

Successful Innovation



Prepared for The Food & Drink
Innovation Network

Tomorrow's Products

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RED

Blue

ORANGE

Pink

YELLOW

Purple

WHITE

BLACK

Brown

Grey

GOLD

Silver

Crimson

LILAC

GREEN

Indigo

BLUE

Yellow



The point being.....



“If you do what you’ve always done, you’ll end up with what you always get”



Successful Innovation



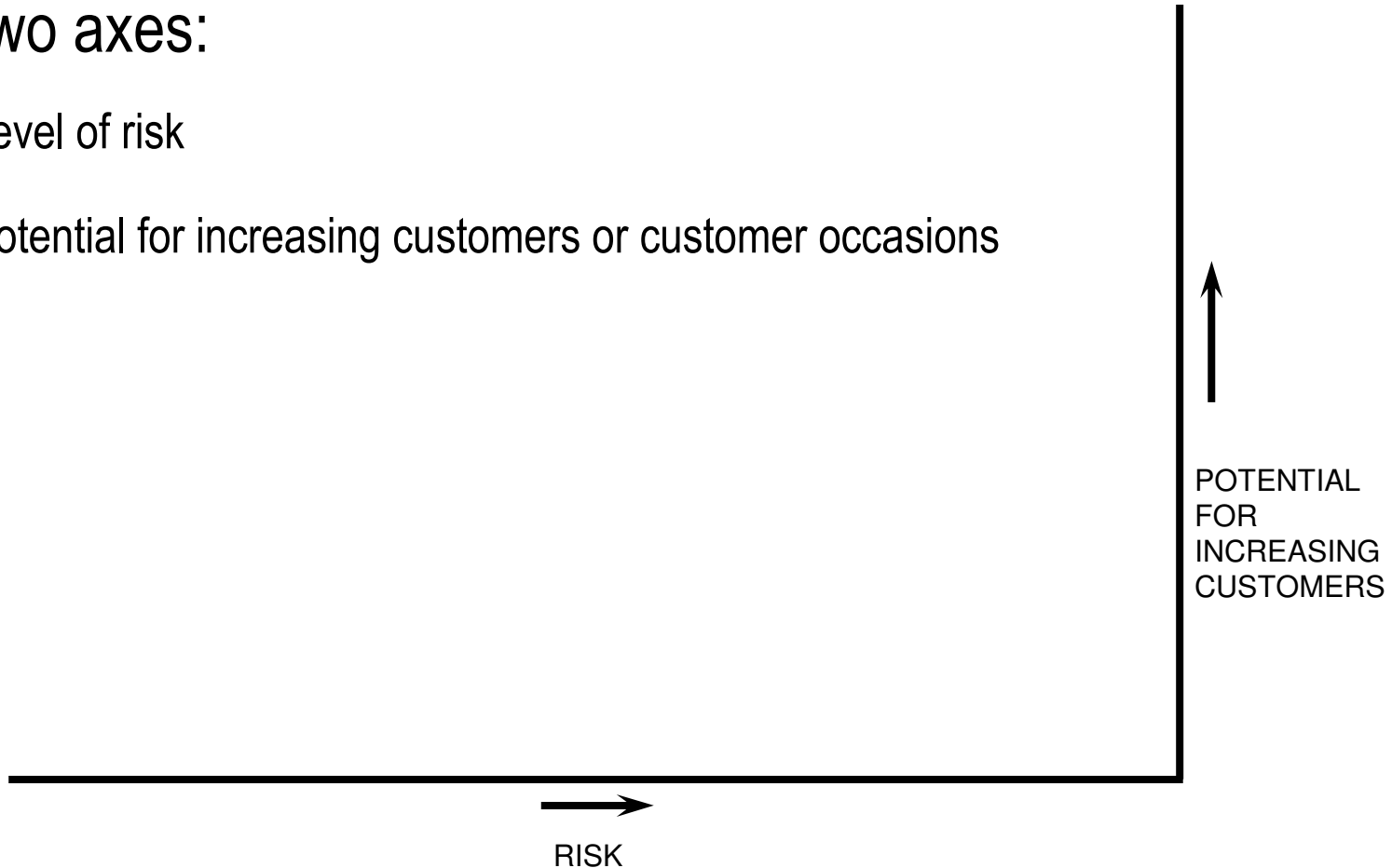
1. Work across the entire innovation spectrum
2. Zig when others zag, but in a relevant strategic way
3. Organise for success
4. Let a broad array of areas inspire you



