

05.09.18

INNOVATOR-IN-RESIDENCE



Building our future through innovation.

**WEEK 1
KICKOFF!!!**

***“All growth depends upon activity.
There is no development physically
or intellectually without effort, and
effort means work.”***

- Calvin Coolidge

10 MIN



WELCOME & INTROS



Innovator
In Residence

WEEK 1 KICKOFF!!!

AGENDA

- Welcome & Introductions [10 MIN]
- Key Tools Update [10 MIN]
- Secondary Research [30 MIN]
- Q&A [5 MIN]
- Primary Research [30 MIN]
- Q&A [5 MIN]
- Program Overview (20 MIN)
- Key Dates (2 MIN)
- Action Items [3 MIN]
- Inspiration [2 MIN]
- Wrap Up [3 MIN]

INTRODUCTIONS

2018 SPRING COHORT



FOUNDER	HOME
Christy Bartlett	MN
Jeremy Silver	GA
Sanjib Banerjee	GA
Andrew McDonald	OR
Christina Stensby	MN
Augustus Tobes	CA
Cournty Bisig	TN
Ritu Chowdhary	MN
Isaac Riesterer	OR
Pete Scherf	MN
Andrew Kavie	MN
Adam Goldstein	MN
Christy Bartlett	MN

FOUNDER	HOME
Suzanna Newell	MN
Theodore Gamble	MN
Micheal Villano	CA
Christa Lee Brynwood	WI
Rochelle Hendricks	MN
Joanna Yap	NY
Brett Heeney	WI
Stephen Dallimore	KS
Awais Sultan	IL
Kristi Uphoff	MN
Andrew Sisulak	MN
Jannine Dobson	WI
Gerald Anderson	WI

FOUNDER	HOME
Kristin Clements	FL
Claire Harlow	FL
Emily Arnau	IL
Mark Olen	WI
Michael Short	FL
Carol Walnut	GA
Tatiana Akulova	MN
John Lewis	TN
Shawn Higginbotham	MO
Eileen Alden	CA
Melinda Ashburn	AR



KEY TOOLS UPDATE



IIR TOOL BOX

- Idea Place
- Team Roster
- Team Profile
- Innovation Canvas
- Learning Plan
- Online Tools

OUR INNOVATION CANVAS

GENERAL INFO	PROJECT TEAM Lead(s): SME's: Sponsors:	BUSINESS LINE	GOAL CATEGORY +Revenue +Efficiency +CX
DESIRABILITY		FEASIBILITY	VIABILITY
PROBLEM / OPPORTUNITY	SOLUTION	RISK & COMPLIANCE Legal Ethical Reputational Market	CHANNELS Supply Sales Delivery
TARGET AUDIENCE(S) Primary Secondary	VALUE PROP(S) Customers Bank Other	ALIGNMENT Internal (Sponsors) External (Sponsors)	METRICS
HYPOTHESIS Hunch	MARKET Internal External	TECHNOLOGY	IMPACT Business Model

