



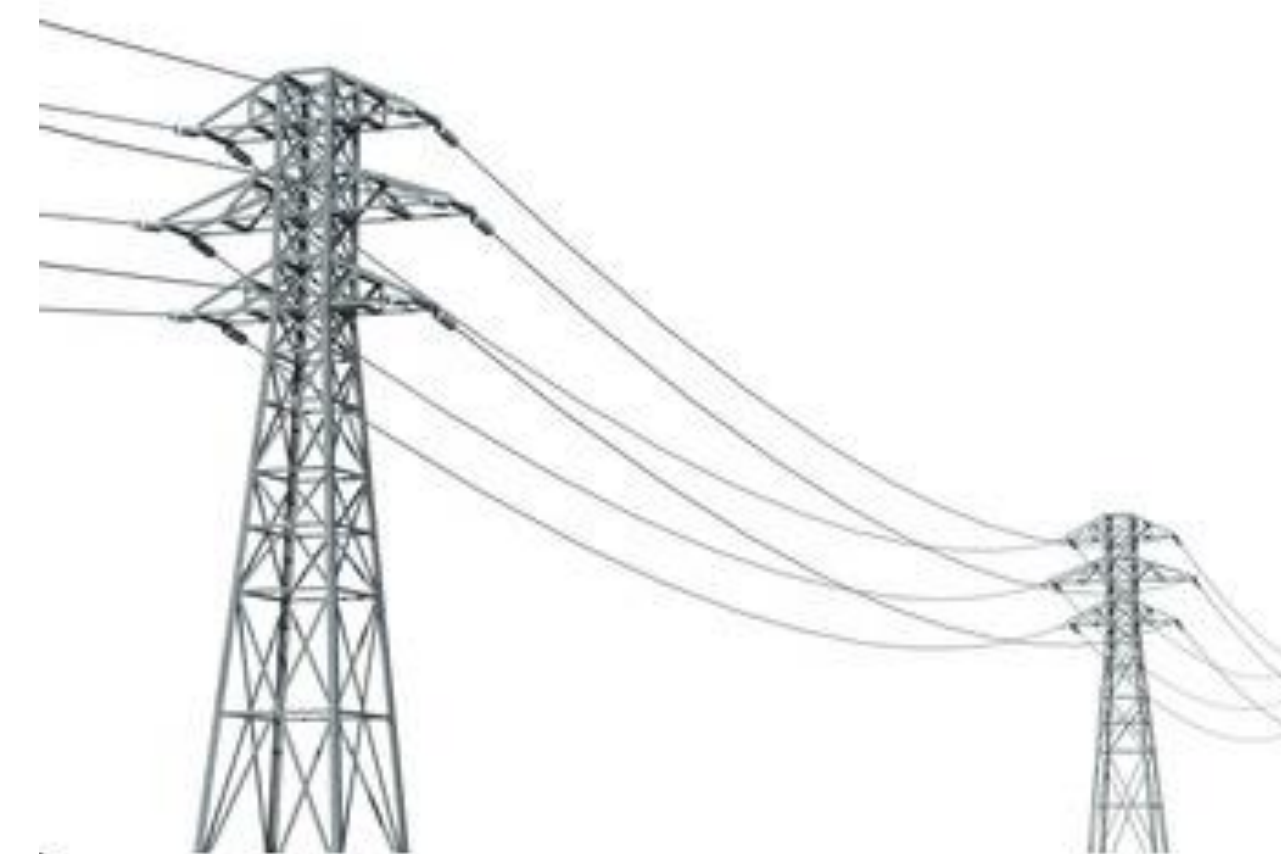
## THE BEST INNOVATIONS OF ALL TIME



more than  
2,000 years in  
the Ancient Roman  
period



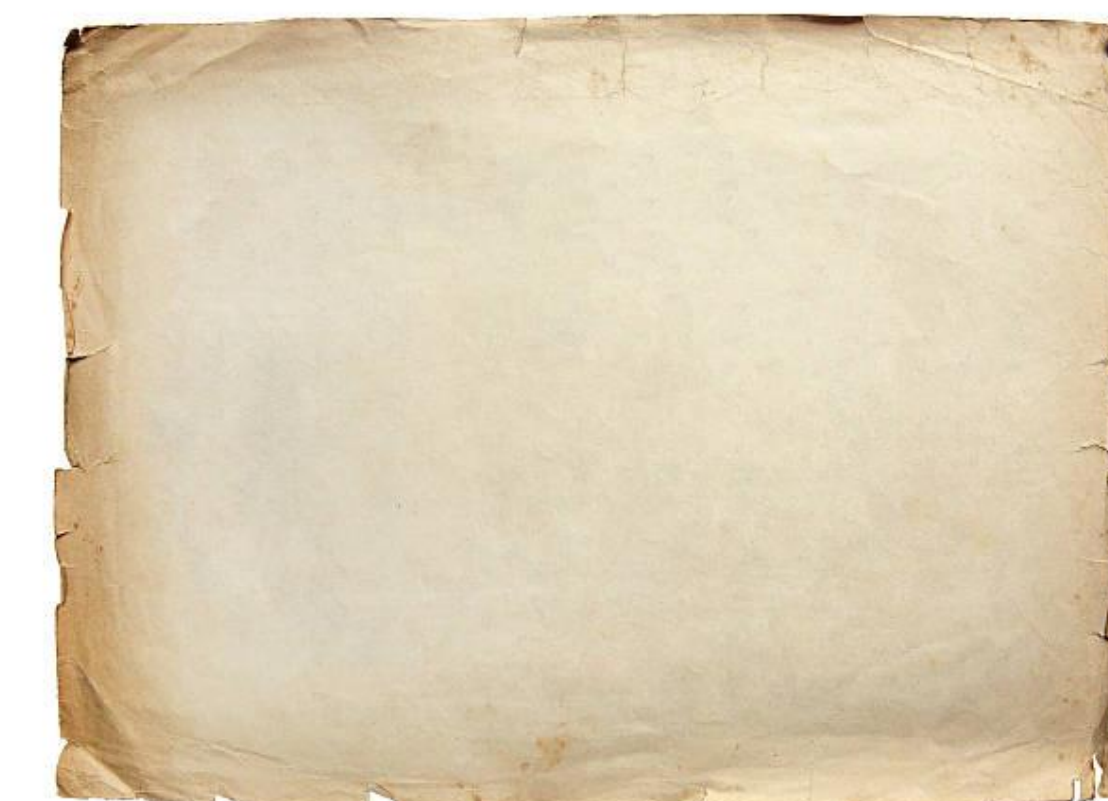
1.5 to 2 million  
years ago



Between  
17th and 18th  
centuries



Between  
1440 and 1450



100 B.C.



3500 B.C.



1971

