

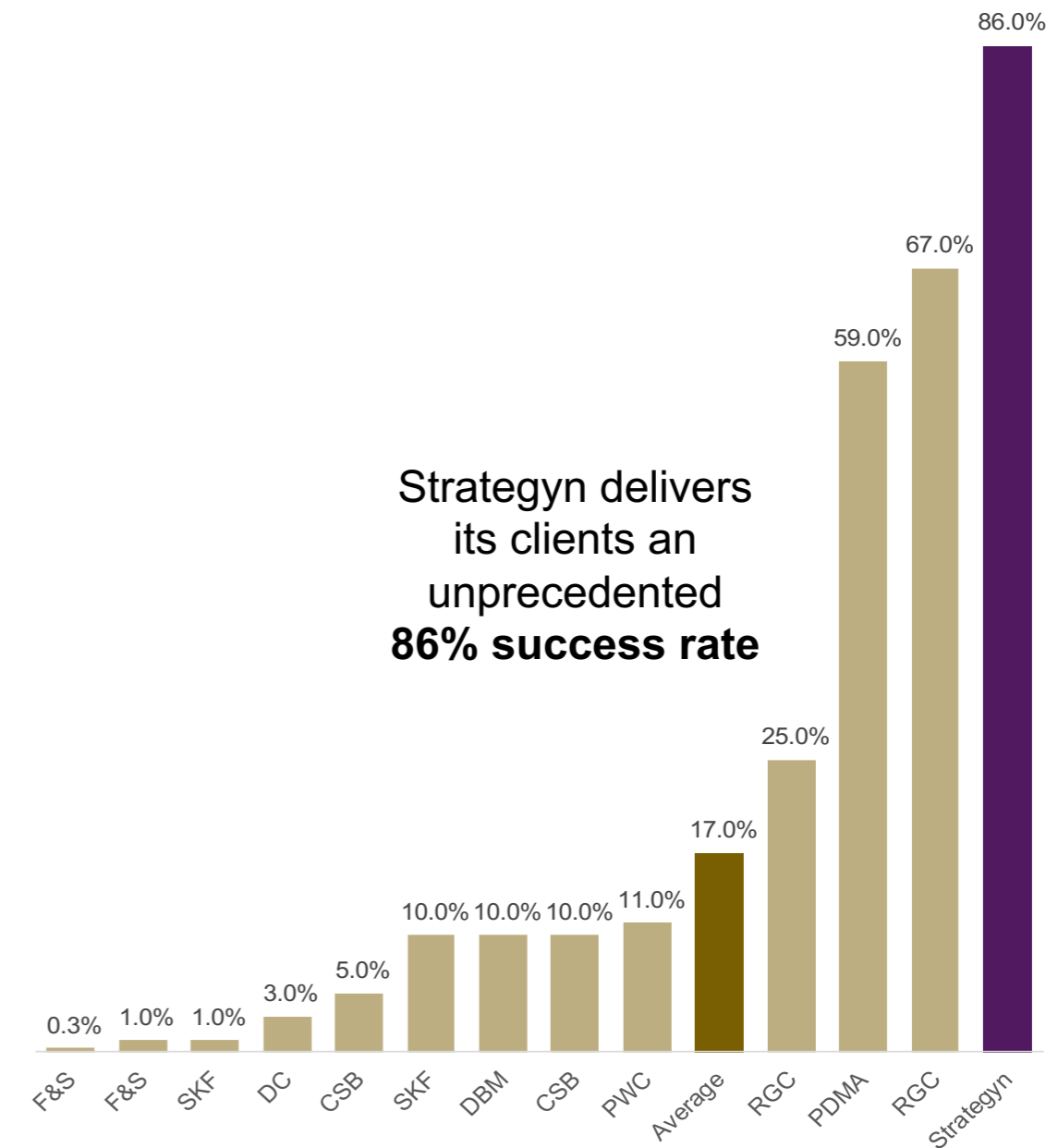


ACCELERATE YOUR GROWTH

Transform your organization with Jobs Theory
and Outcome-Driven Innovation®

CHANGING THE WAY THE WORLD INNOVATES

- Founded in 1991, Strategyn is a leading growth strategy and innovation consulting firm serving a world class blue-chip client base.
- Strategyn helps companies reinvent underperforming products, successfully discover and enter new markets, and build and implement company-wide innovation programs.
- Strategyn’s clients achieve an innovation success rate that is 5x the industry average.
- Our exceptional track record is attributed to our methodology. We are the pioneers of Jobs-To-Be-Done Theory and the inventors of the Outcome-Driven Innovation® (ODI) process.
- We’ve brought a new lens, clarity and precision to the “fuzzy-front-end” of innovation.



THOUGHT LEADERS IN INDUSTRY AND ACADEMIA



Strategyn's founder, Tony Ulwick, "wrote the book" on Jobs-to-be-Done and Outcome-Driven Innovation. He has also been published in the Harvard Business Review, MIT Sloan Management Review and other publications.

Strategyn introduced ODI to Harvard professor Clay Christensen in 1999, who has helped popularize the theory.

Strategyn has been granted 12 patents related to the execution of ODI and the application of Jobs Theory; the first issued in 1999.

Strategyn's experience, contributions and thought leadership in this field are unmatched.

