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# Driving innovation in FMCG through consumer- centricity.



Slide deck



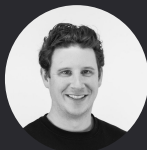
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Despite heavy investments in market research, these insights are not well-embedded in many of FMCG player's innovation processes.

As a result, their innovation is not consumer-centric enough, too much just checking the boxes of feasibility & viability.

Innovation is not just about the What or the How, it is all about the Why.

This guide aims to provide a game plan that enables to translate market insights into desirable products or solutions for consumers.



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As a **full service innovation & design agency** we have experiences with multiple leaders within that showed us that customer-centric innovation is crucial due to:

#### Rapid Market Changes:

The FMCG industry faces constant shifts in consumer preferences, regulatory environments, and technological advancements. Staying competitive requires continuous innovation to meet evolving consumer demands.

#### Consumer Expectations:

Modern consumers demand products that are taylormade, sustainable, and of high quality. Innovation helps develop products that cater to these sophisticated consumer expectations, ensuring customer satisfaction and loyalty.

#### Competitive Advantage:

Successful innovation enables companies to differentiate themselves from competitors, leading to unique product offerings, enhanced brand loyalty, and market leadership.

200+

Happy clients we've worked for to date

87%

Returning clients for more projects

COSTA  
COFFEE

COLRUYT  
GROUP

brussels  
airport  
the heart of Europe

brabantia

SPA

CHAUDFONTAINE

Mrs. MEYER'S  
CLEAN DAY

ECO  
VER

SOUDAL

Samsonite

Coca-Cola

TOYOTA

DANONE

Mazda

Pizza  
Hut

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Content

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# The missed potential of market research

01

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The missed potential of market research

# Despite heavy investments in market research, many FMCG companies struggle to innovate.

The main issue lies in **translating consumer desirability insights into actionable innovation.**

Insights are fuel for concept writing, but concept writing as such demands a specific skill.

It comes down to Simon Sinek's what-how-why model. Innovation is not only about the what and the how, **it's even more about the why.**



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The role  
of desirability

02

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The role of desirability

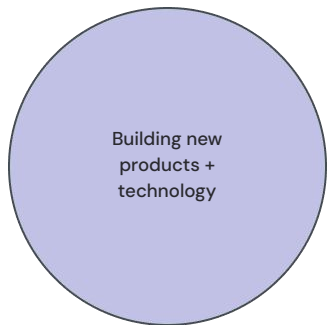
# Desirability as a driver for innovation

Innovation should be driven by a deep understanding of consumer desires, the why.

It's about more than just new products—it's about continuous iteration based on consumer research and validation sessions.

Let's explore how we can bridge this gap between gathering consumer insights and turning them into actionable innovation.

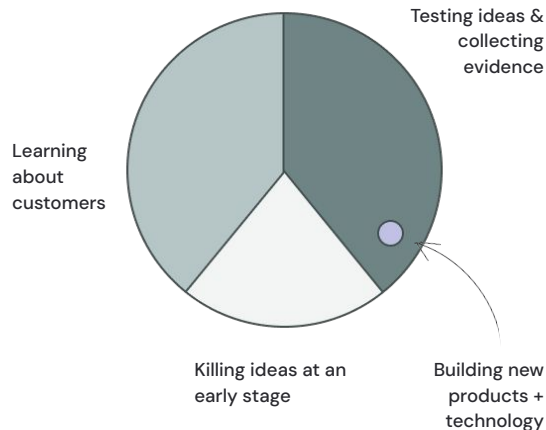
What people **think** innovation is



"Don't find customers for your product. Find products for your customers."

Seth Godin

What innovation **really is**



"Quality in a product or service is not what you put into it. It is what the customer gets out of it."

