



Webinar "Growing food and beverage brands in the US"

20 April 2022



Fevia
Vlaanderen

Welcome



- Please turn off your mic and camera
- We will record this webinar
- We will send you the recording and the slides afterwards
- You can ask questions during the Q&A or in the chat throughout the webinar
- Any further questions?
Contact the speakers afterwards (contact details on last slide)

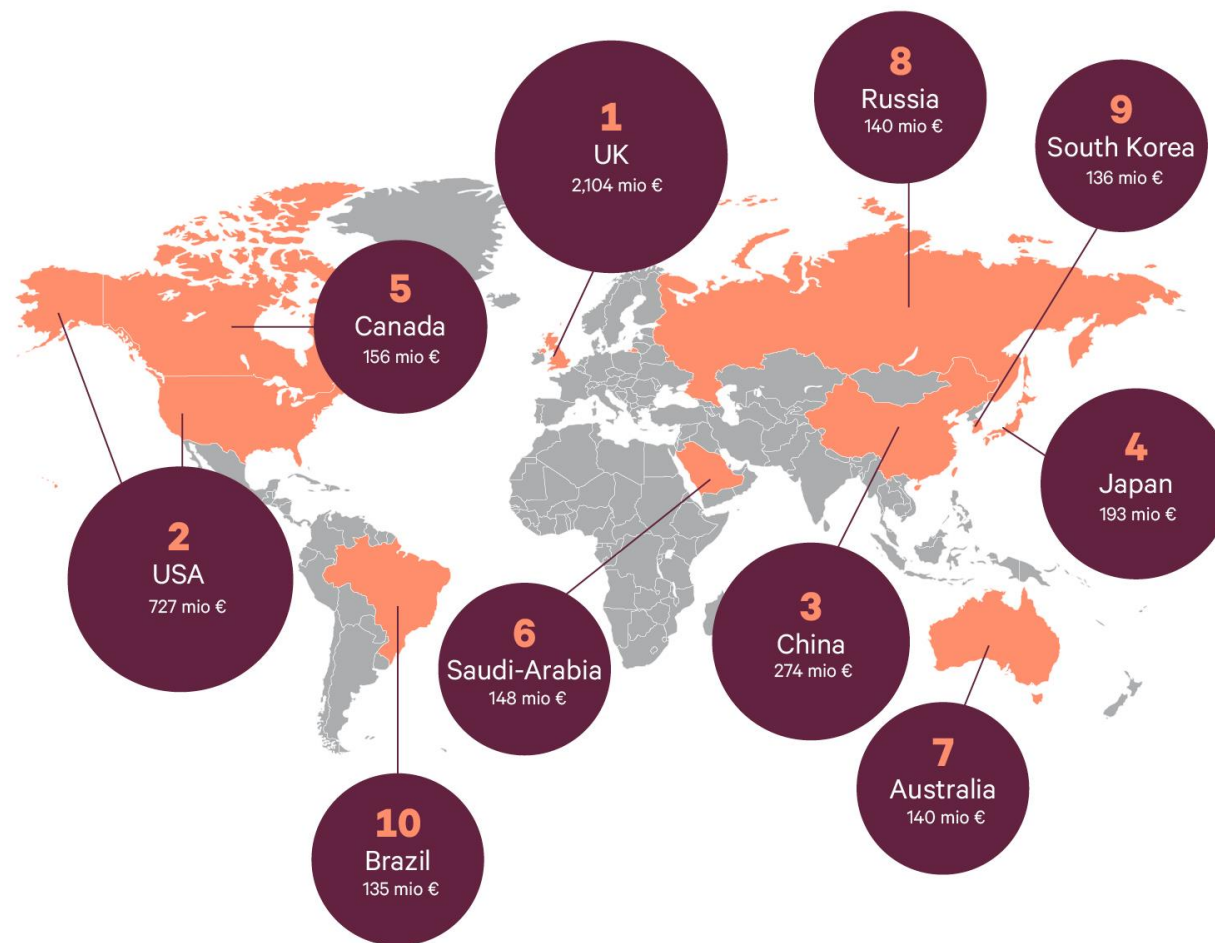
Programme

- 15:00 Welcome & introduction
Tine Vandervelden, International Business Manager, Fevia Vlaanderen
- 15:15 FIT USA: your partner for growing your business in the US
Sorana De Roy, Trade Director FIT New York
- 15:30 Growing food and beverage brands in the US
David Wilson, Owner & Founder Green Seed North America
Jenny Thielen, Marketing Director Green Seed North America
- 16:45 Q&A

Introduction

BE-US trade in F&B

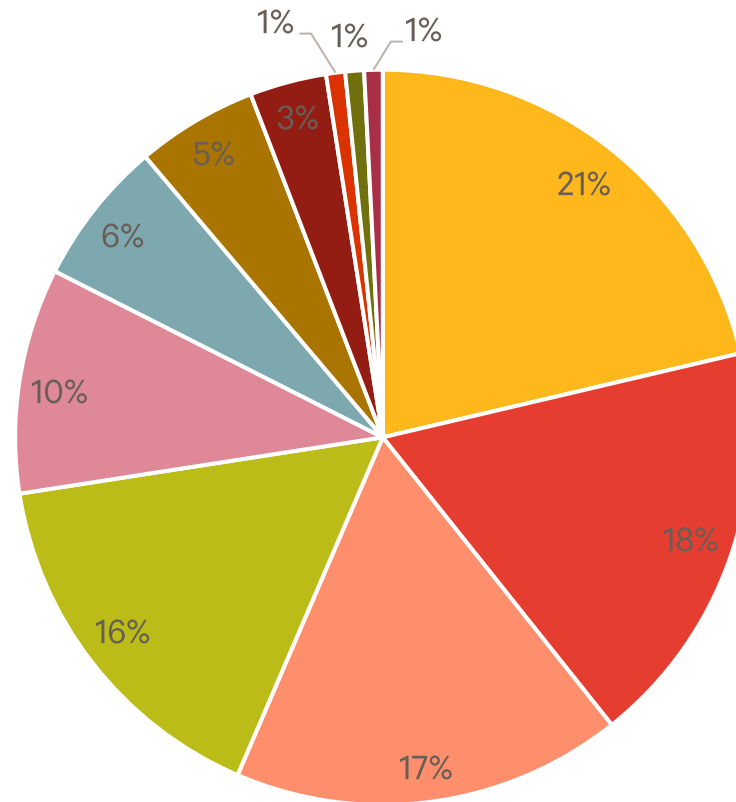
US 2nd overseas export destination for Belgian F&B



Export of BE F&B stagnates since 2017



Export 2021 by product category



- Boissons
- Chocolat
- Préparations de légumes ou de fruits
- Préparations de céréales
- Minoterie & malt
- Légumes
- Divers
- Sucre et confiserie
- Café & thé
- Produits laitiers
- Huiles & graisses

RangeMe

Webinar 3 May → [register](#)

Fevia FLANDERS INVESTMENT & TRADE Flanders State of the Art hub.brussels our business is to help yours Wallonia.be EXPORT INVESTMENT

“RangeMe: een Belgisch paviljoen om jouw producten te presenteren op de VS en wereldwijde markt”

Webinar
3 mei, 16u-17u30

RANGE·me

BEM USA

Belgian Economic Mission

UNITED STATES OF AMERICA

4 - 12 June 2022

#BEmissionUSA



Food Export Academy

Food Export Academy → [register](#)



Fevia
Vlaanderen

Programma

- ▶ Masterclass 1: Algemene inleiding Douane
- ▶ Masterclass 2: Herkomst, (preferentiële) oorsprong en vrijhandelsakkoorden
- ▶ Masterclass 3: Logistiek en distributie en niet-tarifaire maatregelen
- ▶ Masterclass 4: Juridische aspecten, btw en e-commerce

Masterclass 2: oorsprong en vrijhandelsakkoorden



FOOD
EXPORT
ACADEMY

Masterclass 2
Oorsprong en handelsakkoorden
26 april, 9u-17u



Jens De Prins
Global Trade Advisory
Deloitte



FOOD
EXPORT
ACADEMY

Masterclass 2
Oorsprong en handelsakkoorden
26 april, 9u-17u



Tineke Van de Voorde
Key Account Manager
Shippers & Forwarders
Port of Antwerp



More info on international trade

Export Wegwijzer



Oekraïne-Rusland FAQ



Stay tuned

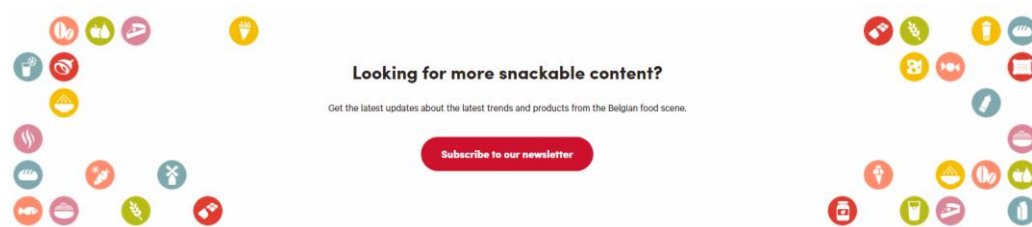
Fevia Newsletter

Schrijf je in op onze nieuwsbrieven

Blijf op de hoogte van het Fevia nieuws en selecteer op uw profielpagina de nieuwsbrieven die u wenst te ontvangen.

