



**WHOLE-BRAIN Brand Expansion** specializes in fostering brand growth by defining and developing equity expansion initiatives, innovation-based opportunities and licensing programs resulting in new product launches. Our unique approach leverages Left-Brain Strategy with Right-Brain Creativity delivering Whole-Brain Solutions.

## Good Things Come in Small Packages.

### David uses Innovation to Compete with Goliath.

In the center ring of the 2006 FMI show, an army of attractive product demonstrators was pouring and flogging Coke BlaK, the beverage giant's "breakthrough" coffee-cola energy drink. They rattled off caffeine numbers versus coffee, talked about its flavor profile and sugar content, and touted "innovation" while standing before a display the size of a third-world nation.

Meanwhile, in a nearby booth a fraction the size of Coke's, company owner Jack Barreca and his two-man band were hustling their new product, Jump, which is -- low and behold -- a coffee-cola energy drink! But Jump uses sucralose instead of sugar, and is no mere diet version of BlaK. If taste buds are to be believed, it has the kick of Coke with no "diet aftertaste" and no calories. And, the energy comes from what Barreca called "naturally occurring caffeine" along with a few other ingredients not found in BlaK.



This is just one example where a "smaller" company may have a "bigger" impact on the market than Goliath. Without a large bureaucracy watering-down the vision of a passionate soul, and making things more difficult by demanding hurdle rates that most companies couldn't/wouldn't fathom, Jack with Jump has the potential to create a niche in the marketplace. To our eye, it appears many smaller companies are doing a better job developing innovative products with unique points of difference – especially in beverages. Here are three more examples...

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# Good Things Come in Small Packages.

## David uses Innovation to Compete with Goliath, cont.

### 1) Izze

All natural in a whimsical bottle, Izze is a fizzy fruit juice, in flavors that range from Apple to Pear to Pomegranate. It trades under the theme line "Naturally delightful, refreshingly different," and has the chutzpah on its website to offer suggested meals for its different flavors.



### 2) Nutrisoda

Manufactured by The Ardea Beverage Company, Nutrisoda is a line of nutrient-enhanced functional beverages whose performance attributes are summed up in their product names: Radiant, Immune, Focus, Flex, Energize, Calm, and Slender.



### 3) Metromint

An unsweetened filtered water product that features "fresh mint grown in Washington's Yakima Valley", Metromint claims to "soothe the stomach, stimulate the senses and restore the soul."

Add to these some old-new favorites that didn't make it to FMI -- like **Jones Soda**, **Vitamin Water**, and **Fuze** -- and it appears that the new kids on the block are showing the established beverage brands how to make a real splash.



We at **WHOLE-BRAIN** raise our glass to the little guys who are truly trying to offer new products, build new brands, and create new consumer segments. Will they find space on the shelves? Gain distribution? Raise the awareness needed to go from being a niche to a cult to mainstream name? Only time will tell but they've sure caught our eye.



## Book Review:

### "The Ten Faces of Innovation" with WHOLE-BRAIN Addendums



Last year Tom Kelley, General Manager of IDEO, published a book called The Ten Faces of Innovation. In it, he identifies the different “faces” or participant styles typically involved in the process of developing innovation -- innovation related to products, services and/or processes. Tom not only describes the “ten faces”, but also explains how they contribute to the process in ways that are creative, breakthrough “company/culture think”, identify unmet consumer needs and overcome devil’s-advocate damnations.

To aid our understanding, he segments the ten faces into three different personas.

Learning Personas are those team members who are always looking forward, they refuse to rest on their laurels. These people are humble enough to question their own perceptions of the world, and in doing so, they remain open to new insights (and opportunities).

- **The Anthropologist** contributes by adding insights based on observing human interaction with products and services; these observations often lead to identification of unmet needs – both physical and emotional
- **The Experimentor** helps develop new ideas through trial and error; he tries, learns and effects change for the advancement of an initiative
- **The Cross-Pollinator** identifies “links” or analogies from other scenarios (industries or cultures) sometimes through case studies, and applies these findings in a constructive way

Organizing Personas recognize that organizations have limited resources (time, attention and money) and are savvy enough to manage through political challenges in order to maintain support for their projects.

