Rapid Experimentation

Bennett Blank
Innovation Leader, Intuit Inc.

@BlankBen

INTUIT

"We improve our customers' financial lives so profoundly they can't imagine going back to the old way."
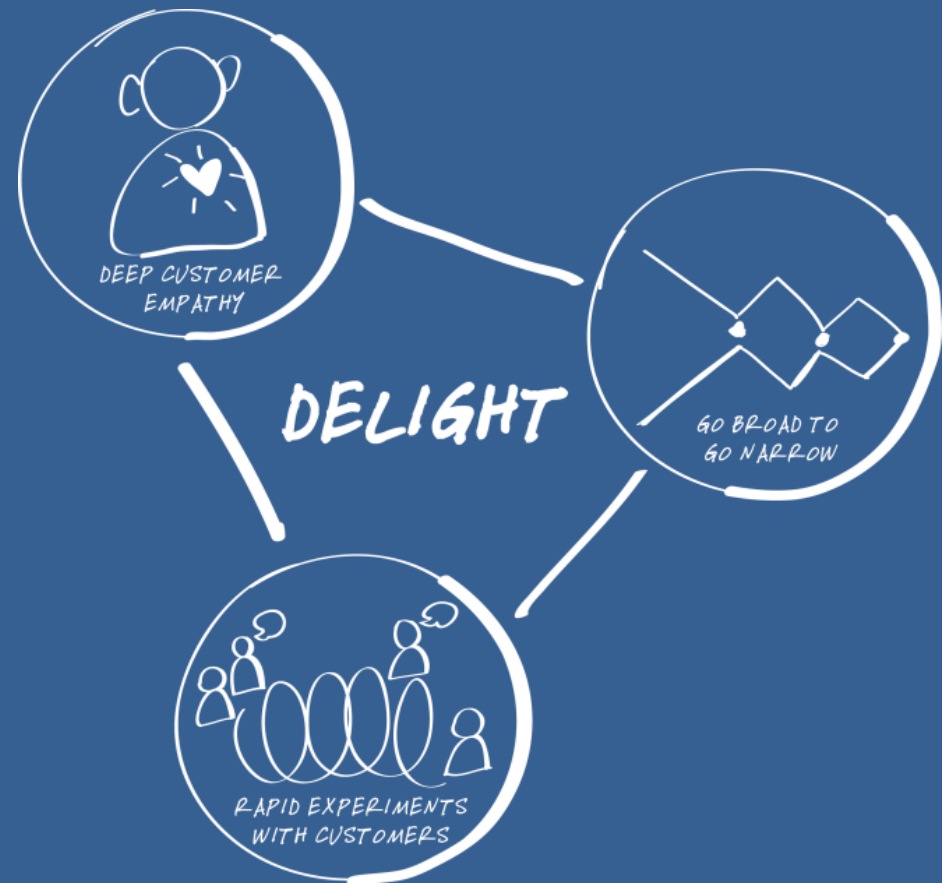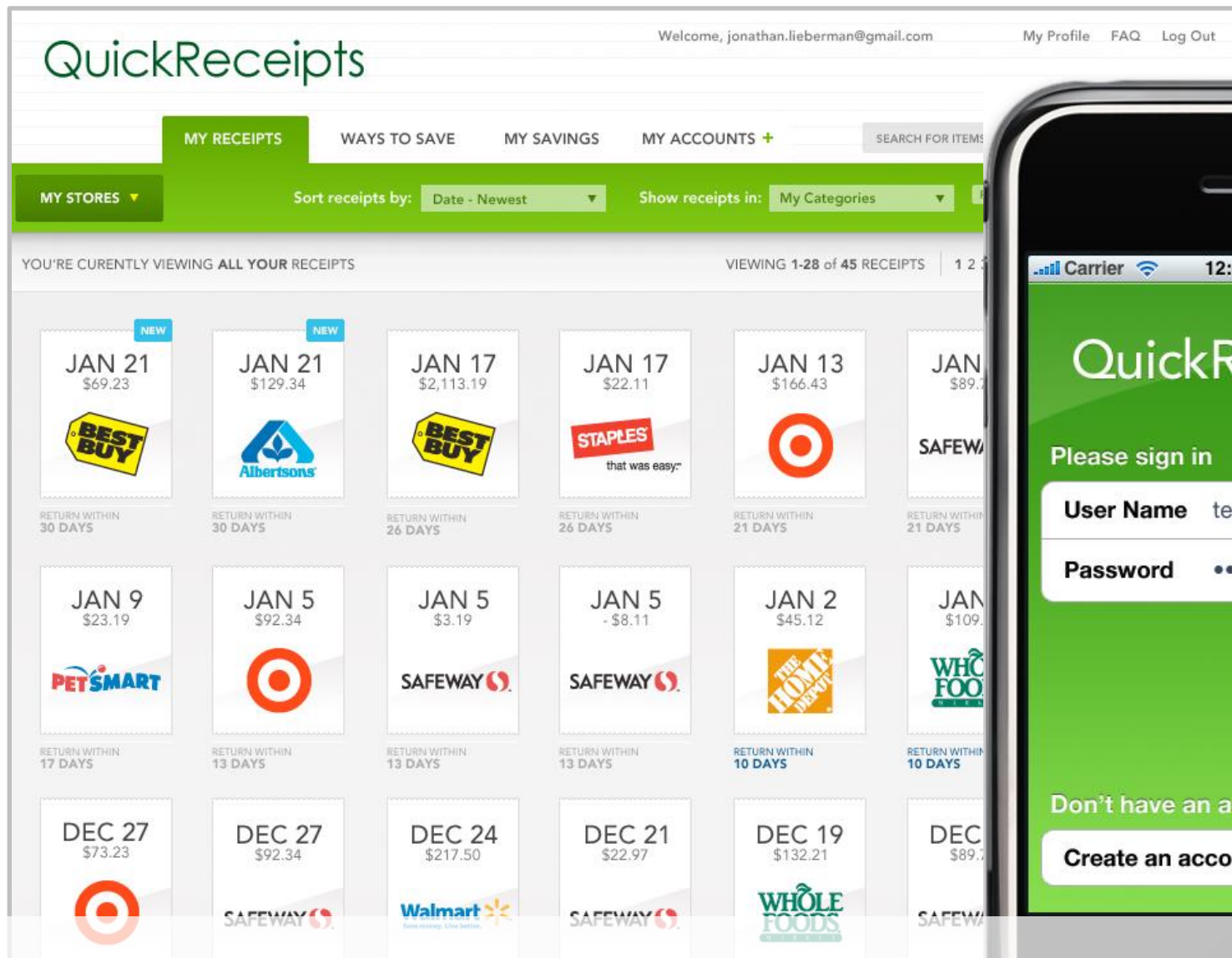
— Scott Cook, Intuit Founder

