

eBook

# Low Risk Reinvention™

Three Elements All Successful Innovations  
Have in Common

By Warren Schirtzinger



High Tech Strategies

# Foreword

Low Risk Reinvention® (LRR) is a systematic approach to innovation-adoption created by Warren Schirtzinger. The LRR methodology is built around Schirtzinger's finding that human beings are physiologically wired to avoid loss **before** they pursue gain, when evaluating the possible purchase or use of a new product, method or innovation. Without elements of loss prevention, an innovation will never be widely adopted.

Over the last 30 years, Schirtzinger has provided strategy and leadership counsel to many of the world's most innovative companies and organizations. He has refined Low Risk Reinvention and the Lifecycle of Loss Prevention™ into proven, human-centric and rule-based frameworks for accelerating the acceptance and adoption of new innovations.

Risk reduction and loss prevention are the only proven methods of gaining widespread adoption of a new innovation or product. Yet these concepts are counterintuitive in today's business culture where technologists intuitively focus on providing new features that deliver additional gain or improvement. Gain-focused suppliers struggle to be successful because the neuroscience behind human decision-making requires a "gain" to be several orders of magnitude larger than all potential areas of loss. Purchase decisions in real life are overwhelmingly based on factors that prevent loss rather than provide gain.

This explains why Schirtzinger's analysis of product adoption shows that in essentially all economic sectors and industries, most business executives, including the CEO, don't know what their customers are actually buying.

# Reader Reviews

## What Innovation Experts Say About Low Risk Reinvention



“ Warren Schirtzinger’s framework on de-risking innovation-adoption truly sharpens how we evaluate Tesla’s India strategy. This is a smart take that moves beyond the static labels in Rogers’ diffusion model. Adoption isn’t about fixed personality types, it’s context-dependent and driven by perceived risk.

**Vivek Vaidya**  
Partner and Leader for Mobility  
Frost & Sullivan



“ Warren Schirtzinger’s Low Risk Reinvention provides a powerful lens for public sector leaders. It shows that transformation succeeds not only through technology and strategy, but by systematically lowering perceived risk so more people move from hesitation to engagement.

**Camilla Thorgrimsbo**  
Strategic Advisor  
Moss kommune



“ Low Risk Reinvention brilliantly reframes innovation as something that doesn’t have to be disruptive to be impactful. It reminds us that adoption hinges more on emotional safety than novelty. As product leaders, our job isn’t just to differentiate but to do so safely.

**Jorge Trujillo Calderin**  
Partner  
Omakase Consulting



“ Warren’s Low Risk Recipe was the most profound eye opener for me. It helped me see what it takes to bring a true innovation to market and additionally what it takes to scale it.

**Atul Vashistha**  
Founder & Chairperson, Neo Group  
IAOP Hall of Fame | GSA Top Advisor



“ The “chasm” isn’t a common problem for most products. “Low Risk Reinvention” feels like a much more practical and applicable playbook for product managers and entrepreneurs who are focused on building and improving on what’s already working.

**Madhav Shankar**  
CEO  
Wisowl AI



“ I really like how Warren framed Diffusion of Innovations as a model of risk acceptance - that resonates strongly. And his point about innovation success being tied to lowering perceived risk is powerful. This connects well with challenges we have in the energy sector — where the biggest barriers are often not technical, but about trust, safety, and ROI. Reinvention and risk reduction strategies are key levers for faster adoption.

**Milap Padh**  
Strategy Advisor  
Shell

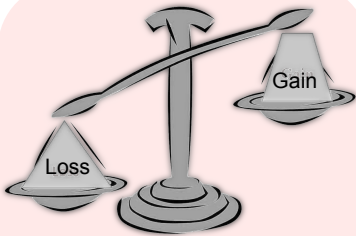
# Table of Contents

---

<b>Introduction</b>	<b>6</b>
Neuroscience and the Perception of Risk	9
The Foundation of Innovation-Adoption	11
<b>Introducing Low Risk Reinvention</b>	<b>13</b>
The Lifecycle of Loss Prevention	15
Examples of Mainstream Risk Reduction	16
Common Mistakes	21
<b>Segmentation and Planning</b>	<b>22</b>
References and Acknowledgements	27
Copyright Notice	28

# Three Fundamentals of Innovation-Adoption: Based on Neuroscience and the Human Brain

The analyses and frameworks included in this document are based on three fundamental characteristics of human behavior. These neuroscience-based concepts have an exceptionally large impact on the process of innovation-adoption, yet are often overlooked by business leaders and academics.



## People Avoid Loss Before Pursuing Gain

The prevention of loss is more powerful as a motivator than the achievement of gain.

The striatum region of the brain calculates prediction errors and anticipates future events. And the striatum tells us to avoid losses rather than motivating us to seek gains.

1



## Risk Acceptance is Highly Variable

People constantly change the amount of risk they are willing to accept when presented with a new idea or innovation. This means early adopters can become laggards without notice.

And past behavior means nothing in terms of future behavior.

2



## Risk Dilution Allows People to Feel Safe

People prefer to adopt new innovations as a group rather than as an individual.

Groups routinely pool their resources and knowledge to address or overcome important problems. "Risk Dilution" spreads risk out among all of the members of a group.

3

# Introduction

While most business leaders agree that defining and addressing an unmet customer need is the key to commercial success, they fail to realize that customers see product functionality and end-user benefits as secondary. In reality, customers are more concerned with avoiding loss than achieving gain when evaluating a new innovation.

