue or be discontinued.

Frank Robinson was the first to use the term "MVP" which was subsequently popularized by two highly influential figures in the field of product design: Steve Blank, a serial entrepreneur and academic, and Eric Ries, the pioneer of the Lean Startup movement.

It is also crucial for the team to establish the customer group in general practice. This is frequently a highly selective group that has the potential to become early consumers and, as a result, is more tolerant of a product's shortcomings than those who are more attached to more established technology. This group will be employed to ascertain the strategic orientation of future product development and to gather feedback on the MVP.

“As you consider building your own minimum viable product, let this simple rule suffice remove any feature, process, or effort that does not contribute directly to the learning you seek.” - Eric Ries

Why Create an MVP?

Demand – potential demand can be assessed without creating a completed product with all the inherent costs involved.

Learning – learning can be accelerated on what the customer wants/needs/values using iteration to make improvements.

Waste minimization – development can progress with less resources and waste.

Accelerate go to market – investment and/or sales revenue can be generated more quickly.

Competitive Advantage – by entering the market more quickly the business can talk to early adopters quicker, secure more recognition and try to put off potential competitors from entering the market.



MVP or MMP or MLP

Subject to the market conditions businesses will not always create an MVP, instead they will make an MMP or MLP.

MVP	MMP	MLP
Minimum Viable Product	Minimum Marketable Product	Minimum Lovable Product
Fastest to develop	Fast to develop	Slower to develop
Has minimum features to check the product idea	Has minimum features to promote a product at the market	Has minimum features to get customers' following
No emphasis on customer experience	Not much focus on customer experience	Has a focus on lovable customer experience
Can be effective if limited options from competitors	Effective to use in a different competitive environment	Effective when there are many alternatives in the market

	Minimum lovable product	Minimum viable product
Objective	Gain competitive advantages, through introducing features customers love	Incrementally validate, learn, and improve the product with features customers can use
Market	Can be evaluated with several alternatives available	Evaluating the market is more difficult with less alternatives available
Customers	Customers know exactly what they want	Customers are unclear or uncertain about what they want
Development	Focused effort in a relatively stable architecture	Effort is flexible, with less architectural decisions
Time and effort	Dedicated effort	Minimal effort
Agility	Bigger commitment, with less agility	Smaller commitment, with more agility



How to create an MLP

Determine the objective of the product development process. Regardless of whether a business is developing an MLP or an MVP, they guarantee that the solution they are providing will address the customer's concerns and provide the intended value.

- *What do customers need?*
- *What do they want?*
- *What will really delight them?*
- *What will they want?*

Early on, it is crucial to involve key personnel, including production managers, product designers, marketing, sales, and advertising, in the evaluation of new product features.

- *What do customers need? Why?*
- *What do they want? Why?*
- *What will really delight them? Why?*
- *What will they want? Why?*
- *How should customers be introduced to the product?*
- *What is required to persuade customers to buy the product?*

Understand the lovable – developing a prototype that fosters engagement and elicits emotional responses.

- *Which features will the customers really love?*
- *Which features will the customers enjoy?*
- *What emotions will customers experience when using the product?*

Challenge the minimal – businesses must maintain a competitive edge; however, it is impossible to observe competitors' developments; therefore, it is necessary to maintain a two-step advantage. Business must strike a balance between the danger of failing to inspire customers and the need for speed.

- *How can you make sure that you include enough features to be successful?*
- *How can you make sure that you do not waste time creating features that do not make a difference?*
- *When will customers make their decision?*
- *What are their critical dates?*