



Ujwal Arkalgud
EVP & Group Director

TODAY'S WEBINAR WILL BEGIN SHORTLY

The Iceberg Model: Why You Need to Decode the Implied Belief Systems That Are Shaping the Future of Your Business

QUESTIONS?

Use the questions box on your screen

AUDIO ISSUES?

Use the global dial-in number in your confirmation email





The Iceberg Model: Why You Need to Decode the Implied Belief Systems That Are Shaping the Future of Your Business

Why You Need to Separate Beliefs From Their Manifestations

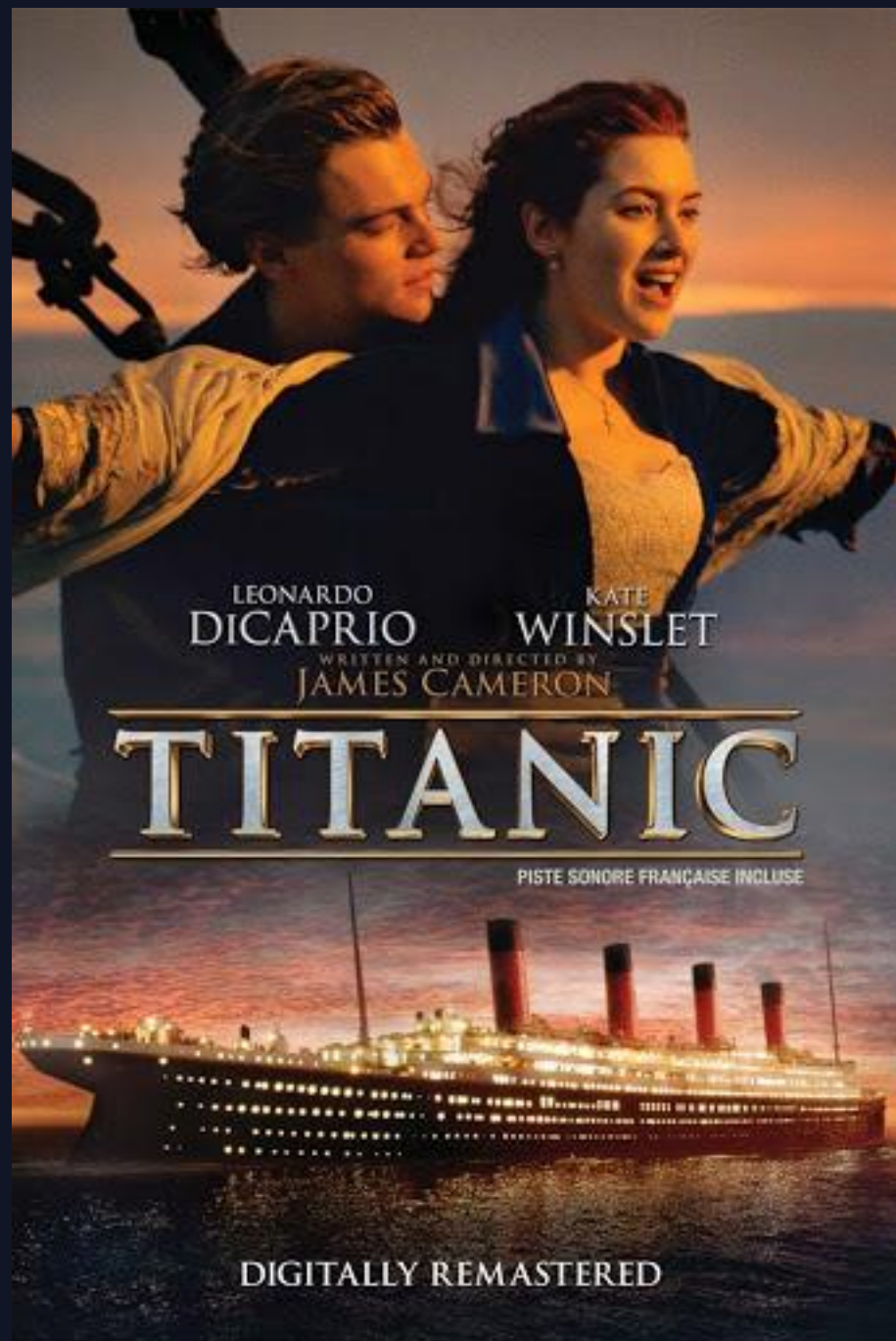
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Co-Founder, MotivBase (acquired)

