

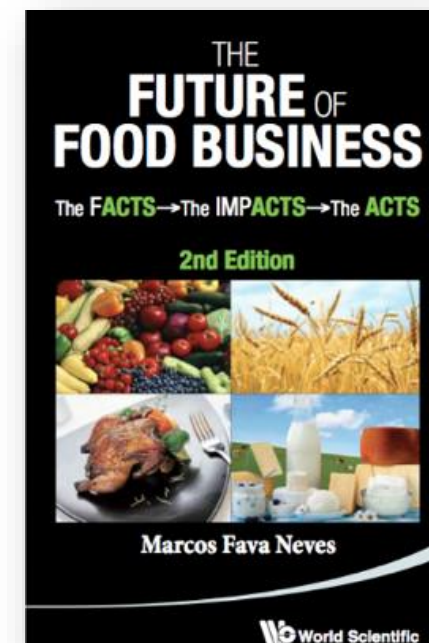
Food Marketing and Communication

RAD2402 – Strategies in Agribusiness
Chapter 59 e 60

Prof. Dr. Marcos Fava Neves

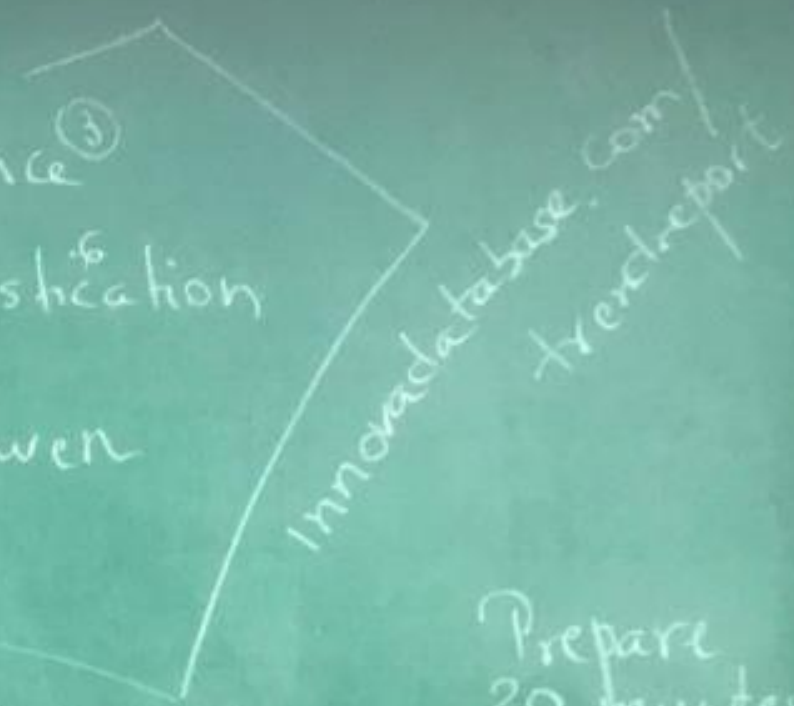
Faculdade de Administração (FEA/RP) – Universidade de São Paulo, desde 1995
Escola de Administração de Empresas (EAESP/FGV), desde 2018
Center for Agricultural Business - Purdue University (Indiana/USA), desde 2013
PAA – FAUBA – Universidade de Buenos Aires, desde 2006
Criador da Markestrat (www.markestrat.com.br)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

www.doutoragro.com



EXERCISE / SEMINAR — November

1. Clean Supreme^①; Disruptive green^②; Sweeter balance^③
2. Kitchen Symphony^④; Body intrinsic^⑤; Plain Sophistication^⑥
3. Encapsulating moments^⑦; Beyond Pester^⑧ Power
4. Fuzzy Borders^⑨; Seeds of change^⑩
5. Trends in Packaging →
6. Innovative products (I)(II) →
7. Innovative products III (IV) →



Facebook markos fara news
" (choose 5) farm in cover page
" (choose 5)
Web sites of companies

Prepare 20 minutes
show!
slides
videos
↓
creative!

