



PRODUCT DISCOVERY

Vom Bauchgefühl zum validierten Nutzerbedürfnis

viadee 
IT-Unternehmensberatung

Check In: Ein Produkt, das Euch begeistert



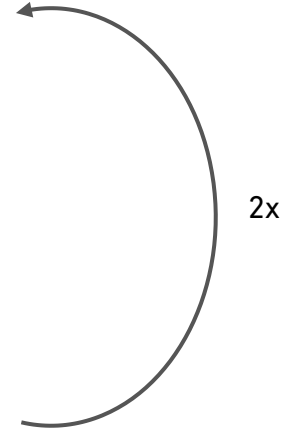
2 Personen



60sek: Erzählen



30sek: Wiedergeben





Warum Product
Discovery?



Die Traurige Wahrheit:

Die meisten Entwicklungen scheitern

<5%

App-Nutzung
nach 30 Tagen
[Venn Apps]

80%

Feature sind
ungenutzt
[Pendo]

2/3

Feature ohne oder mit
negativem Effekt
[Bing]

95%

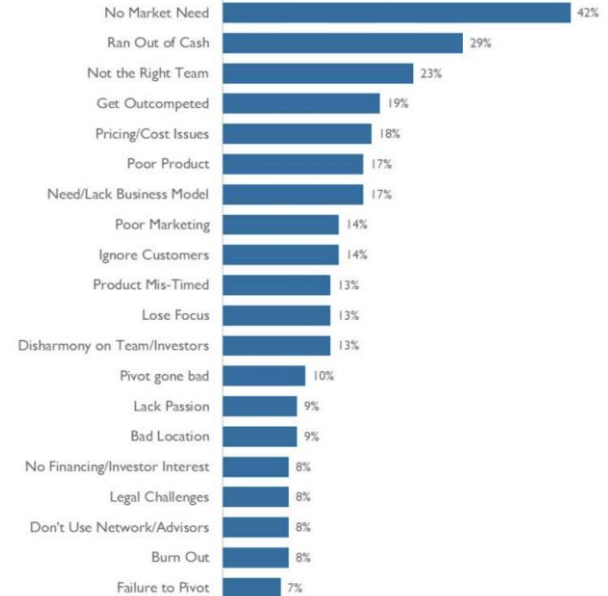
Neuer Produkte
scheitern
[Harvard Business
School]



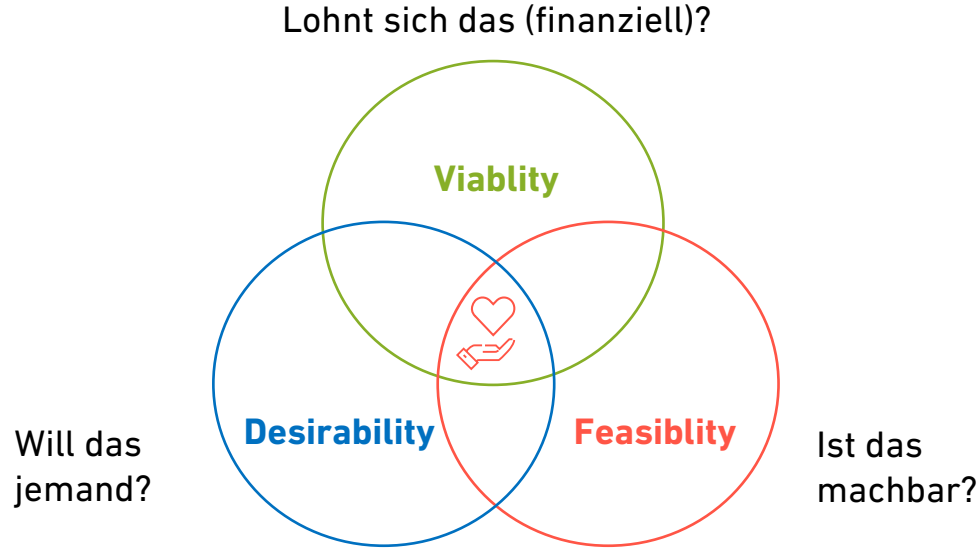
90% Startups scheitern,
weil sie etwas bauen,
was niemand will

