



Customer Needs 1: Qualitative

Mini 4 / Spring 2024

THE INTELLIGENT FUTURE

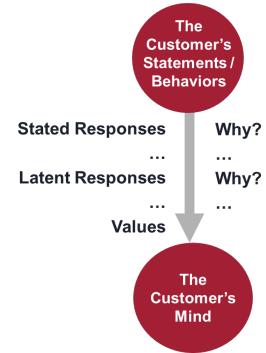
Carnegie Mellon University
Tepper School of Business



TODAY'S LEARNING OBJECTIVES

■ Listening to the Customer

- Customers typically do not “know what they want” but have preferences over “what needs they could want.”
- Customers (and humans more generally) talk in terms of solutions, not needs.
- Our job as PMs is to understand the latter by discovering and then listening to the customer



■ Voice of the Customer (VOC) - Qualitative

- VOC Step 1: Identify all possible Customer Needs using the using several tools such as: (1) Customer interviews, (2) Design Ethnography, (3) User-generated content
- VOC Step 2: Needs Downselection: Reduce consumer needs to the primary most important needs for product decisions



Prince Charles

- Male
- Born in 1948
- Raised in the UK
- Married twice
- Lives in a castle
- Wealthy & famous

■ Tools for Communicating Customer Needs: User Personas and Customer Journey

- User personas and customer journey to communicate primary consumer needs.

DEFINITION: “CUSTOMER NEEDS” = BENEFITS = USER PROBLEMS = JOBS TO BE DONE



Customer Needs go by many names...

- “Jobs to Be Done” (JTBD Framework)
- Customer “Benefits”
 - Amazon’s PRFAQ - “Press Release Frequently Asked Questions”
- “User Problem”
- “Pain Point”



What matters is how we identify, downselect, segment, and prioritize them using Voice of the Customer (VOC):

- VOC Step 1) How many needs we identify and how complete we are
- VOC Step 2) How we understand the needs “hierarchy” via needs downselection.
- VOC Step 3) How we understand needs “importances” via needs prioritization. How we segment customers on prioritized needs.

RECOGNIZING CUSTOMER NEEDS

Customer needs are not solutions

- need: easy to get in the back seat
- solution: push button, move and fold front seats
 - many other solutions possible
 - high degree of abstraction
 - NOT an “attribute” like miles per gallon

Customer's own words

- as they speak to one another
- images, feelings, visuals



BeON
Thoughtful
home protection
for everyone

www.beonhome.com



Carnegie Mellon University

Tepper School of Business

JOIN THE INTELLIGENT FUTURE

TOPIC PRESENTATION (TEAM 1)



Ghost Kitchen (Cloud Kitchen)

VOICE OF THE CUSTOMER (VOC): 3 STEPS

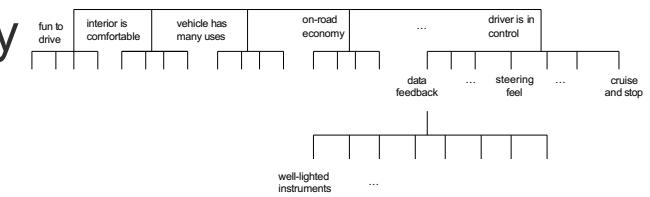
Step 1) Needs Identification / Customer Discovery

- Discover full set of customer needs by listening to customer
- Typically, in the 100's of customer needs



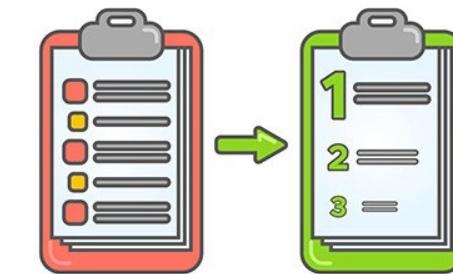
Step 2) Needs Downselection

- Summarize customer needs in managerially relevant hierarchy
- 5-10 Primary customer needs



Step 3) Needs Prioritization

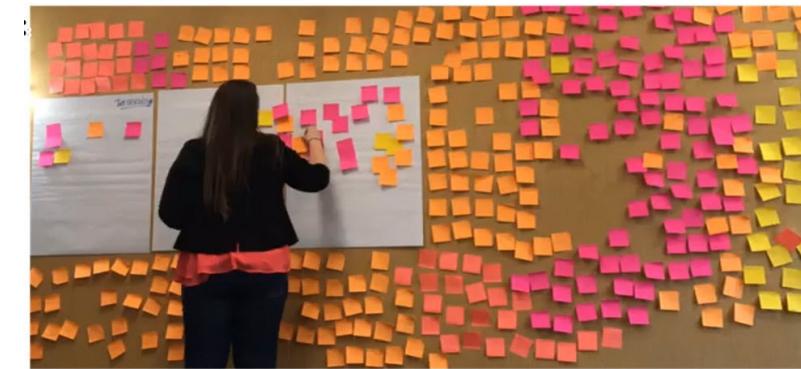
- Measure customers preferences to prioritize customer needs for the firm (next class)
- 5-10 primary customer needs in rank order of “importance”



VOC (STEP 1): IDENTIFY ALL POSSIBLE CUSTOMER NEEDS

VOC (Step 1) Identification of customer needs

- The goal is exhaustive enumeration of all possible needs.
- We are not (yet) “ranking” importance of needs.
- We do not (yet) care at this point if only one individual customer has the need or all customers have the need.



Common Pitfall: Missing “table stakes” needs

- “Table stake” need – a customer need that is mandatory for the product category.
- Example: “Automatically backs up my files” feature of cloud storage providers like Dropbox, Box, iCloud.
- Why important to include “table stakes”? Because it allows us to later understand and quantify these core needs relative to new product feature ideas.

Example: Consumer Needs Identification
Each “sticky note” is a need

	box	Google Drive	OneDrive	ZOHO docs
Free storage	10GB	15GB	5GB	5GB
iOS app	✓	✓	✓	✓
Android app	✓	✓	✓	✓

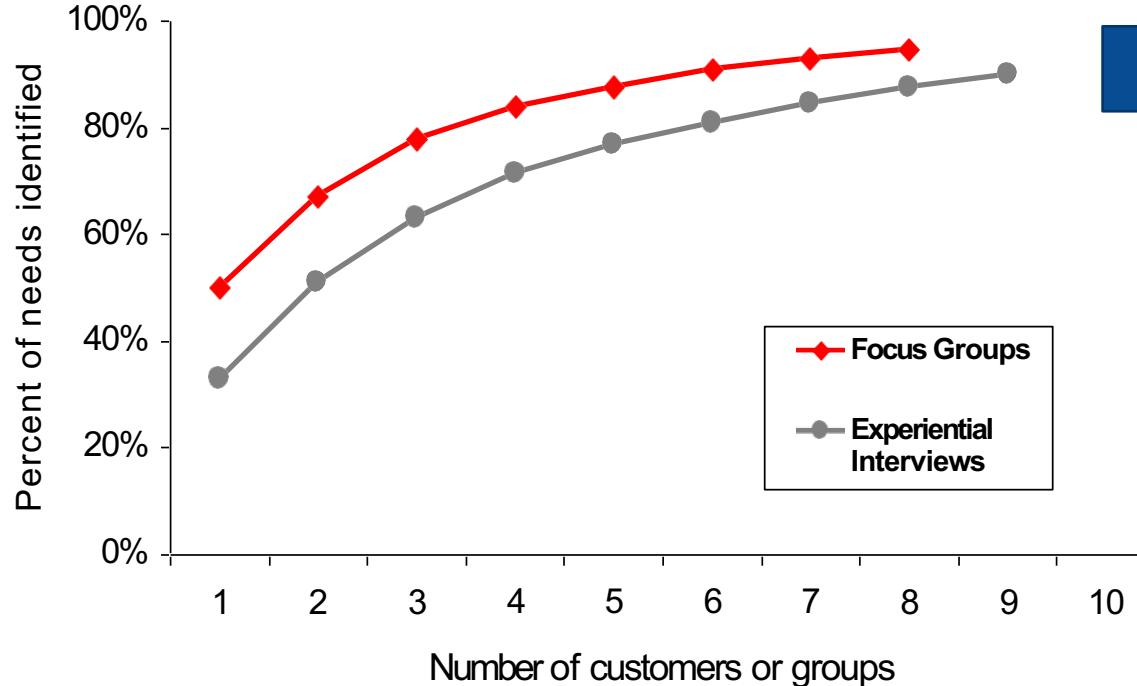
Example: “Table Stakes” product features of cloud storage products

JOIN THE INTELLIGENT FUTURE

IDENTIFYING CUSTOMER NEEDS: HOW MANY ARE ENOUGH?



