

Belgium

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Living Consumer Intelligence | business.yougov.com



Secrets of Winning Brand Innovations in FMCG

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YouGov Insights Forum – Belgium

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Leuven



FMCG Strategy Partners

About Gert-Jan Bosman | Founder of Brand Focus FMCG Strategy Partners

- Wealth of experience at various well-known FMCG-companies.
- Leadership roles at Dr. Oetker as Managing Director for Benelux region.
- Lived and worked in Belgium for 7 years.
- Founder of Brand Focus FMCG Strategy Partners.
- Helping FMCG companies to accelerate from 'good' to 'excellent'.
- Investing in food companies and unlocking their hidden potentials.



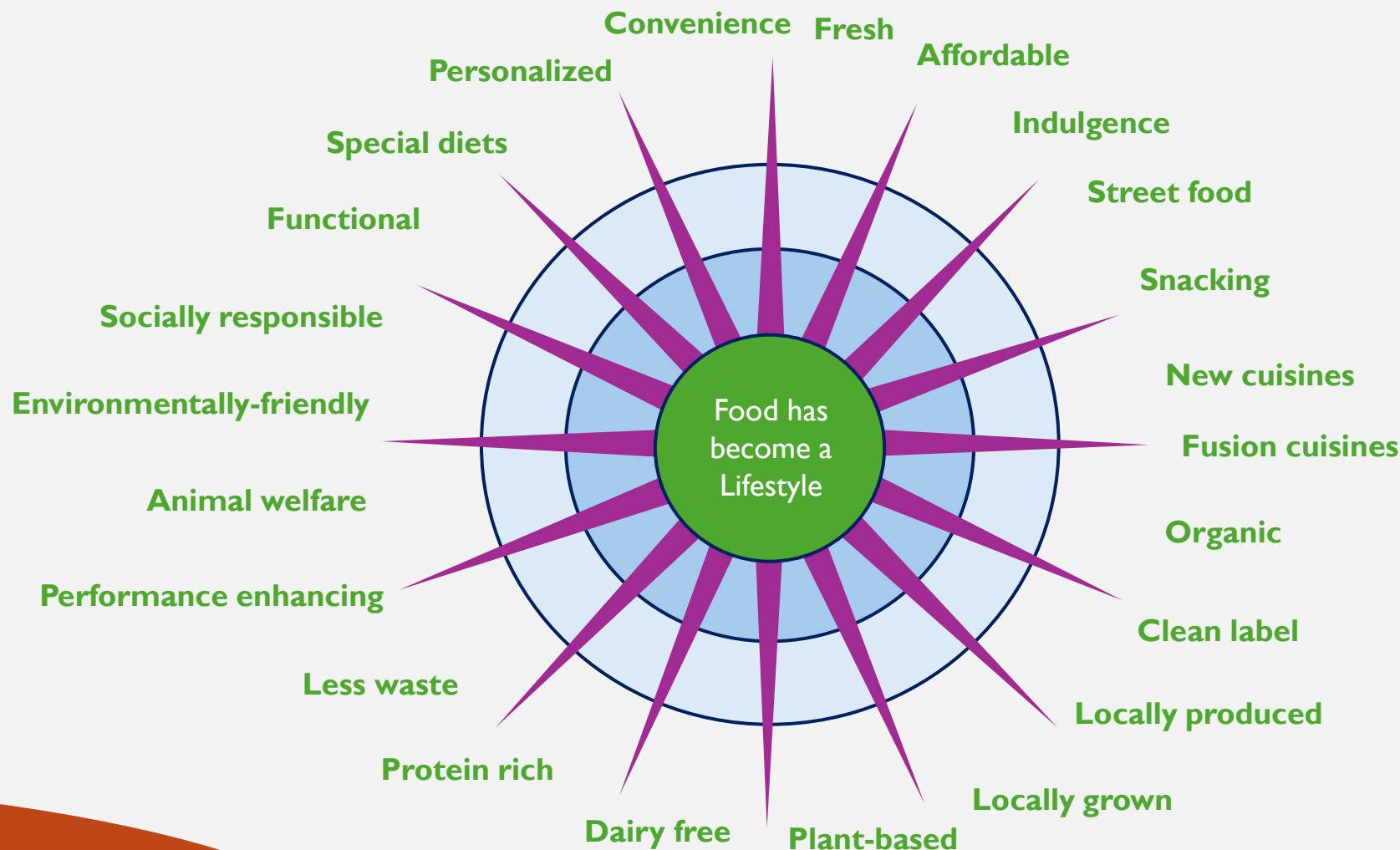
How to Navigate in the VUCA World? | Volatility, Uncertainty, Complexity, Ambiguity

