DIGITAL CONSUMER & E-COMMERCE STRATEGIES

FOODSERVICE CLUSTER & PACKAGING CLUSTERS:
MEMBERS OF CATALONIA CLUSTERS PROGRAMME

JUNY 2019

Foodservice CLUSTER

PACKAGING CLUSTER

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FOODSERVICE CLUSTER MANAGER
& PACKAGING CLUSTER MANAGER

DIGITAL CONSUMER AND E-COMMERCE STRATEGIES. TRENDS IN FOOD AND PACKAGING

How Digital Consumer and new Trends in Food and Packaging Sector can be real opportunities? Mr. Alejandro Utrera, Cluster Manager of Foodservice Cluster (Barcelona, Spain) and Mr. Alex Brossa Cluster Manager of Packaging Cluster (Barcelona, Spain), will present the conclusions of an important study in charged to the world consultant IPSOS by five Catalan food clusters, and the outcome of 800 surveys and 20 experts interviews. They will explain the trends in e-commerce and global foodservice consumption and which is the role of the packaging in the online channel.

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Foodservice CLUSTER

PACKAGING CLUSTER

A snapshot of Catalonia

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A snapshot of Catalonia

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Dynamic Economy

- Area: 32.108 Sq. km
- Population: 7.5 million
- GDP: € 242.3 billion (2018)
- GDP per capita: € 31.881 (2018)
- Produces 1% of World's science
- More than 8.000 international firms settled

Catalonia best south European region for foreign investment

Ranking by Financial Times group puts country ahead of 450 regions and cities analysed

Catalonia has a similar GDP as Finland or Israel

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CATALONIA a long Cluster history

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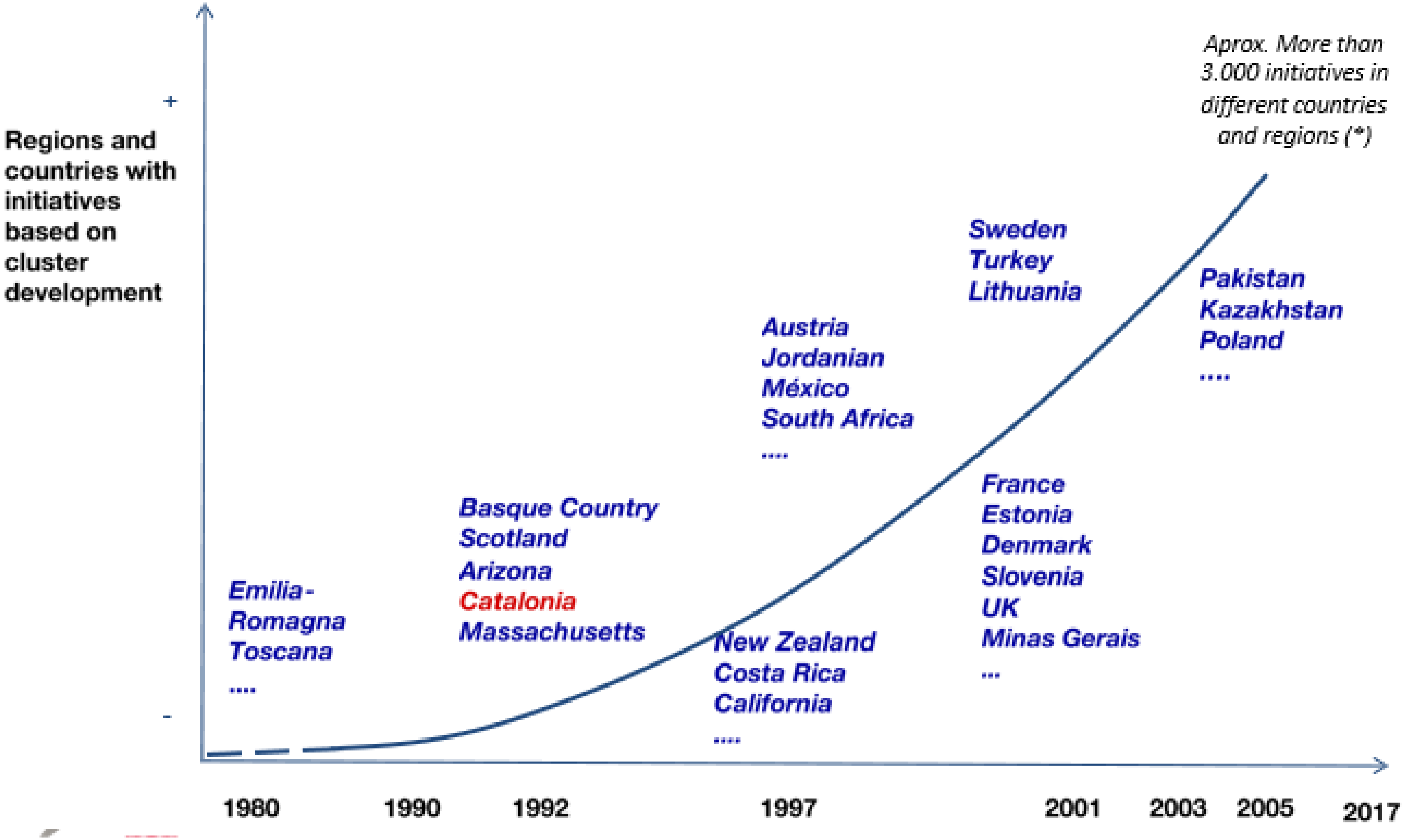
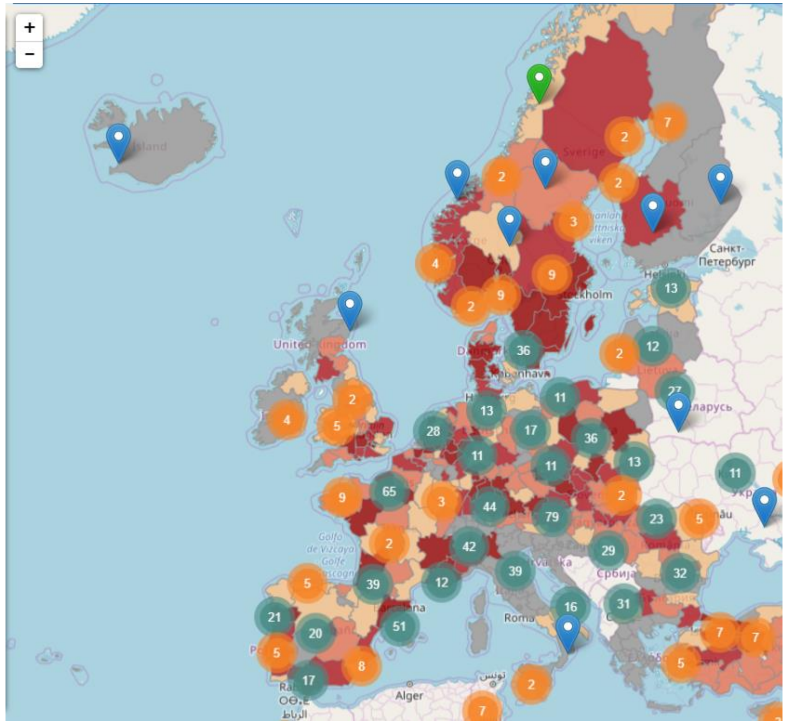


ECCP @Clusters_EU Seguint

We proudly announce that our ECCP #cluster #community has today 1000 cluster organisations! The 1000th cluster comes from.... #Canada! @MTechHub is interested in #IoT solutions for the #wood and #furniture #industries bit.ly/2FXghRn. @EU_Growth @EU_EASME @EUAmbCanada



CATALONIA CLUSTERS

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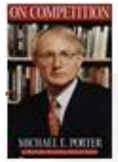


Michael E. Porter, *On Competition*, (Boston, 1998)

ization of concepts, relationships, and linkages among constituencies. In the private sector, new or revitalized trade associations often take leading roles in the continuing upgrading of clusters. In government, cluster upgrading can be institutionalized by appropriately organizing government agencies, organization through the gathering and dissemination of economic statistics, and by controlling the structure and membership of business advisory groups.

Summary

A cluster is a system of interconnected firms and institutions the whole of which is greater than the sum of the parts. Clusters play an important role in competition, and these raise important implications for companies, governments, universities, and other institutions in an economy.

Clusters represent a new and complementary way of understanding an economy, organizing economic development, and setting public policy. Understanding the state of clusters in a location provides important insights into the productive potential of its economy and the constraints on its future development. Paradoxically, then, the most enduring competitive advantages in a global economy will often be local.

Microclusters in Catalonia

History

Catalonia, one of Spain's seventeen autonomous regions, accounts for 13 percent of the national population but almost 20 percent of its GDP and about 40 percent of its industrial exports. In December 1989, Antoni Subirà was appointed Catalonia's

lated several changes within the ministry. With Spain facing entry into the European Common Market in 1992, Subirà sought to develop a new approach to industrial policy in Catalonia. He chose clusters as a central element.

Since then, approximately twenty

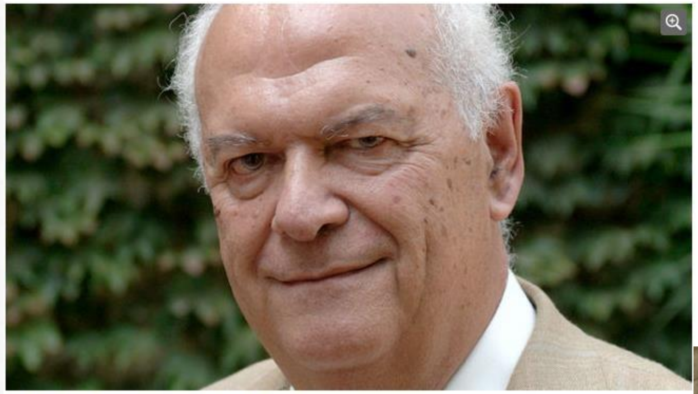
Antoni Subira's contribution to cluster policies

Subirà didn't have EU subsidies but helped build anchor assets in the region

4 min. HARVARD UNIVERSITY / WORLD BANK / TCI NETWORK 08/01/2018 21:57 Traduccions: CAT / ENG

MICHAEL E. PORTER / EMILIANO DUCH / CHRISTIAN KETELS

0 Comparteix Guarda



Antoni Subira's contribution to cluster policies / ACN

Harvard Business School 9-795-105
February 15, 1995

The Catalan Leather Industry

In early 1993, Antoni Subira, the Minister of Industry of Catalonia, wondered how to help the local leather tanning industry which was seriously threatened by the upcoming introduction of Spanish legislation to enact European Union (EU) environmental standards. He had just met with a delegation of the major Catalan leather tanners. The industrialists had claimed that a recent upsurge in imports and the resulting closing of numerous local firms had left the industry unable to cope with the stricter environmental standards. They believed the changes necessary to reduce pollution to the EU standard (or face fines of up to 100 million pesetas, or $800,000), would raise production costs well above those of the competitors'.

Minister Subira, a former professor at IESE, a leading European business school located in Barcelona, and a graduate of MIT, had been the Catalan Minister of Industry since 1990. In this capacity he had emphasized policies based on free market competition and had avoided subsidization of industries without a future just to maintain employment. Financial aids had been granted only to industries that had identifiable competitive strengths and only for investment and research and development projects. Many of his efforts in this regard were in line with the recommendations of a study he had sponsored on the competitiveness of Catalan industry.

The New Environmental Standards in Catalonia

Since the 1970s, the European Union had tried to homogenize environmental standards throughout member states. EU environmental directives had to be converted into national law by each state in order to be effective, since polluting firms could only be sanctioned through the national laws of a country within which they operated. The EU only could sanction member states that either refused or were late to enact the directive. Upon entering the EU in 1986, Spain was allowed a transition period to adjust its environmental legislation to the existing EU standards. The Spanish national law had been significantly more tolerant of pollution than the EU standard.

