

THE PRODUCT DEVELOPMENT PLAYBOOK



**7 steps for creating exceptional products
your competitors can't hope to match**

BOB SERLING

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We spend a lot of time designing the bridge, but not enough time thinking about the people who are crossing it.

– Prabhjot Singh

The critical need for great products and services

Creating great products and services your competitors can't hope to match is no longer a luxury reserved for large corporations or a handful of nimble, outlier companies. It is now a necessity. It is now a critical matter of business life or death for companies of all sizes.

Consider these alarming statistics from a recent study on the turnover of companies listed on the S&P 500 index.

- In 1965, the average length of time a company stayed on the S&P 500 was 33 years
- By 1990 it shrunk to 20 years
- It's now forecast to shrink to just 14 years by 2026
- Based on this forecast, 50% of all corporations currently listed on the S&P 500 will no longer exist in the next 10 years

If you have any doubt about this, just think about the well-established corporations that have failed or are circling the drain. A partial list includes:

Kodak, Blackberry, MySpace, Sears, Polaroid, Segway, Yahoo, Borders, Radio Shack, Circuit City, Toys-R-Us, Hostess, Tivo, Enron, Compaq... and the list goes on and on.

But that's not all. The picture is actually worse for smaller businesses. Compared to the 50% of large corporations that will disappear over the next 10 years, a massive 66% of smaller businesses will suffer the same fate according to the Small Business Association.

While this outlook is clearly dismal, the real question is what is the root cause of all this failure and what can be done to prevent it?

After all, these companies continued to operate under the same business model that had made them successful. They maintained the same management style. They continued to identify the best marketing channels and advertise in them.

So what went wrong?

Quite simply, they failed to innovate new, high-value products or services their competitors couldn't hope to match. Feeling assured of their market position, they failed to create the kind of products their market was hungry for. And as a result, newer companies stepped in with better products and ate their lunch.

This is the lesson for companies of all sizes today: if you fail to create innovative, high-value products or services, someone else will and you'll end up on the wrong side of the statistics.

The single greatest reason companies fail to create the kind of products customers value the most

One quick note. Rather repeating the phrase “products or services”, from here on out, I'll use the term “products” as a reference to both. So when I use the term “products”, please understand that the same information applies to both products and services.

With that in mind, let's take a look at the single greatest reason companies are failing to create the kind of products that generate loyal customers who eagerly buy from you year after year.

The problem isn't that companies aren't trying to create new products. Most companies do engage in new product creation.

The real problem is the lens that companies view product development through. In practical terms, it can be summed up this way:

- Companies are *product oriented*
- Customers are *experience oriented*

Companies are analytical in the development of new products. They look at adding new features and functions they believe their customers will like. At the same time, their analysis relies heavily on doing this in the most cost-effective way.

Sound familiar? If you're honest in your assessment of how you go about developing new products, what I've just described should be right on target.

But that is not how customers think of a product. And that goes for any product – yours, mine or your competitors.

Customers actually *use* a product. They *experience* the use of it in their everyday life. And experiencing something is entirely different than creating it in a series of planning meetings.

So in order to create the kinds of products your customers will use, value the most, recommend to others and continue to buy, you need to create products that give your customers a superior experience.

A glimpse at a different way to develop innovative products

When you create products in the conventional way, you overlook a critical factor that will help you understand actual customer experience – and result in the development of far more successful products.

The factor I'm referring to is recognizing that the world is constantly changing around us. And with the rapid increase in new technology and communications methods, these changes are occurring at an ever-increasing rate.

New trends are constantly popping up in the areas of technology, business, culture, entertainment, the economy, peoples' personal lives, systems and procedures, and government regulations. And all these changes deeply affect how people live their lives.

Understanding this and being fully informed about all the various changes that affect your market is a key factor in developing products that better suit your customers wants and needs. Here are a few real-world examples that illustrate how this can be done.

Hey, mind if I crash on your couch?

Airbnb created a new form of property rentals the world has never seen. But what many people don't know is that it was based on the real-life experience of a small community of graphic artists.

Living in San Francisco and working as graphic artists, Airbnb's founders realized there was a problem for a large number of other working graphic artists who continually visit the city. Renting a hotel room was expensive, and even more so during business conferences when hotel space was sparse and sold at premium prices.

This limitation resulted in the concept for Airbnb, which was created by one of its founder's, Joe Gebbia, sending his roommate this email:

"I thought of a way to make a few bucks – turning our place into 'designers bed and breakfast' – offering young designers who come into town a place to crash during the 4 day event, complete with wireless internet, a small desk space, sleeping mat, and breakfast each morning. Ha!"

