



InSites Consulting

HOW TO BECOME AN INSIGHT-LED BUSINESS

Defining, creating and activating
consumer insights

**INSIGHT-LED BUSINESS
MASTERCLASS**

April 2018 Stockholm



Thanks for being here!

.....

WHAT'S THE PROOF?

.....

CUSTOMERS

Building an Insights Engine

by Frank van den Driest, Stan Sthanunathan, and Keith Weed

FROM THE SEPTEMBER 2016 ISSUE

SUMMARY SAVE SHARE COMMENT 5 TEXT SIZE PRINT \$8.95 BUY COPIES

Operational skill used to confer long-term advantage. If you had leaner manufacturing, made higher-quality products, or had superior distribution, you could outrun competitors. But today those capabilities are table stakes. The new source of competitive advantage is customer centricity: deeply understanding your customers' needs and fulfilling them better than anyone else.

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MRS Reports 2016



Towards an insight driven organisation

How to create an insight culture that drives business growth

MRS Delphi Group
With a foreword from
Professor Patrick Barwise



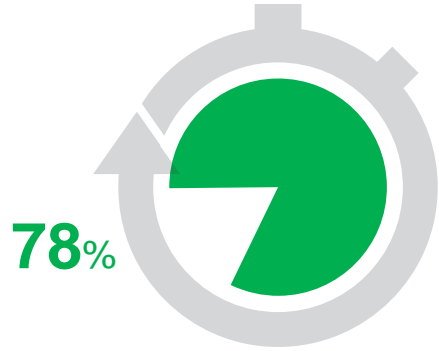
Press Release

September 29, 2015

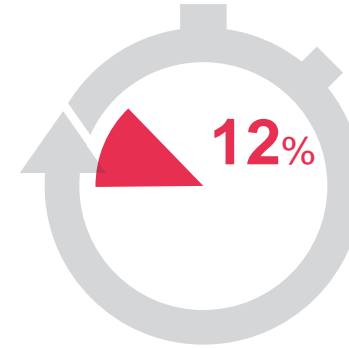
First Wave of Insights2020 Study Highlights the Role Insights and Analytics Play in Driving Customer-Centric Business Growth

Insights2020 Report*

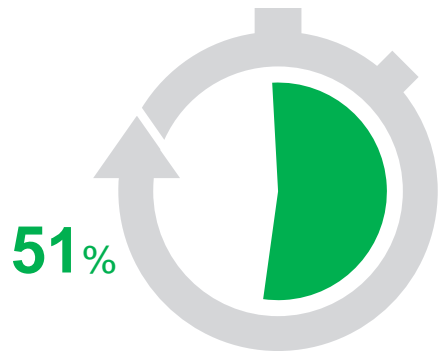
Quantifies the impact of Customer Centricity



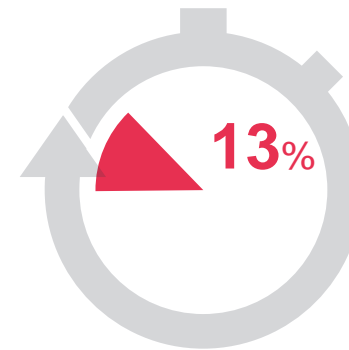
In 78% of over-performing companies (revenue growth), **customer centricity is fully embraced by all functions**



whereas this is only true in **12% of under-performing companies**

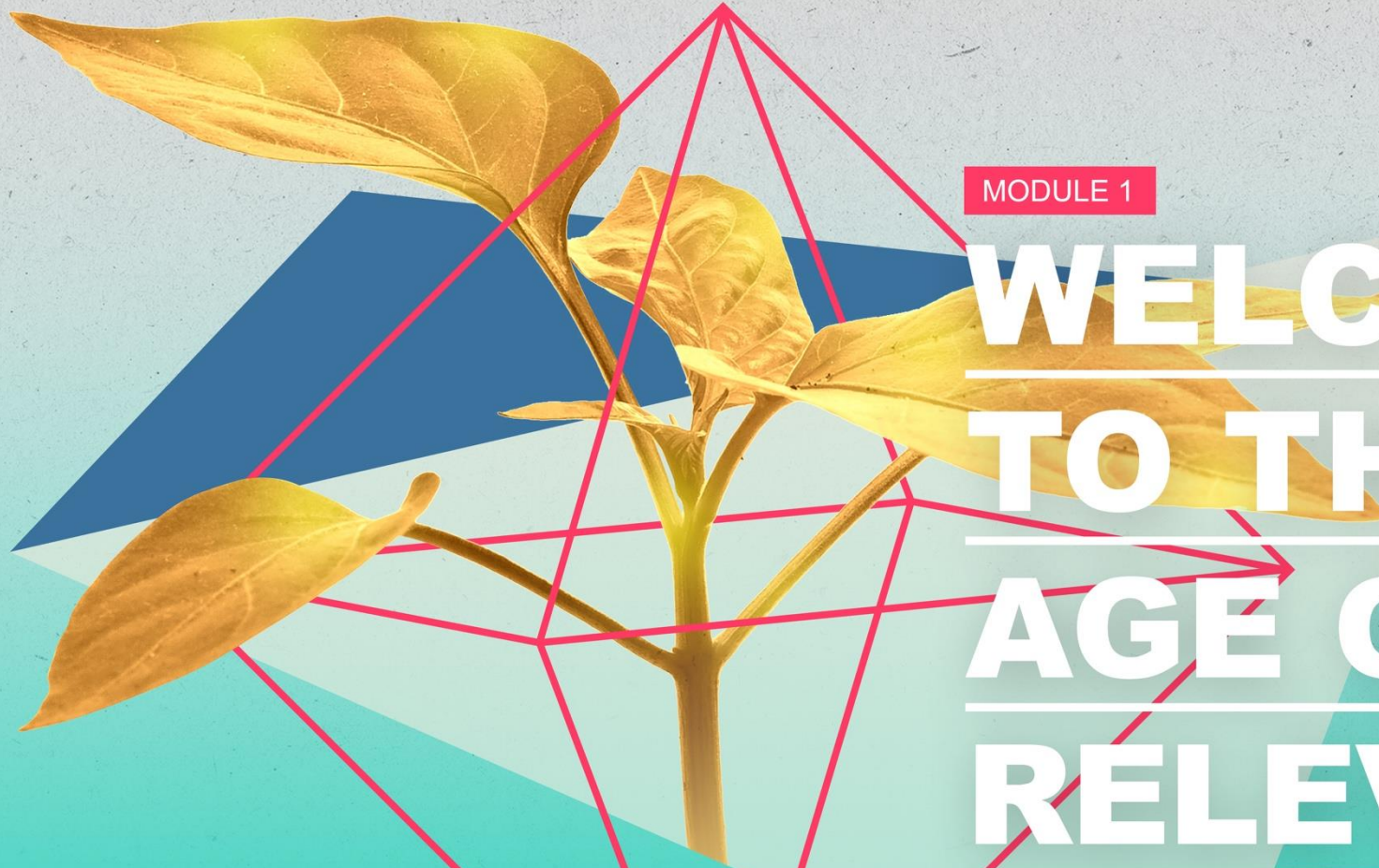


51% of over-performers indicate that **Insights & Analytics are leading their business.**



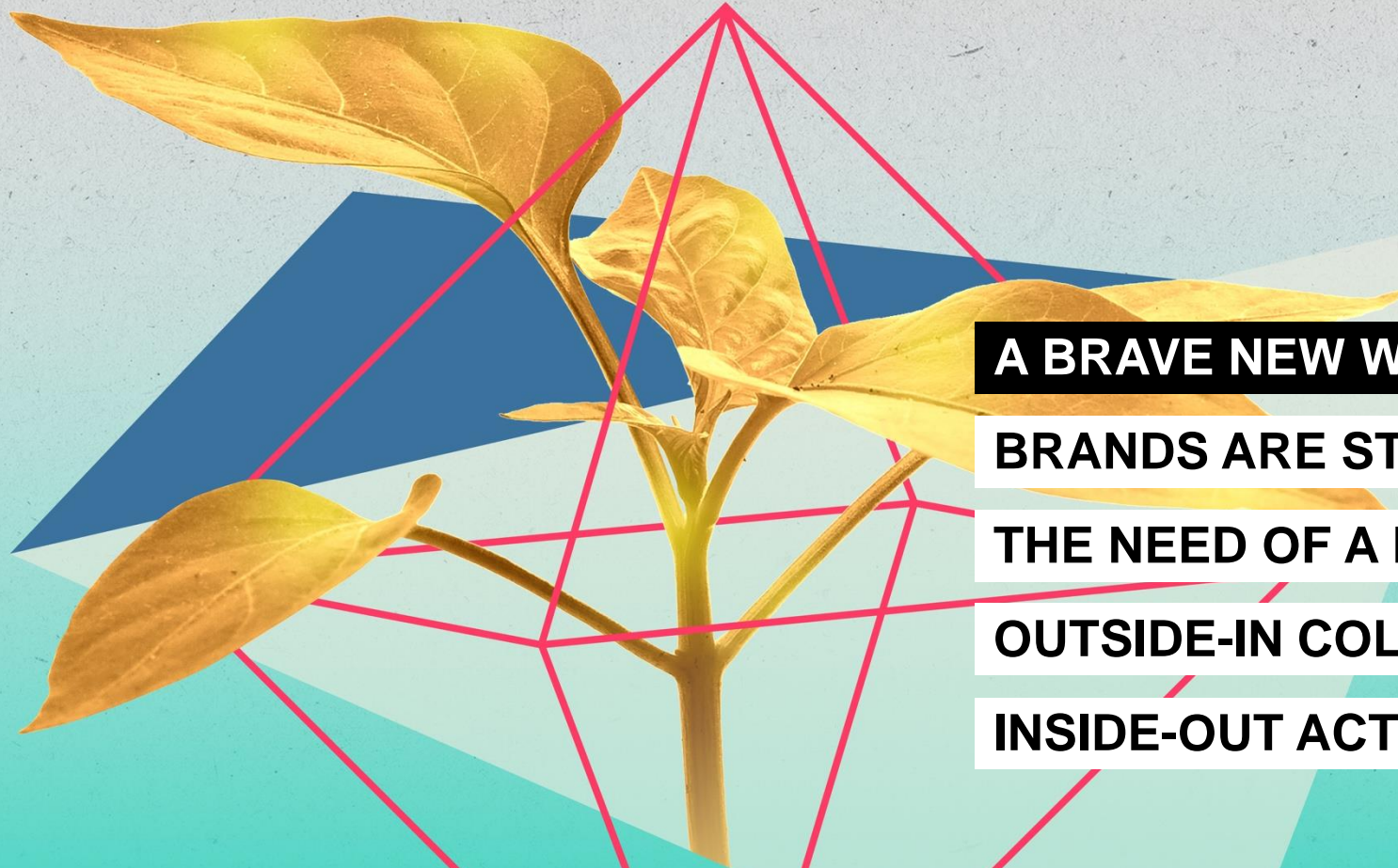
Only **13% of under-performers claim the same.**

