

THE VALUE CHAIN STARTS IN THE MIND OF THE CONSUMER

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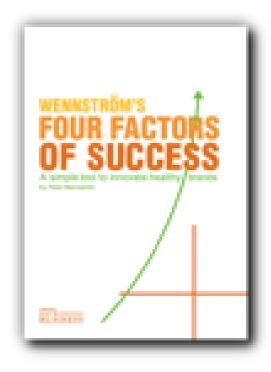
10 years ago that was my message when I visited New Zeeland ...





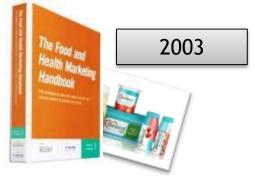
With the FourFactors of Success in my suitcase...





Accumulated market experience of success and failure factors in food and health innovation globally.





• FourFactors[®] introduced in the **Food & Health Marketing Handbook** together the innovation life cycle, it's 3 stakeholders and the 5 market entry strategies



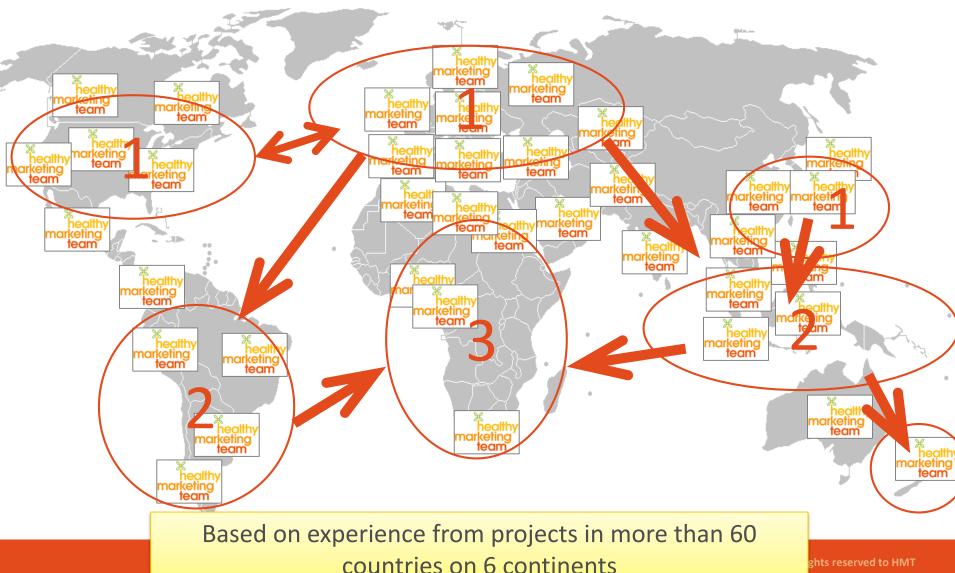
• Refined in the FourFactors® of Success – how to innovate healthy brands. <u>HMT founded</u> <u>same year</u>.



• FourFactors[®] for Growth Market Success – how to innovate successful brands in growing economies.

Today 10 years later I have a new message for you...







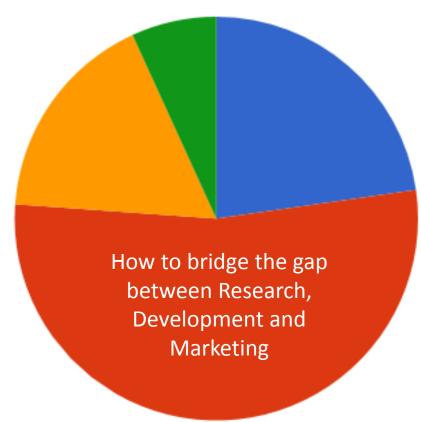
The external challenge: 80% of new product launches fail within 12 months*

* Source: Howells, Richard., "Why Good Products Fail and What You Can Do About It" (July 2011) Forbes



The Internal Challenge

Where do you see the biggest hurdles in the Innovation Wheel?



- From new research to new product development
- From product development to successful marketing
- From marketing to organisational efficiency
- To restart the wheel from organisational efficiency to research

Result of Survey with visitors at Vitafoods Asia in Singapore

So today I know what the key success factor is!





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CULTURE EATS STRATEGY FOR BREAKFAST

Co-Innovation CIG

Co Founded by the HMT, and stakeholders from Lund University Business School, Faculty of Ethnology, Skane Food Innovation Network

HOW TO BRIDGE THE GAP BETWEEN INNOVATION AND MARKETING

Introducing the FourFactors® Innovation Programme

HMT'S FOURFACTORS® INNOVATION PROGRAMME

HMT's FourFactors® Innovation Programme is intended to help companies in the Nutrition, Health and Wellness market to develop Better Targeted Innovations Faster to Market.

The program is built on global best practices and key learnings of success and failures and is developed together with University research groups and Industry experts to bring an interactive tool box for optimizing the innovation handover process.



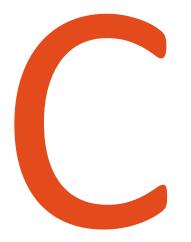
FOURFACTORS® INNOVATION

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Consumer



What are the consumer Trends and Needs? Who is your target consumer?









