


BOOK & MEDIA SHEET

# Known Before Built

*From Discovery to Decision for Enterprises in Transformation*

Established companies in industry, consulting and professional services sit on decades of expertise, yet commit build budgets before they know what is worth building. *Known Before Built* gives leaders a practical path from observation to evidence to an investment decision: interviewing for behavior instead of opinion, testing assumptions cheaply, running pilots that end in a decision, and answering "Why can't we just ship it?" with a number.

Andreas Mitschke · Paperback · 2026

## CONVERSATION ANGLES

- Why knowledge-rich companies struggle to turn their expertise into products
- Why the consulting habit of saying yes to every client stalls productization
- What "Why can't we just ship it?" really costs
- Why faster engineering with AI hasn't produced better products
- What to ask customers instead of their opinion

## QUOTABLE

"Workarounds don't lie."

"Opinions describe what people believe they would do. Behavior shows what they did. Reported behavior beats opinion, and observed behavior beats both."

"Discovery is cheap. Correction is expensive."

"Ask yourself, when was the last time your organization decisively killed a product or initiative based on evidence, and treated it as a success rather than a failure?"

All from *Known Before Built* by Andreas Mitschke



## ABOUT THE AUTHOR

Andreas Mitschke has spent more than fifteen years running growth and product experiments. His non-linear journey began at age 15. Before leaving his teens, he had run web design services, coded a Windows utility, and built a travel experience platform. From there, his path led from UX design to growth and product, across B2C and SaaS companies as well as B2B industrial and deep tech organizations. He has advised startups and scale-ups through funds including 500 Global and Loyal VC, evaluated and brokered deal flow for venture funds across Europe, New York, and Silicon Valley, and helped build Germany's largest academic deep tech program. Closer to the ground, he coached founders at Mannheim's startup centers and lectured on entrepreneurship and product discovery at universities in Germany. He is the author of Known Before Built: From Discovery to Decision for Enterprises in Transformation.

Available for speeches, podcasts, interviews and panels · English and German

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