A Hierarchy of Truth

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FORESIGHT STRATEGY

Johnson & Johnson VISION

Case Study | Driving a return to growth for a global contact lens manufacturer

What to achieve?

Create a plan to restore growth to the brand amidst an outflow of consumers from the category.

Where to play?

We discovered an opportunity to re-engage lapsed wearers. For every contact lens user there were 2.7 that had worn in the past – nearly 37% of those remained open to wearing in the future.

How to win?

Our recommendation was to run a targeted ad campaign built on key consumer insights about lapsed wearers

RESULTS

+14%
User growth following year

-11%
Decline in lapsed wearers

2.1
Campaign ROI

There are many sources of truth.

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Football is the greatest sport on earth.

Football is the greatest sport on earth.

A Complex and Dynamic Market Structure

Online

Retail

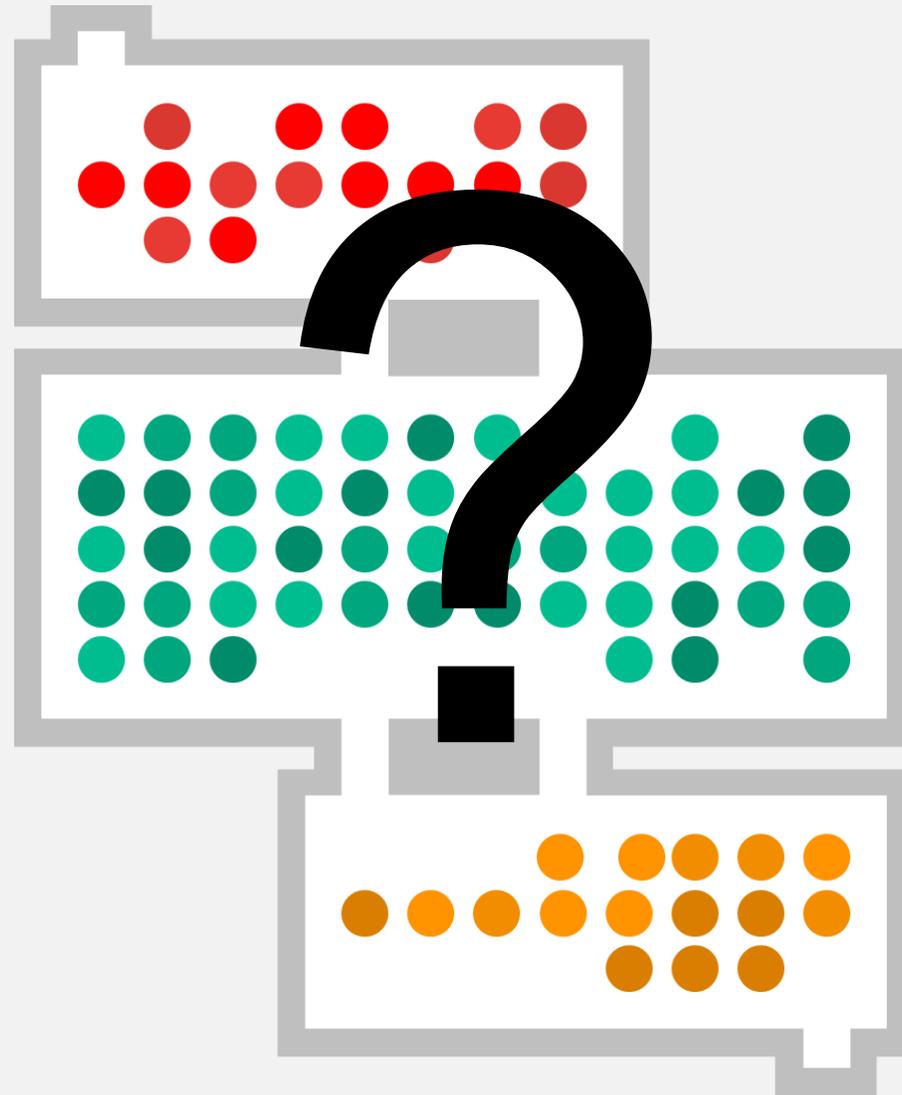Consumer

Eye Doctor

Vending

Direct

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Simple *stock* & *flow* structure

