

# Outcome Driven Innovation

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Sveučilište u Rijeci  
**STePRi**  
Znanstveno tehnološki park

Innovation..

Gambling or  
business  
process?



**“Ideas-First” ...**

*80-90% Failure Rates*

**Generate  
Ideas**

**Filter out bad  
ideas**

**Fine tune  
good ideas**

**Uncover  
customer  
“needs”**

**Determine  
priorities**

**Generate  
ideas**

**Traditional  
“Needs-First” ...**

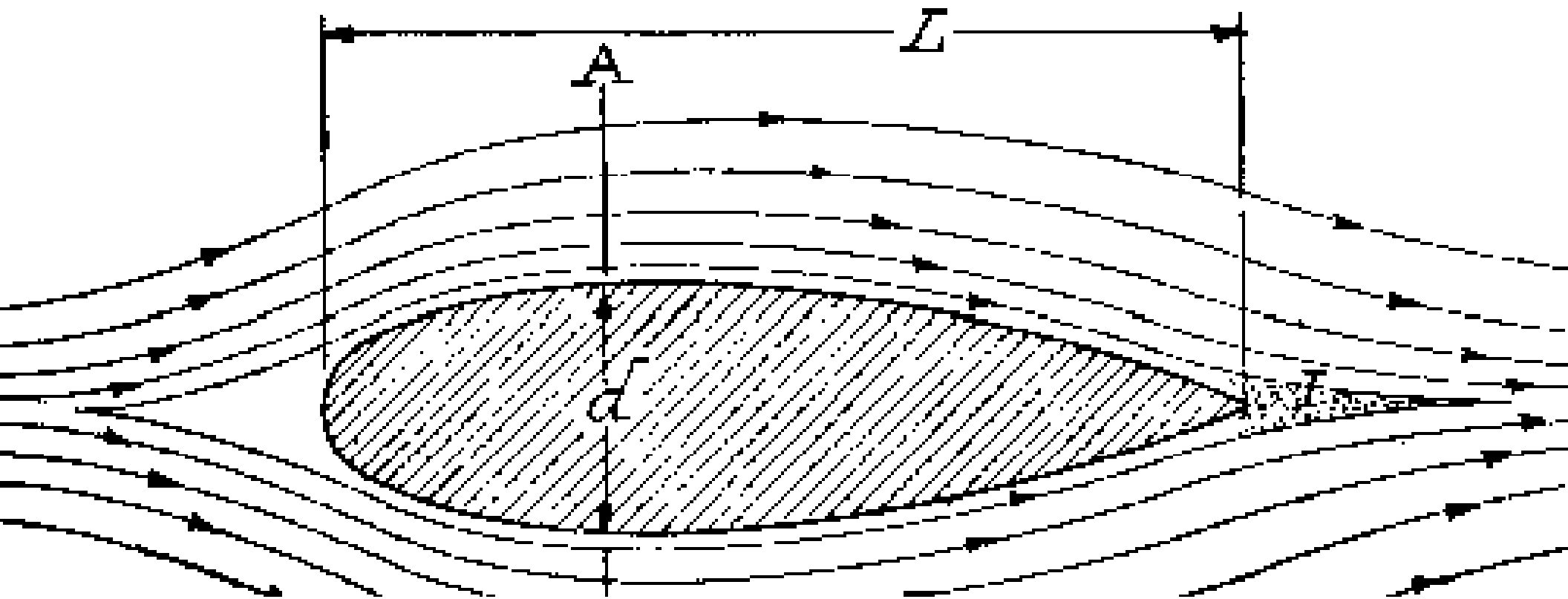
*70-80% Failure Rates*

Today,  
we know better..

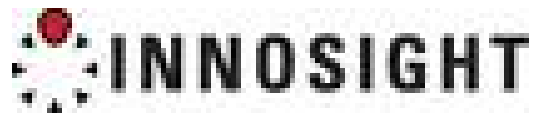
Clayton Christensen  
**Disruptive  
Innovation**



Rules are created..

