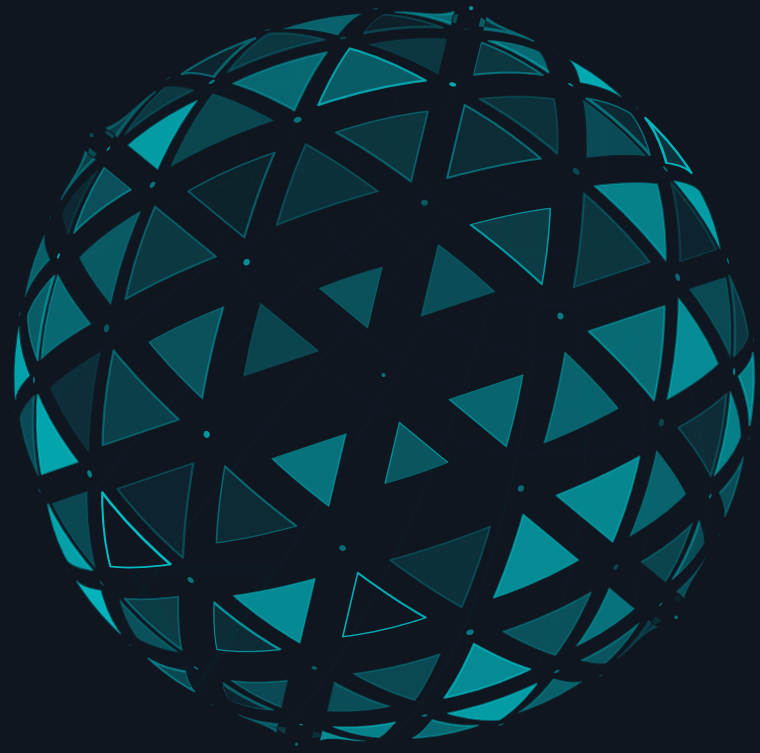


Experiment your way to market success  
with the help of the

# Validation

## PLAYBOOK

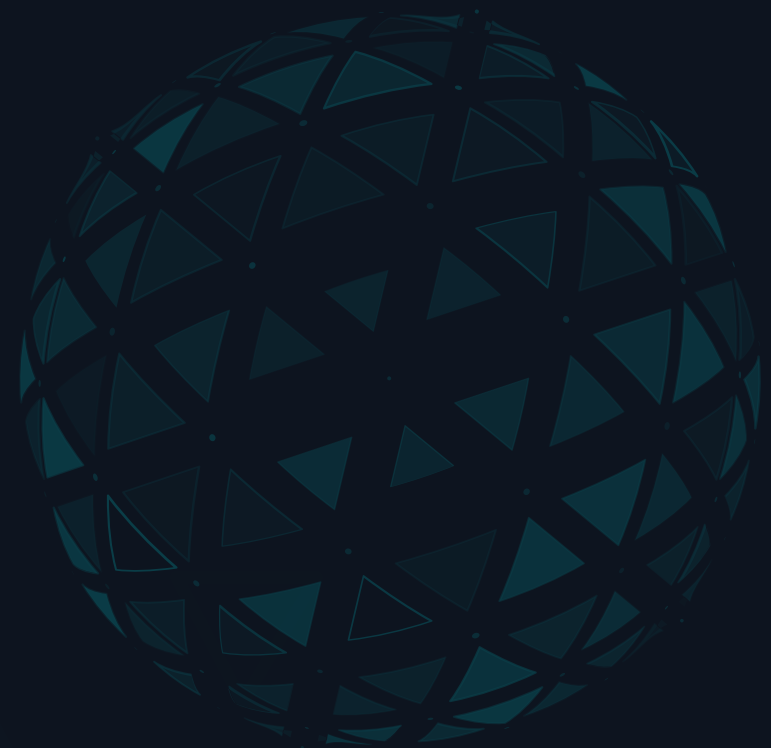


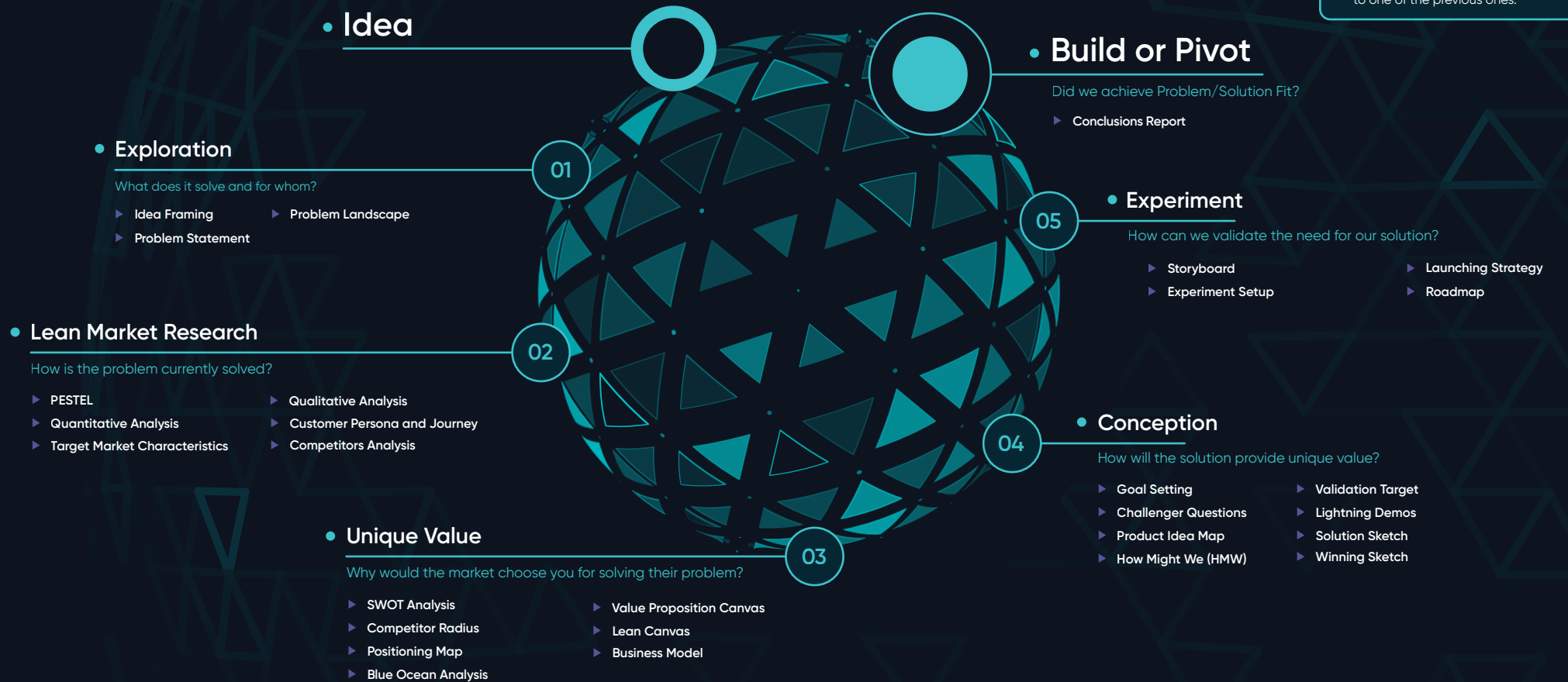
## WHAT IS THE PLAYBOOK ABOUT

Introducing the "Validation Playbook," your indispensable guide for navigating the treacherous waters of innovation. Drawing from a wealth of industry best practices, including lean startup principles, blue ocean strategy, design sprints, agile methodologies, the lean product playbook, and cold start problem-solving, this playbook is your ultimate roadmap to achieving problem-solution fit.

