



Your guide to Market Validation / Customer Discovery

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Supported by



Market Validation / Customer Discovery



- ✓ Market Validation
- ✓ Customer Discovery



A summary approach to capturing, structuring, and interpreting stakeholder insights to validate market need.



What's next?

Is your job to validate your product?

No!

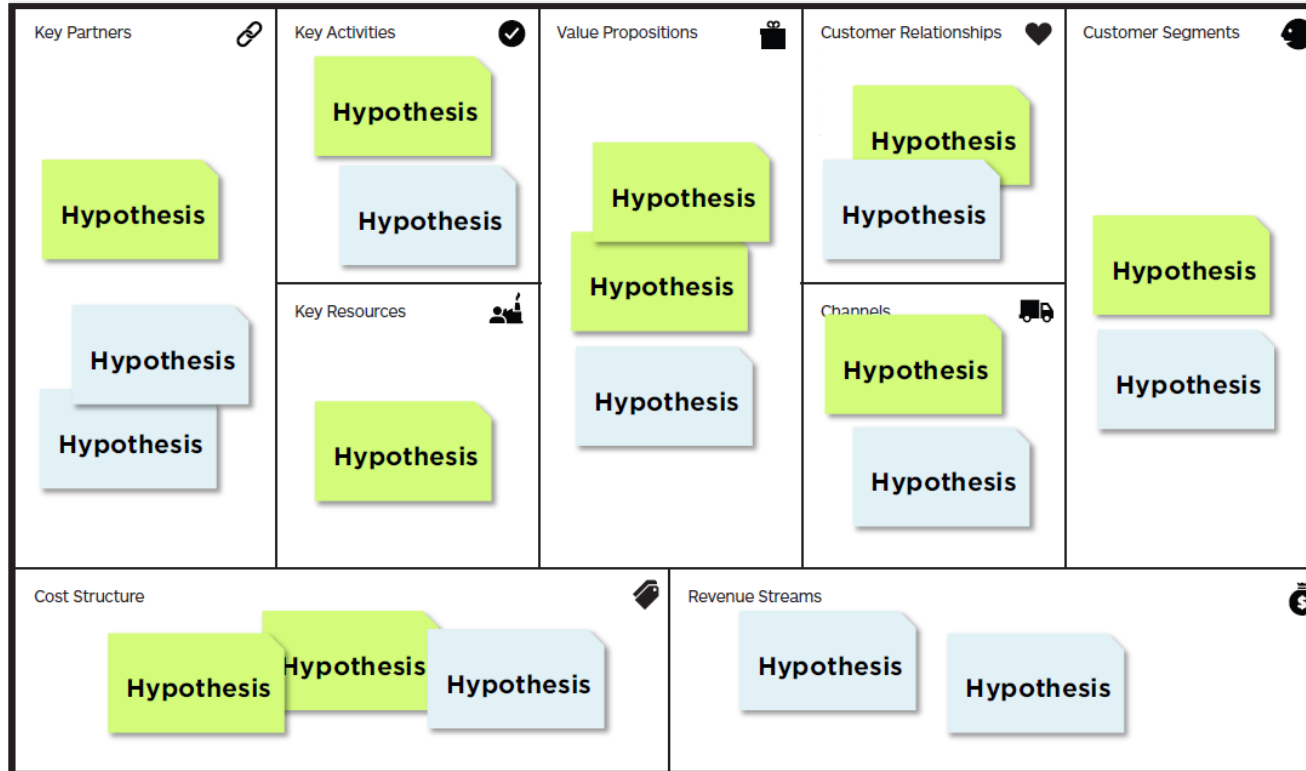
Is your job to validate the problem
and how best to solve it.

Yes!

You must not try to validate what you
already think or want to be true



Why?



More than half of your
assumptions will be wrong!

Customer discovery - What is it?

Meaningful conversations

Interacting with others to **exchange**
information and better **understand** the
problems and **opportunities** *if* they
exist and any likely **challenges /**
barriers.

Customer discovery - What is it not?

**Customer discovery is not about
sending out questionnaires or surveys
via LinkedIn or Email.**



Shifting your perspective: from technology-centric to customer-centric

YOU

Technology-centric
business model design

What can we sell customers?

How can we reach customers most
efficiently?

What relationships do we need to
establish with customers?

How can we make money from the
customers?



THEM

Customer-centric
business model design

What jobs do our customer need to get
done and how can we help? What are
our customer's aspirations and how can
we help him live up to them?

How do our customers prefer to be
addressed? How do we, as an
enterprise, best fit into their routines?

What relationship do our customers
expect us to establish with them?

For what value(s) are customers truly
willing to pay?



Customer discovery

- Who should you be speaking to?
- Where do you find them?
- How do you get speaking to them?
- What do you say to them?



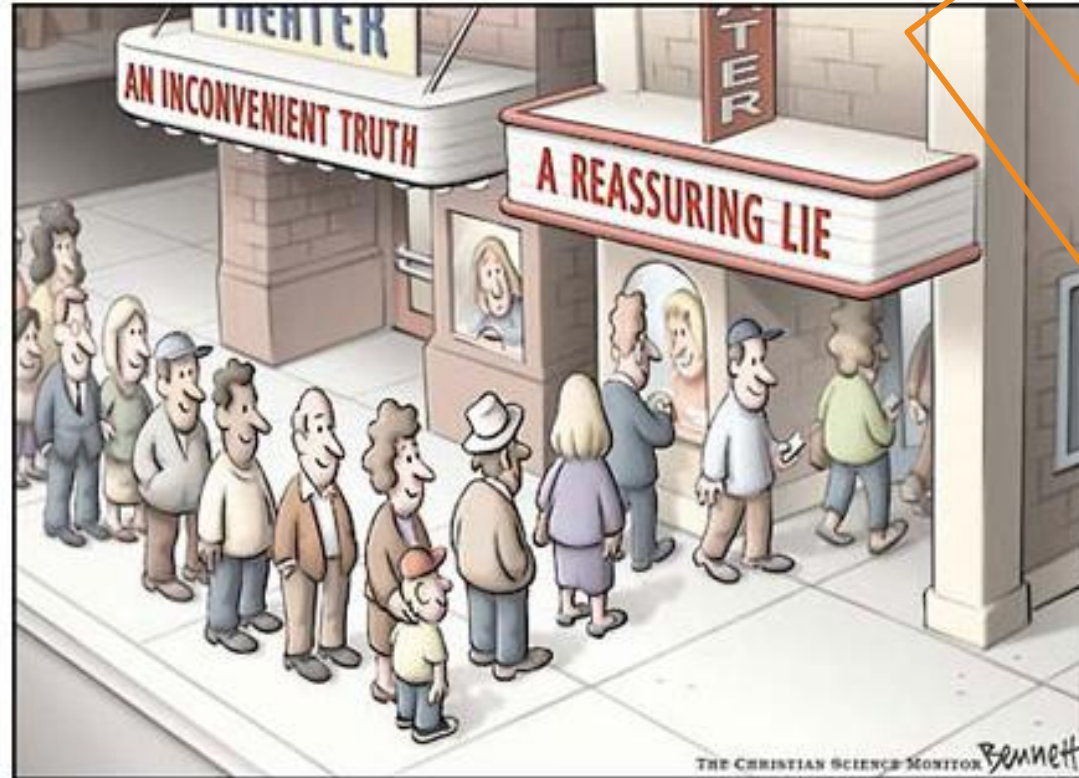
How will you get speaking to them?



