

Discovery Refresh



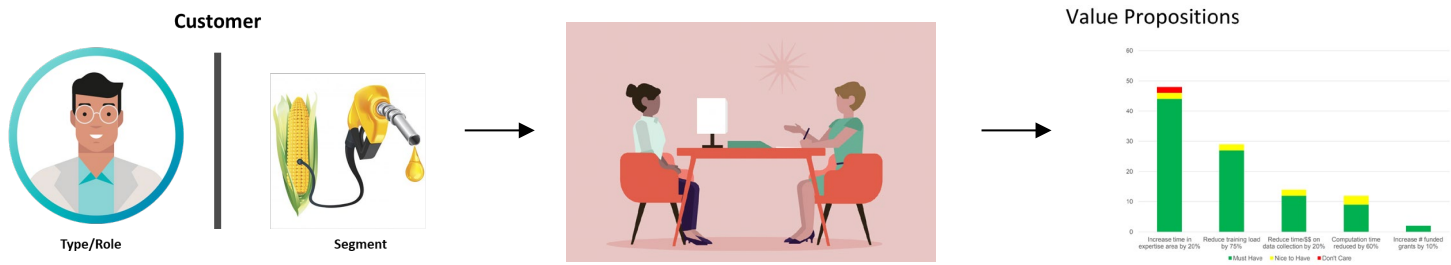
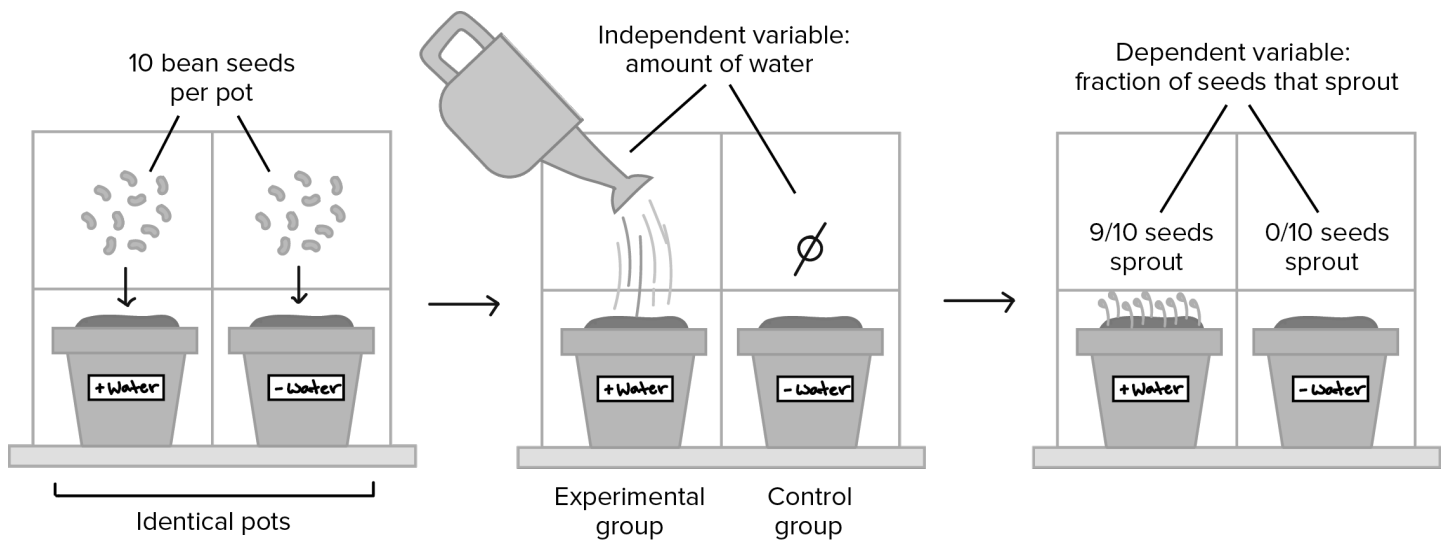
Introduce a new toolkit

Customer Discovery

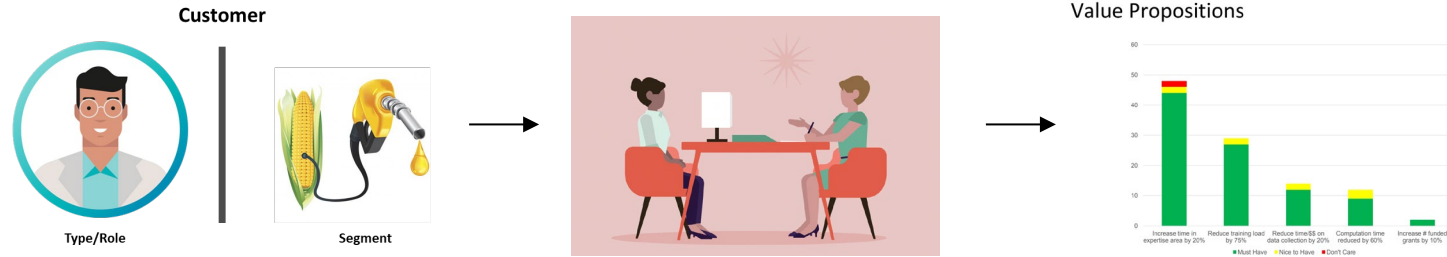
*Getting and managing discussions – and distilling results – are **critical discovery skills**.*



Translating Scientific to Business Experiments



MOTIVATING HYPOTHESIS

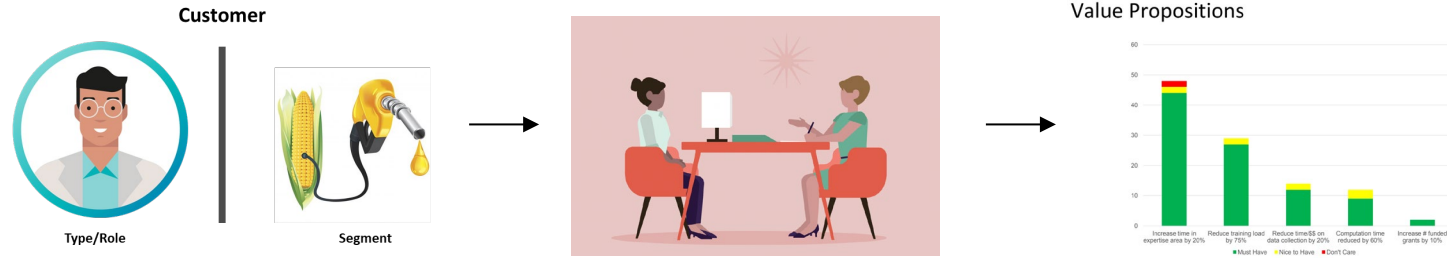


Experimental Design:

How participants are allocated to **different groups** in the experiment.

