



Personal Care Company Blends Online and Live Innovation to Accelerate New Product Development

THE COMPANY: A Fortune 50 U.S. Consumer Packaged Goods Manufacturer of Personal Care Products.

THE GOAL: Accelerate breakthrough category innovation by mining and combining insights from a diverse global team that would help the brand retain long-term leadership

THE RESULTS: 72 new opportunities built from 1-4 insights



Typically when we do these sessions maybe 10% of the ideas are truly transformational and the rest are more sustaining ideas. This process enabled us to flip that ratio.

— Business Manager

Mining for insights can be a powerful process for creating new innovations. Done right, these insights can form ideas that result in transformational breakthrough opportunities.

In 2012 a leading U.S. consumer personal care company partnered with Imaginatik to synthesize and distill vast amounts of consumer and technical research. This was accomplished through an online collaborative process involving a diverse group of about 30 Ph.Ds, engineers, marketers, product researchers and consumer insight specialists. Imaginatik worked with the company's leadership to jumpstart a breakthrough innovation program targeted to launching new sustaining innovations, beginning with a two-week campaign that resulted in 370 new and partial insights.

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By joining teams together virtually in Imaginatik's Discovery Suite web platform, and then in the physical proximity of a live facilitated creative session that produced truly high caliber ideas, the overall experience set a new standard for efficiency in producing breakthrough ideas.

Meeting in the virtual and physical spaces

During the two-week online campaign the team experienced a heightened sense of productivity because people were able to focus and work through the research data independently and thoughtfully on their own, and to respond and build on colleagues' ideas on their own time. This was an opportunity not always afforded, according to one participant, in the "fast and furious pace of group brainstorming in which I don't always think as well or as clearly as I'd like." It was both a product and a process breakthrough, and the team loved it, in part because it lessened demands on the group's time and gave them the satisfaction of participating in a game-like insight-mining experience.

The online campaign was followed with a one-day facilitated session with about half the original group, to combine and refine the insights as a team into new product opportunities. In just one day the company developed:

- 72 Opportunities built from 1-4 insights that were distilled into ...
- 10 Transformative Sustaining Innovation (TSI) Ideas for China and North American Consumer Research
- 10 Prototype Visual Concepts

LESSONS LEARNED:

By joining the teams together virtually in the Discovery Suite platform, and then in a live facilitated creative session, a new standard was set for efficiency in producing breakthrough ideas. It also served as a reference point build new capabilities, such as:

- **Harvesting global team expertise online without having to invest in travel and live sessions.**
- **Enabling rapid insight generation and ideation by honoring individual expertise and the need for personal creative space.**
- **Utilizing the Discovery Suite software tools to sort, vote and archive winning concepts.**
- **Combining online and offline, individual and team collaboration – honoring the nature of creative work in both collective and individual work spaces.**
- **Using novel techniques (e.g. clustering, collisioning, collaging) to accelerate the process and enhance quality of ideas.**

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Applying the Power of Lenses to Product Development

The company acknowledged that at the heart of the process lay the unique value of applying Discovery Suite's Four Lenses filtering methods. An intuitive Drag-and-Drop feature helps generate creativity, connection, and fresh thinking. It also helps drive outlying and unusual concepts.

Through embedding repeatable "Lenses" which can be customized to the company's own Discovery process, Discovery Suite has the customization and scalability to be used and adopted across the enterprise as a means to harvest and uncover new insights for a wide variety that can be combined into novel and compelling market opportunities.

Since implementation in 2011, Discovery Suite challenges at this company have been focused at the business-unit level and access to challenges has been time-bound with only internal employees participating. Going forward, the organization plans to expand this combination of virtual and physical insight-mining to internal and external audiences to uncover new breakthroughs.

As one of the leaders said, "Typically when we do these sessions maybe 10% of the ideas are truly transformational and the rest are more sustaining ideas. This process enabled us to flip that ratio."

POWERFUL RESULTS:

Through embedding repeatable "Lenses" which can be customized to the company's own Discovery process, Discovery Suite has the customization and scalability to be used and adopted across the enterprise as a means to harvest and uncover new insights for a wide variety that can be combined into novel and compelling market opportunities.