What are the White Spaces? Where to play in the category?





Competencies



What are your assets and what needs to be built further?



• Understand the brand assets and identify what needs to be built further to innovate successfully





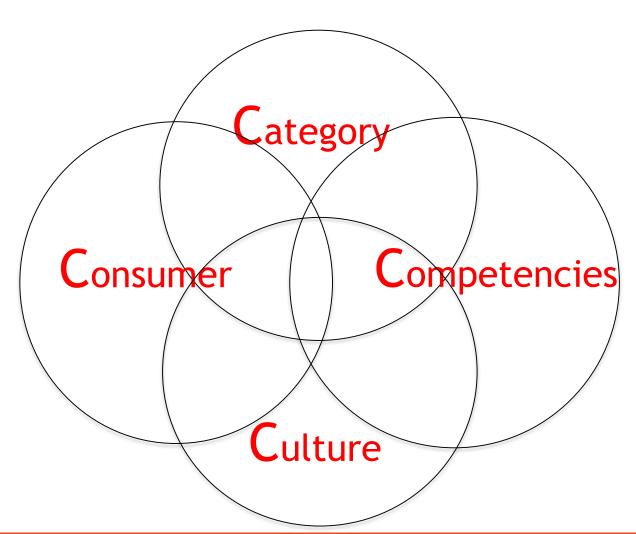
Your corporate attitude to change and innovation?



• Assess the company culture and how it impacts Innovation

THE ABILITY TO COMBINE <u>ALL FOUR</u> <u>C'S</u> FOR YOUR INNOVATION













HOW TO BRING INNOVATIONS TO MARKET MORE SUCCESSFULLY

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I will show you two case studies from two small countries...



BRAND REPOSITIONING & GLOBAL ROLL OUT CASE STUDY: BECOMING THE GLOBAL EXPERT IN CHOLESTEROL LOWERING



BRAND REPOSITIONING CASE STUDY:

CREATING A PLATFORM FOR INTERNATIONAL GROWTH FOR A PLANT-BASED BRAND





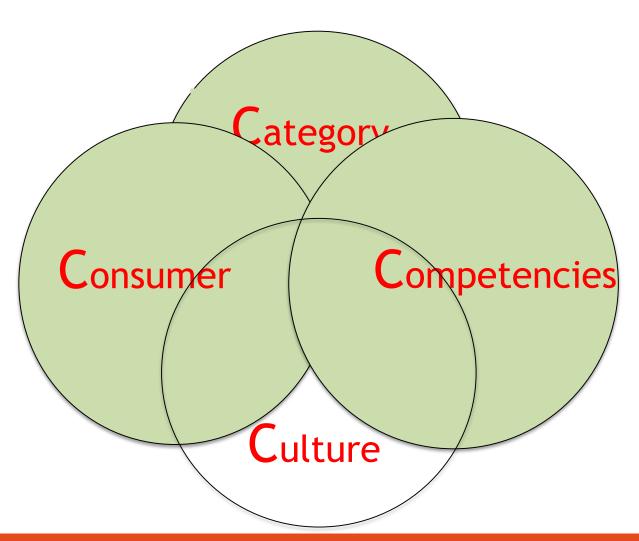


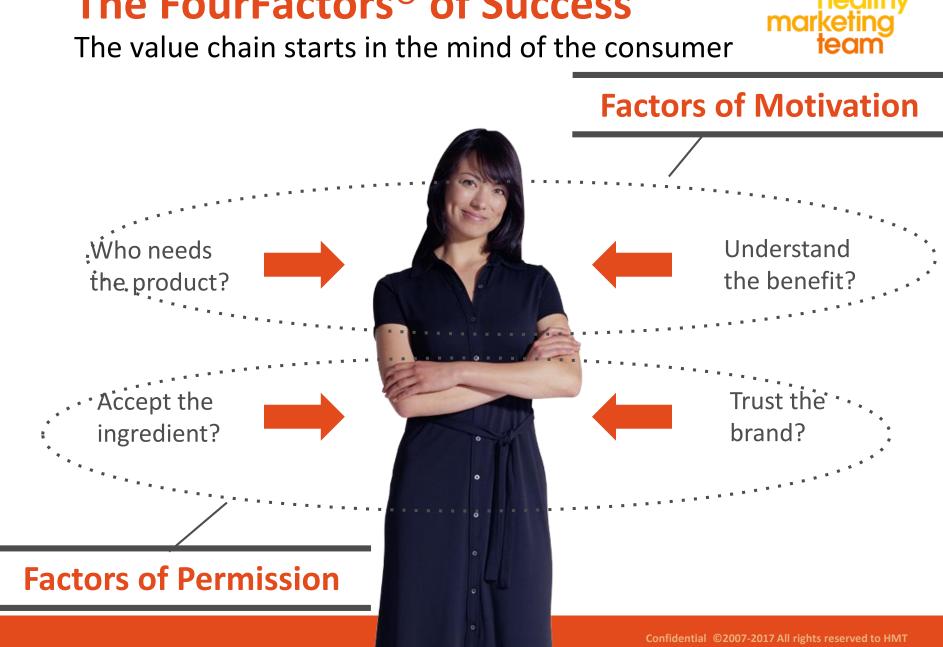


FOURFACTORS® BRAND ACCELERATION SYSTEM

THE ABILITY TO ALIGN <u>ALL FOUR C'S</u> FOR YOUR INNOVATION







The FourFactors® of Success



Imagine You've Just Launched a New Product...



