SETTING THE STAGE

Orientation to Customer Discovery

April 24, 2018

Webinar will begin at 1:00 pm ET

COMMUNITY COLLEGE INNOVATION CHALLENGE

PRESENTER

Grant M. Warner, Ph.d.
Director of Innovation, Graduate School
Center for Advanced Manufacturing, PPT R&D Lead
NSF I-Corps, HU Site PI & National Instructor

THE TYPICAL PITCH

- Starts on "Market Need"
  - "World is desperately in need of <x>"
- Stays on "Market Need" for ~30% of pitch
- Superficial Market Size slide
  - "If we could get <x>% of <huge market>"
- Very little attention to competition

CUSTOMER PITCH ≠ INVESTOR PITCH

Customer Pitch

- Persuade the **customer** that your **value proposition** solves a **pain**/produces a **gain**

- Customers cycle between **desire** and **suspicion**

- Pitch shows how a product of yours will solve a problem of theirs

Investor Pitch

- Persuade the **investor** that your **business model** can make him/her **rich**

- Investors cycle between **fear** and **greed**

- Pitch shows how a profitable business can be built from your investment thesis

THE PURPOSE

- Pitch shows how a product of yours will solve a problem of theirs

Message Triangle

TARGET: Identify the Target

Top Vertex: Pain/Gain and Proof. Enter cues and prompts that remind you to articulate and validate this Target's problem, need, or opportunity.

Center of Triangle: Call to Action. Enter cues and prompts that remind you to summarize your case and urge the Target to act.
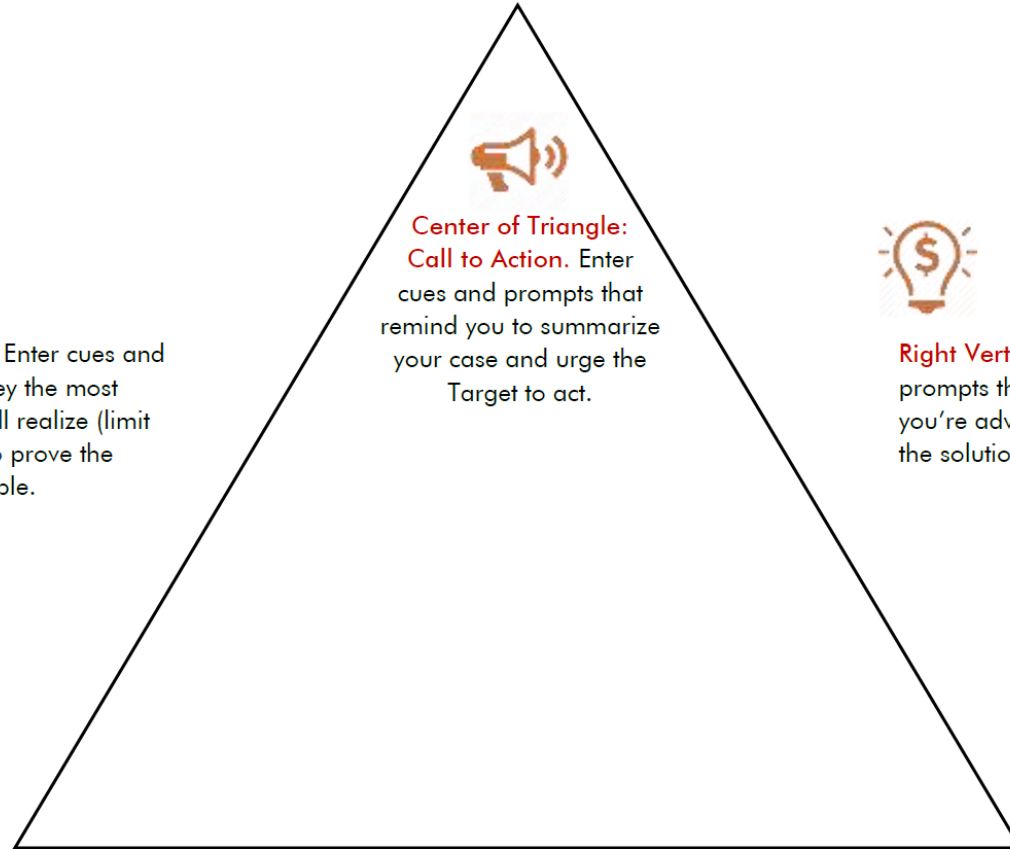
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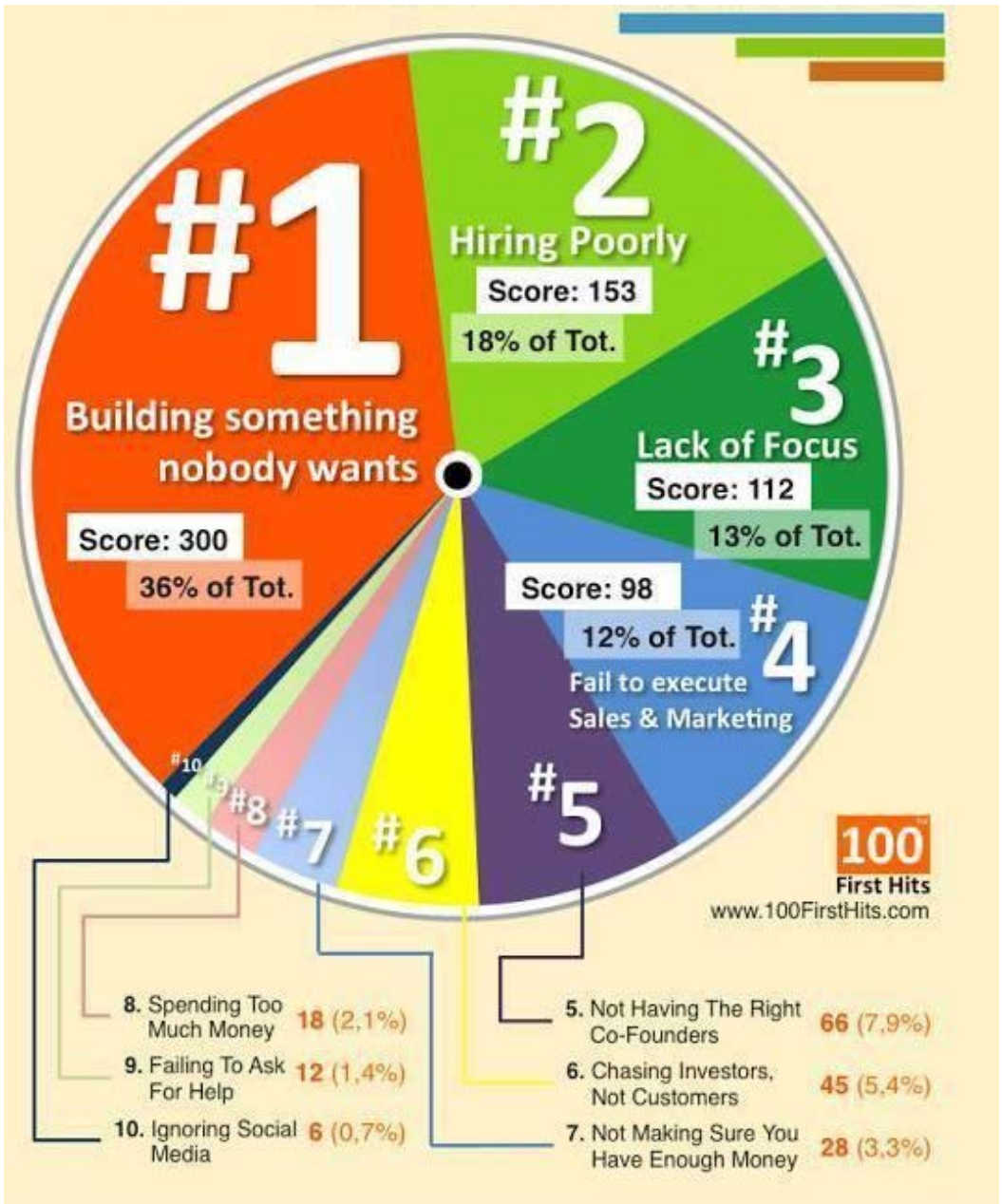
Right Vertex: Solution and Proof. Enter cues and prompts that remind you to relate the solution you're advocating. Add triggers to substantiate the solution's viability.

POLL: WHAT IS MOST COMMON WAY NEW STARTUPS FAIL?

- Spending Money Too Fast

- Building a Product Nobody Cares About

- Not Having the Right Team

#1 Building something nobody wants
Score: 300
36% of Tot.

#2 Hiring Poorly
Score: 153
18% of Tot.

#3 Lack of Focus
Score: 112
13% of Tot.

#4 Fail to execute Sales & Marketing
Score: 98
12% of Tot.

#5

#6

#7

#8

8. Spending Too Much Money 18 (2,1%)
9. Failing To Ask For Help 12 (1,4%)
10. Ignoring Social Media 6 (0,7%)

5. Not Having The Right Co-Founders 66 (7,9%)
6. Chasing Investors, Not Customers 45 (5,4%)
7. Not Making Sure You Have Enough Money 28 (3,3%)

100 First Hits
www.100FirstHits.com

DO COMPANIES BUILD PRODUCT THAT NOBODY CARES ABOUT?

# DO COMPANIES BUILD PRODUCT THAT NOBODY CARES ABOUT?

- OF COURSE they do!

DO COMPANIES BUILD PRODUCT THAT NOBODY CARES ABOUT?

- OF COURSE they do!

- Segway raised over **$100MM USD in 2001**. Used funds to focus on _tech development_.

- Because they invested in tech development and not understanding the customer, they thought everyone would want a Segway from mass-market consumers to postal carriers.

- They hired poorly because they did not understand the market need. Anticipating that everyone would want a Segway they hired logistics consultants to work on providing **10,000 Segways per week**. At the end of **2 years they sold 6,000 TOTAL Segways.**

- Without identifying a particular problem for a particular customer that they could solve, they were unable to market effectively.

