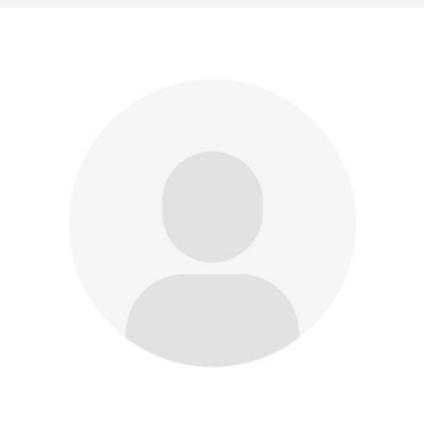


Bio



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| 1

Welcome, everyone, to today's workshop on guerrilla research methods. My name is [insert speaker name here], and today we're going to dive into research methods that are fast, low-cost, and capable of delivering real-world insights quickly. These techniques will empower you to make informed decisions even in dynamic and uncertain environments.

Workshop| Guerrilla research methods

We'll start with a quick introduction to guerrilla research methods and the design thinking principles that support them. The focus here is on low-cost, iterative research techniques that quickly provide insights. The goal is to inform decision-making in dynamic business environments. Think of guerrilla research as your toolkit for navigating the unknown and gaining real-world insights fast. Let's begin by walking through the agenda.

Introduction											
Agenda	<table><tr><td>Insight development</td><td>1. Design thinking research principles 2. B2B startup user-centered research</td></tr><tr><td>Experience and imagination</td><td>3. Empathy and customer discovery 4. Design thinking toolbox</td></tr><tr><td>Prototyping and modelling</td><td>5. Research questions 6. Research insights</td></tr><tr><td>Value creation</td><td>7. Research analysis 8. Putting it all together</td></tr><tr><td>Leadership and negotiation</td><td>9. Workshop 10. Reflection</td></tr></table>	Insight development	1. Design thinking research principles 2. B2B startup user-centered research	Experience and imagination	3. Empathy and customer discovery 4. Design thinking toolbox	Prototyping and modelling	5. Research questions 6. Research insights	Value creation	7. Research analysis 8. Putting it all together	Leadership and negotiation	9. Workshop 10. Reflection
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Our agenda today will cover everything from design thinking research principles to user-centered research in B2B startups. We'll explore empathy in customer discovery, dive into the research toolbox, and walk through how to gather, analyze, and act on research insights. The workshop will end with a reflection session, where we'll consolidate what we've learned and apply it to your real-world scenarios. Let's jump right into it.

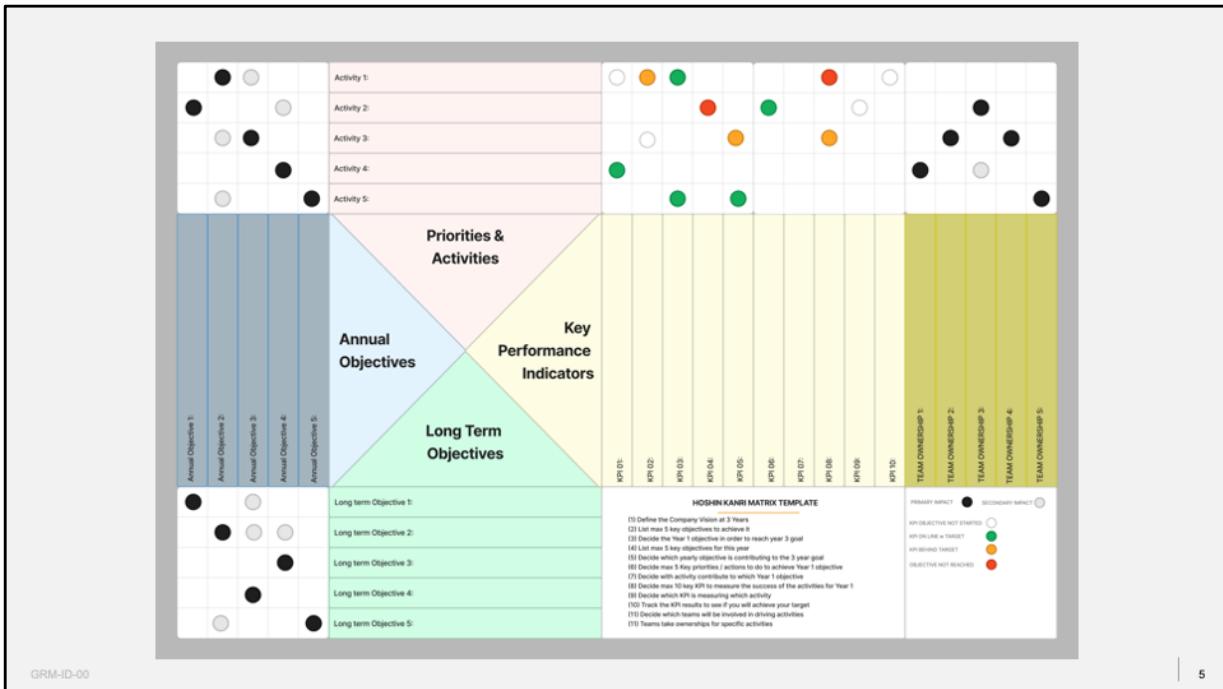
Learning outcomes



By the end of this workshop
you will be able to:

1. **Explain key guerrilla research methods** and their application in a B2B context,
2. **apply iterative design thinking tools** to solve complex business problems and conduct user-centered research in your own organisation; and
3. **evaluate research findings** and **critically assess** how well insights align with business goals, making decisions to iterate or pivot based on real-world data.

By the end of this workshop, you'll be able to explain key guerrilla research methods and their application in a B2B context. You'll also be able to apply iterative design thinking tools to solve complex business problems and conduct user-centered research. Finally, you'll learn how to evaluate research findings critically, aligning them with business goals to determine whether to iterate or pivot. These objectives are central to developing a strategic research mindset.



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Everything we will unpack today is constructively aligned to a Hoshin Plan, Or "Hoshin Kare". Which is literally translated from Japanese as "Policy" and "Management".

Problem statement



How might we integrate guerrilla research methods into strategic planning

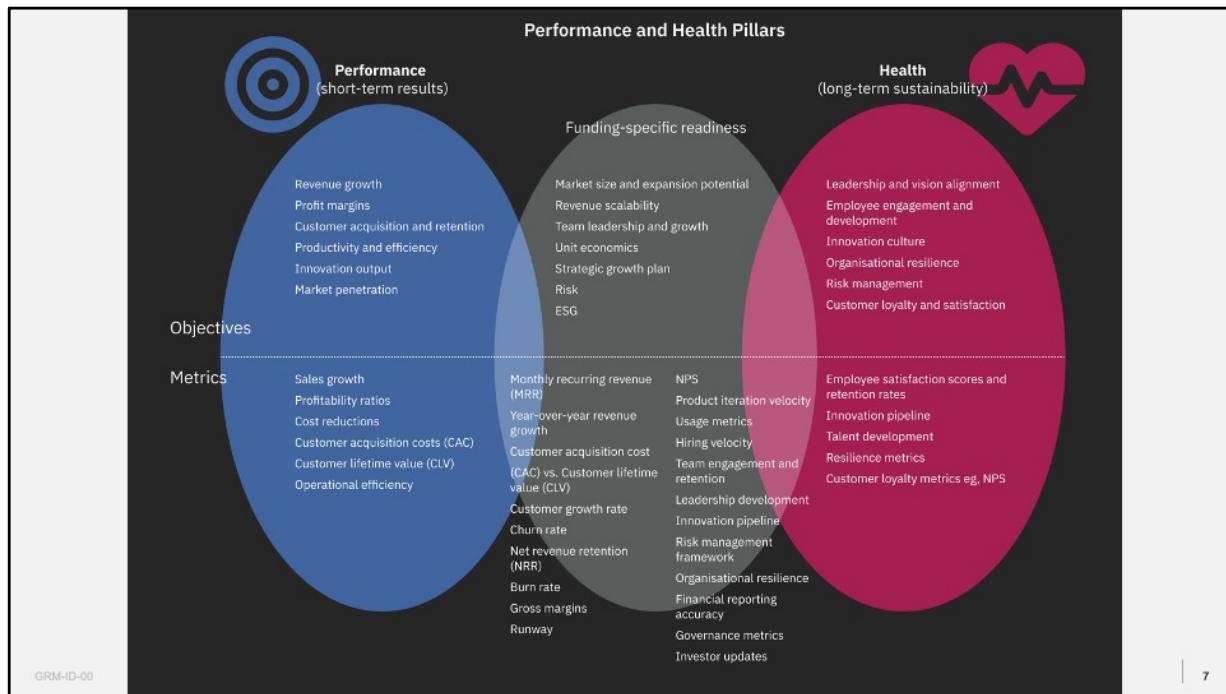
By incorporating fast, low-cost, real-world insights

So that Hoshin Kanri is more agile, informed, and responsive to dynamic market conditions.

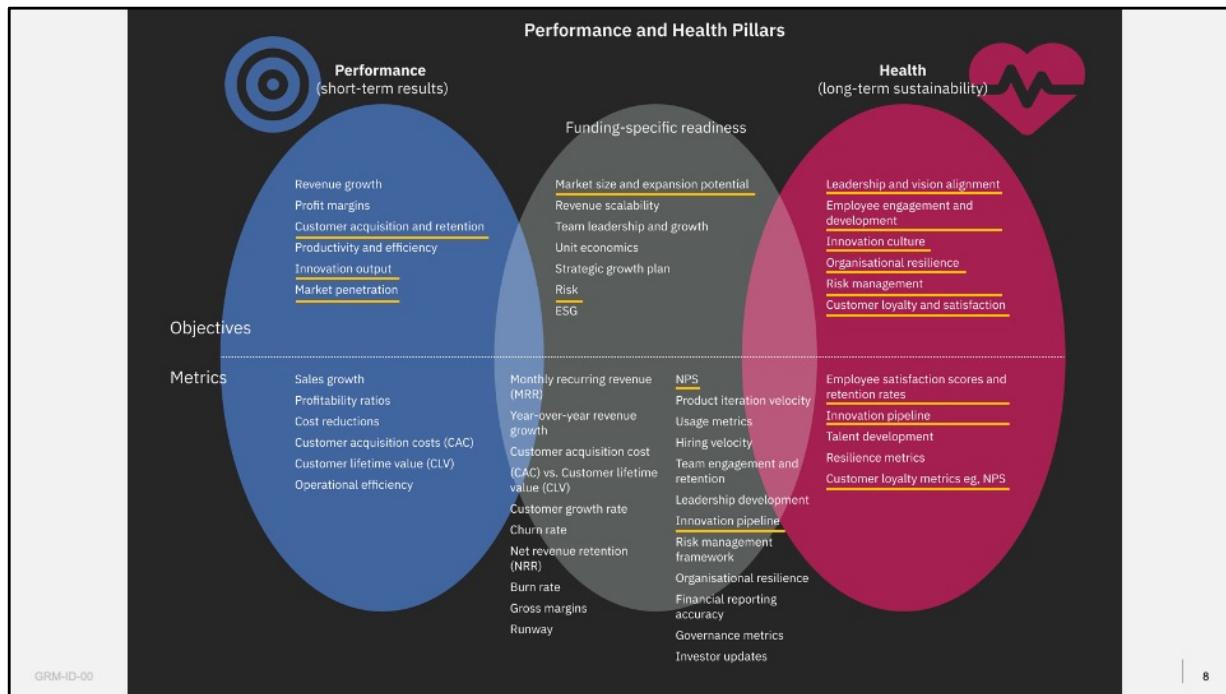
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The problem we're addressing today is how we can integrate guerrilla research methods into strategic planning. This is about making Hoshin Plan—a methodology for aligning strategy across a company—more agile and responsive to dynamic market conditions. By incorporating fast, low-cost research, we can ensure that the strategic decisions are rooted in real-world insights, making the business more adaptive to change.

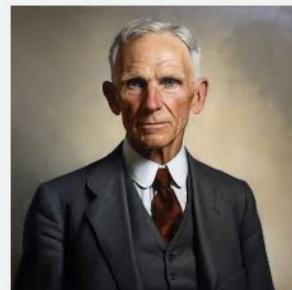


Transformation in any organization can be broken down into two pillars: performance and health. While performance focuses on meeting goals and hitting targets, health ensures that the organization is adaptive and resilient over time. Guerrilla research is a tool that can impact both pillars by providing actionable insights that improve performance and ensure that your strategy remains relevant and responsive.



Aligned to these pillars are what we can expect from integrating Guerrilla Research Methods into the organization.

“If I had asked my customers what they wanted, they would have said a faster horse.”



One of the most famous sayings in innovation is that if Henry Ford had asked people what they wanted, they would have said ‘a faster horse.’ This highlights the limits of relying solely on customer feedback for innovation. Sometimes, customers aren’t aware of the possibilities outside of their current experiences, which is why we need to balance empathy with imagination. Guerrilla research helps bridge that gap by combining user insights with creative exploration.

“A lot of times, people don’t know what they want until you show it to them.”



