I-Box
**Project name:**

<table>
<thead>
<tr>
<th>Project leader:</th>
<th>name of person leading this project</th>
</tr>
</thead>
<tbody>
<tr>
<td>Last tollgate:</td>
<td>enter last tollgate passed</td>
</tr>
<tr>
<td>Market launch date*:</td>
<td></td>
</tr>
<tr>
<td>Steady state net revenue:</td>
<td>enter revenue run-rate**</td>
</tr>
<tr>
<td>Type of innovation:</td>
<td>(circle) new product new business core products/ replacement new channel/ business model</td>
</tr>
</tbody>
</table>

| Region: | e.g. Asia |
| Brand:  | …         |
| Category: |          |
| Concept score: (if applicable) | Uniqueness – A, B, .. Likeability – |

**Project description:**
- Insert a brief description of what the project is and does – (product/service/process or cost innovation)
- Possibly include how it works
- ...
- ...

**Consumer insights and benefits:**
1. Insert top 3 reasons to believe for a consumer at the point of purchase – why will a consumer think it is innovative? What are the benefits offered?
2. ...
3. ...

Insert Product or project photo(s)
### #2: Unique and compelling solution

**Project name:**

#### A) Compelling consumer solution (5 points)

Outline customer needs and related solution(s) which address these needs. *(Circle number)*

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<thead>
<tr>
<th>0</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Little proof (low scores and no supporting research)</td>
<td>Moderate proof (medium scores and positive research data)</td>
<td>Strong proof (high scores and strong research)</td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

- Use 3 or 4 key bullet points to outline the customer needs and the related solution(s) which address these needs.
- How are these aligned with the top needs/attributes for the product category and brand e.g. cleanability etc? Does this align with the brand performance curve?
- Include evidence to prove that this is a compelling consumer solution e.g. VOC data, concept test scores, influencer network comments, habits/practices research …
- What experiments were run to confirm the reaction of consumers?

#### B) Willingness-to-pay or market share gain (2 points)

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<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Little proof (No research or market share gain)</td>
<td>Moderate proof (Pay a little more with no share gain)</td>
<td>Strong proof (Will pay more and gain share)</td>
</tr>
</tbody>
</table>

- Describe any pricing research or evidence that consumers are willing to pay more for this innovation over a comparative product – if so, how much more?
- If there is no gain in pricing, what is the expected gain in market share (%)?

#### C) Unique consumer value (3 points)

Outline differentiation from competition at time of launch (not today).

<table>
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<tbody>
<tr>
<td>Nominal advance (meets competition)</td>
<td>Significant advance (clearly outperforms competition)</td>
<td>Disruptive advance (step change better than competition)</td>
<td></td>
</tr>
</tbody>
</table>

- Will any competitors in the region offer this solution at any price point or have a close alternative at the time of launch?
- How is this solution different from the competition?
- Would a consumer be able to understand the improvements?
- Would our trade partners be willing to displace a competitive product on the floor or add new floor space for this solution?
#3: Advantage and shareholder value

Project name:

D) Competitive Advantage or sustainable migration path (4 points)

(Circle number)

<p>| | | | | |</p>
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<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Weak short term advantage or defensive move</td>
<td>Moderate advantage with reasonable protection</td>
<td>Dominant, defensible long-term position</td>
<td></td>
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</table>

- How is this solution driving towards the ‘dreamspace’ for this category or business? Show the migration path (separate supporting page)
- How long will this solution have a competitive advantage? (1-year, 2-years, …)
- Is there any IP to protect? Patents or IDS filed?
- Are there other reasons to believe that there is a sustained advantage e.g. partnerships, distribution network, planned cadence of innovation?

E) Differentiated Shareholder Value (6 points)

- “Bigger projects are better”
  - Balance of Sale (%):
    - % of total branded product group
      - > 10%: 2.0 points
      - > 7% to ≤ 10%: 1.5 points
      - > 4% to ≤ 7%: 1.0 points
      - ≥ 1% to ≤ 4%: 0.5 points
      - < 1%: 0.0 points

- “Must generate more margin”
  - EOP Lift (%):
    - % higher than regional, brand product family average (comparative base)
      - > 10%: 2.0 points
      - > 5% pts. to ≤ 10% pts.: 1.5 points
      - > 3% pts. to ≤ 5% pts.: 1.0 points
      - ≤ 3% pts.: 0.0 points

- “Less capital higher return is better”
  - EVA/capital index:
    - EVA $ divided by capital required $
      - > 3.0: 2.0 points
      - > 2.0 to ≤ 3.0: 1.5 points
      - > 1.0 to ≤ 2.0: 1.0 points
      - > 0.5 to ≤ 1.0: 0.5 points
      - ≤ 0.5: 0.0 points

Note: EVA and capital for entire project (breakout of innovation optional). Use committed EVA