## What are the rates of a successful NPD launch?

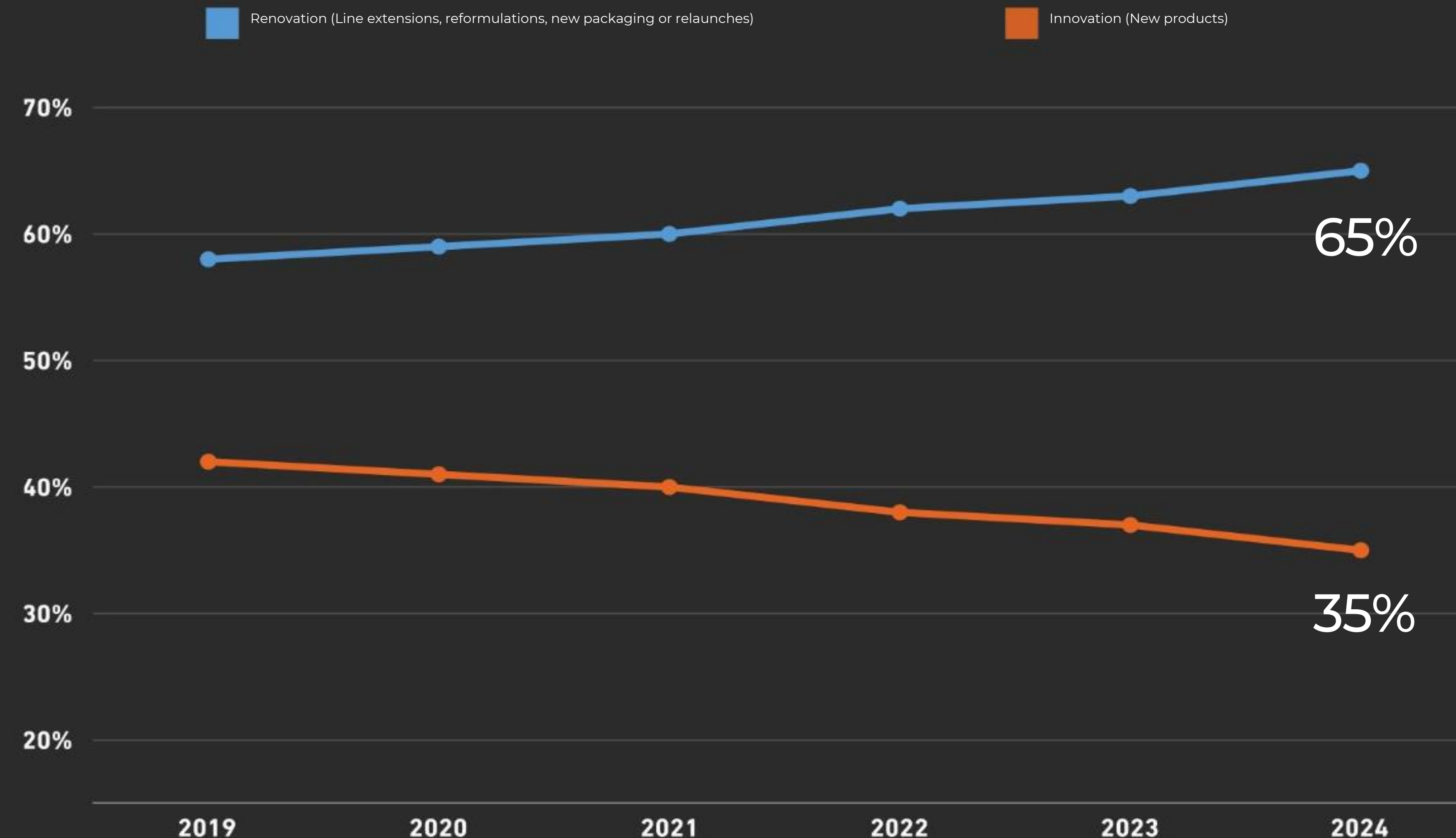
95%  
of new  
products *FAIL*

3%  
of new consumer  
products achieve  
long-term success

90%  
of product  
launches require  
post-launch  
adjustments

# Genuine innovation at an all-time low globally

Global: Proportion of consumer packaged goods launches, by launch type, January 2019 - May 2024

