



REDISCOVERY WORKSHOP

Rediscover the buyer you serve and the problem you solve.

2026 EDITION

This workbook belongs to:



Part 1

WELCOME INNOVATOR

Innovation does not belong to startups, labs, or job titles. It belongs to people willing to question assumptions, look honestly at reality, and search for better ways to solve problems. This first section establishes a shared mindset: innovation doesn't stop when a business succeeds, but the **questions innovators ask often do**.



Key Takeaways

- **Innovation does not stop when a business succeeds.** The tools, knowledge, and infrastructure that once created advantage are now widely available, while success introduces new complexity, incentives, and distance from the buyer.
- **Your advantage isn't access. It's alignment.** In mature markets, the differentiator is not who can build the most, but who stays most closely connected to the problem they solve and the buyer they solve it for.
- **Rediscovery Workshop gives meaning to that distinction.** Each word — *problem, buyer, learn, faster, and competitors* — will be revisited and tested against today's reality. Trust the process.
- **A business must generate revenue, but it exists to create and keep a customer.** Revenue is the goal. Creating and keeping a customer is the purpose. This process examines whether those two are still reinforcing one another.
- **Purpose and profit must remain in balance.** Over time, organizations often optimize one at the expense of the other, and performance erodes.
- **Community impact is a byproduct, not a business model.** Meaningful impact follows when you remain economically viable and deeply relevant to its buyers.
- **Your product is not what you sell — it is your business model.** The true product is the system that consistently creates, delivers, and captures value for the buyer as conditions change.
- **Disruption is not the objective.** Innovators are not trying to break what works. They are trying to solve problems better. When disruption occurs, it is usually the result of sustained misalignment — not intent.
- **The two traits of effective innovators: Coachability** (A willingness to question assumptions that once proved true and be open to new information) and **Intentionality** (A willingness to act decisively based on evidence, not habit).
- **These traits are in tension.** Reflection without action leads to stagnation. Action without reflection leads to drift. Success lives in the balance.

Exercise 1 | Why Is This Worth It?

What makes it worth questioning what's working, even when my organization may expect continuity, not reconsideration?



Kodak

Kodak is often remembered as the company that “missed digital photography.” What’s less well known is that Kodak actually invented the first digital camera, inside one of the most successful companies of its era.

What Problem Was Being Solved? Helping people capture, preserve, and share memories.

Where Did Misalignment Emerge? Kodak defined the problem as chemical image capture. Its business model, incentives, and metrics reinforced film sales, even as the buyer’s job shifted toward speed, convenience, and digital sharing.

What Changed? Digital photography removed friction (cost, delay, and scarcity) without changing the underlying job. Buyers adopted new solutions quietly and rapidly.

What is the Rediscovery Lesson? Kodak didn’t fail because it stopped innovating. It failed because success caused it to stop questioning whether it was still solving the problem for the buyer in the best way.

Exercise 2 | My Mindset

Circle the number that best matches how you feel about each phrase.

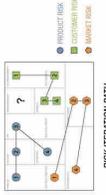
I actively see out information that challenges assumptions that have worked well for us in the past.				
Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
I am comfortable hearing feedback that contradicts our internal narratives of success.				
Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
I spend time with customers or stakeholders specifically to learn what is no longer working.				
Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
I treat discomfort during reflection as a signal, not a threat.				
Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
I am willing to revisit decisions that were previously validated by results.				
Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
When evidence suggests misalignment, I am willing to act, even if the organization isn't optimized for it.				
Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
I prioritize testing assumptions over defending existing approaches.				
Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
I am willing to initiate change before external pressure forces it.				
Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
I make deliberate time and space for experimentation, not just execution.				
Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
I take responsibility for translating insight into action, even when outcomes are uncertain.				
Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5

There is no score for this exercise but pay attention to the statements that made you hesitate, as those are often the places where this process matters most.



