

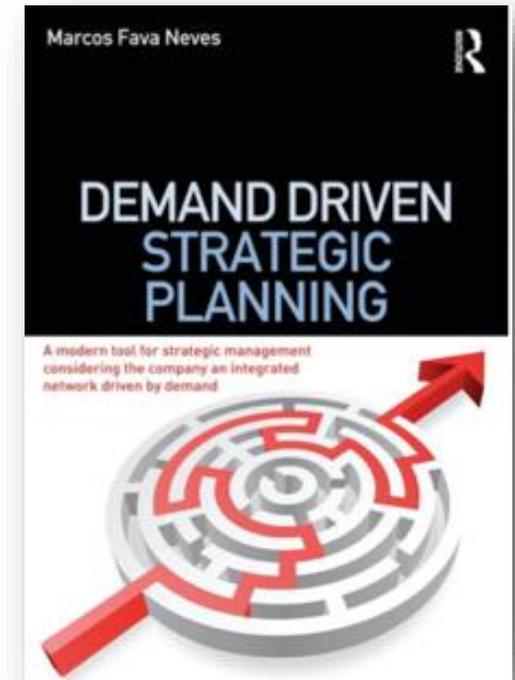
Product, Service, Brand and Packaging Decisions

Demand Driven Strategic Planning Chapter 06

Prof. Dr. Marcos Fava Neves

Faculdade de Administração (FEA/RP) – Universidade de São Paulo, desde 1995
Escola de Administração de Empresas (EAESP/FGV), desde 2018
Center for Agricultural Business - Purdue University (Indiana/USA), desde 2013
PAA – FAUBA – Universidade de Buenos Aires, desde 2006
Criador da Markestrat (www.markestrat.com.br) em 2004
Especialista em planejamento estratégico no agronegócio

www.doutoragro.com



Agenda – Products, Services, Packaging, Brands (Chapter 06)

6.1 - Product Line Analysis

6.2 – Product Life Cycle

6.3 – New Product Development (Innovation)

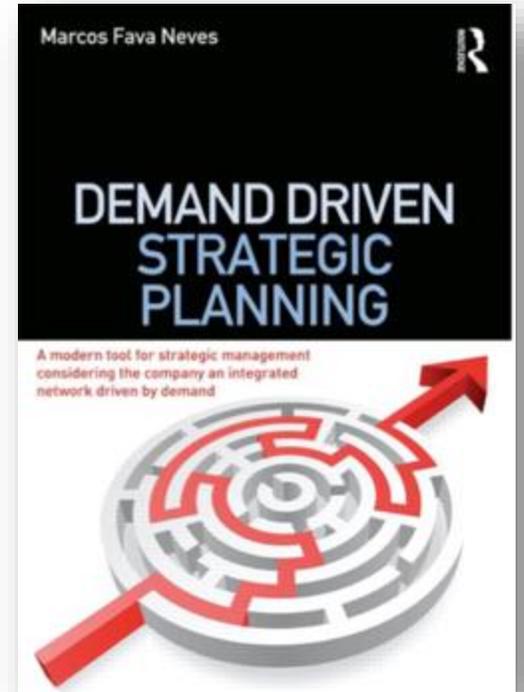
6.4 – Creating a Winning Concept (more than a product!)

6.5 – Branding Decisions

6.6 – Packaging Decisions

6.7 – Service Package

6.8 – Collective Actions in Products, Services, Packaging, Brands



LINHAS DE PRODUTOS E CICLO DE VIDA

- complementar
- incluir
- fortalecer

PROJETOS DE SOLUÇÕES (CATEG)

DESENVOLVIMENTO DE NOVOS PRODUTOS E CONCEITOS

- novas ideias
- seleção baseado complementariedade
- fazer ou comprar
- criar para conceito

PROJETOS DE SERVIÇOS

- quais oferecer
- quais resolver demandas
- comprar ou fazer
- soluções

PROJETOS DE MARCAS

- Nome individual
- família / empresa
- Alugar, comprar, criar
- marca do supermercado (private labels)
- associações / clubes

PROJETOS DE EMBALAGENS

- conceito
- materiais
- comunicar
- reimaginar
- funções
- ambientais

AÇÕES CONJUNTAS

- complementar linha
- projetos inovadores
- desen. padrões
- licenciamentos
- marcas / infra
- embalagens

by
MFN
22/04/19

MP FRUIT 2.89

An Advertiser
2 for \$5

WHITE MAID 2.49



MP FRUIT 2.89

An Advertiser
2 for \$5

WHITE MAID 2.49



6.1 - Product Line Analysis (I)

Product	Volume	Income	Gross margin	Net profit
A1	2.200	15.400	12%	US\$ 1.848
A2	11.000	27.500	15%	US\$ 4.125
A3	220	660	30%	US\$ 198
A4	10.000	30.000	40%	US\$ 12.000
A5	3.500	21.000	20%	US\$ 4.200
A6	2.700	13.500	35%	US\$ 4.725
A7	900	10.800	80%	US\$ 8.640
B1	5.300	15.900	28%	US\$ 4.452
B2	7.000	35.000	45%	US\$ 15.750
B3	700	2.800	100%	US\$ 2.800
B4	4.100	8.200	20%	US\$ 1.640
B5	4.000	20.000	70%	US\$ 14.000
C1	1.100	12.100	85%	US\$ 10.285
C2	550	8.250	110%	US\$ 9.075
C3	1.000	7.000	80%	US\$ 5.600
C4	300	1.500	50%	US\$ 750
C5	750	6.750	70%	US\$ 4.725
Total	55.320	236.360	44%	US\$ 104.813

Source: Prepared by the author.
Figure 6.1 Product line analysis (I).

