

Unit 3 Innovation

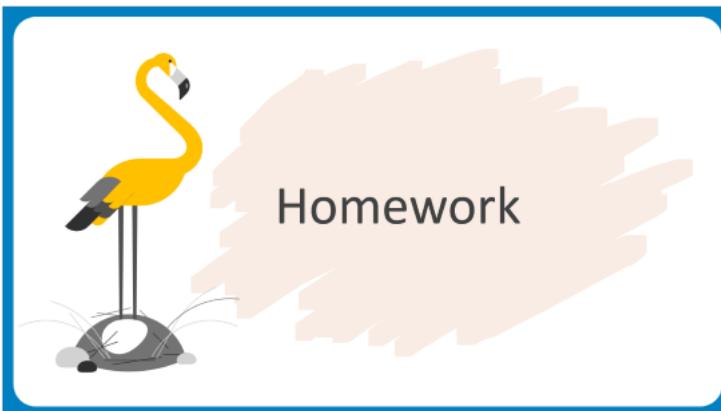
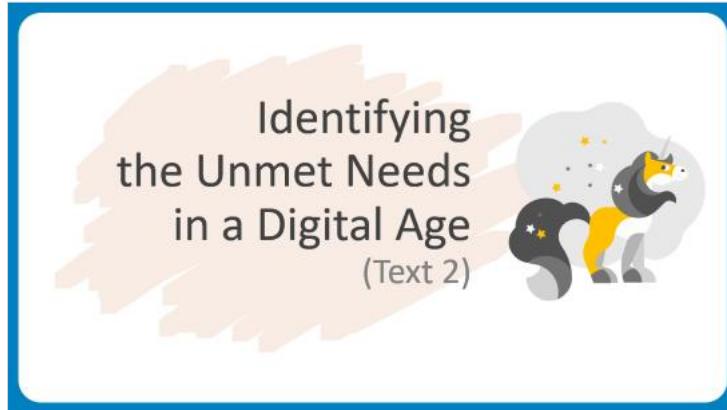
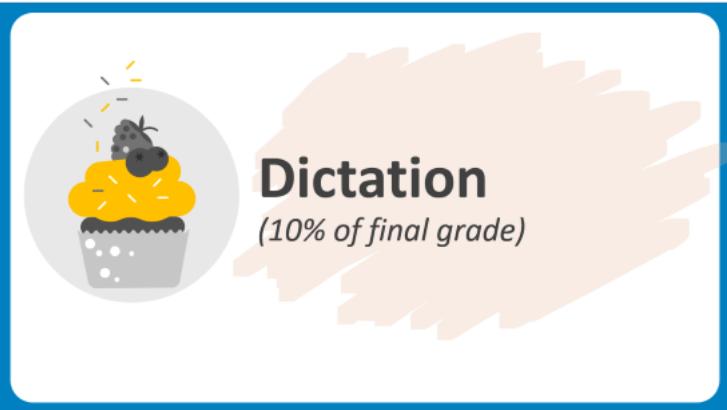
Lesson 2

