

FINDING THE SWEET SPOT :
HOW CAN NPD MEET THE
NEEDS OF CONSUMER,
SHOPPER AND RETAILER?





STUCK IN A RUT

Firstly, some background as to why we chose this topic for our latest lunch & learn. After much discussion, we realised that we were hearing a number of recurring themes in research groups across a wide range of categories:

This was typified by consumers telling us they get bored with doing the same thing over and over – or using the same products... we were picking up a real sense that people are stuck in a rut – and not that happy about it

And whilst this is frequently cited, you would imagine in this day and age, where we have more choice than ever before, and (on the face of it), it couldn't be easier to break this cycle, a few themes emerge which start to explain why people feel this way....

People saying they don't have time – life is too busy....
An acknowledgement that they don't tend to break from the norm, and doing something new feels increasingly challenging...

A claim that people never see anything new...

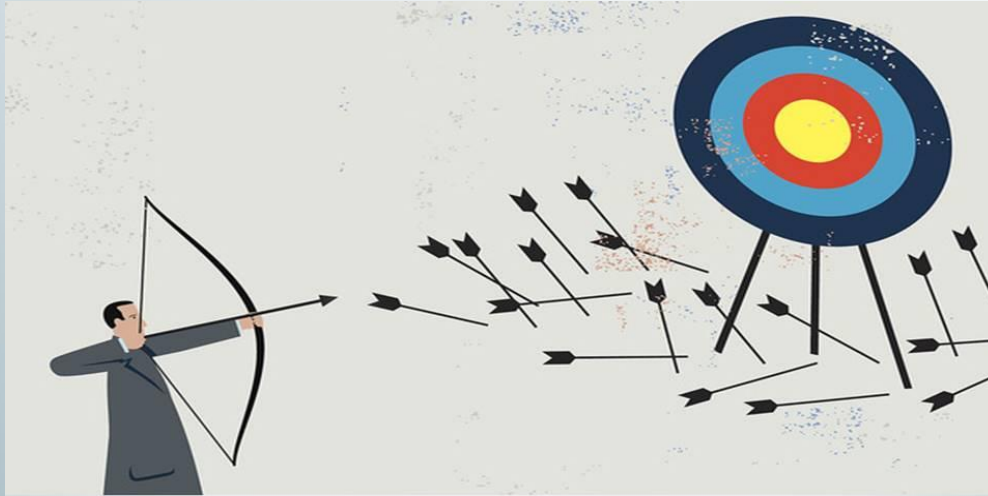
BREAKING THE PATTERN



If people feel their lives are busier than ever, and are finding it hard to think of new ideas – aren't these the kinds of problems which much NPD sets out to solve?

In fact, consumers nowadays have more options than ever before – the supermarkets are awash with new products designed to make modern life easier, a little bit different, more exciting, streamlined... In fact thousands of new products are launched every year – all, in theory, answering a pressing consumer need.

And of course for every new product which is launched, there is a full support package – consumer comms, across a variety of channels, in store activity, and retailer support – in theory, plenty of opportunities to come across an array of new and exciting things.



But yet 80% of new products fail. So we set out to explore the underlying dynamics behind this – and we'll share our learning with you today.

We'll do this through an exploration what's driving consumer behaviour at the moment and what happens in the retail environment when they become shoppers.

We don't profess to have the answer of how to make failsafe NPD, but to hopefully provide some food for thought when it comes to bringing new products to market, and making them sustainable in the long term



The bulk of our work was done with a panel of consumers on an online community for a month, back in February. These participants – spanning a broad demographic profile, and representing life stages from pre family to empty nesters – agreed to take part in our research project come social experiment.

As well as straightforward forums, discussions and cupboard audits they were tasked with some more meaty challenges – more of which later.

This was supplemented with some face to face depths & shops, and interviews with buyers and category managers from Sainsbury's, Tesco and One Stop, to give us a rounded perspective on the topic.

