

KANTAR

INTELLIGENT INNOVATION

HOW AI CAN *SUPERCHARGE* THE
DEVELOPMENT AND DELIVERY OF
BOLD NEW IDEAS



Introduction

Most marketers are aware of some of the ways that AI is changing their work. From writing emails to crunching data and answering customer queries, the technology excels at automation and analysis. But what about innovation—where the uniquely human traits of curiosity and creativity are all—important?

In this booklet, we explore the huge potential that AI has here, too—when used in the right way. From developing innovation platforms and concepts to creating experiences and shaping strategies, the impressive potential of generative AI (GenAI) in particular promises brands simpler, faster, and better ways to discover and stretch into new space through Meaningfully Different innovation, expanded distribution, and communications. AI is already playing a part in some exciting innovations, and as the technology's capacities grow, it will increasingly become part of innovators' daily toolkit—highlighting hidden connections, pushing the boundaries of thinking and uncovering more learning opportunities to make ambitious ideas a reality.

According to the [University of Cambridge's Judge Business School](#), AI has evolved beyond being just a tool for efficiency, and is now "changing the very nature of

how companies and other organisations approach the innovation journey". Similarly, [Roberto Verganti, Professor of Leadership and Innovation at the Stockholm School of Economics](#), believes the technology's most significant effect will not simply be doing "the same kind of process we did before faster, but using AI to change the way we innovate". Essentially, AI is poised to make the innovation process not only faster and more agile, but more importantly, better.

In this new landscape, brands who don't understand what AI can do for them, or who don't have the right agents with the right understanding and the right data sets, are at best wasting efforts, and at worst, risk getting left behind. Meanwhile, those who can harness and deploy it effectively will open up new worlds of opportunity. AI can't replace human creativity—but it can take it further than you ever thought possible.



Dr. Nicki Morley

Global Innovation Lead, Kantar
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According to the [WARC Marketer's Toolkit survey](#) report, **58%** of respondents feel "cautiously progressive" with the use of new AI tools.

"The question is, how do you build [AI] into a scaled organisational competency? That is the obsession of every single day, every single week for the next 18 months. Because it's a race you have to win."

Jonathan Halvorson

Global SVP, Consumer Experience & Digital Commerce, Mondelez

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Discover how innovation teams can effectively leverage AI to make data-driven decisions and increase the likelihood of success, while also acknowledging the challenges that AI presents.



Accelerating
innovation

01

Innovation is at the heart of growth:

Kantar's data reveals that brands that show innovative behaviours are much more likely to grow than their competitors who don't. But in a crowded market, it can be difficult to find new space. According to [Kantar's Blueprint for Brand Growth](#), new space can take many forms. It can mean appealing to more usage occasions, addressing more functional and emotional needs, or redefining your category.

The rise of AI changes the context in which brands are innovating—providing new ways to stretch thinking, and new ways to implement it. Alongside greater efficiency, it can support

deeper insights and enhanced creativity. Those who fail to respond effectively to the new landscape, though, may get bogged down in its challenges.

And there's still a lot of work to be done to realise AI's potential. Kantar's research indicates that while marketing leaders agree that GenAI will be a game-changer, it's currently seen as having only a modest impact. As brands seek to close this gap, it's more important than ever to follow the principles of good innovation.

Marketing leaders' views

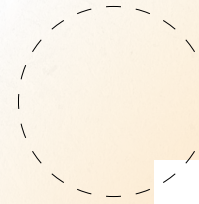
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Future impact of GenAI

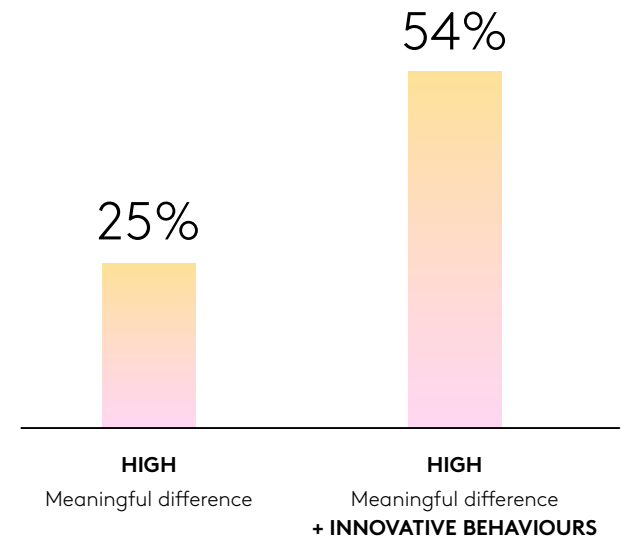
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Current impact of GenAI

Source: [GenAI for marketing: Fear or FOMO](#)



BRAND VALUE GROWTH



Source: Kantar BrandZ, 138 brands valued in 2019 and 2023.
Innovative behaviours: Shaking things up/and/or well-designed products © Kantar 2025

Kantar's five principles of innovation – and how AI can support them

At Kantar, we know what good innovation looks like and what successful innovators do well. Drawing from our extensive experience with leading brands, our global innovation expertise, and the analysis that supports Kantar's annual Innovation awards, we have identified five principles for ensuring successful innovation. These principles guide successful innovators in achieving their goals and building long-term brand equity.



Think differently

Innovation is all about doing things in new ways. So, thinking differently is essential—but that doesn't mean doing things randomly or just for the sake of being different. Innovating for meaningful difference starts with your brand: knowing exactly what your brand stands for, focusing on incrementality and long-term brand equity growth and designing for success—then using its unique characteristics as a springboard into new space.

AI can breathe new life into this process by supporting a deeper and more intuitive exploration of how people feel about your brand. It can then help you extend your thinking in new directions. It's not a substitute for human imagination, what it can do is remove the time, technical and data volume barriers faced by innovators, thereby facilitating access to insights they could not have achieved on their own.

