

EPO2

PREVIOUSLY in 180sec

Vin Cerf
Tim Berners-Lee
Metcalfe
Moore
Rifkin

TCP/IP
http
network
scaling
3IR

Andy Kahn

Alice Peterson

Li-Yang

Amanda Pappas

Done is better than perfect.

PRESIDENT OF SPACE X:
GWYNNE SHOTWELL

Ann Hendrix

Camille Rousso

"Software is eating the world."

Mark Andreessen

software is eating up the world

Nvidia CEO: Software Is Eating the World, but AI Is Going to Eat Software

FAIL FAST, FAIL OFTEN

How Losing Can Help You WIN

FAIL FAST.
FAIL EARLY.
FAIL OFTEN.

Ryan Bakeman, Ph.D., and John Krumboltz, Ph.D.

MOVE FAST AND BREAK THINGS

LEAN IN

SHERYL SANDBERG

"Done is better than perfect."

- Sheryl Sandberg, COO of Facebook

done is better than perfect

Getting Things Done

David Allen

More Reasons That Done is Better Than Perfect

“THE FUTURE IS ALREADY HERE — IT'S JUST NOT VERY EVENLY DISTRIBUTED”

William Ford Gibson (1948)
cyberspace noir prophet

J'aime dire que la transformation digitale est finie.

Aurélien Jean
UP CEO et Fondatrice
in.5000 Ventures, LLC

"Software is eating the world."

Mark Andreessen

software is eating up the world

Nvidia CEO: Software Is Eating the World, but AI Is Going to Eat Software

Satochi Nakamoto
Vitalik Buterin
Pascal Gauthier
Nicolas Julia
PNL



L'écoute client VOC

3 points importants :
L'écoute
L'écoute
L'écoute

Customer POV
VOC
search listening
Passer du temps avec les utilisateurs/clients
Ne pas tout écouter pour décider

Étude concurrence audit, analyse

Marketing Research
Benchmarking
Best Practice
Poll
Competitive analysis
NPS
Kano

Data Driven marketing
Analytics (GA)
SEO SEA analytics
Keywords analytics
Ne pas chercher l'information parfaite mais agir

Rentabilité ROI

Analyse en facteurs premiers (first principles)

Marge nette / brute
Business plan
Business model
CAC < LTV

Customer Acquisition Cost

Life Time Value

Équation du business développement ROMI 3:1

CAC < LTV

Customer Acquisition Cost

Life Time Value

Équation du business développement ROMI 3:1

ELON MUSK
CEO OF TESLA & SPACE

Améliorer l'écosystème

Scope 1 à 3
Net Zero CO2
Net Zero Gaz Effet Serre (GHG greenhouse gas)

SBTI (Science Based Targets index)
ISSB (International Sustainability Standards Board) by IFRS

Copier, Copier, Copier, Piller, Voler & glow-up

Dangereux d'être seul sur un marché
Océan bleu / rouge

WeChat
Story SnapChat
Vine Scroll short video
Tinder Swipe profile

BXP Brand Experience Product for BEST VALUE

Émotions, besoins subjectifs

Besoins attentes objectives et fonctionnelles
Benchmark de spécialiste

Besoins attentes d'image, émotionnelle, subjective

Plusieurs Modèles de FUNNEL

Modèle CRM simple (6 étapes fondamentales du modèle d'affaires)

- Génération / achat de leads (upper funnel)
- Lead nurturing (middle funnel)
- Conversion par le contenu et progression par les propositions (lower funnel)
- Livraison, vente et logistique
- Récurrance, abonnement (entretien), développement et parrainage

Modèle AARRR

- Acquisition
- Activation
- Rétention
- Revenu (CA)
- Parrainage (referral)

Modèle ACNCE

- Attention
- Capture
- Nurture
- Convert
- Expand

USER Stories

USER
USER
USER
USER

Stories
Stories
Stories

USER STORIES



PERSONA

Sumom
Age
Via à
Via avec
Enfant
JCB
Education
CV
Passionné par

Problèmes / Besoins / Attentes / Frustrations / Insatisfactions / Pain points / EPIC / USER STORY
Quel est le problème ?
Quelle est la frustration ?
Quels sont les besoins et attentes ?
Pourquoi n'est-il/elle pas satisfait des solutions existantes ?
Empathie map si besoin pour mieux comprendre le persona

