

# Growth Strategy Workbook

## Part 3: How Are Your Customers Using Your Products and Services?



## Building Your Growth Strategy Roadmap Part 3

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### Getting Started with Part 3

*“If you don’t know where you’re going, you’ll end up someplace else.”*

---- Yogi Berra



The products and services you provide your customers every day are the lifeblood of your company. What do your customers think about them?

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As your customers' needs change from day-to-day, the solutions you provide to them must remain relevant. You have invested significant time, thought, and resources in creating your products and services. When the go-to-market day arrives, it's only natural to feel a sense of accomplishment. Done. Check. Off to the next project on the list.

How often do you ask your customers how that newly-delivered solution meets their needs?

Over time the gap between problem and solution widens. Unless you are continually gathering insights from your customers, it's all too easy for a once useful solution to become less effective or even worse, abandoned completely.

In Part 3 of your growth journey, you're going to use some simple worksheets to discover how your customers use your products and services every day.

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### Tips to Make the Most of This Workbook

1. Make this a team project. The first step is to create a detailed list of your products and service. Collaboration will make sure you have a comprehensive list.
  2. Include every product and service your company currently offers even if you think they are never used. Your customers might tell you something very different.
  3. It's tempting to evaluate each of your products and services, but this isn't the time for that. Let your customers provide the feedback you need first.
  4. Describe your products and services in words your customers will relate to. Avoid cute marketing descriptions or technical jargon. Stick to how your clients refer to them.
  5. Encourage feedback from a cross-section of your customers.
  6. Resist your internal attachment to any product or service. Think like an unbiased researcher.
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### Start with Your Workbook Tools

[Download the simple spreadsheet](#) you will use for this part.

Start with Your Products and Services tab. List each product and service you currently offer. For each of these items, list its contribution to your total revenue and the problem the product solves. Remember, we're talking about outcomes, the benefits that your customers receive by using your product. This is not the same as features of the product.

There are two customer tabs --- Short Customer Usage Discover and Detailed Usage by Customer.

You can start with either of the product and services tabs, but we recommend completing both before you begin talking with customers.

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Quest	How Does Your Customer Use These Products and Services					
Client: Long Time Customer	Regularly	Sometimes	Never	I Don't Know What This Is ...	... But I Want to Learn More	This Isn't Relevant to Us
CIO/CTO	✓					
Strategy	✓					
Technology Research			✓			
Data Mapping				✓	✓	

Quest	List Each Product and Service					
List Each Customer	CIO/CTO	MSSP	Software Dev	Website	Hosting	Marketing
Customer & Company	✓	✓	✓	✓		
Long Time Customer	✓	✓		✓	✓	✓
Startup Magic	✓	✓		✓	✓	✓
The Happy Client	✓	✓		✓	✓	✓
Clients & Other People	✓		✓			

Short Customer Usage Discovery
Detailed Usage by Customer
Tips
+

As you begin listing your products and services on the short discovery, you will find the team discussing more granular aspects of each one. Adding these



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specific features to the detailed tab as you go along will reduce the need to rethink these again later.

Remember to use words your clients relate to. It's not the time to get into the weeds with the technical aspects of the products or services.

Your team will most likely have some interesting discussions about these features too!

After you have completed the worksheets, schedule a time to gather your clients' insights in person (social distancing safely), video conferencing, or by phone. This needs to be a useful discovery so don't email the worksheet to your clients and asked them to complete it. You'll be missing some valuable insights and the opportunity for the engagement your clients appreciate.

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### What You Want to Learn from Your Customers

Remember our simple visual from the end of Part 2?



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You're ready to connect the dots among We Deliver, We Receive, and We Need. Here are some questions to lead your team discussion after your client results have been collected. Your brainstorming and analysis will build on these discussion points.

- 1.** What products and services do your clients use?
- 2.** Why do they use each of them?
- 3.** What don't they use?
- 4.** Why don't they use each of them?
- 5.** What products and services don't your clients know you offer? Why not?
- 6.** If they want to learn more, that's low-hanging fruit.
- 7.** What are not relevant to your customer? Dig into this one. It might immediately make sense to you or it could be another solution opportunity. In either case, a conversation with your client about this clarifies their answer.



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- 8.** Where are the gaps between your solutions and your clients' needs?
- 9.** What are your most frequently used products and services? Are you surprised by any of these? If so, which ones? Why?
- 10.** How do these compare to revenues?
- 11.** Are the usage results in line with the ongoing investment?

Add your team's discussion questions ---

- 12.** Click or tap here to enter text.
- 13.** Click or tap here to enter text.
- 14.** Click or tap here to enter text.
- 15.** Click or tap here to enter text.
- 16.** Click or tap here to enter text.
- 17.** Click or tap here to enter text.



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### What's Next

**Action Item 1:** For each product and service, the key question for your clients is “why”. Have a conversation with each client to gain a clear understanding of why they use, don’t use, don’t know about, or consider irrelevant each product you offer them. Add this valuable feedback to the spreadsheets.

**Action Item 2:** Identify the gaps. You’ll explore them in more depth in [Part 4](#). For now, simply add each potential gap as an opportunity on your [Idea Triage Workbook](#).

**Action Item 3:** Ask clients who are regular users of a product or service for a testimonial. What specific problem are you solving for that customer? We’ll come back to these in Part 5.



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We hope you and your team are enjoying your company's growth journey. Connecting the dots is where the aha moments happen.

You have completed the third step. There is more to come!

In the meantime, we would love to learn more about your company.



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