

CDC I- Catalyst

**Stakeholder
Customer Discovery
Business Model
Business Thesis**

COURSE OBJECTIVE:

Learn what we now know about going from an
idea to a **deployable solution**

Learn **stakeholder discovery**

Use **hypotheses** driven testing
to create a compelling
mission model canvas

COURSE OBJECTIVE:

Teach a
methodology
for **collecting data**

You will only **get out** of the program
what you **put in**, in terms of effort

OUR EXPECTATIONS OF YOU

You will spend **30%** of your time **outside**
of your office, or your lab

You all will do **all the work** assigned

You will hold **50+** customer interviews

This is a team activity, divide the work, share
your insights, work together

OUR EXPECTATIONS OF YOU

Be intensely **curious**
Be intellectually **honest**

Be willing to go where the discovery
takes you. Plan to **pivot**

Admit you don't have all the answers.
Don't make things up.

Say: **"I don't know"**

EACH SESSION

15+ customer **interviews**

Continuously update

Launchpad Central

Regularly meet as a group

Revise your **thesis** and **canvas**

Present what you learned

Watch and discuss the Steve Blank lectures

Stakeholder Discovery Business Models

“Identify a problem or need about which *enough* people care”

“Design a solution that will meet that problem or need”

“Evidence that the solution/service satisfies the stakeholder problem”

“Build and deploy a solution/service that satisfies the stakeholder problem”

Mission Model **FIT**

“Validate and implement
a model for delivering
the solution/service that
is repeatable and
scalable”

You will *refine, revise* or
throw out your “great”
ideas!

*The only thing
that matters is getting
To problem / solution
FIT*

*a **Business Thesis** is:
Who is your stakeholder(s)?
What is your solution?
Why will they use your
solution?*

