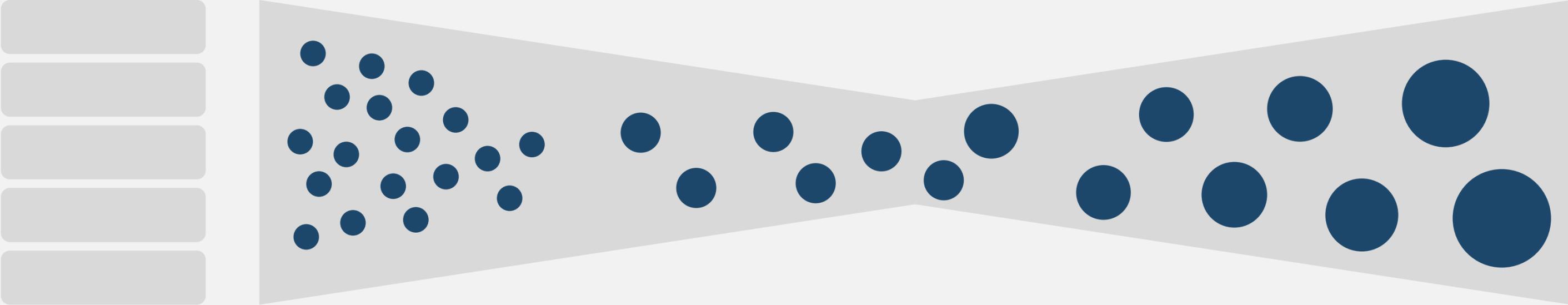


Innovation End-to-End Process

Speed to Impact with Fewer, Bigger, and Better Innovations



End-to-end process with right governance and key metrics

Note: based on Nestlé innovation process, as presented on CMD 2024

Innovation End-to-End Process

Stage-Gate Process



Stage	Objective	Key Activities	“Fewer, Bigger, Better” Focus
Trends & Opportunities	Identify high-impact growth areas	Market analysis, consumer insights, trend mapping	Fewer: Prioritize strategic bets
Exploration	Refine and validate promising concepts	Concept testing, feasibility studies, prototypes	Fewer: Filter out weaker ideas
Development	Build scalable, value-added solutions	Product formulation, packaging design, supply setup	Bigger: Invest to enable multi-market reach
Deployment & Execution	Launch and optimize for maximum market impact	Marketing campaigns, distribution strategies, ongoing optimization	Better: Achieve excellence in execution and consumer engagement

Note: based on Nestlé innovation process, as presented on CMD 2024