

05.02.18

INNOVATOR-IN-RESIDENCE



Building our future through innovation.

**PRE-WEEK 3  
PRIMARY RESEARCH**

***“Learning is not attained by chance, it must be sought for ardor and diligence .”***

**- Abigail Adams**

10 MIN



# WELCOME & INTROS



# PRE-WEEK 3 PRIMARY RESEARCH

## AGENDA

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

# INTRODUCTIONS



John Kaiser

# 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

INNOVATOR-IN-RESIDENCE  
**usbank**



## TODAY'S TOOL BOX

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

# IIR TEAM ROSTER



## Team Member

## Roles & Responsibilities

	Founder

## Internal Stakeholders

## Business Line / Subject Matter Expertise

	Manager

TEAM NAME: \_\_\_\_\_

DATE: \_\_\_\_\_

# TEAM CREATION / MAKE-UP

## Building Your Team

- *Innovation is a “TEAM SPORT”*
- *Ideal team size varies from two (2) to five (5).*
- *No more than two Co-Founders*
- *More than five (5) total you are likely managing people more than your idea.*
- *Create the right mix of talent to build a powerhouse team for success.*
- *Focus on balance of all roles.*
- *As the idea progresses . . . Roll with the shifts.*

## Roles & Responsibilities

### FOUNDER

- Idea Creator

### CO-FOUNDER

- Same duties as Founder

### ROLE PLAYER

- Various Positions

### SME

- Subject Matter Expert

### CHAMPION

- Management and/or colleague

### SPONSOR

- Resource Partner (current and/or future)

# IIR TEAM ROSTER

## Team Member

## Roles & Responsibilities



Team Member	Roles & Responsibilities
Andy McDonald (Founder)	Idea Creator. Dreamer. Cheerleader / Coach / Reality Therapist. Yoda.
Melinda Richardson (Charter Member)	Gentle Task Master. Cheerleader. Jedi Master of Compliance.
Nicole C Lee (Charter Member)	Higher Level Liaison / Advocacy. Cheerleader. Jedi Master of Efficiency.

## Business Line / Subject Matter Expertise

Business Line / Subject Matter Expertise	Manager

TEAM NAME: The Dread Pirates Robert ☠

DATE: 4/25/2018

# TEAM PROFILE

TEAM NAME: \_\_\_\_\_

FOUNDER(S): \_\_\_\_\_

TEAM MEMBERS:  
\_\_\_\_\_

PROBLEM:

CUSTOMER(S):

HUNCH:

IMPACT ESTIMATE: \$\_\_\_\_\_



TEAM  
IMAGE

FOUNDER (S)  
IMAGE

SPRING 2018

# TEAM PROFILE

TEAM NAME: TAZ EPD

FOUNDER(S): Ted Gamble

TEAM MEMBERS: Zach Samuelson, Alan Constancon

## PROBLEM:

A Debit PIN mailer is generated and mailed from Portland, OR the same day the card is created and mailed from Fargo, ND. Sometimes the card and PIN arrive on different days, which can cause confusion, a negative customer experience, and a delay in card usage

## HUNCH:

Sending PINs electronically will allow for a more secure delivery method, earlier usage of the debit card, and save the cost of a PIN mailer.



**CUSTOMER(S):**  
This option will be available for all new checking account customers, or existing customers who have simply forgotten their PIN.



IMPACT ESTIMATE: \$700K Annually



SPRING 2018

# 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

# LEARNING PLAN v1

TEAM: \_\_\_\_\_



ACTIVITY NAME	PURPOSE / FOCUS AREA	CANVAS CATEGORY	TIMING	OWNERS
SME Interviews	Discover problem specifics.	PROBLEM	May 1 - 8	DC & JK



# ONLINE TOOLS

## Tech Support

# Idea Place



## Concept development checklist (i.e. action items)

### What is it?

- Internal idea management, collaboration, and crowdsourcing platform

### What do we use it for?

- Update and check-in concept deliverables
  - Innovation Canvas sections (e.g. Market, Value Proposition, etc.)
  - Links to artifacts (e.g. Learning Plan, Problem Pitch Deck, Journey Map, etc.)
  - Acknowledge completion of Mood Survey

### How do I get to it?

- Go to the link below
  - [usbank.brightidea.com](http://usbank.brightidea.com)
  - Link in system email notifications you will receive when new deliverables are assigned

### Where can I get help?

- Contact Russ Gowda
  - [rohith.gowda@usbank.com](mailto:rohith.gowda@usbank.com)

A screenshot of the usbank.brightidea.com website. The header features the "usbank" logo and navigation links for Home, Initiatives, Activity, and Profile. The main content area has a background image of a man with glasses looking at a tablet. Overlaid text reads "Transform the way you innovate." Below this is a placeholder text "Lorem ipsum dolor sit amet, consectetur adipiscing elit." and two red buttons labeled "Get Started" and "Communities".

