

# Ensure A Successful Product Launch Using These 5 Agile Research Sprints



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Learn about a new approach to clean label food product innovation that speeds you through all 5 development sprints by integrating technical expertise with consumer validation.

InsightsNow and CuliNex work together with you to help make the right decisions for your brand throughout your entire product innovation lifecycle—as an end-to-end process or as specific steps where you may need assistance.

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# Introduction

## “Why do so many new products fail?”

Admittedly, simple questions often have surprisingly complex answers... and there are certainly many ways to fail: inadequate company capitalization, poor distribution, incorrect pricing/margins or mediocre package design. However, for product developers, the question might boil down to asking, “Could changes to the product development process itself improve the odds of new product success?” The answer is a resounding YES!

InsightsNow and CuliNex jointly developed the CRAEVS Solution which stands for Clean Label Research through Agile Evolutions into Stores. CRAEVS brings together the latest product development and behavioral research methodologies into one seamless solution that is fast, efficient, cost effective and grounded in consumer insights.

*“...one seamless solution that is fast, efficient, cost effective and grounded in consumer insights.”*

## Series of Product Development and Consumer Research Sprints

With CRAEVS, a series of product development and consumer research sprints move seamlessly from category research and market analysis, through development, and on to retail store and home use testing in a series of five sprints. These sprints cover the four essential D's of the CRAEVS Solution, Discovery, Design, Delivery, and Drive into the marketplace.





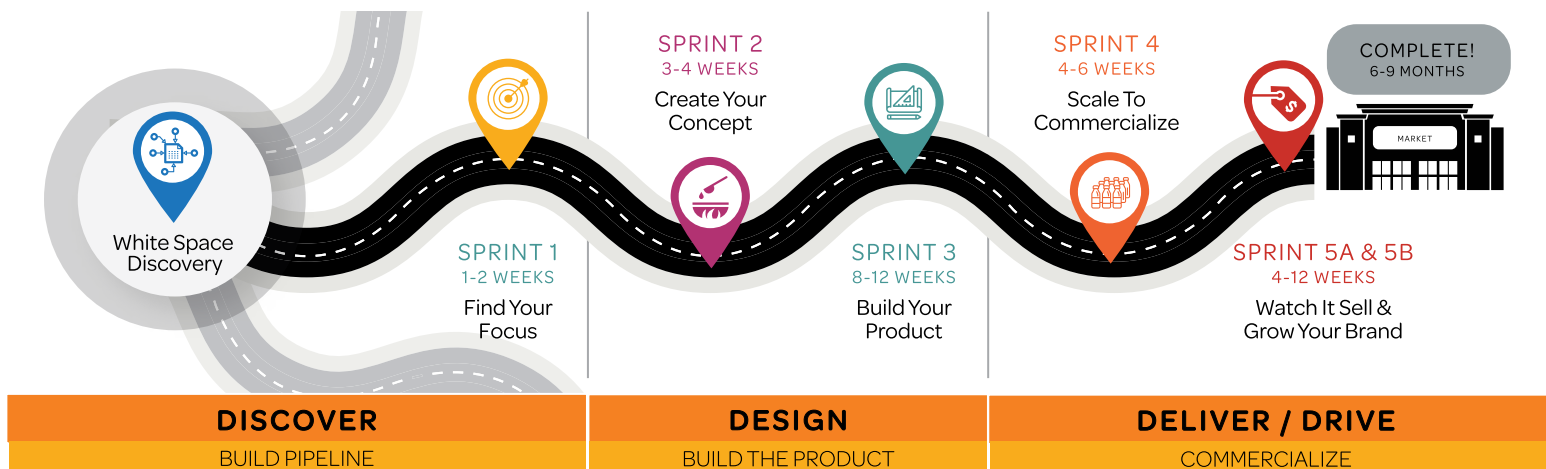
For projects seeking blue sky solutions or complex technical unlocks—where products and categories aren’t yet defined—there is what we call “White Space Discovery.” This occurs prior to the CRAEVS sprints and seeks to uncover new to the marketplace opportunities to disrupt consumer behaviors through a combination of technology innovation, product platforms and consumer behavioral impact discoveries. These discoveries come in the form of viable new product ideas with example prototypes targeting the opportunity to achieve market breakthroughs.