Survival of the Fittest Darwinism for FMCG Brands

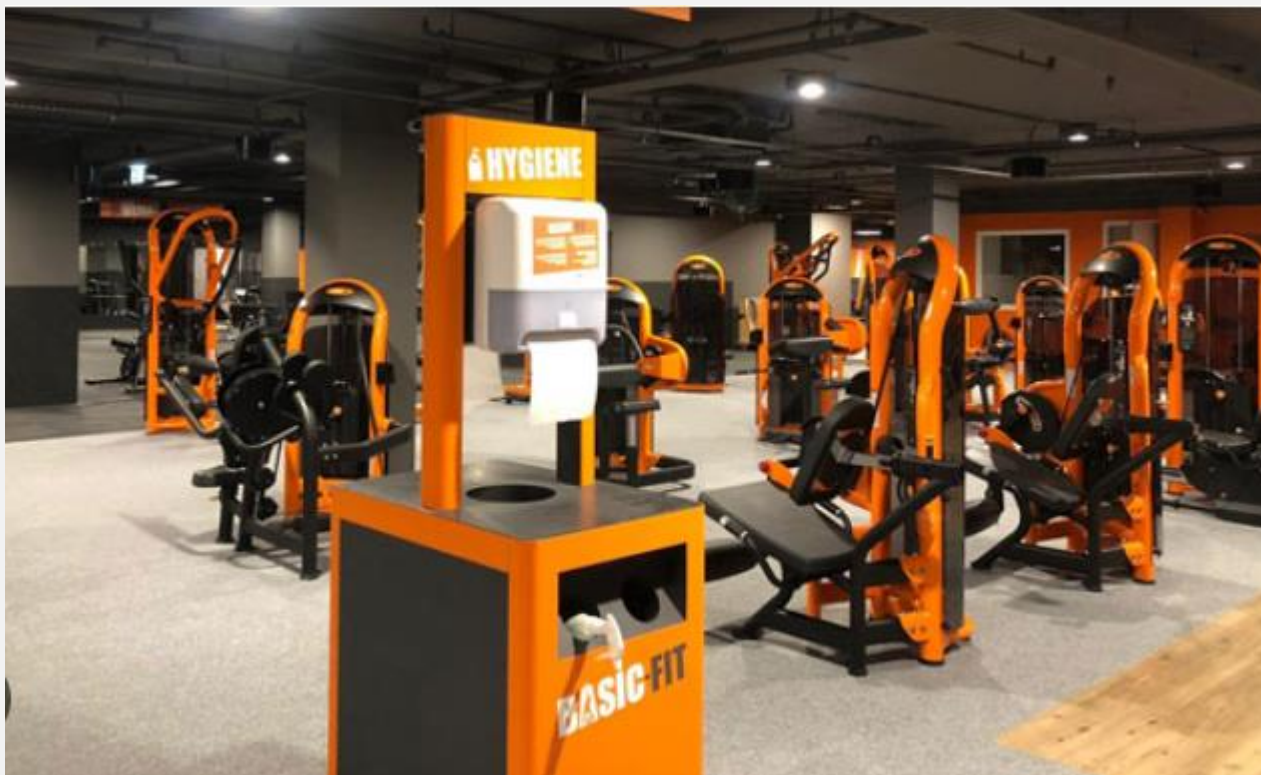


How Must Brands Respond to Consumers Needs in a Highly Fragmented Food Universe?