Our Blueprint for Brand Growth shows that brands that are perceived to be meaningfully different have a

5x

higher chance of penetration growth today and double their chances of growth in the next few years.

Learn more [HERE](#)

“If you want to be a brand that stands out, following category conventions means you become lost in the sea of sameness.”

Chris Baker

Author of 'Obsolete' and Founds of 'Change please' and 'Serious tissues'

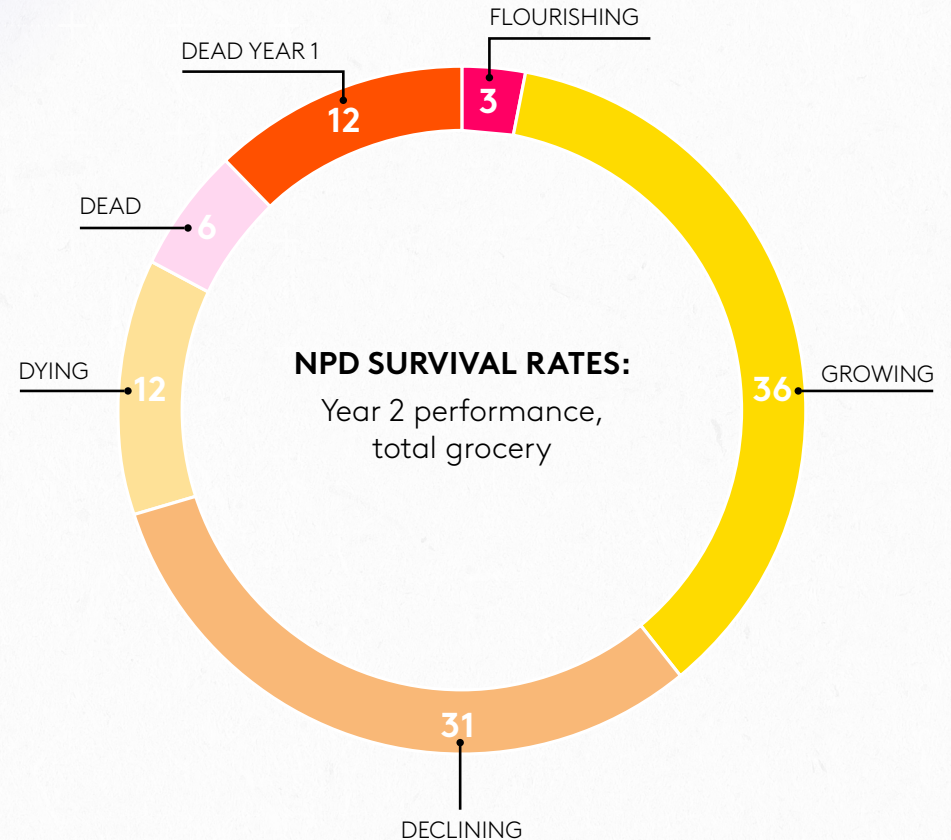
Embrace curiosity

Kantar’s research indicates that one in three launches are dead or dying by their second year (Source: Kantar, *Worldpanel Division, 2022 Long-term survival rates*). If brands want to develop innovations that will land, brands need to really get curious about what makes people tick. This means being curious about what they already know, being inspired by external sources, and being mindful of marginal signals. Marketers should take both an inside-out perspective—digging into current markets and behaviours—as well as an outside-in view, exploring broader cultural landscapes and trends.

In this process, AI enables brands to expand the ideation process—the number of ideas can be increased drastically, allowing for divergent thinking and testing boundaries before converging. Here, AI acts as both expert researcher and trusted sparring partner, making connections you hadn’t seen in a matter of seconds, while inspiring fresh new directions and interpretations. It brings insight to investigations and clarity to conclusions.

“Without curiosity about what our customers want, we develop blind spots about our business.”