No one ever thought this simple idea would become a major threat to hotels all over the world. But the concept grew quickly and soon people were registering in droves to rent out

their house, apartment, a room in their house or apartment – or even a couch in their house or apartment!

As a result, Airbnb is now valued at \$31 billion.

Two more quick examples

Lynda.com changed the entire model of online training. With the ease of publishing on the Internet, anyone can post any information they want any time. Consequently, the sheer volume of information is overwhelming beyond belief.

More importantly, there are few good ways to judge the quality of so much information. Realizing that this greatly impacted peoples' experience – in the worst way possible – Lynda.com was among the first companies to curate high-quality content from recognized experts and present it in an affordable way.

Now people had access to verified expertise at an affordable price in a multitude of business-oriented categories. Because of this, they had a resource they could rely on for a fantastic learning experience.

As a result, Lynda Weinman sold Lynda.com to LinkedIn for \$1.5 billion.

Pinterest created an elegant new form of social media that opened up new possibilities and quickly attracted millions of users. Realizing that a significant number of Facebook posts featured pictures of users' daily activities, Pinterest was created to be image driven. Each user can share their images and group them into collections.

In these smart-phone crazed times, Pinterest was an overnight sensation. Pinterest is now valued at more than \$12 billion and its founders all became billionaires.

The seen and unseen factors common to these blockbuster products

These incredibly successful products and many like them have two factors in common. One factor is seen and the other is unseen.

The SEEN Factor. First, and most importantly, the “seen” factor is that each of these businesses used *customer experience* to create new value that didn't exist before. They did not create a product in search of an audience.

Instead, they created a product that satisfied customers' unfulfilled needs. Either deliberately or intuitively, their products were based on delivering a better and far richer customer experience.

The UNSEEN Factor. The factor at work here that few people would recognize is that none of these products were created by using the conventional process of logical thinking. Each of these breakthroughs was created by designers – people who think creatively rather than logically.

The founders of Airbnb were graphic artists, not traditional business owners. Lynda Weinman was a web designer who just wanted to teach the principles of great web design. And the guys at Pinterest were app designers, not a corporate conglomerate.

Again, they were driven by creating a better experience and their grounding was in thinking creatively. And it's only this combination of design driven by customer experience coupled with creative thinking that can produce truly new value that didn't exist before.

The good news is, anyone can clone their success even if you aren't particularly creative. I've done this all my life by creating new products and services to license to other companies and new marketing ideas, campaigns and business processes that I've sold or licensed to clients.

All it takes is a new outlook along with a new set of tools that can be quickly learned and applied to produce superior products that your competitors can't hope to match. This outlook and set of tools make up **The Product Development Playbook**.

The Playbook is made up of the new outlook I just mentioned, plus 7 steps anyone can use to turn a good product into a great product. So let's dig in and take a look at **The Product Development Playbook** in much more detail.

Adopting the Innovator's Outlook

Creating innovative, high-value products starts with a new outlook. An outlook rooted in understanding your *customer's experience* coupled with a new approach that combines the best aspects of both creative and logical thinking.

This outlook of much more deeply understanding and incorporating your customer's experience into the development of your products is what I refer to as the Innovator's Outlook. It can be summarized quite simply:

Using the 7 steps in the complete process, you take an in-depth look at how people use and experience a product, what their unspoken needs might be for a product, and how to leverage this knowledge to exceed their expectations.

Two important starting points

Before I take you through the 7 steps in **The Product Development Playbook**, there are two important points to keep in mind throughout the remainder of this material. At the risk of repeating myself, I'll remind you of an important point I made earlier.

That point is that while I use the term "product" for the sake of brevity, whenever I refer to creating a product, I'm actually referring to creating a product or a service, as the process is identical for both and works equally well for both.

Secondly, this 7-step process is very flexible and can be applied to just about any situation and on any scale. It can be used to create entirely new industry disrupters like Airbnb or Lynda.com. Or you can choose to use it to create massive new value in more conventional products.

Plus, the process can also be used to improve existing products by adding customer-driven features or functionality that turn a good product into a great product.

You can go as big or as small as you want. It's totally up to you. Either way, the process is identical.

With this foundation, let me give you a complete tour of the entire 7-step process. What you're about to discover is an easily repeatable, highly enjoyable process you can use to generate innovative ideas for products and services that have massive appeal and massive value.