"We've never seen consumers as confused about "what is good for you"



Indra Nooyi, PepsiCo CEO and Chairman Fortune Magazine, April 2015.



Heinz Tomato Ketchup









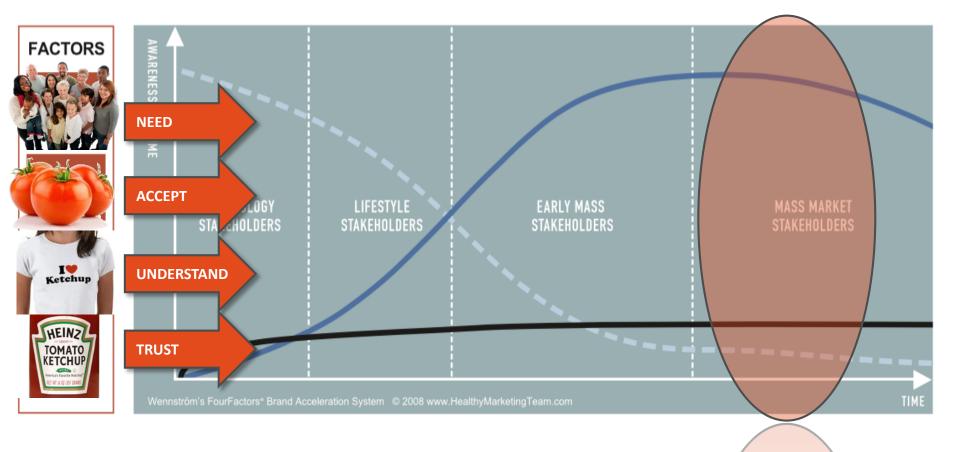






The FourFactors[®] Brand Acceleration System





Now let's look at a European Launch...

Imagine... it's 2007...











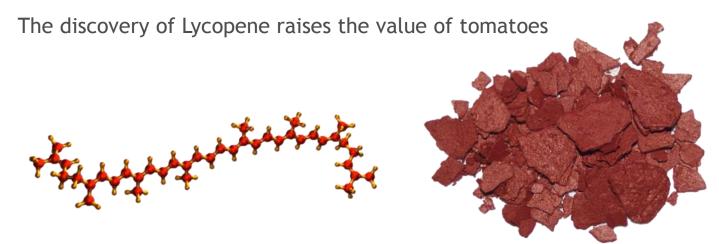
So why not leverage the tomato expertise



Biotechnology is advancing







So why not leverage tomato expertise?







