



FMCG Sales & Marketing Best Practice Benchmarking Studies

2006 Program

Welcome to Benchmarking AIP™ and your journey toward best practice!

Don't miss this year's unique opportunity to:

- Find out what your peer group are doing better than you
- Prioritise your strategic focus & resource allocation to deliver maximum return

This booklet provides you with all the information required to make your wise and informed decision to take participate in the 2006 Benchmarking AIP™ FMCG Sales & Marketing program:

2006 PROGRAM KICKING OFF NOW ...

To confirm your participation please:




-  phone (02) 8873 0801
-  email AIP@realworldmarketing.com.au
-  fax the order form (last page) to (02) 8873 0999

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2006 Best Practice Benchmarking Studies:

1/ BRAND MANAGEMENT

Amplifying performance: The constant challenge for today's Brand Managers

Successful development and leverage of brands is the core driver of long term profit growth for most manufacturers. The effectiveness of your marketing team has never been more critical to your performance. Where should you focus your efforts to help the whole team "raise their game"?

3/ CATEGORY MANAGEMENT

Now a "must do" business practice in Australia

Successful development of longer term strategic partnerships based on shopper needs is becoming central to business success. This requires the understanding and engagement of category management principles and practices right across your business. Where do you need to improve to ensure you are the partner of choice with your key customers?

2/ CUSTOMER MANAGEMENT

Filling increasingly bigger shoes: The Account Manager's valuable role

Today's Account Manager is a long way from the hard nosed negotiator or relationship visitor of old. Today they manage sizeable business units with full accountability for all aspects of the 'mix' and need to be a valuable source of advice and support to your customer's business. Where can you work to maximize your effectiveness in dealing with your key customers?

4/ NEW PRODUCT DEVELOPMENT

Fewer, better, faster. Can you keep up?

The pressures on manufacturers to demonstrate leading edge thinking be innovative have never been greater. The continual delivery of successful new products is a key success factor in fighting for market share growth. How effective are you at Innovation and how can you improve efficiency in your process?

5/ INSIGHTS MANAGEMENT

Sound strategies geared for results. Do insights under-pin your thinking?



To be effective in sales and marketing in today's competitive environment, strategies must be based on needs-based insight (consumer and shopper). How does your business integrate insight into strategy and are you getting the right types of insight to drive effective strategy implementation & outcomes?

Note: these Benchmarking studies are best completed by the Functional Team as team learning exercise.


Key Deliverables:

Each Best Practice Benchmarking Study will deliver the following:

1. Overall findings of the study area:

-  What Best Practice is across each functional practice.
-  What the industry and your Peer Group*:
 - Does well vs best practice
 - Does poorly vs best practice

2. Your results:

-  What your business does well / poor and how you compare to:
 - best practice
 - your peer group
 - the broader FMCG industry

..supported by insights and hard metrics.

3. Your weak spots hindering your performance





4. Your priorities for strategic focus & resource allocation

...3. & 4. presented in the format of report an interactive decision tool, matrices and action planning templates

5. Tailored Workshop an “Action Planning” session with your team & cross-functional business

6. Study Group Seminar chance for all participants to come together and discuss best practice











Key Benefits to Your Business:

-  Expose critical issues to in a constructive way to cut through internal debate
-  Provide external peer group comparisons as hard metrics
-  Access a solid information base for making strategic decisions & resource allocations
-  Engage the cross-functional business – ensuring commitment and follow-through of your action plan

Key Questions Answered:

-  **What are our peer group doing better than us, and where do we fall short versus Global Best Practice?**
-  **How should we prioritise our focus & allocate our resources for maximum improvement in effectiveness as fast as possible?**

Under-pinned by an understanding of:

-  What is best practice within each study area?
-  How is each study area evolving in my industry?
-  What do the most successful companies do differently?
-  How do we compare against our peer group?
-  Do we have the right infrastructure and resource to achieve the best outcome by the most efficient means?
-  Do we have the right people with the right skills and capabilities?
-  Do we have the right balance of internal vs external focus i.e. do we give enough consideration to our customers and competitors?
-  Do we know enough about consumer & shopper needs?
-  Do we have the best processes and the right tools in place?
-  Do we manage our processes for improvement?

Study Methodology:

Each Best Practice Benchmarking study takes the form of a **quantitative questionnaire** which is completed **on-line** via a web link.

Data collection, processing and protection is managed by Australia's highly reputable and leading Independent Market Research Agency - Colmar Brunton Research (CBR).

Most questions in each study seek two responses:

- a. **Importance Rating** - How important you perceive this question area to be in affecting your business performance over the next 12 months:

High Importance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Low Importance
	1	2	3	4	5	6	7	8	9	10	

(in this way we can report not just where you differ from the average in performance,, but where you differ from the average on what participants agree are the most commercially important issues).

- b. **Company Performance Rating** – From a set of statements provided, you will be asked to select which best describes the practice as applied in your organisation (actual not desired):

Statement A	<input type="checkbox"/>	5
Statement B	<input type="checkbox"/>	4
Statement C	<input type="checkbox"/>	3
Statement D	<input type="checkbox"/>	2
Statement E	<input type="checkbox"/>	1

Your importance and performance factor scores are then benchmarked against 3 comparisons:

1. Best Practice

- how close are you to ideal practice?

2. FMCG Industry Average

- how close are you to the average performance of all participants?

3. Peer Group Average*

- how close are you to the performance of your self-selected peer group of companies?

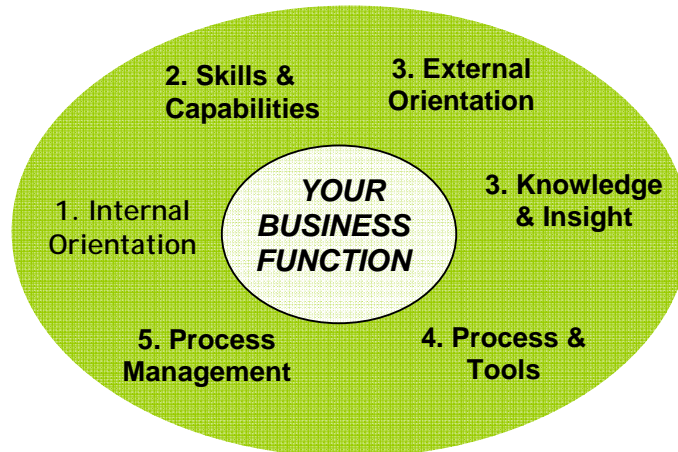
Peer Group Benchmark: 3-5 companies you select as a more focused comparison alongside the FMCG Average comparison e.g. perhaps of 'like companies' or companies to which you aspire.

Note: FMCG Average and Peer Group responses are reported in aggregate to protect individual company performance scores - you will of course see you own specific scores.

