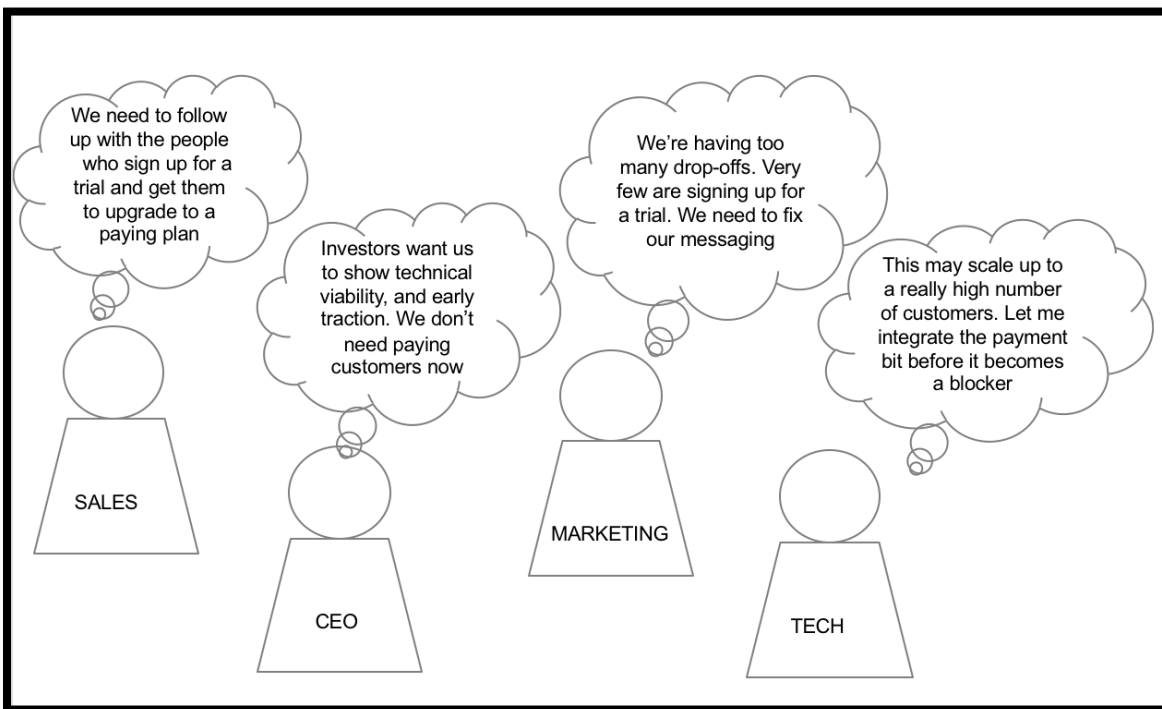
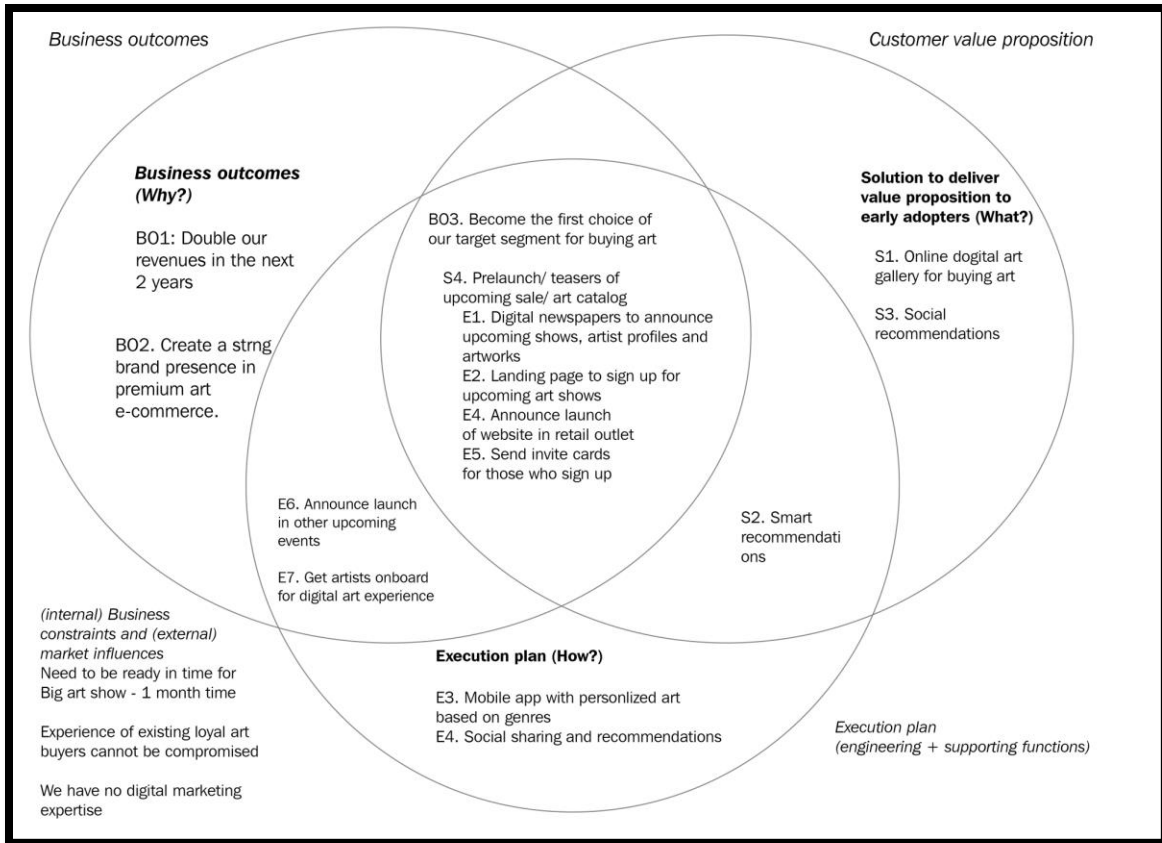
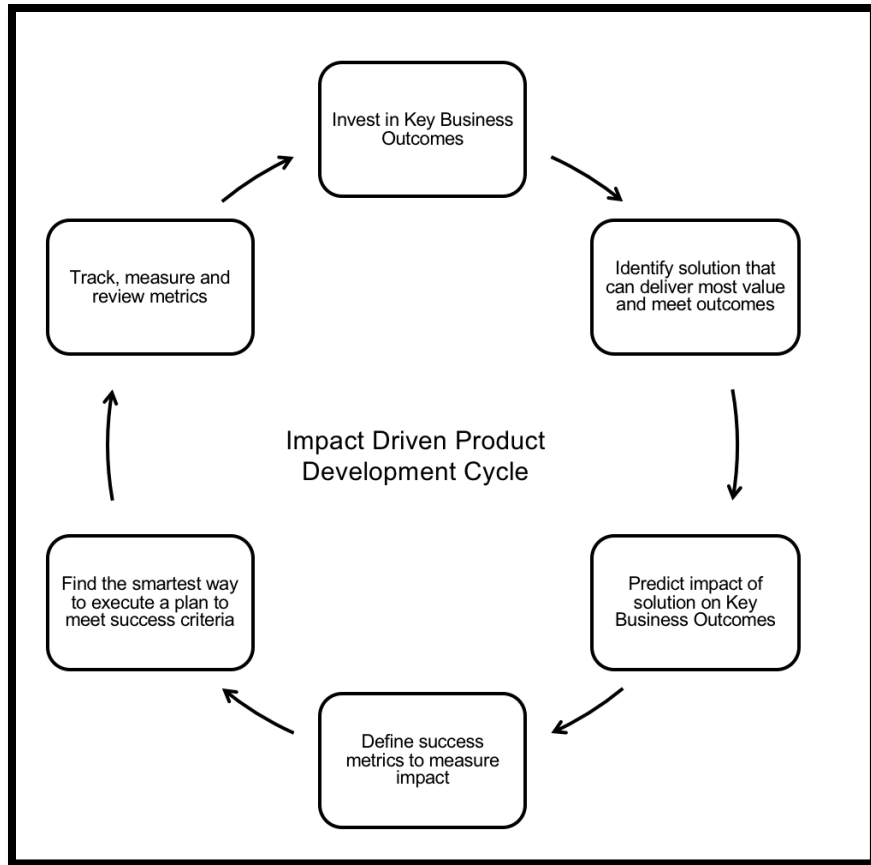


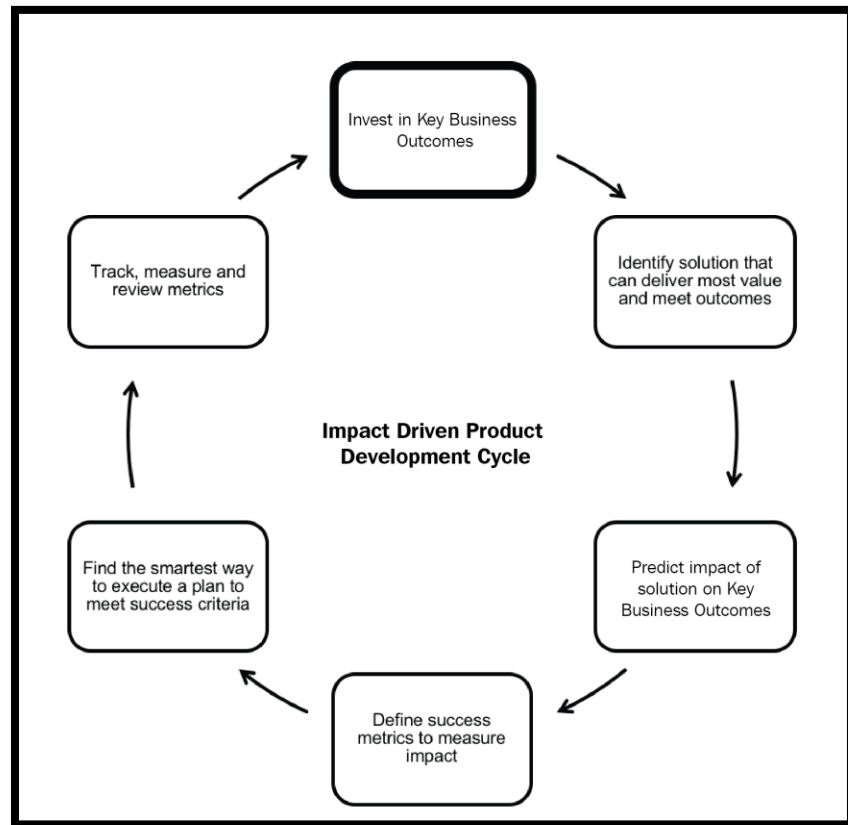
Chapter 1: Identify Key Business Outcomes

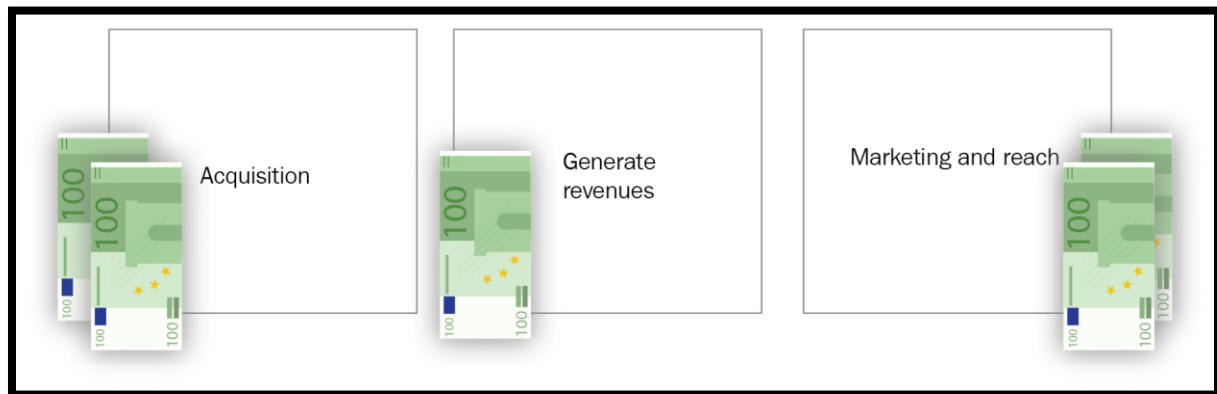
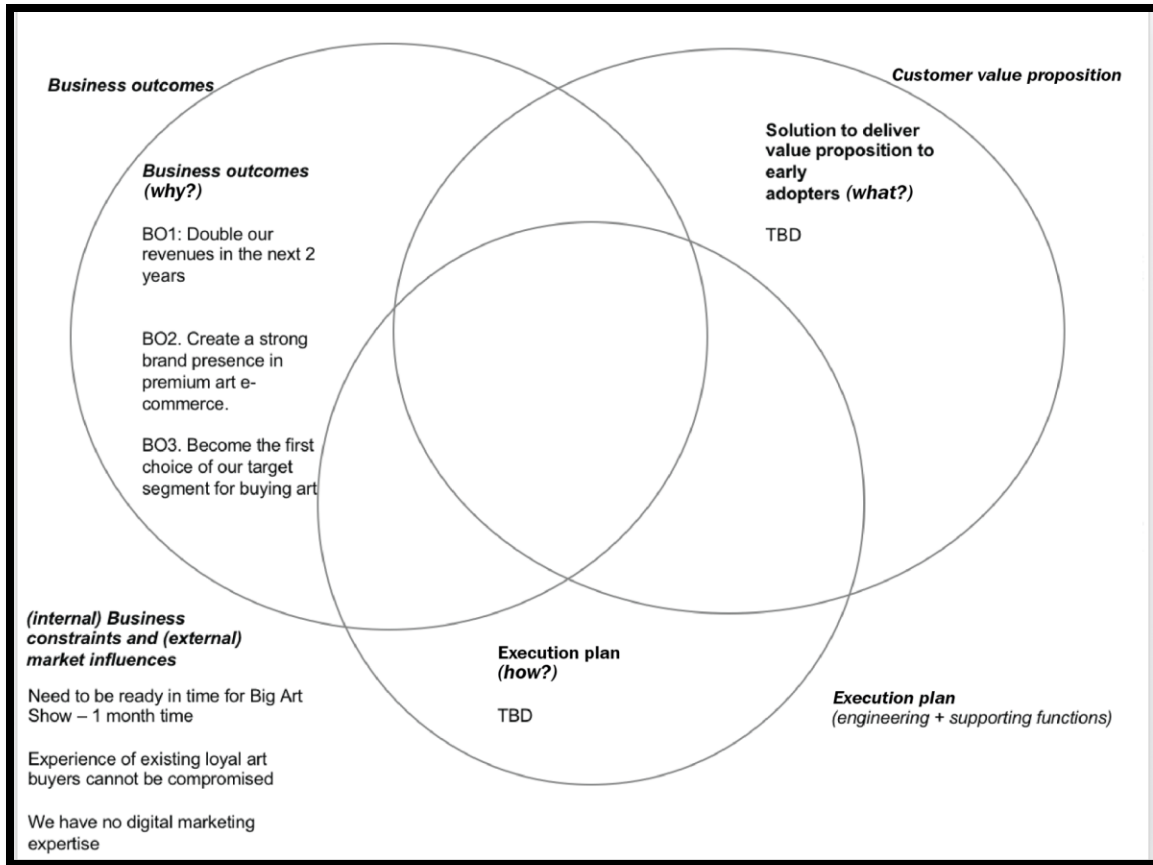
<div><div>PROBLEM</div><div>Top 3 problems</div><div>1</div></div>	<div><div>SOLUTION</div><div>Top 3 features</div><div>4</div></div> <div><div>KEY METRICS</div><div>Key activities you measure</div><div>8</div></div>	<div><div>UNIQUE VALUE PROPOSITION</div><div>Single, clear, compelling message that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

