

Agile New Product Development

Toluna^{*}
an itwp company

Today's Speaker



Richie is astute at helping clients transition from traditional methods to agile insights strategies.



Richie Heron
Vice President, Product
Methodology

Toluna offers a platform-based solution delivering brands actionable consumer insights

In Moments, not Days

Toluna Influencers

We know people



Platforms

We don't invest in technology,
we are technology



Methodology & Service

Our methodologies
are best-in-class



Technology has completely upended entire industries.

From retail to finance, entire industries have changed because of technology.



Immediate Answers and Problem Solving

Customer service on platforms

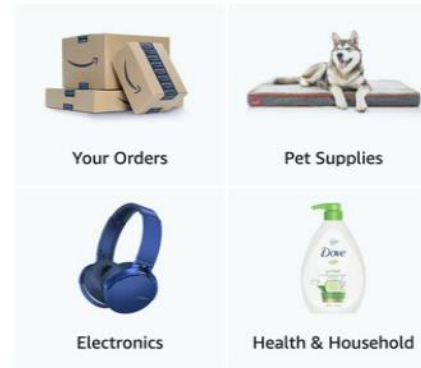


On Demand

Streaming service



Recommendations for you



Relevant

Mobile sites, personalized recommendation.



Entertain, Surprise, Delight

The expectations that brand will entertain them, surprise and delight and if they aren't -they can and will ignore.



The New Normal

Lean CANVAS Product Development

Product team need data and insights to clear gates before moving on to the next phase of development.

Faster

Shortened Time to Market

On average NPD cycles have moved from 22 months to 15 months.

More for Less Budget

24hr Feedback

Social media means immediate feedback to ad campaigns and product launches. Good and bad.