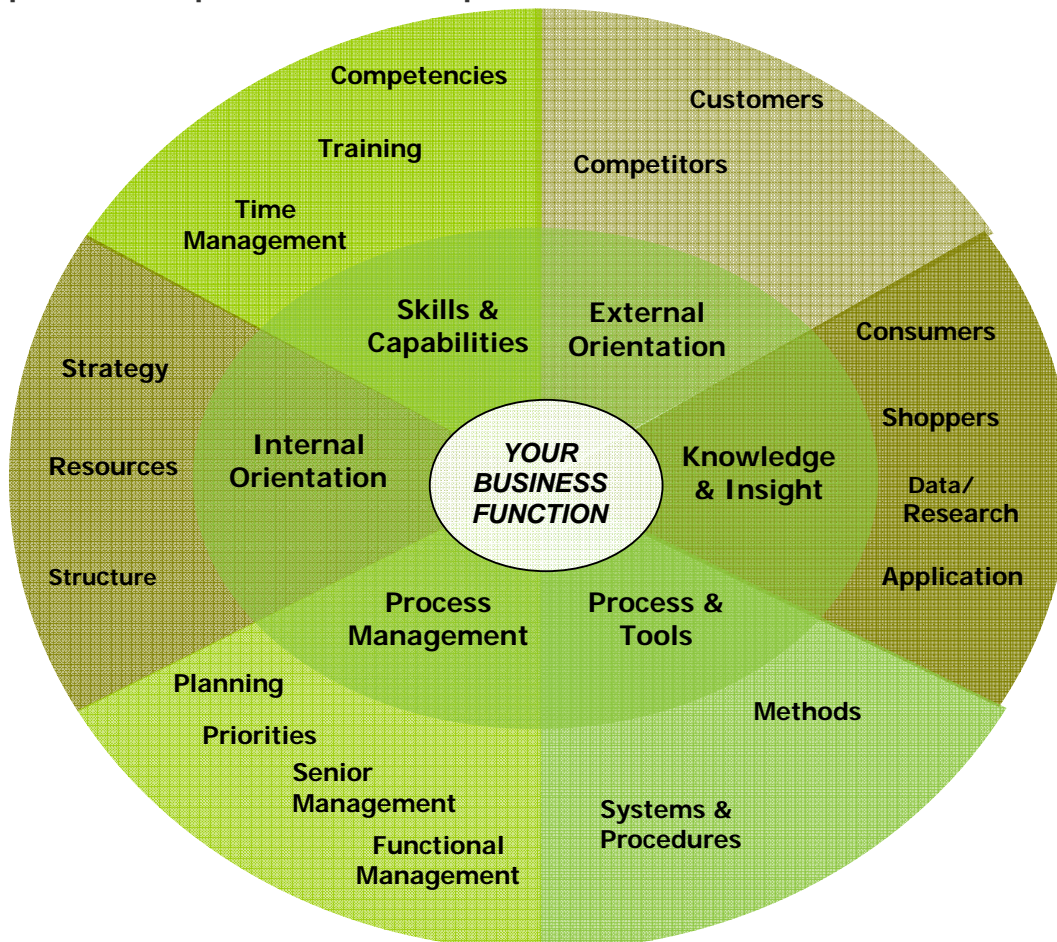
Study Content:

Each Best Practice Benchmarking Study is based on Global Best Practice, designed by functional/discipline experts, piloted internationally and executed locally by some of Australia's leading FMCG companies.

Each study follows a comprehensive structured format – assessing six fundamental focal areas around the core of your business function:



Within each of these six fundamental areas, an in-depth assessment of the practice and performance is acquired:



The Benchmarking AIP™ Advantage:

- **Best Practice** - each study not only shows you how you are performing relative to other companies but to best practice – providing you with a Best Practice road map.
- **Peer Group comparison** - you get to self-select for a more direct comparison to companies you are specifically interested in comparing your performance too.
- **Depth of Content** - each study area is assessed in-depth, giving you high quality, detailed learning and top line benchmarks. As well as hard measures, we explore attitudes, opinions and experiences.
- **Self validation** - practices are weighted according to 'how important' each issue is amongst participants – allowing you to assess how you compare on the areas that most impact commercial performance. Put simply, it shows you where you perform worse than your peer group on the most important issues.
- **Highly useable outputs** – hard Metrics reported via an Interactive Decision reporting tool, Matrices and Action Planning templates.
- **Developed for FMCG companies** - by experienced FMCG practitioners and based on global best practice.
- **Internal Workshop** – a fully personalised, cross-functional workshop will be facilitated by Real World Marketing based on the findings. These workshops have proved essential in deriving Action Plans from the data.
- **Study Seminar** – a unique opportunity to gather with your peers from participating companies to share and learn best practices and experiences in the particular area of focus.

Previous Participants:



Business Engagement Surveys

“Clarity of action plans, team alignment and business engagement are keys to leveraging the lessons learned and effectively managing the value from Benchmarking”. *Fortune 500 Magazine, 1996*

The “Business Engagement Surveys” are three short & simple surveys that will give you the powerful support you need to protect your Benchmarking investment and ensure your results.

These surveys require participation from your team and cross-functional business.

A/ COMPETENCIES & TRAINING (completed by Functional Manager)

Are your people operating at the right level?

The pressures you face in getting more out of less means that your people need to be the best. Understanding the current skill & capability levels of your staff across the fundamentals will allow you to make efficient decisions around training & support. Are your team operating at peak performance?

B/ FUNCTIONAL TEAM ASSESSMENT

(completed by each individual within the functional team)

Are the views of your team aligned to maximize your performance?

Do your team hold the same perspective toward their practice & performance to each other and to you? How do they rate their own competency levels? What are their views with respect to the organisational culture – does it support them? What is their view on their engagement with the cross-functional business? Do you have internal issues to manage before you can get the best from your benchmarking insights and action plans?

