

# Value Proposition Design How To Create Products And Services Customers Want Strategyzer

Value Proposition Design (Philip Kotler), Strategyzer, How to Create Products and Services Customers Want

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Value Proposition Design: How to Create Products and Services Customers Want - Alex Osterwalder

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This book constitutes the refereed proceedings of the 21st IFIP WG 5.5 Working

Conference on Virtual Enterprises, PRO-VE 2020, held in Valencia, Spain, in

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November 2020. The conference was held virtually. The 53 full papers were carefully reviewed and selected from 135 submissions. They provide a comprehensive overview of major challenges and recent advances in various domains related to the digital transformation and collaborative networks and their applications with a strong focus on the following areas related to the main theme of the conference: collaborative business ecosystems; collaborative business models; collaboration platform; data and knowledge services; blockchain and knowledge graphs; maintenance, compliance and liability; digital transformation; skills for organizations of the future; collaboration in open innovation; collaboration in supply chain; simulation and analysis in collaborative systems; product and service systems; collaboration impacts; boosting sustainability through collaboration in Agri-food 4.0; digital innovation hubs for digitalizing European industry; and collaborative networks for health and wellness data management.

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A practical guide to effective business model testing 7 out of 10 new products fail to deliver on expectations. Testing Business Ideas aims to reverse that statistic. In the tradition of Alex Osterwalder's global bestseller Business Model Generation, this practical guide contains a library of hands-on techniques for rapidly testing new business ideas. Testing Business Ideas explains how systematically testing business ideas dramatically reduces the risk and increases the likelihood of success for any new venture or business project. It builds on the internationally popular Business Model Canvas and Value Proposition Canvas by integrating Assumptions Mapping and other powerful lean startup-style experiments. Testing Business Ideas uses an engaging 4-color format to: Increase the success of any venture and decrease the risk of wasting time, money, and resources on bad ideas Close the knowledge gap between strategy and experimentation/validation Identify and test your key business assumptions with the Business Model Canvas and Value Proposition Canvas A definitive field guide to business model testing, this book features practical tips for making major decisions that are not based on intuition and guesses. Testing Business Ideas shows leaders how to encourage an experimentation mindset within their organization and make experimentation a continuous, repeatable process.

People like to have their own business, but few succeed. In this book, we show you what the process and procedures are to start-up your own business. Around 100 real cases featuring SMEs in Asia are introduced to show how businesses are run in the real world. From these practice cases, we can find rules to make a business sustainable. After reading this book, you will be able to find out what your advantages and disadvantages are, especially if you are keen to start a business in Asia. This book might even help you decide whether it is time for you to start-up your own business or not.

The authors of the international bestseller Business Model Generation explain how to create value propositions customers can't resist Value Proposition Design helps you tackle the core challenge of every business — creating compelling products and services customers want to buy. This highly practical book, paired with its online companion, will teach you the processes and tools you need to create products that sell. Using the same stunning visual format as the authors' global bestseller, Business Model Generation, this sequel explains

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how to use the “Value Proposition Canvas” to design, test, create, and manage products and services customers actually want. Value Proposition Design is for anyone who has been frustrated by new product meetings based on hunches and intuitions; it’s for anyone who has watched an expensive new product launch fail in the market. The book will help you understand the patterns of great value propositions, get closer to customers, and avoid wasting time with ideas that won’t work. You’ll learn the simple process of designing and testing value propositions, that perfectly match customers’ needs and desires. In addition the book gives you exclusive access to an online companion on Strategyzer.com. You will be able to assess your work, learn from peers, and download pdfs, checklists, and more. Value Proposition Design is an essential companion to the “Business Model Canvas” from Business Model Generation, a tool embraced globally by startups and large corporations such as MasterCard, 3M, Coca Cola, GE, Fujitsu, LEGO, Colgate-Palmolive, and many more. Value Proposition Design gives you a proven methodology for success, with value propositions that sell, embedded in profitable business models."

