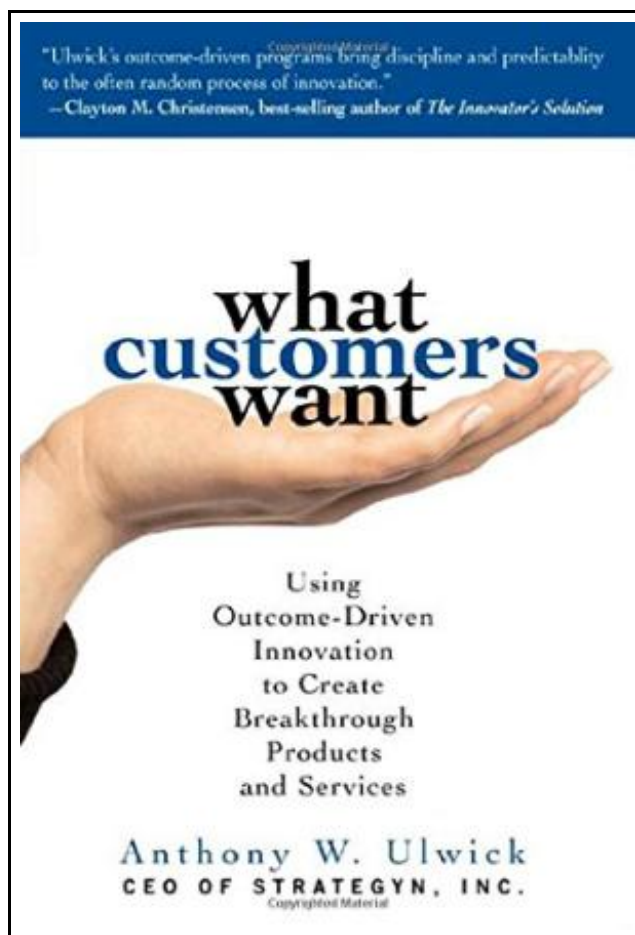


## What Customers Want: Using Outcome-Driven Innovation to Create Breakthrough Products and Services



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## WHAT CUSTOMERS WANT: USING OUTCOME-DRIVEN INNOVATION TO CREATE BREAKTHROUGH PRODUCTS AND SERVICES

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McGraw-Hill. Hardcover. Book Condition: New. Hardcover. 256 pages. Dimensions: 9.1in. x 5.9in. x 0.9in. A world-renowned innovation guru explains practices that result in breakthrough innovations. Ulwicks outcome-driven programs bring discipline and predictability to the often random process of innovation. -Clayton Christensen For years, companies have accepted the underlying principles that define the customer-driven paradigm--that is, using customer requirements to guide growth and innovation. But twenty years into this movement, breakthrough innovations are still rare, and most companies find that 50 to 90 percent of their innovation initiatives flop. The cost of these failures to U. S. companies alone is estimated to be well over 100 billion annually. In a book that challenges everything you have learned about being customer driven, internationally acclaimed innovation leader Anthony Ulwick reveals the secret weapon behind some of the most successful companies of recent years. Known as outcome-driven innovation, this revolutionary approach to new product and service creation transforms innovation from a nebulous art into a rigorous science from which randomness and uncertainty are eliminated. Based on more than 200 studies spanning more than seventy companies and twenty-five industries, Ulwick contends that, when it comes to innovation, the traditional methods companies use to communicate with customers are the root cause of chronic waste and missed opportunity. In *What Customers Want*, Ulwick demonstrates that all popular qualitative research methods yield well-intentioned but unfitting and dreadfully misleading information that serves to derail the innovation process. Rather than accepting customer inputs such as needs, benefits, specifications, and solutions, Ulwick argues that researchers should silence the literal voice of the customer and focus on the metrics that customers use to measure success when executing the jobs, tasks or activities they are trying to get done. Using these customer desired outcomes as inputs into the innovation process eliminates much of the...



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