Software Strategy

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Based on ideas from Royal Institute of Technology, KTH, Stockholm

For more dialogue sheet downloads, printed sheets and information see http://www.dialoguesheets.com

Customers & Problems Dialogue Sheet

www.dialoguesheets.com

Beta

This sheet is in test. Feedback would be really appreciated, mail allan@allankelly.net with your comments - please please please

Before you begin

This dialogue sheet is intended for groups of 2 to 8 people. If you have a group larger than 8 then split in two or more separate groups, give each group a separate sheet to work on and compare action plans at the end.

The goal of this sheet is to help you think about your product and customers

1. Start

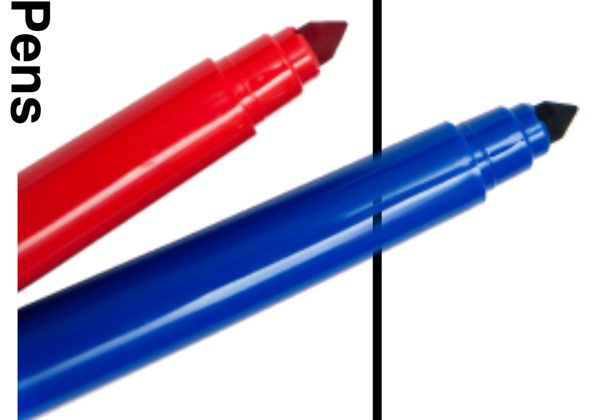
- This is a dialogue sheet, it is designed to promote good conversation.

Team members should seat themselves equally around the sheet so each question can be read by at least one person easily. Take one question at a time, **skip questions if you like**. The person closest to the question should read out the question and take notes of the discussion. Each person should get a chance to read and note at least one question.

Take a moment to read the edge quotes.

2. Pens

Make sure everyone has a pen to write on this sheet. Anyone can write anywhere at anytime.



3. Customers

Who are your customers?
Who do you expect to buy or use this product?
Are these people internal or external to your organization?

Take a few minutes to read the quotes around the edge of this sheet

This way round...

It is useful to have some cards or posti-it pads available during this exercise. If you identify as task that needs to be done, or a conversation that needs to happen later then, record the item on a post-it and do it later.

Use this space however you like notes, ideas, comments and suggestions - you can write anywhere you like on this sheet!

Remember to let the question reader lead the discussion

4. Segment customers

Draw a diagram above to show the different customer segment.
If you do not know your customer segments then make a rough sketch.

How you can tell if a customer is in one segment or another?

5. Shortlist

From the list of customer segments: which ones do you want to focus on?

Create a shortlist or customer (or stakeholders) here

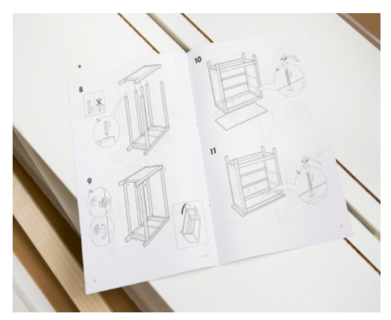
Is there one customer above others you should focus on?

#1 ....
#2 ....
#3 ....
#4 ....
#5 ....

You don't have to agree on everything, discussion is good. Talk about both sides of the argument

6. Business

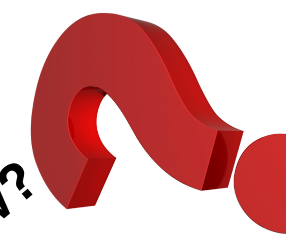
For each shortlisted customer/stakeholder how will your company benefit?
Revenue?
Cost savings?
Better service?



7. What do you know?

What can you do to understand your customer's problems some more?
Confirm your segments?
Understand the value?

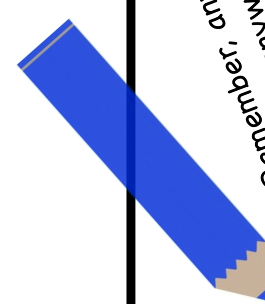
If you cannot answer these questions with confidence then consider taking a break from thiis sheet to find out.
Make a list of what you need to do and restart when you are ready.



This way round...

8. Customers problems?

What problems do the short listed customers have?
Do all customers experience all problems equally?



Remember, anyone can write anywhere on this sheet

9. When

Is there a specific time when customers have this problem?
Time of the year?
Specifc event?

Can you give an actual example of a customer having this problem?

11. Value

For the customer problem(s) you are considering can you put a value on a solution?

How much would a customer pay to solve this problem?
How much money would a solution save your business?
Would different segments value the solution the same?

Think about the value (revenue, savings) a solution could bring and not the cost of building that solution.

12. Build

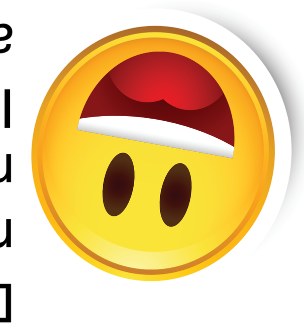
- What can you build that would
1) help one segment with part of the problem,
or
2) test the willingness to pay for a solution, or
3) assess the value customers would get from a solution

Do you need to revisit any of the earlier questions? Add to them? Think again?

Nearly there....

13. Backlog

Do you think you should review you existing backlog now?
If you don't have a backlog are you ready to start one?



14. Next actions

What do you think you should do now?
What action should you take?
Do you have any action items recorded on this sheet or on post-it that you need to do?

Please tell us about your experience using this sheet.
Send feedback to: **feedback@dialoguesheets.com**

"A good solution applied with vigour now is better than a perfect solution applied ten minutes later." General George S. Patton

"No organization which purposefully and systematically abandons the unproductive and obsolete ever wants for opportunities." Peter Drucker

"The maxim 'Nothing avails but perfection' may be spelt shorter: 'Paralysis'." Winston Churchill

"We are stubborn on vision. We are flexible on details..." Jeff Bezos, Amazon

"Fake it before you make it"
Google

"the fact is that coming up with an idea is the least important part of creating something great. It has to be the right idea and have good taste, but the execution and delivery are what's key" Sergey Brin

"Learning carries within itself certain dangers because out of necessity one has to learn from one's enemies." Trotsky

You might, or might not agree with the quotes along the edge of the sheet. They are intended to stimulate discussion.

"It is better to be roughly right than precisely wrong." John Maynard Keynes

"The way to get things done is not to mind who gets the credit" Benjamin Jowett (Oxford tutor, reformer, theologian & translator)

"At no period of human culture have men understood the psychic mechanism involved in invention and technology." Marshal McLuhan

"You've got to start with the customer experience and work back toward the technology - not the other way around." Steve Jobs

"Do not be alarmed by simplification, complexity is often a device for claiming sophistication, or for evading simple truths." JK Galbraith

"If you don't have any facts, we'll just use my opinion."
Jim Barksdale, then Netscape CEO

"Our job is to invent on behalf of our users"
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