Management Roundtable presents THE FIRST ANNUAL

Customer Needs Discovery & Innovation Congress:

Beyond 'Voice' to Total User Experience

August 13-15, 2007
Chicago, Illinois

A groundbreaking conversation among the world's product development leaders. Supercede traditional VOC methods to uncover, interpret, and act on the deeper customer insights that drive true innovation.

CASE EXAMPLES FROM TOP PRACTITIONERS:

MICROSOFT, LEGO®, STEELCASE, BD, IBM, MACK & VOLVO TRUCKS, HALLMARK CARDS INC., SUN MICROSYSTEMS, BOSTON SCIENTIFIC *and more*

RECEIVE POWERFUL NEW CUSTOMER-ENGAGING METHODS:

Customer Co-design ❖ Online Communities ❖ Data Mining ❖ Customer Archetypes ❖ Opportunity Identification ❖ Origins of Value Matrix ❖ Ethnographic Fieldwork ❖ Value Opportunity Analysis ❖ Needs Clusters ❖ Nonaka's Concept of Ba ❖ Intersection of Customer Requirements and Customer Behavior ❖ Translation of Value Attributes to Product Specs

FEATURING VISIONARY KEYNOTE SPEAKERS:

Jonathan Cagan,
Professor of Mechanical Engineering, Carnegie Mellon University; Co-author of *Creating Breakthrough Products* and *The Design of Things to Come*

Herman D'Hooge,
Innovation Strategist, INTEL

Christopher Meyer, Ph.D.,
Chairman, Strategic Alignment Group; author of *Fast Cycle Time* and co-author of *Understanding Customer Experience* (*Harvard Business Review*, 2/07)

Anthony Ulwick,
CEO, Strategyn; author of *What Customers Want*

The **MANAGEMENT ROUNDTABLE**

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Customer Needs Discovery & Innovation Congress:

Beyond 'Voice' to Total User Experience

August 13-15, 2007
Chicago, Illinois

Why this conference is important to you:

As the global push for innovation continues, the marketplace is flooded with products from companies striving to out-do each other. Customers are inundated with choices, many of which appear 'innovative' — but are they really what customers want?

Unfortunately, too often the answer is no. Despite the widespread use of Voice of Customer (VOC) techniques, product success rates remain low and true breakthroughs are rare. Some of the more prevalent reasons are:

1. The fuzzy front-end (which sets the stage for innovation) is inherently uncertain and difficult to navigate.
2. Opportunity identification requires more than VOC data — 'white space' is fleeting. Market segments are thinner than ever, competitive offerings quickly become commodities.
3. Too many — or the wrong — customer inputs make trade-off decisions difficult, and too much analysis can kill inspiration.
4. The customer's literal voice may not translate into exciting new products, especially when "needs" are interpreted through the biases of different stakeholders.

To help your company overcome these challenges, Management Roundtable is pleased to announce the first-ever *"Customer Needs Discovery & Innovation Congress: Beyond 'Voice' to Total User Experience"* to be held **August 13-15, 2007** in **Chicago.**

This groundbreaking Congress will bring together top innovation thought leaders and practitioners to share new methods of gaining deep customer insight and translating this insight into high-value products and services customers really want.

Together we will examine how customers progress from unawareness, to awareness, interest, choice, and various degrees of satisfaction and loyalty. We will then progress from understanding customer needs to understanding *motivations and behavior*; from having a process to building a *customer-driven culture*; from listening to the customer's voice to living and breathing the *customer's experience*.

For any organization that seeks greater customer satisfaction, market share, loyalty, and return on innovation investment, this Congress is a must-attend.

7 KEY DELIVERABLES

1 Proven approaches to identify customers' needs and motivations – and to then interpret, validate, and execute.

2 An artillery to draw upon in defining the next generation of products; know which tool(s) and/or method(s) to use when.

3 Techniques to increase cross-functional collaboration and embed customer focus into your organization's culture.

4 Insight and action steps for a repeatable, human-centered innovation process.

5 Conference Chairman's daily summary of take-aways and lessons learned.

6 New network of colleagues and experts to stay in contact with even after the conference has concluded.

7 Full set of reference materials and post-conference follow-up to share with others at your organization.

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Who Should Attend

Vice Presidents, Directors and **Managers** of New Product Development, Innovation, R&D, Strategic Planning & Development, Sales & Marketing, Market Research, Engineering & Technology, Global Consumer Insights, New Business Development, Customer Research as well as Product Managers, Program Managers and Project Managers involved in product definition.

Bring together RD&E, marketing, sales and your customers! Product development is no longer an "inside-out" activity. To jumpstart implementation, we recommend attending with others from your cross-functional team — including customers you wish to engage in co-design and co-development. Team discount applies to any group of 3 or more that registers together at the same time. *(see page 15)*

DISTINGUISHED FACULTY

Conference Chairman

Peter Marks, Managing Director, **Design Insight**

Peter Marks is Managing Director of Design Insight, in Santa Cruz, CA. His interest and delight is helping companies earn outstanding business results, by focusing their resources on products that customers want to buy. Marks has published three books, more than 80 articles, 40 benchmark studies, and several films covering various aspects of new product and process development.

Marks' innovative methods to help teams develop winning products, such as his Origins of Value framework and Customer $APPEALS, have been implemented by several Fortune 500 companies as their next step beyond the product and process improvements of the 1990's.

