

CASE STUDY:  
**CONSUMER PACKAGED GOODS COMPANY  
PITTSBURGH, PA**

## HOW CAN A PACKAGED GOODS COMPANY INSPIRE INNOVATION THROUGH A UNIQUELY DESIGNED WORKSPACE?

*"People who are relaxed and enjoy themselves come up with better ideas and work longer hours and whatever measure [of productivity] you want to use." -David Kelley*

### challenge

To redesign the experience of a top CPG company's innovation headquarters from both a cultural and physical perspective in order to increase creativity, collaboration, and innovation.

### methods

fathom began with site visits to several leading, large-scale innovation centers in the United States and conversations with industry visionaries to establish a foundation for the primary research. Next, the team engaged employees, from the junior to senior levels in all departments, through in-depth one-on-one interviews and creative Discovery Sessions. The team spent several weeks observing behaviors and interactions, and also mapping the quality and nature of those interactions to better understand the use of and feeling within the various types of spaces. These observations led to interesting maps that highlighted collaboration hot spots and areas that were highly underutilized within the current environment.

### findings

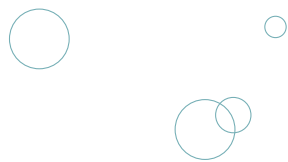
fathom's findings revealed intelligence about the headquarters' current experience, inspiration toward an improved experience, and actionable insights for the design team to realize the improved experience in tangible, spatial ways. Small details, from interacting with product each day to showcasing their leader status, will help to define the attitude of the new innovative space.

### selected insights

- **Creativity needs room to breathe:** The freedom to choose where and how to work benefits morale, boosts collaboration, and generally creates an environment more conducive to effective problem-solving. The key to avoiding anti-creative claustrophobia is to provide choice and control to employees, empowering them to take chances, to indulge unfamiliar thought patterns, and to stay motivated.
- **If you don't risk anything, you risk everything:** The client has an excellent reputation for reliability and quality, both in terms of product offerings and the way that it works with partners and clients. And yet, clients and consumers want more. Satisfying these needs may not always end with the next million-dollar product, but it will instill enthusiasm and excitement for the brand, both outside and inside the company walls.



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# INNOVATION CENTER

STEP 1

## Bring Food to the Table

You are all about food, yet food is not at the forefront inside the Innovation Center. How can you re-introduce a culture of food so that employees can develop a curiosity and passion for food knowledge and applications?

*"Ideally, the Innovation Center would be more pantry than chemistry set. Because really, we are much more about food than we are about test tubes."*

**CASE STUDY**

**ECLIF**

Cliff Bar embraces the culture of food and cooking, and encourages employees to experiment, just as they would at home.

"I was playing in the Cliff kitchen," said Maggie Phoenix, a Clif employee, "being to make something magical." Maggie mixed together a handful of fruits, nuts, and a pinch of salt. The result? Clif C's. A delicious bar with a blend of natural quality sweeteners for home-baked goods, which delivers exactly what Maggie was craving — "the right amount of tart, sweet, and salt." It's also this simple.



**TACTIC**  
**demonstration kitchens**

Cooking demonstrations, led either by chefs or external experts, put food at the forefront.

By incorporating demonstration kitchens into the Innovation Center, you could showcase anything from new uses for common ingredients, to methods for avoiding food waste, to ideas for incorporating them into a health-conscious diet.



*"Cooking together, to me, is very relationship-focused... talking to each other and sharing ideas."*



- APPETITE-STIMULATING
- WARM
- CREATIVE
- COMMUNICATIVE
- CONVERSATIONAL
- HONEY
- COZY
- NATURAL

**ENVISION THIS TACTIC IN ACTION:**

A nationally known chef is invited to cook for employees in the demonstration kitchen, but his time at the Innovation Center is not limited to the demonstration. He spends a day with employees, attends brainstorming sessions, works side-by-side with them on the job, runs breakfast sessions on particular cooking styles or ingredients, and is available for casual, impromptu conversation.

**A note about the color palette on this and the following pages:**  
What color palette will be most effective for the Innovation Center? Our color expert has analyzed all of our previous colorations. The information, in conjunction with the functional needs of the project, and years of experience, has helped us put together the colorpalettes on the following pages.

**ENVISION THIS TACTIC IN ACTION:**

An employee sitting at the workstation is getting hungry as the lunch hour nears. Just then someone approaches him with a tray of new mango flavored yogurt in small sample cups. He takes the tray and let his team behind it know what he thinks of it.



*"For us, there's a comfort level of people understanding and knowing the business and knowing food."*

**TACTIC**  
**impromptu tastings**

Taking a cue from supermarket testing stations, the client could arrange impromptu product tastings around the Innovation Center to encourage collaboration, feedback, and general knowledge of the sorts of food-related activities going on.

The tasting can be used for rapid feedback generation, testing new ingredients or a tool for informal socializing during the workday.

**add an ingredient.**

**RECIPES SWAP**

Encourage employee collaboration and curiosity by arranging a recipe-swap session for employees. To keep favorite recipes relating to products and brands. By taking and the types of food employees gravitate to in their off time. The company will receive food-related questions that could inspire future innovation for products.



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