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Steve Jobs famously said that people don’t always know what they want until you show it to them. This is especially relevant in research where users might not articulate their needs clearly, or they might not realize what’s possible. Our job is to dig deeper—to uncover the latent needs and desires that they may not be able to express explicitly. This is where guerrilla research can help us find those hidden insights. This quote was originally from an interview for a *BusinessWeek* article in 1997. “You can’t just ask customers what they want and try to give it to

them”. iPhone was first released in 2007.

“You’ve got to start with the customer experience and work backwards to the technology.”



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While Steve Jobs didn’t always conduct traditional research, he emphasized starting with the customer experience and working backwards to the technology. He said this at the WWDC 1997. It’s a myth that Steve Jobs hated user research, along with many other Apple myths. This is a critical lesson for us. We don’t need to ask customers for technological solutions—they might not know them—but we do need to deeply understand their experiences and challenges. With guerrilla research, we’re able to start from that understanding and

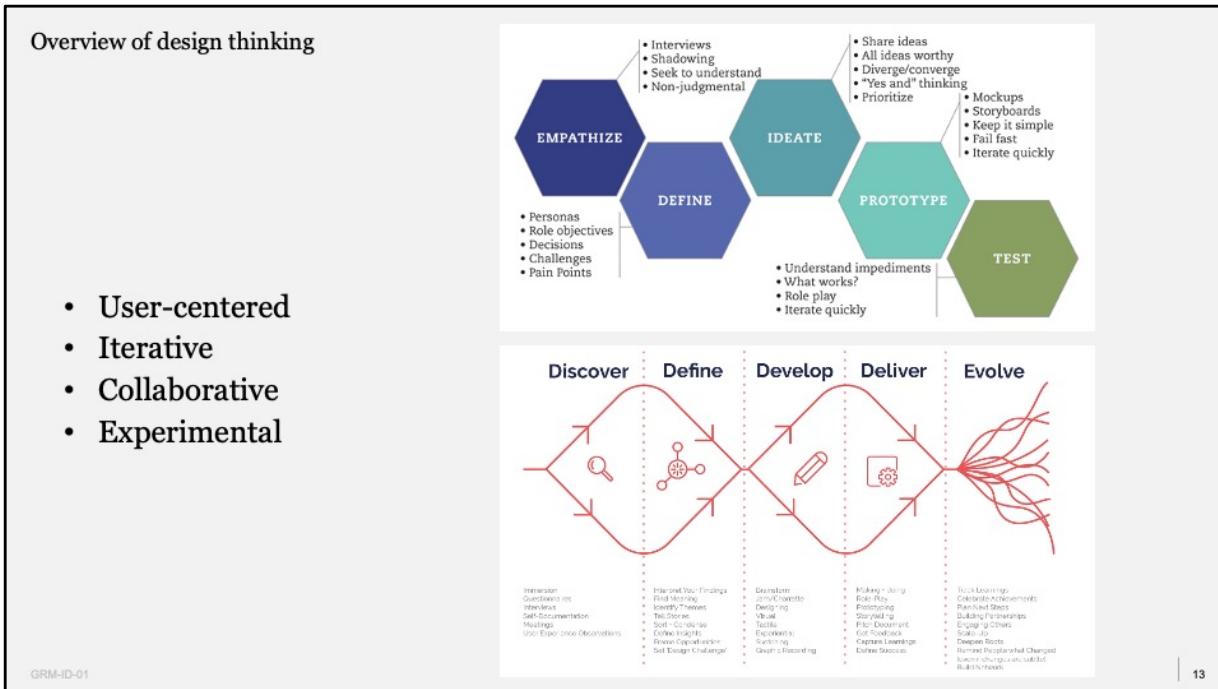
build solutions that truly resonate.

Insight development | design thinking research principles

Overview of design thinking / what is design thinking in a research context? / importance of user-centered research in B2B startup / aligning research methods with business goals in B2B startup environments.

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Now, let's dive into design thinking. In a research context, design thinking is about adopting a structured yet creative approach to gather insights. It's user-centered, iterative, collaborative, and experimental. In B2B startups, this mindset helps align research methods with business goals, ensuring that the insights we gather are both meaningful and actionable. Throughout this workshop, we'll continuously return to these principles.



Design thinking focuses on four core pillars: being user-centered, iterative, collaborative, and experimental. It's all about putting the user at the heart of the problem-solving process. This approach allows us to create solutions that are not only innovative but also deeply relevant to user needs. The iterative process ensures that we are constantly refining and improving our ideas through feedback, while collaboration brings in diverse perspectives, helping us challenge assumptions and explore new possibilities.

What is design thinking in a research context?

A structured, creative approach to gathering insights and understanding complex problems from the perspective of the **user** and/or **stakeholder**.

Pros	Cons
User-centered approach ensures meaningful and impactful outcomes.	Time-consuming and risk of misinterpreting user needs.
Encourages creativity and innovation by exploring multiple ideas	Too many ideas can lead to analysis paralysis.
Iterative process allows continuous learning and adaptability.	Iterations may increase time and cost.
Collaboration across disciplines enriches insights.	Large teams can slow the process due to differing opinions.
Rapid prototyping helps gather feedback early and reduce risks.	Prototyping may oversimplify complex problems.
Flexible and adaptable to uncertainty.	Lack of rigid structure may feel unpredictable or hard to manage.
Engages stakeholders for greater buy-in and relevance.	Managing too many stakeholders can lead to diluted outcomes.

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When we apply design thinking in a research context, we use a structured creative approach to gather insights from users and stakeholders. This allows us to understand complex problems from their perspective. While this method can produce meaningful outcomes, there are also challenges like managing time, ensuring clarity, and avoiding information overload. In guerrilla research, we'll balance these factors by focusing on quick and actionable insights.

What is design thinking in a research context?

Cons:

Resource intensive	Design thinking can be resource-heavy, requiring time, budget, and manpower, particularly during the empathy and prototyping stages. For early-stage companies with limited resources, this could be a drawback.
Difficult to measure success	In the research phase, the success of design thinking can be hard to quantify compared to more traditional methods that rely on metrics or data-driven validation.
Cultural fit	Design thinking may clash with traditional organizational cultures or those that prioritize hierarchy, efficiency, or predictability over exploration and creativity.
Risk of overlooking Analytical rigor	While highly creative and exploratory, design thinking may sometimes lack the deep analytical rigor seen in more formal research methodologies. There's a risk of basing decisions on anecdotal or surface-level insights if the process isn't managed well.

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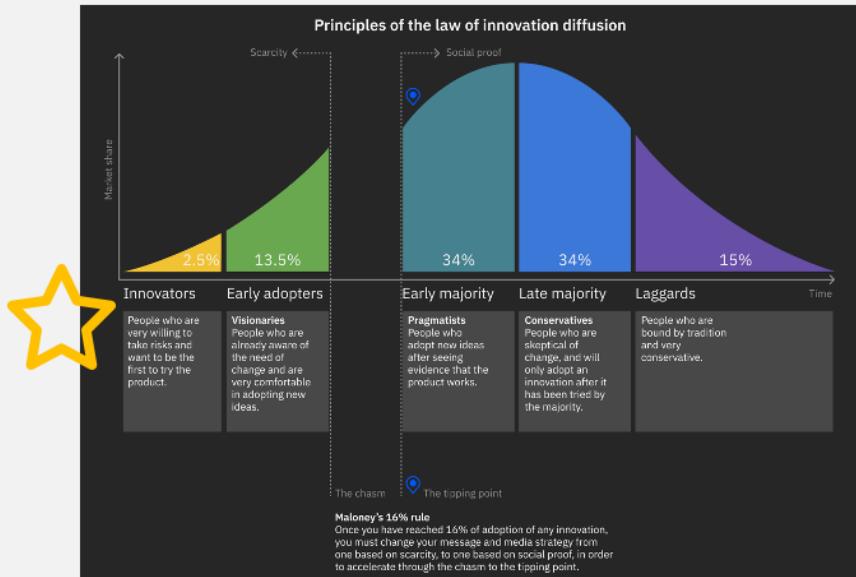
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Design thinking comes with its own set of strengths and challenges. The user-centered approach ensures meaningful outcomes, but it can be time-consuming. The iterative process encourages adaptability, but it may increase cost and time. Collaborating across disciplines enriches insights, but large teams can sometimes slow decision-making. Finally, rapid prototyping helps gather early feedback, but it can oversimplify more complex problems. We'll need to navigate these trade-offs as we apply design thinking to our

research. One of the major concerns with design thinking, particularly for early-stage companies, is its resource-intensive nature. It requires time, budget, and manpower, especially during the empathy and prototyping stages. Measuring success can also be tricky because it's not always tied to clear metrics. Additionally, some organizational cultures might find the open-ended, exploratory approach of design thinking challenging. For guerrilla research, we need to find ways to make design thinking feasible and scalable even with limited resources.

Importance of user-centered research in B2B startup

Who are your extreme users?



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Now, let's talk about the Law of Innovation Diffusion. This model shows how different groups adopt innovations, starting with the innovators and early adopters. These are your extreme users—the ones who are willing to take risks and try new things. When launching a product or service, we focus on these users first because they are more likely to embrace and champion new ideas. Their feedback is invaluable, helping us refine and iterate quickly before moving to the majority who need more convincing. The extreme users set the

foundation for wider adoption, so understanding and targeting them is crucial.

Importance of user-centered research in B2B startup

Bias towards action

Building strong customer relationships	Addressing complex customer needs	Driving product-market fit	Minimizing risk and reducing waste	Shortening the sales cycle	Creating competitive differentiation	Enabling agile iteration	Supporting strategic decision-making
 Relationships are often long-term and built on trust. User-centered research helps understand the specific pain points, processes, and goals of business customers Crucial for customer retention and recurring revenue.	 B2B customers have complex, multi-layered challenges that require tailored solutions. User-centered research can gain insights into these challenges by engaging directly with decision-makers and end-users.	 Key milestone. Understanding how your product integrates into the workflow of other businesses.	 Avoid building unnecessary features or services. User-centered research uncovers how well a product addresses customers' operational needs, helping refine their offerings to meet actual demand.	 User-centered research helps startups understand the decision-making process within their target businesses Position the solutions in a way that resonates with the key stakeholders.	 Stand out from competitors by providing tailored solutions that are deeply informed by the needs of their customers. Key differentiator in markets where products and services might otherwise seem similar on the surface.	 User-centered research allows for quick feedback loops with customers, enabling the company to iterate its products or services rapidly based on real-world user feedback. This agility helps the startup respond to changes in customer needs or market conditions more effectively.	 User-centered research informs strategic decisions such as pricing models, go-to-market strategies, and partnership opportunities. By understanding customers' value perceptions and decision-making criteria.

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When conducting user-centered research in a B2B setting, it's important to have a bias towards action. This means not just collecting insights but quickly acting on them—whether that's addressing complex customer needs or driving iterative improvements in your product. By focusing on action, you minimize waste, shorten sales cycles, and create competitive differentiation. The goal is to make your product more agile and adaptable, responding effectively to real-world customer challenges.

Aligning research methods with business goals

Bias towards goals

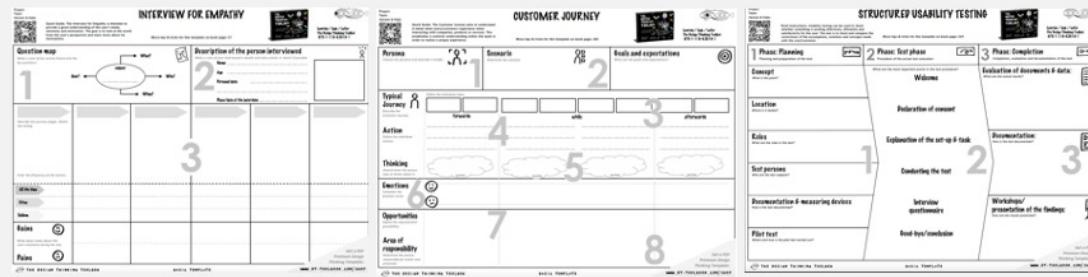
Understand the business objectives	Choose the right research methodology	Align metrics with business KPIs	Involve key stakeholders	Use iterative and agile methods	Research efforts based on business impact	Translate research into decisions	Monitor and measure outcomes
 <p>Start with clarity—whether it's growing market share, improving customer retention, launching a new product, or entering a new market.</p> <p>Align the research focus to the goals: For example, understanding customer satisfaction, pain points, and reasons for churn.</p>	 <p>Qualitative vs. quantitative vs mixed methods.</p> <p>Exploratory vs. confirmatory. Eg, identifying new opportunities, or confirming a specific hypotheses.</p>	 <p>For instance, if a business goal is increasing conversion rates, usability testing can focus on identifying friction points in the customer journey.</p>	 <p>Engaging stakeholders ensures that research questions address the practical needs of all teams, making the insights more actionable.</p>	 <p>Agile methods like rapid prototyping, quick feedback loops, and guerrilla research help keep research responsive to evolving business goals.</p>	 <p>Focus on high-impact areas: In startups with limited resources, not all research questions can be explored in-depth. Prioritize research efforts that will yield the greatest business impact.</p>	 <p>Make insights actionable: For example, if research reveals that a product feature is underperforming, the next step should be refining or removing it based on user feedback.</p>	 <p>After implementing research-driven changes, measure how they align with the original business goals.</p> <p>Iterate as needed: Business goals often evolve, and so should the research.</p>

One of the critical challenges in research is ensuring that your efforts align with the company's business goals. Whether you're looking to increase market share, improve customer retention, or launch a new product, your research methods should be chosen with these objectives in mind. For instance, if the goal is to reduce churn, usability testing might focus on friction points in the customer journey. It's about aligning metrics with business KPIs and focusing research on areas with the highest potential business impact.