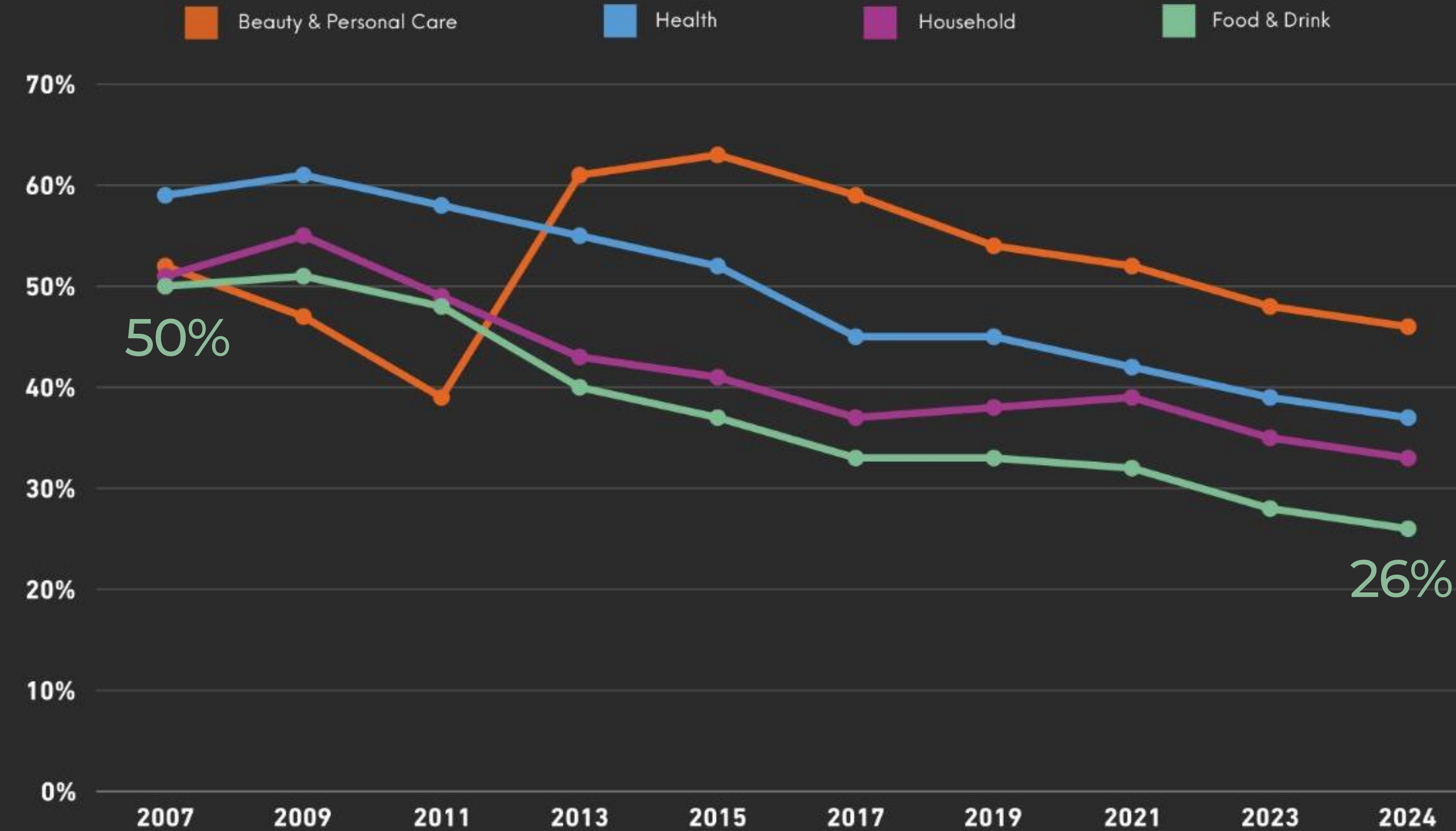


Source: Mintel GNPD

More than 30,000 New consumer products are launched every year

This is the lowest proportion of innovation Mintel has recorded since it began tracking new products in 1996

Global: Proportion of consumer packaged goods launches, which are new products, by industry, January 2007 - May 2024



Source: Mintel GNPD

Innovation has declined the most in food & drink  
 Only 26% of new products between January and May 2024 compared to 50% in 2007.

# Types of Innovation and Examples



Rethinking how existing technologies can be applied differently to create new opportunities to attract customers who haven't used the current offering before.



