

# NEW NUTRITION BUSINESS

VOLUME 22 NUMBER 10

www.new-nutrition.com

JUNE 2017 ISSN 1464-3308

## Trends – and luck – propel premium ready meal brand to success

By Julian Mellentin and Mikaela Linden

Imagine that you decide to create a range of meals that are “real food”, using only natural ingredients, without any preservatives or additives, produced in small batches and sold in the chiller section of the supermarket and with a shelf-life of just five days. The products cannot be microwaved – the consumer has to heat them in an oven for around 30 minutes – and they sell at a price premium of 100% to supermarket brands in a category in which supermarket own-label products have a 90% share. Your products all feature meat or fish – there are no vegan or vegetarian options.

It may sound like attempting the impossible. But that is just what the Charlie Bigham's brand has done in the UK, achieving retail sales in 2016 of £46 million (\$60 million/€53 million) – a 48% increase on the previous year, according to Nielsen. To put that into context, if you pro rata those sales to a bigger market like the US, Bigham's is equivalent to a £200 million (\$260 million/€232 million) brand.

Like many entrepreneurs, Charlie

Bigham, the founder of the brand that carries his name, had no experience of the food industry when he founded his company back in 1996, aged 28. The former management consultant wasn't a chef either, but that didn't stop him from setting up a small kitchen with one employee and creating fresh meals – there were just three products to begin with – which he sold through delicatessens in the London area.

Today Charlie Bigham's offers a range of 33 dishes, which includes traditional dishes such as steak pie and macaroni &

cheese, but also dishes from Indonesian, Moroccan, Indian, Thai, Vietnamese, Italian and Spanish cuisine. Among the best-sellers are fish pie, lasagne and Moroccan chicken tagine.

The brand focuses on taste and quality, using fresh, natural and high-quality ingredients. No concessions are made to people who want something fast from the microwave – every dish must be cooked by the consumer in the oven or on the cook-top.

Bigham's began – as so many successful brands do – not in



Continued on page 3

**Dairy giant places  
bet on fast-growth  
flax milk brand**



Pages 18-19

**Cautious approach  
helps clean protein  
bar to fill a gap**



Pages 21-23

**Premium-priced “real  
food” achieves  
mass-market  
success**



Pages 24-26

## LEAD STORY

- 1,3-5 Trends – and luck – propel premium ready meal brand to success

## EDITORIAL

- 6-9 The search for “natural energy”  
10-11 Reinventing dairy to respond to rise of plant milks

## CASE STUDIES

- 12-14 **STRATEGY:** E-commerce to power free-from empire  
15-17 **STRATEGY:** Unilever aiming to scale Sir Kensington’s?

- 18-19 **PLANT-BASED:** Dairy giant places bet on fast-growth flax milk brand

- 20 **DAIRY:** Sweet stretch for cheese snack

- 21-23 **SNACKING:** Cautious approach helps clean protein bar to fill a gap

- 24-26 **WEIGHT MANAGEMENT:** Premium-priced “real food” achieves mass-market success

- 27-29 **READY MEALS:** Solving dinner on the side

- 30-32 **READY MEALS:** From semi-retirement to plant-based start-up

## NEW PRODUCTS

- 33-37 Functional & healthy-eating new product launches

## IMPORTANT NOTICE

- 38 A polite reminder to our subscribers

## HOW TO SUBSCRIBE

- 39 Report Order Form  
40 Subscription Order Form

## COMPANIES AND BRANDS IN THIS ISSUE

Amazon ..... 28  
Annie’s Homegrown ..... 14  
Asda Walmart..... 3  
Balanced Breaks ..... 20  
Belvita..... 6,7,8  
Beneo ..... 6  
Booths ..... 3  
Bounce Foods ..... 9  
Cargill Health & Nutrition..... 8  
Charlie Bigham’s..... 1,3,4,5  
Clif Bar ..... 8,9  
Costco ..... 28  
CytoSport..... 12  
Danone..... 10  
Dean Foods ..... 10,18,19  
Deliciously Ella..... 7  
Elmhurst Dairy ..... 10,11  
Emmi..... 11  
Fabanaise ..... 16  
Facebook ..... 32  
Fresh Direct..... 28  
Good Karma..... 5,18,19