Rule of thumb: Keep listening until you can predict what will be said



Example:
Electric Toothbrush
~110 Customer Needs



JOIN THE INTELLIGENT FUTURE



WHY SO FEW CUSTOMERS INTERVIEWED FOR THEIR NEEDS?

Customer needs “discovery”, not needs prioritization. Goal is to get as many needs as possible.

Goal: Vast majority of customer needs in current interview “already identified” in previous interviews

But, long tail is an issue



STEP 1 OF VOC) IDENTIFICATION OF CUSTOMER NEEDS MANY TOOLS FOR "CUSTOMER DISCOVERY"



Customer Interviews and Focus Groups



Ethnography



User-generated content

★★★★★ Significant Improvement over sonic cleansing

October 18, 2017

Color: 8000 Black | Verified Purchase

After using a Sonicare for years, I am more than thrilled that I switched to the Oral-B 8000 with round brush heads. This electric toothbrush system is so superior that I can see and feel a significant difference. The round brush reaches all areas, so much easier to clean back teeth and behind my lower bottom teeth. I no longer feel plaque build up and teeth are definitely whiter. The oscillation system is significant improvement over sonic. My teeth FEEL just like I left the dental hygienist, every day and thanks to this brush system and Crest 3D white - look whiter.

Low-cost product variants



Product feature usage data

Carnegie Mellon University

Tepper School of Business

JOIN THE INTELLIGENT FUTURE

CUSTOMER INTERVIEWS - LISTENING TO THE CUSTOMER

Challenge

- Listen deeply, customers are often not like you
- Avoid the "voice of the company"
- Avoid looking for "confirmation" of what you perceive are your customer's needs

Get out of the building (GOOB)

- Unarticulated customer needs
- "How do you ask customers questions when you don't know what to ask?"

Director of Engineering,
Amazon Prime Video, taking
notes in customer's home



Carnegie Mellon University
Tepper School of Business



Searchable Log of All Conversation and Knowledge



GRUBHUB
JOIN THE INTELLIGENT FUTURE
13

CUSTOMER INTERVIEWS – INTERVIEW TIPS



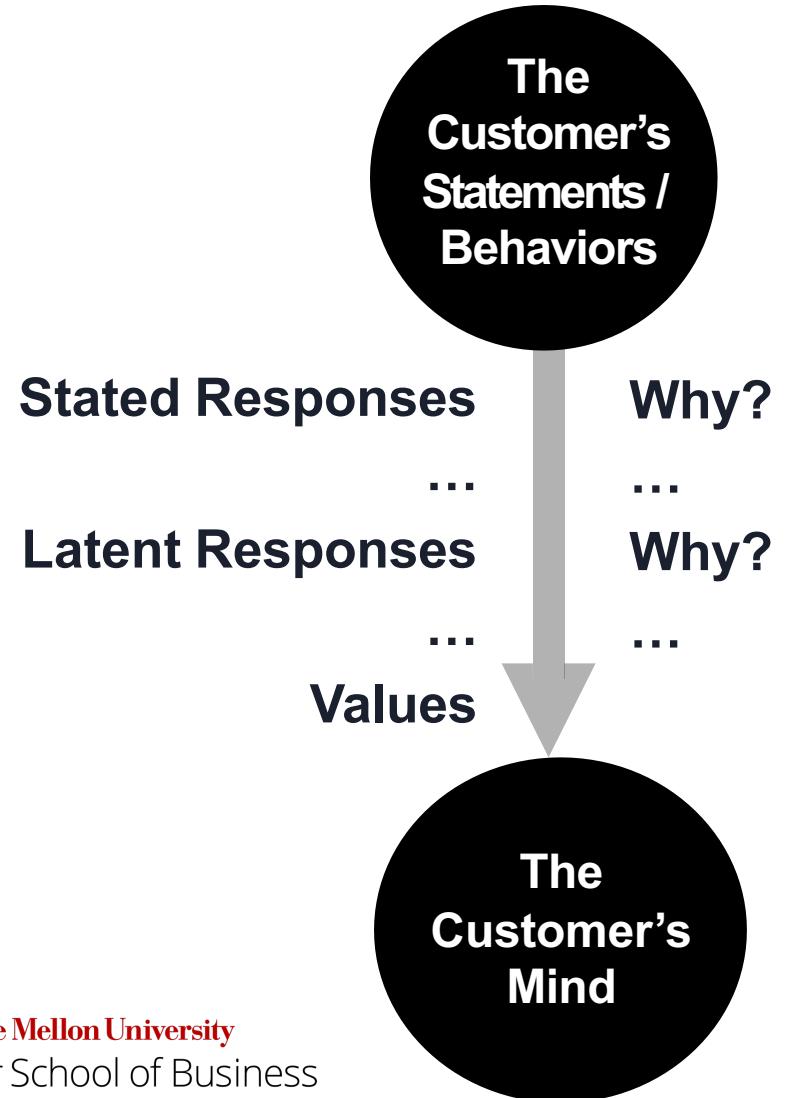
During a qualitative interview, you want to elicit detailed and thoughtful responses, so try to:

- Ask open-ended questions – “What attracted you to this area?” rather than “Did the lifestyle attract you to this area?”
- Avoid leading questions – “How did you feel about the treatment?” rather than “How good was the treatment?”
- Encourage story-telling – “Tell me about that day” or “Can you describe that process?”
- Acknowledge emotion – “You seem passionate about that issue; can you tell me more?” or “That seems to upset you, can we explore it further?”
- Avoid interrogation – instead of making the participant defensive by asking “Why did you do it that way?” try “Can you take me through your decision process?”



Source: McNiff K (2017) Are you really listening? Tips for conducting qualitative interviews. NVivo Data Analysis Blog.

CUSTOMER INTERVIEWS: “WHY” CASCADE FOR CUSTOMER “VALUES” (ALSO CALLED “LADDERING”)



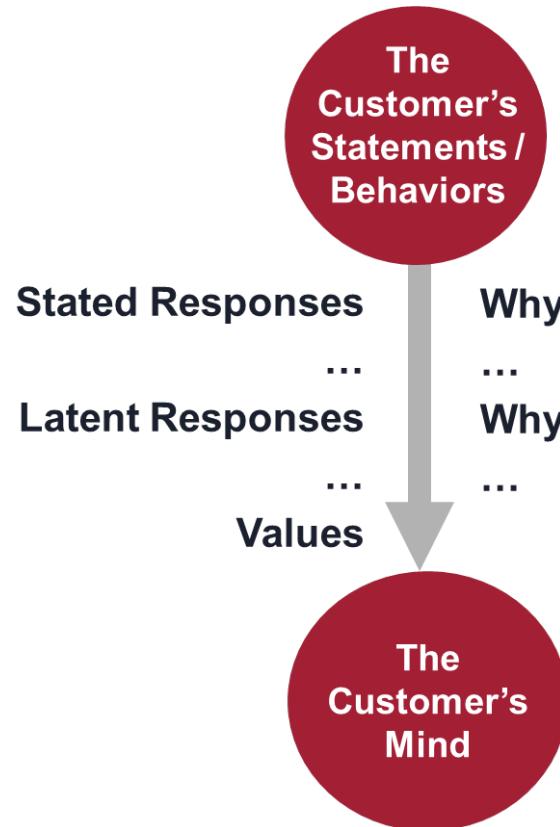
Tool:

Experiential Interviews
Qualitative Surveys
Focus Groups

Examples:

“Important to be Fun/Childish”
“Security is not worth compromise”

"WHY" CASCADE EXAMPLE: WHY SUV OVER MINIVAN?