*Research conducted by Kantar Vermeer, Sept 2015



MODULE 1

WELCOME TO THE AGE OF RELEVANCE



A BRAVE NEW WORLD

BRANDS ARE STRUGGLING

THE NEED OF A DIFFERENT LENS

OUTSIDE-IN COLLABORATION

INSIDE-OUT ACTIVATION

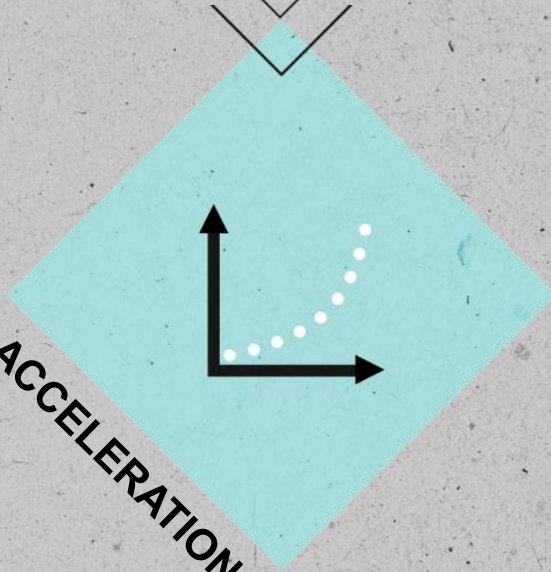
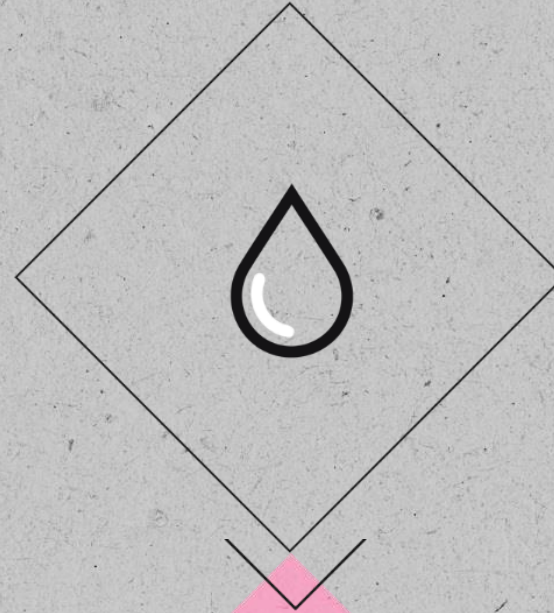
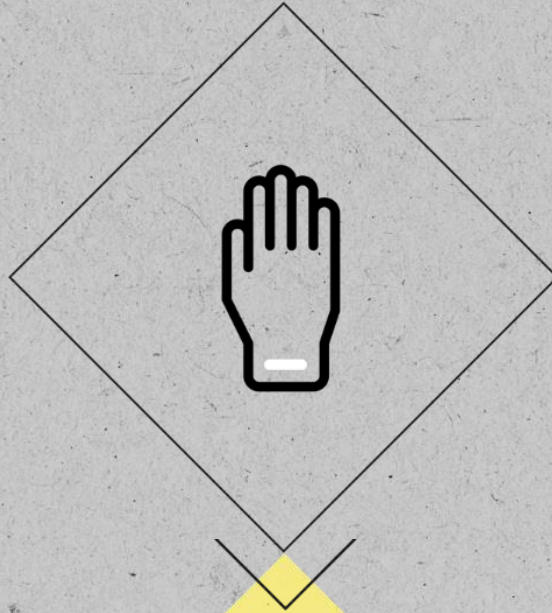
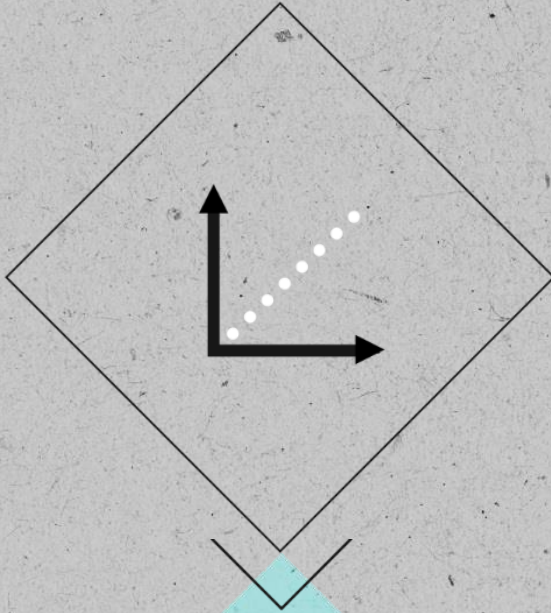
THE ONLY
CONSTANT IS
CHANGE, AND THE RATE
OF CHANGE IS
INCREASING

Peter Diamandis

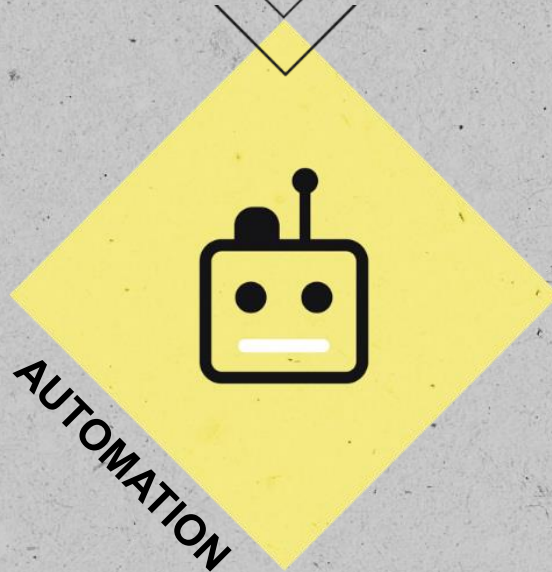
Co-founder / Vice-Chairman at Human Longevity







ACCELERATION



AUTOMATION



ABUNDANCE



EXTREME BRAND EXPECTATIONS

Extreme expectation 1

FROM PROMISE

TO PURPOSE

TELL THEM

WHY?



FOR WHATEVER LIFE THROWS.

