



We build better food.

Should I be

Massive rise in E-commerce and 'out of store' shopping

innovating in

Foodservice scrambles to pivot to take-out, at best

all this uncertainty?

Narrowing of on-shelf and online portfolios

Abandonment of in-store support

Cancellation of planned resets

Flight to 'safety' of nostalgia brands and foods · SKU rationalization and innovation

culls by manufacturers · Limited price sensitivity due to panic buying and scarcity

Yes – always!

An exclusively short-term focus threatens
long-term survival and growth.

OK — How do I innovate now?

Future innovation requires rethinking the role and capabilities of channels and segments.

1

Embrace the
vanguard of
innovation

2

Rethink avenues
of new product
discovery

3

Build a
bridge for safe
experimentation

4

Prepare for
newly abandoned
territory

CATALYST #1

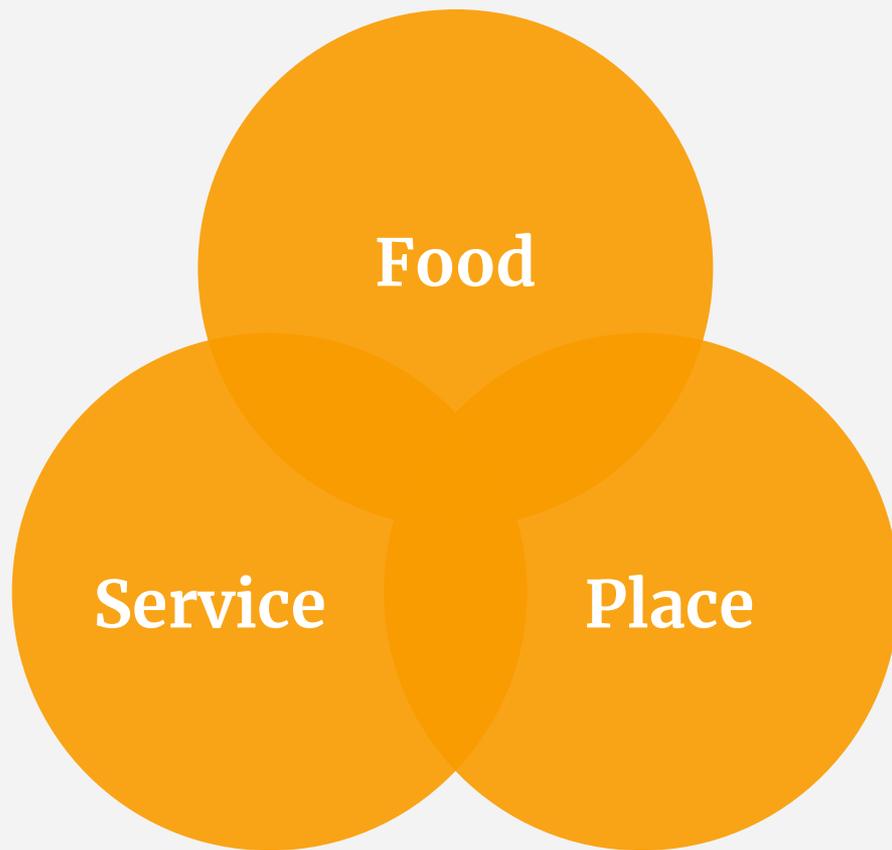
Foodservice

Embrace the vanguard of innovation.