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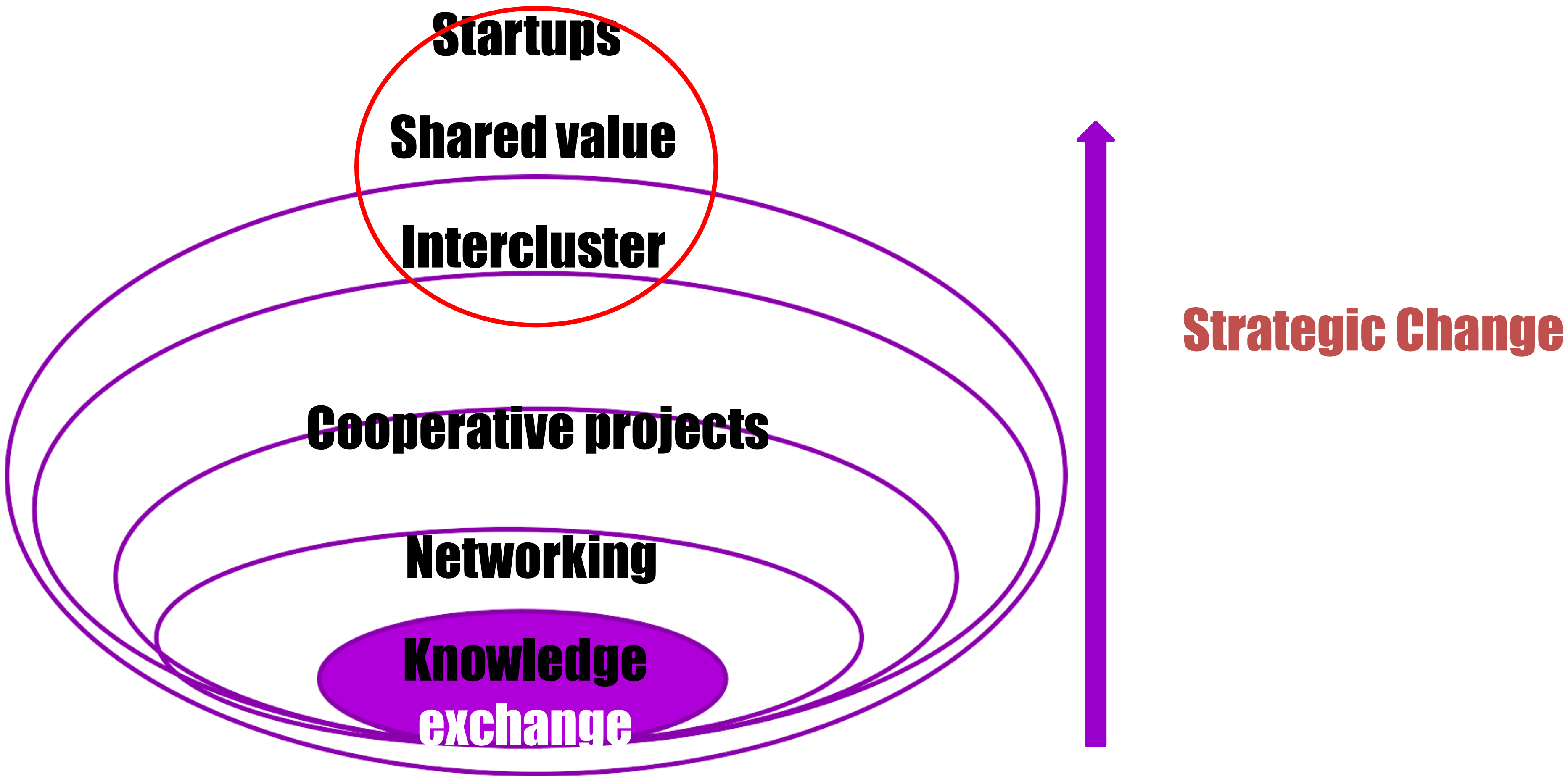
catalonia clusters | ACCIÓ Generalitat de Catalunya

Clusters in Catalunya are not about representing, facilitating or networking but about TRANSFORMING

Sophisticating Cluster's Portfolio

catalonia clusters | ACCIÓ Generalitat de Catalunya

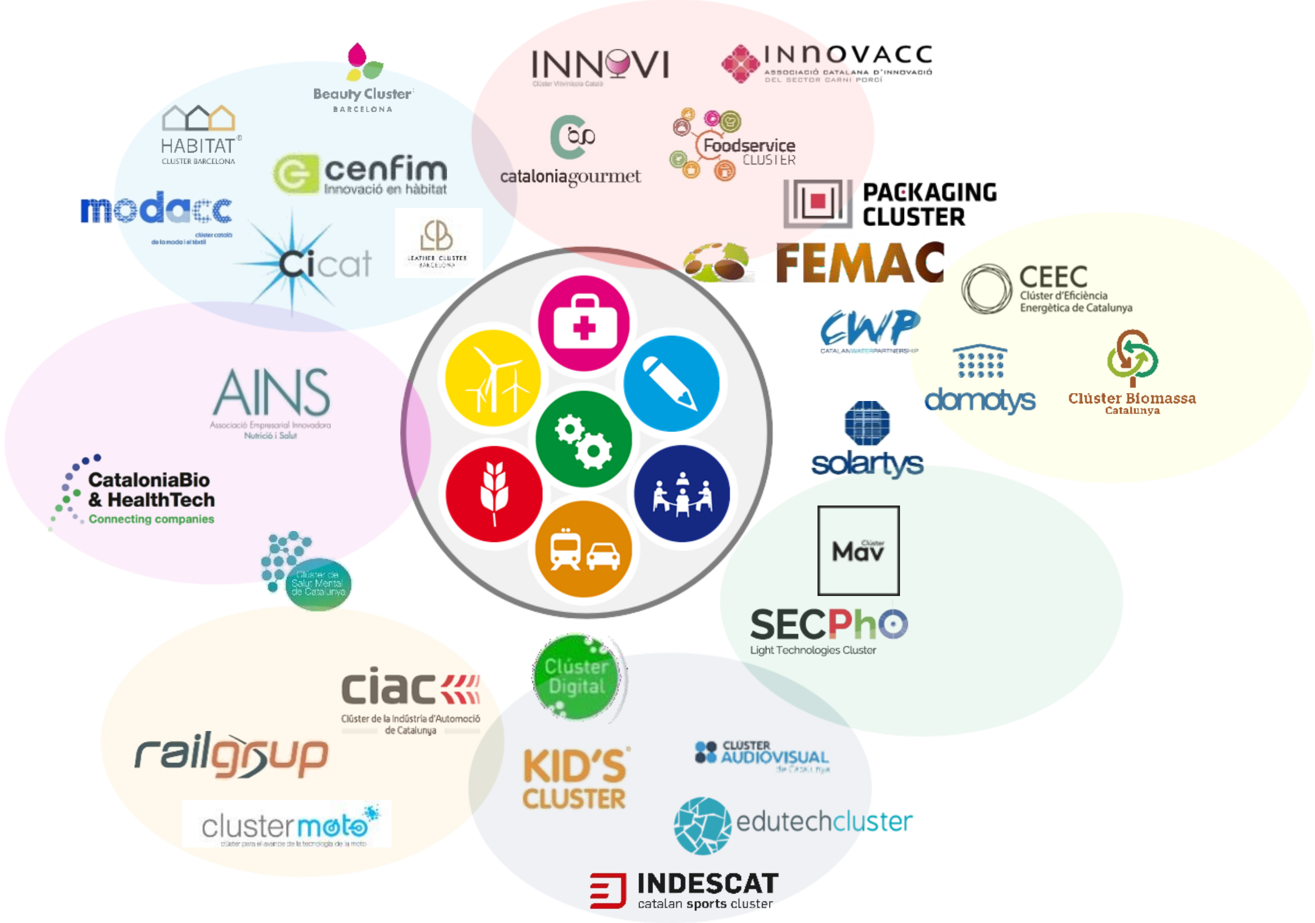
Clusters have undergone an extraordinary journey as far as incorporating new activities To their core business ..., and they face new ones in the short term



PURPOSE

cluster catalonia
Fins a 31/12/2016
ACCIÓ
Generalitat de Catalunya

Clusters	Members	Turnover	Employees
30	>2.300	> 74 billion €	309.000



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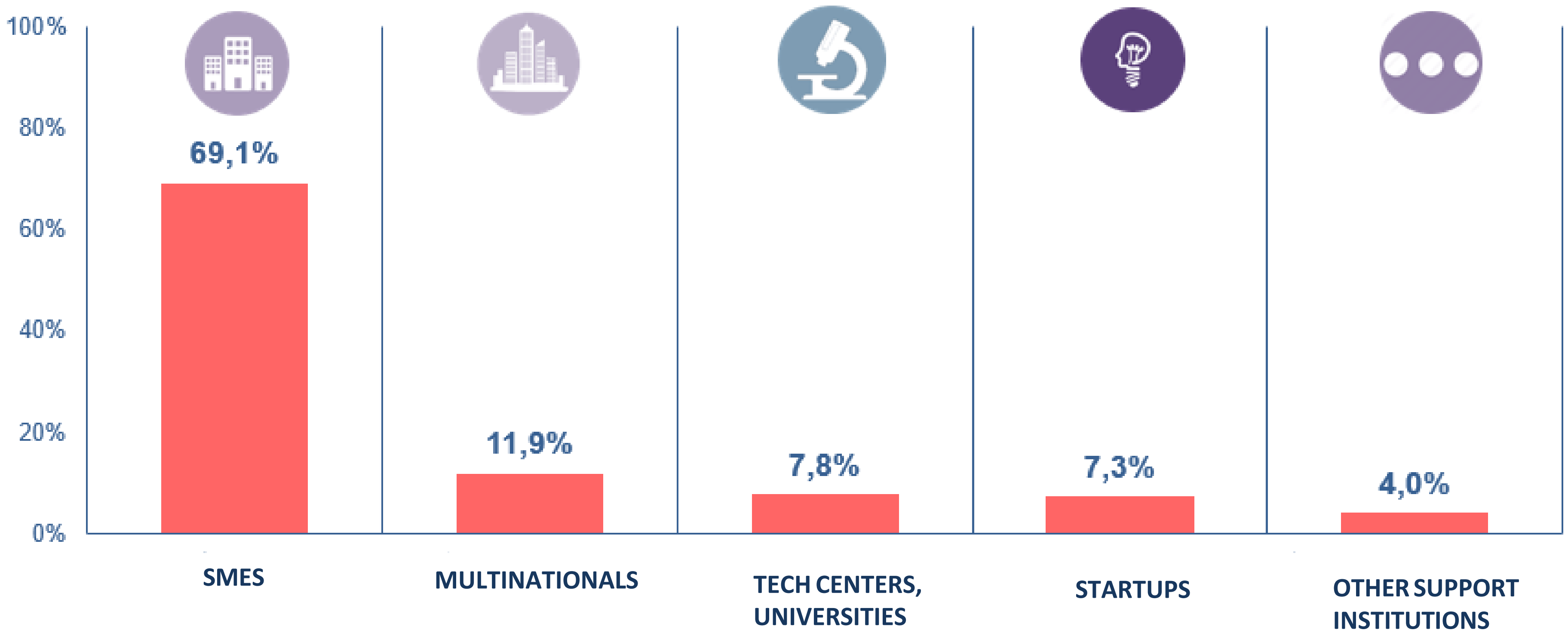
New paradigms need action by many

MEMBERS' STRUCTURE



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The Clusters

2

The Clusters

2

PACKAGING CLUSTER

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THE SECTOR IN CATALONIA *(Data)*

753
COMPANIES

40K
EMPLOYEES

7.1B
EUROS*
*(*End users are not taken into account)*

3,4%
GDP

WHO WE ARE

Constituted by Catalan companies in 2012 it gathers knowledge centres and entities representing the entire value chain of the field, which range from R&D, raw materials and intermediates; machinery; peripheral and line endings; packaging manufacturers; end users and logistics.