Doing good WHILE MAKING GOOD MONEY



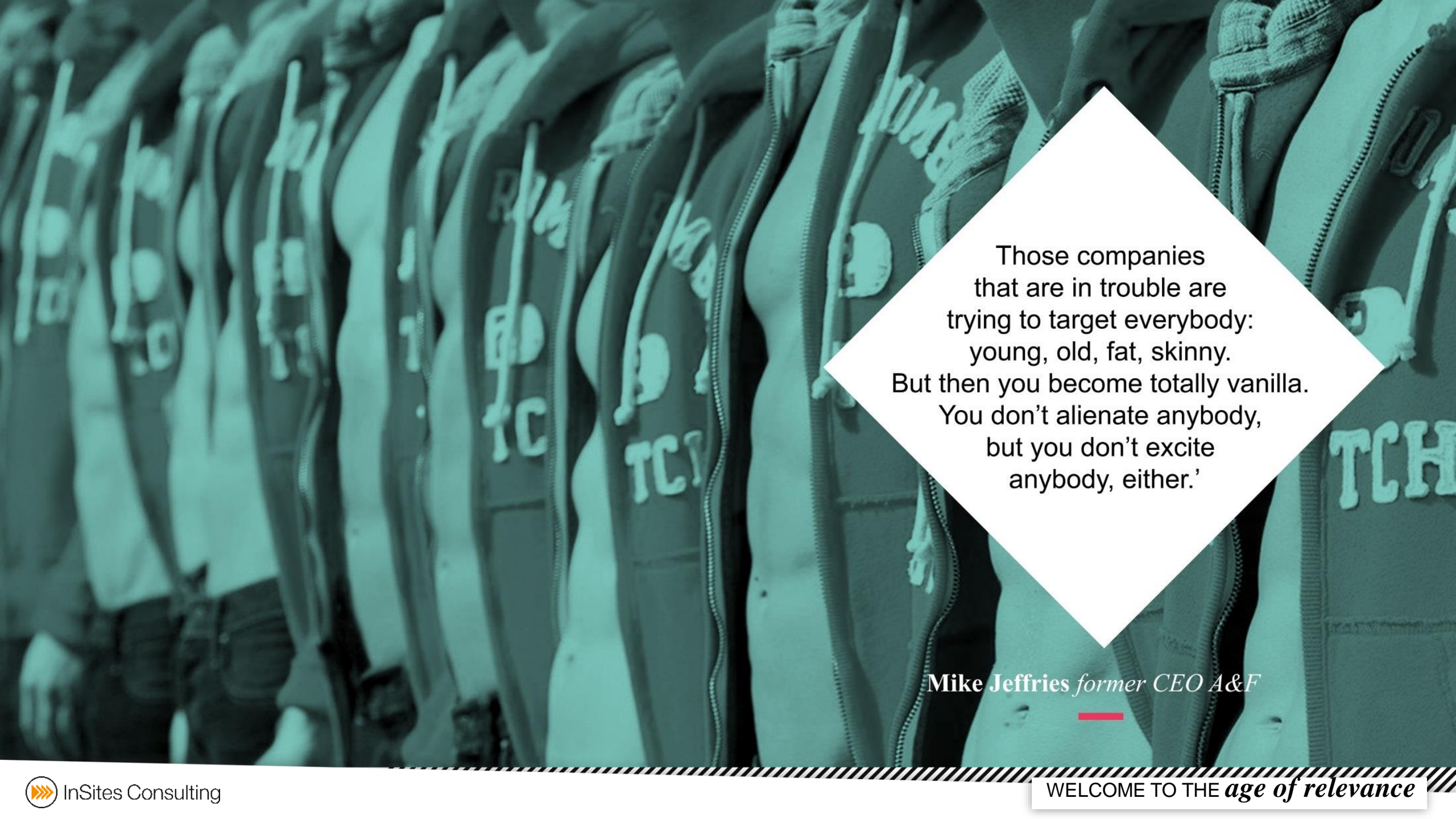
“Combined, sustainable living brands grew **50% faster** than the rest of the business and delivered **more than 60%** of our growth in 2016.”

Keith Weed, CMO, Unilever



Extreme expectation 2

FROM BRAND IDENTITY
TO BRAND IDENTIFICATION



Those companies that are in trouble are trying to target everybody: young, old, fat, skinny. But then you become totally vanilla. You don't alienate anybody, but you don't excite anybody, either.'

Mike Jeffries *former CEO A&F*

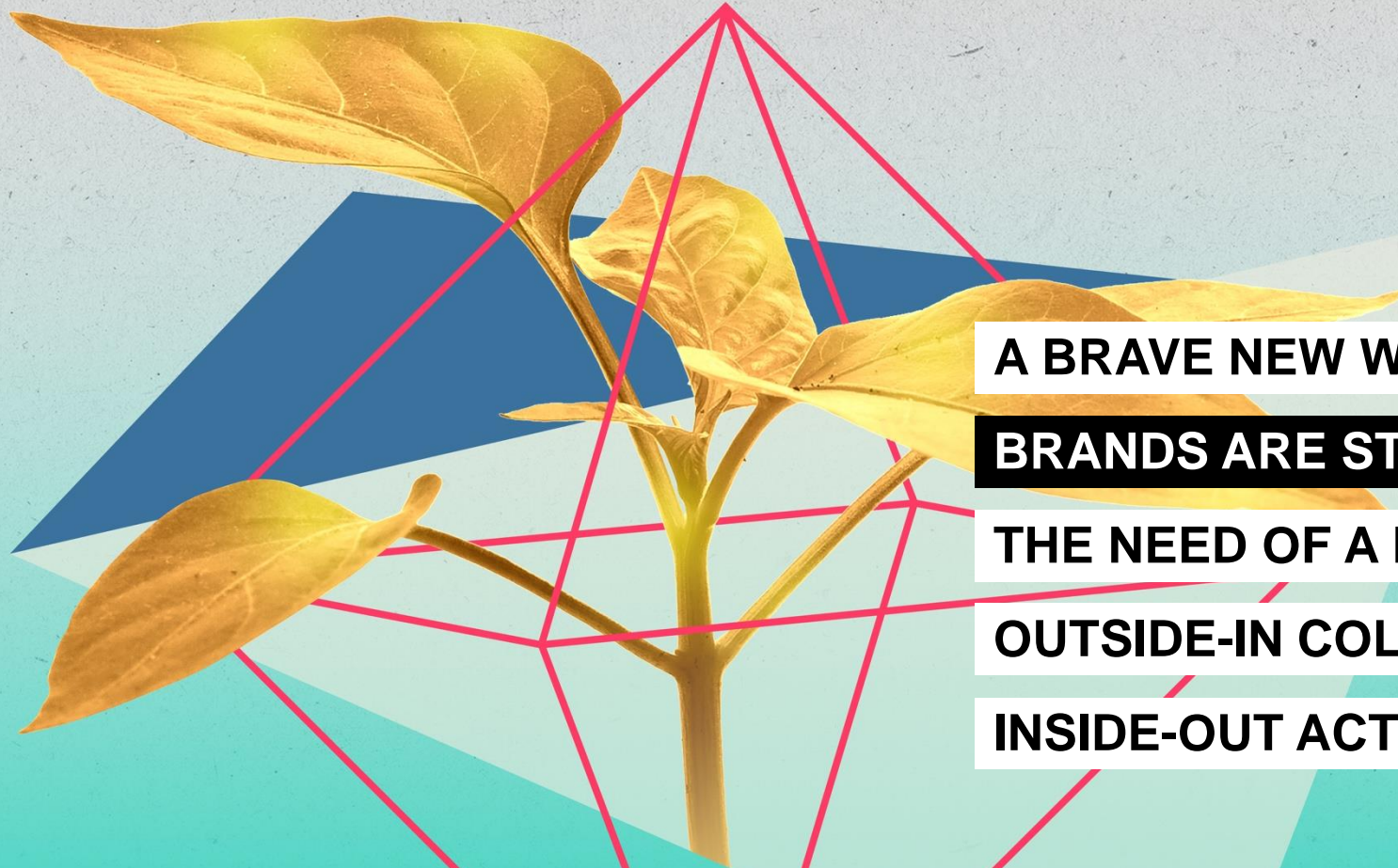
Extreme expectation 3

FROM EXPERIENCE

TO 'ME-XPERIENCE'







A BRAVE NEW WORLD

BRANDS ARE STRUGGLING

THE NEED OF A DIFFERENT LENS

OUTSIDE-IN COLLABORATION

INSIDE-OUT ACTIVATION



‘THE
GREATEST ENEMY
OF KNOWLEDGE IS NOT
IGNORANCE, IT IS THE
ILLUSION OF
KNOWLEDGE’