ACCELERATOR FOCUS



ONLINE TOOLS

- Idea Place
- Sharepoint
- OneNote
- Yammer
- Tech Support



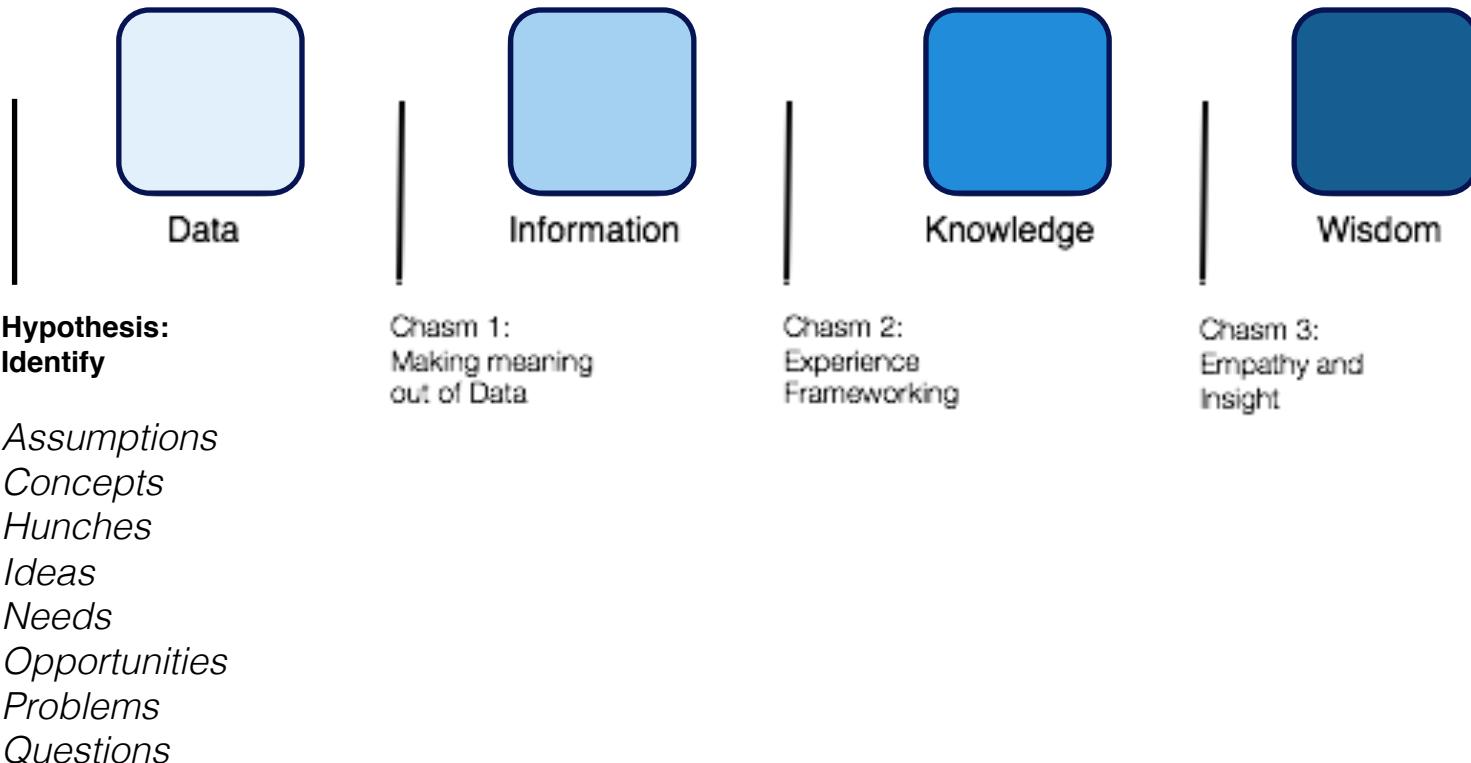
SECONDARY RESEARCH



"Do your homework and keep good files. Know the background and biases of your sources."

- Jane Brody

LEVELS OF UNDERSTANDING



TYPES OF RESEARCH

PRIMARY

Primary Research is research you conduct yourself (or hire someone to do for you.) It involves going directly to a source —usually customers and prospective customers in your target market — to ask questions and gather information. Examples of primary research are:

- *Interviews (telephone or face-to-face)*
- *Surveys (online or mail)*
- *Questionnaires (online or mail)*
- *Focus groups*

When you conduct primary research, you're typically gathering two basic kinds of information:

- **Exploratory.** This research is general and open-ended, and typically involves lengthy interviews with an individual or small group.
- **Specific.** This research is more precise, and is used to solve a problem identified in exploratory research. It involves more structured, formal interviews.

Primary research usually costs more and often takes longer to conduct than secondary research, but it gives conclusive results.

SECONDARY

Secondary Research is a type of research has already been compiled, gathered, organized and published by others. It includes reports and studies by government agencies, trade associations or other businesses in your industry. Especially for small businesses with limited budgets, most research is typically secondary, because it can be obtained faster and more affordably than primary research.

A lot of secondary research is available right on the Web, simply by entering key words and phrases for the type of information you're looking for. You can also obtain secondary research by reading articles in magazines, trade journals and industry publications, by visiting a reference library, and by contacting industry associations or trade organizations. (Note: When you locate the research you want, check its publication date to be sure the data is fresh and not outdated.)

SECONDARY RESEARCH

Inform your idea

- Doing research before you get in front of customers will help you understand the context around your problem. For example, what are the macroeconomic forces and key trends that effect your idea? What's happening in your industry or market? What are the recent innovations related to your idea space? What solutions exist and how have they worked or failed? A foundation of information to work from, or return to, during your journey is extremely valuable.
- *Remember: You'll create your own qualitative research later in the program, so use this as more "facts and figures" gathering.

Consider

- Before opening your browser to the Googles, pause and ask yourself:
- What am I trying learn? Where are the best places to look for answers?

Good place to start

- The bank has access to vast amounts of research you can access via US Book, All Research. Here, you'll will find a collection of syndicated, competitive, customer and primary banking research. All materials are provided by the various research teams across the organization. [Click here](#) to access the All Research community.
- If you have issues access reports or need help narrowing your search contact Valerie Lancelle via email valerie.lancelle@usbank.com or tel. 414-765 -6550

Additional Resources

Additional resources to consider:

Recent news:

Check out newspapers, journals, magazines to quickly get up to speed and learn about any recent news.

Scientific research:

[Google Scholar](#)

Startup activity:

[Crunchbase](#)

Statistics:

[Statista](#) (some content requires premium account)

Other:

[Government Census data](#)

[Pew Research](#)

[World Bank](#)

[International Monetary Fund](#)



Why consider secondary research?

- Economical and quick
- Provides synthesis or summary of completed primary research efforts
- Good source for analysis, thought and discussion

A variety of subjects can be explored



PEOPLE



OUR INDUSTRY



TRENDS





Why should you think about trends?

The importance of looking ahead

Hindsight is 20/20





Discovering trends

Formal trend discovery: market research

- There is a large range of commercially available market research on a wide array of emerging topics and consumer segments
- Take care to understand the perspectives or point of view of the firm and how the data is analyzed / synthesized and reported

iconoculture

CONSUMER OUTLOOK: MILLENNIALS 2008

MILLENNIALS TODAY

With some \$1 trillion at their disposal, Millennials expect to be seen, heard and accommodated. Entitlement gone amok? Not so much. "I am we" authenticity rules. Their Entitlement Equation: Good for Me + Good for Mine (my friends, my family) + Good for Our Future = happy, positive, successful. Entitled (so far, right). It's all part of their always-with-a-purpose stance on life (and shopping for products with a product that fits). Brands, jobs, politics, views: Whatever pushes their aspirations and experience works just fine. Of course, it helps that they always feel supported and connected, even as personal credit debt and college loans cast a shadow over their economic picture. Slightly confused, Millennials are content that they can't figure out what's important. Still, they tend to be more individualistic and involved friends and parents add to the Millennial "we can do it" mix. Sure, they seem casual, but the details count. Ethics? Mean people/companies suck. As for media, make it easy to use (and share) or they'll find a way to take it on their own terms. (Your fault, dude, for making a crappy application.)

MAINSTREAMING TREND

HERE, KITTY, KITTY

Younger Millennials are looking for... everything. Entice them with discounts. Empower them with info. Engage them by inviting their input. And provide new experiences to tie it all together.

OBSERVATIONS

- Tween boys keying in to style
- Olsen Twins dress up Starold

POCS (PUBLIC DISPLAYS OF CONNECTION)

Anytime, anywhere communication means being connected is feeling connected. For Millennials, everything is part of their social network.

MAINSTREAMING TREND

OBSERVATIONS

- Gracecoda recommends new tunes
- Manganovel.com fan hub

PASSIONATE NICHE-DIGGERS

As observers or creators, Millennials are digging it. Small is beautiful, from e-mailchain mods and bite-size media to interests shared by just a few. It's all about the passion.