Consumers often are **NOT** Consistent in Their Behavior

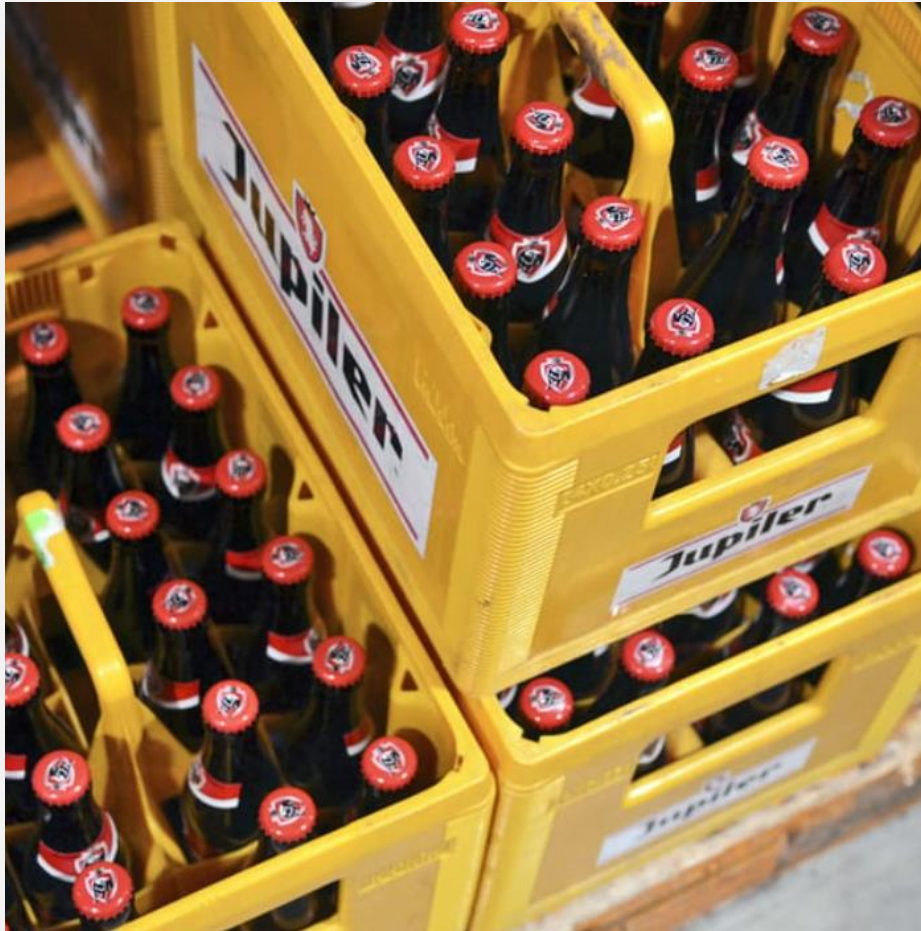


**Four Times a Week
Training his Body at Basic Fit**



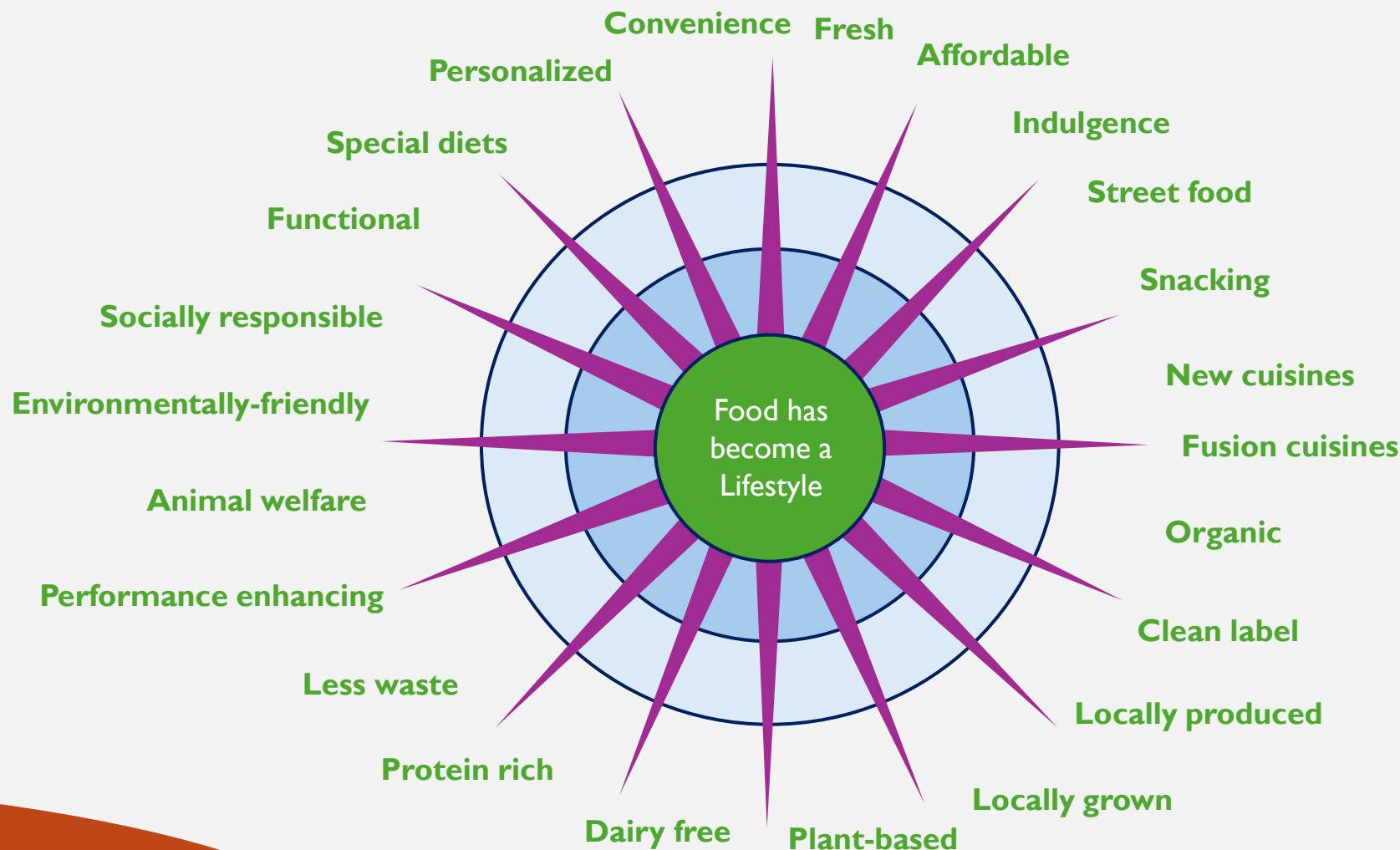
Consumer Behavior of My Son (18 Years) | Saturday Night with his Friends

