

Design What Comes Next

Planning for business, brand, and innovation

Where others optimise your present, we help you design your future.

Huí//Lüè Business Consulting Co. Ltd. | Shanghai | May 2026

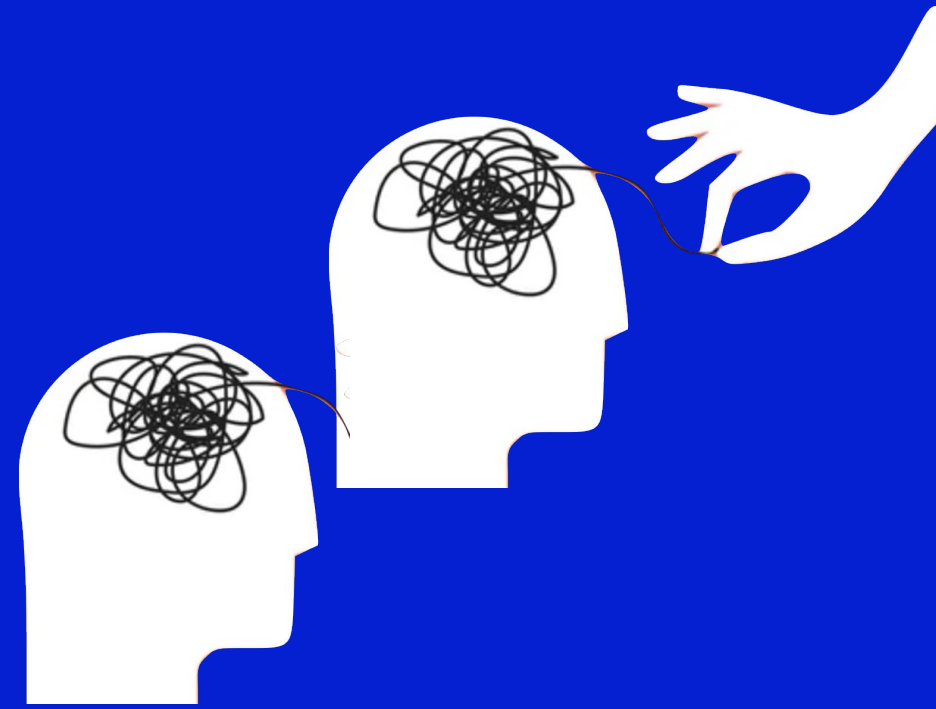
WHY HUI//LÜÈ

To design what comes next, planning needs a different operating model.



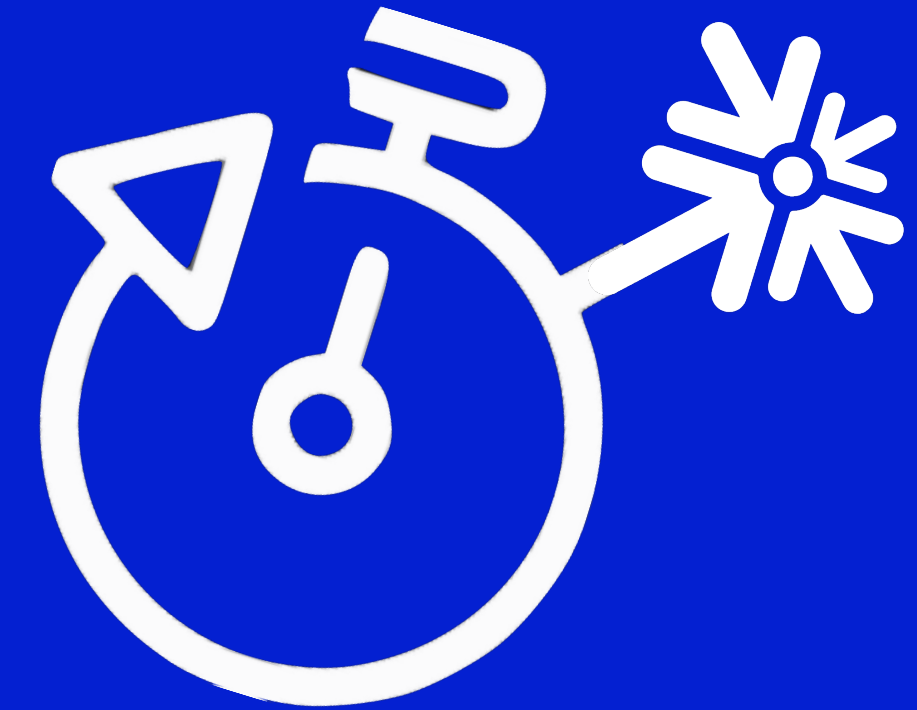
GLOBAL TALENT POOL

Senior specialists across insight, strategy, design, analytics, culture, innovation, activation.



