



Cross Impact Analysis: Finding Emerging Opportunities

By Peter Leighton

Cross Impact Analysis is a model that maps consumer behavior trends based upon values and beliefs.

How does an ancient cultural tradition such as tattoo, eventually become a fashion statement adopted by suburban soccer moms?

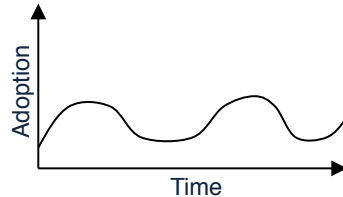


Values and beliefs predict changes in consumer behavior.

Three types of trends:

Cyclical:

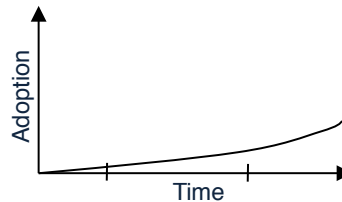
Repeating patterns over time (i.e., stock market, fashion, birth rate).



Defined by products. Fads don't change behaviors or values.

Micro:

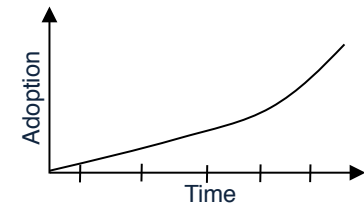
Driving forces define by attitudes & behaviors in cultures (i.e., tattoos, coffee use).



Defined by behaviors and activities.

Macro:

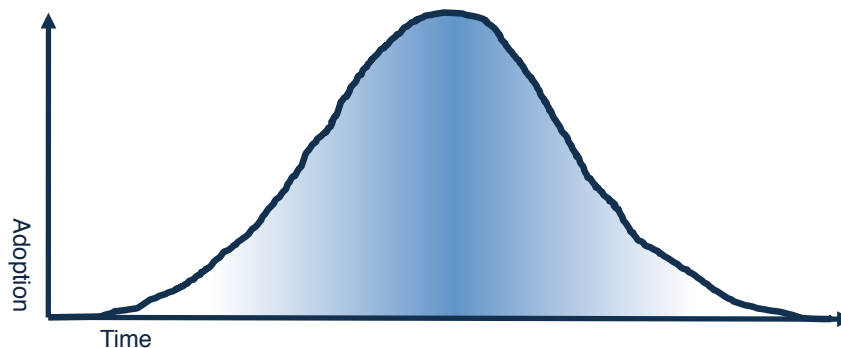
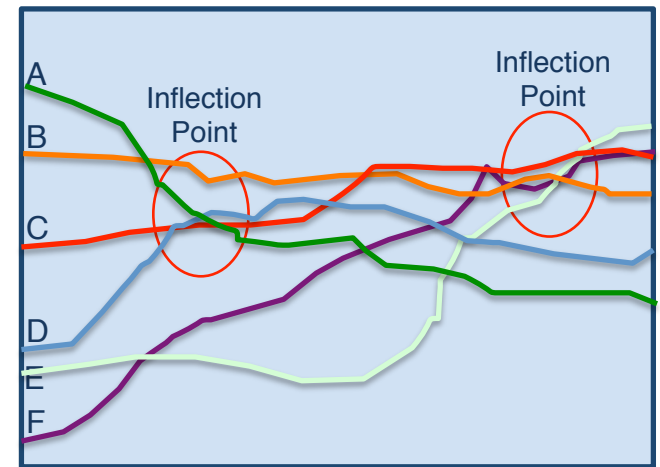
Driving forces that bring changes in values and beliefs (i.e., environmentalism, nationalism).



Defined by values and beliefs.

Behavioral changes, supported by market dynamics, define emerging market opportunities.

We look for inflection points, where these trends intersect and offer insight into their possible relationship.



And then we can model adoption lifecycles.

For example, some current trends:

TRENDS

OPPORTUNITIES



Echo Baby Boom (Millennial)



Performance Driven



Time Starved Families



Better Nutritional Information



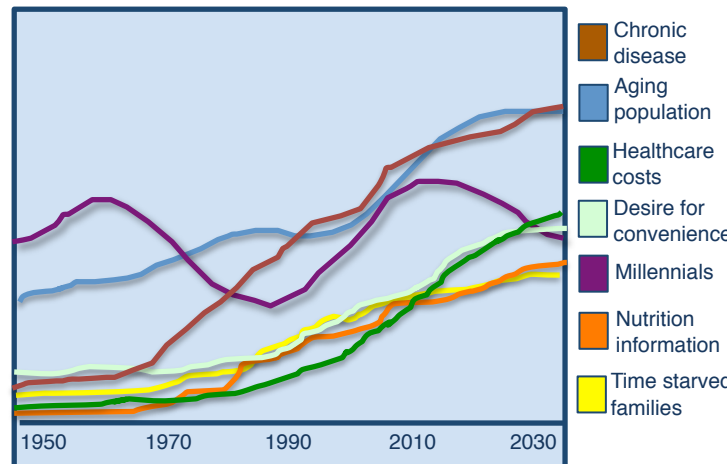
Aging Population



↑ Healthcare Costs



Chronic Disease



Self Care

**Convenience
“Grab-n-Go”**

Fitness

**“Alternative”
Therapies**

**Nutritional
Solutions**

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