<p>PROBLEM <i>List your top 1-3 problems.</i></p> <p>EXISTING ALTERNATIVES <i>List how these problems are solved today.</i></p>	<p>SOLUTION <i>Outline a possible solution for each problem.</i></p> <p>KEY METRICS <i>List the key numbers that tell you how your business is doing.</i></p>	<p>UNIQUE VALUE PROPOSITION <i>Single, clear, compelling message that states why you are different and worth paying attention.</i></p>	<p>UNFAIR ADVANTAGE <i>Something that cannot easily be bought or copied.</i></p> <p>CHANNELS <i>List your path to customers (inbound or outbound).</i></p>	<p>CUSTOMER SEGMENTS <i>List your target customers and users.</i></p> <p>EARLY ADOPTERS <i>List the characteristics of your ideal customers.</i></p>
<p>COST STRUCTURE <i>List your fixed and variable costs.</i></p>		<p>REVENUE STREAMS <i>List your sources of revenue.</i></p>		

Lean Canvas is adapted from The Business Model Canvas (www.businessmodelgeneration.com) and is licensed under the Creative Commons Attribution-Share Alike 3.0 Unported License.

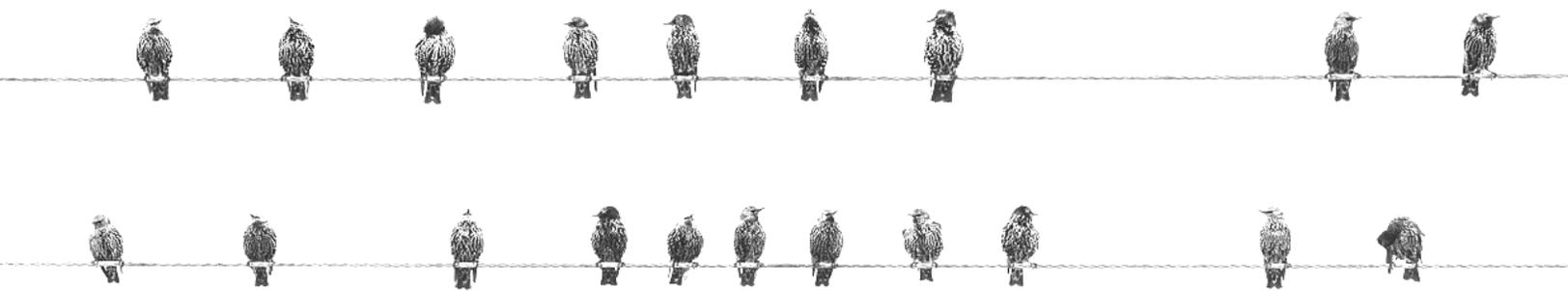


1	4	3	9	2
	8		5	
		7		6

CANVAS FILL ORDER

Lean Canvas

Created by Spark53 // Online version available at www.leancanvas.com





Part 2

REDISCOVERING THE PROBLEM

Successful organizations rarely fail because they stop working hard. They fail because they slowly drift away from the problem they once solved well, and from the buyer they once understood deeply. This section focuses on rediscovering the problem, the buyer, and the context which may have changed, **before moving forward with new solutions.**

Key Takeaways

The Problem

- Every meaningful business exists to help someone with a **job to be done**. Products are hired to solve problems and fired when better options appear.
- Buyers don't reward effort or intent. They reward solutions that solve their problem **better than the alternatives they already use**.
- Rediscovery starts by separating the **job from the tool**. The goal is not a better thing, but a better outcome: a better user, decision-maker, or experience.



For years, **Blockbuster** was synonymous with movie night. Thousands of stores, massive brand recognition, and deep relationships with studios made it the dominant way people watched films at home. What followed is often told as a technology story, but it's really a story about understanding the job customers were hiring a solution to do.

What Problem Was Being Solved? Helping people enjoy movies conveniently at home.

Where Did Misalignment Emerge? Blockbuster defined the problem as *renting physical media efficiently*. Customers experienced the problem as *watching movies without friction*.

What Changed? Netflix removed friction (late fees, scarcity, travel) without changing the underlying job.

What is the Rediscovery Lesson? The job didn't change, but the best way to solve it did. Buyers don't stay loyal to solutions: they stay loyal to progress.

- The most common and dangerous failures don't come from lack of innovation, but **misalignment**: continuing to build solutions that no longer solve the problem as buyers experience it today.
- This failure mode has a name: **Innovator's Bias**. In successful organizations, it emerges when incentives and habits protect yesterday's solution.
- The antidote is discipline, not disruption: **love the problem, not the solution**. This empowers you to revisit it continuously as buyer context changes.
- The distance between **what is sold** and **what is emotionally enabled** is often **large**.



IBM has reinvented itself more times than almost any company in history. Its longevity is not accidental: it's the result of repeatedly returning to the underlying problem it exists to solve. But even IBM shows how success can temporarily pull attention away from that problem.

