

How to shift strategic direction in a commoditised category by using human-centric design



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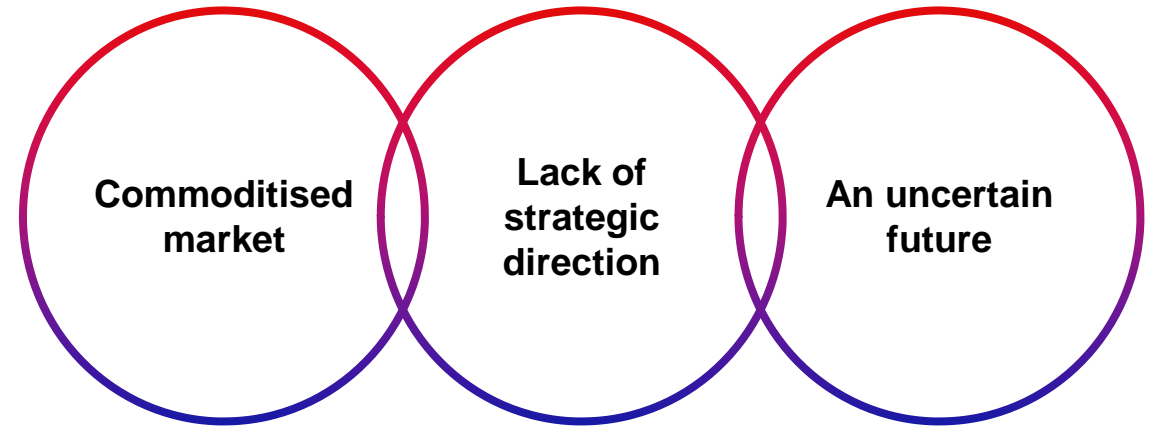
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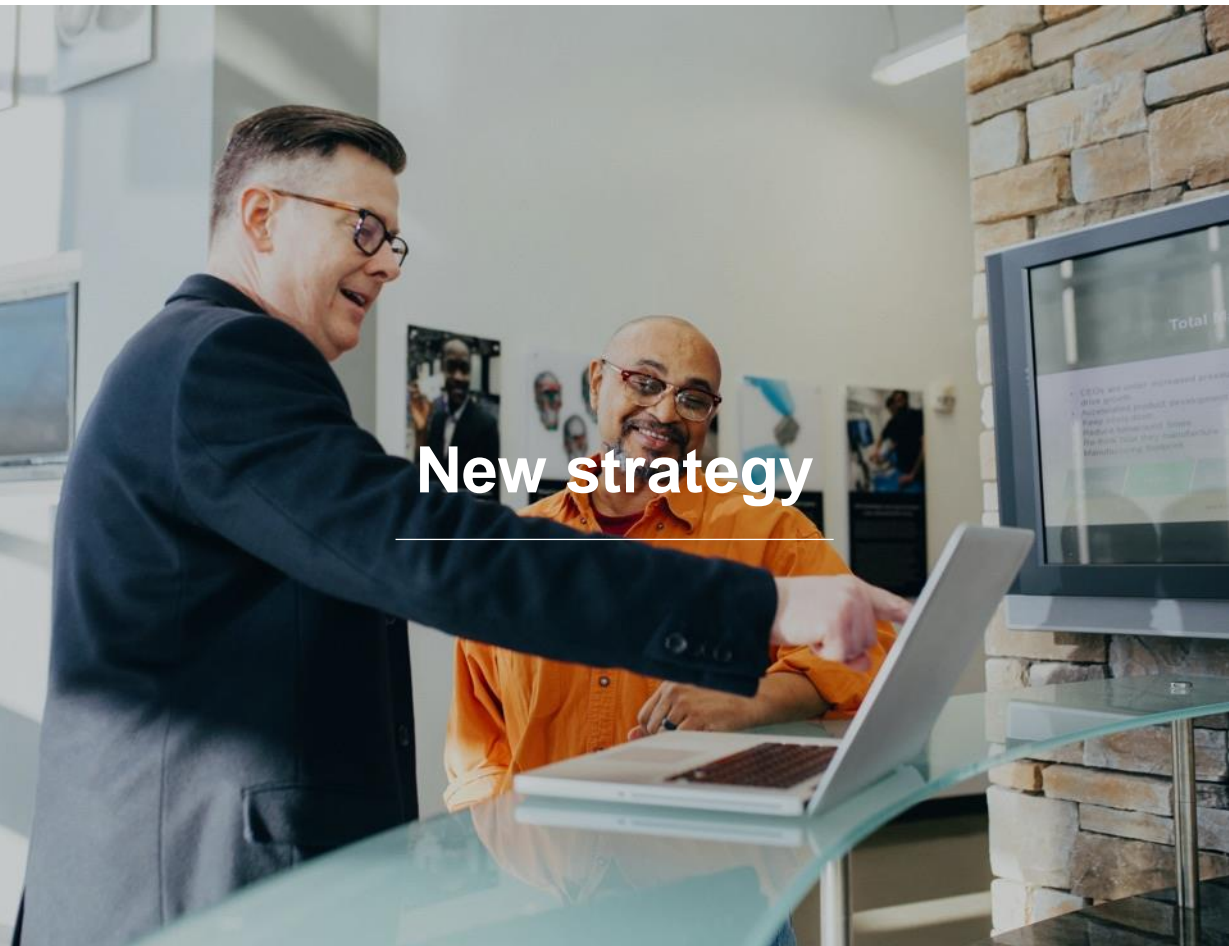
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The context / challenge