Aligning research methods with business goals

Example: for a B2B startup aiming to improve customer onboarding, the business goal is to **reduce customer churn**. The research method could include:

1. User interviews with newly onboarded customers to identify pain points.
2. Customer journey mapping to pinpoint friction areas during onboarding.
3. Usability testing of the onboarding process to identify inefficiencies.



Let's take an example of a B2B startup aiming to improve customer onboarding. The business goal is to reduce churn. To achieve this, the research method might include user interviews with newly onboarded customers, customer journey mapping, and usability testing of the onboarding process. The insights gathered through these research methods will help identify pain points and inefficiencies that directly impact customer retention. This is how research can support strategic business decisions.

Insight development | **B2B startup user-centered research**

Differences between B2B and B2C research /
why research is crucial for B2B startups,
especially post-angel investment / case studies
of successful B2B startup companies using
design thinking research methods.

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Research methods

Measuring, counting and comparing.



Observing, recording and deducing.



- Surveys eg, online and street intercept
- A/B Testing
- Telephone interviews (CATI)
- Longitudinal Studies
- Panel studies
- Conjoint analysis
- Descriptive statistics
- Regression Analysis
- Market Segmentation Studies
- Cluster Sampling and Random Sampling

- In-depth interviews (IDIs)
- Focus groups
- Ethnographic research
- Case studies
- Participant observation
- Diaries and journals (cultural probes)
- Narrative inquiry
- Online communities / digital ethnography
- Depth laddering interviews

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We will focus mainly on qualitative research today but to give you context of quantitative data beyond surveys and A/B testing, **Longitudinal Studies**: Studies that collect data from the same participants over an extended period of time to track changes and trends. **Panel Studies**: Data collected from a pre-recruited group of respondents over time, often used for tracking brand perceptions, product usage, or market trends. **Conjoint Analysis**: A survey-based statistical technique used to determine how people value different features of a product or

service. **Descriptive Statistics:** The use of summary measures like means, medians, and frequencies to describe and present data in a clear, easily understandable manner. **Regression Analysis:** A statistical method used to examine the relationship between variables, often to predict outcomes or assess the strength of associations. **Market Segmentation Studies:** Quantitative methods used to group consumers into segments based on shared characteristics or behaviours, helping businesses tailor products and services to different groups. **Cluster Sampling and Random Sampling:** Sampling techniques used to ensure that the sample represents the population accurately, allowing for generalization of the findings.

Differences between B2B and B2C research



Dimension	B2B research	B2C research
Target user	Businesses (decision-makers, influencers, teams)	Individual consumers (mass market)
Purchasing decision	Rational, multi-step process with multiple stakeholders	Emotional, faster, often individual-driven
Sample size	Smaller, specialized, harder to access	Larger, easier to access
Data collection	In-depth, qualitative (e.g. interviews, expert opinions)	Quantitative (e.g. surveys, CATI)
Buying cycle	Longer, relationship-focused, repeat business	Shorter, transactional, less loyalty-driven
Motivation factors	ROI, efficiency, cost-saving, long-term benefits	Price, convenience, emotional satisfaction
Research focus	Detailed, technical, focused on business impact	Broad, consumer preferences, lifestyle trends

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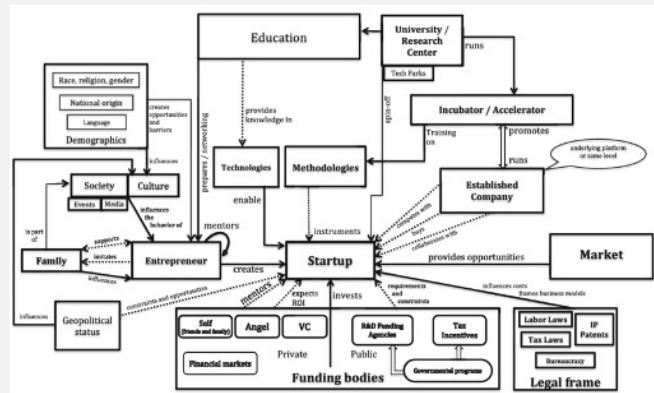
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There are significant differences between B2B and B2C research. In B2B, the target user is a business, meaning the purchasing decision is usually a rational, multi-step process with multiple stakeholders. In contrast, B2C is often more emotional and driven by individual preferences. The B2B buying cycle is longer and relationship-focused, while B2C tends to be more transactional. As we dive into guerrilla research, it's crucial to understand these differences and how they influence the research methods we choose. In B2B

research, we target businesses, which means understanding their rational decision-making process, involving multiple stakeholders, and focusing on long-term relationships. Meanwhile, B2C research is typically more focused on individuals and emotional drivers. B2B purchasing decisions take longer, are more relationship-driven, and require a deep understanding of ROI and efficiency. This means our research needs to capture both the complexity and the specific business needs of our target.

Why research is crucial for B2B startups

Reducing risk.



Researchers have to maintain a critical stance and are there to get the facts by being discursive and dogmatic.

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Research is critical for B2B startups because it reduces risk and informs strategy development. Unlike B2C, where customer needs can be more straightforward, B2B customers have complex, multi-layered challenges. By conducting thorough research, we can gain insights into decision-making processes, uncover operational pain points, and tailor our products to meet the real needs of businesses. This leads to better product-market fit, stronger customer relationships, and long-term business growth.

Case studies of successful B2B startups using Guerrilla research methods

Funding: SG\$8.1m seed

The screenshot shows the Nektar.ai homepage. At the top, there's a navigation bar with links for Home, Products, Solutions, Customers, Resources, Company, Pricing, and About Nektar. Below the navigation is a large yellow header section with the text "Lay the data foundation for exceptional GTM execution". Underneath this, there's a brief description of Nektar's product: "Nektar is the most comprehensive and flexible data capture solution that offers complete control over customer data sync - contacts, opportunity contact roles, GTM activities, activity insights and more - to match your sales process and security needs." There are three circular icons below the description: "100% adoption", "No change management", and "Go-live in <2 weeks". At the bottom of the page, there's a footer with social media links for LinkedIn, Facebook, and YouTube, along with logos for Crunchbase, MoEngage, Observe AI, GUIDE, and Signifyd.

- AI-driven GTM data automation
- SaaS startup that used lean research to refine its product-market fit in the B2B sales space.
- By adopting a "global-first" approach, the company continuously iterated based on direct feedback from users in different international markets.
- This strategy allowed Nektar.ai to rapidly adapt its solutions to meet diverse client needs, particularly across Southeast Asia and beyond.
- www.nektar.ai

Source: Insignia Business Review, Insignia Ventures Partners (2022)

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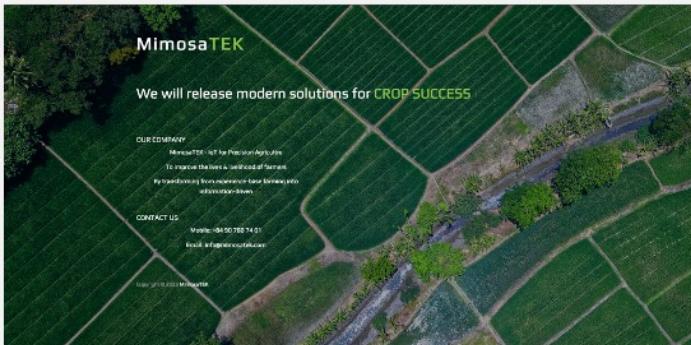
Let's look at some case studies. First, we have Nektar.ai, a SaaS startup that used lean research to refine its product-market fit in the B2B sales space. By continuously iterating based on feedback from users in different international markets, they were able to adapt their solutions to diverse client needs. This constant loop of user feedback and iteration allowed them to stay agile and responsive, particularly in the fast-evolving Southeast Asian market.

Case studies of successful B2B startups using Guerrilla research methods

Funding: US\$1m, three rounds



- Agriculture technology
- Successfully implemented lean research by piloting its IoT-based solutions with small-scale farmers. Through constant experimentation and feedback collection.
- Adjusted its product to better suit local farming practices. This iterative approach helped the company enhance productivity for farmers, enabling it to grow and gain traction in the agritech sector.
- www.mimosatek.com



GRM-ID-02

Source: *Entrepreneurship in the Asia-Pacific: Case Studies*. Springer, (2020)

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Mimosatek is an agritech startup that implemented lean research by piloting its IoT solutions with small-scale farmers. They adopted a constant experimentation and feedback loop, which helped them adjust their product to suit local farming practices. This iterative approach significantly boosted productivity for farmers, enabling the company to grow and gain traction. It's a great example of how guerrilla research can lead to practical, impactful solutions, especially in industries that require customization and local

adaptation.

Case studies of successful B2B startups using Guerrilla research methods

Undisclosed amount.

Series A including Trender and Samsung Venture Investment



A screenshot of the Prive Technologies website. At the top, there's a navigation bar with links for Home, Products, About, Insights, Log In, and Request Demo. The main heading is "Supercharge Your Wealth Management". Below it, there's a sub-headline: "Our innovative SaaS platform equips financial institutions with the complete package to supercharge your wealth and investment business." Another sub-headline follows: "We offer all the technology and investment solutions that helps convert cash into investments to maximize your AuM." There are three main visual components: a green button labeled "Book My Audit", a line graph titled "Portfolio Performance" showing a steady upward trend from 2012 to 2021, and a circular chart titled "Portfolio Asset Breakdown" showing 46% in one category. On the left side, there's a sidebar with sections like "Real Estate Allocation" and "Market Overview".

- Financial services platform
- One of the fastest growing companies in Asia Pacific.
- leveraged lean research methods to fine-tune its fintech solutions. Through continuous engagement with early adopters, driving rapid customer acquisition and international growth.
- Focus on lean experimentation helped them quickly pivot and improve based on user feedback
- www.privetecnologies.com

Source: Brew Interactive, 12 of the Best B2B Digital Marketing Case Studies from Asia (2022)

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Prive Technologies, a financial services platform, used lean research methods to fine-tune its fintech solutions. Through continuous engagement with early adopters, they were able to drive rapid customer acquisition and international growth. What's notable here is their use of lean experimentation to quickly pivot and improve their offerings based on real-time feedback from users. This allowed them to maintain an agile approach while scaling across different regions.

Case studies of successful B2B startups using Guerrilla research methods

Funding: RM7.5 million, fourth round.

Supported by NEXEA, a Malaysian venture capital firm. The company has also previously raised RM400,000 in earlier stages, which helped it scale its revenue from RM50,000 to RM1 million per month within a year.

- Online wholesale platform
- Lapasar used lean, customer-focused research methods and strategic partnerships with major corporates such as TNB and PwC,
- Facilitated by NEXEA's accelerator program. This approach allowed the startup to grow rapidly, scaling its revenue.



Source: mystartupaccelerator.org/case-studies

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Lapasar, an online wholesale platform, scaled its revenue rapidly by using lean customer-focused research methods and strategic partnerships with major corporates. Supported by accelerator programs, they leveraged guerrilla research to gather early feedback and iterate quickly. This approach not only helped them scale but also established strong relationships with key business clients, proving how guerrilla research can play a critical role in building a startup's foundation.

Experience and imagination | **empathy and customer discovery**

Identifying key stakeholders in B2B (decision-makers, influencers, users) / building empathy maps / conducting effective customer interviews.

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Empathy

The ability to deeply understand and connect with the emotions, needs, and challenges of **users**, allowing us to create solutions that truly resonate with and address those users' real experiences.



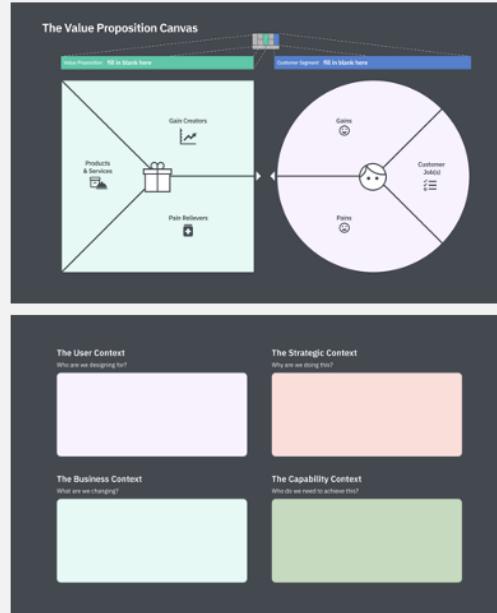
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Empathy allows us to deeply connect with the emotions and experiences of our users. It's not just about solving problems—it's about understanding how users feel, what motivates them, and what they find challenging. In B2B, empathy helps us build stronger relationships by showing that we care about more than just transactions. Think about the last time you worked with a client: how did empathy change the way you approached the solution?

