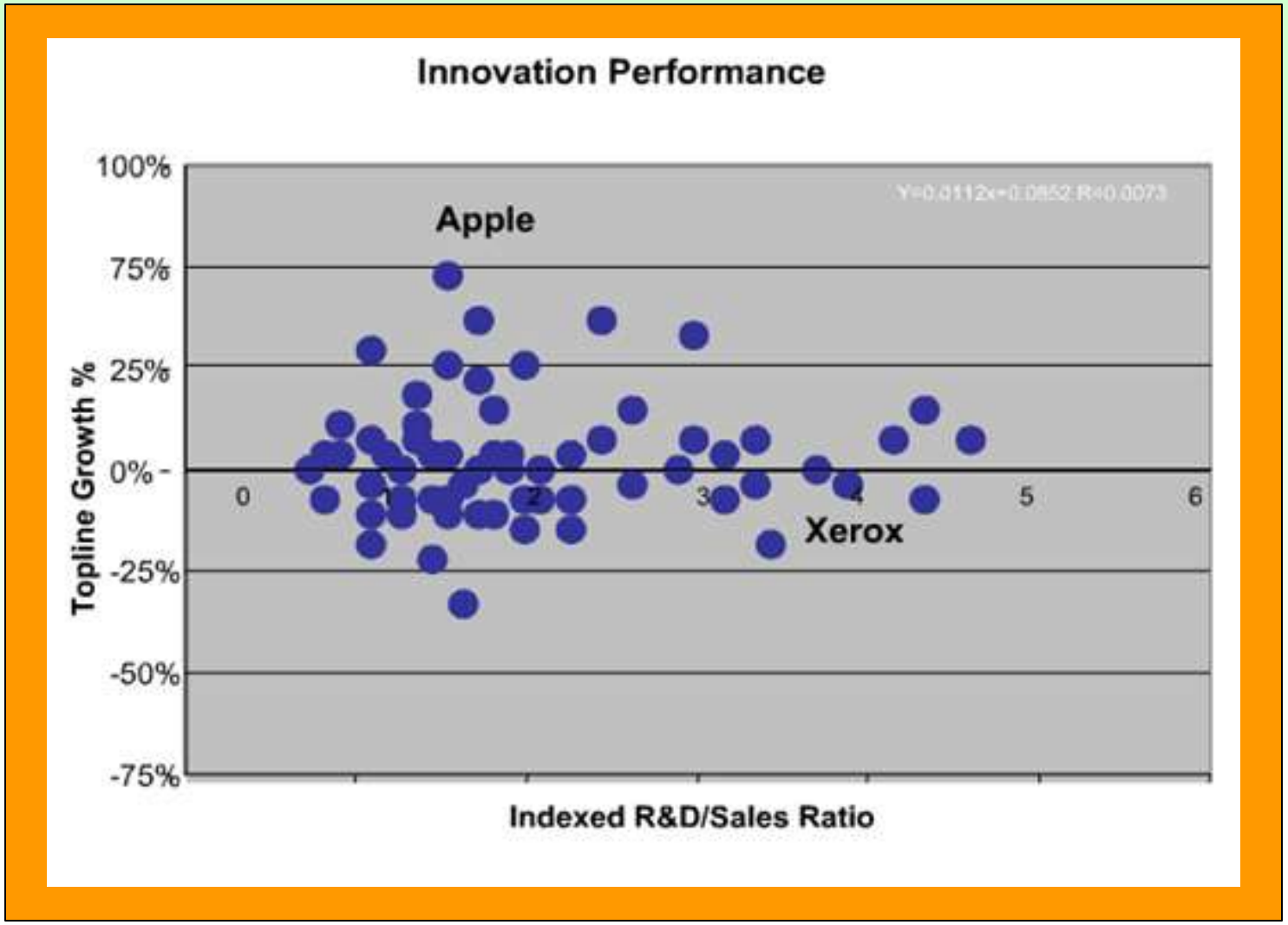
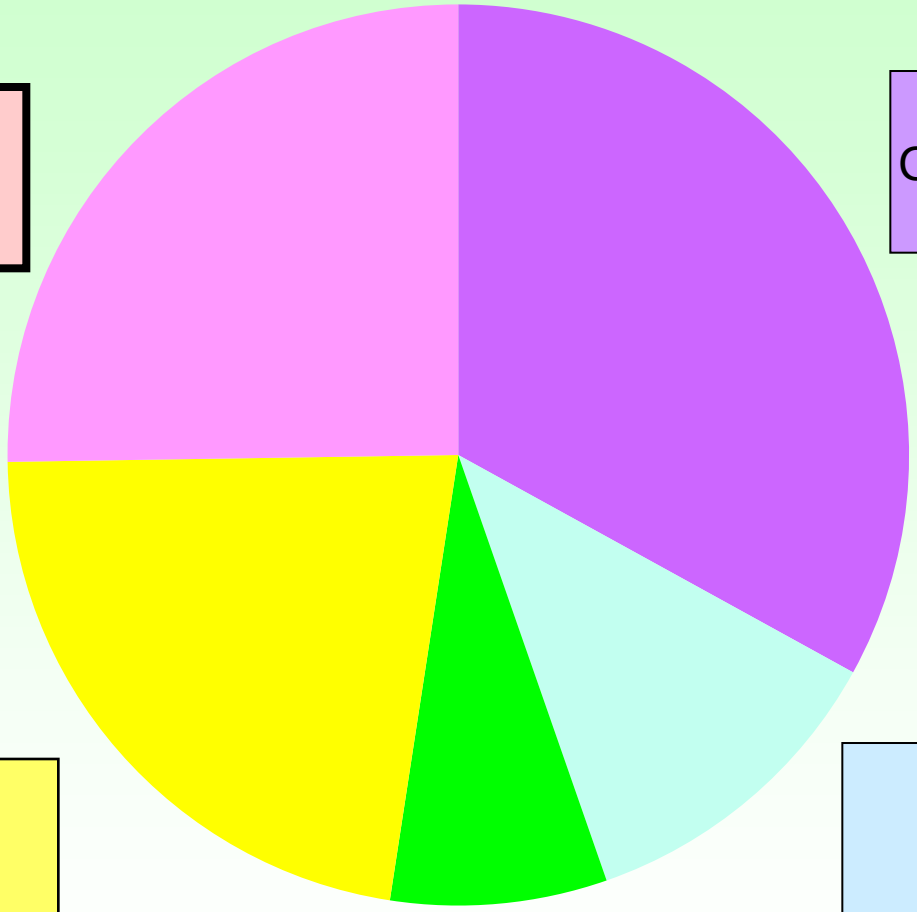

Whispered Voices
Understanding Customers Better Than They Understand Themselves
Darrell Mann

