

final report

Project code: P.PSH.0822
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Date published: 20, April, 2017

PUBLISHED BY
Meat and Livestock Australia Limited
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NORTH SYDNEY NSW 2059

Identifying Snacking Occasions within Red Meat

This is an MLA Donor Company funded project.

Meat & Livestock Australia acknowledges the matching funds provided by the Australian Government and contributions from the Australian Meat Processor Corporation to support the research and development detailed in this publication.

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Abstract

Patties Foods are a leading pie manufacturer in Australia using a high volume of red meat. This project is a case study on how Patties Foods explored new growth opportunities within Snacking and On-the-go trends. It sought to identify, from a PF's perspective, where attractive opportunities that the organisation is well credentialed to realise exist. This followed initial MLA's insights2innovation snacking trends and ethnographic studies (A.RMH.0021, V.RMH.0049) and piloting of MLA's High Value Food Frontiers industry engagement design (V.RMH.0052) and the application of design led thinking to pursue and customise value propositions for Patties to pursue red meat based snacking occasions.

Executive Summary

The objective of this project was to identify attractive opportunity spaces, in the snacking space, that Patties Foods could take advantage of, through leveraging their capabilities. These opportunities arise due to the trends towards consumers increasing desire to snack more frequently and seek snacks that are better for them. In seeking to move into this space, beyond PF's existing markets, requires adopting a Horizon 2 approach, i.e. beyond an extension of existing offerings and potentially business model.

Unlike many innovation projects, the starting point for this project, was not to review and build on recent meat-based snacking products from around the world, even though team members were mindful of these initiatives. This project used a Design Led approach, making the target consumer the focus – understanding their snacking behaviours and their needs and drivers of choice underlying each snacking occasion. To support this approach, the project team utilised ethnographic research, which is consumer behaviour captured 'in-the-moment', during real snacking occasions.

This report is a write up of the approach that was followed for this project. It looks at the stages of the process and highlights the data sources that were used, the frameworks and tools that supported the identification of insights and the discussions and decision making process of the team, in reaching key conclusions. As such, it is a useful reference point for any organisations within the red-meat value chain, looking to explore new value-adding opportunities, of a Horizon 2 nature.

For reasons of confidentiality, this report does not go into the nature of PF's capabilities, where PF's believed they had an opportunity to win in the snacking market, nor the assessment of what it would take to win in this space.

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1 Background

The theme area of ‘Snacking & On-the-go food consumption’ has been identified as a long-term growth opportunity for Australian primary industries, in both the domestic and key growth export markets. Initial development work undertaken by MLA (V.RHM.0021) scoped out the broader opportunity across food categories, using accessible industry information. To support and facilitate the desired Australian red meat industry development, key ethnographic research (V.RMH.0049) was commissioned to provide a fact base of customer behaviour and underlying needs and drivers. This first stage of exploration has identified a list of opportunities that now form the focus for deeper exploration.

HORIZON 2 INNOVATION ROAD MAP – THE SNACKING JOURNEY



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SNACKING OCCASIONS



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To realise this long-term growth and achieve the desired value-adding potential requires a ‘Horizon 2’ innovation approach. The recommended approach to be piloted with Patties in an initial scoping work phase includes the following details:

- A design led philosophy that puts the target customer as the focus, including identification of target customer segments and an insight into their personal values and aspirations.
- A deep understanding of key snacking occasions, including underlying needs, choice dynamics, key behaviours and the trade-offs involved in sourcing and preparing snacks.

- A desire to see possibilities beyond an extension of 'business as usual' that encourages new business models to be developed and new value chains envisaged

Snacking is not a one-off opportunity, but consists of various consumption moments throughout the day; from breakfast on-the-go, to mid-afternoon cravings thru to the late night 4th meal. Each snacking occasion exhibits contrasting behaviours and underlying needs and expectations, thus the appeal of a snacking opportunity will differ depending upon the organisations view the snacking landscape.

Using a design-led innovation approach, unlike undertaking line extensions or leveraging overseas market successes, offers less of a 'line of sight' to the most appealing opportunity space. Thus, there is more work to be done, during these preliminary stages, to identify where is the greatest opportunity to realise long-term and sustainable value-creation for the organisation.

2 Projective Objectives

2.1 Aims and objectives

The aim of the project is to identify new high value usages and occasions for a red meat based 'snack-able' offering that has the potential to significantly grow Patties Foods' revenues, by leveraging and enhancing capabilities beyond its core business of meat pies, to develop its range into the snacking market.