Top 20 Reasons Startups Fail

Based on an Analysis of 101 Startup Post-Mortems

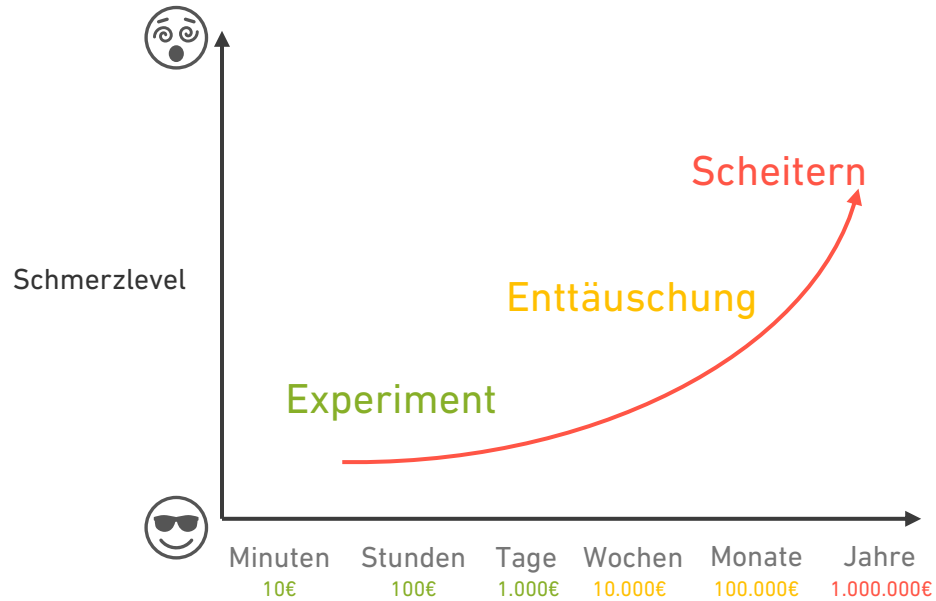


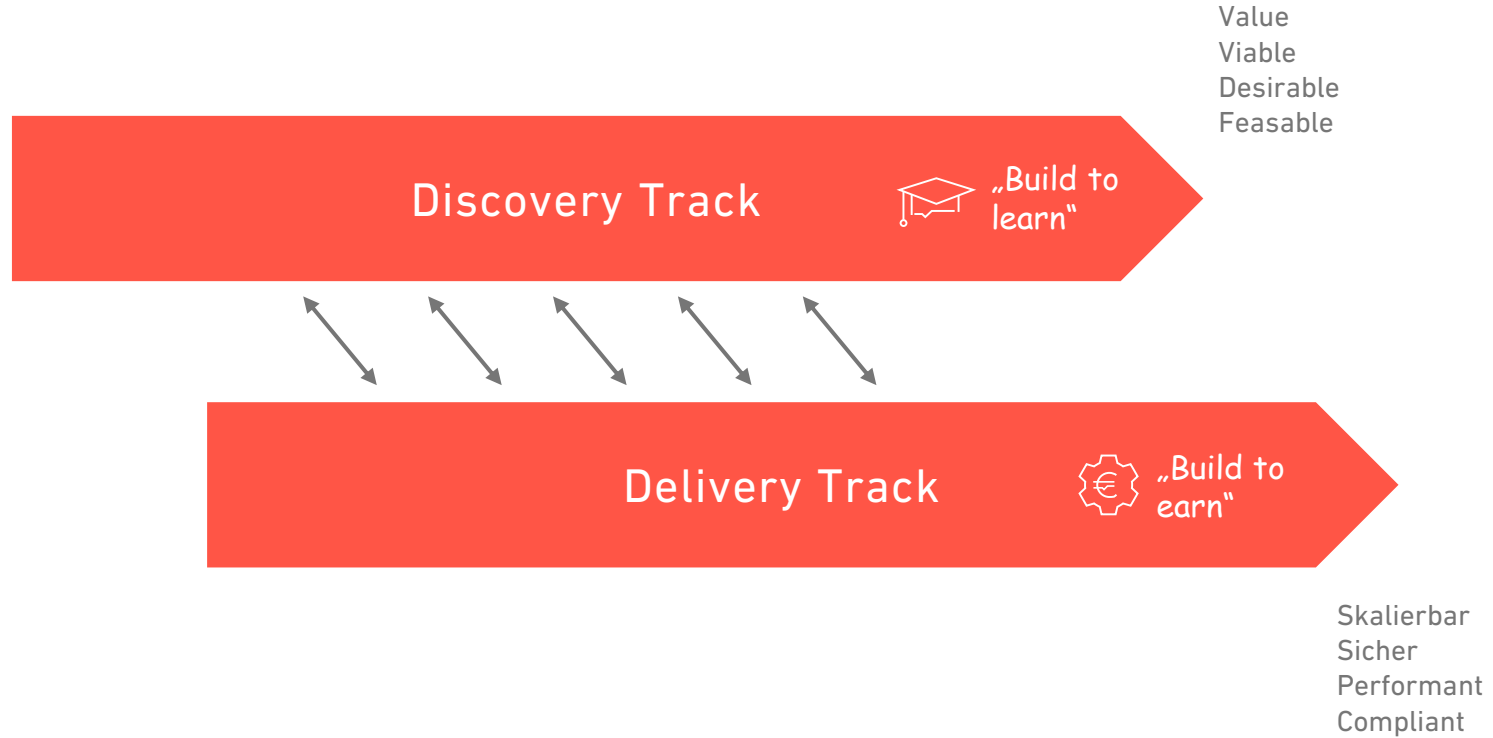
Risiken



Wie erhöhen wir unsere Chance
auf einen glücklichen Ausgang?





