

BFF - Strategic Planning



By: [Dan Overgaag](#)

Mission: _____

Vision: _____

Objectives: _____

Strategy(s) _____

BFF - Strategic Planning

Mission/Vision Examples



Vision: To be Earth's most customer-centric company, where customers can find and discover anything they might want to buy online.

Mission: We strive to offer our customers the lowest possible prices, the best available selection, and the utmost convenience.



JOHN DEERE

Vision: To create a better world where life can flourish.

Mission: We run so life can leap forward.



Vision: Feeding human progress.

Mission: Focused on feeding generations through a mix of cooperatives.



Vision: To be the trusted brand for delivering superior berries in a sustainable way.

Mission: To delight berry consumers through quality, innovation, and a passion for farming.



Vision: To provide an interconnected, frictionless shopping experience that enables our customers to seamlessly blend the digital and physical worlds.

Mission: To provide the highest level of service, the broadest selection of products, and the most competitive prices.

Business Strategy Examples

- Cross-sell more products - Chick-fil-A
- Superior customer service - Costco
- Technologically advanced - Tesla
- Excel at customer retention - Starbucks
- Be the low cost provider - Walmart

Business Model Definition

A business model describes the rationale of how an organization creates, delivers, and captures VALUE.

S.W.O.T - Analysis Prompts

CONSIDER

Your customers
Your competitors
Your team
Your market share
Business growth
Availability
Price point
Online following
Customer retention
Budget restrictions
Suppliers
Company culture
Reputation

INTERNAL

Strengths	Weaknesses
<ul style="list-style-type: none">• What is your competitive advantage?• What resources do we have?• What products are performing well?• What do we do best?	<ul style="list-style-type: none">• Where can we improve?• What products are underperforming?• Where are we lacking resources?• In what areas do we receive the most complaints?

EXTERNAL

Opportunities	Threats
<ul style="list-style-type: none">• What technology can we use to improve operations?• Can we expand our core operations?• What new market segments can we explore?	<ul style="list-style-type: none">• What new regulations threaten operations?• What do our competitors do well?• What consumer trends threaten business?

S.W.O.T - Brown Family Farm

INTERNAL

Strengths	Weaknesses

EXTERNAL

Opportunities	Threats

BFF Customer Profile

GAINS

JOBS TO BE DONE

PAINS



BFF Jobs To Be Done

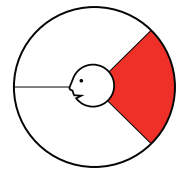
Jobs describe the things your customers are trying to get done in their work or their life.

A customer job could be:

- the tasks they are trying to perform or complete,
- the problems they are trying to solve, or
- the needs they are trying to satisfy

FUNCTIONAL Jobs	SOCIAL Jobs	PERSONAL/ EMOTIONAL Jobs
<p>Complete a specific task or solve a specific problem</p> <ul style="list-style-type: none">•Help me do my job•Goals•Budget•Time	<p>Makes me look good or gain power or status.</p> <p>These jobs describe how customers want to be seen by others</p> <ul style="list-style-type: none">•Brand•Culture•Awards	<p>Customers seek a specific emotional state, such as feeling good or secure</p> <ul style="list-style-type: none">•Preferences•Insecurities•Relationships

Customer Jobs



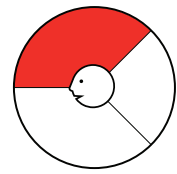
Trigger Questions

Jobs describe the things your customers are trying to get done in their work or in their life. A customer job 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.

Use the following trigger questions to help you think of different potential customer jobs:

- 1.** What is the one thing that your customer couldn't live without accomplishing? What are the stepping stones that could help your customer achieve this key job?
- 2.** What are the different contexts that your customers might be in? How do their activities and goals change depending on these different contexts?
- 3.** What does your customer need to accomplish that involves interaction with others?
- 4.** What tasks are your customers trying to perform in their work or personal life? What functional problems are your customers trying to solve?
- 5.** Are there problems that you think customers have that they may not even be aware of?
- 6.** What emotional needs are your customers trying to satisfy? What jobs, if completed, would give the user a sense of self-satisfaction?
- 7.** How does your customer want to be perceived by others? What can your customer do to help themselves be perceived this way?
- 8.** How does your customer want to feel? What does your customer need to do to feel this way?
- 9.** Track your customer's interaction with a product or service throughout its lifespan. What supporting jobs surface throughout this life cycle? Does the user switch roles throughout this process?

