

# Return to reality

Consumer's & Designers praise the  
« **REAL THING** »  
What about Marketers & Research  
people ?



*Richard Bordenave  
Innovation Director*

*Michel Ten Donkelaar  
MRCI Director biscuits*





# Ready for the **New** **P**roduct **D**evelopment journey ?

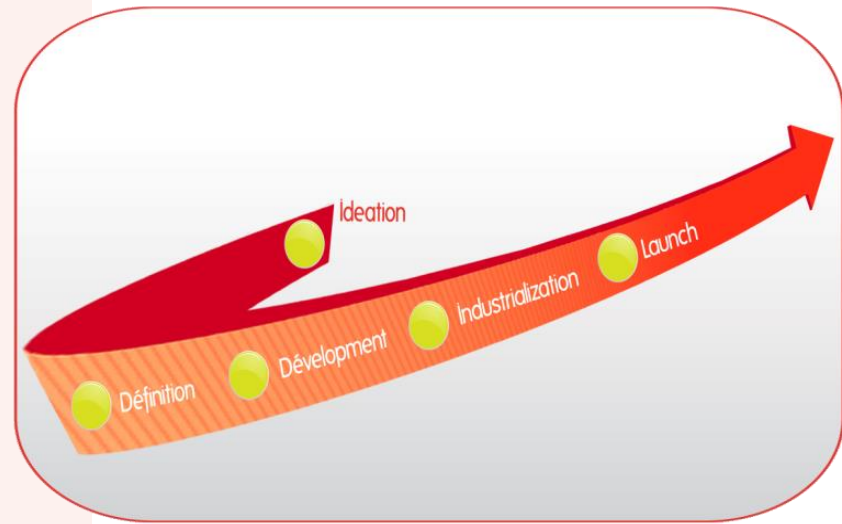
**1** | Moments of truth & « Design thinking »

**2** | 3 ideas for more « reality » in research

**3** | Conclusion for better innovation

# The NPD Journey

*Moments of Truth*



*And Design thinking*

# Moments of Truth = back to reality

“Execution is the only strategy consumers see”

AG Lafley - former CEO Procter & Gamble



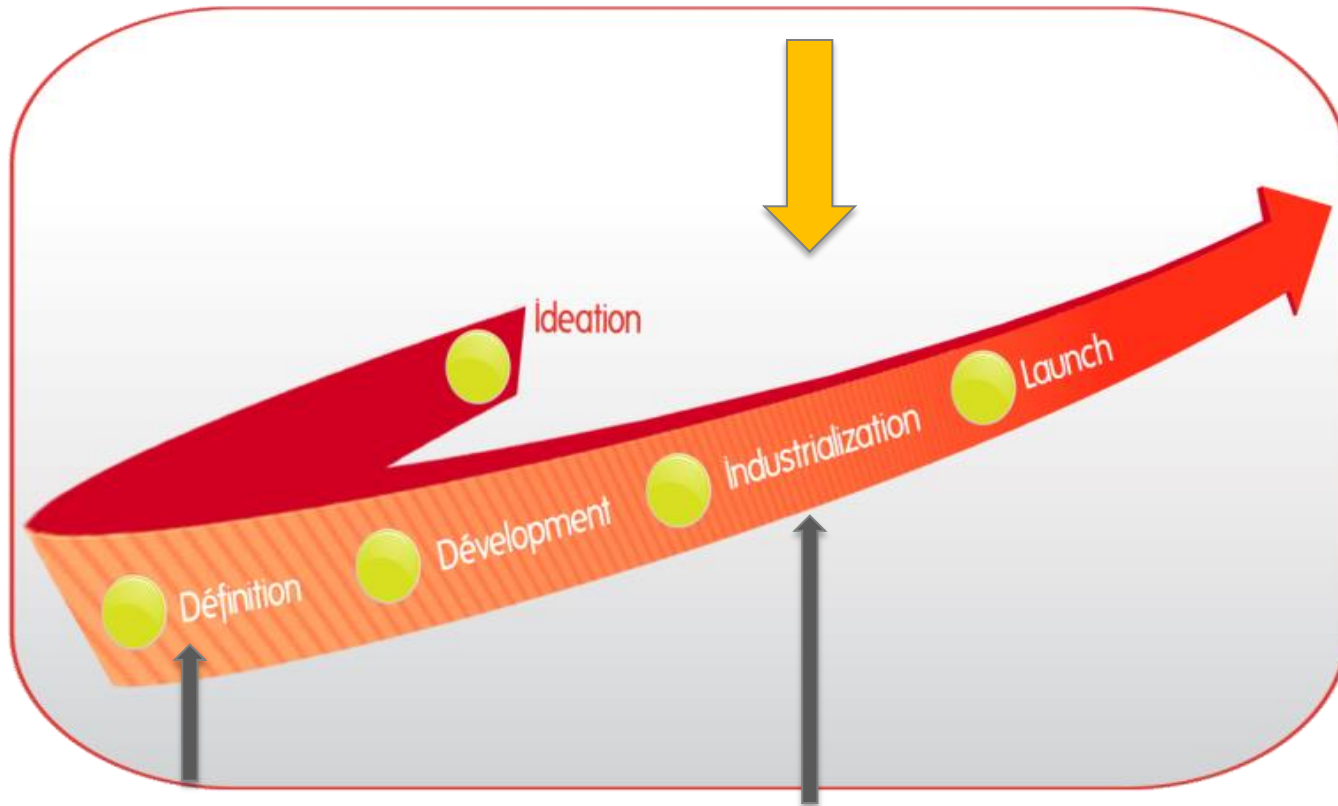
1<sup>st</sup> = When she chooses  
The shopper