The Columbus Dispatch

News

Sports

Opinion

Life & Entertainment

Services

Contacts

Subscribe

» Hot Links: Ohio State band - Buckeyes, BCS - Photos: Ohio State-Penn State - Treats sicken dogs - Col

Home » Life & Entertainment

ANIMALS

Premium cuisine for dogs, cats expanding

LIFE

- » Dutch museums identify art likely Nazi looted
- » U.S. home prices rise at fastest pace since 2006
- » Jonas Brothers announce breakup
- » City sues hot-sauce factory over spicy emissions



Agenda – Products, Services, Packaging, Brands (Chapter 06)

6.1 - Product Line Analysis

6.2 – Product Life Cycle

6.3 – New Product Development (Innovation)

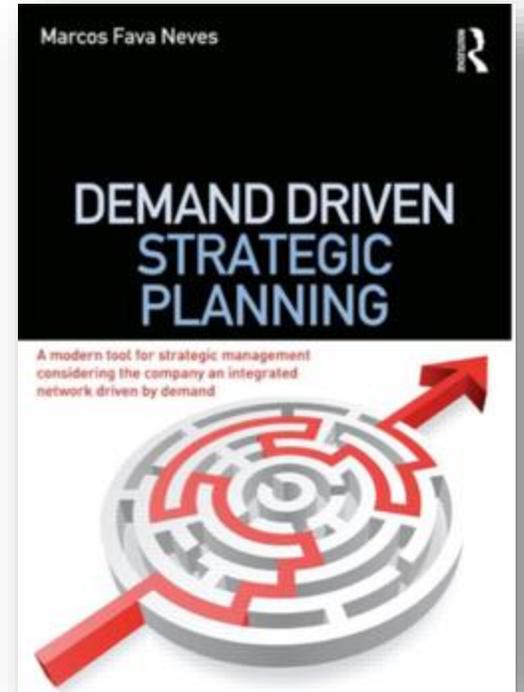
6.4 – Creating a Winning Concept (more than a product!)

6.5 – Branding Decisions

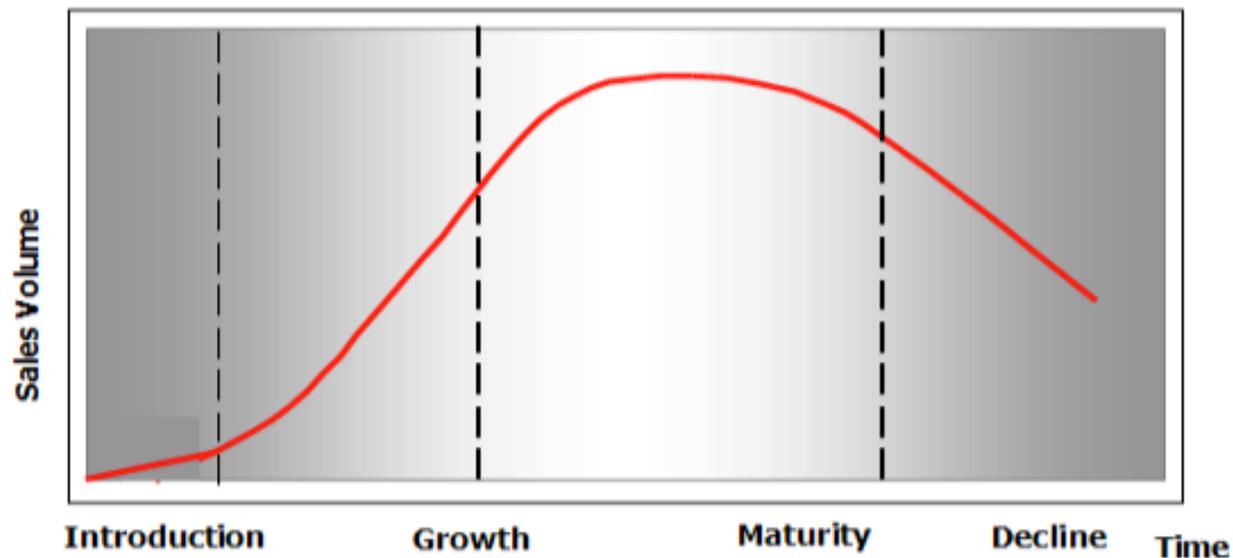
6.6 – Packaging Decisions

6.7 – Service Package

6.8 – Collective Actions in Products, Services, Packaging, Brands



6.2 - Product Life Cycle and Marketing Strategies



Create awareness of the product	Maximize market share	Maximize profit and at the same time defend market share	Reduce spend and take most profit from the brand
-Offer a basic Product	-Offer product extensions, services and guarantees	-Diversify brands and models	-Remove weak items

Source: Kotler (1997).