Peter Drucker

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The sweet spot  
of innovation

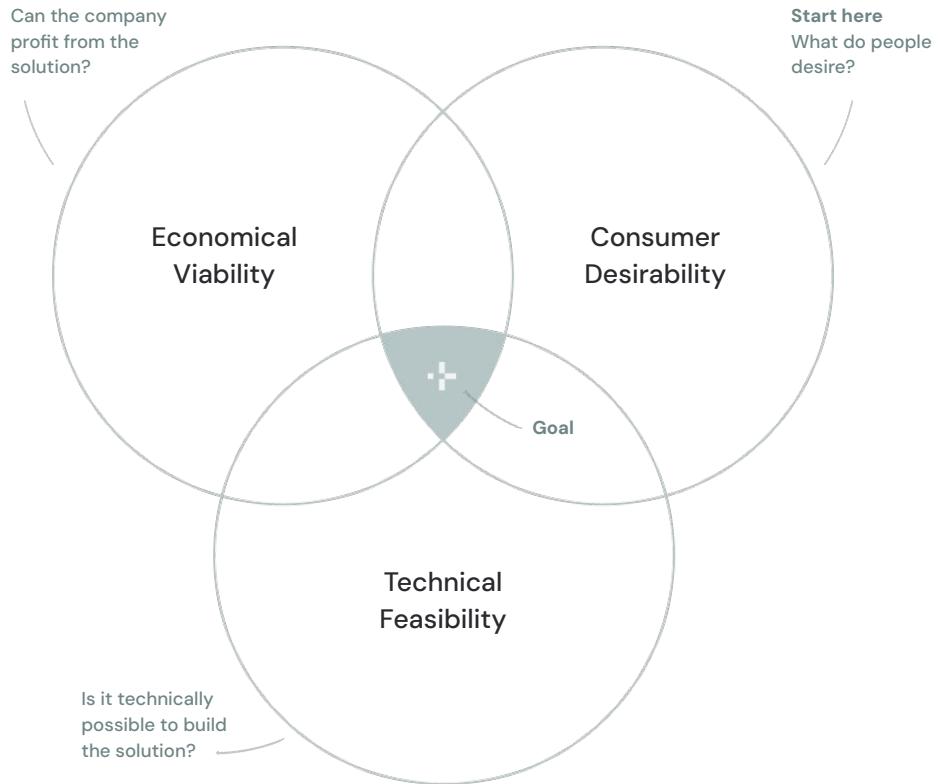
03

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The sweet spot of innovation

# True innovation thrives at the intersection of *three key factors*

- 1 Many companies ace to incorporate feasibility and viability in their innovation process, but struggle with desirability.
- 2 In other words: it is relatively easy to confirm if production is feasible (technically & operationally), or if business numbers add up. It is more complicated to incorporate the consumer's voice throughout the innovation process.
- 3 Although FMCG marketers invest heavily in market research or validation, translating desirability insights too often get lost in translation when turning into new product or service solutions.



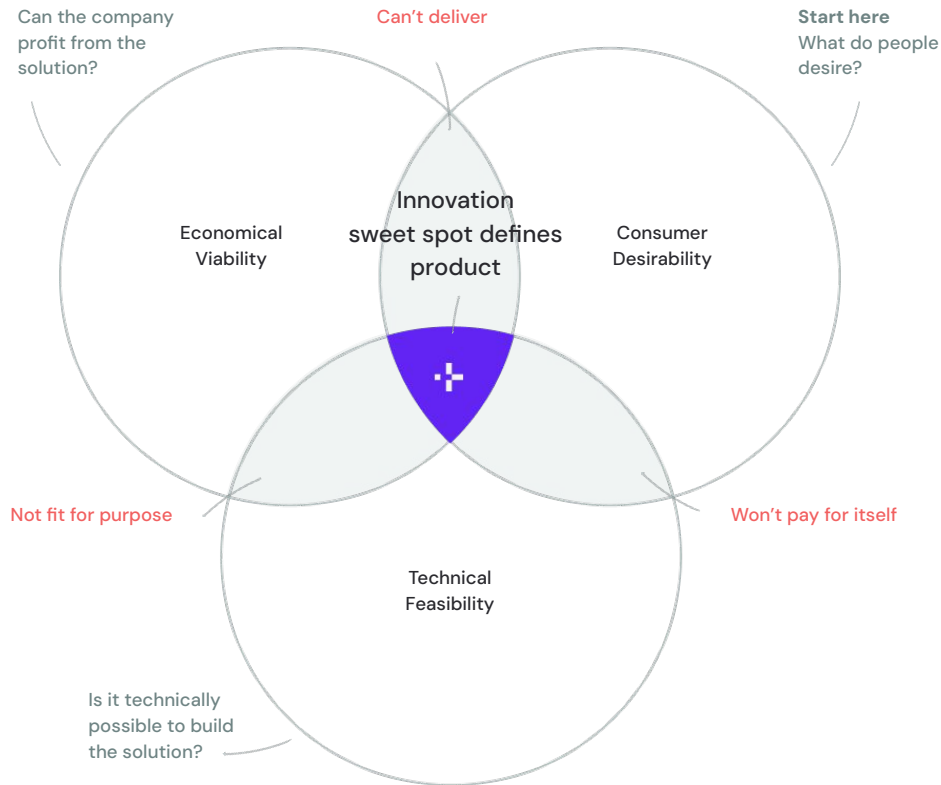
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The sweet spot of innovation

