

Notebook

WSJ Society Business Model

Revision
January 30, 2016

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Statement of Purpose

The value of website WSJSociety.com is derived from its contribution to the overall value delivered by the WSJ Society to its members.

This project track, WSJ Society: Business Model, will use lean startup process and tools to discover business model improvements and the opportunities for WSJSociety.com to contribute to improved service to the society and its members.

WSJ Business Model Development

WSJ Society Business Model/ Current Practice

Our first step in the process will be to develop a common understanding of the current practice and member experience with the WSJ Society. We'll do that by creating a Business Model Canvas i.e. filling in the nine boxes of a blank canvas. We'll need to make some adjustments in creating the canvas to reflect our purpose as a non-profit in service to its membership, but that should not be too difficult. Just remember, our members are our customers and go from there.

Intro to Business Model Canvas lists the elements we need to address. There is a set of questions listed for each to help with your answers. (See Appendix or Project Page file)

Information to help complete the canvas is included in *WSJ Society/ Current Practice* It's a compilation of facts and member opinions that have been captured over the last several years. Please don't feel constrained by this summary. Your experience may indeed be different, and I may have something wrong. Please feel free to correct my mistakes and use your experience, but for now, let's focus on the society and member experiences as they exist today. We'll deal with our options for the future after we have a good picture of our current situation.

With that introduction. Why not give it a shot? You can view or download the materials at:

[WSJSociety.com Update/ Project Page](#)

- *Intro to Business Model Canvas*
- *Business Model Canvas Form*
- *WSJ Society Current Practice.*

You can work on the canvas directly, or just make a list for an element and send your ideas via email to jra4128@gmail.com. We may be able to get this going with more collaborative tools, but, for now, let's keep it simple. You send your ideas and I'll post them for all to see. Perhaps we can get a discussion going online in the Open Forum. That would be more collaborative. To keep track of our progress, I'll also post on-going updates to Notebook:

- *Notebook: WSJ Society Business Model*

Let's see what works best for you.

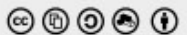
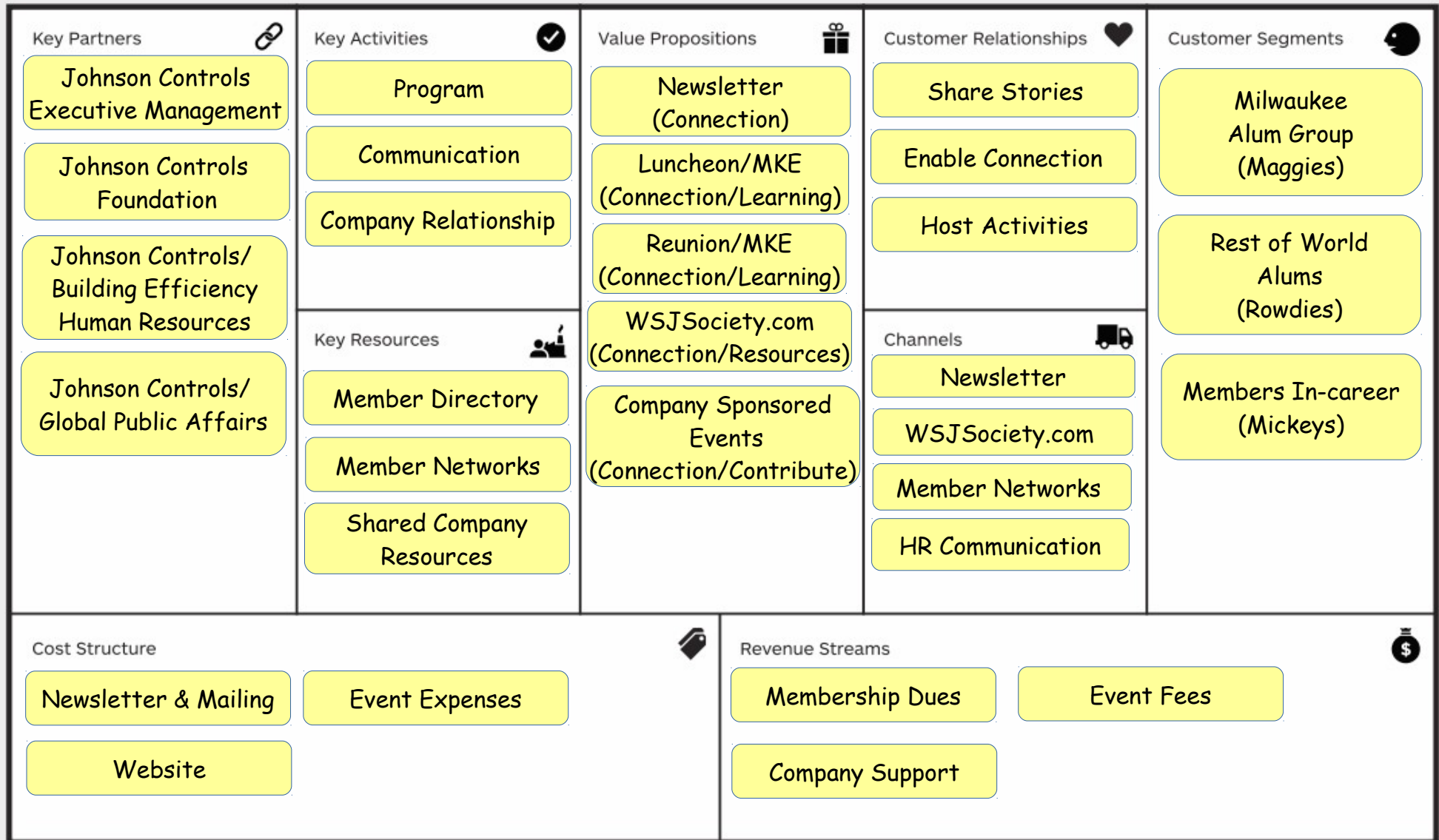
Posted 1/17/2016

The Business Model Canvas

Current Practice

Project Team

January 19, 2016/ v 1



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WSJ Society Current Practice

Customer Segments

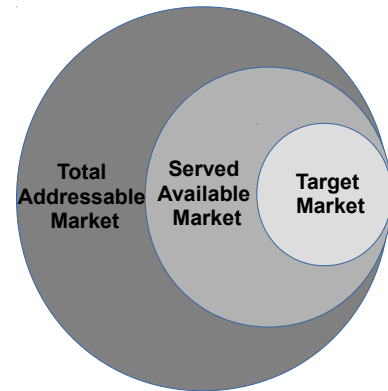
'Customers' are 'members' of the WSJ Society. The market of customers is then all eligible candidates for membership. Since July, 2015 eligible candidates include:

1. Retirees of Johnson Controls
2. Current or former employees, in good standing, with at least 10 years of service
3. Surviving spouse of a member.

This list is the Total Addressable Market for the WSJ Society. For a 170,000 employee multinational company, in business since 1885, that's a large and diverse group of people.

The Served Available Market consists of those eligible candidates who can be reached and served through available channels. And, the Target Market for a startup is identified as those who will be the most likely buyers.

