# Oh No, Agile Again?

buzzback
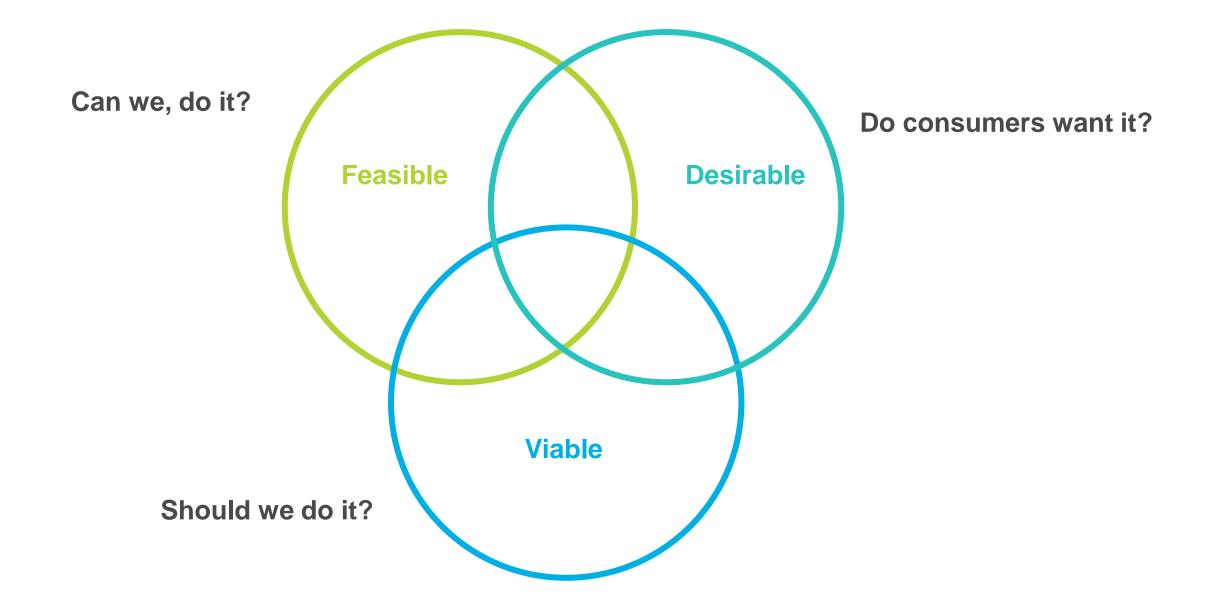
Lessons from Mondelēz, Dole, General Mills & more
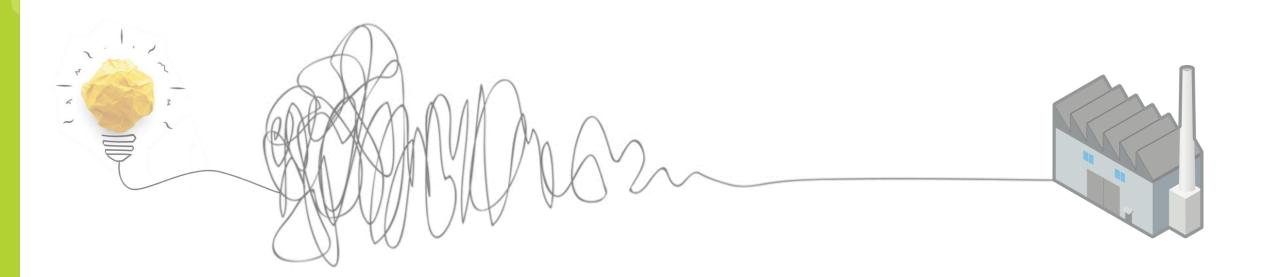
This is Captain Hancock, you will divert your course... Over