Keynote Speakers

❖ **Jonathan Cagan**, Professor, **Carnegie Mellon University** and co-author, *The Design of Things to Come*

❖ **Herman D'Hooge**, Innovation Strategist, **Intel**

❖ **Christopher Meyer, Ph.D.**, Chairman, **Strategic Alignment Group** and author of *Fast Cycle Time*

❖ **Peter Skarzynski**, CEO and founder, **Strategos**

❖ **Anthony Ulwick**, CEO, **Strategyn** and author of *What Customers Want*

Case Study Presenters

❖ **Jeremy Alexis**, Assistant Professor, **IIT Institute of Design**

❖ **Thomas W. Brailsford**, Manager, Advancing Capabilities, **Hallmark**

❖ **Joyce Bromberg**, Director of WorkSpace Futures – Explorations, **Steelcase Inc.**

❖ **Scott Engle**, Director of Emerging Technology & New Market Development, **Boston Scientific**

❖ **Donna K. Flynn, Ph.D.**, User Experience Strategy Lead, Mobile & Embedded Devices, **Microsoft Corporation**

❖ **Hernando Gonzalez, Ph.D.**, Senior Manager, Customer Research, **Sun Microsystems**

❖ **Cecelia Henderson**, Director of Global Strategic Research, **BD**

❖ **Joel Hoff**, Customer Experience Manager, **Mack & Volvo Trucks**

❖ **Søren Lund**, Senior Director, **LEGO® Mindstorms®**

❖ **Mike Roosa**, Vice President, **BIT 7, Inc.**

❖ **W. Scott Spangler**, Sr. Technical Fellow, Almaden Services Research, Service-Oriented Technology, **IBM**, Almaden Research Center

❖ **David Thorpe**, Creative Director, **Ziba Design**

"Companies today tend to compete in the same innovation arenas, especially in new products and services. But investing in overlooked areas, such as better consumer experiences, can often yield a greater return on innovation investments."

Business Week, June 5, 2006

PROGRAM AGENDA

MONDAY, AUGUST 13, 2007 ❖ Pre-Conference Workshops

7:00 – 8:00	Registration and Continental Breakfast/Exhibits
8:00 – 12:00	**MORNING SESSION** **A.** *The Customer Archetype: Benchmarking Key Dimensions of Customer Needs, Wants and Aspirations*, Michael Eckersley, *HumanCentered*
8:00 – 5:00	**FULL DAY SESSION** **B.** *From Recruiting to Reporting: Best Practices in Ethnography*, Melinda Rea-Holloway and Gavin Johnston, *Ethnographic Research, Inc.*
12:00 – 1:00	Luncheon (pre-conference workshop participants only)
1:00 – 5:00	**AFTERNOON SESSION** **C.** *Winning the Customer's Buying Decision*, Peter Marks, *Design Insight*
5:30 – 6:45	Networking Reception/Exhibits

TUESDAY, AUGUST 14, 2007 ❖ Conference Day One

7:00 – 8:00	Registration and Continental Breakfast/Exhibits
7:00 - 7:45	**BREAKFAST SESSION:** *The Final Word on Meeting Customer Needs: Value, Value and Value*, Sheila Mello, *Product Development Consulting*
8:00 – 8:10	Introductory Remarks, Management Roundtable
8:10 – 8:30	**CONFERENCE DAY ONE OVERVIEW**, Summit Chairman, Peter Marks, *Design Insight*
8:30 – 9:45	**KEYNOTE ADDRESS:** *From Ethnography to Innovative New Products: It's Not "Add Research and Stir,"* Herman D'Hooge, *Intel*

TOOLS, METHODS AND NEW APPROACHES TO IDENTIFY CUSTOMER NEEDS

9:45 – 10:30	**CASE STUDY:** *Impactful Ethnography in Product Development: Integrating Deep Insights across a Product Division*, Donna K. Flynn, Ph.D., *Microsoft Corporation*
10:30 – 10:45	Refreshment Break/Exhibits
10:45 – 11:30	**CASE STUDY:** *Understanding Work, Workers and WorkSpaces through User-Centered Design*, Joyce Bromberg, *Steelcase Inc.*
11:30 – 12:15	**CASE STUDY:** *LEGO®,* Søren Lund, *LEGO® Mindstorms®*
12:15 – 1:30	Lunch/Exhibits
1:30 – 2:30	**KEYNOTE ADDRESS:** *Pragmatic Innovation – Using Stakeholder Insights to Deliver Highly Valued Products*, Jonathan Cagan, *Carnegie Mellon University*

|	TRACK A: INCREASING CUSTOMER VALUE BY APPLYING STRATEGIC OUTSOURCING TO PRODUCT DESIGN	TRACK B: ON-LINE COMMUNITIES – GAINING ACCESS TO CUSTOMER CONVERSATIONS
2:30 – 3:15	**CASE STUDY:** *Stealth Approach & Creating Total User Experience*, Mike Roosa, *BIT 7, Inc.*	**CASE STUDY:** *Hearing the Voice of the Market: Creating and Using Online Communities to Access Consumer Input*, Thomas W. Brailsford, *Hallmark*
3:15 – 3:30	Refreshment Break/Exhibits	Refreshment Break/Exhibits
3:30 – 4:15	**CASE STUDY:** David Thorpe, *Ziba Design*	**CASE STUDY:** Richard Staten, *Coca-Cola*
4:15 – 5:15	**KEYNOTE ADDRESS:** *What is a Customer Need?* ...*Defining the Inputs into Innovation*, Tony Ulwick, *Strategyn*	
5:15 – 5:30	**DAY ONE KEY TAKE-AWAYS**, Conference Chairman, Peter Marks, *Design Insight*	
6:00 – 7:30	Networking Reception and Exhibits	

