

## Customer Input

**Developing capability in this area** will help you to clearly understand your target customers and develop a vision of the customer problem your products and services will solve. Doing this early in your R&D/product development will give you greater confidence in the direction your R&D should take. To achieve this you need to understand how to obtain and use customer insights to best inform your R&D activities.

Obtaining customer input is central to new product development, and complements business data, as well as other considerations such as regulatory, competitor, environmental and market analysis which all contribute to effective, balanced decision making. Conducting customer research and analysis is a critical capability that requires the right mindsets and mastery of specific skills to be robust.

If your focus is too narrow, you may miss an opportunity to create new value in the market. You may need to explore the needs of different target audiences - including the people who will use your product; those involved in delivering your product to market; those actually buying your product; and the people who are impacted by it. The insights you generate on what's at the core of the problem you're solving, and the value your products and services provide, will assist you downstream with your sales and marketing effectiveness.

**Do you know the biggest problems faced by your customers and the opportunities to add value to customers in the target market you intend to enter?**

Beyond traditional surveys and market segmentation methods, a range of research approaches can be used to obtain useful customer input, which often dig deeper than traditional market research methods can. Often referred to as 'design research' or 'ethnographic research', these approaches can help to uncover a person's behaviours, their reasons for doing what they do, and the factors that influence decision making. As your product/service begins to take shape, you also need to use appropriate research approaches to evaluate how well your proposed products and services address the wider market needs.

### Key activities can include:

- Learning how to identify your intended geographic market(s) and target groups of customers who you can solve a need for
- Learning about sample selection and empathy-based research and analysis methods that can help you unlock unique, untapped insights
- Identify and engage a relevant training provider or coach to help you:
  - ★ Understand the different types of research and how to select the right approaches for your specific business challenges
  - ★ Upskill team members on research planning and fieldwork to gather data, including interviewing, observation, and concept testing
  - ★ Upskill team members on analysis of research findings to generate insights; frame opportunities and evaluate ideas for solutions
  - ★ Establish repeatable research and analysis processes in your business

### Potential risks of not understanding your customer needs include:

- Relying on second-hand insights and assumptions about customers from other parties such as distributors which can limit your innovation potential


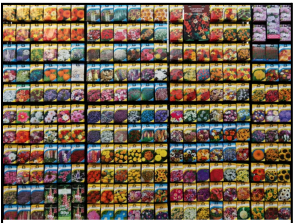




- Your product and service offering tries to be too many things to too many people and you lack the focus you need to attain market cut-through. As a result your product underperforms in a particular market
- Product development effort is wasted if the product does not adequately address customer needs
- You incur additional costs to retrospectively redesign, simplify or pivot your research/product to better meet market needs


## Potential Capability Partners and Useful Resources

Below you'll find some potential capability development courses and providers plus some useful resources. If you know of suitable providers through your networks or have existing working relationships with providers, please feel free to recommend them as capability development partners and let us know [here](#) so that we can add them to this resource page to benefit others. We make every reasonable effort to keep this information current and accurate as a starting point for your capability development plan. However, it is provided for your convenience only and should be taken as neither an exhaustive list of providers nor as an endorsement of those organisations represented.

You also have an opportunity to speak directly with a Callaghan Innovation Business Innovation Advisor who can help put you on the capability development path that best suits you and your current R&D needs.

## Capability Development

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|---|--|---|
|  <p>www.bowmast.c...</p> <p><b>Bowmast Design Research. Customer Experience &amp; User Research. New Zealand. Nick Bowmast.</b></p> <p>User experience &amp; design researcher. I help designers and business teams understand their customers using qualitative research and a user-centred approach.</p>                                   |  <p>www.apagie.com</p> <p><b>Apagie: We create customers</b></p> <p>We move our clients into overseas markets to grow sales. We create reliable retail and distribution networks globally. We create customers.</p>   |  <p>www.designthinkersacademy.c...</p> <p><b>DesignThinkers Academy New Zealand: A Global Network</b></p> <p>Globally recognised provider of design thinking courses in New Zealand. Activate your creativity with our in-person, online, and bespoke workshops.</p>                                    |
|  <p>www.empathydesign.com</p> <p><b>What we do   Empathy</b></p> <p>Design makes a difference. A ten year study of the Standard &amp; Poor's index shows design-led companies outperformed other organizations by 211%. We bring deep expertise in anthropology, product and service design, business strategy and communications. We...</p> |  <p>www.strategyzer.com</p> <p><b>Innovation Training From Creators of Business Model Canvas</b></p> <p>Innovation training events and online courses to help you design better business models and value propositions - from the business model canvas creators.</p> |  <p>hta.callaghaninnovation.govt.nz</p> <p><b>Market Validation   HealthTech Activator</b></p> <p>Determining whether your potential product or service has a market - and one sizeable enough on which to build a strong business - lies at the heart of successful healthtech commercialisation.</p> |



**thefocusframework.com**

## FOCUS Framework | ExEC - HOW to find Product-Market Fit

Your #1 priority as a founder, is to find Product-Market Fit. Founding teams struggle to find Product-Market Fit, in large part, because they don't define it. In this exercise, you'll solve that problem. Marc Andreessen coined Product-Market Fit as: "Be..."