# What we'll cover

Setting the scene – culture & agility

Practical experiences, obstacles & ways to fix

Three Mini case studies

Dole, Mondelez, Appalaches Nature & General Mills

Questions

# Agility in an innovation context
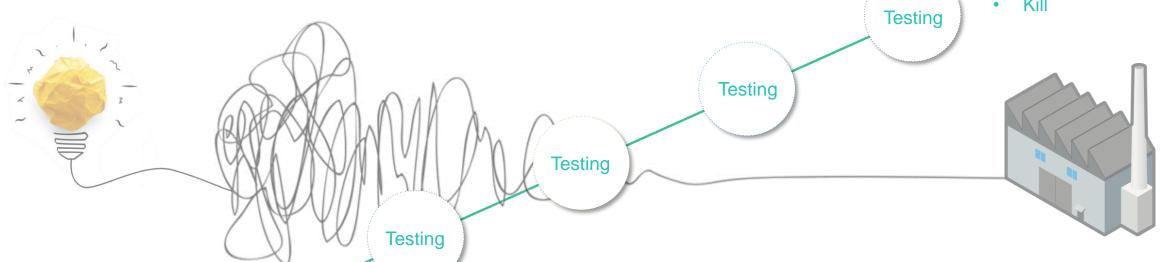


Can we, do it?

Do consumers want it?

**Feasible**

**Desirable**

**Viable**

Should we do it?