Innovation: What CEOs & Investors See



Where Failures Happen: MNC/Corporations



Market Demand

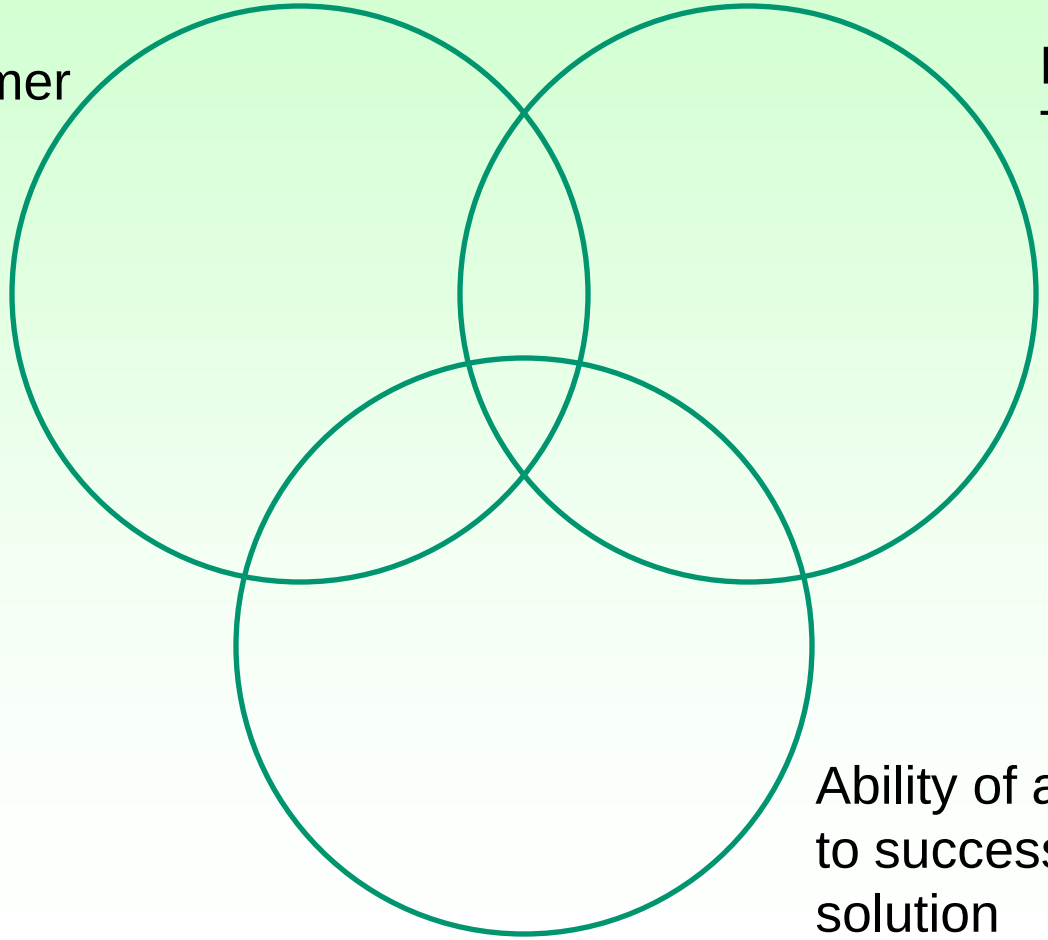
Co-ordination

More Ideal Product/Service

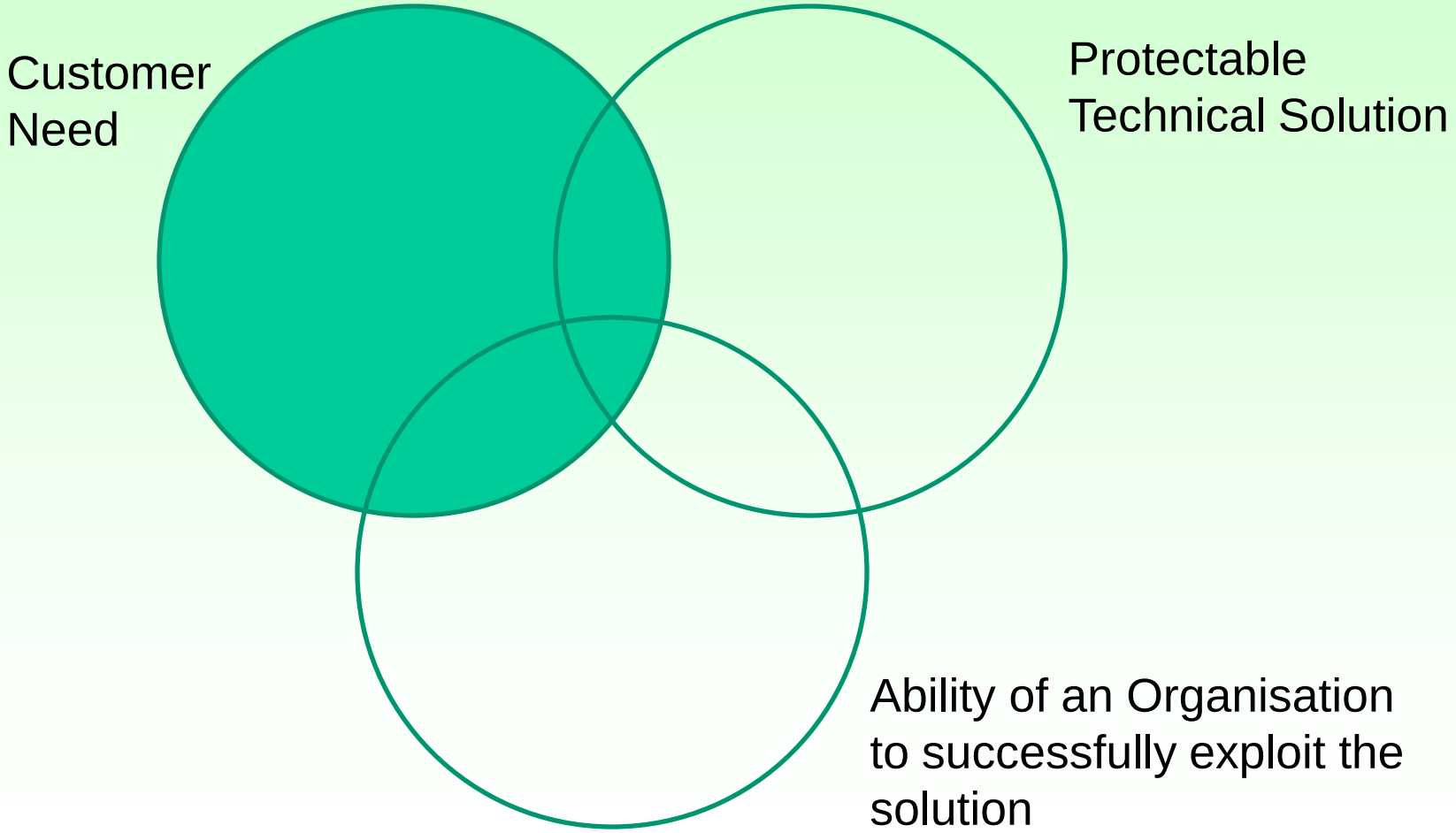
Means of Production

Route to Market

Innovation… Most Difficult Game In The World?

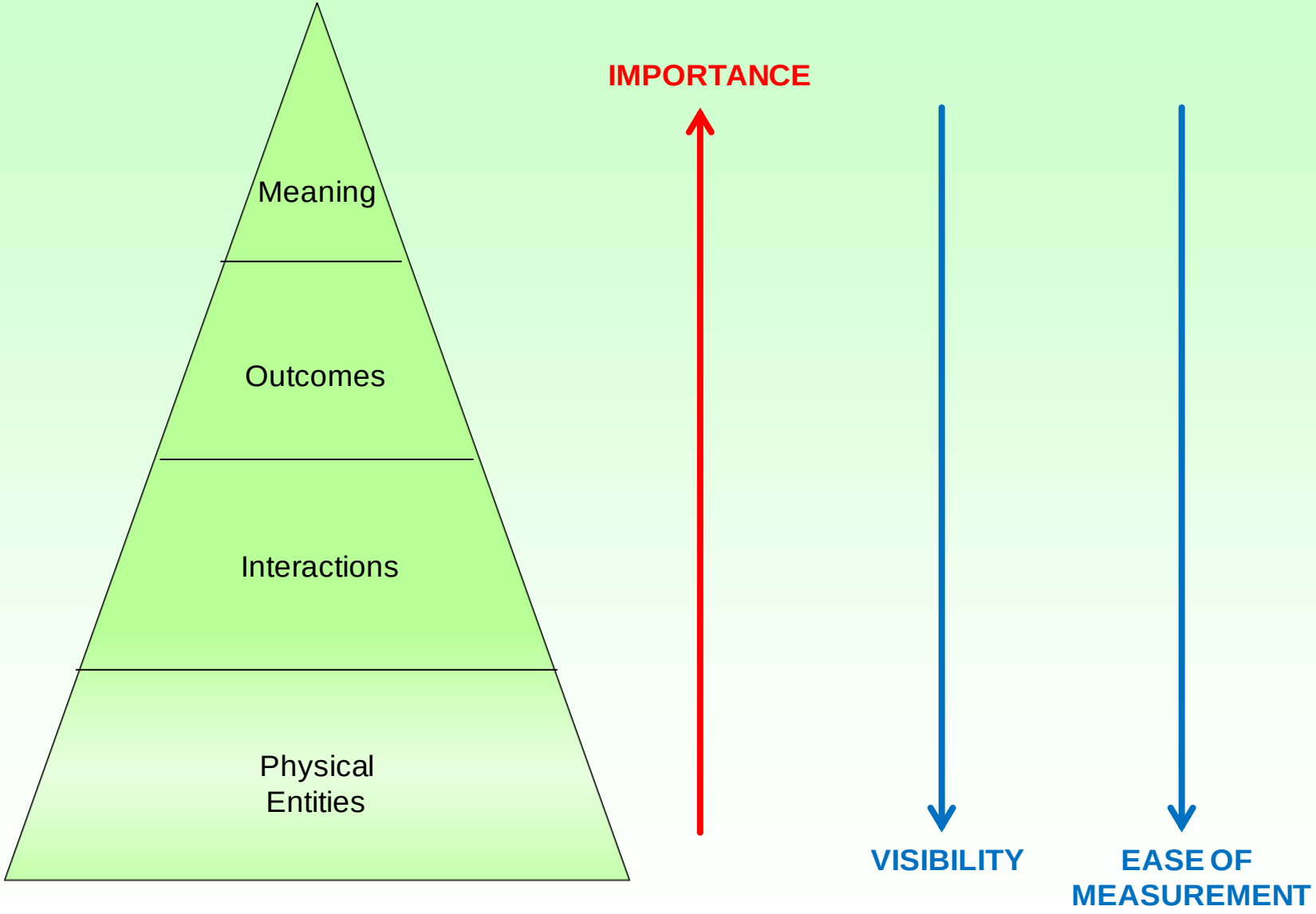


Innovation… Most Difficult Game In The World?



2000
“How do we understand what consumers want without directly asking them?”

2004
“Is it possible to predict consumer trends before they start?”