Figure 6.3 Product life cycle and marketing strategies.

Agenda – Products, Services, Packaging, Brands (Chapter 06)

6.1 - Product Line Analysis

6.2 – Product Life Cycle

6.3 – New Product Development (Innovation)

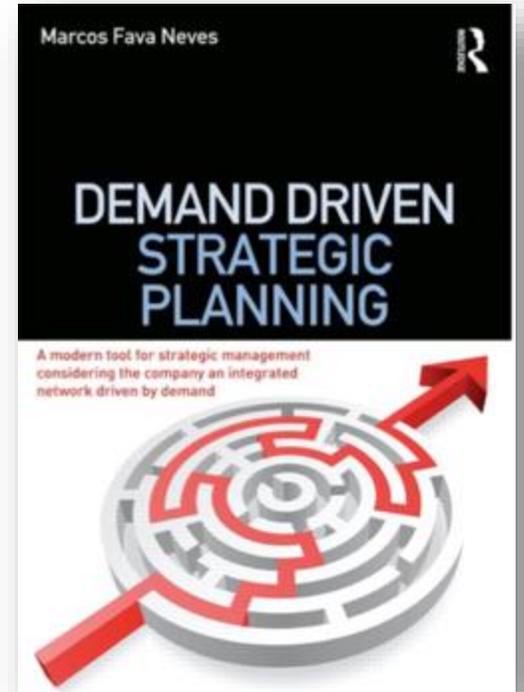
6.4 – Creating a Winning Concept (more than a product!)

6.5 – Branding Decisions

6.6 – Packaging Decisions

6.7 – Service Package

6.8 – Collective Actions in Products, Services, Packaging, Brands





Source: Kotler (1997)

6.3- New Product Launch Evaluation Matrix

Products	Market Size	Contrib. Margin	Access to Channels	Access to Raw-Materials	Level/ Number of Competitors	Investment Necessary	Total
A							
B							
C							
...							
Factor Weight							

Table 6.1 New Product Launch Evaluation Matrix.

Source: Produced by the author.

Agenda – Products, Services, Packaging, Brands (Chapter 06)

6.1 - Product Line Analysis

6.2 – Product Life Cycle

6.3 – New Product Development (Innovation)

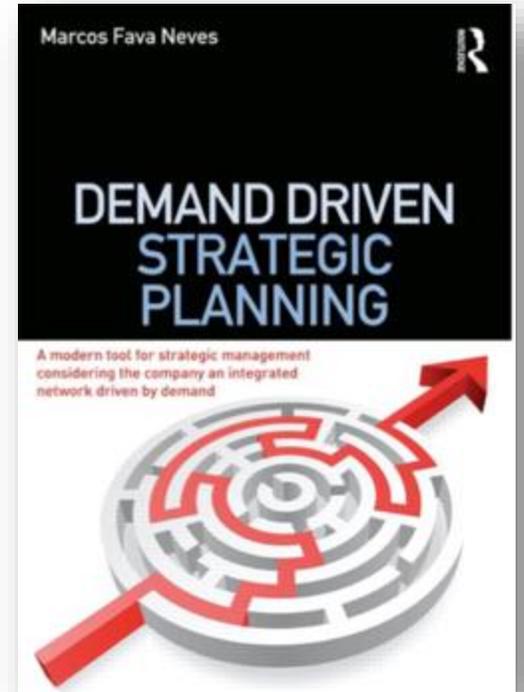
6.4 – Creating a Winning Concept (more than a product!)

6.5 – Branding Decisions

6.6 – Packaging Decisions

6.7 – Service Package

6.8 – Collective Actions in Products, Services, Packaging, Brands



Food Concept Creation

7 Steps – Food Concept Creation

1. Concept Ideas Proposal
2. Concept Ideas Selection Process
3. Concept Marketing Strategy
4. Building the Integrated Concept Network
5. Concept Physical Development and Testing
6. Make it Happen (the Launch of the Concept)
7. Continuous Redesign





Dansukker

dansk
SUKKER



LEVERANDØR TIL
DET KGL. DANSKE HOF



Sukkerroe
(Beta vulgaris)
e 2 kg

Sukker fra danske sukkerroer

Vidste du, at Dansukker har over hundrede års erfaring med sukkerfremstilling? På Lolland – Falster har vi stolte traditioner for dyrkning af sukkerroer. Allerede i 1813 gjorde vi de første forsøg på fremstilling af sukker.

Meget har ændret sig siden – vi er fulgt med tiden, og vi dyrker fortsat danske sukkerroer på vores marker.

Dansukker – sukkerposen indeholder sukker af høj kvalitet. Sukker er en sød hilsen fra naturen, fra roe til bord.

Lokalt produceret dansk sukker. Læs mere om dansk sukker på www.dansukker.dk. Her kan du få inspiration til din madlavning – og nye spændende opskrifter!