Opinion / Blog

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16 opportunities in food marketing

By Marcos Fava Neves (chinadaily.com.cn)

Updated: 2016-10-09 16:43

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The idea of this article is to put together some ideas and trends in food marketing based on recent readings, class discussions and cases observations. The contribution is a list of 16 statements that can be used by food companies to think about possible marketing strategies, from new product development to communication and relationships. Let's move to them:

1 - The growing importance of the label as a source of information, transparency and science with higher consumer awareness in the digital world. The much more connected and social generations want to know the story behind the brand, the meaning and the engagement of the company. The web can be used as a source of gathering more information about the brand, inviting the consumer to follow up on knowledge acquisition;

2 – Increasing efforts towards consumer education for the label, in some cases even anticipating future regulations that the industry will face (information needed), but taking care to avoid pollution and excess of information;

3 – Growing consumer interest about the knowledge of food cooking, gourmet kitchens, utensils, home cooking and special meals are driving food companies and retailers to offer more information about "how to cook" and a product line linked to fresh, diversity, healthy, fun and socializing;

4 – Opportunities to have clear and transparent projects with consumer influencers like universities, associations, scientists and others and advertise this in the company offer;

5 – In product development, there are opportunities for snacking concepts, covering nutrition, convenience and portability with different needs based on the time of day that the product will be consumed (food "on the go");

6 – Communicating clearly the math, the amount of calories, the fat content you can consume like good oils and good sources of carbohydrates as energy releasers during the day are accepted. We can eat because we deserve and will burn it;

7 – The growing urban world faces a protein boom and we are looking to other sources of protein rather than the traditional ones like milk and meat. We may expect in the near future several innovative solutions here;

8 - New uses for fruits and vegetables as snacks or as natural food coloring and flavors;

9 - Frozen foods using the argument of nutrition (superior nutrition content). Show the benefits of the ingredients in your products, even being frozen we can compensate by delivering several benefits;

10 - Private labels (supermarket brands) gained market share during the crisis of the last decade and when consumers got used to it, they perceived the value of a possibly lower price for almost the same product or even the same.

11 –A lot of research happens to increase consumer experience and taste perception even changing the texture of some food and beverages;

12 – Using one or a few own stores (vertical integration) as consumer laboratories for food companies;

13 – Increasing opportunities for creating consumer clubs and/or groups (digital platforms) bringing a sense of belonging for the consumer, a permanent linkage with the company, almost as recognition;

14 - Focus on acquiring knowledge of consumers and product customization based on this knowledge. This helps insight generation methods for creating new offers in tune with consumers needs;

15 – Have very responsible communication not only with children (vulnerable audience), but to all consumers;

16 - Be aware of the "buy local" movement to capture opportunities and the trend of knowing your farmer (where my food was produced and by whom), building linkages of the urban consumer with the rural life;

1) The Label as a Source of Information

Share the Eco-Milk Secret
Want to learn more about raw milk? Call 1-877-Raw-Milk to host a free "Share the Secret" Party, or schedule a dairy EcoVisit!
Organic Pastures Dairy products are fresh, complete, & unchanged - just as nature intended! We DON'T cook (pasteurize), crush (homogenize), or otherwise alter this perfect, living food! Milk from cows not treated with hormones or antibiotics.

Grade A Raw CREAM
100% Organic, Sustainable
Family Owned, Pasture-Grazed

USDA ORGANIC

Nature's Original Probiotic
ORGANIC PASTURES
Living Foods For Life
OPDC Products are highly recommended by www.wholemarket.org & thousands of happy consumers. JUST LIKE YOU!

