Sejal Ravji

World Food Innovate 2017



22-24 May 2'17





GB

Enjoying together around good food.





More than 2400 people



more than 50 countries

	Office	Factory
WESTERN EUROPE		
SPAIN: ITALY: HOLLAND: RUSSIA & CIS	HeadQuarters 1Office 1Office	5 Factories 1 Factory
RUSSIA:	10ffice	1Factory
SENEGAL CAMEROON MALI IVORY COAST NIGERIA ALGERIA GHANA GUINEA TOGO BENIN MIDDLE EAST	10ffice 10ffice 10ffice 10ffice 10ffice 10ffice 10ffice 10ffice	1Factory 2 Factories 1Factory 1Factory
HONG KONG CHENNAI DUBAI	10ffice 10ffice 20ffices	

























READY MEALS







MILK POWDER

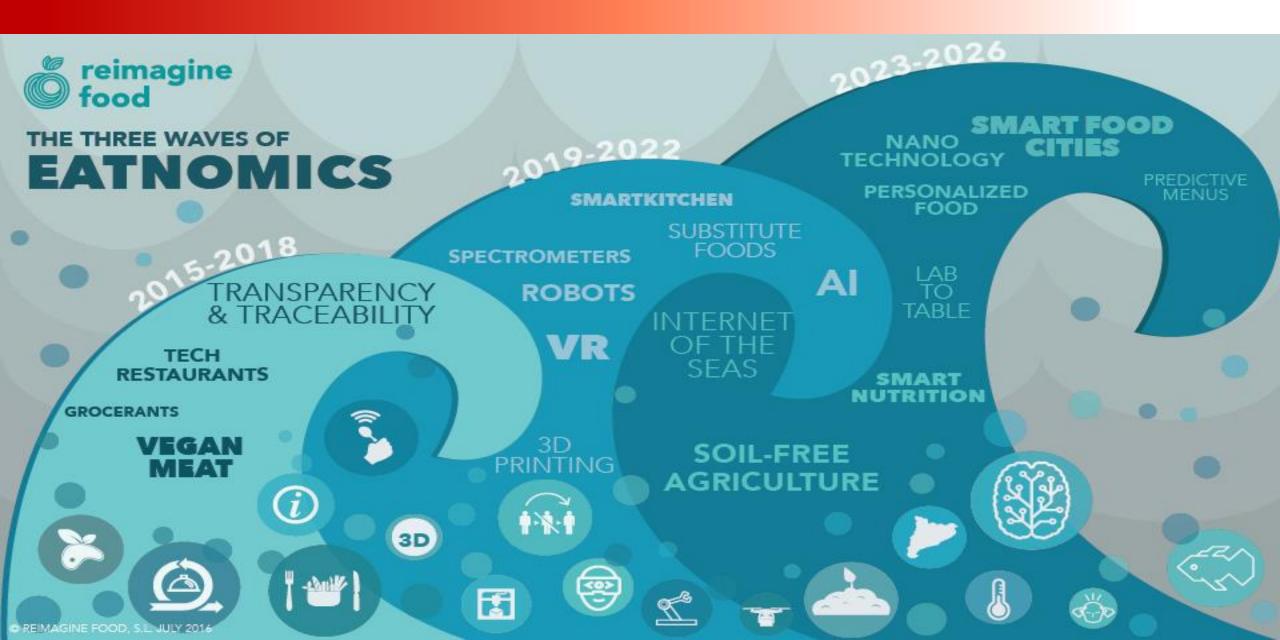


The world is changing...



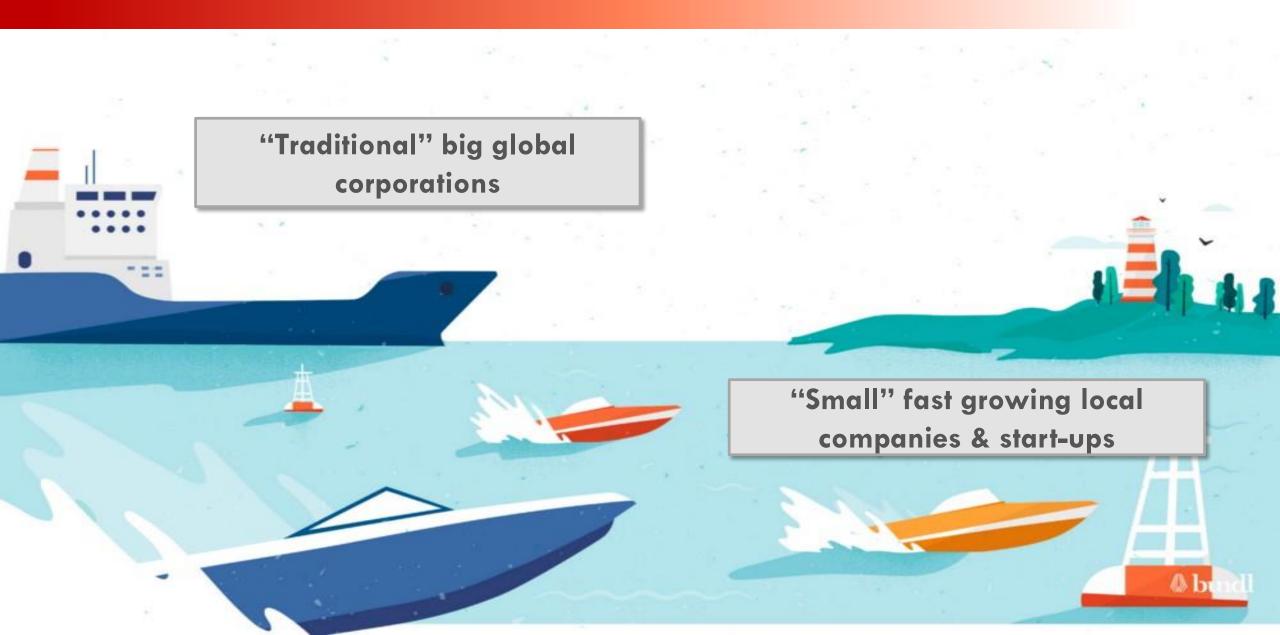
... & technology is accelerating the change





"Smaller" local players & start-ups are winning....





