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Which is to say, customer value comes from a supplier's ability to fulfill a specific, relevant outcome in the buyer's work or life. In *What Customers Want*, author Anthony Ulwick crisply captures this idea, expressing it as the capability to "Get a job done better" and "Get more jobs done".

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In *What Customers Want*, Ulwick demonstrates that all popular qualitative research methods yield well-intentioned but unfitting and dreadfully misleading information that serves to derail the innovation process. Rather than accepting customer inputs such as "needs," "benefits," "specifications," and "solutions," Ulwick argues that researchers should silence the literal "voice of the customer" and focus on the "metrics that customers use to measure success when executing the jobs, tasks or ...

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To help overcome this tendency Ulwick defines three specific types of information that would be useful: (1) jobs—what customers are trying to get done; (2) outcomes—the metrics used by the customer to define the successful execution of a specific job (p. 2); and (3) constraints—what might prevent customers from adopting or using the new product or service.

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the underlying principles that define the customer-driven paradigm--that is, using customer "requirements" to guide growth and innovation.

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Desired Outcomes—Metrics That Drive Innovation Customers want to get more jobs done, but they also want to be able to do specific tasks faster, better, or cheaper than they can currently.

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Customer Success is tied to Desired Outcome. This is where “Desired Outcome” really starts to shine as a way of thinking about Customer Success. It’s our job to understand what the customer is trying to accomplish, but moreover, it’s our job to understand how they want to accomplish it.

*Understanding Your Customer's Desired Outcome*  
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Outcome-Driven Innovation is a strategy and innovation process developed by Anthony W. Ulwick. It is built around the theory that people buy products and services to get jobs done. As people complete

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these jobs, they have certain measurable outcomes that they are attempting to achieve. It links a company's value creation activities to customer-defined metrics. Ulwick found that previous innovation practices were ineffective because they were incomplete, overlapping, or unnecessary. ODI attempts

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