

Developing Your Value Proposition

AUGUST 6TH, 2025

TIM DANIEL

About SCORE

As a resource partner of the SBA, we help small businesses by:



Providing free
business advice
and mentoring



Offering low or
no-cost business
training



Sharing free business
templates and
resources

Request a SCORE mentor at www.score.org/find-mentor

Agenda

- Introductions
- Meet the Business Model Canvas & Value Proposition Canvas
- VPC hands-on exercises
- Elevator Pitch
- Wrap Up

Your Presenter



Timothy.Daniel@Scorevolunteer.org

- **Tim Daniel** is a senior-level leader and executive advisor with broad and deep skills in business development and turnaround leadership. He has 30 years of experience “looking around corners” and collaborating across disciplines to lead through a range of operational phases from start-up to revitalization. He works with entrepreneurs in the early stages of business formation as well as existing business interested in accelerating their growth.
- A SCORE mentor since 2009, Tim has mentored hundreds of entrepreneurs across a wide range of industries. As a workshop presenter, he is known for an engaging approach for making complex topics accessible.

Who is this guy...

STENCIL CRAFT

January 9, 1985

Mr. Richard A. Samuels
McLane, Graf, Baulerson & Middleton
Forty Stark St. - Box 326
Manchester, NH 03105

Dear Dick:

A copy of the enclosed financial statement has been sent to [redacted]. I informed him that your office would forward the second copy to [redacted].

The meeting on January 16 should focus on two broad areas:

- 1) A review of the company's performance through 1984 and its prospects for 1985.
- 2) Discussion of the objectives of the present stock and note holders.

Three distinct possibilities stand out concerning the second point. The first is to continue the operation of the existing company with a conversion of at least 50% of the long-term debt into equity, reduction of trade payables to 10-20% of their current level and the infusion of \$30,000 to \$50,000 through the sale of stock.

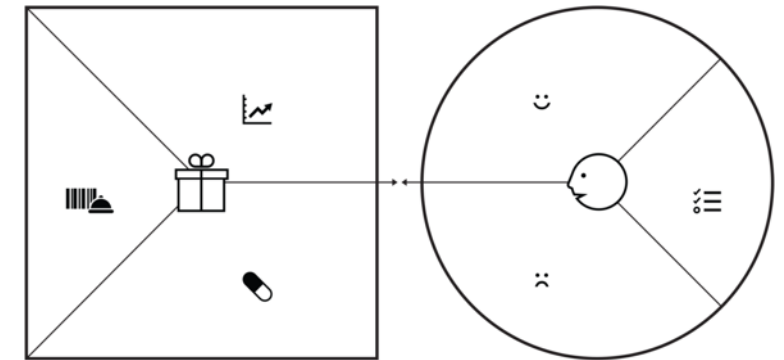
A second possibility centers on using NIS's product line and customer base via a new corporation. [redacted] and [redacted] would seize the assets then form a new company with a much lower break even point and none of the encumbrances effecting NIS.

The third alternative would be to dump the assets either in an auction or through a friendly sale to an interested party.

Then

patientwing

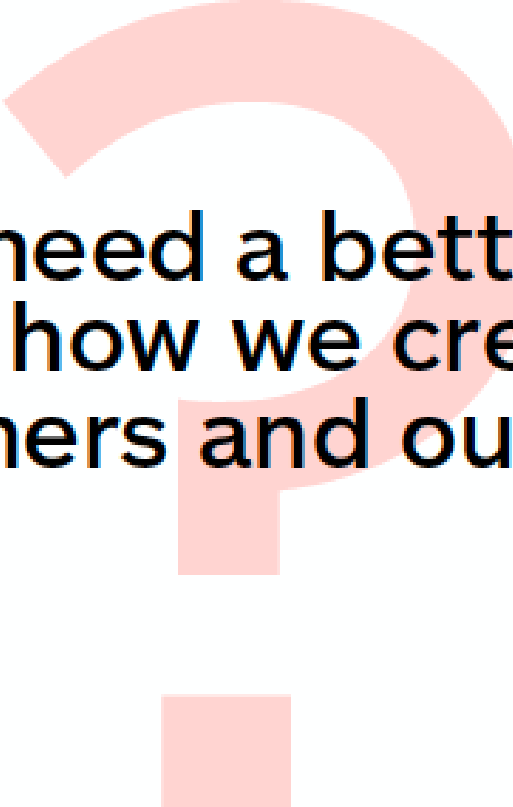
A better way to connect patients with study teams



Now

Purpose & Ground Rules

- Purpose
 - Think outside the box (& building).
 - Learn something new & have a bit of fun.
 - Start working on a value proposition canvas for your business.
- Ground Rules
 - This is a “doing” session – participation is expected.
 - Exercises are time-boxed and deliberately fast-paced – please do your best to finish with the group.



**Why do we need a better way to tell
the story of how we create value for
our customers and our company?**

Strategyzer.com

7 of 10

**of all new product
innovations flop**

— Simon-Kucher

*72% to be accurate

Strategyzer.com

157

Reasons Businesses Fail



Not satisfying a need



Bad business plan



Lack of financing




Bad location




Inflexibility



Rapid expansion

 Investopedia



←  r/EntrepreneurRideAlong · 8 days ago
FaithlessnessOwn9240

What's one mistake you'd advise every new entrepreneur to avoid?

Seeking Advice

Starting something new can be overwhelming, and I know a lot of people (myself included) often learn the hard way. What's one pitfall you fell into early on that you'd warn others about?



43



72



Share

- **Customer focus** dominates the conversation, emphasizing the importance of understanding, validating with, and building for customers.
- **Validation before building** is a repeated warning—many commenters describe overbuilding unvalidated products as a critical early mistake.
- **Distribution, marketing, and starting early** are highlighted as priorities over perfecting the product.
- **Avoiding isolation, seeking real feedback, and not overthinking** are seen as corrective behaviors.

[https://www.reddit.com/r/EntrepreneurRideAlong/comments/1m0p5h8/whats one mistake youd advise every new/](https://www.reddit.com/r/EntrepreneurRideAlong/comments/1m0p5h8/whats_one_mistake_you_d_advise_every_new/)

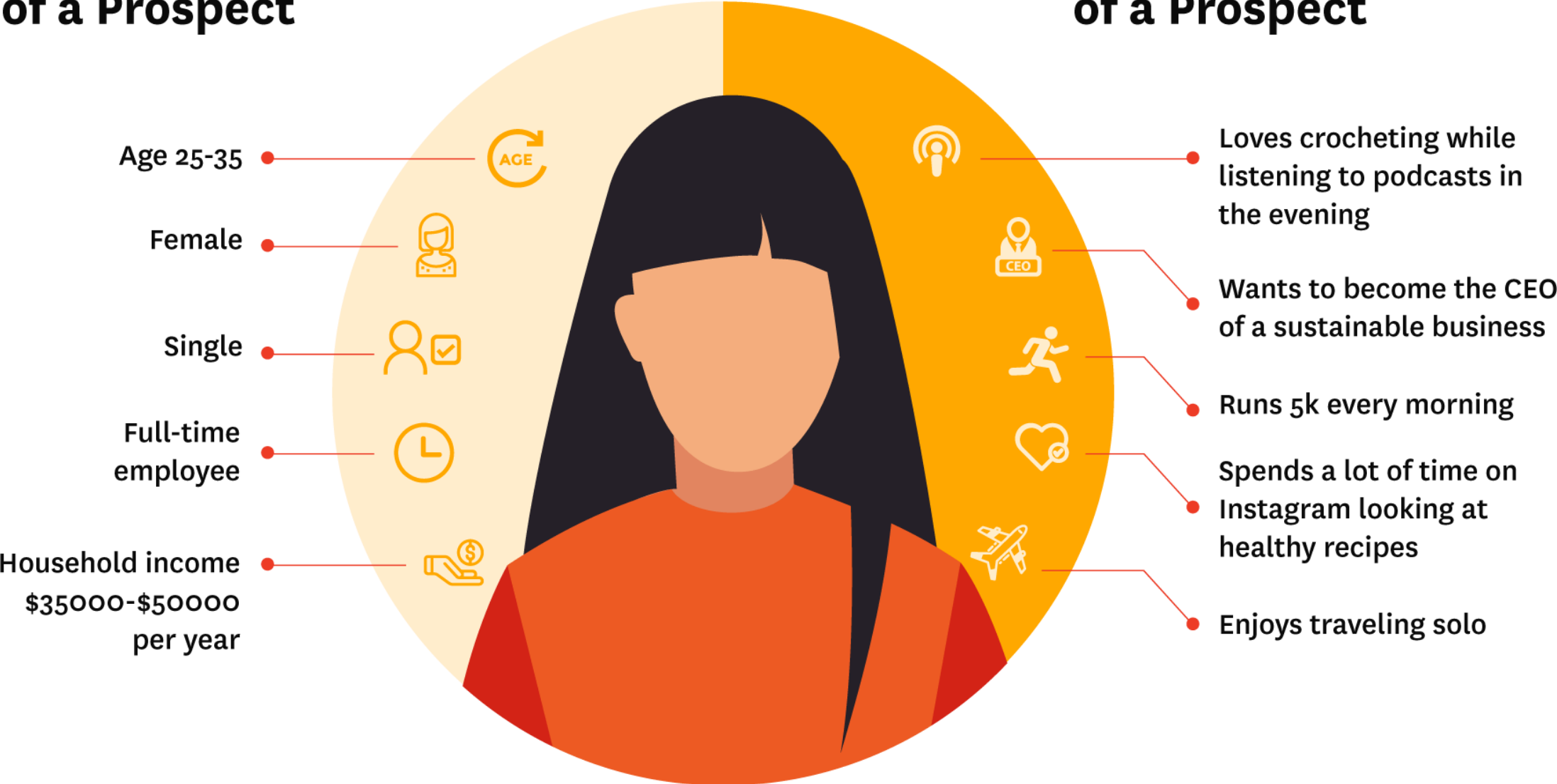
A great value proposition starts with a deep understanding of customers...



Put yourself in the customer's shoes!

Demographic Profile of a Prospect

Psychographic Profile of a Prospect





Buyer Persona #1

Sarah

DEMOGRAPHICS ▼

Age: 30
Gender: Female
Education: Bachelors
Income Level: Middle Class

BEHAVIORS ▼

Subscriptions: Forbes
Actions: Signs up for blogs related to successful businesses

GEOGRAPHIC ▼

Location: USA

CHALLENGES ▼

Vocational: Get everything done with a small staff
Growth: Finding new channels to grow business