The Curiosity Muscle: Kantar and Fromm



03

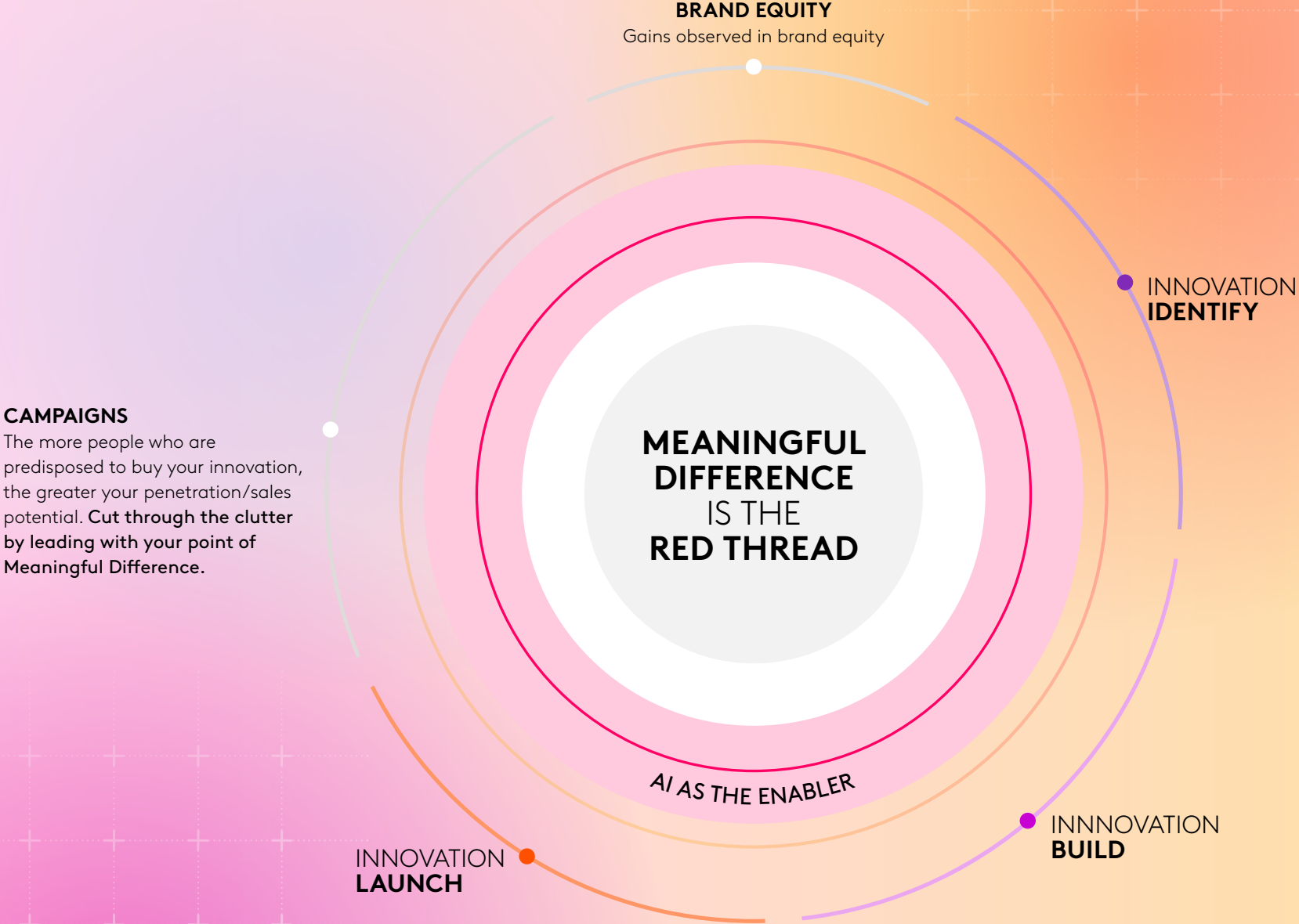
Connect purposefully

People appreciate products that make a meaningful difference in their lives. All too often, though, marketing campaigns fail to communicate what makes an innovation relevant, how it can benefit consumers, and why they should choose it over other offers. By supporting an end-to-end, data-driven innovation process, AI can help brands overcome these challenges by having smart tools at the back end to build coherent strategies from ideation to launch and create a holistic proposition needed to step convincingly into new space.

But while AI can streamline execution, human connection remains essential to collaboration with purpose. Meaningful innovation still depends on shared vision, empathy, and the ability to listen, adapt, and co-create. When teams align not just on data, but on values and intent, they spark ideas that resonate—internally and with the audiences they serve.

“Great innovations deserve great advertising, and to that end, innovators must create their own red thread and make sure that their innovation’s meaningful difference is inextricably linked to the content used to launch it.”

Kantar Outstanding Innovation, 2024



04

Learn, test and learn

Innovation is always an iterative journey. Brands must be willing to try different ideas and approaches—testing and adapting them until they develop an offer that lands. By probing a range of options and seeing what works best, marketers can learn what to double down on and when to change direction.

AI takes this process to another level, making it possible to rapidly explore hundreds of variations in concepts and creative material,

with meaningful results and little risk. Increasing the range and decreasing the cost of experimentation allows brands to introduce products to the market more efficiently and with greater impact, while learning from both their successes and failures along the way. AI also enables a better understanding and experimentation through a smart, iterative approach to innovation, driving sustainable growth with the ability to tweak, pivot, persevere, or abandon.

“If you could have a hundred different views and opinions on the table in 30 seconds, maybe you wouldn’t design the same thing you did before.”

Roberto Verganti

Professor of Leadership and Innovation at the Stockholm School of Economics

Own it

Finding new space for a brand isn't just about having great ideas—it's about making the right strategic calls at every step. Effective leaders steer new products to success with commitment and integrity, breaking down barriers to create a culture of continuous innovation.

The capacity of AI to cut through noise and distil information allows marketers to decisively take ownership of innovation decisively, enabling informed, faster decision-making. From strategic thinking at every stage to informed, data-driven decisions, brands can drive projects forward through an agile, end-to-end approach with AI-enabled continuous refinement and optimisation.

“Innovations should be supported by solid research and strategic thinking to build momentum behind them. But after planning a path into new space, innovative brands still need to find the **courage to take the first step.”**

Kantar Outstanding Innovation, 2024

05

How **AI** can support end-to-end **innovation**

Until recently, most brands were taking an experimental approach to AI—but as its potential becomes clear, the technology is set to become an integral part of innovation at every stage. In the coming years, increasing numbers of companies will embed it into structured, end-to-end processes.

Even the best AI tools can't replace human capabilities. And if marketers try to use them simply to cut corners, they risk falling into a 'sea of

sameness'—producing material that is neither distinctive nor engaging. Innovating for difference starts with building from strong foundations: understanding the purpose of your brand, embracing a change brand mindset and understanding the macro-forces influencing change. For those that implement AI effectively while designing for difference, it can become an indispensable, multi-talented colleague that guides them to new creative heights.



02

How **AI** is driving **innovation** at every stage

“With artificial intelligence, decades of customer knowledge hidden in what we used to call study reports resurface from a simple prompt, allowing us to quickly align the entire organisation—from engineering to design, product development, brands and regions—on a common understanding and knowledge of the customer.”

Alain Klapisz

Vice President for Customer and Market Intelligence at Renault

Opportunity spotting and ideation

Most innovations fail because they struggle to surface that rich incremental space that is meaningful and different. Blind spots, inherent bias, category boundaries, and a “been-there-done-that” mindset all contribute to it. AI uses big consumer search data to reduce blind spots, remove traditional research boundaries and decrease biases. Nestlé sought to launch a unique flavour and create a flavour bank for future innovations. Using AI and big data, existing data was leveraged as the starting point, feeding into the flavour bank of 150+ flavour profiles, which manifested further into 14 sub-trends. However, AI is not a magic wand; it helps reduce risk, accelerates processes and elevates human creativity, but AI alone is not capable of creating ground-breaking ideas that have been beyond human reach until now.

