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Subject: Weekly learnings 46- Managing Innovation Execution

Dear All

This learning note is about Innovation and the various ways an organization looks at innovation and what they do about it.

Avanish converted a current user to a superior premium product we launched two weeks ago.

Avanish is the junior most person in the chain, but his enthusiasm of going and converting a current user to a new innovation is heartwarming.

I am giving you my learnings of how a hierarchy looks at innovation and what they say.

Place in hierarchy	What they say and do in the first 3 months after innovation is launched	Typical comments you will hear from them	What can they do better
Senior management	They look at innovation sales for the first few weeks and then they shift focus to their old business, a business they have grown up with.	•We have to make this work•	Go visit the market every week only for the innovations launched.
R and D team	They have huge enthusiasm for the products and religiously follow up on what's happening to them. They treat these innovations as their own children	•We have developed very good products, we are not seeing enough sales. • •We are better than competition•	Check if the use of product is the same as intent. Visit the consumers when they use the product.
Brand Team	They follow stocks and sales from each unit and try and make some sense of the data they collect	•we have sold into so many distributors or so many outlets, we are seeing success in this city, In this region•	Be in the market , non stop, spend the first two months meeting as many consumers as possible, see the way they use the product. Take learnings from one market and spread to the other. Do weekly calls with the key managers on progress
Regional sales heads	They have great enthusiasm in the launch conference and continue the focus, but lose enthusiasm the moment their region is challenged on the main business or brand.	•We are placing the product in the outlets, we don't know about offtake•	Start all calls in market and all phone calls with their teams and distributors asking about the new innovations. Check on what elements of the mix-product, price, pack, distribution, advertising, what's working
State heads	We are doing what we agreed in the launch conference. We have out posters up. Displays are on.	•initial response is good, people like new products•	Track sales of innovation every day. Have a concall every evening with the sales team and collect information on sales, where is it selling and why.

Sales officer	Bill it to stockists	We have billed it, we are waiting for repeats	Meet as many consumers as possible, sample the product, talk about the product, sell the need in a persuasive way.
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The frontline sales people must be relentless in their enthusiasm to make an innovation work. They can really make a big difference in the early days of the innovation.

Quick read of innovation is crucial if a company wants to make innovations stick

Congratulations Avnish, let us all be inspired by his efforts

Feedback welcome

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