

Free Book Excerpt

CYCLES: The simplest, proven method to innovate faster while reducing risks
A work from Bryan Cassady and 22 Innovation Experts

CHAPTER 18

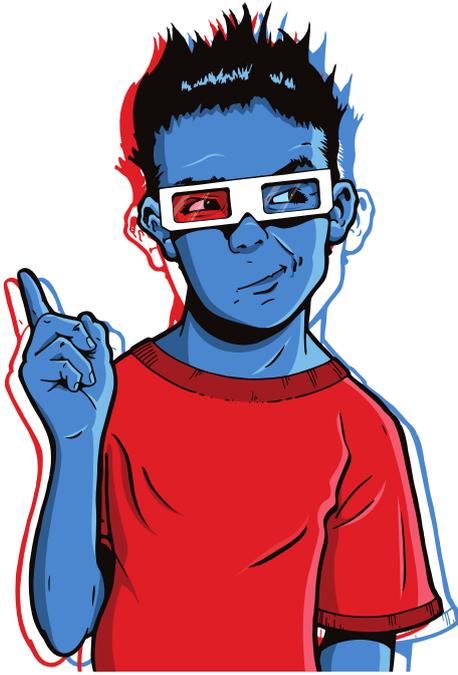
WHAT YOU SEE ISN'T ALWAYS WHAT YOU GET! GOOD RESEARCH, BAD RESEARCH AND THE ART OF REALLY LISTENING TO FEEDBACK

“ Sometimes, knowledge can actually make it more difficult to communicate clearly. ”

ARJAN GROEN

CO-AUTHOR OF THE BOOK CYCLES





WHAT YOU WILL FIND IN THE CHAPTER

KEY TAKE-AWAYS

- **Bad research confirms what you already think you know** – recognize bias and preconceptions and remove these as far as possible from your research.
- **Good research generates learning** – you may learn what you are doing right, what you are doing wrong, or what you should be doing differently. All research can be useful if you are ready and willing to listen and to learn from it.
- **Insights can lead to new possibilities** – really listening to consumers can lead to entirely new possibilities.
- **Being meaningfully unique matters** – Offering something that is a little better than before or slightly different from the competition is unlikely to deliver sales success.
- **Little and Often** – include research as an integral part of the product cycle by making it small-scale and rapid.

YOU WILL ALSO GET A LINK TO SOME USEFUL CANVASES

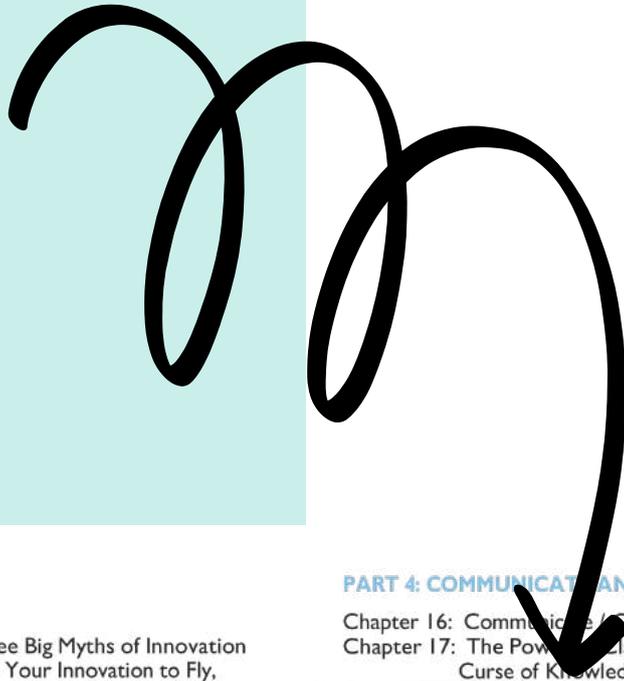
The 4 P's Canvas To Make Your Ideas Clear		Created for:	Created by:	Date:
Name For simplicity choose a descriptive name				
Headline In one sentence, what's that big idea?				
Problem What is the problem and for who?				
Promise Benefits promise				
Proof Reason why they should believe you and dramatic difference?				
Payoff Dramatic difference how is their life different and better?				

