

# F4

*INNOVATION*





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## *FIT FOR* **INNOVATION**

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# MORE THAN IDEAS

**YOU WOULDN'T TRY AND RUN A RACE WITHOUT FIRST WORKING ON YOUR FITNESS. IT'S THE SAME WITH INNOVATION.**

We all know that innovation matters, not only for ensuring growth and relevance with consumers, but also - as the data consistently shows - more innovative companies deliver greater shareholder returns.

Innovation isn't just about hitting the ground running and developing new breakthrough ideas (although this is obviously a very important part of the process). It's also about making sure you're set up to turn these ideas into winning products and services.

And in many cases, brands don't actually need more ideas - they need to work out what to do with the ideas they've got.

BEING FIT FOR INNOVATION DOESN'T COME NATURALLY. IT TAKES WORK:

- Shifting mindsets to embrace change.
- Building behaviours that foster experimentation.
- Setting up processes that enable innovation to thrive.
- Developing tools and teams that can streamline the journey from idea to impact.

In this paper, we explore how businesses are strengthening their innovation muscles, with insights from industry experts across various sectors.



# 4 PRINCIPLES OF *INNOVATION*

Like with any type of fitness, there are 4 key components to being fit for innovation that you need to strive for, all the while working towards a clear goal & being consistent...



# BALANCE

Making sure that you're spreading your bets and not focusing too much on just one type of innovation.



# FLEXIBILITY

Adapting to how the world, and what consumers need and want, is changing around you.



# ENDURANCE

Experimenting, building resilience, and learning from any failures along the way.



# STRENGTH

Pushing yourself out of your comfort zone, being bold and smoothing the path to success.





# INNOVATION ALL-STARS

# TRAILBLAZERS & CHAMPIONS



For this report, we've spoken to a select group of trailblazers and champions of innovation within our network. They've shared their experiences and perspectives on what it takes for an organisation to be truly fit for innovation.

For each innovation principle explored in this report, we highlight the key hurdles to progress that hold organisations back, as well as the game-changers that drive success and unlock innovation potential.

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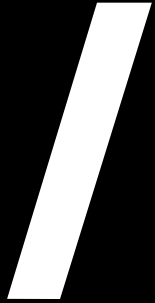
**GILLIAN RIDDELL**  
Senior Innovation & Strategic Projects  
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European Category Leader Marketing  
– Intersnack



