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customers want, need, and will pay for. Even if you ask them, they often can't explain what they want. Now, there's a breakthrough solution: Innovation Games. Drawing on his software product strategy and product management consulting experience, Luke Hohmann has created twelve games that help you uncover your customers' true, hidden needs and desires. You'll learn what each game will accomplish, why it works, and how to play it with customers. Then, Hohmann shows how to integrate the results into your product development processes, helping you focus your efforts, reduce your costs, accelerate time to market, and deliver the right solutions, right from the start. Learn how your customers define success Discover what customers don't like about your offerings Uncover unspoken needs and breakthrough opportunities Understand where your offerings fit into your customers' operations Clarify exactly how and when customers will use your product or service Deliver the right new features, and make better strategy decisions Increase empathy for the customers' experience within your organization Improve the effectiveness of the sales and service organizations Identify your most effective marketing messages and sellable features Innovation Games will be indispensable for anyone who wants to drive more successful, customer-focused product development: product and R&D managers, CTOs and development leaders, marketers, and senior business executives alike.

Creating Breakthrough Products describes the new forces driving product development that companies must master if they want to lead and innovate. It is a step-by-step guide to the new ideal in product development.

For years, Jonathan Cagan's and Craig M. Vogel's *Creating Breakthrough Products* has offered an indispensable roadmap for uncovering new opportunities, identifying what customers really value, and building products and services that redefine markets — or create entirely new markets. Now, the authors have thoroughly updated their classic book, adding new chapters on service design and global innovation, plus new insights, best practices, and case studies from both U.S. and global companies. Their new Second Edition compares revolutionary (Apple-style) and evolutionary (Disney-style) approaches to innovation, helping decision-makers choose between them, and make either one work. Cagan and Vogel provide more coverage of Value Opportunity Analysis and ethnography, as well as new case studies ranging from Navistar's latest long-haul truck to P&G's reinvention of Herbal Essence. Throughout, readers will find up-to-date insights into identifying Product Opportunity Gaps that can lead to enormous success; navigating the "Fuzzy Front End" of product development; and leveraging contributions from diverse product teams — while staying relentlessly focused on customers' values and lifestyles, from strategy through execution. Using additional visual maps and illustrations, they've made their best-selling book even more intuitive and accessible to both industry and academic audiences.

A world-renowned innovation guru explains practices that result in breakthrough innovations "Ulwick's 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

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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 chaos and variability that typically derails innovation initiatives. With the same profound insight, simplicity, and uncommon sense that propelled *The Innovator's Solution* to worldwide acclaim, this paradigm-changing book details an eight-step approach that uses outcome-driven thinking to dramatically improve every aspect of the innovation process--from segmenting markets and identifying opportunities to creating, evaluating, and positioning breakthrough concepts. Using case studies from Microsoft, Johnson & Johnson, AIG, Pfizer, and other leading companies, *What Customers Want* shows companies how to: Obtain unique customer inputs that make predictable innovation possible Recognize opportunities for disruption, new market creation, and core market growth--well before competitors do Identify which ideas, technologies, and acquisitions have the greatest potential for creating customer value Systematically define breakthrough products and services concepts Innovation is fundamental to success and business growth. Offering a proven alternative to failed customer-driven thinking, this landmark book arms you with the tools to unleash innovation, lower costs, and reduce failure rates--and create the products and services customers really want.

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. Companies need to take a radical approach to identifying customers' real needs, and this book demonstrates innovative ways to achieve this.