Over 40,000 copies sold

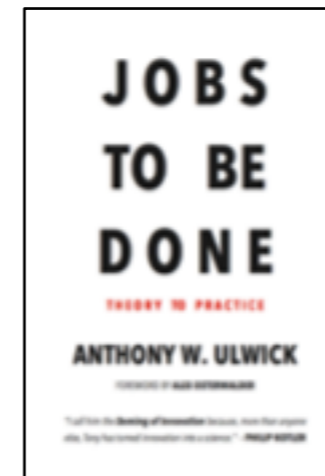


2005

"Ulwick's outcome-driven programs bring discipline and predictability to the often random process of innovation."

– Clayton Christensen

Over 15,000 copies sold



2016

"I call him the Deming of Innovation because, more than anyone else, Tony has turned innovation into a science."

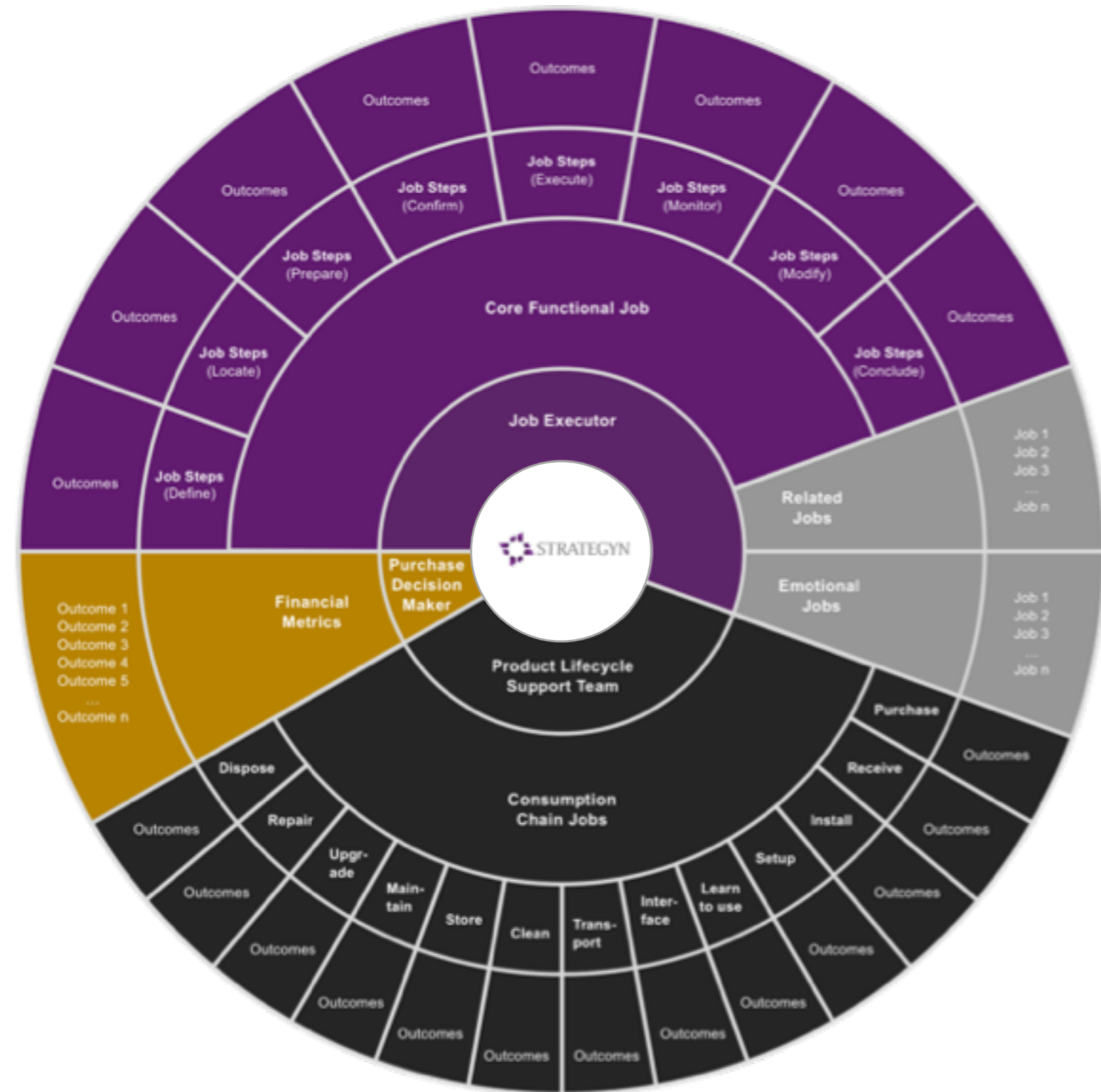
– Philip Kotler

WE ELIMINATE THE BIGGEST OBSTACLE TO YOUR SUCCESS

Many new products underperform in the marketplace because they fail to adequately address unmet customer needs.

Strategyn has figured out what types of customer inputs lead to predictable innovation—and how to capture, quantify and use them to formulate highly effective growth strategies with unprecedented precision.

Companies use ODI to determine which products will win in the market before they invest in developing them—dramatically reducing wasted development expense.



Strategyn's Jobs-to-be-Done Needs Framework

THE OUTCOME-DRIVEN INNOVATION[®] PROCESS

01.