Nutrition Facts
Serving Size 1 Cup (150mL)
Serving Per Container 20

Amount Per Serving	% Daily Value*
Calories 40	Total Fat 14g
	28%
Cholesterol 10mg	2%
Sodium 0mg	0%
Total Carbohydrate 1g	2%
Dairy Fiber 0g	0%
Sugars 1g	
Protein 1g	
	March 4 2%
	March 5 2%
	March 6 2%
	March 7 2%
	March 8 2%
	March 9 2%
	March 10 2%
	March 11 2%
	March 12 2%
	March 13 2%
	March 14 2%
	March 15 2%
	March 16 2%
	March 17 2%
	March 18 2%
	March 19 2%
	March 20 2%

PLEASE RECYCLE
Plant #26-262

Healthy Fats!

INGREDIENTS: ORGANIC WHOLE RAW CREAM.

GOVERNMENT WARNING: Some milk products may contain allergens such as casein, whey, and lactose. Persons at highest risk of an allergic reaction to these allergens include individuals with severe allergies to these allergens. These products contain 2% milkfat and 2% milk solids-not-fat. They are not fortified with vitamins A, D, E, and K. These products may contain allergens or other conditions that increase their allergic activity.

OPDC DISCLAIMER: Because every immune system is different, the processing, distribution and retailing of this raw product disclaim any potential, disclosed liability caused by the consumption of this product. By purchasing this product, the consumer assumes the risk of consuming this unadulterated whole food.

Organic Pastures Dairy Co., LLC Fresno, CA 93706

ENERGY RATING www.energyrating.gov.au
When tested in accordance with government regulations. A joint government and industry program.

COOLING CAPACITY (SIZING) **4.00 kW** **HEATING** CAPACITY (SIZING) **3.00 kW**
Hot/cold climate **4.00 kW**
Cold climate

Fujisair Inverter Supercomfort air conditioner Model: KRCM001

The more stars the more energy efficient. Energy consumption

Climate	Star Rating	Energy Consumption (kWh per year)
HOT Brisbane, Darwin	8	986
AVERAGE Adelaide, Perth, Sydney	8.5	462
COLD Canberra, Hobart, Melbourne, New Zealand	4	591

Climate changes the efficiency of this appliance.

dB(A) 54 63

© Commonwealth of Australia 2015

2) Consumer Education in the Label

Low Fat

Breakfast Cereals

Mango, Walnut and Royal Jelly

Low fat breakfast cereals contains mango pieces, walnuts and royal jelly

3 Nutrition Information
Serving per package: (insert number of servings)
Serving size: g (or mL or other units as appropriate)

	Qty per Serving	Qty per 100g (or ml)
Energy	kJ (Cal)	kJ (Cal)
Protein	g	g
Total fat	g	g
Saturated fat	g	g
Carbohydrate	g	g
Sugar	g	g
Sodium	mg (mmol)	mg (mmol)
(insert any other nutrient or biologically active substance to be declared)	g, mg, ug (or other units as appropriate)	g, mg, ug (or other units as appropriate)

INGREDIENTS:
Whole grain wheat, corn, rolled oats, palm oil, aspartame, mango pieces [mango, mango juice, humectant (glycerol), tartrazine, natural mango flavour], royal jelly, walnuts, minerals (Calcium carbonate, iron sulphate), vitamins (Vitamin C, Vitamin B6, Folic acid, Vitamin B12) and spices.

PHENYLKETONURICS:
CONTAINS PHENYLALANINE

WARNING - THE PRODUCT MAY NOT BE SUITABLE FOR ASTHMA ALLERGY SUFFERERS.

USE BY: 01/12/2010

Manufactured By:
Brand Food Pte Ltd
18 Food Safety Road
Singapore 123456

Product of Singapore

NET WEIGHT: 500g



3) Growing Consumer Interest About the Knowledge of Food Cooking



4) Projects with Consumer Influencers

Home Como Participar Voto Prêmios Ganhadores Login Cadastro Regulamento SAC FAQ

▶ f 🐦

PROMOÇÃO
FAÇA-ME UM \$ABOR
Ruffles
Experimente os novos sabores e escolha quem fica!