“Data is largely irrelevant unless you can harness its power effectively.”

Steve Kind

CEO, Firefly



Concept development

AI already plays an important role screening and refining concepts for new products—a trend which generative AI (GenAI) is taking ever further. In fact, it has the potential to be even better at predicting success than more traditional approaches, if used the right way. Reckitt describes the technology as a **“game-changer”**, with the ability to “transform unstructured data into insightful new ideas and marketable concepts”. The company has used GenAI to reduce concept development time by up to 60%, while “significantly improving quality”. Meanwhile, **PepsiCo** deployed the technology to develop new shapes and flavours of its Cheetos snacks, reducing the product development timeframe from six months or more to six weeks.

Content creation

AI is increasingly being deployed to produce creative material and test it. Last year, Coca-Cola worked with **three AI studios** to create a Christmas advertisement inspired by its famous 1995 “Holidays are Coming” commercial. Some versions of the ad included localised content to reflect where they were shown—a trend that is set to grow as the use of GenAI develops. Coca-Cola is already using AI to incorporate insights on “cultural nuances” as it adapts global campaign messaging for different markets, says Rara Naval, the brand’s Human Insights Director for ASEAN and the South Pacific.

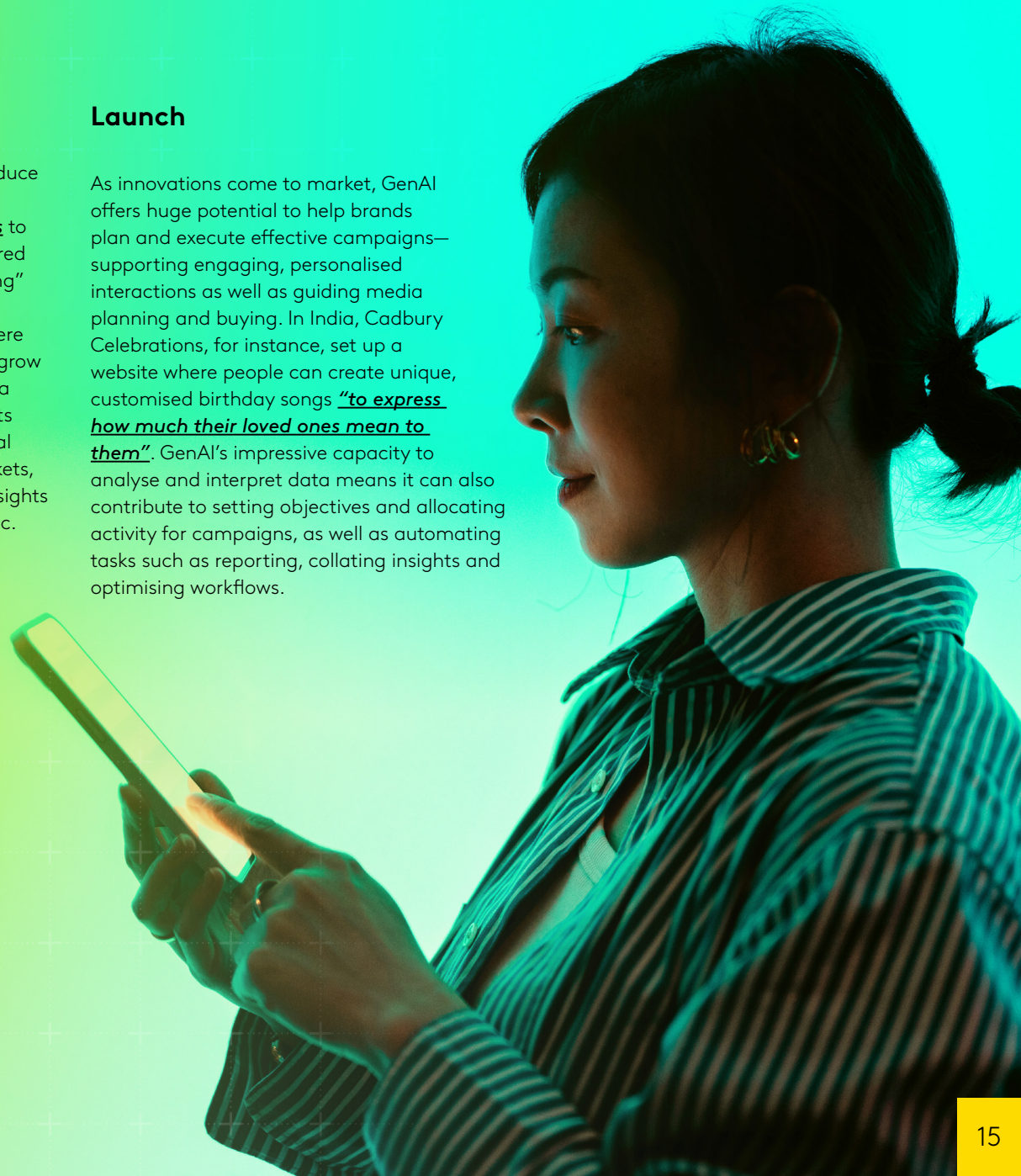
Launch

As innovations come to market, GenAI offers huge potential to help brands plan and execute effective campaigns—supporting engaging, personalised interactions as well as guiding media planning and buying. In India, Cadbury Celebrations, for instance, set up a website where people can create unique, customised birthday songs **“to express how much their loved ones mean to them”**. GenAI’s impressive capacity to analyse and interpret data means it can also contribute to setting objectives and allocating activity for campaigns, as well as automating tasks such as reporting, collating insights and optimising workflows.

“GenAI is often better than marketers at putting concepts into real consumer language.”

