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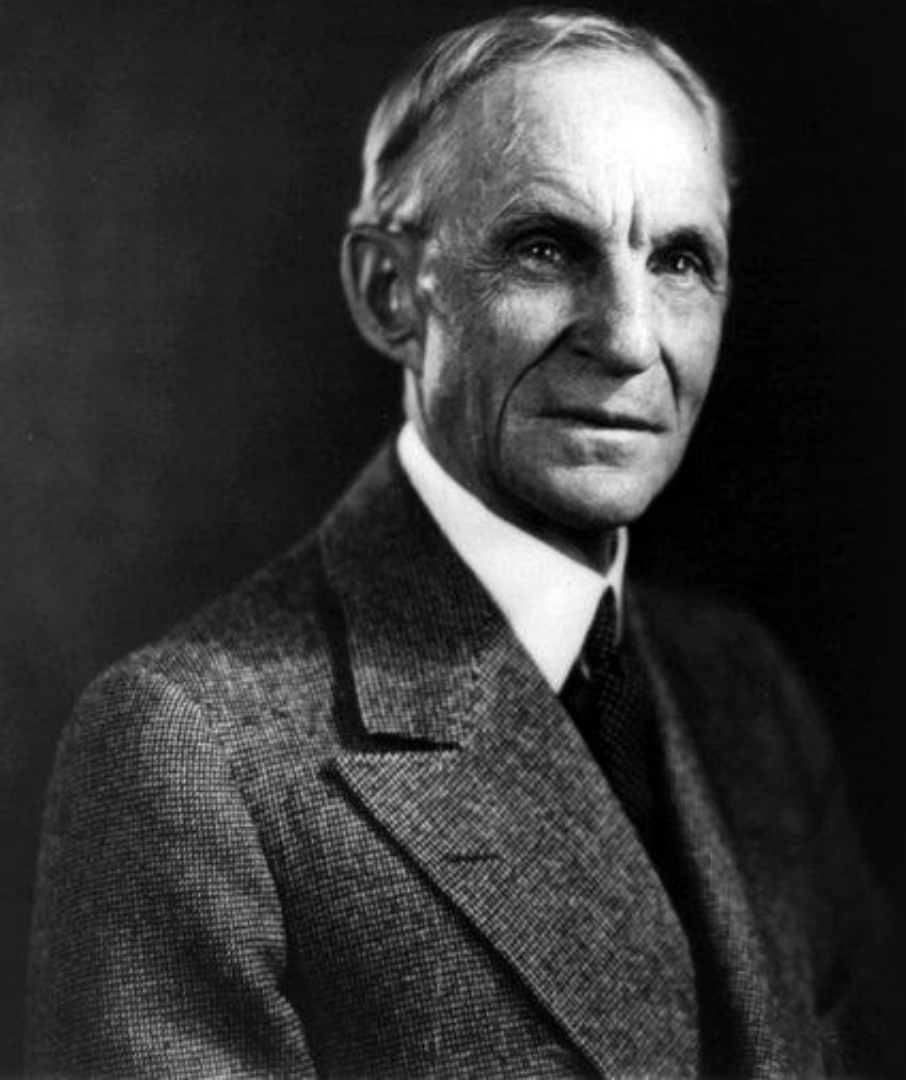
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# Extreme Prototyping: Driving Behavioural Change in FMCG



And home of the....





“IF I HAD ASKED PEOPLE  
WHAT THEY WANTED,  
THEY WOULD HAVE SAID:  
**FASTER HORSES...**”

Henry Ford



People frame the answer to 'what do you need' within the realms of **current context**, and **their lived experiences – verbally and behaviourally**.

**Capabilities based innovation** is too focused on the viability of manufacture – crucial for ultimate success, but limiting during ideation.