COMMON PROBLEM: NOT UNDERSTANDING THE CUSTOMER
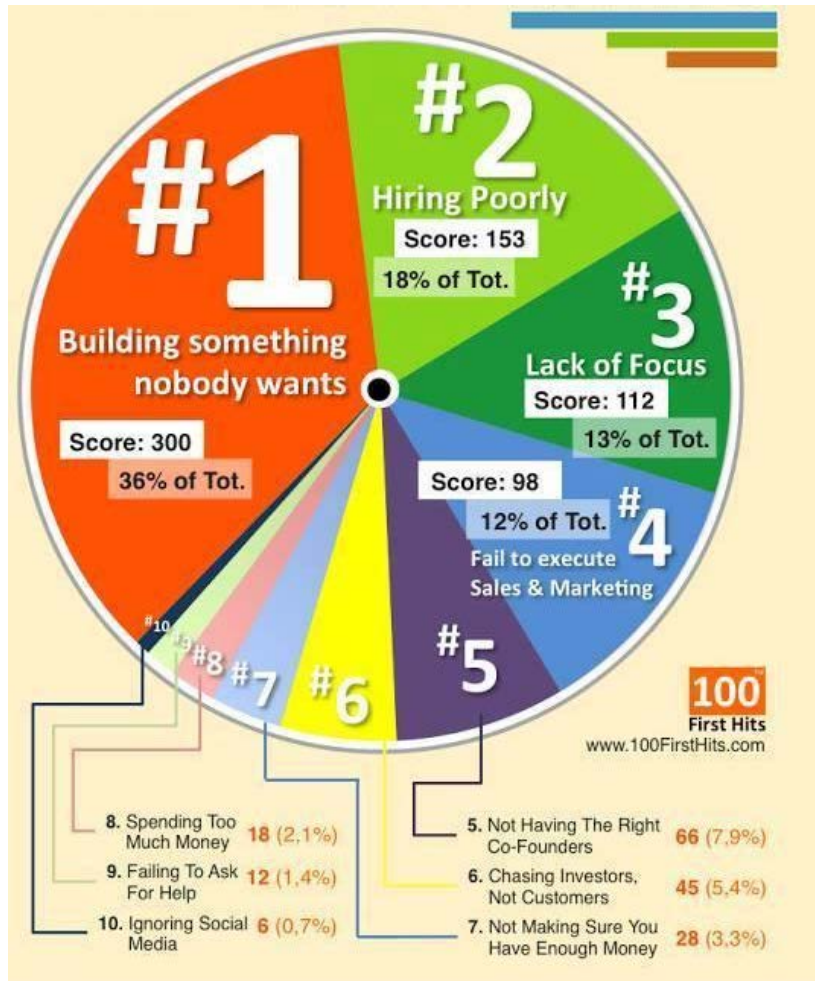
- #1, #2, #3, and #4 are all the result of building the wrong thing.
- Account for 79% of failures!
- Don't be a "Segway"

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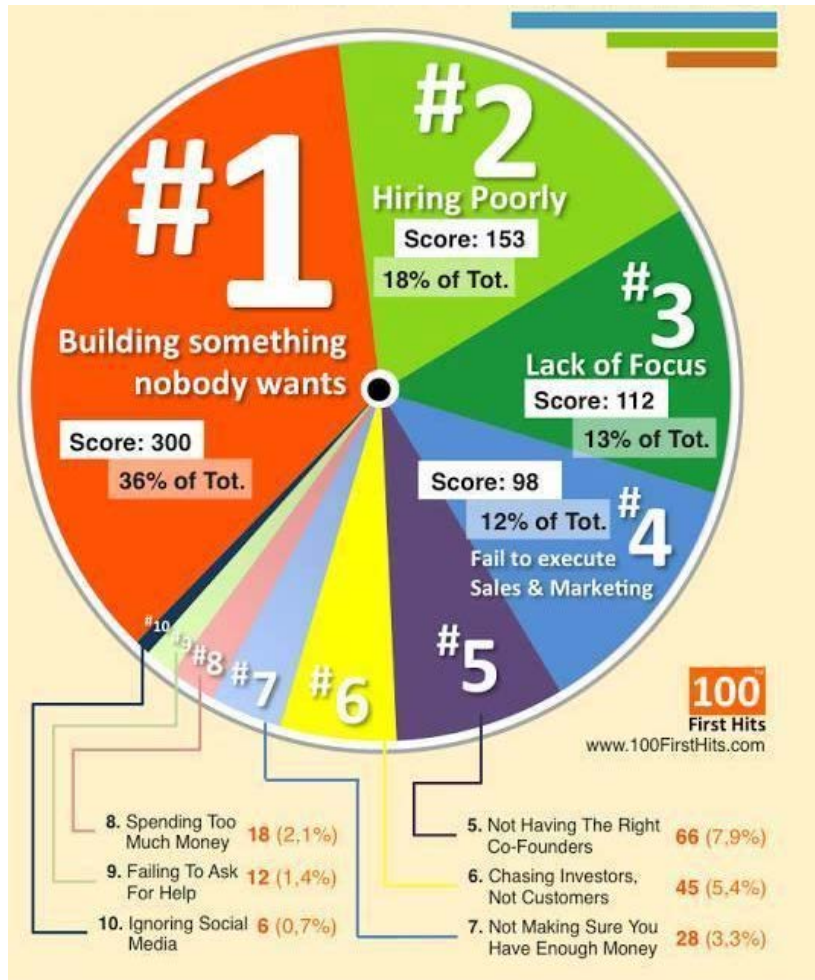
- #1, #2, #3, and #4 are all the result of building the wrong thing.
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Segway believed in *invention*, more than *innovation*.

Invention: developing the original idea
Innovation: continuous process of adapting idea to actual customers

INVENTORS: TRY TO UNDERSTAND THE TECHNOLOGY

INNOVATORS: TRY TO UNDERSTAND THE PEOPLE

POLL: HOW WOULD YOU IDENTIFY?

- Inventor

- Innovator

- Other

QUESTIONS?

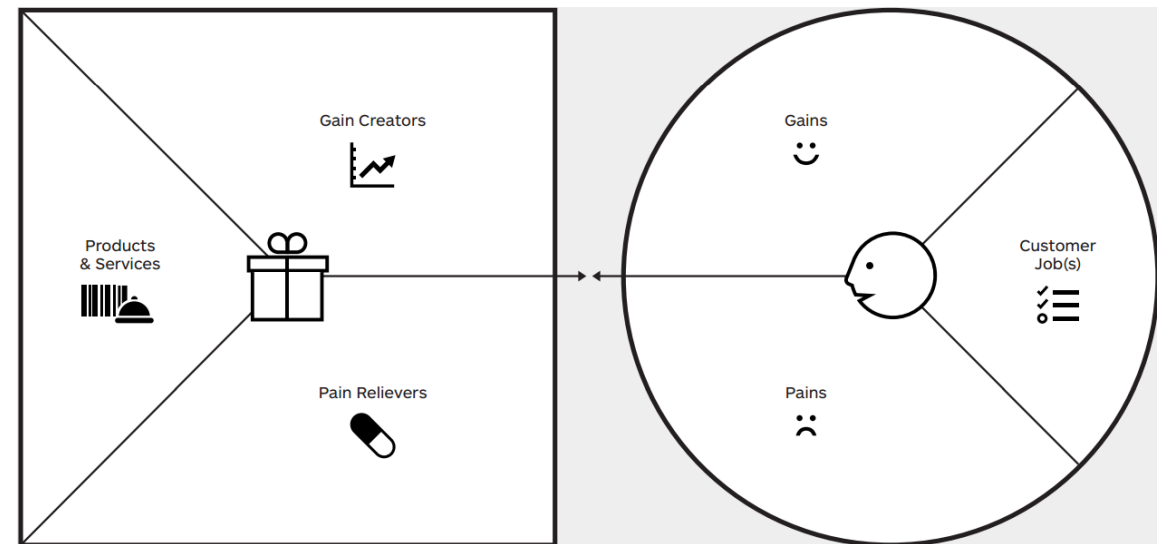- Please use the chat box to enter your questions.

POLL: THE FIRST STEP IN LAUNCHING A BUSINESS IS DEVELOPING THE BUSINESS PLAN
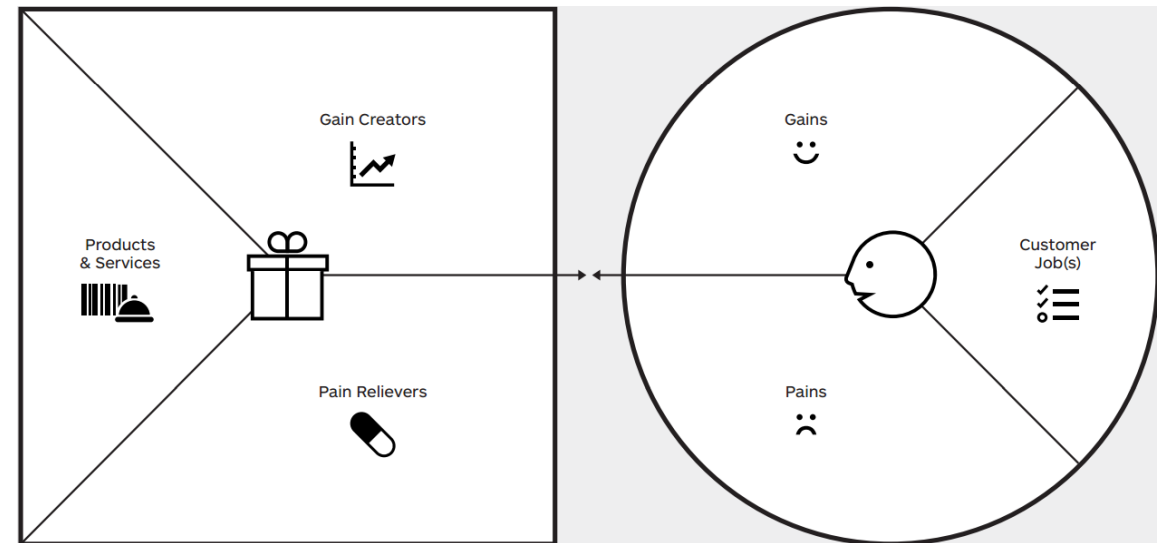
- True
- False

BIG QUESTION FOR INNOVATION

- What VALUE are you delivering to WHOM?