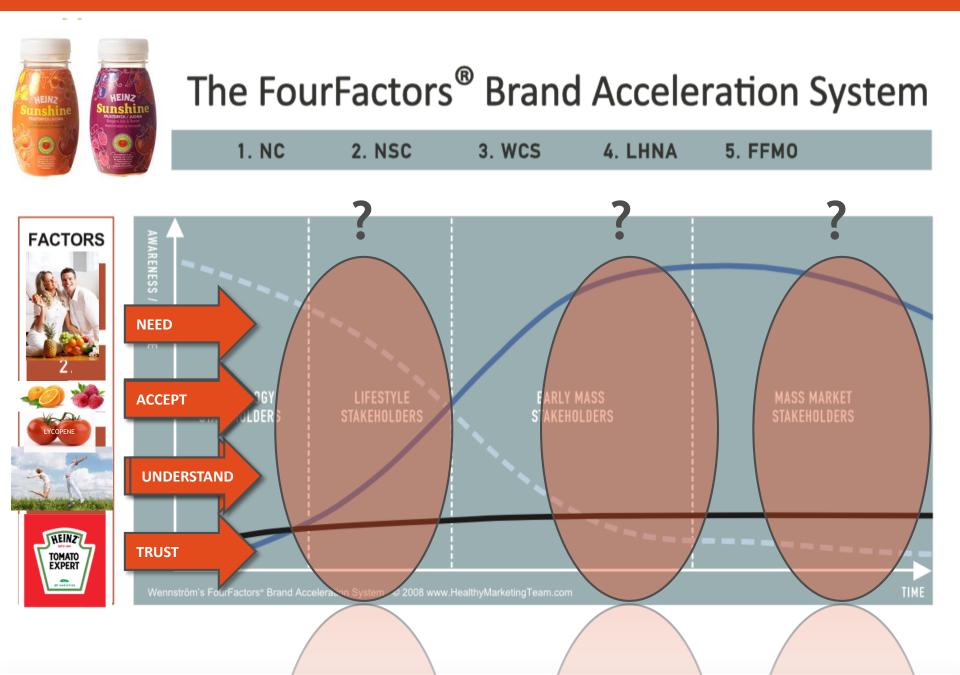
LYCOPENE









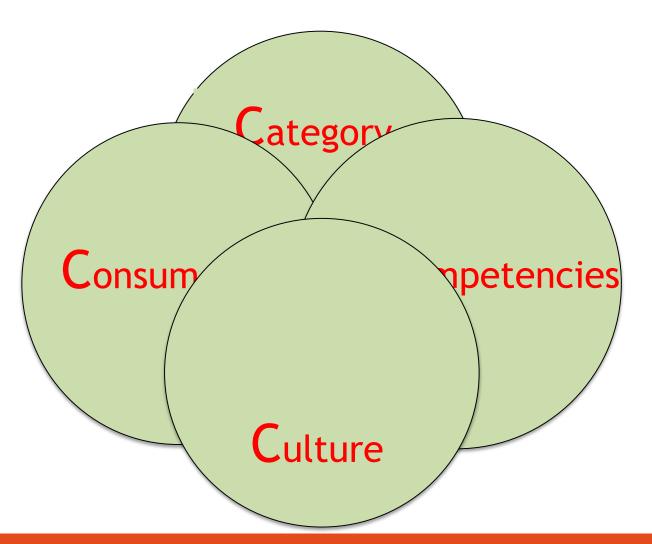




CULTURE EATS STRATEGY FOR BREAKFAST

THE ABILITY TO ALIGN <u>ALL FOUR C'S</u> FOR YOUR INNOVATION





What works for Heinz Tomato Ketchup? **Optimise of course!!**



Repeated renovations... ever more convenience... ever more fit in my life





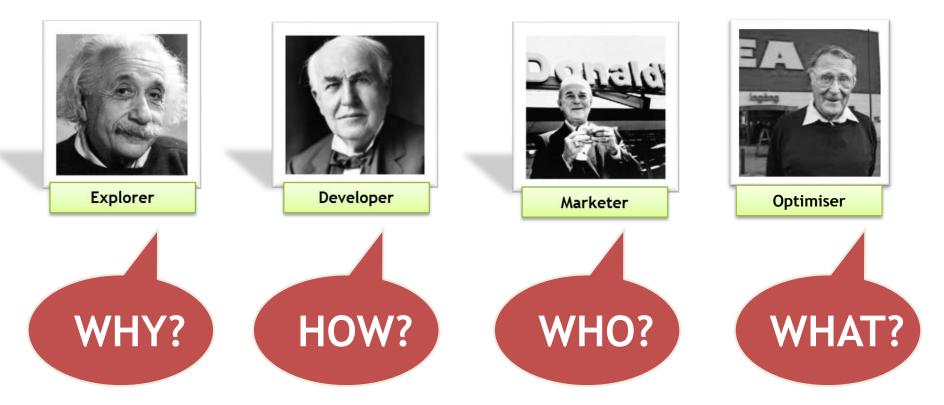




Co-Innovation CIG

Co Founded by the HMT, and stakeholders from Lund University Business School, Faculty of Ethnology, Skane Food Innovation Network

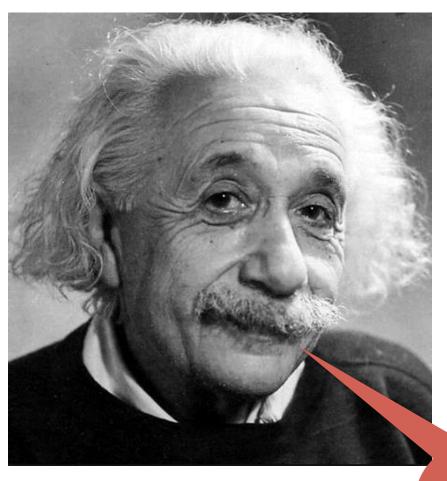
WHAT CAN WE LEARN FROM THE ARCHETYPES OF INNOVATION?



They represent four different innovation cultures. Who are you?

Co-Innovation CIG

YOU ARE AN **EINSTEIN**. YOU **EXPLORE** NEW KNOWLEDGE

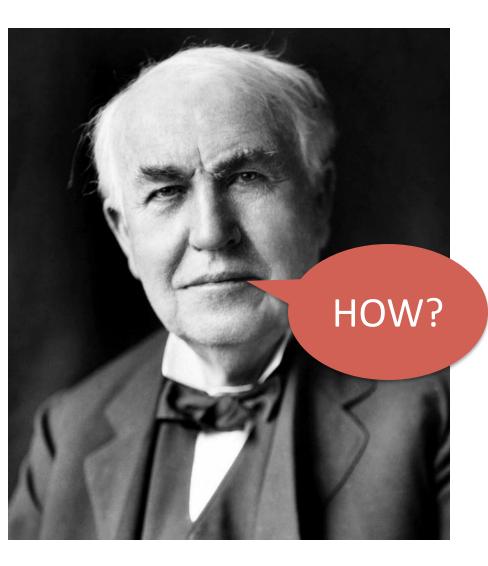


"Do not stop questioning"

WHY?



YOU ARE AN EDISON. YOU DEVELOP NEW PRODUCTS



I never pick up an item without thinking of how I might improve it.



YOU ARE A RAY KROC. YOU MARKET NEW BUSINESS



"There's more future in hamburge than baseball."