Define the market:
job executor and
“job-to-be-done”

We don't define markets around a product or technology. Instead, we define markets around the job the customer is trying to get done.

Making the job the unit of analysis provides a stable focal point around which to define customer needs.

This new lens changes the way needs are defined and growth opportunities are uncovered.

02.

Uncover the customer's
“needs”—metrics used
to measure success

Strategyn discovered what inputs are required to make innovation predictable.

These statements, called desired outcomes, meet a unique set of specifications. They are stable over time, granular, actionable, solution agnostic, unambiguous, optimized for prioritization and tied to the customer's job-to-be-done.

The statements, often totaling 100 or more, are captured through a unique interviewing process.

03.

Quantify the degree to
which each need is
under/overserved

The outcome statements are quantified by administering a survey to a statistically valid customer population. The purpose of the survey is to discover which outcomes are under/over-served, and by how much.

Strategyn has developed and perfected the advanced research methods required to effectively field lengthy surveys that deliver prioritized outcomes and other data needed for decision making.

04.

Discover hidden
segments of
opportunity

Not all customers agree on what outcomes are under/over-served. To discover segments of customers with different unmet outcomes, we segment the market around the unmet outcomes.

Strategyn's proprietary outcome-based segmentation methodology is the key to successful growth strategy formulation. It reveals hidden segments of opportunity that cannot be uncovered using traditional segmentation methods.

05.

Use the data model to
formulate a winning
growth strategy

The hundreds of quantified inputs are organized in a data model that can be queried to inform thousands of decisions.

The insights are initially used to formulate a growth strategy, but the model is useful for years to come as the outcomes customers use to measure success are stable over time.

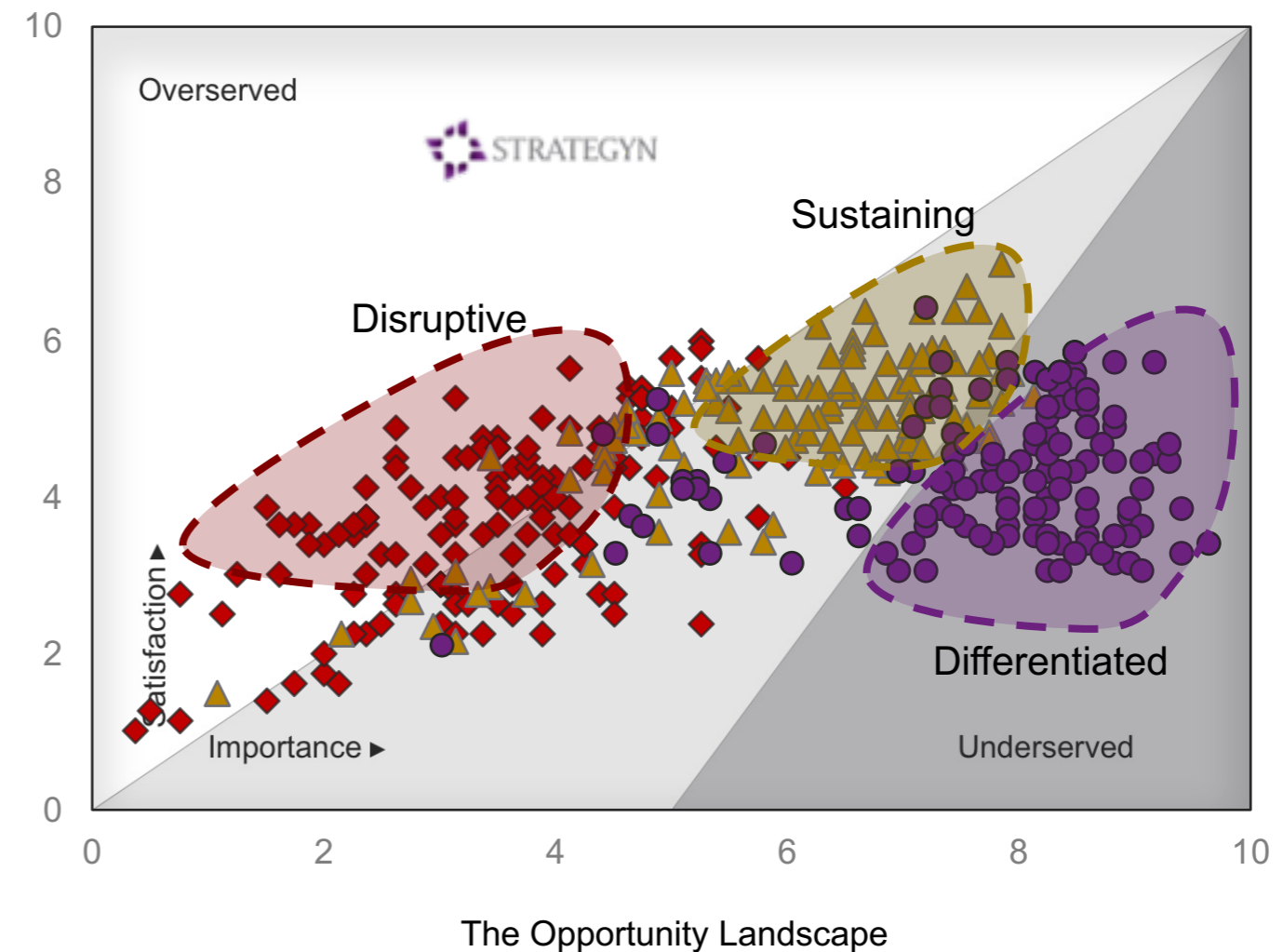
The model's use ensures your organization is making customer-centric, data-driven decisions.