Articulated needs  
Unarticulated needs



- **Limited by awareness and current behaviour**
- Optimised solution framed by context of current experience

'Just because you can, doesn't mean to say that you should'



- **Limited by practicality**
- Optimised solution framed by context of current logistics



Extreme Prototyping removes context of habitual product usage and **encourages behavioural change...**

It **overrides coping mechanisms** and identifies **needs** and **benefit spaces** beyond traditional 'articulated' and 'unarticulated' areas...



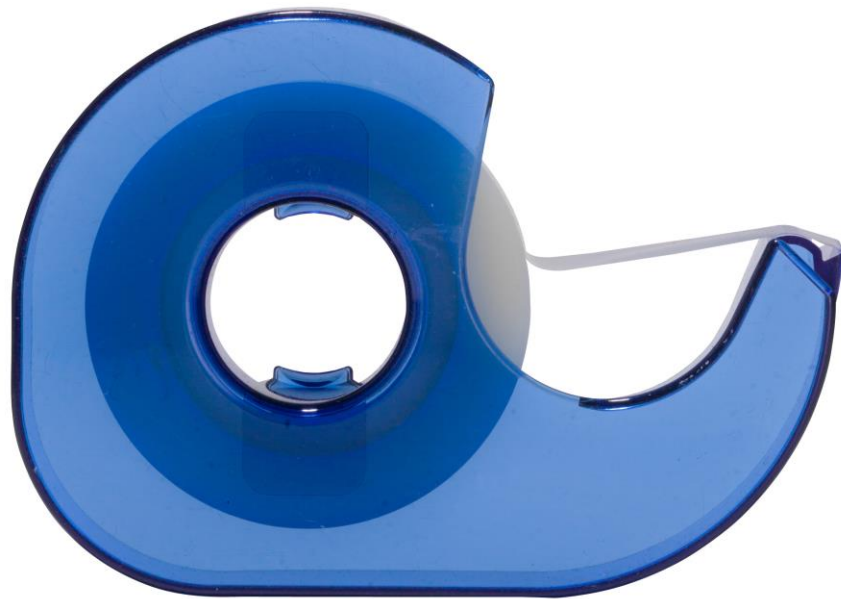
Extreme  
prototyping


Needs



Capabilities





Place seemingly  unrelated stimulus into **real life** scenarios...

...and see what happens



# Extreme Prototyping works.



Identifies pain points and needs



Identifies jobs to be done



Develops NPD pipelines



Meets innovation targets



Changes the parameters of the category



Gains long term competitive advantage



Wins in the market, in the future



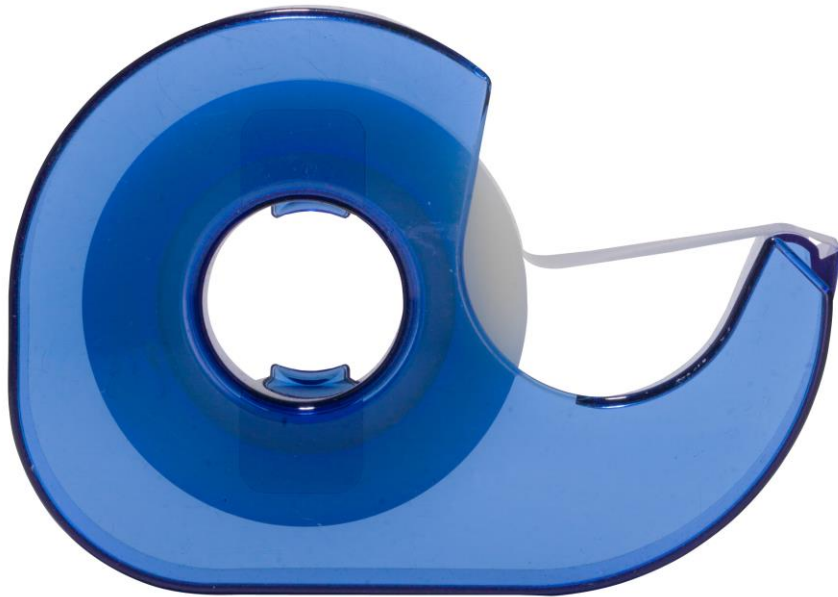
Ensures future commercial success



Rule one:  
No rules  
(now that's my  
idea of fun!)