For the purpose of capturing current practice, existing members and their personal network of associates will be considered the Served Available Market. They are reached through the Newsletter, personal contacts, and are the most likely users of website WSJSociety.com.



(Figure from "The Startup Owner's Manual" Blank & Dorf)

Given that, a segmentation for current practice of the society might be structured as:

Milwaukee Alum Group (Maggies)

- Retirees currently residing in the Milwaukee Area
- Career experience at Corp, AE, PS, and BE (80% of this segment)
- ~ 51% of current membership

Rest-of-World Alums (Rowdies)

- Retirees currently residing outside the Milwaukee Area, mostly U.S. & Canada
- Career experience at Corp, AE, PS, and BE (90% of this segment)
- ~ 49% of current membership

Members In-Career (Mickeyes)

- Working, at Johnson Controls, at another company, or a business owner
- At least 10 years of service, may or may not be a retiree of Johnson Controls
- Same mix of career experiences as the other segments
- (N/A %) of current membership, best guess – it's >5% of each of the other segments i.e. >10% of the total Served Available Market

Value Propositions

The mission statement, recently developed, does a good job in expressing the overall value proposition of the WSJ Society:

The WSJ Society is a social organization formed to promote the continuation of friendships established during career experiences at Johnson Controls through activities such as social gatherings, newsletters, online networks, community service projects, and continued learning experiences.

Value is created through the activities of the society including:

Newsletter

- Quarterly issues, mailed to all active members
- President's Message, society news and event information
- Stories & personal updates submitted by members
- Company stories past & present

Luncheons/Milwaukee

- Quarterly luncheons, 40 – 60 participants, members & guests
- Time to meet, enjoy, and learn something from the speakers

Reunion/Milwaukee

- Biennial reunion, 70 – 80 participants, members & guests
- AM event, hosted by the company with executive update on state of the company, often by the CEO; supplemented by a speaker or activity intended to be an enjoyable learning experience
- Evening gathering with dinner and entertainment

WSJSociety.com Website

- Social media site online since July 2013
- Company, society, and member news stories
- List of available resources of potential interest to members (public)
- Access to company resources available to employees and retirees e.g. Matching Gift Program, Employee/Retiree Discount Program
- Member directory and utilities for creating a profile, messaging, making connections, and participating in group discussions (private)

Company Sponsored Events

- Invitations to participate in “Bowling for Kids” and the BE Golf Outing (2015)
- Invitation to join employee initiated Blue Sky Involve projects (2015)

Customer Relationships

Individual member interactions with society board members beyond those continued friendships include expectations to:

Share Stories

- Member stories are highly valued by both the author and other members who are interested in any update on former associates
- The society via newsletter and website is asked to share those as broadly as possible

Enable Connections

- Standard policy of the society is to notify a member that another member would like to contact them – an important, but not frequent request, policy prohibits passing along contact information without approval.
- WSJSociety.com enables members who are registered to make connections directly

Host Activities

- Host and support participation in activities that bring members together is a basic expectation of members from the society

Channels

Channels of communication to existing members are well established. Those to eligible candidates are limited.

Newsletter

- Mailed quarterly to every member, frequently praised by members
- Infrequent supplemental mailing in the event of a timing issue

WSJSociety.com

- Online since July, 2013, 39% of membership has registered on the site
- Significant potential for raising awareness with eligible candidates

Member Networks

- The most productive channel today for approaching eligible candidates, members sharing their experience and enjoyment of the society

HR Communication

- Society information materials given to HR/Building Efficiency (Fall 2015)

Key Activities

Important activities enabling value creation by the WSJ Society include:

Program

- Creating and hosting the events i.e. luncheons and reunions, that enable members to re-connect in person and make new friendships

Communication

- Soliciting, compiling, and publishing member stories and information; the Newsletter has held the organization together from its beginning; WSJSociety.com is developing the next level of communication
- Event notification and promotion is key to their success

Company Relationship

- From the beginning, the WSJ Society has benefited from executive level support as well as that of employees who have volunteered their time and effort to the success of society activities, continuing these relationships is critical to the on-going success of the society
- While no requirements have been placed on the society to maintain company support, the society and its members have always acted as a very positive example of the relationships formed in career experiences at Johnson Controls. Further development of this part of the relationship promises benefits to both the society and company.

Key Resources

Member Directory

- Accurate contact information, mail and online, is the basis for any on-going communication with members

Member Networks

- Informal member networks are a key source of member stories and updates so valued by all of the membership
- Critical source of new members

Shared Company Resources

- Matching Gift and Discount Programs allow retirees and employees to leverage company resources to advantage
- Invitation to all members for company sponsored events e.g. Bowl for Kid's Sake, Blue Sky Involve Projects, and Golf Outing create member opportunities to contribute and enjoy the Johnson Controls community

Key Partners

Johnson Controls/ Executive Management

- Personal time and interest in supporting the society
- Reunions and support for on-going activities

Johnson Controls Foundation

- Matching Gift Program available to employees and retirees

Johnson Controls/ Building Efficiency HR

- Invitation and support for Employee/Retiree Discount Programs
- Invitation to participate in Bowl for Kid's Sake
- Invitation to participate in Golf Outing

Johnson Controls/ Global Public Affairs

- Invitation to participate in employee initiated Blue Sky Involve projects

Revenue Streams

Sources of revenue to support the society's activities include:

Membership Dues

Event Fees

Company Support

Cost Structure

On-going costs to support the society's activities include:

Newsletter Print & Mail

Event Expenses

Website

Value Proposition/ Current Practice

The value proposition related to each customer segment can be explored further using the Value Proposition Canvas (see Appendix for more information).

In this first draft, the assessment of value proposition by segment is rather broad. There are no 'complete' solutions for the challenges faced by our members, certainly none that can be delivered entirely by the WSJ Society. But the society can help, do some good along the way, and contribute to an enjoyable journey.

This draft the Value Proposition Canvas is a starting point. It will be modified as we learn more about our members and try new ways to serve them.

Milwaukee Alum Group/ Maggies

The characteristics of this segment include:

- Alums/retirees currently residing in the Milwaukee area
- 80% had their Johnson Controls career experience with Building Efficiency
- 20% had their Johnson Controls career experience with Corporate, Power Solutions, or Automotive Experience
- This is slightly more than half of the total current society membership.

The Value Proposition Canvas for current practice as applied to the Maggies can be constructed as follows.

Customer Jobs/Interests

Financial Management

- Manage a career's savings last for a lifetime
- Face volatile expense challenges in uncertain investment environment

Physical Health

- Maintain personal health and maybe care for a family member
- Deal with the aging process in all its glory, warts, and costs!

Mental Health

- It's a case of use it or lose it
- Life long learning has real meaning

Family

- For those fortunate enough, the primary social connection of choice

Social Connection

- Health and well-being derived from social activity, enjoying life with others

Contribution

- Positive impact on others, a key source of value in life

- Maybe more time, talent, or treasure is available in retirement

Customer Pains

Don't know...

- other people in the WSJ Society
- how to get connected and engaged with other people
- how I could contribute to anyone else

Can't...

