

Secrets of Winning Brand Innovations in FMCG

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YouGov Insights Forum – Netherlands

Tuesday, October 1st, 2024

Green Village, Nieuwegein



FMCG Strategy Partners

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

- Wealth of experience at various well-known FMCG-companies.
- Leadership roles as Managing Director at Dr. Oetker Benelux.
- Lived and worked in Brussels for 7 years.
- Knows how to cope with cultural differences.
- Understands international matrix organisations.
- Helping FMCG companies to accelerate from 'good' to 'excellent'.
- Founder of Brand Focus FMCG Strategy Partners.



2. Brand Performance in Food Retail? | Many Brands are 'Stuck-in-the-Middle'

- 1 **Extreme food inflation.** Shelf prices have risen over proportionate vs. private labels.
- 2 **Product quality of PL** increases gradually over time. Perceived quality differences between brand and PL decreased over time.
- 3 **Product innovation of PL** becomes better and better and sometimes is exceptionally good.
- 4 **PL portfolios** are widening to attract several target groups (basic, regular, premium, bio, plant-based, ...). More prominent shelf share and shelf positions, both offline and online.
- 5 Premium PLs are more and more cases perceived as **private brands**.
- 6 Some (new) **premium brands** gain traction, and **affordable brands** have tail wind.
- 7 **Retracting movement from national brands;** less advertising and innovation poverty is clearly visible. More BOGOFs promotions to compensate losses.
- 8 **Just Noticeable Difference** theory works against national brands.
- 9 **National brands** overestimate **brand legacy** and must be aware that they are pressed **stuck-in-the-middle**. Brand legacy not sufficient to survive.




2. Brand Performance in Food Retail? | Double Jeopardy Amongst 56% of Top 50 Brands

Most Chosen Brand Rankings 2023 | Top 50 | NL

24%	4%	0%	28%	+
4%	0%	0%	4%	+/-
56%	6%	6%	68%	-
84%	10%	6%	100%	
-	+/-	+		Brand Penetration
				Brand Frequency

2. Brand Performance in Food Retail? | Double Jeopardy Amongst 56% of Top 50 Brands

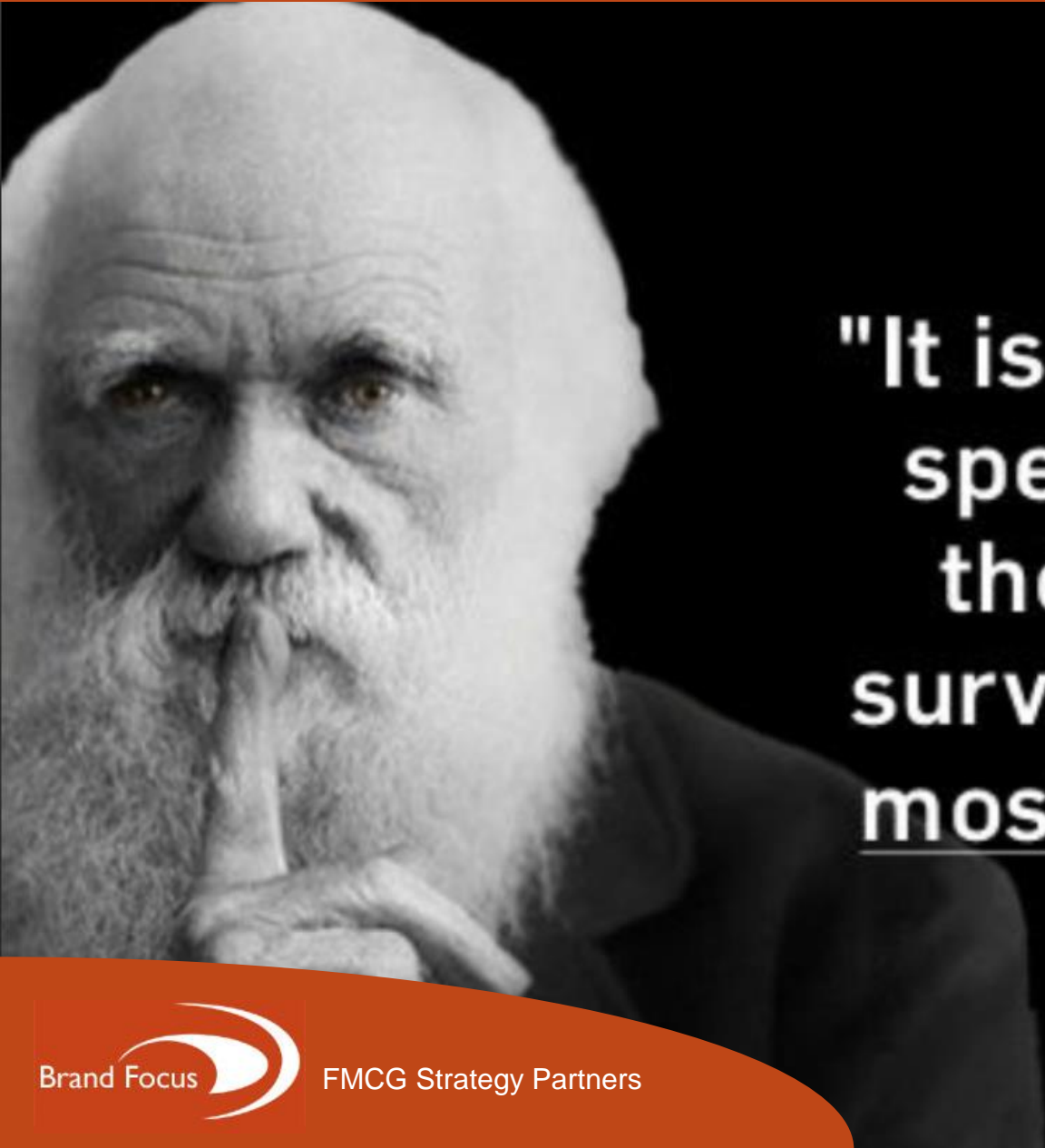
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1. What's Going on in Food Retail? | Turbulent Times for National Brands!



3. How to Cope with Turbulance? | Survival of the Fittest | Hyperfocus on Control & Costs?



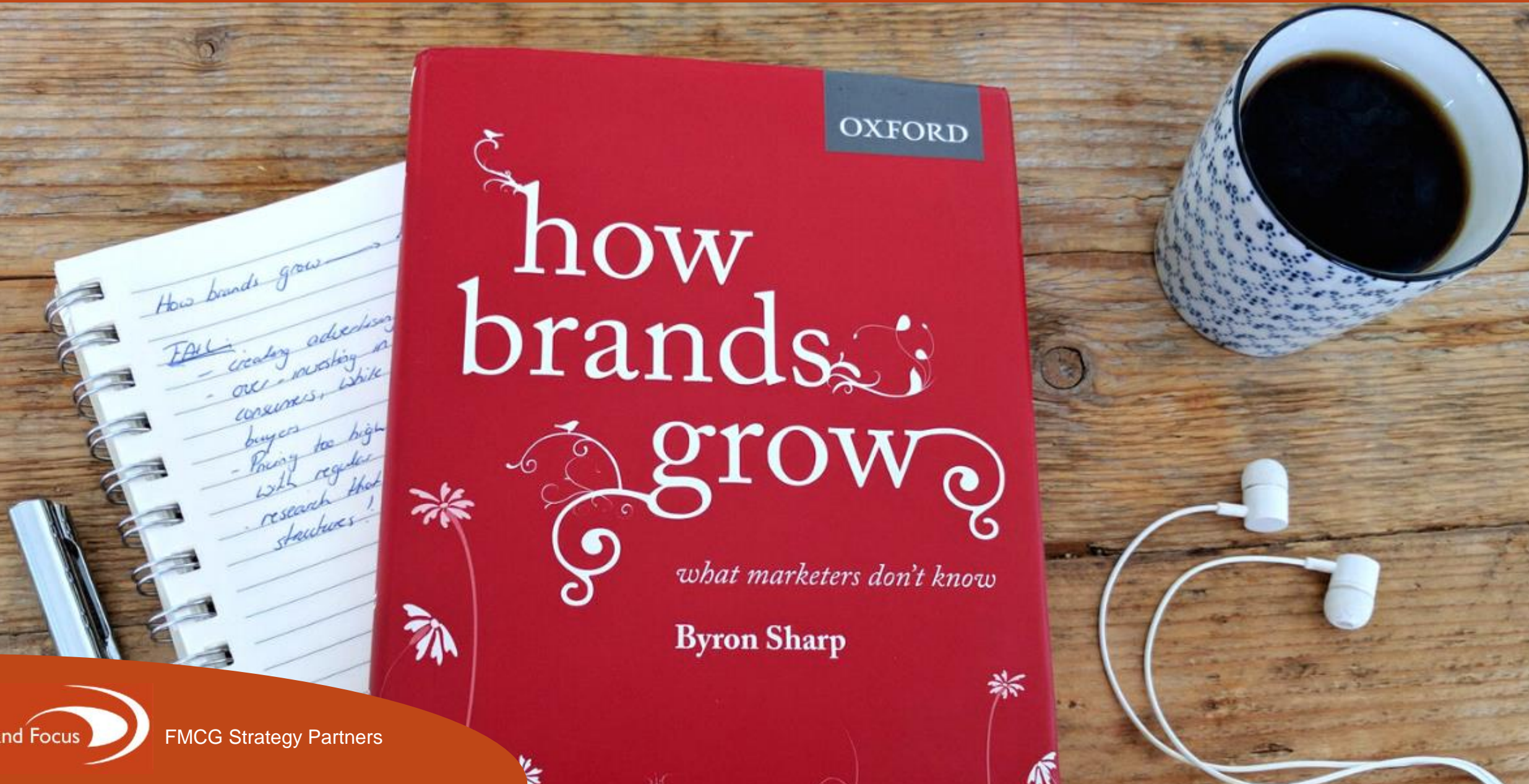
"It is not the strongest of the species that survives; nor the most intelligent that survives. It is the one that is most adaptable to change."

