

Is it important to include a market  
definition step in the innovation  
process?



MOST INNOVATION METHODS DO NOT  
INCLUDE A MARKET DEFINITION STEP.

## Survey results

Is there agreement within your management team on how to best define a market?

No **70%**

Yes **30%**

THE MARKET DEFINITION PROCESS IS  
OBSCURE, RANDOM, AND OFTEN LEFT  
TO CHANCE.



Territory

Vertical

Technology

Persona

Use case

Offering

Solution

Category

Industry

Product

Platform

**Market**

Portfolio

Job title

Region

Geography

Segment

Demographic

SKIPPING THE MARKET DEFINITION STEP

CAN LEAD INNOVATORS ASTRAY.



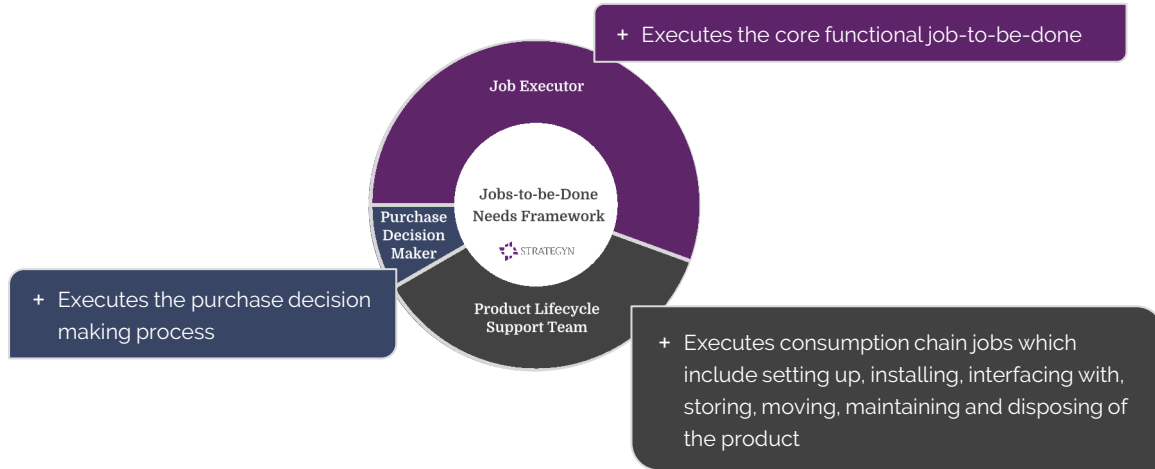
THE LEAN STARTUP METHODOLOGY  
ENCOURAGES "DISCOVERY" BEFORE THE  
MARKET IS DEFINED.

GET STUCK IN A RECURSIVE PROCESS,  
CAUSING UNNECESSARY PIVOTING,  
CHURN, AND FAILURE.



How has “market” definition impacted your ability to succeed at innovation?

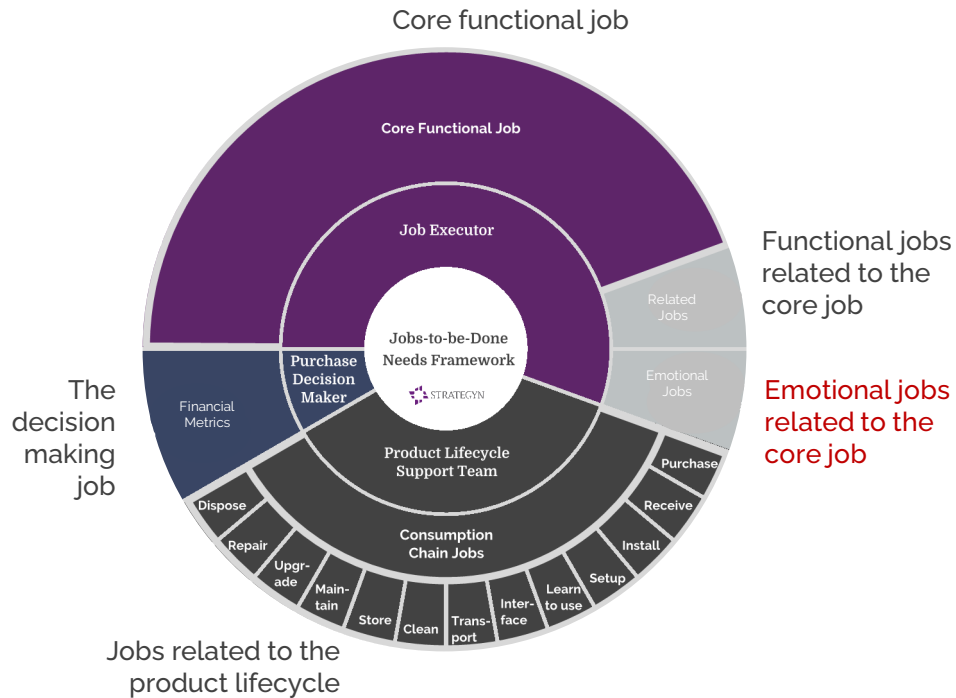
How do emotional needs inform the  
innovation process?