2d= When she uses  
The user

# The research sequence paradox

*Still 1<sup>st</sup> & 2d Moments of Truth are tested LAST*



*Changing specs here costs  
peanuts & delivers \$\$\$*

*Changing specs here costs  
\$\$\$ and delivers peanuts*

# Tested last : FMOT kills concepts

What is being tested

*Early stage*

How shopper chooses

*in the end*

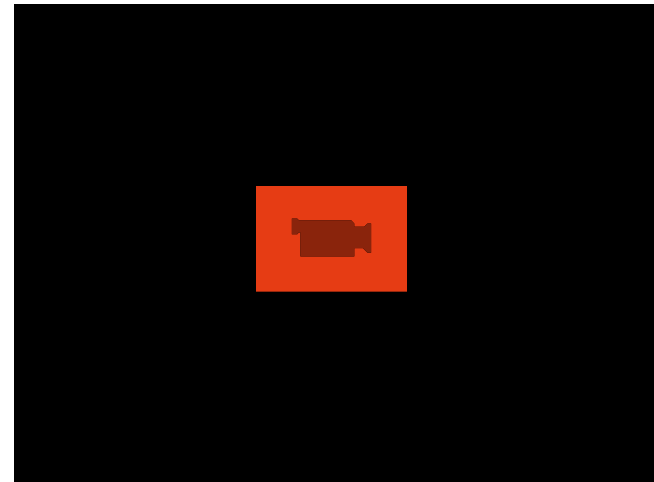


**New**

**Summer Time Rush**

Gather around our table for a feast that turns anytime into summertime. Drenched in bright colors and summer sun, we capture the spirit – and the satisfaction – of patios, parades and picnics. Bring your favorite recipe and come celebrate the promise of summer with us.