MAINSTREAMING TREND

OBSERVATIONS

- StyleJobs fashion voting site
- M dot Strange builds via YouTube

MORPHING TREND

PASSIONATE NICHE-DIGGERS

As observers or creators, Millennials are digging it. Small is beautiful, from e-mailchain mods and bite-size media to interests shared by just a few. It's all about the passion.

MAINSTREAMING TREND

OBSERVATIONS

- Strength in numbers is long
- Now it's all about strength of influence, and that's not an easy thing to gauge.

BEEHIVINGSM

OPPORTUNITY Build a brand beeeline by defining your product or service as a communal gathering place.

MAINSTREAMING TREND

OBSERVATIONS

- Choice
- Expertise
- Discovery
- Sharing
- Community

MACROTREND AND VALUES

adventure
aspiration
attitude
experience
fun
freedom
merit
passion
relationship
sharing
commitment

WATCH LIST

- Hunt and gather in the choice
- Everything as a social network
- Gender blending (equal access is an expected given)
- Early nesters settle down (having kids is cool)
- Gaming is, um, good (who knew?)
- Millennial 'rents as sherpas rather than helicopters

SEE ALSO

Consumer Outlooks: College-Agers 2008

WHAT'S WORKING

- Merriam and NearbyNow's cell texts
- Red21
- Study-abroad/year-abroad programs

DEMOCRATIC HOTSPOTS

- Tween and teen fashionistas
- Creatives
- Alternatives

WHAT'S WORKING

- Facebook
- Whateverlife.com

DEMOCRATIC HOTSPOTS

- Individuals
- Teens and 20somethings
- Fanboys and girls

WHAT'S WORKING

- YouTube
- Eton
- Kongregate

NANCY ROBINSON
VP, Consumer Strategist
Millennials
nrobinson@iconoculture.com

ALEXANDRA S SMITH
Assoc. Director, Consumer Strategist
Millennials
asmith@iconoculture.com

© 2008 iconoculture, Inc. All rights reserved. This document contains valuable trade secrets and/or copyrighted information of iconoculture, Inc. It is considered confidential information and may be used solely for the recipient's own personal reference. No part of this document may be reproduced, altered or distributed to any third party without iconoculture's express written authorization. v1

244 First Avenue North, Suite 200
Minneapolis, MN 55401
phone 612.642.2222 fax 612.642.2299
www.iconoculture.com

iconoculture

Other formal trend discovery options

- Tradeshows / conferences
- Trade publications
- Collaboration (university and bank)



Informal trend discovery

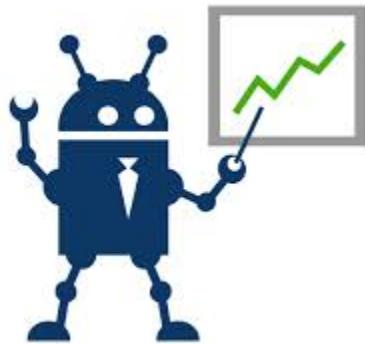
(This is actually considered primary research – we'll talk more about this next week!)

- Watching our customers at a branch
- Reading complaint letters
- Listening to support calls
- Acting as a customer
- Reading blogs
- People-watching



Emerging threats

Or potential opportunities?



New entrants are “unbundling” traditional offers



New entrants
almost daily
since 2015

Source: CB Insights

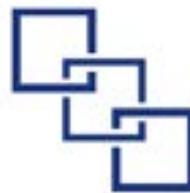
Top innovation focus areas



Digital Identity



Big Data



Distributed
Ledger



Developer Portal
(API Sandbox)



Location Based
Services



Biometrics &
Security



Artificial
Intelligence



Internet of Things



Employee Tools



Customer
Experience



Learning (and thinking) via secondary research



What might you want to know about your primary and secondary user (customer) and their generation?

- What challenges do they have? What tasks do they want to accomplish? What are their attitudes and behaviors?



What might you want to know about the banking industry and its products and services?

- What are other banks doing to serve their customers? What are industry best practices? What challenges face the industry?



What emerging trends might impact (positively or negatively) the problem you're exploring?

- How are social trends impacting the industry and/or the user? How might the future evolve? How is the pace of technology change impacting us?

Where can you find secondary research?

- Google it – there are many public sources available
- Visit industry group and trade association websites
- Explore the U.S. Census Bureau - (as are other government agencies) a great source of secondary research
 - <https://www.census.gov/>
- See university sites
- Consider private research firms (a fee or subscription is often required)
- Read internal bank reports, surveys and studies



A valuable resource at your fingertips: All Research

- Bank-led studies
 - Both primary and secondary research
- Trends
- Key news articles
- Syndicated research
 - Aite, Forrester, Mintel, KPMG, +
- Quick links to other secondary research sources
 - One of my favorites: Pew Research Center
 - <http://www.pewresearch.org/>

All Research US Book Community:

[https://connections.us.bank-
dns.com/communities/service/html/communityoverview?communityUuid=42ddcbb9-9494-
4b92-a187-23825413384a](https://connections.us.bank-dns.com/communities/service/html/communityoverview?communityUuid=42ddcbb9-9494-4b92-a187-23825413384a)

When reviewing secondary research:



Check the date of publication



Be familiar with the source



Be open to contradictory points of view



Stay focused on answering your key questions



SECONDARY KICKSTART

Helpful or not?