WEDNESDAY, AUGUST 15, 2007 ❖ Conference Day Two

Time	Track A	Track B
7:00 – 8:00	Continental Breakfast/Exhibits	
7:00 – 7:45	**BREAKFAST SESSION:** *The State of Voice of the Customer: Settling the Really Big Debates*, Gerry Katz and John Mitchell, *Applied Marketing Science, Inc.*	
8:00 – 8:15	**DAY TWO OVERVIEW,** Summit Chairman, Peter Marks, *Design Insight*	
8:15 – 9:30	**KEYNOTE ADDRESS:** *Customer-Centric Innovation to Drive Growth,* Peter Skarzynski, *Strategos*	
	TRACK A: TAKING ACTION – ANALYZE, TRANSLATE & INTEGRATE CUSTOMER INSIGHTS INTO PRODUCT REQUIREMENTS	**TRACK B: CAPTURING HIDDEN REQUIREMENTS – CUTTING EDGE TECHNIQUES FOR UNCOVERING USER-LED PRODUCT AND SERVICE INNOVATIONS**
9:30 – 10:15	**CASE STUDY:** *Increasing New Product Success: Letting Customer Needs Drive NPD*, Hernando Gonzalez, Ph.D., *Sun Microsystems*	**FEATURED PRESENTATION:** *Needs Clusters: An Accelerated Method for Creating User Centered Insights for Innovation,* Jeremy Alexis, *IIT Institute of Design*
10:15 – 10:30	Refreshment Break/Exhibits	Refreshment Break/Exhibits
10:30 – 11:15	**CASE STUDY:** *Understanding Customer Motivations – Interpreting for Innovation & Execution*, Scott Engle, *Boston Scientific*	**CASE STUDY:** *Deriving Customer Insight from Unstructured Information,* W. Scott Spangler, *IBM,* Almaden Research Center
11:15 – 12:00	**CASE STUDY:** *Ensuring Valid Interpretations of Customer Insights with Market Driven Product Definition,* Cecelia Henderson, *BD*	**CASE STUDY:** *Redesigning the Customer Experience at Mack Truck,* Joel Hoff, *Mack & Volvo Trucks*
12:00 – 1:15	Luncheon/Exhibits	
	INCORPORATING CUSTOMER INSIGHTS ACROSS ALL BUSINESS OPERATIONS	
1:15 – 2:30	**KEYNOTE ADDRESS:** *Glue Your Finger to the Customer's Pulse,* Christopher Meyer, PhD., *Strategic Alignment Group*	
2:30 – 3:15	**KEYNOTE PANEL SESSION:** Herman D'Hooge, *Intel*; Tony Ulwick, *Strategyn*; Jonathan Cagan, *Carnegie Mellon University* and Christopher Meyer, *Strategic Alignment Group*	
3:15 – 3:30	**CONFERENCE KEY TAKE-AWAYS:** Conference Chairman, Peter Marks, *Design Insight*	
3:30	Conference Adjourns	

"*[Intel's] outside-in approach to technology design, where technology is designed by first understanding how people will use the complete product or solution, starts with understanding people in their social and physical context…Although we often refer to people as users, in many instances we are also interested in discovering the needs of people who never used technology before. Envisioning and designing user experiences, products, and solutions is where interaction design, industrial design, and human factors engineering step into the driver's seat…To put it simply, what's under the hood is only as relevant as the end user experience of the complete solution.*"

Herman D'Hooge, *Intel*

Tuesday, August 14 ❖ **8:30 – 9:45am**
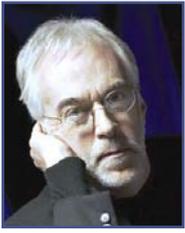
From Ethnography to Innovative Products: It's Not "Add Research and Stir"

Herman D'Hooge
Innovation Strategist, Intel

Methods such as ethnography, needs-finding, customer orientation, user centricity, market-driven, VOC, usability, total user experience, etc. are rapidly gaining widespread acceptance as essential to informing product definition & design. Understanding why these methods offer superior results is relatively straightforward and many agencies offer services to companies that lack the in-house competencies or don't know how to go about it.

The real challenge is embedding user-orientation deeply within an established organization's DNA so it becomes systemic and the user is kept alive throughout the entire development process.

The speaker will share tips and techniques for how to get user-orientation off the ground in large companies based on learnings from Intel's recent transformation into a user-oriented company.

Key Take-aways:
❖ How to keep the user's needs alive throughout the development lifecycle
❖ Making user research and user experience design actionable
❖ Injecting accountability for the user experience quality into the development process
❖ Common pitfalls that may result in marginalizing the influence of user centered practitioners
❖ Changing mindsets and culture

Herman D'Hooge is Innovation Strategist with Intel's Channel Platforms Group where he established the user-centered design & innovation competency chartered with bringing innovative & exciting new end-user experiences to personal computing. The approach relies on a team of ethnographers, user researchers, human factors engineers, industrial designers, interaction designers, technologists and engineers who bring a user-centered approach to envisioning new user experiences and informing technology development. Herman joined Intel in 1981 and has held positions in technology research, development, platform architecture, industry evangelism, and management.

Tuesday, August 14 ❖ **1:30 – 2:30pm**

Pragmatic Innovation – Using Stakeholder Insights to Deliver Highly Valued Products

Jonathan Cagan
Professor, Mechanical Engineering, Carnegie Mellon University and co-author of *Creating Breakthrough Products* and *The Design of Things to Come*

Ethnographic and other qualitative research methods are powerful tools to gain insights into the needs, wants and desires of key stakeholders. However, using those insights is often a challenge. This talk will highlight methods to gain actionable insights and convert those insights into a value proposition that addresses stakeholders' personal commitment to a product or service. The resulting value proposition can then be converted into a product definition that provides the basis for product conceptualization and refinement. Case studies will show a variety of applications of the methods and their implications for downstream product delivery.

Key Take-aways:
❖ Analysis of market dynamics to understand product context
❖ Articulation and evaluation of value attributes
❖ Use of Value Opportunity Analysis to benchmark competition against product potential
❖ Translation of value attributes to product specifications

Jonathan Cagan, Ph.D., P.E. is a Professor of Mechanical Engineering at Carnegie Mellon University, with appointments in the School of Design, Computer Science, and BioMedical Engineering. He is an expert in product development and innovation methods for early stage product development. Both his design methods and computer-based design research have been applied in a variety of industries. He is the author of two books: Creating Breakthrough Products *(co-authored with Craig Vogel), and* The Design of Things to Come *(co-authored with Peter Boatwright and Craig Vogel). He has also authored more than 65 archival journal publications. Cagan has consulted with a variety of small and large companies in diverse areas on product development, brand strategy, and strategic planning. Prof. Cagan teaches new product development at Carnegie Mellon and in executive training sessions in small and large companies. He also co-directs the Masters in Product Development program at Carnegie Mellon.*

What is a Customer Need? …Defining the Inputs Into Innovation

Anthony Ulwick
CEO, Strategyn; author of *What Customers Want*

Innovation is the key to company growth, yet its structure as a business process is poorly understood, its execution is highly inefficient and its output is unpredictable. Why? Because the inputs into the innovation process are poorly defined and not agreed upon.

