



Ipsos MORI




THE FUTURE OF AGILE INNOVATION



The world of innovation is phenomenally challenging. Savvy, connected consumers seek the 'Next Big Thing' with a focus on personalisation and a growing demand for an experience beyond just the delivery of a product or service. Meanwhile, researchers must navigate more complex markets, blurring categories, shrinking research budgets and competitors who weren't even conceived a decade ago. Yet, smart and agile approaches to innovation, rooted in consumer insight can provide a route through these complexities.

Here we use two case studies to demonstrate different innovation approaches which delivered positive impact. We will reveal how IFF [International Flavours and Fragrances] re-evaluated their category level understanding, uncovering fertile new ground for innovation via a six-category ethnographic study. Then how the business embedded these learnings to ensure return on research investment moving forwards.



Secondly, we share how behavioural principles behind experiential learning were employed to immerse stakeholders in an 'Art Gallery' style event. The engaging experience inspired creative ideas, combined with cutting edge techniques to align stakeholders for efficient decision making.

Finally, we take a journey into the world of the military to understand how intelligence strategy can be applied to effect positive transformation in business, such as driving stakeholder alignment and overcoming internal resistance to change which we know to be one of the biggest sticking points throughout the innovation process.

CROSS CATEGORY FERTILISATION AND DELIVERING RETURN ON RESEARCH INVESTMENT



**CONSUMER INSIGHTS
MANAGER, IFF**

Katell Maguet



International Flavours & Fragrances (IFF) create fragrances and fragrance technologies that appear in numerous well-known home and beauty care products. For more than 128 years, IFF have been pioneers in sensory experiences and innovation is a central tenet of their credibility.

In late 2016, partnering with the Ipsos ethnography team, they embarked on a journey for insights that would resonate across their categories. The method, which relies on participant observation in homes and neighbourhoods, provided fertile ground for new ideas by going beyond the rational and articulated; accessing accidental insights which led to truly disruptive innovation ideas for the categories of interest.

Part of IFF's quest for insights came with the challenge of devising a research study that would deliver inspiration and insights for innovation, craft the future with consumers and bring consumer centricity to the organisation.

The cross-category insights that emerged from the study revealed the true nature of the American woman – she puts perfume in her floor cleaner, shaves her armpits with hair conditioner, and leaves bleach-stained tissues around her home to give the impression her home is clean because it smells clean.

A major outcome of the study was the discovery of 57 new product opportunities, many of which are applicable to multiple product categories or have the potential to create new sub-categories.

The development of an insight-based e-learning programme will contribute immensely to the consumer centric ethos that IFF have been keen to encourage. The interactive programme will provide essential viewing for all IFF employees and will be part of their continuing professional development.

She puts perfume in her floor cleaner, shaves her armpits with hair conditioner, and leaves bleach-stained tissues around her home to give the impression her home is clean because it smells clean.

The study's successes are largely the result of extremely close collaboration between IFF and Ipsos throughout the project. The research has also led to further closeness in how people within IFF communicate – creative centres now share insights more frequently.

These are the unintended consequences of such a study which has provided greater returns on research investment – both financial and in synergy of thought.

UTILISING SCIENTIFIC PRINCIPLES TO DRIVE EFFICIENCY IN DECISION MAKING



**GLOBAL CMI DIRECTOR,
UNILEVER**

Dawn Farren



**FRONT END INNOVATION
LEAD, EUROPE. IPSOS**

Billie Ing

When Ipsos was asked by **Unilever** to help them create innovation ideas for their toilet cleaning brand, it was acknowledged that a new way of thinking needed to be adopted to identify breakthrough innovation. A core realisation was the need to access the rich context of people's lives and to spend time with consumers, not just understanding toilet cleaning but rather observing their entire cleaning process. This allowed us to look for truly unmet needs. A huge amount of insight was gained from this initial phase; however, the real challenge was how to turn the insight into actionable innovation ideas.

Three principles underpinned the design of the gallery:

1. holistic thinking - what can we learn from a holistic understanding of consumer behaviour?

2. lateral thinking - who and what can we bring to bear on the innovation project to ensure we are bringing diverse views and stimulation to our programme?

3. internal thinking - how can we ensure we are bringing together the creativity of all internal stakeholders, optimising their enthusiasm and ensuring they are aligned behind decisions?

From this thinking, the 'Art Gallery' was born, designed to be an engaging and immersive workshop, allowing people to truly explore cleaning rituals from around the world. It brought 70 stakeholders from all over the world together over three days to experience, adopt, co-create and refine insight, to inspire global innovation ideas relevant to four different brands.

Collective intelligence tells us the more diverse the groups of ideators, the better the ideas. Therefore, R&D, Marketing, Consumer Marketing Insights [CMI], creative consumers, advertising agencies and artists, across different gender and ages were all brought together. A multisensory environment was created to pique all senses; attendees listened to the sound of cleaning in Brazil, replaced shoes with slippers in the Turkish room, and drank espresso whilst taking in the Italian stimulus. Mental representations were also used to help create original ideas and a 'Workbook' guided people through the art gallery, tasking them with a diverse set of ideation challenges, both alone and in small groups.

As well as 250 early ideas, and 40 validated ideas, 22 ideas that went into rapid testing were 'very strong', and the top 3 of these were the best performing across all categories that year. The workshop proved to be an excellent team building exercise, giving colleagues the opportunity to collaborate and ideate together. This was important because we know that stakeholder alignment is a barrier that many businesses cite as one of their key challenges that needs to be overcome in the innovation process.