Stephen Hawking



ILLUSION OF LONGEVITY

ILLUSION OF DIFFERENTIATION

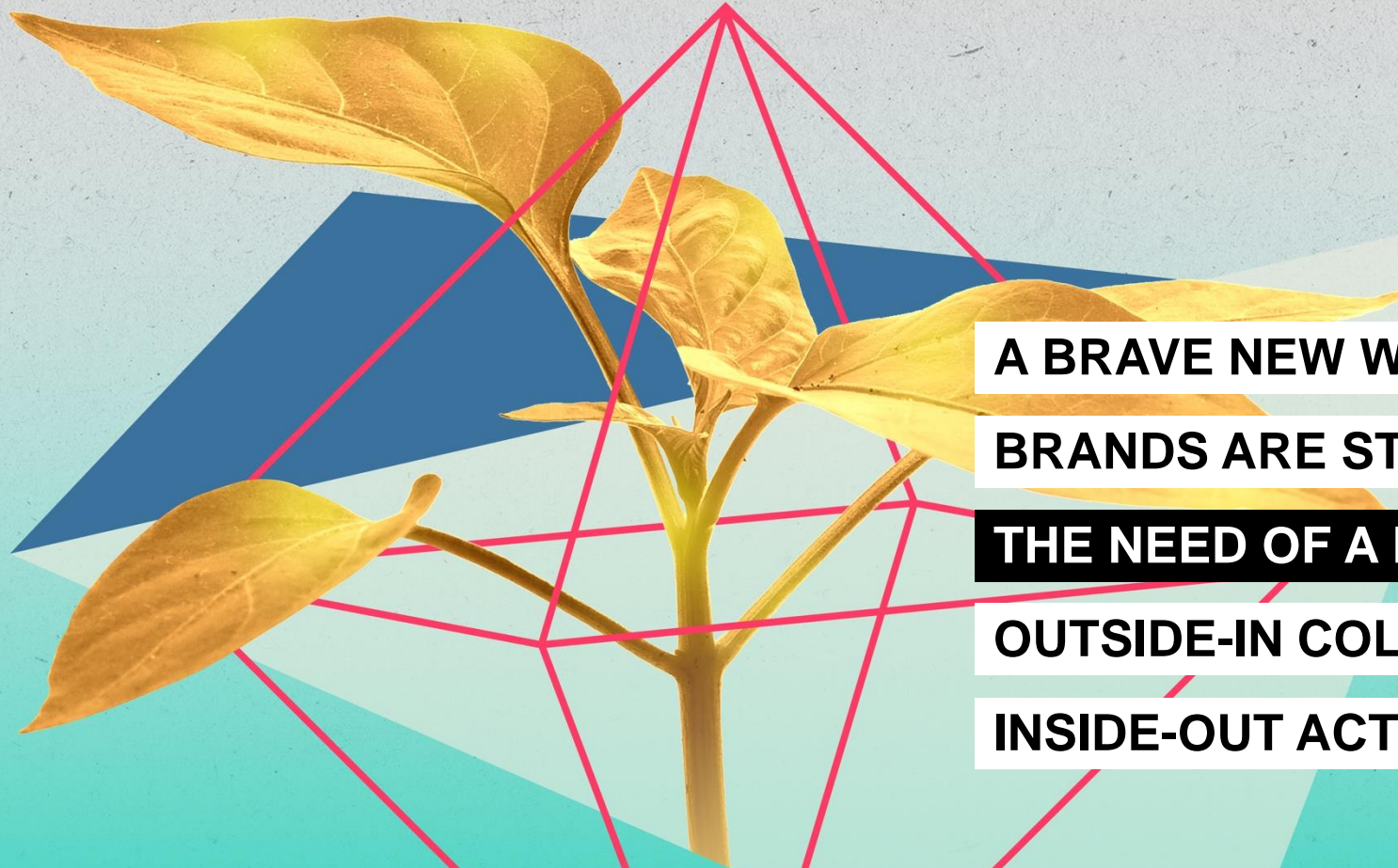




ILLUSION OF ATTENTION

ILLUSION OF LOYALTY





A BRAVE NEW WORLD

BRANDS ARE STRUGGLING

THE NEED OF A DIFFERENT LENS

OUTSIDE-IN COLLABORATION

INSIDE-OUT ACTIVATION



MOVE FROM
**'MARKETING TO
CONSUMERS'**
TO **'MATTERING
TO PEOPLE'**

David Jones *Former CEO Havas*

THE HOLE IN THE WALL



People are only consumers

a small part of the day





COPERNICAN
brand revolution

CONSUMER
CENTRIC

BRAND
CENTRIC

MOMENTS

TOUCH POINTS

NEEDS

SOLUTIONS

LIFE

PURPOSE

RELEVANCE
SWEETSPOT

CONSUMER
CENTRIC



BRAND
CENTRIC



CONSUMER
CENTRIC

BRAND
CENTRIC

MOMENTS

TOUCH POINTS

RELEVANCE
SWEETSPOT

MOMENTS OF TRUTH

CONSUMER
CENTRIC

BRAND
CENTRIC

NEEDS

RELEVANCE
SWEETSPOT

SOLUTIONS

ZOOMING OUT



CONSUMER
CENTRIC

BRAND
CENTRIC

RELEVANCE
SWEETSPOT

LIFE

PURPOSE



IN THEIR SHOES

WELCOME TO THE *age of relevance*



Did you
use your *own*
brand or product?



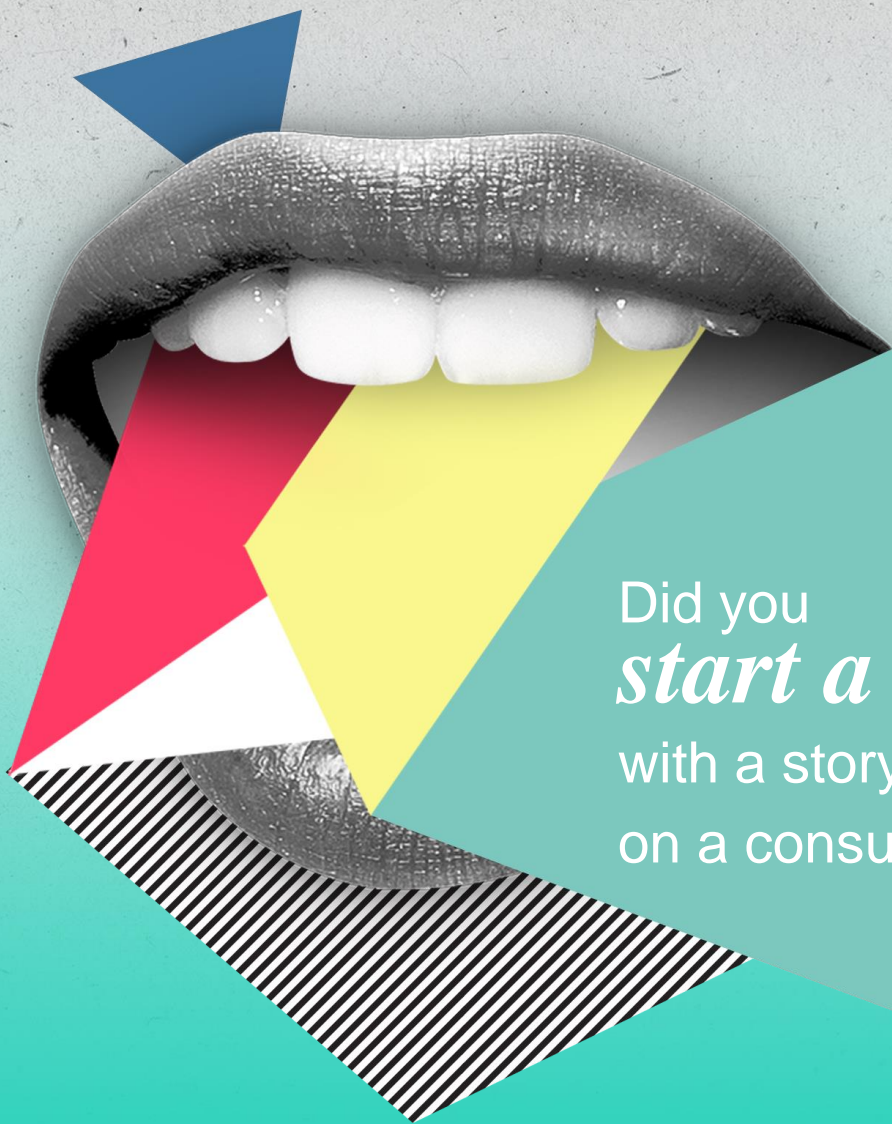
Did you
read an *online review* of
a consumer?



Did you *directly*
talk to a consumer about your
brand or product?



Did you learn
something new about
your market?