Customer Gains



Trigger Questions

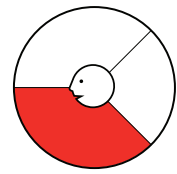
Gains describe the outcomes and benefits your customers want. Some gains are required, expected, or desired by customers, and some would surprise them.

Gains include functional utility, social gains, positive emotions, and cost savings.

Use the following trigger questions to help you think of different potential customer gains:

- 1.** Which savings would make your customers happy? Which savings in terms of time, money, and effort would they value?
- 2.** What quality levels do they expect, and what would they wish for more or less of?
- 3.** How do current value propositions delight your customers? Which specific features do they enjoy? What performance and quality do they expect?
- 4.** What would make your customers' jobs or lives easier? Could there be a flatter learning curve, more services, or lower costs of ownership?
- 5.** What positive social consequences do your customers desire? What makes them look good? What increases their power or their status?
- 6.** What are customers looking for most? Are they searching for good design, guarantees, specific or more features?
- 7.** What do customers dream about? What do they aspire to achieve, or what would be a big relief to them?
- 8.** How do your customers measure success and failure? How do they gauge performance or cost?
- 9.** What would increase your customers' likelihood of adopting a value proposition? Do they desire lower cost, less investment, lower risk, or better quality?

Customer Pains



Trigger Questions

Pains describe anything that annoys your customers before, during, and after trying to get a job done or simply prevents them from getting a job done. Pains also describe risks, that is, potential bad outcomes, related to getting a job done badly or not at all.

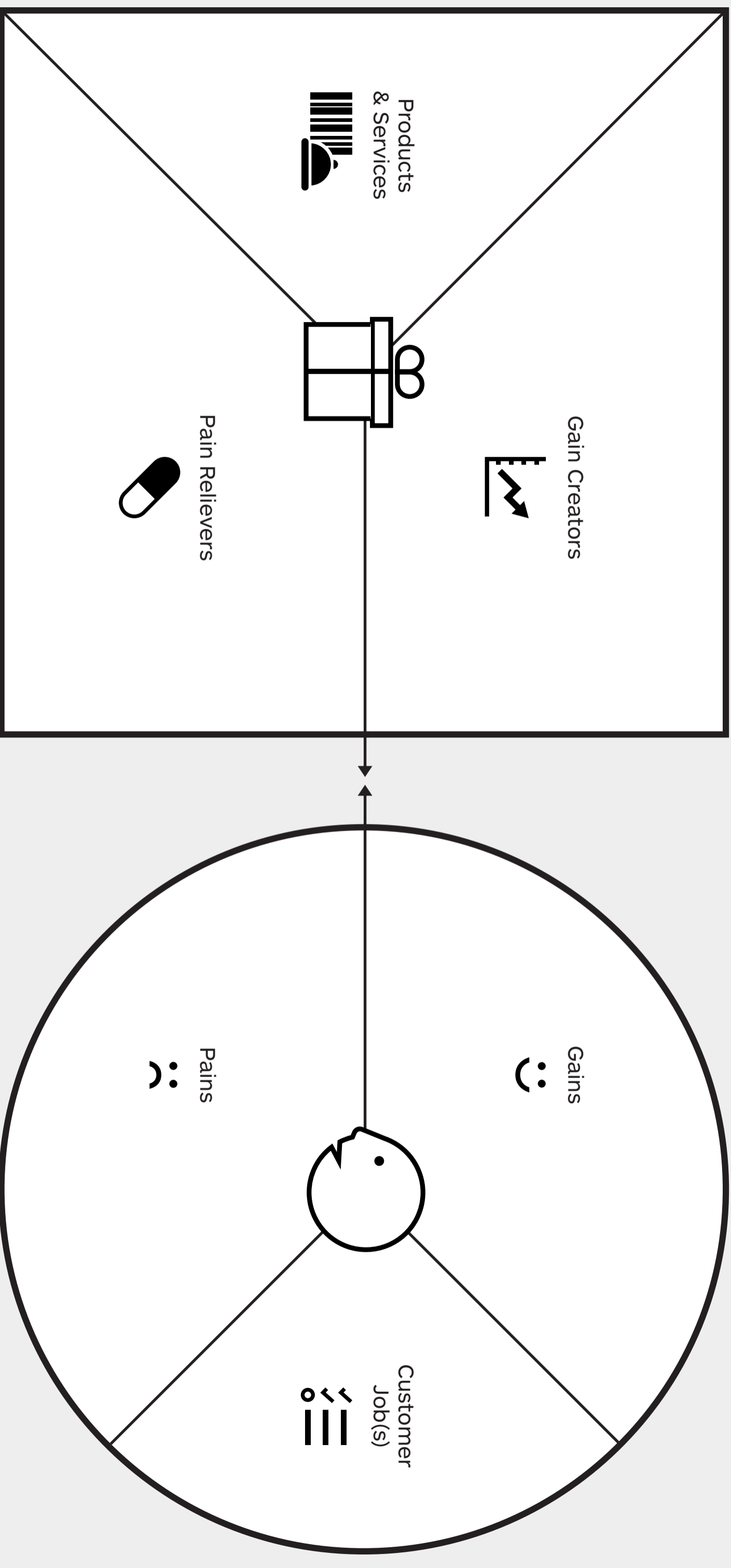
Use the following trigger questions to help you think of different potential customer pains:

- 1.** How do your customers define too costly? Takes a lot of time, costs too much money, or requires substantial efforts?
- 2.** What makes your customers feel bad? What are their frustrations, annoyances, or things that give them a headache?
- 3.** How are current value propositions under performing for your customers? Which features are they missing? Are there performance issues that annoy them or malfunctions they cite?
- 4.** What are the main difficulties and challenges your customers encounter? Do they understand how things work, have difficulties getting certain things done, or resist particular jobs for specific reasons?
- 5.** What negative social consequences do your customers encounter or fear? Are they afraid of a loss of face, power, trust, or status?
- 6.** What risks do your customers fear? Are they afraid of financial, social, or technical risks, or are they asking themselves what could go wrong?
- 7.** What's keeping your customers awake at night? What are their big issues, concerns, and worries?
- 8.** What common mistakes do your customers make? Are they using a solution the wrong way?
- 9.** What barriers are keeping your customers from adopting a value proposition? Are there upfront investment costs, a steep learning curve, or other obstacles preventing adoption?

The Value Proposition Canvas

Value Proposition

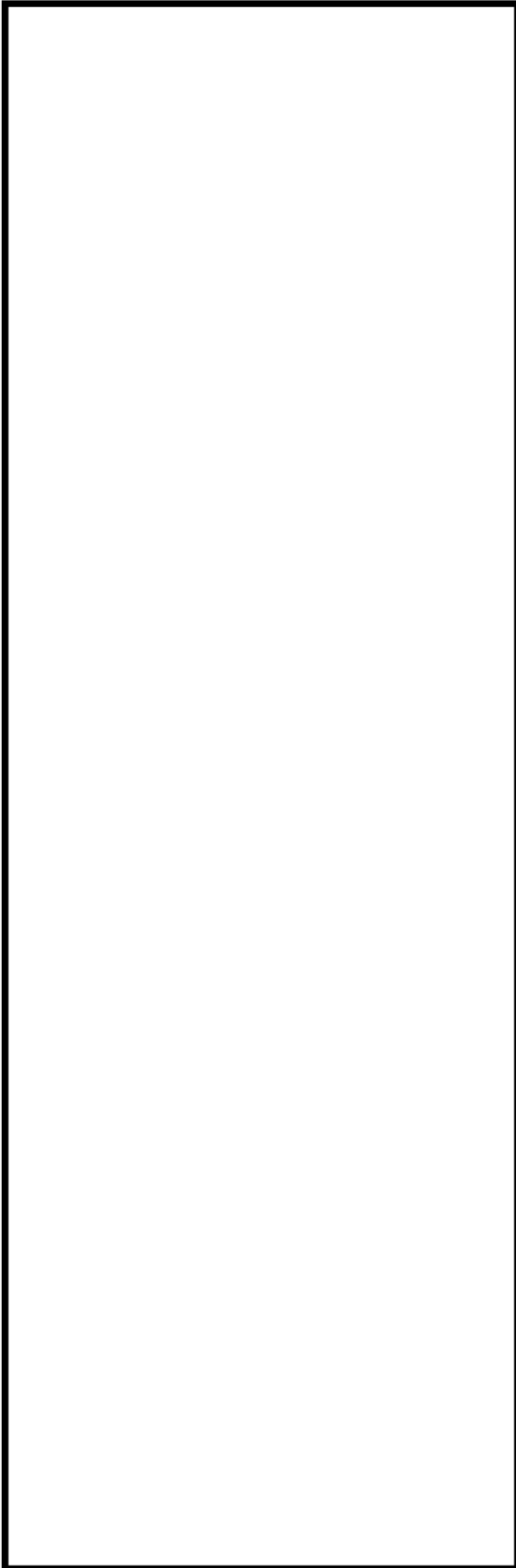
Customer Segment



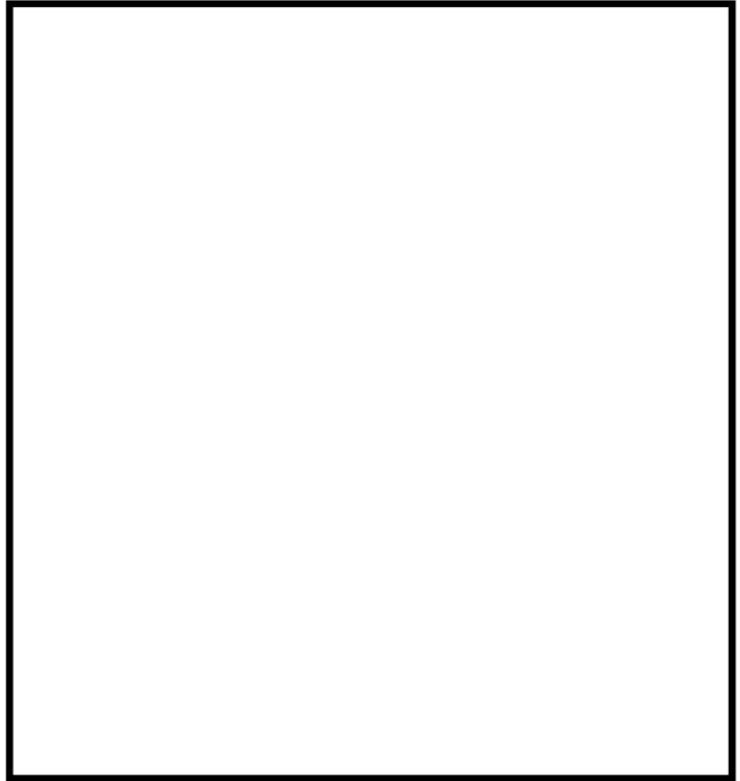
BFF Value Map

Products & Services/Gain Creators/Pain Relievers

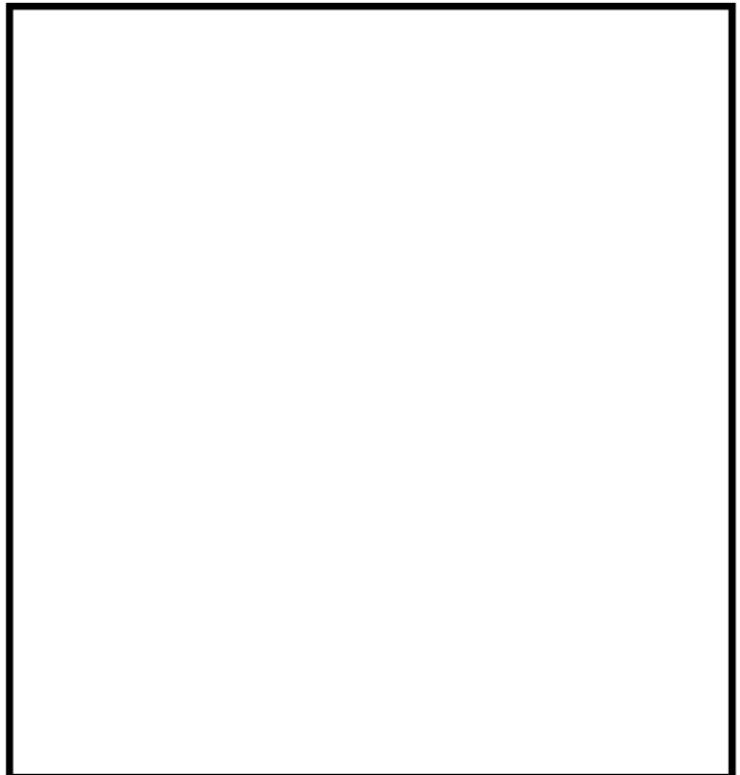
PRODUCTS & SERVICES



GAIN CREATORS

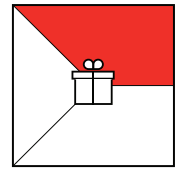


PAIN RELIEVERS



Gain Creators

Trigger Questions



Gain Creators describe how your products and services create customer gains. They explicitly outline how you intend to produce outcomes and benefits that your customer expects, desires, or would be surprised by, including functional utility, social gains, positive emotions, and cost savings.

