

INNOVATION: RETURN TO REALITY

CONSUMERS AND DESIGNERS PRAISE “THE REAL THING”.
WHAT ABOUT MARKETEERS AND RESEARCH PEOPLE?

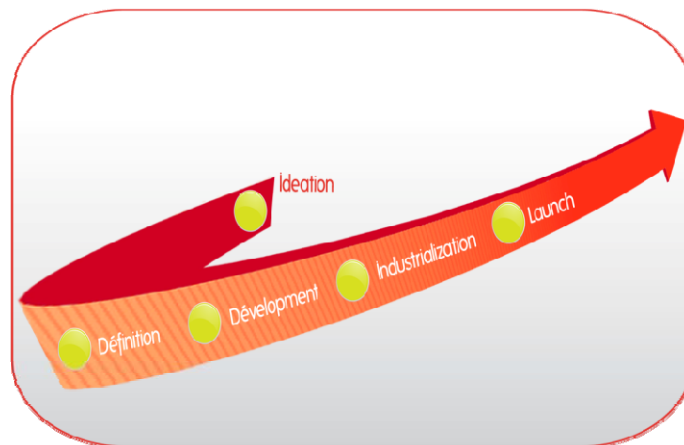
*Richard Bordenave
Michel Ten Donkelaar*

INTRODUCTION

When the NPD process ends with “moments of truth”

Many best-practice companies, such as Kraft, have implemented NPD processes to move new product ideas to market. These popular processes (see Cooper, 2001 and Edget, 2005) consist of a series of development stages, with critical gates to prioritize projects, helping management to optimize resources and filter out projects before too much is spent (see figure 1). Teams must typically jump various hurdles (including providing research results) to convince the management committee to allocate R&D and marketing resources in order to proceed further, step by step, from idea to launch. This “design” journey is a Darwinian path, along which project teams face the harsh reality of technological constraints and profit and loss targets, while trying to bring their ideas to life for consumers (by design and here we mean full mix development: product form and formulation, and packaging volume and layout). Many projects lead to business model dead ends (as a result of cost, volume or pricing issues) and survivors face a final test: the moment of truth with the consumer (hopefully prior to launch). The first moment of truth is when the shopper is exposed to the new product, and the second moment of truth is in the home when the consumer tries it out (as stated by P&G, Alan G Lafley, 2008).

FIGURE 1
NEW PRODUCT DEVELOPMENT STAGES



The paradox is there to see: most frequently, validation of first and second moments of truth only takes place in the latest stages of the NPD process, when most development spending has been committed. Unexpected conclusions at that moment in time (immediately prior to pressing the button of industrial investment) can jeopardize the whole project. The way back then looks impossible: R&D expenses have reached peaks, product specifications are frozen, and marketers are over-committed to trade and determined not to miss the launch window. There are generally only two ways out of this problem: either a costly rework, resulting in longer time to market and increased R&D investment, or the launch of a flawed mix, driven by blind over-commitment. In both cases the impact on profit and loss is disastrous. This is particularly the case when a go-ahead is given despite research warnings. A market failure adds marketing and commercial launch efforts to waste of investment. The dreadful new product mortality statistics (evaluated as being between 75% and 90% depending on sources and definition) confirm that this situation is unfortunately more the rule than the exception.¹⁾

“Design thinking” starts with “moments of truth”

A new approach to innovation called “design thinking”, led by influential thinkers (Roger Martin, 2009) and leading design agencies such as Ideo (Tom Kelley 2001, Tim Brown 2009), challenges the traditional linear approach that has considered design to be a step down from the execution of strategic ideas.²⁾ Most NPD processes adopt linear thinking for resource management purposes, which is fine but highly questionable when applied to the research sequence. Shopper or user context has a disproportionate influence on innovation performance for FMCG, when more than 50% of decisions are made in store.³⁾ It is surprising to note that this fact is still ignored in most one-size-fits-all-early-stage-filter methodologies (such as concept screeners or focus groups) that test concepts without considering competitive environment and sometimes survey target consumers who might be interested in the idea but actually never visit the aisle in which the product will be sold.

