



In this document we have provided two discussion guide examples from different organisations. You will see they do not follow exactly the same format. The most important principles to remember when creating your own discussion guide are:

- Ask open-ended questions (questions starting with “How...” “What...” “Why...” (as opposed to closed question that prompt only a “yes” or “no” response).
- Probe into the customer’s process
- Ask for examples
- Probe deeper when you hear a potential frustration
- Do not lead the witness or go into solutions mode!

Example 1

STEP 1: To have on hand for your reference:

- innovation mission
- Jobs to be done Template
- Probing & guiding questions as per below
- Paper & pen for taking notes or a laptop
- Thank you gift for customer

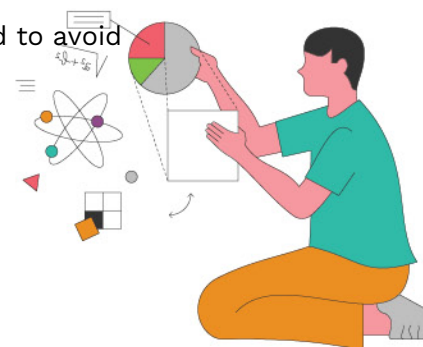
Probing Questions (to use throughout to uncover frustrations and jobs to be done)

- What were the steps/stages you undertook?
- Please talk us through an example of when that happened?
- How did this impact you?
- What did you like or dislike about that?
- How did you find that experience?
- What did you think about the options you had?
- Was there anything dissatisfying with that part of the process?
- What was the most problematic part of your journey? Anything frustrating?
- What issue would that idea solve for you? (if they give you an idea or solution)
- Were there any parts of the process you managed to or wanted to avoid or workaround?

Probing Questions (to delve deeper into a frustration)

- Why was this so frustrating?
- How frustrated are you by these things?
- How often do you feel this frustration?
- How important is it for you to solve this problem/frustration?

STEP 2: Introduce yourself and provide context to the customer





Introduce yourself and inform the customer of the purpose of the interview and how important they are. Thank them for their time.

Explain that you are looking to understand what they find most frustrating about their experiences so that we can look to solve these.

Let them know the discussion will take up to 60 minutes.

Encourage them to take time to reflect if needed before answering questions - ensure they know there is no right or wrong answer, we just want to hear of their experience.

Ask for permission to record the interview.

e.g. Hi I'm _____, and we're from an innovation team at Organisation X. We're so excited to be speaking to you today as part of our focus on <INSERT MISSION>. I understand you recently bought a new home (or are in the process of doing do), and we're really interested in what you thought of the process you went through and the purchase options. What we are specifically looking for are any frustrations you felt throughout your journey (or your journey so far), as those frustrations provide a great area of focus for innovation. So, we're going to ask you a heap of questions to prompt you to take us through the details of your process, from when you first started planning, to how you made your decision and all the way through to when you moved in (or to whatever part of the process is relevant to them). Our discussion will take up to 60 minutes, so thank you for your time. We also understand that you may need time to consider some of our questions before you answer, so please do so if you need. And please know that there is no right or wrong answer, we purely want to learn about your experience from your perspective. Shall we get started?!

STEP 3: Learn about the customer experience across the process and their impressions of the purchasing options.

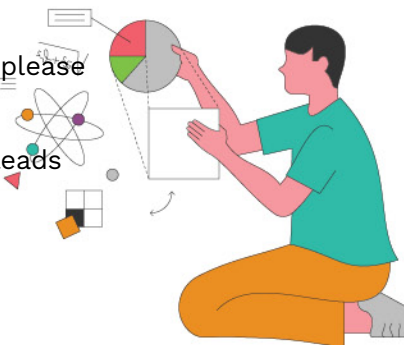
We are keen to get a sense of your overall experience, so can you please tell us about your journey of buying a home from start to finish?

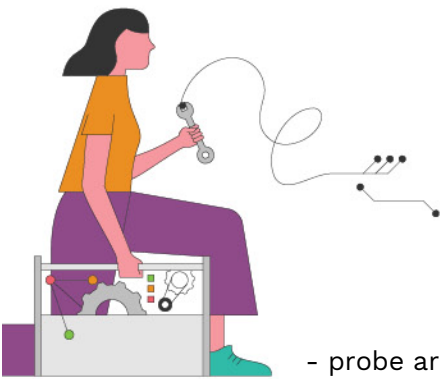
Probe around the below areas depending on where the customer leads you...

SEARCH PHASE

Tell us about how you started your search for a home?

- probe around what triggered the decision
- probe around their initial thoughts, research & options available





- probe around any frustrations

CONTACT PHASE

Take us through your experience with contacting real estate agents

- probe around the buying options & how they refined their options
- probe around contact method
- probe around any frustrations

CONSIDERATION PHASE

Take me through how you got to your final decision on buying a home

- probe around what they considered when weighing up options
- probe around any compromises they had to make
- probe around how much research they did
- probe around any frustrations

PURCHASE AND SETTLEMENT PHASE

Tell me about the process of purchasing the home

- probe around cost considerations and payments
- probe around dealing with banks, lawyers, etc
- probe around information they received
- probe around any frustrations

MOVING IN PHASE

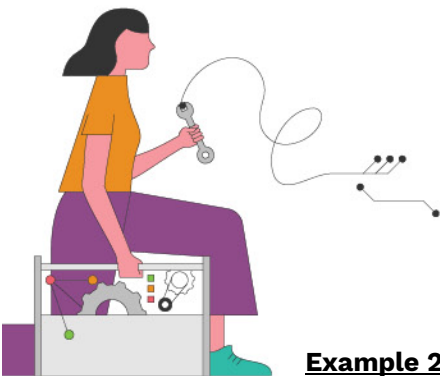
Take me through what it was like to move in to your new home

- probe around timings
- probe around impressions
- probe around any frustrations

STEP 4: Thank you and Close

Thank the customer and give them their thank you gift.