Tony Costella

Global Consumer and Market Insights
Director, Heineken

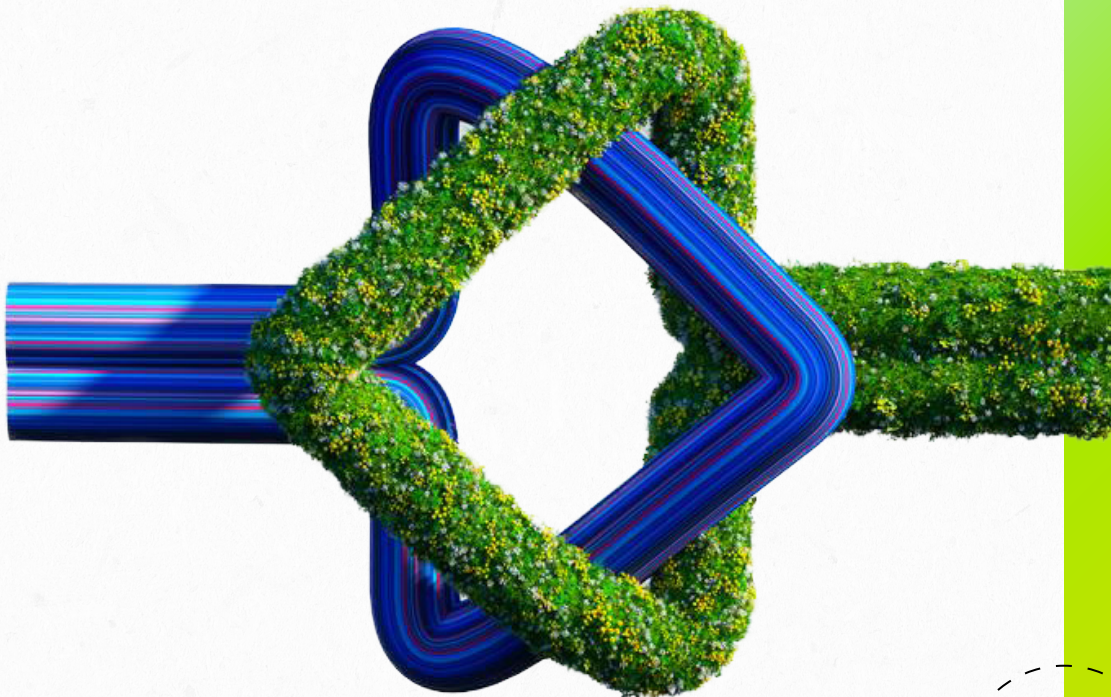


Post-launch optimisation

Monitoring the response to a new product and making rapid course-corrections can be the difference between innovations that take off and those that backfire. GenAI will allow marketers to probe user-friendly interfaces for insights on consumer behaviour and recommendations on how to tweak strategies to create the biggest impact. Colgate-Palmolive, for instance, has explored using an AI tool to help it analyse and optimise hundreds of product detail pages across different retailer websites, making it “simpler and faster” to move from analysis to action.

Evaluation and learning for the future

AI’s capacity to crystallise fresh insights from diverse sources of information is transforming innovation into a more efficient and iterative process—where continuous evaluation helps sharpen new offerings, predict success, and guide future product development. At Renault, the technology supports the “real-time” optimisation of innovations, says Alain Klapisz, Vice President for Customer and Market Intelligence in [Kantar’s Innovator’s Summit webinar](#). Based on customer feedback, KPI dashboards are “automatically produced and updated daily, allowing immediate responsiveness of the teams and improvement of the user experience”.



“We’ve seen customer journeys when they have a Copilot chat included shrink by up to 30%. And when there’s a purchase involved within that consumer journey path, we’ve seen a 53% increase in purchases within 30 minutes of that chat interaction.”

Paul Longo

General Manager in AI Ads, Microsoft Advertising

Meet Kantar AI Assistant (KAiA)—an always-on innovation assistant

GenAI's combination of analytical power and intuitive interfaces has huge potential to help marketers create value from the vast amounts of data available to them.

Ultimately, the best innovations are identified and built from a plethora of data sets, which can be overwhelming to the human eye. Trained by our experts, Kantar's customisable AI assistant, KAiA, acts as the interface to comb through this mass of data and allow users to access insights that would have been too difficult to connect on their own. KAiA also offers marketers a user-friendly way to understand the impact of their innovations,

providing instant insights on everything from brand health to search queries, sales and pricing—and how these relate to each other.

With KAiA's support, brands can remove friction from innovation, drawing its different strands into a continuous, data-led journey. And as GenAI evolves, our vision is for KAiA to become an always-on creative assistant, supporting bolder thinking and action at every stage of the process. This isn't just about efficiency—it's about unlocking new opportunities, sparking disruptive ideas, and driving continuous growth.

[Learn more](#)



Iceland: Using AI to optimise health food concepts



Iceland's used AI to explore initial concepts for a proposed new health food range. This perfectly illustrates the technology's potential to help brands refine concepts with confidence and little risk, reducing the cost and increasing the speed of early stage of ideation and product development.

The supermarket wanted to know which of eleven proposed concepts would be best to take forward. In a [ConceptEvaluate AI](#) analysis, soups and rice/pasta dishes emerged as the options that consumers were most likely to see as being relevant. Meanwhile,

the smoothie concepts were likely to be perceived as the most unique. These metrics, together with strong scores for predicted trials, resulted in a recommendation for Iceland to focus on smoothies, soups and rice/pasta options for further development. The most relevant benefits of the concepts were found to be those relating to energy and gut health.

In contrast, noodle and pizza options received generally weak scores. While a turmeric smoothie would have been the most unique product, with high potential

to drive excitement, which is viewed as a strong indicator of long-term success—its relevance score was low. The analysis recommended further testing to explore whether the flavour was the right fit for the retailer's core customers.

By assessing the concepts against a combination of validated criteria, the insights from ConceptEvaluate AI resulted in recommendations that allowed Iceland to carry out more informed and efficient concept development.

