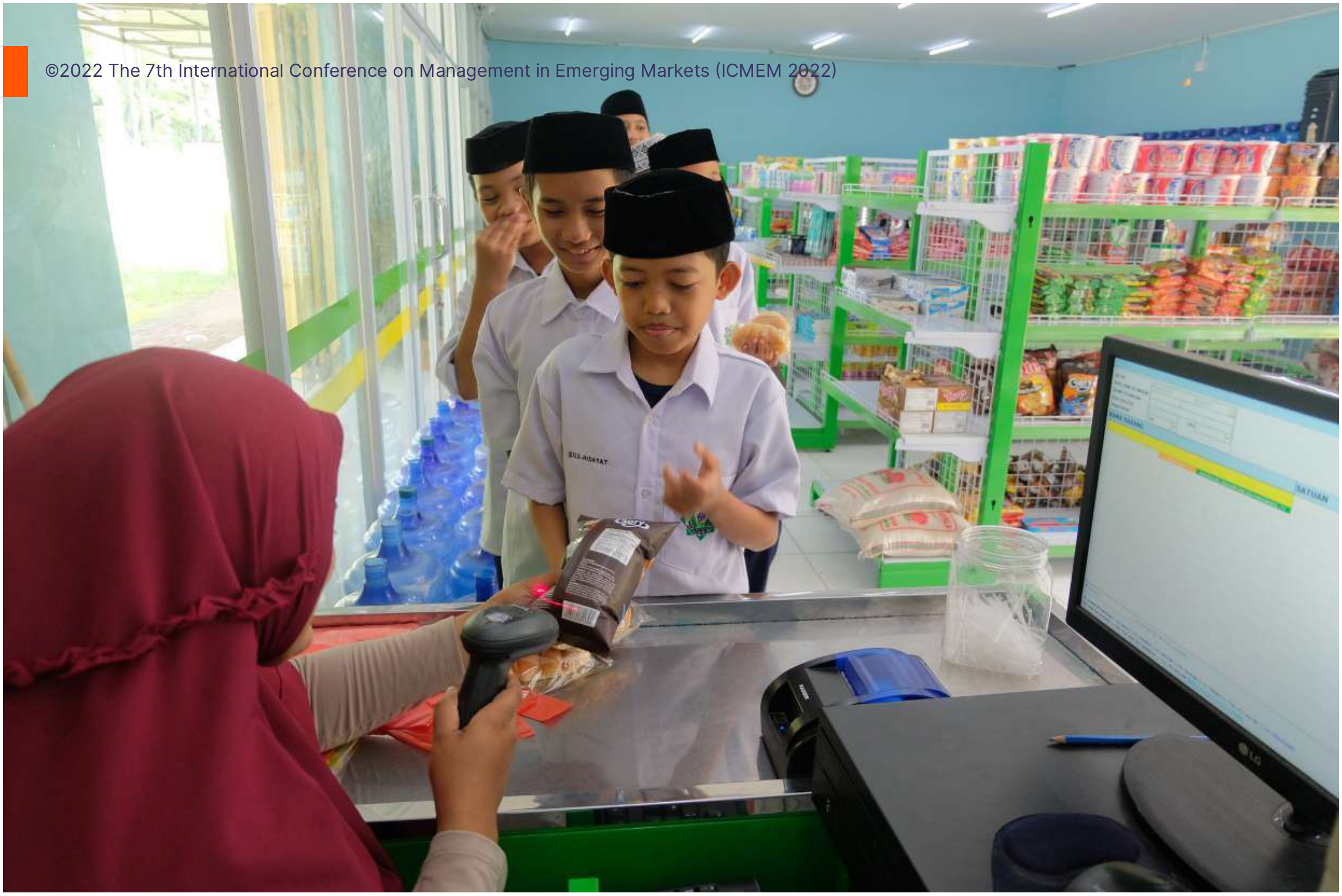

Paper 39

Analysis of Product Innovation Implementation at Fast Moving Consumer Goods Company in Indonesia (Case Study at PT. Blue Lunar)

Ni Made Tristiana Putri and Suryani Sidik Motik

Abstract - As one of Fast-Moving Consumer Goods (FMCG) companies in Indonesia, PT. Blue Lunar (a disguised name) believes that innovation is at the core of everything they do as a business. Furthermore, the company thinks that innovation is the key to their business growth. So, they continuously think about how they can provide the most impactful innovation to the consumers. However, over the last 5 years, the total business level of business waste as a percentage of turnover is still higher than their internal parameter which is 0.5% of the sales turnover – equal to a couple of hundreds of billions of rupiah in absolute amount. Innovation failures become one of the biggest contributors to this business waste.