CHARLES DARWIN

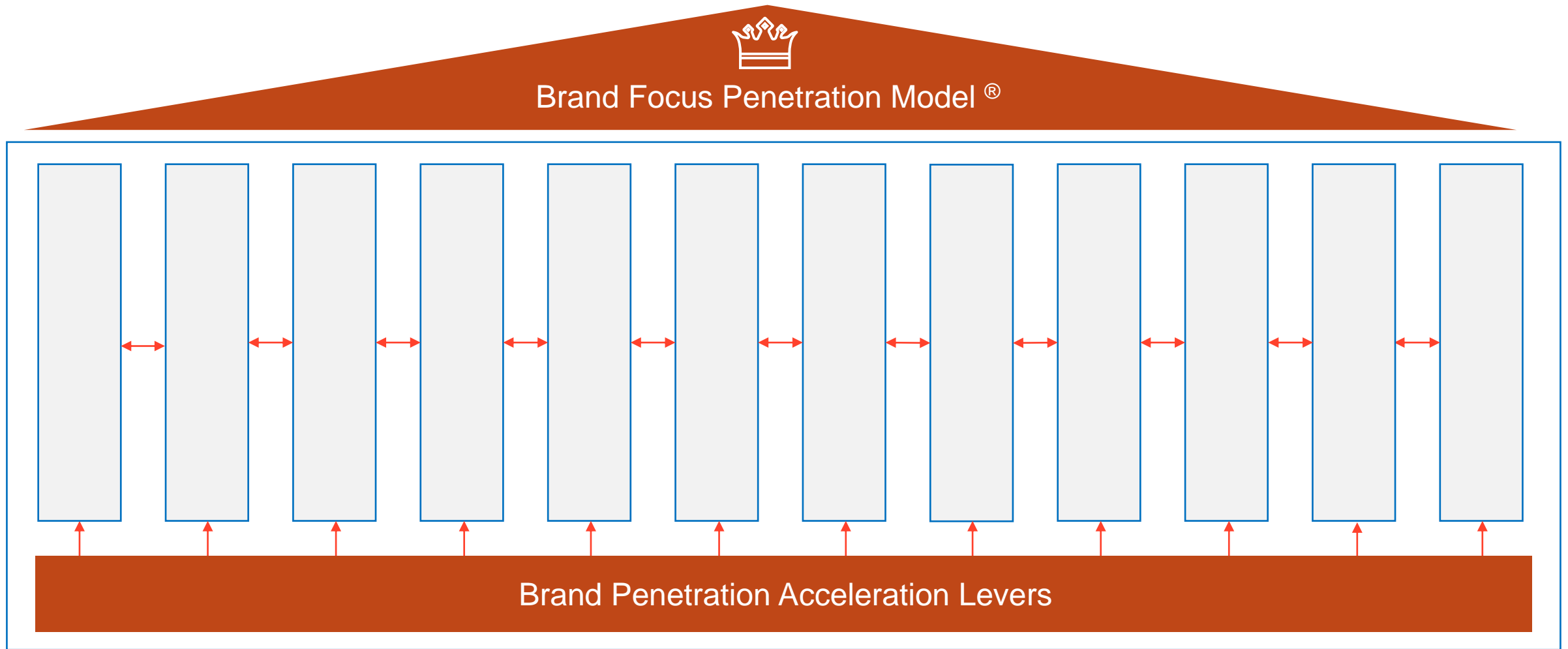
3. How to Cope with Turbulance? | Survival of the Fittest | Darwinism for FMCG Brands



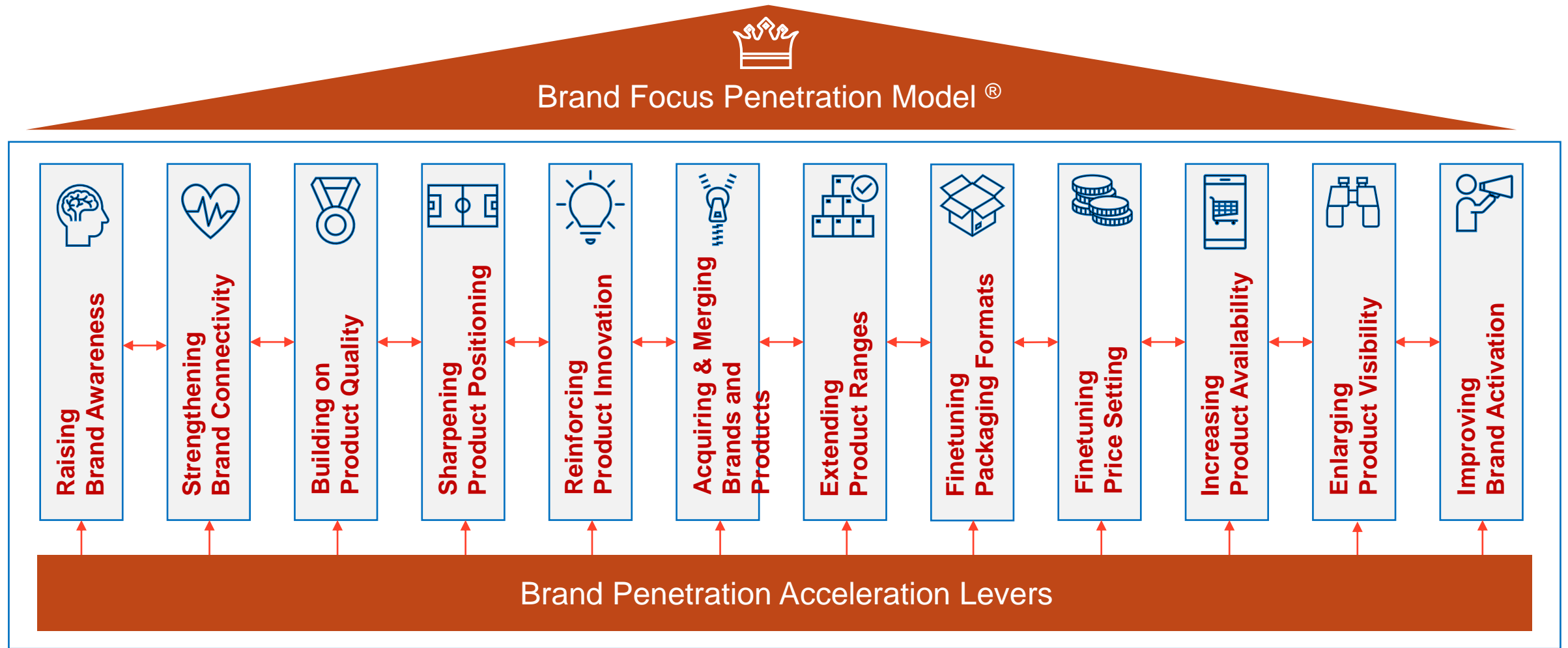
4. How Brands Grow? | Byron Sharp | Penetration is King



