



## Putting Customer Values First Leads to Sound Investment Decisions

**Challenge:** Companies in complex technology markets need a way to prioritize product and market development investments by understanding holistically which value propositions and value strategies are most advantaged in terms of growth potential.

**Analysis:** Most companies fail to achieve the full potential of their innovation and business development efforts by not understanding what their customers want in new solutions. They tend to conceptualize solutions from within their frame of reference, not from the outside where the customers' problems create demand for new solutions. By instead decomposing the jobs customers need to accomplish into how they measure the quality and cost-related factors in performing those jobs, we can then measure which needs have the greatest potential for market growth, and chart how ready the markets are for better solutions at all stages in the technology development lifecycle – even very early on.

**Implementation:** We designed and deployed a proprietary market research and methodology and analytics toolset measuring unmet customer needs. The methodology, information structures and proprietary data metrics and visualizations make it possible to efficiently analyze go-to-market risk/reward and levers of market adoption – even to the point of providing a sightline on where the markets are likely to evolve.

**Results:** For one client we produced a product roadmap strategy with 13 concrete new product concepts and prioritized those for development. For another client we produced a global study of U.S., German and Japanese customers that successfully delivered a phased product roadmap to reverse the company's share erosion by accurately forecasting market uptake from new product features. The client is proceeding with a clear plan after losing 2 years from earlier inconclusive research and is now using the approach to create a new services portfolio and a customer value-based pricing strategy. For yet another client we reduced development uncertainty valued at \$8 million and provided pivotal market insights that enabled a \$360 million acquisition to proceed.

**Cyber BDA Team Experience:** The Principals at Cyber BDA have developed these sophisticated research methodologies, toolsets and analytic platforms and applied them against real world client technology development challenges producing client impacts in the multiple hundreds of millions of dollars.