Innovation in Nestlé: Led by Consumers, Driven by Science, Delivering Shared Value

As the world’s leading Nutrition, Health and Wellness Company, we leverage this unique advantage. We believe Nestlé’s future will be exceptional, forged on our ability to deliver innovative growth in our businesses and value to all stakeholders. The shared value we generate will reach far beyond our consumers and shareholders. It will benefit our partners, clients, suppliers and raw material producers; both individually, and in their communities.

Creating shared value demands focused profitable innovation and protectable differentiation in our products. Nestlé Research links a strong scientific drive with deep consumer understanding to create and deliver products, systems and services that our competitors cannot. All we create is tuned to ensure satisfaction for every consumer. We meet their local taste preferences whilst addressing their expressed and unexpressed needs in Nutrition, Health and Wellness.

Nestlé Research is a powerhouse of science-driven, consumer-centric, business-aligned innovation. Structurally sound, intellectually strong and with a wealth of creative talent, all to support Nestlé’s leadership in Nutrition, Health and Wellness. Our projects are founded in business requirements, but directed at real consumer needs. We combine generations of practical experience with a continuous flow of new knowledge. For decades, we have worked in open-innovation partnership with universities, start-ups and suppliers. These relationships are now richer and more productive than ever. The constant innovation stream we deliver is founded in our past and created in the present to assure Nestlé’s future.

Paul Bulcke
Chief Executive Officer

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More life, More Vitality
- For young kids and old pets
Welcome to the world of Nestlé Research, where consumers are central to all our actions. Our consumer-centric innovation model drives Nestlé’s performance as the world’s leading Nutrition, Health and Wellness Company. We delight our consumers by meeting their needs and desires; achieving our business objectives at the same time.

Our ambitious goals are realised through the food and beverage industry’s largest global R&D network; and an exceptional group of innovation partners. This expansive approach exposes Nestlé to the bigger, better and bolder opportunities needed to accelerate our innovation cycles and deliver anticipated growth.

Our programmes are guided by the business and address all the major global issues we face. Our projects involve everything from sustainability and creating shared value; to affordable innovation; and super-premium treats for those wishing to try them.

We stay constantly at the leading edge of science and technology; deploying this within our products, packages and services. Being at the cutting edge of nutrition involves assuring that our innovations are valid and valuable to our consumers. Hence we undertake an ever increasing number of clinical trials, proving scientifically that our innovations fulfil their promises.

Equally, we must preserve our exceptional innovations for Nestlé, our customers, consumers and stakeholders. Thus, our key innovations and technologies have extensive layers of intellectual property protection surrounding them.

This brochure offers you the opportunity to meet Nestlé Research. We invite you to explore our world through R&D stories about our activities, projects and people.

Werner Bauer
Chief Technology Officer
Beyond Consumer Expectations

The Innovation Sweet-Spot

With over 3000 scientists, technologists, engineers and even anthropologists, Nestlé Research has no shortage of ideas when it comes to innovation. However, saying that “the job of Nestlé Research is to innovate” understates the case. An innovation, however exceptional, still remains just that unless it fulfils a range of further imperatives. It must find a relevant application within the business, meet a consumer need, be developed into a product or service, comply with all relevant regulations, have its intellectual property protected and above all be commercialised.

Flawless execution with rapid roll-out of innovations is a major challenge, especially for Nutrition, Health and Wellness. In short, everything done well!

In effect, we’re on a mission to find the Innovation Sweet Spot. A wonderful place where consumer need, technological capability, business capacity and the creation of shared value align. We begin with a consumer question: does an idea deliver a real consumer benefit? Then comes the business: does it fit Nestlé’s business strategy for a given product category? For the science: do we have or can we get the technology to develop it? Finally, for sustainability: does it create shared value?

Brand Building the Nestlé Way

Brand Building the Nestlé Way connects the global Nestlé Brand Building Community to share experience and expertise in delighting consumers and building great brands. Nestlé Research is their partner in generating demand for the businesses.

The basis for success starts with ‘knowing your consumer deeply’. This is where Nestlé Research first steps in. Our brand-builders share their in-depth consumer understanding and insight with R&D. Consumer Science adds knowledge on multiple factors in the food – consumer relationship that drive consumer impulse and brand choice.

Each brand requires a clear, unique and inspiring Brand Vision and Essence, leveraging Nutrition, Health and Wellness. We must create powerful brand experiences; imaginative ideas brought to life to engage consumers when and where they are most receptive to brand contacts.

Consumer Science, especially from the Nestlé Research Centre, builds on this, enhancing the depth of consumer understanding. Consumer-centric, they deliver against
“All starts and ends with the consumer”

Understanding Consumers

How many times does it happen? You’re running late! The kids are hungry! That’s when you hear somebody say, “Can I just ask you a few questions please?”

Questionnaires! A mainstay over decades for collecting information on consumers’ likes, dislikes, needs, desires and wants.

But, ‘People don’t always say what they mean...and they don’t always mean what they say’. Consumers use emotional, rational and contextual information in making their choices and preferences. All part of the complexity of how the brain works! So to delight our consumers with Nestlé products, we need to be able to sort the messages out.

To understand consumers’ food dreams, hopes and aspirations, scientists in the Nestlé Research Centre are unravelling the secrets of food – consumer interactions.

How are sensory signals on taste or texture transmitted to the brain? How does the brain decide “I like it” or “I don’t like it”? Nestlé’s psychologists, sociologists and anthropologists help unlock hidden truths in the consumer’s relationship with the product, pack and service.

Our science then allows us to understand both the explicit and implicit desires of our consumers.

With our research methods, we can ‘listen’ intensively to our consumer. Combining scientific, commercial and social data creates a competitive advantage through a proprietary and unique consumer understanding.

articulated, unarticulated and even previously unimagined consumer needs. Our brand building is stronger when we leverage both consumer science and brand experience to meet target-consumer needs. This creates a sustainable competitive advantage and accelerates Nestlé’s growth. Working with their sales and marketing partners, Nestlé Research helps design experiences that delight shoppers.

Our brand and innovation strategies are only as good as their execution. We must plan and execute flawlessly through a lean R&D process: allied to impeccable industrialisation; fulfilling strong, functionally-aligned plans; with outstanding execution every day, everywhere.

More than careful listening

Everything about being the world’s leading and preferred Nutrition, Health and Wellness Company leads back to the consumer. Building powerful, sustainable brands means connecting deeply with consumers and influencers, and then building a long term relationship.

When we talk about consumers and shoppers we mean it. Our businesses and markets generate consumer insight from attitudes, images, emotions, beliefs, perceptions and opinions linked to a brand, product or service.

A great start, made better when combined with Consumer Science, where Nestlé Research taps into expressed and unexpressed consumer needs and truths, nutritional facts, and physiological requirements. Science and insight together create a sustainable competitive advantage unavailable to those without our unparalleled R&D resources.

Beyond targeted innovation, the “Voice of the Consumer” is heard loud and clear across Nestlé. This helps us to solve quality problems and to learn more about consumer needs and concerns. It helps reduce the impact of complaints and supports strategic business development.

Petrae Heynike
Executive Vice-President
Marketing and Sales
Excellence in All things

New MILO

MILO is Nestlé’s flagship brand for chocolate malted beverages with strong Nutrition, Health and Wellness credentials. In 2006 PTC Orbe took up the challenge of enhancing the MILO formulation for Nestlé Malaysia. They developed PROTOMALT, a new malt extract with less sugars and more longer chain carbohydrates. PROTOMALT was used for a new MILO, in a formulation that reinforces its position as a good beverage for kids. It helps prepare them for their daily physical and mental activities.

The carbohydrates in PROTOMALT are rapidly absorbed and available to generate the energy kids need. The ACTIGEN E provides micronutrients that help convert food carbohydrates to energy. The development fulfills the brand message ‘Energy to go further’. And it strengthens the nutrition story, with PROTOMALT and ACTIGEN E building on the natural goodness of malt, milk and cocoa.

Consumers love it wherever it has been launched. So MILO’s already healthy market share and reputation have been enhanced, building this billionaire brand from strength to strength.

60/40+ Consumer Preference & Nutritional Plus

60/40+ embodies how we at Nestlé do business as the recognised leading NHW Company.

60/40+ is nothing else than good marketing practice. Driving increased consumer demand and profitable growth by delivering superior products both in taste and nutrition. And, most importantly, in communicating to the consumer.

In Peter Brabeck’s words, “The main objective of 60/40+ is to communicate the taste and nutritional advantages of our products. It’s the key driver of value growth” (Financial Times 22 Feb 2005)

The ’60/40’ in 60/40+ is the consumer preference target for all Nestlé products. Whether it’s NESCAFÉ, SMARTIES or MAGGI Instant Soups, we want each product to be so good that at least 60% of consumers prefer it to any equivalent product from our main competitor. We measure this by asking target consumers whether they prefer the Nestlé product or the competitor’s and to explain why. They only see the product, not the packaging nor the brand. Nestlé Research Sensory and Consumer Preference Network specialists establish the precise sensory profiles of the two products. They can then tell product developers what to improve in appearance, texture and taste. The consumers’ input is critical for R&D to deliver on taste and achieve 60/40 every time.

The ‘+’ in 60/40+ is the nutritional dimension of the product. Is it nutritionally sound? Does it meet nutritional imperatives from the

Delighting Mums and Babies – Consumer Research Space

“It’s cultural! We need our ears open and our senses alert all the time to catch every idea or need or thought of our consumers. It’s critical! Every time we imagine and design a new product.”

This was our thinking in the Nestlé Nutrition Queretaro R&D Center when we created our Consumer Research Space in 2008 to win with consumers and shoppers. In our Culinary Centre and Sensory Research Area, we have created an environment where we have direct contact with mums and babies who enjoy coming to work with us.