Customers view products very differently than the people who create or supply them. In technology-based companies especially, the tendency is to try to sell products on the basis of desired outcomes, special features and technical specifications. These tangible factors are often favored by the engineers and scientists who typically run high-tech companies.

## Supplier's View (mostly tangible)



### You Sell: **gain**

- Core technology
- Features and functions
- Auxiliary hardware and software
- Services

## Customer's View (mostly intangible)



### They Buy: **avoidance of loss**

- Affinity with the end user
- Your reputation and track record
- Technical and domain expertise
- Industry standards
- Unbiased information/support



*“Most organizations don’t know  
what their customers are actually  
buying”*

Warren Schirtzinger

The fundamentals of neuroscience prove that over 85% of all customers prefer products that are perceived as low risk and also reduce the possibility of loss. Examples of risk-reducing product attributes include: customized support, industry standards, end-user familiarity, interoperability, peer-to-peer referrals, independent sources of information, and vendor reputation or expertise. So, the feature-rich products created by tech-focused managers are seen as risky and incomplete in the mind of the customer.

The most common misperception among suppliers is: products or innovations are adopted *exclusively* because they solve problems, perform a specific job, or have significant advantages over other gain-based solutions.

# Prevention of Loss Governs the Adoption of Innovations

Every new technology or innovation that is presented as a step forward carries a unique amount of perceived risk, which is evaluated by an organization or an end user, or both. Some innovations are perceived as low risk by a majority of people, while others are seen as extremely risky by everyone except for a few high-stakes risk takers. This creates an environment of unpredictability for those developing anything new because people assign a different amount (or type) of risk to each new innovation they encounter.

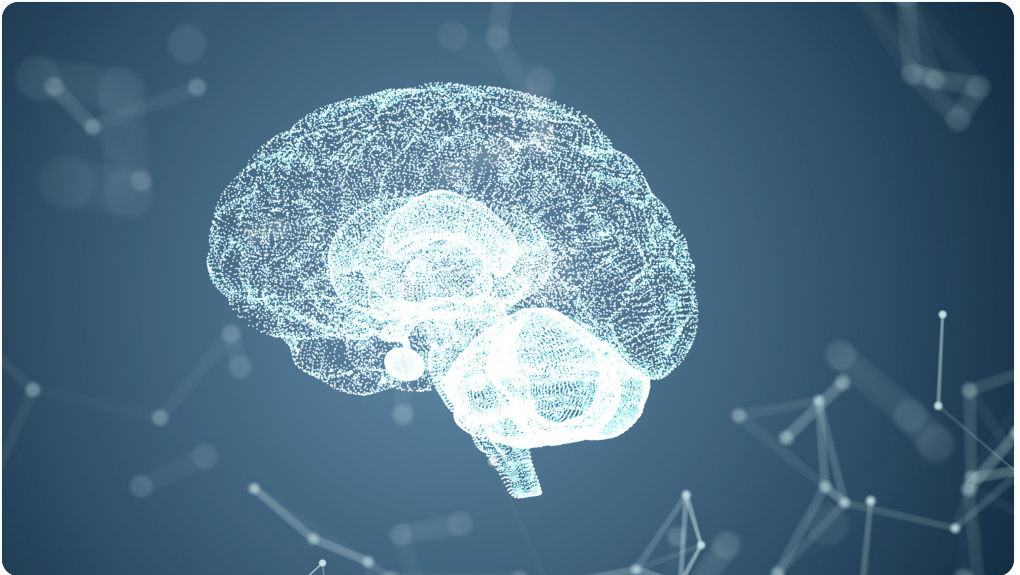
Humans resist change especially when there is ambiguity, a change in routine, or a perceived loss of control — all common elements in high-tech innovation. So, in addition to the expected concerns related to negative financial consequences, professionals often perceive innovation as a risk to their competence, reputation, and performance. Our ongoing conversations with business managers continue to identify the following risks as most prevalent:

- financial loss
- performance or productivity loss (technical incompetence)
- loss of respect (social loss)
- fear of replacement
- loss of acknowledged expertise (reputation)
- loss of privacy
- legal liability

Yet nine out of ten vendors are doing nothing to address these specific fears, which helps explain the 90% failure rate of new products. In essence, suppliers are hoping that the promised advantages of their new product will be enough to overcome all resistance to making a purchase.



# Neuroscience and the Perception of Risk



From a neuroscientific perspective, fear is a fundamental adaptive response to uncertainty and perceived risk. And our neurological systems are designed to resist anything that is untested, unknown, or might compromise our personal safety. As a result, people's decisions are primarily influenced by their avoidance of potential loss, rather than the potential for gain.

Without us knowing it, our amygdala – the “threat detector” and one of the oldest and more primitive parts of the brain – is constantly scanning our environment to assess our level of safety and alert us to any signs of trouble. It's a basic survival mechanism with the goal of protecting us and keeping us safe. It was especially useful in prehistoric times when the threat of physical danger was omnipresent. Also, the amygdala can bypass the prefrontal cortex (the more newly-evolved part of our brain) and rapidly alert the body to danger.

# Neuroscience and the Perception of Risk

Gavin DeBecker adds additional clarity to this behavior pattern in his book ***The Gift of Fear***. In it he explains that people knowingly volunteer for some risks, yet object to those imposed by others. This means that the same type of innovation (use of AI for example) can be accepted at one moment when the end-user is the decision-maker, yet rejected the next day because the decision to adopt was made by another person or a committee.

