

# FLOP

 OR

# FLY

*How **CX & UX teams** are radically improving chances of success by co-developing winning products and services with **customer labs**.*

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## Chapter 1

### **Why customers won't love it?**

If you are developing a customer experience, loyalty, digital services, or new products and services, you have to make tons of educated guesses. Guesses you hope are correct, but of which many will turn out to be wrong or off-mark.

Asking customers would surely help.

You could conduct a survey, interview customers, hold a focus group, to name a few. All traditional ways take time, effort, and money, and you never seem to have enough of any of those.

You know you should be lean and agile, fail fast, turn assumptions into true's or false's quickly. But stopping development to a halt constantly to get an answer to yet another question your team has isn't lean and agile either.

So you leave plenty of questions unasked and make educated guesses instead to keep up the speed. Guesses that too often turn out to be incorrect.

But building better experiences, digital services, and products does not have to be guesswork or stop-and-go. And testing assumptions against customers do not have to slow you down or cost a fortune.

What if you could have a team of 1000 or so customers at your disposal at any given time? Ready to answer and help you out, whatever question you are tackling. To whom you throw an idea, ask a question, test versions, and much more.

### **Customer Labs to the rescue**

Customer lab is an online community of your customers who have volunteered and are motivated to help you co-create with you on your mission to build better experiences, products, or digital services.

It is a lab where you can ask questions and test ideas to speed up your development efforts, and more importantly, improve your changes making something customers will love.

It is a place where you can easily get answers and get them quickly to your development needs.

A customer lab enables your team to be lean and agile.

In this ebook, you'll learn all the essentials about customer labs, including building one for your needs.

So let's get started.



## Chapter 2

### From guesswork to co-creation

Let's face it; if a project or initiative lacks proper end-user understanding and involvement, it will most likely fail to deliver the business results it is meant for.

In other words, customers won't love it like you hope they will.

Guessing right what the customers really want and will use is hard. Getting all the key guesses right is like guessing the correct numbers for the week's lottery. Theoretically possible, but practically impossible. And still, most think they can pull this off like a magician.

*Steve Blank, the father of the Lean Startup movement, says: "Cheating on the customer discovery interviews is like skipping your parachute packing class".*

At the same time, customer-centric businesses are over-performing the rest.

As are startups following lean startup methodology and not cheating on customer discovery.

It's easy to see why. They make more right choices than the rest because they ask, not guess.

Being customer-centric is often easier said than done. We are geared to think about the solution first, not the problem. How the heck are you going to be more customer-centric in practice?!

You'll soon find out.

Traditional consumer research tools, like surveys, interviews, and focus groups, are often used but take tons of effort, time and money, and won't answer many questions. Even many startups starting lean, will soon start cheating with predictable consequences.

In today's business, you have to run fast and make the right choices, or direct or indirect competitors will outrun you. Incumbents or startups. Competitors that you know of or new challenger brands you never thought of.

The closer you can work with the customers, the quicker and better you can develop journeys, digital services, and products. You run faster and make the right choices. Be a lean and agile development machine.

### **Getting customer-centric is not easy, or is it?**

But getting closer to your customers isn't always easy.

Customers don't often see customer-centric initiatives as very customer-centric.

*Think all those surveys you get as a customer from various businesses. Asking your opinions and feedback out-of-blue, while most of the year they just make your life an obstacle course with poor customer experience, digital services or products, and your inbox full of irrelevant marketing as an added bonus. And then suddenly they are all ears?*

*You would probably answer an NPS survey: would you recommend or not? But we all know your answer is just a drop in the ocean. As a professional, you know how hard it is to develop when all you get is one number:*

*Then there are the real surveys, the long ones — pages after pages of questions.*

*You would really like to help (to make your life easier with them). Yet the deeper you dig into the questionnaire, the more you feel they must be too far gone to being helped. The questions, you know, reveal a lot.*

Being customer-centric is not a project or a survey done every year or so. Customer-centricity should be part of your culture. A customer-centric culture should also be something that your customers can easily embrace as well.

## 5 FROM GUESSWORK TO CO-CREATION

A culture where customers feel that they are part of the story, helping the brand they love to get the success it deserves. It is a culture where they are not just cash cows being milked empty: first from cash, then for answers.

For such a culture to emerge, a company needs to work closely and continuously with customers. To earn customers' trust and show, not just tell, that their input really matters. When the company gets answers to practical development questions, results are easy to see, and customers feel their time is well spent.