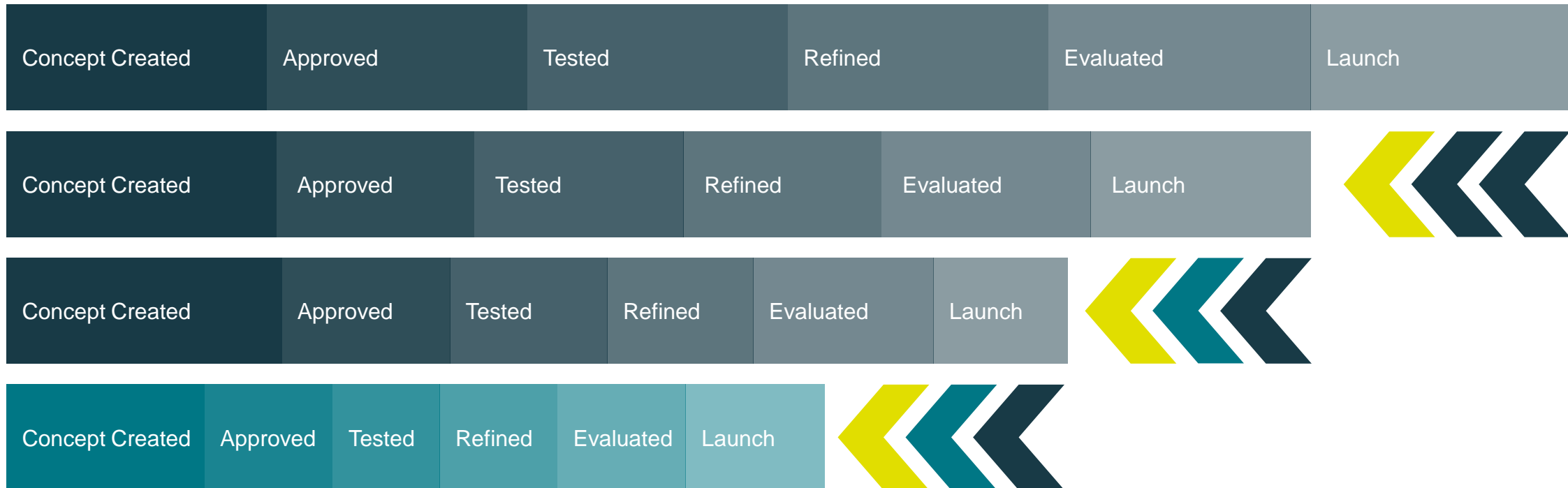
Same Quality

'Agile' Functions within Business

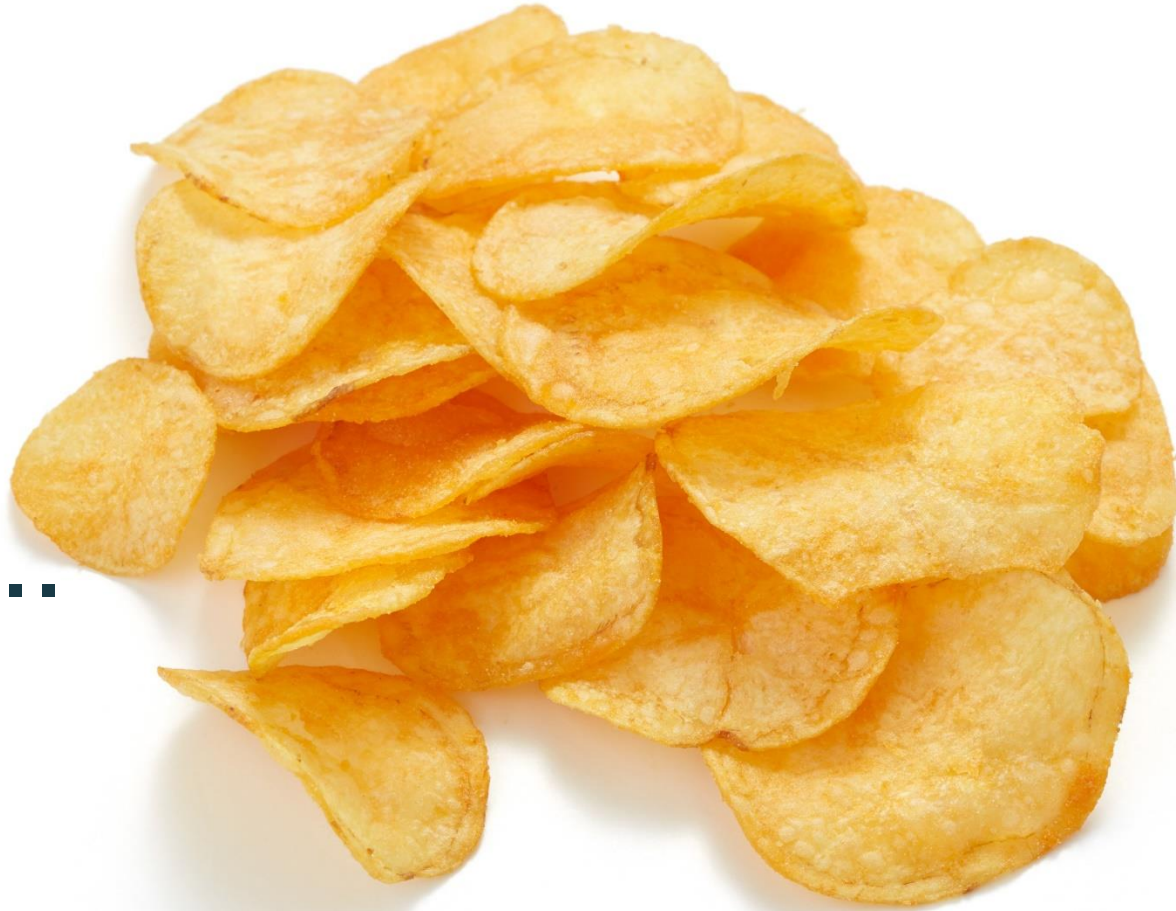
Marketing & Product teams are implementing agile ways of working that creates pressure for faster insights and Digital teams are leading this change.

