Welcome to Phase Two!

Congratulations on advancing to Phase Two! Phase Two projects allow project teams to further research a topic area and develop a nuanced understanding of both the problem and how it might be addressed with a new or expanded product or service. We're excited to work alongside you to see what you discover. Please let us know if there's any help or clarification we can provide.

Let's dive deeper!
— Nico, Will, and Sarah

What is Phase Two All About?

Phase Two answers the question, "**Is this a good idea?**" During this phase, teams conduct an eight to ten week in-depth product, market, and partner research study. Building upon Phase One research, teams work closely with operators in the problem space. Phase Two focuses on gaining a complete picture of the market opportunity, identifying a potential product or service that addresses the problem, and forming a well-researched hypothesis about the initial shape the product or service should take. Consequently, Phase Two teams should focus on further understanding the problem space and developing the solution space. The project team will think comprehensively about what could go right and wrong with this project and develop a strategy to address the opportunities and challenges the project may face.

Goal: Develop a more complete understanding of risks, opportunities, and market fit.

Roles and Responsibilities

Members of a 10x Phase Two project will play one or more of the following roles:

- **Idea Author (IA)**: The original submitter of the 10x project idea. Unlike Phase One, an IA may now be staffed as a member of the project team and serve in any capacity based on their availability and skill set.
- **Project Lead (PL)**: The PL is responsible for keeping the project on-track. They plan and oversee Phase Two, and are responsible for gathering sufficient knowledge to make a clear "yes" pitch or "no" recommendation for Phase Three funding. Throughout the project, the PL manages the project budget and staff to ensure that the work is completed within the allotted funding. The PL is also responsible for keeping the 10x team up-to-date on the project's status.
- **Project Staff**: Project staff help the PL execute any work associated with the project.

How to Approach Phase Two

Phase Two builds off Phase One's work but is distinct in two ways:

- **It focuses on *both* the problem AND solution space**. Phase One primarily focuses on understanding the problem, while Phase Two is evenly divided between better understanding the problem and developing a rough idea of what solutions could address that problem.
- **Teams work more closely with partners.** Project teams should explore working more closely with at least one external party to better understand the problem space. Teams should interview agencies and others operating in the problem space to learn more about their experiences with the problem and hone in on potential solutions. The goal is to determine ***who*** is struggling with the problem and ***how*** it shows up in their line of work. Teams do not need to have a long-term partner yet, but they should start identifying potential customers/users and thinking through who would be best to partner with as the solution is built in Phase Three.

Problem Space

Phase Two teams should seek to better understand the problem and ensure that they have a deep understanding of the challenges associated with addressing it. Teams can start by reviewing the Phase One close-out report for the project, which outlines potential risks and opportunities, as well as any significant barriers to idea implementation. If the Phase Two team contains different staff from the Phase One team, the Phase Two team should schedule an interview with the members of the Phase One team to develop a more thorough understanding of the findings and identify initial areas for research.

Building upon the Phase One report, Phase Two teams will continue researching and exploring the problem space. Possible areas for research include:

- **What is the market for a potential solution to the problem?** Is the federal marketplace ready for the problem to be addressed? Are existing barriers addressable, given current conditions?
- **Are there existing products or services that affect the way we should address the problem?** Could existing services complement or potentially compete with our idea?
- **How does the regulatory environment affect the problem?** What regulatory or governance structures exist within this problem area? What changeable and unchangeable factors surround the problem? How does this impact potential solution paths?

Solution Space

Phase Two teams will also begin to develop ideas for how a product or service could help mitigate the issues flagged during Phase One and Phase Two problem space research.

Considerations for research include:

- **How might a product or service fill a need not currently addressed by the market?** What kind of product or service is needed to address the problem?
- **How will the product or service operate?** What funding model will the product or service use? What steps would be needed to migrate to that model and ensure its long-term stability?

- **Who will use this product or service?** Are there partners that might benefit from this? How might we scale and implement the product or solution for others?