Get out of your comfort zone

Confirmation bias.

- Beware paying attention to information which confirms what you believe, while **ignoring information** which challenges **your preconceived notions**.
- It can cause you to think and listen selectively and can **distort your active pursuit of facts**.



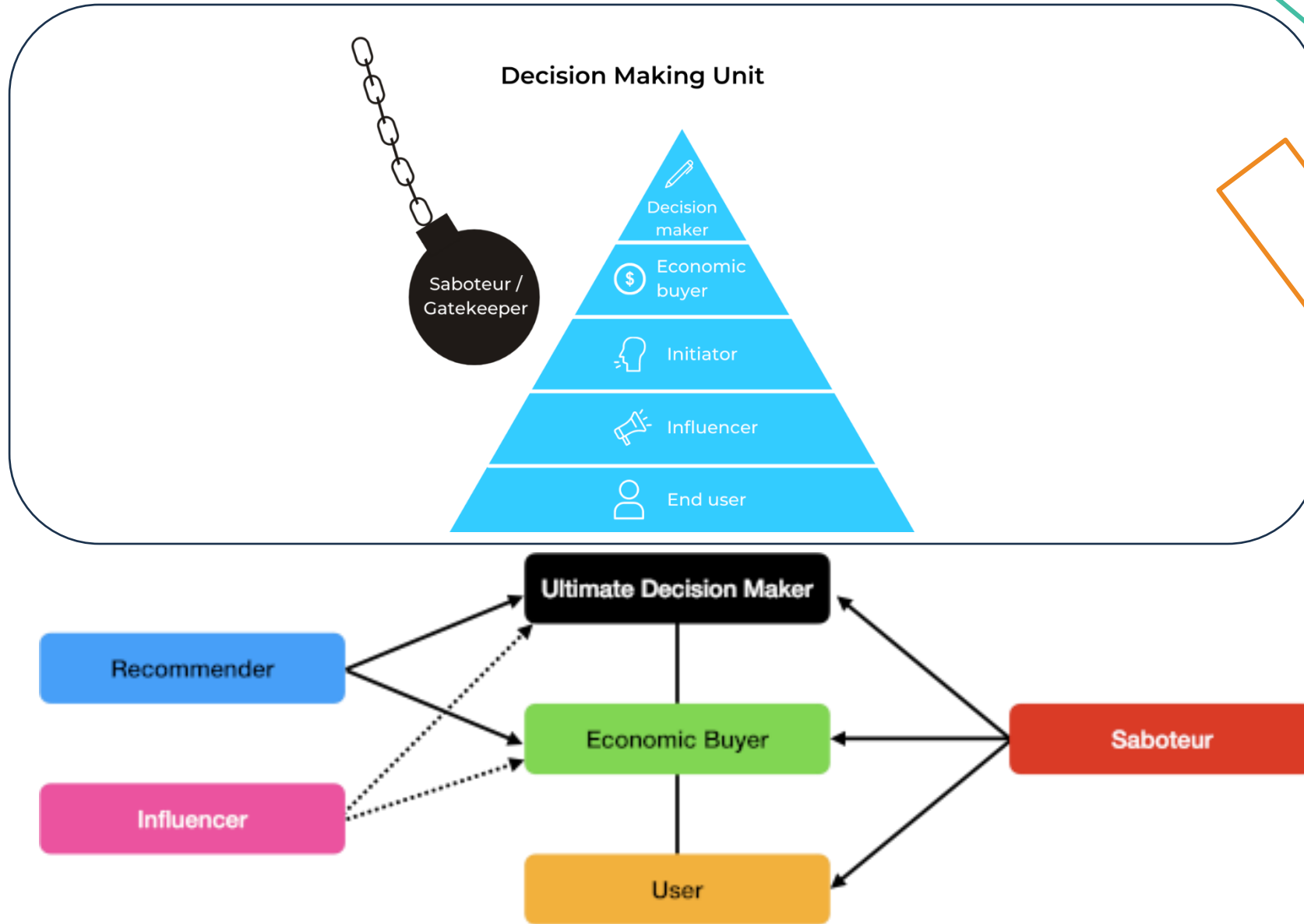
Who?

- Stepping out of development phase and engaging the market in **customer discovery mode**.
- **Meaningful conversations** with;
 - ✓ Potential customers
 - ✓ Experts / KOLs
 - ✓ Regulators
 - ✓ Suppliers
 - ✓ Partners
 - ✓ Competitors
- To **validate assumptions** about **commercial potential** of a technology

Who? – Project Examples

Electricity Suppliers	Energy Companies	Solution	Industry Users	Interest Groups and Experts
Bord Gais Energy	BNRG Renewables		10 Farmers	Irish Farmers Association (IFA)
ElectroRoute	Electricity Exchange		Agro Merchants	Mullany Energy
Naturgy	Hanley Energy		BWG	MullanGrid Consulting
Panda Power	Next Gen		Carbery Group	NSW Planning, Ind & Enviro Dept
SSE Airtricity	Pinergy		Lidl	PM Group
	Redflow	Sustainable Energy Storage	Glanbia	Teagasc
	Solo Energy		Irish Distillers	
	Tipperary Agency	Energy	Musgraves	
			Shannon Vale Foods	

Who?



Who?

Economic Buyers Economic Buyer: Those who control or approve the purchase. May not be ultimate decision maker

Users (People who would use the technology)

[Ultimate] Decision Makers: Those with ultimate authority to buy or not. They may override designated Economic Buyer.

System integrators (Companies who would integrate your technology into their solution)

Regulators (Organisations who regulate the use of solutions for particular sectors)

Influencers: People who influence the buyer. They're often external, and can include people like trend-setters

Industry Associations / Experts ~ KOLs / Researchers



Gen AI

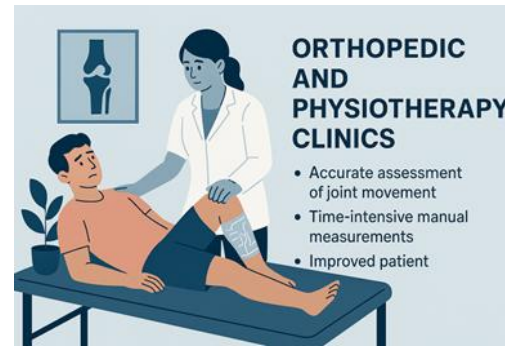


Development of self powered fabric-based sensor for monitoring joint biomechanics.