#BURRITATAS #FEIJUUUCA #CALABREONDA

CHEGARAM OS **3** FINALISTAS

The image shows a promotional banner for a Ruffles contest. At the top, there is a navigation menu with links: Home, Como Participar, Voto, Prêmios, Ganhadores, Login, Cadastro, Regulamento, SAC, and FAQ. To the right of the menu are icons for YouTube, Facebook, and Twitter. The main banner features three people (two women and one man) smiling and making peace signs. Below them are three bags of Ruffles chips, each with a speech bubble containing a hashtag: #BURRITATAS (orange bag), #FEIJUUUCA (black bag), and #CALABREONDA (pink bag). On the left side of the banner, there is a large graphic that reads 'PROMOÇÃO FAÇA-ME UM \$ABOR Ruffles Experimente os novos sabores e escolha quem fica!' and 'CHEGARAM OS 3 FINALISTAS'.

5) Food “On the Go”



6) Communicating Clearly the Nutritional Facts



Typical values	100ml	250ml	%GDA*	adult
Energy	199kJ 47kcal	500kJ 120kcal	6%	2000kcal
Protein	0.5g	1.3g		
Carbohydrate	10.5g	26.3g		90g
of which sugars	10.5g	26.3g	29%	70g
Fat	trace	trace		
of which saturates	trace	trace		
Fibre	trace	trace		
Sodium	trace	trace		
Salt equivalent	trace	trace		

* Guideline daily amounts



DANNON
DANNON CHERRY GRK YGRT
3.69



7) Other Sources of Protein than the Traditional Ones Like Milk and Meat

1. Quinoa
It's a complete protein source, containing all nine essential aminoacids for the human nutrition.

2. Soy
It also contains all the essential aminoacids, and its different presentations make it very versatile.

3. Seitan
Made from the most protein-dense part of the wheat plant, it is an extremely satisfying base for "mock meats".

4. Walnut
Walnuts tend to be the main source of protein for raw vegans, and their meals is the base for many of their "meats".

5. Amaranth
This lesser-know grain, also know as is both vegan-friendly and gluten-free.

5 Alternative Sources of Protein www.herbazest.com

4
ento

INSECTS
as a
PROTEIN
ALTERNATIVE





Essento Bio Insect Balls

Our Essento Bio Insect Balls are organic, full of healthy nutrients, and high in protein. They contain, as you have already come to expect from us, only all-natural and honest ingredients. The key ingredient in our delicacies is the organic Tenebrio (mealworm) from our breeding partner Ensectable in Endingen, Switzerland. They are available in three different seasonal versions: Spinach, Beetroot, and Curcuma. All three are based on our organic Swiss Tenebrio and contain all-natural ingredients like chickpeas, bulgur, onions, and a central ingredient: spinach, beetroot, or turmeric.

GO BEYOND™

NEU!

Die Super-Innovation: „Fleisch“-Genuss ohne Fleisch!

BEYOND MEAT
**BEYOND
BURGER™**
100%
PFLANZLICHE
BURGER PATTIES



BEYOND MEAT
**BEYOND
SAUSAGE®**
100%
PFLANZLICHE
BRATWURST



Doutor
Agro



IF PURCHASED REFRIGERATED, USE BY: RETAILER: APPLY REFRIGERATED "USE BY" DATE

PERISHABLE: KEEP REFRIGERATED TWO - 1/4LB PATTIES NET WT. 8oz (227g)

BEYOND MEAT
BEYOND BURGERS 8oz
74.9¢ Per Pound
UNIT PRICE \$5.99
8-52629-00458 RETAIL PRICE
20008 61381
09-05-19 21 RW



8) Fruits and Vegetables as Snacks





Nutrition Facts

About 5 servings per container
Serving size: 1 oz (28g/about 22 pieces)