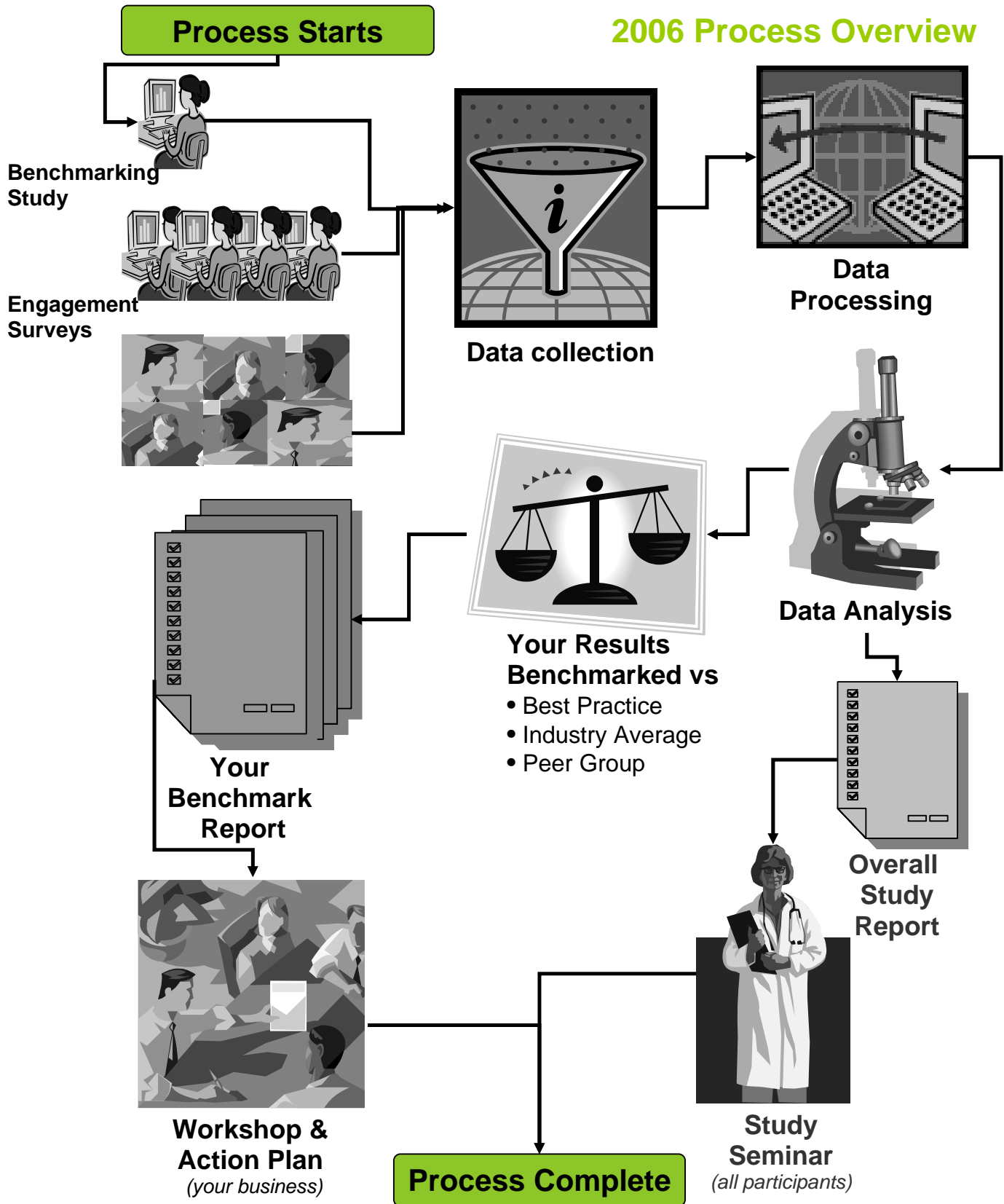
C/ CROSS-FUNCTIONAL TEAM ASSESSMENT

(completed by a senior manager from relevant function)

Is your business in support of your endeavours?

Your ability to perform as a function is largely dependent on the level of understanding and support you have from your broader business. In order to manage the way in which the business supports you, you need to be aware of how your cross-functional peers perceive the competencies, practice, performance of your function and engagement of your team with their own.

2006 Process Overview



Program Investment:

	Key Deliverables	Total Program (all 5 studies)	Two Studies	Singular Study
Best Practice Benchmarking Study	<ul style="list-style-type: none"> - Study Report (Average findings & implications) - Customized Benchmark Report (your scores vs Best Practice, Industry & Peer Group) - Study Seminar - Tailored Action Plan Workshop 	30% discount	15% discount	List Price
Engagement Surveys	<ul style="list-style-type: none"> - Competencies & Training - Functional Team Assessment - Cross-Functional Assessment 	30% discount	15% discount	List Price

For List price details, please contact us on (02) 88730801 or email AIP@realworldmarketing.com.au.

Payment terms

50% of your participation fee will be invoiced on your written agreement to take part, payable before the survey takes place and 50% will be invoiced on issue of the report.

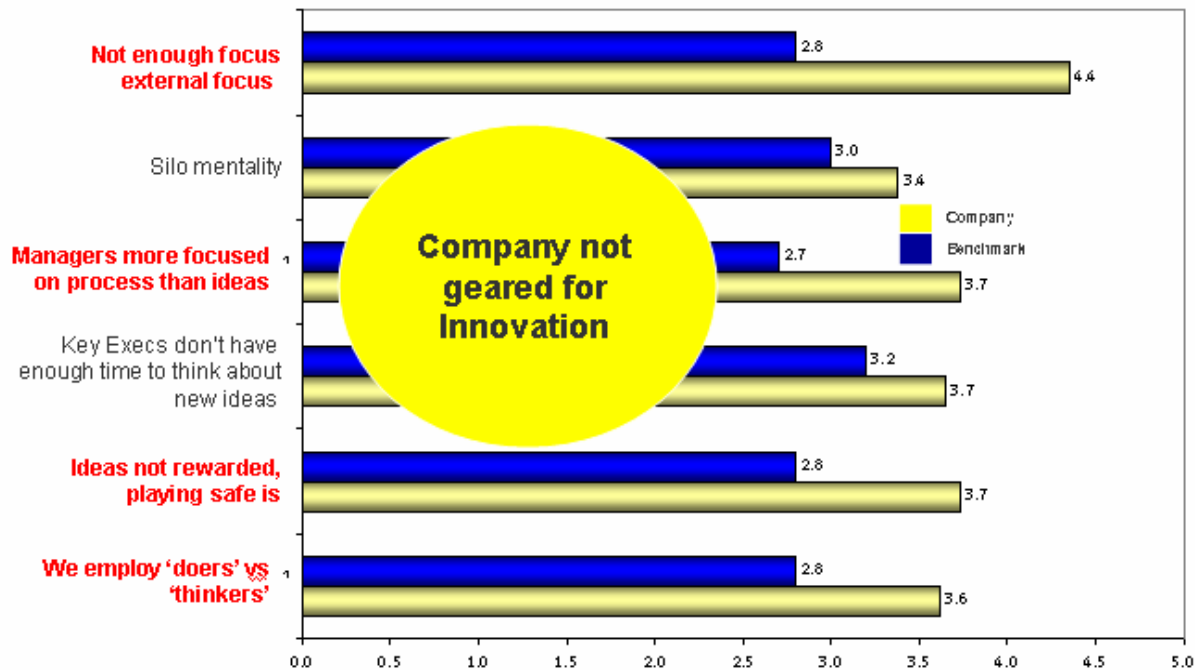
Case Study

Prior NPD Study

Company:	Sample Company
Study:	New Product Development Best Practice
Benchmark Group:	<ul style="list-style-type: none"> ▪ 1 key competitor ▪ 4 market leading companies in other progressive industries
Key Findings:	<ul style="list-style-type: none"> ▪ Culture not geared for Innovation ▪ Under-performance in Stage Gate <p>2 weak spots:</p> <ol style="list-style-type: none"> 1/ Concept Assessment 2/ Launch & Follow-up
Key Action:	<ul style="list-style-type: none"> ▪ Cultural Transformation Project ▪ Horizon Planning ▪ Benchmarking Weak Spot Action Plan – Continuous Improvement planning ▪ Appointment of Innovation & NPD Manager