Code	Title	Submitter	What's going for you?	Things to look out for	Links	First Thoughts.
D3173	APIs for OLB/Mobile (budget, debt consolidation, retail product placement in OLB, Fusion and Hogan)	Heeney, Brett W	Sounds like a promising idea, agree with the value for bank and customer to have one consolidated approach to their personal data. Interesting approach to OLB and personalization, how do you plan to use this data to create a more personalized interaction?	Sounds a LOT like a CRM system for banks, what is the framework for which you plan to access this data? Is your product an series of API's or a dashboard for customers and banker sales team. Look at Salesforce CRM system for banks, they integrate with existing solutions which may be of interest to you. Some of these API's your proposing may already exist in Yodelle's developer documentation. The idea sounds a lot like a "product" not so much a company (which is 100% okay)	Overview of Banking API's: https://thefinancialbrand.com/65975/open-banking-api-fintech-partnerships/ API's and customer experience: http://www.tearsheet.co/financial-robots/7-examples showing-the-power-of-banking-apis Open Banking: https://www.mckinsey.com/industries/financial-services/our-insights/data-sharing-and-open-banking Salesforce Financial Services CRM: https://www.salesforce.com/solutions/industries/financial-services/banking/	Take a look at existing API's for the aforementioned products, also look into CRM infrastructure system that can support the proposed API's. Yodeled has developer documentation as does sales force (look specifically into banking integrations)
D3791	Connect with the customer by phone	Harlow, Claire L	Data shows that face to face interactions are much more meaningful than a phone call. Current applications already provide the infrastructure to support a calling service like this.	While some people may appreciate a facetime call from a banker, others might see this as a breach of privacy and could be uncomfortable with the idea of communicating with someone face to face. While F2F provides value, sometimes the lack of video makes people more comfortable than without.	Personalizing Customer Service: http://www.latimes.com/business/la-fi-video-customer-service-20140812-story.html Benefits or A/V Customer Service: https://www.comm100.com/blog/audio-video-chat-wins-customer-service.html Transforming Customer Service with Video Calling https://sightcall.com/4-small-businesses-transforming-customer-service-video-calling/	Take a look at why video chat services aren't as popular today and how consumer behavior is affected when adding a "video" solution to customer service. Focus heavily on user experience and TALK TO YOUR CUSTOMERS
D3793	Agile task bidding across the same skill set.	Dallimore, Stephen A	Love the concept, looks and feels a lot like a "gig" economy idea. There's pretty clear KPI's that show that a "gig" approach is incredibly valuable in our economy.	Concerns with employees feeling like a contractor and not attached to a single line of work. Lack of ownership to a project could be detrimental in the long run maintenance of the application. Probably wouldn't work for "high risk" processes.	Overlooking Internal Candidates: https://hbr.org/2016/10/why-companies-overlook-great-internal-candidates Gig Economy Culture: https://www.ellevatenetwork.com/articles/7444-create-a-gig-economy-culture-in-an-organization-to-attract-and-retain-millennial-talent Internal Gig Economy: https://www.forbes.com/sites/danpontefract/2018/02/02/why-your-organization-needs-an-internal-gig-economy-platform/#572a536179e2	Awesome concept. Look into the impacts of employee morale and how something like this affects a company's structure in the LONG RUN. While in the short term it might make someone feel like they are contributing more it could affect job performance. Check out this article: https://www.forbes.com/sites/danpontefract/2018/02/02/why-your-organization-needs-an-internal-gig-economy-platform/#5bfdf70779e2 Overall FANTASTIC IDEA!
D3794	US Bank Crowd Funding	Short, Michael W	Crowdfunding is certainly "thee thing" for startups today. Lots of new startups promising increased access to capital and popping for startups with promises of access to cool products (like Kickstarter). Having a big bank back this sounds like a fantastic idea and a great way to form relationships with startups from the get go.	While crowdfunding is cool, there are a lot of issues, customers who shop on Kickstarter and Indiegogo think they are entitled to a quality product just like when you shop on Amazon (which is not the case). Many successful crowdfunded companies have bad reps only because of poor communication during a Kickstarter, while this is usually contained by a the market itself having a big brand like US Bank could attribute unwanted startup failures to the bank.	Crowdfunding Basics: https://www.entrepreneur.com/article/228125 Pro Con of Crowdfunding: https://fundbeam.com/pro-cons-crowdfunding/ Issues with Crowdfunding: https://www.forbes.com/sites/deborahjacobs/2013/04/17/the-trouble-with-crowdfunding/#609eca7518bf	Overall very promising idea, but I think its worth researching current crowdfunding platforms and see what the long term impact on companies that go through the platform is. There is great value for this to be a terrific pipeline for young startups to grow with the bank, but could have the potential to also do just the opposite. Do your research on the long term impact to the Bank and Startup alike and how we can be better than other platforms which are already on the market.
			Transparency in today's healthcare market is virtually non-existent. Having an opportunity to see how much costs are off the bad would be HUGE. People are certainly starting a push to be more informed patients and it looks like this could be a fantastic platform to do this.	One of the biggest reasons why healthcare costs aren't transparent is because of the lack of understanding of how much a certain item will even cost at the point of care. Processing time and collection periods are usually so long because of the lack of understanding of what who is paying for. With all the stakeholders in the healthcare industry, an accurate analysis of EVERY vendor will be crucial to the success of this concept which can be a good alternative instead of creating a new one from scratch.		A good idea, but a lot of back end infrastructure needs to be built for this to work. Look into pricing and insurance codes and how current pricing is calculated for services which are rendered. Also while mobile applications are all the rage, it continue to be a increasingly diluted market place. It's highly recommended you find a way to integrate your solution into



