



Rethinking How B2B Companies De-Risk New Growth

Presented by David J Bland at ISBM June - 2026



Hello,

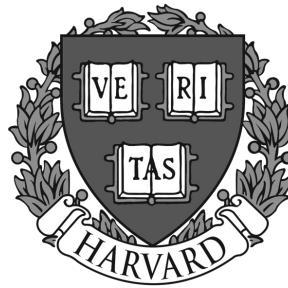
I'm the founder of Precoil and co-author of Testing Business Ideas (100k+ copies sold in 20+ languages).

I'm a strategist who was pulled from the world of startups into corporations with my advising work.

I specialize in helping leaders make Commit, Correct, or Cut decisions that accelerate growth while avoiding costly dead ends.

- David J Bland

techstars_



Yale







Cat litter that monitors your cat's health and delivered monthly with less mess and odor.
- Carly

Startup







Bloomberg

Mars Is Said to Acquire PrettyLitter for Under \$1 Billion



<https://finance.yahoo.com/news/mars-said-acquire-prettylitter-under-203631040.html>

You can't pick the winners without testing them.

A question for all of you...

How many growth bets does it take to get that one big success that pays for all the others?

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- ☐ 10
- ☐ 50
- ☐ 250
- ☐ 500

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☐ 10

☐ 50

☒ 250

☐ 500

**Out of 250 bets,
this is what you get...**

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175 ~0-1x



Out of 250 bets,
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175 ~0–1x

70 ~1x–3x



Out of 250 bets, this is what you get...

175 ~0–1x

70 ~1x–3x

5 ~10x+

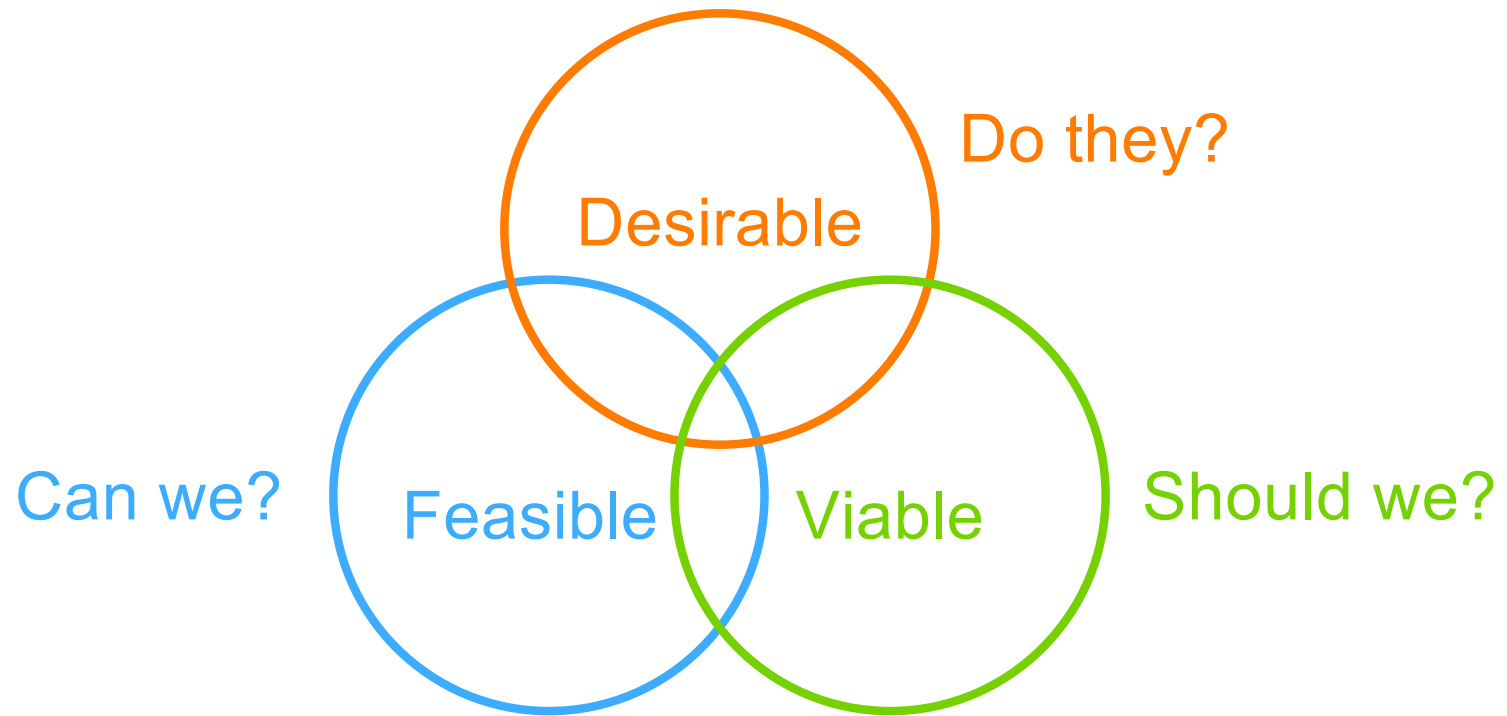


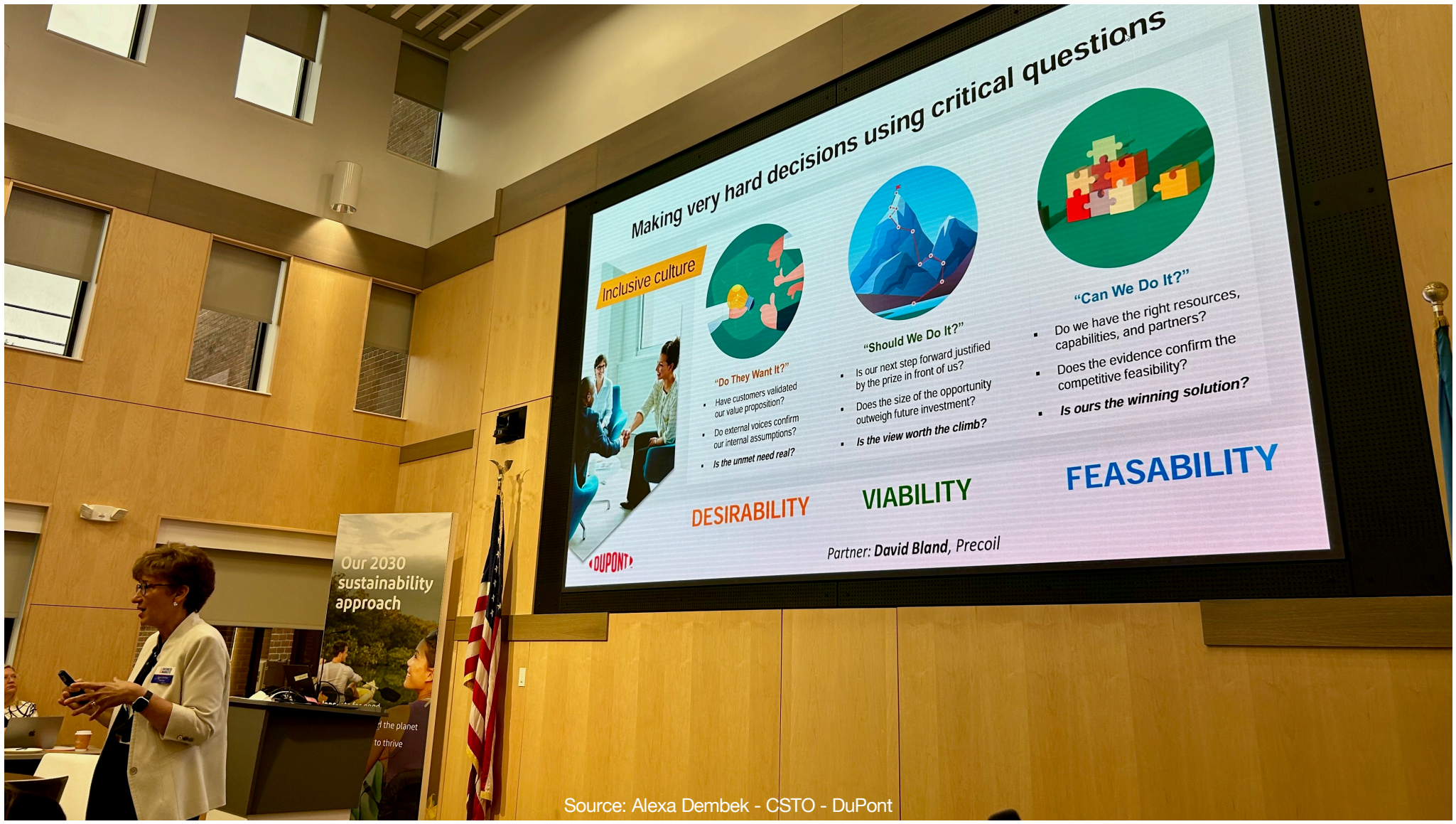


You are not funding ideas.



**You are not funding ideas.
You are funding **assumptions**.**





Making very hard decisions using critical questions

Inclusive culture



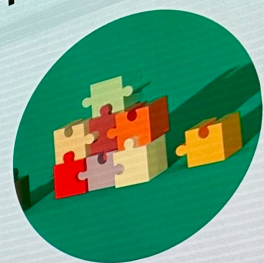
"Do They Want It?"

- Have customers validated our value proposition?
- Do external voices confirm our internal assumptions?
- Is the unmet need real?



"Should We Do It?"

- Is our next step forward justified by the prize in front of us?
- Does the size of the opportunity outweigh future investment?
- Is the view worth the climb?



"Can We Do It?"

- Do we have the right resources, capabilities, and partners?
- Does the evidence confirm the competitive feasibility?
- Is ours the winning solution?