  - Value Propositions and Customer Segments
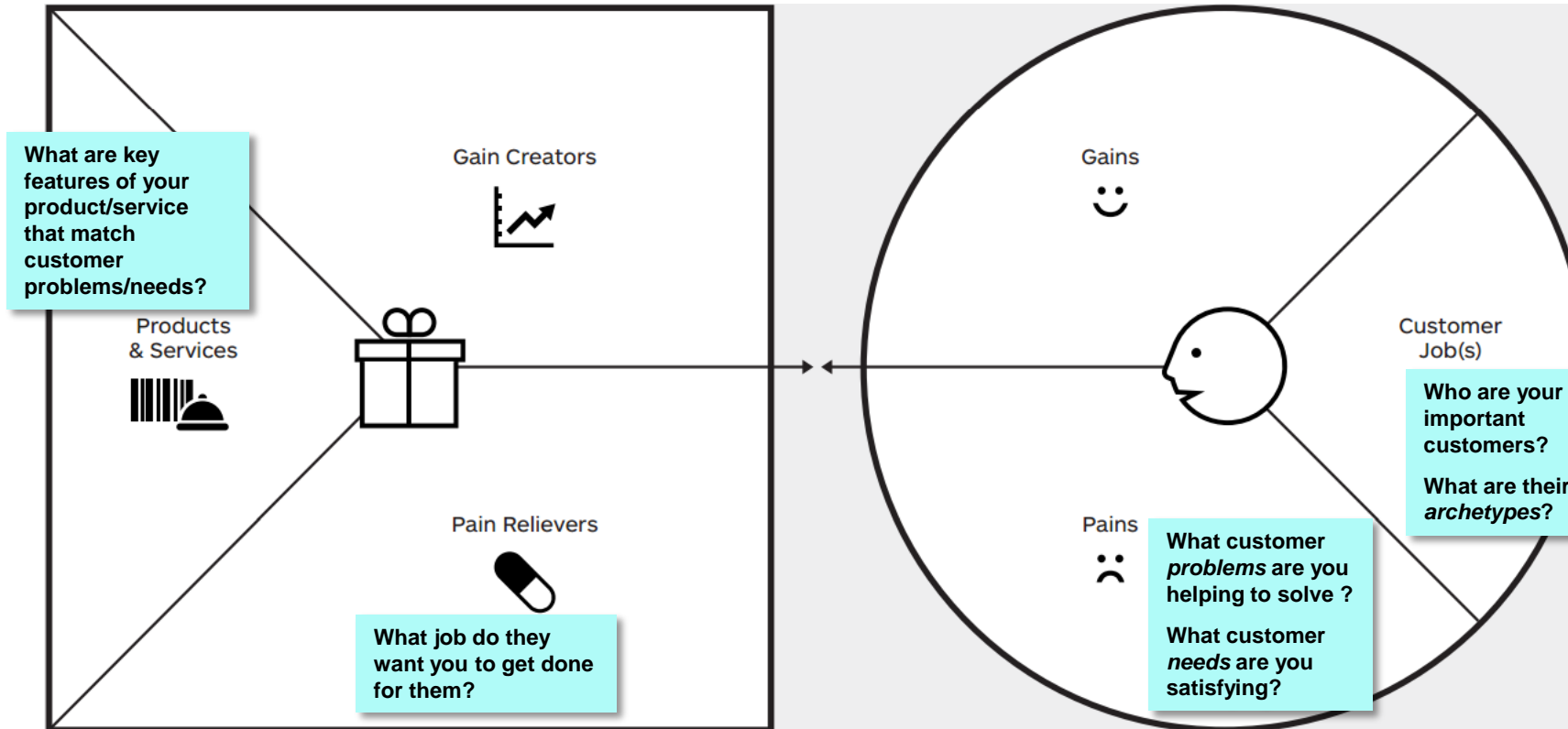
  - Product Market Fit

BIG QUESTION FOR INNOVATION

- What VALUE are you delivering to WHOM?

 - Value Propositions and Customer Segments

  - Product Market Fit

Gain Creators

Products & Services

Pain Relievers

Gains

Customer Job(s)

Pains

First you **SEARCH** for the Product-Market fit!

LEAN STARTUP…IT'S A NEW PROCESS

What are key features of your product/service that match customer problems/needs?

Gain Creators

Products & Services

Pain Relievers

What job do they want you to get done for them?

Gains

Pains

What customer *problems* are you helping to solve?

What customer *needs* are you satisfying?

Customer Job(s)

Who are your most important customers?

What are their *archetypes*?

■ Yes, we are replacing the Business Plan with the Business Model Canvas at this stage.

NOT JUST A NEW DOCUMENT…IT'S A NEW PROCESS
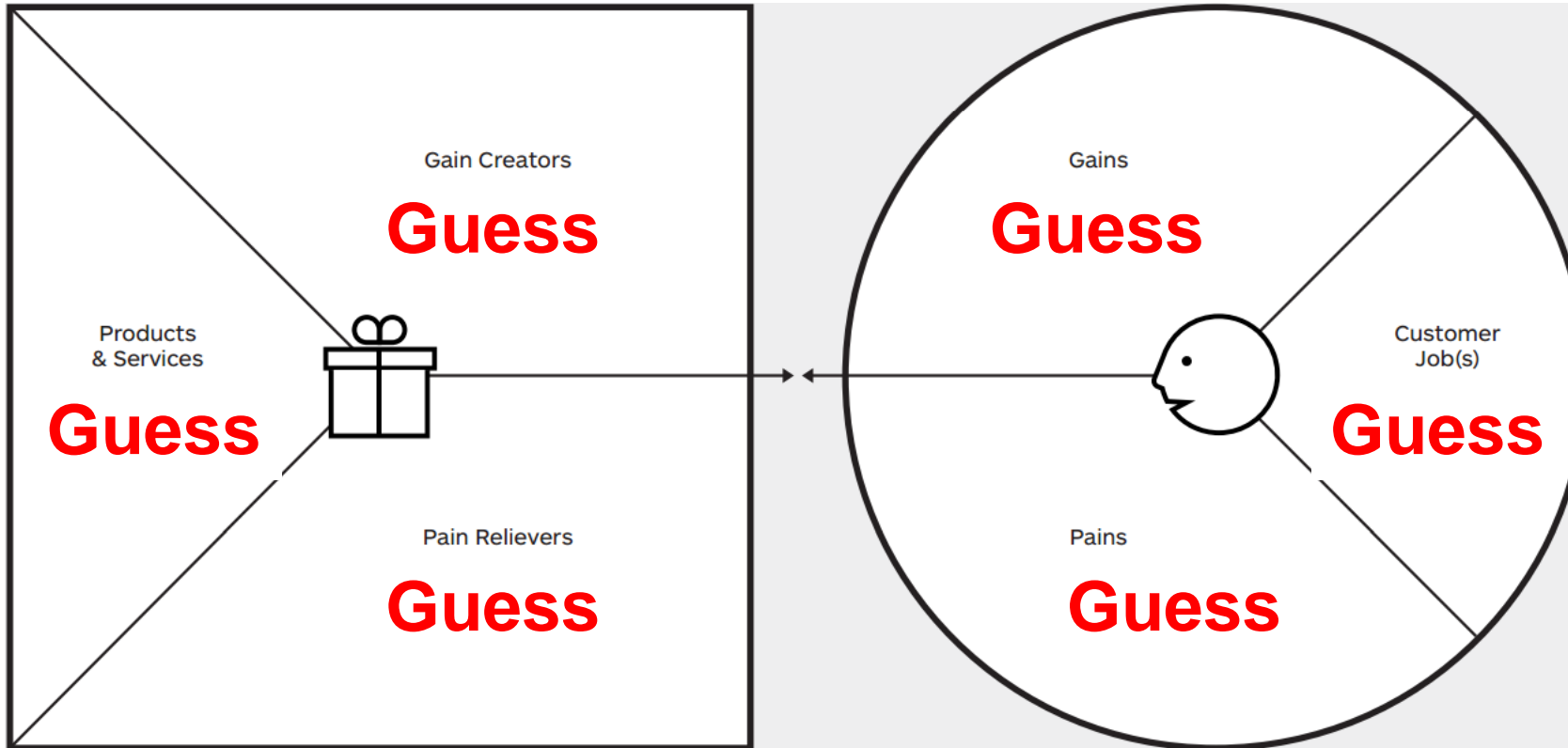
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- BUT we are acknowledging that we **DO NOT KNOW** the answer. We are **GUESSING**.

- On a **SEARCH** for the answers. Answers are "Outside of the Building".

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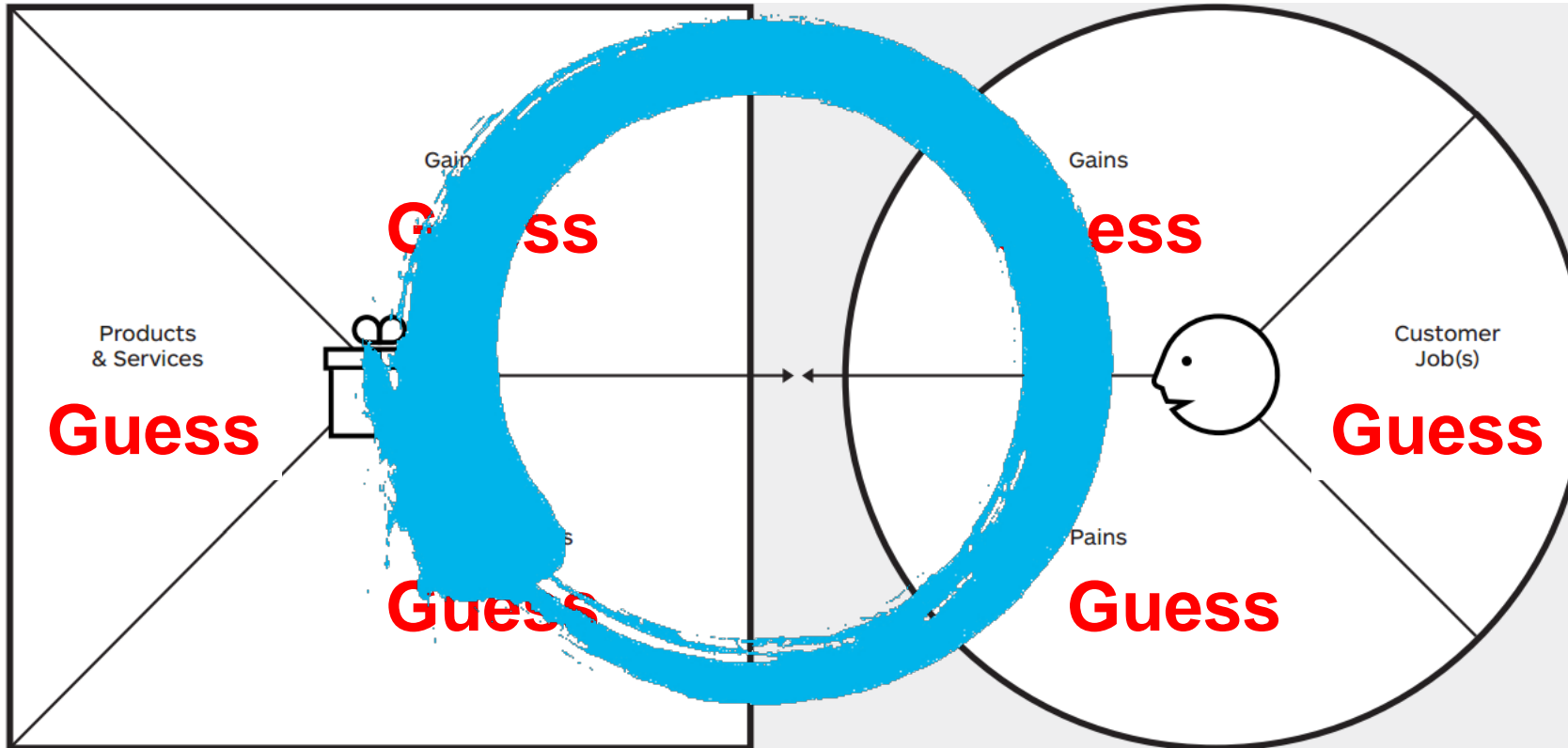
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- BUT we are acknowledging that we **DO NOT KNOW** the answer. We are **GUESSING**.

