

**CREATING
PASSIONATE SHOPPERS
THE SCIENCE BEHIND
PRODUCT INNOVATION**

NEWTON



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"Innovation as a word can be an exciting prospect or a costly exercise. Over the last 10 years, the retail industry has spent hundreds of millions on "new and creative" propositions. The challenge in an environment where sales and costs are at the top of every retailer and manufacturers mind, it's not about slowing down creativity or newness. If anything the industry needs to speed up. The opportunity is to limit wasted energy and cost in the pursuit of the latest innovative and ground breaking customer proposition. Winning in this market is still the key KPI for all board rooms."

ANDY CLARKE



■ INTRODUCTION

THE WORD INNOVATION CONJURES IMAGES OF INSPIRATION AND GENIUS, BUT GENIUS IS NOTHING WITHOUT THE SCIENCE THAT PROVES THE CONCEPT.

Product innovation is critical to the grocery industry. It can generate new revenue streams; boost margins; excite customers and give them new reasons to visit your store or buy your brand. Our exclusive consumer research found that 62% of shoppers like a range to evolve with new flavours, packaging and formats.

Yet, for all the benefits it drives, it remains closer to a dark art than a finely tuned business process. Collaboration throughout the value chain can be loose; insights not properly shared; and the implications of changes to the production process not fully understood.

The result is too frequent failures and cost added to many products that don't deliver any tangible value to consumers. These sorts of failures in new product development act as a deterrent to future investment - Newton's own research shows that £3bn in opportunity cost is being wasted every year across both branded and own label products (see appendix p18).

This wasted cost is not dominated by the large, visible failures in new product development that most can identify. Rather, it is an accumulation over time of 1000s of product changes that incrementally add production cost with little value added to either the business or customer. Businesses see rising production and supply chain costs without being able to clearly link these to product development decisions taken in the past.

This needn't be the case. By understanding the science behind innovation, retailers and their suppliers can produce better products that don't increase costs and generate genuine excitement among shoppers.

And by trying new things, failing fast and then using data to determine how to improve, they can remove some of the risks that act as barriers to investment in NPD.



"There is much to be learnt by the big corporate Grocery suppliers from small brand start ups . Nearly all successful brand innovation in our industry comes from smaller companies."

PAUL MONK

THE £3BN OPPORTUNITY

TRUE INNOVATION CAN UNLOCK £3BN OF VALUE BUT THIS CAN ONLY BE ACHIEVED IF WE REDUCE RISK.

The UK grocery market is going through a transformative stage in its development.

It's barely a decade ago that the space race was still in full flight and supermarkets simply had to get the fundamentals right to keep growing.

But in recent years the discounters – Aldi and Lidl – have become increasingly effective at challenging the British public's perception of what it means to be low cost. By selling established products at a new, lower price point the discounters have created an illusion of innovation, and simultaneously made consumers question the value credentials of the big four supermarkets. The fact is, a store with 1,350 SKUs¹ is convincing customers that they have more innovative products than at a big four supermarket, which averages closer to 35,000 SKUs².

Add to the mix the growth in online retailing and the trend towards convenience shopping and it's unsurprising that the 'weekly big shop' model, that has sustained the multiples for many years, has been critically undermined – 94% of customers who shop at a discounter will also shop at a multiple within the same four-week period³.

Externally, there are significant headwinds too. Uncertainty surrounds the outcome of Brexit negotiations and their impact on the sector, with most businesses preparing themselves for a prolonged period of food price inflation. For suppliers already operating on thin margins and faced with retailers rationalising ranges, a tough few years lie ahead.



What does this mean for product innovation? The temptation could easily be to batten down the hatches and ride out the storm. As one major cheese supplier says: ***"The business risk of innovation from the supplier perspective in the UK has probably never been higher."***

There's undoubtedly an element of truth here.

Yet risk is not a concrete concept. Businesses have the power to negate that risk by filling in the holes in their innovation pipeline. After all, it's not the product that fails, it's the process; a good process will filter out the failures well before they hit the shelves.

Newton has calculated the size of the opportunity within the grocery industry and estimates that there's currently £3bn of wasted NPD cost across operations, marketing and lost earnings (see appendix p18).

In this report we argue that by focusing on innovations that add value to shoppers, businesses can unlock this huge opportunity whilst still balancing the cost of production.