Step 1: Create a profile of your ideal customer

A cornerstone principle of **The Product Development Playbook** is that *all product development always starts with your customers*. Instead of starting from the standpoint of “What kind of product would the most people be interested in”, it begins with “who is our market and what are they most interested in”.

While this may appear to be similar to the conventional product development approach, it’s actually very different. First, it starts without a preconceived idea of any solution

When you use the conventional approach of trying to identify a product that the most people would be interested in, you’ve boxed yourself in from the start. But when you start by identifying the *interests* of your customers, both known and unknown interests unrelated to any product, you open up the possibility of identifying completely new and much higher-value products and services.

So the single most critical key to effective product development is that it must be *customer driven* – and not from the standpoint of just giving this lip service like most companies do. You actually have to connect with your customers, talk with them individually and in user groups. Get to know your customers, their unsatisfied needs, their hopes, their dreams.

This requires a real investment of time. Only by connecting directly with your customers, preferably on a 1-to-1 basis, can you truly begin to identify themes, needs, dreams and frustrations at a deep level that you can’t get any other way.

By doing this, you might discover that while you thought your ideal customer had a certain set of attributes and behavior, the attributes and behaviors they actually have are much different than what you assumed. No other form of customer research can come even close to revealing the level of real life detail you’ll gain here.

This simple effort alone will put you miles ahead of your competition in creating an incredibly accurate ideal customer profile. And this profile is the first piece in a true foundation for creating products your competitors can’t hope to match.

Once you’ve gathered this information, create your ideal customer profile. It should include attributes like gender, age range, profession, likes, dislikes, geographic region, things they are passionate about, and things they avoid at all cost.

Step 2: Define your initial product

Starting out, you probably had a good idea of what your goal would be for your product – what type of product you want to develop. But now that you’ve gained a deeper knowledge of the real needs of real customers who use your product, your goal can be defined more accurately.

So now is the proper time to initially define your product. With this in mind, here’s the key to properly defining your product in a way that will benefit you the most:

Isolate either a specific problem your ideal customer wants to solve or a specific opportunity they want to take advantage of

These can be existing problems and opportunities or future problems and opportunities you can act on now to gain a strong advantage over your competition. Let’s use the toy industry as an example, since that’s one of a number of industries I specialize in.

We’ll start with identifying problems first. Three of the problems that face toy companies (my customers) these days include:

Problem #1 – Significantly diminished distribution since Toys-R-Us went bankrupt and no one has stepped in to fill this gap.

Problem #2 – The challenges of stimulating children’s interest in physical toys when electronic entertainment is ubiquitous, mesmerizing, and easy for a parent to stick in front of their child.

Problem #3 – Keeping informed of the constant rise and fall of various celebrities – both real and imagined versions as branding toys with the images of a hot celebrity can create a windfall. But since this branding is limited to one company in any given category, if you miss identifying the next rising star, it could result in the loss of tens of millions of dollars in sales.

Next, let’s look at the opportunities in the toy industry. Examples of three of the opportunities toy companies could take advantage of include:

Opportunity #1 – Integrating new technologies into existing or new toys in order to add features that haven’t been available before.

Opportunity #2 – Creating ways to re-engage children with existing toys. After all, if you can achieve this, you little or no costs for new tooling, manufacturing, distribution, or difficulty getting shelf space.

Opportunity #3 – Transporting trends from a different industry to the toy industry. For example, one very smart company, MGA Entertainment, noticed the millions of views that box opening videos get for various toys.

So they used that knowledge to create a toy, called LOL Surprise, that incorporates box opening into the toy itself. As a result, they had the number one best-selling toy for the Christmas season of 2017 and 2018, selling over \$70 million worth of the toy in just a few weeks each year.

These are just a few examples of the kind of *customer driven* problems and opportunities you could use to initially define your product. And while the examples I just gave you are for the toy industry, you can easily see how this simple process can be applied to any industry.

One final, important point on initially defining your product. Unlike other business planning tools, which are logic driven, the product definition you create at this stage should be fluid. Think of it as a rough sketch of your end product.

That's because once you begin to gather more detailed research, you're likely to find that aspects of your product change. These changes can range from a minor adjustment to certain features to a complete redefinition of your product, or replacing your initial product with a completely different and more beneficial product.

So at this early stage, keep in mind that your product definition is simply a rough definition and it is not set in stone.

Step 3: Research

Circling back to the core principle that drives this Playbook – and my entire, proprietary method for product development – in Step 1, I told you that: *all product development always starts with your customers.*

But more accurately, customer wants, needs and behavior inform *every step* of an effective product development process, not just the start. So in this Step, we're really going to ramp things up and conduct research in a way that you've never seen before. A way that is far more accurate and massively more productive than traditional research.

