brand driven innovation

turning vision into value

WDHB Consulting Group | MACIF, MAIF and AMDM
july 6 2010 | Erik Roscam Abbing
Bonjour!!
Et bienvenue à Hollande!

Je m’appelle
Erik Roscam Abbing
agenda for today:

what is brand driven innovation?
and what can it do for your organisation?
how do you make it happen?
discussion
bien
let's start with a question:

why do you innovate?

not how, not when, but why?
because it generates shareholder value

to keep up with competition

because of changing consumer needs

because of a merger or take over

because our market demands it of us

to increase efficiency so we can cut prices

because of changes in legislation

  to be able to present something new every year

because there is a new technology available
these are all valid reasons to innovate, but they share two dangerous traits:

1: they are re-active, not pro-active
2: they are external, not internal
Re-active innovation means you are running to keep up with change. Externally driven innovation means the outside world dictates where you go.
we firmly believe
in pro-active
internally driven innovation
it means you grow based on a solid strategy and driven by your vision on your organisation, the market and your customer and a deep understanding of the value you can offer.
you need a lens that focusses your qualities to make them relevant for your customer.

and that focusses market developments to help you decide what's relevant for you.
and that is where branding comes in
but first a second question:

what is branding to you?
branding is how we communicate

our brand is our logo

branding is about corporate identity

branding is all about advertising

our brand is defined by our values

branding equals vision and mission

our brand is our identity

the brand is whatever our customer says we are

our brand is our image
again, all valid concepts  
but, again I see 2 dangerous traits:  

1: they are very passive  
2: they are extrinsic, not intrinsic
Passive brands define values, identity, vision. But they don’t guide behaviour or action.

Extrinsic brands are like icing on the cake. They don’t make the cake itself taste any better.
we firmly believe in brands that inspire action by tapping in to the intrinsic qualities of your organisation
This implies a brand that is understood by all your employees, that captures what's unique about you, and of value to your customer, and helps you stay focussed on what's relevant for you.
the lens you are looking for is your brand
a brand like this drives innovation proactively and from the inside because it defines the essence of who you want to be and how you aspire to create value for your stakeholders
brand driven innovation is fulfilling a brand’s promise through new products and services and infusing these new products and services with meaningful value.
enough philosophy
let's get practical!
how could brand driven innovation be implemented in your organisation?
we would need four phases:
first we would strengthen your brand by rooting it firmly in the values and aspirations of your employees and customers.
then we would build an innovation strategy that fulfils the brand’s promise by pin-pointing opportunities to create unique value.
then we would build a design strategy that brings the brand to life and makes innovations meaningful.
then we would orchestrate all brand touch points, over all disciplines, over the entire customer journey.
1. building a human centred brand

A. Plan the project

B1. Research internal brand context

B2. Research external brand context

C. Create brand promise

Internal brand stakeholders: designers, engineers, researchers, marketers

External brand stakeholders: users, buyers, dealers, service personnel
working with people to find a shared vision inside your company . . .
LEVELS OF CULTURE
ACCORDING TO SCHEIN

CORRESPONDING CONCEPTS
IN BRANDING

ARTEFACTS
PRODUCTS, BEHAVIOUR, LANGUAGE,
DRESS CODE, BUILDINGS, MYTHS, STORIES

BRAND MANIFESTATIONS
BRAND TOUCHPOINTS, BRAND ATTRIBUTES,
BRAND DELIVERY

ESPOUSED BELIEFS AND VALUES
MISSION STATEMENTS, STRATEGIES, GOALS

BRAND IDENTITY
BRAND ESSENCE, BRAND VALUES,
BRAND PERSONALITY

BASIC ASSUMPTIONS
UNDERLYING BELIEFS, PARADIGMS

EMBEDDED BRANDS
DERIVED FROM PARADIGMS, VALUES AND BELIEFS OF AN
ORGANISATION
and with your customers
to delve deep into how they live and experience your services
then: exploring patterns in the research data, to come to a brand story that clings
visualising patterns to create a vernacular that becomes part of the organisation’s daily dialogue
building a brand promise that inspires, guides and filters
building an innovation strategy