INSCHRIJVEN

Food.be Newsletter

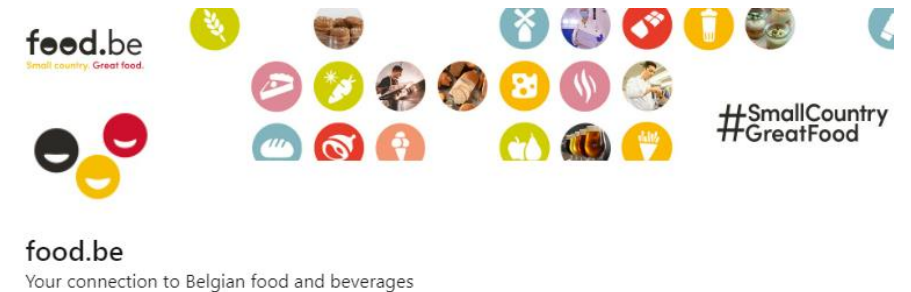


Fevia social media



Fevia, the federation of the Belgian food industry

Food.be social media



food.be
Your connection to Belgian food and beverages

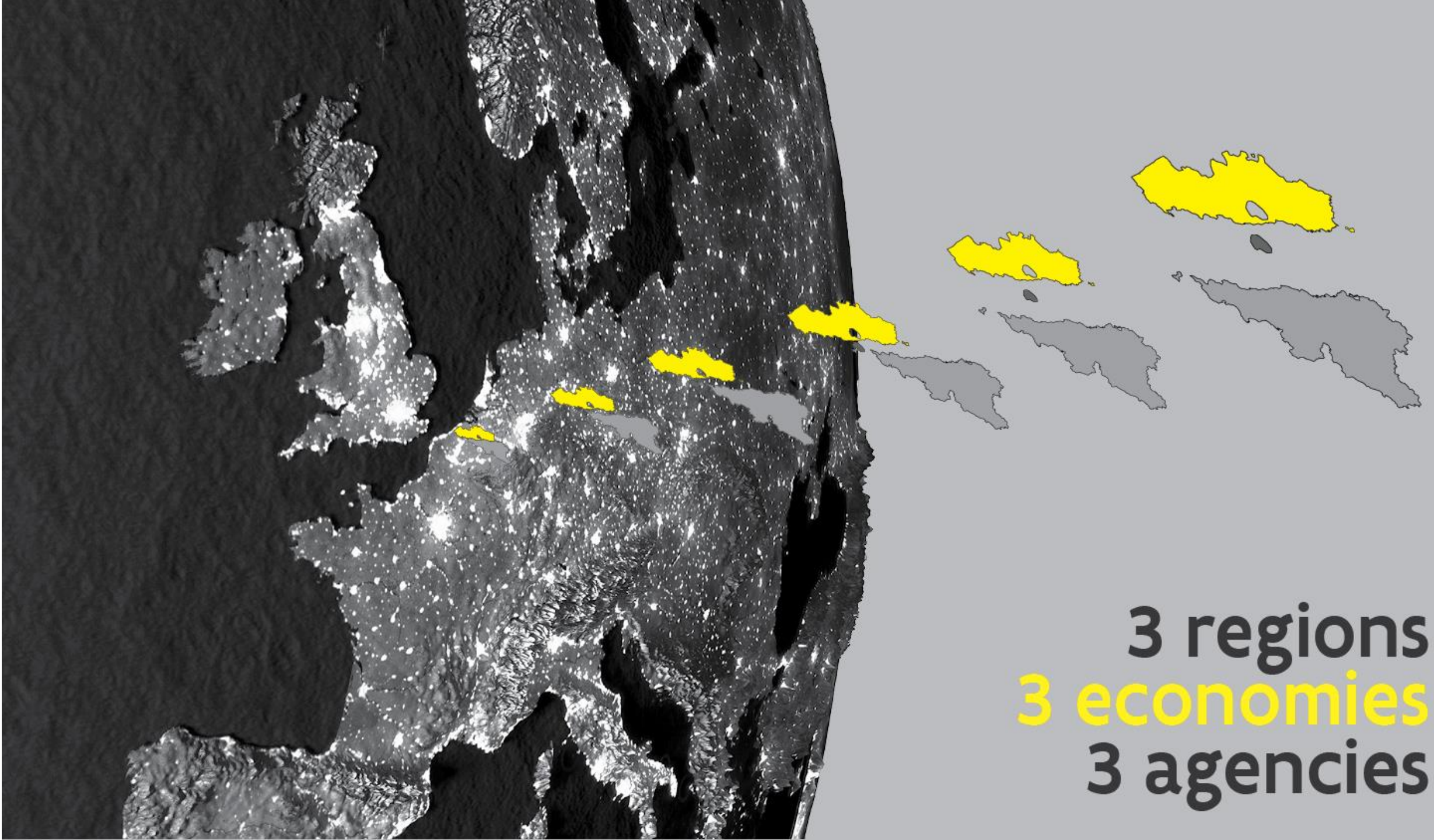
FIT USA: your partner for growing your business in the US

Sorana De Roy, Trade Director FIT New York



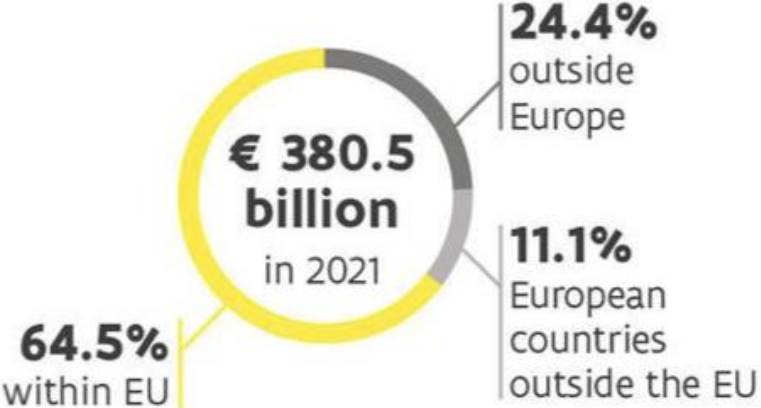
Flanders

State of the Art



3 regions
3 economies
3 agencies

2021 WAS A RECORD YEAR FOR FLANDERS' EXPORTS



**FLANDERS
INVESTMENT
& TRADE**

Top 10

export destinations of Flanders

1	Germany € 70.40 bn		6	Italy € 18.10 bn	
2	Netherlands € 49.30 bn		7	Spain € 10.30 bn	
3	France € 46.80 bn		8	Poland € 10.00 bn	
4	UK € 23.80 bn		9	China € 7.20 bn	
5	USA € 19.70 bn		10	Japan € 7.10 bn	



Flanders Investment & Trade



Mission of FIT

The mission statement of the public agency FIT is to contribute through its domestic and foreign network, to:

- the durable enhancement of the export and internationalization of enterprises from Flanders, by offering high level and customized services;
- The durable enhancement of economic growth in Flanders by playing a substantial role in attracting foreign investment and anchoring already settled foreign enterprises in Flanders.



