

# **CUSTOMER DISCOVERY & MARKET VALIDATION REVIEW**

**27 MARCH 2025**

# LET'S INTRODUCE EACH OTHER

**My name is:** [INDICATE YOUR NAME], **scientist** [INDICATE YOUR FIELD OF KNOWLEDGE].

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**The development of the research on which I am working allows:** [INDICATE THE OBJECTIVE OF THE RESEARCH].

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**This research can provide an answer to:** [INDICATE WHICH PROBLEM IN THE FIELD OF YOUR RESEARCH COULD BE EVENTUALLY SOLVED THROUGH FUTURE DEVELOPMENT OF THIS LINE OF RESEARCH].

**This research differs from others that have been carried out in this field because it is focused on differential aspects such as:** [INDICATE DIFFERENTIAL ASPECTS IN THE CONTEXT OF THE PROBLEM].

**Linkedin researcher:** [www.linkedin.com/xxxxxx...](http://www.linkedin.com/xxxxxx...)

**Website Project / research group:** [www.XXXXXX](http://www.XXXXXX)

**Number of people involved in this research project:** 1-2-3-4-5-...

**Provision for publication and/or intellectual property protection:** 2025

**My name is:** Oriol Garcés i Bonet. **I'm an economist. Partner of TOP BRANDS consultancy**

**My division is called: TOP INNOVATION**

**The development of the business on which I am working allows:** researchers to bring technologies to market

**We believe that this business can be applied in the field of:** scientists bringing knowledge to market **in the specific areas and applications of...** engineering, live sciences, medical devices, social sciences, áreas recerca i les aplicacions construtech, cleantech, medtech, edutech

**This business can provide a way to:** market your technologies from university to existing companies or spinouts

**Our company and services differs from others that have been carried out in this field mainly because it is focused on go to market strategy and hands on experience to help research to not being kept in a drawer**

**Linkedin:** [www.linkedin.com/oriolgarces](http://www.linkedin.com/oriolgarces)

**Website :** <https://www.topbrands.consulting/ca/>

**Number of people involved in this research project:** 14

**Our service is a consultancy service launched in:** 2016

**How many of you have Intellectual Property right now that has been financed upon request?**

**How many of you have Intellectual Property coming from your Research team or your own line of research?**

## Contents

1. An uncomfortable truth: Marriage of convenience between research and entrepreneurship.
2. Community in tech transfer and the stakeholder map.
3. Why is important is Customer Development about?
4. Competition analysis
5. Conclusions



## Objectives

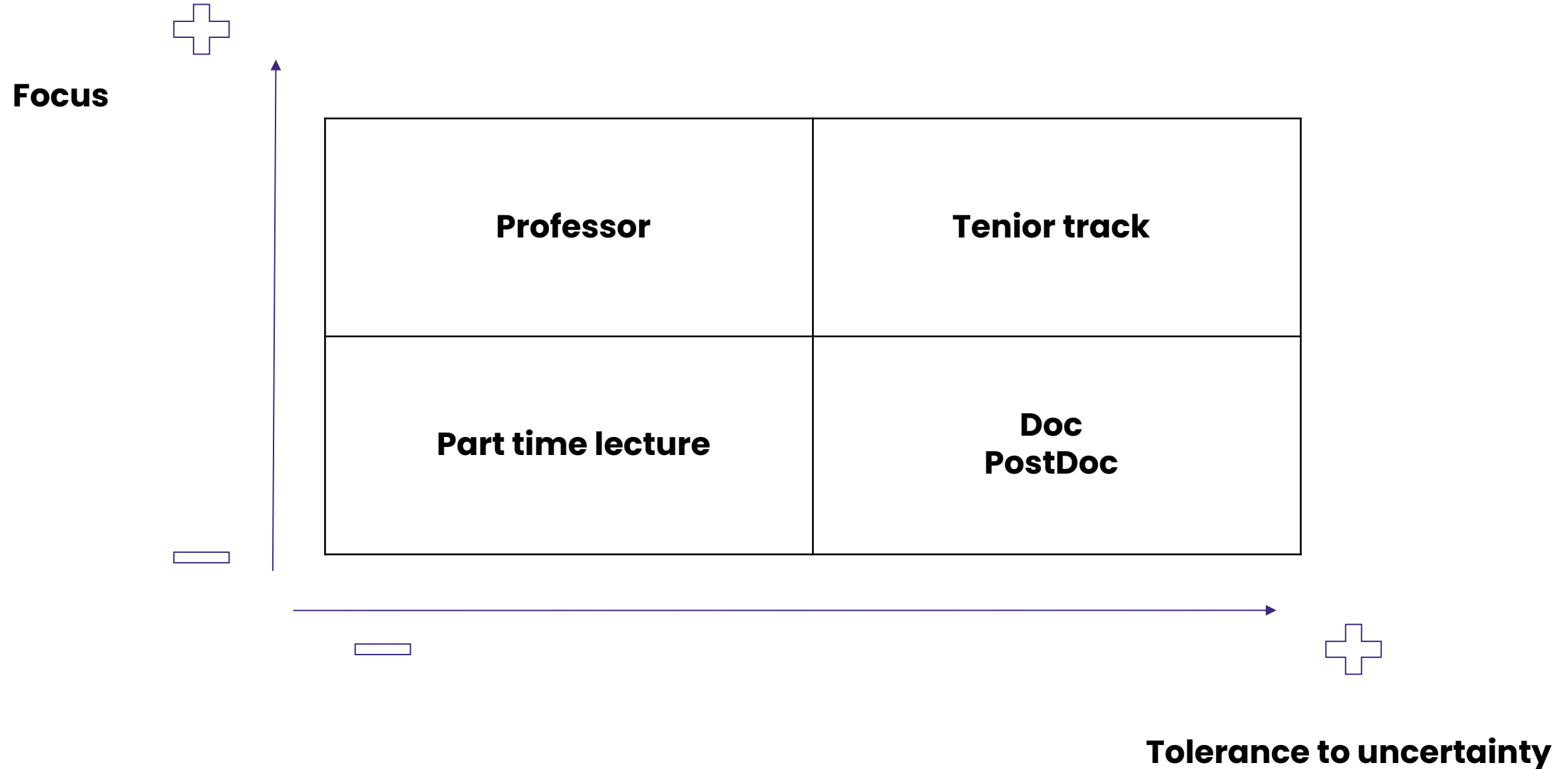
- Understand the dynamics: tech transfer is “all around us”.
- Present our research (no matter TRL) as something that takes into account impact.
- Identify asap sectors and fields of potential application. Market análisis.
- Identify stakeholder candidates with whom to talk to / interview:
  - Potential users, clients
  - Key partners, prescribers,...
- Prioritise whom to speak to:
  - The markets of application
  - Stakeholders by sector.
- Obtain prioritised list *interviews*.