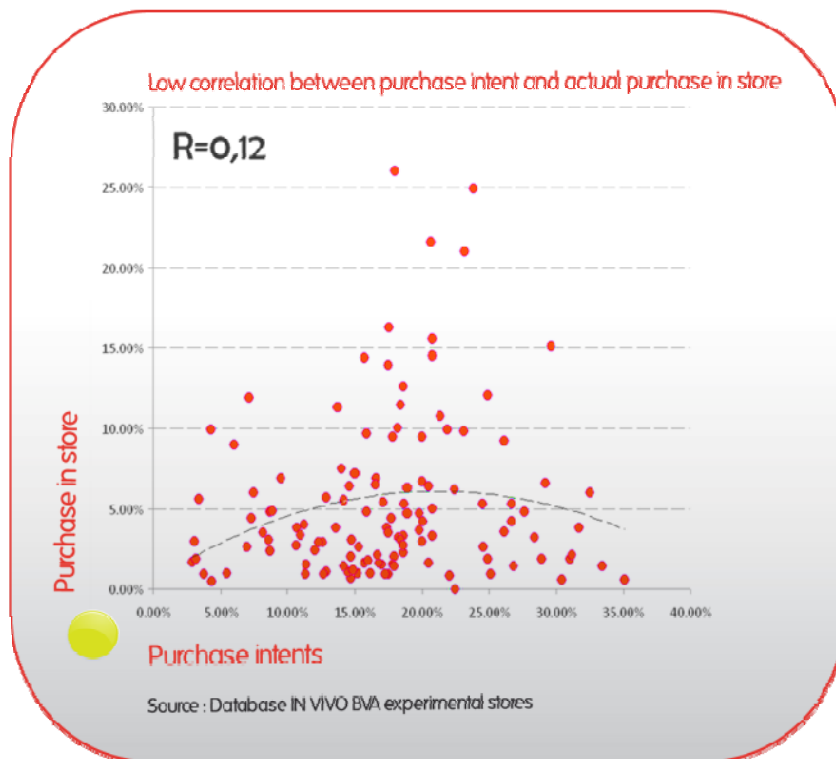
The general assumption behind these methods is that ideas or concepts should be evaluated first (based on the consumer’s declaration of purchase intent) and that design work is about finding a way to deliver these ideas. In-store activation now appears to be the ultimate lever to apply at the end of process. But reality is not like this in FMCG. Consumers buy and experience “product executions”, not concepts or strategies. In-store activation may be an excellent marketing lever but it does not compensate in the long term for flawed innovation design.⁴⁾ This linear thinking is flawed when dealing with the research sequence because it mainly relies in the early stages on the consumer declaration, from a stimuli using words or images, while we now know that shopper behavior is shaped by many other unconscious factors such as senses, emotions, habits and of course competitive environment. As a consequence, marketing teams often have unrealistic expectations of research, assuming, for example, that they can derive a sales forecast from a ten-line concept or a few screen clicks.

“Design thinking” reverses the research approach, trying to build execution into strategy and starting with reality. “Designers” use rough touch-and-feel prototypes in the very early stages to enable consumers to experience and explore their ideas in real environments and to reveal latent optimizations that cannot be spotted on a concept board, because the best insights come from store aisles or the kitchen cupboard. Shaping first and second moments of truth from very early moments helps change product definition at a stage when it still has little impact on costs. It also allows for improvements to product specifications

delivering more consumer satisfaction. “Design is not just what it looks like and feels like, design is how it works” (Steve Jobs).

This “designer approach” of the innovation process lies at the heart of IN VIVO-BVA’s experience in testing new products in experimental stores (shopper labs) and organizing “user tests” at early stages. Merging shopper and user insights is the direction Kraft wants to promote internally: a first step to a better understanding of the consumer as a “whole person”, engaged in an everyday activity such as shopping or snacking. This approach, starting from reality, also reduces the risk of discovering inconsistent results between what consumers claim in the early stages and what shoppers actually do in store, or users do at home. IN VIVO-BVA database analysis shows, for example, that there is a very low correlation between declared purchase intent, and purchasing acts in store (see figure 2).

FIGURE 2
PURCHASE INTENT DOES NOT PREDICT PURCHASE IN STORE



Inject more reality into your research!

Together Kraft and IN VIVO-BVA have seen how injecting more reality at the various research stages of the NPD process greatly improves the ability of teams to identify and follow the right track early enough to make innovation a business success in real life. Investing in capabilities to generate testing conditions in a natural environment and to create superior quality stimuli is the key to getting better research results, deeper consumer understanding and more successful innovations.

There are three key moments in the early stages when more reality can be injected. For each we will develop one big idea that can substantially improve innovation design by creating experiences, not just product ideas:

1. *Design thinking*. When preparing an agency brief: take inspiration from the shopper mindset
2. *Design shaping*. During early development stages: harness natural context
3. *Design validating*. Before going to production: leverage the business potential of the situation

Deeper human understanding.

Moving beyond experience, we will flesh out our thinking, tapping into the scientific “heritage” of cognitive science. Of particular note is the seminal research field known as “bounded rationality” initiated by Herbert Simon (1957): a source of a scientific revolution (Gardner 1985) when several disciplines (cognitive psychology, cybernetics, mathematics, economics, biology and neuroscience) joined forces to provide a renewed understanding of human decision making beyond rationality. While many Nobel Prize winners (Kahneman, Reinhart, Edelman, Sperry) have been taking part in this journey, it is only recently that these approaches have excited interest in the field of market research. This has been influenced mainly by discoveries in neuroscience (Damasio 1995), redefining the role of emotions, and by academics (Zaltman 2003 Harvard) challenging the limits of traditional research and, most recently, an explosion of popular business books (Gladwell 2005 “blink”, or Ariely 2008 “predictably irrational”) challenging conceptions of “how we decide” (Jonah Lehrer 2009). The market research industry is now starting to embrace the trend, revitalizing “ethnography” as a window to reality, or creating new devices surfing on the technological appeal of “NeuroMarketing” (Lindstrom’s “Buy-o-logy” 2005, and “Brand sense” 2008). These scientific principles are grounding IN VIVO-BVA behavioral research techniques used in experimental stores (created in 1989) or in the home: the two moments of truth for an innovation. When referring to scientific knowledge further on in this article, we have simply replaced in the word “human” with “shopper” or “user”, depending on context.