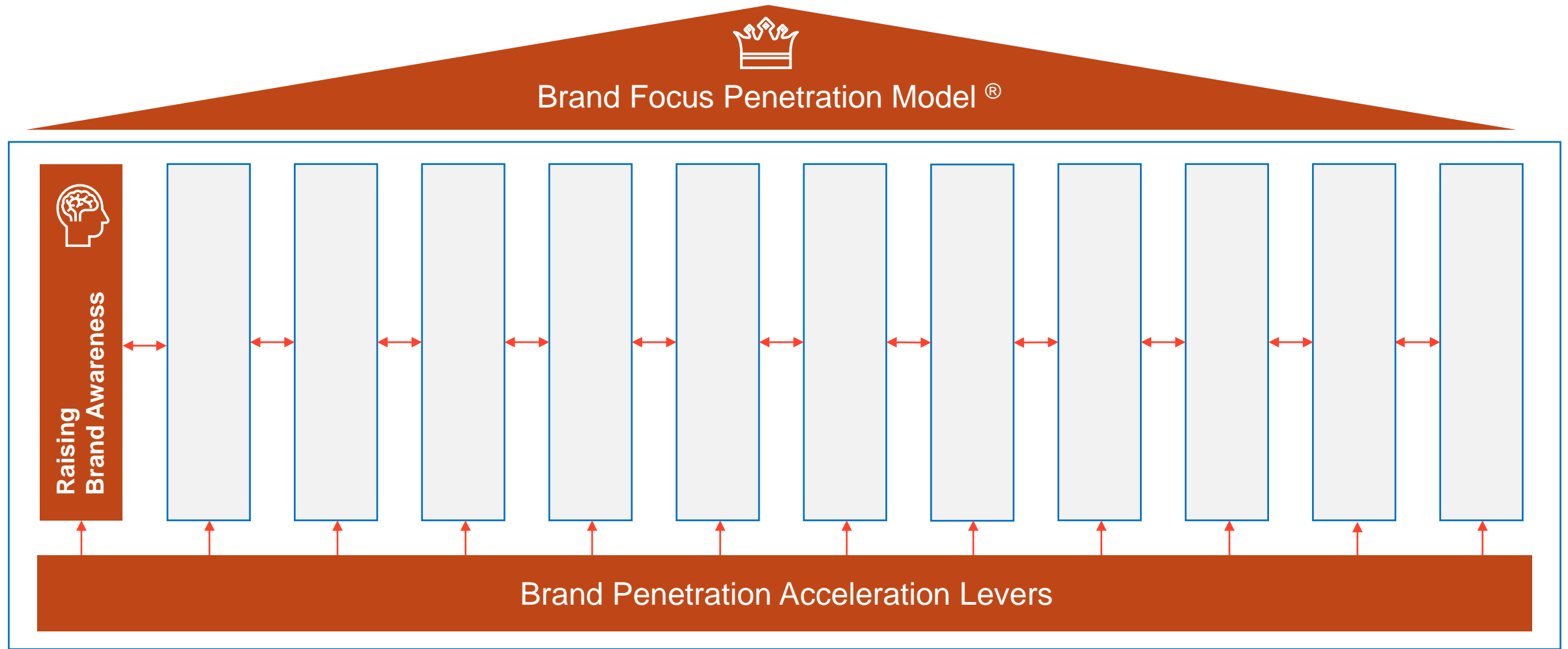
4. How Brands Grow? | Brand Penetration Model with 12 Acceleration Levers



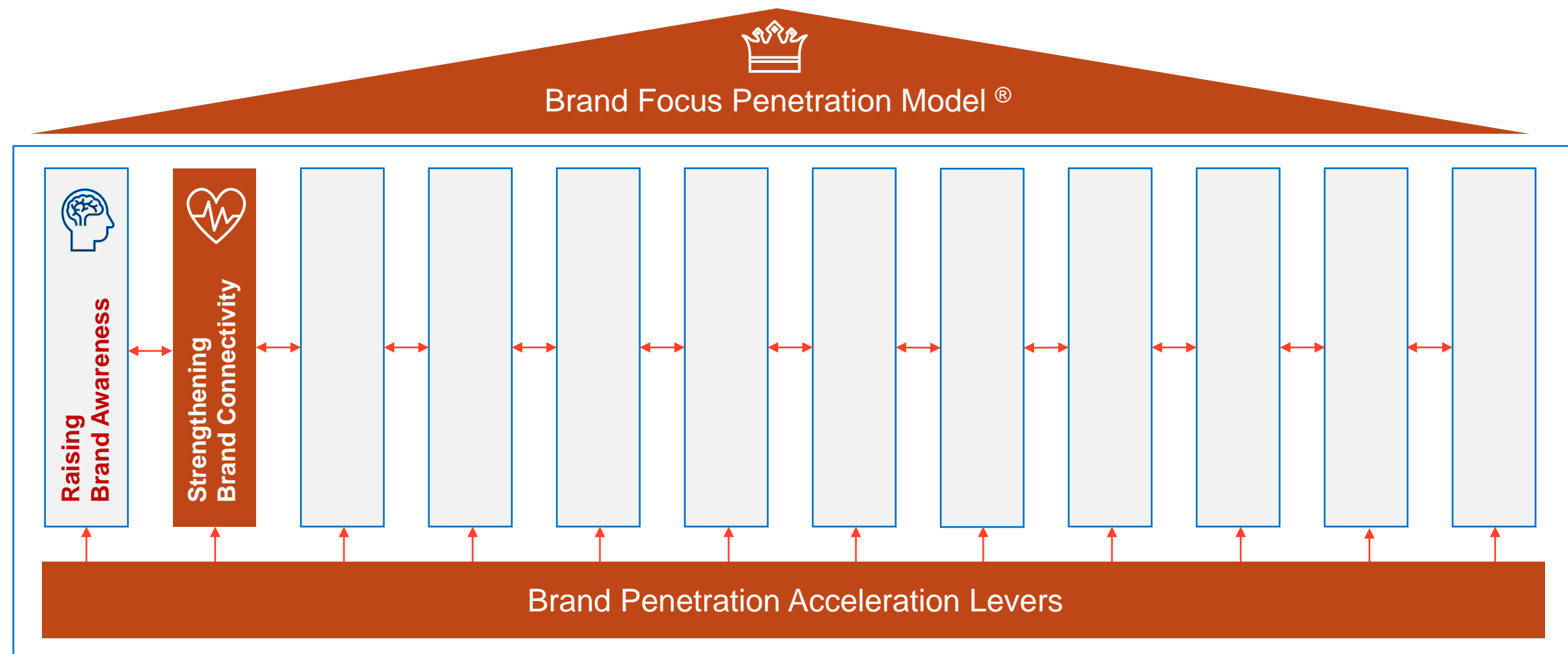
4. How Brands Grow? | Brand Penetration Model | Find the Right Balance



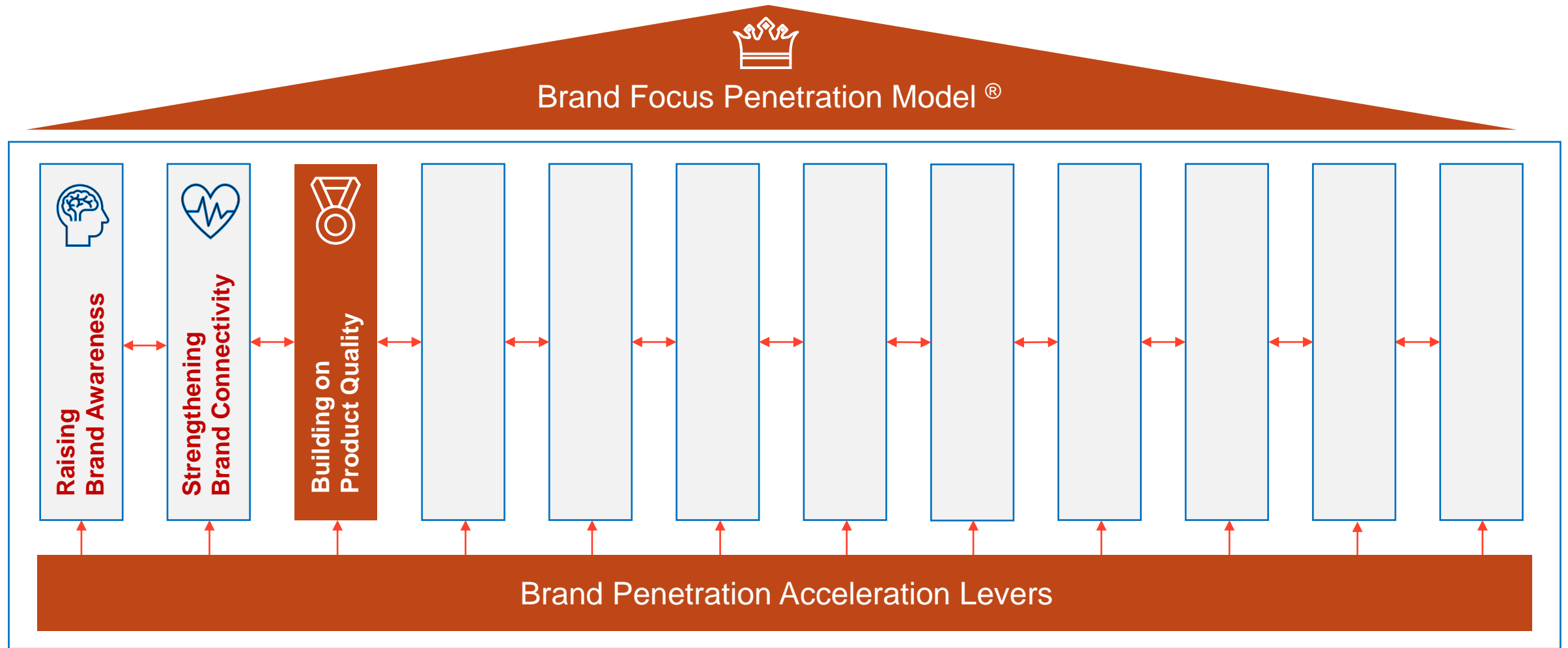
4. How Brands Grow? | Lever 1 | Media Exposure Leads to Brand Memorability