¹ <https://rctom.hbs.org/submission/aldi-driving-transformation-of-the-uk-grocery-industry/>
² <https://www.theguardian.com/business/2015/jan/30/tesco-cuts-range-products>
³ TCC Global research – UK Shopper Study, Jan 2017.

WHAT DO CONSUMERS WANT FROM INNOVATION?

UNDERSTANDING THE COMPELLING STORY ABOUT THE NEED FOR INNOVATION CAN BE CRITICAL TO SUCCESS.

Innovation comes in many different forms. The evolution of an existing range has the potential to excite and add value to the customer as much as a completely new product concept. While innovation in price point, marketing and promotion can contribute just as significantly to the top line as a brand new SKU.

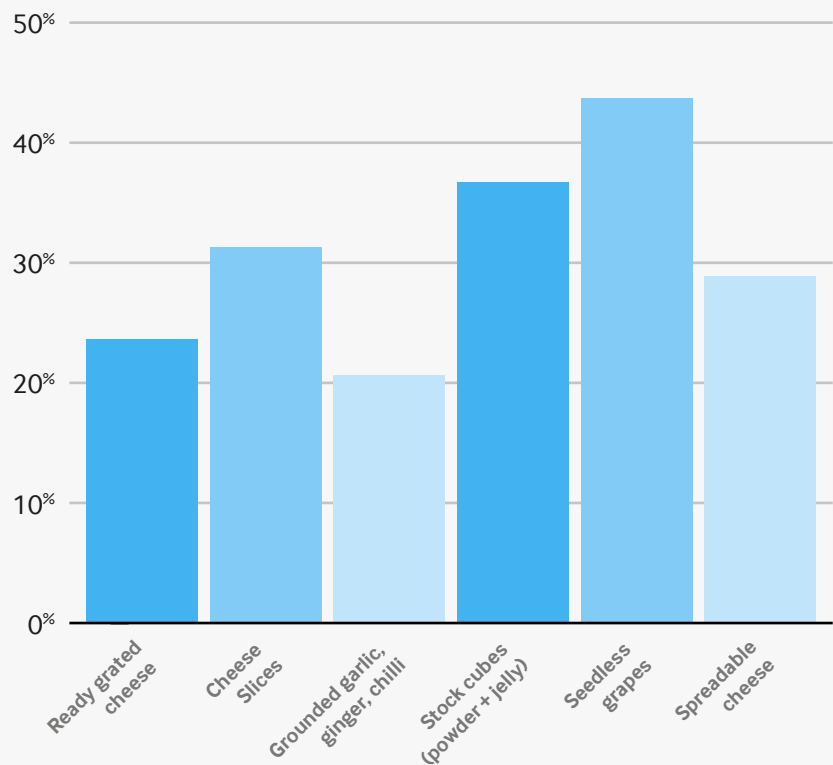
Regardless of the nature of the innovation or the rationale behind it, one point remains of paramount importance: innovation must either add value to the end consumer or reduce cost within a company's own operations.

The knowledge of what the customer really wants is critical to the success of NPDP. Research that sets out to prove a company's own hypothesis right, rather than understand the needs of the end consumer, is more likely to fall into the category of 'innovation for innovation's sake' – a theme Newton sees repeatedly when working with both suppliers and retailers.

It's important to remember too that consumers will not always be able to tell you what it is they want. People weren't clamouring for squeezable ketchup bottles before they came to market, yet now they represent the majority of sales.

As a business looking to innovate, you have to start with what you know about how people shop and develop innovation based on their evolving

Do you tend to opt into buying any of the below list over its original state for convenience?
ie. grated cheese instead of a block of cheese



