Hedgehog Innovation Teams
Focused, Nimble, Dangerous

International Product Development and Management Association

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Predicta

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Principal, Trig

Trig®

— ABOUT TRIG —

Full-Service Industrial Design Firm... Virtually Connected

Insights & Ideation

- Consumer Insights & Design Strategy
- Facilitated Virtual Ideation
- Design Thinking Workshops

Design & Development

- Consumer Product Design
- Medical Device Design
- Industrial Design

Brand Asset Management

- Brand Development
- UX/UI Design & Web Development
- Marketing Automation

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"The fox knows many things, but the hedgehog knows one big thing."
- the Greek Poet Archilochus

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Since 1942, Liberty Hardware Manufacturing Corporation has built its reputation by offering high quality decorative and functional hardware products at an exceptional value. The company proudly offers its extensive line of hardware products through fine retail outlets and original equipment manufacturer (OEM) distribution channels across the country.

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— A Recipe for Incrementalism —

How Companies Traditionally Approach Innovation

Project Manager

Scaled Down for Time

Line extensions

Existing infrastructure

Easy to execute

New soap scent, but miss the Tide Pod

80% Operations (keep the lights on)

20% Innovation

Product Manager

Scaled Down for Scope

Near adjacencies

Existing market

Only chase the obvious

Miss the emerging trends in the market

80% Operations (keep the lights on)

20% Innovation

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*Using sticky notes does not guarantee innovative ideas

— Pitfalls of BlueSky Teams —

BlueSky Teams

Throw money at BlueSky Teams that don't execute

- Spend lots of time scanning the market
- Solutions looking for problems
- Hire expensive groups to look "innovative"
- Go down many paths without execution
- "Hey, look! A squirrel!"

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— A Recipe for Disruption —

Hedgehog Innovation Teams: Focus

Dedicated team with no P&L responsibility
Focus on new categories, not just “things”

Project Director

Project Manager

Marketing Manager

Engineering

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— A Recipe for Disruption —

Hedgehog Innovation Teams: Clarity

Only projects outside the Core

Complacent incumbents

Stagnant or commoditized categories may have opportunity

Start with categories $200M+

Leverage cross-functional people

Identify external partners early

Vision for change - make the consumer value proposition meaningful

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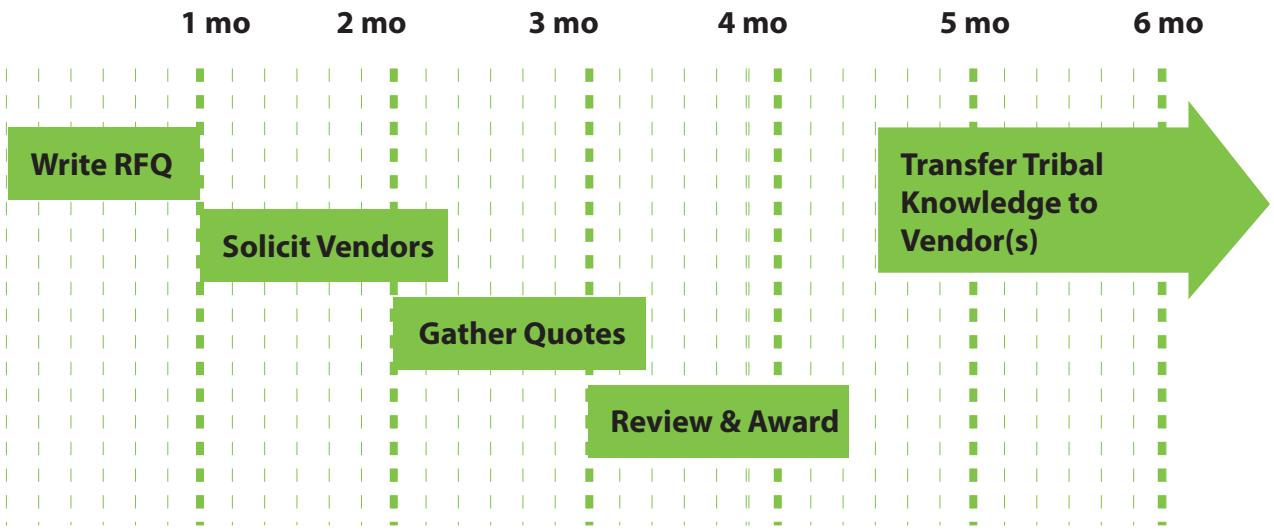
When the Required Talent isn't In-House

Downside of the RFQ Process



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— WHERE WE'VE BEEN & WHERE WE'LL GO —