## What could this become in your category?

### Laundry product

Targeted stain remover

#### Benefits:

- Increased efficacy: melts into stain – increased penetration
- Reduces colour fade
- Hypoallergenic: no unnecessary chemicals
- Practical: on the go, uses minimal water
- Eco benefits: fewer chemicals in water cycle

### VMS Product

Gut Health Strip

#### Benefits:

- Add 'good bacteria' to range of food/drink
- Easy to consume: no issues swallowing
- No taste: accessible to children – added to favourite food (no need to rely on yogurt drinks)





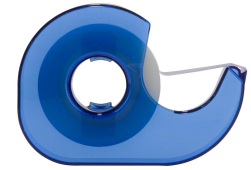
The scope for stimulus is limitless...



Non category  
stimulus, parallel  
format

Hand tooled  
internal prototype

Source Lean-start-  
up innovation



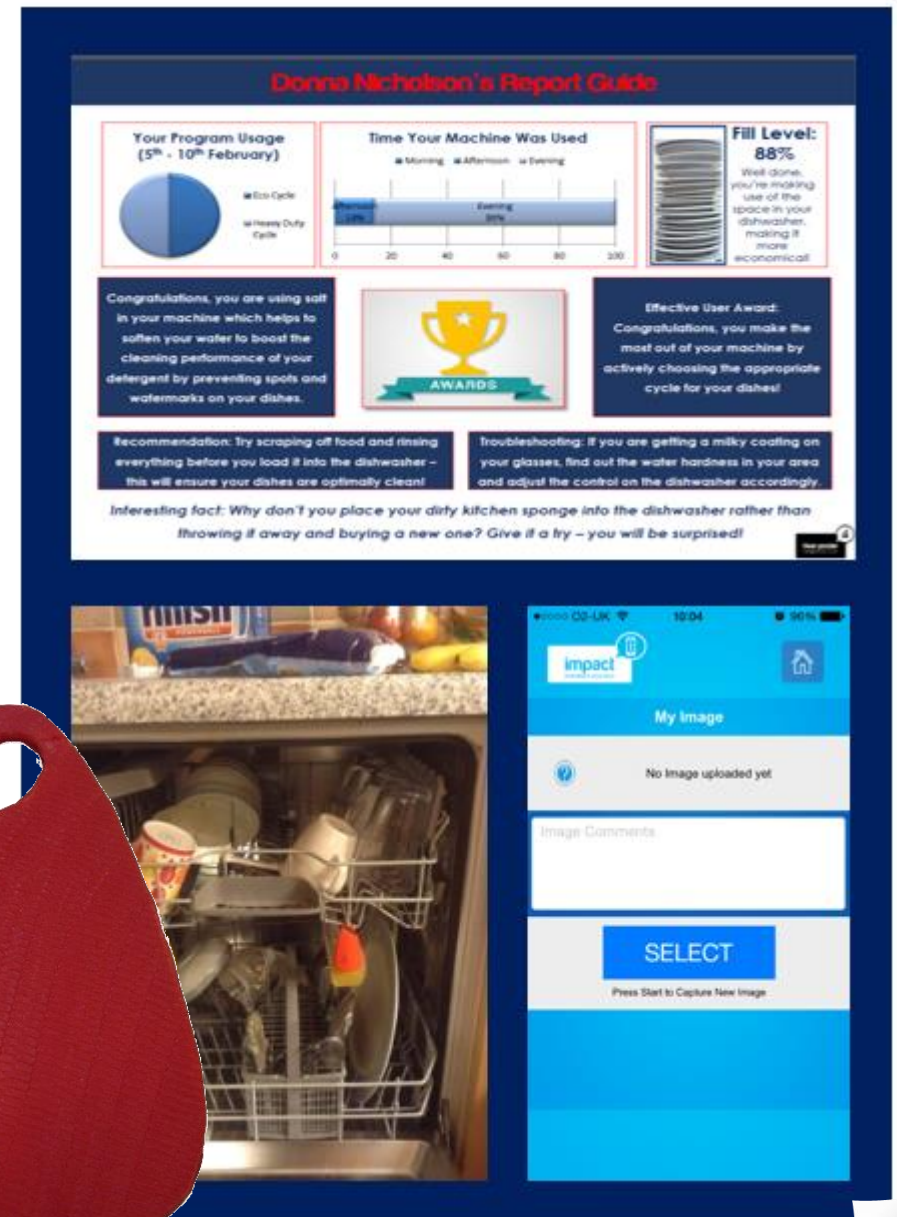
Unrelated item



# Push the boundaries...

12 years ago I spent 6 weeks pretending to be an intelligent dishwasher...

↑  
Top of my CV





When we do this, we see  
new 'jobs to be done'...



**Different teams  
want different  
things** from Extreme  
Prototyping ...

Understand their  
needs up front.

### Benefit Spaces

- Focus on the problem, not the solution
  - Stretch ideation
  - First stage of pipelines development
  - Solid foundations on which to build

### Broad Design Principles

- Guardrails: a rulebook of attributes that win and fail
- Inspirational formats in other categories

### Innovative NPD ideas

- More fully developed concepts
- Further along agile innovation funnel
- Start early stage prototyping





The opportunity: Fabric spray: 24 hour protection from bacteria (ideally viruses)

The need

- Practical: clothes are hygienically clean in and out of home
- Anti bacterial
- Emotional: want to feel safe and truly clean no matter where I am

Position