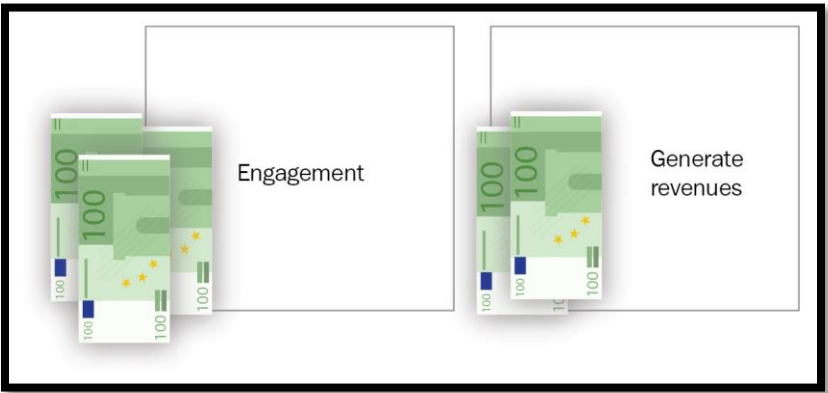
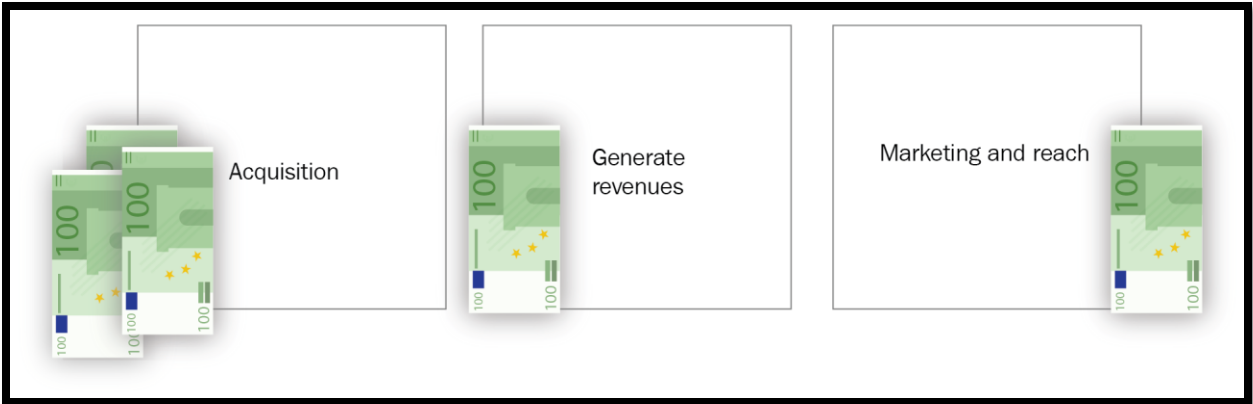




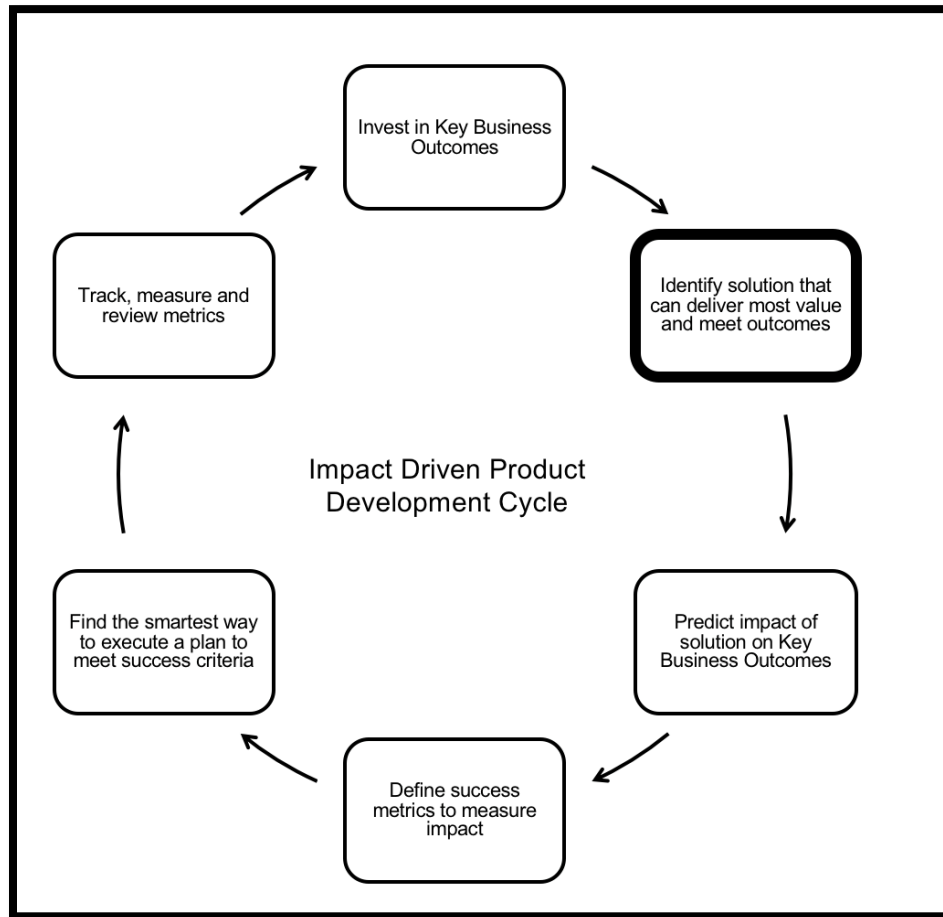
Chapter 2: Invest in Key Business Outcomes





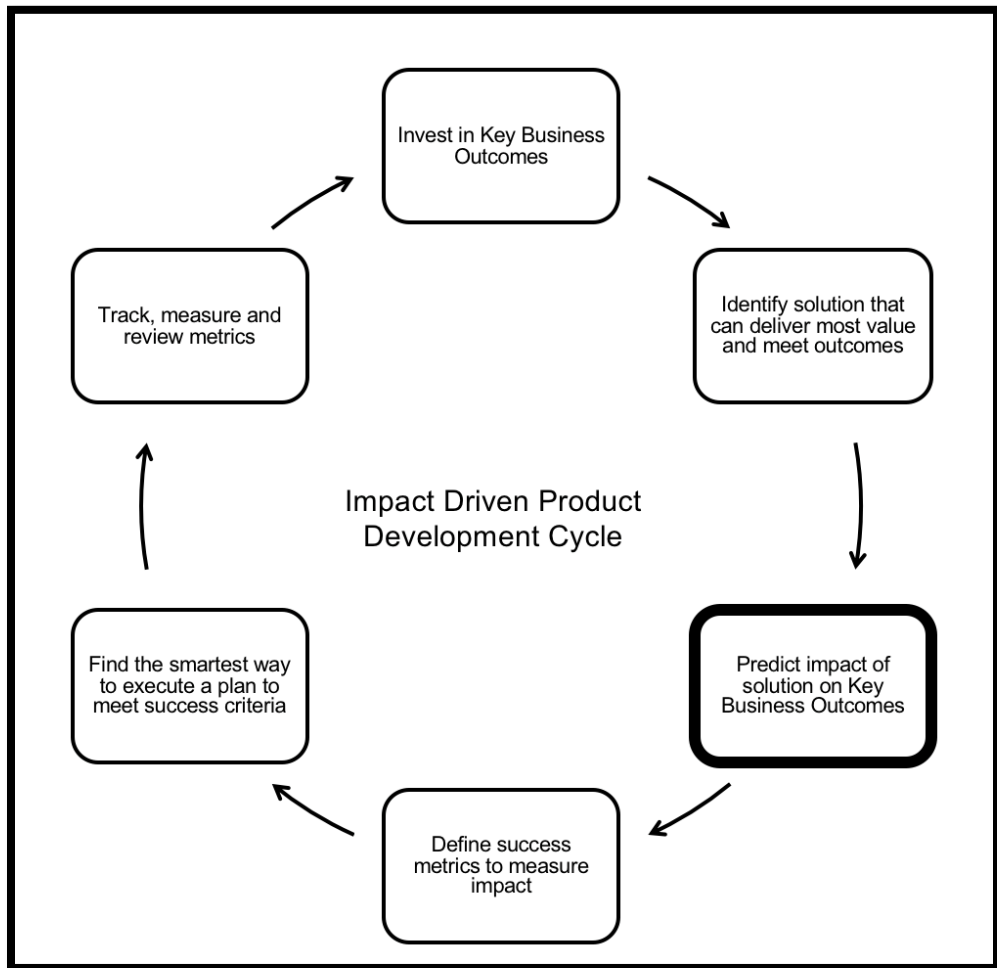


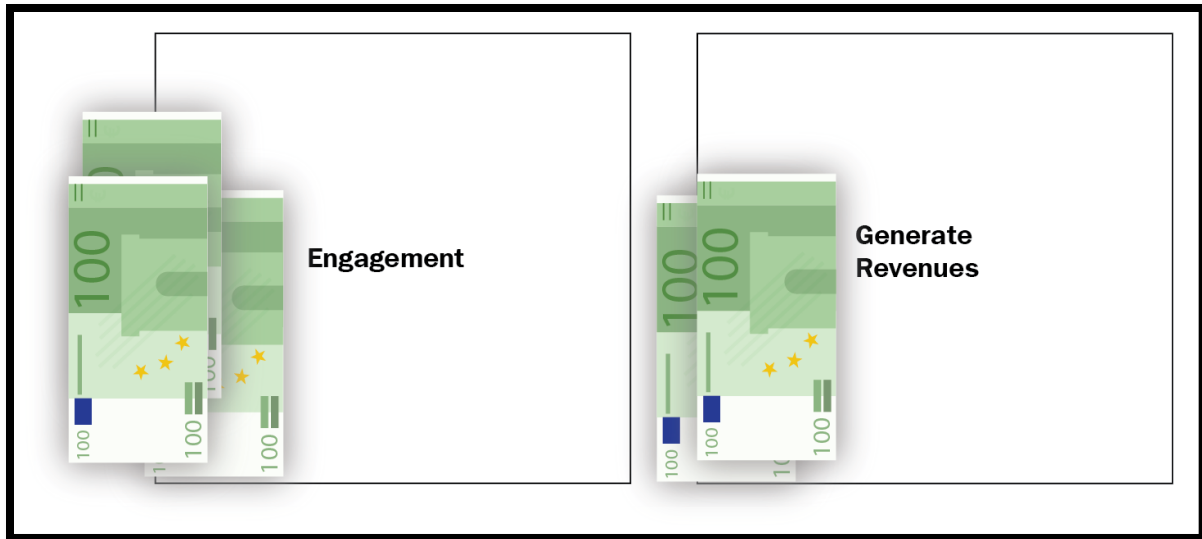
Chapter 3: Identify the Solution and its Impact on Key Business Outcomes



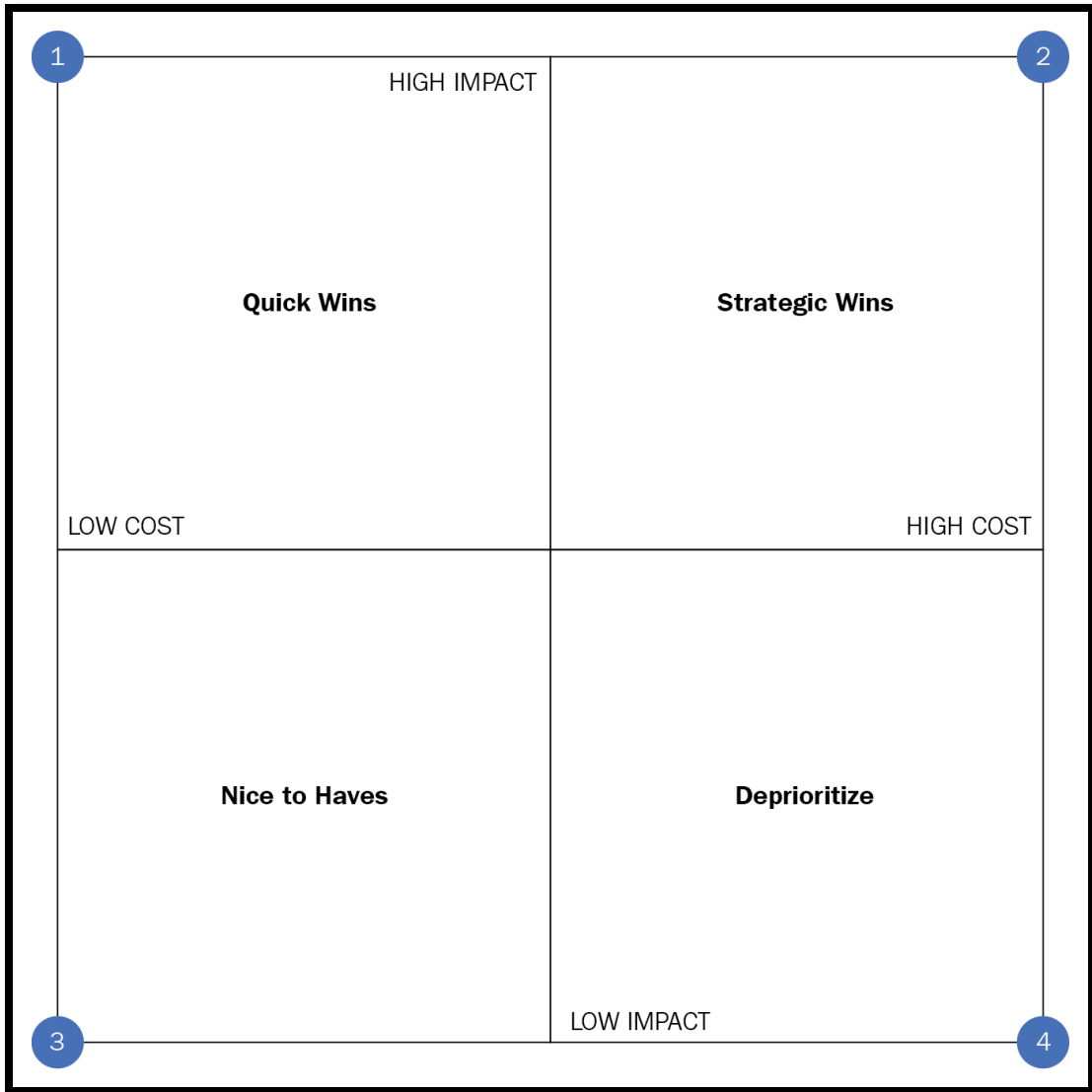
User	Premium art buyers						
Goals	I want to get early access to upcoming art shows, artworks so that I can stay up-to-date, and make early decision on my art purchases						
Activities	Subscribe to newsletter in under 30 seconds on mobile or desktop			Receive newsletter		Unsubscribe	
Sub Activities	Sign up on website	Sign up by calling relationship manager/customer support	Sign up by email	Get by email	Get by postal mail	Opt out on website	Opt out by email/calling