What is customer discovery?

The process of engaging with **users** to uncover their core needs, behaviours, and pain points, which informs the creation of innovative solutions that are aligned with real-world problems.



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Customer discovery is the process of engaging with users to uncover their core needs, behaviours, and pain points. This helps us build solutions that truly align with their real-world problems. It goes beyond just creating user personas—it's about continuously learning from our customers and iterating our approach based on what we discover. In guerrilla research, customer discovery is often done quickly, but it can still yield deep insights when done thoughtfully.

Identifying key stakeholders in B2B

Map the buying process	Engage with multiple business units	Use customer journey mapping	Conduct stakeholder interviews	Leverage CRM data	Prioritize based on impact
					

Identify decision-makers, influencers, and end-users involved at each stage of the B2B purchasing process.

Consider stakeholders from departments like procurement, finance, IT, and operations who influence buying decisions.

Visualize all the touchpoints where stakeholders interact with the product or service to pinpoint key influencers.

Engage directly with various stakeholders to understand their needs, pain points, and decision-making power.

Analyse existing customer relationship management (CRM) data to identify influential roles in previous sales.

Rank stakeholders by their level of influence on the decision-making process and their ability to affect business outcomes.

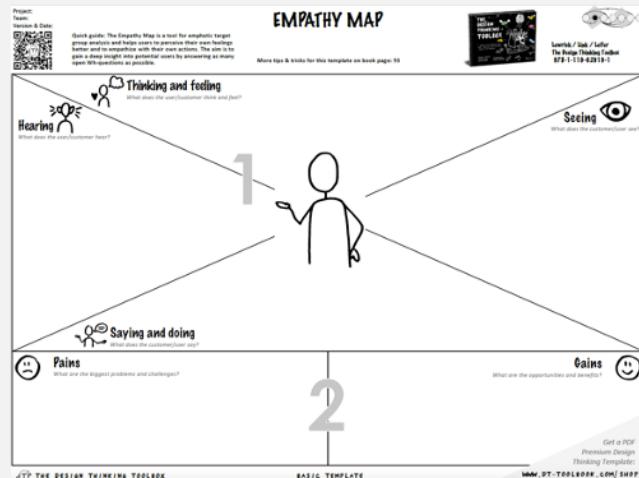
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In B2B research, it's crucial to map out the decision-making process. This often involves multiple stakeholders across different departments—procurement, IT, finance, and operations, for example. Using tools like customer journey mapping and stakeholder interviews, we can engage directly with these groups to understand their unique challenges and goals. This ensures that our solutions are tailored to each key player in the decision-making process.

Building empathy maps

A simple tool used in design thinking to visually represent what a user **thinks, feels, says, and does** in relation to a product, service, or experience



GRM-EI-01

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Empathy maps are a powerful tool in design thinking. They visually represent what a user thinks, feels, says, and does in relation to a product or service. This tool helps us step into the user's shoes and design solutions that resonate with their real experiences. In B2B, empathy maps can be particularly useful for understanding complex stakeholder relationships and decision-making processes. How have you used empathy maps in your own work?

Prompt the visceral narrative



1. “**Tell me about...**” – encourages storytelling and personal experiences.
2. “**What do you think about...**” – prompts opinions and reflections.
3. “**Can you describe...**” – elicits detailed, descriptive responses.
4. “**How do you feel when...**” – focuses on emotional reactions.
5. “**What challenges have you faced with...**” – identifies pain points and frustrations.
6. “**Why do you prefer...**” – helps uncover motivations and decision-making factors.
7. “**Can you walk me through...**” – asks for step-by-step insights into processes or behaviours.
8. “**What would you change about...**” – highlights areas for improvement.
9. “**How do you typically...**” – gathers information on habits or routines.
10. “**What surprised you about...**” – uncovers unexpected insights or reactions.

Customer interviews are essential for gathering in-depth insights, but it's important to ask the right questions. Open-ended questions like ‘Tell me about...’ or ‘How do you feel when...’ encourage storytelling and deeper reflection. This allows us to move beyond surface-level responses and tap into the visceral experiences of our users. When conducting interviews, always listen for emotion and narrative—that's where the real insights lie.

Validate the visceral response

1. **Frustrated** – indicates pain points or dissatisfaction.
2. **Excited** – shows enthusiasm or anticipation.
3. **Confused** – highlights areas of uncertainty or complexity.
4. **Anxious** – reveals fear or discomfort.
5. **Relieved** – expresses comfort after a challenge.
6. **Overwhelmed** – suggests something is too much to handle.
7. **Delighted** – reflects positive surprise or joy.
8. **Angry** – indicates strong discontent or anger.
9. **Curious** – shows interest or desire for more information.
10. **Empowered** – reflects feelings of control or confidence.
11. **Embarrassed** – reveals social discomfort or insecurity.
12. **Disappointed** – expresses unmet expectations.
13. **Inspired** – shows a sense of motivation or drive.
14. **Sad** – reflects feelings of loss or emotional hurt.
15. **Grateful** – suggests appreciation or thankfulness.

After prompting storytelling, it's important to validate the emotional responses we hear. Whether a user feels frustrated, excited, or confused, these emotions tell us where the pain points or opportunities lie. For example, frustration often highlights inefficiencies, while excitement points to something that resonates. Validating these responses helps us prioritize the insights that matter most when refining our solution.

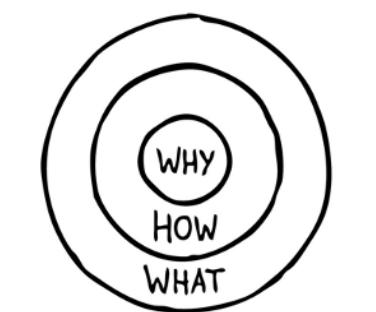
“Like” and “nice” are a red flag.



“Why?”

“Why?”

“Why?”



If you hear users describe something as ‘like’ or ‘nice,’ treat it as a red flag. These words often mask deeper feelings. Ask follow-up questions like, ‘Why do you like it?’ or ‘What makes it nice?’ to dig deeper into the user’s true thoughts. Often, people use these words when they’re unsure or withholding stronger opinions. Your goal in guerrilla research is to push past these vague terms and uncover real, actionable insights.

Conducting effective customer interviews

Emotional response cards

A qualitative tool for empathetic target group analysis.

old	stimulant	appealing	demanding	appealing	is fun	modern	laborious	new	not relevant
thrilling	exceptional	impressive	satisfactorily	cheap	beneficial	personal	professional	relevant	unruffled
unambiguous	simple	easy to use	intimidating	anticipated	swift	difficult to apply	difficult	sure	useful
impressive	flexible	kind	frustrating	ordinary	solid	stressful	comprehensive	unattractive	unwanted
helpful	inconsistent	innovative	intuitive	comfortable	unconventionally	unprofessional	vital	trustworthy	intimate
complex	creatively	not valuable	slow	borin ^{->} Get a PDF Pinterest Design Thinking Template	disheveling	predictable	valuable	time-consuming	time-s ^{->} Get a PDF Pinterest Design Thinking Template

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One tool to help us tap into deeper emotional responses is using emotional response cards. These cards allow users to quickly express how they feel about a product or service—whether they're frustrated, excited, or curious. This is particularly useful when conducting qualitative analysis because it gives you a starting point to explore why users feel a certain way. How might you use a tool like this in your own research?

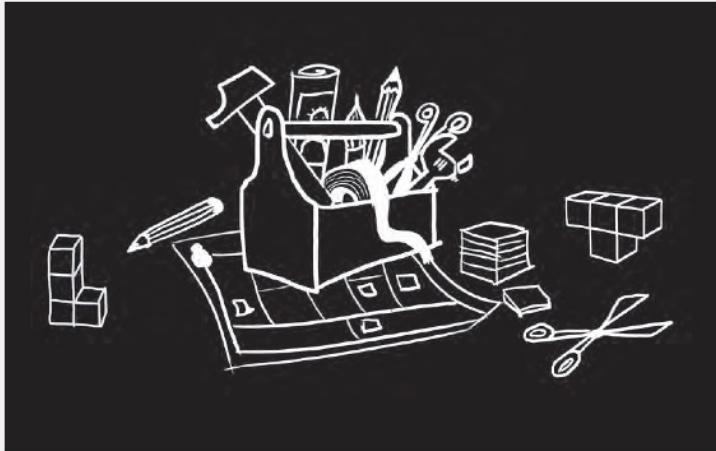
Experience and imagination | **design thinking toolbox**

Tools and techniques / persona's development
/ journey mapping in a B2B context / primary
and secondary research

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Now let's dive into the design thinking toolbox. We'll explore tools like persona development, journey mapping, and primary and secondary research methods. These tools are critical for structuring our research and ensuring that we're capturing the right insights at the right time. The design thinking toolbox is flexible—each tool can be adapted to fit the context of your project and the unique needs of your users.

Design thinking Guerrilla research toolbox



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In guerrilla research, we often work with limited resources, which makes it crucial to have a streamlined, effective toolbox. The guerrilla research toolbox includes quick, easy-to-use methods like interviews, rapid prototyping, and low-cost experiments. These tools allow us to gather insights without needing a full-scale research budget. Remember, the key is to stay nimble and adapt your tools to the environment you're working in.

Qualitative tools and techniques

Interviews	Focus groups	Observation	Surveys and open-ended questions	Field notes and journaling	Case studies	Document and content analysis	Ethnography
In-depth Interviews (IDIs): one-on-one conversations to explore personal experiences, motivations, and attitudes.	Facilitated discussions with small groups to gather insights on collective experiences, attitudes, or perceptions.	Participant observation: researcher actively engages in the environment to observe behaviours and interactions.	Use of open-ended questions in surveys to gather subjective data and personal stories. Eg, NPS. "Can you tell us why you chose this...?"	Recording observations, reflections, and insights during research activities for later analysis.	In-depth analysis of individuals, groups, or situations to understand complex issues within real-world contexts.	Reviewing existing documents, media, or online content to extract patterns, themes, and meaning.	Extended immersion in the research setting to gain deep understanding of cultures, environments, or communities.
Semi-structured interviews: flexible framework with pre-defined questions but room for probing deeper.		Non-participant observation: Researcher observes without direct interaction to avoid influencing the environment.					

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There are a wide range of qualitative tools at our disposal, from in-depth interviews to ethnographic research and participant observation. These methods allow us to explore the deeper motivations, attitudes, and experiences of our users. While qualitative research is often time-consuming, in guerrilla research we focus on getting the most valuable insights as quickly as possible. Field notes, case studies, and even open-ended survey questions can all play a role in uncovering these insights.

Indicative discussion guide for a semi-structured interview

Semi-structured interviews are a great balance between structured and open-ended questioning. You'll have a guide with key themes you want to explore, but there's enough flexibility to follow interesting insights as they emerge. Starting with warm-up questions builds rapport, and as you move through each section, you can probe deeper into the participant's experiences. Remember to always leave room at the end for 'killer closings'—questions like, 'Is there anything else you'd like to share?' These often reveal unexpected insights.

Persona's development

Vivid persona sample

This is a detailed persona card for Manee Thongsuk. It includes sections for Story, Goals, Wants, Needs, Fears, and a moodboard. Manee is a low-income mother from Udon Thani, Thailand, who works at a garment factory. She wants to save for her son's education and has fears about unemployment and increasing debt.

Story	Goals	Wants
Manee is a low-income mother from Udon Thani, Thailand, who works at a garment factory. She wants to save for her son's education and has fears about unemployment and increasing debt.	Saving for her son's higher education Balancing time at home and work	Less intense workload A higher paying career

Needs	Fears
Having a stable occupation Being debt-free Living a healthier lifestyle	Unemployment Increasing debt Fatal illness

Daily	Often	Seldom
Assembling products Mounting equipment School run for her son	Doing house chores Visiting village temple	Taking her mother to hospital Visiting medical facility Cooking

Manee Thongsuk
 Position: Production worker
 Skills: Basic reading and writing, good at handwork
 Hobbies: Playing with her son
 Food and drink: Local street food
 Education: Tenth grade
 Location: Udon Thani, Thailand
 Age: 27

Low-fidelity persona profile

This is a low-fidelity persona profile template from the Persona/User Profiles book. It includes sections for Name of persona, Description of the persona, Moodboard/A sketch, Influencer, Trends, Use cases/application scenarios, Jobs to be done, Problems/pains, and Gains.

Name of persona	Description of the persona	Moodboard/A sketch	Jobs to be done
Manee Thongsuk	Manee is a low-income mother from Udon Thani, Thailand, who works at a garment factory. She wants to save for her son's education and has fears about unemployment and increasing debt.	Sketches of three characters representing the user journey.	Jobs to be done supported by the product?

Influencer	Trends	Use cases/application scenarios	Problems/pains	Gains
Who are the influences?	What are the changing forces and trends (on design)?	What are the user needs and requirements (on design)?	What are the often-mentioned problems/problems (on user)?	What makes the user happy?