<i>Interviewer:</i>	What is the primary reason you drive an SUV instead of a mini-van?
<i>Respondent:</i>	An SUV just looks better than a boring mini-van.
<i>Interviewer:</i>	What do you mean "it looks better"?
<i>Respondent:</i>	A mini-van looks like a sedan, and it has those ugly sliding doors.
<i>Interviewer:</i>	Why is it important to you not to have sliding doors?
<i>Respondent:</i>	Because I want to drive a vehicle with a more stylish design, like an SUV.
<i>Interviewer:</i>	Why is it important to you that your vehicle have a stylish design?
<i>Respondent:</i>	Because it makes me feel trendy and more cutting-edge to drive it.
<i>Interviewer:</i>	Ok, so the stylish design of your SUV makes you feel trendy. In the end, why does feeling trendy matter to you?
<i>Respondent:</i>	It makes me feel good! My friends like what I bought and think I'm trendy because I drive it instead of a mini-van.
<i>Interviewer:</i>	Just to make sure I understand you... you drive an SUV because it doesn't have sliding doors, making you feel like you are driving a stylish vehicle. Since it has a stylish design, you feel like you are trendy for driving it. Feeling trendy makes you feel good, because your friends like what you bought. Is that correct?
<i>Respondent:</i>	Yes.

EXAMPLE: CONTEXTUAL OBSERVATION AT LENOVO

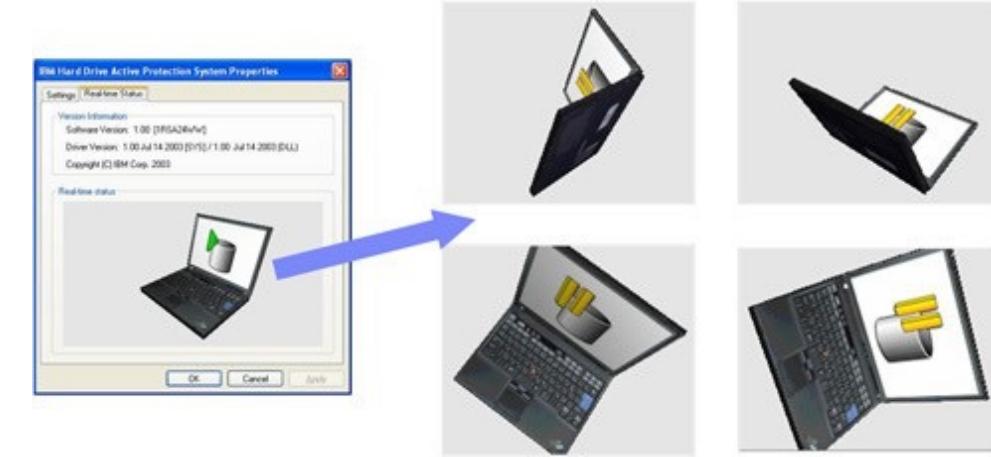


LenovoTM used contextual observation to identify customer needs in the laptop computer market.

- A team followed laptop users in their offices, at home, in airports and other public places.
- They observed that users frequently drop their laptops resulting in loss of data.

Product Feature: Active Protection

- This observation suggested an opportunity for a system akin to an airbag that would prevent laptop from shocks. It gave birth to the Active Protection System.
- This system detects sudden changes in motion and temporarily stops the hard drive to help protect valuable data from the crashes that occur due to everyday notebook accidents.





INTERVIEW GUIDE

- **Structure of Interview Guide**
- **Objective**
 - State the objective of the interview from the perspective of the interviewer and firm.
- **Introduction**
 - Thank the interviewee for their time. Share objective & logistics of interview (format, confidentiality, consent for recording).
- **(Optional) Pre-Submitted Images (ZMET image metaphors)**
 - Have the interviewee walk you through their images. Why did they select these images? What feelings and emotions do the images evoke?
- **5-10 Semi-Structured Interview Questions**
 - Develop semi-structured interview questions, i.e., questions that are targeted but not simply “multiple choice” or “yes/no” questions.
 - The goal of each semi-structured interview question is to get the respondent to open up the conversation and verbally and emotionally experience their own experience with the product category, customer journey, and relevant decisions along the way.
 - Your goal is to get the customer talking about not just the product category, but reasons “why” they made decisions. Keep asking “why” until deeper and deeper needs are elicited (e.g., “values”-based needs vs “functional” or “visceral” needs).
- **3 Open-Ended Interview Questions**
- **Conclusion**

Carnegie Mellon University

Tepper School of Business

JOIN THE INTELLIGENT FUTURE



IN-CLASS TEAM DISCUSSION: CUSTOMER INTERVIEW TO UNDERSTAND LOW RETENTION RATES

Form a group of 4-5

One or two of you will be a “customer” of a major meal kit company (name one)

The others will interview the customer to find out

- Their initial motivation to subscribe any meal kit
- Their initial motivation to subscribe the meal kit plan
- Why they left the customer base



USER-GENERATED CONTENT (UGC) – ONLINE COMMUNITIES



User-Generated Content (UGC)

- Social media
- Product Reviews
- Online communities

Product Review

Replaced an old brush with a new one BUT they neglect to say that this model no longer has the 30 second timer. It does shut off after 2 minutes but the 30 second timer is only in more costlier models. I would not have purchased and used this one if I had known.

Example Product Feature: iRobot® Roomba

- iRobot identified needs from Yahoo! User group.
- Roomba® owners kept mentioning that it would be great if it would automatically go out and clean in addition to automatically returning when the battery needed charging.

Product Feature: Roomba Scheduler

- Allowed users to program up to seven scheduled cleaning times into the robot.



Toubia, O. (2010). New product development. *Handbook of Technology Management*, Wiley, Hoboken, 953-1092.



