

# FOUNDATIONS

## Creating a New Product Platform

### Ocean Spray invents the White Cranberry for Younger Consumers

**Situation:** Ocean Spray was losing market share in the mature beverage category. They needed to define competitively insulated growth opportunities that targeted new consumers. Ideally, it needed a new product platform opportunity to drive new growth.

**Strategy:** Establish a front-end innovation process based on best practices. Organize a dedicated, cross-functional innovation team, including internal and external participants for a broad perspective. Charge the team with developing a portfolio of new product concepts for potential platform-level opportunities.

**Tactics:** Using the framework of Innovare's front end process, team members developed insights on evolving science and technology, new consumer needs, and market trends, then used those insights as input for concept development.

In the Tech Explorer the team covered advances in agriculture, biotechnology, nutrition and health, consumer psychology, food processing, and packaging. A consumer exploratory defined the needs of various age groups in a range of product use occasions. The market trend exploratory covered leading research on buying patterns, lifestyle changes and evolving attitudes towards health and nutrition. From the discovered insights, the team created a portfolio of validated product concepts, from close-in product extensions to platform level innovations ready for phase review chartering.

**Results:** The company populated their product development pipeline and introduced a first category-defining new product platform, the White Cranberry which generated \$100 million in revenues in its first 18 months without cannibalizing the \$600 million Red Cranberry core business.



Learn more about Innovare's Customer-Centered approach to innovation!

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