



peer insight



High ROI Innovation

**Affordable activities
with the best returns**

Quick Intro to PI+PX

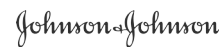
We **design, test and build** new experiences and businesses through **rigorous in-market experimentation**, increasing the odds of **corporate innovation success**.



Josh Clayton,
Partner & COO

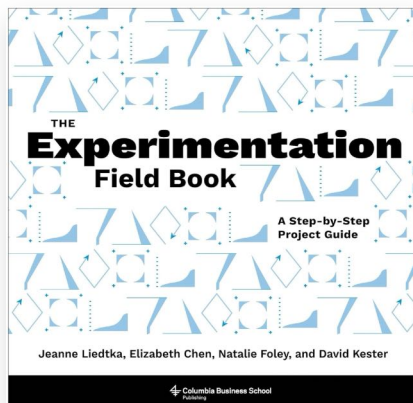


Tim Ogilvie,
Partner



Our Thesis

(how we led our own startups)



The highest ROI innovation comes from low-cost, in-market, ideally in-person experiments with a clear, testable hypothesis:



Where we bring the **humility** of not knowing;



We see **behavioral evidence** (choices) before users offer interpretation;



And we build **shared belief** in small, transparent steps.

Pick ONE area of highest interest to you:



☐ Learn new types of high ROI experiments to try

☐ How to create shared understanding of “ROI”

☐ How to design and execute better experiments for a lower cost

☐ How to establish our credibility with the core business

☐ How to test quickly and stay agile in a large, bureaucratic organization

Market Testing a New Growth Portfolio

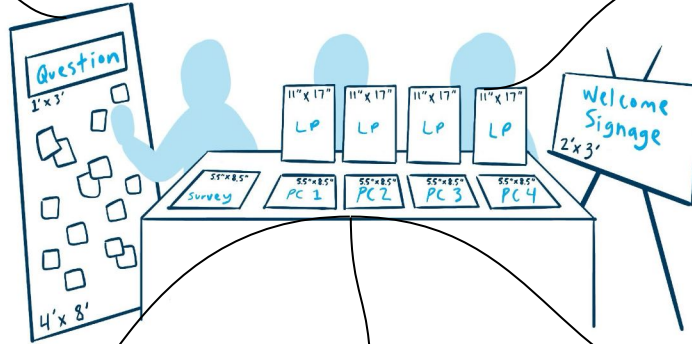
PMI had identified 4 high-potential new products that had spent too much time in the design phase. With an important board meeting only 2 months away, they needed support moving from a glossy deck to a three-dimensional, market-validated, customer experience.



Conference Research: Testing a new growth portfolio



An attendee notices our signs and questions, which gave us an opportunity to engage with her.



The value prop posters are on display and researchers engaged passersby to understand desirability.



Conference attendees could scan the value prop posters and take a postcard to sign up later.



Attendees could sign up for the concepts using a form that also collected their preferences. A researcher is in the background ready to engage with attendees about their choices.



For those attendees who pre-scheduled interviews or had time, we had a reserved room where we could do a longer, more in-depth interview.



10.1.11

Sign up for CAREER NAVIGATOR

It will send you a link that brings you to where you can add and publish to your ePortfolio.

1. Tell us about you

Name: Priscilla Haskett	Your email: priscilla.haskett@psdsu.edu
How many years of experience do you have?	Do you have a BSN?
☐ None	☐ Yes
☐ 1-5	☐ No
☐ 6-10	
☐ 11+	

2. How many devices do you have at your disposal

☐ 1 or less	☐ 4 or more
☐ 2 or 3	☐ 5 or more
☐ 4 or 5	
☐ 6 or more	

3. Built-in portfolio

☐ no portfolio	☐ no portfolio
☐ portfolio to create soon	☐ already in progress
☐ portfolio to create soon	☐ already in progress

4. Program details

☐ currently in classroom setting for general population.
☐ currently in classroom setting for special population.
☐ currently in classroom setting for population.

Thank you for your interest. We will reach out to you via email with further information about the offering.