DESIRABILITY

VIABILITY

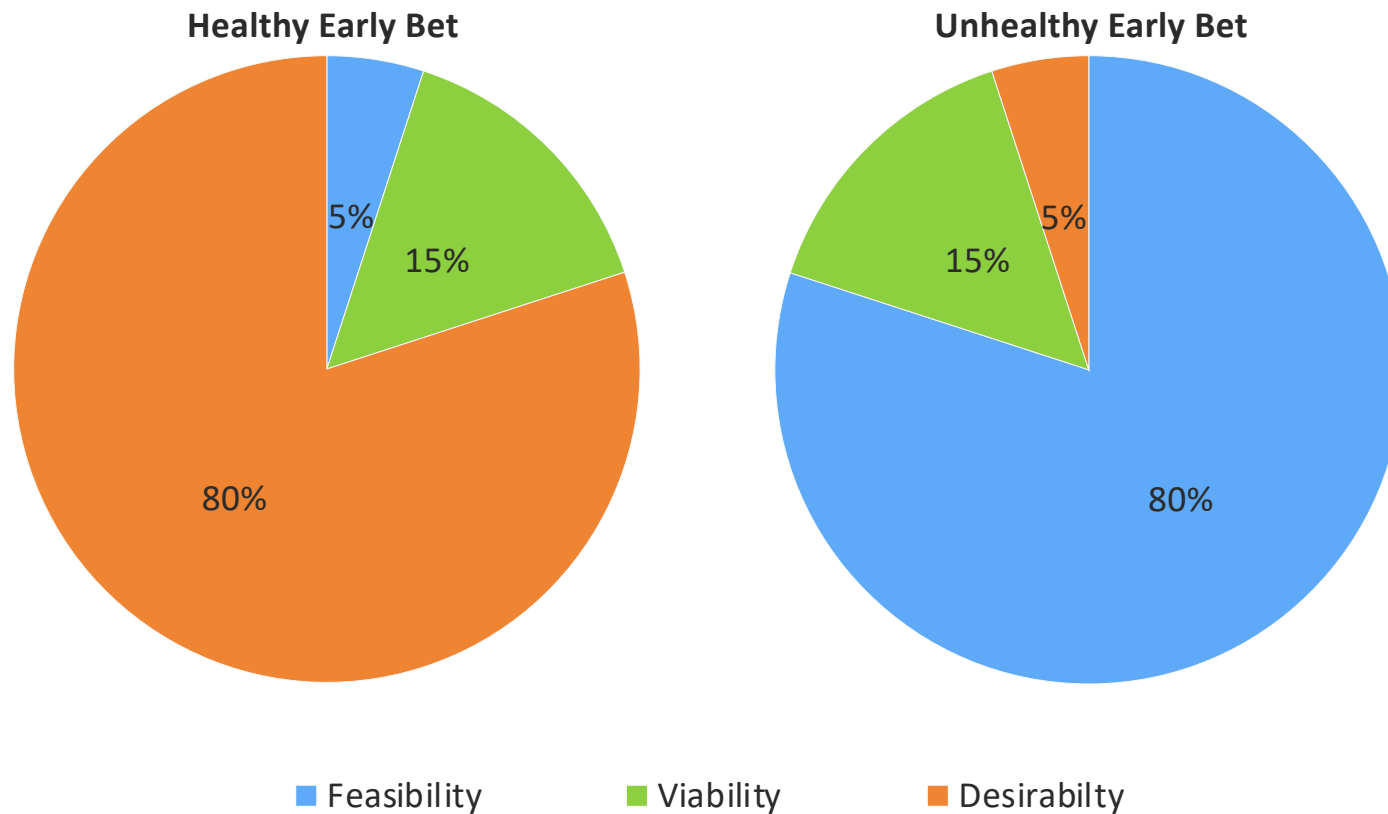
FEASIBILITY



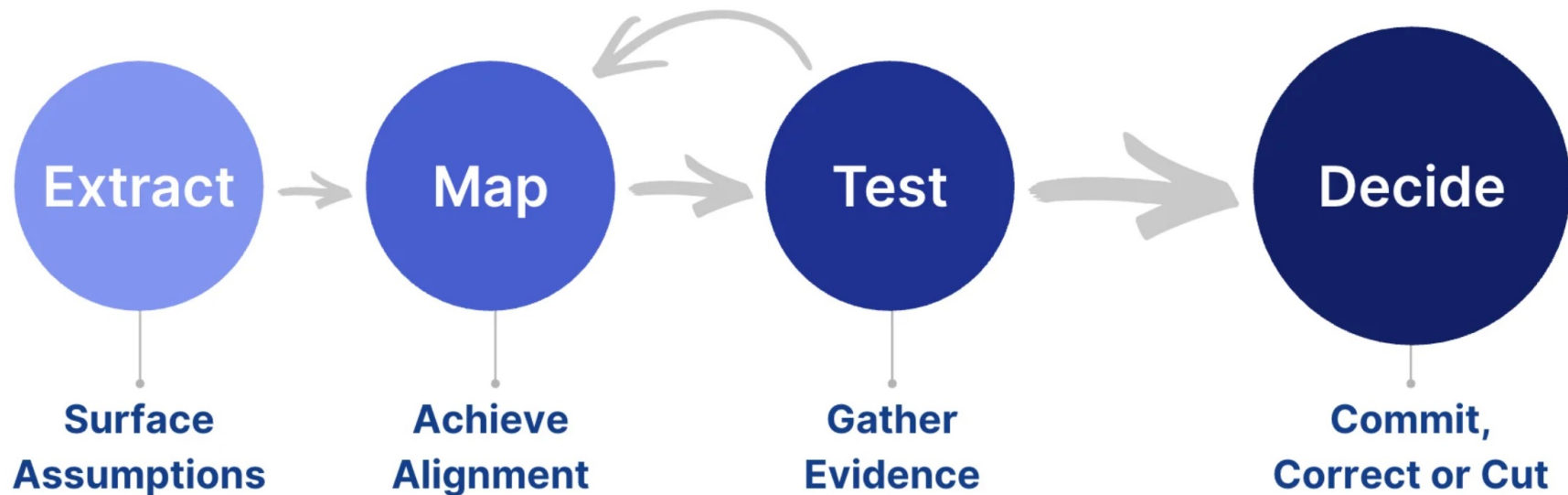
Partner: David Bland, Precoil

Our 2030 sustainability approach

Most Teams Overfund Feasibility Too Early

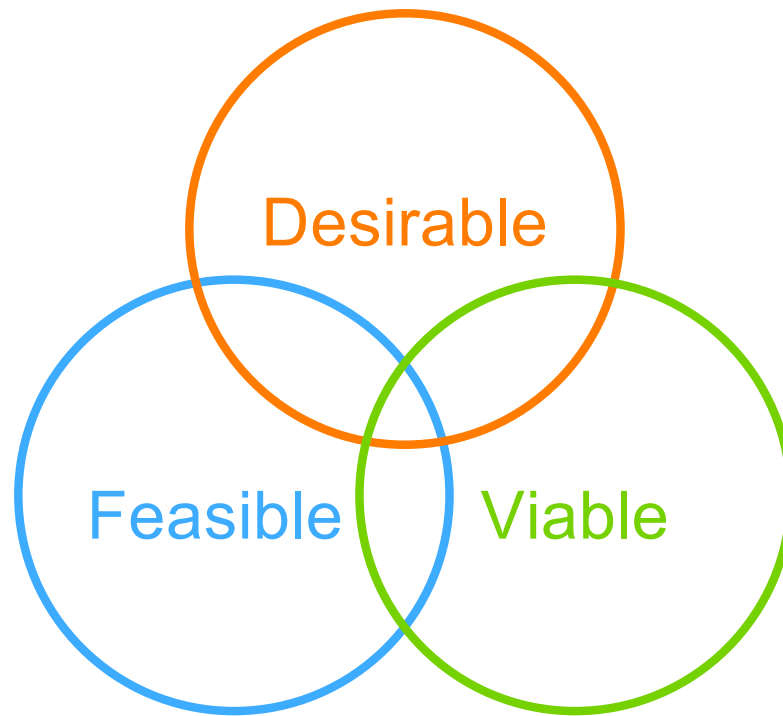


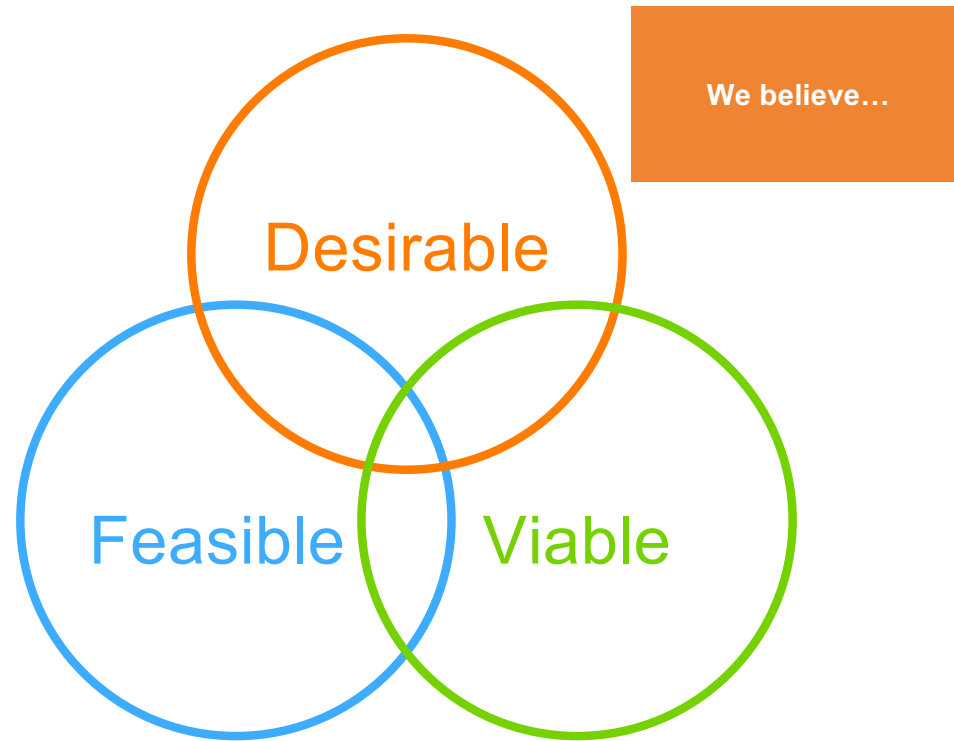
The **EMT System (Extract-Map-Test)** is the decision-readiness gold standard that makes risk visible early, so teams can move faster, align around what matters, and act with confidence.

