

Why *WACS Insights & Strategy*
Is the Mkt. Research Vendor of Choice
To Maximize Your Team's New Product
Design + Development Efforts For Successful
Marketplace Entry

- New Product/Innovation Ideation
- Innovation Insights and Strategic Development
- Concept Development, Testing and Confirmation
- Beta Product Testing and Confirmation
- Increasing the Odds for Successful New Product Entries
- Extensive Comprehension of + Experience with the Dynamics of Disruptive Innovation

*OUR MANTRA: If you have a role in your Company's New Products Design and Development process, **WACS Insights & Strategy** can make your project efforts easier, more rewarding– and enhance the chances of marketplace successes.*

As a full service Market Research provider since '86, WACSSIS has been vitally active within the New Products Design and Development space for several decades now, and we know how to help eliminate those barriers to success that will typically confront your Team once market research is brought into the new product project agenda.

Given the average annual new product failure rate (80%), we are determined to help improve the odds in your favor.

As part of any New Products design and development program, market research and insights inevitably come into play for implementing a series of ideation and testing protocol. And, as you've probably experienced on at least one occasion, the MR experience can often turn into a frightfully unproductive one.

If not effectively managed and directed, the MR ideation, insights and testing functions can mislead, resulting in:

- Faulty predictions,
- Erroneous and misleading conclusions and insights
- Misguided solutions that result in poor decision-making--with most of the inaccurate results emanating from weak analytics, poor insight, inadequate insight ranking, or weak translation of insights to product spec.
- At the end of the day, disappointment in the form of unsuccessful new product entries--and a lot of wasted effort, time and money.

- **WACS Insights & Strategy** has recognized that the gap between the ideation insights/testing teams and product execution teams needs to be closed if innovation outcomes are to be more consistently successful. So, we're here to tell you that lackluster MR contributions contributing to less than sterling new entries don't have to happen anymore.
- If you have experienced less than successful, repeatedly negative new product marketplace outcomes due to faulty MR processes, then you should consider partnering with **WACS Insights & Strategy** to help you attain the very top quality market research insights and solutions you deserve to establish successful new product entries.

- As virtual pioneers in applying the ‘appropriate’ market research tool-kits to make Innovation and New Product design + development efforts a more manageable, repeatable process, we help companies around the world.
- Using our own proprietary qualitative, ideational and quantitative tool-kits, we are able to generate disruptive, new ideas that link unmet customer needs with innovative business models, products and services that drive new growth.
- And we know how to test, evaluate, tweak and re-evaluate to help shape these ideas into insights and solutions that result in the most powerful concepts, strategies and products for go-to-market introduction.

Since the 1980's, **WACS Insights & Strategy** has been orchestrating market research geared to maximizing our Clients' New Products and Disruptive Innovation efforts, and, as such, we have been an integral part of success stories for some iconic Fortune 1000 market disruptors:

J&J	Pillsbury
SC Johnson	Nike
Verizon	Kellogg's
Subaru	Kimberly Clark
Miller Coors	Samsung
Avaya	LG
Micron	Bayer
Hagen Dazs	Nokia
Groupon	Alfa Romeo (Italy)
and many more

Here is why global Fortune 500 Companies around the world have selected us to support their New Products/Disruptive Innovation projects:

WAC SIS is among a minuscule group of cutting edge market research providers who truly understand the New Products/Disruptive Innovation process and those requisite conditions that must pre-exist for the process to succeed. These include:

1. Knowledge of the marketplace structure and existing brand conditions that must be in force for a disruptive innovation to take hold;
2. An understanding of the R&D guidelines and dynamics that make a successful D.I. work;
3. Full understanding as to how a breakthrough, successful new product is created and SOLID experience as to how MR can contribute to successful development along every step of the project pathway;

4. Having experienced how and when you need to measure and iteratively refine and re-create ideational concepts and test along every step of the developmental process.
5. Our deeper experience with applications of specialized qualitative and high-powered quantitative tool-kits:
 - whether it's Synectics, Delphi methodologies, hypnotism, use of SCAMPER and other iterative ideation generation techniques, or
 - specialized quant. concept evaluation techniques with specialized built-in analytic mechanisms, such as product line optimization test methodologies, advanced segmentation analytics or iterative confirmatory usability testing approaches,
 - or the way we implement preliminary exploratory creative phases utilizing your own previous quantitative research data via 'AI' techniques, as inputs into predictive 'what-if' case scenario simulation modeling)——

These are all geared to provide optimum learning, direction and guidance to assist in maximizing New Products engineering at every touchpoint of the NPD process.