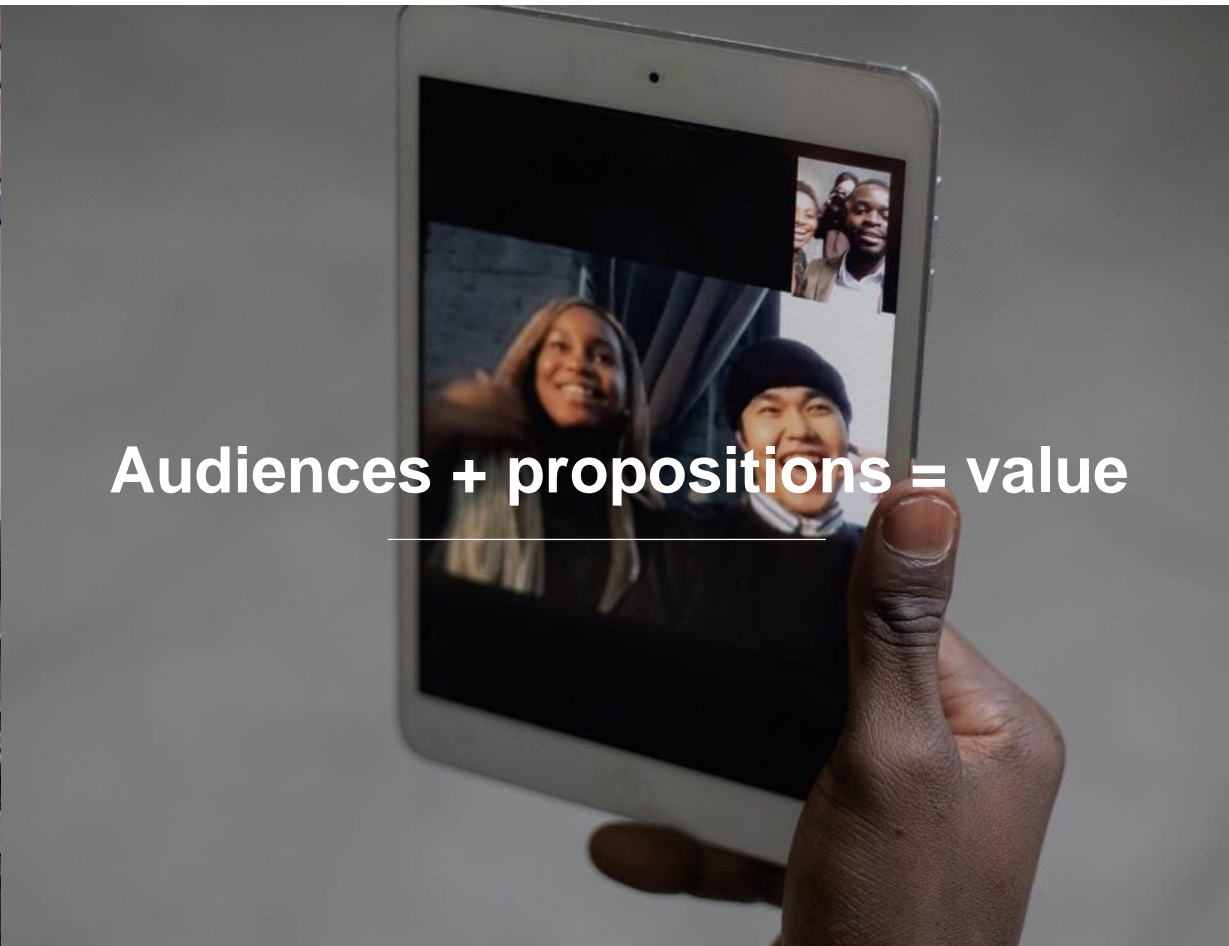
By the end of 2020, O2 found itself in a position where several significant challenges had emerged.