## The 3 customer classifications

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Job executor + product lifecycle support team + buyer



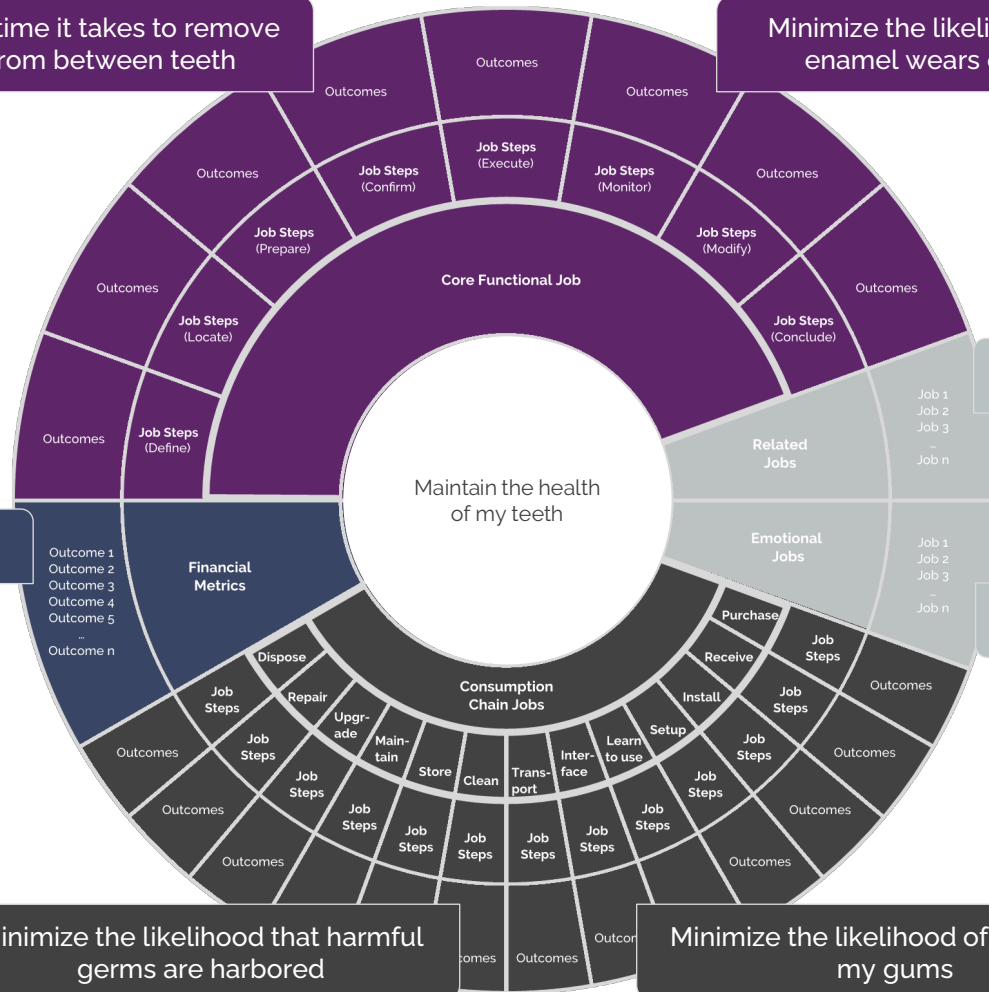
## The 5 types of “Jobs”

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People buy products and services to get a core functional job done, but there are other jobs to consider.