USER-GENERATED CONTENT (UGC) – PRODUCT REVIEWS

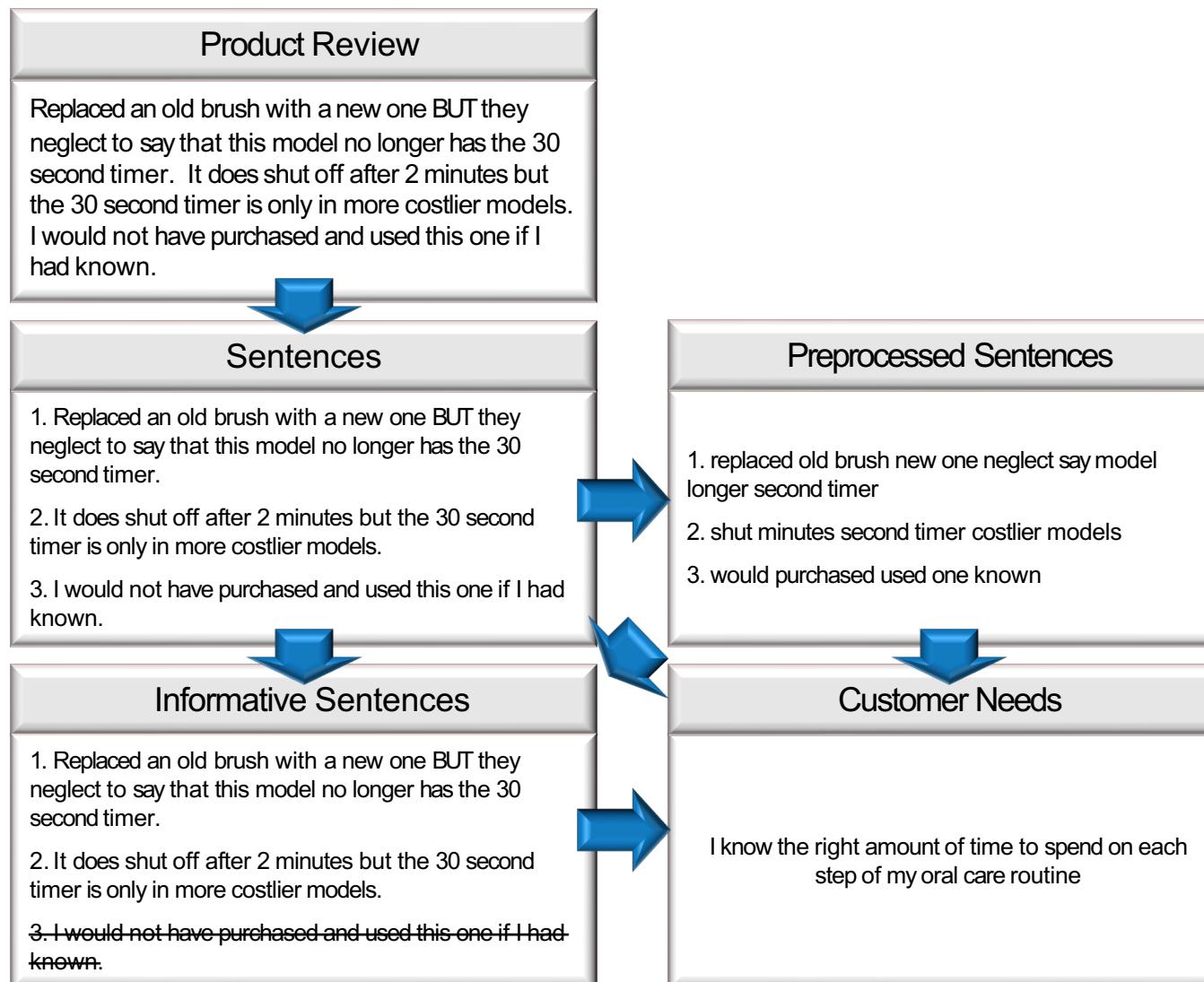
Product Review

Replaced an old brush with a new one BUT they neglect to say that this model no longer has the 30 second timer. It does shut off after 2 minutes but the 30 second timer is only in more costlier models. I would not have purchased and used this one if I had known.

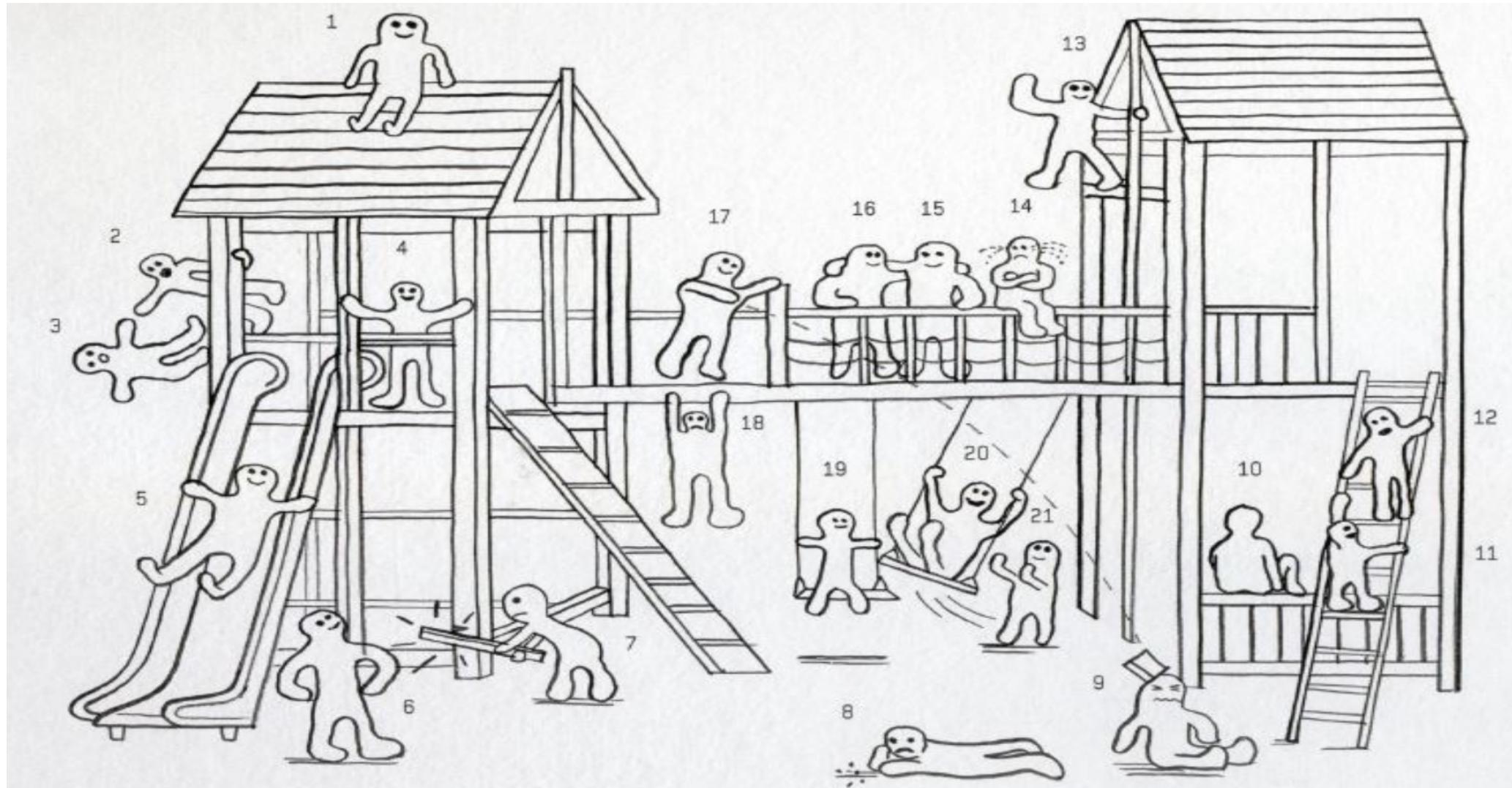




EXAMPLE OF UGC ANALYSIS



ETHNOGRAPHY



Carnegie Mellon University

Tepper School of Business

JOIN THE INTELLIGENT FUTURE

RECAP: VOICE OF THE CUSTOMER (VOC): 3 STEPS



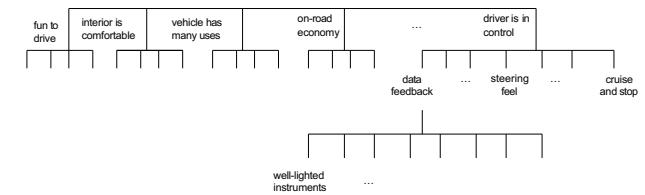
Step 1) Needs Identification / Customer Discovery

- Discover full set of customer needs by listening to customer
- Typically, in the 100's of customer needs



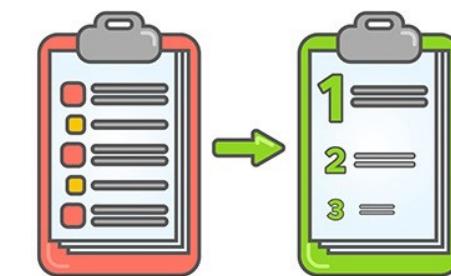
Step 2) Needs Downselection

- Summarize customer needs in managerially relevant hierarchy
- 5-10 Primary customer needs



Step 3) Needs Prioritization

- Measure customers preferences to prioritize customer needs for the firm (next class)
- 5-10 primary customer needs in rank order of “importance”



STEP 2 OF VOC) NEEDS DOWNSELECTION



Goal: Cluster customer needs into a “hierarchy” that defines how customer views problem

- What are primary customer needs?

