

## Session: Silence the Voice of the Customer (VOC) and Create Breakthrough Products

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Create Growth Plans @ Work (PowerPoint Slide)

Markets, Strategy, Innovation (PowerPoint Slide)

Innovation - Most feel companies don't have a common understanding  
- ditto for knowing all customer needs

What is a Market? (PowerPoint Slide)

- Depends on what people buy. Needs may still exist as products evolve
  - Ex: Ways to communicate (smoke signals to radios to cell phones)
- What is the job people need done?
  - Analyze the job/process the person is doing, not the product they are using
  - Customer desired outcomes. How to measure success each step along the way.  
(See handout – Giving the customer a fair hearing)
  - What is the job customers see failing, cannot do? What are the outcomes?
  - VOC shows that customers may not know their latent needs but know what doesn't work and what falls short
  - VOC enters after a product has been launched/introduced. Also fails to help developing product concepts.
  - VOC is more about product refinement.

Strategy – Needs – Executor – Platform (PowerPoint Slide)

- “when unmet customer needs, what to target and satisfy them”
- Observe getting the job done or ask customer and quantify
- Who is job executor? Which platform?
- Coe competency tie to strategy? Ideally, if you have competency in platform. However, may need to consider how to obtain core competency.
- Define innovation differently
  - Innovation doesn't start with the “idea.”
  - Start with the needs and what is unmet, then go to idea step.
  - Validate the idea (using opportunity algorithm – see HBR piece) and form product development from here
- Securable market
  - How much would you pay to get the job done perfectly - not how much would you pay for this product
  - Willingness to pay more to do the job better
  - Sets the goals, forms pricing and revenue opportunity
  - About 10% improvement in getting job done is the significant threshold of a value product

## Q & A Session

Q: What about the unmet need that is before its time?

A:

- Solution may be okay but hard to provide
- Need a minimal satisfaction level to make it viable
- Usability issues are part of achieving success. Should not ignore them. They are real and could be problematic

Q: What about dissatisfaction to feed later success?

A: Possible (see earlier comments on viability issues)

Q: What about answering management demands?

A:

- Market selection. How big/small is the opportunity?
- Drive to reach an emotional level in your product (e.g. Nike)
- Approach doesn't fare well with VC startups which place premium on the idea and the management team
- People will not usually reject good information. Helps aim product managers to prove to their organizations.