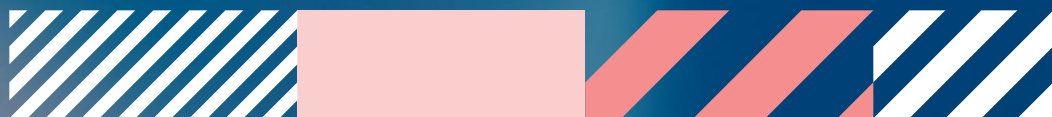


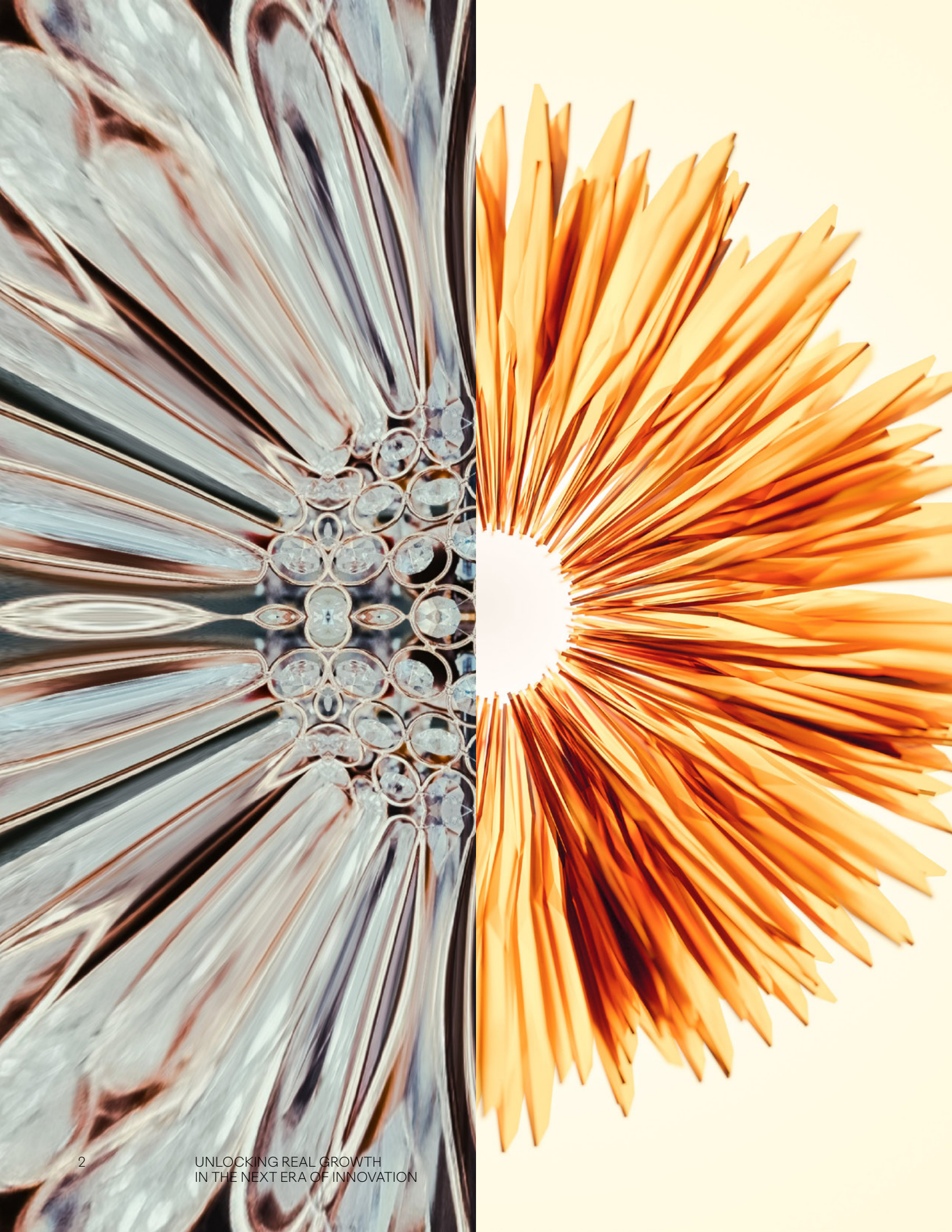
REFRAME,  
REIMAGINE,  
REWIRE



Ogilvy

Unlocking Real Growth  
in the Next Era of Innovation





# UNLOCKING REAL GROWTH IN THE NEXT ERA OF INNOVATION

In 2023 top-line growth was driven largely through price hikes, revealing a lack of *real underlying growth* that has left brands and businesses exposed this year. With 2024 shaping up to be another year of stagnation, every brand and business urgently needs a catalyst for real growth to drive the top line, without relying on the price increases that consumers will no longer accept.