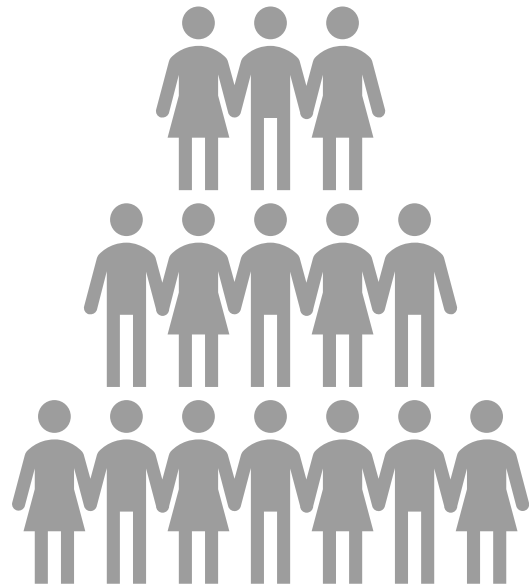
GROWTH



JOBS



WELFARE



150 in Flanders



173 in foreign representations



323 in total



Trade





Advice



Financial support



Actions & Events



Market information



Trade Counseling

**International Business /
Trade Advisors**

First Point of Contact

Export plan & Export meter

5
Provincial Offices

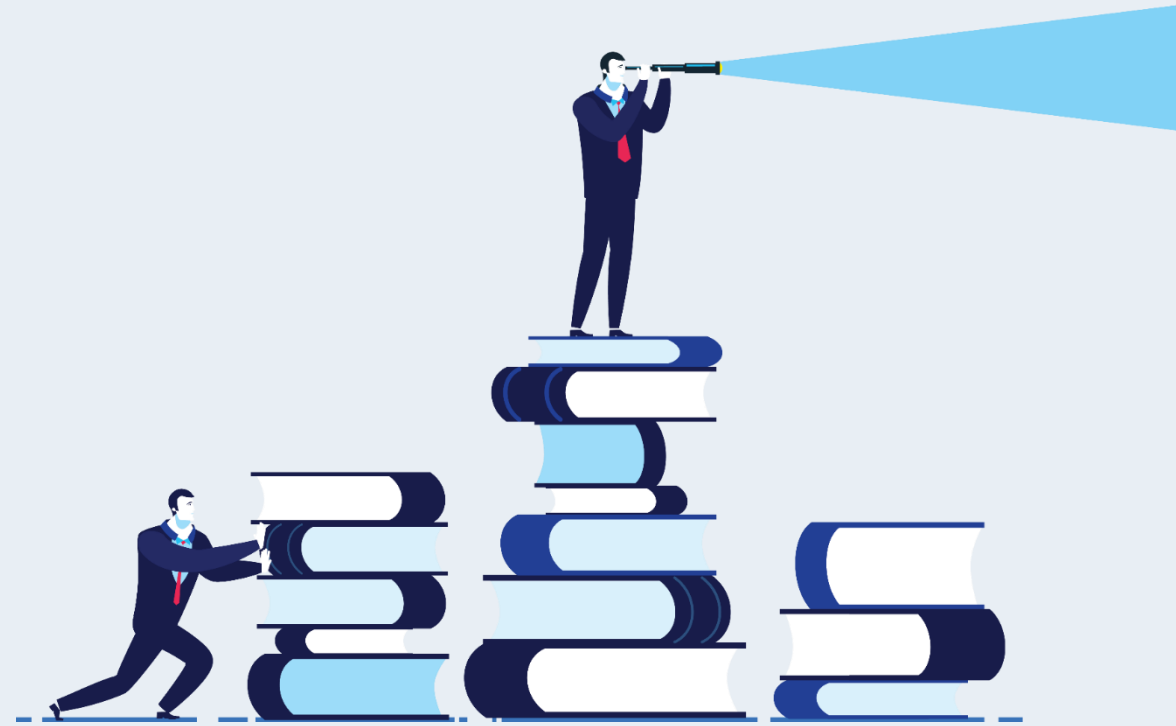
Offices
abroad



Our FIT USA offices



Market Intelligence



Flanders Investment & Trade informs:

News about Foreign Markets

Trade show reports

Opportunities

News about regulations

Market Studies

Sector based research and analysis

Trade Proposals

Tenders

“American brewery looking for Belgian partner”

Subsidies & Financing



Export promoting
financial support

Advice about financing of
international projects



Actions & Events

Flanders Investment & Trade offers:

- One-to-one meetings with potential partners/clients in the US
- Business matchmaking (introductions) with purchasers and decision makers
- Trade show participation: meet new clients at important US trade shows
- Group trade missions
- Seminars
- Hosts delegations from abroad



**Lion
of the
Export**



export fair
one place
one location
all answers

AFRIKA & MIDDEN-OOSTEN

FLANDERS INVESTMENT & TRADE

Dirk DE RUYVER
Tokio
Japan

Frederik DE POTTER
Seoul
Zuid-Korea

Dirk WU
Taipei
Taiwan

Bobby VANDES
Hanoi
Vietnam

Marc DEBRENCK
Bangkok
Thailand

Katrien LEINDERS
Hongkong
Hongkong

Peter CHRISTIAEN
Peking
China

Dirk SCHAMPHE
Guangzhou
China

Mia SANTAMARIA ABE
Manilla
Filipijnen

Gianluca BOTTALLO
Melbourne
Australië

Ralph MOREAU
Technogate
Singapore

Luc FASSY
Singapore
Singapore

Eric DE LAM
Kuala Lumpur
Maleisië

Export Fair
21-23 June 2022
Paleis 1, Brussels Expo



Partnerships for common strategy & goals





Stronger as partners

STRUCTURAL PARTNERS

FOR THE INTERNATIONALIZATION OF THE ECONOMY OF FLANDERS

2022-2026

FLANDERS INVESTMENT & TRADE



.AGORIA Vlaanderen



flanders.bio



THE BEACON



Fedustria



Fevia Vlaanderen



Growing food and beverage brands in the US

David Wilson, Owner & Founder Green Seed North America



green
seed
WHERE BRANDS GROW™

**From Small Seeds to Big Businesses
Growing Food and Beverage Brands in the US**

FEVIA April 2022

A Bit About Green Seed

Today's Speakers

David Wilson
Founder, Owner



Jenny Thielen
Marketing Director



Our network provides unsurpassed access to the world's leading importers, brokers, distributors and retailers worldwide.

Australasia
Belgium
Canada
Denmark
France
Germany
Hong Kong
Netherlands
Portugal
Spain
Sweden
UK
USA

Italy



Sales & Marketing Services to Accelerate Food and Beverage Brands

IT'S ALL ABOUT THE PEOPLE

- Celebrating 20 years of growing brands in America
- Owned and led by Board Level Executives, Sanjay Panchal and David Wilson
- National Sales Team comprised of 6 Commercial Sales Managers. More than just regionals, they support with broker management, account calls, forecasting, trade spend and brand management to drive your US business
- In-house Operations Manager supports with logistics and customer service
- Trade Marketing Services Team provides data analytics, retail activation and trade show coordination

BUSINESS UNDER MANAGEMENT

We're not a broker. We act as manufacturing representatives in the US market; an extension of the client's brand team. We cover all channels of trade: natural, specialty, grocery, club and food service. We manage a select portfolio of brands ranging from \$0 to \$15M+ gross sales value.



STRATEGY & PLANNING

- We conduct a two month Opportunity Assessment to assess brands for Business Management and to develop the US plans together with the brand owners, including:
 - Scanner data competitive analysis of the category
 - Product planning
 - Route to market roll-out strategy
 - Operations structure
 - Partner introductions
 - Pricing model, forecast & P&L
 - US Business Plan
- This ensures we're aligned on our 3 year plan and sets the Sales Team up for success
- At any given time we are conducting 3+ Opportunity Assessments for consideration of brands into Business Management
- Come on, lets grow!

Your US Team – ready to activate



Green Seed Partners

David Wilson & Sanjay Panchal



Commercial Management Team

- Operates like brand owner versus external sales rep
- Drives broker teams to maximize impact amongst the retail trade



Commercial Support Team

- **Brand Management:** US Comms & Branding Support for Trade & Consumer
- **Operations:** Central Supply Chain liaison for all stakeholder parties
- **Analytics:** Sales report tracking and forecasting
- **Trade Planning:** General support for sales team & sales activity tracking



Brands we've grown



siggi's[®]

Tyrrell's[®]



Bellucci[®]
PREMIUM



PUKKA

A logo consisting of a stylized plant with three leaves in shades of orange, red, and brown.
dorset cereals[®]
honest, tasty and real



A small red logo with the word 'Valere' in white.
GOGO[®]
SQUEEZ

GREEN
& BLACK'S[®]

The US Landscape & Trends

The US Landscape

Unlike Belgium where there are 2 major retailers, fragmentation in US necessitates strategic approach to distort resources in a focused, efficient way to be effective.