\*\*\*Idea Place will be going through a site redesign on Friday 04/20/2018.

# Idea Place



## Completing action items / deliverables.

The screenshot shows the U.S. Bank Idea Place interface. On the left, there's a sidebar with navigation links like Member, Command Center, Action Items (which is selected), Pipelines, and others. The main area has a header "Action Items" and a sub-header "My Action Items / 2018 Innovator-in-Residence". It displays a list of action items:

- You have been assigned a Development action item for **BEST IDEA EVER** (Setup) Due in 1 month
- You have been assigned a Development action item for **abc** (Test) Due in 3 days
- You have been assigned a Development action item for **Feedback (res)** (Feedback) Due 21 hours ago
- You have been assigned a Development action item for **Feedback (res)** (Feedback) Due 21 hours ago
- You have been assigned a Review action item for **Adjustment letter of advice to commercial customer viewable ...** (Review) Due Apr 5 2019
- You have been assigned a Review action item for **headphones** (Review) Due Apr 3 2019

Below the list, there are sections for "Description", "Attachments (0)", and "Business". A note at the bottom left says "Lorem ipsum dolor sit amet, consectetur adipisicing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute ... non proident, sunt in culpa qui officia deserunt mollit anim id est laborum." There are also "View All" and "Additional Info" buttons.

The right side of the screen shows a detailed view of an action item titled "BEST IDEA EVER". It includes fields for "Hypothesis", "Team Roster (URL)", "Canvas (URL)", "Learning Plan (URL)", and "Mood Survey Complete (Y/N)". A note here says "Reference of all data inputted for respective project (left panel)". At the bottom, there are "Save" and "Mark Complete" buttons.

Three callout boxes provide instructions:

1. Click on "Action Item" via Idea Place OR via URL provided in system generated email notification
2. Fill in relevant information in respective fields
3. Click "Mark Complete" when finished

# SharePoint



## Our central hub for all things IIR

### What is it?

- The Bank's native platform for content, licensed through Microsoft

### What do we use it for?

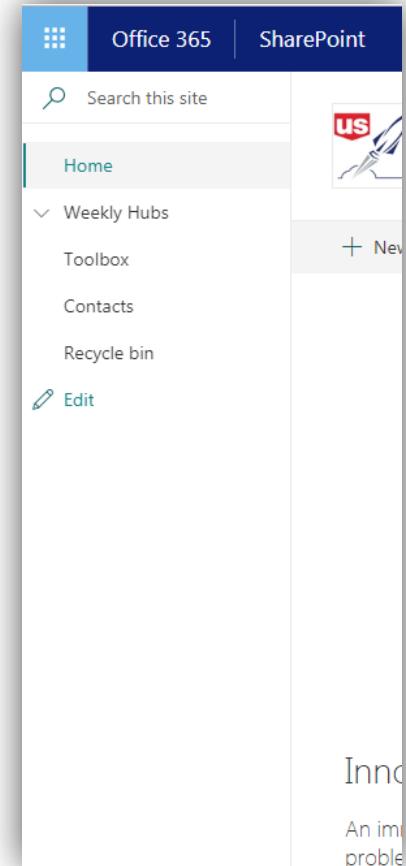
- Repository of course materials
- Links to other tools
- Distribution of assignments
- Passing announcements
- Meetings calendar
- Contacts lists

### How do I get to it?

- You have been added as a member
- Go to the link below:  
<https://usbank.sharepoint.com/teams/entinnov-iir>
- Various sections to navigate and explore
- If your mobile device is provisioned, download the mobile app
  - Employee Mobility US Book Community

### Where can I get help?

- Access [IIR tools resources page](#)
- Go to [Microsoft's SharePoint Support Page](#)



# OneNote



## Your notes management tool for IIR

### What is it?

- The Bank's native note-taking and notebook organization application, licensed through Microsoft

### What do we use it for?

- General note-taking, ideation, meetings, sharing of resources/templates

### How do I get to it?

- Each team has a notebook for your project
  - In your team's folder on SharePoint
- Access the first time in SharePoint, then later:
  - Can access on your Desktop app, or
  - Can access the web app at the link below
    - <https://www.onenote.com/>
- Notebook has standard templates, but feel free to add more and make it your own!