spontaneous  
*festive*  
**Refreshing**  
INVITING



# Tested last SMOT kills products

## What is being tested

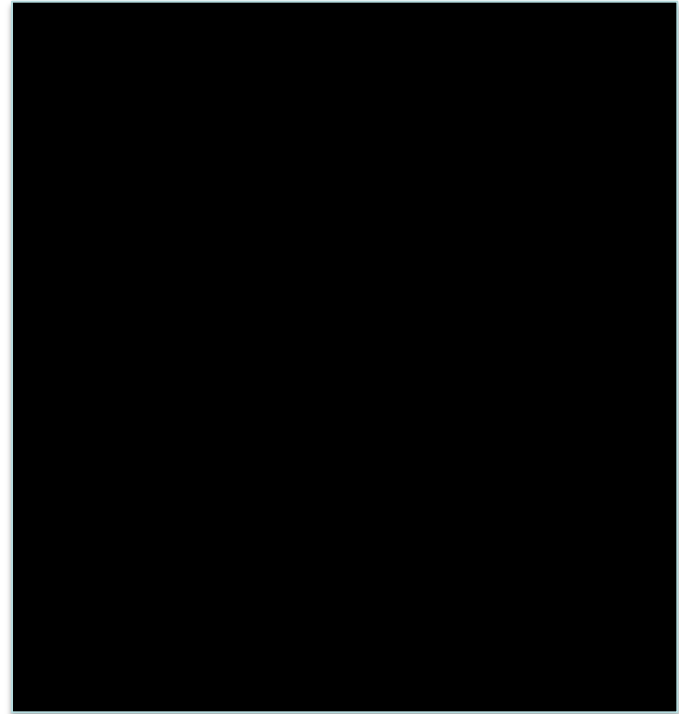
*Early stage*



**P. Intent : TOP 2 Box 66 %**  
vs norm 49%

## What user gets

*in the end*



# Only 2 costly ways out...

*Waiting for the end in a linear process :*

*In more than 87% cases  
serious issues with 1<sup>st</sup> &  
2nd moment of truth -  
At final potential test*

**1. Rework iteration**



**2. Launch of flawed mix**



**COST IMPACT**  
**R&D Mktg Research...**



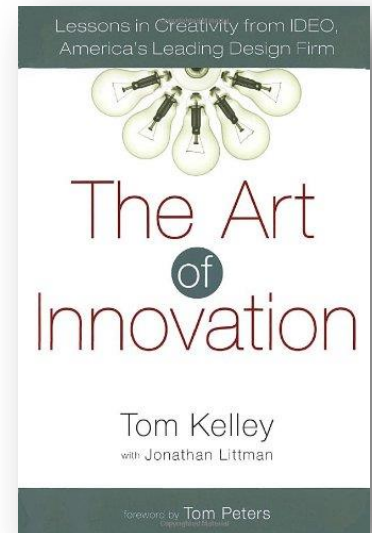
# How to solve the paradox ?

*Testing the “real thing”  
with “real shoppers or consumers”  
when the product does not exist yet ?*

**Design thinking**

***Starts with MoT !***

*Build execution into  
strategy*



# Principles of design thinking

- **Observation in location**  
(behavioral video- ethno)
- **Early creative prototyping**  
(touch & feel material)
- **Direct shopper/user experience feed-back**  
(learn & loop co-creation)



**No concepts, no words : sensorial stimuli evaluated in context**

# The In VIVO <sup>®</sup> methodology

Immersion in  
EXPERIMENTAL STORE



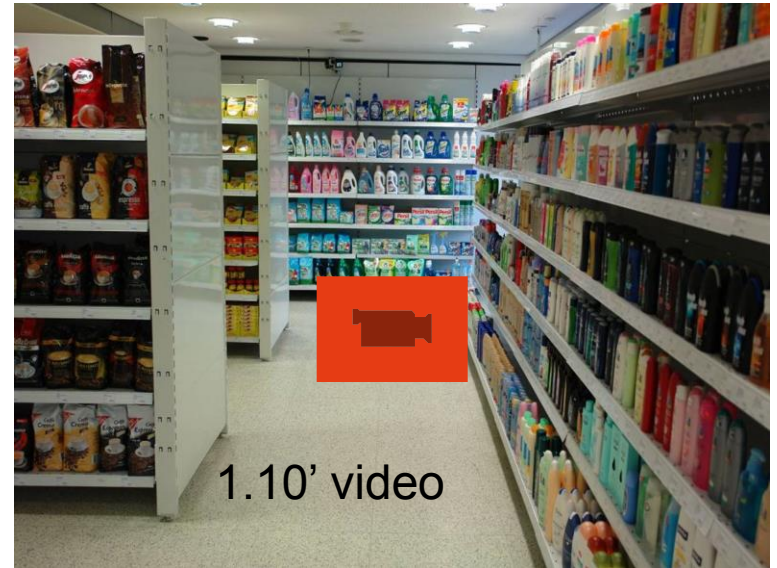
OBSERVATION  
of shopping trip



IMPLICIT MEASURES  
(Eye-tracking/Tachytoscope)



