

Case 1

PRIMECARE

PrimeCare is a popular company with a wide range of personal care products. They are far ahead of other organizations in their industry and have a strong R&D department that is one of the best in the world. PrimeCare also has a wide and strong international customer base.

The life cycle of any product they have is approximately four years, which means they must constantly improve and innovate. The innovation culture at PrimeCare is optimal; they follow several strategies. They do innovate openly sometimes, but not always.

As part of their innovation strategy, they chose to improve deodorant, an existing product in their portfolio.

QUESTION

What strategy would you choose to ignite innovation for an existing deodorant brand? To kick-start your thinking:

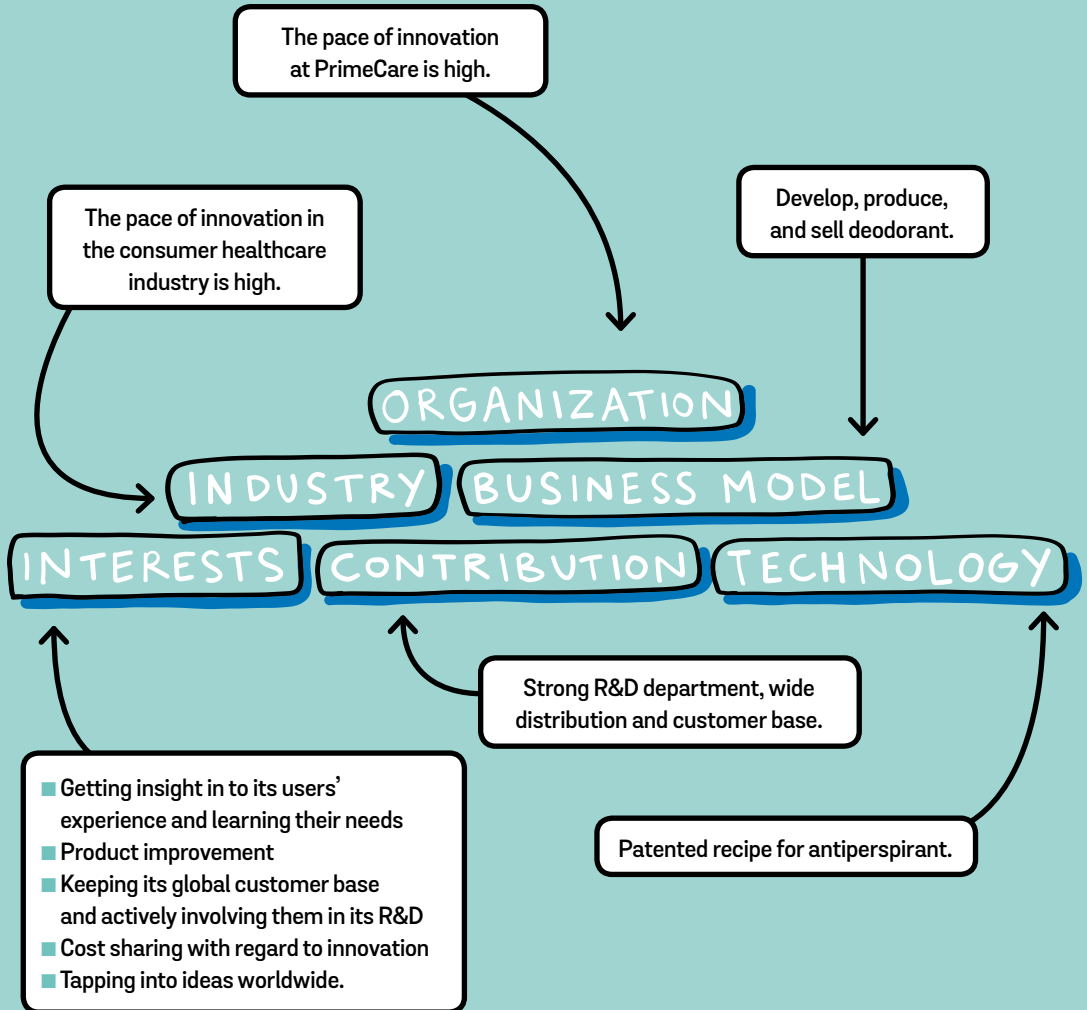
- What does your Building Block analysis look like?
- The innovation activity can be based on any of the boxes in the Matrix. Which would you choose and why?
- How could the Tools (ecosystem, contract, attitude) be used?