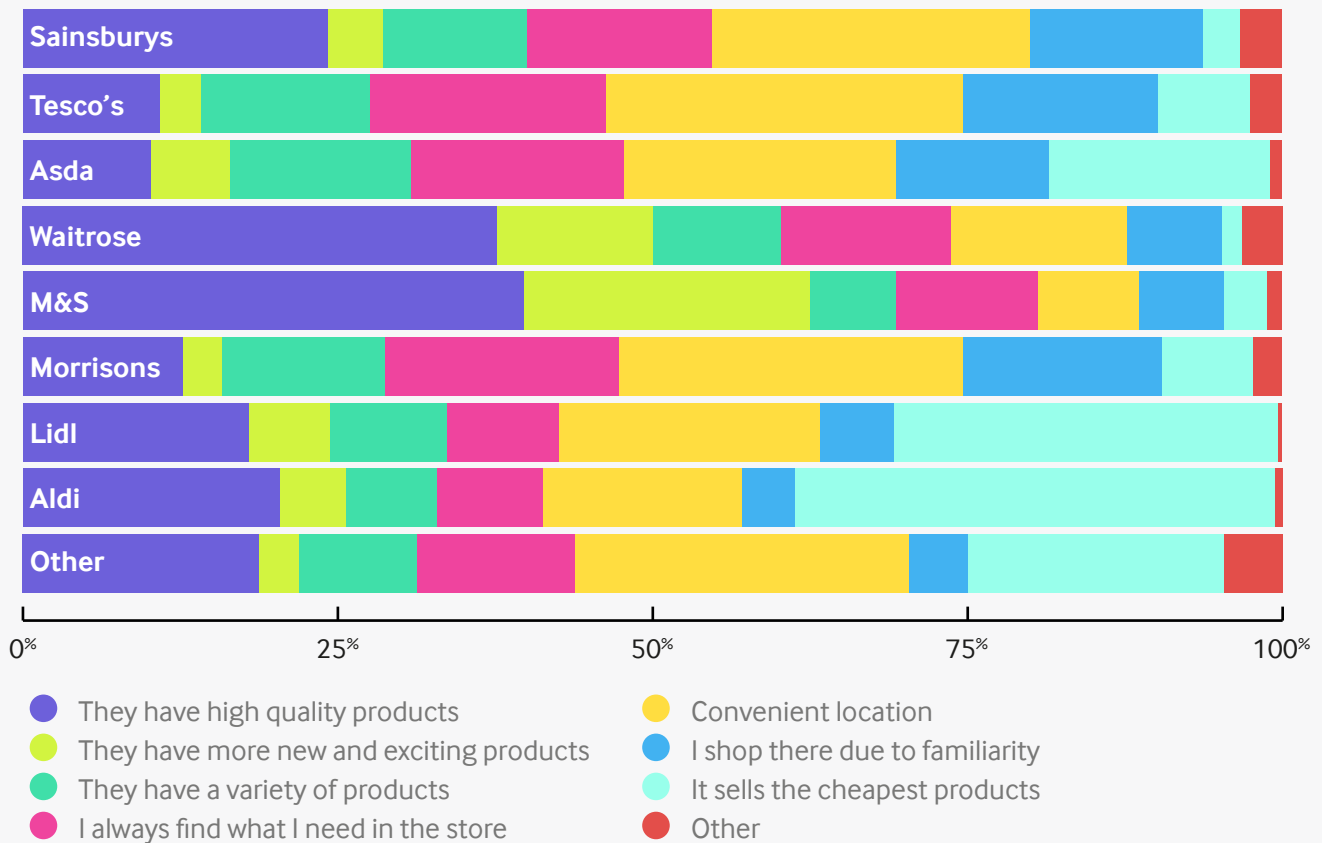
Source: Newton original research, 2017

needs. Understanding the compelling story about the need for the innovation can be critical for success and simply relying on consumers to provide the answers will rarely be enough.

This is particularly true of the industry's larger players who can lack the agility to respond to rapidly changing consumer habits, as David Jago, Director of Innovation & Insight at Mintel, the market intelligence provider, explains.

"Leading brands in many categories are performing less well than the category as a whole, and are losing out to smaller, entrepreneurial

Why is your preferred store the one you buy grocery products from?



Source: Newton original research, 2017

NPD IS CENTRAL TO THE QUESTION OF WHAT REPRESENTS 'VALUE FOR MONEY' IN THE EYES OF THE CONSUMER.

players who are able to innovate quickly and flexibly," he says. "The importance of millennial shoppers, with different food shopping preferences, is a key factor – these consumers are driven by new experiences, they want to be 'romanced' by the brand story, they follow healthy lifestyle trends – growth areas where many big players have been very slow to respond."

To help inform this report, Newton commissioned a survey of 2,000 people to better understand their shopping habits and their expectations regarding grocery NPD.