BEFORE APRIL 2020

Pre-Pandemic Dining Experience

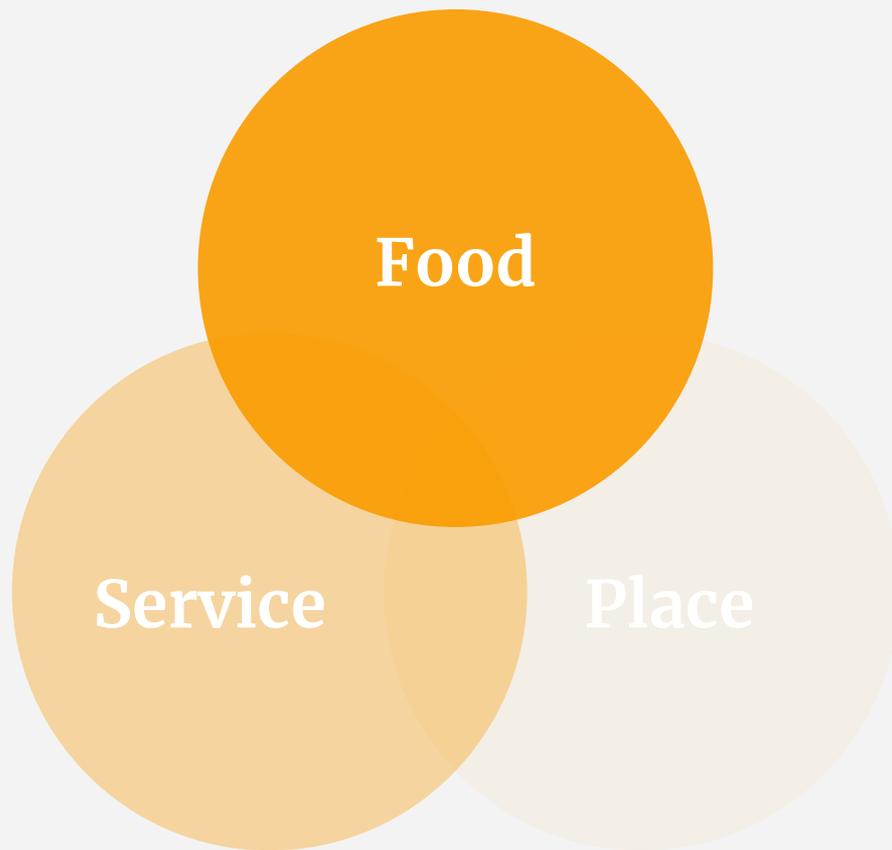
From drive-thrus to Michelin stars, operators define their branded experience with tight integration of food, service, and place.



AFTER APRIL 2020

Pandemic Era Dining Experience

Even after recovery is underway, consider the diner's location and role in place of a curated on-premise experience.



CATALYST #1

Embrace the vanguard of innovation.

- Lean in to foodservice's traditional role of delivering new flavors and escape-worthy experiences
- Serve up the distraction, recreation, and exploration that consumers desperately need
- Increase frequency of menu resets to provide variety
- Extend your experience off-premise to the diner's location, and provide easy guidance to ensure success
- Get creative on how to encourage and enable socializing, even offsite

CATALYST #2

Retail CPG

Rethink avenues of new product
discovery and trial.

BEFORE APRIL 2020

Pre-Pandemic New Product Marketing

Brands of all sizes have enjoyed a steadily increasing number of paths to product trial and consumer engagement.



AFTER APRIL 2020

Pandemic Era New Product Marketing

- Where will browsing, discovery and trial occur?
- With safety and value top-of-mind, will impulse buys happen?
- How do you curate the trial experience when you can no longer be there?
- What does 'breaking through' look like in a fully saturated digital universe?



CATALYST #2

Rethink avenues of new product discovery and trial.

- Reframe your notion of 'trial' to see channels and tactics in a new light
- Optimize leverage of digital substitutes for in-store impulse opportunities while being opportunistic in-store
- Leverage packaging and other collateral, including digital, to help guide new users of products to have the best initial experience
- Rely more heavily on intelligent partnerships and 'mash-ups' of content to create unique digital communications

CATALYST #3

Retail CPG

Build a Bridge for Safe
Experimentation.

CATALYST #3

Build a Bridge for Safe Experimentation.