# GAME ON

**EXPLORING WHAT HINDERS &  
HELPS INNOVATION FITNESS**

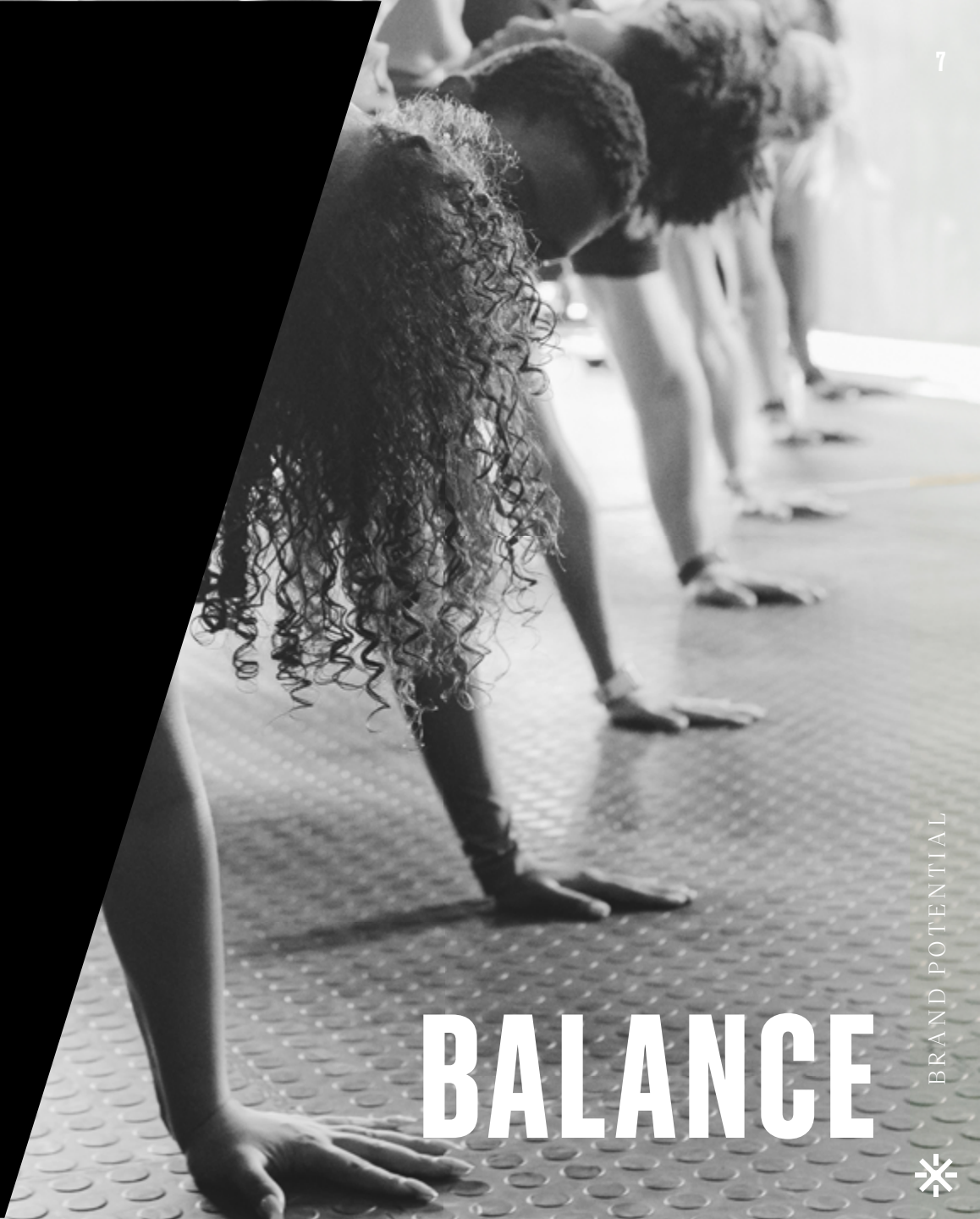


# MAKING SURE THAT YOU'RE SPREADING YOUR BETS & NOT FOCUSING TOO MUCH ON JUST ONE TYPE OF INNOVATION.

In fitness, balance is the ability to maintain control of your body's position, whether still or moving.

In innovation, balance is your organisation's ability to maintain control so you can thrive in the present while preparing for an often-unknown future.

# BALANCE



# THE BIGGEST HURDLES

Success requires optimising the core, ensuring that existing products stay relevant and continue to meet consumer needs, while also exploring disruptive ideas that can unlock future growth. It's easy to rest on your laurels and get stuck focusing only on improving what you already do today, where results are quicker, brand recognition is stronger, and the path to market is typically more straightforward. But relying too heavily on incremental improvements can lead to stagnation.

On the flip side, placing all your bets on disruptive innovation comes with risks. New ideas take time to seed, don't always yield instant payoffs, and can often be deprioritised when immediate sales targets take precedence. The pressure for quick wins makes it difficult to nurture any type of new idea long enough to see it flourish, and the KPIs that are set up around innovation don't always capture the potential long-term impact.



**STRIKING THE RIGHT BALANCE IN INNOVATION IS ONE OF THE BIGGEST CHALLENGES BUSINESSES FACE.**

AS GILLIAN RIDDELL AT HEINEKEN RECOGNISES “SOMETIMES WHERE WE STRUGGLE AS A MARKET LEADER IS IN OUR PATIENCE”. The biggest challenges around ‘balance’ are faced by those organisations that don't have clear direction on where the focus should be, that try to spread themselves too thin, and that don't build the right level of ‘patience’ into the innovation journey.

“PEOPLE TALK ABOUT BEING ‘FUTURE-FIT,’ AND THIS INVOLVES UNDERSTANDING WHERE YOU STAND BETWEEN EVOLUTION AND REINVENTION. IN ANY CASE, YOU NEED TO HAVE A BALANCED PORTFOLIO OF SHORT-TERM WINS AND BOLD BETS – NOT JUST ONE OR THE OTHER”  
(OLIVIA LAW, PWC)



# THE GAME CHANGERS

## FOCUSING ON ‘FEWER, BIGGER, BETTER’

*“We try to think about and talk about innovation as ‘innovating on our business’, which might mean on our existing products just as much as it is on new products.” (Helen Passard, SBFE.)*

**OFTEN, LESS IS MORE. TRUE INNOVATION ISN’T ABOUT LAUNCHING MULTIPLE NEW PRODUCTS CONSTANTLY. IT’S ABOUT IMPROVING THE CUSTOMER EXPERIENCE AND ADDING VALUE TO CUSTOMERS’ LIVES.**

Whether it’s launching new propositions, refining core products or redefining how consumers engage with your brand, innovation should always focus on driving penetration and growth, not just filling shelves. With rising acquisition costs and shifting consumer behaviours, the brands that sweat what they already have – and think about innovating packaging, business models, services, systems, channels, as well as new products – will come out ahead of the pack.