1. Work across the entire innovation spectrum

- Two axes:

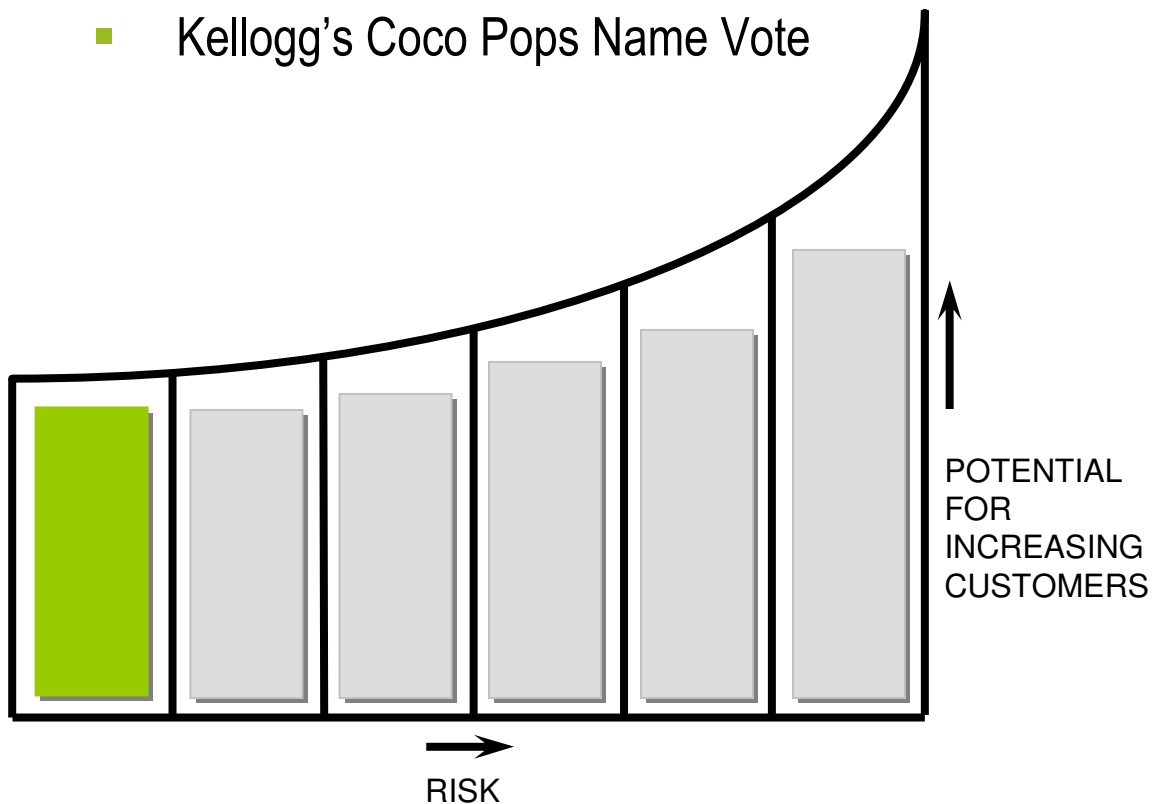
- Level of risk
- Potential for increasing customers or customer occasions



