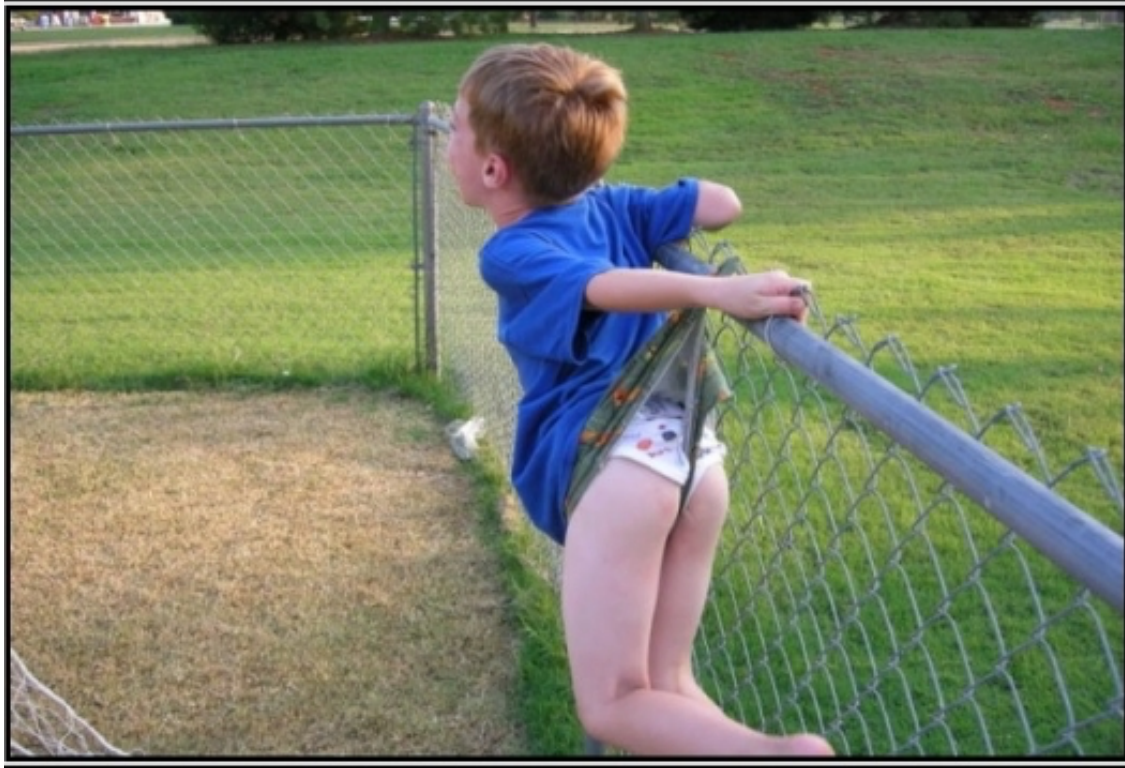


A Customer-Centric Approach to Product Development

Tanguy Leborgne – VP Consumer – Plantronics
January 14th, 2016



95% of consumer products launched each year FAIL!

... Why Do Most New Products Fail?



Flawed Design...



Over-Priced...



Over-Estimated Market Size...



Not Your Cup Of Tea...



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Bad Timing...

