

# Drive & Impact Innovation with Customer Insight

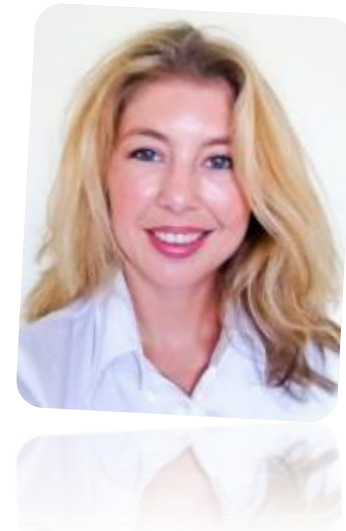
16th of July 2015



## **Elena Ozeritskaya - Founder Fresh Insight 2012**

### **Specialized in Insight, Creativity & Innovation**


- ✓ Insight research, consulting, training & coaching
- ✓ 14 years of experience in customer insight & within industries as Fast Moving Consumer Goods and Fresh Produce



# Objectives of the Webinar

- To share some thoughts on Customer Insight, its importance, and what it can bring to you
- To share techniques including online communities to create an insight
- How Customer Insight can drive your Innovation platform
- Crucial steps within your Innovation platform that are in need of Customer Insight
- Tactics to better integrate Customer Insight & Co-creation into your process

# Operating environment for companies has become more competitive and fast-paced

- 
- Globalization
  - Increasing competition intensity
  - High information availability
  - Demanding customers
  - Organizational complexity

- Days of product-push are over
- Need to move quickly
- Need to leverage knowledge better

“WE LIVE IN AN AGE OF  
**BIG DATA**, IN WHICH  
FIRMS ARE DATA-**RICH**  
BUT INSIGHT **POOR**.”

DAVE FRANKLAND, FORRESTER RESEARCH



# Why companies focus on Customer Insights

“Tomorrow's successful companies will likely be those that have leveraged **customer insights** to create nationally recognized brands that are **worthily** of their price.”

- Deloitte, 2009.



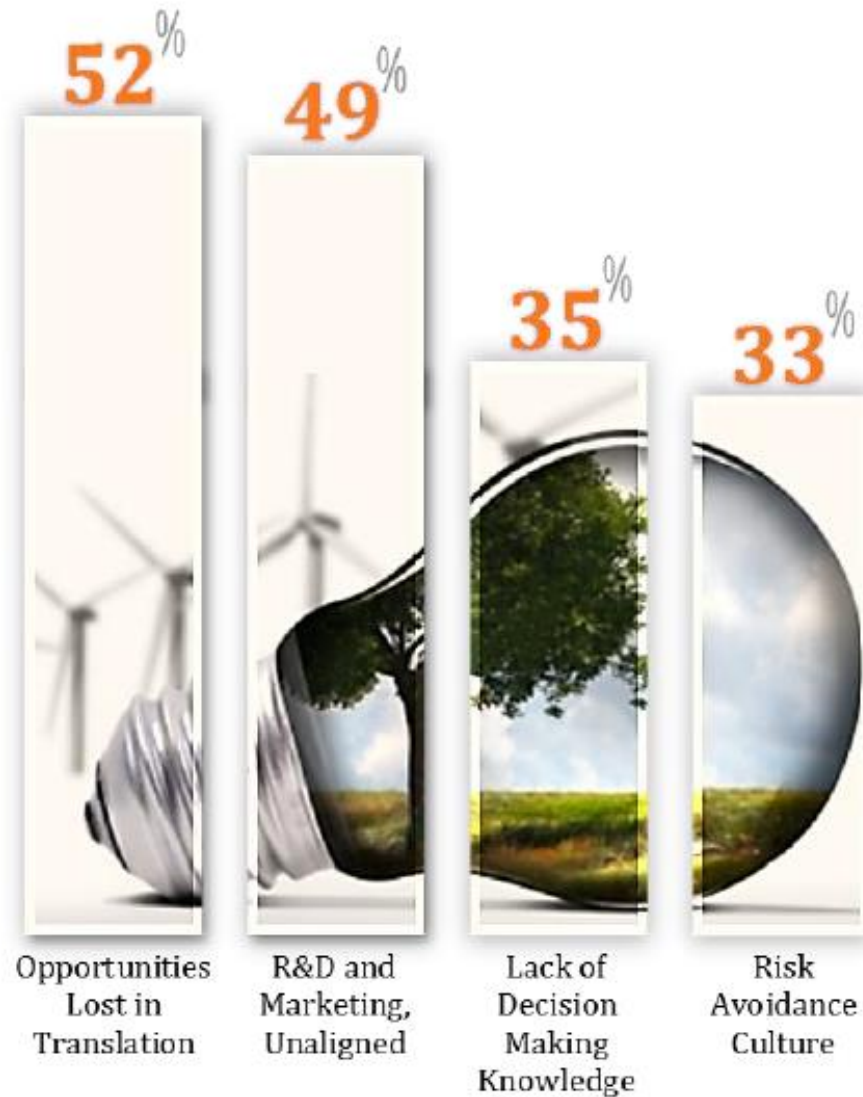
# Generating Customer Insight is not easy