- get out because of my health
- participate in activities because...

I got cut...

- not my choice to leave...Why get involved with them again?
- whole business unit sold off...Why get involved with them again?
- ...Why get involved with them again?

Computer??

- Turned off my computer when I left work. Haven't turned on one since!

Cost too much to...

- on fixed income, any extra activity costs too much

I have my own ways...

- I figured out how to stay connected and contribute on my own.
- Have a small group that meets for lunch from time to time. That's enough.

Customer Gains

Engaged and Enjoying It

- Family, friends, lots going...life's good
- Still learning and loving it

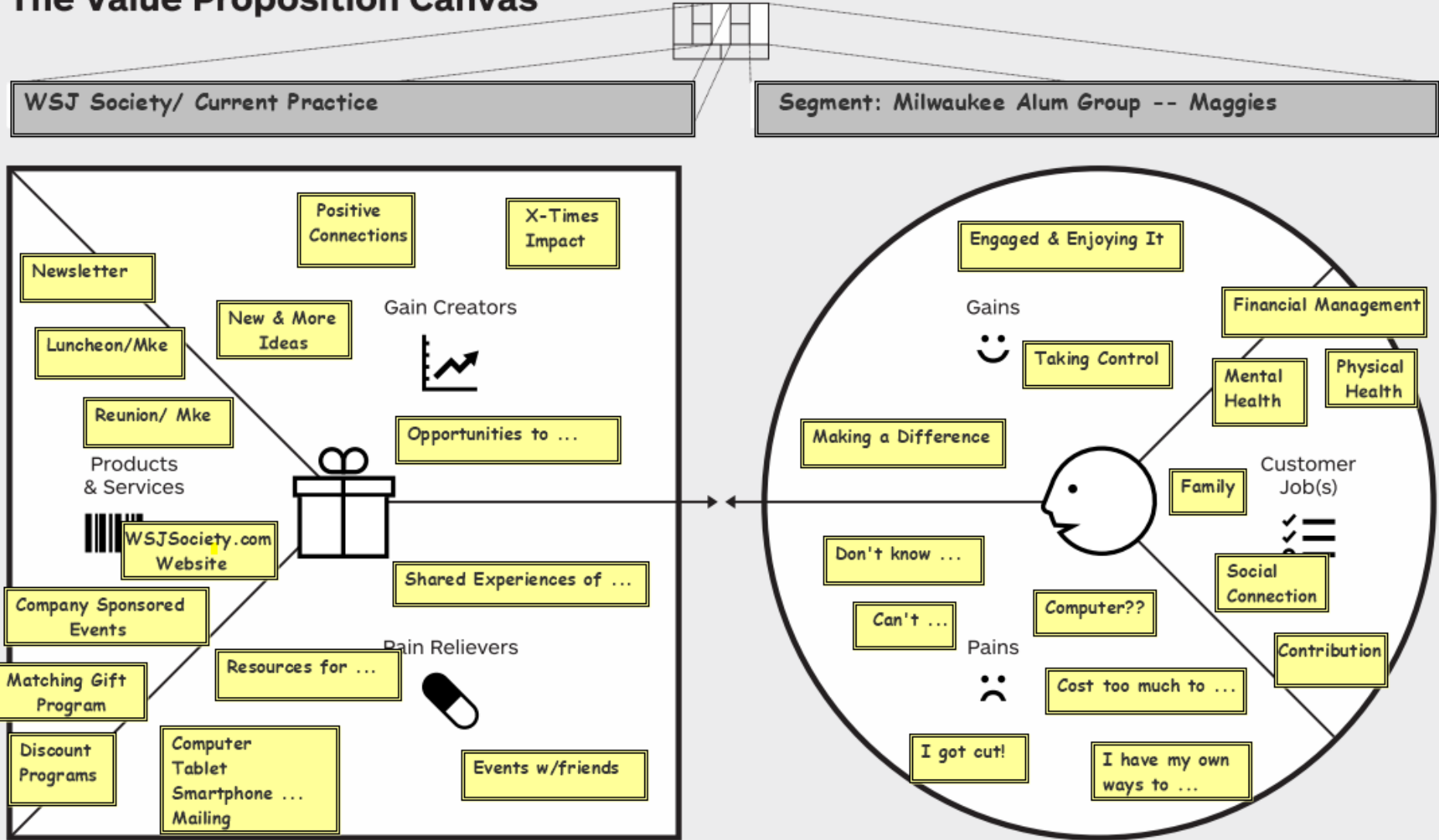
Taking Control

- Face some big challenges, but I've got support
- Finding my way through this, doing something about it

Making a Difference

- Giving back to those in need
- Passing on what I've learned

The Value Proposition Canvas



Product & Services

Newsletter

- Quarterly mailing to all members
- Member, society and company news

Luncheon/Mke

- Quarterly luncheon in Milwaukee open to all members and their spouse
- Program designed to be both enjoyable and educational

Reunion/Mke

- Biennial reunion in Milwaukee open to all members and their spouse
- Program designed to confirm the value of the company relationship, learn something new, catchup and enjoy the day with other members

WSJSociety.com

- Member, society and company news
- Member lists and social media features to re-connect with other members
- Resource lists, ideas to get engaged and contribute

Company Sponsored Events

- Golf Outing/ Milwaukee
- Bowling for Kid's Sake/ Milwaukee
- Blue Sky Involve Projects

Matching Gift Program

- Johnson Controls Foundation match for employee and retiree contributions to education & arts with special initiatives for The United Way and United Performing Arts Fund in Milwaukee

Discount Programs

- Discount programs available to retirees, managed by Building Efficiency/HR

Pain Relievers

Shared Experiences of...

- preparing and re-starting in retirement
- being cut!
- life's challenges related to health, finances, solving today's problem

Resources for...

- learning something new
- help when needed
- making a connection or contribution

Events w/friends

- shared experiences, successes and failures
- supportive group eager to help where possible

Computer, Tablet, Smartphone, Mail...

- Connect to the society through the mail, phone, online
- WSJSociety.com computer, tablet, and smartphone friendly

Gain Creators

Positive Connections

- network of people invested in each other over career experiences
- pride in past accomplishments => enjoying new ones

New & More Ideas

- more members engaged => more experiences to share

Opportunities to...

- enjoy continued relationships with career associates
- create new relationships
- make a difference for others, in the society, in the community

X-Times Impact

- leverage company resources for greater benefit for others

Rest of World Alums/ Rowdies

The characteristics of this segment include:

- Alums/retirees currently residing outside the Milwaukee area
- 90% had their Johnson Controls career experience with Building Efficiency
- 93% of these members reside in the United States with the remaining members in Canada (6) and Australia (1)
- 5% had their Johnson Controls career experience with Corporate, Power Solutions, or Automotive Experience
- This is slightly less than half of the total current society membership.

Clearly 'Rest of World' is an overstatement here, but 'Rowdies' has some appeal and this group has the largest eventual potential for the society. The Value Proposition Canvas for current practice as applied to the Rowdies can be constructed as follows. Note that from the customer jobs and interests there is no difference between the Maggies and Rowdies. There are however differences in the impact of products and services between these segments.