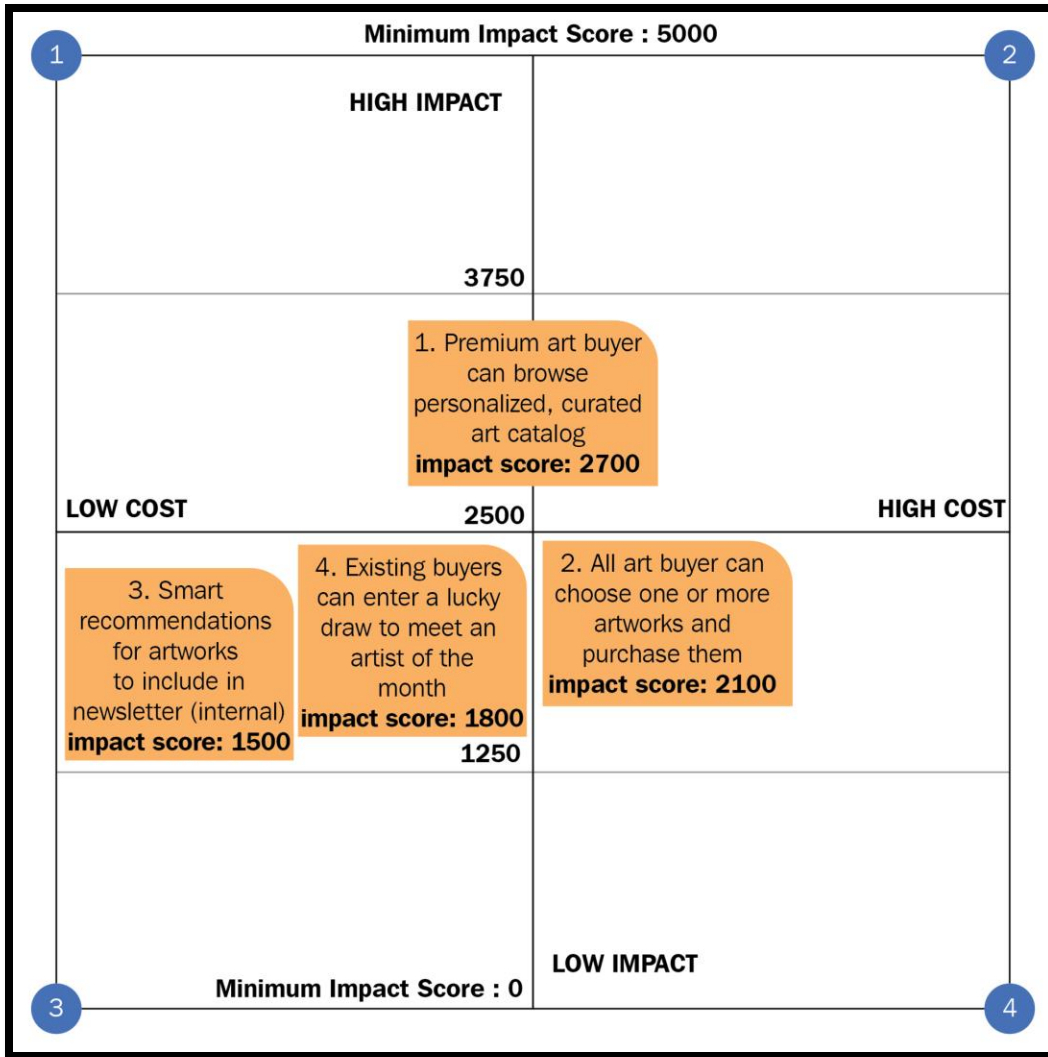
User	Marketing team							
Goals	I want to present content about the best artworks, artists and upcoming shows so as to increase customer engagement							
Activities	Collect details for content in newsletter		Prepare newsletter template		Put together content in newsletter format		Send newsletter to all signed up subscribers	
Sub Activities	Collaborate with artists	Collaborate with art curation team	Create offline brochure template	Create online brochure template	Prepare pictures and text copy	Proofread and edit content	Get list of subscribers	Sent newsletter



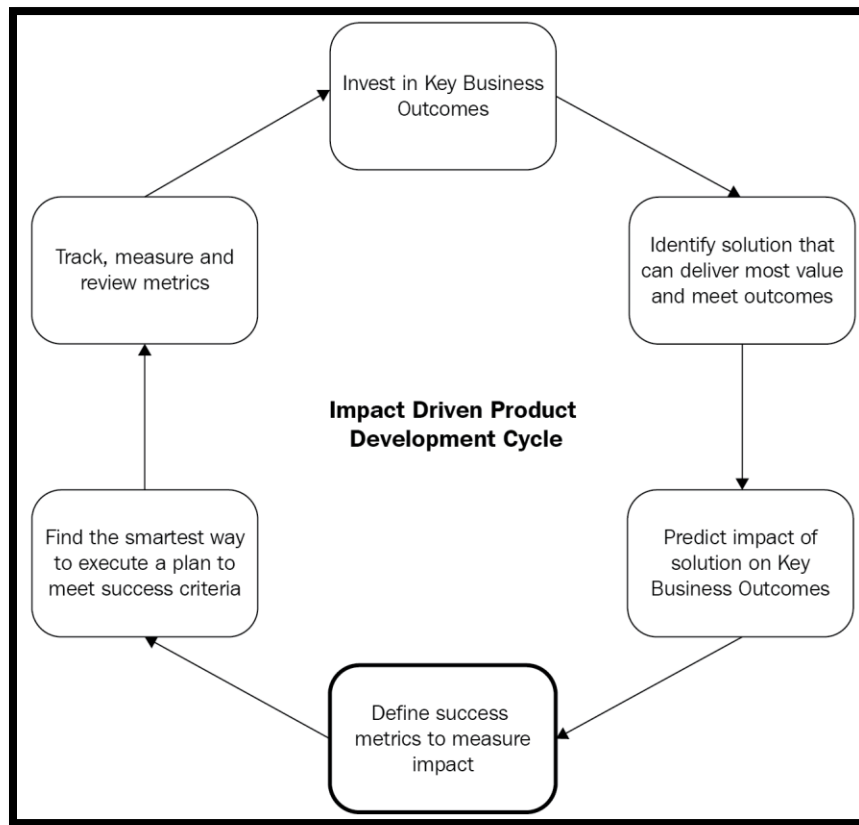


		Engagement	Generated revenue	Engagement weighted score	Generate revenue weighted score	Value score
Feature idea	Invested amount >>	300	200	(Invested amount X estimated impact)	(Invested amount X estimated impact)	Sum of weighted score
1. Premium art buyer can sign up to receive a newsletter with details of upcoming art shows, artists, artworks.	Estimated impact rating >>	7	3	2100	600	2700
2. All art buyers can choose one or more artworks listed in thr newsletter and purchase them	Estimated impact rating >>	5	3	1500	600	2100
3. Smart recommendations for artworks to include in newsletter (internal)	Estimated impact rating >>	5	0	1500	0	1500
4. Existing buyers can enter a lucky draw to meet an artist of the month	Estimated impact rating >>	6	0	1800	0	1800
5. Auto create newsletter content instead of having to prepare newsletter manually (internal)	Estimated impact rating >>	0	0	0	0	0





Chapter 4: Plan for Success



		Engagement	Generated Revenue	Engagement Weighted Score	Generated Revenue Weighted Score	Impact Scores
Feature idea	Invested Amount >>	300	200	(Invested Amount X Estimated Impact)	(Invested Amount X Estimated Impact)	Sum of Weighted scores
1. Premium art buyer can sign up to receive the newsletter with details of upcoming art shows, artists, artworks.	Invested Impact Rating >>	7	3	2100	600	2700
2. All art buyers can choose one or more artworks listed in the newsletter and purchase them	Invested Impact Rating >>	5	3	1500	600	2100
3. Smart recommendations for artworks to include in newsletter (internal)	Invested Impact Rating >>	5	0	1500	0	1500
4. Existing buyers can enter a lucky draw to meet an artist of the month	Invested Impact Rating >>	6	0	1800	0	1800
5. Auto create newsletter content instead of having to prepare newsletter manually (internal)	Invested Impact Rating >>	0	0	0	0	0

Feature name: Premium art buyer can sign up to receive the newsletter with details of upcoming art shows, artists, artworks.

What will tell us we have succeeded?	When should we validate this (after launching functionality)?	Which Key Business Outcome will it validate?
60% of those who sign up for a monthly art catalog will attend the upcoming art show	1 month	Engagement
80% of those who sign up for a monthly art catalog will enquire about at least 1 artwork	3 months	Engagement
15% of those who sign up for a monthly art catalog will purchase at least 1 artwork	3 months	Revenues

Engagement: 7

Generated Revenues: 3

Impact Score: 2700

Feature name: Premium art buyer can sign up to receive the newsletter with details of upcoming art shows, artists, artworks.

What will tell us we have succeeded?	When should we validate this (after launching functionality)?	Who will own this?	Which outcomes will it validate?
We will target 150 existing customers to sign up for newsletter.	1 week	Marketing, Customer Relationship, CEO	Engagement
60% of those who sign up for a monthly art catalog will attend the upcoming art show	1 months	Marketing team	Engagement
80% of those who sign up for a monthly art catalog will enquire about at least 1 artwork	3 months	Customer Relationship, Sales	Engagement
15% of those who sign up for a monthly art catalog will purchase at least 1 artwork	6 months	Sales/Customer Relationship	Revenues
Newsletter will have at least 20 curated artworks from 3 different categories.	Every month for 3 months	Marketing, Content, Art Curation	Engagement
Newsletter will be shipped out on 2 nd of every month.	Every month for 3 months	Marketing, Tech and Content	Engagement
We will require less than 2 days to put together content.	Every month for 3 months	Content, Tech	?
All enquiries will be responded to within 1 day	Every month for 3 months	Sales/Customer Relationship	Revenues

Engagement: 7

Generated Revenues: 3

Impact Score: 2700

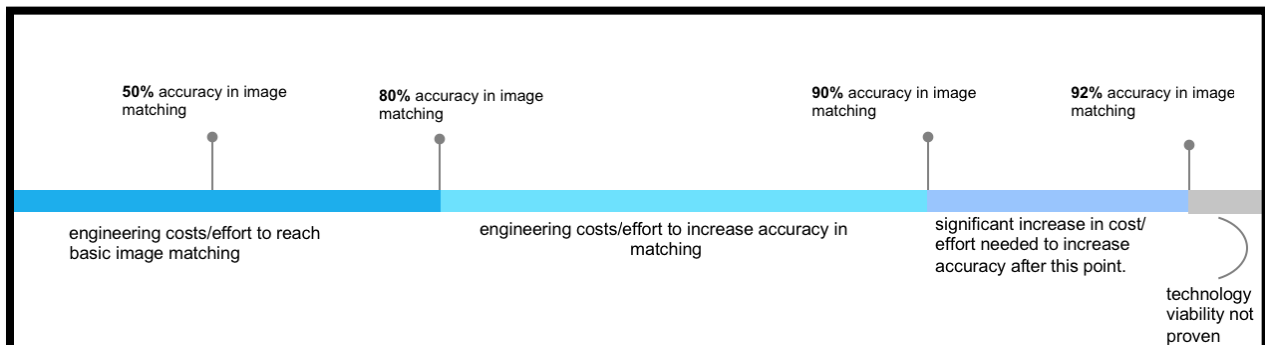
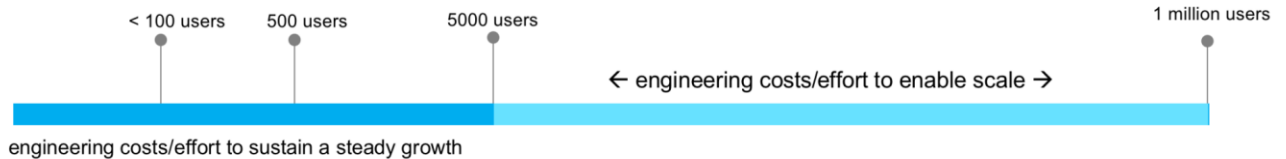
Feature name: Premium art buyer can sign up to receive the newsletter with details of upcoming art shows, artists, artworks.

What will tell us we have succeeded?	When should we validate this (after launching functionality)?	Who will own this?	Which outcomes will it validate?
We will target 150 existing customers to sign up for newsletter.	1 week	Marketing, Customer Relationship, CEO	Engagement
60% of those who sign up for a monthly art catalog will attend the upcoming art show	1 months	Marketing team	Engagement
80% of those who sign up for a monthly art catalog will enquire about at least 1 artwork	3 months	Customer Relationship, Sales	Engagement
15% of those who sign up for a monthly art catalog will purchase at least 1 artwork	6 months	Sales/Customer Relationship	Revenues
Newsletter will have at least 20 curated artworks from 3 different categories.	Every month for 3 months	Marketing, Content, Art Curation	Engagement
Newsletter will be shipped out on 2 nd of every month.	Every month for 3 months	Marketing, Tech and Content	Engagement
All enquiries will be responded to within 1 day	Every month for 3 months	Sales/Customer Relationship	Revenues

Engagement: 7

Generated Revenues: 3

Impact Score: 2700



Feature name: Premium art buyer can sign up to receive the newsletter with details of upcoming art shows, artists, artworks.

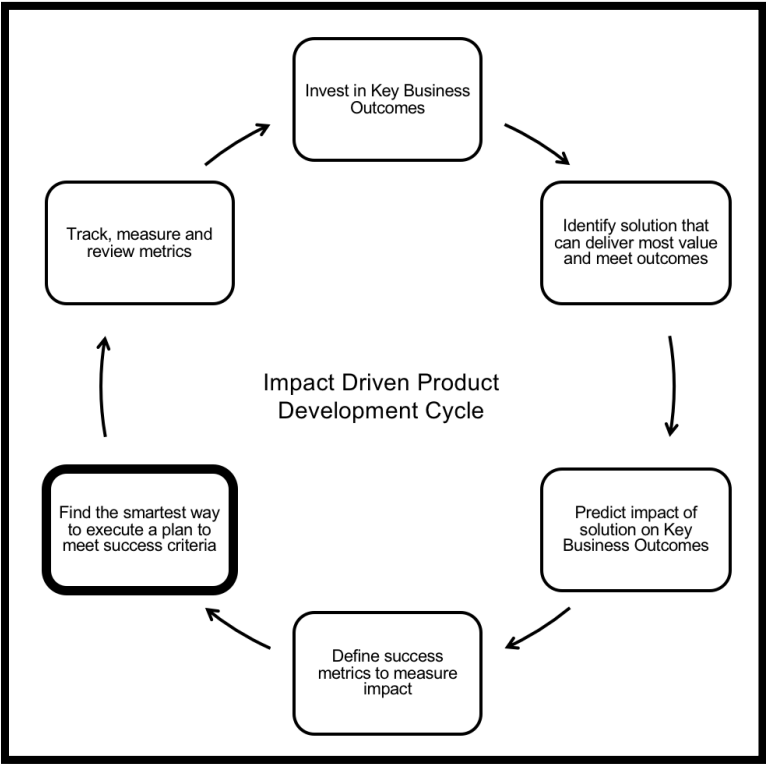
What will tell us we have succeeded?	When should we validate this (after launching functionality)?	Who will own this?	Which outcomes will it validate?
We will target 150 existing customers to sign up for newsletter.	1 week	Marketing, Customer Relationship, CEO	Engagement
60% of those who sign up for a monthly art catalog will attend the upcoming art show	1 months	Marketing team	Engagement
80% of those who sign up for a monthly art catalog will enquire about at least 1 artwork	3 months	Customer Relationship, Sales	Engagement
15% of those who sign up for a monthly art catalog will purchase at least 1 artwork	6 months	Sales/Customer Relationship	Revenues
Newsletter will have at least 20 curated artworks from 3 different categories.	Every month for 3 months	Marketing, Content, Art Curation	Engagement
Newsletter will be shipped out on 2 nd of every month.	Every month for 3 months	Marketing, Tech and Content	Engagement
All enquiries will be responded to within 1 day	Every month for 3 months	Sales/Customer Relationship	Revenues
Subscribers should be able to read the newsletter on their mobiles	At Launch	Product Tech	Engagement

