

Notes from Special Interest Groups

Food & Drink Innovation Network
National Meeting – June 25th 2003

This is a direct transcription of the notes
produced by each group.

Summary of special interest groups

1. Cultural Change
2. Effective portfolio management ... What is the best way to implement?
3. What's is the best way to get started with a paperless NPD System?
4. How can we ensure an NPD system is effectively implemented across all departments.
5. QSA Product Demonstration
6. How to persuade the CEO on the Return On Investment and other benefits of a good paperless NPD system.
7. Is a common integrated product spec system THE FIRST BIG STEP?
8. How do we utilise the systems we already have?

Top issues by Table

Table 1

- How do you measure the benefits of automation?
- Standardisation of automated NPD systems for retailers
- Industry standardisation of data format.
- Different systems, their lack of interoperability.

Table 2

- Integration of market research, new product development, process development.
- Enabling paperless NPD in more companies.
- Buy in / support from other functions.
- Visibility of workflow & project tracking.
- Have a single NPD system ... Paperless.
- Front end screening rigour
- Enabling the complete value chain.

Table 3

- Multi discipline commitment to NPD process.
- Improving our NPD process.
- Involving all key people in a development system.
- How do you maintain simplicity when developing an on line system.
- Benchmarking other's processes.

Top issues by Table

Table 4

- Software that does what it's supposed to do.
- Intuitive user-friendly system.
- Understand what is really meant by a paperless system.
- User friendly, cope with numerous projects, simplicity.
- Ease of use in delivering for those out there at the sharp end.

Table 5

- Improve cycle times.
- Avoid duplication efforts.
- Resource Allocation.
- Paperless innovation.
- Seamless Process.
- Control of development process and prioritisation of resources.
- Resource Allocation
- Speed to market
- Paperless System

Top issues by Table

Table 6

- How to manage the people aspects of NPD
- Find a computer system to reduce the paperwork involved in development that's easy to use and for sharing information.
- What are the latest NPD systems and are they worth implementing?
- Knowledge management ... Thousands of raw materials available to use, hundreds of separate “bytes” of data associated with each RM. How to manage ... Tacit and explicit.
- Implementing a streamlined effective NPD system.
- To get a broad understanding of the systems available so that e can offer impartial advice on systems.

Table 7

- Understanding which system(s) suit our business best.
- Paper based NPD system that does not work.
- Implementation of paperless systems throughout the supply chain.
- One system (particularly technical and specification) that fits all good business throughout the chain.
- Standardisation of product specifications across retailers.

Top issues by Table

Table 8

- **Systems to manage new product development.**
- **How do companies manage their portfolio (picking winners / losers) making better go/ kill decisions.**
- **Integrating effective knowledge capture into paperless NPD systems.**
- **Understand types of IT systems available.**
- **Innovation Tunnel.**
- **Overcoming the IT phobias of users.**
- **Understanding more about NPD systems to see how they can help me.**

Table 9

- **Organisational acceptance of moving away from functionalist and control of own destiny (e.g. using paper) towards centralised and visible process.**
- **Understanding customer needs and solutions available.**
- **Gaining senior management buy-in.**
- **How to ensure the people management issues of crucial to all NPD processes are addressed.**
- **Systems that facilitate NPD process and don't create electronic overload.**
- **Integration of QSA with other specs / paperless NPD**

Cultural Change

Attendees: Roy Jefferey – Manor Bakeries; Steve Kerzman - Consultant; Daniel Plowright – Brookes Avana; Jennifer Epke - Somerfield; David Lomas – A G Barr; Zoe Nicholls – RHM Foodservice; Lisa Wilkinson-Hazlewoods; Annelise Whittaker – Golden West; Kate Stewart Cox – Perspectiv.

The challenge is to get people to embrace a new system.

Explore ideas to sell the benefits.