Phase Two Communications and Coordination

Since Phase Two projects require a higher level of effort and last longer than Phase One projects, Phase Two teams must communicate more closely with the 10x team throughout Discovery. The 10x team provides Phase Two teams with burn docs and other pertinent templates to help track budgets, organize research, and eventually present findings.

Check-ins and Progress Reporting

Throughout Phase Two, project teams must engage with the 10x team and may collaborate with other project teams.

Meetings and Status Updates:

- Teams must participate in regular check-in meetings, scheduled by the 10x team.
- When 50% of funding is spent, the 10x team will schedule a meeting with the project team to discuss progress, the trajectory of research, and expectations for Phase Two close out.
- Teams should post status updates to their Slack channel on a weekly or biweekly basis.

Cross Pollination Sessions (Optional):

- Phase Two teams are encouraged to attend optional bi-weekly cross-pollination sessions for Phase Two and Phase Three teams. These sessions are intended to serve as a forum for information sharing and problem solving between teams.

Wrapping Up Phase Two

At the end of Phase Two, the project team shares their conclusions in a meeting with the TTS Solutions Assistant Commissioner, the Director of 10x, and the 10x team. Phase

Two teams present their findings and recommend whether 10x should provide funding for the development of a Minimum Viable Product (MVP) in Phase Three.

If a Phase Two team does not feel ready for Phase Three funding yet (i.e. they identify another problem space worth exploring or wish to explore another potential approach) they should discuss this with the 10x team. Depending upon the circumstances, project teams can consider submitting the idea(s) for consideration in the next round of Phase One submissions.

Additionally, if a team decides the project goals have been fulfilled in Phase Two and no further investment is needed, they may submit a simple slide deck or report that explains how they completed the project goals.

Providing a “No” Recommendation

If the team decides not to move forward to Phase Three, they will need to develop a README report and a “No” decisions findings report. The 10x team will schedule a 30 minute meeting for the project team to provide an overview of their findings, but a formal presentation is not required.

Providing a “Yes” Pitch

If your team decides to pitch for Phase Three funding, you must:

1) Identify a potential partner agency
2) Develop a high level roadmap for how to develop the product
3) Plan how to staff/build a Phase Three project team
4) Identify metrics that can serve as an indicator of whether the project is successful

Note: If your team already has a partner, you should bring them for the presentation along with any unbiased SMEs involved in Phase Two. If your team does not have a partner yet, you should bring two to three unbiased SMEs who can vouch for the project. The team should also start thinking of what a win would look like, i.e., “what success looks like for this project.” You can expect this meeting to last 90 minutes: 60 for presenting and 30 for fielding questions.

Prior to the closeout meeting with the 10x team, the Phase Two team will need to prepare a README report and a pitch presentation. If project teams plan to request Phase Three funding, they can schedule a dry run with 10x beforehand. Keep in mind, the pitch is a relatively formal way for the evaluation panel to learn as much about the project as possible in a short timeframe. During the presentation, teams should present Phase Two research to provide options for how the project might continue on without 10x funding and a list of reasons why 10x should continue funding the project. Teams must use the spend plan to drive conversation about the project's business plan.

The TTS Solutions Assistant Commissioner makes the final decision about which projects advance to Phase Three. They may also solicit input from other individuals to help make their decision.

Next Steps

If the idea is selected for further funding, 10x will require one to two hours of the Project Lead's time (be sure to reserve this hour from your budget!) to work on the following:

1. **Prepare staffing needs**. The 10x team will reach out with instructions.
2. **Review the Phase Three MOU agreement** to ensure that the project description and list of deliverables accurately reflect intentions for the third phase of the work.

Please note: If a project advances to Phase Three, the team that staffed Phase Two will not necessarily be the same team that performs the work in Phase Three. Though the 10x team does their best to maintain project continuity, we cannot guarantee it.

Resources

- Phase Two “No” Report Template
- Phase Two README Template
- Phase Two "Discovery" to Request Phase Three Funding Deck Template