YOU ARE A KAMPRAD. YOU OPTIMISE THE ORGANISATION

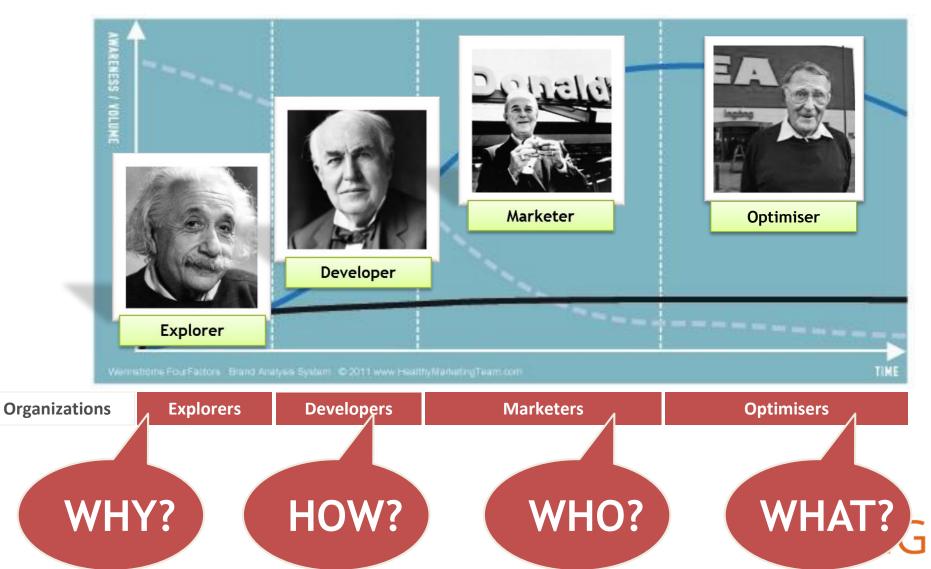


WHAT?

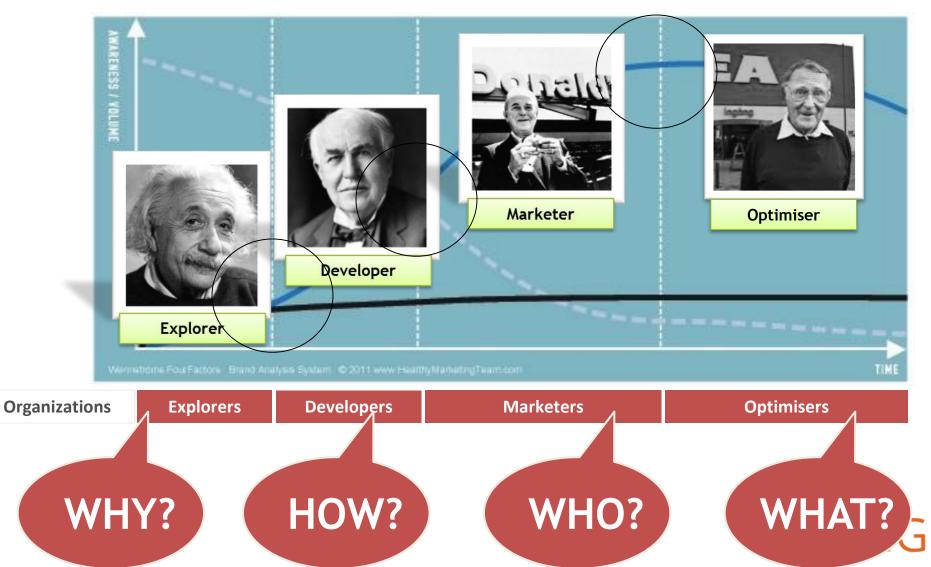
We need structure, better operational efficiency, control of costs, quality and inventory.



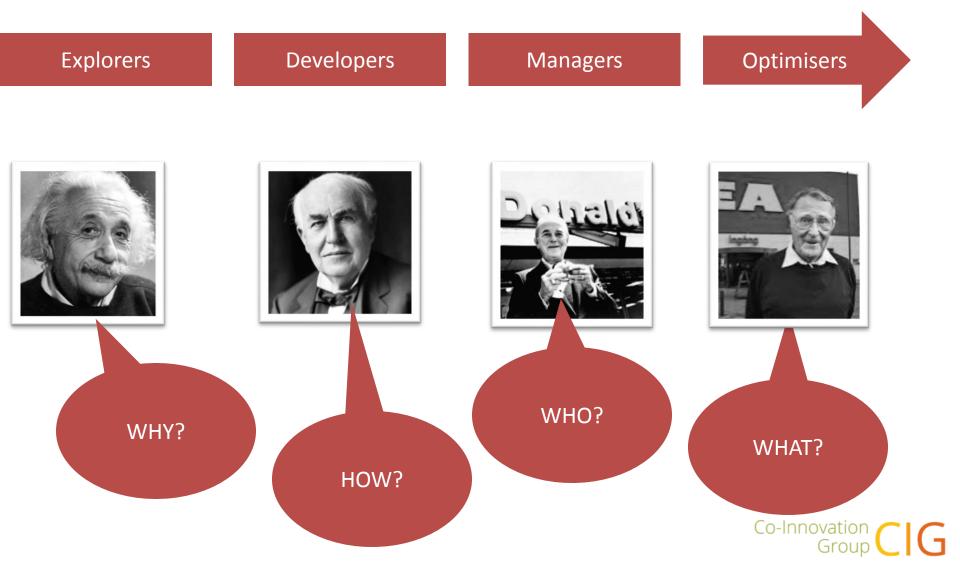
LEARNING 1: CORPORATE INNOVATION CULTURES ARE DIFFERENT AT DIFFERENT STAGES OF THE LIFECYCLE..



