



FOR THE LIFE OF YOUR BUSINESS



FOSTERING VIBRANT COMMUNITIES

Market Research and Idea Validation

TURN YOUR TECH IDEA INTO A BUSINESS

JOIN SCORE'S WASHINGTON DISTRICT TECH ENTREPRENEURS PITCH CONTEST

[HTTPS://WWW.SCORE.ORG/SEATTLE/TECH-ENTREPRENEUR-PITCH-CONTEST](https://www.score.org/seattle/tech-entrepreneur-pitch-contest)

www.score.org



Your Presenter: Jim Cooke

- Retired EE with more than 40 years in Technology
 - 9 patents
- SCORE Volunteer for ~6 years
- Maker / Volunteer at Edmonds College Makerspace (FacilityMade.com) **who is also a sponsor of our Tech Pitch contest.**
- A Sailor / Racer
- Jim.Cooke@ScoreVolunteer.org



Market Research (MR) Agenda:

- Why MR matters
- What is MR and their types
- Introducing the Lean Canvas
 - Hypothetical Product example
- Defining and Estimating Your Market
- Getting to Know your Customer
- Customer Personas
- Customer Research Examples
- Problem Statements
- Competitive Landscape and Metrics
- SWOT Analysis in Market Research
- Competition
- Validating the Market
- Pricing and Value
- Data / Research Tools
- Continuous Market Learning
- Wrap-Up (time permitting)
- Resources & live Database search

Top reasons startups fail



Note: Based on an analysis of 111 startup post-mortems

Why Market Research Matters

- More than half of startups fail due to the lack of Proper Market Research.
- If your concept doesn't gain sufficient traction, you want to fail sooner rather than later.
- Technology succeeds only when it solves a **validated problem** that customers will **pay \$** **for.**
- Market research reduces uncertainty and verifies customer pain point / need.
- Goal: Shift from '**technology-first**' to '**problem-first**' thinking.
- Validate the TAM, SAM, SOM
- Consider your **MVP** (**Minimum** Viable Product) as you work through your Market Research.
- **We want to validate that you have a good solution to a significant problem.**
- **Validate the “Product (or Service) Market Fit”.**

Market Research

Definition:

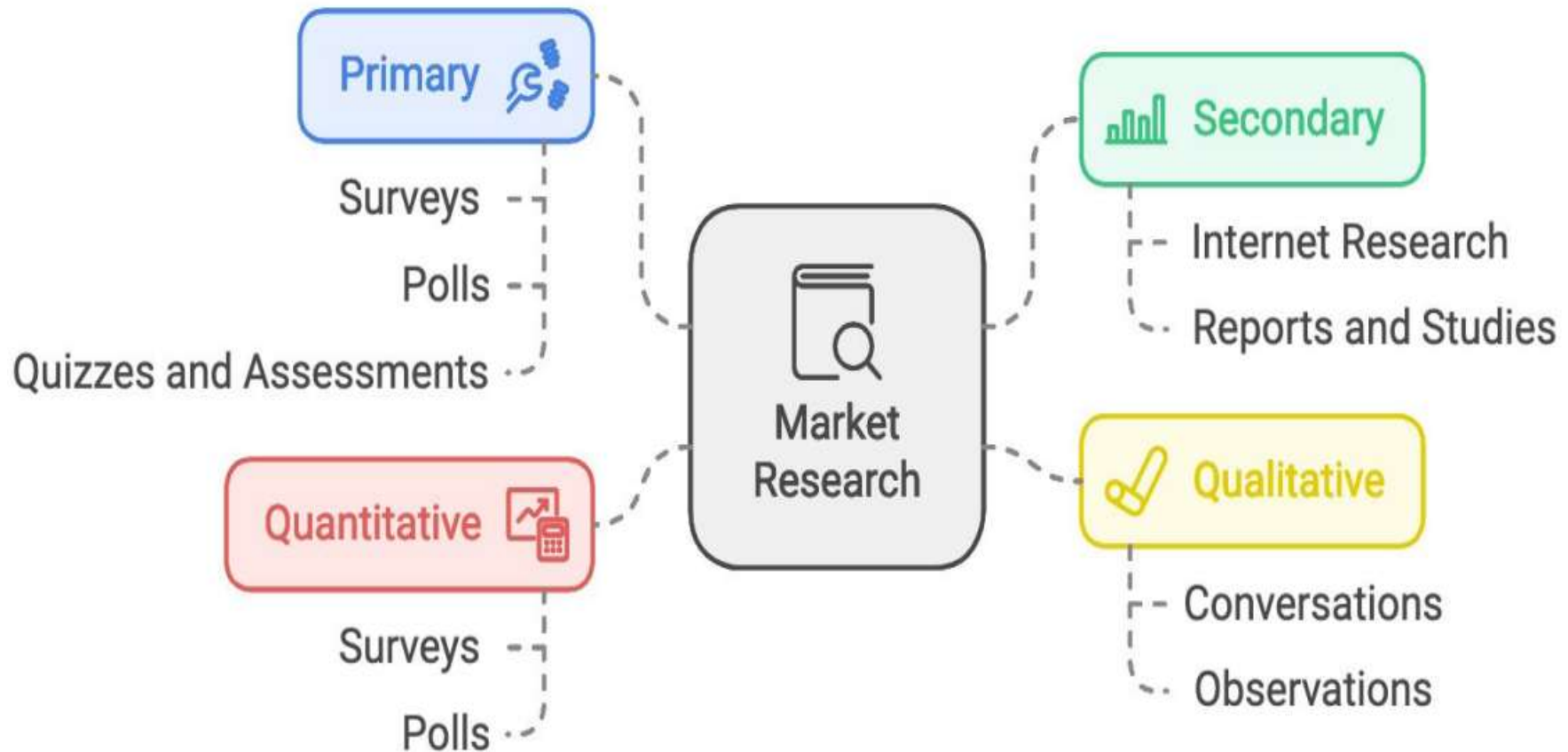
- The process of collecting and analyzing data about customer pain-points / needs, solutions, competitors, and market conditions.
- Goal: Understand the market and identify opportunities or challenges.
- Start with a Hypothesis
- Focus: Information gathering and insights.
 - Customer interviews
 - Market / Competitor analysis (AI is a big help)
 - Customer satisfaction studies