Innovation is the process of devising solutions that address unmet customer needs. To excel at executing this process, a company must be able to identify all the customer's needs, determine which of those needs are unmet, and devise solutions that satisfy those unmet needs.

Sounds simple enough, but companies struggle to innovate because, (1) there is no agreed upon standard that defines just what a "need" is, that is, what its purpose, structure, content, and format should be, and (2) there is no agreed upon standard as to what "unmet" means and how the degree to which a need is unmet should be quantified. If companies cannot agree on what a need is and which are unmet, how can they agree on which solutions best address them?

Outdated paradigms must be shattered and new standards are needed.

Key Take-aways:
❖ Just what a customer need is and how it should be defined
❖ Proven methods for determining which needs are unmet
❖ Focused methods for devising breakthrough solutions
❖ How accepting these statements as inputs into the innovation process simplifies all downstream activities

Anthony Ulwick is the founder and CEO of Strategyn and a pioneer in the field of outcome-driven innovation. His latest book, What Customers Want *(McGraw-Hill, 2005), is focused on the methodology he and his team have developed to help companies make innovation a science. He is also the author of "Turn Customer Input into Innovation," which was published in the January 2002 issue of HBR. Since 1991, Mr. Ulwick has served as a consultant to AIG, Chiquita Brands, Coloplast Group, Ecolab, Guidant, Hallmark, HP, IBM, Intuit, J & J, Medtronic, Microsoft, Motorola, Pfizer, State Farm, Syngenta, United Technologies, Vtech Holdings, and dozens of other companies.*

Glue Your Finger to the Customer's Pulse

Christopher Meyer, Ph.D.
Chairman, Strategic Alignment Group and author of *Fast Cycle Time*

Effectively using customer experience to drive product development requires more than VOC workshops at the start of development. In fact, Dr. Meyer will argue that innovation success will require companies to commit to making customer experience an ongoing management process. Building on the framework introduced in his recently published article *"Understanding Customer Experience," HBR, Feb. 2007*, Dr. Meyer will discuss the resultant impact on performance by using a persistent rather than episodic approach, one in which customer experience is part of corporate strategy, understood and actively managed as part of the total growth strategy.

Creating a closed-loop management process requires a persistent flow of information. Dr. Meyer will show how to create both a flow that enables product developers to reach further into the customers' experience to define next generation requirements vs. merely addressing today's most obvious concerns. Next, he'll identify the structural changes that are required to transform information into action.

Key Take-aways:
❖ Understand the importance of the Customer Experience Promise
❖ See how touch point analysis can significantly inform design
❖ Shift Open Innovation's technology focus to a broader source of customer experience

Christopher Meyer, Ph.D. is chairman of the Strategic Alignment Group, Incorporated, and an academic affiliate of PRTM. Dr. Meyer specializes in helping companies drive growth through rapid innovation in strategy, portfolio optimization, and customer experience management. Dr. Meyer has designed and helped implement cycle time programs for Cisco Systems, Daimler-Chrysler, Emerson Electric, Genzyme Corporation, HP, J & J, Exxon Mobil, Texas Instruments, Motorola, Procter & Gamble, Ericsson, and United Healthcare. Dr. Meyer's executive experience includes serving as vice president for human resources at Silicon Graphics Computer Systems and organizational effectiveness advisor at Zilog, Incorporated.

Tools, Methods and New Approaches to Identify Customer Needs

Impactful Ethnography in Product Development: Integrating Deep Insights across a Product Division

Donna K. Flynn, Ph.D., User Experience Strategy Lead, Mobile & Embedded Devices, **Microsoft Corporation**

As a tool for building customer understanding, ethnography is distinguished by its ability to build deep insights into people's behaviors and needs in everyday life. But impactful ethnography in product development must begin and end inside the hallways, conference rooms, and design studios of product teams. Appropriate translation of insights into both tactical and strategic impacts can make or break the value of investments in ethnographic research for product development. In this talk, Dr. Flynn shares a case study of successes and best practices in driving impactful ethnography across a product division and using it as a way to build bridges between executives and product teams, marketing and development, company and customer.

Understanding Work, Workers and WorkSpaces through User Centered Design

Joyce Bromberg, Director of WorkSpace Futures – Explorations, **Steelcase Inc.**

Ms. Bromberg will give an overview of Steelcase's six step development process; a process that has allowed them to better develop new products, understand and prepare to enter new markets and create transforming customer experiences.

In this talk, Ms. Bromberg will explain how this process is organized and will discuss the importance of its networks and outside collaborations. Specifically, this presentation will examine:

❖ Nonaka's concept of Ba and the requirement to understand both tacit and explicit knowledge
❖ Successful techniques and methods to identify unmet customer needs
❖ The power of stories and how they can help to compel action and acceptance of new ideas
❖ Case examples and lessons learned

On-Line Communities – Gaining Access to Customer Conversations

Hearing the Voice of the Market: Creating and Using Online Communities to Access Consumer Input

Thomas W. Brailsford, Manager of Advancing Capabilities, **Hallmark Cards, Inc.**

Hallmark is attaining consumer insight through the use of proprietary online consumer communities. Hear what Hallmark is doing to integrate the voice of the consumer into the company to address a range of issues from product development to strategy. This session will explore the lessons that Hallmark has learned in the process and share stories of success and failures that have occurred along the way. Specifically:

❖ Why online communities? The creation of consumer consultants
❖ How are communities different from panels?
❖ Getting buy-in on the business side for the use of online communities to test ideas and thinking
❖ How to create vibrant, constructive, productive, online dialog with consumers
❖ The power of trust in qualitative research
❖ Can we get valid information from online communities?
❖ Online ethnography? Using visual and textual tools in analyzing content

Taking Action – Analyze, Translate & Integrate Customer Insights into Product Requirements

Increasing New Product Success: Letting Customer Needs Drive NPD

Hernando Gonzalez, Ph.D., Senior Manager, Customer Research, **Sun Microsystems**

While Customer Satisfaction and Loyalty (CSL) research looks backward, Customer Needs Discovery (CND) looks forward. CSL analyzes and interprets a company's past performance in delivering or exceeding customer expectations, while CND looks to the future, what customers really want, what opportunities are up ahead, what competitive threats might arise, and what your company needs

to plan accordingly. CSL is your rearview mirror, while CND enables you to see what's up front.