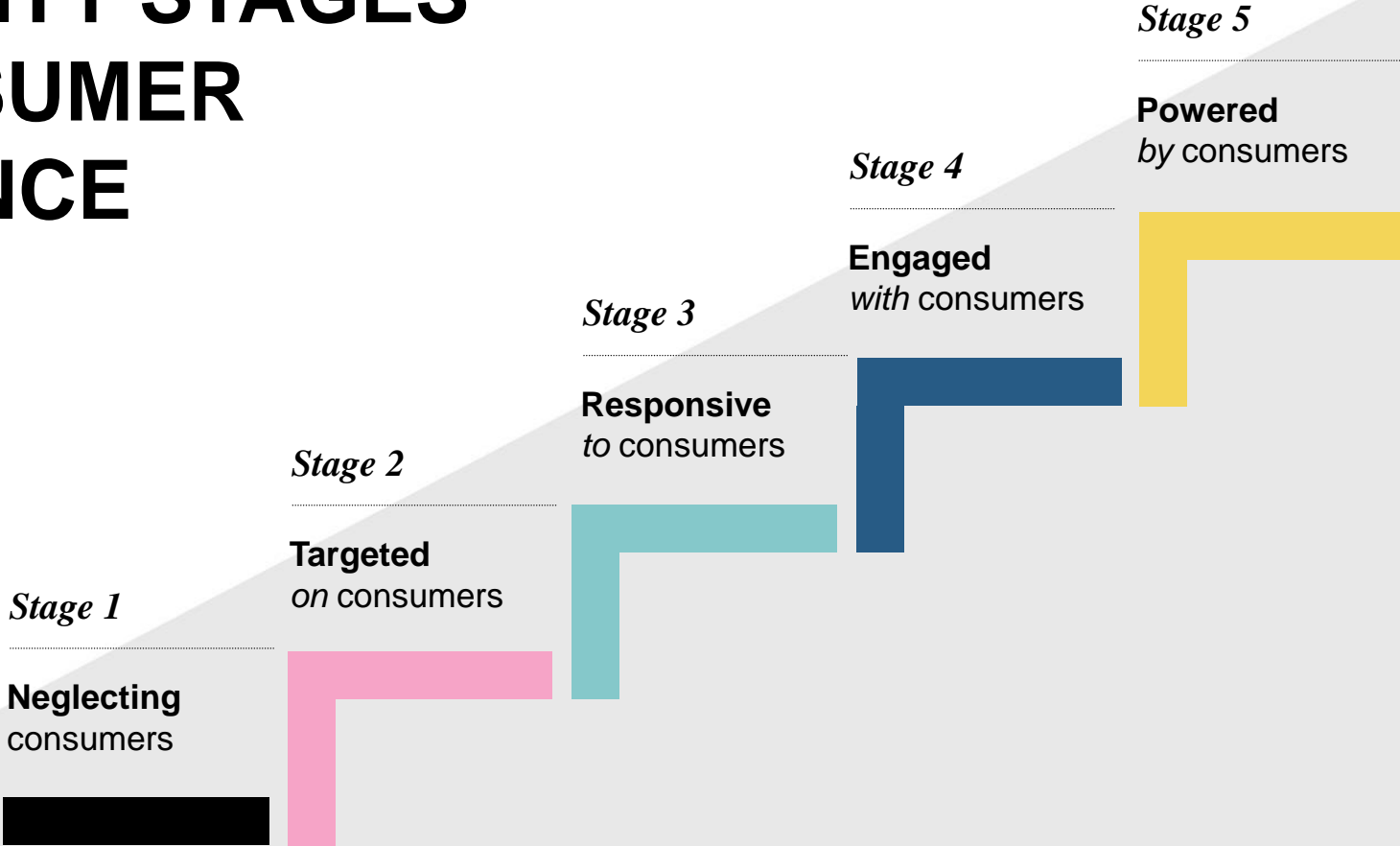


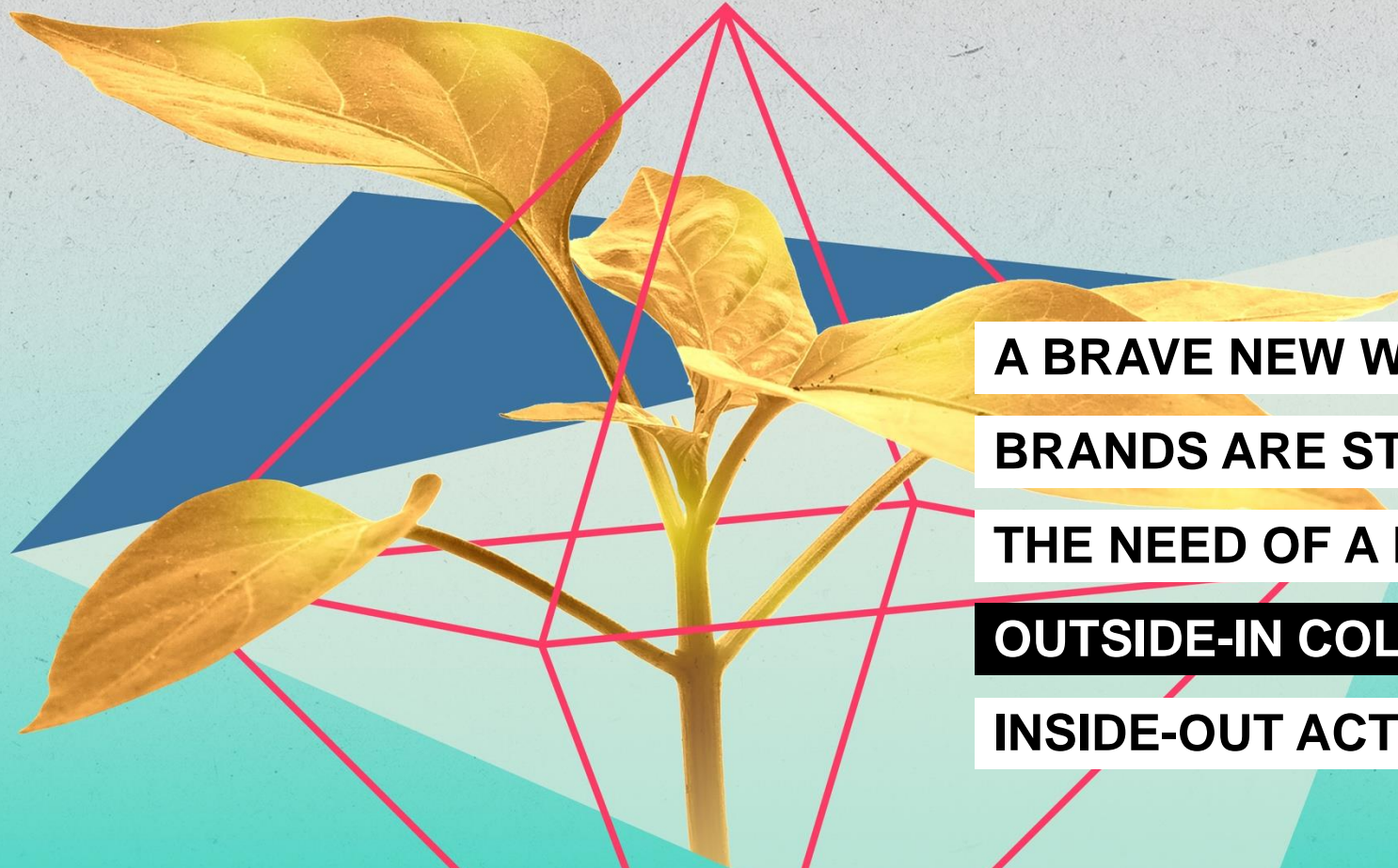
Did you
start a meeting
with a story
on a consumer or end-user?



Do you have any mechanisms to
'continuously'
engage in conversation with
your consumers or end-users?

5 MATURITY STAGES OF CONSUMER RELEVANCE





A BRAVE NEW WORLD

BRANDS ARE STRUGGLING

THE NEED OF A DIFFERENT LENS

OUTSIDE-IN COLLABORATION

INSIDE-OUT ACTIVATION



‘THE CONSUMER
IS NOT A **MORON**,
SHE IS
YOUR **WIFE**.’

David Ogilvy



YOU ARE NOT YOUR CONSUMER



*Kellogg's
learnt it the
hard way*



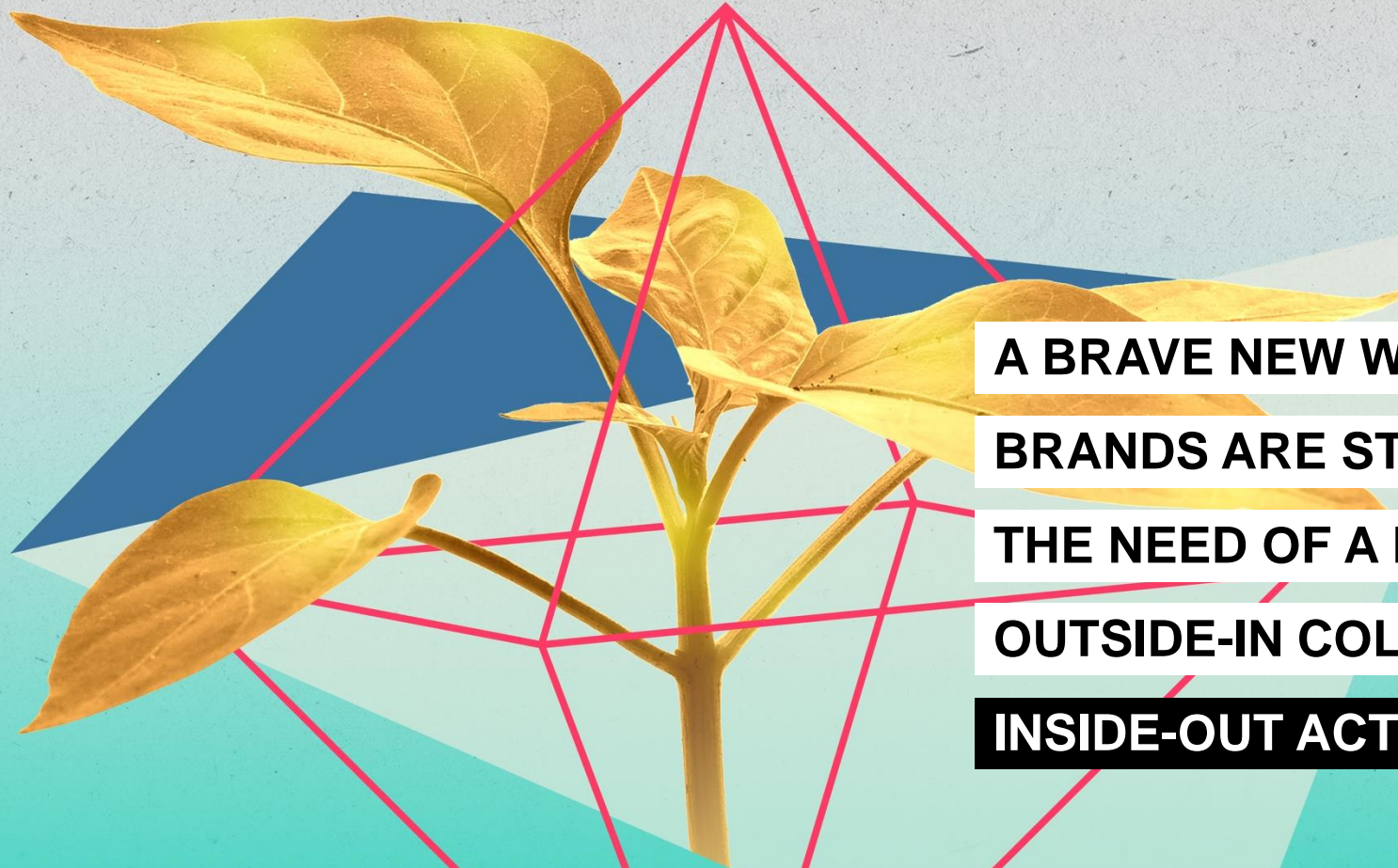


A PERFECT STORM FOR

CONSUMER COLLABORATION

I GOT
THAT
POWER

It's me × Aha! × ❤️ = 🔑



A BRAVE NEW WORLD

BRANDS ARE STRUGGLING

THE NEED OF A DIFFERENT LENS

OUTSIDE-IN COLLABORATION

INSIDE-OUT ACTIVATION

**'IF THE
RATE OF
CHANGE ON THE
OUTSIDE EXCEEDS
THE RATE OF CHANGE
ON THE INSIDE,
THE END
IS NEAR.'**

Jack Welch





EXTERNAL CLOCK IS

ticking faster

#HEARTS



#MINDS



#ACTIONS



GOING TO THE *real place*

現場



A question I often get, is:

MEMORY



OBSERVE

DRIVING CHANGE
THROUGH
experience

INTERACT



EMPATHY



BREAKING THE *silos*





OBSERVATION.