Harris Teeter ..... 30  
Harvest Food Group ..... 27,29  
Health Focus International ..... 6  
Hellman’s ..... 15  
Iceland..... 25,26  
Kroger ..... 23,30  
Mama Jess Organics..... 12,14  
Meijer ..... 28  
Mondelez ..... 7,8  
Muscle Milk ..... 12  
Ocado..... 3  
Path of Life ..... 4,5,27,28,29  
PepsiCo ..... 12,30  
Publix ..... 23,28  
Quorn ..... 5  
Red Bull..... 6  
RXbar ..... 5,21,22,23  
Safe + Fair Food Co..... 12,13,14  
Safeway ..... 23  
Sainsburys ..... 3  
Sam’s Club ..... 28  
Sambazon..... 12

Sargento ..... 5,20  
Shaw’s..... 28  
Shoreview Capital..... 14  
Silk..... 11  
Sir Kensington’s ..... 15,16,17  
Skeeter Snacks..... 12,14  
Slimming World ..... 4,5,24,25,26  
Soreen ..... 7,9  
Spring Sheep..... 11  
Stonyfield Farm ..... 32  
Sweet Earth..... 5,30,31,32  
Symphony IRI ..... 20  
Target..... 23,30  
Tesco ..... 3  
Trader Joe’s ..... 23  
Unilever..... 15,16  
Waitrose..... 3  
Walmart..... 28,30  
Wegman’s ..... 23  
Weight Watchers ..... 24,25  
White Wave..... 10,11  
Whole Foods Market..... 16,23

All enquiries: Miranda Mills  
Crown House, 72 Hammersmith Road  
London W14 8TH, UK  
**Phone: +44 (0)20 7617 7032**  
**Fax: +44(0)20 7900 1937**  
miranda.mills@new-nutrition.com  
Payment by Mastercard, American Express and Visa accepted.

For 1 year at €910/ \$1200/ £765/ A\$1330/  
NZ\$1550/¥110,000 /C\$1200(11 issues).  
For 2 years at €1590/ \$2100/ £1330/ A\$2250/ NZ\$2550/  
¥192,000 /C\$2100(22 issues).  
All including first class or airmail postage, net of any bank transfer charges.

Published 11 times a year by  
The Centre for Food & Health Studies

ISSN 1464-3308 All rights reserved, photocopying of any part strictly prohibited.

**Editor**  
Julian Mellentin  
julian.mellentin@new-nutrition.com

Dale Buss, New Nutrition Business, 6390 Cherry Tree Ct,  
Rochester Hills, MI 48306, USA.  
**Tel: 248-953-2701**  
DaleDBuss@aol.com

Crown House, 72 Hammersmith Road,  
London, W14 8TH, UK.  
**Tel: +44 (0)20 7617 7032 Fax: +44 (0)20 7900 1937**

PO Box 21675  
Henderson  
Auckland 0650  
New Zealand

*New Nutrition Business* uses every possible care in compiling, preparing and issuing the information herein given but can accept no liability whatsoever in connection with it.

© 2017 The Centre for Food & Health Studies Ltd. Conditions of sale: All rights reserved; no part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form by any means, electronic, mechanical, photocopying, recording or otherwise without the prior written permission of the publisher. The Centre for Food & Health Studies does not participate in a copying agreement with any Copyright Licensing Agency. Photocopying without permission is illegal. Contact the publisher to obtain a photocopying license. This publication must not be circulated outside the staff who work at the address to which it is sent without the prior written agreement of the publisher.

supermarkets but in independent channels, and to this day the brand is still listed in only a few retailers. It is not in mass retailers such as Tesco and Asda Walmart.

Bigham's retailed initially only in delicatessens and the food-halls of major department stores in the London area. In the late 1990s the brand's combination of quality and all-natural was a differentiator that made it interesting to retailers.

Following a path that's now a well-established one for growing a new brand, Bigham's next approached Waitrose, a smaller UK retailer that has a reputation for quality and is favoured by upper-income consumers (you can find Waitrose in Dubai and Singapore as well as London and Edinburgh). Starting in just 40 stores, the brand was rolled out to the rest of the chain's 350 stores. Later Bigham's went into Booths, a privately-owned chain in the north of England with a similar profile to Waitrose, online retailer Ocado and selected branches of the Sainsbury chain.