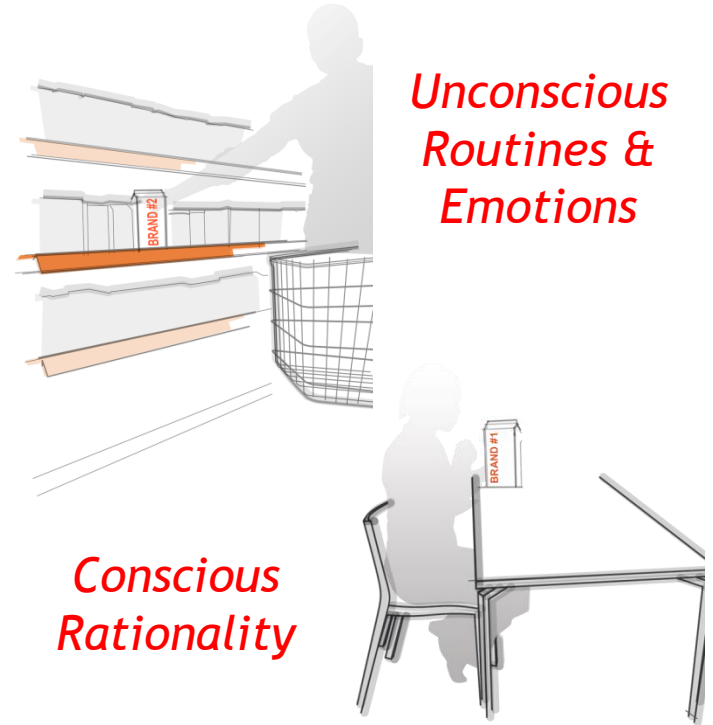
Audit Interview  
(desk with material)



1.10' video

# Solving also research paradox

Why what consumers say is not what shoppers do ?