The conceptual framework being used is the innovation funnel which consist of several gates. The conclusions of this research are that in terms of compliance, the product innovation process in the company has been following the standard operational procedures. However, there are several quality problems in performing the process that makes the product innovation does not perform well in the market.

Keywords - Innovation Failures, Business Waste, Analytical Tools for Product Innovation Implementation

I. INTRODUCTION

As one of the FMCG companies in Indonesia, PT. Blue Lunar believes that innovation is at the core of everything they do as a business. Furthermore, they also think that innovation is what keeps them alive and being the key to their business growth. They believe without innovation they might not survive the competition in this industry. So, they continuously think about how they can improve their services and provide the most impactful insights to the customers.

The sales of this innovation are dropping. The sales were not reached as per the volume projection stated in the business case for product innovation. So, it means the product is not well accepted by the market. If we see from the below table, category A has the most failed innovation and so, this research will be more focused on analyzing the implementation of product innovation.

This is also aligned with the business waste number that also comes from this category as the most contributor of the business waste. Over the last 5 years, the total business level of business waste as a percentage of turnover, remaining at 0.6% to the turnover while their internal parameter aims to go lower than 0.5% to their turnover. This represents absolute couple of hundreds of billions rupiah in average over the past 5 years business waste spent.

Fig. 1. Business Waste PT.Blue Lunar for the past 5 years

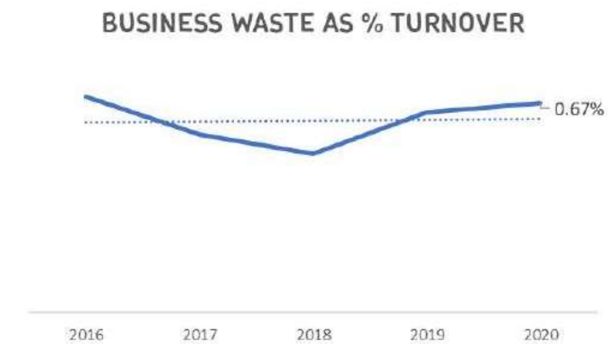

Fig.2. Percentage Business Waste PT.Blue Lunar to Turnover for the past 5 years

The objective of this study is to help the company to analyze the problems mainly in the process of product innovation that contributes to its business waste because it was not successful in the market, so the company can increase the quality of their product innovation to boost their performance in terms of growth.

The field research being done related to the category which its product innovation has most innovation failures which are Project Amplify, Project Yuki, and Project Victoria. The research questions that will be covered in this study are as below:

a. How is the implementation of the product innovation process at Blue Lunar?

b. Why are there several product innovations that contribute to a business waste to the company?

According to Avlonitis, G. J. 2002, product innovations have an important role to improve long-term financial performance of a company. Product innovations also are a critical driver of business growth, both in terms of revenues and profits.

The researcher is using the framework of innovation funnel which is used by the Category Business Team for any product innovation in the company. The innovation funnel consists of several gates which require several checking and requirement as well as approval before moving on to the next gates. Innovation funnel can be seen as below:

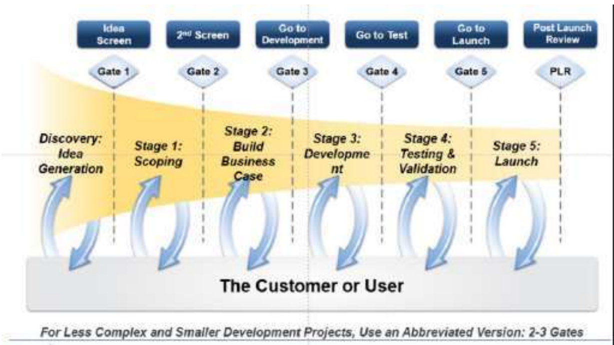

Fig. 3. The Innovation Funnel.