1. Demonstrate under old system there is lots of duplication of paperwork.
2. Need to avoid making human beings feel processed.
3. Two types of business case. One for the board – numbers focused. The other is for the masses which is motivational.
4. Invest in the time to ensure all people are briefed properly.
5. Take the people who won't use it out of the system.
6. One on one action to understand why they won't buy in.
7. Bring in professional communicators and facilitated workshops!
8. Use external resources. This will help with openness.

Effective portfolio management ... What is the best way to implement?

Attendees: Suzanne Trew – Scottish Courage; Sally Whelan – Concept To Launch; Fiona Jefferson- Marlow Foods; Malcolm Austin – Golden Fry; Daniel Plowright – Brookes Avana; Roy Motteram – Master Foods; Andy Wilkins - Perspective

Requirement for a gated process first. Then introduce a scorecard at each gate.

Various criteria to be used as appropriate for each company. E.g.

- Strategic fit
- Competitive context
- Financial measures

Need to weight criteria and keep re-visiting weighting to ensure decisions are appropriate.

At post implementation review check that score card delivered or else need to revisit.

Each scored project should then be compared against all other live projects with a view to ensuring that sufficient resource is available. This might mean cancelling or putting on hold projects previously that have been previously given the go-ahead.

The cancelling of projects can cause major people issues unless the core way in which people are measured is changed.

Key questions / issues

- How do we kill projects effectively?
- How do we manage the people issues?
- Group desire to work together on this topic and share best practice.

What's is the best way to get started with a paperless NPD System?



Attendees: Paul Clarkson S K Chilled Foods; Annelise Whitaker Golden West Foods, David Lomas – A G Barr, Malcolm Wilkes – MW Associates, Aileen McLaughlin - Masterfoods, Michelle Beaton – Master Foods.

Questions

What do you do if the customer (retailer) has no system ... How do you know where to start?

How do you generate the time to do initial set up?

Do any of these systems help manage “blue sky” work?

Solutions / Comments

Don't necessarily get bogged down with a complete system. Maybe look at it on a modular basis.

Can one of the providers produce a simple-entry NPD process management system.

Can we (as manufacturers) have real input into how a module is set up? Have a debate. Could be two systems e.g. own label / branded.

We need to get all processes in the business aligned before trying to implement the system.

The start up system needs to be not be labour intensive or it will not get off the ground.

Need to get buy-in by all users at early stage. How will it make their job easier.

How can we ensure an NPD system is effectively implemented across all departments.



Attendees: Emma Chambers – Concept 2 Launch; Zoe Nicholls – RHM Foodservice; Chris Wells – General Mills; Kate Stuart-Cox – Perspective; Tim Winfield – QSA Product Vine; Tony Tompsett – Hall & Woodhouse; Derek Gale – Weetabix. Steve Kerman - Consultant

CEO Buy in crucial.

Design ownership from all departments – Design your bit.

Sell in to each department.

In depth introduction ... Reasons why.
Systematic way to reduce paper.

Identify “savings” opportunities.

Allow sales etc to have an increased input.

vs. Remove daily sales input (Happy to accept reduced work load) to allow systematic prioritisation.

vs. make sales responsible for driving system – good for own label

Prioritisation of ideas to develop may be a system which is required for food.

Buy-in from factory manager? They can be designed-in as being accountable.

Flow of “red ink” was the main thing that got systems and new work styles moving in hi-tech ... Likely for food manufacture as well.

Good if system can manage de-lists this appeals to production.

Benefit of starting to measure production based on NPD aspects not just efficiencies.

Demonstration of new ideas needs to be presented across all functions.

QSA Product Demonstration

Attendees: Smith – Ledbury Preserves; Mike Shaw – Dairy Crest; Michelle Beaton – Master Foods; Jenny Epke – Somerfield; Susie Giles – Marks & Spencer; Leo Guevara – Huddersfield University.

Des Smith

Similarities between find & PV (SSL).
Use PV for other systems and internal.

