


# Strategies for Moving HR Consulting Services Into the Future – The Power of Value Propositions

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## Topics

- Introducing a simple tool
- Quick how-to guide
- The value proposition canvas
- Building customer profiles
- Building value propositions
- Creating summary statements, stories, and proof
- Draft illustration

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## Who says...?

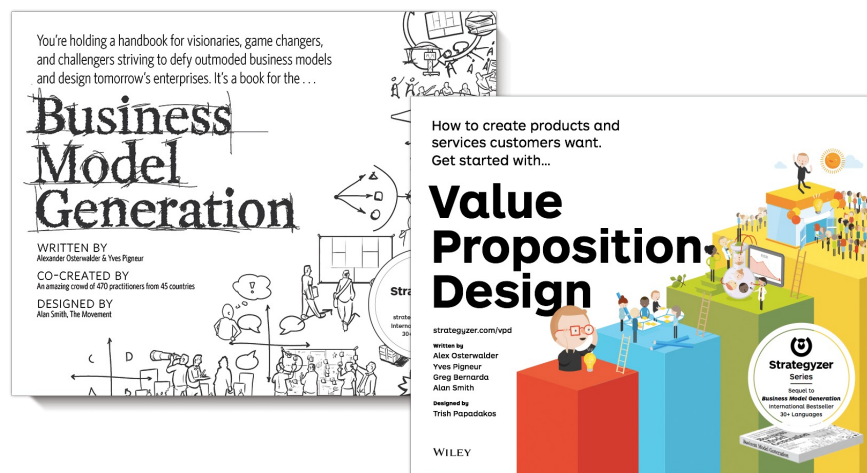


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## A Simple Tool



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## About Value Propositions



### The process of building and refining value propositions:

1. **Creates customer focus:** by identifying what customers are trying to achieve
2. **Prioritizes value:** by forcing you to prioritize what's important to the customer
3. **Provides context:** because it is often relevant in certain situations and not others
4. **Narrows the gap:** between failure and success by improving innovation outcomes and sales and marketing effectiveness

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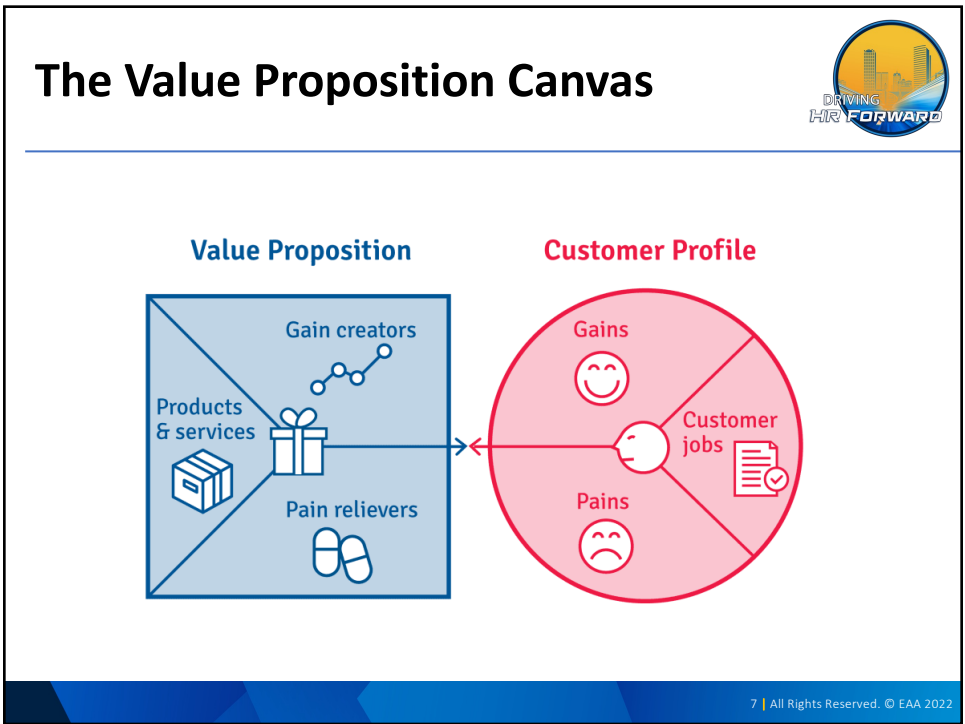
## Quick How-to Guide