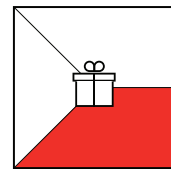
Use the following trigger questions to ask yourself:

Could your products and services...

- 1.** ... create savings that please your customers? In terms of time, money, and effort.
- 2.** ... produce outcomes your customers expect or that exceed their expectations? By offering quality levels, more of something, or less of something.
- 3.** ... outperform current value propositions and delight your customers? Regarding specific features, performance, or quality.
- 4.** ... make your customers' work or life easier? Via better usability, accessibility, more services, or lower cost of ownership.
- 5.** ... create positive social consequences? By making them look good or producing an increase in power or status.
- 6.** ... do something specific that customers are looking for? In terms of good design, guarantees, or specific or more features.
- 7.** ... fulfill a desire customers dream about? By helping them achieve their aspirations or getting relief from a hardship?
- 8.** ... produce positive outcomes matching your customers' success and failure criteria? In terms of better performance or lower cost.
- 9.** ... help make adoption easier? Through lower cost, fewer investments, lower risk, better quality, improved performance, or better design.

Pain Relievers

Trigger Questions



Pain relievers describe how exactly your products and services alleviate specific customer pains. They explicitly outline how you intend to eliminate or reduce some of the things that annoy your customers before, during, or after they are trying to complete a job or that prevent them from doing so.

Use the following trigger questions to ask yourself:

Could your products and services...