“Provide me with three key categories of organisations to speak with and why, each offering unique perspectives on their customer jobs, pains and gains and insights into value, adoption, integration, and purchasing. If you have any queries before answering, please ask”



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Category 1 - Orthopedic and Physiotherapy Clinics

Why: These frontline health providers directly monitor and rehabilitate joint function in patients with injuries, arthritis, post-op recovery, or neuromuscular conditions.

- **Customer Jobs:** Accurately assess joint movement and progress, deliver personalized therapy, ensure patient adherence.
- **Pains:** Time-intensive manual measurements, poor patient compliance, subjective assessments, lack of continuous data.
- **Gains:** Objective, real-time biomechanical data to inform therapy, improved patient engagement, better outcomes.

Insights Offered: Value of wearable vs. clinic-based tools, barriers to clinician adoption, integration into workflows, and purchasing constraints within private vs. public care settings.



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Category 2 - Elite Sports Teams and Performance Institutes

Why: These organizations invest heavily in athlete monitoring, injury prevention, and performance optimization—early adopters of high-performance tech.

- **Customer Jobs:** Monitor athlete biomechanics, prevent injuries, optimize training regimes.
- **Pains:** Bulky or intrusive gear, limited real-time data, difficulty tailoring load and movement feedback during play.
- **Gains:** Lightweight, real-time, unobtrusive tracking of joint mechanics under stress, leading to data-driven performance gains.

Insights Offered: Willingness to pay for performance edge, technical integration needs (e.g., with motion capture or coaching platforms), and expectations for real-time feedback and durability.



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Category 3 - Insurers and Occupational Health Organisations

Why: These stakeholders focus on injury prevention, cost reduction, and return-to-work programs—especially for aging workers or those with repetitive strain injuries.

- **Customer Jobs:** Reduce claims, monitor recovery, assess injury risk in workplace environments.
- **Pains:** Poor data on physical strain and joint health, slow recovery timelines, expensive claims.
- **Gains:** Objective, continuous monitoring to reduce risk and validate recovery, enabling better claims management and return-to-work decisions.

Insights Offered: Economic value proposition, evidence needs for reimbursement, data privacy concerns, and how remote monitoring influences cost/risk calculations.



Exercise

What categories will you need to target?

Can you name any organisations under each category?



How do you find them?

- Explore your own network
- Your extended network – who does your network know?
- Online desk research
- Market reports (From samples available online)
- Industry association membership directories
- Speakers at themed events
- Tradeshows
- Business networking websites – LinkedIn is your friend

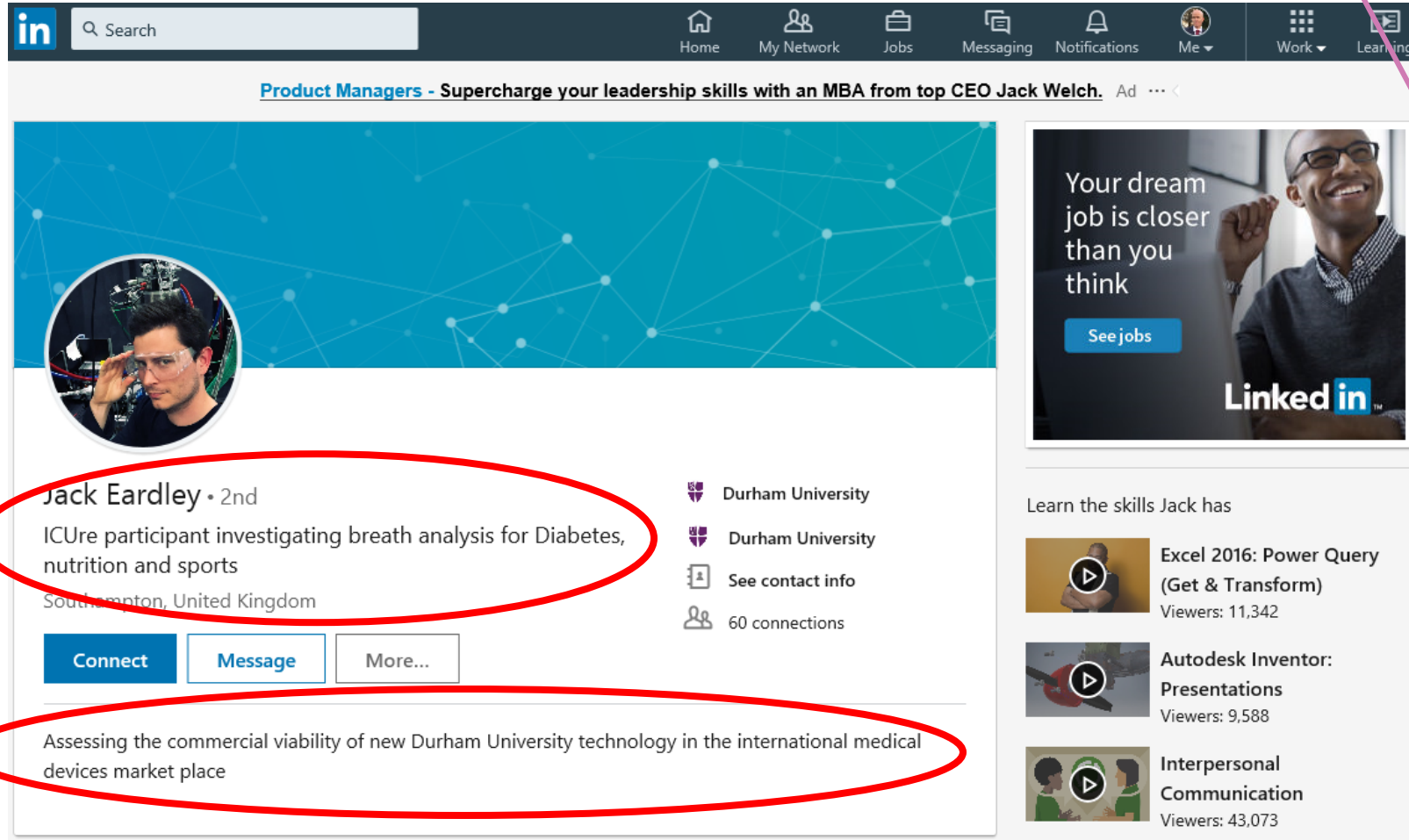


Where do you find them?

- First you need to identify them
- Invariably 'cold calling' will be required
- You need to get used to talking to strangers
- Your approach to cold-calling needs to be planned
- Cold-calling is more effective when used in conjunction with E-mails.
- LinkedIn is an excellent market prospecting tool ('softens' the cold-call element)
- From a premium account you can send LinkedIn mail to 45 contacts each month.