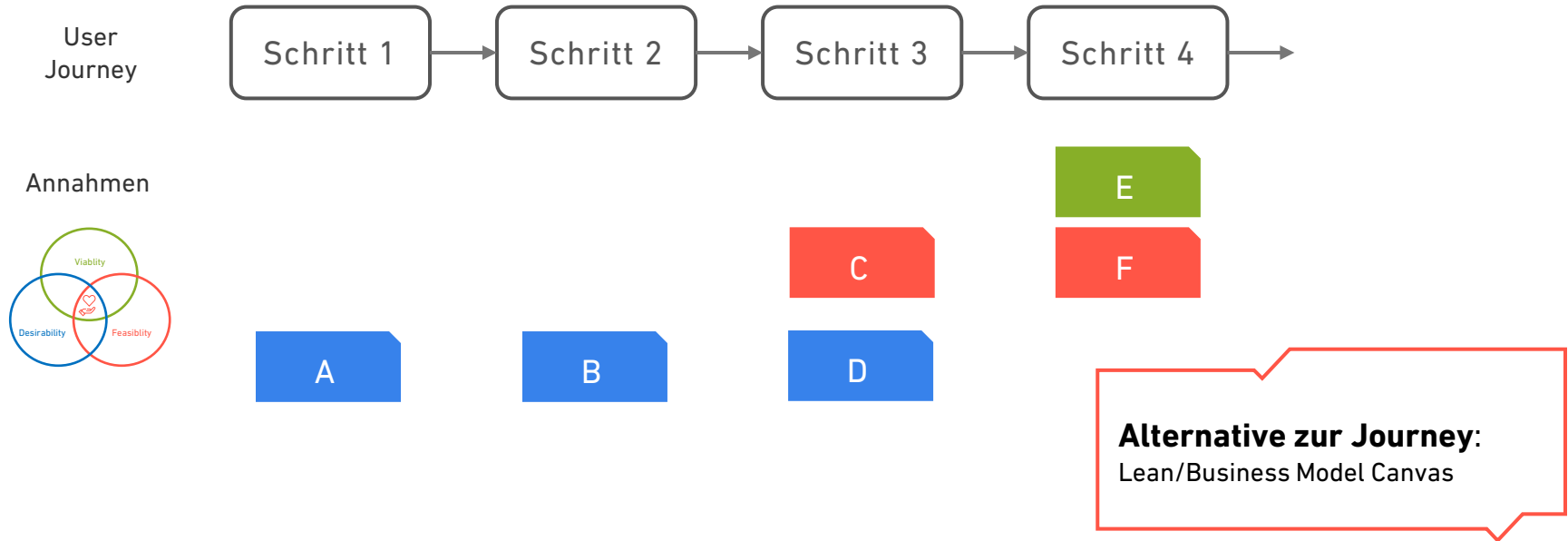


Annahmen

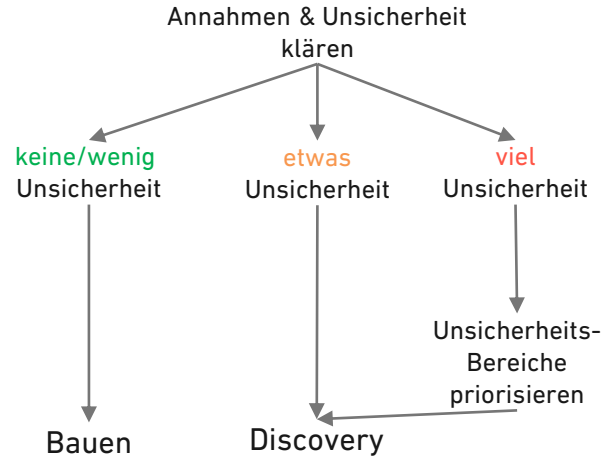


„Voraussetzungen für unseren Erfolg“

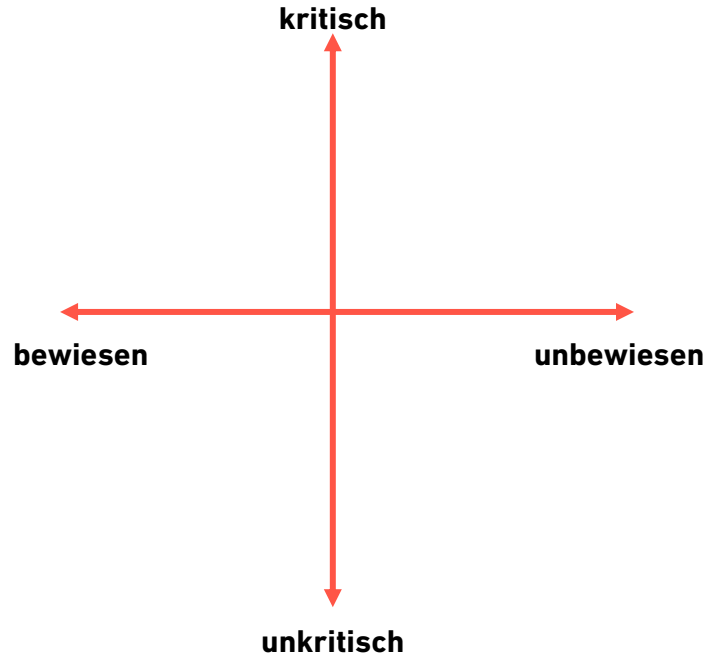
Annahmen in der User/Customer Journey



Wann braucht es Discovery?



Assumption Mapping



Super Kritisch:

„Es gibt keinen Plan B“

Unter der Linie:

„Daily Doing“

Bewiesenheit:

Confidence Meter statt Bauchgefühl

Testergebnisse

- Unterstützt durch longitudinale Nutzerstudien
- Umfangreicher MVP
- Alpha/Beta Tests
- A/B Experimente ...

Nutzer-/Kundenevidenz

- Unterstützt durch viele Datenpunkte
- Top-User angefragt
- Interviews mit 20+ Nutzenden
- Usability-Studie
- MVP

Marktdaten

- Unterstützt durch Umfragen
- Smoke Tests
- Alle Wettbewerber bieten es an

Anekdotische Evidenz

- Unterstützt durch einige Datenpunkte
- Gespräche mit dem Vertrieb
- 1-3 interessierte Kunden
- Ein Wettbewerber macht es ...