TurboTax Quicken

mint.com QuickBooks

Customer Driven Innovation

Find an important, unsolved customer problem

...that we *and those we enable* can solve well...

...and build durable competitive advantage

Design for Delight

DEEP CUSTOMER EMPATHY

GO BROAD TO GO NARROW

DELIGHT

RAPID EXPERIMENTS WITH CUSTOMERS
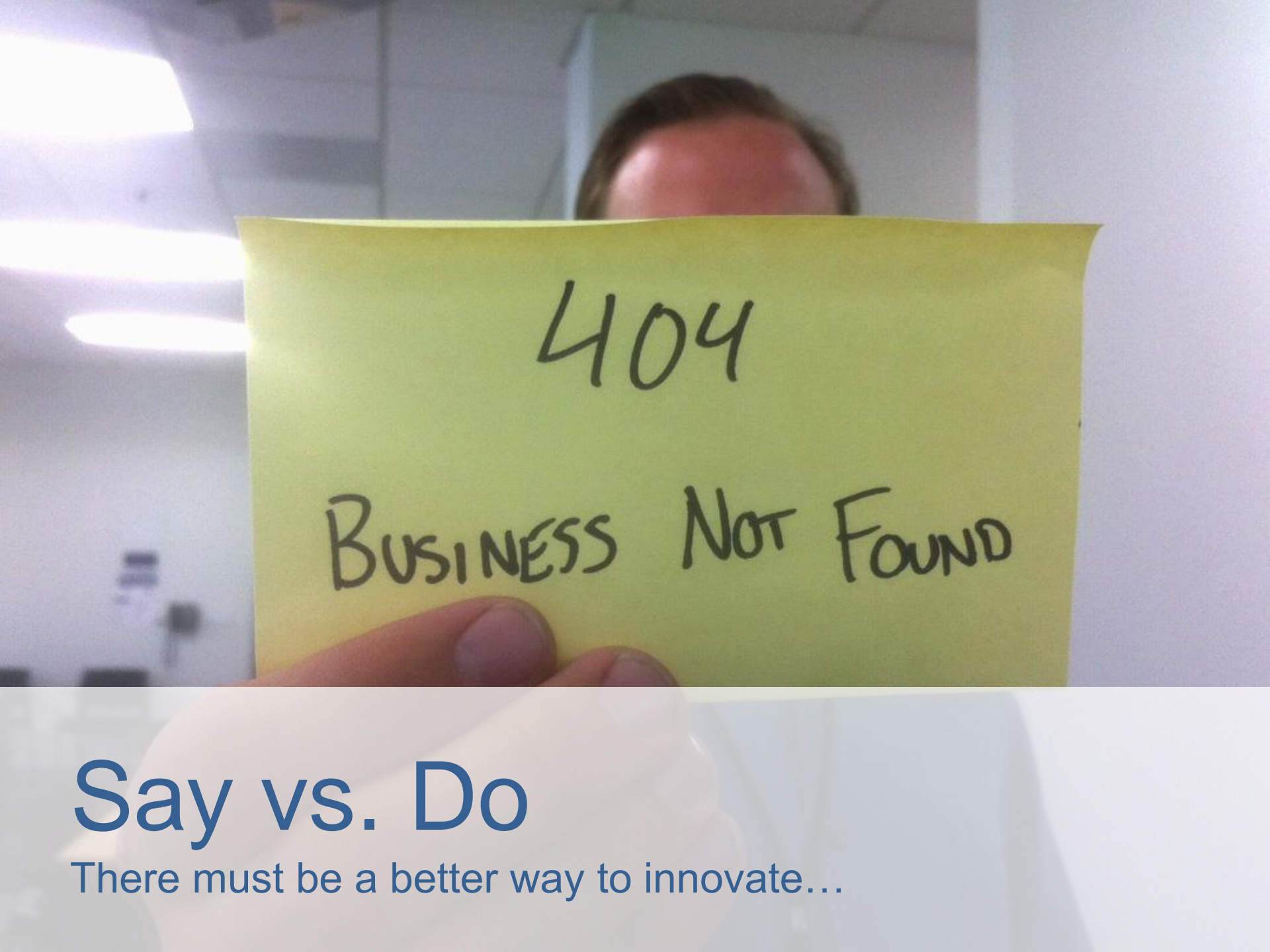
Our Philosophy: Innovation is everyone's job

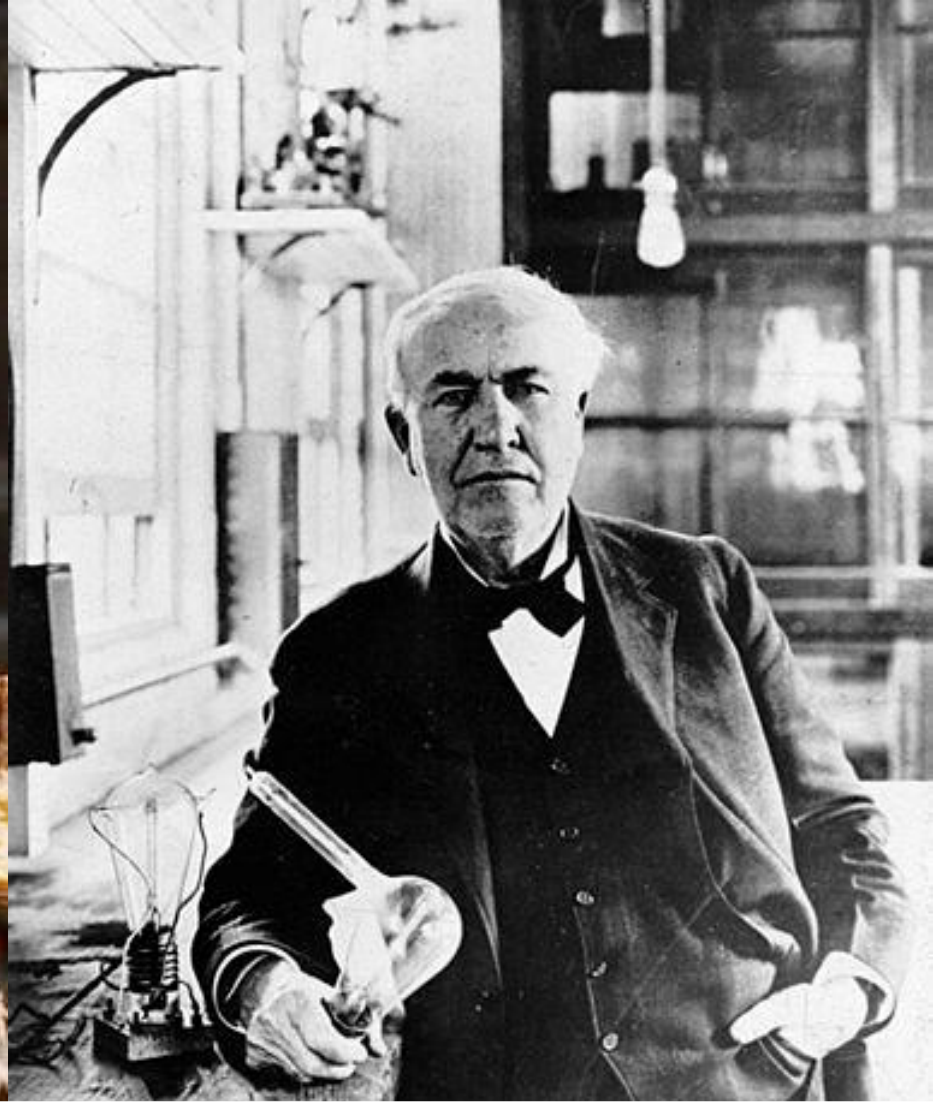# Why Rapid Experiments?