Serial Innovators: How Individuals Create and Deliver Breakthrough Innovations in Mature Firms zeros in on the cutting-edge thinkers who repeatedly create and deliver breakthrough innovations and new products in large, mature organizations. These employees are organizational powerhouses who solve consumer problems and substantially contribute to the financial value to their firms. In this pioneering study, authors Abbie Griffin, Raymond L. Price, and Bruce A. Vojak detail who these serial innovators are and how they develop novel products, ranging from salt-free seasonings to improved electronics in companies such as Alberto Culver, Hewlett-Packard, and Procter & Gamble. Based on interviews with over 50 serial innovators and an even larger pool of their co-workers, managers and human resources teams, the authors reveal key insights about how to better understand, emulate, enable, support, and manage these unique and important individuals for long-term corporate success. Interestingly, the book finds that serial innovators are instrumental both in cases where firms are aware of clear market demands, and in scenarios when companies take risks on new investments, creating a consumer need. For over 25 years, research on innovation has taken the perspective that new product development can be managed like any other (complex) process of the firm. While a highly structured and closely supervised approach is helpful in creating incremental innovations, this book finds that it is not conducive to creating breakthrough innovations. The text argues that the drive to routinize innovation has gone too far; in fact, so far as to limit many mature firms' ability to create breakthrough innovations. In today's economy, with the future of so many large firms on the line, this book is a clarion call to businesses to rethink how to nurture and thrive on their innovative workforce.

Enhance Fundamental Value and Establish Competitive Advantage with Leadership Agility Whether you're leading an organization, a team, or a project, *Stand Back and Deliver* gives you the agile leadership tools you'll need to achieve breakthrough levels of performance. This book brings together immediately usable frameworks and step-by-step processes that help you focus all your efforts where they matter most: delivering business value and building competitive advantage. You'll first discover how to use the authors' Purpose Alignment Model to make better up-front decisions about where to invest limited resources—and how to filter out activities that don't drive market leadership. Next, you'll learn how to

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collaborate in new ways that unleash your organization ' s full talents for innovation. The authors offer the Context Leadership Model for understanding the unique challenges of any project, and they help you tailor your leadership approach to address them. You ' ll find a full chapter on organizing information to promote more effective, value-driven decision-making. Finally, drawing on decades of experience working with great leaders, the authors focus on a critical issue you ' ll face over and over again: knowing when to step up and lead, and when to stand back and let your team produce results. Coverage includes Effectively evaluating, planning, and implementing large system projects Reducing resistance to process improvements Bringing greater agility to the way you manage products, portfolios, and projects Identifying the tasks that don ' t create enough value to be worth your time Developing the forms of collaboration that are crucial to sustaining innovation Mitigating project risks more effectively—especially those associated with complexity and uncertainty Refocusing all decision-making on delivering value to the organization and the marketplace Making decisions at the right time to leverage the best information without stifling progress

Innovation principles to bring about meaningful and sustainable growth in your organization Using a list of more than 2,000 successful innovations, including Cirque du Soleil, early IBM mainframes, the Ford Model-T, and many more, the authors applied a proprietary algorithm and determined ten meaningful groupings—the Ten Types of Innovation—that provided insight into innovation. The Ten Types of Innovation explores these insights to diagnose patterns of innovation within industries, to identify innovation opportunities, and to evaluate how firms are performing against competitors. The framework has proven to be one of the most enduring and useful ways to start thinking about transformation. Details how you can use these innovation principles to bring about meaningful—and sustainable—growth within your organization Author Larry Keeley is a world renowned speaker, innovation consultant, and president and co-founder of Doblin, the innovation practice of Monitor Group; BusinessWeek named Keeley one of seven Innovation Gurus who are changing the field The Ten Types of Innovation concept has influenced thousands of executives and companies around the world since its discovery in 1998. The Ten Types of Innovation is the first book explaining how to implement it.

Established companies are clamoring for breakthrough innovation, but are often hamstrung by the highly reliable, repeatable processes of their management systems. Based on years of research, Grabbing Lightning shows how twelve companies have tried to develop a capability for sustainable breakthrough innovation and outlines best practices for your organization. The authors show how the management system for innovation is different from the traditional one in that it allows—and even encourages—mistakes and failures in order to promote learning. Grabbing Lightning outlines the three building blocks of breakthrough innovation (BI) and shows what it takes to become an organization that values the BI management system.

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