Source: https://www.sopheon.com/

1. Idea Screen

The purpose of this gate is to define the project objectives and scope. At Idea Screen, a decision is made as to whether resources are invested to develop the marketing mix (proposition, product, pack, and price), its business potential, and technical feasibility.

2. 2. Second screen

The purpose of Second Screen gate is ultimately a decision as to whether we will invest further into the project, committing resource and capital expenditure to confirm technical capability and complete the marketing mix. The role and responsibilities on this gate are the completion of the Second Screen gate checklist is the responsibility of the Project Leader, with input from the rest of the project team.

The output from this Second Screen Gate is all the checklist for this stage must be completed for the Gatekeeper to come to a decision regarding the release of further funding for the project. Given funding, the project can then move into the Go to Development gate.

3. 3. Go to Development

The purpose of this gate is to decide if the project is ready to move into the Go to Test. This stage of the project's life cycle drives the project towards operational execution and release into the marketplace. The mix must be fully developed and ready at this stage. The roles and responsibilities are to delivery of the Market Ready document is the responsibility of the Project Leader, with strong input from Marketing, Research and Development and Supply Chain.

4. 4. Go to Test

The purpose is to ensure that the deployment plan is robust and ready for launch. The decision to launch has already been made at Go to Development. Go to Test is a 'ready to execute' checkpoint, ensuring that all local operational activities are complete. Roles and responsibilities are to deliver the Market Ready document is the responsibility of the Project Leader, with strong input from Marketing, R&D and Supply Chain.

5. 5. Post-Launch Review Phase

To ensure that learnings from the project are captured and corrective action plans defined. This includes ways of working, technology, initial trade and consumer feedback and technical /safety action standards. A post project review should be held 3 months post launch of the project (typically this will be a minimum 6-month post Go to Development). An overall Post Launch Review is recommended 12 months post launch and would focus more on the financial aspects of the project delivery.

The product innovation process in the company has been partly following the corporate guideline or standard operational procedures. However, the problems were not in the process checklist but on how the business team ran each list in the gate checklist. The problem more into the connectivity between the marketing mix as well as the product testing to the market via quantitative test.

The researcher proposed several solutions to improve the way business team performing the product innovations process, such as improving the analysis of marketing mix strategies includes selecting the stock keeping unit references, performing bottom-up volume projection from the account, performing the Post-Launch Review in the third and sixth month. To allow this to happen, the business team must have one integrated system for product innovation's performance.

To have a better implementation of the innovation process in the company, the researcher would like to propose the implementation plan according to the researcher's point of view.

II. METHODOLOGY

According to Morse through his book about research design, if the researcher does not know the variables to examine because the topic is new, the theories may not apply with particular sample or group under study and the subject has never been addressed with a certain sample or group of people in small size, then qualitative research method might be appropriate and useful. Furthermore, qualitative research is an approach for testing objective theories by examining the relationship among variables (Creswell, 2014). Thus, this research will be using qualitative research method.

In this research, the data collection method used are as below:

a. Primary data through Interview the key people who have been involved in the product innovation that contributes to the business waste. The interviews were being done to eight people including the Planning Director, Marketing team, Planning team, Consumer Market Insight, and Marketing Finance.

b. Secondary data using the documentation being done throughout the innovation gates.

The interview was being done to eight respondents represent their respective functions who were involved in the three projects as the sample taken in this research. The respondent profiling can be seen as below:

No	Respondent	Working Level	Department	Interview Date
1	Respondent 1	Assistant	Finance	6-Nov-20
2	Respondent 2	Director	Supply Chain	18-Nov-20
3	Respondent 3	Manager	Marketing	11-Nov-20
4	Respondent 4	Assistant	Supply Chain	11-Nov-20
5	Respondent 5	Manager	Marketing	13-Nov-20
6	Respondent 6	Assistant	Supply Chain	13-Nov-20
7	Respondent 7	Assistant	CMI	13-Nov-20
8	Respondent 8	Assistant	Finance	20-Nov-20

Fig. 4. List of Respondent Profiling

The interviews were following some protocols as below:

1. Identify the respondents

As mentioned earlier that for this research, the researcher will take the sample for product innovation that contributes to business waste which is Naturalistic and Kobe. And by having the sample in place, the researcher is starting to identify key people who are involved in the product innovation process which are the Marketing, Planning, Consumer Market Insight, and Finance team. The researcher identifies the respondent from the Assistant Manager level, Manager up to the Planning Director level in order to see the pattern of their view towards these two new brands.