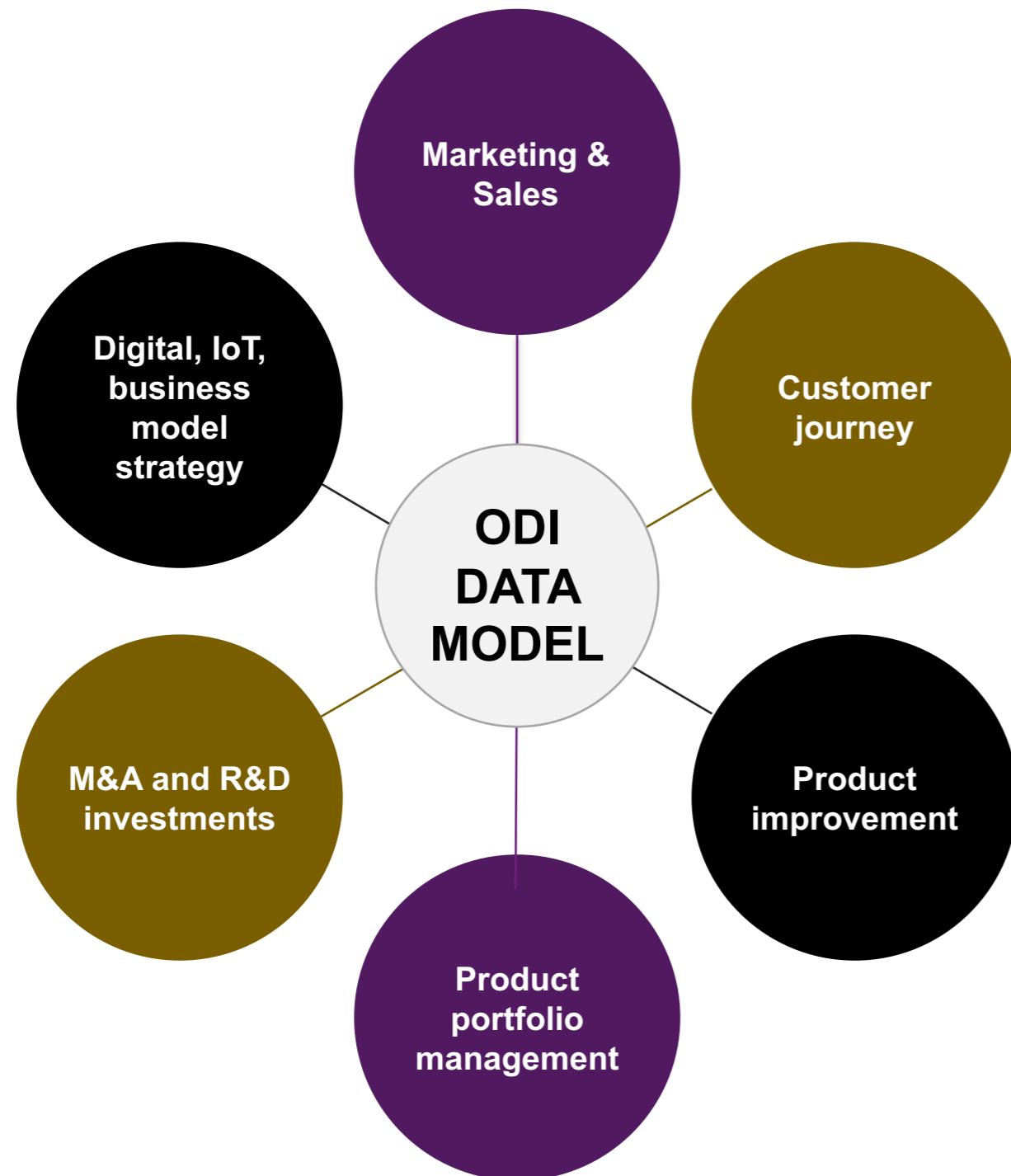
ELIMINATE GUESSWORK AND LOWER YOUR RISK

Most markets are comprised of segments of customers who are under/over-served in different ways. This means that a one-size-fits-all strategy rarely works.

ODI reveals under/over-served segments, their size, and which outcomes to target for growth. If we discover an underserved segment that is willing to pay more to get the job done better, then a differentiated strategy would be recommended to win that segment.

With ODI data in hand, picking the right strategy for each targeted segment is no longer a guessing game.





INFORM AND ALIGN YOUR ORGANIZATION

A single ODI project aligns your portfolio strategy across marketing, development and other functions by answering these important questions, and more:

- What under/overserved segments and outcomes exist?
- What are your product strengths / weaknesses?
- How should you position your existing offerings?
- How should you improve your existing offerings?
- What new offerings are needed to fill a portfolio gap?
- Is a new platform needed to address a segment?
- How should you improve the customer journey?
- Which emotional jobs should be used for positioning?
- Are customers willing to pay more?
- What R&D and M&A investment opportunities exist?
- What actions will scale across the customer population?