## MINING FOR DEEPER INSIGHTS

I THINK WE BROUGHT  
THE WRONG TOOLS.



# Biggest Innovation Challenge





# Lost in translation...



# What is a Customer Insight?

## A useful working definition of Customer Insight is:

*“ A deep, hidden ‘truth’ about the customer based on their behaviour, experiences, beliefs, needs or desires, that is relevant to the task or issue and ‘rings bells’ with target people.”*

*“Customer Insight is looking where others don’t look to find what others can’t find!”*

*“The hidden obvious”*



# Customer Insight data



CUSTOMER INSIGHTS data is around the WHY, the drivers, motivations, (unmet) needs, concerns, wishes, it's qualitative SMALL DATA, **operating in the consumer** psychology space **and tells you what consumers' fundamental concerns are and what opportunities these represent for marketing and development**

# How to recognize a Customer Insight?

- ▶ What is an insight and how do we know we got a good one?
- ▶ Firstly we have to recognize what is a real insight is and what isn't

An insight consists of the 3W's:

1. **What** is the Customer Doing?
2. **Why** are they doing it?
3. **Wow - nobody has ever noticed** or talked at such detail about that **problem** before!



# How to generate Customer Insights?

- ▶ Customer/ retail level
  - ▶ Trend reports
  - ▶ Customized research (qualitative & quantitative)
  - ▶ Internal data
- 
- ▶ Discovery (deep dive) interviews
  - ▶ Ethnography
  - ▶ Persona's/ customer Journey
  - ▶ Market research online communities (MROCs)



# Discovery Interview (1)

- ▶ What it is for -
  - ▶ Discover **unmet needs**
  - ▶ Discover **how customers use** your product/service today – **usability assessment**
  - ▶ Discover **where your product fits** in the customers ecosystem
  - ▶ Discover **customer segments/persona's**
- ▶ What it is not for
  - ▶ Selling your product (I am **not selling** – So no sales people)
  - ▶ Not about asking the customer **what they want** in the product



# Discovery Interview (2)

**Explore your customers challenges and *jobs to be done*:**

1. Tell me about the last time you experienced .... ?
1. What was hardest?
2. Why was that hard?
3. What, if anything, have you done to solve that problem?
4. What don't you love about the solutions you've tried?



**You just listen and write your observations & emotions**

# A valuable Customer Insight changes mindsets

- ▶ Persil, the laundry brand from Unilever changed their branding strategy because of a powerful insight gained through ethnographic research

- 1) What is the Customer doing? Mothers stimulate kids to play outside
- 2) Why are they doing it? They want them to be active and have a healthy lifestyle
- 3) Wow - nobody has ever noticed or talked at such detail about that problem before! Mothers are very proud of their kids getting dirty as they are learning, experiencing and developing themselves in a very active and healthy way





# The impact of Customer Insight



# Fruit growers community (1/4)

## Context

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- **Leading global crop solutions company** - asked us to help them connect with the Dutch fruit grower.
- The Marketing department wanted to **explore a new way to generate insights and start a dialogue/ co-create with their customers, i.e., growers.**
- There was **no existing direct contact with growers** due to presence of distributors in the value chain
- Communities were chosen as a method due to it's **dynamic environment** in which you develop a **continuous dialogue and build a relationship** with growers