Eigenes Bauchgefühl

Pitch deck / Präsentation

Thematische Unterstützung

Passt zur:

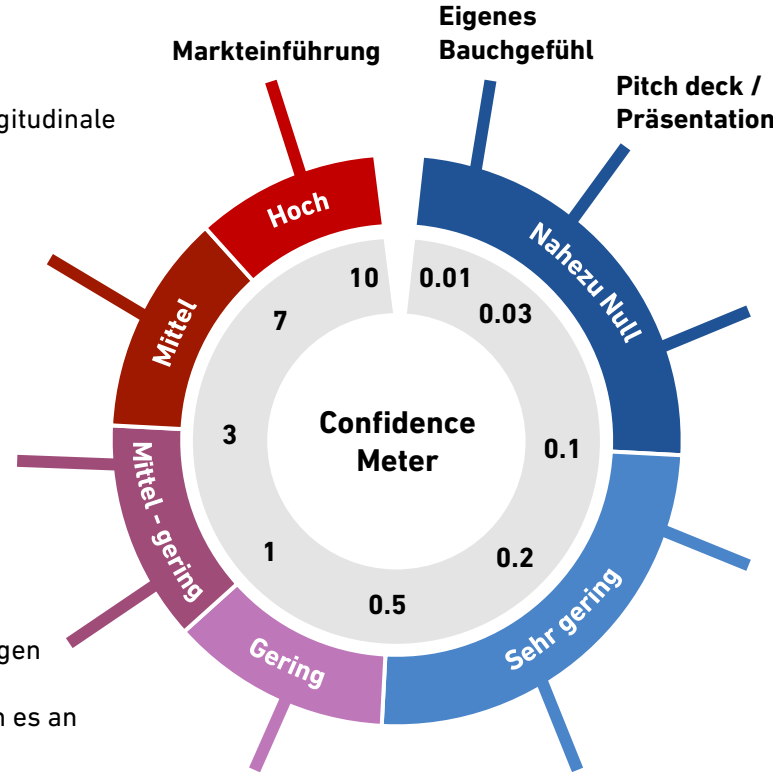
- Vision/Strategie
- Aktuelle Trends/Buzzwords
- Externe Forschung
- Makrotrends
- Produktmethodik

Meinung anderer

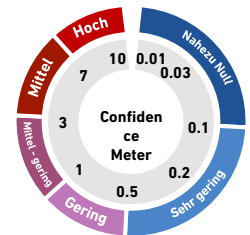
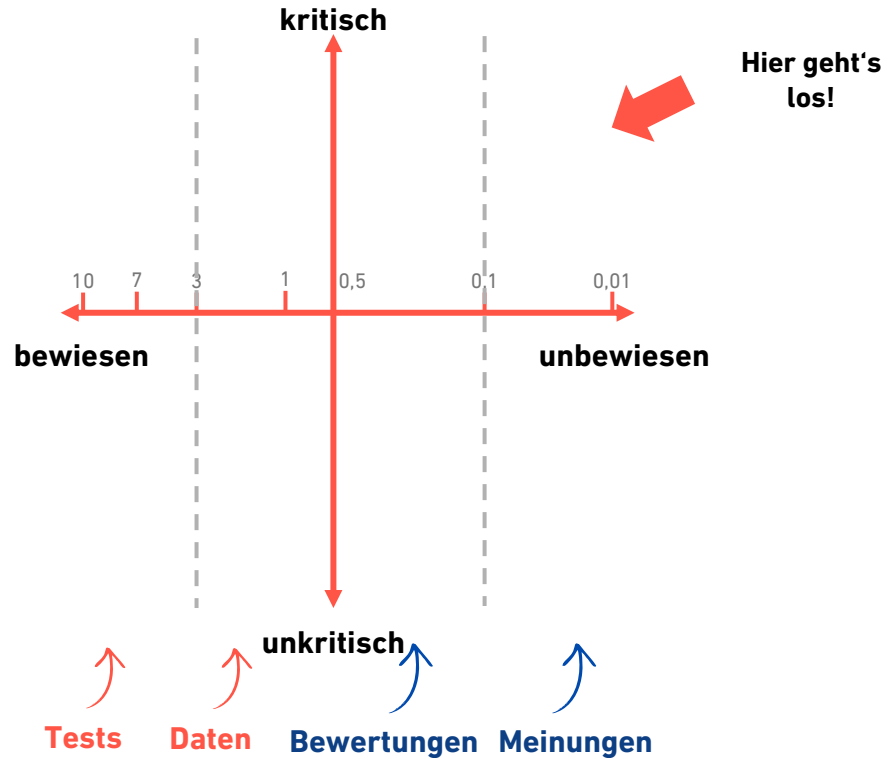
- Das Team
- Management
- Externe Expert:innen
- Investor:innen
- Die Presse hält die Idee für gut