- On a **SEARCH** for the answers. Answers are "Outside of the Building".

- Our initial guess may be wrong. So we may ITERATE and/or PIVOT.

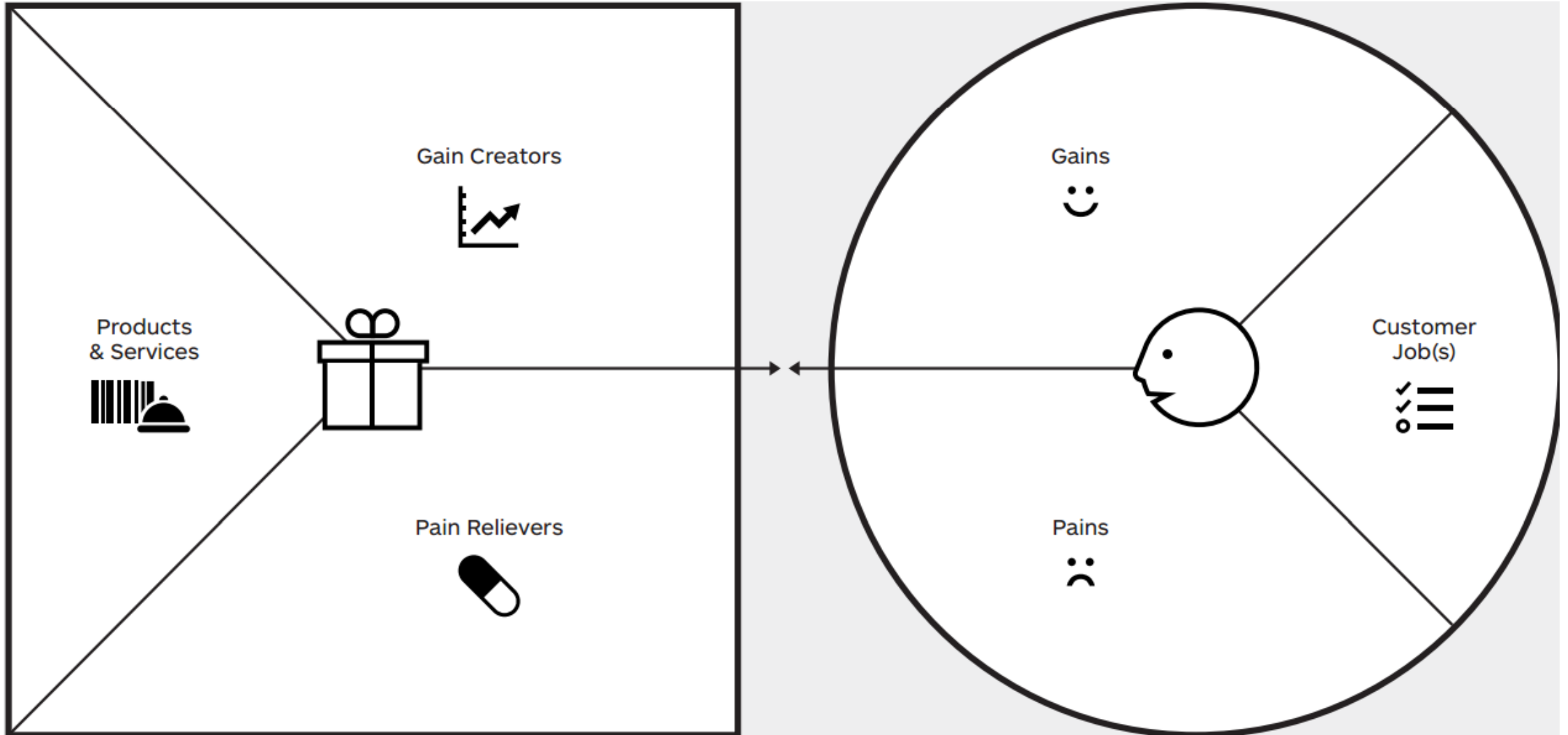# EVIDENCE-BASED ENTREPRENEURSHIP

Customer Discovery

using Scientific Method

Start *Here*

APPLY SCIENTIFIC METHOD TO
CUSTOMER DISCOVERY

Observe "customer" phenomena

Customer Job(s)

Describe what a specific customer segment is trying to get done. It 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.

What functional jobs are you helping your customer get done?
(e.g. perform or complete a specific task, solve a specific problem, ...)

...obs are you helping your customer g...
...d, gain power or status, ...)

...bs are you helping your customer get done...
...curity, ...)

*...e you helping your customer ...g...*
..., ...)

Gains

Describe the benefits your customer expects, desires or would be surprised
This includes functional utility, social gains, positive emotions, and cost savings.

Pains

Describe negative emotions, undesired costs and situations, and risks that your
customer experiences or could experience before, during, and after getting the
job done.

APPLY SCIENTIFIC METHOD TO
CUSTOMER DISCOVERY

Observe "customer" phenomena → **Formulate** hypothesis/guess
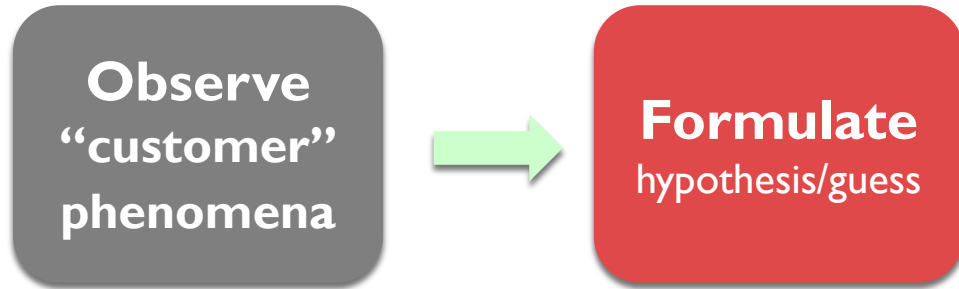
Step 2: *State Your Guesses*
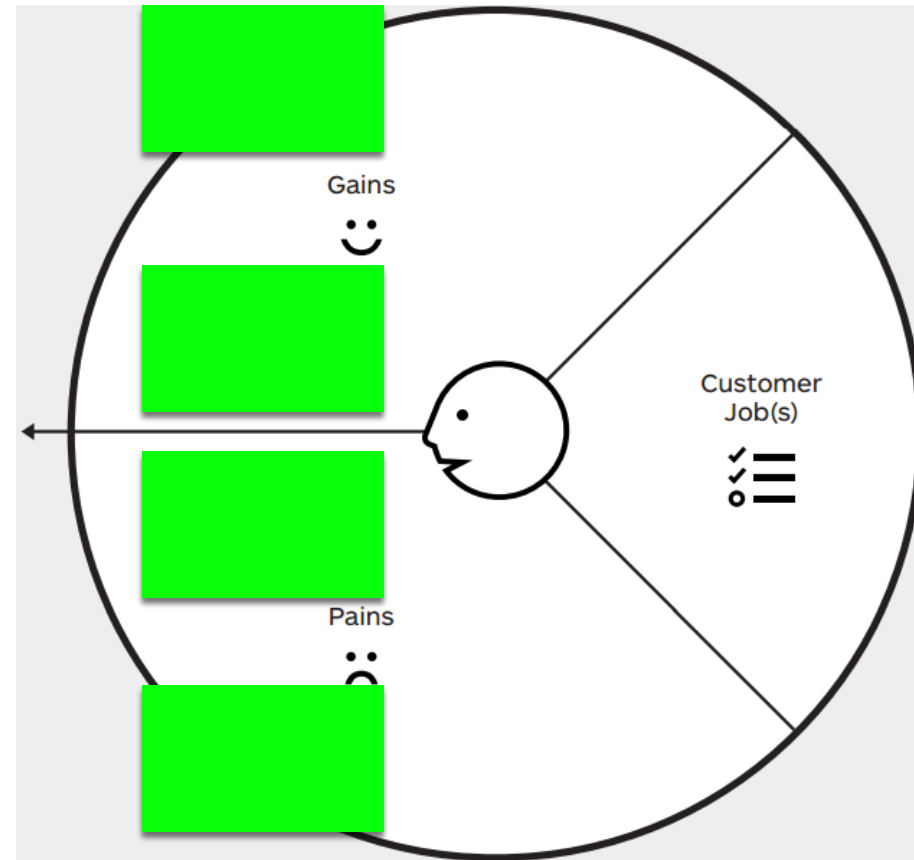
Gains – What is your customer desperate to improve?

Pains – What are the biggest problems your customers are dealing with?

APPLY SCIENTIFIC METHOD TO
CUSTOMER DISCOVERY

Observe "customer" phenomena

Formulate hypothesis/guess

Test hypothesis talk to customers
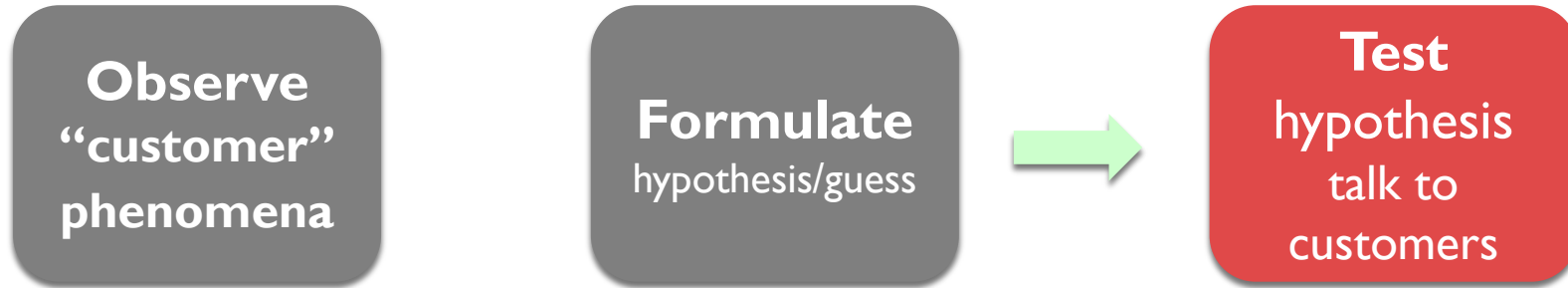
GET *OUT* OF THE BUILDING!