DESIGNED BY: FIRST BEHIND CONSULTING
www.firstbehind.com

© 2015 FIRST BEHIND CONSULTING. ALL RIGHTS RESERVED. THIS CANVAS IS A TRADE SECRET AND IS NOT TO BE REPRODUCED OR DISTRIBUTED IN ANY MANNER WITHOUT THE WRITTEN PERMISSION OF FIRST BEHIND CONSULTING. THIS CANVAS IS A TRADE SECRET AND IS NOT TO BE REPRODUCED OR DISTRIBUTED IN ANY MANNER WITHOUT THE WRITTEN PERMISSION OF FIRST BEHIND CONSULTING.

CYCLES
www.thecyclekit.com

CHAPTER FROM THE BOOK CYCLES



PART 1: INTRODUCTION

- Chapter 1: An Honest Introduction
- Chapter 2: Knowing What Ain't So: The Three Big Myths of Innovation
- Chapter 3: The Power of Theory: If You Want Your Innovation to Fly, Theory Is the Wind Beneath Your Wings

PART 2: ALIGNMENT

- Chapter 4: Alignment Introduction
- Chapter 5: Finding Your Mission: Innovation Magic Happens at the Intersection of Significance, Skills and Value
- Chapter 6: Finding the Jobs To Be Done: Aligning Your Business with Customer Value
- Chapter 7: Looking at the Big Picture: Delivering and Capturing More Value Through Business Model Innovation
- Chapter 8: The Value of Culture: How Supportive Cultures Can Reverse the Innovation Slope
- Chapter 9: Alignment: Conclusion

PART 3: BUILD

- Chapter 10: Build Introduction
- Chapter 11: Defining Your Innovation Challenge: What Is the Problem You Need To Solve?
- Chapter 12: Starting with What You Have: Effectuation and the Power of Action
- Chapter 13: No More Brain Drains. It's Time to Start Building Ideas. If You Want More High-Quality Ideas, Look for Stimulus and Diversity.
- Chapter 14: The Power of Persistence: Why You Must Keep Moving Forward While Being Prepared to Change Direction
- Chapter 15: Build Conclusion

PART 4: COMMUNICATION AND CHECK

- Chapter 16: Communicate / Check Introduction
- Chapter 17: The Power of Clarity: Understanding, Humility, and the Curse of Knowledge.
- Chapter 18: What You See Isn't Always What You Get! Good Research, Bad Research and the Art of Really Listening to Feedback
- Chapter 19: Will They Pay? The Question Too Many People Forget to Ask
- Chapter 20: Shoot Your Puppies and Move On: Why Killing Ideas Is as Important as Building New Ideas and How To Do It
- Chapter 21: Communicate / Check Conclusion Make it Clear; See if They Want It and Will Pay. Then Decide To Kill or Continue

PART 5: LEARNING SYSTEMS

- Chapter 22: Systems Introduction
- Chapter 23: Uncertainty and the Fear of Losing: How to Change Your Mindset To Focus on Winning
- Chapter 24: Systems Thinking and Profound Innovation: Getting to the Heart of Innovation
- Chapter 25: One Thing at a Time: Using Focus and Sequentially To Avoid "Monkey Brain" Innovation
- Chapter 26: Bullets First, Then Cannonballs: The Secrets of a Learning Organization
- Chapter 27: Systems Conclusion

PART 6: CONCLUSION

- Chapter 28: Bringing It All Together: Using Behavioral Science and a Habit-Building Approach To Deliver Sustainable Innovation

CHAPTER 18: WHAT YOU SEE ISN'T ALWAYS WHAT YOU GET! GOOD RESEARCH, BAD RESEARCH AND THE ART OF REALLY LISTENING TO FEEDBACK



**You need feedback to make a
successful innovation,
but you need to really listen to that
feedback to make a difference.**

Just the Facts.

"How can you be so stupid!" Angrily, she slammed her hand on the table again. *"How can anyone not understand the facts about global warming? Look at how cold it was last winter and how much snow we had. The only possible cause is global warming! It's obvious..."*

He answered carefully, knowing how angry she got when she was riled-up like this, *"But the year before, the winter was warmer, and then you also said that was due to global warming..."*

She looked even more disgusted, *"You just don't understand..."*

Though I won't name the people involved, this was a real conversation I overheard. It is interesting because it illustrates a particular fallacy, namely that all we need to do to understand a specific situation is to examine the facts objectively. The truth is that "facts" are tricky things; meaning is what we derive from data, but bias and preconception often cloud our ability to do that.

This chapter was co-written with Arjan Groen.

In this case, two perfectly sensible, intelligent people used the same data to derive completely different conclusions. In innovation, as it is in other aspects of life, this is common. I call it:

I will see it when I believe it

vs.