Barriers to Innovation

Thinking about the reasons why innovation might not take place to the extent it could - to what degree are the following barriers in your organisation?

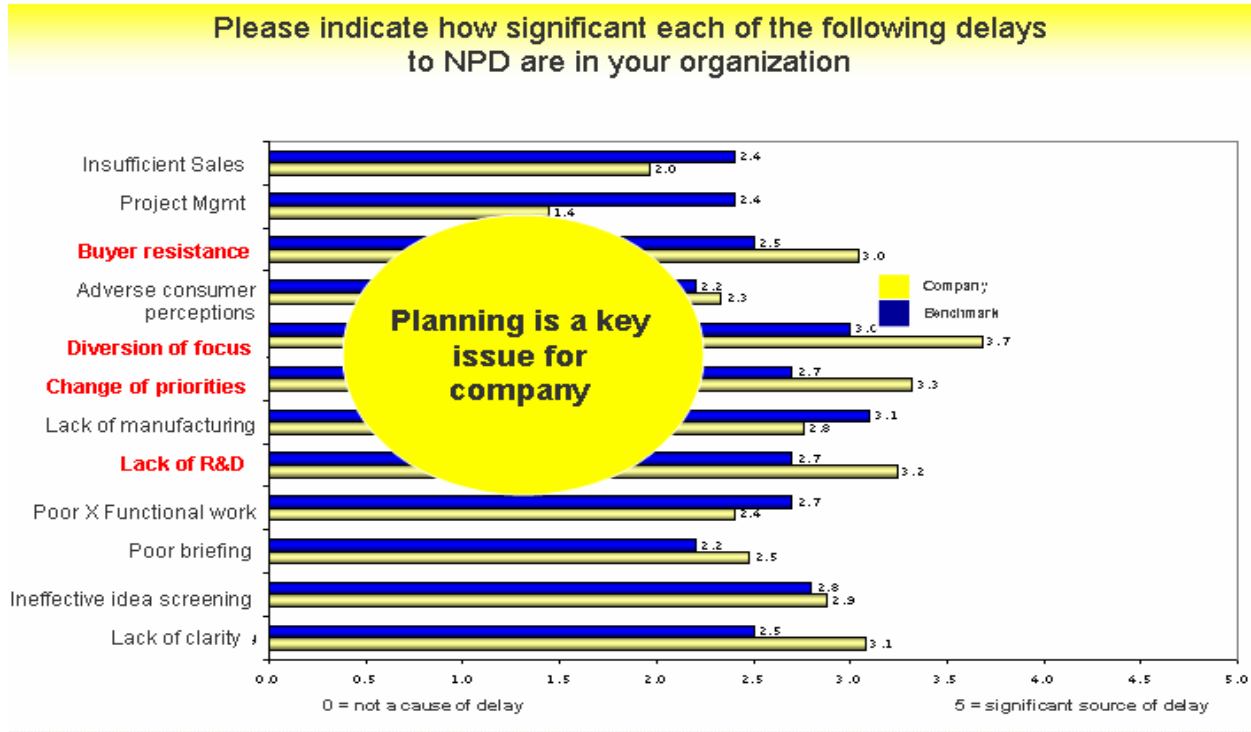


NPD Culture Assessment

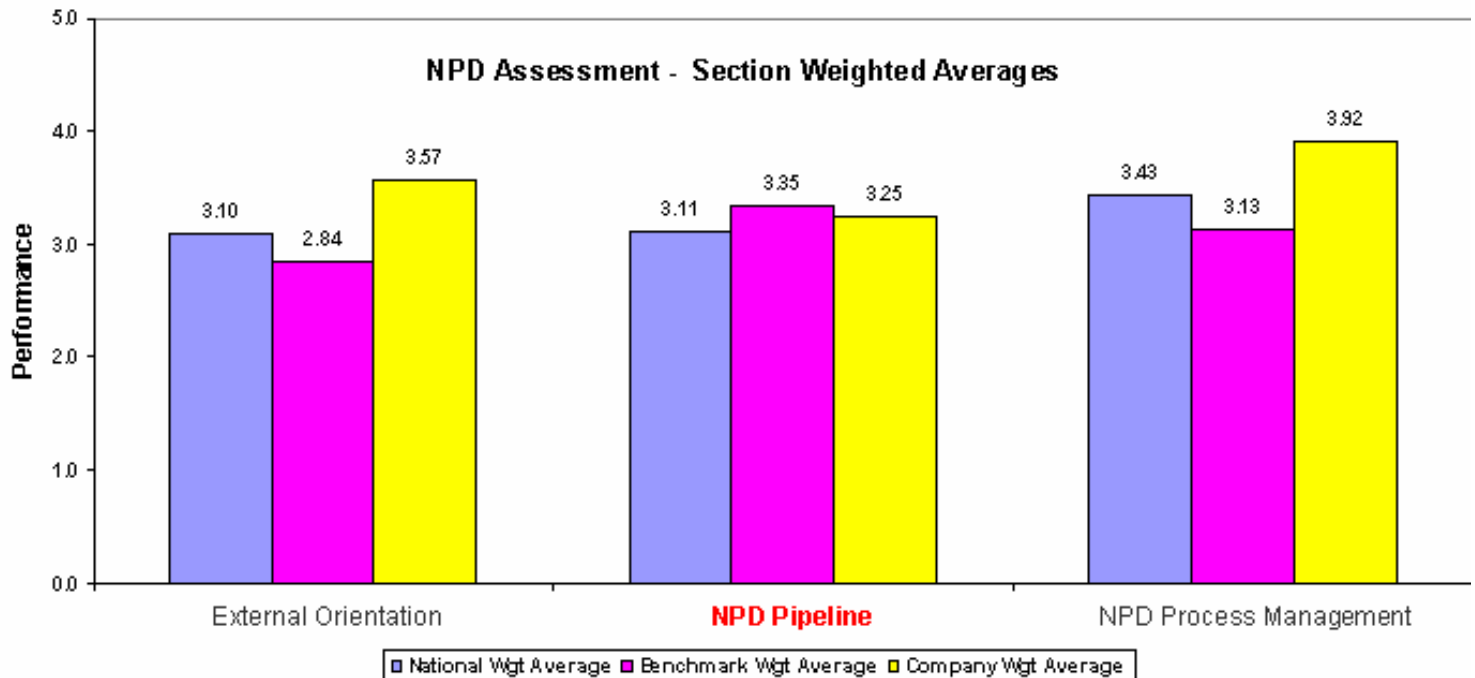
Please indicate how like or unlike your organisation is to each of the following statements