OUR GOALS

· To drive company competitiveness through new business opportunities
· To foster an attractive ecosystem
· To take advantage of business environment synergies

STRATEGIC CHALLENGES

· To improve Sustainability
· To innovate in Smart Packaging
· To encourage Automation

Scan the QR code for further information

PACKAGING CLUSTER

Our members 77 protagonists

3D CLICK
amec envasgraf
aranow packaging machinery
ABB Power and productivity for a better world™
ASIP
BOSSAR
BRANSON EMERSON
CARINSA GRUPO
CCL
CIMWORKS a CDM Group company
fibcnet CLIMESA
comepack packaging management
COMEXI CTEC Manel Xifra Boada
DECAPULP protecting what matters
Decopak Europ BARCELONA
DELTA
DOSIMAQ FILLING AND PACKAGING MACHINES
Dow
DS Smith
e21
E2M
EIG eco intelligent growth
Enginyers Industrials de Catalunya
ENPLATER
eurecat Centre Tecnològic de Catalunya
flexoPLAST
font Packaging Group
galloplast
Fruselva
VARIAS IMPRESSORS DES DE 1918
teb grup cooperatiu
HAMMER PACKAGING TECHNOLOGY
Henkel
HINOJOSA PACKAGING PACS
hp
Triana PACKAGING & PHARMA
INTECMA
IPE INNOVACIONES PARA ETIQUETAJES
IRTA
Kao Chimigraf
klöckner pentaplast
LECTA
LEITAT managing your technologies
BIP
Limitronic ACTITUD SIN LIMITES
Lubritec Especialistes en lubricació industrial
Lubrizol
Macsa id a code you can trust
MENSHEN
METTLER TOLEDO
Nestlé
PACK IN TUBE
pick d pack
QUADPACK
SAMTACK ADHESIVOS INDUSTRIALES
Schneider Electric
SIDE
tai smart factory
Tm2
WYS

PACKAGING CLUSTER

PLAN 2019-2021

Positioning

AS A **LEADER** IN **SOCIO-ECONOMIC COMPETITIVENESS**

Identifying

MARKET OPPORTUNITIES BY INVIGORATING **BUSINESS DEVELOPMENT** AND **STRATEGIC CHANGE**

Creating

ACTIVITIES WITH OTHER ECOSYSTEMS AND TAKING PART IN **GLOBAL NETWORKS**

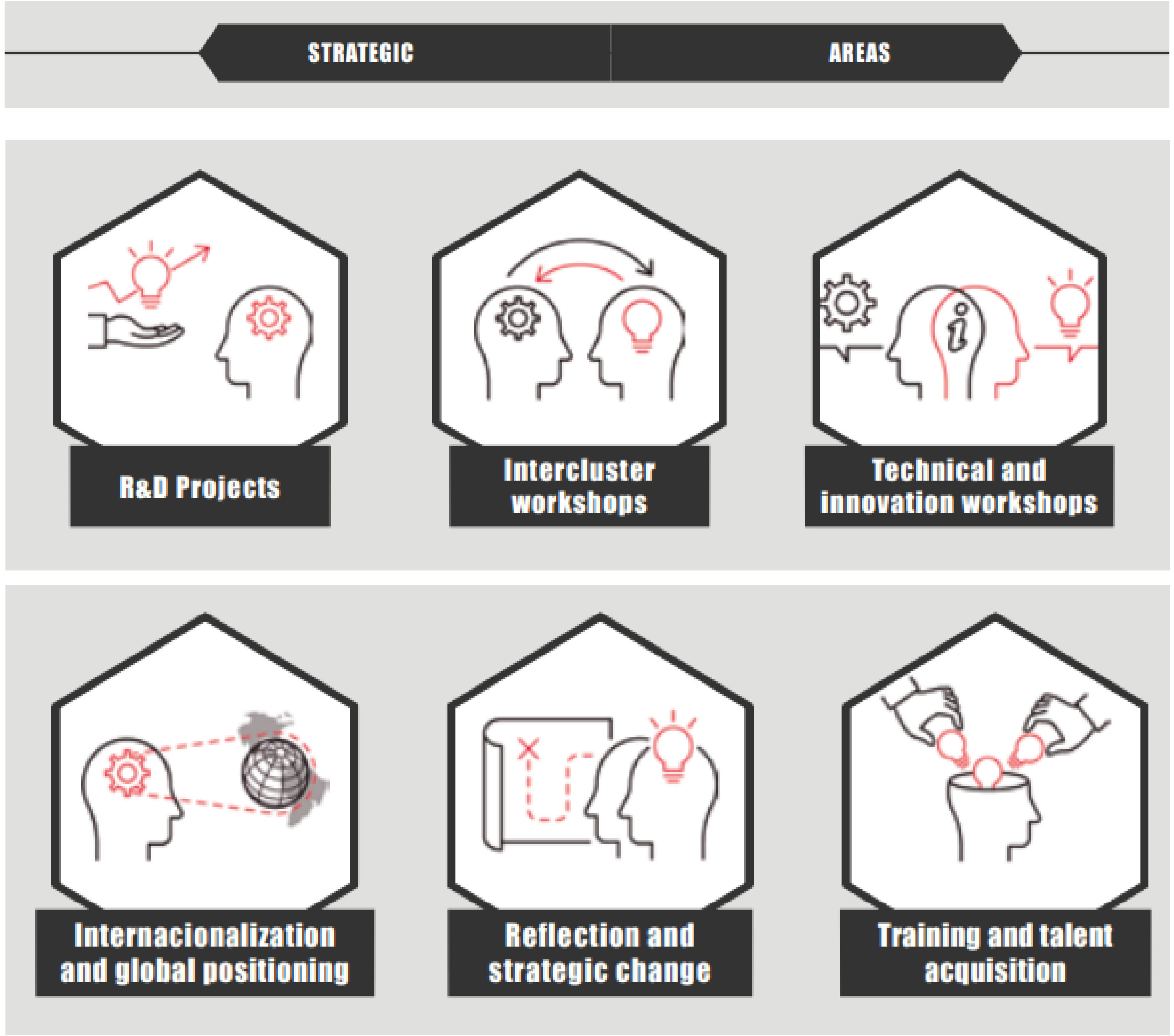
Driving forward

STABLE **INTERNATIONAL CONNECTIONS** THROUGH THE **PROMOTION OF PROJECTS, BUSINESS DEVELOPMENT,** AND **ATTRACTING TALENT.**

Driving forward

NEW PROJECTS WITH INITIATIVES SUCH AS THE **CIRCULAR ECONOMY** AND THE CREATION OF **SHARED VALUE**

PACKAGING CLUSTER



2018:

35 activities **organized**

31 activities **participated**

9 R&D projects with members

2 started two **European Projects**

1 launched an **entrepreneurial programme**

1 sustainability group created

PACKAGING CLUSTER

AdPack

View published | Events | News & Documents

Name:	Future Materials and products for advanced smart packaging
Acronym:	AdPack
ESCP-4i Status:	Preparation Phase - Strand1
Start of Partnership:	01/01/2016
ESCP-4i Label:	ESCP-4i Label.pdf
ESCP-4i Charter:	AdPack ESCP-4i_reduzido.pdf
Main Achievements Document:	AdPack Phase 1.pdf

AdPack
ADVANCED SMART PACKAGING

Partnership duration	Number of partners	Number of SMEs involved
24 months	5	373

FoodPackLab

View published | Events | News & Documents

Name:	Photonics-Packaging Partnership for Food Innovation
Acronym:	FoodPackLab
ESCP-4i Status:	Preparation Phase - Strand1
Start of Partnership:	01/01/2018
Previous initiatives:	
ESCP Pilots 2013:	3P4I
ESCP website:	https://foodpacklab.eu/

ESCP4i
FoodPackLab
Partnership

Partnership duration	Number of partners	Number of SMEs involved
24 months	5	297

The Clusters

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Foodservice
CLUSTER

HIGHLIGHTS

Foodservice
CLUSTER

+60 ASSOCIATES

+ 30% OF THE FOODSERVICE MARKET

+ 3.500 M €

CONSOLIDATED TURNOVER

FOODSERVICE CLUSTER MAPPING

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OUR MACRO CHALLENGUES

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1. Interaction with international
2. Conscious company and collective intelligence (well being)
3. RSC-SHARED VALUE, circular economy and medium sustainability
4. Competitive benchmarking
5. Increase member benefits, efficiency and productivity
6. Smart, technological and digital revolution
7. Generation of breakaway and disruptive concepts
8. Total traceability (product, Info, ...)
9. Consumer confidence
10. Group cohesive and committed to networking

HIGHLIGHTS FOODSERVICE 2018

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21 ACTIVITIES WITH PARTNERS

6 COMISSIONS

10 BOARDS

65 PRESS&MEDIA ACTIONS

142 WORKING MEETINGS

4 GOING INTERNACIONAL

16 PROJECTS

4 PREMIUM EVENTS

7 INTERCLÚSTERS

WE DEBATE TOGETHER

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IV STRATEGIC IMMERSION March 21, 2018 Jalpí Castle

ANTICIPATING TRENDS

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WE ORGANIZE PAPERS WITH EXPERTS OF HIGH ADDED VALUE

PROJECTS 2019-2020

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EXEMPLES OF NEXT PROJECTS

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4 FOCUS WORKING GROUPS

- Research & Product Development
- 4.0 Industry
- Market Intelligence
- Productivity, sustainability & efficiency

OUR CHALLENGES 2019

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Dialogue with current consumer, tools, apps, anticipate changes, open doors	R & D product with high added value, safety, preservation, quality	Promote product + service + experience
Logistics optimization and distribution. Know trends Dimension Ok	Reduction and waste reuse (circularity)	Troubleshooting streaming information. Channel integration
	Maximize technological use and digital world opportunities	

OUR CHALLENGES 2020

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Helps to focused international penetration and export concepts

Reduction of mermas and food waste

Consumer observatory space for the interaction. Food Lab

Explotation business formula “Efficient restaurant”

