JCIM

For B2B business developers:

How to identify and create your next highly profitable digital product in less than 3 months
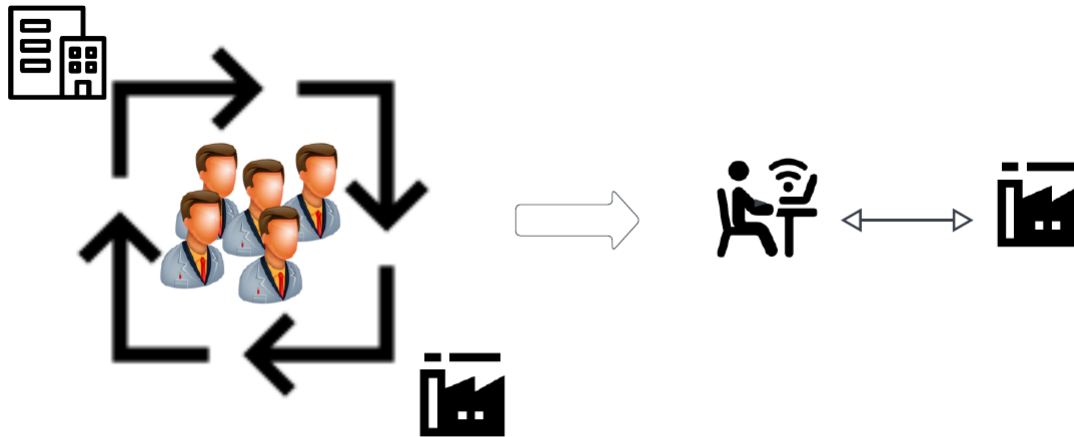
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Successful Solutions

EffiLink

Expensive experts had to prepare each maintainance on site and had to spent hours

Standard employees prepare maintainance in minutes remotely

EffiLink is an IP-based remote service platform that helped reduce Bosch Building Technologies costs by over 50% for the transition from ISDN to IP in less than 3 months.

Feature Store Platform
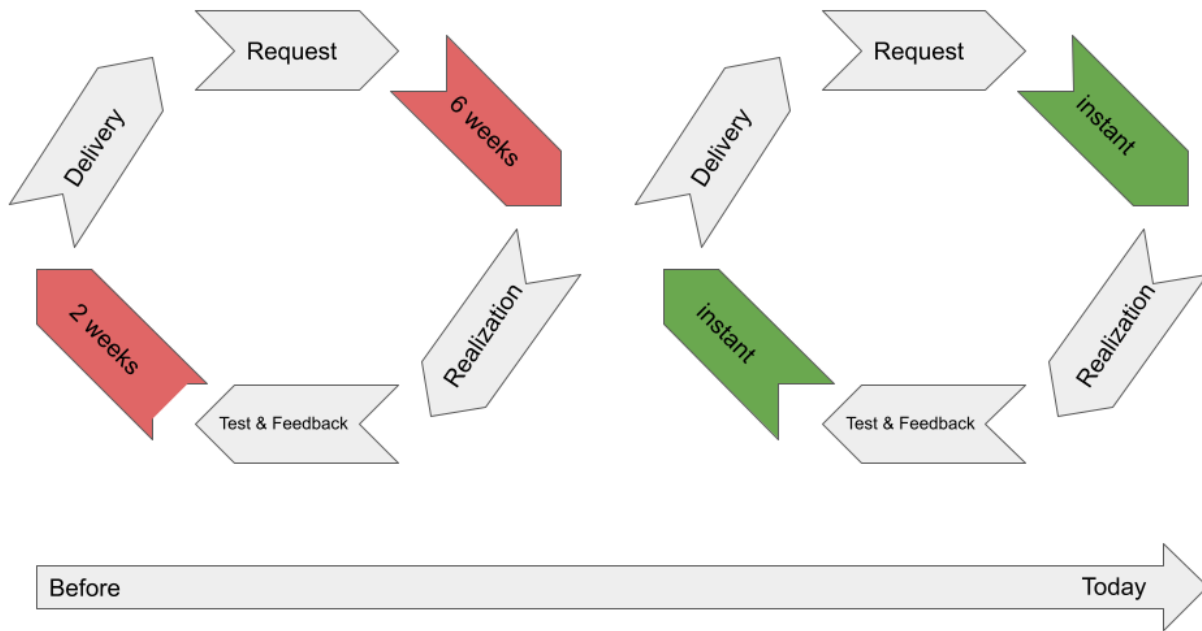
The Feature Store Platform is a platform for online collaboration and software development in the cloud that reduces the delivery time for customized control unit software from weeks to hours. We presented a fully working solution to the board of our customer Bosch CVO in only six weeks.

Fast Innovation Platform
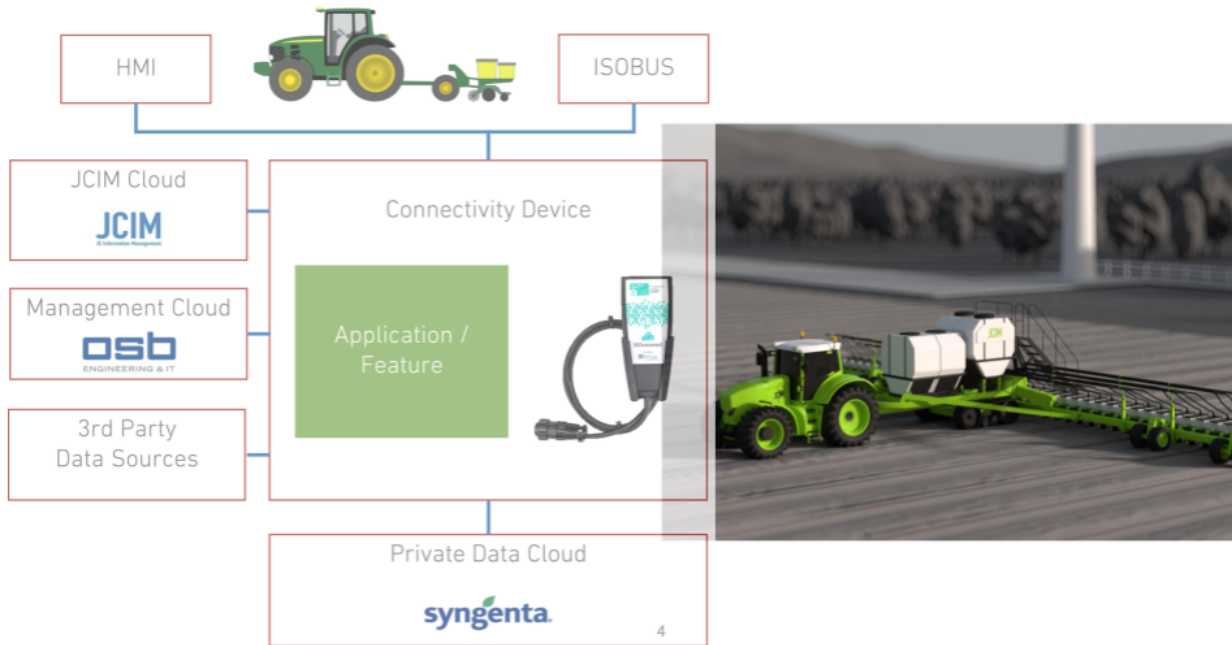
The Fast Innovation Platform for our customer Syngenta is a lightweight, extendable production-ready platform to test in-cab ideas for Smart Farming. We went from a concept to a working platform with over-the-air installable apps for planting and spraying in only three months.