As part of a 3-stage process, stage 2 aims to explore each of the previously identified 'list of opportunities' (stage 1), to assess which are the most appealing options for the business to focus on, with a view to then developing a solution, including the design of a new business model (stage 3) that would realise the next wave of growth for Patties Foods (PF). Part of this consideration is to identify key business and operational issues and constraints that will impact the likely success of the strategy.

To accomplish the overall aim, the specific objectives are:

- Review and test the relevance of the snacking ethnographic research, as the platform for initial design led innovation.
- Develop a design-led innovation 'sprint' methodology and plan to explore the selected option in the next stage of the project
- Introduce the design-led innovation methodology to Patties Foods, as the basis for realizing Horizon 2 opportunities

3 Methodology

3.1 Project Set Up

In designing the approach, several considerations required planning and preparation, for the innovation journey to be productive and flow smoothly. Firstly, PF's executives needed to embrace the 3-Horizons innovation philosophy, recognising that this innovation objective could not be achieved through following their existing approach to innovation, thus reflecting on the 3-Horizons innovation framework. Further to this, is ensuring the right cross-functional make-up of the team, having an appropriate workshop set-up and using tools and frameworks to structure the key insights.

1. Make-up of the team:

In evaluating opportunities, it is important to have a cross functional team, that bring different perspectives. Having expertise across different building blocks of the Business Model Canvas, helps to ensure all relevant angles are considered. In the case of Patties Foods this resulted in the following make-up:

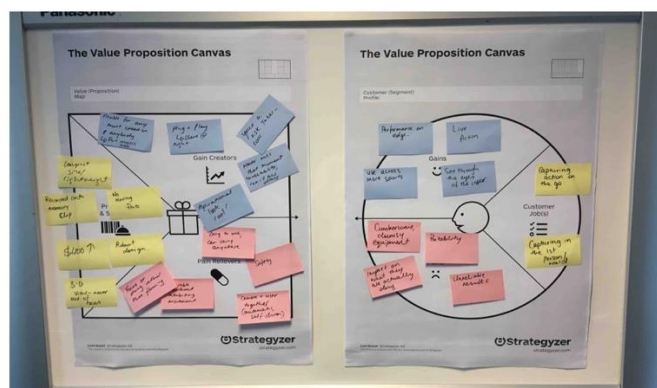
- Sales - with a focus on Impulse Channels, such as Petrol and Convenience
- Marketing - with a good understanding of the brands equity
- Innovation – involved throughout the 3-stage journey
- Product Development - understand the challenges in shaping red meat’s properties
- Commercial - contracts with external partners and suppliers

2. Embracing the three horizons Innovation Philosophy:

A critical question for the team to address, was to use the 3 Horizons innovation framework, to assess the type of innovation being pursued and hence the nature of the challenges for Patties Foods to be successful. Thus, whilst PF’s have a well-established innovation process; Stage Gate, which has driven their innovation, these successes have largely been inspired by reacting to market developments and have resulted in extensions of their existing offerings (i.e. premium chunky pies). At the outset, there was wide-spread buy-in to idea that this situation was different, requiring PF’s to look beyond the category they currently play in, to explore adjacent categories, and thus adopt a Horizon 2 mindset for this project.

- The 3 Horizon approach to innovation, with a focus on Horizon 2, and the need for a Design Led approach
- Understanding the need to challenge the existing business model and re-think the value chain
- Familiarise everyone with the key frameworks, working up some successful H2 innovations, based upon hindsight

DEVELOPING THE CUSTOMER PROFILE & VALUE MAP



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3. Workshop set-up:

Having a well set up workshop environment greatly enhances helps the approach. Participants need to be able to collectively refer to the target consumers and discuss key insights as the team progressively populate the key frameworks. Thus, key to the room set-up are:

- A projector connected to a laptop computer, enabling each Persona to be the focus

- A large white board on which 2x A1 sheets of the key frameworks can be laid out
- Large Post-It notes, in a variety of colours, enabling each key point to be captured and categorized

WORKSHOP IN ACTION



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4. Preparation for a Design Led approach:

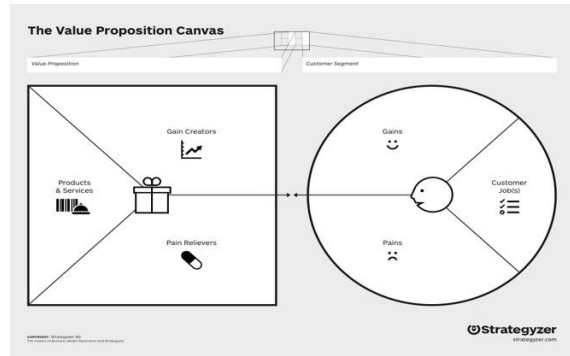
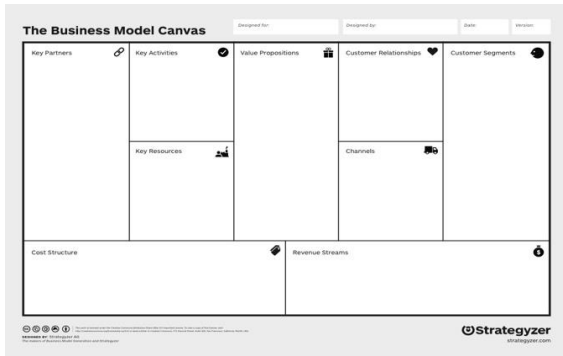
Participants in the workshops were experienced in Innovation, both from their time at PF's as well as with other businesses. However, these experiences were largely based on using external consumer research to give a direction for product enhancement. Thus, they tended to see innovation opportunities from an internal perspective - how could they leverage the core of the business to deliver a new offering. During the initial stages of the project, time was taken to shift this to a customer led perspective:

- Understand the snacking market – why is consumer behaviour changing, making snacking a more dominant part of people's lives?
- Development of insights from consumer observations and interviews
- Many participants undertook their own snacking diary, as a personal reference point for reflecting on their own diverse behaviour and choices through the day

5. Key Tools & Frameworks:

In support of the design-led approach are a few key frameworks used throughout the process to structure the thinking:

- The Business Model Canvas
- The Customer Profile
- The Value Map



Strategyzer Inc. provides a suite of templated tools, for which a license can be purchased, that make the use of these tools more professional in a workshop environment (as against 'roughing' them onto a white-board) and more efficient in terms of collating the insights.

6. Preparation of Tailored Personas

Key stimulus for the design-led journey, is a real world understanding of actual consumer behaviour, as it relates to the snacking occasion in question. For each snacking occasion, 2 to 3 Personas were prepared from the Ethnographic research. These profiles were based upon individuals who had had the snacking occasion in question and their experience was of interest, in some way.

TARGET PERSONA – HOLISTIC SNACKING DRIVERS

Bas - Polynesian, Samoan, Female - Partner, Aged 28, Works / Study full-time

Personal Values
Family - bringing her young son, as a single parent & their priority.
Career - she wants to make a positive impact on her career, establishing herself as a single female entrepreneur.

Health & Wellness
Eating well is her crown as a single mother.

Life style
Her work requires her to be available at both ends of the day, for early morning and evening sessions, she needs to burn these.

Relationship with food
Breakfast is important & so her go-to breakfast, though not always able to have it. Goes to the health food store on the weekend, as well as the market / supermarket with her partner, has to prepare much of the week's food to get ahead organised.

Snacking occasions
She does not believe she is a very good cook - struggles with all of the basic things that she has to do in the kitchen, if she can't cook, she has to buy things to eat. She is particularly conscious of what she is eating, but her choices are limited for a single mother - though knowing, means she can't help herself.

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TARGET PERSONA – SNACKING OCCASION BEHAVIOUR

THURSDAY, LATE-BREAKFAST, ON-THE-GO - IN NEED OF A SNACK.

Need state: Don't fancy breakfast at home. Heading to work as a single parent, need energy for the day. Need a quick, simple snack & drink.

Where sourced it from: Went to a place I use - just off my way, but close to my house. I bought the coffee for my son.

Characteristics seeking: Good tasting - want to enjoy it. Filling - stuffs me for a while. Easy to hold on the go - need to know what I'm getting. Natural ingredients - stuffs the sugar cravings. Healthy - only thing I'll eat before work time. Weather choice - should be ok, it's hot today.

How fulfilled: Very! Been given extra clothes - girl is going to my school. Feel full, satisfied & energized. So good! Feel light - nothing down. The other drinks in the studio were all drinking like nothing (light). At 11:30 if only something that I can't eat.