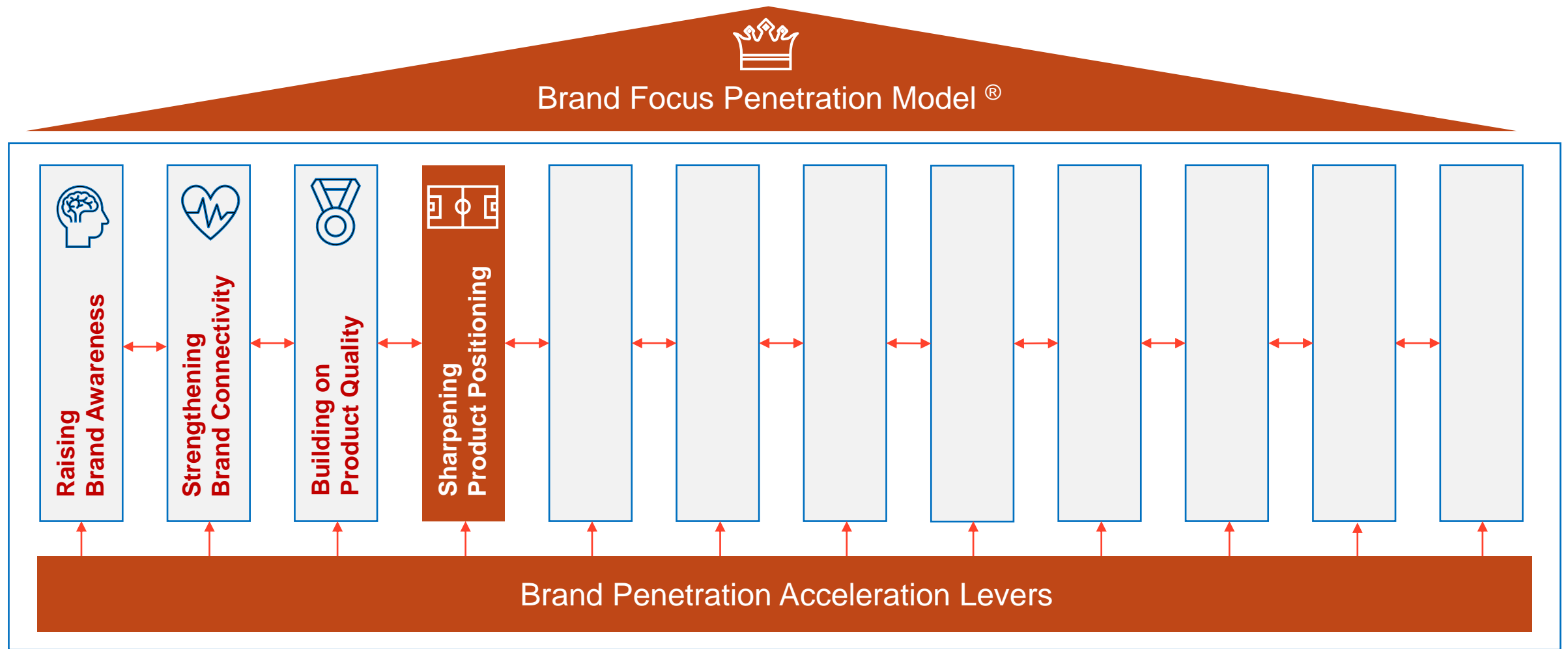
4. How Brands Grow? | Lever 2 | Creative MarCom within Context of Brand Consistency



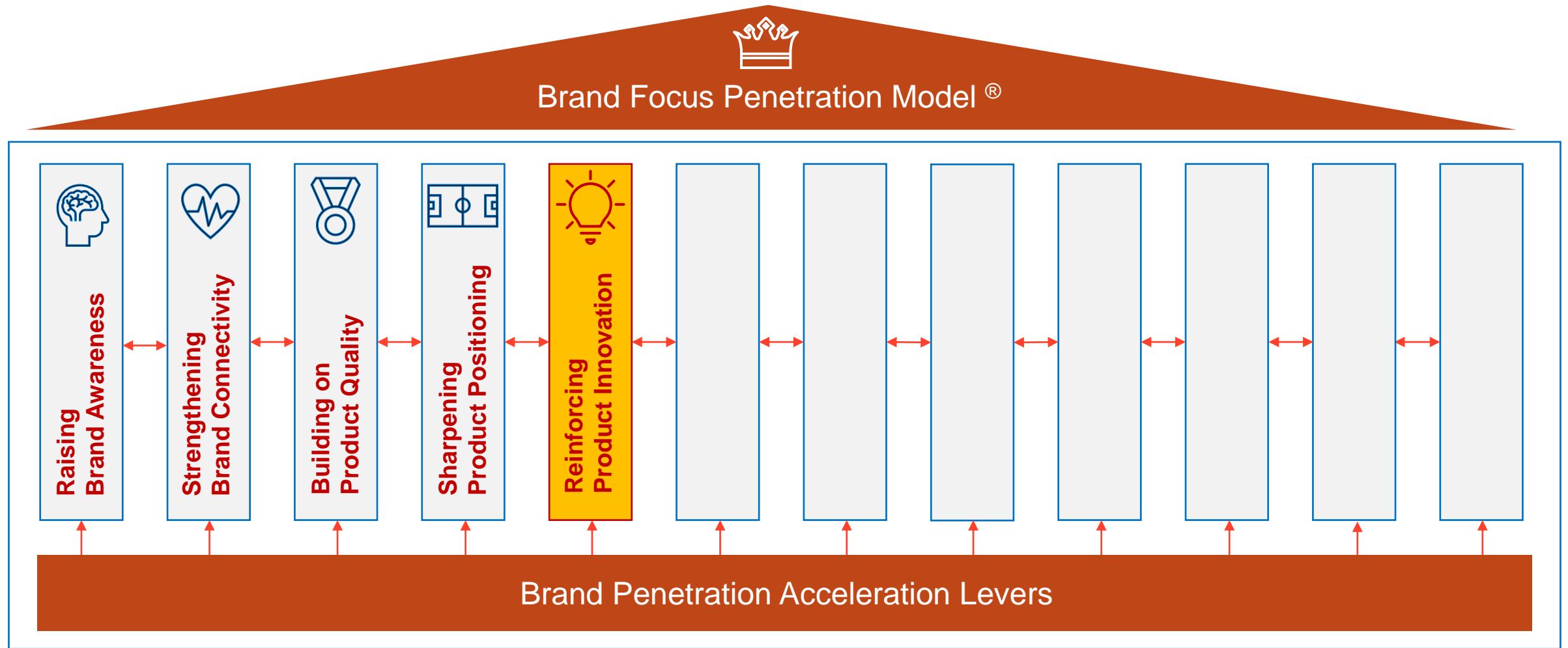
4. How Brands Grow? | Level 3 | Stay Ahead with Perceived Product Quality