Step 3: *Test the Problem*

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Value Propositions

Customer Segments

> what's your biggest headache?
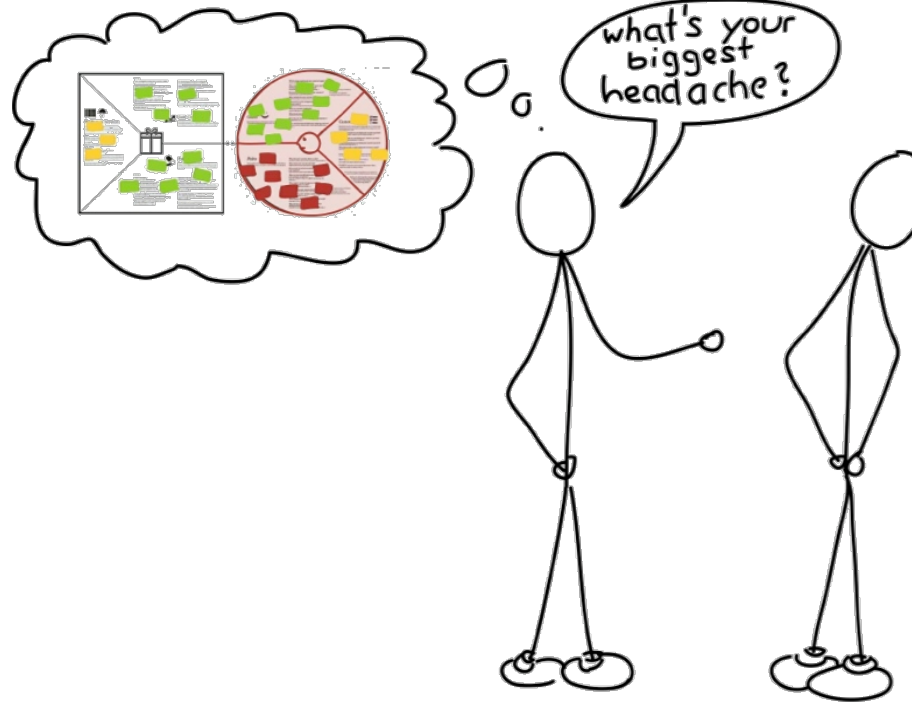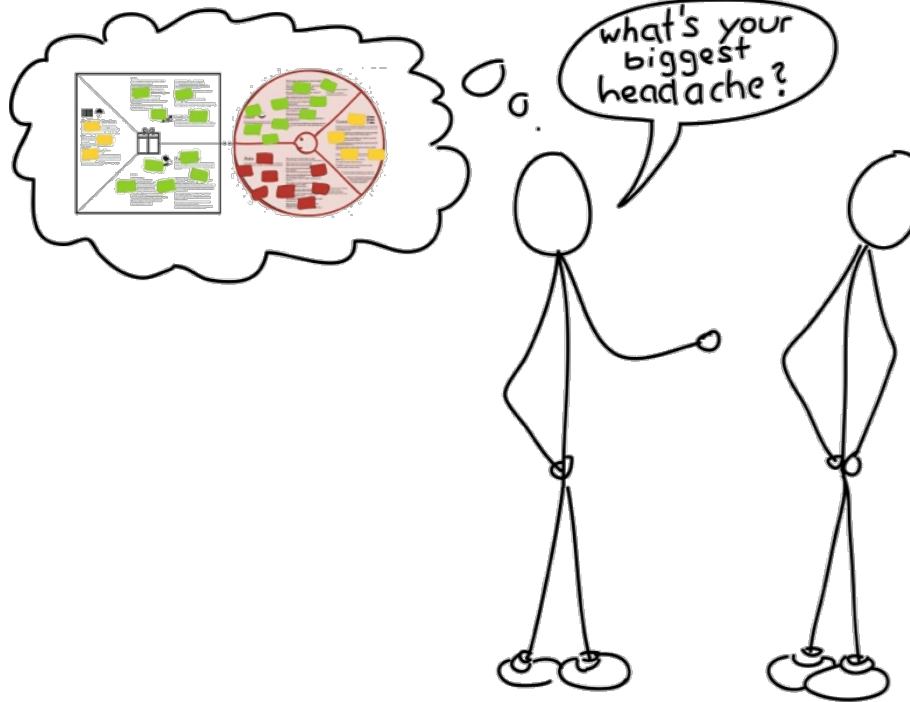
Identify customer *problems* and *needs…*

APPLY SCIENTIFIC METHOD TO
CUSTOMER DISCOVERY

Observe "customer" phenomena

Formulate hypothesis/guess

Test hypothesis talk to customers

Modify hypothesis/guess

APPLY SCIENTIFIC METHOD TO
CUSTOMER DISCOVERY

Observe "customer" phenomena

Formulate hypothesis/guess

Test hypothesis talk to customers

Iterate or Pivot!

Step 4: *Iterate and Pivot*

You will find that some of your initial guesses were incorrect.

You will also find new guesses to make.

These may involve pains/gains, but may also include who you think your customer is.

APPLY SCIENTIFIC METHOD TO *CUSTOMER DISCOVERY*

Observe customer phenomena

Formulate hypothesis/guess

Test hypothesis talk to customers

Modify Hypothesis/guess

Step 5: *Restate your Guesses*
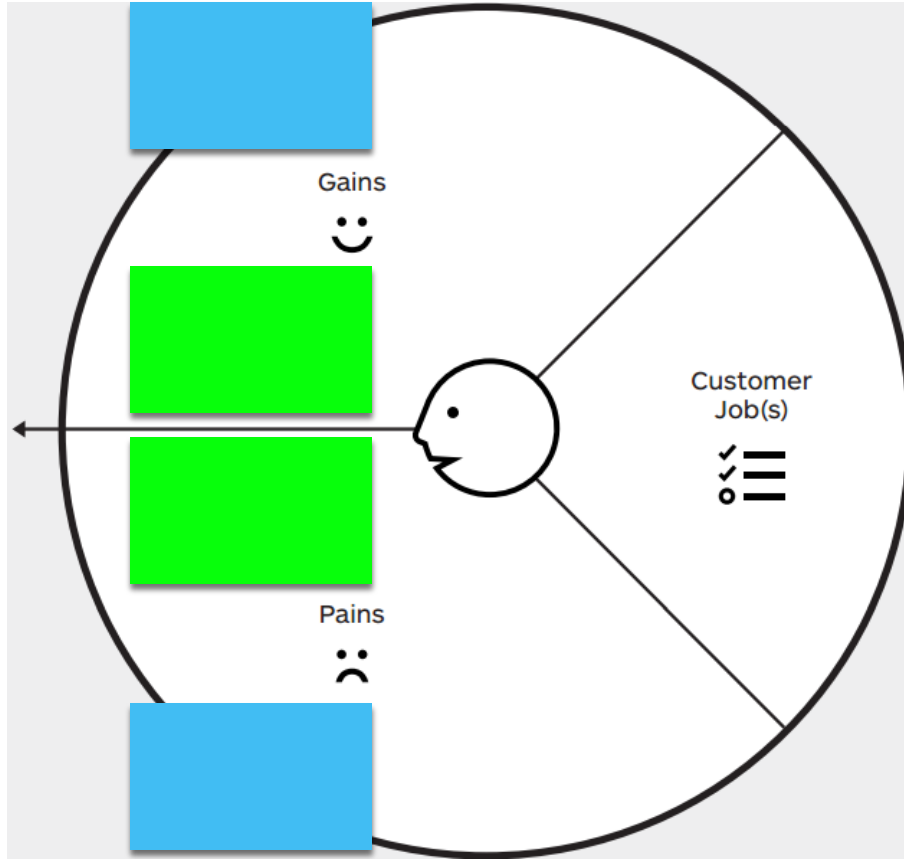
Update your canvas with your new ideas found from interviews.

