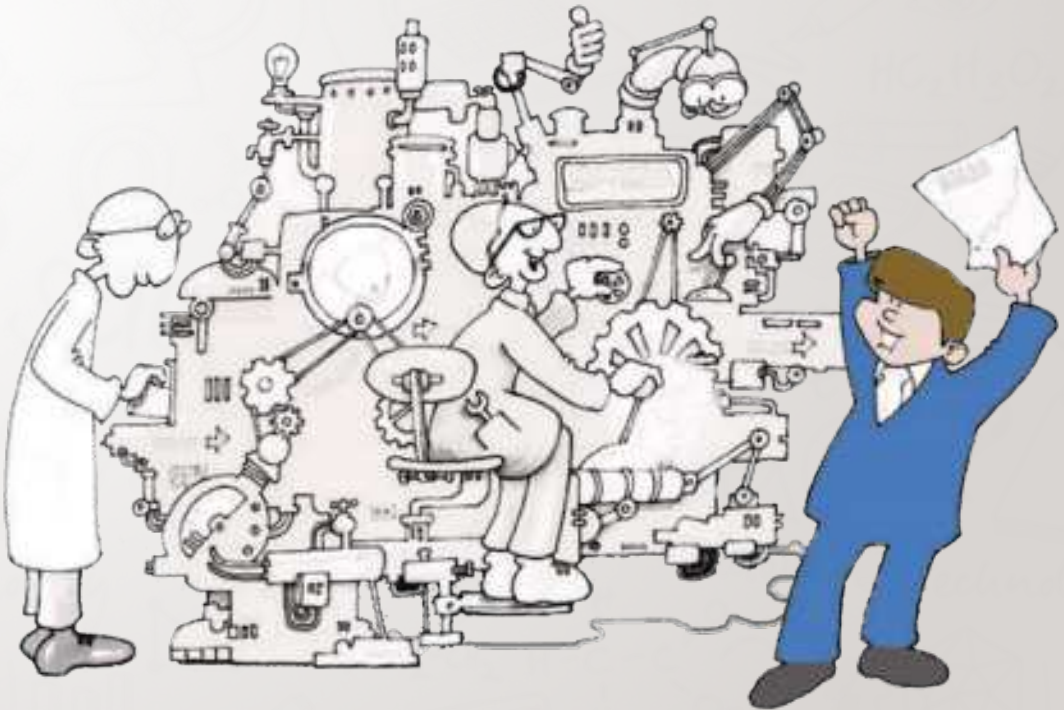


3rd Edition

# Innovation Dictionary

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9 What do I do?

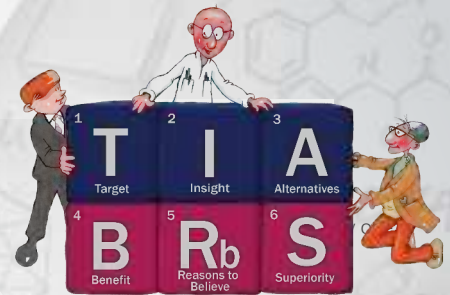
10 Do they like it?



1 Should I not could I?



2 What's the idea?



8 What's the story?



7 Who influences who?



6 Why is it best?



5 How does it work?



3 Who is it for?



4 What do they need?





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# Insight, Value Proposition, USP, Quality, Accepted Beliefs & Superiority...

Nearly 20 years ago when I first started consulting and training successful consumer-driven innovation, I became aware that the language being used can seem complex and confusing. Many people find themselves in roles which involve marketing, product development & innovation without any explanation of the processes and terminology.

My belief was that any attempt to explain innovation property should be simple and accessible to all and I set about creating innovation training which was fun, engaging and actionable. The rest is history, since 2003 Outside In have trained 35,000 people globally in the generation of insight, development of propositions and the creation of impactful communication. We have also been fortunate to consult on a multitude of fascinating projects along the way with companies such as Philips, Samsung, GE & Schneider.

This innovation dictionary is a key part of demystifying the language of innovation. It is just one example of the award winning training materials and tools on insights and proposition creation that we use in our training sessions. From the 6 Elements method to creating a Value Proposition through to our 10 module Virtual Training, Outside In has always been at the forefront of creating accessible, relevant materials to help people learn. You can find out more at [MatShore.com](http://MatShore.com) or by subscribing to [MatShoreInnovation](https://www.youtube.com/channel/UC8Xp1Uz0D6v1Zt1D1D1D1D1D1) on Youtube.

Enjoy innovating  
*Mat Shore*

Mat Shore Founder Outside In Company  
[MatShore.com](http://MatShore.com)





## Who is Mat Shore

Mat Shore is an expert innovation consultant and speaker. He owns and runs Outside In - an innovation and training consultancy. Mat lives in London with his wife and 4 boys.

## What is he like?

Mat has an infectious passion for innovation. His ability to explain and encourage new thinking in innovation has led to Mat training 35,000 people in 27 countries across North America, Latin America, Asia and Europe. He has a lighthearted style and fun approach which is grounded in a personal track record of market success. This approach makes him the perfect antidote to stuffy 'Innovation' experts that like to encourage the belief that innovation is complex and full of jargon.

## Where can I reach him?

You can make contact at [MatShore.com](http://MatShore.com) where you can see clips of him speaking about innovation, read his blog and download other innovation materials.

## How can he help me?

Mat can help at any stage of the innovation process from virtual and classroom training to kicking off and facilitating projects. Mat is always happy to chat to you about your specific needs. [MatShore@MatShore.co.uk](mailto:MatShore@MatShore.co.uk)

## Who has he helped already?

Mat has worked with countless manufacturers such as Philips, Electrolux, Unilever, Nestle, Glaxo-Smithkline, Samsung, Idexx and ING Bank on their innovation needs. His courses are delivered as part of the core marketing curriculum in a number of companies both face to face and remotely. He has also worked with service providers, agencies, universities and start ups. Mat's extensive expertise in this area led to him being asked to train the MBA faculty at Washington University in Insight and proposition development.

