Chapter 1 : Identifying Hidden Needs - Keith Goffin, Fred Lemke, Ursula Koners - Bok () | Bokus

Too many new products fail. New products which are hard to differentiate from existing products won't capture the customer's imagination. The failure is due to a poor understanding of customers' needs.

It means corporations need to introduce disruptive innovation, not only focus on sustaining innovations. To be successful in developing disruptive products or services, understanding of customer needs and problems is imperative. Some techniques in marketing research like hidden needs analysis and jobs-to-be-done approach has been used and proved to be more effective - compared to conventional market research techniques such as survey and focus group - in creating breakthrough products and services. This paper would like to conceive a research agenda to investigate what techniques that have been used by successful companies in developing their disruptive products and to what extent is hidden needs analysis method and the jobs-to-be-done market analysis become the most effective method of uncovering hidden needs. Introduction Although many companies think themselves as innovative, majority of them focus only on sustaining innovations â€" products or services that meet the demands of existing customers in established markets, and only few introduce disruptive innovation. They further emphasize that the only way a corporation can maintain its growth is by launching new growth businesses, i. The needs that go beyond customers can articulate. This paper would like to see the different approach for this purpose, i. Literatures in disruptive innovations described companies in developed and developing countries that are successful in developing disruptive innovations. This paper would like to propose further research in investigating whether those successful companies deploy a systematic way in understanding their customers and their needs, including the hidden needs. Research is also suggested in elaborating what techniques or combination of techniques that are employed by successful companies in developing disruptive products and services. According to Christensen, disruptive technologies are technologies that provide different value from mainstream technologies and are initially inferior to mainstream technologies along the dimension of performance that are most important to mainstream customers. Such disruptive technologies have other features, such as being cheaper, smaller, simpler, etc. Christensen emphasized that disruptive innovation could be classified into low-end and new-market disruptive innovation Christensen and Raynor Christensen and Raynor in Hang and Chen , pp. Are there customers at the low end of the market who would be happy to purchase a product with less but good enough performance if they could get it at a lower price? Is there a large population of people who historically have not had the money, equipment or skill to do things for themselves, and as a result have gone without it altogether or have needed to pay someone with more expertise to do it for them? For the above type of potential market low-end and new-market , does our product help our targeted customers get a job done that they have always been trying to get done â€" but have not yet been able to do in a simple, convenient way? Importance of identifying customer needs for developing disruptive innovation Danneels emphasized that firms should not so be focused narrowly on serving current customers and should not allocate all their resources to serving current customers. Slater and Mohr, Chandra and Neelankavil gave an example of the success of Haier â€" an appliance manufacturer in China - in developing multipurpose appliance for both washing clothes and clean vegetables which was based on customer driven approach. Limitation of conventional market research Goffin and Lemke described common problems with traditional market research such as the questionnaire, focus group and visiting specific customers or users. They argued that those techniques might generate good ideas but majority of marketing managers say that too many of the new products that emerge from them are purely incremental innovations which can not be differentiated from competitors. The questionnaire has several drawbacks: Whereas, the main limitation of focus group and visit to specific customers or users is that discussions take place outside the normal business environment Goffin and Lemke They further explained that managers realize end users are often unable to articulate their needs and focus group seldom lead to breakthrough product ideas. Goffin and Lemke , pp. They suggest that users are unable to articulate them as these requirements rest on sub-conscious level. Alternative market research to uncover hidden customer needs 1. Hidden needs analysis are set of techniques that are assembled by Goffin and Lemke They suggest that the philosophy behind hidden needs