CUSTOMER SEGMENTATION

MOTIVATING HYPOTHESIS



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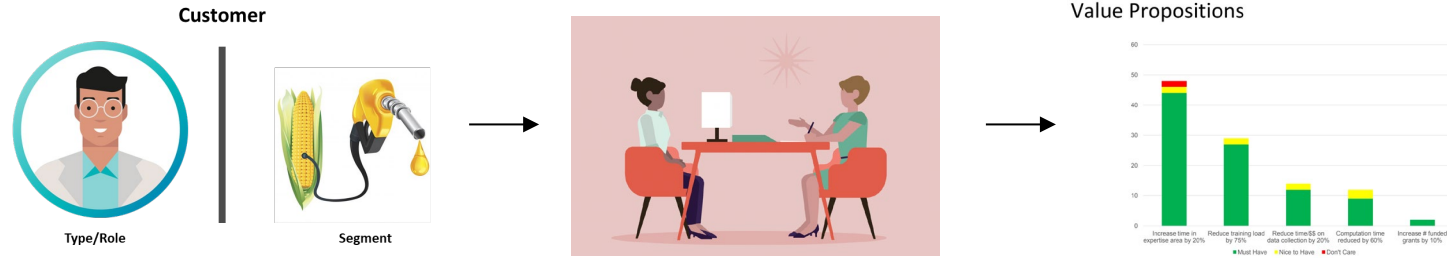
CUSTOMER SEGMENTATION

The Experiment:

Testing your fundamental hypothesis.

THE INTERVIEW – but need to track **tasks**, **benefits**, **success metrics**.

MOTIVATING HYPOTHESIS



Experimental Design:
How participants are allocated to **different groups** in the experiment.
CUSTOMER SEGMENTATION

The Experiment:
Testing your fundamental hypothesis.
THE INTERVIEW – but need to track **tasks**, **benefits**, **success metrics**.

Experimental Data:
Documenting dependent variable, or response, being careful to **avoid confounding data and bias**.
Quantifying Responses.

**KEY EARLY-STAGE
GOALS**

ARE YOU TALKING TO THE RIGHT
PEOPLE?

DO YOUR CUSTOMERS HAVE THE
PROBLEM YOU THINK THEY
HAVE?

HOW DO THEY CHOOSE
SOLUTIONS?



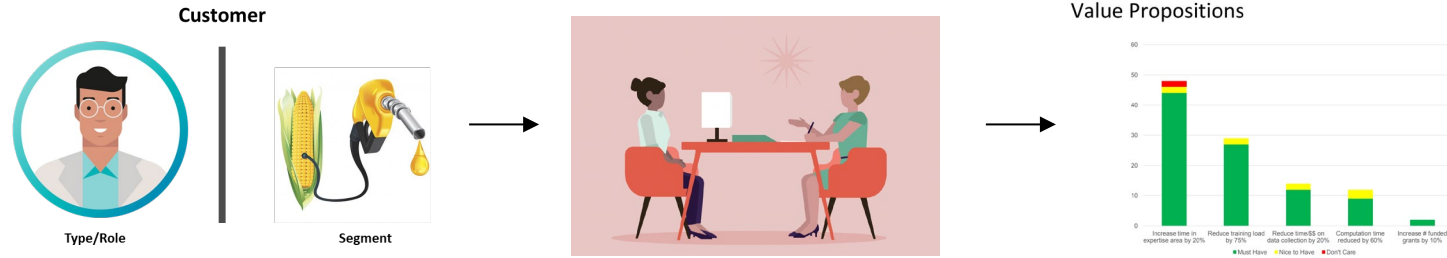
What we ultimately want to know...

...Who would "hire" our solution?

...Why would they buy?

MOTIVATING HYPOTHESIS

YESTERDAY



Experimental Design:
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CUSTOMER SEGMENTATION

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Testing your fundamental hypothesis.

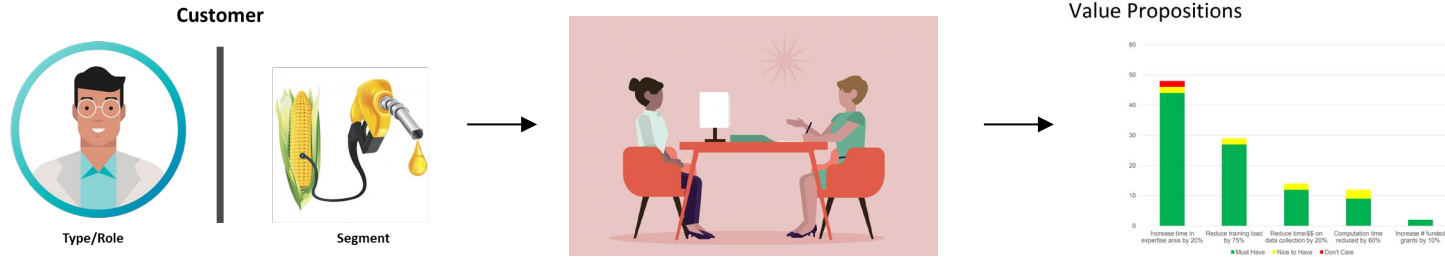
THE INTERVIEW – but need to track **tasks** benefits, success metrics.

Experimental Data:
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MOTIVATING HYPOTHESIS

TODAY



Experimental Design:
How participants are allocated to **different groups** in the experiment.
CUSTOMER SEGMENTATION

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THE INTERVIEW – but need to track **tasks**, **benefits**, **success metrics**.

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Motivating Hypothesis or Hypotheses

Customer Hypotheses

VP Hypotheses

Motivating Hypothesis or Hypotheses

Customer Hypotheses

Who is this person?

What is their role?

What are relevant characteristics?

VP Hypotheses

Motivating Hypothesis or Hypotheses

Customer Hypotheses

Who is this person?

Demographics, etc.

What is their role?

Customer Type, Responsibilities

What are relevant characteristics?