REPEAT
AS NEEDED

APPLY SCIENTIFIC METHOD TO *CUSTOMER DISCOVERY*

Observe "customer" phenomena

Formulate hypothesis/guess

→

Test hypothesis talk to customers

Modify hypothesis/guess

APPLY SCIENTIFIC METHOD TO *CUSTOMER DISCOVERY*

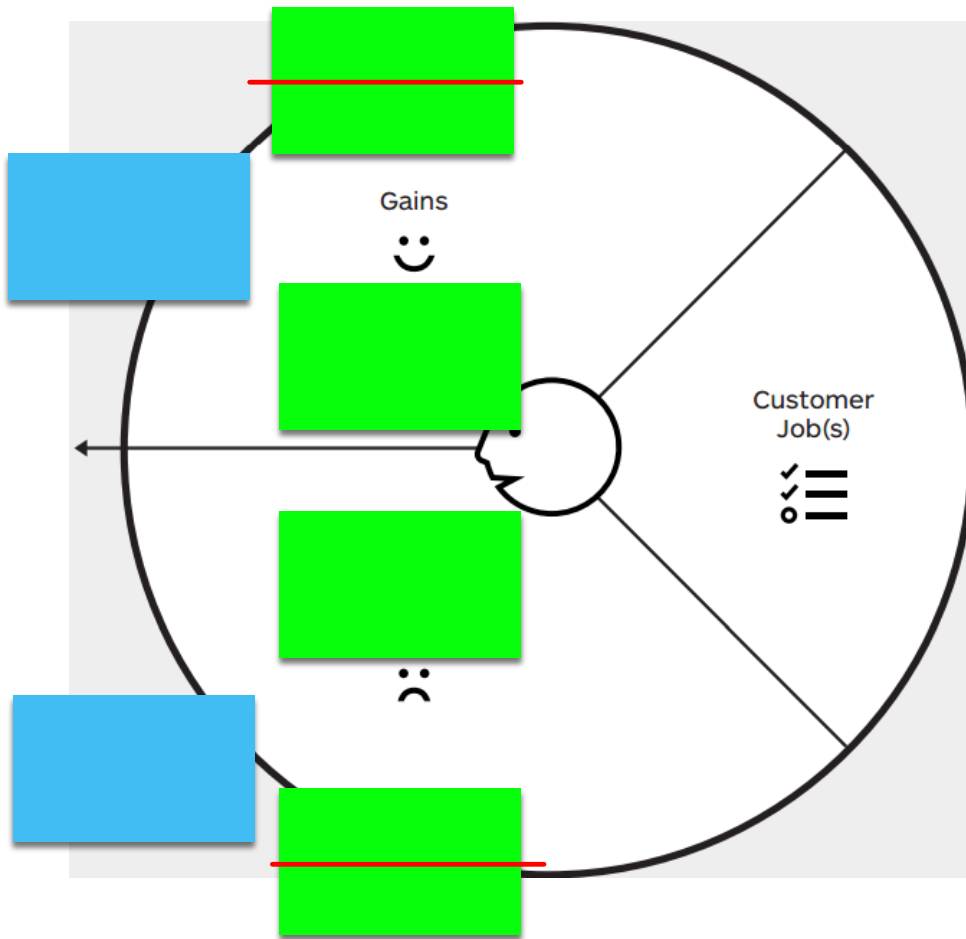**Observe** "customer" phenomena

Formulate hypothesis/guess

Test hypothesis talk to customers

Establish problem-solution fit

Modify hypothesis/guess
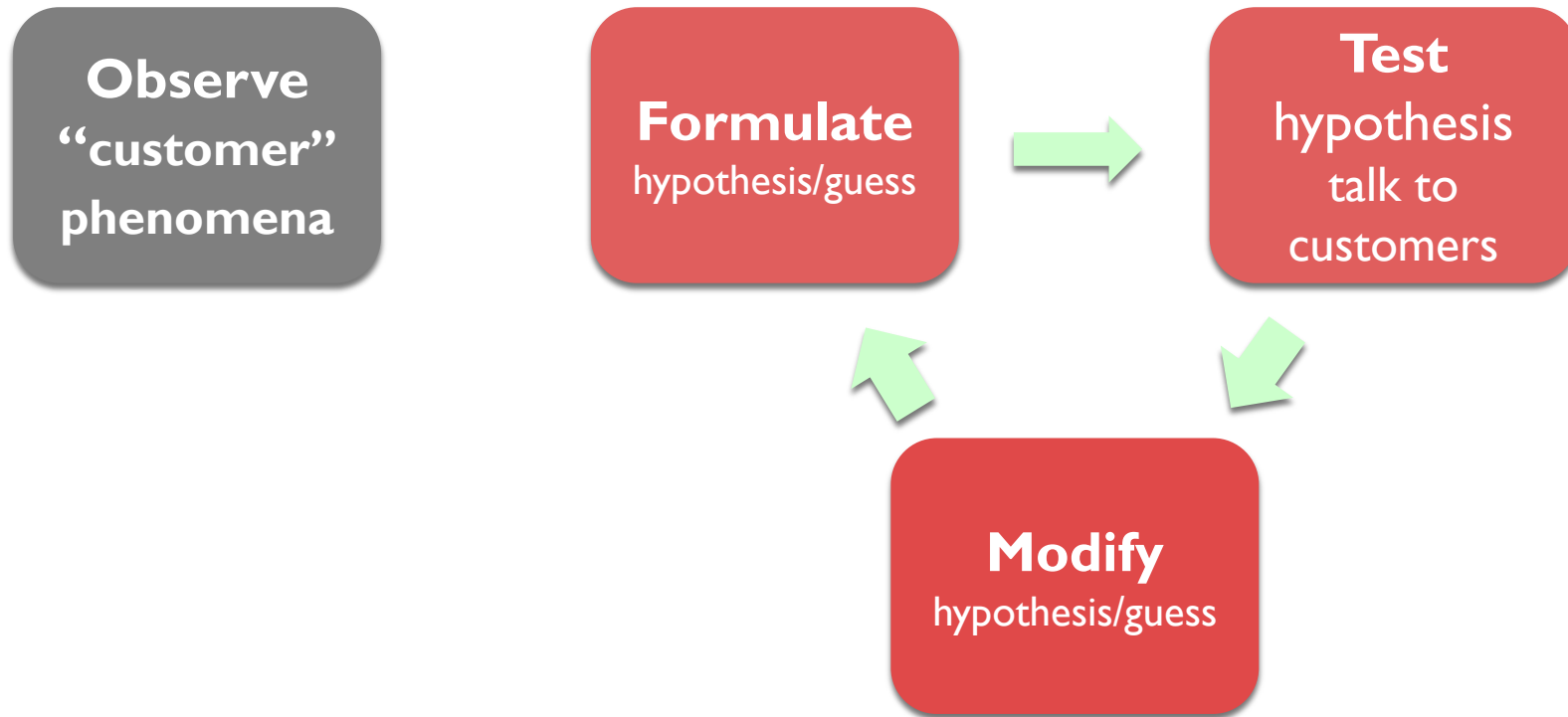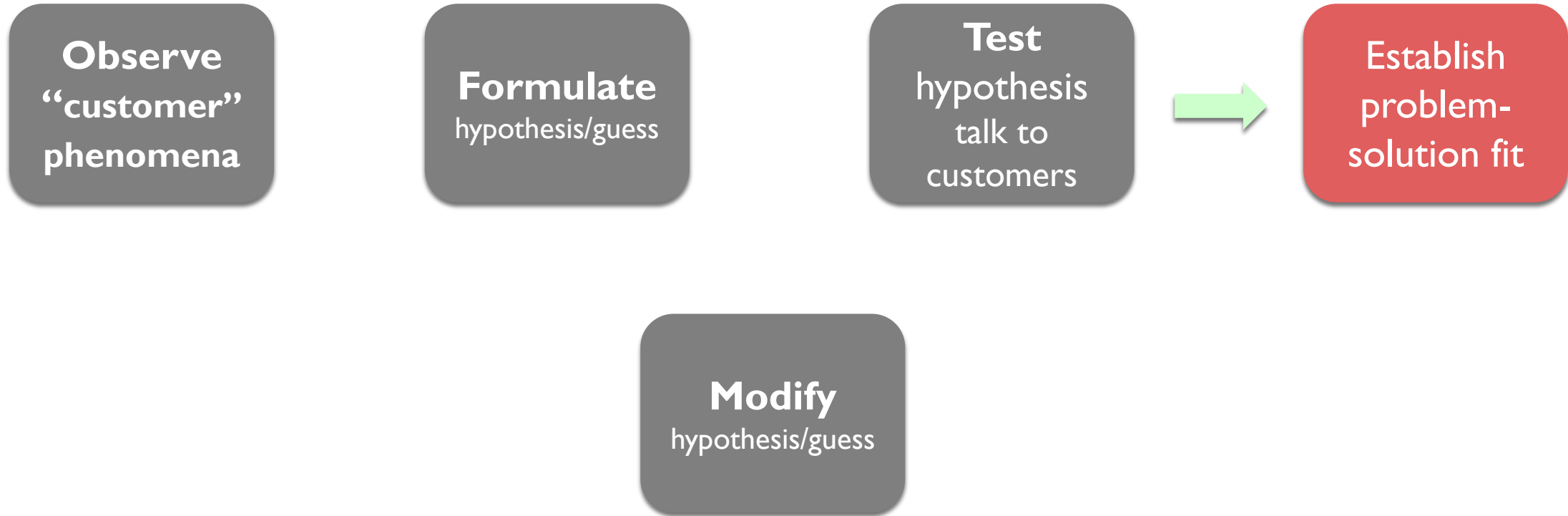
CUSTOMER DISCOVERY: THE SEARCH PROCESS

- Hypothesize

  Guess

- Test – Interviews

  Ask

- Assess & Analyze

  Listen

- Adjust – Pivot

  Guess Again
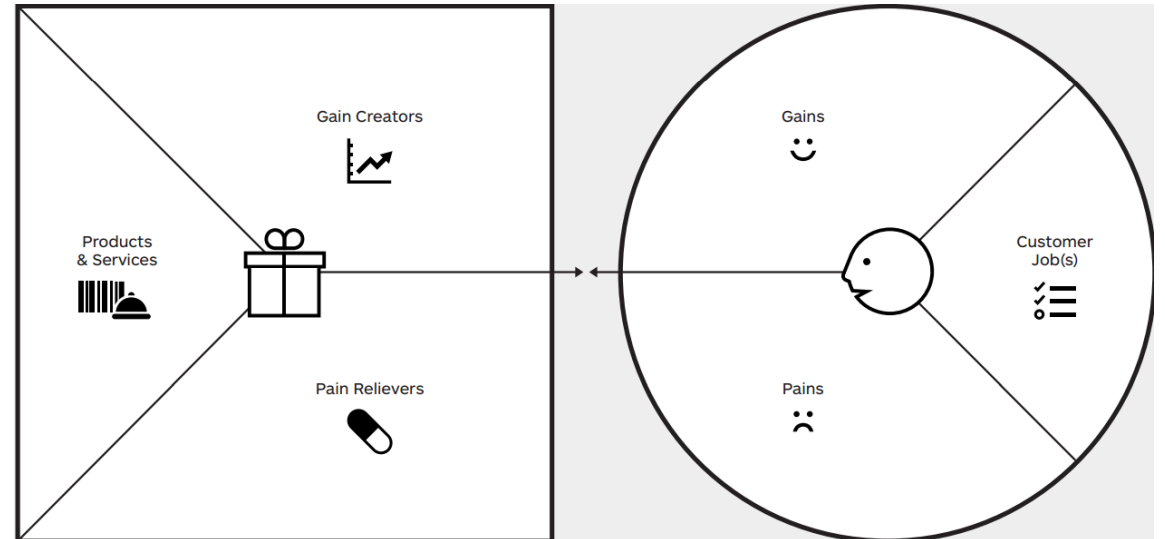
As you go through the process your Canvas **changes**!

QUESTIONS?

- Please use the chat box to enter your questions.

TURNING GUESSES INTO FACTS

TARGET: Identify the Target

Top Vertex: Pain/Gain and Proof. Enter cues and prompts that remind you to articulate and validate this Target's problem, need, or opportunity.

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CUSTOMER DISCOVERY BEST PRACTICES

A year ago, Laura Voshchenko, manager of the 25- to 35-horse Tandem Park Riding Center in Conifer, Colo., was paying $450 a month to have manure carted away. Now she

Making Money on Manure

RICK KAHL · NOV 27, 2011

f 🐦 P 📷 ▶

A year ago, Laura Voshchenko, manager of the 25- to 35-horse Tandem Park Riding Center in Conifer, Colo., was paying $450 a month to have manure carted away. Now she charges $40 a truckload for the compost she makes from that manure. "It's wild," she says. "You can take this stuff that nobody wants and turn it into something of value."