3 Levels of Consumer Needs

- Primary
- Secondary
- Tertiary

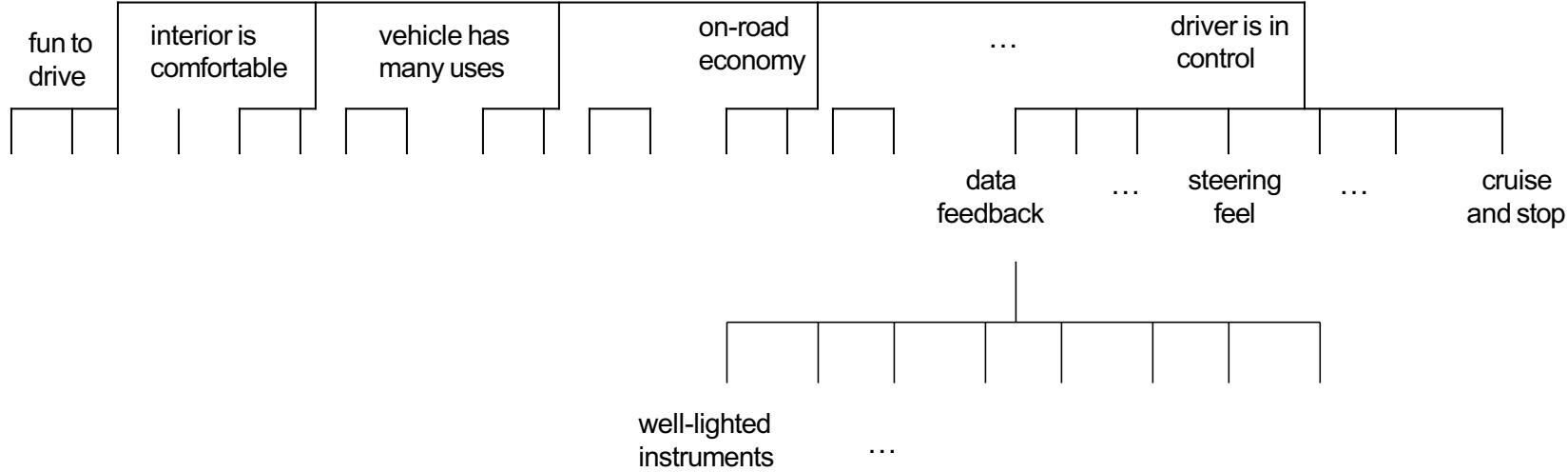
Increasing specificity

- Primary needs aggregated from 3-10 secondary needs.
- Secondary needs aggregated from 3-10 tertiary needs
- Tertiary needs are most specific unit.

Example:
Electric Toothbrush
~110 User Needs



TOOL: AFFINITY MAP FOR NEEDS DOWNSELECTION



Define primary, secondary, tertiary needs by aggregating similar and dependent needs

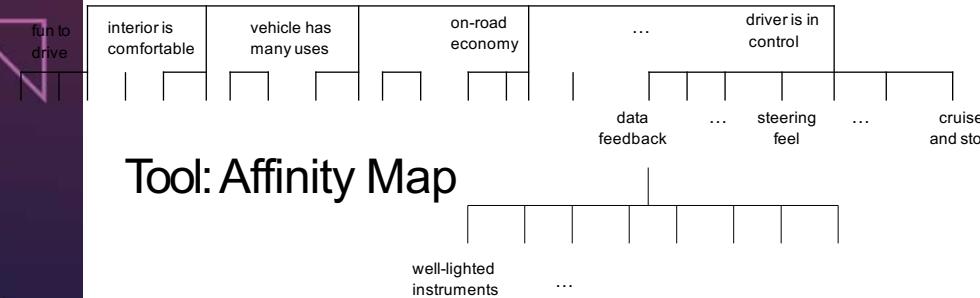
COMMON PITFALL: DO NOT DOWNSELECT NEEDS YOURSELF. HAVE THE CUSTOMER DO THIS.



Customers tell you what customer needs group together

Procedures

- customer consensus
- customer sort



Tool: Affinity Map

Before:



After:



But in your Course Project, you are asked
to do this with your team

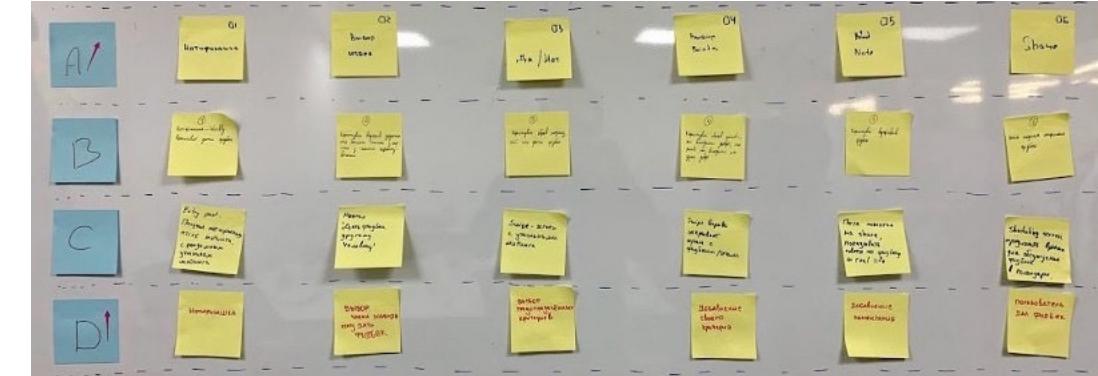
TOOLS FOR COMMUNICATING AND ALIGNING ON CUSTOMER NEEDS



user persona

Carnegie Mellon University

Tepper School of Business



customer journey



TOOL: USER PERSONAS (TYPICALLY HOW THEY ARE DONE)

Sandra, 27, single

Liberal arts,

Fashion journalist, SF, \$60 K

Travels a lot

Music: jazz, blues, rock

Horse riding, photography

Dive bars, art galleries, thrifting, cooking

Minimalism. Union rights.

Will pay for environmental causes.

Experiences over materialism.



COMMON PITFALL: PERSONAS BASED (ONLY) ON DEMOGRAPHICS



Prince Charles

- Male
- Born in 1948
- Raised in the UK
- Married twice
- Lives in a castle
- Wealthy & famous



Ozzy Osbourne

- Male
- Born in 1948
- Raised in the UK
- Married twice
- Lives in a castle
- Wealthy & famous

Takeaway 1: User Personas are not just about demographics, but should paint an entire picture of the modal customer and the problems they face and the needs they have.

Takeaway 2: This is the same reason doing “market segmentation” before understanding the customer often makes little to no sense. (Why? Low correlation with product choice / purchase)

Carnegie Mellon University

Tepper School of Business

JOIN THE INTELLIGENT FUTURE
29

TOOL: USER PERSONAS (INCLUDE RELEVANT INFO FOR NEEDS)



Sandra, 27, single

Liberal arts,

Fashion journalist, SF, \$60 K

Travels a lot

Music: jazz, blues, rock

Horse riding, photography

Dive bars, art galleries, thrifting, cooking

Minimalism. Union rights.

Will pay for environmental causes.

Experiences over materialism.

Primary needs: wants to stop falling into “rut” of cooking same dinners.

Wants to stop letting old food ingredients go bad.

Carnegie Mellon University

Tepper School of Business



JOIN THE INTELLIGENT FUTURE



HOW MANY PERSONAS SHOULD YOU HAVE?



Bloomberg via Getty Images

Example: Procter & Gamble has 65 brands for 335 product designs in 180 countries. Number of target market segments greater than 335.

Carnegie Mellon University

Tepper School of Business

JOIN THE INTELLIGENT FUTURE



HOW MANY USER PERSONAS SHOULD YOU HAVE?

Answer: At least one per market segment.

of segments depends on firm life stage

- Startups: 2-3 key user personas
- Growth, Enterprise: Many more

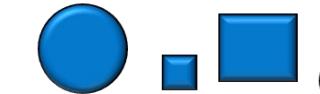
Entire Market



Segment 1

Need 1: "Aggressive aesthetics"

Need 2: "Don't care fuel economy"



Segment 2

Need 1: "Happy aesthetics"

Need 2: "Good fuel economy"





UBER CASE

- Any personal experience on Uber pickups and the problems?
- Why is “high-quality pickup” important in ridesharing services?
- Uber’s vision: “To build an effortless pickup experience for everyone, everywhere, every time”. Why is this vision so difficult to realize in practice?
- Why the “pickup location” (where the rider called for the Uber) can be inaccurate?



UBER PERSONAS

- Premium
- High-frequency riders
- Commuters
- Social
- Travelers

What do you think of these personas? Any group that is less important, or any additional one you'd like to add?



UBER PERSONAS

What are the potential pain points of the pickup experience for the different customer personas?

- Premium
- High-frequency riders
- Commuters
- Social
- Travelers

Some are common across personas, whereas others are relevant only for specific personas.



UBER PERSONAS

- Premium
- High-frequency riders
- Commuters
- Social
- Travelers
- Driver

How would you define the ideal pickup experience?



UBER PERSONA NEEDS TO FEATURES

- Create a quantitative pickup quality metric using attributes derived from the passive, active, and third-party signals available to Uber. What weights would you assign to the features you chose for your pickup model?
- Based on your pickup quality metric, what actions can Uber operators take to improve the pickup experience?



UBER PERSONA NEEDS TO FEATURES

What should be the weights?

How do they know they have the right pickup quality metric?