## CHAMPIONING INNOVATION FROM THE TOP

**FOR INNOVATION TO THRIVE, IT MUST BE DRIVEN FROM THE TOP.**

Leaders must create and communicate a strategic focus that inspires and aligns the entire company. Visionary leaders give teams the permission and direction to think differently, ensuring that innovation is not a buzzword, but a guiding principle in everything the company does.

Leaders must not only set the ambition but also define what innovation means for their business. For Sneak, a business with innovation in its DNA, this means knowing that the vision is always “playful disruption”.

*As noted by Tim, the Creative Director of Sneak, ‘we focus on being unexpected in everything we do. For Sneak, ‘normal is boring’ - if it feels too normal, it’s not a Sneak idea’.*

## KNOWING WHAT GOOD REALLY LOOKS LIKE

**AS WELL AS COMMUNICATING THEIR INNOVATION STRATEGY CLEARLY, BUSINESSES NEED TO ENSURE THAT KPIS ENABLE, RATHER THAN LIMIT, THIS STRATEGY.**

*“You’ve got to build engagement and then you’ve got to build value and that’s a long-term consideration” notes Catherine from Twinings. “You need to be allowing for long term ROI, with metrics that give us an indicator as to whether we’ve created something that consumers really want in their life over a longer term”.*

Whatever your innovation strategy – whether you’re looking to lead or follow, disrupt or future-proof – having clear organisation-wide understanding of what success looks like, and a system to measure that success effectively, is key for innovation to thrive.



# BALANCE THE PLAYBOOK

To take a balanced approach to exploring all the different opportunities ahead of you:

## SET THE VISION

Set a clear innovation strategy, outlining how much you're going to focus on the richest areas of opportunity across core, adjacent and transformational innovation (think: fewer, bigger, better)

## SHOUT ABOUT IT

It's about more than leadership buy-in for innovation, it's about communicating a powerful vision for the future, and a rallying cry that galvanizes the business.

## MAKE IT TANGIBLE

and get the targets right by communicating what 'good looks like' to the whole organisation, and having appropriate KPIs for innovation so it's about big wins, not just quick wins.



**WHERE TO PLAY**

Serve existing markets and customers

Enter adjacent markets, serve adjacent customers

Create new markets, target new customer needs

**CORE**

Optimising existing products for existing customers.

**ADJACENT**

Expanding from existing business into "new to the company" business.

**TRANSFORMATIONAL**

Developing breakthroughs and inventing things for markets that don't yet exist.

**HOW TO WIN**

Use existing products and assets

Add incremental products and assets

Develop new products and assets





# ADAPTING TO HOW THE WORLD, & WHAT CONSUMERS NEED & WANT, IS CHANGING AROUND YOU.

In fitness, flexibility is the ability to bend without breaking.

In innovation, flexibility is a business's ability to navigate today's rapidly shifting consumer and tech landscape, without compromising their core identity or breaking their business model today.



# FLEXIBILITY



# THE BIGGEST HURDLES

The big mistake that many businesses make is to focus on proving assumptions instead of questioning them. This means that ideas aren't always rooted in real unmet consumer needs, or the deeper cultural forces shaping the behaviour and needs of the future.

*As Helen Passard says "the nuance is where the real opportunities lie".*

Another major hurdle to flexibility for businesses is where they limit their thinking to their immediate industry, and to how things have 'always been'.

This means that they aren't fully aware not only of how their own category is changing, but of the broader market shifts and changing consumer paradigms that are redefining their space completely. They miss out on how today's rules are changing, and on opportunities to draw inspiration from unexpected places.

**A KEY CHALLENGE BRANDS EXPERIENCE - IN THE FACE OF SO MUCH UNCERTAINTY - IS LOSING SIGHT OF WHO THEY REALLY ARE.**



**MANY BUSINESSES GET STUCK IN A CYCLE OF VALIDATING WHAT THEY ALREADY KNOW RATHER THAN EXPLORING NEW POSSIBILITIES.**

In trying to adapt to the evolving world around them, brands can risk trying to be 'too many things to too many people' thereby diluting the fundamental value proposition and positioning that they need to keep hold of to stand out from the crowd, and be truly distinctive and authentic.

**"BUSINESSES NEED TO MOVE MORE IN ORDER TO EVEN JUST STAND STILL IN A COMPETITIVE AND EVER-CHANGING MARKET"**  
**(GILLIAN RIDDELL, HEINEKEN)**



# THE GAME CHANGERS

## GETTING DEEP WITH CONSUMERS

MEANINGFUL INSIGHT COMES FROM UNDERSTANDING - AS HELEN AT SBFE PUTS IT - “THE DEEP-SEATED FEARS, DRIVERS, AND FUNNY LITTLE NUANCES OF PEOPLES LIVES, AS HUMANS, NOT CONSUMERS”.

