

TEI 037: Using Games to Help Your Group Create Amazing Products

Host: Chad McAllister, PhD

Guest: Luke Hohmann

Chad: Hi, this is Chad. My interview is with a very special guest—someone who helps companies around the world, non-profits, cities, and other groups solve problems and innovate through collaborative games. Thanks to Product Innovation Educators who sponsors this podcast. That is where I and my colleagues provide online training for product managers and innovators. Find our online training at ProductInnovationEducators.com. To see the show notes for this episode, please go to TheEverydayInnovator.com/037. Enjoy the interview!

I'm excited to be discussing product management with our guest today. He was recommended by the VP of Global Innovation of the Rolex group, Jeff Honious, who is my guest in Episode 28. His name is Luke Hohmann. He is the founder and CEO of the innovation games, which is now known as Conteneo. Luke is serious about the smart application of games to optimize decision making and innovation, product development, and market research. Numerous companies also use his tools. My favorite line from his LinkedIn profile is, "Luke's an old school Silicon Valley entrepreneur. Instead of building a company to flip, he's building a company to change the world." Luke, I appreciate Jeff connecting us. Thank you for discussing innovation with me.

Luke: Thank you, Chad. I'm very happy to be here.

Chad: Great. You started your career originally earning a degree in computer science. You then became interested in engineering and you worked for the great company of EDS. I had several colleagues and friends there around the same time. That company was later purchased by HP. I frankly do not even recognize EDS anymore. However, I'm curious about the journey. A lot of the Everyday Innovators also come from a computer science or engineering background. They either have worked in product management or they are wanting to work in product management and certainly contribute to innovation roles. What was your journey like in those early days that led you to your role of helping companies with innovation today?

Luke: My journey started even earlier than that. I didn't necessarily start in engineering. I was actually a figure skater, which I was fairly good at. After high school, I got a 2 year degree in computer science while I was skating. I was balancing my studies in computer science from Erie Community College in New York State and skating. Eventually I became fairly good at skating and I made a life choice because being an athlete is something you can only do when you're young. But you can go to school and learn programming at any age. Therefore, I left college and went to Detroit, Michigan where I skated and trained at a Detroit training club. I did a couple of part time jobs at the same time. From those jobs, I got lucky when a man named Luis Madsen who was the head of the data center in Warren, Michigan—which we called IPCs (Information Processing Centers) in those times—hired me. I worked part time for EDS doing a variety of very interesting jobs and skated full time. I actually started at EDS as what we called a "Floor Grub", where I needed to pull cable underneath raised floors. From there, I literally worked my way from beneath the ground up. I did networking and other stuff. My skating career ended and I was very happy with that because I was beginning to do cool things at EDS and starting to make the link into innovation. I was curious and I had bosses who encouraged and allowed curiosity. When I would let my bosses know that I wanted to learn or do 'x' thing, they never said "no". They always said I could go ahead and I was free to go learn or do 'x'. It wasn't some huge, corporately funded with posters innovation program. It was about showing enough hard work and drive. As long as we worked hard and

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showed a hunger for learning, they allowed us to do what we wanted. That was when I really started to understand the concept of intrinsic motivation, the desire to innovate, the desire to learn, the desire to understand, and the desire to be curious, which is something that engineers already practice very strongly in their training and background. Eventually I did some cool things for EDS and then went back to school and got my degree. After getting my degree I went back to EDS and continued to do neat things. I worked on expert systems on EDS in order to create transaction processing systems and credit card processing and some other stuff. I think it's really about the notion of giving people a chance. One of the guys that won credit on my journey at EDS was a gentleman named Vern Olson who was the most supportive and probably the best manager I've ever had. He provided that combination of working hard for the chance to work on really cool stuff.

Chad: All this started back in the days of being a floor grub.

Luke: Yes.

Chad: That's a new term to me. I'm actually pretty certain I have seen you on television before. Around my house it was pretty common to watch figure skating on the weekends, so I'm pretty sure I saw you on TV at one point. I also remember you being quite tall (which I'm sure you still are). How did being a floor grub work out for you, a man of such height?