What is the big take-away?

IT'S NOT ABOUT YOUR

IT'S NOT ABOUT YOUR

Customer's context is the key

Demo Sheet for XXXX College
Source of Contact: March Madness Promo
Date:3/22/12

Before a demo is scheduled, you should be able to fill out this form in its entirety. If unable to complete, conduct additional qualification call(s).

Qualification Checklist:
Identify Champion/Coach: Jay XX, Instructional Technologist_

Pain Points – list customer problem areas
Jay: Currently has Moodle hosted by remote Learner, residential Campus 1,300 student FTE. Time Frame June/July. Requested private demo for the team. Residental Campus, mostly in-seat face to face classes. Perform tons of community out reach believes CY is the perfect tool to support their efforts inside and outside of the LMS

Key Decision Makers – list key decision maker(s) in the process. Who needs to approve when software is purchased on the customer's campus?

Pamela XXX
Vice President for Information Resources and CIO

Daniel XXX
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Pain/Gain

Demo Sheet for XXXX College

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Customer Ecosystem →

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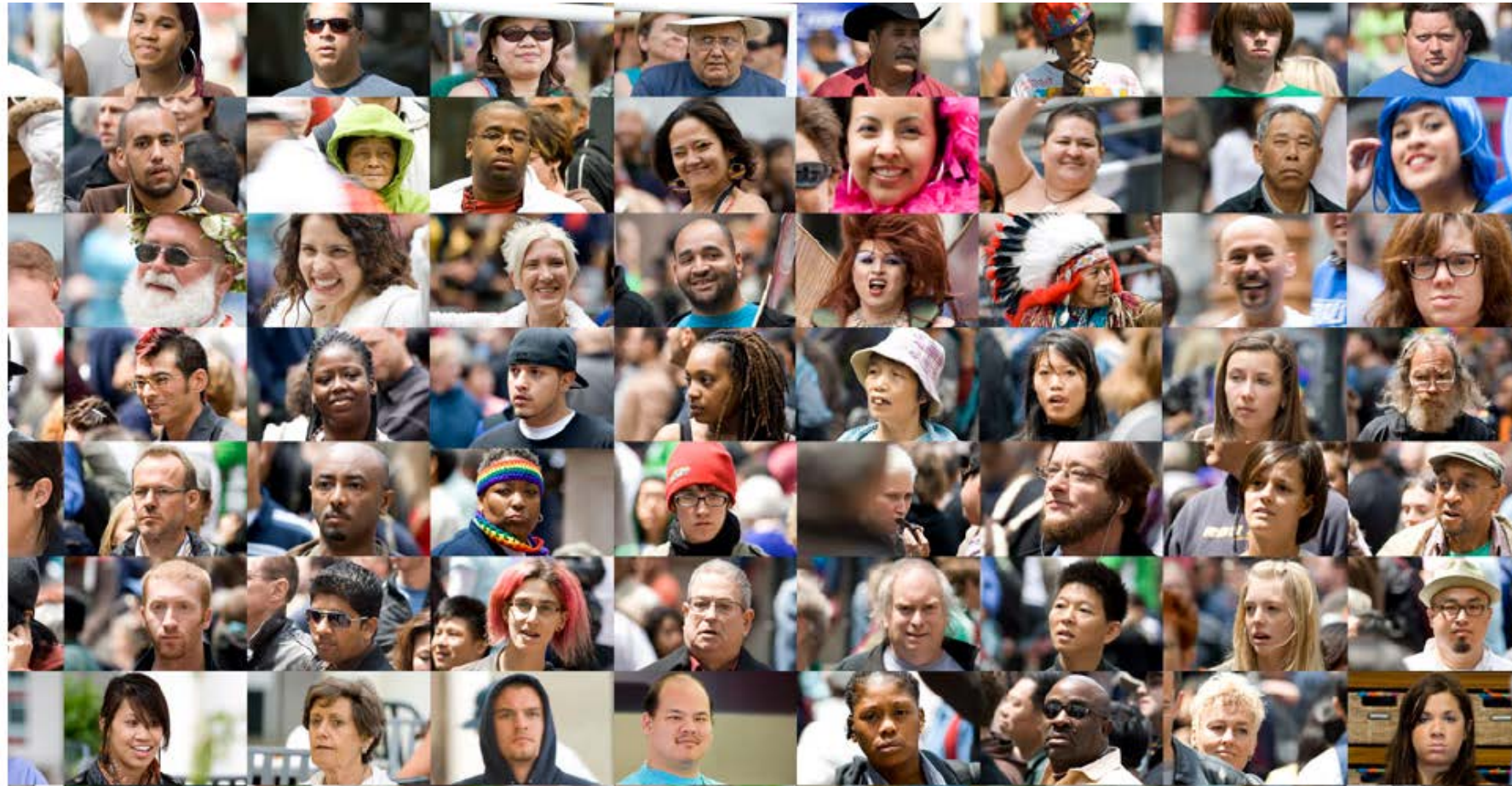
GET **OUT** OF THE BUILDING!

GET OUT OF THE BUILDING!

Learn about the people
- Ecosystem
- Jobs to Be Done
- Measures of Success

GET **OUT** OF THE BUILDING!

Learn about the people

- Ecosystem

- Jobs to Be Done

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But do it in a particular way – Lean Innovation

Lean Innovation = Customer Discovery + Scientific Method

YOUR HW

Complete 5 interviews prior to the Bootcamp
Log your interviews

CUSTOMER DISCOVERY BEST PRACTICES

- Pre-plan the interview

- Conduct the interview

- Closing the interview

PRE-PLANNING

Use Your Network for Warm Introductions

Work your way up

Cold Call – **Research Your Target** Contact

Play The **"Student" Card**

Advise Them You Are Looking For **Insights & Their Expertise**

Prepare a Script – but do not use one

CONDUCTING THE INTERVIEW

Remind them you are there seeking

insight & **help**

Start **wide** then narrow in

Ask them to tell a **story** about the **pain point**

Ask **open-ended** questions

Drill Down – **ask why**, repeatedly

CLOSING THE INTERVIEW

What else should I have asked about?

Who else should I talk to?

Can I follow up with you later?

Thank them again

Record your interviews

It's NOT Rocket Science

Stage	TWR (K)	Δv (atm)	Time
1	2.10	279 m/s	12.9 s
2	2.07	322 m/s	15.0 s
3	2.04	380 m/s	17.8 s
		Total Δv 981 m/s	

Stage	TWR (K)	Δv (vac)	Time
4	1.98	3155 m/s	143.6 s
5			

Stage	TWR (K)	Δv (vac)	Time
6	1.35	2523 m/s	219.1 s
7			

| Stage | TWR (K) | Δv (vac) | Time |
| 8 | | | |

2 x Z-400 Rechargebale Battery
Mass = 20 kg
Capacity = 400 e

2 x OX-STAT Photovoltaic Panel
Mass = 5 kg
Electricity = 0.75 e/s

Rockomax ... Decoupler

3 x LT-... ing S...
Mass = ...

Rockomax X20... Fuel Tank
Mass = 2 000 kg
Liquid Fuel = 1440 L
Oxidizer = 1760 L

6 x 60° Liquid Fuel Booster
2-2-2 Asparagus Staging

6 x NCS Adapter incl. Standard NC
Mass = 400 kg

18 x FL-T400 Liquid Fuel Tank
Mass = 250 kg
Liquid Fuel = 180 L
Oxidizer = 220 L

6 x LV-T45 Liquid Fuel Engine
Mass = 1500 kg
Thrust = 200 000 N
Isp (atm) = 320 s

6 x Hydraulic Detachment Manifold
Mass = 400 kg
Ejection Force = 180 N

6 x 60° AV-R8 Winglet
Mass = 20 kg
Lift = 0 s

Rock... Poodle" Liquid Engine
Mass = ...
Thrust = ...
Isp (vac) = 390 s

Mk16-XL Parachute
Mass = 300 kg
Drag
- Stowed = 0.22
- Semi-Deployed = 1
- Deployed = 500

Mk1-2 Command Pod
Mass = 4 000 kg
Required Crew = 3

Rockomax „Mainsail" Liquid Engine
Mass = 6 000 kg
Thrust = 1 500 000 N
Isp (atm) = 280 s
Isp (vac) = 330 s

Total Δv (atm) = 5 404 m/s
Total Δv (vac) = 6 826 m/s
Total Mass = 131 390 kg
Part Count = 78

KERBAL X

The Kerbal X is one of the most successful rockets that can be ordered from a catalog. Despite the original design having been meant for a plastic model, it's proved itself quite dependable as a full-sized craft.

The X is capable of achieving orbit around Kerbin, and even features a very optimistic set of landing legs on its upper stage.

PRE-PLANNING THE INTERVIEW

IDENTIFY THE CUSTOMER

Do you currently have a LinkedIn account?

a. Yes
b. No

PRE-PLANNING: IDENTIFYING CONTACTS

- Who is your key customer?

PRE-PLANNING ACTIVITY: USE YOUR NETWORK

- Who is your initial target customer? (early adopter, champion, etc.)
- List 5 characteristics of your customer (jobs, pain/gains, role, title, etc.)
- Use LinkedIn to Identify 5 people who meet those characteristics
- EXTRA CREDIT: Identify key tradeshows your customer attends

PRE-PLANNING: COLD-CALL SCRIPT

Who you are?

What are you looking for?

Why are you contacting the person?

How much time do you need?

SAMPLE: COLD CALL SCRIPT - WHO

- Hello. My name is Grant Warner, I am working on a National Science Foundation project exploring product shipment. I am reaching out to experts in this area to gain their insight into factors that drive product shipment decisions. I have been advised that you have deep expertise in this topic and hope that I could speak with you for 5 – 10 minutes.

SAMPLE: COLD CALL SCRIPT - WHAT

- Hello. My name is Grant Warner, I am working on a National Science Foundation project exploring product shipment. I am reaching out to experts in this area to gain their insight into factors that drive product shipment decisions. I have been advised that you have deep expertise in this topic and hope that I could speak with you for 5 – 10 minutes.

SAMPLE: COLD CALL SCRIPT - WHY

- Hello. My name is Grant Warner, I am working on a National Science Foundation project exploring product shipment. I am reaching out to experts in this area to gain their insight into factors that drive product shipment decisions. I have been advised that you have deep expertise in this topic and hope that I could speak with you for 5 – 10 minutes.