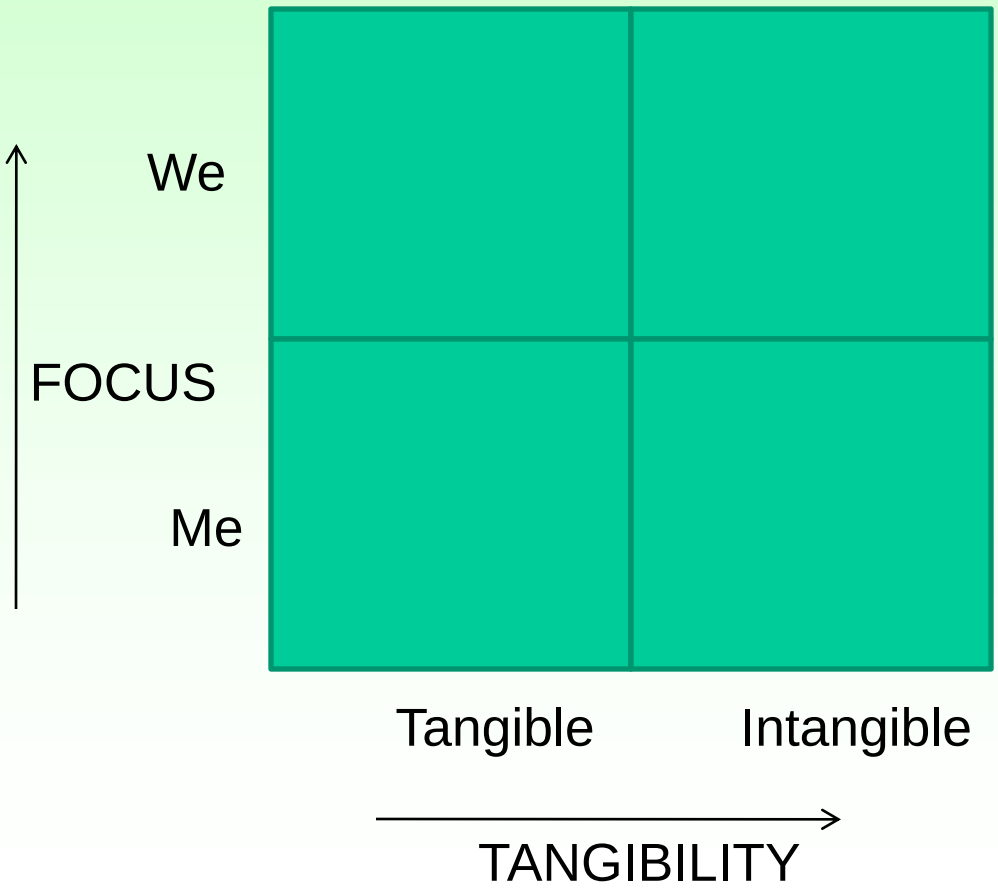
FUNCTIONALITY

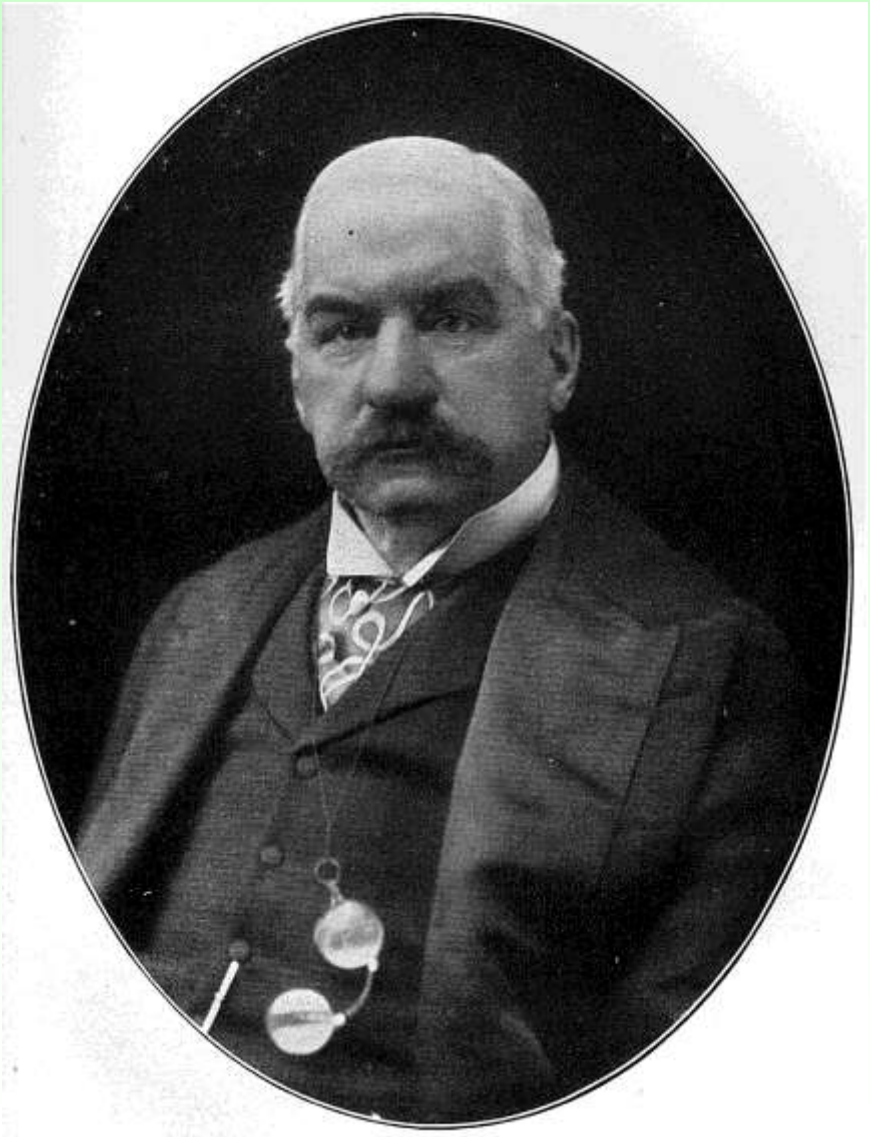
* FUNCTION = ‘JOB’ = ‘OUTCOME’

* ‘Solutions Change; Functions stay the Same’
  (we will all continue to want to achieve the function ‘communication’ but we will not necessarily want a mobile phone to achieve it)

* TANGIBLE & INTANGIBLE

Customers Buy ‘Outcomes’