Market Segment, Org Characteristics

VP Hypotheses

Motivating Hypothesis or Hypotheses

Customer Hypotheses

Who is this person?

Demographics

What is their role?

Customer Type, Responsibilities

What are relevant characteristics?

Market Segment, Org Characteristics

VP Hypotheses

What do I help them do?

Does this matter?

Why would they choose you?

Motivating Hypothesis or Hypotheses

Customer Hypotheses

Who is this person?

Demographics

What is their role?

Customer Type, Responsibilities

What is their environment?

Market Segment, Org Characteristics

VP Hypotheses

What do I help them do?

Important tasks/goals

Does this matter?

Key benefits/priorities

Why would they choose you?

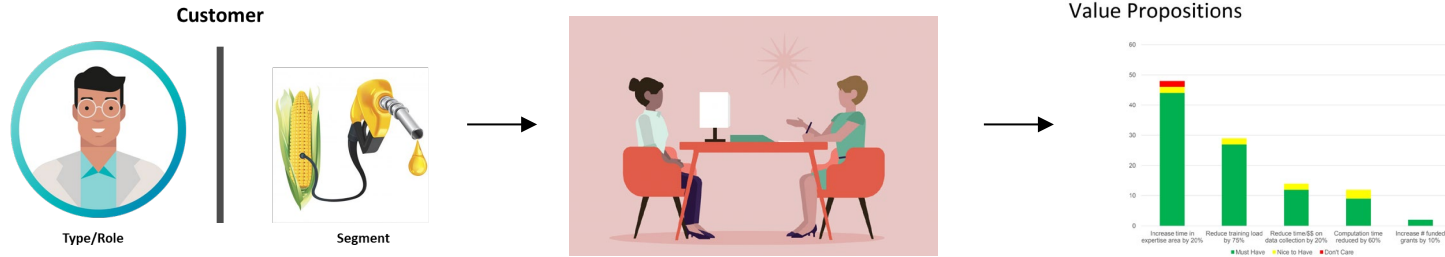
Decision criteria

North Star for interviews are your hypotheses.



MOTIVATING HYPOTHESIS

TODAY



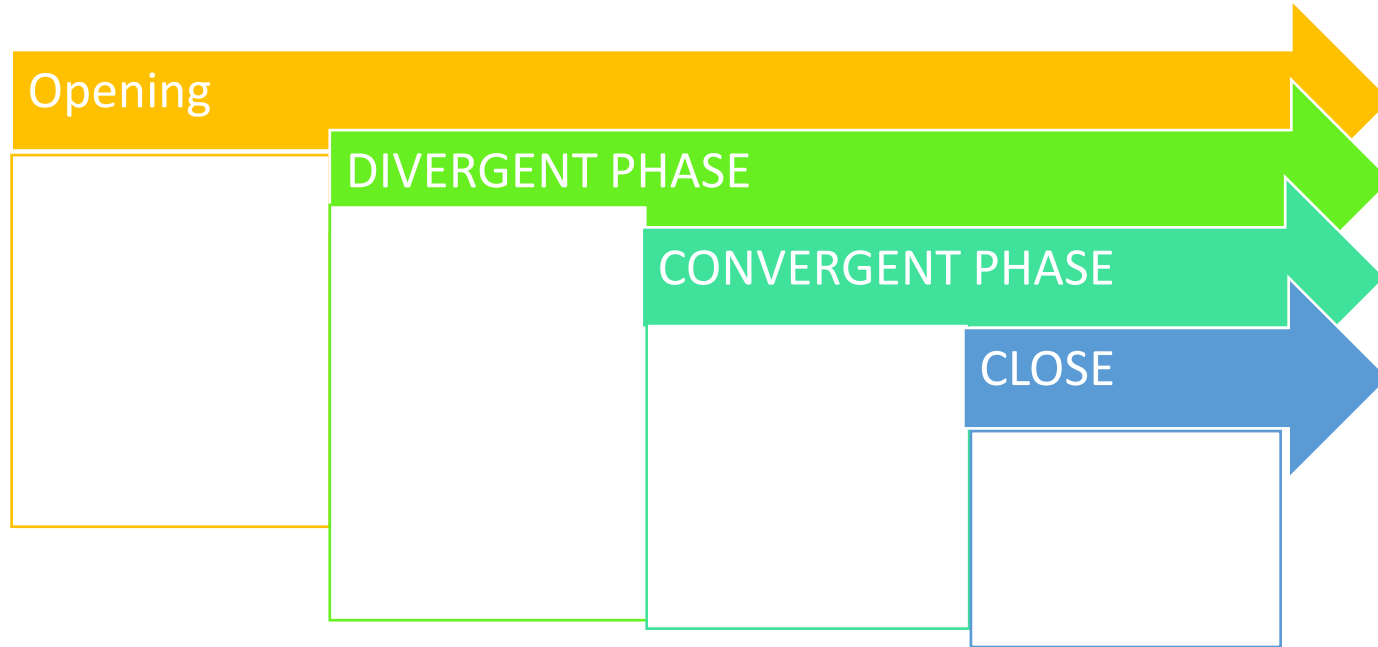
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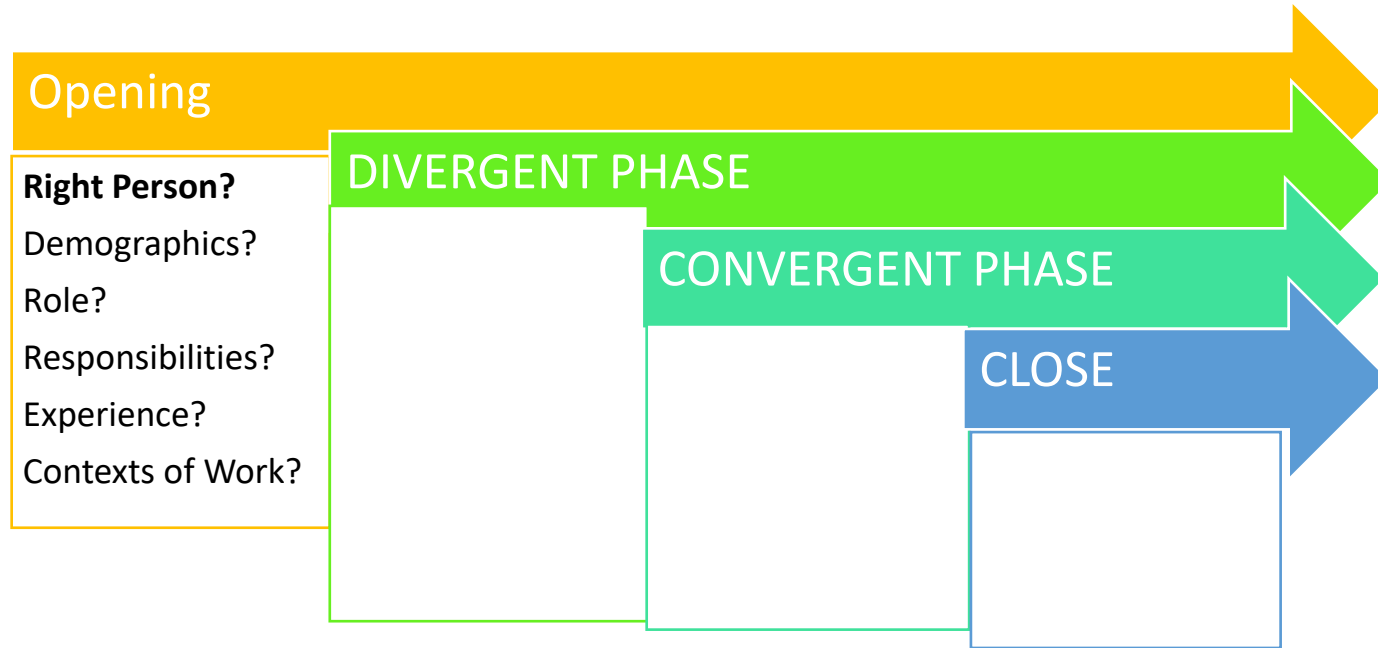
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Quantifying Responses.