Consumers adapt to the context where they decide

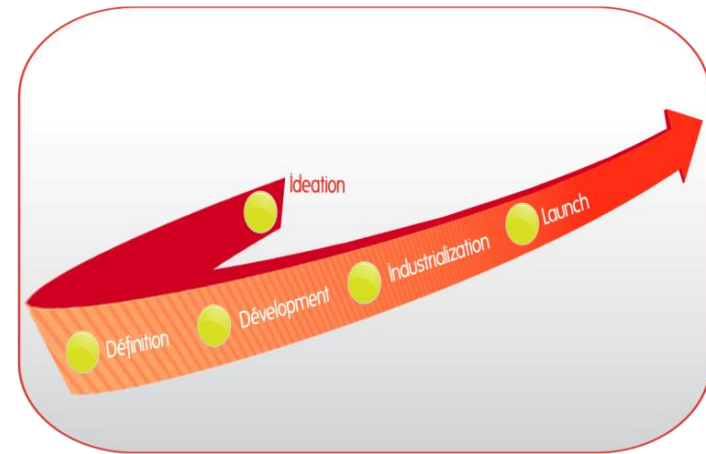
# 3 Ideas for better innovation



# 1 Design Thinking



*When preparing  
an agency brief*



*Take inspiration  
from  
shopper mindset*



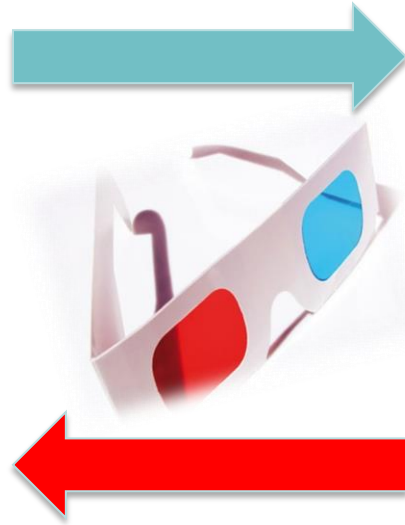
# Shopper mindset understanding



## Top down filters

Search heuristics  
*What I am looking for (mission)*

Pre-coded cue gazing  
*How it should look like*



Unconscious Filters  
Activated  
**before rational  
evaluation**



## Bottom-up filters

Alerting signals  
*What catches my attention*

Emotional evaluation  
*My first impression*

**Learn to jump first barriers first : 1st seconds**



# Case study : Breakfast biscuit



## Shopper Mindset

Fresh Dairy taste  
Healthy Active ingredients  
Affordable  
Short shelf life



Crunchy taste  
multitexture  
Natural ingredients  
Convenient  
on the go  
Long shelf-life



**Know category shoppers key entry points before starting execution !**



# Inspiring FMOT & SMOT

*In biscuit shelves :  
Emphasize taste & texture (vs active health claim)*



*Early prototyping yoghourt options*



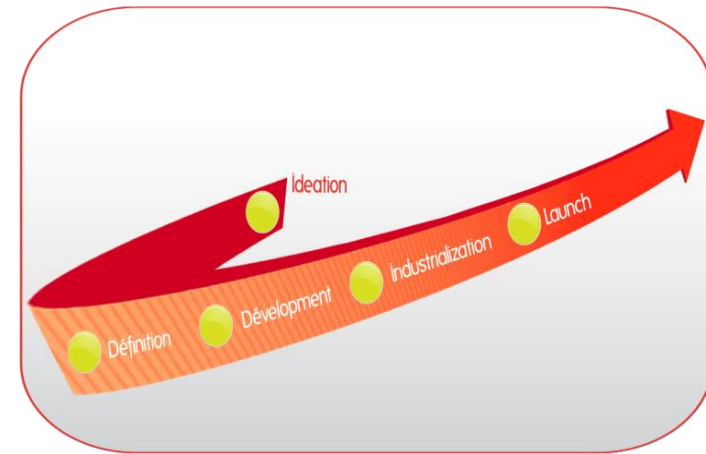
*Consumer co-building size & usage*



# 2 Design Shaping



*During early development stages*



*Harness  
Natural context*

# Case study : how a good concept vanished in real shelves

## CONCEPT

Purchase Intent Top2 box

= **65%**

(nat rep n=150)

## PROTOTYPE

Purchase Rate in store

= **3,2 %**

(cat buyers n=160)



## Why you didn't buy this product



didn't see it

32,6%

not used to it

21,9%

didn't know

24,0%

don't like taste

21,1%

too sweet

15,3%

Early way-out= less costs , more shopper learnings

# Virtual helps, but is not « natural »

Parallel testing proved major differences in purchase and visibility. Still VR can help in early stages :

## In VIRTUO ®



Valid to screen-out options in context via **attitudinal kpi's** only (image)

## In VIVO ®



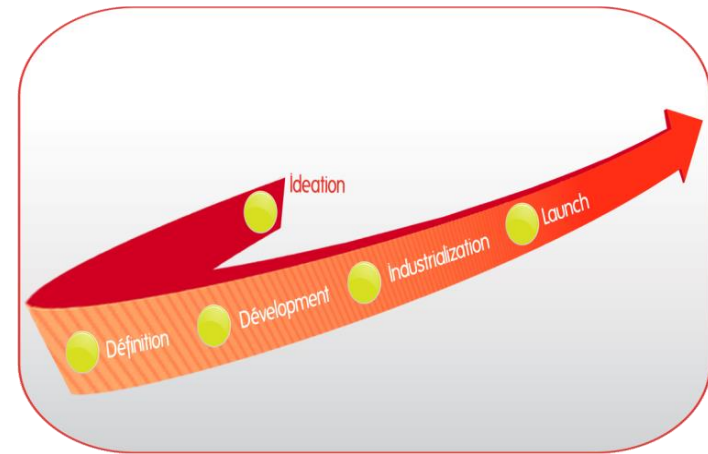
Real store activates natural shopper decision making : **behavioral kpi's** are sales predictive