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3.2 The Workshop Journey

The starting point for the workshops was the opportunity spaces identified during stage 1: Opportunity Scoping Phase. For each of these five snacking occasions, the following process was followed to assess the fit with PF's capabilities and future ambitions:

1. Walk in the target customer shoes.

With each snacking occasion being addressed in a sequential manner, participants received the relevant target consumer personas as they relate to the snacking occasion in focus, prior to the workshop. Receiving this a few days in advance, enabled participants to 'walk in the shoes' of the target Persona, as it related to their broader snacking drivers, as well as their own experiences associated with the snacking occasion.

2. Develop the Customer Profile.

Within the workshop, the first task was to develop the Customer Profile, using the insights gained from the Target Personas. Displaying each page from the Persona on the screen, the Customer Profile was iteratively developed, populated with each key insight placed on colour coded post-it notes.

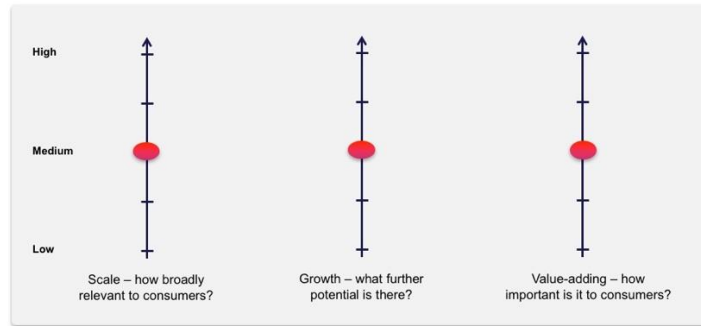


3. Characterise the appeal of the snacking occasion.

Having built this picture, the snacking occasion in focus was rated against 3 key criteria for overall attractiveness:

- How many consumers is the snacking occasion relevant to, either in terms of breadth of penetration, or high frequency usage?
- What is the growth rate of the snacking occasion – are consumers' lives changing in a way that means the snacking occasion is likely to become more prevalent?
- What is the scope to value-add on this occasion – from a target consumer perspective, how great a problem would a snack be solving for them?

ASSESSING VIABILITY

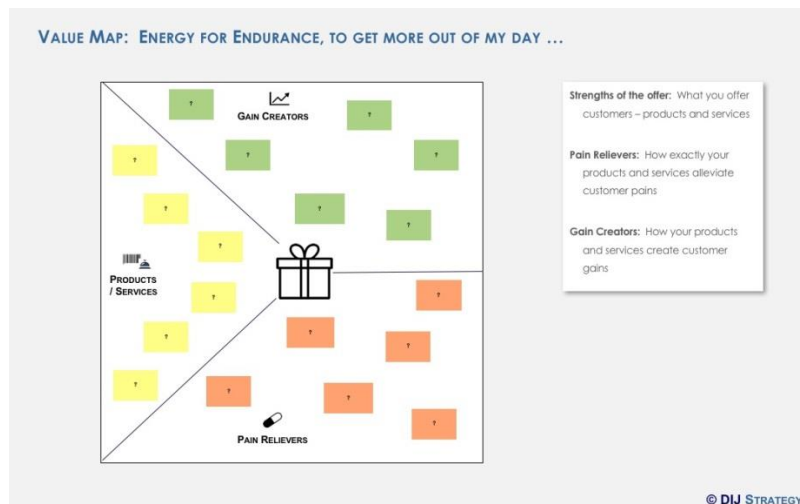


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4. Development of the Value Map.

Thinking of the potential properties of red meat, in the context of a snack based offering, identification of the pains a red meat based snack could alleviate on this occasion and conversely what advantages it could offer the target customer.

Note: At this point, no specific offering had been envisaged.



5. Scope out the key challenges and assumptions in forming the view of 'opportunity potential'. This 'forced' us to identify what we believed would be the key challenges and issues inherent in pursuing the opportunity (hence the need for a cross functional team):
 - a. Scope out the Business Model Canvas – identifying which cells were likely going to be most critical in delivering the value proposition
 - b. Identify the key assumptions in our thinking, that are critical to our assessment of potential, that would form the starting point for a design-led innovation 'sprint' methodology
6. Development of a summarised 'Picture of Success'. Enabling a broader audience, particularly Senior Exec's within PF's to appreciate the scale and nature of the opportunity appeal.