Innovation Spectrum

1. Continuous innovation

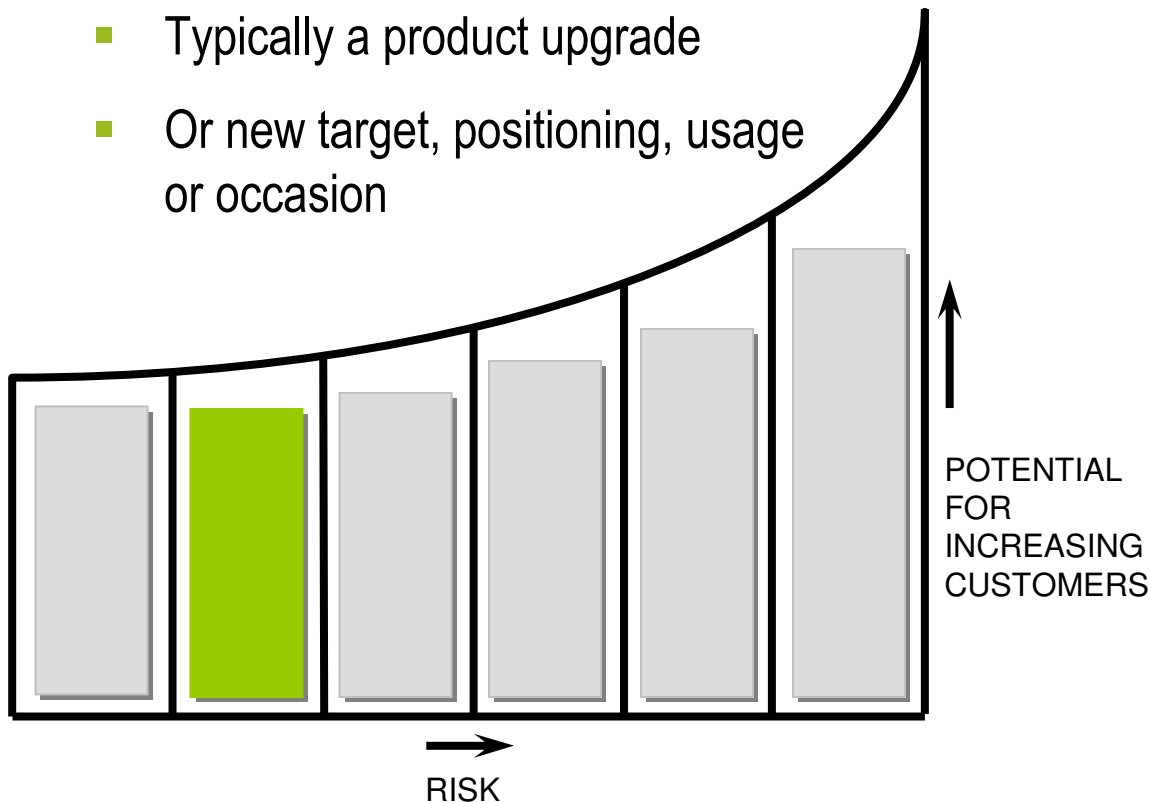
- New activities for existing brands
- Kellogg's Coco Pops Name Vote