A. Create The Future

B1. Scout for Internal Opportunities

B2. Scout for External Opportunities

C. Create Innovation Strategy

Internal Innovation Opportunities

External Innovation Opportunities
working with your marketing, R&D and sales teams to explore opportunities for innovation
in new products, services, markets, technologies or business models
and over the entire customer journey
visualising these opportunities and how they fulfil the brand’s promise
resulting in concrete guidelines for innovation
and even concrete concept directions
building a design strategy

A. Formulate People Based Design Objectives

B1. Develop Internal Design Strategies

B2. Develop External Design Strategies

C. Decide on Design Tools and Instruments

INTERNAL DESIGN STRATEGY

EXTERNAL DESIGN STRATEGY
working with internal and external design teams
and lead users
to create product and service design guidelines that inspire and guide, rather than limit
using the full depth design has to offer

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<tr>
<th>Aesthetics</th>
<th>The sensorial layer</th>
<th>What the touchpoint does to the senses: looks, smell, touch and sound</th>
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<tr>
<td>Interaction</td>
<td>The behavioural layer</td>
<td>How the user interacts with the touchpoint, and what kind of behaviour it invites</td>
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<td>Performance</td>
<td>The functional layer</td>
<td>What the touchpoint does, the problems it solves and the functionality it brings to the user</td>
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<tr>
<td>Construction</td>
<td>The physical layer</td>
<td>How the touchpoint is made, what it’s made of and what technologies are used</td>
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<td>Meaning</td>
<td>The mental layer</td>
<td>What meaning and emotions the touchpoint conveys</td>
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<td>Aesthetics</td>
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<td>What the product looks like</td>
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<td>What meaning the product sets out to convey</td>
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and using all design disciplines to their maximum advantage
orchestrating touchpoints

A. Map Consumer Journey

B1. Define User Needs and Experience

B2. Orchestrate and Organise

C. Design Touchpoints

Touch-point Organisation

Touch-point Experience
Davis and Dunn, Building the brand driven business
The roll out: all disciplines in parallel, all based on the same vision. Managing the roll out of these strategies over all brand touch points.
A 6 STEP PROCESS FOR PERSONA BASED TOUCHPOINT ROADMAPPING

**Goal:** to create brand interactions that are connected to the seasonal concept and that help build durable consumer relationships.

**Purpose:** brand engagement and call to action through touchpoint orchestration.

This process will take 8 hours of your time | You will need a team of approximately 6 people | Make sure you bring a pack of post-its, a roll of paper, some markers, glue, scissors, several personas, a photo camera, and of course, gaffer tape.

**Using consumer journeys to map future brand interactions**

1. **STEP 1 TOUCHPOINT MAPPING**
   - Write down all the Mexx touchpoints you can think of, online and offline, now and in the future.
   - Map the touchpoints in the touchpoint circle, divided in pre-purchase, purchase and post-purchase.

2. **STEP 2 CURRENT CONSUMER JOURNEYS**
   - Create persona based consumer journeys by mapping the personas along the touchpoints. Decide which touchpoints would be relevant for which persona and define the persona’s journey in time and space along those touchpoints.

3. **STEP 3 ENRICH PERSONAS**
   - Enrich personas through creative exploration techniques like storytelling, a day in the (future) life of, collaging techniques, storyboards, future diary entries etc. Use the upcoming seasonal concept as creative input for these exercises.

4. **STEP 4 CREATE BRAND INTERACTION THEMES**
   - For each enriched persona, go through the consumer journey of step 2 and extrapolate the (enriched) journey as experienced by the enriched persona into a brand interaction theme.

5. **STEP 5 BUILD RELATIONSHIPS**
   - Brainstorm on how to build a relationship with the enriched persona in such a way that it encompasses the brand interaction theme of step 4. Write down all the phases in the relationship (pre-purchase, purchase and post-purchase) and map them in a circle.

6. **STEP 6 TOUCHPOINT ROADMAPPING**
   - Divide the personas and brainstorm in small groups on possible touchpoints to fill the relationship circle. Use the upcoming seasonal concept as creative input. Present the touchpoints to each other in the form of a roadmap for the nearby future (2-3 years ahead).

**making sure to create a compelling customer journey**
and using service design as the main connecting theme
merci!!