



4 ESSENTIALS



OPERATIONAL EXCELLENCE



TALENT DEVELOPMENT



SUSTAINABILITY & RESPONSIBILITY



ROUTE TO MARKET / CONSUMER

4 ACCELERATORS

PORTFOLIO MANAGEMENT



DIGITAL ACCELERATION



INNOVATION



PREMIUMISATION AND LUXURY





CONOR
MCQUAID

*Global Business
Development Director*



YVES
SCHLADENHAUFEN

*Innovation and
Portfolio
Strategy Director*



BRENDAN
BUCKLEY

*Innovation
Director
Irish Distillers*



INNOVATE TO SCALE
PRODUCTS, SERVICES &
EXPERIENCES

INNOVATION IS CRITICAL – TEST & LEARN



VOLUME
GROWTH

8,500 PRODUCTS

NUMBER OF PRODUCTS INTRODUCED

INNOVATION IS CRITICAL – TEST & LEARN



VOLUME
GROWTH

BUT ONLY 2%
= 90% OF GROWTH

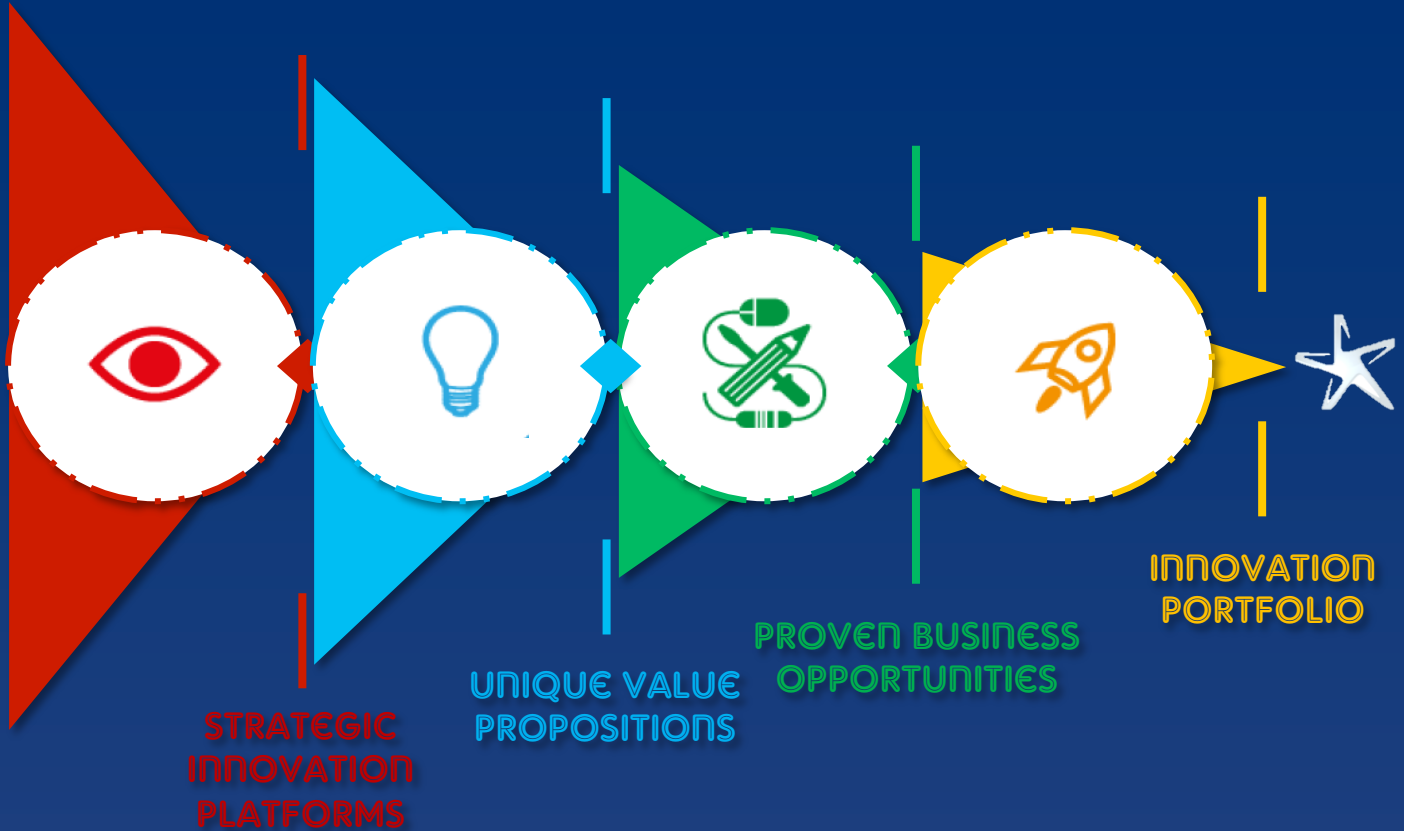
NUMBER OF PRODUCTS INTRODUCED

DISCOVERY

IDEATION