Amount per serving
Calories 130

	% Daily Value*
Total Fat 4.5g	5%
Saturated Fat 0g	0%
Trans Fat 0g	
Cholesterol 0mg	0%
Sodium 75mg	3%
Total Carbohydrate 17g	6%
Dietary Fiber 4g	16%
Total Sugars less than 1g	
Includes 0g Added Sugars	0%
Protein 5g	9%
Vitamin D 0 mcg	0%
Calcium 60 mg	0%
Iron 0.9 mg	4%
Potassium 210 mg	4%

*The % Daily Value (DV) tells you how much a nutrient in a serving of food contributes to a daily diet. 2,000 calories a day is used for general nutrition advice.

INGREDIENTS: GREEN PEAS, CANOLA OIL, RICE, WASABI RANCH SEASONING (CULTURED NONFAT MILK, SALT, MILK, MALTODEXTRIN, SUGAR, TOMATO POWDER, ONION POWDER, GARLIC POWDER, NATURAL FLAVORS INCLUDING MUSTARD), YEAST EXTRACT, ENZYMES, WHITE DISTILLED VINEGAR POWDER, DEHYDRATED PARSLEY, CHILI PEPPER, SPICE, CITRIC ACID, LACTIC ACID, WHEY, WASABI POWDER, SODIUM CITRATE, SODIUM CARBONATE, AND VITAMIN E (ASCORBATE, PALMITATE).
CONTAINS: MILK

FRESH-PICKED GOODNESS
HARVEST SNAPS
GREEN PEA SNACK CRISPS



The savory crunch that started it all.
And since Green Peas are the 1st ingredient,
Harvest Snaps turns farm direct vegetables
into pure deliciousness.

1 Our first ingredient is Green Peas!

SO MANY CRISPY, DELICIOUS FLAVORS FOR YOU TO TRY!



Did you know?

- ✓ Baked, never fried
- ✓ 55% less fat*
- ✓ Farm direct ingredients
- ✓ Found in the produce aisle

*Fat content of regular potato chips is 10g per 1 oz serving. Fat content of these snacks is 4.5g per serving.

NEW LOOK, SAME GREAT TASTE!

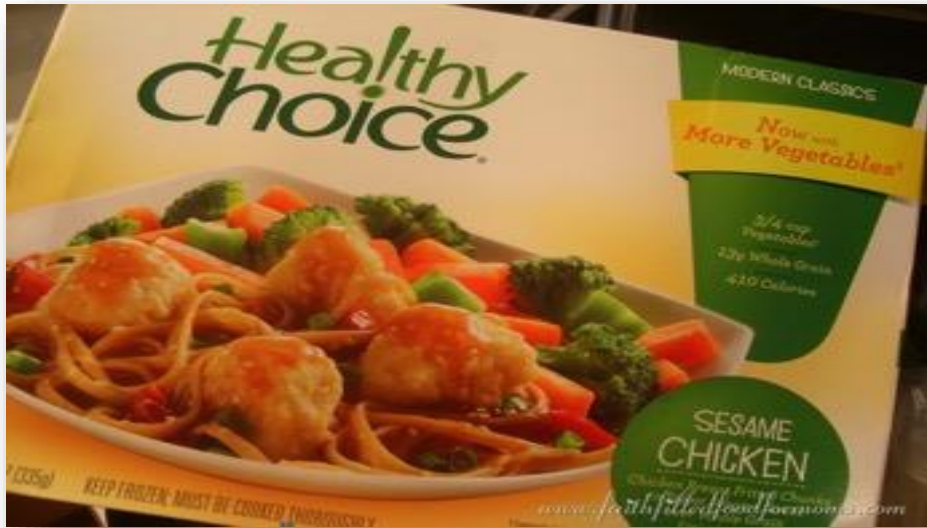
FRESH-PICKED GOODNESS
HARVEST SNAPS
GREEN PEA SNACK CRISPS



ZIPPY & CREAMY
WASABI RANCH
FLAVORED CRISPS



9) Frozen Foods Using the Argument of Nutrition



10) Private Labels (Supermarket Brands)



11) Increase Consumer Experience and Taste Perception



12) Own Stores (Vertical Integration) as Consumer Laboratories



13) Creating Consumer Clubs



Agora você resgata seus pontos direto no caixa.
Muito fácil e rápido!