What Problem Was Being Solved? Providing the machines businesses need.

Where Did Misalignment Emerge? Extraordinary success with mainframes created incentives to protect the solution, not revisit the problem.

What Changed? IBM was slow to pivot to distributed computing, lost ground, and suffered major financial losses before realigning.

What is the Rediscovery Lesson? Even world-class innovators drift when success hardens assumptions. Loving the problem requires questioning solutions *especially* when they still generate revenue.

Existing Alternatives

- **Problems rarely exist in isolation.** Buyers are already solving them, through tools, workarounds, habits, outsourcing, or doing nothing.
- Competition must be understood broadly:
 - **Direct:** Same job, same approach
 - **Secondary:** Same job, different approach
 - **Indirect:** Different job, different approach, but competing for the same time, money, or attention
- If you can't identify real alternatives, **that's a warning sign.**
- A lack of competition may indicate a market that is too narrow, too early, insufficiently painful, or **not worth solving at all.**
- Healthy competition is **evidence** that a real problem exists and that buyers are actively seeking better ways to solve it.



Not every failure comes from disruption or competition. Sometimes it comes from solving a problem that simply doesn't exist. The short-lived introduction of Cheetos Lip Balm from **Frito-Lay** is lighthearted, but the lesson is serious.

What Problem Was Being Solved? None that mattered.

Where Did Misalignment Emerge? The product assumed demand without evidence of real alternatives or pain.

What Changed? The product exited the market within weeks.

What is the Rediscovery Lesson? If you can't identify meaningful alternatives, it may not be an unsolved problem, but it may be an unnecessary one. Existing alternatives are a diagnostic, not a competitive checklist.

Customer Segments

- The second most common source of innovation failure is **confusing users with buyers**.
- **Users** experience the solution, but **buyers** decide whether it gets funded, purchased, and scaled.
- Building features for users while ignoring buyer value leads to strong products but **weak business models**.
- You require clarity about who **has the problem**, who **decides it's worth solving**, and whose **incentives matter most**.



Microsoft's Office became one of the most widely used productivity tools in the world. Its success was unquestionable, but so was its complexity. Over time, a gap emerged between who benefited from new features and who decided whether the product was worth paying for.

What Problem Was Being Solved? Productivity across enterprises.

Where Did Misalignment Emerge? Features accumulated for advanced users while buyers cared about adoption, training cost, and simplicity.

What Changed? Office became powerful but complex; value creation drifted away from buyer value.

What is the Rediscovery Lesson? Buyers pay; users do not. When value creation for users and value capture for buyers diverge, even great products struggle.



Early Adopters

- Early adopters are **not average customers**. They experience the problem more acutely, see value sooner, and tolerate imperfection in exchange for progress.
- They are not validation: they are **a learning engine**.
- A Minimum Viable Product is **a learning instrument**, designed to test whether you are solving the problem in a way early adopters value.
- Progress comes from **short cycles** of building, listening, and adjusting – grounded in real conversations with **real early adopters**.
- This process becomes real when you leave the room, talk to buyers, and let evidence (not assumptions) shape what comes next.



Slack is often described as an overnight success, but its real advantage came much earlier. Before it scaled, Slack was shaped by a small group of early adopters whose behavior directly influenced what the product became.

What Problem Was Being Solved? Efficient communication for small, fast-moving teams.

Where Did Misalignment Emerge? Existing tools like email and enterprise messaging were built for slower, hierarchical work. As teams became faster and more collaborative, those tools no longer fit how work actually happened.

What Changed? Features evolved based on observed behavior, not assumptions.

What is the Rediscovery Lesson? Early adopters aren't your future market: they're your learning engine, and MVPs exist as a tool to learn from them *before* scaling assumptions.



Exercise 1 | **The Problem**

What problem are you solving? What “job to be done” do you want to be “hired” to do? What human emotion comes of doing the job in a better way?

Exercise 2 | **Existing Alternatives**

How is the problem being solved today? What is “bad” or “wrong” about these alternatives? Are there alternatives at all?

Exercise 3 | **Customer Segments**

Who has the problem you identified right now? Who might be willing to pay for a better way to solve that problem?

Exercise 4 | **Early Adopters**

What are the characteristics of your ideal customer? Who might be willing to try your solution first? Who will give you the feedback you need to hear?