NEVONEX

BOSCH offers innovative solutions for smart homes, Industry 4.0, and connected mobility as a leading IoT provider.

However, the company previously had trouble with the different types of devices they were using since the integration of several foreign devices posed quite a challenge which implied extremely demanding security requirements that needed to be included/addressed in the concept.

The innovative use of new technology in IoT and Industry 4.0 brings numerous problems for the agricultural sector, e.g., the definition of uniform interfaces and communication channels between several devices. However, this is obligatory as it enables the full functionality since the machines would otherwise not be able to work together as they need a platform on which to perform.

This is where JCIM came in. We provided an operational system with our SWARM solution, which allows different devices to connect through a secured connection - all in one place.

With our help, NEVONEX was born—a platform that brings together digital services from different providers and gives you access to these services in one place. The result is a comprehensive solution: a single platform with cross-manufacturer compatibility and reliable infrastructure with a central service contact.

GSUB Fördermitteldatenbank - a database for development funds.

gsub GmbH needed a convenient platform to apply for funding. inubit AG and JCIM GmbH were able to design a solution with a built-in Liferay portal server and portlets, with the business logic executed by the inubit BPM Suite. The result? A platform for submitting applications and administration of funds, retrieving funds, proof of receipts, and proof of use.

This means that public institutions are no longer dependent on manual processes or are forced to rely on other providers and solutions. This way, gsub can ensure that all applications are processed in the same way and that the measure can be optimally recorded concerning the needs of the applicants.

The solution offers a high level of flexibility for individual requirements thanks to its open system architecture.

Who should read this paper?

If you are a founder, C Level, or decision-maker of a B2B business and deal with digital transformation, defining the strategy and where to evolve:

E.g.

> … Agriculture, Chemical, Automotive
>
> … Construction, Building Technologies, Product Manufacturer
>
> … IT Service and/or Solution provider,
>
> … Expert in your field (ex protection, intrusion or fire detection, etc.)
>
> … your company has more than 200 employees
>
> … you have a solid customer base that expects innovative solutions

… then this is for you.

If you …

> … are eager for digital products and offerings
>
> … want new ways to communicate with your customers and gain insights steadily
>
> … want to evolve based on predictable results
>
> … want to stay independent and own what you pay for
>
> … want your data to be secure
>
> … want commitment from your supplier and customers
>
> …   wish to keep your competitors guessing

... then stick around.

If you ...

... don't know how to evolve digitally and what product to provide

... lost your information channels because of COVID-19

... fear that you might be late already

... don't know how to get the most out of the customer insights you have

... want to get a good return on your investment

... need to ensure you understand the delivered solution

... then this is for you.

If you ...

... tried to have online meetings to replace personal contact, but the results were frustrating

... tried to invite that one guy for dinner that could give you the missing information, but you only got some beers

... tried to build new solutions based on best-educated guessing, but you couldn't sell them

... can't wait until the pandemic is over

... then make sure to pay close attention now. .

The truth is that ...

... everyone needs to build a zero contact solution for understanding the client's needs because of COVID-19 and where the world is going.

... every decision-maker has to figure out the digital processes of building their solutions to avoid falling behind.

... complex solutions, however, need personal interaction and can't just be created like any simple startup product. It requires people with technical knowledge, and that is not going away.

... everyone has tried a wide variety of methods and been disappointed and lied to by so-called innovators, consulting firms, and "unicorn-makers" that only cost but never get the job done.

Who this paper is _NOT_ for!

If you ...

... are searching for an out of the box solution

... you assume you just have to make a quick 30 min call, and then you can do it alone

... you think these modern technologies are all straightforward

... are searching for someone to implement everything you say without questioning you

> … don't want to protect your data
>
> … want someone who solved your individual problem before
>
> … like to discuss architectures instead of added values

… then <u>don't</u> stick around.

If you …

> … don't want to evolve
>
> … fear trying new ideas
>
> … you think it's enough to access new markets starting next year
>
> … are convinced you can not offer digital services and solutions to your customers because your main product is completely analog

… then this is <u>not</u> for you.

The guiding principles

Complex businesses do not struggle to build profitable digital offers because they can't specify them or their teams are not good enough to realize them, or the market is too small.

It's because they are trying to ramp and scale their efforts too early without having the fundamentals **(TTB - time to build, TTM - time to market, TCoO - total cost of operation)** and key metric **(time-to-money)** under control.

Without having the **fundamentals** and **critical metric** being **under control,** every product will fail.

Decision-makers HAVE TO find a way to build a reliable channel **to get the right insights at the right time**, without spending a fortune or becoming the bottleneck themselves.

By making the mistake of guessing or proceeding without evidence and proof, they set the scene for distrust and frustration.

The friction that is created by distrust and frustration adds up to such immense cost over time that:
- Their project won't turn into profit - which means their activities don't help but HURT the business;
- They end up not knowing where they went wrong, so they can't learn and iterate;

All of the above issues are setting decision-makers up for more stress, losing ground to the competition, burning more capital, and hurting the flourishing of the business.

Our Story

JC Information Management was founded in 2011 by me, Christoph Hoffmann. Since then, we realized award-winning solutions like NEVONEX, which got the [Silver Medal on the AgriTechnica](#), and EffiLink, which won the ["Outstanding Security Performance Award,"](#) to name just two examples.

I studied mathematics, focusing on logic (today, this is well known as Big Data), and computer science focusing on distributed systems (today well known as cloud computing and Internet-of-Things).

My career started as a lifeguard and sailing instructor. I quickly learned that I love working with people, but I wanted something more fulfilling. Something that brings value to the people. I got hired by a company in 1999 that provided a platform for equity managers. This was in the very early stages of the internet as we know it today. Facebook and YouTube did not exist, and Google had just started its success story.