1. Choose/define customer segments
2. Identify the jobs; create a complete list
3. Group items from the list and then prioritize
4. Identify customer pains and desired gains
5. Group items from each list and then prioritize
6. Identify core products and services
7. Create a list of pain relievers and gain creators
8. Pick those that make the greatest impact
9. Link the value of your product to the customer profile
10. Are there some critical pains or gains that you don't address?
11. If they are strategically important then begin to innovate
12. Write a value statement that is simple, clear and free of jargon
13. Add customer stories and proof
14. Test what you created with customers
15. Use your value propositions to update core messaging

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*“Success doesn’t come from understanding the customer. It comes from understanding the job the customer is trying to get done.”*

—Clayton Christensen

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## Some Definitions ...

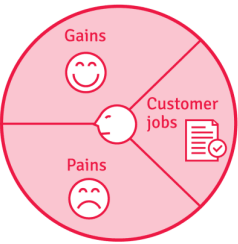


**Gains** are the benefits the customer expects and needs, what would delight customers, and the things that could increase the likelihood of adopting a value proposition.

**Value Proposition**



**Customer Profile**




**Customer jobs** are the functional, social, and emotional tasks customers are trying to perform, problems they are trying to solve, and needs they wish to satisfy.

**Pains** are the negative experiences, emotions, and risks that the customer experiences in the process of getting the job done.

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## Said Another Way ...




**Gains** describe the outcomes customers want to achieve or the concrete benefits they are seeking.

**Value Proposition**



**Customer Profile**



**Customer jobs** describe what customers are trying to get done in their work and in their lives, as expressed in their own words.

**Pains** describe the bad outcomes, risks and obstacles related to customer jobs.

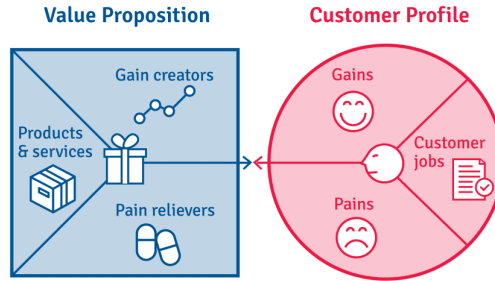
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# More Definitions ...



**Products and services** create gain, relieve pain, and underpin the creation of value for the customer.



**Gain creators** are how the product or service creates customer gains and how it offers added value to the customer.

**Pain relievers** are specific descriptions of exactly how the product or service alleviates customer pains.

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# Let's Practice



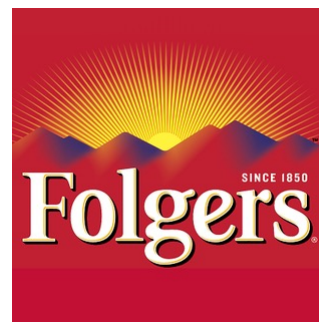
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## Let's Practice