The results show that people's choice of retailer is still largely based on convenience (46.9%) and quality (33.3%). More than a quarter (27.4%) base their decision on which store sells the cheapest products, while for a significant minority (10.5%) it's due to more new and exciting products being available on shelf. These final two motivators should not be seen as unconnected. NPD is central to the question of

PEOPLE WEREN'T CLAMOURING FOR SQUEEZABLE KETCHUP BOTTLES BEFORE THEY CAME TO MARKET, YET NOW THEY REPRESENT THE MAJORITY OF SALES.

what represents 'value for money' in the eyes of the consumer. Innovative products that add genuine value do not need to add significant cost. Most respondents (77.4%) feel there's the right amount of choice of products at the supermarket where they do their main shop, but a majority also like ranges to evolve (66.2%), with new packaging, flavours and formats.

There's a temptation to believe that all innovation has to be game-changing to be of value to shoppers. In some categories this is often the case. More than a decade after the arrival of liquid capsules transformed the laundry category, Unilever believes its Persil Powergems format - with more than 20 patents and patents pending – represents the next big breakthrough in the segment.

Yet shoppers aren't exclusively interested in ground-breaking innovation. In fact, just 16.6% of those surveyed say they like the range of grocery products to regularly change with genuinely innovative new products replacing older ones, the implication being that innovation doesn't always have to supplant something that already exists in order to strike a chord; it can add value in different ways.

In this respect own label suppliers have a potential source of advantage over their branded competitors. By collaborating effectively with their retail customers, they can bring improved concepts to market quickly and profitably without passing on the cost of investment to the consumer.

Companies who innovate with the sole intention of boosting margins should note that most consumers don't want a high cost of innovation being transferred to them. You shouldn't simply expect to command a premium for something new – consumers need a genuine reason to pay more for innovation.





CASE STUDY

RETAILER APPROACHES TO NPD

M&S Food is arguably the standard bearer where retailer innovation is concerned with 45.5% of survey respondents saying they shop with the brand because they have more new and exciting products on the shelf. M&S Food are almost solely reliant on their own range, yet they still bring out new and exciting products that surprise customers, and do so at speed.

This doesn't mean there's a direct correlation between a retailer's position in the market and their ability to innovate successfully. In fact, more survey respondents say they shop at Aldi (10.4%) and Lidl (13%) because of their exciting new products than the Big 4 average (8.5%) suggesting not only that the discounters are effective at promoting their own innovation but that supermarkets with far more extensive ranges can

struggle to make new products stand out from existing items.

Iceland is another business that continues to defy consumer expectations by selling good quality frozen fish, such as lobster and sea bass, at affordable price points, backed up by innovative advertising that promotes frozen food as a genuine alternative to fresh.

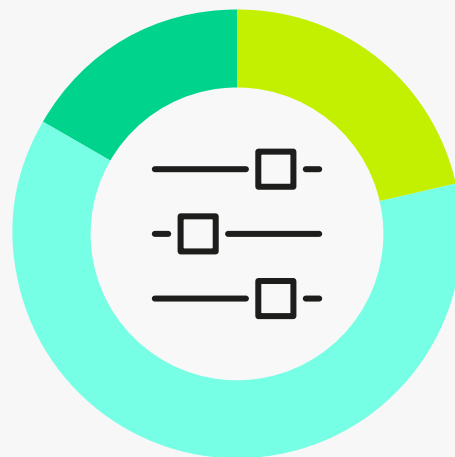
That's not to say that the big four never get it right. At the height of the crisis in the UK milk sector in 2015, Morrisons launched its 'For Farmers' milk brand, which guaranteed a premium was paid to UK dairy farmers and took just six weeks from concept through to launch. The brand has since generated almost £8m in extra income for farmers and has been extended to include cheese, cream, butter and bacon SKUs.

THE SCIENCE BEHIND INNOVATION

THE SECRET TO INNOVATION LIES IN THREE AREAS: COLLABORATION, PRODUCTION AND ITERATION.

Innovation doesn't derive from a spreadsheet - the creation of new products or evolution of existing products will advance more rapidly with unconstrained thinking that challenges the status quo. However, to ensure new products deliver additional value to consumers, a more scientific approach to the NPD funnel must be taken. This should involve a data-driven, three-step process of collaboration, production and iteration.

Which of these statements best represents your views when shopping in your main supermarket?