## What is his background?

Mat has worked for a number of the world's leading marketing organisations on both client and agency side. He started his career in brand management at Procter and Gamble before moving on to work in marketing and innovation at Pepsi and Unilever. He has many years experience in synthesising insights, generating propositions and moderating customer and consumer work. As a leading trainer and consultant in innovation he'll always find a relevant and motivating example to inspire your team to new breakthrough thinking.



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### Disruptive innovation:

Solving a new problem or an unmet need for a new target

### Incremental Innovation:

Improving what's already there, so it's easier to experience or has an enhanced benefit

### Positioning Innovation:

Renovating a mature solution so it's clearer or more appealing.

### NPD:

An abbreviation for New Product Development. It can be either a Disruptive or Incremental innovation

### Insight Driven Innovation (Outside in thinking):

The development of solutions based on market needs rather than the available technology

### End user driven innovation:

The development of solutions based on the needs of the end user as a priority. Other customer needs can be considered, however these cannot take precedence over the needs of the end user (consumer)

### Technology push (Inside out thinking):

The reverse of market driven Innovation where companies believe that they can create new and unknown needs through the pure brilliance of their technology. This way of working tends to be driven by the notion of 'Can we do it?' rather than 'Should we do it?' and the habit of retrofitting or force fitting needs around predefined solutions.

### Faster Horse Myth

A quote erroneously attributed to Henry Ford that states that if he had asked the consumer what they needed they would have 'asked for a faster horse'. Often used to reject the notion of Outside In thinking but fails to grasp the fundamental idea that the customer provides a desired outcome in insight generation rather than a solution.





## Value Proposition

A Value Proposition is a clear story that explains to a specific target how your product or service creates value by solving their biggest unmet need in a unique or superior way.

## Elevator Pitch:

A short couple of sentences that sum up your idea or strategy to internal or external stakeholders in the time before the doors of a hypothetical elevator open and they step out. Not the same as a Value Proposition as it does not contain the same level of detail or information on alternatives, segmentation etc needed to set strategy.

## 6 Elements Method.

A simple 6 block thinking framework captured on a single page created by Outside In to capture a Value Proposition. This helps ensure a consistent explanation of the intended value of our solution is communicated to all internal and external stakeholders during its development and communication.

## Positioning Statement

Used in subsequent marketing and sales activities to explain how the Value Proposition will be communicated and the messaging that is most effective.

## Feature List (Specification list).

Simple list of the specifications or features that a solution contains but that does not explain the relevance or value of these to the target audience.

## Product Concept

A visualisation of the solution used to show or demonstrate the core idea to internal or external customers. Like an elevator pitch this is less detailed than a Value Proposition and often used as a way to sell an idea rather than set strategy.

## Proposition validation.

The use of a quantitative or qualitative study to give an organisation confidence in the attractiveness of a proposition to the target audience. Can be focus groups or sophisticated on-line studies involving hundreds of respondents.





### Insight:

A discovery about the customer or consumers unmet needs that was previously unknown and creates a competitive advantage in creating a more relevant solution. An 'AHA!' or 'Eureka' moment that understands not just what is happening but also why.

### The 3 W's formula:

The simplest way to think about an insight at each one must contain -

- **W**hat does the end user do now!
- **W**hy do they do it? This is vital to ensure you are probing motivation
- **W**ow that's a new take on it! I wonder why no one has ever pointed that out before?.

### Written Insight:

Should be structured using the following logic:

- **Situation:** Who am I? What is my context? What is going on around me?
- **Dilemma In that situation:** How does the above situation cause a problem for me?
- **Perfect Situation:** What does the world look like if that problem went away?

### Accepted Consumer Belief:

A consumer prejudice about your market, need or brand which prevents the target group from articulating their true desired outcome. Often ingrained over time and difficult to reverse in mature markets these form a key aspect of renovation innovation.

### Observation:

A fact, statistic or data point about what the customer or market is doing. The start point or building blocks of an insight, but lacking a competitive deeper understanding of the underlying behaviour.

### The 5 Whys.

The method of repeatedly asking your target user deeper challenging questions about their needs in order to really understand the underlying insights on a deeper and more meaningful level.

1. **Why do you shave!** - Because work tell me to..
2. **Why do work tell you to!** - They think it gives a better impression to customers.
3. **Why do they think it gives that impression'**.... etc.

## Target:

The person or entity that your proposition is created for and for whom it should be their first choice

## Consumer:

The person who consumes or uses our solution. The consumer may not always be the purchaser or decision maker.

## Customer:

A business or organisation who we sell our solution to, this customer may or may not sell our solution on to others. This could be a retailer, business partner, OEM manufacturer etc.

## Segmentation:

The decision to limit the target into smaller groups of people based on a particular set of defining characteristics. These might be age, gender, income, education, geography even attitudes and beliefs. The more tightly we define the segmentation, the easier we find it to generate a common insight that the group find resonates with them.

## Obtainable Market:

A narrower definition of the market based on what is realistically achievable given your company's distribution and geographic reach, legal barriers to entry, market maturity, customer loyalty, government policy, capital requirements etc. (see Porter's 5 forces for techniques in defining your obtainable market)

## 4 rules of segmentation:

1. **It needs to be measurable.** If you can't measure it you can't know its a viable target!
2. **It needs to be affordable.** Make sure you have the budget to reach this segment?
3. **It needs to be reachable.** If you cannot reach your segment effectively with marketing communication then it is not viable.
4. **It needs to be strategic.** It needs- to be a group aligned with the target for your brand.