03

Future-proofing
innovation



From finance to healthcare to manufacturing, AI is transforming industries everywhere through optimisation, personalisation and advanced analytics. In marketing, too, businesses that seize the opportunity for AI-driven innovation can be expected to take a lead. GenAI tools will drive greater efficiency, deeper insights and enhanced creativity.

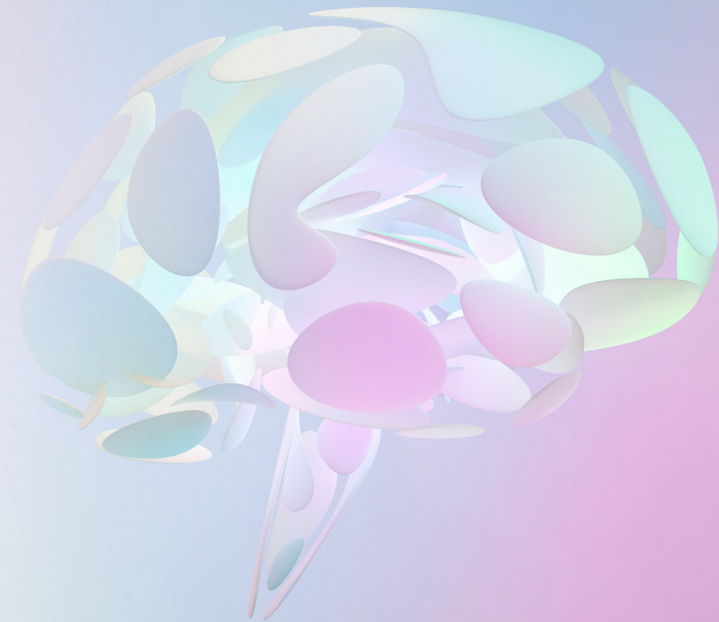
At Kantar, we're using AI to reimagine the way we innovate—developing an end-to-end framework that helps brands gain confidence about where the biggest opportunities are, and to determine the best way to build and maintain meaningful difference.

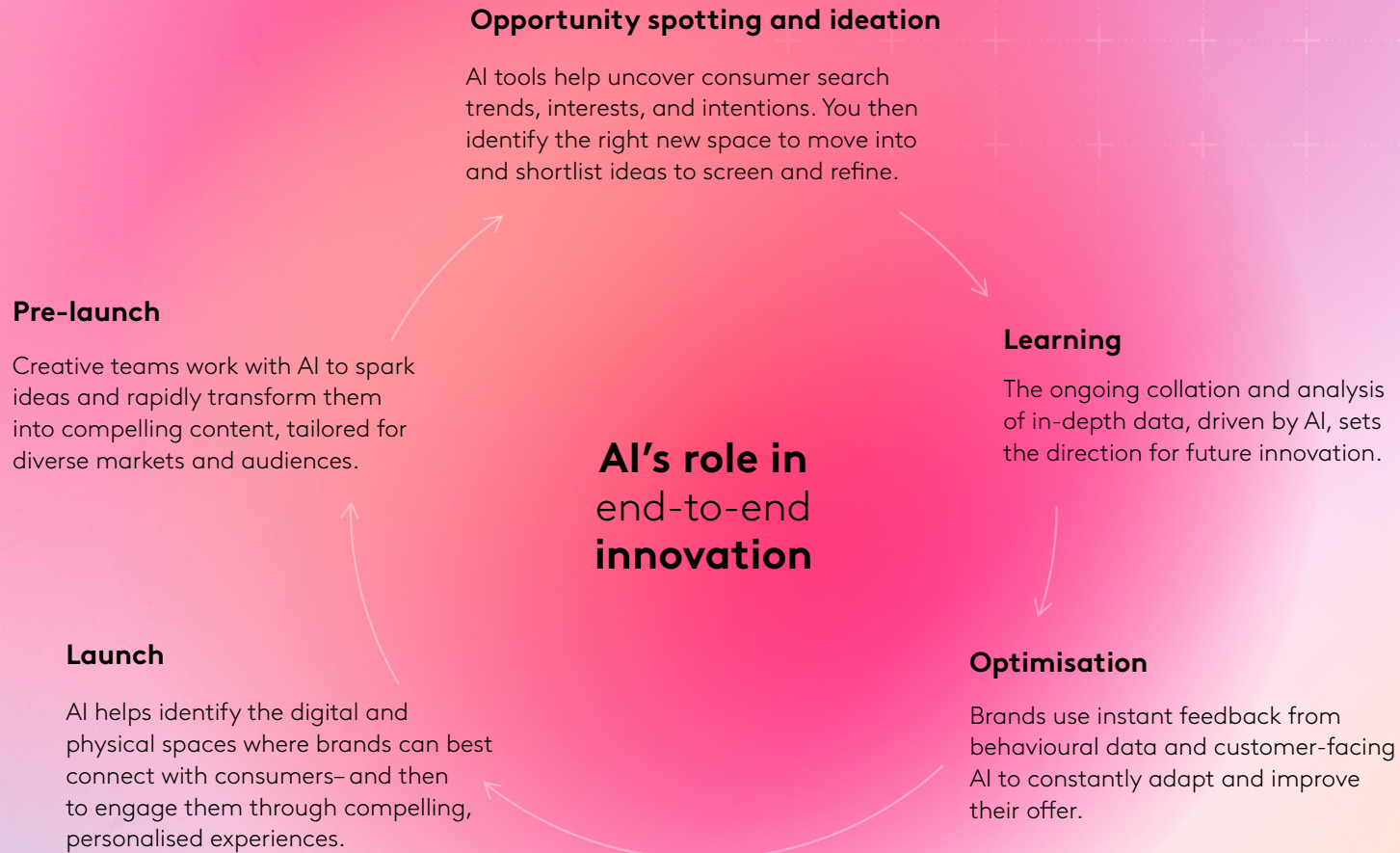
AI supports innovation teams in making data-driven decisions, reducing risk and increasing the likelihood of success. Whether it's identifying promising new products or optimising their innovation cycles, the brands that can harness the technology's power to

support their innovation efforts will see the biggest business impact.