AI-powered research tools make it more feasible and affordable for brands to ‘spend more time’ with consumers in their daily lives, helping brands to surface the unexpected.

And of course, understanding how people use your products and respond to new ideas remains vital. Brands are now doing this in a more organic and ‘quick fire’ way through community building. For example, Sneak has a discord server, of 16,000 people and 40,000 people on their private Facebook group, where they can collect real time feedback, and get a real sense of what makes their most engaged customers tick .

## BREAKING THE RULES

CONSUMERS ARE BREAKING CATEGORY ‘RULES’ AND NAVIGATING THE WORLD ON THEIR OWN TERMS. SO SHOULD YOU.

As innovators, thinking about your category - with products and brands you know inside out - and coming up with truly open-minded ways of thinking can be very challenging.

*As Nick Holden at Clorox says, “if you were coming from the outside, you’d be looking at it very differently, and come up with very different ideas”.*

Consumers don’t care about categories. They’re focused on their ‘jobs to be done’ and they’re open to a broad suite of potential solutions. This is driven by a greater than ever awareness of options - often powered by influencers and social media - and competing priorities that they’re trying to address, from affordability to sustainability.

## ANCHORING INNOVATION IN YOUR PURPOSE

NEVER LOSE SIGHT OF YOUR CORE PURPOSE, AND WHAT YOUR BRAND TRULY STANDS FOR, AS YOUR FLEX YOUR OFFERING TO DRIVE GROWTH.

*“You need to think ‘do we have a real benefit or point of difference to bring to consumers?’ Otherwise, it’s just not ownable for your brand”.* (Nick Holden, Clorox)

Tim Donald at Sneak has a great analogy for this. “It’s like tying a brick to a balloon. The brick is your core value, and the balloon is your creative and your innovation. If you’ve got a solid, grounding purpose, the balloon string can be as long as you want it to be - it’s never going to fly away completely”.



# FLEXIBILITY THE PLAYBOOK

To navigate the all the potential futures you have ahead of you, and ensure your innovation flexes your business in the right direction:

## LEAVE ROOM FOR NUANCE

in how the future unfolds. Dig into the cultural codes and broader forces, not just the easy to navigate established trends, that are shaping the future of your consumer and your industry.