1. DESIGN THINKING STAGE: TAKE INSPIRATION FROM THE SHOPPER MINDSET

The “top-down” filters marketers know too little about

Cognitive science reveals that, to navigate a complex environment with a limited attention resource, shoppers can activate various cognitive mechanisms depending on the effort required for the task. The same goes for research conditions: beyond context, time-to-process information and tasks have a critical impact on research results. When moving rapidly, as when purchasing in a store, it appears that part of our attention mechanism is working top down: the brain projects pre-coded assumptions or expectations on reality and uses simple heuristics to check its predictions (Berthoz 2003). Much of this happens without us knowing. Part of our decisional process is unconscious or not retained by working memory: as when we can’t remember where we left our key at home. Neural patterns drive automated routines that explain our selective attention: perceptual filters, unconscious mental models and natural heuristics, (Gigerenzer 2001, Logan 1985, Ledoux 1996, Zaltman 1997).

PART 5 / INNOVATHINKING

These cognitive mechanisms reveal shopper insights related to the buying process that we can only observe when in context. These are also strongly influenced by a repeat learning loop: the more we buy in a category, the more unconscious reflexes we have. These habits can be more critical than the usual “consumer insight” written on a concept board because they are conditional to in-store purchase decision-making. Even if they cannot be retrieved from “declarative” memory, they can be discerned before introducing any innovation stimuli by observing and questioning current shopper behavior. That is why IN VIVO-BVA shopper labs replicate a natural store environment around a researched category, with video-recording systems to review with shoppers all their shopping experiences (see figure 3). Category and brand users are recruited, including heavy users with the most ingrained habits. They are provided with a list of five categories within which to shop (one tested and four for camouflage) and observed to enable coding of all their behavior. Because they do not know what is being evaluated and need to shop across categories within realistic time, their natural shopping behavior is activated. Reviewing this sequence immediately after a shopping trip helps bring to the surface key motivations and arbitrage heuristics. We can also collect comments that consumers can’t make spontaneously, such as what they didn’t do: while it is easy to remember why you bought a product, it becomes more challenging to explain why you didn’t buy a product that you don’t remember without help of video. In addition we can spot natural emotional reactions and identify spontaneous misunderstandings marketers wouldn’t suspect.

