Basis Advisory

From Idea to Product:

Making Dairy Innovation Deliver

SOCIETY OF DAIRY TECHNOLOGY & CAMPDEN BRI AUTUMN CONFERENCE
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WHERE THE VALUE IS

Dairy has the ideas.
The opportunity is in execution.

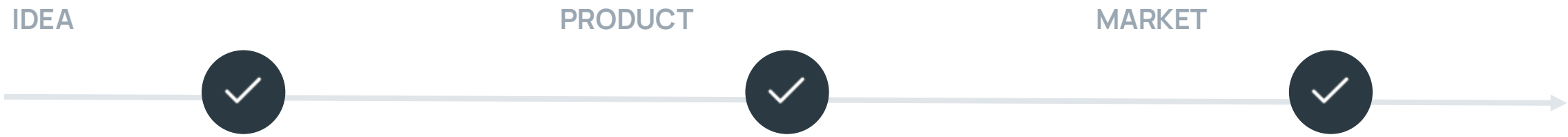
Ideas

Activity

Launches

"Does 30 projects mean a strong innovation programme, or that we haven't made enough decisions?"

From idea to market: three transitions that matter



01

From idea to development

Turning promising ideas into real projects.

02

From development to factory

Turning technical feasibility into reliable manufacturing.

03

From launch to sales

Turning a technical launch into commercial sales.

Three enablers that strengthen each other

Having an NPD process is one thing.

Making it work consistently is another.



STRUCTURE

A healthy pipeline is one that keeps moving



Screen before entry

- Strategic fit
- A credible customer need
- A realistic manufacturing route
- An attractive commercial case



Measure movement, not numbers

Review the age, progress and barriers of projects at each stage, not just how many there are.



Resource the priorities

Put people and plant time behind the projects with the strongest potential, so they keep moving.

STRUCTURE

Ask each stage the questions it can answer

Evidence and investment grow together

EXPLORATION

Plausibility

Is it worth investigating?

Preliminary assessment using available evidence and reasonable assumptions

DEVELOPMENT

Feasibility

Can we show it works?

Lab work and pilot trials

SCALE-UP

Repeatability

Can we make it reliably and commercially?

Factory trials and validation

"If we knew it would work before the trial, why would we need the trial?"

For every open question, agree **when and how** the evidence will come.

COMMUNICATION

Innovation moves fastest when every function is in the room



THE TRIAL

A factory trial should generate knowledge, not just samples.

- Clear trial objectives and agreed success criteria
- Data and samples defined upfront
- NPD on site or on call



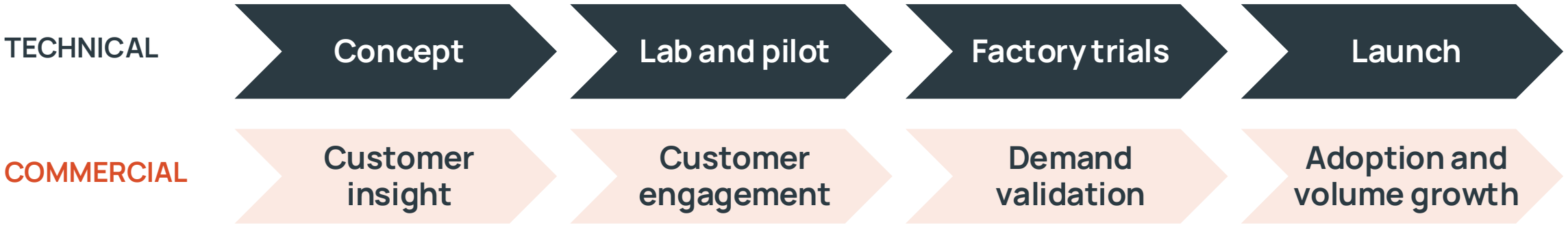
THE HANDOVER

A successful trial is a milestone, not a handover.

- Operating ranges defined
- Repeatability shown
- A named owner and formal acceptance

COMMUNICATION

Develop the market alongside the product



QUESTIONS TO VALIDATE THROUGH CUSTOMER ENGAGEMENT

01 Who are the first two or three customers?

02 What need have they expressed, and what drives adoption?

03 What volumes can we expect, and on what evidence?

"We developed the product. But did we develop the market?"

COMMITMENT

NPD delivers when everyone owns their part

IN THE PLAN

- Trial windows in the production plan
- Protected time and resources for NPD

IN THE ROOM

- Decisions, attendance and actions owned by everyone
- Gate meetings that decide

DECIDING TO STOP

Stopping the right projects frees time, plant and people for the ones that matter.

TAKE IT BACK TO YOUR SITE

Three things to try on Monday

01

STRUCTURE

Identify the three projects that have been at the same stage longest. What is preventing a decision?

02

COMMUNICATION

For your priority project, ask Sales to identify the first two potential customers and test their interest.

03

COMMITMENT

Agree when the next NPD factory trial will take place and who will be available to support it.



Structure tells you what to do, **communication** makes sure everyone is doing the same thing, and **commitment** makes sure it gets done.



Basis Advisory

How healthy is your NPD pipeline?

24 questions. 8 critical areas. 5 minutes.

Scan to access your free NPD Pipeline Health Check

Let's continue the conversation

Pipeline review · Project implementation · Interim NPD support · Team training

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