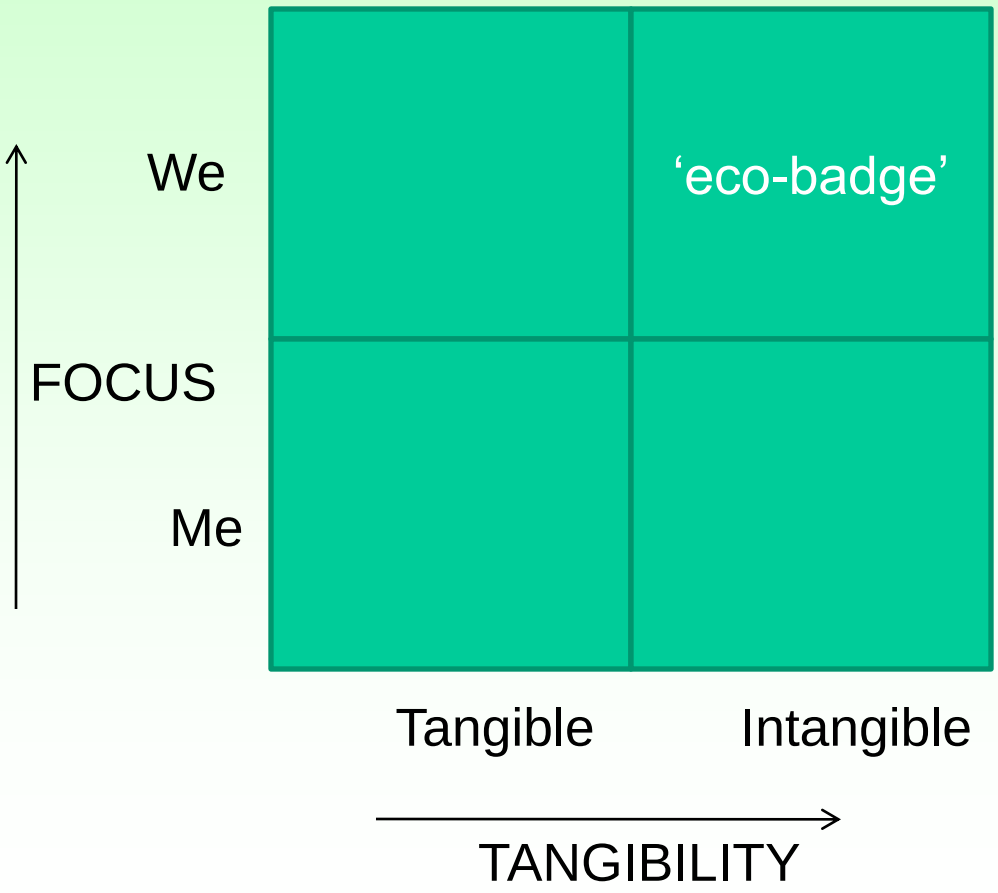




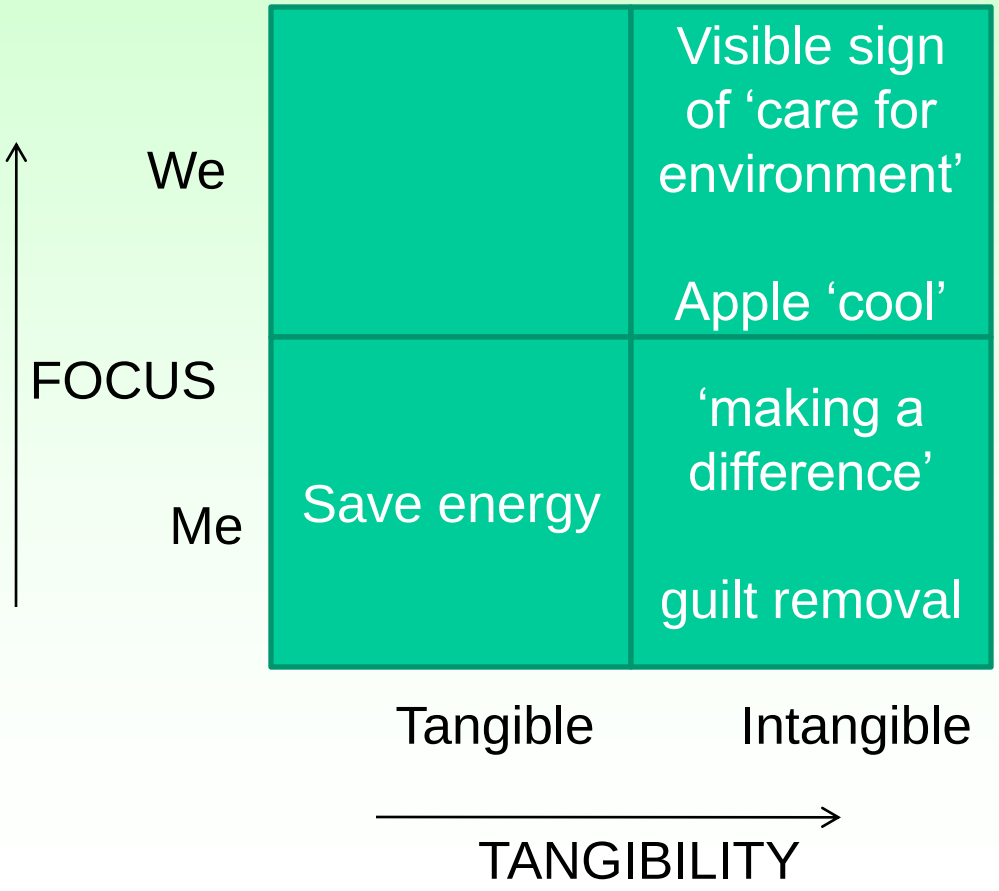
“a person does things
for two reasons:
a good reason
and a real reason”

November 2009
Initial opportunity statement:
“create an ‘eco-badge’
– a visible symbol that people care about the environment”

Initial Outcome Map:

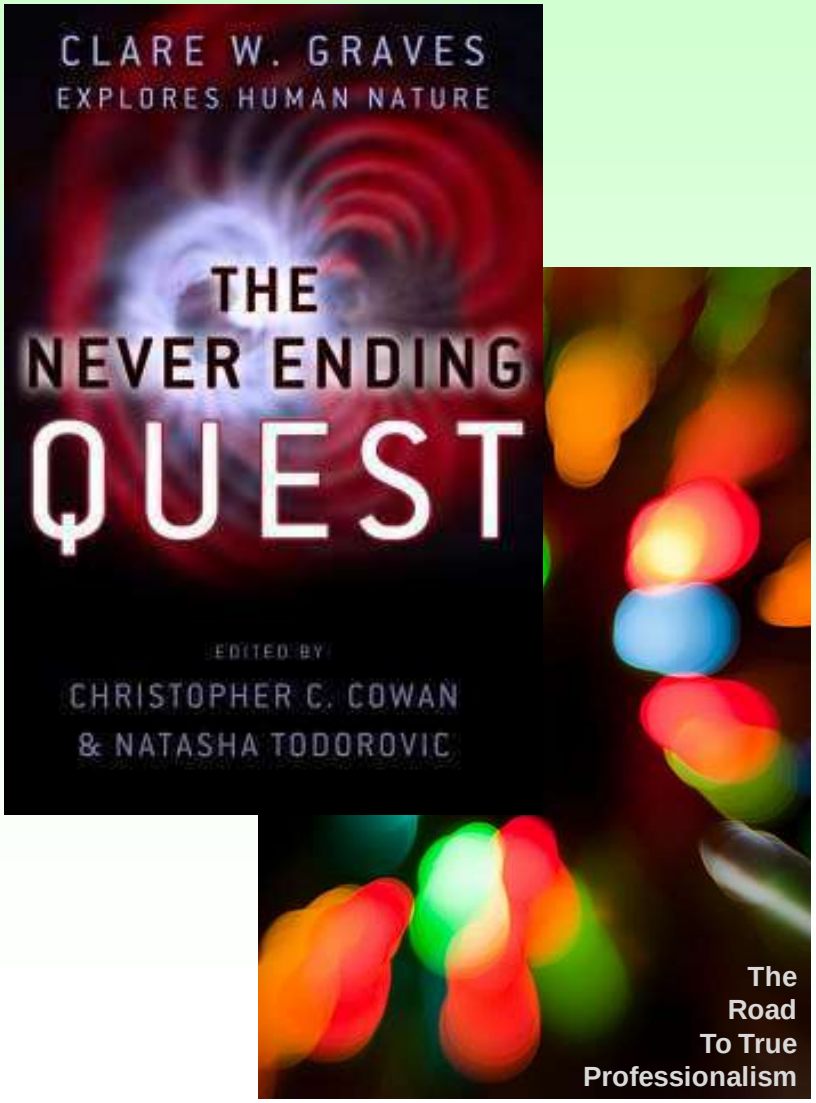


Initial Outcome Map:



Intelligent Feedback – ‘learning’ thermostat control
Apple ‘cool’ design; sold direct to consumer; double the cost of typical thermostat (Apple Effect!); claims to save 15% of energy bills
Massively successful initial launch November 2011

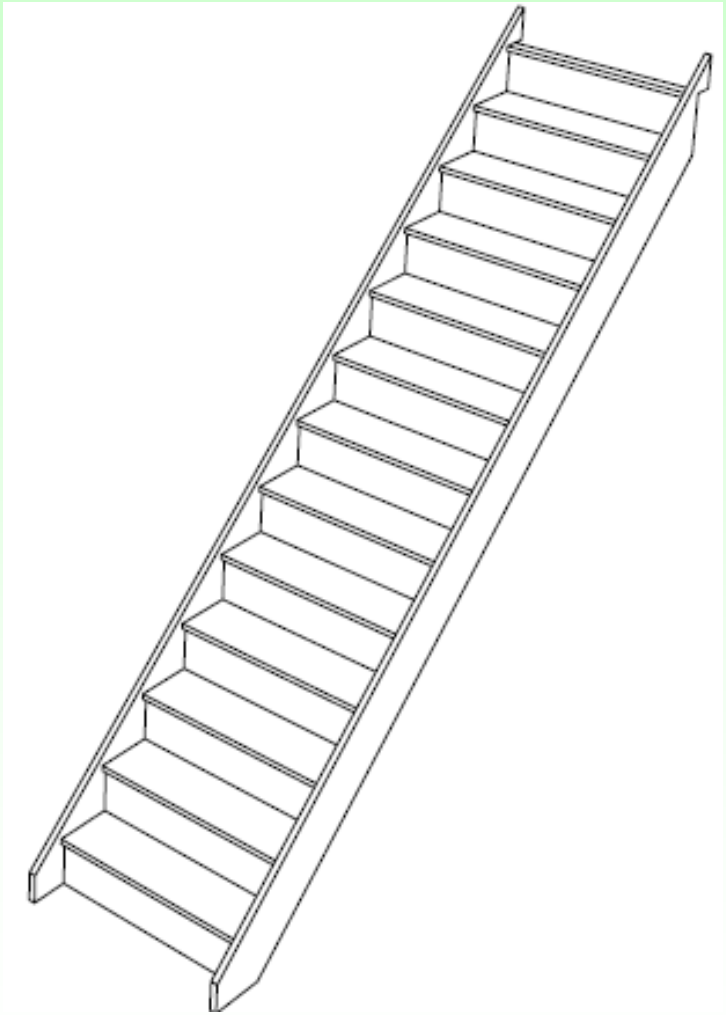
The World's Biggest Piece of Psychology Research…



- 50+ years of research
- 500,000+ people analysed across every part of the world
- National thinking style profiles
- Established Industry Profiles
- 'Social System DNA'