Hypothesis

What must be true such that the business thesis holds

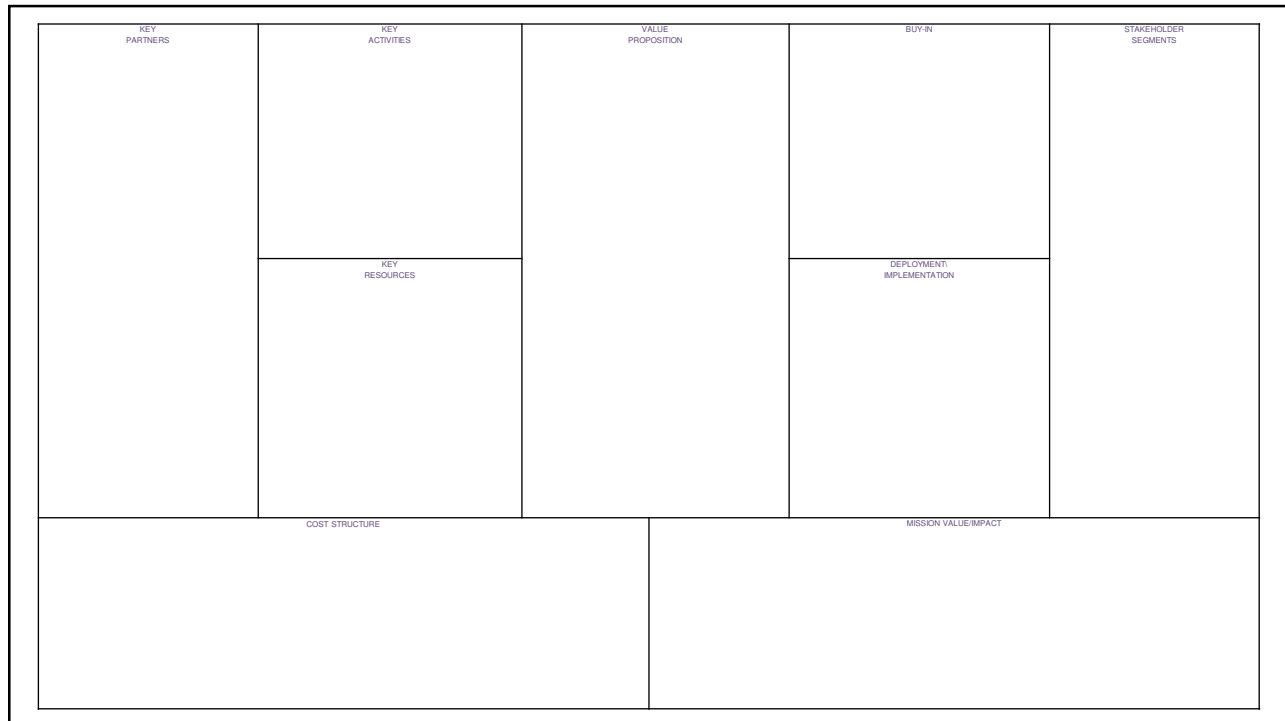
Experiment

How you will test your thesis. How you will discover if what you

Question

Questions that can be asked to run the experiment

<p>KEY PARTNERS</p> <p><i>Which outside partners or supplies you need to perform the activities? Are they new or existing?</i></p>	<p>KEY ACTIVITIES</p> <p><i>Which activities do you need to perform well in your mission model? What is crucial?</i></p>	<p>VALUE PROPOSITION</p> <p><i>What are you offering them? What problem are you solving for them? What gains do you give them? What Horizon are you building for?</i></p>	<p>BUY-IN</p> <p><i>How do I get customers to buy-in, use and deploy?</i></p>	<p>STAKEHOLDER SEGMENTS</p> <p><i>Which customers are you serving? Are they inside or outside the agency? Which jobs do they really want to get done?</i></p>
<p>KEY RESOURCES</p> <p><i>Which resources do you need to perform the activities? Which are essential? Are they new or existing?</i></p>			<p>DEPLOYMENT\ IMPLEMENTATION</p> <p><i>How well you get the value prop to each Customer? Through which interaction points?</i></p>	
<p>COST STRUCTURE</p> <p><i>What is the resulting cost structure? Which key elements drive your cost?</i></p>			<p>MISSION VALUE/IMPACT</p> <p><i>What value are you generating? Improvements? New Capabilities? Scale, Interoperability?</i></p>	



Part of the Model

STAKEHOLDERS

JOBS

what they are trying to
get done in their work
and in their lives
task to perform, problem
to solve, needs to satisfy

PAINS

describe bad
outcomes, risks, and
obstacles related to
their jobs

GAINS

describe the more or
less expected benefits
they are seeking

Stakeholders

how well do you know
them?

Value Proposition

the solution

A list of all the solutions, services, or processes a value proposition is built around

pain relievers

describe how your products, services or processes alleviate stakeholder pains

Value Proposition

gain creators

describe how your products, services or processes create stakeholder gains

First, understand the stakeholder

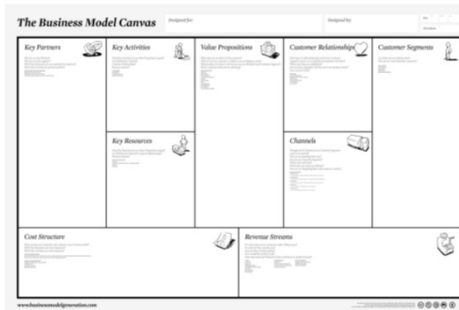
**Provide evidence
showing “what” they
care about before
focusing on “how” to
help them**

Then, develop the value proposition

**Provide evidence
showing that they care
about how your
products, services or
processes kill pains and
create gains**

Finally, consider the whole model

Provide evidence showing that the way you intend to create, deliver, and capture value is likely to work