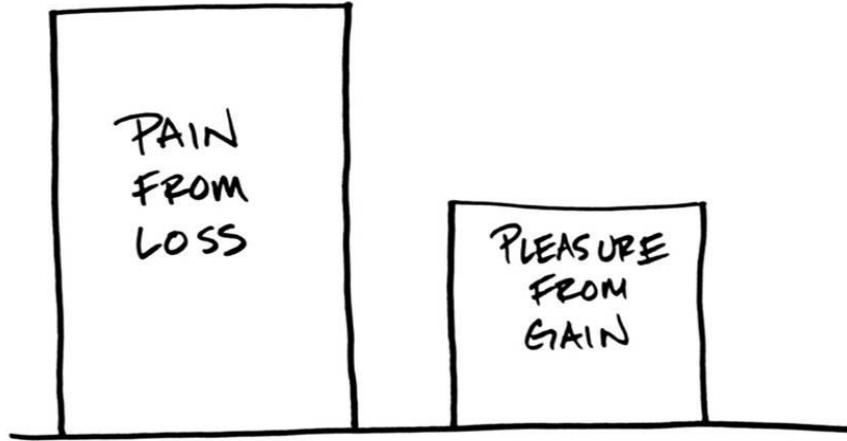


Before we delve into the learning from the research, it's important to consider some of the science behind consumer behaviour.

A frequently observed bias in Behavioural Economics is the Status-Quo Bias. We humans tend to be apprehensive of change, which often leads us to make choices that guarantee that things remain the same, or change as little as possible.

Needless to say, this has ramifications in everything from big things such as politics (the last general election is good evidence of this), to smaller things like what to cook for dinner. We like to stick to our routines, political parties, and our favourite meals at restaurants.

This bias brings the unwarranted assumption that another choice will be inferior or make things worse. The status-quo bias can be summed with the saying, "If it ain't broke, don't fix it" — an adage that fuels our conservative tendencies.



The Status quo bias is consistent with loss aversion, which is manifested by a need to feel in control and avoid regret, and it is widely observed that people feel greater regret for bad outcomes that result from change than they have positive feelings which may result from similar actions.



And we certainly saw this behaviour widely exhibited in our research.

Many people default to the same behaviour patterns day in day out... week in week out... month in month out. This is particularly prevalent in the kitchen, where families eat from a surprisingly small meal repertoire, with little deviation and much repetition

As researchers, this wasn't a surprise – we've seen and heard it across many projects, and it's widely documented, but we set ourselves the challenge of understanding why, and digging deeper into the rational and emotional drivers behind it.



"If I see a recipe for something and I know I have most of the ingredients at home I know I'm more likely to try it, but imagine you get all the ingredients to try a stir fry for the first time, and then get home and realise you haven't even got a spatula" Inderjit

Initially, **practical** concerns come to the fore – especially wastage, and the associated cost, if an experiment doesn't work, or doesn't go down well with the family.

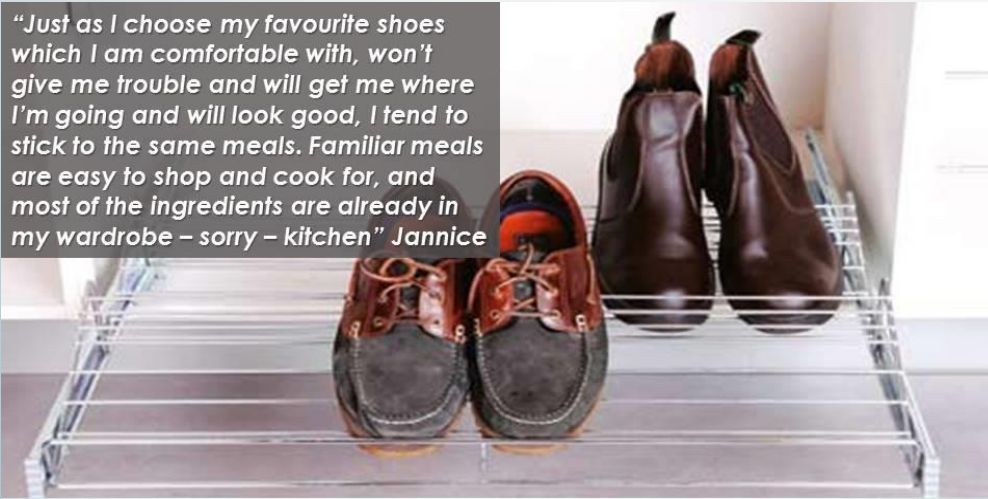
Or simply not always having the right tools for the job. As Indi observed : "If I see a recipe for something and I know I have most of the ingredients at home I know I'm more likely to try it, but imagine you get all the ingredients to try a stir fry for the first time, and then get home and realise you haven't even got a spatula"



Confidence – or lack of - is another big driver behind habitual behaviour, whether this manifests as a lack of cooking skills, or imagination to think of something else, or fear of rejection of the results.

