The packaging team approached both its approved fish suppliers, as well as suppliers which currently produced packaging to cook food in (for other product types). Work with one packaging supplier resulted in the development of a pack made from plastic and metal foil, based on one they had already made for meat. This was developed through a number of tests, until the desired end result was achieved. This pack was seen to provide each of the core benefits required; testing with a food supplier seemed to confirm this.

Having established that a solution could be developed, and with a working prototype, the packaging team went back to the NPD team to propose initiating trials. However, the category manager, a buyer by trade, was unwilling to take the project further. The packaging innovation manager believed the category manager's main problem was that of risk: "He was too risk averse to adopt the new packaging format… particularly as it was more radical" [RA2]. In addition, the manager was "concerned about both the increased costs of the format, and the investments required" [RA8]. Ultimately, there was a risk that these investments could be made, but ultimately have little impact on the product’s performance. Indeed, in the current financial climate; “cost is a big factor, therefore new formats are not considered heavily” [RA8]. The project was thereby suspended.

Over the year that followed, the packaging innovation manager continued to discuss it with the category manager, but he was unwilling to consider testing it. In general, it was noted that it was “hard to get categories to adopt new packaging formats” [RA2], and managers were under “pressure to focus on the day-to-day running, which leads to a lack of focus on the possible returns from a more long-term view” on developments; indeed, “the category manager’s perspective, as buyers, tends to compound this problem” [RA2].

Around a year after the category manager’s initial rejection, the packaging innovation manager spoke to the packaging supplier. It was agreed that they had allowed the company sufficient time to take up this format, and the supplier was given approval to approach other firms. The manager noted, “sometimes I can’t get category managers interested enough, so it’s left for someone else to pick it up” [RA2]. Subsequently, the format was taken up by a large European brand, and launched with considerable success and sales (product pictured in 8.2.7).
8.2.8 Summary of Case Findings

The ‘StayFull’ case involved the development of a large range. Despite the significant nature of the project, it was notable that the format was established at an early stage, with little evaluation or consultation with specialist expertise. Packaging development was minimal, and focused on graphics and artwork. The limited focus on packaging was partly a result of the new products fitting within existing categories; however, packaging was often considered late and received little attention. The packaging development projects reflected the retailer’s desire to be a leader in the packaging they produced. In each case, barriers to change had to be overcome: although in one project, these proved too great, and the innovation failed to reach the market.
8.3 PART 2- Case Study: Orchids

8.3.1 Background
This case study examines the management of own brand food and drinks product development in one of the UK’s top five retailers, focusing on their own brand products. Whilst the company only accounted for 4% of the market in the UK, it had been growing relatively rapidly over preceding years, outpacing most of its competitors. This had included expanding into providing concessions and smaller stores in a number of UK retail shops and petrol stations.

Packaging was managed through the packaging and reprographics department, situated within the food technology division. The packaging team consisted of five members of staff, but no technical packaging specialists. They worked closely with suppliers, with four of these four present on site.

Packaging had become increasingly significant to the organisation. This was reflected in the department’s attempts to become more integral within the NPD process, although this was not always achieved in practice.

8.3.2 The Embedded Cases
The NPD projects detailed within this case are as follows:
   E. A Wrap sandwich and an open salad, to be launched as part of a rebranding project.
   F. New packaging for raw meat products
   G. New packaging for a sandwich wrap

The first two projects resulted in a new product launch, whilst the final case involved rejecting the original concept and adopting another format to get the core product onto the market.

8.3.3 Project E: Development of a Wrap and Open Sandwich under a new brand name
This case focuses on the development of a Wrap sandwich and an open salad (forming a new market offering, with some characteristics of a sandwich). Each product had a unique point of differentiation, due to being wrapped or contained in lettuce. The development of these products required both a new product and packaging. The NPD process is summarized in Figures 8.3.1 and 8.3.2.