EMAIL PREFERENCE ▼

How often do they open:
60% open rate
How often do they click:
25% click rate



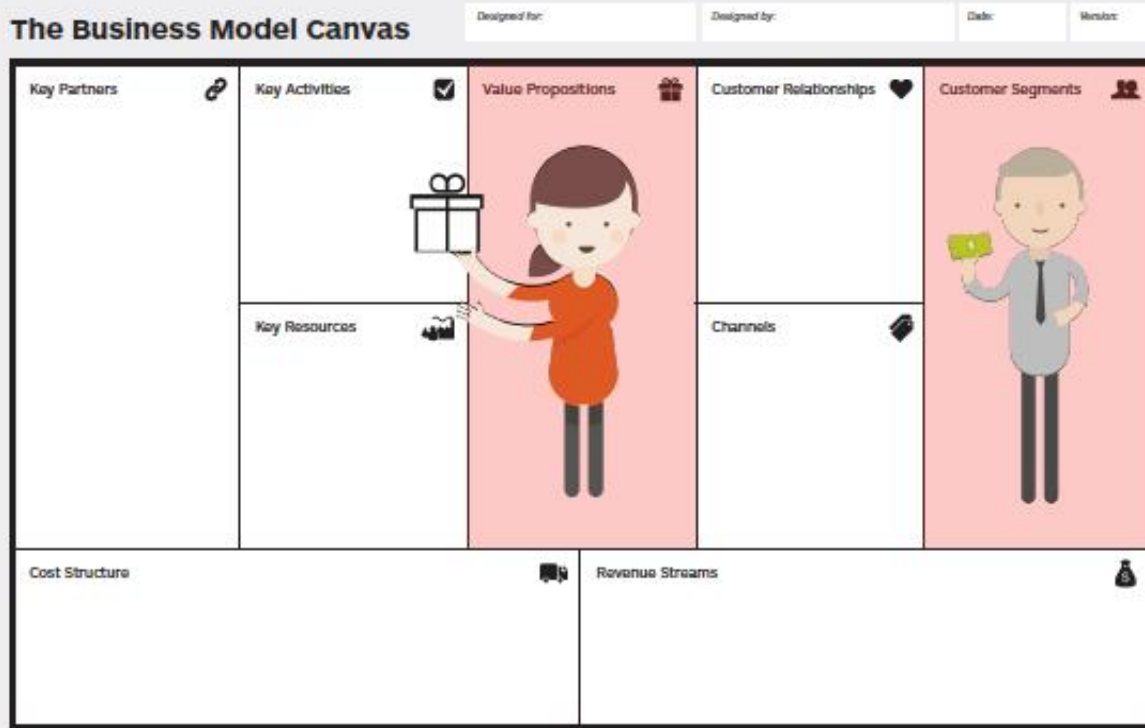
Choices, Opportunities & Alternatives

<p>PROBLEM Top 3 problems</p> <p>1</p>	<p>SOLUTION Top 3 features</p> <p>4</p>	<p>UNIQUE VALUE PROPOSITION Single, clear, compelling message that states why you are different and worth buying</p> <p>3</p>	<p>UNFAIR ADVANTAGE Can't be easily copied or bought</p> <p>5</p>	<p>CUSTOMER SEGMENTS Target customers</p> <p>2</p>
<p>KEY METRICS Key activities you measure</p> <p>8</p>		<p>CHANNELS Path to customers</p> <p>9</p>		
<p>COST STRUCTURE Customer Acquisition Costs Distributing Costs Hosting People, etc.</p> <p>7</p>			<p>REVENUE STREAMS Revenue Model Lifetime Value Revenue Gross Margin</p> <p>6</p>	

<https://medium.com/lean-stack/what-is-the-right-fill-order-for-a-lean-canvas-f8071d0c6c8c>

focus on value the proposition!

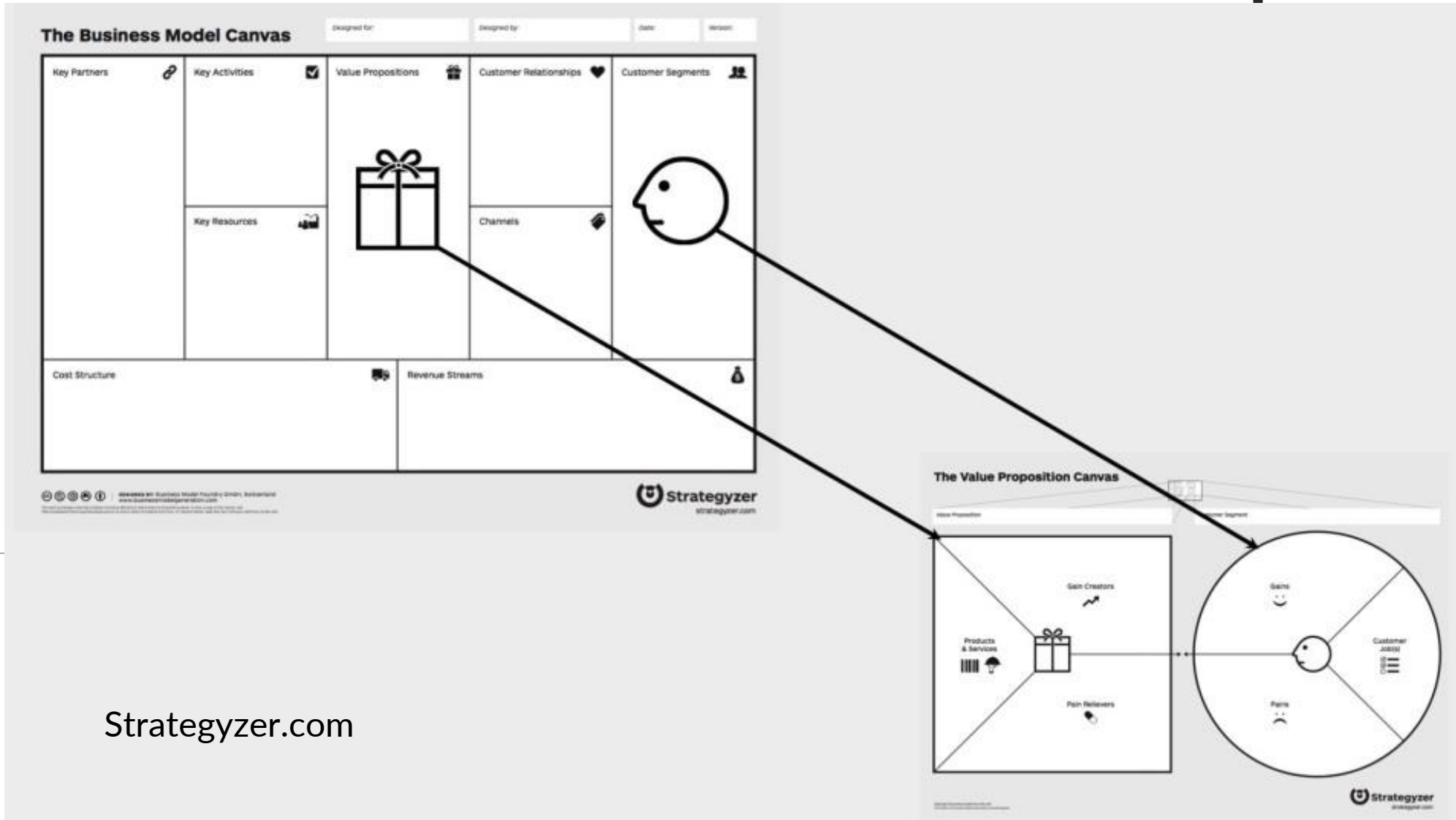
The Business Model Canvas



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From Business Model Canvas to Value Proposition



Video goes here

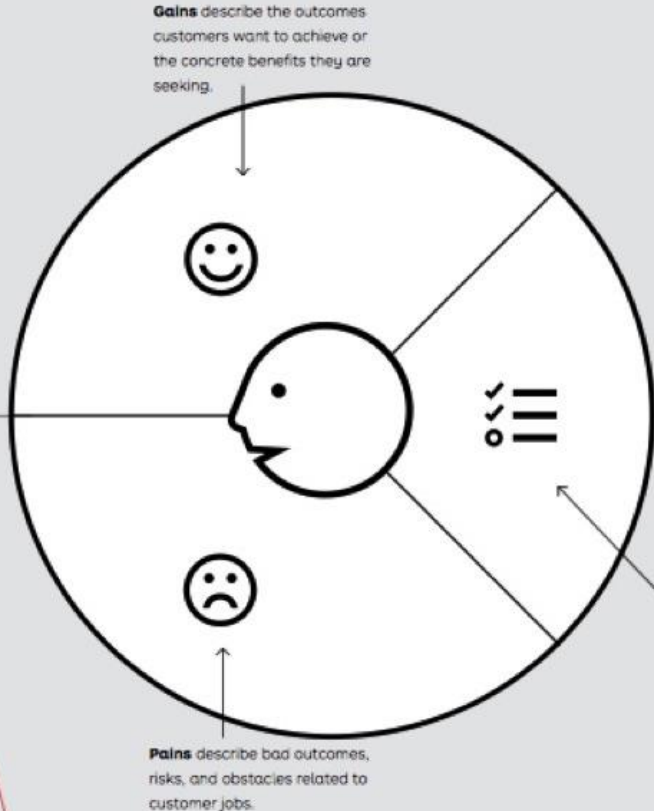
Value Map

The Value (Proposition) Map describes the features of a specific Value Proposition in your business model in a more structured and detailed way. It breaks your value proposition down into products and services, pain relievers, and gain creators.

A list of all the **Products and Services** a value proposition is built around.



Fit



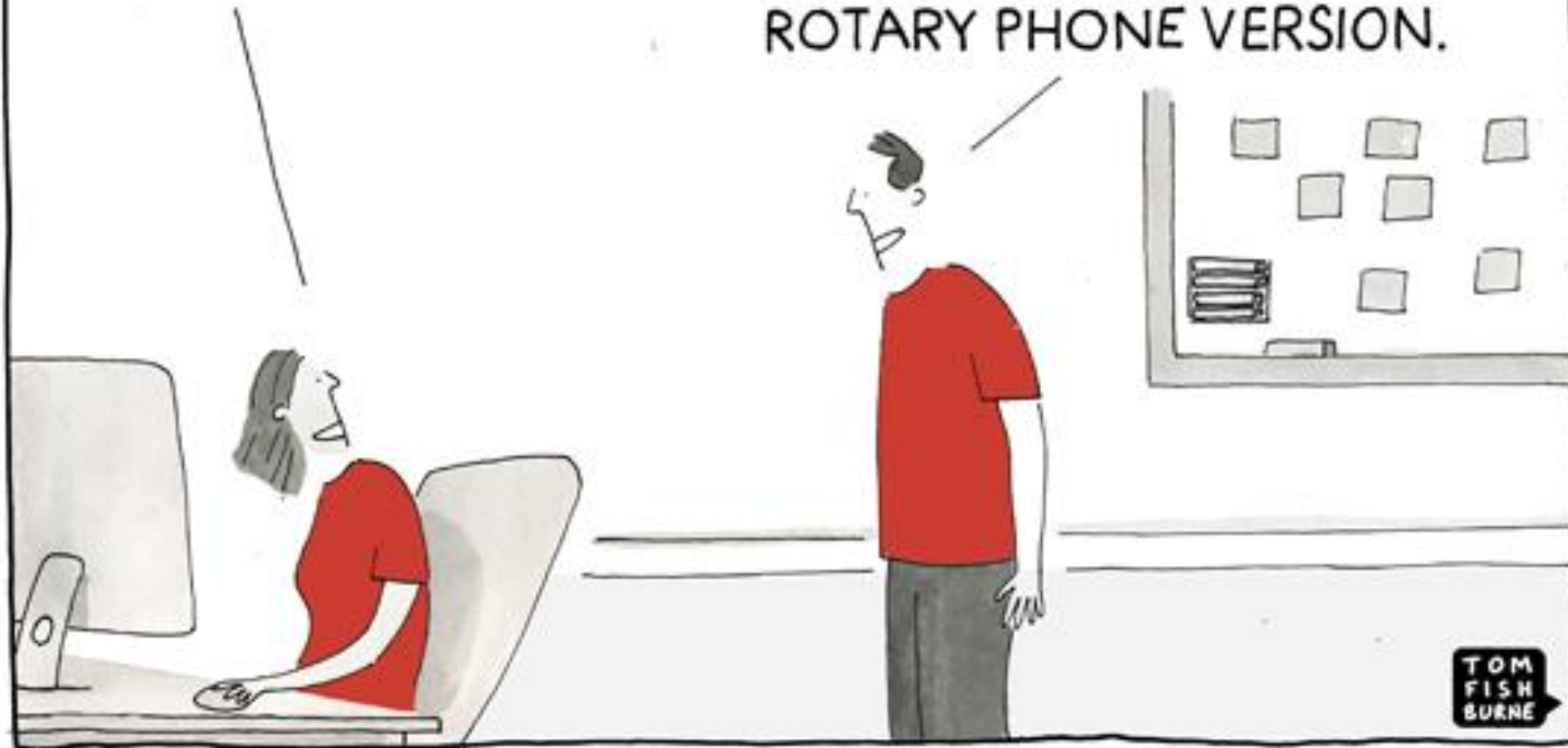
You achieve **Fit** when your value map meets your customer profile — when your products and services produce pain relievers and gain creators that match one or more jobs, pains, and gains that are important to your customer.

Customer Profile

The Customer (Segment) Profile describes a specific Customer Segment in your business model in a more structured and detailed way. It breaks the customer down into that customer's jobs, pains, and gains.

HOW WAS THE
CUSTOMER
INTERVIEW?

GREAT! I LEARNED FROM MY
GRANDMOTHER'S BRIDGE
GROUP THAT OUR DATING
APP SHOULD HAVE A
ROTARY PHONE VERSION.



JOBS TO BE DONE THEORY



Video goes here



What is the job to be done?