## Segmentation types:

**Usage Based:** Needs-based variables such as purchase history, purchase frequency, occasion etc

**Psychographic:** Personality variables such as attitude, beliefs, lifestyle, brand preferences etc

- **Demographic:** Personality variables such as attitude, beliefs, lifestyle, brand preferences etc

- **Geographic:** Location variables such as region, country, urban, rural etc.







### Stakeholder:

A key target group or individual essential to the success of our innovation. They are used to generate insights.

### Stakeholder Chain:

An overview of all the stakeholders relevant to the success of a new innovation. At one end of the chain is the manufacturer or service provider and at the other end is the end user with other stakeholder such as purchasers, decision makers, gatekeepers in between.

### Network Mapping:

An extended version of the stakeholder chain which takes into account all indirect stakeholders and opinion leaders such as regulators, policy makers, interest groups etc.

### End User:

Last person in the value chain to experience the solution. Often can be the Consumer. This distinction is often vital to prevent us only talking to customers mid-chain without considering the needs of the user or consumer at the end of the chain (could be a patient, passenger, child etc) These end users may be heavily affected by the solution without ever needing to be the decision maker or purchaser.

### Key Stakeholder:

The person with the most to lose and most to gain from the problem we have identified (insight) and the benefit we offer They are normally the one who mentions this insight first and can articulate most detail about the problem so for this reason they are the focus of our efforts above all others.

### Red Thread:

The way we describe an insight which is understood and shared by all stakeholders. Although the pain point of the insight may have its epicentre with the key stakeholder all stakeholders share a vision that solving the problem is of benefit to them.

### Value Chain:

A list which re-expresses the key stakeholder insight from the point of view of all the players in the stakeholder chain. True to the red thread philosophy there are not multiple insights in the value chain only one. However each stakeholder may see and describe the same problem and the value of solving it differently as it relates to them



## Benefit (Singular)

The single minded promise to solve the big problem expressed in the Insight. There is only ever one benefit per Value Proposition however it is expressed both functionally and emotionally.

## Functional benefit:

The right brain explanation of what your proposition rationally delivers and what the user should functionally expect your proposition to do.

## Emotional benefit:

**-Also known as the 'Higher level benefit'**

The emotional reward received by the target as a direct consequence of your proposition delivering its functional benefit. This is not a new benefit but the emotional articulation of the same thought.

## Example: Anti Dandruff Shampoo

- **Functional Benefit:** Cleaner dandruff free hair
- **Emotional Benefit:** Greater Self Confidence

## Laddering up:

The process of getting the target to describe the emotional benefit in their own words. This can be achieved in consumer and customer research using a methodology called emotional laddering (see Outside In's 15 Market Research techniques in Module 10)

## Maslow's hierarchy of needs:

A theory created in 1943 which seeks among other things to show how we value emotional benefits more than just function. Commercially this provides a solid reason why we never sell a proposition with only a description of the functional benefit it provides.

## Off Benefit:

A term used to describe a proposition that is not strategically aligned with the need of the target. This would be perhaps better renamed as off insight





### Reasons to Believe - (RTB)

The part of your proposition that explains to the target why they should believe the benefit can be delivered. If the insight is Why something needs to be done, then the benefit is What will be done and the RTB is the How this will be done.

### Solution overview

A top line description of how the technology or solution works in language appropriate to the knowledge and engagement level of the target. It should not be a list of specs, but a broad brush overview.

### Endorsement:

Supporting evidence from thought leaders or authorities that prove the solution is credible. It could be an independent study, award, or endorsement from an organisation that says your technology works to deliver the benefit

### Testimonial:

A direct quote from a target user or organisation that says the product delivers on its promise and works for them.

### Credibility Gap:

The distance between the benefit you are promising and the user's current trust that you can achieve your promise. The bigger this gap is the more convincing your RTB needs to be.

### Specifications.

A list of specific values or components that are inside a product. These are often mistakenly presented in a long list as the Reason to Believe a solution will work

### Example of specifications:

- 4.2 Mhz
- 1080 progressive scan
- 30 Megapixel triple lens camera

### Features:

Bundles of associated specifications, translated into meaningful and credible reasons to believe the benefit can be achieved.

Example of features:

- Easier to use interface
- Longer battery life
- Clearer picture

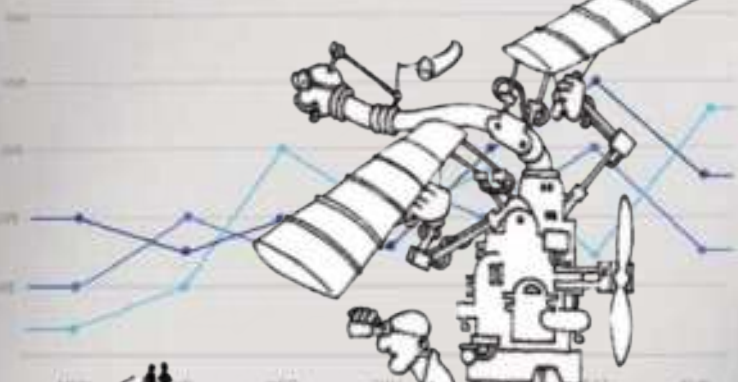
Also known as **Attributes**

#### FINANCE REPORT

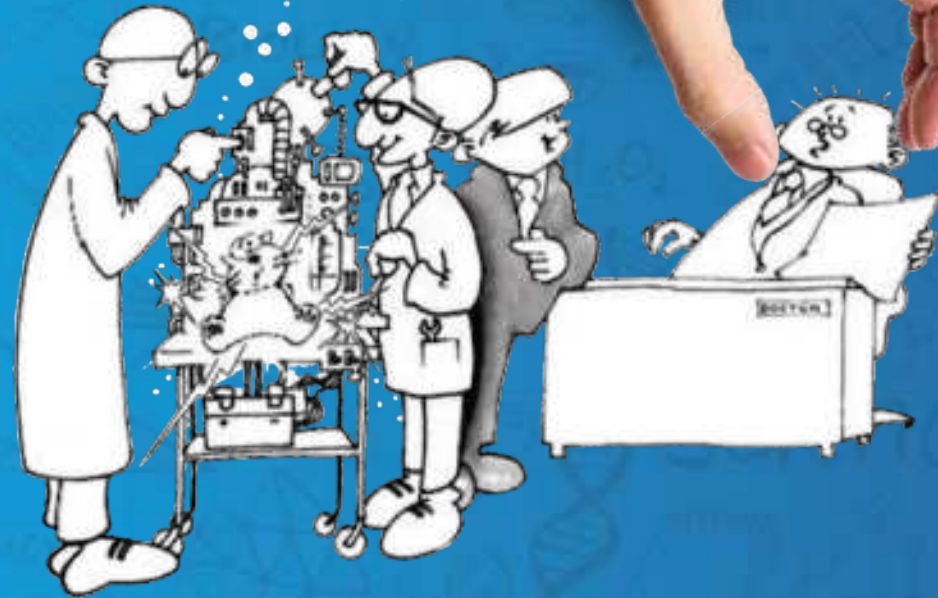
ACCOUNT REPORT

DASHBOARD > INCOME

DAILY WEEKLY MONTHLY



LINE ITEMS	76.18 M\$	LINE ITEMS	13.5 M\$	LINE ITEMS	13.03 M\$
SHIPPING	6.18 M\$	SHIPPING	2.2 M\$	SHIPPING	2.2
TAXES	0%	TAXES	0%	TAXES	0%
TOTAL	76.2 M\$	TOTAL	13.7 M\$	TOTAL	15.03 M\$



### Quality:

The degree to which your finished solution is perceived by the user to deliver the promise you made in your original proposition.

### Expectations:

Also known as Requirements The deliverable's that users expects to receive on hearing our proposition. Understanding not only what we said, but what the user understood is critical to delivering a satisfactory finished solution. The role of defining these expectations takes the product development process from the sometimes vague words of a proposition such as "Wherever you need it", to the everyday expectations of product usage .See Outside In Module 5 Reasons to believe"

### Emotional Expectations: (Subjective)

How a user expects to feel after experiencing your proposed solution

### Functional Expectations: (Objective)

What a user expects your proposed solution to do in specific situations and how they expect to use and interact with it over its lifetime.

### 4 Expectation Responses

There are 4 response types that users give us regarding their expectations. They provide ever decreasing scope for us to specify something unique and surprising.

1. **Desired Outcomes.** What does the user expect the solution to achieve?
2. **Beliefs.** What does the user expect our limitations and parameters to be?
3. **Specifications.** What specifications does the user expect us to deliver?
4. **Solutions.** What solution do they expect us to give them?

### Voice of the customer:

The exact words your target uses to describe their expectations

### Touch points

Areas of interaction with a solution where users will have expectations, such as ordering, specifying delivery, day to day usage, aftercare etc.

### Standard Requirements (Hygiene Factors)

A list of things that the product needs to deliver in order to just exist and be legal. The lift of standard requirements can run to hundreds or thousands of highly valid expectations. However these are not related to the value of our proposition and should not distract us from the task of defining and delivering on the key value related expectations as our priority, (see **Kano must haves**). Also referred to us. **Basic requirements**



## Superiority (Discriminator, Differentiator)

The single minded point of difference that sets this proposition apart in target user's minds from all competition. Also known as a **Unique Selling Point (USP)**

### Claim:

The form of words used outside of the company in advertising and literature to communicate our discriminator. The only thing that makes a discriminator and a claim different from one another is the advice of our legal and regulatory colleagues.

Example:

- **Discriminator:** The most effective bleach
- **Claim:** Our bleach helps kill 99.9% of known germs

### Claims Support:

The testing and data gathering that will provide evidence to support your claim. As soon as a proposition and discriminator is created, claims generation and claims support can begin.

(See Outside In's Module 6 - Superiority)

### Tag Line:

The form of words used to articulate your discriminator in advertising. This form of words is often shorter and more memorable than the discriminator because it has been copy written by advertising agencies or professional copywriters .

Also referred to as a **Selling Line, Slogan, Payoff or Strap Line.**

Example:

- **Apple**—Think Different
- **Esso**—Put a tiger in your tank
- **Avis**—We try harder







### Satisfaction:

The users level of contentment due to your finished solution meeting their exact expectations.

### NPS (Net Promoter Score):

A popular way to score satisfaction based on the net number of people who promote your solution to others having experienced it.

### CTQ's (Critical to Quality measures):

These translate the functional and emotional expectations of customers into measurable performance standards to guide the development of our solution. If you don't know how you will measure what someone expects, it becomes impossible to move forward with design and development in a meaningful way.

### Objective CTQ's:

Numerical quantitative action standards which could be comparable, for example. 20% quieter or absolute such as <100 db.

### Subjective CTQ's

Perception based action standards, for example, 90% of users will say its easier to use.

### Kano Analysis:

This analysis breaks down expectations for products or services based on their impact on user satisfaction. In order to determine user priorities we develop a questionnaire and the output allows us to categorise features as 'delighters', 'satisfiers' or 'must haves'.

#### The two Kano questions we ask:

- 1) Rate your satisfaction if this solution had this feature
- 2) Rate your satisfaction if this solution did not have this attribute.

### Delighter:

The presence of a delighter increases satisfaction, but their absence does not decrease it. These are vital for driving NPS as they tend to drive word of mouth and brand preference.