- 21.4%** I like the range of products to stay the same with hardly any change
- 62.0%** I like the range of products to stay largely the same with occasional improvement to existing products
- 16.6%** I like the range of products to regularly change with innovative new products replacing older ones

Source: Newton original research, 2017

CASE STUDY ARLA



Arla believes that consumers are becoming increasingly demanding when it comes to NPD. Once happy for products to deliver on convenience, health or taste, the expectation now is for products to deliver against all three criteria and to naturally fit in to people's lives rather than requiring them to adopt a new behaviour or change their current behaviour.

The dairy co-op says its NPD process involves consumers right

through from concept creation to packaging design and product development to help ensure that NPD meets their needs in a relevant and compelling way.

Standout recent innovations include Arla Protein and Arla Skyr yoghurts, both of which are anchored in a health positioning and have helped Arla yoghurt sales reach £30m just two years after the company entered the branded yoghurt category for the first time.



CASE STUDY

ABF

The strongest innovation meets an unfulfilled consumer need that adds value to the end user.

ABF believes its Patak's Paste Pots meet the need for a quick and convenient way to make an authentic curry. The company says the new product was developed using an unprecedented degree of insight covering branding, concept, packaging, pricing and product testing over an 18 month period, which confirmed that the Paste Pots were an idea that consumers embraced.

Although it's still early days, ABF says it has never had a new product that consumers have responded so positively to in research.

Revealingly, it notes that where new products have been unsuccessful in the past they were either not underpinned by sufficiently strong consumer insight, or failed to receive an appropriate level of consumer and in-store support.

**WE CONSISTENTLY
SEE DECISION MAKING
BASED ON OPINION. IT'S
DUE TO A BELIEF THAT
THE BEST AND MOST
INNOVATIVE DECISIONS
ARE MADE ON GUT FEEL.
THIS IS FUNDAMENTALLY
FLAWED.**

COLLABORATION

Innovation in own label grocery products should be a collaborative process between the retailer and their supplier. It's important to avoid a gap in accountability about who assumes responsibility for the NPD process with the burden of innovation pushed onto one or other party.

We see plenty of quality insight generated on consumer behaviour and market trends, particularly within retailers, but also within the more advanced manufacturers. And on occasions these insights are successfully shared through

the value chain to drive decisions. Unfortunately, the challenge for retailers of doing this consistently across hundreds of suppliers and thousands of products is too large and complex to achieve with existing practices. Ideally, there would be a large flow of invaluable information back and forth from the point at which the customer purchases the product to the point where decisions are made about how the product is made and sourced. However, the manual drive required to achieve data driven collaboration between retailers and suppliers limits the volume of innovation that can have the necessary rigour applied to it.

Within retailers' own businesses there can often be a failure to pass information between the customer insight team and the team that makes commercial decisions about which products to stock. This risks ignoring valuable data that enables retailers to match products on the shelf with consumers' behaviour and their preferences.

This both impacts the overall cost of running the promotion and leads to a higher number of customers having a lower quality perception of the product. By sharing information on the total cost to supply these products throughout the year, as seasons change, retailers would be better able to align decisions on when to invest in promoting a product with insights into consumer behaviour and preferences.

Within a manufacturing business, meanwhile, communication can be just as absent with those responsible for NPD failing to hold open and informed discussions with operations teams at a point in the innovation process when potential issues can be identified and remedial action can be taken if necessary.



The result is that critical information is missed and decisions are taken based on the gut instinct of a handful of executives rather than being rooted in a detailed knowledge of the end-to-end innovation process.

We consistently see decision making based on opinion. Sometimes this is because the facts haven't been brought to light, or have not been sought at all. More worryingly, it's due to a belief that the best and most innovative decisions are made on gut feel. This is fundamentally flawed – an understanding of the facts allows a decision to be made with a better view of the consequences and ensures the potential upsides are exploited and the negative impacts mitigated. We have seen first-hand how a CEO, with the power to enact change with a simple demand, can redirect an entire business based on a single visit to a store.

What appears to be a simple change, such as deciding that all produce must be displayed in black trays, can lead to huge cost and upheaval back through the supply chain. If the facts had been available or sought before making the decision a more customer focused decision would likely have been made about where best to invest the money.

Once the facts have been established, it's vital that the insights generated are applied in the right way. Businesses will often use research to prove their own hypothesis right, rather than using it as a guide to where genuine consumer need exists. One example is in the explosion of free-from foods where, following the early success of a limited range of products, it has become fashionable to create a free-from version of every product regardless of whether the consumer values it.



