

Bulk Beverage Packaging – NPD & NPI

The Challenge

The client was a very entrepreneurial organization with a lot of good product development concepts however, had a poor reputation and execution for launching new products.

They had also changed strategy from in house development to partnership development with a consultant company.

The brief was to get the launch of the main product development back on track and delivered to market.

The product development was behind plan by approx. 6-9 months above budget by ~100% and had already been presented in the marketplace without product testing/ concept completion.

The Solution

- Redefined and confirmed scope of the new product.
- Implemented simple but pragmatic project / change management tools and methodologies, including responsibilities and accountabilities matrix (RASCI).
- Implemented stakeholder engagement at all levels and communication plans accordingly.
- Re-focused consultant design team and set clear objective, new concise timeline and expected deliverables.
- Reset final budget and implemented delivery success criteria rewards.
- Re-introduced and enhanced clients NPI governance process (Steps & Gates).
- Delivered change through the existing team.

The Results

- Progressed product development to final stage awaiting board launch approval.
- Maintained customer engagement at key stage of development including initial filling and handling trials (Successful). Enabling firm order for first 3 years volume forecast.
- Secured new supply chain for equipment and consumables, raw materials and finished packaging requirements. Below original target budget.
- Successful installation and set up of manufacturing and assembly cell on existing manufacturing site in Czech Republic.
- Successfully completed , manufacturing, assembly and handling trials below original budget.