Schätzungen & Planungen

- Berechnungen „auf der Rückseite eines Umschlags“
- UX- und technische Machbarkeitsbewertung
- Projekt-Zeitplan
- Business Case / Geschäftsmodell



Assumption Mapping





Annahmen Validierung

Zwei grobe Richtungen



Fragen



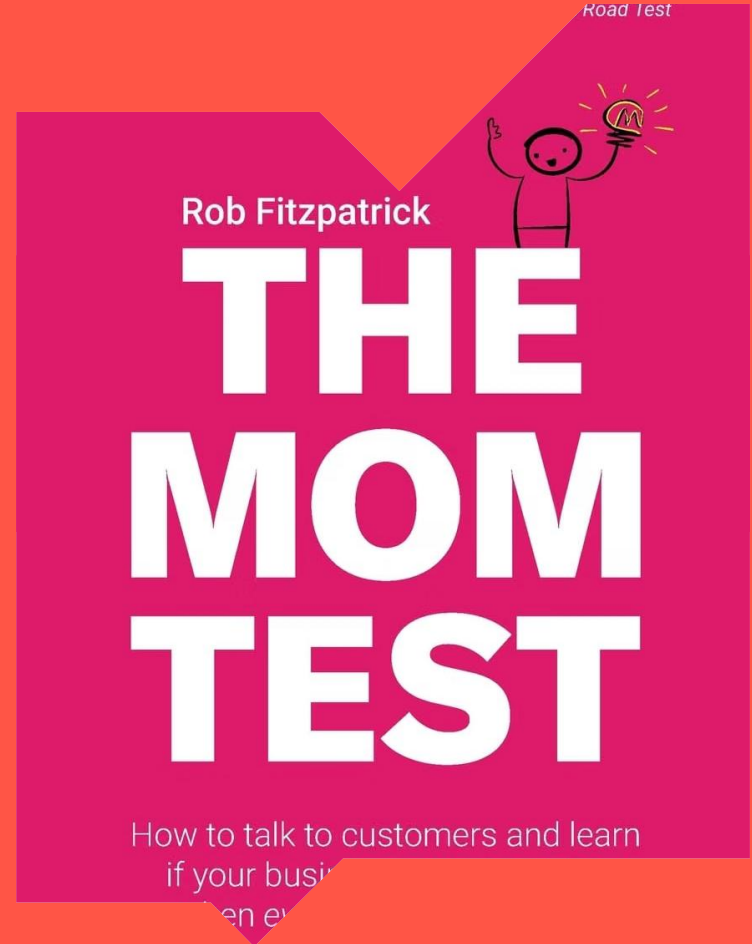
Experimentieren

Fragen

3 Regeln für gute Fragen:

... bei denen nicht mal Deine Mutter lügen könnte

- Sprich über ihr Leben, nicht Deine Idee
- Frage nach konkreten Fällen - nicht nach Meinungen
- Höre mehr zu als zu sprechen



Experimente

Leitplanken

- Discovery vs. Validation
- So schnell & günstig wie möglich
- Passend zum Kontext