# **RESEARCH AND ENTREPRENEURSHIP**

## **MARRIAGE OF CONVENIENCE OR TRUE LOVE?**



# RESEARCHERS ARQUETYPES – TOLERANCE RISK & UNCERTAINTY



# **Why is Customer Development important?**

## **(when doing high level research)**



# BECAUSE WE ENGINEERS DESIGN ABOUT...



Unexisting problems



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Unexisting problems



Problematics with  
much smaller sizes  
than we envisage

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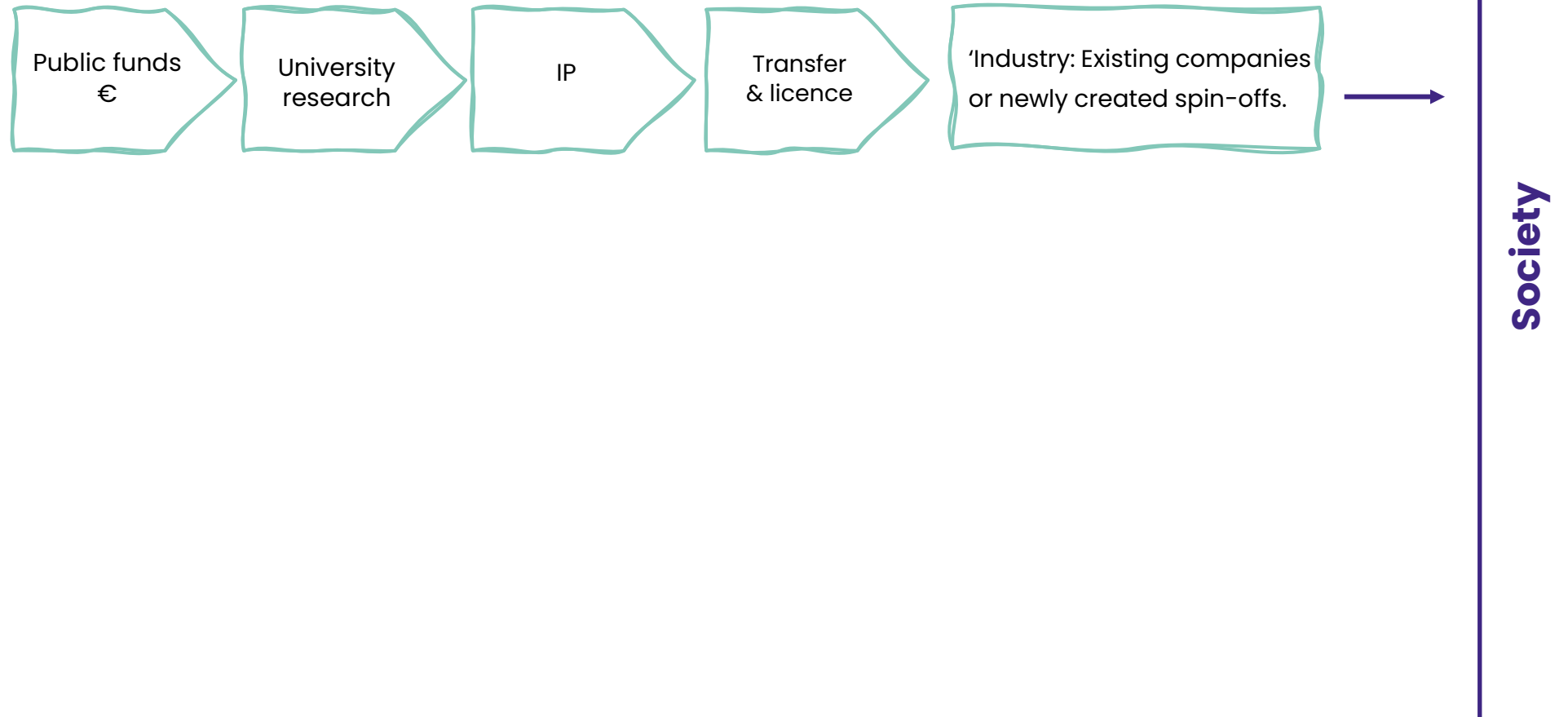


Overengineering  
rather than offering  
simple solutions that  
users and paying  
customers and  
needed (MVP)