Stakeholder Autonomy

Time to Market Decrease by 30%



BRITS
LOVE
CRISPS...



AMERICANS
LOVE
CHIPS...

Why is New Product Development Important?

- ✦ Offering new products is critical as brands stay relevant with their customer-base.
- ✦ Brands solve for ever-evolving consumer need and can use New Product Development to gain trial and ultimately market share.
- ✦ Consumer insights are critical in maximizing trial (and adoption).

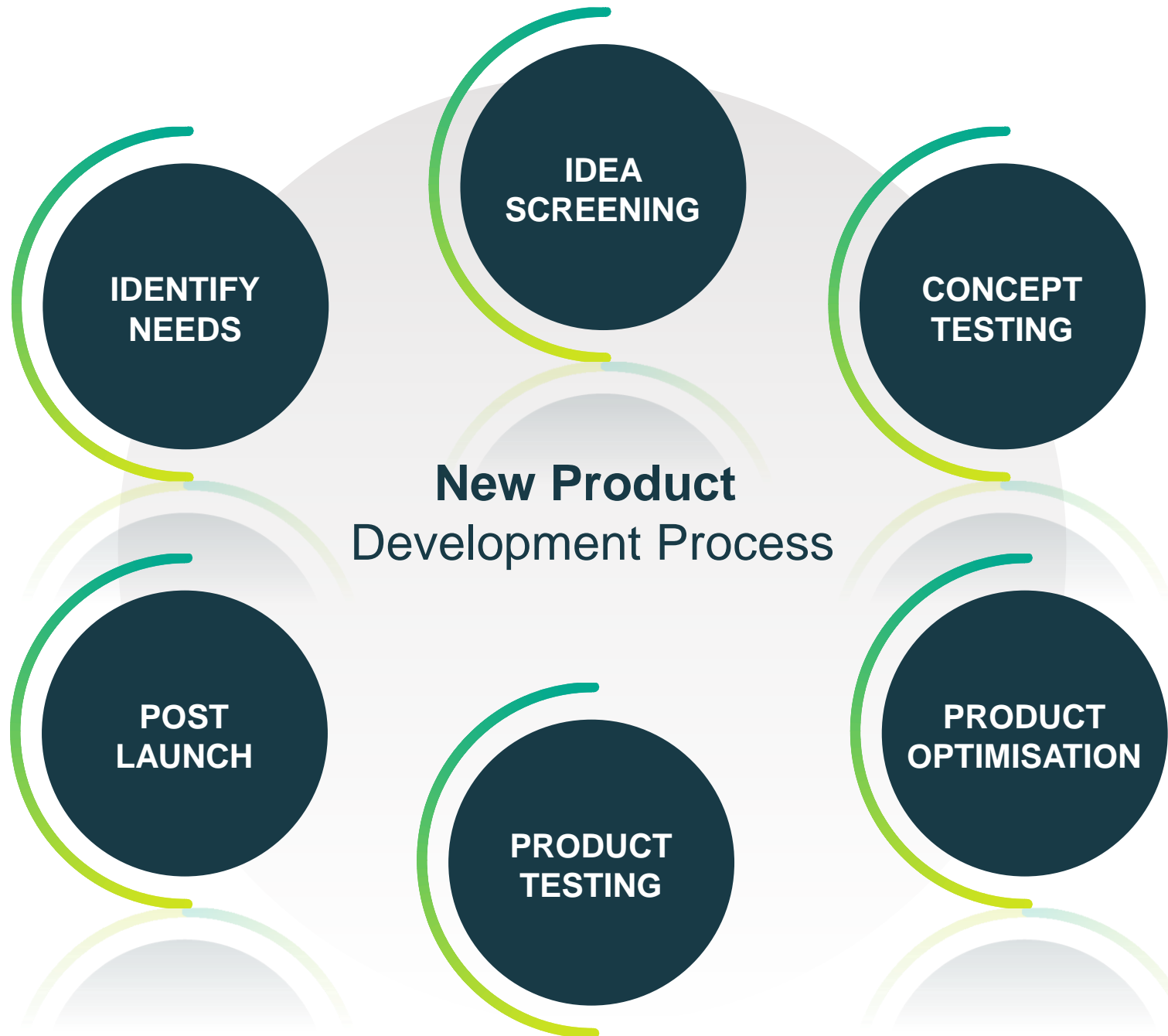
The Business Challenge

- ✦ Can a US based manufacturer launch into the UK market?
- ✦ Which of the 25-strong portfolio would be best suited to the UK market?
- ✦ What claims will enhance my go-to-market proposition?
- ✦ Will my product be successful?

24

Introducing Jays Potato Chips





NPD Objectives



Phase 1 Early Stage

What are strongest products to take to the UK market?



Phase 2 Claims Testing

Which claim(s) will add to my overall appeal?



Phase 3 Pre-launch testing

Which product(s) will be successful in the market?

Phase 1: Early stage

- ✦ What are strongest products to take from the US into the UK market?
- ✦ Want to speak to a broad audience in 'snacking' to understand appeal
- ✦ Focus on 'like', 'try', 'appeal' and 'difference'
- ✦ Use base of N=100 per concept X 25 concepts tested



Phase 1 Output

- ✦ Set-up in 30 mins
- ✦ Fieldwork completed in 8 hours
- ✦ Output completed in 30 mins
- ✦ **Total project time: 9 hours**



Rank	1st	2nd	3rd	4th	5th
Liking	Green	Green	Green	Green	Green
Try	Green	Green	Green	Green	Green
Appeal	Green	Green	Green	Green	Green