So, what will it take for companies to unlock real growth in an era when easy wins and cautious optimism simply won't cut it? A fresh take on innovation.

We've devised a formula for how innovation can drive real growth in 2024, and beyond.

- Firstly, understand the brand drivers of innovation to increase brand equity and top-line growth – how they have changed, what they are today and what will come next.
- Secondly, identify the right type of innovation for the problem your brand or business needs to solve – we identify three types of innovation to drive the top line.
- And lastly, apply the principles that will spark and sustain a culture of innovation throughout your organisation, to generate new energy and engagement around it.

# THE CHANGING DRIVERS OF INNO- VATION

What drives innovation – the products, services and business models that are deemed to be truly innovative – changes over time. So, to truly understand the current and future drivers of innovation, we need to take a brief look back.

We've used WPP's Brand Asset Valuator, the world's longest-running and largest consumer study of brands and brand equity, to unearth the changing attributes that drive innovation across the world's most innovative markets – Japan, China, USA, Singapore, Germany, Canada, Netherlands and the UK. From our analysis of 16,367 brands and 33 categories, we've uncovered

discrete innovation eras during which the underlying forces, needs and desires differ and fundamentally change over time<sup>01</sup>.

No matter the era, to be seen as innovative a brand or company must consistently be **“visionary”** and **“progressive”**. Having a clear, bold or even radical vision, and pushing things forward in service of collective progress, are required for innovation to drive growth. These are intuitive constants, important but not the full picture. So, what else – what are the *changing drivers* that define each era of innovation?

## 2008-2013 The era of **unique** and **different**

The era from **2008-2013** was defined by financial crisis and recovery, a period when consumers initially tightened their belts as the economy contracted more harshly than in any of the 75 years prior, before opening up their wallets and their aspirations once again. There was a general hunger for undiscovered excitement and fresh thinking, a desire for the shiny and new that would signal a shift from a bear to a bull market. In this climate the drivers of **'unique'** and **'different'** came to dominate innovation.

What did that mean in practical terms? Brands and companies that defined the innovation agenda offered something that wasn't readily available before by filling an unmet or even unknown consumer need. They leveraged technology in novel ways and offered a distinct user experience, which together had the power to disrupt categories.

### Airbnb

Launched in 2008, Airbnb significantly disrupted the hospitality industry by carving out **a temptingly different proposition**. The marketplace platform unlocked **new behaviours and a unique inventory**, allowing guests to stay 'like a local' anywhere from urban boltholes to whimsical treehouses. It transformed the category by turning amateurs into hoteliers and became a \$10bn company within five years.<sup>02</sup>

### Uber

Uber had **a disruptive and different take** on the taxi service model, which had barely changed since 17th century London horse-drawn carriages. It provided a **unique customer-centric app** to not only remove the hassle of getting from A to B, but to elevate the experience with added visibility, ratings, and even the option of your own Spotify playlist while in transit<sup>03</sup>.

### Oculus Rift

Oculus Rift made its debut in 2016, eight years prior to Apple's Vision Pro, and offered an **entirely different way to experience gaming and entertainment**.<sup>04</sup> Compared to Sony's Playstation 3, the best-selling console of the time, it combined new technology, an easy-to-use interface and a lightweight form factor to create **a truly unique headset** that laid the foundation for today's leading VR device, Meta's Quest 3.

## 2014 -2019 The era of **up-to-date** and **gaining** in **popularity**

Between **2014-2019** we witnessed biblical flooding, forest fires and fallen icons. But we also experienced a significant strengthening of consumer demands translating into action, from the Paris Agreement on climate change to the #MeToo movement. Instagram hit 1 billion users in 2018, Tik Tok became the most downloaded app in the US that same year and Facebook's 2014 acquisition of WhatsApp saw user growth expand by 400% to almost two billion by the end of 2019. Enabled by their phones, consumers figuratively and literally held brands in their hands – and began to strongly dictate what they wanted. The attributes of being **"up-to-date"** and **"gaining in popularity"** became the critical drivers, and trending became not a fad but a focal point for innovation. The era was defined by constant innovation and frequent feature updates as innovative brands and companies diagnosed evolving user needs and changing consumer preferences, adapting to a large and growing audience as interest spread.

### Monzo bank

Throughout this period Monzo showed the retail banks what **up-to-date, modern banking** could look like. It touted ease-of-use and accessibility, despite not having physical branches, and launched with instant notifications and frictionless transactions before swiftly adding features like self-banning gambling and IFTTT integrations. The **hot coral card helped it rapidly gain popularity**, a trendy alternative to the traditional.

### Oatly

Though Oatly has been around since the early 1990s, the Swedish oat milk brand **gathered momentum and popularity** in 2014, increasing revenues by 466% to 2019. Following its **updated brand launch** under new CEO Toni Petersson, the brand totally reframed plant-based alternatives – from serious and worthy to quirky and cool – by combining wit with bold environmental claims and product variants worth trying.