Part 3

DELIVER THE SOLUTION

This section focuses on how innovators translate clarity into solutions that can be built, evolved, and clearly understood by buyers. You'll learn how to construct your solution as a flexible stack and communicate its value with precision, so insight turns into action and **alignment holds as the market changes**.

Key Takeaways

Unique Value Proposition

- A Unique Value Proposition (UVP) articulates **why your solution matters now**: how it solves the buyer's problem, what makes it meaningfully different, and why it wins against alternatives. It is not a slogan, but good UVPs can sound like one.
- **Strong UVPs live in the Winning Zone**: where what you do well overlaps with what your buyer actually values. Avoid the **Losing Zone** (competitors do it better), the **Risky Zone** (everyone competes on the same dimensions), and the **Who Cares Zone** (internal strengths buyers don't value).
- Every effective UVP answers three questions from the buyer's perspective: **What do I get? When do I get it? What happens if it doesn't work?**



Quibi

Quibi was a short-form, mobile-first streaming service backed by elite media leaders and nearly \$2B in funding. It shut down six months after launch.

What Problem Was Being Solved? Premium entertainment for people with short bursts of free time, especially daily commutes.

Where Did Misalignment Emerge? Quibi optimized for *content format* instead of buyer behavior. Buyers already solved boredom with free, social, on-demand platforms.

What Changed? No unique value proposition.

What is the Rediscovery Lesson? Execution, talent, and capital can't compensate for a solution that doesn't uniquely solve a problem that a buyer has.

High-Level Concept

- **The High-Level Concept is a short, memorable framing** (often an analogy) that captures the essence of your business model (e.g., “X for Y”).
- **Its value is not just clarity, but constraint.** A strong High-Level Concept anchors decisions; it limits overreach and helps prevent mission and message drift as the organization grows.

wework®

WeWork grew rapidly by offering flexible office space for modern teams, raising tens of billions of dollars and expanding globally before its collapse.

What Problem Was Being Solved? Flexible, short-term office space for startups and fast-growing companies that didn’t want long leases or heavy upfront costs.

Where Did Misalignment Emerge? Success with office space led to narrative drift. WeWork redefined itself from a real estate service into a technology company, a community platform, and eventually a “movement.”

What Changed? The story outpaced the business model. Capital intensity, long-term leases, and short-term revenue became misaligned, while the High-Level Concept no longer constrained decisions.

What is the Rediscovery Lesson? A strong High-Level Concept doesn’t just explain the business: it sets boundaries. When leaders ignore those constraints, ambition turns into overreach.

The Solution

- **Effective solutions are not monolithic: they are Innovation Stacks.** Competitive advantage emerges from layering multiple tactics, tools, and decisions into a coherent system.
- **You do not need to invent the components of your stack.** Most successful stacks are built by borrowing, adapting, and recombining existing ideas.
- **Because the stack is modular, it can evolve.** Rediscovery allows innovators to **change parts of the stack** as buyer needs and context shift – without losing alignment to the problem.



Amazon launched **Local Register** to compete directly with Square in mobile payments. Despite Amazon's scale, capital, and brand, the product was quietly shut down.

What Problem Was Being Solved? Enabling small merchants to accept credit card payments easily and affordably.

Where Did Misalignment Emerge? Amazon focused on price, reach, and distribution, assuming scale would win. Square focused on the full merchant experience, especially trust, simplicity, and support for small businesses.

What Changed? Merchants didn't just want cheaper payments. Instead, they wanted a system designed for them. Square's Innovation Stack created switching costs and loyalty Amazon couldn't overcome.

What is the Rediscovery Lesson? Scale is not an advantage if it isn't aligned to the buyer's real job. Competing on a single layer of the stack rarely displaces a deeply integrated solution.

Channels

- **Channels determine whether your solution ever reaches the buyer.** Marketing is not an add-on – it is how value is made visible.
 - **Outbound** marketing interrupts attention.
 - **Inbound** marketing attracts interest.
- **Most durable strategies use a deliberate mix** aligned to how buyers actually buy.
- **Channel partners act as force multipliers**, but they become buyers themselves. You must solve a real, non-trivial problem for the partner – not just for the end customer.
- Two-sided marketplaces connect distinct participant groups and can scale rapidly, **but they carry double the risk**: both sides must grow and remain aligned for the model to work.

HOMEJOY

Homejoy was a venture-backed marketplace for home cleaning services that raised significant capital, scaled quickly, and shut down within a few years.

What Problem Was Being Solved? Making it easy for homeowners to book reliable, affordable cleaning services on demand.