BESPOKE TEAMS

Built around the specific challenge, and not around a fixed agency structure.



LIQUID COLLABORATION

Flexible to reframe problems, define opportunities, and move decisions into action.

Built on **25+ years of senior strategy experience** — **China-based, globally proven**, across business, brand, and innovation.

WHY THIS MATTERS NOW

Too many organisations are optimised for the present.

OPTIMISING THE PRESENT keeps the business running.

It improves current offers, campaigns, operations, customers, targets, and performance.

DESIGNING WHAT IS NEXT keeps the business relevant.

It explores emerging needs, future growth spaces, new propositions, and new business models.

BOTH MATTER.

But today's optimisation logic cannot be the only logic shaping tomorrow's growth.

THE CHALLENGE ON ONE SLIDE

Planning too often gets pulled into the urgent.

URGENT MARKETING NEEDS:

- Campaign deadlines
- Messaging fixes
- Channel plans
- Launch support
- Internal alignment
- Immediate performance

IMPORTANT BUSINESS QUESTIONS:

- Where is growth really coming from?
- Which audience matters first?
- What category shift are we missing?
- What proposition should we build?
- What trust barrier blocks adoption?
- What must teams align around?

The risk is mistaking present optimisation for future readiness.

WHAT PLANNING NEEDS TO DO

Three jobs. Three ways we help.

Organisations need to...

Reframe the problem

Define the opportunity

Move decisions into action

Huí//Lüè helps them...

Decode cultural shifts, consumer tensions, emerging behaviours, and category movement

Turn evidence
into new propositions, brands, services,
experiences, and business models

Translate strategy into concepts, GTM plans,
stakeholder alignment, and team capability

Powered by: Investigative Anthropology | Experimental Design Thinking | Impact Engineering

HOW PLANNING SHOWS UP IN PRACTICE

Across the arenas where tomorrow's growth gets shaped.

Planning Arena

What gets shaped

Markets & Culture

What is changing, who it affects, and where demand may emerge.

Brands & Categories

What the brand should mean, where it can stretch, and how it can differentiate.

Products, Services, Business Models

What should be built, bundled, tested, priced, or scaled.

Teams & Capabilities

What teams need to understand, align around, and become better at doing.

WHERE PLANNING CREATES BUSINESS VALUE

Twelve examples across the jobs and arenas.

Markets & Culture

Brands & Categories

Products, Services, Business Models

Teams & Capabilities

Reframe the problem

CASE EXAMPLE
Sense what is changing x Markets & Culture



Context
Beauty in China is no longer a narrow category of a set of functional health benefits. It is becoming a broader cultural force shaped by post-pandemic wellness, generational shifts, emotional wellbeing, technology, lifestyle practices, and renewed interest in Chinese cultural traditions.

Challenge
Many brands still view wellness as a product class: healthier ingredients, better routines, clearer formulas, smarter tracking for consumers' increasingly experience wellness as a way to make decisions across categories — from food, beauty, health, home travel, fitness, technology, and leisure to identity, status, control, and peace of mind.


Contribution
We've created the emerging cultural needs, consumer behaviors, category behaviors, and future scenarios shaping China's wellness shift. The work contained regional market signals into a clear view of how wellness is changing experientially across cities.

Output
A future-facing strategic framework showing how wellness may reshape consumer choice, category opportunities, brand narratives, and organizational readiness in China. The work revealed identity cross-category opportunities and expansion areas for brands seeking to stay relevant in China's new wellness era.

Relevance
Shows how we help organizations sense what's changing before it becomes obvious — and by tracking trends in wellness, but by decoding the deeper cultural shifts that may redefine markets, consumer expectations, and future growth.

Designing China's New Wellness Era

CASE EXAMPLE
Sense what is changing x Brands & Categories



Context
Luxury in China is undergoing a deeper shift. Traditional markers of status, exclusivity, and material excess remain relevant, but they no longer fully define what consumers want, and from luxury brands in the future. Emerging expectations around cultural identity, emotional meaning, spiritual fulfillment, immersive experience, artistic expression, and regenerative impact are reshaping the category.