Take advantage of the cluster ecosystem

Competitive benchmarking; Minimum optimization 5% Expenses

Work with Start-Ups leading projects

START UPS CONTEST 2018

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4 PREMIUM CONFERENCES

EXEMPLES OF OUR PROJECTS

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CLAB Project

Foodservice CLUSTER

EXEMPLES OF OUR PROJECTS

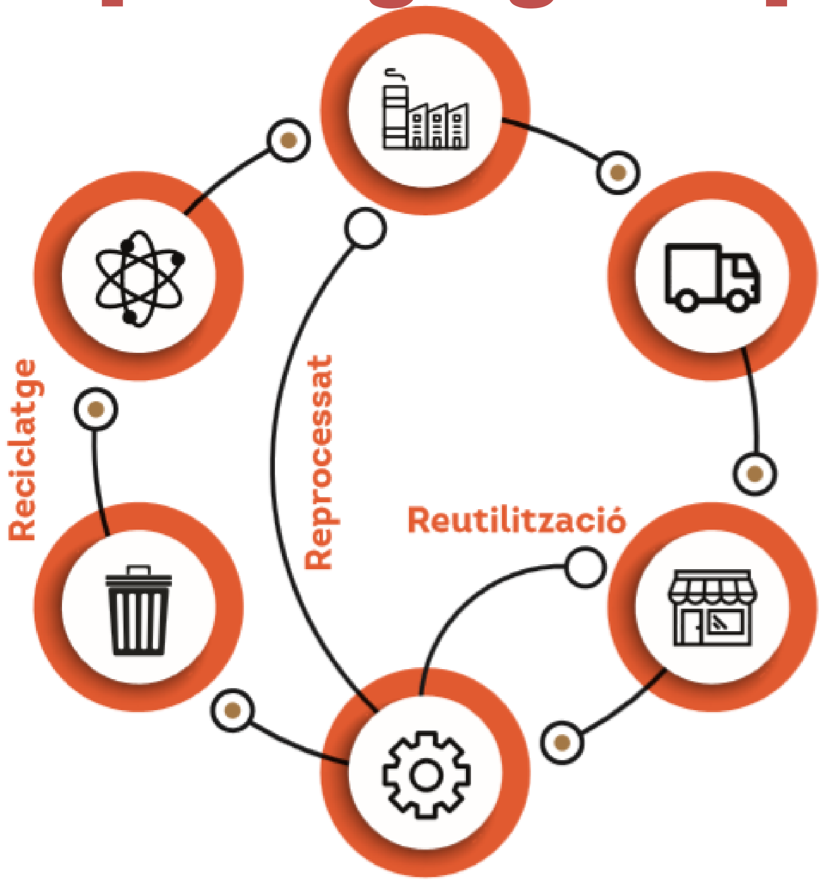
RESEARCH & PRODUCT DEVELOPMENT

Food safety at schools & reducing childhood obesity

EDUGAM Project

CIRCULAR JOURNEY Project

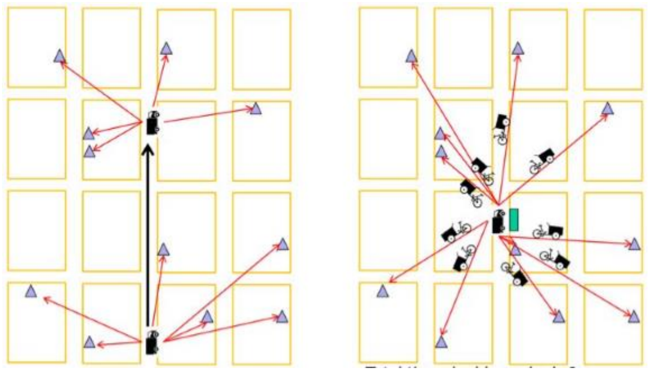
Eco packaging and plastics reduction



BEST ROUTES Project

PRODUCTIVITY & EFFICIENCY

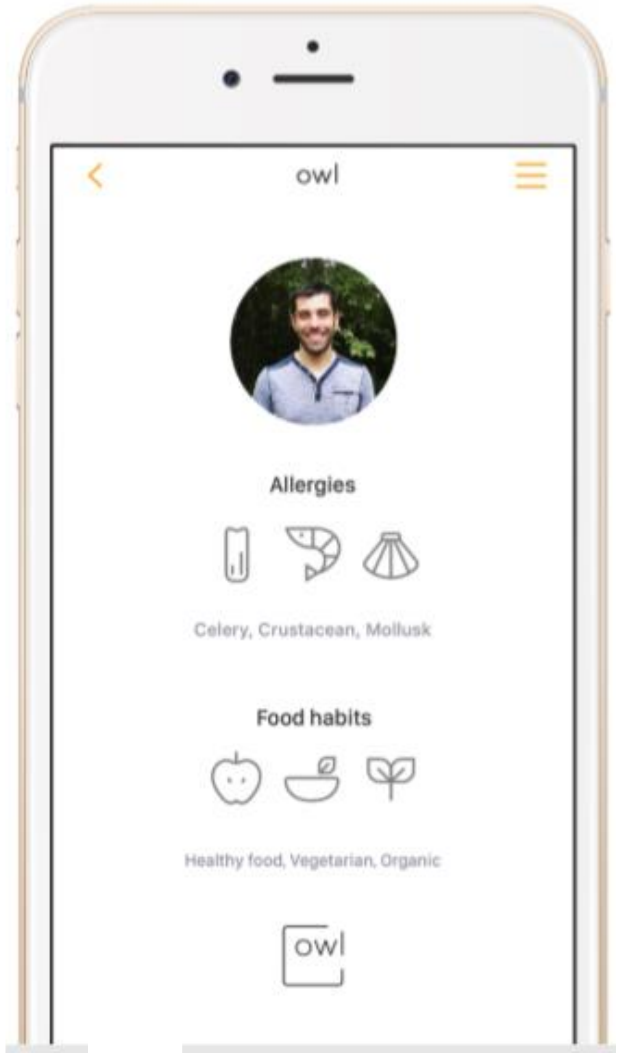
Optimization of Last Mille: lockers, central consolidation, night delivers, eco-friendly transport



FOODSERVICE WECHAT

Dialogue all along the chain value

with the end user



2019 - 2020

CLUSTERS *food* CHALLENGE *to innovate*

CLÚSTERS IMPULSORS:

cataloniagourmet

Foodservice CLUSTER

FOOD N' NUTRITION CLUSTER

INNOVI Clúster Vitivinícola Català

PACKAGING CLUSTER

AMB EL SUPORT:

catalonia clusters | ACCIÓ Generalitat de Catalunya

AMB LA COL·LABORACIÓ:

DIME NETWORK

www.clusterschallenge.com

INTERCLUSTERS PROJECTS

Food & Packaging Strategies

To gather the information, more than **800 surveys** were carried out, **5 experts** from the main leaderswere interviewed, and an **online community of 10 shoppers** was monitored over **10 days**

3

The Digital Consumer and e-Commerce Trends&Challenges

FOODSERVICE TRENDS 2019

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OUR ADVICES

USE DATA TO FIND OUT OPPORTUNITIES

ACT WITH START UP MENTALITY

EMBRACE THE TECHNOLOGY

ALLIANCES, COLLABORATIONS, SHOPPING

OPEN INNOVATION

Key Factor

Know your customer and offer what he wants

WHAT WE'LL COVER TODAY...

1. The continued growth of e-Commerce

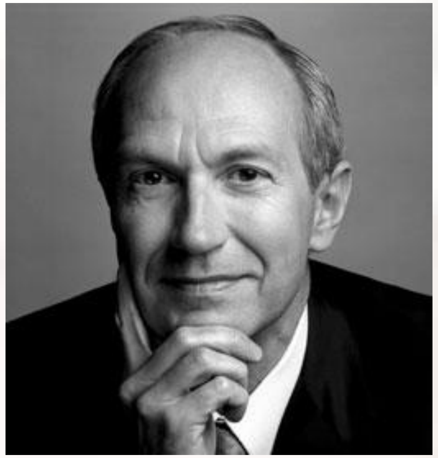
2. New e-Commerce models and how they have changed the game

3. Which are the opportunities

4. Things to consider

THE CONTINUED GROWTH OF e-COMMERCE

"e-commerce isn't the cherry on the cake, it's the new cake"



Jean-Paul Agon
Chairman & CEO L'Oréal

WHERE IS e-COMMERCE TODAY?

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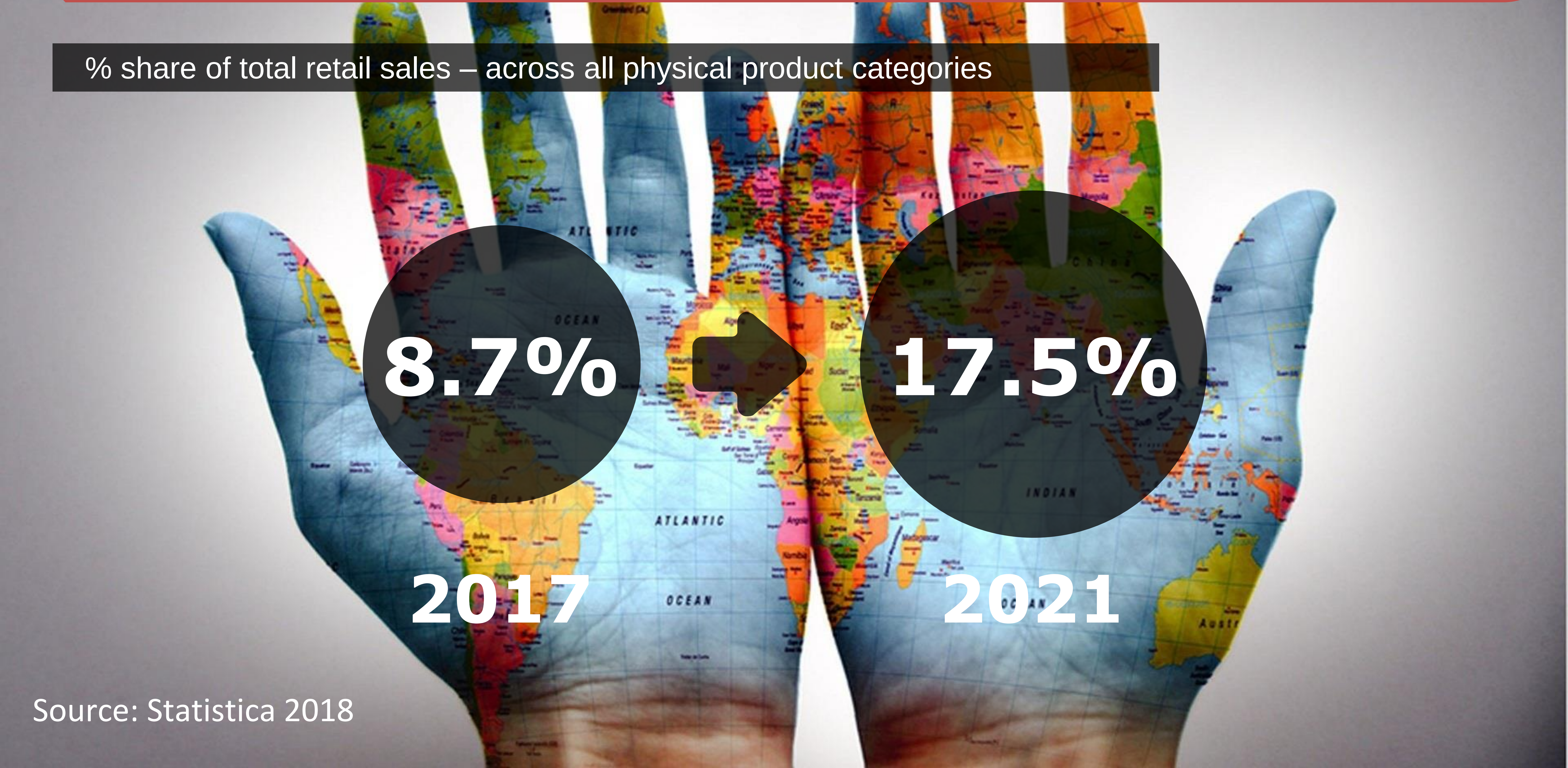
% share of total retail sales – across all physical product categories



8.7% → **17.5%**

2017 **2021**

Source: Statistica 2018

DIFFERING CATEGRORY PENETRATION ACROSS MARKETS

Online Penetration %					
Clothing & Accessories	71	64	44	50	32
Electronics / Appliances	43	37	30	36	35
Beauty & Personal Care	51	52	28	30	19
Household Products	44	35	10	22	5
Food	51	44	15	30	8
Beverages	34	27	8	23	4

Source: Ipsos Global Omni Channel Shopper Survey 2016

TOP e-Commerce markets (based on $ revenues)