# Gapping the bridge to achieve consumer centric innovation

Insights are useless if they are just filed. They should continuously feed viability and feasibility assessment throughout the innovation process, not the other way around. It is not about just a last stage validation check. Focus on consumer-centric innovation over technology-centric innovation.

|             | Viability | Feasibility           | Desirability                                                   |
|-------------|-----------|-----------------------|----------------------------------------------------------------|
| Managed by? | Finance   | Design and R&D        | Marketeers – but market research & validation often outsourced |
| Nature      | Factual   | Creative, but factual | Abstract                                                       |



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Our strategic roadmap  
to enhance desirability

04

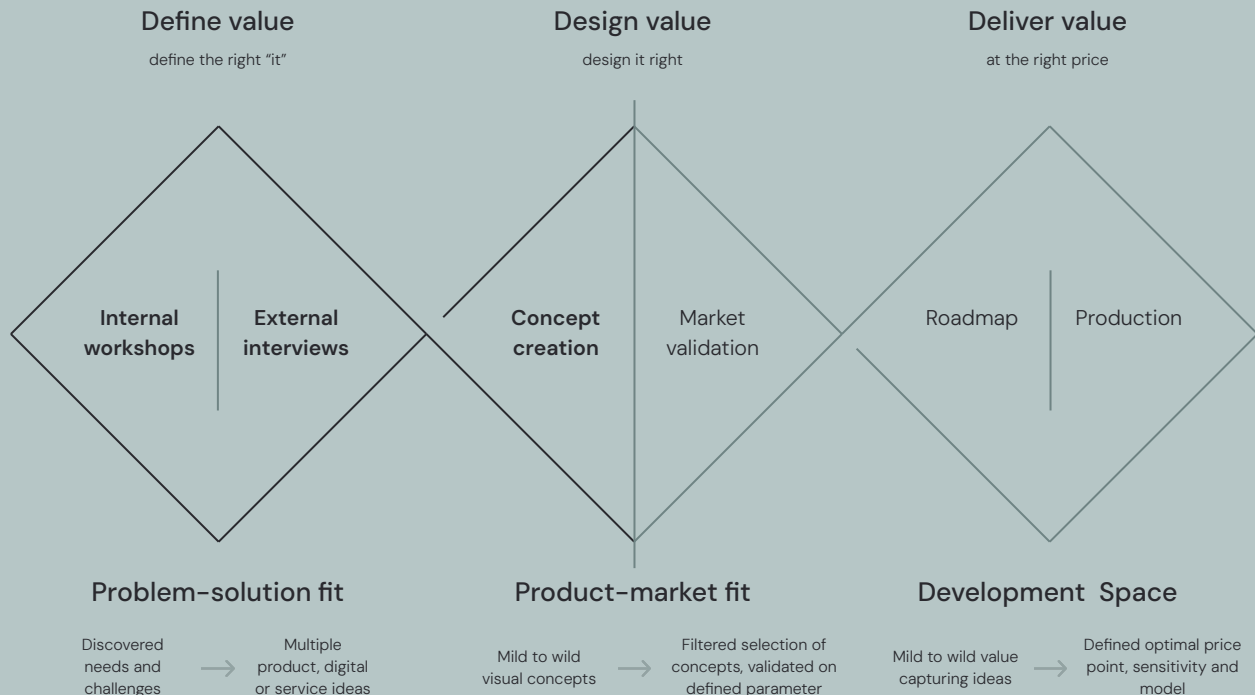
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Our strategic roadmap to enhance desirability