The company's founder, speaking in a UK media interview, attributed part of his company's success to people's

***Bigham's is both the highest-priced and the fastest-growing ready meal brand in the UK, where the category is worth £2.7 billion (\$3.5 billion/€3.1 billion) in retail sales.***

increasing interest in food and where it comes from, a trend which has developed steadily over the last 20 years, and a growing willingness to pay more for products that are high quality – because that quality represents value.

The brand's focus on quality meant that when the "horse-meat scandal" broke in the UK in 2013, Bigham's benefited. Ready meals in almost all supermarket chains were found to contain either horsemeat or mystery meats not stated on the label. Most of these were at the lower-price end of the market. It resulted in an immediate spike

in sales for Bigham's and the brand hasn't looked back. The scandal accelerated the trend for people to choose "real food". Bigham's is both the highest-priced and the fastest-growing ready meal brand in the UK, where the category is worth £2.7 billion (\$3.5 billion/€3.1 billion) in retail sales.

Bigham's customers are willing to spend more on quality food and won't compromise taste for price. Interestingly, younger consumers buy the brand as well as older consumers.

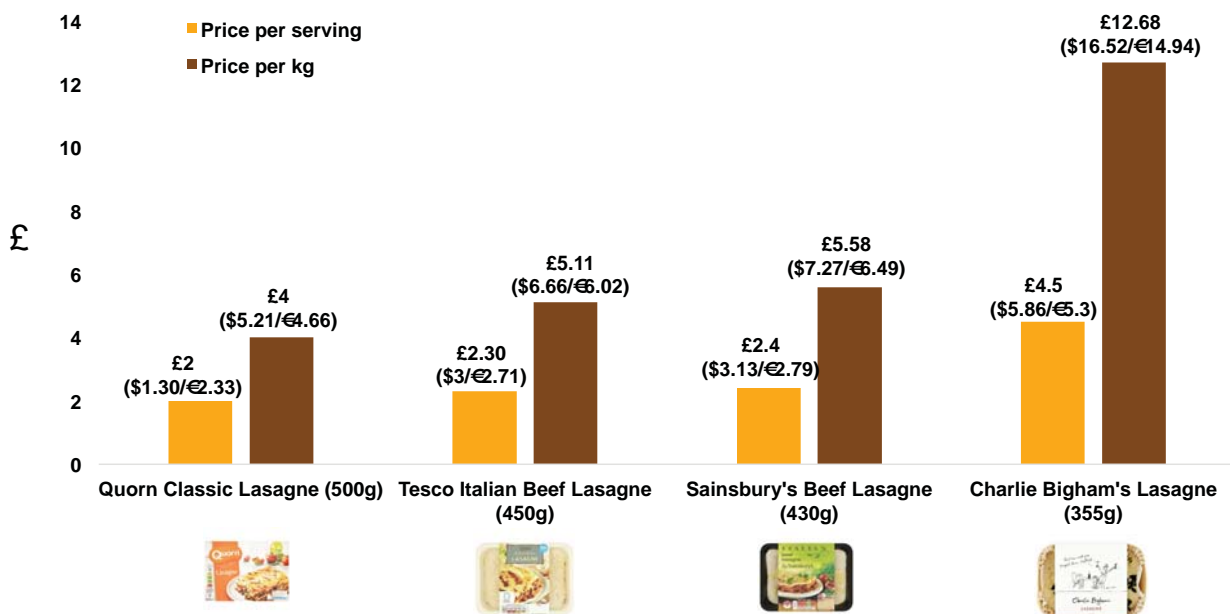
The brand also has appeal for people who worry about packaging and the environment. Meals come not in plastic but in bamboo trays in a simple cardboard sleeve. Wisely Bigham's doesn't play on this in its marketing – the concerned consumer can quickly see that it is different from other products.

Bigham's founder, in an interview with UK newspaper *The Telegraph*, was more honest than many entrepreneurs when he said that luck and good timing played a major role in his company's success.

"The only way you can ever set up a successful business is to be lucky," he was quoted as saying. "It is the thing you need

**CHART 1: CHARLIE BIGHAM'S PRICE COMPARISON**

Charlie Bigham's ready meals are premium priced compared to other options in the market. But this is not something the brand is aiming to change – instead, it is targeting the increasing number of consumers who are willing to spend a bit more on proper quality food, and who are not willing to compromise taste for price.



more than anything else. Anyone who says otherwise is just lying.”

