

	Pre Project	Concept Development	Prototype Development	Scale-Up	Launch	Monitor & Review	
Corporate	<p>Check the vision, mission, strategy and values. Check the portfolio plan, Ansoff matrix and Boston Consulting Grid.</p> <p>Check for strategic buckets, e.g. global plan, channel plan, country plan, category plan.</p> <p>Check the financial objectives and desired rate-of-innovation.</p> <p>Early spending from pre-project fund. Monitor global and local changes in consumer attitudes and outlook. Monitor changing needs.</p>	<p>Generate a list of candidate projects (as opposed to products). Project becomes live and is tested against other projects for relative strength (Portfolio Management).</p> <p>Establish criteria: corporate fit, brand compatibility, ease of development, use of competencies, expected GC in year 3.</p>	<p>Rough volume, price, cost and gross contribution estimates.</p> <p>Rough net margin estimates.</p> <p>Is the project still strong relative to others in the product development portfolio.</p>	<p>Robust volume, price, cost and gross profit estimates.</p> <p>Robust net margin estimates.</p> <p>Capital expenditure approvals.</p> <p>Promotion expenditure provisional approvals.</p>	<p>Final volume, price, cost and gross profit projections.</p> <p>Final net margin projections.</p> <p>Capital expenditure actuals.</p> <p>Promotional spend.</p>	<p>Product P & L.</p>	Corporate
Consumer	<p>Work with heartland present customers of the category to discover present product shortcomings either our own or our competitors.</p> <p>Work with futuristic consumers – trend setters – mavens.</p> <p>Thorough re-cycle / review of expensive past quant and qual data. Monitor changing needs.</p>	<p>Deeper work with consumers. Co-creation.</p> <p>Include supply side experts: product designers, technologists, sourcing specialists, packaging specialists, sales, category experts.</p>	<p>Refine prototypes.</p> <p>Proposition developed: positioning, need, benefit, reason to believe etc.</p> <p>Qual work with light users and non users.</p> <p>Price / volume black box models.</p> <p>Home use simulation.</p>	<p>Check consumer acceptance of any changes from prototype.</p>	<p>Check consumer acceptance of any changes from prototype.</p>	<p>Check consumer acceptance of any changes from prototype..</p> <p>Regular QDA and sensory.</p>	Consumer
Product	<p>Global searches for new trends e.g. GNPD mintel, trade shows, consumer press, food magazines, thought leaders and trade shows.</p> <p>Good travel budget for product developers.</p>	<p>Product designed with internal teams and consumer validation.</p> <p>Packaging options.</p> <p>Costings.</p>	<p>Preliminary development of through the line imagery and media and promotion plans.</p>	<p>Scale up issues resolved.</p>	<p>Check consumer acceptance of any changes from prototype.</p>	<p>Continuous product improvement.</p>	Product
Technical	<p>Assessment of supply side competencies.</p> <p>Assessment of competitive advantages.</p>	<p>More understanding of technologies.</p> <p>Technical trends of evolution (Trizz).</p> <p>Technology Road Maps developed.</p>	<p>Legislation & claims.</p> <p>Shelf life.</p> <p>Nutritional analysis?</p> <p>Packaging stability?</p>	<p>Legislation & claims.</p> <p>Shelf life?</p> <p>Nutritional analysis?</p> <p>Packaging stability?</p>	<p>Technical specs and process instructions written up.</p>	<p>Solving technical problems.</p>	Product / Technical
Packaging	<p>New packaging formats.</p> <p>Technology sources. Open Innovation. Universities.</p>	<p>Candidate forms of packaging.</p>	<p>Packaging prototypes.</p> <p>Packaging development e.g.molds.</p> <p>Briefing graphics and 3D.</p>	<p>3D and artwork development.</p> <p>Packaging for trials and research</p>	<p>Packaging sub-process.</p>	<p>Shelf life monitoring.</p>	Packaging
Sourcing	<p>New raw materials.</p> <p>Functional ingredients.</p> <p>Seasonality.</p> <p>Sustainability?</p>	<p>Candidate suppliers of raw materials.</p>	<p>Source / trial new raw materials (ingredients & packaging).</p>	<p>Raw materials.</p>	<p>Raw materials.</p>	<p>Continuous improvement on supply side.</p> <p>Problem solving on supply issues.</p>	Sourcing
Manufacture	<p>Manufacturing competencies.</p>	<p>Make or buy decisions.</p> <p>Candidate suppliers.</p> <p>Capital considerations.</p>	<p>Pilot plant trials.</p> <p>Sub contract trials to specialist plant?</p> <p>Candidate manufacturing lines?</p>	<p>Scale up issues resolved.</p> <p>Build launch stock</p>	<p>Product quality monitoring.</p> <p>Production efficiencies.</p>	<p>Product quality monitoring.</p> <p>Production efficiencies.</p>	Manufacture
Selling & Distribution	<p>Monitoring categories fixtures and channels at globally and locally.</p> <p>Preliminary thoughts on distribution channels and sales force competencies.</p>	<p>Candidate sales force and distribution channels.</p>	<p>Assess distribution suitability.</p> <p>Identify additional requirements.</p>	<p>Distribution plan developed.</p> <p>Category and account presentation planning.</p>	<p>Category presentations.</p> <p>Listings, pricing and promotion plans.</p>	<p>Sales value, sales volume and account profitability.</p>	Selling & Distribution