Plus, unlike traditional product research that is primarily done through focus groups of paid participants who have little or no knowledge of your type of product, ALL of our research is conducted with the actual people in your market and their real life use of your product.

If this sounds like it might be complicated or expensive, let me assure you that it isn't. You see, what we're going to use for our research is actual Customer Buying Behavior. You're going to develop your product using the actual history of what people are already buying.

Why? Because the best predictor of what people will eagerly buy more of is what they're already buying.

In fact, this concept is so critical to creating products your competitors can't hope to match that I'm going to repeat it again:

The best predictor of what people will eagerly buy more of is what they're already buying

So where do you find the documented Customer Buying Behavior of people in your market? By looking at the products that they are already buying and are extremely happy with.

For products, this information is readily available by browsing best-selling products on Amazon and Google Shopping. Yelp and other review sites are valuable sources of this information as well.

For services, look at the threads on user group discussion lists that generate the strongest interest. Pay specific attention to the strongest likes and dislikes that users talk most about. Surprisingly, Yelp and other rating services can provide a wealth of information for services as well.

Plus, for both products and services, a simple search of "best selling (whatever your product or service is)" on Google will often return a ton of valuable information.

Collect as much information as possible at this stage. Don't filter anything out at this point as long as it's relevant – just collect, collect, collect.

Step 4: Create Product Ideas

One of the big problems that significantly limits most peoples' product development efforts is not that they aren't doing enough thinking. It's that they aren't doing *the right type of thinking*.

In this step, we're going to take a giant leap forward with a new style of thinking for developing high-value ideas. Here's the key principle that drives this Step:

The better the quality and range of questions you ask, the higher the quality of your ideas will be

For most people, the product development process focuses on just three questions:

- What features does this product need to be better than our competitors' products?
- What do we need to do to correct the problem that's occurring with this product?
- How do we do this in the most cost-effective way?

But here's the problem with these questions. Do you really think these questions will produce an exceptional product your competitors can't hope to match?

Of course not!

All they will produce is the same old mundane type of product ideas you've settled for in the past. To overcome this, you need a wide ranging set of questions designed to generate dozens, and even hundreds, of ideas.

Now, some of these ideas won't be useful. They will either be too extravagant, too frivolous, or too expensive to produce.

At the same time, many of these ideas will be of the highest value possible. Ideas that will give you a powerful competitive advantage that lets you capture and keep greater market share. Ideas that you couldn't generate any other way.

In my complete Customer Driven Product Development process, I actually use 31 idea stimulating questions. The complete application of all 31 questions would take a few hours to thoroughly demonstrate.

We obviously don't have time to cover all of them here, but since our goal is to understand the value of *better questions* in producing better ideas, let me show you exactly how this works.

Using the in-depth knowledge you've gained of both your customers and the products they buy and value the most, you're going to ask yourself a wider range of questions to generate a wider range of potential product ideas.

As with all brainstorming, there is no criticism of ideas allowed during this initial stage. The idea is to create as many ideas and idea fragments as possible.

Good ideas, bad ideas, crazy ideas, stupid ideas, ideas that have no hope of working, ideas that look like sure winners at first glance, ideas that will open up or change entire industries, ideas that will rock the world – *every type of idea possible*.

As I've mentioned, my complete process uses 31 idea stimulator questions to elicit great ideas. Let me share a couple of them to give you some insight into how they work.

One of my favorites is a pair of questions called **Good Cop/Bad Cop**. Here's what it looks like:

Good Cop: What would be the *best* (or largest, or grandest) idea possible for achieving this goal or solving this problem?

Bad Cop: What would be the *worst* idea possible for achieving this goal or solving this problem?

These two questions work in concert with the in-depth research you've conducted to create a wealth of great ideas. Often, the biggest, grandest ideas you generate this way will need to be pared down to some degree. But the important point is that they give you a much more expansive range of ideas to work with.

On the other hand, the worst ideas you conjure up can still be incredibly useful. A few may contain a kernel of an idea that could be modified to give your product benefits you wouldn't have seen any other way.

For example, one time when I was working with a client, we had a team of 9 people from various departments in the company taking part in an idea generating session. While we generated a number of highly valuable product ideas, we really struck gold with the **Bad Cop** question:

What would be the *worst* idea possible for achieving this goal or solving this problem?