Delays in NPD Launches

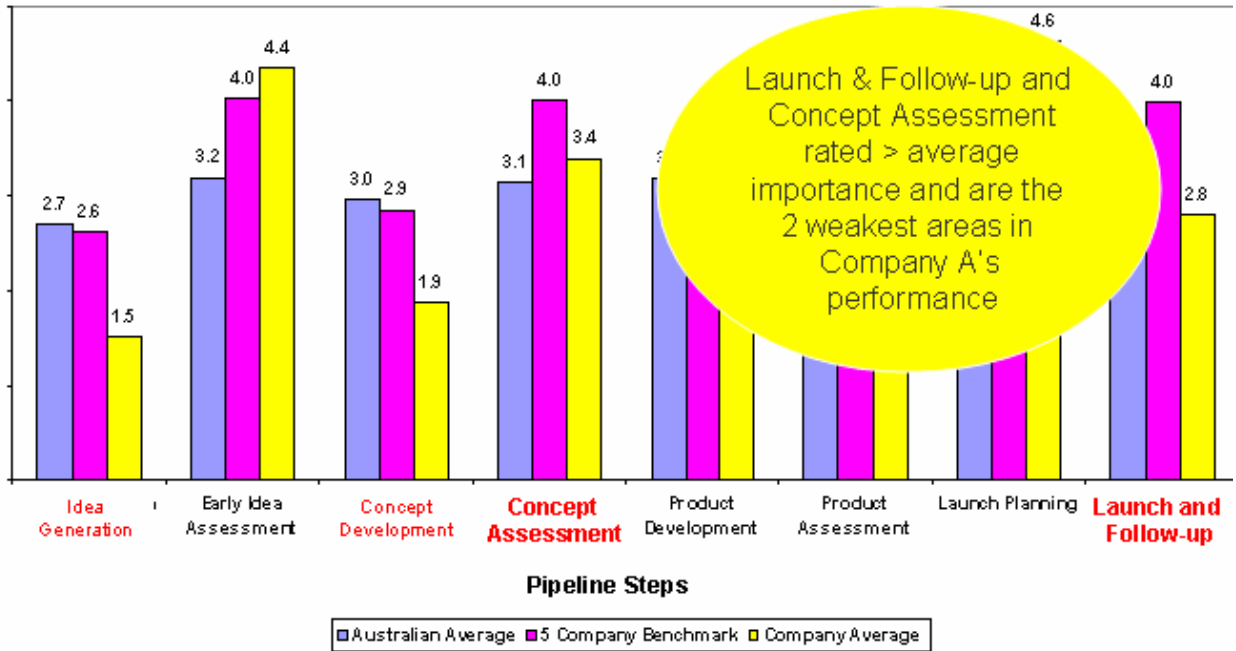


The Weak Spot – Stage Gate



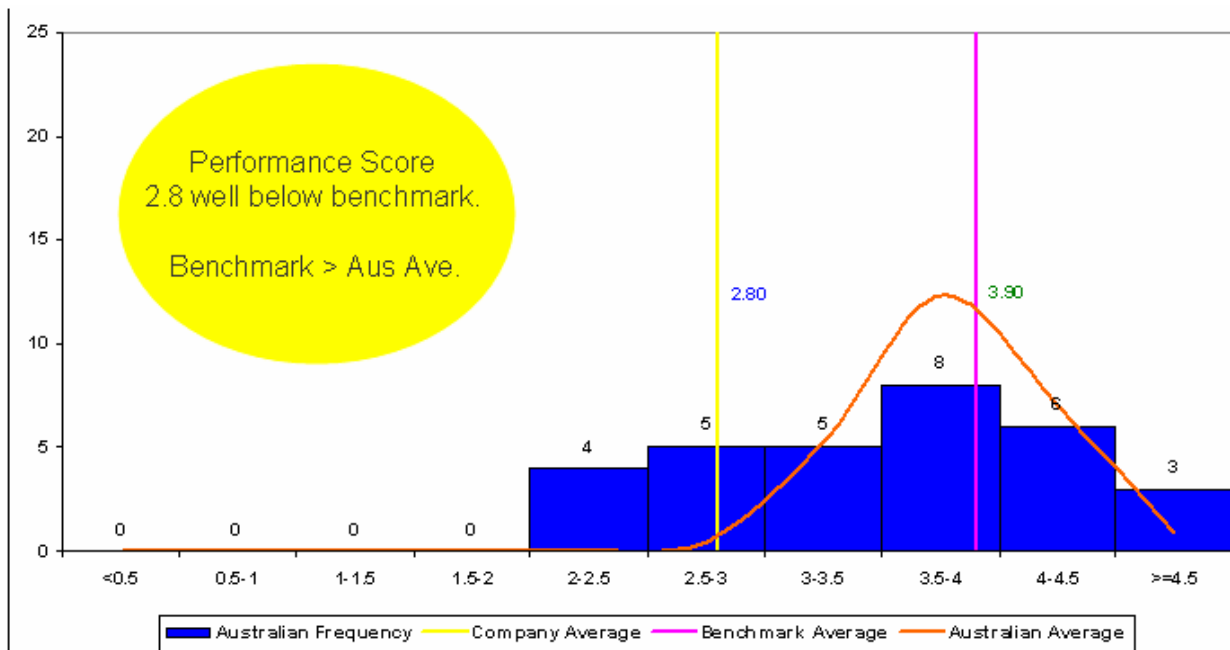
Key Areas Undermining Stage Gate

NPD Pipeline Assessment



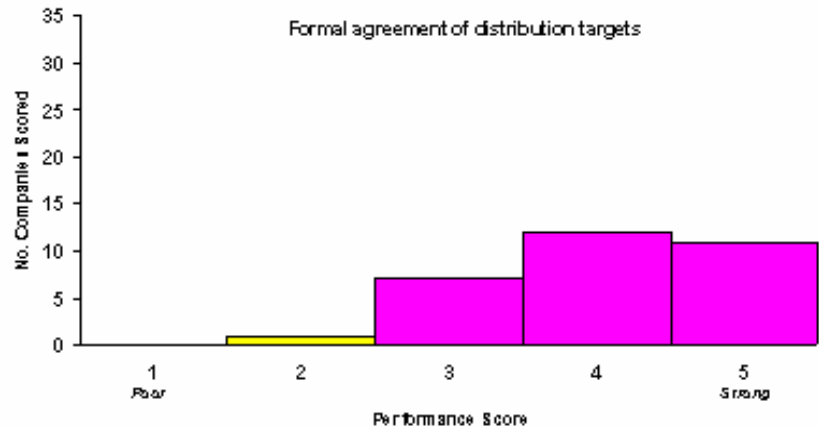
Note: Idea Generation & Concept Development weak but deemed as less important