- Proactive, not reactive
- Go beyond clean

Categories with same need



Reason to Believe

- Tea tree ingredient
- Natural source of antibacterial properties used for hundreds of years
- Scientifically proven to eliminate bacteria after just 1 second of contact for 24 hours after use

Key competition

- Dettol 3 in 1
- Febreze anti bac

Benefits over competitors

- Not in wash format means it is at most active when you need it: does not dissipate in dryer or during storage
- Safe around children and animals: natural derivatives
- Fragrance lasts for duration of protection: cue to reapply

Fragrance territories

Menthol, eucalyptus, tea tree, green tree

Descriptors

Cooling, arctic, crisp, sharp, tangy, whip, antibacterial, bitter, after taste

Core language

Intense blast, active, proactive, future proof, barrier, protect, boost, lift, power, shield, resist, defy



Boost Bomb

Imagine the luxury of hot, fragrant bath...in your bed. Clean sheet night never smelt so good.

Bring a burst of enveloping fragrance to your bed time, New boost bombs replace your fabric softener and fragrance beads to deliver a more powerful sensory experience than ever before.

The ball rolls gently in the machine: Evenly penetrating every fibre of your laundry for longer lasting fragrance delivery Gently removing creases and softening the fabric with leaving a residue on fabrics or machine

Benefit: Elasticity of fabric springboard

Move from passive language of defence (prevent) to proactive active language of 'boost' and 'suppleness': protect, enhance, promote

- Blderberry
- Blderflower
- Acai
- Connotations of cottage industries: warm, generational/traditional home-cure
- Key trends: vitamin supplements, refreshing, anti-inflammatory face creams and nourishing drinks



