

Why Your Best Research Doesn't Change Anything

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**The Moment Every
Researcher Knows.**

**You feel like you
did your job well.**

**And Then... Nothing
Changes.**

**None of it shaped the
outcome.**



The Pattern Is Not Random

**The process is producing exactly the outcome
it was designed to produce**

Limited Impact of Insights is a Success of The System



What research produces and **what the business needs are not the same thing.**

RESEARCH PRODUCES

Insights

Preference

Reports



THE BUSINESS NEEDS

Confidence to Act

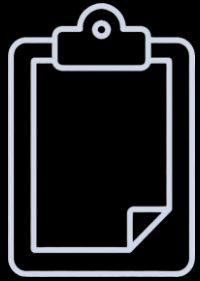
Behavior

Decisions

The System Is Designed for the Wrong Outcome

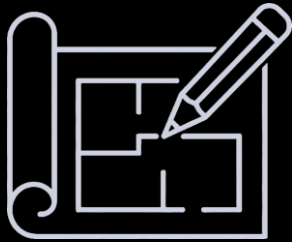


The Standard Research Workflow



01

**A brief is
received**



02

**A study is
designed**



03

Data is collected



04

**Results are
analyzed**



05

**A report is
delivered**

Efficient. Scalable. Professionally executed.

Concept Testing: The Familiar Scenario

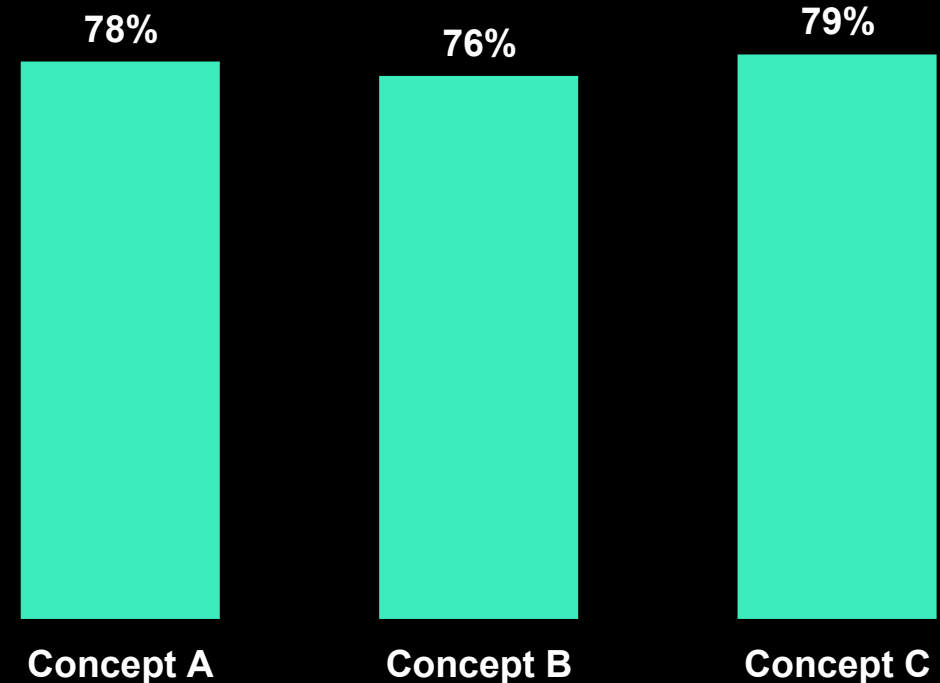
A team evaluates multiple ideas.

The study is well-designed, and the execution is clean.

Results come back and everything looks good:

- Scores are strong.
- Risk is low.
- Differences are minimal.

Purchase Intent by Concept



The Decision Challenge Must Overcome the Say : Do Gap

WHAT PEOPLE SAY



“I’d definitely buy this.”

Strong survey scores
Stated preferences & intentions

**THE
GAP**

WHAT PEOPLE DO



Reach for the usual choice

Stick to old habits
What they actually purchase

Which Packaging is Preferred?



