



WHY

**DOES 97%
OF INNOVATION
FAIL?**

HMc INNOVATION SERIES

HOSTED BY JAMIE HOLTUM, STRATEGY PARTNER

OUR GUESTS



PAUL THOMAS,
International Insight Director,
Beam Suntory



ALICIA JITARU,
European Brand Director,
Petcare, Mars



BRENDAN WILLIAMS,
Ex-Carlsberg
Marketing Director



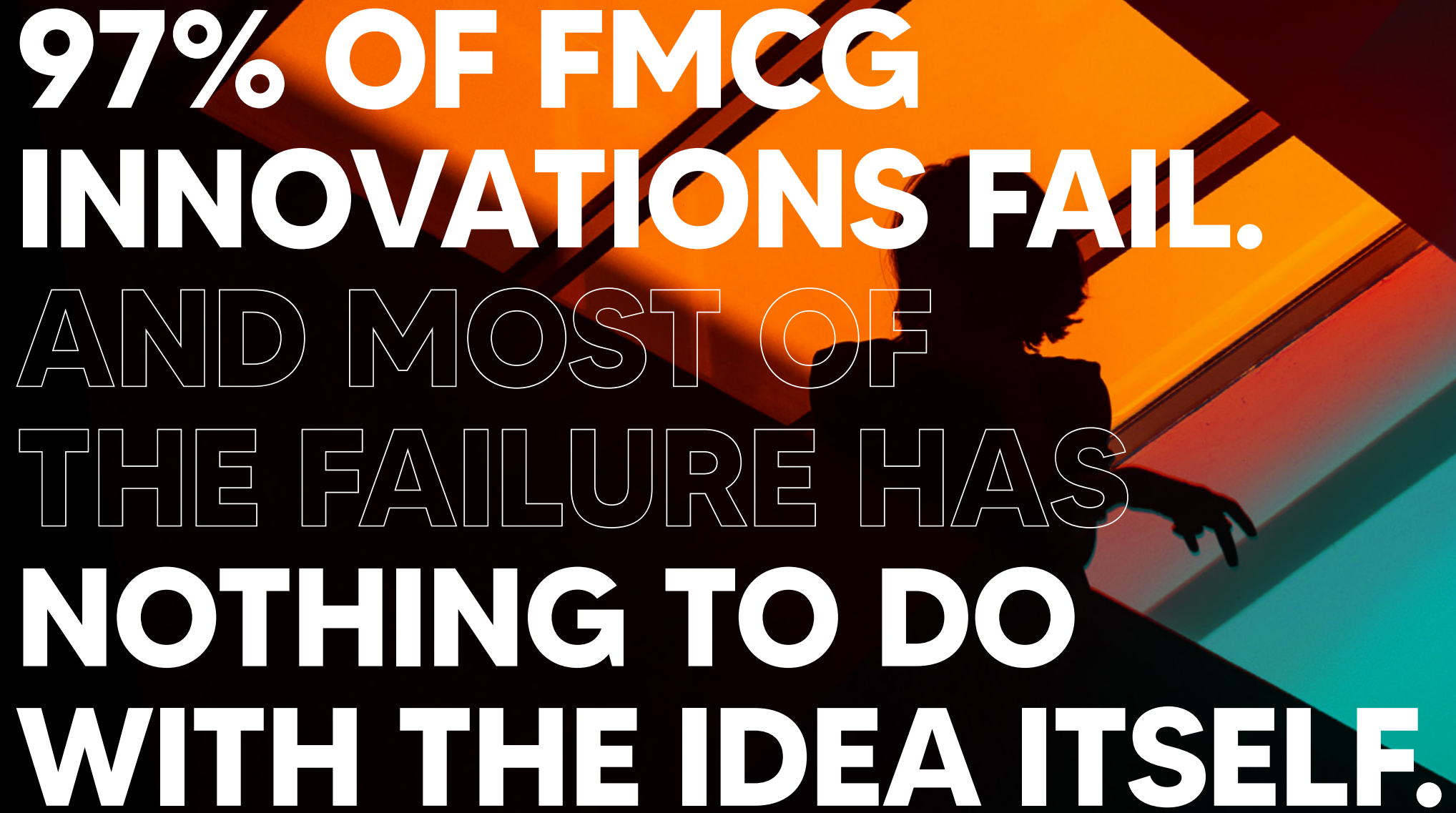
NICOLA MATTHEWS,
Head of Marketing,
Tony's Chocolonely



HUGH THOMAS,
Founder,
Ugly Water



NICK BRITTON,
Founder,
High Water

A person is seen from the side, looking out of a window. The light coming through the window creates a series of overlapping geometric shapes in shades of orange, red, and teal. The person's hand is resting on the windowsill.