And this exhibits itself across age groups – Judith (an empty nester) has probably been cooking for over 30 years, and sees herself as a capable cook, who will have prepared in excess of 15,000 evening meals. But even she still has reservations : *“I still need nurturing and guiding to do something new, without my security blanket or safety net of familiarity”*

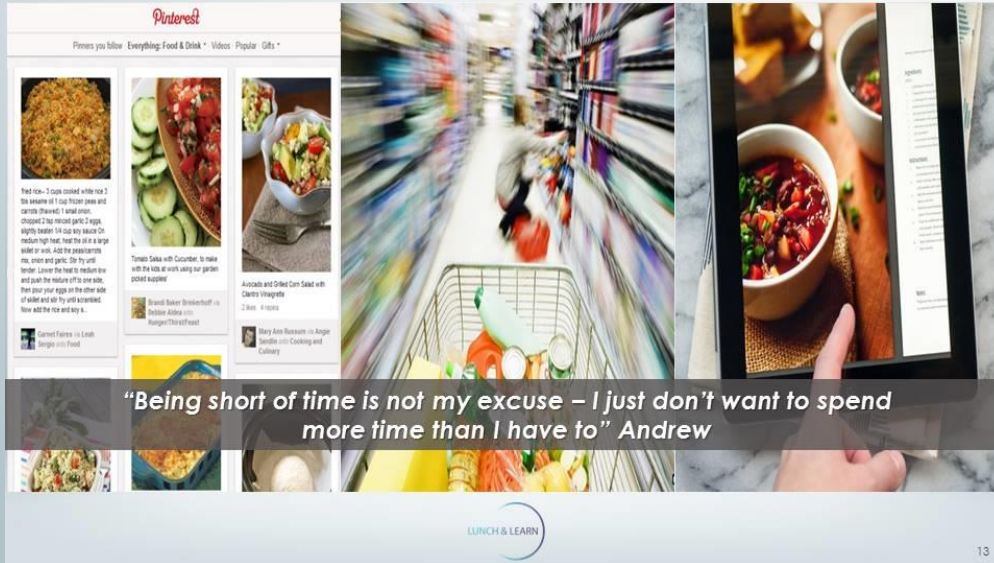
"Just as I choose my favourite shoes which I am comfortable with, won't give me trouble and will get me where I'm going and will look good, I tend to stick to the same meals. Familiar meals are easy to shop and cook for, and most of the ingredients are already in my wardrobe – sorry – kitchen" Jannice



And because you have done the same thing over and over again, you become good at it – and that proficiency means you are in a comfortable space, sticking to the familiar mitigates risk.

As June says : "doing the same things again and again means you end up good at them, you become efficient, and the risk factor is removed"

And Janice sums this up with a lovely analogy *"Just as I choose my favourite shoes which I am comfortable with, won't give me trouble and will get me where I'm going and will look good, I tend to stick to the same meals. Familiar meals are easy to shop and cook for, and most of the ingredients are already in my wardrobe – sorry – kitchen"*



And we can't ignore the oft-cited reason of time: but are consumers really too busy to break the cycle?
 "I've always blamed being too busy, and I do think it's true to some extent, but I actually think laziness is to blame – doing the same thing is easy, and takes no thinking time"

But what is it that consumers think is so time consuming about doing something new? This breaks down into 3 areas

Information overload means consumers are not only easily distracted but also overwhelmed – a simple internet search can morph into a complex trawl through a plethora of sources.

