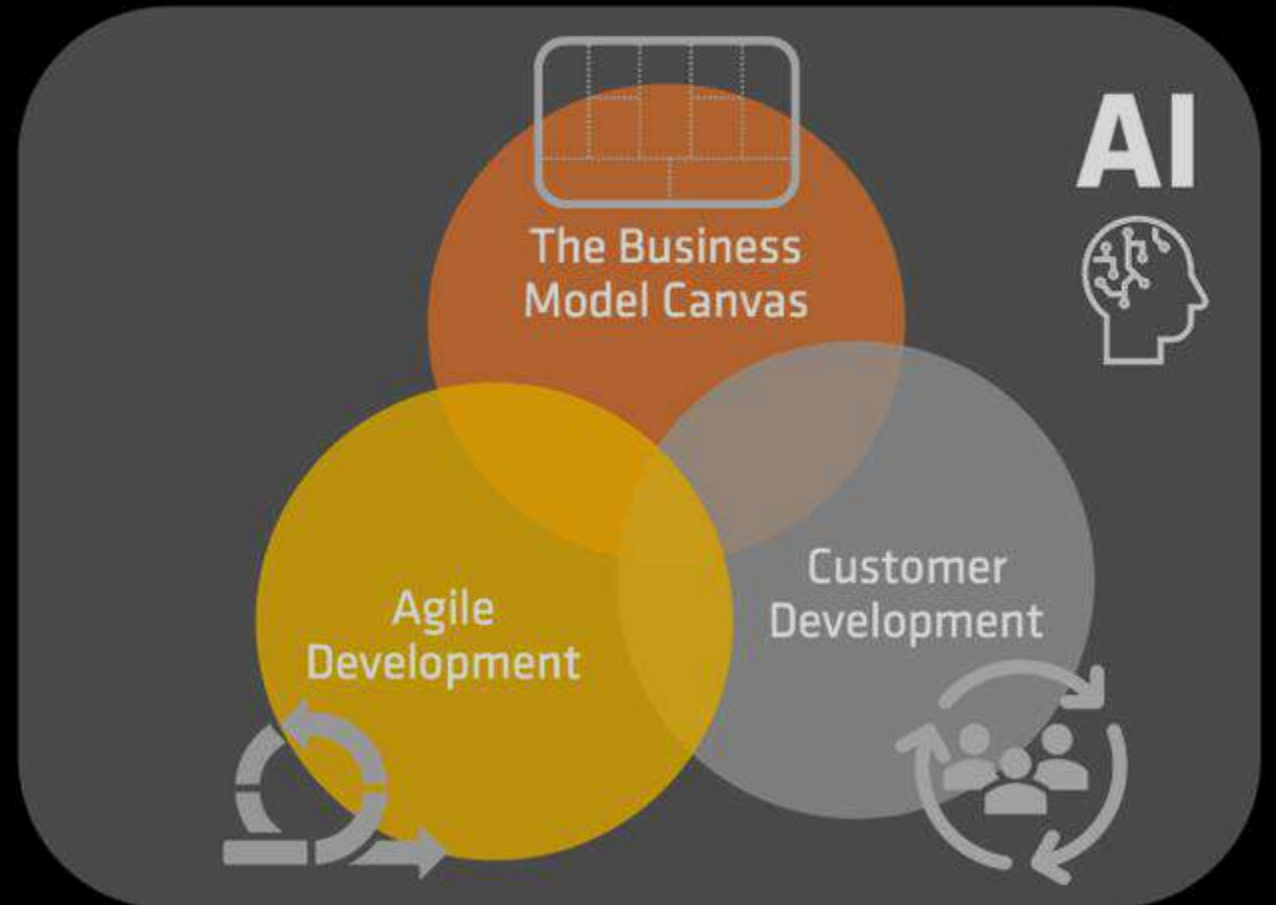


Entrepreneurship, Innovation and Technology Transfer

Customer Segments

Luis Caldas de Oliveira



TÉCNICO LISBOA

Please close your computer and mobile
phone



Where are we?