Such a way is a customer lab.

Customer lab is an online customer space where you can ideate, test, and validate ideas with your customers to get answers to your questions.

A customer lab enables continuous learning and lean development.

When you know that you can go and ask and get answers quickly, you go and ask, making better daily decisions.

You iterate quickly. Make things better, and better, and better. Small improvements compound.

You fail fast (and cheap) on details instead of building ages (and spending millions) on something that turns out to be a flop.

Instead of exhausting customers with long questionnaires, you engage them with frequent yet quick-to-act questions, tests, heat maps, and more, keeping them interested and motivated.

Customer lab is forward looking and two-way development hub for you and your customers, not a backward looking and one-way channel such as your NPS or customer satisfaction surveys.

With a customer lab you are answering to critical development questions such as why and how. Your typical survey based, or other tracking data/behavior tools show you mere what is going right or wrong but as such don't do much for your development teams. Your development teams need answers to why customers are experiencing services in a certain way and how you can best serve them going forwards.

*Finnair, an airline, has built a 1000 strong customer lab to help define*

*and improve key moments along their customer journey from the ticket purchase to onboard experience down to buying additional services and enhancing the loyalty program with more compelling services.*

*MTV/Cmore, a leading commercial media platform, uses their 1000 member customer lab to help their digital teams ideate, test, and validate ideas and concepts with users before going into production. The lab has made the process fast and iterative with customers and sync with the agile development needs.*

With your online customer lab, ideas are faster to get to the market. And such a lab is in sync with the agile development needs.

### **Is a customer lab right for you?**

1. You need to have a strong passion and desire in the team/company for customer centricity. If you don't no bother.
2. The likely ownership for customer lab is within Customer Experience, Digital/ UX teams or Customer Insight/Innovation should you have those teams in-house.
3. You should have 1 person you can allocate at least partly (say 15-20% / 3-4 days per month to begin with) to work with customers on a regular basis. Beyond this ideally you start building decentralized model where more and more your colleagues can directly use and benefit from customer lab and run leaner and faster.
4. If you don't have resources but the rest is true we can help with providing training/consultancy to get you going.



## Chapter 3

### Where do you need a Customer Lab?

A customer lab will help you when developing almost anything, usually for customers but also for partners, suppliers, and internal users. As the main use case is with customers, we talk about customer labs.

Typically, a customer lab is used by customer experience (CX) or user experience (UX) teams and other teams developing products and services, digital or not, needing better customer or user understanding.

A customer lab will help your CX or UX teams to make the right decisions and design choices, especially in:

- Customer Experience and Loyalty
- Digital Services Development
- Product and Service Innovation

What all the above areas have in common is in each area, there are tons of ongoing questions, big and small, how to make the x or y better. Without real-time access to customers, the process becomes too slow, and you begin to trail off from the competitive curve.

## How a customer lab helps in Customer Experience and Loyalty

In **Awareness and Interest**, a customer lab helps build a thorough understanding of what your customers think of you, why they are buying from you, and how you benchmark against others.

In **Customer Onboarding**, it will help Iterate and fine-tune your onboarding process through a constant dialogue with customers, and get insights on how you can make the process better across your channels as well as AB test new ideas regularly.

In **Post-Purchase Experience**, it will help get your customers to have a dialogue with you beyond simple NPS scoring, and see how you can improve your game with your product, call services, self-help, billing, manuals, statements, websites, and stores.

In **Loyalty & Cross-Sell**, if you run a loyalty program it helps you understand how you can enhance and develop the loyalty scheme and talk to your customers about how they like to be cross- or upsold to.

Awareness and Interest	Customer Onboarding	Establish Relationship	Build Loyalty
Themed discussions  Heat maps for ads and comms material  Run surveys to your VIP customer lab and your customer base	Diaries and one-to-one discussions to understand the onboarding process step-by-step  AB test concepts, layouts, service flows, prototypes	Run Customer Effort Score and CX tracker survey (if you are not already doing)  Use photo galleries to share your visual/readable content and improve them through chat	Run regular video calls to hear real customer stories  Show prototypes, screenshots etc through a photo gallery or AB test module  Invite customers to ideate and vote for new additional services

**Table 1: Tools to use at your customer lab**

### **How a customer lab helps in Digital Services Development**

A customer lab will help you understand your users. Run discussions and surveys with them on a regular basis to stay in sync with your core users' preferences, emotions, and behaviors.

