



# Questions to help refine value proposition development



# Value propositions should be unique

To your customers

To your employees

To your your company

From direct competition

From indirect competition

# Commonly built from these elements

Product

Service

Experience

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Price

Execution

# Step-by-step

## 1 Where you can win

What is important to your customer or what job are they trying to get done when thinking about the occasions you want to win

## 2 What you can own

That is different from the other choices your target customer would consider

## 3 What you can execute

Consistently at a level that makes money, meets your customers needs, and is something your employees believe in

## 4 How to make it real

The programs, systems, and culture necessary to make good on any change promise



# Guiding questions

# Product offering

Does your offering have a point of view?

Do your categories have roles based on needs?

Do your products have roles based on needs within the category?

Do we know which are the most important customer metrics?

Do we know which operating metrics move the needle the most?

# Service delivery

Do we know what are the key moments for service in the journey?

Have we defined and measured our service principles?

Do we have a defined service style?

Do we know the penalties and rewards tied to service?

# Enabled experience

Do we understand the journey the customer goes through before/during/after?

Do we have targets for how we want customers to feel at key moments?

Are we focused on execution against penalty and reward areas?

Have we infused our brand principles into our key moments?

Do we know in what channels we want to show up?

Do we have solutions that address the aforementioned?



# Price

Do we have the right range of products?

Does our pricing match the strategic role of the category/product?

Do we understand what are the key variable unit level costs?

Do we understand competitive pricing, especially for crossover products?

Do we understand how mix/demand has shifted from past price changes?

Do we have an understanding of how demand shifts for new products?

# Execution

Do we understand what the customer rewards and penalizes within the experience?

What does text analytics of customer comments suggest?

What does broader analysis of sentiment suggest about where the customer places value?

What attributes are shown to be the biggest drivers for use/traffic?

Within the delivery of the experience, what most drives intent to return?

Within the delivery of the experience, what most drives likelihood to recommend?



# Done in context of

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## 1 Customer clarity

Segmentation, targeting,  
key buying situations,  
needs, alternatives,  
journey

## 2 Brand Strategy

Purpose, promise,  
principles, presentation



SCOTCH GAME



# What is one of your favorite areas around which to build value?

I help brick and mortar concepts boost market value and growth