### Food Delivery Services

While the success of Door Dash, Uber Eats and Deliveroo is typically ascribed to COVID-19 lockdowns, these brands launched in 2013-2014 and had strong momentum when the pandemic hit. **Consumers had already updated their preferences** to include more at-home experiences and the apps' **growing popularity attracted more restaurants**, so that even holdouts like McDonalds made their menus available.

## 2020 – 2023 The era of **creativity** and **intelligence**

Scan forward to **2020-2023**, the black swan event of COVID-19 rattled our societies and systems and we rapidly moved into the next era of innovation. When lockdowns ended, geo-political tensions soared, and we swiftly went from global supply chain disruptions to a conscious decoupling. War in Ukraine, record oil prices, deglobalisation, the highest levels of inflation in decades, a cost of living crisis – this fraught environment led us to coin the term Value Based Innovation. We called on brands to uncover what consumers truly needed and act in a way that made a meaningful difference. In this period, the levers of **“creative”** and **“intelligent”** became the critical innovation drivers to generate ideas, define the process, and deploy the right technologies to achieve ambitious goals.

### COVID-19 vaccines

Big pharma’s development of COVID-19 vaccines in an unprecedented 11 months rather than the standard 10-15 years is a standout in this era. Pfizer-BioNTech, Moderna and Oxford-AstraZeneca demonstrated how **intelligent application of prior research** on the underlying viral pathogen could combine with **creative and collaborative efforts** from industry, academia, and government to accelerate rollout.

### Generative AI

Few innovations signal **the marriage of intelligence and creativity** more pointedly than Generative AI, with Midjourney, DALL-E, Bard (now Gemini) and especially Chat GPT becoming a source of amazement and concern in equal measure. For innovation at least, Generative AI adds a co-pilot to the process, accelerating idea generation for designers, product managers and marketers and increasing speed-to-market.

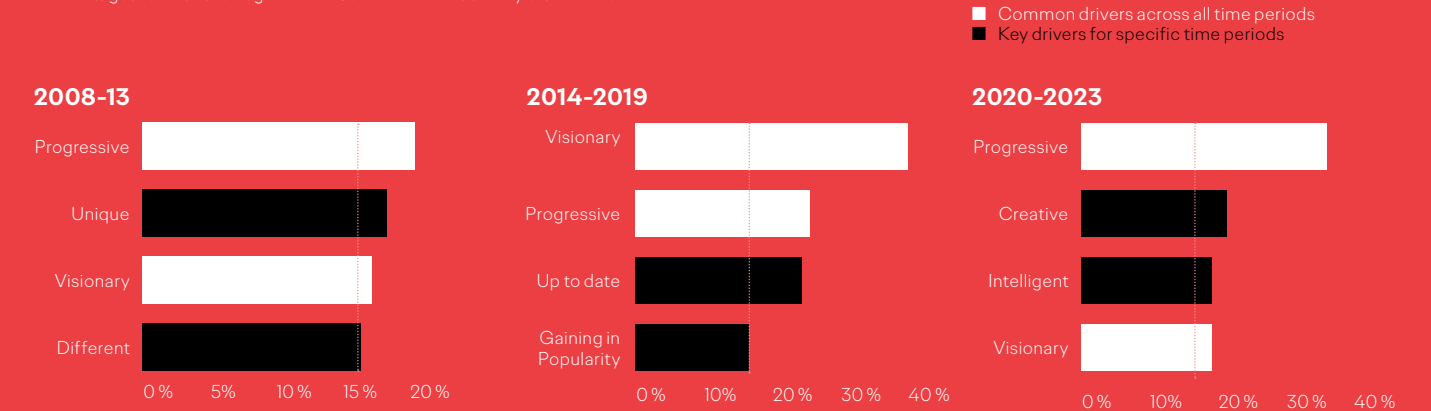
### Renault

As electric vehicles gained traction, increasing share of global light vehicle sales from 4% in 2020 to almost 16% in 2023, charging infrastructure lagged behind. Renault proved **more creative than other vehicle manufacturers**, developing its peer-to-peer ‘Plug-Inn’ app to **intelligently connect drivers to home chargers** of other EV owners, creating a community and opening up charging points even in remote locations in France.

## THE PRIMARY DRIVERS OF INNOVATION ACROSS EACH ERA

The brand drivers of ‘progressive’ and ‘visionary’ are consistent across each of the time periods investigated. In addition, each period has two specific drivers unique to that era.