**Manage a conversation to
help you
validate/invalidate the
hypotheses/goals**

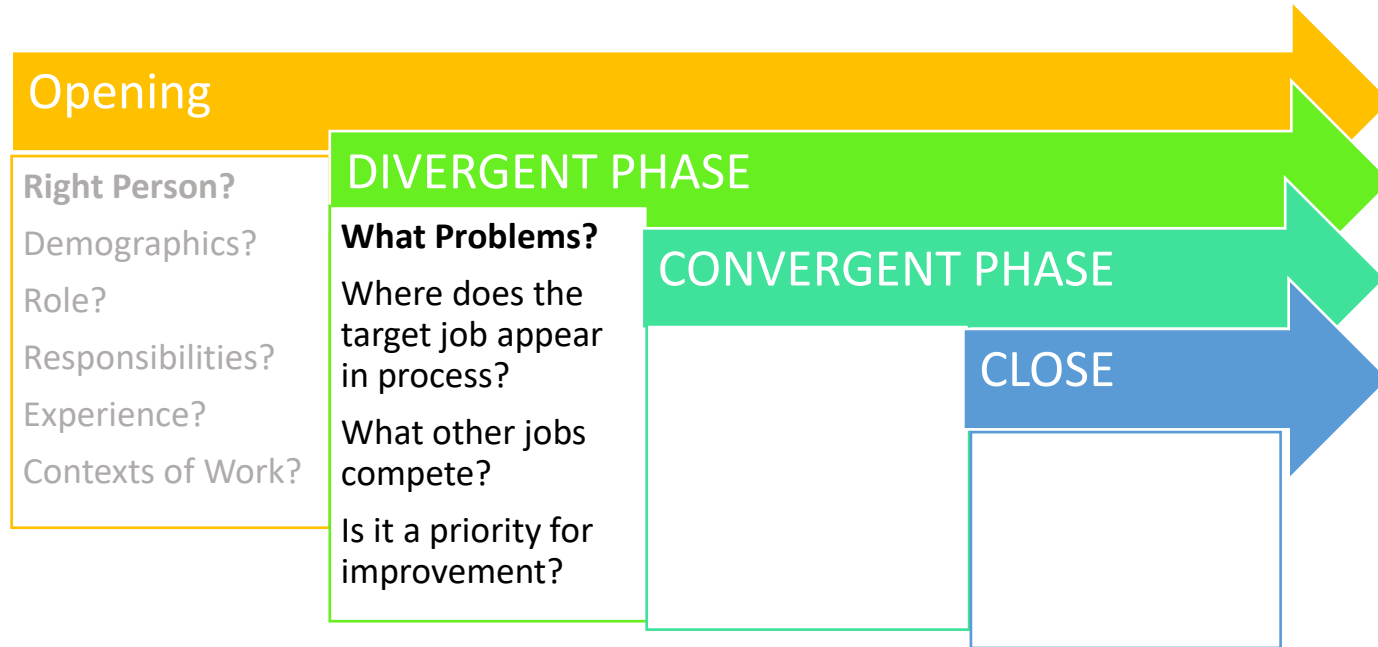
Typical Interview Phases



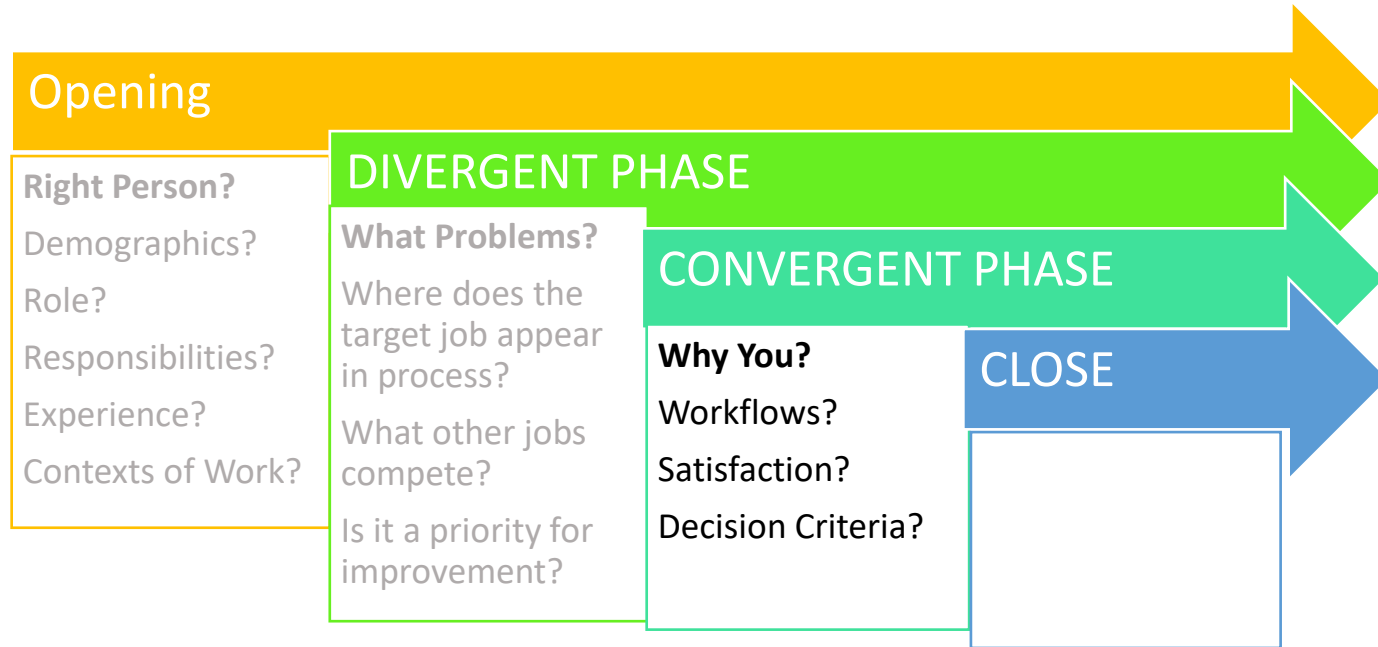