People Make Choices

The Job of Marketing is to Impact These Choices
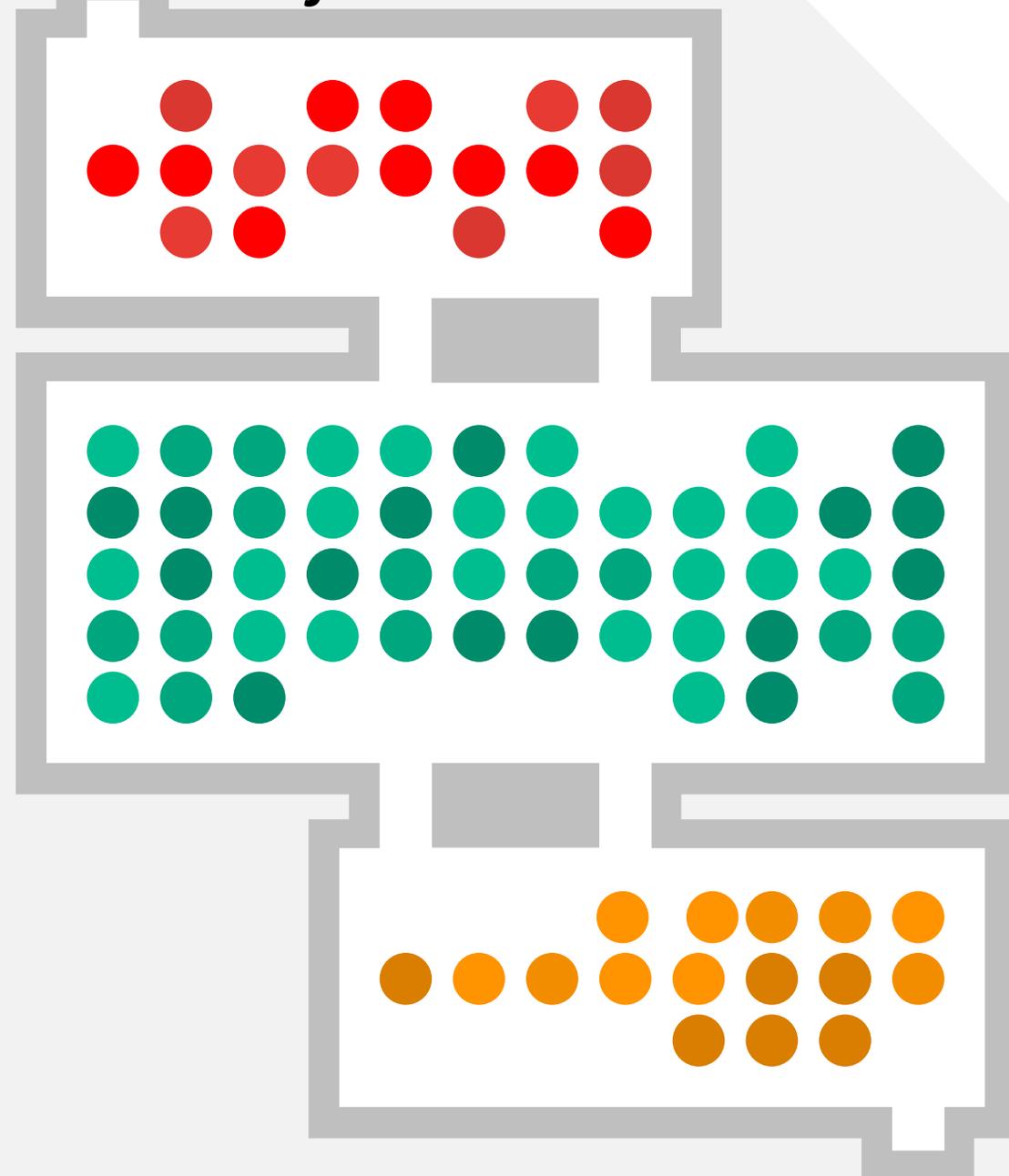
1: Define the Playing Field

2: The Big Picture: Quantify the Consumer Pathways

Never Wearers

Use Correction:
Rejectors / Open

Need Correction:
Rejectors / Open

No Need for Correction:

Current Wearers

Daily Disposable
Johnson & Johnson / Competition

Reusable:
Johnson & Johnson / Competition

Beauty:
Johnson & Johnson / Competition

Past Wearers

Use Correction:
Rejectors / Open

Need Correction:
Lapsed Adopters / Lapsed Trials / Lost

No Need for Correction:
Adopters / Trials

3. Align Your Team and Plans on Priorities

Current Wearers
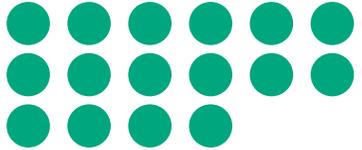
Past Wearers

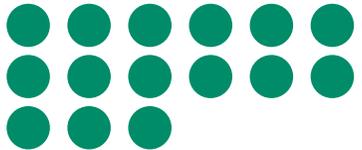### Daily Disposable
Johnson & Johnson   Competition

Use Correction:
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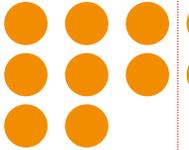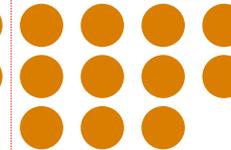
No Need for Correction:
Adopters   Trials

Business priorities

We established Global Truths, a few can be shared

Identify & align resources

Never Wearers

Current Wearers

Past Wearers

01

New consumers
in the category
every year

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Identify & align resources on yo[ur]