Doing something new will inevitably involve taking time to source products or ingredients – adding either to the shopping list, or even requiring a specific shopping trip

And of course, with many meals so familiar and cooked on auto pilot, it will inevitably take more time to prepare something which is new – especially if this involves following a recipe rather than cooking off by heart

In short - It's the time to THINK as well as the time to DO

No time is a catch-all excuse, but as marketers, we should be looking beyond this as in both developing insights and positioning NPD



And whilst these examples focus on the kitchen, the status quo bias doesn't just apply to food, the driving factors we've just discussed exist across a diverse range of categories

From George – who lacks confidence so buys the same wine every time, to Gavin who doesn't want to take a risk with loo roll, and Fiona who just can't make sense of the shampoo category

And equally, we see this in our own behaviour – if we stop and think about it, how often do we break our habits and routines and seek out new products?



Interestingly, although consumers are - on the face of it - apparently content with their behaviour patterns, running beneath this, we saw an underlying discomfort, and a sense of that they don't feel particularly good about themselves for behaving in this way, and becoming stuck on a rut.

Which begs the question - why don't they branch out and try something new? After all - the supermarket shelves are heaving with options, and sources of inspiration are wide and varied.

We put this to the test by asking consumers to break out of their comfort zones, and chose evening mealtimes as our testbed.

Consumers were tasked with breaking their habits, to step away from the familiar, and cooking 3 new meals which they hadn't tried before



In seeking something new, it's not surprising that there are a plethora of places where consumers turn for inspiration and ideas.

Trusty recipe books are dusted off, friends are turned to, but of course the internet leads the way – with generic searches on google being the default option

Sites such as Pinterest, Instagram and recipe or product reviews come into their own here. Their success as sources of inspiration is driven by the fact that they go some way to overcoming some of the emotional barriers we saw earlier - help to mitigate the fear of failure.

*This **scares me** – what happens if I make something and it doesn't work...*



*I haven't tried anything new for ages, so the thought of this **gave me a sleepless night**. I started by searching on the internet, but that didn't calm me down – **it made me panic***



*I **feel daunted** by this – it means I have to think a lot more than I usually do*



However, even with all this information available, a sense of fear and dread about the task is evident, with strong emotions coming to the fore.

What these quotes illustrate is that doing something new can be a source of anxiety.

It's clear that in order for NPD to cut through, we need to help people feel better about not sticking to the status quo, and overcome the fear associated with change and unfamiliarity. Fear of failure is more prominent than the excitement of the new



So what happens when you ask people to try something new... A somewhat surprising range of dishes were created and what may seem 'old hat' to many people to others involves a journey into the unknown.

Our aim was to provide the perfect platform for consumers to seek out new products, and we were expecting to see examples of products which have recently launched making their way into the shopping basket, instead we were shocked at the number of people who took this opportunity to cook meals such as lasagne or a roast dinner for the first time.



This brings to life a key challenge for NPD across categories- in a consumer's mind the frame of reference for what is NEW is wide and varied, and stretches far beyond products which have only recently come to market.

Whilst 'new' products remain new in manufacturers' eyes for a relatively short time – maybe only until the next 'new' product within the range or brand is launched, in reality, they can seem new for as long as it takes them to be discovered. Whilst marketers move on at pace, consumers may take years to come across innovation.

Look at Vicki's recent discovery. "I saw Maggi sachets in the supermarket the other day – I realised I'd seen them on TV, but I'd just never noticed them before – I guess they must be quite new?"

And we see this if we look beyond meal making. In personal care, for example, on reviewing her skincare regime, one consumer highlighted BB cream as something hitherto unknown, to her this was a completely new innovation, despite having been widely available for at least 5 years

Whilst these may be quite extreme examples, it begs the question, are we being unrealistic about the time it takes to seed new products into the repertoire?

IS NEW BECOMING INCREASINGLY MEANINGLESS?



In our experiment, not only did they not take the opportunity to sample any so-called NPD, a closer interrogation of the supermarket aisles leads them to question the validity of products which are badged as new

This mismatch between the consumer perception of 'new' and brand definition of 'new' goes some way to helping us understand why it's so hard for new things to cut through, As Andrew points out " repackaging, and the ubiquitous 'new and improved' just dulls me to all the claims and flashy packaging"

Take this example from the snacking aisle – so many products all badged NEW- no wonder we see observations such as Juith's

"A lot of products are just hashed around to appear new. So many variants trying to tempt you with new things, but then you have to look closely to see what the difference is and realise it's not new at all. If you think about it, all they can come up with really are old products in new packaging"