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JAMES CAMERON

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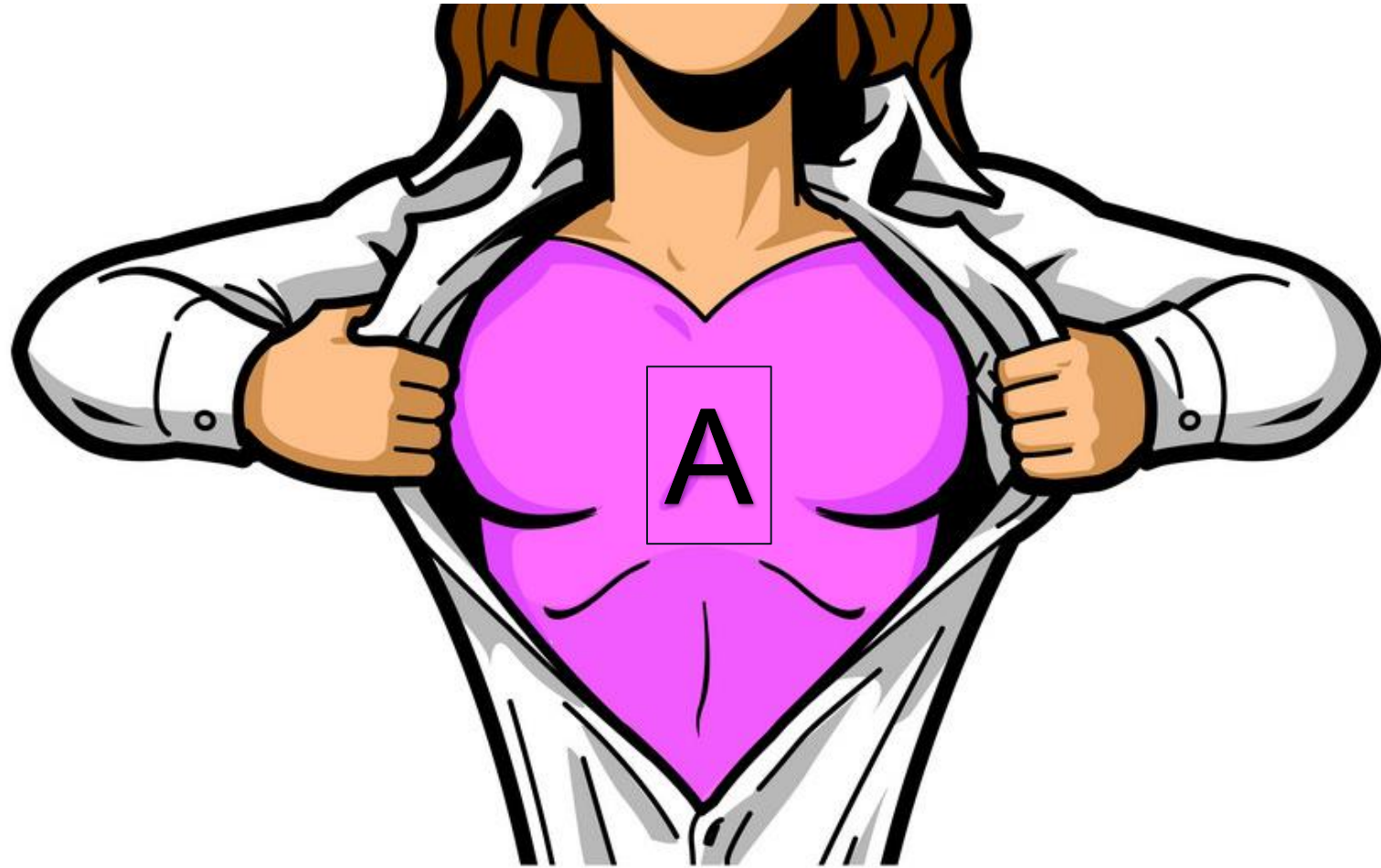