Traditional Metrics Show Limited Differences



Overall Liking	5.4 AB	5.5 A	5.5 AB	5.4 B
Purchase Intent (T2B)	42%	46%	46%	45%
Frequency of Usage	80.4	87.4	86.5	84.8
Value for Money	3.4	3.5	3.5	3.4
Uniqueness	3.5	3.5	3.5	3.5

The Real Decision Being Made: Invest or Not

Should we capitalize new equipment and sourcing, and re-visualize labeling, for all our products?

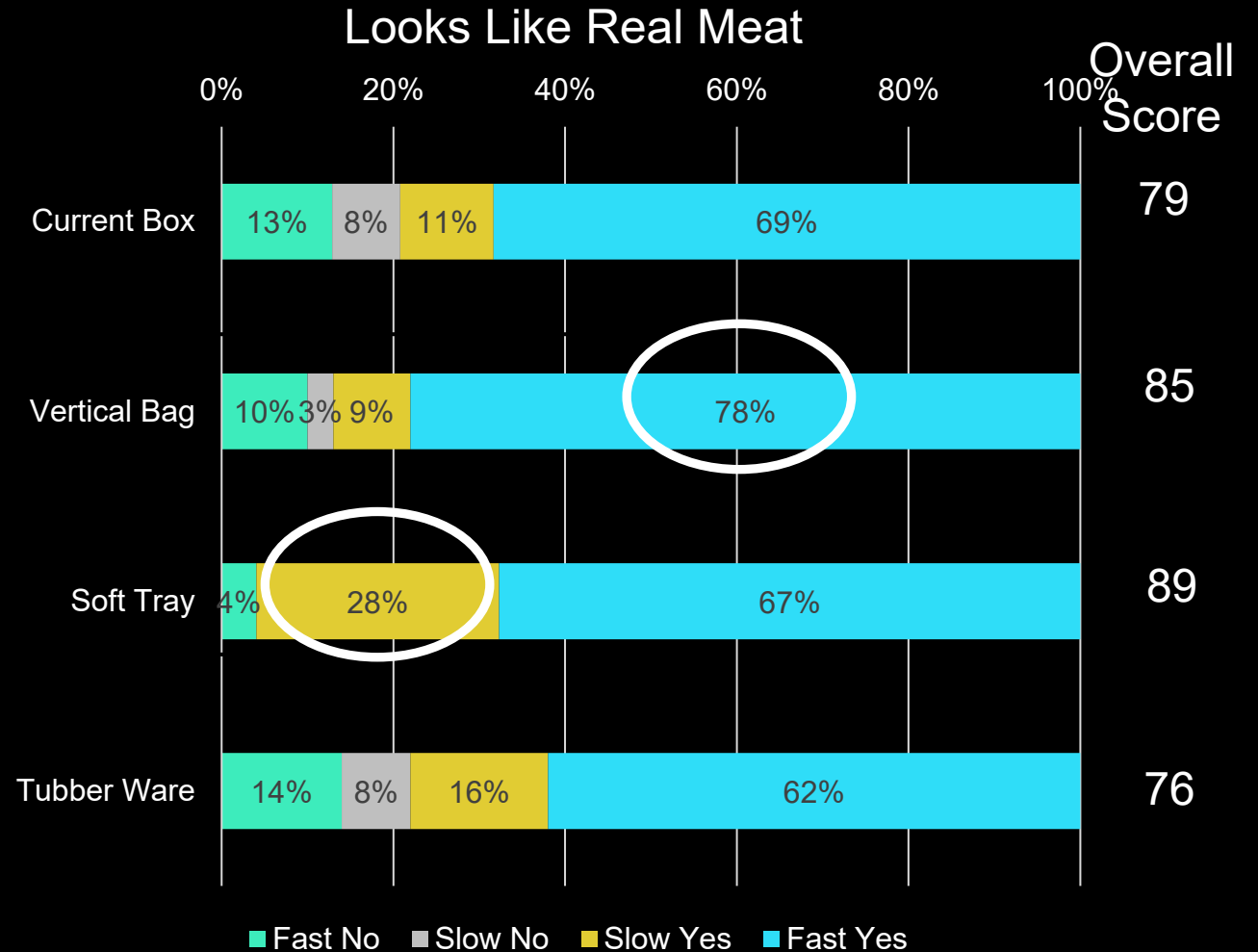


Implicit Reactions Drive Behavior and Predict Shift

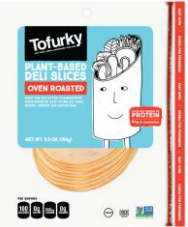
The Soft Tray Disrupts More People

Vertical Bag **nudges** more people to follow existing behaviors (*fast yes*)

Soft Tray creates more **disruption** (slow yes) and fewer negatives.



Stealing Share from Other Deli Slices, Provides Valuation of Change

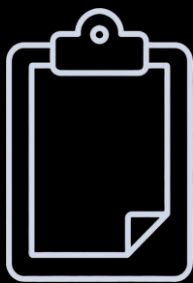
Current Product	Concept	Plant-Based Products Lift	Animal and Plant based Combined Lift
	 Vertical Bag	+26%	+9%
	 Soft Tray	+36%	+40%
	 Plastic Tub	+7%	+58%

Vertical Bag shows strong lift to capture plant-based consumers

The Soft Tray shows greatest opportunity for retail shelf placement in either the plant-based alternative meat and deli/sandwich sections.

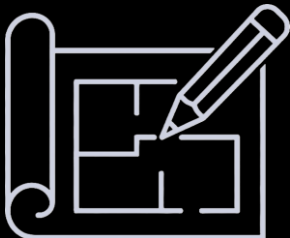
Plastic Tub shows largest lift opportunity for deli/sandwich but may alienate plant-based consumers.

Start with Small Enhancements to The Research Workflow



01

A brief is received



02

A study is designed



03

Data is collected



04

Results are analyzed



05

A report is delivered

A

The Decision Is Discovered; Criteria for Decision Making is Set

B

The Gaps are Discovered

C

The Behavioral Predictors are Chosen

D

The Behavioral Impact is Estimated

E

A Decision-Making Session is Facilitated

What Programmatic Changes Will Enhance Your Innovation Program?



Changing The Starting Point With IFF

STOP

**Asking what consumers
want**



START

**Asking what behaviors
they want to change**

From Products to Moments: Anchoring in Behavior