2. Set the Interview Schedule

The researcher setting the interview schedule which is in November 2020 based on the availability of the respondents as well. Before setting the interview schedule, the researcher are doing the personal approach to the respondents to explain the objective of the interview and the research as well as asking their permission and willingness to be interviewed as part of this research.

3. Interview preparation

After agreeing on the interview schedule, the researcher send an invitation to the respondent and prepare a questions list to be asked to the respondent.

4. Conduct the interview

Interviews are done by asking the respondent several questions being prepared by the researcher. The questions are general questions which want to understand the issue happening in the current product innovation. The questions are not trying to intimidate or judge the team who were involved in the product innovation back then.

5. Interview Scripting

As the interviews are done virtually via Microsoft Teams, thus, all the interviews are being recorded and transcripted. The researcher then does the manual transcript and the mapping to find the path of the answers from the respondent.

III. RESULTS

The interview was being done to eight respondents representing their respective functions who were involved in the three projects as the sample taken in this research. The interviews performed by preparing the questions list for the respondents and the interviews were being recorded. Researcher then do the manual transcript and do the word counts to find the problems that were repeatedly mentioned during the interview to do the analysis of the findings using the primary data from the interview. The interview summary can be seen as below figure:

Interview Summary	Total
Volume projection	35
Business waste	21
Ambition/Ambitious	19
Marketing Mix (6Ps) review	12
Assumption put in business case	8
Sell-out was not happening	7
Quantitative before launch	5
FGD (Forum Group Discussion)	5
Competitor analysis	5
No Post-Launch Evaluation	4
Compared to old SKU/SKU reference	4
Capital Expenditure	3
Manual tracker to monitor innovations	2
None innovation success	2
Should not be rushing/in hurry when doing the innovation	2

Fig. 5. Interview Result Summary

Based on the interview results, volume projection was mentioned 35 times throughout the interview which gave the indication this was one of the factors why the product innovations did not work well. Followed by the words of ambition by 19 times and marketing mix review by 12 times. After analyzing the interview results, the major findings of this research are as following:

1. Building Volume Projection number

As the volume projection is very critical to run the rest of the process such as ordering material and pipeline, thus volume projection being set in both brands are relatively aggressive. Based on the data that the researcher obtained, the volume projection is built using Turnover estimator to see from different perspective such as penetration, distribution, market share as well as the stock keeping unit references which only based on theoretical number in the market. However, based on the interview with the respondent, the volume projection being set not considering the bottom-up number from the account to ensure the account will pick the goods based on the volume projection being agreed in the Contract. Also, there were several changes in the volume agreed in the Second Screen Gate versus the volume locked in Go to Development because the business team too optimistic and wanted to make the new brands more sizeable.

2. No quantitative test

Before doing the launch of the product, the Marketing team will do several consumer tests/validations via forum discussion group (FGD), however, there might be a bias in translating the result of the FGD as it tends to be more multi-interpretation. So, the quantitative test is required, however, due to several restrictions such as timing and budget, the quantitative test was not being done by the team in three of the innovations being picked on this research. This might be one of the reasons that the marketing mix does not represent the market needs and wants.

3. Ambition Factor

During the building of volume projection, there is an ambition factor from the leadership team to make the business more sizable. However, the researcher sees it as a gamble if the innovations are not working well, the cost that the company must bear is also huge. So, during the interview with one of the Directors who said that starvation is better than oversupply. So, for piloting, starting small can be an alternative to learn the consumer behavior towards the new product and once the pattern on consumer's behavior and response towards the product then, the business team could consider doing the scale-up.