By badging everything new, genuine NPD is being masked, and the power of new-ness is being diluted



"I don't feel like there's a lot of new stuff out there at the moment. Products and brands just seem to be playing it safe. Loyd hasn't brought out any new products for ages" Judith



"Aunt Bessie always seems to stick to core stuff – if she doesn't hurry up and bring something new out, she'll be left in the background" Fiona

So when brands do innovate, it is increasingly hard to cut through. We see evidence of this lack of cut through in various categories – take Loyd Grossman, which has – in recent years - branched out into different cuisine types, pack sizes and formats, much of which has gone under the radar. Or this damning commentary on poor Aunt Bessie – who has, in fact, branched far beyond Yorkshire puddings and potatoes into desserts and cakes, but seemingly un-noticed by Fiona – a big Aunt Bessie fan



So let's return to our experiment – remember the fear and trepidation expressed by our community about trying something new? Having been taken out of their comfort zone, we were keen to understand how they felt afterwards. And what we saw was a palpable sense of achievement – the pay off really was worth it

Consumers have forgotten the 'buzz' of succeeding in bringing something new to their repertoire.

And whilst our experiment was food-related, in extending the debate to household and personal care categories, where habitual behaviour is evident, we see that the pay off of embracing the new can be worth it.

By diluting the power of new, we're not allowing consumers to access the positive emotional pay off which they feel when they do embrace NPD



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So what have we learnt about the challenges facing NPD from a consumer perspective :

New is a scary concept for many, and care needs to be taken over the way this is articulated. It's clear that whilst 'NEW' as a standalone badge can attract some interest, it can also be offputting rather than persuasive.

With so many new products available, with seemingly little difference between many of them, product benefits alone are not enough to persuade consumers to take a step into the unknown. However, when a genuine need is uncovered, and a clear insight results in a genuine emotional pay off, this pays dividends

Sources of influence are wide and varied, and there is still an expectation to see innovation communicated above the line. But more than ever, consumers are actively using consumer generated content to inform as well as entertain, and to counteract the pernicious status quo bias.

And of course we then have the challenge of getting new products into the basket - are changing shopper patterns helping or hindering consumers accessing NPD?



MYRIAD WAYS TO SHOP



The shopping landscape has changed immeasurably in recent years.

The retail environment has evolved. We witnessed a surge of support for discounters during the credit crunch and they have now become beacon retailers even in more stable economic times

And then there's the rise of the convenience channel, more than ever, supermarkets are fighting for every shopper pound.

Shoppers now visit multiple grocery stores each week, on a variety of missions. And wherever they go, they are faced with ever increasing choices. This research confirmed that shoppers employ their own strategies for navigating through the plethora of options available to them



Choice of store is not only influenced by mission, but CRUCIALLY also by mood. As Kim explained : *"I shop by supermarket depending on my mood – when I see cooking as a leisure activity I shop to browse and be inspired. When I want a quick in and out I go to Aldi for convenience"*

BIG SHOP



BROWSING



LUNCH & LEARN

IN AND OUT



A closer interrogation of shopping habits and patterns over a prolonged period of time reveals three key mission types, namely the 'Big' shop mission, the browsing mission and the In and Out mission.

So let's explore these 3 different missions, and the challenges and opportunities NPD faces within these.



"Maybe I miss out by not noticing new flavours or convenient products that will save me time, but I just don't waste time looking for them – I just buy my usual products"

Sam



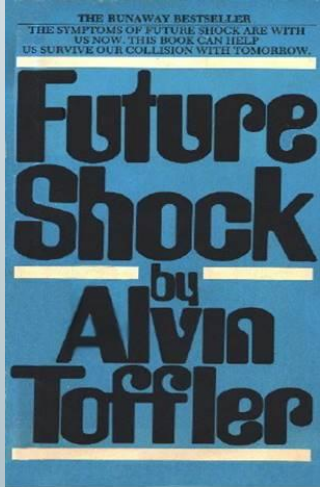
One mission which has changed greatly in recent years, but is clearly still evident is the 'big shop'. It's clear this mission takes on many forms, as the 'weekly shop' is not what it used to be, but irrespective of size or frequency of shop (or whether it's done in store or online), this is a shopper mission where the shopper likes to think they are following a plan or a set approach.

