

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."

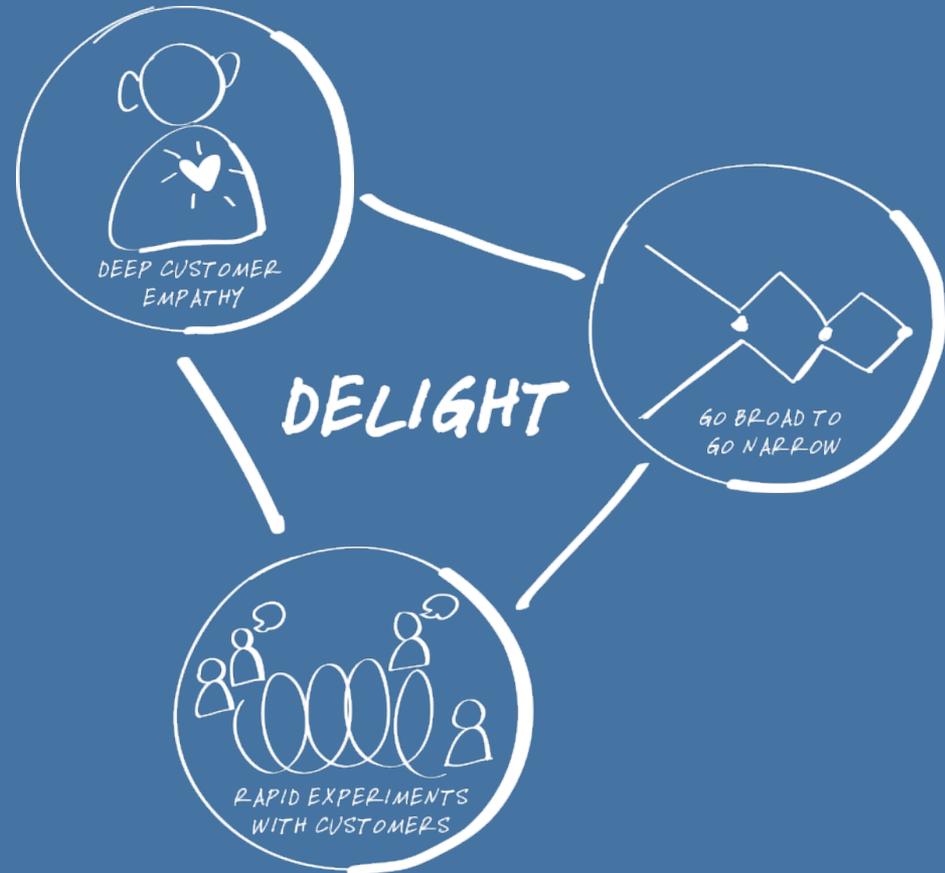
- Scott Cook, Intuit Founder



Customer Driven Innovation



Design for Delight



Our Philosophy: Innovation is everyone's job

Why Rapid Experiments?

MY RECEIPTS

WAYS TO SAVE

MY SAVINGS

MY ACCOUNTS +

SEARCH FOR ITEM:

MY STORES ▾

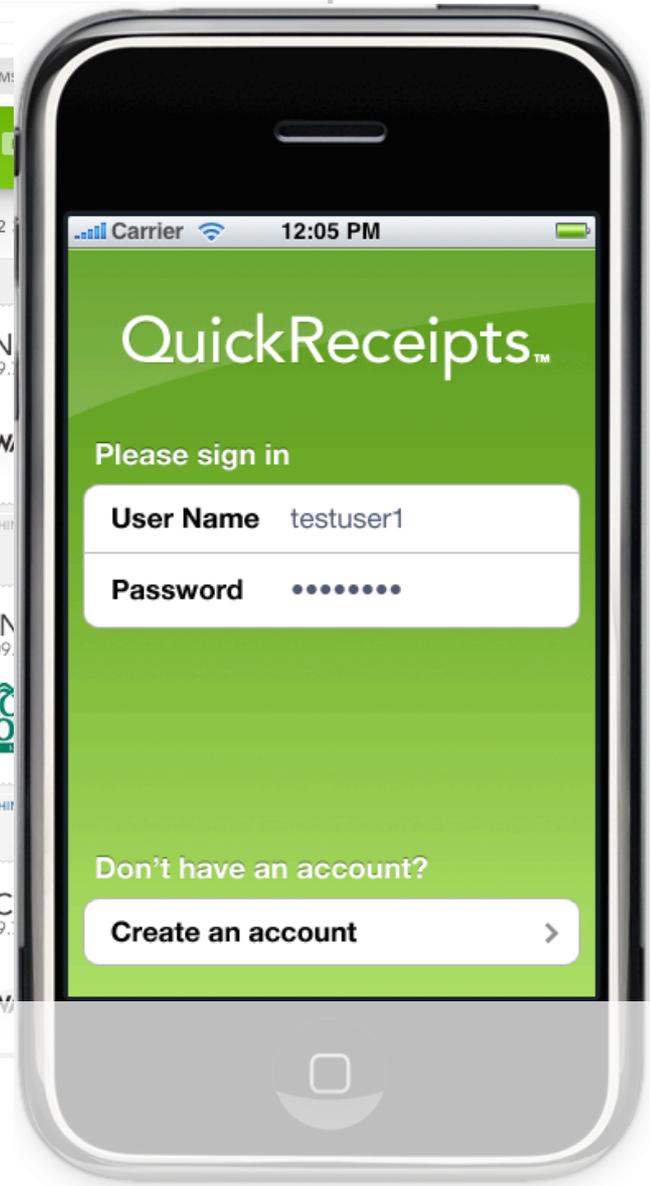
Sort receipts by: Date - Newest ▾

Show receipts in: My Categories ▾

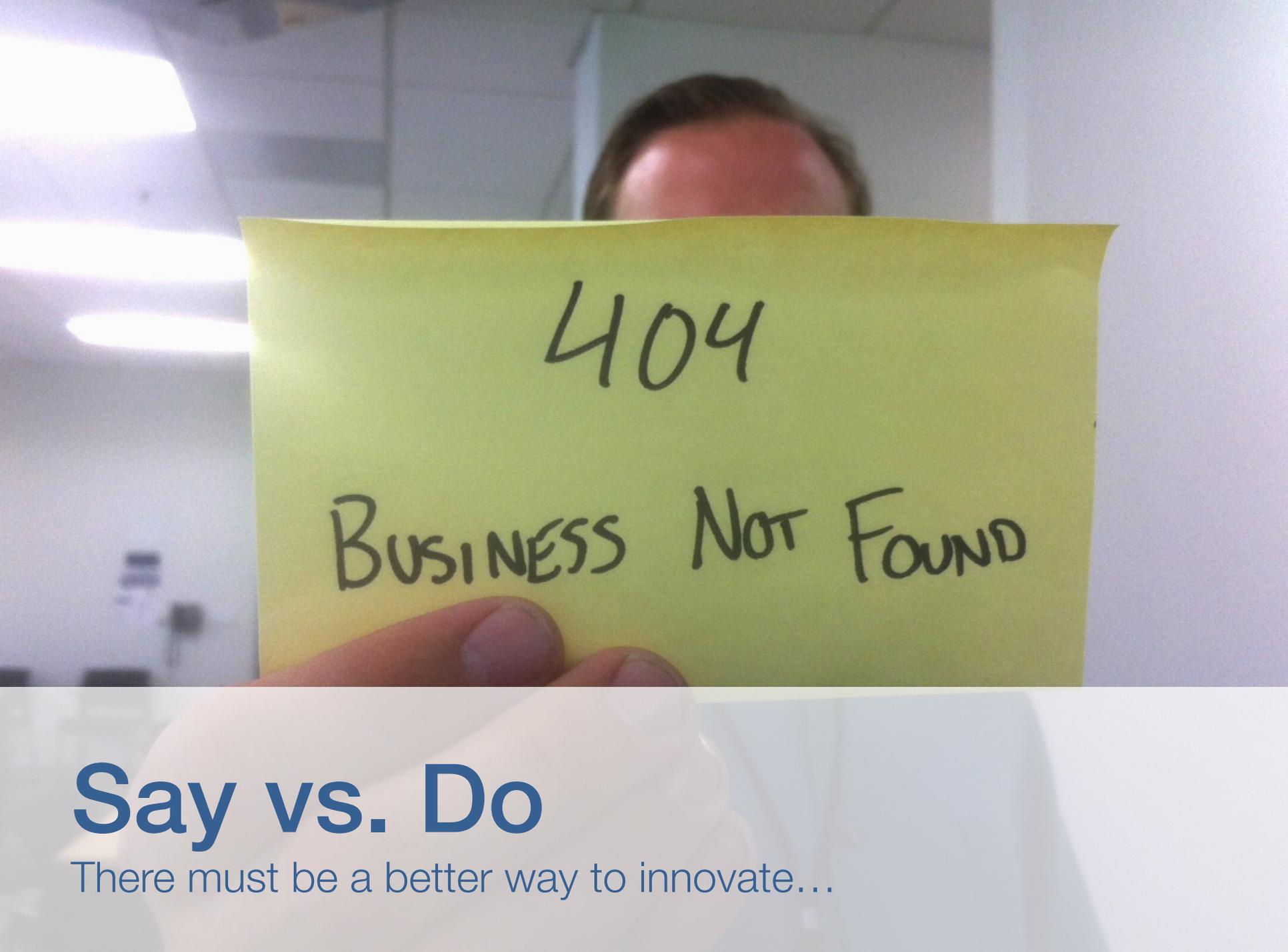
YOU'RE CURRENTLY VIEWING ALL YOUR RECEIPTS

VIEWING 1-28 of 45 RECEIPTS | 1 2

<p>NEW</p> <p>JAN 21 \$69.23</p>  <p>RETURN WITHIN 30 DAYS</p>	<p>NEW</p> <p>JAN 21 \$129.34</p>  <p>RETURN WITHIN 30 DAYS</p>	<p>JAN 17 \$2,113.19</p>  <p>RETURN WITHIN 26 DAYS</p>	<p>JAN 17 \$22.11</p>  <p>RETURN WITHIN 26 DAYS</p>	<p>JAN 13 \$166.43</p>  <p>RETURN WITHIN 21 DAYS</p>	<p>JAN 13 \$89.23</p>  <p>RETURN WITHIN 21 DAYS</p>
<p>JAN 9 \$23.19</p>  <p>RETURN WITHIN 17 DAYS</p>	<p>JAN 5 \$92.34</p>  <p>RETURN WITHIN 13 DAYS</p>	<p>JAN 5 \$3.19</p>  <p>RETURN WITHIN 13 DAYS</p>	<p>JAN 5 -\$8.11</p>  <p>RETURN WITHIN 13 DAYS</p>	<p>JAN 2 \$45.12</p>  <p>RETURN WITHIN 10 DAYS</p>	<p>JAN 2 \$109.23</p>  <p>RETURN WITHIN 10 DAYS</p>
<p>DEC 27 \$73.23</p>  <p>RETURN WITHIN 10 DAYS</p>	<p>DEC 27 \$92.34</p>  <p>RETURN WITHIN 10 DAYS</p>	<p>DEC 24 \$217.50</p>  <p>RETURN WITHIN 10 DAYS</p>	<p>DEC 21 \$22.97</p>  <p>RETURN WITHIN 10 DAYS</p>	<p>DEC 19 \$132.21</p>  <p>RETURN WITHIN 10 DAYS</p>	<p>DEC 19 \$89.23</p>  <p>RETURN WITHIN 10 DAYS</p>



Digital Receipts

A person is holding a yellow sticky note in front of their face. The note has handwritten text in black ink. The background is a blurred office setting with a white ceiling and fluorescent lights.