# Testing and risk reduction

# Testing and risk reduction

**Testing**
- Improve
- Learn
- Persevere
- Pivot
- Kill

Testing

Testing

Testing
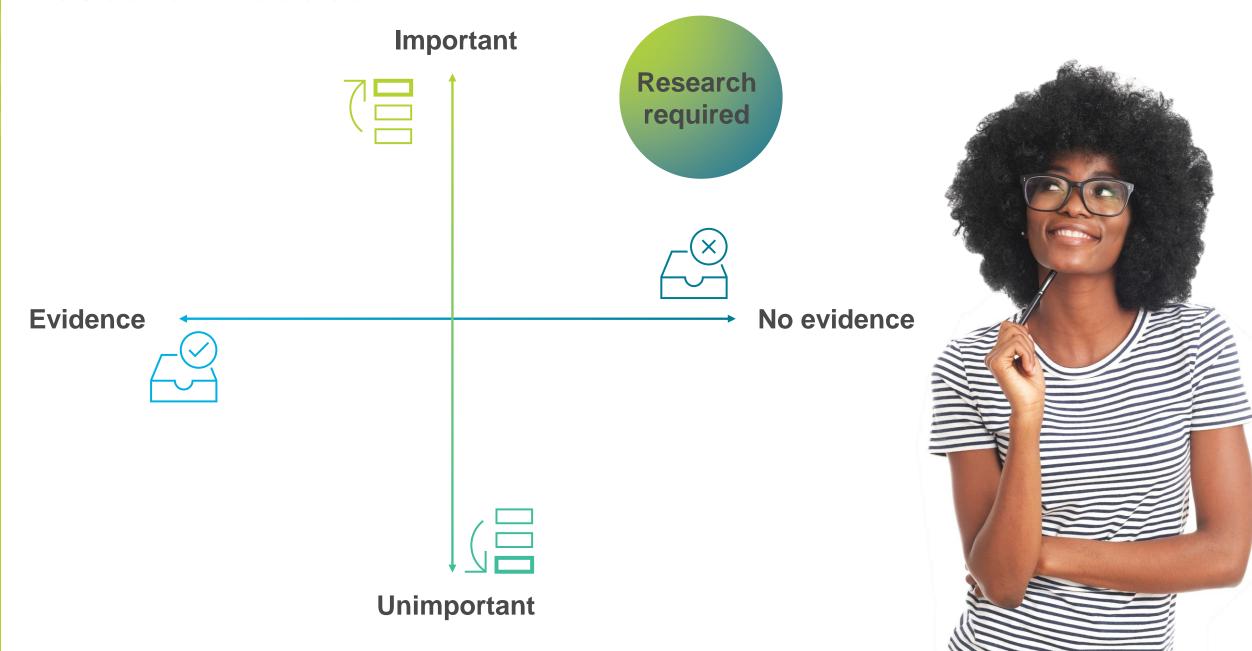
Testing

Testing

Testing

Search

Evaluation

Improvement

# Testing and risk reduction



Testing
- Improve
- Learn
- Persevere
- Pivot
- Kill

Testing

Testing

Testing

Testing

Testing

Testing

Risk & uncertainty

Search

Evaluation

Improvement

# Research needed

**Important**

**Research required**

**Evidence** ← → **No evidence**

**Unimportant**

# Research needed

# Obstacles to organizational agility

o Risk-averse **culture** - not giving people confidence to act

o A lack of **clarity** - vision, roles, & expectations

o **Collaboration** & teamwork are not seen as important

o Customer **centricity** not engrained in organisation

The Agile Leader

How to Create an Agile Business in the Digital Age
Simon Hayward

# Obstacles to research agility

o **Point** on agile journey

o **Brief** – research for insight or direction

o **Culture** – not learning from mistakes, blame

o **Stakeholders** – aligned with process

o Purchasing – PO and systems in place

o **Confidence** in other users – especially DIY platforms

o **D**IY, **D**IT, **D**FY – right service/tool for job

o Perfection vs 'good enough' – 'don't sweat the small stuff'

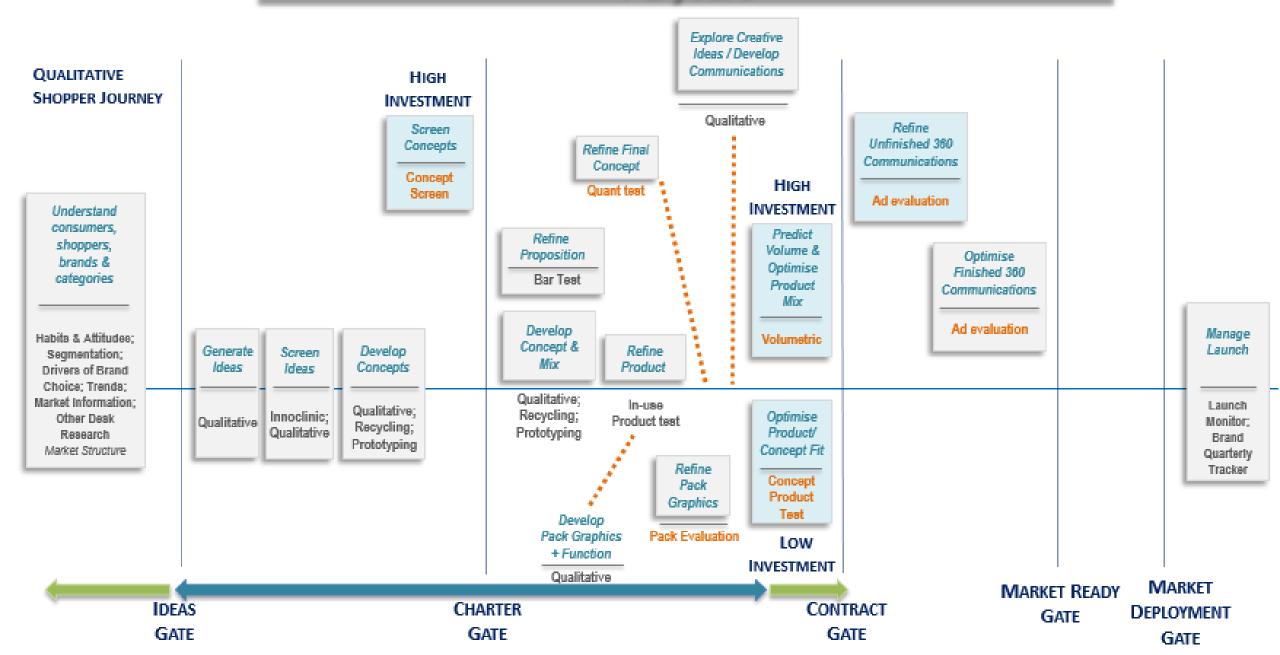o **Stimulus** material - format, content, finish, MVI