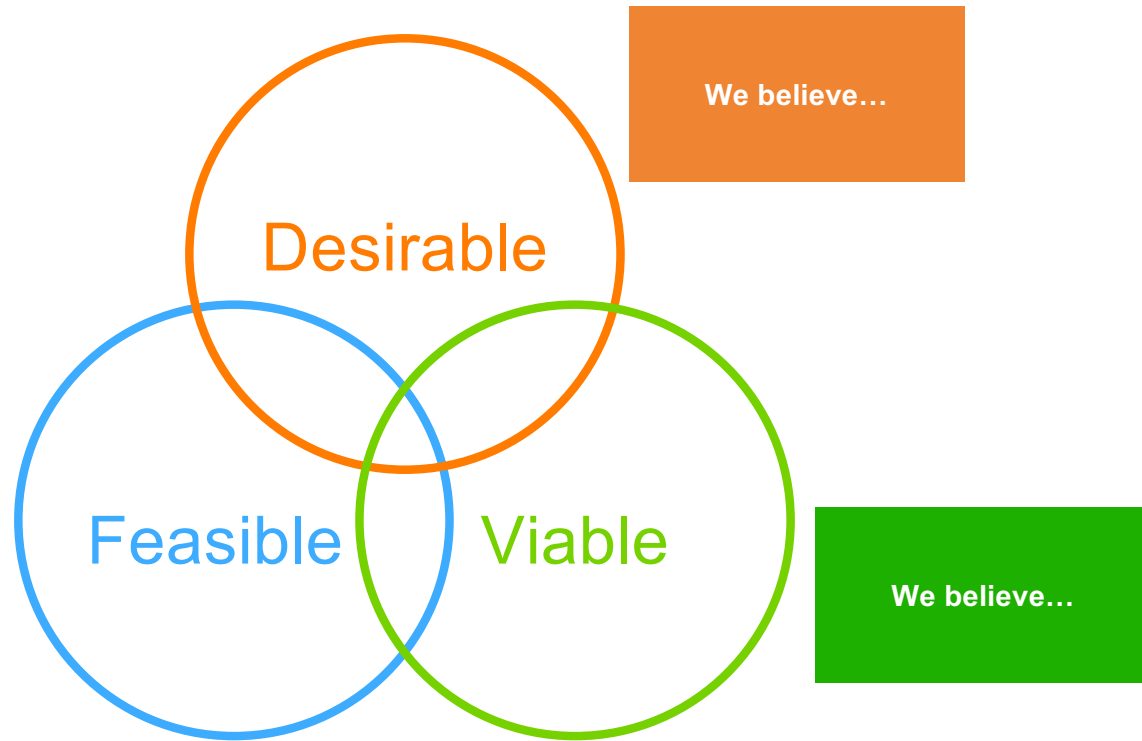


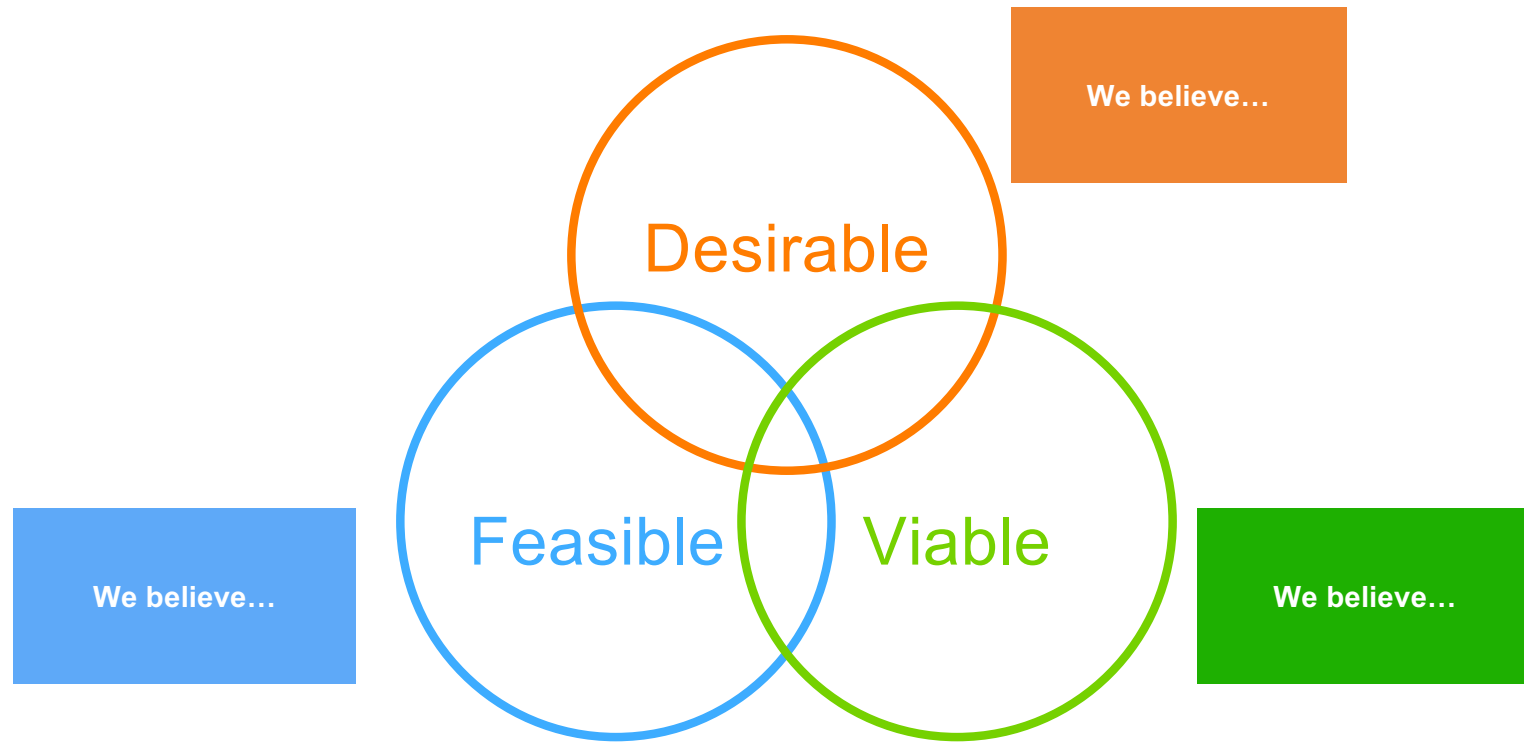
EMT System



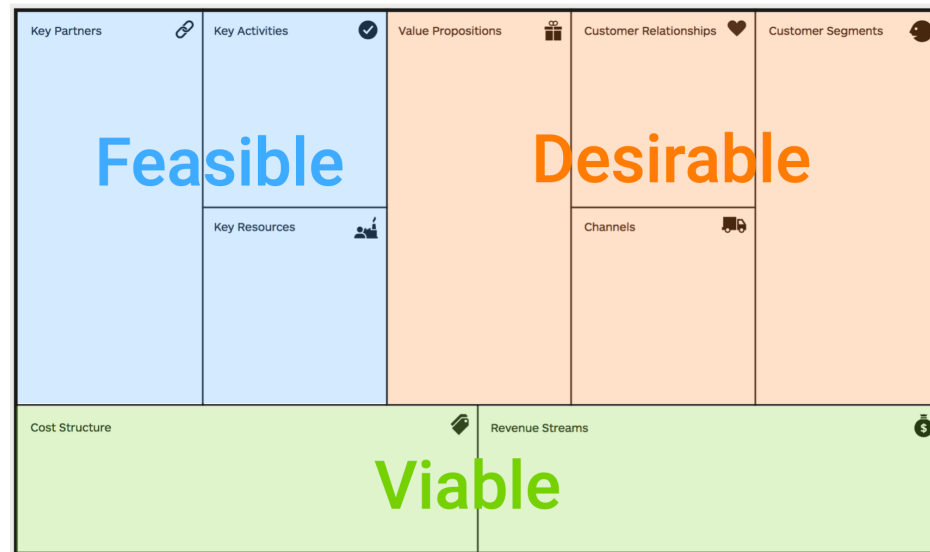




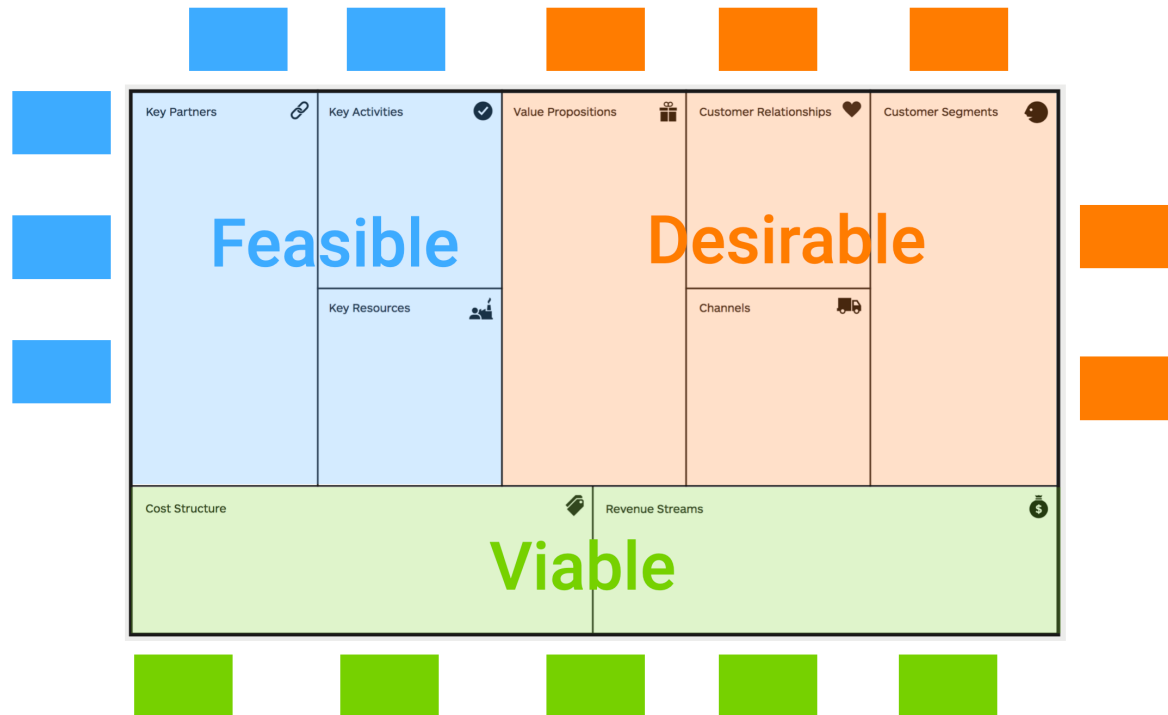




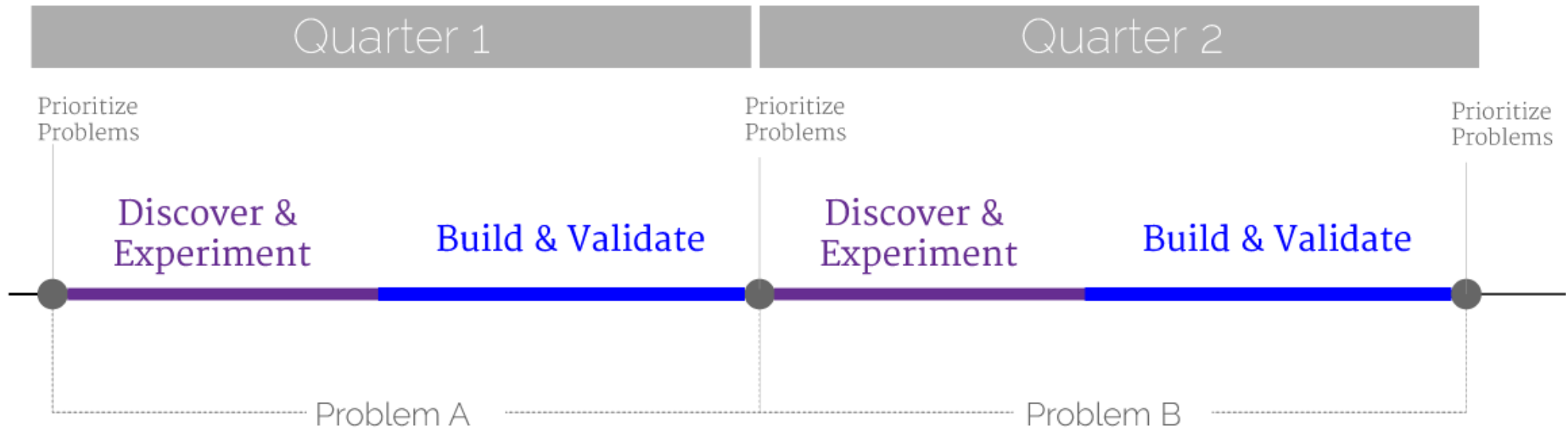
Business Model Canvas



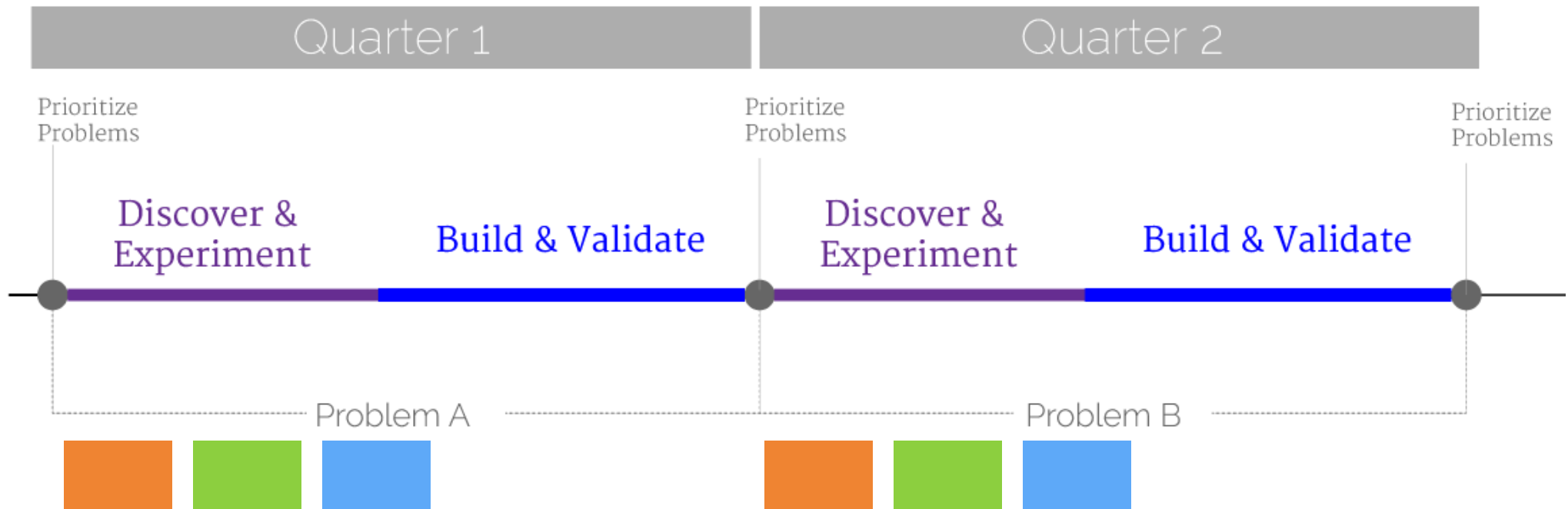
Business Model Canvas



Product Roadmap



Product Roadmap



AI Agents

Initiative Name: _____ Owner: _____ Date: ____/____/____

TO BE COMPLETED BEFORE CONVERSATION

Agent Type: ☐ Internal ☐ External ☐ Both

Problem

The problem the agent is trying to solve is...

Solution

The agent is designed to solve this by...

Success

We will know the agent is working when...