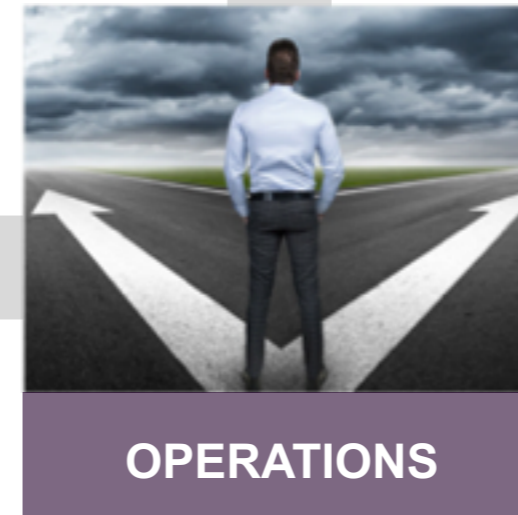
ADDITIONAL APPLICATIONS OF ODI DATA

- Qualify customers into an outcome-based segment
- Customize sales presentations for prospects in each segment



- Inform SEO campaigns
- Inform AdWords campaigns
- Inform purpose brand development
- Drive concept generation/testing

- Build a patent portfolio
- Inform R&D investment decisions
- Reprioritize development resources
- Kill inadequate products in the pipeline



- Improve the customer experience
- Formulate a digitalization strategy
- Inform M&A investment decisions
- Onboard new employees

OUR CLIENT BASE IS FIRST RATE



Our team has spent years refining and perfecting the ODI process through over 1000 engagements in highly demanding, blue chip companies representing over 30 industries.

Our clients have benefited through increases in market share, profitability and customer satisfaction along with reductions in development cycle time and costs.

We have helped our clients generate billions of dollars in new revenue.

- | | | | | |
|--------------------|----------------------|-------------------|----------------------|--------------------------|
| 3M | Boston Scientific | Google Cloud | Minnetronix | SendGrid |
| ABB | BRP | Gore | Momentive | Siemens Healthcare |
| Abbott | C-Fresh (Campbell's) | Harte Hanks | National Instruments | SmartBear |
| Aceility | CA Technologies | HD Supply | NEJM | Sony |
| Aflac | CapitalOne | Hill-Rom | NOV | Stackpole |
| Airbnb | CenturyLink | Home Instead | Nu Skin | Stryker |
| Alcon | Cerner | HSCS | Olympus | TechSmith |
| Allegion | Change Healthcare | HUB | Oracle | Terumo BCT |
| American Express | Clorox | ICON | P&G | Thermo Fisher Scientific |
| Arm & Hammer | Consumer Energy | JLG | Panasonic | Thomas Publishing |
| Authentix | Corindus Vascular | Kawasaki | Perrigo | TIAA |
| B. Braun Medical | CSL Behring | Kimberly-Clark | Philips Healthcare | Twitter |
| BAE Systems | Danfoss | Logitech | PPG | U.S. Cellular |
| Bayer Crop Science | Dropbox | Magna | Progressive Leasing | Union Bank |
| BCBS | DSM | Medicines Company | PulteGroup | Varion Medical Solutions |
| BD | Emerson | Metromile | Red Hat | vAuto |
| Biamp | Facebook | Microsoft | Riwal | Wowza |
| BioBridge | Fidelity | Milliken | Roche | Zeiss |
| Bose | Getinge | Minitab | Sargento | Zimmer Biomet |

WE ARE WITH YOU FROM START TO FINISH



- Educate the team on JTBD and ODI
- Define the job-to-be-done and job map
- Capture all required inputs per the Needs Framework
- Validate the inputs
- Gain cross-functional team agreement on the inputs

- Create the survey and sample design
- Program and pilot the survey
- Translate the survey into required languages
- Monitor progress and make adjustments
- Receive and clean the data


- Conduct analyses including segmentation, competitive and willingness to pay
- Conduct custom analyses as needed
- Create the research deliverables
- Create the data model

- Interpret the results of the research
- Lead ideation and concept testing
- Formulate the market and product strategy to address project objectives
- Gain strategy approval

- Implement the positioning and communications strategy
- Finalize the product strategy for deployment
- Teach teams how to use the ODI data to drive decision making
- Lead other implementation efforts as needed

ODI PROJECT FORMATS


WORKSHOP




Take your team on a transformative innovation journey.

Capture inputs 

Quantify inputs 

Analyze data 

Formulate strategy 

Implement strategy 

Strategyn engages with your project teams in an action-learning format, exposing them to a new way of thinking about strategy and innovation.


PROJECT SPRINT



Gain speedy alignment on the direction of your market strategy or product portfolio.

We execute all the activities associated with the ODI process collaboratively with the team to teach them and ensure project success.

FULL-SCALE PROJECT



Understand all the details you need to know to win in the marketplace.

0 1 2 3 4 5 6 7 8 9 10 11 12 weeks

ONLINE EDUCATION AND CERTIFICATION

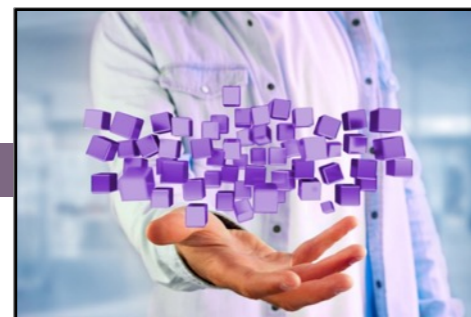
mySTRATEGYN

Course 1



Discover the
customer's
job-to-be-done

Course 2



Uncover the
customer's
desired outcomes

Course 3



Create and field
and ODI-based
survey

For companies who want to align the team around new thinking and/or build an internal ODI competency, we have created myStrategyn.