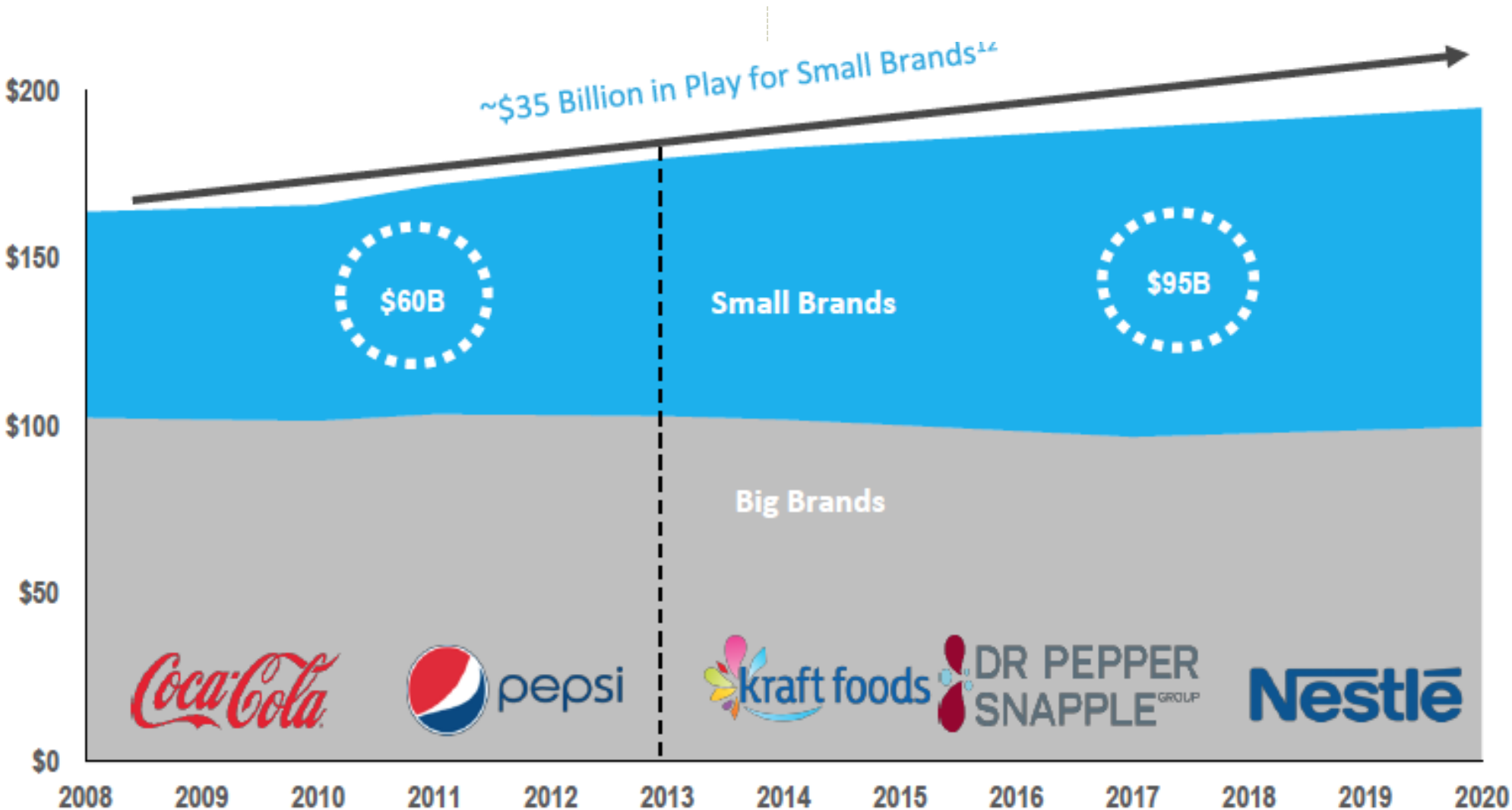


Channels of Trade



Natural	<ul style="list-style-type: none"> A type of grocery store that primarily sells health food, organic foods, local produce, and often nutritional supplements (Approx. 5,000 stores) 	
Specialty Gourmet Ethnic	<ul style="list-style-type: none"> A store carrying premium-priced food products that provide an added-value appeal for: quality of ingredients, sensory appeal, presentation (branding or packaging), origin (Approx. 3,000 stores) 	
Grocery (Premium to start)	<ul style="list-style-type: none"> Large self-service retail market that sells food and household goods Kroger, Safeway, Supervalu, Ahold – Stop & Shop/Giant, Publix, Delhaize – Food Lion/Hannaford, HEB, Albertson's Safeway, Acme, Wegman's 	
E-commerce	<ul style="list-style-type: none"> Amazon, Jet, Vitacost, direct from manufacturer 	
Club	<ul style="list-style-type: none"> Low-price retail outlets selling annual memberships to consumers and businesses. These can provide great cash margins 	
Mass	<ul style="list-style-type: none"> A retail store that seeks to sell large quantities of goods quickly through such means as discounting, customer self-service, or unadorned display and packaging, as in a warehouse 	
Food service	<ul style="list-style-type: none"> Coffee Shops, Colleges & Universities, Family Restaurants, QSR Fast food, Travel Locations Seeking innovation and millennial focused products 	
Alternative	<ul style="list-style-type: none"> TJ Maxx, Bed Bath & Beyond, Cost Plus World Market These are discovery stores where consumers fall in love with the brands they find 	
Convenience	<ul style="list-style-type: none"> 7-11, Wawa A lower end consumer, appropriate for convenient grab and go items 	
Drug	<ul style="list-style-type: none"> A store where prescriptions are filled and drugs and other articles are sold; pharmacy Leaders in this channel are expanding and increasing the number of stores rapidly 	
Military	<ul style="list-style-type: none"> US Air force, US Navy Not a channel target 	

The opportunity for challenger brands is growing



Categories include water, CSD, concentrates, juices, RTD coffee, RTD tea, sports and energy drinks.

Source: The Evolving Non-Alcoholic Beverage Landscape, First Beverage Group, 3/15