Losses activate the same brain regions as those associated with fear and pain. Because humans are wired to feel safe and because everyone has a different risk-acceptance profile, a successful innovation is created through continual reinvention to lower the concern over potential loss. And, all successful products and innovations have a common set of elements that lower risk and prevent loss.

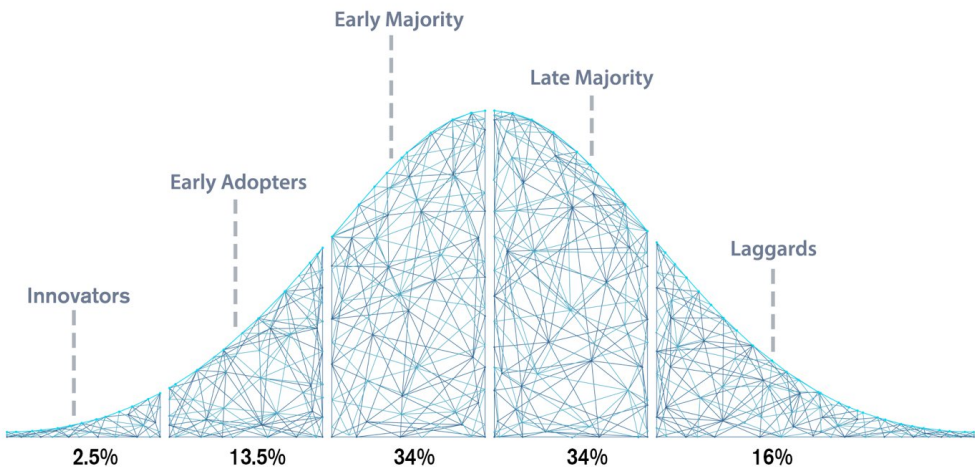


*Amygdala: A key structure in the temporal lobe, the amygdala assigns emotional significance to stimuli and triggers fear responses, both physiological and behavioral.*


# The Foundation of Innovation-Adoption

[Diffusion of Innovations](#) (DOI) Theory, developed by Everett Rogers in 1962, is the standard guide and reference for understanding the innovation-adoption process. Rogers explains how, over time, an idea or product gains momentum and diffuses (or spreads) through a specific population or social system. The end result of this diffusion is that people adopt a new idea, behavior, or product.

The primary value of diffusion research was the development of the idea of an "adoption sequence." New product acceptance could finally be understood and even diagramed. Five adopter types were identified as follows:



Diffusion of Innovations is a model of "risk acceptance." And the human perception of risk is always situation-specific. So, a person who buys an electric car as an early adopter, can also be a laggard when it comes to tele-medicine, because it is perceived as high risk. People change their adopter category constantly based on how much risk they are willing to accept when presented with a new idea, product or innovation. And any person can be in any adopter group at any given moment.



In “Diffusion of Innovations,”  
it is not people who change, but  
the innovations themselves.

In addition to situation-specific variability, people also re-evaluate and change their willingness to adopt based on unforeseen risk. This means someone who looks and acts like an early adopter can change their mind and become a late adopter **without notice**.

Because it is impossible to know the amount of perceived risk, or where a person will fall on the adoption lifecycle, the only solution is to continuously reinvent your innovation in a manner that lowers the perception of risk.

In other words, Diffusion of Innovations takes a very different approach to describing change than most other behavioral theories. *Instead of focusing on persuading individuals to change, it describes change as being caused by the evolution or “reinvention” of ideas, products and services, so they become a better fit for the needs of individuals and groups.* In Diffusion of Innovations, it is not people who change, but the innovations themselves.

# Introducing Low Risk Reinvention

Low Risk Reinvention is an organized method of addressing the human need for safety and avoidance of loss. Understanding [loss aversion](#) is the key to addressing innovation resistance and/or accelerating the adoption of a novel or innovative solution to a problem. The potential for loss **as perceived by the end user** is the most important factor for anyone trying to introduce an innovative new product or method into a market, a group of people or a community.



We have identified 15 intangible attributes that lower the perception of risk and divided them into three major groupings: a) attributes that demonstrate harmony with the end user, b) attributes that indicate vendor credibility and a commitment to the market category, and c) attributes that act as safeguards but are typically external to the supplier's organization.

# Three Elements that Prevent Loss and Accelerate Innovation-Adoption



**1 End User Harmony**  
Seeing the world from the customer's point of view, and creating a product that fits them so well, that it sells itself.

**2 Reliability and Commitment**  
Using your category and domain expertise to perform consistently well, and demonstrate the characteristics of an ideal partner.

**3 Safety in Numbers**  
An independent ecosystem that allows people to interact with others they relate to, find independent sources of support and feel safe.

## Low Risk Reinvention

Because humans are wired to feel safe and because everyone has a different risk-acceptance profile, a successful innovation is created through continual reinvention to lower the perception of risk. Low Risk Reinvention is a structured method of reinventing an innovation so it meets the psychological needs of each adopter group at the appropriate time.