Digital Receipts

Say vs. Do

There must be a better way to innovate…

"No business plan survives first contact with customers"
– Steve Blank

So, the sooner you achieve first contact, the sooner you will learn the truth about your customers…

From Caesar to Scientist

You can't pick winners (no matter how smart you are)

Opinion-Based
Politics + PPT
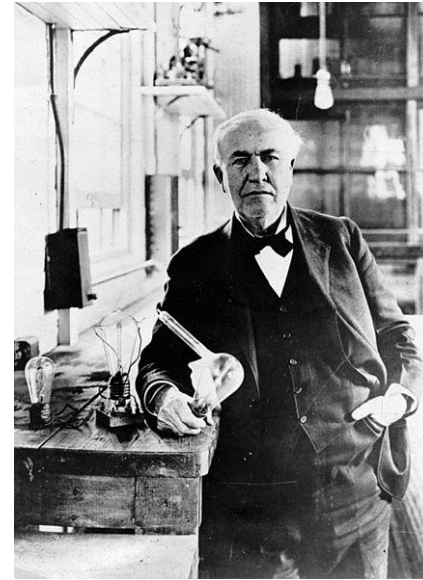One Person
Thinking& Planning
Plan + Flawless Intellect
Success vs. Failure
Assume I'm Right
Advocate and Sell
Someone might stab me

Evidence-Based
Experiments + Data
Everyone
Doing it Now
Enlightened Trial & Error
Always Be Learning
(ABL) Assume I'm Wrong
Let Data do the Talking
Hey, this is fun!

Goal: make faster, more informed decisions.

- Dramatically reduce risk
- Minimize resources required
- Increase number of ideas pursued
- End false positives / negatives
- Create engaged employees

Does it Deliver?

600+ experiments with thousands of customers

1200+ employees innovating across the spectrum

$20m+ in new revenue
Multiple new ideas in market
Internal process improvements
Minimal resources
Employee engagement +