Never Wearers

Current Wearers

[...] Wearers

02

Not all starts are new starts

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Rejectors   Open

Daily Disposable
Johnson & Johnson

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Need Correction:
Rejectors   Open

Reusable:
Johnson & Johnson

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Re[...]Lapsed Trials

No Need for Correction:

[...]auty:
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04

The category has significant room to grow
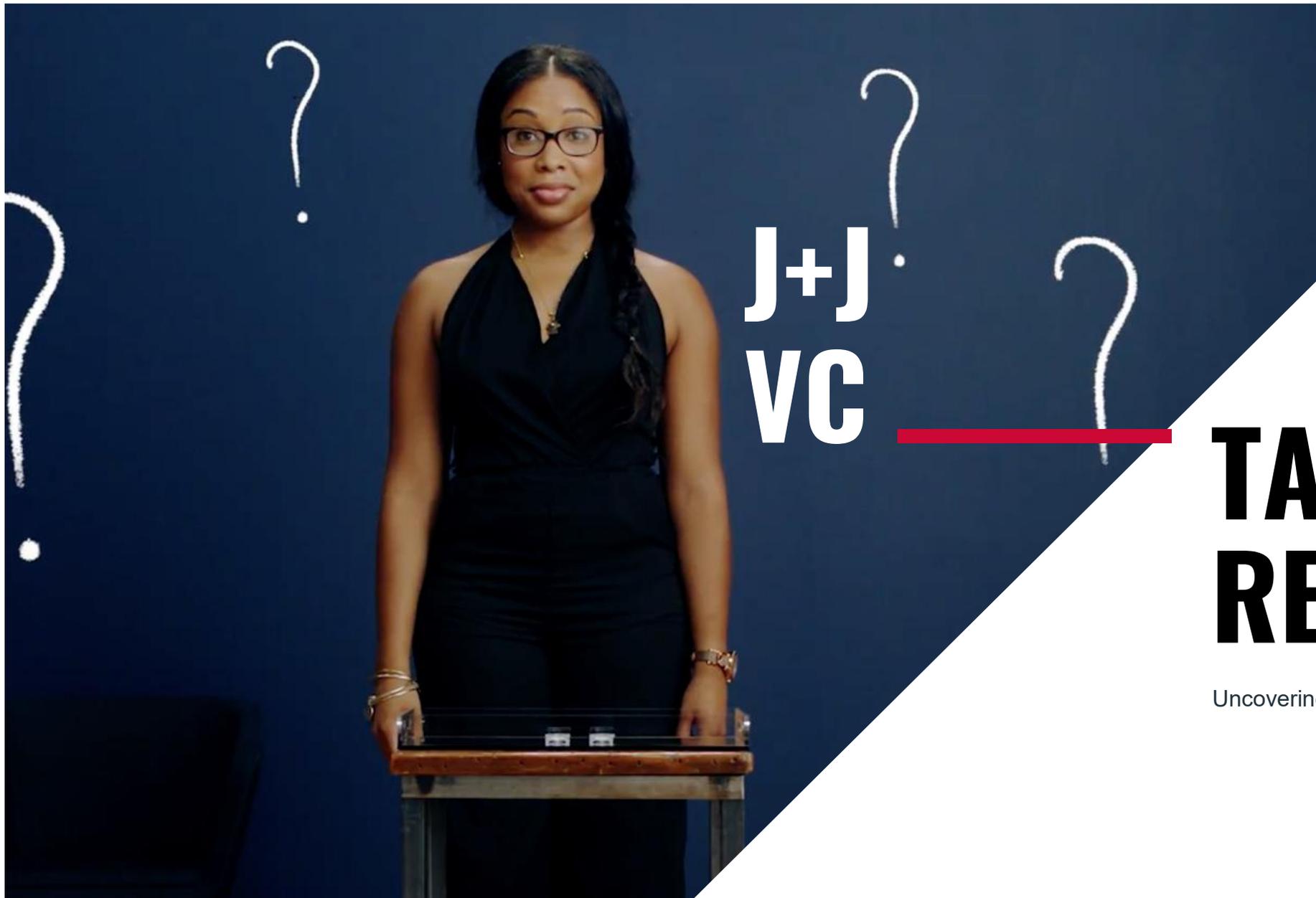
J+J
VC

TARGET REJECTORS

Uncovering of 'myths' amongst non-CL wearers

Define your playing field

Hierarchy of Truth to uncover consumer behaviors and growth pathways.

Size of each pathway and their true potential

Uncover Challenges & Opportunities

Base your game plan on the big picture
(Not just what is in front of you)

Actions you can take against each pathway

Evaluate actions and feasibility against each opportunity

Strategic choices to drive growth – new wearers, restarts, drop outs, switchers, etc

Align System around the winning strategy

Common language and visuals on prioritized truths

Align Plans and People around your prioritized truths

Sufficient clarity and confidence to commit & act on the Opportunity

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