## Objectives

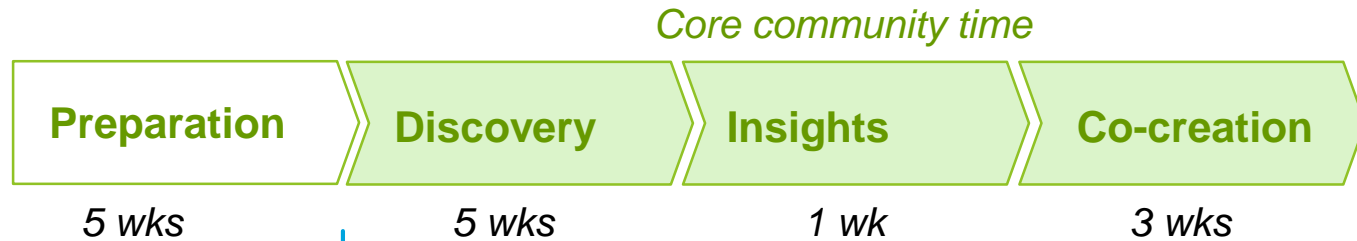
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- **Discover (latent) needs** and **generate ideas focusing on short /mid term solutions as new services** for growers
- **Test the online community methodology** for insight generation and co-creation among growers
- **Get closer to the grower community** as marketing department



# Fruit growers community (2/4)

## What we did



- Conducted **workshop with company marketing team** to define community topics and assignments and roles (co-moderation, analyses)
- **Recruited ca. 50 growers in the marketing teams database** – a mix of traditional and innovative growers selected
- **Community was planned in 2013 in Q1, that is a lean time** for growers to ensure their participation
- **Variety of community tools deployed** such as individual tasks, forum discussions and chat sessions
- Top line **results fed weekly** to ensure grower engagement
- **Discovery:** Each week deep dive into specific topic such as “market development” and “sustainability” provided as output qualitative data on important topics
- **Insights: Data analyzed using a 360° analyses method**
  - Moderator analysed data from step 1 from which the most interesting quotes, comments and observations were shared within grower community and marketing team to receive additional interpretations and opinions
  - Out of the 360° degrees analyses 12 key insights (for example on market, usage, competitor) selected
- **Co-creation:** Went deeper into 12 key insights from step 2 to create **new concepts for short/mid term service solutions**

# Week 1: Introduction & Technological development

The first 5 weeks the participants deep dived into a specific theme each week with individual assignments and forum discussions