黄婕

2025-11-14



Content

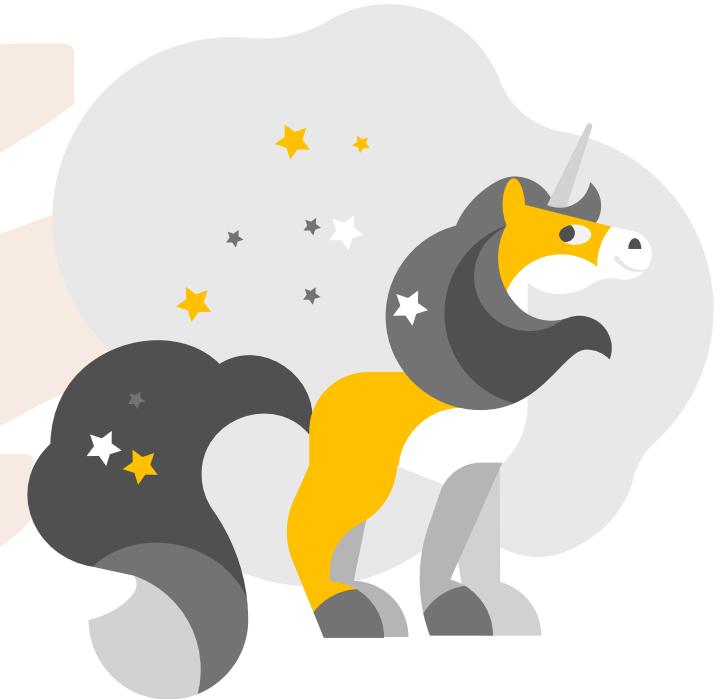




Dictation

(10% of final grade)

Identifying the Unmet Needs in a Digital Age (Text 2)



Text 2 (Para 1)



n. 原则

1 It's a basic **tenet** of entrepreneurship: Innovation is all about identifying and filling people's **unmet needs**. Searching for unmet needs involves two main approaches: improving your vision of mainstream users and challenging your vision by looking at unconventional users. A four-part framework can help.

Unmet needs 未解决的需求

Meet one's needs 解决某人的需求

- *What are the two main approaches mentioned for identifying **unmet needs**?*

1. 提升你对主流用户的认知
2. 观察非常规的用户来挑战你的认知

What does each strategy focus on?



Text 2 (Para 2-3)



The Microscope Strategy 显微镜策略

2 Zooming in on the lived experiences of mainstream users can help you discern needs not surfaced by focus groups, interviews, or questionnaires. This is a natural starting point for many innovators.

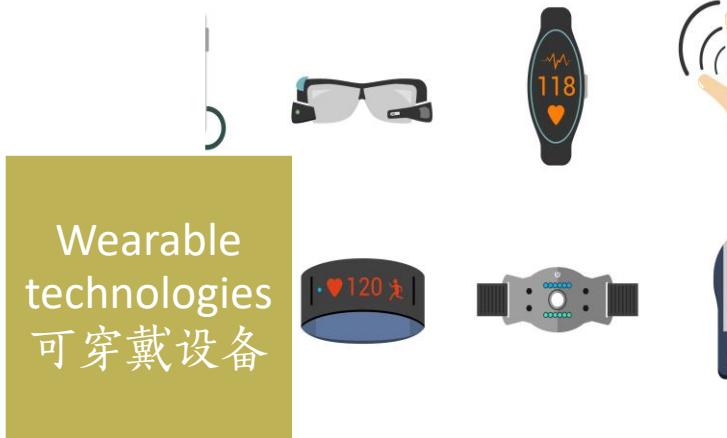
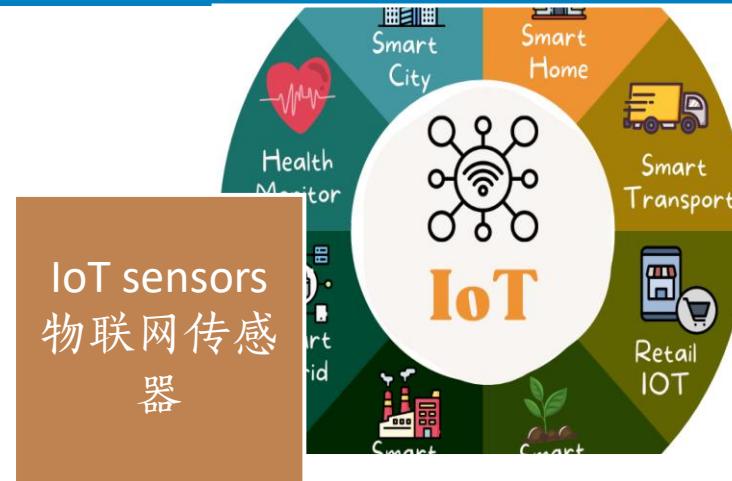
3 **What digital can add.** The common usage of smartphones, IoT sensors, wearable technologies, and smart home devices lets organizations capture data and in real time to a much greater degree than ever before. Unlike surveys and other traditional assessment tools, digital technologies can track actual behavioral changes in real time, thus avoiding self-reporting and retrospective biases.