Innovation Spectrum

2. Restages

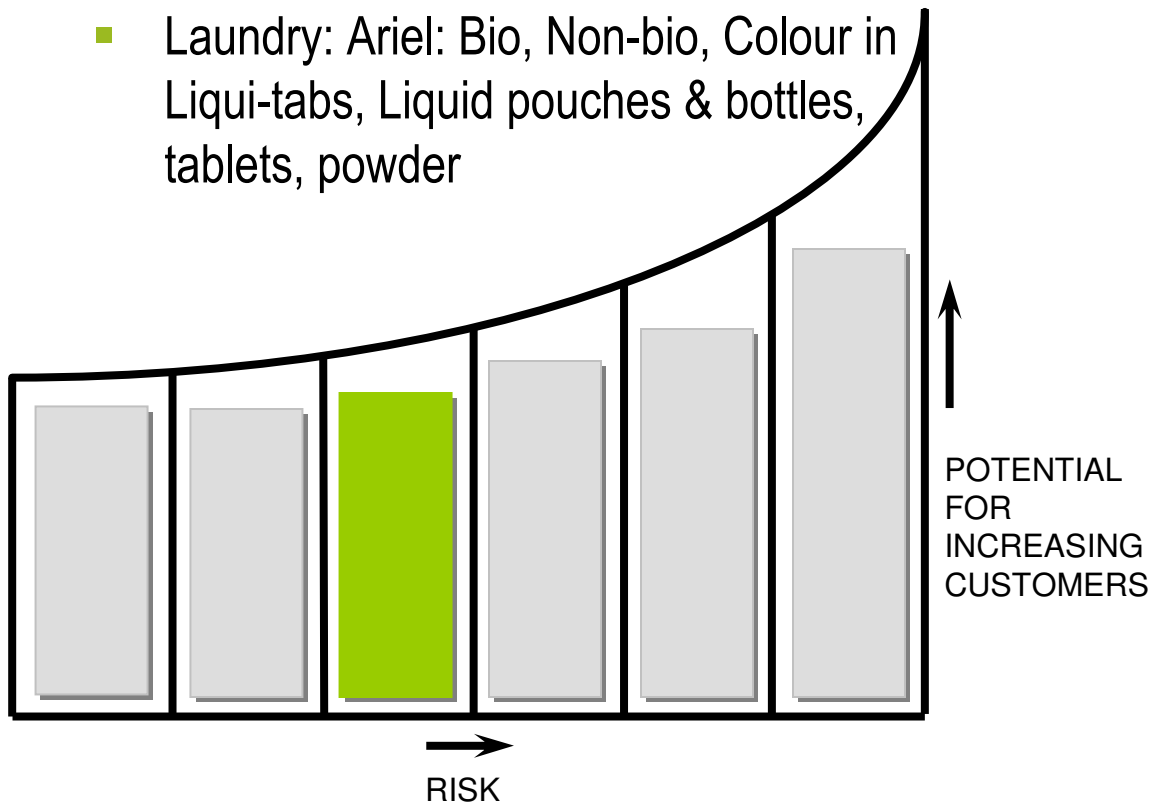
- A facelift for existing brands
- Typically a product upgrade
- Or new target, positioning, usage or occasion



