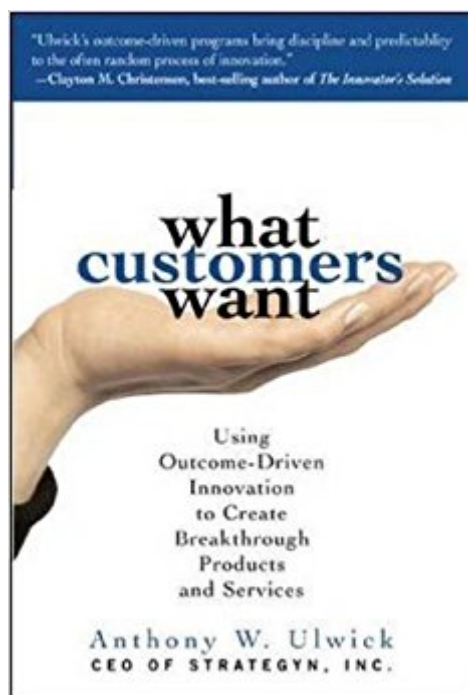




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What Customers Want: Using Outcome-Driven Innovation To Create Breakthrough Products And Services



Synopsis

A world-renowned innovation guru explains practices that result in breakthrough innovations "Ulwick's outcome-driven programs bring discipline and predictability to the often random process of innovation." -Clayton Christensen For years, companies have accepted the underlying principles that define the customer-driven paradigm--that is, using customer "requirements" to guide growth and innovation. But twenty years into this movement, breakthrough innovations are still rare, and most companies find that 50 to 90 percent of their innovation initiatives flop. The cost of these failures to U.S. companies alone is estimated to be well over \$100 billion annually. In a book that challenges everything you have learned about being customer driven, internationally acclaimed innovation leader Anthony Ulwick reveals the secret weapon behind some of the most successful companies of recent years. Known as "outcome-driven" innovation, this revolutionary approach to new product and service creation transforms innovation from a nebulous art into a rigorous science from which randomness and uncertainty are eliminated. Based on more than 200 studies spanning more than seventy companies and twenty-five industries, Ulwick contends that, when it comes to innovation, the traditional methods companies use to communicate with customers are the root cause of chronic waste and missed opportunity. In *What Customers Want*, Ulwick demonstrates that all popular qualitative research methods yield well-intentioned but unfitting and dreadfully misleading information that serves to derail the innovation process. Rather than accepting customer inputs such as "needs," "benefits," "specifications," and "solutions," Ulwick argues that researchers should silence the literal "voice of the customer" and focus on the "metrics that customers use to measure success when executing the jobs, tasks or activities they are trying to get done." Using these customer desired outcomes as inputs into the innovation process eliminates much of the chaos and variability that typically derails innovation initiatives. With the same profound insight, simplicity, and uncommon sense that propelled *The Innovator's Solution* to worldwide acclaim, this paradigm-changing book details an eight-step approach that uses outcome-driven thinking to dramatically improve every aspect of the innovation process--from segmenting markets and identifying opportunities to creating, evaluating, and positioning breakthrough concepts. Using case studies from Microsoft, Johnson & Johnson, AIG, Pfizer, and other leading companies, *What Customers Want* shows companies how to: Obtain unique customer inputs that make predictable innovation possible Recognize opportunities for disruption, new market creation, and core market growth--well before competitors do Identify which ideas, technologies, and acquisitions have the greatest potential for creating customer value Systematically define breakthrough products and services concepts Innovation is fundamental to success and business growth. Offering a proven

alternative to failed customer-driven thinking, this landmark book arms you with the tools to unleash innovation, lower costs, and reduce failure rates--and create the products and services customers really want.

Book Information

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Customer Reviews

From the Back Cover "Ulwick's outcome-driven programs bring discipline and predictability to the often random process of innovation."--Clayton Christensen, author of *The Innovator's Solution* "We are institutionalizing across the entire company desired outcomes as the essential form of customer input we collect in research, and we've seen the powerful results it's had in our product development, marketing, and sales groups."--Jeff Baker, Senior Market Research Manager, Corporate Market Research, Microsoft "Outcome-driven thinking made it possible for us to hit a home run in the mature and competitive circular saw market. The Bosch CS20 is a breakthrough innovation and a hit with both users and our channel partners." --Jason Schickerling, Product Manager, Bosch CS20 "Being outcome-driven enabled us to grow our market share in the angioplasty balloon market from less than 1 percent to over 20 percent and to create the stent, which became a billion-dollar business in less than two years."--Rick Faleschini, Vice President of Marketing, Johnson & Johnson "This approach enabled us to devise breakthrough Web-based service solutions and to make valued operational process changes. Knowing where to focus our creativity made all the difference in the world."--Paul Zarookian, Executive Vice President, Financing

Division, A. I. Imperial "This methodology was used to create the PRO7150 and the TalkAbout--two of our best-selling radio products to date. It was also used to build a valuable patent portfolio in the fuel cell market without making a large investment in technology."--Dr. Robert Pennisi, Director, Advanced Product Technology Center, Motorola

Anthony Ulwick is the CEO of Strategyn, a pioneer and world leader in outcome-driven innovation. Since 1991 he has served as a consultant to Johnson & Johnson, Microsoft, Hewlett-Packard, AIG, Chiquita Brands, and dozens of other leading corporations. Mr. Ulwick's innovation practices were recognized by the editors of the Harvard Business Review as some of the best business ideas of 2002.