\$35 to \$50
\$50,000



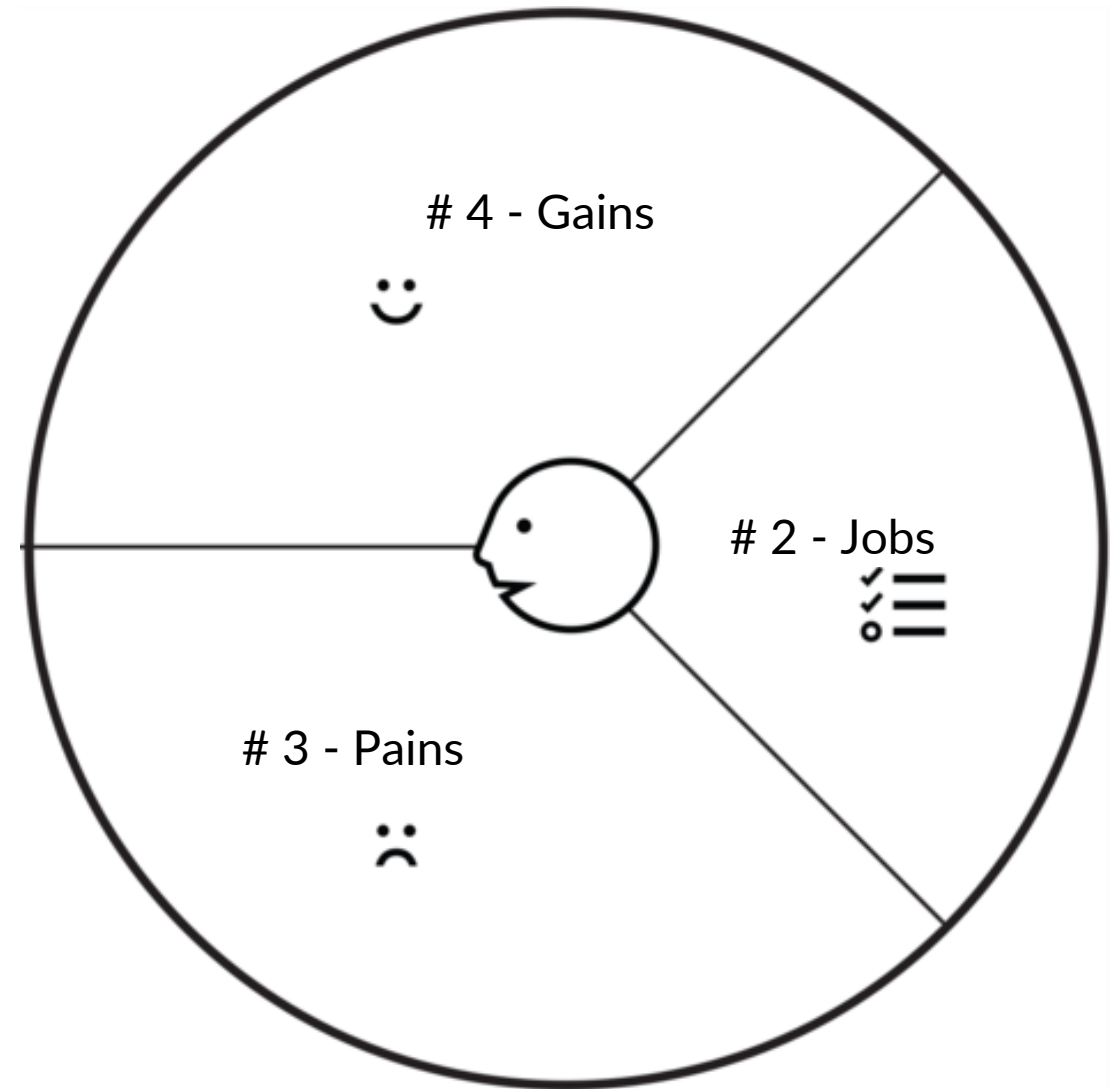
\$400 to \$800



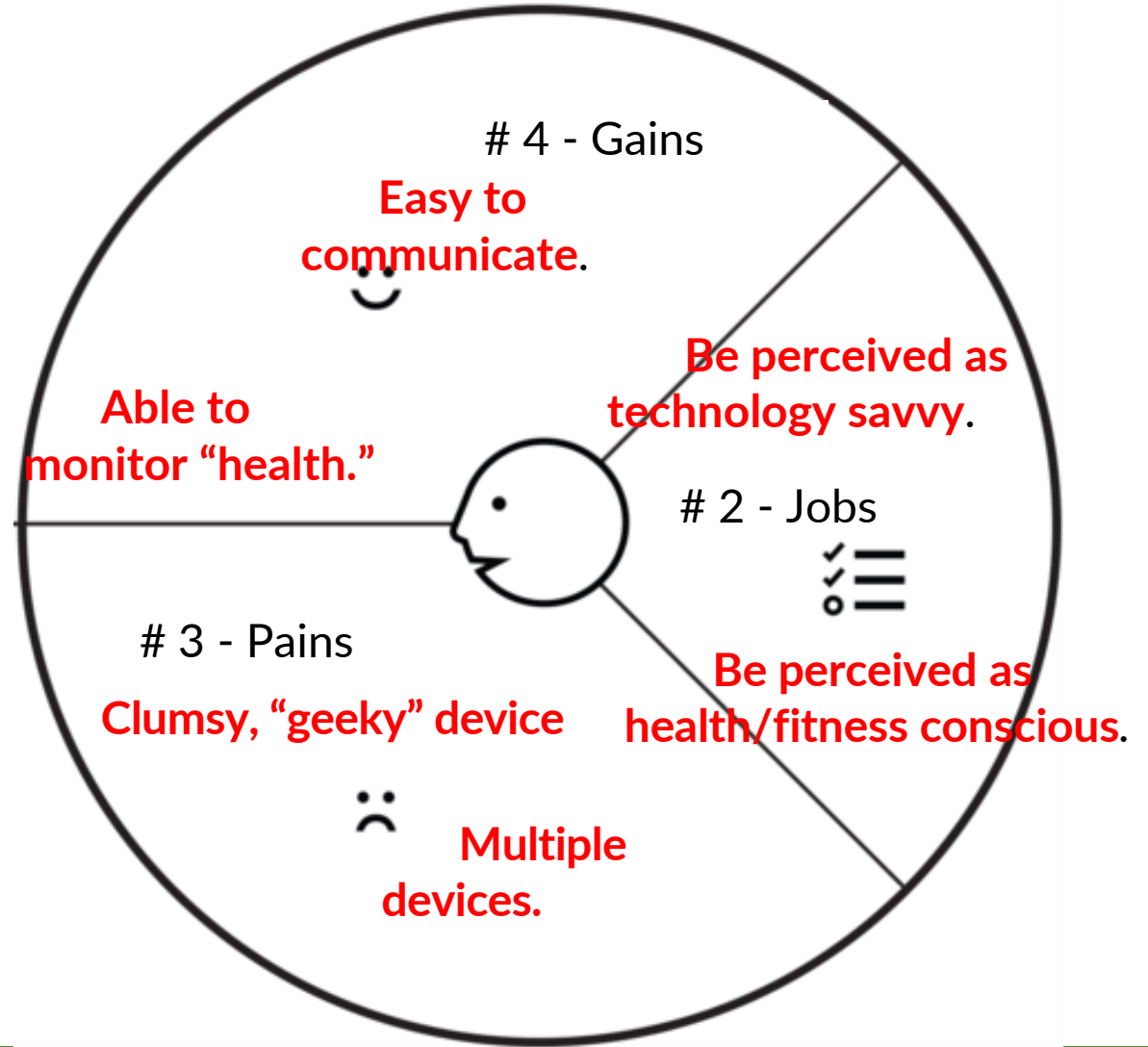
\$38,000 to

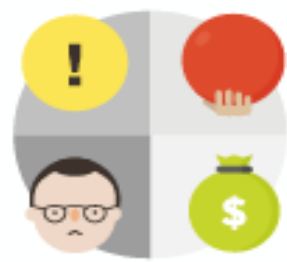
1- Customer Segment

- A - Be perceived as technology savvy.
- B - Multiple devices.
- C - Able to monitor "health."
- D - Technology focused, middle income, discretionary income.
- E - Be perceived as health/fitness conscious.
- F - Easy to communicate.
- G- Clumsy, "geeky" device.



Technology focused, middle income, discretionary income.





High-Value
Job

=



Important

+



Tangible

+



Unsatisfied

+

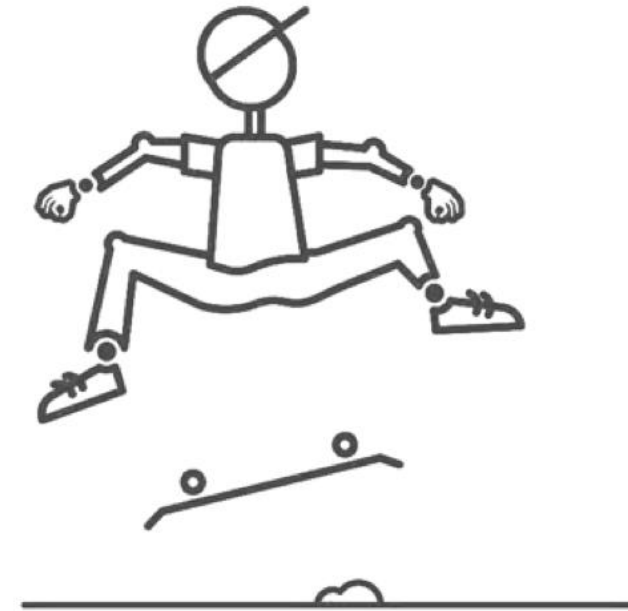
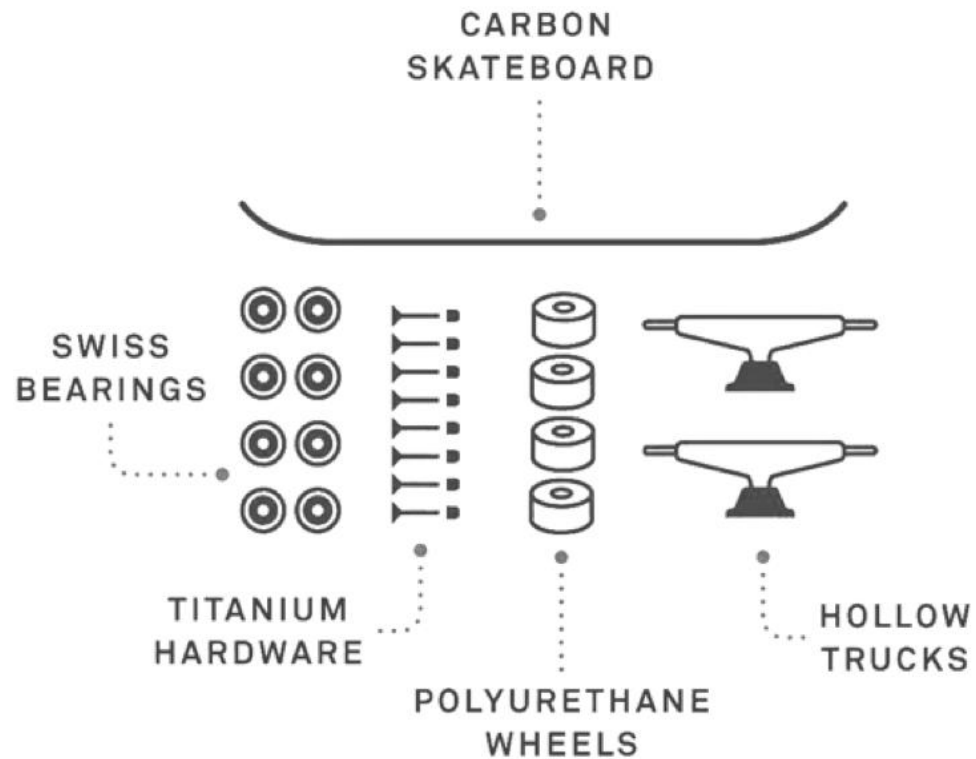


Lucrative

Jobs can be functional, emotional or social.

Even though customers buy this...