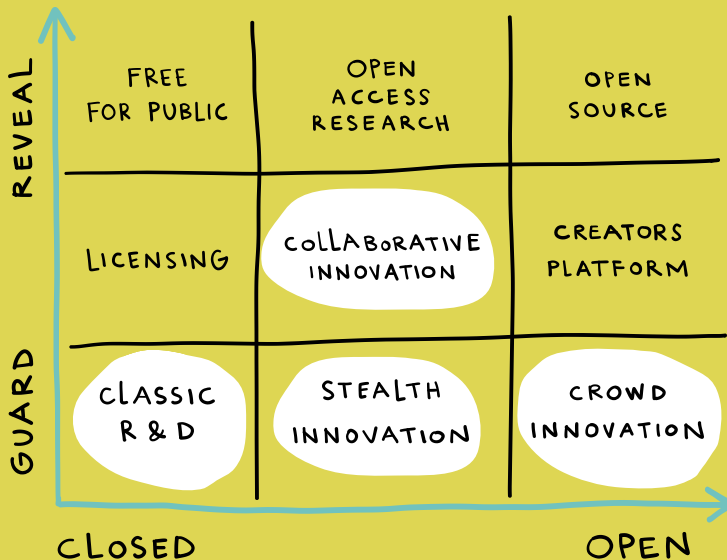
"TO GAIN CUSTOMER INSIGHTS, WE MUST UNDERSTAND THAT WE ARE PRISONERS OF WHAT WE KNOW AND WHAT WE BELIEVE"

—Mohanbir Sawhney

PrimeCare Building Blocks



PrimeCare Matrix



There is no right answer. Anything could have worked (or not). This simple exercise was taken from a successful social media co-creation campaign for new deodorant, run by Nivea in 2015. They co-created with consumers to learn about stains (crowd innovation). They received feedback and identified common consumer problems through social media. This helped them identify consumer needs, and also picked ideas from the consumer base. Then they involved R&D partners to work on this feedback (collaborative innovation, or maybe even an external stealth variant) and

reported back to the consumers for evaluation. As a result of all these co-creation sessions, they launched Invisible Black and White: a new deodorant that does not stain clothes and keeps skin fresh.

The interesting thing about the Nivea case is that there may not have been many give-aways in terms of IP, as the actual development was done by the internal R&D team (classical R&D). It can be speculated that even with their R&D partners, they could have engaged in selective revealing with some (a variant of collaborative innovation).

PrimeCare Tools

"KNOWING WHAT TO DO WHEN
YOU DON'T KNOW WHAT TO DO."

—Jean Piaget



ECOSYSTEM

This innovation case is a wonderful example of working the ecosystem, as the whole supply chain was involved in the innovation process. The customers were used as the market feedback base, whose inputs were fed to research and development partners and internal teams. The results were again taken back to the customers, thereby completing and closing the loop. This can be considered a major contributor to Nivea's success in this case.



CONTRACT

One can assume that different contractual arrangements were made in this case. A formal and traditional contract can be expected between the R&D partners and suppliers, whereas a formal but non-traditional contract may have been used for getting feedback from customers through social media. Thus, even for a single case, multiple formats may be used depending on the other contracting party, the nature of their relationship with them, and the manner of interaction with them.



ATTITUDE

Opening up customer participation when creating a new product is a grand step that requires an open attitude within the organization too. To support this effort, they need effective feedback management, internal team response, etc. For the innovation process to run smoothly, having the right attitude is essential.