Technology Assessment

Key Concepts

Innovation Mindset

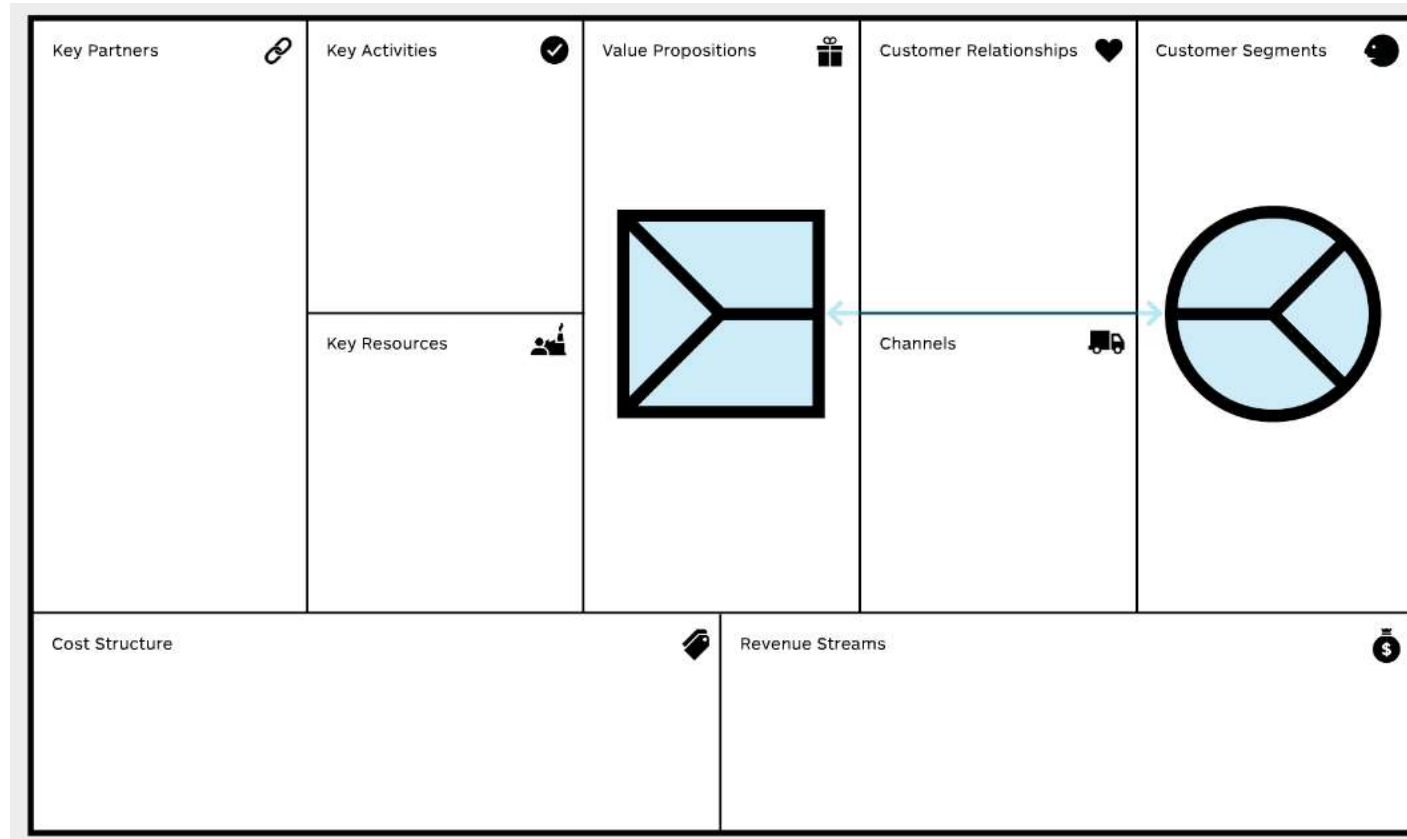
Business Model Canvas

Testing Hypotheses

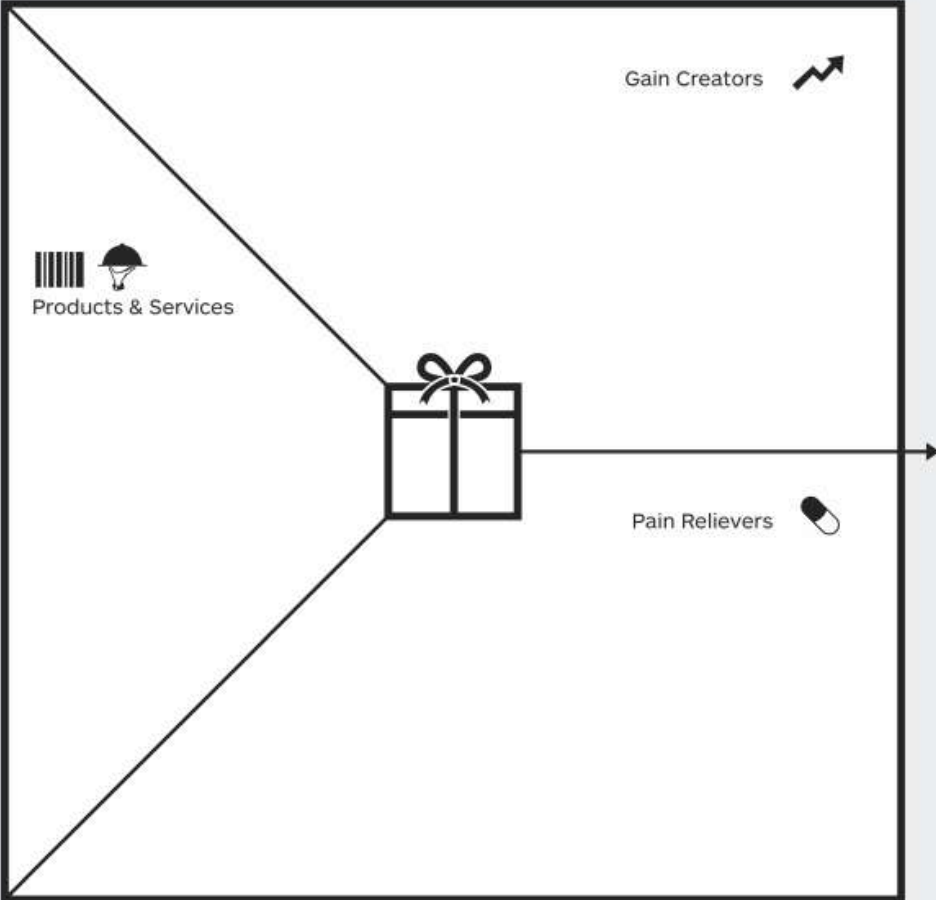
Value Proposition



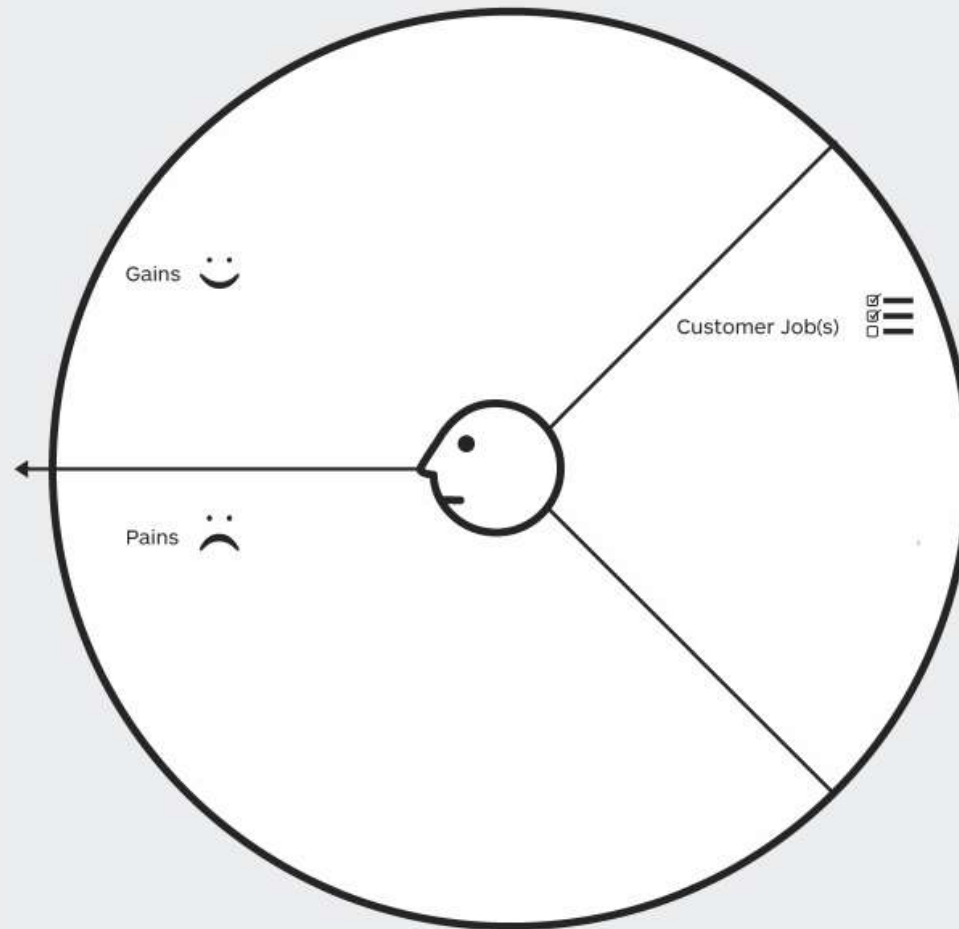
Value Proposition Hypotheses



Value Map

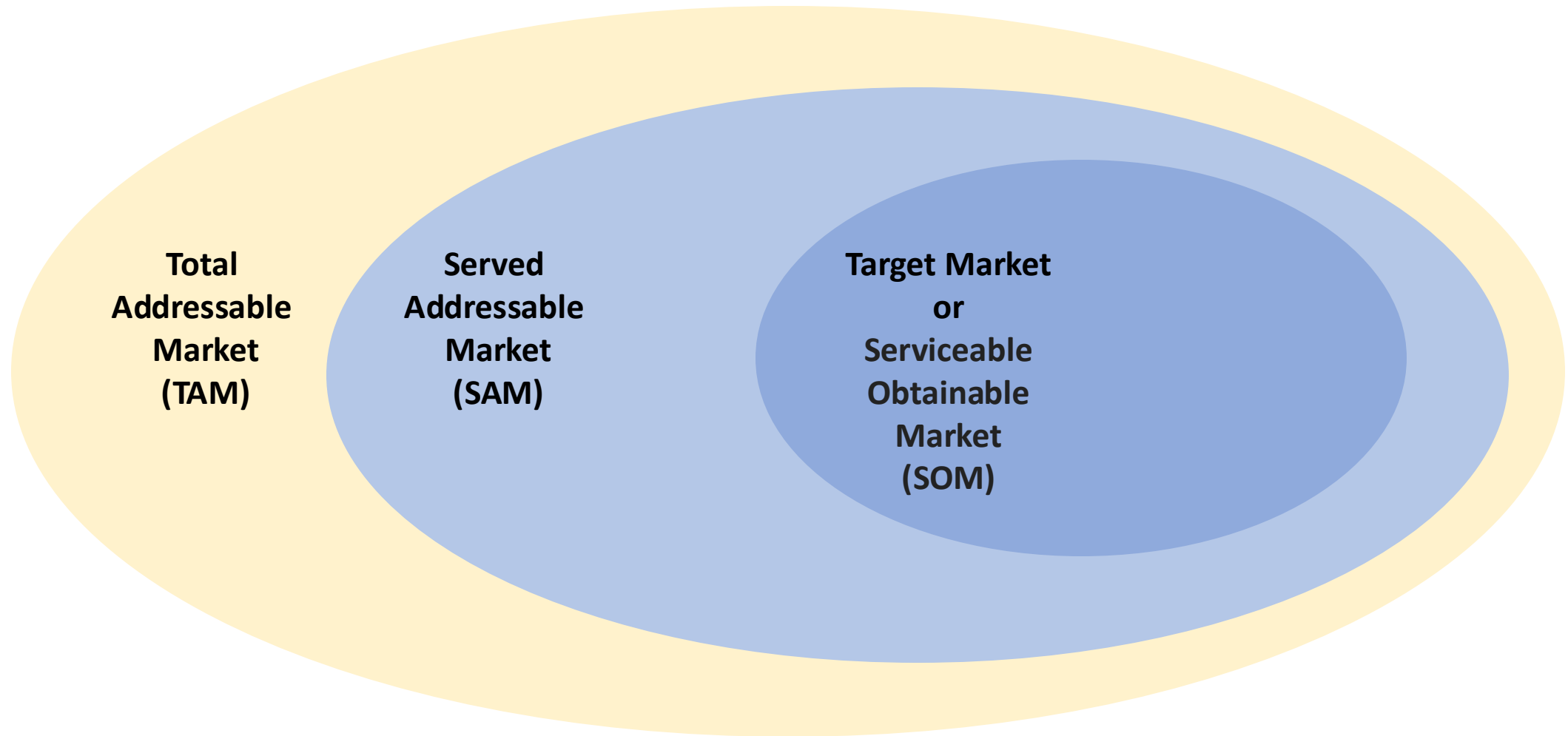


Customer Profile



Estimating the market size

(Is this business worth doing ?)



What is the universe ?

What is reachable ?

What is my goal ?



Where are we?

Technology Assessment

Key Concepts

Innovation Mindset

Business Model Canvas

Testing Hypotheses

Value Proposition

Customer Segments



The Value Proposition Canvas Explained.