Example 2

Introduction (5 mins):

INTERVIEWER INSTRUCTIONS:

- *Introduce self.*
- *Mention that you're from a large food manufacturer. If they want to know who, let them know that you'll tell them at the end of the discussion so that it doesn't influence what they say.*
- *Mention that the aim of the discussion is to learn a bit more about their health and lifestyle choices.*
- *There are no right or wrong answers – just be honest.*
- *It's more of an informal discussion. We have a few things we'd like to ask but we'll also be guided by them.*
- *Mention that you'll be taking notes, but that all of their answers are anonymous and will not be linked back to them personally.*

Attitude to diet (5 mins):

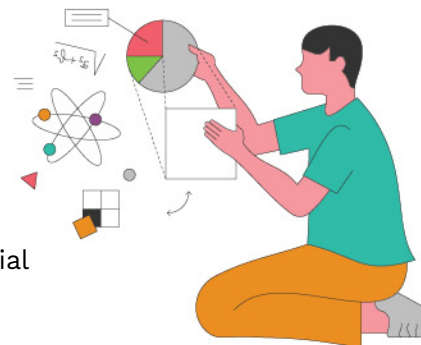
- Tell me about your overall approach to your diet – what is your philosophy or guiding principles? What's most important? What matters least to you?
- How has this changed over time?
- How important is health vs enjoyment? How do you balance the two? Tell me more about that.
- On a scale of 1 – 10, how healthy would you say you are? Why is that?
- What stops you from being healthier? Where do you fall down?
- Where do you succeed? What are all the different things that you do to look after your health? *<Make a list of all the behaviours mentioned. Probe on diet, exercise, mental health behaviours etc.>*

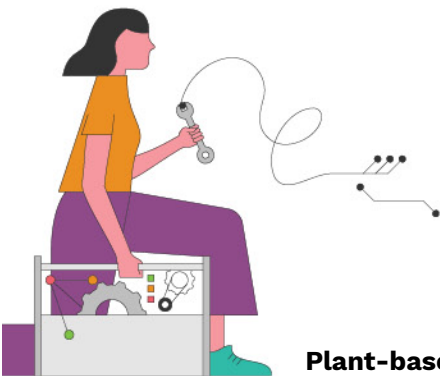
Healthy diet behaviours (10 mins):

<For all the diet behaviours mentioned, ask:>

Tell me more about this behaviour...

- Why do you do this? What's the health benefit?
- How often do you do this?
- What are the most challenging aspects of doing this?
- What would you miss if you no longer did this?
- What could you do instead of this?
- How long have you been doing this?
- Why did you first start with this (i.e. what was the initial trigger)?





Plant-based alternatives (10 mins):

You might have noticed more plant-based alternative products in the supermarket such as:

- a. Plant-based milks
- b. Plant-based yogurt (e.g coconut, soy, oat yogurt)
- c. Plant-based ice cream / frozen desserts
- d. Plant-based cream substitute
- e. Vegan dips
- f. Vegan chocolate
- g. Plant-based meat substitutes (e.g impossible burgers)

- Which plant-based alternative products have you ever tried?
<Make a list of all the products mentioned>

<For each plant-based alternative mentioned, ask:>

- Why did you first try this? What was the trigger?
- Which brand(s) have you tried? Why that one?
- How was the product experience? <Probe fully to understand whether the product met their expectations and why/ why not>
- Which, if any, plant-based alternatives do you regularly consume? Why is that?
- How often would you consume it?
- On which occasions?

Plant-based dairy (10 mins):

<For each plant-based dairy alternative mentioned above, also ask:>

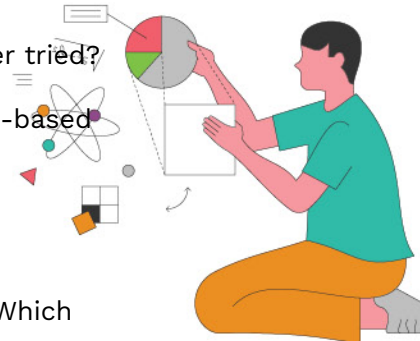
- Now thinking about dairy alternatives specifically, what is most important when you're deciding which brand/ product to buy? Anything else?
- Which brands of dairy alternatives have you ever tried? Why those ones?
- How important is the brand?
- What's the best dairy alternative product that you've ever tried? Why was it the best?
- What's the worst dairy alternative product that you've ever tried? Why is that?
- Are there any dairy categories that you'd never try a plant-based option? Which ones? Why is that?

<If they have never tried plant-based dairy alternatives, ask:>

- What's your biggest frustration about the current offers?

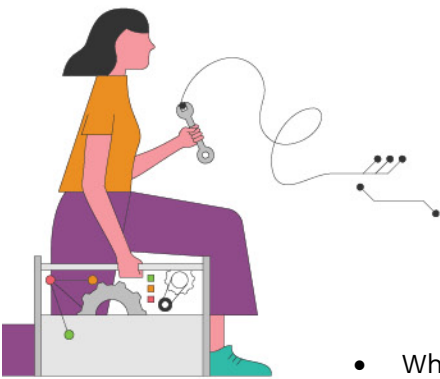
Oat-based dairy (10 mins):

- What oat-based dairy alternatives have you tried, if any? Which brands/ categories?





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- Why did you try it (i.e. what was the initial trigger)?
- How did you find it? *<Probe to understand if it met their expectations and why/ why not>*
- What's the best oat-based dairy product that you've ever had? What made it the best?
- How do oat-based alternatives compare to others plant-based dairy options (eg. Soy, Almond, Rice etc.)?

<THANK YOU & CLOSE>