Challenge
Many luxury brands still operate around established codes of prestige, quality, heritage, scarcity, craftsmanship, and status signaling. But the future of luxury in China may be shaped by more complex forms of value — about brands need to offer meaning, belonging, cultural fluency self-expression, and a more emotionally resonant role in people's lives.

Contribution
We've created a thought-driven expert panel project to explore how luxury could evolve in China. The work identified future scenarios, revealed emerging cultural and consumer signals, and distilled the shifts into strategic dimensions that luxury brands could use to reassess their relevance and future growth opportunities.

Output
A future-facing luxury framework defining emerging dimensions of value in China, including spiritual fulfillment, cultural identity, immersive experiences, artistic taste, regenerative impact, and behavior activation. The work provided strategic lens for luxury brands to move beyond conventional status codes and prepare for a more resonant, culturally, and experientially complex luxury market.

Relevance
Shows how we help organizations sense category change before it becomes visible in mainstream performance data — and reveals how change can be tracked, anticipated, strategic, opportunity areas, and future-facing relevance.

The Future of Luxury

CASE EXAMPLE
Sense what is changing x Products, Services & Business Models



Context
Pernod Ricard's Ginewave represents a large, affluent, and increasingly important customer base. Yet many brands still treat older consumers as one broad demographic, overlooking the different life experiences, cultural references, health expectations, and lifestyle needs we see within the group.

Challenge
Pernod Ricard Japan wanted to understand how people aged 50+ could become a source of future growth — not through conventional "lifestyle" marketing, but through a more nuanced understanding of generational identity, evolving needs, and new thinking opportunities.

Contribution
We've used our emerging technology to decode three Silver Generation sub-cultures, their cultural narratives, emotional drivers, behavior patterns, and openness to novelty. The work revealed their insights into innovation spaces that could guide product and program development.

Output
11 customer personas were identified, 3 were prioritized for exploration. 100 product ideas were developed, 14 were validated, and 4 entered into execution. The work opened up new ways for Pernod Ricard Japan to engage older consumers through products that reflect nostalgia, wellbeing, pleasure, and changing life-stage aspirations.

Relevance
Shows how we help organizations create customer change before it becomes obvious in mainstream performance data — and reveals how change can be tracked, anticipated, strategic, opportunity areas, and future-facing relevance.

Pernod Ricard Japan | Silver Gen

CASE EXAMPLE
Sense what is changing x Teams & Capabilities



Context
Customer strategy often assumes that the future can be analyzed, predicted, and planned in relatively linear ways. But in turbulent markets, organizations that shifting consumer behavior, cultural change, technological disruption, geopolitical uncertainty, and changing regulatory and social norms find long-term planning less reliable.

Challenge
Many teams continue to look for certainty before they move. As a result, they either over-invest in rigid plans that quickly become obsolete, or remain stuck in analysis while the market keeps changing. The need is not better predictions about the future, but stronger strategic capabilities.

Contribution
We've used our emerging technology to develop three Silver Generation sub-cultures, their cultural narratives, emotional drivers, behavior patterns, and openness to novelty. The work revealed their insights into innovation spaces that could guide product and program development.


Output
A future-facing strategic framework that helps teams replace the illusion of certainty with better strategic thinking. It shows how organizations can use cultural narratives, customer contributions, behavioral signals, and AI-generated tools to make future more informed, and more adaptive decisions.

Relevance
Shows how we help teams cover their bets in changing times only outside the organization, but also in the way strategy itself needs to work — building the confidence and capability to move with uncertainty rather than wait for it to disappear.

How to strategise in turbulent times

Define the opportunity

CASE EXAMPLE
Design Future Growth x Markets & Culture



Context
Increased travel and accommodation decisions are shaped by more than facilities, location, and price. For students and parents in China and India, accommodation choices revolve to safety, independence, belonging, academic success, family expectations, educational, cultural exposure, and the broader promise of leading a great life.

Challenge
IQ needed to grow relevance in two important source markets, but China and India could not be approached with the same logic. Chinese students and parents placed stronger emphasis on safety, academic focus, social space, and immersion. India students showed stronger interest in affordability, value, cultural integration, independence, and global networking. A generic international student perspective would miss these market-specific nuances.

Contribution
We've used our emerging technology to identify and prioritize new gifting triggers. The work explored why, when, and for whom people give premium gifts, then translated these insights into a broader growth strategy around experiential, personal, and "social capital" — sensory, cultural, religious, and other important experiences beyond the traditional family circle.