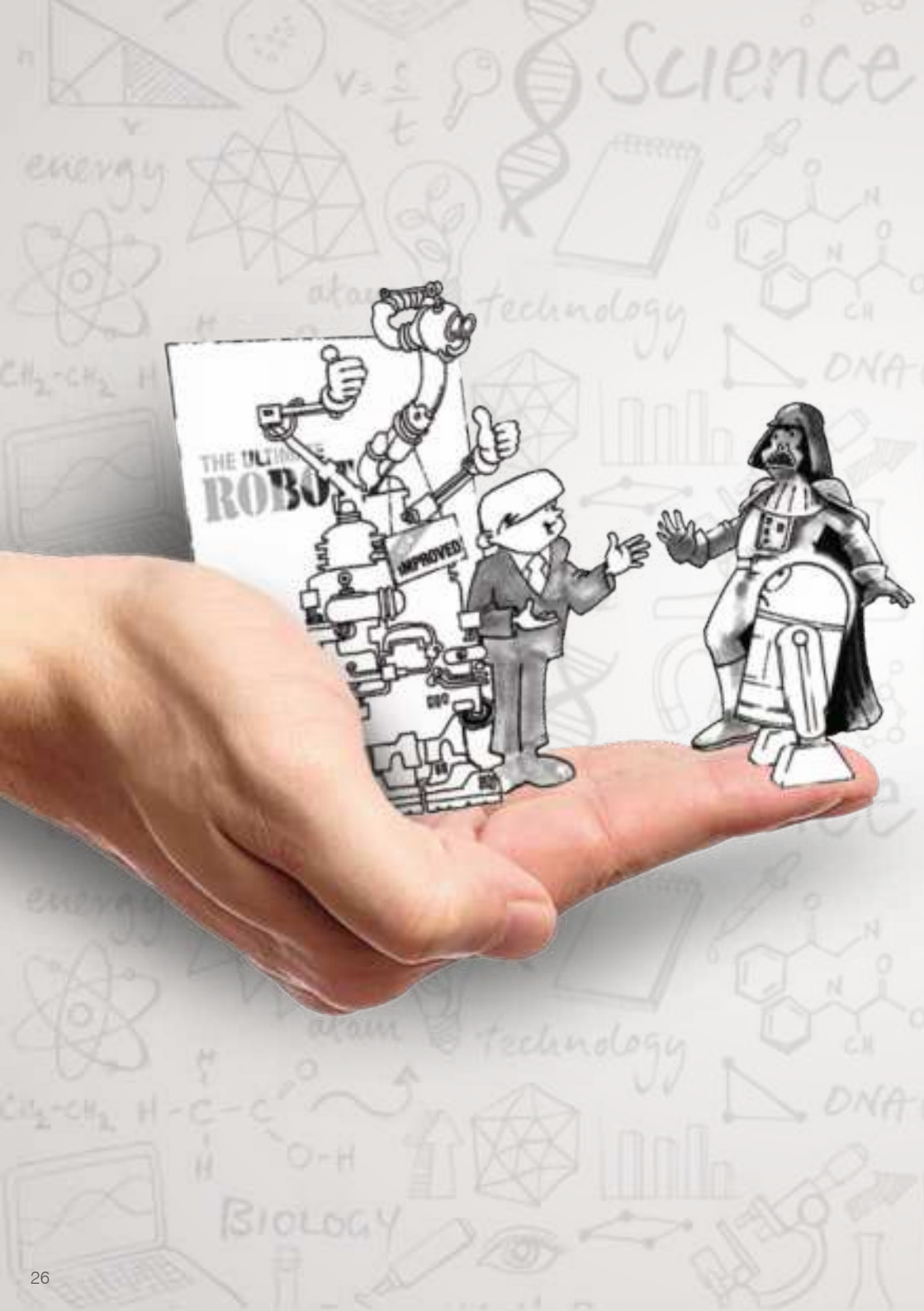
### Satisfier:

These are also called 'one-dimensional attributes and they are directly linked to voiced demands of users, relative to quality and their willingness to pay. Thee presence enhances satisfaction while absence reduces it, There is a direct linear correlation between satisfiers and customer satisfaction - the better you do the more they like it!

### Must Haves (Dissatisfiers):

These are also called 'Standard expectations' or 'Hygiene' factors These represent basic musts or functions expected of a product/service. When they are present the effect on preference is neutral, when absent consumers are dissatisfied.





### Marketing:

Understanding the customer so well that the product or service fits them so well that it sells itself.

### Marketing Objectives:

These state where the company intends to be; at some specific time in the future 'What' is to be achieved and 'when' results are to be accomplished, but they do not state 'how' the results are to be achieved. To be most effective, objectives should be capable of measurement and therefore 'quantifiable'. This measurement may be in terms of profit share, sales volume etc.

### Marketing Strategy:

Is one step down from a marketing objective. It can serve as the foundation of a marketing plan. A marketing plan contains a set of specific actions required to successfully implement a marketing strategy.

### Awareness:

A strategy designed to build overall awareness of your market, product category or benefits.

### Trial:

A strategy designed to get target consumers trying your product for real.

### Penetration:

A strategy to increase the number of households or locations that your product is used in. This can include the same person being encouraged to have more than one.

### Upgrade:

A strategy aimed at an existing user of your brand or service and encouraging them to upgrade to a more sophisticated solution or higher level benefit

### Conversion:

A strategy designed to make people change from an existing brand, solution or technology to a different way of achieving the same benefit.