Jean-Luc

Revenus
ville
Fréquences
Usage mobile
Know How

Nom: Jean-Luc
Age: 36
Via à: Paris
Avec: Jeanne
Sans enfant
Education: Supérieure (ingénieur école promo...)
CV: pilote entreprise 1, Pilote entreprise 2
Passionné d'aviation et de modèles réduits
Passionné de races de chiens et de voyages en Asie

CITATION
« J'ai un beau métier, mais mes priorités sont ailleurs. Mon employeur n'est pas mon seul centre d'intérêt »

EPIC / USER STORY / PAIN POINT / PROBLEME
Quel est le problème de Jean-Luc ?
Quelle est la frustration de Jean-Luc ?
Quels sont les besoins et attentes de Jean-Luc ?
Pourquoi n'est-il pas satisfait des solutions existantes ?

EMPATHIE MAP
Jean-Luc 36 ans est pilote de ligne depuis 3 ans dans une compagnie low cost européenne.
Il trouve que sa vie manque de sens, de variété et d'originalité.

Empathie map si besoin pour mieux comprendre le persona

PERSONA

Sumom
Age
Via à
Via avec
Enfant
JCB
Education
CV
Passionné par

Problèmes / Besoins / Attentes / Frustrations / Insatisfactions / Pain points / EPIC / USER STORY
Quel est le problème ?
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Quels sont les besoins et attentes ?
Pourquoi n'est-il/elle pas satisfait des solutions existantes ?
Empathie map si besoin pour mieux comprendre le persona



“ ALWAYS BEHAVE AS IF THE CUSTOMER WAS IN THE ROOM ”



Keeping an empty chair so the customer is always in the room

CHAIR → VOICE : VOC (voice of the customer)

Full Stack



CMDI

SALES + MARKETING =
SMARKETING.

SALES

- "simple-minded"
- "incompetent"
- "lazy"

MARKETING

- "arts and crafts"
- "academics"
- "irrelevant"

CMSDDI

MARKETING 360° outils | cibles

technology evangelist

full stack marketer

CDDO: chief digital/data officer
DPO: Data Protection Officer
professeur d'économie numérique
expert **learn marketing, CMI, marcom**
everyday writing, coding & programming
entrepreneur / consultant



hubert@kratiroff.com
@kratiroff
linkedin.com/in/kratiroff



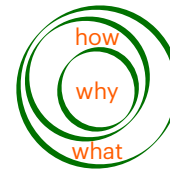
#BRAND management



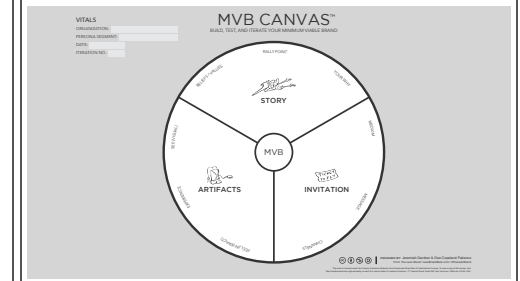
classement 2022
Interbrand



Golden Circle



Simon Sinek



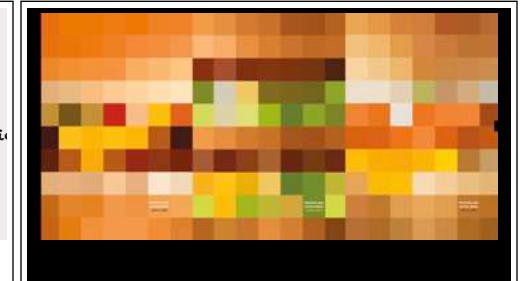
Market → marketing
Brand →

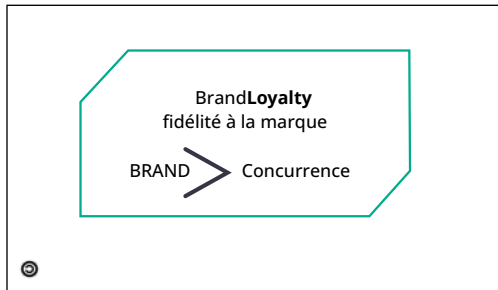
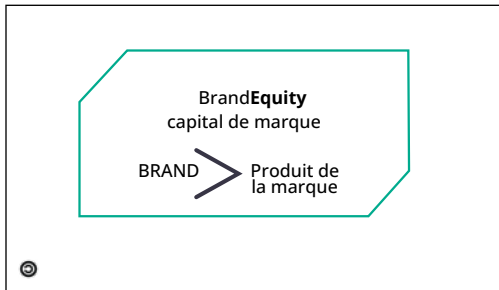
Branding?