## COMMENT

How do you grow a new or emerging product? There are some answers to that question in the Bigham's story – and they are the same answers that you will find in many other stories of successful new brands:

**1. Taste first:** It's the success factor that should be obvious but often isn't. The number one reason why some products succeed is because of taste. That doesn't mean taste that appeals to everyone, but taste that's a hit with your target customers. Taste is, after all, subjective, not objective. Some people love coconut water, others loathe it, but enough like it for coconut water to be a large and successful business. The massive success of the Slimming World range of frozen ready meals (see Case Study on page 24) – achieving \$70 million in retail sales in one year, despite retailing at a 100% price premium and in only one supermarket chain – is in large part due to the brand's focus on giving people products that are “full of the flavour of a home-cooked meal”. In the US the Path of Life brand (see Case Study on page 27)

has also made a success by putting a taste space between itself and existing products in the market, getting its chefs to “amp up the flavour” and “offer the sorts of flavour profiles that consumers crave but don't have time to prepare themselves”. Brands succeed because they placed taste first. No brand consultant's expensive strategizing is going to help you if you don't do that.

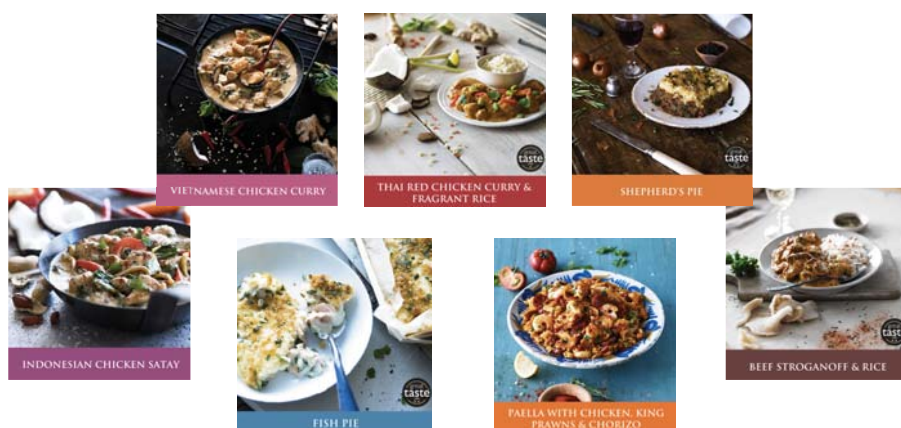
**2. Real food:** What's gaining ground is products that are fresh, with short shelf life and natural ingredients, and seen as similar to something that you would make at home. A focus on simple recipes and simple ingredients lies behind the success in the UK of Charlie Bigham's in the premium lifestyle segment of the market, and a similar focus has enabled Slimming World to create a successful premium brand even in the supposedly price-sensitive mass market. It's a focus that has also propelled rapid success in the US for Path of Life. Many manufacturers and most retailers are obsessed with maximizing shelf-life and producing for the least cost. But long shelf-life and least cost also means low or no growth and thin margins – not to mention lower quality. The growth and margin is increasingly in the “real” niches that conventional wisdom said could not succeed.

**3. Focus on low volume, premium price:** These words are seen as madness in some companies. Which is a pity, because in today's market it's what most businesses have to do to succeed. Bigham's is not aiming for the mass, just for a segment of people who care about quality and taste and are loyal to products that deliver on those expectations. These people are willing to pay a premium for such products – which is why a price premium of 100% has been no barrier to Bigham's. Slimming World has shown that for real food that tastes good, there's an eager “big niche” audience in the mass market that's willing to pay a premium – suggesting that our industry's assumption that price is dominant in mass-market customer decision-making might be wrong. Perhaps they only want to pay a low price because they are so accustomed to being sold low-quality products? In the US Path of Life has also had rapid success – and been identified by IRI as the brand driving the frozen category – despite a lower-volume, premium-price brand. The food and beverage market is full of such opportunities.