Difference	Green	Green	Green	Green	Red
	Light Green	Light Green	Light Green	Light Green	Light Red
	Very Light Green	Very Light Green	Very Light Green	Very Light Green	Very Light Red

Phase 1 Results



Phase 2 Claims

- ✦ Which claim(s) will add to my overall appeal?
- ✦ Use Max-Diff technique to assess appeal
- ✦ Continue to speak to a broad audience in 'snacking' to understand appeal
- ✦ Use base of N=500



Phase 2 Output

- ✦ Set-up in 30 mins
- ✦ Each respondents has 8 tasks
- ✦ Each task has 4 claims
- ✦ Fieldwork completed in 2 hours
- ✦ Output completed in 30 mins
- ✦ **Total project time:**
3 hours

Index	Claims
1	Less sodium as compared to other crisps
2	We use the highest quality potatoes
3	Fresh taste!
4	Crave-worthy flavours
5	All natural ingredients
6	Great on-the-go snack
7	Light oil - no mess!
8	Fresh from the farm!
9	Made with the UK consumer's tastes in mind!
10	America's favourite



Phase 2 Output

'All natural ingredients' and 'We use the highest quality potatoes' are clearly the strongest claims to move forward into the next phase.

Index	Claim	Best	Worst	Diff	Rank	Normalized scores	Max-Diff Scores
5	All natural ingredients	45%	12%	34%	1	100	
2	We use the highest quality potatoes	41%	10%	30%	2	96	
3	Fresh taste!	28%	15%	14%	3	76	
8	Fresh from the farm!	24%	20%	4%	4	65	
9	Made with the UK consumer's tastes in mind!	22%	22%	0%	5	60	
7	Light oil - no mess!	22%	23%	-1%	6	59	
1	Less sodium as compared to other crisps	21%	28%	-7%	7	52	
4	Crave-worthy flavours	20%	28%	-8%	8	51	
6	Great on-the-go snack	16%	30%	-14%	9	44	
10	America's favourite	10%	62%	-51%	10	0	