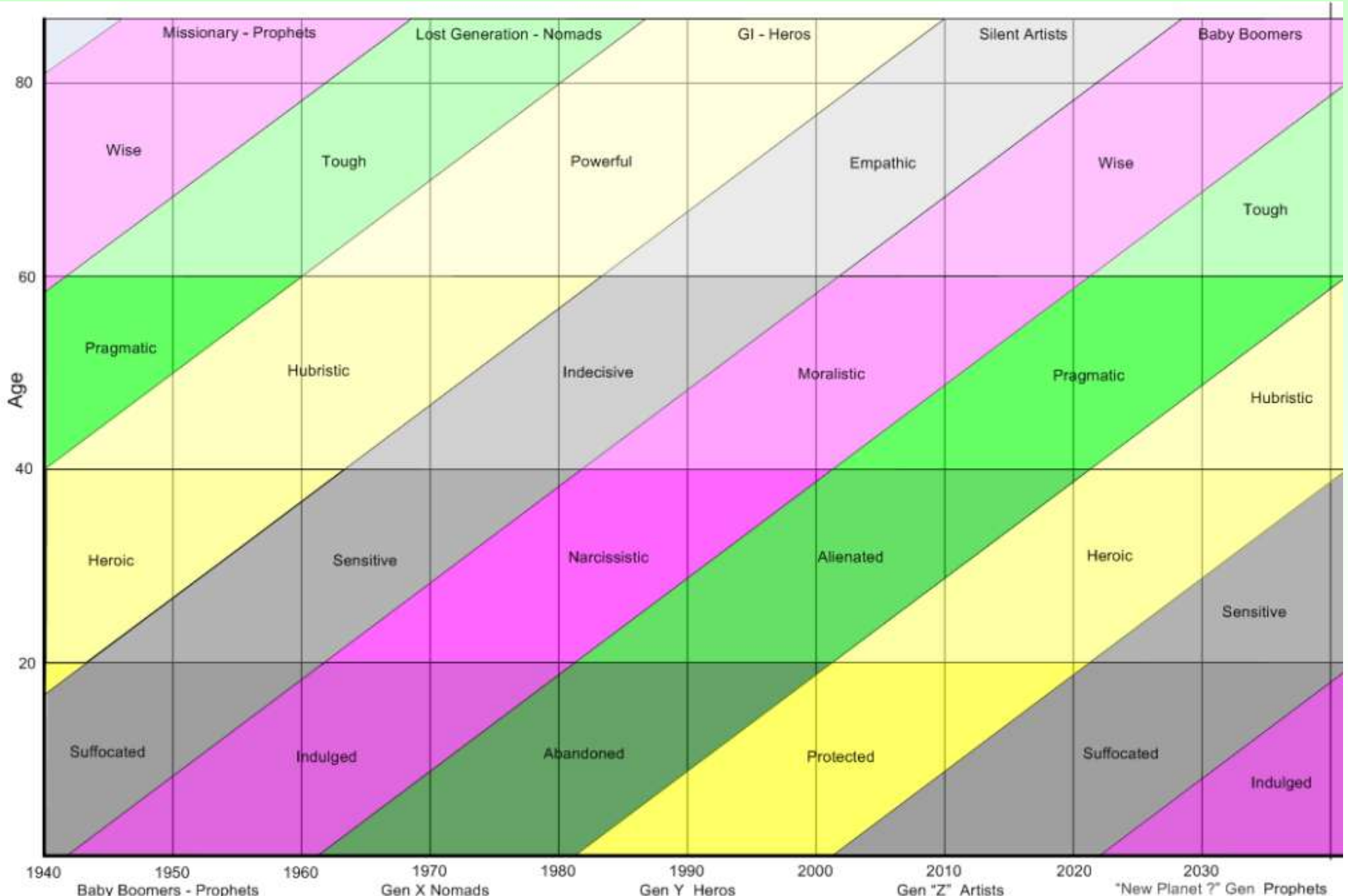
Foresighting is….

…more like this…



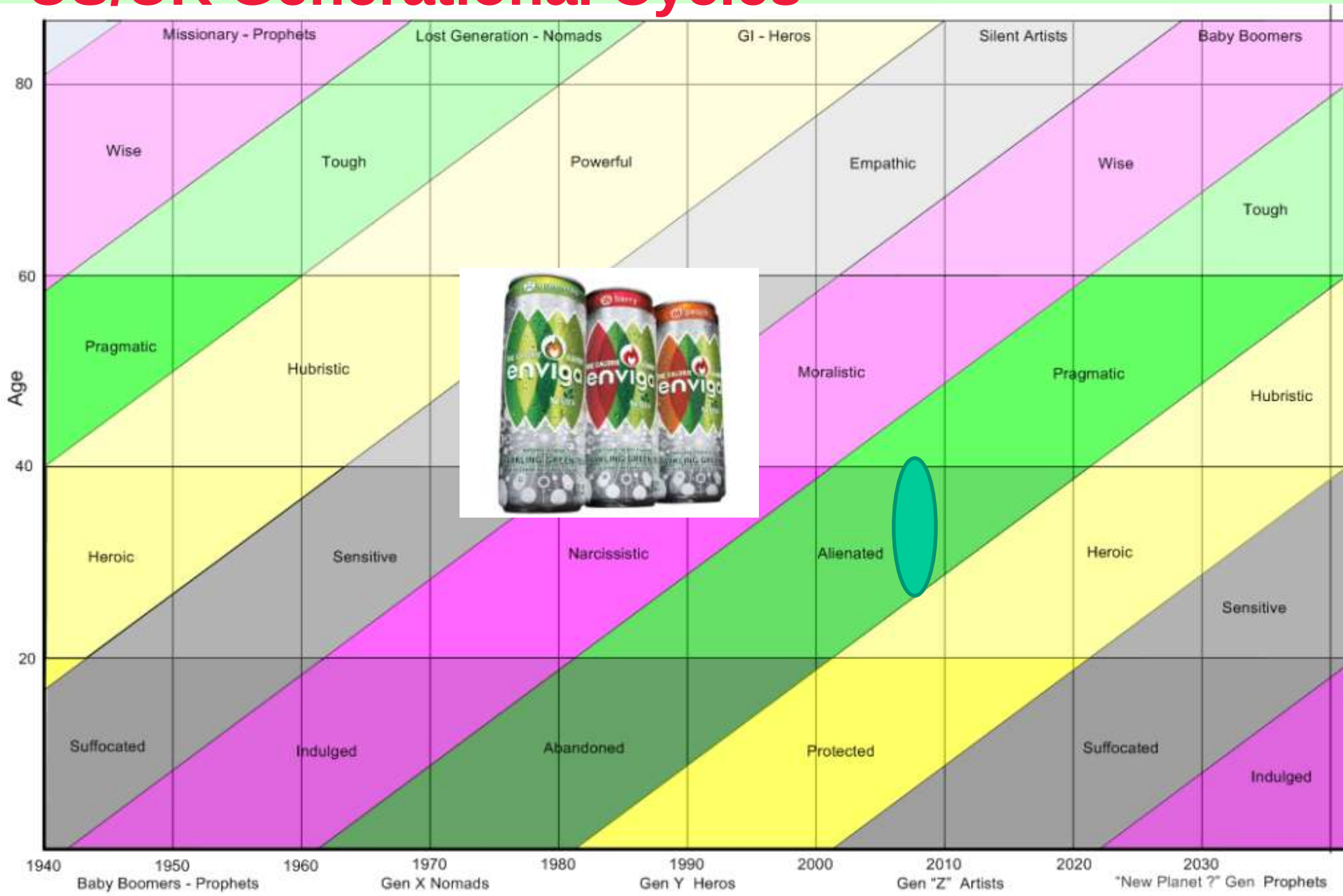
…than this.

Who Am I Selling To?