Consumers are becoming increasingly health-conscious



SEEKING FRESH, FUNCTIONAL HEALTH + NUTRITION



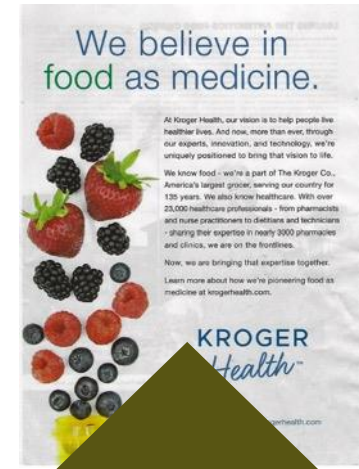
FRESH

Source: Statista



FUNCTIONAL

Source: Smartbrief



FOOD AS MEDICINE

Source: Healthline

Renewed focus on from-scratch food

DIY drives connection and community



Yet, consumers are still seeking at-home indulgence

BALANCE OF HEALTH + INDULGENCE



Consumers losing loyalty & trying new brands



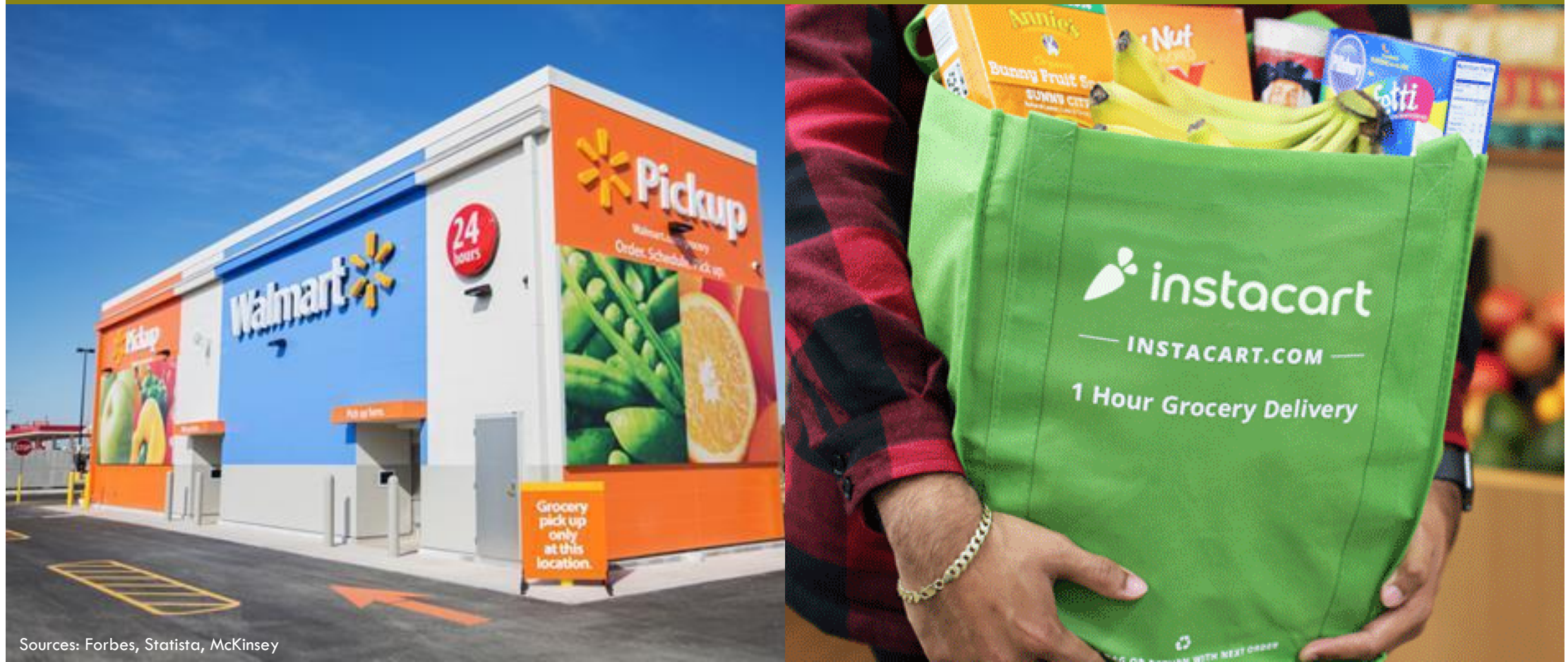
BOTH LOW END + HIGH END BENEFIT



The digital revolution is here, covering 10 years in 8 weeks



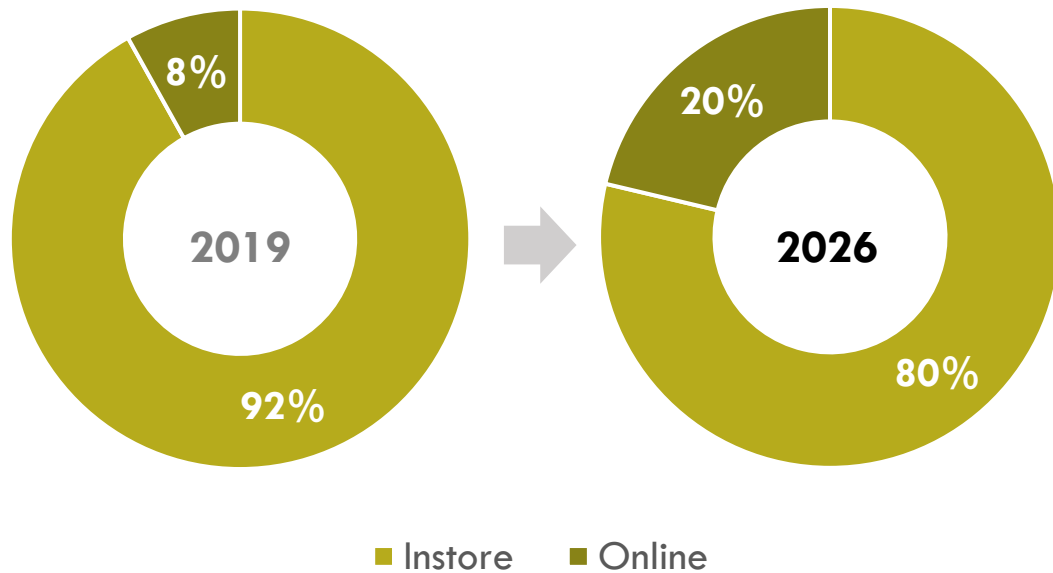
SHOPPERS REPLACING IN-STORE TRIPS WITH ONLINE



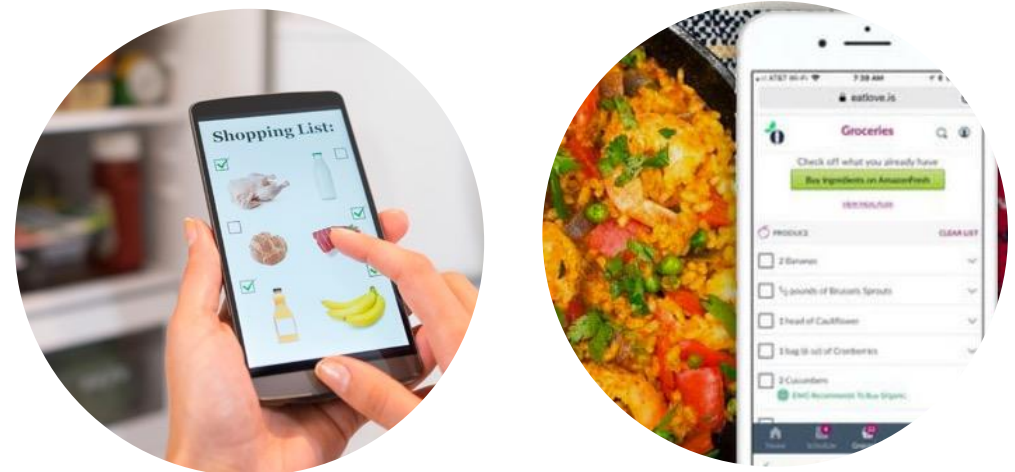
Despite shifts to online, instore is *still* here – it's just different

SHOPPERS PLAN MORE, IMPULSE LESS

Share of Grocery \$ Sales, Instore vs. Online



Must build intent pre-shop with digital-first approach



Targeted omni-channel marketing drives sales



Strategy:

Use store locator-generated zip codes to create bottom-up marketing activation plan for high efficiency targeted communications

Tactics:

- Geo-targeted social media campaigns on Facebook & Instagram
- Geo-targeted free product trial coupon mailers/emails (in lieu of sampling)
- Programmatic display ads targeted at local shoppers

Content & Communications Strategies:

1. Creative

2. Shopper

3. Influencer



- ✓ **Doubled ROS vs. base** with sustained lift after the program ended
- ✓ **1.75x** unit sales uplift vs. price promo alone

Brand-Owned Direct to Consumer Website (D2C)

- USA shoppable website
- Performance marketing required to generate demand
- 3rd party (or internal) takes title to goods, handles orders to cash & manages fulfillment
- Build 1-1 relationship with consumer, own 1st party data