I will believe it when I see it

If you start expecting a particular outcome, that is how you will interpret the results, as you will see what you already believe. This chapter is about turning things around to do meaningful research that actually leads to learning, enabling you instead to believe in what you see.

Are You Really Listening?

Most market research is based on talking to consumers, prospective consumers, and stakeholders. The problem is, we do not always ask the right questions and, even when we do, we do not really listen to the answers. It is true because somewhere between 70-95% of new products fail even though the vast majority involved market research. If that had been effective, the rate of failure would be much lower.

When asking research questions, you must be certain that you ask the right questions and carefully listen to the answers.

The most significant assets you gain from talking to consumers are insights. These are light-bulb moments when you suddenly understand a better way of doing something or even a completely new idea or direction. Often, these insights are more useful than the actual answers to the questions you asked.

Consumers did not directly request some of the most significant innovations; no-one ever asked for the electric light bulb, the telephone, or the personal computer. These were derived from insights gained from a deep understanding of unarticulated consumer needs.

Often, insights arise indirectly from an intuitive grasp of what lies beyond your consumer's comments, not from quantitative data analysis. Sometimes these take the form of hunches, gut-instincts that come from your experience and knowledge. You should learn to listen to hunches. Insights often originate in anomalies, but these valuable nuggets of information can only be found if you are really listening.

In the end, insight and learning are the real goals of good research. The more you listen, the more you will understand. It is this depth of understanding that helps build your intuition muscle. Intuition is what you need to move from numbers to insights. Bigger and better ideas are built on insights.

Bad Research versus Good Research.

Almost every large company claims to recognize the importance of market research. It is crucial for startups needing to identify a new market segment; however, not all market research is equally effective. It is not just the techniques you choose that define how good your market research will be; it also depends on your mindset.

Bad research happens when you begin with a particular idea and engage with consumers to prove that you are right. If you start with this view, you will invariably produce data that validates your original idea, whether it is viable or not.

Good research provides *new* knowledge and insights. Implicit in this is not researching something that you already know. For example, an extensive and expensive study of commuters using rail services found that they became unhappy if trains were delayed, canceled, or overcrowded. Was it even necessary to undertake a detailed research study to understand this?

The four most common mistakes corporations make when talking to consumers are:

- Talking about a problem you have solved but which your consumers didn't perceive to be a problem at all.
- Thinking you have solved a problem when you haven't understood how consumers perceive it.
- Believing that consumers are excited about what you are telling them when they're not.
- Not carefully listening to answers, *especially* when these are not what you expect.

Good research is about active learning and listening. That means making a conscious effort to remove your own bias and preconceptions and undertaking research in a way that allows for the discovery of real insight from consumers.

Insights can lead us to a fresh and not-yet obvious understanding of customer beliefs, values, habits, desires, motives, emotions, or needs. These can then become the basis for opportunities for a genuine competitive advantage. The characteristics of insights are:

- A not-yet obvious discovery.
- A unique and fresh perspective on an existing idea or approach.
- A penetrating and fresh view of what seems obvious.
- A competitively-advantaged idea, and,
- Ideas that are fully grounded in understanding consumers.

While working as a consultant, I spent much time on consumer insights, which are the essential fuel for growth. Just one key insight can change a business. They can present risk, but they also offer the most significant potential for reward. Here are a few companies that built their whole business on the identification of one core insight:

- Federal Express – *Segment by speed*
- Dell – *Be direct*
- Starbucks – *Sell the experience*
- Southwest – *Forget hub-and-spoke*
- Body Shop – *Pursue environmental & social change*
- Microsoft – *Empowering people through software*

Good research that is not based on bias or preconception is far more likely to deliver valuable and unexpected insights than bad research that simply confirms what you already think you know.

No-one Cares If You Get 20% Better.

“As a good rule of thumb, proprietary technology should be at least 10x better than its closest substitute.”

PETER THIEL, ZERO TO ONE

We are all enthusiastic about the products and services we provide. That is essential if we are going to sell effectively, but it is much too easy to become so immersed in what we are doing, that we lose perspective. We may get excited about relatively small improvements, but the truth is that these probably will not generate the same enthusiasm in our consumers; frankly, no-one really cares if your latest offering is 20% smaller/faster/lighter/or cooler than the previous version.

Contemporary marketplaces are crowded, and a 20% improvement just will not make your product stand out. As Peter Thiel stated, your product must be ten times better than the competition if you want to succeed. That means you are looking not for incremental but intense changes and for products or services that are meaningfully unique. But, just what does that mean?