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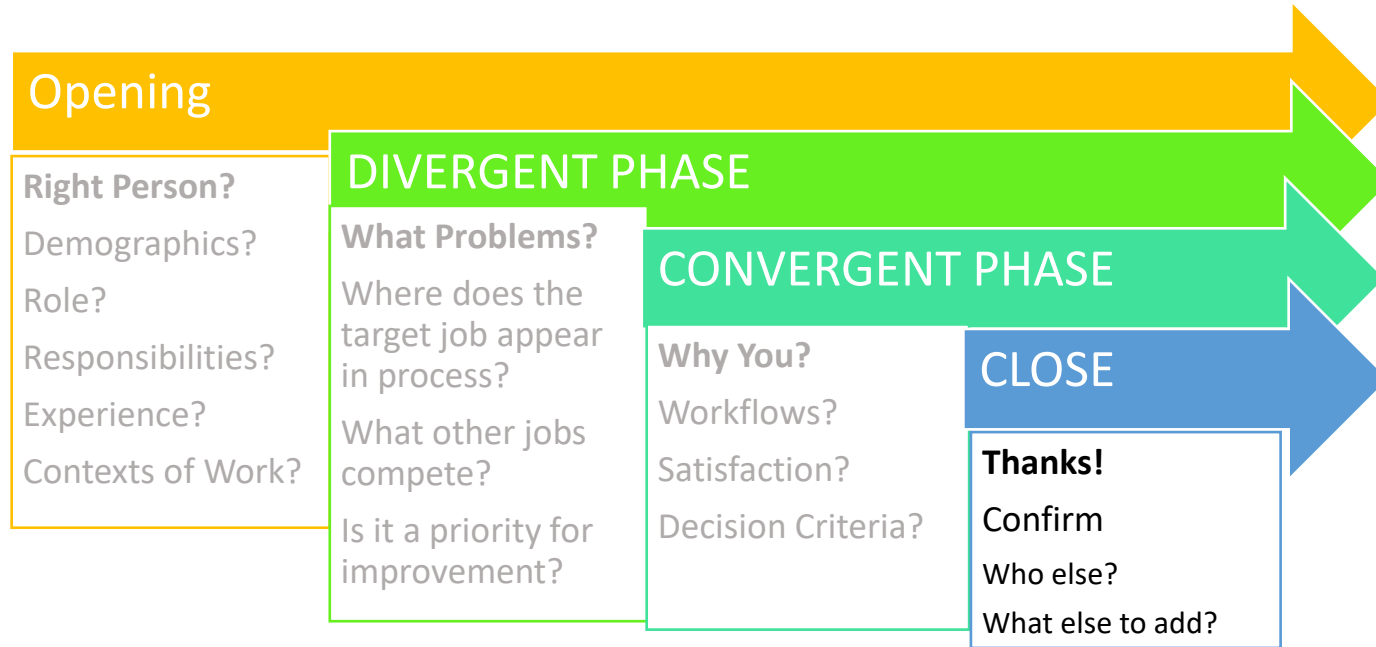
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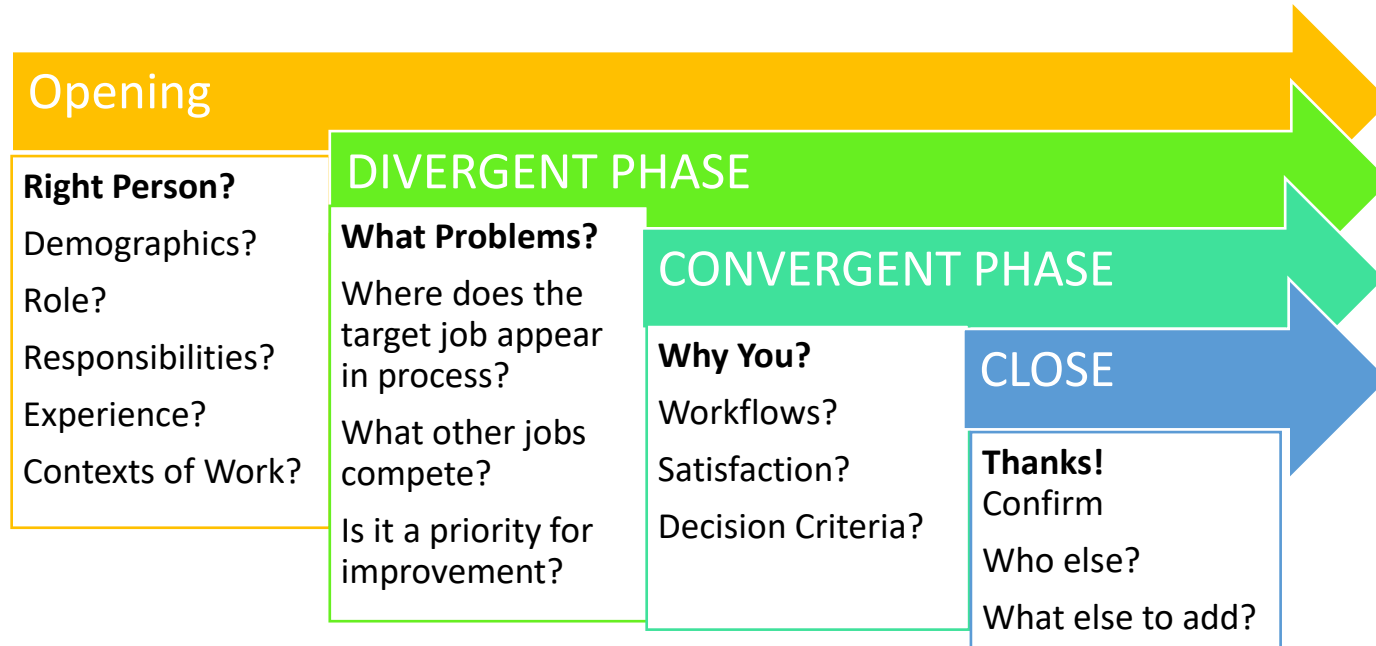
Typical Interview Phases