...they *really* want this.



jbd.info & intercom.com

Customer Gains



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.

Strategyzer.com



Customer Pains



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.

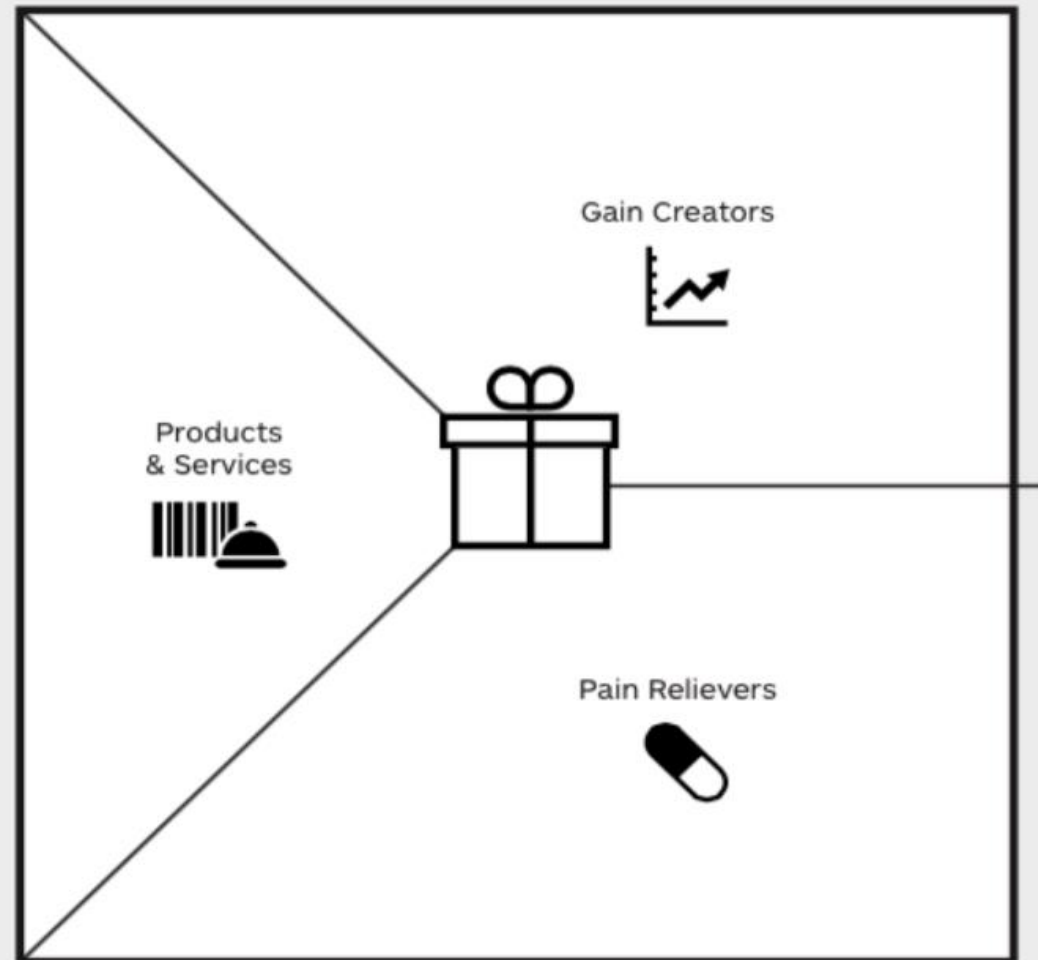
Pains also describe risks, that is, potential bad outcomes, related to getting a job done badly or not at all.

Strategyzer.com

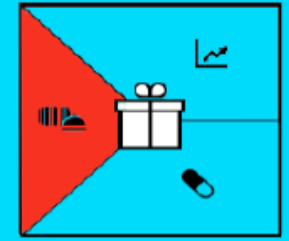


Value Map

Strategyzer.com



Products & Services



Products & Services are what a value proposition is built around.

It represents a bundle of products and services that helps your customers get either a functional, social, or emotional job done, or helps them satisfy basic needs.

Strategyzer.com





Gain Creators

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.

Strategyzer.com



Pain Relievers



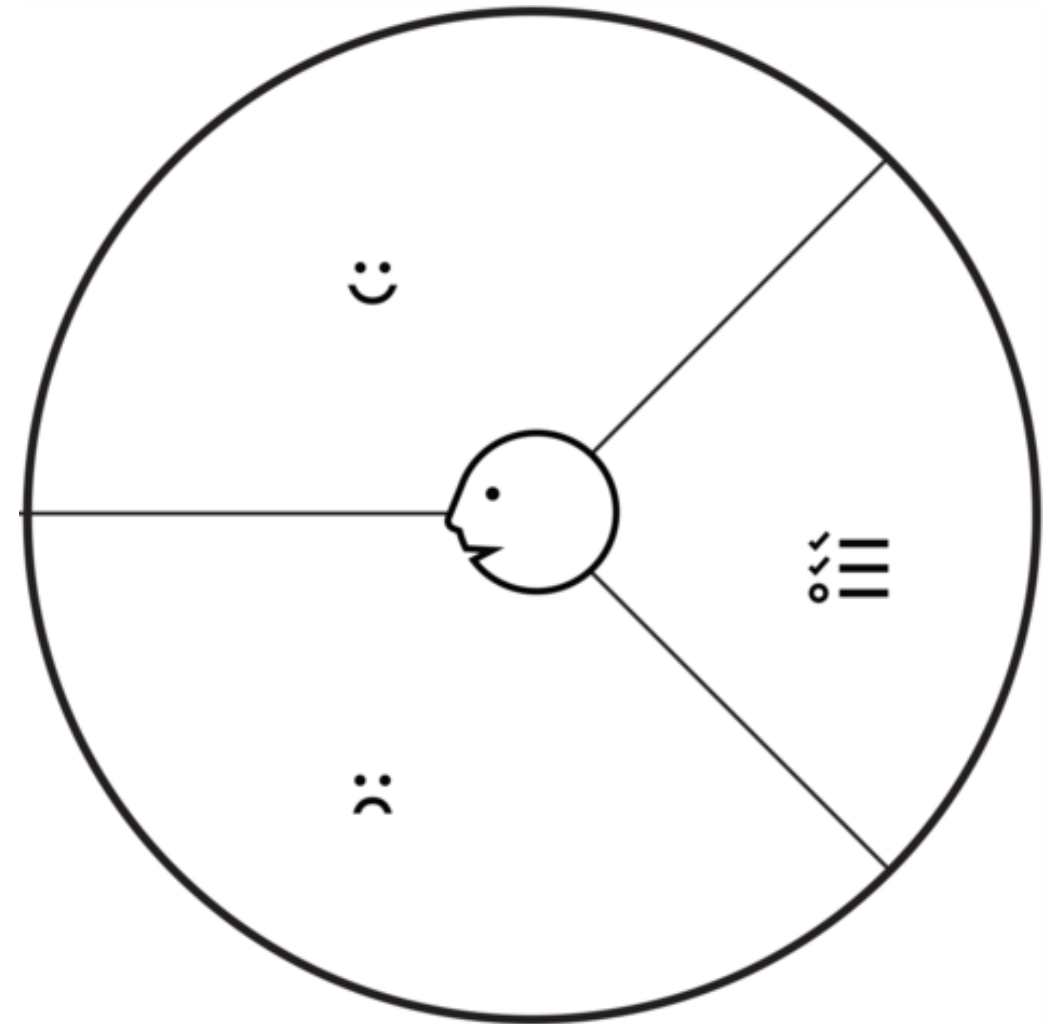
Pain relievers describe how exactly your products and services alleviate specific customer pains.

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.

Strategyzer.com



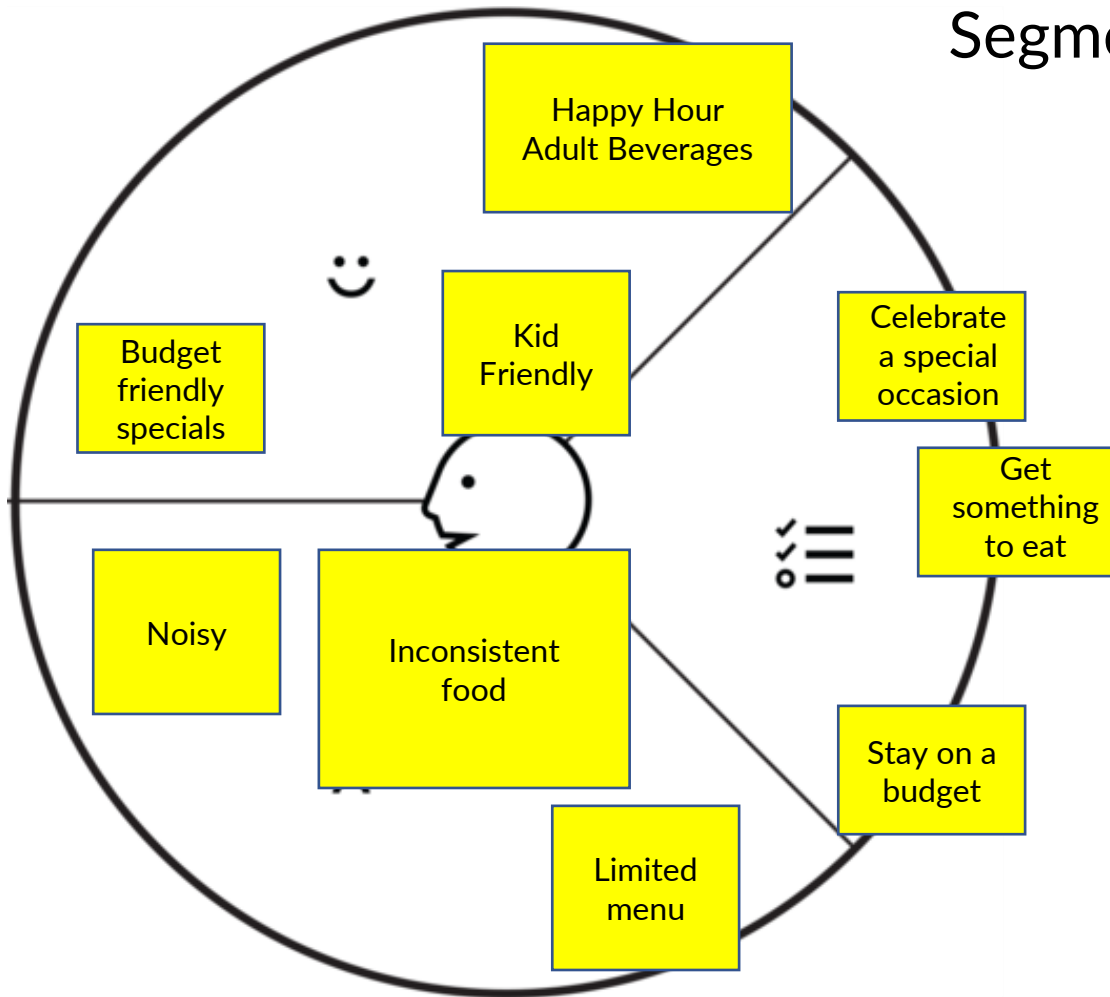
What are the jobs-to-be done, pains & gains for a pizza restaurant's customers?