I had to prove that I was the right candidate for my employer. The steps I had to take were challenging, and I had to run through the whole world of IT:

1. Set up the local network infrastructure (WiFi didn't really exist at that time, and cables neither)
2. Provision and harden the server, workstation, and service infrastructure
3. Learn programing and become responsible for the data layer
4. Ending up like the guy in charge of the whole backend, from architecture to operations

This taught me to get along with the limited capabilities of the servers (the fastest system we had was a single-core 600 MHz), unreliable network infrastructure (the internet just started its success story), and sky-high customer expectations.

And it showed me to start my own business and provide my services directly to the crowd. That company was a software development company implementing whatever the customer asked for.

By that, I became an expert in the field of Software Architecture and Development for digital innovation and transformation projects. Everything was new then, and no one had ever tried those things before.

Let me give an example:

We technically hosted the first Red Bull XFighters live streaming on the internet. That was long before YouTube even started. It worked perfectly fine, but our success made it look so easy that the customer didn't ask us again the following year because they thought they could do it alone.

The result was a 20 min delay (the event was only 60 min long) and a massively reduced offer after these 20 mins.

At that time, and because of all of my development projects, I encountered a problem:

- Customers never seemed satisfied with the delivered solution in regular software development projects.
- There was an increasing amount of unsolvable problems the closer the deadline came, and projects failed.

I started investigating where that came from. For over two years, I analyzed every known development and project management process to figure out where the problems came from and how to solve them.
The outcome was surprising:

It wasn't the process but the tasks and goals which were wrong.

Without getting the right insights and being able to testify your goals against the market, and by that having the unit economics (TTB - time to build, TTM - time to market, TCoO - total cost of operation) being under control, every project will fail.

So I created my process, which not only tackled the goal and task definition but also - as a side effect - the identification process for the right solution. This process fully aligns requirements management with relationship management.

When I first started to testify my new idea, the results were so stunning that people around me started asking me how that worked. And not only that, but they also began to ask me if I could help them too.

I had to find the right partner to help me. Michael joined the management team.

Today we at JCIM are determined to transform every B2B company on the planet. We believe that innovation and transformation are not about having the best ideas. It's about making the best ideas happen.

And that's what we do:

We make it easy for companies to innovate and transform by taking care of all the heavy lifting. Product identification, prototyping, rollout, support, and portfolio integration … all based on a trustful customer relationship.

What you need to do OR "How to transform into a speedboat"

The guiding principle needs to be the key metric:

<div align="center">Time To Money</div>

Each and every step has to focus on that metric. So when we split the product development process into different activities, every activity has to prove that we can already earn money with the result of that activity. But there are a few more things to consider.

Variety Reduction Funnel

Until today there is a relationship between the number of options you have and the effort you must put in. The more options you have and thus the more options you want to validate, the higher the effort is. Up to a point where you have the ultimate solution, and the effort does not increase anymore.
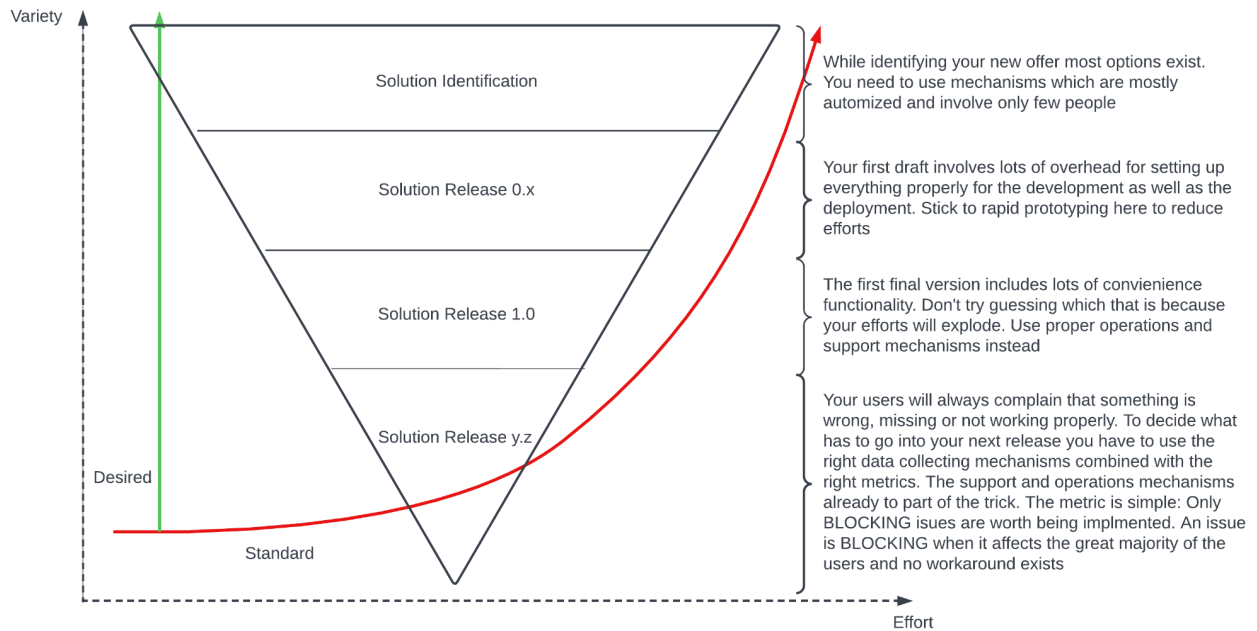
When making a profitable digital product, you must consider three factors:

cost, time, and effort

And although all these three dimensions are related, you need to consider them separately.

Cost

It seems too apparent that the cheaper the production of a particular good is, the easier it becomes to make it profitable. That is not entirely true. There are two aspects you must consider when deciding how much to invest:

- What is the right time to reduce my expenses?
  - The following example shall illustrate what I mean by that. Consider a project where you want to establish a remote service platform with several thousands of clients connected. You may want to have a cheap edge device to reduce your overall installation cost. By specifying the requirements too early for this device, you may either harm your project and increase the likelihood of failure, or you have a very rich set of requirements that make the device expensive. Instead, start with the most powerful device you can find and make your first few hundred installations. By that, you learn your actual requirements and will have the perfect device for all the other installations.
- The tradeoff of which expenses to reduce

○ Given the same example above, you must also consider the relationship between installation complexity and installation costs. Having a device with a richer feature set that low-skill workers can install will reduce your overall costs effectively.

Time

In addition to the *right time* for action as mentioned above, timing and timelines are also essential factors in a product's success story. However, even if you are aware of these aspects, it can be difficult to keep the upper hand.

Why is that? Because there will always be a number of external factors that are beyond your control - and two of them are inherent in the system:

● Your customers. You can lead the way, promote your product and make it palatable to the customer, but ultimately they decide.
● Your competitors. No matter how excellent your solution may be - there is always a risk that your competition provides it just a little faster than you do. And even if they don't, they might still distract your target group by providing something else that catches their attention.