Strategy:

Zoom in on mainstream users

- **Zoom in** 放大到、拉进镜头、集中
- **Discern (v.)** 辨别
 - 近义: observe, recognize, spot
- **In real time** 实时地
- *What can digital technology add to this strategy?*

Digital technology 数字技术



Text 2 (Para 4-5)



The Panorama /pænə'ra:mə/ Strategy 全景策略

4 In addition to zooming in on individual mainstream users, you can infer their unmet needs from looking at **aggregated data**, such as errors, complaints, and accidents.

5 **What digital can add.** Digital tools make it much easier to observe the behavior of large numbers of individuals. Data can be collected from multiple sources and analyzed for trends. For example, smartphones can deliver digital health programs to people with chronic conditions such as diabetes and heart disease, and their sensors can feed databases that reveal overall adherence rates.

Strategy:
Looking at aggregated data

• **Aggregated data** 聚合数据

- Aggregate (v. n. adj.) 总计的
- In the aggregate 全部, 总计

- *How can digital health programs collect user trends?*

Applications of digital health programs

How can digital health programs collect user trends?

- **MySugr** 血糖追踪和胰岛素计算器
- **Apple Heart Study** - 利用 Apple Watch 监测心律不齐
- **Noom** - 针对体重管理和慢性病预防的行为改变项目

Digital health programs
健康应用

Chronic conditions
慢性病

- Diabetes 糖尿病
- Heart disease 心脏病
- Obesity 肥胖症
- High Cholesterol 高血脂
- High Blood Pressure/Hypertension 高血压

- Adherence rates 依从率
(患者按照医嘱或治疗方案执行的程度 **How well patients stick to what their doctors tell them to do.**)

Sensors and databases
传感器和数据库

Text 2 (Para 6)



The Telescope Strategy 望远镜策略

6 If you keep looking at and interacting with the same people, in the same context, with the same tools, you risk missing **outside-the-box opportunities**. To challenge your habitual perspective, you may need to study fringe users, extreme users, or nonusers. Demands from **outliers** are often dismissed as noise. But by zooming in on common users, you might uncover pain points that are relevant to the masses, too.

Strategy:
Study **non-mainstream**
users

Text 2 (Para 6)

The Telescope Strategy 望远镜策略

6 If you keep looking at and interacting with the same people, in the same context, with the same tools, you risk missing **outside-the-box opportunities**. To challenge your habitual perspective, you may need to study fringe users, extreme users, or nonusers. Demands from **outliers** are often dismissed as noise. But by zooming in on common users, you might uncover pain points that are relevant to the masses, too.

- **Outside-the-box** 超越常规
- **Fringe** 边缘、非主流的、流苏
 - **fringe user** 非主流用户
- **Outlier (n.)** 异类、异常值
- **Zoom in** 放大, 画面拉近
- **Pain points** 痛点
- **The masses** 大众, 人们



The Telescope Strategy 望远镜策略

6 ...You can even learn from misusers of your offerings. **Haier** discovered that rural Chinese customers were using their washing machines to clean root vegetables, leading to clogged drainage hoses. In response, Haier developed a machine for washing both clothes and vegetables, quickly selling the first 10,000 units.

- Misuse 不当使用
 - Misuser 误用者

Haier's washing machine



微博 @潇湘晨报



The Telescope Strategy 望远镜策略

7 What digital can add. Outliers, extreme users, challenged users, misusers: Almost by definition, such populations have traditionally been hard to reach. Today, however, **niche groups** often gather on community sites such as Reddit and Facebook, making observing, engaging with, and learning from them much easier.