Experiment Library

Discovery Experiments

TYPE	EXPERIMENT	COST	SETUP TIME	RUN TIME	EVIDENCE STRENGTH	THEME
Exploration	Customer Interview	●●●○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
	Expert Stakeholder Interviews	●●●○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
	Partner & Supplier Interviews	●●●○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
	A Day in the Life	●●●○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
Data Analysis	Search Trend Analysis	●○○○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
	Web Traffic Analysis	●○○○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
	Discussion Forums	●○○○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
	Sales Force Feedback	●○○○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
Interest Discovery	Online Ad	●●●○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
	Link Tracking	●●●○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
	A/B Test	●●●○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
	Feature Stub	●●●○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
Discussion Prototypes	Email Campaign	●●●○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
	Social Media Campaign	●●●○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
	Referral Program	●●●○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
	3D Print	●●●○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
Preference & Prioritization Discovery	Paper Prototype	●●●○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
	Storyboard	●●●○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
	Data Sheet	●●●○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
	Brochure	●●●○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
Interaction Prototypes	Explainer Video	●●●○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
	Boomerang	●●●○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
	Pretend to Own	●●●○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
	Product Box	●●●○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
Call to Action	Speed Boat	●●●○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
	Card Sorting	●●●○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
	Buy a Feature	●●●○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
	Wizard of Oz	●●●○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
Simulation	Mock Sales	●●●○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
	Letter of Intent	●●●○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
	Pop-Up Store	●●●○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
	Extreme Programming Spike	●●●○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY

Validation Experiments

TYPE	EXPERIMENT	COST	SETUP TIME	RUN TIME	EVIDENCE STRENGTH	THEME
Interaction Prototypes	Clickable Prototype	●●●○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
	Single Feature MVP	●●●○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
	Mash-Up	●●●○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
	Concierge	●●●○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
Call to Action	Life-Size Prototype	●●●○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
	Simple Landing Page	●●●○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
	Crowdfunding	●●●○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
	Split Test	●●●○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
Simulation	Presale	●●●○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
	Validation Survey	●●●○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
	Wizard of Oz	●●●○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
	Mock Sales	●●●○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
Simulation	Letter of Intent	●●●○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
	Pop-Up Store	●●●○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
	Extreme Programming Spike	●●●○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY
	Wizard of Oz	●●●○○	●●○○○	●●○○○	●○○○○	DESIRABILITY FEASIBILITY VIABILITY

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strategyzer.com/testing-business-ideas-book-summary

POC (Machbarkeit)



Prototyp (Haptik & Optik)



MVP (Kernnutzen)

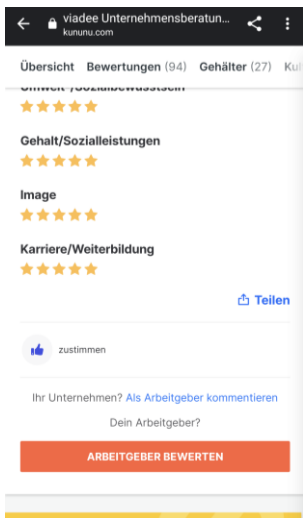


Pilot (Skalierung)



Beispiel: Feature Stub Test Kununu

- Leichtgewichtiger Test für Interesse
z.B.: Button der ein Info Popup öffnet inkl. Tracking
- Kununu Beispiel für Bewertungsreaktionen





Und was ist mit KI?