Engagement: 7

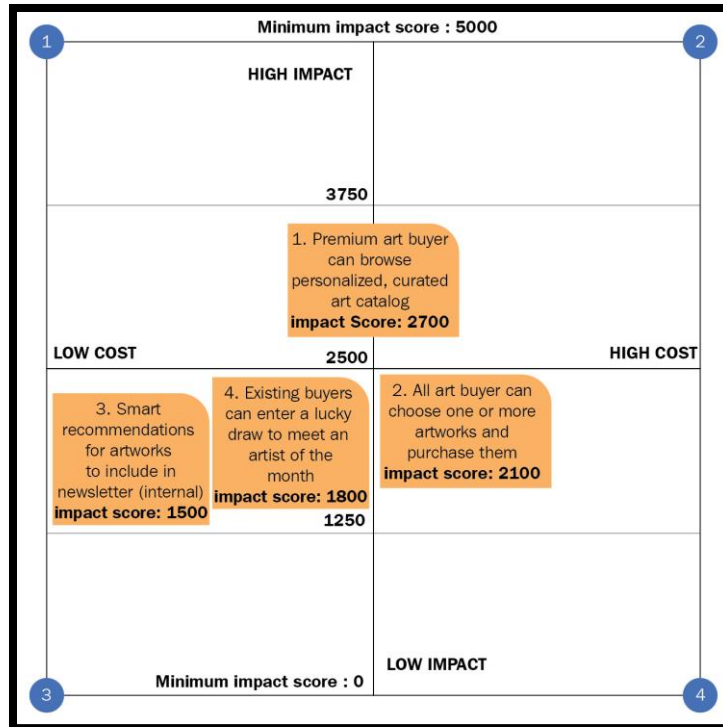
Generated Revenues: 3

Impact Score: 2700

Chapter 5: Identify the Impact Driven Product



User	Premium art buyers						
Goals	I want to get early access to upcoming art shows, artworks so that I can stay up-to-date, and make early decision on my art purchases						
Activities	Subscribe to newsletter in under 30 seconds on mobile or desktop			Receive newsletter		Unsubscribe	
Sub Activities	Sign up on website	Sign up by calling relationship manager/customer support	Sign up by email	Get by email	Get by postal mail	Opt out on website	Opt out by email/calling



Feature name: Premium art buyer can sign up to receive the newsletter with details of upcoming art shows, artists, artworks.

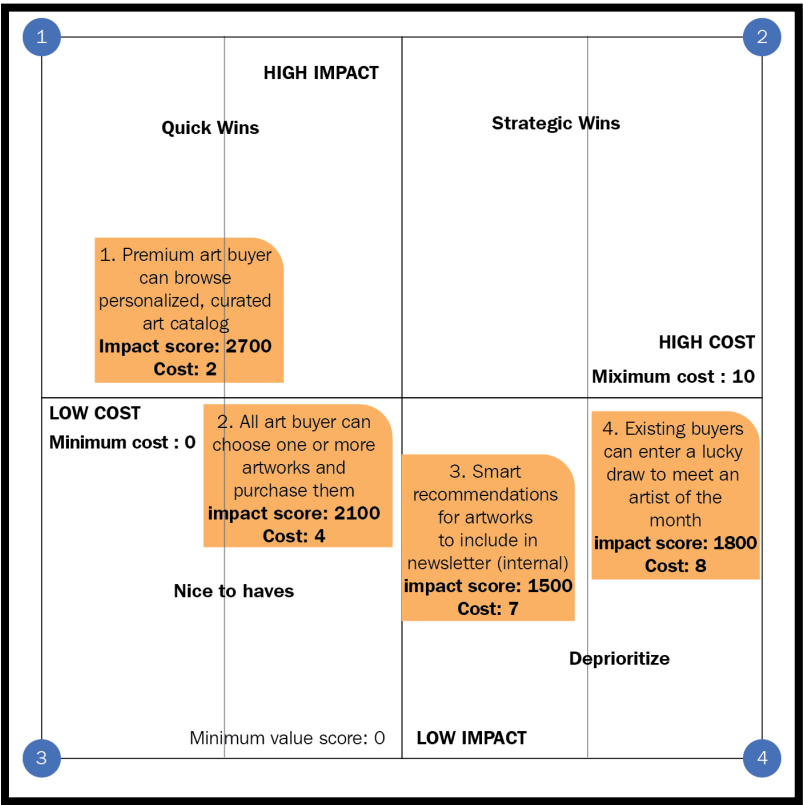
What will tell us we have succeeded?	When should we validate this (after launching functionality)?	Who will own this?	Which outcomes will it validate?
We will target 150 existing customers to sign up for newsletter.	1 week	Marketing, Customer Relationship, CEO	Engagement
60% of those who sign up for a monthly art catalog will attend the upcoming art show	1 months	Marketing team	Engagement
80% of those who sign up for a monthly art catalog will enquire about at least 1 artwork	3 months	Customer Relationship, Sales	Engagement
15% of those who sign up for a monthly art catalog will purchase at least 1 artwork	6 months	Sales/Customer Relationship	Revenues
Newsletter will have at least 20 curated artworks from 3 different categories.	Every month for 3 months	Marketing, Content, Art Curation	Engagement
Newsletter will be shipped out on 2 nd of every month.	Every month for 3 months	Marketing, Tech and Content	Engagement
All enquiries will be responded to within 1 day	Every month for 3 months	Sales/Customer Relationship	Revenues
Subscribers should be able to read the newsletter on their mobile	At Lunch	Product Tech	Engagement

Engagement: 7

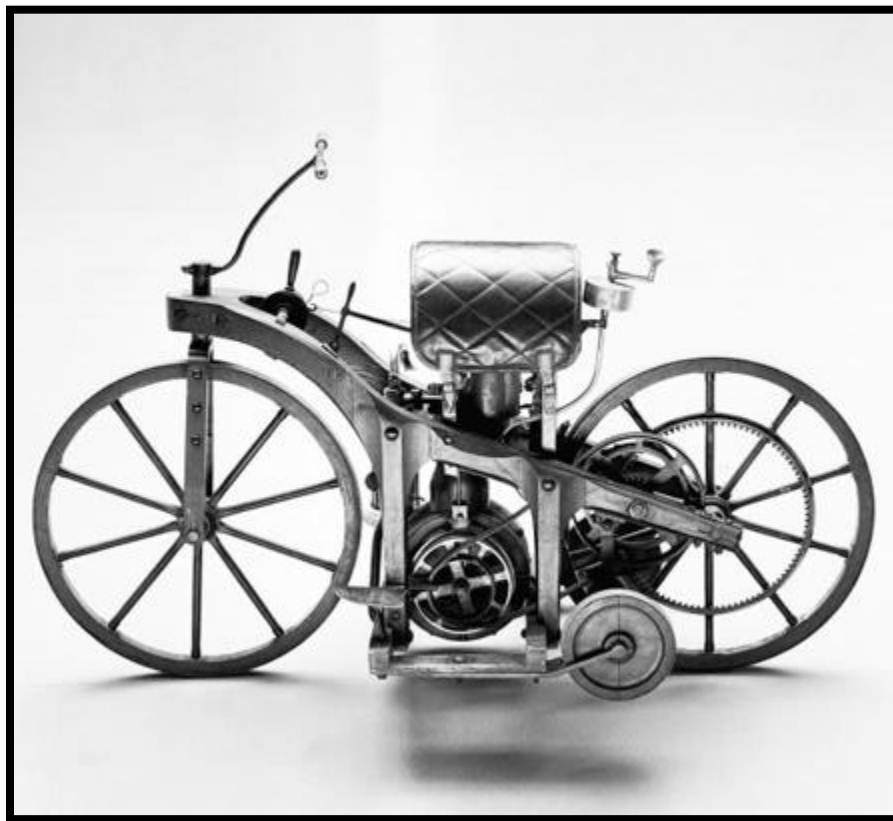
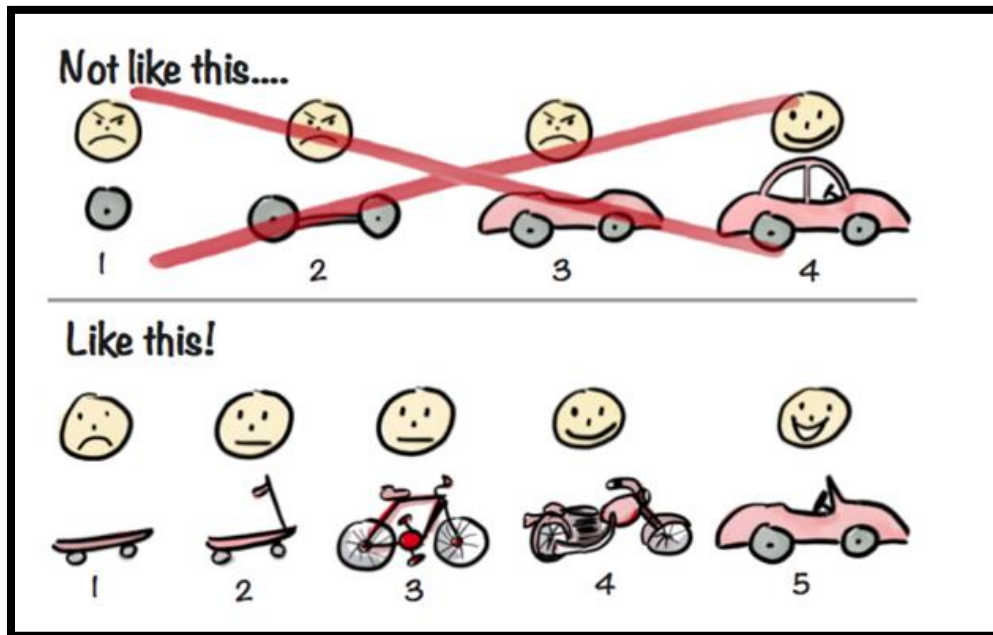
Generated Revenues: 3

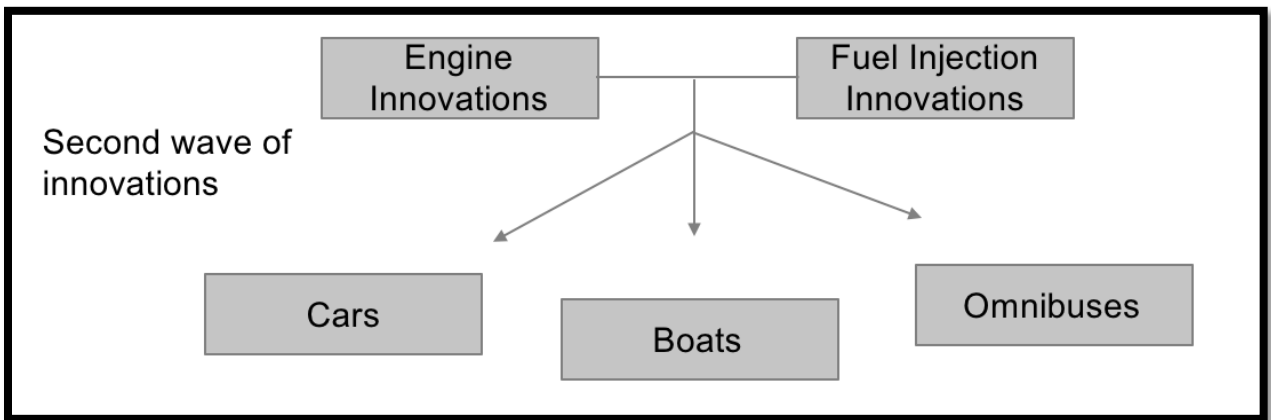
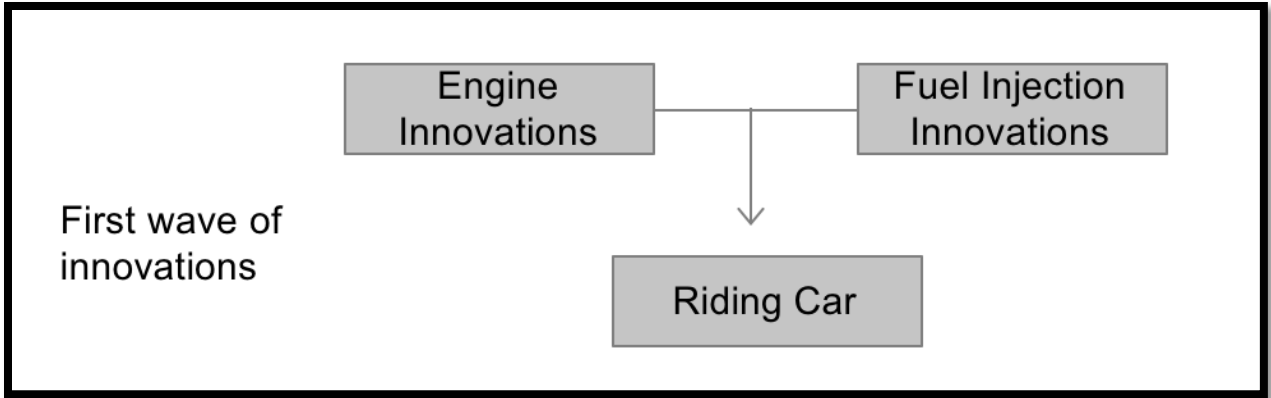
Impact Score: 2700

User	Premium art buyers					
Goals	I want to get early access to upcoming art shows, artworks so that I can stay up-to-date, and make early decision on my art purchases					
Activities	Subscribe to newsletter in under 30 seconds on mobile or desktop		Receive newsletter		Unsubscribe	
Sub Activities	Sign up on website	Sign up by calling relationship manager/customer support	Sign up by email	Get by email	Get by postal mail	Opt out on website
	Launch on laptop	Launch website on mobile		Send email to emailid stated on website		Get newsletter on email Inbox.
	See option to get newsletter	See option to get newsletter		Receive auto confirmation response		Open email on laptop/mobile, and view all content
	Provide email	Provide email				Download newsletter attachment
	Type in captcha, and prove not a robot	Type in captcha, and prove not a robot				
	Sign up	Sign up				
	See confirmation	See confirmation				
	Get activation email	Get activation email				
	Confirm	Confirm				
	Get Welcome email	Get Welcome email				



Chapter 6: Managing the Scope of an Impact Driven Product





THE COMING OF THE MOTOR-CAB

A BEGINNING WILL BE MADE BY PLACING FIFTY OF THESE VEHICLES IN THE STREETS, AND ALREADY HUNDREDS OF DRIVERS ARE TAKING LESSONS IN CONTROLLING THE MOTOR-DRIVEN CAB

THE London public will soon have an opportunity of trying the motor-hansom. Experiments have been carried out for several months past by a company called the London Express Motor Service, Limited, which is placing fifty motor-driven hansom cabs on the streets a few weeks hence.

The prolonged trials with a specimen vehicle have proved that with certain modifications which have been adopted, motor-hansoms can be utilised to great advantage for the heavy work that metropolitan traffic entails. The dimensions of the motor-hansom, as may be judged from our photograph, are somewhat larger than those of the horse-drawn vehicle. There is

more room inside, while in case of need an additional drop seat is fixed alongside the driver, who sits before the passengers, but somewhat lower and to one side, so that the view in front is not obstructed. The glass front has a spring attachment, and can be raised or lowered by the passengers. A distance indicator is placed inside the cab, so that there can be no dispute as to the actual distance travelled. Luggage can be carried in the boot at the rear of the body, and there is also room for luggage on the floor in front of the passengers and by the side of the driver. The chassis of the vehicles are being built in Paris, and the whole of the carriage work is being constructed by Messrs. Hy. Whitlock (Limited), Holland Gate, Kensington. The engines are twelve horsepower, double cylinder Astor governed, and slow running. The power is transmitted

through a Panhard type of gear to a Cardon driven axle. In order to eliminate any tendency to side-slip, the greater portion of the body has been constructed of aluminium to reduce the rear weight as much as possible. The engines are geared down to give greater hill-

climbing power, and there are three speeds, the third giving about twenty-five miles an hour on the level.