We invite mums into our Culinary Centre, to share cooking recipes and experiences with us. In the Sensory Studies Area, we ask mums to taste products in 60/40+ preference tests, and we have a Gesell Chamber with a one-way mirror where we can observe the interactions between mums and their babies.

We know that by making consumer understanding a habit in Queretaro, we are winning with consumers. The innovative culture we are creating is helping Nestlé cement its position as the world’s Nutrition, Health and Wellness Company.
We unite the taste and nutrition dimensions

public health and product category perspectives? Does it have a science-based nutritional advantage that is relevant to both the consumer and the brand? This is where the Nestlé Research Nutrition Network comes into play. Nutritionists in the Nestlé Research Centre work hand in hand with their counterparts throughout Nestlé R&D and in the businesses and markets. The goal is to see how to improve the nutritional value relevant to the consumers’ nutritional needs and compared to our main competitor’s product.

We combine the taste and nutrition dimensions in 60/40+ tools, so that all our clients in Nestlé worldwide can assess their own products consistently and professionally. Our clear nutritional recommendations help the businesses interpret scientific nutritional facts in consumer communications. Together, the Consumer and Sensory Preference Network and the Nutrition Network put the power of R&D knowledge behind Nestlé’s evolution into the Nutrition, Health and Wellness Company.

Start Healthy, Stay Healthy

START HEALTHY, STAY HEALTHY is a stage-based nutrition system of products, education, support and services. It fosters healthy growth and development, and the early establishment of healthy eating habits for children up to four years. For Nestlé, good nutrition starts with breastfeeding followed by developmental stage-appropriate feeding choices. The Start Healthy Feeding Guidelines for Infants and Toddlers fill a knowledge gap and emphasise the important issues in infant and toddler feeding.

START HEALTHY, STAY HEALTHY delivers on Nestlé’s promise to nourish a healthier generation, one baby at a time. Each of its five core areas is supported by nutrition science and sound feeding guidance. It includes development-based milestone symbols; science-based products; a Nutrition Guide; a Resource Centre for consumers and health-care professionals; and an In-Store early childhood nutrition section.

Nestlé Research assures the scientific base for START HEALTHY, STAY HEALTHY, bringing the latest and best available science or completing research where new science is needed. Such knowledge is valorised via the business in developing strategies for product improvements, or creating nutrition-related educational materials for parents and paediatric healthcare providers. This child-focused understanding has led to many breakthroughs, such as the increasing awareness of the obesity problem early in life and its relationship to infant eating habits.
Empowering Consumers

Wellness in Action through Bioavailability

What happens to the nutrients in food after we digest it? The vitamins, minerals, amino acids, fatty acids and simple sugars.

Nestlé Research nutritionists ask two questions. How much of a given nutrient is in the food? And how much of this is absorbed to feed every cell in the body. Bioavailability is how much is absorbed and utilised.

A number of factors affect bioavailability.

One is food processing. Milk, for example, is particularly sensitive to heat. So we developed a soft sterilization of milk that protects the delicate amino acid, lysine, in Nestlé dairy products and infant formulas.

Interactions between components in the diet can reduce or increase bioavailability. Natural phytic acid or oxalic acid in some foods blocks absorption of iron, but vitamin C increases it. Nestlé Research has been at the forefront in discovering forms of both iron and zinc that are more easily absorbed.

Interestingly, calcium from CONTREX water is just as available as that from milk. Green tea is famed for its antioxidants. But new NESCAFE PROTECT, made from a blend of roast and green coffee beans, delivers 70% more antioxidants than green tea!

Years of experience on bioavailability in Nestlé Research ensures a solid base for all Nestlé products. Developers feed this information into the equation when creating recipes and products, to deliver as promised on nutritional quality and integrity.

R&D Supports the Nestlé Nutritional Compass

Navigators well know the value of a compass. To know where they are, decide which way they want to go, and find their destination. The NESTLÉ NUTRITIONAL COMPASS on all Nestlé product labels does just that. It guides consumers in their food choices by making labels easier to read and navigate.

As consumers become increasingly nutrition and health conscious, they want to know ‘What’s on the label?’ before purchasing. Nestlé nutritionists acted on this ‘need-to-know’, working with consumers in 10 countries around the world. Consumers said, “Labels are complicated. We want the facts on the product, but easy and quick to read”.

Nestlé designed the NESTLÉ NUTRITIONAL COMPASS, launched in 2005, to give clear, practical information. The label shows ‘Nutrition Facts’ with nutrient content and contribution to recommended daily intake; ‘Good to Know’ to highlight the main nutritional information on the product; ‘Good to Remember’ for a tip on healthy living; ‘Good to Talk’ so consumers can contact the business. It is flexible to allow for regulatory evolution and consumer reactions.

Consumers like it. It is inviting to read, and empowering since it explains the place of the product in the global diet. The NESTLÉ NUTRITIONAL COMPASS shares values by empowering consumers and builds consumer trust. R&D nutritionists constantly bring new knowledge to support the content of the compass on Nestlé products the world over.
Seek Your Healthy Weight Solution Here

Most diets only concentrate on cutting calories, portions and favourite foods. Jenny Craig Inc. can offer a better, more sustainable way.

Acquired by Nestlé Nutrition in 2006, Jenny Craig Inc. is a California-based weight management company founded in 1983 on a comprehensive concept that includes three pillars - Food, Body and Mind - all working together.

In some 675 JENNY CRAIG centres across the US, Canada, Puerto Rico and Australia, the mission is to change lives by getting consumers to take the first step on the road to a healthy lifestyle. Trained consultants give regular one-on-one consultations on weight management and lifestyle. Each programme is tailored to the needs of the individual client. This includes a range of nutritionally designed, portion-controlled foods in balance with a variety of ‘free choice’ foods that can be eaten as desired.

Does ‘VOLUMETRICS’ mean anything to you? Simplistically, when our stomach is empty, the brain tells us, “Eat!” When our stomach is full, the signal is, “Stop eating!” So Jenny Craig’s R&D team initiated the VOLUMETRICS approach along with Prof. Barbara Rolls of Pennsylvania State University. It provides guidelines for choosing foods that give a lot of volume to satisfy hunger for few calories. Research shows that over a day or two, a person will eat roughly the same volume of food. Reducing the calorie density of the same volume of food, we feel full, and are more likely to follow a plan to lose weight. Another arrow to the bow of consumers seeking a healthy weight solution.

Nutritious & Delicious

Leveraging the Mediterranean Diet

Talking of Italy brings to mind the Mediterranean Diet with its image of pleasurable, balanced food. The mouth-watering Mediterranean flavours and textures are the soul of Italy’s culinary culture. Locally grown fruits and vegetables, cereals and pulses, with a plethora of seafood and olive oil is a truly holistic eating experience based on a healthy balance of lipids, proteins, carbohydrates and antioxidants with a bouquet of delicate aromas and flavours from a kaleidoscope of herbs and spices.

Casa Buitoni, Nestlé’s R&D Centre in Italy, is the heart of the BUITONI brand worldwide, one of Nestlé’s ‘billionaire’ brands. It is also the source of a unique expertise in Mediterranean goodness. Chefs and nutritionists work in tandem throughout product development. They apply the principles of the Mediterranean diet. They select the best ingredients to create delicious recipes whilst preserving their flavours and nutritional value.

Casa Buitoni has an important local and global role. Locally, it is the cradle of innovation and renovation for BUITONI’s wide range of products, from pasta to pizza, pesto to prepared dishes. More globally, it provides a source of inspiration and knowledge on the Mediterranean Diet for other Nestlé R&D Centres or markets working on culinary products. When they want the Italian touch in the Far East or Northern Europe, or the Americas, Casa Buitoni experts are ready to help.

Casa Buitoni also has its role in helping communicate nutrition to consumers with the best advice on correct food choices. The Nestlé nutritional compass on the packs gives nutritional tips about benefits of Buitoni products and their contribution within a balanced diet.
More Nutritious & Delicious

Let the Herbs Talk

The Chinese people already knew it thousands of years ago! Many of us are reawakening to it now! Traditional herbs are an elixir of health and vitality.

In a country where herbal therapy is paramount, generations of Chinese consumers have enjoyed herbs in their regular diet. Importantly, consuming them in the right combination and proportions to reap optimum benefits by balancing the yin and the yang.

That’s where the story might have slept like the dragon for another 100 years. Until two well known brands, EU YAN SANG and MAGGI made the first steps towards an unlikely marriage. The first serves an up-market clientele with high-quality traditional Chinese health herbs. The second brings vast culinary know-how in convenience, taste, mass appeal, wellness and value for money.

The fruit of the joint effort is the launch of the YANG SHENG LE brand in Singapore, proposing a range of all-natural concentrates based on ancient Chinese recipes. Consumers have four YANG SHENG LE soups to choose from. Each offers a particular health virtue - BALANCE, RENEWAL, REVITALISE and NOURISH. Just add chicken pieces and heat, and the family can enjoy a traditional herbal chicken soup. Ready in 20 minutes instead of six hours!

Enjoying Chinese herbs in your food to keep you and your family healthy has never been easier nor tastier than it is now.

The Secret of the Straw

It seemed a crazy ideal! But ‘crazy’ and ‘innovation’ often go hand in hand. Nestlé is a pioneer in products containing probiotics – living bacteria with a number of health benefits. But when Nestlé Nutrition wanted to make a milk drink for kids with a shelf life of one year, they had a big problem. It’s impossible to keep the probiotic alive at room temperature for more than a day or two!

Then the ‘out-there’ idea came from Nestlé R&D in Minneapolis. “Let’s just make a shelf-stable nutritional drink and, instead of putting the probiotic in the drink, search for a separate delivery system.”

The R&D team’s dream came true when they found and licensed a patented straw containing a probiotic, with clinical evidence. This was a major breakthrough by anybody’s standards, brought to reality through an exclusive open innovation partnership with BioGaia AB in Sweden. BOOST KID ESSENTIALS is a nutritionally complete drink for healthy growth in kids aged 1-13. Inside the patented straw is a drop of the probiotic Lactobacillus reuteri PROTECTUS, released by liquid when kids drink through the straw.

