

# Output From Open Space

Food & Drink Innovation Network  
Conference  
October 9th 02

This is a direct transcription of the flip charts produced by each group. If the notes seem cryptic it is because they were. At the March 12th meeting we might want to take more care to make the comments clearer for other readers!

## How do we best manage the stage gate NPD process using an I.T. Solution

- **Keep it simple.**
- **Only as good as the enthusiasm of the people who use it.**
- **Easier if customers (i.e. retailers) have one system.**
- **Initial resistance – but easy to use.**
- **Good as “collaborative” tool.**
- **It’s not a “threat”. Should be supportive.**
- **ASDA Webtracks ... Ramesys.**
- **Applies to simple (e.g. neat) as well as complex product development.**

## Can we innovate if our consumer doesn't understand food?

Convenor: Simon Alison

Participants: **Liz Richardson, Gayle Scott, Amanda Galiano, Graham Roger, Colette Connors, Rebecca Foster, David Miskin.**

- **Reactive**
- **Brands**
- **Obesity (needing diet bars)**
- **Media**
- **Children – Fruit vs fruit winders**

Next Step

- **Education @ A level to the consumer, build understanding.**
- **Responsibility. Manufacturers, retailers to change.**
- **Cutting out the “MacDonald’s Factor” (Brand seduction ...)**
- **It’s up to us we can change “Innovate for a generation”.**

## Starting an ideas scheme

- **Don't re-launch quietly.**
- **Peer recognition. Ideas and suggestions to go onto permanent personnel record.**
- **All inclusive – everyone can have a good idea.**
- **No money rewards.**
  - Points to count towards gifts etc. Like McDonalds.

## Stat-ups to trial new ideas.

Andy Beal

Matt Ward

Sue Lockhart

James Carroll

- **Book – Discipline of market leaders.**
- **Entrepreneurs Club.**
- **Cultural Initiatives targeting risk aversion.**
- **Consider partnerships with existing small companies.**

Action

**Sue has contact in spin-off company.**

**Review book chapter.**

**Identify potential for some company sponsorship.**

**Identify potential for external support.**

## KPI'S for measuring innovation and benchmarking possibilities

Convenor: Renny Ison & Dave Phillips.

Participants: Guy, Dave Peters, Ken, Mike Shaw, Graham W, Phil Yates, Stuart M, Dave K, RAM, David Quain, Susan D, Pete C, Nick L.

- **Willingness to share.**
- **Current & possible KPI's explored.**

Action

- **Share and explore after conference and agree practical KPI's.**

## Practical Ideas For Improved Cross-Functional Working

- **Convenor: Ken Ansdell**
- **Participants: Sue Wigram, Robert Sims, Rob Nicholas, Philip Camburn.**
- **Senior management need to be aware of any problems of lack of cross functioning.**
- **Senior/Director to clarify desired mode of action, & champion actions and review.**
- **Build on “coal face” relationships despite any higher disapproval.**
- **Socialise to a limited extent.**
- **Work on cross department secondments – can be very rewarding.**
- **Recruitment with more than one eventual job function in mind.**

## How to fund innovation – here's a way.

- **Convenor: Pete Moores**
- **Participants: David Hill, Rachel Spencer, Steve McDermott, Alan Marson, Andrew Haslet, Anna Jyusi.**
- **EC funded innovation schemes available to all.**
- **Process can be difficult and time consuming.**
- **Pera/food processing faraday can access funding on companies behalf.**
- **Return of investment 20:1**
- **UK government funding the same.**
- **Talk to suppliers to assist you in innovation.**
- **Teaching company scheme / graduate placements.**



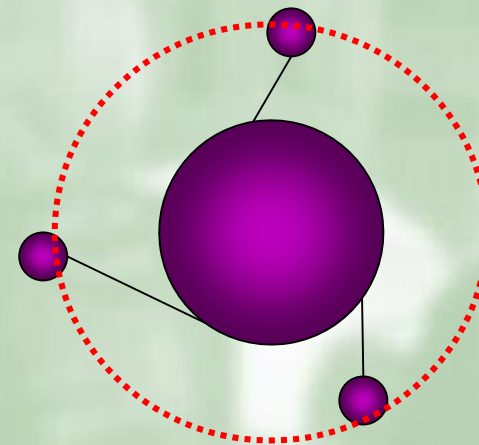
## Robotics Into The Food Industry

- **Needs**
- **Experts**
- **Companies providing kit / know how.**
- **Other industries:**
  - Car
  - Semi Conductors
  - PCB's
- **Costs and benefits**
- **Vision Control Systems**
- **Examples Of Use**
  - Sandwiches
  - Pies
  - Meat
  - Wrapping
- **Negatives**
  - Capex
  - New Skills & Cost
- **Positives**
  - Repeatability
  - Labour Saving
  - Quality and easy changeovers
- **Conclusions**
  - Big opportunity
  - No simple answers
  - We need to meet systems researchers and installers