#28	Packed with natural antioxidants, centuries old remedy, potassium, vitamin c, used as a supplement to boost immunity and promote fabric elasticity
Claims	<ul style="list-style-type: none"><li>Makes fabric as flexible as you have had to become</li><li>Flexes around body to reduce fibre fall</li><li>Send fibres, not break them</li><li>For supple, nourished fabrics</li><li>Moves as you move to give natural bounce and fluidity</li><li>For clothes which is as forgiving as we all should be</li><li>Fluid, adaptable fabric that snaps back effortlessly</li><li>Fabric that is alive with movement</li><li>My skin no longer has all the fun</li><li>Confidence that my clothes can withstand the stress test</li><li>No more rigid materials</li><li>For younger looking, healthy clothes</li><li>Reduces the signs of sag in aging fabrics</li><li>Gives the elastic volume of youth to my clothes</li><li>Returns to where I want it all day, Every day.</li></ul>
Language around benefit	Flourishes, moves, supple, penetrated, elasticity, flexible, fluid, natural movement, lycra, workable, pliable, agile, nimble, mobile, alive, snap back, adaptable, responsive, tolerant, co-operative, forgiving
Incorporation into laundry product	Extract, supplement, elixir, infusion Hand gathered, collected with care, responsibly sourced



Logistically achievable



Low consumer need

Detangling

Fragrance in 15 mins: quick wash

High consumer need

Viral protection

Quick drying

Logistically unachievable



Use **video-diary ethnography** to compare and contrast current with new behaviour...

Understand...

### Moments in detail

- Occasion
- Need behind the occasion
- Triggers to use
- Full context: who benefits from use?

### The benefits

- New spaces and territories
- Language to define that space





## Covid means you can't place stimulus?

In home scavenger hunt:  
find 6 non related items in  
2 minutes

## Can't find forward thinking consumers

Find enthusiastic  
people with young  
children

## Not got safety clearance on internally made extreme prototype?

Stimulus by proxy: show 360°  
4k video.

Give them a conker: use  
the conker in place of  
product



Trust me on this one

## Consumers struggling?

'In their shoes' exercise:  
print personas, and  
give everyone 5...what  
would they do with it?





Take it back to **XM:**  
**Experience Mapping.** Have  
we hit **key moments that  
matter most?** Benchmark  
against current products  
and behaviours?

**Importance**

— Overall — Excitement — Practicality

TV comms Radio comms Static Media Accessibility Navigation POS Price point Selection Customer service First look First interaction Second interaction Interaction 3 Interaction 4 Interaction 5 Interaction 6 Finding how to win Customer service Authentic Claim option

	PRE PURCHASE				PURCHASE					PLAY						VALIDATION			
<b>Ideal</b>	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well
<b>LUDAS</b>	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well
<b>LUDAS 2</b>	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well	Meets expectations well

Analysis based on combination of all user groups talking everything into account

Ideal: delight  
 Meets expectations well: improve to delight  
 Meets expectations quite well: improve  
 Adequate: improve to better meet need  
 Does not meet expectations: improve to meet need

Even at this early stage, think **strategically** – we need **stakeholder buy-in**.

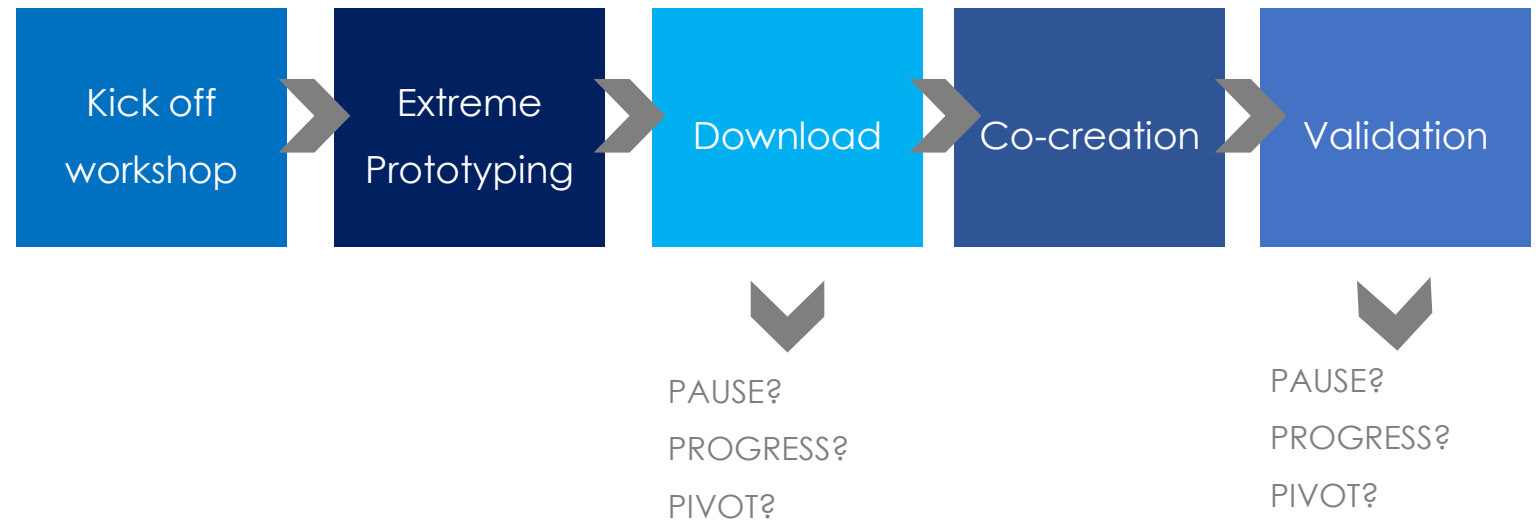
**Sense-check ROI** and convince people to progress.