...all in less than 18 months

Yes, Rapid experimentation delivers innovation results
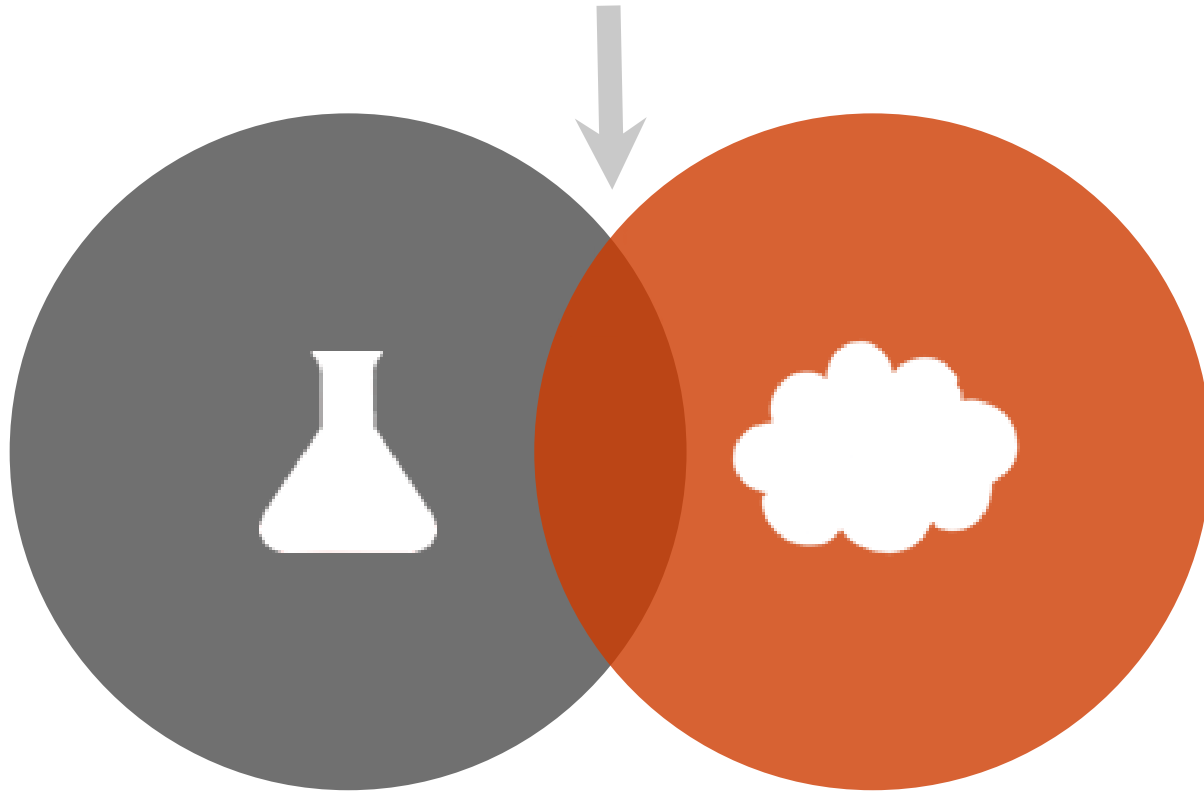
What Are Rapid Experiments?

Build the minimum required to test your most important question

Hint: It's probably a lot less than you think

Rapid Experimentation

Output = Data + Surprises

What is Rapid?

Run experiments in:
a few hours
a few days
a few weeks (too slow ?)

Start now. There is always a faster way to test your business idea with real customers, find it.

Throughout your Org
Go beyond product teams – Finance, HR, IT, Legal, Branding

RX Guidelines vs. Rules

Honor the customer
Remember our company values
Freedom below 2,000
You're in charge (see legal)
Tell a great story

You: Create the systems and culture – then get out of the way!

Parting thoughts…

- Start small, expand fast
- Go where you are loved
- Be inclusive, invite everyone!
- Align with your culture
- Start now!

Exercise

(a taste of what our employees experience)

How long would it take for 1 new hire to run an experiment at your company? (:03)

Task: Write down a number in hours, days, or weeks

Hint: Consider the steps an employee must go through, approvals, legal requests, etc…

How might you reduce this time by 10x? (:05)

Task: Write down *at least* 15 things you or your organization could do to reduce this time.

Hint: Be specific! Consider behaviors and tangible changes, rather than generic concepts.

Be bold - *There are no bad ideas!*

Choose your favorite idea. Devise an experiment you can run in 24 hours or less to test this idea. (:05)

Task: Write down a simple, but specific, description of a potential experiment you might run.

Hint: Ensure your experiment is measuring a real behavior, and your participants will not know it is an experiment!

Your Hypothesis:

If I do **X**, then **Y**% (or #) will behave in way **Z**. (5:00)

Task: Write down a hypothesis for your experiment using this template (keep it positive) .

Example: If Ben runs this exercise, 25% of attendees will run their experiment after the conference.

My Challenge to You:

Run your first experiment, share what you learn. (24:00)

Task: Run your 24 hour experiment in the next three weeks.

Right Now: Send Hypothesis to: Bennett_Blank@Intuit.com and I will send you this deck with bonus content.

Thank You

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