## What Is The Best Management Structure For Innovation?

Niclas L, Susan D, James Newstead, Andrew Haslett, Dave Howarth, R A Marsh, Phil Yates, E Richardson, Pete Strange, Dave Peters, Anna Dxxyi, Stephani Barnes, Simon Allison, Jeffrey Hyman.

- PD or innovator on the board?  
Independent
- Tiny spend – so why do we worry?
- Free structure – endorse afterwards not justify before.
- Must cover all functions / disciplined.
- Taskforce – to connect bottom with top.



Matrix or Cyclical

Continued ...

## What Is The Best Management Structure For Innovation ... Contd.

<p>Top (NPD director &amp; MD as sponsor)</p>	<p>Board member as sponsor Fund (Money and resource)</p>
<p>Middle (Min 3 cross-functional)</p>	<p>INNOVATION TASKFORCE Team of people developing strategy for approval. Ideas etc.</p>
<p>Bottom Many – with their new culture</p>	<p>IMPLEMENTATION As strategy above (May innovate themselves in this process)</p>

# How Do We Deliver Value-Added Innovation In An Increasingly Price Deflated Retail Environment?

Matt Ward

**Graham White, Gayle Scott, Peter Curtis,  
Steve Wallace, Alison Haselgrove, James  
Carrol, Rob Nicholas, Darren Sutton,  
Martin Daniels**

Ideas

- **More automration to remove labour intensity.**
- **Communication of added-value must be fantastic.**
- **More robust consumer research data on price.**
  - Price Elasticity.
  - Business Benefot to them at this price.
  - Negative impact if reduce price.
- **Euros**
- **RSP vs Competition and margin: 2 issues.**
- **Director level collaboration with retailers.**
- **Squeeze supply chain / reverse engineer to meet retailer demands.**
- **Shared bundles across manufacturers to give retailers an “exclusive” package.**
- **Legal competition claim.**

## Where Do We Go To Get Training In Cooking And Food?

### Start Internally

- **Use development chefs to train and demonstrate how components should be made on production equipment.**
- **Informal food competitions ... practical food demonstrations by the chefs. 2 hour sessions. 20 people from production including practical exercises and prizes to take home.**
- **Discovery Menu – levels of training. Basic, medium, advances & extras.**
- **More formal training from chefs. Pay based on levels of training. Reduces LTO from 12 – 3%**
- **Home Cooks – Factory Cooks**
- **Holding cookery sessions.**
- **Can I do it on plant ... if not why not?**
- **No interest**
- **Loving food, knowing about food**
- **Fun and informal.**
- **Cookery demonstrations**
- **Proud about food**
- **Television**
- **Source good training.**
- **Two way feedback**

### Development Chefs -----Factory Chefs

- **Breaking down the barriers. Cross fertilisation of ideas.**
- **Cook for a friend.**

# Best Practice Screening Of “Winning” Ideas

IDEAS / CONCEPTS  
*Screen 1. Risk Management – Added Value*  
FEASIBILITY  
*Screen 2.*  
IMPLEMENTATION  
*Portfolio Management*  
LAUNCH  
REVIEW



Continued

## Best Practice Screening Of “Winning” Ideas ... Continued

- Level of technology (1<sup>st</sup> to market)
- Marketing insulation
- Technical insulation
- Pass marks / discipline
- Ramyses
- Sopheon Accolade
- Roger Cooper “Stage Gates”
- Product Vine
- Score cards
- Company fit
- Consumer research
- Investment (Capex, Marketing)
- Scorecards with retailers?
- “Gut Feel” is marketing too!!!
- Appeal system (Idea owner)
- Financial benefits
- Speed for senior endorsement!
- Lobbying “politics”

**Next Meeting**  
**12<sup>th</sup> March 2003. Pera. Melton Mowbray**