It will help you do **rapid A/B tests** to understand what your users think of your new icons, user flows or content, and share your work with your users, vote, A/B test and pick the best ideas to move forward with.

It will help on **usability runs** when you need a better understanding of your customers and their experiences. Share prototypes and collect feedback with scale through discussions, diaries, self-completion surveys or run a couple of precision sessions like one-to-one chats or invite your users to a web / remote usability session with you.

And it will help with **new service extensions** when you are doing something more substantial, like revamping your e-commerce site or an app. Get your users involved with you all the way. Have them tell you about the JTBD (jobs-to-be-done), preferences, best competitor sites, and ask them to take a look at new flows, navigation bars, beta trials and to kill bugs with you. The whole works!

## How a customer lab helps in Product and Service Innovation

If you are stuck for ideas or do you have too many ideas, your customer lab will help you **ideate**. Launch ideation challenges with your customers to create 100s of new consumer-led ideas. Then vote and sift through the ideas with more structure and build a thorough understanding of your target personas and their aspirations. This way you are building and developing your products and services against real customer needs.

It will also help you **conceptualize** and seamlessly share early concepts and co-iterate them further with customers through several iteration loops to get your problem-solution fit right.

It will help you **validate and beta-test** your concept: check with a larger customer base or potential customers what they think of the solution or get some early adopters or beta testers to use the solution as part of your experimentation plan. This is also a perfect moment to hone in your final pricing and communication plans before you launch.



## Chapter 4

# Make your development projects fly

### **Strategic: Get the foundation right**

Every project starts with big questions and lots of excitement on what lies ahead. However, if the project is built on soft ground to begin with, it is likely to fail however good work is done afterward. So how to avoid this?

To get the foundation right, you really need to remind yourself to start with understanding the customer needs and expectations first before you take your “next big thing” forward. This is where so many products and services are failing as we are moving too quickly from truly understanding the customer problem or need to the solution.

So on a customer lab start your new project building customer personas and get them to tell you about their jobs-to-be-done (JTBDs), their preferences, their worries, likes and dislikes. So start understanding the problems and opportunities before you start thinking about concepts or solutions.

Only once you have a solid grip on your customer problems and needs considering moving to the next stage and begin to outline your concept and start ideating potential solutions with your customers.

Example tools you should consider using along the customer journey:

- Diaries and themed discussions to understand customers’ pain points, expectations, and preferences
- Photo galleries to capture visual and concrete examples of the best services

- Heat maps, concept, and AB tests for testing new flows, navigation bars, etc.
- Further diary and survey activities to capture the beta experience

## **Ideation**

Your team may come up with great ideas, but truly outstanding often come from customers.

So how do you gather and prioritize user-generated ideas to support development?

You can run ideation challenges together with customers to gather user-led ideas. And you can have your customers vote and prioritize the ideas that will best service their needs and improve their user experience.

Example tools you should consider using for ideation:

- Ideation forums and photo galleries to gather and vote on ideas
- Drag & Drop activities for further prioritization of ideas
- Themed discussions to further develop selected ideas

## **User Experience**

If the user experience sucks, even the best products or services fail. And on the other hand, a fluent user experience will make customers' life easier, and establish you as a friend, not a foe, in their everyday life.

So how do you improve the customer satisfaction of your service and the different features?

Here are a few key strategies:

- Get customers to evaluate/ share the current service experience to understand the gap between the experience and customers' expectations
- Share your new concepts and prototypes with customers and optimize these based on the feedback to ensure the updates add value and meet customers' needs

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Example tools you should consider using when seeking to improve the user experience:

- Run diaries and discussions to better understand customers' current experience of the service, as well as their expectations,
- Use polls to check interest on initial ideas
- Use surveys, concept and AB tests to test new prototypes and discussions to develop them further based on customers' needs

### **Validation & beta testing**

You only have one chance to make the first impression when launching something new.

So how do you validate and beta-test your new concept to ensure that it answers the target group's expectations when finally launched?