It remains to be seen how the people will take to the new vehicles, but there can be no doubt as to the danger of travel in the existing hansom, chiefly due to the horse being so liable to fall on the slippery paving. The development of the new business will depend entirely upon the success



THE MOTOR-HANSOM

attending the first twenty or so of the cabs placed upon the streets, but judging from the experience of the past six months' practical experiments, both as to working cost, and favour, there appears to be little doubt on this head. The policy of the company will then be to continue steadily to increase the number of motor-hansoms running; it is anticipated that soon after they begin running there will be demands for at least five hundred. As the working cost is much below that of the horse-drawn cab, there appears to be no reason why the new cab should not gradually supplant the old method. The interest displayed by proprietors of cabs in the motor-driven cab points to this, while hundreds of drivers of the present hansoms have applied to be taught to drive the new motor-hansoms. These men are anxious to secure their new occupation before their old one is gone.



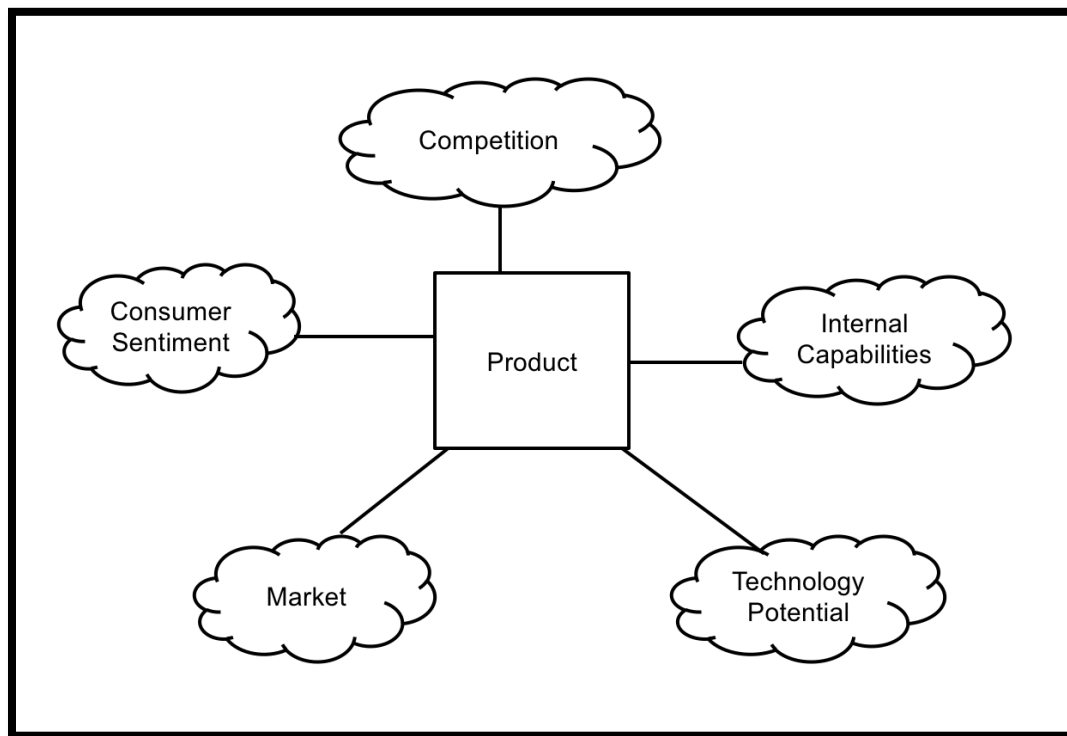
1885-built [Benz Patent-Motorwagen](#), the first car to go into production with an internal combustion engine

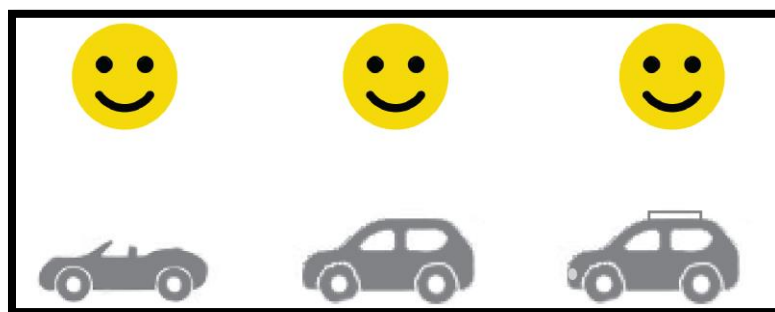
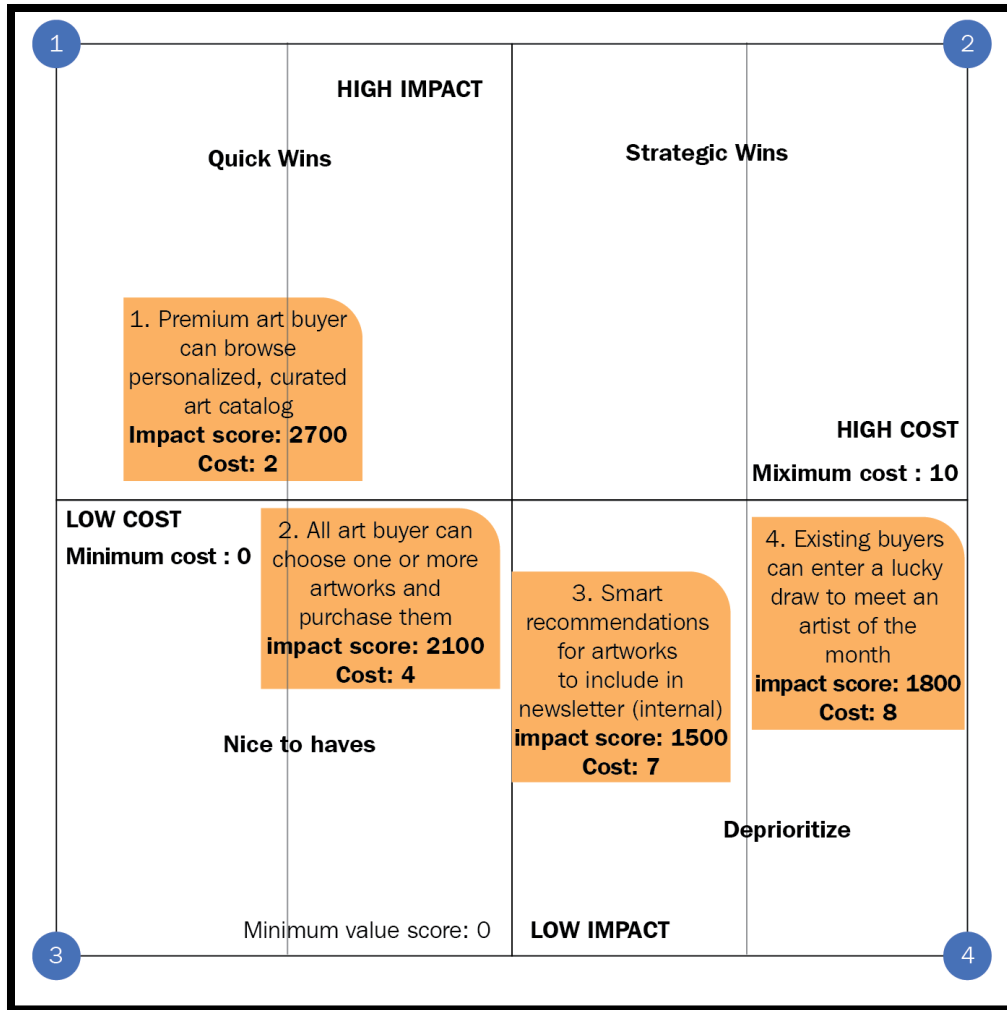