FIGURE 3
EXPERIMENTAL STORE WITH VIDEO RECORDING

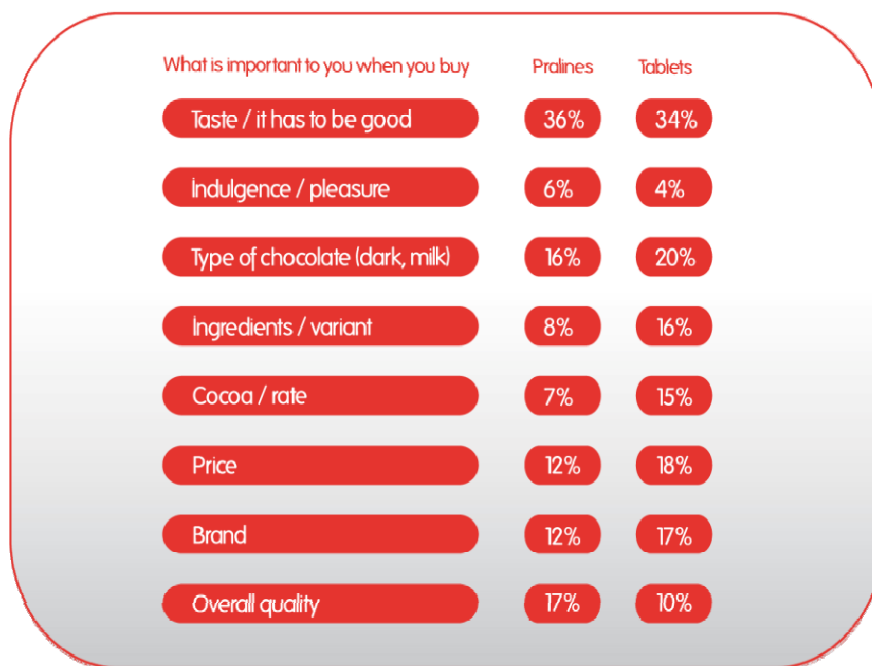


PART 5 / INNOVATHINKING

Precious insights for NPD briefings

Before discussing how to deliver a concept, it is crucial to identify what category users expect when entering the aisle and how they search for it. This is how they will “listen” to you. These insights are what we call “shopper mindset”: a mix of projected targets/usage/mission and heuristic searching rules specific to every category that defines the degree of freedom in future purchase decisions. This information can be critical for preparation of a design brief (pack or R&D). Telling your partners how shoppers currently read packs in the category can help them make relevant design choices. Decoding and quantifying heavy-users’ shopper mindsets is a key to unlocking the potential of an innovation. Because these shoppers are heavy repeaters, they will be the ones to drive the sales volume of your new products if you manage to pass their shopping filters. In addition, they will reveal the most significant information that you must convey instantly if you want to have a chance to be considered in their relevant set (Singler 2006). These purchase filter data are collected in experimental stores immediately after shopping trips, using various open questions addressed to category shoppers commenting on their own video. The hierarchy of what is important to shoppers here indicates the filter sequence shoppers use to qualify a product in their relevant set (see figure 4).

FIGURE 4
SHOPPER MINDSET: COLLECTED AFTER VIDEOING OF SHOPPING TRIP



Examples of two chocolate segments: Pralines and Tablets in Germany

While the individual elements cited are usually known to marketers, the order of prioritization on pack design can make a tremendous difference at the first moment of truth: it is not rare to discuss whether a brand logo should be bigger or variant differentiation more striking. In the chocolate category example, you can spot that showing the variant/ingredients on the pack should not be done at the expense of “taste appeal” and “dark/milk” information, while the importance of the cocoa content mention is very different if you talk about praline or tablets (see figure 4). The reality is that the first impression delivered by innovation should

PART 5 / INNOVATHINKING

convey the basic expectations of the category, initially in order to pass the first filter. And this must happen before the new product idea is even considered by shoppers. However, frequently we see one characteristic promoted at the expense of another, because concept boards usually convey more information than there is room for on the pack.

At a later stage in the process, to evaluate a design, IN VIVO-BVA methodology uses a tachytoscope (rapid exposure) to evaluate what information the brain can process in a limited time. It also uses eye-tracking to measure the sequence of processing from unconscious retina movements. Connecting these analyses with the real purchase behavior observed, it becomes relevant to interpret which design elements serve as drivers or restrainers in the shopping decision in store (for the product tested or that of a competitor).

CASE STUDY

How the successful “LU breakfast cookie with yoghurt” innovation was conceived

This product is now on sale in five European markets and it is the major innovation success of recent years. Originally the team objective was to develop a new breakfast snack with real yoghurt content. (See figure 5.)

FIGURE 5
LU BREAKFAST WITH YOGHOURT INNOVATION



During the shopper exploration (quali and quanti) phase, we discovered that the choice of shelf location greatly influenced expectations. Tested outside a specific environment, the original concept made many health claims (digestion or protection) that proved to be very appealing to consumers from their feedback (probably because the concept was implicitly related to a fresh dairy environment). But when viewed during a shopping trip in the biscuit aisle (on ambient shelves), shopper expectations changed and the major appeal factor became the taste experience: from the contrasting texture (crunchy and soft) to the new ingredient (yoghurt). So, from the very early stages, the teams decided to feature the biscuit prominently on the pack, with an attractive picture to drive taste appeal, downplaying health claims, with the exception of the assurance that the product contained real yoghurt rather than simply a yoghurt flavor. Deleting these significant health claims also provided the opportunity to save the R&D investment usually required to substantiate clinical proof (for a claimed benefit that consumers would not particularly value in this category of product).

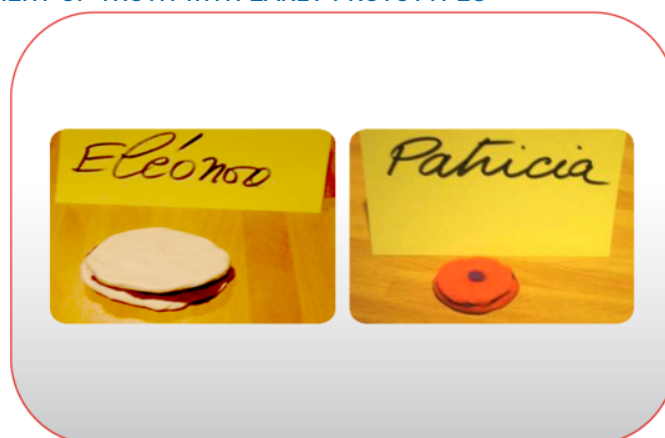
PART 5 / INNOVATHINKING

During the user-phase exploration (qualitative), while the product did not yet exist, we were able to gather valuable insights through the use of sensorial stimuli. Marketing and R&D teams presented market samples of possible biscuit forms (sandwich, coated biscuit, filled wafer, buns...) and yoghurt form (icing, creamy, drops ... see figure 6). Based on a co-creation exercise (from idea to product), we were able to understand the drivers and restrainers of each type of product: icing induced excessive sweetness; drops looked too much like chocolate, clashing with the health profile; the creamy texture was attractive when visible; wholegrain inclusions in biscuits could contribute to perception of a healthier product... To evaluate some further dimensions, we even gave play dough to some creative consumers to enable them to shape their ideal morning snack: this helped reveal portion-size expectations and identified functionalities for morning usage (with a beverage, on the go. etc. (see figure 7).