[illegible]

Large-Sized Text: Data Capture

Special 11/11/11

Notes: [Handwritten notes in the top section]

Description: [Handwritten list of items and descriptions]

References: [Handwritten list of references]

Large-Sized Text: Data Capture

Special 11/12/11

Notes: [Handwritten notes in the top section]

Description: [Handwritten list of items and descriptions]

References: [Handwritten list of references]

For longer interviews, we had a more detailed listening guide where we could collect deeper feedback across each concept.



BIG IDEAS

SMALL PACKAGES

For project management professionals who
want smart, bite-sized learnings that fit
into their schedules.

START YOUR FREE TRIAL



PMI Snippets: Video Experiment

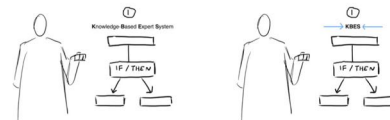


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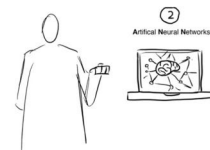
**KBES + ANN =
Predictive Analytics**



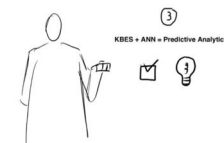
First are Knowledge-based expert systems or KBES. These work from decision trees of “if/then” statements. For example, when some email programs see the word “attachment” they issue a warning to remind you to attach a document.



Next are Artificial Neural Networks. These are designed to learn, recall, and apply fuzzy logic.



Combining both KBES and ANN can provide predictive advice. When put to project management technology can help with assessed risks, re-scheduling, recalculating the waiting initiatives,





“Innovation ROI” goes beyond simple math

ROI is frequently determined by a *preponderance of the evidence* standard.

- Did we have a shared understanding of the goals?
- Did you provide a practical, resource efficient plan for meeting them?
- Did you do what you said? Can you show your work?
- Did the results advance our shared beliefs about the opportunity? And how to invest going forward?

“Then it was worth it.”

7 principles for high-ROI innovation

- | | |
|----------------------------------|--|
| 1. Low-cost, low-fidelity | → Do more with less, always |
| 2. In-market, in-person | → Users in their natural setting |
| 3. Focus on 1-2 hypotheses | → Laser focus drives efficiency |
| 4. Humility; not knowing | → Integrity begets credibility |
| 5. Enable choices | → Avoid confirmation bias |
| 6. <i>Do</i> before <i>Say</i> | → Observed behaviors = believing |
| 7. Shared belief via small steps | → Bring investors along (show your work) |