- 1.** ... produce savings? In terms of time, money, or efforts.
- 2.** ... make your customers feel better? By killing frustrations, annoyances, and other things that give customers a headache.
- 3.** ... fix under-performing solutions? By introducing new features, better performance, or enhanced quality.
- 4.** ... put an end to difficulties and challenges your customers encounter? By making things easier or eliminating obstacles.
- 5.** ... wipe out negative social consequences your customers encounter or fear? In terms of loss of face or lost power, trust, or status.
- 6.** ... eliminate risks your customers fear? In terms of financial, social, technical risks, or things that could potentially go wrong.
- 7.** ... help your customers better sleep at night? By addressing significant issues, diminishing concerns, or eliminating worries.
- 8.** ... limit or eradicate common mistakes customers make? By helping them use a solution the right way.
- 9.** ... eliminate barriers that are keeping your customer from adopting value propositions? Introducing lower or no upfront investment costs, a flatter learning curve, or eliminating other obstacles preventing adoption.

BFF Value Propositions

1. What the the current Value Propositions for the BFF?

2. What could they be in the FUTURE?

- What value do we deliver to the customer?
- Which of the customer’s problems are we helping to solve?
- Which customer needs are we satisfying?
- What bundles of products and services are we offering to each Customer Segment?

CURRENT Value Propositions	FUTURE Value Propositions

Ad-Lib Value Proposition Template


Ad-libs are a great way to quickly shape alternative directions for your value proposition. They force you to pinpoint how exactly you are going to creating value. Prototype three to five different directions by filling out the blanks in the ad-lib below.