FIGURE 6
SHAPING THE SECOND MOMENT OF TRUTH WITH EARLY PROTOTYPES



FIGURE 7
SHAPING THE SECOND MOMENT OF TRUTH WITH EARLY PROTOTYPES



2. DESIGN-SHAPING STAGE: HARNESS NATURAL CONTEXT

The “bottom-up” effect that researchers underestimate

Natural context has a disproportionate influence on shopping behavior: on the one hand it is a limitation (for attentional resource) but on the other hand it helps speed up decision making, as does a pre-coded map in quick-decision-cues gazing. As Todd states in his article “Fast and frugal heuristics for environmentally bounded mind” (MIT 2002), simple decision-making rules in action can be very efficient in optimizing purchase decisions (See also “Blink”, Gladwell, 2005). In fact, in addition to the top-down attentional filters from shopper mindset (natural or learned), our cognitive toolbox also has bottom-up parallel processing of information resulting from multiple sensory stimulation. This information processing is conditioned by environmental saturation (shelves, list, trolley) and multitasking in movement. Innovation-arousal potential is then highly environment-dependent: the brain detects differences in environmental patterns while the body is moving. The brain pre-decides about stimuli relevance, and emotions and senses (touch, sniff) help us converge toward a final decision. This is often such a rapid process that we do not even control our initial reactions, just as we jump out of our skin when we see something that looks like a snake. Visibility of a new product design is, then, not just a question of graphic stand-out, it is the result of a top-down and bottom-up filtering process that our brain uses to screen out information without our knowing. As a consequence, full sensory motor equipment is required for consumers to properly evaluate design in motion. For product use, the environment can also have strong influence on evaluation: a holiday wine never tastes the same at home.

Can virtual reality get a serious grip on “real reality”?

Innovation design is aimed at simplifying the task of consumers, giving spontaneous access to relevant sensory information in context (“affordance” concept, Gibson 1979), just as a door handle invites a hand grip. But can virtual handle performance be evaluated without a hand touching it?

While the use of virtual tools can be very helpful in envisioning design in context, we only recommend it to screen out pack options presented in the very early stages. Taking competition into consideration when evaluating a pack helps us visualize the marketing impact as a consumer, and avoids discussion of pack details that are invisible when the product is on the shelves (which is a good step forward compared to evaluating a concept board per se.) However, our parallel testing experiments using our IN VIRTUO® virtual store solution and IN VIVO® experimental store showed that, in the case of new products, only attitudinal evaluations could be compared between the two methods (there were lower scores in the virtual, but these correlated). Other critical measures such as visibility and purchase behavior were very different: virtual purchase proved to take longer, visibility was lower, and the purchase rate was higher or lower depending on categories, with no possible scalar or correlation. No explanation could be found except the collection method. In addition, shoppers confirmed that their behavior in experimental stores was much closer to their actions in a real store rather than those in a virtual store. This means that, while the virtual store is fine to filter options presented in a competitive set, it is not reliable in predicting behavior that makes the purchases. Virtual behavior does not reflect what happens in store, mainly because the factors influencing the decision-making process are different: i.e. sensorial stimulation, time, mission across categories, speed. As the shopper brain adapts its filtering strategy to the task and environment, a different circuit must be at play when shopping in a virtual rather than an actual store.

PART 5 / INNOVATHINKING

For FMCG, because of the influence of unconscious factors in shopping behavior, it is difficult to close the gap between reality and the “declarative” or “screen clicks” by some mathematical tuning to improve an a posteriori pseudo-predictivity. To consider the problem from the correct angle, the method needs to reactivate the evaluation process that shoppers/users will adopt under real-life constraints. Zone market testing in a real store is a good option. If it cannot be considered (for production, budget or confidentiality reasons), collecting data in experimental stores is a preferred choice. Relevant tasks and environment research can ensure that emotions and sensorial filtering processes will come into play as in real life, and can measure how critical key performance indicators such as visibility or conversion rate connect with the actual purchase behavior.

The challenge facing innovation teams is to ensure early in the process that their innovation will gain the consumer attention it deserves in an authentic, real-life context. It is the responsibility of research to help them.

CASE STUDY

How a “good concept” vanished in the reality of shelves in an early NPD stage

The Heudebert brand (a specialist in dry bread substitutes) was planning to target a new source of business, Viennoiserie: soft sweet bread). The initial concept tested, a soft brioche with fruit, was ranked very good in terms of purchase intent: 65% in the Top 2 box, of which 20% certainly on a nationally representative basis. At an early development stage, the teams decided to explore its performance at the first moment of truth, in an experimental store. The results were disappointing. The purchase rate reached only a poor 3.2% of shoppers. When investigating the reasons why they didn’t buy, it emerged that visibility and habits were the first two barriers to tackle, but also perceived product characteristics: sugar and taste (see figure 8).