- **Desirability**
- **Feasibility**
- **Viability**

Bring stakeholders along for the ride...

- Discovery
- R&D
- Brand and Marketing
- Category
- Finance
- Supply Chain

...and see if retailers want to play too (because you need to win shelf space long term)



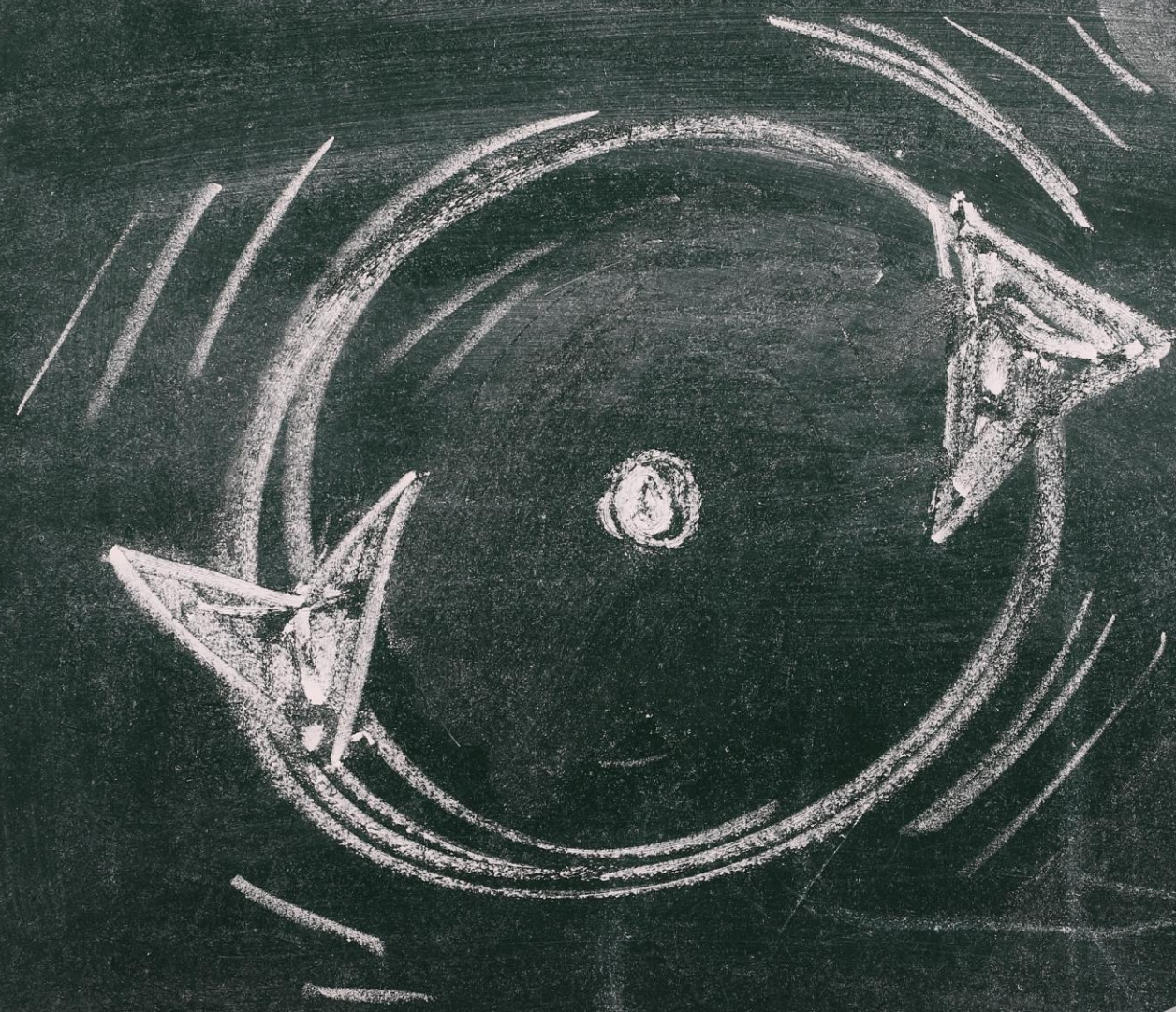


**It's not enough to ask:**

Have we driven positive  
behavioural change?