Q & A

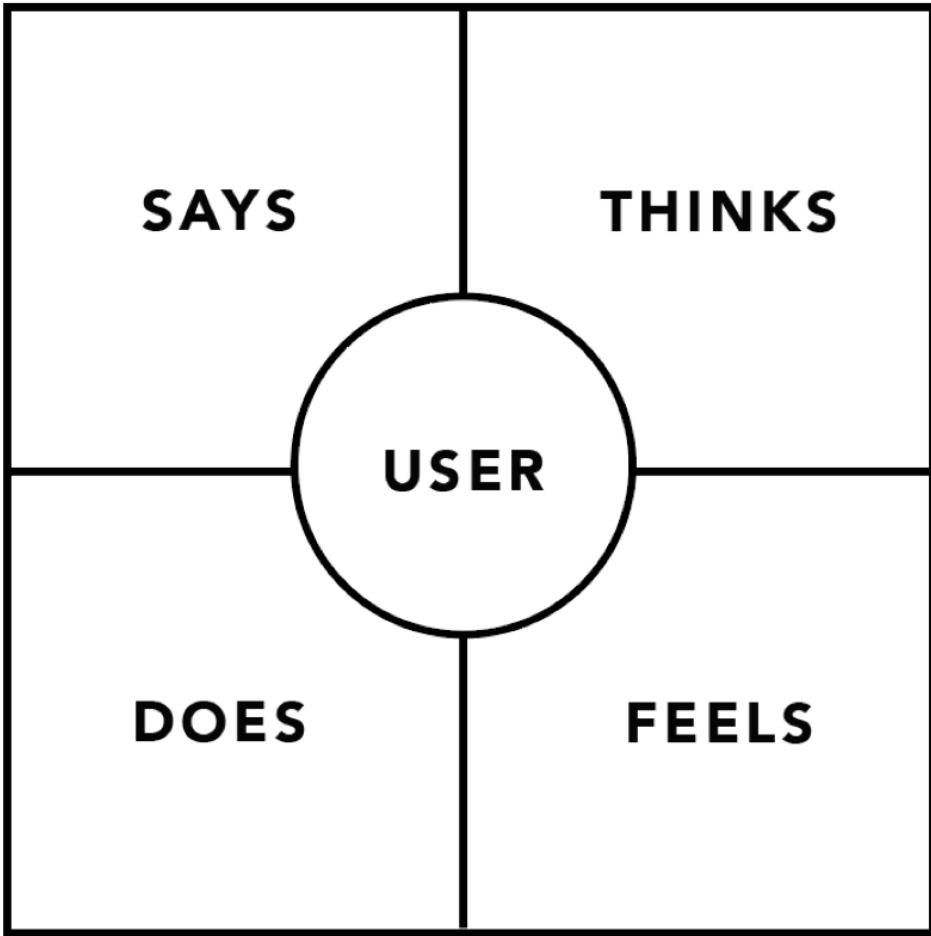


PRIMARY RESEARCH



WHY PRIMARY RESEARCH?

Getting to know your customers



EMPATHY MAPPING

"An empathy map is a collaborative tool teams can use to gain a deeper insight into their customers. Much like a user persona, an empathy map can represent a group of users, such as a customer segment." David Bland

- What are your customers saying?
- What are they thinking?
- How are they feeling?
- What are they actually DOING?

GATHER – TRACK – PROCESS - LEARN



WHO ARE YOU TALKING TO?

Identify the type of interview



Subject Matter Expert (SME)

- Internal & External Experts

Key Stakeholder

- Business Line Leaders
- Partners

Customers

- Primary
- Secondary



MANY OPTIONS TO CHOSE FROM

Primary Research Comparison



Method	Benefits	Drawbacks
In-depth (1:1) interview	Rich data Ability to dig deep on details Flexible Phone or in-person	Time intensive Interview “admin” planning Single perspective - potential bias Interviewer missing info from multi-tasking Reported behavior from memory vs actual behavior
Focus group	Interactive Multiple perspectives Participant brainstorming or laddering Ability to record Common language to describe the topic	Group think Unlikely to share personal or sensitive information Lack context Average results (“Bland”) Reported behavior from memory vs actual behavior
Survey	Anonymous Number of participants Can be easier to synthesize data	Not dynamic False positives from multiple choice questions Reported behavior from memory vs actual behavior
Observational research	Very accurate data (what people <i>actually</i> do) Additional contextual data that influences people	Can be very time consuming Misinterpretation by observer if not followed up with an interview Needs to be set up to avoid a “performance” of an ideal self/situation

INTERVIEW ARC

Gain Trust
Get Answers
Grow Empathy



MAKING ASSUMPTIONS

Help inform your Interview Guide



Prompts	Hunches/Assumptions	Questions to Validate/ Invalidate
What do you think people do, currently?		
Why do you think that is?		
What outcome do you think they are trying to achieve?		
Where do you think they do this?		
How frequently do they do this?		
When do they do this?		
What problems do you think they encounter trying to achieve this outcome?		



INTERVIEW QUESTIONS

What are you trying to learn?



Use this guide to help develop your questions for your interviews. Start by filling out what you think and then brainstorm some questions that you can use in your script. This will help ensure you're getting what you need out of your interviews. After you complete this guide, transfer the questions to the Interview Guide template to create your script or guide for interviewing.

Prompts	Hunches/Assumptions	Questions to Validate/ Invalidate
What are the factual attributes of your customer? - Age - Gender - Income - Quantity of population - Where they live		
What are their psychological attributes? - Personality - Values - Opinions Attitudes Interests - Lifestyles		

INTERVIEW GUIDE

Customer Interview Guide



- Before you jump out and start interviewing folks it's helpful to decide if you want a script or a guide for the discussions.
 - A script is followed literally and is ideal for those who are new to interviewing customers.
 - A guide is more flexible.
- It hits the key things you'll want to get out of the discussion, but leaves you more room for exploration and additional questions.
- Below is a structure and example questions that can be used for either purpose.
- Remember these are examples your questions maybe different depending on what you're trying to learn.
- Adjust as needed.

INTRODUCTIONS

A bit of small talk to build rapport

Restate topic of discussion and thank them again for their participation and time.

Let them know they are the expert and you're there to learn. e.i. - "I'm interested in hearing about your experience as [XXXXXXXX]. There are no right or wrong answers, I just want to hear what you have to say." Or "Bear with us if we ask some questions that seem silly or obvious, We are here to learn from you, so please tell us as much as possible."

INTERVIEW GUIDE

Setting the stage



WARM-UP QUESTIONS & DEMOGRAPHICS

These should be questions help you build rapport and validate you are speaking with your customer, but also generate additional information that helps you refine your customer segment.