Luke: It's funny. Some people think I'm tall (I'm 6.0 feet tall) and it just so happens that my last name, Hohmann means "tall man" in my Germanic roots. But I'm actually the smallest of my family.

Chad: You're the runt at 6'foot.

Luke: I'm the runt.

Chad: There must be some giants in your family.

Luke: There are. But it wasn't too bad being a floor grub. When you're young and you're learning with the opportunity to grow, a little discomfort means nothing. Honestly, there were times when it was uncomfortable but there was never a time when I felt cramped into a space because I don't get claustrophobic. What I remember in the data centers were the air conditioning units. They would blow the air conditioning into the floor to keep the floor at about 55 to 58 degrees. It would be quite cold under there. We would wear ski mittens with cutoff fingers to try and keep our hands warm as we were making cables.

Chad: And this is coming from someone who is used to being on ice for hours at a time.

Luke: Right.

Chad: Yeah, I remember that blast of air that comes out of the floor when they pull those tiles at data centers. I really like that you mentioned curiosity to explore new things and supportive infrastructure in your career start. You had an awesome boss that encouraged you and gave you the freedom to do that as well. Those are important characteristics in organizations to let people use their curiosity and explore new things.

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Luke: Yeah. It's funny because when we talk about innovation and we talk about innovation management, I think a lot of employees or people who might be product managers or engineers might be sitting around wondering why their boss hasn't come to them and given them their innovation. It's a bazaar concept. You don't sit down and expect to have someone hand you innovation. You have to have it come from within. None of my bosses at EDS came to me and told me I should do anything. What they did do, however, was as how they can help me whenever I came up to them and told them about a desire, curiosity, or passion in my work. In Silicon Valley, you hear this type of management with the Google culture. At Google, you get x percent of your time to do y percent of cool things, which is really great. But Google didn't invent this. I'm not even sure EDS invented it either. I think any successful company has a structure where the leadership recognizes the intrinsic passions of their people and lets them run with it. When I'm teaching product managers (and I know you teach them too), sometimes I tell product managers that they are fooling themselves if they think they are the ones coming up with the best ideas because oftentimes, we've had engineers in our platform coming to me and letting me know their thoughts or showing me something they had been working on. I despise the notion of sitting around waiting for something to happen. I think it needs to be intrinsic and you need to show people that you really want to go out and try things.

Chad: I completely agree. I think the problem that we've ran into in organizations today is that we attempt to beat some innovation out of people when we put them through school and take the creativity away from them through the structures we use. But then we put them in these organizations where the organization will often resist any out of the box creativity that an innovator might have. But you didn't have that experience.

Luke: No, I can't speak to the EDS of today or what it has been transformed into, but when I was working there that wasn't the case. But you are right. My managers could have certainly extinguished and removed my desires to do interesting stuff but they didn't. I think you are correct that organizational leadership can create an environment that is more or less conducive to innovation and its pursuit. But I think it has to start and be nurtured and then supported, and so on.

Chad: Today you do a lot of that right? You help organizations become more innovative through game play. How do games become that focus of what you do?

Luke: Games were never my focus, actually. I didn't sit down and think that I would like to apply games to innovation. The way that came about was after leaving EDS and going into Object Space—a consulting firm in Dallas, Texas. I then went to the Bay area in 1996 and joined a company called Smart Patents, which became Orion Systems, and built the world's first data warehouse for patent portfolio management. That went successfully well. I started as the Director of Engineering there and then became the VP of Engineering, followed by the VP of Engineering and Product Management. This provided the natural chronology of milestones that people go through in the technology field. I started in a technical career and moved into Product Management, which I think is very healthy to do. I think it is important for anyone in the technological product management career path to have some foundation in engineering as well. You can then add in the MBA qualities that you're needing such as finance, marketing, pricing, market research, segmentation and all of that kind of stuff. But you want to have a really good grounding in that kind of core. It is like the human body needing a strong core to support