Consequences

If this agent fails, then...

TO BE CAPTURED DURING CONVERSATION (UNSORTED)

Assumptions

We believe that...

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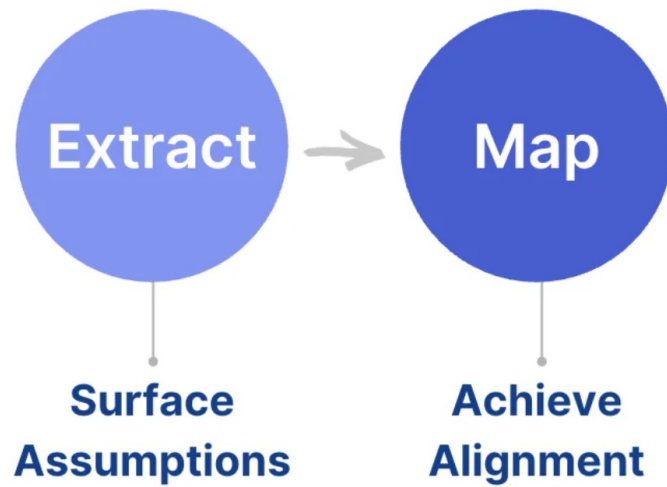
Assumptions

We believe that...





EMT System



Assumptions Mapping

/ə'səm(p)SH(ə)ns 'mapiNG/

*an exercise where **desirability**, **viability** and **feasibility** assumptions are explicitly written down and then decided upon.*

[Methodology Overview](#)

[Phase 1: Understand](#)

[Phase 2: Define](#)

[Phase 3: Sketch](#)

[Phase 4: Decide](#)

[Phase 5: Prototype](#)

[Phase 6: Validate](#)

[FAQs](#)