A meaningfully unique product or service creates a new market for itself. That may mean a completely new product or a new feature that makes an existing product unique. For example, Saltwater Brewery, a Florida-based microbrewery, was aware of concerns over the impact on the marine environment of plastic six-pack packaging rings.

Their response was the *Eco Six-Pack Ring* (E6PR), packaging for beer and other products. The E6PR is made from barley and wheat by-products from the brewing process. These are not only entirely biodegradable; marine wildlife can safely eat them.

Products that are both meaningful *and* unique can generate a completely new consumer base attracted by the excitement of something genuinely different. We know that more than 40% of all new businesses fail simply due to no demand for their product or service. Conversely, if you build something that is meaningfully unique, it will *probably* sell. But, just how do you do that?

Before you even begin to talk to consumers, you need to ask yourself some questions about the new product or service:

- Is it meaningful and unique to your organization?
- Are you confident that your consumers will understand the problem you are trying to solve with this product or service?
- Does it really solve the problem?
- Are you able to describe the product or service in a way that allows consumers to easily understand how it solves the problem?
- Does it solve the problem in a way that is significantly and quantifiably better than the competition?

Once you can confidently answer “yes” to all these questions, you know that you have a meaningfully unique product or service, and you’re ready to begin talking directly to consumers.

Question Time.

“More than nine out of ten consumable products launched in the last ten years offered absolutely nothing new to the consumer. More than eight out of ten new products fail. You don’t need to be a statistician to realize there’s a correlation between the two numbers.”

ROBERT MCMATH

Take the time to ensure that you frame the right questions before you start talking to consumers. Questions should be objective and simple to answer, but you need to think carefully about the data you want to derive from the answers.

With research on a new product or service, you are not just looking for numbers. You are also seeking to understand consumer’s perceptions, so include open questions for people who are willing and able to tell you more.

When asking questions of your consumers, make sure that you REALLY listen to their answers. They may not give the answers you expect, but do not use this as a reason to ignore or discard these responses. Perhaps your question was not as simple as you thought, or it may be that the consumer is telling you something different than you expected.

Do not use consumer responses just to look for confirmation; you are seeking information that will help you improve and perhaps even insights that will lead to step-change. This may not happen, but there is no excuse for not trying or for not checking that the product or service you are launching is meaningfully unique.

Don't Boil the Ocean.

Often we want to ask consumers hundreds of questions, but the way to make effective progress is to move fast and avoid “*boiling the ocean*” by focusing on the big questions.

Over many years of working with clients on literally thousands of product and service launches, there are three questions which I suggest you include when talking to consumers:

1. On a scale of 0-10, is the innovation meaningful to you?
2. On a scale of 0-10, is it unique?
3. Imagine that this product failed; why might it have failed?

From the first two questions, you can derive a straightforward metric that will help you assess whether your product is meaningfully unique. Give a 60% weighting to the meaningfulness score and 40% to the uniqueness score, i.e.:

$$0.6 \times \text{Meaningful score} + 0.4 \times \text{Uniqueness score} = \text{overall score}$$

This simple scoring method has been validated in many studies and is now used extensively by Innovation Engineering practitioners. They use a score of 6 as a minimum, with 7 indicating a good chance of success (you can read more about this in Doug Hall's book, *Driving Eureka*). I like the simplicity and clarity this brings; if you use this type of measure, you cannot hide the results.

The 3rd question, “*why might this fail*” is often ignored in research studies. Most people are looking for confirmation that they have a good idea; however, asking this question changes the dialogue. It almost forces your research participant to give you at least one bit of information you can use to make your product or service better.

Seven Steps to Conducting Better Research.

Based on my experience, there are seven steps to conducting effective research. These are:

1. Understand and acknowledge bias.
2. Ask questions first, then seek insights.
3. Define success *before* starting the research.
4. Actively search for negatives.
5. Look for intense reactions.
6. Stay focused on the big picture.
7. Research fast and often.

Let's look at these steps in detail.

1: Understand and acknowledge bias

“The first principle is that you must not fool yourself, and you are the easiest person to fool.”

RICHARD FEYNMAN

American social psychologist Leon Festinger investigated a small religious cult whose members believed that a flood would destroy the Earth on a particular day. Cult members prepared themselves; some went so far as to leave their jobs and abandon their homes and possessions in expectation of the coming cataclysm.

When the flood failed to materialize as predicted, many cult members continued to retain the same belief system, claiming that their actions had averted the disaster.