Drilling down to 'Launch & Follow-up'



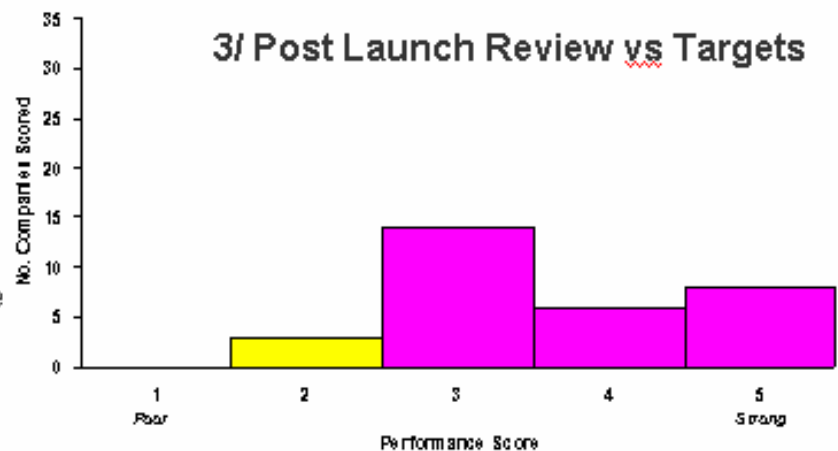
Poor Process with little Sales Input

- Forecasts signed-off at total level only
- No strategic planning for channel/account ranging (all products generally offered to all accounts)
- No confirmation or forecasts provided by sales prior to launch (sales input during Concept Development only)



Extremely Poor Post Launch Review

- No formal review criteria (ref. poor target setting)
- No formal review process or milestone tracking or performance review
- New products tend to stay in range whether or not they are performing



Benchmarking Action Plan

Weak Area	Focal Points	Action	Who	When
Internal Orientation	Barriers to Innovation	<p><u>Cultural Transformation Project.</u></p> <p>Innovation Manager to be appointed to head-up process and facilitate through the business.</p> <p>Management to address short-term focus issues. - more emphasis on communication of business strategy and long term planning through all levels of the business. - Business & Functional Strategy <u>Roadshow</u></p>	MG	10/05
	Delays to NPD	<p>Long term planning to be driven through all business plans. Horizon system to be developed.</p>	Mgmt Team	02/06
			PF	02/06
	Cultural Assessment	<p>Innovation Manager to be accountable for NPD Process Management and Benchmarking Action Plan implementation and Continual Improvement planning. Targets to be set to improve performance <u>vs</u> benchmark.</p>	TBC	

Weak Area	Focal Points	Action	Who	When
Launch & Follow-up	Margin / Deal Parameters	<p>1/ Sales Release Pack to include: - Minimum & maximum pricing guidelines - Strategic 'dos' and 'don't dos' Checklist for deals.</p> <p>2/ Approval process established for offers outside of guidelines.</p>	AG	10/05
	Distribution Targets	<p>1/ Product Assessment/sign-off to include forecasts by key account supplied by each key account manager, signed-off by sales director.</p> <p>2/ Three and six month review targets to be set with formal review scheduled with key account manager and brand manager.</p>	DJ	10/05
	Post Launch Review <u>vs</u> Targets	<p>1/ All new products to have 3, 6 and 12 <u>mth</u> targets approved by sales & marketing director and circulated to sales & marketing managers. Formal reviews set.</p> <p>2/ Formal criteria list developed to critique new products – stay/fix/delete – circulated to sales, marketing, operations managers post each review.</p>	DJ	10/05

Our People and Resources

Project Design and Management – Real World Marketing

Real World Marketing are specifying, planning and managing the Benchmarking AIP™ 2006 FMCG Sales & Marketing Program. Real World Marketing are about responding to real world business challenges and helping our clients improve their commercial performance. Benchmarking is a real world tool to help deliver real world focus and continuous improvement.

Real World has been operating in the UK since 1998, and has a track record of brand and customer management, innovation and category strategic thinking working in FMCG markets with retailers including Tesco, Sainsbury and Asda Walmart. Real World has recently set up offices in Sydney as a joint venture with Australia's largest Independent Market Research company Colmar Brunton Research. For more information visit www.realworldmarketing.com.au

Project Manager



As a Senior Consultant with Real World Marketing, Annaliese has enormous practical experience in a wide range of commercial marketing and sales roles. Annaliese manages our Benchmarking AIP™ program which is designed to assist businesses identify their key issues and opportunities to enable them to focus and prioritize their resources, build continual improvement into their business and strive toward best practice process and outcomes.

Project Directors



Roger Jackson, Managing Director of Real World in Australia, specializes in consulting on category management strategy, marketing strategy and shopper research. He has 20 years experience of sales and marketing issues in FMCG with UK companies including Unilever, United Biscuits and Kraft Foods preceding 5 years in consulting practice. He is a member of the Chartered Institute of Marketing, the Market Research Society and has an MBA from the Open Business School



John Mcloughlin, Director, Real World Marketing, Australia possesses 17 years sales, marketing and category experience. John's career began in 1989 with Rothmans UK. John then worked in various international markets in general management before joining The Coca-Cola Company in 1995.

At Coca-Cola John lead Customer Business Development, then developed Coke's Category and Channel Marketing Strategy, after which he lead the Innovation function before moving into marketing and General Management. In his most recent role John was responsible for leading Coke's Non-Carbonated Business Unit with the primary goal of broadening Coke's beverage portfolio John led category entry and innovation strategies that helped to achieve No 1 or two market positions in Water, Sports, and Ready to Drink Teas and to successfully enter the highly competitive Juice market.

Research Management – Colmar Brunton Research

Colmar Brunton will be undertaking the fieldwork for this project, including final questionnaire design, internet management, data analysis and reporting. Colmar Brunton are one of Australia's leading full service research companies with wide experience of leading edge practice in consumer and business to business research.