Refining and optimizing, ensuring that a product or service remains relevant and appealing over time.

Better rather than different.

MARKET	NEW	<b>Architectural Innovation</b> New market, existing technology 2	<b>Radical Innovation</b> New market, new technology 4
	EXISTING	<b>Incremental Innovation</b> Existing market, existing technology 1	<b>Disruptive Innovation</b> Existing market, new technology 3
		EXISTING	NEW

Creating new technology and opening new markets. Known for its transformational impact, high uncertainty, and breakthrough thinking.



# Innovations that 'made it' and some lessons learnt



# TUK TUK CHAI

*Making Tea  
Cool Again!*



Authenticity wins the game





MINTEL

CONSULTING

From the streets of India to the shelves of Britain...



Tuk Tuk Chai are bringing to consumers a modern take on the Indian super snack that keeps over 1 billion people fueled in the busy streets of India.



*Authentic Original*

Ready-to-drink black tea with milk



*Velvety Chocolate*

Ready-to-drink black tea with milk and cacao



*Aromatic Cardamom*

Ready-to-drink black tea with milk and cardamom



*Flavoursome Masala*

Ready-to-drink black tea with milk and spices

Tuk Tuk Chai uses humor, positioning the brand as 'fun' and 'young', targeting the younger generation tea drinkers.



Tuk Tuk Chai aims to convert young coffee drinkers to make the switch to chai via social media

In a world filled with coffee drinkers, drink iced milk tea

“When everyone else is drinking iced coffee and I rock up with my chai”

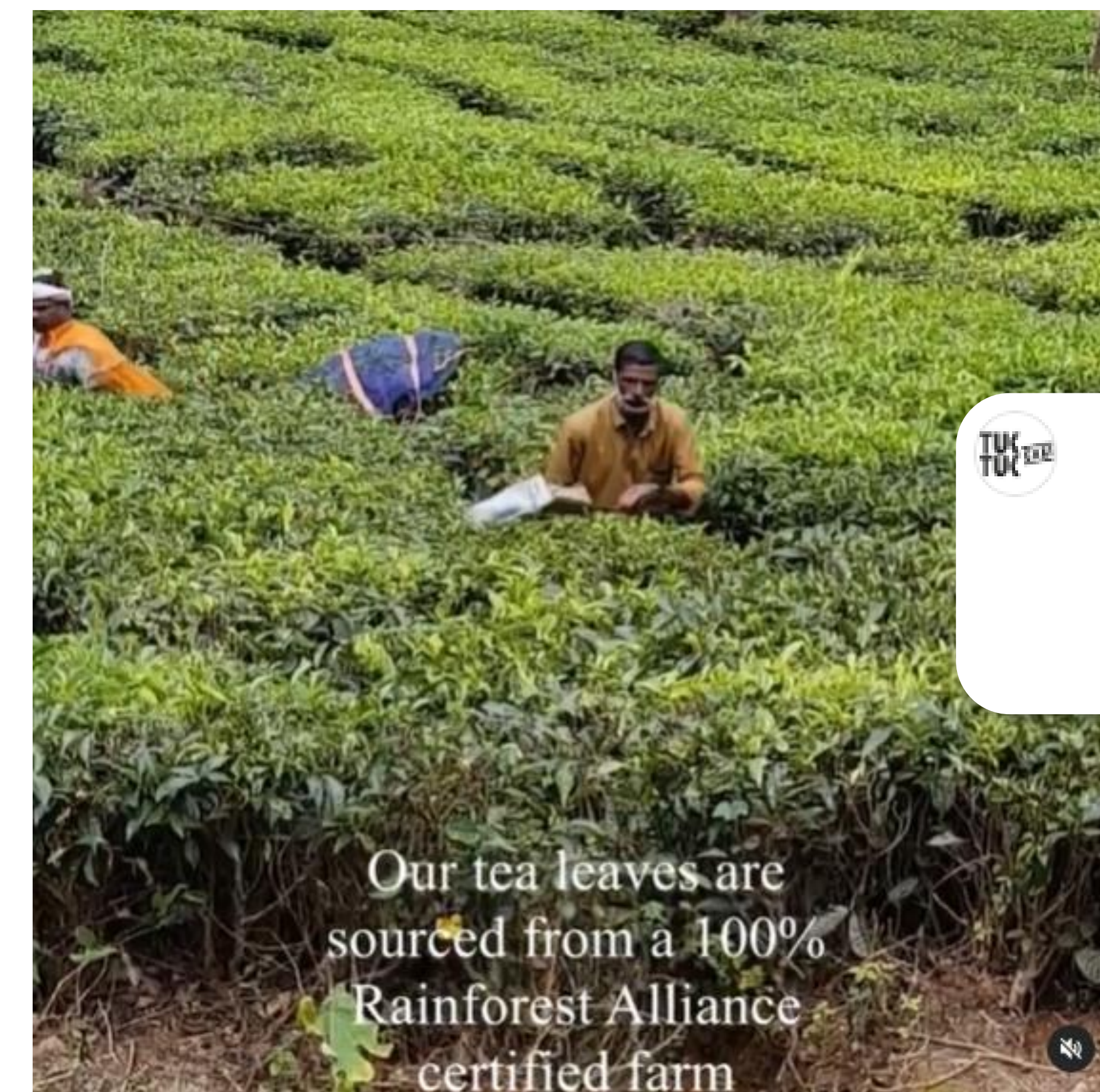
when everyone else is drinking iced coffee and i rock up with my chai