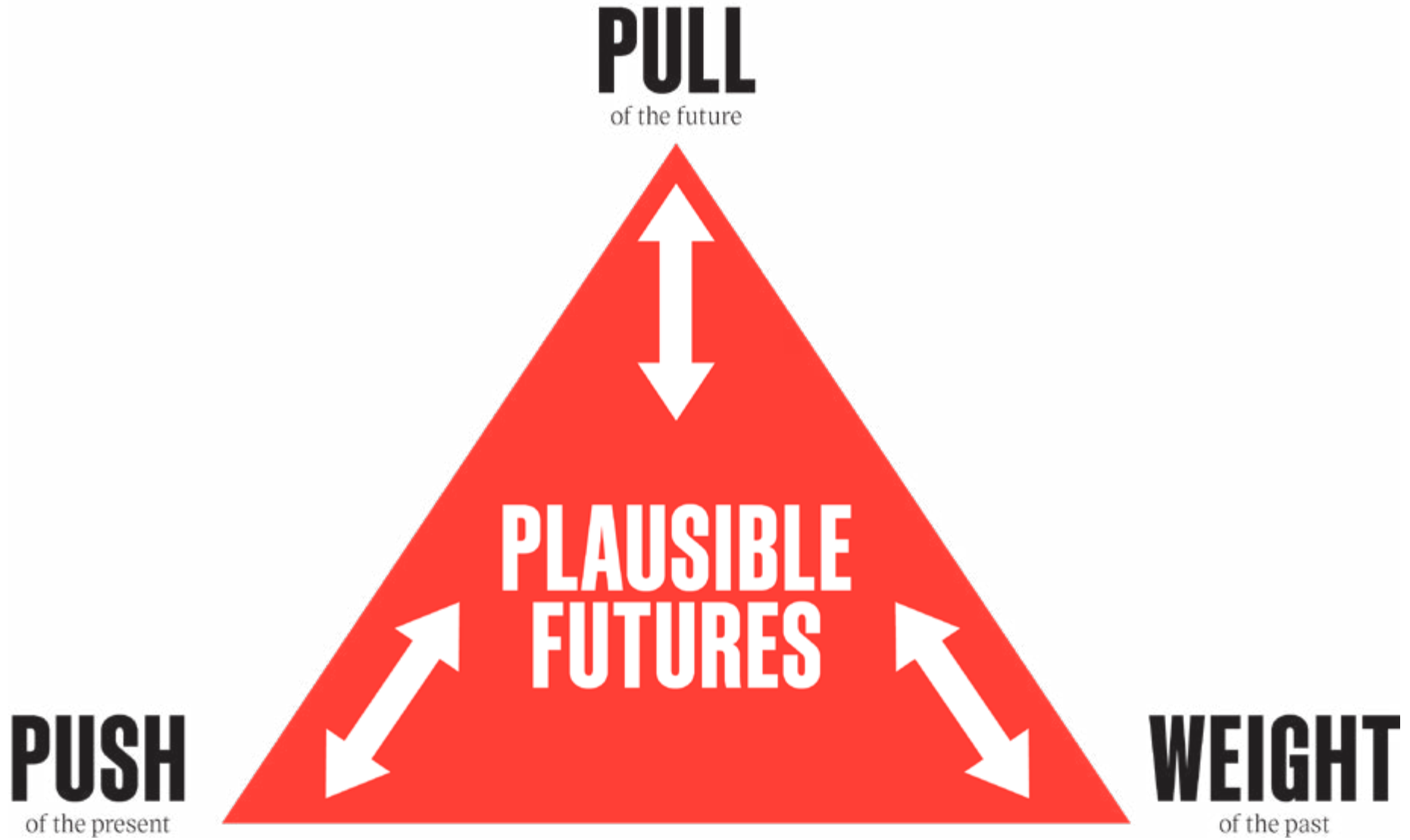
## CHALLENGE TODAY'S CONVENTIONS

Businesses must challenge their own category assumptions, bring in fresh perspectives, external provocateurs, and embrace new tools—like AI-driven insights—to break out of established ways of thinking.

## LEVERAGE THE WEIGHT OF YOUR PAST

Understand your brand equity and the elements of your value proposition that consumers love, to ensure you don't lose the essence of this as you evolve.







## EXPERIMENTING, BUILDING RESILIENCE, & LEARNING FROM ANY FAILURES ALONG THE WAY

In fitness, endurance is your body's ability to sustain physical activity over an extended period of time.

When it comes to innovation, organisations also require sustained effort, resilience, and adaptability as they explore new opportunities and develop disruptive solutions.



# ENDURANCE



# THE BIGGEST HURDLES



**INNOVATION DOESN'T FAIL FROM A LACK OF IDEAS - IT FAILS FROM THE FEAR OF A FAILURE.**

Businesses that are too risk-averse either shy away from bold moves altogether, or they take a scattergun approach, saying yes to everything for fear of shutting down the wrong idea. Both extremes mean that you miss out on pinpointing both the biggest opportunities for growth, and the biggest opportunities to learn.

There is also the challenge to endurance of complacency. As companies scale, the temptation to rely on incremental improvements grows too.

But in today's competitive landscape, standing still is the same as falling behind, and smart risks are required to unlock growth and future-proof your business.

But as we all know, risk is a tricky beast in any business. Innovation requires a degree of risk, but it should never involve being reckless with your brand's time, money or reputation.

*As Tim Donald at Sneak says, "the impact of failure should never be catastrophic". The companies who struggle with managing risk are those whose culture doesn't encourage people to challenge the*

*status quo, and who don't build experimentation into their innovation processes. Without testing and validating ideas early on, the greatest risk is wasting too much time and money on the ideas that won't fly.*

TRUE INNOVATION REQUIRES CLEAR DECISION-MAKING FRAMEWORKS, A TOLERANCE FOR INFORMED RISKS, AND A COMMITMENT TO LEARNING FROM EVERY MISSTEP. AS HENRY FORD PUT IT, "THE ONLY REAL MISTAKE IS THE ONE FROM WHICH WE LEARN NOTHING."

"THERE'S COMPLACENCY WHEN YOU GET TO A CERTAIN SCALE AS A BUSINESS. YOU CAN THINK 'WE'RE BIG, WE'RE A MACHINE, WE GRIND OUT INCREMENTAL GAINS. THE IMPACT FROM INCREMENTAL GAINS IS SO HUGE AND DOING BIGGER INNOVATION IS RISKY'"  
(RHEA FOX)



# THE GAME CHANGERS

## FOSTERING A CULTURE OF POSSIBILITY

A STRONG INNOVATION CULTURE DOESN'T JUST HAPPEN. IT'S BUILT.

*"Anyone can be innovative, but it's a muscle you need to train." (Cilia Kanellopoulos, Forvis Mazars)*

As Cilia at Forvis Mazars notes, this sort of mindset – where you encourage people to try new things in new ways – requires education. *"We do innovation mindset training for our people, where we help them to understand that at its heart, innovation is just solving problems that matter, and doing it in a way that goes beyond the obvious".*

As part of this training, Cilia has devised a training exercise called 'crazy hats' where you pick eight different companies, and wearing their 'hat' you think about how each of them would tackle the challenge you're working on.