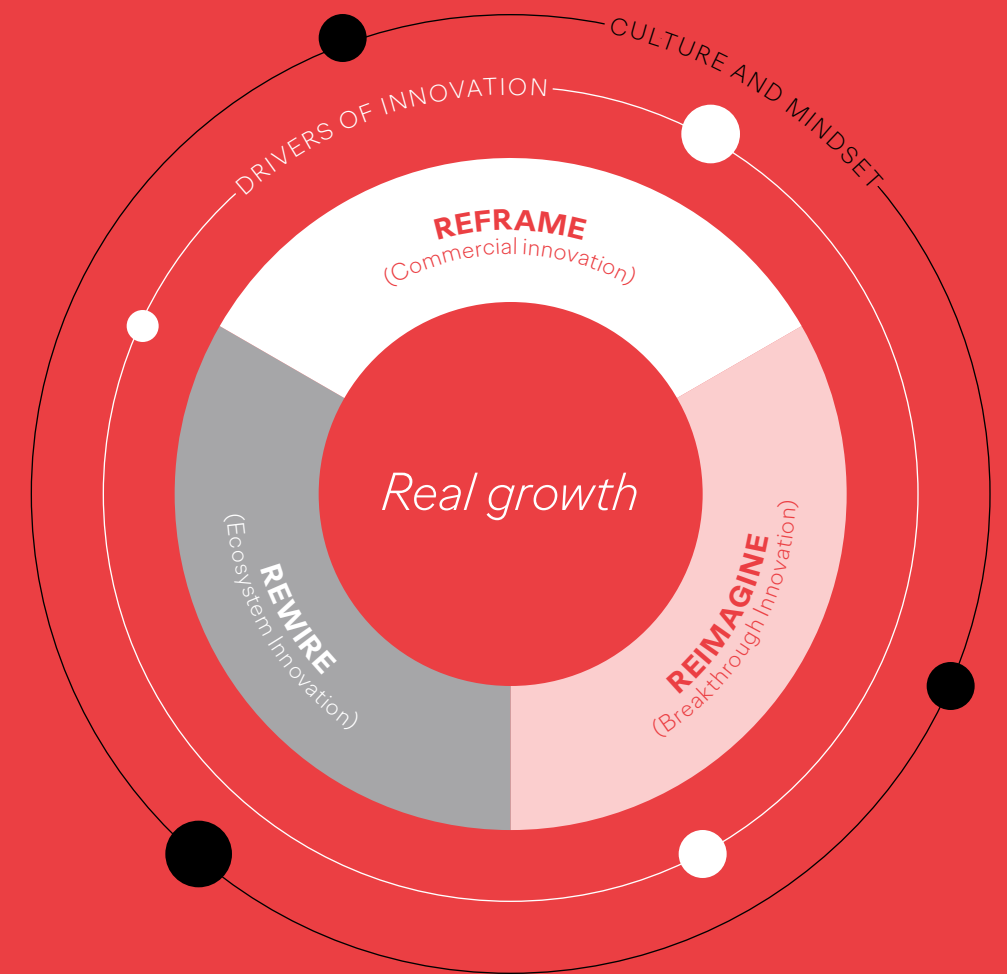
Percentages refer to the degree of influence on innovation by brand driver



All variables were significant at a 95% confidence level, Adjusted R squared explained 70%+ of variance in Innovation. Variables included were above 15%

## A NEW FRAMEWORK FOR INNOVATION

Along with key considerations around ‘types of innovation’ and ‘culture and mindset’, the ‘brand drivers of innovation’ are critical inputs into a new framework to help brands and businesses unlock innovation for real growth.



# How Apple's innovation has shifted in line with the brand drivers of innovation

## Unique & Different



### A notebook as light as 'Air'...

Alongside its lightness, the Macbook Air claims to be thin enough to fit into a manila envelope – a very different way to showcase a key benefit

### A whole new category of device...

iPad is pitched as a 'revolutionary device' - in the sweet spot between a laptop and a smart phone with Multi-Touch technology for a different way of interacting with digital content



## Up-to-date & Gaining in Popularity



### Colourful phones...

iPhone 5C launches with the recognition that standout colours and a lower price point would be a popular proposition

### From iTunes to Apple Music...

A major upgrade to Apple's music offering to compete with Spotify, with a 'pioneering global radio station' hosted by popular DJ Zane Lowe



### Watches, headphones and wearables...

Stylish watches and the most up-to-date, minimal headphones brings the Apple brand into the world of fashion



### A major acquisition...

Apple pays \$3 billion to acquire the on-trend Beats brand and retains it as a standalone sub-brand, blending culture and tech



### It's showtime..

A new streaming service to compete with Netflix and the rise of streaming services, tv+ includes original content too



### Cards on the table...

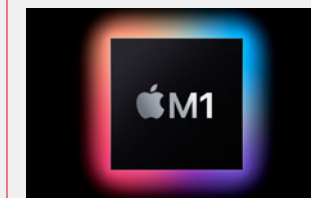
Capitalising on the brand's equity and popularity, the Apple Card gains 3 million customers in 6 months, attracted by a modern card design and interface



