



LEAN STARTUP PRINCIPLES

# Module 2 Workshop



2 HRS

# WORKSHOP LOGISTICS

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## Suggested Agenda

In this second workshop, you'll complete 4 activities with your team. The workshop should take approximately 2 hours.

- + Define What You Want to Learn  
(15 min)
- + Identify Your Stakeholders  
(30 min)
- + Build an Interview Guide (60 min)
- + Final Reflections (10 min)

## Supplies

- + copies of the worksheets on pages 4, 6, 10 and 11
- + pens or pencils

## Before You Begin

- + Appoint one of your team members to be the timekeeper for this discussion meeting.

# GUIDELINES FOR BUILDING AN INTERVIEW GUIDE

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It is important to talk to different people who might be involved in the lifecycle of your business including your target customers, your early adopters, and your critical stakeholders. How do you find these people and what should you try to learn from them?

Your interactions with these people will be valuable. People are often voluntarily giving you their time, energy and attention. How can you make the most of these exchanges? It helps to walk into these situations prepared. You want to be able to gain insights that are productive in the most efficient way possible.

One way to prepare for interactions with customers is to develop an interview guide. A strong interview guide will leave you well-equipped to solicit the information you need in consistent ways.

For this assignment you will be doing 3 things:

- + Identifying 3 real people to talk with
- + Developing an interview guide
- + Testing out your interview guide with 3 real people

We'll walk you how to do these 3 things in this workbook. You can print this out and work through the exercises on the following pages, but the only final assignment you will need to upload to NovoEd is your finished interview guide (Assignment 2).

# 1. DEFINE WHAT YOU WANT TO LEARN

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## 1. Define What You Want to Learn (15 min)

In this workshop, you'll be aiming to talk to 3 target customers. You have a lot of hypotheses to test and now is the time to think about who can help you test them. Look back at your list of hypotheses from Assignment 1. Which are the most critical? Discuss as a team and jot down some notes.

### Who do you want to learn from?

Aim to talk to people who might be your typical customers, early adopters, or key stakeholders.

### What do you want to learn?

Look at your list of hypotheses and identify what specifically you need to learn from the people you might talk to.

### How will you get to them?

Don't choose to talk to people just because they are convenient. Identify ways to talk to the people you need to learn from most.

## 2. IDENTIFY YOUR TARGET CUSTOMERS

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### 2. Identify Your Target Customers (30 min)

Identify 3 people you want to talk to. Use the worksheet on the next page to brainstorm who these people might be.

- + **Target customers** are the people who you ultimately want to buy your product (these should be the people who have the pains, gains and problems you identified in Assignment 1). For example, all expectant mothers in rural India.
- + **Early adopters** will be the people you think would be most likely to buy your product first. For example, these might be smallholder farmers who live close to a retail outlet and have already tried a microdrip irrigation system.
- + **Critical stakeholders** are the people you need to partner with or go through to make your business a success. For example, your customer might be a factory manager, but your end user might be a factory worker. In this case, a critical stakeholder could be a worker. Or, if you will be relying on a series of retail outlets to sell your product, you might want to talk to someone who runs one of those retail chains to see if they would consider stocking it on their shelves.

Remember, don't just talk to people you already know. Push yourself to do a thorough brainstorm first where you try to articulate your ideal archetype for each category listed below, identify people you already know who fit this category, brainstorm people who could introduce you to others in this category, and then finally prioritize a specific person (or a few people) who you will approach first to interview. Be brave!

## 2. IDENTIFY YOUR TARGET CUSTOMERS

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Who is my target customer?	Do I know anyone who fits this category?	Who do I know that could introduce me to someone new?	Who will I approach first?
Who might be my early adopters?	Do I know anyone who fits this category?	Who do I know that could introduce me to someone new?	Who will I approach first?
Who might be my critical stakeholders?	Do I know anyone who fits this category?	Who do I know that could introduce me to someone new?	Who will I approach first?

## 3. BUILD AN INTERVIEW GUIDE

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### 3. Build an Interview Guide (60 min)

Your assignment for this module is to come up with a list of 10 questions that you could use to talk to real customers to solicit valuable information.