Minimize the time it takes to remove particles from between teeth

Minimize the likelihood that tooth enamel wears off over time



Maintain the health of my teeth

Core Functional Job

Job Steps (Define)

Job Steps (Locate)

Job Steps (Prepare)

Job Steps (Confirm)

Job Steps (Execute)

Job Steps (Monitor)

Job Steps (Modify)

Job Steps (Conclude)

Outcomes

Outcomes

Outcomes

Outcomes

Outcomes

Outcomes

Outcomes

Outcomes

Outcomes

Outcomes

Outcomes

Outcomes

Outcomes

Related Jobs

Job 1

Job 2

Job 3

...

Job n

Emotional Jobs

Job 1

Job 2

Job 3

...

Job n

Consumption Chain Jobs

Purchase

Receive

Install

Setup

Learn to use

Interface

Transport

Clean

Store

Maintain

Upgrade

Repair

Dispose

Job Steps

Job Steps

Job Steps

Job Steps

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Job Steps

Outcomes

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Financial Metrics

Outcome 1

Outcome 2

Outcome 3

Outcome 4

Outcome 5

...

Outcome n

Minimize the cost of product waste

Keep my teeth white

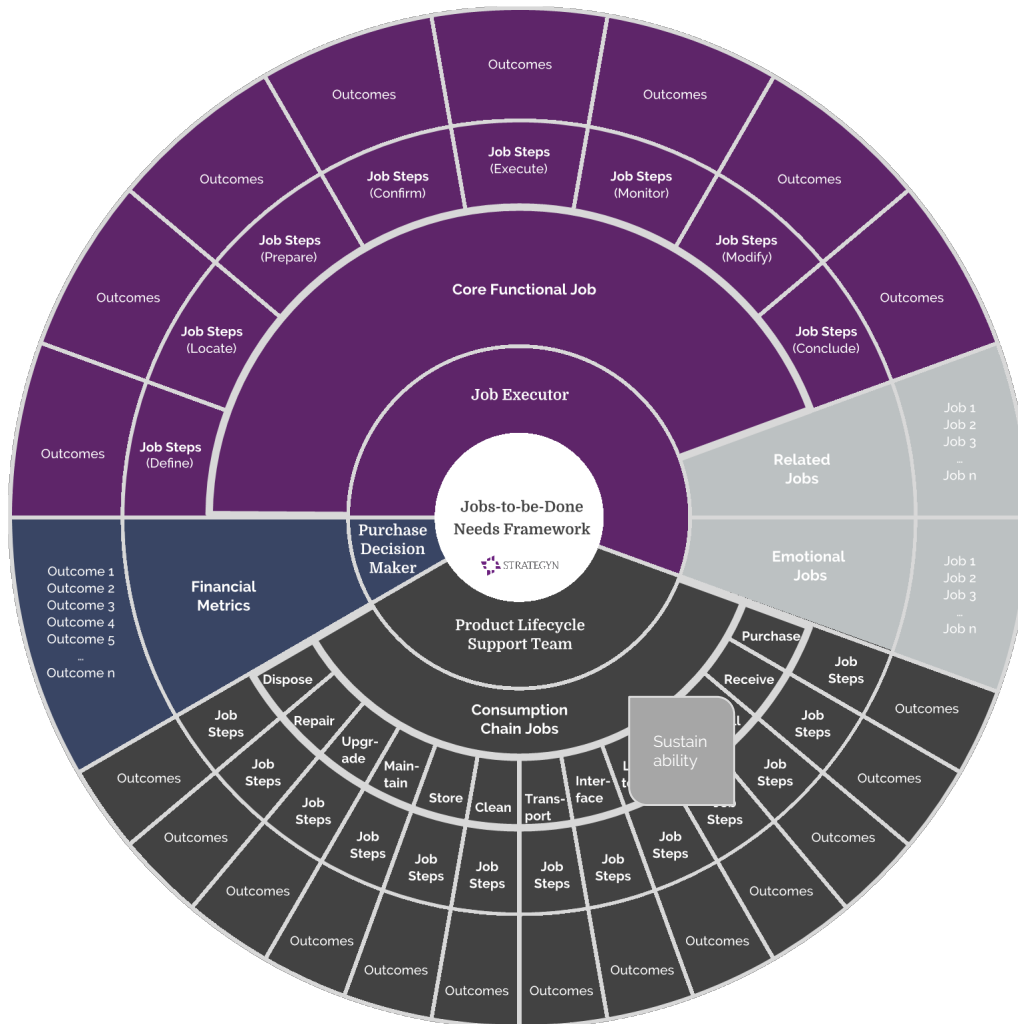
Be perceived as affluent

Minimize the likelihood that harmful germs are harbored

Minimize the likelihood of damaging my gums

How do you see emotional needs  
informing the innovation process?