Let me tell you there were a ton of answers, many of them absolutely hilarious. And at some point, a programmer on the client's web development team blurted out, "Give it away for free!"

Somehow, something clicked with this that motivated me to ask, “Have you ever given away any of this as a free trial?”

The answer was “No”.

I then dug a bit deeper and asked, “Would it be possible to give a portion of the product away for free to demonstrate how well it works?”

It turned out that this could be done fairly easily. A few smaller portions of the product were identified and then the team selected the one that did the best job of demonstrating the capabilities of the full product.

However, instead of giving this portion away for free, we decided to charge a nominal fee, about \$15. This was done to more accurately qualify each prospect, eliminating the tire kickers and keeping only those prospects who were truly interested in the product.

In addition to the product sample, there was a printed insert with a short description of the complete product along with great discount to purchase it now. With this new direction, my client’s team was really excited. They felt that this new idea they generated was going to be a winner – and that they never would have come up with it without using this process.

Also, because this portion of the product already existed as a component of the complete product, the entire packaging and offer was ready to test in just two weeks. And to say I was surprised by the results at the end of the test period would be an understatement.

The client told me that this restructured version of their product outsold their previous best efforts by more than 400%. Not too shabby for one “bad” idea!

What this demonstrates is precisely what I stated at the beginning of this Step. If you want to create superior products or product improvements, you have to ask better questions.

Step 5: Refine Product Ideas

In Step 4, you created a long list of ideas. In doing this, the focus was on quantity – creating a blizzard of as many ideas as possible. There was no censoring of ideas and no criticism at that stage.

Now we're going to shift gears to focus on idea quality. So now, you'll review your ideas, modify some, improve others, and send many to the trash. And you'll also rearrange and refine promising ideas to make them even better.

This is both a creative phase and logical phase at the same time. The result is that only the highest quality ideas get improved, accepted, and moved forward.

The first thing to do is eliminate any ideas that obviously won't work or aren't viable. An idea might be too frivolous. It might be too complex. It might be mundane.

It might cost too much to implement. Or it might take an inordinately long time to implement. Bottom line, any idea that's clearly of low quality is immediately eliminated.

Next, of the ideas that are left, you'll determine which are your best ideas. There are many considerations that go into judging the merits of a product idea. Some of these include:

- How closely does it match what your customers most want and need?
- Would it create a massive wave of word-of-mouth with your customers?
- Would your competitors feel like they're losing ground when you release this?
- How much will it cost to achieve?
- How quickly can it be implemented?
- How much profit potential does it have?
- Are there any legal considerations?
- Are there significant back-end opportunities built into this?

These are just some of the points to consider, but it's a good starting list. Using this process, you keep drilling down until you're left with a very short list of your highest quality, highest value ideas.

The idea is to do this in multiple iterations, paring down your list of product ideas each time. When you've completed this paring process, you should have no more than 3 to 5 ideas remaining on your list

Finally, you'll evaluate your best ideas and pick the single most valuable idea. While there are many ways to pick the best of the best from a handful of exceptional ideas, here are two questions to ask that will help you make this selection:

- Which idea does the best job of over-delivering on your customers' wants and needs?
- Which idea is the best fit with what you're currently doing and where you want to be?

It can be a long road to bringing a new product idea to market. This Step makes sure you have the single best fit possible, so you and your team will stay committed and enthusiastic throughout the entire implementation process.

Step 6: Prototype the best product idea

Now that you've selected your single best idea, it's time to test it in the real world. Testing interest in your new product is a critical, but commonly overlooked stage.

Many companies jump directly to a full roll out. But rolling out a product prematurely can be a costly, time consuming mistake. So I always recommend developing a *rough prototype* to test your best product idea.

Creating a rough prototype is the key that will save you a substantial amount of time and money. There's no need to create a fully functioning version of your product in order to test the market. That just creates significant, unneeded expense.

Plus, the time required to create a fully functional version of your product delays determining whether or not the market is truly interested in it. And all that time and money will be lost if your product turns out to have much less appeal than you thought it would.

So let's take at three ways to create your prototype. All are quick and inexpensive.

For a physical product, a rough prototype can be as simple as a detailed sketch for a simple product or a short animation to demonstrate the functions of a more complex product. Those are the primary methods I personally use.

For a training program, your rough prototype can be a colorful, mocked up cover and a description of features of the program. For software, a short demo of the entire system or even just a few major functions makes an excellent prototype.

So there's never any need to build out the full product, a complete web site and all the other factors that go into launching the completed version of a product. A rough prototype gives you everything you need to fully test your product's appeal.