Customer Jobs/Interests

Financial Management

- Manage a career's savings last for a lifetime
- Face volatile expense challenges in uncertain investment environment

Physical Health

- Maintain personal health and maybe care for a family member
- Deal with the aging process in all its glory, warts, and costs!

Mental Health

- It's a case of use it or lose it
- Life long learning has real meaning

Family

- For those fortunate enough, the primary social connection of choice

Social Connection

- Health and well-being derived from social activity, enjoying life with others

Contribution

- Positive impact on others, a key source of value in life
- Maybe more time, talent, or treasure is available in retirement

Customer Pains

Don't know...

- other people in the WSJ Society
- how to get connected and engaged with other people
- how I could contribute to anyone else

Can't...

- get out because of my health
- participate in activities because...

I got cut...

- not my choice to leave...Why get involved with them again?
- whole business unit sold off...Why get involved with them again?
- ...Why get involved with them again?

Computer??

- Turned off my computer when I left work. Haven't turned on one since!

Cost too much to...

- on fixed income, any extra activity costs too much

I have my own ways...

- I figured out how to stay connected and contribute on my own.
- Have a small group that meets for lunch from time to time. That's enough.

Customer Gains

Engaged and Enjoying It

- Family, friends, lots going...life's good
- Still learning and loving it

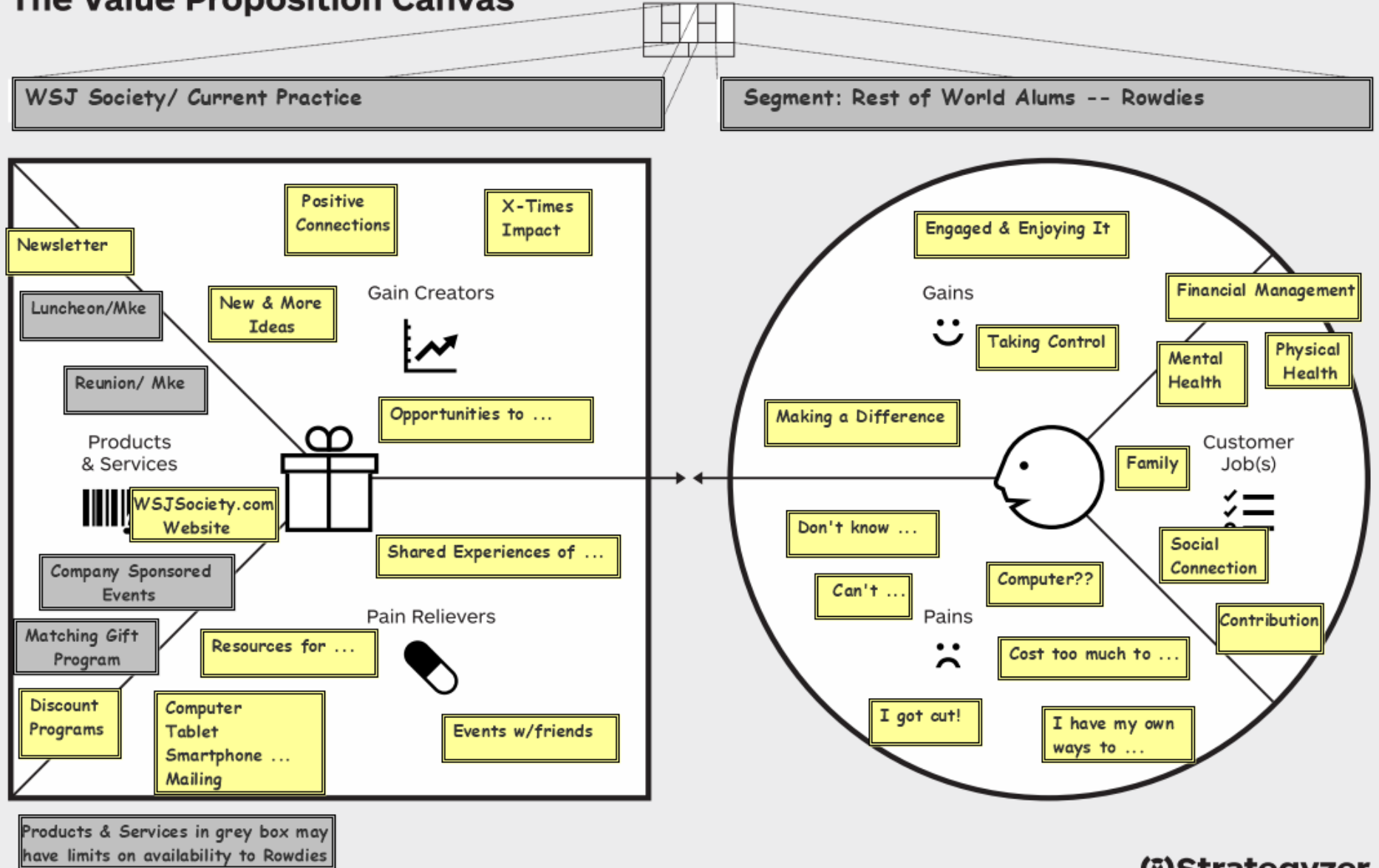
Taking Control

- Face some big challenges, but I've got support
- Finding my way through this, doing something about it

Making a Difference

- Giving back to those in need
- Passing on what I've learned

The Value Proposition Canvas



Product & Services

Newsletter

- Quarterly mailing to all members
- Member, society and company news

Luncheon/Mke

- Quarterly luncheon in Milwaukee open to all members and their spouse
- Program designed to be both enjoyable and educational
- (Requires travel to Milwaukee)

Reunion/Mke

- Biennial reunion in Milwaukee open to all members and their spouse
- Program designed to confirm the value of the company relationship, learn something new, catchup and enjoy the day with other members
- (Requires travel to Milwaukee)

WSJSociety.com

- Member, society and company news
- Member lists and social media features to re-connect with other members
- Resource lists, ideas to get engaged and contribute

Company Sponsored Events

- Golf Outing/ Milwaukee (Local Milwaukee event)
- Bowling for Kid's Sake/ Milwaukee (Local Milwaukee event)
- Blue Sky Involve Projects

Matching Gift Program

- Johnson Controls Foundation match for employee and retiree contributions to education & arts with special initiatives for The United Way and United Performing Arts Fund in Milwaukee (May have limits outside Milwaukee or U.S.)

Discount Programs

- Discount programs available to retirees, managed by Building Efficiency/HR

Pain Relievers

Shared Experiences of...

- preparing and re-starting in retirement
- being cut!
- life's challenges related to health, finances, solving today's problem

Resources for...

- learning something new
- help when needed
- making a connection or contribution

Events w/friends

- shared experiences, successes and failures
- supportive group eager to help where possible

Computer, Tablet, Smartphone, Mail...

- Connect to the society through the mail, phone, online
- WSJSociety.com computer, tablet, and smartphone friendly

Gain Creators

Positive Connections

- network of people invested in each other over career experiences
- pride in past accomplishments => enjoying new ones

New & More Ideas

- more members engaged => more experiences to share

Opportunities to...