How do sustainability needs inform the  
innovation process?



1. Sustainability is the absence of inefficiencies and waste throughout the execution of the core functional job. It is already an integral part of the ODI process.
2. Sustainability can also be addressed as its own unique consumption chain job—ensure sustainability over the life cycle of a product. We are working on a set of universal sustainability outcomes for product consumption.
3. Sustainability is achieved by creating new solutions that reduce waste, carbon footprint, etc., e.g., Zoom reduces the need for air-/land-travel.



How do you see sustainability needs  
informing the innovation process?

What is the best approach to building an innovation capability?

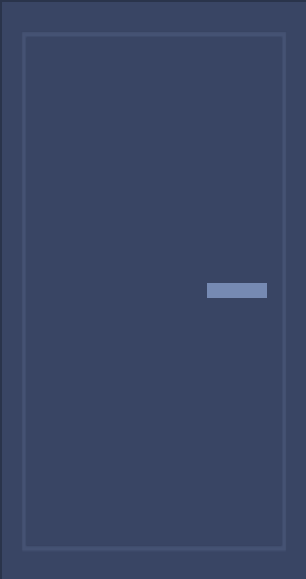
# Company innovation goals

1. Grow from 1 to 2 billion dollars in revenue in the next 5 years
2. Build an innovation capability across the organization
3. Predictably grow revenue in core markets and in adjacent and new markets that are entered

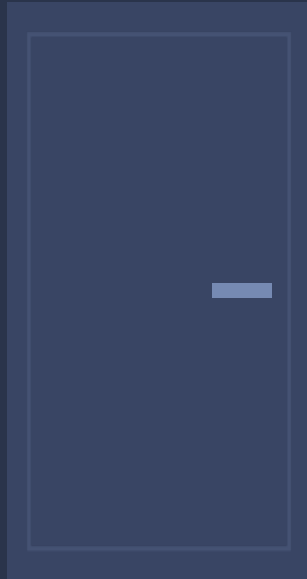
# Pursue 4 avenues to growth

There are 4 avenues to follow along a systematic path to predictable growth.

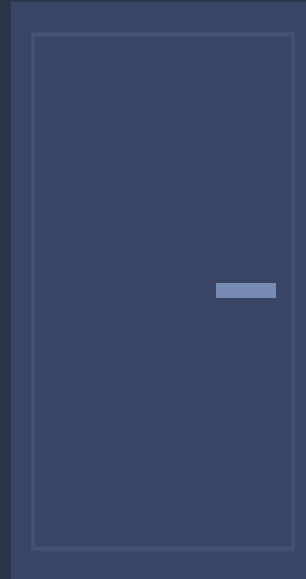
MARKETING



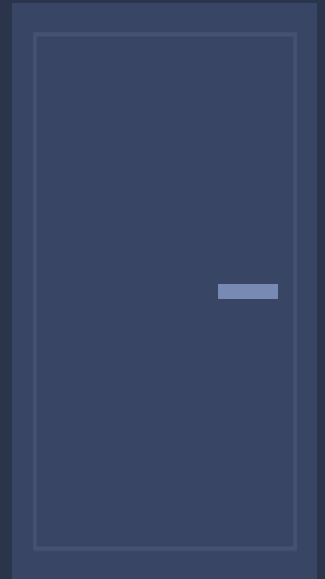
IMPROVED  
OFFERINGS



NEW  
OFFERINGS



NEW MARKETS



# Pursue 4 avenues to growth

There are 4 avenues to follow along a systematic path to predictable growth.

## MARKETING

Improve the marketing of existing offerings with a value proposition that strongly resonates with customers.

## IMPROVED OFFERINGS

Improve existing products to get the customer's "job" done better.