Claimed or simulated behavior is not real behavior

# 3 Design Validating



*Before going to  
production*



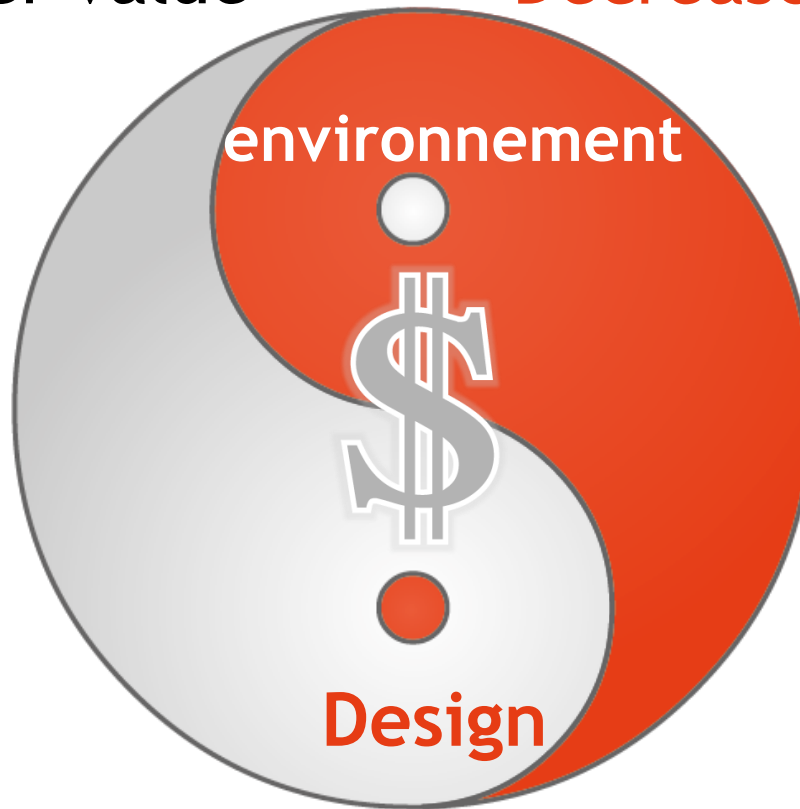
*Leverage  
Business potential  
From situation*



# The 2 business levers to assess

Increase buyer value

Decrease stand-out effort



Optimize costs/margins

Optimize sales potential

# Leveraging environment :

MIKADO Inno case study : choosing right shelve can double the business !



Visibility

38,2%

Purchase rate

5,6%

Volumes

207T



Visibility

38,7%

Purchase rate

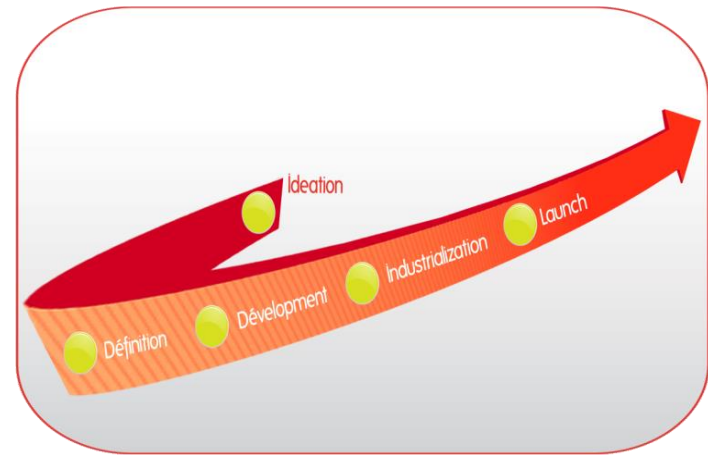
9,8%

Volumes

403T

In VIVO STM ® forecast

# Conclusion





# 3 Ideas for better innovation



# A new mindset for innovation in FMCG ?



“Design is not just what it looks like and feels like, design is how it works”

Steve Jobs

Thank you !