- enjoy continued relationships with career associates
- create new relationships
- make a difference for others, in the society, in the community

X-Times Impact

- leverage company resources, where available for greater benefit for others

Members in Career/ Mickeys

The characteristics of this segment are a 'best guess' since we don't have statistics on current employment status of members. This group while small today, also has significant potential for future growth. Lowering the service limit from 20 years to 10 years in 2015 significantly expanded membership eligibility to this segment.

- Members working, at Johnson Controls, at another company, or business owner
- At least 10 years of service, may or may not be a retiree of Johnson Controls
- Like other segments, today, most of these members had their career experience at Building Efficiency
- Current residence is expected to be split, Milwaukee Area & rest of U.S.
- Best guess of current membership in this group is >10% of the total Served Available Market i.e. ~ 50 members

The Value Proposition Canvas for this segment differs from the other segments mainly because members in this segment are in-career. Some members may be working in retirement from Johnson Controls whether as a full-time volunteer or employment. Most of the jobs/interests remain the same, but with a different perspective on the future. Career Development is a critical job for these members.

Customer Jobs/Interests

Career Development

- Continued advancement in skills and career accomplishments

Financial Management

- Manage a career's savings last for a lifetime – in-career
- Face volatile expense challenges in uncertain investment environment

Physical Health

- Maintain personal health and maybe care for a family member
- Deal with the aging process in all its glory, warts, and costs!

Mental Health

- It's a case of use it or lose it
- Life long learning has real meaning

Family

- For those fortunate enough, the primary social connection of choice

Social Connection

- Health and well-being derived from social activity, enjoying life with others
- Networking for career development

Contribution

- Positive impact on others, a key source of value in life
- Maybe more time, talent, or treasure is available in retirement

Customer Pains

Don't know...

- other people in the WSJ Society
- how to get connected and engaged with other members

Can't...

- get out because of time commitment to my job
- participate in society activities because...

I got cut...

- not my choice to leave...Why get involved with them again?
- whole business unit sold off...Why get involved with them again?
- ...Why get involved with them again?

Time conflicts to...

- my job requires my full attention

I have my own ways...

- I figured out how to stay connected and contribute on my own.
- Have a small group that meets for lunch from time to time. That's enough.

Customer Gains

Engaged and Enjoying It

- Family, work, friends, lots going...life's good
- Learning, growing, and loving it

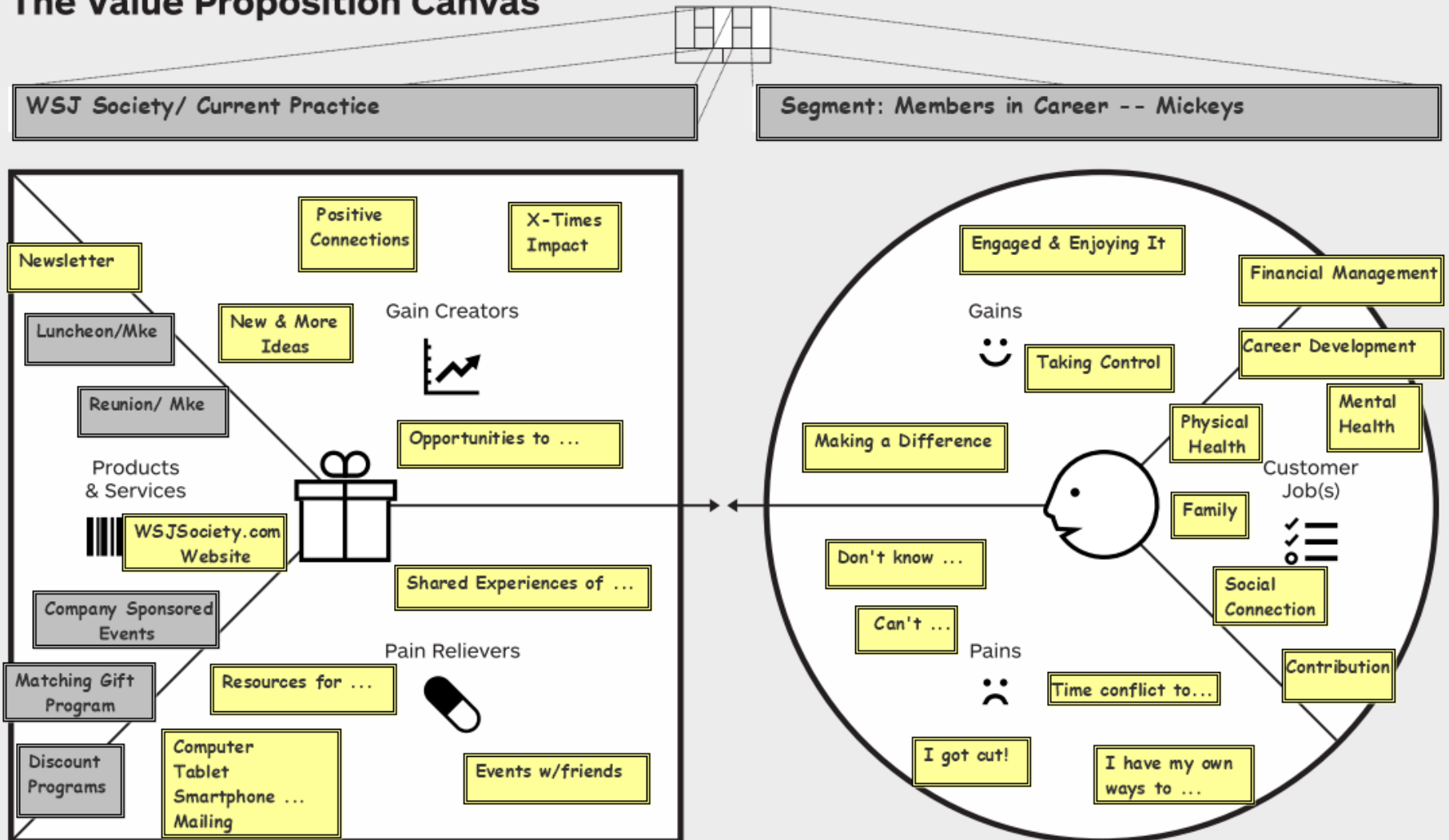
Taking Control

- Face some big challenges, but I've got support
- Finding my way through this, doing something about it

Making a Difference

- Giving back to those in need
- Passing on what I've learned

The Value Proposition Canvas



Products and Services in grey box may have limits on availability to Mickeys.

Product & Services

Newsletter

- Quarterly mailing to all members
- Member, society and company news

Luncheon/Mke

- Quarterly luncheon in Milwaukee open to all members and their spouse
- Program designed to be both enjoyable and educational
- (Requires travel to Milwaukee & time commitment)

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Events w/friends

- shared experiences, successes and failures
- supportive group eager to help where possible

Computer, Tablet, Smartphone, Mail...

- Connect to the society through the mail, phone, online
- WSJSociety.com computer, tablet, and smartphone friendly, anytime!