UBER PERSONA NEEDS TO FEATURES

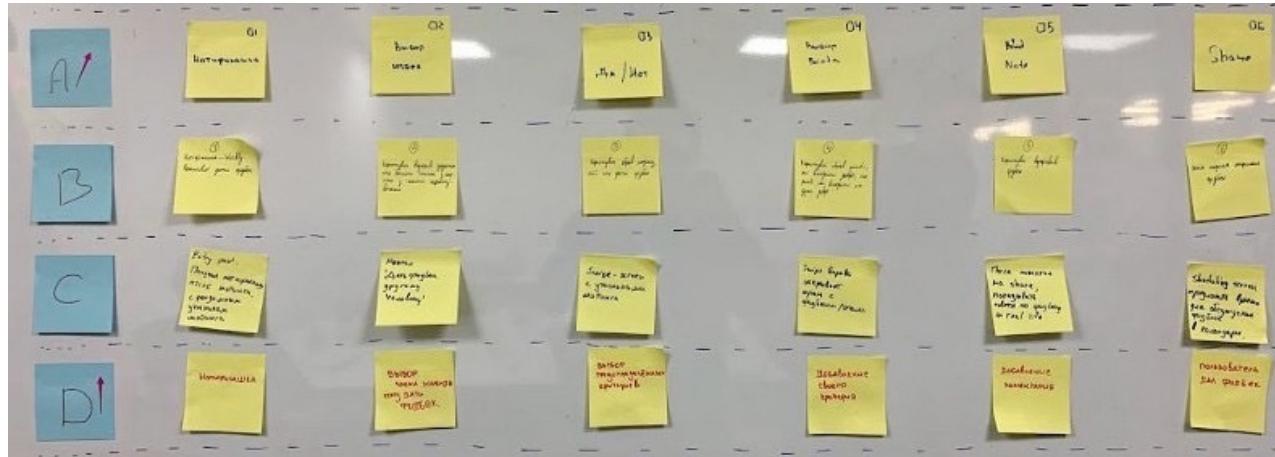
- How would you improve the pickup experience at venues such as sporting events and concerts, which typically see temporary surges in demand for Uber rides, as well as temporary parking restrictions and traffic congestion?
- First, what creates the pickup problems in those places?

TOOL: CUSTOMER JOURNEY / STORYBOARDING



Steps of Customer Journey

User Personas

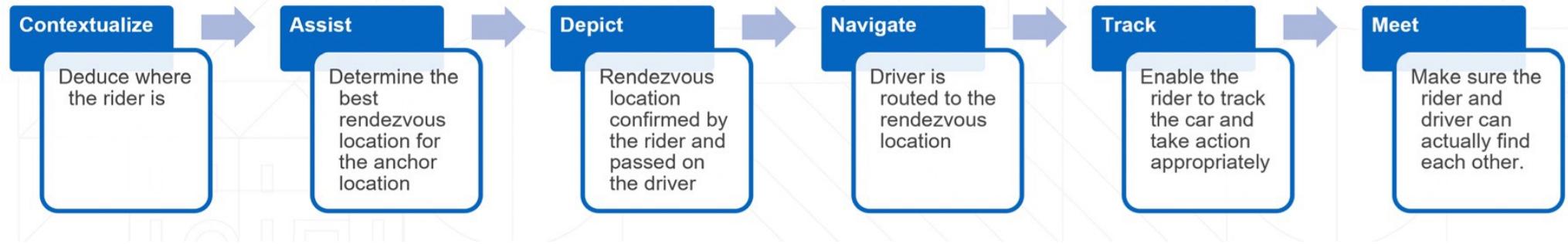


Why?: Gives representation of story, customer needs, and “value” proposition.

Question: Can we eliminate steps in user persona's story before “need.”



EXAMPLE: CUSTOMER JOURNEY / STORYBOARDING



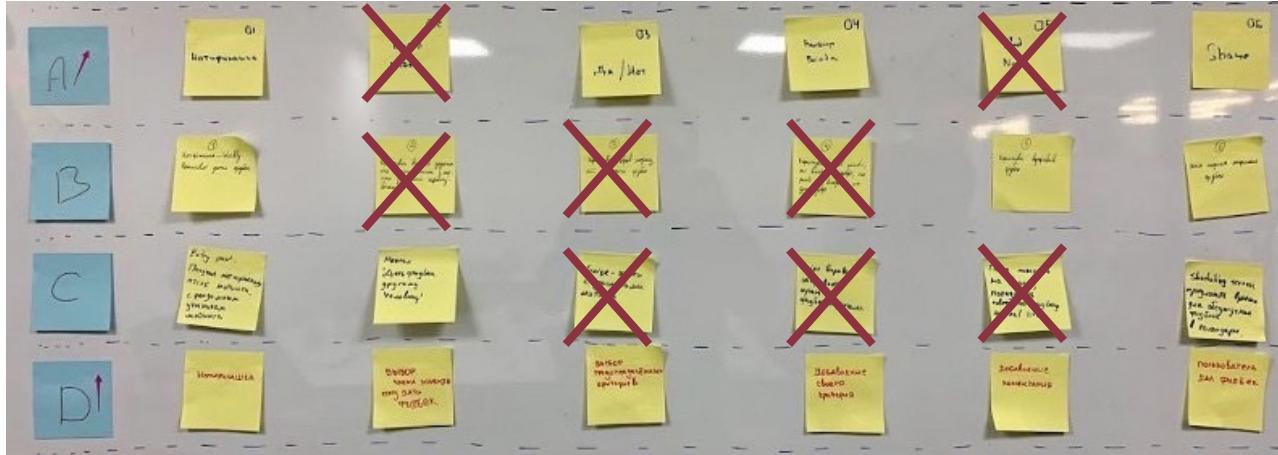
Source: Uber

Why?: Gives representation of story, customer needs, and “value” proposition.

USE CUSTOMER JOURNEY TO DEPICT ENTIRE JOURNEY. THIS CAN LEAD TO PRODUCT FEATURES THAT GET TO CUSTOMER NEED FASTER 

Steps of Customer Journey

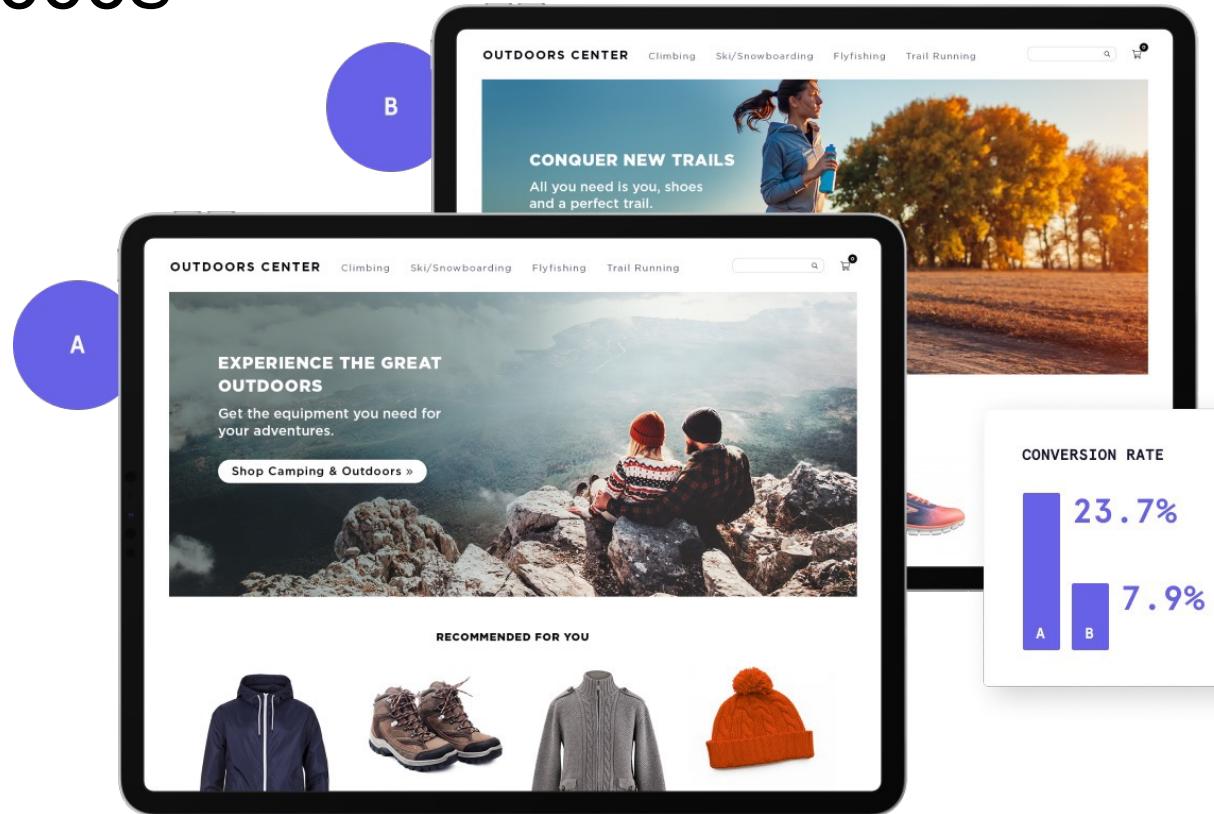
User Personas



Why?: Gives representation of story, customer needs, and “value” proposition.