[Sprint Framework](#) > [Phase 2: Define](#) > **Assumptions Mapping**

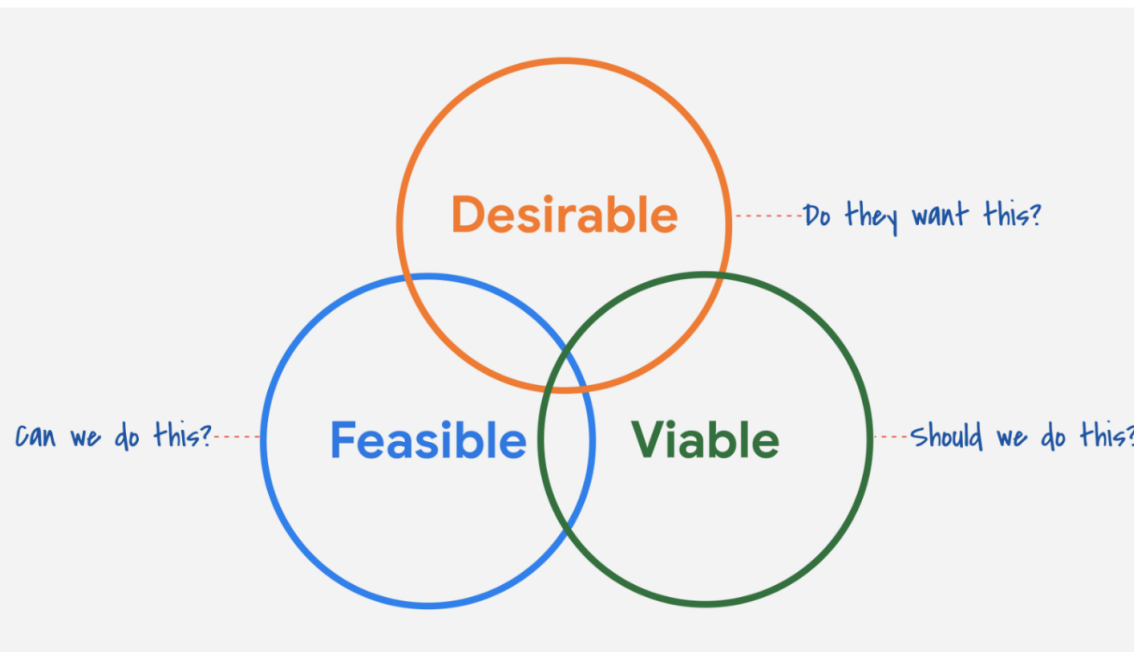


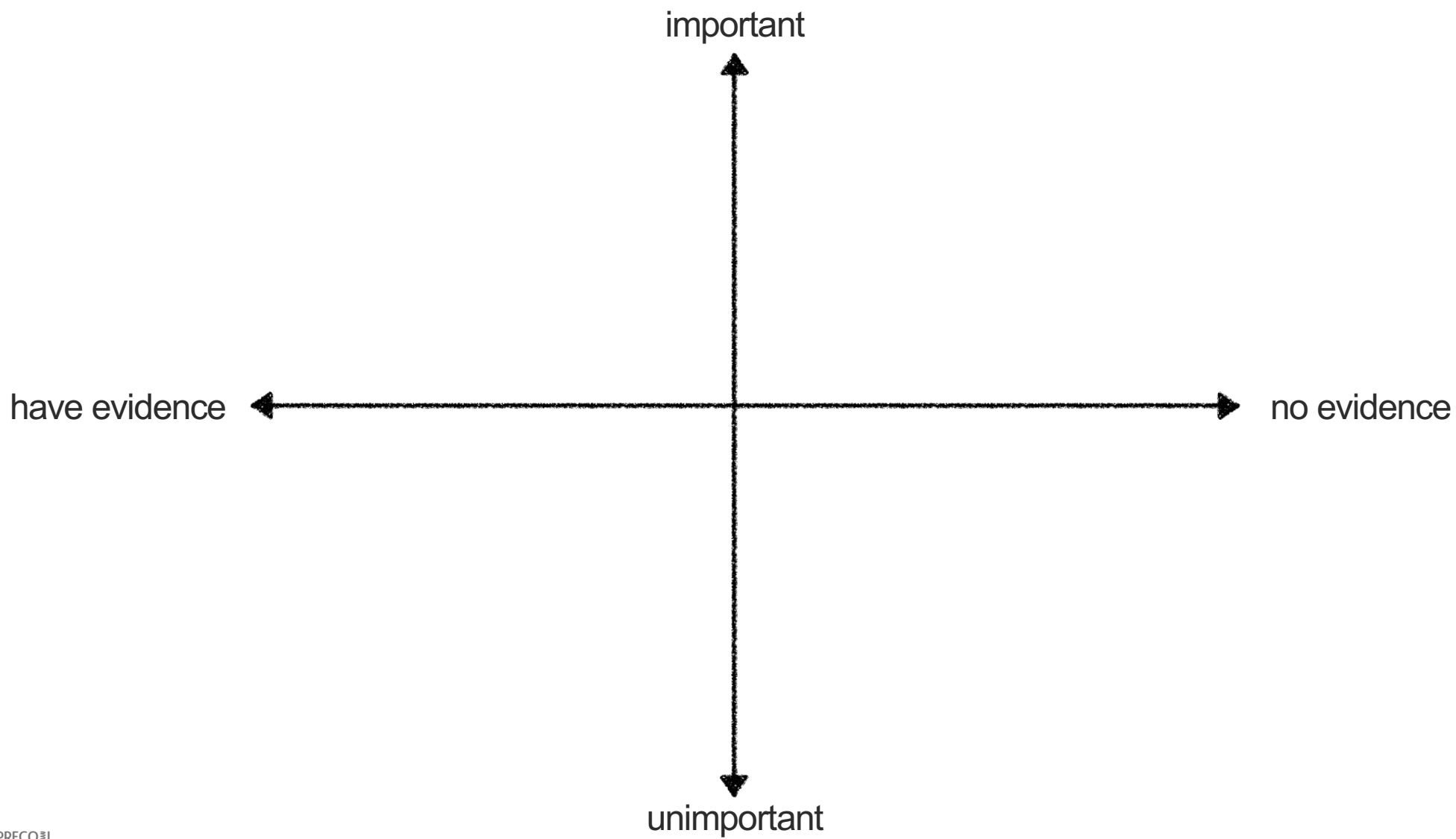
Assumptions Mapping



David J. Bland

Helping people rapidly test business ideas





We believe...

We believe...

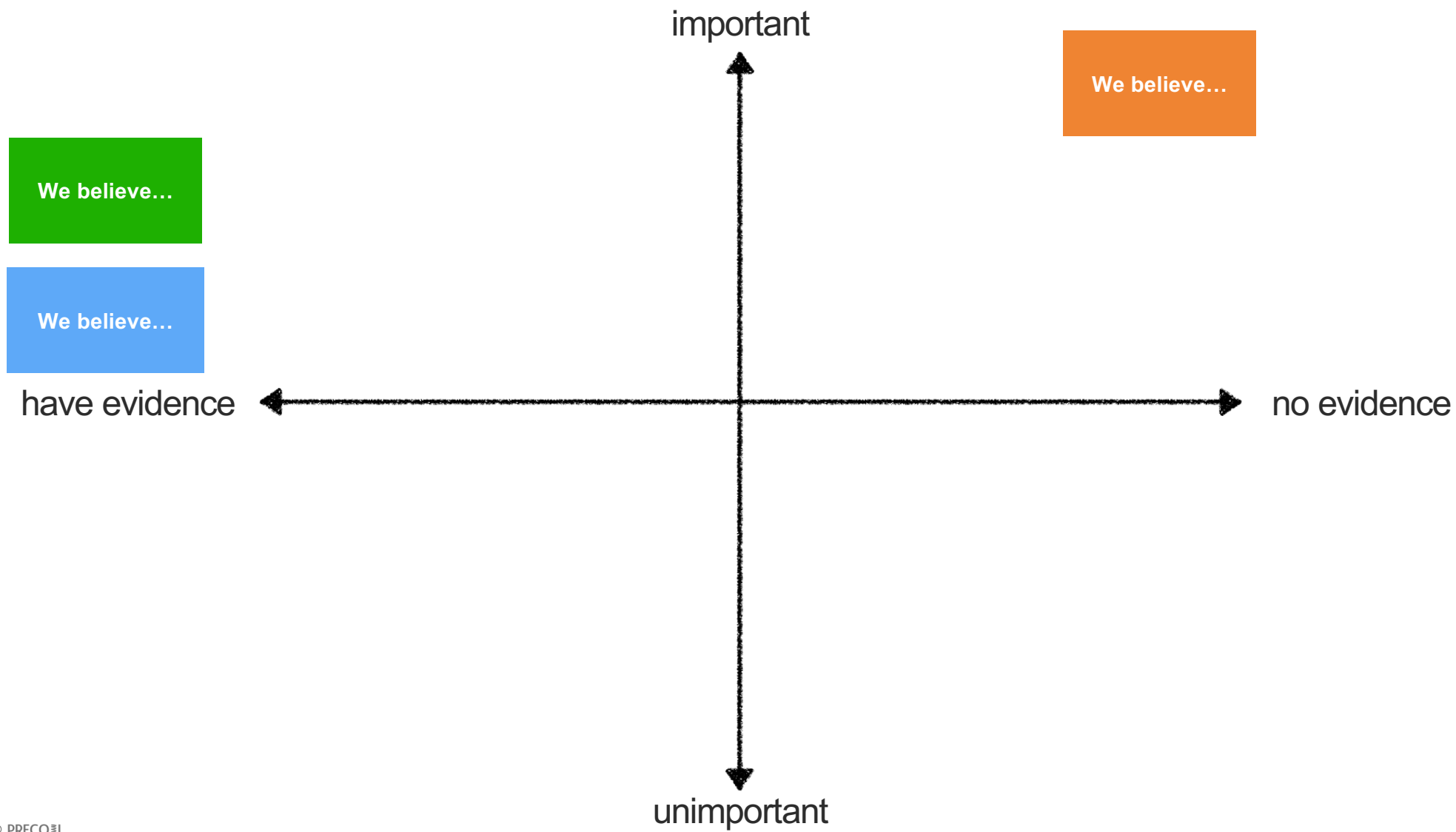
We believe...