Here, your internal ODI practitioners and project team members can gain access to the same training materials Strategyn uses to onboard its ODI practitioners.

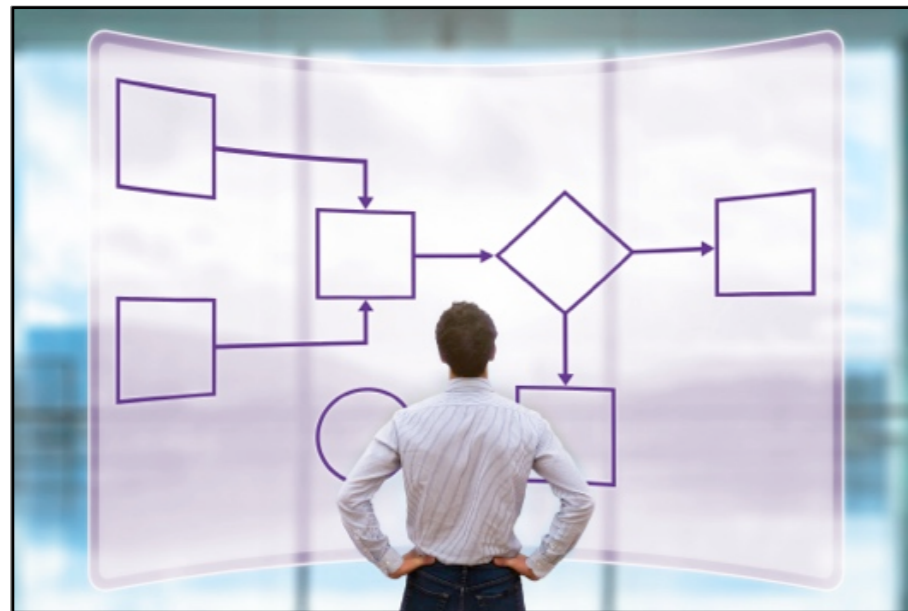
Those seeking certification also gain access to the same tools and templates Strategyn practitioners use to execute an ODI project in the field.

Practitioners can also sign up for project support and quickly get answers from Strategyn ODI experts when they are executing an ODI project and need help.

Go to my.strategyn.com.

TOOLS AND TEMPLATES

COURSE 1



Discover the customer's JTBD

- ODI overview deck
- Customer definition worksheet
- JTBD definition worksheet
- ODI job map interview screener
- ODI job map interviewing guide
- Final deliverable template

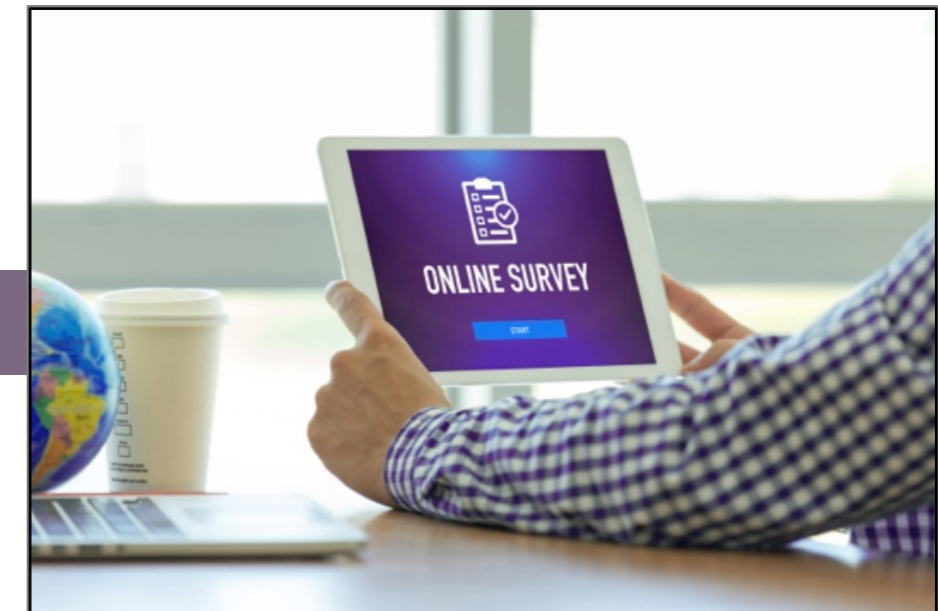
COURSE 2



Discover the customer's outcomes

- Guide to capturing outcomes
- ODI outcome interview screener
- ODI outcome interviewing guide
- Final deliverable template
- Example outcome set