tuktukchai Move over coffee, it's time to give tea its mojo back

am i? #tuktukchai #wfh #fyp

# Authenticity and culture fusion is a strong element of the brand, paired with a eco-friendly story

The screenshot shows a social media post from 'Tuk Tuk Tea' (JE logo). The main text reads: "Two London Entrepreneurs bringing real Chai to the UK". A pink circle highlights the word "real". Below the text is a photo of a man and a woman. Three callout boxes with orange checkmarks highlight achievements: "Voted Most Innovative Product at prestigious Lunch! 2017 trade show", "Finalist of the 2017 Virgin Foodpreneur competition", and "Reply to tuktukchai..." at the bottom.



tuktukchai Beautiful Kerala & some of our lovely tea leaf pickers! We are so grateful to have been able to make it back to India to see the production of our chai in it's entirety, and are so proud to see how far we've come. It was a pleasure to meet & chat with these wonderful women who pick the leaves to create our delicious chai 🍃❤️

## Cultural fusion in a traditional tea market

Standing out by offering authentic chai sourced from India itself, blending tea with spices and capturing the traditional Indian tea experience appeals to a wide audience.



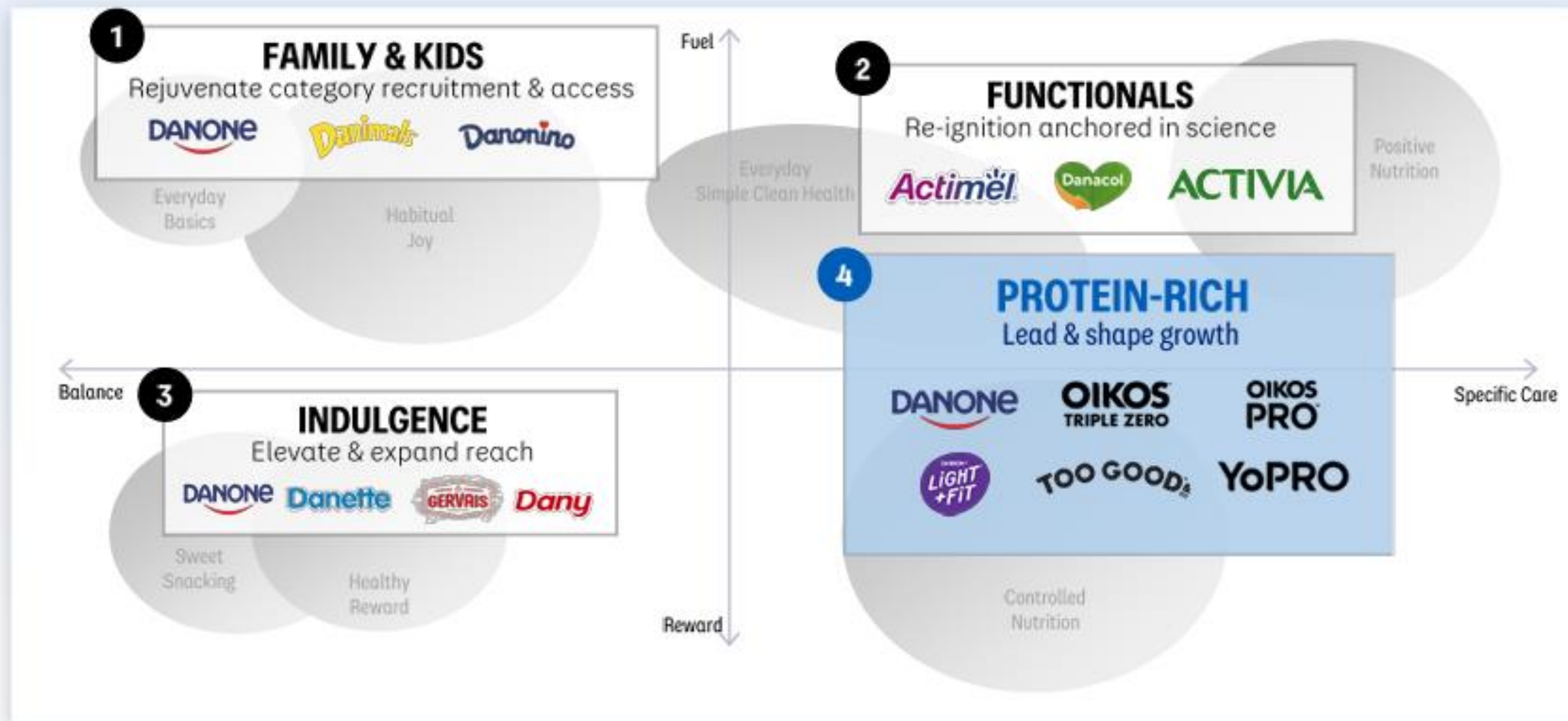
# Carving out a differentiated Protein Portfolio

DANONE  
**YoPRO**



## CONSUMER CENTRIC YOGURT STRATEGY

CLEAR PORTFOLIO SWIM LANES. PROTEIN LEADERSHIP AT THE CORE.