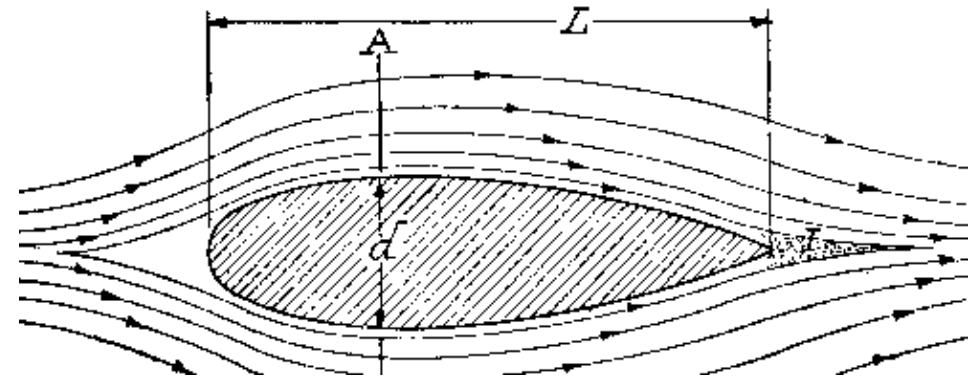
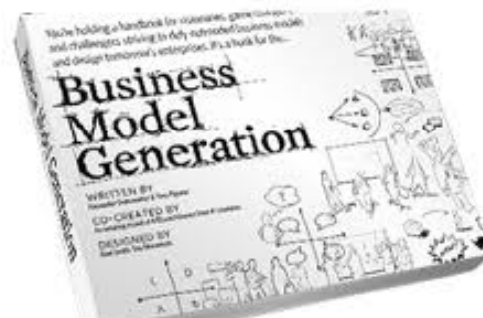