Where Did Misalignment Emerge? Homejoy focused on rapid growth without stabilizing both sides of the marketplace. Cleaners churned due to low pay and inconsistent work, while customers experienced unreliable service quality.

What Changed? The marketplace never reached equilibrium. Unit economics remained weak, operational costs ballooned, and regulatory pressures increased as scale exposed structural flaws.

What is the Rediscovery Lesson? Two-sided marketplaces amplify misalignment. If either side isn't consistently getting their problem solved in a better way, the entire model becomes fragile, no matter how fast it grows.

Exercise 1 | **Unique Value Proposition**

What does your buyer get? When do they get it?

What happens if they don't?

Exercise 2 | **High-Level Concept**

What is your high-level concept (your X for Y)?

Exercise 3 | **The Solution**

List the inventions that you will include in your innovation stack. You need not invent it yourself to include it in your stack. Include everything you can think of, even if it's not in your first MVP.

Exercise 4 | **Channels**

How will buyers discover and evaluate you? Will you reach them directly, or through others? Are you building a one-side or two-sided market?







Part 4

CAPTURE THE VALUE

Creating value is not enough. If a business model cannot reliably capture value, alignment eventually collapses, no matter how meaningful the problem or how elegant the solution. This part focuses on how innovators design revenue models, cost structures, and metrics that *reinforce* rather than distort the problem they are solving for the buyer. You'll examine where value is created, where it leaks, and how incentives shape behavior inside the organization. The goal is simple but critical: ensure that what gets rewarded internally still matches what the buyer values externally.

Key Takeaways

Revenue and Pricing

- **Early revenue models rely on estimates.** You'll make directional assumptions with limited data — often using *Fermi-style thinking*. Precision comes later; coherence comes first.
- Revenue is the total income generated from buyers. It may be:
 - **One-time:** A single transaction.
 - **Recurring:** Ongoing payments tied to continued value delivery.
- **Pricing is not one-size-fits-all.** Common approaches include:
 - **Loss Leader:** Pricing below cost to gain entry or attention.
 - **Competitor-Based:** Matching prices in commodity markets.
 - **Cost Plus:** Adding margin to production costs.
 - **Demand-Based:** Pricing dynamically based on scarcity or urgency.
 - **Value-Based:** Pricing according to the cost of the buyer's problem — not your solution.
- **Value-based pricing is strongest** when achievable because it aligns price with buyer pain, not internal effort.
- **Price anchoring shapes perception.** Higher-priced options often exist to make a target offering feel reasonable.
- **Pricing decisions dramatically affect workload.** Small price changes can significantly reduce the volume required to sustain the business.
- **The right price can reduce your workload.** By increasing profit margins, you can sell fewer units to cover your costs — making your business more sustainable.





MoviePass was a subscription service that allowed members to see multiple movies in theaters each month for a flat fee, at one point as low as \$9.95 for unlimited films.

What Problem Was Being Solved? MoviePass aimed to reduce friction for frequent moviegoers by making movie attendance feel unlimited and predictable in cost.

Where Did Misalignment Emerge? The pricing model ignored the true cost structure of movie tickets. MoviePass paid full price to theaters while charging users far less – often less than the cost of a single ticket.

What Changed? The model attracted the heaviest possible users. As engagement increased, losses grew faster. Attempts to restrict access and raise prices damaged trust and undermined the original value proposition.

What is the Rediscovery Lesson? Pricing is not just a growth tactic: it is an incentive system. When price rewards behavior that destroys the business model, scale accelerates failure.



Costs and Cost Management

- **Costs** fall into two broad categories:
 - **Fixed Costs:** Stable regardless of volume (e.g., rent, salaries).
 - **Variable Costs:** Scale with usage or production.
- Costs originate from three sources:
 - **Resources:** People, capital, and materials.
 - **Routines:** Repeated activities and workflows.
 - **Relationships:** Vendors, partners, regulators, and service providers.
- Costs can be reduced through:
 - **Economies of scale:** Spreading fixed costs over greater volume.
 - **Economies of scope:** Sharing costs across related offerings.
- The best moment to address costs is when **evolving your solution stack**, not after it hardens.



Delta Air Lines is a legacy airline that emerged from bankruptcy stronger by deliberately reshaping its cost structure so it could invest in customer experience.

What Problem Was Being Solved? Move people reliably and safely in a highly competitive and cost-sensitive industry.