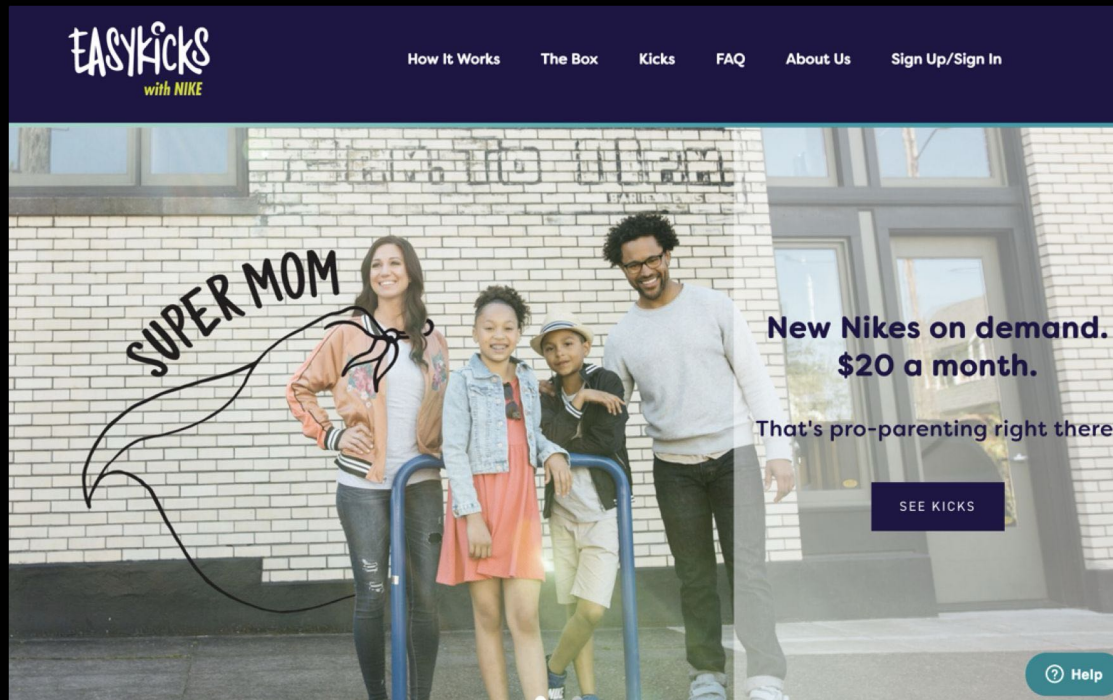


Validating a New Business Model

Nike saw an opportunity to solve the hassle of kid shoe shopping and develop a service that recycles old shoes. But before launching an expensive offering, they wanted to experiment with business models.



Nike Easykicks case



DTC apparel by subscription
with used shoes returned

Focus on “Chaos Mom” with
2+ young athletes (YA), ages
5 to 13

(shhh ... in stealth mode)

Nike call-to-action test (stealth)



Environmental CTA

1

Kids' Shoes, Zero Landfill

Old shoes cluttering your house?
We get it. Try this instead.
www.recycleyourshoes.com

YA health + happiness CTA

2

Kids' Shoes in Tatters?

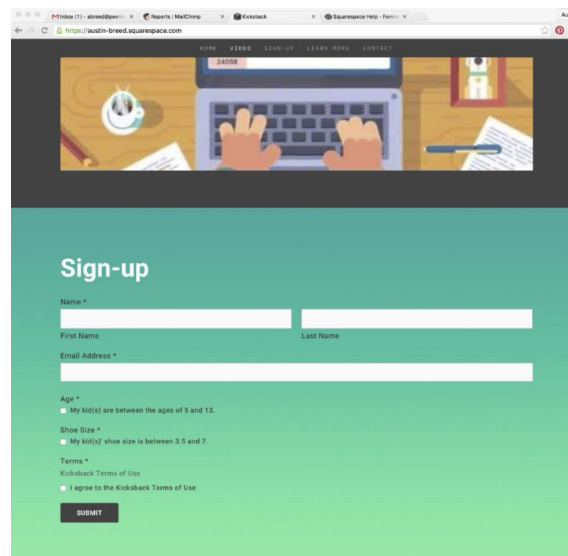
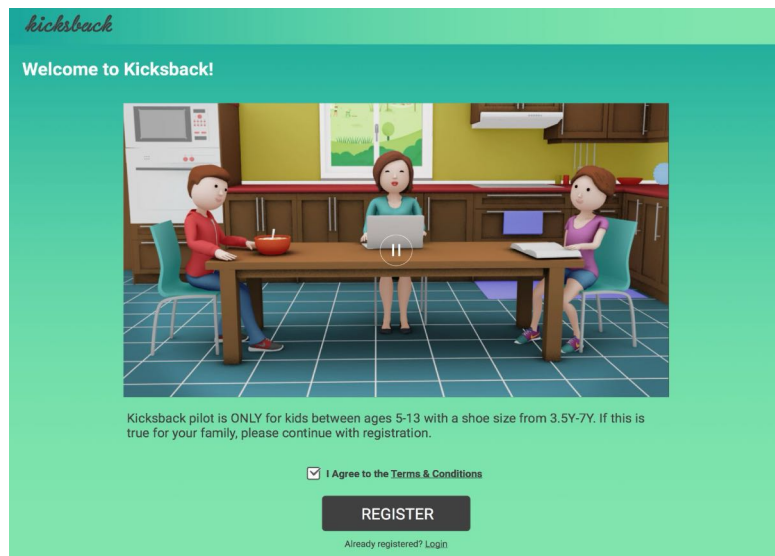
Can't be good for them, right?
We get it. Try this instead.
www.shoescription.com

Eliminate store trips CTA

3

Kids' Shoes, No Trips

Dragging your kids to shoe shop?
We get it. Try this instead.
www.shoescription.com