# Methodologies are developed..



Blue Ocean  
Strategy

Peer Insight

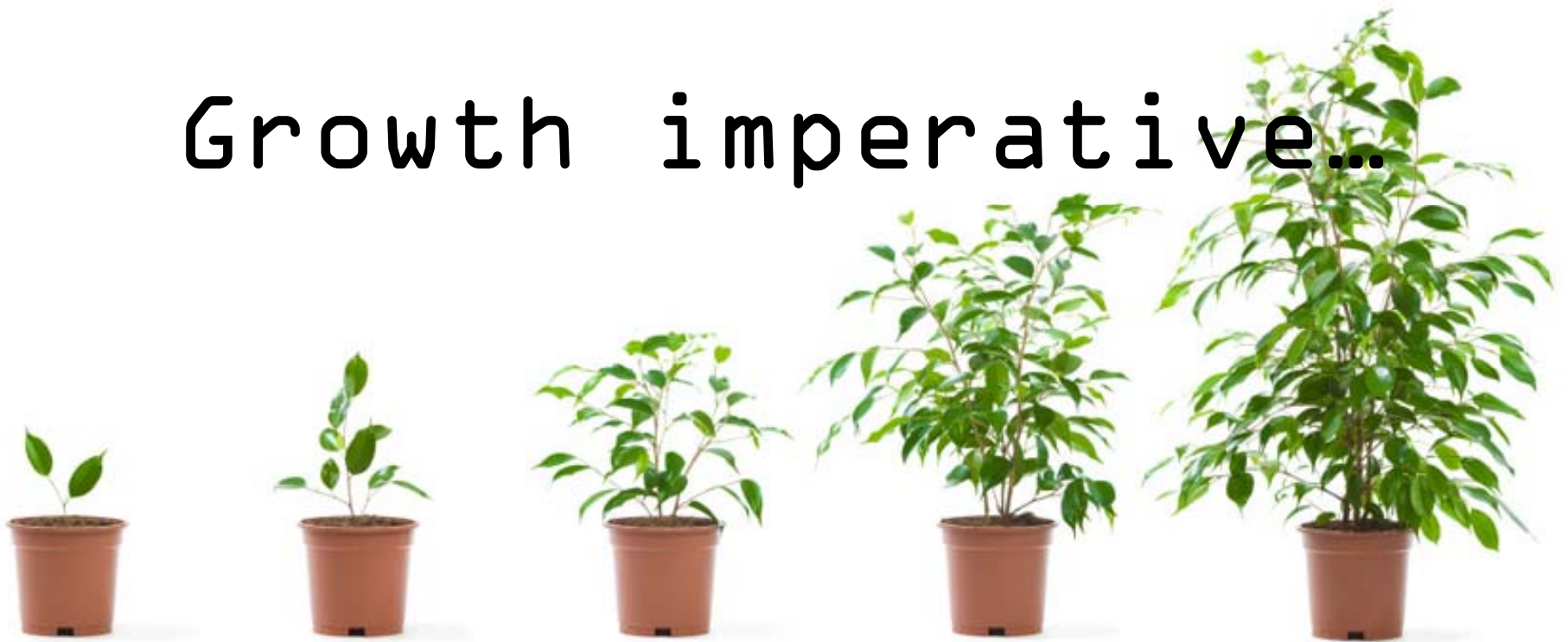


# Outcome Driven Innovation

[www.strategyn.com](http://www.strategyn.com)

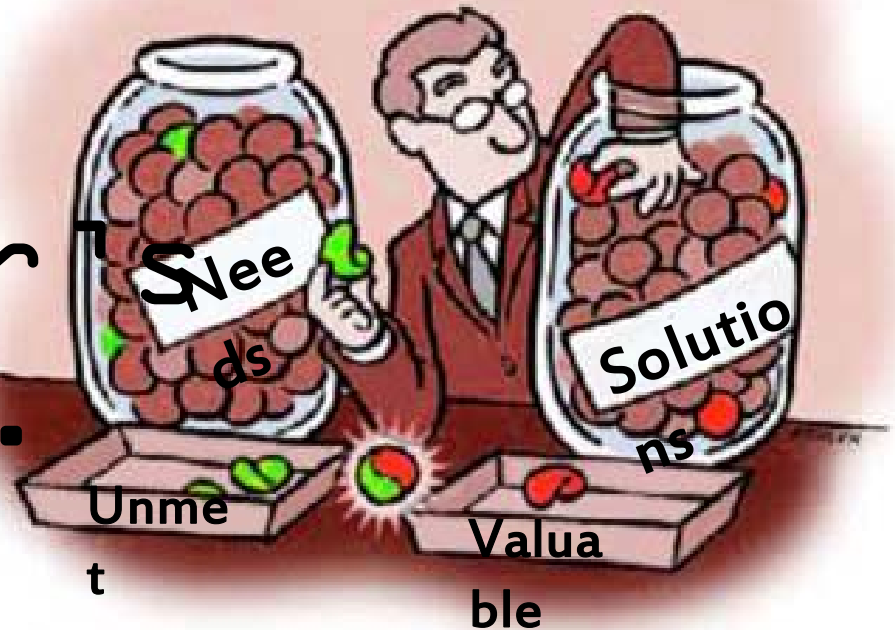


Growth imperative..



What customers want  
to pay for!

Innovation is process  
of devising a product  
or service that  
satisfies  
the customer  
unmet needs.



Customer's  
needs?



Silence the  
voice  
of  
customers!



Start asking  
right  
questions..



and capture  
useful  
needs!



Unit of Analysis  
Customer Job  
“Job to be done!”



...customers don't really buy products. They "hire" them to do a job, solve a problem..



One job, many  
solutions...



Wellness



Chez Gusteau  
RESTAURANT

...T...Com

MAXtv

RYANAIR.COM



Irish Pub

"Saturday Night  
Fever"

Customer job lasts  
never time!

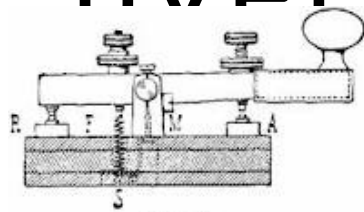


Fig. 6.



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# Solutions don't!

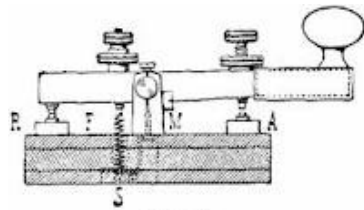


Fig. 6.



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One solution, many



One solution, many jobs...

Small  
job(s)

Core  
job(s)

Emotion  
al  
job(s)

Consumpti  
on  
chain  
job(s)

Solution

Unit of Analysis  
Customer Outcomes  
"How good it was?"