# Before designing it right, you have to define the right 'it'

It all starts with identifying the challenge or opportunity, before diving into an actual solution or product.

This model shows the diamond approach in design thinking, but it can be made tangible in actionable building blocks of how the consumer's voice can become an integral part of the full innovation process.



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Inside-Out phase

# High-level ideation based on assumptions



## Crafting initial ideas

Generate first innovation ideas that might capture consumer interest, laying the groundwork for further development.



## Frameworks and tools

Using strategic frameworks and tools, you can define key directions and translate them into low-fidelity prototypes. Value Proposition canvas is the mother of frameworks.



## Visualizing concepts

We now have validated conceptual directions that lay the basis for actual conceptualization, leveling up the fidelity.

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Outside-In phase

# First market validation



## Qualitative engagement with consumers

Use qualitative market research techniques, such as focus groups and in-depth interviews, to gather detailed insights directly from consumers.



## Insight-based iterations

The feedback you collect provide the fuel needed to iterate or refine your ideas, ensuring they meet consumer desires and needs.



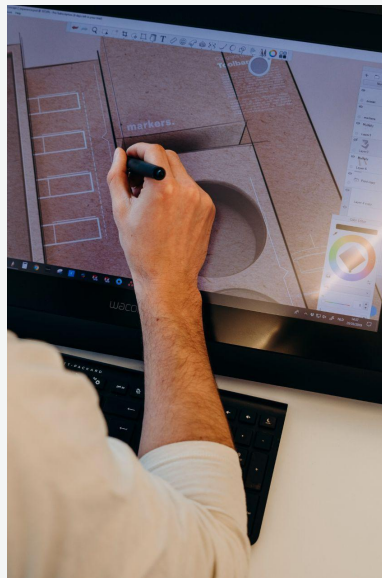
## Ideation freeze

We now have validated conceptual directions that lay the basis for actual conceptualization, leveling up the fidelity.

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From concept to confirmation

# Validation at scale



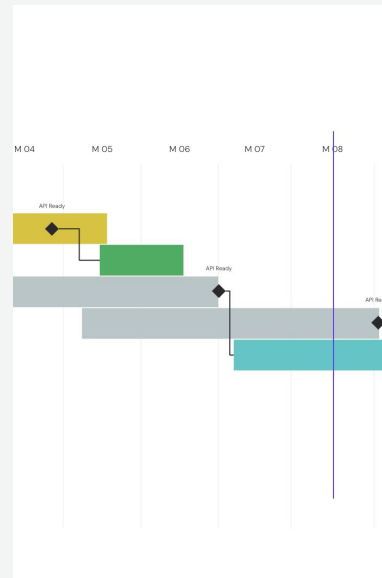
## Increasing fidelity

Gather more feedback and enhance the fidelity of your concepts. Moving from rough sketches to detailed conceptualizations, bringing your ideas closer to their final form.



## Large Scale Validation through quantitative research

Conduct larger scale validation to confirm consumer interest and refine your concepts. This process helps you ensure that your ideas resonate with a wider audience and are market-ready.



## Feeding the innovation roadmap with validated concepts

Significant validation supports the development of a conceptual roadmap, guiding you in the next steps of innovation and ensuring alignment with consumer needs and market opportunities.