FIGURE 8

SHOPPER BARRIERS TO HEUDEBERT INNOVATION PROTOTYPE, TESTED IN EXPERIMENTAL STORES



Deeper investigation with a full audit concluded that selling a “soft product” with a sweet taste in a “dry” environment created a significant misfit in the category shopper mindset: shoppers entering this aisle search for simple light products without added sugar, which clashes with the perception of soft, rich and heavy. The natural environment revealed a problem that a concept board would have had difficulty in addressing at a stage when R&D expenses were minimal. As a pack prototype is easy to bring to life in a natural context, this helped the team to redirect the project in an alternative direction (involving a rework of concept and shelf location).

3. DESIGN VALIDATION STAGE: LEVERAGE THE BUSINESS POTENTIAL OF THE SITUATION

For success on the business side of design, just as for military leaders (exemplified by the ancient Chinese military general Sun Tzu), knowing the battlefield, enemy configuration and potential of the situation is critical to increase the odds. However, in most stage-gate processes, merchandising recommendations and trade constraints from competition are frequently discussed at the end of the process (because commercial teams are more involved later on in development). This sequence works against leverage of the business potential of the situation for the following reasons:

- on the research side it is too late to input new constraints related to shelf environment following development of the product and simulated market testing;
- on the innovation team side, if exploration of the commercial battlefield only starts at the end of the process, there is a risk that new information may emerge (logistics requirements, margins expectations) that can fatally harm the business model.

Inspired by Sun Tzu, knowing the circumstances of the shopping or product-use experience allows us to detect what the Chinese call “shi” – a natural direction that can offer an unexpected opportunity to leverage our advantage with a limited amount of energy (marketing and R&D resources).

Search for more!

There are two potential levers to tap the business potential of a situation. These are environment and design, and they are interrelated. For this reason an exploration of natural context and shopper mindset as early as possible in the process is recommended (Bordenave, 2004). When relevant, there should be evaluation of the different battlefields to see where the biggest opportunities lie. On the design side, there should be parallel developments not only because comparisons will aid clearer understanding but also to ensure there is a plan B to hand. In all cases this double exploration should occur before product specifications are set in stone. This then offers multiple opportunities:

- it enables R&D to search for alternative technologies that increase perceived value and allow for a reduction in costs. Early reality checks also provide an opportunity to de-bug prototypes before prior to ordering of machines.
- it enables marketers to establish realistic targets within a chosen environment and to identify by comparing different solutions which functionalities really drive value for consumers. Anticipating this thinking will guide marketers in adapting the mix to offer a perfect design that also delivers a viable business model with fewer R&D iterations.

To make a good start, return to reality: evaluate early touch and feel developments rather than simply concepts. Remember, in the end consumers want the real thing, whatever was discussed on-line! Would you marry someone from their Facebook profile without meeting first?

PART 5 / INNOVATHINKING

CASE STUDY

Evaluating the potential of the same new MIKADO product in two different locations

Mikado, a leading European brand (a biscuit stick enrobed with chocolate), was planning to launch a new product in several different countries. Before finalizing their business plan, one of the country teams evaluated two possible locations: biscuit shelves, or chocolate shelves. Visibility was roughly the same and, the purchase rate reached a satisfactory level in confectionery. Sales forecasts (IN VIVO market mind® model using behavioral data) proved the potential to be double in this area. Analysis showed that store location makes a huge difference because structural category frequentation also has an impact on innovation performance.

FIGURE 8

MIKADO INNOVATION – WHEN CHOOSING THE RIGHT SHELF CAN DOUBLE BUSINESS



CASE STUDY

Evaluating two product designs of the same idea to reach business model targets

Lu biscuits was planning to launch a nutritional biscuit in Algeria to compete with the predominant local player (galette Bimo), which owned the category (see figures 9 and 10).

PART 5 / INNOVATHINKING

FIGURE 9
LU NEW PRODUCT AND KEY COMPETITOR



FIGURE 10
INITIAL PROTOTYPING



Exploring the possible design of the new biscuit with consumers (from the standard, round striped galette to a sun-shape design), the team found unexpected levers to improve the business model and reach the challenging price-point target.

The new biscuit design (a sun with a hole, see figure 11) delivered more perceived value for consumers (more biscuits per pack, nicer and with an advertised milk content), cost less (lower weight per biscuit and per pack), and had an improved performance mix at the first moment of truth (higher visibility compared with the competitor. See figure 13). At the second moment of truth, the new design had an unexpected consequence: it achieved a taste preference of 60/40 compared with the original recipe that only reached

PART 5 / INNOVATHINKING

parity. Perceived value became real value. The unique design became a brand icon and a way to protect the uniqueness of the biscuit for the future. Start LU biscuit is now the market leader in Algeria.