itself. You asked about games, which I didn't start with at the beginning. I started as a product manager asking myself, "How do I best understand what people are looking for?" I actually started working in a field of low fidelity user research and prototyping. We used to call it paper and pencil prototyping in those days, which means I would go out with paper and pencil prototypes. That was better than building source code because it was cheaper and faster. That is where I learned that the more interactive I was with customers when showing them a prototype, the better the result. The less I controlled the process, the better the outcome, and the more I put my pen in the customer's hand, the more insight I got. I am of the belief that sometimes it's appropriate to ask customers how they would solve their problem. I know the celebrated quote from Steve Jobs says something about never asking your customer how to solve the problem because they don't know how. I don't necessarily agree with that. Perhaps that may be true for consumer markets but not completely true for technical fields. For example, if you're working for Emerson and you're building process control software such as pumps or physical hardware that controls a pump and you go to a manager of an oil refinery, they have a pretty good idea what their problem is and how it could possibly be solved. Listening to those people is important. Therefore, the question becomes how do you get those insights and how can we let people express themselves? I was trained as a cognitive psychologist at school and I started to look at how people worked together because I did some organizational behavior work at Michigan where I created a few techniques. I didn't realize the techniques would become games until later on when I learned about games and game theory. What is interesting about this is that humans naturally play, we naturally collaborate, and we naturally create games as a source from those two things. If you look at games from a game theory perspective, a game has a goal—something you want to achieve. It has a set of rules, resources, constraints, and interaction models; it has a mechanism for keeping track of how you're doing—a feedback system. It has a mechanism of scoring and determining a winner and a loser. And the curious part about games is that we want to do this. We have natural desires to participate. I realize that that is where you get these product insights. The game theory and the game component, therefore, came after realizing that all of this stuff that I was doing and was working best were games.

Chad: A few things you said about games—the collaboration aspect being one of them—are getting ideas generated from your customers.

Luke: That's right. As much as I love EDS, there were a couple of things that I was taught at EDS that I didn't like when I first learned them and by changing them, I got a better result. EDS had this process of building software called the "software development life cycle". It was what we now call a "waterfall process", which didn't seem to work very well. Now we have iterations and agile, which seem to work better. The other thing is that EDS used to teach us to do this thing called the "context diagram". EDS would have analysts—people like me or people who were interviewing customers—go out and interview a lot of people and develop a context diagram. We would then take that context diagram that we had digested and built back to new customers to see how we did. That all sounds good. But it is what I call the "high school proof syndrome". You remember sitting in a room in high school listening to your instructor describe the geometric proof and you're thinking "ahuh, ahuh, ahuh" because it's making sense and you agree with everything your instructor is teaching you. But then when you try to personally engage in it, it doesn't make sense to you. The equivalent here is that we would take these context diagrams to customers and they would understand what we were showing them. They were

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understanding our elaboration but they weren't agreeing that it matched their environment. What I started to do after seeing this was start with a context diagram with 2 things and then walk to customers and ask them to complete it. We were taught by the Robertson's that you should build clean, beautiful context diagrams. Customers that would draw the context diagrams that I worked with would draw these messy, not easily understood, complex, things. But that was their world, their reality. It was messy, complex, and not clean. That is how innovation games were born and now I ask you to put the pen in the hand of your customers. Let your customers draw the picture and you will get far more insights. Adding these elements and turning it into a game just makes it a lot more fun.

Chad: I think we need a concrete example to help bring some clarity to this. What is one of your favorite innovation games that you feel have really helped move groups forward on a new idea?

Luke: That's like asking me which one of my kids is my favorite, Chad! I love them all!

Chad: I'm sure they all have their place, but we will have to pick one to talk about.

Luke: Okay, well instead of referring to it as my favorite, I'm going to say call it the underdog because some people may not play them as much. Out of my four kids, my youngest is also the smallest. Denala often gets a little extra love for no other reason other than she's the pipsqueak of the family. One of the games that I don't think is used enough, especially internally, is a game called "Buy a feature". The way this game works is any successful company has more ideas, more features, and more projects in their project portfolio than they can afford.

Chad: Absolutely. We are all resource constrained and we all have this issue.