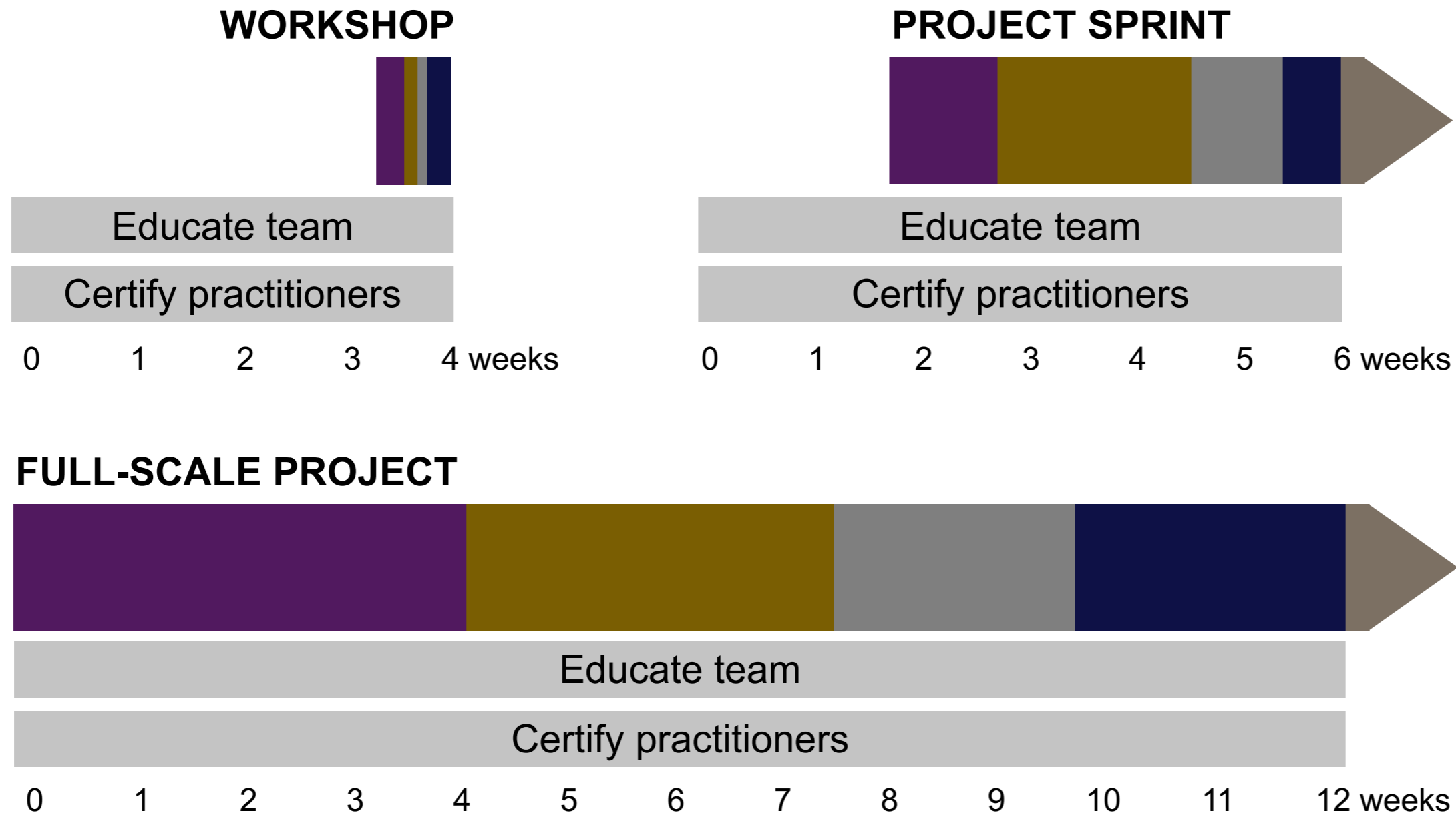
COURSE 3








Create & field and ODI survey

- Translation cost calculator
- Sample size considerations
- Analysis plan
- Confidence interval worksheet
- Rules for translation
- Survey questionnaire template

COMBINE PROJECTS WITH TRAINING



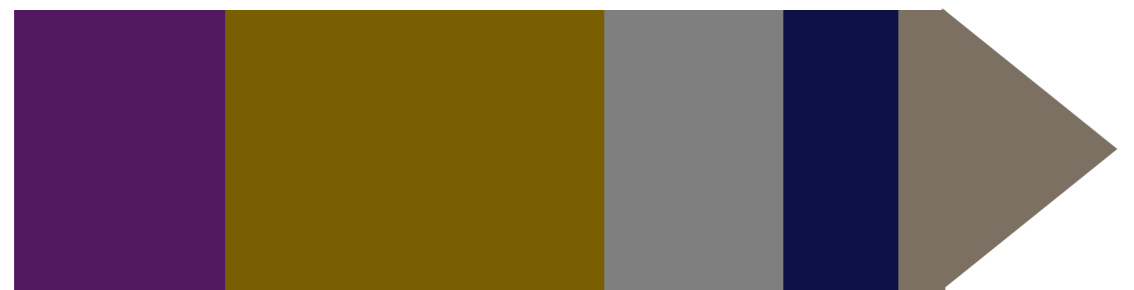
- Capture inputs 
- Quantify inputs 
- Analyze data 
- Formulate strategy 
- Implement strategy 

OBTAIN PROJECT SUPPORT AS NEEDED

Support services are offered to ensure practitioners successfully execute each step of the ODI process.