Gain Creators

Positive Connections

- network of people invested in each other over career experiences
- pride in past accomplishments => enjoying new ones

New & More Ideas

- more members engaged => more experiences to share

Opportunities to...

- plug into members professional networks
- enjoy continued relationships with career associates
- create new relationships
- make a difference for others, in the society, in the community

X-Times Impact

- leverage company resources, where available, for greater benefit for others

Appendix

WSJ Society/ Current Practice

Organization

1. The Warren S Johnson Society of Retirees was founded in 1989 as a social, non-profit 503(c), organization serving its members who share career experiences at Johnson Controls, Inc.
2. Initial membership eligibility included those who:
 - Have retired from Johnson Controls
 - Are full-time employees with 20 or more years of Johnson Controls services
 - Are a surviving spouse of a member.
3. At the July 2015 Annual Meeting a changes were approved to name and membership:
 - The name of the society was changed to the “Warren S Johnson Society” with an approved shortened form “WSJ Society”
 - Membership eligibility was expanded to include: *“Anyone who has either retired from Johnson Controls, Inc. OR has completed at least 10 years of service and is in good standing with the company.”* Surviving spouse remained eligible as before.
4. A mission statement for the society was developed by the Board in December, 2015 as:
“The WSJ Society is a social organization formed to promote the continuation of friendships established during career experiences at Johnson Controls through activities such as social gatherings, newsletters, online networks, community service projects, and continued learning experiences.”
5. Program activities of the society include:
 - Quarterly Luncheons in Milwaukee supported by a participant fee
 - Biennial Reunion held in Milwaukee generously supported by the company including an update presentation by a corporate executive, most often the CEO, coordination of site and activity by current employees and financial contribution.
 - In past years member groups in other locations reported on their activities but that has fallen off.
6. Regular communication to members is provided (with company support) through:
 - Newsletter mailed quarterly to each member
 - WSJSociety.com website (since July, 2013)
 - Special mailing as may be required in exceptional cases

7. Additional resources and activities available to members through company and Johnson Controls Foundation support include:

- Matching Gift Program (available to retiree and current employees, U.S. based)
- United Way Match (available to retiree and current employees, Milwaukee area)
- UPAF Match (available to retiree and current employees, Milwaukee area)
- Company Discount Program (available to retiree and current employees)
- Invitation to participate in community service activities e.g. Bowl for Kid's Sake and Blue Sky Involve projects – Milwaukee, 2015.
- Invitation to participate in company Golf Outing – Milwaukee, 2015
- Company historian shares stories for Newsletter & WSJSociety.com

Membership

8. Membership Breakout, December 2015:

<i>Business Unit Affiliation</i>	<i>Wisconsin</i>	<i>Other U.S.</i>	<i>Canada/ Other</i>	<i>Totals</i>
<i>Automotive Experience</i>	2	2		4
<i>Building Efficiency</i>	216/40%	232/44%	6/0	454/85%
<i>Power Solutions</i>	18	7		25/5%
<i>Corporate</i>	34	5	0/1	40/8%
<i>Not Available</i>			0/9	9
<i>Totals</i>	270/51%	246/46%	16	532

Note: While a count is not maintained, it is the common belief that only a small number of members are current employees of Johnson Controls. Among the dominant member set of retirees, some have continued their work career, or started a business, or commit a significant time to volunteer work, or, are engaged in a variety of family activities.

9. Program & communications participation:

- All members receive the Newsletter quarterly
- A few (1 or 2) members each quarter submit a story of interest to share
- A few (1 or 2) members monitor their network or local obituaries to share information on the passing of a member or former associate
- Quarterly luncheons in Milwaukee serve 40 to 60 attendees
- Reunion count of attendees has been ~80 for morning and evening events
- WSJSociety.com, introduced in July, 2013, participation:

- 208/39% of members have registered and have a successful login
- 24/5% of members have posted a picture in their profile
- Some members have used the website to reconnect with another member, or send a message, or update their status, but very few members have used those resources.
- From December 4, 2015 to January 4, 2016, per Google Analytics, there were 207 website sessions, 144 of those were new users at the site. On average, they viewed 9 pages, and stayed on the site for almost 7 minutes.
- For the rest of 2015, the monthly number of website sessions varied from 49 to 145 per month, 1,448 for all of 2015 with page visit count and time about the same.

Website WSJSociety.com Experience

10. Per Google Analytics for the period January 1, 2015 to January 1, 2016, there have been:

- 1,406 user sessions (visits) to the website
- 846 of those were new users
- 8.9 pages were viewed per session on average
- 7:50 minutes was the average session duration

11. During the same period, the most viewed pages, other than login, landing, and logout were:

<i>Page</i>	<i>Views</i>	<i>Average Time/View (Minutes)</i>
<i>Society News</i>	<i>455</i>	<i>1:08</i>
<i>Photo Gallery</i>	<i>353</i>	<i>0:30</i>
<i>Newsletter Archive</i>	<i>324</i>	<i>2:26</i>
<i>The Hub</i>	<i>308</i>	<i>0:33</i>
<i>Member Directory</i>	<i>249</i>	<i>2:49</i>

Member Preferences

12. Poll questions posted since the introduction in July, 2013 has 50 responses to the question: "What feature of WSJ Society Online is most important to you?"

<i>Feature</i>	<i>% Selected</i>
<i>Society News & Events</i>	<i>23%</i>
<i>Connect with other members</i>	<i>50%</i>
<i>Share common interests e.g. hobby, travel</i>	<i>4%</i>
<i>Information for benefits and retirement planning</i>	<i>20%</i>
<i>Find opportunities to contribute</i>	<i>4%</i>

13. Ideas raised by members at the Reunion 2014 Brainstorm Session led by Emily Callaghan include interest in:

- Assistance with the retirement process
- Engagement in advanced research and technology
- Mentoring opportunities to aid career development of young employees
- Promotion of Science, Technology, Engineering, & Mathematics activities
- 'TED Talk' exchanges on topics of interest to retirees & employees
- Leverage retiree knowledge to the advantage of company & employees
- Promotion and sharing experiences of volunteer activities
- Joint participation, employees & retirees, in company events
- Share interests & experiences in life