**We need to answer:**

Have we driven positive,  
repeatable behavioural  
change?





Innovation must  
**deliver advantages  
above current  
products/coping  
mechanisms...**

Prove this idea will  
have an **impact.**

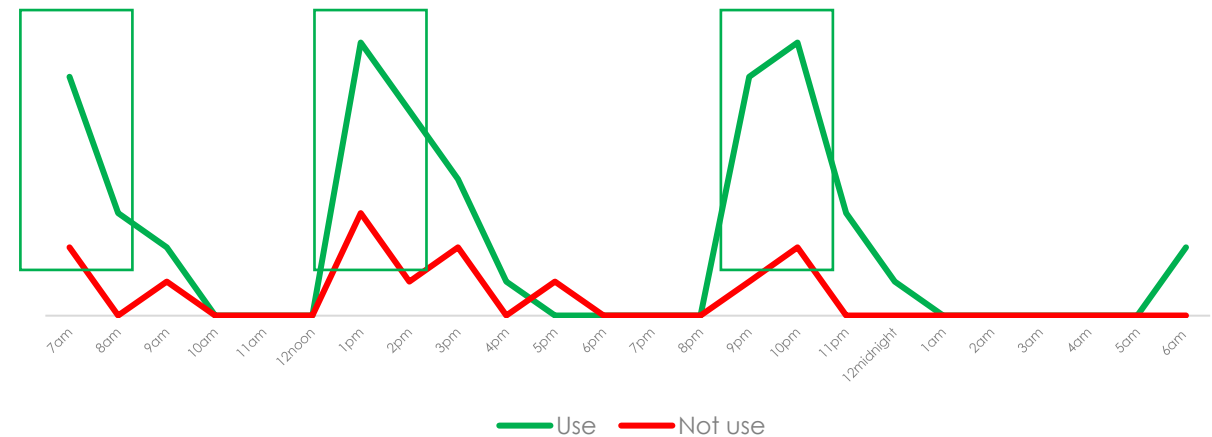


Consumer mission:

- Click once if you have the need and would use the innovation.
- Click twice if you have the need but solve the problem using something else.