From this, Festinger developed the theory of cognitive dissonance, where a belief can be so strong that data will be interpreted only in accordance with that belief. However, this does not just apply to members of obscure cults. A study by the Economist Intelligence Unit found that 90% of executives would reanalyze, ignore, or collect more data if research findings contradicted their original theory. That is a clear example of cognitive dissonance, yet more than half of these people also claimed that their decisions were objective and data-driven.

If your belief that you are on the right track is sufficiently strong, it may influence how questions are framed and how responses are interpreted. Research cannot be effective if the results are viewed through a filter of bias. The main forms of bias you should be aware of and try to avoid are:

- **Cognitive dissonance;** creating your reality, perceptual distortion or illogical interpretation based on preconceived ideas.
- **Confirmation bias;** recognizing only data which supports your opinion and ignoring any conflicting information.
- **Hindsight bias;** I knew it all along.
- **Corporate bias;** peer pressure, please-the-manager, validate to conform, and coercive bias.

2: Ask questions first, then seek insights

Sometimes, asking the right questions can lead to insights, but you need to ask the questions first.

- What are you trying to get done?
- How does this product or service help?
- How and why is it better than the alternatives?
- Why is it better than nothing at all?
- How much more would you be willing to pay then for your existing solution?
- What would you need to stop doing to buy this product, and how likely is this?
- Why would someone choose not to buy this product?

These are all questions that you can ask to check if your product has real utility and uniqueness. Only once you have the responses to these essential questions can you begin to think about insights.

Take, for example, the photo-sharing platform Flickr. In 2004 a Vancouver-based startup, Ludicorp Research & Development, launched an online virtual world called *Game Neverending*. A side project associated with this new application was a chat room called FlickrLive, which enabled users to share pictures while playing the game.

Game Neverending looked promising but what became apparent in early testing was that while responses to the online world were mostly positive, FlickrLive proved far more popular with consumers. The insight gained from this meant that *Game Neverending* never got out of beta testing, while Flickr went on to become a genuine Internet phenomenon.

Insight may direct your organization in a completely new and more effective direction. But you will only find insight if you ask the right questions and really listen to the answers, even (or perhaps especially!) if they are not what you expect.

3: Define success *before* starting the research

It is vital to set success metrics before you begin to gather data. Here are some sample metrics:

- A meaningful/unique score >7.
- An average willingness to pay 30% more than for existing solutions.
- A 40% positive response to “*I would definitely buy this product.*”

If these metrics are agreed upon before you begin to collect data, the standard for success is clear, identifiable, and understood in advance. The alternative offers temptation to move the goalposts to ensure that data collected through research confirms that your “*great idea*” will be commercially viable. There are three steps to defining success metrics:

- Do thorough market research.
- Agree and define your success metrics.
- Set those metrics as goals.

4: Actively search for negatives

If your new product or service were to fail, why might that be? Thinking about this is what we mean by actively searching for negatives. Pinpointing things that might cause or contribute to failure allows you to reduce risk by making improvements that will negate those potential failures.

Analyzing data from consumers is an integral part of this process. Of course, it is disappointing if consumers point out why your new product or service may fail, but this data can be extremely valuable. Do not be tempted to discard it; instead, use it to improve.

However, finding potential negatives is never a one-person job. You will need insights from your internal team and stakeholders within the organization and

consumers. Here are three questions you can ask to help you find potential failure points and what you can do about them:

- Do you think this product might fail?
- Why?
- Can you suggest three ways to make it better?

Remember, you are looking for information, not confirmation!

For those who do not believe in the power of negative information, several studies have shown that successful serial entrepreneurs are 3-4 times more likely to use negative information than less successful entrepreneurs. The message is simple; if you want to succeed consistently, you need to look for and use the negatives and positives.

5: Look for intense reactions

We often talk about *Marmite* (or *Vegemite* in Australia) products, which most people either seem to love or hate. You might imagine that having consumers who hate your new product or service is a bad thing, but this type of intense reaction can be hugely beneficial.

The truth is that no-one is going to spend time talking about something they perceive as bland. On the other hand, a new product that polarizes opinion is likely to become the focus of intense discussion. People who hate what you are doing will say so, provoking a reaction from those who love it.

Intense reactions are a powerful tool for attracting interest to a new product and persuading people to try it. Look for these in your research. Whether you love it or hate it, there are few people who are not aware of, or who have not tried, Marmite!