# The Lifecycle of Loss Prevention™

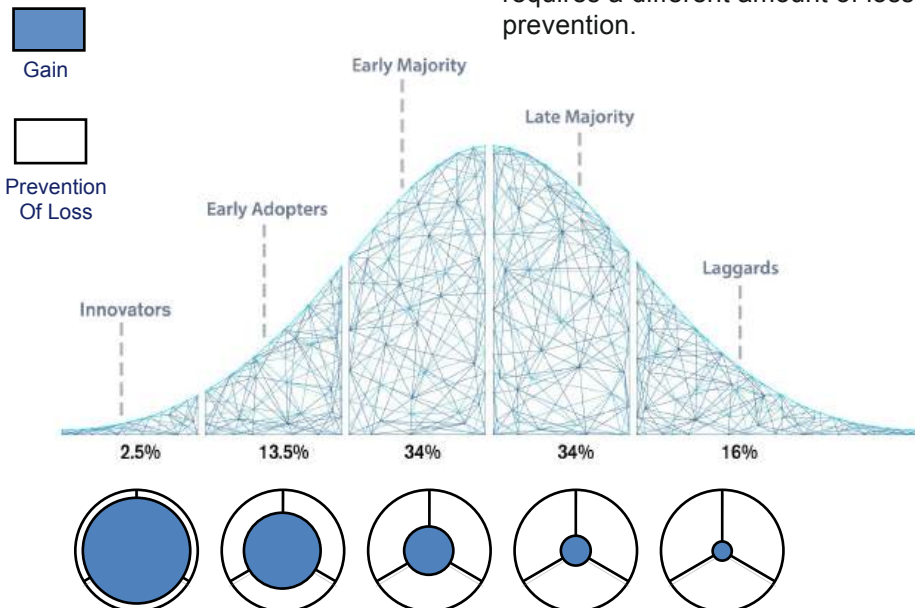
Avoidance of loss is a basic human need and an essential building block for all successful new ideas or innovations. In the B2B context, this means that customers are more likely to choose products or services that are built to protect against potential loss, rather than those that solely offer gains, like increased profitability or efficiency.

People are physiologically wired to avoid loss before pursuing gain. And our neurological systems lead decision-makers to prioritize avoiding risks over pursuing opportunities. Humans react more strongly to losses than to gains.

People actively go out of their way to avoid suffering a loss, and it is common to observe resistance to change or attempts to protect the status quo, even if it means foregoing potential improvements.

Far too often the technology narrative takes over and we forget that at the end of the day, it is humans who have to feel emotionally ready for new innovations. Successful companies frame their product as a safeguard against potential losses.

The innovation-adoption curve is an excellent guide for continuously reinventing products so they appeal to a larger audience. You can see from this diagram how each adopter segment requires a different amount of loss prevention.



# Three Elements That Lower the Perception of Risk

Many great innovations, social movements and new technologies take decades to achieve mainstream or mass-market adoption, primarily because of a failure to lower the perception of risk. And the underlying reason for the lack of innovation-adoption is a vast majority of people don't want the latest and greatest...of anything. The mainstream population primarily wants low risk, evolutionary progress and familiarity.

Here are four examples of innovative programs that successfully lowered the perception of risk. All of these innovations achieved widespread adoption in the mainstream because of they have a common set of risk-lowering attributes that allow people to feel safe:

- Vermont's COVID vaccination program
- IBM-compatible personal computer
- SMUD's residential solar program
- Amazon e-commerce product launch

# Vermont COVID Vaccination Program

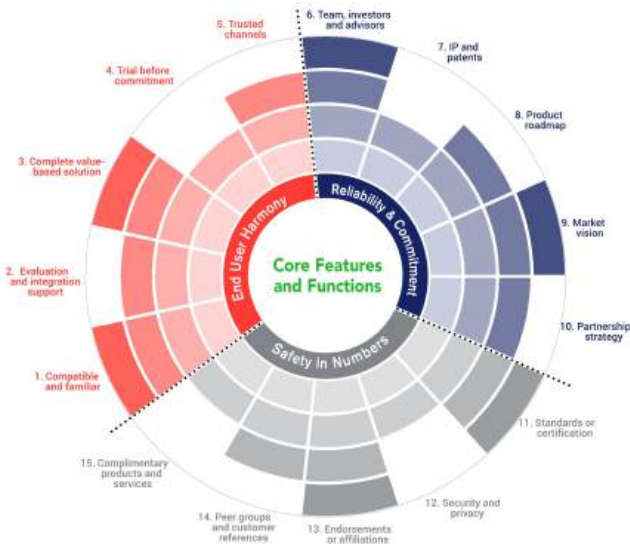
## *The Most Successful COVID Vaccination Program in the World*

The adoption of a healthcare innovation — such as a vaccine to prevent the spread of COVID — requires people to make medical decisions based on individual risk-benefit analysis. In this example you can see that the state of Vermont took specific steps to achieve the perception of low risk through the creation of a program called “Keeping You Safe.”

Vermont Health Commissioner Dr. Mark Levine was quoted by the Associated Press as saying “the nation has witnessed what is probably the most successful population-wide mass vaccination campaign in the nation’s history.”

Vermont’s historic success is the result of designing a vaccination program that lowered the perception of risk for all residents.

Vermont’s vaccine program incorporated many of the risk-reduction methods that are important to a mainstream population: it was sponsored by an unbiased organization that is dedicated to clear communication (NPR), all vaccines were administered in familiar locations and settings, the alternative vaccines that were offered have the same underlying biological structure, and the use of town hall meetings and community-centered gatherings allowed citizens to discuss their concerns with people they relate to and trust.