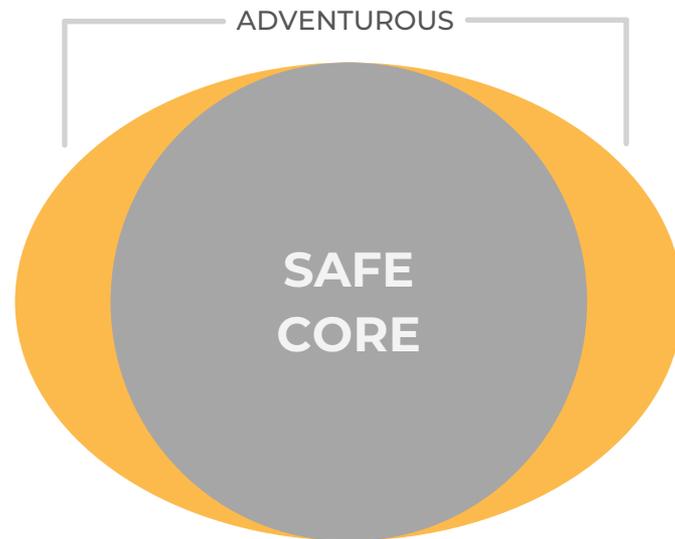
Seed your product line with flavors/varieties that are in-step with category norms and consumer expectations.



CATALYST #3

Build a Bridge for Safe Experimentation.

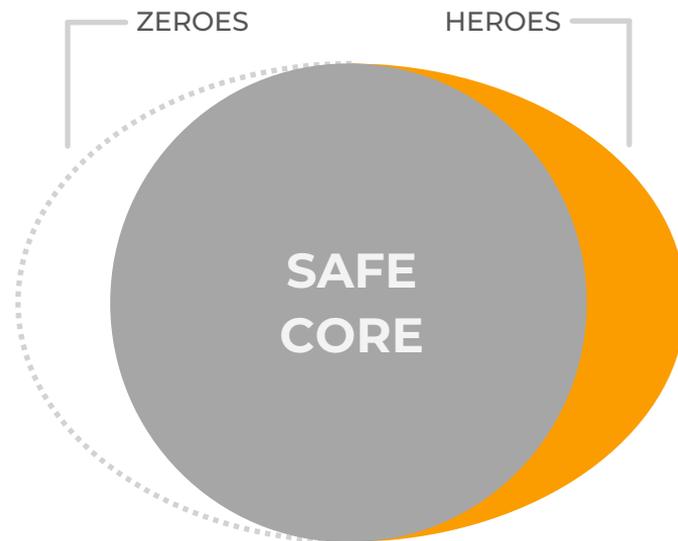
Augment approachable core with a handful of adventurous alternatives that separate from competitive offerings while still aligning with the brand position.



CATALYST #3

Build a Bridge for Safe Experimentation.

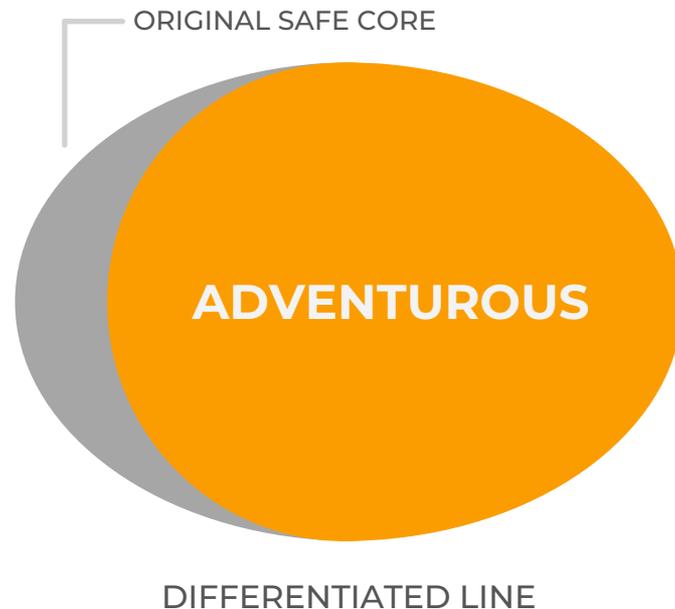
Monitor SKU uptake and consumer feedback as new flavors build velocity.