PERSONA/USER PROFILES
 More tips & tricks for this template on back page 17
 Learn / Use / Edit
 Version 1.0 / 2019
 ISBN 978-3-13-12010-1
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Persona development helps us create detailed, fictional profiles of typical users, based on real research. These personas guide us in designing solutions that meet the specific needs of different user types. In guerrilla research, we often start with low-fidelity personas, based on a small amount of research, and refine them as we gather more insights. The key is to use these personas as a tool to empathize with the end user throughout the design process.



If you want to understand the animals, get out into the jungle.



There's a famous saying: 'If you want to understand the animals, get out into the jungle.' This applies to research too—if we want to truly understand our users, we need to immerse ourselves in their world. This could mean going on-site, observing how they interact with your product, or simply conducting deep, empathetic interviews. Your goal is to get as close to their lived experience as possible, so you can design with their real needs in mind.

Journey mapping in a B2B context

High-fidelity customer experience map

This high-fidelity map details the customer journey through seven stages. Each stage includes an emotion (e.g., Curious, Interested, Excited), touchpoints (e.g., Initial contact, Research partners, Engage), and experience (e.g., Learning technology, Interacting with customer support). The COM-B model is also integrated.

Low-fidelity customer journey

This low-fidelity template guides users through eight steps to map a customer journey. It includes sections for personas, scenarios, goals, typical journeys, actions, thinking, emotions, and opportunities, with numbered steps 1 through 8 indicating the flow.

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Journey mapping is a powerful tool for visualizing the entire experience a customer goes through when interacting with your business. In a B2B context, this might include multiple touchpoints, from initial discovery to post-purchase support. High-fidelity customer journey maps give us detailed insights into each step, while low-fidelity maps provide an overview that can be refined later. These maps are essential for understanding where friction occurs and how we can improve the user experience.

Pros and cons of primary vs. secondary research

Research type	Pros	Cons
Primary research		
	Provides specific, tailored insights.	Time-consuming and potentially expensive to conduct.
	Directly addresses your research question.	Requires more resources and expertise.
	Offers current, real-time data.	Can be influenced by researcher bias.
Secondary research		
	Quick and cost-effective.	May be outdated or not fully relevant.
	Readily available from various sources	Lacks customisation to your specific needs.
	Useful for background information and trends.	May not address all aspects of the research question.
		Limited ability to verify accuracy.
		Data quality varies based on source.

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Primary research gives us specific, tailored insights but can be time-consuming and resource-intensive. Secondary research, on the other hand, is quicker and often less expensive but might not be as directly relevant. In guerrilla research, we often combine both. For example, you might start with secondary research to understand the market landscape and follow up with quick primary research like user interviews or field observations to gather actionable insights. The key is finding the right balance for your project.



What is the question I am trying to answer?

1. What's happening around the edges of my questions?
2. Structured and semi-structured interviews.
3. How to document qualitative methods?
4. Take a separate position than that of the world view.
5. We don't have to work in a linear fashion.

When conducting research, always ask yourself: ‘What is the question I’m trying to answer?’ and ‘What’s happening around the edges of my questions?’ Sometimes the most valuable insights come from exploring areas you hadn’t initially considered. Documenting your research process is critical too—whether through structured interviews or informal observations, keeping a detailed record helps ensure your findings are robust and repeatable.

Prototyping and modelling | **research questions**

Asking appropriate questions to the relevant individuals / removing bias / ethical considerations.

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Asking appropriate questions to the relevant individuals

						
	Understanding the research objective	Identifying key stakeholders	Design open-ended questions	Aligning questions to the participant's expertise	Probing for deeper insights	Ethical considerations
Goal:	Align questions with the purpose of your research.	Pinpoint the relevant individuals who can provide the most valuable insights.	Encourage detailed responses by using open-ended rather than closed questions.	Customise questions based on the role and knowledge of the interviewee.	Use follow-up questions to clarify responses and explore underlying reasons or emotions.	Ensure your questions are respectful, unbiased, and sensitive to personal or cultural differences.
Tip:	Start by clarifying what insights you need to gain. For example, are you exploring experiences, motivations, or decision-making processes?	Use stakeholder mapping or a persona framework to identify diverse perspectives, ensuring coverage across roles, experiences, and influence within the organisation.	Begin questions with "How," "What," or "Why" to elicit thoughtful answers that go beyond simple facts.	Avoid asking overly technical questions to non-technical respondents or oversimplified questions to experts. Example: Ask end users about their experiences, while asking managers about decision-making processes.	Use phrases like "Can you tell me more about that?" or "Why do you think that is?" to dig deeper.	Be mindful of language and tone, avoiding leading questions that might skew results. Example: Instead of, "Don't you think X is the best option?" ask, "What do you think about X?"
Visual aid:	Simple graphic or flowchart illustrating alignment between objectives and question design.	Stakeholder map highlighting different roles (eg, users, decision-makers, influencers).	Bullet point examples comparing open-ended and closed questions.		Flowchart demonstrating how follow-up questions can expand the initial response.	

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One of the most important aspects of guerrilla research is asking the right questions to the right people. Aligning your questions with your research objectives ensures that you're collecting the most relevant data. Open-ended questions like 'Can you describe...' or 'Why do you think that is?' encourage thoughtful, detailed responses. And always keep in mind who you're talking to—questions should be tailored to the individual's role, expertise, and experience.

Removing bias

Recognising common biases

	Confirmation bias	Leading question bias	Interviewer bias	Sampling bias
	The tendency to seek information that confirms pre-existing beliefs.	Asking questions that suggest a preferred answer.	Allowing personal opinions or reactions to influence responses.	Selecting participants who are not representative of the broader group.
Bias example:	"Most people said they found the new process more efficient. Do you agree with that?"	"You'd agree that the new system has made things much easier, wouldn't you?"	(Interviewer's body language shows excitement) "That sounds like a really great improvement! How much do you like the new tool?"	Interviewing only senior executives about a change that affects the entire company and then concluding that the entire workforce is satisfied.
Neutral example:	"How has the new process affected your work?"	"What has been your experience with the new system?"	(Neutral tone and body language) "Can you describe your experience using the new tool?"	Ensuring a diverse sample by interviewing employees from different departments, levels, and backgrounds to get a comprehensive view of the impact.

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Bias in research can significantly skew your findings. Common biases include confirmation bias—when we look for data that supports our preconceptions—and leading question bias—when our wording prompts a specific answer. To avoid these, ask neutral questions and make sure your sample is representative of the broader population. Checking for biases in your own thinking and approach is crucial to getting valid results that truly reflect the user's experience. Confirmation bias example: This question seeks to confirm the

interviewer's assumption, leading the participant to align with what others have said. Leading question bias: This is a leading question, as it nudges the participant toward agreeing that the system has made things easier. Interviewer bias: The interviewer's tone and body language might influence the participant to give a more positive answer than they would have otherwise. Sampling bias: Interviewing only senior executives about a change that affects the entire company and then concluding that the entire workforce is satisfied.

Removing bias

	Natural language in question design	Avoiding assumptions	Balancing participant representation	Minimising interviewer influence	Using triangulation to validate findings	Blind or double-blind techniques
Goal:	Craft questions that do not lead or suggest answers.	Approach each interview with an open mind, without making assumptions about the participant's experience.	Ensure diversity in the participant pool to avoid skewed perspectives.	Reduce the impact of the interviewer's own behaviour and body language.	Cross-check data from multiple sources or methods to ensure findings are unbiased.	Implement techniques to minimize bias during interviews.
Tip:	Avoid emotionally charged or loaded language.	Frame questions to explore experiences and opinions, rather than confirming assumptions.	Use quota sampling or purposeful sampling to ensure a balanced representation of key groups (eg, different departments, age groups, backgrounds).	Maintain a neutral tone and demeanour, avoid leading body language or facial expressions that may hint approval or disapproval. Stay composed and neutral, even if the response is unexpected or controversial.	Use a combination of interviews, observations, and documents to corroborate results.	Consider using blind or double-blind interviews where either the interviewer or both parties are unaware of certain contextual details that might influence responses.

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Bias can creep into research in many ways—from how we phrase questions to how we interpret responses. Common biases include confirmation bias, where we seek information that supports our pre-existing beliefs, or leading question bias, where our questions suggest a preferred answer. To mitigate these risks, stay mindful of your language, remain neutral in tone, and always cross-check findings with multiple sources. This ensures your research remains as objective and reliable as possible. When designing your research, you need to

ensure that the language you use is neutral, assumptions are avoided, and the participant pool is diverse. Blind or double-blind techniques can also help reduce bias by removing certain information that might influence responses. It's also important to use triangulation—comparing data from multiple sources—to validate findings. These steps help keep your research credible and balanced.



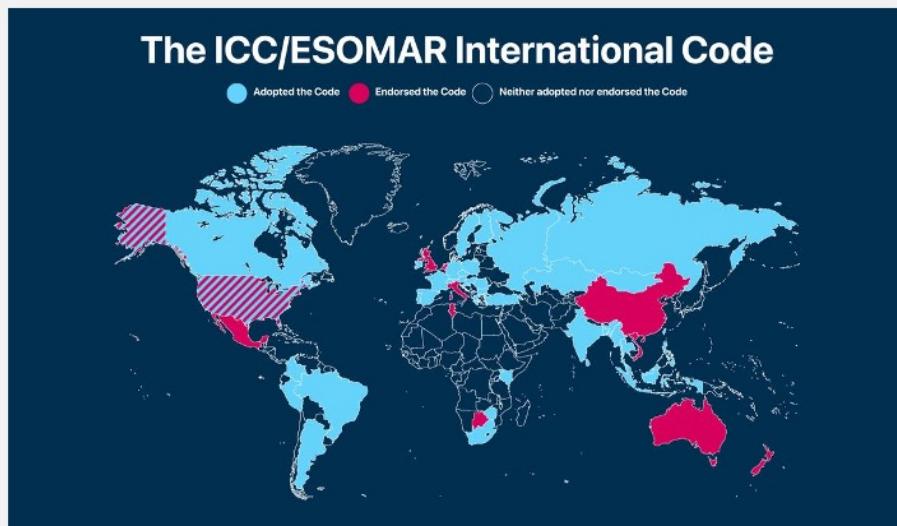
- Clear standards of professional conduct
- Fairness
- Avoid conflicts of interest
- Informed consent form if necessary
- Avoid prejudice
- Participants need to be aware of the research

Ethics is a core component of any research. We must follow clear standards of professional conduct, ensuring fairness and avoiding conflicts of interest. Participants should be fully aware of the research and provide informed consent. Always avoid prejudice and bias in your interactions and be mindful of the potential impact of your research findings. Keeping ethical standards in mind builds trust and ensures the integrity of your research.

Ethical considerations



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ESOMAR, the European Society for Opinion and Market Research, sets widely recognized ethical standards for research. Their guidelines emphasize transparency, consent, and the fair treatment of participants. It's important to familiarize yourself with these guidelines—or others that apply to your region or industry—to ensure your research is conducted ethically and professionally. Ethical research practices are fundamental to maintaining credibility.

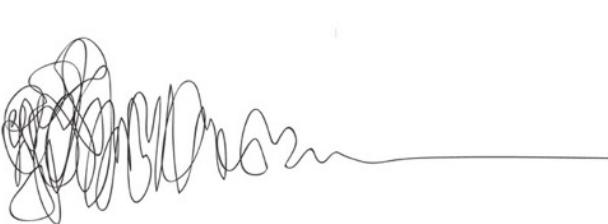
Prototyping and modelling| **research insights**

Synthesizing research / turning raw data into actionable insights / how to frame a problem statement that resonates with B2B stakeholders.

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Synthesizing research

Familiarisation with the data	Coding the data	Identifying patterns and themes
<ul style="list-style-type: none">• Review all transcripts, notes, and materials.• Take time to deeply immerse yourself in the data.• Note initial impressions or recurring themes.	<ul style="list-style-type: none">• Use thematic coding to organize the data.• Label key ideas, phrases, and insights with codes.• Group similar codes into broader categories.	<ul style="list-style-type: none">• Look for relationships, similarities, or differences within the codes.• Identify major themes that answer your research questions.• Prioritize themes based on frequency, impact, and relevance.



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Once you've gathered your data, the next step is to synthesize it—this means turning raw data into actionable insights. Start by familiarizing yourself with the data: read through interview transcripts, survey responses, and observation notes. Coding the data—categorizing themes and labelling key ideas—helps organize information into meaningful patterns. This is where you begin to see the bigger picture and can identify the insights that will drive decision-making.

Synthesizing research

Techniques

Concept Mapping	Framework matrices	Data triangulation	Ensure objectivity
<ul style="list-style-type: none">• Visualize connections between themes.• Create diagrams or flowcharts that show relationships.	<ul style="list-style-type: none">• Use a matrix to compare themes across different data sources or participants.• Helps structure and organize complex data.	<ul style="list-style-type: none">• Compare data from different methods or sources (interviews, focus groups, observations) to validate findings.• Ensures a comprehensive synthesis.	<ul style="list-style-type: none">• Regularly revisit the data to check for bias.• Collaborate with colleagues or co-researchers for multiple perspectives.• Use data triangulation to strengthen findings.