**Design products and services
customers want**

Use your computer or mobile phone



Persona Canvas

Empathize with your customer

My Photo

Select a photo of me



Who Am I?

My social environment, personality and dreams



Team

Reasons to Engage

Why should I be interested in you?



My Name

Give me a name



Jobs I Need To Do

What I seek to accomplish



Reasons Not To Engage

Why should I ignore you?



Customer Segment

Who do I represent?




<https://hbr.org/2016/09/know-your-customers-jobs-to-be-done>



The Persona Tool

Automatically generated prompt

[Click to Copy](#)

Persona Tool Empathize with your customer		
My Photo Select a photo of me		Who Am I? My social environment, personality and dreams <i>living with family, married with two children, and passionate about technology</i>
My Name Give me a name	<i>Peter</i>	Reasons to Engage why should I be interested in you? <i>like new technology, and have a high energy bill</i>
Customer Segment Who do I represent?	<i>Homeowners</i>	Reasons Not To Engage Why should I ignore you <i>lack of confidence in me, and not shure if the investment is justifiable</i>
Prompt Use this in your favourite LLM I am a startup founder and I need to train interviewing customers and stakeholders for my business idea. Your name is Peter and you represent the customer segment of Homeowners. You are living with family, married with two children, and passionate about technology. You need to find best uses of family resources, educate children, provide for the family. You are interested in talking with me because you like new technology, and have a high energy bill. You are not so interested in talking with me because you lack of confidence in me, and not shure if the investment is justifiable. At the end of the interview provide a short report with the number of questions asked and assess how good they were. Let's start the		



I am a startup founder and I need to train interviewing customers and stakeholders for my business idea.