### Clever pricing to stay popular...

A clever pricing strategy allows Apple to offer the iPhone 11 at an accessible price, while premiumising the new 'Pro' model

## Creative & Intelligent



### Bespoke computer chips...

Only silicon developed by Apple could offer the performance, power and efficiency to unlock the creativity of Mac users



### Creative recognition...

Apple demonstrates its creativity by winning the Best Picture Oscar for CODA - the first streaming service to do so



### A clear vision...

Apple enters the era of spatial computing, with a first-of-its-kind blend of VR and AR made for entertainment and education

**Apple is one of the world's most innovative companies.** From products to services, content to chips, Apple's innovations have not only shifted in line with the brand drivers of innovation but have often led them.

2008

2009

2010

2011

2012

2013

2014

2015

2016

2017

2018

2019

2020

2021

2022

2023

2024

# RE- TOOLING FOR THE NEXT ERA OF INNO- VATION

Businesses seeking to thrive – not just survive – in 2024 and beyond must refresh their approach to innovation. Leveraging the brand drivers of innovation is a critical starting point. Identifying the right type of innovation for the problem at hand, and achieving those drivers, requires companies to follow an embedded approach to innovation.

## The new drivers of innovation

Drawing on a potent combination of behavioural science, futuring, and first-hand data from Relative Insight<sup>05</sup>, FIBRES<sup>06</sup> and WPP's BAV, we can confidently predict the brand drivers for the next era of innovation. Our methodology unearths the hard-wired psychological drivers that inform future consumer attitudes, the real behaviours and preferences beyond those that consumers claim, to help brands and businesses leverage their innovation efforts and drive top-line growth in 2024 and beyond.

Context is king – this is set to be a year of elections, with over half of the world's population expected to vote across the EU, the US, Mexico, Russia and the UK<sup>07</sup>. It brings political uncertainty, a feeling of powerlessness, and the desire for a more reliable political and economic environment. People want autonomy, with a quarter reducing time on social media and looking to apps like BlueSky that help them to take back control over their feed.<sup>08</sup>

Facing into the United Nations Decade of Action to deliver against the Sustainable Development Goals, environmental issues are still expected to worsen as countries

and businesses either push through energy transition measures or put sustainability on the backburner. Consumers, however, will be more demanding of immediate solutions.

After successive shocks, consumers are shifting away from planning to usher in a “forget tomorrow” attitude, with people of all life stages eagerly looking for ways to blow off steam or tune into themselves. We are seeing a rising drive for immediacy and a sense of urgency in how consumers spend their money and look for a return. In an era when Walmart can deliver within 30 minutes via drone<sup>09</sup> and during a decade that will see 90% of creative content touched by AI,<sup>10</sup> going slow is not an option.

The resilience required to take this year in our collective stride has created a dichotomy of drivers – on the one hand a need for assurance through reliability, while on the other a restlessness for change and a more dynamic climate. And whatever consumers commit their dwindling household incomes to needs to feel worth it. So, in addition to the evergreen drivers of “visionary” and “progressive”, the next era of innovation will be driven by brands that are **reliable**, **dynamic** and **worth paying more for**.

**Reliable** – Products, services and people you can count on to work, and do what they promise to. In the uncompromising climate we all find ourselves in, there simply isn’t room for something not to deliver. Troubleshooting costs the time and money that will feel very much in short supply during this era.

**Dynamic** – Balances out pragmatism with an action-orientated momentum and new energy that cuts through and carries others along with you. Innovation is so often a mindset and an attitude. It will be those brands that keep moving, keep iterating and keep stretching out of their comfort zones that will resonate and drive growth throughout the next era.

**Worth paying more for** – In stark contrast to simply being more expensive, this driver places emphasis on value and meaning. Those brands, products and services that make a real and meaningful difference to consumers' lives are therefore justifiably worth consistently paying more for.

## Applying the right types of innovation

Innovation is frequently and too quickly labelled as being “incremental”, “adjacent”, “breakthrough” or “radical”. These types of innovation have been popularised, even evangelised, but often result in a focus on the process not the problem to be solved. To define a more embedded approach to innovation, one that neither reaches for the shiny new process nor falls back on the standard way of doing things, brands and businesses need to understand when to apply different types of innovation and then how. To help, we like to think of innovation through three lenses: Reframe, Reimagine, Rewire.



# RE- FRAME

## Commercial Innovation – The ‘Best Kept Secret’ in Innovation

*Potential problem to solve: limited budget, ambitious growth plans*

Even with more agile approaches, product and service innovation will still typically have relatively long lead times, reliant on reconfiguring manufacturing processes or ramping up new services. Similarly, business model innovation typically requires an overhaul of existing processes and systems, which can be time and labour intensive. Commercial innovation creates value through the exercise of innovating *around* the product or service, reframing it for the consumer rather than fundamentally changing it, to innovate better, faster.