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Techniques like concept mapping, framework matrices, and data triangulation are valuable tools for synthesizing research. Concept mapping helps visualize relationships between themes, while framework matrices allow you to compare data across participants or categories. Data triangulation strengthens your findings by cross-checking results from multiple sources or methods. Regularly revisiting the data ensures objectivity and helps you avoid bias.

Synthesizing research

Coding the data

Traditional



GTM (Grounded Theory Methodology)

The hack



Speech to text
(Natural Language Processing)

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Grounded Theory Methodology (GTM) is a powerful approach for synthesizing qualitative data. It involves coding the data, identifying themes, and building theory from the ground up. Speech-to-text and natural language processing tools can help speed up the process of coding transcripts. The 'hack' here is to combine traditional methods with technology, allowing you to quickly analyse large amounts of qualitative data and generate actionable insights.

Turning raw data into actionable insights



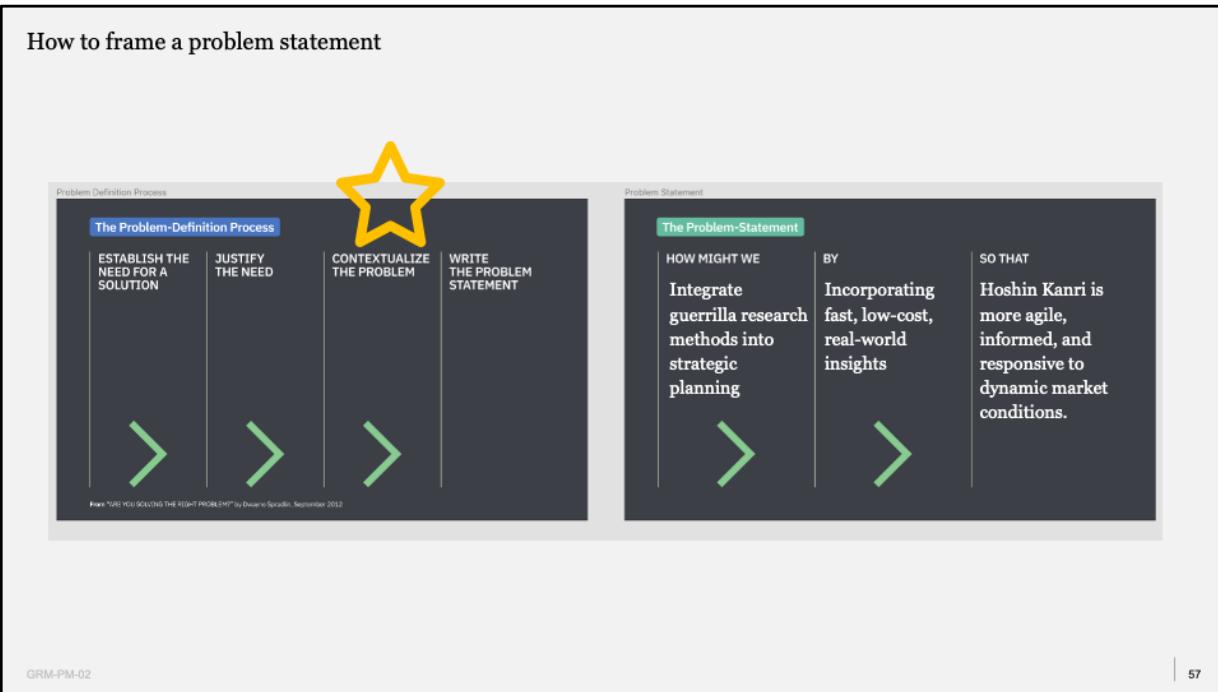
Identify the core findings	Contextualize the Data	Ask “so what?”	Translate insights into recommendations	Prioritize actionable steps	Align with business or research objectives
<ul style="list-style-type: none"> Start with the major themes and patterns from the synthesis process. Prioritize findings that directly align with your research objectives or business needs. 	<ul style="list-style-type: none"> Place the synthesized themes within the broader business or research context. Consider how the findings address real-world challenges or opportunities. 	<ul style="list-style-type: none"> For each theme or pattern, ask what it means for the stakeholders. How can this insight drive a decision, solve a problem, or influence a strategy? 	<ul style="list-style-type: none"> Develop clear, targeted recommendations based on the key insights. Ensure recommendations are specific, relevant, and feasible. 	<ul style="list-style-type: none"> Rank recommendations by importance and impact. Highlight quick wins versus long-term strategic changes. 	<ul style="list-style-type: none"> Tie each actionable insight to an organizational or research goal. Demonstrate how applying the insight will achieve desired outcomes.

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Turning raw data into actionable insights requires focusing on the core findings that directly address your research questions or business needs. Ask yourself, ‘So what?’—why do these insights matter, and how can they inform strategy? From there, translate these findings into clear, targeted recommendations. Prioritize the steps that will have the most impact and align with your business or research objectives.

How to frame a problem statement



A well-framed problem statement is critical for guiding research and ensuring that insights are actionable. When integrating guerrilla research methods, we focus on fast, low-cost insights to inform strategic planning. For example, by making your business's strategic planning processes more agile and responsive, you can adapt more quickly to market conditions. A clear problem statement helps ensure that all research efforts align with this overarching goal.

Value creation | **research analysis**

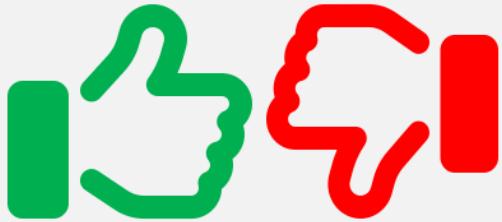
Lean validation techniques / conducting surveys / A/B testing / pilot programs / the role of qualitative and quantitative data in B2B validation.

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Research analysis is where we take the data we've gathered and begin creating value from it. Whether through surveys, A/B testing, or pilot programs, research provides the foundation for lean validation techniques. In B2B settings, both qualitative and quantitative data play critical roles in ensuring that what we deliver is not only desirable and feasible but also viable in the long term. By conducting thorough research analysis, we minimize risk and make informed decisions that contribute to value creation.

Lean validation techniques

Lean validation involves quickly testing assumptions with minimal resources **to confirm or invalidate** key insights before committing more resources.



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Lean validation is all about testing assumptions quickly and with minimal resources. This approach allows us to validate key insights before committing to large-scale investments. Whether through customer interviews, usability testing, or MVPs (Minimum Viable Products), lean validation helps ensure that what we're developing truly resonates with the customer's needs. By iterating quickly, we're able to reduce risk and gather meaningful insights that drive better decisions.

Lean validation techniques

	Customer interviews	Usability testing (prototype testing)	Problem interviews	MVP (Minimum Viable Product)
Purpose:	Validate assumptions by talking directly to users.	Test the effectiveness of a low-fidelity prototype.	Validate whether the problem identified through synthesis resonates with users.	Manually provide a simplified version of your solution.
Method:	Conduct brief, structured interviews to gather feedback on key insights.	Observe user interaction with a simple prototype to evaluate pain points.	Focus interviews on discussing the problem rather than offering solutions.	Deliver the service yourself to test user demand.
Validation:	Are the themes or problems you identified real and relevant to the customer?	Does the solution based on your insights solve the users' needs?	Is this problem truly significant in the users' experience?	Is there interest or demand for the solution derived from your insights?

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Customer interviews and usability testing are at the core of lean validation techniques. These methods allow us to validate our assumptions directly with users and observe how they interact with prototypes. In guerrilla research, it's essential to conduct these tests rapidly and make quick adjustments based on feedback. The insights you gather from these tests can help shape the next iteration of your product, ensuring that it aligns with real user needs and reduces the risk of launching something that doesn't work.

Conducting surveys

Key steps in analysing survey data eg, NPS

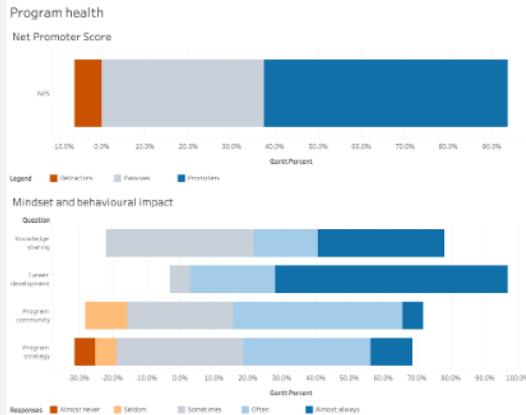


Data cleaning	Descriptive statistics	Categorizing qualitative responses
<ul style="list-style-type: none">Remove incomplete responses: exclude incomplete or nonsensical responses to ensure data quality.Normalize responses: ensure consistency in formats (eg, numbers, dates).Check for outliers: identify and assess any extreme values that could skew results.	<ul style="list-style-type: none">Summarize the data: calculate means, medians, and percentages to get an overview.Frequency distributions: visualize how often each response appears to see common trends.Cross-tabulation: compare different variables to find relationships (eg, age vs. satisfaction level).	<ul style="list-style-type: none">Thematic coding: group open-ended responses into categories or themes.Identify patterns: look for common phrases or sentiments that appear across responses.Sentiment analysis: gauge whether feedback is positive, negative, or neutral to provide context.

Surveys are a key tool for gathering both qualitative and quantitative data. However, before analyzing the data, it's important to clean it—removing incomplete or nonsensical responses to ensure data quality. Descriptive statistics and thematic coding help organize and summarize the data, revealing key patterns and trends. Cross-tabulation allows us to compare variables and uncover relationships, helping us draw more meaningful conclusions from our survey results.

Conducting surveys

Key steps in presenting and visualising survey data



Use charts and graphs for visual vocabulary

- **Bar charts and pie charts:** show distributions or proportions of survey responses.
- **Heatmaps:** display correlations between variables visually.
- **Word clouds:** represent the frequency of keywords in qualitative responses.

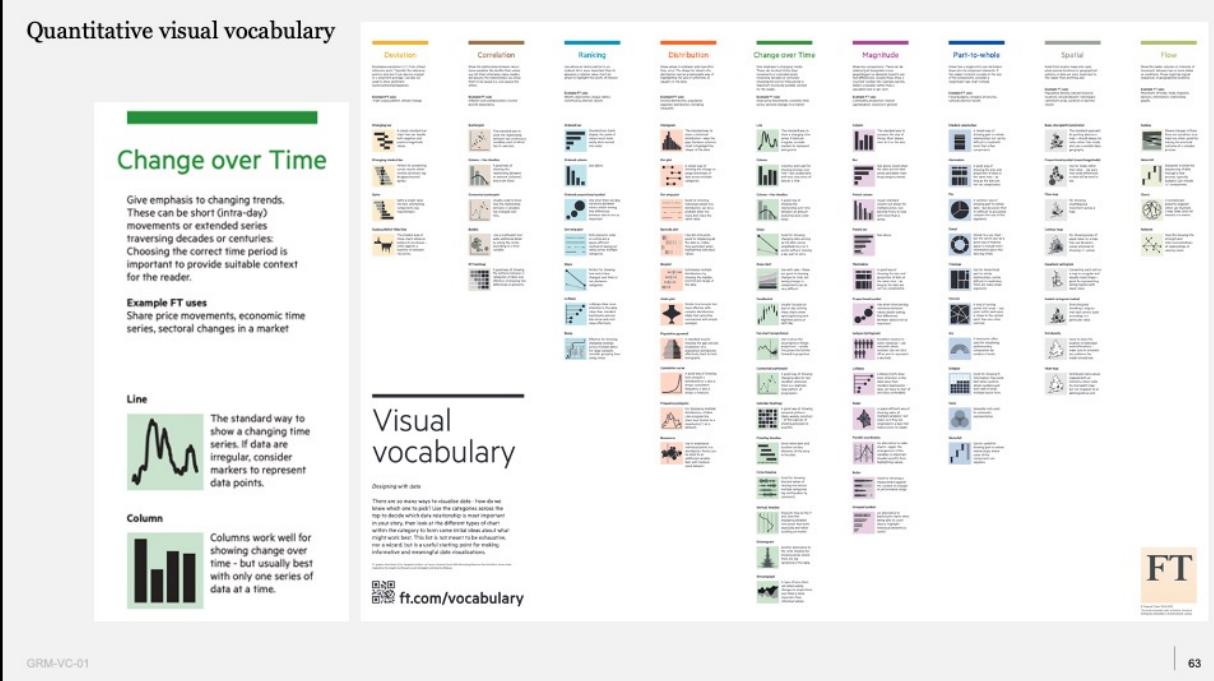
Simplify Complex Data

- Focus on clear and easy-to-understand visuals that highlight the most important insights.
- Avoid overwhelming the audience with too many complex visuals at once.

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Presenting survey data clearly is essential for making insights actionable. Visual tools like bar charts, pie charts, and heatmaps make it easier to convey complex data. Word clouds, for example, can visually represent the frequency of keywords in qualitative responses, helping stakeholders see what themes are most prominent. When sharing survey results, the goal is to make the data easy to interpret and focus on the most important findings without overwhelming your audience.