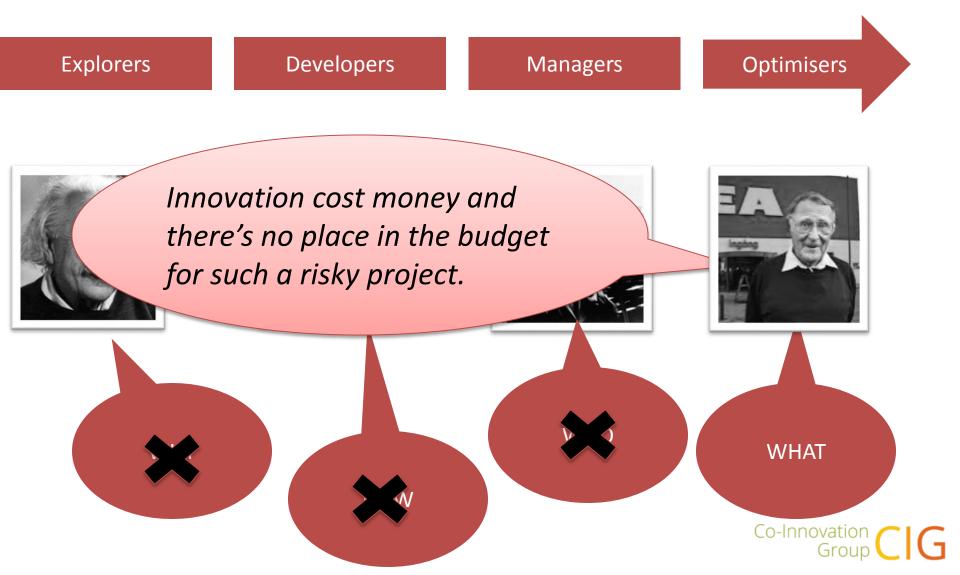
LEARNING 2: INNOVATION CULTURES...MUST BE ABLE TO COOPERATE..



YOU NEED ALL FOUR TO CREATE AN INNOVATIVE ORGANISATION



BECAUSE IF THEY START TO DISAPPEAR...



Kodak: "WHAT we do is film"

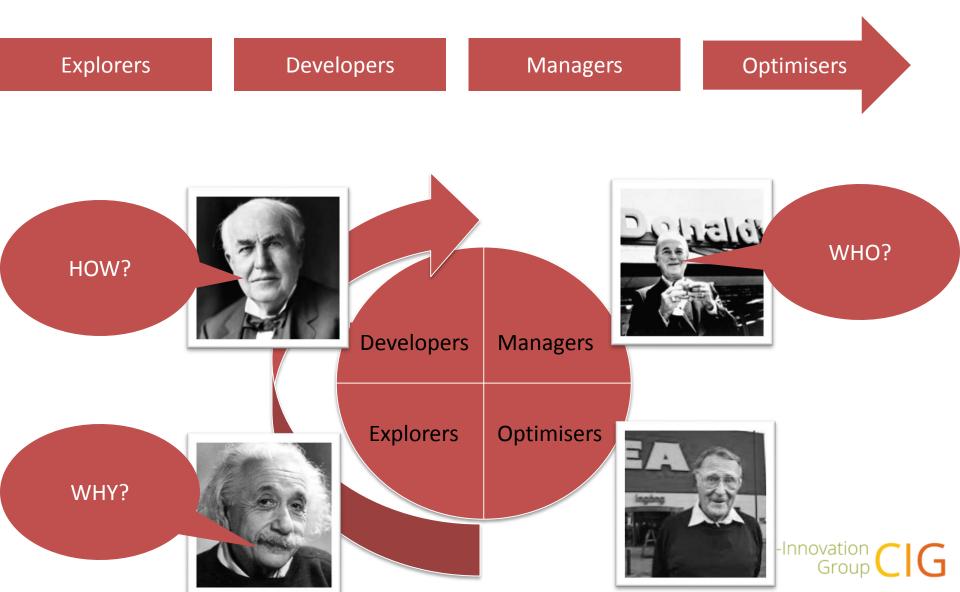


Optimiser

Mr Whitmore (*newly appointed CEO*) said "I will make sure Kodak stays closer to its core businesses in film and photographic chemicals"