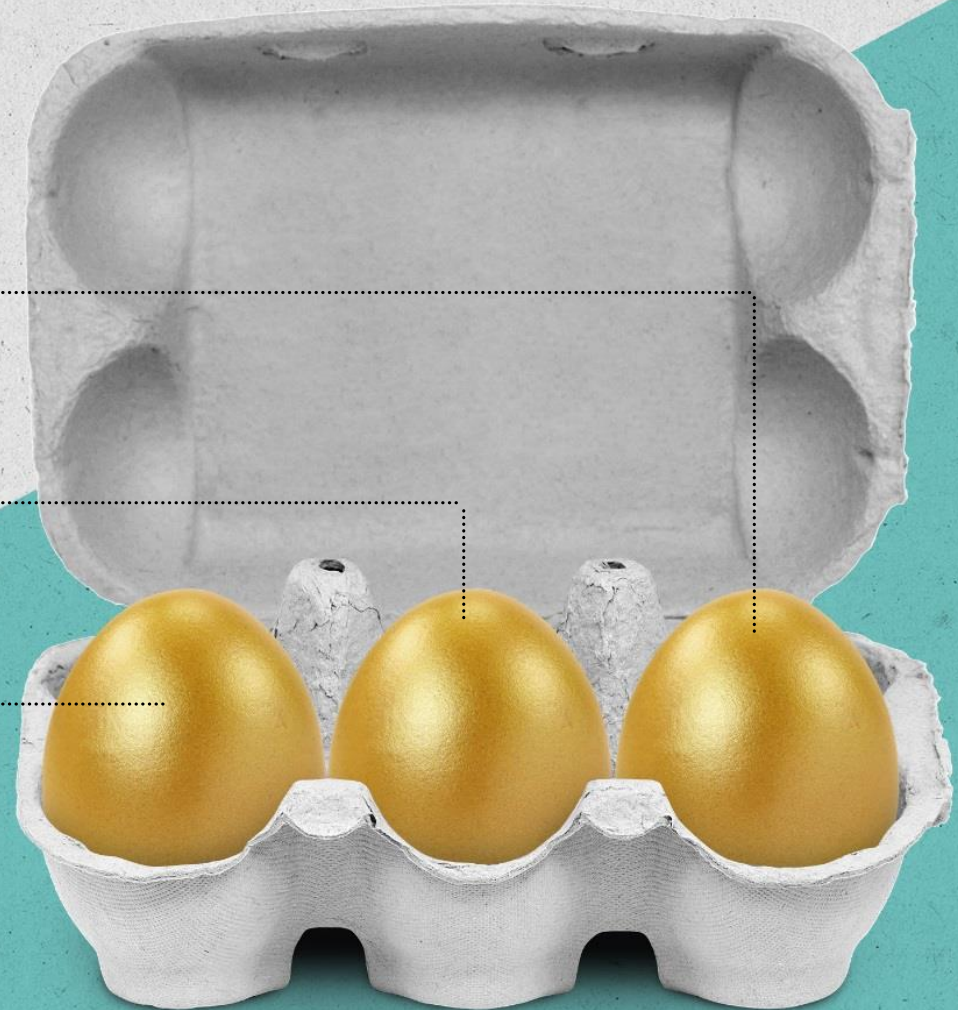
INSIGHT. IDEA.

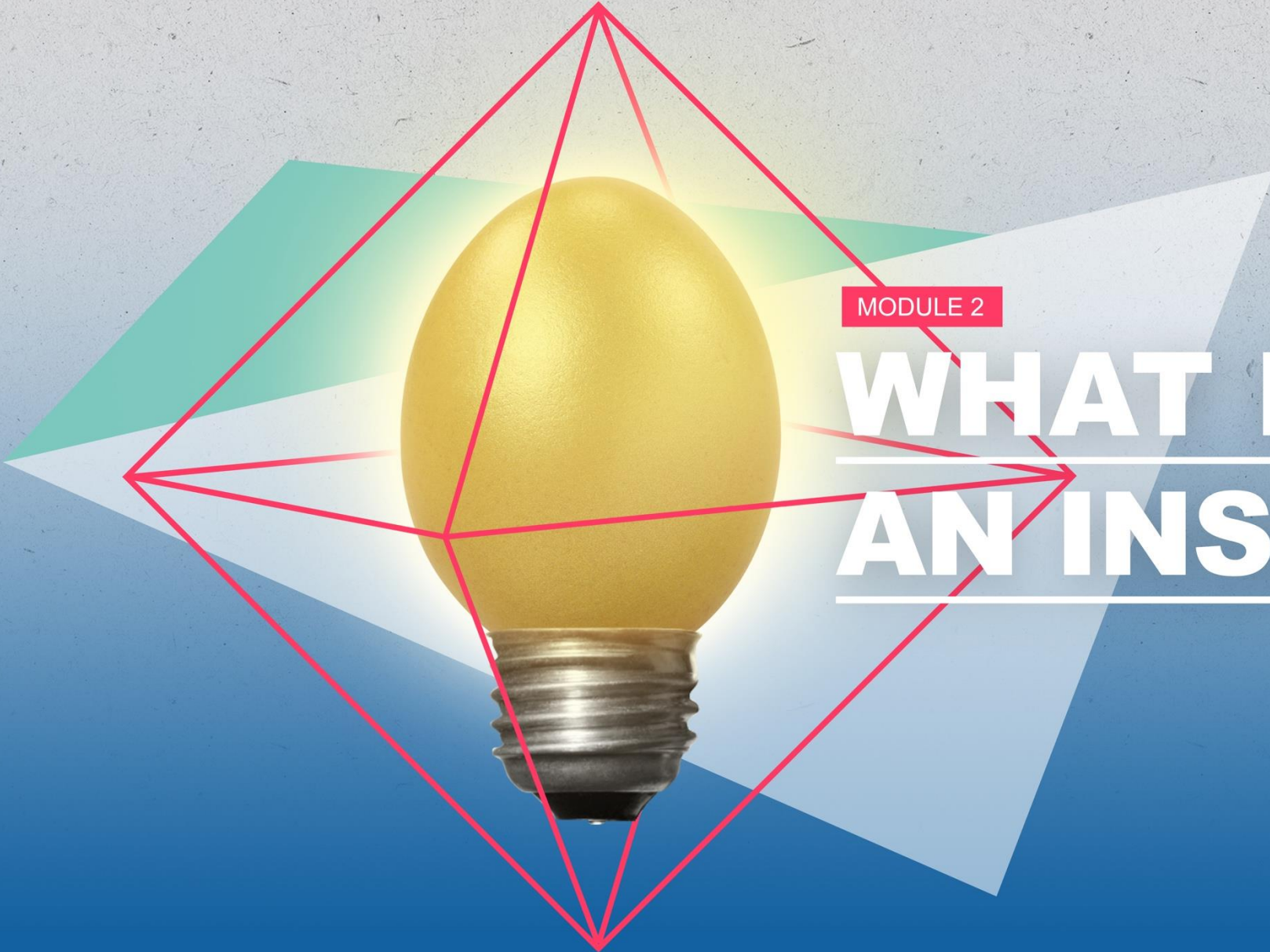
repeat.

JOIN THE COPERNICAN
BRAND REVOLUTION!