This is a mission where shoppers take in multiple parts of the store, and – with a broad range of items to buy – should be open to considering new additions to the basket.

However, this is the mission where we see many similar behavioural traits as in the kitchen – the status quo bias rears its head again.

Shoppers on this mission are thinking about solutions to myriad problems : from what am I going to feed the family to how will I get the clothes clean, and it is on this mission that we see choice paralysis set in

Sam illustrates this very well for us : "Maybe I miss out by not noticing or buying new flavours or convenient products that will save me time, but I just don't waste time looking for them – I just buy my usual products"



Ironically, the people of the future may not suffer from an absence of choice, but from a paralyzing surfeit of it

Alvin Toffler : 1970

The notion of choice paralysis was prophesised almost 50 years ago by Alvin Toffler when he said : Ironically the people of the future may not suffer from an absence of choice, but from a paralysing surfeit of it.

Whilst a wide choice can be a benefit to shoppers, it becomes apparent that it can be a barrier to experimentation and the uptake of new products – especially on these focussed shopping missions



"If my receptors are not open to new things then it all becomes a bit overwhelming and a bad experience. I suffer with sensory overload and I shut down. Too much choice and I'm not really interested and therefore I become introverted with my shopping" Kim

Look at how Kim describes herself on a focussed shopping mission :

"If my receptors are not open to new things then it all becomes a bit overwhelming and a bad experience. I suffer with sensory overload and I shut down. Too much choice and I'm not really interested and therefore I become introverted with my shopping"

So we can see on a big shop mission when we are not in the mood to absorb all the information / products / choices on offer at the supermarket choice paralysis kicks in.



***"I just looked at the promotions and
picked a flavour I thought the kids would eat"***
Gaynor



The more new things which are added to the shelves, the easier it is for shopper to become product blind and ignore them

And if we overlay 'newness' with the complexity of choice, it becomes even harder to make sense of many categories. In this one freezer alone (of 3 similar freezers in store), there are 11 SKUs all highlighted as NEW. For the shopper faced with this, 'NEW' ceases to have any meaning.

The mindboggling choice, with no clear way of differentiating between them leads to the shopper filtering out newness altogether, and defaulting to price promotion and flavour – such a shame, in a category which is all around sensory excitement.

So what have we learnt in this Big shop missions : receptors are closed, choice paralysis kicks in and 'new' fails to have any meaning. But lets turn our attention towards other types of missions where shoppers are more amenable to NPD...

BROWSING : EXCITEMENT & INTEREST



Whilst it may not seem immediately relevant for FMCG brands, the diversification of the supermarket environment to include homeware, electricals and clothing has had a significant impact on the way people shop, which can have a knock-on effect on their approach to other parts of the store

One way in which this change has affected shopper behaviour is the affect it has on their mindset before they even enter the store. The inclusion of these items makes the supermarket more of a destination – somewhere shoppers actively want to be, rather than somewhere simply to complete a mundane chore. And this fosters a mission typology which would previously not have been associated with supermarkets – the browsing mission As Jane told us: *“When the kids are at school, I collect my mum and we go and enjoy a trip to Tesco - it's me time, and it gives me time to look at things properly”*

And Lily echoes this : *“I go to the homeware section first, where there are things like kitchenware and candles- I find browsing relaxing – maybe it warms me up for the gauntlet run which follows”*



On these missions, shoppers take the time to browse the more 'interesting' parts of the store first, enjoying taking the time to explore, and altering their frame of mind. This makes them happy, meaning they enter the main part of the supermarket in a browsing mindset. They are relieved of the stress of daily life.

But the presence of homeware and suchlike in store does more than this – it makes the shopper more open minded and can alter the shopper mindset to one where they are more receptive to innovation, being more likely to notice things which are new or previously unfamiliar.

It is in this browsing mindset that shoppers begin to actively seek new and interesting things in the main part of the shop. They are more likely to be snaking the aisles, stopping to look at things which they may not have seen before.

As Kim told us : *"It's all so easy because I just walk up and down the aisles, I've got plenty of time to explore"*

When shoppers are in this mindset, there are beacon areas of the store where they are particularly receptive to new and interesting ideas – let's look at one example of this.