Instead of organizing around products or insights, the work organizes around **moments**.

Instead of segmenting on attitudes, it focuses on **real-world context**.



Claira's workflow keeps the team aligned around the same behavioral lens, so every small decision pushes in the same direction.

Behavioral Workflows Drive Faster Decision Making



Start by becoming **behaviorally grounded**. All goals and decision steps should be tied to impact on behavior.



Use **behaviorally intelligent workflows** ensuring that all sources of information are seen through a behavioral lens.



Provide a **playbook** as a brief for all cross-functional teams to rapidly bring to life the behavioral promise of the initiative.



Make decisions based on **behavior impact** and its benefit to the company and people.

Three Shifts You Want To Make Today



Shift 1: Start With Behavior, Not Questions

01

Before designing any research, define what behavior needs to change.

- Stop asking 'what do consumers want?'
- Start asking 'what behavior are we trying to create, replace, or reinforce?'
- Behavior becomes the brief.

Shift 2: Anchor in Real Moments

02

Understand where that behavior exists in people's lives — and what drives it.

- Organize around moments, not products, not demographics.
- Segment on real-world in-context motivations, not attitudes.
- Find the moment where tension lives. That's where products win or lose.

Shift 3: End With a Decision, Not a Report

03

Define what action the work is meant to enable.

- Name the decision before the study begins.
- Design every deliverable to make that decision easier — or de-risk it.

**Decisions become clearer. Alignment happens faster.
Outcomes become more predictable.**

The Real Objective

NOT THE GOAL

**Understand consumers more
precisely**

THE GOAL

Change what they do

That requires designing the work differently from the very beginning. **Not easy — but simple.**



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