CHAPTER 8: PHASE TWO CASE STUDIES

8.1 Introduction

This chapter details the findings of each of the four cases. Each begins with a brief introduction of the company being studied, its management of NPD and packaging, with more information available in the Appendices (Appendices 8.1 to 8.4). This is followed by a discussion of the projects studied within that organisation (the embedded cases).

8.2 PART 1- Case Study: DarbysOwn

8.2.2 Background

This case study examines NPD in one of the UK’s five leading food retailers, with over 600 UK stores, and over 895 worldwide. The retailer had a premium position, and aimed to be a leader in developing new products. Within NPD, the company relied heavily on its suppliers, as the following discussions will reveal.

Packaging was of central importance to DarbysOwn, particularly as a result of its environmental strategies. The packaging of the company’s products was managed by a small team, as well as a separate team of packaging buyers. Both worked closely with core product suppliers, whilst the former also collaborated heavily with packaging suppliers. The main packaging team was called in on projects as required, by request from the core NPD team.

8.2.3 The Embedded Cases

The interviews identified that NPD projects broadly fell into one of two categories:

1. Developments within existing ranges, particularly: re-brandings, packaging changes, recipe upgrades (improvements), or new recipes (e.g. a new flavour within an existing range)
2. The development of new ranges

With respect to new ranges, it was suggested that this could be further broken down into the development of smaller or larger ones, which was significant in terms of management of packaging as, “bigger range developments generally relied on more consideration of packaging and more involvement of the packaging team” [RA2]. However, this was not always the case as, “in a new line we often use an existing pack [for that type of product], as it is a known”, and did not add another potentially risky variable.
This study focuses on four NPD projects. The first focuses on the development of a large new product line, while the remaining three fall into the first category of developments, particularly focusing on packaging projects. These are as follows:

A. A new product line branded ‘StayFull’, focusing on the development of a range of sandwiches within this line.
B. New packaging for wine, targeted at picnics and outdoor consumption.
C. A new type of packaging to replace food cans, with an emphasis on making the packaging more appropriate and accessible for older consumers.
D. A new form of fish packaging.

Projects A and B resulted in a product launch during the period of this investigation, project C was still to be completed, and project D was not successful.

8.2.4 Project A: The development of the ‘StayFull’ Product Line of Sandwiches

Project A focused on creating a new range of food products under the new ‘StayFull’ brand. The discussions provide insights into development as a whole, but particularly focus on the sandwiches within this range and their packaging. Figure 8.2.1 summarises the NPD process.