**WE HAVE SEEN FIRST-HAND
HOW A CEO, WITH THE POWER TO
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CASE STUDY

MOY PARK

An understanding of wider consumer trends has to link-up with insights into the value shoppers place on certain qualities. While a manufacturer may adopt a policy of only sourcing British ingredients in order to capitalise on the trend for provenance, do they know that the customer is actually prepared to pay for that provenance in a given product? If a supplier can save several million pounds by sourcing a mushroom from Poland rather than the UK, it needs to be certain that shoppers will be willing to pay a premium for that British provenance to justify the decision. Our own research suggests that in many cases, shoppers won't be prepared to carry the cost.

Selling a unique product at a more affordable price point – such as Iceland's frozen lobster – may represent a much more valuable innovation than the addition of a new ingredient that comes at a cost to the consumer.

Newton's own research suggests that meat is one category where shoppers crave more innovation. Moy Park has risen to the challenge with a number of innovative product concepts, most notably its 'Good Chicken' Roast in the Bag range of ready-to-roast chickens.

The company's director of marketing and innovation, Guy Wootton, says the range was conceived as a convenient solution for people who don't have time to prepare a whole chicken from scratch and don't like touching raw meat.

Wootton says the key for Moy Park is to understand eating occasions by product category and tailor its offering accordingly. "For example, if the occasion is a mid-week meal for two, our NPD focus will be on health, convenience, and value - versus a Friday night treat meal, where the product rationale would be centred around a more adventurous, premium offering," he says.

Moy Park's NPD team presents over 300 new product concepts annually, not all of which progress to the market, however Wootton says the insights that helped create these concepts is invaluable when it comes to refining or pursuing new ideas.

CASE STUDY MÜLLER

Some of Müller's most successful innovations have come from the successful application of consumer insights. When the business found a rise in out of home consumption of yoghurts, for instance, the simple addition of a plastic spoon to the packaging resulted in category growth.

The dairy giant has developed a category vision that aims to unlock £700m of additional growth in the sector by 2020. Among the insights gleaned from the vision is that buyers of big pot yoghurts were also buyers of mousses and were demanding more confectionery flavours. This led to the launch of Müller Püd mmMousse, the company's first branded mousse and shareable dessert in the UK.

**IT'S VITAL THAT FROM
THE VERY START OF THE
PRODUCTION PROCESS
THERE'S AN UNDERSTANDING
THAT WHAT YOU AGREED
TO IN NEGOTIATIONS IS
DELIVERABLE AND WILL MEET
A GENUINE CONSUMER NEED.**

PRODUCTION

Every change in process or specification has the potential to impact on cost. It's vital, therefore, that suppliers have a genuine understanding of their production capability and the true cost of delivering the NPD – from the ingredients and packaging right through to the cost of labour, tooling and changing equipment – and what are the alternative options for achieving the same result.

Similarly, a small change to the size or shape of ready meal skilletts can lead to a major hike in distribution costs if they no longer all fit neatly into the delivery tray. Such costly decisions are invariably taken by people with limited visibility of the implications of their actions.

When the true cost of a change in specification or process is either hidden or poorly understood the inevitable result is squeezed margins and requests to pass on these costs in the next round of price negotiations across the whole range.

EXAMPLE 1

An international food brand had decided to change the colour of the packaging of its new ready meals that had been heavily advertised and were therefore in high demand.

The change meant that the surface of the cardboard was smoother and the machinery was unable to consistently form the box. Trials had previously been carried out on non-finalised packaging, which had run without incident. However, the final production packaging, of which many 100,000's units had already been bought, had a slightly cheaper coating applied.

The result was that the efficiency of the line dropped to less than 30% and it took four months and a redesign of the packaging machinery to return the production to normal efficiency levels.

Allied to an appreciation of cost must be an understanding of what the customer is prepared to pay for a product. This combined knowledge then allows a business to calculate whether the margin is sufficient to justify the investment.

Two examples from Newton's own experience demonstrate the impact of not having full oversight of the end-to-end production process before committing to NPD. It's almost impossible to make the correct decision on a new piece of NPD without having a complete supply chain picture. Just as a production worker wouldn't be expected to create a new flavour variant of a popular line, there's no reason why a development chef should be aware of the supply chain implications of introducing a new ingredient.