# Some considerations to address obstacles

o Stakeholders not engaged – kick off, manage expectations

o Communication – regular &'push' updates

o Scope creep – reference to brief

o Fixed vs growth mindset – Change focus during field if possible

o Occam's razor – parsimony, storytelling/ visual debrief

o Stage gates – process needs to evolve

# What we hear a lot

*"I don't have time...."*

# FAST

## *Optimisation (Custom)*

- **Comprehensive, visual & in-depth reporting**
- **Global reach**

# FASTER

## *Rapid Results*

- **Results in several days**
- **Global reach**

# FASTEST

## *Express*

- **Results in hours**
- **Up to 40 markets and adding**

## The need for speed
Solutions fit for purpose
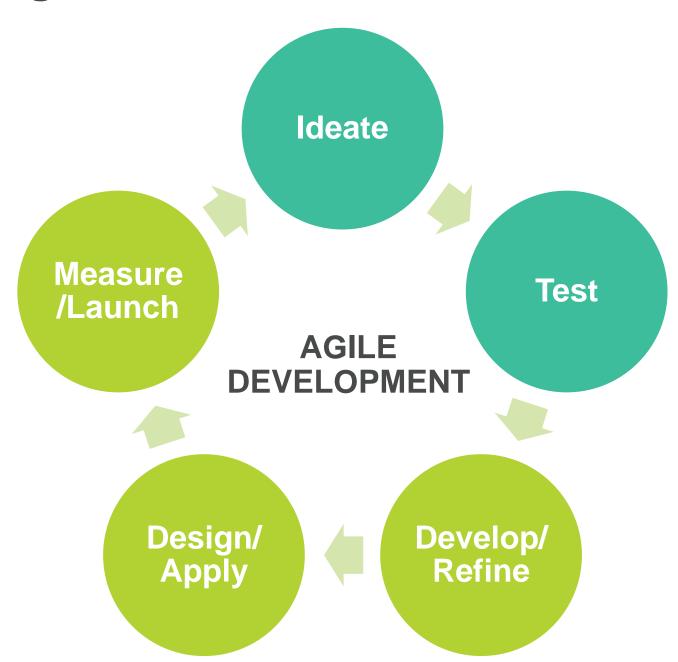
**express** by buzzback

**buzzback**

**Introducing *express* by buzzback…**

Our fully-automated platform
for fastest turnaround
(*a few hours to overnight*).

Methodologies automated for
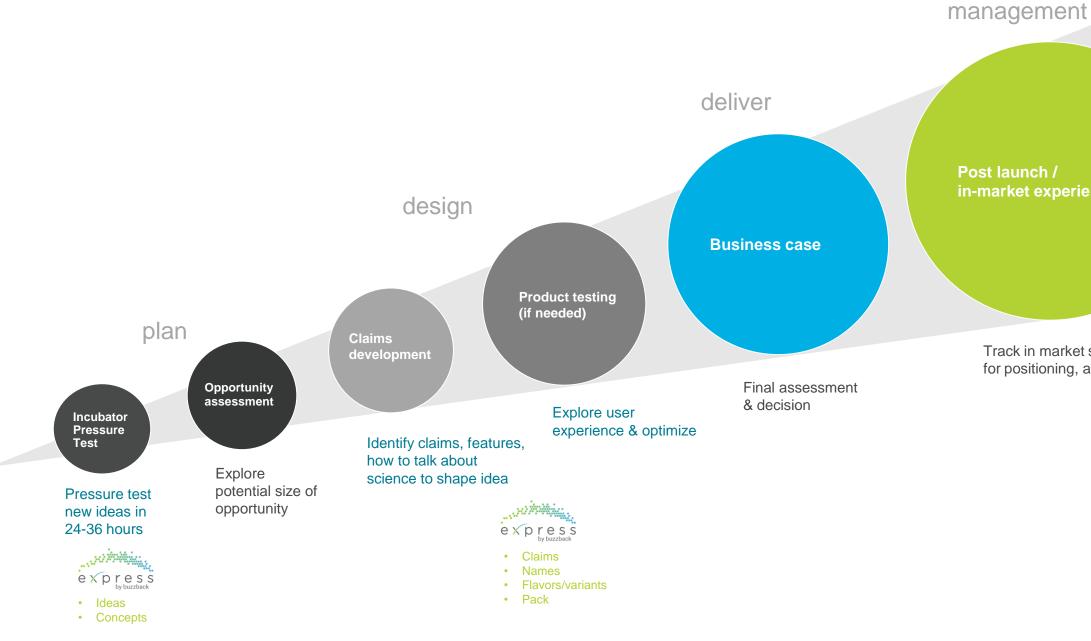emphasis on speed