# PATHWAYS TO TRANSFER KNOWLEDGE TO BENEFIT SOCIETY

**“supply-push” model: It’s about TECHNOLOGY PUSH**

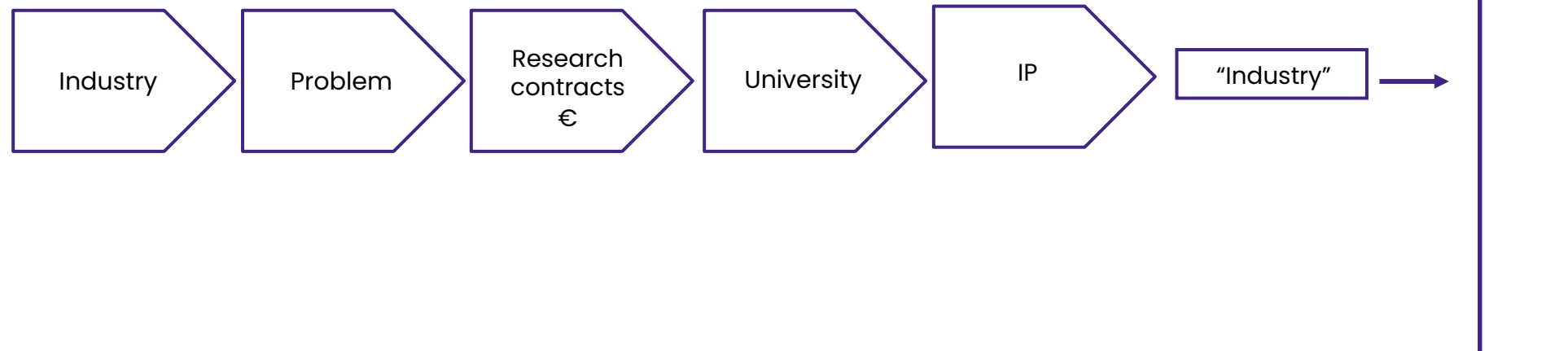
TRADITIONAL  
MODEL



# PATHWAYS TO TRANSFER KNOWLEDGE TO BENEFIT SOCIETY

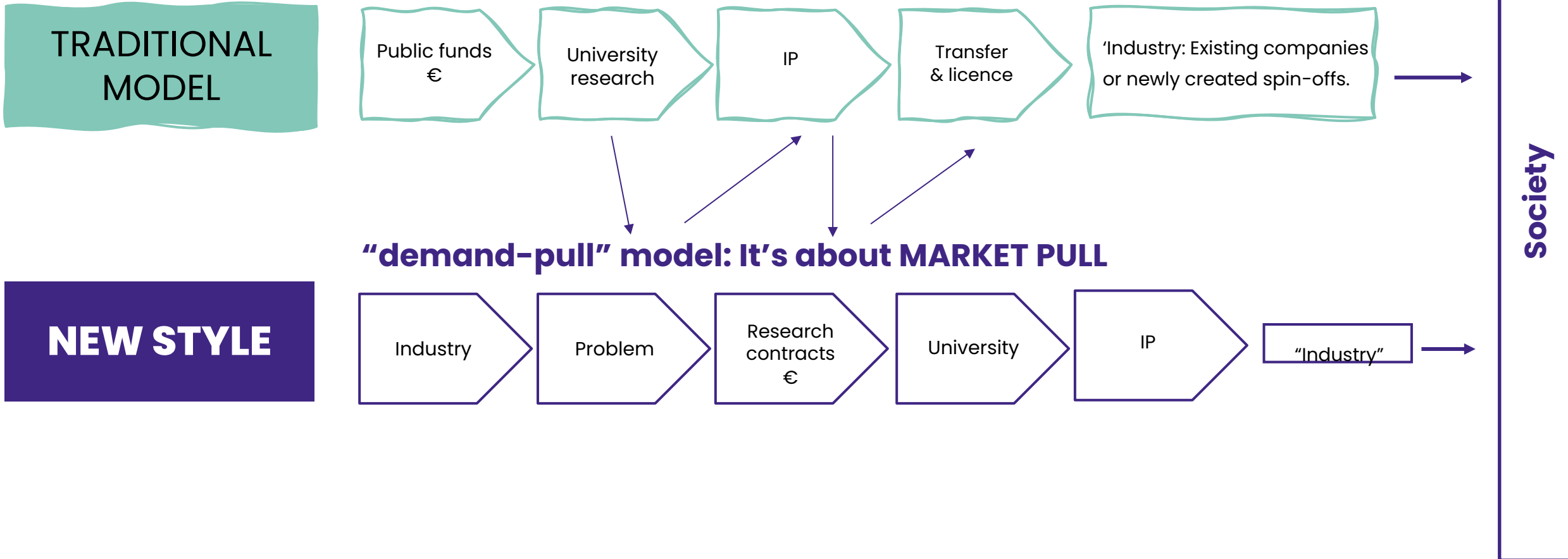
**NEW STYLE**

**“demand-pull” model: It’s about MARKET PULL**

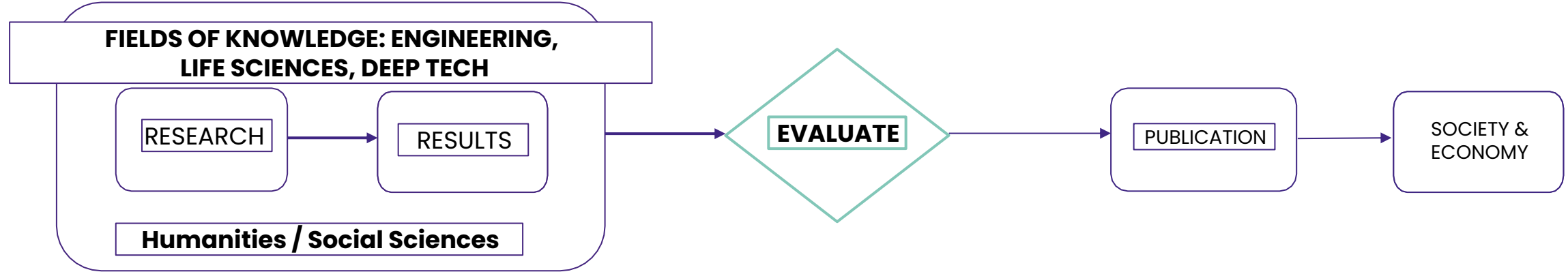


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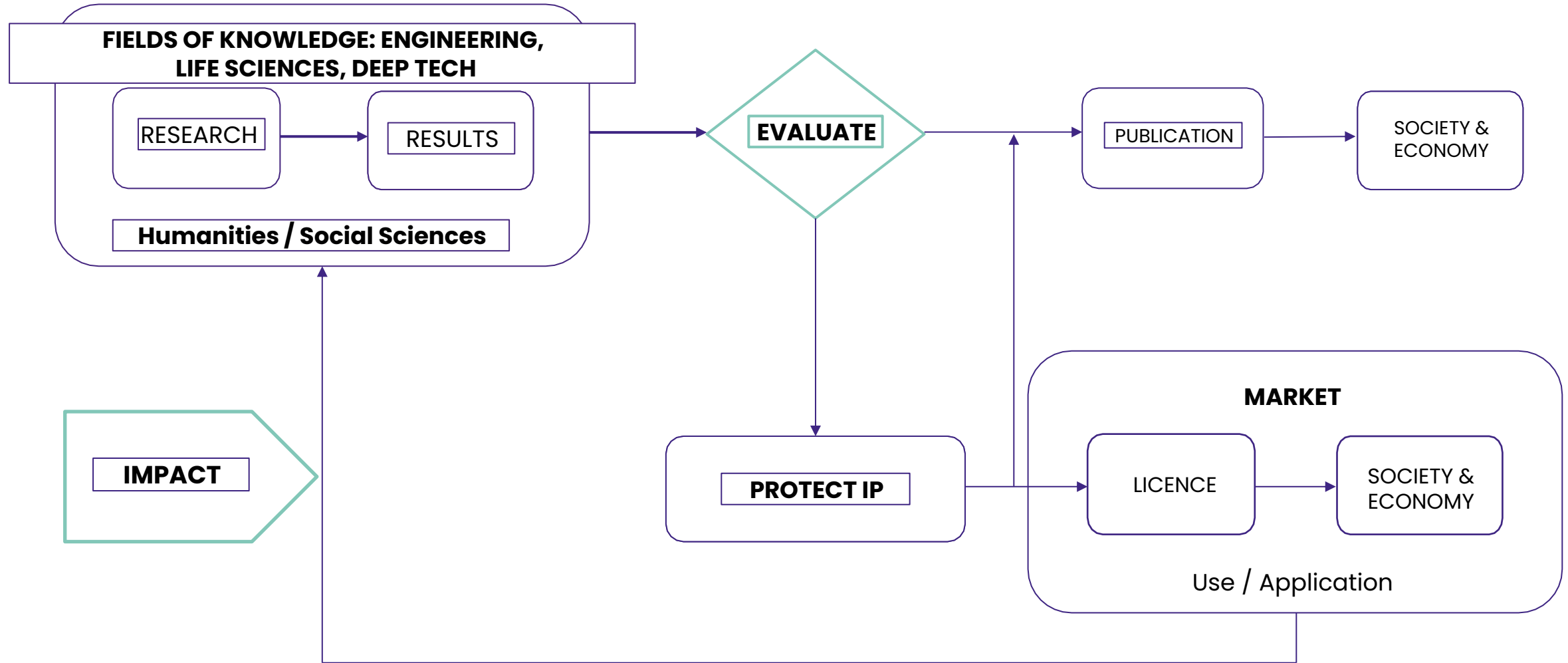
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# PROTECTION, RESEARCH, TT AND ENTREPRENEURSHIP



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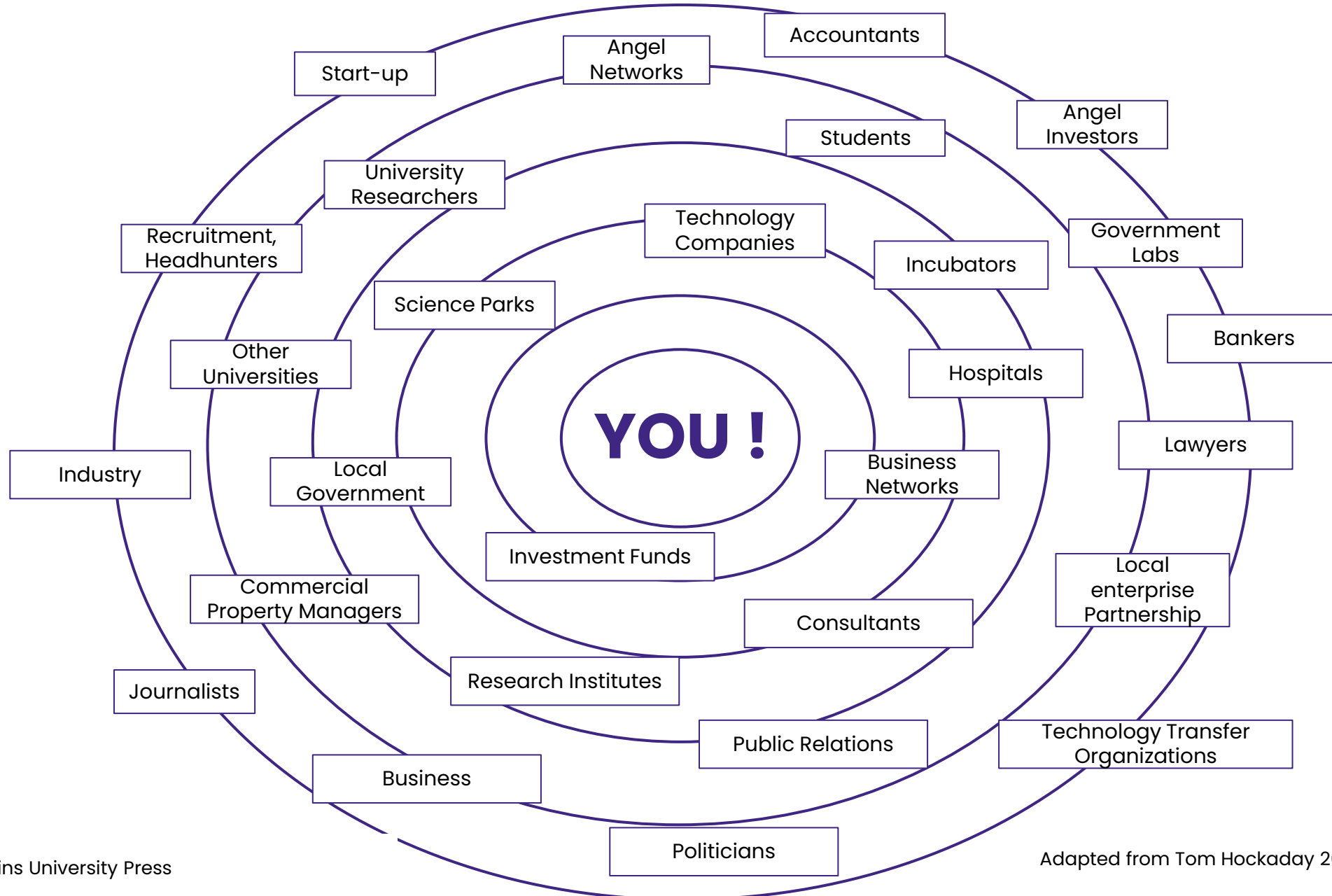