Business need



New strategy



Audiences + propositions = value

One ultimate goal, two workstreams

Human-centric approach



Segmentation

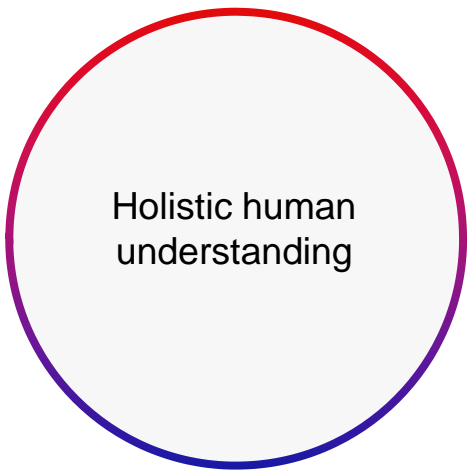


Product refresh

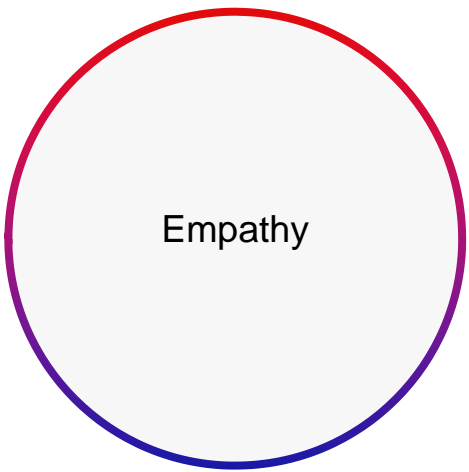


‘Human centrality’