**97% OF FMCG
INNOVATIONS FAIL.
AND MOST OF
THE FAILURE HAS
NOTHING TO DO
WITH THE IDEA ITSELF.**



BIG COMPANIES ARE SEEMINGLY NOT SET UP TO DELIVER BIG INNOVATION,
BUT THEY CAN DO INCREMENTAL INNOVATION BRILLIANTLY.

SO SHOULD THEY PLAY TO THEIR STRENGTHS?

Line extensions, flavour extensions, small changes - big companies are incredible at these and can do them fast and at scale. This adds huge value. Perhaps this is as far as innovation should go for bigger corporations?

NICK BRITTON,
FOUNDER, HIGH WATER

Employees at large FMCG companies are incentivised and encouraged in the wrong thing and in the wrong way. They have to reduce risk constantly, which makes that big idea impossible to come to life.

BRENDAN WILLIAMS,
EX CARLSBERG MARKETING DIRECTOR

The background of the slide features a close-up of industrial machinery, possibly a robotic arm or a complex piping system. The scene is dramatically lit with a strong orange/red light on the right side and a bright cyan/blue light on the left side, creating a high-contrast, futuristic aesthetic. The machinery appears metallic and complex, with various joints, pipes, and structural elements visible.

**NECESSITY IS THE
MOTHER OF INVENTION**
ISN'T JUST A
GOOD SAYING.

START UPS ARE FUELLED BY PASSION AND PERSONAL INVESTMENT,
BUT IT TAKES GRIT, AGILITY AND STREET SMARTS TO SURVIVE.

DOES THAT GIVE INNOVATION A BETTER CHANCE OF SUCCESS?

Everyone wants to be a unicorn - but the best start-ups are more like cockroaches. The pandemic ripped up our plans. But because we were small and agile, we were able to survive - whereas a bigger brand may have cut its losses and binned the product. Necessity is the mother of invention - and start-ups are the best vessel for action.

HUGH THOMAS,
FOUNDER, UGLY WATER

Our passion and ethical purpose is actually a framework in how we make decisions, so it's more than a romantic notion, it really dictates the company's direction and therefore success.

NICOLA MATTHEWS,
HEAD OF MARKETING, TONY'S CHOCOLONELY



EVERYONE THINKS
INNOVATION SHOULD
START WITH THE CONSUMER.
BUT SHOULD THAT
ASSUMPTION BE
CHALLENGED?



EXTENSIVE CONSUMER RESEARCH CAN BE FLAWED. IT LEADS TO GOOD RESEARCH RESULTS, BUT POOR INNOVATION.
SMALLER COMPANIES LEARN BY DOING, ACTING AND TESTING LIVE.

SHOULD THERE BE A MAJOR RE-THINK IN HOW BRANDS USE RESEARCH?

People confuse insight with research. You will get better insight by talking to trade partners, sales teams and people on the street that you ever would by talking to Ipsos & Kantar.

PAUL THOMAS,
INTERNATIONAL INSIGHT DIRECTOR, BEAM SUNTORY

Research has a role to play when we have our learning hats on, when we want to explore creatively and hear things we don't know enough about. It doesn't work when you want consumers to tell you about the next innovation. We have to stop using it like this.

WILL BRYANT,
CREATIVE PARTNER, HMc



SO HOW DO YOU GET
INTO THE 3% CLUB?



"UNDERSTAND THE
DIFFERENCE BETWEEN
INSIGHT AND
RESEARCH."

PAUL THOMAS



"KNOW WHO YOUR
CONSUMER WANTS
TO BE."

ALICIA JITARU



"HAVE CONVICTION
ON THE IDEA."

BRENDAN WILLIAMS



"SPEAK UP IF IT'S
A BAD IDEA."

NICOLA MATTHEWS



"KEEP LEARNING
FROM EVERYWHERE
AND EVERYTHING
AND KEEP IMPROVING."

HUGH THOMAS



"BELIEVE IN IT,
IF YOU DON'T,
STOP DOING IT."

NICK BRITTON

The background of the slide features a warm, orange-toned image of several people in a meeting or collaborative setting. Overlaid on this are numerous bright, curved light rays that create a sense of dynamic energy and innovation. The main text is prominently displayed in the center-left area.

**IF YOU WANT
TO IMPROVE
YOUR INNOVATION
IDEAS AND PROCESS,
LET'S HAVE A CHAT.**



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INSPIRED & CURIOUS?

We'd love to hear from you.

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FIND MORE:

> <https://www.hainesmgregor.co.uk/news/innovation-panel-discussion-highlights/>