- *What can digital technology add to this strategy?*
- **Niche** /ni:ʃ/ (n. & adj.) 专营市场的
 - **Niche group** 小众群体 (相对于 **mass market** 大众市场)
 - **A niche in the market** 专营市场

Niche market 小众市场



Text 2 (Para 8)



The Kaleidoscope Strategy 万花筒策略

8 To challenge your current perspective, you can also view distant players as a whole, looking for **similarities** that point to unmet needs. Think of this as similar to seeing patterns in a kaleidoscope. The difficulty, especially for entrepreneurs working within an established company, is to think beyond the usual players, such as suppliers, distributors, and competitors. For instance, **Volvo**, known for its focus on car safety, shifted attention to cyclists a decade ago after data revealed their **high casualty rates** in Sweden. This insight led to a range of innovations aimed at protecting all road users.

Strategy:
Find **similarities** from
unusual groups

- **Kaleidoscope** /kə'laɪdəskəʊp/ 万花筒、千变万化
- **Casualty (n.)** 伤亡
 - High casualty rates 高伤亡率

Kaleidoscope 万花筒

KALEIDOSCOPIC (adj)

(kuh-lie-duh-SKOP-ik)

Definition: *Having complex patterns of colors; constantly changing.*

Examples of Kaleidoscopic in a Sentence :

*The **kaleidoscopic** nature of the markets makes them hard to predict.*



Text 2 (Para 9)

The Kaleidoscope Strategy 万花筒策略

9 What digital can add. Social-listening tools, data-scraping algorithms, and AI make it possible to quickly shift through masses of data and identify patterns therein. User-generated content often captures insights at the “moment of experience” that shed light on users’ emotional states along with specific malfunctions, difficulties, or missing features in the product or service at hand.

- *What can digital technology add to this strategy?*

User-generated content provides significant insights on customer behavior patterns.

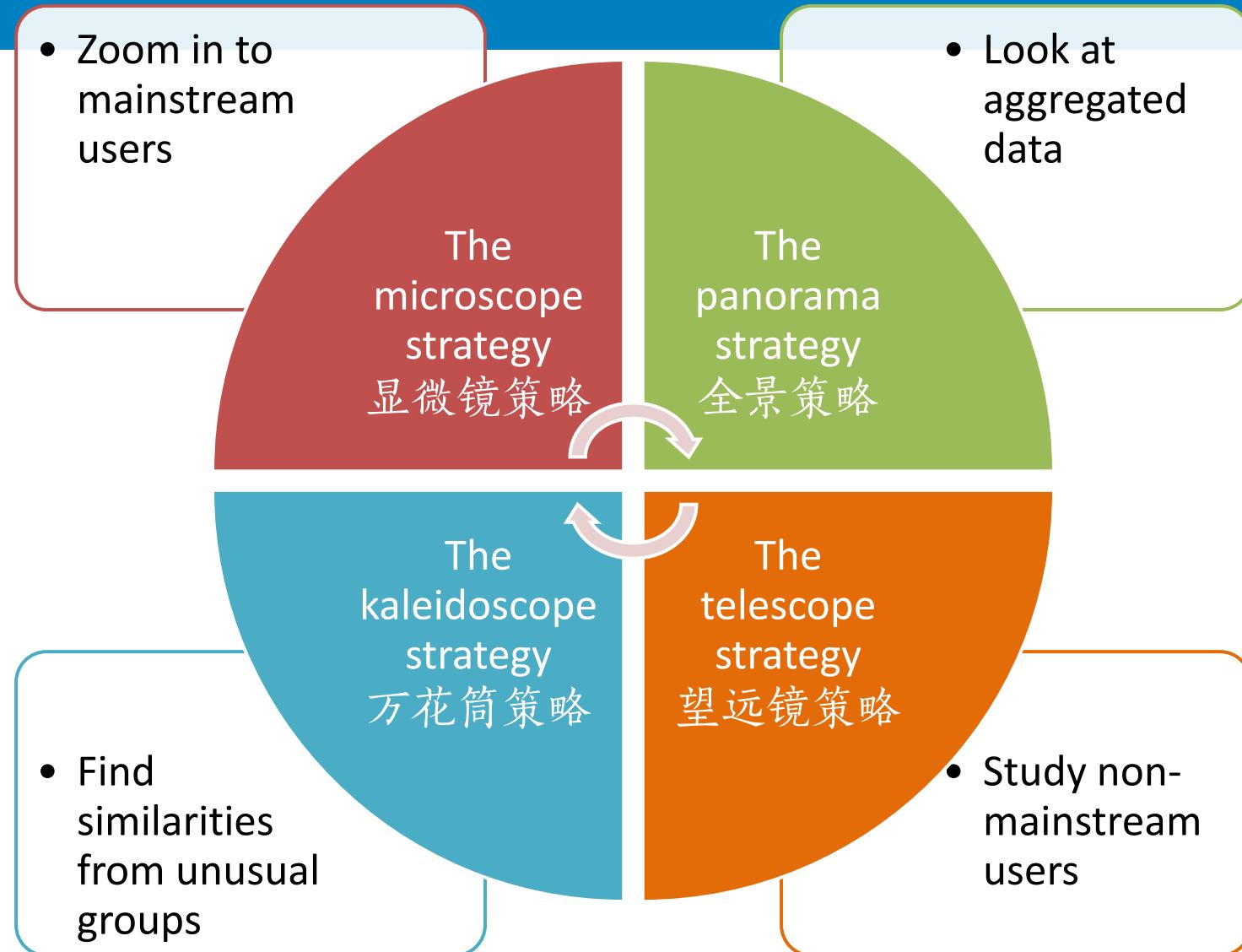
Text 2 (Para 9)