Customer outcomes:  
how customers measure  
successful execution of  
the core job!

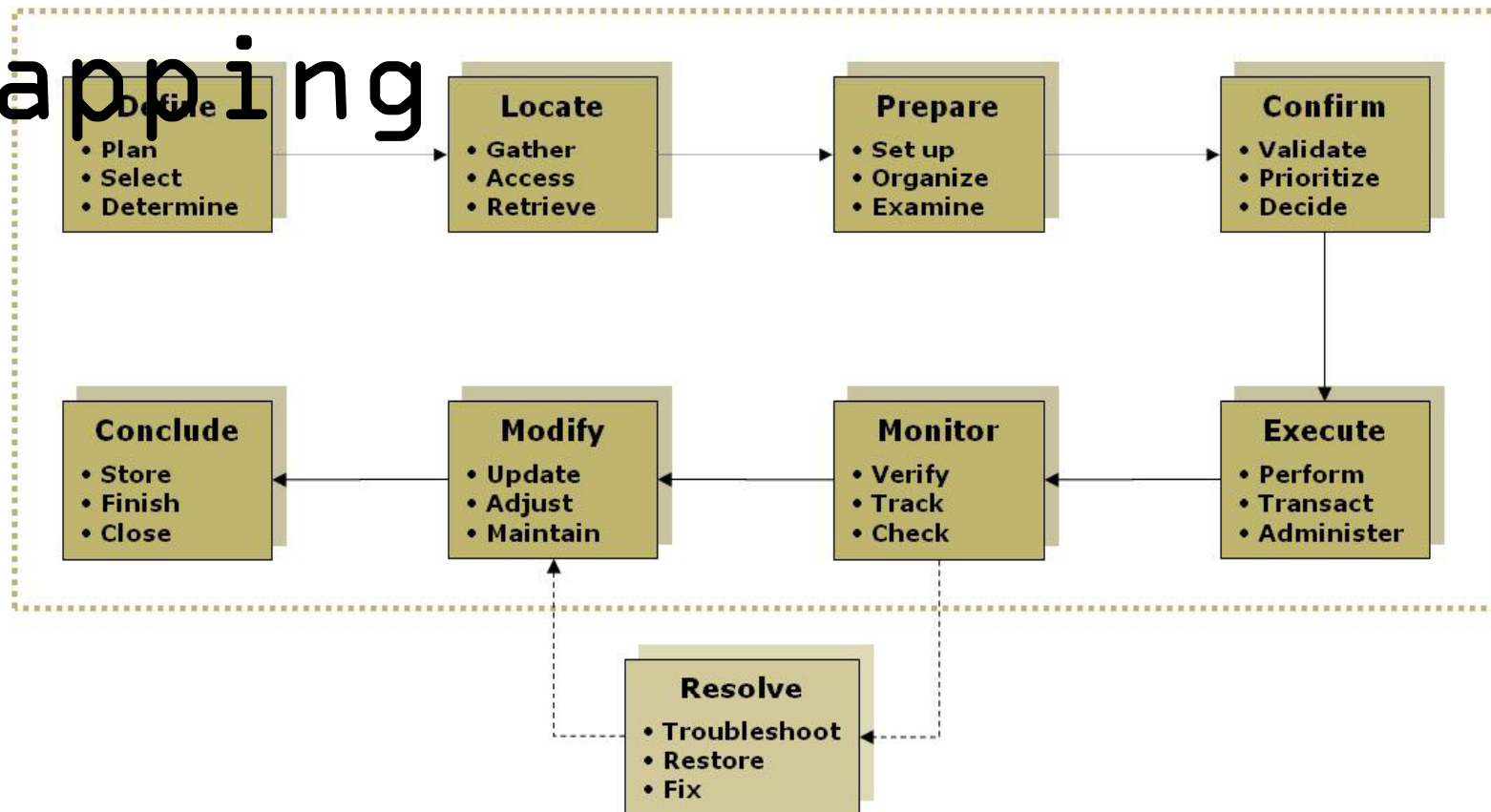


# Customer outcomes format is important!

<b>Direction</b>	<b>Unit</b>	<b>Desired outcome</b>	<b>Circumstance</b>
Minimize	the time ...	it takes to recieve message...	in warehouse.
Maximize	the level...	of data protection...	during payment.
Maximize	the likelihood...	unpackaging...	with gloves on.