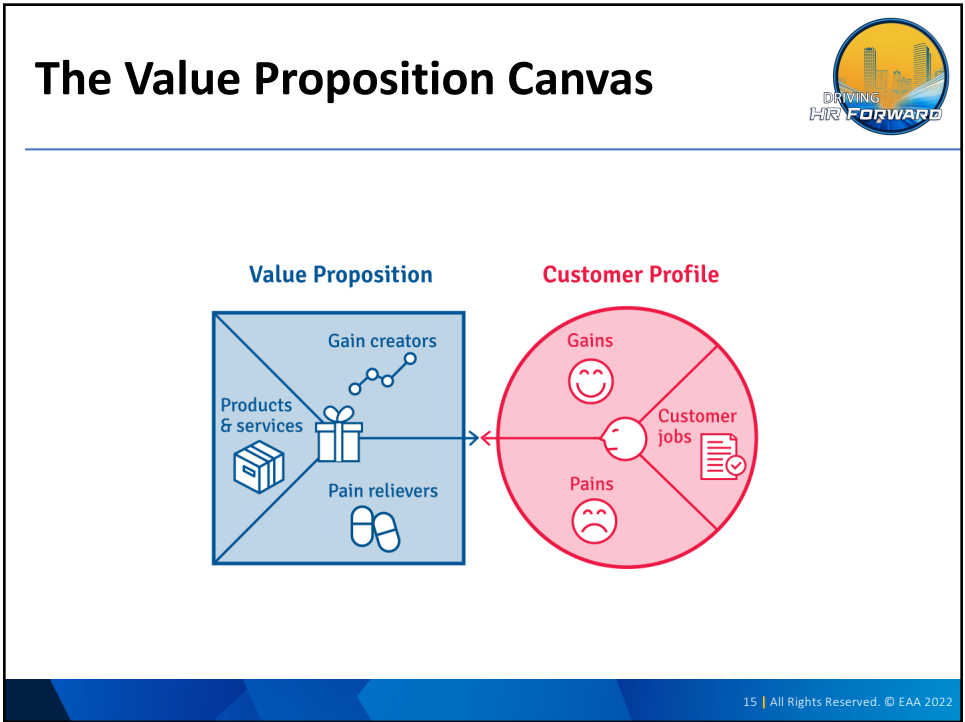


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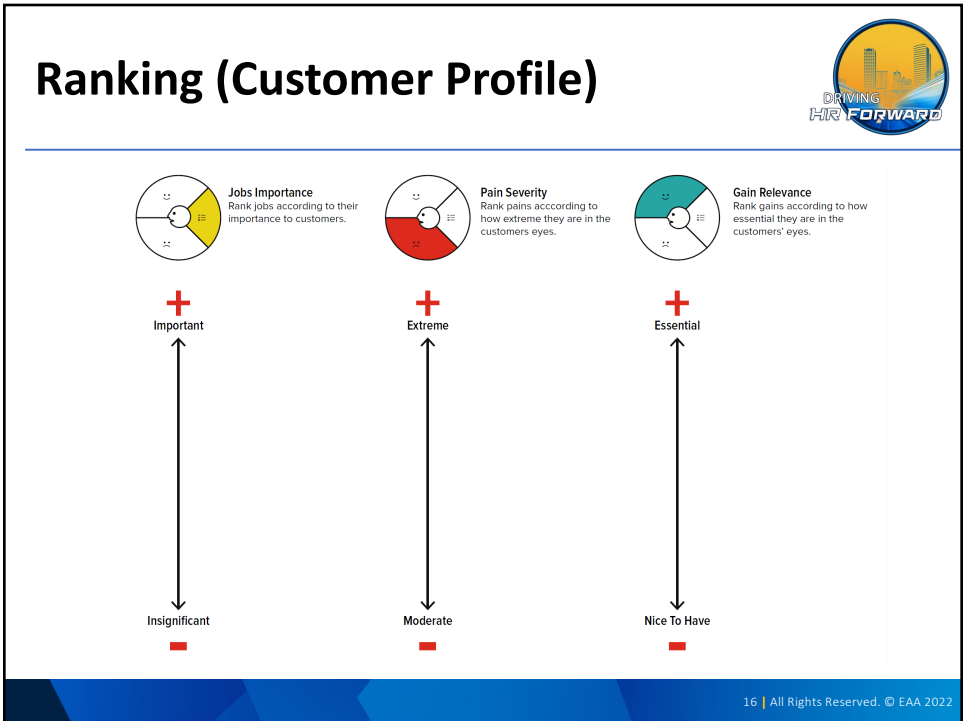
## Let's Practice ... One More



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# Ranking (Value Proposition)



**Products and Services**  
Rank what you offer by how relevant they are to your customer.

**Pain Relievers**  
Rank your pain relievers by how valuable they are to your customer.

**Gain Creators**  
Rank your gain creators by how relevant they are to your customers based on the benefits and outcomes.