### Loyalty:

A strategy designed to make people more loyal to your brand or solution

### Milking:

A strategy designed to make as much profit as possible from an existing product or service with minimal further investment

### Culling:

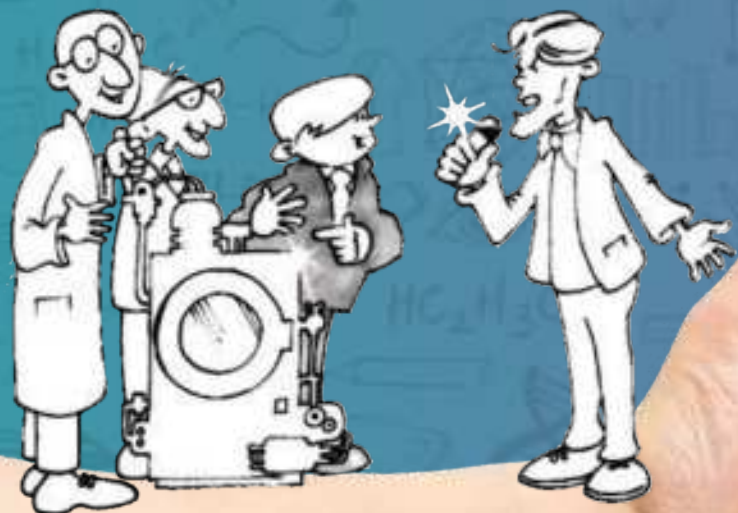
A strategy designed to discontinue a product, category or technology completely.

### Market dynamics:

Are quantifiable measures of the factors that affect your market. They allow you to understand trends and activity within your categories and once understood they can guide your response. Examples include frequency of purchase, trial rate, repeat rate, loyalty, NFS, category growth.



## THE 'SO WHAT?' TEST



### Value:

The value of a product or service is not solely about money. Value can only be measured by the usefulness or desirability of something through the perceived benefit it offers, to each individual. As value is subjective it means something different to each person considering it, and that meaning an change as time, place and situation change.

### Stakeholder Value:

The external wording of your benefit which changes by stakeholder. See Outside In B2B Stakeholder Module 7 training to understand more about value communication

### Value Translation:

The process of taking the benefit from your proposition and re-articulating it into the exact form of words that most motivates each stakeholder. Value translation answers the fundamental question - what's the value of that benefit to me?"

Example:

Benefit—Calmer children in an MRI scanner

### Stakeholder value:

Doctor—Better diagnosis, better clinical outcomes.

Parents—left stress, more reassurance.

Purchasing—Higher throughput, better recommendation.

### Value communication:

The process of ensuring that communication to each stakeholder changes to emphasise the value of your proposition specifically to them.

### Value based selling:

The process of selling products and services that adapts the pitch to maximise the perceived value to each stakeholder.

### Value based pricing:

Setting selling prices on the perceived value to the stakeholder, rather than on the actual cost of the product the market price, competitors prices, or the historical price.

### The so what test:

A technique designed to ensure you don't talk about specifications but benefits. A key tool in value translation.

### Role mapping:

A process that allows you to re-articulate a benefit based on the role and working style of the stakeholder. A key tool in value translation.

### Decision mapping:

A process that helps us to re-articulate the benefit of our proposition based on the Influence and decisions that our stakeholder makes. A key tool in value translation.



### Social Capital

The good will and positive reputation that is generated by a company or individual through their relationships and sharing with others in social networks.

### Crowd sourcing:

Is the process of capturing the skills and enthusiasm of volunteers outside your company or organisation who contribute expertise and content in order to help solve problems.

### Social entrepreneurship:

Running a business or organisation with the purpose of achieving both a financial and a social return on investment

### Web 2.0:

The second generation of the World Wide Web, which removes the need for web experts and lets people with no specialized technical knowledge create their own content and to self-publish. Examples are Wikipedia, YouTube, Wordpress etc.

### Cloud computing:

Cloud computing "the cloud- is the ability to upload and then access data from anywhere in the world rather than carrying it round all the time on personal computer and gadgets.

### Social networking:

Socializing with others in a virtual community online such as LinkedIn, Instagram or Facebook. A social network allows you to create a description of yourself (profile) then add content such as pictures and videos and communicate with friends and colleagues.

### Blog:

A regularly updated online journal that allows other readers to add comments and ideas. Video blogging expands on the journal through the use of multimedia content.

### Microblogging:

The broadcasting of very short messages (140 characters) to other subscribers of the service such as Twitter. Allows you to become president, expose the hypocrisy of brand owners or organise the overthrow of your local regime .

### Syndicated Feed:

The ability to subscribe to a site's latest content by using a news reader you can read the latest posts on a blog or watch the newest content on your favourite website on your personal computer whenever you like.

### Open source:

The practice of collaboration and free sharing of media and information to advance the public good. Well-known open source projects are the Linux operating system, the Apache Web server and the Finks browser.

### Wiki:

A collaborative website that can be edited by anyone with access to it.



## Brand:

*"Is a premise. By identifying and authenticating a product or stake it delivers a pledge of satisfaction and quality"* Walter Londer

## Brand Equity:

The value that is built up within a brand over time. The more a consumer or customer understands what a brand stands for and values it, the more equity is accumulated. Equity can be destroyed by changing or failing to deliver the promise of the brand. Think Volkswagen and the diesel emissions scandal.

Also known as **Brand Value**.

## Branding:

The action of associating a particular innovation with an existing or new brand.

## Brand Strategy:

The long term activities planned to develop the perception and value of a brand.

## Brand Activation:

The activities conducted in the market to bring the brand to life for consumers and customers such as sponsorship events, point of sale, promotions, trialling, conferences etc. Brand Positioning. The external wording of what the brand promises to customers. HSBC—The worlds local bank

## Brand Pillars:

The internal commandments that ensure that all new innovations are strategically aligned to the brand positioning. Without these pillars bang checked against each new innovation, it would be possible to progress with a solution that damages the brand. The proposition could test well with consumers but still not be appropriate for your particular brand.