4. Quality of Marketing Mix Review

From the checklist process, the business team may have done the marketing mix (proposition, packaging, product, price, place, promotion) – called as 6Ps– review, but given the market did not welcome and purchase them, the researcher questioned the quality of the 6Ps review. One of the reasons has been mentioned in the point of number two related to the quantitative test, however, the researcher also sees that the consumer validation towards the idea of the new product was not well-performed given the limited time because the company does not want to lose the momentum.

IV. DISCUSSION

4.1 Project Amplify – Brand Naturalistic

Project Amplify does not conduct the quantitative test in idea screen gate resulting the idea of the marketing mix were not reflecting the real insight from the consumers.

In second screen gate, the marketing mix did not in line one to another. Volume projection was set too high from the previous gate and made the company committed to long year demand. Lastly, this project did not conduct the post-launch review gate to see if the actual volume in line with the business case. After gaining the secondary data during the field research, the relation between the result of Project Amplify and the Innovation Funnel can be summarized in the table as below:

Innovation Gates	Project Amplify
Idea Screen Gate	This project is doing this required step as well as its purpose of the brand and its marketing strategy. However, there was no quantitative test being done
Second Screen Gate	Gate checklist in place. Marketing mix was discussed in more details. However, the marketing mix did not linked one to another. For instance, the proposition is premium but the packaging and place did not represent the premiumness of the product
Go to Development Gate	There's increase in volume significantly from the Second Screen. Place a significant purchase order for more than 1 year demand
Go to Test Gate	The project was having a detailed discussion on the communication plan
Post-Launch Review Gate	Not being done as per guideline

Fig. 6. Relation between Field Research Result and Innovation Gates for Project Amplify

4.2 Project Yuki – Brand Kobe

Project Yuki place a huge investment on the fixed asset because they presume the volume is going to be high demand. This project did not conduct the post-launch review gate to see if the actual volume in line with the business case. After gaining the secondary data during the field research, the relation between the result of Project Yuki and the Innovation Funnel can be summarized in the table as below:

Innovation Gates	Project Yuki
Idea Screen Gate	This project is doing this required step as well as its purpose of the brand and its marketing strategy
Second Screen Gate	No information available
Go to Development Gate	Place a huge investment on the fixed asset
Go to Test Gate	The project was having a detailed discussion on the communication plan
Post-Launch Review Gate	Not being done as per guideline

Fig. 7. Relation between Field Research Result and Innovation Gates for Project Yuki

4.3 Project Victoria – Brand Valentine

Project Victoria does not conduct the quantitative test in idea screen gate resulting the idea of the marketing mix were not reflecting the real insight from the consumers.

In second screen gate, the volume projection was set too high as they used the stock keeping unit which has been existed in the market for 3-5 years. Lastly, this project did not conduct the post-launch review gate to see if the actual volume in line with the business case. After gaining the secondary data during the field research, the relation between the result of Project Victoria and the Innovation Funnel can be summarized in the table as below:

Innovation Gates	Project Victoria
Idea Screen Gate	This project is doing this required step as well as its purpose of the brand and its marketing strategy. However, there was no quantitative test being done
Second Screen Gate	Gate checklist in place. Marketing mix was discussed in more details. However, volume projection using the SKU reference which has been existing in the market for 3-5 years
Go to Development Gate	There's increase in volume significantly from the Second Screen
Go to Test Gate	Not applicable as the project is fast track
Post-Launch Review Gate	Not being done as per guideline

Fig. 8. Relation between Field Research Result and Innovation Gates for Project Victoria

After analyzing the overall result of primary data through interview process as well the secondary data through the documentation being done throughout the innovation gates, researcher finds that several reasons why the innovation failure contributed to the business waste and instead of being the revenue generator, the innovation being a cost burden to the company are as follow:

1. The assumption put in the business case was too ambitious and it is not in line with the market because the sell-out was not happening. The business case was too optimistic whereas the sell-out was not working because of several problems in the marketing mix (6Ps) strategy because there was not proper consumer validation being conducted.

2. The volume projection was being set using the turnover estimator using the stock keeping unit reference which has been a mature stock keeping unit they have been existing in the market for several years and have had the repeating consumer. Moreover, the business team before discussing to the account whether the account wanted to list the innovation. Furthermore, the consumer validation was not performed properly so the business team interpreted the needs and wants of the consumer could not be represented.