Tasks Completed: Identified products with greatest appeal and strongest claims

Total Time Elapsed: 12 hours



Phase 3 Pre-Launch

- ✦ Which product(s) will be successful in the market
- ✦ Combine the results of phase 1 and 2 into a concept
- ✦ Want to speak to a tighter audience in 'snacking' to understand market potential
- ✦ Use base of N=150 per concept



Phase 3 Concept Foundation



'We use the highest quality potatoes'



'All natural ingredients'



'We use the highest quality potatoes'



'All natural ingredients'



'All natural ingredients' AND
'We use the highest quality potatoes'

Phase 3 Concept Structure



For over 90 years, Chicagoans have voraciously chomped away on handfuls of Jays Potato Chips – sharing in the communal assumption that some guy named Jay must have invented the salty snack for them back in the proverbial day.

Made in the USA, they're too good not to share with our friends across the pond.

Introducing Jays Open Pit BBQ Ridges, as Chicagoans say, you can't stop eating 'em.

We use the highest quality potatoes.

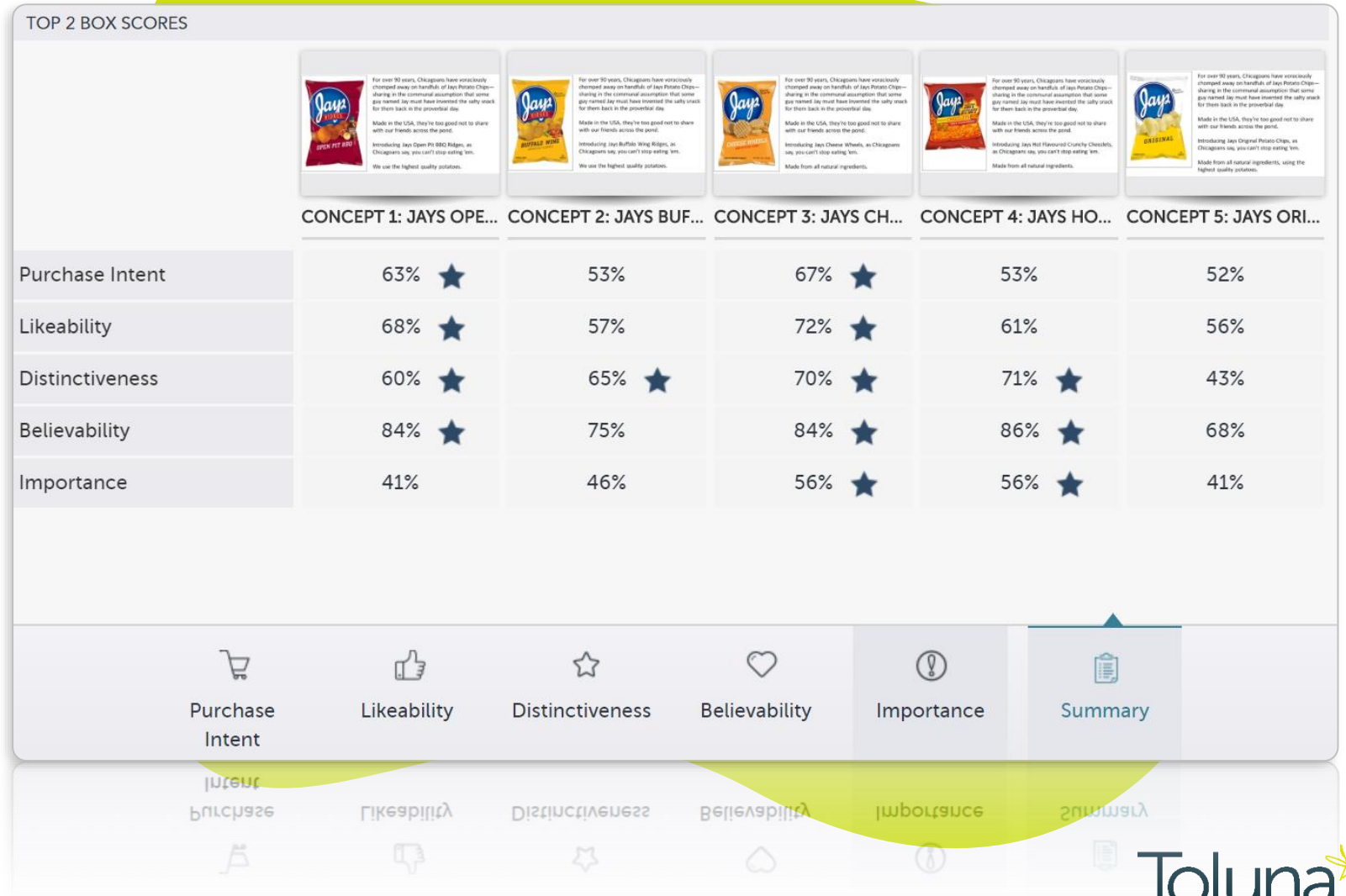
Phase 3 Output

- ✦ Set-up in 15 mins
- ✦ Fieldwork completed in 12 hours (including a sample top-up)
- ✦ Output in real-time
- ✦ Total project time: ~12 hours



Phase 3 Output

- Jays Cheese Wheels is clearly the strongest performing concept
- The stars highlighting significant differences to the other concepts
- But does that mean it will be successful in market?



Phase 3 Output

- ✦ Comparing to our snacking database Jays Cheese Wheels has a strong performance
- ✦ High scores for distinctive and believability highlight the difference of the product
- ✦ But... there is a caution based on average purchase intent



	Jays Open Pit BBQ Ridges (A)	Jays Buffalo Wing Ridges (B)	Jays Cheese Wheels (C)	Jays Hot Flavored Crunchy Cheezlets (D)	Jays Original Potato Chips (E)
Purchase Intent	Yellow	Red	Yellow	Red	Red
Likeability	Yellow	Red	Yellow	Red	Red