The second Marcus car of 1888 at the Technical Museum in Vienna

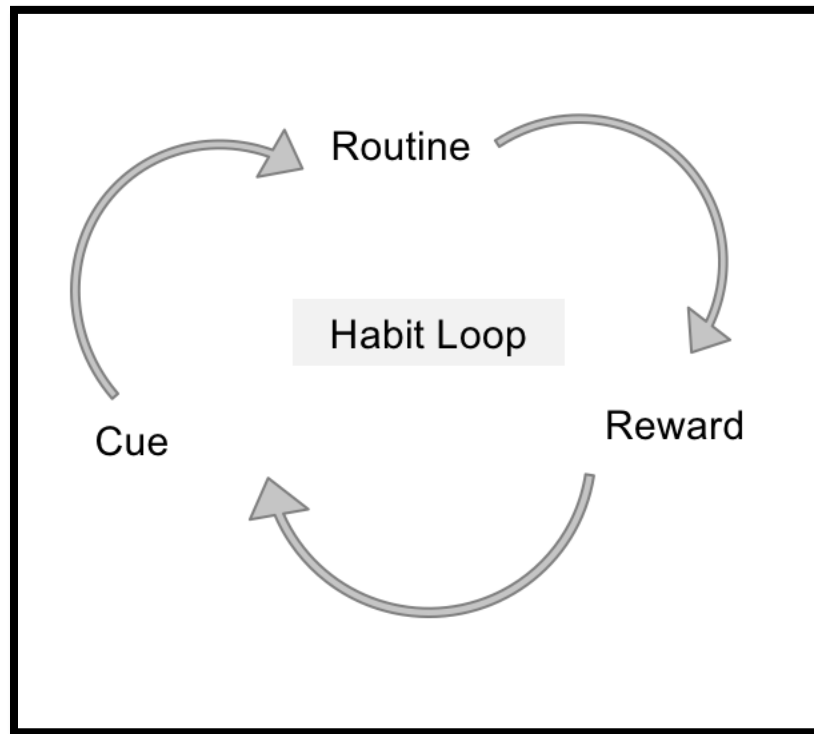


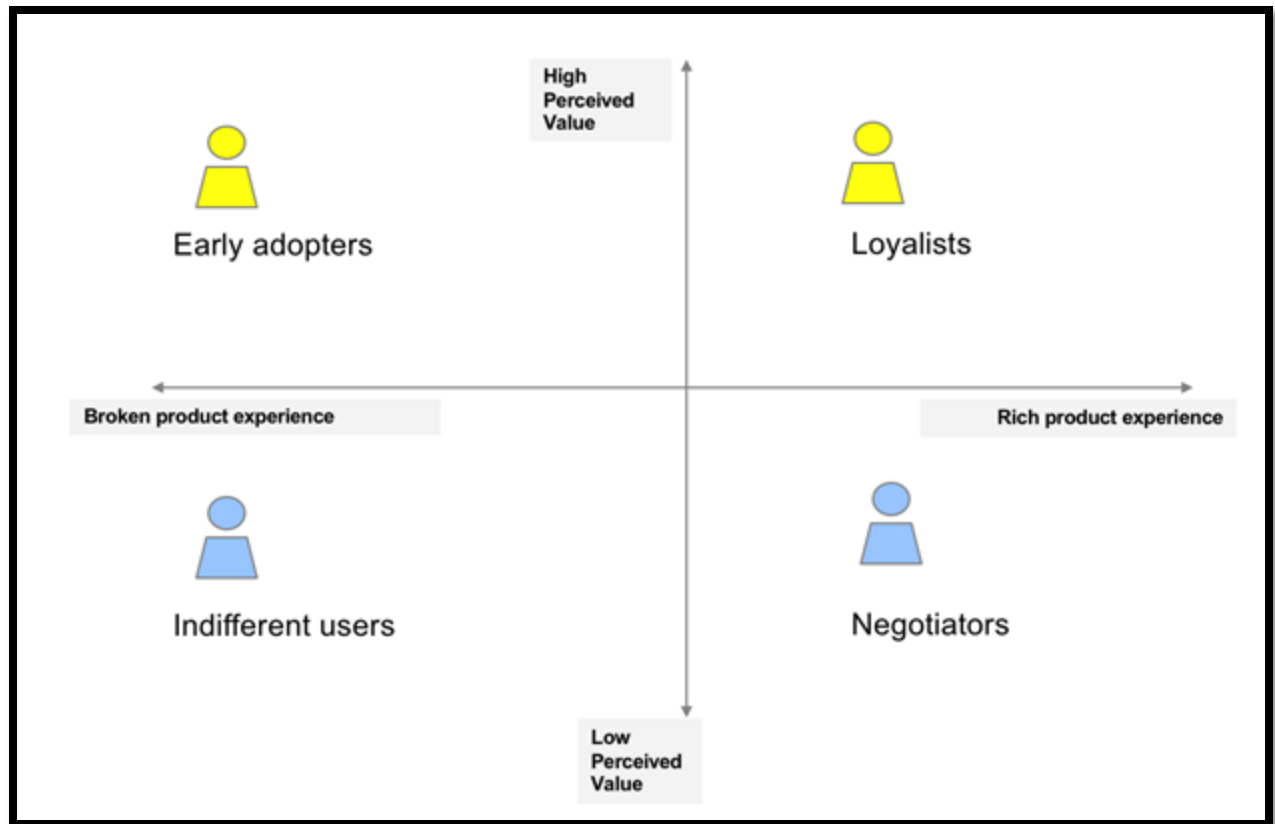
The Ford highboy Coupe 1919

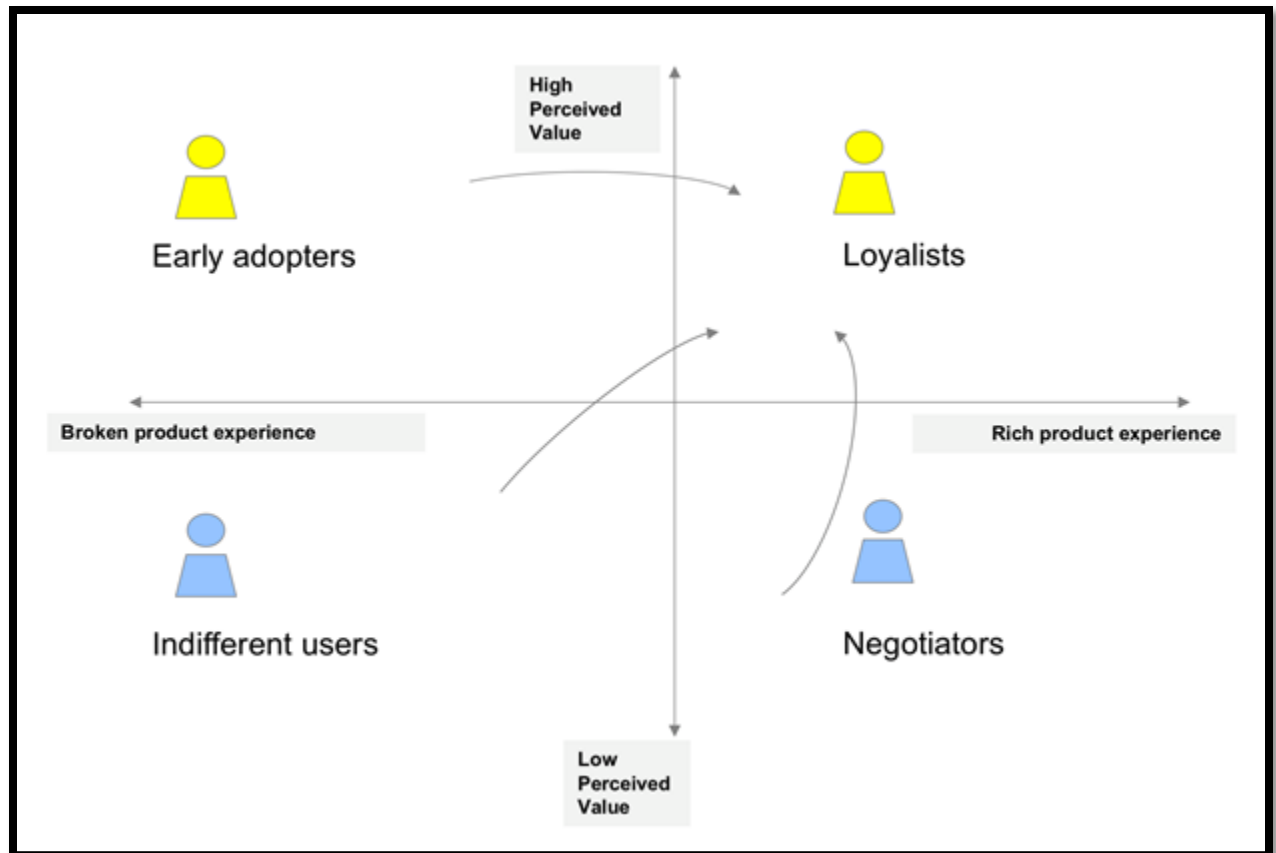


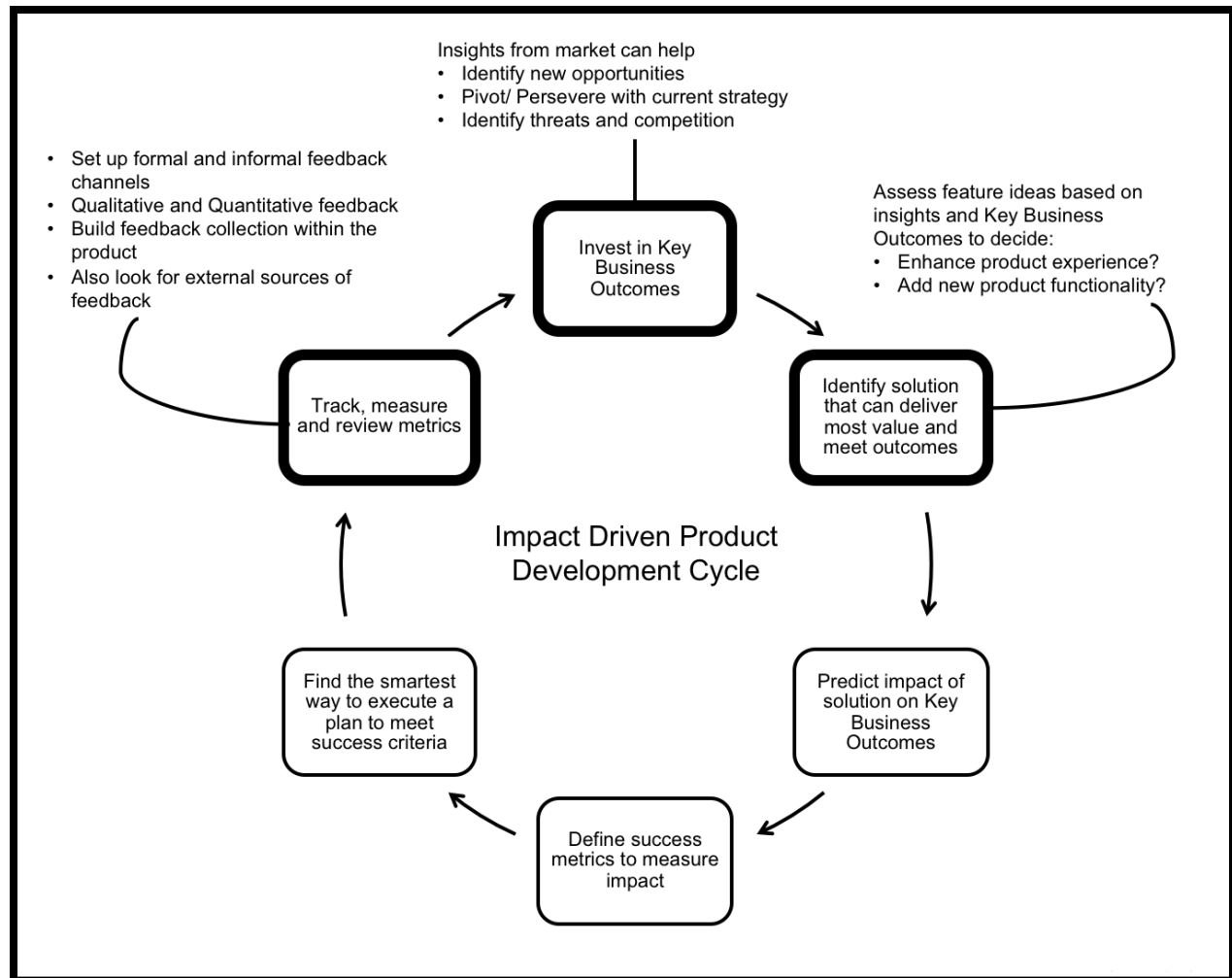


Chapter 7: Track, Measure, and Review Customer Feedback

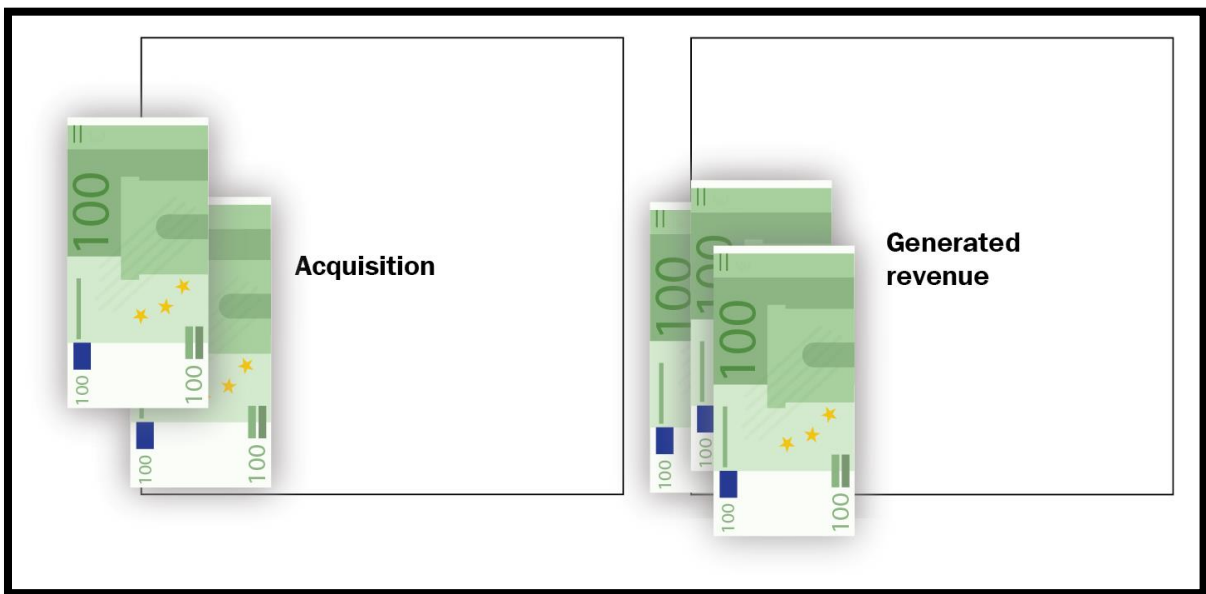
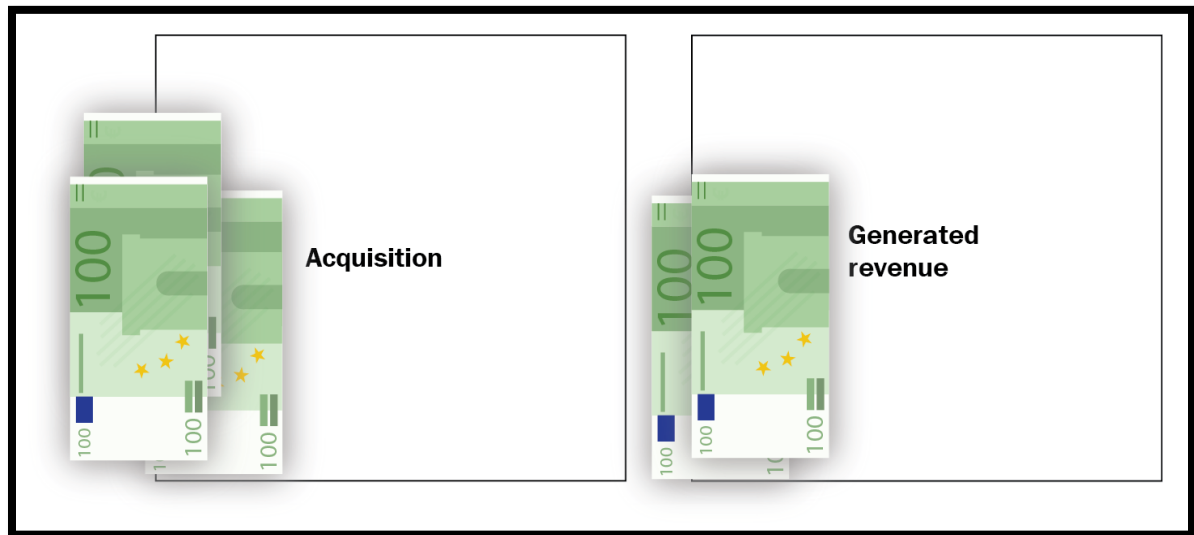


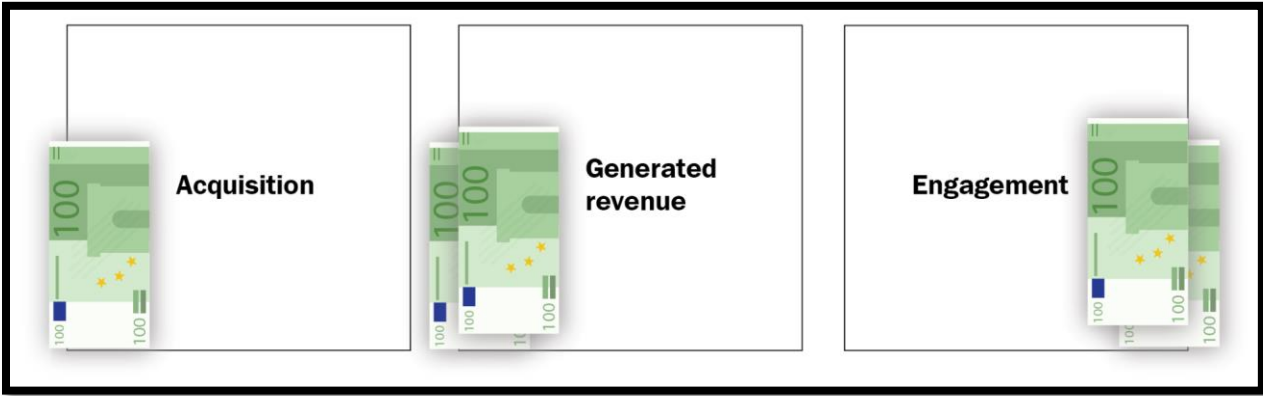
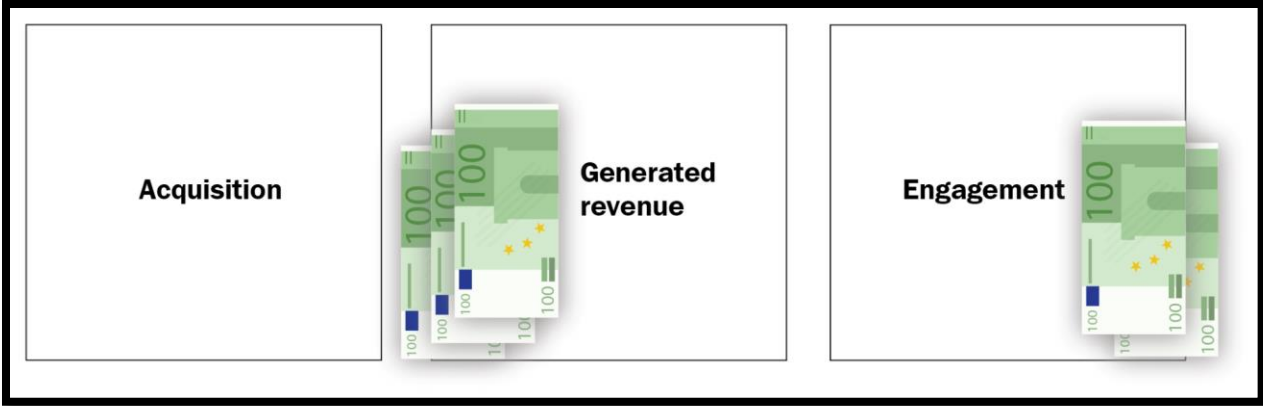