# Designed for Test + Learn



## Designed to be agile
*based on Google model*

o Test variety of items

o Field rapidly

o Determine best/worst performers (& failures)

o Understand what's driving performance

o Refine & test again

# Where it fits in your journey

Life cycle management

deliver

design

plan

**Incubator Pressure Test**

**Opportunity assessment**

**Claims development**

**Product testing (if needed)**

**Business case**

**Post launch / in-market experience**

Pressure test new ideas in 24-36 hours

Explore potential size of opportunity

Identify claims, features, how to talk about science to shape idea

Explore user experience & optimize

Final assessment & decision
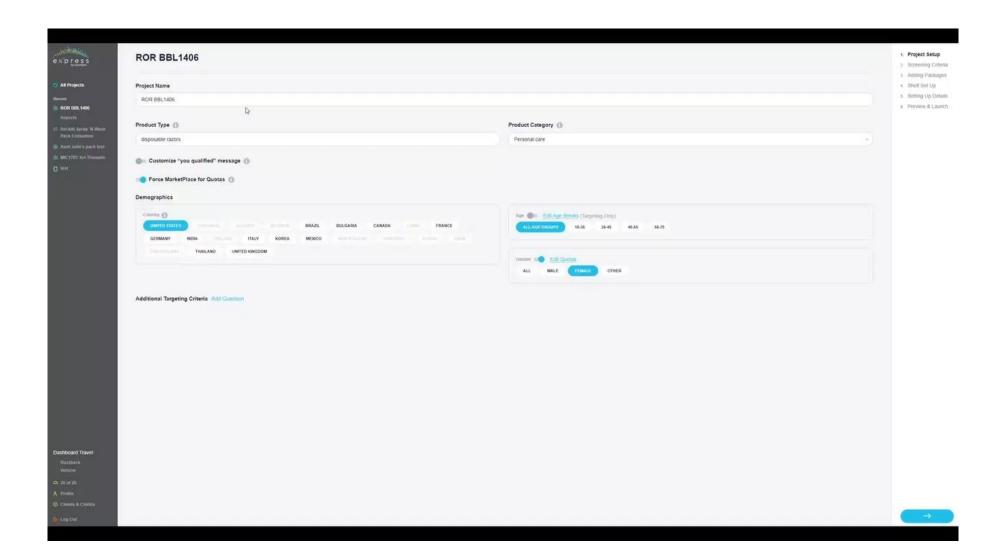
Track in market success for positioning, activation

express
by buzzback

- Ideas
- Concepts

express
by buzzback

- Claims
- Names
- Flavors/variants
- Pack

**express** by buzzback

**Easy to use**: standard questions, simple screener

**Intuitive**: engaging mobile-first experience

**Fast**: results within 24 hours

**Interactive, 1-Click Reporting**: Focus on Why

**A DIY or buzzback-enabled solution**
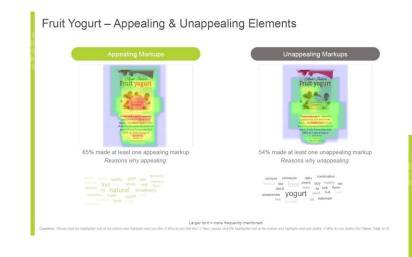
# How it works
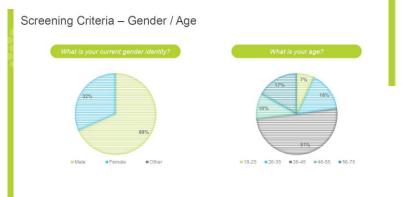
# Reporting ready for activation with 1 click



buzzback

## Gummy Candy
Claims Report

September 15, 2020

### MaxDiff Results

| Performance Overview | Negative Score | Net | Positive Score |
|---|---|---|---|
| Made with Real Fruit Juice | -6% | 49% | 55% |
| Naturally Flavored | -11% | 32% | 43% |
| Naturally Sweetened | -11% | 29% | 40% |
| Made with Real Fruit Puree | -15% | 27% | 42% |
| No High Fructose Corn Syrup | -16% | 20% | 36% |
| No Artificial Sweeteners | -14% | 19% | 33% |
| No Artificial Flavors | -15% | 15% | 30% |
| Made with Real Cane Sugar | -17% | 13% | 29% |
| Made with 30% Fruit Juice | -20% | 12% | 33% |
| No Preservatives | -17% | 9% | 26% |