This includes:

- Project scoping
- Needs validation
- Survey validation
- Data collection
- Data processing
- Data analysis (including segmentation)
- Growth strategy development
- ODI insights implementation (workshops)



Capture
inputs



Quantify
inputs



Analyze
data



Formulate
strategy



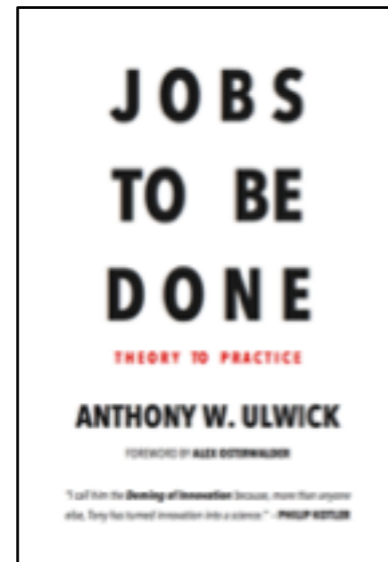
Implement
strategy

ESTABLISH AN INTERNAL ODI COMPETENCY

PLAN	PHASE I	PHASE II	PHASE III	PHASE IV
Consulting and support	Strategyn leads initial projects and the internal team shadows	Internal team leads projects and Strategyn mentors	Internal team leads projects with minimal Strategyn support	Internal team leads company JTBD + ODI practice
Education and training	Strategyn provides education and certification	Strategyn customizes education and certification	Internal team manages education and certification	Internal team refines the ODI process and instruction



GET STARTED ON YOUR INNOVATION JOURNEY



Download a FREE PDF
version at **Jobs-To-Be-
Done-Book.com**

Contact
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Rschade@strategyn.com

Visit:
Strategyn.com
Jobs-To-Be-Done.com

CLIENT TESTIMONIALS

Over our long history in innovation consulting we have amassed a loyal following of innovators who have witnessed the power of our unique approach. We hope that one day, you will be one of them.

“We are committed devotees. Our innovation teams have seen the Outcome-Driven Innovation process work not just once, but over and over again. Without a doubt, it brings predictability to innovation and contributes to growth.”

Clive Meanwell

Chief Executive Officer, Chairman, The Medicines Company

“Outcome-Driven Innovation’s customer-centric approach to innovation and product design helps us define and address truly important client challenges. That additional clarity further enables us to develop and deliver solutions that provide real customer value, as well as deep, ongoing benefits to my organization and me. Our understanding of client needs and how to gain insight into those needs has been greatly improved.”

Alex Johnson

System Architect – Next Generation Systems of Process Automation, Schneider Electric

“I’ve had the privilege to work with Tony and his team across two different organizations. Each time he has elevated our thinking and brought us a way to drive innovation that is radically different from traditional methods. It has been a great journey watching our team think and act with a focus on customer-centric outcomes.”

Frank Grillo

Chief Marketing Officer, Harte Hanks

“Jobs Theory and Outcome-Driven Innovation have proven to be highly valuable in the development of innovative pharmaceuticals. A focus on the ‘job’ brings clarity to the complex healthcare delivery process and reveals hidden opportunities to positively impact the patients’ pathway to health.”

Simona Skerjanec

Lifecycle Leader – Neuroscience, Roche

“Jobs-To-Be-Done Theory and Outcome-Driven Innovation provide absolute clarity for strategic growth initiatives and product innovation. There is no better way to put yourself in your customers’ shoes.”

Steve Thompson

Vice President of Business Strategy, National Oilwell Varco

“The Jobs-To-Be-Done approach drove within us a heightened focus on our customers. We discovered important and often ‘unspoken’ customer needs. Even in established markets, we gained new insights enabling stronger value propositions, more impactful customer communications, and innovation better aligned with market needs.”

David Rusinko

Director Strategic Marketing, Momentive

“The ODI process provides broad and detailed customer insights that are superior to typical market research methods and critical to developing better solutions for customers. ODI helped us understand a new space and identify the underserved needs so we could enter a new market in a differentiated manner.”

Brian Craig

VP of Strategy and Business Development, Surgical Innovations, Medtronic

“Acquiring technologies for developing new medical products has always been an exercise in trying to guess correctly. ODI has provided us with an enabling technology shopping list we can execute with confidence. ODI makes Business Development far more precise.”

Sean Thompson, MS, MBA, CLP

Sr. Director, Business Operations & New Product Development, GenCure

ODI PROJECT FORMAT CONSIDERATIONS

CONSIDERATION	ODI PROJECT SPRINT	FULL-SCALE ODI PROJECT
Number of job executors/surveys	Limited to 1	2 or more
Need types captured	Outcomes on the core job	Outcomes on the core and consumption jobs, plus related and emotional jobs
Qualitative interviews	7 – 8 immersion interviews over 2 days	10 – 15 interviews over 4 weeks
Qualitative interview recruitment	Company responsibility	Strategyn responsibility
Number of need statements	Up to 100	Up to 200
Geographic constraints	USA (English speaking) only	Multiple geographies and survey translations
Quantitative interviews, field time	No more than 2 weeks in the field	Up to 4 weeks in the field
Number of competitors studied	1	Often 3 or more
Segmentation analysis	Consider 3 segment solution only	Consider multiple possible solutions
Research deliverable	Included	Included
Strategy deliverable	Limited to workshop output	Market and product strategies