If you blindly follow a meaningful/unique scoring system looking only at the averages, you might miss a product with real sales potential. Extreme reactions, whether good or bad, are a strong guide to interest in your new product. If some people hate your product, that is fine as long as enough love it. If people just think your product is all-right, that is unlikely to translate to strong sales.

My favorite ice-cream flavor is orange custard chocolate chip, and I am willing to travel to find a vendor that stocks it. I would not do the same for vanilla ice-cream, no matter how good. You are unlikely to find a product that appeals strongly to everyone. If you can find a product with a strong appeal for a small segment of the market, that may be enough to create something commercially viable.

6: Stay focused on the big picture

When you are researching a new product, it is all too easy to get lost in the minutiae of numbers and minor issues. If research is going to be effective, it must remain focused on the big picture. The big picture is always; *is this going to be a commercial success?*

It does not matter if people love the color or finish of your new product or if they praise some of its features lavishly. The purpose of the research is to find out whether they will buy it. That is all!

7: Research fast and often

A fundamental error is the tendency to think of research as something that is done only when your new product is ready for the market. Research should be an integral and on-going part of the entire process. Frequent, rapid, and inexpensive research does not just ensure that development stays on track; it may also reveal improvements which can be incorporated during the process.

Research does not have to be complex, lengthy, and expensive to be useful. Most companies work on the basis that it will take around one month or more to organize research and get meaningful feedback from potential consumers. That is just too long! Smaller-scale research that can be completed quickly is more useful. Consider canvassing a smaller number of potential consumers, use people in your organization or people in the immediate area as test subjects. Frequent small-scale research ensures that development is kept on track by real data, not opinions or preconceptions.

The most vital piece of advice I could give to any company is to research in real-time and often. In a recent sprint developing a new food product, we took this advice to the limit. Instead of running one large research when the final recipe was ready, we did daily taste tests with 30 customers. We tried new formulations and combinations of ingredients each day, noting why, when we got better or worse. And, equally important, we kept on testing new ideas. With these rapid cycles, we packed six months of learning into ten days. In today's ultra-competitive world, it is often the fastest that wins. If done right, research can help you move faster.

Conclusion.

Research is essential to innovation because it generates the insight and knowledge you need to refine your ideas into products and services that will interest customers.

However, research is not something you only do when you have finished development. You need to research even before development begins to check that your idea addresses a real problem in a way that customers can understand. Small-scale, rapid research is also crucial during development to help nudge the product in new, more useful directions and frequent feedback helps ensure consensus and focus. Research is essential when the product is complete to ensure that it remains relevant.

You should never stop researching!

Key Take-Aways



- **Bad research confirms what you already think you know** – recognize bias and preconceptions and remove these as far as possible from your research.
- **Good research generates learning** – you may learn what you are doing right, what you are doing wrong, or what you should be doing differently. All research can be useful if you are ready and willing to listen and to learn from it.
- **Insights can lead to new possibilities** – really listening to consumers can lead to entirely new possibilities.
- **Being meaningfully unique matters** – Offering something that is a little better than before or slightly different from the competition is unlikely to deliver sales success.
- **Little and often** – include research as an integral part of the product cycle by making it small-scale and rapid.



Next Steps: Here is a canvas you can use to get feedback on your product or idea. It has been designed to test your 4Ps, but it can also get feedback on any product idea.

Chapter 18A

What You See Isn't Always What You Get! Good Research, Bad Research and the Art of Really Listening to Feedback



60
Minutes

Objectives

To move past looking for validation of your ideas to getting objective feedback. You should also use this canvas to get positive and negative feedback.

Deliverables

Useful feedback to clarify your ideas and check their value.

How to

Get a copy of your 4P that you can share. Ask different people the questions shown. Keep contacting new people until you stop getting useful feedback. (A good rule of thumb is to try to talk to at least 10 people) Score your replies. If your average meaningfulness score *.6 plus uniqueness score *.4 is not over 6, consider starting again

The Full Communicate/Check Canvas

This Chapter

Communicate And Check Canvas Move left to change issue of alignment with Analysis below

2 Is there value?
Talk to 10 people

Analysis

No Value (Kill)

Real Value (Continue)

Analysis

Test: How meaningful / Unique idea

How meaningful?
How unique?

0 1 2 3 4 5 6 7 8 9 10
Not At All Perfect Meaningful

0 1 2 3 4 5 6 7 8 9 10
Not At All Perfect Unique

Why would it fail?

The idea would fail because :

1)

2)

3)

Workplace

Can you deliver real value ?