Marketing

Definition:

- The process of promoting, selling, and distributing a product or service.
- Goal: Attract, engage, and retain customers.
- Focus: Execution and communication.
- Examples:
 - Advertising campaigns
 - Branding and social media
 - Pricing and promotions

Market Research Marketing



Introducing the Lean Canvas

- A lean canvas is a quick high-level concise view of the product and the market for the solution that you are proposing
- Lean Canvas resource by Ash Maurya
<https://www.youtube.com/watch?v=7o8uYdUaFR4>
- SCORE Seattle 3 hour Business Plan:
<https://www.score.org/seattle/event/creating-a-quick-business-plan-three-hours-22525>

<p>PROBLEM List your top 1-3 problems</p> <p style="font-size: 2em; text-align: center;">2</p> <p>EXISTING ALTERNATIVES List how these problems are solved today</p>	<p>SOLUTION Outline a possible solution for each problem</p> <p style="font-size: 2em; text-align: center;">4</p>	<p>UNIQUE VALUE PROPOSITION Single, clear, compelling message that turns an unaware visitor into an interested prospect</p> <p style="font-size: 2em; text-align: center;">3</p> <p>HIGH-LEVEL CONCEPT List your X for Y analogy (e.g. YouTube = Flickr for videos)</p>	<p>UNFAIR ADVANTAGE Something that can't be easily copied or bought</p> <p style="font-size: 2em; text-align: center;">9</p>	<p>CUSTOMER SEGMENTS List your target customers and users</p> <p style="font-size: 2em; text-align: center;">1</p> <p>EARLY ADOPTERS List the characteristics of your ideal customers</p>	
<p>KEY METRICS List the key numbers that tell you how your business is doing</p> <p style="font-size: 2em; text-align: center;">8</p>	<p>CHANNELS List your path to customers</p> <p style="font-size: 2em; text-align: center;">5</p>	<table border="1" style="width: 100%;"> <tr> <td data-bbox="262 972 968 1260"> <p>COST STRUCTURE List your fixed and variable costs</p> <p style="font-size: 2em; text-align: center;">7</p> </td> <td data-bbox="974 972 1671 1260"> <p>REVENUE STREAMS List your sources of revenue</p> <p style="font-size: 2em; text-align: center;">6</p> </td> </tr> </table>		<p>COST STRUCTURE List your fixed and variable costs</p> <p style="font-size: 2em; text-align: center;">7</p>	<p>REVENUE STREAMS List your sources of revenue</p> <p style="font-size: 2em; text-align: center;">6</p>
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Hypothetical Product from IPS



[Click to see full view](#)



AcuRite 02020 Portable Lightning Detector Black, 2½L x 1W x 2¾H

Visit the AcuRite Store

4.2 ★★★★★ (1,673)

50+ bought in past month

\$49⁹⁹

✓prime Overnight

FREE Returns

Save up to 8% with business pricing. Sign up for a free Amazon Business account

Size: 2½L x 1W x 2¾H

2½L x 1W x 2¾H
\$49.99
FREE Delivery
Overnight 4 AM - 8 AM

2½L x 1W x 2¾H (Pack...)
\$149.97
(\$49.99 / count)

- Detects lightning bolts and storms within 25 miles
- Warning light, audible alarm and text alerts
- Strike counter displays running total of lightning strikes that have been detected
- Estimated distance to storm with lightning
- Momentary backlight for low-light viewing

Lean Canvas (IPS Innovative Photo Solutions)