Download
vores apps.



Sukkerroe
(Beta vulgaris)

e 2 kg

(Beta vulgaris)

e 2 kg

COFFEES OF CHARACTER
MADE THE SMALL WAY

MACHU PICCHU

ARABICA

STRENGTH 4

DISCOVER YOUR FAVOURITE ORIGIN

FILTER & CAFETIÈRE



MACHU PICCHU

PERU

HIGH GROWN ORGANIC ARABICA

STRENGTH 4

FULL-BODIED *with* DARK CHOCOLATE OVERTONES



FILTER & CAFETIÈRE



COLOMBIA

CAUCA

HIGH GROWN ARABICA

STRENGTH 4

SMOOTH *and* BRIGHT *with a* SWEET FINISH



FILTER & CAFETIÈRE









MADE FROM PLANTS!



THE IMPOSSIBLE CHEESEBURGER

You love meat. You love cheese. For thousands of years we've relied on animals to make them. Impossible Foods has found a better way. We use plants to make the best meats and cheeses you'll ever eat.

Scientists have engineered a reduced-fat pig with 24% less body fat

Hilary Brueck Oct 25, 2017, 8:24 PM



The pigs, developed in China, had 24% less body fat than a regular hog like this one, after 6 months. [Flickr/Eric Kilby](#)



- **Researchers in Beijing found a way to engineer pigs that helps them stay warm and lean.**
- **After 6 months, test litters weighed in with 24% less body fat than regular pigs.**
- **The researchers say the gene editing technique could lead to more efficient pork production, reduced costs for farmers, and healthier pigs.**

A controversial technology could save us from starvation – if we let it

BUSINESS INSIDER | TECH FINANCE POLITICS STRATEGY LIFE ALL | BI PRIME INTELLIGENCE

SURPREENDA-SE COM UM CITROEN C3

Silicon Valley startups backed by celebrities like Bill Gates are using gene-editing tool Crispr to make meat without farms — and to disrupt a \$200 billion industry

Erin Brodwin Mar 8, 2019, 8:57 AM



Memphis Meats, a Silicon Valley clean meat startup funded by Bill Gates and Richard Branson, is experimenting with using Crispr to make its chicken and beef. Memphis Meats

More from the Saving our World series:



Building a world that can bounce back



Miami's fight to save itself from sea-level rise



Building a better future

... tool that could save our food supply



Engineering the skies could keep Earth habitable



What it would take to build a backup planet



Better meat, better world.

At Memphis Meats, our mission is to bring delicious and healthy meat to your table by harvesting it from cells instead of animals. You can enjoy the meat you love today and feel good about how it's made because we strive to make it better for you...and for the world.



Beyond Meat sets IPO terms, to raise \$184 million and be valued at \$1.2 billion

Published: Apr 22, 2019 7:26 a.m. ET



Aa



By
**TOMI
KILGORE**
REPORTER AND EDITOR

Beyond Meat **BYND, +0.00%** has set terms for its initial public offering, with the **plant-based meat maker** expected to raise up to \$183.8 million and be valued at \$1.21 billion. The El Segundo, Calif.-based company is offering 8.75 million shares in the IPO, which is expected to price between \$19 to \$21 a share. If the underwriters exercise all the options granted to cover overallocments, the company could raise up to \$211.3 million. The company plans to use the proceeds from the IPO to invest in current and additional manufacturing facilities and expand research and development. Beyond Meats will have 57.43 million shares outstanding after the offering. The stock is expected to list on the Nasdaq under the ticker symbol "BYND." The company is looking to go public at a time that the Renaissance IPO ETF **IPO, +0.53%** has run up 29% year to date and the S&P 500 **SPX, +0.04%** has gained 16%.

Have breaking news sent to your inbox. Subscribe to MarketWatch's free Bulletin emails. [Sign up here.](#)

Agenda – Products, Services, Packaging, Brands (Chapter 06)

6.1 - Product Line Analysis

6.2 – Product Life Cycle

6.3 – New Product Development (Innovation)

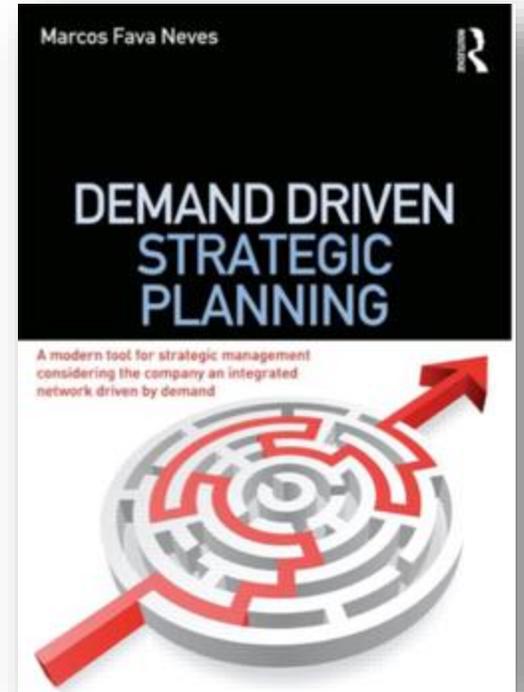
6.4 – Creating a Winning Concept (more than a product!)