Important to remember is you don't need to have all the answers from the outset.

*As Catherine at Twinings says, with new technologies and emerging consumer needs, "it's actually great to say you don't understand, to stand up there in front of your team and say 'I don't know exactly what I'm doing. We're learning. We're moving. Let's go."*

## MAKING SPACE FOR EXPERIMENTATION

NO ENDURANCE ATHLETE IMPROVES WITHOUT PUSHING THEMSELVES OUT OF THEIR COMFORT ZONE, AND THE SAME IS TRUE FOR BUSINESSES.

Part of this process is trying new things, and inevitably experiencing a few setbacks along the way. Failure is not something to fear, as every failed experiment provides valuable insights, shaping a clearer direction for what will and won't work for your business and your consumers.

*At Heineken, the 'Beyond Beer' team are exploring opportunities outside of the brand's traditional heartland, and as Gillian explains, this team have been given "quite an open remit that they can pursue almost any opportunity as long as Heineken, as a Brewer, has some right to win. The only ask is that they fail fast. So get out there, learn from it, and pull back if it doesn't work".*

Encouraging teams to try new things and rewarding (sensible) calculated risks creates a culture of creativity and resilience, where people feel empowered to explore the unknown and uncover breakthrough opportunities.

## KNOWING WHEN TO CALL TIME

WHEN IT COMES TO EXPLORING AND EXPERIMENTING WITH INNOVATION, YOU NEED TO KNOW WHEN TO QUIT.

But as our experts recognised, this isn't always easy. You either pull the plug too early and have great ideas being stopped in their tracks, or bad ideas fly through to market when they should have been cut before it was too late. *As Gillian Riddell puts it, "you end up with a tunnel not a funnel".*

Pivotal to navigating this is having solid stage gates that everyone is held to, where clear evidence can either justify why something is worth continuing, or explain why it should no longer be invested in.

*This should never feel personal. At Heineken, Gillian explains that the mindset people have towards potential 'failure' is so important. "We have a team of people working in innovation who are agile and resilient in their own mindset, and who don't take the fact that they've worked on something for six months and it stopped as a personal affront. They can just dust themselves off and see the bigger picture and move on. These are the people I hire".*

# ENDURANCE THE PLAYBOOK

To build culture where challenges are seen as opportunities, and individuals feel empowered to try new things:

## GET YOUR TEAMS IN THE RIGHT GROWTH MINDSET

by encouraging teams – and giving them explicit permission – to be open to exploring new possibilities, and to think expansively in all the different types of ‘innovation’ that could solve the problems that matter most.

## SET YOURSELVES UP TO FAIL FAST

by training your teams on the behaviours and practices required for testing and learning at every step of the innovation process, and explore the new technologies that can enable this to happen at scale.

## BE BOLD & BRAVE IN SAYING YES & NO

YES when uncertainty needs to be explored, and NO when there’s no evidence it’s going to work.



“Failure is...  
an opportunity to grow”

## **GROWTH MINDSET**

“Challenges help me to grow”  
“Feedback is constructive”  
“I like to try new things”

“Failure is...  
the limit of my abilities”

## **FIXED MINDSET**

“I stick to what I know”  
“I don't like to be challenged”  
“When I'm frustrated, I give up”



## PUSHING YOURSELF OUT OF YOUR COMFORT ZONE, BEING BOLD & SMOOTHING THE PATH TO SUCCESS

In fitness, strength is the ability to exert force against resistance.

In innovation, strength is similarly the ability to perform under pressure, sustain high performance, and drive results. Just like strength training, building innovation strength requires knowledge, support, and continuous effort to improve over time.



# STRENGTH



# THE BIGGEST HURDLES

STRENGTH IN INNOVATION ISN'T JUST ABOUT CREATIVITY AND THINKING DIFFERENTLY, IT'S ABOUT HAVING THE STRUCTURE AND COMMITMENT TO MAKE BOLD IDEAS A REALITY, AND THEN TO NURTURE THEM TO GROW.

When innovation is treated as a marketing initiative rather than a core business function, execution becomes a challenge.


For innovation to succeed, the entire business, from supply chain to sales, needs to be behind it, on the same page with what the goal is, and providing the support and resource required.

A major hurdle is when innovation feels like it's being done *to* teams rather than *with* them. When new ideas are imposed from the top down, or because it's a product or service that's easy to deliver – rather than something that's rooted in real strategic rationale - they don't generate engagement from the wider organisation, and they often fail completely.