Explore, Prototype, Build

INSIGHTS and IDEATION

Creative Brief

Field Ethnography

Consumer Macrotrends

Cross-industry inspiration

Stakeholder Interviews

Stakeholder Journeys

Persona Frameworks

Virtual Ideation Sessions

Concept Validation Surveys

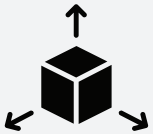
INDUSTRIAL DESIGN and DEVELOPMENT

Materials and Processes

Concept Development

Testable Concepts & Storyboards

Massing Models


Refined CAD Models

Prototype-to -Learn methods

Color Spec Marketing Materials

DFM Tooling Materials Specifications

Assembly Guide

BRAND ASSET MANAGEMENT

Competitive Landscape Analysis

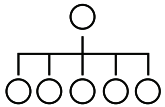
Industry Trends Analysis

Market Gap & Opportunity Identification

Brand Archetypes

Brand Positioning

Core Values Development


Brand Architecture Selection

Brand Audit

Brand Messaging & Voice

Logo Design & Development

Website/App Layout

Website/App Design

Digital & Print Templates

Digital/Print Assets +

Brand Guide Creation & Tutorial

Packaging Design

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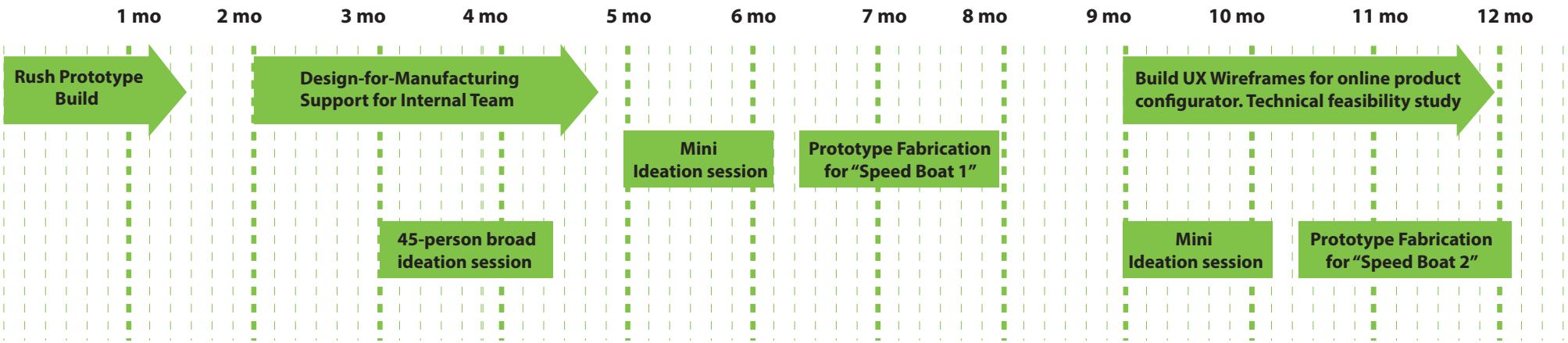
When the Required Talent isn't In-House