As the white space innovations evolving out of Discovery are viable new product ideas, they can quickly be Designed, Delivered and Driven to market success through the CRAEVS Solution—a series of rapid, iterative learning sprints. These sprints take the viable idea, and rapidly Design the product against Discovered behavioral key performance indicators (KPIs) established to ensure success in market disruption. This solution also shortens time to market through a Delivery sprint where prototypes are produced in a pilot run, ready for rapid, in-store and in-home testing to ensure the behavioral KPIs are met.

The result? A 60% increase in successful market launches and a 30% improvement in speed to market. Proven success from a proven process. That’s CRAEVS!

## CRAEVS™ SOLUTION



INSIGHTS DRIVEN RESEARCH + PRODUCT DEVELOPMENT + HIGHLY INTEGRATED PROCES = 60% INCREASE IN SUCCESSFUL LAUNCHES  
Inspire, guide and validate + 100 years of development experience + Insights and PD as one team = 30 % Speed to Market

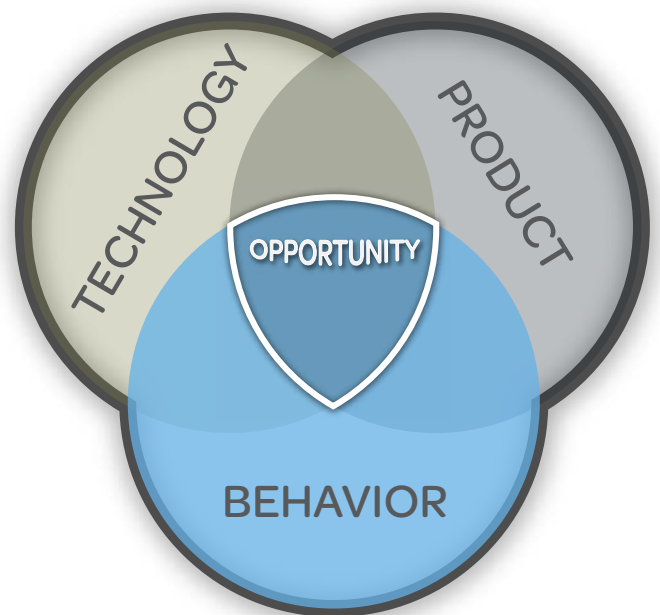
# White Space Discovery

**Innovation Pipelines: Discovering innovation at the convergence of technology, product and behavioral white space with CRAEVS.**

Product innovation has been called the “life blood” of a food company. Stop innovating and your organization is certain to grow old and eventually die. For this reason, one of the most important activities a food company can do is invest in the Discovery process—the innovation front end. Many marketing, development and innovation professionals call the innovation front end the “fuzzy front end.” However, if you are going to invest in Discovery, it is critical that this process be anything but fuzzy. It needs to bring clarity to focus your valuable product development and commercialization resources to achieve a high return on your innovation investments.

Winning ideas are forged by creative focus at the innovation front end where three white spaces converge. This includes ideas filling Product White Space where your competitors are not playing, Technology White Space where your competitors cannot play, and Behavioral White Space where there is great disruptive potential.

Understanding opportunities at this convergence of white spaces is easier said than done. Ideas that only fill Product White Space may be different, but not disruptive. Disruptive ideas are both different (i.e. filling up product white space)



and change consumer behaviors (e.g. fill up behavioral white space). Bush Brothers, for example, achieved success by changing behavior through its Grillin' Beans line for the outdoor cooking and eating moment. Discovering this underserved moment was key to success. Simply coming up with another line of bean products differentiated by flavor or type of bean would likely have gotten lost in the clutter. Products targeting behavioral white space are "sticky." They provide differentiation beyond form and functionality, becoming the sole product for new routines and habits, sometimes creating completely new categories.



Further, ideas which are different and disruptive may be initially successful, but too easily copied. Unless your brand owns a category, success may quickly lead to competitors and a new round of commoditization to depress margins. Access to technical unlocks creates technical white space. Technical white space not only leads to different and disruptive product ideas it can also places significant barriers to slow down competition likely to follow success.

For these reasons, the CRAEVS Discovery process offers a fresh solution for the innovation front end. This solution combines the behavioral marketing research expertise of InsightsNow with the food product development and open innovation expertise of CuliNex. Using an integrated working process, we are able to deliver commercially viable new product ideas targeting opportunities discovered at the convergence of technology, product and behavioral white space.