- a. What makes this an attractive opportunity?
- b. What pain relievers and relative advantages does a red meat based snack potentially offer?
- c. Is it a viable platform for long term business growth?
- d. From the target customers' perspective (written in the 1st person) – the role an offering would play in their snacking lives

4 Results

4.1 Determining the Snacking Occasions to take forward

The intention of the snacking journey was to identify one or more snacking occasions that would be the focus for future developments. Having assessed each of the 5 snacking occasions as individual opportunity spaces, to conclude the 2nd stage of the process required identifying those with the greatest potential to take forward as stage 3 projects.

The greatest challenge at this stage, is in recognising that opportunities have different characteristics and thus cannot be directly compared - i.e. opportunity spaces that are currently small, but have the potential for strong growth and value-adding vs. others that are about delivering a superior solution and thus taking share from an already big and established offering in the market.

This decision-making process was not left to a vote, but relied upon a consensus approach:

- Which opportunity spaces do we feel offer little potential for Patties Foods? Discuss why we believe that to be the case (thus eliminate these).
- Conversely which opportunities are we excited about and we can see a great deal of potential for Patties Foods? Again, discuss why we believe that to be the case.
- Those opportunities that fall into the middle ground; what do we believe are the pro's and con's in terms of their potential? This discussion needed to be the longest, as it took time to arrive at a clear picture and reach a consensus.

Ultimately, two clear opportunity spaces were identified, with a third also having a great deal of potential for PF's, though with further consumer research, a greater level of unknowns and hence risk. The enthusiasm of the team towards these opportunities signified the belief that either, or even both, could provide the next long-term platform for value-adding growth for Patties Foods.

4.2 Solution Development – Proposed Next Steps

Design-led innovation 'sprint' methodology

Stage 1. Validate the Opportunity

An initial sprint undertaken over the first 3 weeks is required to validate the opportunity. Testing the most critical assumptions and scoping out the key components required to deliver a snacking solution.

Identifying who is the target customer is the cornerstone for validating the opportunity. Is there a segment of consumers whom have this problem? Is it important to them and do they have the means to act, should a solution be made available?

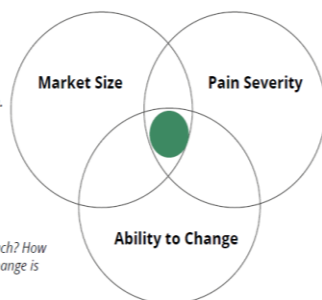
Is a red meat based offering a good fit with customers' needs? Can a solution be conceived that delivers to customers' needs and in a superior way to competitors?

A high priority opportunity area must satisfy a *balance* of three key criteria

Initial target market¹

A product/service can either be lower-cost to a large customer base or a premium offering to a niche customer base, but not both.

Are potential customers bound by regulations, finances or simply a conservative, wait-and-see approach? How much behavioural and mindset change is required?

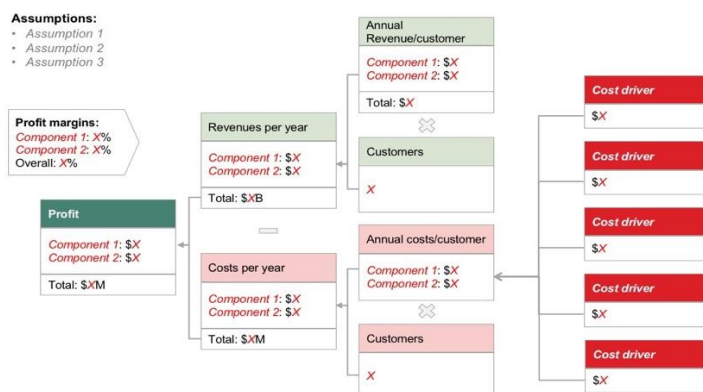


"Build a painkiller, not a vitamin." Can you quantify the level of pain for your target customer? How severe is it?

Is the business well placed to deliver the desired solution? Does the business have the capabilities, or can it access the resources required to deliver the solution? What does the business model start to look like that can deliver this value proposition?

Do the numbers add up for the business and how robust is this? Assess both the revenue and cost side of the business, both through the initial stages and over the longer term. What are the sunk costs and implications of outsourcing? Undertake a Reverse Income Statement to test the importance of key assumptions around volumes, costs and revenues.