THE CALORIE BURNER™
enviga™

US/UK Generational Cycles



Chinese Generation Map

Gen Map

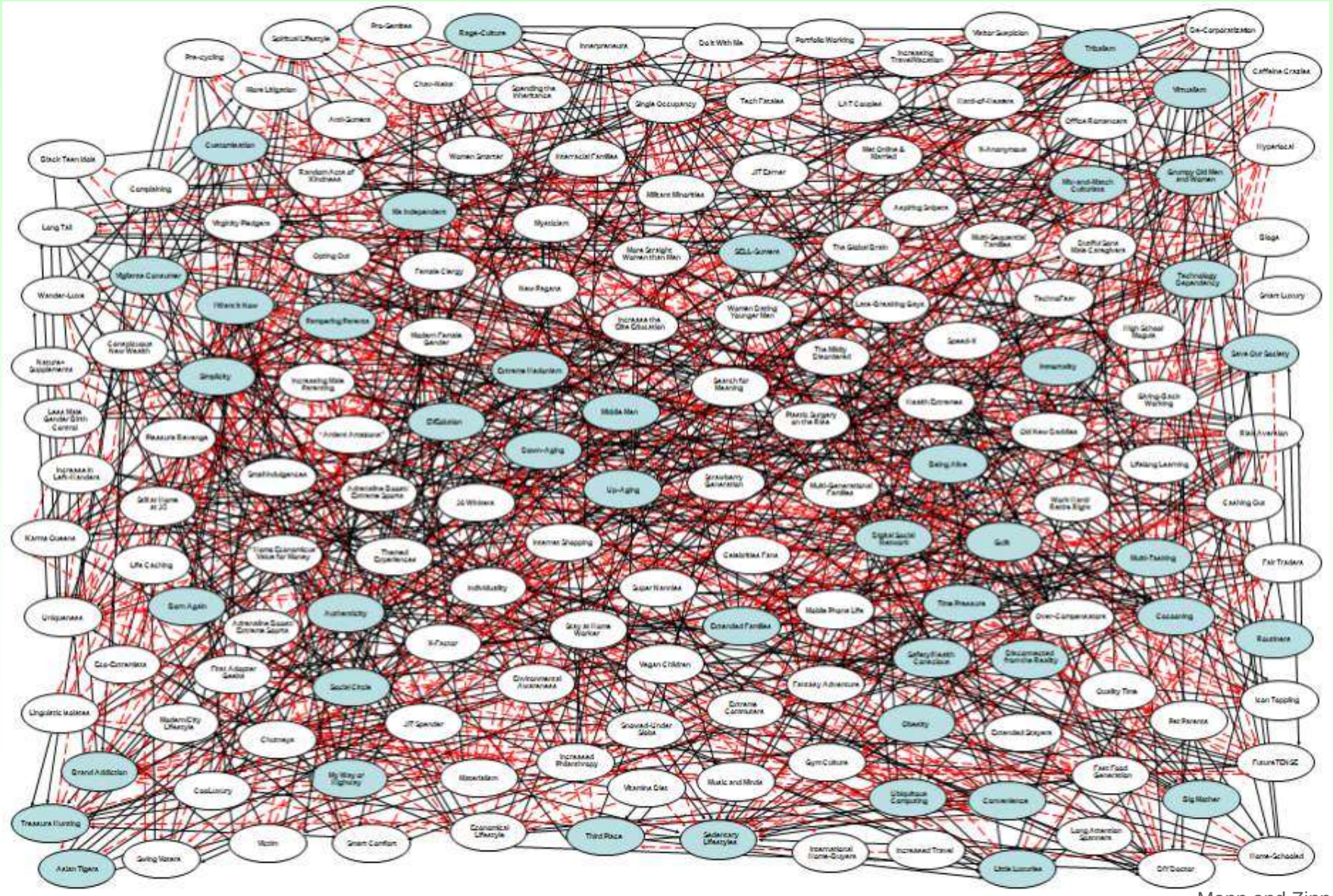
US/UK
Germany

Australia
Brazil
Japan
China
India

B2B/B2C

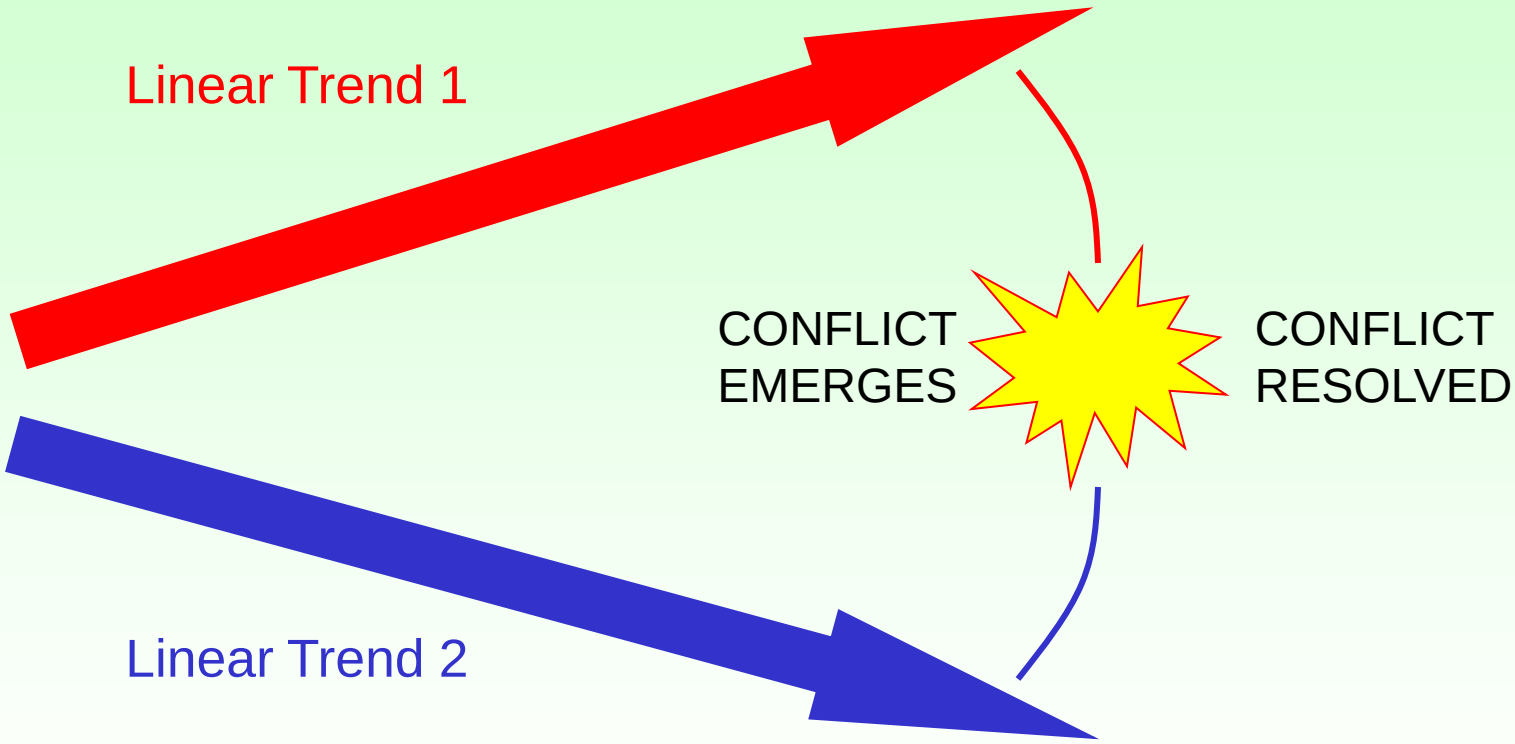
Consumer/Market Trends

Trend Network

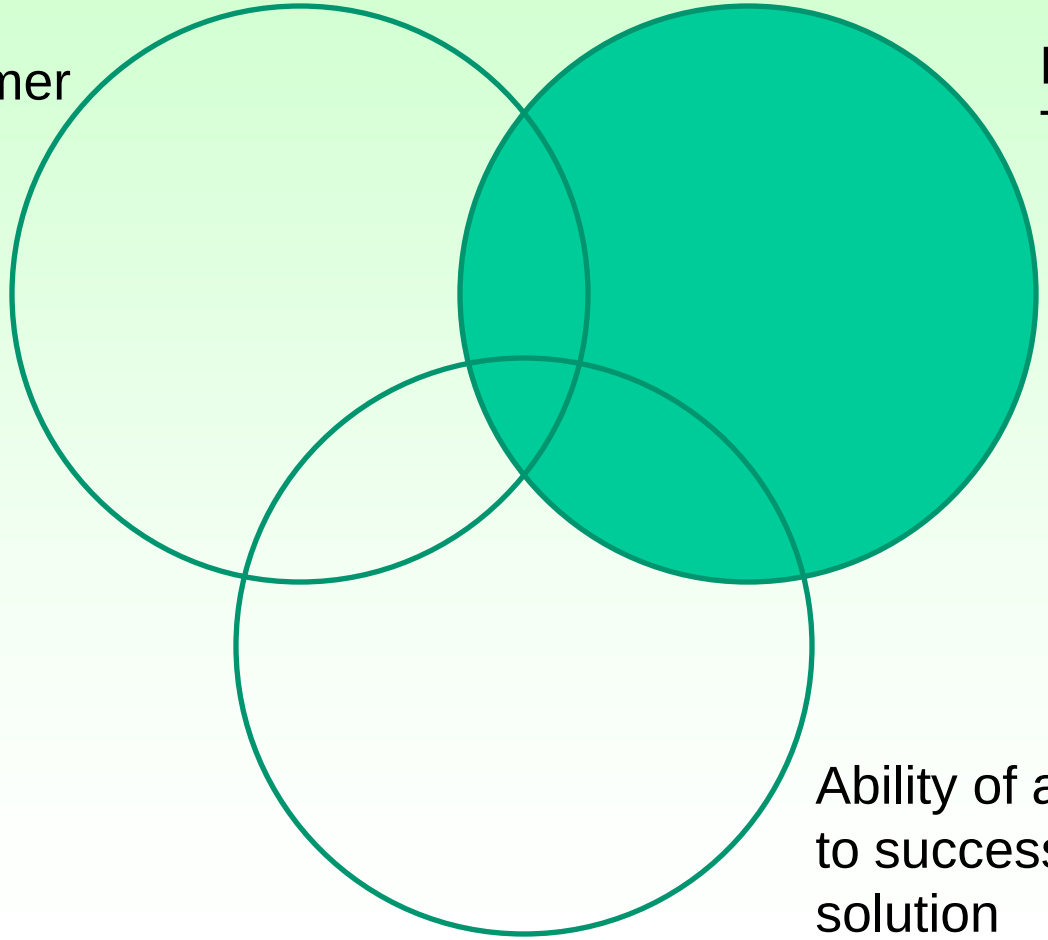