Innovation Spectrum

3. Line Extension

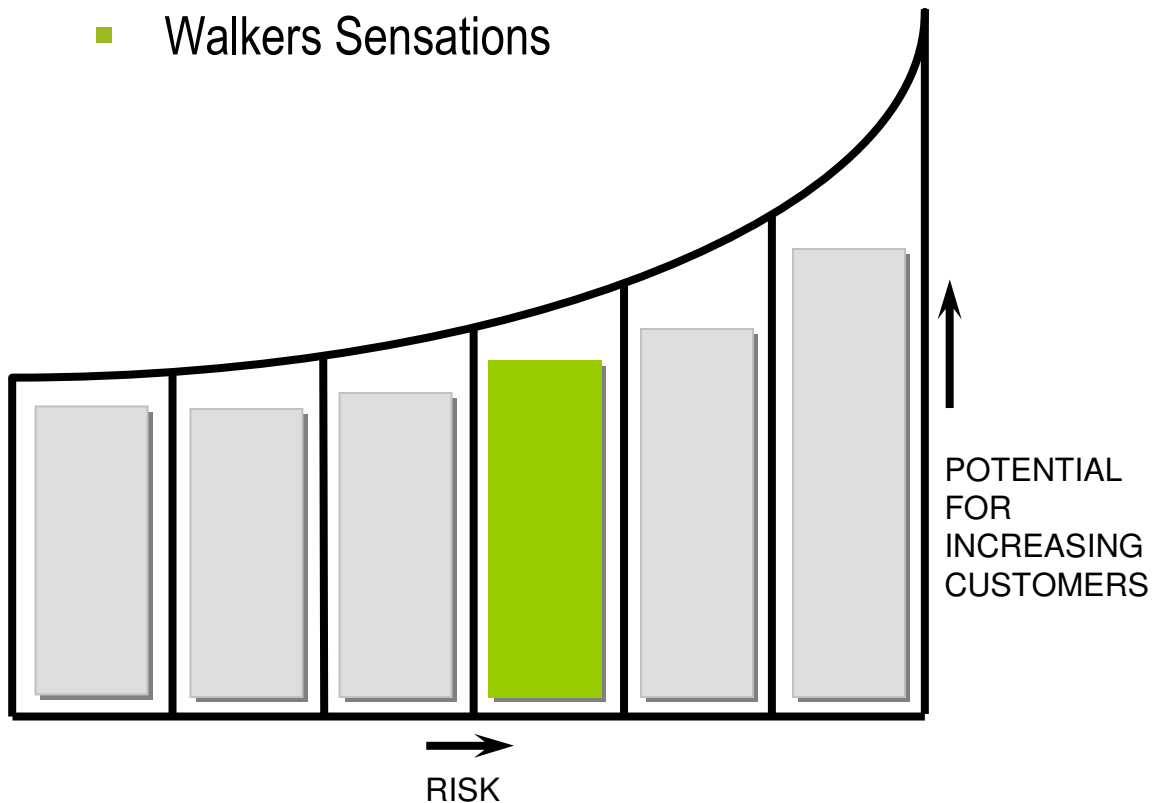
- Product variants based on existing brands
- Laundry: Ariel: Bio, Non-bio, Colour in Liqui-tabs, Liquid pouches & bottles, tablets, powder



Innovation Spectrum

4. New product development

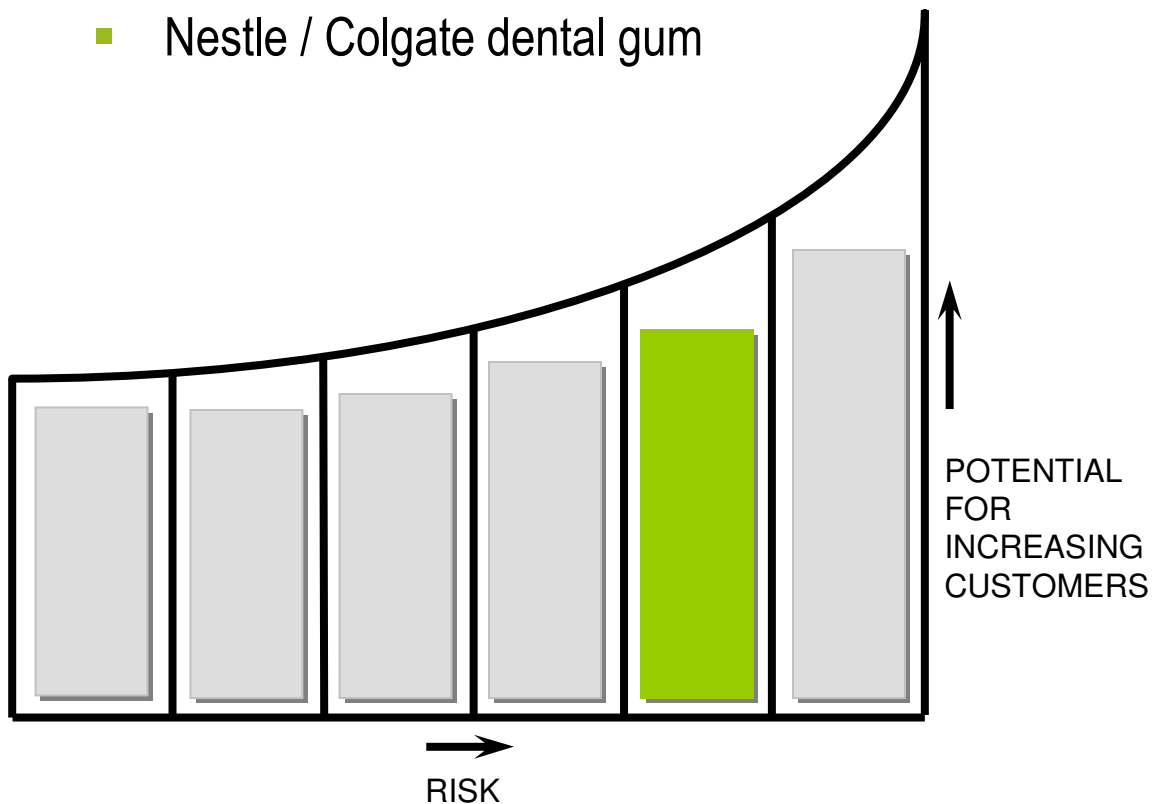
- New products in current categories
- Walkers Sensations



