Embedding Research in the Innovation Process

Jennifer Lauture, TD Ameritrade
### The Regular Product Development Process

<table>
<thead>
<tr>
<th>Step</th>
<th>Explore</th>
<th>Refine</th>
<th>Quantify</th>
<th>Iterate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current State</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Explore</td>
<td>• Ideas are unfinished</td>
<td>• Ideas need to be solidified</td>
<td>• Ideas are much more fleshed out</td>
<td>• Ideas are fully fleshed out</td>
</tr>
<tr>
<td></td>
<td>• Needs are unidentified</td>
<td>• Needs have to be understood</td>
<td>• Needs have been refined</td>
<td>• Essential features are identified and prioritized</td>
</tr>
<tr>
<td></td>
<td>• There is no target market</td>
<td>• Feature set has been proposed</td>
<td>• Solutions have been created</td>
<td>• Target market has been found</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• No target market identified</td>
<td>• There is buy-in and consensus</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• The amount of reach is unknown</td>
<td></td>
</tr>
<tr>
<td><strong>Timing</strong></td>
<td>8 weeks</td>
<td>8 weeks</td>
<td>8 weeks</td>
<td>8 weeks+</td>
</tr>
<tr>
<td><strong>Solutions</strong></td>
<td>• Client and prospect panels</td>
<td>• Concept testing</td>
<td>• Volume estimating</td>
<td>• In-person or unmoderated user testing</td>
</tr>
<tr>
<td></td>
<td>• 1:1 interviews</td>
<td>• Feature prioritization</td>
<td>• Market sizing</td>
<td>• Task based research with detailed prototype or working software</td>
</tr>
<tr>
<td></td>
<td>• Diary studies</td>
<td>• 2x2 mapping</td>
<td>• Self-service tool to determine success</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Surveys</td>
<td>• Now-Next-Later sorting</td>
<td>• Segmentation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Competitive reviews</td>
<td>• Outcome driven innovation</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Ethnographies</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
To take the research process from 8 months to 8 weeks

Keep practices focused, scalable, and repeatable

<table>
<thead>
<tr>
<th>Process</th>
<th>Team</th>
<th>Infrastructure</th>
<th>Components</th>
</tr>
</thead>
</table>
| • Took time to understand our timing (and legal) constraints  
  • Determined which processes were necessary and which were nice-to-haves  
  • Prioritized projects | • Inventoried everyone’s strengths and capabilities  
  • Spent time training everyone to be an individual contributor  
  • Outsourced where it made sense | • Refined a set number of possible research approaches  
  • Built customer and prospect panels  
  • Created self-service tools | • Shortened and simplified survey templates  
  • Decreased the number of touchpoints |
Basic Format
• Describe:
  • What is it?
  • What does it do?
  • Who does it benefit?

A strong concept…
• Clearly describes the service
• States a problem or need-state and then:
  • Quickly conveys the primary benefit
  • Verbalizes strong reasons-to-believe
• Is written with a specific target in mind
• Is written in terms of benefits to the buyer, rather than features
• Is believable
• Is not like other existing products (it’s new and different)
• Is a service that your company is uniquely suited to deliver against

The closer the concept is to a real communication piece, the more valid the research.
## The Innovation Process

<table>
<thead>
<tr>
<th>Step</th>
<th>Explore</th>
<th>Refine</th>
<th>Quantify</th>
<th>Iterate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current State</strong></td>
<td>• Ideas are unfinished&lt;br&gt;• Needs are unidentified&lt;br&gt;• There is no target market</td>
<td>• Ideas need to be solidified&lt;br&gt;• Needs have to be understood&lt;br&gt;• Feature set has been proposed</td>
<td>• Ideas are much more fleshed out&lt;br&gt;• Needs have been refined&lt;br&gt;• Solutions have been created&lt;br&gt;• No target market identified&lt;br&gt;• The amount of reach is unknown</td>
<td>• Ideas are fully fleshed out&lt;br&gt;• Essential features are identified and prioritized&lt;br&gt;• Target market has been found&lt;br&gt;• There is buy-in and consensus</td>
</tr>
<tr>
<td><strong>Timing</strong></td>
<td>2 weeks</td>
<td>2 weeks</td>
<td>2 weeks</td>
<td>2 weeks</td>
</tr>
<tr>
<td><strong>Solutions</strong></td>
<td>• Client and prospect panel&lt;br&gt;• 1:1 interviews&lt;br&gt;• Survey</td>
<td>• Client and prospect panel&lt;br&gt;• 1:1 interviews&lt;br&gt;• Survey</td>
<td>• Survey</td>
<td>• User experience testing OR&lt;br&gt;• Repeat Explore, Refine, or Quantify steps</td>
</tr>
</tbody>
</table>
Explore – To understand specific needs related products or services

- **Surveys**
  - To provide a large set of feedback from clients and prospects, and can achieve statistical significance.

- **Interviews**
  - To understand how users think about important activities and their expectations.

- **Competitive Reviews**
  - Review competitor products to understand the industry landscape
Interviews
- To understand goals, expectations, and preferences

Surveys
- Concept Screening
  - To quickly test the acceptance of a concept by target consumers for a large volume of ideas
- Positioning
  - To determine how the target market sees the brand relative to competitors with respect to the idea
- Max Diff
  - To force tradeoffs and determine which features are the most essential

Refine - To identify the most promising concepts and most desirable features

For illustrative purposes only
Quantify - To discover the most promising financial opportunities

• **Market Sizing & Volume Estimating**
  - To measure the value of a concept within the overall market

• **Segmentation**
  - To determine the demographic, psychographic, cultural, and behavioral characteristics of potential buyers
Iterate - To introduce and test enhancements

Interviews
- To understand how users think about important tasks and their expectations
- In-person or remote / unmoderated

Surveys
- Card Sorting
  - To establish navigation architecture
- Tree Testing
  - To identify how well users find items in on a website’s hierarchy

For illustrative purposes only
... or try something else

Explore → Refine → Quantify → Iterate

For illustrative purposes only