Identify moments and occasions to win

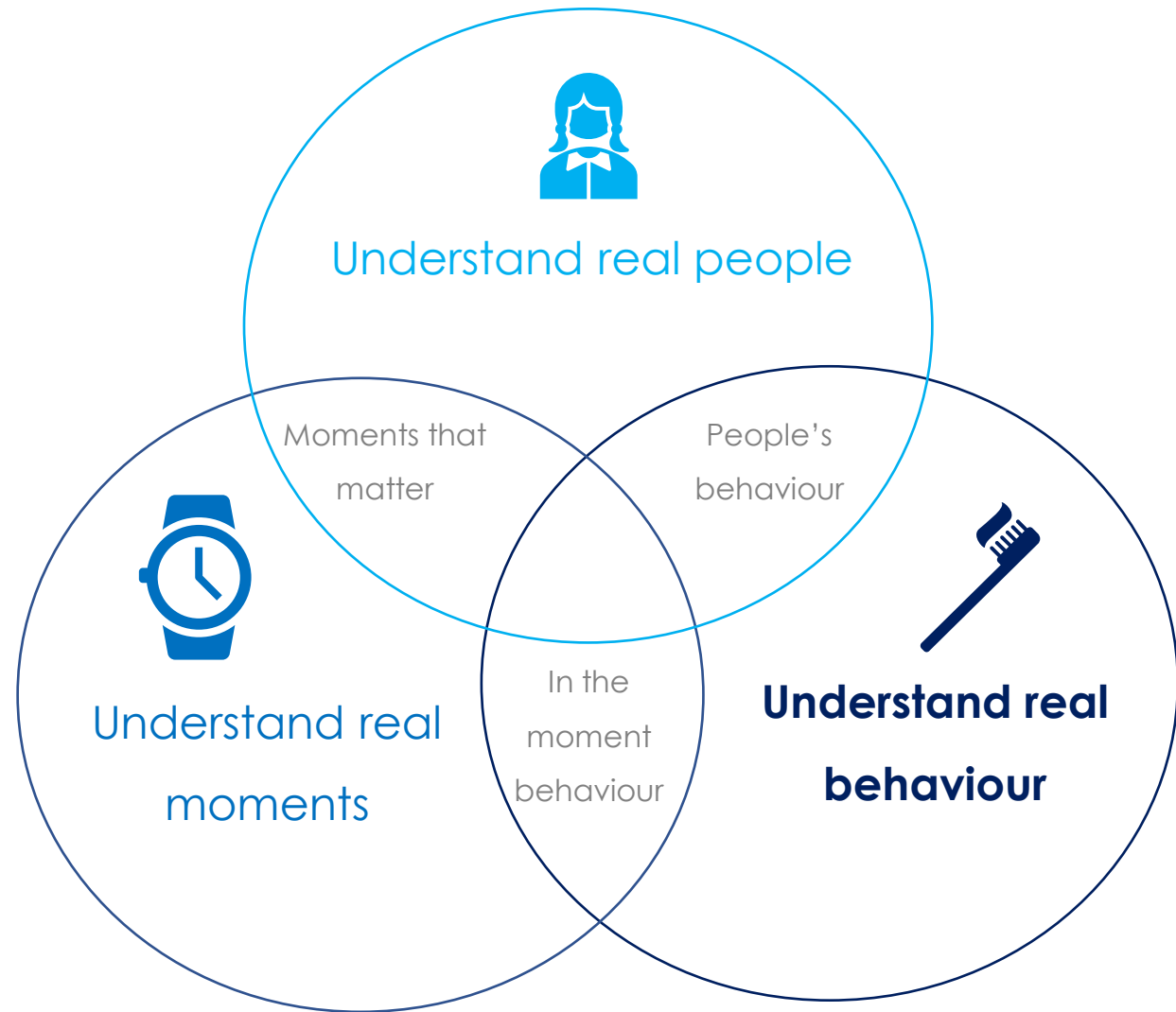


(But just remember, the success of breakthrough innovation can rarely be measured on commercial value alone...)



Extreme  
Prototyping delivers  
consumer-centric  
innovation.

Understand positive  
behavioural  
change to ensure  
winning NPD.



# Thanks for listening. Any questions?



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