CRAEVS Discovery delivers innovative food product platform concepts, differentiated by technology, and developed by culinologists to be delicious, culinary-inspired, and commercializable at scale. Consumer research identifies those platforms able to play over the broadest landscape of moments and have the greatest disruptive potential to change consumer behaviors. These platforms are used to create early prototypes ready for downstream development and commercialization initiatives.

Read on to learn more about what stages you can implement after the Discovery process, or other CRAEVS assistance areas you can weave into your next project.



# Sprint 1: Clean Label Category Review

With CRAEVS, you can gain category and competitive insights, and uncover the opportunities for success.

While there are many different product development philosophies, the product development process looks relatively similar across different industries. In today's hyper competitive clean label marketplace, the entire process needs to happen in record time. Because of this, once the initial discovery process is complete it can be tempting to jump straight into concept ideation and validation—but that can be a fatal mistake. Successful product development requires a deep understanding of consumer behaviors and desires, the competitive environment and potential whitespace opportunities. How do you thoughtfully narrow the path of focus while sprinting towards a product launch in record time? And how do you develop a successful strategy to win in the category?



Enter the CRAEVS Solution, where the intensive, iterative first sprint, “Find Your Focus,” gives you a category deep dive. This sprint will help you make informed decisions by asking the right questions from the very inception of your project. Using this step is vital in bringing focus for successful downstream concepting, prototyping and validation in market.

Key questions to answer during the “Find Your Focus” sprint include: “What is the competitive set?” This typically is



discovered by considering where your new innovation or renovated product will play, and what category or categories it might be placed into within a store shelf set. Innovation initiatives may have already addressed this question through a white space discovery study. In any case, defining your competitive set helps provide additional focus by answering the next question: “What criteria will you use to achieve success in-market?” Are you seeking to protect your position in a category, or to take share away from other competitive brands? It also provides a framework to ask about your product design strategy to achieve your defined success criteria.



The “Find Your Focus” CRAEVS sprint includes an in-depth review of the category and consumer behaviors, including physical and/or virtual retail store walks. It will also dig into a competitive landscape review—including an evaluation of current and competitive products to uncover potential opportunities to achieve your success criteria through product design. Consumer research is also typically conducted to create the baseline category key performance indicators (KPIs), these are drivers of choice. You can use KPI’s to not only make early product design decisions, but to establish success KPIs for successive sprints. This can include the building of product scorecards and recommended formulation strategies through consumer and product insights. It can also include consumer insights through primary research or by accessing the InsightsNow Innovation Center for information about which ingredients are perceived to be most clean label. You can also discover perceptions of what’s most importance to include in packaging claims, and identify which ingredients are most associated with benefits that differentiate your product from your competition.

Find Your Focus is a quick, essential sprint to add prior to concepting and prototyping. It will not only inspire and guide concepting and future prototyping, but it will also help you establish baselines for concept, prototype, in-market product success criteria in-store and in-home.

Ultimately, this multi-dimensional category research will serve to drive your strategy to win and set your brand up for success as you move to co-design—read on to learn more!



## Sprint 2: Create Your Concept Sprint

Inspire creative conceptual design through co-creation with the CRAEVS Solution.

Success in product development depends on getting your conceptual design right. Missing the mark leads to wasted time and resources in downstream development, and risk of failure in commercialization. For this reason, concepting is an important sprint within the CRAEVS Solution. The concepting sprint applies consumer and behavioral techniques that tap into the minds of consumers as co-creation participants to help inspire, guide and focus product developers who possess deep knowledge into how to conceptually design foods to focus benchtop prototyping.

*How do you take an idea and turn it into a conceptual design of a product before you start building it?*

This is a 3-4-week sprint that involves three steps. The first step takes inputs from the Find Your Focus sprint. In that sprint you answered questions such as, what is the target category, the competitive set, the moments of use, and associated ingredients, claims, perceived benefits, and brand perceptions that a new or renovated product must compete in to disrupt? This information is used to establish a baseline upon which consumers are engaged in a series of activities called PlayFULL Insights® where they creatively imagine the future of new products. This technique uses play with Legos® for participants to build models with the building blocks representing metaphors for imagined hypothetical ideal products:

- What does that category look like?
- What does that product do?