## NEW OFFERINGS

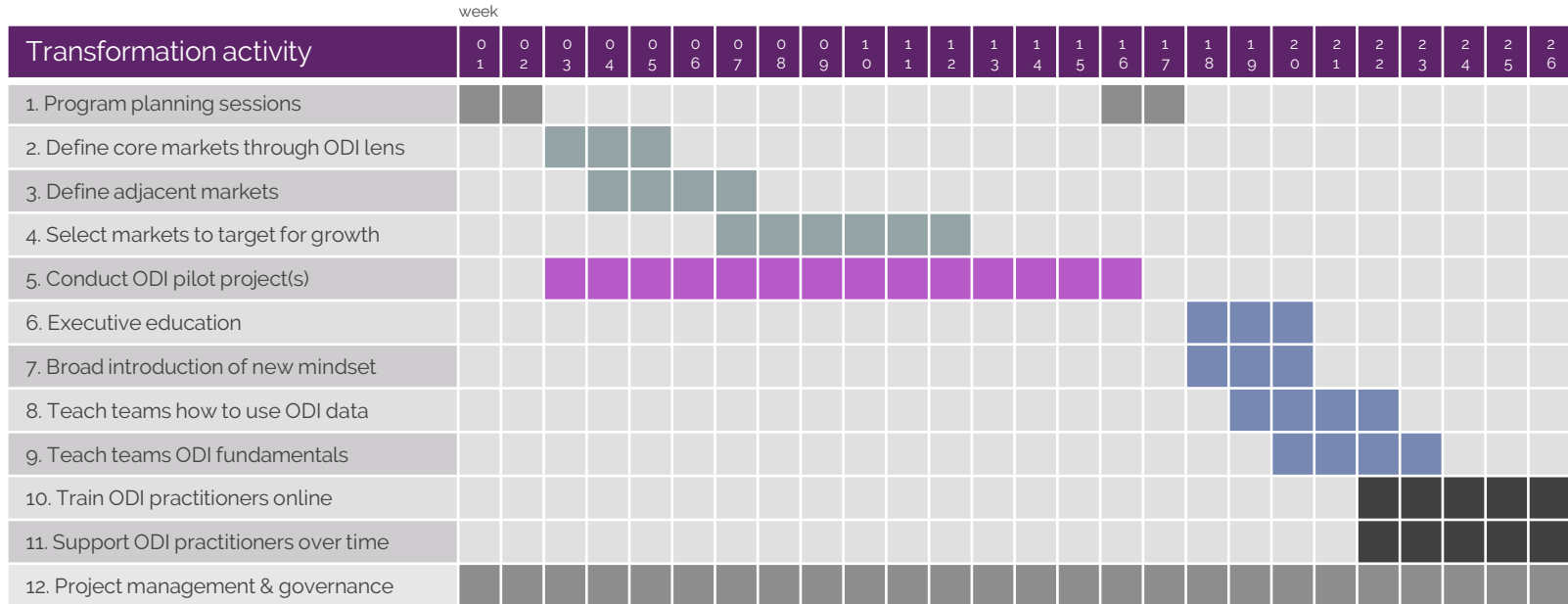
Introduce new products and services to help customers get more of their "job" done.

## NEW MARKETS

Identify 3 to 5 new markets to enter with new products in order to achieve disproportionate growth.

# Transform your company through innovation

Apply a data-first approach to innovation capability building.