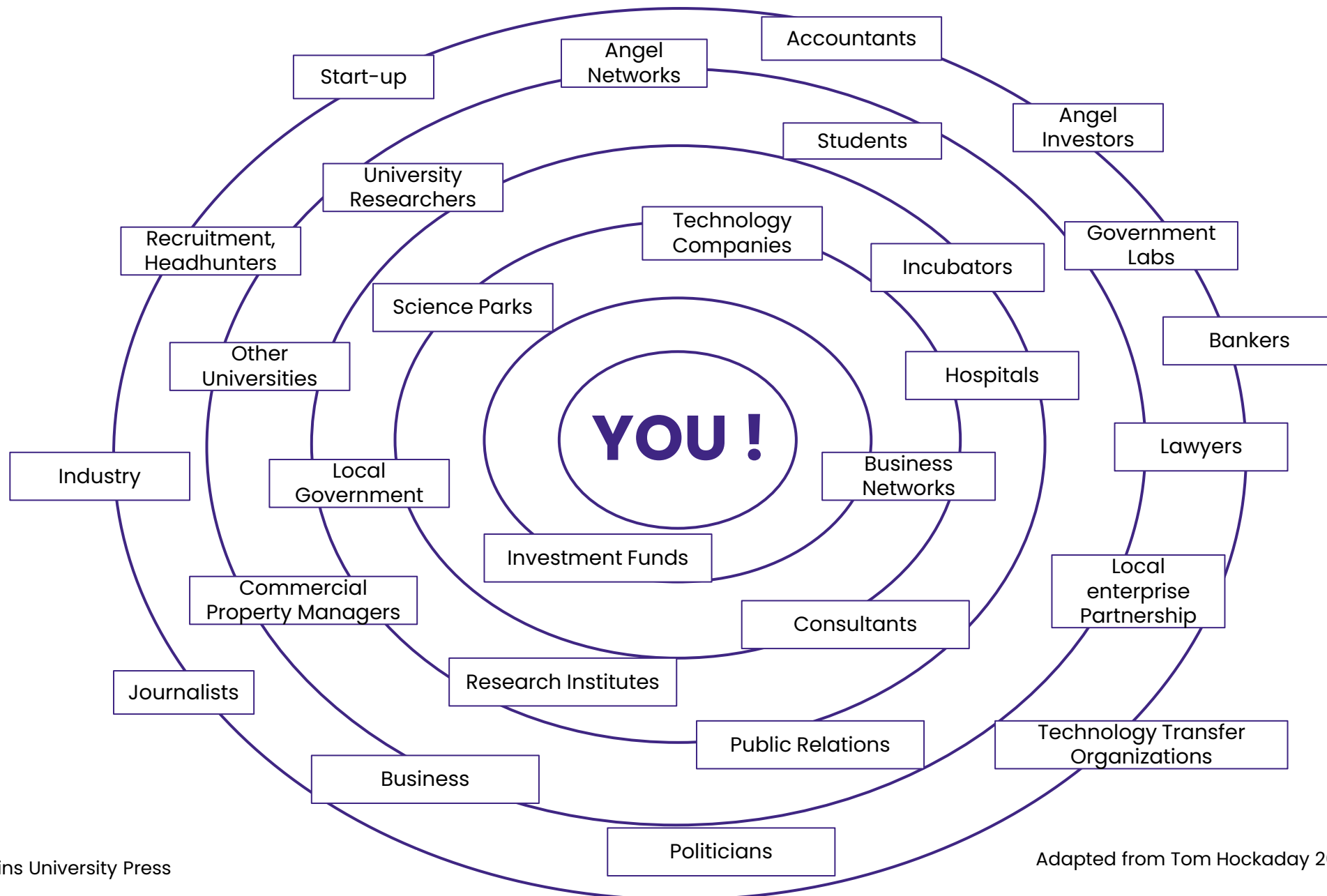
**MAXIMISING THE IMPACT OF RESEARCH**

## **2. COMMUNITY**

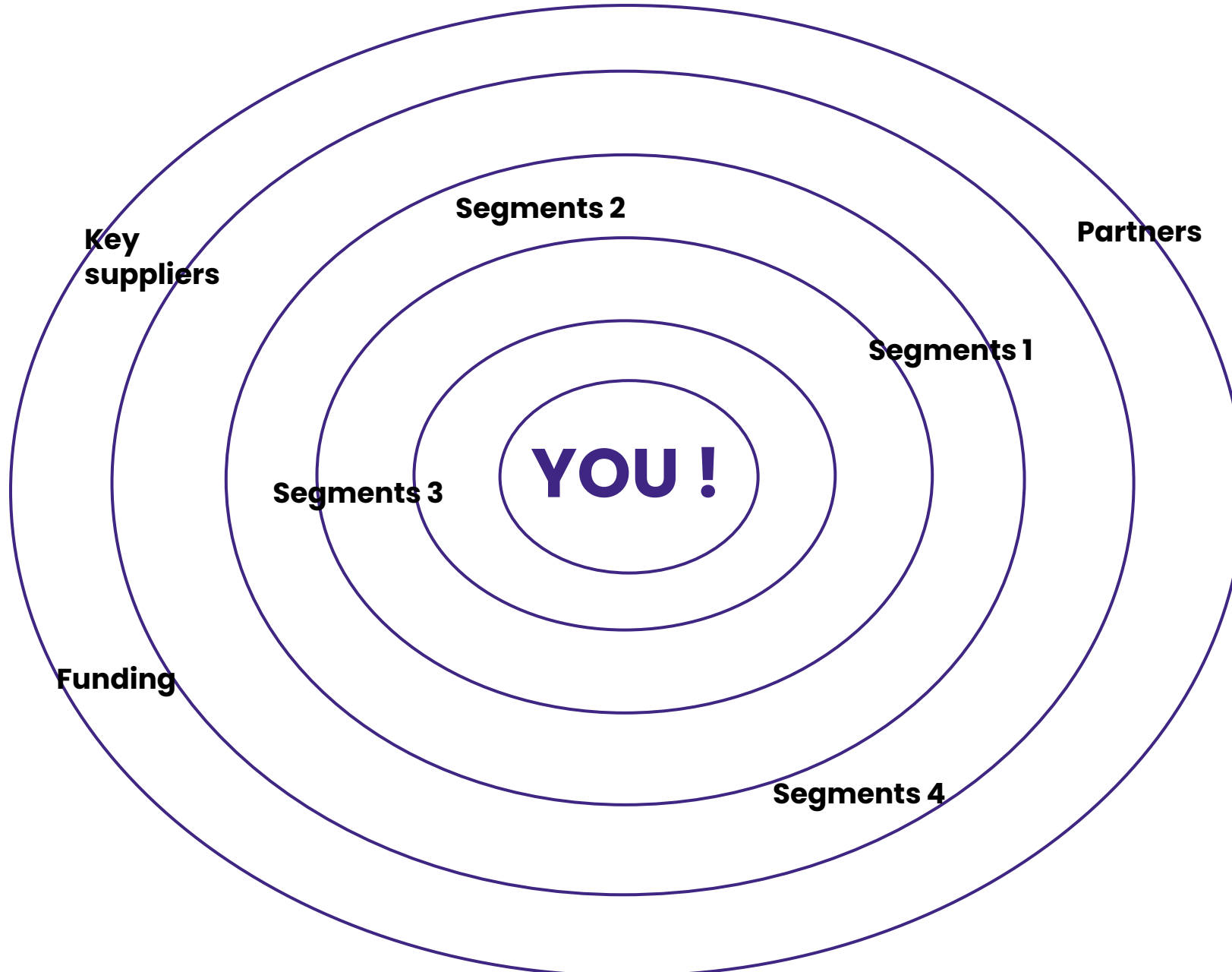


# INNOVATION COMMUNITY





# YOUR FIRST STAKEHOLDERS MAP

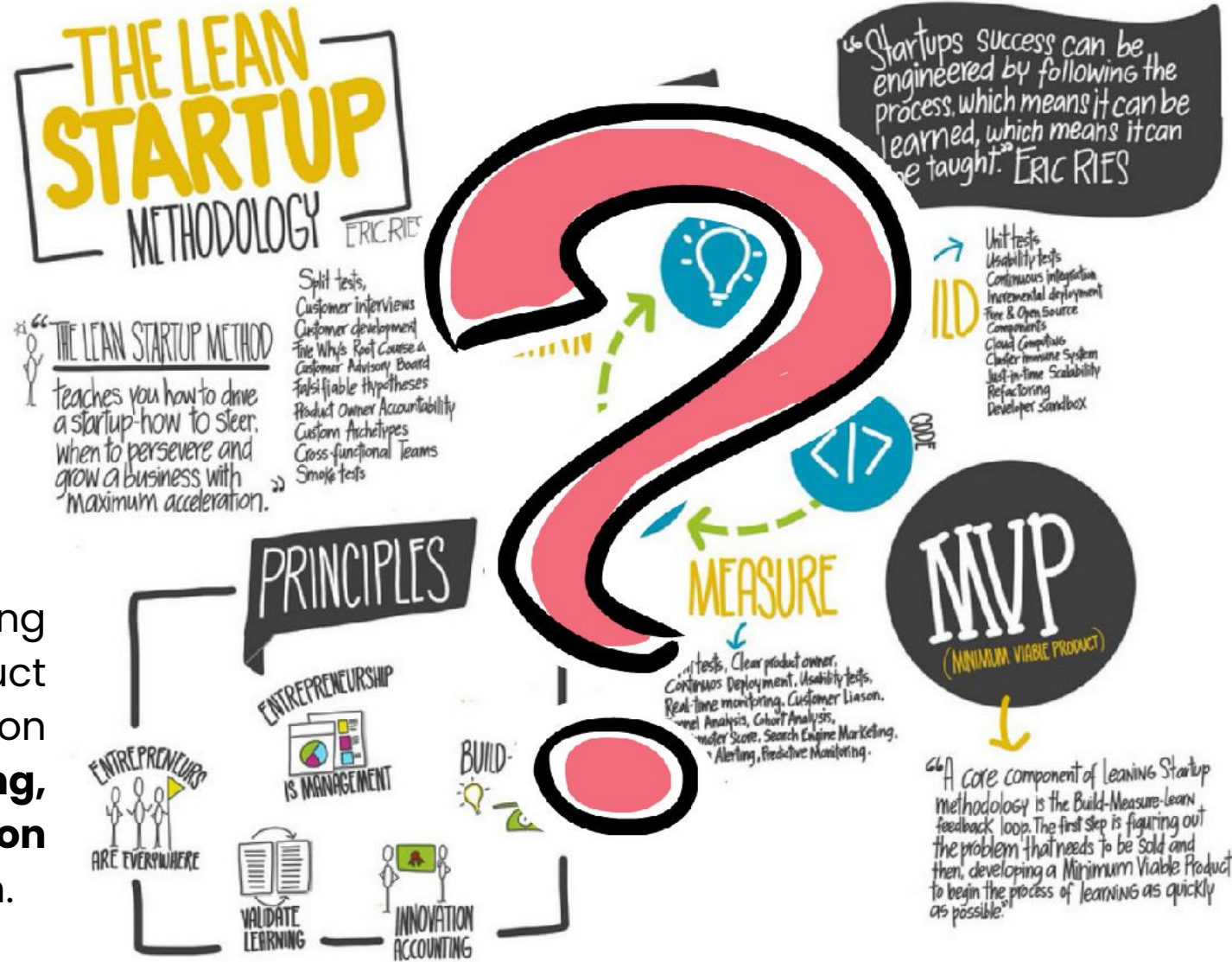


# EXAMPLES OF FIRST STAKEHOLDERS MAPS

## **3. WHAT IS CUSTOMER DEVELOPMENT ABOUT?**

## **3.1 Applying Lean Startup methodology in your academic & research projects**

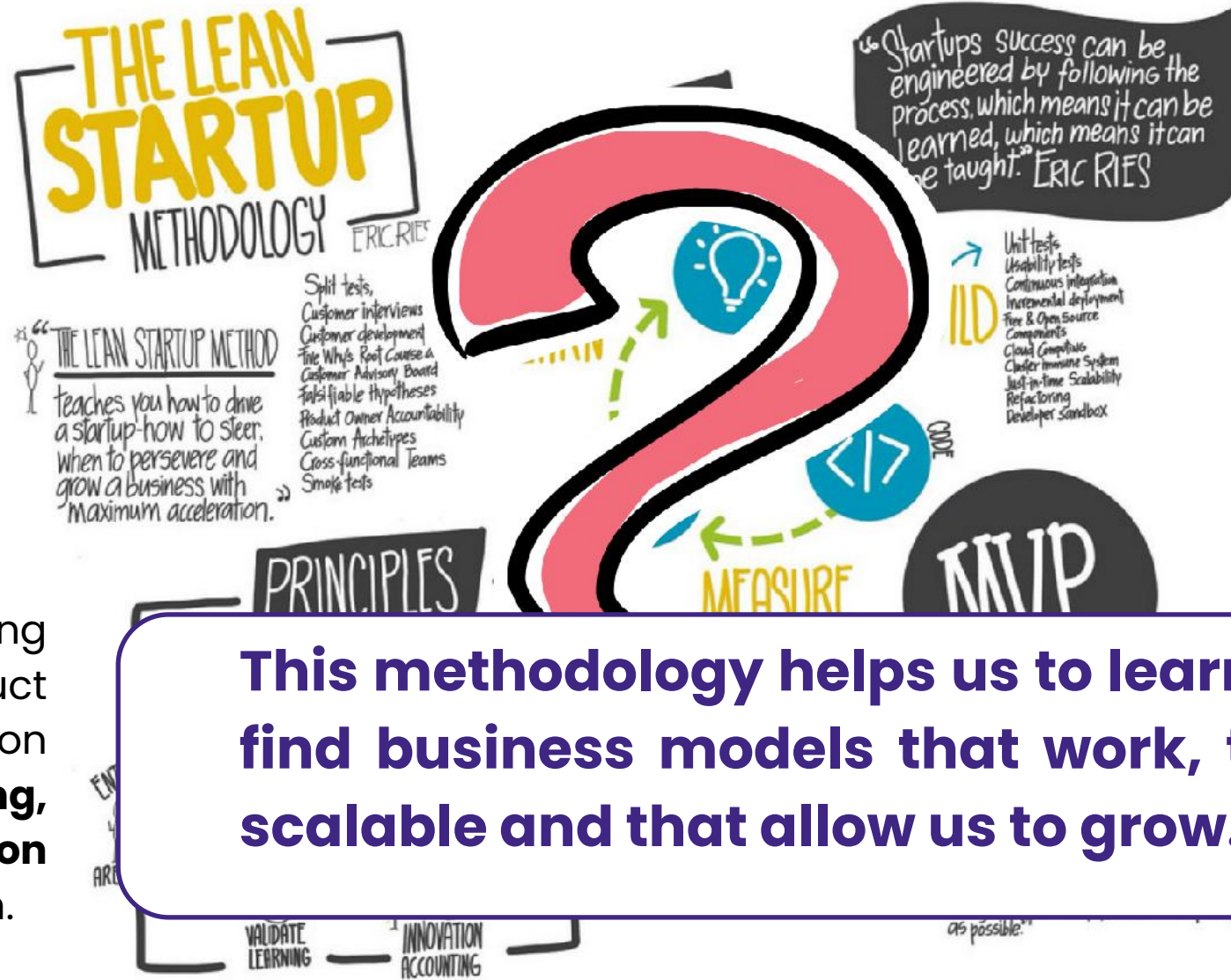
# LEAN STARTUP



## What is lean startup?

is a way of approaching business and product launches that is based on **validated learning, scientific experimentation** and customer interaction.

# LEAN STARTUP



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is a way of approaching business and product launches that is based on **validated learning, scientific experimentation** and customer interaction.

**This methodology helps us to learn how to find business models that work, that are scalable and that allow us to grow.**





## **1.UNDERSTAND**

Understand our environment (competitors, legislation, trends, etc.), define the problem we are solving and what the early adopters will be.



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Generate ideas that respond to the detected problem, refine them, combine them and select the most attractive and innovative ones.

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Elaborate an MVP and get feedback from customers to improve it.

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## 4. DESIGN

Elaborate the business model: value proposition, customer, distribution channels, pricing, revenue model, partners, customer and resource acquisition,...

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Elaborate the business model: value proposition, customer, distribution channels, pricing, revenue model, partners, customer and resource acquisition,...