- How does it get packaged?
- What is the consumption moment?

Using Legos, the users can show us their version of the future product category and the models become a tool for deeper discussion and learnings to apply to the design concepts.

The second step is to design concepts with Culinologists and consumers. The technical information from the category, ingredient, technology, and product evaluation is combined with the inputs from the first PlayFULL Insights® step. Research is



transformed into paper concepts by product developers who are trained to create foods with the specific descriptors that consumers articulated during PlayFULL Insights®. This step is highly customizable for each project. It can be a very iterative process with multiple rounds of concept development and consumer feedback. Alternatively, consumers can be presented with a last round of concepts for just their reactions. With either method, this will answer very valuable questions needed to set a product up for disruptive success:

- How do we win?
- What is the point of difference with the competition?
- Are we within the white space opportunity?

The paper concepts ultimately developed will include the platform title, representative SKU iterations, benefits and differentiators, potential packaging and feasibility considerations, and inspirational graphics.

In the third step, the paper concepts are judged against each other and against category competitors through quantitative techniques with the winning concepts selected to move forward into a subsequent prototyping sprint within the CRAEVS Solution. This will tell you which concepts have the greatest behavioral impact and disruptive potential against the competitive baseline. It is important that these selected concepts have their design direction documented within the Product Profile Sheets to serve as the guiding principles of the product before moving into benchtop development.

With the final Product Profile Sheets in hand, product developers are ready to head to the benchtop and begin translating the elements of concepts with the greatest potential to disrupt. You are now armed with the behavioral insights and product knowledge to have confidence in the concepts moving towards development, commercialization, and scale.

## Sprint 3: Sprinting through Co-Design

**You can translate concepts into winning product gold standards through CRAEVS co-design.**

Success in product development depends on how well you take a concept with disruptive potential and translate it into a product. Translation requires more than providing promised functionality and a liked experience. It also requires tapping into the minds of consumers to understand what sensory qualities to build into a product. These sensory qualities serve as cues signaling the “promise” to be communicated—implicitly and explicitly—to shoppers and consumers. This important sprint in the CRAEVS Solution fuses together behavioral insights about cues that signal benefits, with the knowhow of culinary food product developers for what qualities to build into products.

This fusing of shopper/consumer desires and product design, comes together through a set of prototyping activities informed by co-design.

Co-design is a highly collaborative process between an innovation team and consumers for the purpose of translating a concept into a prototype. This collaboration with consumers comes within a series of rapid, iterative cycles of planning, prototyping, co-design testing, and back-room learning. Most co-design sprints take about three iterative cycles to complete, although strong working knowledge of a particular concept translation can reduce cycle requirements.

The initial co-design cycle starts with product developers building an initial set of prototypes based on knowledge of key product attributes, raw materials, potential machinery, methods of production, and formulation strategies. To successfully scale the prototype into a product; ingredients, shelf life, packaging, financial modeling, processing, and regulatory issues must be considered. This review is then used to build a benchtop scaling model of the commercialization process through a design of experimentation (DOE). The DOE is critical to a successful scaleup as it considers the initial formulation, ingredient functionality, and how best to mimic product processes on the bench.





If Benchtop Development is done in a vacuum (i.e. without a DOE), successful translation to full production will be difficult and may result in significant redesign.

The iterative series of co-design cycles gather feedback from participants on how to cull out or improve current prototypes. This co-design feedback drives the iterative learning of the innovations teams' ingredient choices and formats for the next cycle of planning, prototyping, feedback, and learning. The result is a set of sensory guardrails defining the range of product qualities (perceived in moments for shoppers at point of sale and/or for moments of use and consumption by consumers) that are associated implicitly as cues that signal higher level benefits and/or reasons to believe, and that ladder down to formulation and/or processing specifications. In addition, these cycles of co-design can include feedback on nutrition panels, ingredient declarations, allergen statements and possible FDA claims.

Another consideration in co-design is the use of industrially sourced, rather than commodity ingredients. While commodity ingredients can be purchased at retail, they often carry unwanted functionality, shelf-life extenders, or other undesirable additions that can impact the final product. Specialty industrial ingredients can also perform differently in the formulation and cannot be assumed to be a one for one swap. Due diligence in establishing ingredient parameters will assist in the consistency of flavor and function through the formulation.