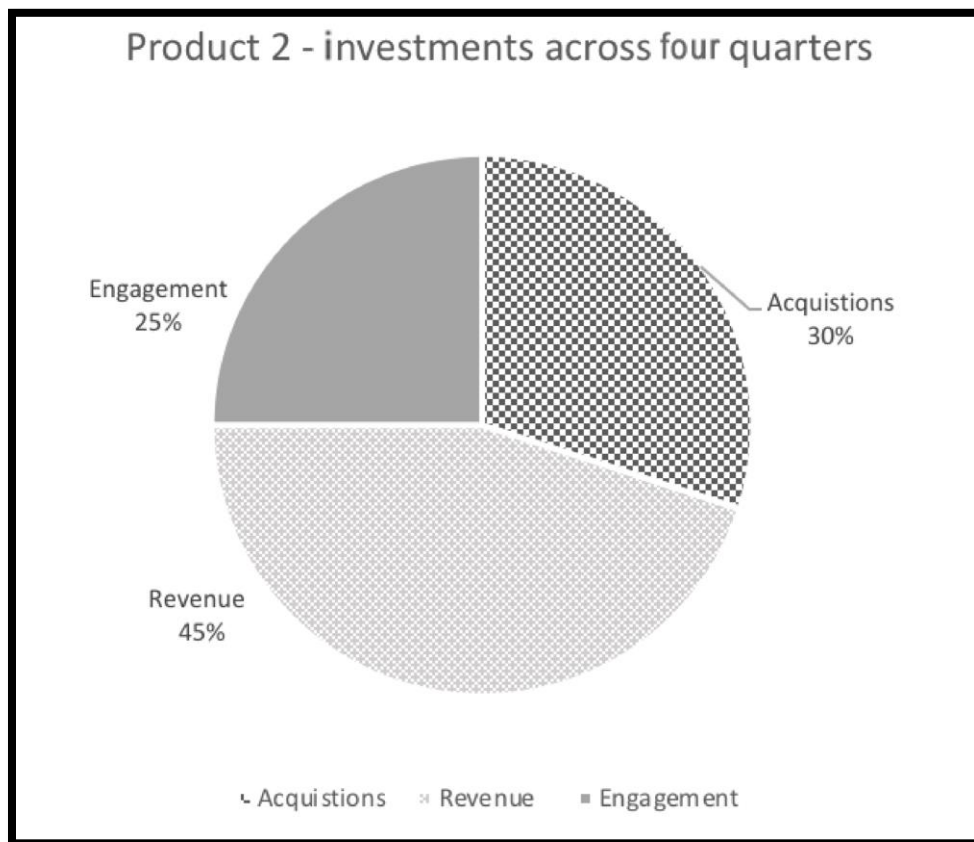
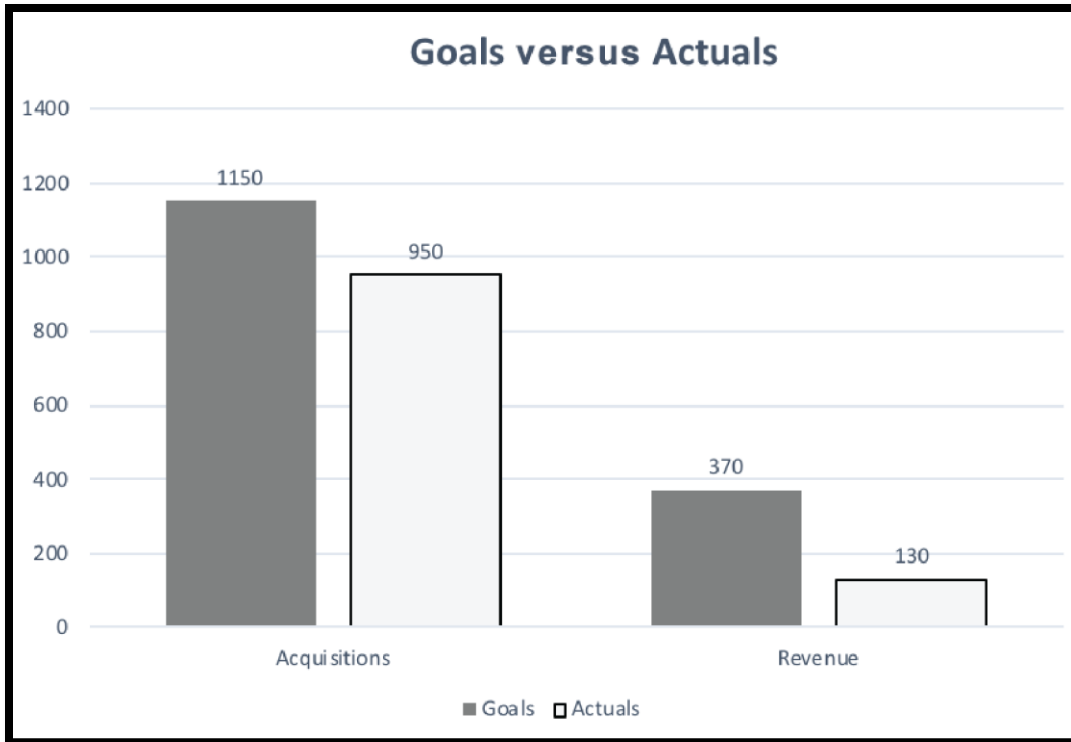


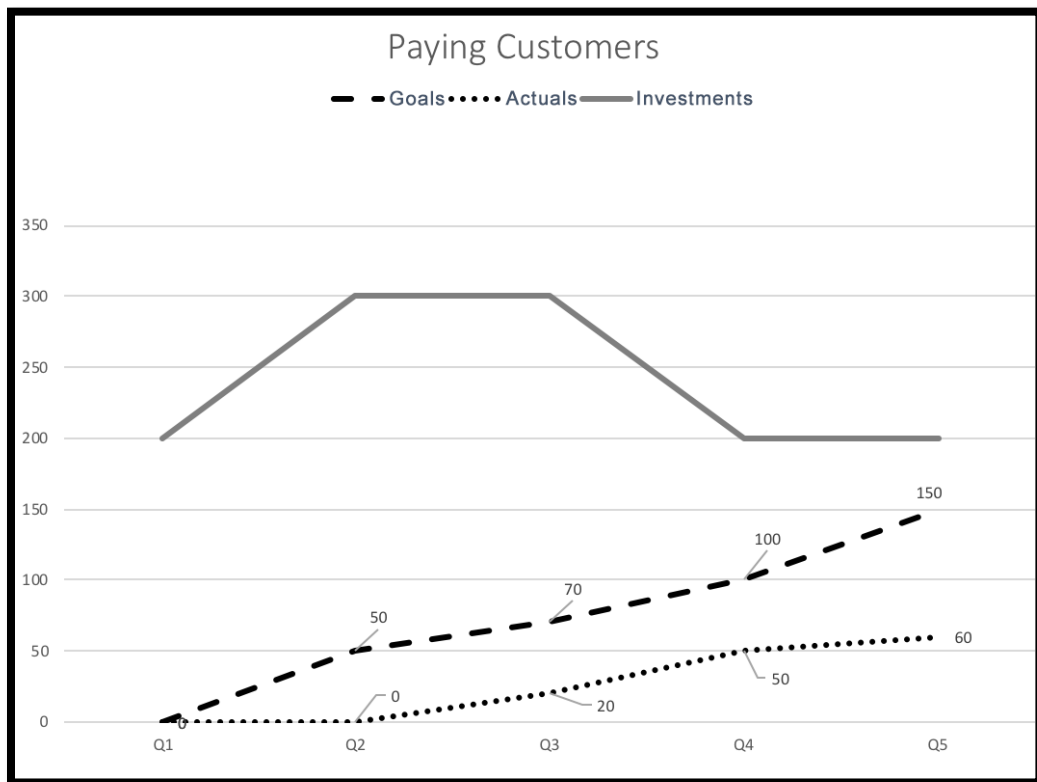
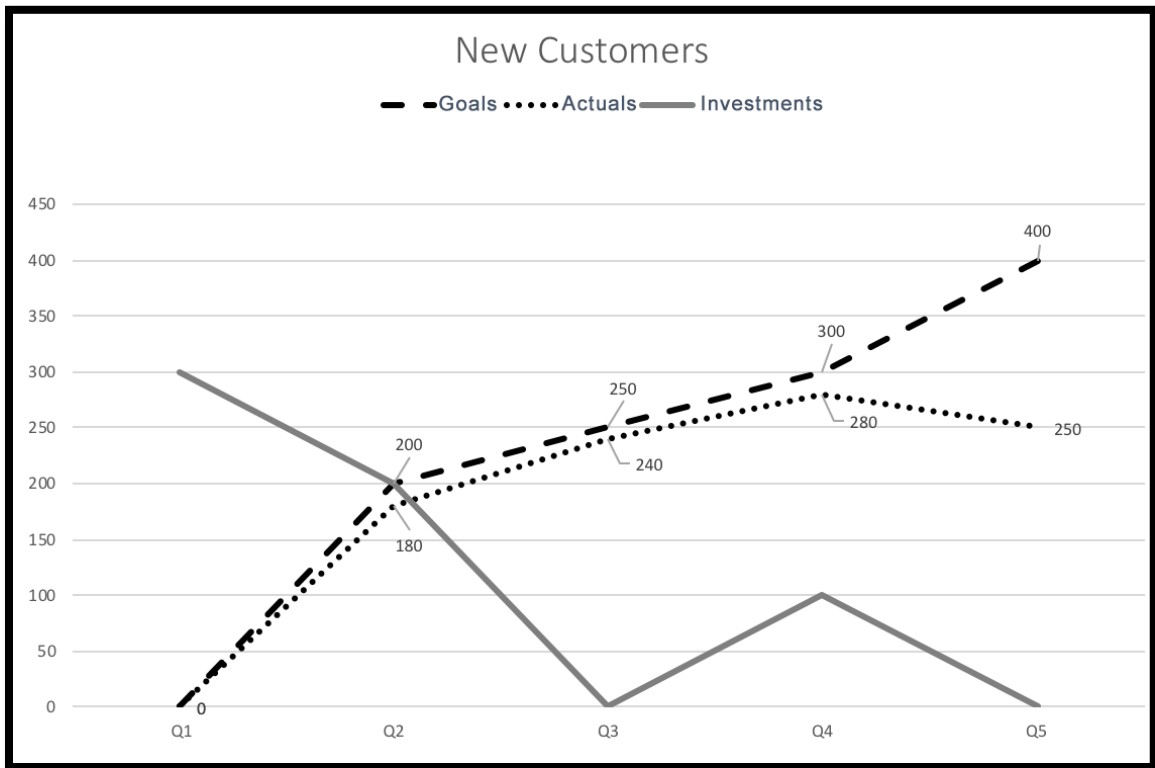


Chapter 8: Tracking Our Progress



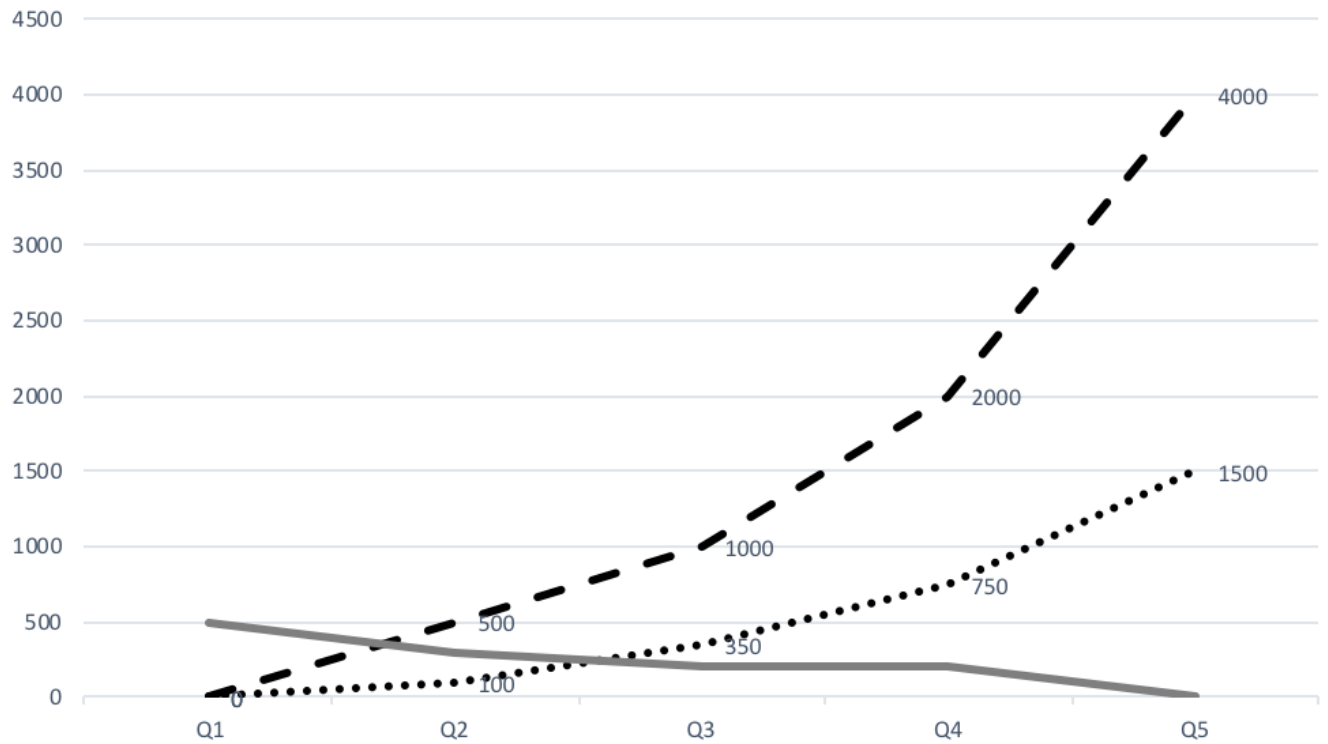




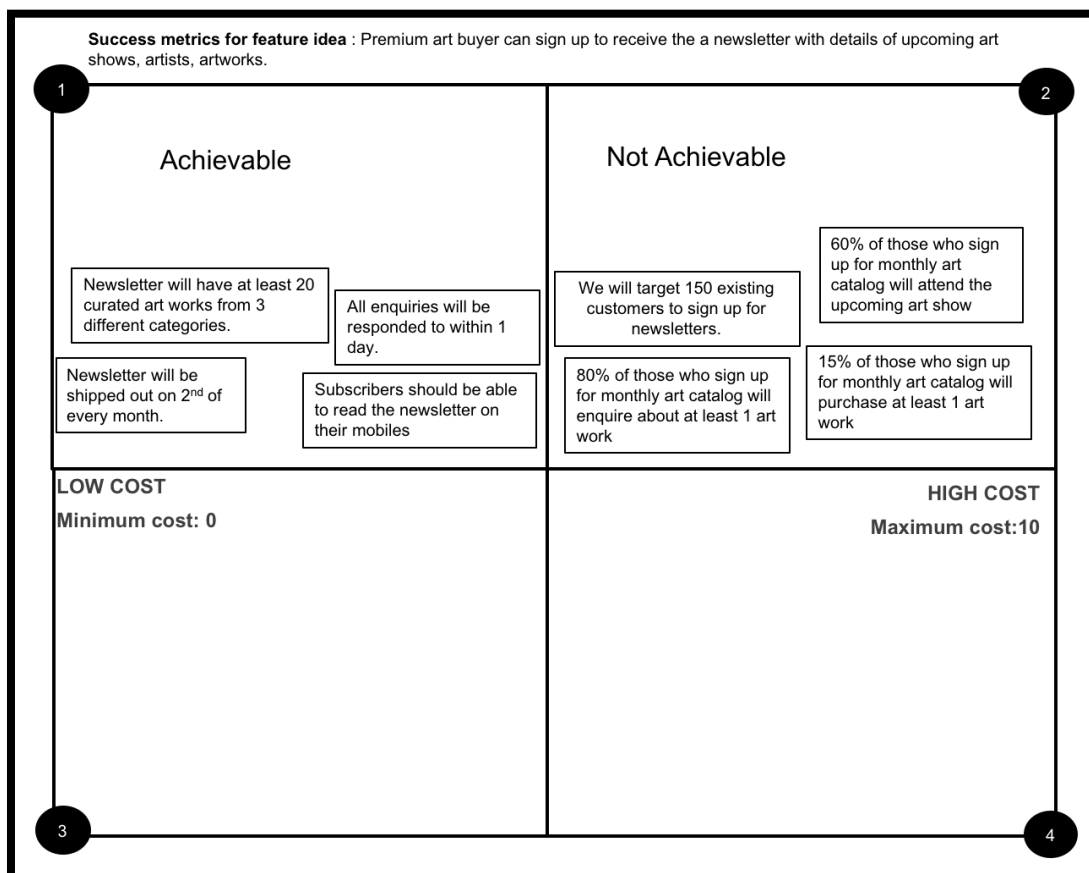
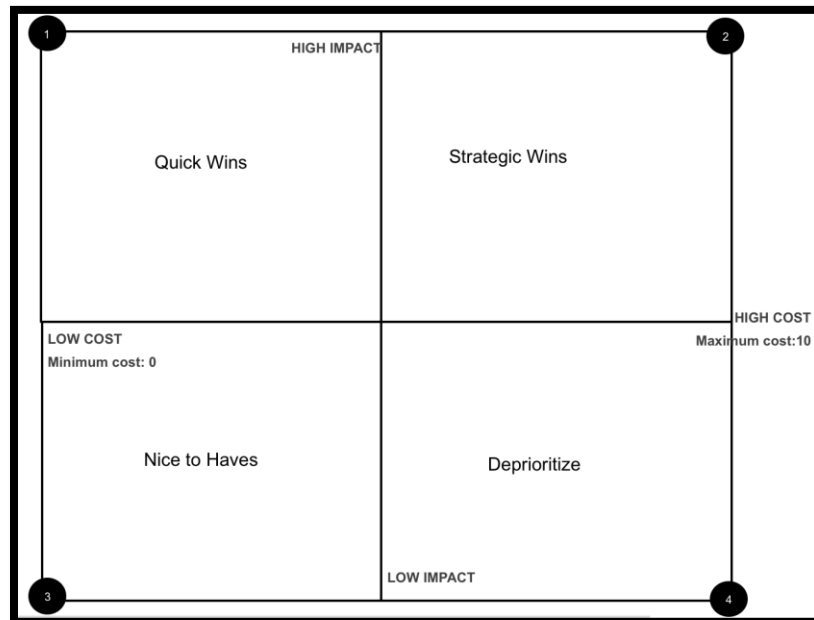