Luke: That's right. What "Buy a feature" does is it asks to pick 20 of them to manage complexity, and take all the prices of those projects. I'm going to use easy numbers for the listeners. Let's say you have 20 projects in your project portfolio and even though they have different prices, they all added up to 20 million dollars. Let's also say that your portfolio budget was only 8 million dollars. What we do with the "Buy a Feature" game is we take 8 people in your organization and give them each a million dollars to spend. You must think that they should each get 8 million because the budget is 8. Not true because they are going to work together. Instead of a competitive market like eBay, it's a collaborative market. Chad, let's say that you and I are looking at different projects and there is one in the portfolio that will cost 1.8 million dollars and you really want it. You put down your entire million on it. If you really think it's the right thing to do for the company, you're going to start investing in explaining its virtues to the other players. If you convince me, I'll put my 800 thousand on it and we will buy the project or feature together. It's an amazingly powerful way to get insights from customers. But the organizations that would benefit the most are the ones who have significant service people because the service people are not often asked for their opinion about what would truly help the product be successful.

Chad: It's a good way to get the stakeholders on the same page supporting the projects that are most important.

Luke: That's right because you achieve an outcome. I have a phrase that is well known and it goes, "Surveys suck." Surveys will tell you what the answer is but they won't give you the conversation and the deeper meaning behind it. So when you look at the ending of the game, "Buy a Feature", you're going to

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get the same result that you would get as a survey. You'll get the prioritized list, but you will also get something extra and more important than just the prioritized list. You get the arguments. When you start convincing me about the importance of this project, and there is another player in the game named, Ming, who is also trying to convince me to join you, if your arguments are better, I will gravitate towards what you said because you made a more convincing argument. The reason why I brought up, "Buy a Feature" as the underdog is because this also ties into my philanthropic work. I have a sister organization that we call Every Voice Engaged Foundation. That is a 501C3 nonprofit where Every Voice Engaged Foundation uses this same technique with citizens to help them prioritize budgets and cities through a process called participatory budgeting. Participatory budgeting is the same as the game, "Buy a Feature", except applied to a city budget instead of projects in a project portfolio or list of features for customers.

Chad: Those are some pretty challenging problems to suggest. If we can help some of our cities and states manage their budgets through this, that is really good work.

Luke: Yeah. It's really exciting because last year we were working with hundreds of residents, both in person and online with San Jose, California. There are videos that people can watch from Every Voice Engaged, but in the video, there are a set of things that aren't games and people think that they are. Puzzles and simulations are not considered games because they have a predetermined outcome. Games have an uncertain outcome that is determined through the interactions of its participants. There are some tool out there that let you simulate the budget of the federal government, but you use them in a solitary way. What you find is that whether you're a Democrat or a Republican, the only way to get a budget balanced is to take whatever point of view and make it extreme. So if you're a Republican, you will cut out all the social programs. If you're a Democrat, you'll cut out all the military. Please note I am using really extreme arguments here.

Chad: Sure.

Luke: But these things harden political will and they make it harder for our country to come together.

Chad: They destroy collaboration and you're trying to use these games to create collaboration.

Luke: That's right. We've actually got evidence from our work in San Jose that the use of these tool soften political will and help create collaboration. The question then becomes whether that translates into business. The answer is yes. We've got evidence that when a business takes their project portfolio from different business units and takes players from business units and mixes them up, you can see the behavior of the participants rise above their business unit and focus on what is right for the company. We see that consistently when given the chance to focus on what is right for the company, people will do it.

Chad: That's a pretty powerful outcome because balancing those portfolios is always challenging for companies. It's the issue of too many projects and not enough resources and where we should invest that money. You will sometimes end up with the loudest voice ruling the outcome.

Luke: Yes. That is called the HIPPO—the highest payed person's opinion.

Chad: Right.

Luke: One example of that would be a project we did for a company called Bwin Party. Bwin Party isn't terribly well known in America but is quite known in Europe. It is a gambling company that does online poker and such games. It is a big company in Europe with over a billion in revenue. We were doing a project with them to prioritize their project portfolio. We did this by taking the leadership of the company and conducting the game Buy a Feature. We did 2 games because we want to have humans collaborate in groups of 3 to 8. They had about 13 people in their executive leadership team which we placed in 2 groups. We then went down and did the same thing with their extended leadership team—their directors and senior directors—and we started to compare and contrast the results. First thing is, on the most important strategic items, there was perfect alignment between the leaders and their directors, which was really good. The leaders were able to point out the most important things that had really good alignment. Then we started to see some differences. There was one project that the leaders founded that none of the extended team fund one that the leaders did not fund but all extended teams did fund.