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Value proposition, an old concept, is taking on new significance in today’s innovation-driven environment. Business focus has shifted from developing many creative ideas to developing only those that will successfully flow through the product cycle and fulfill a customer need. The old approach resulted in less than a 10 percent success rate for concepts that started through the product cycle; this can no longer be tolerated. This new book on value propositions outlines a systematic approach to making an early evaluation of potential projects and programs so you can determine if they can add real value to your organization or its customers—potentially saving you millions of dollars and months of valuable time. Focusing on the necessary data collection efforts, Maximizing Value Propositions to Increase Project Success Rates will help you identify easy opportunities for improvement and will guide you through the process of creating value propositions for the ideas that will drive the organization’s future profits. It outlines a four-stage approach to creating value propositions and explains how to create effective value proposition documents. The book illustrates the role of the opportunity center in capturing new ideas, describes how to present value propositions to management, and includes an example of a new product value proposition. Detailing a method for continuous review of the improvement process, it will help you foster an entrepreneurial mind-set within your employees and encourage them to actively search and document value-adding ideas. Through the effective use of value propositions it is completely possible for your organization to increase the number of new products/services it offers to your customers by over 100 percent. It is not unusual for this to result in more than a 40 percent increase in profits per year. Adopting the approach outlined in the text for using value propositions can save your organizations millions of dollars and much time. What could be better than reducing costs while increasing sales?

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Suite attendue du bestseller Business Model Nouvelle Génération, ce livre est indispensable pour proposer une offre de produits et services en phase avec les attentes des clients.

Do you all define Customer value proposition in the same way? How do you assess the Customer value proposition pitfalls that are inherent in implementing it? Is a fully trained team formed, supported, and committed to work on the Customer value proposition improvements? What are your needs in relation to Customer value proposition skills, labor, equipment, and markets? How do you go about comparing Customer value proposition approaches/solutions? Defining, designing, creating, and implementing a process to solve a challenge or meet an objective is the most valuable role... In EVERY group, company, organization and department. Unless you are talking a one-time, single-use project, there should be a process. Whether that process is managed and implemented by humans, AI, or a combination of the two, it needs to be designed by someone with a complex enough perspective to ask the right questions. Someone capable of asking the right questions and step back and say, 'What are we really trying to accomplish here? And is there a different way to look at it?' This Self-Assessment empowers people to do just that - whether their title is entrepreneur, manager, consultant, (Vice-)President, CxO etc... - they are the people who rule the future. They are the person who asks the right questions to make Customer value proposition investments work better. This Customer value proposition All-Inclusive Self-Assessment enables You to be that person. All the tools you need to an in-depth Customer value proposition Self-Assessment. Featuring 946 new and updated case-based questions, organized into seven core areas of process design, this Self-Assessment will help you identify areas in which Customer value proposition improvements can be made. In using the questions you will be better able to: - diagnose Customer value proposition projects, initiatives, organizations, businesses and processes using accepted diagnostic standards and practices - implement evidence-based best practice strategies aligned with overall goals - integrate recent advances in Customer value proposition and process design strategies into practice according to best practice guidelines Using a Self-Assessment tool known as the Customer value proposition Scorecard, you will develop a clear picture of which Customer value proposition areas need attention. Your purchase includes access details to the Customer value proposition self-assessment dashboard download which gives you your dynamically prioritized projects-ready tool and shows your organization exactly what to do next. You will receive the following contents with New and Updated specific criteria: - The latest quick edition of the book in PDF - The latest complete edition of the book in PDF, which criteria correspond to the criteria in... - The Self-Assessment Excel Dashboard - Example pre-filled Self-Assessment Excel Dashboard to get familiar with results generation - In-depth and specific Customer value proposition Checklists - Project management checklists and templates to assist with implementation INCLUDES LIFETIME SELF

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**ASSESSMENT UPDATES** Every self assessment comes with Lifetime Updates and Lifetime Free Updated Books. Lifetime Updates is an industry-first feature which allows you to receive verified self assessment updates, ensuring you always have the most accurate information at your fingertips.

The international best seller Human Resource Champions helped set the HR agenda for the 1990s and enabled HR professionals to become strategic partners in their organizations. But earning a seat at the executive table was only the beginning. Today's HR leaders must also bring substantial value to that table. Drawing on their 16-year study of over 29,000 HR professionals and line managers, leading HR experts Dave Ulrich and Wayne Brockbank propose The HR Value Proposition. The authors argue that HR value creation requires a deep understanding of external business realities and how key stakeholders both inside and outside the company define value. Ulrich and Brockbank provide practical tools and worksheets for leveraging this knowledge to create HR practices, build organizational capabilities, design HR strategy, and marshal resources that create value for customers, investors, executives, and employees. Written by the field's premier trailblazers, this book charts the path HR professionals must take to help lead their organizations into the future. Ulrich is a professor at the University of Michigan School of Business and the author of 12 books and more than 100 articles on the subject of human resources. Brockbank is a clinical professor of business at the University of Michigan School of Business, the author of award-winning papers on HR strategy, and an adviser to top global organizations.