Personal Profile



Jack Eardley • 2nd
ICUre participant investigating breath analysis for Diabetes, nutrition and sports
Southampton, United Kingdom

[Connect](#) [Message](#) [More...](#)

Assessing the commercial viability of new Durham University technology in the international medical devices market place

Durham University
Durham University
[See contact info](#)
60 connections

Your dream job is closer than you think
[See jobs](#)
LinkedIn

Learn the skills Jack has

- Excel 2016: Power Query (Get & Transform)**
Viewers: 11,342
- Autodesk Inventor: Presentations**
Viewers: 9,588
- Interpersonal Communication**
Viewers: 43,073

Virtual 'watering holes'

The screenshot shows a LinkedIn group page for 'ITS - (Intelligent Transport Systems)'. The group is 'Private Listed' and has 37,069 members. The page features a header with the group name and a banner image. Below the header, there is a section for 'Admin' with John Chatfield as the 2nd Owner. The main content area includes a post by Kieran Fegan, who joined the group in Jan 2017. The post text is partially visible: 'nt', 'Pitch Perfect: Deliver Winning ...', 'The Patent Industry Worldwid...', 'Ireland Forum: Bridging boun...', 'Anaerobic digestion', 'Save the date: IIoT World Sust...'. There are also links to 'ips', 'The Patent Industry Worldwid...', 'Anaerobic digestion', 'Irish Morrison Visa Recipients', and a 'Show more' link. The right sidebar shows a list of members, including Roger C. Lancot and 65 other connections. The bottom of the page has a navigation bar with 'All' and 'Recommended' tabs.

Kieran Fegan
Joined group: Jan 2017

nt
Pitch Perfect: Deliver Winning ...
The Patent Industry Worldwid...
Ireland Forum: Bridging boun...
Anaerobic digestion
Save the date: IIoT World Sust...

[ips](#)
The Patent Industry Worldwid...
Anaerobic digestion
Irish Morrison Visa Recipients
Show more

ITS - (Intelligent Transport Systems)
Private Listed

Start a post in this group

Media Poll

Admin
John Chatfield
2nd Owner
Technical Programme Manager MCMI. - Telecoms, Engineering, Transport,

37,069 members
Including Roger C. Lancot and 65 other connections

Invite connections

Show all →

Connect with thousands of
industry experts and like-minded
professionals to gather insight and
feedback

Virtual 'watering holes'



Virtual 'watering holes'



The IHMA is made up of the world's leading hologram suppliers and manufacturers

The mission of the IHMA is to advance the understanding, use and development of holograms and holographic technology, particularly in the authentication of products and documents, decoration and identification, defence and defence systems, security and environmental technologies.



Virtual 'watering holes'



Members Directory



Virtual 'watering holes'



Toppan Edge Inc.

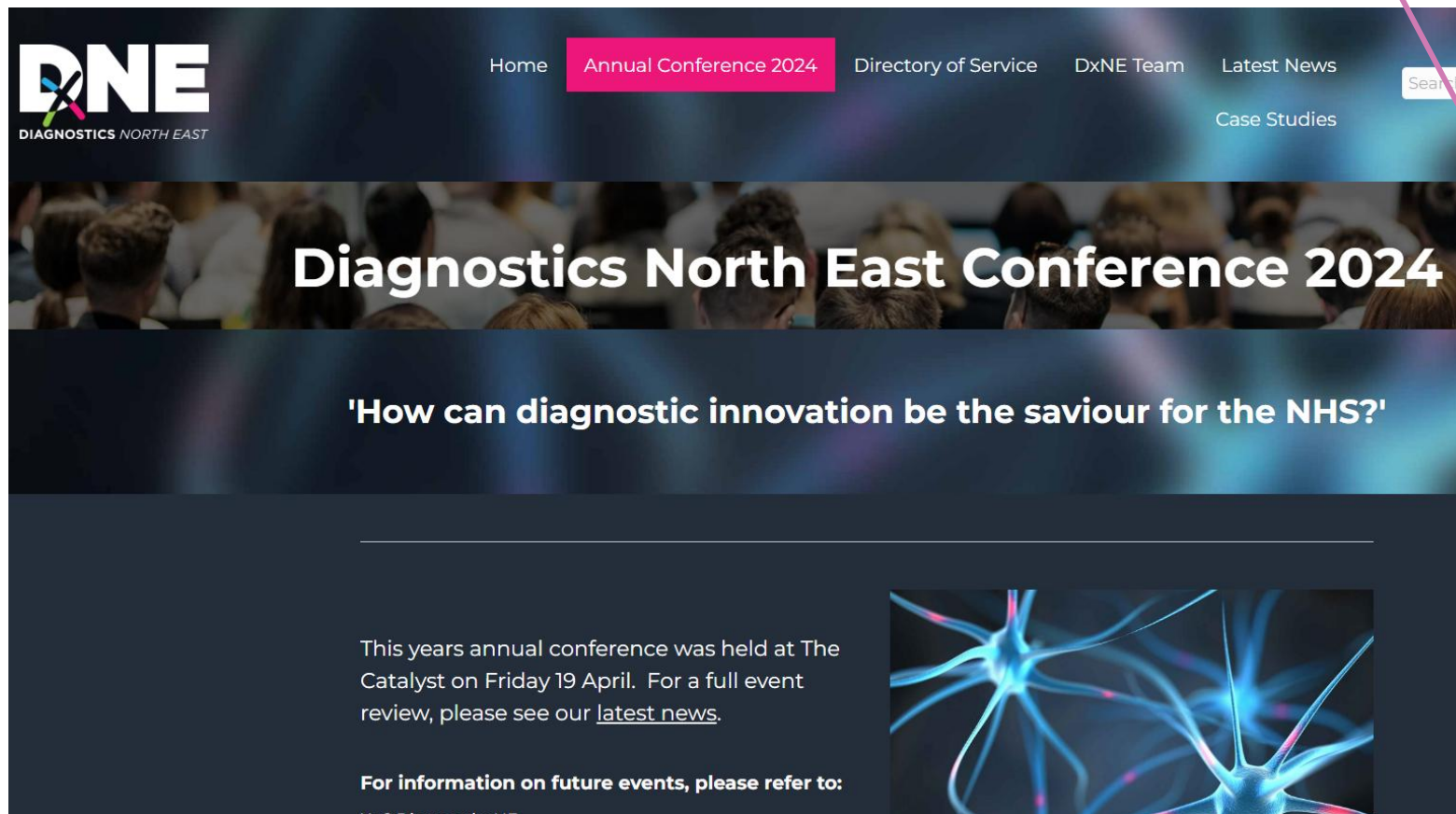
Address: 1-9-1 Higashi-shinbashi
City: Minato-ku
ZIP Code: 105-7311
Country: Japan