Designed for:
SCORE workshop

Designed by:
Jim Cooke

Date:
10/10/2023

Version:
0.2

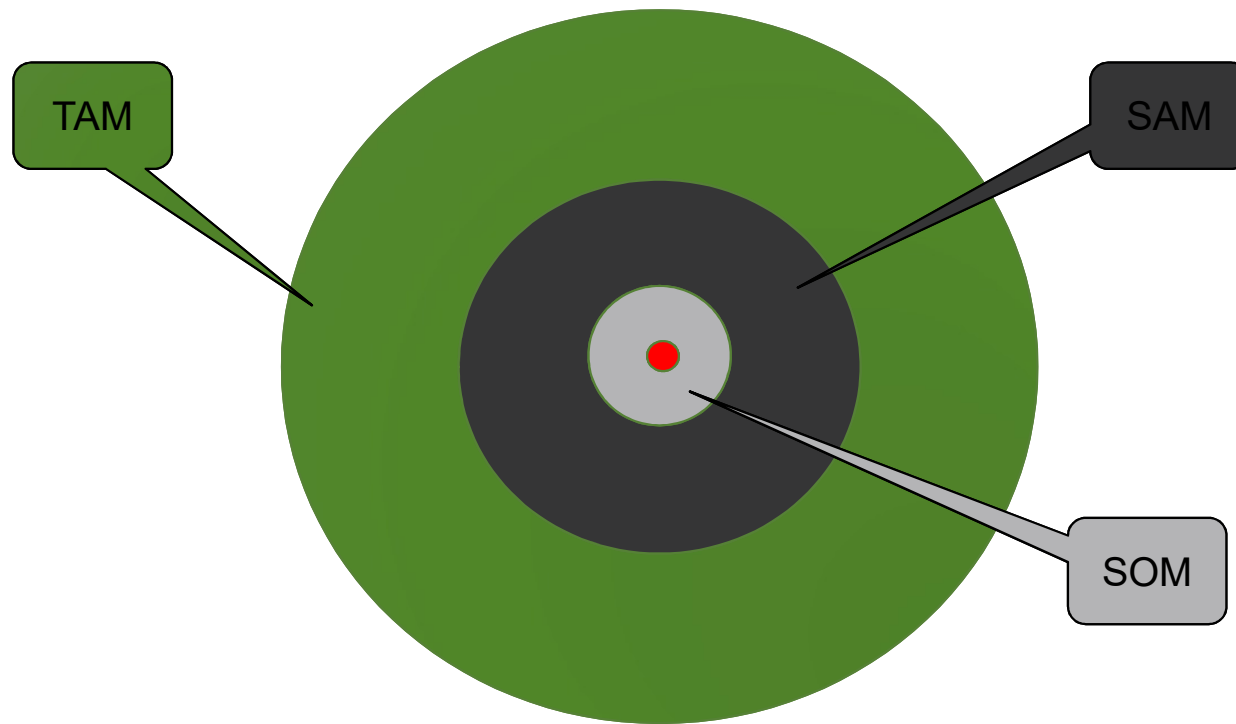
<p>Problem Top 3 problems</p> <ul style="list-style-type: none"> Photographers who want to photograph lightning storms currently have no tools. This requires trial and (mostly) error. Photographers become frustrated due to missing the perfect shot. <p>Existing Alternatives List how these problems are solved today.</p> <ul style="list-style-type: none"> Hit and mostly miss with long exposure <ul style="list-style-type: none"> Lots of wasted time. Very expensive high frame rate, hi resolution video cameras. 	<p>Solution Top 3 features</p> <ul style="list-style-type: none"> Prosumer camera accessory that “detects” the start of the electrical (lightning) storm and triggers the shutter. Mobile App allows the user to easily modify settings for a variety of cameras. Future service allows subscribers to sign up for actual storm notifications. <p>Key Metrics</p> <ul style="list-style-type: none"> Achieve 10% of the prosumer market in 2 years Convert 10 new referrals per month. Feature at least one new product or service per month 	<p>Unique Value Proposition Single, clear and compelling message that states why you are different and worth buying</p> <ul style="list-style-type: none"> Take back hours of trial and error trying to get the perfect lightning picture <p>High-Level Concept List your X for Y analogy (e.g. YouTube = Flickr for videos)</p> <ul style="list-style-type: none"> ESP (Extrasensory Perception) for photographing lightning storms 	<p>Unfair Advantage Can't be easily copied or bought</p> <ul style="list-style-type: none"> Patent pending Influencers love it and brag on their posts Loyal following for our blogs Trusted Advisor in our field <p>Channels Path to customers</p> <ul style="list-style-type: none"> Kickstarter/Indiegogo Google / Facebook ads Discount for first time signup LinkedIn groups Host Photo Competition 	<p>Customer Segments Target Customers</p> <ul style="list-style-type: none"> Amateur / Professional Photographers with SLR or hi-end smart phone Creative Prosumers <p>Early Adopters List the characteristics of your ideal customers.</p> <ul style="list-style-type: none"> Gadget Geeks who own DSLR, SLR or high end smart phones
<p>Cost Structure List your fixed and variable costs. Landed Product cost \$20, sell on website for \$149 Customer acquisition costs: Budget \$20 (web Advertising) Distribution costs: In year 2, we estimate 30% of the units will be sold through our own retail partners with a wholesale price of \$75. We estimate the remaining units will sell via our website with almost everyone signing up for the free shipping promo.</p>		<p>Revenue Stream List your sources of revenue.</p> <ul style="list-style-type: none"> Initial Product gross sales Year1=\$122K from crowdfunding Subsiquent years we will add OEM products (lenses, accessories) as well as adding other innovative products and services 		

Defining and Estimating Your Market

- Understand TAM / SAM / SOM – size, scope, and focus.
- Choose your beachhead market: start narrow, grow wide.
- Use data: industry reports, patents, funding activity.
- Use you local Library Reference Librarian

TAM / SAM / SOM Diagram

Visualize market sizing: concentric circles representing Total, Serviceable, and Obtainable (Share) markets.

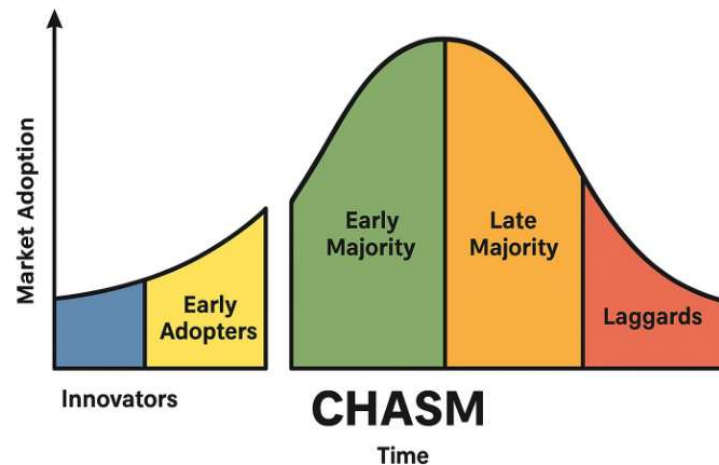


Exercise: Estimating Your Market

- Define Total Addressable Market (TAM): everyone who could use it.
- Define Serviceable Available Market (SAM): those you can actually reach.
- Define Serviceable Obtainable Market (SOM): your first target niche.
- AI and Reference Librarians can help:
 - Tools (Simply Analytics, Business Insights Global, Reference Solutions)

Know Your Customer

- Segment your market into clear user groups.
- Develop personas: goals, frustrations, motivations.
- Identify early adopters using the 'Crossing the Chasm' model.



