

Introduction

Identifying Customers' Hidden Needs

With Professor Keith Goffin

Wednesday 20th January 2010 | Reading, UK

New Approaches to Create Breakthrough Opportunities

The clear identification of customer needs is a fundamentally important part of successful innovation and most organizations aim to develop a deep customer understanding. However, the methods that they use for their market research – such as surveys, focus groups, and visits to customers – are just not effective. Such traditional approaches cannot uncover hidden needs – the needs that customers have not even recognized themselves. This Masterclass introduces delegates to the best methods for identifying hidden needs and to the ways to translate these into breakthrough products.

Surveys and focus groups do not provide a deep customer understanding because they rely on direct questions and do not study the customer and products 'in-situ'. The social sciences, particularly anthropology and psychology, have developed intricate ways in which to understand both individuals and social groups. When applied to market research, these techniques allow us to analyze hidden needs and understand what customers actually think, rather than relying on what customers say.

Professor Goffin has extensive experience of identifying customers hidden needs for companies such as Agilent Technologies, Bosch, Miele and VirginMoney, and in this Masterclass will give delegates the knowledge to apply key techniques in their own organizations, to overcome internal resistance, and to turn the insights into breakthrough products and services partnership itself.

“Without the study of hidden needs our organization wouldn't have made the decision to enter a new segment. It is amazing how accurately the market research has predicted the developments in the market over the last two years”

This innovation workshop will give a detailed understanding on how to gain deeper market insights; the tools required; and how to apply them in your own organization.

Designed for
 R&D Managers;
 Product Managers,
 Marketing Managers
 and Innovation
 Managers

KEY TOPICS THAT WILL BE ADDRESSED

- 1 Traditional market research: the methods and why they bring limited results.
- 2 Overview of enhanced methods for market research including: contextual interviews; video ethnography; ethnographic analysis; repertory grid technique.
- 3 Learning to use the key techniques: how to conduct systematic observation; contextual interviews; repertory grid technique.
- 4 Case studies of the successful use of hidden needs analysis in companies such as Agilent Technologies; Beiersdorf; Bosch; Miele; and VirginMoney.
- 5 Designing an in-depth market study: selecting the right project; and developing a deep customer understanding without resulting to using market consultancies.
- 6 Embedding the philosophy of hidden needs in your organization: identifying and overcoming the barriers.

Overview & Itinerary

This workshop is targeted at midsize companies, as well as teams within larger organizations, to receive the required skills and tools to operate a successful external innovation programme.

8:30 REGISTRATION

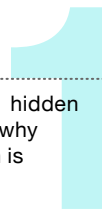
Tea, coffee and biscuits

9:00 WELCOME & INTRODUCTION

Review ground rules of the workshop.
Overview of the day.

9:15 SESSION I INTRODUCTION

Why identifying customers hidden needs is so important and why traditional market research is inadequate for the task.

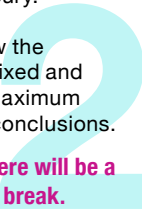


10:00 SESSION II THE PORTFOLIO OF NEW TECHNIQUES

This session will provide delegates with a clear overview of the techniques which should be in every market research armoury.

It will also explain how the techniques can be mixed and matched to ensure maximum insights and reliable conclusions.

During this session there will be a 15 minute networking break.

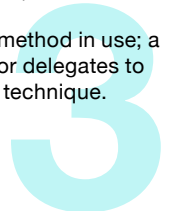


11:00 SESSION III REPERTORY GRID TECHNIQUE

A technique from psychology to uncover customers thinking and tap their tacit knowledge (of their situation; of your products; of your competitors products).



Case studies of the method in use; a hands-on exercise for delegates to apply repertory grid technique.



12:30 NETWORKING LUNCH

13:30 SESSION IV ETHNOGRAPHIC MARKET RESEARCH

The discussion will include contextual interviewing and video ethnography. Uncovering the needs and the culture of your market segments using the tools of the ethnographer.



This session will be based around an interactive mixture of case studies and hands-on exercises that really enable delegates to understand how the techniques are used in practice.



15:00 SESSION V THE FULL ARMOURY OF TECHNIQUES

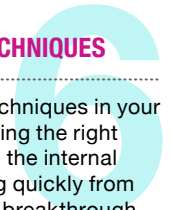
One of the problems today is that as each new market research technique emerges, its supporters make unrealistic claims. There are no panaceas in market research.

Therefore this session will give delegates an overview of other approaches, how they can be used, and their advantages and limitations. Techniques such as crowdsourcing, projection, and lead-user technique will be covered with case study examples.



16:00 SESSION VI APPLYING NEW TECHNIQUES

Applying the new techniques in your organization. Selecting the right project, overcoming the internal barriers, and moving quickly from market insights into breakthrough products.



16:45 WRAP UP & CLOSE

A PROVEN TOOLKIT TO IDENTIFY CUSTOMERS HIDDEN NEEDS

1 Designing effective market research for identifying hidden needs – selecting the right mix of methods.

2 Practical approaches to analyze large volumes of complex qualitative data.

3 Video ethnography: Combining visual and verbal data to understand not only the customer but their environment and culture.

4 Repertory grid interviews: Gaining insights into the customers tacit knowledge of your products and services.

5 Focused brainstorming: From market insights to breakthrough products.

6 Contextual interviewing: How to interact with customers in their own environment in order to identify the issues they face in using products and services.

Registration & Further Details

THE WORKSHOP LEADER



Keith Goffin is Professor of Innovation and New Product Development at Cranfield School of Management in the UK. Previously, he worked for 14 years for Hewlett-Packard, in management and marketing roles. At Cranfield, he teaches on MBA and executive programmes and acts as a consultant on innovation management to organisations such as Agilent Technologies, BOC Gases, Bosch, BT, Draeger Safety, Sony, Kellogg's, Hewlett-Packard, HSBC Bank, Rank-Xerox, Leyland Trucks, Unilever and Heidelberger Druckmaschinen.

He has published extensively with over eighty articles in a number of journals and magazines, including the International Journal of Physical Distribution and Logistics Management, and the Journal of Product Innovation Management. The second edition of his best selling book *Innovation Management: Strategy and Implementation Using the Pentathlon Framework* will be published in December 2009 and his new book *Identifying Customers Hidden Needs: Creating Breakthrough Products* will be published in early 2010.

IN THIS WORKSHOP YOU WILL LEARN:

New and proven tools and techniques for understanding how your customers think and the issues they face with your and your competitors' products.

How to analyze qualitative (and quantitative) market data and to spot the market research 'needle in a haystack' - the opportunity for a breakthrough product.

The ways in which you can change the culture of your organization to focus on customers' hidden needs and breakthrough products.

WORKSHOP FEE

Full Workshop

ILP Members £420^{+VAT}

Non Members £595^{+VAT}

Cancellation Policy:

Cancellations can be made up to and including January 6th, 2010, during which period the event fee, less 20% will be credited. No refunds are given for cancellations received after January 6th, 2010. You are very welcome to send a colleague to the event if you are unable to attend.

Cancellation of the event:

In the unlikely scenario of the event being cancelled, either through force majeure or for any other reason, the liability of Pure Insight will be limited to the full return of the registration fee. No other claims against Pure Insight will be considered.

THE VENUE

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