FIGURE 11
SHAPING BISCUIT DESIGN AND SECOND MOMENT OF TRUTH

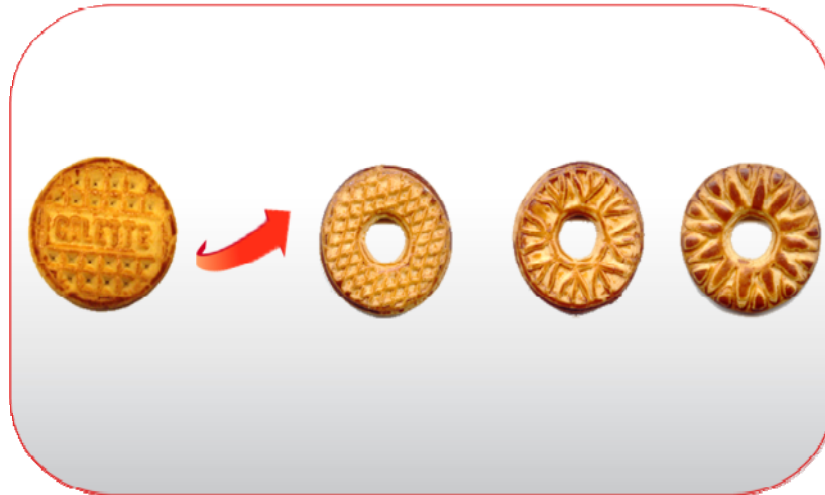
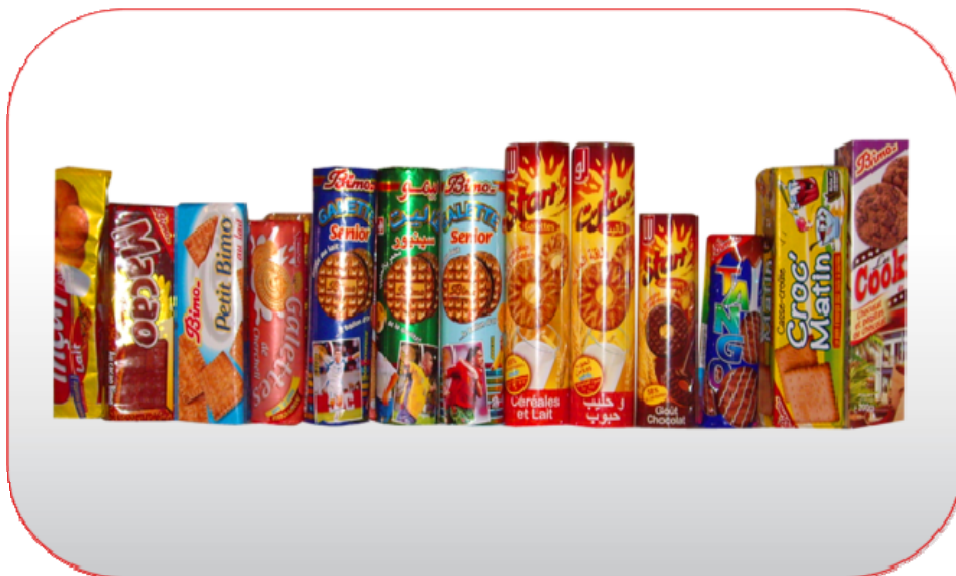


FIGURE 12
SUCCESS ON THE SHELF, AT FIRST MOMENT OF TRUTH



CONCLUSION

To apply the metaphor coined by Herbert Simon (1956) to our innovation in a FMCG decision-making process, shopper mindset and natural context are the two blades of the same scissors of innovation. Both blades need to be sharpened to cut and produce successful designs. The process starts by injecting more reality into research. Only then can we leverage the business potential of a situation. This design journey offers multiple opportunities:

For research: Demonstrating its ability to inspire great design, investing research money in prototyping stimuli in context to deliver holistic consumer understanding (shopper and user), instead of sequential research for separate mix elements (pack, product, etc.). The key challenge is to offset the temptation to seek a quick response from “light methodologies” against the risk of inaccurate results from the wrong testing conditions. The time and money invested up-front to evaluate the experience will secure the future of the project so, in a period of challenging budgets, the innovation mantra “fewer better” could also apply to research, while the current trend is frequently more focused on “faster cheaper”. Having rejected the illusion of “declarative” from the consumer evaluating concepts, we must now resist the temptation to consider all “virtual” things to be a simulation of reality. It is a live multi-sensorial experience at moments of truth that will inspire efficient design.

For companies: Faster and more efficient NPD processes, reconnecting the innovation funnel to consumer reality at an early stage, and using research as a reliable risk management tool, as well as inspiring partners to spot new business opportunities. The main challenge will be to adapt the stage-gate-process historical filters to include early KPIs for the first and second moments of truth. This goes hand in hand with the provision of R&D/marketing resources for prototyping, at the very least for all strategic projects. Kraft has decided to invest in such capabilities with relevant prototyping specialists, both externally and internally, equipped to produce “the real thing” in limited numbers at an affordable price. This is usually difficult to obtain from classical partners such as pack agencies or mould suppliers whose core businesses are in another field.