Here are recommended steps:

1. Look back at your value proposition hypotheses to figure out the key pieces that you need to learn more about.
2. Review Reading 2 and refresh your memory on the 10 Tips for Customer Discovery. Use your hypotheses + those tips to come up with a list of potentially fruitful questions. We recommend jotting questions down on individual post-it notes or index cards so that you can play around with the arrangement of the questions.
  - + Remember to write questions that will elicit stories or have people describe scenarios rather than just asking yes/no questions.
  - + Remember to write questions that will push people towards specifics as much as possible. For example, say “Tell me about the last time you...” instead of just asking “Have you ever....?”

3. Figure out the best order and structure for your questions. It often makes sense to group them by topic so that you are not jumping around too much during the interview. If you wrote your questions on post-it notes or index cards, play around with moving them to see which order and flow would make the most sense conversationally and schematically.
4. Add headings to your interview guide that can help signal the different sections or topics that you are covering. Then add in time estimates (for example: “introduction—5 minutes”; “questions about past experience—10 minutes”; “questions about eating habits—10 minutes,” etc). These headings & estimates can help you keep track of the structure and timing when you are engrossed in a real conversation.
5. Think about what you’ll need to say to introduce yourself or orient your customer to the process. It might be helpful to write out notes for what you will say in advance, although we recommend staying relaxed and conversational rather than trying to stick to a formal script during an exchange.

## 3. BUILD AN INTERVIEW GUIDE

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6. Once you have your list of 10-20 questions, do a mock interview with a member of your team. See if the questions work, or if they need finessing.
7. Then, go find 3 real potential customers. Get out of the building and go talk to them! In the final week of the course, we'll be helping you synthesize what you've learned from your customers so the more time you invest in actually finding interesting people to talk to (and finding more than 3 people is even better), the more rewarding you will find the next part of this course.

Good luck!

"Most of the teams started testing their customer assumptions with interviews and surveys. That's a great way to get first rich customer insights. Yet, there is a danger in using this data alone to validate your ideas, because customers don't always do what they say. They might tell you that they're interested in doing something, but will they really?"

—Alex Osterwalder

### LEARN MORE

Read "[Don't Believe Your Customers!](#)" and keep in mind that Module 3 will focus on how you can use real experiments and tests to go beyond just what your customers tell you.

# SAMPLE INTERVIEW GUIDE: KIDOGO

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Kidogo is a social enterprise that creates high quality, affordable childcare centers in Nairobi. They participated in an earlier version of the +Acumen Lean course and developed the below interview guide which they used with real customers:

## Kidogo's Interview Guide

They collected information on the mothers including:

- + Demographics
- + Name
- + Age
- + Occupation
- + Income/daily wages

## Day-in-the-Life

- + Tell me about a typical day in your life
- + What are your biggest challenges in life?
- + What are your goals and dreams in life?

## Children

- + Do you have children? How many?  
What ages are they?
- + Do you send your kids to baby care centers?
- + If no, where do you keep them when you are not home?
- + How did you decide to send your child to that baby care center instead of another one?
- + How much do you pay per day?
- + Does that include food?
- + What DO you like about your baby care center?
- + What DON'T you like?
- + What are your goals and dreams for your children?

They used the information they gather from these interviews to refine their value proposition and build their customer archetypes.

### 3. INTERVIEW GUIDE OPTIONAL TEMPLATE

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TOPIC:	ESTIMATED TIME FOR THIS SECTION:
Questions	

### 3. INTERVIEW GUIDE OPTIONAL TEMPLATE

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TOPIC:	ESTIMATED TIME FOR THIS SECTION:
Questions	

## 4. FINAL REFLECTIONS

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### 4. Final Reflections (10 min)

- + Share any final insights and reflections from this module with your team members.
- + Make sure you have uploaded your assignment in order to receive credit for this module.
- + Check back to review a peer's assignment.
- + Confirm the schedule for the next session, and make sure everyone has time to go through the next module prior to your next meeting.