EMPOWER CONSUMERS TO
SHAPE YOUR BRAND

ACTIVATE EMPLOYEES TO
EMBRACE CONSUMER INSIGHTS

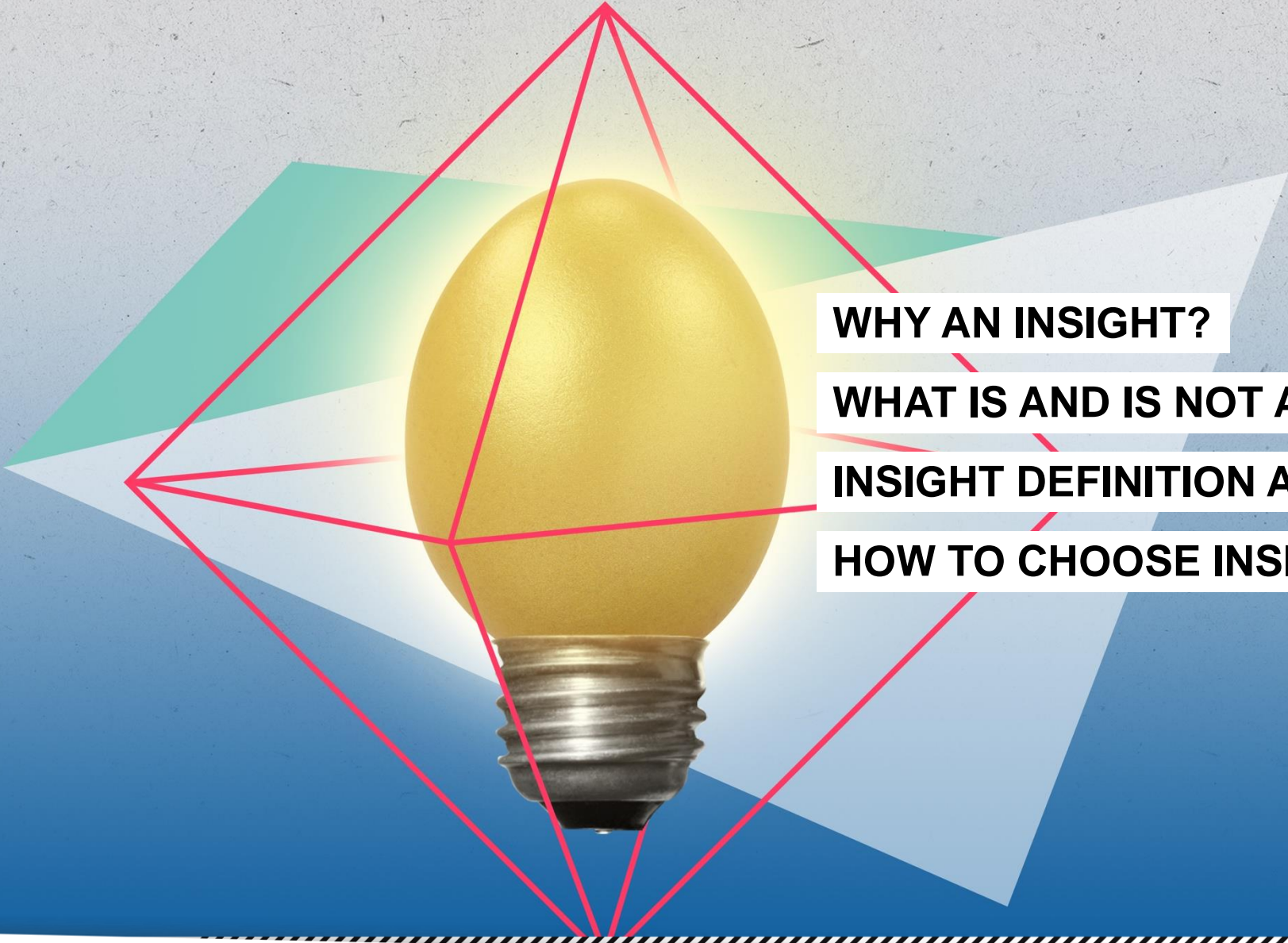




MODULE 2

WHAT IS AN INSIGHT





WHY AN INSIGHT?

WHAT IS AND IS NOT AN INSIGHT?

INSIGHT DEFINITION AND QUIZZES

HOW TO CHOOSE INSIGHTS

A magnifying glass is held over a rocky cliff face. The lens is centered on a section of the cliff, making it appear larger and more detailed. The cliff face is composed of reddish-brown and tan rock layers. The background is a clear blue sky. The magnifying glass frame is black and slightly out of focus.

1

.....

Not an
observation



2

More than big data

A detailed view of a complex industrial control room, likely from a ship or a large factory. The room is filled with a dense array of mechanical components, including numerous circular gauges and pressure indicators mounted on the walls. Large, hand-cranked valves are prominent, along with a complex network of pipes and conduits. The lighting is warm and focused, highlighting the intricate details of the machinery. The overall atmosphere is one of a highly technical and manual environment.

3

Not a product
solution itself

4



2005



2013

Not linked to only one idea



The image features three baseballs suspended from the ceiling by thin wires against a deep red background. The baseball in the center is the most prominent, positioned slightly higher than the other two. The lighting is dramatic, highlighting the texture of the baseballs and creating a sense of depth. A large white number '5' is overlaid on the right side of the image, partially overlapping the central baseball.

5

Not trying to
solve multiple
problems



Recap WHAT AN INSIGHT ISN'T

1

NOT AN OBSERVATION

We need to understand the **motivations** behind the observation.

2

MORE THAN BIG DATA

Big data in itself is not an insight as once again you probably do not have a confirmed **explanation** for the phenomena.

3

NOT A PRODUCT SOLUTION

Insights are only used as a springboard for ideation, leading to **many potential solutions**.

4

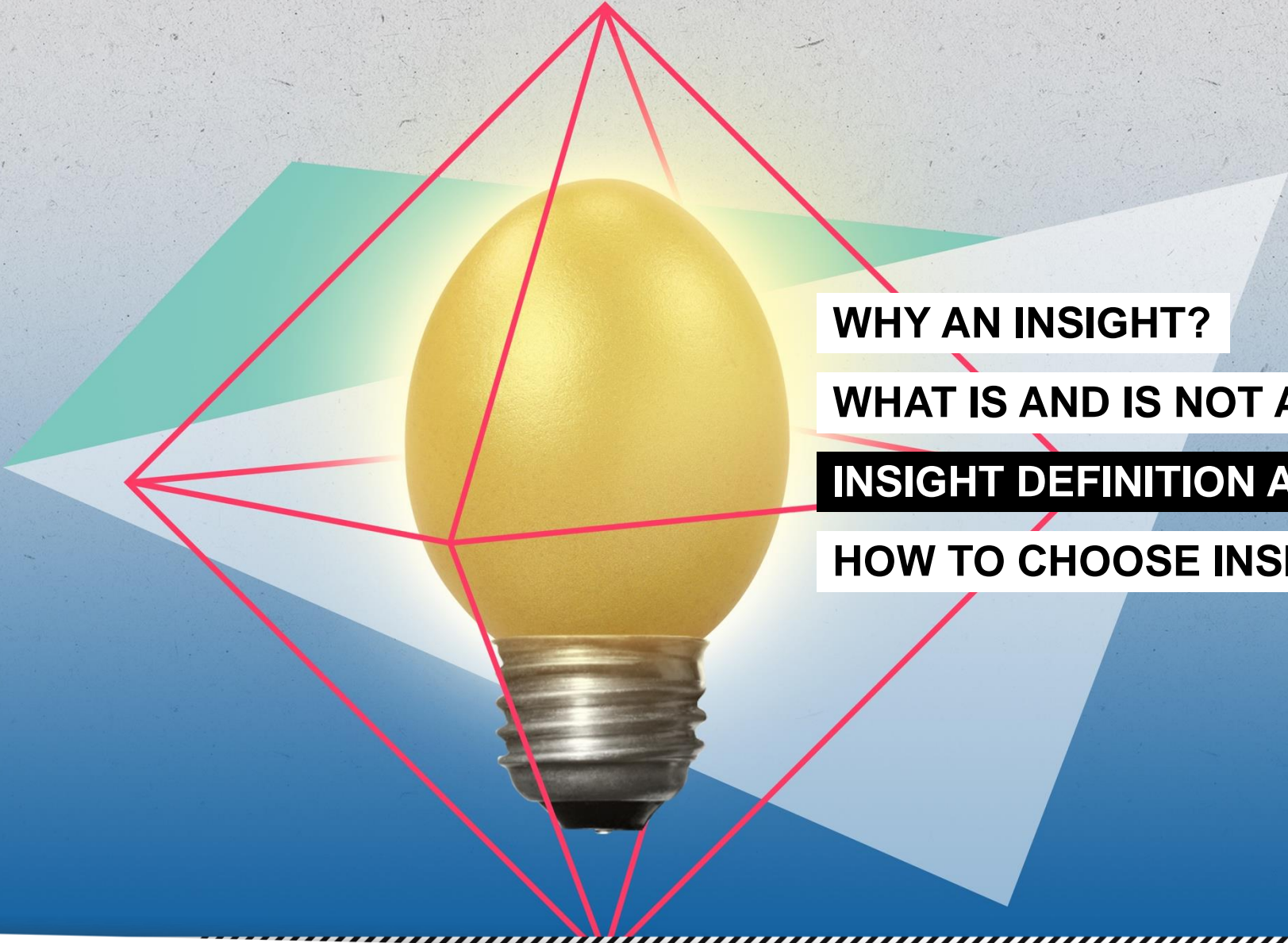
NOT ONLY LINKED TO ONE IDEA

Great insights are **enduring** and can generate business and equity growth over many years.

5

NOT TRYING TO SOLVE MULTIPLE PROBLEMS

Keeping the needs **single minded** means a more focused and clear proposition for the consumer.



WHY AN INSIGHT?

WHAT IS AND IS NOT AN INSIGHT?

INSIGHT DEFINITION AND QUIZZES

HOW TO CHOOSE INSIGHTS

In-sight |'in.sit|

It's me × **Aha!** ×  = 

Relevance

It's me!

A good insight has a context that is recognizable and real to a consumer.

It resonates.

They can identify.