### End User Harmony

1. Excellent compatibility; no mass vaccination sites; vaccine delivered to people at general stores, gas stations, car races and local events
2. Guidance from vaccinators who were culturally competent (in 10 different languages) and appropriate for the setting
3. Value alignment based on the concept of personal safety
4. Citizens could discuss their concerns with first responders, immigrant aid groups and respected local pharmacists
5. Trusted source for vaccination information and unbiased guidance (state health agency)

### Reliability and Commitment

6. Managed by the Vermont Agency of Human Services
7. Expertise developed through previous community initiatives
8. Program roadmap presented through 145 briefings regarding strategy, plans and status
9. Market vision called “Keeping You Safe”
10. Partnerships with rural emergency medicine organizations

### Safety in Numbers

11. Standard vaccine provided (Messenger RNA)
12. HIPPA regulations provided security and privacy
13. Vaccination program sponsored by Vermont Radio (NPR)
14. Town hall meetings organized by NPR enabled peer-to-peer interaction
15. Complimentary products included additional healthcare services

# IBM-compatible Personal Computer

## *A Trillion-Dollar Industry Over the Last Four Decades*

Mostly through coincidence and accidental synergy, IBM created an ultra-low-risk product that launched a massive transformation, and the personal computer became a mainstream appliance. Intangible attributes in all three sections of Low Risk Reinvention allowed PC adoption to soar.

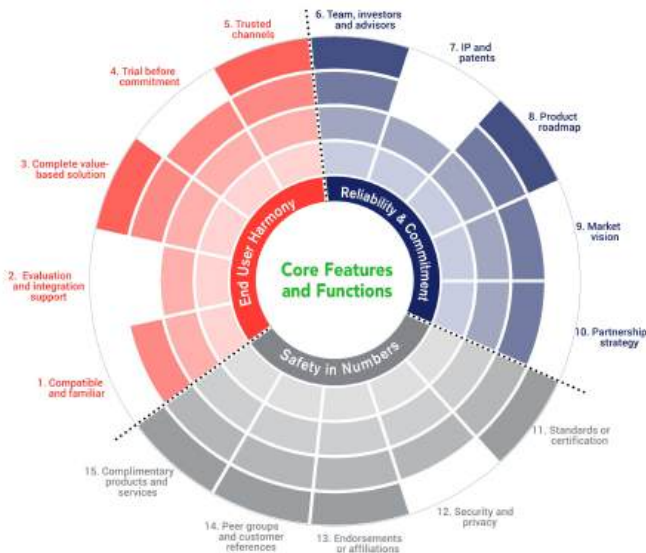
Prior to the IBM PC there were dozens of PC manufacturers, including Tandy/Radio Shack, Commodore, Altair, Atari, Texas Instruments, and Apple. When IBM sponsored development of the “IBM compatible PC” along with its clone architecture, the foundation for safety and predictability in personal computing was established.

End-user harmony was provided through the availability and delivery of complete solutions including an operating system, hardware, peripherals, application software and extensive documentation (3). Familiar retail stores such as Sears allowed prospective customers to test drive and explore PCs before purchase (4 and 5). Along with Sears, computer-specialty stores such as Computerland and Computer City were chosen to introduce the IBM PC.

Even with a complete product offering and familiar distribution channels, the cooperation between vendors in the PC category was even more transformative. Because the IBM PC was built from commercially available, off-the-shelf parts, all other PC vendors had full and open access to IBM’s design. So, the entire industry organized itself around the IBM-compatible hardware standard (11). IBM PC “clones” included a standardized ATX/AT form factor, a basic input-output system (BIOS) and an ISA/EISA bus standard. When PC manufacturers adopted this standardized configuration, it eliminated the potential risk of “vendor lock-in,” and full-scale mainstream adoption followed. A virtually unlimited supply of how-to books and manuals were available to support application software such as Wordstar, Lotus 1-2-3 and Ashton Tate DBASE (15).



High Tech Strategies



### End User Harmony

1. Familiar user experience with similarity to IBM typewriters and Texas Instrument calculators
2. Third-party classes on how to use VisiCalc (for evaluation support)
3. Complete, value-based offering including an operating system, hardware, peripherals, application software, etc.
4. Retail computer stores allowed exploration
5. Trusted retail channel (such as Sears) for consumers

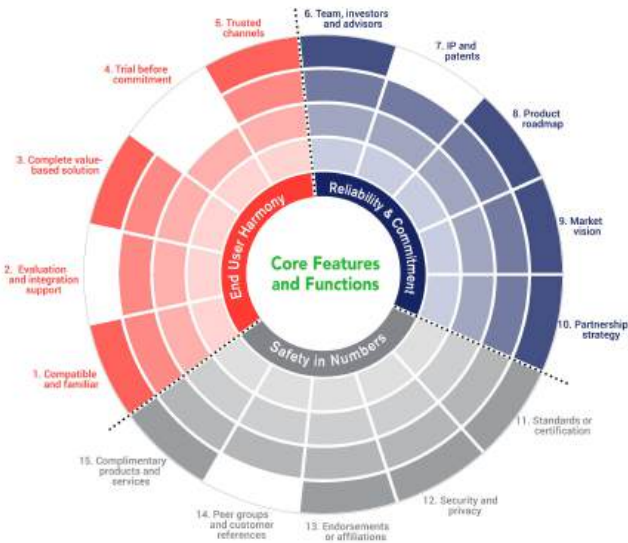
### Reliability and Commitment

6. Created by one of the most credible companies in U.S. business history. Managed by Bill Lowe, the lab director at IBM Boca Raton
7. Open architecture strategy. Supported by a large vendor community that ensures interoperability.
8. IBM followed Intel's roadmap for their CPU going forward.
9. IBM's market vision was to set the de facto technical standards for personal computers (similar to their accomplishment with mainframes)
10. Partnership strategy focused on retail partners to gain important knowledge about selling to individuals