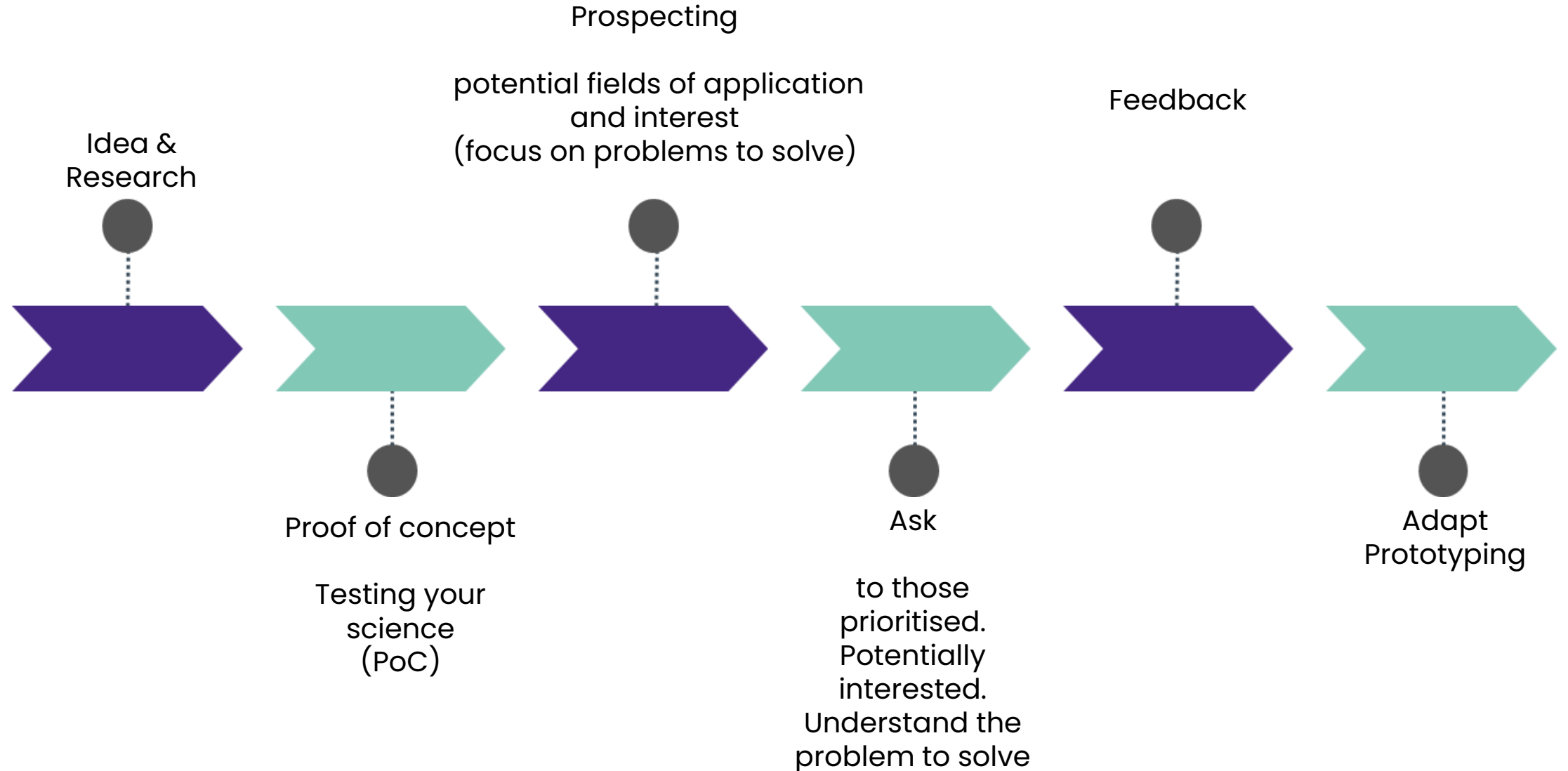


## 5. VALIDATE

Design experiments that allow, in an agile way, to validate the value proposition and the business model.  
If it fails, return to the starting point.



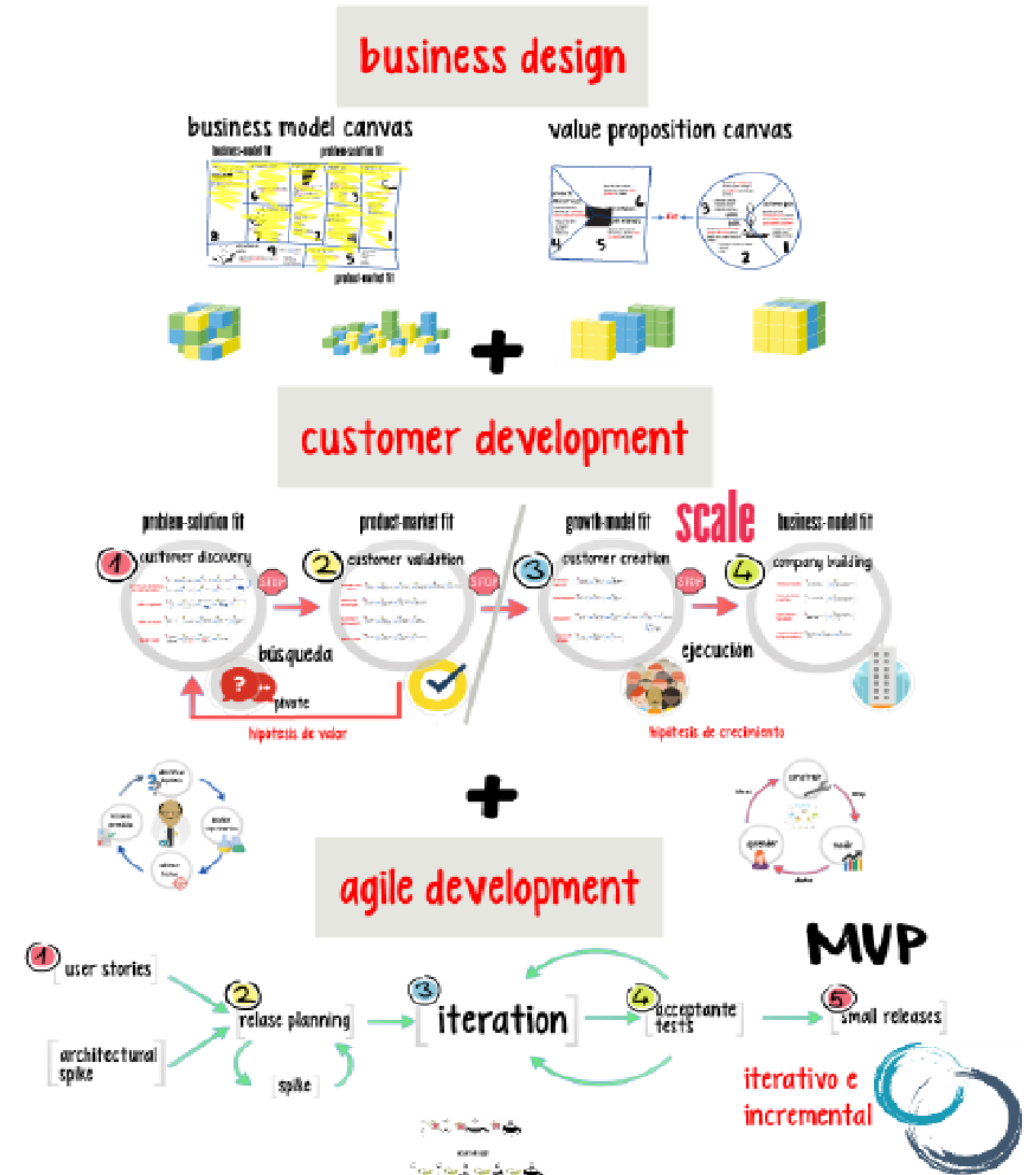
# OUR LEAN STARTUP JOURNEY



# COMPLETE LEAN STARTUP PROCESS

This is the way to find the **Minimum Viable Product**:

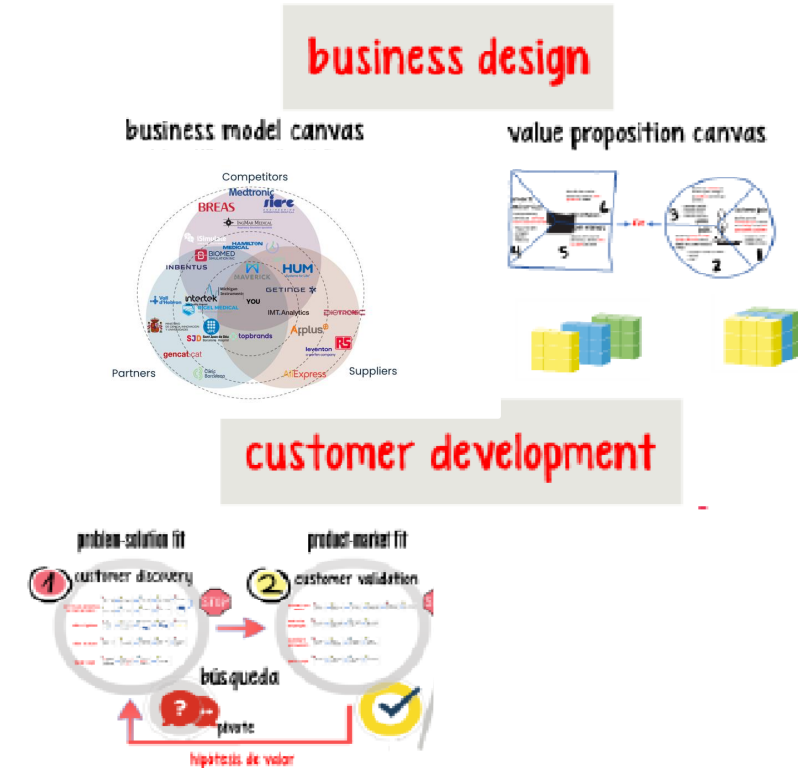
- Design the business model based on our idea.
- Developing a value proposition, matching it with a specific client with whom we have to deal.
- Identify the appropriate distribution channels to deliver our product.
- Use the necessary hypotheses and validations through experiments at each stage.



# LEAN STARTUP

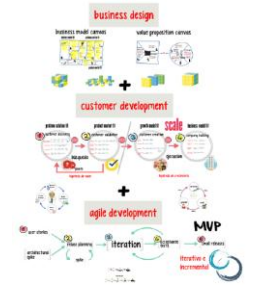
This is the way to find the **Minimum Viable Product**. Your product can either be a:

- Licence in a particular field of application to an existing companye
- A product that will be marketed by your spinoff





# TOP INNOVATION METHODOLOGY



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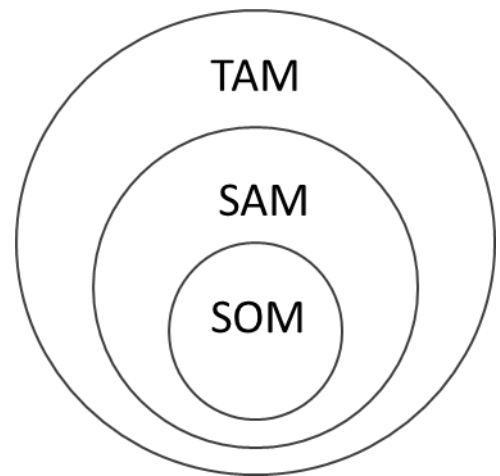
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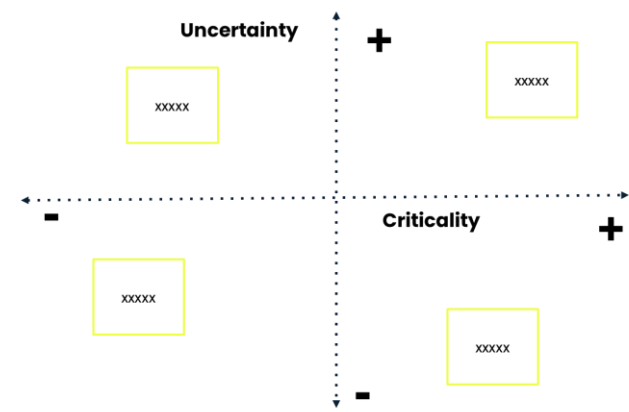
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Validate the problem

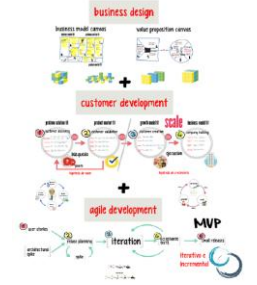


top innovation

**Interview template - problem**

Contact information	NOTES
<b>Demographic information</b> Name: Date: Place: "before talking about the problems, I would like to get to know you a little better..."	Things that validate your hypothesis
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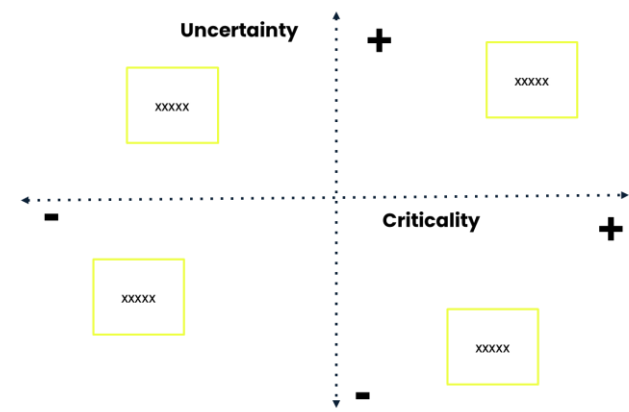
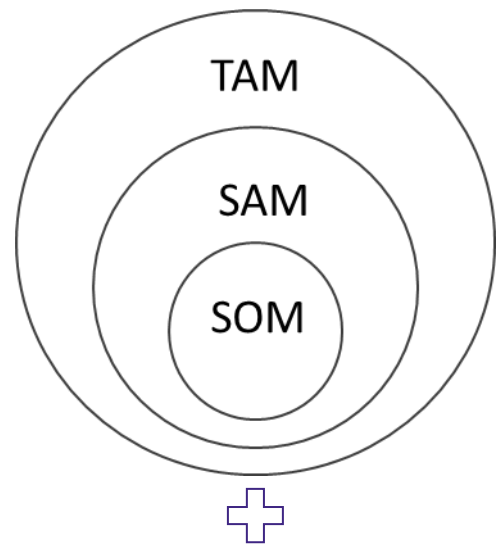
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**\* Consider what you want to know when interacting with them, i.e. the reason for the criticality or uncertainty you want to clarify.**

# SIZE MATTERS... (BUT ALSO ACCESS AND DIFFERENTIATION...)

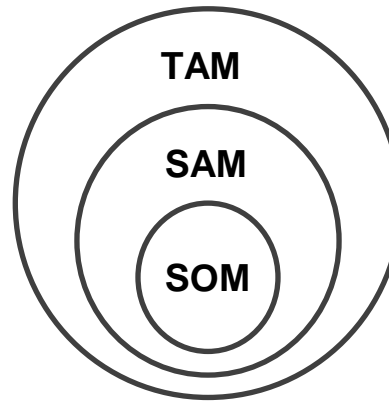
## We need to know the ground we walk on...

**TAM** ( *Total Adressable Market* ) is the total overall market demand for a product or service.

**SAM** ( *Serviceable Available Market* ) is the segment of the TAM that you can capture by your products and services and is within your 'geographic reach', based on your business model, targets and sales strategies.