Tell me your name, age, a little about where you live, and who lives there. (consumer)

Tell me about yourself and what your role is at the company. (business)

What does a typical day look like for you?

How does that compare to an ideal day?

What do you do for work? (consumer, omit for business)

What do you like to do for fun?

What makes that fun?

What is most important in your life—what do you care about most?

Why is it the most important thing?

INTERVIEW GUIDE

Getting personal



TASKS

Tell me about the last time you...

Walk me through your experience with...

Can you show me how you...

GOALS

What are you trying to achieve by doing that?

What's the goal of...

CHALLENGES

What stops you from accomplishing that?

What are the main difficulties or challenges with that?

Use the following when/if appropriate.

How do that make you feel?

What about that do you fear most?

What keeps you up at night?

NOTE: if used too soon it can make the interviewee guarded and ruin the rapport you've built up.



INTERVIEW GUIDE

Closing strong



WRAP-UP

We've been asking you a lot of questions. Do you have any questions for us?

REFERRAL

We are looking for other people to speak with about [topic]. Do you know anyone who is [high-level description of who you're looking to speak with] that you could introduce us, too?

FOLLOW-UP

Finally, do you mind if we contact you with any follow-up questions?



INTERVIEW REQUESTS

Email Starting Points



Something that is often overlooked is building rapport with your customers or other stakeholders begins with your first contact. With this in mind it's important to be considerate, clear, and honest in your request. What often works best is an email that has considered what it'd be like to receive this message and written in “your voice/your words.”

The following are a few example templates to get you started:

Hello [NAME],

I'm a [position] at [employer].

[I am/We are] trying to better understand [high-level description of topic].

[Reference name] mentioned you'd be a good person to contact given your experience with [topic].

If you're available, I'd love to have a 20 minute conversation about (topic of discussion) - (Give a date and time range, e.i. - Thursday morning).

Our aim is [insert one of the following from below]

Expert

...learn from your expertise and experience with [topic]

Internal stakeholder

...learn from your expertise and experience with [topic]. This will help us align our efforts with existing projects in the bank.

Customer

...learn about your experiences with [topic] and identify potential opportunities for further projects.

Thanks in advance for your time,

[Your name]

GIVING THANKS



Thank You Letter

Dear [NAME],

Thank-you for your time [date] and insight about [topic]. Your willingness to share your experiences has helped [me/us] gain insight into [needs/problems in topic area].

The insight you provide will be used to help us improve current and future services, for people like you.

To reiterate, we anonymize written data collected from our interview before it is shared. Please reach out if you have any questions,

*Sincerely,
[Your name]*

Thank You + Solution Interview

Dear [NAME],

Thank-you for your time [date] and insight about [topic]. Your willingness to share your experiences has helped [me/us] gain insight into [needs/problems in topic area].

We've developed some ideas to address [state specific need/problem] and would appreciate your thoughts.

If you're available, I'd love to have a 20 minute conversation to share our concepts and get your feedback. - (Give a date and time range, e.i. - Thursday morning)

Please reach out if you have any questions,

*Sincerely,
[Your name]*

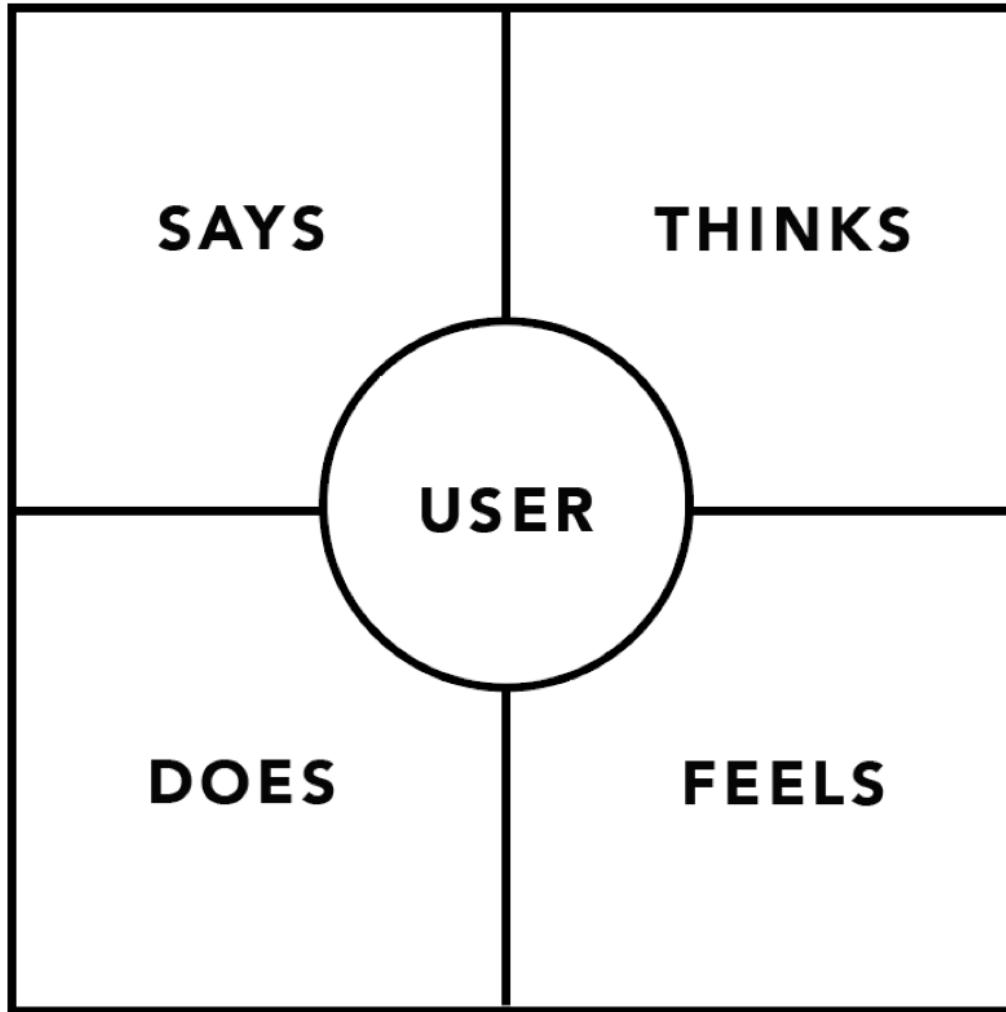
Don't be afraid to ask for references and follow-ups.



