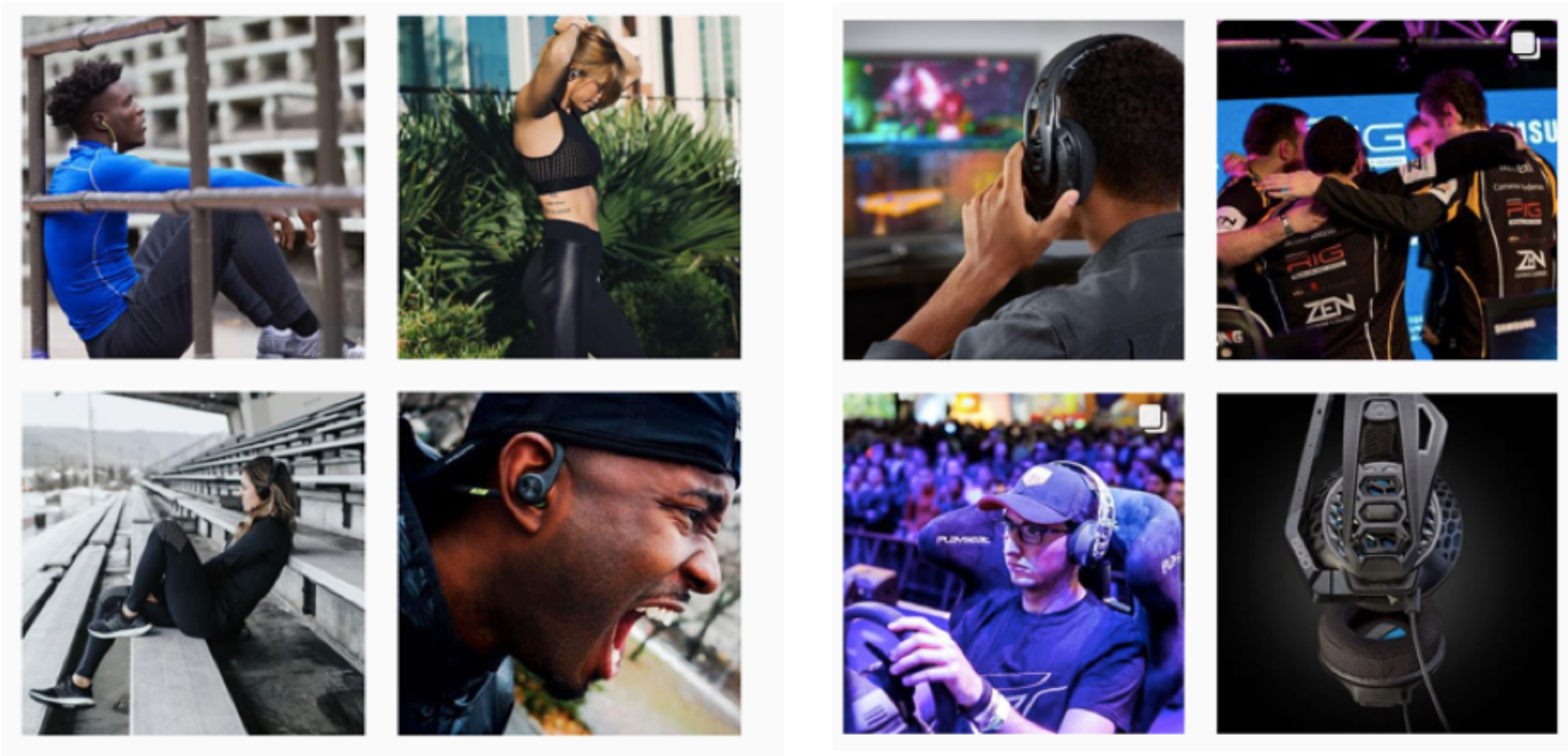


# A CUSTOMER-CENTRIC APPROACH TO PRODUCT DEVELOPMENT

Tanguy Leborgne, VP & GM Consumer





95% of consumer products launched each year FAIL!

... Why Do Most New Products Fail?



Flawed Design...



Over-Priced... Under-featured

Too ambitious...





Not Your Cup Of Tea...

Not your DNA...





# Unrealistic Business Model...



JUST not REAL!