Marketing and Reach

--- Goals Actuals — Investments

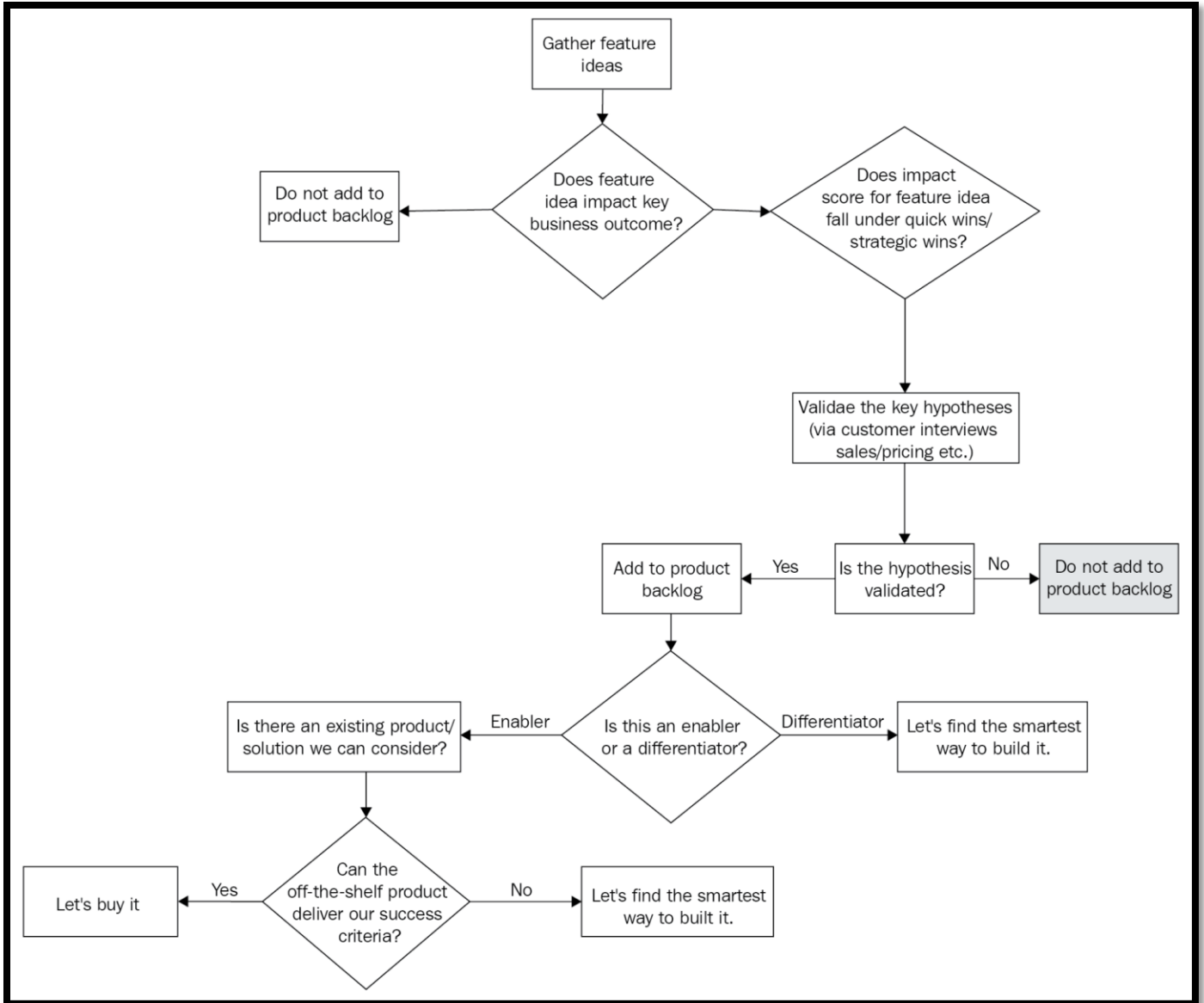


Chapter 9: Eliminate Waste – Don't Estimate!

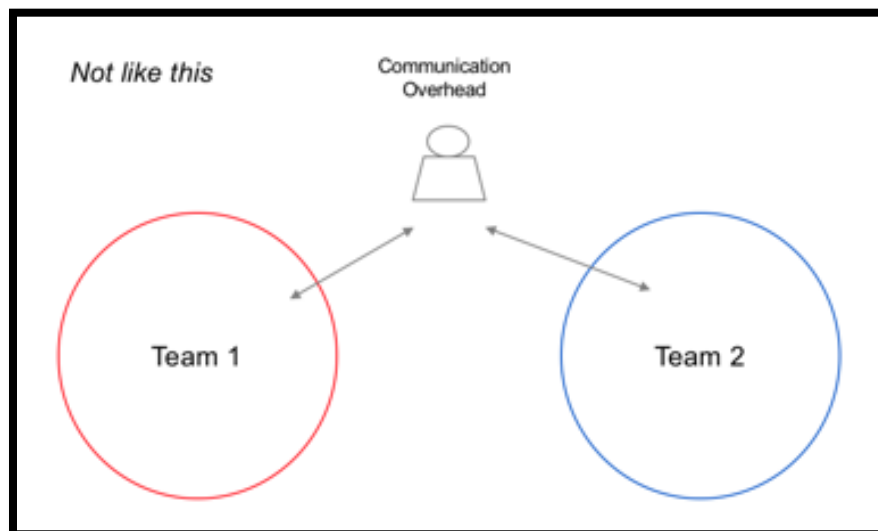
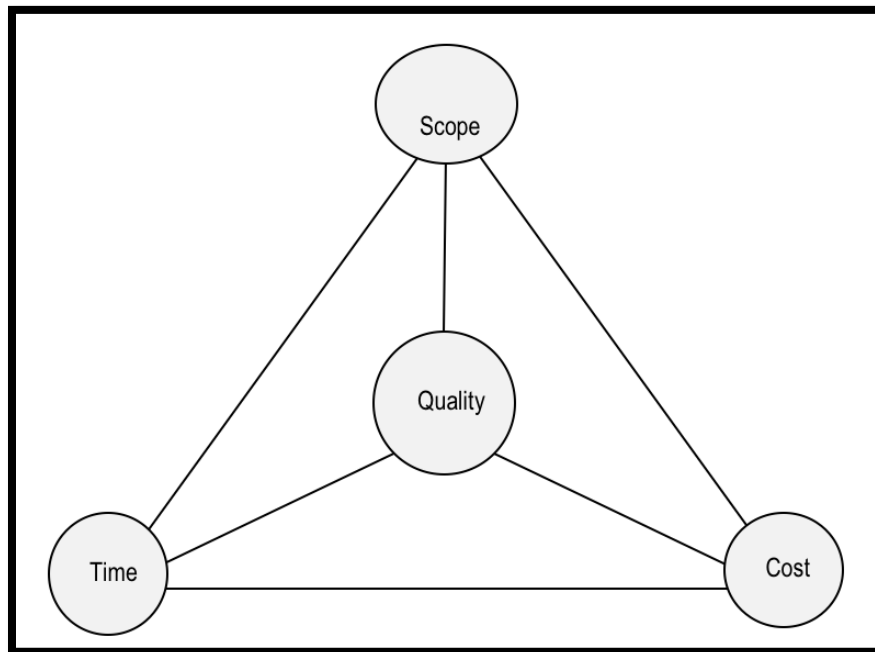


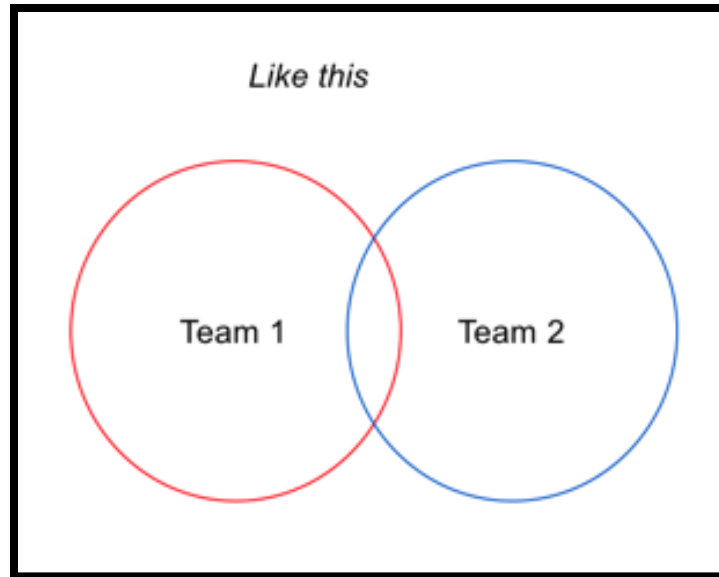
Chapter 10: Eliminate Waste – Don't Build What We Can Buy

Questions	Build	Buy
Is the feature a core differentiator for the business?	Yes	No
Are our functional flows processed as standard and can they be met by an off-the-shelf product?	No	Yes
Is it critical for this feature to be rolled out with our branding and the off-the-shelf product offers no customized branding?	Yes	No
Do we have specific/unique legal, compliance, regulatory requirements that cannot be fulfilled by an off-the-shelf product?	Yes	No
Does the commercial proposition work better if we buy instead of build?	No	Yes
Does it integrate well with the rest of the technology stack used in our core product?	No	Yes
Is it easy to purchase, setup and get started with the off-the-shelf product?	No	Yes
Is there a model of support for the off-the-shelf product that can meet our needs?	No	Yes



Chapter 12: Is Our Process Dragging Us Down?





Streamline teams based on response turnaround time

Faster feedback loop and shorter release cycles – defects, minor enhancements, content changes, quick wins

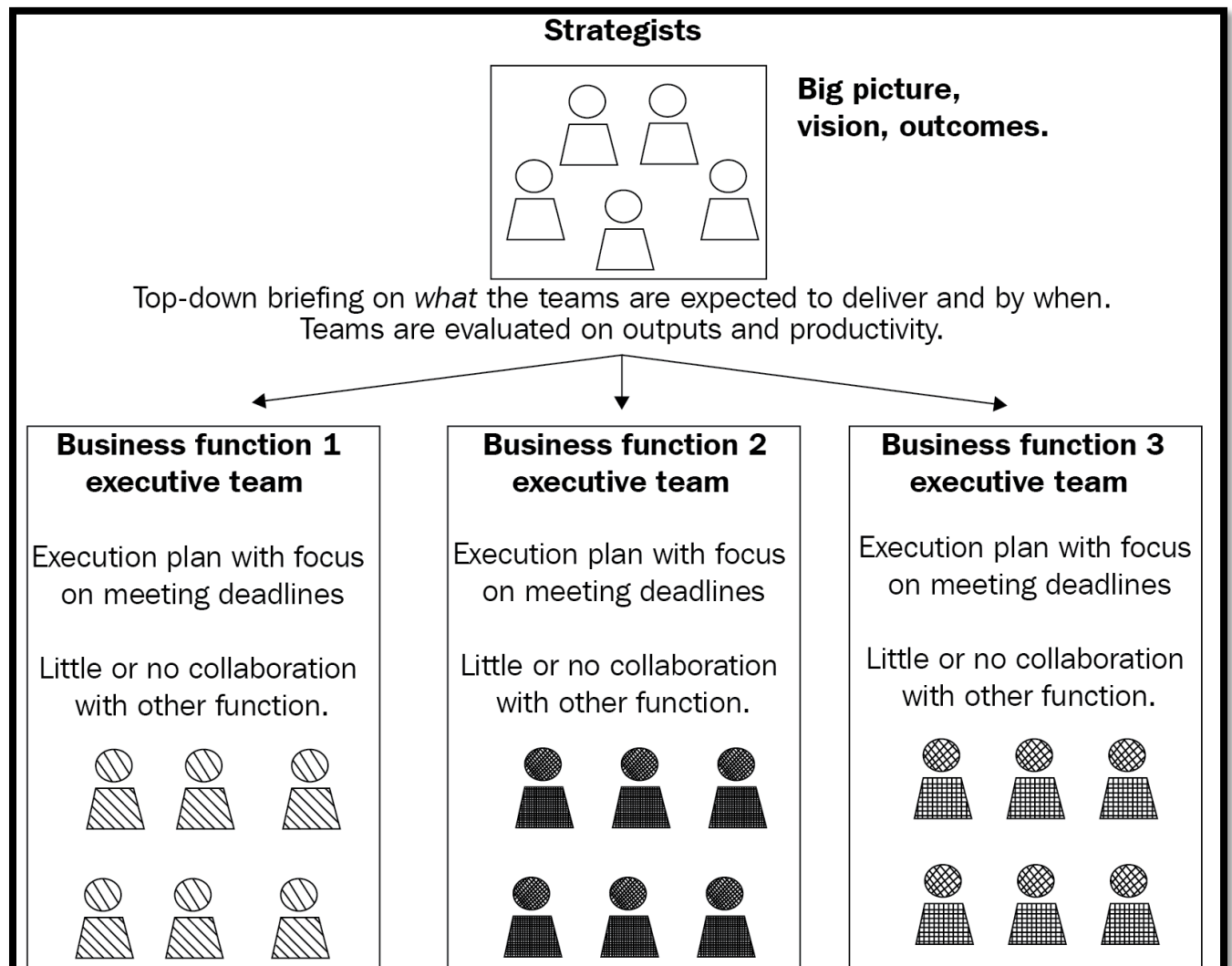
Slightly longer feedback loop and longer release cycles for feature enhancements, quick wins and feature ideas

Longer release cycles for new feature development /strategic wins

Release milestone

Development Iteration

Chapter 13: Team Empowerment

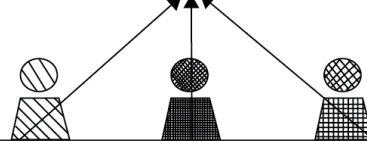


Key stakeholders



Shared understanding of key business outcomes, success metrics and customer impact.
Transparency around external and internal constraints.

Focus on "why"



Representation from executive teams in strategy direction.
Transparency around data, customer complaints,
ground level insights that influence strategy
Focus on "why"

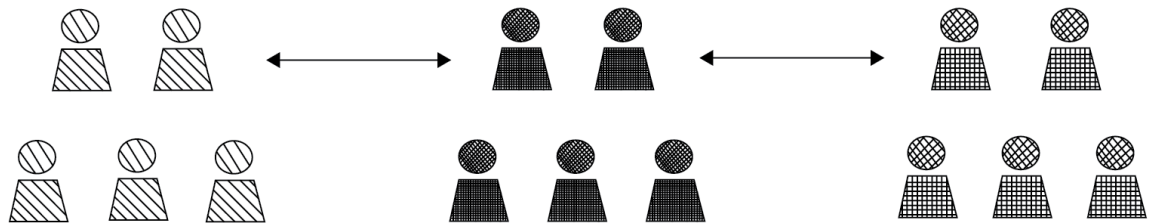
Business function 1 Empowered team

Business function 2 Empowered team

Business function 3 Empowered team

Cross team collaboration to align implementation to ensure seamless end to end product experience Teams structured based on response turnaround time

Focus on "what"



Execution plan with focus on meeting outcomes and delivering impact.
Freedom on decision making around implementation.

Focus on "how"