Crafted by the experts at The Point and Linnify, a digital product studio known for transforming authentic ideas into successful and scalable products in the market, the playbook has already proven its worth with companies across Europe, the US, and the Middle East. By providing a clear, structured framework, it enables innovators like you to gain the clarity and confidence needed to create real value in the market.

Whether you're an aspiring entrepreneur, a seasoned professional, or a passionate innovator, the "Validation Playbook" is a must-have resource for turning your ideas into reality. With its comprehensive approach and practical insights, it's time to unlock the full potential of your ideas and set sail towards success.





You are here!

## ● Lean Market Research

- ▷ PESTEL
- ▷ Quantitative Analysis
- ▷ Target Market Characteristics
- ▶ **Qualitative Analysis**
- ▷ Customer Persona and Journey
- ▷ Competitors Analysis

### Why is it important?

Understanding the qualitative part of your target market is crucial in standing in your customers' shoes and seeing through their eyes.

### • What is it exactly?

The qualitative analysis provides you with descriptive and conceptual findings collected through questionnaires, interviews, or observation. They provide micro level, deeper insights into how customers are experiencing the problem.

### • How is it done?

#### 01 Select Key Actors

The most important focus is on your initial customer segment, the one identified in the previous step.

Additionally, have a look over the problem landscape to identify other actors that are interacting with the problem in major ways. Their relation to the problem can be a decision factor for your customer. (e.g. in medical treatment the doctors, the nurses, and the family play an important role and can provide valuable insights.)

You'll be conducting qualitative research with the customer segment and key actors.

#### 02 Select a suitable methodology

Depending on the industry and stakeholders selected, you can collect data through the following: discovery interviews, observation, contextual inquiries through field studies, diary studies or focus groups.

#### 03 Plan Script

Discovery interviews are the most common methodology used. Nonetheless, any methodology you select should cover the following points in understanding the problem:

- How does a normal day look like for someone who is currently experiencing this problem?
- How painful is the problem?
- What drives the motivation to solve this problem?
- What are the alternative solutions that are being used?
- What are the influencing forces surrounding the problem?
- What aspects do they like or dislike about these alternatives?
- Can you describe what an ideal day would look like for someone experiencing this problem?
- What are the obstacles or factors preventing them from achieving that ideal day?

Ideally, interview between 10 to 20 individuals from each group of actors. The minimum number of interviews that you should have is 7. If you talk to 7 different customers or key actors, you are able to "theoretically" identify 80% of existing patterns.



You are here!

## ● Lean Market Research

- ▷ PESTEL
- ▷ Quantitative Analysis
- ▷ Target Market Characteristics
- ▶ **Qualitative Analysis**
- ▷ Customer Persona and Journey
- ▷ Competitors Analysis

### Why is it important?

Understanding the qualitative part of your target market is crucial in standing in your customers' shoes and seeing through their eyes.

### • What is it exactly?

The qualitative analysis provides you with descriptive and conceptual findings collected through questionnaires, interviews, or observation. They provide micro level, deeper insights into how customers are experiencing the problem.

### • How is it done?

#### 04 Conduct Research and Document Findings

While doing this keep in mind that you are trying to find out as much about the problem as possible. Listen to what they have to say, and don't put your solution in their face. You do not want to bias the research, thus be in an inquiry mode and not in a sales mode.

Prepare a document for each interview in which you fill in the areas mentioned in the script questions. This will help you structure findings easier and identify patterns faster.