Une marque c'est une partie
cerveau d'un utilisateur

Sir John Hegarty, founder of Bartle, Bogle, Hegarty and author of *Hegarty on Advertising* and *Hegarty on Creativity*.
The most valuable piece of real estate in the world, a corner of someone's mind.



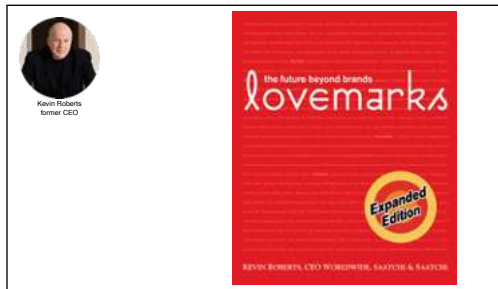


B R A N D

brand equity
brand loyalty
brand safety

“Don't find customers for your products,
find products for your customers”

Seth Godin



THE LOVEMARKER

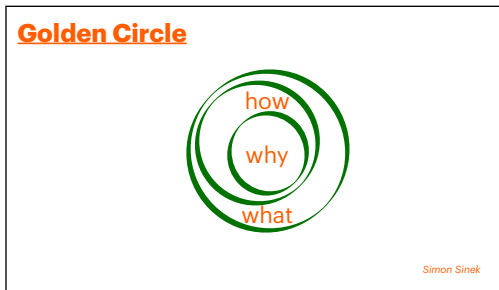
The Lovemark is a creative insight generator that measures emotional heat from the three alternatives of Lovemarks: Mystery, Sensuality and Intimacy.

How to use the Lovemark
Note: 2 points for Hot, 1 point for Warm and 0 points for Cold.
No Respect, no Lovemark. You must score at least 20 Respect points to be considered for Lovemark status.

What your points mean:
0 to 20 points = Community
21 to 40 = Brand
41+ = Lovemark

PERFORMANCE			TRUST			REVERENCE		
Quality	●●●●●	●●●●●	Reliability	●●●●●	●●●●●	Authenticity	●●●●●	●●●●●
Service	●●●●●	●●●●●	Consistency	●●●●●	●●●●●	Responsibility	●●●●●	●●●●●
Endure	●●●●●	●●●●●	Value	●●●●●	●●●●●	Efficiency	●●●●●	●●●●●
Engage	●●●●●	●●●●●	Transparency	●●●●●	●●●●●	●●●●●	●●●●●	●●●●●
Value	●●●●●	●●●●●	Integrity	●●●●●	●●●●●	●●●●●	●●●●●	●●●●●

MYSTERY			SENSUALITY			INTIMACY		
Great Starter	●●●●●	●●●●●	Sound	●●●●●	Commitment	●●●●●	●●●●●	●●●●●
Fast Present Future	●●●●●	●●●●●	Right	●●●●●	Passion	●●●●●	●●●●●	●●●●●
Track Into Dreams	●●●●●	●●●●●	Smart	●●●●●	Empathy	●●●●●	●●●●●	●●●●●
Media and Icons	●●●●●	●●●●●	Young	●●●●●	●●●●●	●●●●●	●●●●●	●●●●●
Inspiration	●●●●●	●●●●●	True	●●●●●	●●●●●	●●●●●	●●●●●	●●●●●



Béhar (Yves)

« Advertising is the price companies pay for being un-original »

« La publicité est le prix que paient les entreprises pour leur manque d'originalité »

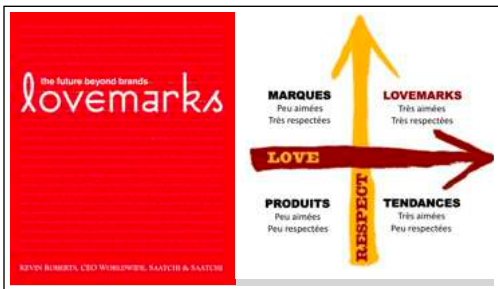
“Advertising is the price companies pay for being unoriginal”

Yves Behar



“un nom, un terme, un signe, un symbole ou un dessin (ou même une combinaison de ces éléments) capable d'identifier le produit ou le service d'un fabricant ou d'un groupe de vendeurs pour les différencier de leurs concurrents”.