6.5 – Branding Decisions

6.6 – Packaging Decisions

6.7 – Service Package

6.8 – Collective Actions in Products, Services, Packaging, Brands







0964103 007-66047-00409 6-12 OZ
8.69 72.42¢
PER OZ
PANERA BRD HZLNT COFFEE
LV

0964105 007-66047-00406 6-12 OZ
8.69 72.42¢
PER OZ
PANERA BRD DK ROAST COFFE
LV

0964104 007-66047-00407 6-12 OZ
8.69 72.42¢
PER OZ
PANERA BRD COLOMBIA COFFE
LV

0972375 007-66047-00484 6-12 OZ
8.69 72.42¢
PER OZ
PANERA BRD CLT
LV

PANTRY
MAYO 22OZ 0000

HELLMANN'S
LIGHT MAYO 20OZ 381138
3.59



MP MAYO
MAYONNAISE 22 OZ 0000
2.94

HELLMANN'S
MAYO 20OZ 386609
3.59





JACK DANIEL'S

**MARINADE
IN-A-BAG**

Available in a variety of flavors. Each infused with Jack Daniel's Tennessee Whiskey flavor.

SMOKY MESQUITE

Authentic smoky sweet flavor from mesquite wood.

BEST IN CHICKEN, STEAK AND PORK.

HONEY TERIYAKI

The finest teriyaki sauce with the sweetness of honey for a lively flavor.

BEST IN CHICKEN, STEAK, FISH AND VEGETABLES.

GARLIC & HERB

Bold flavor with a savory blend of garlic and herbs.

BEST IN CHICKEN, STEAK, FISH AND VEGETABLES.

Visit us at: www.jackdanielssauces.com

The trademark JACK DANIEL'S is used under license to H. J. Heinz Company, L.P. ©2011 Jack Daniel's - All Rights Reserved.

JACK DANIEL'S

BAG IT. ZIP IT. GRILL IT.

**MARINADE
IN-A-BAG**

**CLASSIC
STEAKHOUSE**

Marinade

NET WT 12.0 OZ

LAWRY'S
2.12

LAWRY'S
2.12

Main Brand Decisions

BRAND DECISIONS	ACTIONS (IDEAS) FOR THE COMPANY'S OFFERS (PRODUCTS)
<p>The brand use</p> <p>Should a brand be created for a product? To create a brand means investing in packaging, promotion, registration, communications and also being exposed to an image risk. The advantages for the company are: product identification is easier, legal protection, opportunity for loyalty and profits, possibility of market segmentation and, finally, the opportunity for a good image in the market.</p>	
<p>Brand sponsorship</p> <p>Who should sponsor the brand? Retailer private brands can represent several advantages for both sides involved in this relationship.</p>	
<p>The name used</p> <p>Which name (brand) should be printed on the product? Individual brands mean independent names for independent products without an image risk in case of failure, however, the product may not benefit from a good corporate image, if it exists.</p> <p>Global brands (company name on all products) allow lower development and promotion costs and should be used when the product line is not too diversified.</p> <p>Product family brands: can be used when there are products positioned in the same way.</p>	

Main Brand Decisions

BRAND DECISIONS	ACTIONS (IDEAS) FOR THE COMPANY'S OFFERS (PRODUCTS)
<p>Brand Strategy</p> <p>Which strategy should be used?</p> <p>Product line extension: the company introduces different versions (new attributes, flavor, color, size) within the same category with the same brand.</p> <p>Brand extension: same brand for another category of product, exploring the image gained in the original product's category.</p> <p>Multi-brands: new brands in the same category to explore different segments and fight competitors.</p> <p>New brands: when the company wants to enter a new business and concludes that the current brand is not appropriate.</p> <p>Combination of brands: two or more brands can be combined in the same product in a special offer.</p>	
<p>Brand repositioning</p> <p>Creating other meanings in the consumer's mind, new differentials in view of the competition.</p>	

Agenda – Products, Services, Packaging, Brands (Chapter 06)

6.1 - Product Line Analysis

6.2 – Product Life Cycle

6.3 – New Product Development (Innovation)

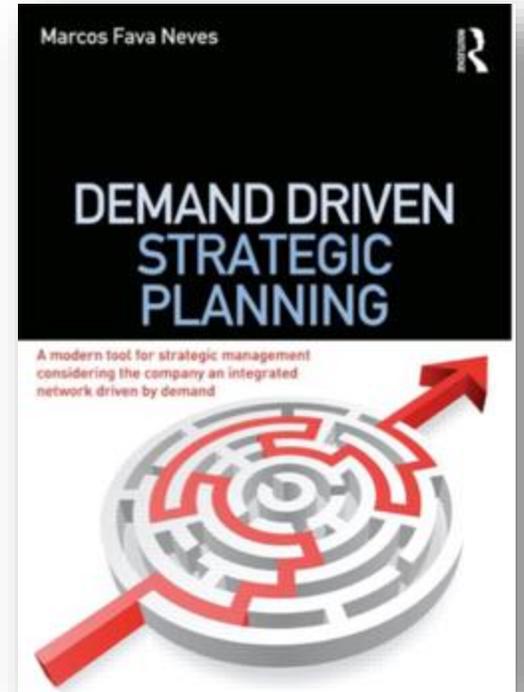
6.4 – Creating a Winning Concept (more than a product!)