### Safety in Numbers

11. "Clone" architecture included a standardized ATX/AT form factor, a basic input-output system (BIOS) and an ISA/EISA bus standard, plus implied compatibility with IBM mainframes
12. Multiple providers of anti-virus software ensured security
13. Sponsorship by IBM, the most trusted and well-known name in computing
14. Unlimited user groups for peer-to-peer interaction
15. Plethora of how-to books, add-on peripherals, software and services

# Residential Transformation to Solar



## Over 50% of All Grid Connected Solar in the U.S.

Sacramento residents signed up in droves for the privilege of putting 4 kW grid-connected solar panels on their roofs, despite the cost of well over \$10 per watt. (today the cost is about \$2 per watt)

The program, sponsored and administered by the Sacramento Municipal Utility District (SMUD), was sold out from the very beginning due to the perception of low risk, which attracted both early- and late-majority members of the mainstream.

SMUD's PV Pioneer Program offered a complete solar solution, that was sold and installed by trusted suppliers, which made the buying experience familiar and low risk.

To accelerate mainstream market acceptance, the utility: standardized the system, subsidized local manufacturing of solar panels to ensure high quality, invested heavily in community outreach and education, integrated the rooftop solar systems with the existing electrical grid, and trained and certified local solar companies.

The impact of a utility or familiar vendor offering a low-risk product makes all the difference. All of the requirements of a risk-averse, mainstream buyer were satisfied.

### End User Harmony

1. Centralized installation and servicing infrastructure managed by the local utility
2. Multiple support services: roof inspections, safety assessments, energy efficiency audits, etc.
3. Evolving ownership options with varying economic rewards
4. Customized economic analysis provided in advance
5. Completely familiar because the utility was well known and trusted in the area of electrical generation and supply

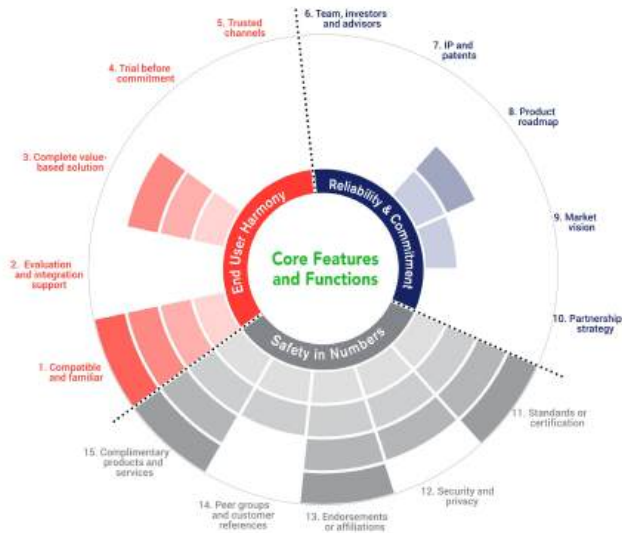
### Reliability and Commitment

6. "Eco-Pioneer" S. David Freeman played key roles in energy policy at TVA, the EPA, and the Ford Foundation
7. PV manufacturing facility built on site to accelerate the advancement of thin-film solar panels
8. Product roadmap was the systematic transition to "rooftop solar"
9. Market vision known as "sustained orderly development and commercialization"
10. Partnership strategy focused on working with local installers and service providers

### Safety in Numbers

11. Standardized system configuration with one size only
12. Earthquake reliability and security for homeowners provided
13. Sponsorship by the local utility, a known and trusted partner in the community
14. Focus on "neighborhood systems" allowed communities to engage with solar as a group
15. Peer-to-peer interaction enabled through community meetings

# Amazon Market Entry



## Reducing the Risk of Channel Innovation

Companies that sell low cost or low risk products can still benefit from Low Risk Reinvention, especially if their delivery, pricing, or business model is substantially different or unique.

Amazon for example started by selling low risk products (books) but their delivery channel was much different than the traditional retail stores, which people were accustomed to.

And Amazon was a completely new, totally unknown supplier with no track record or apparent category expertise.

By leveraging the existing ecosystem for book-publishing (and by delivering a product that was extremely familiar), Amazon was able to emphasize safety in numbers and end user harmony to reduce the perception of risk associated with their unique method of purchase and delivery.