Philip KOTLER



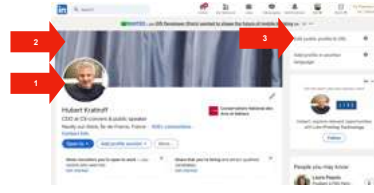
Plateforme de marque
Identité de marque

Notre vision
Notre ambition / mission
Notre métier / histoire / time-line
Notre positionnement / territoire / promesse / identité
Nos valeurs / notre éthique
Nos convictions
Nos défis / objectifs

Nos éléments de communication visuelle : logo, charte graphique
Notre tagline / signature
Notre style / ton de communication
Nos codes / partenaires / bénéficiaires / users

LinkedIn SSI : Social Selling Index

- 1/ Calcul de votre SSI www.linkedin.com/sales/ssi
- 2/ Profil complet
- 3/ Photo + Background + URL
- 4/ Résumé + CV



Product Manifesto

- 1 Ask "why" before "what," use data and research to reveal the opportunity.
- 2 Set ambitious goals related to solving your problem, and to the broader team mission.
- 3 Frame the story starting with the problem, quantify it to allow the opportunity you are at the solution.
- 4 Set team goals and priorities, then bring everyone together with common artifacts, feedback loops, and accountability.
- 5 Meet frequently from goals, align on a common framework to ensure quality, progress, and your team's foundation based on meaningful metrics.
- 6 Start by understanding the problem and research to find the opportunity.
- 7 Add to your problem you set priorities, start solving, then scale and expand as you go.

#1

Ask "why" before "what," use data and research to reveal the opportunity.

1 How to identify product opportunities?

Ask "why" before "what," use data and research to reveal the opportunity.

Why it's important

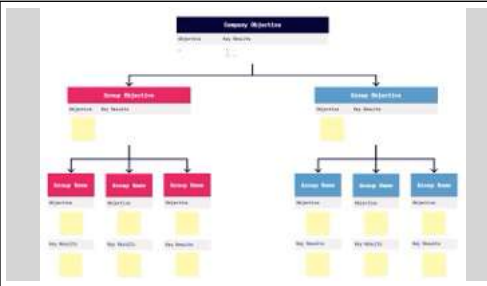
People tend to jump directly into problem solving, based on a superficial understanding of a problem, before fully identifying a problem that cannot be controlled or mitigated. Instead, they think about the problem through the lens of a solution they already have in mind. This leads to the misrepresentation of problems and ineffective solutions.

How to Use This Principle

Take the time to first understand the nature of the problem, identify where, when, why, and how it occurs, and then attempt to control. Ask these questions using research, data, and market insight. Focus on how the market is or will be broader than others. Then quantify its severity and scale. Synthesize all of these inputs and then focus on the appropriate solution.

OKR

Objectives & Key Results



GO ROADMAP

Goal Oriented ROADMAP



1 product discovery
2 MVP
3 product delivery

user story | test & learn | specs

Goal Oriented Product Roadmap

Product	Phase	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5
Product A	Phase 1					
Product A	Phase 2					
Product A	Phase 3					
Product A	Phase 4					
Product A	Phase 5					
Product B	Phase 1					
Product B	Phase 2					
Product B	Phase 3					
Product B	Phase 4					
Product B	Phase 5					

PRD

product requirements document (PRD)

an artifact that product teams use to describe the solution they are providing in order to solve a specific problem.

A product requirements document (PRD) is a document containing all the requirements to a certain product allowing people to understand what a product should do not how the product will do just what and why.