Based on these interests an overview of the system was demonstrated.

Mike Shaw

Understand how stage-gate process can be managed through the system and workflow.
How to make paper system electronic.

Michelle Beaton

Business process analysis. ? Consolidate or have differences.
Use different templates and how to get standard approach.

Leo Guevarra

What is happening in industry and with product development.

How to persuade the CEO on the Return On Investment and other benefits of a good paperless NPD system.



Attendees: Kevan James - Karlshamns; Emma Chambers – Concept 2 Launch; Simon Shepherd - Consultant; Suzanne Trew – Scottish Courage; Jenny Linnell - McCormicks, Debbie Calver - McCormicks, Sally Whelan – Concept 2 Launch.

Physically save time. Have a cheque list. No need to back track.

Save money.

Increasing revenue / time to market.

More efficient and effective.

Not monitor.

More work / form filling (against system)

Short time span projects against structured system (i.e. 6 weeks)

Short term commercial successes override need for system.

Drivers – Why paperless NPD system.

1. Competitive threat. (Competitor A has been successful using X system)
2. Selling tool, endorsement of brand / company.
3. Benefits of cultural change.
4. Greater structure and accountability.
5. Team development.
6. Management planning (effective)
7. ROI – quicker to market / focus / more to market / avoids duplication / saves money
8. Productivity improvement
9. Redeployment of human resources – more blue sky more NPD

Benefits of collaborative working with suppliers and customers.

Supply chain synergies (which create efficiency and lower costs)

Better communication (Between companies / departments)

Linked to individual departmental objectives and Management objectives.

Is a common integrated product spec system THE FIRST BIG STEP?

Attendees: David Moreton – Memory Lane Cakes; Angus Smith – Macphie of Glenbervie; Malcolm Austin – Golden Fry

1. Retailers reluctance to give up their own system.
2. Ingredients straight through the system from supplier to final spec.
3. Different templates at the moment.
4. The small ingredient suppliers do not have the resource to give the information as required..
5. Make it easier for retailers to deal with smaller suppliers.
6. Could we add traceability to this system.
7. How do we make the case for the change attractive to retailers?

How do we utilise the systems we already have?

Attendees: Nick Williams – Sopheon; Derek Gale – Weetabix; Fiona Jefferson – Marlow Foods; Cathy Anderson – Cadbury Schweppes RSSL – Simon Connolly – Sopheon; Simon Williams – Hygrade Foods; Matt Wall – Charteris PLC; Bob Anderson; Chris Wells – General Mills; Tony Tompsett – Hall & Woodhouse PLC; Dave Hutchinson – The Duckworth Group.

Examples: SAP, Lotus, Access, Oracle.

Challenges

1. Workflow & Data Integrity.
2. Duplication of content
3. Lotus notes > change to Microsoft platforms.
4. Security, outside of company R & D.
5. Restriction of data to sections within the company.
 - E-mail to overcome access to the system.
6. What basis to prioritise? Volume, margin, revenue.
 - Fill in forms; inform decision makers.
7. E-mail culture is big now. Integrate with e-mail.
 - Dangers of work spam.
8. Practical implications of resolving priority; demanding too much information can be an annoyance.
9. Resource Constraints – Time allocation precious.
 - Tracking systems can distract, excel, list of people and projects, works well in short / not long term.

Data Integrity

- Potential to be optimistic. Human nature to favour your own projects.
- Benchmarking assumptions ... Logging data.
- Who lead the NPD process?
- Solutions can “block” the pipeline with lots of products. Look at the critical path and inputting data once.

Implementation

- Starting off small then moving into full system.

Existing Systems

- Utilising SAP with reports in Excel.
- Opportunities for standardisation needs to be driven by clients, or DTI (Attempt previously by flavouring industry)

Moving Forward

- Encouraged to use more people for change.
- Leaving something with no means of support!

Collaboration

- Global food development. Restrictions.