BOOST KID ESSENTIALS drink invigorates the kids health category, getting over 60% of its sales from new consumers. It exceeds consumer expectations for a complete nutritional supplement, delivering a health benefit in a kid-friendly, spill-resistant package with a fun telescopic straw.

To achieve this R&D Minneapolis teamed up with its R&D partners in PTC Konolfingen and NRC. We expect to please consumers in other markets with this innovation as other Nestlé businesses exploit the technology. BOOST KID ESSENTIALS complete drink will delight kids wherever it is launched.
Targeted Nutrition

Appropriate Fortification

Over 2 billion people, more than 30% of the world’s population, are at risk for iron, vitamin A or iodine deficiencies. Vast populations in developing countries never achieve their full mental and physical potential due to birth defects, stunted growth, low physical work capacity, reduced IQ and lower resistance to infection. All caused by micronutrient malnutrition.

For Nestlé, improving the nutritional value of affordable products is a major undertaking. Our researchers began nutritional studies in Africa and South America in the 1970s. Nestlé uses information from the main organisations in this area to identify the locations and the public health consequences of micronutrient malnutrition. Hence Nestlé’s goal of nutritionally fortified affordable products, such as cereals, milks, cocoa-based and culinary products.

Food safety is of utmost concern for fortified products. This is especially relevant for vitamin A and zinc, given the relatively small difference between daily dietary requirements and safe upper limits of consumption. Equally important, any added nutrients must be easily absorbed, and not affect the taste, aroma and appearance of the food.

Take iron, for example. Nestlé Research has demonstrated that for certain food products like cereals, adjusting the vitamin C to iron ratio can help optimize iron bioavailability. But iron is difficult to add without a metallic taste, so controlling iron is a delicate scientific balancing act.

With our partner universities we looked at the best way to fortify milks and cereals to address iron deficiency in young children. We showed that forms of iron like ferrous fumarate and ferric pyrophosphate are safe, with little effect on taste and colour, and are well absorbed. Several Nestlé products are now fortified with these sources of bioavailable iron.

Nestlé has R&D resources unequalled in the food industry, and the capacity to develop and distribute lower cost foods with appropriate nutritional quality on an ever wider scale. Through its affordability initiatives, Nestlé is adapting its commercial activities to the needs of these critical markets of the future. This means the Company can bring part of the solution to micronutrient malnutrition worldwide.

Meeting Special Consumers’ Needs

Nestlé R&D Minneapolis has a special mission for special consumers. It develops superior medical nutrition products, services and programs meeting the particular needs of patients and their carer-givers. After 35 years in the job, they’re good at it! They’ve developed over 100 products for patients with unique nutritional needs.

Lots of the patented products are marketplace firsts. Like IMPACT designed to meet the specialized medical nutrition needs of surgical and trauma patients. Or the OPTIFAST medically supervised weight loss program, supported and proven by over 80 clinical trials. It includes behaviour change, nutritionally complete bars, soups, and drinks. There are also many products and supplements helping patients with dysphagia to swallow safely. And we’ve already told you about their latest innovation, BOOST KID ESSENTIALS.
Systems Give the Consumer More

Run for Refreshment — Ice Cream Vending Machine

We wanted our famous ice creams to be there for our consumers just when they want one — anytime, any place! Not simple, when you have to be in a freezer. But that’s what’s needed for active consumers wanting their favourite MAXIBON or MEGA on the run. They need a service that fits their lifestyle. Traditional Nestlé vending machines are great. You can have your NESCAFÉ, PERRIER, MAGGI Soup and KIT KAT whenever, wherever, and however. But not an ice cream.

PTC Beauvais, our main Ice Cream innovation centre got the call. They were asked: can you make us a vending machine for ice cream? You can start with a compact floor-standing one we can put in a hall where there’s plenty of space. But we really want a nice slim one we can hang on a wall. What’s more we need to make some money. So it will have to work with low investment, lean logistics and fit in the best locations. Easy – no – but they got to work anyway.

They created the Nestlé Wall-model Ice Cream Vendor. It’s unique in the world of vending machines. A 100% PTC-Beauvais creation - it combines a specially modified US delivery robot with a small chest freezer made in Hungary - all designed, assembled and produced in France.

How could they make sure it would work? They stress tested it using our NESPRESSO approach. They had to deliver 20 reliable machines to Nestlé Germany. So they ran pilot trials of over 7000 servings in 2 weeks to assure first time quality. With final adjustments to correct minor glitches, they delivered their machines on-time to their business partners in Germany and gave Nestlé’s global ice cream businesses a major and unparalleled new selling opportunity.

A World First for Ice Cream

Patrick Fallay
PTC Beauvais Vending Systems Manager

The Wall Mounted machine is the Jewel in our Crown. We analysed past issues and new approaches. We needed to develop a slim machine with key characteristics. It needed an attractive design, and no moving parts inside a standard chest freezer, a way to pass the packed ice cream to the consumer and get their money. All at an affordable cost versus existing machines.

Many shops and other locations have little or no floor space. The Wall Mounted model means we can now install vending solutions where ice cream is not sold today. Vending machines exist in many different businesses. But for ice cream this slim, wall-mounted solution is a world first! We are really proud when we see it working in places like railway stations and popular entertainment venues, to give our consumers pleasure and our business an unrivalled new outlet.
A New Iconic Beverage System

Who could doubt that NESCAFÉ DOLCE GUSTO will be Nestlé’s next billionaire brand? The great multi-beverage system has phenomenal growth in over 16 markets and on 3 continents. Having bought over 2.5 million machines, consumers treat themselves 2 million times a day with 15 varieties of capsules.

Nestlé R&D has delivered two iconic designs, with a third on the way. What better testament could there be to Nestlé’s innovation, operational and commercial power than the launch of NESCAFÉ DOLCE GUSTO.

Just 5 years ago, an inspired, dedicated team was put together to deliver the concept. This multi-functional team put the design in the machine, and the technology in the capsules – all fully patented and protected. Through intensive, consumer-led improvement cycles they developed strong partnerships. Nestlé markets, retailers, suppliers, designers and engineers all helped to accelerate the time to market. In less than two years, with machines made in China and capsule production in the UK, NESCAFÉ DOLCE GUSTO was launched in the UK, Germany, and Switzerland.

Looking forward, the team continues to innovate on all fronts and to support aggressive roll-out plans. The first factory is already full. A second factory in Spain is built and producing. A rich portfolio of projects covering both products and machines is in full swing, including exciting renovation as well as radical innovation concepts.

Total Innovation around NESPRESSO

Just being around NESPRESSO is inspiring, as we all share a passion for the ‘Ultimate Coffee Experience’. It means being around coffee connoisseurs day in and day out, working with them and serving them as customers and consumers as well.

Very little is left to chance here. From the sustainable sourcing of exceptional Grand Crus coffees with our producer partners in the AAA programme to the delivery of the Nespresso Grands Crus to our consumers’ homes. Great coffees, delicious aromas, ingenious and award winning machine designs, all of which are complemented by so much more – exclusive services throughout the Nespresso Club and Boutiques around the world. I can’t wait to delight our consumers more everyday.

Alfred Yoakim  
R&D Director  
Nespresso S.A.
Channels, Distribution & Service

Diets the Vet loves

There’s life in the old dog yet! As Nestlé scientists found in their Life Span study of 14 years. Dogs fed 25% fewer calories than their litter mates lived up to 2 years longer. No wonder veterinarians turn to Nestlé Purina for cutting-edge research and products that improve and extend the life of pets.

But what do you do when there’s too much of your pet to love? Veterinarians now have an answer for flabby tabbies and pugly pooches. They prescribe Nestlé Purina’s high protein, low fat formulations, like OVERWEIGHT MANAGEMENT (OM), that use the power of protein to burn off excess pounds. OM formula spares lean muscle tissue and promotes loss of fat during weight loss in both dogs and cats. The addition of soy-germ isoflavones, pioneered by Nestlé Research, increases metabolism to help burn excess pounds and prevent rebound weight gain.

At the forefront of research, Nestlé Purina was the first company to formulate ultra-low carbohydrate diets – both dry and canned - for the nutritional management of cats with feline diabetes mellitus. We estimate that some 90% of cats with type 2 diabetes mellitus will be able to discontinue insulin injections altogether after only 6–8 weeks of a low carbohydrate, high protein diet and low dose glargine insulin. Veterinarians know that Purina DIABETES MANAGEMENT (DM) canned or dry formulas give the highest remission rates for cats.

In the end, the veterinarian loves what the pet loves. Veterinarians rely on Nestlé Purina products for predictable results, exceptional palatability and the latest innovations in pet nutrition.

The Nestlé Professional Beverages Centre

Nestlé Professional markets use the Beverage Centre’s showroom in Orbe to sell to customers and assure them of our professional capability and innovativeness. We showcase our unparalleled knowledge of the out-of-home beverages business category. We demonstrate our skills in related research, technology, engineering, distribution, creativity and especially innovation.

One customer had the following to say after a recent visit: “We were so excited and impressed by the momentum that is building around the process to solve, with high quality solutions, some of our pressing food and beverage issues. Our team that visited the Nestlé Professional Beverage Centre in Orbe, returned as fanatics about the coffee solution which we will now start to test”.

No wonder we love a customer visit. We prepare carefully with market sales

Working for Customers

Being in the Nestlé Professional Beverage Centre means developing, driving and delivering winning branded beverage systems and solutions that really help our customers thrive. To help our customers we must think of their customers – they’re our consumers after all! This is life at the interface – the place where Nestlé products meet their consumers via our partners in the ‘Out-of-Home’ food and beverages industry.