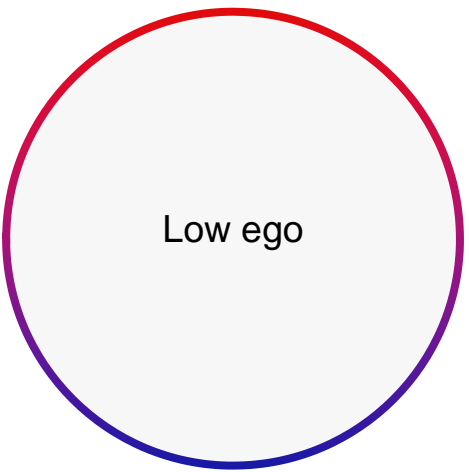
Three core principles



Holistic human
understanding



Empathy

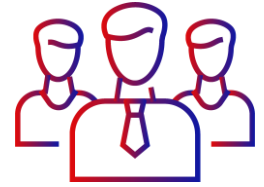


Low ego

Human-centricity

Making it a reality

Stakeholders



Consumers



The business



Driving the right
business
outcomes

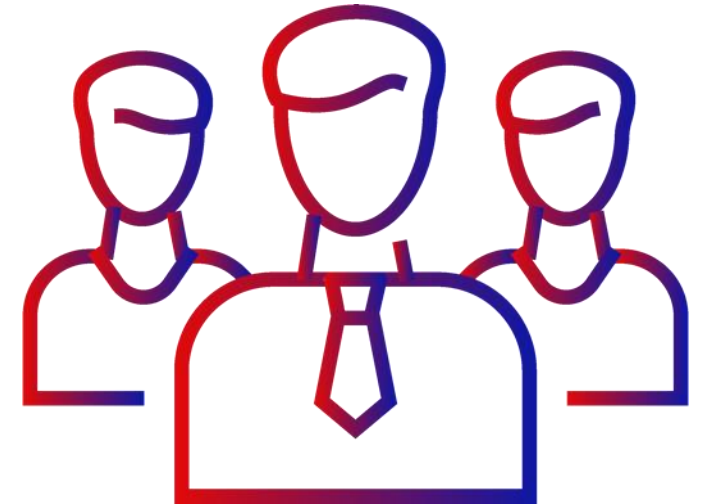
Pressure
of high
expectations

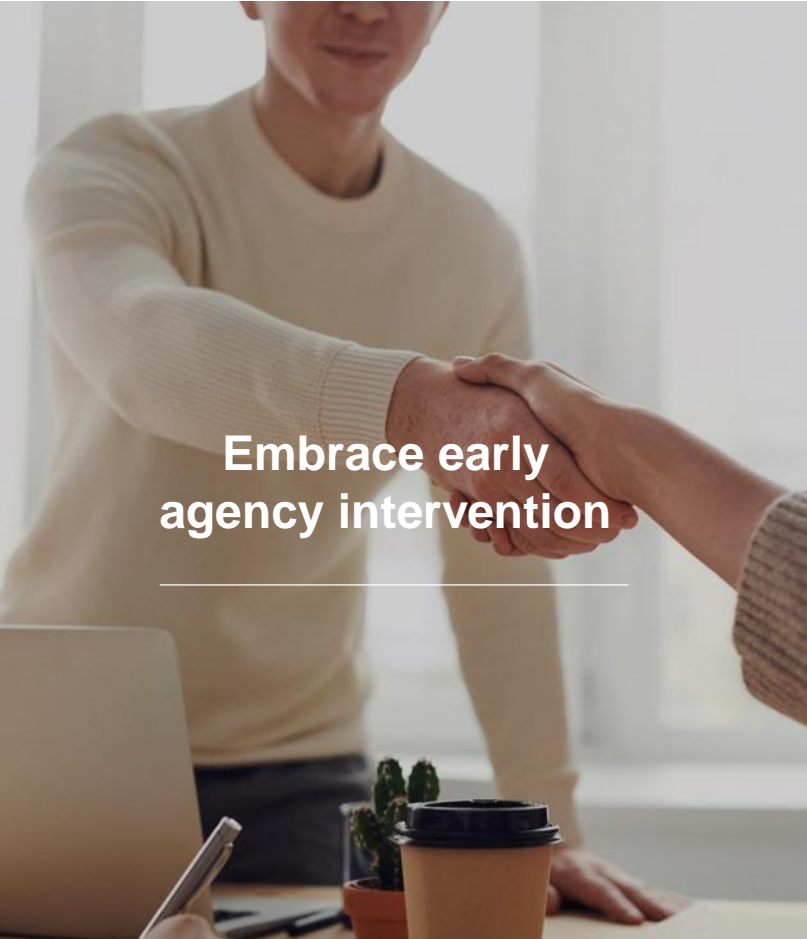
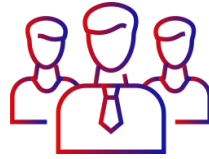
Worry about
repeating
previous mistakes

