Designing Products and Services for Networks

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The goal of the Product and Service Designer Worksheet is to discover what is important to members, what programs and/or services will meet their needs, and how these programs and/or services will fit with the environment they're working in. Next, articulating what really is important to the members for each product and/or service. This worksheet is designed to be used with the Designing Products and Services for Networks Facilitation.

Note: Each member should have a worksheet to use during this process. Network leaders will find it very helpful to use a copy of the worksheet to summarize the work of the process. This will be used in your marketing plan.

STARTING WITH...

Member Organization (list):
Mission:
Vision:
Project Goals (list):

STEP 1: MEMBER NEEDS ASSESSMENT

A. **For each member:** Brainstorm a list of "jobs" the member organization is trying to get done, the problems they are trying to solve or the needs they are trying to meet. Go beyond the functional tasks or surface problems and ask "why" – go deeper. Consider the social jobs; how the member wants to be perceived by others (i.e. looking good with clients). Go into the emotional jobs; the specific emotion the member wants to feel. (i.e. feel confident, excitement accomplishing a goal).

B. **Summarize for the network organization:** List the jobs your members are trying to get done and/or the problems they are trying to solve.

Member Jobs: What are the" jobs" your members want to complete, problems they are trying to solve, needs they are trying to satisfy or tasks they are trying to complete? (Remember to go deeper, look beyond functional tasks, consider social and emotional jobs)
1.
2.
3.
4.
5.
6.
7.
8.
9.
10.

A. **For each member, what are pains and gains experienced?** From the list of jobs, brainstorm any Pains or Gains that the member experiences while doing their "jobs". Pains and Gains are not opposites or on a continuum. Then rate the Pains and Gains according to their intensity or relevance.

B. **Summarize for the network organizations:** compiled list the Pains and Gains that your members experience with the associated jobs your members are trying to get done and/or the problems they are trying to solve. Include the perceived intensity or relevance of each listed pain and gain.

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Member Pains: Frustrations your members experience while trying to achieve the goal, the job or solve the problem. Describe the negative emotions, challenges, risks and undesired costs that members experience before, during or after getting the work or job done. Make sure to quantify (i.e. waiting 10 minutes)		**Member Gains:** Benefits and outcomes your members experience while achieving the goal, "job" or solve the problem. Describe the positive emotions, functional utility, social gains and cost savings that members experience or wish to experience before, during or after getting the work or job done.	
Rate	**List of Pains**	**Rate**	**List of Gains**
Rate each pain according to the intensity it represents for your members and/or how often it occurs. (3= intense, 1= light)		Rate each gain according to its relevance to your members. (3=essential, 1=nice to have)	

STEP 2: PRODUCT AND SERVICE VALUE MAP

The objective of the Product and Service Value Map is to identify how the network's current products and services relieve the pains and create the gains for the members. It is also about identifying potential new services that the network can provide. In identifying and understanding, from the members' perspectives, how the network's products and services provide benefit to the members that the network provides value.

Identifying Pain Relievers and Gain Creators: Ask yourself, "what can the network do to relieve the pains and create the gains our members are seeking?" From the summarized list of Pains and Gains in Step 1: Member Needs Assessment, brainstorm a list that identifies Pain Relievers and Gain Creators that the network can provide to the members. Then rate the Pain Relievers and Gain Creators according to how essential they are for your members.

Pain Relievers: What can the network do to relieve the PAINS? How you can eliminate or reduce the things that annoy your members before, during and after doing their jobs.		Gain Creators: What can the network do to create the GAINS? How you can create outcomes and benefits your members expect.	
Rate		**Rate**	
Rate each pain reliever according to the importance it represents for your members. (3=essential, 1=nice to have)		**Rate** each gain creator according to its relevance to your members. (3=essential, 1=nice to have)	

Identifying Products and Services: Based on the rated list of Pain Relievers and Gain Creators while considering the organizations' mission, vision and strategies, brainstorm a list of possible products or services the network could deliver. Include the organizations' current products, services and member benefits along with any new ideas that are generated.

This section requires you to analyze and synthesize the needs of your members into specific products and services. Allow yourself to consider your members with a fresh look; you may come up with some new ideas. Brainstorm a list that identifies Product and Services that the network can provide to the members. Then rate each product or service, according to the importance to your members, from crucial to nice to have.

	Listing of Products and services: What are products or services the network does or could deliver? Make sure to include the organizations' current products or services, with any new ideas that are generated.	
Rate	Name of Product/Service	Current Services

Rate all products and services according to their importance to your members. (3=crucial, 1=nice to have)

STEP 3: IDENTIFY MARKET SEGMENTS

A market includes all organizations who have needs and who also have the ability and willingness to "buy" into your program or idea. Market segments are simply subgroups of that market with unique needs in common. For many rural health networks, market segments can easily be defined by member type. Market Segments can also be different group/organization types in the region that will use the identified product or service.

Finding the Market Segments the network can work with: Carefully look at the network member list in the Starting With section and the members jobs in Step 1: Members Needs Assessment of this document. Brainstorm a list of Market Segments amongst current network members. Next look at the identified Product and Services on the previous page and brainstorm possible segments beyond the member organizations that the product or service would benefit. Once all potential market segments are identified, rank these segments in order of importance of achieving project goals.

Listing of potential market segments: What different market segments (grouping of types of organizations or services offered) can the various product or services be offered to?	
Rank Order	Potential Market Segment

STEP 4: FIND THE FIT

Finding the fit between what the members really care about and what the network offers: Select each of the product and/or services from the chart on page 5 that address the identified target market on the previous page. Write these into the chart below; this chart is designed for information gathering to write the key messages. Refer to the Pains and Gains from the Member Needs Assessment (Step 1) and to the Pain Reliever and Gain Creators from the Product and Service Value Map (Step 2). You will be making a list. For each Product or Service, there may not be both pains and gains.

Relieve Pains: What are the Pain Relievers this product or service addresses? What are the Pains this product or service alleviates? What is the rating of intensity for each?	**Create Gains:** What are the Gain Creators this product or service addresses? What are the Gains this product or service creates? What is the rating of intensity for each?
1. Network Product/Service	
2. Network Product/Service	
3. Network Product/Service	