Management

Education

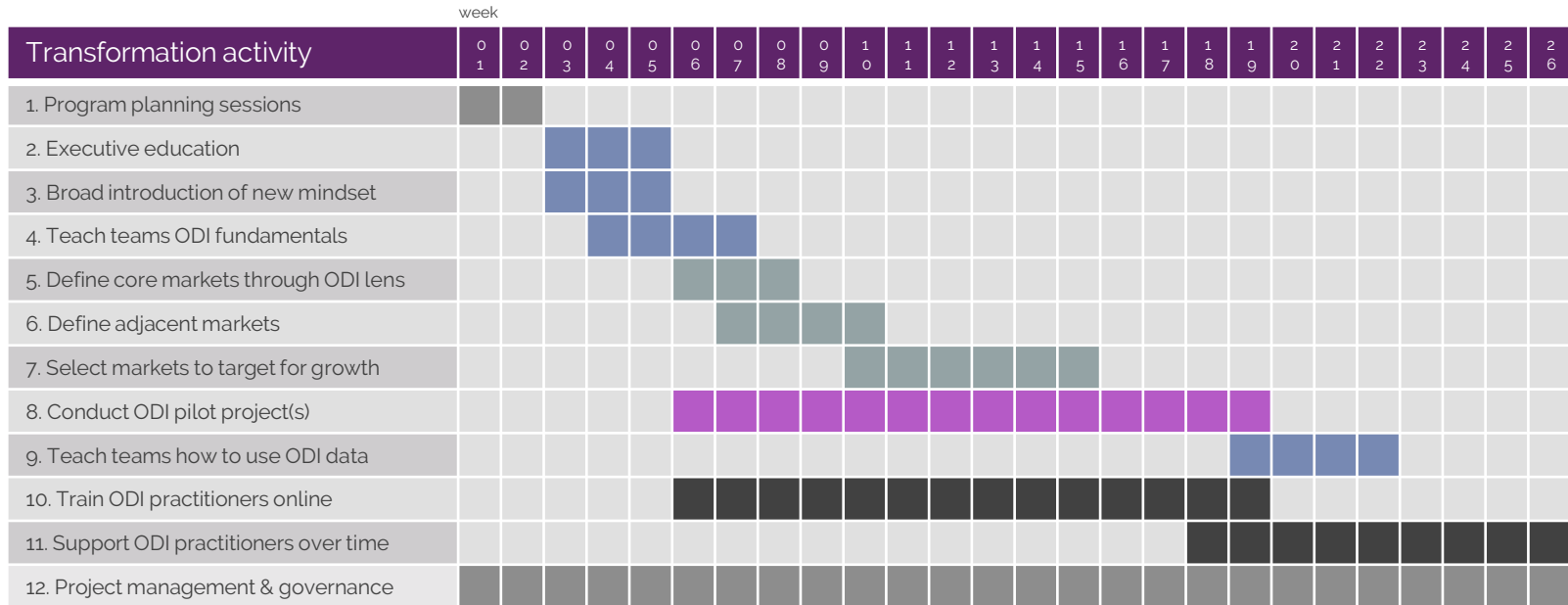
Market analysis

ODI project

Practitioner training

# Transform your company through innovation

Apply an education-first approach to innovation capability building.