Other Nike component tests



Shoe return test



Shoe "fit kit" test



Lemonade stand / customer acquisition



AARP New Welcome Experience



7 Principles for High-ROI Innovation

1. Low-cost, low-fidelity
2. In-market, in-person
3. Focus on 1-2 hypotheses
4. Humility; not knowing
5. Enable choices
6. *Do* before *Say*
7. Shared belief via small steps

Please chat us with your

QUESTION
S

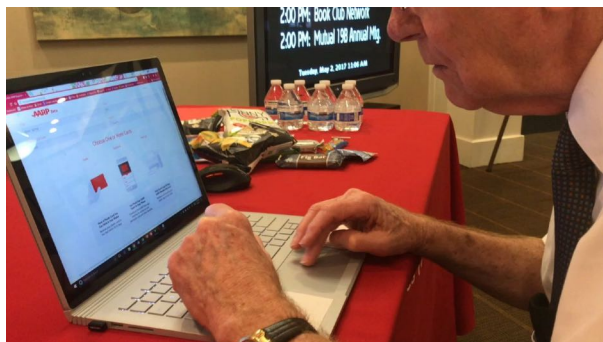


Testing a New Welcome Experience

AARP wanted to reimagine their member welcome experience to eliminate confusion, accelerate their path to utilization, and create delight.