## Brand Rules:

The specifics that make the brand pillars tangible for different functions within the organisation. Example. All products should be usable without reference to a manual Brand Values and Personality. Words that are used internally to ensure the tone of voice and image of a brand are consistent in advertising and other brand activation activities. These should be aligned with the values and personality of the target audience.

## Off Brand:

A proposition that is not strategically aligned to the brand positioning

## Advertising:

The process of communicating information in the media about a company's product or service. Effective advertising reaches those who are most receptive to the idea and calls them to action (usually purchase)

## Above the line:

Advertising that is used in any mainstream media (TM. Radio. Cinema, Posters etc.)

## Below the line:

Communication of an idea through packaging promotions, sponsorship point of sale, mail order, etc.

## Affinity Marketing:

Marketing aimed at consumers on the basis of their established buying patterns. This may be targeting a new car at people who are known to change their car yearly for example

## Direct Marketing:

The process by which an advertiser sends their advertising message directly to their customers or potential customer. Also known as: Tele-Sales, Direct Mail

## Sponsorship:

A form of advertising in which an advertiser pays to sponsor an event or entity (examples might be a sportsman or a stadium). Works best when the sponsoring company or product is sympathetic to the brand equity of the thing it is sponsoring and shares a common target.

## Advertorial:

A paid advertisement that looks like an article in the same editorial style and font as the rest of the publication in which it is placed. As it assumes some of the 'goodwill' of the host publication it may be more effective than standard advertising.

## Copy Writing:

The process of writing text for packaging promotion or advertising

## Mind share:

The amount that your product occupies the consumers mind and attention. Companies and products compete for mind share to maintain salience in the hope of gaining a competitive advantage when the consumer is ready to buy.

## Point of Purchase:

Point of purchase (POP) usually refers to the area in a store where the consumer shops for your goods. Advertising and promotions at point of purchase may swing a purchase decision at the critical moment.

## Opportunity to See/Hear (OTS/H):

This is a term used to how many times the target audience is likely to see a print or TV ad or hear a radio commercial on average.

## Brief:

A document outlining the project that sets the strategy clearly up front.

## Pitch:

The process that agencies go through to try and win work. Many spend more time doing this, than doing real work



### Ethnography:

An observation and engagement with someone in their own places and spaces, on their terms not just video taping their behaviours.

### Vox Pop:

A quick fire opinion to camera on a specific topic or subject.

### Co-creation:

A collaboration of designers, marketers, consumers and researchers in one room creating new product Ideas with one another.

### Projective technique:

A way of helping respondents explain themselves other than just through Q&A - collage creation, debating chambers and personification are some of the most popular

### Typology:

A snapshot picture of a typical consumer often behaviour or use case scenario led

### Segment:

A picture of a consumer that is built through demographic, personality and behavioural data (both qualitative and quantitative)

### Laddering:

A series of questions that build on the previous answer given eg I like red - Q. What does red mean to you? A: Passion Q: why is this important? A. It shows me it is an exciting product Q. Tell me what specifically excites you about it

### NLP (Neuro Linguistic Programming):

A method of using specific words (based around sight, hearing and smell) to make the respondent feel more comfortable in giving their answers

### Moderator body language:

A means of controlling a group including avoiding eye contact with overbearing respondents, open arms to encourage response and standing up to elicit rapid responses

### Global co-ordination:

A method of briefing country agencies to ensure the project team fully understand the objective, to ensure consistency of approach from market to market but also to obtain speak contextual information

### Online qualitative:

1. Focus Groups online using video link
2. Bulletin Boards using a twitter style chat function
3. Pre-tasking via blogging, uploading items of interest and sharing thoughts on concepts and ideas

*Thanks to Nick Head from Stream Research for the above definitions*

### Semiotics:

An interpretation based on the signs, symbols and provenance contained within a design be that packaging, products or even advertising.

### Open ended questioning:

A method of asking consumers and customers what they need in a way that cannot be answered with only a yes or no. This way of working ensures that insight development has a chance to challenge our preconceptions, not to validate your own ideas.

### Closed questioning:

A method of asking questions which can only be answered yes or no. This is most often used by insight developers who are short on time or not keen to hear something that might make them do something different than they intended at the start

### Consumer/Customer connection:

A process of talking to and observing your target to see what they need. There are numerous methods of achieving a connection including focus groups, paired depths, home visits etc. (See Outside Ins "2\$ Connection Techniques")

### Discussion guide:

A way of preparing your questions in advance of your consumer/customer connection to ensure you ask good open ended questions and everyone on your team is clear what will be discussed.

### Moderation:

The skill of Interviewing people to see what they need. Depending on the type and complexity of the connection undertaken, this can be done by members of the protect team themselves or may require professional moderation.

### Focus Group:

A popular type of connection where the conversation is focused by a moderator among a group of around 8 target users.

### Qualitative research:

Research conducted with a small sample of the target. The output is normally more an depth but less representative. Quality over quantity.

### Quantitative research:

Market research that is conducted amongst larger statistically significant sample sizes. Is often highly structured and does not allow for on then), questioning, so is lets flexible and emotional in its output



27 Countries, 35,000 people trained

If this dictionary is an example of the quality of our free material, just imagine how good our training materials must be...!

We use materials like this to train blue chip companies, small enterprises and agencies alike in insight and innovation.

Our belief is that innovation should be accessible and fun, rather than the preserve of a select group of 'gurus'.

We believe that everyone in an organisation needs to contribute to the success of innovation, so our training and tools help marketing, design R&D and other functions speak a common language and share a common vision.

If you would like to find out more about how "Outside in" can help your organisation, from 1 day workshops and training through to live projects and inspiring innovation culture, then visit [www.MatShore.com](http://www.MatShore.com)



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# About Outside In

## Credentials

Outside In™ are global experts in insight and value proposition creation in technology- and design-led organizations. Our success is reflected in the fact that since 2003 our tools and thinking have been used by more than 250,000 employees around the world.