The establishment of internal stakeholder relationships during this workshop enabled a more efficient innovation process – getting from insight to strong concepts and agreeing on strategic decisions in record time.



USING MILITARY INTELLIGENCE STRATEGY TO EFFECT POSITIVE TRANSFORMATION IN BUSINESS



MANAGING DIRECTOR,
APPLIED INFLUENCE GROUP

Emma Dutton

The Applied Influence Group is a unique consultancy firm which aims to help companies improve their performance and profitability by drawing upon the experience of elite military influence operations specialists. These experts have gained knowledge of how to understand and best leverage networks in high-stakes and extreme environments, for instance, influencing members of the Taliban and senior military leaders.

Understanding the different parties involved in a network and the complexities of those inter-relationships can provide powerful insight for effecting positive change in any organisation. Links can be identified between different organisations, people and transactions. The connections are mapped out based on greatest influence rather than power per se. Connections are then drawn between the links and the status of each relationship established: known, assessed, strong and one directional. Once mapped, this provides the ability to identify a 'route' to affect your target, be it through 'easier to reach' connections, or finding a way to disrupt them through something/somebody else.

In a military context, this framework is employed to help solve some of the most complex and dangerous situations in the world.

This framework is employed to help solve some of the most complex and dangerous situations in the world.

One of the key innovation challenges within a business situation is aligning key stakeholders and uncovering who and where influence lies. Uncovering and using this information can be powerful in overcoming internal hurdles to enable successful innovation. By employing the same 'tactics' used by the military to influence the Taliban, we can learn how to identify those stakeholders to 'target' when attempting to influence and effect change to keep innovation processes on track and moving at speed.

Examining factors such as proximity to the project, power of influence, demographics, interest in the project, seniority, the types of connections across the business and expectations, are all key elements to uncover on the path to influence and positive change.

AGILE EQUALS IMPACTFUL INNOVATION

We are facing unprecedented challenges from the most unexpected competitors. Consumers are pushing corporations to innovate more quickly and effectively, and no longer want to wait for big companies to invent the future. We need to begin modifying the way we think, change the way we behave, and be braver with our methodology and decision making.

The case studies presented here, are in collaboration with some of the largest companies with some of the biggest budgets. However, the thinking, techniques and learnings can and have been applied to projects irrespective of scale.

If we practice agile innovation, we will provide impactful innovation.

FOR MORE INFORMATION PLEASE CONTACT



HEAD OF INNOVATION

Pippa is a senior director with strong expertise in innovation, product testing and sensory research, with a passion for all things Behavioural Science.

Pippa Bailey
Pippa.Bailey@ipsos.com
+44(0)7773 972 051



MARKETING AND COMMUNICATION EXECUTIVE

Ellie is central to delivering strategic marketing and communication solutions for Ipsos marketing, and is driven by a passion of connecting people with purpose.

Ellie Brooke
Ellie.Brooke@ipsos.com
+44(0)7583 047 411

EVENT TAKEOUTS

Following the presentations at the conference, attendees were asked what their key learnings from the event were, and anything in particular they wanted to implement into their business. From this, four clear themes emerged; planning, motivation, influencing the right people and broadening horizons.

The exercise revealed we need to think outside ‘our world’, and identify that the innovation process begins so much earlier than ever imagined, and ends far beyond. Furthermore, inviting and bringing the right people along on the innovation journey, in the right way will result in the journey being a successful one.

We need to challenge our assumptions and reimagine the innovation process.

Planning

- Carefully identify the relationships between interdependent stakeholders
- Planning is key, and we should prepare for what might go wrong or right
- Take time to think about who you need to bring along with you
- We need to understand and reveal the knowledge gap

Motivation

- Understand what somebody may be motivated by on a project
- Understand yours and other people’s personal motivation
- Understand personal motivation and perspective

Broadening horizons

- Innovation cannot be parcelled into a project – it is always a journey without a finish line
- Understand people, their world, and how to disrupt it
- Your baseline is not the same as everyone else’s – we need to look outside
- Challenge your assumptions
- Disrupt silos

Influencing the right people

- If you can’t influence someone directly, who can you influence to make an impact?
- Influencing senior management may be more productive than relying on your research team
- As well as influencing decisions, we should think about influencing emotional states
- You may not have access to the person you need to influence, but there may be other routes to achieve this.
- If you can’t influence someone directly, who can you influence to make an impact?
- Choose individual stakeholders (influence agents) to influence and build long term relationships
- Use the power of influence to help move projects forwards – love the phrase ‘frame of reference’
- When conducting stakeholder interviews (with limited resources), think about who we should target
- Bat away the politics to allow people to do their job
- Understand. Communicate. Influence
- Choose your stakeholders wisely
- Understand link analysis
- Organise and create a strategy to influence the right people
- Understanding who the influencers are is important, because they may not be the people you expect them to be
- Which person has most impact, and how can you strengthen a relationship within a network using influencing strategy?



Ipsos MORI

ABOUT IPSOS MORI

Ipsos MORI, part of the Ipsos group, is one of the UK's largest and most innovative research agencies, working for a wide range of global businesses, the FTSE100 and many government departments and public bodies.

We are passionately curious about people, markets, brands and society. We deliver information and analysis that makes our complex world easier and faster to navigate and inspires our clients to make smarter decisions.