Question: Can we eliminate steps in user persona’s story before “need.”

EXAMPLE: CUSTOMER JOURNEY FOR NEW PRODUCTS: A/B TESTING IN THE 2000S



Google Website Optimizer was the main player for A/B testing.

EXAMPLE CUSTOMER JOURNEY LEADING TO PRODUCT FEATURES: GOOGLE WEBSITE OPTIMIZER TOOK 11 STEPS INCLUDING CODING TO SETUP A SINGLE A/B TEST



11 Steps for Google Website Optimizer

1. Name your experiment. For example: Sign-up Form AB Test
2. Set your original test page URL: <http://www.mysite.com/sign-up.html>
3. Set your first variation test page URL: <http://www.mysite.com/sign-up-b.html>
4. Set your (optional) second variation test page URL: <http://www.mysite.com/sign-up-c.html>
5. Set your conversion page URL: <http://www.mysite.com/thank-you.html>
6. Add the Control Script at the top of the page
7. Add the Tracking Script at the bottom of the page
8. Add the Tracking Script at the bottom of the page
9. Add the Tracking Script at the bottom of the page
10. Add the Conversion Script
11. Review the data, test the pages using the “preview” function, and then launch your test

The screenshot shows a step-by-step setup process for a Google Website Optimizer experiment:

- 1. Original page: Add your control and tracking scripts**
Original: http://test.com
View a sample source code
Control and Tracking Script: Paste the following script immediately after the opening <head> tag of all pages.

```
<!-- Google Website Optimizer Control Script -->
<script>
function utmx_section(){}function utmx(){}
(function(){var k='1036322448'
```
- 2. Variation pages: Add your tracking script to each page**
Variation 1: http://test.com/test
Tracking Script: Paste the following script immediately after the opening <head> tag of all pages.

```
<!-- Google Website Optimizer Tracking Script -->
<script type="text/javascript">
var _gaq = _gaq || [];
_gaq.push(['_gwo._setAccount',
```
- 3. Conversion page: Add your tracking script**
Conversion page: http://test.com/thank-you
Conversion Script: Paste the following script immediately after the opening <head> tag of the conversion page.

```
<!-- Google Website Optimizer Tracking Script -->
<script type="text/javascript">
var _gaq = _gaq || [];
_gaq.push(['_gwo._setAccount',
```
- 4. Publish and validate your pages**
After you add your tags, publish your updated test, variation, and conversion pages on the web.
We will check your pages to make sure that the scripts are correctly placed.
Validate pages
Pages not accessible? Click "Validate pages" anyway. If we can't access something, we'll ask you to manually upload your pages for validation.

