

# Customer Discovery & The Business Ecosystem

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**SPARK**

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# CUSTOMER DISCOVERY

Preparation

# Preparation for Customer Discovery

By now, you *should* have:

- Prepared a list of people (by position if not name) who can provide insight
- Drafted an interview guide

Now, let's develop a strategy for finding answers

# Preparation for Customer Discovery

Think about what you need to learn first

# NAIL THE PAIN!

Make sure you have framed the problem correctly

- How does the customer articulate the pain?
- How are they addressing this pain currently?

**How painful is it?**

Is a solution really wanted?



# Understand the Customer

## Who is having the pain?

Identify specific customers with pain

## How does the customer feel the pain?

Difficulty accomplishing work, missing objectives, etc.

## What are similarities/differences between customers?

Type of organization, position, processes, goals, etc.

# Nail the Solution

**How does your solution address the pain?**

Is it immediately obvious to your customer?

**How does your solution compare with alternatives?**

Is it a true solution, or just a bandaid?

Your solution **must** address the pain AND  
reduce or altogether **eliminate**:

***Time, Cost, Risk or Negativity***

# About the Industry

What are the current trends?

What's the latest behind the scenes?

What is the competition

Learn the insider jargon, slang, phrases, terms, acronyms



# Interviewing Tips

- Research your subjects
- One interview at a time
- **Have a conversation**
- Try to do as a team
- Keep it professional but relaxed

# Interviewing Tips

- Pay attention to body language
- Strategic silence
- The power of observation
- Ask key questions different ways

# Interviewing Tips

- Gather quantitative and qualitative data
- Post interview “download”
- Practice, Practice, Practice...

# Interviewing Tips

- Start Wide Then Narrow In
- Find out/Confirm current behavior
- Follow your nose – Deep dive/drill down, discussion drift
- Alternative approach - Poke holes in your hypothesis

# Interview Mines

- Discussing your technology
- “Fishing” for confirmation
- Selling
- Doing minimal research on subjects

# The Trap

## CONFIRMATION BIAS



# Summary

- Prepare and Research
- Identify current processes/workarounds/competition
- Ask open-ended questions
- Listen more, talk less
- Ask follow up questions
- Ask for referrals
- Download and Summarize immediately
- Practice, practice, practice

# The Easiest Person to Fool is Yourself





# Customer Discovery — It's Not Just for Customers

# What You Should Learn

- Status quo can be the biggest obstacle "No one ever got fired for buying IBM"
- A company is really a group of individuals, each with their own personal incentives and motivations.
- How does influence flow?
- Not everyone likes change