

Jif Peanut Butter

When Procter & Gamble decided to enter the peanut butter market, they did a lot of research on taste preferences, testing various formulations of the peanut butter until they had a product that was consistently rated – in the laboratory – better than the competitors' products. But when they re-launched Jif, they did not meet with the expected success.

Doing additional market research, they learned that peanut butter was most often purchased by parents for consumption by their children. The purchaser, therefore, was not concerned with taste of the product. Armed with the new knowledge, P&G mounted a major advertising campaign aimed at mothers who buy, but don't eat the product. P&G managed to capture a significant share of the market.

Developing a superior product is not always sufficient to win in the marketplace. You also need to know the purchaser's motivation or intention.

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Get Out of the Way!
How to Manage Development
of Timely, Innovative, and Relevant Products
by John V. Levy, Ph.D.