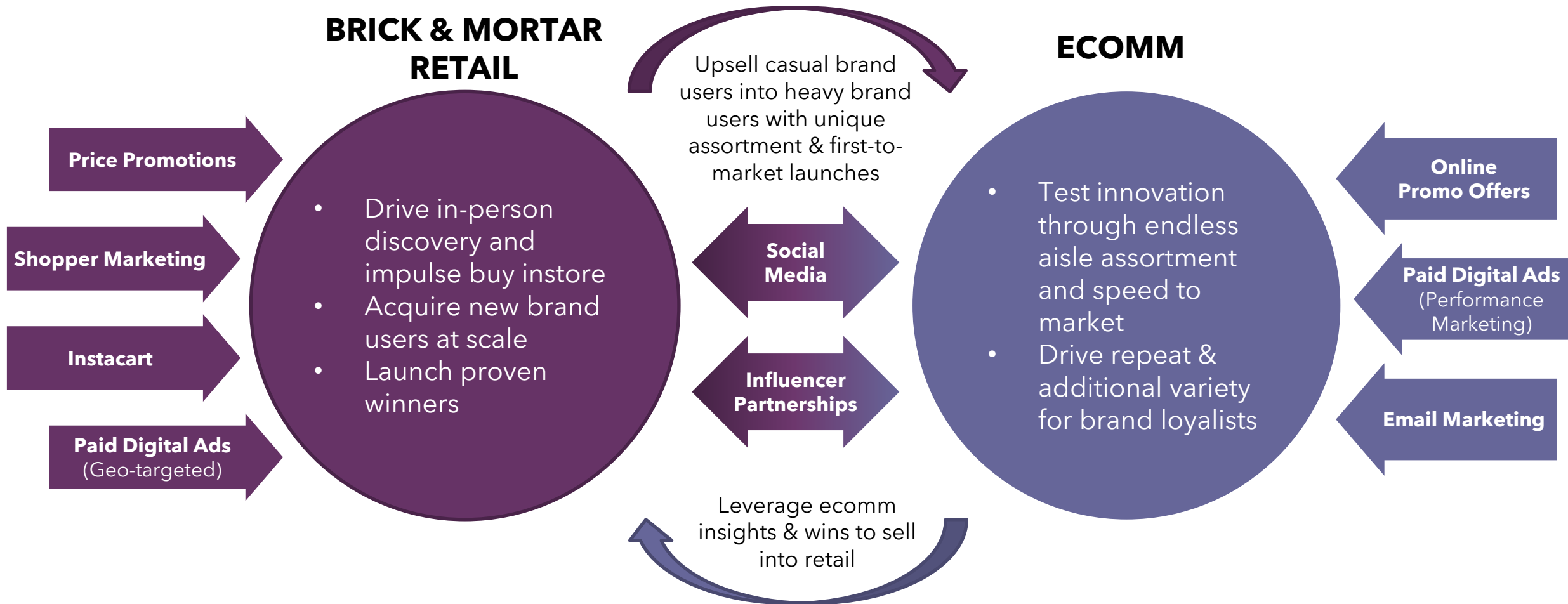
Online Marketplaces

- Brand placement on online marketplaces
- Brand pays fees for their marketing costs
- 3rd party (or internal) handles orders to cash & manages fulfillment
- Amazon has specific requirements, is expensive, and requires highly specific know-how

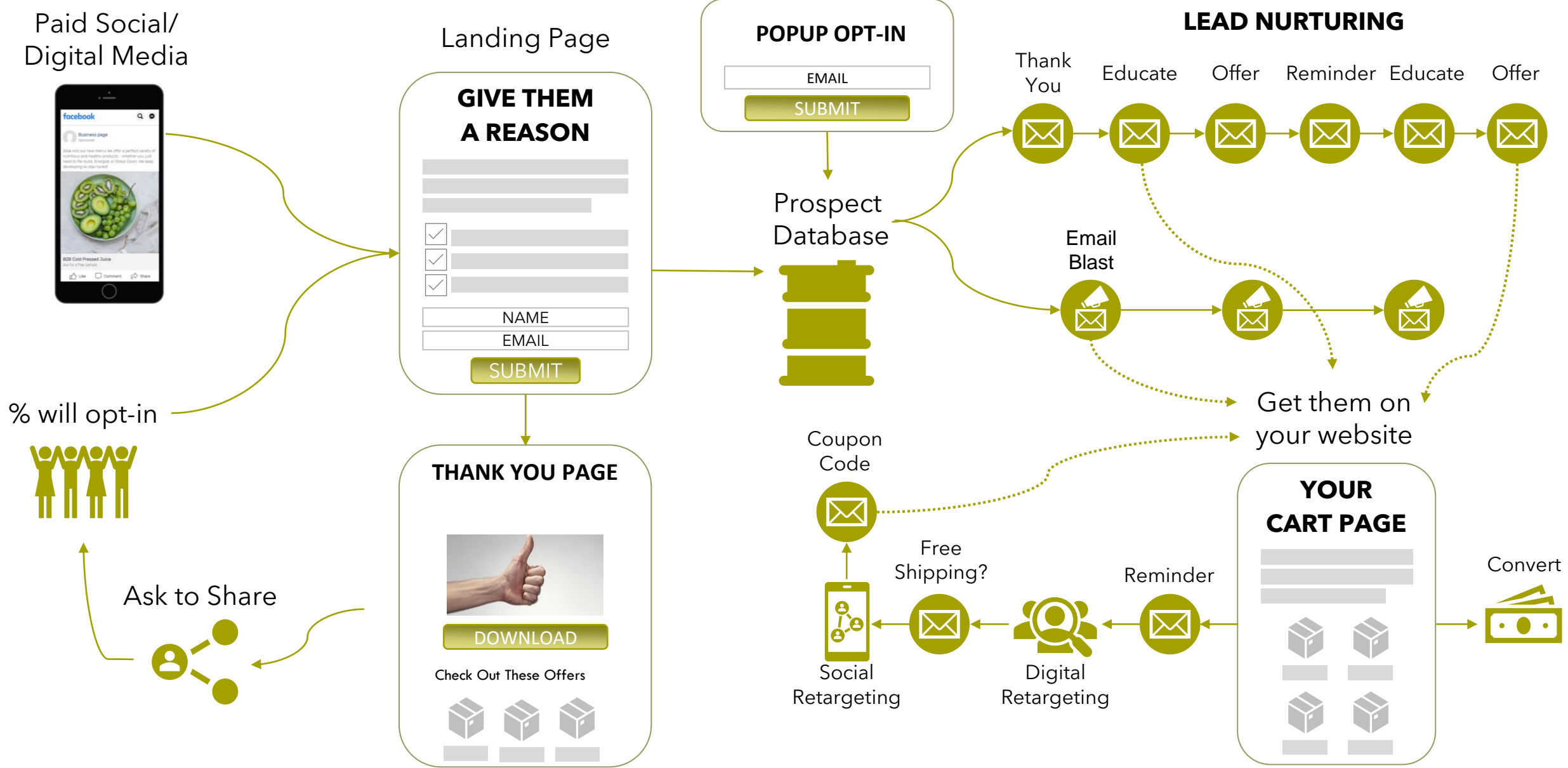
Online Retailers

- Placement on online retailers for “click & collect” or “last-mile” delivery
- Brand and retailer split marketing fees
- Retailer takes title to goods, handles orders to cash & manages fulfillment





