

**DATA STORYTELLING**

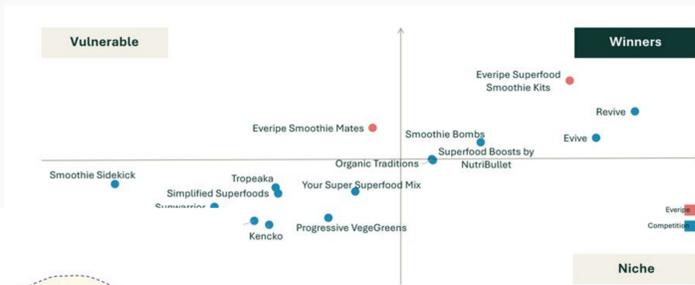
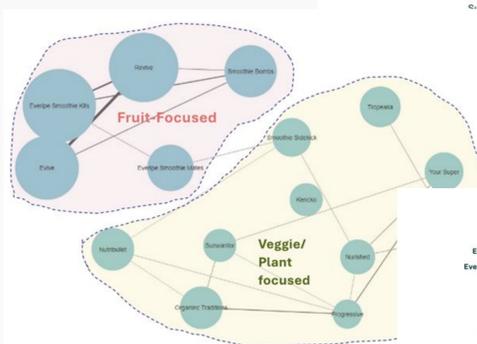
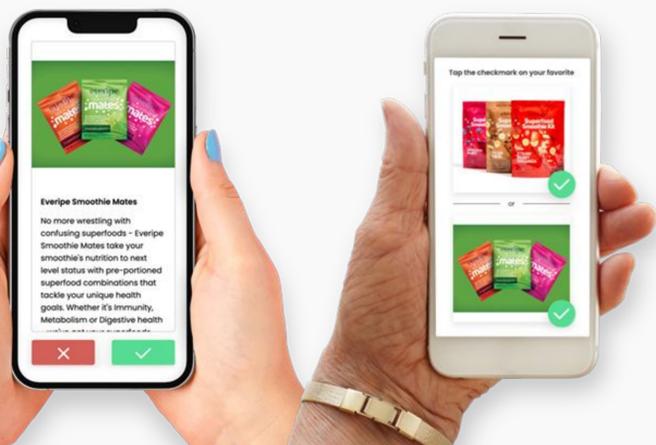
**Predictable Product Innovation**

**Roundtable Summary**

- Nearly 30,000 new products are introduced each year, and 95% of them fail according to Clayton Christensen, a professor at Harvard Business School.
- With all of the data available to us, why is the failure rate still so high?
- Are we not generating the right ideas? How can we improve idea generation?
- Are we not testing ideas effectively? How can we improve idea testing?
- How can companies approach innovation in a new way that will improve the success rate?

Dig Insights has focused for 14 years on helping companies to innovate more effectively. Our innovation testing is focused around three beliefs:

1. Innovations need to be tested in context vs. in-market alternatives. Historically, innovations have been evaluated by consumers as full-page written concepts (including, for example, a description of the product, the benefits, the reasons to believe). These concepts are not presented vs. the in-market alternatives that the innovations need to compete against. As a result, we fail to understand the tradeoffs that consumers are making in the real world and fail to identify ideas that have the potential to succeed in the real world. Dig Insights uses mobile technology to assess innovations vs. multiple in-market products.
2. The part of your brain that makes decisions is distinct from the part of your brain that is responsible for language. To effectively predict behavior, innovation testing needs to focus on behavior (e.g. asking people to choose between options), not questionnaires. Questionnaires understand attitudes, which we know don't always predict behavior. We believe that this attitude / behavior dichotomy can lead to the wrong innovation decisions.
3. There is an opportunity for data visualization and analytics to produce innovation tests that go beyond evaluation to include inspiration – setting clients up to generate better ideas in the future. We believe that the simplistic ranking that is the focus of most innovation testing fails to lead companies to evolve towards better ideas.



	Current Market	Market with Smoothie Mates	Pts Chg	% Chg
Everipe Smoothie Kits	14.0	13.3	-0.7	-5.0%
Revive	13.5	12.8	-0.7	-4.9%
Evive	11.4	10.9	-0.6	-4.8%
Smoothie Bombs	7.0	6.7	-0.3	-5.2%
Organic Traditions	5.6	5.3	-0.3	-5.4%
NutriBullet	5.1	4.9	-0.3	-5.4%
Tropeaka	4.8	4.6	-0.3	-5.4%
Your Super	4.4	4.2	-0.2	-5.1%
Smoothie Sidekick	4.2	4.0	-0.2	-5.3%
Nurished	3.9	3.7	-0.2	-5.1%
Simplified	3.8	3.6	-0.2	-5.3%
Kencko	3.8	3.6	-0.2	-5.3%
Sunwarrior	3.5	3.3	-0.2	-5.3%
Progressive	3.5	3.3	-0.2	-5.1%
*None	11.5	11.1	-0.3	-3.0%

**Roundtable Chairs**



**Michael Edwards**  
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**Paul Gaudette** Paul Gaudette is CEO & Co-Founder of Dig Insights, a tech-enabled consumer insights company and creators of Upside, the leading innovation insights platform. After leading Dig through a PE process, Paul is now focused on accelerated growth strategies including new product offerings, geographic expansion and acquisition opportunities.

**Michael Edwards** is one of the founders of Dig Insights. Dig Insights reinvents how companies innovate. Michael has spent close to 30 years in the insights industry working in a range of agencies and client-side roles.