Take the food and beverage industry for example. To bring a new product to market, you can assemble the world’s smartest food scientists and finest chefs. Or you can change how people perceive what you already have.

Fondue, with a name derived from the word “fondre”, meaning “to melt,” is widely assumed to be a long-time Swiss national dish. But its origins are far more niche, as a meal devised in 18th century Switzerland for farming families to stretch their limited resources during the winter months; leftover cheese, stale bread, a dash of wine and the family could gather for a hearty meal.

Skip on a few hundred years and the widespread popularisation of fondue was part of a 1930s initiative by the Swiss Cheese Union (Schweizerische Käseunion) to increase cheese consumption in Switzerland. After World War II and the end of rationing, the Swiss Cheese Union promoted fondue as a symbol of Swiss unity and national identity. The introduction of fondue to America, the world’s largest cheese market, occurred in 1964 at the New York World’s Fair when it was heavily featured at the Swiss Pavilion’s Alpine restaurant.

Take cider as another example. Once a dry and dusty category consumed solely by old men in carpeted pubs, Magners Original Irish Cider was singly responsible for the revival of the entire cider category.<sup>11</sup> The simple introduction of a ritual through “pour over ice” (at no added expense) turned a dated drink into a sun-drenched ritual, reframing the category for the next generation.

**“We typically think of innovation as necessarily involving a change to a product itself. But there is another kind of innovation, often cheaper and frequently more potent, which Procter & Gamble calls “Commercial Innovation”. As Roger L Martin explains, they use this term to denote any form of innovation “that makes a product (or service) more attractive to customers without a change to the fundamental product.” The simplest and easiest form of this innovation may revolve around changing not what you charge for your product, but how you charge for it. Amazon Prime is a genius idea which removes the pain of paying for delivery every time you order”**

RORY SUTHERLAND, VICE CHAIRMAN AND FOUNDER OF OGILVY’S BEHAVIOURAL SCIENCE PRACTICE

Commercial innovation works by changing the context and meaning we associate with products and services, in this case through rich provenance and ritual. By changing the role those products and services play in our lives, we can significantly increase the perceived value.

So, consider what you already have, what is and isn’t working, for whom and why. Rather than reinvent, reframe the context and rearticulate the brand, product or service – do more with less and reap the rewards.



# Innovating in Existing Markets – From Incrementality to Breakthrough

## *Potential problem to solve: seismic category change, loss of relevance*

And when a reframe isn't enough? Breakthrough innovation brings a new mindset, a new process and new solutions that have the power to entirely reimagine a category or service offering beyond what already exists.

The issue for many established brands is that their success is their biggest constraint, and their innovation efforts lead to incrementality at best and at worst, complete inertia. Stretching beyond what they are known for carries a perceived risk, and so they leave great ideas on the table, or miss growth opportunities altogether due to consensus-seeking that dilutes

***“Innovation is such a delicate balance of intellect and imagination. On one hand the smart, irrefutable evidence and logic that carves out clear parameters. On the other the courage, intuition, insatiable curiosity and energy to push those parameters and totally reframe thinking within them.”***

MIE-LENG WONG, SVP GLOBAL BRANDS, MONDELÉZ

thinking and slows momentum. Brian Chesky, founder of Airbnb, recognised how a fast moving, fast-growing, small and innovative company can quickly turn into a slow-moving bureaucratic one. He deliberately built an operating model where teams shared engineering and marketing resources so they all ‘row in the same direction’.

Overcoming silos is too often an acutely underrepresented ambition when it comes to innovation,<sup>12</sup> and it calls for a rekindling of the passion and relentless energy it requires to break or cross them. It’s the same passion and energy that drives innovation and innovative ways of working. To spark and sustain it, first we must rehumanise the work that goes into it. Removing the impossibility or fear of failure, the stunting nature of risk and instead replacing it with an openness to listen, learn, engage, create and trust.

Enterprise, the global, family-owned car rental company has woken up to the reality that incremental innovation within a narrowly defined category is no longer enough given a wave of new technologies, business models and disruptive mobility scaleups. Add in new behaviours around hybrid work and commuting, online shopping and delivery, and leisure travel and EV adoption, it’s

become clear that the brand faces new competition and unmet consumer needs.<sup>13</sup> To bravely reimagine a new future and reposition to make it a reality, Enterprise is shifting from a car rental company to an innovative mobility platform – a market opportunity stretching from \$150B to \$2TR.<sup>14</sup> With a new brand purpose and a revamped portfolio of products and services, the brand and business is becoming fit for a reimagined *Enterprise Mobility* future.