D2C Digital Marketing Landscape



The right assortment that solves a consumer problem



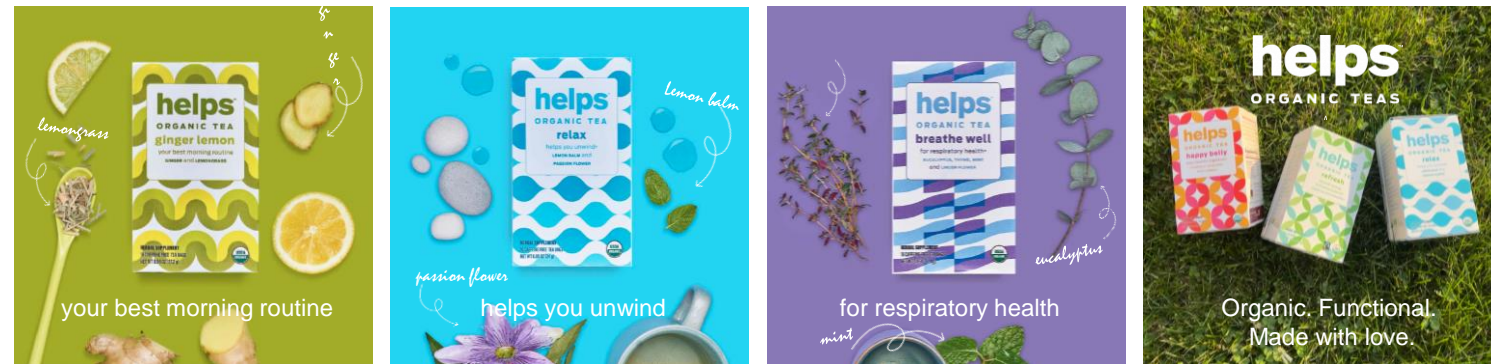
SUBSCRIPTION-WORTHY BUNDLES



INFLUENCER CAMPAIGN TO EDUCATE



CONTEXTUALLY RELEVANT PAID ADS DRIVE CONSIDERATION



Opportunities in the US

1. Significant innovation white space across categories

Health + wellness | Fresh | Indulgent | At-home + RTE



2. Everything must be digital-shopper-first

Launch Model | Marketing Activation | Customer Relations



3. Plan for success

6 Steps for a Successful US Launch

1

Determine if there
is a market for
your product





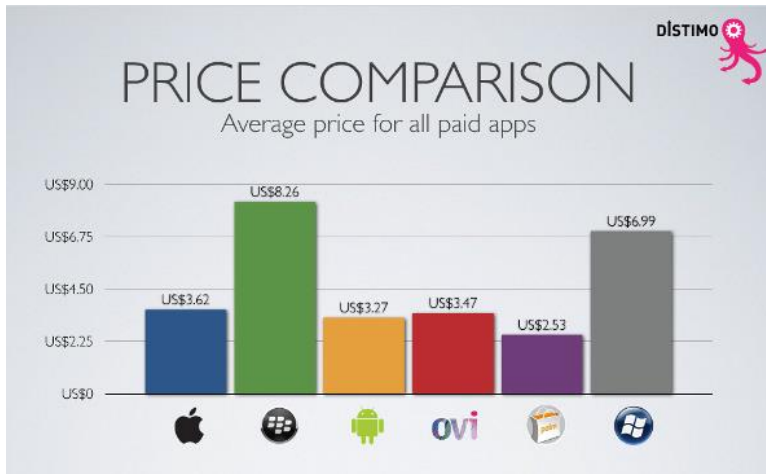
2

Determine the size of the opportunity



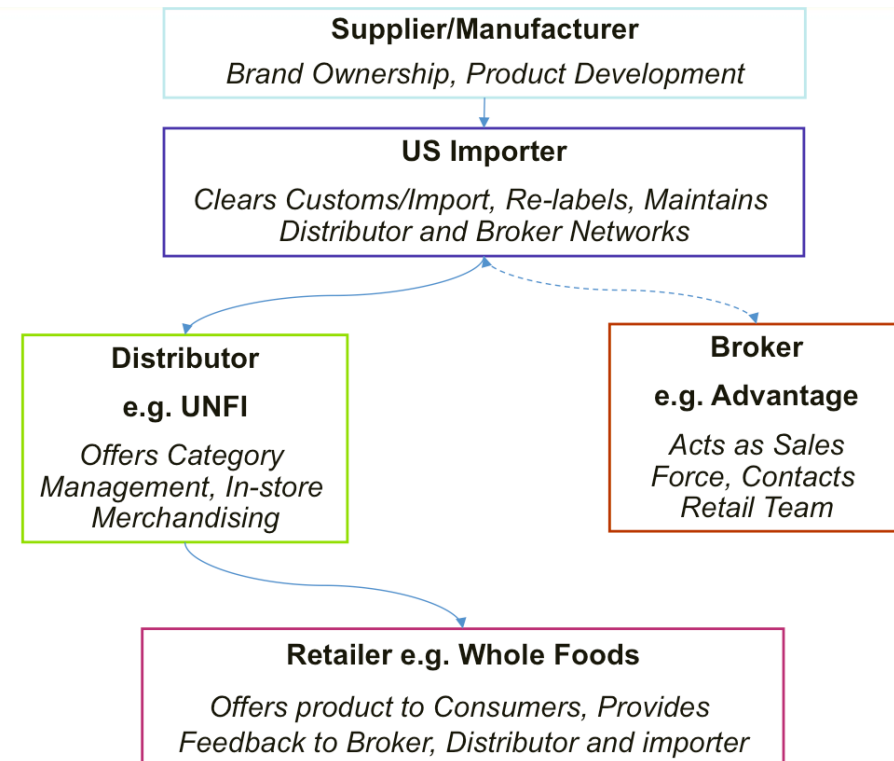
3

Establish a competitive price point

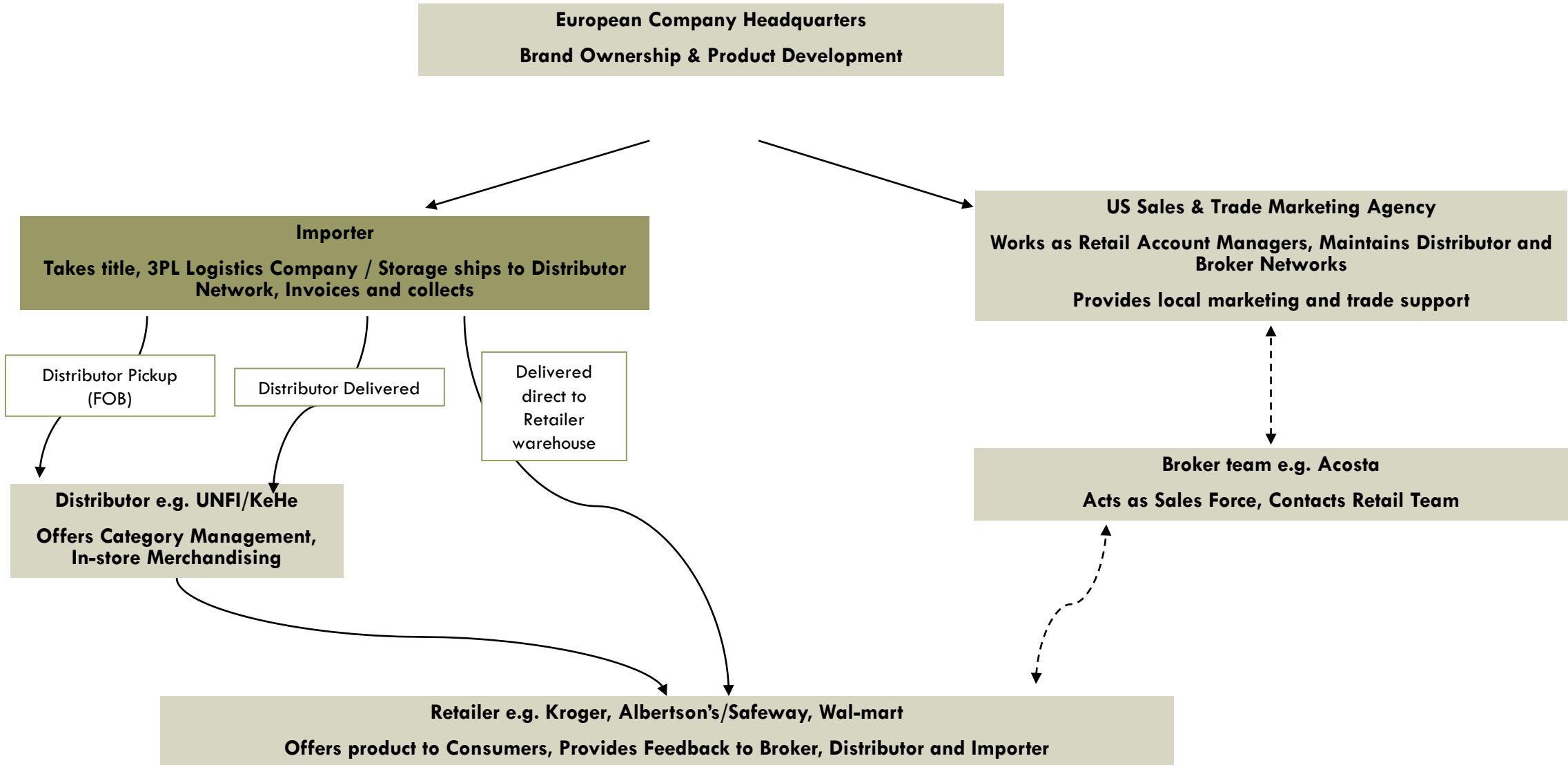


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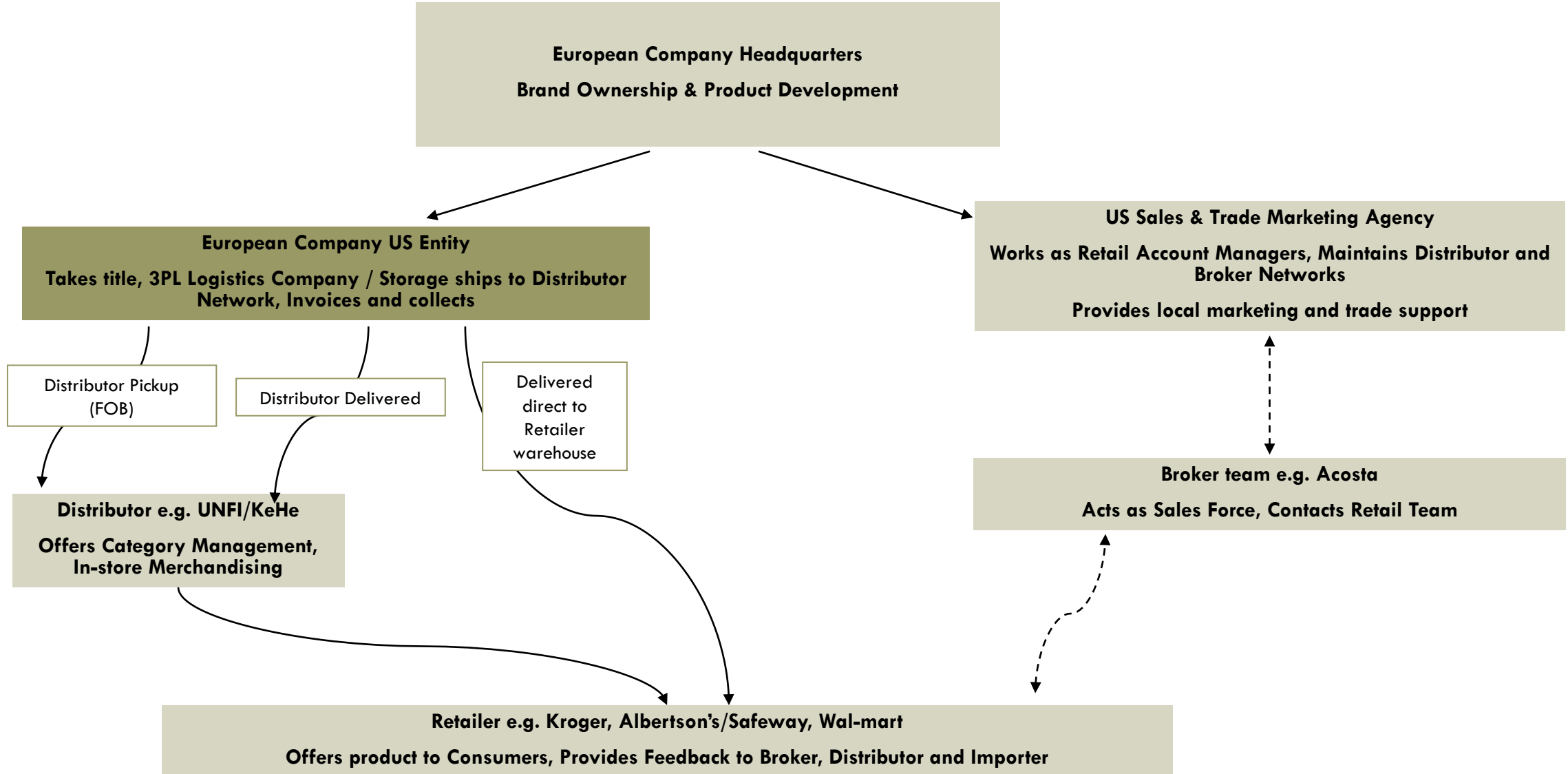
Determine the Route to Market



Importer Route to Market



US Entity Route to Market



5

Dedicate Resources



Trade Show



- Expo East/West Fancy Food Shows & Distributor Shows.
- Keep top of mind; develop relationships outside of review periods.
- Must submit application for acceptance for Fancy Foods and Expo. After acceptance can be put on waitlist for booth. Booths book 1 year in advance.

Distributor Programs

- 4X a year price promotions at 15% off advertised in distributor catalogs to retailers.
- Invest in full color ads to grab buyers attention.
- Sales velocity reports



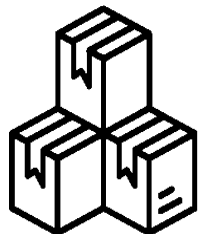
Retailer Programs

- Investment in circular advertising, off shelf features, email marketing and coupon programs
- Additional MCBs & scans to hit hot prices



Free Fill/Slotting

- For placement on shelf 1 free case per sku per store at the wholesale cost to the retailer
- Some retailers charge slotting; a lump sum



POS Marketing

- Disrupt with shelf tags and wobblers to call attention to brand at shelf
- News America marketing programs are available at \$5M+



Demos

- Provide retailers with passive or active demos to encourage consumers to try the products



Brand Ambassadors

- Street teams in key cities to work with local distributors to build points of distribution and demo

Grow velocities through Consumer Marketing (Typically 5-12% GSV)



US Website

- US website with only US products, so as not to confuse US consumers
- Store locator