At the end of these cycles of co-design, one or more gold standard prototypes are finalized and ready for validation and commercialization.

The co-design sprint of the CRAEVS process takes a disruptive concept aligned with a viable idea targeting an opportunity, and rapidly translates it into a product prototype. This sprint sets up the next sprint in the CRAEVS Solution for pilot testing and scale up activities.

<u>Signals</u>	←	<u>Cues</u>
Complex		Heavy
Natural		Chewy
Nutty		Crunchy
Rough		Crispy
		Grain



*The co-design sprint of the CRAEVS process takes a disruptive concept aligned with a viable idea targeting an opportunity, and rapidly translates by building the product.*

## Sprint 4: Commercializing Products & Packaging

Once a final prototype gold standard has been developed, the next sprint in the CRAEVS Solution is to rapidly scale up the processing of the prototype into a commercially produced product.

This sprint involves Pilot Testing, Plant Trials and finally commercial production. Pilot Testing applies the Benchtop development scaleup model based on DOEs to yield minimum batch size production runs that will prove the formula out in a scaled environment. Moving from 500g benchtop batches to 500lb production batches is not always seamless. The goal of this testing is to determine where the breakpoints are with minimal risk and maximum gain. This can involve formula adjustments (moisture, viscosity, functionality) to align with processing specifications or an equipment adjustment (speed, temperature, time) to produce the desired end product. It can also lead to larger formula modifications or equipment adjustments that need to take place prior to Plant Trials.

If there is a time to learn through failure, this is the optimal opportunity to do so. During Pilot Testing, data and parameters are measured and recorded for building processing specifications and confirmation of final product attributes. In preparation for Pilot Testing, when possible, two to three times the amount of materials should be procured to account for the unexpected. Depending on the process, there may be time to run a few iterations per product and maximize learning. Initial production samples can be used

*“... rapidly scale up the processing of the prototype into a commercially produced product.”*



to begin shelf-life studies and to begin to understand the impact of scaling and packing on the long-term quality of the product.

Plant Trials involve full batch size production testing. Modifications from Pilot Testing should be put into place prior to Plant Trials, in either formulation or equipment. With Plant Trials the goal is to run the line at full capacity and ensure adjustments from the Pilot Test are carried forward and scalable. By increasing the size of the batches, there is more product and processing time to make observations and adjustments on batching, cook cycles, and other processing steps. Where Pilot Testing may only allow an hour or two of continual production, Plant Trials give more line time and opportunities to for refinement and quality controls. By the end of Plant Trials, the product should be ready for full scale, all day production.





## Sprint 5: Driving Your Product to Success

### The product development sprint we like to call “Watching It Sell.”

One of the biggest challenges in product innovation is to take that final step forward, to launch a product into the marketplace with confidence that it will be a success. Sandwiched between commercial plant trials and a full launch, this final sprint in the CRAEVS Solution is designed to give confidence to innovators and product developers that their hard work will pay off and give marketers the insights they need to know how to support the new product to achieve success. In this way, the Watch It Sell Sprint is part validation and part marketing research.

This sprint is executed in a single, two-part piece of research.

The first is an instore test designed to understand how to drive trial, and the second, a home use test to understand how to drive repeat. In the instore test, small batch runs of product are placed into real retail stores. Target shoppers who frequent these retail stores are pre-recruited to participate in the research study. These participants are asked to shop a category as they normally would. They are engaged at the point of sale to survey what they decided to purchase and why. If they do not purchase the test product, they are given more information about the new product to nudge them to purchase.

*“The Watch It Sell Sprint is part validation and part marketing research.”*

Participants that purchase the test product take the product home and are reengaged in a home use test (HUT). This Buy-HUT involves a survey before trying the test product, and again afterward. The “before” survey is designed to create a category baseline of choice scores of all category SKUs. After trial, the emotional impact and lift in category choice scores against baseline are used to assess the motivations for repeat trial, and how future purchases might