### Where can I get help?

- Access [IIR tools resources page](#)
- Go to [Microsoft's OneNote Support Page](#)

A screenshot of the Microsoft OneNote application. The ribbon menu shows "FILE", "HOME", "INSERT", "DRAW", "HISTORY", "REVIEW", and "VIEW". The "HOME" tab is selected. The ribbon also includes "Cut", "Copy", "Format Painter", "Clipboard", and "Basic Text" buttons. The title bar reads "Innovation Team -- Innovator-in-Resi... Spring 2018 Cohort". The main content area is titled "Team Brainstorming" and shows the date "Friday, April 13, 2018" and time "11:23 AM". Below the title is a diagram titled "The Value Proposition Canvas". The canvas is a square divided into four quadrants: "Gain Creators" (top right), "Pain Relievers" (bottom right), "Products &amp; Services" (bottom left), and "Value Proposition" (top left). There are icons for a gift box, a line graph, and a pill.

# Yammer



## Our messaging and social platform

### What is it?

- The Bank's native social interaction platform, licensed through Microsoft
- IIR Group created for your cohort

### What do we use it for?

- IIR Announcements and Updates
- Class interaction
- Weekly topical discussions

### How do I get to it?

- You have been (or will soon be) added to the group
- Go to the link below:
  - [https://www.yammer.com/usbank.com/#/threads/inGroup?type=in\\_group&feedId=14436294&view=all](https://www.yammer.com/usbank.com/#/threads/inGroup?type=in_group&feedId=14436294&view=all)

### Where can I get help?

- Access [IIR tools resources page](#)
- Go to [Microsoft's Yammer Support Page](#)

The screenshot shows the Yammer interface with the following elements:

- Header:** Office 365 | Yammer
- Top Bar:** Home, Mail, Notifications, Settings, Search bar.
- Groups Section:** US BANK GROUPS, Innovation Team, **Innovator-in-Residence (IIR)...** (highlighted).
- Group Details:** All Company (20), Create a group, Discover more groups.
- Bottom Section:** PRIVATE MESSAGES.

# Outlook



## Your email and calendar management tool

### What is it?

- The Bank's native email access and calendar/task management application, licensed through Microsoft

### What do we use it for?

- Email management when emails are needed
- Email team communication
- Shared calendar viewing
- Task completion & tracking (if/when used)

### How do I get to it?

- Access your desktop app, or
- Access the web app at the link below
  - <https://outlook.office.com/owa/?realm=usbank.com>

### Where can I get help?

- Access [IIR tools resources page](#)
- Go to [Microsoft's Outlook Support Page](#)

A screenshot of the Microsoft Outlook web interface. The top navigation bar shows "Office 365" and "Outlook". Below it is a search bar labeled "Search Mail and People". The left sidebar contains a navigation pane with "Folders" (selected), "Favorites" (expanded), "Born, Matthew A" (under Favorites), and "Groups" (expanded). At the bottom of the sidebar are icons for Mail, Calendar, People, and Tasks.

# External Tools

## startupstash.com

### What is it?

- External resource with curated directory of resources & tools to help you build your Startup (e.g. your IIR project).

### What do we use it for?

- Multiple potential tools across idea generation, design, market research, mockups & wireframing, etc
- Note that many of these tools are paid and/or may not be accessible on the Bank network – we provide this list and welcome you all to try them out and share feedback on which worked well or not

### How do I get to it?

- Go to the link below
  - <http://startupstash.com>

### Where can I get help?

- Access [IIR tools resources page](#)
- Explore the startupstash website for help