Customer Persona Example for IPS

Example of persona layout: Name, demographics, goals, frustrations, tools used.

Photographer

Income
\$100K +

Into latest
gadgets

From Reference Solutions

Geography

- Map Based Search
- City / State
- Metro Area
- ZIP Codes
- County
- Radius
- Street Address
- Neighborhood
- Mailing Address

Housing Selections ✓

- Estimated Home Value
- Estimated Home Income
- Contacts per Household

Lifestyles ✓

- Lifestyles

Consumer Snapshot ✓

- Age
- Marital Status
- Children Present
- Ethnicity
- Gender
- Language Spoken
- Religion
- Political Party
- Female Occupation
- Male Occupation
- Mortgage Present
- Home Owner
- Home Value
- Income

- Apparel / Fashion / Beauty
- Arts / History / Science
- Books / Magazines
- Charitable Donor
- Cooking / Wine
- Collectibles
- Hobbies / Crafts / Sewing
- Health / Diet / Fitness
- Home Improvement / Decor
- Motor Vehicles / Motor sports
- Outdoor Recreation
- Personal Finance / Self-Help
- Pets / Animals
- Photography
 - Photo Processing
 - Photography Enthusiast
- Politics / Religion / News
- Purchase Behavior
- Sports
- Technology / Entertainment
- Travel

Currently searching records that *match any* selected interests

[SHOW MORE OPTIONS](#)

[Clear Field\(s\)](#)

Age Search Tips Collapse Remove

Under 25	40 - 44
25 - 29	45 - 49
30 - 34	50 - 54
35 - 39	55 - 59
40 - 44	60 - 64
45 - 49	65 - 69
50 - 54	70 - 74
55 - 59	75+
60 - 64	

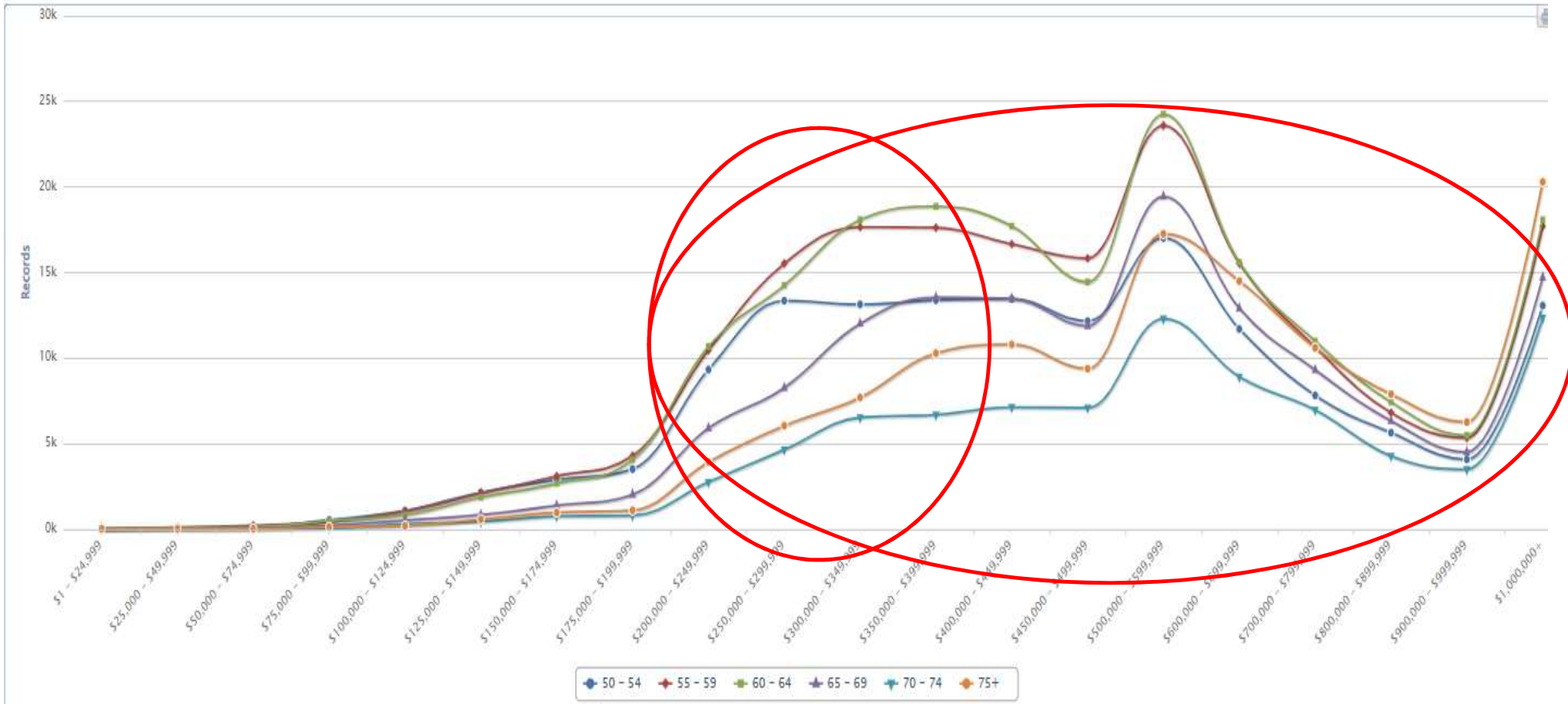
[Clear Field\(s\)](#)

