



Hartman Innovation Targeting Workshop

As more and more disruptive innovation spreads in the food/beverage sector through entrepreneurial start-ups, the ability for CPG companies to target innovation toward more disruptive offerings that could reinvent categories they currently play in is critical to defending category \$ share and leadership with key customers. In some cases, clients may see a disruptive opportunity they can not immediately pursue, but can at least see its potential and jump in after a start-up proves the concept in the market.

We offer a one day workshop for CPG companies and mid-stage premium brands wishing to extend their portfolios into undeveloped categories ripe for disruption. Finding disruptive opportunities can be systematically approached through a detailed analysis of category trends and the sensory/symbolic white spaces within them. We have developed a proprietary set of analytical tools to make identifying disruptive category white spaces systematic and reliable. It combines our 20+ years of continual monitoring of early stage food/beverage brands, and a deep understanding of why certain ones respond well to marketing/distribution investments (e.g. Chobani) and why others do not (e.g. Health Valley).

Our process has four steps:

Pre-Workshop (2 weeks)

1. Identify 5-10 Un-Developed Categories

- a. Input: specific sectors (fresh), store regions (dairy) or core manufacturing capabilities of interest to the client
- b. using a proprietary category scorecard system, we can isolate categories lacking substantive, nationally distributed premium food/beverage innovation
- c. Within the initial set of potential categories, we then search for those with cultural potential for sensory (visual cues, aroma, texture, etc.) and/or symbolic (i.e. nutritional profiles, ethnic origin, etc.) disruption or both
- d. Analysis of target categories long term volumetric growth trends (using Euromonitor or Client-supplied Nielsen/IRI data)
- e. Output: 5-10 Promising Categories

Workshop (6 hours)

2. Presentation of 5-10 Promising Categories w/supporting consumer insights, category analysis and product artifacts

3. Open Discussion/Prioritization

- a. Growth categories vs. declining ones
- b. Ability to utilize Core manufacturing assets
- c. Willingness to be first to market vs. follow a premium innovator
- d. Copacker relationships
- e. Distribution capabilities

4. Next Steps for Concept Development

Fee

1 day sessions hosted at Hartman Group offices cost \$35K

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