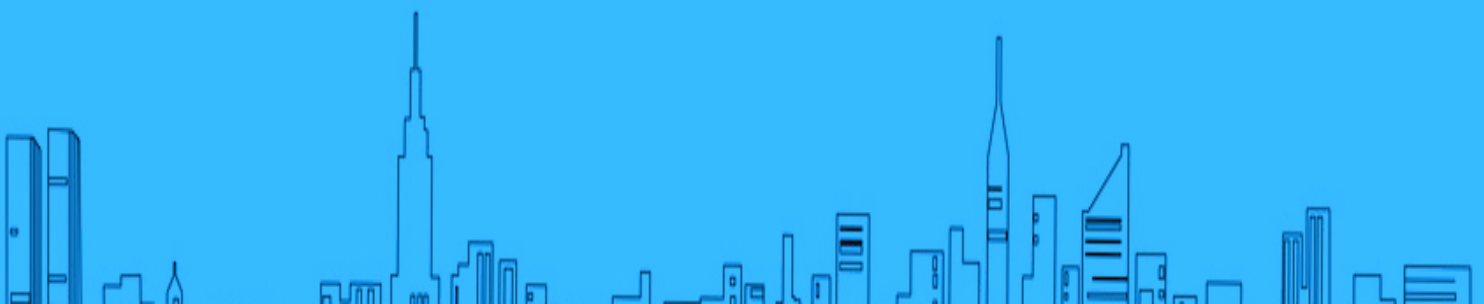


Customer Insighting

Case lets





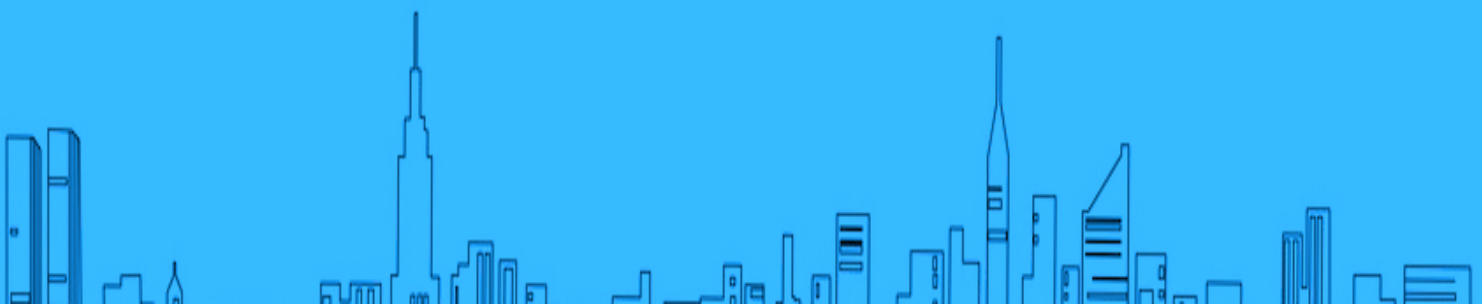
••• **Insight Type 1: Customer Insight**

Several successful entrepreneurs and innovators have described some forms of traditional market research as “like driving while looking in the rear-view mirror.” We agree.

To be clear, we do recognize that traditional research methods are critically helpful in many contexts, particularly in the later stages of innovation. But traditional methods—focus groups, quantitative surveys, concept testing, and the like—are less helpful at the early stages of innovation. Even worse, the traditional approach may mislead you.

The companies and organizations we study and work with who have brought compelling, disruptive new products and services to market did so, in part, through other research techniques. Their fresh way of thinking allowed them to identify unmet or unarticulated needs of their customers or their customer’s customers. They did so by looking for “problems” and unmet needs both up and down their value chain.

Take the “fridge pack” for a twelve-pack of beer or soda. The Coca-Cola Company described it as one of the most innovative packaging developments in its history. Before the fridge pack was introduced in 2002, there was no easy way to store an entire twelve-pack in the refrigerator. But the idea for the fridge pack did not originate with the global beverage giant. It was a supplier, Alcoa, that first developed the idea.

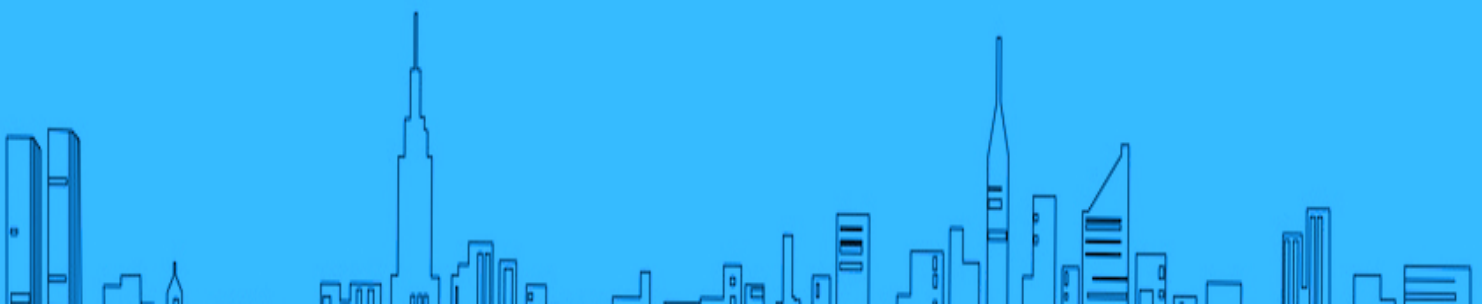


HELPING YOUR BUSINESS GROW FASTER & BETTER

Alcoa wanted to sell more aluminium cans. They began to think about what prevented consumers from drinking more Coca-Cola products. Through some of the customer insight techniques we describe here, Alcoa innovators realized that the package was “actually hindering the use of cans. People tended to put several cans in the refrigerator [and would] then store the remaining cans in a cabinet or closet. When all the refrigerated Coke cans were gone, they usually chose a different drink from the refrigerator instead of retrieving a can from storage.”⁷