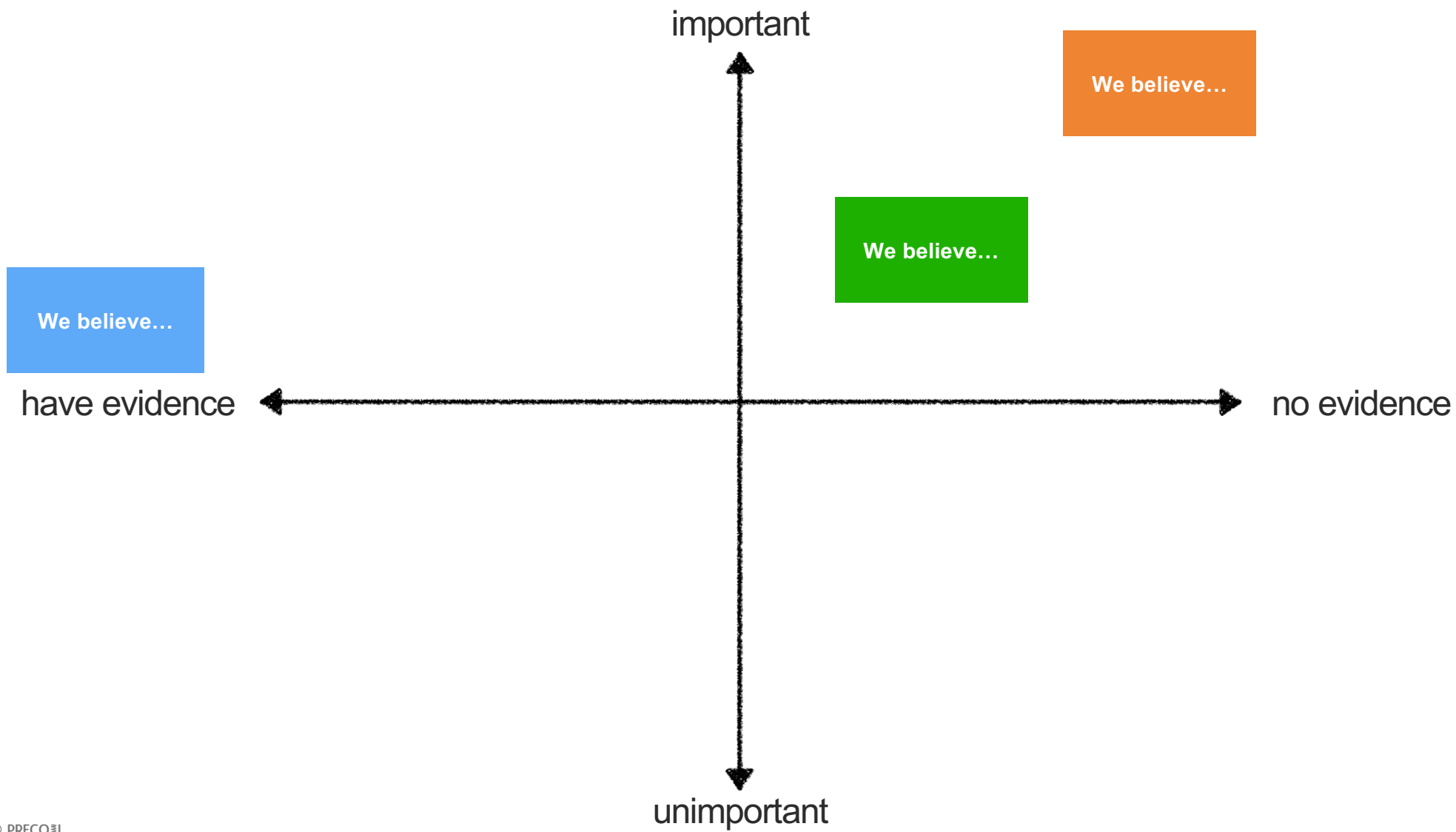
have evidence

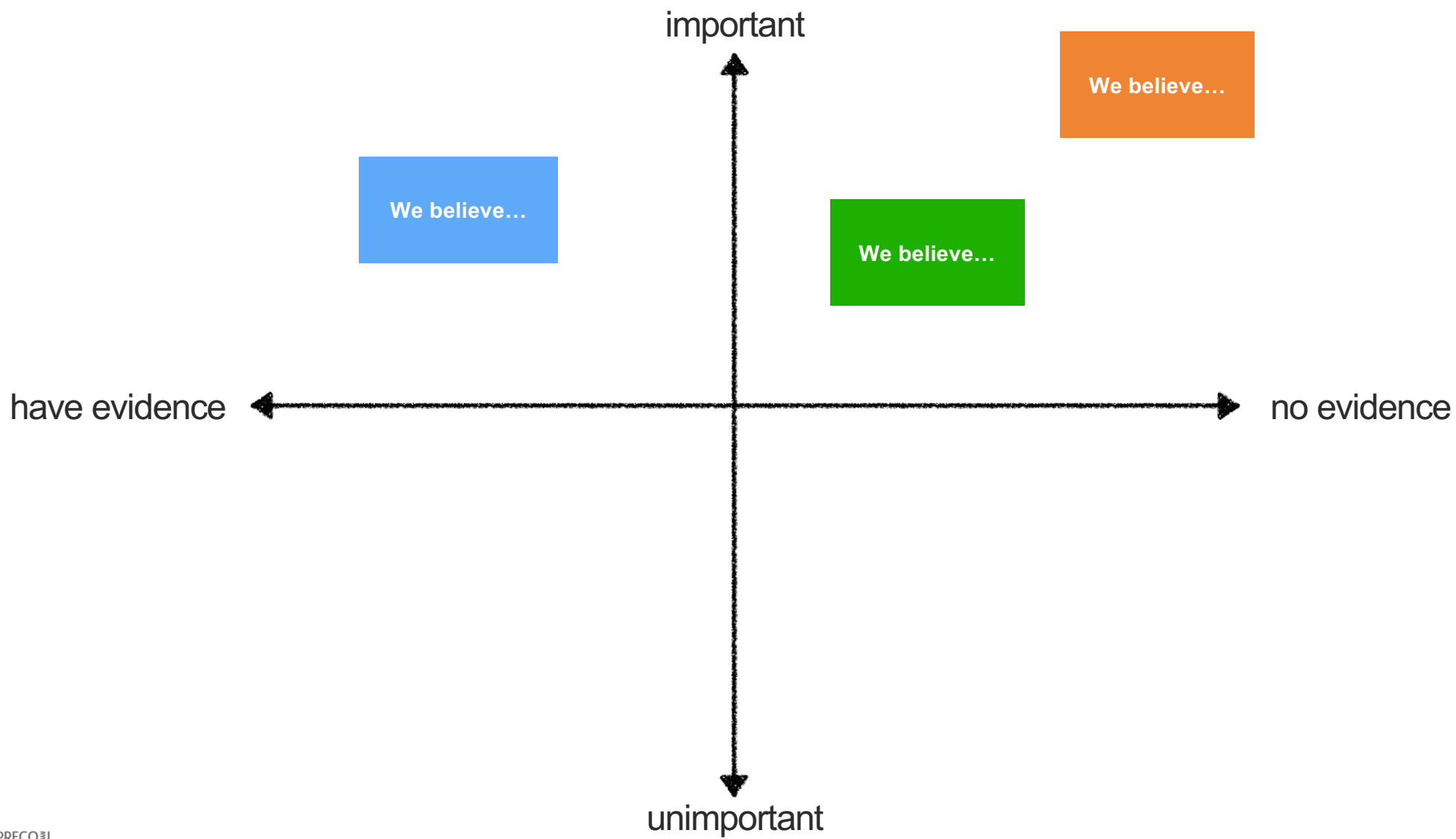
important

no evidence

unimportant



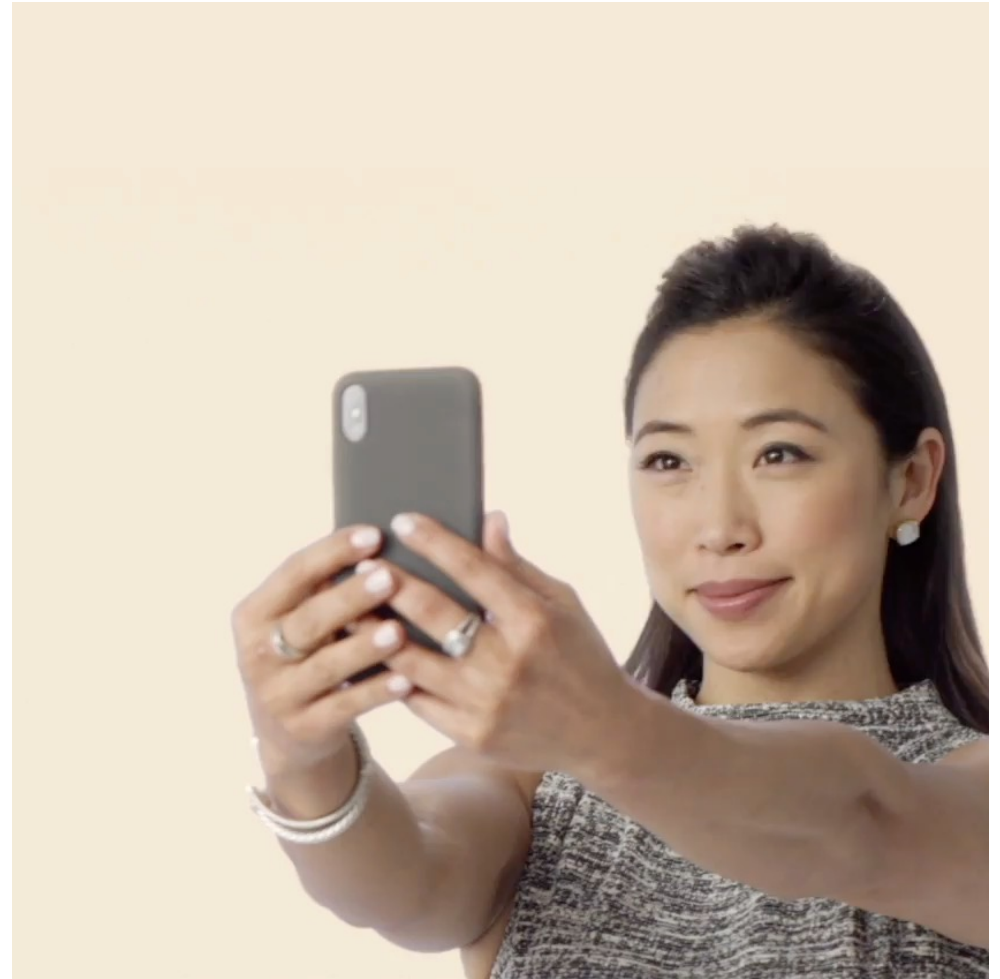




TOPOLOGY

**Glasses that look
good on you, not just on
the shelf.**

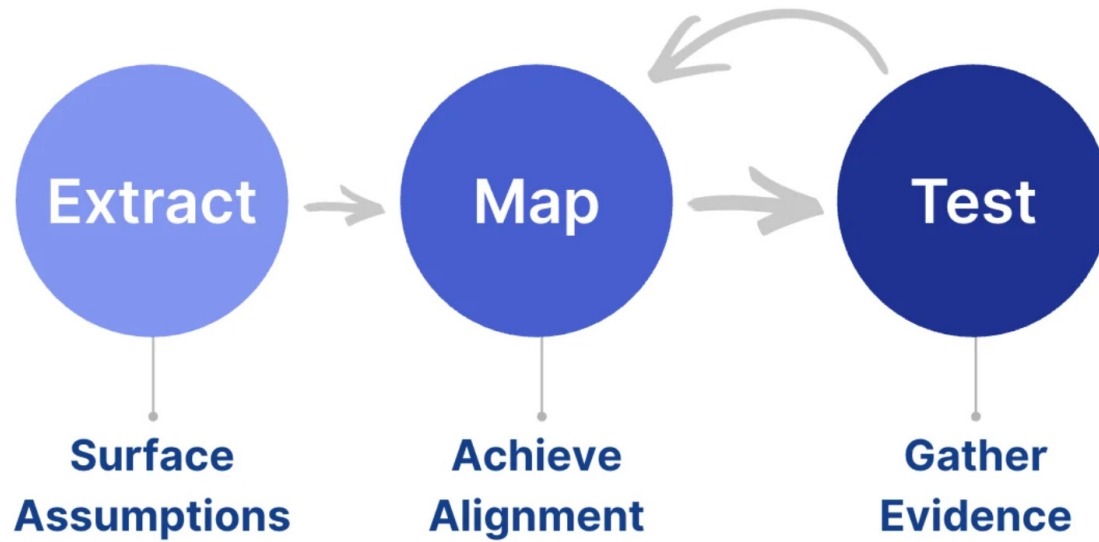
<http://www.topologyeyewear.com>



TOPOLOGY



EMT System



44 business tests

The background features a grid of 44 circular icons, each containing a white line-art illustration on an orange background. These icons represent different types of business experiments and tests, including concepts like user interface changes, marketing campaigns, product prototypes, financial analysis, customer feedback loops, and competitive benchmarking.