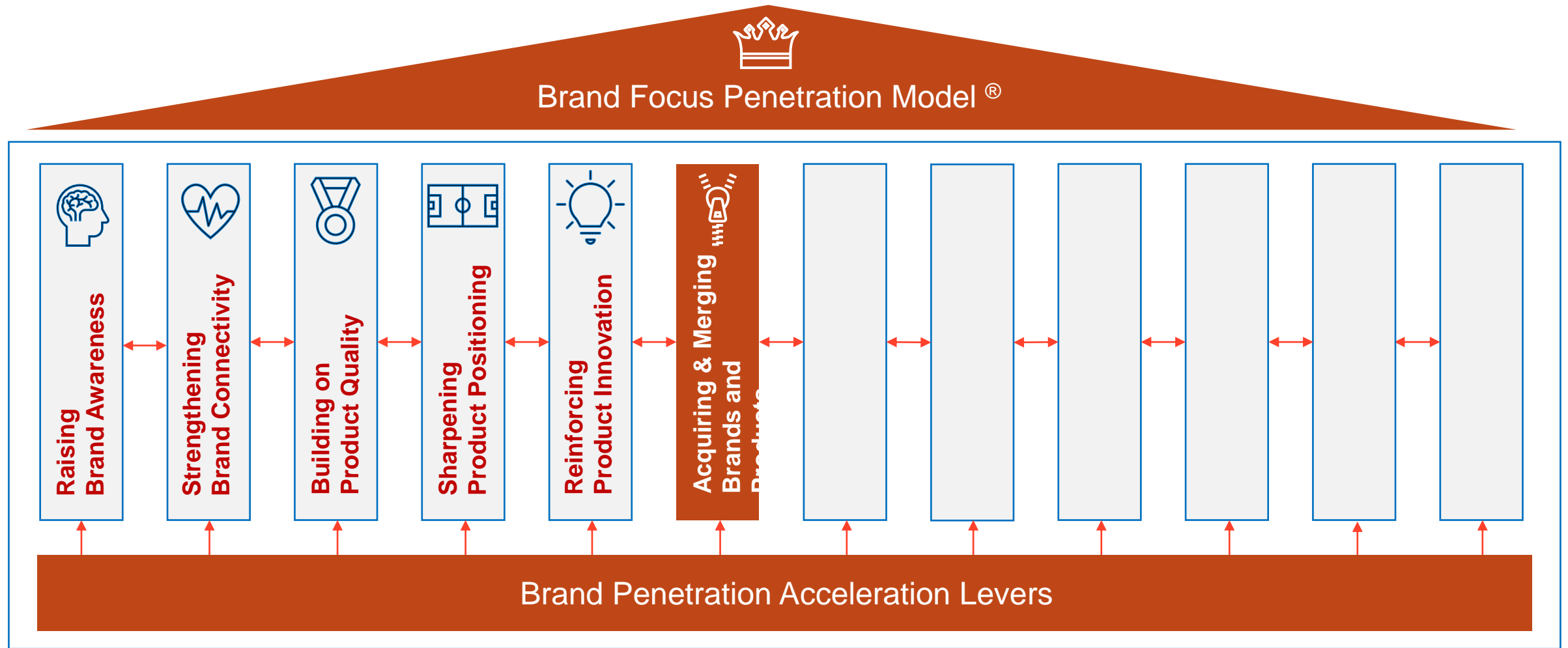
4. How Brands Grow? | Level 4 | Expanding Usage Occasions and Applications



4. How Brands Grow? | Lever 5 | Probably Most Important for Established Brands



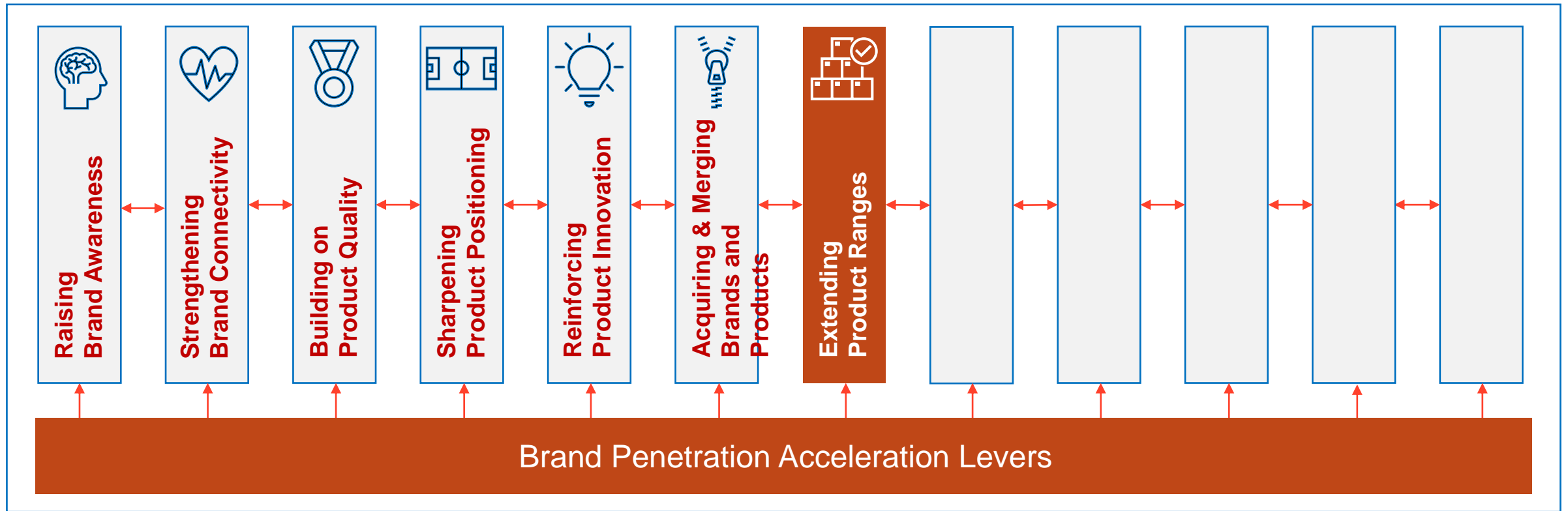
4. How Brands Grow? | Lever 6 | Beyond Growing Organically.... Opt for Buy & Build



4. How Brands Grow? | Lever 7 | LEs Addressing Other Needs Can Attract New Buyers

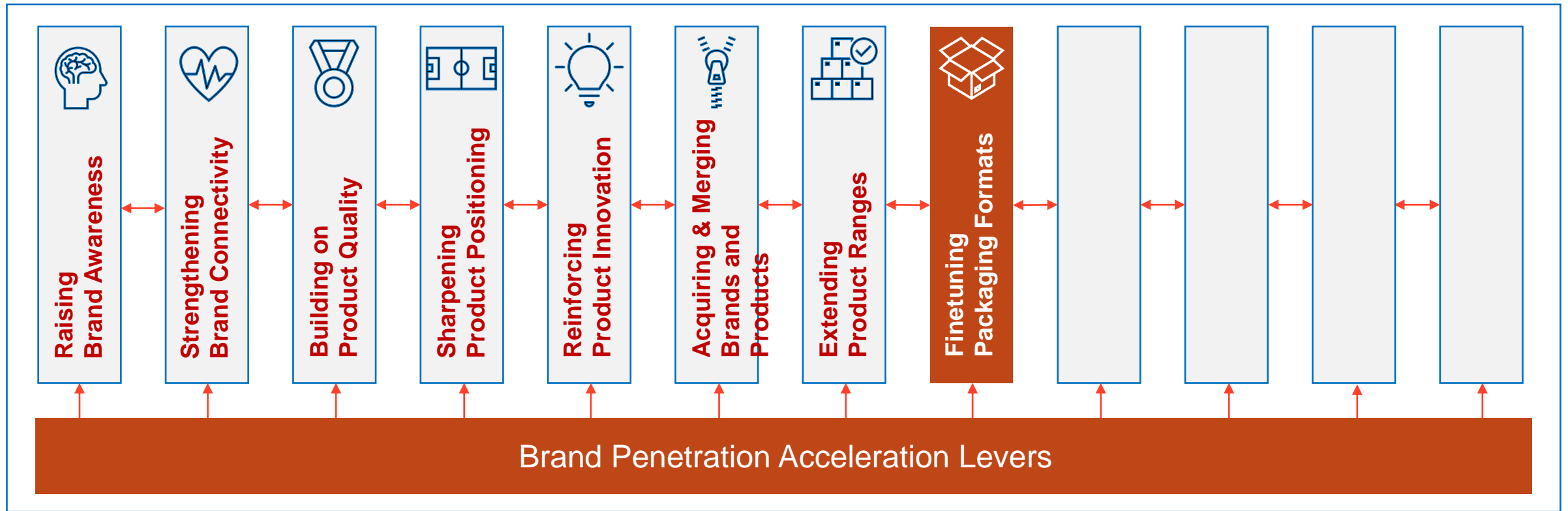


Brand Focus Penetration Model[®]