3. In terms of placing the material order, the business team was also too aggressive because they locked the purchase order for the demand for 1 year or more, so when the sell-out was not happening, the business team was liable to the volume commitment which was long-term to the suppliers. This is what has happened for these two projects in this research.

4. The post-launching evaluation was not regularly conducted to see the progress of the product innovations so the mitigation could not be done immediately. Any drop in demand in the market could not be mitigated quickly because the 100 days of the post-launching evaluation were not done by most of the categories. So, when the problems are being captured by the business team, it might be too late already.

5. There was also no integrated system that allowed the business team and related divisions to monitor the performance of the innovations. The current innovations champion role did not cover the end-to-end performance of the innovations so the team could not get the alert or insights when the actual performance did not match what has been planned in the business case.

To improve the product innovation process and based on the interview with the respondent, the researcher proposes a solution as below:

1. Improve in doing the marketing mix (6Ps)

   a. Proposition

This also needs to be reviewed on how we aim the proposition of our product, and it must be aligned to the other Ps.

b. Packaging

Most of the product innovations using the same packaging compared to the existing stock keeping unit of the company. When consumers recognize it, it will reduce the perception of the product innovation. For instance, Naturalistic brand proposition is a premium brand but then one of their stock keeping unit is using the Ponds tube which the proposition is more into the middle-low brand.

c. Product

Ideally there should be a consumer validation to test the product to see if the product really suits the market

d. Price

Most of the product innovations set a premium price whereas we are disrupting the existing stock keeping unit in the market which the consumers will be easily distracted by lower price compared to the competitor's products.

e. Place

The company also tends to compare the stock keeping unit in terms of their distribution. If the existing product has matured by means, existed in all channels that is because they have existed earlier than us and the demand is there therefore, the channels also demanded for the stock keeping unit to be existed in the channel. By aiming to distribute this to all channels whereas we have not yet assessed its possibility, the volume projected too high/ too optimistic.

f. Promotion

No specific finding in the promotion. The brand ambassador and communication plan are good, the communication channel also very thorough. The business team might need to review the advertising strategy in television commercial is still relevant and worth the budget.

2. The governance to find the stock keeping unit reference is something that needs to be fixed and a quantitative test is a must to validate the assumption.

Several projects setting the stock keeping unit reference to the stock keeping unit that by volume has been mature by means, has been in the market for 3-5 years and they have their loyal and repeat consumer. So, if the product innovation compared to it, it will lead to ambition and make the volume projected in the business case too optimistic.

3. The discussion to account and consumer validation must be done before contract/volume projection being agreed. Most of the cases, volume projection agreed in the contract based on theoretically which using the turnover estimator. The discussion with the account whether they wanted to list the innovation done close to the Go to Development. So, when the account does not want to list, there is no turning back because the volume projection has been agreed in the contract. From the project that has been done, this creates everything to be pushed. Account being pushed to list it up and when the primary sales had happened and the secondary sales were not, accounts started to push the company back to do the return which cost the company a lot, both financially and operationally. Most accounts might not be able to order the other stock keeping unit because their warehouse is full due to this product innovation.

4. Currently, 100 days Post-Launching Evaluation done after airing which around fifth or sixth month after the first launching, it might be too late because the production and ordering material plan will keep running, so the sooner the problem is captured the better. So, the Post-Launch Review is proposed to be done in the third month and sixth month after the first launching to be able to have corrective action as soon as possible once the volume is not achieved.

5. Innovation project to be simplified but not eliminate the importance of the context being discussed

The current project required at least 9 months to launch new innovations where according to one of the respondents, "If we are strict, 6 months before contract, Idea 3 months previous. It means, we are consciously designing our innovation. The earliest is 9 months which to be honest, it is no longer relevant to the current situation where everything must be agile because competitors launch new brands within months. So, when the governance is being reviewed, there is always an exception to be a fast track which all being fast track and it seems the new normal is fast track". (Respondent 2, Director: 2020)

6. Review the clause with the third party to not bind us especially if the demand is dropped significantly.

The legal and procurement team must help the business team to review the agreement with a third party so with certain extent, the company is not binding if there is any demand drop happening. Or else, the supplier could help to minimize the exposure by selling the materials to their other customer or being used for other products (this can be applied for raw materials). Because currently, because there is no clause or communication about the possibility of demand drop, the supplier sees that as the additional work for them, so they are reluctant to help the company to find the opportunity to minimize the exposure.