We have delivered training and developed innovation in 27 countries for the world's biggest design companies, like Samsung, GE, Philips, Glaxo, Citrix, Gemalto, Lafarge, Electrolux, and Carestream, as well as for incubators, startups, and university faculties. Our clients are major innovators and have a history of success with a combined turnover exceeding \$100 billion. We have trained well over 35,000 employees so far, achieving an industry-leading 75% Net Promoter Score, and partnered with our clients in bringing hundreds of services and products to market.

## How we work

Our philosophy at Outside In™ is "seeing and doing is believing."

We know that insight-driven innovation and value proposition creation may not have been the historical culture of our clients. We regularly meet and consult with highly intelligent people who need persuading that such a shift is appropriate for them.

As a result we build all our methods on a series of case studies close to the day-to-day situation of our clients. We prove through showing example after example that the move to insight-driven innovation is not only achievable but also highly desirable for those we train.

This constantly evolving use of up-to-date products and examples to illustrate our learning objectives prevents the Outside In workshops from relying on dry theory and keeps them interactive and engaging.

That's why our workshops have such unprecedented word-of-mouth recommendation and have been proven to change the culture of huge, established technology companies after others had failed. In 2020 Outside In added Virtual Training to it's list of offerings for the first time.

# A few thoughts from clients



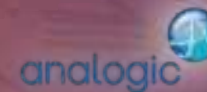
Their materials are exceptional and their thinking is first class; they made a diverse team of people share a common vision in an incredibly short time.  
**Vice President, Glaxo SmithKline**



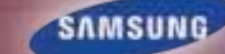
In the past years I have seen several "trainers"—none as inspirational as you are. Or maybe even more important, not capable of overcoming the cynics.  
**Global Innovation Manager, DSM**



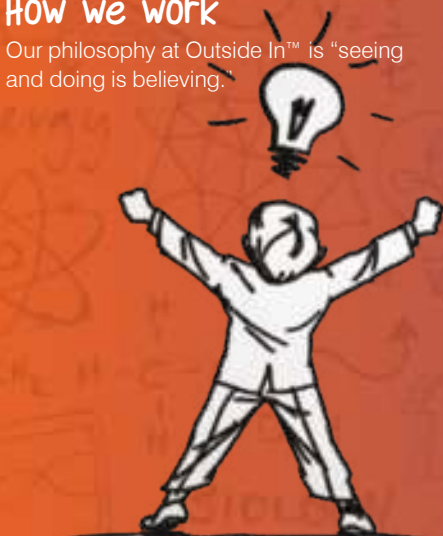
Their view on Outside In thinking will make us a much more formidable competitor; everyone should attend these sessions at least once.  
**CEO and Chairman, Philips**



Very inspiring and very useful. I can't remember that I have got such a useful tool during my 13 years in product marketing.  
**Marketing Director, Analogic**



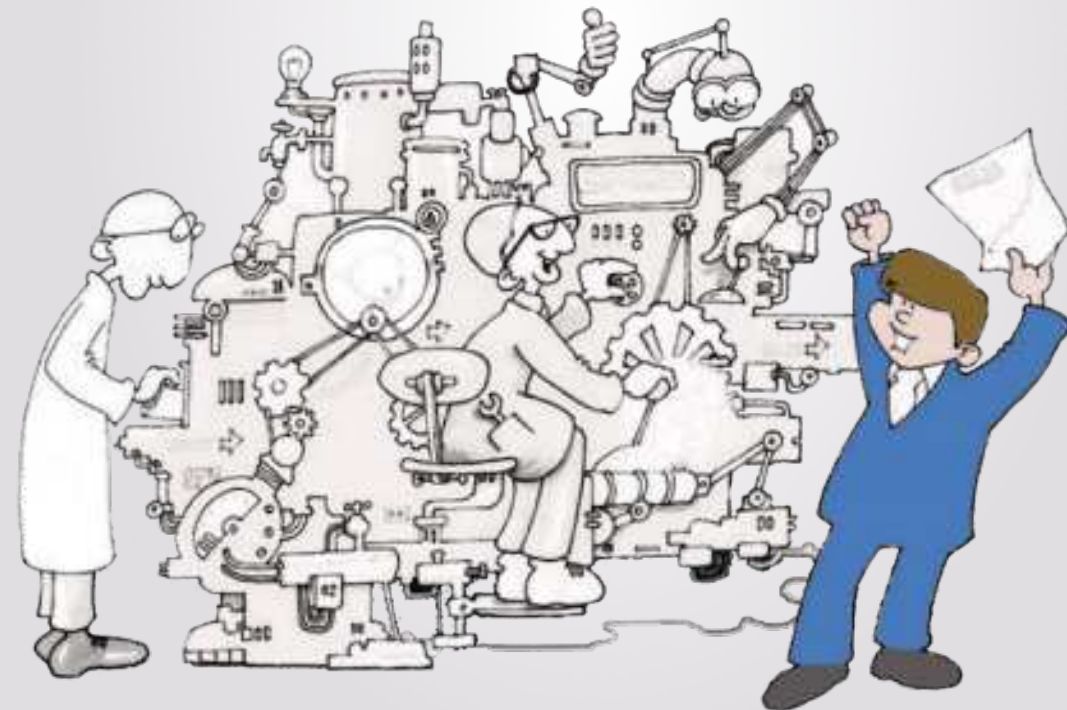
The best tools and thinking we have been exposed to in a number of years.  
**Head of innovation, Samsung Medison, South Korea**





3rd Edition

# Innovation Dictionary



*Now includes Social media, Advertising and Qualitative Research*