**SOM** ( *Serviceable Obtainable Market* ) is the portion of SAM you can realistically win.

## ... and market size



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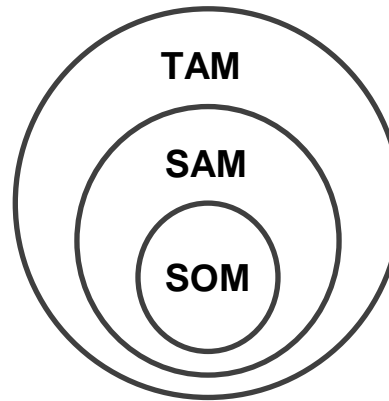
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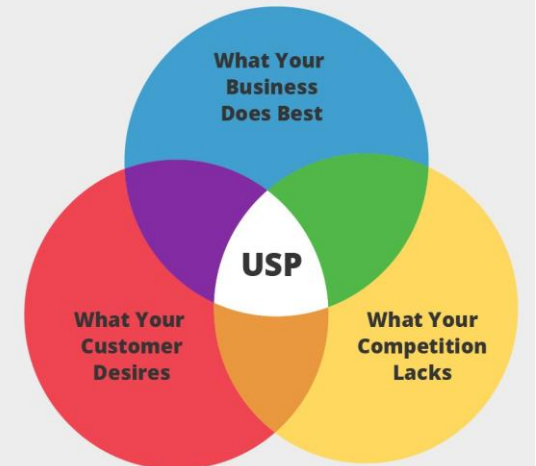
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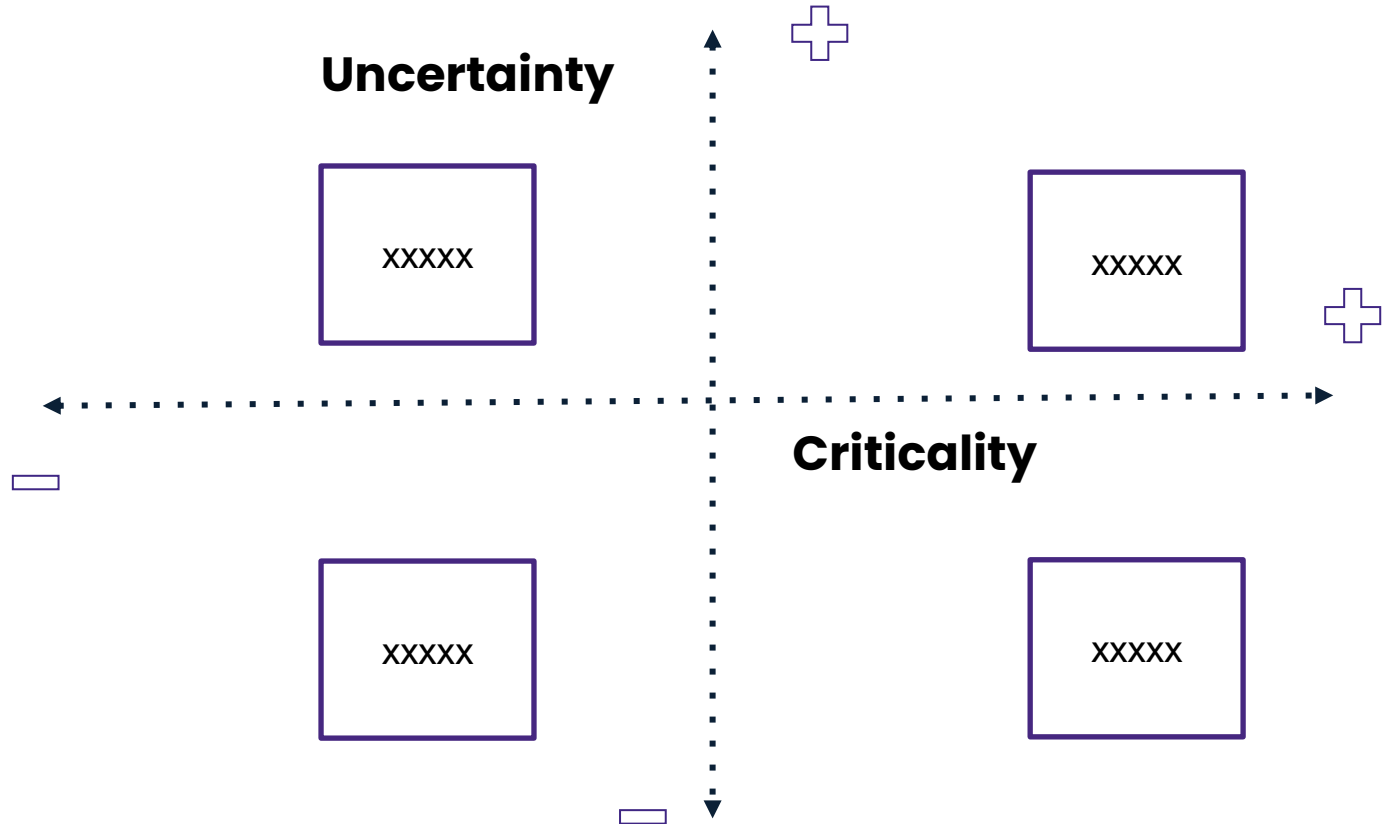
## How to Create a Unique Selling Proposition



# PRIORITISATION OF HYPOTHESES

Decisions that involve prioritising where we invest our time/money/effort will generally be guided by this framework.

In order to 'solve' some unknown unknown, we will have to place it on one of these axes.



Rank according to your criteria to prioritise stakeholders with whom to interact.

These criteria can be customised, at Lean Startup we prioritise these two while eliminating unknowns regarding the market segment.

Consider what you want to know when interacting with them, i.e. the reason for the criticality or uncertainty you want to clarify.



# HOW TO FORMULATE QUESTIONS?

WORKING SAMPLE QUESTIONS	MY QUESTIONS
Talk to me about the last time you...	
Explain to me how it works...	
What are the 3 biggest challenges you face in the situation? You have to face in the situation?	
Which tool do you use for...?	
Why? Why?	
When you started using the X. tool, what did you expect? What did you expect?	
What other people suffer from this problem?	
What other people suffer from this problem? Problem?	

# REGISTER IT!! INTERVIEW TEMPLATE – PROBLEM

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## **4. BENCHMARK & MARKET ANALYSIS**

# The market research process



# We assess competition, substitutes or the like



**1906 ... Fountain pen**  
**1924 ... Pen**



**1950**



**2015**

The first erasable thermosensitive colour felt pen on the market.

# We analyse the competition, substitutes or similar

- 1. Products or Services:** What do your competitors offer? What characteristics do your products or services have?
- 2. Prices:** What is its price structure? Do you have a discount or promotion?
- 3. Target audience:** What kind of customers are they targeting? What is their demographics and behaviour?
- 4. Distribution Channels:** How do they distribute their products or services? Do they use online platforms, physical stores, or other channels?
- 5. Marketing strategies:** What marketing tactics do they use, such as advertising, social media or content marketing?
- 6. Customer Reputation and feedback:** What do customers say about them? What are the strengths and weaknesses according to the customer's perception?

# Competition: Benchmarking of products or services

- 1. We look for similar products or services**
- 2. We identify competitors (brands) that we believe are closer to the one we want to offer.**
- 3. We identify reference competitors** ( semrush.com, similarweb.com, ...)
4. We establish comparable products / services (we have to take into account: location ...)
5. We identify the one we consider the Top 1 (sales ranking – turnover, news, traffic ranking...)
6. We collect and establish the maximum number of characteristics that make up the product / service.
7. We build the benchmark
8. We analyse ...

## 5. CONCLUSIONS



# BEFORE HEAVY DESIGNING AND PROTOTYPING ASK:

## Health sector

Users



Patients



Associations of  
patients



Nurses



Doctors



Managers of  
hospitals



## Players in the sector



# STAKEHOLDERS AND MARKET ANALYSIS STEPS

## Summary



1. WE **IDENTIFY** POTENTIAL  
\*STAKEHOLDERS.



2. **TRANSFER** TO YOUR BBDD (YOUR  
FUTURE \*CRM).



3. WE **INCORPORATE** OTHER  
**CRITERIA** OF INTEREST WHEN  
**PRIORITIZING**.



4. WE **PRIORITIZE** 6 INTERVIEWS  
(OR GROUPS) OF \*STAKEHOLDERS  
BASED ON UNCERTAINTY /  
CRITICITY.



5. WE **CHOOSE** WHO TO MEET WITH  
TO MOVE FORWARD AND ELIMINATE  
THESE CRITICAL ASPECTS THE  
SOONER THE BETTER.



6. **INTERVIEWS** WILL HELP US  
IDENTIFY AND PRIORITISE  
'\*STAKEHOLDERS' WHO TO GO TO  
WHEN WE NEED TO 'PIVOT' (ETC.).

# WHY IS IT USEFUL A STAKEHOLDERS MAP

*... if we are scientists – entrepreneurs – \*techies... Why this?*

- 1. WE PRIORITISE** ACCORDING TO WHAT WE DON'T KNOW AND IT IS CRITICAL TO KNOW IN ORDER TO MOVE FORWARD.
- 2. WE CHOOSE WHO TO MEET** TO ELIMINATE THESE CRITICAL ASPECTS THE SOONER THE BETTER.
- 3. PIVOTING:** SUGGESTS US 'STAKEHOLDERS' TO WHOM TO TURN TO WHEN WE HAVE TO 'REDIRECT' (CUSTOMER, VALUE PROPOSITION, BUSINESS MODEL, CHANNEL, ETC.).



# TECH TRANSFER... YES, WE CAN!!



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*Managing Partner*

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**Mail:** [oriol.garces@cat-fons.com](mailto:oriol.garces@cat-fons.com)

**Visita'ns:** [www.topbrands.consulting](http://www.topbrands.consulting)