6.5 – Branding Decisions

6.6 – Packaging Decisions

6.7 – Service Package

6.8 – Collective Actions in Products, Services, Packaging, Brands





SQUEEZE WITH EASE

1/2 THE FAT & CALORIES OF MAYONNAISE

HELLMANN'S
'BRING OUT THE BEST'™

Light
MAYONNAISE

PER 1 TBSP
35 CALORIES
0.5g SAT FAT
135mg SODIUM
0g SUGARS

MADE WITH 100%
CAGE FREE
EGGS

20 FL OZ (591mL)

CLEAN LOCK CAP



10/02/2011 07:49



31/07/2013 10:12



07/08/2013 10:48

Package Amplitude and Decisions (Ideas) for the Company

Dimensions	Function		Points of improvement for the company's packaging
Primary Functions	➤ Contain/Enclose and protect	➤ Transport	
Economic	➤ Component of the production cost	➤ Raw-material	
Technological	➤ Conditioning system ➤ New materials available	➤ Product conservation	
Marketing	➤ Call attention ➤ Transmit information	➤ Increase desire to purchase ➤ Overcome price barriers	
Conceptual	➤ Help to build product brand ➤ Form concepts about the producer	➤ Add significant value to the product	
Communication	➤ Important opportunity of communicating the product	➤ Support for promotional actions	
Social and cultural	➤ Expression of culture and development of companies and countries		
Environment	➤ An important component of urban waste	➤ Recycling	

Agenda – Products, Services, Packaging, Brands (Chapter 06)

6.1 - Product Line Analysis

6.2 – Product Life Cycle

6.3 – New Product Development (Innovation)

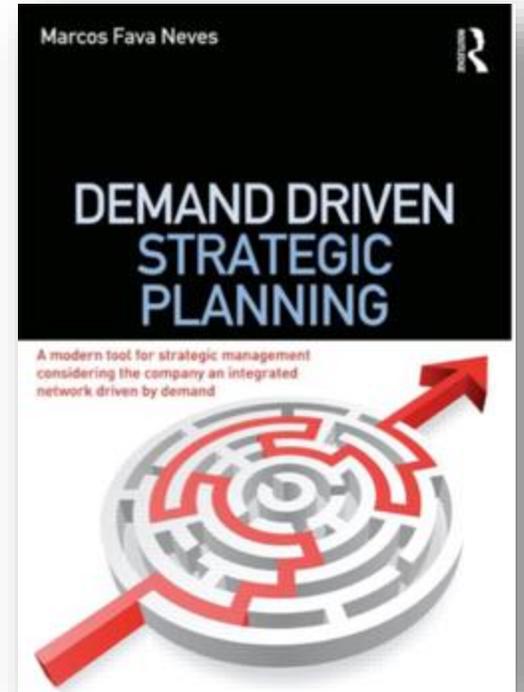
6.4 – Creating a Winning Concept (more than a product!)

6.5 – Branding Decisions

6.6 – Packaging Decisions

6.7 – Service Package

6.8 – Collective Actions in Products, Services, Packaging, Brands



[ABOUT THE COMPANY](#)

[COPERSUCAR IN NUMBERS](#)

[LOGISTICS](#)

[GOVERNANCE](#)

[PRODUCTION UNITS](#)

[SUSTAINABILITY](#)

[PEOPLE MANAGEMENT](#)



The biggest
Brazilian
sugar and ethanol exporter



SuperAção Jovem Program
Partnership benefits around 36 thousand young people. See more.



[Sustainability](#)

