

DISCOVERY – SOLVE THE RIGHT PROBLEM

Activities

Click to open proposed method!

[Initial Business Objective](#)

(template available in this document)

[Immersion \(checklist\)](#)

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Desktop Research

[Internal Interview Example](#)

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[Discovery Report & Communicating the results](#)

Outcomes

Discovery report

Decision how to proceed

Questions to be answered

Why are we here?

What do we want to solve and for whom?

Where do we see an opportunity?

Is the demand there?

- What are the needs of the customers?
- What are their pains and gains?
- What are the jobs they need to get done?

What is the current solution?

- How are the customers solving their problem today?

Is it doable and worth doing?

- What is the technological readiness?
- What is the current business model in use?
- How is the market foreseen to develop?

Should you continue?

- Have you answered the open questions to a level where you feel confident to continue?

BUSINESS OBJECTIVE TEMPLATE



WHO NEEDS TO BE INVOLVED?



WHAT'S THE BUSINESS OBJECTIVE?



HOW WILL YOU KNOW THAT YOU HAVE SUCCEEDED?



WHERE ARE YOU AIMING AT?



WHAT IS THE SOCIAL AND ENVIRONMENTAL IMPACT OF YOUR PLAN?



RISKS AND RESTRICTIONS YOU NEED TO TAKE INTO ACCOUNT?



WHAT'S THE STRATEGIC PURPOSE?

IMMERSION – CHECKLIST



Your best guess as to what's the customer's problem

At this stage, take your best guess as to what is the customer problem worth solving for your customer. Don't worry if you are unsure, just write down your educated guess. This is also your best guess as to who your customers are.



Interesting start-ups

Behind every start-up, there is a new idea that no-one else has executed, yet. Sometimes, the ideas are very clever, so list here the start-ups that are relevant to you.



Recognized experts

Turn to people who can help you; a researcher who has been studying the subject for years can tell you more in two hours than you could google in two weeks. Consider also talking with relevant bloggers or thought-leaders.



Public debate around the topic

What is written about the topic in the papers? What about on social media or in the business conferences?

Following the public debate is a great way to understand the feelings and current issues related to your topic. In addition, your service should bring something new to this debate: a solution everyone is craving for.



Competitors within your area of business

List the companies and organisations you compete with head-to-head; the businesses that are similar to yours, the ones you keep an eye on.



Your competitors from the customer perspective

As your business competitors are not often the only alternatives the customer has in solving his / her problem, take a broader view to evaluate the competitive landscape.



Disrupting your current business

Disruption is an external force shaking up the status quo – replacing or displacing an existing practice. It's what Netflix did to Blockbuster LLC; what the digital camera did to the old film camera; and also what the Ford Model T did to the horse and buggy. What kind of changes in technology, culture and competitive landscape can you foresee?

DATA – CHECKLIST

Necessary Data

Determine what data you should be looking for. If you are e.g. disrupting your own business, remember to gather all the data on the current business. If you are improving a service, analyse carefully all related data, and pay special attention to conversion rates (% of impressions that become paying customers) and so on.

Relevant data sources

As you know what data is needed, it's time to plan how you access it. Typically, you will need some help within your organisation to get the internal data, so name also the people who can help you.

Key findings in the business data

Write down what does the data tell you about your existing business and/or competitors' businesses. Did you identify a business opportunity that you could benefit from?

Key findings in the market data

Write down what does the data tell you about the market. Did you find a market opportunity that you should try to take advantage of?

Key findings in the customer data

Write down what does the data tell you about your customers. How many customers there are; how much do they pay; how often do they use your service; how many have stopped using your service and so.

Pay attention to potential trends in the figures. Can you see some very interesting opportunity in the data? For example a phase where you lose a lot of customers?

INTERNAL INTERVIEW EXAMPLE

1. Start by identifying the 10 most important subject areas for the project.
For example: Future Fuels, New Business Models, Competitors etc.



2. Start making a list of people who could discuss about these subject areas, 1-3 people per discussion / area.



3. Write down 10 questions for each discussion, and clarify in your mind which are the five most important ones.



4. Schedule the interviews, and consider also sending out the interview questions prior to the interview.

Note: Usually, people want to receive a calendar placeholder at least two weeks beforehand, so you might need to book the interview before completing Step 3.



5. Conduct and record the interviews in Microsoft Teams or similar tool.



6. Assign each team member with an equal amount of interviews to go through. Then, listen to the recordings and write down most important findings on post-it notes.



7. Debrief the interview insights for example by doing a synthesis wall. In other words, start putting the post-its on a wall and organise them into clusters according to recurring themes.



8. Collaboratively with the team, discuss the insights on the wall. Write down the most important findings and remember to take pictures of the wall!



CUSTOMER INTERVIEW EXAMPLE

1. Keep in mind the most important subject areas while you, together as a team, start considering who could be the potential external interviewees. You can for example do a customer selection criteria.



2. Validate the external interviewee candidates together with the business owners, as they can e.g. specify which countries you should be focusing on



3. Remember to involve people who are working in close contact with the externals. Show them the customer selection criteria and have them suggest 5-7 suitable interview candidates from each country.



4. Choose approx. three externals per country for the interviews, and talk with your colleagues who are working with the externals in question. This way you ensure you understand the background of your interviewees and the topic at hand.



5. To avoid confusion, schedule the interviews through/together with these colleagues of yours who are in regular contact with the interviewees. Also consider sending out the interview questions prior to the interview. In external interviews, it is particularly important to consider cyber security and GDPR aspects.



6. Write down 2 x A4 with questions. You can use the internal interviews as inspiration.



7. Conduct and record the interviews in e.g. Microsoft Teams.



8. Assign each team member with an equal amount of interviews to go through. Then, listen to the recordings and write down most important findings on post-it notes.



9. Debrief the interview insights for example by doing a synthesis wall. In other words, start putting the post-its on a wall and organise them into clusters according to recurring themes.



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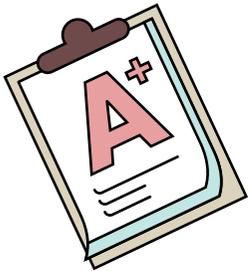
11. Write a summary of the interviews that can be sent to all the external interviewees.



DISCOVERY REPORT & COMMUNICATING THE RESULTS

FILL THIS COLUMN BY COLUMN

1. Desktop study findings – including business and market data
2. Interview findings – including customer quotations that verify the findings
3. Demand evaluation – is there demand; can it be done; is it worth doing
4. Proposal to continue or discontinue the project



Keep the discovery report relevant and make it fun. A report doesn't have to be boring to read, and you can e.g. Include pictures and memes.

You should feel joy as you return to the report later in your co-creation journey.

Stakeholder communication

Remember to communicate the results to all involved stakeholders.





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