

Find the people who understand the value

A practical field guide for B2B product, marketing, and customer teams.

When the feature list is clear but the value story is hard to explain, broaden the conversation. Find the people who can explain what changes when the technology works, then connect their experience to evidence.

Use this when

- Your messaging describes specifications but leaves the practical value unclear.
- Customers describe their work differently from your internal product language.
- Sales, marketing, product, and customer teams hear different parts of the story.

A focused first session

Choose one customer situation. Map the people involved. Use the worksheet in one interview, preserve the person's language, and identify the next piece of evidence to gather. Compare perspectives before turning a pattern into a claim.

Find the people who know the work

Technical validators

Ask what is possible, what is credible, and what constraints matter.

Economic buyers and leaders

Ask which priorities, costs, risks, and decision criteria shape the investment.

Operators and users

Ask where the work breaks down, what they work around, and what changes in practice.

Marketing and product teams

Compare perspectives, preserve context, and distinguish a messaging insight from a product hypothesis.

Ask for a specific moment

“Walk me through the last time this happened.” Follow the sequence of actions. Ask who was involved, what happened next, and what evidence is available. Do not assume that the person describing value is also the buyer.

Translate the capability into change

Illustrative example only. These are not verified customer results.

Technical capability

Persistent, controlled private connectivity.

Operational problem

Moving equipment loses connectivity across a facility.

Possible change

Equipment stays connected as work moves.

Potential value

Fewer interruptions and less manual intervention.

Evidence to gather

User observations, deployment logs, and a before-and-after measure with a defined period and scope.

Draft only as far as the evidence allows

For [person doing the work], [capability] enables [observed change], which matters because [supported consequence]. Evidence: [source, scope, and date].

If the evidence is missing, record a hypothesis and plan the next check. Campaign engagement can identify whom to interview; it does not prove product demand.

One conversation about value

Person and role: _____ Date: _____

Situation or task: _____

What is the person trying to accomplish?

What keeps getting in the way?

What workaround have they created?

What becomes possible or easier?

Why does that change matter?

What technology enables the change?

What makes the claim credible?

Separate what you heard from what you inferred. Record the evidence still needed and the next person to interview.

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