

Evaluating R&D Strategies of FMCG Firms to Uncover Their Innovation Framework





OBJECTIVE AND SCOPE

The client, a leading FMCG company, was looking into their competitors' R&D and investment strategies. It wanted to understand their R&D efforts across multiple aspects, and sought Benori's support to:

- Investment levels in R&D, including locations, models, the number of R&D centers, and the talent pool
- Identifying current and future R&D focus areas, including recent technological advancements, partnerships, etc.







APPROACH

To assess the competitors' R&D strategy, we leveraged public databases for capturing patent filings, publications, and clinical trials to understand focus areas and upcoming innovations. Company reports and industry analysis provided insights into R&D investments, locations, talent acquisition, partnerships, and areas of excellence. We were also engaged with senior stakeholders of the company for further validation.



METHODOLOGY



Secondary Research



Primary Research



Data Modeling





The research helped the client to:

- Gain insights into the areas focusing on competitors' R&D efforts, allowing identification of emerging technologies and potential threats or opportunities
- Make informed decisions about their innovation pipeline, resource allocation, and potential partnerships









R&D Model

R&D Model

Prioritizes strong in-house R&D, emphasizing innovative projects that aim to minimize reliance on external expertise



Company X R&D Center

operates independently,

focusing on 100% in-house

trials and experiments for

new product development

· Additionally, the centre

solutions to address

these requirements

innovative technologies

and enhancing nutrition

emphasizes on

and sustainable



- **Academia**
- Recently collaborated with ABC to promote nutritious and sustainable food options, support local communities and advance agricultural practices Also collaborates with foreign institute/
- academia for patent and scientific publications, reflecting a broader approach to innovation and knowledge exchange At times, the collaborations are projectspecific, leveraging institutes expertise for
- effectively Source: Secondary Research (clink on hyperlinked text to go to the source), Benori Primary Research

targeted initiatives

Startups and SME

- Collaboration with external partners for agriculture advancements Company XX brings expertise in sustainable agriculture practices while
- Company YY enhances the project's capabilities by providing innovative solutions for mapping land

Open

Innovation

R&D XX Program brings together company scientists, students and startups to boost innovation and speed to market

R&D Talent Pool

R&D Talent Pool

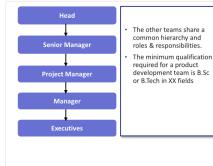
Focuses on building a team with a strong scientific foundation, market understanding, and diverse sensory expertise. Conducts strategic recruitment, continuous learning, and fosters cross-functional collaboration

A team of XX individuals dedicated to R&D, with a total of XX sub-teams in operation. The sub-teams include Multiple Departments. These teams work together with the Marketing team to translate consumer insights into successful product launches

Organizational Structure -Followed in Sensory & Consumer Insight and Kitchen Development

- Lead / Head: Holds a Master's degree in XX (minimum requirement) to ensure a strong scientific foundation for product development
 - Currently a XX is leading the team
 - Supported by a senior management who possesses an XX qualification to bridge the gap between R&D and market launch, understanding consumer needs and market trends
- XX program, shapes up R&D team structure and cultivates a diverse range of expertise
- Within the sensory team, Company X emphasizes the importance of a varied skillset to include individuals with scientific backgrounds and those with a trained palate to achieve a comprehensive understanding of consumer preferences

Organizational Structure -A Leaner Structure is Followed in Other Teams



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