Module 4: Develop – Making the Concept Tangible

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Attribute-Value Mapping
Definition | Attribute

**Attribute:**
A characteristic of a product/service.idea/solution

- Focus on the product
- Objective
- Independent of target audience
- Company decides
Definition | Value

Value:
Any gain or benefit that the consumer can expect from the product or the service

- Focus on the customer
- Subjective
- Varies between target audience
- Customer decides
1. **Describe the context:** The business situation, target audience etc.

2. **Write down the attributes of your product:** Objective, describes the product, valid for all target audiences

3. **Choose and define target audience and identify what is of value to them:** Could be a particular segment of customers, partners, investors, bosses, etc.

4. **Work your way up the map toward values by asking “So what?”:** The answer is based on the perspective of the chosen target audience

5. **Work your way down the map:** Start with values and develop the attributes by asking “Why can I say that?”

6. **Draw interconnections between attributes and other attributes or values**
• Starting with Attributes ask “So what” to work your way up the map from attributes toward values (based on the perspective of the target audience).
  o Draw arrows between attributes and other attributes and values to indicate cause-and-effect relationships.

• Starting with Values ask “Why can I say that” to work your way down the map from values (based on the perspective of the target audience) toward attributes.
  o Draw arrows between attributes and other attributes and values to indicate cause-and-effect relationships.
Build the causal ties.

So what?

Why can I say that?
Attribute for Charter Health Concept:
Family-friendly recipes

Value:
Self-esteem
We next analyze the map to understand whether and how the features in our concept actually support the values we seek to provide for the customer.

We look for key connections by identifying:

- Ties (strong, moderate, and weak)
- Differentiators
- Trigger points
- Focal points
- Orphan
Definitions | Analyzing an Attribute-Value Map

- **Ties** are the causal links between strategic objectives (strong, moderate, weak).
- **Differentiators** are strategic objectives that distinguish an organization from a competitor.
- **Trigger points** are strategic objectives where many ties flow **out** from it, leading to strategic objectives up the map.
- **Focal points** are strategic objectives where many other ties funnel **into** it. A focal point indicates strategic complexity.
- **Orphans** are strategic objectives with only weak ties to a strategic objective higher up the map.
Can we modify the features to connect to Mobility?
Can we modify the features to create a Differentiator?
## Tool | Concept Poster

### Background & Insights

**Pain Points**

**Design Principles**

**Key Stakeholders**

### Basic Concept

**Concept Description**

**Emotional Benefits**

**Functional Benefits**

**Benefits based on Customer Experience** (functional & emotional)

**Estimated Cost & Timeline**

### Assumptions & Risks

**Desirability**

Key assumptions & anticipated issues:

**Feasibility**

What issues will you need to address around technological feasibility? Feasibility ok and various stakeholders still their interests aligned? Is this way of doing things viable? How will you test these?

**Viability**

What issues will you need to address around the business model, including cost structure, price, pricing model? Identify the assumptions you are making about viability. How will you test these?
Tool | Concept Poster

Basic Concept

Attributes

Concept Description

Values

Functional Benefits

Emotional Benefits

Estimated Cost & Timeline

Assumptions & Risks

Key assumptions & anticipated issues:

Desirability

FEASIBILITY

Viability

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**Concept Poster - Swiffer**

<table>
<thead>
<tr>
<th><strong>Background Insights</strong></th>
<th><strong>Basic Concept</strong></th>
<th><strong>Key Assumptions</strong></th>
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</thead>
<tbody>
<tr>
<td><strong>Pain Points</strong></td>
<td><strong>Concept Description</strong></td>
<td><strong>Desirability</strong></td>
</tr>
<tr>
<td>Heavy bucket to move</td>
<td>A modified cleaning device that uses pre-prepared disposable pads to clean the floor.</td>
<td>Will people trust that this streamlined device can outperform the traditional mop?</td>
</tr>
<tr>
<td>Difficult to clean places below cabinets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Too high to reach</td>
<td><strong>Functional Benefits</strong></td>
<td><strong>Feasibility</strong></td>
</tr>
<tr>
<td>Accident prone</td>
<td>Don’t have to clean the mop</td>
<td>Can we make the pad clean effectively?</td>
</tr>
<tr>
<td>Cleaning mop after finishing task</td>
<td>Don’t have to prepare soapy bucket</td>
<td>Will they work months later?</td>
</tr>
<tr>
<td>Spilling water on floor</td>
<td>Device cleans better than traditional mop</td>
<td></td>
</tr>
<tr>
<td>Too much water on floor</td>
<td><strong>Emotional Benefits</strong></td>
<td><strong>Viability</strong></td>
</tr>
<tr>
<td>Requires a lot of effort</td>
<td>Confidence in cleanliness of floors. (No &quot;Fool's Paradise&quot;)</td>
<td>Will people be willing to buy disposable pads?</td>
</tr>
<tr>
<td>Satisfaction with the cleanliness</td>
<td>Happy for time to do other things!</td>
<td>How inexpensive can we make this while still keeping it effective?</td>
</tr>
</tbody>
</table>
• **Asst9** – Post to CANVAS by **Monday, 04/17/17 at 8:30AM**

• Assignment #9: Mid-term Submission of Apply the Concept. In this assignment, you will share key excerpts of your “working idea journal” that you have been creating throughout the course. Use the Impact-Difficulty Matrix to help you select a concept to pursue.

• Refer to CANVAS for full instructions and submission requirements.
Due April 18th | Asst10 – Concept Poster

• **Asst10** – Post to CANVAS by **Tuesday, 04/18/17 at 5:00PM**

• Assignment #10: Parker Health Prep 3. Complete the *Parker Health Case Preparation 3* document posted in CANVAS. Complete a Concept Poster, including identifying functional & emotional benefits, embedded assumptions and risks and questions to test.

• Refer to CANVAS for full instructions, templates and submission requirements.
END