#### ① Tips & Tricks

- Focus on your customer. To do this you can either record (audio or video) or have someone else taking notes during the interview. Video recordings are better as you can also analyse the person's body language.  
Make sure you ask for their consent at the beginning of the interview.
- Ask open ended questions to gain more insights. Listen proactively and avoid interruptions. You are there to listen to their story and learn from it. Act like a curious 5 year old. Keep asking why, how and what? Avoid asking yes or no questions.
- Interviews can be different. Having a script doesn't mean you have to ask each question in order. The art is in transforming the interview in a smooth and pleasant conversation. If the conversation got in a place where it provides valuable insights you can probe for more information.  
E.g. Why is it like that? How else is this taking place? etc

Actor: Urban Resident	Methodology: Discovery interviews	Planned Interviews: 20
--------------------------	--------------------------------------	---------------------------

Interview script

To create an effective interview script, consider the following tips: establish a clear structure for the conversation, ask open-ended questions that encourage discussion, avoid leading questions that could influence the participant's responses, be flexible in your approach to allow for unexpected insights, keep the goal of the interview in mind, and actively listen to the participant's answers.

Q1

Are you working from office or from home?

Q2

How does your typical daily meals look like?

Q3

What drives you to order food instead of cooking?

Q4

How often do you order food through delivery?

Q5

What food delivery solutions do you currently use?

Q6

What do you like or dislike about them?

Q7

What factors influence your decision to choose one food delivery services over another?

Q8

Can you describe what an ideal day in terms of managing meals would look like for you?

Q9

What are the obstacles or factors preventing them from achieving that ideal day?

Q10

If you had a magic wand and could make one change become reality regarding the food delivery services, what would it be?

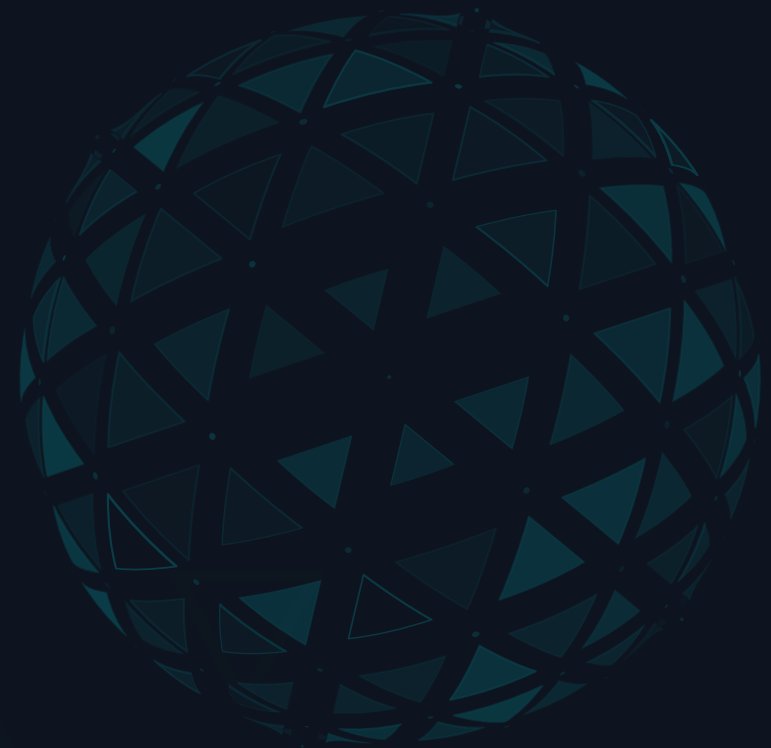
Q11

\*Take interviews with all key actors to understand their relation with the problem you are trying to solve.

## BIBLIOGRAPHY

In crafting the "Validation Playbook," we have drawn upon a rich tapestry of knowledge from a diverse selection of resources. These invaluable texts have informed our understanding of problem-solution fit, as well as various strategies and methodologies for achieving it. From foundational works like "The Lean Startup" and "Blue Ocean Strategy" to more focused guides on design sprints and tech startups, these references have played an instrumental role in shaping the playbook's content and structure.

Each of these carefully chosen resources offers unique insights into the ever-evolving world of innovation and entrepreneurship. By incorporating lessons from industry pioneers, renowned authors, and successful entrepreneurs, we've been able to develop a playbook that is both practical and comprehensive. We highly recommend exploring these references further as you embark on your journey towards creating true value in the market and achieving problem-solution fit.