- Info on plant-based living, recipes and education



Geo-targeted Social & Digital Media

- Build brand awareness via an online community of targeted paid and earned followers
- Prioritize social channels and customize content accordingly
- Influencer/blogger investment to drive growth
- Reply promptly to customer inquiries.



US Content Creation

- Quarterly content refresh on digital platforms to maintain follower engagement
- Extend campaign across trade marketing: Trade advertising, demos, trade shows and sales presentation



Events

- Street sampling to targeted demographics
- Sponsorship and booth set up at relevant consumer events



Traditional Advertising

- Print, TV and out of home
- Not until year \$10M+





6

Write an Entry Plan and Develop a P&L

Success Story: Pukka Herbal Tea

Green Seed re-wired route-to-market and advised on new entity, supply chain and office operations for Pukka, a UK herbal tea company.

GSG market analysis resulted in 2014 consolidated product range, pricing strategy and channel strategy.

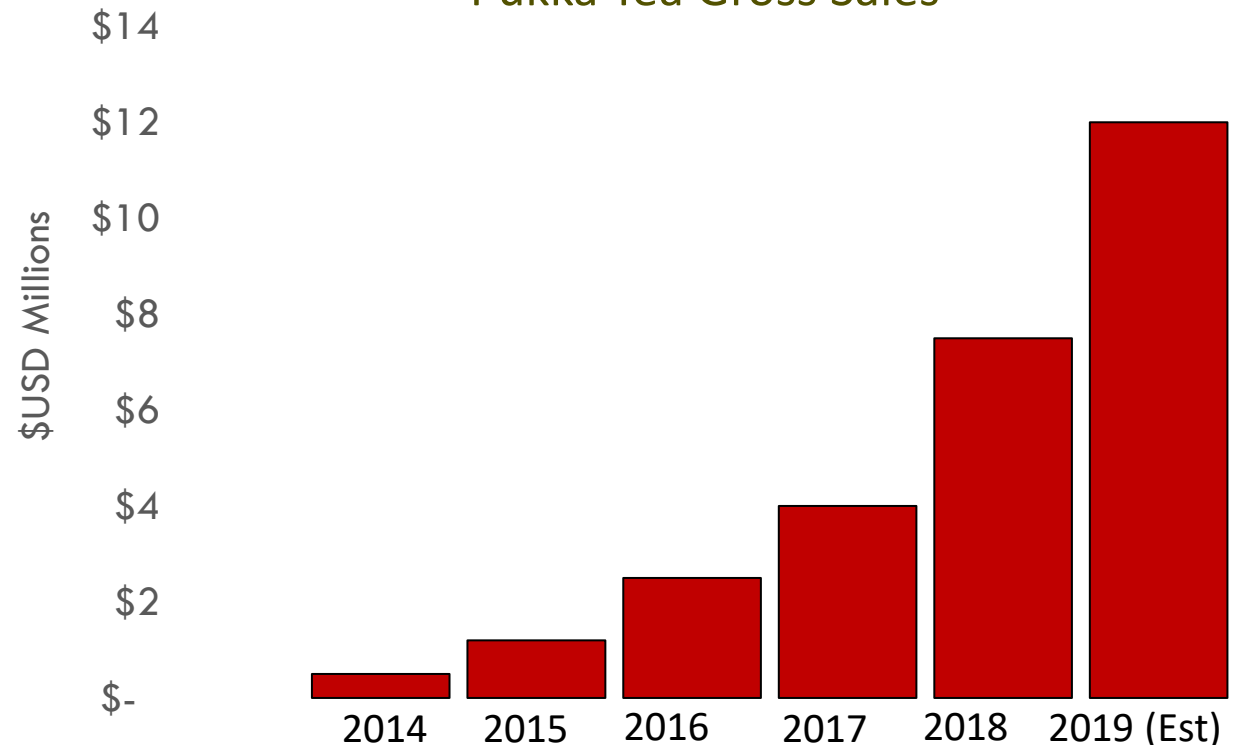
Re-launched to US Natural/Specialty Channel and Selectively broadened distribution based on performance data.

Drove sales and consumer engagement through tightly managed broker network and brand management.

Established Governance process to ensure aligned decision-making and visibility to performance drivers.



Pukka Tea Gross Sales



Big Mistakes to Avoid

FAIL

PRE-LAUNCH

- Thinking it's just about one trip and a few buyer meetings
- Unrealistic expectations: their interest level, opportunity size and timing
- No preparation or research
- No brand/product adaptation
- No local representation
- No plan
- Thinking you can break even in year-one

POST-LAUNCH

- Not listening to the consumer
- Not using data
- Distribution ahead of velocity
- Brand innovation stretch too soon
- Unrealistic goals and plans
- Lack of evidence on food quality



David.Wilson@greenseedgroup.com

Thank you!

Q&A

Any further questions?

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sorana.deroy@fitagency.com

david.wilson@greenseedgroup.com



food.be

Small country. Great food.

'Food.be – Small country. Great food.' is the promotional brand created by Fevia, the Belgian food and drink federation. Discover the quality, diversity and innovation of more than 1.200 Belgian food and drink companies on **food.be**