**Consumer Behavior is About
Need and Mood States**



How Must Brands Respond to Consumers Needs in a Highly Fragmented Food Universe?

Consumers often are **NOT** Consistent in Their Behavior



Some Brands Seem to Navigate Smoothly! What Have My Favourite Superbrands in Common?

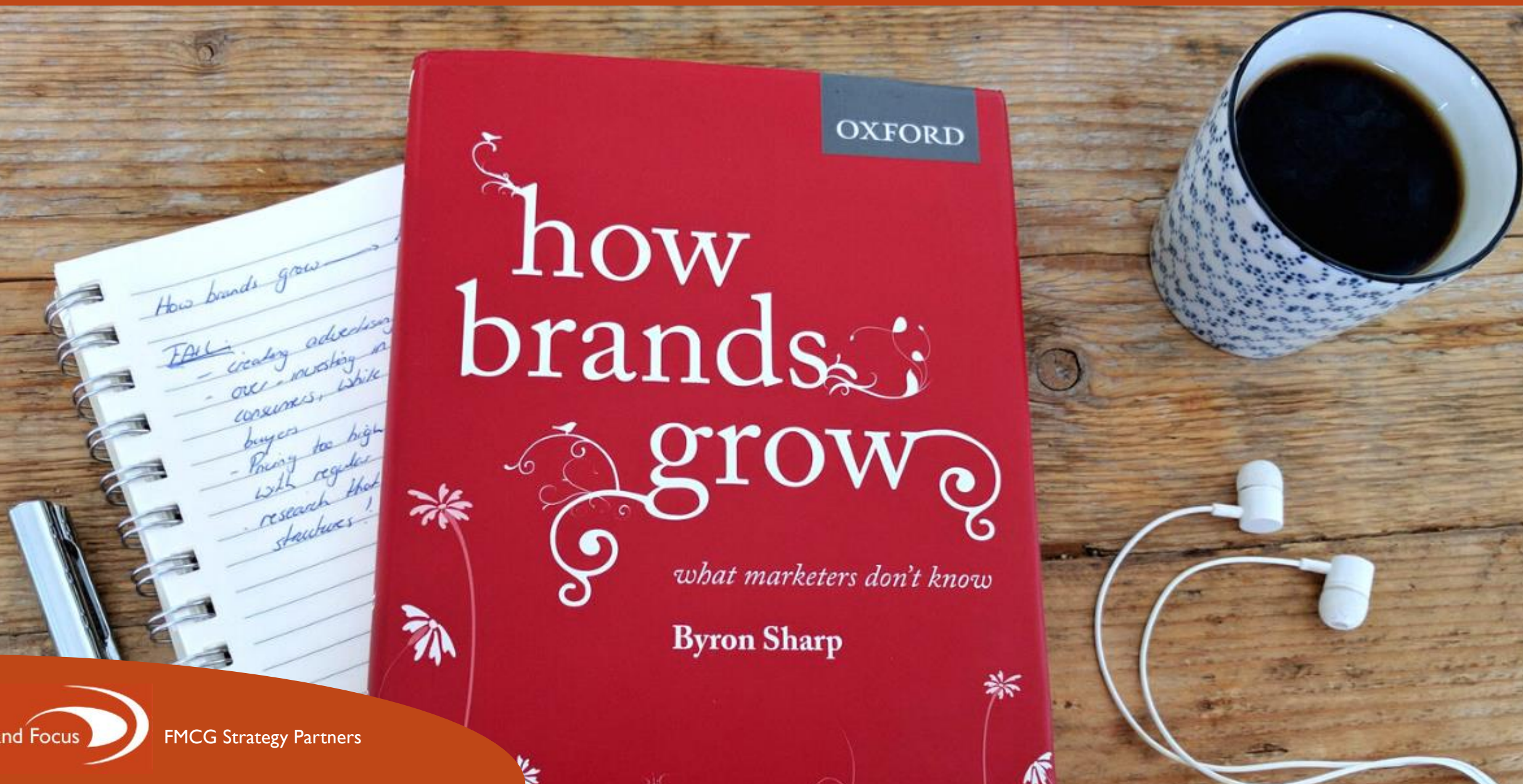
High Penetration Rates
High Market Shares