Trig Managed Services Model



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— A Recipe for Disruption —

Disciplined Exploration

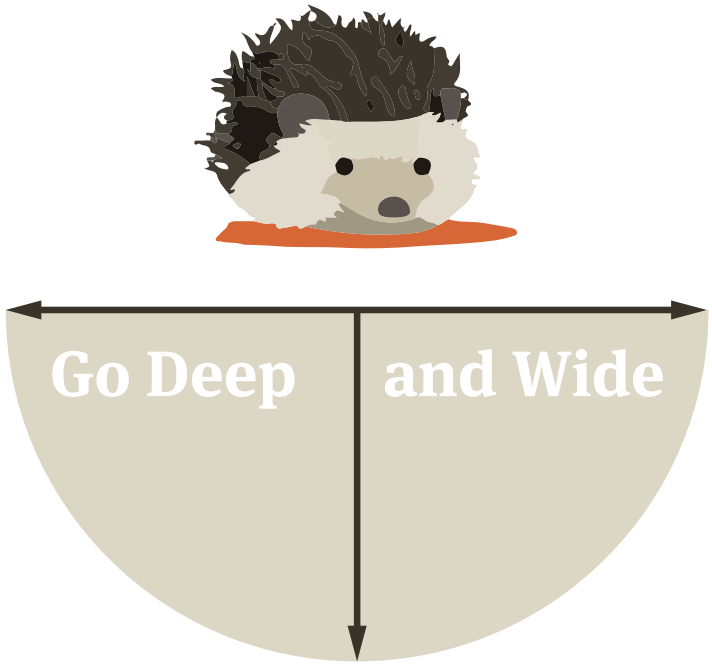
Going Deep

Consumer Dissatisfaction

Industry

Supply Chain

Regulatory



Going Wide

Look Across Channels

Clear Definition

Cost Modeling

Roadmapping

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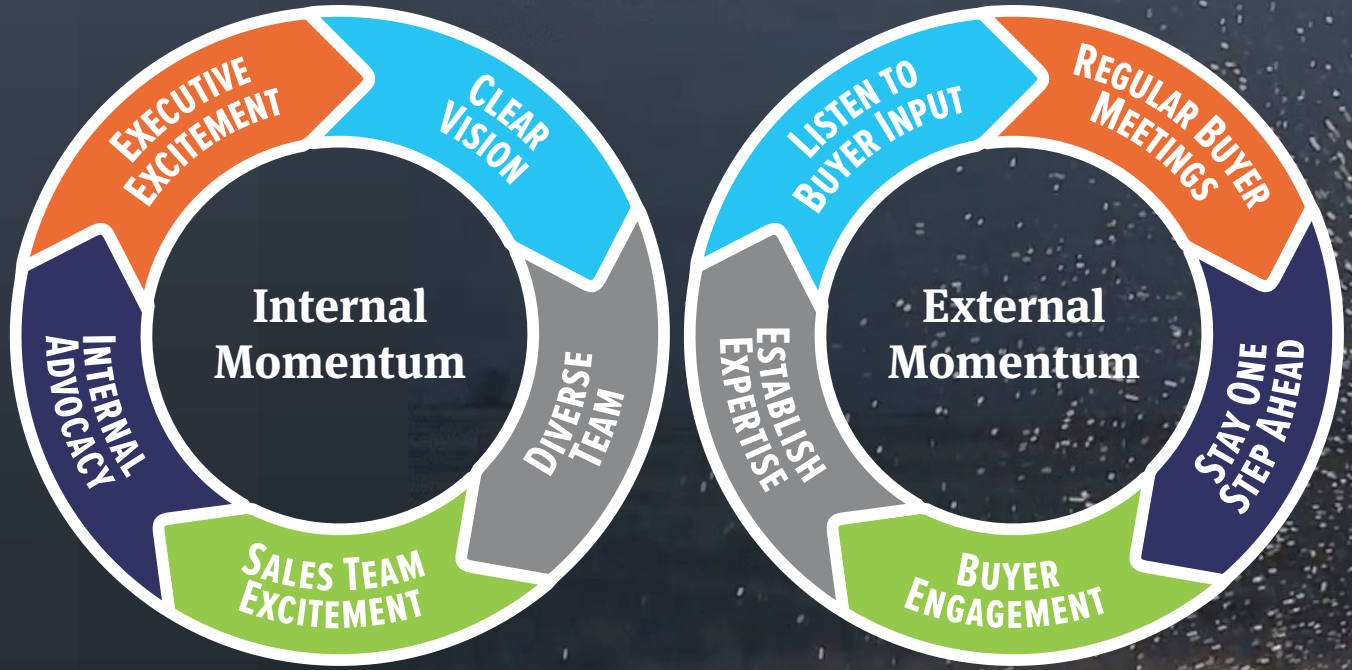
— A Recipe for Disruption —

Build Momentum



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— A Recipe for Disruption —

Speedboats vs. Oceanliners

Speedboats / Things:
Specific consumer pain
Launch something that works
MVP - Make it, test it, kill it
Iterate, then launch

Oceanliners / Categories
Significant potential
Deep and Wide
Large categories
New to the company

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— A Recipe for Disruption —

Experience Prototyping

In-store intercepts
Anyone who stopped at bay, ask questions

Quickly found dissatisfactions
Choice limitations of the set

Experience Prototypes
What if we break it up into smaller components?

Built prototypes of bay, ran diverse customers through shopping experience to test, adjust, re-test

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22 minutes to 7 minutes

13% to 83%

14% to 4%

Continued Growth

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— Closets by Liberty —

Testable Prototypes

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— Closets by Liberty —

Hedgehog Team Dynamics

Peak Hedgehog

Collaborative research

Patentable solutions

Drawer designs that assemble in **less than 2 minutes!**

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Don’t Let the Market Solely Define Your Price

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FOCUSED:

Trust Your Teammates
Let Them Play Their Position
Play Your Base and Play it Well

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NIMBLE:

Adapt to Change
Validate Assumptions
Think Creatively

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DANGEROUS:

Take on big projects
Disrupt categories
Eye on the prize

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