You're holding a field guide for rapid experimentation.
Use the 44 experiments inside to find your path to scale.
Systematically win big with small bets by...

Testing Business Ideas

strategyzer.com/test

WRITTEN BY
David J. Bland
Alex Osterwalder

DESIGNED BY
Alan Smith
Trish Papadakos

WILEY

Strategyzer Series
This book integrates with
Business Model Generation & *Value Proposition Design*
International Bestsellers
40+ Languages

Testing Business Ideas

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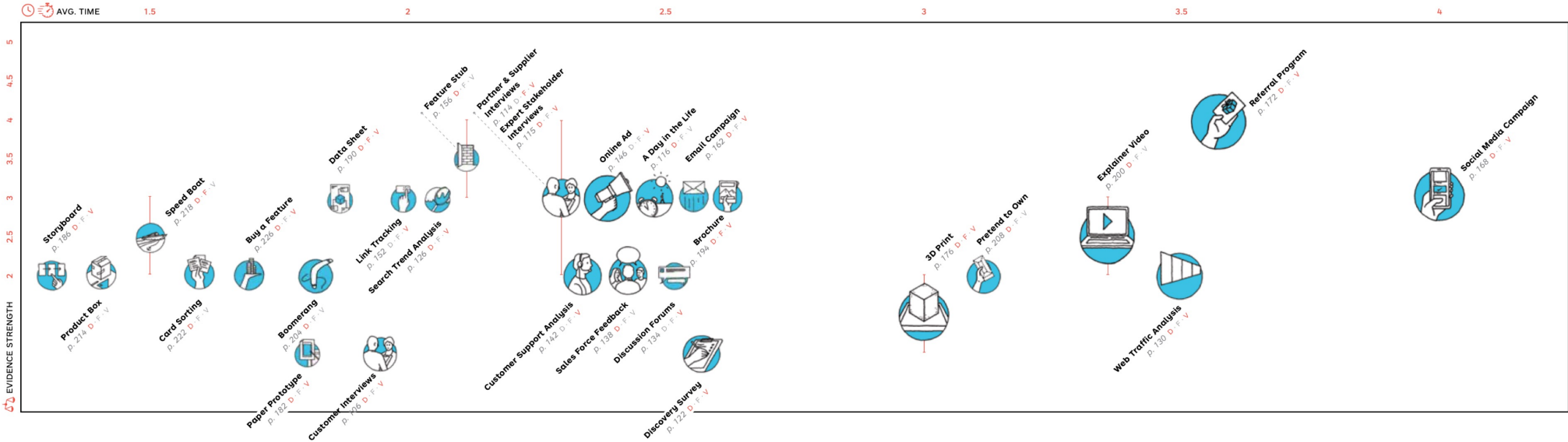
WILEY

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Discovery Experiments

- Ask these three questions
1. What type of hypothesis are you testing?
 2. How much evidence do you already have (for a specific hypothesis)?
 3. How much time do you have until the next major decision point or until you run out of money?

- Rules of thumb
1. Go cheap and fast early on in your journey.
 2. Increase the strength of evidence with multiple experiments for the same hypothesis.
 3. Always pick the experiment that produces the strongest evidence, given your constraints.
 4. Reduce uncertainty as much as you can before you build anything.



Validation Experiments

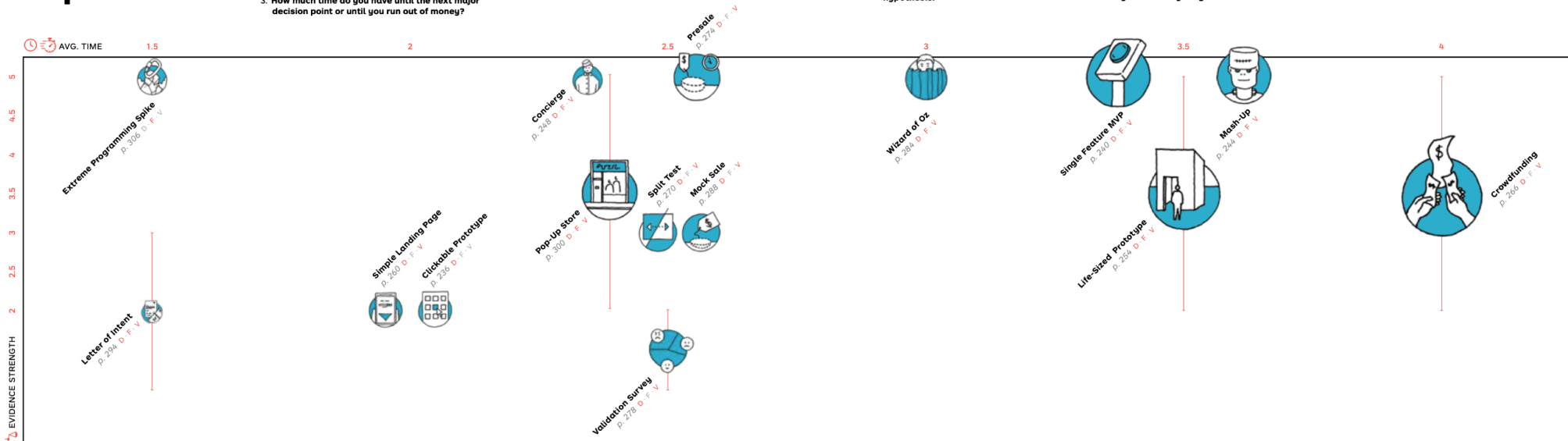
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COST ●○○○○○ ●●●●●





Paper Prototype

Sketched interface on paper, manipulated by another person to represent the software's reactions to the customer interaction.



 COST	 EVIDENCE STRENGTH	 DESIRABILITY · FEASIBILITY · VIABILITY <i>Paper prototypes are ideal for rapidly testing the concept of your product quickly with customers.</i> <i>Paper prototypes are not ideal as a replacement for proper usability with customers.</i>
 SETUP TIME	 RUN TIME	
 CAPABILITIES <i>Design / Research</i>		

Prepare

- ☐ Define the goals of your paper prototype experiment
- ☐ Determine the target audience to test with, preferably a group that isn't cold and has context for your offering.
- ☐ Write your script.
- ☐ Create your paper prototype sketches.
- ☐ Test it internally to make sure the flow works.
- ☐ Schedule your Paper Prototype experiments with target customers.

Execute

- ☐ Explain to the customers that this is an exercise to get their feedback on what you are planning to deliver. Make sure they understand that you value their input.
- ☐ Have one person conduct the interviews and interact with the customer.
- ☐ Have another person write notes and act as a scribe.
- ☐ Wrap up and thank the participants.

Analyze

- ☐ Place the paper prototypes on the wall and place your notes, observations, and quotes around them.
- ☐ Where did they get stuck or confused?
- ☐ What did they get excited about?
- ☐ Use this feedback to inform your next higher fidelity experiment of the experience.





Single Feature MVP

A functioning minimum viable product with the single feature needed to test your assumption.

 COST	 EVIDENCE STRENGTH	 DESIRABILITY · FEASIBILITY · VIABILITY Single Feature MVP is ideal for learning if the core promise of your solution resonates with customers.
 SETUP TIME	 RUN TIME	
 CAPABILITIES <i>Design / Product / Tech / Legal / Marketing / Finance</i>		



- Prepare**

 - Design the smallest version of your feature that solves for a high impact customer job.
 - Test it out internally first to make sure it works.
 - Acquire customers for your Single Feature MVP.
- Execute**

 - Conduct the Single Feature MVP experiment with customers.
 - Gather satisfaction feedback from the customers.
- Analyze**

 - Review your customer satisfaction feedback.
 - How many customers converted?
 - What did it cost you to operate this solution?



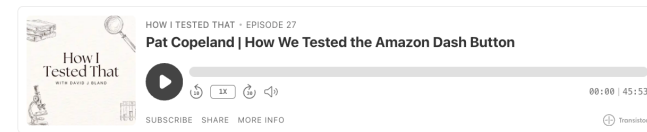
amazon dash
BUTTON

Pat Copeland | How We Tested the Amazon Dash Button

Written By David Bland



Have a Listen

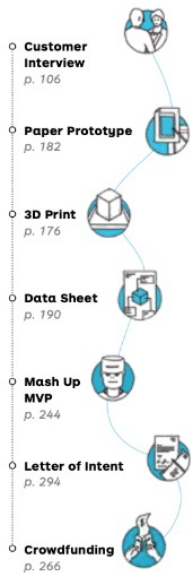


Pat Copeland - Leader of loved products & teams

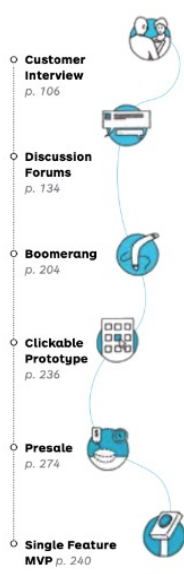
Pat Copeland shares his first hand account of how the Dash Button idea was originally tested at Amazon.