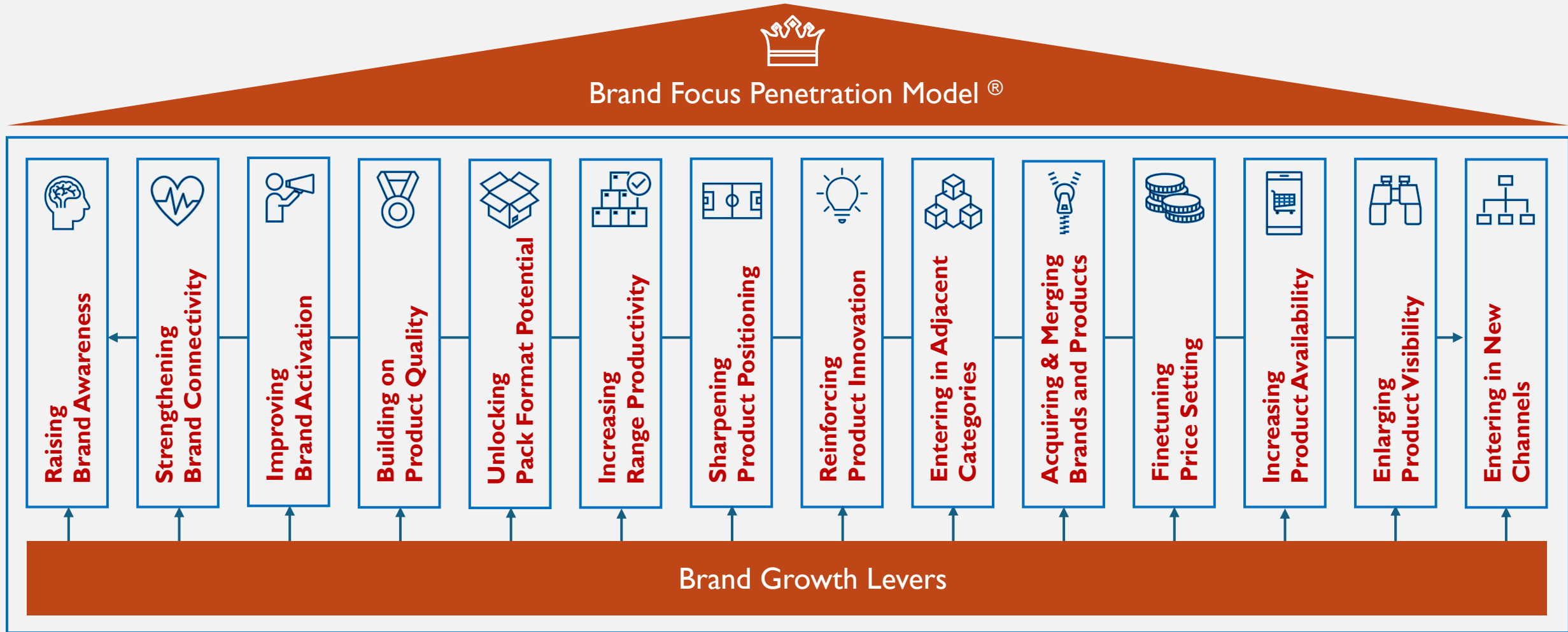
Extraordinary Physical and Mental Availability | Consistent & Consequent over Time



