



























RHI Network Business Plan Canvas

1. Member Needs Assessment: What jobs are your members trying to get done or problems they are trying to solve? <ul style="list-style-type: none"> • Jobs to be done: • Problems to solve: 			2. Description of Business Product or Service: What is the business product or service that will reduce members' pains and increase members' gains (needs assessment) AND is aligned with the network's mission, vision, and strategic objectives?				
1a. Members Pains: Describe the negative emotions, undesired costs, and situations that your members experience before, during or after getting the job done. <ul style="list-style-type: none"> • What are your members' main challenges? • What risks do your members' fear? • What common mistakes do your members make? 		1b. Member Gains: Describe the benefits your members expect, desire, or would be surprised by; including functional utility, social gains, positive emotions, and cost savings. <ul style="list-style-type: none"> • What would make your members work easier? • How do your members measure success or failure? 		2a. Relieve Pains: Describe how this product or service alleviates the members' pains.		2b. Create Gains: Describe how this product or service creates member gains or reduces negative emotions.	
1c. Ranking Pains & Gains: <ul style="list-style-type: none"> • Rank each pain according to the intensity it represents for your members (high or low) and how often it occurs. • Rank each gain according to its relevance to your members (substantial or insignificant) and how often it occurs. 			2c. Ranking Pains & Gains: <ul style="list-style-type: none"> • Rank each pain reliever according to the intensity it represents for your members (intense relief or light relief). • Rank each gain creator according to its relevance to your members (substantial or insignificant). • Rank all products and services according to their importance to your members (crucial or trivial). 				
3. Desired End-User Experience & Relationship: <ul style="list-style-type: none"> • What experience do you want your members to have while they are receiving or using your product or service? (i.e. personal, interactive, remote, etc.) • What relationship do your members expect you to establish and maintain with them when they receive or use your products or services? (i.e. personal assistance, self-service, automated, communities, co-creation, etc.) 				4. Product or Service Communication & Delivery: <ul style="list-style-type: none"> • What communication methods will you use with your members as they learn about, receive and use your product or service? • What are the methods you can use to deliver your product or service? 			
5. Key Initiatives: <ul style="list-style-type: none"> • What are the key initiatives (actions) and infrastructure needed to develop, implement, support and/or provide this product or service? 		6. Key Resources: <ul style="list-style-type: none"> • What are the most important tools, technology, expertise, staffing, materials, and/or financial resources needed to develop, implement, support and/or provide this product or service? 		7. Key Partners: <ul style="list-style-type: none"> • Who are the key partners that are needed to develop, implement, support and/or provide this product or service? 			
8. Development & On-going Costs: Describe and estimate costs related to the product or service. <ul style="list-style-type: none"> • Look to key initiatives, infrastructure, and resources for identifying costs. • Estimate one-time purchases. • Estimate on-going costs related to recurring fee and purchases, and human resources. <p>Forecast Assumptions:</p>				9. Expected Income: <ul style="list-style-type: none"> • Identify a payment type for your product or service. • Estimate how much (price) and how often (frequency) your members are willing to pay. Examples of payment types include: selling a physical product, charging on a per use basis (fee for service), subscription fee-based on a time period, rent or lease a physical product, and licensing an intellectual property (shared staffing). <p>Forecast Assumptions:</p>			

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1a. Members Pains: • 	1b. Member Gains: • 	2a. Relieve Pains: • 	2b. Create Gains: • 
1c. Ranking Pains & Gains		2c. Ranking Pain Relief & Gain Creation	
3. Desired End-User Experience & Relationship: • 		4. Product or Service Communication & Delivery: • 	
5. Key Initiatives: • 	6. Key Resources: • 	7. Key Partners: • 	
8. Development & On-going Costs: • 		9. Expected Income: • 	

RHI Network Value Proposition Designer

Member Needs Assessment: Thinking Questions for Considering the Needs of your Members: Section 1 of the Business Model Canvas

1 Jobs to be Done and Problems to Solve:

- *What functional jobs is your customer trying get done? ...perform or complete a specific task, solve a specific problem, ...*
- *What social jobs is your customer trying to get done? ... trying to look good, gain power or status, ...*
- *What emotional jobs is your customer trying get done? ...aesthetics, feel good, security, ...*

Of those Jobs to be Done or Problems to Solve:

1 a. What are the Pains that your Members Experience? Those negative emotions, undesired costs, and situations that your members experience before, during or after getting the job done.