Innovator
In Residence

SYNTHESIS

Making sense of it all . . .



SME's
Stakeholders
Customers





Q & A





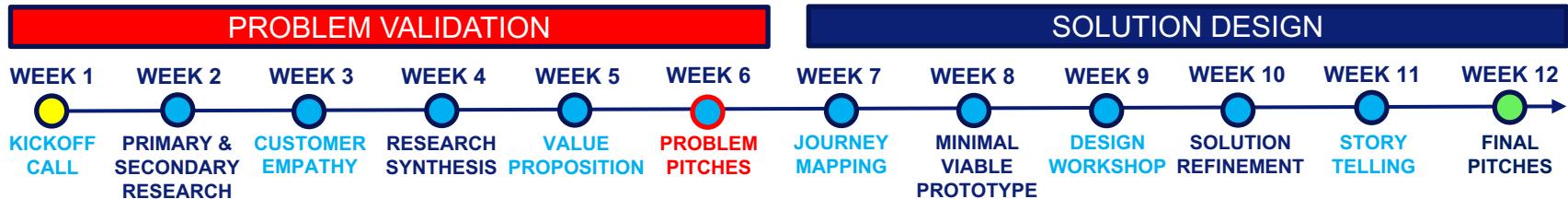
PROGRAM OVERVIEW



PROGRAM OUTLINE



IIR ACCELERATOR JOURNEY



PHASE REPORTS

Periodically throughout Accelerator journey.
Help track progress & create a record.
Increase teamwork and transparency.
Mood Surveys for personal & cohort tracking.
NOT meant to be a burden!!!
DUE: EOD – MON – DATE

#

ACCELERATOR DATES



SETUP PHASE

PRE CALL 1 – WED – APRIL 18 = INTRO WORKSHOP

PRE CALL 2 – WED – APRIL 25 = Secondary Research [Optional]

PRE CALL 3 – WED – May 2 = Primary Research [Optional]

WEEK 1 – WED – MAY 9 = KICKOFF CALL

PHASE REPORT

Idea Place: Profile
Team Roster Page
Canvas (v1)
Learning Plan (v1)
Mood Survey

DUE: EOD – MON – MAY 15th

1

ACCELERATOR DATES



RESEARCH PHASE

WEEK 2 – WED – MAY 16 = Research

WEEK 3 – WED – MAY 23 = Empathy

PHASE REPORT

Idea Place: MARKET
Interview List (w>Status)
Interview Script(s)
Journey Map (Current State)
Mood Survey
DUE: EOD – MON – MAY 28th

2

ACCELERATOR DATES



PROBLEM PHASE

WEEK 4 – WED – MAY 30 = Synthesis

WEEK 5 – WED – JUNE 6 = Value Propositions

PHASE REPORT

Idea Place: SOLUTION & VALUE PROP

3

Synthesis

Canvas (v2)

Learning Plan (v2)

Mood Survey

DUE: EOD – MON – JUN 11th

ACCELERATOR DATES



SOLUTION PHASE

WEEK 6 – WED – JUNE 13 = PROBLEM PITCHES

WEEK 7 – WED – JUNE 20 = Journey Mapping

PHASE REPORT

4

Idea Place: DESIRABILITY
Problem Pitch Deck
Problem Pitch Learning Doc
Mood Survey

DUE: EOD – MON – JUN 25th

ACCELERATOR DATES



PROTOTYPE PHASE

WEEK 8 – WED – JUNE 27 = M.V.P. & Experimentation

***** JULY 4TH WEEK = OFF / BREAK *****

WEEK 9 – WED – JULY 11= DESIGN WORKSHOP

PHASE REPORT

Prototype Model (v1)

5

Canvas (v3)

Journey Map (Future State)

Learning Plan (v3)

Mood Survey

DUE: EOD – MON – JULY 16th

ACCELERATOR DATES



REFINEMENT PHASE

WEEK 10 – WED – JULY 18 = Solution Refinement

WEEK 11 – WED – JULY 25 = Story Telling

PHASE REPORT

6

MVP Experiment Results*
Idea Place: ALL Sections
Canvas (v4-Final)
Mood Survey
DUE: EOD – MON – JULY 30th

ACCELERATOR DATES



SETUP PHASE

WEEK 12 – WED – AUGUST 1 = **FINAL PITCHES**

PHASE REPORT

Final Pitch Deck

7

Idea Place: Final Update

Idea Place: 3P Report

Learning Plan (v4 – Post Accelerator)*

Mood Survey

DUE: EOD – MON – AUGUST 13th





KEY DATES



KEY ACCELERATOR DATES

PRE CALL 1 – WED – APRIL 18 = **INTRO WORKSHOP – 3 HRS**

PRE CALL 2 – WED – APRIL 25 = Secondary Research *[Optional]*

PRE CALL 3 – WED – May 2 = Primary Research *[Optional]*

WEEK 1 – WED – MAY 9 = **KICKOFF CALL – 2 HRS**

WEEK 2 – WED – MAY 16 = **Research**

WEEK 3 – WED – MAY 23 = **Empathy**

WEEK 4 – WED – MAY 30 = **Synthesis**

WEEK 5 – WED – JUNE 6 = **Value Propositions**

WEEK 6 – WED – JUNE 13 = **PROBLEM PITCHES – TBD**

WEEK 7 – WED – JUNE 20 = **Journey Mapping**

WEEK 8 – WED – JUNE 27 = **M.V.P. & Experimentation**

***** JULY 4TH WEEK = OFF / BREAK *****

WEEK 9 – WED – JULY 11= **DESIGN WORKSHOP – 4 to 8 HRS**

WEEK 10 – WED – JULY 18 = **Solution Refinement**

WEEK 11 – WED – JULY 25 = **Story Telling**

WEEK 12 – WED – AUGUST 1 = **FINAL PITCHES – TBD**

SHARKTANK(S) – AUGUST 1+ = **PITCH TO LEADERS / CULTIVATE (TBD)**

April 2018

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	1	2	3	4	5

May 2018

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
29	30	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31	1	2