Here are a few key strategies:

- Share your concepts and prototypes with the potential user groups to have them validate the solution and make amends to the solution inline with their needs
- Get early adopters to use the MVP as part of your experimentation plan to iron out bugs before launch

Example tools you should consider using to validate and beta-test a new concept:

- Use Heat maps, AB tests and prototype surveys to validate the new solution
- Diaries to gather feedback on the MVP experience and bug reporting

<b>Strategic initiatives</b>	<b>Ideation</b>	<b>User Experience</b>	<b>Validation &amp; beta testing</b>
<p>Diaries and themed discussions to understand customers' pain points, expectations and preferences</p> <p>Photo galleries to capture visual and concrete examples of the best services</p> <p>Heat maps, concept and AB tests for testing new flows, navigation bars, etc.</p> <p>Further diary and survey activities to capture the beta experience</p>	<p>Ideation forums and photo galleries to gather and vote on ideas</p> <p>Drag &amp; Drop activities for further prioritization of ideas</p> <p>Themed discussions to further develop selected ideas</p>	<p>Run diaries and discussions to better understand customers' experience</p> <p>Use polls to check interest on initial ideas</p> <p>Use surveys, concept and AB tests to test new prototypes and discussions to develop them further based on customers' needs</p>	<p>Use Heatmaps, AB tests, and prototype surveys to validate the new solution</p> <p>Diaries to gather feedback on the MVP experience and bug reporting</p>

**Table 2: Tools to use at your development project**



## Chapter 5

# How to collaborate with customers

### **Make it easy and engaging**

A customer lab is not for exhausting your participating customers with long and complicated tasks. You don't pay them a salary and even if you did you want the best out of them and not put to fill out 30 minute surveys and run other impossible obstacle courses. The result is inferior input which won't help you at all. You want to make the participation feel easy, engaging and meaningful with a clear purpose.

So make it easy and engaging for them with small tasks. We'll cover them in the next chapter.

### **Make it frequent**

You have tons of questions, don't you? So don't drown them with too much stuff at one go, instead ask less but more often. It is from the frequent questions where you start learning new stuff, which will then open up further questions.. So be iterative. Be agile. Make it frequent.

### **Celebrate and show that their efforts count**

You need to keep your customer community your lab motivated.

If you can, share a bit of update on where the project is going, and thank you. Celebrate the milestones with them. Make them feel they are on the same boat.





## Chapter 6

# Essential Tools and How to Use Them

When you find out things with your customers, it is never a game with one tool. You need to switch and use different sorts of data, use quantitative data as well as qualitative data to put the service together. Never do it with just surveys or select few customer interviews. So you need to switch your clubs fluently like a professional golfer. You may start your course with a driver, but closing in to the green you need more delicate irons and ultimately a putter. The ‘hole in ones’ are pretty rare in both professional development and golf!

For example, rather than always relying on surveys alone for understanding customers’ needs and challenges across the customer journey, use a selection of tools to build a more detailed map to support your CX development. Run diary and photo gallery exercises to gather rich contextual information on customers’ experiences of the different touch points across the customer journey (both visual and verbal feedback). Additionally, use drag & drop exercises and discussions to understand customers’ needs and preferences better and find the gaps between customers’ expectations and the current experience. Once the problems are clearly identified, you can start experimenting with potential solutions through the AB testing module.

Furthermore, when developing a concept or a prototype, don’t just rely on a handful of 1-2-1 interviews. Instead, use various tools for testing and iteration throughout the development. For example, test your early ideas and concepts through running group discussions, photo galleries, and ideation exercises to understand users’ initial perceptions and how they answer users’ needs. Further iterate your different concepts and prototypes using A/B testing tools and Heat maps to understand users’ preferences, how well they understand the concept/ prototype, and determine how to develop them further.

So bring your full set of clubs if you want to play like a champion!

### **Surveys**

Create surveys for segmenting your customers further, gathering a deeper understanding of their behaviors, needs, and preferences. Or use a survey to take your customers through a new concept or prototype and gather feedback for further development.

### **A/B tests**

Stay tuned with your customers' preferences throughout your development process by running quick and efficient A/B tests for early-stage ideas and more fine-tuned ones.

### **Polls**

Have a follow-up question after reviewing some results? Use polls to get final clarifications on A or B-type questions to finalize your concept/prototype.

### **Heat map**

Need feedback on where your customers' look for certain information on your website, where they look to find a specific feature, or what catches their eye in your communication? Run a heat map activity to understand how your customers engage with your digital services, communication, or packaging.

### **Drag & Drop**

Gather feedback on how your customers categorize your service's features, what elements they find most appealing or what attributes they associate with your brand. Or get a better understanding of your customers' more emotional motivations.