Understanding quantitative visual vocabulary is critical for effectively communicating data insights. Different types of visualizations—such as bar charts for comparing categories or scatter plots for identifying trends—help convey relationships between variables. When selecting a visualization, always consider the message you want to communicate and choose the one that best highlights your key insights. The right visual representation can make your data more impactful and understandable.

Conducting surveys	Correlation	Regression
	 <p>Measures the relationship between two numeric variables.</p>	 <p>Measures how two numeric variables affect each other.</p>
Stretch goal—advanced analytical techniques	Correlation analysis	Regression analysis
	Purpose: Measure the strength of the relationship between two variables.	Predict outcomes or determine the impact of certain variables.
	Method: Use correlation coefficients (eg, Pearson's r) to identify how closely variables are linked.	Run a regression model to explore how different factors influence your dependent variable (eg, customer satisfaction).

Stretching beyond basic analysis, advanced techniques like correlation analysis and regression analysis allow us to measure relationships between variables and predict outcomes. For example, correlation analysis helps us determine the strength of relationships between two variables, while regression analysis can identify the factors most likely to influence an outcome, such as customer satisfaction. These methods provide deeper insights into the data, helping you make data-driven decisions with confidence. **Pearson's r, also**

known as the Pearson correlation coefficient, is a statistical measure that expresses the strength and direction of the linear relationship between two continuous variables. It ranges from -1 to +1,

A/B testing

Define your hypothesis	Identify metrics for success	Create the variations	Run the test	Analyse the results
<ul style="list-style-type: none"> Clearly state what you want to test and why. For example: "Will changing the call-to-action text on the landing page increase conversions?" Ensure that the hypothesis aligns with your business or product goals. 	<ul style="list-style-type: none"> Choose measurable KPIs to track during the test (eg, conversion rate, click-through rate, or engagement time). Metrics must reflect the impact you expect from the change. 	<ul style="list-style-type: none"> A (Control): The original version. B (Variation): A version with one key change. Keep the change minimal and targeted (eg, headline change, button colour, or layout tweak). 	<ul style="list-style-type: none"> Split your target audience randomly into two groups (one group sees A, the other sees B). Ensure you have enough participants for statistically significant results. 	<ul style="list-style-type: none"> Compare the performance of both versions based on the chosen metrics. Look for statistically significant differences between A and B.

The diagram illustrates the A/B testing process. It starts with a 'Learning objectives' section where a hypothesis is defined (e.g., 'Will changing the call-to-action text improve conversions?'). This leads to 'How should it be tested?' (e.g., 'Customer segments'), which then leads to 'Test results' (e.g., 'Visitors'). Finally, the results are analyzed to determine which variation performed better (e.g., 'Option A' vs 'Option B' with 17% vs 25% conversion rates). The process is summarized as 'A/B Test'.

Putting all this into practice A/B testing, or split testing, is a method of comparing two versions of a variable (eg, webpage, product feature) to determine which performs better. A/B testing, also known as split testing, allows us to compare two versions of a webpage, feature, or product to see which performs better. It's a simple but powerful way to test hypotheses, such as 'Will changing the call-to-action text improve conversions?' By randomly splitting your audience into two groups and comparing their responses, you can determine

whether a specific change has a significant impact. A/B testing is a cornerstone of lean validation because it provides clear, actionable insights.

Pilot programs

A pilot program is a small-scale, preliminary study conducted before a full-scale research project or implementation. It tests the feasibility, processes, and potential outcomes of the main research.

Key benefits

Test feasibility	Refine research method	Early insights	Risk mitigation	Quick iterations and learning
Pilots allow you to discover any logistical, methodological, or participant-related challenges before scaling up.	Assess whether your data collection techniques (eg, interview questions, observation methods) work in practice.	Even small samples can provide initial qualitative data that guide the direction of future research. 	By testing on a smaller scale, you reduce the risk of investing heavily in a flawed approach.	A pilot fits perfectly with the lean research principle of rapid experimentation, where you can iterate based on real feedback before committing to larger-scale research.

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Pilot programs are small-scale, preliminary studies designed to test the feasibility of a research project or new product before full-scale implementation. Pilots allow you to refine your methods, gather early insights, and mitigate risks. In guerrilla research, pilot programs are especially useful because they allow for quick iterations and learning. A successful pilot can help you identify potential challenges and adapt your approach before rolling out a larger initiative.



Claims, evidence and reasoning.

A **claim** is a statement or assertion that presents an argument or position.

Evidence includes the data, facts, statistics, examples, quotes, and other information that support the claim.

Reasoning explains how the evidence supports the claim. It connects the dots for the reader and illustrates the logic behind the argument.

Both qualitative and quantitative data are essential for validating research findings. Claims need to be supported by strong evidence, and the reasoning must clearly connect the dots between the data and the conclusions. Qualitative insights offer depth and context, while quantitative data provides measurable trends. By combining both types of data, you can create a more comprehensive and reliable foundation for decision-making, ensuring your business strategies are well-informed and evidence-backed.

Value creation | putting it all together

Go, no go / responding to research insights / alignment with customer demand / feasibility, desirability and viability / iterate or pivot?

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One of the most important points in any project is the go/no-go decision, where research insights inform whether to proceed or stop. This decision is based on whether the findings validate the assumptions and support the business goals. By integrating guerrilla research into this process, you can quickly test ideas and adjust course before committing significant resources. The key is aligning research with customer demand, feasibility, and business viability.

Go, no go—using research to inform business decisions

Dimension	Explanation	Exemplar / key criteria
Define:	A decision point where a project/initiative either moves forward or stops based on research insights.	Deciding whether to launch a new product feature after testing with customers.
Research role:	Research validates assumptions, mitigates risk, and optimises resources.	Lean research methods such as interviews, A/B testing, and pilots provide real-world evidence.
Alignment with Hoshin Plan:	Ensures research supports long-term strategic goals outlined in the Hoshin Plan.	The initiative must align with the company's strategic objectives (eg, customer satisfaction improvement).
Key decision criteria:	Alignment with goals - Evidence-based confidence - Risk vs. reward.	Does the research support moving forward? Is the risk acceptable compared to potential rewards?
Benefits:	Agility, strategic focus, and increased success rate for initiatives.	Projects filtered through a research-driven "go or no go" process have a higher chance of success.
Example:	Pilot research reveals a feature isn't improving user experience, leading to a "no go" decision.	Reallocate resources to a different feature based on research feedback.

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At each go/no-go point, research plays a pivotal role in validating assumptions and mitigating risks. Lean research methods—like interviews, A/B testing, and pilots—provide real-world evidence to inform these decisions. Aligning this process with your Hoshin Plan ensures that research supports long-term strategic goals. The aim is to make data-driven decisions that minimize risk and optimize resources, increasing your chances of success in each initiative.

Responding to research insights. Or, *the emotional rollercoaster*.



Good news	Bad news
<ul style="list-style-type: none">• Emotional response: excitement, relief, validation of vision.• Impact on decision-making: confidence to scale or move forward.• Potential pitfall: overconfidence can lead to prematurely scaling or missing subtle issues in the data.	<ul style="list-style-type: none">• Emotional response: disappointment, frustration, anxiety.• Impact on decision-making: reconsideration of strategy, need for a pivot.• Potential pitfall: reacting emotionally without a clear plan or losing focus due to doubt.

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Research insights can evoke a range of emotions, from excitement to disappointment. Good news may validate your vision and drive confidence, but it's important not to get overconfident and overlook subtle issues in the data. On the other hand, bad news can trigger frustration and anxiety, prompting reconsideration of your strategy. The challenge is staying balanced, processing both positive and negative insights objectively, and making clear-headed decisions.

Responding to research insights

Balancing emotion and logic in response.



Stay objective

- Use research insights as a grounding tool, regardless of emotional response.
- Recognise that bad news can prevent costly mistakes, while good news isn't an automatic green light for unchecked expansion.

Take a step back

- Take time to process emotionally charged insights before making key decisions.
- Seek advice from co-founders, mentors, or trusted team members to gain perspective.

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To make the best use of research insights, it's essential to balance emotion with logic. Take a step back, process emotionally charged findings, and use them as a grounding tool for strategic decisions. Remember, bad news can prevent costly mistakes, while good news doesn't automatically mean you should scale without further validation. Seek feedback from mentors or trusted team members to gain perspective, and always use insights as the basis for objective decision-making.

Responding to research insights

Handling good news.



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Celebrate, but stay cautious

- Celebrate research insights that support growth or new opportunities, but always validate through further testing.
- **Example:** a customer interview reveals excitement about a new product feature; before scaling, consider running additional validation.

Use momentum for motivation

- Good news can fuel momentum—use it to push the team forward while keeping research-backed goals in mind.

Good news can be energizing, and it's important to celebrate your wins. However, stay cautious—use this momentum to motivate your team, but make sure to continue validating the results before scaling up. For example, if a customer interview reveals excitement about a new feature, it's a sign to keep moving forward, but it's also an opportunity to gather more data and confirm this enthusiasm across a wider audience.

Responding to research insights

Handling bad news.



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Pivot, don't panic

- If insights suggest a feature or strategy isn't working, pivot rather than scrapping the idea entirely.
- **Example:** a pilot program fails to meet expectations; instead of abandoning the idea, adapt based on feedback and iterate.

Embrace the learning opportunity

- Use bad news as a chance to learn. Often, insights that contradict your expectations help refine your product or strategy.
- Stay resilient—founders face numerous setbacks, but those who adapt based on solid insights tend to succeed.

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Bad news doesn't mean failure; it often presents a chance to pivot and improve. If research reveals that something isn't working, don't panic—use it as an opportunity to adapt. Pivoting based on feedback allows you to refine your strategy or product, making it stronger in the long run. Founders face many setbacks, but those who can use insights to make smart adjustments often find greater success down the road.

Responding to research insights

The importance of founder resilience.



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Emotional resilience

- Founders must navigate both high and low moments; it's not just about reacting to the research, but leading through it.
- Emotional intelligence helps balance excitement and frustration, allowing better, more thoughtful decision-making.

Strategic resilience

- Build a culture that values data-driven insights, even when they bring bad news, ensuring your business can adapt without losing momentum.

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Resilience is key for any founder. Both emotional and strategic resilience will help you navigate the ups and downs of entrepreneurship. When faced with challenging insights, emotional intelligence allows you to manage your reactions, while strategic resilience ensures that your business can adapt without losing momentum. Building a culture that values data-driven insights, even when they bring bad news, helps your company stay agile and focused on long-term success.

Alignment with customer demand

Effective research not only seeks to understand the customer but ensures that **every insight is directed toward fulfilling their needs**, creating a mutually beneficial relationship between the business and its customers.



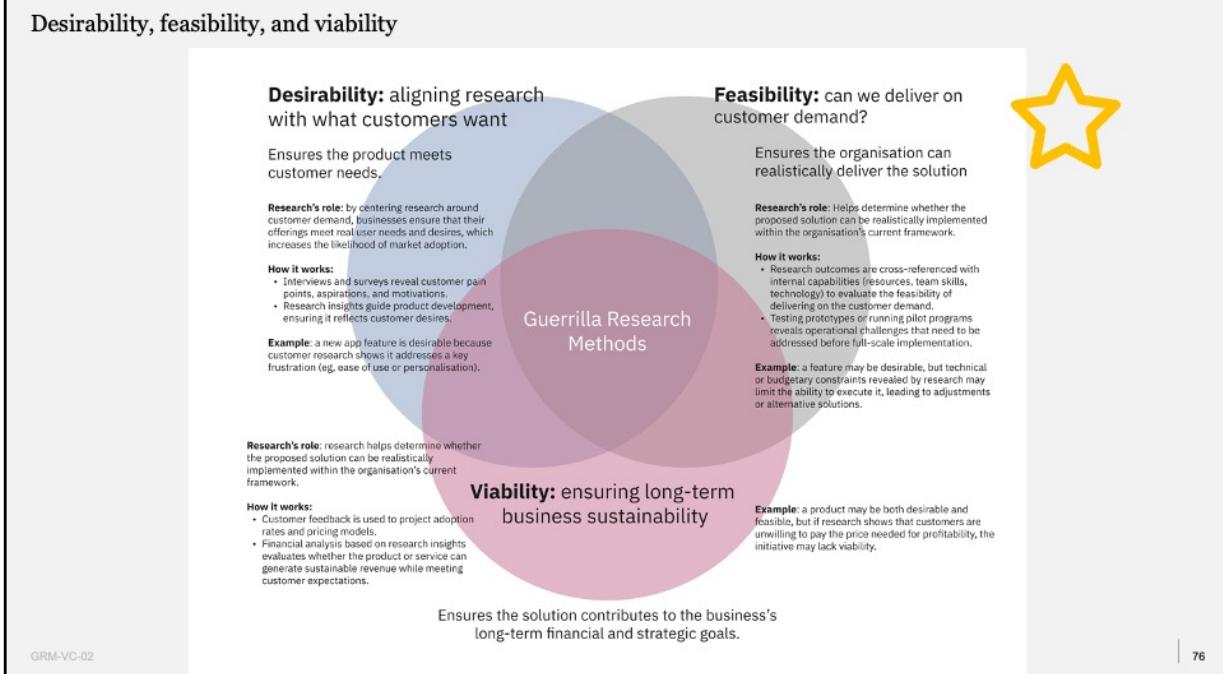
Customer demand is a strategic compass	Data-driven insights	Continuous adaptation	Risk mitigation	Customer loyalty and satisfaction
Research ensures business decisions are aligned with customer needs, leading to better product-market fit.	Research, when aligned with customer demand, provides actionable insights that improve product development and marketing strategies.	Regular research helps businesses stay ahead of shifting customer preferences, allowing for constant iteration and improvement.	Aligning research with customer demand reduces the likelihood of developing products or services that fail to meet market expectations.	Responding directly to customer needs builds loyalty and fosters long-term customer relationships.