**Solution →**

~~← **Problem**~~

# Facing Market Facts and Customer Reality



## Identify and calibrate the Opportunity



## Example of Key Trends

### VIRTUAL ASSISTANTS ARE TURNING MAINSTREAM



### YOUNGER GENERATIONS "CONSUME AND LIVE" MOBILE



### AUDIO EXPERIENCES ARE BECOMING MORE IMMERSIVE



### VR BECOMING A REALITY





Build Utmost Intimacy  
with your Target Audience

## Identify BIG HAIRY PROBLEMS

- The most painful
- The most pervasive
- The most urgent
- The high \$\$ ones





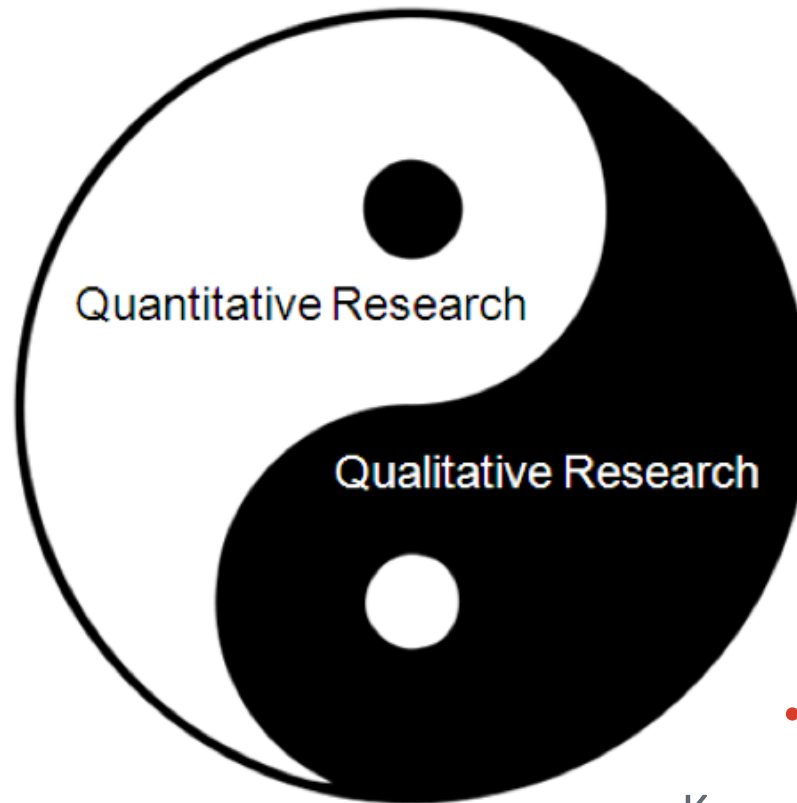
## Get into their Minds...

- Their Desires
- Their Values
- Their Social Map



## How?

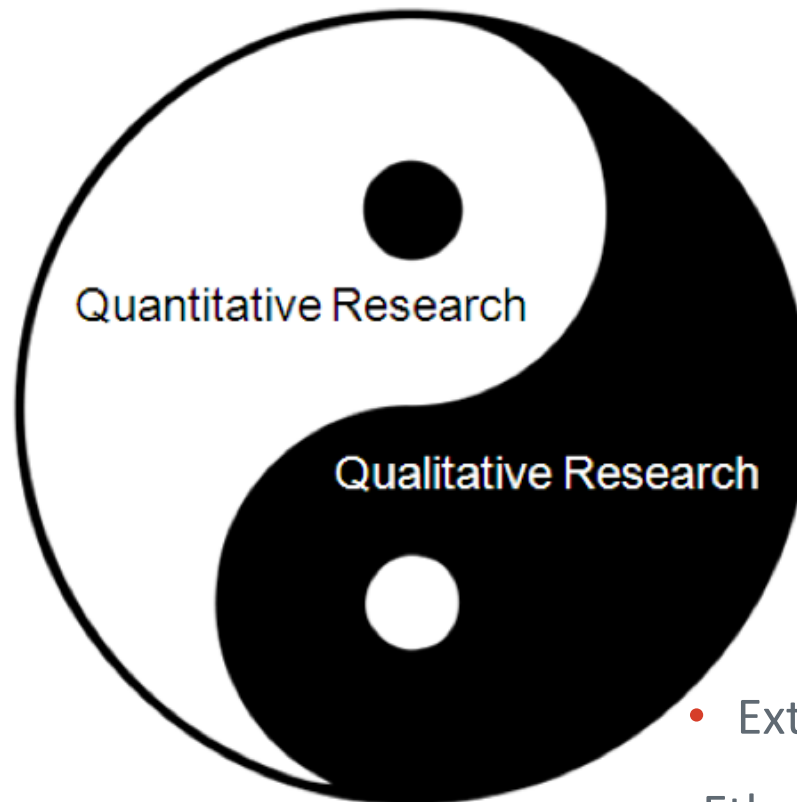
- Segment targets
- Good for trends
- Statistically “Correct”




- Dig Deeper
- Address the “WHY”
- Know values, environment

## A Few Resources

- Consumer Reviews
- Online surveys
- Consumer Panels  
(Nielsen, NPD...)
- Net Promoter Score
- Social networks
- Top Blogs




- 1:1 live, calls
- Extract from quantitative
- Ethnographic observations



The Analysis...