## DIFFERENTIATED PROTEIN PORTFOLIO

ENABLED BY PROPRIETARY SCIENCE



Danone's differentiated yoghurt strategy for protein leadership

# YoPro's yoghurt portfolio has driven sales 9x since 2019



## SCALED EXECUTION

COMMERCIAL, GEOGRAPHIC, AND BRAND EXPANSION

### GEOGRAPHIC EXPANSION



across Europe & Japan

### INVESTMENT QUALITY & QUANTITY



Feed your progress

### MAXIMIZING COMMERCIAL RUNWAY

CORE OPPORTUNITY TO 90% ACV



## YoPRO

HiPRO GetPRO



9x Net Sales since 2019

#1 Yogurt Category Growth Driver MAT '24

### SUPERIOR PROPOSITION

On Taste & Functionality



RECOVER, REBUILD & STRENGTHEN MUSCLES\*\* + REDUCE FATIGUE\*

#1 Product Superiority

### STRENGTHEN EQUITY

Driving Demand Power



### EXCELLENCE IN EXECUTION

Screen-to-Shelf



For active people with the desire to exercise well, eat well, and ultimately maintain a healthy lifestyle.

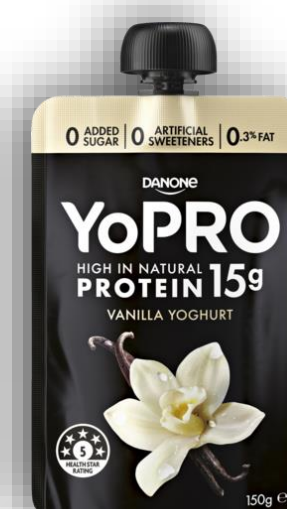
# Across the years, YoPro continues to innovate, signaling the growth of the high-protein space



Spoonable yoghurt

2016

Drinking Yogurt



2018

Flavoured Milk - Drinking Yogurt - Smoothie - Milkshake



2019

Dairy free yoghurt alternative



2020

Hyperproteic Milk



Skim milk



Skimmed Yogurt



Protein Bar and ice-cream popsicles



YoPro Perform



2021

Frozen Dessert tubs



2022

Skimmed Yoghurt Shots



2023

Lactose Free Yogurt Drink



2024



## Seek out untapped opportunities in a booming high-protein space

Danone saw protein as one of the largest, most **durable growth opportunity** in the food and beverage landscape. Protein needs are relevant across all life stages and across multiple type of lifestyles.



Refining your brand to better connect with your target market



# US: The coconut water war

"A premium coconut water drink"



Michael Kirban



Mark Rampolla



2004



20% for \$15 million

100%

2009

2013



Mark Rampolla

Reacquired by Mark again and is called "Zico Rising"

2021

# US: The coconut water war (cont.)



Signed a distribution deal with Keurig Dr. Pepper

2009

Vita Coco's rise has been extraordinary, with sales up 78% (CAGR) between 2011 and 2014.