Their Marketing Science division bring unique approaches to converting data into useable insight and learning.

Research Project Leader

Adrian Morgan MA (Otago), QPMR | Account Director (Sydney)



Adrian is a services specialist and has been responsible for the design and analysis of several major business-to-business and consumer research projects for clients including Westpac, Nestlé, Pfizer, See Australia, Campbells Consumer Products and IBM.

Adrian completed a Master of Arts majoring in Human Geography at the University of Otago in New Zealand. Adrian has over six years marketing research experience and has been involved in a variety of research projects including ad and concept testing, advertising and brand health tracking, and customer satisfaction research.

Marketing Science

Chris Howden | Marketing Science



Chris graduated from Macquarie University in 1999 with a Bachelor of Science (Hons) majoring in statistics and ecology.

As one of Colmar Brunton's most experienced marketing scientists, Chris specialises in the FMCG and Service sectors. He has special areas of expertise in multivariate analysis techniques such as Cluster Preference Mapping, Brand Mapping, Needs Based Segmentation, Market Segmentation and Cluster analysis.

As well as univariate modelling techniques such as Driver, Threshold and Conjoint Analysis. Chris has also constructed a variety of statistical programs and software tools for our clients, including strategic evaluation tools, conjoint analysis tools, concept screening tools, customer satisfaction/perception indices suitable for tracking and sales and forecasting models.

During his time at Colmar Brunton Chris has spent considerable time working in the FMCG space and has the aptitude for selecting the advanced quantitative technique/s most suited to meeting the specific research brief. Whether this be NPD, product optimisation, pack design, concept screening or customer satisfaction/perception tracking.

Program Confidentiality

An important aspect of this study is its' complete confidentiality. Colmar Brunton will be collecting the data. Your individual data will not be revealed to any other company but used for the purpose of constructing the benchmark averages and to prepare a report for your eyes only.

Reporting will be down to sector level where at least 4 companies in that sector have taken part (ie yours and 3 others).

The Business Engagement surveys are also data protected with individual responses within a company remaining anonymous.

This survey is a tool for genuine constructive business change.

Terms & Conditions

1. **Acceptance** - Real World Marketing agrees to conduct the work outlined in the project proposal on the express condition that the client agrees to accept and be bound by all of the terms and conditions outlined below.
2. **Suitability of Products/Services** - Colmar Brunton undertakes all research projects to the highest possible standards, and in accord with the principles detailed in the ESOMAR Code of Conduct for Market Research.

The information and advice contained therein is believed to be accurate at the time of publication. However, no warranties in relation thereto are given and no liability is accepted for any loss arising as a result of a client acting thereto.
3. **Payment** - 50% of the study is payable upon commissioning, 50% is payable upon completion (issue of Report Documents). Payment Terms: Strictly Seven Days.
4. **Indemnity** - The client indemnifies and agrees to keep Real World Marketing and Colmar Brunton indemnified against any claim, damage, loss or costs made, suffered by or incurred, whether the same arises in tort (including negligence), contract, statute in law or the equity and whether such claim, damage, loss or costs relates to property damage, personal injury, death, economic or consequential loss arising directly or indirectly out of the conduct of market research.
5. **Copyright** - The content of this proposal and all findings contained in subsequent reports are provided solely for use by the client. Copyright is reserved by Real World Marketing. The Real World name or trademark or the Colmar Brunton name or trademark must not be used in publications without prior written consent of Colmar Brunton or Real World Marketing as appropriate.
6. **Participation** - The completion of this survey is of necessity dependent on an acceptable number of companies taking part. Should the level of participation fall below this level then all fees paid will be refunded.

...and Don't Miss Out on...

....THE INAUGURAL

“2006 FMCG State of the Nation Report”

A powerful management tool which will tell you:

- **What's happening in the FMCG industry around key performance metrics.**
- **If you are getting appropriate levels of return for your sales & marketing investment.**
- **The views of senior FMCG executives on what's driving change today.**
- **What FMCG executives say are the “Top 10 Critical Success Factors” for their future business success.**

Provided free of charge upon enrolment in one of the studies from the Benchmarking AIP Program Suite, or at an individual cost of \$4,950.

The 2006 FMCG State of the Nation Report is a short survey which will be issued along with your Best Practice Benchmarking Study Link.

Order / Interest Form:

To express interest in participating in the 2006 Benchmarking Annual Integrated Program, you can:

Email: AIP@realworldmarketing.com.au

Phone: (02) 8873 0801

Fax (this form): (02) 8873 0902

Name:	_____
Company:	_____
Position:	_____
Phone:	_____
Email:	_____

I would to PARTICPATE in...(please tick as many as apply)

- Brand Management** Best Practice Benchmarking Study
- Customer Management** Best Practice Benchmarking Study
- Category Management** Best Practice Benchmarking Study
- New Product Development** Best Practice Benchmarking Study
- Insights Management** Best Practice Benchmarking Study
- FMCG State of the Nation Report**

I would like MORE INFORMATION on...(please tick as many as apply)

- Brand Management** Best Practice Benchmarking Study
- Customer Management** Best Practice Benchmarking Study
- Category Management** Best Practice Benchmarking Study
- New Product Development** Best Practice Benchmarking Study
- Insights Management** Best Practice Benchmarking Study
- FMCG State of the Nation Report**



Best Practice Benchmarking Studies 2006

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CATEGORY MANAGEMENT

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Q47.	Collaborative Consumer Response
(a)	Collaborative Range Planning
(b)	Collaborative Replenishment
(c)	Collaborative New Product Development Planning
(d)	Collaborative Planogramme Planning
(e)	Collaborative Promotions Planning
(f)	Collaborative Pricing
Q48.	Linkage of Plans to Category Strategies
Q49.	Evaluation of Plans
Q50.	Forecasting System
	MANAGEMENT OF CATEGORY MANAGEMENT PROCESS
Q51.	Market View
Q52.	Management of Category Issues
Q53.	Executive Management Support
Q54.	Functional Management Support
Q55.	Prioritisation of Projects

BRAND MANAGEMENT

SECTION A – BRAND MANAGEMENT BENCHMARKING

INTERNAL ORIENTATION

- Q1. Alignment to Strategic Business Plan.....
- Q2. Integration with Customer Planning.....
- Q3. Marketing Structure.....
- Q4. Delineation of Accountabilities.....
- Q5. Level of Accountabilities.....
- Q6. Brand Positioning.....
- Q7. Value Proposition.....
- Q8. Category Management – Strategic Thinking.....
- Q9. Innovation – Working Style.....
- Q10. New Product Development - Assessment Criteria.....
- Q11. Marketing Budget.....
- Q13. Marketing Activity.....