CATALYST #3

Build a Bridge for Safe Experimentation.

Build toward an ownable
and differentiated set of
flavor experiences that set
your brand apart.



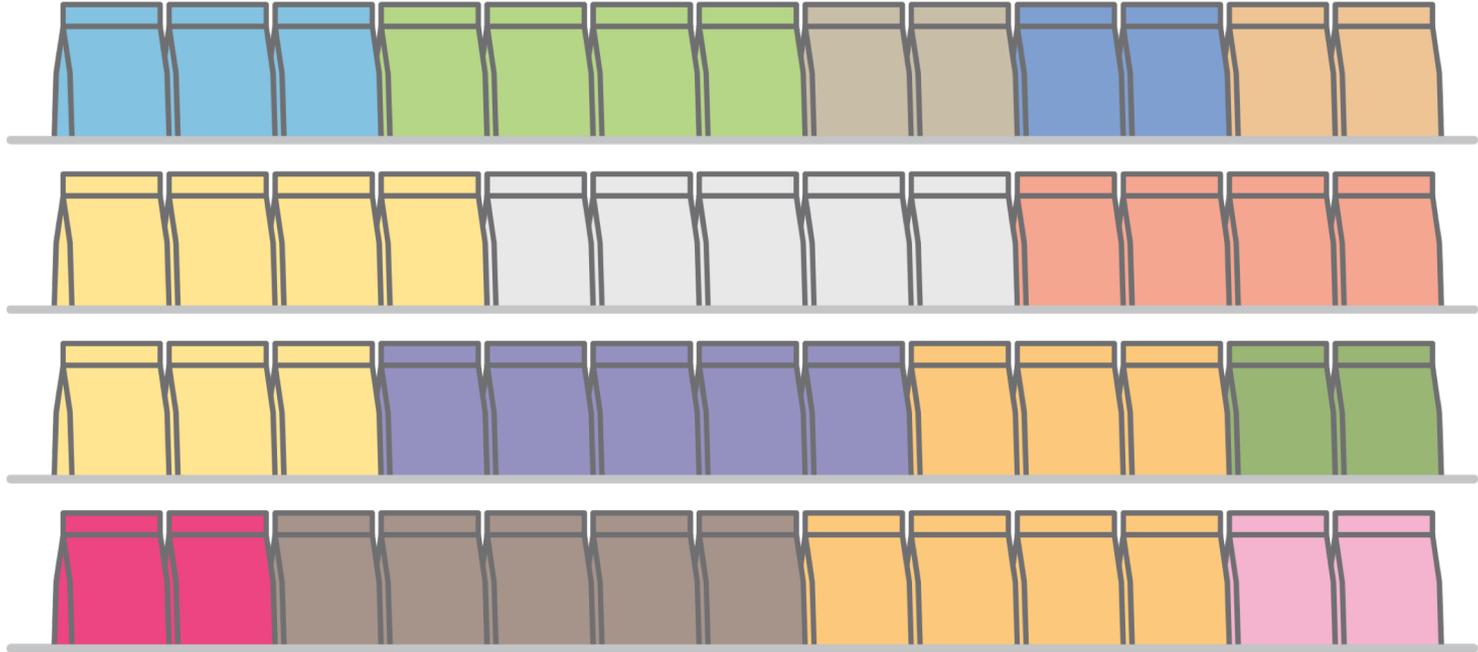
CATALYST #4

Retail CPG

Prepare for abandoned territory and
competitive response.