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Innovation roadmap phase

# Building an Innovation Roadmap

## Horizon 1

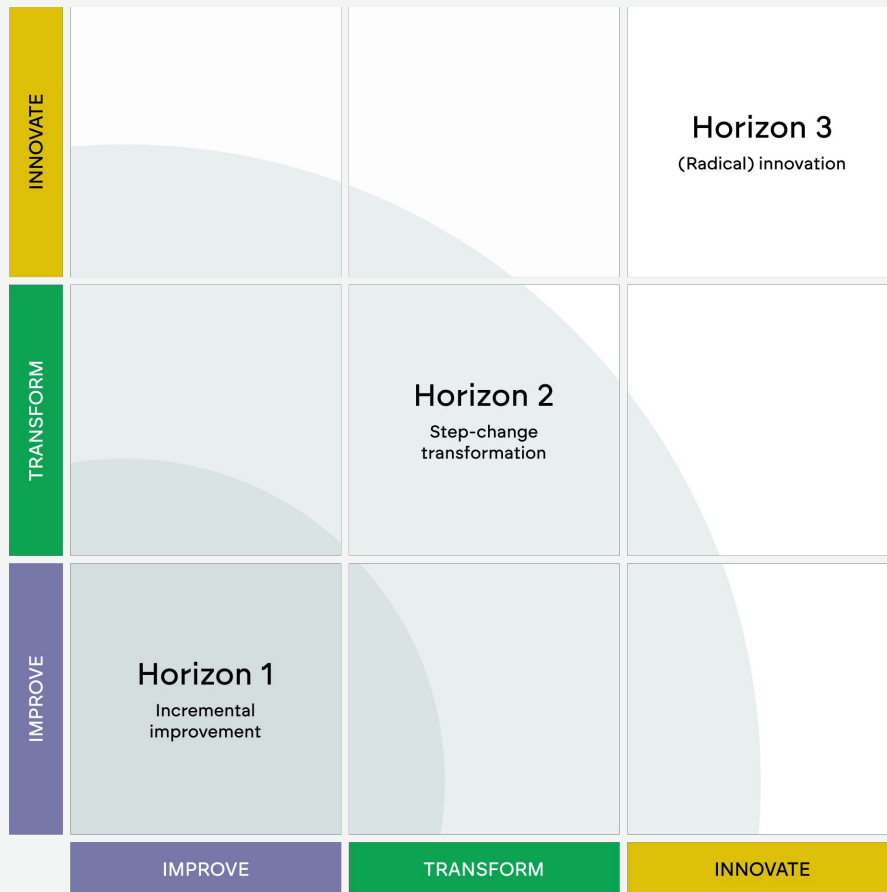
Improvements on existing products.

## Horizon 2

True innovation.

## Horizon 3

Disruptive innovation.



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Innovation roadmap phase

# Importance of Innovation Roadmaps

## C-level Executive and Board

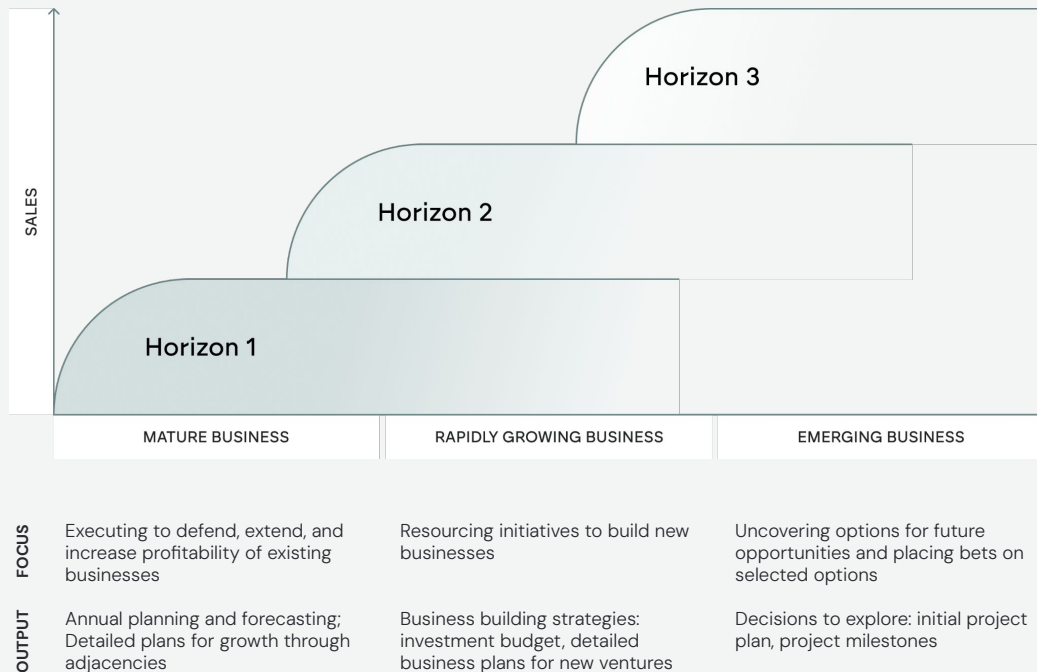
Provides clear directions for investment and strategic alignment.