...Turn Facts Into Actionable Insights



# Creating Insight-Based Personas







**COSMO**

**NAME:** Marcus Modern  
**FROM:** London, England  
**AGE:** 34  
**WORK:** MANAGER  
**INCOME:** 100K  
**EDUCATION:** MBA  
**MARRIED WITH 1 CHILD**  
**SINGLE FAMILY HOME**









PHONE CAR

I live where luxury and technology intersect. I seek products that enhance my life experiences and am highly design motivated in my purchases. I always know about the latest trends in technology.








STREAMING SERVICES SOCIAL

**PRIMARY HEADPHONE ATTRIBUTES**

Sound Quality	100
Comfort	95
High Resolution Audio	100
Tweaked Sound	100
Durability	100
Noise Cancelling	100
Design	100

PRIMARY LIFE PURSUITS					
Family / Home Life 20%	Health & Fitness 20%	Romance 20%	Wealth 20%	Creativity 20%	
PERSONAL STYLE					
Modern 20%	Relaxed 20%	Classic / Timeless 20%	Trendy 20%		
EXERCISES 6 HRS WEEKLY					
Running 20%	Swimming 20%	Cycling 20%	Yoga 20%		
LEISURE ACTIVITIES					
Cinema/TV 20%	Travelling 20%	Cooking 20%	Partying with friends 20%	Fine Dining 20%	Adventure Holiday 20%
LEARNS ABOUT NEW PRODUCTS					
Facebook Ad 20%	Google Search 20%	Television Ad 20%	While browsing in a store 20%	Online Blog/Review 20%	Youtube Ad 20%
PRODUCT PROFILE					
High tech 20%	Luxury 20%	Sophisticated 20%	High fashion 20%	Quality materials 20%	Simplify my life 20%
MUSICAL PREFERENCE					
Pop/Rock 20%	R&B 20%	Rap 20%	Electronic / EDM 20%	Classic Rock 20%	International 20%
PLAYS MUSIC ON					
Internet 20%	Mobile Phone 20%	Computer / Laptop 20%	Radio 20%	TV 20%	Streaming Services 20%
HEADPHONE WEARING STYLE					
In-Ear 20%			Over Ear 20%	WHY? 20%	SOUND 20%
CLOSEST COMPETITIVE OPTION					WHY? DESIGN
 <p>IN-EAR BOSE SOUNDSPORT WIRELESS 149</p>		 <p>OVER-EAR BOSE QC35 349.95</p>			
SPENDING RANGE					
50-99 20%	100-149 20%	150-199 20%	200-249 20%	300-349 20%	

## Find Pace and Place...

- On-going validation & exploration
- Creating a pace for analysis

- Establish a customer-centric culture
- Engage the different functions in the “so what”

## Establish a MoM-like Process (Meetings Of the Minds)

- Cross-functional review of market insights
  - Product Mgt, Product Mktg, Engineering
  - Regular pace (once a month)
- 3 outcomes
  - No action - not for us
  - Need more research-validation
  - Ready for action



## Ready For Action...

- Key Requirements for New Products
- Key Requirement for Building Blocks
- Marketing – Go-To-Market Actions
- Customer Service Actions





## Feeding Product Roadmaps – An On-Going Effort

- MoM brings a steady pace
- Helps focus beyond installed base
- Combined with key trends
- It is a global effort



## Know Your Respective Roles...

- Portfolio Strategy & Product Management
  - Focused on identifying and calibrating problems
- Engineering & Development
  - Focused on solving problems
- Marketing & Sales
  - Focused on articulating the story



## In Summary...

- Know intimately your target audience
- Build products for your target audience
- But remember, your market is NOT your target (it's much larger!)



## Recap... Outside-In!

- Forget opinions!
- Focus on market facts
- Relentlessly prioritize
- Establish your happy pace
- NIHITO!





WHY DO MOST PRODUCTS FAIL?  
ATTRIBUTES OF BIG HAIRY PROBLEMS?  
DIFFERENCE BETWEEN TARGET AND MARKET?  
TELL ME MORE ABOUT QUALITATIVE RESEARCH!



THANK YOU!