IN VIVO-BVA and Kraft conclude that to seize these new opportunities, research and innovation teams will need to challenge operating practices. Change can be easily justified by the teams that have experienced it and recognize the potential for greater reliability and projects that get on track faster (with fewer iterations and lower R&D/research costs). They also look at innovation performance from a broader perspective within the company, comparing the cost of failure with a research budget dedicated to “reality” testing. Hence the first step is to gain internal support for a pilot, with marketing and R&D team leaders starting with the “end in mind”: a holistic and sensorial vision of design integrated in a natural context.

FOOTNOTES

1. Source: TNS Secodip (2004), Retour vers le futur des nouveaux produits - l'analyse Scannel de 3 ans d'innovation
2. See Ideo: http://www.ideo.com/images/uploads/thinking/publications/pdfs/power_of_design.pdf
3. IN VIVO-BVA Shopper research in real stores, and GMA/Deloitte Consulting LLP 2007 and 2008
http://www.gmabrands.com/publications/GMA-Deloitte_ShopperMktReport_FINAL.pdf
<http://www.gmabrands.com/publications/docs/2007/shoppermarketing.pdf>
4. IN VIVO-BVA testing in experimental stores

REFERENCES

- Ariely, Dan (2008), *Predictably irrational: The hidden forces that shape our decisions*, HarperCollins: New York.
- Berthoz, Alain (2003), *La décision*, Odile Jacob, Paris.
- Bordenave, Richard (2004), *Marque et consommateur : le divorce*, EMS Editions.
- Brown, Tim (2009), *Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation*, HarperCollins.
- Cooper, Robert G (2001), *Winning at new products: accelerating the process from idea to launch*, Perseus books
- Cooper, Robert G. and Scott J. Edgett (2005), *Lean, Rapid, and Profitable New Product Development*, Product Development Institute.
- Damasio, Antonio R. (1995), *L'Erreur de Descartes : la raison des émotions*, Odile Jacob, Paris.
- Gardner, Howard E. (1985). *The Mind's New Science: A History of the Cognitive Revolution* Paper back.
- Gibson, James J. (1979), *The ecological approach to visual perception*, Lawrence Erlbaum Associates.
- Gigerenzer, Gerd (2001), The Adaptive Toolbox, in: Gigerenzer, G., and Selten, R. (Eds), *Bounded rationality: the adaptive toolbox*. Dahlem Workshop Report. Cambridge, MA: MIT Press.
- Gladwell, Malcolm (2005), *Blink: The Power of Thinking Without Thinking*, Back Bay Books.
- Kelley, Tom (2001), *The Art of Innovation: Lessons in Creativity from Ideo*, America's Leading Design Firm, Doubleday.
- Lafley, Alan G (2008). The game-changer: how you can drive revenue and profit growth with innovation, Crown Business
- LeDoux, Joseph E. (1996), *The Emotional Brain*, Simon & Schuster.
- Lehrer, Jonhatan (2009) How we decide, Houghton Mifflin Harcourt Publishing
- Lindström, Martin (2005), *Brand sense: how to build powerful brands through touch, taste, smell, sight & sound*, Kogan Page.
- Lindström, Martin (2008), *Buy.ology: Truth and Lies About Why We Buy*, Doubleday.
- Logan, Gordon D. (1985), *Executive control of thought and action*, Acta Psychologica, Vol. 60, Issues 2-3, December, pp193-210.
- Martin, Roger L. (2009), *The Design of Business: Why Design Thinking is the Next Competitive Advantage*, Harvard Business Press.

PART 5 / INNOVATHINKING

Simon, Herbert A. (1956), Rational choice and the structure of the environment, *Psychological review*, Vol. 63, pp129-138.

Simon, Herbert A. (1957), *Models of Man, Social and Rational: Mathematical Essays on Rational Human Behavior in a Social Setting*. New York: Wiley.

Singler, Eric (2006) *Le packaging des produits de grande consommation* , Dunod

Sun Tzu (2007), *The Art of War*, Forgotten Books.

Todd Peter M. (2001), Fast and Frugal Heuristics for Environmentally Bounded Mind, in: Gigerenzer, G., and Selten, R. (Eds), *Bounded rationality: the adaptive toolbox*. Dahlem Workshop Report. Cambridge, MA: MIT Press

TNS Secodip (2004), Retour vers le futur des nouveaux produits - l'analyse Scannel de 3 ans d'innovation.

Tversky, A Kahneman D, and Slovic (1982) *Judgement under Uncertainty : Heuristics and Biases*. Cambridge University Press

Zaltman, Gerald (2003), *How Customers Think: Essential Insights into the Mind of the Market*, Harvard Business School Press Books.

http://www.ideo.com/images/uploads/thinking/publications/pdfs/power_of_design.pdf

THE AUTHORS

Richard Bordenave is Innovation Director, BVA Research Institute; and Innovation Consultant, FMCG International Clients, IN VIVO-BVA (BVA FMCG division), France

Michel ten Donkelaar is Consumer Insight Director, Kraft Europe, Netherlands.