PRDs can be used for any type of product and services.
PRD is created from a user's point-of-view by a user/client or a PM

Typical components of a product requirements document (PRD) are:

1. Title & author information
2. Purpose and scope, from both a technical and business perspective
3. Stakeholder identification
4. Market assessment and target demographics
5. Product overview and use cases
6. Requirements, including
7. functional requirements (e.g. what a product should do)
8. usability requirements
9. technical requirements (e.g. security, network, platform, integration, client)
- 10.environmental requirements
- 11.support requirements
- 12.interaction requirements (how the product should work with other systems)
- 13.Assumptions
- 14.Constraints
- 15.Dependencies
- 16.High level workflow plans, timelines and milestones
- 17.Evaluation plan and performance metrics

The Contents of a PRD

1. Title: Give this project a distinct name.
2. Change History: Describe each important change to the PRD, including who changed it, when they changed it, and what they changed.
3. Overview: Briefly, what is this project about? Why are you doing it?
4. Success Metrics: What are the success metrics that indicate you're achieving your internal goals for the project?
5. Messaging: What's the product messaging marketing will use to describe this product to customers, both new and existing?
6. Timeline/Release Planning: What's the overall schedule you're working towards?
7. Personas: Who are the target personas for this product, and which is the key persona?
8. User Scenarios: These are full stories about how various personas will use the product in context.
9. User Stories/Features/Requirements: These are the distinct, prioritized features along with a short explanation as to why this feature is important.
- 10.Features Out: What have you explicitly decided not to do and why
- 11.Designs: Include any needed early sketches, and throughout the project, link to the actual designs once they're available.
- 12.Open Issues: What factors do you still need to figure out?
- 13.Q&A: What are common questions about the product along with the answers you've developed? This is a good place to note key decisions.
- 14.Other Considerations: This is a catch-all for anything else, such as if you make a key decision to remove or add to the project's scope

Main Takeaways

PRDs are live Documents: As you build the product, you need to constantly update the PRD.

They must be flexible: As you write your first drafts, it's ok to leave TBD and placeholder comments for unknowns.

A good PRD is concise: Note key decisions, add relevant links, and don't leave anything up for interpretation.

PRDs are a product of teamwork: Even though the PM is ultimately responsible for owning the product/defining what to do. It's much better to have a collaboration/soft power approach when it comes to creating the PRD.

They are excellent communication tools: Use the PRD to communicate what you're building and why.

Product Hunt

"The people who love products"

Intro & Goal

Our goal is to have Product Hunt that describes to create and discover new, innovative products and services. That include ways to improve products. (There is the space for an additional section, focusing more of a single issue. Product Hunt is a community, a place to get out about products with other enthusiastic people.)

Who's it for?

1. Product people: those building products that enjoy discovering, sharing with, and learning from new, innovative products. Also serves as a place for potential competing entities
2. Start-Up/Early founders: always seeking new ideas and seeking inputs to create what will be to be made and used
3. Everyday Tech Consumers: people that love to try new stuff

Why build it?

1. Its something we personally enjoy using
2. Early initial traction from "keynote" MVP - 10k+ subscribers, 30 contributors (some VC's and founders)
3. Community verticals on the rise: OpenManagement.com, Designer News, and GoldBee have found traction in specific developer verticals.
4. Monetization opportunities in advertising/affiliate date
5. Technical only fun

What is it?

Discovery:

1. User: user product launch/updates
2. Admin: create a product page
3. Admin: create a product page
4. Admin: create a product page
5. Admin: create a product page
6. Admin: create a product page
7. Admin: create a product page

User Types:

1. New Registered Users: create that have to call support
2. Registered Users: provide their own information and can create their own profile
3. Contributors: Register their own profile and can create their own profile
4. Admins: Register their own profile and can create their own profile

PM

PXM

PXM

product experience management

DIGITAL mindset

PM

PIM

product information management

Avec Easycom

DATE

Le PXM pour augmenter la satisfaction de vos clients, et bien plus encore

Définition du Product Experience Management Dans un monde numérique en constante évolution, où les consommateurs interagissent avec les marques via de multiples canaux, le Product Experience Management est une solution incontournable pour créer des expériences produit distinctes et mémorables. A l'inverse de l'approche traditionnelle axée sur les aspects techniques des produits, le PXM intègre les émotions, les [...]

PM

PIM

product information management

Qu'est-ce que le Product Information Management ?

Adapté de [...], il s'agit de la gestion de l'information produit des entreprises.

Le Product Information Management (PIM) est défini comme: l'ensemble des processus et des outils qui permettent de gérer l'information produit des entreprises.