TO CREATE NEW GROWTH YOU *MUST* CREATE NEW INNOVATIONS

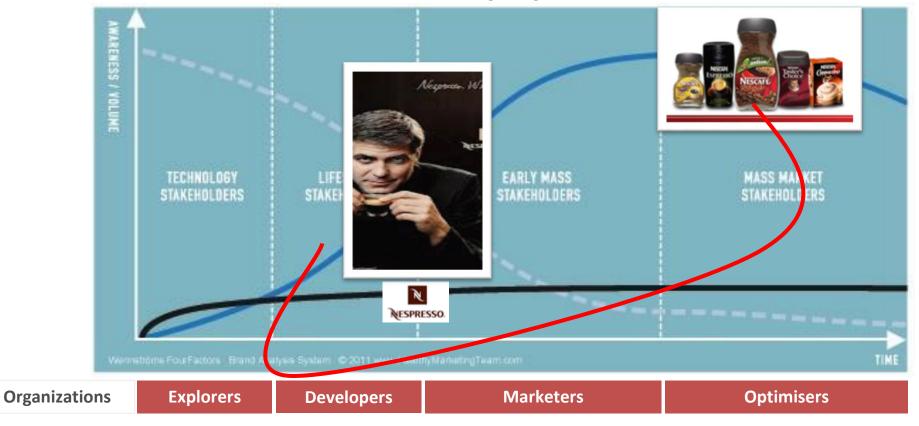


Nestle': "To maintain leadership position, you need to leapfrog, to move faster and go beyond what consumers will tell you. **That's innovation**."



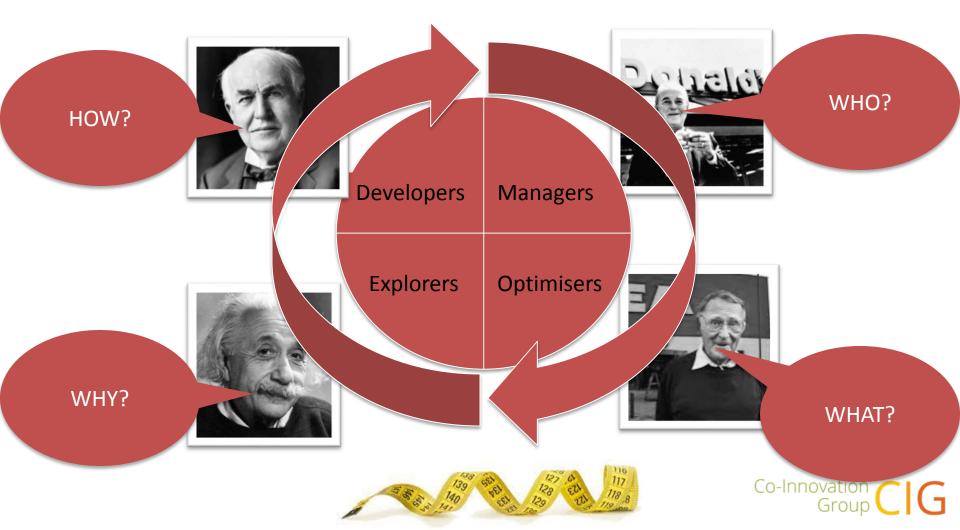
TODAY'S INNOVATION CREATES TOMORROW'S BUSINESS

Innovation and Renovation Working Together in the coffee portfolio





Q: DO YOU HAVE THE RIGHT *INNOVATION CAPABILITY* TO SPIN THE WHEEL?



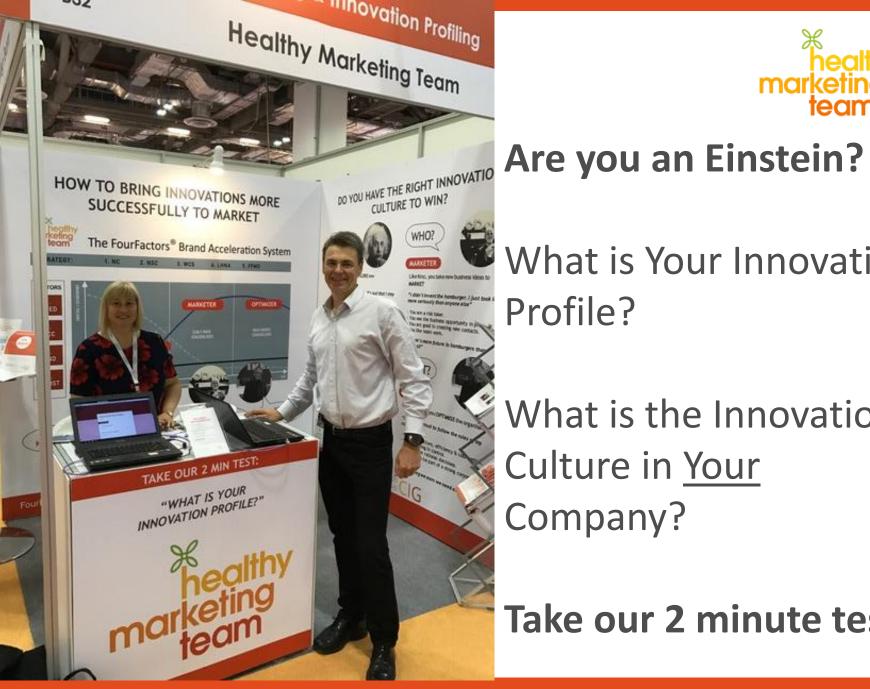






HOW TO BRING INNOVATIONS TO MARKET MORE SUCCESSFULLY

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What is Your Innovation **Profile**?