The growing importance of innovation is highlighted in Boston Consulting Group's 2023 Global Innovation Survey, where nearly four in five (79%) company leaders named it as a top three priority. What's more, businesses that successfully deployed AI saw five times the number of ideas generated, as well as considerably more ideas incubated and validated.

However, launching into your AI journey without understanding the technology is unlikely to lead to success. Brands will need to develop robust and imaginative frameworks and strategies to support lasting impact.





“AI is really reshaping the entire end-to-end creative development process. Ultimately, the vision is a fully AI-enabled closed loop ecosystem where AI supports every stage from ideation to execution and optimisation.”

Nick Graham

Former Global Head of Insights and Analytics, Mondelez



Practical challenges inherent in AI adoption

AI has huge potential to stretch, challenge and elevate marketers' thinking—but making the most of this opportunity depends on a range of complex factors. Currently, many brands are still at an early stage in their journey. In Kantar's research, marketing leaders rated their own readiness for GenAI at 4.9 out of ten, and that of external partners (such as agencies and data providers) at 5.3. Here are some of the most important issues that businesses will need to consider to make progress.

“We see quite a gap between the expected impact of Gen AI and the internal readiness today.”

Thomas von der Fuhr

Senior Director, Kantar's Consulting Practice

Data

However human they may seem, all AI models are founded on data—and if that isn't reliable, the output won't be either. “AI is only as good as the data input that it's trained on,” says Nick Graham, the former Global Head of Insights and Analytics at Mondelez ([Source: Kantar AI Innovators Summit 2025](#)). It's absolutely essential to keep feeding the data with connected, high-quality datasets. AI can help screen and optimise the data, but it is important to keep consumers in the loop and feed into the data—keeping it fresh with the latest thinking, behaviours and trends.

Mediocracy

Brands may end up looking the same. Often, commoditisation and homogeny can happen naturally over time as categories mature. AI could unintentionally accelerate this by guiding all brands towards the average, resulting in a [sea of sameness](#). However, with the right brand-focused data, AI can help brands stand out by providing unique and valuable insights that will help brands design for meaningful difference.

Consistency

Currently, AI lacks consistency: asking similar but slightly different questions often results in varied outputs. What we need is an AI that is consistent and reliable—it should provide accurate and consistent information every time, without deviating or offering new responses. Consistency and reliability are key.

Oversight

AI doesn't automatically produce good results. At its worst, it can produce material that is generic, discriminatory, or inaccurate. Expert oversight is essential to train systems effectively and monitor their performance—addressing biases, weak spots and hallucinations. Graham says this is particularly important where the content “needs a little bit more interpretation, where there's more complexity, where there's more uncertainty”.



Open source vs. proprietary

Free-to-use AI tools have significantly raised GenAI awareness in the public consciousness, but their applications and limitations are often misunderstood. One common myth is that these tools represent the entirety of AI capabilities and can solve all challenges. However, there is a substantial difference between the outputs from open-source AI agents and proprietary AI trained on unique data. The latter is where we will see significant advancements in insights—using AI to accelerate and elevate exclusive data.



Skills

In the coming years, savviness in using AI will set apart the brands who adapt to get the most from it. Employees will need to understand how to prompt systems, be confident about data ethics and have the critical thinking skills needed to assess output. “As with any other tool that you invest in, you ultimately need to make sure that people really know how to use it,” says Thomas von der Fuhr, Senior Director at Kantar’s consulting division.

Culture change

As brands move from experimenting with AI to embracing it, they will need to think strategically about integrating it into their culture and workflows. Von der Fuhr highlights the challenge of overcoming resistance among experienced marketers, while making sure new colleagues gain the industry know-how needed to realise its potential. He expects many companies will need to “invest in embedding or change management”, and that building foundational marketing skills “will become more important than ever”.

Ethics

AI brings up thorny ethical challenges—such as the need to maintain privacy with customer information while opening up data sets to AI models and offering ever more personalised experiences. The ownership of AI-generated content also “raises critical questions”, says Alex Connock, a senior fellow at the University of Oxford’s Said Business School, who argues that companies “must keep humans in the loop” to manage such concerns responsibly.

Trust

Scepticism about AI is still common, so building trust among employees and customers will be vital. Ultimately, people will be convinced if they see the technology adding genuine value. That means focusing on transparent processes, robust data and high-quality output. Suprio Banerjee, Global Lead for Innovation in Unilever’s Home Care Division, adds that it is crucial to understand AI’s “limitations in terms of what it can and more importantly, what it can’t do”.

Attitudes

Excited about application of AI to ads

48%
CONSUMERS

59%
MARKETERS

AI-generated ads bother me

41%
CONSUMERS

29%
MARKETERS

Source: Kantar Innovation Summit report 2025

Kantar's AI solutions

Through a suite of cutting-edge tools, we're infusing AI throughout the innovation cycle—from trend analysis and concept development through to content creation, media strategy and brand impact. We're continuously improving these solutions so they can help you actively refine throughout the innovation process, rather than simply analyse. We're also developing exciting new capacities, such as using AI-powered language insights to identify themes within unstructured data. Here are four tools that are already helping brands see new possibilities.

ConceptEvaluate AI

Ideas are the essence of innovation. The problem is predicting what is going to work—a small tweak to an existing offer, or something really off the wall? Until now, the practicalities of concept testing have forced brands to limit their thinking at an early stage. ConceptEvaluate AI changes this, giving reliable feedback on up to 100 early concepts simultaneously, with little risk. Its robust AI model, trained on almost 40,000 different concepts, offers rapid metrics on likely consumer responses—with accurate scores for trials, uniqueness and relevance. These insights allow brands to take a bolder, more informed approach to shaping their strategies.