OBJECTIVE

Quickly shape potential value proposition directions


OUTCOME



Alternative prototypes in the form of “pitchable” sentences



Our _____
 *Products and Services*


help(s) _____
 *Customer Segment*

who want to _____

_____  *jobs to be done*

by _____ and _____
 *verb (e.g., reducing, avoiding)*  *and a customer pain*

and _____
 *verb (e.g., increasing, enabling)*  *and a customer gain*

(unlike _____ **)**
 *competing value proposition*

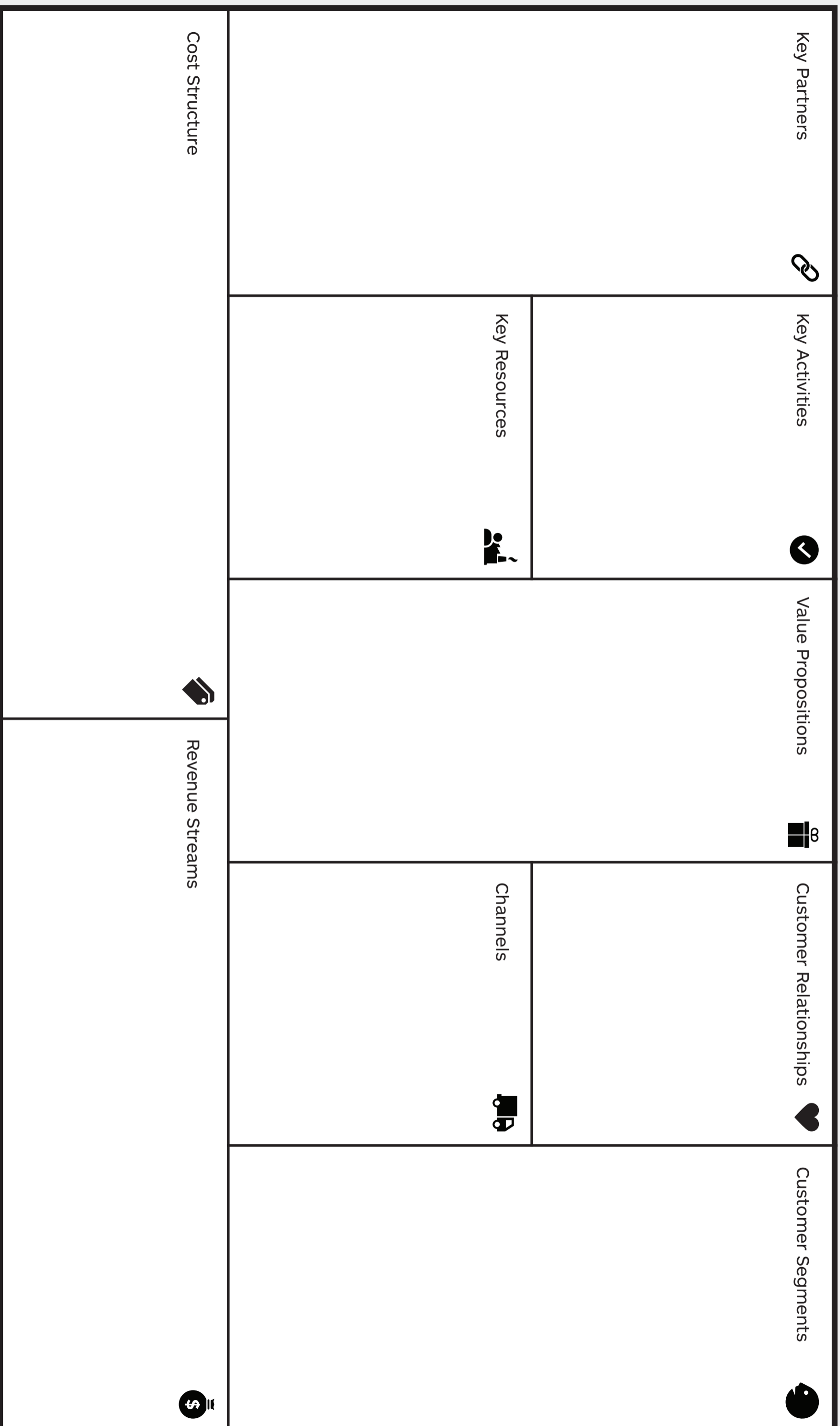
The Business Model Canvas

Designed for:

Designed by:

Date:

Version:



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The Business Model Canvas

Designed for:

Designed by:

Date:

Version:

<p>Key Partners </p> <p>Where are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?</p> <p>Types: <i>Strategic Alliance between non-competitors</i> <i>Coopetition – strategic relationship between competitors</i> <i>Joint ventures to develop new business</i> <i>Buyer-supplier relationships to assure reliable supply</i></p> <p>Motivations for partnerships: <i>Optimization and economy</i> <i>Reduction of risk and uncertainty</i> <i>Acquisition of particular resources and activities.</i></p>	<p>Key Activities </p> <p>What Key Activities do our VP require? Our Distribution Channels? Customer relationships? Revenue Streams?</p> <p>Categories: <i>Production</i> <i>Problem Solving</i> <i>Platform/Network</i></p> <hr/> <p>Key Resources </p> <p>What Key Resources do our VP require? Our Distribution Channels? Our Customer Relationships? Revenue Streams?</p> <p>Types of Resources: <i>Physical</i> <i>Intellectual (brand, patents, copyrights, data)</i> <i>Human</i> <i>Financial</i> <i>Operational</i></p>	<p>Value Propositions </p> <p>What value do we deliver to the customer? What do you offer your customer to create gains? Which one of our customer's problems are we helping to solve? Which customer needs are we satisfying or pains relieving? What bundles of products/services are we offering each CS to help gets job done?</p> <p>Characteristics: <i>Newness</i> <i>Performance</i> <i>Customization</i> <i>"Getting the job done"</i> <i>Design</i> <i>Brand/Status</i> <i>Price</i> <i>Cost reduction</i> <i>Risk reduction</i> <i>Accessibility</i> <i>Convenience/usability</i></p>	<p>Customer Relationships </p> <p>What type of relationship does each of our CS expect? Which ones have we established? Which do we want to establish? Which ones work? How are they integrated with the rest of the business model?</p> <p>Examples: <i>personal assistance, dedicated personal assistance, self-service, automated services, communities, co-creation</i></p> <hr/> <p>Channels </p> <p>Through which Channels do our CS want to be reached? How are we reaching them now? How are our Channels integrated? Which work best? Most cost efficient?</p> <p>Channel Phases:</p> <ol style="list-style-type: none"> <i>Awareness</i> <i>Evaluation</i> <i>Purchase</i> <i>Delivery</i> <i>After Sales</i> 	<p>Customer Segments </p> <p>For whom are we creating value? Who are our most important customers, clients, or users?</p> <p>Examples: <i>Mass Market</i> <i>Niche Market</i> <i>Segmented</i> <i>Diversified</i> <i>Multi-sided Platform</i></p> <p>Distinct CS Tests: Do their needs require and justify a distinct offer? Are they reached through separate distribution channels? Do they require different types of relationships? Do they have substantially different profitability's? Are they willing to pay for different aspects of the offer?</p>
<p>Cost Structure </p> <p>What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</p>		<p>Revenue Streams </p> <p>For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?</p>		



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DESIGNED BY: Strategyzer AG
The makers of Business Model Generation and Strategyzer

BFF Customer Relationships

Categories of relationships:

- Self-Service
- Automated Services
- Personal Assistance
- Dedicated Personal Assistance
- Community Exchange
- Collaborative – co-create

1. What kind of relationship do our customers expect?
2. Which relationships have we established?
3. Which ones do we want to establish?
4. Which ones work?
5. How costly are they?

BFF Customer Channels

DIRECT examples

- Sales force
- Website
- Stores

INDIRECT examples

- Wholesaler
- Partner Stores
- Partner Website

1. How do we touch our clients/segments?
2. Which channel do our customer segments want to be reached?
3. How are we reaching them now?
4. How are the channels integrated?
5. Which work best?
6. Which are most cost-efficient?

PHASES	CHANNEL
Awareness	
Evaluation	
Purchase	
Delivery	
After Sales	

BFF Resources/Activities/Partners

PARTNERSHIPS/ SUPPLIERS

- Strategic alliances between non-competitors
- “Coopetition”: Strategic relationship between competitors
- Joint ventures to develop new business
- Buyer-supplier relationships to assure reliable supply

RESOURCES

Human, Operational, Physical, Intellectual, Financial

ACTIVITIES

i.e. Production (manufacturing), Problem solving (consultancies, hospitals, etc.), Platform/network (eBay, Microsoft)