GET CERTIFIED IN JOBS-TO-BE-DONE



**JTBD + ODI Fundamentals Certification**

COHORT STARTS SEPTEMBER 6TH

Learn the process that is used by the world's best innovators

[REGISTER NOW](#)

TRANSFORM YOUR CAREER

**strategyn.com**

## JTBD Training Program

The JTBD + ODI Fundamentals Certification Designed to align your teams around Jobs-to-be-Done Theory Tony Ulwick, the pioneer of Jobs Theory, will teach your teams to see innovation through a new lens and build a culture of innovation.



**online.rmit.edu.au**

## Design Thinking for Innovation

Use creative design thinking to develop innovative business solutions.




**www.ideo.com**

## All Online Courses

Online courses from IDEO on design thinking, innovation, leadership, and power skills. These courses are designed to equip you with creative problem-solving skills, easy-to-use tools, and leadership mindsets to stay resilient in our fast-changing modern...

Idea-to-Market



**Stanford | ONLINE**  
IDEA-TO-MARKET

Watch on [YouTube](#)

The Stanford Idea-to-Market (I2M) program will give you the tools, techniques and real-world expertise you need to make your business idea a reality. Guided by Stanford faculty and industry professionals, you'll learn concrete ways to shape, frame, communicate and execute your business plan.



**coursera**

**www.coursera.org**

## Courses | Coursera

courses from top universities and industry leaders.

**www.rca.ac.uk**



## Co-Designing Innovation

The course is organised in synchronous sessions in a live virtual environment that combines various digital platforms and tools. Zoom Using the videoconferencing service Zoom, the RCA's esteemed academics and facilitators deliver a mix of: live lectures...



**www.thedistillery.co.nz**

## The Distillery

Design thinking for business results.

**Topic Resources**




Charting your path to product success

Product360 | CallaghanInnovation

www.product360.nz

**Product360 by Callaghan Innovation - Validate your path to success**

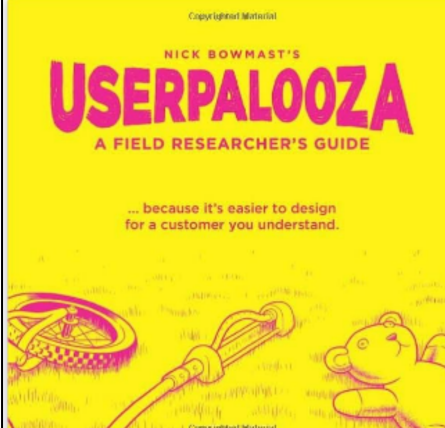
A set of New Zealand's best resources to help you plan your product development.



NZ www.digital.govt.nz

**Focus groups**

A focus group is a facilitated in-depth discussion with a group of users (usually 6 to 8) on aspects of the service.



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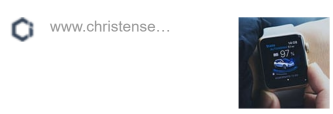
NICK BOWMAST'S

**USERPALOOZA**

A FIELD RESEARCHER'S GUIDE

... because it's easier to design for a customer you understand.

Copyrighted Material



www.christense...

**Jobs To Be Done - Christensen Institute**

School system leaders are faced with unprecedented challenges. To help them make the best decisions for their schools and students during a time of uncertainty, new research offers four pathways for navigating the road ahead of them.



b www.business.govt.nz

**How to research your market and competitors**

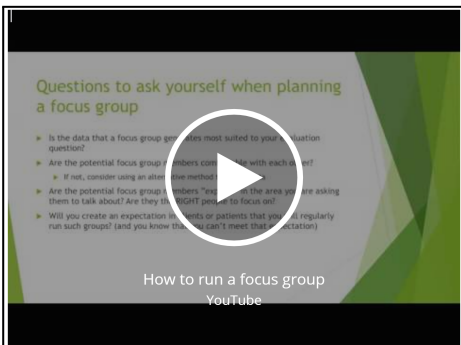
If you're about to put large amounts of money into a new business, it pays to do some research first.



jobs-to-be-done.com

**Jobs-to-be-Done: A Framework for Customer Needs**

Jobs Theory provides a framework for categorizing, defining, capturing and organizing the inputs that are required to make innovation...




Questions to ask yourself when planning a focus group

- Is the data that a focus group generates most suited to your situation/question?
- Are the potential focus group members compatible with each other?
- If not, consider using an alternative method.
- Are the potential focus group members "engaged" in the area you are asking them to talk about? Are they the RIGHT people to focus on?
- Will you create an expectation in users or patients that you will regularly run such groups? (and you know this, you can't meet that expectation)

How to run a focus group


YouTube



d. dschool.stanford.edu

**Put Design Thinking to Work - Stanford d.school**

Some additional resources for how to maintain the momentum and integrate a design approach into your work.



rosenfeldmedia.com

**Validating Product Ideas - Rosenfeld Media**

Validating Product Ideas shows you, with step-by-step guidance, how to tackle the research to build the best possible product.



rosenfeldmedia.com

**Interviewing Users - Rosenfeld Media**

Interviewing Users provides invaluable interviewing techniques and tools that enable you to conduct informative interviews with anyone.

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