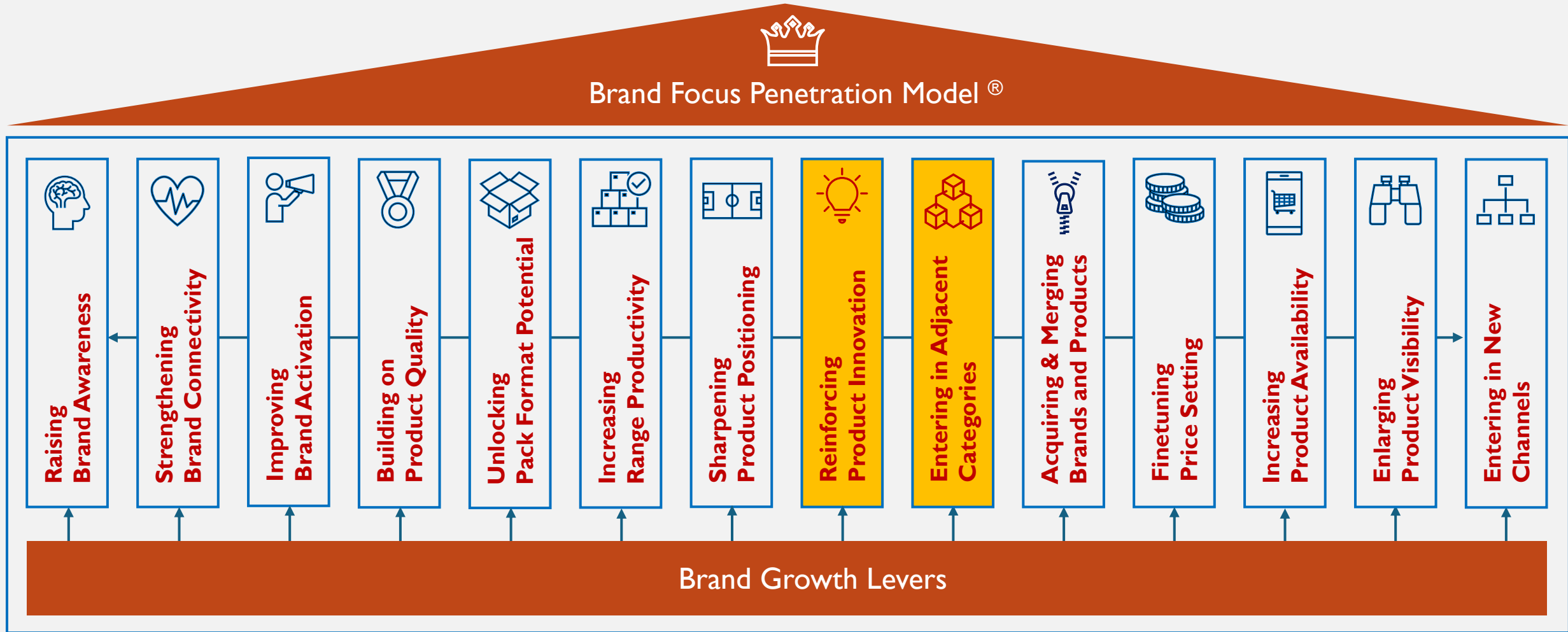
How Brands Grow? | Byron Sharp | Penetration is King!



How Brands Grow? | Brand Penetration Model based on Byron Sharp & Own Experience



How Brands Grow? | Penetration is King, Innovation is the Queen!