Essential

Nice to have

Essential

Nice to have

Essential

Nice To Have

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# Building Customer Profiles

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## Customer Jobs



**Start by describing what the customers you are targeting are trying to get done. It could be the tasks they are trying to perform and complete, the problems they are trying to solve, or the needs they are trying to satisfy.**

- What functional jobs is your customer trying get done? (e.g., perform or complete a specific task, solve a specific problem)
- What social jobs is your customer trying to get done? (e.g., trying to look good, gain power or status)
- What emotional jobs is your customer trying get done? (e.g., esthetics, feel good, security)
- What basic needs is your customer trying to satisfy? (e.g., communication)

***After building the list, and then grouping responses, rank them from important to insignificant.***

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## Pains



**Now describe negative emotions, undesired costs and situations, and risks that your customer experiences or could experience before, during, and after getting the job done.**

- What does your customer find too costly? (e.g., takes a lot of time, costs too much money, requires substantial efforts)
- What makes your customer feel bad? (e.g., frustrations, annoyances, headaches)
- How are current solutions underperforming for your customer? (e.g., lack of features, performance, malfunctioning)
- What are the main difficulties and challenges your customer encounters? (e.g., understanding how things work, difficulties getting things done, resistance)

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## Pains



- What negative social consequences does your customer encounter or fear? (e.g., loss of face, power, trust, or status)
- What risks does your customer fear? (e.g., financial, social, technical risks, or what could go awfully wrong)
- What's keeping your customer awake at night? (e.g., big issues, concerns, worries)
- What common mistakes does your customer make? (e.g., usage mistakes, accuracy)
- What barriers are keeping your customer from adopting solutions? (e.g., upfront investment costs, learning curve, resistance to change)

***After building the list, and then grouping responses, rank them from extreme to moderate.***

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## Gains




**Now describe the benefits your customer expects, desires, or would be surprised by. This includes functional utility, social gains, positive emotions, and cost savings.**

- Which savings would make your customer happy? (e.g., in terms of time, money and effort)
- What outcomes does your customer expect and what would go beyond his/her expectations? (e.g., quality level, more of something, less of something)
- How do current solutions delight your customer? (e.g., specific features, performance, quality)
- What would make your customer's job or life easier? (e.g., flatter learning curve, more services, lower cost of ownership)

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## Gains

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- What positive social consequences does your customer desire? (e.g., makes them look good, increase in power, status)
- What are customers looking for? (e.g., good design, guarantees, specific or more features)
- What do customers dream about? (e.g., big achievements, big reliefs)
- How does your customer measure success and failure? (e.g., performance, cost)
- What would increase the likelihood of adopting a solution? (e.g., lower cost, less investment, lower risk, better quality, performance, design)

***After building the list, and then grouping responses, rank them from essential to nice to have.***

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# Building Value Propositions

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## Products and Services



**List all the products and services your value proposition is built around.**

- Ask yourself which products and services you offer that help your customer get either a functional, social, or emotional job done, or help him/her satisfy basic needs?
- Products and services may be:
  - Tangible (e.g., manufactured goods, face-to-face customer service)
  - Digital/virtual (e.g., downloads, online recommendations)
  - Intangible (e.g., copyrights, quality assurance) or financial (e.g., investment funds, financing services)

**Rank what you offer by how relevant it is to your customer.  
Is it essential or nice to have?**

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## Pain Relievers



**Describe how your products and services alleviate customer pains.**

**How do they eliminate or reduce negative emotions or undesired costs and situations? How do they reduce risks your customer experiences or could experience before, during, and after getting the job done?**

**How do your products and services:**

- Produce savings? (e.g., in terms of time, money, or efforts)
- Make your customers feel better? (e.g., kills frustrations, annoyances, things that give them a headache)
- Fix underperforming solutions? (e.g., new features, better performance, better quality)
- Put an end to difficulties and challenges your customers encounter? (e.g., make things easier, helping them get done, eliminate resistance)