- **The Hurdlers** do just that; they hurdle roadblocks, those obstacles which typically halt innovation “wannabes”, and they look good doing it
- **The Collaborator** is a facilitator, someone who excels at bringing together a diverse group of personas and styles and as a result, fosters growth – of ideas and initiatives
- **The Director** identifies the broad range of competencies and knowledge needed for true innovation in the form of Team members and helps to “spark” the process

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## Book Review:

### "The Ten Faces of Innovation" with **WHOLE-BRAIN Addendums, cont.**



The Building Personas use to be called "Senior Stakeholders". These are the people who apply insights from the learning roles and channel the empowerment from the organizing roles to make innovation happen. They include:

- ***The Experience Architect*** designs the "deliverable", what the consumer will experience; these people are aware that the true experience goes well beyond the obvious of functionality and addresses latent and emotional needs
- ***The Set Designer*** recognizes that environment influences Team performance; they influence innovation by transforming physical environments which in turn influences the Team's output (quality and/or quantity)
- ***The Caregiver*** anticipates customer needs and nurtures innovative elements into new products and services
- ***The Storyteller*** builds both internal morale and external awareness through compelling narratives that communicate a fundamental human value or reinforce a specific cultural trait

Of course, don't expect every team member to fit neatly into one persona or another. We all cross-over different personas and in fact, a true innovation team does NOT require 10 separate members.

Here are a few additional nuggets from Tom's book:

***Innovation is not just product-related.*** New processes, new equipment, and new methodologies can be developed from which companies can benefit via greater efficiencies, cost savings and faster mechanisms.

***Innovation is a proactive activity.*** People involved with innovation are typically labeled "energetic", "change agents", "doers", "facilitators" .... They take risks and want to make things happen. They pair ideas with action, and know how to accept constructive criticism and grow from free debate.

***Innovation requires passion.*** This isn't an activity that succeeds just because someone is "doing it"; innovation happens when people are energized, committed and willing to make it happen, i.e. "being innovation".

Clearly, Ideo's approach has been abundantly successful. Because each organization's culture is unique, it's our belief the prevalence of each face will vary from company to company. Fortunately for us, we have met and recognize all "ten faces of innovation" through our colleagues and clients.





## "FMI – Through Our Eyes" One Trend in New Products Stood Out

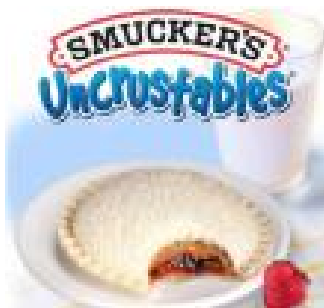
It is widely understood that the annual FMI event held in Chicago has been experiencing dramatic change. Not long ago companies would introduce their latest and greatest new brands and products at this gathering adding excitement to this three-day event. Nowadays, between retailer demands to have new products demonstrated on their home turf and manufacturers wanting to shore-up awareness of their products, FMI is mostly about "seeing and being seen" with customers, clients, friends and acquaintances.

What does this mean for identifying the "hot" product trends? Well, without having concretely defined new product launch periods we have to examine **all** products exhibited -- new and perhaps not-so-new. As a result, we found something very interesting this year.

While the hot trend in durable goods is adding stylized design to everyday products combined with marginal new functional benefits (think curved handles for lawnmowers and uniquely shaped tea pots at Target); the "hot" area for food is delivering on a brand's core equity in new ways. Many manufacturers have found ways to expand their brands and/or product offerings through new delivery forms.



Here's a sampling:



A year or so ago, **Smucker's** launched a product called "Uncrustables". If you're unfamiliar with this product, think about the summer-time lunch your mother use to make – white bread, peanut butter and jelly, without the crust. Smuckers has acquired and capitalized on a technology that allows them to make this delectable treat in a frozen form. Now all mom has to do is take it out of the freezer 30 minutes before eating to allow thawing. Great taste, great texture, great convenience!

Continued....

## “FMI – Through Our Eyes”

### One Trend in New Products Stood Out, cont.

**Unilever**, owner of Wish Bone salad dressing, seems determined to breathe life into the salad condiment category. They have developed a spray bottle delivery system for salad dressings called “Spritzers”. Now we can coat our “greens and things” without having to re-pour or “toss” our salads.



Another **Unilever** brand, “All” clothes detergent, has made it easier to carry and pour enough soap to wash the clothes from a bunk of 14-year old boys for a whole summer. Their 3X concentrated formulation, a 32 oz. bottle, about the size of a large ketchup bottle, contains enough liquid for 32 washes. (We wonder if a concentrated soap war will erupt like what’s happening in razors.)