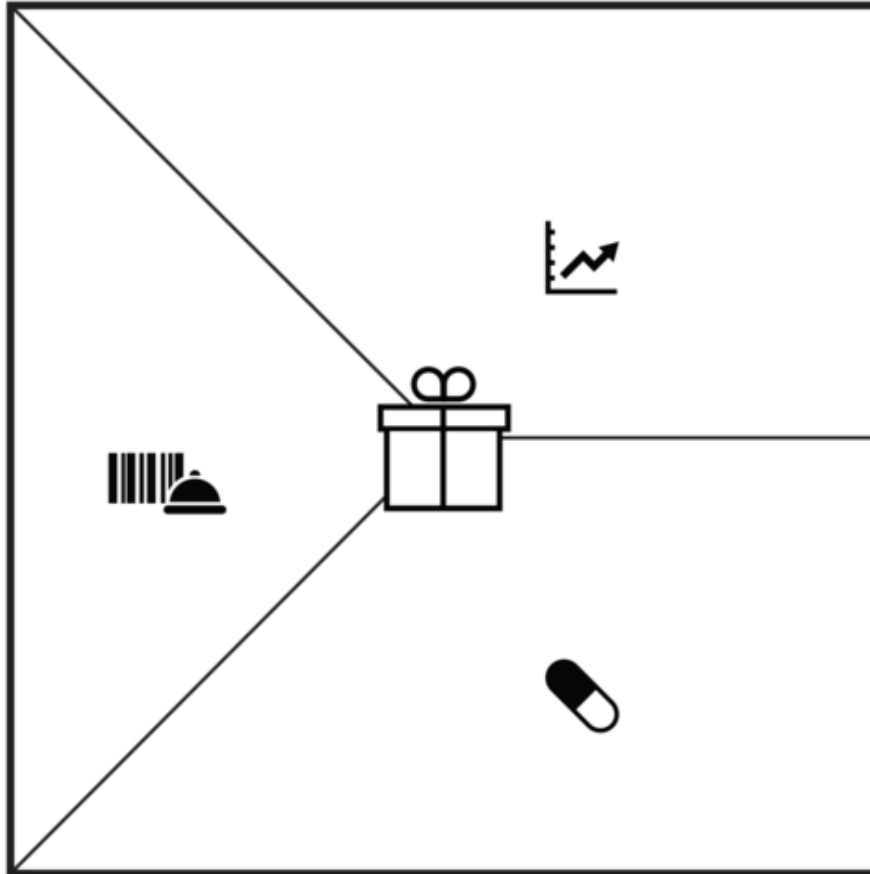
Customer Profile for Pizza Restaurant

Customer Segment

Neighborhood Families

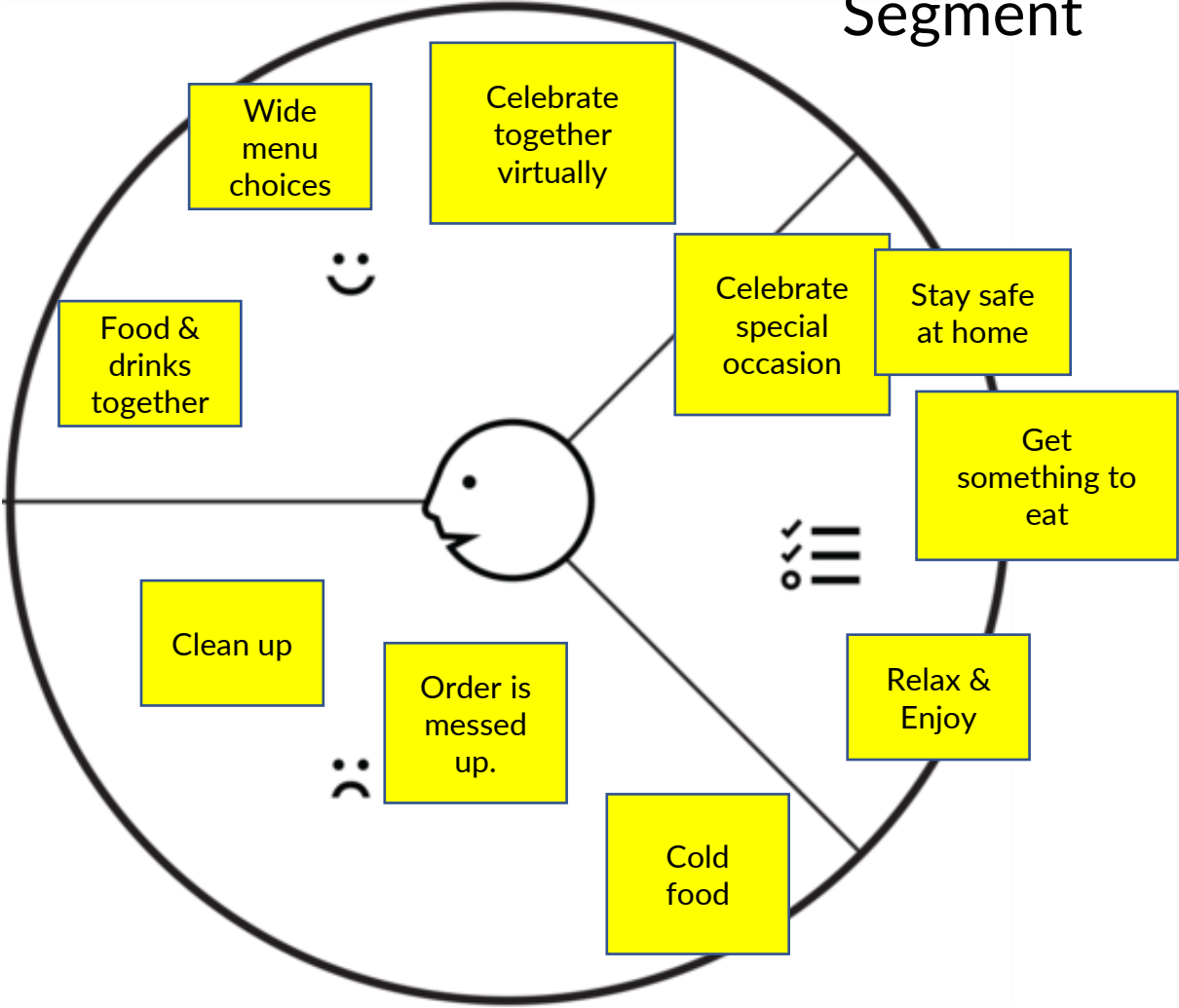


What are the products & services, gain creators and pain relievers offered by our pizza restaurant?



Covid Customer Profile

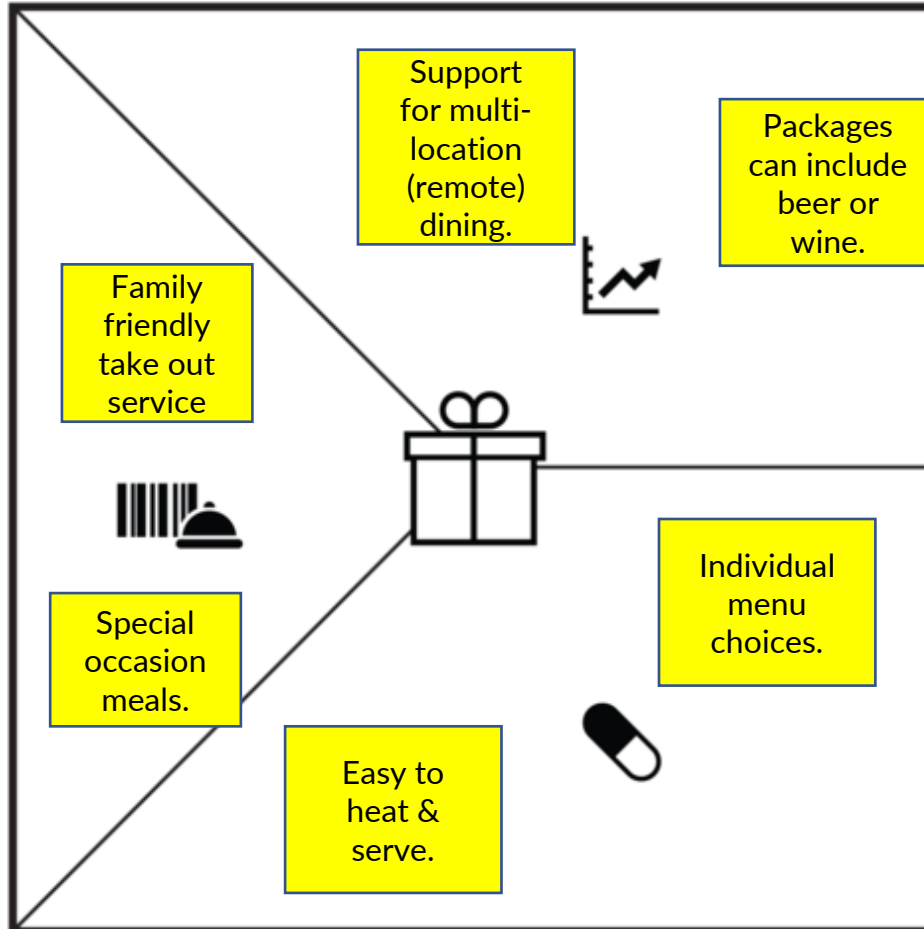
Customer Segment



Families who want to celebrate



New value map

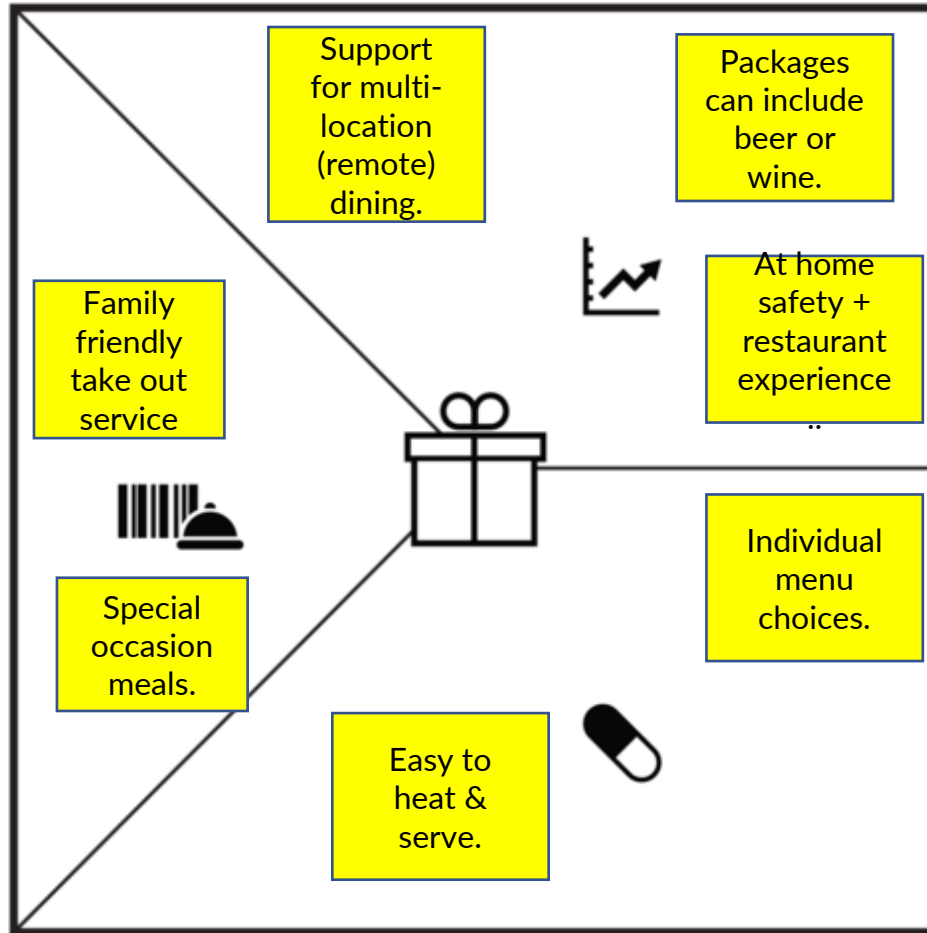


Value Map

At home safety + restaurant experience..