Thus, the Nestlé Professional Beverage Centre is unique for R&D, a hub where market needs and development know-how are merged to transform consumer and operator insights into winning product solutions. This means the Beverage Centre’s champions must
teams before every customer arrives, to understand their business and their issues, and work out how we might help them. During the customer visit we present relevant winning beverage concepts, systems and products as well as offering marketing ideas to drive consumer consumption. Our focus is on how to grow together and add value to both partners.

use resources in other R&D facilities and different external development partners, to create great innovations for successful roll-out in the markets.

The Beverage Centre’s Exploration and Insight team gets the projects right for the customers and markets. Then end-to-end project managers leverage the necessary resources to ensure timely project delivery. The Solution Deployment team delivers integrated support to markets for an effective roll out.

Our Orbe facility is the ideal location to discuss and test solutions with key customers, securing their commitment and assuring future mutual benefits.
Think Nestlé. Think Exceptional Chocolate

NESTLÉ GOLD

Do chocolate and science go together? Many would say “No!” Fine chocolate is crafted by artisans. Science is... well, science! Yet, Nestlé Research sensory scientists have found a new way to enhance chocolate pleasure for connoisseurs. They know shape matters!

Scientists reasoned, “Our palate is round. So why is a piece of chocolate square?” PTC York and NRC tested more than 30 different chocolate piece shapes. They measured how each piece filled the space between the palate and the tongue and the flavour intensity it created in the mouth.

Building on their foundation, science now meets art at Nestlé’s Chocolate Centre of Excellence in Broc. Adding the research to over 190 years of Swiss chocolate experience, our ‘Créateurs de Chocolat’ are crafting new tablet shapes to bring out the great taste and character of our finest chocolates.

Amazing, but true! Our new shapes adjust to the contours of your mouth. You can feel the creaminess and smoothness of our milk chocolate, with fresh milk from the Swiss Alps. And for our dark chocolate, the intense, authentic flavours and exotic origins of fine cocoa!

Marriages Made in Heaven

‘Nothing new about coffee and chocolate!’ you might say. True. Mocca flavour is as old as the Orient. But NESPRESSO, with their eye for luxury products, wants perfect matches. As Nestlé Nespresso CEO, Richard Girardot explains, “We knew that our consumers often like to taste their NESPRESSO Coffee Grands Crus with chocolate. So to enrich the experience of an exceptional coffee, we decided to explore the universe of fine chocolates.”

With the renewed Belgian chocolate maker, Pierre Marcolini, experts in chocolate R&D from PTC York and Nespresso’s coffee experts created the recipes for the new chocolate range. Their challenge? When we mix coffee and chocolate in the mouth, the flavour intensity and body of the one might dominate the other. To experience both in harmony, we have to balance intensity with intensity and body with body. Exploring equilibrium between the sweet, bitter, acid and roast flavours of chocolate and coffee, the experts created 10 recipes, with dark, white and milk chocolate.

Launched in 2008, NESPRESSO consumers can now enjoy the exhilaration of their favourite coffee blend with its perfect chocolate. Matches made in heaven.

The Premiumisation Opportunity

Simon Robertson
R&D Manager, Chocolate, Confectionery & Biscuits

More and more consumers have the means to buy and want premium products and services. These must deliver convenience, indulgence and the promise of Nutrition, Health and Wellness. Value and superlative quality, not volume, drive these consumer wants.

Chocolate is one of life’s greatest luxuries for many of our consumers. So our premium chocolates must be the ultimate indulgence. R&D must lead by careful design in all steps of premium chocolate creation.

This means selecting the cocoa and treatments to preserve subtle flavours, using the freshest ingredients, crafting the shape, perfect processing and exceptional packaging! With our premium products, consumers have the authentic taste of our fine chocolate.
More Life, More Vitality

NATURNES Baby Food

Every mother wants pure and healthy foods for her growing child. Foods that will fulfil all the child’s nutritional needs by giving the best nature can offer in fruits, vegetables, meat and fish. The Nestlé NATURNES range of baby foods goes even further. It offers a variety of tastes and textures to widen the growing child’s sensory experience.

NATURNES is a revolutionary new concept coming from PTC Singen. The leading edge, nutritionally designed recipes are salt- and sugar-free. They range from smooth purées to textured meals like carrot and peas or spaghetti bolognese. These match babies’ needs as they reach different stages of their young lives.

The new, UHT steam-cooking process is timing-adapted to each family of ingredients. So meat, fish, vegetables and fruits are always cooked to perfection, retaining their natural goodness!

Using exceptional ingredients and specially designed packaging, the NATURNES range shifts the focus in baby foods from taste alone to nutrition-based health and wellness benefits in a convenient format. Pleasing for mothers, because their babies love it.

More Life in Their Years

Mature cats, seven years old or older, account for 30% of the cat population. Their owners want their adult cats to have long, healthy lives right into their later years.

So Nestlé scientists developed a unique blend of nutrients they call LONGEVIS to help cats over 7 years old live longer and healthier lives. LONGEVIS is a special blend of antioxidants with prebiotics from dried, whole chicory root and a mix of n-3 and n-6 fatty acids.

All designed to meet the unique nutritional needs of mature cats!

The LONGEVIS blend is exclusive to PURINA PRO PLAN Vital Age 7+ cat food. It is one of the most comprehensive nutrition programmes specifically for the signs of ageing in cats.

Extensive scientific studies prove that LONGEVIS extends the lifespan and improves quality of life in 7+ cats.

It works on the cat’s digestive and immune systems by helping to balance gut microflora for optimal intestinal health and increasing absorption of vitamin E and β-carotene.

LONGEVIS helps delay the first signs of ageing and maintains skin thickness, which is an unmistakable sign of health and youthfulness. On a diet enriched with LONGEVIS, 7+ cats enjoy all the essential elements that will help them live longer, healthier and more active lives.
For our Consumers everywhere

Locked-in Freshness

Consumers look increasingly for more freshness in the delicious taste of our MAGGI culinary products: seasonings, bouillons, soups and sauces. They want the special touch it provides in their cooking. Food technologists at R&D Shanghai took up the challenge. They developed their breakthrough granulation technology, which is the basis of MAGIC SARAP.

They found the secret of locking the freshness and deliciousness of fresh vegetables into each granule. Our granulation goes back to the basics of cooking. Even the volatile and taste-active components of highly aromatic vegetables like onion, garlic, shallots and leek can be locked in. The fresh and natural notes are superior to any dehydrated vegetables or spices.

The locked-in aromatics and freshness released during cooking with MAGIC SARAP resonate well with the homemaker and the housewife. This brings a personal, delicious touch to every dish she prepares and becomes her special secret for pleasing her family. Nestlé Philippines were the first to launch MAGGI MAGIC SARAP. A number of markets now have products ready for launch, or in development with R&D Shanghai. Products range from bouillon to soups and gravies, all using granulation technology, with markets from Vietnam to Malaysia and UK to Oceania, including Nestlé Professional customers.

Making Products Visible – Consumer Profiler

In the wonderful world of our emerging markets, getting noticed is pretty hard. Saying that the ‘traditional trade’ is informal is an understatement. Collaboration between our central packaging, branding teams and several R&D locations created new expertise in Nestlé, called ‘Consumer Profiler’. This is a systematic study of low-income consumers; their purchasing habits, their needs and the ways to reach them in the market.

We organised consumer immersions on packaging around the world - in Mexico, India, Thailand, Brazil. These included in-home interviews with cooking observations and pantry checks and accompanied shopping and store visits. We set up Innovation Partnerships with young designers in universities such as LimKokWing University, Malaysia and NanYang Polytechnic, Singapore. R&D designers, inspired by their ideas, conceptualised new packaging and merchandising units and field tested them.

Our popularly positioned solutions to packaging include visibility enhancement, down-sized portions and re-use opportunities. The right packaging format must balance cost, product protection and environmental impact. It generates high visibility, better convenience and functionality, improves point of purchase efficiency in-store and creates sustainable differentiation.

An inspiring environment: the R&D Singapore cafeteria is built like a traditional local shop
The Asian Consumer’s View

Food affects health. Most of the time positively; sometimes negatively! Consumers in Asia know this. But they also like tasty foods. Fried noodles are traditional in South East Asia. When health authorities started to poke the finger at fried noodles, food technologists in R&D Singapore already had part of the answer. Replace fried noodles with air-dried noodles having very low fat and a biscuit taste.

Asian consumers said:
- We want a healthier product with better nutrition.
- BUT you have taken away our favourite fried taste and we will not sacrifice this for health.
- AND any new product has to stay affordable.

The love for the fried taste was stronger than health concerns. Toh tells us below how they resolved this.

Fried Taste without Frying

Tian Seng Toh
R&D Singapore Group Manager for Noodles, Cereals and Nutrition

How could we handle the consumer dilemma? We needed a fried taste without frying! So we had to work out what it is that gives a fried flavour. By extensive trials, we were able to find it. Then we worked out how to create this flavour through our ingredients and processes to have a great taste. In fact, it worked so well that many consumers considered the new noodles better than traditional frying. So the great fried taste of MAGGI now comes with no more than 3% fat. And we have several ideas that go even beyond consumer expectations for new, healthy, affordable products. Satisfied consumers and growth for MAGGI!

An Economic Way of Life – Meeting Emerging Consumers’ Needs

Nestlé’s unique brand portfolio presents a range of products that offer consumers Nutrition, Health and Wellness every day throughout their lives. Emerging consumers are no exception. We welcome them into our Nestlé world through our Popularly Positioned Products (PPPs). These are full-quality products made affordable by challenging our business models, formats and formulations. In short, doing what’s needed to reach these important consumers!

PPPs bring specific development challenges for our PTCs, R&D Centres and markets. They demand a deep understanding of our target consumers, a clear definition of the value proposition and a significantly different business model and cost structure to developed markets.

