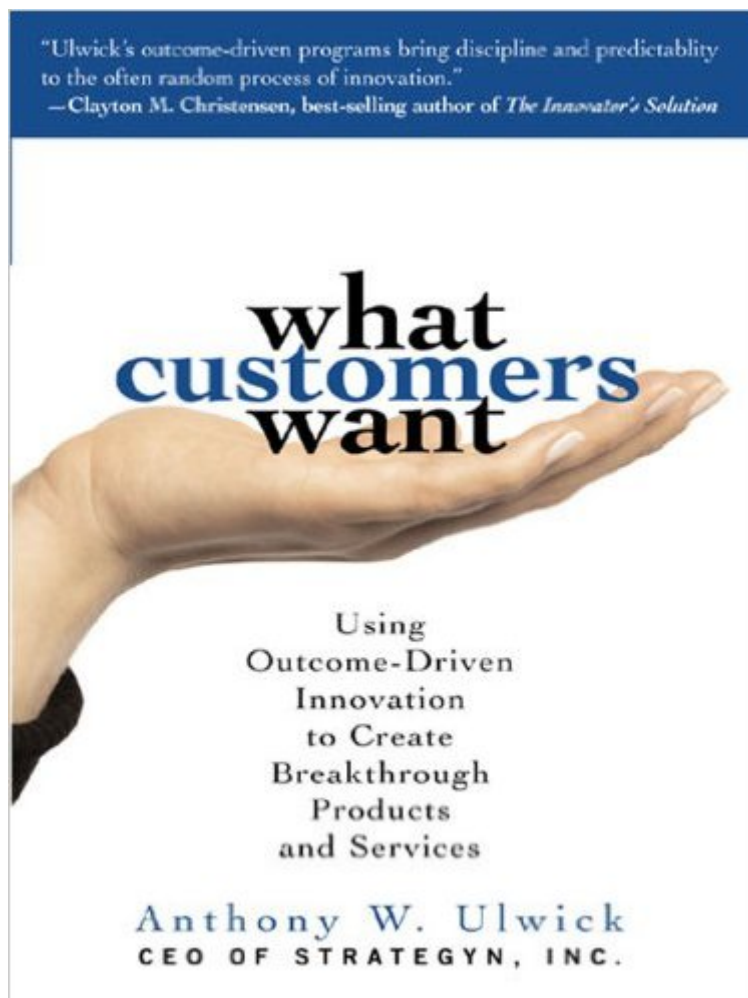# What Customers Want: Using Outcome-Driven Innovation To Create Breakthrough Products And Services: Using Outcome-Driven Innovation To Create Breakthrough Products And Services

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.

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Customer Reviews

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.

Question: What do people want?Answer: To get their job done? (Whatever the job may be, such as to regain energy in their bodies, or to be entertained).In his series on innovation, Clayton Christensen touches upon the Jobs-to-be-done theory. Ulwick dives into it by showing us that what customers really want is desired outcomes.Customers are strange creatures. On one hand they openly say what they want and then turn around and do exactly the opposite. The reasons for this is that customers often are not able to articulate what they want - except in the form of desired outcomes.Stop spinning your wheels. If you're serious about creating something new and innovative, then you need to study this book to learn how to find out what customers really want.Venture Capitalists, Angels, and almost every serious investor in the world wants to see two things in every venture: 1) Customers who love the product because it satisfies a burning need, and 2) Business Models that capture a significant amount of value created.Customers are by far the most important aspect of any successful venture, yet time and time again attention is not paid to proving beyond a shadow of a doubt that a given product gives customers what they want.Ulwick says that "... most companies come up with ideas and solutions and then test them with customers to see if they will buy - without ever knowing how customers measure value." From my personal experience I know that Ulwick is dead on. Most entrepreneurs and business professionals understand very little about what customers truly consider value. Instead they heap on the features - hoping to shotgun their way to hitting that one aspect customers want.

Like most businesspeople, you don't need more tricks to put in your bag. You don't have time to read vague expositions on a fad. You want to know how to serve people better through better products and services.In 'What Customers Want,' Anthony Ulwick offers a rigorous, comprehensive methodology for doing just that. The underlying principles in the book, which were introduced by

Ulwick in the Harvard Business Review, each receive thorough treatment. In clear language, Ulwick explains the big picture behind his outcome-driven method. He capably explains in minute detail how to put the method to work.As the title suggests, Ulwick's outcome-driven method is as much about marketing as it is about innovation proper. Yes, it is about research and development, but it is also about branding. It may just be that the ultimate brand message follows a simple pattern: "We offer you exactly what you want--in fact what you can't do without--with no superfluous bells and whistles, for a very reasonable price." This book shows you how to arrive at a point where you and your company can confidently make such a statement.The outcome-driven approach to innovation rests on common-sense tenets that have been supported by fairly rigorous research. These principles include:-Customers have a hard time articulating what it is they want. With skilled guidance, however, they are very good articulating what they want to get done.-As humans, we can't help but measure how successfully we were able to complete a task, even mundane ones like shaving or cutting a board. We unconsciously do this measuring using between 50 and 150 different criteria. These criteria are the "outcomes" we want to result from the task.

What Customers Want: Using Outcome-Driven Innovation to Create Breakthrough Products and Services: Using Outcome-Driven Innovation to Create Breakthrough Products and Services What Customers Want: Using Outcome-Driven Innovation to Create Breakthrough Products and Services Value Proposition Design: How to Create Products and Services Customers Want (Strategyzer) The Innovative Lean Enterprise: Using the Principles of Lean to Create and Deliver Innovation to Customers Innovation Games: Creating Breakthrough Products Through Collaborative Play Inspired: How To Create Products Customers Love Ask: The Counterintuitive Online Method to Discover Exactly What Your Customers Want to Buy...Create a Mass of Raving Fans...and Take Any Business to the Next Level Ask : The counterintuitive online formula to discover exactly what your customers want to buy...create a mass of raving fans...and take any business to the next level Angel Customers and Demon Customers: Discover Which is Which and Turbo-Charge Your Stock Mommy, Where Do Customers Come From?: How to Market to a New World of Connected Customers How to Resolve Bullying in the Workplace: Stepping out of the Circle of Blame to Create an Effective Outcome for All Customers Included (2nd Edition): How to Transform Products, Companies, and the World - With a Single Step Collaborating with Customers to Innovate: Conceiving and Marketing Products in the Networking Age Crossing the Chasm, 3rd Edition: Marketing and Selling Disruptive Products to Mainstream Customers (Collins Business Essentials) Crossing the Chasm: Marketing and Selling High-Tech Products to Mainstream Customers Agile

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