analysis is simple: These new approaches are drawn from anthropology and psychology. The first approach is repertory grid analysis, a creative interviewing technique from psychology that is able to identify hidden needs of customers by focusing on experiences of different products and services. Goffin and Lemke explain that the next technique is the contextual interview, which focuses discussion with customers or users on the physical aspects of their environment. Lead user groups provide another way to gain insight from the market by capturing and integrating the views of users that have more extreme product requirements than average users. Goffin and Lemke described the application of these techniques or combination of them in Bosch, Ford, Beiersdorf, Equant and Hewlett Packard to name a few companies that use this hidden needs analysis in developing their new products. Goffin and Lemke , however, reminded that the challenges of hidden needs analysis are: Ulwick and Bettencourt stated that most companies support the theory that customers buy products and services for a specific purpose: Job is fundamental goals customers are trying to accomplish or problems they are trying to resolve in a given situation. They suggest that companies must shift their attention from the product and instead focus their requirement-gathering efforts on the execution of the job that the product or service is intended to perform. Ulwick and Bettencourt explain that it is the job that is stable, long-term focal point around which value creation should be centered. They further gave examples of how a vinyl record, a CD and an MP3 file are all help customers get the job of storing music done and it is by focusing on the job of storing music that supports the discovery and creation of new ways to help customers get the job done better. On the other words, they suggest to use job as the unit of analysis instead of product or solution. Ulwick and Bettencourt further emphasize that as long as companies decide that the objective is to understand what jobs customers are trying to get done and what metrics or desired outcome the customers use to judge how well a job is getting done, they believe that companies can succeed by using any combination of methods. Research agenda Literatures in disruptive innovations described companies in developed and developing countries that are successful in developing disruptive innovations. Although it is recognized and there are previous researches in customer orientation in relation to disruptiveness capability, there is a gap in the research of the method and techniques used in identifying customer needs for developing disruptive innovation. Therefore, further research is also suggested in elaborating what techniques or combination of techniques that are employed by successful companies in developing disruptive products and services. Empirical research on the suggested alternative approaches in this paper is needed to get a better understanding of the marketing aspect of disruptive innovation and to have a contribution for disruptive innovation literature. Conclusion Companies need to introduce disruptive innovation not only focus on sustaining innovation for maintaining its growth. They need to equip themselves with competence in recognizing emerging customers and their latent needs to create and develop disruptive innovations. Table 1 describes the comparison of methods in market research.

Chapter 2 : Identifying Hidden Needs: Creating Breakthrough Products Full Online by JamieGarner - Issuu

Identifying Hidden Needs: Creating Breakthrough Products [Keith Goffin, Fred Lemke] on blog.quintoapp.com *FREE* shipping on qualifying offers. Too many new products fail. Mainly because new products are hard to differentiate from exisiting products and they don't capture the customer's imagination.

The management of the many improvements to early drafts was a challenging task and we are very thankful to have had Maggie Neale Cranfield diligently taking the lead on this. Edwin Land Inventor of the Polaroid camera This is not a book to share with your competitors. It was written for professionals who work on new product development but, more specifically, those professionals who are frustrated with incremental improvements and want to develop breakthrough products and services. During our careers, all three of us have been extensively involved in market research and new product development: The wide variety of projects on which we have worked, in companies and in our regular consultancy work, means that we have extensive and ongoing experience of using the techniques which we describe in this book. Many of the examples that we give are based on our own research. Once these have been identified, companies will need to harness all of their creativity in generating innovative solutions. In contrast to the quote from Edwin Land above, we truly believe that marketing or to be specific, market research is what you must do well to ensure that your product or service is good. So good luck with the challenge of uncovering hidden needs and creating breakthrough products and services! Keith studied physics and anthropology at Durham University, graduating in with a first class honours degree in physics. For 14 years he worked for the Medical Products Group of Hewlett-Packard HP , starting as a support engineer working on new product development. Parallel to his management responsibilities, Keith studied part-time for a PhD at Cranfield. His current research interests are innovation leadership, project-to-project learning, and hidden needs analysis. He has published two books, eleven reports, and over eighty articles in a number of journals and magazines, including the Journal of Product Innovation Management and International Journal of Operations and Production Management. Currently, he is conducting three in-depth, confidential hidden needs projects with major companies. His business experience was in the financial services sector, in marketing and business analysis. He has conducted research projects on the automotive industry in Germany, the pharmaceutical sector in the UK, design in Italy, and projects for the European Commission Brussels. The results of his research have been applied at a number of leading companies. As an expert in marketing and innovation, Fred speaks frequently on international conferences on topics such as discovering hidden needs, customer experience, customer insight, market research, design, and innovation management. Ursula Koners first studied for a joint degree in European Business Administration in Reutlingen and London, graduating in From to , she gained extensive international experience at Ravensburger Spieleverlag GmbH, including assignments as Financial Controller in England, special projects manager in France, and establishing the Spanish subsidiary. Ursula is continuing her career in both business and academia. In she moved to S. What Are the Best Methods? July 11â€"13, , Tokyo, Japan. Sage, ; and Marshall, C. Parents and Children Shopping Together: Used with permission from Dr Lang Rust. Essential Skills for Management Research, London: This table was published in: Journal of Interactive Marketing, Vol. Reproduced with permission of Elsevier. Every effort has been made to trace all the copyright-holders, but if any have been inadvertently overlooked the publishers will be pleased to make the necessary arrangements at the first opportunity. All of the figures and tables not mentioned above are original and have been drawn or devised by the authors.