4. How Brands Grow? | Lever 8 | Differentiating with Pack Sizes Perfectly Works in HD

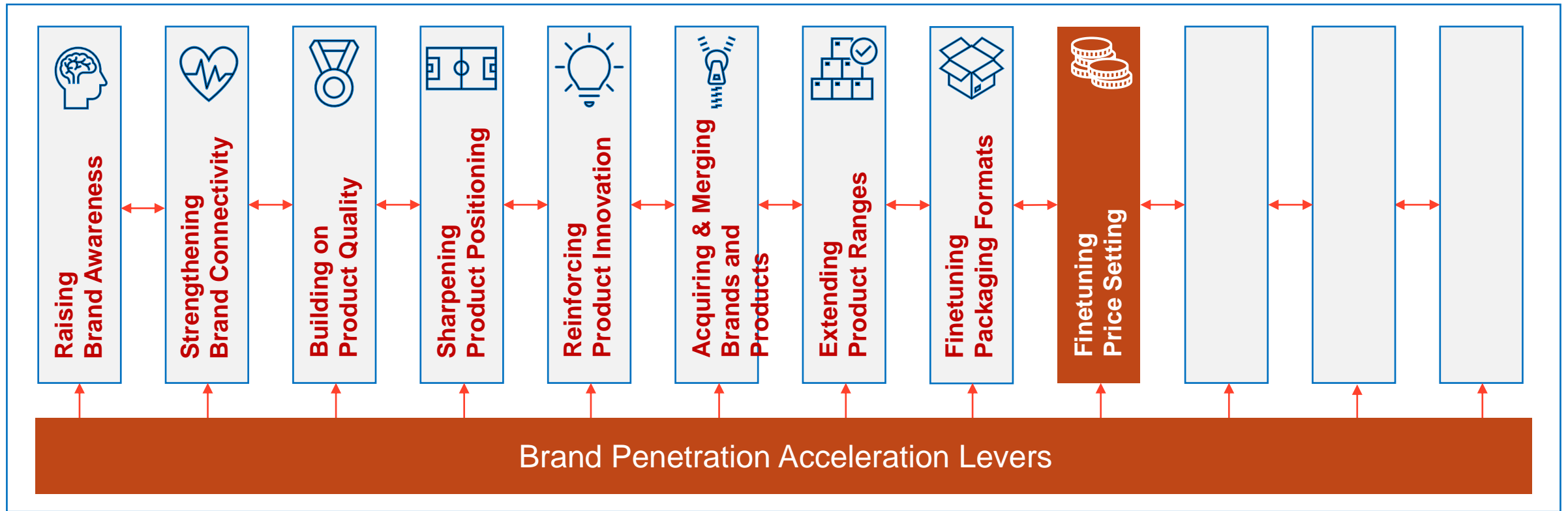
Brand Focus Penetration Model[®]



4. How Brands Grow? | Lever 9 | Use Knowledge about Price Elasticity in Your Favour



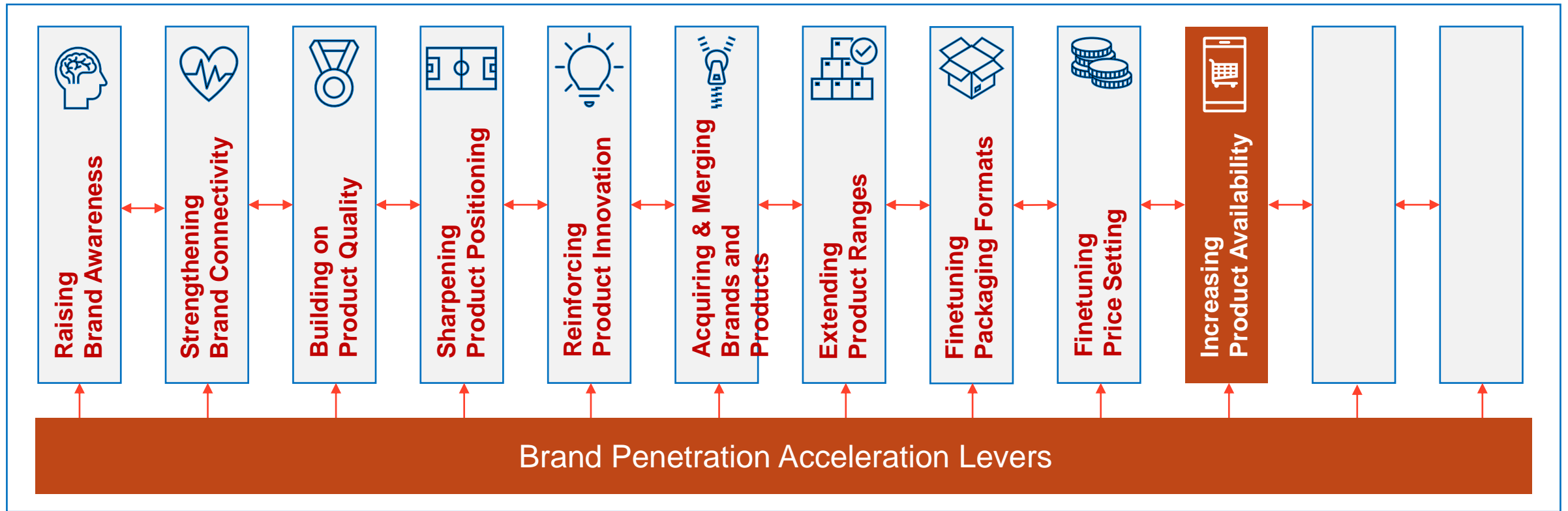
Brand Focus Penetration Model[®]



4. How Brands Grow? | Lever 10 | Physical Availability is Key Driver of Brand Penetration



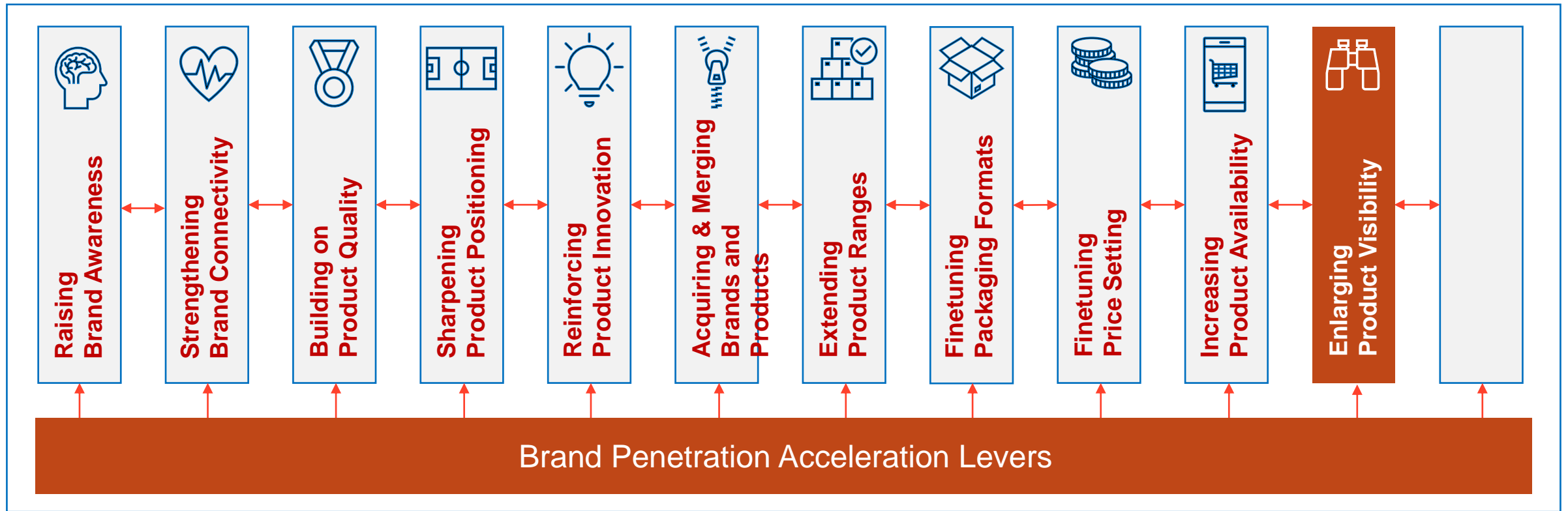
Brand Focus Penetration Model[®]