... and bigger ones are having to gobble them up



















Naked



Evolution



Stonyfield



2 Vacas



Garden Fresh



Bolthouse



Annie's



Epic

We need to find a balanced model...











... and change our cultural mindset





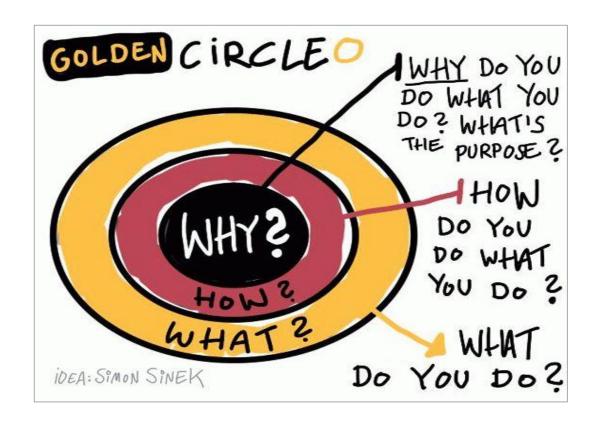
1. Profit vs. Purpose



Profit driven brands

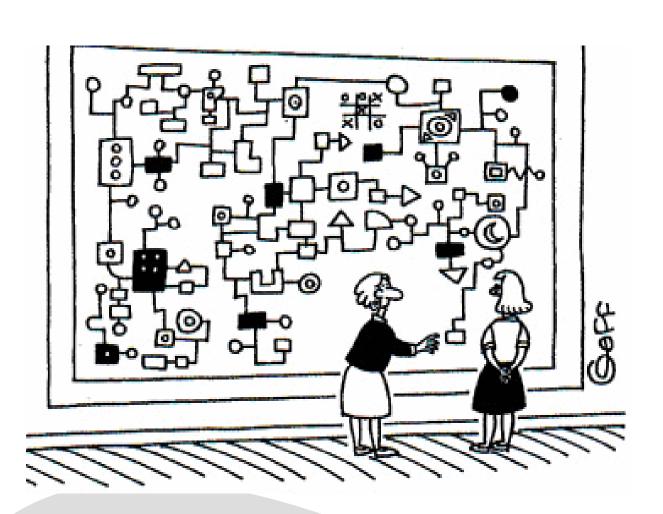


Purpose driven products



2. Corporate bureaucracy vs. Entrepreneurial simplicity







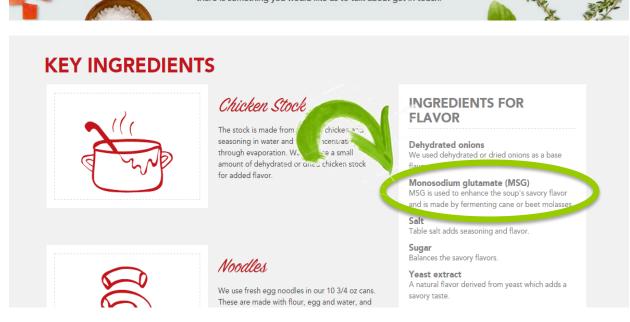
3. Need to know vs. Transparent culture



Consumers are skeptical of large, long-established food companies



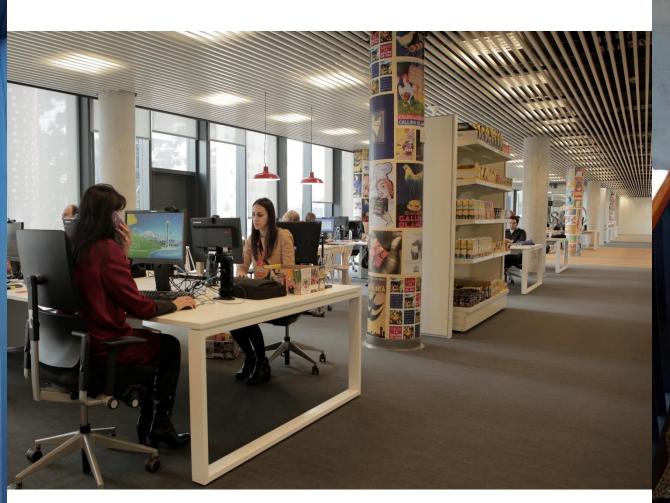




4. Traditional offices vs. Open environment









5. Fear of failure vs. Never give up attitude



Is it working?





"My problem is, I lost my first million before I made my first million."

Case Study



Launched: 2015 Sugo Arrosti e Stufa PERSUASION SCORE IL MIO DUO STAR Consumer Demand Concept ifferentiation Trial Index Relevance Expensive 112 DUAL LAYER **Product** Repeat Index Relevance xpensiveness 106 **PRODUCT VARIETIES**

Removed: 2016

CONCEPT



widen the scope of the recipe usage

PACK



specific function not always clear to consumer

COMMS



not powerful enough to state the point of difference

Case Study



Launched: 2016





2017 (1 year later)

MARKET SHARE





PENETRATION

5%



REPEAT

15%



Find your entrepreneurial spirit and keep pushing!















Thank You