This talk will trace the steps that StorageTek, the data management division of Sun Microsystems, took to research, develop, engineer and market the SL8500, now the leading enterprise-level automated tape library in the world. Specifically, Mr. Gonzalez will examine:

❖ The value of taking a cross-functional approach to building the initial product concept
❖ How to guarantee the use of research results after completion
❖ Review of qualitative research methods used and designing quantitative research based on qualitative research findings
❖ Considerations when selecting the most appropriate decision-making research method
❖ Product prototype testing at regular intervals
❖ The importance of monitoring product performance by continuing to gather customer feedback as product moves from limited to general availability

Understanding Customer Motivations - Interpreting for Innovation & Execution

Scott Engle, Director of Emerging Technology & New Market Development, **Boston Scientific**, Interventional Cardiology Division

Mr. Engle will review a proven methodology for gathering and organizing customer input for the purposes of portfolio planning and innovation. He will also give a brief overview of VOC methodologies that can be fed into simple tools to help drive portfolio direction and decision making. Specifically, Mr. Engle will address:

❖ Determining the scope of your customer definition
❖ What can you realistically expect your customer to provide?
❖ Qualitative vs. quantitative assessment tools and methodology that feeds analysis
❖ Overview and examples of tools that help organize customer needs and motivations
❖ Understanding competitive advantage based on customer perception and tools to assess position based on needs and motivations
❖ Making decisions and driving the direction of innovation

Key Learnings:
❖ The customer can not tell you what to do, but they can tell you what they need.
❖ The output of your process is only as good as the input. The importance of good research to portfolio and technology planning.
❖ Simple methods and tools that can enable your decision making.
❖ Your organizational knowledge toward interpretation is important.

Ensuring Valid Interpretations of Customer Insights with Market Driven Product Definition

Cecelia Henderson, Director of Global Strategic Research, **BD**

In today's competitive market, understanding what customers really want is critical to success. Commonly, organizations go out and ask customers what they want. The challenge is in correctly interpreting the response to identify unmet needs and translate these needs into requirements and ultimately into product specifications that truly satisfy customers.

At BD PAS, to address the need for greater customer insight, in addition to the classic market research tools such as focus groups, depth interviews and surveys, the product development team has adopted "voice of the customer tools" associated with their Six Sigma product development process. There are a number of "brands" of VOC, but the one commonly used in their business is "MDPD," or Market Driven Product Definition.

The topics to be covered in this discussion are:
❖ How to translate the findings from the VOC into requirements and specifications
❖ How to handle apparently conflicting requirements
❖ How to communicate requirements and specifications
❖ How to validate that customer needs have been met

Key Take-aways:
❖ Translate VOC into requirements and specs with care. Complete analysis and cross-functional engagement is critical.
❖ Validation of requirements/specifications is a continuous process – before, during and after launch.

Capturing Hidden Requirements – Cutting Edge Techniques for Uncovering User-Led Product and Service Innovations

Needs Clusters: An Accelerated Method for Creating User Centered Insights for Innovation

Jeremy Alexis, Assistant Professor, **IIT Institute of Design**

User research is often criticized for taking too long, costing too much, and not delivering deep enough insights. Even when research is successful, it can be a stress-filled experience for the team and the client as the insights slowly develop from a set of ambiguous, often hard to understand data. Much of this problem can be traced back to the fact that most designers "reinvent the wheel" every time they go about designing and executing a research study. Illinois Institute of Design's research on the design process suggests there are a discrete set of research strategies that, if used by designers to frame discovery work, will yield insights efficiently and cost effectively. In this presentation, Professor Alexis will outline one of these research strategies: Needs Clusters. This strategy looks to create an intersection between customer requirements (what they want / need) and customer behavioral modes (how they go about getting what they want / need). To illustrate this strategy he will refer to a student project that investigated the current experience at the Museum of Science and Industry in Chicago.

Deriving Customer Insight from Unstructured Information

W. Scott Spangler, Sr. Technical Fellow, Almaden Services Research, Service-Oriented Technology, **IBM**, Almaden Research

Mr. Spangler will discuss the insights and knowledge that has been gained from the research applications his team of applied researchers and software engineers has been doing over the last ten years in the area of structured and unstructured data mining. The team has been developing technologies to address real world business problems; the team has implemented and experimented with variations of most approaches and algorithms available in IBM research and elsewhere, as well as creating a few new techniques of its own. Through trial and error, insight and sometimes good luck, the team has come up with an approach supported by technology that has the potential to revolutionize the definition of business intelligence and how businesses leverage information analytics to understand the needs of the customer.

Key Take-aways:

❖ Mining unstructured information is the key to knowing what you don't know about your customers' opinions about your company and its products

❖ In order to effectively mine unstructured information, you must first capture business objectives and domain expertise

❖ Interactive taxonomy generation is a method for capturing these critical domain specific elements as part of the overall unstructured mining process

In this talk, Mr. Spangler will describe the methodology used in Mining the Talk, and show how this method has been applied on numerous engagements to figure out what customers want. At the end of the talk you will be able to recognize potential unstructured mining applications and have a good idea of the overall approach that needs to be taken to derive business value from unstructured data.

Redesigning the Customer Experience at Mack Trucks

Joel Hoff, North American Manager of Customer Experience, **Mack & Volvo Trucks**

This session will provide a case study of how Mack has redesigned service and product offerings as a result of customer feedback. The presentation will trace the steps Mack Trucks took to redesign their service delivery strategy, as well as their approaches to monitoring its consistent execution. Joel Hoff will describe the challenges and rewards associated with real-time online reporting tools and turning data into actionable information.