Test Sequences

B2B Hardware



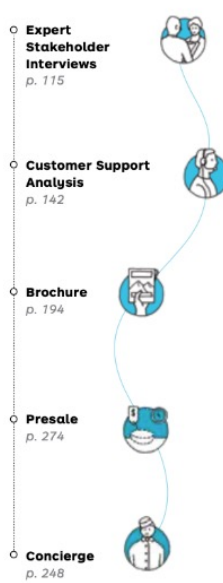
B2B Software



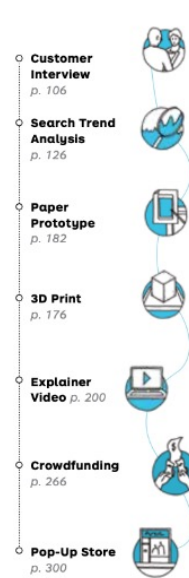
B2C Services



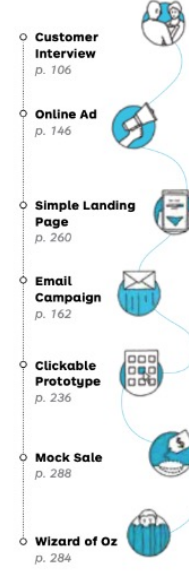
B2B Services



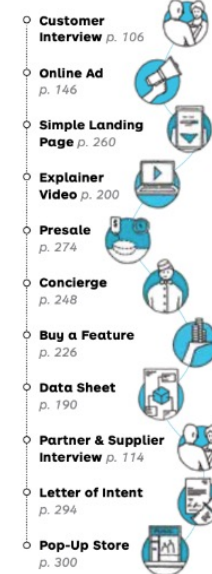
B2C Hardware



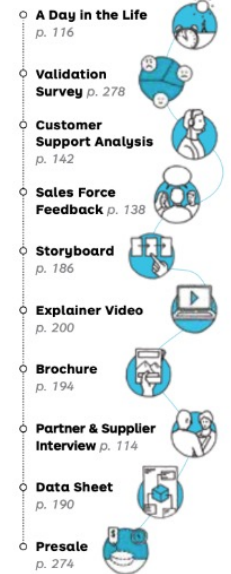
B2C Software



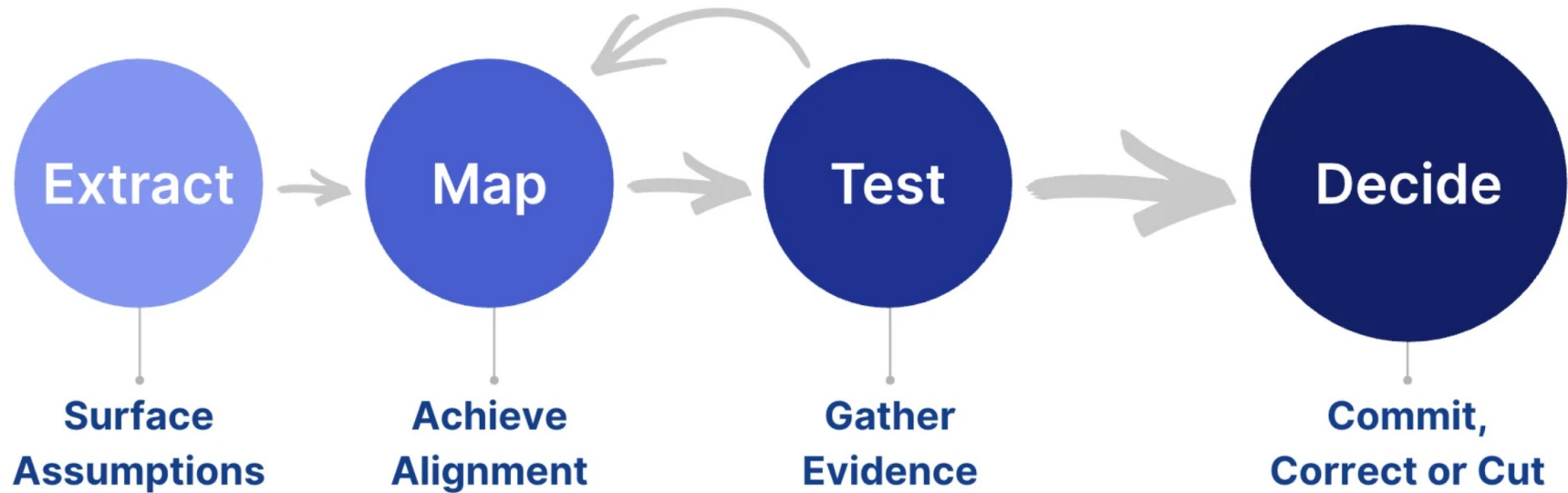
B2B2C



Highly Regulated

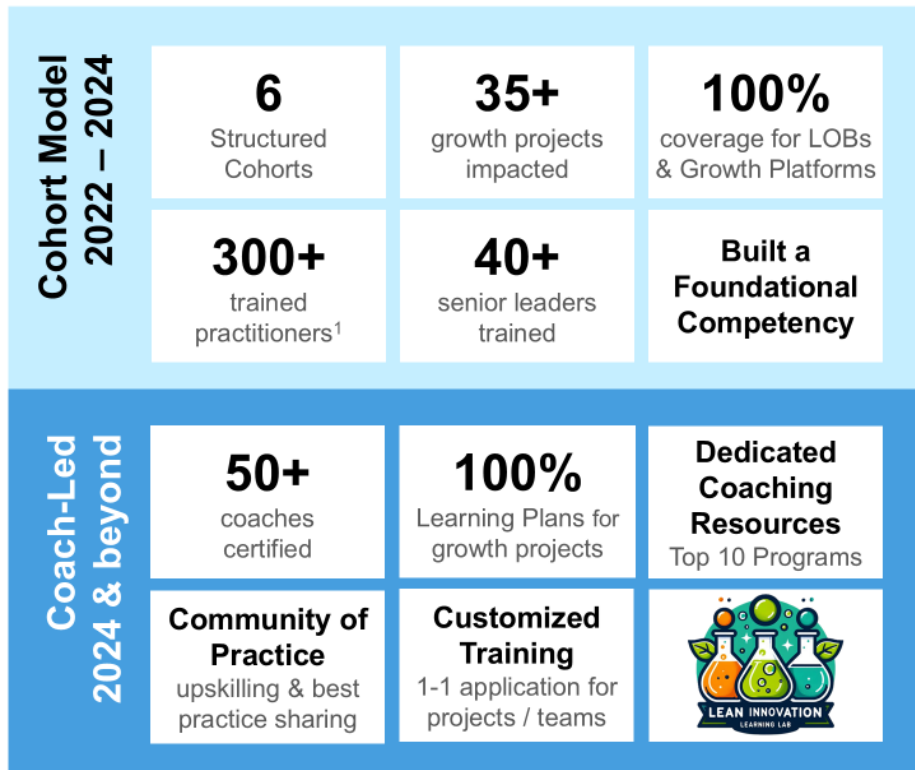


EMT System

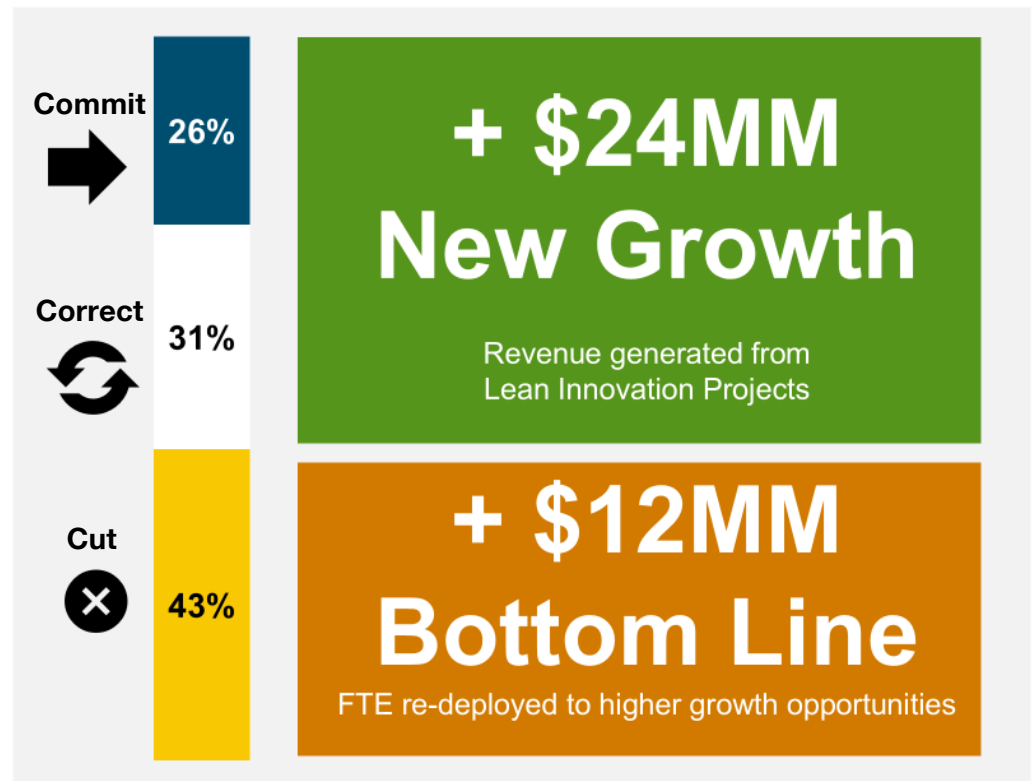


Over time, this approach compounds

Building our New Growth Competency



Project Outcomes & Business Impact²



(2) Through 6 structured cohort programs, 35 projects





Outstanding Innovative Culture Award Recipient 2026

Assumptions exist in all of your
brilliant ideas.

And they can be **Extracted**

And they can be **Extracted**
And they can be **Mapped**

And they can be **Extracted**
And they can be **Mapped**
And they can be **Tested**

And they can be **Extracted**

And they can be **Mapped**

And they can be **Tested**

In a **repeatable** manner.



You can't pick the winners without testing them.

A dark teal silhouette of a hand with fingers spread, reaching upwards. Above the hand is a dark teal speech bubble with a tail pointing towards the hand. Inside the speech bubble, the word "QUESTIONS" is written in white, uppercase, sans-serif font.

QUESTIONS

**Apply for a
Growth
Strategy Call**