Distinctiveness	Red	Yellow	Green	Green	Red
Believability	Green	Red	Green	Green	Red
Importance	Red	Red	Green	Green	Red



To Recap...



To Recap...



**& IDENTIFIED
5 VIABLE
CONCEPTS**

To Recap...



**& IDENTIFIED 2
VIABLE UNIQUE
CONCEPTS.**

To Recap...



CHEESE WHEELS HAS THE HIGHEST SCORES FOR DISTINCTIVENESS AND BELIEVABILITY.

To Recap...



**CHEESELETS AND
OPEN-PIT BBQ
WERE SECOND AND
THIRD IN LINE.**

Winning Concept

- ✦ Providing the price point was acceptable to consumers...
- ✦ Launch without support, allow point of difference to drive trial
- ✦ OR
- ✦ Launch with support, marketing to drive up sales potential



For over 90 years, Chicagoans have voraciously chomped away on handfuls of Jays Potato Chips – sharing in the communal assumption that some guy named Jay must have invented the salty snack for them back in the proverbial day.

Made in the USA, they're too good not to share with our friends across the pond.

Introducing Jays Open Pit BBQ Ridges, as Chicagoans say, you can't stop eating 'em.

We use the highest quality potatoes.

Tasks Completed: Identified strongest product with potential to succeed in market
Total Time Elapsed: 24 hours (across the 3 phases)



Conclusion

- ✦ We determined which product we'd take to market with the broadest appeal
- ✦ We determined which claims would synch with the brand and 'fit' but also resonate with customers best
- ✦ We landed on the strongest performing concept in market
- ✦ All in record time, to support business objectives and capitalize on opportunity

Available Resources



**A COPY OF THIS
PRESENTATION**



**RECORDING OF THIS
SESSION**



A hand holding a pen pointing towards a cityscape with light trails. The background is a dark, blue-toned cityscape with many skyscrapers. A hand is visible in the foreground, holding a pen and pointing it towards the city. Numerous white light trails streak across the scene, suggesting movement or data flow. The overall mood is futuristic and professional.

Q&A