Output
A customer-centric platform and growth direction that allowed Pernod Ricard to stretch from family gifting into wider appreciation occasions, while retaining its premium and emotional character. The work created a clear strategic map for expanding category relevance and strengthening brand differentiation.

Relevance
Shows how we help organizations design future growth by expanding the role a brand can play in its category — not by dominating existing equity, but by compelling new scenarios, meanings, and relationships where the brand can become more relevant.

IQ Student Accommodation | China & India

CASE EXAMPLE
Design Future Growth x Brands & Categories



Context
The Chinese market has long been strongly associated with premium gifting during Chinese New Year, especially as a family gift. This created a powerful and culturally resonant position, but also placed the brand inside a relatively narrow and repetitive gifting occasion.

Challenge
The brand needed to unlock future growth without abandoning its core equity as premium gifting. The opportunity was to expand the gifting event beyond gifts, more occasions, and more resonant occasions across its diverse Perforce Rocher.

Contribution
We've used our emerging technology to identify and prioritize new gifting triggers. The work explored why, when, and for whom people give premium gifts, then translated these insights into a broader growth strategy around experiential, personal, and "social capital" — sensory, cultural, religious, and other important experiences beyond the traditional family circle.

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A customer-centric platform and growth direction that allowed Pernod Ricard to stretch from family gifting into wider appreciation occasions, while retaining its premium and emotional character. The work created a clear strategic map for expanding category relevance and strengthening brand differentiation.

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Ferrero Rocher | The Sweet Pursuit

CASE EXAMPLE
Design Future Growth x Products, Services & Business Models



Context
As Chinese consumers increasingly seek wellness solutions tailored to specific needs such as naturally get healthy, energy, vitality, and longevity wellbeing. At the same time, digital channels, service ecosystems, and direct-to-consumer models are reshaping how people discover, manage, and sustain health wellness.

Challenge
Danone had strong credibility in health and nutrition, but the future opportunity was not only to sell better products. The strategic question was whether Danone could more resonant brand stories that enabled combining personalized nutrition, digital engagement, customer education, subscription logic, and ongoing support.

Contribution
We've used our emerging technology to identify and prioritize new gifting triggers. The work explored why, when, and for whom people give premium gifts, then translated these insights into a broader growth strategy around experiential, personal, and "social capital" — sensory, cultural, religious, and other important experiences beyond the traditional family circle.

Output
A future-facing business model direction showing how Danone could extend from nutrition products into a more personalized, customer-centric health service ecosystem. The model included strategic priorities, ITC capabilities, and go-to-market guidance for building a more direct and sustained relationship with consumers.

Relevance
Shows how we help organizations design future growth by moving beyond current product logic toward new service models, experience roles, and value creation opportunities.

Danone | Nutrition as a Service

CASE EXAMPLE
Design Future Growth x Teams & Capabilities



Context
The Chinese Perforce Rocher's Chinese whisky distillery in Henan, needed to develop a brand from China for China and the world. The work required refinement of the English brand equity, transposition into Chinese, and a clearer customer experience strategy.

Challenge
Establishment were not fully aligned around the existing brand direction. Different interpretations of the strategy created ambiguity, slowed decision-making, and raised marketing execution quality across brand assets, copy, and customer experience.

Contribution
We've used our emerging technology to identify and prioritize new gifting triggers. The work explored why, when, and for whom people give premium gifts, then translated these insights into a broader growth strategy around experiential, personal, and "social capital" — sensory, cultural, religious, and other important experiences beyond the traditional family circle.


Output
A clear and more actionable brand and customer experience strategy in English and Chinese. The process improved internal communications, reduced ambiguity, and created a more strategic foundation for brand-level branding and activation.

Relevance
Shows how we help organizations design future growth not only through brand-facing strategy, but also by building the internal engagement and brand language needed to make that strategy achievable.

The Chuan | From China to the world

Move decisions into action

CASE EXAMPLE
Move into action x Markets & Culture



Context
In China, beauty is increasingly shaped by broader wellness expectations. Consumers are connecting skincare, nutrition, health, confidence, and daily routines more closely before they decide they need an opportunity to make a change — not only within Amway's wider health and wellness ecosystem.

Challenge
The opportunity was not only strategy, but also organizational and commercial. Amway needed a shared China growth logic, a stronger team proposition, and a way to activate the brand through Amway's distributor network. The work needed to work for all consumers, distributors, and internal business stakeholders at the same time.