### **Photo & Video Gallery**

Do you need more visual examples or feedback to support your development or understand customers' usage of different touch points in your journey? Run a photo & video gallery activity and ask your customers to share photos or short videos of product/ service usage moments from good to bad experiences. Or use a photo & video gallery activity for mystery shopping exercises to map customers' expectations for ideation and development.

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### **Diary**

Use diary activities to gather in-depth feedback on your user journeys, understand your customers' behaviors and challenges or gather feedback on customers' experiences of a specific purchase journey.

### **Discussion Forum**

Need to explore your options or looking to have an in-depth dialogue with your customers? Use an online discussion forum to gather spontaneous feedback from your customers on a chosen topic, converse with them, and better understand the 'whys' behind the feedback.

## **What kind of customer lab you'll need?**

Every business is different, and so are customer lab needs.

To determine what an ideal customer lab might look for you you should think about the following areas.

### **The need?**

You can set-up customer lab for many different needs across marketing, digital, and R&D but it is probably fruitful to start with your department first and think about what needs do you have and you are currently answering to those. Also the need should be

### **Frequency?**

Your need should also be fairly frequent which would speak in favor for a customer lab. There is no point setting anything up if you are only needing it once or twice a year.

### **The team?**

Once established that there is a need and it is ongoing you should consider resourcing. Who in your team or in your company could run a customer lab? You need someone who can dedicate time to set-up, talk to your customers and work out what the answers mean. It could be someone with CX, Design or Insight role in your organization.



## Chapter 6

# Build your customer lab with LeanLab

Our LeanLab is a cloud-based ‘Swiss army knife’ for building lean and agile customer labs.

LeanLab is a visual and engaging virtual collaboration hub for your customers.

With just a few clicks, you can invite your customers to have a say in different development activities across your digital, marketing, product, and service teams.

With this style of working, you can have your customers play an active role throughout your design and innovation journey from start to finish.

LeanLab is the ‘Swiss army knife’ for designers and customer experience professionals to get precise answers to different business questions and challenges.

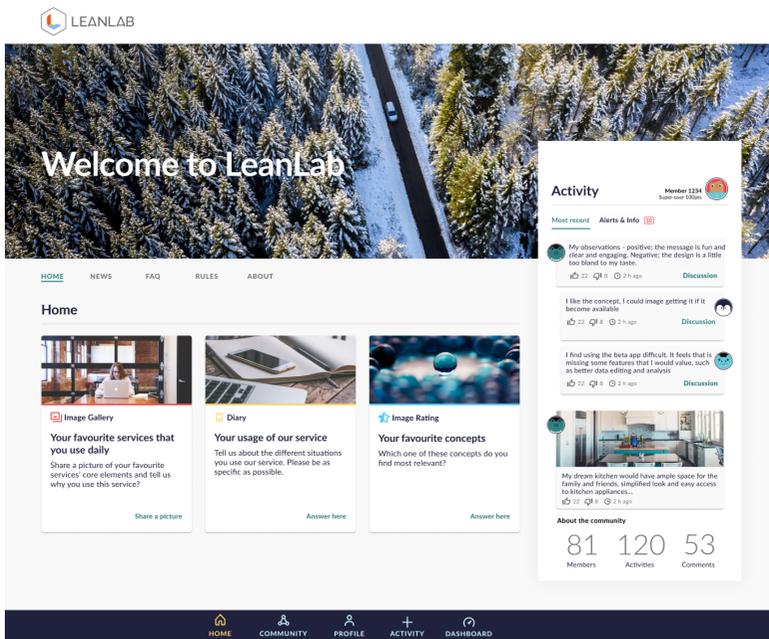
With the platform, you can create online discussions, one-to-one chats, diaries, surveys, photo galleries, videos, A/B tests and more, to capture your customers’ ideas, thoughts, and feedback. To top it off, all this valuable data is also then accessible in one place.

From the LeanLab admin dashboard, you can easily orchestrate your customer collaboration activities.

You can create different activities for different target segments on the LeanLab platform, invite your colleagues in the business to join the discussions, and keep track of the participation activity to see who is active and who is falling behind.

What's more, you can easily remind and re-invite people back in the loop by setting up automated messages.

So let's take a look of all the cool LeanLab features you can use on your customer lab on the next page...



## LEANLAB FEATURES

You can do all these cool things with LeanLab



### SURVEYS

Create surveys with open and closed questions and add if-conditions to the survey



### A/B TESTS

Quickly test 2-5 concepts with your users and understand their preferences



### DRAG&DROP

A quick scan on preferences? Get your customers to drag and drop various items into 2-5 different buckets. Use it for text, images and light card sorting exercises.