SAMPLE: COLD CALL SCRIPT - HOW

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PRE-PLANNING ACTIVITY (10 MINS): DEVELOP COLD CALL SCRIPT

Develop your cold call script, recall:

Who you are?

What are you looking for?

Why are you contacting the person?

How much time do you need?

CONDUCTING THE INTERVIEW

JOBS TO BE DONE; METRICS FOR SUCCESS

CONDUCTING THE INTERVIEW

Develop hypotheses BEFORE your interview

Remind them you are there seeking

insight & **help**

Start **wide** then narrow in

Ask them to tell a **story** about the **pain point**

Ask **open-ended** questions

Drill Down – **ask why**, repeatedly

DO NOT Talk about your product

TEAM A

Hypothesis	FALSE	Leaning False	Not Tested	Leaning True	TRUE
Humidity control is critical to reduce plant disease					X
Humidity is difficult to control					X
LED lights generate a lot of heat					X

Hypothesis should be testable --- sniff test: "Can someone say no to this"

TEAM B

Customer Segment - Fertility clinic admins

Hypothesis:

1. Clinics care about attrition rate

VP | Improve patient retention through more convenient dx testing

2. Clinics care about increasing number of patients they see

VP | Increase number of patients through faster dx testing

Hypothesis should be related to your capability – tied to your canvas CS, VP, etc.

RECALL PRIMARY OBJECTIVES: Understand pain/gain (VP), Understand Context (CS)

CONDUCTING INTERVIEWS:

- Develop hypotheses and questions before the meeting

- Interview one person at a time

- Have multiple team members present

- Ask open-ended questions

- Focus on behavior (evidence), not speculation

- Listen more, talk less

- Parrot back to confirm

Open Endedness Wins Customer Interviews

?

Can you explain...?

How does...?

What do you mean by...?

When would...?

Is this...?

Why?

GOOD QUESTION

BAD QUESTION

- WHAT IS THE BIGGEST ISSUE YOU FACE WHEN DEALING WITH PROCESS/ACTIVITY 'Y'?

- WHAT IS THE BIGGEST ISSUE YOU FACE WHEN DEALING WITH PROCESS/ACTIVITY 'Y'?

GOOD QUESTION

- WOULD YOU BUY A PRODUCT WHICH DID 'X'?

■ WOULD YOU BUY A PRODUCT WHICH DID 'X'?

BAD QUESTION

- WHAT ARE THE IMPLICATIONS OF NOT SOLVING THE PROBLEM?

■ WHAT ARE THE IMPLICATIONS OF NOT SOLVING THE PROBLEM?

GOOD QUESTION

- **HOW ARE YOU DEALING WITH THIS TODAY?**

HOW ARE YOU DEALING WITH THIS TODAY?

GOOD QUESTION

- **WHAT SOLUTIONS HAVE YOU TRIED?**

WHAT SOLUTIONS HAVE YOU TRIED?

GOOD QUESTION

WHAT WOULD YOUR DREAM PRODUCT DO?

- # WHAT WOULD YOUR DREAM PRODUCT DO?

GOOD QUESTION

- WHAT WOULD YOUR DREAM PRODUCT DO?

BAD QUESTION

- WOULD YOU PAY 'X' FOR A SOLUTION THAT DID 'Y'?

WOULD YOU PAY 'X' FOR A SOLUTION THAT DID 'Y'?

BAD QUESTION

- WHERE DOES THE MONEY COME FROM TO DEAL WITH THIS ISSUE?

WHERE DOES THE MONEY COME FROM TO DEAL WITH THIS ISSUE?

GOOD QUESTION

WHAT DO YOU THINK ABOUT THIS SOLUTION?

BAD QUESTION

- WHAT DO YOU THINK ABOUT THIS SOLUTION?

BAD QUESTION

BAD QUESTION

- WHAT DO YOU THINK ABOUT THIS SOLUTION?

CONDUCTING THE INTERVIEW ACTIVITY (10 MINS): DEVELOP HYPOTHESES AND FUNDAMENTAL QUESTIONS

Thinking about your interview target**:**

Develop at least **3 Hypotheses** to test

Create an **interview script** with questions to test each hypotheses

GOOD QUESTION

BAD QUESTION

GOOD QUESTION

VOLUNTEERS? Or
VOLUNTOLDS?

BAD QUESTION

CONDUCTING THE INTERVIEW ACTIVITY (14 MINS): ROLE PLAY

Partner with another team (odd vs even; team in front of you, etc.):

Share your key **customer characteristics**

One team "interviews" other team

Focus on questions, not answers

Then **Switch roles,** the other team leads interview.

QUESTIONS?

- Please use the chat box to enter your questions.

CLOSING THE INTERVIEW

CLOSING THE INTERVIEW

What else should I have asked about?

Who else should I talk to?

Can I follow up with you later?

Thank them again

LOG YOUR NOTES/INSIGHTS!!

Team 851

KEY INSIGHTS

Powder sampling has never been an Issue. Thief sampler do its job. FDA Regulations are limited and easy to bypass.

INTERVIEW DETAILS

Customer Segment - Pharmaceutical Manager (Regulatory)

Customer Role - Manager, Process Designer

What we hoped to learn?

Is blend uniformity/sampling a big pain from the regulatory point of view?

Interview Details

- Sampling with the Thief rarely fails. Only with difficult products such as Potent drugs, small particle size APIs or highly electrostatic materials.
- FDA Guidances are clear. Blend uniformity has to be validated. After validation, content uniformity could be used as complimentary.
- She explained that regulations are very different depending on the country. The work closely with the Chinese Market.
- She wasn't very open to speak about issues in their processes. Instead was very interested in asking about our project.
- She stated that would like a demonstration and maybe the company would be interested in renting the sampler to evaluate if its works.
- Direct sales/rent with IBS would be the best option for them, since they could have more support from us.

Contacts are limited since most of their associated work on china.

👍 Must Have	🖐 Nice to Have	👎 Don't Care
VP | Provide Representative Sampling	**VP |** Faster product Analysis	
CH | Direct Sales	**CS |** Pharmaceutical Process Designers (New products development)	
	CS | Pharm. Manufacturing Leader (Manager, Director)	
	R$ | Sales of the Powder	

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Team 851

KEY INSIGHTS

Powder sampling has never been an Issue. Thief sampler do its job. FDA Regulations are limited and easy to bypass.

Clear insight. Heard a "No".

INTERVIEW DETAILS

Customer Segment - Pharmaceutical Manager (Regulatory)

Customer Role - Manager, Process Designer

Identifed CS

What we hoped to learn?

Is blend uniformity/sampling a big pain from the regulatory point of view?

Testable Hypothesis.

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Provided details to support insight

Opportunity for Segmenting based on needs

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Didn't register CS objection.

👍 **Must Have**

VP | Provide Representative Sampling

CH | Direct Sales

👎 **Nice to Have**

VP | Faster product Analysis

CS | Pharmaceutical Process Designers (New products development)

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👎 **Don't Care**

Hard to imagine a "Must Have" VP without a "Must Have" CS.

QUESTIONS?

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SUMMARY

CUSTOMER DISCOVERY DO'S

DO

Know your objective before you go

Seek easy targets then move up the chain

Listen more, Talk less

Talk to Strangers, Talk Face-to-Face, Go Deep

Ask for referrals

Log your results honestly in LPC

Listen more, Talk less

CUSTOMER DISCOVERY DON'TS

DON'T

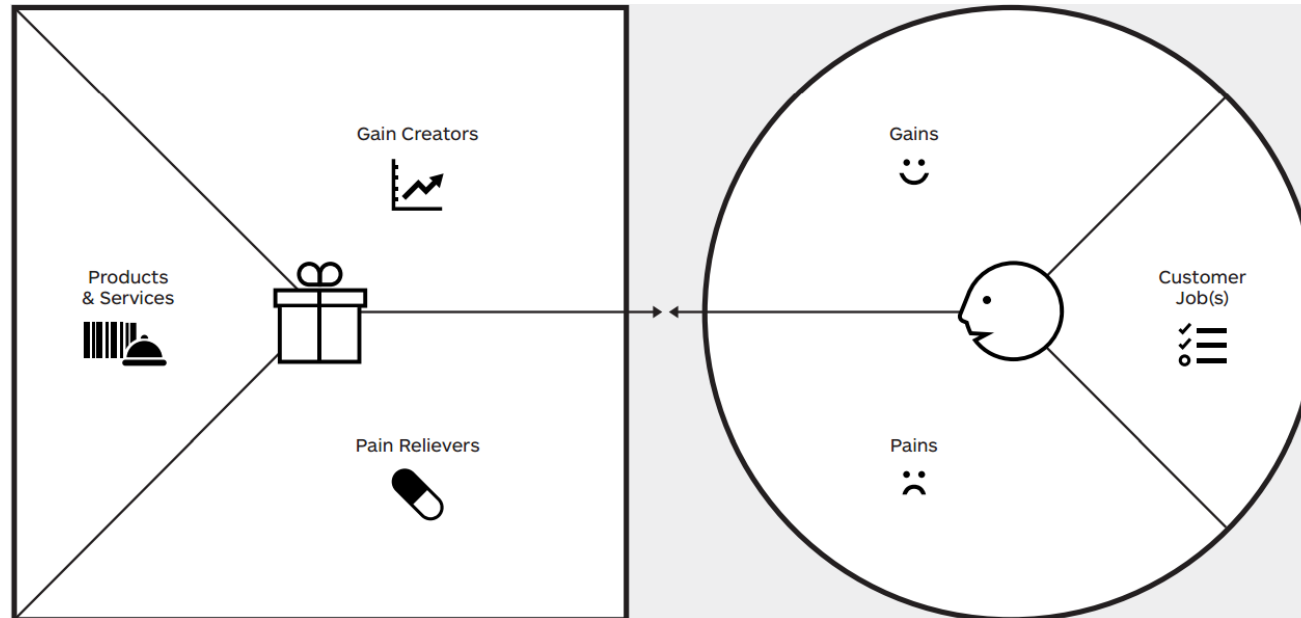**Sell, pitch, sell, pitch**

-you got it?-

Talk About Your **Technology**

Ask them what they *Want*

*take **feature** requests*

IT'S NOT ABOUT YOUR

CUSTOMER DISCOVERY

Who is the customer?
What is the problem?

Problem-Solution Fit

QUESTIONS?

- Please use the chat box to enter your questions.

Contact Information

Phone: 202-728-0200 x275
Email:kate.Lockard@conferencedirect.com

www.aacc.nche.edu/CCIC

www.nsf.gov/communitycollege

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