Chad: And you think, "Well isn't that interesting?"

Luke: Exactly. We cracked open the chat log and we started to understand why the leaders didn't fund one project and the extended didn't another. We analyzed that and came to the leaders and explained why they didn't want to fund it and here is the counter argument from your extended leaders and look at what they introduce into the conversation. Did you consider this? That is when they realized that they did not and rethink their decision. I think that that is a pretty amazing example of what it means to introduce collaborative technology across a company where people are willing to listen to each other as opposed to a normal survey where the leaders decide on a project without considering the ideas of the rest of the organization.

Chad: Yeah, due to the collaboration that tool place. Organizations come down to the projects that they do. When it comes to creating new products, those are just projects. The ones that we select could make a difference in the way the organization goes and the overall success of the organization.

Luke: Yes.

Chad: So it seems like getting that collaboration is really valuable.

Luke: That's a great quote that you just said. A product is essentially a collection of projects that get stacked. If you're successful. If you're successful, you keep stacking up projects.

Chad: It's those projects that make the future of the company.

Luke: Absolutely.

Chad: I appreciate you sharing that example of the Bwin Party gambling company. There are a list of games here that you and your organization has put together. Do you have a resource available for the listeners to put one of these games into practice with their own teams to perhaps try these out in their own companies?

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Luke: Going back to the theoretical definition of a game, it has a goal. One of the important things that we want people to know is that there is no single game that will solve their problems. So when people ask me to tell them about the game they should play, I always answer with a question—well, what is your goal? I think that goes back to the theoretical definition of a game. A game has a goal. The meta-goal of entertaining games is entertain me. Some people get entertained by playing Scrabble and some people get entertained by playing Chess. Others might prefer Settlers of Catan. The meta-goal of a business game is to solve a business problem. It then boils down to what is the business problem that you're trying to solve. The way that I find it most effective in business most of the time is by identifying a simple statement that goes something along the lines of, "I want to (verb) (noun) (person)." An example: "I want to prioritize product features with customers." If you give me that, we can give you a game. Our online platform, InnovationGames.com, actually has a verb, noun selector at the top where you can create your statement upon logging in. We provide a list of common verbs that we have found common in business that you can select, along with common nouns. I think that the real trick is to be simple. If you can boil it down to that simple statement, you can pull out the right game for your need.

Chad: Okay. I don't want this to turn into a commercial but I am curious about the application of this. I know you do gaming workshops. But this online tool helps you select the game and it sounds like an online environment for the games. I started with in-person games. I didn't have this grand vision of building a software company when I started. It was SAP that grabbed me by the hand and dragged me forward to put this stuff online. From there, we started building a software platform. One of the things that I think is really important and a lot of people are missing in the world is doing more things in person. In today's world, there is such a rush to go online for everything. So the reality of human collaboration that we crave is what I call multi-dimensional collaboration. We want to collaborate in person. We want to collaborate online, through social media and Skype. We want to collaborate in small teams, in synchronously and asynchronously. We tend to crave complexity in collaboration because it is such a natural part of our human existence.

Chad: It's a great point. Having an online environment to facilitate that is really easy in today's world.

Luke: Right. To your point, I agree. I wouldn't want to turn this into a commercial either because I don't think that the online platform solves all of our problems either. If you're working with a group of customers with a group advisory board, I wouldn't recommend that you go online. I would recommend that you find a way to work with them in person. I think the modality is by far the second goal. The more important thing is what you would like to accomplish. What are you going to do?

Chad: What is that problem that you have?

Luke: Right.

Chad: What is the goal that you want to put together to get there?

Luke: Right.

Chad: Very good. So we got to talk a little bit about your background and how you came to innovation games. As listeners know, I always ask for an innovation or success quote. I would like to ask you about the one that you brought. Would you like to share it with us?