Mann and Zinner,

How Linear Trend Patterns Create Conflicts

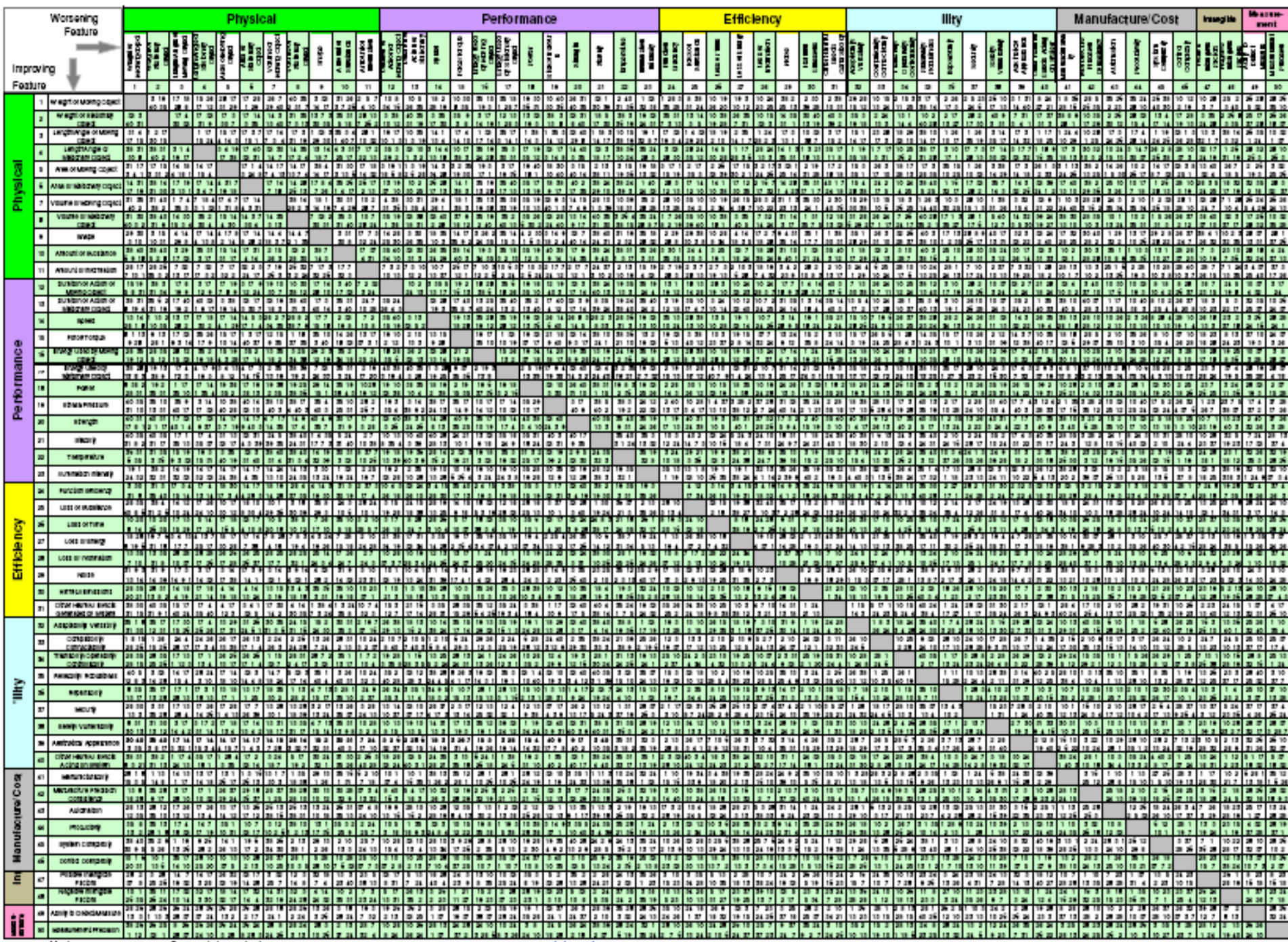


Innovation… Most Difficult Game In The World?



Two Ways To Innovate:

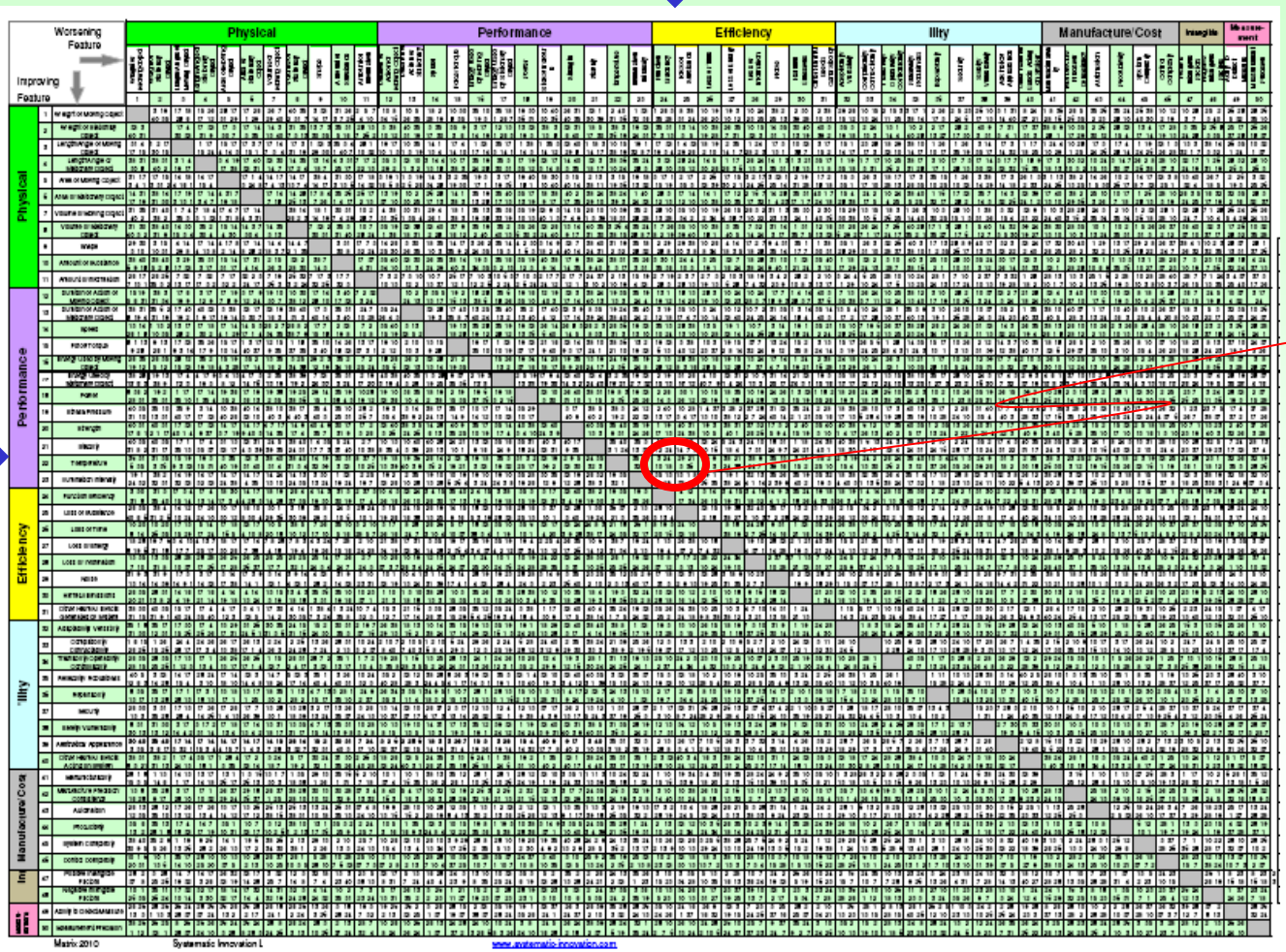
1) Add a new FUNCTION/ATTRIBUTE
2) Solve a CONTRADICTION