Carnegie Mellon University

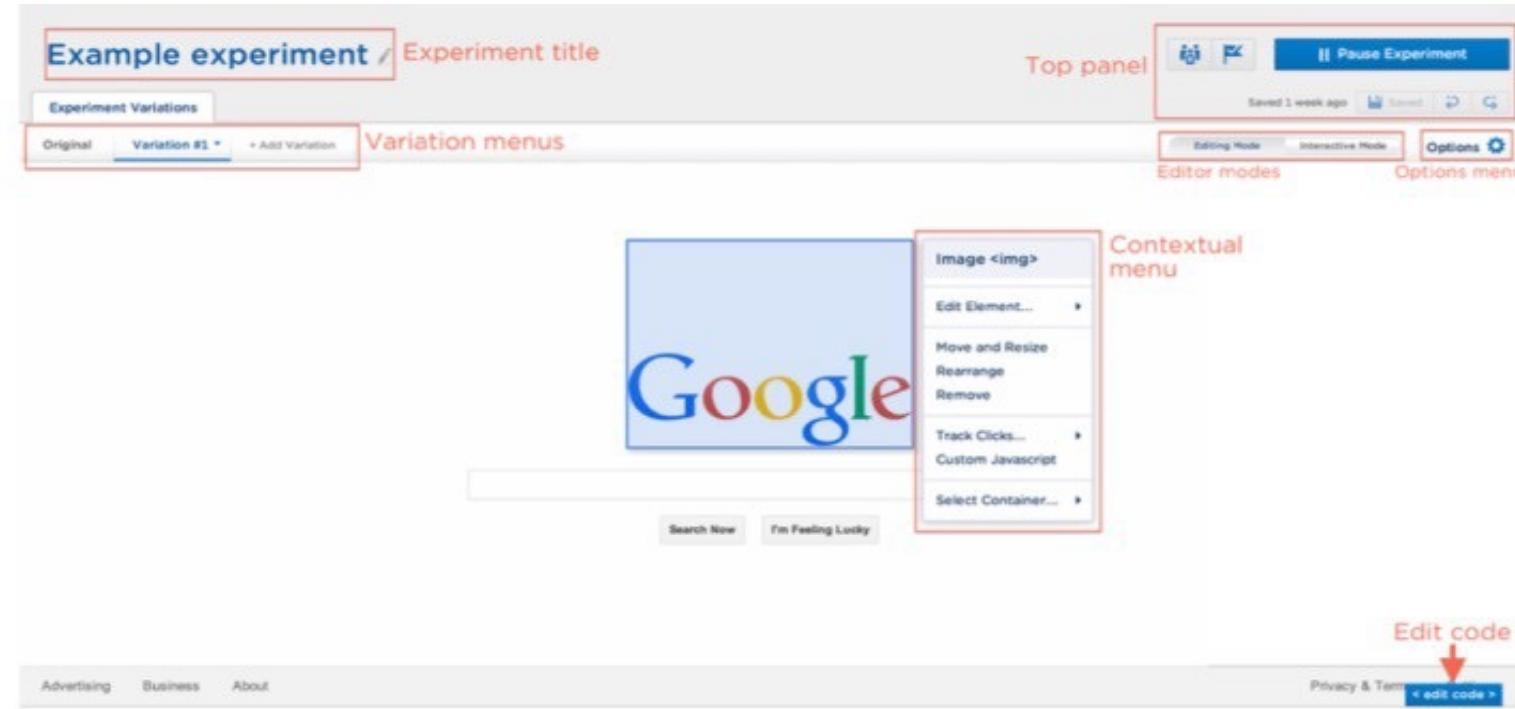
Tepper School of Business

Credit: Hiten Shah

JOIN THE INTELLIGENT FUTURE

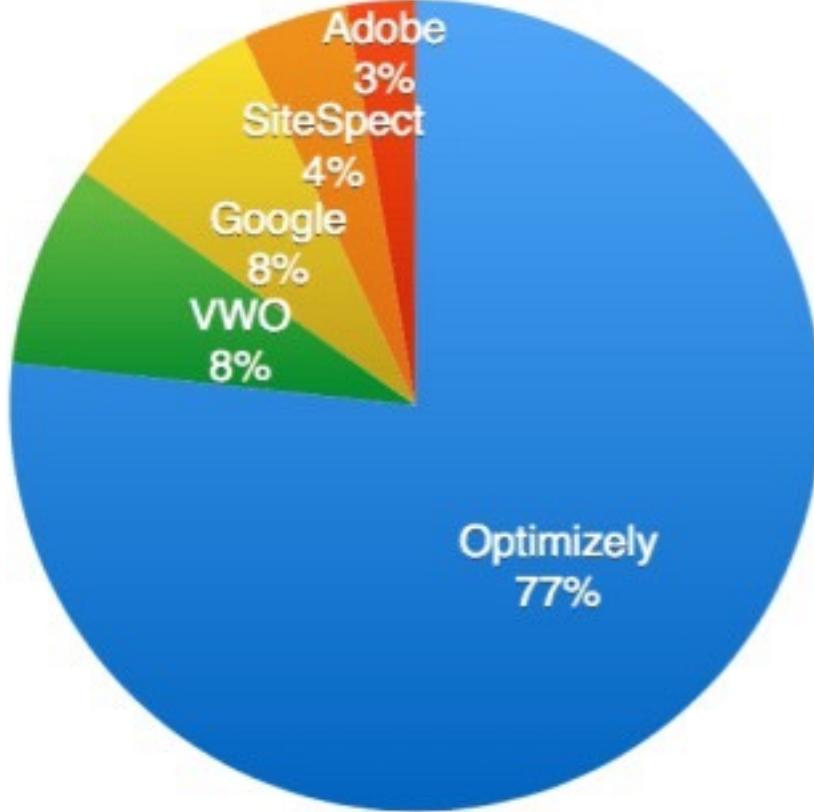


OPTIMIZELY LAUNCHED IN 2010 AND ONLY REQUIRED 3 STEPS IN CUSTOMER JOURNEY



- Customer journey: Google 11 Steps -> Optimizely's 3 Steps
- Product Features
 - Graphical user interface (doesn't require coding!)

OUTCOME: 90% REDUCTION IN GOOGLE'S MARKETSHARE



CAPABILITIES	Optimize 360	Optimizely	VWO
Google Integrations	Code snippet within GTM Native	✗ 3rd Party	✗ ✓
	Integration with GA 360 Third party Integration with heatmap technology (e.g: crazyegg)	✓ ✗	✓ ✓
Experiment Types	Multivariate experiments Redirect experiments (Split URL test) Multi page experiments Dual Capabilities (Conduct Testing and personalization)	✓ ✓ ✓ ✗	✓ ✓ ✓ ✗
Visual editor	User friendly visual editor HTML,JS,CSS editor Mobile App testing	✓ ✓ ✗	✓ ✓ ✓
Targeting	GA Audience Segment for testing Analytic goals for testing Target DataLayer variables from GTM for testing Ability to prioritize customized experiences, where users may qualify for more than one experience	✓ ✓ ✗ ✓	✗ ✗ ✓ ✗
Reporting	Test report Annotation Shareable test reports from testing dashboard Statistical Methodology	✗ ✗ Bayesian Method (Advanced)	✓ ✓ 2-tailed likelihood ratio test Binomial Random Variable



Customer Interviews to identify ALL possible needs



Survey on Dining Out

Hi! We are students who are exploring ways to ... if you like someone who likes to dine out, please take some time to fill out the survey form.

When eating in a group, what meal do you usually go out for?

How old are you?

What is your occupation?

How often do you eat out in general?

How much do you usually spend on your meal?

Who do you eat with?

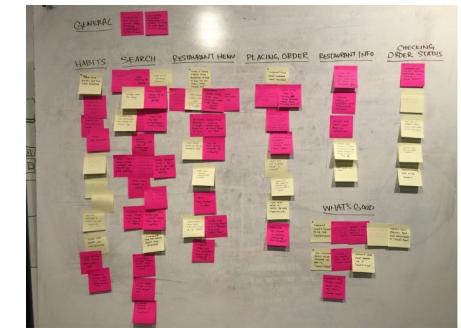
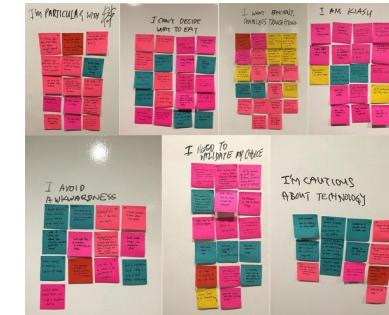
Do you split bills with your dining partner?

How do you usually split bills?

How do you make reservations?



Customer Needs Downselection and Affinity Map



Quantify the “importance” of primary customer needs

Primary Customer Need	Importance
Control the rate of new pickup orders if kitchen is overwhelmed	2.498
Control the expectation of tipping food delivery drivers	2.192166667
Easily cancel and refund takeout orders	2.129833333
Seamless communication and experience for customer food orders at our restaurant	2.118166667
Ensure food orderers feel safe and protected against COVID-19	1.984166667
Personalized communication with food orderers	1.762
Ensure restaurant employees are and feel safe and protected against COVID-19	1.7395
Minimize "no shows" for restaurant pickup orders and reservations	1.622833333
Demand forecasting of restaurant menu items	1.617833333
Know who and when repeat food diners/orderers sit or order from us	1.611166667



“Primary” Customer Needs

- Control the rate of new pickup orders if kitchen is overwhelmed
- Control the expectation of tipping food delivery drivers
- Easily cancel and refund takeout orders
- Seamless communication and experience for customer food orders at our restaurant
- Ensure food orderers feel safe and protected against COVID-19
- Personalized communication with food orderers
- Ensure restaurant employees are and feel safe and protected against COVID-19
- Minimize "no shows" for restaurant pickup orders and reservations
- Demand forecasting of restaurant menu items
- Know who and when repeat food diners/orderers sit or order from us

Carnegie Mellon University

Tepper School of Business

JOIN THE INTELLIGENT FUTURE



IN-CLASS TEAM DISCUSSION: VOICE OF THE CUSTOMER FOR COURSE PROJECT

Course Project

Your Course Project requires:

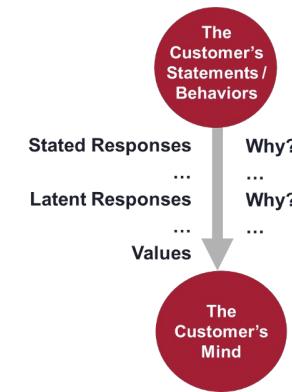
- Conduct **3 customer interviews** for customers in the market and product category.
- Collect at least **5 pieces of user-generated content (UGC)**.
- Identify at least **10 total customer needs**.
- Downselect to **3 “primary” customer needs** using an affinity map.
- Define **3 market segments** on needs and quantified importances to each segment.
- Define **1 target segment** with unmet needs aligned with our strategic business context.

The screenshot shows a digital workspace for managing customer feedback. On the left, there's a sidebar with navigation options like 'Assigned to me', 'Unassigned', 'Unprocessed', 'Following', and 'All notes'. The main area displays a list of notes categorized by source: 'UGC DoorDash Orderer' (12 notes), 'UGC GrubHub Courier' (12 notes), and 'Customer support' (0 notes). A specific note from 'UGC DoorDash Orderer' is expanded, showing a transcription of a customer complaint about fees and delivery times. Another note from the same source discusses recent notices about delivery fees. The interface includes a search bar, a 'COLLECT!' button, and a 'TAGS' section at the bottom.

KEY TAKEAWAYS

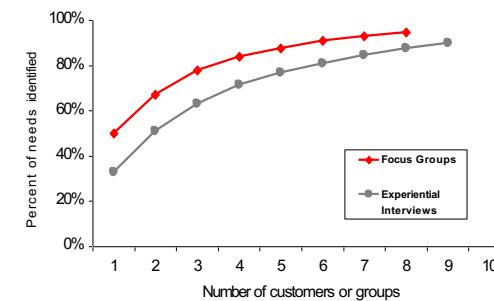
Customer needs not product solutions.

- Listen carefully for customer's description of needs
- But... consumer needs map to product features.



Voice of the Customer (VOC)

- Step 1) Identification
- Step 2) Downselection
- Step 3) Prioritization (next class)



Many tools

- Identification: experiential interviews or focus groups, ethnography, UGC, low-cost product variants, "Why" Cascade / Laddering
- Downselection: Affinity map, User Personas, Customer Journey



Due: Product Selection for Final Project

Topic: Customer Needs 2 & Conjoint Analysis

- Pre-class reading: R3
- **Topic presentation** (Team 2)

Topic: Product Feature Strategy

- **Case Assignment: Headspace**
- Pre-class reading: R4
- **Topic presentation** (Section A: Team 3)