**4. Products on some shelves, not all shelves:** Tempting as it is to try to grow as fast as possible and get into every supermarket, that's a high-risk strategy that has killed many smaller brands. Better to “launch to learn” – begin as Bigham's did with limited distribution (Bigham's started with delis) then just a handful of supermarkets with the right type of customer. You might choose never to go into the big mass retailers – after 20 years Bigham's still hasn't. The same “some shelves, not all shelves” strategy worked well for Slimming World, a brand that has bucked the trend of collapsing sales for “diet” and “weight management” products. Slimming World defied conventional marketing wisdom, partnering with just one retailer that has just 850 stores. And yet despite such limited distribution – perhaps because of it – it earned \$70 million (£62 million) in retail sales in 2016, its first full year on the market, becoming the biggest frozen

## PRODUCT PORTFOLIO

Charlie Bigham's offers a range of 33 different dishes, which includes traditional dishes such as steak pie and macaroni & cheese, as well as dishes from Indonesian, Moroccan, Indian, Thai, Vietnamese, Italian and Spanish cuisine.



Source: bighams.com



ready-meal brand in the UK market, with a 15% share.

**5. You don't need a big advertising budget:** Bigham's didn't run its first advertisements until 2015. And its first TV ad was in just one region. Spending on advertising in your first five years is not proven as a way of growing a business. More effective are sampling and good PR, backed up social media.

**6. Power of trends:** You have to be connected to succeed – sometimes that's planning, and sometimes it is just a question, as Bigham's founder says, of luck. Bigham's benefited from the trend to natural ingredients, coupled with the growing demand for ultra-convenient products. However, you don't have to rely on luck. You can design your product to connect to the enduring long-term trends, most of which are now well-defined. If you take a look at all of the case studies in this issue of *New Nutrition Business* where there are clear signs of steady growth – RX Bars in snacks, Good Karma in flax milks, Slimming World, Path of Life and Sweet Earth in meals, Sargento in cheese snacking – they are all products with very clear connections to the demonstrably enduring, long-term trends. It's usually wiser and safer to recognise trends and figure out how to ride them. Creating trends is a noble ideal – but expensive, slow and fraught with risk of failure.

**7. Have patience:** As Bigham's did, start small, grow slowly, take a long-term view of success.

**One final point:** Although the plant foods trend exists it's still not as powerful as is sometimes claimed, nor are people "cutting back on meat" as much as is often stated – as Bigham's has proved. All of Bigham's 33 dishes feature red meat, chicken or fish – there are no vegan or vegetarian options.

In fact Bigham's is catching up fast with Quorn, Europe's most successful meat substitute brand, which has spent

30 years doing everything right in terms of taste and product development. Yet Quorn is only growing at 2.4% per annum. Bigham's meat-and fish-based meals will likely outsell those of Quorn within three years. We expect that to be the case because although the plant foods trend is real, people want vegetables that are convenient, they don't want meat substitutes.

## MARKETING COMMUNICATIONS

Charlie Bigham's is active on all social media channels. In 2015 it debuted its first ever TV ad which was broadcast across the south west of England for the month of March. The ad is humorous and features Em and Hugo, enjoying a Charlie Bigham's fish pie and talking about how it is real food made from real ingredients. The ad reached an estimated 54 million viewers and resulted in a drastic sales increase in the region – particularly for the featured fish pie which rose 36% in unit sales.



"This is the life Hugo!"  
"Certainly is Em!"  
"Great company, good food... Just one thing. How come the food is real, and we're not?"



"Well, they don't want us distracting from Charlie Bigham's fish pie! Succulent haddock and salmon with its velvety white sauce and creamy mash."



"No I wouldn't mind... They could have made the wine real too!"



"They won't. No, not after last time..."  
"What do you mean? Stop it!"



"Charlie Bigham's fish pie. From our kitchen to your oven, with love!"

Source: bighams.com

**TABLE 1: NUTRITION SNAPSHOT, CHARLIE BIGHAM'S LASAGNE**

Egg pasta (durum **wheat** semolina, water, pasteurised free-range **egg**), tomatoes, fresh cream (**milk**), fresh **milk**, red wine, British beef (8%), Cheddar cheese (milk), smoked bacon (pork, water, salt, preservatives: sodium nitrate, sodium nitrite, potassium nitrate, antioxidant sodium ascorbate\*), British pork (5%), onions, tomato purée, water, carrots, wheat flour, mozzarella cheese (**milk**), **celery**, sunflower oil, butter (**milk**), balsamic vinegar, chicken liver, cornflour, beef stock (British beef, yeast extract, salt, tomato purée, molasses, lemon juice concentrate, onion powder), garlic purée, fresh parsley, salt, oregano, sugar, black pepper, star anise, nutmeg, white pepper.