Website: www.toppan.co.jp
Contact Name: Yuko Masunaga
Email: yuko.masanaga@toppan.co.jp
Phone: +81 80 8066 6568

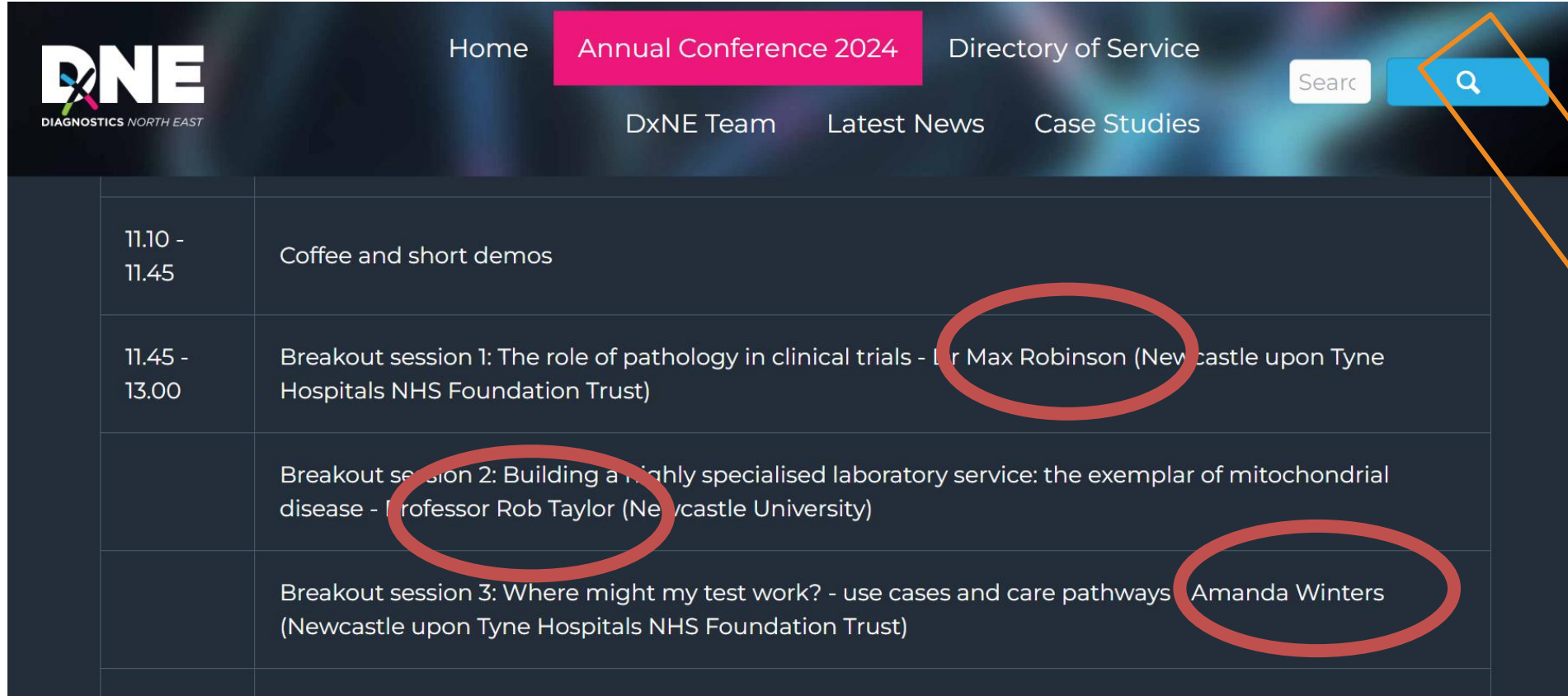
TOPPAN




Virtual 'watering holes'



Virtual 'watering holes'



	Home	Annual Conference 2024	Directory of Service	<input type="text" value="Search"/>	<input type="button" value="Q"/>
	DxNE Team	Latest News	Case Studies		
11.10 - 11.45	Coffee and short demos				
11.45 - 13.00	Breakout session 1: The role of pathology in clinical trials - Dr Max Robinson (Newcastle upon Tyne Hospitals NHS Foundation Trust)				
	Breakout session 2: Building a highly specialised laboratory service: the exemplar of mitochondrial disease - Professor Rob Taylor (Newcastle University)				
	Breakout session 3: Where might my test work? - use cases and care pathways Amanda Winters (Newcastle upon Tyne Hospitals NHS Foundation Trust)				



Virtual 'watering holes'



Not academic conferences.

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Virtual 'watering holes'

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IPC Speakers



MICHAEL REYNOLDS
Principal Scientist,
Emerging Infections and
Zoonoses Team - UKHSA
(Invited)



LISA STEVENS
Senior Scientific Advisor
- UKHSA
(Proposed)



**ANIKA
SINGANAYAGAM**
Consultant Virologist -
UKHSA
(Invited)



RACHAEL LEE
Advanced Practice, BSc
(Hons) Nursing -
Queens Nurse Acting
Programme Manager -
National Wound Care
Strategy Programme
(Proposed)



PROF. MARK WILCOX
National Clinical Director
for Antimicrobial
Resistance & Infection
Prevention
(Confirmed)



**JACQUI FLETCHER
OBE**
Senior Clinical Advisor
STOP the Pressure
Programme & Clinical
Lead Pressure Ulcers
(Proposed)



JANE TODHUNTER
President - Society of
Vascular Nurses
(Confirmed)



ANDREW BARTON
Nurse Consultant IV
Therapy and Vascular
access / NIVAS Chair -
Frimley Health NHS
Foundation Trust
(Confirmed)



**MARIA
GIANNAKOPOULOU**
Lead Clinical Nurse
Specialist in Vascular
Access, Greater
Cambridge Area
(Invited)



HELEN DENT
Chief Executive Officer -
BIVDA
(Confirmed)



DR. TOM BEWICK
Consultant Respiratory
Physician, University
Hospitals of Derby and
Burton NHS Trust
(Invited)



DR. GREGORY MARTIN
National Clinical Lead for
Health Protection
Surveillance, Health
Protection Surveillance
Centre
(Invited)



**PROF. RAEHELLE
D'SA**
Professor in
Antimicrobial
Biomaterials University
of Liverpool
(Proposed)



CLARE NASH
Head of Clinical
Products Management,
Black Country Alliance



VICTORIA PYE
Gateshead Health NHS
Foundation Trust
(Proposed)



View
and
connect
with on
Linkedin



Finding the Right Connection

tober 13th 2020 DLux+ Vitamin D a... Google ComCab london dir... INFOODS: Software... ADL daniel Deep Tech and the... CEAC_Roster_Repor... 5 ways technology i...