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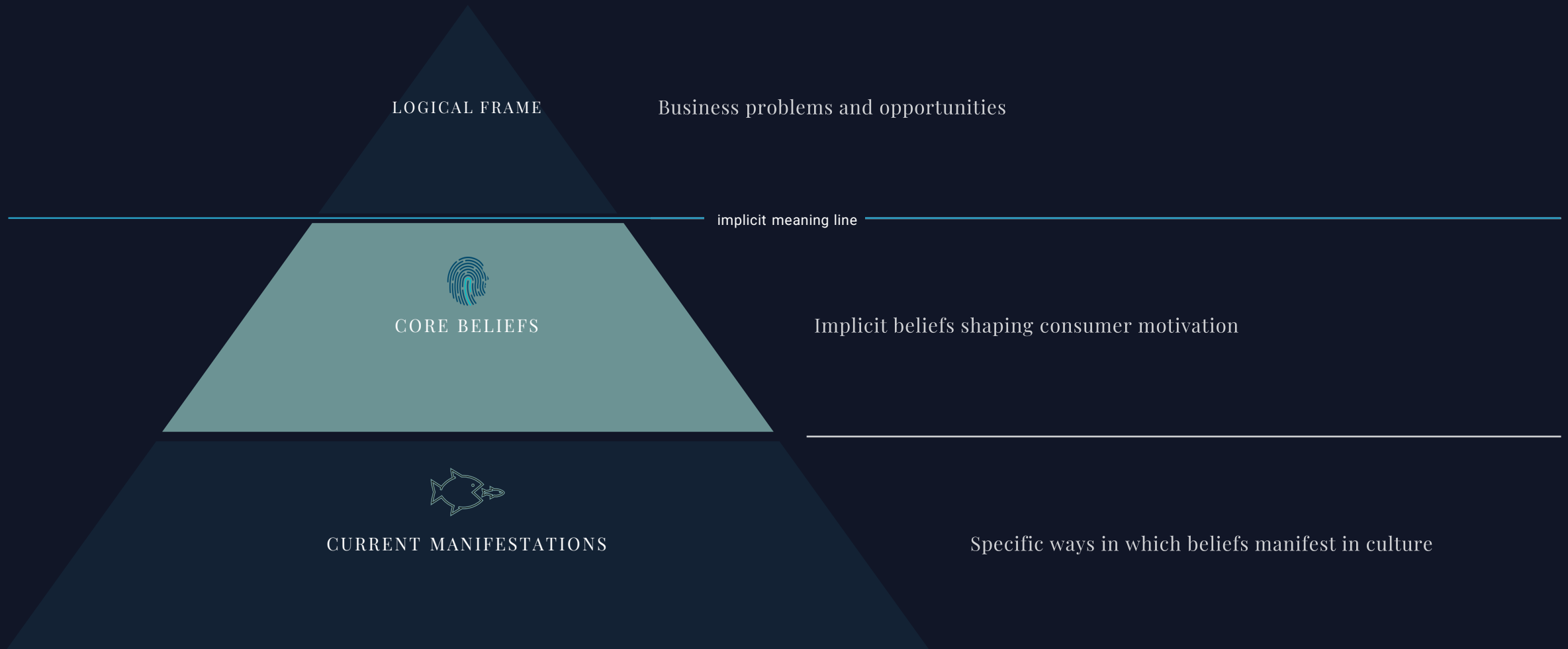
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LANGUAGE - EN

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Iceberg model of “meaning.”



What is gender equality in beauty?



LOGICAL FRAME

implicit meaning line



CORE BELIEFS

The flexibility to disconnect from the world around you



CURRENT MANIFESTATIONS

Manifestations are dangerous to innovation.



LOGICAL FRAME

implicit meaning line



CORE BELIEFS

Can be predicted



CURRENT MANIFESTATIONS

Impossible to predict

The iceberg in action.

Why many gut health products underperform.



LOGICAL FRAME

Gut health = Better immunity

implicit meaning line

CORE BELIEFS

Improving gut = Reducing inflammation

CURRENT MANIFESTATIONS

E.g., eating foods with antioxidants, avoiding foods known to cause inflammation — sugar, dairy, red meat — recognizing signs of chronic inflammation

The iceberg in action.

Why retailers do not get credit for reducing food waste.



LOGICAL FRAME

Reducing food waste = Use up unsold products

implicit meaning line

CORE BELIEFS

**Reducing food waste = Maximizing the use of raw materials
in the agricultural and manufacturing processes**

CURRENT MANIFESTATIONS

**E.g., sustainability scores, avoiding certain raw
materials (in food products), reducing the consumption
of meat, form of energy used in packaging, wasted food
materials**

The iceberg in action.

Why sustainable alternatives to existing products underperform.