Lack of consistency in the innovation process is another hurdle that weakens a company's ability to deliver breakthrough ideas at scale. Without clear frameworks and decision-making structures, teams end up navigating

uncertainty on their own, and without a clear sense of what best practice should be. On the other hand, the process cannot be entirely prescriptive, since different types of innovation will require different expertise, different methodologies for testing and validating ideas, and different scales of support.

THERE'S NO ONE SIZE FITS ALL, WHICH CAN BE CHALLENGING FOR ORGANISATIONS TO NAVIGATE.



**TOO OFTEN, BUSINESSES STRUGGLE TO TURN PROMISING CONCEPTS INTO SUCCESSFUL LAUNCHES BECAUSE THEY LACK THE INTERNAL ALIGNMENT, RESOURCES, OR PROCESSES TO SUPPORT THEM.**

**"AS MARKETERS, WE NEED TO REPOSITION INNOVATION FROM BEING SEEN AS A MARKETING TOOL, TO BEING SEEN AS A BUSINESS TOOL, THAT EVERYONE NEEDS TO GET BEHIND" RENATA SZOPA-MILDE, INTERSNACK**

# THE GAME CHANGERS

## CREATING FREEDOM IN THE FRAMEWORK

STRUCTURE AND PROCESS AREN'T CONSTRAINTS ON CREATIVITY. THEY'RE ENABLERS.

It's easier to be bold in innovation when you know the goal, the rules of the game, and the parameters of the pitch. A strong innovation framework - rooted in design thinking - provides clear guardrails, whilst also providing flexibility for different types of innovation.

At Heineken, they have a distinct approach for Big Bets (innovations which are immediately scalable) versus Future Bets (those which will involve more testing and learning in market). Similarly at SBFE, a dedicated 'category expansion team' provides extra funding and strategic support to 'further out' ideas that will need more time and space to develop than the quick wins.

*But as Catherine from Twinings says, "you need to be really clear where the flexibility is, and where the framework really does need to be adhered to".*

## CELEBRATING YOUR INNOVATORS

BRANDS DON'T INNOVATE – PEOPLE DO.

Innovation is driven by the ambitious, curious humans who challenge the status quo, experiment with new approaches, and push ideas forward.

Key to success is building an innovation culture that celebrates those who are driving innovation – not only those coming up with the ideas, but those who play a key role in testing, developing and taking them to market.

Alongside the increasing number of company awards that recognise businesses with a brilliant innovation culture, such as Fast Company's "Best Workplaces for Innovators", companies are also creating their own internal platforms for recognition.

*For instance, Cilia explains how the team at Forvis Mazars have pioneered innovation awards 'to celebrate and recognise the people who've been investing time and changing the way we work, bringing new solutions, new ideas'.*

## MAKING INNOVATION A TEAM SPORT

INNOVATION IS A SHARED RESPONSIBILITY, INVOLVING DIVERSE TEAMS FROM THE OUTSET.

*"Innovation can't sit in a silo or happen 'over there'. It must be embedded into the DNA of the business" (Olivia Law, PwC).*

It takes different perspectives, effective collaboration and a shared ambition to turn ideas into impact.

At Heineken, innovation teams actively bring in colleagues from trade, marketing, revenue management and even retail partners to collaborate early in the ideation process. This cross-functional involvement fosters buy-in and ensures a clearer path to execution.



# STRENGTH THE PLAYBOOK

To build the strong foundations that enable teams to think big, act boldly, and innovate with confidence:

## EMBED THE PRINCIPLES OF DESIGN THINKING

into your innovation process, to provide structure, de-risk innovation, and enable both divergent and convergent thinking where it's needed.

## CELEBRATE THE INNOVATION PROCESS, NOT JUST THE INNOVATION OUTPUTS

by championing the people who are demonstrating the right behaviours, and following your innovation framework brilliantly.