Worsening Feature
Improving Feature
Physical
Performance
Efficiency
Utility
Manufacture/Cost
Insight
Measurement
Physical
Performance
Efficiency
Utility
Manufacture/Cost
Ins
Meas
1 Weight of moving object
2 Weight of stationary object
3 Length/angle of moving object
4 Length/angle of stationary object
5 Area of moving object
6 Area of stationary object
7 Volume of moving object
8 Volume of stationary object
9 Speed
10 Amount of substance
11 Amount of information
12 Duration of Action of moving object
13 Duration of Action of stationary object
14 Torque
15 Force (stress)
16 Energy (Loss) by moving object
17 Energy (Decay) by stationary object
18 Power
19 Stress/Pressure
20 Strength
21 Viscosity
22 Temperature
23 Illumination intensity
24 Function efficiency
25 Loss of substance
26 Loss of time
27 Loss of energy
28 Loss of information
29 Noise
30 Harmful emissions
31 Other Harmful effects (generated by/to object)
32 Adaptability (Versatility)
33 Complexity (Complexity)
34 Trainability (Complexity)
35 Reliability (Robustness)
36 Repairability
37 Security
38 Safety (Vulnerability)
39 Aesthetics (Appearance)
40 Other Harmful effects (Adaptability/utility)
41 Manufacturability
42 Manufacture Precision (Consistency)
43 Automation
44 Productivity
45 System complexity
46 Control complexity
47 Positive (Beneficial) Factors
48 Negative (Harmful) Factors
49 Ability to Detect/Measure
50 Measurement Precision
Matrix 2010
Systematic Innovation L
www.systematic-innovation.com

Solutions Somewhere…

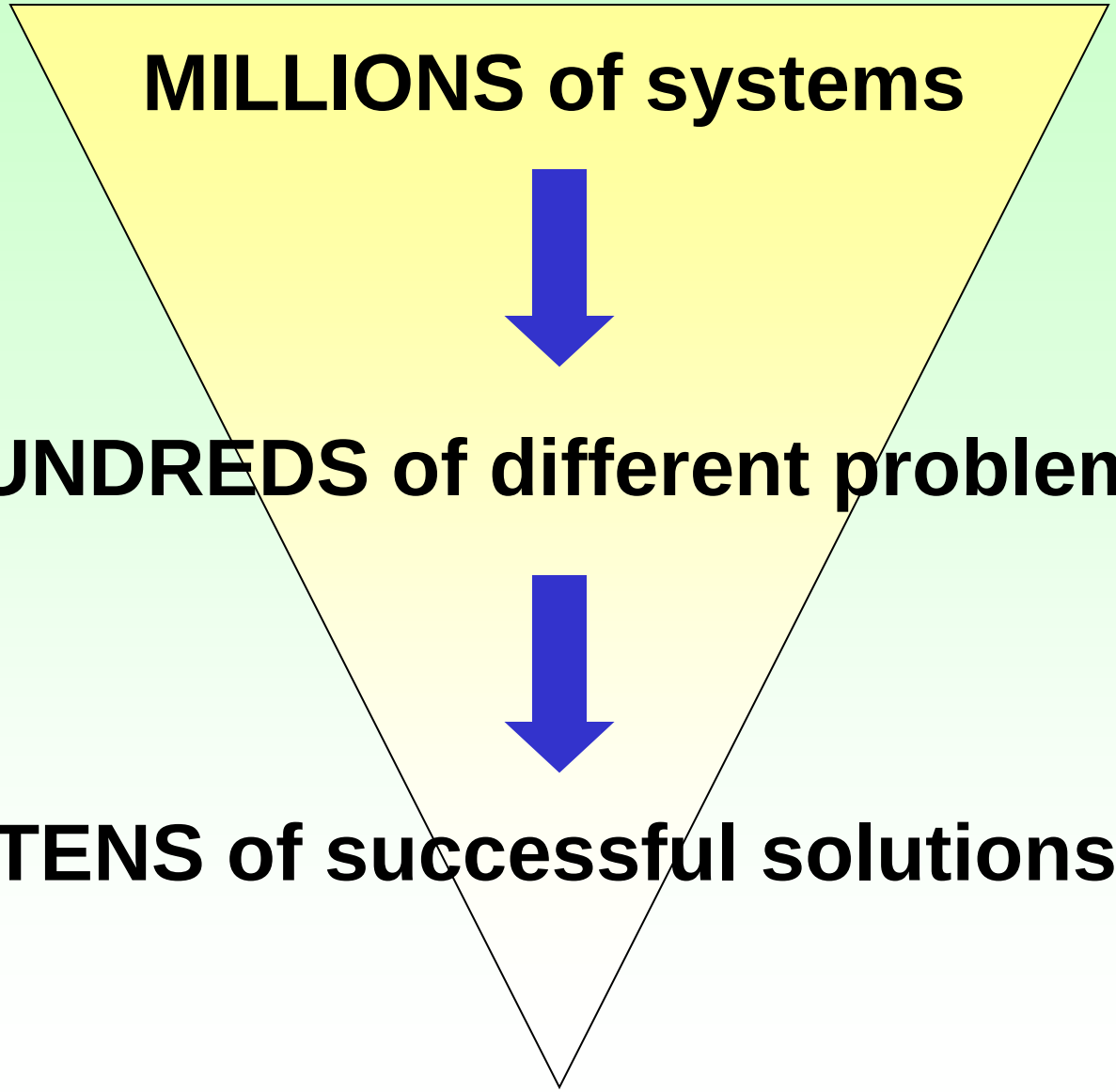
I want to reduce ENERGY consumption….

…but customers are sometimes too LAZY to change their behaviour

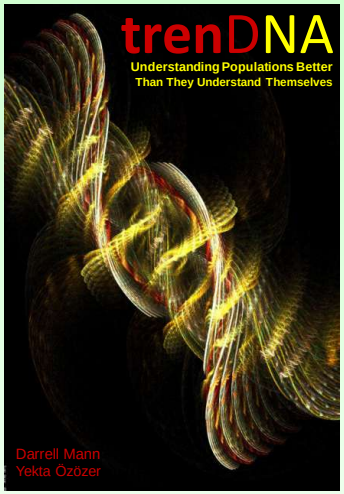


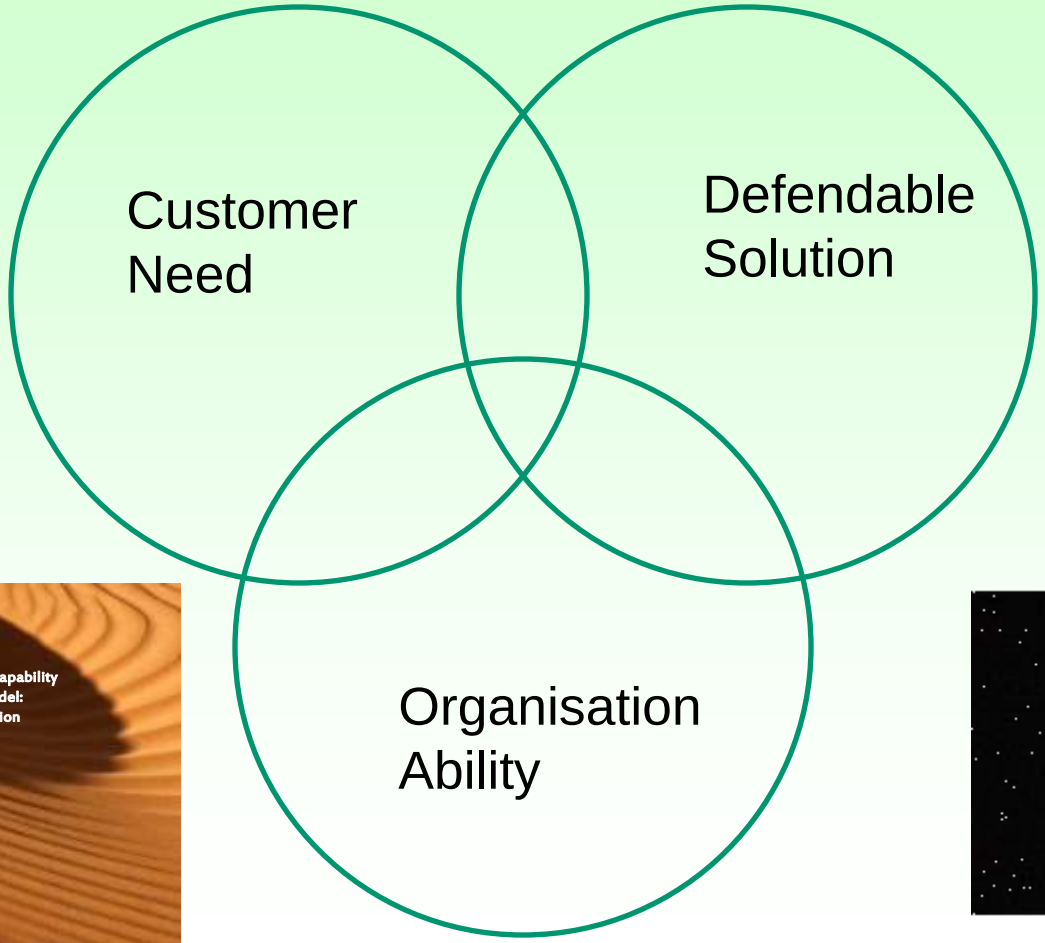
25 15
10 2

strategies used by others who already solved this problem



www.systematic-innovation.com





darrell.mann@systematic-innovation.com