Cynicism that this
will / can work

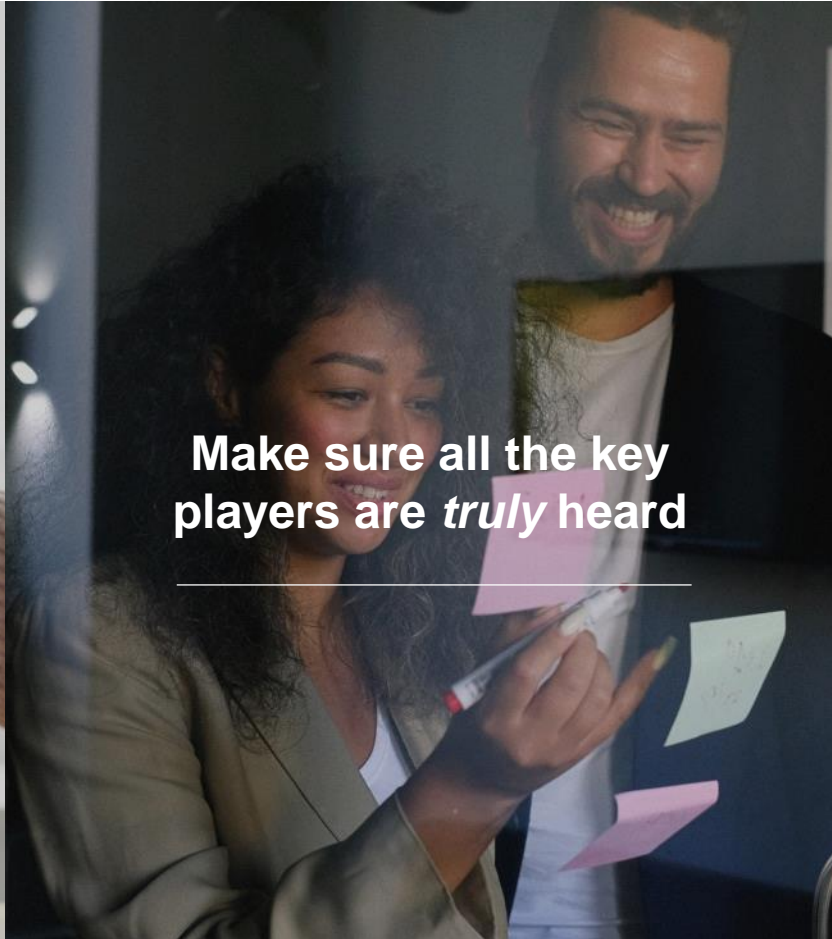
Nervousness
around
organisational
change