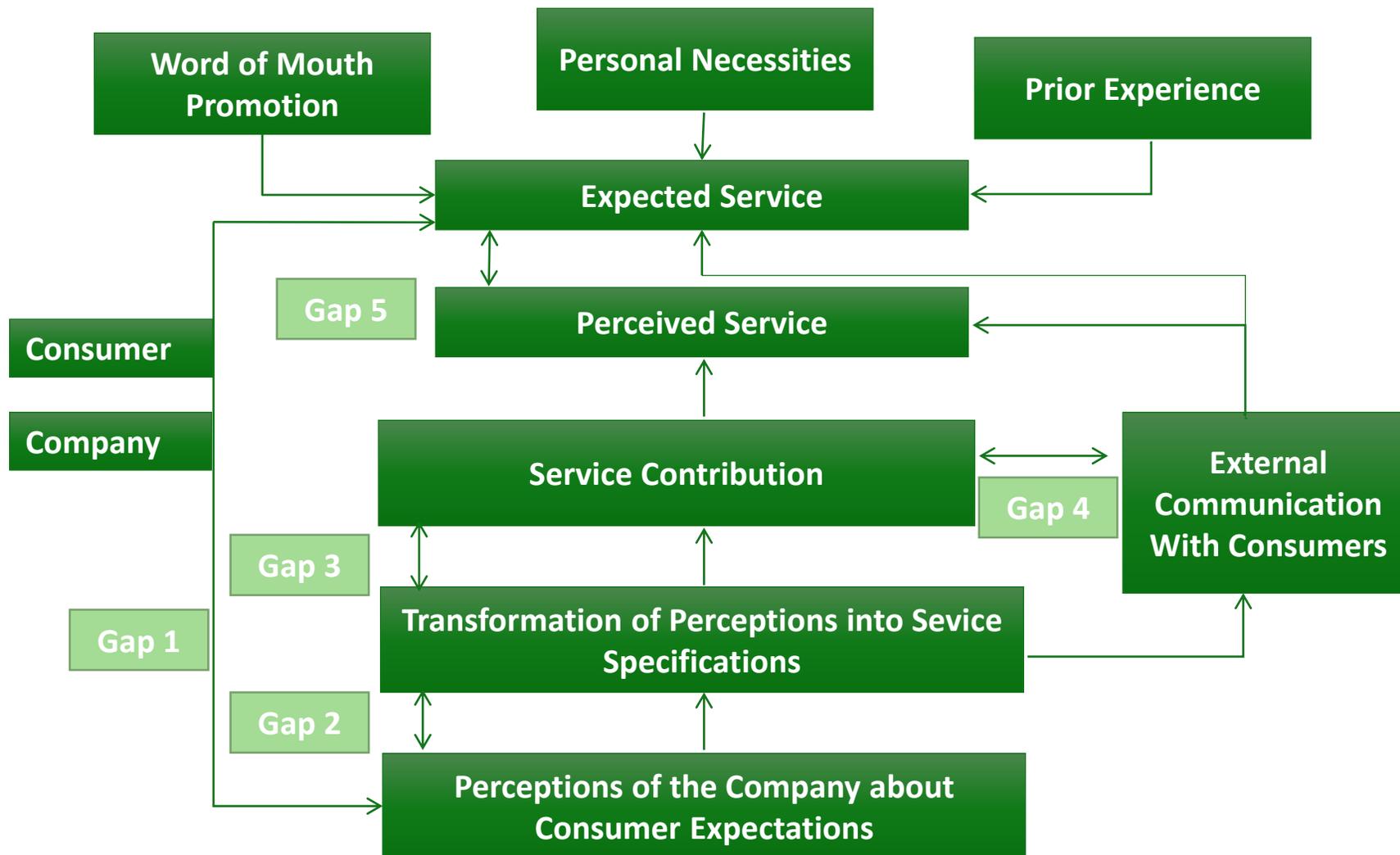


[Work With Us](#)

The 48 Partner Mills provide sugar and ethanol exclusively to Copersucar S.A. See the complete list.



Service Quality Model



Source: Parasuraman et. al. (1985).
Figure 6.4 Service quality model.

Agenda – Products, Services, Packaging, Brands (Chapter 06)

6.1 - Product Line Analysis

6.2 – Product Life Cycle

6.3 – New Product Development (Innovation)

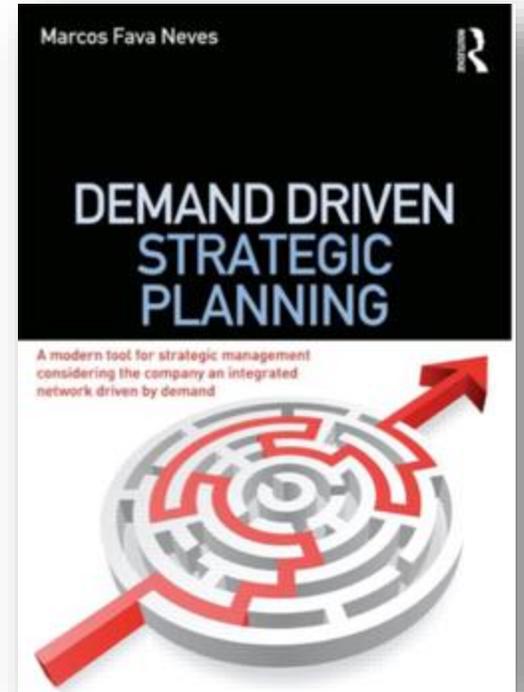
6.4 – Creating a Winning Concept (more than a product!)

6.5 – Branding Decisions

6.6 – Packaging Decisions

6.7 – Service Package

6.8 – Collective Actions in Products, Services, Packaging, Brands





ESPRIT

kpive

PERMANENT

Juan Valdez. Café

Juan Valdez. Café

Gelato

Wishes Connect

Menu board with images of gelato and coffee items.