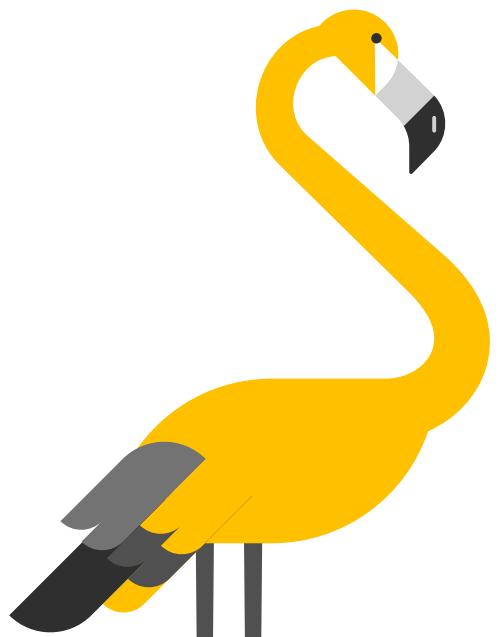
The Kaleidoscope Strategy 万花筒策略

9 What digital can add. Social-listening tools, data-scraping algorithms, and AI make it possible to quickly sift through masses of data and identify patterns therein. User-generated content often captures insights at the “moment of experience” that shed light on users’ emotional states along with specific malfunctions, difficulties, or missing features in the product or service at hand.

- **Therein (adv.)** 在那里
 - ≈ **in there**
 - 同类: **thereof, thereby**
- **Insights (n.)** 见解、洞察
- **Shed light on** 启发、阐明
- **Malfunction (v. & n.)** 故障

Summary





Homework

Homework

- Watch Unit 3 lead-in videos and learn the new words by yourself.
- Video links:
 - **Lead-in video:** https://pub-f74b9fb442714a7b82a0ca9fd7337260.r2.dev/chezvivian_github/2025-business-english/Unit3_Lead_in_video.mp4
 - **Text 1 explained:** https://pub-f74b9fb442714a7b82a0ca9fd7337260.r2.dev/chezvivian_github/2025-business-english/Unit3_Text1_explained.mp4

END