## R&D Managers

Helps prioritize technologies and manage resources effectively.

## Marketing Teams

Ensures that brand narrative and product content resonate deeply with consumers.



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Practical tools  
and techniques

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What we deliver

# Quali toolbox

**Screeners & recruitment:** recruiting the right target group, with our preferred recruitment partners

**Discussion guide:** defining the key research questions to test

**Facilitation & Attendance:**  
the qualitative researchers as Made will facilitate the research, yet you are able to follow the interview or discussion online or in person at a research facility.

**Insights debrief:** all insights will be translated into a clear report, where we already take along some first concept sketches or ideation. This way we make sure to land on something tangible, while deciding on next steps together.



## Field observations

### What?

Go in situ to follow the target group without interrupting them.

### When to use?

If you want to see real automatic / unconscious behaviour

### When not to use?

If you need to understand why they do something



## In depth interviews

### What?

Explore the problem space in an intimate setting to get honest and open feedback.

Validate the potential problem space in depth, to understand why the solution might (not) work.

### When to use?

- Need to know WHY and HOW to improve
- Need to see context/define concept further
- Honest and open feedback
- Validate potential solution
- Understand underlying pains and frustration



## Panels or focus group

### What?

A group discussion of 6-8 people about specific topics. This can lead to insights, inspiration and consensus on your topic.

### When to use?

When you want group discussion, group creativity and consensus.

### When not to use?

When it's about sensitive topics, or when your target group is very different.



## Usability testing

### What?

Interview setting that is more structured and organized because there are specific tasks the participant needs to go through. Both for physical or digital products.

### When not to use?

When there is no clear concept to test yet.