Resistance Spot Welding Market Size to Hit USD 498.7 Mn, Globally, by 2031 to Grow at a CAGR of 5.5% Says, Transparency Market Research

Request Sample Report on Resistance Spot Welding Market Analysis 2031. TMR -

https://www.transparencymarketresearch.com/sample/sample.php?flag=S&rep_id=32846

Market Snapshot:

Report Coverage	Details
Market Revenue	US\$ 304.7 Mn
Estimated Value	US\$ 498.7 Mn
Growth Rate - CAGR	5.5%
Forecast Period	2023-2031
No. of Pages	180 Pages
Market Segmentation	By Machine Type, By Operation, By Features, By Electrode Shape, By Material Thickness, By End-use Industry, By Distribution
Regions Covered	North America, Europe, Asia Pacific, Middle East & Africa, Latin America
Companies Covered	Amada Weld Tech, CenterLine (Windsor) Limited, ESAB Corp., Fronius International GmbH, IDEAL-Werk Gegründet, Kawasaki Heavy Industries, Ltd, Lincoln Electric Holdings, Inc., Obara Corporation, T. J. Snow, Co., and Vehicle Service Group

Competitive Landscape

Transparency Market Research has profiled the following players in its global Resistance Spot Welding market report:

Amada Weld Tech, CenterLine (Windsor) Limited, ESAB Corp., Fronius International GmbH, IDEAL-Werk Gegründet, Kawasaki Heavy Industries, Ltd, Lincoln Electric Holdings, Inc., Obara Corporation, T. J. Snow, Co., and Vehicle Service Group.

Company Profile

Transparency Market Research
Website:
<https://www.transparencymarketresearch.com>

Press Release

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Gen AI



Exercise – Development of self powered fabric-based sensor for monitoring joint biomechanics.

*“For the early-stage technology as described, provide me with - what roles / positions should I target to validate / invalidate the customer jobs pains and gains for the Elite Sports Teams and Performance Institutes use case? **If you have any queries before answering, please ask**”*



Gen AI



Category - Elite Sports Teams and Performance Institutes

1. Head of Sports Science / Performance Director

- **Why:** Sets strategy for athlete monitoring, selects technologies, and oversees integration with coaching and medical teams.
- **Insights:** Strategic jobs-to-be-done (e.g., improve training loads, prevent injuries); key pain points around fragmented or inaccurate data; desired gains around reliable, non-invasive, real-time insights.

2. Strength and Conditioning (S&C) Coaches

- **Why:** Work hands-on with athletes and use data to guide strength training, recovery, and load management.
- **Insights:** Daily friction in data collection; pains of poor compliance or non-portable tech; desire for wearables that don't hinder movement or require calibration.

3. Team Physiotherapists / Sports Therapists

- **Why:** Handle rehabilitation, recovery tracking, and physical assessments.
- **Insights:** Clinical pain points like lack of continuous monitoring post-injury; jobs like tracking recovery progress or detecting compensatory movements; gains from seamless feedback loops between therapy and training.



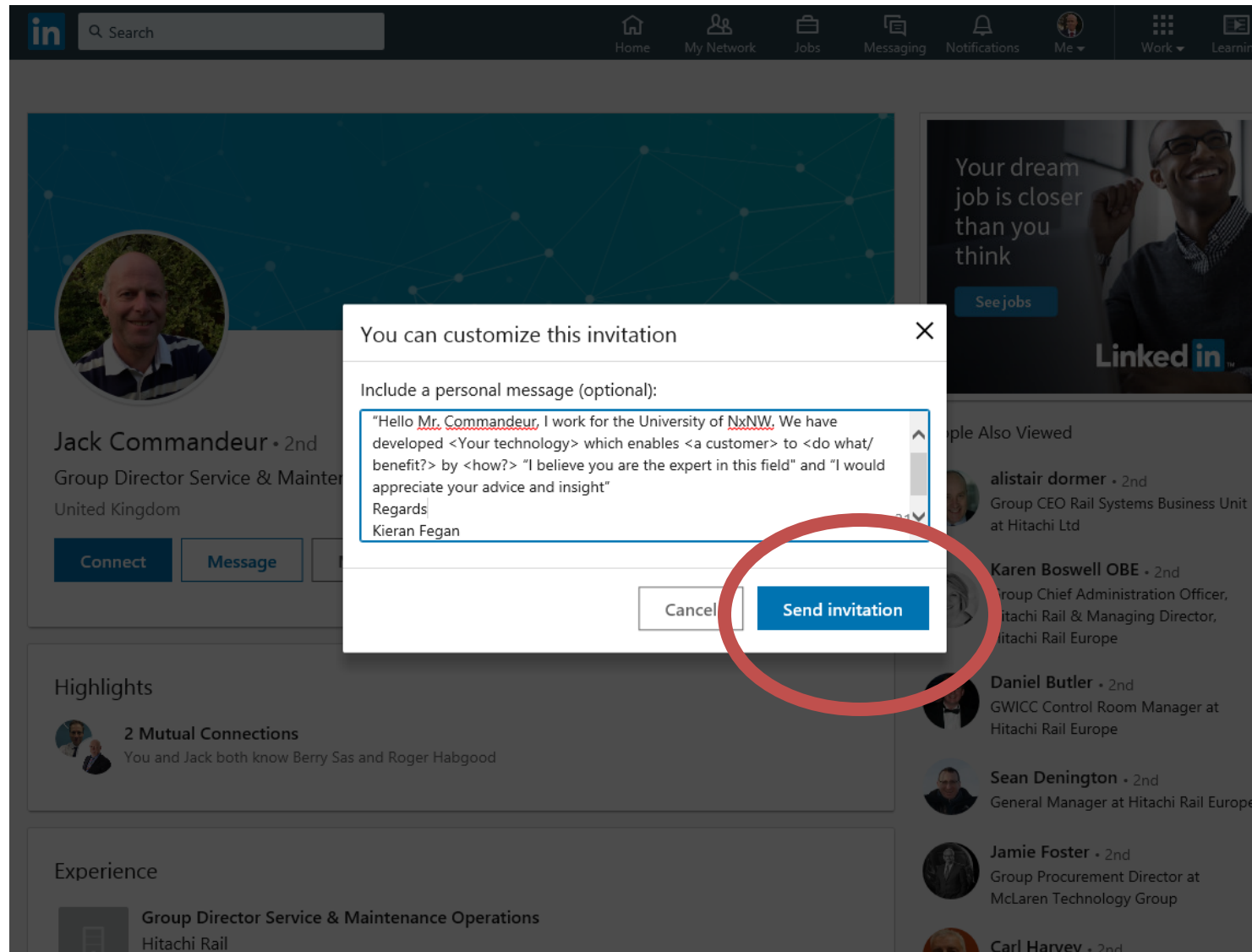
Finding the Right Connection



- If you know the name of the person, search the name and try to connect directly
- If you don't know the name, search the company for keywords in job titles in the company
- Search for target company's Employee lists
- Look up name of prominent people in the field
- Always be networking



Making the connection effectively



The screenshot shows a LinkedIn profile for Jack Commandeur, 2nd Group Director Service & Maintenance, United Kingdom. A custom invitation dialog box is overlaid, titled "You can customize this invitation". The dialog box includes a text area with the following content:

Include a personal message (optional):

"Hello Mr. Commandeur, I work for the University of NxNW. We have developed <Your technology> which enables <a customer> to <do what/benefit?> by <how?> "I believe you are the expert in this field" and "I would appreciate your advice and insight"

Regards
Kieran Fegan

The dialog box has "Cancel" and "Send invitation" buttons. The "Send invitation" button is circled in red.