Celebrity investors

Rihanna became the public face of the brand in 2011 and 2012

2010

2011

2012

Vita Coco owner is planning an IPO at over \$2 billion value

2021

# Reinventing Vita Coco to appeal to their drinkers



## Vita Coco's reinvention: How reassessing its customer base is paying off

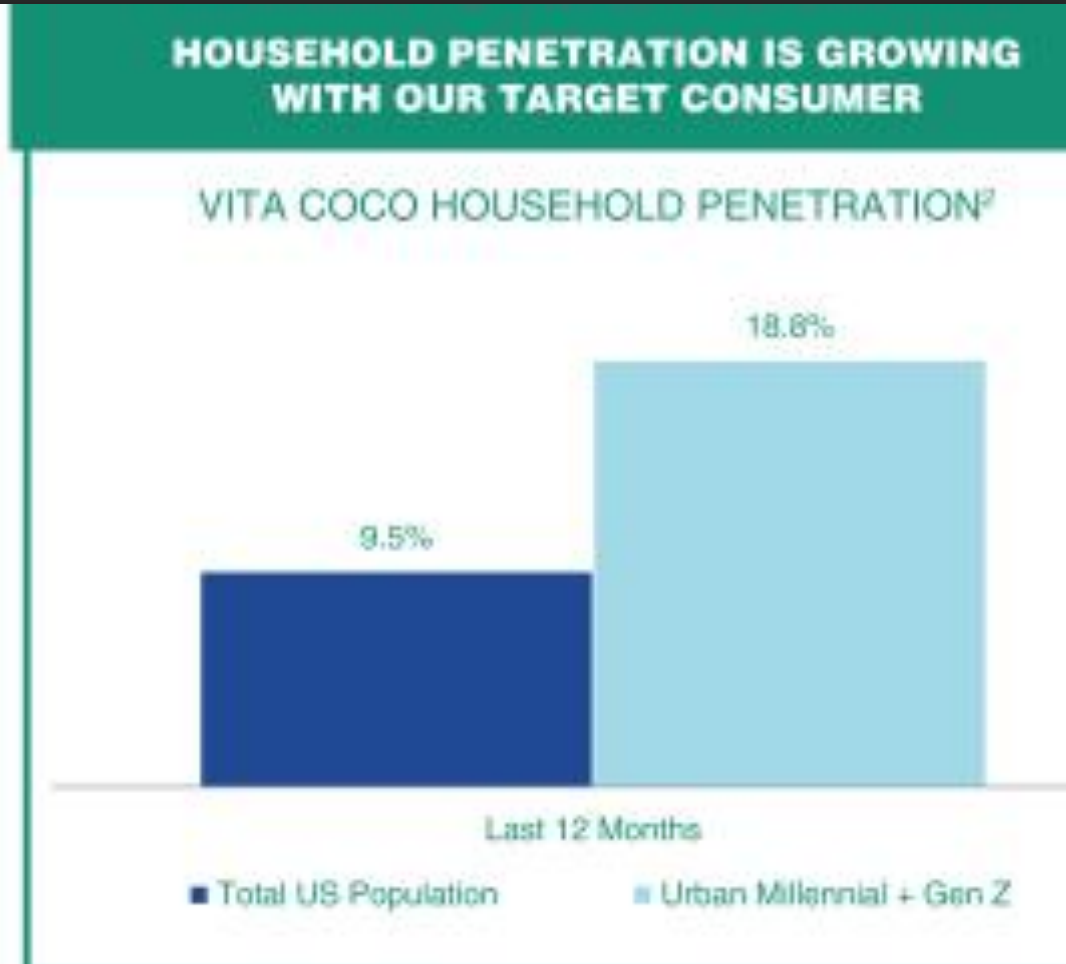
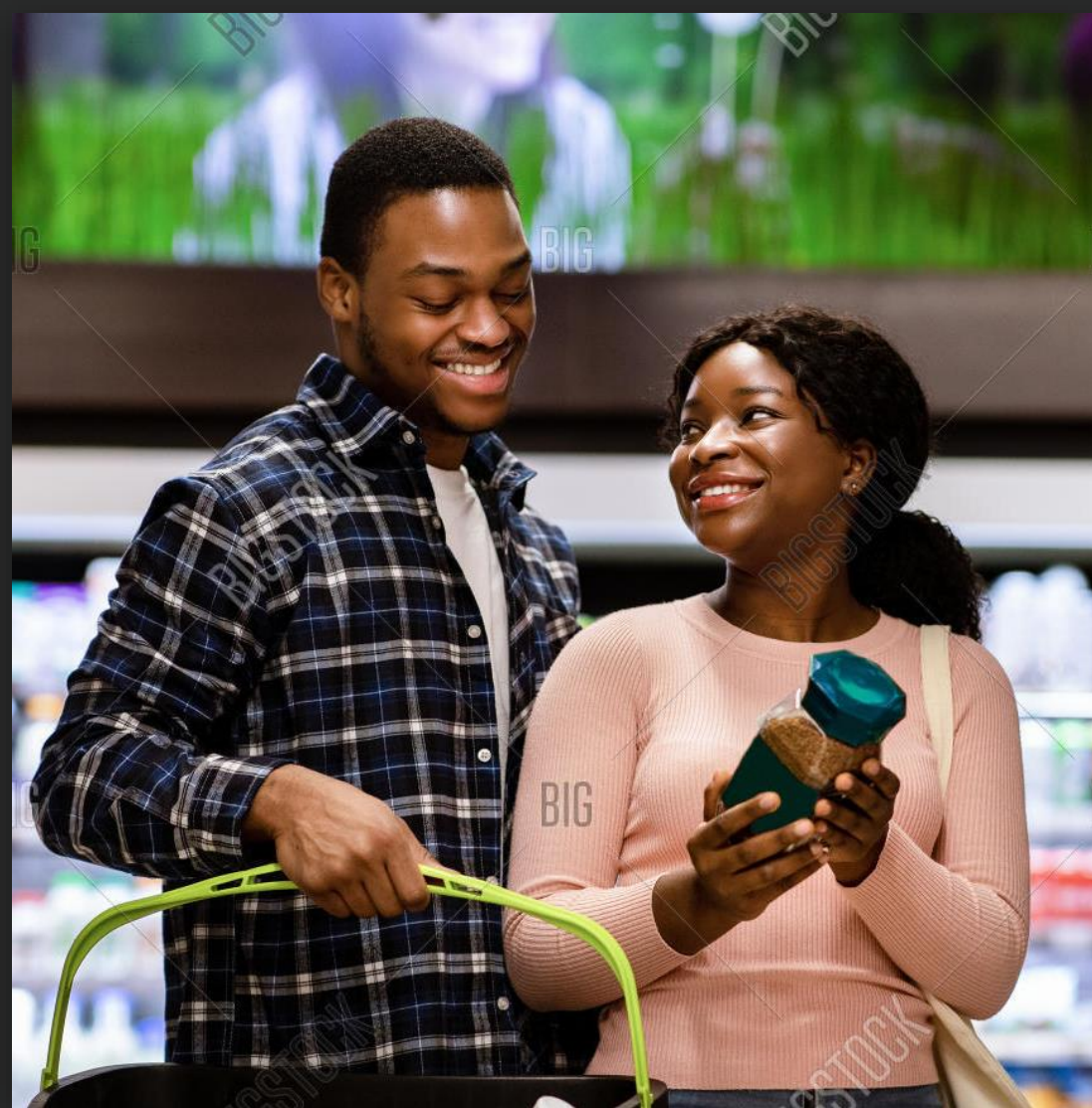
The New York company has watched its sales and marketing soar as consumers gravitate toward its better-for-you offering and industry giants such as Coca-Cola exit the category.