Innovation Spectrum

5. 'Blue Sky' NPD

- New products in 'New-to-the-company' categories
- Nestle / Colgate dental gum

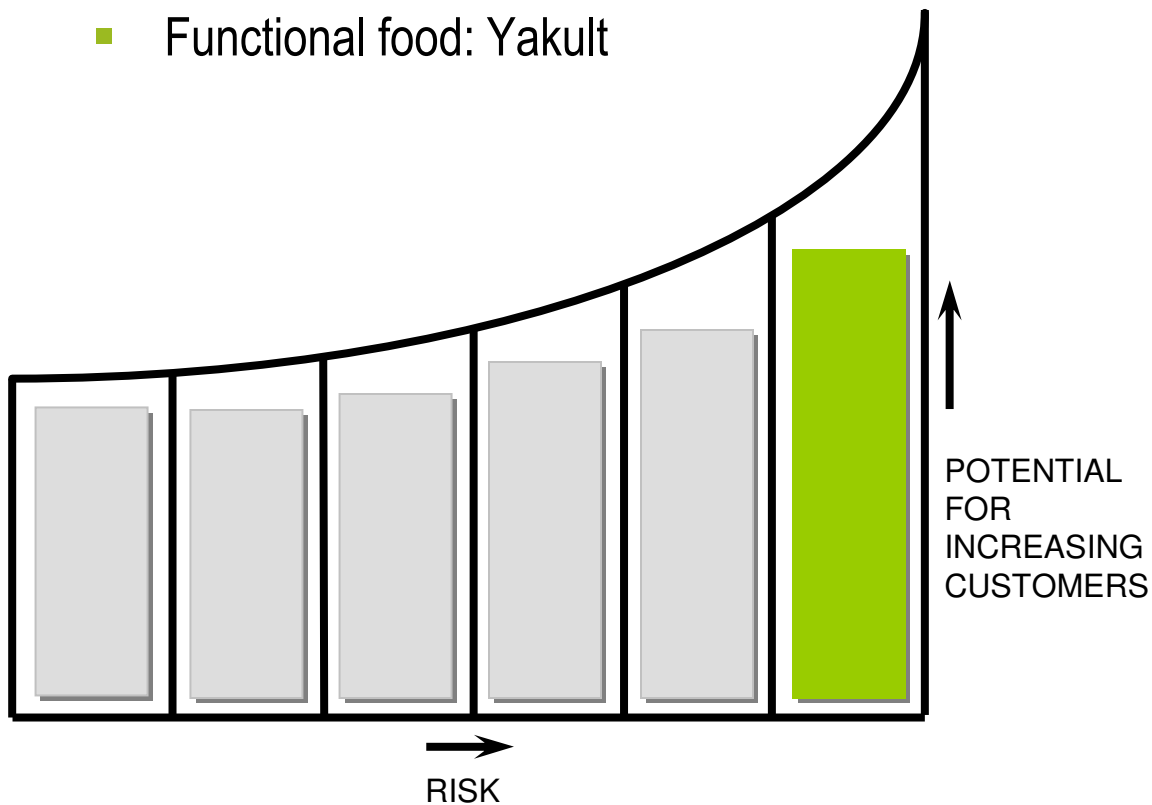


Innovation Spectrum