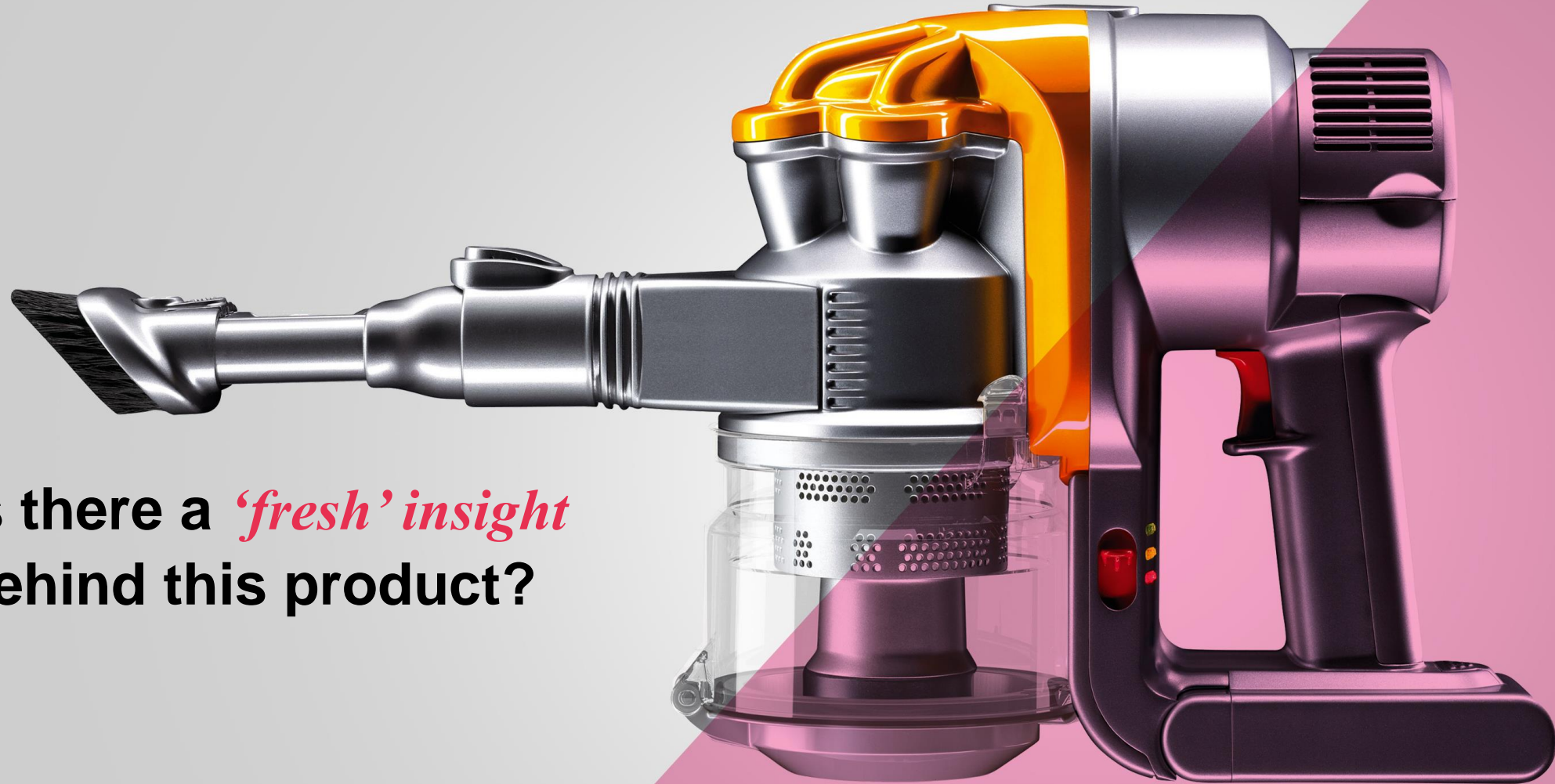
Aha!

The light goes on

A fresh, new way of looking at your behavior.

Something latent rises to the surface.





Is there a *'fresh' insight* behind this product?

Emotion

Not emotionally neutral

Insight should refer to a situation that a consumer is motivated and excited to change!



In-sight |'in.sit|

It's me × Aha! ×  = 

Relevance

A good insight is recognizable & real to a consumer.

Freshness

A good insight is a fresh way of looking at things.

Emotion

A good insight creates an emotional desire to change.

Key to success

A good insight creates the foundation for actionable marketing decisions; ultimately leading to a competitive advantage



In-sight |'in.sit|

It's me × Aha! × ♥ = 🔑

short '**consumer story**' articulating an **unmet need** that can drive (category) behavior change; ultimately leading to a competitive advantage.

.....

WHAT'S THE BRAND BEHIND THIS INSIGHT?

.....

“When I travel I want to experience my trip through the eyes of a local and get to places where (almost) no hotels are, but I do not want to spend too much money. It would be great if I could really experience my holiday in a unique place but in an affordable way”

.....

WHAT'S THE BRAND BEHIND THIS INSIGHT?

.....



.....

ARE THE INSIGHT INGREDIENTS PRESENT?

.....

“When I travel I want to experience my trip through the eyes of a local and get to places where (almost) no hotels are, but I do not want to spend too much money. It would be great if I could really experience my holiday in a unique place but in an affordable way”

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ARE THE INSIGHT INGREDIENTS PRESENT?

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When I travel I want to
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and get to places where
(almost) no hotels are, but
I do not want to spend too
much money. It would be
great if I could really
experience my holiday in
a unique place but in an
affordable way

RELEVANCE

FRESHNESS

EMOTION

In DNA insights are all the same,
but the *content* or *story being told* can be different.



Can be category related or a general life ambition

Highly emotional

More likely aspirational



Can be category related or a general life ambition

Highly emotional



Tends to be more category related but can be general life ambition



Tends to be category related

More functional



Tends to be category related

More functional

More likely friction solving



M&M's

PRODUCT

Consumers like irregularities and imperfections in their candy.



Dyson

PRODUCT

Consumers like to see the result of their vacuuming work, it reassures them.



Snickers

COMMUNICATION

"You're Not You When You're Hungry" campaign tapped into the simple truth that when you're hungry, you're not yourself.





Heineken

SHOPPER

It would be great if I could already be chilling my beers on the way to the party!



Heineken Releases 18-Bottle “Just Add Ice” Coolerpack

April 27, 2017 | Top News, New Products

Heineken launched “Coolerpack,” a 18-pack cardboard packaging that will allow consumers to chill their Heineken’s by removing the top to their case and adding ice. Heineken POS materials will enhance the product presence. “We are excited to be bringing this new pack to retailers on-the-go drinking occasions and just in time for summer,” said Ray Faust, Chief Sales Officer, Heineken USA. “With convenience top-of-mind, most consumers shop on their way to an occasion, with two-thirds indicating they will drink



..... **Quick**

Insight Quiz



What is this?

“the volume of coffee consumption among 18-25 year old consumers is declining for 2 years now”

A

Hypothesis

B

Observation

C

Insight



What is this?

.....

“the volume of coffee consumption among 18-25 year old consumers is declining for 2 years now”

.....

A
Hypothesis

B
Observation

C
Insight

What is this?

“I think that young people are drinking less coffee cups per day than 2 years ago because they are concerned with the negative health effects of too much caffeine”

A

Hypothesis

B

Observation

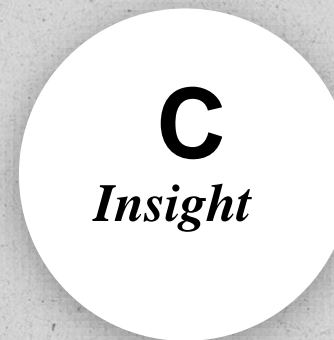
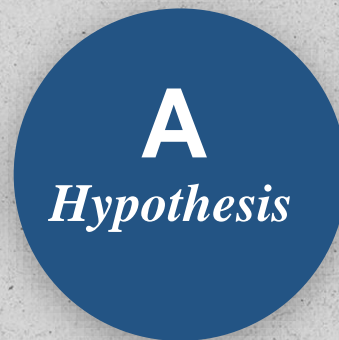
C

Insight



What is this?

“I think that young people are drinking less coffee cups per day than 2 years ago because they are concerned with the negative health effects of too much caffeine”



What is this?

“I really love the great tastes and experiences that modern coffee brands provide at home and work, however I do have some concerns over the effects of too much caffeine. It would be great to enjoy rich coffee experiences in a slightly more healthy way.”

A
Hypothesis

B
Observation

C
Insight

What is this?

“I really love the great tastes and experiences that modern coffee brands provide at home and work, however I do have some concerns over the effects of too much caffeine. It would be great to enjoy rich coffee experiences in a slightly more healthy way.”

A
Hypothesis

B
Observation

C
Insight



What is this?

“Men aged 25-40 seem to be using more expensive beauty products such as moisturizers and eye creams as they think modern women don’t appreciate wrinkles”

A

Hypothesis

B

Observation

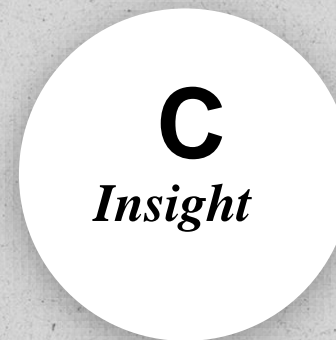
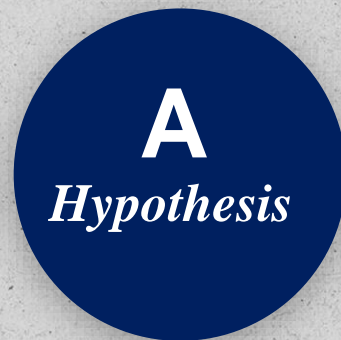
C

Insight



What is this?

“Men aged 25-40 seem to be using more expensive beauty products such as moisturizers and eye creams as they think modern women don’t appreciate wrinkles”



What is this?

“In ethnographic research we noticed that many consumers were putting extensive efforts into cleaning their home (floors) before receiving visitors.”

A

Hypothesis

B

Observation

C

Insight



What is this?

“In ethnographic research we noticed that many consumers were putting extensive efforts into cleaning their home (floors) before receiving visitors.”

A
Hypothesis

B
Observation

C
Insight



What is this?

“I do not like to dance with a drink in my hand. I wish there was a way to avoid that when I go dancing and leave my drink on the table, that my drink is gone when I come back to take a sip.”

A

Hypothesis

B

Observation

C

Insight



What is this?

.....

“I do not like to dance with a drink in my hand. I wish there was a way to avoid that when I go dancing and leave my drink on the table, that my drink is gone when I come back to take a sip.”

.....

A
Hypothesis

B
Observation

C
Insight