And just like that, your timeline is at stake…

Effort

Let's consider finding someone willing to build what you like for a meager fixed price without any restrictions on the effort. You are now in a position where you don't have to care for the effort anymore because the price won't change no matter how much effort needs to be put into building the final solution.

Here is what will happen:

Your solution will become complex.
● Errors are not only likely, but they will occur with an increasing number the more effort you put into it. There is no error-free solution available, and the more code your people create, the more likely the error becomes. So, your TTB will explode.
● Every change or adaptation needed to build version 1.0 from your first draft will result in longer and longer release cycles. Complex solutions will create unspecific but complex feedback. The more options a user has, the broader his feedback will be. Based on this feedback, it takes much longer to extract the underlying requirements, and your TTM will explode.

- Having such a complex and error-prone solution will be hard to operate. So, your TCoO will explode.

Keep in mind that even if all effort is for free, you will affect your timeline by putting too much effort into your solution. We all know that nine women cannot give birth to a child within one month. There are tasks in the world that cannot be distributed among several people. A second aspect is that the more you spread the work among different people, the more integration work needs to be done. And integration can only happen after the parts to be integrated are finished. This all together builds up another pyramid of work, which negatively affects your timeline.

By creating a variety reduction funnel, you can avoid all the problems. The variety reduction funnel helps to have an eye on all three dimensions and helps to create a profitable product.

How to implement a variety reduction funnel

The often observed status quo of realizing IT projects is to ask the customer or target audience what they think they need to solve their most important problems and then build a complete solution to the described situation. Once the solution is made, the customer realizes that it does not help them since they did not understand their actual problem — they just told their most *urgent* issues instead of the most *important* ones.

The new way of realizing IT projects tackles this issue by implementing a process that revolves around the customer and finding out what they need by iteratively providing them with prototypes of the solution and using their feedback to identify the most critical features obtaining a deep understanding of their problem. Besides allowing for an evolving understanding of the problem, this establishes trust between you and the customer. Trust is nothing but a positive future expectation — the expectation that working with you will have positive future outcomes for the customer. To build this trust, you have to find or create things that inspire a positive outlook on the future, provided the customer decides to work with you and then deliver on these expectations.

It is essential to understand that trust is both a prerequisite and the key to obtaining meaningful information from your customers. If your customer does not trust you, your project can not be successful. Therefore establishing and furthering trust between you and your customer is the most critical factor of success for your product. It should also be noted that it is paramount that the trust is founded in what you are doing for and with the customer. You never want to mislead the customer into trusting you more than is warranted since that will eventually backfire, destroying the very basis of faith and cooperation.
Having a trusting relationship with your customers allows you to obtain meaningful feedback from them and thus identify the most critical issues and focus on solving them while ignoring non-differentiating features.

Always focusing and refocusing on only the most essential issues keeps things as simple as possible, enabling you to keep time, cost, and effort under control.

Keeping these general principles in mind, the activities needed to implement a variety reduction funnel will be explained in the rest of this section.

Activity 1: Identify your product using thought experiments

The old way of identifying what product to build is asking the customer or the market what they think they need without adequately understanding the actual needs of the customer or the market. Once a product is identified, companies proceed by prematurely hiring a team, raising money, and introducing complexity to the capital table — but all this is done despite not having ensured that the product will be solving a meaningful problem.
This results in a high risk of putting a lot of time, money, and effort into building a product that can not be sold or is not viable on the market, leading to disappointment, frustration, and waste of time, money, and effort.

Instead, you can discover the actual needs of your customer and start building trust by using thought experiments.

That means you ask the customer to explain their problem and suggest a hypothetical solution that solves the described situation. Now you ask the customer if that theoretical solution would lead to their desired state and leave them without problems.
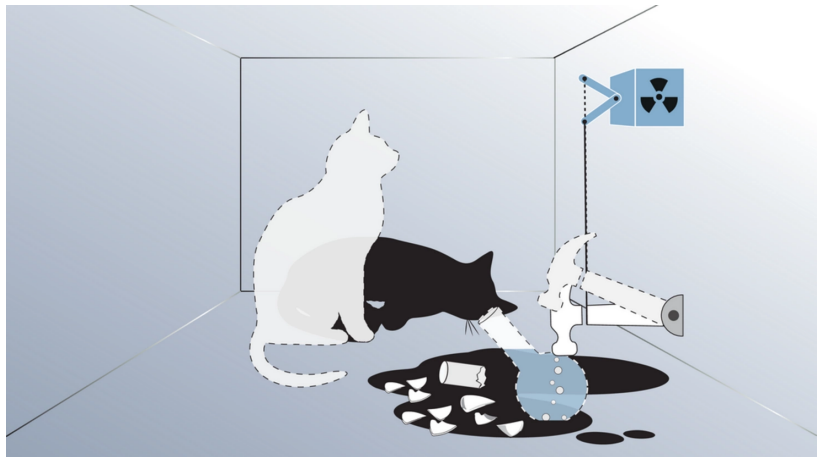
If not, ask them what problems remain. From their answer, you will gain a refined understanding of their problem and can build the next hypothetical solution. By repeating these thought experiments, you will identify their most important problems. You will uncover the underlying problems. Once you get to a state where your customer does not encounter a new problem, you have found one of your customer's core problems and your first hypothetical solution.

Apart from identifying your product, using thought experiments will give your customers new insights and impulses from the beginning, thus creating value and establishing a positive expectation for your collaboration,
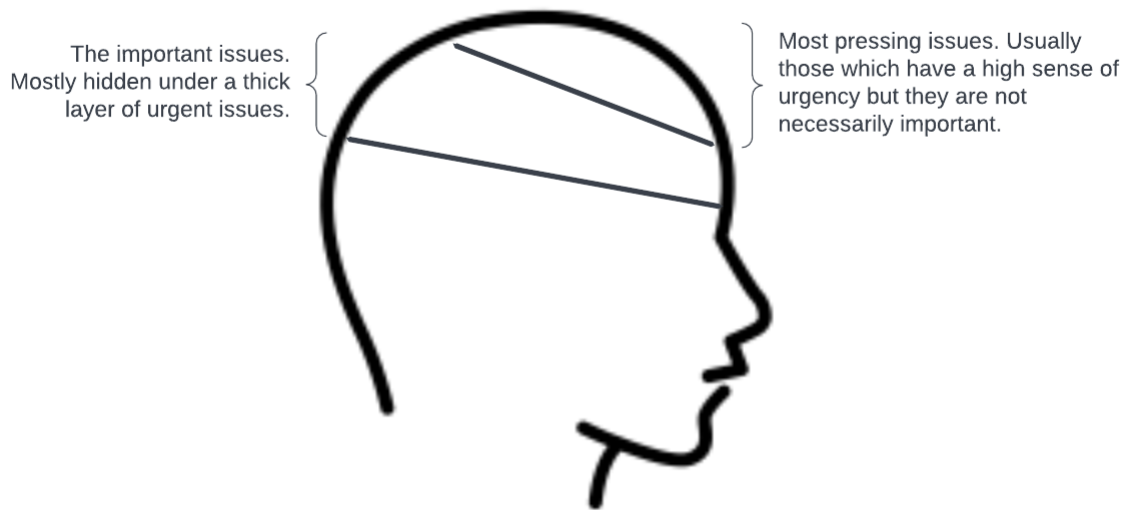
establishing trust! Note that using thought experiments allows you to make this value for your customers at a minimal cost.