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What we deliver

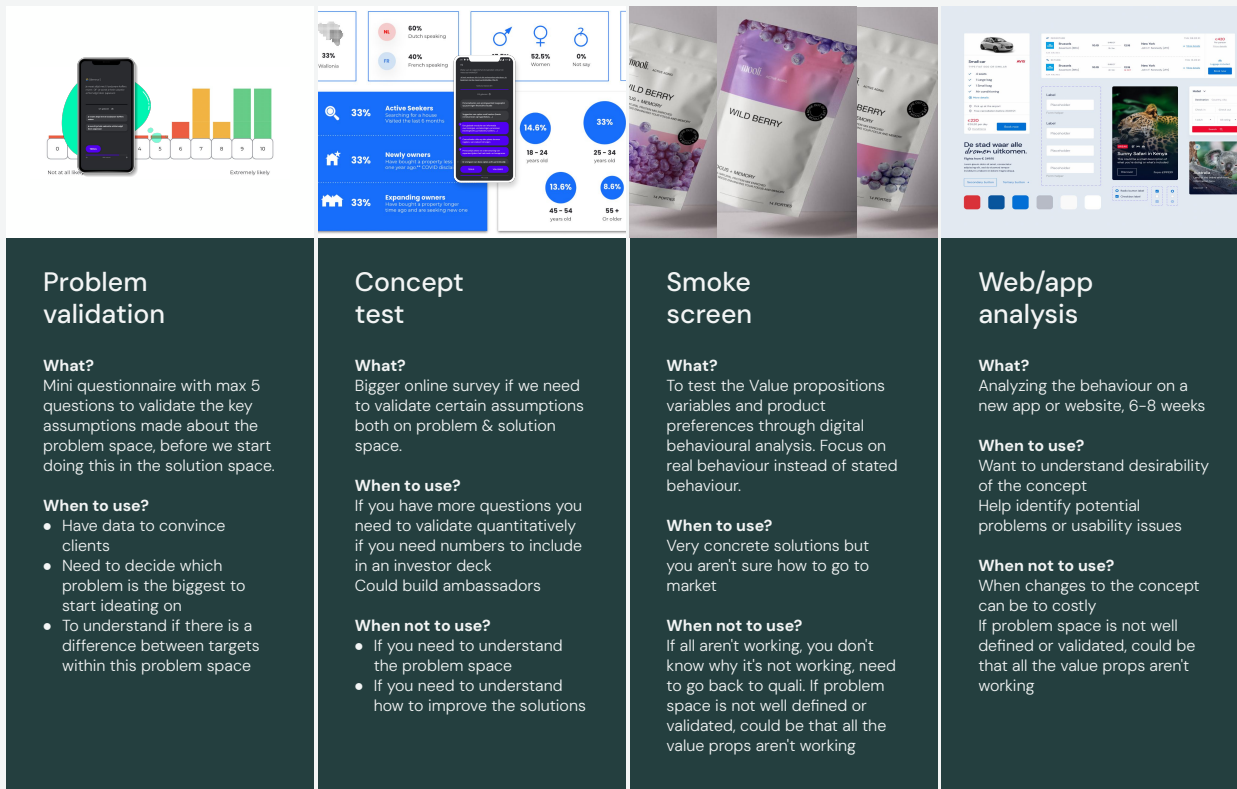
# Quanti toolbox

**Panel provider:** Made has preferred partners depending on the type of target we need for each study.

**Questionnaire:** we define the perfect questionnaire, depending on your key research questions

**Raw data or dashboard:** we share all results transparently, so you can use the data later on.

**Final insight report:** all insights will be translated into a clear report, where we already take along some concept iteration / redesigns. This way we make sure to land on something tangible, while deciding on next steps together.



## Problem validation

### What?

Mini questionnaire with max 5 questions to validate the key assumptions made about the problem space, before we start doing this in the solution space.

### When to use?

- Have data to convince clients
- Need to decide which problem is the biggest to start ideating on
- To understand if there is a difference between targets within this problem space

## Concept test

### What?

Bigger online survey if we need to validate certain assumptions both on problem & solution space.

### When to use?

If you have more questions you need to validate quantitatively if you need numbers to include in an investor deck  
Could build ambassadors

### When not to use?

- If you need to understand the problem space
- If you need to understand how to improve the solutions

## Smoke screen

### What?

To test the Value propositions variables and product preferences through digital behavioural analysis. Focus on real behaviour instead of stated behaviour.

### When to use?

Very concrete solutions but you aren't sure how to go to market

### When not to use?

If all aren't working, you don't know why it's not working, need to go back to qual. If problem space is not well defined or validated, could be that all the value props aren't working

## Web/app analysis

### What?

Analyzing the behaviour on a new app or website, 6-8 weeks

### When to use?

Want to understand desirability of the concept  
Help identify potential problems or usability issues

### When not to use?

When changes to the concept can be too costly  
If problem space is not well defined or validated, could be that all the value props aren't working

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Get our expertise –  
Transform your ideas  
today

06

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# Ready to revolutionize your FMCG innovation?

At Made, we're your ultimate FMCG partner, transforming insights into desirable innovations—from standout products to digital solutions and revolutionary packaging. Our rigorous validation ensures success and mitigates risks. Elevate your brand with our comprehensive services, including strategy, market research, product design, and business modeling.

Specializing in sustainable innovation, we turn ambitious goals into practical, impactful plans. Navigate environmental challenges and seize new business opportunities with us.

Contact me and let's drive consumer-centric and sustainable innovation together.



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