### End User Harmony

1. The attribute of "familiarity" specific to published books lowered the perception of risk and enabled commercial success
3. The delivered value was the same for all books no matter what the method or channel of delivery

### Reliability and Commitment

8. Amazon let customers know about the additional products they were planning to deliver (e.g. compact disks)
9. Amazon intended to create an "everything store." Their vision was for ordinary consumers to believe they were getting a good deal, which meant Amazon would focus relentlessly on lowering prices

### Safety in Numbers

11. The ISBN standard for books
12. International ISBN Agency provided safeguards for all published books
13. Multiple customer references were available for any published book
14. Hundreds of book-oriented communications channels enabled peer-to-peer interaction
15. An entire ecosystem of complimentary products and services that support the publishing industry

# Mistakes to Avoid

## Early adopters are misunderstood

In a classic innovation-adoption scenario -- that is not skewed by government subsidies or other incentives -- early adopters attempt to achieve an advantage over everyone else. And their motivation is to buy or adopt a new innovation that provides a significant strategic advantage over all others in their industry. This self-centered characteristic means early adopters don't always lead others, and they certainly won't collaborate on projects where everyone has the opportunity to realize a mutual advantage. [Studies](#) also show that early adopters don't really like each other.

## Motivational mistakes

Loss aversion, which is based on the loss of something a person already owns, is a foundational element of Low Risk Reinvention. Yet many authors refer to anxiety centered around the fear of missing out on experiential opportunities. These are not equivalent sources of motivation. The Oxford English Dictionary defines the fear of missing out as “anxiety that an exciting or interesting event may currently be happening elsewhere, often aroused by posts seen on social media.” FOMO is anxiety around social events that you are not attending, and it is not the same as the fear of loss that regulates the innovation-adoption process.

## Personas are misleading

Marketers who collect demographic information about prospective customers, and attempt to correlate those with innovation-adoption segments, are not going to be able to measure risk perception that is situation-specific. The focus on demographics, or on knowing more about a “customer profile” is a recipe for failure. It is more important to focus on reducing the perception of risk and preventing loss for an identified market segment (defined as an industry, a profession and a geographic location).



# Segmentation and Planning

The concepts in this document are segment-specific methods of accelerating the market adoption of a new innovation. So, the starting point is to segment your market by defining the group or groups of customers who share similar needs and buying behaviors, and are more likely than others to adopt your solution. (Here is a free guide that shows you how to evaluate and prioritize the market segments you might select: [link](#))

Segments include a set of prospects and customers who have a common application need (and typically the same problem) and who reference each other before making buying decisions. If there are closely-related groups of buyers, it is essential to decide which one to focus on first.

You will quickly realize that different risk-reducing attributes are required for different types of product and customer segments. Keep in mind that accountability for producing a "low risk offering" typically remains fragmented inside most organizations. If no single department or function is sufficiently empowered or motivated to bring a complete solution to a well-defined set of target customers, marketing and sales will fall short of expectations. In all cases, focusing on core technology and features rather than the customer's intangible, risk-reducing requirements will lead to product failure.

Failure to proactively plan for the evolution of a complete solution to meet market expectations, will slow the speed of adoption. Current market conditions also have an impact on the requirements of a complete solution.

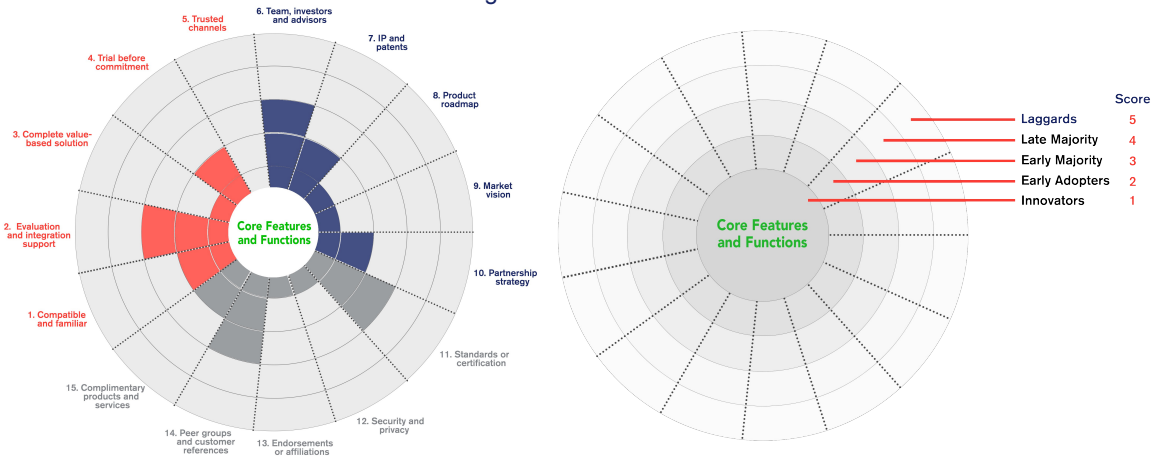
This process forces a customer-centric view into your company's planning process. And delivering a complete low-risk solution is critical to both sustainable competitive advantage and long-term market success.



# Score Your Attributes of Loss-Prevention

Executives looking to strategically improve their product's commercial success can use our Attribute Analysis Template to evaluate their current product offering by answering the following questions. Note: these are the questions customers routinely ask before adopting a new product or innovation:

## Rating Calibration



## Attribute Analysis

## Your Score (1 to 5)

- 1 Are you configuring your core product so that it feels familiar to the end user and is compatible with their current systems and methods?
- 2 Do you provide support before, during and after the purchase?
- 3 Do you deliver the exact value (i.e. cost-benefit ratio) the customer expects without adding unwanted features or functions?
- 4 Do you allow a customer to try your product or service before buying it?
- 5 Can a customer buy your product or service from someone they already know and trust?