### PHOTO & VIDEO GALLERY

Need more visual examples or feedback? Ask your customers share photos or short videos of moments, experiences and more



### ONE-TO-ONE CHATS

Looking to talk to just a select few customers? Run a chat for a set-time to get a deeper understanding of your customers' experiences



### VIDEO INTERVIEWS

Need face time with your customers? Use your Google, Microsoft or any other video software tool and invite select customers straight from LeanLab to attend a call



### SOCIAL SHARING

Need answers from a wider community? Easily share activity links via Facebook, Instagram, email etc.



### MULTI-LANGUAGE MODULE

Build, target and show content and activities in different languages



### NOTIFICATIONS AND REMINDERS

Speed up the house keeping with automated reminders and notifications to your customers



### CUSTOM BRANDING

With our ongoing monthly subscription plans we create a branded look and feel and dedicated URL if you need one



### ACCESSIBILITY AUDITED

We have developed the platform so that it meets the accessibility standards



### API CONNECTIONS TO EXPORT / IMPORT DATA

Custom API set-ups allow you to import/export data between your CRM, ERP and BI systems.



### POLLS

Need a quick answer from your community? Run a quick one question poll and get instant feedback



### HEATMAP

Wonder what catches your customers' eye? Create a heatmap out of your website, packaging, an ad or any other type of an image



### DIARY

Need to dig deeper into user journeys? Run diaries with select customers to report their experiences of a product or service



### DISCUSSION FORUM

What does 10 or 100 customers have to say on topic A, B or C? Converse with your customers and you will know.



### IDEATION

Stuck for ideas? Or have too many ideas? No problem, run an ideation exercise and get your customers to post and vote for the best ideas



### NEWS

Embed news, share results or other interesting content with your community for further engagement



### REALTIME DASHBOARDS

Access all your data in real-time with analysis dashboards and share key results with your colleagues



### ADMIN DASHBOARD

Easily target activities to different customer groups and monitor customers' participation rates to different activities



### 100% SSL SECURE

Your data is safe and secure with strictly limited access



### MOBILE FRIENDLY

All activities are mobile friendly for you and your customers



### TRAINING

Receive regular training and tips when you subscribe to our ongoing monthly plans



### CUSTOMER SUPPORT

Success is created together! We help you in English, Swedish and Finnish to make the most out of the platform.



## Chapter 7

# A Customer Lab Project Timeline

So how long does it take to build a Customer Lab with LeanLab? What are the activities and timeline? Let's find out...

### **Day 0: Free Consultation**

During the free consultation we will discover your needs and situation, and find You the best customer lab implementation strategy and plan.

After the consultation, you'll know if a customer lab is a right tool for your needs, and if so, how best to implement it within your situation, organization; roll-out to your customers; and what is the investment.

The implementation will take about 3 calendar weeks, depending on how you can get your team involved.

### **Week 1: Kick-Off**

We start with a kick-off meeting to discuss and agree on the plan and to do's.

### **Week 2: Platform Setup**

We set up your customer lab according to the details agreed on at the kick-off meeting. This includes light branding according to your look & feel.

### **Week 3: Onboarding**

On week 3, we are ready to start recruiting customers and users to your customer lab as planned on the kick-off. It is usually done with email invitations sent to your customers picked up from your databases.

Members are asked to fill out an application form with the relevant background information (3-5 questions).

### **Week 3: Training**

At the same time, we train your selected experts to become LeanLab pro-users inside your organization.

During this 2-3 hour training session, they will learn how to use the platform, its features, and apply it to your potential use cases.

### **Week 4: Go live**

We start the first activities with the users within 1-2 weeks from the recruitment.

During this pilot phase, we will help you set up and run your activities to ensure you get a strong start with your customer lab!

### **On Road to Success**

After the first activities, you have successfully launched your customer lab and are on the road to getting the full potential of your Customer Lab by LeanLab. Our support team is there to help you along your journey.

If you think you need professional services, discuss them with your dedicated success manager.

### **What's next?**

This is the end.

On the next page, we call you to take action and take that first step: book free consultation.

# How to Get Started

Book your **free consultation** with our experts to learn if a customer lab is right for you, what kind of customer lab is best for your needs and how to get started.

**BOOK NOW**

If you wish, we can also demo how LeanLab makes running a customer lab possible.



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