Published Jan. 25, 2023

Yoga mums and people who shopped at Wholefoods and natural specialty stores

**\$300**  
million in 2019

Younger, urban and multicultural



MINTEL

CONSULTING

## The key marketing strategy had to change...



Celebrities touting the efficacy of the product and authenticity of the brand as their reasons for betting on coconut water

Vita Coco has elevated social listening as a key part of its efforts to drum up buzz on TikTok, introducing the brand to multiple use occasions.



"We introduced TikTokers to our brand, but instead of in a brand language, it was in theirs".

## Know your customers and move quickly amid rapid shifts in consumer trends

“The consumer has changed and the brand has become younger than it was ever before,” Kirban said. The influential spending power of Millennials and Gen Zs makes it essential to for the brand’s presence on social media to reach these consumers.



Putting  
**ATTRIBUTES**  
over BRAND





# The Power of Packaging: Prioritizing Product Attributes Over Brand Name

That first design wanted to tell consumers EVERYTHING.

6 messages!

Good source of **protein**

All Natural

**7g** Protein

**70** Calories



Brand

Light Ice Cream

**4g** Net Carbs



What do consumers value?

Oh, that I can have AN ENTIRE PINT OF ICE CREAM for 240 calories!

KEY DIFFERENTIATOR



The quality of the ice cream wasn't holding up when shipped and stored.

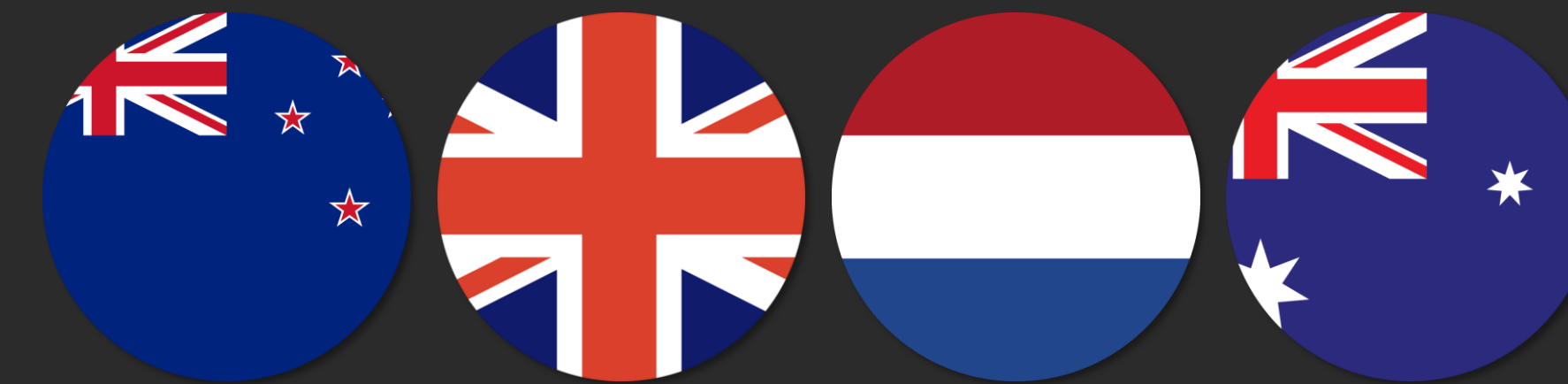
“... by the time the end customer had it... It would be chalky or sawdust.”

2012



- A significant change to the formula
- Total look & feel refresh took them to the next stage.

2015



The brand launched internationally and debut 10 new flavours!

[GQ](#) journalist wrote about what happened when he ate nothing but Halo Top for 10 days.

What its like to eat nothing but this magical, Healthy ice cream for 10 days

2016



- August 2017: Halo Top [became](#) the top-selling pint of ice cream in the US
- November 2017: Time Magazine named [Halo Top](#) as one of its top inventions of 2017. Opened three scoop shops in Los Angeles since November 2017

2017

## How Halo Top's Redesign Led to \$347 Million in Sales

Ignored



Mid-2015

\$347M!



“Pretty, Instagram-able packaging that serves as a billboard on a shelf,”

says Bouton,  
COO of Halo Top.

## The Results From Obscurity to Industry Leader

In 2017

Halo Top went from obscure to \$347 million in sales, triggering a raft of competitors and an acquisition.



In 2019

Halo Top sold with a reported valuation of \$2B.

# Lead with What Matters

A In a crowded market, consumers aren't looking for a brand they've never heard of—they're looking for a solution to their needs.





Create an authentic product



Seek out untapped opportunities suitable for all life stages



Be agile amid rapid shifts in consumer trends



Clearly communicate the benefits