A Customer-Centric Approach to Product Development

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95% of consumer products launched each year FAIL!
... Why Do Most New Products Fail?
Flawed Design...
Inadequate Resources...
Over-Priced...
Over-Estimated Market Size...
Not Your Cup Of Tea...
Bad Timing...
Solution \[\rightarrow\] Problem \[\leftarrow\]
Facing Market Facts and Customer Reality
Identify and calibrate the Opportunity

Know your market
Study Competition
Understand Key Trends
Know Your Capabilities
Build Utmost Intimacy

with your Target Audience
Identify BIG HAIRY PROBLEMS

• The most painful
• The most pervasive
• The most urgent
• The high $$ ones
How?

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

Quantitative Research

How?

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

Qualitative Research
A Few Resources

• Surveymonkey.com
• Google Consumer Surveys
• Consumer Panels (Nielsen, NPD...)
• Net Promoter Score
• 1:1 live, calls
• Extract from quantitative
• Ethnographic observations
The Analysis...

...Turn Facts Into Actionable Insights
<table>
<thead>
<tr>
<th>Persona</th>
<th>Work Environment</th>
<th>Communication Needs</th>
<th>Pain Points</th>
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</thead>
<tbody>
<tr>
<td><strong>Carl Manning</strong></td>
<td>• On the move inside the office</td>
<td>• Smartphone, tablet, Pc</td>
<td>• HF for conference calls&lt;br&gt;• Transition between devices&lt;br&gt;• Quality connections&lt;br&gt;• Battery life</td>
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<tr>
<td><strong>Connected Manager</strong></td>
<td>• Travels to other company locations</td>
<td>• Conference calls, txt, IM, email &amp; F2F equally</td>
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<td>SAP Integration Director- BMW</td>
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<tr>
<td><strong>Fay Ramos Wyatt</strong></td>
<td>• Home Office</td>
<td>• Smartphone, laptop, landline</td>
<td>• Unpredictable noise &amp; interruptions&lt;br&gt;• Needs BT&lt;br&gt;• Does not like HS, messes hair&lt;br&gt;• Loud environments</td>
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<tr>
<td><strong>Flexible Worker</strong></td>
<td>• Client sites&lt;br&gt;• Corporate office</td>
<td>• Social media&lt;br&gt;• Quick seamless response to calls, txt, emails</td>
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<td>Account Director- Ogilvy &amp; Mather</td>
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<td><strong>Dirk Wallace</strong></td>
<td>• Sits at desk most of day</td>
<td>• Uses PC &amp; desk phone</td>
<td>• Too diverted from work by distractions&lt;br&gt;• No privacy&lt;br&gt;• Uncomfortable holding handset to ear on long calls</td>
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<td><strong>Desk Worker</strong></td>
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<td>Purchasing Agent- Multilink</td>
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<tr>
<td><strong>Olivia Calhoun</strong></td>
<td>• At my desk&lt;br&gt;• On the move around the office</td>
<td>• Primarily desk phone</td>
<td>• Takes too long to get information&lt;br&gt;• Ambient noise level&lt;br&gt;• Distractions</td>
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<td><strong>Office Worker</strong></td>
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<td>Project Assistant- Quaprotek</td>
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<tr>
<td><strong>Ray Walich</strong></td>
<td>• Travels frequently&lt;br&gt;• Portable Office&lt;br&gt;• Multiple locations &amp; many transitions</td>
<td>• Smartphone is primary&lt;br&gt;• Always connected&lt;br&gt;• Connects to multiple devices: PC, Car, Tablet</td>
<td>• How do I sound&lt;br&gt;• Quality Connections&lt;br&gt;• Transition between devices and environments</td>
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<td><strong>Road Warrior</strong></td>
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<tr>
<td>Regional Sales Manager</td>
<td></td>
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<tr>
<td>Glaxo Smith Kline</td>
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</table>
Understand Differences and Affinities

- **Delivers on Products/Services**
  - Field Service Worker
    - Fred
  - Young and Restless
    - Max
  - Office Communicator
    - Olivia
  - Desk Worker
    - Dirk

- **Creates Opportunities - Shares Knowledge**
  - Road Warrior
    - Ray
  - Hard Charger
    - Harley
  - Connected Manager
    - Carl
  - Flex Worker
    - Fay

**Structured** vs. **Variable**
**More** vs. **Less**
**Daily Schedule**
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”
The MoM Process at Plantronics (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
  – Focus on articulating the story
Recap... Outside-In!

- Forget opinions!
- Focus on market facts
- Relentlessly prioritize
- Establish your happy pace
- NIHITO!
A Few More Resources and Sources...

- Pragmaticmarketing.com
- HBR.org
- Businessinsider.com
Thank You