We must meet the basic food needs of our emerging consumers, with good tasting, nutritious products that compensate dietary deficiencies and, at the same time, offer the right cost and convenience. This means adapting products and packaging to suit local trade channels, store configurations and in-home needs.

A real challenge, constantly rewarded, as our sales to emerging consumers grow.
Bottom up Innovation

The Forgotten Nutrient – Pure and Affordable

Birth of Nestlé PURE LIFE water
Is water a nutrient? Answer “Yes” and you’re right! It’s so essential we can’t live without it. Many of us take it for granted. Yet, for over 1 billion people in the world, pure and available water is a dream and the lack of it is a huge public health risk.

Water nutrition facts:
• Water is essential for life
• We consume more water than any other nutrient
• Our body is about 60% water
• It carries other nutrients from the food we eat to all our body’s cells and the waste away

Nestlé builds its factories close to a river, lake or well because they need clean, safe water for all industrial operations.

One day in 1997, factory engineers in Pakistan showed Peter Brabeck their new water cleaning installations. He asked, “If we can clean up water for the factory, why can’t we do the same thing to provide consumers with affordable, good quality drinking water?” A simple idea with far reaching consequences!

How does PURE LIFE water taste

Let’s look at coffee. Some parts of the world like it black and strong. Others prefer it less roasted and some just drink it light. Who would have guessed it’s exactly the same for water? No one-size-fits all solution!

When Nestlé decided to take PURE LIFE to China, consumers didn’t like the water developed to please taste buds in Pakistan.

Our Chinese consumers wanted a ‘lighter’ taste; so our sensory experts got to work. They designed a PURE LIFE water with different minerals and a locally preferred taste.

It’s the minerals they contain that give different waters different tastes. Since the water used for PURE LIFE is purified first, it contains no minerals and tastes neutral. So we can tailor the balance of minerals we add to give tastes that suit any part of the world.

Beyond taste, we can specially select minerals for their impact on health. In our thirst for knowledge, we want to understand more about how to make our waters taste even better, using the same 60/40+ taste preference process applied to other foods.

Star diagrams of specific sensory attributes in two different waters permit visual comparison of their flavour profiles.
Kids Hydrate to Remember

Surprising, but true! In a Nestlé study in Sardinia on kids going to school, some 83% arrived dehydrated! We already knew that maintaining good hydration helps sustain alertness and mental performance in adults. So we wanted to know the effect of water on kids’ mental performance. We took two groups of kids. One group had free access to water. They were not forced to drink. They could drink any time they wanted during the school day to get the optimum amount they needed. The other group followed their usual school routine. We found that the kids given free access to water were much better hydrated after lunch than the others. The cherry on the cake? When kids were better hydrated, their short-term memory improved significantly. So drink up everyone!

Fruit Drinks for Kids in Mexico

With some 30% of adults obese, many Mexican parents are aware their kids must stay fit and trim. One way is to start good habits young. Nestlé Waters has introduced water and water plus 15% fruit juice with real child appeal. With lunch box formats and fun cartoon labels, NESTLÉ PUREZA VITAL water and fruit drinks really fit the bill. The juices are fortified with calcium and low in sugar - healthy and great for bone development.

Nestlé Research made this development tick with a lightweight, child friendly and fun bottle; perfect kid flavours and scientifically precise fortification. It’s great tasting, the calcium works well in juice, and no sediments! These drinks are so popular the kids call them ‘the little bubble’. In a crowded market, we’ve enjoyed two years of climbing market share.

A Golden Rule of PURE LIFE

Gillian Anantharaman
Nestlé Waters R&D Manager

PURE LIFE is always made from a reliable and sustainable water source. The first target was consumers in areas of the world where water quality was poor. But now, consumers in industrialized countries can enjoy it. It is sold in 25 markets across the globe ranging from Chile to China and expanding all the time.

Nestlé PURE LIFE today is the World Number 1 bottled water for volume sold with CHF 1.3 billion in annual sales. PURE LIFE consumers have an excellent and affordable drinking water that they love and trust.
Working for Farmers

From R&D Abidjan with Love – Cocoa, Coffee, Cereals & Cassava

Better Quality and Sustainable Crops in Africa
2009 saw the opening of our Nestlé R&D centre in Abidjan, Côte d’Ivoire. Its job? To improve the quality of local crops like cocoa, coffee, cereals and cassava, along with adapting Nestlé products to the nutritional needs and tastes of West African consumers. Improved crops means that Nestlé can buy more raw materials locally at fair and guaranteed prices and local farmers get a better income and improved quality of life. Improved local products mean affordable, high quality foods that better meet consumers’ needs locally and around the world. Combined, the effect is another example of Nestlé Creating Shared Value for the Company and the community.

Cocoa & Coffee
The quality and quantity of West African cocoa are affected by ageing plantations and crop disease. Our Abidjan R&D Centre intends to support the renovation of cocoa plantations in the region. We aim to propagate millions of high-yielding, disease-resistant cocoa trees in Côte d’Ivoire over the coming years. This is part of a Nestlé Research drive to improve the sustainability of cocoa farming in major producing regions: West Africa, but also South East Asia and Latin America. Candidate tree varieties are already under test in Ecuador and Indonesia. In a year-long collaboration with the Indonesian authorities, 1.2 million high-yield, disease-resistant cocoa plantlets have been distributed to Indonesian farmers. A significant propagation effort aimed at supporting fine cocoa production is also underway in Ecuador.

Nestlé coffee propagation projects in Mexico and Thailand since 2004 have provided farmers with around 1.5 million plantlets every year, with the aim to cover 10,000 hectares of plantations by 2015.

Science Drive – Nestlé R&D Tours
The science behind cocoa and coffee comes from world-leading plant scientists at Nestlé’s R&D Centre in Tours, France. Over the past 30 years, they have developed an advanced plant multiplication technology.

By enabling the mass propagation of high-potential trees, multiplication technology accelerates the production of millions of healthy trees that give abundant yields along with desirable flavours. Rejuvenating cocoa and coffee plantations is already helping sustainability in different parts of the world. When farmers no longer feel the need to extend their existing plantations, it limits deforestation.

Shared Value
Nestlé owns no commercial farms and no plantations. Its interest lies in assuring a long-term supply of exceptional cocoa and coffee from local farmers, who are positively rewarded for their endeavours.

We strive to help farmers be more successful via higher yields and having healthier and more diverse crops, so less dependant on one commodity.

Inauguration of Nestlé R&D Abidjan

Accelerated Propagation – From one, many.
In the past 15 years, Nestlé Research plant scientists from Tours, France, have shipped 17 million specially selected plants to coffee and cocoa farmers in developing countries.
“Nestlé trees give us up to 3 times more coffee than before”

The Thai Farmer’s Voice

Thailand is warm and humid. Perfect for coffee! But Thai planters are losing interest due to modest harvests (~ 900 kg/ha) and low prices. Better to grow oil palm and rubber! So Thailand has to import coffee, and Nestlé’s long-term green coffee supply there is threatened.

In 2003, Nestlé Thailand asked Nestlé R&D Tours to produce thousands of tiny coffee plants by accelerated propagation. They planted them out in nurseries, and set up 40 demonstration farms, teaching the farmers good coffee-farming practices.

Now, Thailand gets 1 million plantlets per year. This creates shared value. Growers buy their plants from Nestlé’s coffee purchasing stations. Nestlé Thailand buys their green coffee. Farmers say, “We can’t believe it! Nestlé trees give us up to 3 times more coffee than before (~ 3t/ha), and Nestlé pays us good prices.” Happy Thai farmers and authorities! For Nestlé, a more stable, long-term coffee supply. Nestlé Research is making Thai coffee farming more sustainable, so farmers can get an equitable, long-term reward for their efforts.

From One, Many

1. The corners of a small square cut from a coffee leaf develop groups of plant stem cells.
2. Replicated many times using special nutrients, cells cluster together to form coffee embryos.
3. Other nutrients grow embryos into young coffee trees with leaves, then roots, ready for planting.
Education and Foods

The Nestlé Nutrition Council (NNC)

Human nutrition is complex, both in terms of the multidisciplinary range of knowledge it demands and the constant and rapid emergence of new areas of scientific research. A committee of nutrition experts has been providing relevant information and continuous advice to Nestlé General Management for many years.

Their advice includes:
- The Corporate position on Nutrition, Health and Wellness
- Developing nutritional issues related to Nestlé’s businesses
- The impact of issues on the Company’s nutrition and health policies

First created in 1978, the advisory board has included a total of 34 external advisors and has met around 60 times. The current Council consists of ten members. In order of length of service the current members are named in the table above.

Since 2004 the NNC and the Nestlé Research Centre, Lausanne have hosted the annual Nestlé International Nutrition Symposia (NINS) on leading issues in ‘Nutrition and Health’. For each symposium, Nestlé invites some 150 international scientists working in the area concerned. At each event there have been 8 to 10 leading speakers in the field, including at least one Nobel Prize Laureate. The topics of the symposia, thus far are:

- 2004 Personalized Health and Nutrition
- 2005 Lipids in Metabolic Health
- 2006 Nutrition and the Brain
- 2007 Nutrition and Cancer
- 2008 Nutrition and Performance
- 2009 Nutrition and Health Economics

The 2010 Nestlé International Nutrition Symposium will address the topic of Nutrition and Health Epigenetics.