Where Did Misalignment Emerge? After 9/11, rising fuel costs, declining demand, and rigid labor structures caused costs to outpace revenue. Operations no longer matched market reality.

What Changed? During and after bankruptcy, Delta restructured aggressively. They invested in workforce alignment through profit sharing, merged with Northwest to gain route coverage and operational efficiencies, and vertically integrated fuel costs by acquiring an oil refinery. These moves directly targeted the largest cost drivers in the business.

What is the Rediscovery Lesson? Cost management is not about cutting indiscriminately. It's about realigning costs with how value is created and delivered, and using scale and scope deliberately.

Traction and Metrics

- **Traction is everything.** It's the Traction demonstrates whether your business model is working in the real world. It aligns intent, goals, and observable results.
- Traction is measured through **buyer behavior**, not internal activity.
- The core metrics (which we call **Pirate Metrics**) follow the AARRR sequence:
 - **Acquire:** Buyers become aware.
 - **Activate:** They begin using.
 - **Retain:** They return and derive value.
 - **Revenue:** They pay.
 - **Referral:** They bring others.
- Revenue is a *lagging indicator*. Charging before value is delivered shifts effort and cost onto the organization.
- Lack of visible traction, internal or external, is the **third most common reason** initiatives stall or are shut down. Without evidence, confidence erodes.



Nokia was once the world's dominant mobile phone company, with over 40% global market share at its peak, before losing relevance and selling to Microsoft for fractions of former value.

What Problem Was Being Solved? Nokia helped people communicate reliably through mobile devices, optimizing for durability, battery life, and global carrier distribution.

Where Did Misalignment Emerge? Internally, Nokia measured success using legacy metrics like units shipped, carrier relationships, and hardware efficiency. These metrics reflected past success, not changing customer behavior.

What Changed? The market shifted toward smartphones as software platforms. Apple and Android tracked different signals: engagement, ecosystems, developer adoption, and user experience. Nokia continued optimizing what it could measure.

What is the Rediscovery Lesson? Metrics shape attention. When you measure the wrong things, you optimize the wrong system, even while believing you're winning.

Unfair Advantage

- **Unfair advantages change your buyer's frame of reference.**
- Unfair advantages matter only if they change how buyers understand the problem, or why you are uniquely positioned to solve it.
- Advantages that fail to shift perception remain dormant assets.
- Common sources of unfair advantage include:
 - Insider insight or timing
 - Credible endorsements
 - Deep domain expertise
 - Personal or organizational authority
 - Network effects
 - Early reference customers
 - Proprietary processes, data, or technology

xerox

In the 1970s, the **Xerox** Palo Alto Research Center (PARC) became one of the most important innovation labs in history, yet its parent company failed to capture most of the unfair advantage leverage it created.

What Problem Was Being Solved? PARC researchers were exploring how humans could interact more naturally with computers: graphical interfaces, pointing devices, networking, and printing.

Where Did Misalignment Emerge? Xerox was understood to be copier company. Buyers hired Xerox to make copies. Leadership optimized around that job. The breakthrough technologies didn't change that shared frame of reference.

What Changed? PARC's technology was demonstrated to outsiders, and Apple (and later Microsoft) reframed computing as personal computing using Xerox's inventions.

What is the Rediscovery Lesson? Unfair advantages only matter if they change how buyers behave. Failure to leverage innovation for reframing is wasted energy.

Exercise 1 | **Revenue Streams**

What revenue type and pricing model will you offer? Can you offer value-based pricing and/or a price anchor? How many will you need to sell to generate enough revenue?



Exercise 2 | **Cost Structure**

What are your fixed and variable costs? What costs come from resources, routines, or relationships? What are some ways you could reduce costs?

Exercise 3 | **Key Metrics**

What actions are your buyers showing you for each pirate metric?

What are your initial goals for these pirate metrics?

How will you share results with your stakeholders?