This workbook or set of templates accompanies Spice Catalyst's course entitled "Do, Innovation, Design Thinking, Value Proposition" course which is available on-line or for a scheduled in person instructor lead delivery. The problem this course resolves is how to figure out what your product should be able to do for its customer leading through the innovation process and design thinking to know for sure what is your products value proposition. This workbook provides guidance on figuring those things out. By "Do" I am building upon the concept of outcome based innovation and jobs to be done. But it goes into more detail as to what people "want" to do in order to accomplish their job. Plus other questions like "why, when, who, where, how, importance and satisfaction. This workbook provides guidance for the collection of this information covering observation, interviews, surveys and analytics.

Product Development begins with an understanding of market needs, within a sound business model, a well-defined financial strategy, and well-thought-out strategic goals. This new book by industry-expert Marc Annacchino, will help the professional engineer, manager, marketer, and all others who must come together as a working team, to better understand their respective roles and responsibilities in that process. Today, speeding the right value proposition to the market can make all the difference between success and failure. With case examples, organizational analysis and project planning tools, this new book looks at that longer, organizational view of product development, and how that view can improve product development cycle times and better take advantage of new market opportunities. It will help the

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product development team better adapt to change and a dynamic market in today's global economy through product platform management, and do so rationally and reliably. And it will help product development professionals to look for hidden value in existing product lines as they plan for that change and growth ahead. · Provides product development professionals with the concepts and tools for a more integrated, successful product development cycle · Promotes a more coherent deployment of managers, engineers, marketers, and sales personnel to achieve results within market opportunity in terms of time, cost and performance. · Shows how to better identify and target product value propositions in product line extensions and in securing new markets

Who is the main stakeholder, with ultimate responsibility for driving Customer value proposition forward? Has the Customer value proposition work been fairly and/or equitably divided and delegated among team members who are qualified and capable to perform the work? Has everyone contributed? How do we Improve Customer value proposition service perception, and satisfaction? What would be the goal or target for a Customer value proposition's improvement team? Who will be responsible for making the decisions to include or exclude requested changes once Customer value proposition is underway? Defining, designing, creating, and implementing a process to solve a challenge or meet an objective is the most valuable role... In EVERY group, company, organization and department. Unless you are talking a one-time, single-use project, there should be a process. Whether that process is managed and implemented by humans, AI, or a combination of the two, it needs to be designed by someone with a complex enough perspective to ask the right questions. Someone capable of asking the right questions and step back and say, 'What are we really trying to accomplish here? And is there a different way to look at it?' This Self-Assessment empowers people to do just that - whether their title is entrepreneur, manager, consultant, (Vice-)President, CxO etc... - they are the people who rule the future. They are the person who asks the right questions to make Customer value proposition investments work better. This Customer value proposition All-Inclusive Self-Assessment enables You to be that person. All the tools you need to an in-depth Customer value proposition Self-Assessment. Featuring 711 new and updated case-based questions, organized into seven core areas of process design, this Self-Assessment will help you identify areas in which Customer value proposition improvements can be made. In using the questions you will be better able to: - diagnose Customer value proposition projects, initiatives, organizations, businesses and processes using accepted diagnostic standards and practices - implement evidence-based best practice strategies aligned with overall goals - integrate recent advances in Customer value proposition and process design strategies into practice according to best practice guidelines Using a Self-Assessment tool known as the Customer value proposition Scorecard, you will develop a clear picture of which Customer value proposition areas need attention. Your purchase includes access details to the Customer value proposition self-assessment dashboard download which gives you your dynamically prioritized projects-ready tool and shows your organization exactly what to do next. Your exclusive instant access details can be found in your book.

