

Risk register

Product launch workshop

	Minor	Moderate	Major	Extreme
Almost Certain				
Likely				
Possible		4. Inconsistent production quality. 6. Timeline compression.	1. Shelf-life testing fails. 2. Berry supply chain disruption.	
Unlikely		3. Market rejects premium pricing. 5. Retail partnerships fail to execute.		
Rare				

Risk 1: Shelf-life testing fails

- Consequence: Major
 If the shelf-life testing reveals freeze-dried berries absorb moisture or degrade over time, it could force a complete recipe reformulation or mean the product must be abandoned. The company has committed significant resources to development, marketing research, and retail partnerships, so failure at this stage would result in substantial sunk costs and missed market opportunities for FY27.

- **Likelihood: Possible**
Hemi hasn't conducted full shelf-life testing yet and expresses some uncertainty about long-term stability. While freeze-dried berries are generally stable, the specific combination with chocolate formulation is unproven over extended periods.
- **Overall Risk Level: High**
The potential for major disruption to launch plans, combined with reasonable likelihood, creates a high-risk scenario that could derail the entire product development initiative.

Risk 2: Berry supply chain disruption

- **Consequence: Major**
Failing to secure consistent berry supply by the end of August would halt production planning and potentially force a launch delay or cancellation. This is particularly acute if Kahurangi directly sources from Wairarapa growers, where harvest variability and seasonal constraints could create supply gaps.
- **Likelihood: Possible**
Sarah and Dave both emphasised that production cannot proceed without locked supply arrangements. Direct sourcing introduces additional complexity around harvest timing, quality consistency, and processing capacity that commercial suppliers typically manage more reliably.
- **Overall Risk Level: High**
The combination of production dependency on berry availability and the inherent uncertainties in agricultural supply chains creates significant risk to the launch timeline and commercial viability.

Risk 3: Market rejects premium pricing

- **Consequence: Moderate**
If consumers reject the 20-35% price premium over existing products, sales volumes could fall significantly below Elena's projections of 100,000-110,000 units in year one. This would impact revenue targets and potentially make the product commercially unviable.
- **Likelihood: Unlikely**
Priya's consumer testing showed strong purchase intent (67%) even at premium price points, and the product maintained 58% purchase intent at \$7.50 NZD. The research suggests consumers are willing to pay for the perceived value proposition.

- Overall Risk Level: Moderate
While consumer testing provides confidence, market conditions can change and testing environments don't always replicate real purchasing behaviour. The moderate consequence reflects the potential for underperformance rather than complete failure.

Risk 4: Inconsistent production quality

- Consequence: Moderate
Integrating freeze-dried berries into chocolate production introduces new variables that could affect product consistency, particularly around texture and flavour balance. Quality issues could damage brand reputation and require costly product recalls or reformulations.
- Likelihood: Possible
Hemi has completed eight recipe iterations but acknowledges ongoing challenges with achieving the right balance between chocolate and berry components. Dave's operations team has experience with standard chocolate production but not with this specific ingredient combination.
- Overall Risk Level: Moderate
The technical complexity of the new formulation creates reasonable potential for quality issues, though the experienced team and planned test production runs provide mitigation measures.

Risk 5: Retail partnerships fail to execute

- Consequence: Moderate
If Kahurangi can't deliver the promised point-of-sale support, promotional pricing, or marketing coordination across retail channels, this could strain relationships with key partners like Foodie and Trolley Enterprises, potentially affecting shelf placement and future product launches.
- Likelihood: Unlikely
Elena has established relationships with retail partners and Kahurangi has experience managing multi-channel launches. The \$30,000-\$40,000 NZD budget allocation is adequate to support requirements.
- Overall Risk Level: Low
While retail execution is critical, Kahurangi's existing relationships and clear budget allocation reduce the likelihood of significant failure in this area.

Risk 6: Timeline compression

- **Consequence: Moderate**
The aggressive timeline leaves little buffer for delays. Any slippage could push the launch beyond November into a less favourable period.
- **Likelihood: Possible**
Multiple critical path dependencies exist, including shelf-life testing, supply chain agreements, and production validation. While each individual milestone appears achievable, the cumulative risk of delays across multiple workstreams is notable.
- **Overall Risk Level: Moderate**
The tight timeline creates pressure across all functions. The team appears confident, but delays in one area could cascade through the entire project.