June 2018

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
27	28	29	30	31	1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

July 2018

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31	1	2	3	4

August 2018

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
29	30	31	1	2	3	4

MEETINGS:

MAIN = WED – 1 PM CST / MAKE-UP = THUR – TBD / “OFFICE HOURS”



ACTION ITEMS



ACTION ITEMS: PRE-WEEKS



Collaboration Tools

- Access IIR collaboration tools and become familiar.
- Add/invite team members (if applicable) to collaboration tools team pages.
- Attend Collaboration Tool “office hours” if need be.



Idea Place Profile

- Confirm Idea Place profile in IIR Accelerator instance.
- Focus on **PROBLEM**, **CUSTOMER**, and **HUNCH** categories.
- Add team members to invite list.



Team Roster Doc

- Fill in Team Roster Doc = File located on Sharepoint.
- Save to your Sharepoint team folder.
- Email a copy to DC.



Team Profile Page

- Fill in Team Profile Page = File located on Sharepoint.
- Save a copy to your Sharepoint team folder.
- Email a copy to DC



Innovation Canvas

- Fill in first draft of Innovation Canvas – File located on Sharepoint.
- Focus on **PROBLEM**, **CUSTOMER**, and **HUNCH** categories.



Mood Survey

- Ten simple questions sent via link using MS Forms.



OPEN DISCUSSION





INNOVATION INSPIRATION



INNOVATION BOOKS

Top 20

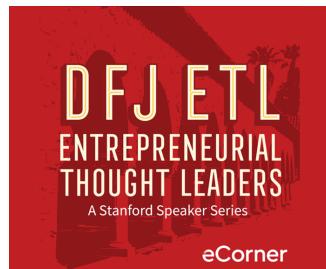
- **Becoming Steve Jobs** - Brent Schlender and Rick Tetzeli
- **Charlie and the Chocolate Factory** - Roald Dahl
- **Orbiting the Giant Hairball** - Gordon MacKenzie
- **Thoughtless Acts?** - Jane Fulton Suri
- **101 Design Methods** - Kumar
- **The Innovation Journey** - Van de Ven, Polley, Garud, Venkataraman
- **Whiplash** - Joi Ito and Jeff Howe
- **Biomimicry** - Janine M. Benyus
- **Metaphors We Live By** - George Lakoff and Mark Johnson
- **Poke the Box** - Seth Godin
- **The Complete Book of Five Rings** - Musashi
- **Zen Mind, Beginner's Mind** - Shunryu Suzuki
- **The Ten Faces of Innovation** - Tom Kelley
- **Well Designed** - Jon Kolko
- **Superintelligence** - Nick Bostrom
- **The Innovator's Dilemma** - Clayton Christensen



- **Blue Ocean Strategy** - W. Chan Kim and Renée Mauborgne
- **In the Bubble** - John Thackara
- **The Startup Owners Manual** - Steve Blank
- **Business Model Canvas** - Osterwalder
- **Additional reference lists:**
 - <https://www.wired.com/2016/09/marc-andreessens-book-collection-explains-silicon-valley/>
 - <https://medium.com/@zackkanter/open-sourcing-marc-andreessens-library-ab263bc11367>

INNOVATION PODCASTS

<https://www.boardofinnovation.com/tools/best-innovation-podcasts/>



FINDING YOUR CUSTOMERS

<https://jasonevanish.com/2013/08/11/95-ways-to-find-your-first-customers-for-customer-development-or-your-first-sale/>

HOW TO USE THIS POST

Before we get into the massive list of tactics below, I want to be clear on what to do with this list and what to expect when you find a few tactics you want to follow:

- **Your initial goal should be *learning*.**

In the immortal words of Lean Godfather, Steve Blank, "No Plan Survives First Contact With Customers." With that in mind, the last thing you want to do is be hard selling your idea to them. Instead, you want to *interview* your customers to understand their problems. You can learn how to do customer development interviews here.

- **Understand you're going to have a low success rate.**

There is no silver bullet for finding users for your startup, just tactics like the ones below that work to varying degrees depending on your idea and market. Even for good channels, a 10-20% response rate is normal, so don't get discouraged.

- **Don't worry about scaling!**

None of the ideas below are really scalable when taken literally. However, like Paul Graham said in his essay: *don't worry about scaling right now*. Just do whatever it takes to find people and the scalable methods will emerge later. If you have a cofounder worried about scaling early, have them read the Paul Graham essay.

- **Remember your manners and personalize.**

You're likely asking people to talk to you when you have nothing but an idea and maybe a prototype of some sort. Be respectful in communicating with them. Also realize that no one likes a form note, so the more you personalize it and make it feel like they're special, the better chance you have of a response. Elizabeth Yin of Launchbit has an awesome slideshare with advice on reaching out to customers effectively.

- **Don't get banned.**

If you abuse any of the tactics below, many of the sites and groups will ban or block you. Pay attention to restrictions to how often you can do certain things (like Meetup.com allows you to message 12 users per day). Realize the more times you break a terms of service, the more likely you are to get noticed and banned. On the flip side, it is easier to ask for forgiveness than permission. Just don't be egregious.



WRAP UP & WHAT'S NEXT





Innovator
In Residence

NEXT CALL – WEEK 2

Wednesday – May 16th – 1 PM CST



APPENDIX