When we forced shoppers to undertake a browsing mission, again for an evening meal, the majority honed in on protein or vegetables as the start point of their mission – and this is an area where they were happy to take their time
As Andrew told us :*"I was in an open frame of mind so I went straight to the meat aisle. The mince looked nice and fresh so started with that. I thought I may as well make a spaghetti bolognaise"*

But there's very little complementary NPD here – there's a distinct mismatch between what shoppers find interesting and want to spend time thinking about, and the presence of the vast array of innovative solutions available to inspire new and interesting meals. Instead, shoppers tend to rely on what know before coming to store– there is little being done by brands to influence at this key part of the shopper mission.

UNFAMILIAR SURROUNDINGS HELP SHOWCASE 'NEW'



Whilst some browsing missions are deliberate (where the shopper has set out in this mindset) we saw evidence that other missions can morph into browsing missions...

This occurs most often when the shopper is in an unfamiliar environment – for example where they have set out on a specific mission, but have deviated from this when in store.

When this happens, shoppers appear to be more receptive to new products. Although they might not be as relaxed as a typical browsing mission, once they have made the time commitment to the mission, the unfamiliarity of the environment means an enforced need to linger for longer, and heightened awareness of new items.

UNFAMILIARITY FOSTERS ACTIVE INTERROGATION



Our shoppers told us that often 'new' products get into the basket when their surroundings are unfamiliar. The discounters offer a prime example of this - known for attracting shoppers through 'hero' SKUs, but an unfamiliar layout and vibe encourages more active interrogation of products. And big warehouse stores such as Costco and Ikea also foster this mission: as Gavin said : "I always go to Costco for loo roll, but if I've got time while I'm there I'll have a look to see what else is there – last time I picked up a new washing powder that I'd never have noticed in the supermarket".

KEEP ME FOCUSED



Let's move on to our final mission:

The 'in and out' mission is one which is definitely on the rise, and is typified by shopping with a clear objective, most likely in a familiar store. The shopper often makes a beeline for their intended item and believe they have the discipline to focus on the task in hand

The rise of the convenience channel, has certainly fuelled this mission, with shoppers increasingly aware that many of their needs can be met outside of the major multiples. Larger store formats are often avoided for this mission, even if they might be as geographically convenient as a smaller format, as shoppers fear that they will get distracted.



"I needed coffee, and it wasn't at the front of the Co-op where it normally is – so I had to look around. In a small store, it's easy to find what you're looking for. I saw the AZERA, which I'd heard about so I was excited to try it. I feel like I've been to Costa when I drink it" Fiona



Although shoppers enter the store apparently in a focussed mindset, by their own admission, they are not beyond temptation. In this mission shoppers have a limited number of choices. This means that the cycle of habitual purchase behaviour can be broken, as needs may only be met by something 'new'

Shoppers become bored with things that are there and new things become showcased far more obviously.

This is how Fiona describes it : "I needed coffee, and it wasn't at the front of the Co-op where it normally is – so I had to look around. In a small store, it's easy to find what you're looking for. I saw the Azera, which I'd heard about so I was excited to try it. I feel like I've been to Costa when I drink it"

A prime example of the status quo being challenged, NPd being discovered and an emotional pay off realised.

CONVENIENCE AS A SHOP WINDOW



There is a danger in brands overlooking the power of the in and out mission when launching NPD – instead focussing on main estate stores, with a view to adding distribution points in convenience once established.

While it's easy for NPD to get lost within a vast supermarket – especially if it only has a presence on the main fixture, NPD has a real opportunity to cut through in this arena, where choice paralysis is absent and anything out of the ordinary has a strong chance of standing out and being noticed.

We saw a real appetite for NPD from our convenience buyer – in this channel, shoppers are in store frequently, and stores rely on NPD to add interest/excitement. Ultimately, there is a desire to steal more missions from supermarkets, and there is a clear role for NPD here.

This is a challenging channel however, as our Category Buyer pointed out, and practical considerations are high up the retailer list. There is a need to be flexible and creative to make NPD work here.

But, challenges aside the power of the convenience channel shouldn't be overlooked as an additional 'shop window' to showcase 'new'? Are brand owners doing enough to exploit the power of the convenience channel?