TrendEvaluate

To position their innovations effectively, brands must understand trends as they emerge. With data playing an increasingly large role in marketing, the challenge is spotting what matters amid the noise. Using AI and advanced analytics, TrendEvaluate uses search data to identify emerging needs and anticipate new trends as they develop. It helps brands go beyond the obvious, seeing past their blind spots to discover new space for growth.

LINK AI

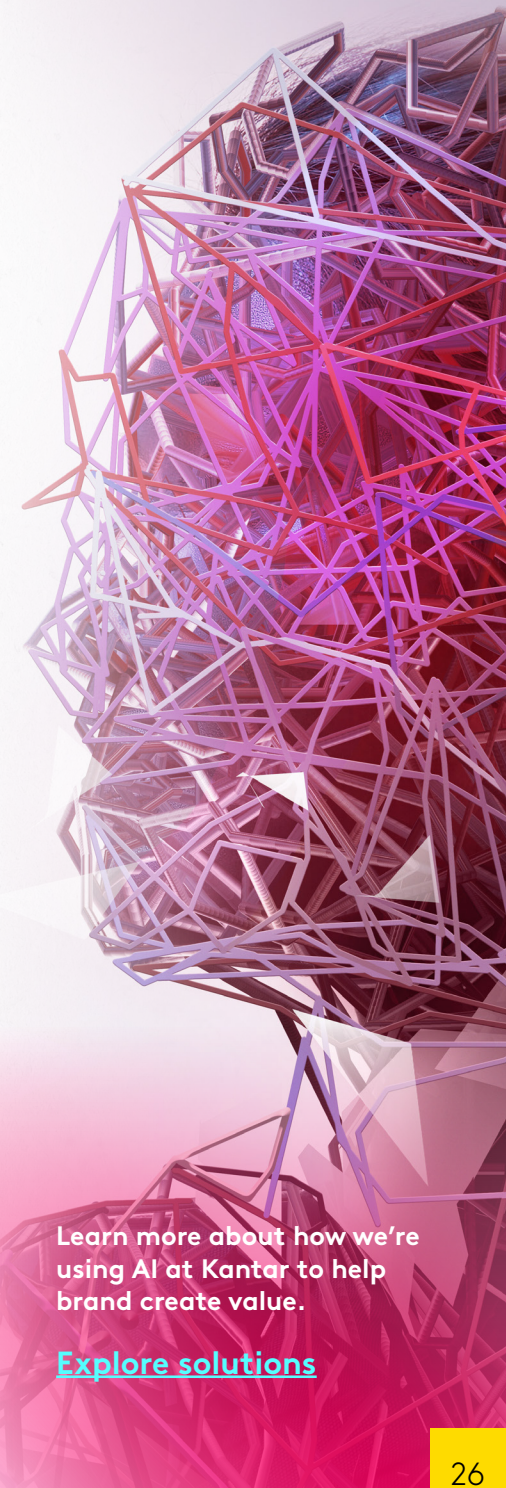
The continuing growth of digital media means leading brands must have the capacity to develop creative material at speed and scale to ensure successful launch of their innovations. Drawing on a database of hundreds of thousands of advertisements, LINK AI can assess the likely in-market success of digital and TV ads in as little as 15 minutes. A range of easily-accessible metrics allow marketers to quickly and cost-effectively predict the impact on their brand and consumer behaviour.

Kantar Live

In this fast-paced landscape, connecting directly with consumers to gather their input on new concepts or ideas in real-time is key. With AI-powered analysis, custom discussion guides, and post-session debriefs led by Kantar experts, Kantar Live provides brands with a clear view of what consumers think, feel and do, allowing you to transform insights into clear, strategic actions, grounded in real consumer perspectives.

Learn more about how we're using AI at Kantar to help brand create value.

[Explore solutions](#)



How Kantar is supporting marketers in the age of GenAI

Make better decisions

Our high-quality, wide-ranging data provides an ideal basis for GenAI to work its magic—moving beyond predictable responses to provide meaningful analysis. Our AI models are built on proprietary frameworks and trained with connected datasets to help you make better decisions for brand growth with accuracy, speed and scale.

When it matters most

We are democratising access to predictive and agile AI. For example, our conversational Kantar AI Assistant, KAIA, delivers powerful insights accessibly to teams throughout the organisation. Drawing on diverse sources and analyses, it answers queries in seconds rather than days—deepening collaboration and highlighting new opportunities. Everyone can

make the next great marketing decision with confidence! And in a new world of connected insights, our vision is an end-to-end, AI-driven pipeline that provides creative guidance for ongoing innovation.

“Where it gets really interesting with AI is that it can make connections that we wouldn’t otherwise make, because it doesn’t have the same biases that humans hold and as AI develops, it will be able to support the innovation cycle from beginning to end.”

Shafik Saba

Global Lead of Front-end Innovation, Haleon



AI-driven, end-to-end innovation

With its ability to turbo-charge creativity at every stage, generative AI is already transforming the way brands find and move into new space. So far, marketers have focused on using it to improve specific aspects of the process. But as AI develops, the emphasis will be on building seamless approaches that support better, faster and more impactful innovation from beginning to end.

Brands that ignore this opportunity will clearly fall behind, but those that don't understand AI or how to implement it will not fare much better. The challenge facing innovators, then, is not simply to embrace the technology, but to do this in the right way. Ultimately, AI cannot replace human creativity, but for those that get to grips with both its potential and practicalities, there are exciting times ahead. We're already working with some of the world's biggest brands on how to embrace this emergent opportunity through trusted data, new solutions and better insights.

To discover more about how Kantar can support your AI journey, get in touch today.

Find out more at [kantar.com/marketplace](https://www.kantar.com/marketplace)



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This booklet is the result of the expertise, insights,
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