Income Search Tips Collapse Remove

\$100,000 - \$124,999	\$100,000 - \$124,999
\$125,000 - \$149,999	\$125,000 - \$149,999
\$150,000 - \$174,999	\$150,000 - \$174,999
\$175,000 - \$199,999	\$175,000 - \$199,999
\$200,000 - \$249,999	\$200,000 - \$249,999
\$250,000 - \$299,999	\$250,000 - \$299,999
\$300,000 - \$399,999	\$300,000 - \$399,999
\$400,000 - \$499,999	\$400,000 - \$499,999
\$500,000 Plus	

[Clear Field\(s\)](#)

From Reference Solutions: Photography Enthusiast



Photography Enthusiast

Age/	\$175,000 - \$199,999	\$200,000 - \$249,999	\$250,000 - \$299,999	\$300,000 - \$399,999	Total
Under 25	878	898	893	1,827	4,496
25 - 29	1,995	1,942	1,919	3,787	9,643
30 - 34	3,475	2,892	2,851	5,592	14,810
35 - 39	6,180	4,220	4,341	8,641	23,382
40 - 44	9,120	5,824	5,796	11,354	32,094
45 - 49	12,600	7,592	7,606	15,147	42,945
50 - 54	15,381	11,678	11,723	23,538	62,320
55 - 59	20,325	15,713	15,896	31,422	83,356
60 - 64	21,759	14,609	14,573	29,599	80,540
65+	110	304	302	618	1,334
65 - 69	14,512	10,548	10,626	21,281	56,967
70 - 74	5,662	6,051	6,093	12,281	30,087
75+	4,509	10,408	10,445	20,427	45,789
Total	116,506	92,679	93,064	185,514	487,763

Customer Research Techniques

- Conduct discovery interviews (problem-focused, not pitching).
 - Ask open ended questions when possible.
- Map empathy: what they think, feel, do, and say.
- Observe behaviors and pain points in context.
- Resources (Lean Canvas, Reference Solutions by Data Axle and Innovation Within (for teams))

Exercise: Write 3 Problem Statements for your product or service (Think back to our Lean Canvas)

- Use real words customers might say.
- Test whether these are verified or assumptions.
- Refine with data from conversations.
- Use the 5 Whys to refine the problems

Methods, Tools & Resources

- **Customer discovery:** interviews, surveys, focus groups
- **Digital tools:** Google Trends, LinkedIn, Crunchbase, app reviews, USPTO (patents)
- **Market reports / Databases:** Reference Solutions, PitchBook, Gartner

Reference Solutions by Data Axle

U.S. Businesses

119 Million Businesses
4.8 Million Closed Businesses

[SEARCH](#) | [MORE INFORMATION](#)

Canadian Businesses

2.7 Million Businesses

U.S. Healthcare

2.9 Million Physicians & Dentists

U.S. Consumers / Lifestyles

324 Million Individuals

U.S. New Movers / Homeowners

10 Million Records

U.S. Historical Businesses

415 Million Historical Records

U.S. New Businesses

2.1 Million New Businesses

U.S. Standard White Pages

161 Million Residents

Canadian White Pages

12 Million Individuals

Universal Search

Simultaneously search businesses and consumers

New Personal Accounts

Patrons can now sign up for personal accounts and create custom user profiles, save searches and search criteria for future list building and much more.

[Register Now](#)

Already have an account? [Login](#)