Chapter 3 : Identifying Hidden Needs for Disruptive Innovation | Eko A. Prasetio - blog.quintoapp.com

The failure is due to a poor understanding of customers' needs. Companies need to take a radical approach to identifying customers' real needs, and this book demonstrates innovative ways to achieve this.

Contact Identifying hidden needs: There are classic texts on the subject by Oppenheim [i] and Dillman [ii] , for example. There may be things that they would appreciate but do not immediately think of, their so-called Hidden Needs. A good example might be the TV remote control. One well-known way to approach hidden needs is the Focus group, which at its best can be a combination of interview and brainstorm. Another way, pioneered by Eric von Hippel at MIT is to engage with Lead Users, who are groups of customers who face more challenging requirements than the rest of the current market. Studying them lead can give insights into the hidden needs of the mainstream because features that are important for them now may become important to others later. There is a caveat, though: Following them can lead to unnecessarily complex or costly products. Interview can be made more probing by using Repertory Grid analysis. The basis of this is that the interviewee is first asked to select half a dozen products broadly like the one in question. All the products are then given a score for that construct and another three are selected. And you start finding the hidden needs. A further, related approach is so-called Ethnographic Research, which means careful and structured observation of how customers actually use the product in practice. This is time-consuming but can give good insights. For example it was how Miele, the German vacuum cleaner manufacturer, recognised that users would value a something that told them when the surface was clear of dust. There is now a simple dust detector in some of their products. This kind of research requires careful preparation, however, because it is easy to miss vital clues. Printer, 2nd edition, John Wiley, 2nd edition,

Chapter 4 : Identifying Hidden Needs: Creating Breakthrough Products by Keith Goffin

Hidden needs analysis and jobs-to-be-done market analysis are alternative approaches that can be deployed in identifying customers' needs including the hidden needs. Table 1 describes the comparison of methods in market research.

Chapter 5 : Hidden Needs Definition from Financial Times Lexicon

Christensen blog.quintoapp.com () emphasize that the only way a corporation can maintain its growth is by launching new growth business when the core units are strong.

Chapter 6 : What is market orientation? definition and meaning - blog.quintoapp.com

From the table below, readers will see that hidden needs approaches are still mainly used in the manufacturing sector (often for B2C products) but this is changing rapidly as companies in the service sector realize the importance of.

Chapter 7 : Identifying Hidden Needs: Creating Breakthrough Products - PDF Free Download

In this getAbstract summary, you will learn: Why traditional market research seldom leads to innovative products,; Why "hidden needs" analysis provides better marketing tools and Why companies should use enhanced research methods in new product development.

Chapter 8 : Identifying hidden needs: creating breakthrough products | R&D Today

Hidden needs are defined as requirements that customers or users have but which they have not yet directly recognized. As these requirements rest on a subconscious level, users are unable to.

Chapter 9 : How To Uncover Hidden Needs - Gordon Training International

These are in identifying customers' hidden needs, for which suitable solutions (that is, product concepts) can be brainstormed by considering, for example, available technologies. The next area where social science methods are very useful is in the human factors of product service design (in new service design, the consumer's view is very.