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Luke: Yes. Listeners, I brought a long one. Chad told me it was long but it's really from my heart. I hope that you guys who are listening will forgive me for choosing this one but it is dear and near to my heart. I wish I would have wrote it. It's really important. It's from Teddy Roosevelt. The quote reads as follows:

“It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs, who comes short again and again, because there is no effort without error and shortcoming; but who does actually strive to do the deeds; who knows great enthusiasms, the great devotions; who spends himself in a worthy cause; who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly, so that his place shall never be with those cold and timid souls who neither know victory nor defeat.”

Chad: I do enjoy a lot of the work that Roosevelt did and the courage that comes through in this quote. How did you find this one?

Luke: I found it when I was looking for something to make me feel inspired about the work that I do. I had just written the draft of my first book, "Journey of the Software Professional" where I look at [inaudible] [00:38:07] psychology and organizational behavior and organizations of software developers. I submitted it to apprentice hall. My editor came back and said he had submitted my book to 3 reviewers and he never had this response. One loved it, one hated it, and one said he didn't understand it. He didn't know what we should do after that. I told him that I knew what I was going to do. I was going to write the best book I can write. If it succeeds, great. If it fails, that's okay too. When designing the book, my designer suggested that I add a quote in the front, which I agreed to. I wanted a quote that captured that feeling. This quote captured it for me and became something that is very important to me.

Chad: Absolutely. Being in the arena, striving, and regardless of the outcome, you did all you could.

Luke: There is a part of this that I think is really relevant to product management. There are tech companies that I think are built to flip. I believe you mentioned that in my bio. A company will do just enough work to get acquired. Founders make a lot of money. For them, there is no passion. It is purely an economic endeavor. They don't care other than they want to get more money than they put in. It becomes a machine of ideas. For them, it's a job. That's why I say I'm an old school entrepreneur because we're going to try to change the world and make it a better place through collaborative play and games. If we succeed, great. But we're not doing it for the money. We are doing it for the intrinsic motivation of trying to do something better. If we were to fail for some reason, we would know that we were not among the cold and timid souls or the cold and soul-less souls who are just trying to flip a company.

Chad: Trying to do something that makes a difference.

Luke: That's what I think most product managers do. I think the really good product managers are driven from this passion within.

Chad: Absolutely. Great product managers at a minimum want to delight the customer. They want to solve real problems.

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Luke: That may be something that we want to leave for the listeners. Older product managers, if you're coming to a place where you feel you are in a job of moving requirements, then you should leave and go find what ignites your passion once again. I'm sure you had it when you became a product manager. For younger product managers, especially the engineers, if you think you should become a product manager because you'll finally be in control of the requirements and you can tell the people to build what you want, then keep looking because that will not guarantee success for you.

Chad: Absolutely. I'm having a flashback to the movie, "Office Space" where the manager is being interviewed by the business consultants and they ask him what he does. He says, "I carry the requirements from the customers to the engineers." "Do you write them?" He answers, "No. All I do is carry them." But there is more this work than just carrying the requirements.

Luke: Yeah. Absolutely.

Chad: Very good. I really appreciate the time to talk with you. Just to wrap up, what would you like to leave the listeners with and how can they learn more about the innovation games and stay up to date with your work?

Luke: Games are the ideal collaboration tool and we really can make the world a better place through collaborative play. You can find me at conteneo.co or InnovationGames.com, or you can Google me and find me. I'm not a hard person to find.

Chad: Very good. Can I get you out to Denver some time to do a workshop and teach other people about innovation games?

Luke: I would absolutely love that. I would also love the listeners to come and join us.

Chad: That would be great fun. Thanks so much for talking today.

Luke: Thanks!

Chad: My thanks to all the Everyday Innovators who listened to and shared this podcast. If you listened on iTunes, please leave a five star rating. It only takes a few seconds. Or better yet, write a review. That will make it easier for other product managers and innovators to find this podcast. Also, the show notes and details of this discussion are at the EverydayInnovator.com/037. Thanks to ProductInnovationEducators.com, your one source for online product management and innovation training.