

Putting Insight at the Heart of your NPD

Food & Drink Industry Summit, Wednesday 11th June 2014

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Insight & NPD

- Successful NPD needs to establish what people want, what they will buy and how much they will pay for it – and insight is crucial to this process
- NPD would be simple if this was a science of hard facts – but the constant struggles and failures of NPD show this isn't the case
- There are two ways to diagnose this problem - either we're getting the wrong answers, or we're asking the wrong questions
- Today's summit is about different ways of asking better questions
- These are informed by a common understanding (although approaches and interpretations may vary) drawn from the Behavioural Sciences and Neuroscience





**Traditional insight is enough to keep out
of serious trouble – but unlikely to
reliably lead to serious success**

The Behavioural Economics Revolution



“Irrational is a strong word, which connotes impulsivity, emotionality, and a stubborn resistance to reasonable argument. I often cringe when my work with Amos is credited with demonstrating that human choices are irrational, when in fact our research only showed that Humans are not well described by the rational-agent model.”

- Daniel Kahneman

Thinking, Fast & Slow – the engine of human decision-making

LEFT

upper

left

lower

right

LOWER

RIGHT

upper

RIGHT

UPPER

left

lower

LEFT

LOWER

right

upper

Three implications

- The speed of fast thinking makes it hard for people to introspect and report their own behaviour and harder still for them to predict their future behaviour
- People want elegant, simple, solutions that ring true without having to think about it too hard – but they may not know those answers until they see them
- The forces shaping people's decisions are only partially internal ones – thoughts, beliefs, preferences – and largely external ones – the environment and context decisions take place in

Heuristics – The simple rules of life



“The angle of gaze”



Wine Lists = “Second Cheapest”

Brands *are* heuristics



“Middle-class success,
without the effort”

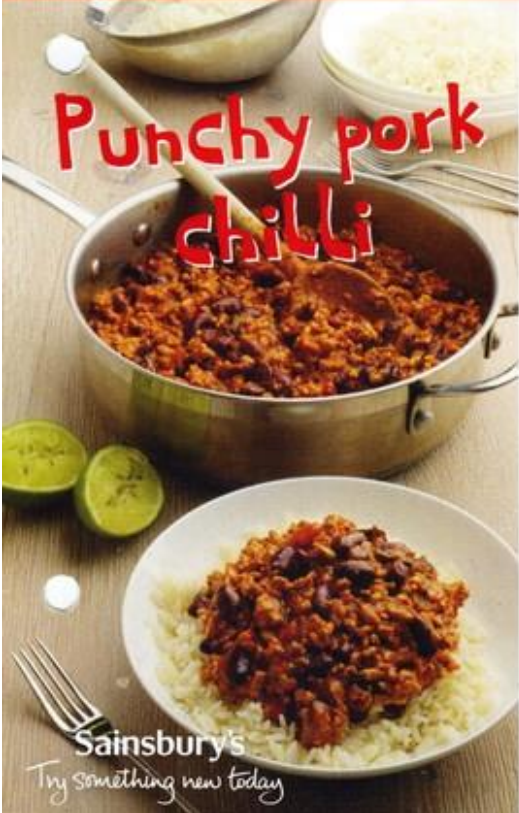


Great food solutions are just about food

As seen on TV

FEED YOUR FAMILY FOR A FIVER

Punchy pork chilli



Sainsbury's
Try something new today

- 475g British Freedom Food endorsed pork mince £2
- 1 lime 20p
- 1 onion 19p
- 500g pack easy cook rice 75p
- 390g carton chopped tomatoes 56p
- 420g tin basics red kidney beans 14p
- Hot chilli powder 89p

Total cost £6.73

Items from your store cupboard:
garlic clove
olive oil
beef or vegetable stock cube
50g Cheddar

Today's lessons

- Think hard about the questions you ask – and even harder about the answers you get
- Don't ask what people are thinking – ask what they're *not* thinking (or can't tell you directly that they're thinking)
- Learn as much about the context of a decision as you do about the (claimed) content
- Solve people's problems – even the ones which don't seem to be the 'real' issue
- Work both sides of the equation – make people want to choose something more, but also make the choice easier to make



Thank You

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