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Effective research isn't just about gathering data—it's about ensuring that every insight is directed toward fulfilling customer needs. Customer demand is your strategic compass, guiding business decisions and helping you achieve product-market fit. Aligning research with customer demand reduces the likelihood of developing products or services that fail to resonate, and it strengthens customer loyalty by continuously adapting to their needs.

Desirability, feasibility, and viability



Every decision should be evaluated across three dimensions: desirability, feasibility, and viability. Desirability focuses on whether the solution meets customer needs, feasibility assesses whether it can be built effectively, and viability ensures that the solution is financially sustainable. Guerrilla research can help you quickly test assumptions across these dimensions and refine your approach, ensuring that your solutions are well-rounded and ready for the market.

Iterate or pivot?

Understanding the difference.

Iteration	Pivot
Making incremental improvements to refine the current product, service, or strategy based on customer feedback.	A fundamental change in the business model, product, or target market based on evidence that the current strategy won't succeed.
When to iterate: The core value proposition is strong, but small adjustments are needed to improve performance or user experience.	When to pivot: The product is not meeting customer needs, or the market opportunity is not as strong as initially believed.

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Understanding when to iterate and when to pivot is a critical skill for any startup. Iteration involves making small, incremental improvements to refine a product, while a pivot is a more fundamental shift in direction. If your research shows that your core product is sound but needs fine-tuning, iteration is the way to go. However, if the data suggests a fundamental misalignment with customer needs or market trends, it may be time to pivot and explore new opportunities.

Iterate or pivot?

Key factors to consider from research insights

	Customer feedback	Market signals	Competitive landscape	Financial metrics
Iterate:	If feedback highlights minor issues (e.g., usability problems, feature tweaks), this suggests that the core product or service is solid but needs fine-tuning.	Positive market signals, such as interest from potential customers, good engagement metrics, and growing demand, suggest you should keep building on what's working.	If competitors are performing well with a similar product, iteration may allow you to differentiate and improve your offering.	If revenue is growing but profitability is lagging due to inefficiencies, iteration to improve cost structures or customer acquisition strategies may be the best route.
	If feedback consistently shows that customers don't find value in the core offering, or you've misjudged the market need, it may be time to consider a pivot.	Poor market fit or shrinking demand could indicate that the current strategy isn't sustainable, signalling the need for a more fundamental change.	If competitors have already captured the majority of the market or if the landscape has shifted dramatically, a pivot might be needed to explore new opportunities.	If financial performance is consistently underperforming and unsustainable despite several iterations, it might be time to reconsider the core business model.

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When deciding whether to iterate or pivot, several key factors come into play. Customer feedback is critical—if feedback points to minor improvements, iteration may be sufficient. On the other hand, poor market fit or consistently negative feedback might indicate the need for a pivot. Also, keep an eye on market signals and your competitive landscape. If you're not gaining traction and competitors are outperforming, it could be time for a more significant change.

Iterate or pivot?

When to iterate.

Strong core product/market fit

If customers find value in your product, but feedback points to specific areas for improvement.

Small changes with big impact

Minor tweaks to the product (eg, adding a feature, improving UI) can significantly enhance the user experience or drive growth.

Early positive signals

If early adopters show enthusiasm but request refinements, iteration allows you to optimize and expand.

When to pivot.

Consistent negative feedback

If your target audience consistently expresses dissatisfaction or disengagement, and iterations haven't made a significant difference, a pivot may be necessary.

Poor market fit

When research shows that the market demand for your product isn't as strong as anticipated, or if the market dynamics have changed dramatically (eg, new regulations or technologies).

Draining resources with minimal results

If resources are being invested heavily without measurable success (eg, customer acquisition costs remain too high), a pivot may be the best option to salvage the business.

Iteration is appropriate when your core value proposition is strong but requires small adjustments to improve performance or user experience. If early feedback is generally positive and customers show enthusiasm, it's a sign that iteration is the right path. The goal here is to make incremental changes that have a big impact, fine-tuning your product until it meets user expectations. A **pivot** is needed when research shows that your product is fundamentally misaligned with customer needs or market demands. If customers consistently express

dissatisfaction or you're not seeing measurable success despite multiple iterations, it may be time for a more dramatic shift. Pivoting can involve targeting a new market, changing the business model, or even rethinking the product itself. While pivots can feel risky, they are often essential for long-term success.

Iterate or pivot?

Framework for making the decision.

Evaluate research data	Test and experiment	Involve key stakeholders
<p>Focus on the evidence from customer feedback, market trends, and financial data. Does the data suggest improvement potential or a fundamental misalignment?</p>	<p>Before making a drastic decision, run small tests or pilots to validate whether iteration will solve the issues or if a pivot is necessary.</p>	<p>Discuss findings with co-founders, advisors, and key team members to gain diverse perspectives on the best course of action.</p>

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Making the decision to iterate or pivot should always be grounded in research data. Evaluate customer feedback, market trends, and financial performance to ensure you're making an informed choice. Before fully committing to a pivot, run small tests or pilots to validate the new direction. It's also important to involve key stakeholders in the decision-making process to gain diverse perspectives and ensure buy-in across the team.

Breakout groups

Group 1 GreenCycle	Group 2 HealthSync	Group 3 LifeHaven	Group 4 TalentFlow

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Now, let's break into groups to discuss some real-world examples. Each group will analyse a case study, focusing on the decision to iterate or pivot based on the research data. Discuss the insights your group gathered and think about how they apply to your own projects. After the discussion, we'll regroup and share key takeaways from each case study.

Break

Leadership and negotiation| **experiential workshop**

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Leadership and negotiation| **reflection**

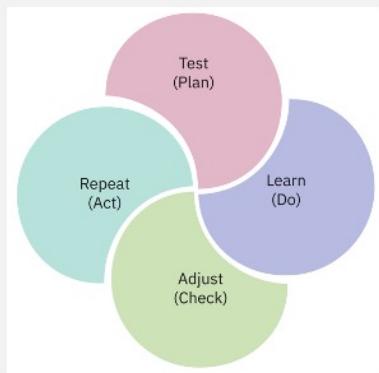
Iteration and continuous learning / the importance of feedback loops / adapting to investor expectations / further reading / key take away.

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Reflection	
Agenda	Insight development
	1. Design thinking research principles ✓
	2. B2B startup user-centered research ✓
	Experience and imagination
	3. Empathy and customer discovery ✓
	4. Design thinking toolbox ✓
	Prototyping and modelling
	5. Research questions ✓
	6. Research insights ✓
	Value creation
	7. Research analysis ✓
	8. Putting it all together ✓
	Leadership and negotiation
	9. Workshop ✓
	<u>10. Reflection</u>

Iteration and continuous learning

Learning is an ongoing process.



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- Be curious.
- Low-cost, fast iterations lead to actionable insights.
- Reflect on how you applied research iteratively—what were your key takeaways?
- What did you learn from making quick adjustments based on insights?



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Iteration and continuous learning are at the heart of guerrilla research. As you reflect on today's workshop, think about how you've applied iterative methods in your own work. What have you learned from making quick adjustments based on insights? How can you continue to refine your research methods to better align with the needs of your users and business goals?

The importance of feedback loops

- Feedback from users and stakeholders is crucial to evolving strategy.
- Reflect on the feedback you received. How did it affect your decisions.
- Were there any ‘aha!’ moments that feedback triggered?
- How can you improve your approach based on feedback received?



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Feedback loops are essential for evolving your strategy. As you reflect on the feedback you've received from users and stakeholders, consider how it influenced your decisions. Were there any ‘aha’ moments that reshaped your approach? Moving forward, how can you improve your feedback loops to ensure that insights are continuously informing your business strategy?

Adapting to investor expectations

- How did market signals and investor feedback influence your research direction?
- What adaptations were necessary to align with stakeholder or investor demands?
- Reflect on how you navigated conflicting feedback.
- Consider: What would you do differently to better anticipate investor concerns?



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Investors often have specific expectations, and their feedback can significantly influence the direction of your research. Reflect on how market signals and investor feedback have shaped your decisions. Were there any conflicting demands you had to navigate? As you move forward, think about how you can better anticipate investor concerns and adapt your research to meet both customer and stakeholder expectations.

Further reading



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To continue building your knowledge and refining your research skills, I recommend diving into these further readings. They will expand on the concepts we've discussed today and give you new perspectives on applying guerrilla research methods in dynamic, fast-paced environments. By staying curious and continually learning, you'll stay ahead of the curve in both research and business strategy.

Further reading

Key take away

Checklist



1. Define clear business goals
2. Establish research objectives
3. Identify key stakeholders
4. Select the appropriate research methods
5. Recruit the right participants
6. Design the research process
7. Conduct a pilot study
8. Collect the data
9. Analyse the data
10. Align research insights to the business goals
11. Provide actionable recommendations
12. Monitor and iterate

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As we wrap up, let's revisit this research checklist. Whether you're defining business goals, selecting research methods, or analysing data, these steps will guide you through a structured process. From recruiting the right participants to aligning research insights with business objectives, this checklist ensures that your research remains focused, actionable, and relevant to your strategic goals.

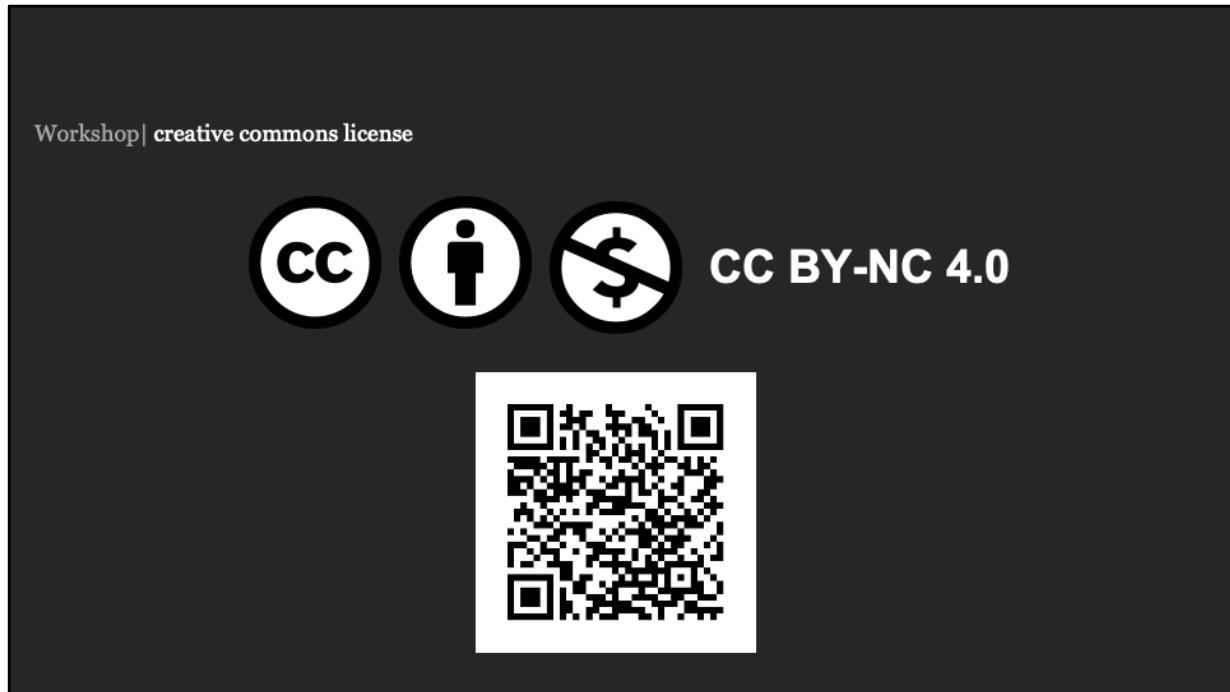
Key take away



1. What is the concern and context of the question we are trying to answer?
2. What are the claims, evidence and reasoning to substantiate the findings?
3. Don't let analysis paralysis destroy risk taking and intuition.

Benchmark of research is to be **prudent man**.

Benchmarking research involves being prudent, understanding the context of the questions you're asking, and validating findings with strong evidence. Don't let analysis paralysis stop you from making bold decisions, but always ensure that your conclusions are backed by solid research. The balance between data-driven decisions and intuitive risk-taking is key to successful innovation.



This workshop is shared under a Creative Commons license, which means you are free to share and adapt the materials as long as you give appropriate credit and don't use it for commercial purposes. I encourage you to take what you've learned today and apply it in your own work, experimenting with guerrilla research methods in ways that fit your unique context.