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STARTPAGINA / FRESH INSIGHTS CONTACT GEGEVENS BESCHERMING AFMELDEN


## Hoe ziet u uzelf als teler?

Kies 1 van de 3 voorbeelden en leg uit waarom

Traditioneel, voeten in de klei

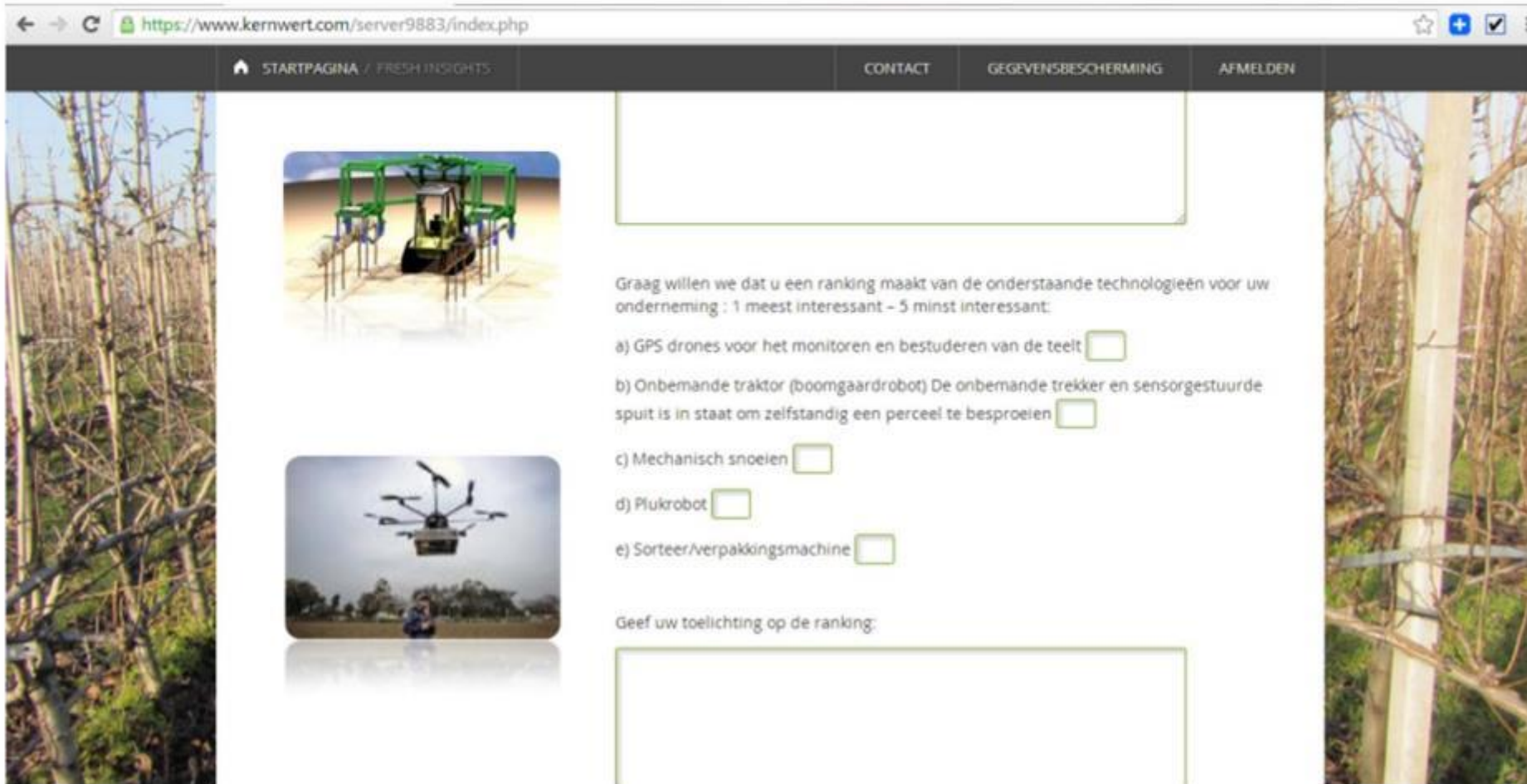


Manager, steeds meer achter de pc





# Week 1: Introduction & Technological development

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← → ↻ <https://www.kernwert.com/server9883/index.php> ☆ + ☑ ☰

STARTPAGINA / FRESH INSIGHTS CONTACT GEGEVENS BESCHERMING AFMELDEN



Graag willen we dat u een ranking maakt van de onderstaande technologieën voor uw onderneming : 1 meest interessant – 5 minst interessant:

a) GPS drones voor het monitoren en bestuderen van de teelt

b) Onbemande traktor (boomgaardrobot) De onbemande trekker en sensorgestuurde spuit is in staat om zelfstandig een perceel te besproeien

c) Mechanisch snoeien

d) Plukrobot

e) Sorteerverpakkingsmachine

Geef uw toelichting op de ranking:

## Week 2: Growing advice

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STARTPAGINA / FRESH INSIGHTS

CONTACT

GEGEVENS BESCHERMING

AFMELDEN

### Fruittelers denken mee



#### Vragen week 2 Teeltadvies

Het thema van week 2 is "Teeltadvies". We willen een aantal dingen met jullie bespreken omtrent Teeltadvies en hoe jullie het liefst advies krijgen.

Noem je (max 5) belangrijkste adviesbronnen in volgorde van belangrijkheid:

1.
2.
3.
4.
5.

## Week 2: Growing advice

← → ↻ <https://www.kernwert.com/server9883/index.php> ☆ + [ ]

STARTPAGINA / FRESH INSIGHTS CONTACT GEGEVENS BESCHERMING AFMELDEN

Wat zijn de kenmerken van een goede adviseur? Hieronder kun je binnen de assen aangeven hoe belangrijk je de volgende eigenschappen vindt versus jouw tevredenheid over de huidige situatie.

Sleep de volgende kenmerken naar de matrix en beoordeel ze binnen de 2 assen:

Begrijpbaar  
Compleet  
Onafhankelijk  
Vakundigheid  
Initiatief nemen

Tijdig

Inlevingsvermogen

Vergelikbaar

belangrijkheid

tevredenheid huidige situatie

What are the characteristics of a good advisor?

# Week 3: Market development

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STARTPAGINA / FRESH INSIGHTS

CONTACT

GEGEVENSBESCHERMING

AFMELDEN

## Fruittelers denken mee



### Vragen week 3 "Marktontwikkeling"

Graag ontvangen wij uw feedback op de volgende vragen omtrent "marktontwikkelingen".

1) Welke markt ontwikkelingen (ontwikkelingen van buitenaf) van de afgelopen 5 jaar hebben de meeste impact gehad op uw bedrijfsvoering?