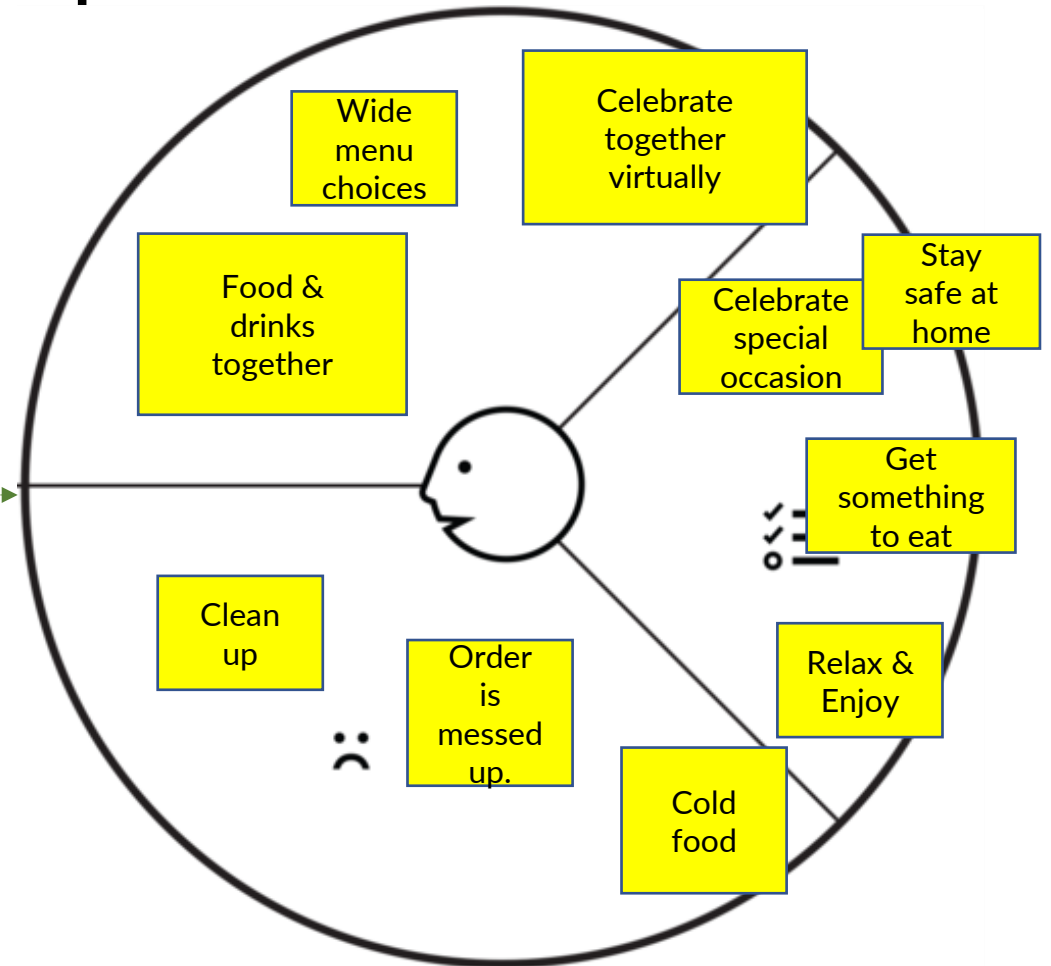


New Value Proposition



Value Map

FIT?



Customer Profile

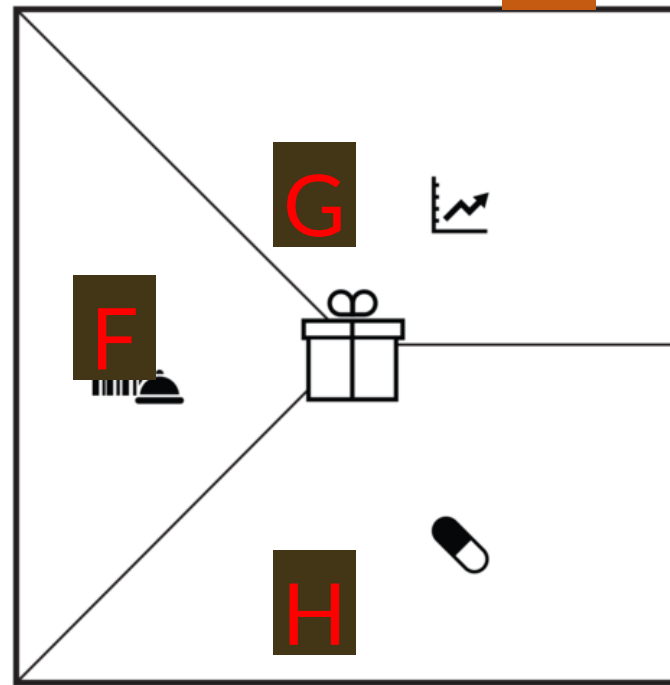
What is the Value Proposition Canvas for a mobile cell phone repair service?



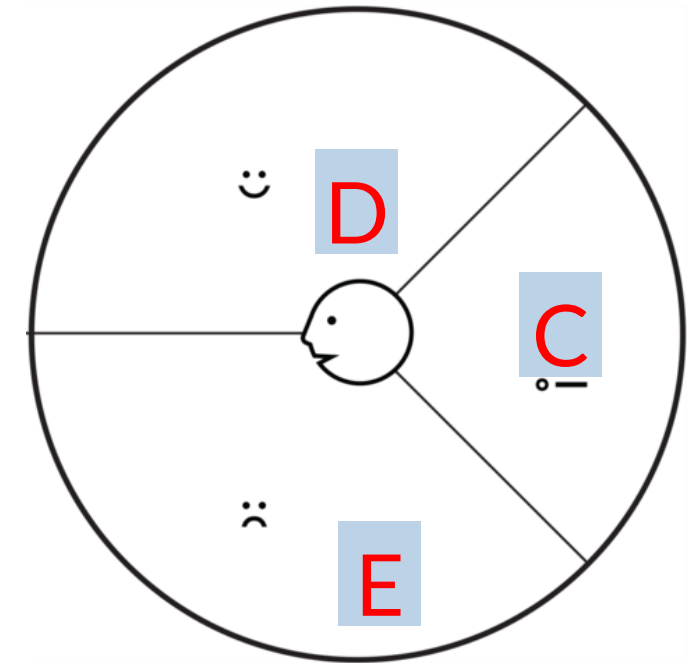
Your Turn

- 1 - Having a working phone
- 2 - Certified technicians & original manufacturer parts
- 3 - Poor quality repairs
- 4 - Cost effective repair service
- 5 - Residents within 10 miles
- 6 - Convenience - no need to travel
- 7 - Provide Loaner Phones
- 8 - Fix while you wait
- 9 - Saving money
- 10 - We go to you: home, office or school
- 11 - Resell lightly used phones
- 12 - Takes a long time
- 13 - College Students
- 14 - Ability to “trade up”
- 15 - Quick, convenient cell phone repair
- 16 - Mobile cell phone repair

Value Map **B**



Customer Segment **A**



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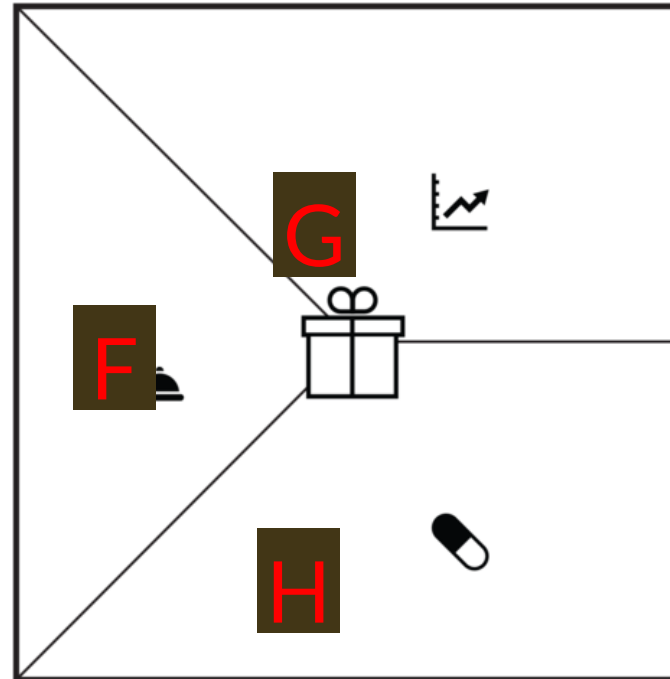
Your Turn



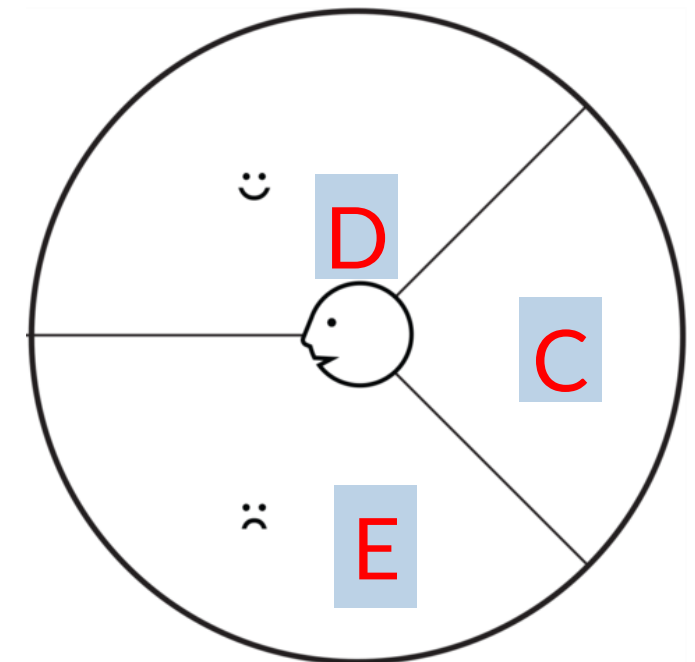
8:00

- 1 - Having a working phone
- 2 - Certified technicians & original manufacturer parts
- 3 - Poor quality repairs
- 4 - Cost effective repair service
- 5 - Residents within 10 miles → **A**
- 6 - Convenience - no need to travel
- 7 - Provide Loaner Phones
- 8 - Fix while you wait
- 9 - Saving money
- 10 - We go to you: home, office or school
- 11 - Resell lightly used phones
- 12 - Takes a long time → **E**
- 13 - College Students
- 14 - Ability to “trade up”
- 15 - Quick, convenient cell phone repair
- 16 - Mobile cell phone repair → **B**

Value Map **B**



Customer Segment **A**

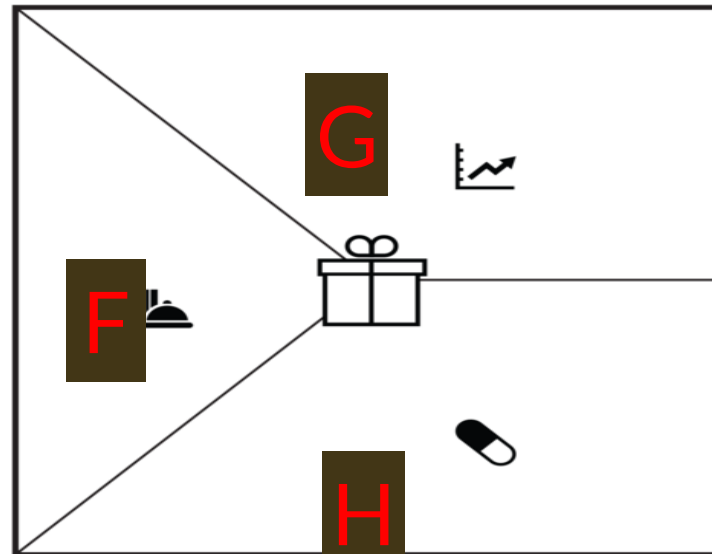


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Customer Segment & Job

- 1 - Having a working phone → **C**
- 2 - Certified technicians & original manufacturer parts
- 3 - Poor quality repairs
- 4 - Cost effective repair service
- 5 - Residents within 10 miles → **A**
- 6 - Convenience - no need to travel
- 7 - Provide Loaner Phones
- 8 - Fix while you wait
- 9 - Saving money → **C**
- 10 - We go to you: home, office or school
- 11 - Resell lightly used phones
- 12 - Takes a long time
- 13 - College Students → **A**
- 14 - Ability to "trade up"
- 15 - Quick, convenient cell phone repair
- 16 - Mobile cell phone repair