And this goes hand-in-hand with the final Step in the process. So let's take a look at that final step now.

Step 7: Test your prototype and finalize your product

In Step 1 of this process, I emphasized that the single most critical key to effective product development is that it must be *customer driven*. And that means that you have to connect with your customers, talking with them individually and in user groups. The object is to get to know your customers at a much deeper level – their unsatisfied needs, their hopes, their dreams.

Why? First, because that's where the real breakthroughs are to be found. Customers actually use and *experience* your product on a daily basis. So it's only natural that they can tell you much more about what they love and what's missing from your product than your staff can.

Second, because no one else does this, getting in-depth, first-hand knowledge from your customers gives you the ability to create products your competitors can't hope to match. Which means you can capture far greater market share and generate a large group of raving, repeat customers in a world where customer loyalty is difficult to find.

So it's only natural that this final Step is also *customer driven*. In keeping with this practice, the guiding principle for all testing of product ideas is that all tests should be conducted as real world tests. Meaning that all testing must be conducted as initiatives to make real sales to real customers.

Nothing else can compare to attempting to make real sales to real customers. Nothing else can possibly equal the feedback you gain from doing this.

Here's why. Focus groups, one of the most commonly used methods of conventional testing, are a complete waste of time and almost always create false positives in your results. These groups are made up of people with time on their hands who are paid minimum wage to review a range of products over a period of a few days.

The problem is that very few, if any, of these people come from the actual customer base for your product. So whatever results you get will be inaccurate at best.

Another popular form of testing is displaying your product at trade shows. There are a number of significant problems with doing this.

First, it makes no sense to broadcast your breakthrough idea to your competitors at this early stage. Second, you have no control over who attends a trade show and you have to rely on the show's demographic description of their attendees.

These demographics are always incomplete at best. So you're really doing nothing more than shooting in the dark.

Real World Testing 101

There are many ways to conduct real world testing in order to gain accurate feedback on the popularity of your new product. Here are just a few of them – all using the rough prototype you created in the previous Step.

For a physical product, the easiest way to test is to send your email list a First Movers Discount offer. You create your copy and use the illustration of your product to offer a nice discount on a pre-production basis.

Think Elon Musk and Tesla – he uses this approach with all new Tesla models. People are shown a mock-up of the car and a description of its features and benefits. They can then put down a pre-production deposit to reserve one of these cars when it goes to production.

For a training program, testing is almost identical to testing a physical product. However, you can provide a deeper level of engagement by offering a segment of your training along with a First Movers Discount. This gives you the ability to get feedback on that segment of your training as well as generating sales.

Testing software in a real world environment can get a bit more tricky. One option is to use screen shots and a detailed description of your software's functions in your sales material.

Another option is to create a simulated demo of some or all of the functions of your software. This can easily be done with mocked up screen shots to create a short video.

When it comes to testing a new product, always remember that the only results that really count are actual sales of that product. Without these results and feedback, you can't properly determine whether or not to step up to full production mode.

Actual sales are the true test of a product's viability. No survey, poll or focus group testing can even come close to the results your market tells you through real world sales.

Wrap up

I hope you've enjoyed **The Product Development Playbook** and that it will help you develop higher quality products and services. Higher quality from the stand point of doing the best job possible of helping your customers achieve their most important goals or solve their most damaging problems.

After all, if your products succeed at being of greater value to your customers in the ways they tell you they need it the most, you can't help but increase your sales, your referrals, and a much greater level of customer loyalty. Not too bad for something as simple as paying attention to what your customers and your market tell you.

All you have to do is listen.

About Bob Serling



Bob Serling is a 30-year marketing and product development veteran and the founder of LicensingLab. His innovative take on product development, marketing and licensing has helped thousands of businesses and entrepreneurs produce exceptional results.

Bob has been the monthly marketing columnist for Success Magazine... invented a skateboard toy featuring Tony Hawk's branding that was sold in toy stores and department stores all over the world... co-created and marketed advanced assessment software currently being used by many Fortune 500 companies... created a one-and-a-half page prospecting letter for a client that landed an agreement for a \$25 million project by being sent to just one prospect... and much more.

He's perhaps best known for having pioneered the process of **Customer Driven Product Development**. This proprietary method shifts the focus of product development from company-driven "features and benefits" to using actual customer behavior and buying history to develop exceptional products that give you a powerful competitive advantage.

To find out more about how Bob can help you create exceptional products or substantially improve your existing products, send an email to get more details to:

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