404

BUSINESS NOT FOUND

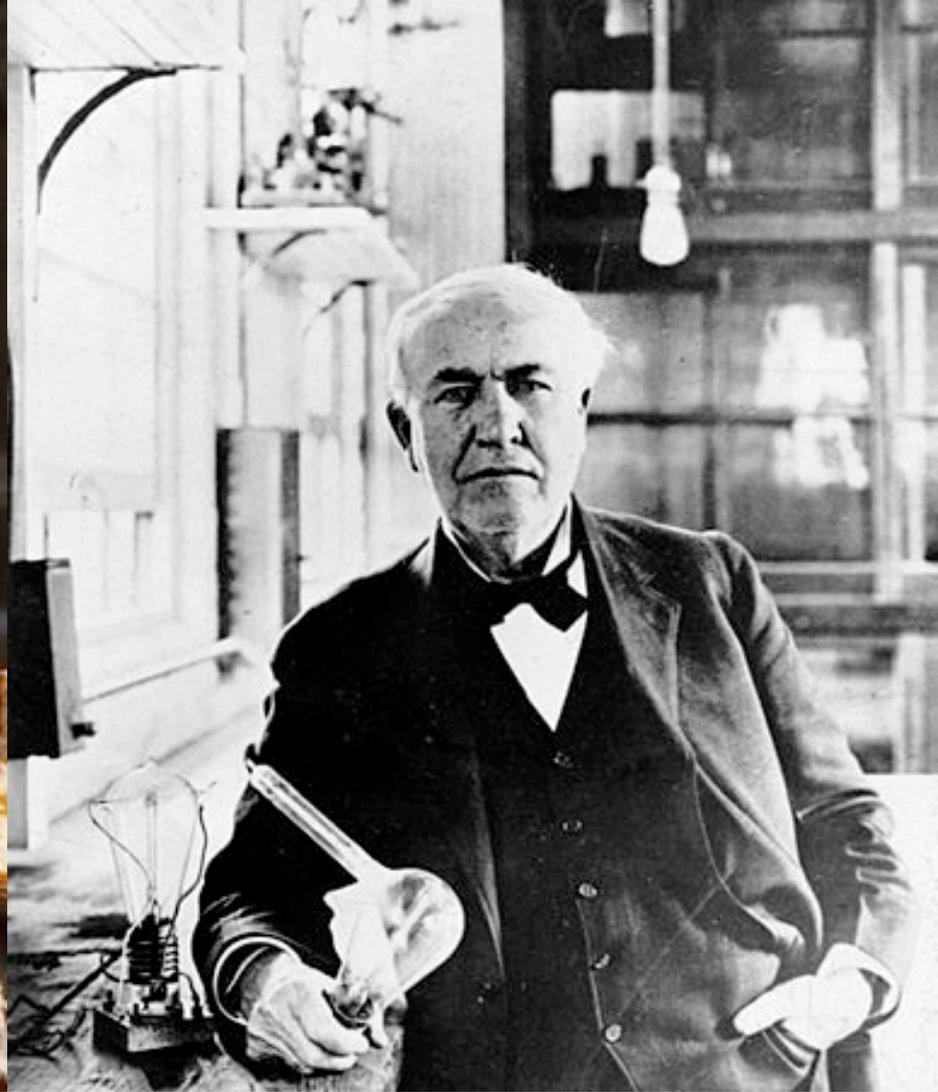
Say vs. Do

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

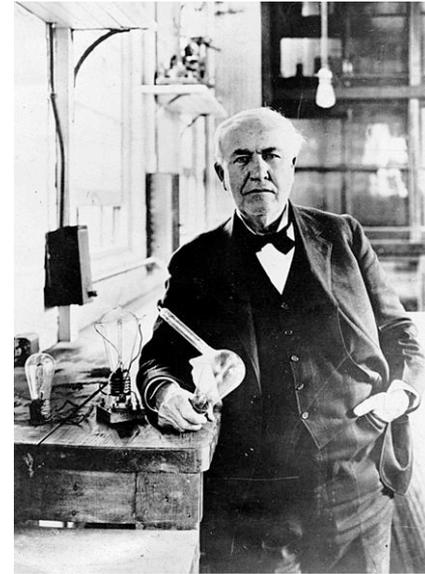
Plan + Flawless Intellect