# Score Your Attributes of Loss-Prevention

## (Continued)

Attribute Analysis		Your Score (1 to 5)
6	Does your target market see you and your team as a reference source or expert/counselor in your industry?	
7	Do you contribute to the evolution and success of the market category you're in?	
8	Do you provide a product roadmap that shows customers what to expect in the future?	
9	Can you provide a clear and specific description of a future market that matches your innovative solution?	
10	Can you articulate your plan to increase value through collaboration with strategic partners?	
11	Do you adhere to industry standards that similar vendors work to support?	
12	Are you enabling independent safeguards that protect the end-user's privacy and deliver configurable security measures?	
13	Are recognized companies or organizations supporting your new innovation through sponsorship or affiliation?	
14	Are you facilitating peer-to-peer conversations or word-of-mouth references from people the customer knows and trusts?	
15	Are complementary products, tools and services offered by trusted suppliers?	

For each of the 15 elements of risk reduction that are available, you can record and monitor your progress and document the necessary action steps to be implemented by your organization.

# A Roadmap for Product Marketing

Market leaders and entrepreneurial organizations not only recognize the role that risk plays, but also use a structured method of reducing the perceived risk of an innovation that involves constant reinvention. And the foundation of building a long-term, distinctive and sustainable company is the ability to understand and act on this continuing need for transformation.

Innovation-adoption is not about making assumptions about an adoption lifecycle where people change their adopter segment constantly. It's about understanding the amount of risk you are asking the customer or end user to accept, and then systematically adding attributes of loss-prevention to your product. The lower the perception of risk, the faster more people will adopt.

The framework presented in this document addresses the needs of innovators, business leaders and entrepreneurs by describing the attributes that allow customers to feel a reduced level of risk when adopting a proposed innovation. And it gives executives a tool to identify, manage and deliver the attributes of loss prevention, which form the foundation of sustainable competitive advantage.

Humans crave stability. Yet people are experiencing less stability and a higher probability of loss than ever before. That's why the risk-lowering framework we have presented is timely, addresses the realities of doing business in an environment of increasing, multi-dimensional risk, and is designed to achieve three primary objectives:

1. Demonstrates your domain expertise in the end-user's industry and communicates your understanding of their current needs and priorities.
2. Positions you as a trusted industry insider within the market category you serve.
3. Displays your commitment to provide long-term viability for customers by using external safeguards and protections.



# Conclusion

The most exciting and successful companies deliver the right value, to the right people at the right time. They understand how we evaluate risk and what makes us feel safe enough to adopt something new.

And the best part is they don't force us to change the way we live our life. They change their product offering to match our current habits and preferences.

These companies don't invent a product and then try to sell it. They don't create something new just because it's cool. And they don't hand us a trendy new technology.

The most exciting companies deliver value that feels like it was made exclusively for the end user, by industry experts who have all of the characteristics of an ideal partner, and it includes an established safety net that is independent and self-sustaining.

**Risk-reduction, rather than technology, is the real engine of change.**

## References

1. **Rogers, E. M.** (1962). *Diffusion of Innovations*. The Free Press, New York. The foundational model of how innovations spread across populations, forming the basis of the Innovation-Adoption Curve.
2. **Cialdini, R. B.** (2006). *Influence: The Psychology of Persuasion*. Harper Business. Groundbreaking work on how social proof and authority shape buyer behavior—vital for commercialization.
3. **Daniel Kahneman and Amos Tversky** (1979). Loss Aversion is a cognitive bias where the pain of losing something is psychologically more powerful than the pleasure of gaining. Introduced in their work on Prospect Theory.
4. **Harvard Business Review** (various articles, 2015–2024). Insights on innovation-adoption, category creation, and customer-centric product development.
5. **Oxford English Dictionary** A guide for researchers in any discipline to the meaning, history, and usage of over 500,000 words and phrases across the English-speaking world.

## Acknowledgements

I would like to thank Jose (Manuel) Bermejo at [Predictable Innovation](#) for his brilliant support and collaboration during this study.

I appreciate Jose's generous contributions, insights and experience, especially in the areas of change management and sales strategy.

# Copyright Notice

© High Tech Strategies. All rights reserved.

This document, including all its content, is the exclusive property of Warren Schirtzinger and High Tech Strategies, and is protected under international copyright laws.

Unauthorized use, reproduction, or distribution of this material, in whole or in part, is strictly prohibited without prior written consent from Warren Schirtzinger ([info@hightechstrategies.com](mailto:info@hightechstrategies.com)).

This content was created with the utmost care and precision to provide valuable and accurate information. If you wish to use or reference any part of this document, please contact Warren Schirtzinger ([info@hightechstrategies.com](mailto:info@hightechstrategies.com)) to obtain the necessary permissions.

Thank you for respecting our work and adhering to these guidelines.

Warren Schirtzinger  
High Tech Strategies



High Tech Strategies



# High Tech Strategies

## High-Tech Strategies

Experts in Commercialization and Innovation-Adoption



### Head Office

High-Tech Strategies  
22525 SE 64th Place, Suite 246  
Issaquah, WA 98027



### Phone

+1 (425) 392-5859



### Email

[info@hightechstrategies.com](mailto:info@hightechstrategies.com)



### Website

[www.hightechstrategies.com](http://www.hightechstrategies.com)



### Follow Us

[www.linkedin.com/company/high-tech-strategies-inc/](http://www.linkedin.com/company/high-tech-strategies-inc/)