Your name is **Peter** and you represent the customer segment of **Homeowners**.

You are **living with family, married with two children, and passionate about technology**.

You need to find **best uses of family resources, educate children, provide for the family**.

You are interested in talking with me because you **like new technology, and have a high energy bill**.

You are not so interested in talking with me because you **lack of confidence in me, and not shure if the investment is justifiable**.

At the end of the interview provide a short report with the number of questions asked and assess how good they were. Let's start the interview.



Please close your computer and mobile
phone



Clayton M. Christensen

"Customers rarely buy what companies think they are selling them."





Jobs to be Done (JTBD) Framework

A customer-centric approach
focused on understanding the **needs and motivations of customers**
by identifying the **jobs** they are trying to get done
rather than focusing solely on product features or customer
demographics

Functional Customer Jobs

Tasks that the customer aims to accomplish or **problems** they want to solve

Get to classes on time

Find affordable and tasty food

Study effectively without distractions

Find information for projects

Stay connected with friends and family

Social Customer Jobs

A group of diverse university students walking and laughing together outdoors. The students are of various ethnicities and are dressed in casual attire. They are walking on a path, and the background shows a brick building and greenery.

Tasks or **roles** that customers undertake, influenced by their desire for social acceptance, status, or approval from others

Be seen as knowledgeable by professors and peers

Gain respect and admiration for your achievements

Project an image of being independent and responsible to your family

Be perceived as someone who is enjoying the university experience

Impress potential romantic interests

Emotional Customer Jobs

Feelings or **emotional states** that customers aim to achieve or avoid when interacting with a product, service, or brand

Feel confident and prepared for your future career

Feel independent and in control of your own life

Feel entertained and have fun during your leisure time

Feel motivated and engaged in your studies

Feel supported by your friends and family

4 Market Types

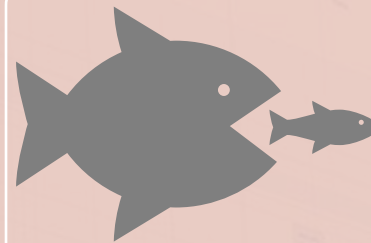
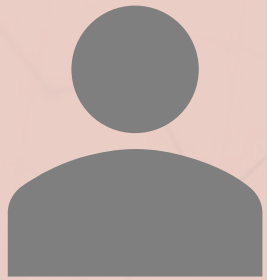
Existing
Market

Re-segmented
Market

New Market

Clone Market

Existing Market



Customers

- Existing and well defined

Needs

- Performance

Product

- Better/Faster
- High end

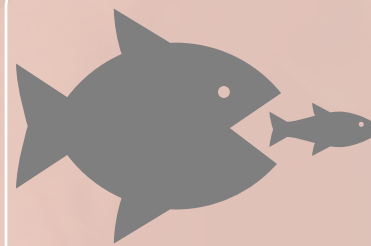
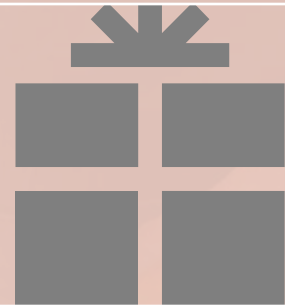
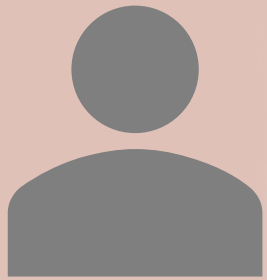
Competition