It's vital, therefore, that from the very start of the production process there's an understanding that what you agreed to in negotiations is deliverable and will meet a genuine consumer need. This means putting responsibility in the hands of someone who has visibility of the end-to-end production process and can make informed choices based on a complete set of data and information.

It's a commonly held belief that creativity is best unleashed in the absence of constraining facts.

EXAMPLE 2

One of the UK's largest cake producers had a relationship with a number of supermarket chains whereby there was an expectation that own label ranges would be refreshed at least once a year. Tasked with the challenge of improving the 'homemade' feel of its biggest selling 5.5" Victoria Sponge meant that the recipe was reformulated to create a less perfect looking final cake.

Although kitchen trials produced a high quality product that in initial testing was capable of being replicated on the main production line, full production runs were not so successful.

The automated pick and place equipment simply couldn't cope with the wider dimensional tolerance of the new cake and early production runs dropped line efficiency to less than 50% whilst tripling the volume of waste. It took many months and partial reformulations before performance was restored to close to normal levels.

It's a commonly held belief that creativity is best unleashed in the absence of constraining facts. However, for the majority of product innovation (through the evolution of existing products and ranges), it is incremental value added that really resonates with consumers, and this can only be achieved when robust data enables people to make the right decisions more often than not. The remainder is truly blue-sky thinking that can then be targeted towards riskier innovation that has the potential to really excite the end user.



BUSINESSES NEED TO ADOPT A 'FAIL FAST' MINDSET WHEREBY UNWORKABLE IDEAS ARE WEEDED OUT AT AN EARLY STAGE.

ITERATION

The earlier in the innovation process you can make an informed decision on whether or not to proceed with a new product, the greater the chances of that innovation being a success. It's called failing fast and is critical to businesses who are generating hundreds of new product ideas every year.

Let's say you have 100 new product concepts, 50 of which are successfully realised in the development kitchen, with 20 going forward to a small scale trial and 10 to full production. Only one ever ends up on the supermarket shelf. Now imagine if, out of those same 100 products, 90 can be rejected before you even make it to the kitchen based on consumer insight and an analysis of the capabilities of your production process. A single product still ends up on the shelf but by failing fast you've realised huge savings in labour hours

and operational costs further down the chain.

Of course, testing is important, but it's the testing at the concept stage that will ensure that the innovation is deliverable and is aligned with consumer demand. And while this may require businesses to make a larger upfront investment in NPd, it can deliver much greater savings further down the line.

Successful iteration is about trying something quickly, measuring the results, digesting the feedback and adjusting the product in line with that feedback, thus making the process as cheap and as fast as possible.

Taste testing is frequently carried out, but not always in tandem with a review to determine the likely complexities and costs to produce, which would allow a further cull of uneconomic options at an early stage. A production review can

be done as a paper exercise with a small number of experts, but is rarely carried out in practice.

Many innovations happen that aren't of any value to the end consumer, like changing the shape of the packaging or adding an extra ingredient. Those decisions can add significant cost and effort but little or no value. A more rigorous vetting process will filter out any unnecessary tinkering, leaving businesses with innovations that mean something to their customers and giving retailers a genuine point of difference over rivals with more limited ranges.

Businesses need to adopt a 'fail fast' mindset whereby unworkable ideas are weeded out at an early stage. Try ten different things today. Nine of them will most likely be rejected but there's a good chance the remaining idea will be a success.

CONCLUSION

The word innovation conjures images of inspiration and genius, but genius is nothing without the science that proves the concept.

We know that there's the potential for great information to flow backwards and forwards from the point at which the customer purchases a product to the point where the product is made and sourced; but generating that information and ensuring it flows freely along the value chain is something that many businesses fail to achieve.

There are too many broken links in the chain that allow poor or unnecessary innovation to go unchallenged, leaving shoppers feeling lacklustre about the products they find and their overall shopping experience.