Typical Interview Phases



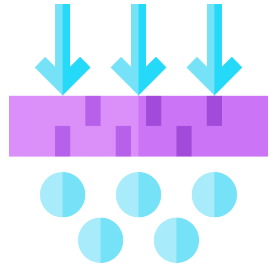
Typical Interview Phases



LEARN by *DOING!*

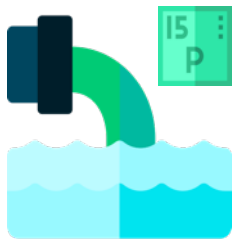
**You can *ALWAYS get
BETTER!***

Discovery Example



Technology is “new membrane material” that can be used for filtration.

Discovery Example



**You believe you have a better
“phosphorus” removal solution
for wastewater.**

Discovery Example



You don't know yet whether you will provide:

- (a) a complete phosphorous removal product,
- (b) a drop-in replacement filter, or
- (c) A filter material for another OEM.

**KEY EARLY STAGE
GOALS**



ARE YOU TALKING TO THE RIGHT
PEOPLE?

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PROBLEM YOU THINK THEY
HAVE?

HOW DO THEY CHOOSE
SOLUTIONS?



STEP 1: Identifying good prospects

...for interviews.

Let's start with the ***Customer Hypothesis:*** who would hire our solution to...

Remove Phosphorus from wastewater

Example

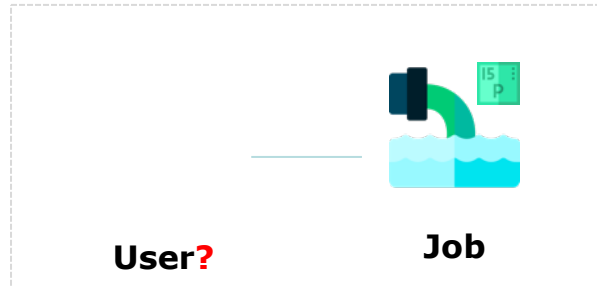


Job

Who would perform this job with our solution...

Remove Phosphorus from wastewater

Example



Who would perform this job with our solution...

Remove Phosphorus from wastewater

Example



User?



Job

STEP 2: Identify other key learning objectives & hypotheses

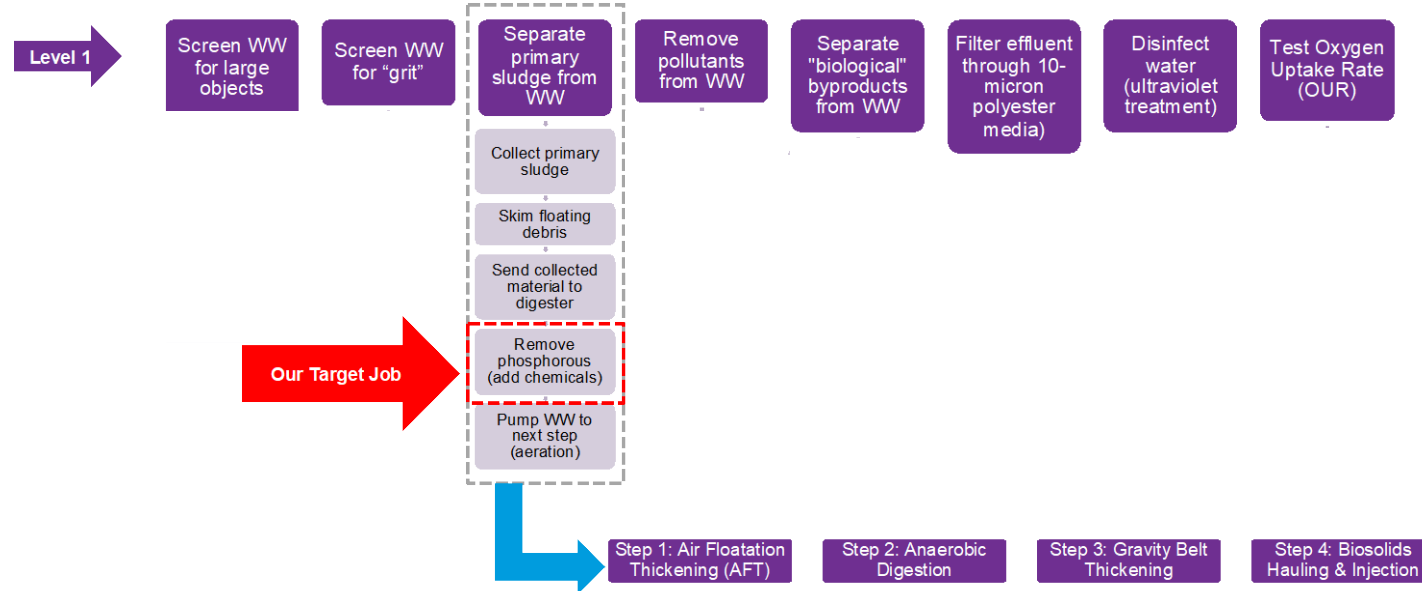
...for early Discovery interviews.

DO YOUR CUSTOMERS HAVE THE PROBLEM YOU
THINK THEY HAVE?