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Source: Statista 2017

ASIA IS MORE MOBILE THAN OTHER REGIONS

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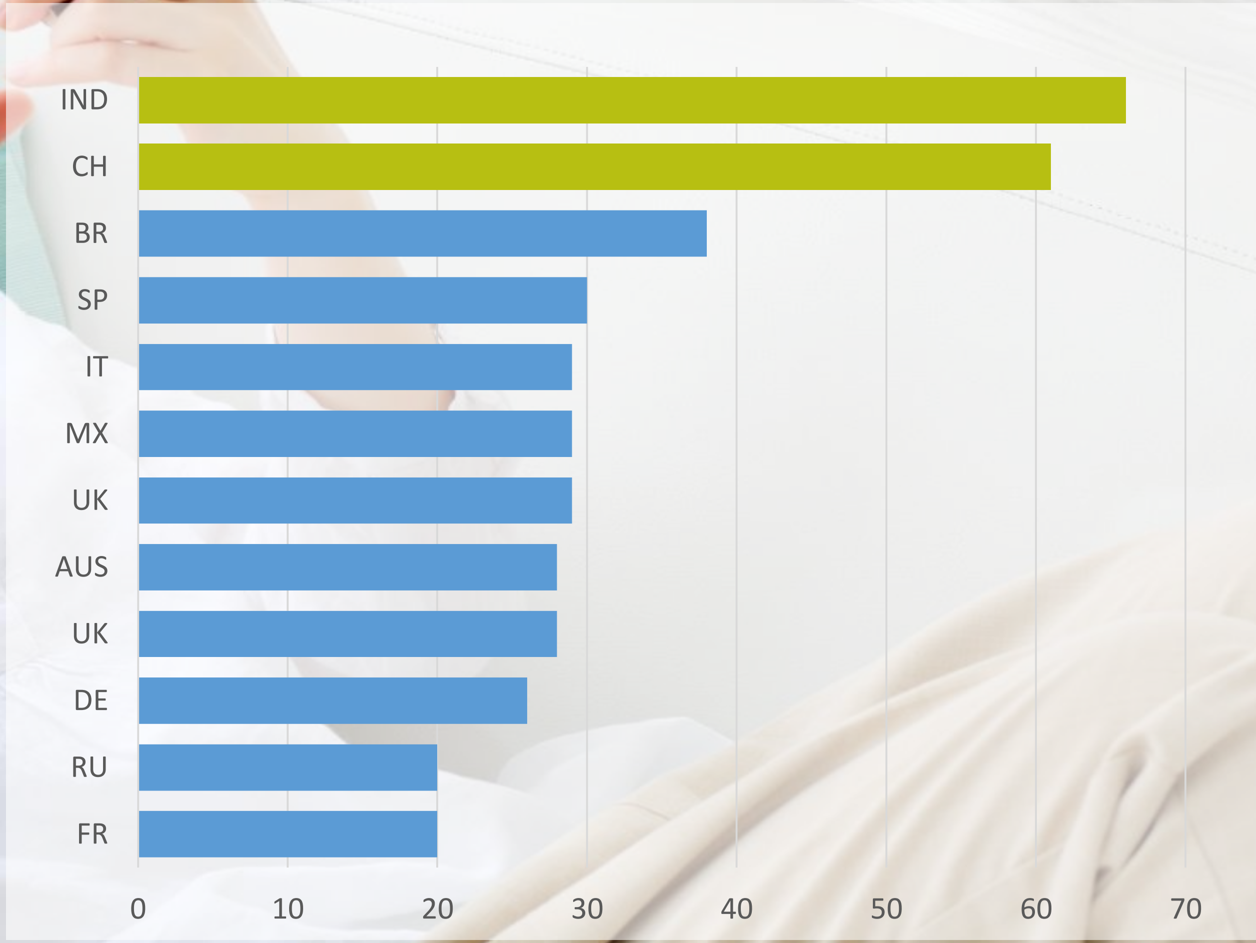
% claiming to used a SMART PHONE to make a purchase

(Past 3 Months)



Source: Ipsos Global Trends Survey 2017

93.7% PURCHASES ARE IN KEY MARKETPLACES

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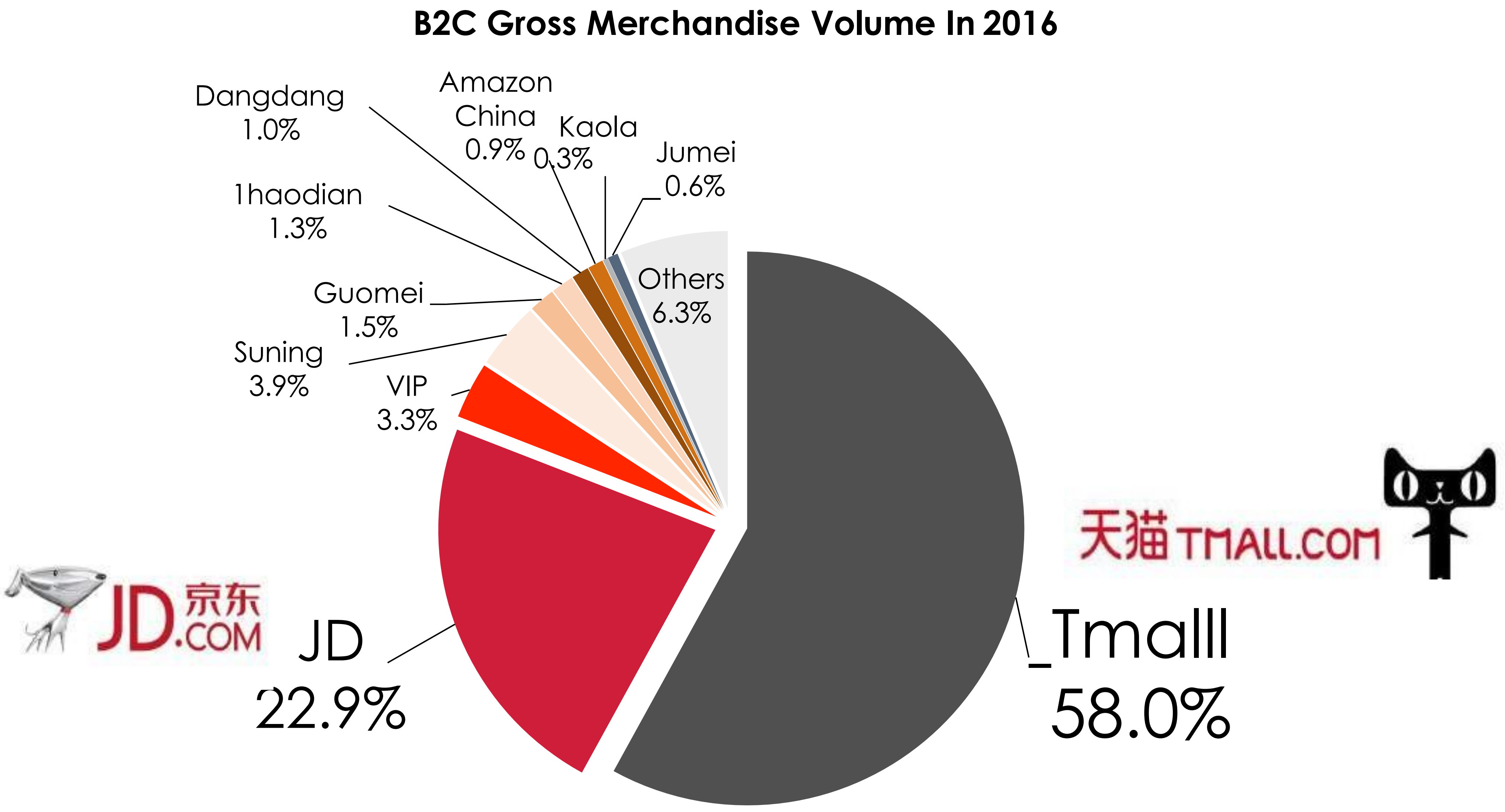
Few Chinese Shop On Brand Websites; JD+Tmall "Own" The Home Delivery Biz



NEW GAME CHANGING e-Commerce models

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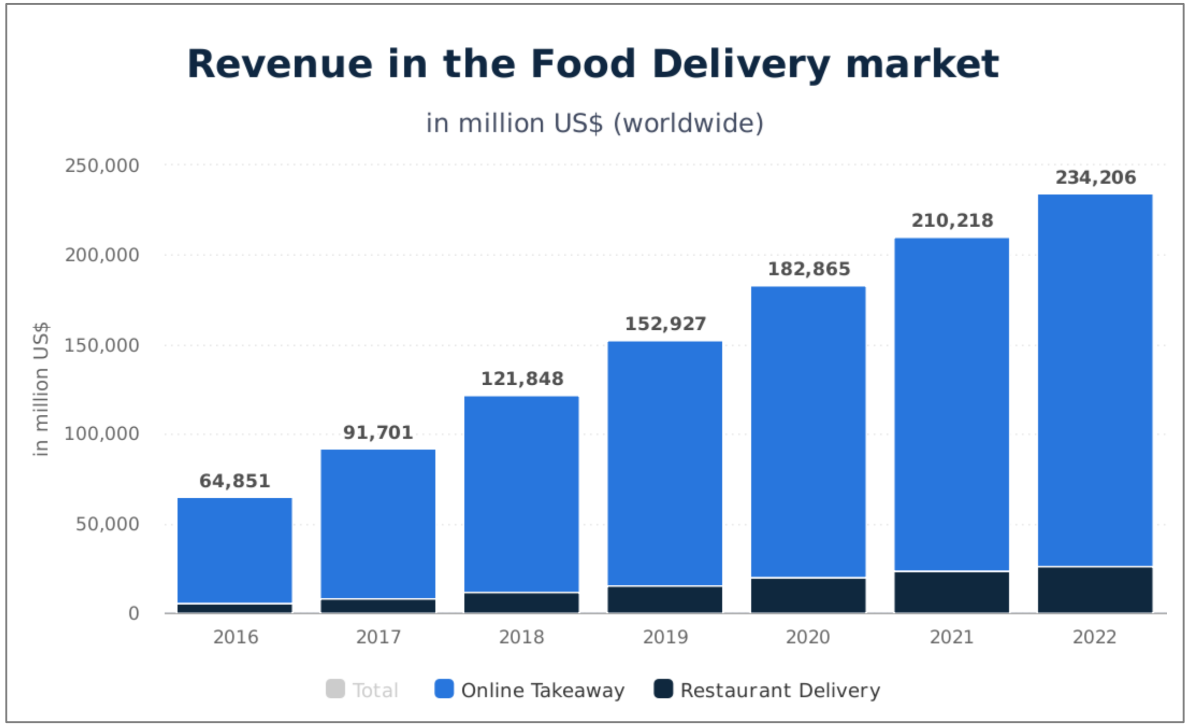
The direct home or work gain weight constantly to a consumer who sees how the offer is more sophisticated and better responds to their needs



Statista – Abril 18

The market volume has doubled between 2016 and 2018. And the forecast is to do it again in the next 4 years

Why do Americans go out less to eat?

American eating habits are changing faster than fast food chains can take on. Instead of going out to dinner, they stay at home more than ever. Restaurants are affected by the arrival of prefabricated food kits and the delivery of groceries online. Eating out has fallen to an average of 185 times per year, down from a maximum of 216 in 2000 (Source: Bloomberg 2018)

In Spain 17% of the billing of bars and restaurants comes from this type of service

Source: Marcas de Restauracion, NPD and KPMG 2018

NEW FOOD DELIVERY SERVICE

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Convenience is the basis of any home delivery service, but with the increasingly saturated supply and limited margins, the key is to differentiate, connect with the consumers and reach them in an optimal and safe way.

In this way, we will see an increase in the number of neighborhood services with autonomous employees and technological developments to help the delivery service businesses achieve better results.