Key Take-aways:

❖ Measuring customer loyalty at key touch points

❖ An overview of Mack's Digital Dashboard online reporting tool

❖ Influencing product development based on customer feedback

"I probably got more bang for my buck than any other conference I've attended to date."

Jeffrey Stirrat, Ethicon

MORNING SESSION
8:00am - 12:00pm

A. The Customer Archetype: Benchmarking Key Dimensions of Customer Needs, Wants and Aspirations

Michael Eckersley, PhD, Principal, **HumanCentered**

"Know Your Customer" is a first principle of business. Yet day-to-day focus on markets, on financials, on strategic interests and the mechanisms of management, while necessary, can cause companies to lose touch with customers-- their needs, wants, and desires. Bringing "The Customer" back from a state of abstraction or limiting stereotype has important implications for all business functions. Failure to do so can lead to confusion and irrelevance, faulty assumptions and missed opportunities.

"The Customer Archetype" is an opportunity to learn best practices for creating robust, "living" customer models that complement and round out customer snapshots based primarily on surveys and focus groups. Adapted from the work of Carl Jung and Joseph Campbell, customer archetypes are being used successfully to guide corporate teams in the practical work of product/service development and innovation. The payoff to teams is a wealth of brand-relevant ideas and strategies that really connect with customers.

Take-aways:

❖ A solid business-case for the use of qualitative, human-centered data to help inform product/service development

❖ Methods for discovering and mining relevant customer experience

❖ Techniques for synthesizing insights and spotting opportunities from the data

❖ Tips for communicating the benefits and business implications of new opportunities

Michael Eckersley leads HumanCentered, a specialized team of affiliated social scientists, designers and planners. With advanced training in design, social science, and education, Michael is also Professor of Design Management and Interaction Design at The University of Kansas. On the professional side Michael has considerable project and group management experience, serving as Design Strategy Director for Sybase in their online financial services business. HumanCentered clients include leading companies in industries from Health Care and Enterprise Software to Fast Food and Consumer Products.

FULL-DAY SESSION
8:00am - 5:00pm

B. From Recruiting to Reporting: Best Practices in Ethnography

Melinda Rea-Holloway, President & CEO and
Gavin Johnston, Project Lead, **Ethnographic Research, Inc.**

This pre-conference workshop will address best practices in ethnography from sample recruitment and research design to final analysis and reporting. Topics covered will include:

❖ The value of ethnography in helping us better understand unarticulated customer needs

❖ How ethnography appropriates theories of culture and social interaction into market research analysis

❖ Where and when ethnography is the best tool for the job

❖ Methods for recruiting representative, poignant samples

❖ Ethnographic fieldwork, including participant observation and open-ended interviews

❖ An inside look at analysis and reporting strategies that maximize the actionability of findings

This workshop will involve hands-on exercises and interactive discussion to bring you inside the world of an ethnographer. Attendees will learn about what ethnographers do (if they're doing it right), how they approach understanding and why, and the benefits of taking an ethnographic approach versus other in-context approaches.

Melinda Rea-Holloway is President and CEO of Ethnographic Research, Inc. She has spent years pioneering ethnographic field and analysis methods for business consumption. She is a skilled trainer and presenter known for her lively, informative, and thorough talks. She holds an M.A. in Sociology.

Gavin Johnston is a project lead for Ethnographic Research, Inc. Gavin has done research around the world with a diverse set of clients and research topics. His specialties include electronics, industrial design applications, communities of practice, food and beverage, HCI, and US counter-cultures. He holds an M.A. in Applied Sociocultural Anthropology.

AFTERNOON SESSION
1:00pm - 5:00pm

C. Winning the Customer's Buying Decision

Peter Marks, Managing Director, **Design Insight**

This session will be fast-paced and highly interactive — bring your product and service development problems and opportunities to discuss. If you like, we'll illustrate the theory of human decision-making in the context of your products, your customers, and your competitors.

Among the topics we will cover and questions we will answer:

❖ Models of customer buying behavior, including a marketing-oriented look at a version of Triune Brain theory, customer types, etc. Are your efforts all "gut feel" and response to surveys or do you have a guiding model based on what we know about customer buying decisions? What models of customer buying behavior might work best in your competitive environment?

❖ The Origins-of-Value matrix correlates financial goals with customer behaviors and development stages. How can you use it to get the highest ROI from new and improved products, to choose the right research methods, and lead your team to the right decisions about tradeoffs?

❖ Planning for meaningful product differentiation. Is your company stuck in the rut of varying the mix of the same old features, or are you finding new and compelling ways to stand apart from your competitors? We'll discuss the eight fundamental ways customers choose between competitors.

❖ A comparison of customer research methods, from ethnography and customer visits to e-surveys. Which ones work best at each of the three major stages of customer inquiry?

❖ Practical advice for building an effective marketing organization — including attention to all that "emotional" stuff — inside a no-nonsense technology and financially-driven company

Peter Marks is Managing Director of Design Insight, in Santa Cruz, CA. His interest and delight is helping companies earn outstanding business results, by focusing their resources on products that customers want to buy. Marks innovative methods to help teams develop winning products, such as his Origins of Value framework and Customer $APPEALS have been implemented by several Fortune 500 companies as their next step beyond the product and process improvements of the 1990's.

> "*Customer experience is the internal and subjective response customers have to any direct or indirect contact with a company… Customer experience design is a new and faster route to good definition, design and testing: More features and benefits do not necessarily lead to superior customer experience. Rather than exclusively focusing on product features and benefits, incorporate 'design for experience' methods and training. For example, BMW's 'iDrive' technology has been roundly received as a technology in search of a purpose.*"

Christopher Meyer, PhD., co-author of *Understanding Customer Experience*

"One of the best conferences I have attended in a long time. Almost every presentation gave me something new to think about for my business."