Regardless of shopping missions, it's clear that retailers and brands have trained shoppers to have expectations about how new things will be executed in store, an offer will always be needed to secure that first sale.

So any NPD is expected to come with an price promotional strategy – using promotions as an awareness builder is expected

Katie : "It's obvious that there will be an introductory offer, but that sometimes makes me feel THAT is the price the item should sell for and I often begrudge paying the full price – the truth is, gimmicks won't sell a product – if it's a good product it will last the distance"

This behaviour is something our buyers were particularly mindful of, with a strong desire to match the promotional strategy to the product to minimise the chances of promotions simply rewarding existing behaviour and thus taking value out of the category



EXPLOIT MISSION DATA



Category buyers are united in the view that offering their customers a superior experience is key to fostering loyalty and they feel NPD has a clear role to play here.

And this is where our research highlighted that brand owners are potentially missing a trick!

Brands have traditionally undertaken a significant amount of work to understand their target consumer. Using the wealth of shopper data to understand where and when different missions occur could inform distribution strategy and help brand owners deliver the optimal support package to make NPD a success. A opportunity which was endorsed through our retailer interviews.

When developing NPD we must challenge ourselves from the outset to go further than : what is the insight and what is the consumer need? We should also ask : on what type of mission is this likely to be discovered? And how can we exploit this?

WHAT DOES GOOD LOOK LIKE?



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Our retailer interviews gave us some invaluable insight into what good looks like regarding new product development. Reassuringly shopper expectations were aligned with what we heard from our Category Buyers.

But what does good look like from a Buyer perspective? Aveeno was cited as offering genuine newness to the bodycare category and at a price point which works once the initial promotional period is over. Impactful packaging artwork clearly communicates a single minded benefit, aiding shopper navigation

McVities recent Digestive Nibbles launch challenged consumers to think differently about the biscuit occasion : a first for the UK where bite sized biscuits are offered in a sharing bag. As quoted by a food blogger: *For me biscuits are about accompanying your tea and coffee and not really an evening treat. The biscuit to chocolate ratio is perfect yet they have that crunch factor which keeps them firmly in biscuit territory.*

And what about a product that has successfully leveraged an emerging macro trend, that of health of the go? Well MOMA was held up as a good example, in particular this launch marries consumer need with mission and channel. The opportunity to find something new in the familiarity of the convenience channel.



So how can NPD have the best chance of success in the retail space?

Firstly, recognise the need to be different : the power of NEW has undoubtedly been diluted and taking what a competitor brand is doing and re-packaging it is simply not enough. If something is badged new, it needs to be exactly that, to retain the integrity of newness and capitalise on the excitement which this can generate when done well

Secondly, Be Relevant : retailers echo the requirement for innovation to be grounded in strong insight.

Thirdly - be seen : Support at launch is key, but it can take some time for the consumer radar to pick up messaging, and all too soon brands have moved on. Whilst initial excitement is clearly important, a more long term strategy is a crucial success factor

And finally : Be there. With over 50% of new launches struggling to reach distribution levels of 25%, it's easy to see why shoppers struggle. A greater consideration for shopper missions at the outset can help inform the distribution strategy
Two missions offer NPD the biggest opportunity to shine – browsing, where receptors are open, and the 'in and out' shop, which can act as pseudo-sampling. If brands and retailers can work together to harness the power of these missions to get into the basket, there is then a greater likelihood creating Big Shop stickiness, and generating repeat purchase



We set out to explore how NPD can find the sweet spot, and meet the needs of consumer, shopper and retailer, and hopefully we've given you some food for thought.

Some final thoughts to leave you with
When we are launching genuine innovation, we need to really challenge ourselves to think which benefit will be the one to overcome the fear factor associated with a step into the unknown

This message needs to be single mindedly communicated through everything from packaging, POS and in store activation, your 'bought' media, your 'owned' social content and, once the initial launch period is over, consider how you use your 'earned' consumer generated content to help spread the word and bring in new consumers

How is the product enhancing the shopping experience– key to fostering loyalty.

And we should all challenge ourselves from the outset – where and how are our shoppers going to find this product – have we married insight with mission, and done enough opportunity spotting alongside our retailers?

It is when these factors align that the sweet spot is realised, and NPD has the best chance of success



ONEMS
MINUTE SILENCE