Value Map **B**



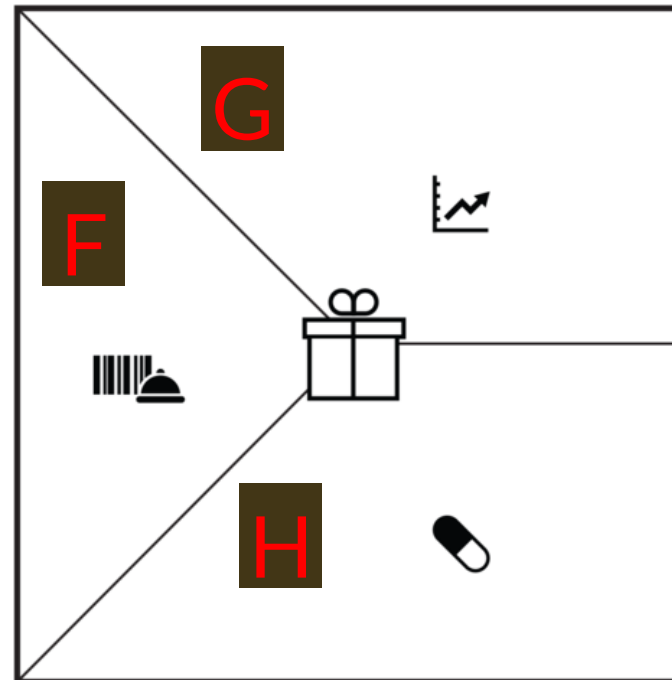
Customer Segment



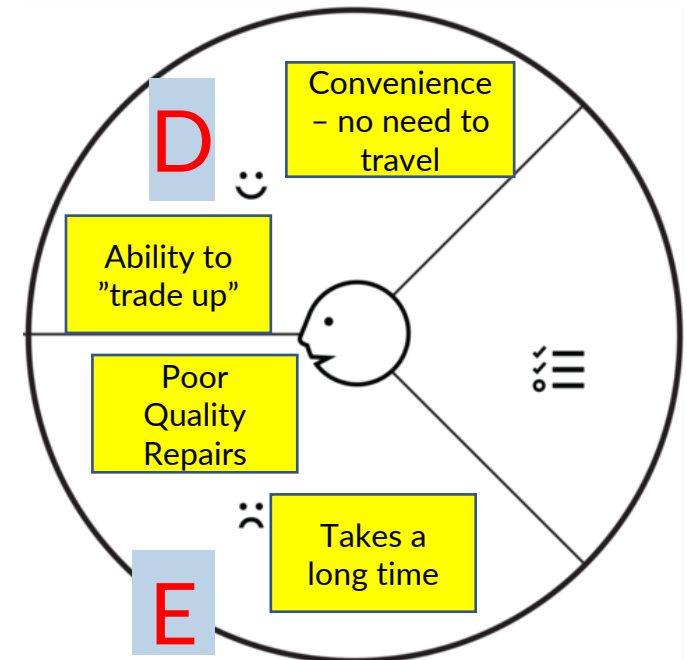
Customer Pains & Gains

- 1 - Having a working phone
- 2 - Certified technicians & original manufacturer parts
- 3 - Poor quality repairs → **E**
- 4 - Cost effective repair service
- 5 - Residents within 10 miles
- 6 - Convenience - no need to travel → **D**
- 7 - Provide Loaner Phones
- 8 - Fix while you wait
- 9 - Saving money
- 10 - We go to you: home, office or school
- 11 - Resell lightly used phones
- 12 - Takes a long time → **E**
- 13 - College Students
- 14 - Ability to "trade up" → **D**
- 15 - Quick, convenient cell phone repair
- 16 - Mobile cell phone repair

Value Map **B**



Customer Segment **A**



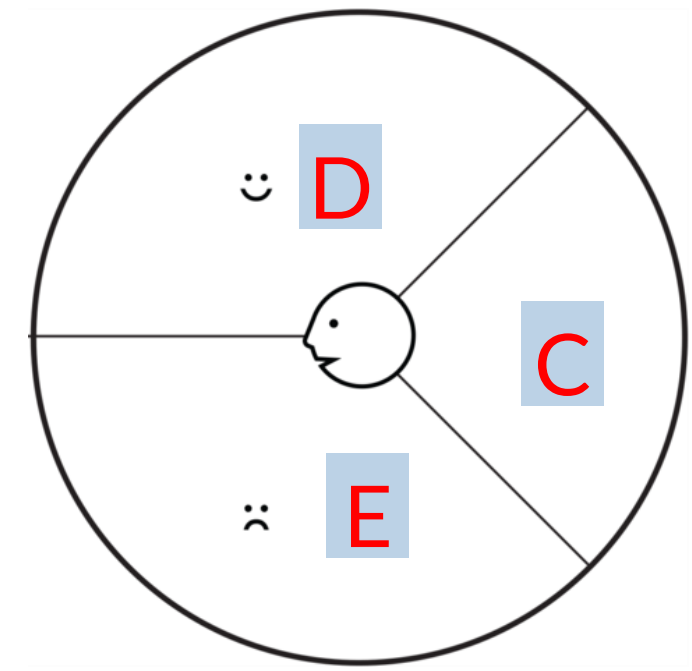
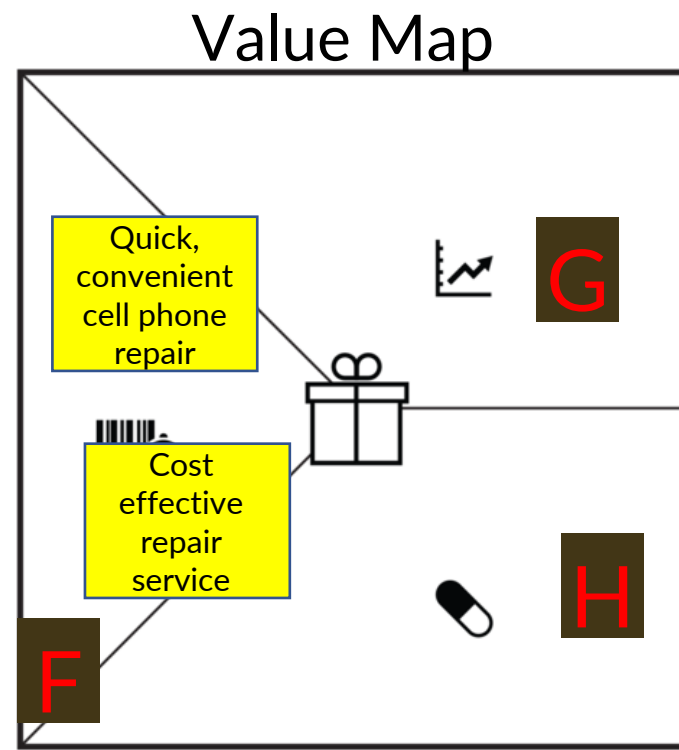
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Value Map, Products & Services

- 1 - Having a working phone
- 2 - Certified technicians & original manufacturer parts
- 3 - Poor quality repairs
- 4 - Cost effective repair service → **F**
- 5 - Residents within 10 miles
- 6 - Convenience - no need to travel
- 7 - Provide Loaner Phones
- 8 - Fix while you wait
- 9 - Saving money
- 10 - We go to you: home, office or school
- 11 - Resell lightly used phones
- 12 - Takes a long time
- 13 - College Students
- 14 - Ability to "trade up"
- 15 - Quick, convenient cell phone repair → **F**
- 16 - Mobile cell phone repair → **B**

B Mobile Cell Phone Repair

Customer Segment **A**

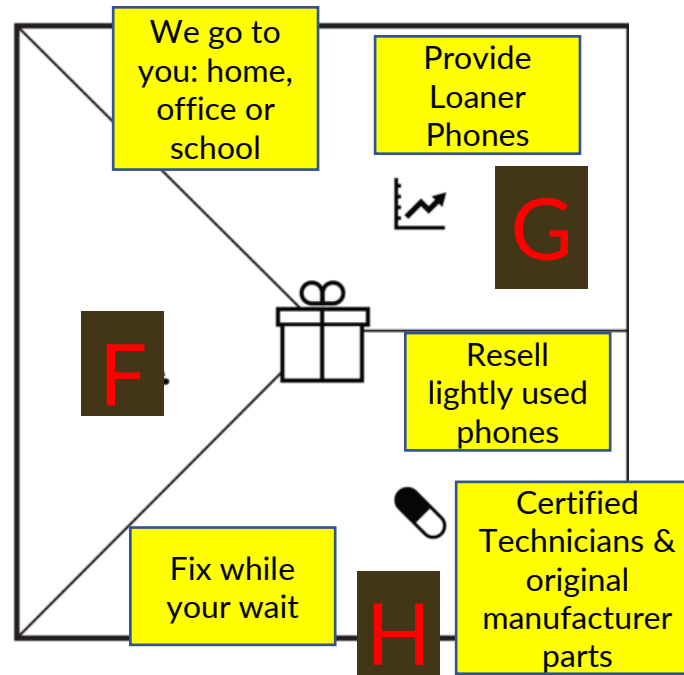


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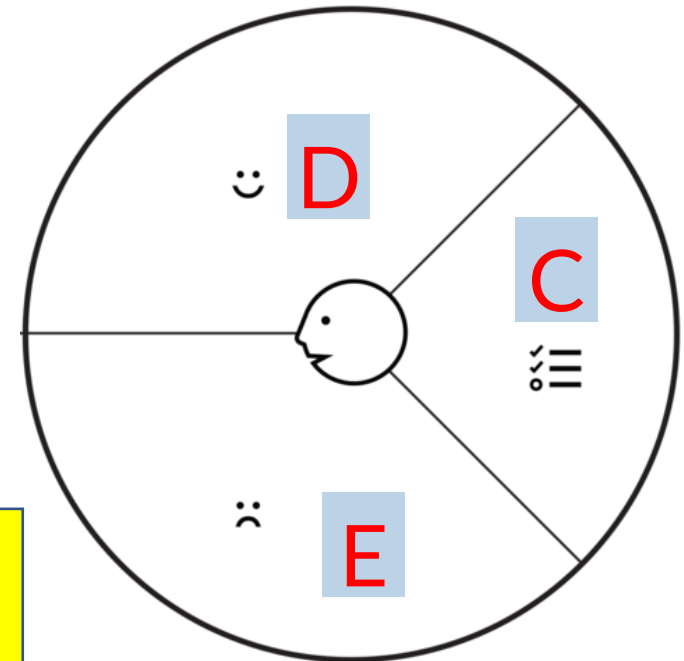
Pain Relivers & Gain Creators

- 1 - Having a working phone
- 2 - Certified technicians & original manufacturer parts → **H**
- 3 - Poor quality repairs
- 4 - Cost effective repair service
- 5 - Residents within 10 miles
- 6 - Convenience - no need to travel
- 7 - Provide Loaner Phones → **G**
- 8 - Fix while you wait → **H**
- 9 - Saving money
- 10 - We go to you: home, office or school → **G**
- 11 - Resell lightly used phones → **G**
- 12 - Takes a long time
- 13 - College Students
- 14 - Ability to “trade up”
- 15 - Quick, convenient cell phone repair
- 16 - Mobile cell phone repair