Définition du Product Information Management

À mesure que les consommateurs développent de nouvelles habitudes et attentes, il convient à toutes les entreprises qui souhaitent améliorer l'expérience client et augmenter leur performance de mettre en place une solution de gestion de données efficace. Le PIM fait partie des outils de gestion du Product Information Management (PIM).

Le Product Information Management (PIM) ou Gestion de l'Information Produit (GIP) en français, est une solution qui coordonne la gestion et la diffusion des informations produits vers tous les canaux de vente : sites e-commerce, sites web, catalogue produit imprimé ou encore place de marché.

Plus précisément, le PIM concentre et harmonise chacune des informations de vos produits tout en garantissant que l'ensemble des contenus diffusés soit constamment mis à jour et adapté pour le référencement naturel (SEO). Le PIM s'inscrit dans le concept de **Master Data Management (MDM = PIM + DAM + CMS)**.

What is Product Live ?

Product Live is the most complete set of solutions to manage a distributed catalog.

Cm Catalog Manager

Px Product Sync

Gc Global Collect

PIM

Product information management

PIM, pour la gestion multicanal du catalogue "products" known as PDM (Product Data Management), product MDM (Master Data Management)

Optimise your multi-channel strategy by centralising product information

PIM Features

PIM

ENRICH

CONTRACT

PORTAL

Diagram showing PIM at the center, connected to various data sources and channels.

PIM Guide : comment gérer votre catalogue produits plus efficacement

Un guide complet pour vous aider à mieux gérer votre catalogue produits.

Le guide est structuré en 10 chapitres :

1. Pourquoi le PIM est-il important ?
2. Les avantages du PIM
3. Les défis du PIM
4. Les fonctionnalités essentielles d'un PIM
5. Les types de PIM
6. Les critères de sélection d'un PIM
7. Les étapes de mise en œuvre d'un PIM
8. Les bonnes pratiques d'un PIM
9. Les outils et solutions de PIM
10. Les tendances du PIM

Get All Templates

Product Requirements Document (PRD)

A PRD is a guide that defines a particular product's requirements, including its purpose, features, functionality, and behavior.

Design Sprint

Design Sprints started at Google about 6 years ago. Since then, they have helped product teams from all over the world to solve design problems quickly.

Customer Journey Maps

A Customer Journey Map (CJM) is a diagram that shows visually the stages a customer goes through when using your product.

User Flows

User Flows are visual tools that depict the set of steps taken by a user to perform a goal within a digital product.

User Personas

Creating personas will help you to understand your users' needs, experiences, behaviors, and goals.

Feature Prioritization

Prioritization is the art and science of deciding what is important to do now, and what can wait until later, based on balancing cost with benefit.

PM

DAM

Digital Asset Management

Qu'est-ce que le Digital Asset Management ?

Agencé pour la communication, les entreprises sont essentiellement par les contenus numériques et la numérisation. Sans ce contenu, de nouvelles possibilités s'ouvrent le jour, notamment dans les entreprises de médias (éditions, agences, médias d'images, de vidéos et de ressources).

C'est le Digital Asset Management, nous maîtrisons vos données numériques et vos actifs, comme une seule entité qui offre tous vos systèmes en un seul.




Le terme Digital Asset Management (DAM) signifie Gestion des Données Numériques en français. Il désigne les solutions logicielles permettant de stocker, organiser et partager les ressources numériques d'une entreprise, de manière centralisée.


À l'origine de simples logiciels de stockage de contenus multimédias d'une entreprise, le Digital Asset Management s'est développé jusqu'à devenir une véritable plateforme collaborative de gestion de contenus digitaux.

Le DAM est particulièrement utile pour transmettre de façon rapide et sécurisée les actifs numériques au sein d'une entreprise (images, vidéos, fichiers audio etc.). Il offre la possibilité aux équipes marketing, commerciales et graphiques d'avoir un accès pratique et réglementé à tous les contenus digitaux de l'entreprise.

Le DAM gère la déclinaison d'un média pour plusieurs canaux différents. L'image est stockée une seule et unique fois en haute définition sur la plateforme puis elle sera automatiquement déclinaisonnée en fonction du besoin et du canal sur lequel elle sera exploitée.