Current NNC members

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<tr>
<th>Name</th>
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<tr>
<td>Prof. Michael Gibney</td>
<td>University College Dublin, Ireland</td>
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<tr>
<td>Prof. Dominique Belli</td>
<td>Children’s Hospital, Geneva, Switzerland</td>
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<td>Prof. Bruce Bistrian</td>
<td>Harvard Medical School, Boston, MA, USA</td>
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<td>Prof. Demetre Labadarios</td>
<td>Human Sciences Research Council, S. Africa</td>
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<td>Prof. Bruno Vellas</td>
<td>University of Toulouse, France</td>
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<td>Prof. Irwin Rosenberg</td>
<td>Tufts University, Boston, MA, USA</td>
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<td>Prof. Titia de Lange</td>
<td>Rockefeller University, New York, USA</td>
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<td>Prof. Susanne Suter</td>
<td>Medical Research Centre, Geneva, Switzerland</td>
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<td>Prof. Susan Gasser</td>
<td>Friedrich Miescher Institute, Basel, Switzerland</td>
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<td>Prof. Josef Penninger</td>
<td>Institute of Molecular Biotechnology, Vienna, Austria</td>
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Nutrition Education in Nestlé

Edward Fern
Senior Group Expert in Nutrition

William Yeats, the Anglo-Irish poet and Nobel Laureate once said, “Education is not filling a bucket but lighting a fire”. This sums up our aim in the many nutrition education sessions we run inside the Company, both at the Rive-Reine Training Centre and out in the Markets. Namely, to open the mind to nutrition as a whole and not simply to overload the memory with facts! This ‘exercise of appreciation’ is extremely important because nutrition is a fusion of two, at times very different components. Natural scientific principles of nutrition that bring us knowledge. And a framework of man-made regulations and guidelines for nutrition that govern how we apply our knowledge in products. In Nestlé Research, we teach and work with both faces of nutrition to assure our commitment to Nutrition, Health and Wellness.

Kids Education

Maggi chefs enjoy passing on the message of Nutrition, Health and Wellness to kids in Costa Rica.
Continuously Improving our Environmental Performance

Lightweight Bottles – Saving Resources

Water is very precious. It needs protection from all kind of things like dirt, microbes, odours and unfriendly individuals who want to tamper with it. Packaging is the key for protection of the product and transport to the point of consumption. More globally, packaging is critical to prevent wastage of food. With the growing acceptance that water is a finite resource, not wasting it becomes essential.

Bottles range from refillable 5 gallon sizes delivered to homes and offices, to different size bottles in retail outlets. Among plastics used to bottle water, PET (polyethylene terephthalate) is a favourite. It is transparent, rigid for transport, neutral in taste and offers excellent protection against uptake of substances from the environment. We always look for ways to reduce the plastics we use, to cut cost, waste and environmental impact, while maintaining the safety, purity and convenience of the product for the consumer. This ‘art of the same with less’ is called ‘light weighting’ and involves a lot of our expert knowledge in designing and blowing bottles. Building on the launch of the Eco-Shape bottle in the USA, our team has just launched an ultra light-weight 1.5 litre bottle for Nestlé Aquarel water in Spain. We believe this to be the world’s lightest bottle of its kind.

Natural Resources – Drive to Efficiency

Nestlé’s key environmental sustainability challenges are water conservation, energy efficiency, climate change, and packaging. Nestlé’s approach starts with good water management in our own operations. We achieved our water targets for 2008 and reduced water withdrawal per tonne of production by 6% – part of a long-term approach that has seen us reduce water withdrawals per tonne of product by 58% since 1999.

Nestlé’s success in reducing energy consumption per tonne of production over the past decade results from focused efforts on energy conservation programs, and a systematic approach to energy reduction. In the past 10 years, Nestlé businesses reduced their energy consumption by 42% per tonne of product. This was matched by a reduction of CO₂ emissions from our manufacturing sites of 48% per tonne of production. Nestlé is committed to realizing further savings in energy consumption and has set internal targets for continuous improvement.

Optimising the use of natural resources will always be a major task in R&D. Our daily life constantly reminds us that they are becoming scarce, expensive or both. At Nestlé’s level of innovation, we have to build efficiency in right from the start.

Nestlé’s integrated approach favours source reduction, reuse, recycling and energy recovery. Continuous review and assessment of packaging source reduction opportunities have resulted in packaging material savings; 385,000 tonnes and CHF 683 million worldwide from 1991-2008. Packaging material volume reduction per litre of bottled water represents a saving of 44,000 tonnes of packaging material in 2008 alone.

From Petro-Plastics to Bio-Plastics

Why did Nestlé Waters participate in setting up a university Chair to study the basic science of Bioplastics?

50 million bottles of water a day, that’s one reason. Nestlé R&D works to get our environmental footprint down. Making bottles square reduces transport costs, recyclable plastics saves resources. But design and recycling have their limitations. So Nestlé Research, with Arkema, L’Oréal, PSA and Schneider Electric, aims to use pure science by co-founding a Chair in Bioplastics in the Materials Department, Ecole des Mines in Paris.

The task? To discover novel, renewable materials adapted to our packaging needs. With 6 PhDs on the job until 2013, the findings should deliver science based insights vital to PTC Waters. We’ll be able to test, develop and implement radical new materials. Beyond Nestlé Waters, all Nestlé’s packaging development will benefit from applying this new source of excellence in renewable materials.

A cornerstone of Nestlé’s environmental policy is developing and using materials from sustainably managed, renewable resources. There is, however, no magic bullet. Cellophane, invented in 1908, reminds us that not all packaging materials of bio-origin are environment-friendly.
Business Delivery

Science to Business

With Open Innovation, our scientists are moving from ‘inventors within Nestlé’ to ‘translators of knowledge from external sources’. Our relationships with universities and start-ups harvest new technologies.

NRC Nutrition makes us the ‘+’ in 60/40+, validating health claims and helping businesses and markets with nutrition communication. Food – Consumer Interaction studies offer businesses a scientific view on consumers to complement their consumer insight in defining business needs.

Food Safety and Quality develops all the analytical methods Nestlé factories need to ensure smooth operations, with products meeting all regulations for compliance. Our Early Warning System gives the businesses, markets and R&D Network notice of any safety and quality issues before they happen.

And Food Science focuses on bringing out the best of nature to enhance nutritional effectiveness and wholesomeness.

Scientific Research is ever more integral to a growing and sustainable business.

Innovating with Billionaire Brands

To realise our ambition and achieve our business objectives we must leverage all the competitive advantages that make Nestlé unparalleled in the food and beverages industry.

One of the main competitive advantages is surely Nestlé’s panoply of products and brands. The Company has a unique brand portfolio of products that are important elements of daily life for our consumers throughout all life stages.

The incredible thing is that 29 of them are ‘Billionaire brands’. That is to say brands accounting for more than CHF 1bn in annual sales. Further to this, the ‘big 29’ generate some 70% of all Nestlé food and beverages sales and, together, deliver in excess of the market growth.

Nestlé’s Billionaire brands constitute a natural focus for our innovation programmes and work. Our industry-leading R&D resources and assets are weighted heavily in favour of these world-class brands and the range of products they each provide for consumers in the five continents.

By supporting these brands with swift commercialisation of our consumer insights and in leveraging our rapid progress in science and technology within them, we identify major business opportunities.

These opportunities combine genuine scale with strong consumer interest and have extensive commercial resources available to them.

Little wonder then, that Nestlé’s strongest brands grow stronger with every passing year. Looking into the future, we anticipate continually adding new brands to further enrich the Company’s ‘Billionaire Brand treasury’ as our ‘Bigger, Bolder and Better’ innovations reach maturity.
Building International Expertise

Business Alignment – Getting Our Priorities Right

In reality, R&D’s innovations only make it to the marketplace through the business. So it’s essential that we have a clear understanding of what the business wants to do and where and when it wants to do it.

Equally R&D, as an engine of innovation, must lead proactively in bringing forward the newest scientific and technological possibilities. Winning strategies, guided by business objectives, based on consumer insight and driven by proprietary, protected technologies demand carefully aligned innovation and renovation plans. Ideas aligned precisely to both business and consumers then emerge.

We seek the best ideas, the bigger, bolder, better ideas. Exploiting differentiated know-how is essential. It assures that our Strategic Business Units, Markets and R&D locations combine to deliver sustainable, profitable growth.

Training spotlight – Exceptional Project Management PMI Qualification

A few years ago, Project Managers in R&D tended to grow into the job, but projects were smaller and less multi-dimensional. Today’s Bigger, Bolder and Better Innovations create bigger, more complex and higher value projects. Doing the right things, doing them right and meeting deadlines are critical for business growth.

Project management is now a profession, but it’s rarely part of anyone’s academic training. This means internal training is a must. It’s a crucial success factor for R&D alignment with the business strategy. All our innovation team members must understand project management.

However, for our top Project Managers, excellence now comes with an external qualification – Project Management Institute certification.

It endows them with the internationally recognized title PMP (Project Management Professional). We’re proud to say that we can boast 25 PMPs in our R&D ranks, with plenty in training to swell the numbers.

Personal Development – Nestlé Research Business Training

Paru Sellappan is an INP Manager in PTC Beauvais

What a great journey. Micro MBA! I’m enjoying it. Lots of work on top of the day job. For me it is a great thing: a great curriculum, with marketing, finance, strategy development, innovation and leadership. In short, ammunition I’m really using.

It’s fantastic for networking, contacts with lecturers and project partners. People with a great record in the real world. Like working in Nestlé Research, it’s all about networking. One great moment was 3 hours of inspiration on leadership from an ex-army officer with just one visual! Amazing and enthralling. I should really learn how to do that! We followed a salesman in the UK on the first day of a product launch. The salesman’s vision for great innovation is crucial. Intriguing how connected research and sales are. Directly developing together practical solutions for concrete projects with clear market/business needs!

This is a parallel personal and career opportunity. You’d be crazy to say no! Great journey, time-consuming, high standards! And really motivating! Certainly worth the effort!
Working with a Major Supplier

Cargill is a large, privately owned, international provider of food, agricultural, financial and industrial products and services. For decades a major supply partner, it is the longest standing member in our Innovation Partnerships community. We started work with Cargill in ‘partnership mode’ before we introduced the concept of Innovation Partnerships. So, not surprisingly, much from this collaboration forms the basis for what today is Nestlé’s Open Innovation Model. A model based on strong, trustworthy and value creating partnerships.