Contribution
We've used our emerging technology to identify and prioritize new gifting triggers. The work explored why, when, and for whom people give premium gifts, then translated these insights into a broader growth strategy around experiential, personal, and "social capital" — sensory, cultural, religious, and other important experiences beyond the traditional family circle.

Output
A future-facing growth platform that related activities as part of a broader wellness ecosystem, supported by clearer messaging, distributor activation logic, and integrated product/service opportunities. The work helped translate a cultural market shift into an actionable research and action strategy.

Relevance
Shows how we help organizations move into action by connecting market and cultural change with practical growth systems — not just defining the future opportunity, but shaping the proposition, plan, and action strategy.

Artistry | Healthy Beauty

CASE EXAMPLE
Move into action x Brands & Categories



Context
Stryker needed to strengthen the positioning of its Sports Medicine business across APAC. The brand needed to stay aligned with the global mission of being "ambulatory first," while becoming more relevant to regional, medical professionals, and market realities across the region.

Challenge
The current communication was shaped strongly by technology, precision, equipment quality, and competitive product class. Stryker needed a more human, outcome-led communication strategy that could connect innovation with patient impact, better practices, and long-term care.

Contribution
We've used our emerging technology to identify and prioritize new gifting triggers. The work explored why, when, and for whom people give premium gifts, then translated these insights into a broader growth strategy around experiential, personal, and "social capital" — sensory, cultural, religious, and other important experiences beyond the traditional family circle.

Output
A future-facing APAC brand and communication platform anchored in the claim "Empowering Motion, Improving Lives." The strategy linked Stryker's innovation and collaboration strengths to better patient outcomes, creating a foundation for future education programs, engagement initiatives, and regional campaigns.

Relevance
Shows how we help organizations move into action by translating brand strategy into a concrete communication platform — not just defining the future opportunity, but shaping the proposition, plan, and action strategy.

Stryker | Life in Motion

CASE EXAMPLE
Move into action x Products, Services & Business Models



Context
We've used our emerging technology to identify and prioritize new gifting triggers. The work explored why, when, and for whom people give premium gifts, then translated these insights into a broader growth strategy around experiential, personal, and "social capital" — sensory, cultural, religious, and other important experiences beyond the traditional family circle.

Challenge
The work needed to stay aligned with the global mission of being "ambulatory first," while becoming more relevant to regional, medical professionals, and market realities across the region.

Contribution
We've used our emerging technology to identify and prioritize new gifting triggers. The work explored why, when, and for whom people give premium gifts, then translated these insights into a broader growth strategy around experiential, personal, and "social capital" — sensory, cultural, religious, and other important experiences beyond the traditional family circle.

Output
26 product concepts were also used to identify attractive innovation spaces, but to turn them into concrete product concepts that could be produced and delivered. The process revealed ideas that were locally resonant, strategically clear, commercially driven, and strong enough to partner to consumer testing.

Relevance
Shows how we help organizations move into action by translating future growth opportunities into tangible propositions — connecting consumer insight, supplier expertise, concept development, and validation into a practical innovation pipeline.

Blackmores | China Exclusive

CASE EXAMPLE
Move into action x Teams & Capabilities



Context
Pernod Ricard Asia's Innovation that worked across multiple brands, markets, and innovation stages. Innovative managers had to translate what they did into concepts, align those with business priorities, and communicate their insights to internal and external stakeholders.

Challenge
Strong ideas can lose momentum when they are not supported, clearly. Concepts needed becoming less complex, less immediately feasible, more fully considered, but not diluted for stakeholders to understand and support. The team needed a more consistent way to move from ideas to concept to decision.

Contribution
We've used our emerging technology to identify and prioritize new gifting triggers. The work explored why, when, and for whom people give premium gifts, then translated these insights into a broader growth strategy around experiential, personal, and "social capital" — sensory, cultural, religious, and other important experiences beyond the traditional family circle.

Output
The program developed concept clarity, innovation quality, stakeholder buy-in, process speed, market relevance, and long-term viability capabilities. It helped the innovation that can better bring ideas into market, more effectively, and more decision-ready concepts.

Relevance
Shows how we help organizations move into action by building the internal capability to make innovation work — not only creating strategy, but helping teams develop the skills, confidence, and shared standards needed to bring shaping.

Pernod Ricard | Asia Innovation Hub

CASE EXAMPLE

Reframe the Problem x Markets & Culture



Planning Problem

Many brands were still treating wellness as a product claim: healthier ingredients, cleaner formulas, better routines, smarter tracking.