It's A Process



Core Idea or
Technology



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Discovery

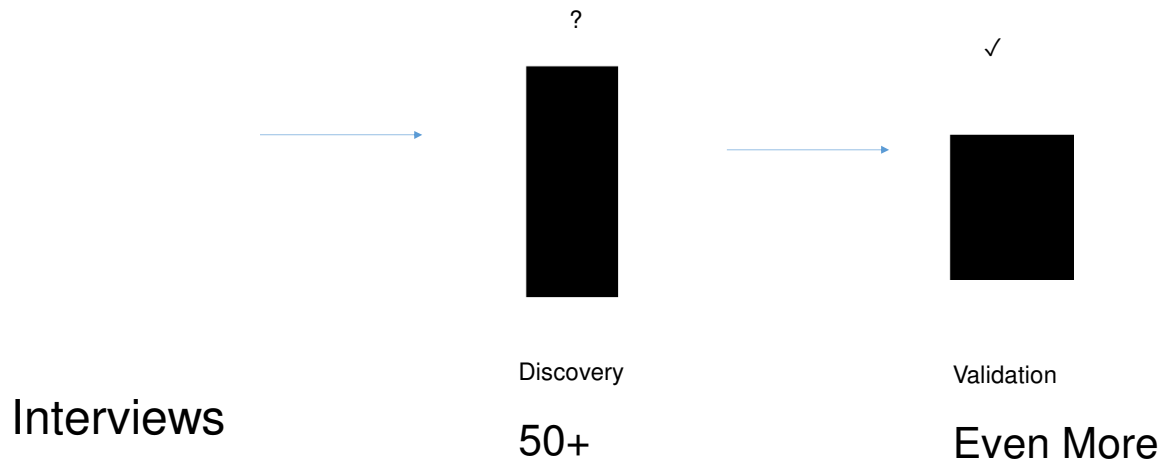


✓



Validation

GOOTB! Expectations



Business Thesis

Who is your stakeholder, what is your solution, why will they use it?

Idea:

Our team has created a tool called the “Grantee Connector,” which serves as a curated database of grantee contacts, work products, and templates, but further, a facilitator for grantees to find one another, share, and learn from the experiences of others.

Business thesis:

The Administration for Native Americans (ANA) grantees will use our database to connect with and learn from other ANA grantees.

Business Thesis

Who is your customer, what is your product, why will they buy it?

The Administration for Native Americans (ANA) grantees will use our database to connect with and learn from other ANA grantees.

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Who is your customer, what is your product, why will they buy it?

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Business Thesis

Who is your customer, what is your product, **why will they buy it?**

The Administration for Native Americans (ANA) grantees will use our database to connect with and learn from other ANA grantees.

Thesis format:

T= S will use Solution because VP

S: stakeholder (who is your stakeholder)

VP: value proposition (why they will use it)

Business Thesis

Who are your stakeholders, what is your solution, why will they use it?

**Workshop Exercise 1:
write your first
business thesis**

Next Step

**Hypotheses:
What must be true
such that the thesis is true**

Hypotheses:

Your current wild guess
about your stakeholders'
problems
jobs, wants, and needs.

Hypotheses:

Statement of fact
Is either true or false
No commas or ands
Testable

Hypotheses

H1:PTEA evaluate patients in the classroom

H2: PTEA have to see more patients per day

H3:PTEA spend more time evaluating patients in the classroom (vs. private setting)

H4:Recorded evaluations reduce the amount of time spent filling out paper work

H5:Less time spent filling out paperwork increases the number of patients seen per day

H6:Seeing more patients per day increases reimbursement to PTEA

Physical Therapists will make video recordings of children with autism in the classroom to improve therapy outcomes.

Proof:

if H1, H2, H3... Hn then T

If PTEA evaluate patients in the classroom

and PTEA have to see more patients per day

and PTEA spend more time evaluating patients in the classroom (vs. private setting)

and Recorded evaluations reduce the amount of time spent filling out paper work

and Less time spent filling out paperwork increases the number of patients seen per day

and Seeing more patients per day increases reimbursement to PTEA

Then Physical Therapists will make video recordings of children with autism in the classroom to improve therapy outcomes.

Experiments:

Hypothesis

What must be true such that the business thesis holds

Experiment

How you will test your thesis. How you will discover if what you believe to be true, actually is!

Question

Questions that can be asked to run the experiment

Hypothesis

PTEA evaluate patients in the classroom

Experiment

Interview 6 physical therapists who work with children to learn about where they hold their evaluation sessions

Question

Tell me about a typical evaluation.

How do you decide when and where to evaluate patients?

Tell me more about that...

Why....?

write your **business thesis**.

Include who the stakeholder is,
what the solution is and
why people would use it.

Create 5-7 hypotheses based on the business thesis.

For each hypothesis, tell us who you're going to talk to.

Create questions to kick off your interviews.

Reflect on who you should contact and interview.

Stakeholders to Interview:

Begin a list of people who you feel would gain value from your solution.

How will you contact them?

Are your questions formulated with them in mind?