Stakeholders

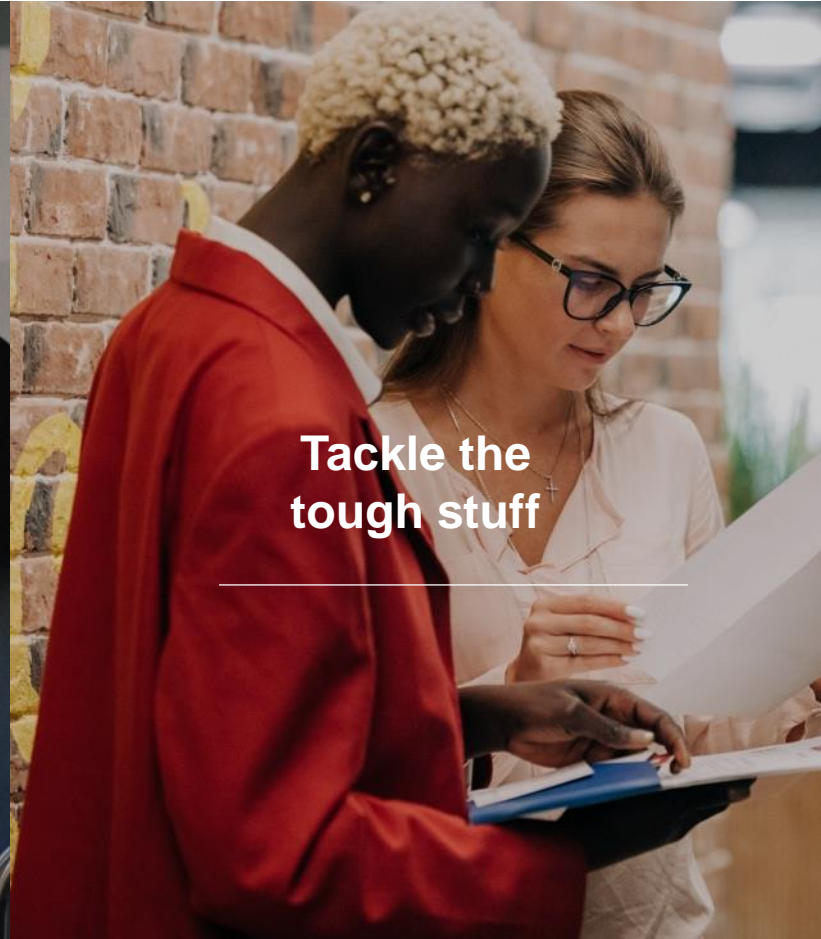




Embrace early
agency intervention



Make sure all the key
players are *truly* heard



Tackle the
tough stuff



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The state of the category...



- Commoditised
- Lacking innovation
- Relatively inert
- Brands are facilitators

Means that consumers...



- Heavily post rationalise
- Don't have much to say
- Default to generic category needs

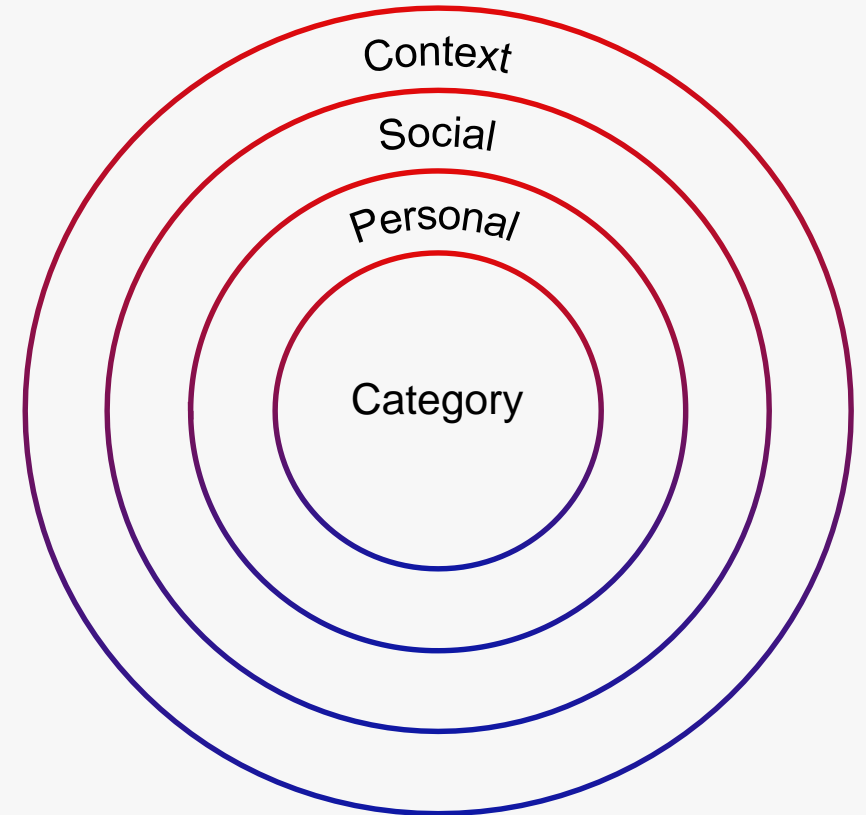
Consumers





Segmentation

Going beyond basic category needs





Product Refresh

Jobs to be done

We hire brands...

Specifically, we hire their products and services

For example, a connected smartwatch

...to make a change...

To help complete a **job** to be done

Eg. To get fitter and stronger

...to experience more of...

To achieve a **goal** that we have

Eg. To feel good about myself

...but are held back by

But are held back by **constraints** that get in the way

Eg. lacking time, motivation, or targets that add too much pressure



Street

Enabling the audience to
connect with segments

Plugging segmentation
into working lives

The business



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Narrative

Structures

Skills

Role models



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Impact



Deepening customer understanding
to shift strategic direction.