Cargill’s interaction with Nestlé Research spans an extensive portfolio of projects across many R&D locations. These go from feasibility to launch. To mention just one market – Brazil – here we can find ‘low trans-fats’ in trial, nutritional components for infant formula being launched and taste enhanced dried vegetables in post-launch assessment.

In July 2007, Cargill was the first external partner participating in our annual R&D management conference. In July 2008 they co-hosted our R&D Senior Management Meeting in their Minneapolis animal-nutrition campus. ‘Cargill News’ has highlighted our special relationship on several occasions. Then in January 2009, Cargill was the first winner of the Nestlé Research Open Innovation Award for their joint Soya Meal development with the Nestlé PetCare PTC in St. Louis, participating in the award ceremony at ECAL in Lausanne.

Wake up! The Brain tells its tale

Imagine this. You’re eating an ice cream, stimulating your mouth with a cold, juicy, tingling delicious sensation that refreshes your mouth and head. Why? Because the refreshing stimulus sets off a myriad of tiny electrical impulses all over your scalp. Did you know that Nestlé scientists in Food-Consumer Interactions can measure this whilst it happens? They record an EEG (Electro-encephalogram), where they can visualise this ‘chilly’ refreshment in the mouth increasing the brain’s \( \alpha \)-waves. So they see the burst of alertness you’re feeling in real time.

2006 saw Nestlé Research Centre set up a collaboration with EPFL (Swiss Federal Institute of Technology, Lausanne) about the brain and how it is affected by food and nutrition. In 2009, we have enhanced our efforts in this important area by opening Nestlé’s first research unit in Japan at the University of Tokyo. Studies target healthy aging, including cognitive performance. Together, our partnerships cover brain development in infancy, cognitive performance through life and cognitive decline in the elderly.

Open up to Innovation

Helmut Traitler
Head of Innovation Partnerships

No company can know everything it needs for successful innovation. Nestlé history is full of successful innovations developed internally. But even the most creative inventors can suffer from ‘in-the-box’ thinking.

Today’s changing environment demands that we increase innovation frequency. Science is advancing faster than ever. So what are the choices? Fewer core technologies! More internal resources! Maybe! But why not look to the outside for the precise expert resources we need.

In 2006 Nestlé Research launched its ‘Innovation Partnerships Approach’. We began to set up Partnerships and Alliances with universities, inventors, start-ups and supplier companies.

Innovation Partnerships allow us to select specific providers to complement internal knowledge and accelerate the innovation process.
Leleaner but not Hungrier

Obesity is not just for humans. Up to 40% of dogs in developed countries are overweight or obese. They have a higher risk of many chronic diseases and their quality of life suffers. Spaying/neutering is a major risk factor for a significant decline in energy metabolism with an excessive accumulation of body fat.

In an innovative partnership with Cargill Inc., Nestlé scientists ran several studies to test whether isoflavones from soy germ meal (SGM) affect weight gain and energy metabolism in spayed/neutered lean dogs.

They found that SGM isoﬂavones significantly increased daily energy metabolism and reduced build-up of body fat. All this with the same amount of food, so dogs were not hungrier while achieving ideal body leanness!

Nestlé Purina has launched this novel weight management technology into three of their Veterinary Overweight Management diets - PVD-OM, PURINA ONE and FIT & TRIM based on this research partnership. Now pet owners can help their dogs to keep a healthy, active weight, encourage healthy weight loss and limit rebound after weight loss. A dog’s life gets better and better!

Networking – Expert and Business Specific Networks

The higher our aim in flawless execution, the more we need to know! Nestlé Research’s Expert Networks pull together knowledge, know-how and experience in all our key areas of expertise, delivering knowledge when and where it is needed.

Reaching out from the Nestlé Research locations, network membership extends to factory Application Groups, SBU Technical Management and market experts. Not to mention some 200 external advisors from universities, research institutes, suppliers and partner-companies.

Around 1400 experts in 35 networks give Nestlé an unassailable grip on internal know-how, built up over decades, and state-of-the art knowledge from the latest academic findings.

Some networks operate within a specific business, bringing together the best from coffee, water or milk etc. Other networks cover a broader capability: sensory, nutrition, safety and quality, food science and technology, raw materials and ingredients, packaging. These operate across all business categories, allowing their technologies and tools to be leveraged wherever required.
More than a Wrapper

The Source of Great Design

California dreams include sun, sea and Hollywood; but Nestlé Research wanted something different. Design help with innovative package solutions to match high quality products. Pack innovation often drives competitive advantage and optimises production costs.

We found M Industrial Design, a small creative design agency located close to Disney & DreamWorks Studios in Burbank. With our internal Industrial Design Network and the markets, they facilitate NESTLÉ FASTPACK brainstorming, gather consumer insight, generate new concepts, create prototypes, and test them.

Gordon Lane, Nestlé Research Design Network Leader, told us: “This combination, our design network with design agencies like M Industrial Design provides stronger solutions for our global markets. Collaboration with external agencies is essential. Open innovation helps keep the balance tipped in Nestlé’s favour.”

Nestlé Research with M Industrial Design support has introduced many award winning Nestlé packages. These include NESTEA and NESCAFÉ FROTHE in the USA, and MOVENPICK and NATURNES in Europe.

Design for Manufacturing

Delivering continuous excellence means engaging everyone. This is never more true than when Nestlé R&D engineers are engaged in fundamental design. They may be working to achieve exceptional machine reliability, assure easy maintenance and cleaning, deliver improved line performance or reduce product variability. In the end it is all geared towards a smooth and effective industrialisation for our manufacturing colleagues.

We call this Early Equipment Management. You may imagine this achieving the right performance on efficiency, quality, costs and reliability. It reduces the risk of project failure and lowers the associated life cycle cost. We look for efficient project design solutions that imply low cost operations and a competitive advantage to manufacturing.

Regulation & Compliance – Communicating on Pack

To make great purchasing decisions, our consumers need understandable and credible information about our innovations.

Scientifically substantiated messages and facts on nutrition and health, supplied by R&D, are an important part of what distinguishes Nestlé products from those of our competitors.

Whatever channels we use to communicate nutrition and health claims for Nestlé products - advertising, brochures, internet, promotions - our messages must be trustworthy in the eyes of consumers selecting our products. They must also stand up to strict regulatory scrutiny imposed by food and beverage legislation for labelling and advertising all products.

Regulatory Affairs professionals work alongside R&D developers all through the Nestlé innovation process. They help evaluate ideas and advise on compliance.

They ensure our health claims are backed by appropriate scientific evidence and that consumers can understand them. Out in the market our product labels and Nestlé Nutritional Compass support consumers in their health-conscious food choices.

For example, PTC Orbe is working with the Nestlé factory in Shah Alam, Malaysia on a coffee capacity increase. They tell us that, for success, resources, roles and responsibilities must be clearly defined between R&D and the Market. Each must stay aligned and deliver on their promises. The reward? A line commissioned on time and performing beyond expectations.
Designed to Perform

Design as the Key to Quality

The future and the success of Nestlé depend on the level of trust that our consumers and customers have in our brands and in our company. Consumer trust and satisfaction is based on safe, high quality products, preferred by consumers.

Our products must therefore be compliant with all local regulatory and legal requirements, internal norms, policies and standards during production and through the whole product shelf life. The Nestlé Quality Management System (NQMS) covers the food safety, the regulatory and more generally the product quality compliance systems to ensure that our products are safe and high quality for our consumers.

Product compliance is designed in R&D. This includes: new recipes and equipment; raw material and product specifications; and nutritional benefits. Using capable processes allows us to produce compliant products, labels and communication.

One main cornerstone of our Nestlé Quality Policy is to strive for zero-defect and the product quality excellence that our consumers deserve. When compliance is not properly ‘designed-in’ at the development stage, correcting defects in manufacturing may be difficult, costly and may even cause launch delay. So R&D must design-in quality and compliance right from the idea to the marketplace for all our products and services.

The Continuous Search for Excellence

Competitive advantage comes from excellence. Nestlé’s Continuous Excellence programme engages everyone, heart and mind, in a consumer-driven ‘War on Waste’. Its secret is ‘Lean Thinking’ - understanding those things we do that are special and add-value to our consumers, the things they really want. Then completing the package with the essentials! Like quality and safety, that are non-negotiable for Nestlé. Everything else we see as waste, things we try to remove, because they just add cost and complication for no benefit.

Doing this well delights consumers, minimises complaints and assures freshness in the products reaching them. It also means excellence in compliance and constant improvements in quality, in safety and for the environment. All our global operations share the journey with their partners throughout the business; none more so than those in Nestlé Research. The Nestlé Research team is integral to our effectiveness in many ways. We look for vertical start-ups in our factories where they transform their innovations into practical reality. They provide the fundamental regulatory, quality, scientific, technological, processing and formulation expertise we must have. And much of the commercial and technical assistance our businesses and factories need to make Nestlé Continuous Excellence a success.

In the end, our ‘War on Waste’ delivers competitive advantage with improved customer service and supply. It provides the business with constant, year-on-year cost improvements. It counts.

José Lopez
Executive Vice-President
Operations
Still Designed to Perform

Noodles Grow on India

Let’s think about China 4000 years ago – the Chinese were already eating noodles. So say archaeologists. Noodles from wheat, rice or bean flour are mainstream in Asian culinary culture. With 3 billion potential noodle consumers, Asia is a great opportunity for Nestlé. We’re working on it. From Malaysia in the 1970s we now have noodle factories in over 10 countries. Over 200,000 tons in 2008! More than CHF 500 million in sales. The challenge now? Double our business sustainably!

Surprisingly India was an exception, with no noodle eating tradition! Nestlé, with MAGGI, tried to introduce them in the 1980s, but sales were slow. You can’t change a national food culture overnight – but you can find consumers for great products they really like to eat. We worked on the local taste appeal and nutrition. Sales began to grow. Since the early 2000s India now has 14 noodle lines and double digit growth in noodle sales.