Solution →

← Problem

Facing Market Facts and Customer Reality



Identify and calibrate the Opportunity





Build Utmost Intimacy
with your Target Audience

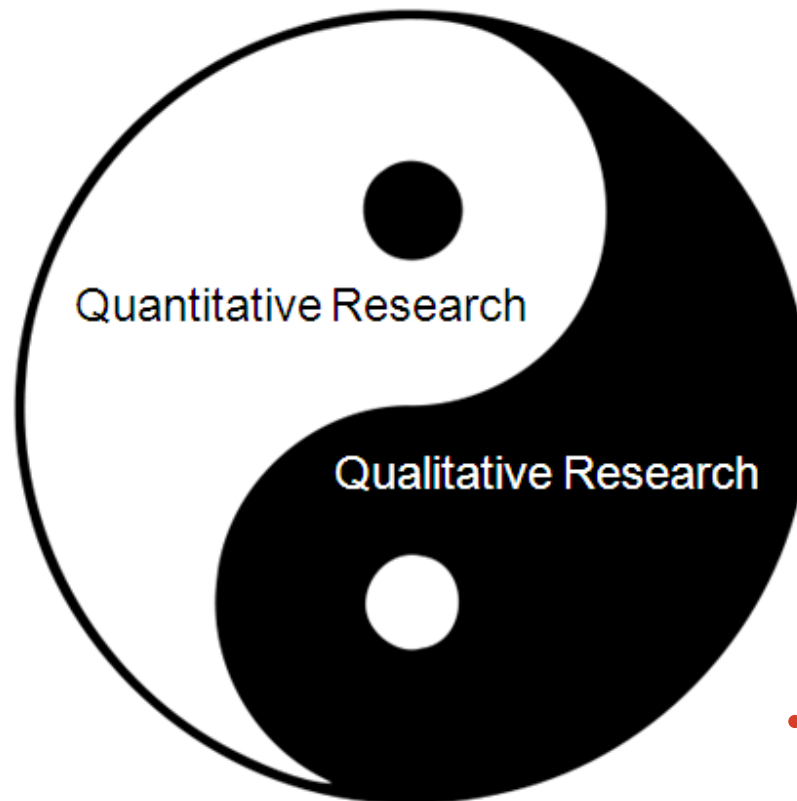
Identify BIG HAIRY PROBLEMS

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



How?

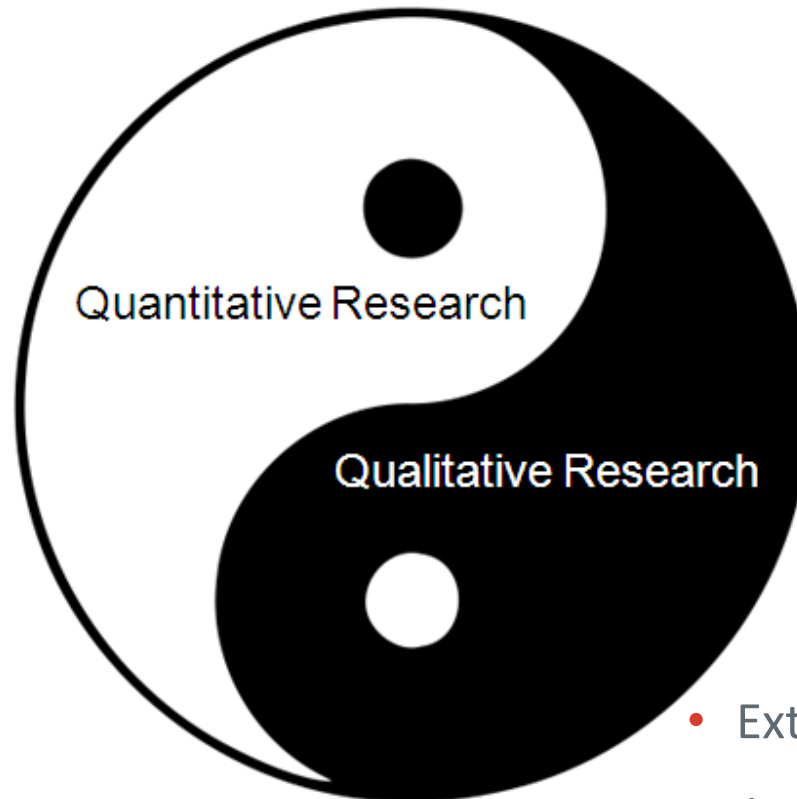
- Segment targets
- Good for trends
- Statistically “Correct”




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

A Few Resources

- Surveymonkey.com
- Google Consumer Surveys
- Consumer Panels (Nielsen, NPD...)
- Net Promoter Score
- Top Social networks
- Top Blogs