How does the customer get the job done today...

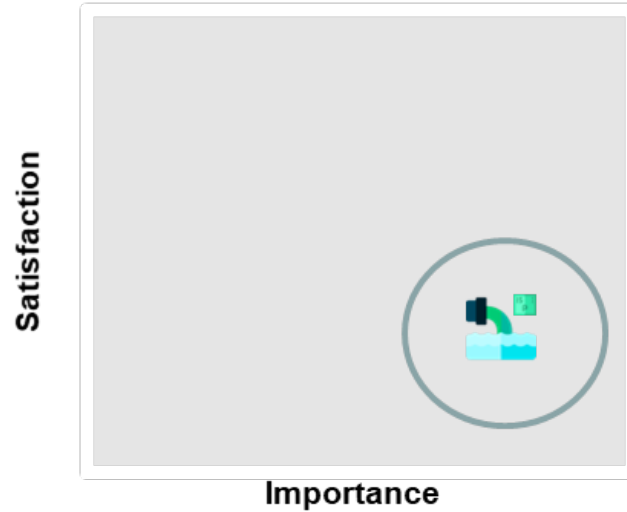


How does the customer get the job done today...

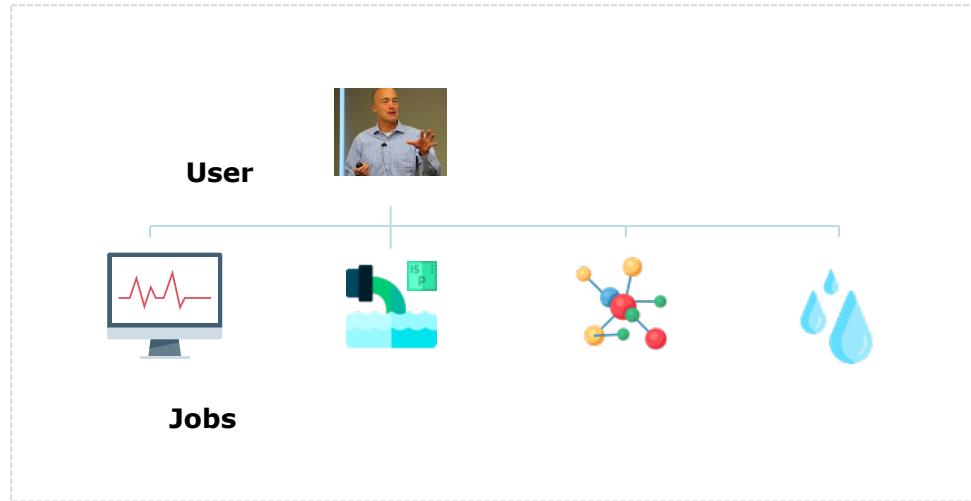


Is our target job highly important?

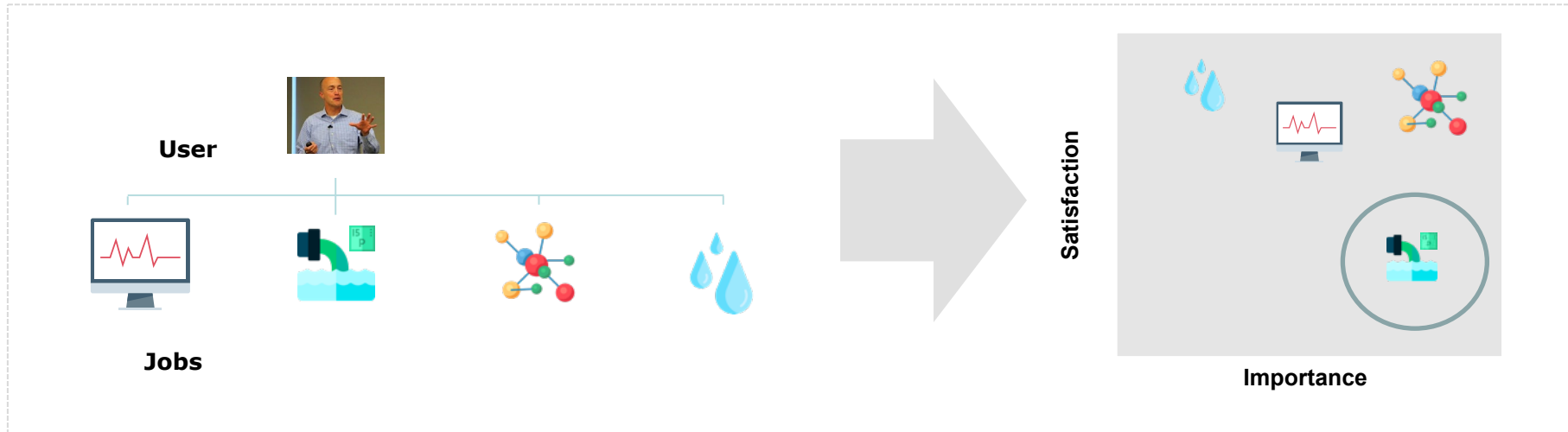
Do current solutions have low satisfaction?



What *other jobs* compete for resources...



How do customers *prioritize jobs* for improvement...

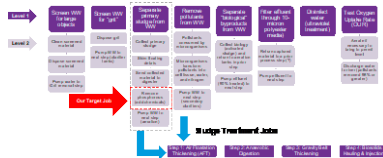


Is our target job highly important and current solutions have low satisfaction?

Your Mission



What would you like to learn
from a typical Municipal
Wastewater Plant Manager?



Work in breakout groups to develop questions.

**Identify 1 person to ask the questions.
They will come up front. (Tag Team – 8
minute conversation)**

One to log key things you hear.

Group 1 – track customer context

Group 4 – take note of everything.