Acquire:

Activate:

Retain:

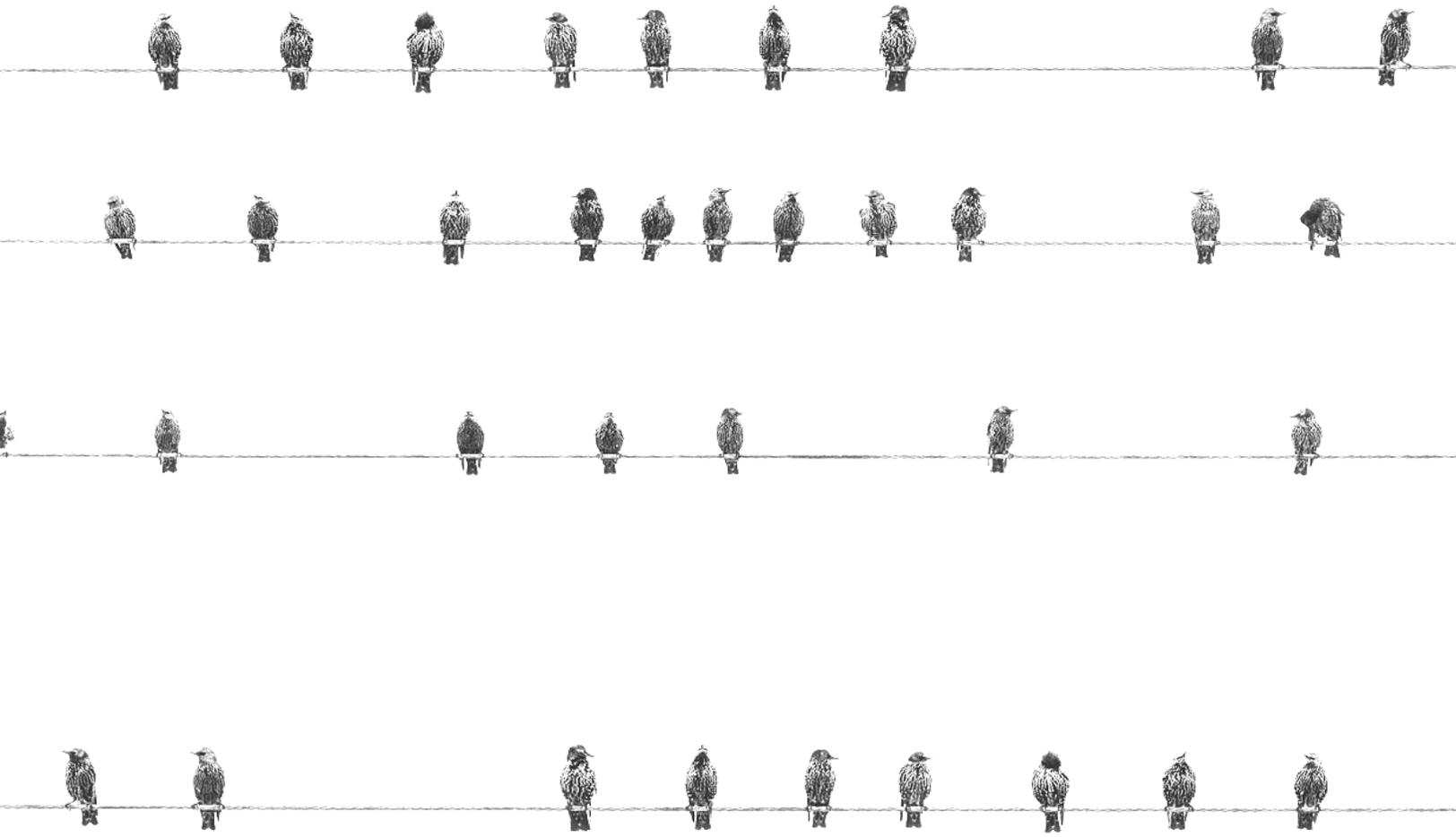
Revenue:

Referral:

Exercise 4 | **Unfair Advantages**

What are your unfair advantages?







Part 5

GO TIME

Clarity only creates value when it survives contact with reality. This section is about moving from alignment on paper to learning in the real world.

Key Takeaways

Interviewing Your Stakeholders

- A **stakeholder** is anyone who cares about your success: buyers, internal sponsors, investors, early adopters, partners.
- Start with **qualitative input**: talk to people to learn *why* things are happening.
- Then **verify quantitatively**: use data and metrics to confirm patterns at scale.
- Structure interviews using the **Customer Forces Model**:
 - **Expectation Violation**: What broke in their current approach?
 - **Push**: What pain or pressure motivates change?
 - **Pull**: What promise does a better way create?
 - **Inertia**: What makes staying put feel safer or easier?
 - **Friction**: What makes trying something new harder than it should be?