Reverse Income Statement



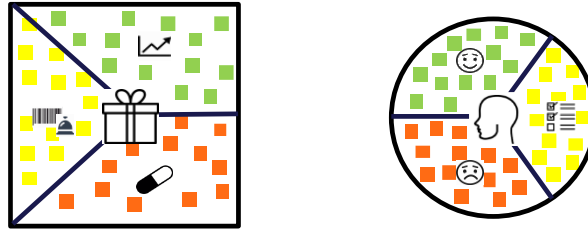
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Stage 2. Develop the Value Proposition

Using the agreed Customer Profile, it is possible to identify alternate Value Propositions featuring different product and service attributes. The critical assumptions underlying each value proposition need to be tested amongst the target consumer in a real-world context.

Can we develop a solution that addresses customer pains and realises gains, owning a space in the market?

A key priority is being able to prioritise Jobs, Pains and Gains – what is most important to the target customer? Rank pain relievers and gain creators per how important they are to the target consumer. Check off that our offering is delivering to these primary value drivers.

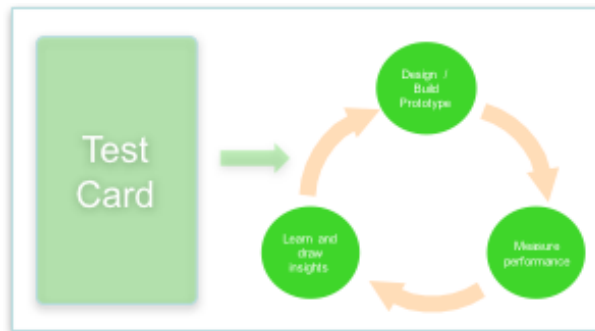


The core to this stage is continuously and iteratively build – test – learn to arrive at an offering that delivers value to the end-customer.

Building a Minimum Viable Product, designed to reflect the key hypotheses that are in question

Testing and measuring how the offering performs to address target consumers’ real world problems

Learning by analysing the performance of the MVP and compare to our initial hypothesis and derive insights that help the process move forward.



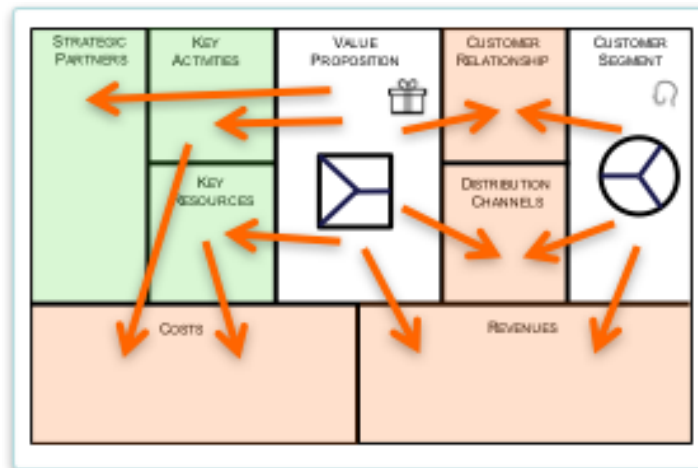
Stage 3. Design the Business Model

From the agreed Value Proposition develop alternate Business Models, delivering a solution that provides a sustainable platform for long term and profitable growth. Ensure the business will be able to access the key capabilities and resources required, plus balancing key revenue levels against associated costs.

More than ‘can it be made’, the question we must answer, is ‘should it be made’.

The Business Model is designed, using the Business Model Canvas, as a template, from the Value Proposition out.

- In concert with the Customer Profile, address how we will acquire customers, then keep them and ultimately leverage their advocacy? Through which channels can we best make our solution available to the target customer?
- The Value Proposition also drives Feasibility considerations. Who should we forge as key partners and what do we require of them to support our endeavours? What key resources and activities does our value proposition require to make it a reality?
- Finally, the Value Proposition drives Viability considerations. What are the most important and significant costs in our business model? How do we make money – what’s our revenue model and pricing strategy?



5 Discussion

Two opportunity spaces were felt to offer significant potential for long term growth and were thus recommended by the Patties Foods team for consideration as stage 3 projects. However, each opportunity space is of a contrasting nature – its basis of its attractiveness is for different reasons. Other opportunity spaces were felt to either have limited potential for a business of Patties Foods scale, or PF’s was not well placed to realise them. Finally, other opportunities were seen as having both significant ‘pros and cons’ associated with them, thus represented greater risk. It was decided that they would be held back pending further investigation, should the business be looking for further opportunities.