Live Behavioral Tests and Follow-ups



Mini-story #2 and the ROI Principles

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OK, let's respond to some

QUESTION S

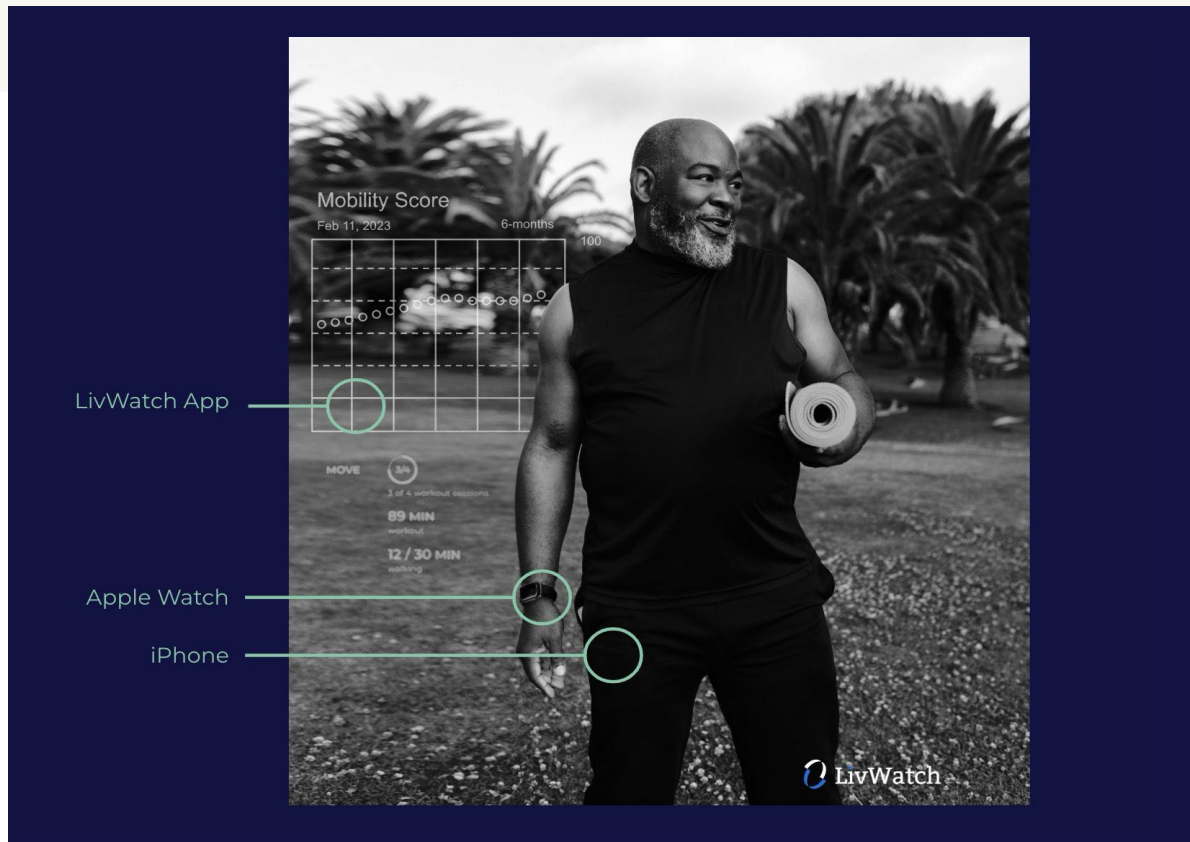


Developing a Go-to-Market Strategy

They had a product that worked, but didn't know how to go to market or an understanding of what users needed to purchase, onboard, and stay engaged.



Case study: Ochsner chronic health wearable



LivWatch: Wearable device with live phone coach to reduce hospitalizations for a chronic health condition.

Question: Can it work as a private pay solution for non-patients?

– With a virtual coach app

Ochsner Test #1: Apple watch setup (simulation)



Untested Assumptions

- ▶ 1. Elders can set up and use the Apple Watch daily without a physical genius bar
- 2. We can acquire paying customers affordably
- 3. Users will engage with a virtual coach and get similar outcomes to Ochsner patients

Ochsner Test #2: Paying customers stand)

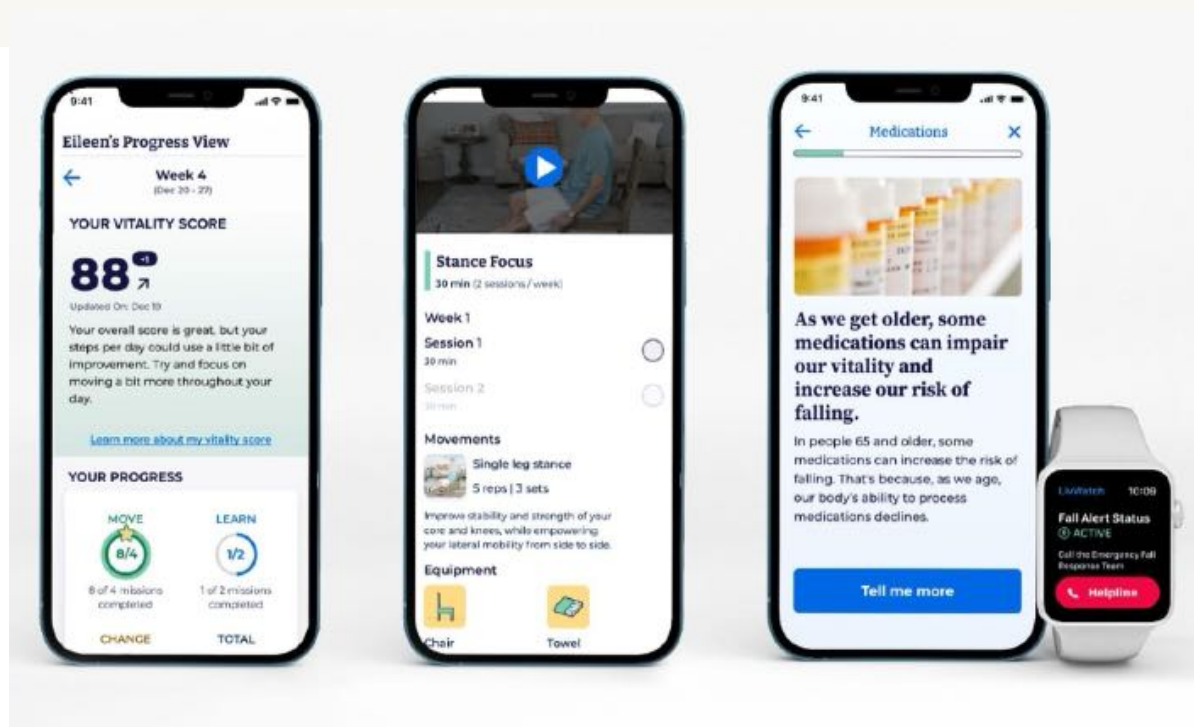
(lemonade



Untested Assumptions

1. Elders can set up and use the Apple Watch daily without a physical genius bar
- ▶ 2. We can acquire paying customers affordably
3. Users will engage with a virtual coach and get similar outcomes to Ochsner patients