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



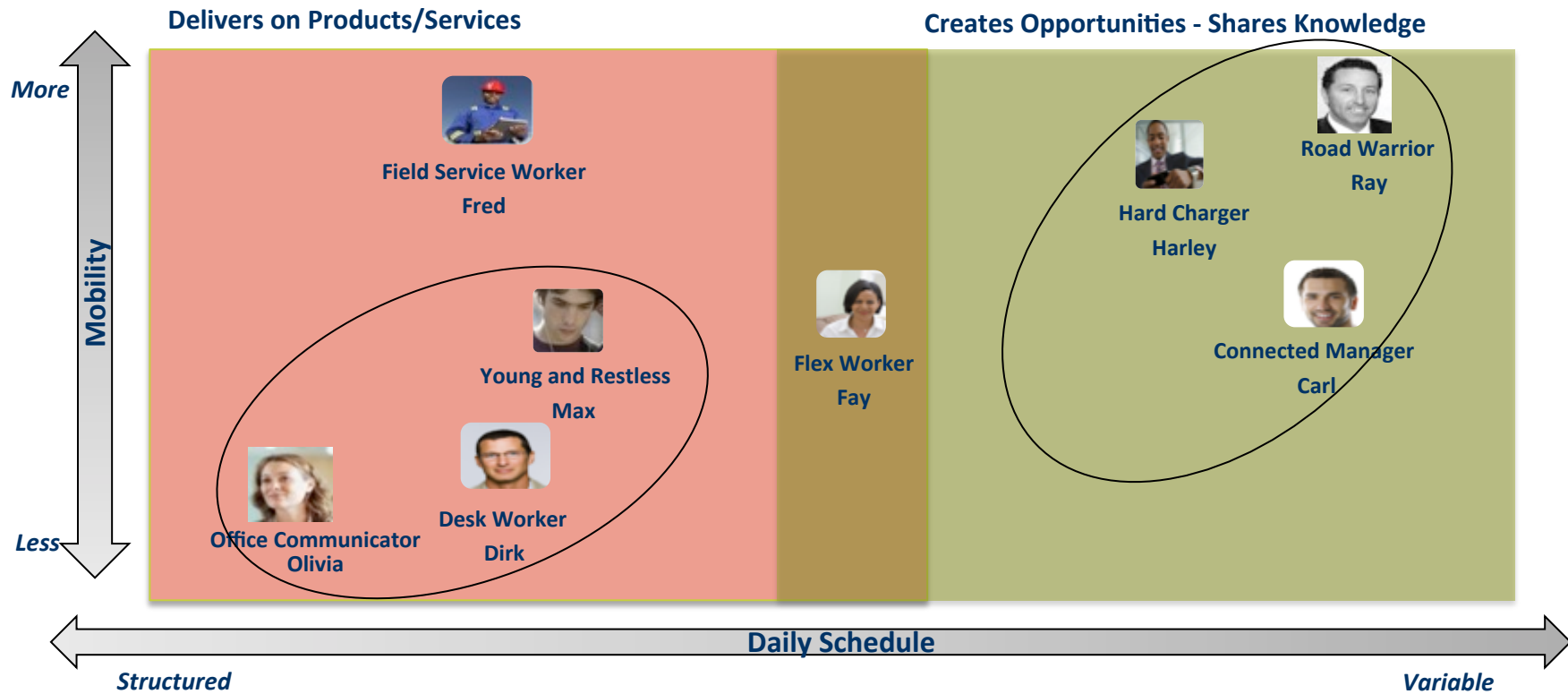
The Analysis...

...Turn Facts Into Actionable Insights

Cluster Target Audiences into Personas

	Persona	Work Environment	Communication Needs	Pain Points
	<p><i>Carl Manning</i> Connected Manager SAP Integration Director- BMW</p>	<ul style="list-style-type: none"> On the move inside the office Travels to other company locations 	<ul style="list-style-type: none"> Smartphone, tablet, Pc Conference calls, txt, IM, email & F2F equally 	<ul style="list-style-type: none"> HF for conference calls Transition between devices Quality connections Battery life
	<p><i>Fay Ramos Wyatt</i> Flexible Worker Account Director- Ogilvy & Mather</p>	<ul style="list-style-type: none"> Home Office Client sites Corporate office 	<ul style="list-style-type: none"> Smartphone, laptop ,landline Social media Quick seamless response to calls, txt, emails 	<ul style="list-style-type: none"> Unpredictable noise & interruptions Needs BT Does not like HS, messes hair Loud environments
	<p><i>Dirk Wallace</i> Desk Worker Purchasing Agent- Multilink</p>	<ul style="list-style-type: none"> Sits at desk most of day 	<ul style="list-style-type: none"> Uses PC & desk phone Smartphone is personal device 	<ul style="list-style-type: none"> Too diverted from work by distractions No privacy Uncomfortable holding handset to ear on long calls
	<p><i>Olivia Calhoun</i> Office Worker Project Assistant-Quaprotek</p>	<ul style="list-style-type: none"> At my desk On the move around the office 	<ul style="list-style-type: none"> Primarily desk phone Emails and in person meetings 	<ul style="list-style-type: none"> Takes too long to get information Ambient noise level Distractions
	<p><i>Ray Walich</i> Road Warrior Regional Sales Manager Glaxo Smith Kline</p>	<ul style="list-style-type: none"> Travels frequently Portable Office Multiple locations & many transitions 	<ul style="list-style-type: none"> Smartphone is primary Always connected Connects to multiple devices: PC, Car, Tablet 	<ul style="list-style-type: none"> How do I sound Quality Connections Transition between devices and environments

Understand Differences and Affinities



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
 - Focused 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
- surfingsantacruz.com



A photograph of a person in a dark suit standing on a high-rise balcony, looking out over a vast cityscape under a cloudy sky. The person is seen from the back, silhouetted against the light. The city below is densely packed with buildings. The sky is filled with soft, grey clouds, suggesting an overcast day. The balcony has a glass railing and a concrete wall. The overall mood is contemplative and professional.

Thank You