☐ = Indicates claim net score is significantly higher than next claim at 95% confidence

## Fruit Yogurt – Appealing & Unappealing Elements

| Appealing Markups | Unappealing Markups |
|---|---|

65% made at least one appealing markup
*Reasons why appealing:*

54% made at least one unappealing markup
*Reasons why unappealing:*

*Larger font = more frequently mentioned*

## Screening Criteria – Gender / Age

| What is your current gender identity? | What is your age? |
|---|---|

Male   Female   Other

18-25   26-35   36-45   46-55   56-75

## Key Findings

Three ideas particularly stand out, outscoring over half of the concepts on Purchase Interest, Appeal and Relevance:

* Fruit Yogurt
* Organic Just Fruit Jam
* Just Fruit Jam

Middle performing ideas Juicy Juice and Just Fruit Pouch also show some strengths, notably on Uniqueness (also on Relevance for Juicy Juice).

Bottom performing ideas include:

* Hard Candy
* Iced Tea
* Ice Cream Syrup

Top ideas are primarily eaten for breakfast.

Overall, the top performers are praised for their natural and healthy ingredients.

All three ideas emphasize the content in fruits, particularly in the product name and visuals on pack. 'All fruit,' '100% fruit,' and 'Just fruit' resonate strongly among consumers for Organic Just Fruit Jam and Just Fruit Jam.

Bottom ideas are all traditionally associated with being unhealthy and consumers find it hard to believe these products can come in healthy options.

Hard Candy also performs poorly on Uniqueness, being outperformed by all other ideas.

The Ice Tea idea fails at generating strong interest as the idea of tea infused with fruits and veggies is too much of a foreign concept for some and others find the packaging lack visual appeal.

# 4 mini case studies

Naming
Pack-cepts
Ideas
Concepts

# Naming

Engage consumers in rapid naming

Billion-dollar leader with a mission around **Snacking Made Right**

Innovation & future hub called SnackFutures

Needed to test names for new CAPAO line of plant-based snacks

# Naming
## Success Story



o Evaluated 13 names

o Identify why names resonating [not] – especially what's driving appeal

# Pack development
## Success Story

Rapid iteration & optimization of packs

We're On a Mission to Bring **Sunshine for All**®

We deliver high-quality fresh and packaged fruit with positive impact on people, planet and prosperity.

- o Identify top pack designs for launch of new kids' & women's products
- o 2 rounds – total 11 ideas - 2 days per round
- o 2500+ consumers, 3 markets

# Pack development

Rapid iteration of ideas, with agency involvement

Real-time look at diagnostics



**Test Round 1**

**Refine**

**Optimize**

A&U followed by
concept screening

Appalaches
NATURE

Maple Joe®

# Agile innovation process

**Team created new ideas**

- Explore perceptions, usage & unmet needs
- Gain understanding vs mainstream syrup brands

- Test & optimize
- 2 rounds testing
- Nearly 1000 consumers
- 15 ideas

**Idea Screening**
Success Story

General
Mills

Making Food the World Loves

o   Prioritize top ideas to fill innovation pipeline

o   2 brands – total 55 ideas

o   2000+ consumers, 1 market

# Idea Screening

- ○ Rapid collaborative approach & iterative reporting enabled agility
- ○ Two brands running parallel work streams

**Segment Identification**

**Composite Performance Metric**

**Diagnostics**

# " Our view point on agility "

**Engage consumers early in journey**

**Identify** who they are, how they live, what they need

Co-create & **iterate in context**

**Move rapidly, select rigorously** – learn from failure

**Align internally,** with cross-functional support