- What are your members' main challenges?
 - *What does your customer find too costly?... takes a lot of time, costs too much money, requires substantial efforts, ...*
 - *What are the main difficulties and challenges your customer encounters? ... understanding how things work, difficulties getting things done, resistance, ...*
- What risks do your members' fear?
 - *What risks does your customer fear? ... financial, social, technical risks, or what could go awfully wrong, ...*
 - *What's keeping your customer awake at night? ... big issues, concerns, worries, ...*
- What common mistakes do your members make?
 - *What common mistakes does your customer make? usage mistakes, ...*
 - *What barriers are keeping your customer from adopting solutions? ... upfront investment costs, learning curve, resistance to change, ...*

1 b. What are the Gains that benefit your members: Those expectations, desires, or positive surprises; including functional utility, social gains, positive emotions, and cost savings?

- What does your member expect?
 - *Which savings would make your customer happy? ...in terms of time, money and effort, ...*
 - *What outcomes does your customer expect and what would go beyond his/her expectations? ... quality level, more of something, less of something,*
- What would make your members work easier?
- *What would make your customer's job or life easier? ... flatter learning curve, more services, lower cost of ownership, ...*
 - *What would increase the likelihood of adopting a solution? (e.g. lower cost, less investments, lower risk, better quality, performance, design, ...*
 - *What do customers dream about? ... big achievements, big reliefs, ...*
- How do your members measure success or failure?
 - *How does your customer measure success and failure? ... performance, cost, ...*

RHI Network Value Proposition Designer

Clarify Perceived Value of Products and Service: Thinking Questions for finding crucial products and services, clarifying the perceived value and crafting a value proposition: Section 2 of the Business Model Canvas

Finding the Crucial Products and Services:

2 a. Selecting products or services:

- From the list of Jobs to be Done or Problems to solve and considering the identified pains and gains **what can the network do or provide to its members** that is also aligned with the network's mission, vision and strategic objectives?
- Create a list of 4-6 products or services to consider further.

Clarifying perceived value:

2 b. how does the product or service alleviate member pains. Those negative emotions, undesired costs, and situations that your members experience before, during or after getting the job done.

- Produce savings? ...in terms of time, money, or efforts, ...
- Make your customers feel better? ... kills frustrations, annoyances, things that give them a headache, ...
- Put an end to difficulties and challenges your customers encounter? ... make things easier, helping them get done, eliminate resistance, ...
- Help your members' better sleep at night? (e.g. by helping with big issues, diminishing concerns, or eliminating worries, ...
- Limit or eradicate common mistakes customers make? ... usage mistakes, ...
- Get rid of barriers that are keeping your customer from adopting solutions? ... lower or no upfront investment costs, flatter learning curve, less resistance to change, ...

2 c. How does the product or service create customer gains: Those expectations, desires, or positive surprises; including functional utility, social gains, positive emotions, and cost savings?

- Create savings that make your customer happy? ... in terms of time, money and effort, ...
- Produce outcomes your customer expects or that go beyond their expectations? ... better quality level, more of something, less of something, ...
- Make your customer's job or life easier? ... flatter learning curve, usability, accessibility, more services, lower cost of ownership, ...
- Do something customers are looking for? ...good design, guarantees, specific or more features, ...
- Produce positive outcomes matching your members' success and failure criteria? ... better performance, lower cost, ...
- Help make adoption easier? ...lower cost, less investments, lower risk, better quality, performance, design,

Crafting a Value Proposition for each product/service:

2 d. Using your insights of perceived member value:

- "How this product/service meets member needs by relieving pains or creating gains" for your customer.
- And to the right, do a double-check that this product and service does align with your network's mission, vision, and strategies