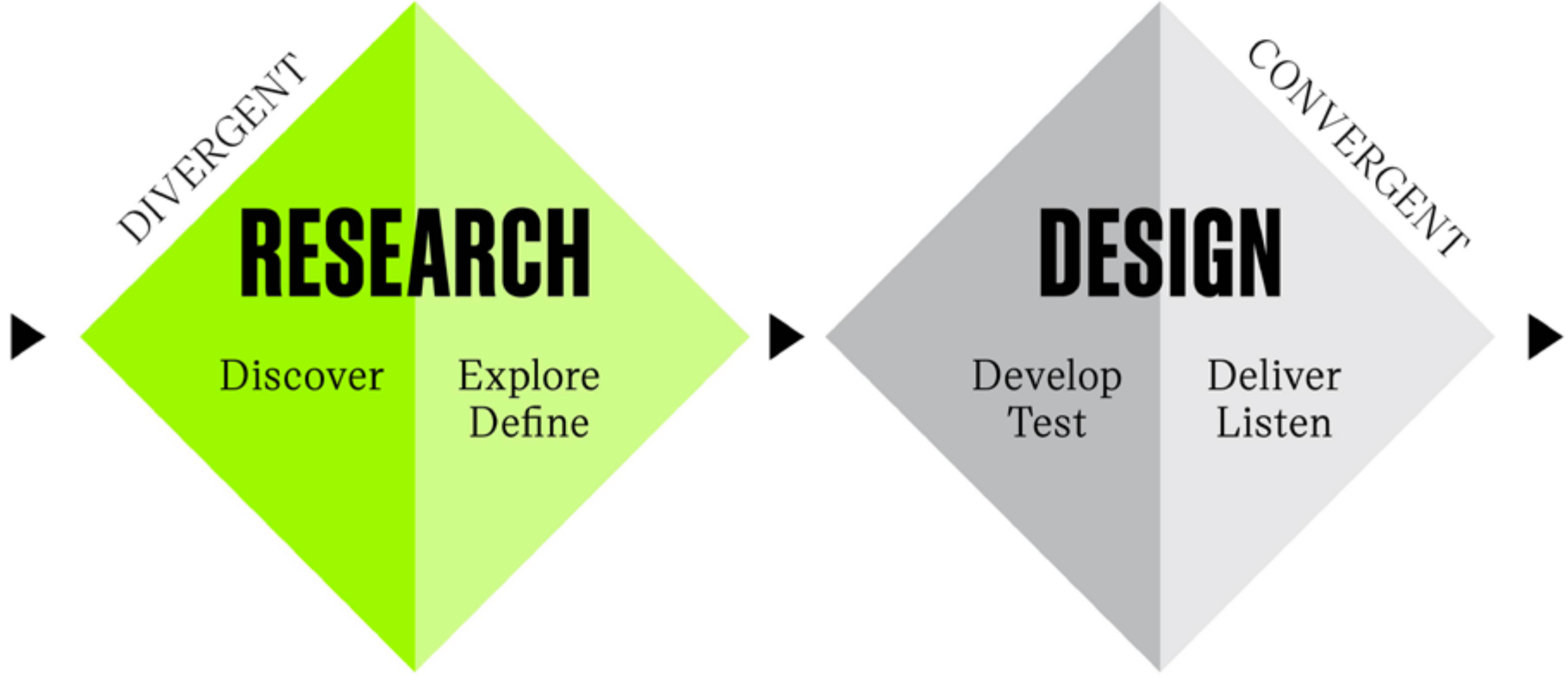
## MAKE INNOVATION EVERYONE'S JOB

and make it clear how the responsibilities are divided, so the right people are driving innovation forward in the right way, and the whole business feels invested in its success.



# DESIGN THE RIGHT THING

# DESIGN THINGS RIGHT





# THE WINNING FORMULA

**UNLOCKING YOUR INNOVATION POTENTIAL**

At Brand Potential, we help businesses get fit for innovation by setting up the right foundations - a clear commercial vision, strong innovation capabilities, bold creativity and an empowering culture - helping you to turn great ideas into winning products and unlocking your innovation potential.

WANT TO EXPLORE YOUR CURRENT INNOVATION FITNESS AND SEE HOW WE CAN HELP YOU POWER UP FOR THE YEAR AHEAD?

Let's assess your current strengths, uncover opportunities, and create a roadmap for success. Get in touch to find out more.

## BALANCE / COMMERCIALITY

A bold vision, an actionable strategy & a prize that's worth going after.  
VISION / STRATEGY / KPIS

## FLEXIBILITY // CREATIVITY

The insight & inspiration that will spark new ways of thinking & bring ideas to life - powered by consumers & AI.  
INSIGHT / INSPIRATION / DISRUPTION

## ENDURANCE /// CULTURE

The belief, behaviours & commitment to something new.  
LEADERSHIP / COMMS / ENGAGEMENT

## STRENGTH //// CAPABILITY

A clear process in place, the right tools at hand & the best roles set up to deliver winning innovation.  
PROCESS / TOOLS / TEAMS



# ARE YOU *FIT FOR INNOVATION?*



WANT TO EXPLORE YOUR CURRENT INNOVATION  
FITNESS AND SEE HOW WE CAN HELP YOU  
POWER UP FOR THE YEAR AHEAD?

Get in touch with Sophie Cavanagh, our Innovation Director  
at [Sophie.Cavanagh@brandpotential.com](mailto:Sophie.Cavanagh@brandpotential.com)

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