Making the connection effectively

Dear Patty,

I am an innovation consultant based in Ireland – I hope you are well.

I'm dropping you a line as I am assessing the market for a novel technology that may address challenges relating to endoscope procedure delays in hospitals. It is being developed by Trinity College, Dublin in collaboration with St James's Hospital in Dublin, Ireland. St James's is the largest hospital in Ireland and has the busiest Endoscopy Unit in the country.

Could we schedule a call with a suitable Adventheath colleague to get your views and inform the route forward? This is a University technology; we are therefore not in sales mode – rather we are in the market for good constructive feedback from experts with respect to better understanding the problems this technology could solve or the opportunities it could create. We would be very grateful for the opportunity to get your quality feedback on the project at this early stage.

Best Regards

Kieran Fegan

VARA



Planning your interview strategy



Customer discovery

🛑 It is not an opportunity to sell
Approach conversations to learn — not to pitch.

🔥 Suspend the passion about your idea
Let go of your attachment to the solution — it's not about you.


🔍 Replace it with curiosity about their problems
Dig into their world. Ask. Listen. Explore.

⚖️ Dial out any bias
Avoid leading questions. Don't seek validation — seek truth.








Interview Techniques

- Be polite and professional.
- Interview via a Teams / Zoom platform or in person if possible

(So you can see their reactions)

- Telephone – next best
- Survey Monkey 

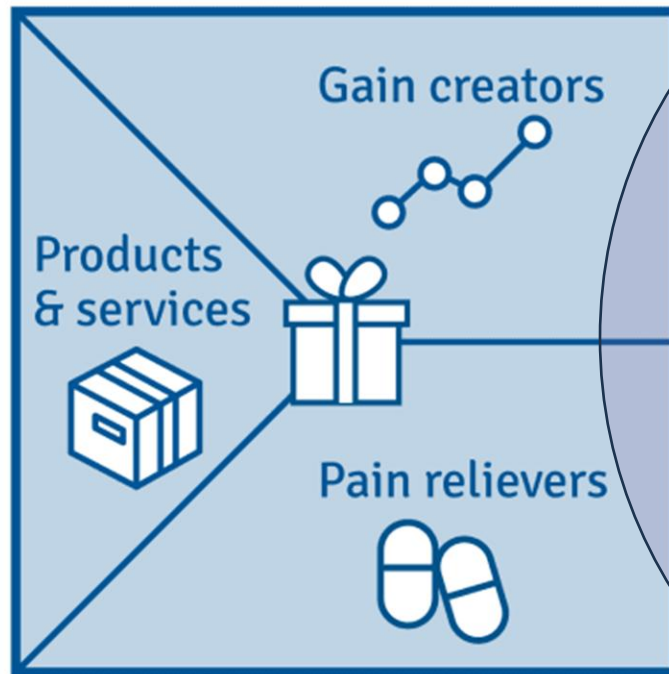
Before You Go Interviewing

-  **Stay Curious** - You don't know the real problem yet.
-  **Be Clear** - Know what you need to learn.
-  **Rehearse** - Script your opening. Test it on friends.
-  **Check Your Bias** - Don't just hear what you want to hear.
-  **Lean Into Discomfort** - The best insights might sting.
-  **Trust Patterns, Not One-Offs** – Don't form conclusions based on one or two interviews.
-  **Adapt** - Different roles need different questions.

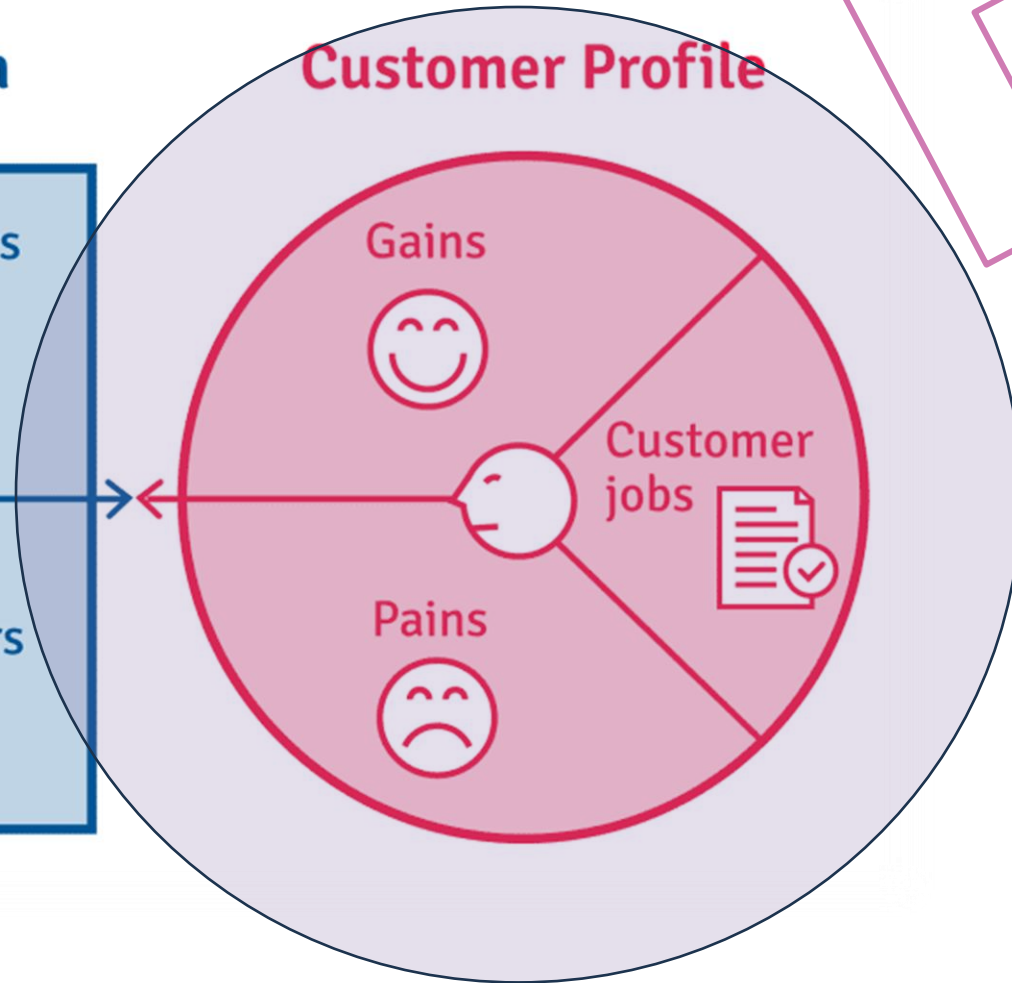


Reminder

Value Proposition



Customer Profile



Basic structure of the conversation

Start with:

- A big thank you for their time and then introductions.
- Context
- Present state – problems, existing solutions, consequences etc.