The long-awaited follow-up to the international bestsellers, Business Model Generation and Value Proposition Design Alex Osterwalder and Yves Pigneurs' Business Model Canvas changed the way the world creates and plans new business models. It has been used by corporations and startups and consultants around the world and is taught in hundreds of universities. After years of researching how the world's best companies develop, test, and scale new business models, the authors have produced their definitive work. The Invincible Company explains what every organization can learn from the business models of the world's most exciting companies. The book explains how companies such as Amazon, IKEA, Airbnb, Microsoft, and Logitech, have been able to create immensely successful businesses and disrupt entire industries. At the core of these successes are not just great products and

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services, but profitable, innovative business models--and the ability to improve existing business models while consistently launching new ones. The Invincible Company presents practical new tools for measuring, managing, and accelerating innovation, and strategies for reducing risk when launching new business models. Serving as a blueprint for your growth strategy, The Invincible Company explains how to constantly stay ahead of your competition. In-depth chapters explain how to create new growth engines, change how products and services are created and delivered, extract maximum profit from each type of business model, and much more. New tools—such as the Business Model Portfolio Map, Innovation Metrics, Innovation Strategy Framework, and the Culture Map—enable readers to understand how to design invincible companies. The Invincible Company: ? Helps large and small companies build their growth strategy and manage their core simultaneously ? Explains the world's best modern and historic business models ? Provides tools to assess your business model, innovation readiness, and all of your innovation projects Presented in striking 4-color, and packed with practical visuals and tools, The Invincible Company is a must-have book for business leaders, entrepreneurs, and innovation professionals.

Consulting is an Art, not a Science – Design on the other hand is beyond Art; it's about pragmatic compromise, not perfection. Design Thinking in literal terms means thinking as a designer would. Design Thinking as a method is empirical in the sense that it is both experimental and experiential. However, like all methods, it's not what it is but what you do with it that counts! Design Thinking is an approach to innovation that is powerful, effective and broadly accessible, which can be integrated into all aspects of products, services, business and society. Design Thinking in Consulting is structured in three parts along the lines of Roger Martin's 'Knowledge Funnel' moving from Mystery to Heuristic to Algorithm. Part I | Consulting Overview of Consulting with a specific focus on Consulting Spectrum and Consulting Cycle for the purpose of this book – The Mystery. Part II | Design Thinking Introduction to Design Thinking, the various schools of thought, approaches, tools and techniques analyzed and articulated as a matrix of Principles vs Practices for the purpose of this book – The Heuristic. Part III | Design Thinking in Consulting In separate chapters for each of the Consulting Phases, the above Design Thinking Principles and Practices are evaluated to be fit for purpose and further extrapolated to relevant segments of the Consulting Spectrum for the purpose of this book – The Algorithm.

Value Proposition Design auxilia a encarar os desafios de qualquer negócio – criando produtos e serviços que os clientes querem comprar. Esse livro prático, com o apoio online, mostrará os processos e as ferramentas necessárias para o sucesso. Com os mesmos formato e visual que os autores usaram no best-seller Business Model Generation, o livro explica como usar o Quadro de Proposta de Valor, uma ferramenta prática para desenvolver, testar, criar e gerenciar produtos e serviços que os clientes realmente querem. Value Proposition Design serve para todos que se frustram com reuniões sem fim, achismos e intuições que resultam em lançamentos de produtos caros que desaparecem ou que, simplesmente, desapontam os consumidores. O livro o ajudará a entender os modelos de propostas de valor, como aproximar-se do cliente e evitar desperdício de tempo com ideias que não funcionarão. Mostrará ainda o simples, mas complexo, processo de desenvolver e testar propostas de valor e chegar ao resultado de criar produtos e serviços que se adaptam perfeitamente às necessidades ou aos desejos dos clientes. Exercícios práticos, ilustrações e ferramentas ajudarão a melhorar seu produto, serviço ou nova ideia de negócio imediatamente. Além disso, o livro fornece acesso exclusivo a um conteúdo online (Strategyzer.com). Você trabalhará com exercícios interativos, avaliará seu trabalho, trocará ideias com outros leitores e baixará conteúdos específicos (que estará disponível em língua português à partir de dezembro de 2014). Value Proposition Design complementa o "Business Model Canvas" do Business Model Generation, uma ferramenta usada por startups e grandes empresas como MasterCard, 3M, Coca Cola,

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GE, Fujitsu, LEGO, Colgate-Palmolive e muitas outras. Value Proposition Design fornece uma metodologia de sucesso comprovada, com propostas de valor que vendem, apoiadas em modelos de negócios lucrativos.