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

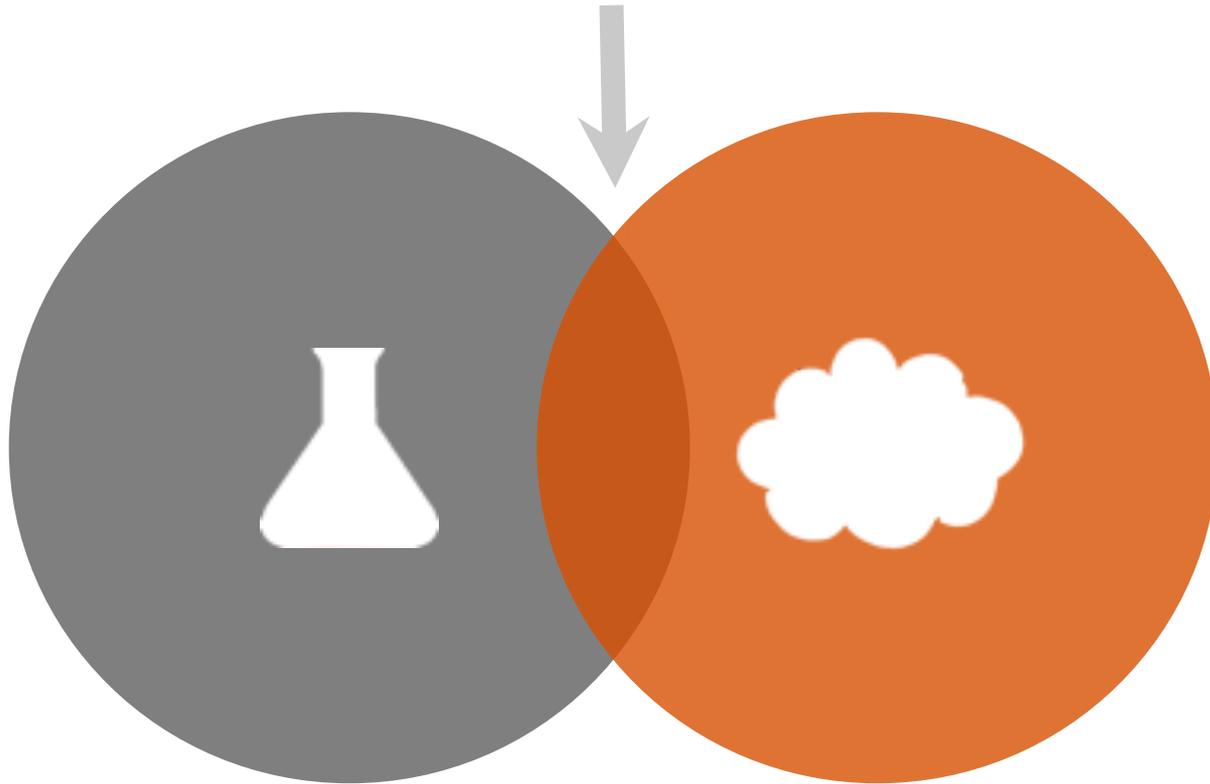
What Are Rapid Experiments?



**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

Bennett Blank
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