This project was defined as a pilot project, even though the desired outcomes were very real. Hence several approaches were explored, which are worthy of reflection and further discussion:

1. **Horizon 2:** In identifying the snacking and on-the-go sector as the broad opportunity space, it was agreed that this was both outside of Patties Foods existing territory and we were seeking to identify ‘what next’ as an opportunity. Thus, it was agreed that this required a Horizon 2 perspective, as against H1 which requires leveraging an established market trend. Thus, a Horizon 2 approach requires taking a consumer led perspective to understand unmet needs and barriers to usage, essentially putting aside any pre-conceived ideas as to what the product or service offering might look like.
2. **Desirability, Feasibility & Viability:** It was decided that opportunity areas would be assessed not only in terms of Desirability, but also Viability and Feasibility. Desirability can be assessed through systematic development of the Customer Profile and Value Map (though does require a fair degree of expertise in developing insights). However, assessing Feasibility and ultimately Viability requires the development of the Business Model Canvas. This latter step involves far more uncertainty and hence risk at this stage, given a solution has not yet been envisaged. However, many of the team members were intuitively scoping out alternative scenarios, enabling them to see the critical dimensions within the BMC.
3. **A Design Led approach:** This requires getting close to the target customer – observing their behaviour and subsequently questioning them, to develop a deeper understanding of their motivations and underlying choice drivers. This is a world away from sitting in a meeting room, listening to a market research company present their interpretation and insights (albeit rarely taken from real world behaviours), as the basis of decision making. However, the time and effort required to jump straight in to conducting one’s own consumer research is both demanding and daunting. It was recognised that we were exploring several different

target customers, across different snacking occasions, making the task significantly larger. Hence, it was decided to utilise previous consumer research into snacking occasions, but allow team members to interpret the observations and develop their own insights from well-developed personas.

4. **Team make-up:** The size and make-up of the team was carefully considered and is believed to be critical for success. The 1st stage of the innovation journey was undertaken by the Innovations consultant and PF's own Innovations person, this was to expedite a long list of opportunities, down to a more manageable list. Whilst this first stage was relatively low risk, this was not the case in stage 2: To arrive at a focus, results in the organisation making a major resource and financial commitment, in pursuing a certain direction. Thus, it was important to have key executives involved in the process. The other main consideration was that opportunities come in 'all shapes and sizes' and thus in arriving at a preferred focus, it is hard to directly compare. Thus, it was felt important to view the opportunities from all angles, requiring a cross-functional team.
5. **Snacking Occasions:** There are several angles that can be considered when approaching the snacking and on-the-go market sector. Following a Design Led approach meant rejecting the idea of taking a product perspective – i.e. what is the next great thing in Jerky. Yet in following a consumer led approach, there were alternative angles that could be taken, each with its own advantages: Target a consumer segment, such as health conscious, or those looking to control their weight. This enables a solution to be developed that resonates with what they like. A channel based perspective can be taken, such as Petrol and Convenience, which recognises the context and what tends to work through that channel. Finally, snacking occasions (i.e. breakfast on-the-go or pre-dinner snacks) recognises that consumers snack on multiple occasions thru the day and for different reasons on each occasion, so is focused on understanding the specific behaviours at that time.

6 Conclusions / Recommendations

The team at Patties Foods feel encouraged that they have explored beyond the boundaries of their existing business and looked further into the future than their usual innovation horizon, to identify long term growth opportunities. They have embraced the design-led approach and are excited about pursuing the identified opportunity spaces and optimistic as to where it might lead them.

For those organisations seeking to follow a similar path, identifying long-term opportunities for the next wave of their growth, particularly where they seek to play outside of their existing categories, the following are recommended directions around key dimensions of the approach.