Last mile platforms with the community

Glovo, Ubereats, Deliveroo...are delivery models with autonomous on-demand delivery men that are operating in different cities due to their high degree of local convenience based on the community - Global

New home delivery service

A platform to optimize the delivery of fresh food

Freshrealm proposes a new infrastructure supported with technology to assure retailers and producers the correct management of fresh food in delivery- USA

Delivery service from social media

Facebook, in its struggle to prevent users from leaving their app at some point, offers the possibility of ordering food from the restaurant's Facebook pages, thanks to its alliances with home delivery services or the restaurants themselves - USA

DIGITAL CHANNELS

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Currently there are multiple digital channels that are present throughout the purchase process …

Search engines and tutorials ⍰ informative function about product and use experience

Social networks ⍰ communicative function about brand and product

Reviews/Forums/blogs → testimonial / recommendation function on products and services

Webs / apps / online shopping platforms → "the moment of truth"

The consumer can use one or several of these channels in the same purchase process: either during the product search, in the act of the purchase or in the post-purchase

Digital consumer is one who comes into contact with the online channel at any time during the purchase process, whatever it may be, even if the online purchase is not made: the vast majority of potential buyers are present in online channel in one way or another

Purchase must be understood as a circular process in which the relationship with the customer begins before the purchase and does not cease to exist after it

LAST MILE

Deliveroo - UK

Born in 2012
Turnover 147 M € in 2017
150 cities
12 countries

859 M € (6 rounds)

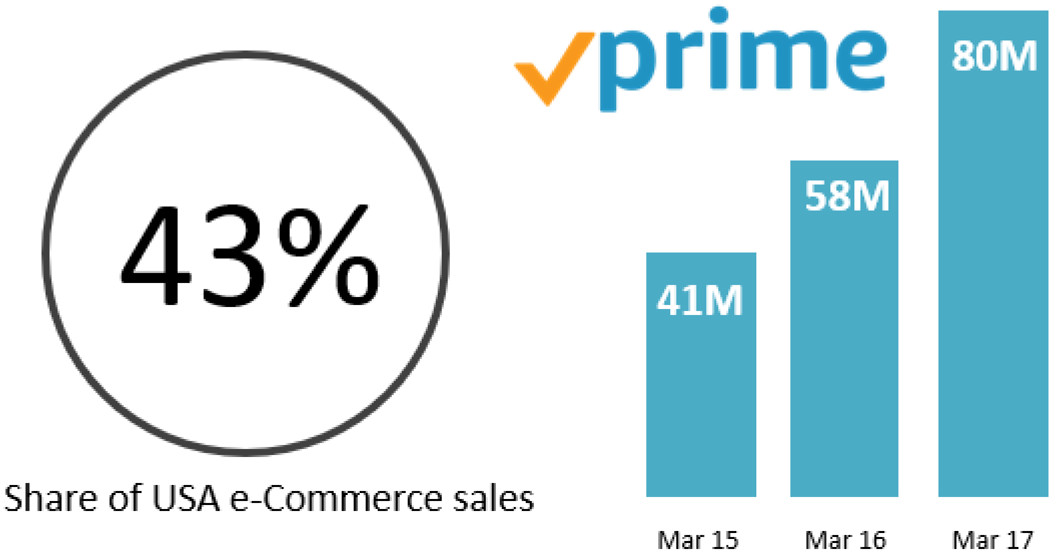
Glovo - España

Born in 2015
Turnover 17 M € in 2017
60 cities
17 countries

152 M € (6 rounds)

Ubereats
Born in 2014
Aprox Turnover 3000 M € in 2017

Amazon a dominant force...



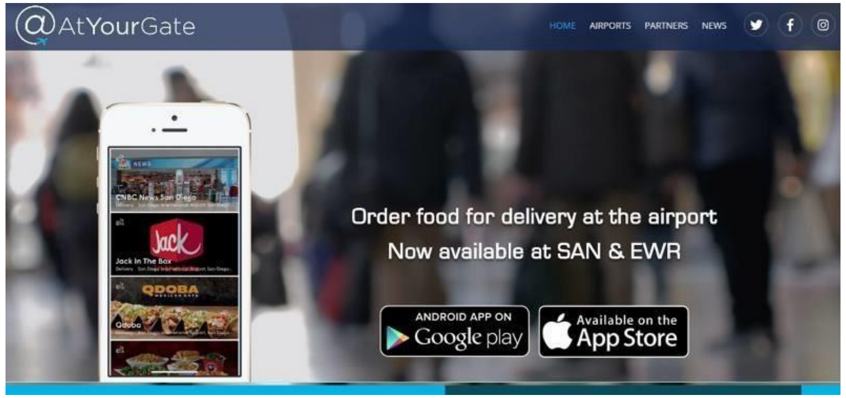
Last Mile, has widespread the delivery, and keeps on gaining investors funds

The Green Moustache – Vending Machines - Canadá

Although the chain has a nearby establishment, it goes to meet the athletes of the Meadow Park Sports Center with vending machines with their healthy offer right out so they do not escape

Both established and new businesses do not want to move the customer, they go where they are

@AtYourGate - USA



Gate delivery or gate delivery service is the innovative business model proposed by Airport Sherpa and @AtYourGate. A service aimed at passengers and airline employees that saves time by bringing the whole offer of the airport closer and improving the experience

Denny's on demand – Delivery 24 hours

They go from an offline 24H to an online 24H with the possibility of ordering via Twitter, Facebook ...

YES, FOOD ONLINE TIME

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The multiple advantages of receiving purchased products at home, already proven in other categories, force the sector. The new technological models are the great promoters of something that the more traditional distribution was reluctant to implement. But if the distribution of food is already facing tight margins, the new models must be very well thought out for the numbers to come out, so we will see a great dynamism in proposals of different types that will not happen in many cases to store in product .

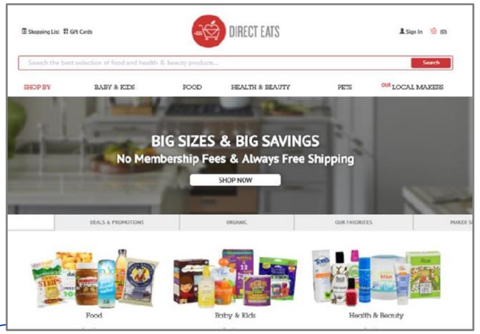
Technology and personal shoppers for the purchase of food

Lola Market acquired Comprea, its main competitor to strengthen its marketplace for the supply of large chains and traditional shops with personal shopper service - Spain

Yes, food online time

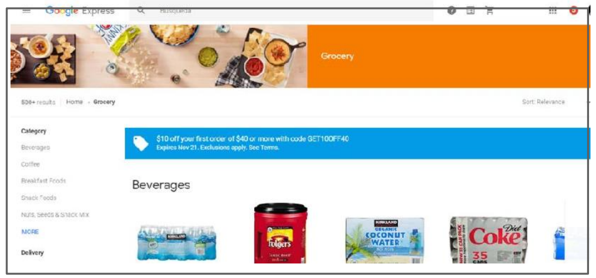
Platforms specialised in healthy food

Direct eats is a marketplace with more than 20,000 natural, organic and special products that can be filtered by 17 types of diets or lifestyle including local producers - USA



Google betting on online commerce

Google Express offers the purchase of certain large retailers on the same day at home - USA



TECHNIFIED CUSTOMER EXPERIENCE

In this digital world, even recognizing the importance of personal customer service, we have no choice but to also recognize that well-developed technology can perform many tasks. From simpler topics such as the delivery of free samples, to a customer service via messaging or any other system that seems to be managed by people but that only has artificial intelligence behind it. Experiences will increasingly be in the hands of technologists.

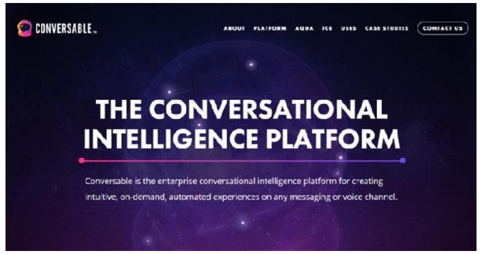
The easiest voice purchase

The collaboration of Google with chains allows them to offer voice purchase service of products of Walmart and Target. Like Amazon allows to do it through Alexa - USA

Free sampling kiosks

Freeosk, are displays that allow the delivery of free samples to the customer in the store in an automated way - USA

Technified custormer experience



Artificial intelligence at the service of the client

Conversable is a conversational intelligence platform used among others by Wholefoods, Pizza Hut, TGI Fridays ... - USA

BRINGING CONVENIENCE SHOPPING ONLINE

Order on App

Order links direct to nearest Grab Bike

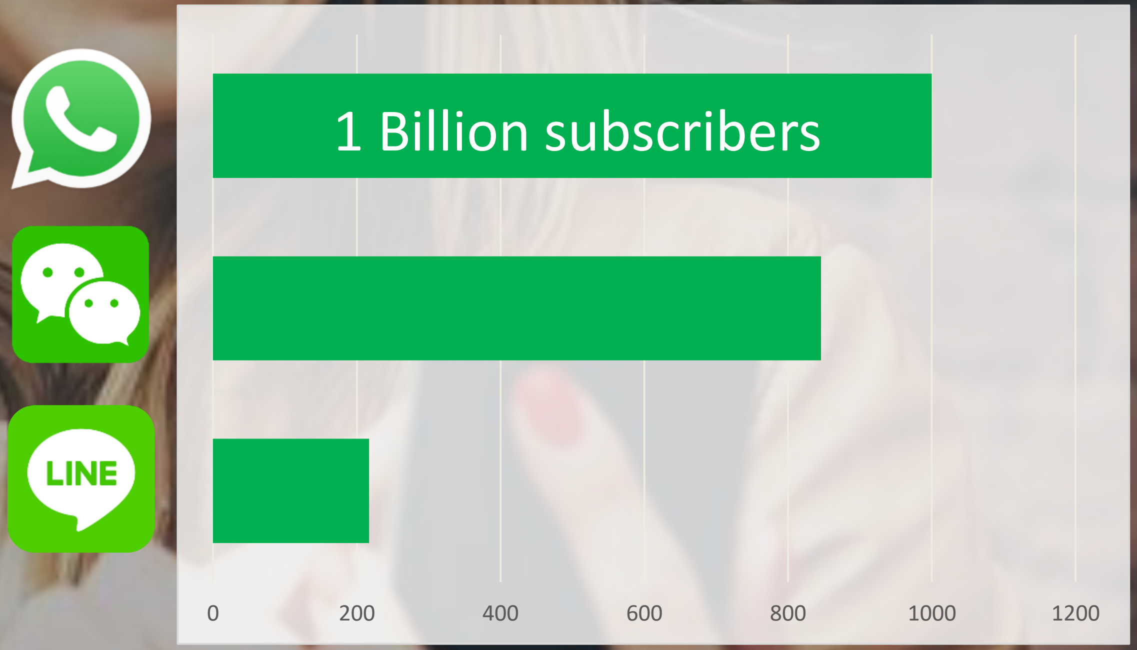
Items delivered - COD

GLOBAL PENETRATION APPS

„Instant Messaging is one of the biggest opportunities in tech in the next 10 years"

David Marcus,
VP Messaging Products
Facebook

Global Penetration of Messaging Apps
(Active users – Millions)



Source: Statistica 2017

WHAT DRIVES OR SUPPRESSES ONLINE PURCHASING?