Reframe

The real shift was bigger: wellness was becoming a decision logic shaping how Chinese consumers evaluate categories, brands, lifestyles, status, control, and peace of mind.

Evidence Used

Cultural signals, consumer tensions, category behaviours, future scenarios, and cross-sector pattern recognition.

Business-decisions Enabled

A future-facing framework for identifying how wellness may reshape consumer choices, category opportunities, brand narratives, and organisational readiness in China.

The Future of Wellness | China

Why This Proves Planning beyond Communication

The work was not about creating a wellness message. It helped organisations understand a cultural shift before it became obvious and translate that shift into future growth implications.

CASE EXAMPLE

Reframe the Problem x Brands & Categories



Planning Problem

Luxury brands were still optimising around established prestige codes: visibility, heritage, scarcity, craftsmanship, and status signalling.

Reframe

The future opportunity was not only to communicate luxury better, but to redefine what luxury value may mean in China next.

Evidence Used

Foresight-driven expert input, emerging cultural signals, consumer expectations, and future luxury scenarios.

Business-decisions Enabled

A strategic framework defining new dimensions of luxury value, including cultural identity, emotional meaning, spiritual fulfilment, immersive engagement, artistic fusion, regenerative impact, and inclusive aspiration.

Why This Proves Planning beyond Communication

The work reframed a category before the change was visible in mainstream performance data — giving brands a way to rethink relevance, not just messaging.

The Future of Luxury | China

CASE EXAMPLE

Reframe the Problem x Products, Services & Business Models



Planning Problem

Older consumers were being treated as one broad “senior” audience, making it difficult to identify meaningful sources of future growth.

Reframe

The opportunity was not “marketing to seniors.” It was understanding different Silver Generation sub-cohorts as distinct cultural, emotional, and commercial audiences.

Evidence Used

Investigative Anthropology, cohort decoding, cultural memory, emotional drivers, wellness tensions, and openness to novelty.

Business-decisions Enabled

11 innovation spaces were identified, 5 prioritised, 100+ product ideas developed, 14 shortlisted, and 2 moved into execution.

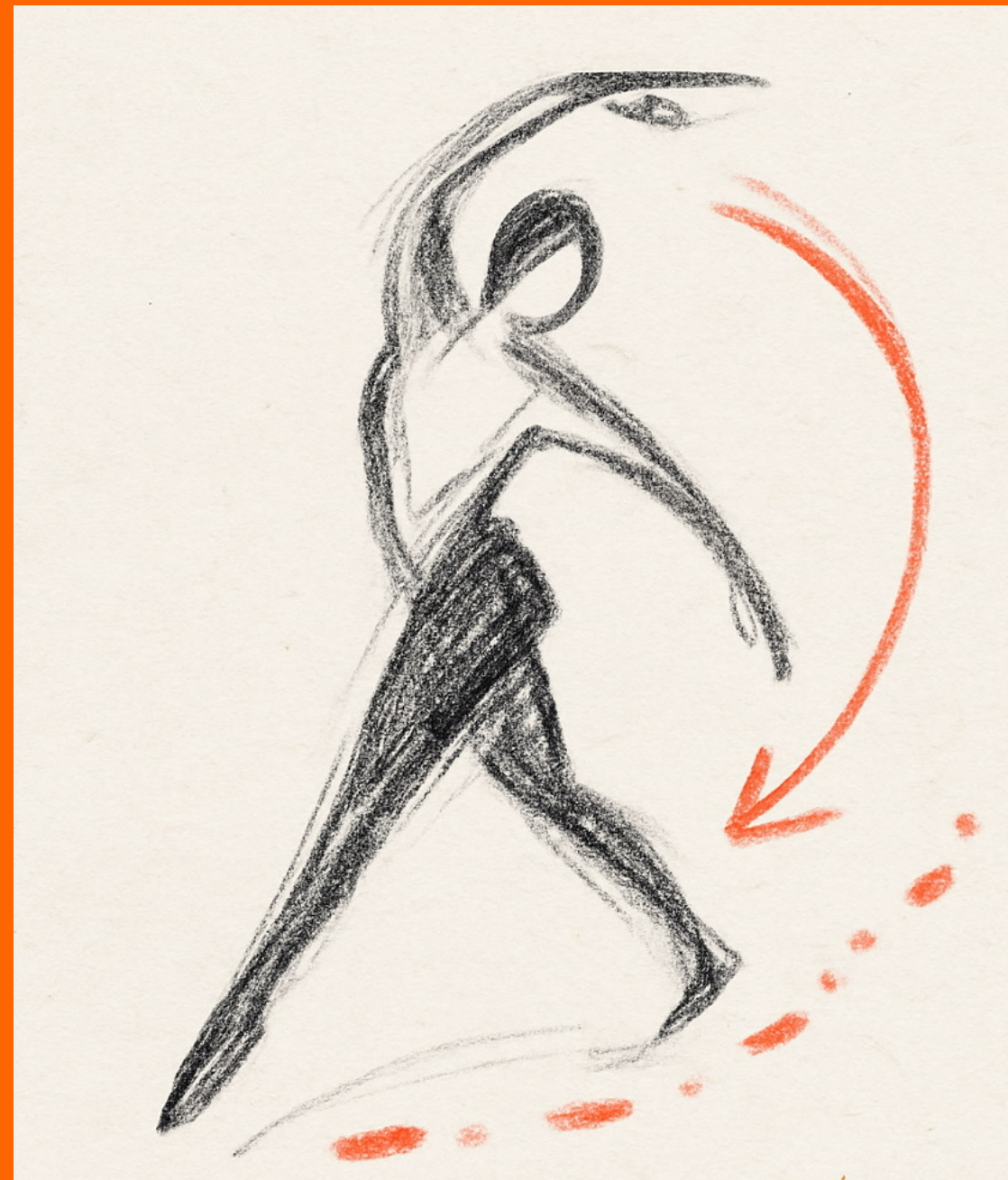
Why This Proves Planning beyond Communication