Sharon Hatzel, Armstrong World Industries

17 KEY BENEFITS

By participating in the Customer Needs Discovery & Innovation Congress, you will receive the following application case examples and methods:

APPLICATION CASE EXAMPLES

1 How **Intel** established a strong user-centered design & innovation competency; and how its user-centered methods are applied to inform technology innovation.

2 About **Microsoft's** successes and best practices in driving "impactful ethnography" across a product division and how ethnography is effectively building bridges between executives and product teams, marketing and development, company and customer.

3 About **Steelcase's** six-step development process and its resultant impact on product success rates, new market entrance and overall customer experience.

4 The critical steps that **Sun Microsystems** took to research, develop, engineer and market the SL8500 (currently, the leading enterprise-level automated tape library in the world); how customer needs research drove development decisions throughout the process.

5 How **Boston Scientific** systematically gathers, organizes and integrates customer input into its portfolio planning and innovation processes.

6 How **IBM** mines unstructured customer data (i.e. customers that provide unsolicited feedback, customer information found on-line and customer data shared with your employee base) and leverages this data to better understand customer needs.

7 How in addition to the classic market research tools such as focus groups, interviews and surveys, **BD's** product development team adopted voice of the customer tools associated with its Six Sigma product development process.

8 How **Mack Trucks** measures customer loyalty at key touch points, uses a Digital Dashboard online reporting tool and has incorporated real-time feedback to redesign its customers' experience.

9 How **LEGO®** engaged key core customers in a revolutionary users panel to create the next generation of its blockbuster Mindstorms product. How software hackers, engineers, teachers and hobbyists collaborated to improve the software; how LEGO® encouraged this interaction through online communities, global contests and more.

10 **Hallmark's** successful use of proprietary on-line communities to create vibrant, constructive, productive, online dialog with consumers — how they turned this customer data into actionable new product concepts.

METHODS

11 Methods of research including questionnaires, focus groups, web-based research, customer visits, ethnography, lead user, data mining, online communities, customer archetypes, and more.

12 Methods of analysis including **Jonathan Cagan's** method of articulation and evaluation of value attributes, Value Opportunity Analysis to benchmark competition against product potential, and translation of value attributes.

13 Methods of product definition including **Tony Ulwick's** outcome-driven approach to reach consensus with your team on what an unmet customer need actually is and how to create a winning product, service and overall experience based on this knowledge.

14 Methods to drive concept generation, manage a product portfolio, and develop a new product strategy through identification of opportunity areas and **Professor Jeremy Alexis's** "needs clusters" approach.

15 Methods of translation, including to convert customer insights into a value proposition that addresses stakeholders' personal commitment to a product or service.

16 Methods of incorporating customer focus and customer experience in all operations. **Christopher Meyer's** three kinds of customer monitoring: past patterns, present patterns, and potential patterns — who owns them and how they work together.

17 **Peter Marks'** Origins-of-Value matrix, which correlates financial goals (market size, market share, profit margins) with customer behaviors (interest, choice, and loyalty) and development stages (innovation, customerization, and optimization) to get the highest ROI from new and improved products.

SPECIAL BREAKFAST SESSION
Tuesday, August 14 ❖ **7:00 – 7:45am**

The Final Word (s) on Meeting Customer Needs: Value, Value, and Value

Sheila Mello, **Product Development Consulting**

A growing chorus of voices has been singing the praises of fulfilling unmet customer needs as the path to successful innovation. Beginning in 1995 with MRT's first customer needs conference and continuing today with explorations of blue oceans and what customers want, these voices are reaching consensus. But accepting the primacy of customer need is just the first step. You then face a bewildering assortment of decisions — whether to call them needs, customer requirements, or outcomes, and which of a laundry list of frameworks, methodologies, and theories you should use to discover them. What approach will lead you quickly and reliably to the goal of identifying new products that not only delight customers but cause them to reach for their wallets?

Over the last 15 years, Product Development Consulting, Inc. has helped hundreds of companies understand their customers in a more profound way than is possible using any other framework, and then apply that understanding to creating winning products. In this session, you'll learn the best approach to determining where to invest R&D dollars, whether at the product level for individual product features or at the portfolio level for entire product lines. Come discover what's missing from your current method of meeting customer needs and what you can do improve it. At this lively session, you will find out how to:

❖ Integrate the critical customer research function into a cross-functional in-house team, rather than outsourcing

❖ Use a reliable and repeatable method of walking a mile in your customers' shoes to understand what impeded their success

❖ Position your organization to outpace competitors by unearthing innovative opportunites that are based on what customers value

❖ Balance your company's core competencies with market needs

❖ Re-think strategic, portfolio, and product planning along value dimensions

Sponsorship Opportunities

The optimal conference experience includes learning about available products and services and how to leverage them for success. Management Roundtable's **Customer Needs Discovery & Innovation Congress** attracts attendance by leading players across industries and multiple functions. As a solution's provider, take advantage of this opportunity to demonstrate your expertise and come face-to-face with decision makers in a low pressure environment. There is no better way to reach so many potential customers so quickly and find out first-hand about what's going on in the marketplace.

SPECIAL BREAKFAST SESSION
Wednesday, August 15 ❖ **7:00 – 7:45am**

The State of Voice of the Customer: Settling the Really Big Debates

Gerry Katz, Executive Vice President *(left)* and **John Mitchell**, Principal, *(right)*, **Applied Marketing Science, Inc.**

The Voice of the Customer has become a hotbed of both buzz and controversy in the world of New Product Development over the past few years. Some recent issues have provoked heated trade journal articles, rebuttals of articles, and even rebuttals to the rebuttals of articles. Come have breakfast with VOC experts Gerry Katz and John Mitchell, who will share their learning from more than 250 engagements. Bring your own experiences to share in this lively, interactive session in which all of the really big debates will finally be resolved (or not)! Topics discussed may include:

❖ Focus groups vs. individual interviews

❖ Ethnography/contextual observation vs. face-to-face interviews

❖ Outsourcing vs. do-it-yourself VOC

❖ Customer- vs. team-executed affinity diagrams

❖ Qualitative vs. quantitative

❖ Face-to-face vs. telephone vs. web data collection

Breakfast Sponsors:

Applied Marketing Science, Inc.   **PDC**

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For more information on how to position your firm as a sponsor or exhibitor, please contact Beth Schrager at 978.263.9982 or bschrager@comcast.net.