- Existing and numerous

Risk

- Incumbents

Resegmented Market



Customers

- Existing and well defined

Needs

- Low cost
- Perceived need or problem

Product

- Good enough for new niche
- Low end

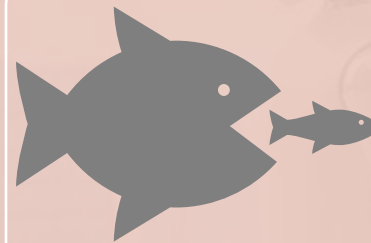
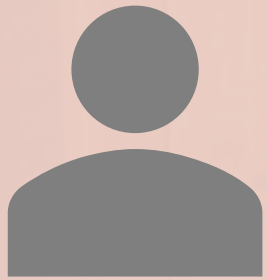
Competition

- Existing and numerous

Risk

- Incumbents
- Niche strategy may fail

New Market



Customers

- No established customers

Needs

- Simplicity
- Convenience

Product

- Novelty
- Transforms existing ways of doing things

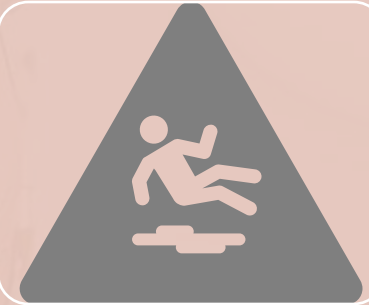
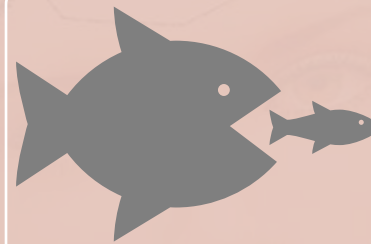
Competition

- Ad-hoc solutions
- Other startups

Risk

- Market adoption
- Failure in creating new demand

Clone Market



Customers

- No established customers

Needs

- Identified in other location

Product

- Good enough for local market

Competition

- Foreign originators
- Other startups

Risk

- Cultural mismatch

One-sided Market

The value proposition
does not depend on
interaction between
classes of customers



Dual-sided Market

Two customer classes

Some of the value
propositions depend on
interaction between the
two classes of customers



Multi-sided Market

Multiple customer
classes

Some of the value
propositions depend on
interaction between
multiple classes of
customers



Multi-Sided Markets Questions



- Who are the customers?
- What is the value proposition for each customer class?
- What is the revenue stream for each customer class?
- Can customer classes exist without the others?
- Which customer class to start?

Business Types

B2B (Business to Business)

- use or buy by companies

B2C (Business to Consumer)

- use or buy by consumers

B2B2C

- sell to a business to get to a consumer

B2C Questions

- What is the consumer need?
- What is the market?
- Do they buy it for themselves? Need approval?
- How does the consumer decide to buy?
- What is the sales channel?



B2B Questions

- What are the company's needs?
- What is the market?
- Who is the customer in a company?
- How does the company buy?
- How do they hear about you?



Common Error (1)

Poorly designed interviews or vague data:
“They liked our product”



Common Error (2)

Lack of articulation between the hypotheses and experiments with pass/fail tests



Common Error (3)