Next Big Things In Tech




Next Big Things in Health-Tech



1972



Royal Oak

1980


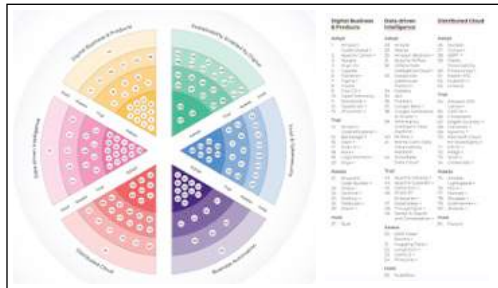
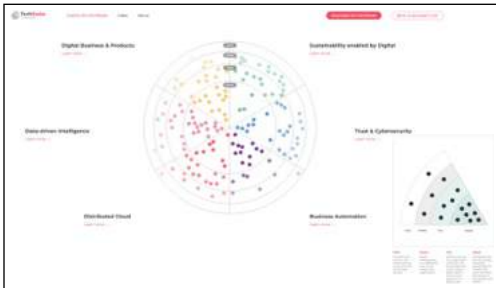



1972




Royal Oak

1980

1909, George Cove



MODERN ELECTRICS

system push work vs. pull model


techno push vs. market pull



TRUST & TECH BY SOCOTEC



FORTNITE



FROM CHRISTOPHER NELAN



NSIC

Le futur est déjà là ; mais il n'est simplement pas réparti équitablement

William Ford Gibson (1948-) cyberspace noir prophète

“ J'aime dire que la transformation digitale est finie. ”

Aurélien Jean
LP CEO et Fondatrice
in Silco Ventas, LLC

N
INNOVATION
W

innovation
versus
progrès

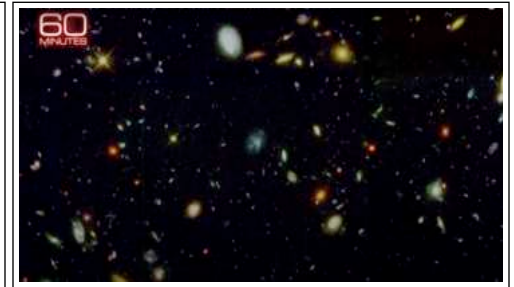
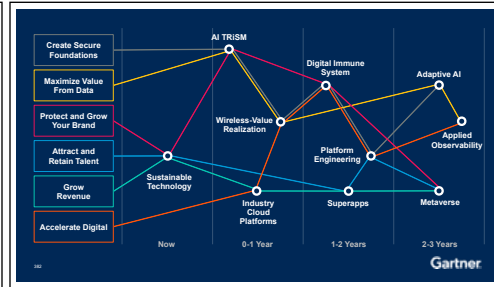
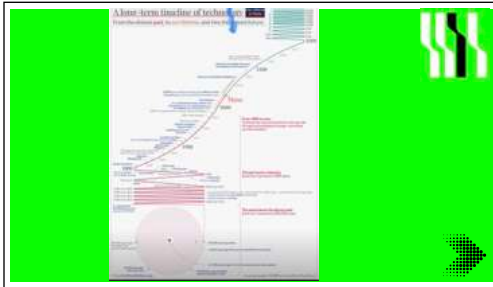
build 2024



CHOIX
INNOVATION
PROGRÈS



<p>AI and Data</p> <p>Buildings and Real Estate</p> <p>Consumer</p> <p>E-commerce and Retail</p> <p>Enterprise</p> <p>Food and Agriculture</p> <p>Marketing and Advertising</p> <p>Metaverse, Augmented Reality, and Virtual Reality</p> <p>Robotics and Automation</p> <p>Social Good</p>	<p>Apps</p> <p>Consulting, Ops, and Foundational Technology</p> <p>Education</p> <p>Financial, Cryptos, Blockchain and Web3</p> <p>Health</p> <p>Media, Entertainment, and Social</p> <p>Manufacturing and Logistics</p> <p>Security and Privacy</p> <p>Space and Telecom</p>	<p>Sustainability and Energy</p> <p>Workforce and Productivity</p> <p>Transportation</p> <p>Workplace and Productivity</p> <p>Next Big Things in Tech, International</p> <p>Next Big Things in Tech, North America</p> <p>Next and High</p> <p>On the Rise (It's Years in Business)</p>
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DIFFUSION OF INNOVATION MODEL