11/11/2013



Opportunities for the use of Collective Actions in products, Services, Brands and Packages

Actions	Description	Ideas for the company
Companies complement their product lines	Companies begin to complement each other's product portfolio with the other company's products. Thus, the offer can be seen as being more complete, adding convenience to the consumer's purchase process. They can be manufactured with the company's brand or a third-party brand.	
Companies develop new products and innovation projects jointly	Companies can create projects for the development of new products and create new technologies in conjunction, substantially reducing individual investment.	
Market development and definition of dominant standards	Companies can invest jointly in the development of markets for new technologies, facilitating their process of adoption and defining a dominant standard that is of the company's interest.	

Opportunities for the use of Collective Actions in products, Services, Brands and Packages

Actions	Description	Ideas for the company
Companies license other company's brands in non-competing lines	Companies use other companies brands, through payment based on sales or time periods, so that through these brands they can enter markets easily.	
Companies share infrastructure services	Companies can have the same structure to offer services to their customers, for example, related to the maintenance of products, and thereby share costs.	
Same structure of package development	Companies can use the same packaging infra-structure, or use the same outsourced company. They can still work with the same type of input material for packages (for example, plastics, cardboard), in ways to reduce the product cost.	
Share and coordinate quality systems	Companies can invest in a common project for issues related to quality, product traceability and information systems.	
Share product recall projects	Companies can divide return structures and product recalls, mainly in an outsourced form.	

Table 6.4 Opportunities for the use of collective actions in products, services, brands and packages.

Source: Produced by the author.

Exercício – Grupo de 5 pessoas

- 1 - De suas experiências recentes de consumo, liste cinco destaques **em produtos**, com o exemplo e ao lado a explicação das razões que o levam a ser escolhido como destaque.
- 2 - De suas experiências recentes de consumo, liste cinco destaques **em serviços**, com o exemplo e ao lado a explicação das razões que o levam a ser escolhido como destaque.
- 3 - De suas experiências recentes de consumo, liste cinco destaques **em marcas**, com o exemplo e ao lado a explicação das razões que o levam a ser escolhido como destaque.
- 4 - De suas experiências recentes de consumo, liste cinco destaques **em embalagens**, com o exemplo e ao lado a explicação das razões que o levam a ser escolhido como destaque.

Prof. Marcos Fava Neves

favaneves@gmail.com | www.favaneves.org



- ❑ Marcos Fava Neves is an *international expert* on global agribusiness issues and a part-time professor of planning and strategy at the School of Business (FEARP) of the University of São Paulo (USP) and FGV Business School, both in Brazil. He graduated as an agronomic engineer from ESALQ/USP - Piracicaba in 1991. He earned his master's degree in 1995 and his doctorate in management in 1999 from the FEA/USP School of Economics and Business – São Paulo. Marcos completed postgraduate studies in European agribusiness at ESSEC-IGIA in France in 1995 and in chains/networks at Wageningen University, in the Netherlands (1998-1999). In 2013 he spent the year as a visiting international professor at Purdue University (Indiana, USA) where he maintains the linkage as a permanent International Adjunct Professor. Since 2006 he is an international professor at the University of Buenos Aires, Argentina.
- ❑ He has *specialized in strategic-planning* processes for companies and food chains and works as a board member of both public and private organizations, being member of more than 10 international boards since 2004. Also in 2004, he created the Markestrat think tank with other partners, today employing around 60 people and doing international projects, studies and research in strategic planning and management for more than 250 agri-food business organizations. Some of these projects were very important in suggesting public policies for food chains that were implemented in Brazil with economic and social impacts.
- ❑ Also as an experience in the private sector, from 1992 to 1993 he worked in citrus juice exporter and from 1994 to 1995 in a veterinarian company. In 2008, he became CEO of Brazil's second-largest biofuel holding company, a position he occupied until 2009, when he returned to the University of São Paulo (USP) and Markestrat.
- ❑ At the academic side, since 1995 (when he was hired by USP), Marcos has advised more than 30 doctorate dissertations and master's theses and helped to form around 1200 Bachelors in Business Administration in Brazil with around 120 courses taught to undergraduates at USP.
- ❑ His writings are strongly focused on supplying simple and effective methods for business. He has published more than 100 articles in international journals and has been author and editor of 63 books by 10 different publishers in Brazil, Uruguay, Argentina, South Africa, Singapore, Netherlands, China, the United Kingdom and the United States. He is also a regular contributor for China Daily Newspaper and has written two case studies for Harvard Business School (2009/2010), one for Purdue (2013) and five for Pensa/USP in the nineties. Recognized as the Brazilian academic with the largest number of international publications about orange juice and sugar cane chain and one of the top 3 most cited Brazilian authors in the area of food and agribusiness. He has reached more than 4000 citations in Google Scholar index.
- ❑ Marcos is one of the most active Brazilian speakers, having done more than 1050 lectures and presentations in 25 countries. He received around 150 recognitions from Brazilian and international organizations, and is considered a "Fellow" of the IFAMA (International Food and Agribusiness Management Association), title received in Minneapolis - 2015.
- ❑ Coming from a family of farmers, he is a worldwide defender of agriculture and farmer's role in the development of the society. In the social side, together with his parents, Marcos is one of the creators and maintainers of Mucapp, a NGO that in 20 years has built more than 450 houses for families in Brazil that face very unfavorable conditions.