**STARTUPSTASH**  
A curated directory of resources

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 Search for the right tool

Idea generation	Design
Domain names	Hosting

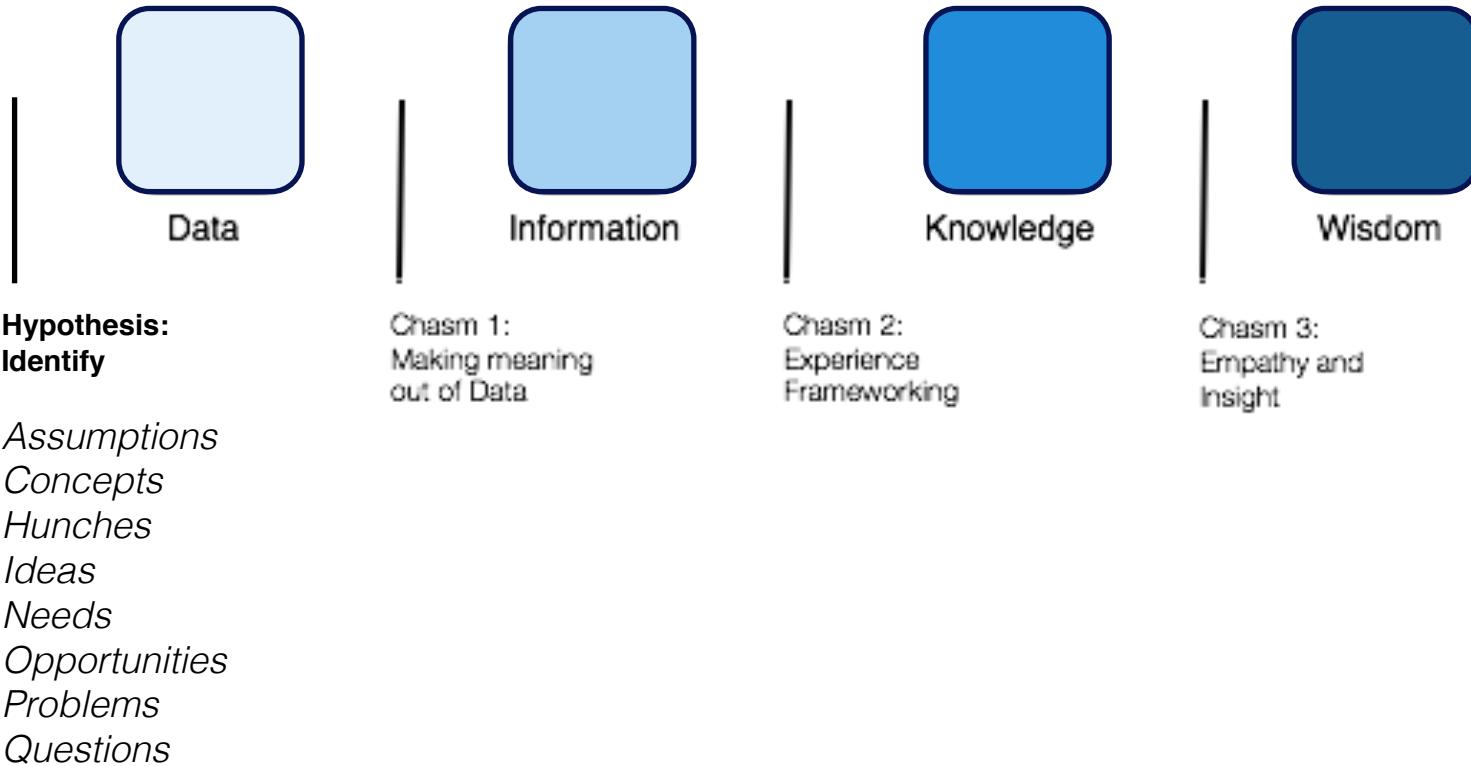


## SECONDARY DATA - UPDATE



# LEVELS OF UNDERSTANDING

Know where you are in “knowing”



# 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](mailto: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](#)

# Top innovation focus areas



Digital Identity



Big Data



Distributed  
Ledger



Developer Portal  
(API Sandbox)