Value Map **B**



Customer Segment **A**

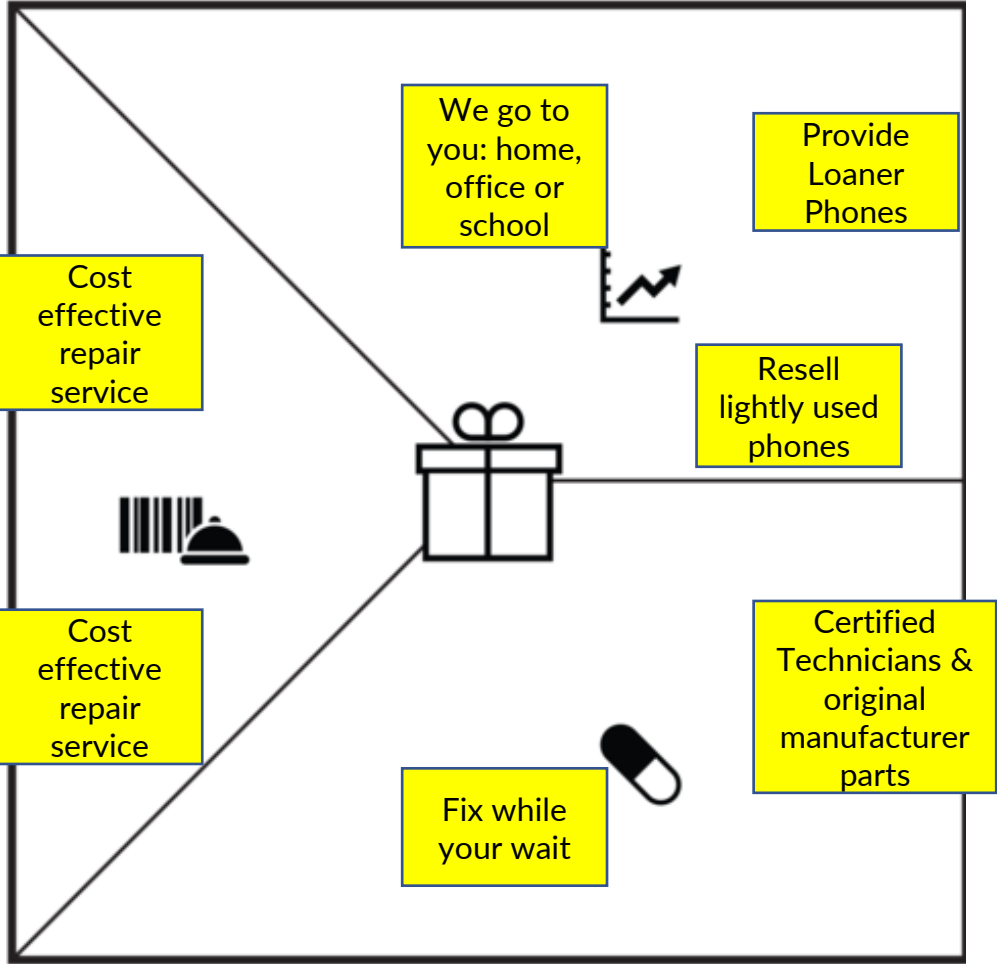


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Completed Canvas

Value Map

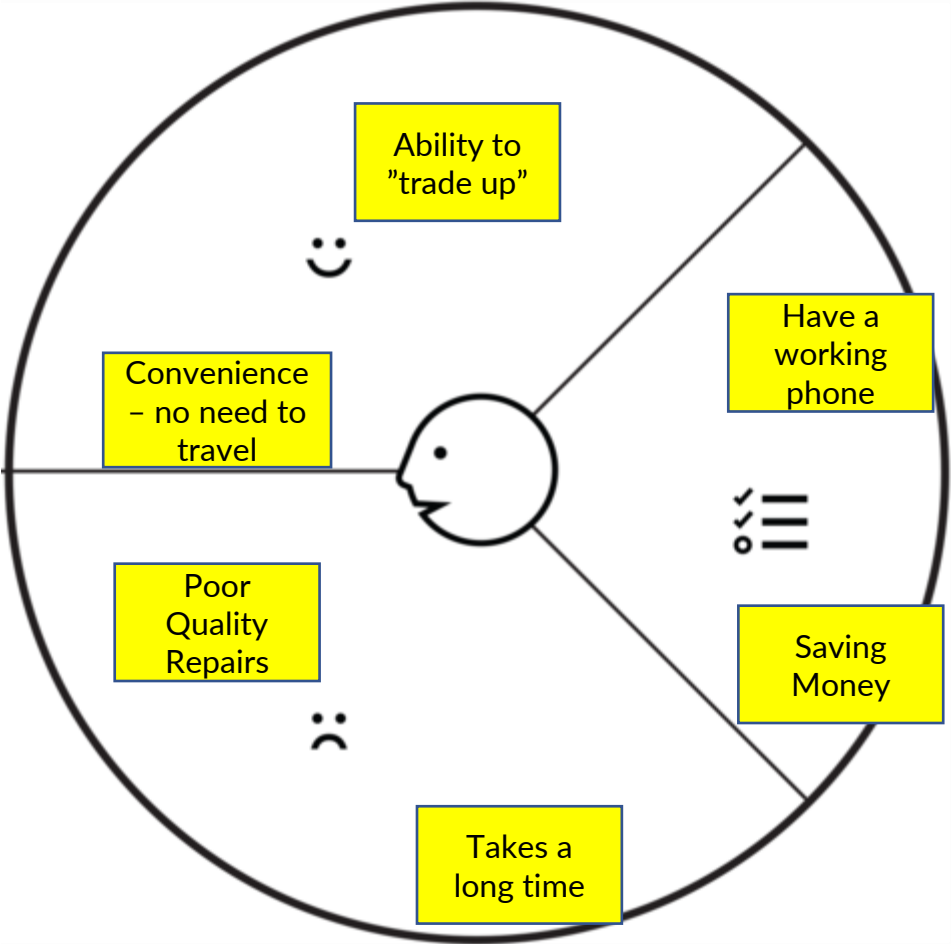
Mobile Cell Phone Repair



Customer Segment

Residents within 10 miles

College Students





IDEA

TO

CONCEPT

TD's World Famous Pizza



TD's World Famous Pizza is a great choice for nearby workers, college students who want to party, couples on a date and family celebrations. Our menu has something for everyone, not just pizza, but also burgers, fried chicken and more. Unlike those other pizza joints we use only the best ingredients and offer the lowest prices in town.

Celebration Pizza

Any day is a *Celebration* Day!



Celebration Pizza is where your family becomes part of our family. We have proudly served our East Town neighbors since 2010. We're here to make any day a celebration day.

Birthdays, anniversaries and great report cards are just a few of the reasons to enjoy our made-from-scratch pizzas, pasta and salads.

We can accommodate your family's dietary needs, promise service with smile, complimentary parking and clean bathrooms!





FIND YOUR
NICHE








Tell me about your business...

Elevator Pitch el-e-va-tor pitch ...noun

a short, clear statement that explains what your business does and why it is unique. The idea is that you can deliver your elevator pitch quickly and convincingly during about the time it takes for an elevator ride.



QUESTIONS	ANSWERS
 <p data-bbox="267 219 1021 325">What is the customer problem that you are solving?</p>	<p data-bbox="1166 219 2405 325">Property owners don't always have time to screen tenants, collect rents, advertise, and maintain their properties.</p>
 <p data-bbox="267 439 1072 545">How does your product/service solve this problem for your customer?</p>	<p data-bbox="1166 439 2323 545">We make owning property easy by handling the operations so property owners can sit back and collect the cash.</p>
 <p data-bbox="267 654 1031 819">How is it different from other products/services? What is your competitive advantage?</p>	<p data-bbox="1166 654 2423 819">Unlike our peers, we specialize in properties in the Culver City area. Since we live and work in the area, we understand the neighborhood and can provide hands-on experience.</p>
 <p data-bbox="267 911 575 953">Who will buy it?</p>	<p data-bbox="1166 911 2308 1016">New landlords, absentee landlords, and landlords tired of the headaches of property management will buy our services.</p>
 <p data-bbox="267 1125 856 1168">Why will they buy it from you?</p>	<p data-bbox="1166 1125 2423 1230">Our background in tenant/landlord law, convenience, and efficiency are good reasons to hire us.</p>

The Elevator Pitch

- **Product/Service is FOR..... (who is the intended customer)**
- **WHO WANT..... (to solve what problem or fill what need)**
- **THE Product.... (your product name)**
- **IS AN..... (design, service, device, ???)**
- **THAT PROVIDES (what value to the customer)**
- **UNLIKE.... (competitor or “status quo”)**
- **THE Product/Service.... (does what?)**

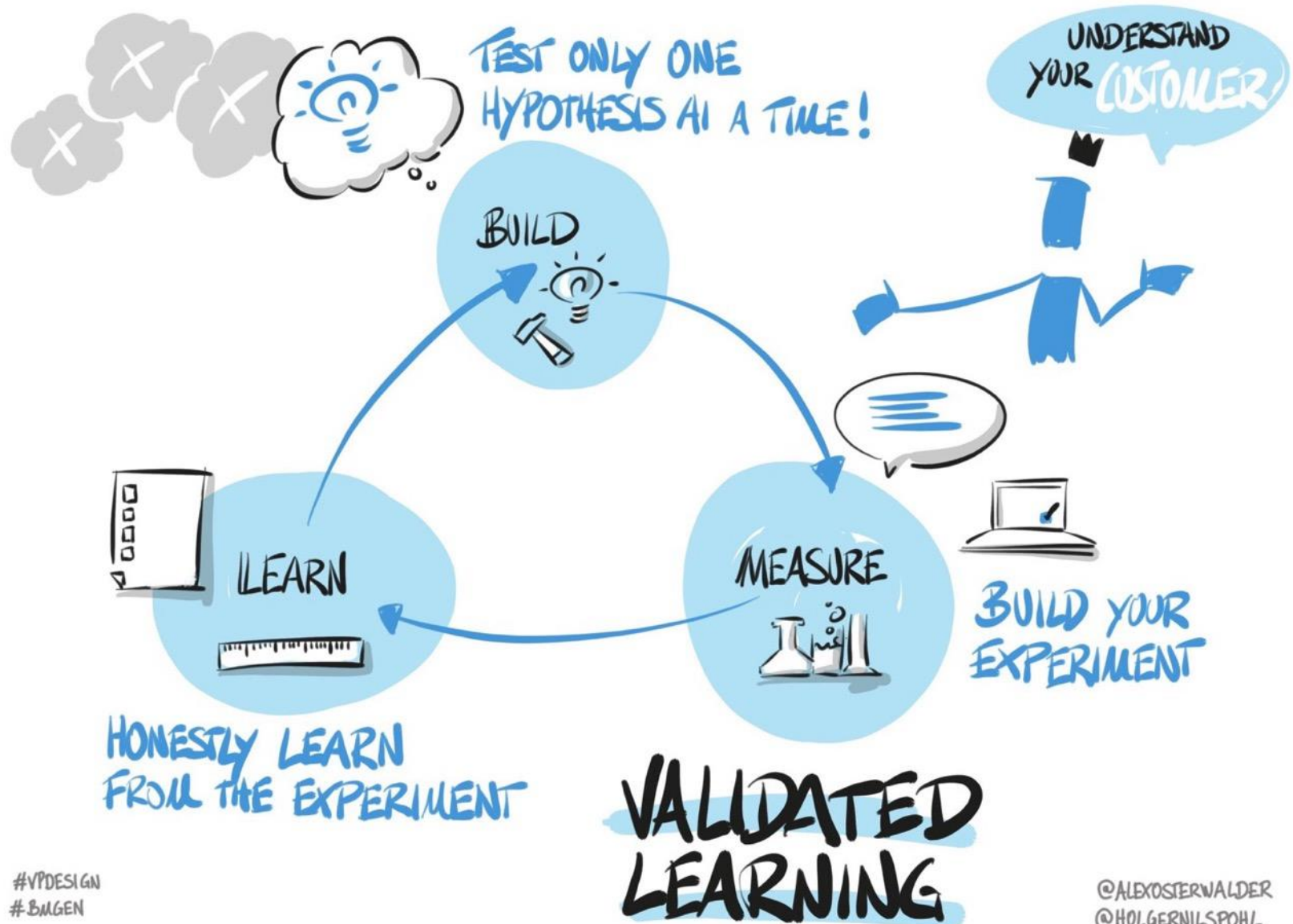
An Elevator Pitch Example

TJ's Bird Sanctuaries are **FOR** discerning bird lovers **WHO WANT** to attract specific types of birds to dwell safely. **The Sanctuaries** include a dwelling and a specialized feed service that provide birds with a safe home. **UNLIKE** existing “one size fits all” offerings, **TJ'S SANCTUARIES** are designed as safe dwellings for unique bird types and for multiple installations (on porches, poles, trees,...) and come with specialty foods specific to your bird.

Your Turn: Create An Elevator Pitch

1. Answer the question "What does the business do?"
 2. Use the words work with, want, or offer.
3. State how your business solves a problem or offers a solution.
4. Describe what makes your business unique.
5. Tell a quick story.





Resources

- [Kauffman Foundation](#)
- [Strategyzer - Value Proposition Canvas](#)
- [Talking to Humans \(customer discovery & validation\)](#)
- [Lean Startup \(Eric Ries\)](#)
- [Customer Development \(Steve Blank\)](#)

Questions?

Helpful Links

- Find SCORE resources for small businesses at www.score.org/templates-resources
- Find more SCORE live and recorded workshops and courses at www.score.org/get-business-training
- **Contact Tim Daniels:**
Timothy.Daniel@Scorevolunteer.org
- Book an appointment with a SCORE mentor at www.score.org/find-mentor



**THANK YOU FOR YOUR
PARTICIPATION**



Funded in part through a cooperative agreement with the U.S. Small Business Administration.

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