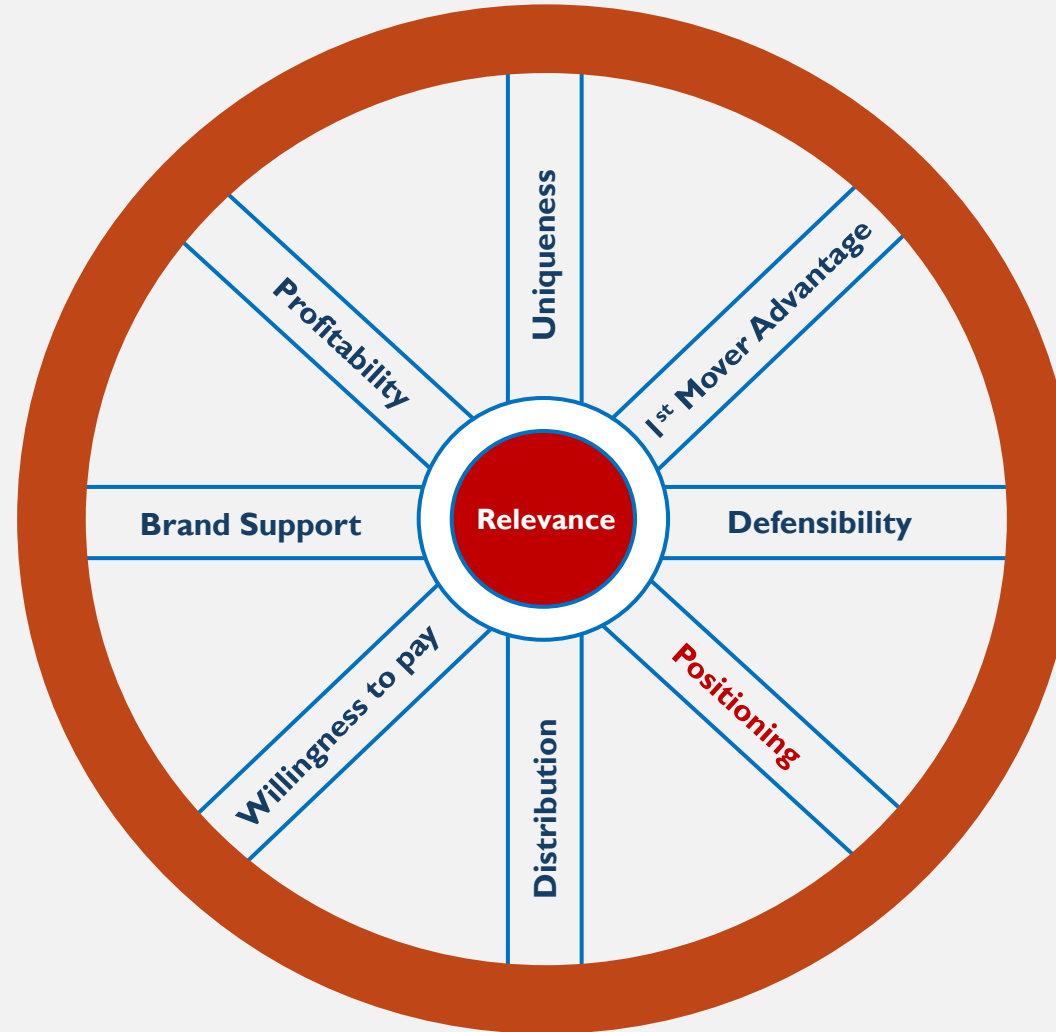
**No Ready-Made Recipe for
Innovation Management**



Secrets of Brand Innovation Management | What I Have Learned in Practice.....



**Approx. 20% of New Products
Still Alive 1 Year after Launch**



Secrets of Brand Innovation Management ② | Entrepreneurial Culture & Innovative Mindset

Culture Eats Strategy for Breakfast (Peter Drucker)

Glass Half Full

- Entrepreneurial mentality
- Long term orientation
- Risk acceptance
- Consumer focus
- Power of dreams
- 'Make it happen' attitude
- Confidence is leading
- Learning from mistakes
- Agility & resilience
- Investments (time, money, people)
- Sense of urgency & priority
- Open mind for serendipity

Mario Andretti – Formula 1: if everything seems under control, you are not going fast enough!

State of Mind



Glass Half Empty

- Control mentality
- Short term orientation
- Risk avoidance
- Competitor focus
- Fear to fail
- Psychological blockages
 - 'It's not possible'
 - 'We already tried it'
 - 'Costs a lot of money'
 - 'No good ideas'
 - 'Customer does want this'
- Bureaucracy & inertia
- Time for innovation on Friday afternoon, if we have time

If management and control become more important than entrepreneurship, then - ironically enough - you run more risk. It is a silent killer.