4. How Brands Grow? | Lever 11 | Enlarge Opportunity to See In Store and Online!



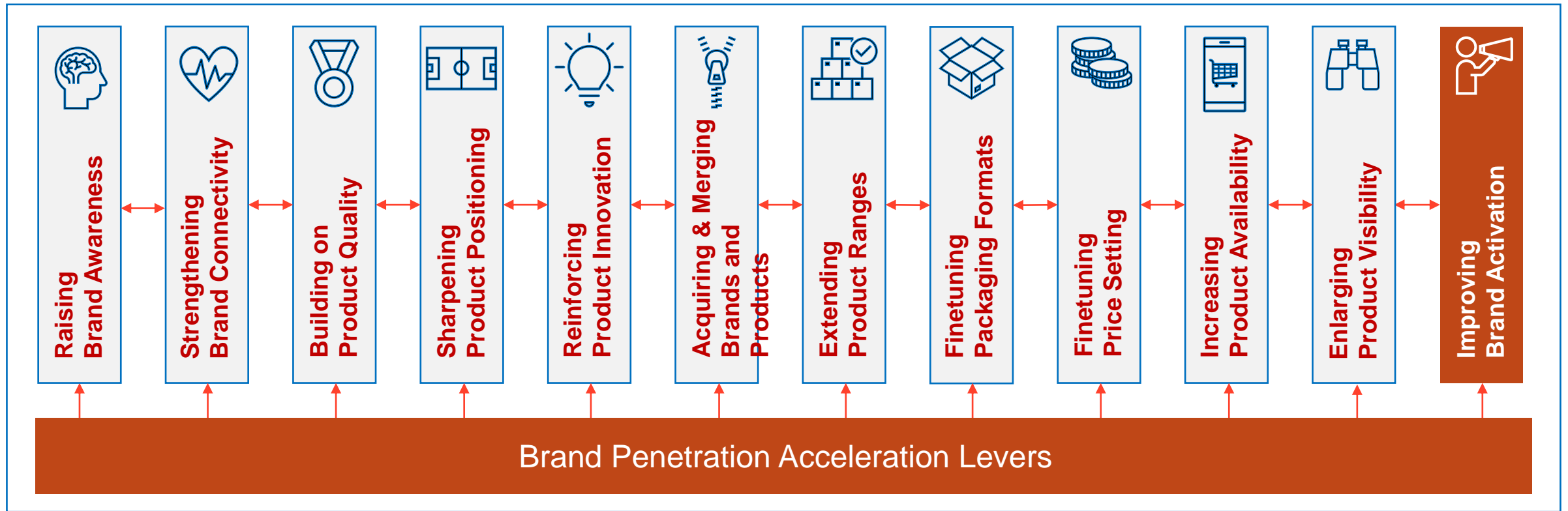
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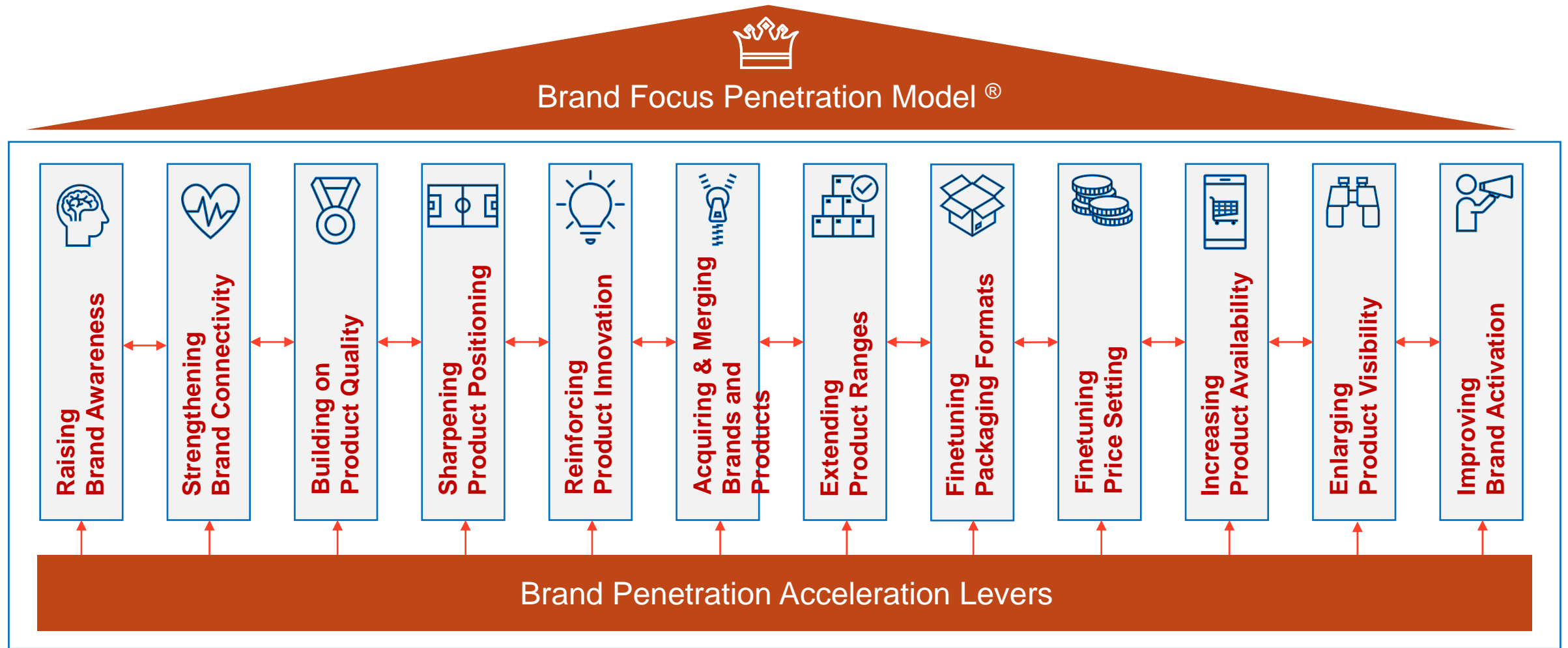
4. How Brands Grow? | Lever 12 | Focus on Trial Promotions, Be Careful with BOGOFs



Brand Focus Penetration Model[®]



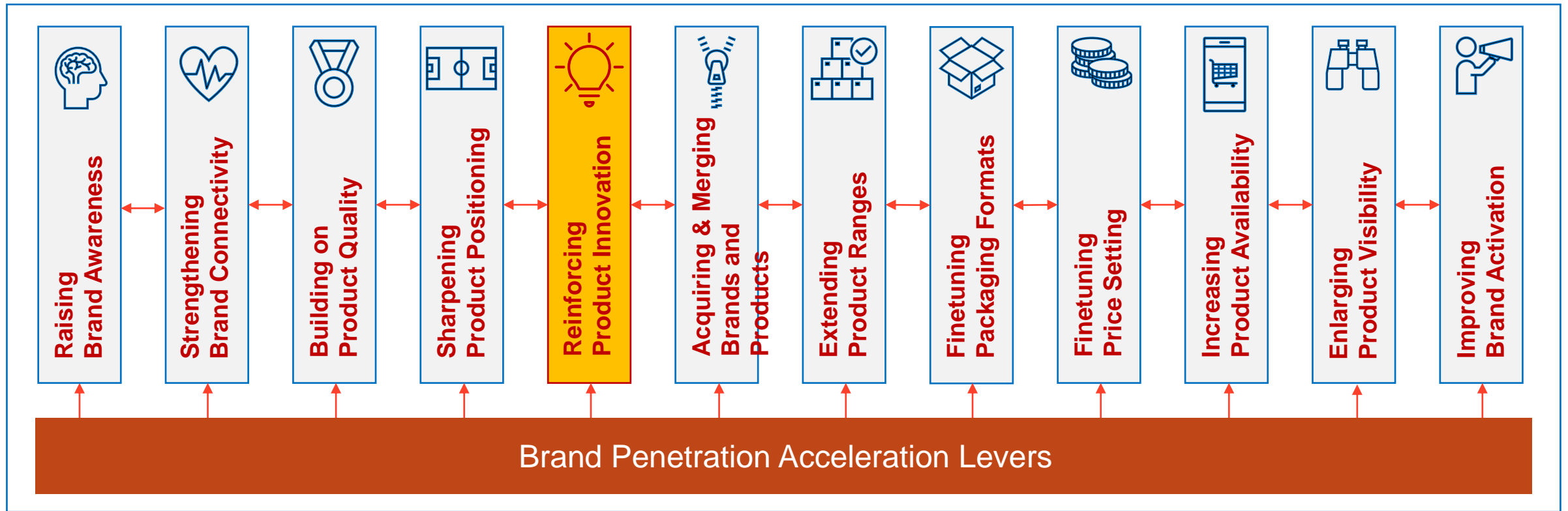
4. How Brands Grow? | Brand Penetration Model | Find the Right Balance