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## Pain Relievers



- Wipe out negative social consequences your customers encounter or fear? (e.g., loss of face, power, trust, or status)
- Eliminate risks your customers fear? (e.g., financial, social, technical risks, or what could go awfully wrong)
- Help your customers sleep better at night? (e.g., by helping with big issues, diminishing concerns, or eliminating worries)
- Limit or eradicate common mistakes customers make? (e.g., usage mistakes)
- Get rid of barriers that are keeping your customer from adopting solutions? (e.g., lower or no upfront investment costs, flatter learning curve, less resistance to change)

**Rank each pain your products and services relieves according to their intensity for your customer. Is it very intense or very light? Is it essential or nice to have?**

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## Gain Creators



**Describe how your products and services create customer gains. How do they create benefits your customer expects, desires, or would be surprised by, including functional utility, social gains, positive emotions, and cost savings?**


**How do your products and services:**

- Create savings that make your customer happy? (e.g., in terms of time, money and effort)
- Produce outcomes your customer expects or that go beyond their expectations? (e.g., quality level, more of something, less of something)
- Copy or outperform current solutions that delight your customer? (e.g., regarding specific features, performance, quality)
- Make your customer's job or life easier? (e.g., flatter learning curve, usability, accessibility, more services, lower cost of ownership)

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# Gain Creators




- Create positive social consequences that your customer desires? (e.g., makes them look good, produces an increase in power, status)
- Do something customers are looking for? (e.g., good design, guarantees, specific or more features)
- Fulfill something customers are dreaming about? (e.g., help big achievements, produce big reliefs)
- Produce positive outcomes matching your customers' success and failure criteria? (e.g., better performance, lower cost)
- Help make adoption easier? (e.g., lower cost, less investments, lower risk, better quality, performance, design)


**Rank each gain your products and services create according to its relevance to your customer. Is it substantial or insignificant? Is it essential or nice to have?**

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# Value Proposition Fit







Products and Services




Pain Relievers




Gain Creators



Customer Jobs



Pains



Gains

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**DRIVING  
HR FORWARD**

## Summary Statement by Segment

For \_\_\_\_\_  
*(target customer/segment)*

who \_\_\_\_\_  
\_\_\_\_\_  
*(their prioritized jobs/pains/gains)*

our \_\_\_\_\_  
*(product/service name)*

\_\_\_\_\_  
\_\_\_\_\_  
*(our best fit pain relievers and gain creators)*

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## Adding Customer Stories



For example, \_\_\_\_\_  
*(specific customer)*

used to \_\_\_\_\_

\_\_\_\_\_ *(highlight their old way of doing jobs)*

this created \_\_\_\_\_

\_\_\_\_\_ *(highlight their pains and unmet gains)*

but now with MRA, \_\_\_\_\_

\_\_\_\_\_ *(highlight the most impactful gains and pain relievers)*

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## Adding More Proof



In fact, we've \_\_\_\_\_

\_\_\_\_\_ *(restate one or two of the impactful gains and pain relievers)*

for over \_\_\_\_\_

\_\_\_\_\_ *(add brag points: number of similar customers, quantified value, experience metric, etc.)*

In addition, MRA \_\_\_\_\_

\_\_\_\_\_ *(pull in most relevant bigger picture uniqueness or value)*

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## Using a Themes Approach



Member Intimacy	Valuable Resources	Save: Money, Time, Life	One-stop shop	Customer Service
We "get" them	Every penny spent is worth it	I wish I knew about you years ago to save \$\$\$	Many resources	Very responsive
Friendly response	We have answers	How much we've saved them	We are a lifeline	Timely
Trust us	Such a great resource	You've saved my life	Deep bench of experts	Always there when we need you
Problem solver	Solved my problem in a big way	Resources saved my life	Very comprehensive	Available

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# Draft Illustration

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## Draft for Illustration



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