## BIBLIOGRAPHY

Blank, S., & Dorf, B. (2012). *The Startup Owner's Manual: The Step-by-Step Guide for Building a Great Company*. K&S Ranch.

Osterwalder, A., & Pigneur, Y. (2010). *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers*. Wiley.

Kim, W. C., & Mauborgne, R. (2005). *Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant*. Harvard Business Review Press.

Knapp, J., Zeratsky, J., & Kowitz, B. (2016). *Sprint: How to Solve Big Problems and Test New Ideas in Just Five Days*. Simon & Schuster.

Cagan, M. (2018). *Inspired: How to Create Tech Products Customers Love*. Wiley.

Olsen, D. (2015). *The Lean Product Playbook: How to Innovate with Minimum Viable Products and Rapid Customer Feedback*. Wiley.

Eyal, N. (2014). *Hooked: How to Build Habit-Forming Products*. Portfolio.

Christensen, C. M. (2016). *The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail*. Harvard Business Review Press.

Moore, G. A. (2006). *Crossing the Chasm: Marketing and Selling High-Tech Products to Mainstream Customers*. HarperBusiness.

Brikman, Y. (2017). *Hello, Startup: A Programmer's Guide to Building Products, Technologies, and Teams*. O'Reilly Media.

Horowitz, B. (2014). *The Hard Thing About Hard Things: Building a Business When There Are No Easy Answers*. HarperBusiness.

Thiel, P., & Masters, B. (2014). *Zero to One: Notes on Startups, or How to Build the Future*. Crown Business.

Livingston, J. (2008). *Founders at Work: Stories of Startups' Early Days*. Apress.

Chen, A. (2021). *The Cold Start Problem: How to Start and Scale Network Effects*. Harper Business.

Aulet, B. (2013). *Disciplined Entrepreneurship*. Wiley.

## ACKNOWLEDGEMENTS

We would like to express our deepest gratitude to the incredibly talented team members of Linnify and The Point, whose unwavering dedication, hard work, and validation-driven mindset have been instrumental in crafting the "Validation Playbook." Your collective expertise, passion, and commitment to excellence have made it possible to develop a playbook that captures the essence of achieving problem-solution fit.

We also want to extend our heartfelt appreciation to the vibrant innovation ecosystem of Cluj-Napoca, which has provided an inspiring environment for us to thrive and grow. Our gratitude extends to the numerous customers and partners who offered us the opportunity to refine our process of achieving problem-solution fit, including universities, companies, clusters, health associations, and many other organizations that played a crucial role in shaping our work.

A special acknowledgment goes to the validation-driven mindset that defines Linnify and The Point. It has been the driving force behind our ability to learn, iterate, and create meaningful solutions that address real-world problems. This mindset has been the cornerstone of our playbook, and we hope that it will continue to inspire others to pursue innovation with purpose and conviction.

Finally, we would like to thank each and every individual who has contributed to the creation of this playbook, either directly or indirectly. Your support and enthusiasm have been invaluable in helping us turn the "Validation Playbook" into a reality, and we are truly grateful for your contribution to this journey.

# WHAT OTHERS ARE SAYING

"Great structure of the processes, new ideas, and new thinking. Useful information and overall nice experience."

**Diana Andritch**, Co-Founder of Synaptiq

"The process that we all went through was beneficial with a lot of new information and interesting ways to improve our business."

**Raisa Remeş**, Co-Founder of Eros

"I loved the workshops and would totally recommend that early-stage startups attend!"

**Michele Hermes**, CEO of Hubbub

"Even though, as the saying goes "the market has a different plan than yours", going through the "Validation Playbook" sure gives you the best chances to match your plan to Mr. market's plan."

**Toni Gherca**, Chief Product Officer of Acertivo

"I would share that the framework allows you to pick the brain of an investor, learn a strategy framework and learn to validate your product and competition, and how to engage customers early on."

**Thaniel van Amerongen**, CEO of Personalized Eats