It is essential to note that the proposed solution must be realistic for this to work. The customer must have confidence in your ability to make a practical proposal and your ability to build it.

If you can build trust and identify a fundamental problem of the customer that you can solve, you are already set up for success. Building trust allows you to obtain meaningful information that we would not get from a simple survey. Since you are building a solution to a fundamental problem for the target audience, you immediately create value for them.

You can start earning money early instead of spending or even wasting it. Using thought experiments to get to the core problem of your customer allows you to get your new digital product within a few weeks. Early success will lead to excited and highly motivated customers and employees anticipating your new solution.

- Insight: using thought experiments enables you to testify multiple evolving offers in parallel with little to no effort
    - Description
        - Customers don't know what they need. They just know what they want. This leads to the misunderstanding that the description of their current desire is their genuine desire. By providing a quickly evolving solution to their mind, you can start figuring out what has changed by that. This unlocks the resources necessary to identify the actual desire.

The important issues. Mostly hidden under a thick layer of urgent issues.

Most pressing issues. Usually those which have a high sense of urgency but they are not necessarily important.

- ○ Questions
  - ■ Question: "Why can't I just ask people about their important issues?"
    - ● Answer: People are distracted by their daily business and life. A ringing phone or an incoming text message catches their attention almost instantly. The simple fact that their phone makes a noise or just starts blinking makes it important. But actually, it is only urgent. The same is valid for everything else that comes to their desk. So when you ask someone for the most critical issue to be solved, he will answer with the most urgent one.
  - ■ Question: "Why can't I just deliver what they ask for?"
    - ● Answer: Every brain is lazy. Whenever the brain can reduce the load (a.k.a think less), it will do so. This fact leads to the situation that people start solving their issues instantly because they want to get rid of them. They will do that to the point where they will get stuck and start asking for help. At this point, they will only explain what their current problem is. They don't explain where that problem originated from. So if you deliver a solution for the pain they described, you are tied to their solution, which in most cases is not reliable.

Activity 2: Find the product-user fit

The status quo is the following. Once the product is identified, a set of specifications and architecture as complete and consistent as possible is created. Then the specified solution is realized completely, including all non-differentiating features. Once the solution is built, the customers or the employees are trained to use the solution.

This leads to long, opaque, and expensive development cycles involving many requirements that aim to address potential unknown unknowns.

Despite the high effort put into the development, there is no guarantee of valuable results. In fact, the solution will almost always not fit most customers. No matter how much is specified and even agreed upon with the customers, there will be ambiguities that each customer subconsciously fills with their assumptions and expectations. This makes it impossible to create a product that satisfies the needs of all customers from the start.

You must focus on solving the core problem or core problems identified in the first activity to circumvent this. You want to specify only what brings value and leave out everything that is not helping to provide that value. The focus should be on rapid development instead of creating a complete product. When deciding which features to prioritize, use their price-performance ratio as the deciding factor.

You should stick to rapid prototyping mechanisms and tools to enable rapid development. Also, it is essential to realize that there are a lot of existing solutions for most problems, and there is no need for reinventing the wheel.

As before, the customer is at the center of this activity. All processes are structured around the customer. The goal is to provide them with an early prototype that serves as a basis for discussion and validates and furthers the trust built up by the thought experiments from activity 1. Providing an early prototype that tackles the core of their problem and engaging in discussion with your customer shows them that you can solve their problem and value and appreciate their input, thus keeping you connected to your customer and furthering trust.

The goal is not to provide a perfect prototype but to allow the customer to give meaningful feedback and enable further joint development.

Once there is a first prototype, you can take the customer by hand and involve them in the development process. Based on their feedback on the early prototype, you can adjust the solution and provide them with a new solution to get further feedback, thus creating a continuous design-evaluation cycle for rapid prototyping.

This results in massively reduced efforts in both specification and realization of the product. The close relationship with the customer allows for an ultrafast development cycle with instant value and iteratively testable results based on customers' feedback leading to high acceptance and usage rates and a product that fits the customer's individual needs.

- Insight: Focusing only on the added value of an idea saves a massive amount of time and money
  - Description

- Building convenience features takes time, delays the completion of the first prototype, and delays feedback. Further, convenience features will have to be maintained and adapted to future changes. Therefore, any features added too early increase the cost, time, and effort in every subsequent step. Some of the features might even be deemed unnecessary in later development phases and therefore be scrapped, which means all the action for them was in vain.
- Instead, focus on features that add value. Make sure to get as granular as possible and dissect your product into separate parts for which you can determine the cost, time, and effort needed to realize them. If you can not do that, you should not realize it, because you will not be able to control time, cost, and effort.
  Once you have dissected your product, you can determine the value of each part to prioritize them by their price-performance ratio. Here the price of an element is the time, cost, and effort needed to realize that part, and performance is the value that function produces for the customer.
  - Questions
    - "How do I determine the value of the individual parts? "
      - The value for the customer is primarily determined by how much they are willing to pay for it and whether they would switch from an existing solution to your product. Only in dialogue with the customer you can determine how strongly a feature affects their willingness to pay for and switch to your solution. Use the trusting relationship built so far for meaningful dialogue. The willingness (or unwillingness) of a customer to commit their time to discuss features already tells you a lot about the perceived value of a feature. Also, indirect financial commitment (directing resources to a dialogue with you) can be worth more than a direct financial commitment.
    - "Can I really provide the customer with an unfinished product?"
      - Yes, you can. The key is to provide it early and communicate well with your customers, so they know it is a prototype. Rather than thinking, "oh, this lacks so many features," the customer will realize, "oh, there is already a prototype that tackles the core problem.".
      - Yes, you should. By providing a prototype that does not have all the features the customer *thinks* they need, they might realize they do not need it. A prominent example of this is the first iPhone, which lacked many features [Link]. Most of them we later included, for some of them - such as sending MMS messages - it is clear that they are not needed anymore.