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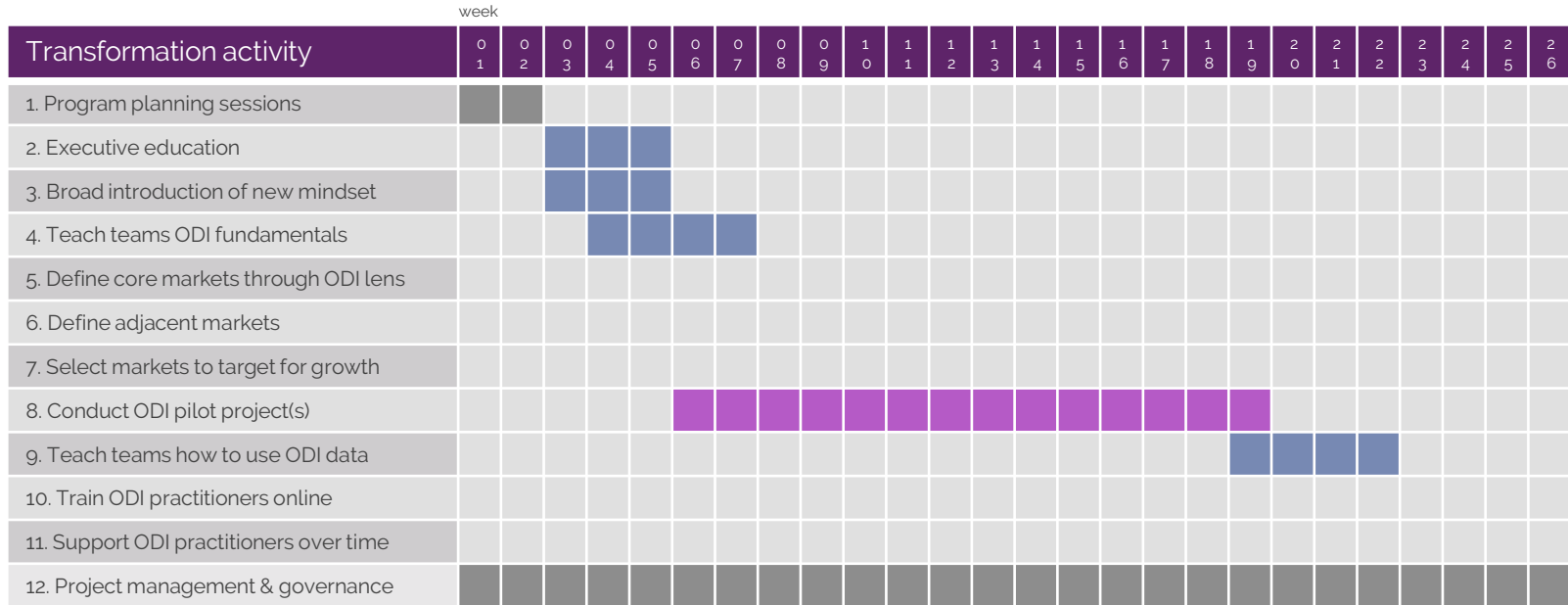
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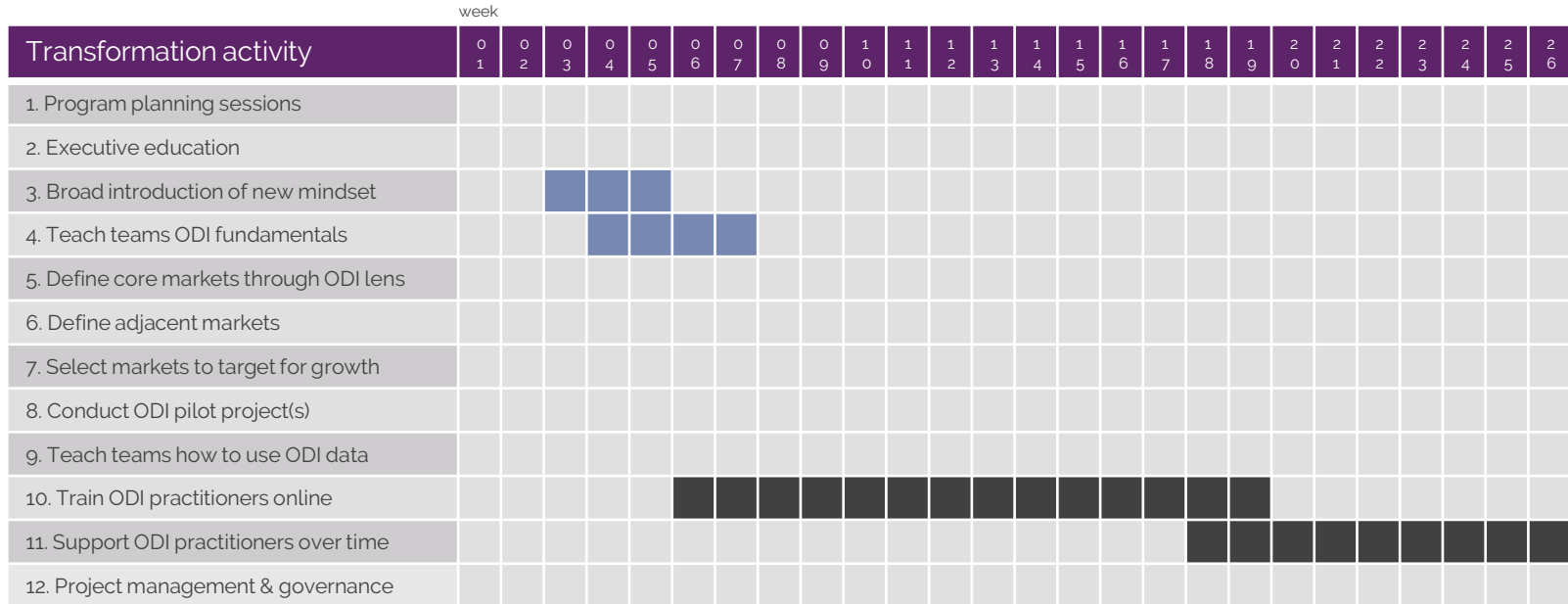
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What is the best approach to building an innovation capability?



# Accelerate growth through innovation

Pursue big ideas. Get there first. Win every time...with Outcome-Driven Innovation.