Cross-company design targets

Three-year strategy development

Inspiring future Innovation

Planning and reporting



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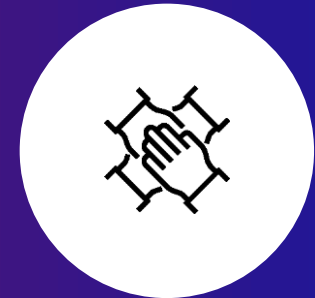
Three key takeaways



Consumer context is king



Embed segmentation properly



Treat colleagues as humans



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Thank you for listening!

Any questions?



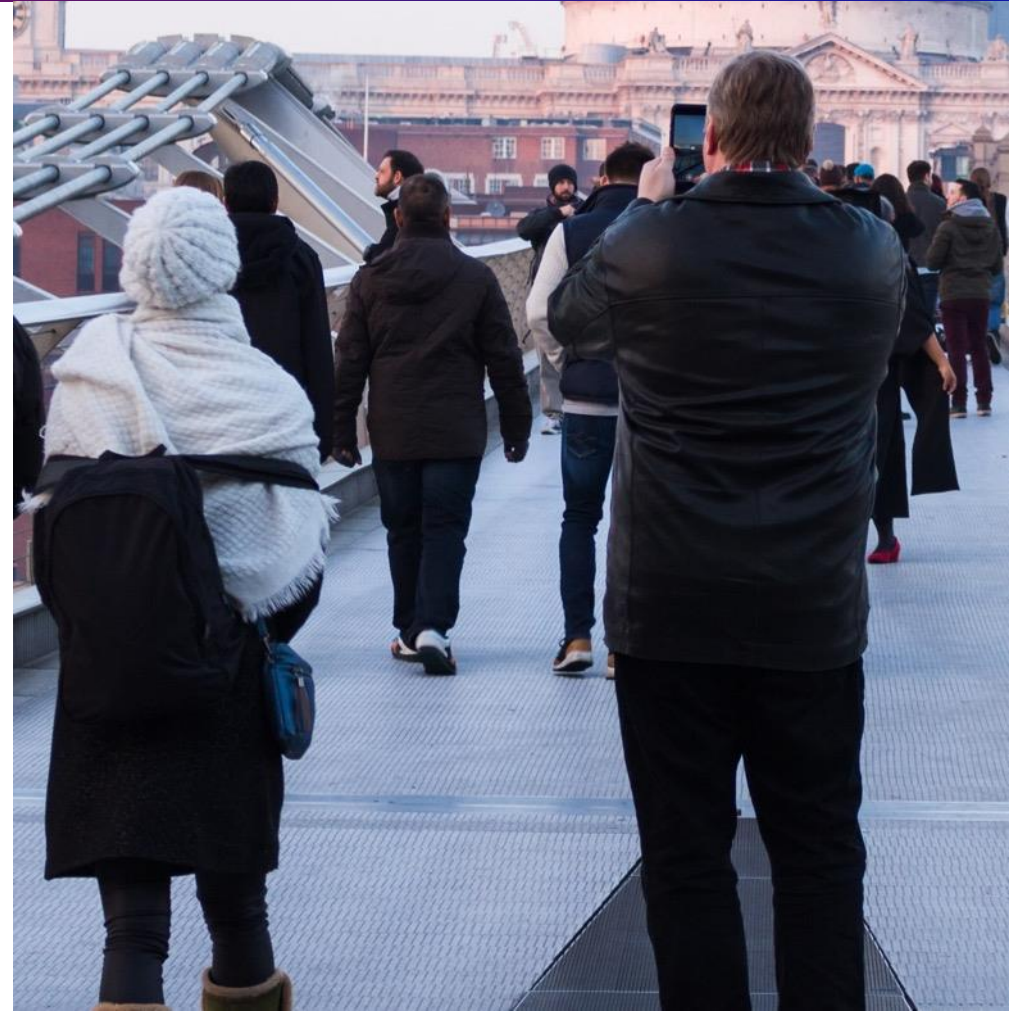
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