Secrets of Brand Innovation Management ③ | Ultimate Consumer Proximity



Pitfalls

- Overestimation consumers' involvement
- 'We love our screens more than consumers'
- Living-in-your-own bubble
- Hobby innovation
- Bob-The-Builder syndrome
- One-size-fits-all bias
- Marketing myopia

Challenges

- Basic attitude of innovator: extreme curiosity
- Data, data, data, but what's behind data?
- Consumers claim a lot, but behave differently
- People have difficulties to express needs & desires
- Be keen on frictions, pain points, itches, complaints
- Follow people along the whole customer journey
- Observe behavior in consumer's natural habitat:
GO AND SEE THEM!

**Understanding of
Consumer Behavior is GOLD**

Use a Comprehensive Stage-Gate Model



Pitfalls

- Not-invented-here syndrome
- Insufficient information to decide
- Absence / inertia of key stakeholders
- Bureaucracy disaster
- Democracy trap
- Point-of-no-return syndrome
- Micro-management

Challenges

- Leadership, ownership and endorsement
- Comprehensive stage-gate process
- Clear action standards / decision criteria
- Accelerate great ideas and projects
- Stop bad ideas and projects as soon as possible and 'kill your darlings'
- Management principles: KISS, LIM

Chemistry of People with
Dreams and Drive



Winning Teams

- Cross-functional
- Diverse personalities
- Highly-motivated
- Clear roles
- Ownership
- Open communication
- Open-minded
- Creative
- Disciplined
- Darwinists
- Focused
- Trust
- Fun
- Do not finger pointing

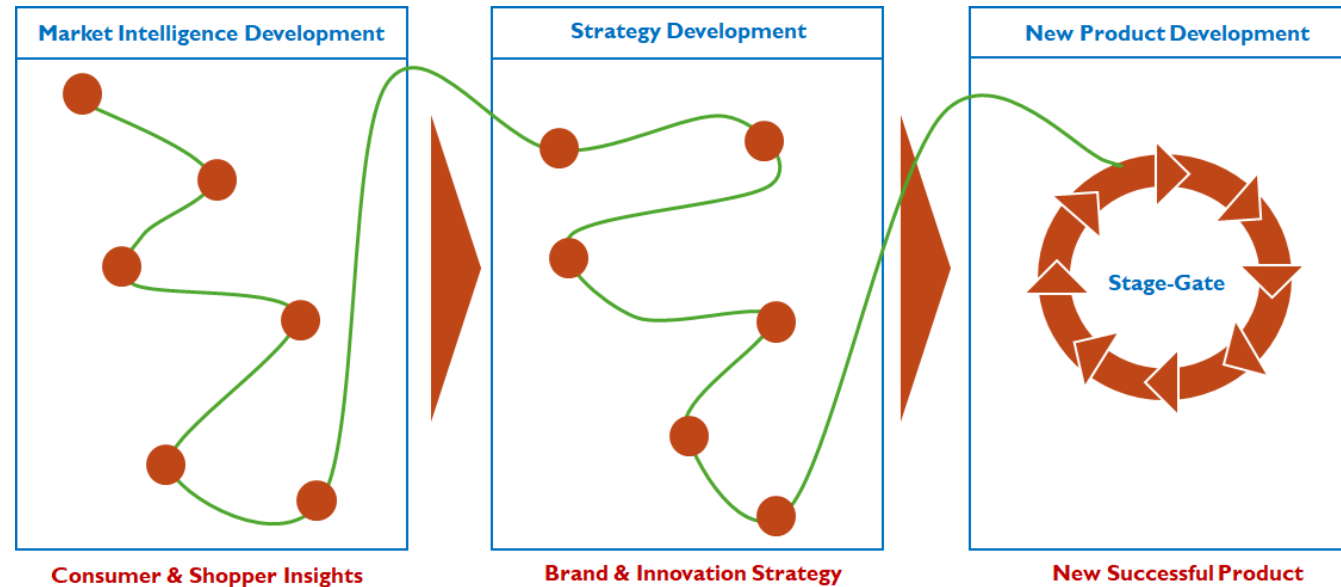
Secrets of Brand Innovation Management | It Is Up To You and Have Fun!

**Dream about Accomplishing
Your Innovation Journey!**



About Brand Focus FMCG Strategy Partners

- Co-developing creative company and brand strategies or reviewing strategies
- Supporting brand innovation journeys from insight to product launch
- Not only for big brands, but also for MKB / KMO companies



Let's Have a Coffee and Share Your Challenge



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Thank You

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