- 1. Acumule pontos em todas as suas compras.**
- 2. Quando atingir a faixa de resgate, a operadora de caixa ou o site avisarão você no fechamento da sua compra.**
- 3. Se desejar usar o vale-compra neste momento, basta digitar a senha de 8 dígitos (data de aniversário do titular).**
- 4. Se preferir continuar acumulando pontos e não resgatar nesse dia, é só apertar o botão vermelho no pin pad. Você e quem decide!**

Está cada vez melhor ser Cliente Mais.

Como funciona o Programa?
O Pão de Açúcar Mais é um programa de relacionamento com ofertas exclusivas, promoções e acúmulo de pontos. Saiba mais

FAÇA SEU CADASTRO
Simples, rápido e grátis. É só clicar

ACUMULE PONTOS
Informe seu CPF no início das compras nas lojas ou no delivery para juntar pontos.

RESGATE VALE-COMPRAS
Troque os pontos acumulados por vale-compras para utilizar nas lojas Pão de Açúcar.

OFERTAS EXCLUSIVAS
Toda semana, aproveite diversas novas ofertas exclusivas para Cliente Mais.

Login
CPF
 Lembrar meus dados

Esqueci minha senha
Seja um Cliente Mais
Já sou cliente Mais, mas ainda não possui senha

14) Responsible Communication

KAISER RESPONSIBLE 6-PACK
if you're gonna drive, don't drink.

BRAZILIAN GOVERNMENT is taking concrete action to **AVOID DRIVING UNDER THE INFLUENCE OF ALCOHOL**, including new legislation, tougher penalties and huge police operations.

That became a major topic in Brazil, putting **PRESSURE ON THE BREWERIES** and spirits companies.

In Brazil - as in many other countries - it's usual to **GO OUT TO DRINK** as a group. And the concept of **DESIGNATED DRIVER** is new but growing here.

So, we created **KAISER RESPONSIBLE 6-PACK**, the first promotional **PACKAGE OF BEER** that encourages the assignment of a designated driver, by including a **SOFT DRINK**.

The pack is a **SIMPLE AND INEXPENSIVE SOLUTION** to all the concerns of the brand and uses the **POP** as a media, a **STATEMENT OF VALUE AT EVERY PURCHASE**.

5 BEER for the car passengers.

1 SOFT DRINK for the designated driver.

KAISER IS ONE OF THE BIGGEST BEER BRANDS IN BRAZIL.

15) Buy Local





MIDWEST IS BEST

This week's featured farm

Borzynski Brothers
Family Farm

GREEN BEANS

77¢ & lb

Joe and Dave Borzynski introduced produce to their family dairy farm while still in high school, selling it out of a pick-up in Milwaukee and Chicago.

55 years later, their family grows a wide range of produce on over **3,000 ACRES** in Wisconsin.

MIDWEST *Grown*
Midwest Grown
GREEN BEANS
1 lb
77¢
Save 73¢
L.B.



WE'RE ALL ABOUT
MIDWEST
GROWN

WE ARE PROUD TO SOURCE
FRUITS & VEGETABLES FROM
11 MIDWESTERN STATES!

- ILLINOIS • INDIANA • IOWA
- KENTUCKY • MICHIGAN • MINNESOTA
- MISSOURI • NEBRASKA • OHIO
- PENNSYLVANIA • WISCONSIN



FRESH THYME
FARMERS MARKET

Healthy Food. Healthy Values.



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.