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



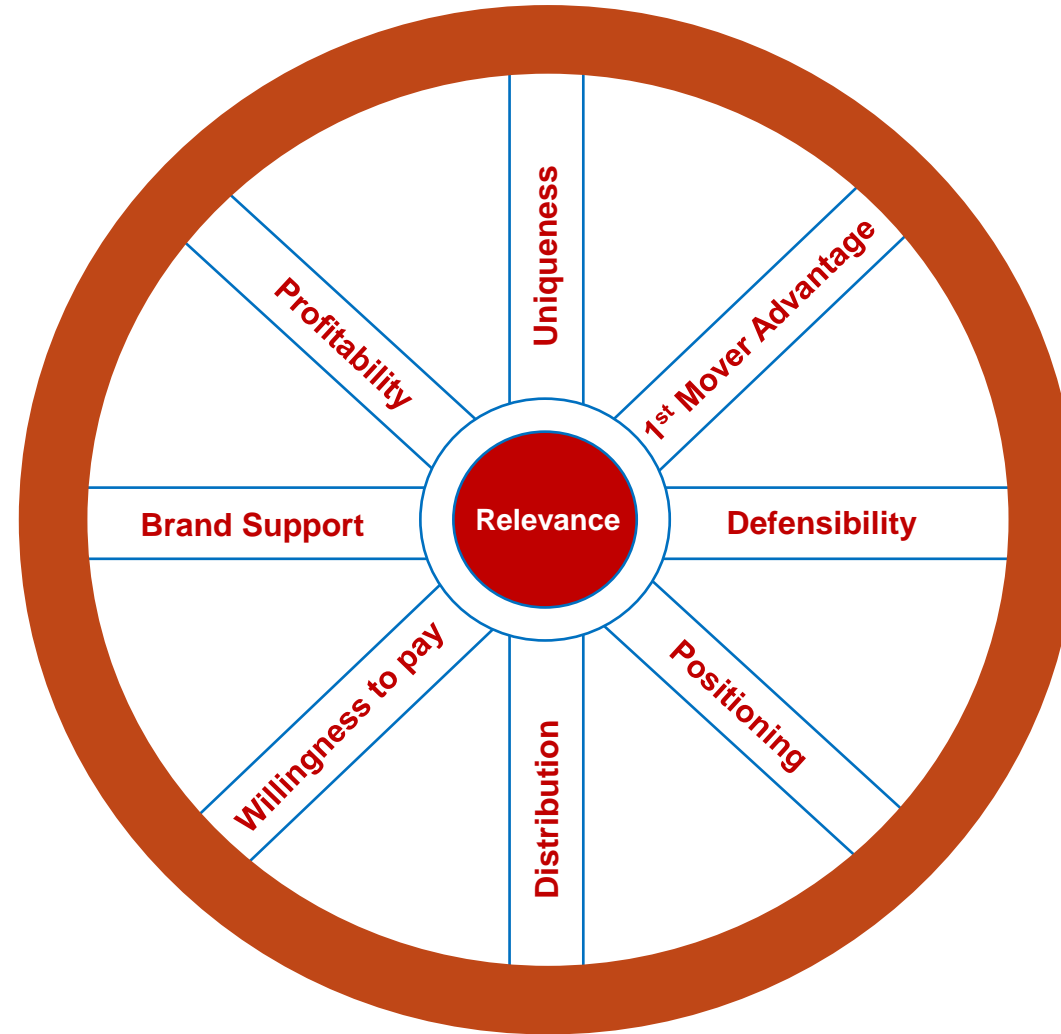
Brand Focus Penetration Model[®]



5. Brand Innovation | Examples of Successful Brand Innovations | Common Denominator?



5. Brand Innovation | 9 Success Factors | Penetration is King, Innovation is the Queen



Wheel of Innovation



ERASMUS FOOD MANAGEMENT INSTITUUT

Innovatiemanagement

Een expertstudie naar de 'geheimen'
van succesvol innovatiemanagement

Onderzoek

drs Gert-Jan Bosman (Brand Focus)

Projectleiding en eindredactie

drs Marcel van Aalst

Erasmus Food Management Instituut

EFMI 2004-05, oktober 2004

ISBN 90-77015-17-5



FMCG Strategy Partners

6. Secrets of Brand Innovation Management | Chemistry of Teams with Dreams & Drive



6. Secrets of Brand Innovation Management | Become an Entrepreneurial FMCG Darwinis

01. Sense of urgency

02. Power of dreams

03. Winning mentality

04. Darwinism

05. Consumer proximity

06. Entrepreneurship



6. Secrets of Brand Innovation Management | Great Collaboration in Magic!

07. Endorsement

08. Leadership

09. Management

10. Learning culture

11. Collaboration

12. Communication



6. Secrets of Brand Innovation Management | You Can Make the Difference!

13. Creativity

14. Copyability

15. Time investment

16. Speed & Patience

17. Serendipity

18. Fun!!!



7. Do They Have the Wow Factor? | Please Let me Know on info@brandfocus.nl



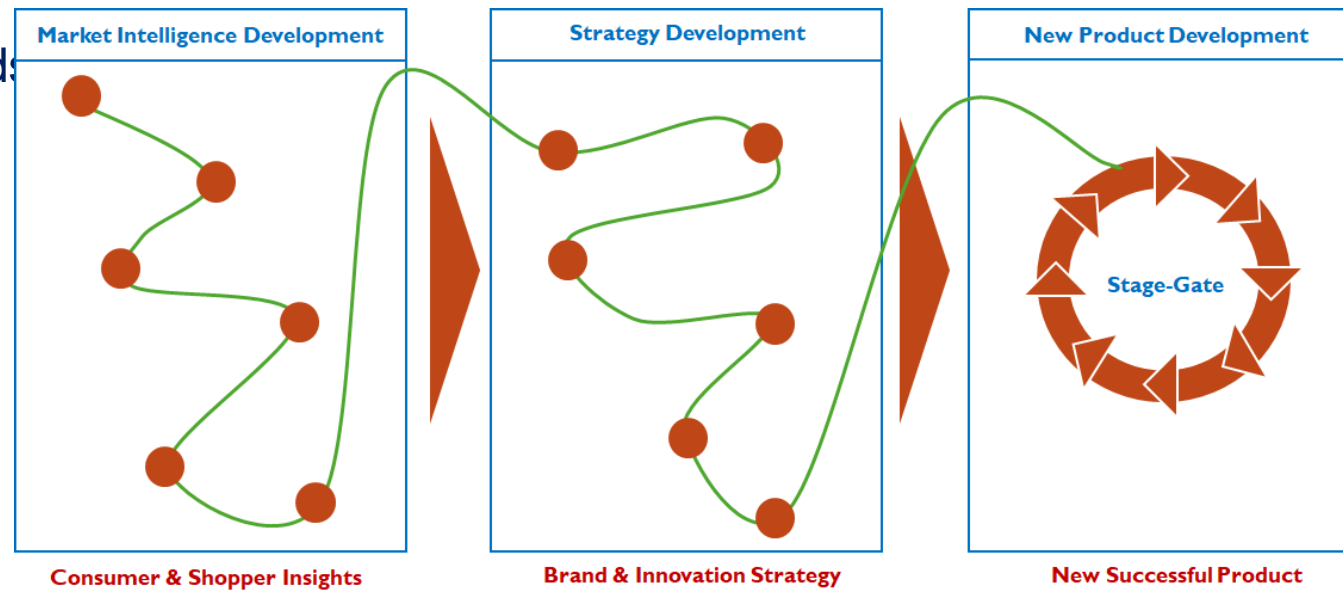
8. Take outs | Sail Your Own Ocean Race

- Brands under pressure. Negative volume development, penetration and frequency
- Darwinism is right way to coping with turbulence, risk and uncertainty!
- Brand success always starts with a true entrepreneurial mindset'.
- Understanding of 'How Brands Grow'? Brand Focus Penetration Acceleration Model®. Penetration is King, Innovation is Queen.
- 9 success factors of brand innovations; relevance is starting point.
- Secrets of brand innovation. Chemistry of teams of people with dreams and drive'.



9. About Brand Focus FMCG Strategy Partners

- Generating essential consumer and shopper insights (data, research, safaris, travels, trend watching, expert interviews)
- Co-developing creative company and brand strategies or reviewing strategies
- Supporting brand innovation journeys from idea to launch
- Guiding and supporting brand and innovation teams
- Not only for big brands



9. Let's Have a Coffee and Share Your Challenge



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