Avg. Meaningful Scores x0.6

Avg. Unique Scores x0.4

If this score < 6 = Kill (No value)

How do you know if you have done this canvas right ?

CHECK LIST

- Were you really listening as you talked with people? Were you open to suggestions and criticisms?
- Did you work on getting objective feedback? The scores on meaningfulness and uniqueness are directly correlated with the success of your ideas.
- Did everyone “sort of like” your idea. If yes, think of ways to get a stronger reaction by building more uniqueness into your idea. If your meaningful + uniqueness score is below 6, consider killing your idea.



tiny.cc/M-cc-template

Chapter 18B

What You See Isn't Always What You Get! Good Research, Bad Research and the Art of Really Listening to Feedback



60
Minutes

Objectives

To move past looking for validation of your ideas to getting objective feedback. You should also use this canvas to get positive and negative feedback.

Deliverables

Useful feedback to clarify your ideas and check their value.

How to

Print out this canvas or share it electronically. Ask different people the questions shown. Keep contacting new people until you stop getting useful feedback. (A good rule of thumb is to try to talk to at least 10 people)

The Full Communicate/Check Canvas

This Chapter

Easy Market Research: Don't boil the Ocean... Focus on the big questions

Present your ideas (one at a time)

Name: For simplicity choose a descriptive name

News Headline: In one sentence, what's that big idea? (**Hint:** think newspaper headline)

Problem: What problem, specifically, does this idea address?

Promise: What's in it for the customer? What good thing-benefit-do they get from your product?

Proof: Why should the customer believe you can deliver this promise?

Payoff: (Dramatic difference): How will their life/be different because of this?

Get Feedback (one at a time)

Clarity



Meaningful



Unique



Why would this idea fail?, Ask for 3 reasons

"It would fail because
1.
2.
3.

"It would fail because
1.
2.
3.

"It would fail because
1.
2.
3.

What do you like about the idea?, how could it be improved?

I like:
It could be improved by:

I like:
It could be improved by:

I like:
It could be improved by:

How do you know if you have done this canvas right?



CHECK LIST

- Were you really listening as you talked with people? Were you open to suggestions and criticisms?
- Did you work on getting objective feedback? The scores on meaningfulness and uniqueness are directly correlated with the success of your ideas
- Did everyone "sort of like" your idea. If yes, think of ways to get a stronger reaction by building more uniqueness into your idea.



tiny.cc/M-cc-template



Next Up: In this chapter, you have learned the importance of how to listen to consumers and measure if they like your product. But equally important are the questions, “*do they like it enough to pay you for it*” and “*will they pay you enough for you to make a profit?*” We will be looking at these questions in detail in the next chapter.

ABOUT THE AUTHORS



CO-AUTHOR

ARJAN GROEN

(Amsterdam, The Netherlands)

Email: groen.arjan@icloud.com

www.linkedin.com/in/groenaj

Arjan is a Business Transformation consultant with a passion for connecting corporates and startups for growth and innovation; and he is a coach and mentor at the accelerator programs of Startupbootcamp, one of Europe's biggest accelerators. With over 25 years of international experience in both worlds, Arjan helps transform medium-size and large organizations through the adoption of entrepreneurial skill sets, while coaching start-ups and scale-ups on concept proofing and product co-creation. Arjan started his career in IT and holds a passion for incorporating technology as a strategic lever, which he uses to help businesses win. Being a certified Scrum Master he has successfully managed numerous software development and large deployment programs across the Finance and Tech industries, with a special focus on digital, machine learning, data analytics, and blockchain, amongst other innovation areas.



LEAD AUTHOR

BRYAN CASSADY

(Oostende, Belgium)

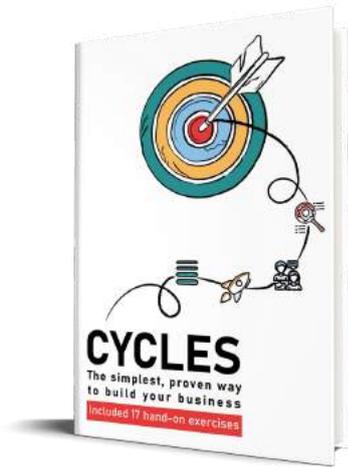
Email: bryan@bryancassady.com

<https://www.linkedin.com/in/bryancassady/>
www.bryancassady.com

Bryan is a passionate believer in anyone's ability to innovate and build new businesses. He has personally built 11 companies in 6 countries, with eight of these making money.