R&D Singapore is the Nestlé location for noodle innovation, helping the markets grow. They lead the creation of noodle products with Nestlé’s legendary quality. They drive success. How? Pleasing consumers by improving taste and texture and making noodles healthier. They got rid of trans-fatty acids using refined palm oil for frying and reduced the sodium levels. A clearly superior 60/40+ preferred product for consumers to appreciate. And still as affordable as before.

In India the MAGGI Application Group in Moga factory, along with R&D Singapore, have put their innovations and knowledge into practice, supporting Nestlé’s Pantnagar, Bicholim, Moga and Salmakha factories. 2009 saw them install new lines in Bicholim and Pantnagar. They trained key operators on the new lines to become trainers themselves for new operators, passing on years of accumulated knowledge on noodles at all levels in the factory.

Nestlé India today makes over half of all MAGGI noodles sold worldwide. Not bad, starting from nothing! Indian sales in 2008 exceeded 100,000 tonnes. In fact, they have become firm favourites with children and whole families. MAGGI holds a 90% market share, and there’s plenty of opportunity for more. The average Indian consumer eats only one serving of noodles a year at best. A typical Chinese tucks into 38 portions in the same time. The search for the great new noodles of the future is relentless, the opportunity is huge, the world is our noodle oyster and India our noodle pearl.
Hygienic Engineering

Hygienic Engineering principles are basic and of paramount importance in ensuring the safety and integrity of our products.

The design and operation of our industrial sites and process equipment must strictly integrate these principles.

Planning and building new factories, extensions or upgrades, small projects or just regular maintenance, include many steps to minimise associated risk of generating contaminants that can directly affect our consumers’ health.

The processing lines must be designed and installed to allow proper cleanability, especially those surfaces coming into contact with the product. Tested and proven standards, including Nestlé Good Hygienic Engineering, need to be implemented wherever possible to get consistent, reliable, safe and cost-effective food plant engineering.

Kevin’s cats would buy it!

Kevin Cully
Process Engineer PTC St. Louis

In April 2007, we presented a new process to make single-serve portions for Nestlé’s wet pet food business. Our earlier Nestlé Purina GRILL products have a texture like meat and a great taste, and have proved themselves with excellent business growth. But the new process opens new opportunities. Greater flexibility for products and formulations, lower costs and faster speed-to-market!

When our business colleagues decided to industrialise the new process in Europe, we had a very tight timeline. With our colleagues from R&D Amiens, we ran development and engineering tests in parallel at several different sites. At the same time, the market technical team engineered two factory lines to accept the new technology.

By July 2008, all was up and running. Working together, we demonstrated several Nestlé core values - outstanding quality, excellence in design, and a collaborative “We Can Do It” team spirit.
Evolving the Global Presence

R&D Structure, Organisation and Investment

Nestlé Research works at the cutting edge of science and technology to convert innovation into delicious reality. Innovative products blend nutritional and health benefits with Nestlé’s famous sensory excellence; providing consumer satisfaction and delivering sustained business growth. This is Nestlé Research’s strategic role for today and for the future.

Recent years have seen a broadening and strengthening of the Nestlé R&D network of locations. The strengthening of Nestlé as global Nutrition, Health and Wellness leader with Novartis Healthcare Nutrition and Gerber acquisitions introduced three new R&D facilities. PTC Fremont and R&D Queretaro concentrate on baby and infant nutrition. R&D Minneapolis is a centre of excellence for healthcare nutrition.

The new NRC satellite based in Tokyo University focuses on healthy ageing. At the same time, the new R&D Beijing in China provides incremental support to the huge and growing Chinese market. It also has an NRC satellite with a focus on health benefits relevant to China and traditional Chinese remedies.

R&D Broc, our new chocolate centre of excellence has been built in F-L Cailler’s first chocolate factory. At its heart will be a continuous search for the best and most innovative in chocolate and cocoa. Cocoa is also a major part of R&D Abidjan dedicated to improving African crops like cocoa, coffee and cassava; whilst adapting Nestlé products to the African taste and economy. R&D Santiago, with its biscuit expertise, is our latest team member.

All this activity confirms Nestlé’s commitment to a strong R&D base for its future innovation and growth, even in a difficult economic climate. The result is that today’s Global R&D Network reaches all five continents.

The Nestlé Research Centre (NRC) is internationally renowned for its work in the food and nutritional sciences. 10 Product Technology Centres (PTCs) each act as an epicentre for all global product and process development in one or more of Nestlé’s businesses. 17 R&D Centres have a global/local role, working with PTCs in joint projects, but also fulfilling regional needs. 280 Application Groups (AGs) work hand-in-hand with the R&D locations. Based in Nestlé factories, they adapt products to local regulations and taste preferences. They work with Nestlé Research teams to install and test new process lines and products in their factories – critical for technology transfer. Allowing Nestlé Research to share its expertise where needed.

Nestlé always ‘Thinks globally, acts locally’. Never more so than in Nestlé Research. Global product and process development is vertically integrated into all Nestlé core businesses. It is pushed out locally to consumers through Nestlé’s 500 factories in 100 countries worldwide. This permits rapid response in an ever changing socio-economic environment the world over.

Delivering Innovations: Drivers of the Future

Today, the Nestlé R&D network, with its 27 PTC and R&D Centres together with NRC, delivers and supports Nestlé’s growth in a way unmatched in the food industry.

For tomorrow and the future, it is of utmost importance to specifically strengthen two areas in the innovation/renovation process. Developing consumer-relevant concepts: ‘Doing the right things!’ And, flawless industrialisation and execution ‘Doing things right!’

Over and above this, we must apply the principle of ‘Design for sustainability’ during the complete process; from concept to industrialisation, to successfully continue delivering the Nestlé model.

Klaus Zimmermann
Senior Vice-President
Head of PTCs and R&DCs

“Nestlé Research: Global innovation with local flavour”
The Nestlé Research Network

Nestlé Research strengthens Nestlé’s leadership in Nutrition, Health and Wellness by bringing taste and nutrition to consumers through affordable and safe foods and beverages for every stage of life.

- 28 Food and Beverage Research, Development and Technology Centres world-wide (29 locations).
- 300 External scientific partnerships and collaborations.
- 270 Peer-reviewed research publications.
- 5000 People directly involved in Food and Beverage R&D.
- Over 1.90 billion Swiss Francs spending on R&D.
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- Over 1.90 billion Swiss Francs spending on R&D. * CPW: Cereal Partners Worldwide

Innovation in Nestlé: Led by Consumers, Driven by Science, Delivering Shared Value

As the world’s leading Nutrition, Health and Wellness Company, we leverage this unique advantage.

We believe Nestlé’s future will be exceptional, forged on our ability to deliver innovative growth in our businesses and value to all stakeholders. The shared value we generate will reach far beyond our consumers and shareholders. It will benefit our partners, clients, suppliers and raw material producers; both individually, and in their communities.

Creating shared value demands focused profitable innovation and protectable differentiation in our products. Nestlé Research links a strong scientific drive with deep consumer understanding to create and deliver products, systems and services that our competitors cannot. All we create is tuned to ensure satisfaction for every consumer. We meet their local taste preferences whilst addressing their expressed and unexpressed needs in Nutrition, Health and Wellness.

Nestlé Research is a powerhouse of science-driven, consumer-centric, business-aligned innovation. Structurally sound, intellectually strong and with a wealth of creative talent, all to support Nestlé’s leadership in Nutrition, Health and Wellness. Our projects are founded in business requirements, but directed at real consumer needs. We combine generations of practical experience with a continuous flow of new knowledge. For decades, we have worked in open-innovation partnership with universities, start-ups and suppliers. These relationships are now richer and more productive than ever. The constant innovation stream we deliver is founded in our past and created in the present to assure Nestlé’s future.

Paul Bulcke
Chief Executive Officer

VISION, ACTION, VALUE CREATION
CUSTOMER CENTRICITY
Beyond Consumer Expectations
• Consumers, brands and the sweet spot
Excellence in All things
• Living the 60/40+ life

NUTRITION, HEALTH AND WELLNESS
Empowering Consumers
• Food and nutrition made easy
Nutritious & Delicious
• Mediterranean Diet, Chinese herbs and US kids
Targetted Nutrition
• Catering for special nutritional needs

BEYOND A PRODUCT
Systems Give the Consumer More
• Machines serve consumers on demand
Channels, Distribution & Service
• Taking the product to the consumer

PREMIUMISATION
Think Nestlé. Think Exceptional Chocolate
• High aims of consumer delight
More life, More Vitality
• For young kids and old pets

01
02
03
04

BEIJING + NRC
TOKYO NRC
SHANGHAI
SINGAPORE
RUTHERGLEN / CPW *

WELWYN GARDEN CITY / CPW *
SINGEN
KONOLFINGEN
ORBE
NESTLÉ PROFESSIONAL BEVERAGE CENTER, ORBE
BROC
SDEROT
CASA BUITONI

* CPW: Cereal Partners Worldwide
VISION, ACTION, VALUE CREATION

Amiens - France
York - United Kingdom
Lausanne - Switzerland
Beauvais - France
Konolfingen - Switzerland

Vittel - France
PTC Orbe - Switzerland
Orbe - Switzerland
Broc - Switzerland

Solon - USA
Marysville - USA
Minneapolis - USA
Fremont - USA

St Louis - USA
St Joseph - USA
Queretaro - Mexico
Santiago - Chile

Beijing - China
Sderot - Israel
Tokyo - Japan
Shanghai - China

Singapore - Singapore
Abidjan - Côte d’Ivoire

Our consumer-centric innovation drives Nestlé's performance as the world's leading Nutrition, Health and Wellness company. We expose Nestlé to bigger and better opportunities and enable the Company to accelerate its innovation cycles.
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