

Virtual Customer: Investor Summary

Innovation teams are building faster than ever, but validation remains slow and expensive. Virtual Customer provides the discovery layer for complex B2B product decisions, helping teams compress months of discovery into hours, reducing guessing, and improving portfolio go/kill decisions.

The Core Problem: Slow Validation

The biggest risk in innovation is not the idea; it is slow validation. Today, up to 90% of new products and services fail, largely due to poor validation and a lack of product-market fit. While development cycles are accelerating, getting access to the right senior B2B stakeholders still takes weeks or months.

When validation takes that long, product teams are forced to guess. Consequently, portfolios become crowded with mediocre initiatives that absorb capacity and survive far too long without strong evidence.

The Solution: Structured Discovery Infrastructure

Virtual Customer has built a discovery platform that creates realistic virtual customers for structured, repeatable learning. Users define the specific role, industry, region, and company size they need to learn from. The platform then facilitates an ongoing dialogue to explore problems, value propositions, and market priorities.

Our Boundary: Virtual Customer does not replace real customer validation. Instead, it prepares teams for it. By testing assumptions virtually first, teams find out what is actually uncertain. When they do invest the time to meet real customers, they ask much sharper questions.

Current Traction & Product State

We are currently testing our fully functional Minimum Viable Product (MVP) with external users and design partners. Testing with deeply engaged early adopters allows us to refine the product against the rigorous demands of complex B2B discovery.

Based on what we have learned so far, we are actively implementing payments and reviewing the platform for security, compliance, and scalability to prepare for our commercial production launch scheduled for the end of May.

Market Focus & Go-to-Market

We focus initially on mid-market to enterprise innovation and product organizations. These environments face high access friction and require repeated discovery across multiple stakeholders and regions.

- **Initial Target:** Enterprise innovation teams, accelerators, and venture-building platforms.
- **Growth Strategy:** Our commercial path begins founder-led, allowing us to monitor value creation closely. Once the productized version is proven, we will shift toward selective partner-led growth to scale our reach.

The Team

Our founding team brings complementary strengths critical to solving the B2B validation bottleneck.

Founder	Background
Anders Jacobsson	Product Discovery Expert, Group Director of User Experience (Dun & Bradstreet), Innovation Consultant.
Fredrik Ring	AI Innovator & Educator, Serial Entrepreneur, Division President Nexer (AI, analytics).

Use of Funds

Our immediate next milestone is commercial readiness for paid scale. Funding will directly support our current work to finalize payments, security, compliance, and enterprise-grade scalability, ensuring we can support larger B2B clients with robust trust foundations.