

Best Practice Guidebook

Mature Product Reinvigoration Process

GUIDEBOOK SUMMARY

Firm: Appleton Papers Inc.
 Industry: Chemical/Paper Products
 Headquarters: Appleton, Wisconsin, USA
 Geographic Footprint: Production in United States
 Ownership: Employee-Owned
 Revenue (2007): 963.2 million USD



Problem:
 Facing stagnating demand in the current markets for its mature products,* Appleton Papers has to identify new and viable applications and markets for its product portfolio

Solution:
 Appleton Papers develops a structured process for identifying and commercializing new growth opportunities for its mature products by:

- Conducting internal and external interviews to identify and evaluate the products' competitive advantages
- Comparing mature products' current benefits to their potential in new markets
- Prioritizing the most viable opportunities through a detailed scorecard system
- Assessing benefits sought in new markets and Appleton's capabilities to deliver

Business Results:

- Appleton develops a strategic partnership with Procter & Gamble focused on product innovation in the fabric softener market
- Appleton establishes a business unit, Encapsys™, dedicated to applying the reinvigoration process to its entire product portfolio.

Resources Required:

- Dedicated cross-functional team of four people.
- Six months to complete the process.

Applicability of Best Practice to Executive Functions:

Function	Applicability
Marketing	●
Market Research	●
Research and Development	●
CEO	◐
Corporate Strategy	◐

KEY TAKEAWAY: Appleton employs a scorecard-based process to identify viable growth opportunities for its mature products. The following pages will explore each stage in greater detail

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