A Customer-Centric Approach to Product Development

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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…
Bad Timing...
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”

• 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

<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> &lt;br&gt; Connected Manager &lt;br&gt; SAP Integration Director- BMW</td>
<td>• On the move inside the office  &lt;br&gt; • Travels to other company locations</td>
<td>• Smartphone, tablet, Pc  &lt;br&gt; • Conference calls, txt, IM, email &amp; F2F equally</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>Fay Ramos Wyatt</strong> &lt;br&gt; Flexible Worker &lt;br&gt; Account Director- Ogilvy &amp; Mather</td>
<td>• Home Office  &lt;br&gt; • Client sites  &lt;br&gt; • Corporate office</td>
<td>• Smartphone, laptop ,landline  &lt;br&gt; • Social media  &lt;br&gt; • Quick seamless response to calls, txt, emails</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>
</tr>
<tr>
<td><strong>Dirk Wallace</strong> &lt;br&gt; Desk Worker &lt;br&gt; Purchasing Agent- Multilink</td>
<td>• Sits at desk most of day</td>
<td>• Uses PC &amp; desk phone  &lt;br&gt; • Smartphone is personal device</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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<tr>
<td><strong>Olivia Calhoun</strong> &lt;br&gt; Office Worker &lt;br&gt; Project Assistant- Quaprotek</td>
<td>• At my desk  &lt;br&gt; • On the move around the office</td>
<td>• Primarily desk phone  &lt;br&gt; • Emails and in person meetings</td>
<td>• Takes too long to get information  &lt;br&gt; • Ambient noise level  &lt;br&gt; • Distractions</td>
</tr>
<tr>
<td><strong>Ray Walich</strong> &lt;br&gt; Road Warrior &lt;br&gt; Regional Sales Manager &lt;br&gt; Glaxo Smith Kline</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>
</tr>
</tbody>
</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

Hard Charger
Harley

Road Warrior
Ray

Connected Manager
Carl

Flex Worker
Fay

Daily Schedule

Structured

Variable

More

Mobility

Less
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
Thank You