14. Responses from the Vision/Forward discussion raised member interests:

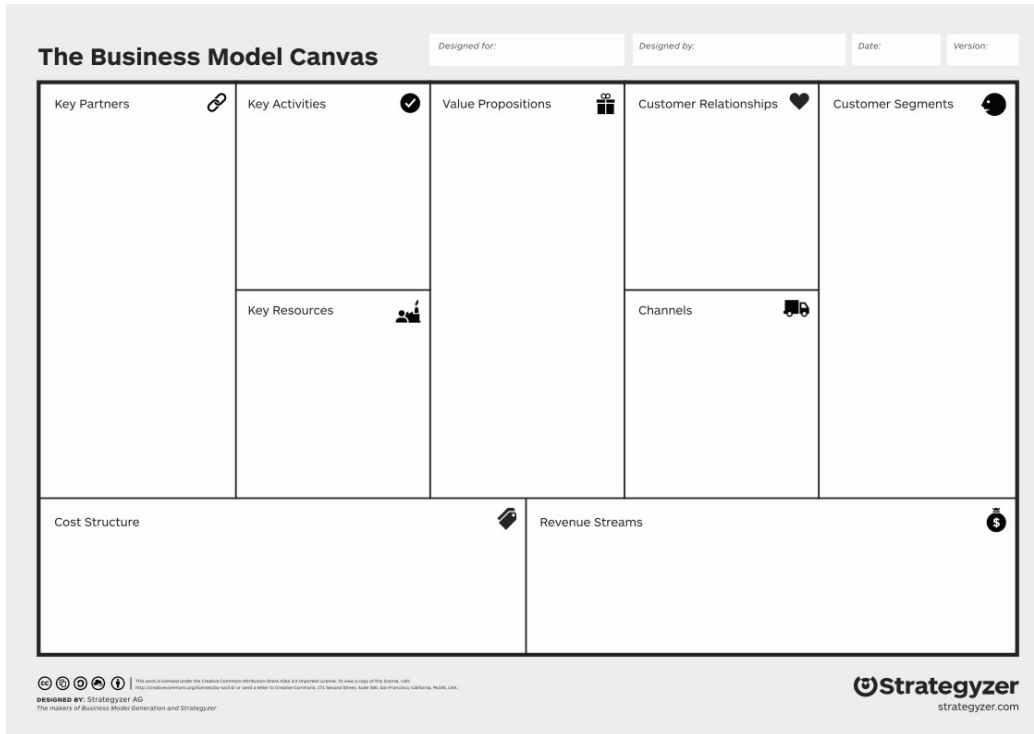
- News from other members sharing their experiences
- News on Johnson Controls, maybe some insights not in the newspaper
- Pride in team accomplishments in careers at Johnson Controls
- Value of lasting friendships
- Access to resources to prepare for a successful retirement

15. Other discussions with members revealed interests as:

- I'm invested in this group of people, we shared a lot in our careers and I want to stay connected to them.
- The opportunity to meet and share experiences with people like this is what motivates me to be at the quarterly luncheons.

Introduction to Business Model Canvas

A Business Model Canvas supports the expression of value creation and delivery by an organization in nine basic elements. Here's a short introduction video: [Business Model Canvas Explained](#).



Customer Segments

For whom are we creating value?

Who are our most important customers?

Is the market a mass or niche market; segmented; diversified, or multi-sided platform?

Value Propositions

What value do we deliver to the customer?

Which one of our customer's problems are we helping to solve?

What bundles of products and services are we offering to each customer segment?

Characteristics might include:

Newness

Design

Risk Reduction

Performance

Brand/Status

Accessibility

Customization

Price

Convenience/Usability

“Getting the job done”

Cost Reduction

Customer Relationships

What type of relationship does each of our customer segments expect us to establish and maintain with them?

Which ones have we established?

How are they integrated with the rest of our business model?

How costly are they?

Examples include:

Personal assistance

Automated services

Dedicated personal assistance

Communities

Self-service

Co-creation

Channels

Through which channels do our customer segments want to be reached?

How are we reaching them now?

How are our channels integrated?

Which ones work best?

Which ones are most cost efficient?

How are we integrating them with customer routines?

Channel Phases include:

1. Awareness: How do we raise awareness about our company's products and services?
2. Evaluation: How do we help customers evaluate our organization's value proposition?
3. Purchase: How do we allow customers to purchase specific products and services?
4. Delivery: How do we deliver a value proposition to customers?
5. After Sale: How do we provide post-purchase customer support?

Key Activities

What Key Activities do our Value Propositions require?

Our Distribution Channels?

Customer Relationships?

Revenue Streams?

Categories might include:

Production,

Problem Solving,

Platform/Network

Key Resources

What Key Resources do our Value Propositions require?

Our Distribution Channels?

Customer Relationships?

Revenue Streams?

Types of resources might include:

Physical

Intellectual (brand, patents, copyrights, data)

Human

Financial

Key Partners

Who are our Key Partners?

Who are our key suppliers?

Which Key Resources are we acquiring from partners?

Which Key Activities do partners perform?

Motivation for partnerships may include:

- Optimization and economy

- Reduction of risk and uncertainty

- Acquisition of particular resources and activities

Revenue Streams

For what value are our customers really willing to pay?

For what do they currently pay?

How are they currently paying?

How would they prefer to pay?

How much does each Revenue Stream contribute to overall revenues?

Types	Fixed Pricing	Dynamic Pricing
Asset sale	List price	Negotiation (bargaining)
Usage fee	Product feature	Yield management
Subscription fees	Customer segment	Real-time market
Lending/Renting/Lease	Volume	
Licensing		
Brokerage fee		
Advertising		

Cost Structure

What are the most important costs inherent in our business model?

Which Key Resources are most expensive?

Which Key Activities are most expensive?

Is the business more:

- Cost driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing), or,

- Value driven (focused on value creation, premium value proposition)

Sample characteristics might include:

- Fixed costs (salaries, rents, utilities)

- Variable costs

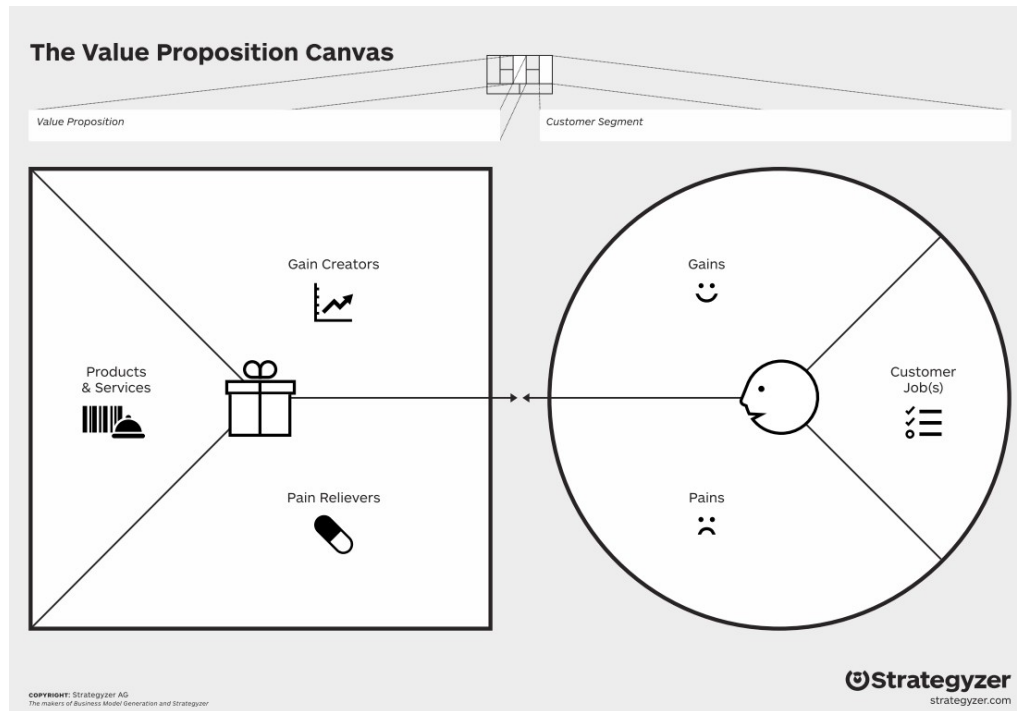
- Economies of scale

- Economies of scope

Source and more information: "Business Model Generation" by Alexander Osterwalder and Yves Pigneur. Here's a link to a more in-depth video by Osterwalder with interesting example: [How to Design, Test, and Build Business Models](#)

Introduction to the Value Proposition Canvas

There is no business without customers and value created to meet their needs and interests. The Value Proposition Canvas provides a tool to investigate further the interests of customers and value creation. It is a logical extension of the 'Customer Segment' and 'Value Propositions' elements of the Business Model Canvas. Here's a link to a short introduction video: [Value Proposition Canvas Explained](#).