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CLUSTERS

DRIVERS

- Is more convenient
- Price benefits
- Broader/different product offer

BARRIERS

- When there is a need for ‘immediacy’
- When there is a need to ‘touch, feel and inspect’
- When freshness matters

Source: Ipsos Global Omni Channel Shopper Survey 2016

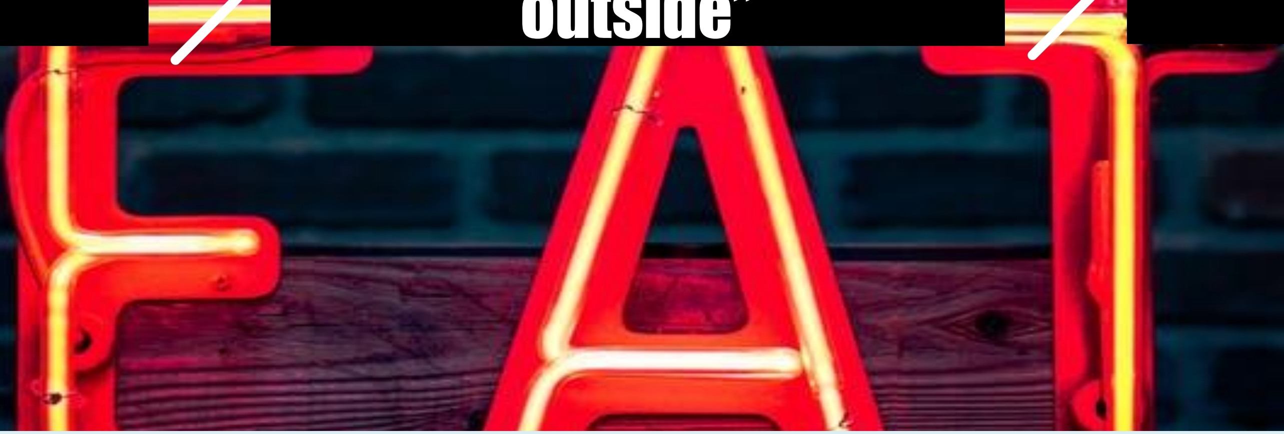
FOOD SERVICE

FOOD DELIVERY AND ONLINE RESERVATIONS

Food delivery and online restaurant reservations respond to different needs and consumption times

Food delivery → "Don´t want to cook" → The Restaurant at home

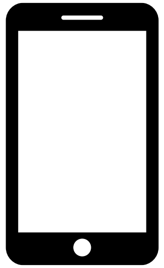
Online reservations → "I feel like going outside" → Everything in one click



In both cases, the use of the online channel acts as facilitator and agitator of the demand by the consumer

"We are not competitive businesses, but complementary" - Rafa Casas, a Fourchette

Online and offline: 2 channels that compete for the category



Online as the convenient and effective alternative for users ...

- ✓ Comfortable and easy ⍰ from the sofa of your house or on the go, with a single click
- ✓ Fast ⍰ no waiting time and control immediate delivery / booking
- ✓ Practical and safe ⍰ clarity and precision of the order / reservation, favors organization in group orders, via bank payment (food delivery) and registration only once
- ✓ Dynamic ⍰ constant promotions, suggestions and news
- ✓ Variety offer and freedom of choice

... although insecure and dehumanized for non-users

- ✓ Lack of personal contact ⍰ no flexibility and personalization requested or reservation (last minute changes, complaints, ...)
- ✓ Complexity and slow access ⍰ download app, registration account, ...
- ✓ Higher cost perception ⍰ without loyalty programs or offline discounts and associated shipping costs
- ✓ Less security and confidence in order quality (in delivery)
- ✓ Greater delays vs. offline (in delivery) ⍰ lower quality servic

A category with very powerful mobile phones

- ✓ Ease and speed
- ✓ Ease
- ✓ Saving effort to buy, cook and clean kitchen
- ✓ Variety of food → suitable for all tastes
- ✓ Possibility customization menus
- ✓ Optimization of waiting time with realization of other home tasks

CONVENIENCE

- ✓ Illusion and enjoyment by novelty and originality offer
- ✓ Eat dishes that one does not know how to make
- ✓ Moment shared with partner, friends or family in an intimate setting
- ✓ Relaxation and tranquility by delegation cooking task
- ✓ Fad and fun

A GRANT

The irruption of the apps has modernized the category

Apps with a cooler perception of the category → offer more sophisticated, exotic, premium and varied vs. traditional delivery

DIGITALIZATION HAS ALSO REVOLUTIONIZED THE CATERING SECTOR

Both at the restaurant management level and at the level of customer acquisition and loyalty

FROM ⟶	TO
✓ From the paper reservation book ✓ From the menus at the door ✓ From the flyers at the door to promote the restaurant ✓ From the figure of the gastronomic critic ✓ From mouth to ear	✓ To digital reservation support ✓ To digital charts ✓ To visibility and online traffic ✓ To the figure of the instagramers and foodies ✓ To reviews and online reputation

EVERYONE IS A FOOD CRITIC

...certainly granting more power to the client...

Consumer reviews have become a key factor in choosing the restaurant

The community of opinion users grows and grows every day

The phenomenon "foodies instagramers" has encouraged the development of reviews and the monitoring and consideration of them "instagrameable food"

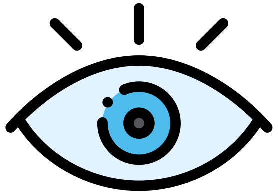
…but also giving more power and opportunities to the restorer

Expanding your potential target

- ✓ Possibility of reaching any type of client, anywhere in the world
- ✓ Online traffic can be converted into visits to the restaurant

Improving the knowledge of its customers

- ✓ A lot of information of your client at your fingertips (what you ask for, when, average ticket ..) customer segmentation
- ✓ See and know first-hand the opinion of your clients transparent feedback from which to learn



Increasing your visibility

- ✓ Online channel as a tool:
- ✓ of restaurant positioning image and online reputation
- ✓ Communication with clients interaction and loyalty

Brakes to THE ONLINE PURCHASE OF FOOD

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Although brakes still persist towards buying food online

CHANNEL DISCONNECTION

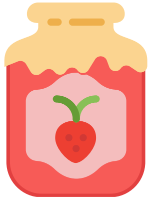
Lack of habit and custom online channel is not in consumer TOM at the moment purchase
Unknowledge benefits vs. offline
Creation of "false myths" characteristic of ignorance "it will be difficult to register, surely it is very expensive, ..."

PURCHASING PROCESS

- ✓ Perception of impractical and flexible purchasing process
- ✓ High in complex platforms
- ✓ No possibility to compare products that make choice difficult
- ✓ Need to be with the PC to see the screen wel

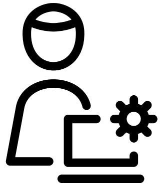
PRODUCT AND ASSORTMENT

- ✓ No possibility to touch and see the product live
- ✓ Photographs of poor quality and / or unrealistic that generate distrust
- ✓ Loss of control over state and food preservation
- ✓ Replacement products are not always the desired ones missing stock



PURCHASE EXPERIENCE

- ✓ Dehumanization purchase loss direct contact with seller
- ✓ Loss recommendation of the expert □ no added value selection products
- ✓ Monotonous and playful purchase



From brakes to opportunities

It is necessary to work with those tools that generate security in the user

BRAND

- ✓ Knowledge and image of the retailer as a guarantee of quality and good service ⍰ credibility
- ✓ Greater prominence physical store on the web in case of manufacturers that sell directly online ⍰ physical space security

PRODUCT INFORMATION

- ✓ There is a need to make the product tangible and give it maximum realism, through descriptions, nutritional information, photographs from various angles, videos where the history of the product is related, ...

USER OPINIONS

- ✓ Opinions of other users and testimonials about quality products and service to generate confidence and minimize risk in the first use, encouraging the test
- ✓ In addition, it transmits an image of transparency and clarity of the web / app

STAMPS AND GUARANTEES

- ✓ Guarantee secure payment
- ✓ Guarantee ease and gratuity of returns if dissatisfaction with product or service
- ✓ Guarantee cold chain
- ✓ Offer compensations if shipping service fails and does not meet conditions
- ✓ Seal and certifications of web / secure app

Brakes to THE ONLINE PURCHASE OF FOOD

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Several factors condition the shopping experience experienced by the consumer ...

DEVICE SELECTED	In home, out home, via computer, via mobile, ...
EASY AND COMFORT PROCESS	Quick purchase, usability page, ease to find desired product
OFFER	Variety and accessibility offer
TYPE PRODUCT / BRAND PURCHASED	Attitude and illusion or not before the purchase
OFFERED SERVICE	Quality and efficiency customer service, respect delivery times, ...
RECEIVED PACKAGING	Shipping protection and post-purchase experience

THE CONTINUED GROWTH OF e-Commerce: A recap

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- e-Commerce will continue to grow globally ....across all sectors
- Impact of digital influence is much bigger than online sales themselves
- Omnichannel is the future....retailers need to evolve and re-think the role of physical stores

EXPLOIT NEW OPPORTUNITIES...

1. Digital Vending
2. On the Go (new habits)
3. To take away (where ever you are)
4. Delivery channel (B2B2C)
5. Dining at home (B2C)
6. Dining at the Office (B2B)

...bring new challenges

for Foodservice and Packaging

REDUCE FOOD WASTE	SENSORICA & TRACKING	STORY TELLING
SUSTAINABLE	KEEPS FRESH USEFUL LIFE	TRENDY DESIGN
CUSTOMIZE & PERSONALISE	SOCIAL CLAIMS	TRANSPARENCY & CLEANLABEL

PACKAGING

THE ROLE OF PACKAGING

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Packaging is one of the most relevant touchpoints with the consumer…

"Packaging in e-commerce is the element that everyone neglects, but is very relevant because it is **the first visual experience that the consumer has of your brand**" (Martina Font, Kartox)

The pack plays a key role not only in the **purchase decision**, but also in the **user experience and satisfaction** with the product.

A pack **not only communicates the brand values** and attributes and benefits of the product, but also **interacts directly with the consumer-user**.

…which has short and long-term implications

In a short-term…

In-store

It allows a simplified shopping; promotes the automatic behaviour of current brand buyers and delivers a clear message to non-buyers.

Online

Increasingly, the road to buying activity and the purchase decision takes place in the online channel; so the pack must communicate the assets of the brand in any environment

2nd moment of the truth

The pack achieve in terms of use and user experience, helping to boost consumption and ensuring repeat purchases.

Playing a relevant role in each of the phases of the purchase process: pre, during and post

In a long-term…

Improves the brand's recognition and positioning

PACK UNTIL NOW

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Two types of pack with different functionalities...

Pack for offline-retail channel

- ✓ Mission is to highlight and differentiate the product in the supermarket shelves
- ✓ Generate impulse buying
- ✓ Communicate brand values and differential attributes of the product, through colours, design and format.

PACK WITH RELEVANT ROLE WITH AND EMOTIONAL DIMENSION

Pack for online channel

- ✓ Value is purely functional
- ✓ Mission is to protect the delivery
- ✓ Without relevance of the type of materials used, aesthetics, packaging, …

PACK WITH SECONDARY ROLE WITH A RATIONAL DIMENSION

"Packaging can determine the purchase, and in some cases, make me change my opinion"

Result of on & off integration...