Reference Solutions Mobile

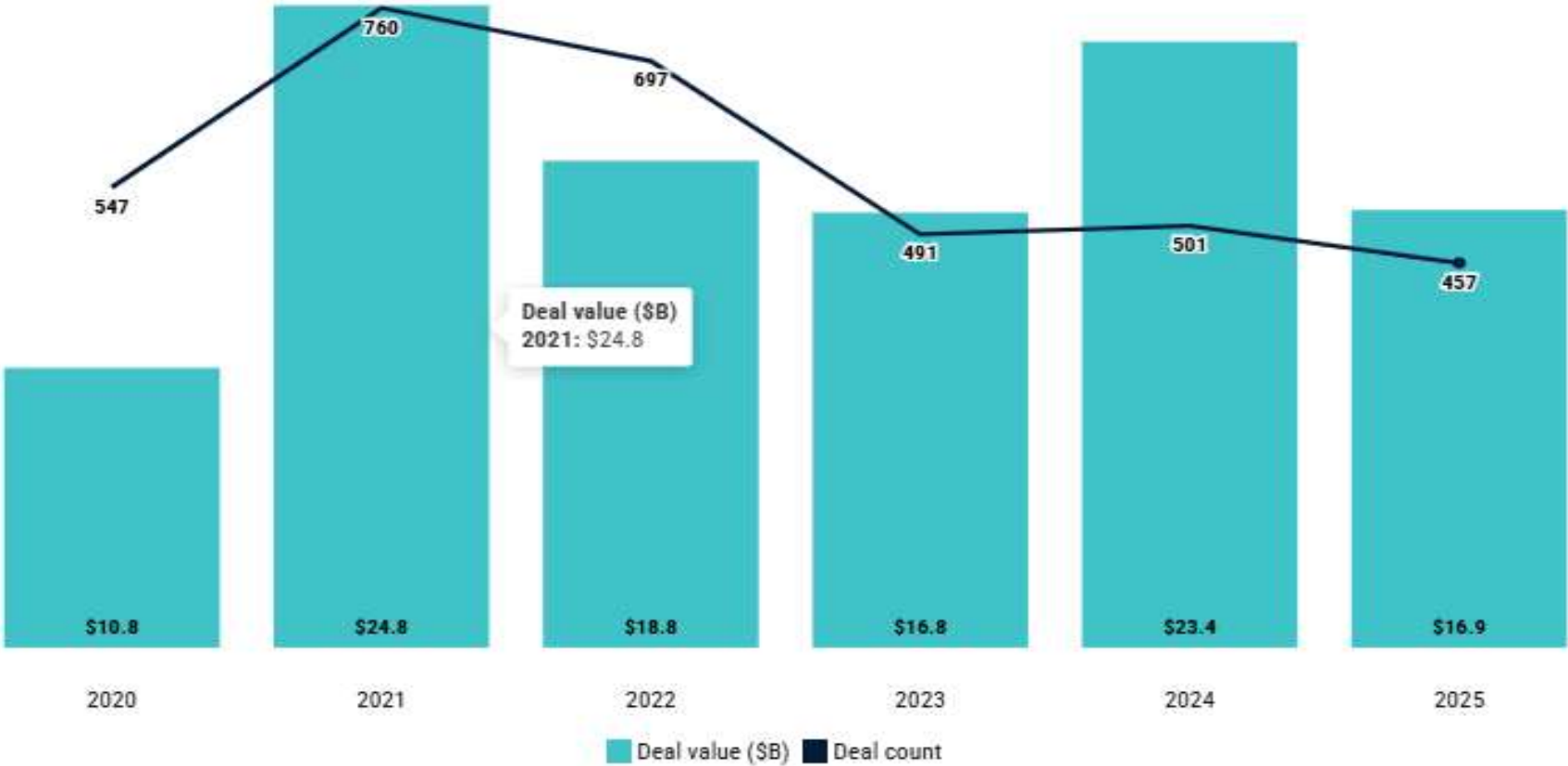
Download our mobile app for Reference Solution Search US Businesses and US Consumers from your phone or tablet on Android or iOS operated devices. Find businesses and consumers based on your devices current location, or by address, city, state or ZIP code.

U.S. Businesses

The U.S. Business database contains a total of 119 million businesses including that are updated weekly. It is the only business database that is enhanced with more than 24 million phone calls per year providing you with the most accurate data possible.