The work turned a misunderstood audience into concrete product and proposition opportunities — not through stereotypes, but through deeper audience reframing.

**Pernod Ricard |
Japan**

CASE EXAMPLE

Reframe the Problem x Teams & Capabilities



Planning Problem

Teams often look for certainty before they move, but turbulent markets make fixed long-term planning increasingly unreliable.

Reframe

The task was not to predict the future more accurately. It was to help teams build a more adaptive strategic rhythm.

Evidence Used

Consulting work, cultural fieldwork, executive workshops, market pattern recognition, consumer contradictions, and AI-augmented tools.

Business-decisions Enabled

A future-facing strategy framework that helps teams sense, interpret, decide, and adapt with greater confidence.

Why This Proves Planning beyond Communication

The work positioned planning as an organisational capability: not a campaign input, but a way for teams to make better decisions under uncertainty.

**How to Strategise
in Turbulent
Times | Global**

CASE EXAMPLE

Define the Opportunity x Markets & Culture



Planning Problem

iQ needed to grow relevance in China and India, but a generic international-student proposition would miss how differently students and parents make accommodation decisions.

Reframe

The issue was not localisation of one message. It was understanding two different decision systems.

Evidence Used

Qualitative exploration, quantitative validation, cultural and emotional decision drivers, student-parent dynamics, and market-specific need prioritisation.

Business-decisions Enabled

For China, the opportunity was sharpened around safety, privacy, community, and parental reassurance. For India, it shifted toward value, cultural exposure, independence, and global connection.

Why This Proves Planning beyond Communication

The work translated cultural differences into market-specific growth strategy — not by adapting words, but by reframing how each market chooses.

**iQ Student
Accommodation |
UK, China & India**

CASE EXAMPLE

Define the Opportunity x Brands & Categories



Planning Problem

Ferrero Rocher was strongly associated with premium family gifting during Chinese New Year, but this also placed the brand inside a narrow and repetitive growth frame.

Reframe

The question was not “what is the next CNY campaign?” It was “where else can premium gifting create emotional and commercial relevance?”

Evidence Used

Category Entry Point mapping around why, when, and for whom people give premium gifts, including new appreciation occasions and “second family” relationships.

Business-decisions Enabled

A broader growth direction that stretched Ferrero Rocher from family gifting into wider appreciation occasions while retaining its premium and emotional equity.

Why This Proves Planning beyond Communication

The work used planning to expand the role a brand can play in its category — not by discarding existing equity, but by finding new moments, meanings, and relationships.

**Ferrero Rocher |
China**

CASE EXAMPLE

Define the Opportunity x Products, Services & Business Models



Planning Problem

Danone had strong credibility in health and nutrition, but the future opportunity was not only to sell better nutrition products.

Reframe

The strategic question became whether Danone could move from product logic toward a service-led health relationship.