Location Based  
Services



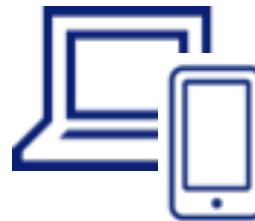
Biometrics &  
Security



Artificial  
Intelligence



Internet of Things



Employee Tools



Customer  
Experience



# 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 Yodlee's developer documentation. The idea sounds a lot like a "product" not so much a company (which is 100% okay)	<b>Overview of Banking API's:</b> <a href="https://thefinancialbrand.com/65975/open-banking-api-fintech-partnerships/">https://thefinancialbrand.com/65975/open-banking-api-fintech-partnerships/</a> <b>API's and customer experience:</b> <a href="http://www.tearsheet.co/financial-robots/7-examples-showing-the-power-of-banking-apis">http://www.tearsheet.co/financial-robots/7-examples showing-the-power-of-banking-apis</a> <b>Open Banking:</b> <a href="https://www.mckinsey.com/industries/financial-services/our-insights/data-sharing-and-open-banking">https://www.mckinsey.com/industries/financial-services/our-insights/data-sharing-and-open-banking</a> <b>Salesforce Financial Services CRM:</b> <a href="https://www.salesforce.com/solutions/industries/financial-services/banking/">https://www.salesforce.com/solutions/industries/financial-services/banking/</a>	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.	<b>Personalizing Customer Service:</b> <a href="http://www.latimes.com/business/la-fi-video-customer-service-20140812-story.html">http://www.latimes.com/business/la-fi-video-customer-service-20140812-story.html</a> <b>Benefits or A/V Customer Service:</b> <a href="https://www.comm100.com/blog/audio-video-chat-wins-customer-service.html">https://www.comm100.com/blog/audio-video-chat-wins-customer-service.html</a> <b>Transforming Customer Service with Video Calling</b> <a href="https://sightcall.com/4-small-businesses-transforming-customer-service-video-calling/">https://sightcall.com/4-small-businesses-transforming-customer-service-video-calling/</a>	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.	<b>Overlooking Internal Candidates:</b> <a href="https://hbr.org/2016/10/why-companies-overlook-great-internal-candidates">https://hbr.org/2016/10/why-companies-overlook-great-internal-candidates</a> <b>Gig Economy Culture:</b> <a href="https://www.ellevatenetwork.com/articles/7444-create-a-gig-economy-culture-in-an-organization-to-attract-and-retain-millennial-talent">https://www.ellevatenetwork.com/articles/7444-create-a-gig-economy-culture-in-an-organization-to-attract-and-retain-millennial-talent</a> <b>Internal Gig Economy:</b> <a href="https://www.forbes.com/sites/danpontefract/2018/02/02/why-your-organization-needs-an-internal-gig-economy-platform/#572a536179e2">https://www.forbes.com/sites/danpontefract/2018/02/02/why-your-organization-needs-an-internal-gig-economy-platform/#572a536179e2</a>	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: <a href="https://www.forbes.com/sites/danpontefract/2018/02/02/why-your-organization-needs-an-internal-gig-economy-platform/#5bfdf70779e2">https://www.forbes.com/sites/danpontefract/2018/02/02/why-your-organization-needs-an-internal-gig-economy-platform/#5bfdf70779e2</a>  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.	<b>Crowdfunding Basics:</b> <a href="https://www.entrepreneur.com/article/228125">https://www.entrepreneur.com/article/228125</a> <b>Pro Con of Crowdfunding:</b> <a href="https://fundbeam.com/pro-cons-crowdfunding/">https://fundbeam.com/pro-cons-crowdfunding/</a> <b>Issues with Crowdfunding:</b> <a href="https://www.forbes.com/sites/deborahjacobs/2013/04/17/the-trouble-with-crowdfunding/#609eca7518bf">https://www.forbes.com/sites/deborahjacobs/2013/04/17/the-trouble-with-crowdfunding/#609eca7518bf</a>	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