End with:

- Solution overview
- Invite candid (blunt) feedback
- Summary discussion with actions if appropriate.



Interview – Understand Present State

- What do you do now in the context of [problem/task]?
- What are you trying to achieve?
- What are the top 2–3 challenges?
- How often do these challenges occur?
- Tell me about the last time it happened—what did you do?





Interview – Explore Workarounds & Impact

- What have you done to solve this?
- What did / didn't work well about those attempts?
- On a scale of 1–10, how would you rate those solutions? Why?
- What is the consequence or cost of this problem?





Interview – Gauge Priority & Openness

- Is solving this a priority right now?
- What could a good solution achieve for you?
- If you had a magic wand, what would the ideal solution look like?
- Would you be open to reviewing a future concept?
- Who would need to approve a trial or purchase?
- Letter of support



✖ Bad Questions

💰 “Would you switch if something cheaper and more effective was available?”

Leads the witness. You're pitching, not listening.

🎯 “Would you buy a product which did X?”

Too hypothetical — people are bad at predicting their own behavior.

💰 “Would you pay X for a product which did Y?”

Price questions are unreliable without real-world context.

😬 “Would you ever...?”

Vague and speculative. Ask about what they've *done*, not what they *might* do.

📢 “We spoke to ABC, they loved it. What do you think?”

Anchors the conversation. You'll only hear validation.

- 📌 “I assume you too have this problem?”

That's not a question — it's a trap. You're feeding them your assumption.





Interview Process – Your solution

- What is their view of (Your solution)?
- Why or Why not?
- Would that be of value to them?
- Why or Why not?
- What would make it better? Why?
- Any other thoughts?
- Is there someone you can think of that I should be talking to?



5 Whys

1. Why is turnaround time for diagnostic results a significant challenge for your lab?

A "Because clinicians are often waiting on us to make treatment decisions, and delays can impact patient care."

Symptom

2. Why do these delays typically happen in your lab?

A "Our process involves many manual steps, and any bottleneck along the way slows down the entire workflow."

Symptom

3. Why are there so many manual steps in your workflow?

A "We're working with older equipment that requires manual input and oversight at multiple stages."

Symptom

4. Why hasn't the lab upgraded to more automated or streamlined equipment?

A "Budget constraints make it difficult, and management prioritizes other areas over upgrading our tools."

Symptom

5. Why do you believe budget constraints consistently prevent equipment upgrades?

A "Funding decisions are based on short-term costs rather than long-term efficiency gains. We don't have enough data or metrics to justify the return on investment for newer technology."

Root Cause

...Is it a Really Big Problem?

 **How many people or companies have this problem?**

Is it a big enough market? Will it scale?

 **How much time or money is spent (or lost) because of it?**

Big pain = more willingness to pay for a fix.

 **How well is their current solution working?**

Would they switch if something better came along?

•  **Are there external market drivers (e.g., regulation)?**

Do they *have* to solve this — or just *want* to?





Wrapping Up



“Is there anything I didn’t ask that I should know?”

Invite unexpected insights. Let them steer.



“Is there anyone else you think I should talk to?”

Great way to expand your reach with warm referrals.



“Can I follow up with you?” *(if appropriate)*

Use this for future check-ins, trials, or letters of support.



Say “THANK YOU” — again.



Interview Dos & Don'ts

✓ Good Discovery Habits

- Disarm the sales pitch mentality
- Ask insight-driven, open-ended questions
- Ask follow-up questions
- Aggressively listen — then listen more
- Why-why-why-why-why
- Get data points
- Parrot back to confirm
- Ask for further introductions
- Create ongoing relationship opportunity (if appropriate)
- Thank the interviewee

✗ Common Discovery Mistakes

- Selling your idea
- Talking too much about your solution or technology
- Not listening or zoning out
- Yes/No or “Learn nothing” questions
- “False positive” questions
- Biased questions
- Interrupting or disagreeing
- Missed opportunities to dig deeper
- Forgetting what was said (no notes)



Reflect

- Validation. What reinforced your thinking
- Invalidation. What contradicted your thinking?
- Points of interest. What surprised you that you didn't anticipate?
- Review notes / audio. What didn't you catch in the moment?
- Identify key takeaways. What would you tell a coworker if you had 30 seconds?
- Determine any next steps. How does this change your next interview?





Iterate v



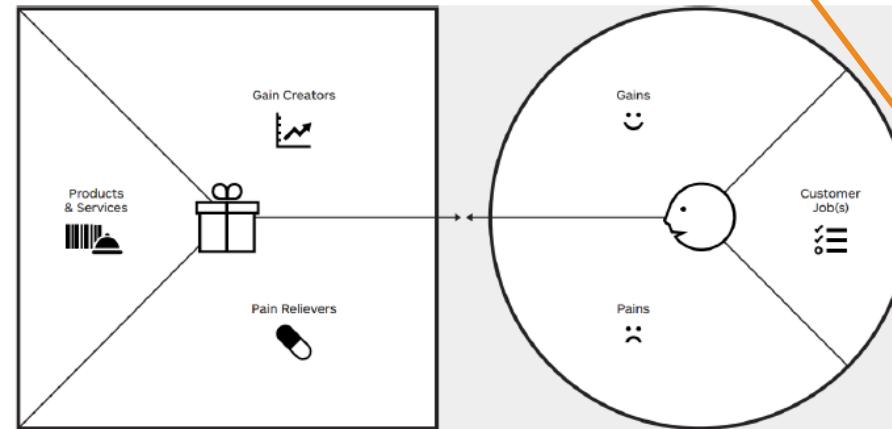
Pivot

- You will find that some of your initial assumptions were incorrect
- You will also find new insights to ponder
- These may involve pains/gains, but may also include who you think/thought your customer was
- May also include what you thought the application was
- Update your canvas with your new ideas/assumptions found from interviews
- Repeat as needed
- Use validated insights in subsequent interviews

Iterate v Pivot



- Hypothesize
Guess
- Test – Interviews
Ask
- Assess & Analyze
Listen
- Adjust – Pivot
Guess Again



As you go through the process your Canvas **changes!**



Follow our Journey



<https://innoboost.eu/>

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