LOGICAL FRAME

Buying sustainably = Better for all of us

implicit meaning line

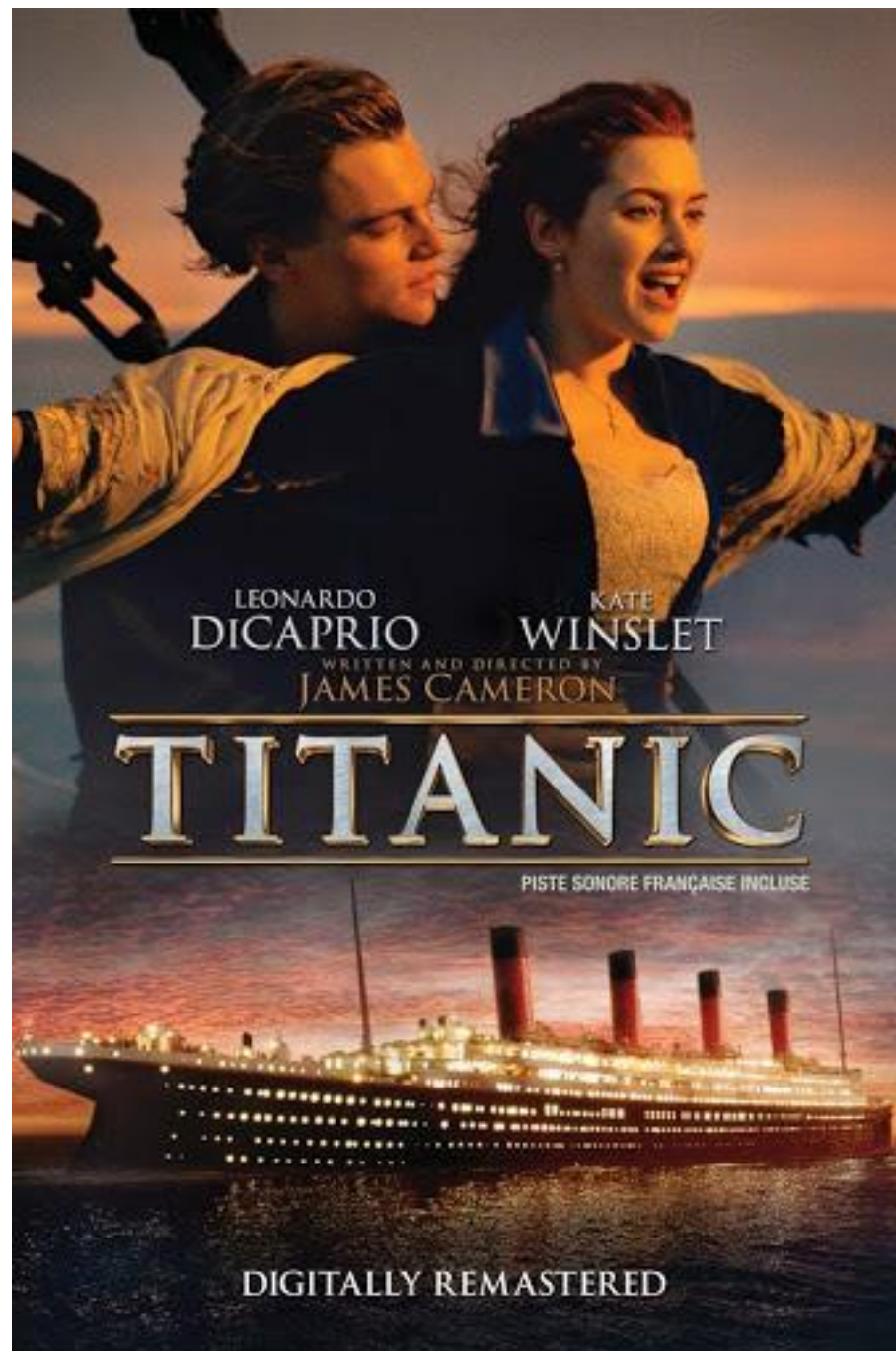
CORE BELIEFS

Buying sustainably = Staying technologically relevant

CURRENT MANIFESTATIONS

**E.g., Tesla cars, solar roofs on houses, in-home
compost bins, smart thermostats**

How do we not end up like
Leo DiCaprio?



We apply the iceberg model.

- **REDEFINE A “TREND”**

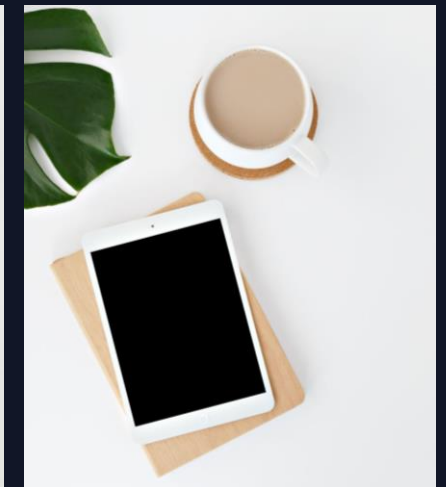
It's not a thing. It's a changing set of beliefs.

- **SEPARATE MANIFESTATIONS FROM BELIEFS**

Manifestations are distracting us from fulfilling our purpose.

- **CONNECT BELIEFS TO JOBS**

Identify the barriers that stand in the way of people fulfilling their beliefs.



Sample use-case: Personal care



CHANGING BELIEF

Searching for balance in body and skin

MANIFESTATION

Fermented skin-care products, pH-balanced body wash, ingredients like lactic acid, pumpkin enzymes

BARRIER

Difficult to know if something is a hormone disruptor; really works for sensitive skin types

OUTCOME

Product line dedicated to assessing and creating balance with easy-to-pick solutions

Thank you!

A link to the webinar recording will be emailed within 24–48 hours.

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UPCOMING WEBINARS

November 9th:

[What Does Sustainability Really Mean to the Consumer in the Context of CPG Products?](#)

December 7th:

[How to Unpack Opportunities in Spaces That Were Previously Misunderstood or Undervalued](#)