théorie générationnelle Strauss-Howe

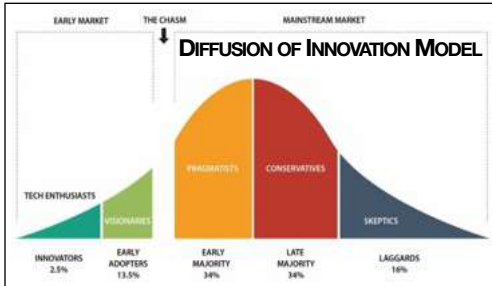
Grand Pouvoir	Missionnaire	prophète	1860-1882	The High (Idealist) Reconstruction & Gilded Age	1865-1886
	Perdue	nomade	1883-1900	level: Troisième grand réveil	1886-1908
	Grandiose	héros	1901-1924	démêler: Première Guerre mondiale & Prohibition	1908-1929
	Silencieuse	artiste	1925-1942	crise: Grande Dépression & Seconde Guerre mondiale	1929-1946
Millénaire	Baby boomer	prophète	1943-1960	haut: Capitalisme	1946-1964
	X	nomade	1961-1981	level: Contre-culture & Quatrième grand réveil	1964-1984
	Millénaire	héros	1982-1996	démêler: Grande modération & Guerres culturelles	1984-2000
	Z	artiste	1997-2010	crise: Crise économique mondiale, Guerre contre le terrorisme & Crise climatique	2000-2015

The Strauss-Howe Generational Theory : Fourth Turning theory

- 1.The High (Idealist): Born 1900-1924, e.g., the GI Generation
- 2.The Awakening (Reactive): Born 1925-1942, e.g., the Silent Generation
- 3.The Unraveling (Civic): Born 1943-1960, e.g., Baby Boomers
- 4.The Crisis (Adaptive): Born 1961-1981, e.g., Generation X

The cycle repeats with the following generations:

1. The Millennials (Idealist)
2. Generation Z (Reactive)
3. Generation Alpha (Civic)
4. Generation [MARS ou autre] (Adaptive)



Innovation Project Scorecard

Strategic Fit	The team has chosen this...	Alignment
Corporate identity	How consistent is aligned with our corporate identity, strategic objectives, organizational structure, brand strategy.	None (1) Little (2) Some (3) Strong (4) Very Strong (5)
Innovation guidance	How consistent is aligned with our company's innovation guidance.	None (1) Little (2) Some (3) Strong (4) Very Strong (5)
Leadership support	How consistent this support from at least one key sponsor who can help it become reality.	None (1) Little (2) Some (3) Strong (4) Very Strong (5)
Opportunity	The team has chosen this...	Value
Expected return	Financial potential of the idea.	None (1) Little (2) Some (3) Strong (4) Very Strong (5)

Desirability	Our critical customer segments have the skills, assets, and gains relevant for testing our value proposition.	Yes/No	Strong evidence	Some evidence	Weak evidence
Customer segment		(1)	(2)	(3)	(4)
Value proposition	Our value proposition resonates with our critical customer segments.	(1)	(2)	(3)	(4)
Channels	We have found the best channels to reach and acquire our critical customer segments.	(1)	(2)	(3)	(4)
Customer relationships	We have developed the right relationships to obtain customers and repeatedly earn from them.	(1)	(2)	(3)	(4)
Feasibility	Evidence & confidence	Strong evidence	Some evidence	Weak evidence	
Key resources	We have the right technologies and resources to create our value proposition.	(1)	(2)	(3)	(4)
Key activities	We have the right capabilities to handle the most critical activities for creating our value proposition.	(1)	(2)	(3)	(4)
Key partners	We have found the right key partners who are willing to work with us to create and deliver our value proposition.	(1)	(2)	(3)	(4)

Viability		Evidence & confidence					
 Revenue	Do we know how much our customers are willing to pay us and how they will pay?						
 Costs	Do we know our costs for creating and delivering the value proposition?						
Adaptability		Evidence & confidence					
 Industry forces	Our business model is well positioned to succeed against established competitors and to cope emerging players.						
 Market forces	Our business model takes known and emerging market shifts into account.						
 Key trends	Our business model is well positioned to benefit from key technology, regulatory, cultural, and societal trends.						
 Macroeconomic forces	Our business model is adapted to known and emerging macroeconomic and infrastructure trends.						

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