Don Adams in his excellent book, *New Product Blueprinting*, referenced Ulwick's ground breaking work on *Jobs That Need Doing* and this book. It is everything Adams said it was. I read and reread several sections as this disciple of Christensen (*The Innovators Dilemma*) does a terrific job of highlighting the flaws in Voice of the Customer product research and replacing it with something much better. Buyers have a job that needs doing . They have multiple metrics they use to see if the job is done to their satisfaction. Ulwick maintains, and I agree , that the bulk of the innovation failures and monstrous dissipation of capital in the pursuit of it , is due to not really knowing what job the customer needs to do and how they will measure success. (And then not delivering a solution) . Through the many examples given, Ulwick lays out how the market research and strategy work should done, how to choose between alternatives and the degree this will impact different industries. His clear examples run from very mature industries through to the most cutting edge ones. I agree with his supposition as in our practice we all to often are called into clients to help , and find that the troubles come from them just do not knowing enough about their customers. Too often both sales and marketing are looking at the wrong things to help the company. He repeats the key role that ongoing market research needs to play.

This is a great book about jobs to be done and the actual process (ODI) of using them. Very pragmatic, with real examples. This is not a basic marketing book (i saw some reviewers complaining about that), you should have already experience with design thinking methods (ethnographic, interviews, anthropology research, etc) in order to apply these insights in practice.

Clear, logical methodology for gathering the right types of customer information and using it to guide

innovation that actually adds value. Can be a bit dry, but worth the effort.

Customer comes before innovation. And not viceversa. This is the truth. And Tony has perfectly outlined how bringing innovation to market involves understanding Customer's ultimate goal. His definition of "job-to-be-done" perfects what the best copywriters and marketers have always preached and used as a compass for the route to market. Customer wants to achieve Goals ... or solve a problem contingent to that goal. Innovation respond to his need of help. To be read in conjunction with Clayton Christensen Innovators DNA and innovator Solution, and some of the best copywriter books as Bob Bly's Copywriter handbook or Trout "positioning" and "differentiate or die". Illuminating.

Yes a very interesting read and definitely one of my top books on innovation. Ulwicks tends to boil everything down to formulae and this may not appeal to everyone. However you can always take the principles and apply them in your business without the formulae.

I have read several new books on innovation and I finally understand why Clayton Christensen referenced the work of Tony Ulwick frequently in his book the Innovator's Solution. Although at first blush, Ulwick's thinking could be cast aside as common sense, this book has made me realize that there is a brilliant, new way to think about innovation. Let me try to explain how Ulwick frames his thinking. Generally speaking, innovation is the process of finding solutions that address the customer's unmet needs. Most companies agree that they should first uncover and prioritize the customer's unmet needs and then devise solutions that address them - but, as Ulwick explains very well, although companies think they understand this concept, they continue to get it so very wrong - to the point where their customer-driven, "voice of the customer" led efforts are causing the failures they are trying to avoid! This book makes it clear that because companies are focused on customers and products (and not the job the customer is trying to get done), they are simply getting the wrong inputs into innovation, and incredibly, they don't know it. In my experience, this is exactly right. Ulwick contends that to truly succeed at innovation companies must understand just what a customer "need" is. Ulwick's notion that different innovation strategies require different customer inputs (needs) was an epiphany for me. In his books and articles on innovation, Clayton Christensen mentions the jobs-to-be-done theory, but Ulwick turns this theory into a science by making the job the customer is trying to get done - not the customer or competition - the focal point of innovation. Ulwick provides ample evidence that the customers desired outcomes are the building blocks of

innovation - the customers' measures of value - but they are rarely the company's focus of capture when using traditional "voice of the customer" techniques. In fact, Ulwick suggests that companies should "silence the literal voice of the customer", an argument that I now understand and agree with. His argument that there is no such thing as a latent, unarticulated need is also quite compelling. Rarely does a book offer such new insight and theory along with practical ideas for execution and implementation. I have since read other articles on their web site (strategyn.com) and have become a fan. This sounds like the future of innovation to me.

Great insight. The recommendations made in the book are extremely helpful in improving the innovation processes within a firm. Unlike other books that discuss innovation, this book offers tangible and actionable steps that will help to produce quantifiable data to idea / concept evaluation. Great read.

Great read for someone new to Market research. It provides a structured and logical means of improving the product development process.

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