Breakout Topics

Each team will be assigned one of following topics

1. Starting a conversation.

Key Learning goal: information that might inform segmentation – is plant or interviewee's role common or unique? What might be key attributes? Plant manager is primary decision maker for changing process. First be a human. National Room [Janaiba]

2. Divergent conversation.

Key Hypotheses to test: Separation of primary sludge is a key job. Plant Manager is integrally involved in separation task. – Corcoran Room [Qyana]

3. Convergent conversation.

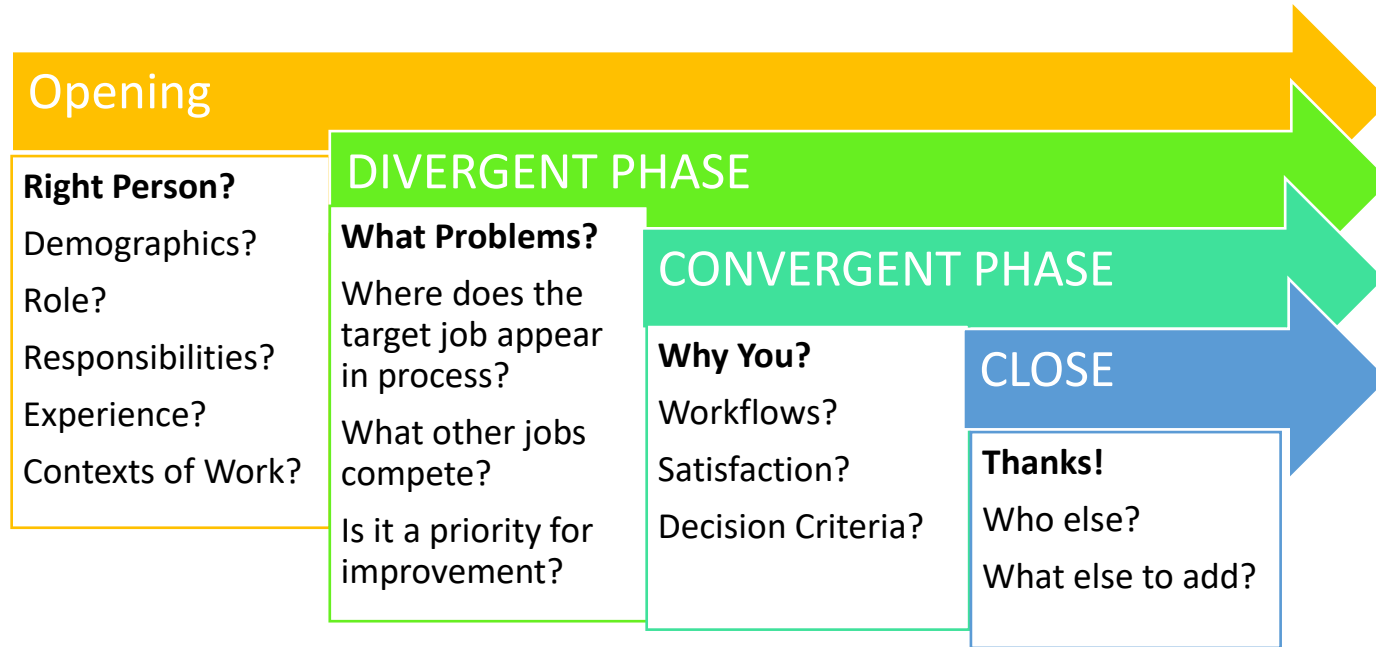
Key Hypotheses to test: Phosphorus Separation is key problem for that separation task/job. Decisions for new solutions will be made on filter efficiency. Plant Manager currently uses a drop-in replacement filter.

Key Learning Goal: Understanding current workflow for phosphorus separation and filter replacement.– Suite 239 [Tyrome]

4. Wrap up.

Key Learning Goals: Confirming key insights. Understanding if anything important was not covered. Identifying who else might be good to speak with. – Suite 240 [Sampson]

Typical Interview Phases



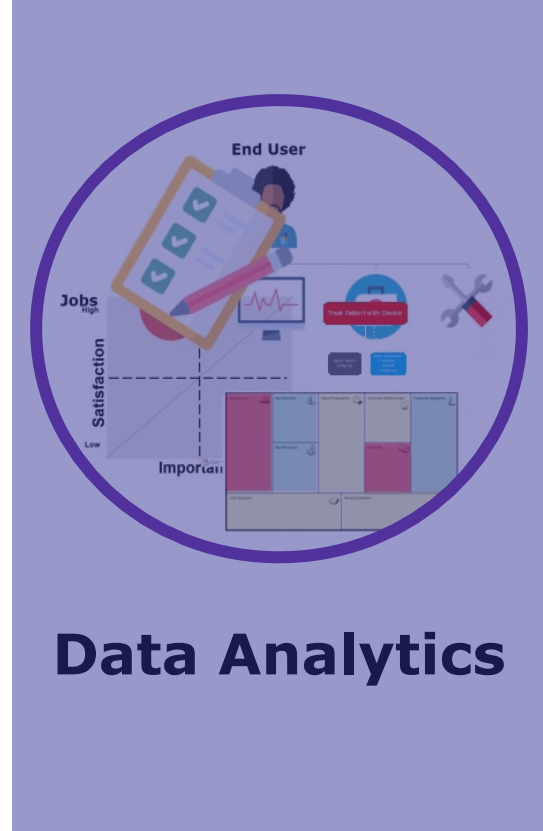
THREE SKILL SETS...



**Finding and
Landing
Conversations**



**Conducting
Conversations
And gathering data**



Data Analytics



REMEMBER: YOU ARE SIFTING FOR GOLD

THINK ABOUT HOW RESPONSES ARE IMPACTING YOUR HYPOTHESES/LEARNING GOALS

IT IS NOT ABOUT THE QUESTIONS; IT IS ABOUT THE ANSWERS

ANALYZE YOUR DATA

- What did you hear that you never heard before?
- What hypotheses were validated/invalidated?
- What new people did they tell you about that you were unaware of?
- What will you revise/change?
- New Hypotheses?

Municipal Water Treatment Ecosystem

What did we learn – validate/invalidate?

Municipal Water Treatment Ecosystem

What did we learn – validate/invalidate?

What did we hear about the interviewee?

Sludge separation as key Job.

Plant Manager as key decision maker for separation solutions.

Phosphorus separation as important within sludge.

Filter efficiency is key decision criteria.

Drop-in filter is currently used.

Did we receive referrals?

What was unexpected??

Given what was heard, what are logical next steps?

What we ultimately want to know...

...Who would "hire" our solution?

...Why would they buy?

Final Thoughts...

In person is always better – observations!

Take two people if possible (*one takes notes*)

Listen more than you talk

Test hypotheses

Differentiate between *FACT* and *OPINIONS*

Dive deep – ask the *Killer Question*

You have *nothing to sell* – so don't try

Avoid talking about your solution

DOCUMENT quickly and completely