6a. Our ongoing learning curve with respect to the 'fit' between market research and Disruptive Innovation:

- It's much easier for organizations to create line extensions than it is to create a disruptive new product category. Conventional wisdom says that creating a new category is much harder because there is so much we don't know about the pending market when we're creating a new product.
- ✓ As Clayton Christensen has often said, the data we employ to assess the market, including those gleaned from prior market research, are typically about the past – and when we're creating a new market, we would ideally need data about the future.

6b. So this provides at least some explanation as to why it's so difficult to create a disruptive innovation via input from traditional market research predicated on past behavior and attitudes, which is why **WACS Insights & Strategy's** NPD market research protocol employs a far more futuristic perspective based upon consumers' immediate and projected response to ideas, concepts, propositions, visuals, and product options that they've never seen nor heard of previously.

- Our ideational research approaches generate concepts and propositions that are futuristic, not based upon consumers' past behaviors and predispositions, but on the particular breakthrough ideation techniques we employ. We utilize over 20 of them and not one is the focus group approach which we deem to be harmful for these purposes.
- Our quant. usability testing approaches utilize methodologies that are predictive, iterative and reflective of the more futuristic ingredients which reflect the basic components of Disruptive Innovation.

Our entire market research perspective pertaining to Disruptive Innovation is predicated on the axiom: 'Don't give them (customers) what they think they want, give them what they don't yet know they want'.

We've also learned that, to be disruptive, an innovation must fulfill the following six criteria, and our approach to implementing market research for Disruptive Innovation is predicated upon these ingredients:

- i. The innovation must reflect recurrent, stable 'jobs' that need to get done, that consumers (or, for B2B, 'customers') need to do, in their daily lives. In order to develop new innovative products that consumers will be willing to buy, the key is finding what customers need to do on a recurring basis. Clayton Christensen terms this as **"jobs-to-be-done"**. In other words, as we go about living our lives, jobs arise in our lives: there are tasks we need to get done in order to go about conducting our lives. And **these "to-do's" are surprisingly recurrent and stable throughout time.**

When we're trying to develop a new product, we need to be sure that it's going to address a job that target customers need to get done in their daily lives. So, if somehow, somebody could invent a new way to transport data in a better way than email, or cell phones, then, presumably, this kind of innovative product would easily find its market and would therefore be part of the 20-30% of innovative products that actually succeed. Bottom line: an innovative product is successful if and only if it addresses a 'job to be done' that we are trying to get done in our daily lives on a recurring basis.

- II. The innovation must target a larger audience which is unable to do something that they would really want to do.
- III. The innovation would attract low-end consumers who would be interested in paying a lower price for a lower performing product.
- IV. The innovation should be disruptive to every single company already occupying 'space' in the product arena, and not disruptive only to a few.

- V. The innovation must preempt a new product category; it is not an extension of an existing brand.
- VI. It is critically important that the D.I. or innovation address a truly important need, and it must be the RIGHT need. It must represent a 'job that is important to be done' on a highly frequent basis.

Here's an example of a recent innovation that is off-target in terms of delivering critical need importance:

During the last 5 years, **there have been many high school and university textbook companies trying to develop textbooks on tablets.** They're creating a new version of the paper base textbook that is specifically dedicated for tablets such as the iPad. Therefore, using tablet's enhanced digital capability such as audio and video as well as Internet connectivity, they add audio, video and Internet-based information into the content of the existing textbook. And then, they market the textbook as enhanced version of the existing paper base textbook. This kind of innovation presumes that what high school and university students are trying to achieve when they attend classes is better learning.

In fact, most high school and university students are **not** trying to learn as much as possible. What they're trying to do is: “to get the best grade possible while spending the least possible time studying”. Therefore, the product that most fits with this kind of job is not the enhanced digital textbook, but some kind of online subscription service which could be called **cram.com**, which would be specialized in helping students cram just before exams. Among other criteria addressed, it would preempt a wholly new product category and be disruptive to existing companies in the tablet based university textbook space.

This example demonstrates the natural tendency that innovators have in trying to develop a product which they feel is good for the market but which, in fact, doesn't fully meet the required criteria of successful D.I.'s, viz., in this case, 'the jobs that customers are trying to get done on a daily basis' and 'actual need to be fulfilled by the D.I.'. When this happens, innovative products fail; when innovative products do meet “jobs-to-get-done” and accurately pinpoint the consumer need to be fulfilled, they succeed.

So...why do our partners work with us?