It can be tempting to believe that innovation is solely determined by the latest technological advances, generational trends or social nuances. And these, as our drivers demonstrate are crucial. But for category busting, breakthrough innovation, we not only need to look where everyone else doesn’t – we must also understand what truly influences humans and their desires. It is the hard-wired human biases – the cognitive influences that haven’t changed in 200,000 years – that truly shape our behaviour.<sup>15</sup>

Companies that are brave enough to remove restrictive silos, define opportunities through behavioural understanding, and ask the right questions to reimagine the problem entirely, are the ones that set themselves up for truly breakthrough innovation.

# RE- WIRE

## Innovating Across the Ecosystem

*Potential problem to solve: brand growth stalling, untapped multiplier effects*

Innovating the ecosystem rewires the connection between a brand and its products, services, platforms and partners to access scale and reach beyond the core offering. It's about finding new synapses to open up new possibilities, and new sources of revenue.

***“From Samsung to LEGO, Heineken to F1, businesses that understand the power and potential of ecosystems have far more success establishing themselves as category leaders. Ecosystem innovation isn't just about technology, though it's crucially important, it's about the intersection of platforms, partners and people to magnify a brand's proposition to find relevance and resonance with today's consumers.”***

PAUL ENGLISH, MD EMEA, OGILVY CONSULTING

Take Heineken as a powerful example of this. Met with a fundamental change in beer consumption during Covid times and entirely new behaviours at home and in pubs, Heineken needs to rethink how it sells beer, to grow sales across its global portfolio of more than 300 brands.<sup>16</sup> One approach is to rethink how consumers *buy* beer, shifting from a passive, transactional process to a more tailored and meaningful experience.

Heineken has found the sweet spot between consumer, brand and business, one that blurs the line between the buyer and the brand, the pub and the home. It has created an entirely new platform for a new type of loyalty programme, built on Web3 so that it can evolve, adapt and scale at every tap. NFC and blockchain transactions allow for a new 'tap the tap' customer experience, simple on-premise payment system integrations, and easy scaling to new markets and brands. First-party data allows for an ever-evolving understanding of the consumer, building new occasions, drawing

in new partners and segments, creating new behaviours, and ultimately rewiring the entire brand ecosystem in a way that makes Heineken so much more than a beer.

LEGO is another brand where innovating across the ecosystem not only revitalised the offering but also revived the business. The LEGO turnaround story is well documented – a new CEO saves the company from bankruptcy by going back to basics, or more specifically 'back to the brick'. But the LEGO brick's ability to fuel the recovery was down to more than its physical inclusion in sets based on popular franchises. It is the associated philosophy of 'system in play', where elements fit together and can be used in multiple ways. Through a connected ecosystem of both physical *and* digital products, LEGO constantly innovates across movies, theme parks, learning centres, ventures and new IP like Ninjago.

## Shifting Mindsets to Accelerate Innovation

Perhaps the biggest impediment to innovating for real growth, from C-Suite to front line staff, is the pervasive attitudes and culture within an organisation. As business transformation practitioners, Ogilvy Consulting is very aware of the speed at which culture change typically happens within organisations. However, given the urgency of action required to unlock real growth in 2024, the following acts as a set of principles to foster and embed an innovative culture, faster.

## Relentless focus

Without an almost obsessive commitment to solving a problem, it's unlikely that you will. It's the reason the most innovative companies are founded by personalities who obsess single-mindedly about the vision and commit to it, with their full focus and investment. So, identify the key priorities and challenges for innovation and double down on a few big wins rather than spreading too thinly.

## Empathetic narcissism

Innovation needs a bit of a personality disorder to really drive growth. On the one hand, understanding other people's needs to such a deep extent that you live in their lives and wear their shoes. On the other hand, having an unshakeable belief that you, your brand and culture are what is needed to fulfill known, unmet and unknown needs in new ways.

## Candid collaboration

A partnership mentality is key. Innovation should always have a seat at the table, which increasingly needs to be the boardroom table – but think of it as multiple seats for multiple individuals with multiple mindsets, passions and skillsets. Innovation challenges are never, ever solved in isolation.



# IN SUMMARY

We're at a critical inflection point, perhaps even a moment of reckoning, for companies that have relied on price increases to deliver top-line growth in 2023. To find real growth in 2024 and beyond, we recommend that brands and businesses relook at how they approach innovation.

Take note of the **new brand drivers of innovation** as a valuable lever – alongside **visionary** and **progressive**, consider how **reliable, dynamic** and **worth paying more for** could define your sandbox. Think carefully about the **types of innovation** you might need to utilise, based on the task at hand rather than what's been done before. Whether that's embracing **commercial innovation** to find new value in reframing what already exists, recognising the opportunity to shift your organisation from **incrementality to breakthrough innovation**, or **innovating across the ecosystem** to extend

your brand through new technologies, distribution or customer experience.