# Core job outcomes

## mapping



# How important outcome is?

# How satisfied are you?

Read this text first

Read this text next

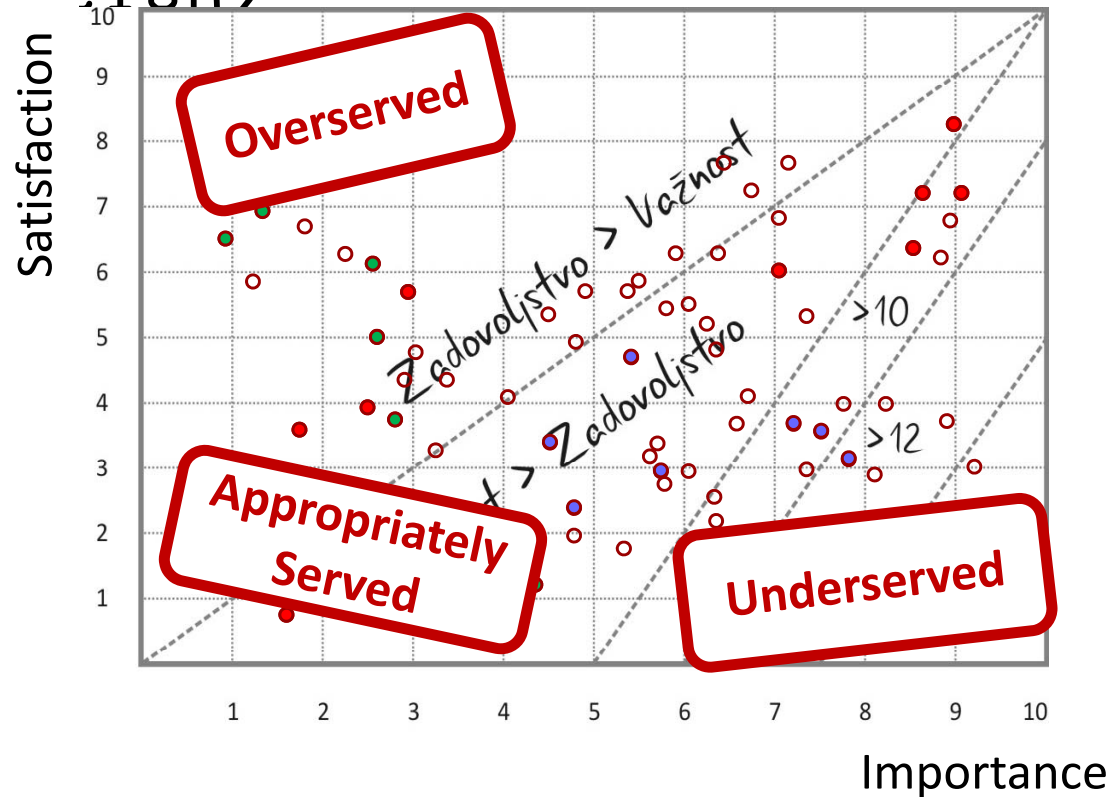
1 When planning travel for a <u>leisure</u> trip...	2 Importance to you ... how important is it to you that you are able to...					Your satisfaction with ... how satisfied are you that <b>your current solutions</b> enable you to...				
	Not important at all	Somewhat important	Important	Very important	Extremely important	Not satisfied at all	Somewhat satisfied	Satisfied	Very satisfied	Extremely satisfied
Minimize the time it takes to determine how much a trip is likely to cost	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Minimize the time it takes to determine which mode of travel is the least expensive to get to a destination	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Minimize the number of separate booking transactions that are required to make all travel arrangements for a trip	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
3 Minimize the time it takes to gather all the documentation for taking a trip	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Continue reading here

Then rate importance and satisfaction

# The Opportunity algorithm

Opportunity = Importance + max(Importance - Satisfaction)



Jobs and outcomes are  
manageable customer  
needs

which can be used for  
successful innovation!

Thank you.

Boris Golob

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**Boris Golob**

**Inovacija** od ideje do tržišta