SPECIAL FEATURES

DYNAMIC KEYNOTE SESSIONS provide the latest expert thinking on how to uncover customer needs and motivations; how to keep customer experience alive throughout the development process.

SPECIAL KEYNOTE WRAP-UP PANEL affords a unique and highly valuable opportunity to synthesize and ask questions of these world-acclaimed experts. Usually keynotes "speak and run" — this special panel session at the end of the Congress is designed to help you apply insights upon return to your organization.

PRACTITIONER CASE STUDIES — Choice of tracks and application examples from diverse industries allow you to focus on key areas of interest.

CHOICE OF THREE IN-DEPTH PRE-CONFERENCE WORKSHOPS on Monday, August 13, where you can learn:

❖ How to connect with your customers via Customer Archetypes
❖ When and where to use ethnographic research and best practices for success
❖ Proven strategies to win your customer's buying decision

(See pages 11 - 12 for full descriptions)

REFERENCE BINDER — Complete binder with case examples, handouts and data to serve as a permanent reference. Special follow-up package sent electronically to all participants with conference summary, downloadable files, and extra notes.

NETWORKING & SOCIAL OPPORTUNITIES — Some of the best learning takes place at coffee breaks, lunches and over some wine, beer and hors d'oeuvres. Two networking receptions are offered.

TEAM BENEFITS — Sign up with 2 of your colleagues (teams of 3 or more) and save $100 each. The bigger the team, the more the savings — and more support for implementation efforts! Groups of 5-10 may deduct 15%, groups of 11+ may deduct 20%. Teams may include customers and/or partners, as long as all members of the team register at the same time.

EARLY-BIRD SAVINGS — **Sign up by June 29th and save $200!**

MANAGEMENT ROUNDTABLE'S NO-RISK POLICY — Not only is your satisfaction 100% guaranteed (for credit or refund of fee), we have a penalty free cancellation policy up to 5 business days prior to the event. (there is a $200 administration fee if you need to cancel after that, but you may substitute at any time). Sign up early to get the lowest fees without worrying about what happens if your plans change.

About Management Roundtable

The Management Roundtable (MRT) is the foremost knowledge and networking resource for industry practitioners involved in product, service, technology, and business development. Practitioner-oriented and unbiased, MRT's focus is on strategies and processes that enable speed, innovation, profitability, and overall competitive advantage. Through its highly regarded conferences and publications, MRT has helped companies achieve their objectives since 1980. Its newest membership offering, the Management Roundtable FastTrack, http://fasttrack.roundtable.com) offers direct, year-round access to leading-practice insights via teleconference and online reports.

Program Information

Dates: *Customer Needs Discovery & Innovation Congress* will be held August 14 – 15, 2007. Registration/continental breakfast begins at 7:00 am and sessions begin at 8:00 am on Tuesday, 8/14 and conclude at 3:30 pm on Wednesday 8/15. Pre-conference workshops offered Monday, 8/13 from 8:00-12:00 and 1:00-5:00; registration/breakfast begins at 7:00 am.

Venue & Hotel Accommodations: The conference will be held at the Palmer House Hilton. Please call 877-865-5321 directly for room reservations; a limited block of rooms are offered at $224/person — mention the Management Roundtable to receive the special rate (please reserve early to ensure availability).

Program Fees: Fees include materials binder, breakfast, lunch, breaks, networking receptions, follow-on materials.

EARLY BIRD: Reserve by June 29, 2007 and save $200 – See price chart below.

	By 6/29/07	After 6/29/07
2 day conference only	$1795	$1995
Conference + 1 workshop	$2340	$2540
Complete Package: Conference + 2 half-day workshops	$2885	$3085
2 half-day workshops only	$1490	$1490
1 half-day workshop only	$745	$745

Team Discounts: Groups of 3-4 may deduct $100 per person. Groups of 5-10 may deduct 15%, groups of 11+ may deduct 20%. For further group arrangements, contact Tracey Kimball at 781.891.8080 ext 214.

Customer Needs Discovery & Innovation Congress:
Beyond 'Voice' to Total User Experience

August 13-15, 2007
Chicago, Illinois

4 WAYS TO REGISTER:

CALL: 1.800.338.2223 or 781.891.8080
(weekdays, 9:00am-5:30pm EST)

FAX: 781.398.1889

WEB: www.ManagementRoundtable.com

MAIL: **Customer Needs Discovery & Innovation Congress**
c/o Management Roundtable
92 Crescent Street
Waltham, MA 02453

❖ *Engage customers early and throughout the product definition and creation process*

❖ *Analyze needs and motivations, make informed trade-off decisions on key attributes*

❖ *Unify cross-functional teams and embed a customer focus throughout the organization*

❖ *Create higher-value, higher-margin products and services*

❖ *Gain and convert customer insights into breakthrough products your customers really want*

The MANAGEMENT ROUNDTABLE

Please accept the following registration(s):
(please photocopy for additional people)

See program and pricing information on page 15.

☐ 2 day conference only

Pre-Conference Workshops: (optional; see inside for descriptions and pricing)

MORNING   ☐ **A.** Customer Archetypes
FULL DAY   ☐ **B.** Best Practices in Ethnography
AFTERNOON   ☐ **C.** Winning the Customer's Buying Decision

Name Mr./Ms._____

Business Title_____

Company_____

Division/Dept_____

Address_____

City/State/Zip_____Country_____

Phone_____Fax_____

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☐ **I would also like to join the Management Roundtable** *FastTrack* ($495/year) for continuous access to leading-practice insights and peer dialogues on product development and innovation. Please add to my total; membership will be activated upon receipt of payment.

Payment information

☐ Check for $_____enclosed, payable in US funds to Management Roundtable

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