- Insight: An actual useable prototype is the best way to identify core features and guide the development of the product
  - A prototype that only has core functions is still meaningful since it guarantees you and the customer are on the same page about what the product should be. Without a prototype, no amount of specifications will remove all ambiguity. The only way to remove ambiguity is to build the product and discuss it with your customer. Another problem with specifications is that the further you specify, the more ideas and wishes the customer usually has. This discussion leads them away from what they need to what they would like to have or even what they can imagine.

The bottom line is: If you want to stay focused on what matters, provide your customers with prototypes as early as you can.

Activity 3: Getting your product profitable

In the status quo, the new solution is handed over to a DevOps team that is trained to build and maintain it. The solution's new hosting environment is defined, and investments into new hardware or cloud environments are made to prepare for unknown unknowns.

An immediate feedback mechanism is created to allow the customer to provide feedback, such as an email address for the customers to send questions, suggestions, and complaints.

This process usually results in a long time to market. Since not a lot of attention is given to involving the customer, there are long or no feedback cycles. If there is no efficient way for the customers to provide feedback used in the development process, they will have no trust in the solution, and their frustration will grow.

Instead, you should continue to stick to the rapid prototyping mechanisms used in the previous activities to get to your first final version quickly while keeping cost, time, and effort under control.

In this phase, your product already solves the core problem it is supposed to solve and therefore creates value for your customer. But usually, this first solution has some issues, such as being complicated to use or running rather slowly. If you can remove these issues and make your product more convenient to use, you will increase the value for the customer by a lot. However, you do not want to indiscriminately add any conceivable convenience feature because that will cause your efforts to explode. Instead, you want to find the convenience features that are most critical for your customer.

The way to do this again is to keep the approach focused on the customer and the trusting relationship you have established with them. To do this, you need to develop a possibility for the customer to communicate efficiently with you. Using state-of-the-art digital communication and process management tools allows your customers to get their questions, suggestions, and complaints to you instantly. If you promptly provide them with meaningful answers or feedback, you will demonstrate that their input is valued, thus further their trust in you and your solution.

Using this approach, you can identify which convenience features you need to implement. This enables you to keep a near-perfect price-performance ratio. The constant exchange with the customer ensures you get valuable feedback and, even more importantly, high acceptance of your solution and further trust from your customers.

- Insight: Providing feedback has to be easy for the customer, and they need to feel that providing feedback creates value for them.
    - To identify the right features, both the quality and quantity of the feedback matter. Customers are more likely to provide quality feedback if there is an easy way to give this feedback, and the customer knows providing feedback will create value for them.

Activity 4: Streamline the evolution

Once you have the first release of your product, you have to evolve your product continuously.

Usually, this is done by conducting market surveys every now and then to collect feedback from your target group. This feedback is then used to develop your product further.
However, the feedback gathered this way is often superficial and unspecific and can take a long time to get from the customer to the developers. This results in slow release cycles with typically little innovation.

The way to streamline the evolution of your product is to use the communication channels established in activity 3 to get further feedback on your product from your customers continuously.
Your job now is to identify the issues that block the evolution of your product among all the feedback gathered from your customers. An issue is a blocker if and only if it stops most of your customers from using the product in the intended way, and there is no workaround for it.
At its core the question that guides you in this activity is, "What stops the customers from evolving their business using my product?"
The key to continuously finding the correct answer to this question is your relationship with the customers. Since you facilitate them providing feedback via state-of-the-art digital communication and process management tools and since they have experienced that their feedback is heard and valued, they are likely to

provide you with extensive and meaningful feedback, enabling you to identify the most critical issues to work on.

This process will enable you to make meaningful improvements to your solution and results in ultra-fast release cycles. Removing the blockers will result in acceptance rates of up to 100%. More than that, with the gained trust and customers experiencing that you can single out and solve the most critical problems, they will start identifying with your solution and become enthusiastic about it.
You have turned your customers from mere customers to partners and eventually ambassadors for your product.

- Insight: To efficiently evolve the product, you must distinguish between actual blockers and mere inconveniences.
    - There are three criteria that an issue has to meet to be a blocker. It has to prevent the customers from using the product in an intended way, it has to affect most of your customers, and there can not be a workaround.
    Using these criteria will help you prioritize the right features and prevent you from putting money, time, and effort into convenience features.

Activity 5: Integrate it into your portfolio

When integrating the product into your company's portfolio, the product must be self-sufficient. There needs to be a team that has internalized how to do activities 2, 3, and 4 repeatedly to maintain and continuously evolve the product while still focusing on only realizing the features that bring the most value to keep time, cost, and effort under control.

When it is not ensured that the product is ready to be integrated, one of two things happen.
When the product is integrated into the company's portfolio prematurely, that is, before a team can maintain and evolve the product, one of two things will happen.
Either the product is adjusted so it can be maintained using the existing internal processes, which causes it to lose its core value, or the current approaches cannot keep the product, and it will eventually become unusable. This will lead to the customers losing all the trust built up so far, and they will start looking for other solutions.

To avoid this, you have to find the right time to integrate the product by continuing to focus on the customer and how the product is applied. The product is ready to be integrated when it is stable and self-sufficient. It impacts the processes and workflows of your customers and sets innovative impulses. Another prerequisite is that a team has been built up that has internalized how to do activities 2 to 4 repeatedly to evolve the product continuously.

If these criteria are met, integrating the product into your company's portfolio will be a success. The product will keep its core value, and your customers will benefit from the economics of scale, making the use of the product faster, cheaper and more reliable for them.

This way, the integration has only positive effects on the customers, and their trust in the product is deepened, and by extension, they will also trust your company more.

- Insight: Independent development can only be guaranteed by an external partner
  - The more rules a company has, the more attention each employee has to pay to following these internal rules, which leads to them being less able to pay attention to the customer and their problem. Their personal risk management aims to adhere to these internal rules and not do anything wrong.
  - An external company as a service provider, on the other hand, is driven by the success of the project only. Therefore independent development and finding the right moment to integrate is easier, faster, and cheaper when done by an external company.

Activity Summary

So you see, all you need to do is:
1. Listen to and communicate with your target group
2. Build only what they expect from you
3. Make it easy to use
4. Build a steady cycle of innovation
5. Integrate that into your existing portfolio

... and you create your next highly profitable digital product in less than 3 months

Your Options

Option 1: Use your existing team

Ask JCIM for the BoC document that explains how to implement the new activities 1 to 5 and adjust the internal processes of an existing team to the BoC.
- You will face these problems.