WATERFALL



AGILE



AI



VIBE CODING



Wunsch nach einem Orakel



AI WILL
TAKE YOU
THERE FAST

A commodity product

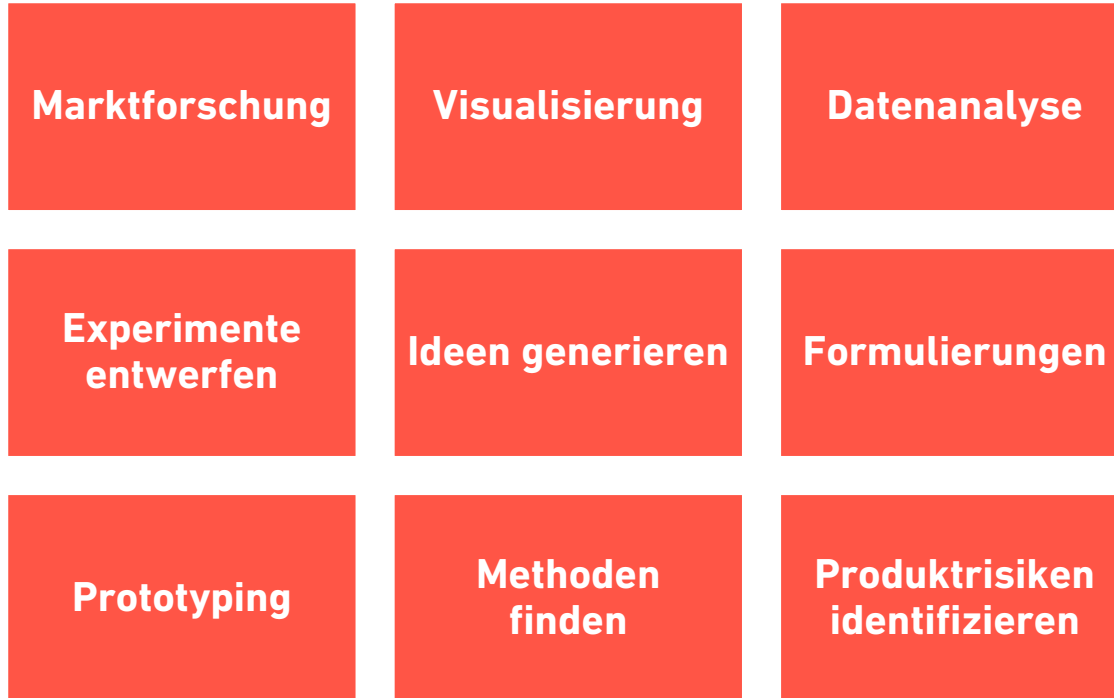


A product that wins



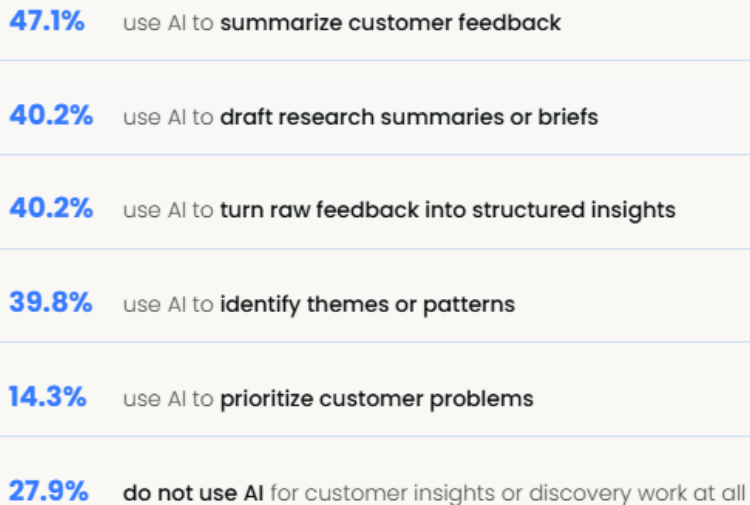
- ✓ STRATEGY
- ✓ DISCOVERY
- ✓ DELIVERY
- ✓ TEAMS
- ✓ CULTURE

KI als Partner in der Product Discovery



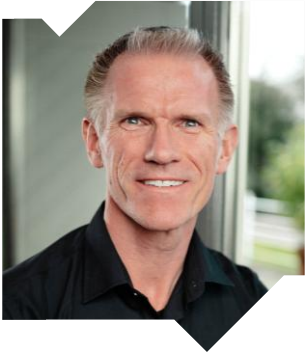
KI in Produkt-Teams heute

How teams use AI for customer insights



Referenzen

- [Venn Apps] <https://www.vennapps.com/blog/mobile-app-download-and-usage-statistics-2025>
- [Pendo] <https://go.pendo.io/rs/185-LQW-370/images/2019%20Feature%20Adoption%20Report%20Digital.pdf>
- [Bing] <https://www.semanticscholar.org/paper/Online-Experimentation-at-Microsoft-Kohavi-Crook/6a937c588a68eb38ed49199832f2d626a6bdac3e>
- [pmstatistics2026] <https://www.productledalliance.com/product-management-statistics>



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