PITCHBOOK EXAMPLES

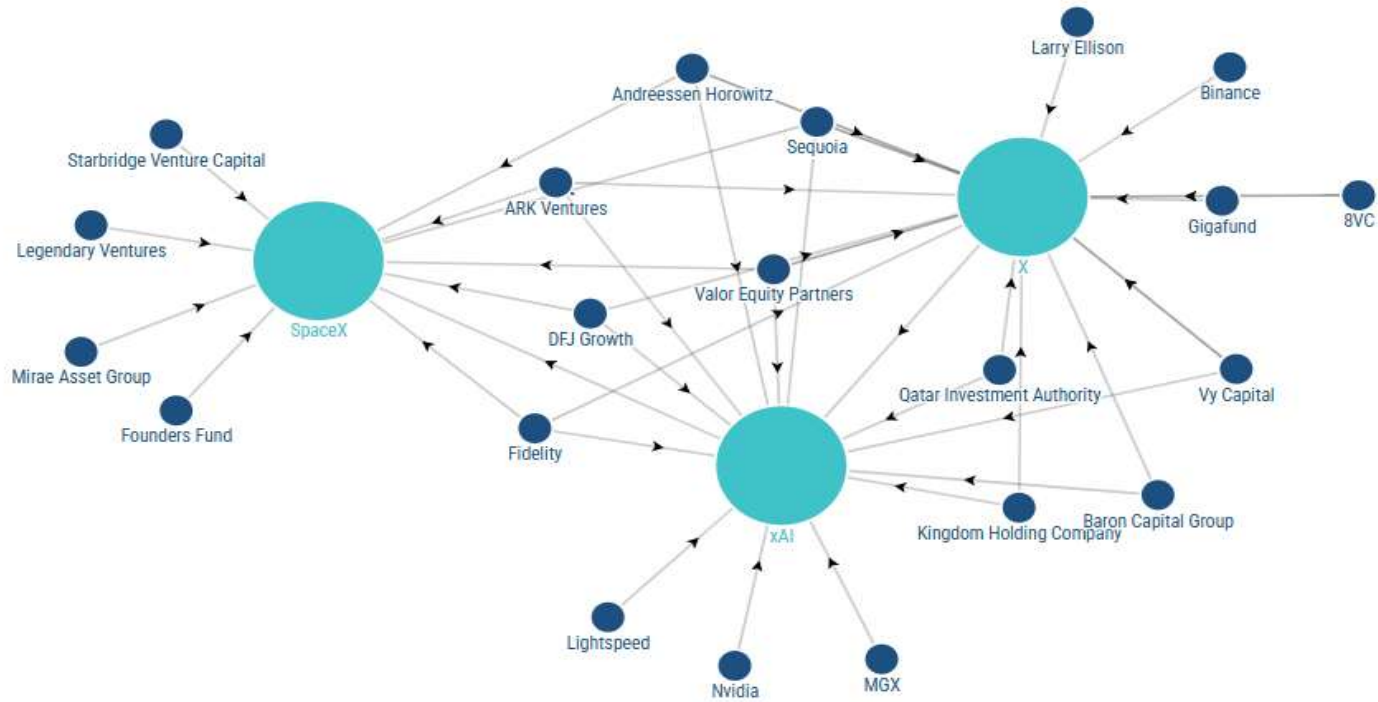
Infrastructure SaaS VC deal activity



Source: PitchBook • Geography: Global • As of December 31, 2025

The full Elon investment club

Hover over each bubble to learn about each investment



Source: PitchBook and company filings • As of Feb. 3, 2026

Internet of Things Companies to watch

This list of internet of things companies identifies internet of things startups and companies with high growth potential based on factors such as capital raised and number of funding rounds. Using our list of internet of things startups, our users can pinpoint companies that are likely fundraising based on recent activity in seed or early-stage funding rounds.



[Zhidao Network](#)

Last Deal Type

Series C2

Last Post Valuation

\$1.5M



[Turntide Technologies](#)

Last Deal Type

Series C

Last Post Valuation

\$1.5M



[ZDS-T Smart Security...](#)

Last Deal Type

Series C

Last Post Valuation

\$1.5M



[Hubei Xingji Meizu...](#)

Last Deal Type

Series A

Last Post Valuation

\$1.5M



[CoolerX](#)

Last Deal Type

Series C2

Last Post Valuation

\$1.5M



[Leading Tech](#)

Last Deal Type

Series A1

Last Post Valuation

\$1.5M



[Smartmi](#)

Last Deal Type

Series B

Last Post Valuation

\$1.5M



[Hikstor Technology](#)

Last Deal Type

Series B

Last Post Valuation

\$1.5M



[UINO](#)

Last Deal Type

Series C

Last Post Valuation

\$1.5M



[EJiayou](#)

Last Deal Type

Series B

Last Post Valuation

\$1.5M

2026 Gartner conferences **by focus**

For the most up-to-date list of Gartner conferences, visit gartner.com/conferences/calendar.

Gartner

Calendar is as of 16 October 2025.
Dates and locations are subject to change.

Assurance		
Enterprise Risk, Audit & Compliance Conference	15 – 16 September	Grapevine, TX
Enterprise Risk, Audit & Compliance Conference	28 – 29 September	London, U.K.
Applications & Software Engineering		
Digital Workplace Summit	23 – 24 March	San Diego, CA
Digital Workplace Summit	27 – 28 April	London, U.K.
Application Innovation & Business Solutions Summit	2 – 4 June	Las Vegas, NV
Application Innovation & Business Solutions Summit	17 – 18 June	Tokyo, Japan
Digital Workplace Summit	26 – 27 August	Tokyo, Japan
Application Innovation & Business Solutions Summit	14 – 15 September	London, U.K.
CIOs & IT Executives		
CIO Leadership Forum	23 – 24 February	Phoenix, AZ
CIO Leadership Forum	23 – 24 March	London, U.K.
CIO Leadership Forum	30 – 31 March	Hollywood, FL
CIO Leadership Forum	5 – 6 May	Sydney, Australia
CIO Leadership Forum	9 – 10 July	Tokyo, Japan
IT Symposium/Xpo	14 – 16 September	Gold Coast, Australia
CIO & IT Executive Conference	21 – 23 September	São Paulo, Brazil
CIO & IT Executive Conference	5 – 7 October	Dubai, UAE
IT Symposium/Xpo	19 – 22 October	Orlando, FL
IT Symposium/Xpo	4 – 6 November	Yokohama, Japan
IT Symposium/Xpo	9 – 12 November	Barcelona, Spain
IT Symposium/Xpo	16 – 18 November	Kochi, India
Customer Service & Support		
Customer Service & Support Conference	4 – 5 November	Denver, CO

Data & Analytics		
Data & Analytics Summit	9 – 11 March	Orlando, FL
Data & Analytics Summit	28 – 29 April	São Paulo, Brazil
Data & Analytics Summit	11 – 13 May	London, U.K.
Data & Analytics Summit	19 – 21 May	Tokyo, Japan
Data & Analytics Summit	16 – 17 June	Sydney, Australia
Data & Analytics Summit	21 – 22 September	Mumbai, India
Finance		
Finance Symposium/Xpo	23 – 24 March	Sydney, Australia
Finance Symposium/Xpo	27 – 29 May	National Harbor, MD
Finance Symposium/Xpo	8 – 9 June	London, U.K.
Human Resources		
HR Symposium/Xpo	6 – 8 October	London, U.K.
HR Symposium/Xpo	26 – 28 October	Orlando, FL
HR Symposium/Xpo	16 – 17 November	Sydney, Australia
Infrastructure & Operations		
IT Infrastructure, Operations & Cloud Strategies Conference	11 – 12 May	Sydney, Australia
IT Infrastructure, Operations & Cloud Strategies Conference	1 – 2 June	Mumbai, India
IT Infrastructure, Operations & Cloud Strategies Conference	16 – 17 November	London, U.K.
IT Infrastructure, Operations & Cloud Strategies Conference	1 – 3 December	Tokyo, Japan
IT Infrastructure, Operations & Cloud Strategies Conference	8 – 10 December	Las Vegas, NV