- The CTO will most likely not appreciate that their established way of doing things is supposed to change. They will defend and cling to the old way.
- The BoC introduces a lot of transparency into the work processes
  - The goal is to help productivity, but *employees* might feel controlled or watched. They will have an intrinsic motivation to reject the BoC
- The typical tech employee or software developer is more often than not introverted and therefore might not feel comfortable with the external, primarily objective, evaluation criteria introduced by the BoC
- Overall the BoC has the value created for the customer as a key metric. This shifts some of the power of decision from internal to external and will not appeal to those in positions of power (which are the tech guys)

- Even though the goal of the BoC is to help productivity, it might be met with doubts. These doubts will create internal friction when implementing the BoC, which decreases or even erases the added value of the new processes.

Option 2: Build a new team

Create a new team that implements the BoC
- First, you have to find a team lead who is ready to adapt to the BoC
- You will have to make a trade-off between the time you have to find someone for the position, how much salary you have to pay them, and how qualified they are
  - Once you have seen them, they will need some time
    - to get into the habit of working according to the BoC
    - Build a team and train them in working with the BoC
- Getting used to working with the BoC is usually not a linear process since employees fall back into old habits and have to be reminded of how and why to work according to the BoC
  - You can expect that it takes about a year for an employee to internalize the BoC, assuming that the executives have already internalized the BoC
- Building such a team often takes prohibitively large amounts of both time and money

## Option 3: Hire JCIM

Hire JCIM and get a partner that
- Has internalized the new way to identify and create a highly profitable digital product
- Builds your product, and
- Simultaneously trains a team in the BoC, enabling them to maintain and evolve the product eventually.

Again this is for ...

... B2B business developers who want to identify and create their next highly profitable digital product in less than 3 months.

... and we already did it

Avoid Light Emission
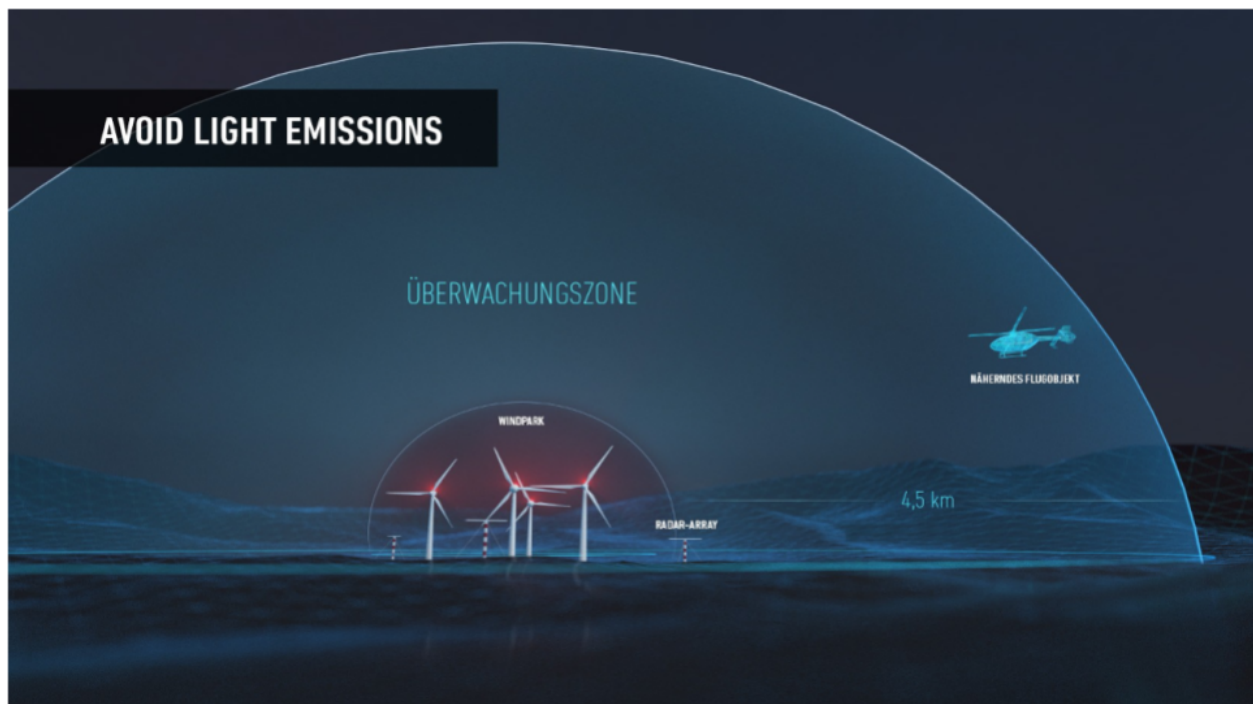
The law requires that wind turbines are equipped with a system that prevents flashing lights at night by 31.12.2022. The difficulty of installing such a system due to the different interfaces and interconnections of the windmills is well-known by many wind farm operators, windmill owners, and service companies.

The solution is to standardize the interfaces to use different sensors such as transponders or radar. The uniform security in a central cloud with access for all authorities according to legal requirements ensures that the lights will stay out, fail-safe.

The result is specific solutions for each application just as the customer wants it: Over 95% guarantee that the lights will stay out, fail-safe! Easy usability and access via a central and secure cloud system

TUI Task Manager

This case study focuses on Tui AG and the work JCIM did to help them overcome a problem with their incident management handling process.

The incidents weren't being managed efficiently or transparently, resulting in TUI employees not being able to fulfill their requirements for providing proper support to customers.

JCIM developed a Java/Vaadin application with Hibernate/Mysql connected to an Inubit Suite System to combat this issue. The new incidents were pushed into the system using this application.

The task manager allowed TUI Support to efficiently process all inbound/outbound incidents from a single interface. JCIM also supported TUI during its operational phase.

LCAG

We're always looking for ways to help our clients reach their full potential. When Bosch SO came to us with a client struggling with an outdated incident management system, we were ready to make a change.

Lufthansa Cargo used an old-fashioned system for incident management in their support area. Because of this, the overall level of service had dropped, and so had employee performance. But JCIM knew there had to be a way to fix it fast.

So we went to work with Bosch SO on an application for incident management based on TUI software stack—one that would be independent of other systems. A brand new task manager with additional reporting and monitoring properties allowed the Lufthansa Cargo Support team to process all incidents conveniently and efficiently.

Benefits and Outcomes

Here is what's going to happen if you work with us:
- Find your next digital product in days.
- Find product-user-fit in just a couple of weeks
- Have a guaranteed ROI
- Identify the most pressing roadblocks immediately
- Navigate for growth and scale in the first six months or less

How It Works

1. Before, when you wanted to identify a new digital solution, you used your own strategies to do research. However, that could take you a long time to get to the truth since you have to develop your own method. OR can use our framework and consulting to speed up the time it takes to do the research.