1. **Adopting a Design Led approach** is a definite recommendation for businesses in the Red Meat Supply Chain to utilise, particularly if they are seeking to compete in market spaces where they are required to deliver a value-added solution. In contrast to commodity categories where the focus is on cost efficiencies, all-be-it one's which have varying quality levels, value-adding requires solving a problem the customer is experiencing, or delivering desired gains. A design led approach takes this basic premise as the foundations for the approach.
2. **D,F &V, Opportunity fit** - Most organisations have a definitive set of capabilities and thus not all opportunities are a good fit for the business – otherwise a business could pursue an opportunity space through stage 3 that they do not have the capabilities to realise. Organisations of a small or medium size likely have a more focused skill set are advised to at least explore the Business Model Canvas, at the 'sharp end' of stage 2, to have some sense as to 'what they are getting in to' in pursuing a final short-listed opportunity.

3. **Consumer Engagement** – If an organisation is fully committed to pursuing H2 innovation and at the outset, are willing to take key executives out of the business for an extended period (i.e. not just adding to their weekly to-do lists) then it is recommended to start engaging with customers, as early as possible in the overall 3 stage journey. However, thinking more practically, it is recommended that for most organisations, team members shouldn't try and jump straight into undertaking consumer research, but adopt some form of 'half-way solution'. It is very hard for team members to be able to free up the required time, nor have the commitment to 'get out there', at this opportunity scoping stage of the project. However, one must recognise that for stage 3, when a specific opportunity is being pursued, it is necessary for all team members to 'get their hands dirty' with target customers.
4. **Team Make Up** – It is recommended that organisations bring together a cross-functional team at this second stage of the innovation journey, for two key reasons. Firstly, having different perspectives when reviewing the opportunity spaces, means that relative merits can be viewed in contrasting ways and all aspects of the business model can be envisaged. Secondly, many large organisations suffer from innovation ideas being 'not invented here' and thus lack committed support from parts of the organisation to make them a success. Focusing on fewer, bigger opportunities and having cross-functional commitment to making them work, ensures a unified approach to realising success.
5. **Snacking Occasions** – It is recommended that any organisation looking at the snacking and on-the-go sector, take a snacking occasion based perspective. In the previous consumer research phase, it was found that innovative snackers typically snack 3 or 4 times per day, and on the surface of it, exhibit contradictory choices. The reality for the consumer, is that snacking fulfils different roles at different stages of the day and that there was a good reason why they behave in these different ways. Thus, understanding the behaviour associated within a snacking occasion, is felt to be key to designing superior solutions that deliver to that occasion.

7 Industry Benefits

Many organisations within the red meat supply chain are seeking to play in value-adding spaces, developing solutions that deliver to consumer needs, such as convenience or snacking, or they are seeking to develop solutions that appeal to a target segment, such as Active Ageing. Typically, this is not an extension of the core business, but symbolises venturing into competing in a different market dynamic.

This project provides a reference point for how to venture into these new market spaces, going beyond commodity dynamics, where an internal focus / realising cost efficiencies tends to prevail. There are several practical lessons that can be drawn from adopting a Design Led approach. Market success relies upon re-thinking the underlying business model, as new ways to create value are envisaged. Making the target customer the focus and understanding their drivers of behaviour, is critical to being able to deliver sustainable value in the market place. Building a cross-functional team that is committed to realising an opportunity space, building a common purpose and iteratively developing a solution.

Scoping the sector for opportunities (stage 2), whilst taking longer to achieve a desired focus, does demonstrate several advantages: A business is liable to jump at the first attractive opportunity, rather than giving due consideration to alternatives. Opportunities are viewed through a lens of the organisations capabilities, so favours those that the business is well credentialed to realise. Finally, a shared sense of belief is achieved – too often innovation under a stage gate process is looking to burn ideas that don't measure up, whilst this approach engenders a belief in the opportunity and energy is focused on how to realise it.

8 Bibliography

Strategyzer Inc. provided the frameworks and templates used throughout the Innovation journey.

<https://strategyzer.com/books/value-proposition-design>

<https://strategyzer.com/books/business-model-generation>

9 Appendix

Fundamental to the approach was the review of snacking occasions. These are the discrete consumer behaviours that were the focus for identifying the future direction:

1. Breakfast on the go – our changing priorities
2. Mid-morning snacking – getting through our hectic daily lives
3. Mid-afternoon snacking – when cravings get the better of us
4. The socially imposed snack – when it would be rude to say no
5. Early evening social drinking – part of the crowd
6. Pre-dinner delight – a little of what people most enjoy
7. Night time snacking – rewarding ourselves at the end of the day
8. The social context – casual entertaining at home
9. Energy for endurance – maintaining performance
10. The 4th meal – eschewing the traditional daily meal structure