

### Case Discussion Questions

1. Are the old managers right? A lot of other wearables focus on counting steps or enabling apps. Is that what this group should design, so as to be seen as a legitimate competitor and not confuse customers, or should they design something different to be seen as innovative?

The old managers are right that a method to get a more engaged model so that after the initial purchase of the wearable, a yearly subscription can keep the consumer on the hook. The problem is that where lies the value to the consumer or why purchase their product over another product. They would need to design something that is more distinct and innovative and be useful for the customer. They would need to conduct some type of research, so they don't go into the situation without knowledge and have more risk at failing than succeeding. But they should do something that would be new to the market i.e. ring or earrings some sort of jewelry.

2. Are the people in the room a good proxy for their customers? Are the young managers a better proxy than the older managers?

The people in the room would not be a good proxy for their customers because they have not used the products and have no market research available to back their ideas. The young managers are better proxies than the older because they are from the same group that would be using the products. They will know the benefits and the deficiencies of the apps and wearables.

3. What additional information would be helpful to strengthen a recommendation?

Information would be helpful would be to conduct market research on wearables, what they can do and not do, and why is one preferred over another.

4. How would that information best be obtained?

This information should be obtained by current users of wearables and also using focus groups to research current trends.