- 1. We Provide Certified Research Conducted by Researchers With Solid Skills, Experience and Expertise:** Our market research infrastructure has an average of 15+ years of experience in all types of advanced quantitative, ideational and cutting edge qualitative research.
- 2. We Are Flexible:** From full service to ad-hoc projects to consultative partnerships, we can provide 24/7 support so you can focus on more strategic, critical tasks pertaining to your own objectives.
- 3. We Impose The Most Stringent Quality Controls:** All of our procedures ensure that all results, all deliverables (e.g., final reports, insights, recommendations) are reviewed for quality, accuracy, and completeness at least 3 times, before they land on your desk.
- 4. We Provide Thoughtful, Strategic Marketing Based Insights and Solutions.** We are not merely reportorial in our handling of data and analytics; we tell you what the data mean and how you can apply them to optimize your product design and development.

So...why do our partners work with us?

5. **'The *WAC SIS Guarantee*'™:** We offer 100% accurate work and will redo any project at no extra cost if there are any errors. We will also remove \$100 per hour from our bill for every hour that you have to spend reworking our deliverables.
6. **We are Multi-Talented:** We also specialize in a full array of ALL market research tool-kits suitable for ALL product and service categories, for both consumer and B2B markets. We are global in scope. [Click here to learn more about us](#)
7. **We can custom-tailor an ideation and testing research protocol that fits your particular product design and development needs and timeline requirements.** This is one of the major ways by which we help maximize your total effort.

*How can **WACS Insights & Strategy** be of greatest service to you and your Team? – Simply by designing and implementing a customized ideation and market research protocol tailored to the objectives and timeline requirements of your specific New Product project, we can inform design and development of successful new product entries that will succeed in the marketplace*

The market research protocol to optimize the innovation design and development process is often comprised of the following 10 steps and phases:

1. Relative to the potential innovation under consideration, **WACSIS** helps you to identify those need systems that exist among potential core target customers for your innovation, which would require strong product delivery of ‘cost of entry’ need(s) for the entry to succeed:
 - ✓ Need systems would include irrational, visceral, unconscious, as well as rational, tangible, efficacy based product benefits
 - ✓ ‘Daily Jobs’ behaviors would be verified as substantial, i.e., the ‘daily jobs that need to get done’ prerequisite, if not by all users in a market, then by significant segments who would account for sufficient volumetric levels that would sustain brand sales to ultimately make it viable

2. **WAC SIS**, along with Client, helps to develop guidelines for ideation process leading to development of high priority concepts, which are subjected to multi-stage concept testing with iterative creative refinement
3. **WAC SIS** develops plan for ideational, conceptual development and testing leading to creation of final concepts and product betas
4. **WAC SIS** develops assessment criteria for concept and prototype evaluation
5. **WAC SIS** implements quantitative protocols, testing content and analytic guidelines + objectives for testing ideas at conceptual and products at beta levels
6. **WAC SIS**, from results of 1-5, makes recommendations for final concept and product enhancements to maximize final product's likeability, purchase intention + trial, emotional engagement and overall salability

7. **WAC SIS** includes early adopters/innovators in all its concept test and product usability research protocols to insure presence of most important brand advocates at the intro level, and to help develop recommendations and solutions for concept/product enhancements
8. **WAC SIS** orchestrates the entire research program as described in aforementioned steps.
9. **WAC SIS** follows through with its iterative and constant reporting to R&D, Marketing, et.al. to insure that product evolution follows along lines of solutions and prescriptions revealed by research.
10. Finally, **WAC SIS** conducts ongoing and final usability testing to confirm that the innovation has lived up to all original objectives to achieve successful launch. This can include standard usability, in-home use testing, along with test market tracking and AAU studies.

To further whet your appetite about the perspectives that drive our approaches to optimizing your New Product and Disruptive Innovation efforts, here is one additional element we provide for your Team whenever they begin to consider qualitative ideational or quantitative concept and design testing or multiple concept screening tests:

- The importance of Early Adopters/Innovators in the D.I./New Product development process cannot be minimized. Having these types of customers on board along every step of the innovations developmental pathway helps to maximize a successful entry. They are the ‘advocates’ for the innovation you will be providing, and their feedback is critically important. [Go here to learn about our Early Adopters/Innovators Model and Perspectives](#) which we apply to any new products work we do on behalf of our clients.

When it comes to integrating ideation and quantitative market research (i.e., testing and targeting research) for all matters pertaining to New Products and Disruptive Innovation, we have become a leading 'go-to' Organization.

- Let us custom design and implement a program and set of protocols that will maximize your next New Product and Innovation design and development efforts.
- Please feel free to contact me at your convenience if you're interested in discussing how we can make significant contributions to your Team's next emerging efforts.

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