For the last eight years, Bryan has been coaching startups and scale-ups and trying to help larger companies regain the spirit of startups. He has taught at the KU Leuven, The Solvay business school, EDHEC, ESCLA, and been a guest lecturer at the University of Chicago, INSEAD, Cornell, Berkeley, and many other schools.

He has also led programs like Founder Institute Brussels and the European Innovation Academy. This book results from four years of research with over 400 companies on what really drives innovation success.



BOOK CYCLES

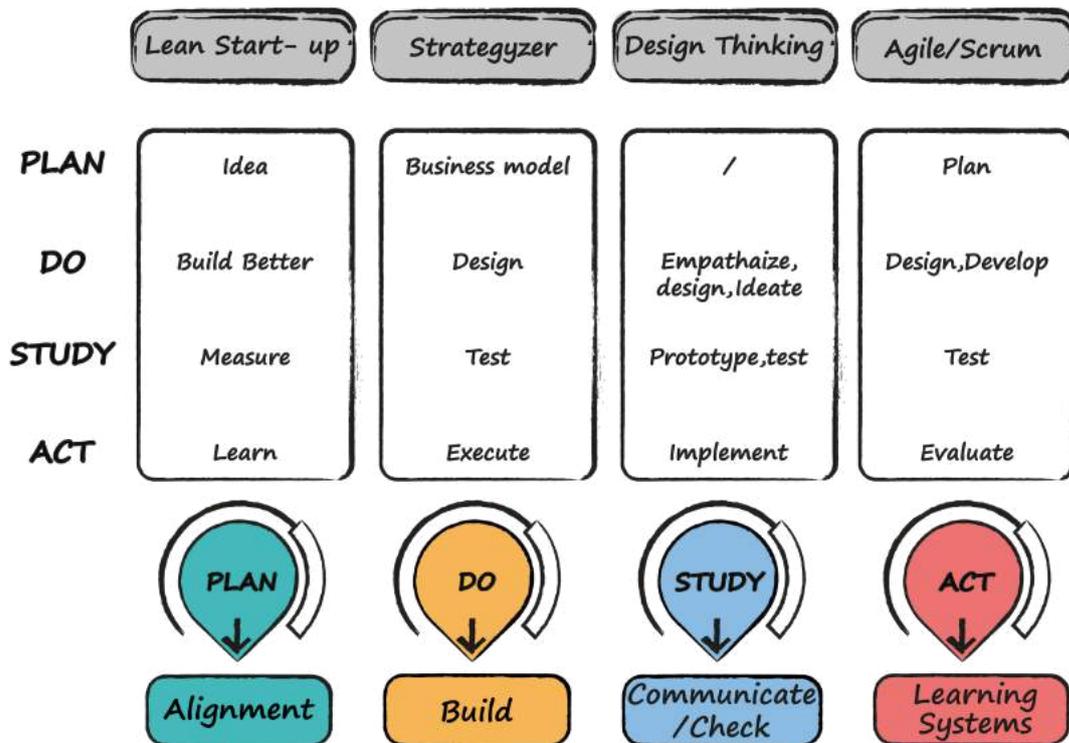
Standing on the shoulders of giants...

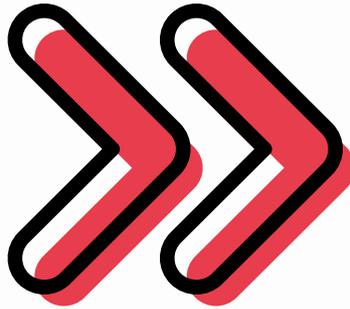
Many of the leading methods- lean start up, scrum, agile are built around the ideas of PDSA (Plan, do , study, act)

This book builds on these ideas, but thanks to the expertise of 22 co-authors, goes one step further.

CYCLES doesn't just tell you what to do, but shows you how to do things step by step.

All the leading methods are Plan, Do, Study, Act and Cycles brings it all together





LEARN MORE

**MORE INFORMATION ON THE CYCLES BOOK.
PLUS MORE SAMPLE CHAPTERS / FREE TOOLS**

www.thecyclesbook.com

**LINK TO OUR CYCLES TOOLKIT
28 CANVASES AND TOOLS FROM 22 INNOVATION EXPERTS TO
HELP GROW LITTLE IDEAS INTO BIG IDEAS.**

www.tiny.cc/cyclestoolkit-ppt

**WOULD YOU LIKE TO KNOW ABOUT COURSES, COMPANY
TRAININGS, GUIDED SPRINTS, PLEASE CONTACT**

bryan@bryancassady.com