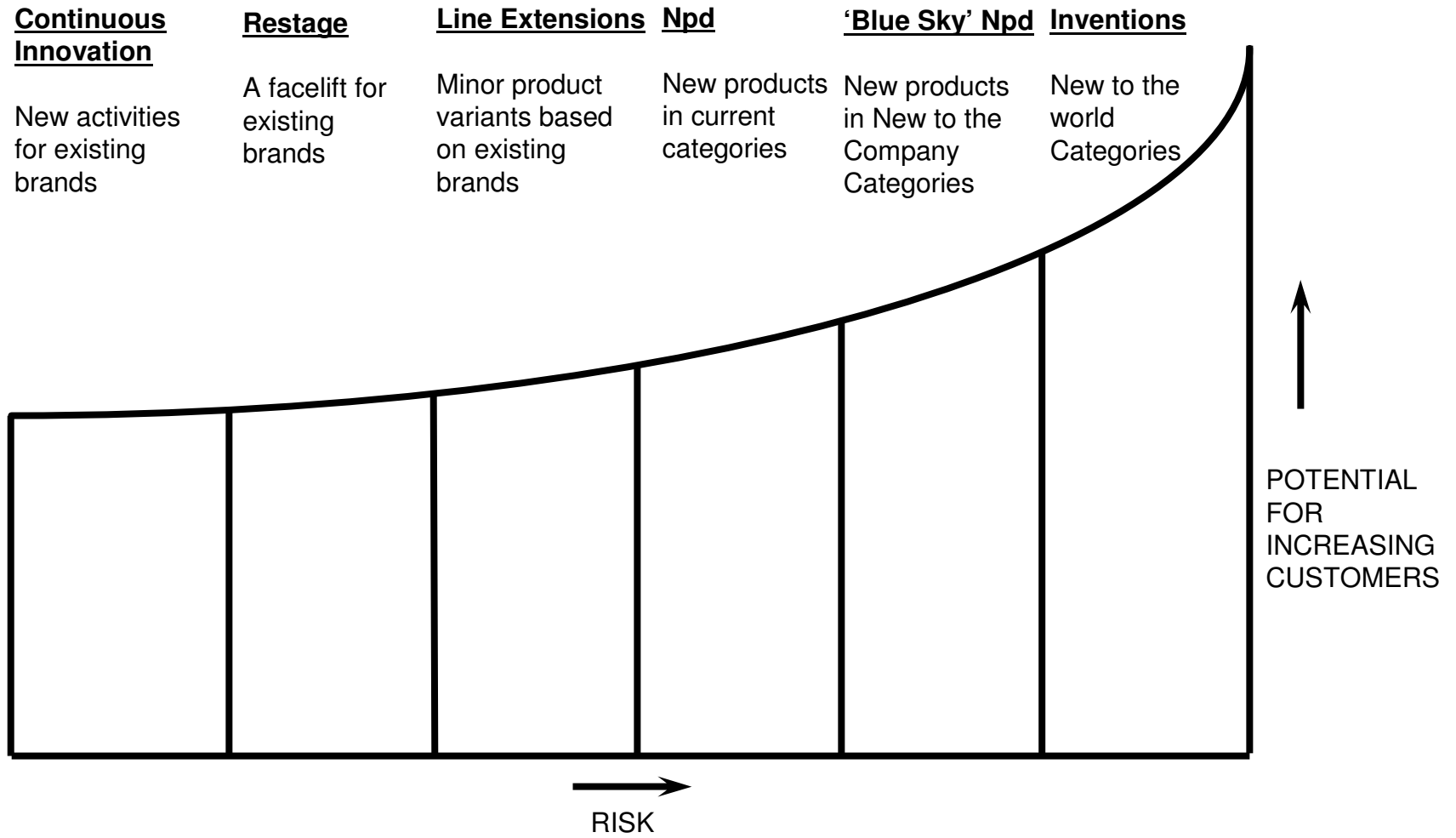


6. Inventions

- New to the world categories
- Functional food: Yakult



The Innovation Spectrum



Find the Innovation Spectrum Handout:



- Think of your company – or a company you know well
- Think of their most recent innovations
- Plot them on the spectrum
- Are you missing out?



2. Zig when others Zag in a relevant strategic way

- Think about people & their needs, especially changing needs & needs that haven't been fully met before. This shows where the relevant strategic territories are.
- Now how can you zig, by delivering something in a unique way.
 - Kellogg's Nutri-grain bars created the 'morning bars' category



Find the handout – strategically zig when others zag:



- Think of a target group (maybe one you don't normally work with)
- What unmet needs or changing needs do they have?
- Can you think of a product or service which would suit them?
- Is there a way you could (each) deliver this product or service?



3. Organise for Success



- Vertically: top management champions
- Horizontally: multi-disciplinary perspectives
- Proper external or internal co-ordination
 - Interbrew – Innovations department involves marketing, selling, market research, masterbrewer + product development in creating and positioning products, in a fully facilitated process



Find the 'Organise for Success' Handout:



- If you could have anyone to help you with your innovation who would it be? (Richard Branson excluded!)
- Why would you choose that person – what characteristics do they have?
- If you can't get them, can you find someone you can get with similar characteristics?



4. Let a broad array of areas inspire you



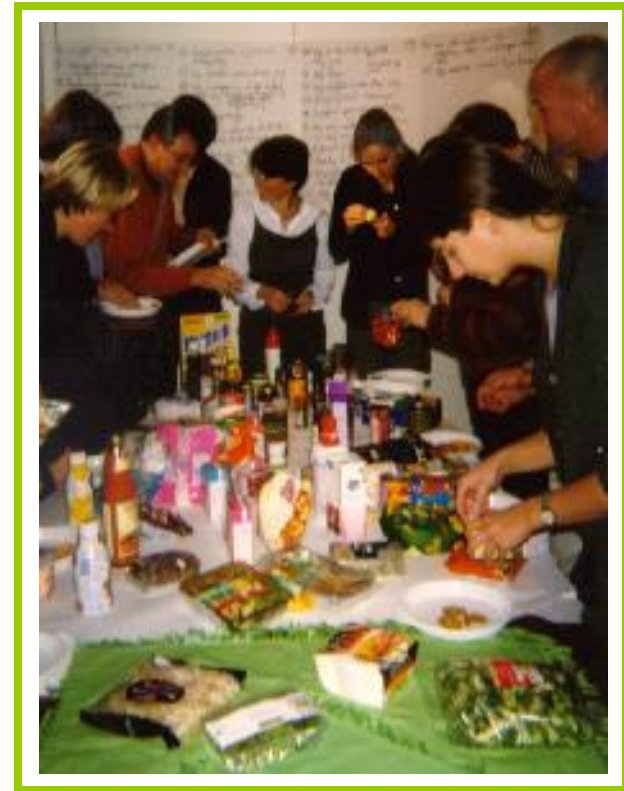
- Consumer e.g.
 - Accompanied living
 - Observation
 - Complaints file
 - Lapsed / Light / Non users



4. Let a broad array of areas inspire you



- Category e.g.
 - Semiotics
 - Gap analysis
 - Worldwide trawl
 - Past products
 - Other categories



4. Let a broad array of areas inspire you



- Brand e.g.
 - Factory visit
 - Product interrogation
 - Ideal world experiences



4. Let a broad array of areas inspire you



- Trends:

- Scientific & Technical
- Category & Competition
- Consumer & Culture