BlackBerry

In the early 2000s, **BlackBerry** dominated the smartphone market, especially in government and enterprise. They were the standard.

What Problem Was Being Solved? Secure, reliable mobile communication for professionals and large organizations.

Where Did Misalignment Emerge? BlackBerry listened closely to enterprise buyers, IT administrators, and security teams, but it underweighted feedback from end users and developers.

What Changed? Smartphones evolved from secure email devices into personal computing platforms. Their stakeholder interviews validated the present but missed the future.

What is the Rediscovery Lesson? Listening is not enough. Who you listen to matters just as much. Overweighting incumbent stakeholders can create false confidence and hide risks.

Managing Time and Risk

- **Time is your scarcest resource.** You can't manage time — only priorities.
- Evidence-based decisions beat assumptions every time.
- Use the **Innovator's Loop: Build to Measure to Learn** and then **Repeat**
- Most initiatives require about **32 loops** to find real fit:
 - 32 weeks if your loop is fast
 - 32 months if it's slow. Speed changes outcomes.
- The loop protects you from the **reality distortion field** — where beliefs outrun evidence.
- Expect failure. **Smart failure** (fast, intentional, and learned from) is how progress happens.
- Always test the **riskiest assumptions first**:
 - **Product Risk:** Are you solving the right problem?
 - **Customer Risk:** Can you reach and convert buyers?
 - **Market Risk:** Can this win and sustain itself?
- The #4 most common reason initiatives fail is **wasting time on low-impact work**, sometimes called premature optimization.

JUICERO

Juicero was a Silicon Valley startup that raised over \$120 million to reinvent home juicing with a high-end, connected appliance.

What Problem Was Being Solved? Making fresh, healthy juice more convenient through pre-packaged juice packs and a proprietary juicing machine.

Where Did Misalignment Emerge? Juicero assumed the machine itself was essential to delivering value, without validating whether customers needed it.

What Changed? Journalists demonstrated that the juice packs could be squeezed by hand just as effectively, instantly undermining the entire business model.

What is the Rediscovery Lesson? They optimized design, technology, and operations before validating the most fundamental risk. By the time it surfaced, it was too late.

Elevator Pitch

- A pitch is not an explanation. It's an **invitation to continue the conversation**. The goal is to make someone say, *"Tell me more."*
- Use this simple structure: *When **buyers** want to **solve a problem**, they often want to **get a job done**. They would normally **use an existing alternative**, but those **have issues**. So, we built **a solution** that delivers **our unique value proposition**.*
- Before you can earn external belief, you must **earn internal clarity**.

Innovator Habits

- You now understand the full weight behind this statement: *"**Learn about the problem you solve for your buyer, faster than your competitors.**"*
- Here are **8 habits of highly successful innovators**:
 1. **Continuously study the problem, not just the solution.** Stay close to buyers and stakeholders to understand what is actually broken.
 2. **Relentlessly shorten your Innovator's Loop.** Build, measure, and learn faster than your assumptions harden.
 3. **Test the riskiest assumptions first.** Don't optimize what doesn't matter yet.
 4. **Demonstrate traction, not progress theater.** Meetings, decks, and activity don't count. Buyer behavior does.
 5. **Listen obsessively to stakeholders, especially buyers.** Interviews before features. Evidence before confidence.
 6. **Use time intentionally as it is your scarcest resource.** Decide what not to work on as aggressively as what to pursue.
 7. **Adapt your model as reality changes.** Avoid alignment drift.
 8. **Act before you feel ready.** Learning only happens after action, not before.
- And remember the two traits of successful innovators:
 1. **Coachability:** Willingness to learn and adapt.
 2. **Intentionality:** Willingness to act and build.



Exercise 1 | **Interviewing Stakeholders**

What stakeholders will you interview? What will you ask them about your business model?

Exercise 2 | **Biggest Risks**

What are your product, customer, and market risks in your business model?

Exercise 3 | **Elevator Pitch**

What is your Elevator Pitch? Remember it uses this format (replace the bold words with your own:

*When **buyers** want to **solve a problem**, they often want to **get a job done**.
They would normally **use an existing alternative**, but those **have issues**.
So, we built **a solution** that delivers **our unique value proposition**.*

Certificate of Completion

This certifies that

has successfully completed the Rediscovery Workshop:
a program focused on developing the mindset, tools, and habits
of successful innovators through the Lean Canvas framework.

Instructor / Facilitator

Date

Location

