



the power of a pivot.

experimenting our way to good decision-making

bloom.

Change is the only constant.

how do we stay innovative and nimble?

today

Building our toolkit so we're
always ready to pivot:

1. ideating.
2. hypothesizing.
3. experimenting.

ideating

tip: quantity > quality

finding a
better
alternative



We usually don't
lack ideas.

we fear what will fail if we do something with them.

“how might we...?”

define the problem from a specific angle:

- amp up the good
- remove the bad
- explore the opposite
- question an assumption
- identify unexpected resources
- create an analogy from need or context
- challenge the status quo

hypothesizing

tip: each hypothesis should be testable, precise and distinct.

minimizing
fear +
uncertainty

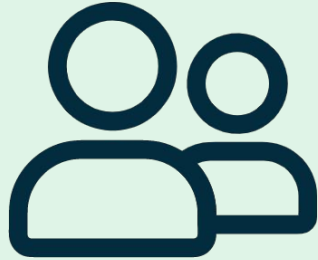


Turn assumptions
underlying your idea
into clear hypotheses
that you can test.

fill in the blank: “we believe that _____”

is my idea...

desirable?



do customers
want this?

feasible?



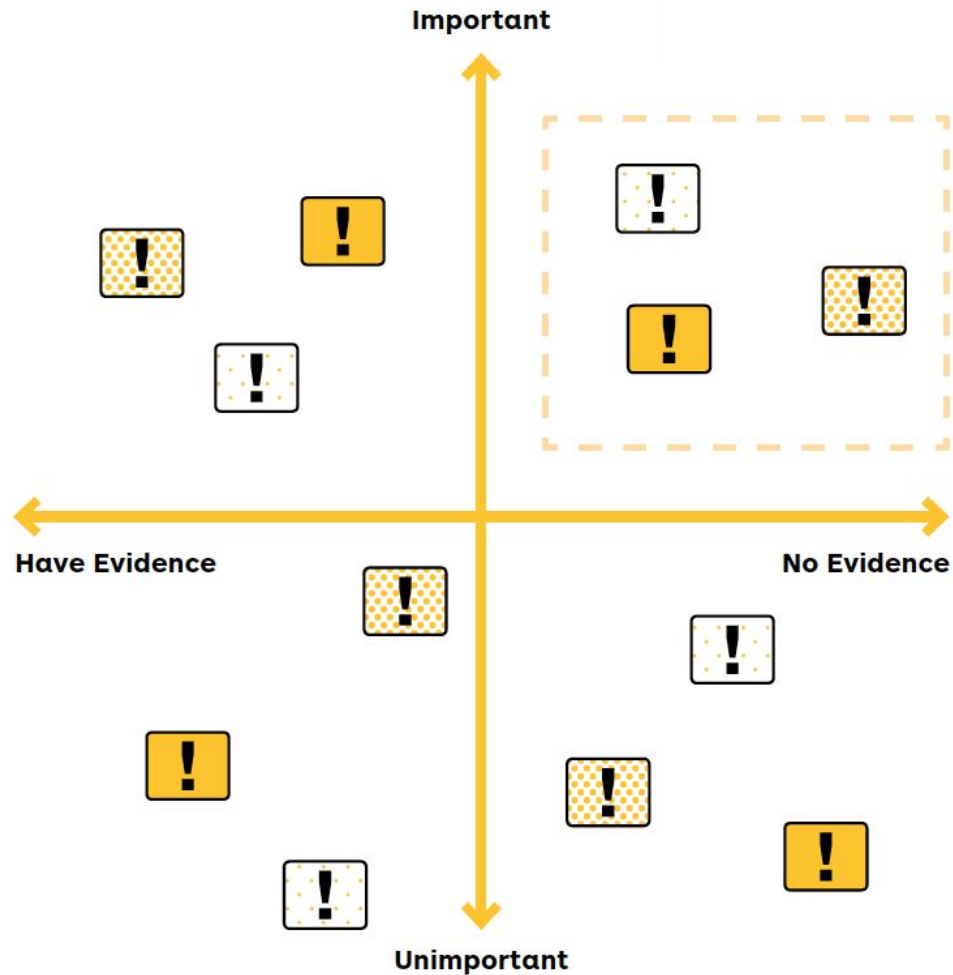
can we do this?

viable?



should we do this?
(cost/benefit)

prioritize
before you
test



experimenting

(remember the scientific method from high school?)

but why?



“The goal is not to conduct perfect experiments; it is to make better *decisions*.”

tip: validate before you invest too much time and money.

tools

day in the life

- what customers actually do is often different from what they say they will do
- define where and how you want to observe, committing to several hours per day
- get permission! explain the why, but don't bias participants
- observe activities, jobs, pains, and gains
- no interviews or interactions with participants while observing

tools

referral program

- use to organically scale by engaging your loyal fans
- identify the advocates to whom you can give referral codes or coupons
- determine a conversion goal
- run for several weeks/months to give people time to share and friends time to decide

tools

split test (a/b test)

- compare 2 versions of something and see what performs better
- randomize which people are in each group
- use to test everything from in-store experience to digital marketing
- let tests run through a large enough sample size and don't look at too many metrics at one time

tools

minimum viable product

- only after you've run other small experiments
- the smallest thing you can build to test your assumptions
- **viable** is most important!
- avoid spending your most valuable resources before you know if your idea is brilliant or crazy



components of experiment

Hypothesis

We believe that _____

Experiment

To verify that, we will _____

Metrics

And measure _____

Criteria

We are right if _____

Let's review our key
~~takeaways.~~

(any questions before we do?)

ideating.

1. Quantity > quality.
2. Clarify the underlying problem or need.
3. Ask “how might we...”

hypothesizing.

1. Turn assumptions into testable hypotheses.
2. Prioritize where importance is high, but evidence is low.
3. Investigate if feasible, desirable and viable.

experimenting.

1. Run experiments with actual customers to validate your hypothesis.
2. Try multiple at once.
3. Verify before you invest costly resources.



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