Confusion between:
users/payers/influencers/gatekeepers

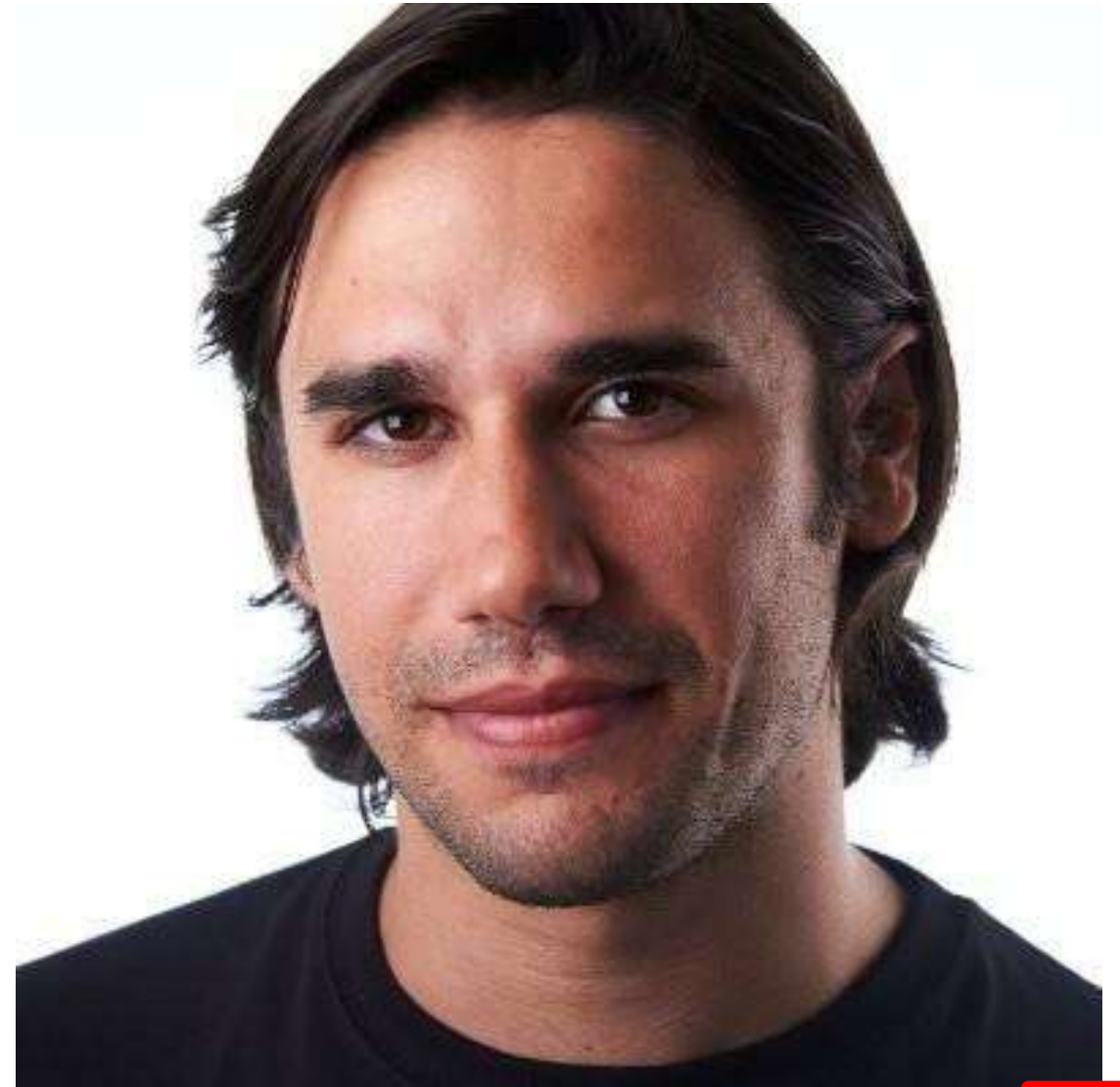
The image features a hand holding a blue silhouette of a person in a suit, positioned centrally. This central figure is surrounded by a grid of grey silhouettes of people in business attire. The background is a dark grey with a repeating pattern of these silhouettes. The text is overlaid on the central figure and the grid.

Common Error (4)

Customer segments without a customer archetype

Today's Guest: Jaime Jorge

- BSc, MSc Computer Science (IST)
- “Tracking Software Clone Evolution Through Meta Clone Detection”
- Associate Researcher (inesc-id)
- Developer of Fenix
- Codacy co-founder and CEO
- Winner of WebSummit 2014 Pitch Competition
- Venture Partner at Faber



What have you learned today?



Work for Next Class

- Watch Lesson 7 (Channels) and Lesson 8 (Customer Relationships) of Udacity's course on How to Build a Startup
- Update the Business Model Search Tool
- Create Personas for your customer segments and train your interviews
- Interview 10 stakeholders



Obrigado



TÉCNICO LISBOA