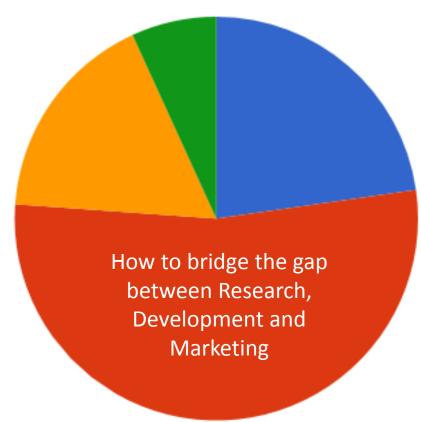
What is the Innovation Culture in Your Company?

Take our 2 minute test



The Internal Challenge

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Result of Survey with visitors at Vitafoods Asia in Singapore

Two case studies based on FourFactors Innovation...







BRAND REPOSITIONING CASE STUDY:

CREATING A PLATFORM FOR INTERNATIONAL GROWTH FOR A PLANT-BASED BRAND





health

marke

BRAND REPOSITIONING & GLOBAL ROLL OUT CASE STUDY: BECOMING THE GLOBAL EXPERT IN CHOLESTEROL LOWERING





GLOBAL BRAND STRATEGY CONSULTANTS FOR THE NUTRTION INDUSTRY



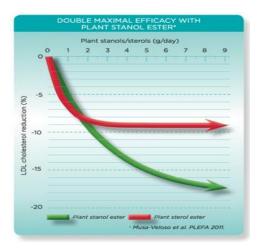


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Benecol's Challenge



How do we differentiate when everyone has the same claim?



BE THE EXPERT





FACT, PROVEN, ADVANCED, SCIENTIFIC, PROGRESSIVE, FOCUS

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Global roll out of a partner strategy



Nutrive Benecol by Kalbe Indonesia

master 30" NUTRIVE BENECOL rev 25.01.2010

note: ENGLISH subtitle supers



BRAND REPOSITIONING CASE STUDY:

CREATING A PLATFORM FOR INTERNATIONAL GROWTH FOR A PLANT-BASED BRAND





GLOBAL BRAND STRATEGY CONSULTANTS FOR THE NUTRTION INDUSTRY



Oatly's Challenge



How do we differentiate our oat milk against soy and almond and...?



BE THE CHANGE!



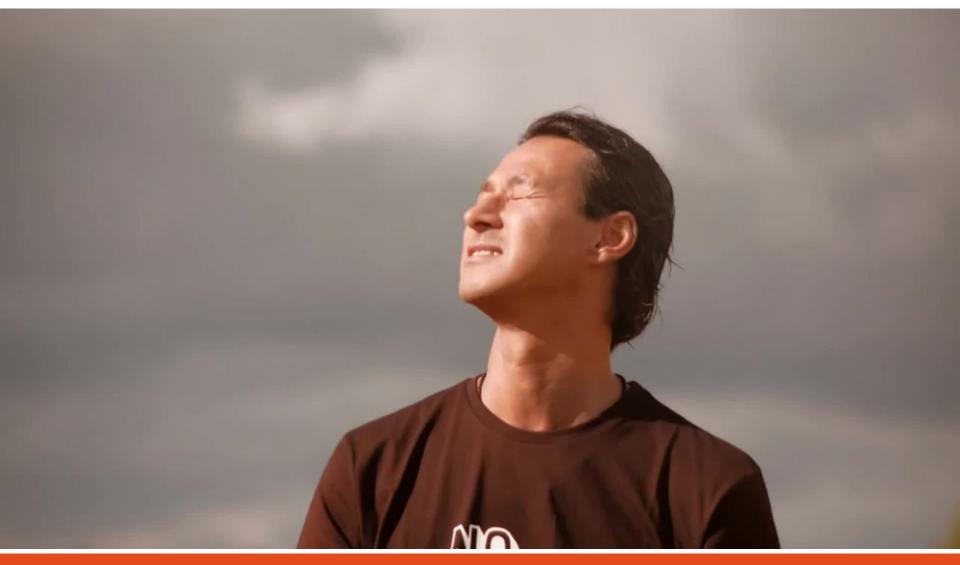


UNEXPECTED, INNOVATIVE, EXPRESSIVE, FIRST, INDIVIDUAL, ATTITUDE

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A new CEO In the business of change...





Conclusion: "Double ip"



- The winning formula is differentiating science + differentiating brand.
- The ability to move from Product to Brand in the innovation process.
- The winning competence is Co Innovation.

1e(alth market team

GLOBAL BRAND STRATEGY & INNOVATION CONSULTANTS FOR THE NUTRITION INDUSTRY

LONDON - SINGAPORE - SWEDEN - NEW ZEELAND



HMT New Zeeland Dr LESLEY STEVENSON

"I'm passionate about brand driven innovation across the whole supply chain"

ROLE: Expert Consultant

EXPERTISE: Strategic innovation and R&D Specialist

EXPERIENCE: Global experience from working across the supply chain with FMCG, Dietary Supplements and ingredients in Europe, China, Southeast Asia and Australasia.

- ✓ Abbot Nutrition
- ✓ Fonterra
- ✓ GSK
- PhD Edinburgh University and Master in Management, Southern Cross Uni, Australia

NATIONALITY: Scottish

CONTACT: Lesley@theHMT.com



Interested in knowing more?