EXTERNAL ORIENTATION

- Q14. Consumer Framework.....
- Q15. Retailer Communication.....
- Q16. Monitoring Competitor Activity.....
- Q17. Monitoring Competitor Product.....
- Q18. Sources of Innovation.....
- Q19. Benchmarking Brand Management.....

KNOWLEDGE & INSIGHT

- Q20. Consumer Segmentation.....
- Q21. Functional / Emotional Drivers.....
- Q22. Consumer Research Studies.....
- Q23. Consumer Behaviour.....
- Q24. Shopper Behaviour.....
- Q25. Hypothesis Testing.....
- Q26. Research Methodologies.....
- Q27. Insights Management.....
- Q28. Satisfaction with Research & Data Suppliers.....

PROCESS & TOOLS

- Q29. Situational Assessment.....
- Q30. Positioning Tools.....

Q31. Portfolio Planning.....

Q32. Brand Plans.....

Q33. Brand Tools.....

Q34. Category Management – process.....

Q35. New Product Development - Process.....

Q36. Brand Health Measures.....

Q37. Brand Health Tracking.....

Q38. Advertising Campaign Evaluation.....

Q39. Creative Development Process.....

Q40. ROI Analysis.....

Q41. Forecasting.....

Q42. Brand Library.....

MANAGEMENT OF THE BRAND MANAGEMENT PROCESS

Q43. Monthly Reviews.....

Q44. Project Management.....

Q45. Portfolio Management.....

Q46. Brand Positioning Reviews.....

Q47. Brand Scorecard.....

Q48. NPD Targets.....

Q49. Brand Investment.....

Q50. Resource Review.....

Q51. Long Term Focus (12 months plus).....

NEW PRODUCT DEVELOPMENT

SECTION A – NEW PRODUCT DEVELOPMENT BENCHMARKING

INTERNAL ORIENTATION

- Q1. Degree of New Product Development.....
- Q2. Time to Market.....
- Q3. NPD Function Structure
- Q4. Research & Development.....
- Q5. Internal Idea Seeking.....
- Q24. Ideas Database.....

EXTERNAL ORIENTATION

- Q25. External Information Gathering.....
- Q26. Technical Investigation
- Q27. Competitor Product Comparison
- Q28. Channel Strategies
- Q47. Retailer Experience
- Q29. Benchmarking New Product Development.....

KNOWLEDGE & INSIGHT

- Q30. Category Understanding.....
- Q31. Consumer Needs Segmentation.....
- Q32. Needs Analysis / Purchase Drivers
- Q33. Functional / Emotional Drivers.....
- Q34. Consumer Research Studies.....
- Q35. Consumer Behaviour.....
- Q36. Shopper Behaviour.....
- Q37. Hypotheses Testing.....
- Q38. Research Methodologies.....
- Q39. Other Research Management Disciplines

PROCESS & TOOLS

- Q45. The Stage Gate Process
- Q46. Step 1 - Idea Generation and Capture.....
- Q48. Step 2 - Early Idea Assessment
- Q49. Step 3 - Concept Development.....
- Q50. Step 4 - Concept Assessment.....
- Q51. Step 5 - Product Development.....
- Q52. Step 6 - Product Assessment.....
- Q53. Step 7 - Launch Planning
- Q54. Step 8 - Launch and Follow-up.....

NEW PRODUCT DEVELOPMENT PROCESS MANAGEMENT

- Q55. Project Championing
- Q56. Senior Management Championing
- Q57. Cross-functional Project Teams.....
- Q58. Level of Cross-Functional Integration.....
- Q59. Process Assessment
- Q60. Timeline Management
- Q61. Prioritisation of Projects.....
- Q62. Long Term Scheduling.....
- Q63. Information Sharing
- Q64. Documentation.....
- Q65. Hurdles

Q66. Pre-launch Financial Analysis.....

Q67. Post Launch Review Criteria

INSIGHTS MANAGEMENT

SECTION A – MARKET RESEARCH/INSIGHTS BENCHMARKING Error! Bookmark not defined.

INTERNAL ORIENTATION.....

Q1. Alignment to the Strategic Business Plan.....

Q2. Alignment to Marketing Brand Plans **Error! Bookmark not defined.**

Q3. Market Research Structure.....

Q4. Internal Research/Consumer Insights Staff.....

Q5. Role of Market Research.....

Q6. The Role of Market Research People.....

Q7. Perception of Market Research Function

Q8. Investment in Market Research.....

Q9. Professional Memberships

External Orientation..... **Error! Bookmark not defined.**

Q10. Relationship with External Research Agencies **Error! Bookmark not defined.**

Q11. Agency Briefing..... **Error! Bookmark not defined.**

Q12. Agency Selection Criteria **Error! Bookmark not defined.**

Q13. Benchmarking Insights Management **Error! Bookmark not defined.**

Knowledge & Insight..... **Error! Bookmark not defined.**

Q14. Consumer needs understanding..... **Error! Bookmark not defined.**

Q15. Shopper Behaviour Research..... **Error! Bookmark not defined.**

Q16. Shopper Segmentation..... **Error! Bookmark not defined.**

Q17. Segmentation Review..... **Error! Bookmark not defined.**

Q18. Segmentation Effectiveness..... **Error! Bookmark not defined.**

Q19. Shopper Decision-Tree..... **Error! Bookmark not defined.**

Q20. Purchase Drivers..... **Error! Bookmark not defined.**

Q21. Brand Positioning..... **Error! Bookmark not defined.**

Q22. Value Proposition..... **Error! Bookmark not defined.**

Q23. Portfolio Planning.....

Q24. Brand Health..... **Error! Bookmark not defined.**

Q25. Brand Health Tracking Measures..... **Error! Bookmark not defined.**

Q26. Concept Testing.....

Q27. Market Trends..... **Error! Bookmark not defined.**

Q28. Sales Performance Diagnostics..... **Error! Bookmark not defined.**

Q29. Product Testing.....

Q30. Product Competitive Performance..... **Error! Bookmark not defined.**

Q31. Advertising Evaluation..... **Error! Bookmark not defined.**

Q32. Hypothesis Testing..... **Error! Bookmark not defined.**

Q33. ROI Analysis/Metrics..... **Error! Bookmark not defined.**

Q34. Research Methodologies.....

Q35. Qualitative vs Quantitative Research..... **Error! Bookmark not defined.**

Q36. Ad Hoc & Continuous Research.....

Processes & tools.....

Q37. Consumer Research.....

Q38. Research Validation.....

Q39. Data Sources..... **Error! Bookmark not defined.**

Management of the Market Research/Insights Process

Q41. *Knowledge Management*.....**Error! Bookmark not defined.**

Q42. *Functional Management Support*.....

Q43. *Prioritisation of Projects*.....**Error! Bookmark not defined.**