Ochsner Test #3: Virtual coach (live trial)



Untested Assumptions

1. Elders can set up and use the Apple Watch daily without a physical genius bar
2. We can acquire paying customers affordably
- ▶ 3. Users will engage with a virtual coach and get similar outcomes to Ochsner patients

Pro tip: Master the Fast 5 Field Tests

GENERATIVE ←

→ EVALUATIVE

1

2D CO-CREATION



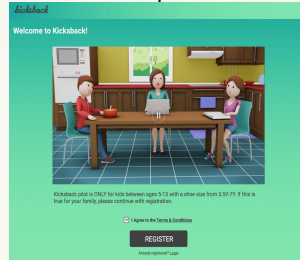
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LEMONADE STAND



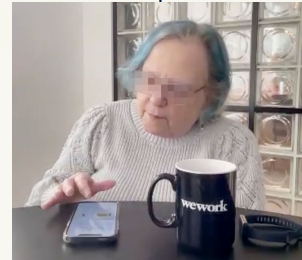
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SMOKE TEST



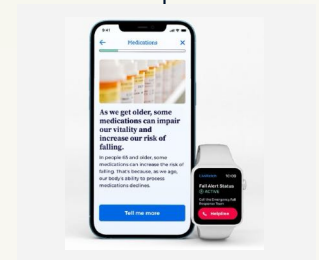
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SIMULATION



5

LIVE TRIAL



Can we get to some more

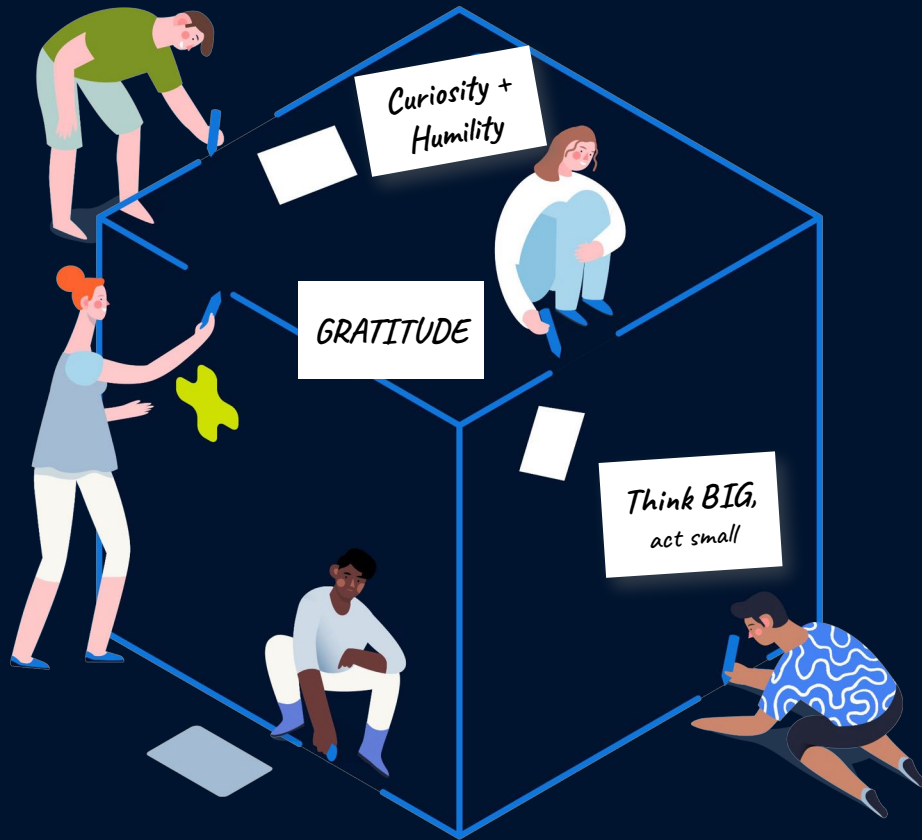
QUESTIONS

?

Summary: High ROI Innovation Principles

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2. In-market, in-person
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Summary: High ROI Innovation Principles

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Come See Us at InnoLead IMPACT 2025

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