Evidence Used

Best-practice cases, DTC build-up models, consumer expectations, category shifts, digital engagement behaviours, and business model options.

Business-decisions Enabled

A strategic framework and go-to-market recommendation for a personalised, consumer-centric “Nutrition as a Service” ecosystem.

Danone | China

Why This Proves Planning beyond Communication

The work moved beyond communication and product claims into business model design, ecosystem role, and sustained consumer relationship-building.

CASE EXAMPLE

Define the Opportunity x Teams & Capabilities



Planning Problem

The Chuan needed to build a brand from China for China and the world, but stakeholders were not fully aligned around the existing brand direction.

Reframe

The issue was not translation. It was meaning alignment: where interpretations diverged, and what shared strategic language was needed.

Evidence Used

Stakeholder interviews, semiotic analysis, workshops, Chinese-first transcreation, and strategic refinement across brand story, product story, and customer experience.

Business-decisions Enabled

A clearer and more actionable brand and customer experience strategy in English and Chinese, supported by stronger internal understanding and reduced ambiguity.

The Chuan | Global

Why This Proves Planning beyond Communication

The work helped make strategy actionable inside the organisation by aligning meanings before execution.

CASE EXAMPLE

Move Decisions into Action x Markets & Culture



Planning Problem

Artistry needed to redefine its role in China within Amway's broader health and wellness universe, while working for consumers, distributors, and internal stakeholders at the same time.

Reframe

The opportunity was not only a beauty relaunch. It was an integrated health-beauty growth platform inside a direct-selling ecosystem.

Evidence Used

Consumer expectations around health and beauty, distributor network realities, stakeholder needs, and commercial activation requirements.

Business-decisions Enabled

A business case, brand proposition, communication model, three-year go-to-market plan, and product/service bundle logic.

Why This Proves Planning beyond Communication

The work connected cultural change with a practical growth system — shaping the proposition, plan, and activation model needed to pursue it.

Artistry | China

CASE EXAMPLE

Move Decisions into Action x Brands & Categories



Planning Problem

Stryker needed to strengthen the positioning of its Sports Medicine business across APAC while staying aligned with its global mission and regional market realities.

Reframe

The issue was not only finding a stronger claim. It was connecting innovation, surgeon priorities, patient outcomes, and long-term trust.

Evidence Used

Competitor positioning, surgeon needs across the buying journey, APAC stakeholder alignment, structured feedback, and claim testing.

Business-decisions Enabled

A regional brand and communication platform anchored in “Improving Motion. Improving Lives.”, creating a foundation for future education programmes, engagement initiatives, and campaigns.

Why This Proves Planning beyond Communication

Even when the output included a communication platform, the planning value came from reframing the category conversation around human outcomes and trust.

Stryker | APAC

CASE EXAMPLE

Move Decisions into Action x Products, Services & Business Models



Planning Problem

Blackmores needed China-specific innovation ideas that were locally relevant, strategically clear, commercially plausible, and strong enough to test.

Reframe

The task was not simply to generate product ideas. It was to turn Chinese wellness needs into a validated innovation pipeline.

Evidence Used

Digital ethnography, consumer behaviour analysis, wellness priorities, purchase drivers, supplier co-creation, concept writing, naming, and quantitative testing.

Business-decisions Enabled

26 product concepts went into final quantitative testing, with 17 qualifying clearly above industry norm.

Why This Proves Planning beyond Communication

The work connected consumer insight, supplier expertise, concept development, and validation into practical innovation decisions.

**Blackmores |
China**

CASE EXAMPLE

Move decisions into action x Teams & Capabilities



Planning Problem

Innovation managers had to turn ideas into clear concepts, align them with business priorities, and communicate them convincingly to stakeholders.

Reframe

The issue was not only better concept writing. It was building a repeatable capability to move from idea to concept to decision.

Evidence Used

Long-term training, 1:1 coaching, live innovation projects, business and concept writing, insight generation, product ideation, agency briefing, research planning, and stakeholder management.

Business-decisions Enabled

Stronger concept clarity, innovation quality, stakeholder buy-in, process speed, market relevance, and long-term team capability.

Why This Proves Planning beyond Communication

The work embedded planning capability into the team itself: helping future-facing ideas become sharper, more actionable, and more decision-ready.

Pernod Ricard | Asia

The future will not wait until the urgent work is done.

Most organisations are already optimising the present.

The real question is whether they have the planning discipline to design what comes next.

We help organisations reframe problems, define future opportunities, and move decisions into action.

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