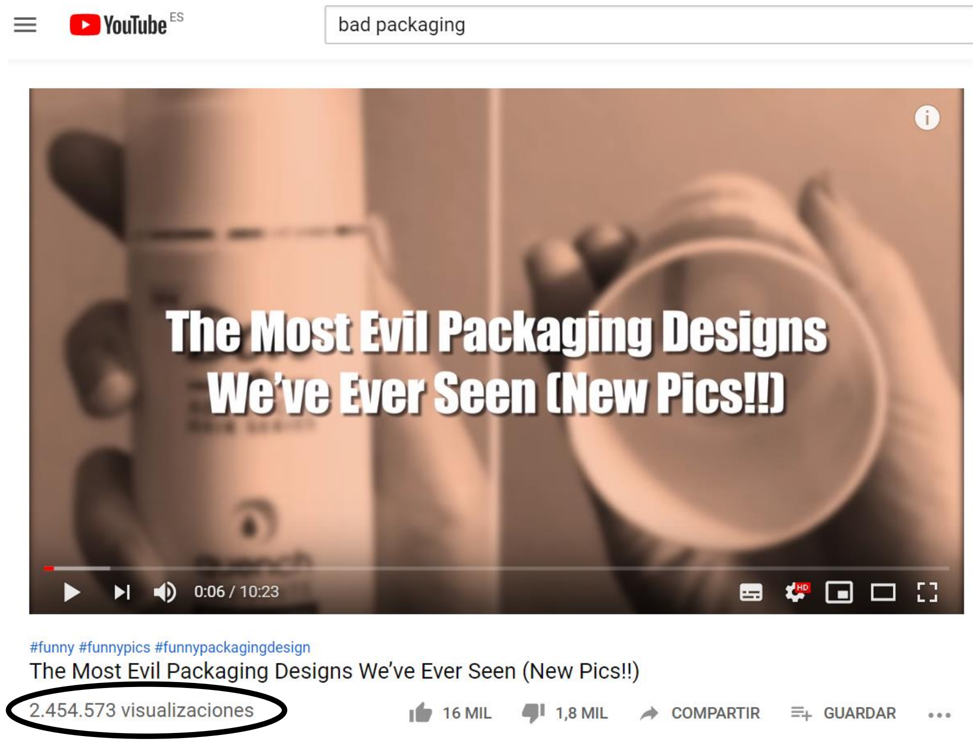
There is a consumer growing demand to integrate attributes of the offline pack in online world → need to bring emotionality and added value to the pack

- The pack as an element of differentiation and customization
- The pack as a key element in user experience and loyalty
- The pack as an element that provides sensoriality and interacts directly with the user
- The pack as a communicative element of the image and brand positioning

“You can not buy a ring and it comes to you badly wrapped or with the same type of package with which you receive another type of product” (Martina Font, Kartox)

#packagingfail & #badpackaging: a trends that demonstrate the importance of packaging for the consumer

Consumers put on the social networks photos under different hashtags # when the pack of the product or service they buy does not show a good image… "because a picture is worth a thousand words!"



Youtubers upload videos on the social networks while they open the packs of the products or reporting bad experiences.

Kartox®, a company example for the packaging e-commerce world

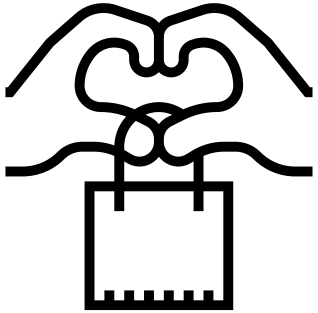
Maximum customization at the centre of their strategy

Customization for the **companies**

- Machinery that allows production packaging ad-hoc for covering the company needs.
- No minimum purchase volume is required

Customization for the **consumers**

- Possibility to buy 1 unit and make it to a concret size and dimensions
- Impressions in the exterior pack with messages and graphic elements
- Cards and types of packages for interior pack



A pack that adapts to the consumer needs and adapts to the type of product you want to send.

The Kartox® showroom, an omnichannel example

"We needed a physical place for people to see how the packaging could be" (Martina Font, Kartox®)

Since the client wanted to see the types of packs, touch the quality of the material and the finishes, take measures, ... before the first order, Kartox® decided to open a physical packaging shop to encourage the test and "break the barrier of fear towards the online "

In the showroom there is a technical packaging consultant who advises customers about the best pack that improves and adapts the product that wants to protect (product that very often bring physically on first visit to the store)

But as Martina Font says, "once they have made the first order in the store, later they buy everything online"

On the Kartox® website (www.kartox.com), the showroom is featured on the menu, linking the on and off experience.

Some of the aspects that consumers value in packaging...

Security delivery as an element of greater relevance and considered as a "must"

SECURITY	OPENING AND MATERIALS	ESTHETIC	CUSTOMIZATION
✓ Shipping protection → stable and subject product, without damage or breakage ✓ Conservation the properties and product states in food	✓ Easy opening and handling package ✓ Without excess packaging and without excessive measures for product size received → sustainability ✓ Growing interest in sustainable and ecological packaging	✓ Attractive and original image and design that generates surprise ✓ In line with brand image and aligned of the type of product purchase ✓ Careful packaging with materials that fit with the product	✓ Customized messages for the receiver → we want that the pack "speaks directly" with the consumer (ex. congratulate on their birthday)

FUNCTIONAL — **EMOTIONAL**

PACKAGING FOR THE CONSUMER

A set of variables that get the “wow effect” when opening the package or just the opposite...

*“It’s clear that the **ease-to-open** is basic and in the same time needs to protect and preserver the product in its entirety. The **reuse** of the packaging is important also for me”.*

*“I can choose one product or another depending on the aesthetics of the pack. The **material of the packaging, the form, colour, content**, etc. can **transmit sensations** or remind me of past times”*

*“**Zara online** surprised me positively since they send it with cardboard boxes that looks good, robust, well finished”*

*"I buy a lot in **Carrefour online** and their packs do not seem appropriate, all the products come in some very **large and very thick cardboard boxes**! Then it takes a lot **to fold the boxes to take them to recycling paper**. In addition, when they are fresh products, **the boxes arrive wet and break when touched**”*

*“If you ask for a product and the box is broken or badly closed or dirty, that product loses it’s image and sometimes quality. Their pack must be stable and strong so it dos not break, attractive and safe if the product is fragile. If they are **funny or some striking colour**, it can be different from a brand”*

SOME SOLUTIONS FOR e-COMMERCE PACKAGING

Some ideas to improve the final user experience in the food sector

Kit of gourmet products

Isothermal packs that conserve the cold chain.

Transportable packs for picnic and take away.

Box for fruit or vegetables with cover and separators

SOME SOLUTIONS FOR e-COMMERCE PACKAGING

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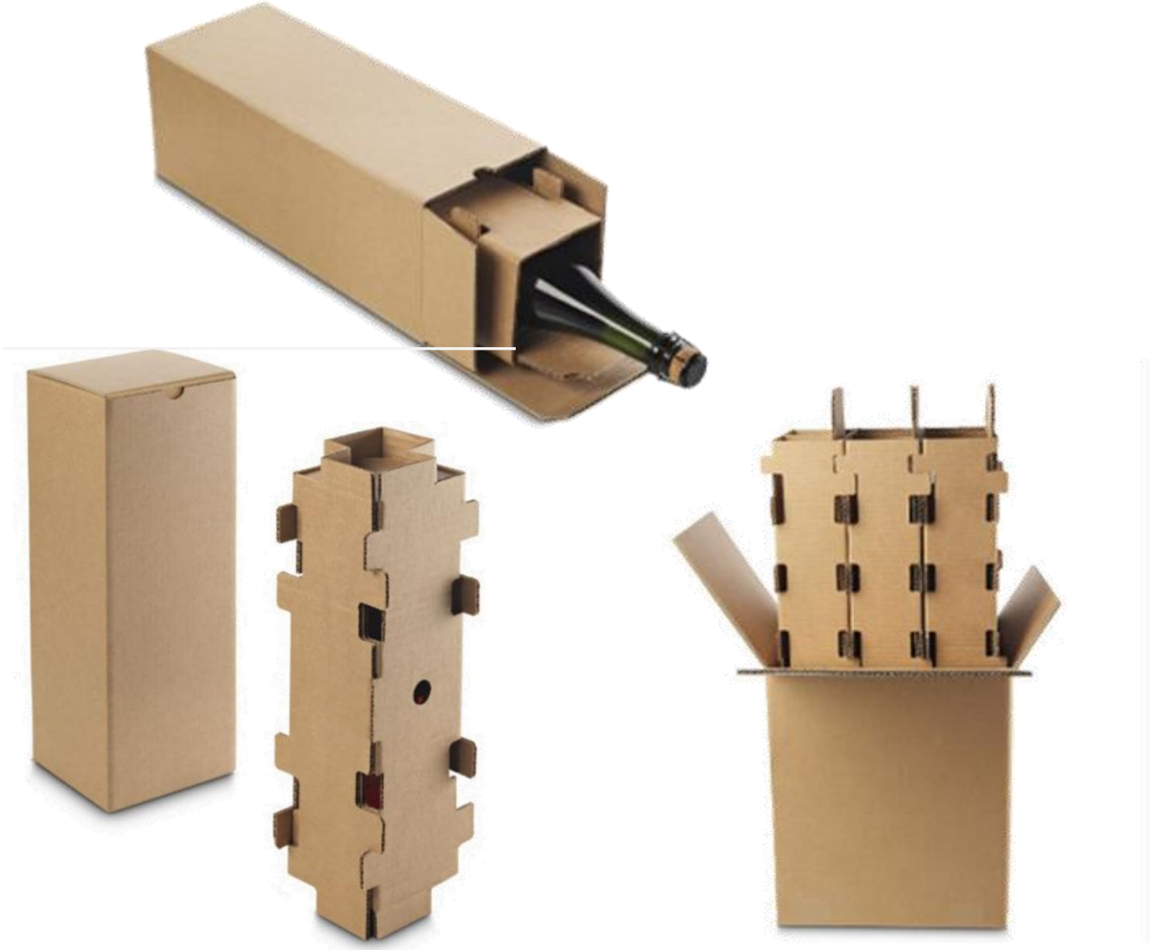
El Total wine pack, a system for the Packaging of bottles made of 100% recyclable cardboard



"Total wine pack", a Packaging system for bottles made entirely of cardboard, 100% recyclable. It consist of an outer box and an interior completely self-assembling and easy to assemble.

Between the box and the protector there is an air chamber to ensure protection against possible impacts. The TotalWinePack incorporates an impression of the message "FRAGILE" with a visual signalling on both sides of the box.

SOME SOLUTIONS FOR e-COMMERCE PACKAGING

Traders

This box protects your $3,000 bike during shipping

Vanmoof's bikes cost as much as $3,000 and the 8-year old company wants 90% of its sales to be online by 2020.

CNN BUSINESS

SOME SOLUTIONS FOR e-COMMERCE PACKAGING

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Other trends that shows that you can innovate in the world of packaging

EASY TO OPEN PACKAGING

Amazon's Certificate «Frustration-Free Packaging» is a long-term initiative designed to reduce the frustration that some online shoppers experience when trying to open packages that are difficult to unwrap.

Amazon uses recyclable boxes for easy opening and minimizes packaging materials.

SMART PACKAGING

Incorporate technology into packaging.

For example, to know track shipment in real time.

Integrate thermometers in pack to show that the cold chain is not broken

FUSION ON-OFF

Packages that can be reused and can be useful as an exhibitor at the point of sale

MAXIMUM SECURITY

We can know if the packaging has been opened through an integrated system.

4 Conclusions& Opportunities

A Recap

- e-Commerce changes the way people shop
- It increases competition – new CHANNELS, new BRANDS
- Brands need to capitalise on new distribution opportunities

CHALLENGES AND OPPORTUNITIES

"E-commerce is an expanding market that keeps growing and has come to stay" (Martina Font)

It's necessary to make pedagogy of the importance of the packaging for e-commerce that "until now has been little glamorous" → to make aware that a good or bad packaging has a direct impact on the reputation of the brand

You have to find a balance between the web positioning, the networks, the shopping experience and the packaging → you have to integrate the different elements in the value chain

The package must be balanced "from the moment you enter the website until you receive it at home" → you must have a clear visual line and continuity and consistency throughout the purchase process

Innovate in niche markets and offer a differentiated service that allows you to compete with Amazon, because "there will always be someone who has a cheaper price or a larger warehouse" → need to do research and design new business models

Study and develop Smart Packaging that uses technology to improve the user Experience and offer the best customer service


NONE OF US IS AS GOOD
AS ALL OF US
Amb el suport de
catalonia
clusters
ACCIÓ
Generalitat
de Catalunya
THANK YOU