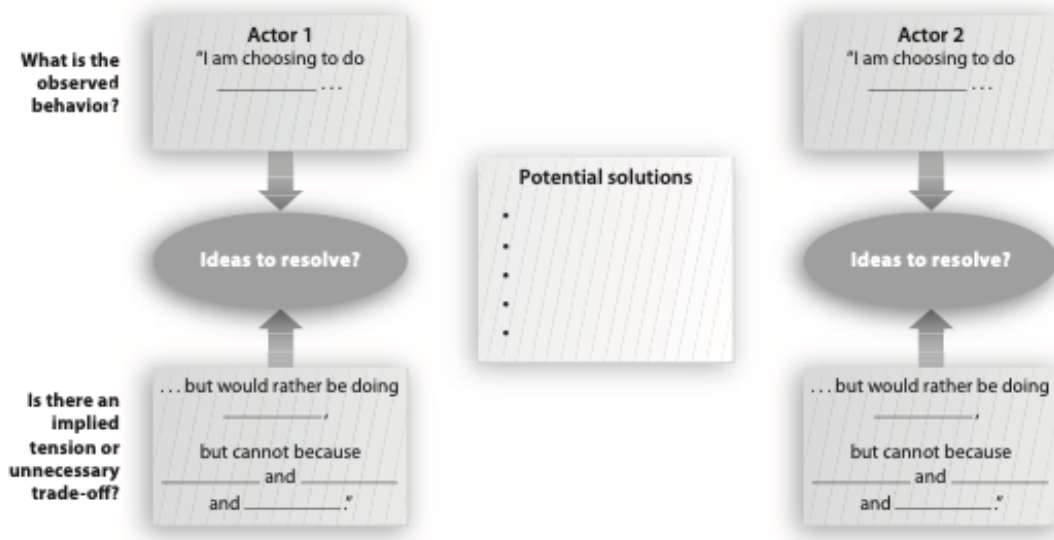
Take note that Alcoa did not ask consumers what type of packaging they wanted, nor did they ask Coca-Cola consumers when and how they consumed the beverage. Rather than focusing on stated needs, Alcoa observed consumer behaviour and inferred an unmet need from a pattern of behaviour that was consistent across observations of multiple individual consumers and households. Motivated by their insights, Alcoa partnered with a packaging company to develop the fridge pack. Through iterative experiments with Coca-Cola, Alcoa eventually achieved double-digit sales increases on the strength of the innovation.

Specific techniques, such as those applied by Alcoa, can be taught and mastered. And although we don't think that learning them will make you as intuitively innovative as Steve Jobs or as contrarian as Sir Richard Branson, our experience does suggest that doing so will make you a dramatically better innovator.



HELPING YOUR BUSINESS GROW FASTER & BETTER

Exploring Customer Tensions

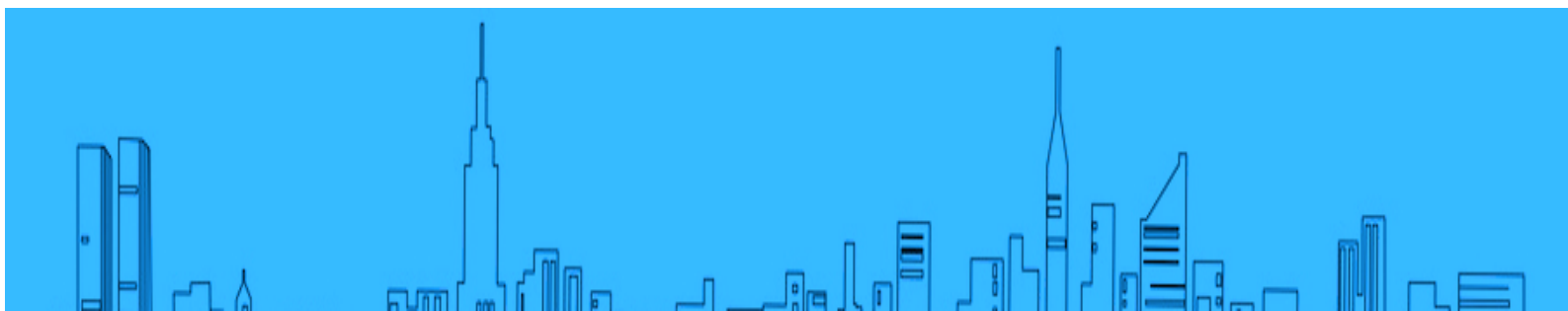


Framework for surfacing and addressing tensions and trade-offs

Examples: How to Surface unmet and unarticulated needs?

- Crayola “erasable, mess-free, washable “ products
- Praxair’s Grab ‘n Go

	Aware	Search	Purchase	Enjoy	Maintain	Replace/ Dispose
Objective — job to be done	• • •	• • •	• • •	• • •	• • •	• • •
Pleased? Surprised?	• • •	• • •	• • •	• • •	• • •	• • •
Annoyances? Points of pain?	• • •	• • •	• • •	• • •	• • •	• • •
Trade-offs? Compromises?	• • •	• • •	• • •	• • •	• • •	• • •



HELPING YOUR BUSINESS GROW FASTER & BETTER

As Christensen writes, “with few exceptions, every job people need or want to do has a social, a functional, and an emotional dimension. If marketers understand each of these dimensions, then they can design a product that’s precisely targeted to the job

The job, not the customer, is the fundamental unit of analysis for a marketer who hopes to develop products that customers will buy.