# PRIMARY RESEARCH

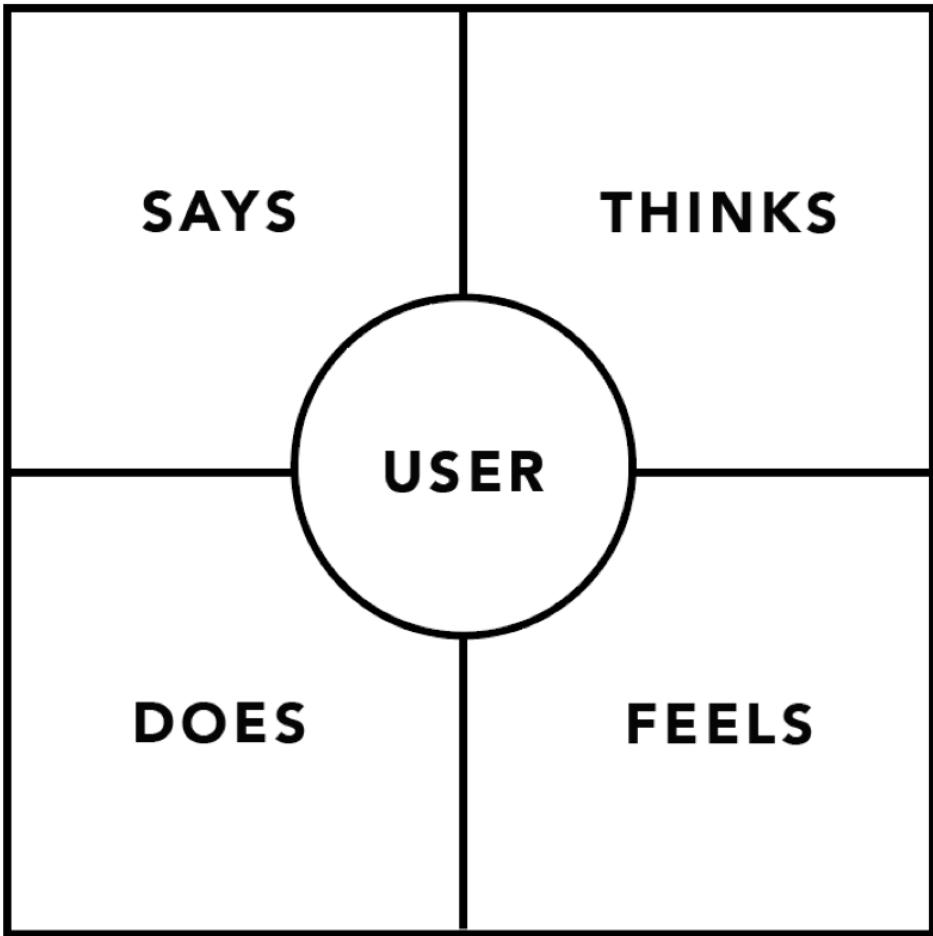


***"When I'm interviewing somebody I  
don't work for prepared questions."***

- William Shatner

# 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,*

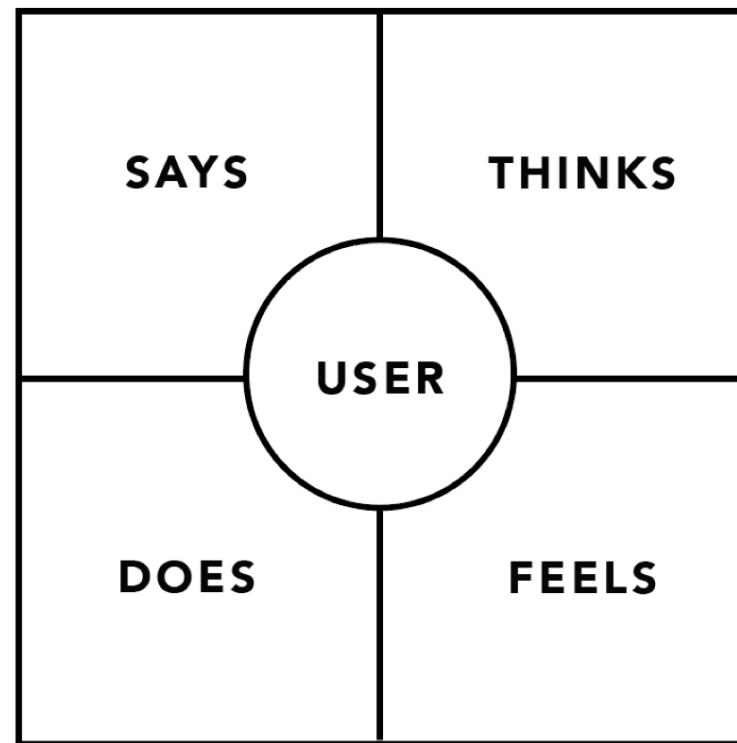
*Sincerely,  
[Your name]*

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



# SYNTHESIS

Making sense of it all . . .



SME's  
Stakeholders  
Customers



## Q & A





# 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.



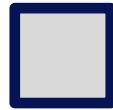
## Idea Place Profile

- 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.



# INNOVATION INSPIRATION



# 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





**NEXT CALL – WEEK 1!!!**

**Wednesday – May 9<sup>TH</sup> – 1 PM CST**