There might be a degree of risk and reluctance in adopting a new posture or organisational culture in order to unlock innovation for real growth, but in 2024 we would caution against a hesitant or gradual approach. Those businesses and brands that explore and embrace **a shifting mindset to accelerate innovation** will be the ones that unlock real growth and reap the rewards in this next era of innovation.

**Want to chat to our team of innovation experts about how your business and brand can drive real growth in the next era of innovation?**

Contact [friedrich.detering@ogilvy.com](mailto:friedrich.detering@ogilvy.com) or [matthias.lindenberger@ogilvy.com](mailto:matthias.lindenberger@ogilvy.com)

## ENDNOTES

- 01 WPP's BAV (Brand Asset Valuator) is the world's longest-running and largest consumer study of brands and brand equity. We analysed the top 15 most innovative countries as ranked by WPP's Brand Asset Valuator (BAV). Each market had sufficient data available across a broad set of categories and brands for the defined time periods, which allowed for a robust assessment and comparisons over time.
- 02 Tech Crunch (2014) Airbnb Has Closed Its \$500M Round Of Funding At A \$10B Valuation. Led By TPG <https://techcrunch.com/2014/04/18/airbnb-has-closed-its-500m-round-of-funding-at-a-10b-valuation-led-by-tpg/>
- 03 Welch (2014) Uber will let you stream your favorite Spotify playlists during rides. <https://www.theverge.com/2014/11/17/7233743/uber-will-let-you-stream-spotify-playlists-during-rides>
- 04 Dingman (2021) Five Years of VR: An Oral History from Oculus Rift to Quest 2 <https://tech.facebook.com/reality-labs/2021/3/five-years-of-vr-an-oral-history-from-oculus-rift-to-quest-2/>
- 05 Relative Insight is a text analysis software which statistically detects significant differences in words, topics, style and grammar to extract insights from language data (uses data freely available from blogs, reddit, X)
- 06 <https://www.fibresonline.com/>
- 07 Forbes, 2023- <https://www.forbes.com/sites/mikeosullivan/2023/12/08/2024the-great-test-for-democracy-as-over-50-of-the-world-votes/>
- 08 Ofcom (2023) Adults' media use and attitudes report
- 09 The Verge (2024) <https://www.theverge.com/2024/1/9/24031714/walmart-drone-delivery-wing-zipline-dallas-fort-worth-texas>
- 10 Europol Report (2022) Facing reality? Law enforcement and the challenge of deepfakes. European Union Agency for Law Enforcement Cooperation, 2022
- 11 <https://www.marketingweek.com/magners-future-on-ice/>
- 12 <https://medium.com/illumination/7-lessons-from-airbnb-co-founder-brian-cheskys-new-playbook-d01d1cb819dd#:~:text=Chesky%20hit%20the%20nail%20on.and%20engineering%20resources%20where%20possible.>
- 13 <https://www.bbc.com/worklife/article/20231207-the-permanently-imperfect-reality-of-hybrid-work>
- 14 <https://www.businesstravelnewseurope.com/Ground-Transport/Enterprise-Holdings-rebrands-to-Enterprise-Mobility>
- 15 <https://hbr.org/1998/07/how-hardwired-is-human-behavior>
- 16 <https://www.theiwsr.com/home-consumption-vs-the-on-trade-have-pandemic-behaviours-become-entrenched/>



## Ogilvy Consulting's innovation series

Stay updated with Ogilvy Consulting's view on business and brands at [Ogilvy.com/Ideas](https://www.ogilvy.com/ideas). Our forthcoming innovation series will cover a number of the topics you've just been reading about in greater depth, as well as new ideas around sustainability, scaleups and brand architecture.

- Commercial Innovation – Rory Sutherland
- Innovating in Existing Markets, from Incrementality to Breakthrough  
– Emily St Clair-Johnson and Jennifer Lee Fuqua
- Innovating across the Ecosystem – Chris Brewer
- Towards More Sustainable Innovation – Jamie Hamill
- Innovating to Scale – Mark Dewings
- New Architectures for Innovation – Charlie Harrington

### About Ogilvy Consulting

Ogilvy Consulting is the strategy, innovation, and business insights arm of Ogilvy. An enterprise-wide offer, we provide strategic expertise across Brand Innovation, Business Transformation, Sustainability, Behavioral Science, B2B and AI Advisory.

We are a global network and bring agile and diverse teams of analysts, strategists, and consultants together to unlock future impact for businesses and brands.

Authors: **Mark Dewings, Emily St Clair-Johnson**  
Contributions: **Ann Higgins, Annabel Eve, Charlie Harrington, Christopher Brewer, Claudia Beith, Ella Morrison, Jamie Hamill, Jennifer Lee Fuqua, Mike Hughes, Ned Seagrim, Paul English, Rory Sutherland**



Ogilvy