2) Welke markt ontwikkelingen (ontwikkelingen van buitenaf) ziet u voor de komende 5





# Week 3: Market development



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STARTPAGINA / FRESH INSIGHTS CONTACT GEGEVENS-BESCHERMING AFMELDEN

4) Gaat u in de toekomst (tijd/geld) investeren in volgende zaken?  
Graag willen we dat u een ranking maakt : **1 meest interessant** - **5 minst interessant**  
voor mijn onderneming om in te investeren:

							
	meest interessant	1	2	3	4	5	minst interessant
Oppervlakte fruitteelt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Bewaring	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Afzetkanaal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Duurzaamheid	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Marketing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Verlaging arbeidskosten	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Samenwerking met andere fruittelers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

5) Graag uw toelichting op de ranking:



# Week 5: Your relationship with company x

← → ↻ <https://www.kernwert.com/server9883/index.php> ☆ + ✓ ☰

STARTPAGINA / FRESH INSIGHTS CONTACT GEGEVENS-BESCHERMING AFMELDEN

← VORIGE

Hoe hecht is uw band met bedrijf x en andere spelers in de markt?

Uw leverancier

CAF

DLV Mabeno

BASF

Syngenta

Stude groep Vereniging Bultseit

Dupont Bayer

NFO

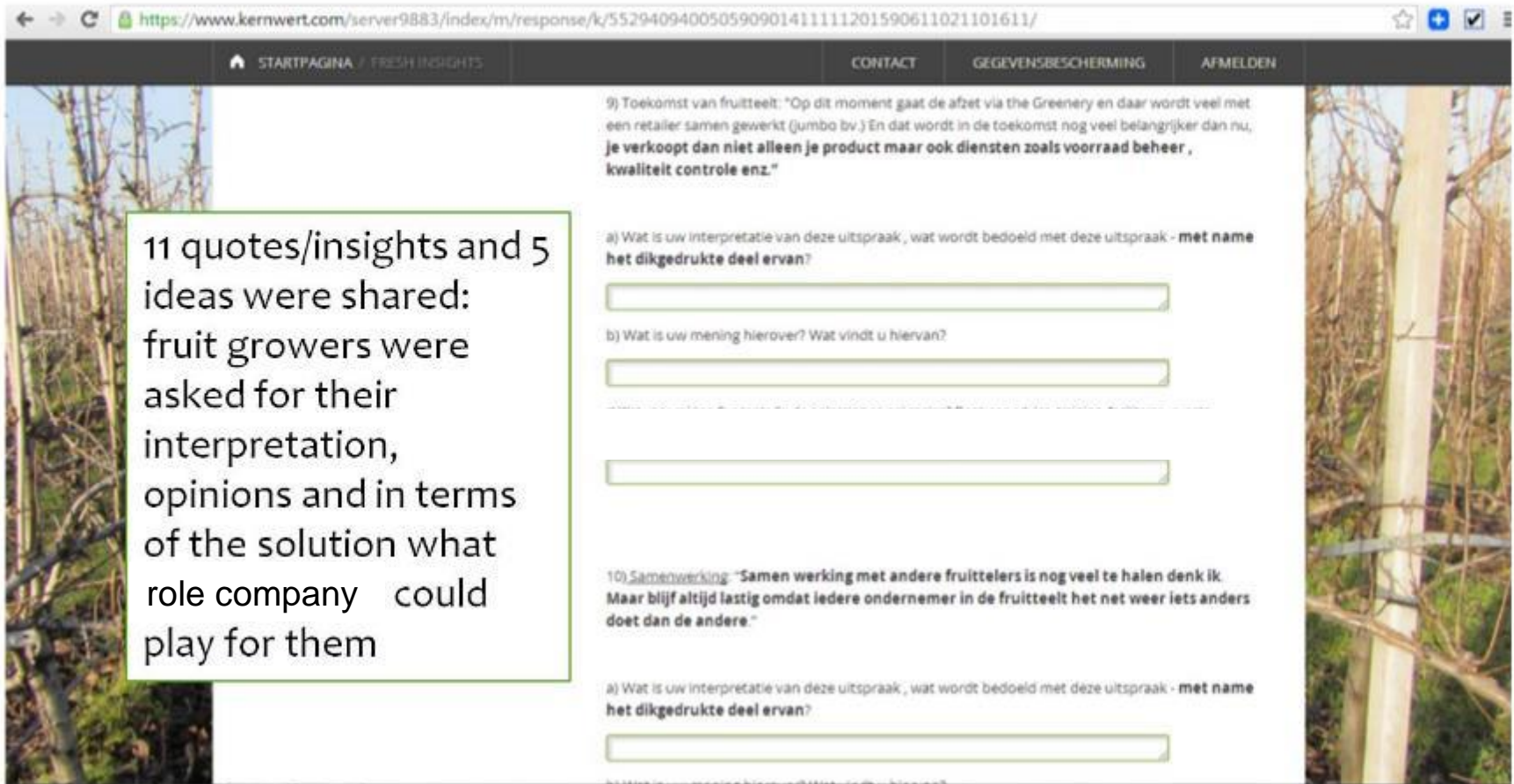
Fruitalies Zuid Limburg

Uw leverancier

Hechte band

Evaluate your relationship with below companies. The closer you put one to the inner circle the closer your relation with them.

