

## Demand-First Perspective

At Vivaldi Partners, we work closely with clients to help them achieve profitable growth by building on our deep expertise and capabilities in strategy, innovation, marketing and branding. An important aspect of our approach is how we work. Vivaldi Partners offers a unique model to build strong brands and great businesses, known as the DIG (Demand-First Innovation and Growth) model.

We start with a comprehensive assessment of the demand and growth opportunities from a consumer/customer perspective. The model calls for discovering the opportunities for innovation and growth for a business or brand through deep and unbiased immersion (without your current products tucked under your arms) in the daily experiences of consumers/customers. This immersion can involve a group of as few as 15 consumers/customers or can extend to a pool of over 10,000,000. Vivaldi partners and its strategic partners maintain this pool of customers in over 20 countries in both consumer and business-to-business markets.

A typical client project stretches from thought to action, from defining the opportunity to the launch of a new product. The DIG model extends along various phases, including identifying new market opportunities based on unmet needs and wants, and launching concrete, market- or segment-specific new products and concepts through media-neutral programs and product seeding.

A DIG or Demand-First Innovation and Growth client engagement typically addresses the following key challenges:

- What is the potential for growth in our existing markets or segments?
- What new markets should we enter to achieve our company's growth targets?
- What new products and services should we launch and how?

As an example, over the course of a typical client project, we systematically tap into our pool of consumers with the objectives of conducting in-life ethnographic studies, quantifying the potential demand, analyzing trends, segmenting consumers, defining new product concepts and prototyping, developing a positioning strategy, developing a marketing plan, or seeding the product to the trade or with consumers.

Additionally, consider the analysis of future trends that impact a particular category. While we combine a variety of methodologies, we always include the analysis of a network of consumers and their behaviors around products, services, and everyday life concerns. Following our mantra, "the best predictor of behavior is behavior", it is not attitudes, beliefs and opinions, expressed needs and wants alone that can help predict purchase and consumption.

Our methodology is based on the study of the everyday life behaviors of three types of consumers: "The Fringe" – consumers with extreme, even "freaky" new ways of taking care of consumption and use of products or services; "The Edge" – consumers who are considered in the know, active "pro-sumers" who lead with novel and new ideas around specific use and consumption patterns; and "The Core" – consumers who represent the average of usage and consumption patterns.

## The Fringe



## The Edge



## The Core



Following the notion that new ideas travel from the fringe, to the edge and into the core, Vivaldi Partners uses deep immersions into the lives of these consumers, conducts consumption analyses, predicts adoption and diffusion of new ideas, and performs **comparative analyses of these groups or cohorts** to explain and predict the who, where, how, when, and why of purchase, consumption and use of brands, products and services.

Below are some examples of our work:

- For a medical device firm who sells primarily through a salesforce to dentists, we **segmented decision makers and key influencers** for a broad range of dental supply products and services. Because of our unique access to key influencers, and **dual and re-segmentation across groups**, the study was conducted in less than two weeks, significantly improving predictability and increasing targeting effectiveness.
- For a snack foods manufacturer, we studied new, “unarticulated” demand by immersing ourselves into the everyday lives of consumers over thirty days, mapped every activity around food consumption using day reconstruction and diary methodologies, and developed **demand-centric growth platforms**, and new and **innovative product concepts**.
- For a financial services company, we identified **radical new products and services** that fueled the company’s new product development process by studying specific consumer segments and defining the company’s relevant ecosystem of consumer demand including unmet and unarticulated needs and wants.
- For a large global foods company, we studied **future trends** in health and nutrition across our three consumer behavior groups: the Fringe, the Edge, and the Core. A Vivaldi Partners team created a trends analysis predicting how consumption was likely to change around specific products and what the likely diffusion pattern of new products would be for the client company.
- For a pharmaceutical company, we developed a **pre-market innovation forecasting model** to test the impact of new products and associated marketing plans.
- For a direct seller of natural products, we studied the strengths of the brand and options for **brand extension** and **market expansion**.
- For a small technology company, we identified small- to medium-sized businesses with highest chance of conversion from existing suppliers, also called **switchable** customers, created a new positioning and technology roadmap and developed a marketing plan.

These projects illustrate only some of the ways how Vivaldi Partners supports its clients through innovation, strategy and marketing work.

To help address companies’ toughest strategy, marketing, branding and innovation challenges, Vivaldi Partners uses its unique creative problem solving process along with analytical and fact-based work that can range from sizing demand, structuring and segmenting demand, testing new product concepts, evaluating advertising campaigns, forecasting new products, extending brands and markets, evaluating the product or brand portfolio, identifying switchable customers, seeding new products to generating buzz and launching word-of-mouth communication campaigns.