Sweettarts Squeeze– remember when we would go to the candy counter and have to choose between the really big ball and the M & M-sized Sweettarts? Now, **Nestle** sells a squeeze tube of this mouth-puckering treat.



FMI has stated publicly that the annual event will be very different next year. We know as marketers, it is our job to be sure our product offerings continue to evolve to meet the needs of our consumers; apparently, so does FMI.



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# Top of Mind

Perspectives and Commentary

## Brand Expansion and the Art of War

**I**N THE *Art of War*, the classic ancient Chinese text on the philosophy of combat, a seventh century knight named Du Mu is quoted as saying, "If they are alert on their eastern flank, strike on their western flank."

I doubt that Du Mu went on to business school after his tour ended. But damn if he didn't lay out a plan for overcoming a bigger brand if you're third, fourth or even eighth in the category.

Why attack the bigger brand where it is strongest? Better to outflank it on a different battlefield.

If you're a candy brand, for example, don't fight Hershey in the candy aisle alone. Take your brand to whole new categories.

To test whether Mu's maxim was indeed applicable to the candy business, our company, Whole-Brain Brand Expansion, interviewed kids aged 12-16 to evaluate their impressions of "novelty" candies and smaller brands—the trademarks that do battle daily with Hershey, Mars and Nestlé.

The warriors included: Mike and Ike,

By Alan Sharavsky



**What marketers at Bazooka Joe and Junior Mints can learn from Chinese philosophy.**

Charms Blow Pops, Jujyfruits, Tic Tac, Bazooka, Hot Tamales and Junior Mints.

Our goal was to see if they could compete with an 800-pound gorilla on their terms, not on the gorilla's. Would this fickle audience permit these brands to appear in other aisles and categories? How far would they allow a small brand to stretch?

We recruited 157 kids from a national database of six million, and asked them to complete an Internet survey about the candy brands they ate and how "cool" they thought they were.

Then we provided a list of 18 treats and sweets, and asked respondents to select six they would like to see their favorite brands expand into. Their choices ranged from breakfast bars and toaster pastries to breath strips and marshmallows.

The results? Our 157 consumers told us—shouted at us—that midsized brands have places to go far outside their current categories. For example, Bazooka has equity that stretches way beyond gum. Of the kids we surveyed, 60% said they would be interested in Bazooka gummi candies; 46% said they'd purchase Bazooka fruit rollups.

That's great news if you're parent company Topps, but no shocker given their "chewing" heritage.

More surprising was the 35% who said they'd try Bazooka ice cream. As any researcher will tell you, a number above 25% is significant, and could represent a new business for many brands.

While we're talking about ice cream,

28% of those surveyed said they'd consider Bazooka ice cream topping. And 31% reported they would try Bazooka mints.

Speaking of mints and ice cream, a whopping 60% were gaga for Junior Mints ice cream snacks, while 46% said they'd try Junior Mints ice cream toppings.

Too easy because everyone likes ice cream? Well, 51% would like to have some Junior Mints cookies with that ice cream.

Actually, we learned that every brand in the study had juice beyond its mainstay products. About 59% said they fancied Mike and Ike fruit rollups. Tic Tac could launch a breath strip tomorrow, with 62% taking it at the checkout. And 44% would grab a Hot Tamales breath strip. Even Jujyfruit, the brand with the least awareness, attracted 57% for hard candies.

Of course, there's always a suspicion that kids will say "yes" to anything involving candy. So as a reality check, we included a few off-the-wall concepts to make sure our consumers were answering honestly and taking the survey seriously. (They are, after all, teenagers.)

Tic Tacs pancake syrup? Not so much, at 3%. Ditto Bazooka toaster pastries, at 14%, Jujyfruit snack bars at 12%, or Mike and Ike breakfast bars at 9%.

Without the responsibility of running these businesses, it's easy to be a Monday morning brand director, offering brainstorming and spending other people's money. Any of the above product concepts might stumble in development and testing. Yet, the numbers tell a compelling story. Altoids certainly figured it out with Altoid Breath Strips.

Every day we see national brands that have untapped cachet that could carry them into new categories, creating new usages and produce organic growth.

Put another way, we return to seventh century brand director Du Mu, who wrote: "Militarists avoid the full and strike the empty, so they first have to recognize emptiness and fullness in others and themselves."

In other words, recognize where your brand equity is full, and take it to where your competitor's equity is empty on the shelf. Then strike.

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**RANDOM THOUGHTS** By Dan Rosandich