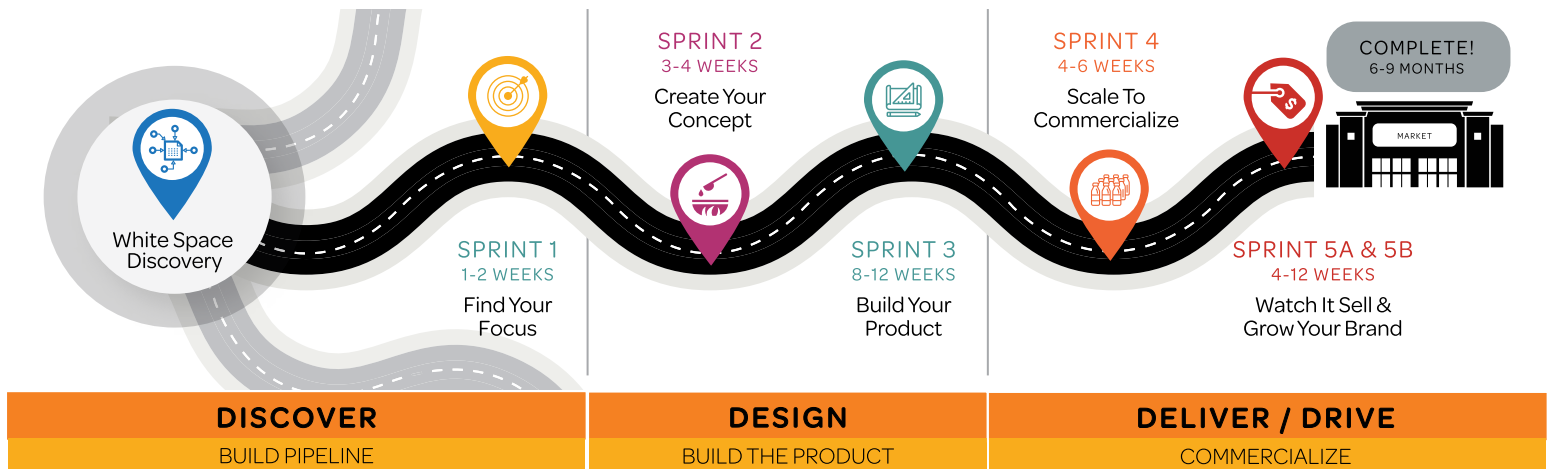
be impacted with the test products available as part of a choice set for consideration by shoppers.

These behavioral scores can serve as great business KPIs through this two-part research sprint. Behavioral metrics in home provide a great tool for validation, especially when the behavioral scores indicate positive emotional impact and propensity to take choice share away from other category SKUs. Behavioral metrics instore can include opportunities to learn through A/B trials involving placing product into stores at different price points, promotional tactics, and even packaging variants. Instore testing can involve one store, or multiple stores, to test placements with different types of shoppers and competitive sets.



This final sprint provides the information needed to help product developers and marketers know how to drive a product to success. It provides confidence that the series of sprints through the CRAEVS process will result in a successful launch by offering valuable information before going on to expensive production runs and the costs to fully commercialize and launch products.

# CRAEVS™ SOLUTION



INSIGHTS DRIVEN RESEARCH + PRODUCT DEVELOPMENT + HIGHLY INTEGRATED PROCES = 60% INCREASE IN SUCCESSFUL LAUNCHES  
Inspire, guide and validate + 100 years of development experience + Insights and PD as one team = 30 % Speed to Market

## Conclusions

How can you make sure to ideate, innovate, develop and deliver the RIGHT food products to your consumers? Let the CRAEVS agile innovation process integrate consumers into your development process to keep your brand on track throughout the entire product lifecycle. You can get help at any stage, including ingredient guidance, product development, commercialization assistance and consumer feedback with the CRAEVS Solution.

We look forward to innovating with you!

You can access CRAEVS as an end-to-end process or as specific steps where you may need assistance.

To learn more about the process:

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### About InsightsNow

InsightsNow, an award-winning behavioral research firm, partners with companies across a wide array of industry verticals to accelerate marketing, branding and product development decisions for disruptive innovations achieving a cleaner, healthier, happier world. Insights are provided via custom solutions and assisted DIY tools based on proprietary behavioral frameworks to help find answers faster, improving your speed-to and success-in market. [www.insightsnow.com](http://www.insightsnow.com)

### About CuliNex

CuliNex is a product development consultancy specializing in the development of clean label food products. CuliNex works with brand owners, food manufacturers, ingredient suppliers, retailers, and multi-unit foodservice operators to achieve their growth goals by bringing successful products to market. [www.culinex.biz](http://www.culinex.biz)