2026 Gartner conferences **by focus** (continued)

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Marketing		
Marketing Symposium/Xpo	11 – 12 May	London, U.K.
Marketing Symposium/Xpo	8 – 10 June	Denver, CO
Procurement		
Procurement Conference	15 – 16 September	San Diego, CA
Sales		
CSO & Sales Leader Conference	19 – 20 May	Las Vegas, NV
Security & Risk Management		
Identity & Access Management Summit	9 – 10 March	London, U.K.
Security & Risk Management Summit	9 – 10 March	Mumbai, India
Security & Risk Management Summit	16 – 17 March	Sydney, Australia
Security & Risk Management Summit	1 – 3 June	National Harbor, MD
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Security & Risk Management Summit	4 – 5 August	São Paulo, Brazil
Security & Risk Management Summit	22 – 24 September	London, U.K.
Identity & Access Management Summit	7 – 9 December	Las Vegas, NV
Supply Chain		
Supply Chain Symposium/Xpo	4 – 6 May	Orlando, FL
Supply Chain Symposium/Xpo	18 – 20 May	Barcelona, Spain
Supply Chain Leaders Forum	19 – 21 July	Windsor, U.K.
Supply Chain Planning Summit	5 – 6 October	London, U.K.
Supply Chain Planning Summit	2 – 3 November	Denver, CO
Technology & Service Providers		
Product Leadership Conference	9 – 10 March	Grapevine, TX

“Attending was an invaluable experience, the summit provided a comprehensive overview of the latest trends, challenges and solutions in the security landscape. The sessions were expertly curated, featuring insights from leading industry experts and practical case studies that highlighted real-world applications and strategies.”

Director of Security



“The conference was incredibly enlightening, providing an exceptional opportunity to engage with esteemed Gartner research, analysts and industry peers. The demonstrations proved immensely valuable, equipping me with invaluable insights on optimizing platform utilization.”

CMO

SWAT

Strengths

Weakness

Opportunities

Threats

Analysis in Market research


Internal Factors: Strengths & Weaknesses

Strengths (Internal Advantages)

- Strong brand reputation
- Loyal customer base
- Efficient distribution network

Weaknesses (Internal Challenges)

- Limited market data
- Weak online presence
- High production costs

 Market research helps identify these through data collection and analysis.


External Factors: Opportunities & Threats

Opportunities (External Advantages)

- Emerging markets
- Shifting consumer trends
- Technological innovation
- Disruption

Threats (External Risks)

- New competitors
- Economic downturns
- Changing regulations
- Disruption
- Epidemic

 Market research tracks these through competitor and industry analysis.

Applying SWOT in Market Research

- Combines internal and external insights for strategic planning
- Guides product development, market entry, and marketing strategies
- Market research data strengthens SWOT accuracy
- Result: Data-driven decisions that reduce risk and improve performance

Understanding Your Competition

- **Direct:** same product/service
- **Indirect:** alternative solutions
- **Differentiate:** use *Value Proposition* framework

Exercise: Competitive Matrix

- List your top 3 competitors or other viable solutions.
- Compare the features, pricing, and value proposition.
- Identify your unique differentiator.

Validating the Product / Market Fit

- Use landing pages, A/B tests, and waitlists.
- Leverage MVPs and pilot programs for feedback.
- Track conversion rates and willingness to pay.
- Crowdfunding Campaigns:
 - Kickstarter
 - Indiegogo
 - Crowdfunder

Exercise: Design a Validation Test

- What's the simplest test that proves real demand?
- Examples: sign-up form, demo requests, pre-orders.

Pricing and Value

- Focus on value-based pricing, not cost-based.
 - Obviously we need to be profitable.
- Link your features directly to customer pain relief.

Exercise: Map Value

- List top 3 customer pains.
- Match each to a feature and a measurable benefit.
- Estimate how much value each creates.

Lean Canvas (IPS Innovative Photo Solutions)		Designed for: SCORE workshop
Problem Top 3 problems <ul style="list-style-type: none">• Photographers who want to photograph lightning storms currently have no tools. This requires trial and (mostly) error.• Photographers become frustrated due to missing the perfect shot.	Solution Top 3 features <ul style="list-style-type: none">• Prosumer camera accessory that "detects" the start of the electrical (lightning) storm and triggers the shutter.• Mobile App allows the user to easily modify settings for a variety of cameras.• Future service allows subscribers to sign up for actual storm notifications.	Unique Value Proposition Single, clear and compelling message that states why you are different and worth buying <ul style="list-style-type: none">• Take back hours of trial and error trying to get the perfect lightning picture
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Using Data and Research Tools

- Explore industry databases (Statista (Now Domo.com) Crunchbase, Gartner). [Reference Solutions from Data Axle](#)
- Industry newsletters / publications
- Leverage academic, government, and social data. Resource SimplyAnalytics
- Cross-check multiple sources for reliability.

Turning Data into Insight

- Summarize findings into visuals and key takeaways.
- Outputs: market size chart, persona, competitor map.
- Use insights to adjust product and go-to-market.
- Pivot if necessary

Continuous Market Learning

- Market research isn't a one-time step—it evolves.
- Set feedback loops (analytics, NPS, user interviews).
- Stay on top of industry and technology shifts.

Wrap-Up and Next Steps

- Key takeaway: Don't just build—**validate the need first**
- Define and find your ideal customer
- Plan: 5 interviews + 1 validation test this month.

Recommended Resources

- *Lean Customer Development – Cindy Alvarez*
- *Running Lean Ash Maurya*
- *The Lean Startup – Eric Ries*
- *Inspired – Marty Cagan*
- *Testing Business Ideas – David Bland & Alexander Osterwalder*
- *Crossing the Chasm – Geoffrey Moore*
- *Blue Ocean Strategy – Kim & Mauborgne*
- *Test and Validate Your Business Idea or Product:*
 - <https://www.kanopy.com/en/snoisle/watch/video/15822249>



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