This book is an essential guide or foundational toolkit for anyone who is involved in the process of developing, offering or selling any type of product or service. Based on how to surf on the waves of innovation and the principle of “form follows function” (System Architecture), it introduces and connects concepts like Market Understanding, Design Thinking, Design to Value, Modularization and Agility. It introduces readers to the essence of these main frameworks and provides a toolkit that explains both theoretically and practically when and how to utilize which one. The methods and processes described in this book have all been successfully tested in many industries. They apply in today’s market context of high uncertainty, complexity and turbulence, where innovation and disruption are essential. Readers will find answers to two fundamental questions: How can we implement an innovation process and environment that are conducive to successful product design? And, if our products fail to appeal to customers, how can we achieve a major turn-around with regard to product development? A wealth of examples and case studies help readers to benefit from the authors’ broad professional experience. Further, lessons learned and conceptual summaries provide valuable shortcuts to the methods and tools discussed. For today’s CEOs, enabling innovation is one of THE most complex leadership tasks. But innovation is not about theory and nice buzzwords. It’s about succeeding in the real world. This ‘hands-on’ book connects the dots and introduces the reader to some of the most relevant ideas and pragmatic concepts fitting today’s business reality. Dr. Robert Neuhauser, Executive VP and Global Head People and Leadership Development, Siemens At the most fundamental level this book brings order to chaos. It sets different and highly relevant design approaches into a complementary picture, rather than presenting them as competing ways of solving the same problem. Product designers, managers, consultants, scholars and students will surely have this valuable book within reach on a daily basis. Olivier L. de Weck, Ph.D – MIT Professor of Aeronautics and Astronautics and Engineering Systems, Editor-in-Chief Systems Engineering

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100 Blank, Extra Large, Tear-Out Canvases Give You More Space to Brainstorm and Strategize Millions of people use the Business Model Canvas and the Value Proposition Canvas to clearly understand customers, create better products, and grow businesses. This supplement to the bestselling books, Business Model Generation and Value Proposition Design gives you more space to scribble, brainstorm, and move sticky notes—with 50 blank, extra-large, tear-out Business Model Canvases (15” x 11” or 38cm x 28cm) and 50 blank, extra-large, tear-out Value Proposition Canvases (15” x 11” or 38cm x 28cm). The large format makes it easier to keep the creative ideas flowing, be inspired, and share your work with others. In addition to the 100 blank canvases, the two sample “learning canvases” provide trigger questions to help you learn to use each box in the canvas and jump-start progress. Whether you’re chasing down a game-changing business model or working to evaluate and refresh an old one, the highly visual, spacious design makes it easy to use the powerful centerpiece tool in Business Model Generation to lead your product, brand, or company into the next stage of growth. If you need space to think hard about your value proposition, the 50 blank Value Proposition Canvases will help you create products and services that perfectly match your customers’ needs and desires. When business



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you reinterpret them for your own context. You will learn how to systematically understand, design, and implement a game-changing business model--or analyze and renovate an old one. Along the way, you'll understand at a much deeper level your customers, distribution channels, partners, revenue streams, costs, and your core value proposition. Business Model Generation features practical innovation techniques used today by leading consultants and companies worldwide, including 3M, Ericsson, Capgemini, Deloitte, and others. Designed for doers, it is for those ready to abandon outmoded thinking and embrace new models of value creation: for executives, consultants, entrepreneurs, and leaders of all organizations. If you're ready to change the rules, you belong to "the business model generation!"

Cara menciptakan produk dan jasa yang diinginkan pelanggan, mulailah dengan Value Proposition Design. Value Proposition Design akan membantu Anda untuk sukses dalam 1. Memahami pola dari penciptaan nilai Susun informasi mengenai apa yang diinginkan pelanggan secara sederhana, sehingga pola penciptaan nilai dapat terlihat dengan mudah. Hasilnya, Anda akan merancang proposisi nilai dan model bisnis menguntungkan yang secara langsung tertuju pada tugas, kesulitan, dan keuntungan pelanggan Anda yang paling mendesak dan penting. 2. Memberdayakan pengalaman dan kemampuan tim Anda Perlengkapi tim Anda dengan bahasa bersama untuk menghadapi percakapan yang tak jelas ujung pangkalnya. Jadikan percakapan lebih strategis, latih kreativitas, dan jadikan semuanya beriringan. Hal ini akan membuat rapat menjadi lebih menyenangkan, penuh semangat, dan menciptakan hasil yang dapat ditindaklanjuti. Bukan sekadar teknologi, produk, dan fitur, tetapi juga lebih menuju kepada PENCIPTAAN NILAI bagi PELANGGAN dan BISNIS ANDA.