EXPERIMENTATION

SCALING UP



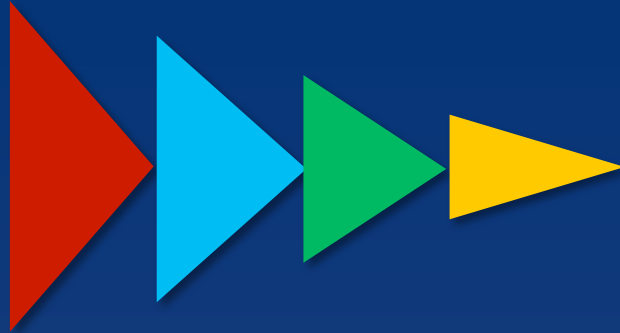


Pernod Ricard
Global Business Development



Pernod Ricard
Centre de Recherche

Kangaroo fund
Everyone Kan-Do



big
breakthrough
innovation group



Pernod Ricard
Group Strategy & M&A



INTERNAL INNOVATION MINDSET

FINE COCKTAILS

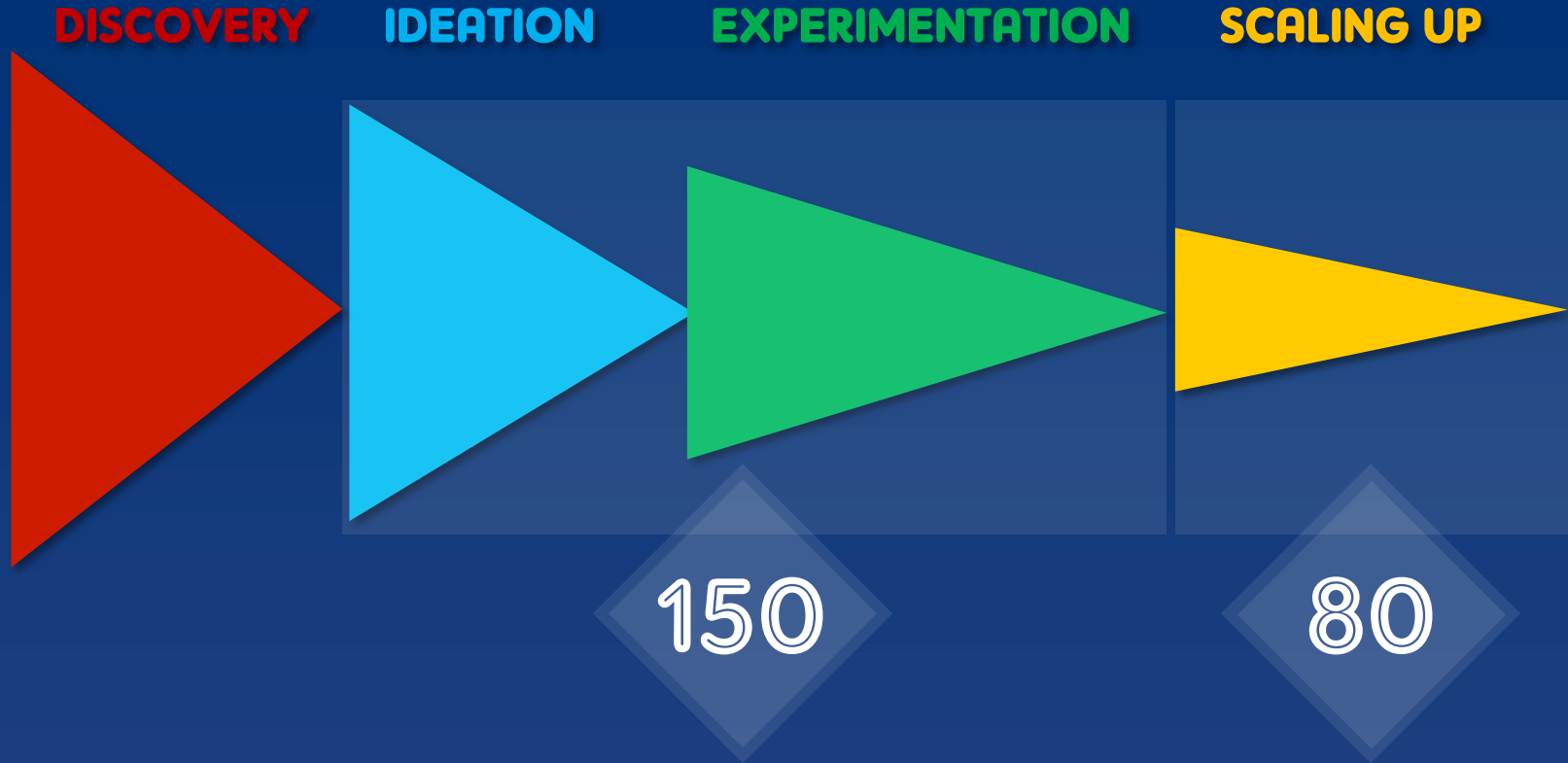
Kangaroo fund
Everyone Kan-Do



Pernod Ricard
Centre de Recherche



◆ INNOVATION AT PERNOD RICARD ◆



3 INNOVATION TYPES

INCREMENTAL



STRETCH



BREAKTHROUGH



3 INNOVATION TYPES

INCREMENTAL



3 INNOVATION TYPES

STRETCH



3 INNOVATION TYPES

BREAKTHROUGH



GUTENBERG





Give Legs To Your Ideas

Give legs to your ideas

PRIORITISE FUTURE BIG WINS GLOBALLY





PRIORITISATION...
TO BOOST
TOPLINE GROWTH