The key to the Value Proposition Canvas is the inter-play between customer and business starting with design and demonstrated in the marketplace. There has to be a fit. There are three levels of fit:

1. Problem – Solution Fit

- Evidence that customers care about certain jobs, pains, and gains
- The value proposition design addresses those jobs, pains, and gains

2. Product – Market Fit

- Evidence that the products and services, pain relievers, and gain creators are actually creating customer value and getting traction in the market

3. Business Model Fit

- Evidence that the value proposition can be embedded in a profitable and scalable business model.

Customer Profile – Observations

Customer Jobs

Jobs describe the things your customers are trying to get done in their work or in their life. A customer job could be the tasks they are trying to perform and complete, the problems they are trying to solve, or the needs they are trying to satisfy.

1. What is the one thing that your customer couldn't live without accomplishing? What are the stepping stones that could help your customer achieve this job?
2. What are the different contexts that your customers might be in? How do their activities and goals change depending on these different contexts?
3. What does your customer need to accomplish that involves interaction with others?
4. What tasks are your customers trying to perform in their work or personal life? What functional problems are your customers trying to solve?
5. Are there problems that you think customers have that they may not even be aware of?
6. What emotional needs are your customers trying to satisfy? What jobs, if completed, would give the user a sense of self-satisfaction?
7. How does your customer want to be perceived by others? What can your customer do to help themselves be perceived this way?
8. How does your customer want to feel? What does your customer need to do to feel this way?
9. Track your customer's interaction with a product or service throughout its lifespan. What supporting jobs surface throughout this life cycle? Does the user switch roles throughout this process?

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.

1. How do your customers define too costly? Takes a lot of time, costs too much money, or requires substantial efforts?
2. What makes your customers feel bad? What are their frustrations, annoyances, or things that give them a headache?
3. How are current value propositions under performing for your customers? Which features are they missing? Are there performance issues that annoy them or malfunctions they cite?
4. What are the main difficulties and challenges your customers encounter? Do they understand how things work, have difficulties getting certain things done, or resist particular jobs for specific reasons?

5. What negative social consequences do your customers encounter or fear? Are they afraid of a loss of face, power, trust, or status?
6. What risks do your customers fear? Are they afraid of financial, social, or technical risks, or are they asking themselves what could go wrong?
7. What's keeping your customers awake at night? What are their big issues, concerns, and worries?
8. What common mistakes do your customers make? Are they using a solution the wrong way?
9. What barriers are keeping your customers from adopting a value proposition? Are there upfront investment costs, a steep learning curve, or other obstacles preventing adoption?

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.

1. Which savings would make your customers happy? Which savings in terms of time, money, and effort would they value?
2. What quality levels do they expect, and what would they wish for more or less of?
3. How do current value propositions delight your customers? Which specific features do they enjoy? What performance and quality do they expect?
4. What would make your customers' jobs or lives easier? Could there be a flatter learning curve, more services, or lower costs of ownership?
5. What positive social consequences do your customers desire? What makes them look good? What increases their power or their status?
6. What are customers looking for most? Are they searching for good design, guarantees, specific or more features?
7. What do customers dream about? What do they aspire to achieve, or what would be a big relief to them?
8. How do your customers measure success and failure? How do they gauge performance or cost?
9. What would increase your customers' likelihood of adopting a value proposition? Do they desire lower cost, less investment, lower risk, or better quality?

Value Map – Value Creation (to be proven)

Products & Services

This is a list of all of the products and services that provide the Gain Creators and Pain Relievers on which the value created is based.

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.

Could your products and services...

1. ... produce savings? In terms of time, money, or efforts.
2. ... make your customers feel better? By killing frustrations, annoyances, and other things that give customers a headache.
3. ... fix under-performing solutions? By introducing new features, better performance, or enhanced quality.
4. ... put an end to difficulties and challenges your customers encounter? By making things easier or eliminating obstacles.
5. ... wipe out negative social consequences your customers encounter or fear? In terms of loss of face or lost power, trust, or status.
6. ... eliminate risks your customers fear? In terms of financial, social, technical risks, or things that could potentially go wrong.
7. ... help your customers better sleep at night? By addressing significant issues, diminishing concerns, or eliminating worries.
8. ... limit or eradicate common mistakes customers make? By helping them use a solution the right way.
9. ... eliminate barriers that are keeping your customer from adopting value propositions? Introducing lower or no upfront investment costs, a flatter learning curve, or eliminating other obstacles preventing adoption.

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.

Could your product and services...

1. ... create savings that please your customers? In terms of time, money, and effort.
2. ... produce outcomes your customers expect or that exceed their expectations? By offering quality levels, more of something, or less of something.
3. ... outperform current value propositions and delight your customers? Regarding specific features, performance, or quality.
4. ... make your customers' work or life easier? Via better usability, accessibility, more services, or lower cost of ownership.
5. ... create positive social consequences? By making them look good or producing an increase in power or status.
6. ... do something specific that customers are looking for? In terms of good design, guarantees, or specific or more features.
7. ... fulfill a desire customers dream about? By helping them achieve their aspirations or getting relief from a hardship?
8. ... produce positive outcomes matching your customers' success and failure criteria? In terms of better performance or lower cost.
9. ... help make adoption easier? Through lower cost, fewer investments, lower risk, better quality, improved performance, or better design

10 Characteristics of Great Value Propositions

- ✓ Are embedded in great business models
- ✓ Focus on few pain relievers and gain creators, but do those extremely well
- ✓ Focus on jobs, pains, or gains that a large number of customers have or for which a small number is willing to pay a lot of money
- ✓ Align with how customers measure success
- ✓ Focus on the most significant jobs, most severe pains, and most relevant gains
- ✓ Differentiate from competition in a meaningful way
- ✓ Address functional, emotional and social jobs all together
- ✓ Outperform competition substantially on at least one dimension
- ✓ Are difficult to copy
- ✓ Focus on unsatisfied jobs, pains, and gains

Source: "Value Proposition Design" by Alexander Osterwalder, Yves Pigneur, Greg Bernarda, and Alan Smith. Support questions noted here are taken from the Strategyzer website: [Strategyzer Resources](#)