



Accolade® Helps New Zealand King Salmon Quadruple New Product Output

Company Overview

New Zealand King Salmon Company Ltd. is one of the largest producers of farmed salmon in the world. It was formed in 1996 through the privatization and merger of New Zealand's two largest salmon companies, Southern Ocean Seafood Ltd. and Regal Salmon Ltd. New Zealand King Salmon distributes its products to retail and food service markets throughout North America, South East Asia, and the South Pacific.

The Business Challenge

Aquaculture, which includes the farming of salmon, has been growing at an average rate of 42 percent over the last twenty years. The high return from this type of farming has attracted an increasing number of producers, and escalated the risk of product commoditization. "We decided long ago that we need to make our products noticeably different from our competitors while getting closer to consumers and filling needs in their lifestyle," said Don Everitt, New Zealand King Salmon's general manager of sales and marketing. In implementing its strategies for product line expansion, the company was challenged to find a way to strengthen the execution and management of its product development process. Requirements included being able to catalog, vet, and develop new product ideas submitted by employees from across the organization.

The Solution

New Zealand King Salmon decided to automate its existing Stage-Gate® process. The company deployed Sopheon's Accolade innovation governance solution because of its proven ability to support stage- or phase-based product

development methodologies. Accolade has also enabled New Zealand King Salmon to systematize its ideation process, and the software's portfolio management capabilities have added rigor and business discipline to the company's approach to decisions on investments in new products.

The Results

Since implementing Accolade, New Zealand King Salmon has quadrupled its new product development output and added three new product lines. In the first two years following deployment of the software, the company generated \$5 million in revenue from newly introduced products. According to New Zealand King Salmon executives, this performance can be traced in part to the fact that product innovation stakeholders in research and development, sales and marketing, operations, finance and senior management are able to forecast the business

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***– Richard Smith
Technical Manager
New Zealand King Salmon Ltd.***

impact of new product ideas and track their progress through the developmental pipeline.

Richard Smith, New Zealand King Salmon's technical manager, said, "Given our salmon's versatility, we're not short of ideas. Accolade allows us to compare metrics on each project...The result is that weak projects are prevented from progressing through the innovation process and competing for resources which may hold up those ideas with greater potential, thereby making the portfolio overall more productive."

In summary, New Zealand King Salmon is using Sopheon's Accolade innovation governance software to:

- Streamline and systematize its ideation process;
- Provide greater process rigor in identifying and tracking the progress of winning ideas; and
- Strengthen its product portfolio, resulting in more new product revenues.



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