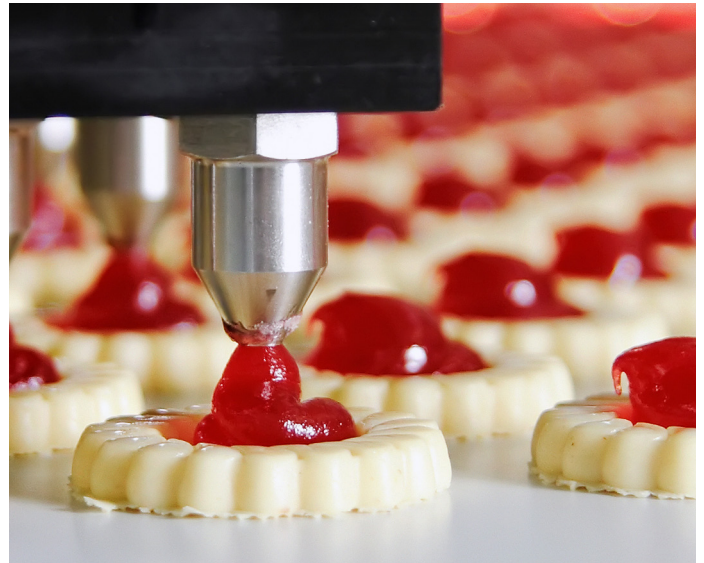
For both retailers and suppliers there's a better way of working. By taking a scientific approach to innovation, bad decisions can be stopped in their tracks.

Cultures must also continue to change so that suppliers and retailers learn to trust each other and acknowledge their different motivations; and individuals critical to the innovation process work more closely in partnership.

A structured, scientific approach to innovation will invariably lead to the truth. Share the insights, develop the concept, know the cost implications, run the trials and let the product prove its worth on shelf. With an estimated £3bn of wasted NPD opportunity in the grocery industry, retailers and suppliers can do better than just figure it out as they go along.

The scale of the change required is significant, however. Investment is required in new processes to better collect and share information, and in bringing the right people together to support the decision-making process.

**A STRUCTURED,
SCIENTIFIC
APPROACH TO
INNOVATION WILL
INVARIABLY LEAD
TO THE TRUTH.**



New product innovation often drives up costs for retailers and suppliers. These costs are often poorly understood during the product's development and set after launch. Newton regularly sees incremental costs related to new product development in:

- Raw material costs (e.g. recipe or specification changes for products)
- Manufacturing costs (e.g. reduction in line efficiency due to new manual processes, more changeovers or worse labour control)
- Supply chain costs (e.g. reductions in pack density, difficulty of forecasting orders, potentially new supply chain solutions for fresh products)

It is possible to reduce these cost impacts, as Newton has helped many clients do.

However, understanding these impacts at the start of the new product development process, rather than at the end drives significantly larger savings. Some are difficult to estimate at the start, but in Newton's experience the answer invariably lies in the data and expertise manufacturers already have. The key is uncovering this information and making sure it is informing decisions throughout the NPD process.

When clearly understood, these extra costs can be objectively compared against the value the product is adding to the consumer and business.

APPENDIX 1

OPPORTUNITY EVERY YEAR ACROSS BOTH BRANDED AND OWN LABEL PRODUCTS

OPPORTUNITY	VALUE	ASSUMPTION
NPD Lost Profit (EBIT)	£233m	30% improvement in revenue from better NPD product decisions, assumed 30% profit margin
NPD Spend (Rebrand/Product Launch)	£262m	30% reduction in spend of NPD launches
NPD Spend (Packaging Refresh)	£345m	Assume 200,000 SKU's refreshed every 2 years at £10k each
Waste (operations)	£154m	Based on 1 in 8 products running 20% higher waste
Slow Running (operations)	£1,159m	Based on 1 in 5 products running 15% slower, valued as labour saving
Raw Materials (operations)	£859m	Based on 1 in 9 products with 20% more expensive raw materials

WE ARE NEWTON

We're a team of the brightest and most curious minds with a fundamental belief that every organisation can be better. We crack some of the toughest business and public sector challenges of the day. Not with reports or copy & paste thinking. But by pinpointing and implementing the changes that will make the biggest difference.

We never start out assuming we know the answer. But we're always certain we'll find it and see it through to the finish. By uncovering the data that means the most important decisions are made with facts, not opinions. By bringing together a group of people who live and breathe delivering results. And by embedding in your organisation this same passion, self-belief and know-how to thrive on any challenge in the future.

We believe so strongly in what we can achieve together that we stand by the founding idea of Newton – guaranteeing our fees against delivering results that are recognised by everyone, from the frontline to the boardroom.

We demand better in everything we do. We think you should too.



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