Traditional Chinese edition of Normal People

Use este manual e para criar produtos e serviços que os clientes desejam Comece pelo... Value Proposition Design Value Proposition Design auxilia a encarar os desafios de qualquer negócio – criando produtos e serviços que os clientes querem comprar. Esse livro prático, com o apoio online, mostrará os processos e as ferramentas necessárias para o sucesso. Com os mesmos formato e visual que os autores usaram no best-seller Business Model Generation, o livro explica como usar o Quadro de Proposta de Valor, uma ferramenta prática para desenvolver, testar, criar e gerenciar produtos e serviços que os clientes realmente querem. Value Proposition Design serve para todos que se frustram com reuniões sem fim, achismos e intuições que resultam em lançamentos de produtos caros que desaparecem ou que, simplesmente, desapontam os consumidores. O livro o ajudará a entender os modelos de propostas de valor, como aproximar-se do cliente e evitar despender tempo com ideias que não funcionarão. Mostrará ainda o simples, mas complexo, processo de desenvolver e testar propostas de valor e chegar ao resultado de criar produtos e serviços que se adaptam perfeitamente às necessidades ou aos desejos dos clientes. Exercícios práticos, ilustrações e ferramentas ajudarão a

melhorar seu produto, serviço ou nova ideia de negócio imediatamente. Além disso, o livro fornece acesso exclusivo a um conteúdo online (Strategyzer.com). Você trabalhará com exercícios interativos, avaliará seu trabalho, trocará ideias com outros leitores e baixará conteúdos específicos (que estará disponível em língua português à partir de dezembro de 2014). Value Proposition Design complementa o "Business Model Canvas" do Business Model Generation, uma ferramenta usada por startups e grandes empresas como MasterCard, 3M, Coca Cola, GE, Fujitsu, LEGO, Colgate-Palmolive e muitas outras. Value Proposition Design fornece uma metodologia de sucesso comprovada, com propostas de valor que vendem, apoiadas em modelos de negócios lucrativos.

Bücher zur Produktentwicklung gibt es viele. Dennoch ist die Quote an Flops immens. Mit Alexander Osterwalders »Value Proposition Design« wäre das nicht passiert! Der Erfinder von »Business Model Generation« liefert die kreative Bauanleitung für innovative Produkte. Sein Ziel: Schluss mit sinnlosen Dingen, die keiner will. Mit Osterwalders bewährtem Canvas-Konzept entsteht spielerisch die perfekte Passform zwischen Produkt und Kunde. Praxisorientiert zeigt das Buch, wie aus der Idee ein Must-have wird. Ein Onlineservice mit Tools, Tests und Fallstudien sowie die Schnittstelle zur Business-Model-Generation-Community ergänzen das Powerpaket. Der neue Osterwalder mit Haben-wollen-Effekt!

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The definitive compendium for the Insurance Digital Revolution From slow beginnings in 2014, InsurTech has captured US\$7billion in investment since 2010 — a 10% annual compound growth rate is predicted until at least 2020. Three in four insurance companies believe some part of their business is at risk of disruption and understanding the trends, drivers and emerging technologies behind Insurance’s Digital Revolution is a business-critical priority for all growth-minded firms. The InsurTech Book offers essential updates, critical thinking and actionable insight — globally — from start-ups, incumbents, investors, tech companies, advisors and other partners in this evolving ecosystem, in one volume. For some, Insurance is either facing an existential threat; for others, it is a sector on the brink of transforming itself. Either way, business models, value chains, customer understanding and engagement, organisational structures and even what Insurance is for, is never going to be the same. Be informed, be part of it. Learn from diverse experiences, mindsets and applications of technologies Discover new ways of defining and grasping growth opportunities Get the inside track from innovators, disruptors and incumbents Be updated on the evolution of InsurTech, why it is happening and how it will evolve Explore visions of the future of Insurance to help shape yours The InsurTech Book is your indispensable guide to a sector in transformation.