## Week 6: 360° analyses



The screenshot shows a web browser displaying a survey page. The URL is <https://www.kernwert.com/server9883/index/m/response/k/552940940050590901411111201590611021101611/>. The page has a dark navigation bar with links for 'STARTPAGINA / FRESH INSIGHTS', 'CONTACT', 'GEGEVENSBESCHERMING', and 'AFMELDEN'. The main content area features a survey question in Dutch. A text box on the left side of the page contains the following text: '11 quotes/insights and 5 ideas were shared: fruit growers were asked for their interpretation, opinions and in terms of the solution what role company could play for them'. The survey question is: '9) Toekomst van fruitteelt: "Op dit moment gaat de afzet via the Greenery en daar wordt veel met een retailer samen gewerkt (Jumbo bv.) En dat wordt in de toekomst nog veel belangrijker dan nu, **je verkoopt dan niet alleen je product maar ook diensten zoals voorraad beheer, kwaliteit controle enz."**' Below the question are three input fields for responses. The second question is: '10) Samenwerking: "Samen werking met andere fruitteelers is nog veel te halen denk ik. Maar blijf altijd lastig omdat iedere ondernemer in de fruitteelt het net weer iets anders doet dan de andere."' Below this question is one input field for a response.

11 quotes/insights and 5 ideas were shared: fruit growers were asked for their interpretation, opinions and in terms of the solution what role company could play for them

9) Toekomst van fruitteelt: "Op dit moment gaat de afzet via the Greenery en daar wordt veel met een retailer samen gewerkt (Jumbo bv.) En dat wordt in de toekomst nog veel belangrijker dan nu, **je verkoopt dan niet alleen je product maar ook diensten zoals voorraad beheer, kwaliteit controle enz."**

a) Wat is uw interpretatie van deze uitspraak, wat wordt bedoeld met deze uitspraak - **met name het dikgedrukte deel ervan?**

b) Wat is uw mening hierover? Wat vindt u hiervan?

10) Samenwerking: "Samen werking met andere fruitteelers is nog veel te halen denk ik. Maar blijf altijd lastig omdat iedere ondernemer in de fruitteelt het net weer iets anders doet dan de andere."

a) Wat is uw interpretatie van deze uitspraak, wat wordt bedoeld met deze uitspraak - **met name het dikgedrukte deel ervan?**

# Fruit growers community (4/4)

## Investment by company's marketing team

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- **Recruitment phase: 4 hrs** for identifying growers and preparing communications
- **Company project leader** and co-moderator spent on an **average 1,5 hrs per week**
- **3 x 30 min chat sessions** where 1-4 marketing team members were involved
- **2 x 120 min Debriefing moments:** 360 degrees analyses & final debrief

## Outcome / impact of community

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- **Active participation of over two third growers** leading to about a 1000 postings
- **11 key (market, usage, competitor) insights** identified after a 360 degrees analyses
- **5 most promising service offerings were selected for further co-creation** with grower community in 2014
- Company marketing team started **building a relationship with the grower community**
- **New initiatives and collaborations developed as a spin-offs** from the grower community

# Customer Insight – recognizing it's value

A GOOD and USEFUL Insight is:

- ▶ TARGETED
- ▶ TRUE & RELEVANT
- ▶ FRESH



# Acting on Customer Insight

## 1. Discovery

Consumer Segmentation

Innovation strategy

Consumer Trends & Insights



## 2. Ideation

- Idea generation
- Defining new business opportunities
- Concept development

## 3. Feasibility

- Concept testing at Consumer level
- Consumer input and insight for product/service development

## 4. Capability

- Consumer feedback first prototypes
- Refinement of prototypes

## 5. Go-to-market

- Consumer feedback to "full offer"
- Development launch campaign

## 6. Launch

- Consumer satisfaction measurement
- Marketing communication activities

# Steps in Insight activation

Define and enrich insights using a community of stakeholders and validate them

Derive implications (ideation)

Test ideas and concepts with customers and relevant stakeholders





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