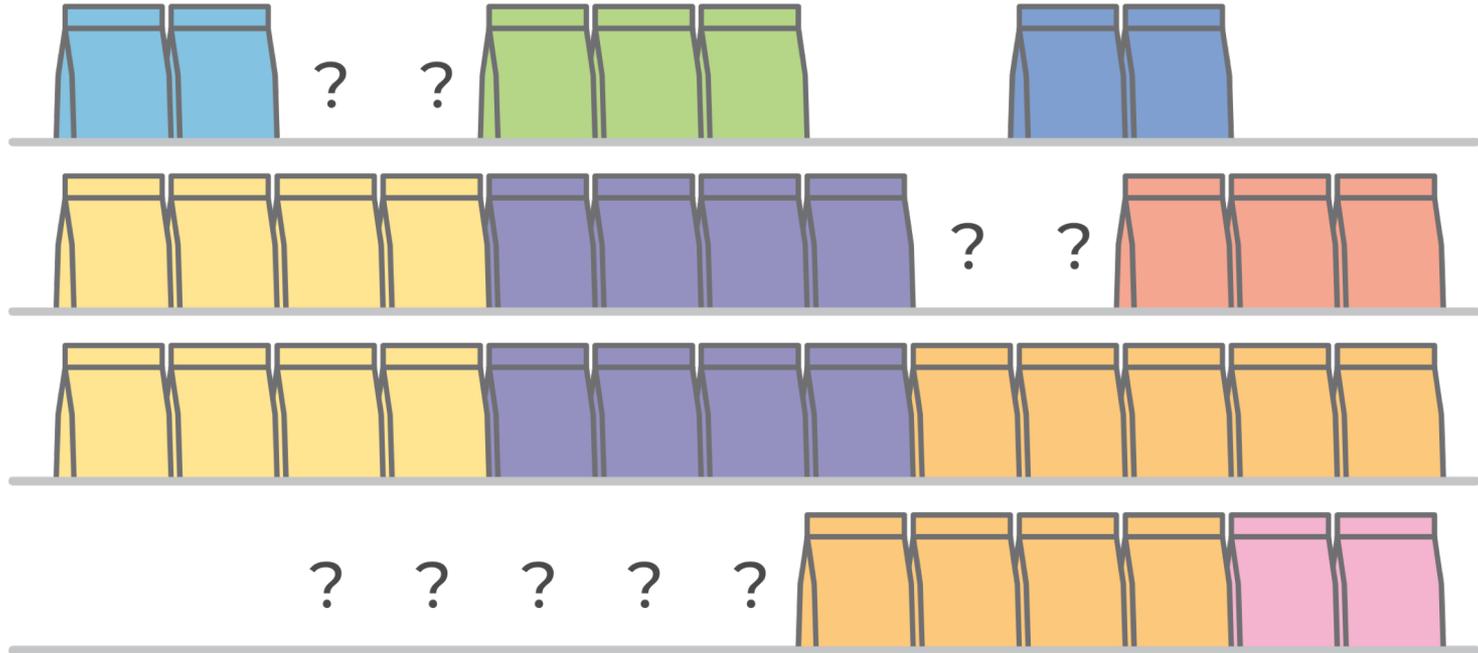
BEFORE APRIL 2020

Pre-Pandemic Environment



AFTER APRIL 2020

Pandemic Era Environment



CATALYST #4

Prepare for abandoned territory and competitive response.

HOUSEHOLD BRANDS

- Seize renewed attention to engage consumers lured away by emerging brands
- Rekindle innovation beyond basic extensions and seasonal items
- Embrace narrow GTM tactics – one size no longer fits all
- Nurture relationships with key channel partners

CATALYST #4

Prepare for abandoned territory and competitive response.

EMERGING BRANDS

- Be responsive — opportunities may not be open for long
- As in foodservice, lean in to food-as-entertainment during a season when traditional distractions may be outside the budget or off-limits
- Considering trial, continue to go where the bigs can't or won't

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Let's build something great together.

Jeff Grog, Managing Director

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We build better food.