2. Before, you used your own strategies to figure out how to reduce your requirements to their essentials. You built a team, taught it the proper skills, did a lot of research, and started gaining the needed experience. Then you try to find the acceptable common standard to integrate your new solution into the target environment. The most likely outcome was that you figured out there is no such standard, started developing your proprietary solution, and wasted a lot of time and money. OR you use our SWARM Suite to focus on the added value and save a crazy amount of money.

3. Before, you used your existing teams, but the most likely outcome was that you massively increased their workload with new unknown tasks. You also hired a call center to do the job, but after a few days, you figured out that they didn't have the required skills to do the job correctly. Or you tried to hire new people for that. After three months, you had the first three candidates, and after 12 months, your team was set up. That's the point where you realize that this team is costly and you don't need it all the time. OR you use our support team plus our ready configured support tools on demand. Now you only pay for what you need.

4. Before, you asked your overloaded marketing department or hired an expensive agency to do the market research for you. OR you use our framework and consulting to understand how to seamlessly extract the needed information to evolve your product with no extra costs.

5. Before, you hired a new product owner to be responsible for taking care of the new product. That guy is most likely on his own and doesn't have access to the developers to get the needed information. OR you use our framework and get the proper documentation for every and each department that might be involved.

What are the costs involved in creating a profitable digital product?

Identifying your new digital product:

This should be the first thing any decision-maker ever gets done. It includes finding the right audience, depicting their problems and solutions, scheduling interviews and calls to confirm your assumptions, iterating the communication, and documenting it accurately. This activity can take decision-makers months of full-time work. We see 6 - 12 months go by for decision-makers plus 2-3 team members who try this alone, without the proper structure.

Depending on how you value the time: 75k - 150k € investment is what it costs - you are the head of the business; your time is valuable.

Many companies stumble along for years, spending millions on marketing and sales, where the biggest issue is the right digital product. The value of cracking that nut early on for a product and harvesting its results quickly can amount to millions. Get that right early, and it will pay off in no time.

Finding product-user fit

Developing a new solution with a value of, let's say, 3.000.000 € and adapting it to the users' expectations quickly takes 10% - 20% of its value for the development efforts (these are average market figures).
Thus it will be 250k - 500k € it takes to create such a solution.

Making your product profitable

Every successful decision-maker knows the feeling of checking your account balance and seeing it grow. The feeling when it clicks, because you know you got something right. It's not only a good feeling. It gets cash in the bank at a profitable rate and adds resources to your business, which you can use for future growth.

Cracking that nut of profitable unit economics (TTB, TTM, and TCoO) usually takes 100k - 200k €

If your ticket is high enough, its value can be millions in future revenue and hundreds of thousands saved in frustration.

Streamline the evolution

Having all insights to make the right decision plus having those insights prepared so that your developers can implement them without any overhead sounds like a dream, doesn't it?

Getting the insights through your marketing department or even worse by an external agency and preparing them for your developers takes at least 75k - 150k €

Integrate it into your portfolio

As a decision-maker, you always need to decide: make or buy? But no matter which option you choose, you know you face integration problems. The reason for this is your organization. It takes time and energy to convince your people that the new solution is necessary and helpful. It also takes time and energy to convince them that no extra efforts are involved. This again easily takes 50k - 100k €

When failing or not getting it done, this does not include the calculation of value NOT generated (your opportunity cost).

JCIM is only priced at a fraction of that.

Here's what you get

1. You will find your next digital product in 10 - 14 days. This is valued at 75k - 150k €.
2. You will build your first prototype within a few weeks and start engaging with the right people at the right time. This is valued at 250k - 500k €.
3. You keep engaging with the right people at the right time and start becoming really profitable. This is valued at 100k - 200k €.
4. You convert your users into product ambassadors. This is valued at 75k - 150k €
5. You enrich your company portfolio with a digital product your customers love. This is valued at 50k - 100k €

All you need to do is to book a free Assessment Workshop call with JCIM - it takes 45 minutes and will give you an overview in minutes of where your pipeline is currently failing.

Warning

Due to the high demand, we only have the bandwidth to do 10 Assessment Workshop calls per month, so if you are interested, make sure you book us now, or you might not get another chance until next month.

Bonus

- Understand in less than an hour - where your industry and companies of your size are headed.
- Depict in 5 - 10 minutes why digital growth has been a pain in the past and identify blockages in your set-up.
- We will show you how to execute the Action Flow diagrams - to take actions with your team straight away, which would take months to find or do yourself.

We used to charge 999€ for these sessions - today, we offer them for free if companies fit the criteria.

Apply here for a free Assessment Workshop Call: JCIM Quiz

Again, due to the high demand, we can only offer 10 of these per month - we are starting to work with fewer customers as our quality is critical.

No risks, only success - our guarantees

- We deliver your next digital product at a fixed price based on the value it generates for you.
- You will get back your money if we fail to identify a profitable digital product.

- We are convinced of our track record, so we take the entire risk.
- You pay by derived Statements of Work (SoW).

Summary

In summary, here is the JCIM offer:

You get:
1. A product definition with actual demand within 14 days.
2. A profitable solution that continuously evolves and keeps the users excited
3. An enriched company portfolio that keeps your competitors guessing

It only takes 10 minutes to identify your NEXT step when improving digital growth.

It only takes 30 minutes to understand what the top-notch B2B CEOs have implemented to become digital leaders.

If you act now, my team and I will analyze your case individually.

We only have ten free pipeline assessments available per month.

All you need to do is fill out the quiz and apply: JCIM Quiz

Q&A

1) Does the method work for core topics/core processes too?

Yes, it does. Our approach is **particularly suitable** for the core issues of a company. The project EffiLink for Bosch BT is the best example. There we created the basis for their entire future business model. Why was it good to do this with us?
In short: You don't perform open-heart surgery at home but leave it to the professionals (In contrast to a graze wound, which I certainly treat at home).
In detail: Digitizing the core topics/core processes of a company is the least error-tolerant. The BoC envisions focusing on results and especially their testability/verifiability. It is not about technical feasibility, but about concrete benefits in business operations. Only in this way can it be ensured that the digitized core process can permanently cope with the changes that accompany digital transformation.

2) My company can not offer digital products to its customers.

The question is not whether there is a suitable product for the target group, but which product there is. No customer is happy without a wish. There are always needs. The challenge is to identify these needs and to provide meaningful solutions to meet them. And that is exactly what we offer. We help not only to identify the solution, but also to provide the solution in a way that it is accepted by the target group.

3) How can you help me when you don't have any references within my industry?

We achieve our best results for clients in whose industry we have not yet done anything. The reasons for this are obvious:

1. We ask questions others wouldn't because we don't have contextual knowledge.
2. We come up with ideas that industry experts would reject based on their experience.
3. We are innovation experts and therefore only create solutions that do not yet exist. Our customers thus become pioneers in their industry.