7. When the review in third month and sixth month, the secondary sales is not happening, stop the primary sales.

This includes the solution proposed earlier, that basically when the review is being done and there is a symptom that the actual sales are not working as what has been planned, then do not push another primary sale to customer because it will be complex problems in the future, especially on the return activities.

8. Create an integrated system for innovation

Currently, there is no one integrated system to store all the information related to the new product innovation as well as its learnings so everyone in the category could learn from the other categories' lesson learned in hope that other categories will not repeat the same mistakes. Also, the struggles from the other divisions to handle the failure product innovations are not being stored so, the leadership team might not be able to see the direct impact operationally.

9. Make a lean innovation

The product innovation must be effective, lean, and avoiding the heavy investment in the capital expenditure because when it fails, the cost that company should bear is getting bigger as the learning from the Project Yuki – Brand Kobe

10. There should be a central team who monitor the end-to-end innovation progress which covers the end-to-end performance of the innovations.

V. CONCLUSION

After doing the research and obtain the information from the respondents, below are the conclusion of this research by answering the research questions:

1. How is the implementation of the product innovation process at PT. Blue Lunar?

The product innovation process in the company has been partly following the corporate guideline or standard operational procedures. The business team is following the steps because the business leadership team is often running the product innovations. Based on the interview with the respondents, the business team can have 3-4 innovations meeting each month, so in terms of product innovations, they have already known what has been done throughout each gate. So, the problem was not in the process checklist but on how the business team ran each list in the gate checklist. The problem more into the connectivity between marketing mix as well as the product testing to the market via quantitative test.

2. Why are there several product innovations that contribute to a business waste?

There are several problems that contribute to the innovation failure that cost the company such as the assumption put in the business case was too ambitious, volume projection was being set using the turnover estimator not the bottom-up assumption both from the account as well as the consumer validation. The business team was also too aggressive when they locked the purchase order for demand for 1 year or more to avoid the supply problems. Overall, the marketing mix strategy was not being set properly. Moreover, the post-launching evaluation was not regularly conducted to see the progress of the product innovations so the mitigation could not be done immediately. There was also no integrated system that allowed the business team and related divisions to monitor the performance of the innovations. The current innovations champion role did not cover the end-to-end performance of the innovations so the team could not get the alert or insights when the actual performance did not match to what has been planned in the business case.

The management must do the follow up actions to close the gap in the innovations process to reduce the business waste cost to the company so, the cost can be shifted to more productive activities. Most importantly, to make a successful innovation which will strengthen the revenue stream for the company. If the management failed to improve these matters, there is a business risk that the company might lose its competitiveness as they will be hit in both the topline and the bottom line.

To improve the product innovation process and based on the interview with the respondent, the researcher has recommended several improvements and solutions as below:

1. Improve in doing the marketing mix (6Ps), including proposition, packaging, product, price, place, and promotion.

2. The governance to find the stock keeping unit reference is something need to be fixed and quantitative test is a must to validate the assumption

3. The discussion to account and consumer validation must be done before contract/volume projection being agreed

4. The Post-Launch Review is proposed to be done in the third month and sixth month after the first launching

5. Innovation project to be simplified but not eliminate the importance of the context being discussed

6. Review the clause with the third party to not bind us

especially if the demand is dropped significantly.

7. When the review in third month and sixth month, the secondary sales is not happening, stop the primary sales to avoid any complexity for return in the future.

8. Create an integrated system for innovation that allow the business team to monitor the performance of the innovation holistically

9. Make a lean investment innovation to mitigate the risk if the innovation does not work as per planned.

10. There should be a central team who monitor the end-to-end innovation progress which covers the end-to-end performance of the innovations.

The recommendation for implementation plan has been proposed by the researcher as this topic is also being the scope of internal audit in the company that is still running by the time this business report is created. So, the final implementation plan and timeline will be following the audit report released by the Internal Audit team.

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