\*Don't worry, this is part of the traditional curing method of smoked bacon.

Source: bighams.com

## NUTRITIONAL INFORMATION

	per 100 g	per ½ pack
Energy	680kJ 163kcal	2504kJ 601kcal
Fat	9.2g	34.1g
(of which saturates)	4.7g	17.2g
Carbohydrate	10.5g	38.9g
(of which sugars)	1.7g	6.1g
Protein	6.8g	25.1g
Salt	0.54g	1.99g

# The search for “natural energy”

Energy is one of the largest, most successful and most profitable markets. But the energy market is dominated by fast energy – caffeine-based stimulation drinks, led by Red Bull, which created the category – and the core consumers are overwhelmingly males aged 15- to 25-years-old, served by brands whose ingredients, packaging and marketing messages are a turn-off for all other consumer segments.

Most consumers want their energy not from a caffeinated drink but from something they perceive as more natural. It's an under-served market – yet energy is a key consumer need.

According to respected consumer researchers Health Focus International, in the 32 countries in which it conducts its research, “energy” is consistently among consumers’ top-5 or top-6 needs.

Quantitative research conducted by food and beverage ingredients giant Beneo in the US, UK and Germany found that a high percentage of women in the three countries said they were “lacking in energy”:

- US 47%
- UK 43%
- Germany 39%

Beneo found that in the US and UK the age groups 20-29 and 30-39 are feeling the most that they lack energy (44% and 45%).

***Most consumers want their energy not from a caffeinated drink but from something they perceive as more natural. It's an under-served market – yet energy is a key consumer need.***

## HOW TO SUCCEED IN NATURAL ENERGY

For product developers wanting to create a natural energy product there are four success factors. These are:

1. Ingredients with a natural health halo
2. Snackification
3. Satisfying (fills you up)
4. Taste

The most successful products are the ones that deliver against these criteria.

### 1. Ingredients with a health halo

Sources of “natural energy” that consumers seem willing to accept include fruits, vegetables, nuts, whole grains and other ingredients that are readily available in nature. Protein is also beginning to show up more in products as a credible source of natural energy.

Interestingly, although brands in most categories are under pressure to reduce their sugar content, consumers looking for “natural energy” have proven to be forgiving about the level of sugar if the product delivers the natural energy benefit.

For example, Belvita Breakfast biscuits have become a worldwide success despite the fact that they deliver 10g-12g of sugar per 50g serving. That's less than most sweet biscuits, but when you compare them with Oreo's – a successful indulgent cookie brand in many countries and which have about 16g per 50g – then Belvita isn't too far behind.

It's also worth noting that Mondelez markets a “reduced sugar” version of Belvita. Informed sources say this variant accounts for just 5% of the brand's sales. In other words, just because people tell you they want a lower-sugar product, that doesn't mean that they will buy it instead of the sweeter version.

Other products have done well despite a high sugar content when people perceive the sugar as being in some way “natural”. Dates, for example, are increasingly popular with consumers, bloggers and celebrity chefs as an alternative to sugar.

Dates are 60% sugar – but the fact that the sugar naturally present in the fruit and dates is seen as a good source of natural energy means that dates get a free pass from consumers in the way that yoghurt with a 12% sugar content does not. The dates are seen as “natural” and therefore acceptable, while the yoghurt

## BELVITA COMMUNICATES “NATURAL ENERGY”

**A delicious start  
to a busy morning  
delivering**

**4 HOURS OF  
NUTRITIOUS  
STEADY ENERGY**

*belVita, a nutritious, convenient  
breakfast choice that contains  
slow-release carbs from  
wholesome grains to help fuel  
your body for 4 hours*



is seen as having added sugar which is unacceptable. The logic is questionable, but it is powerful and it is driving increasing sales of dates and increasing use of dates as an ingredient in many countries (see Chart 1).

It is a particularly popular ingredient in snacks. Some variants of the Deliciously Ella brand of energy balls, for example, have a 60% date content (24g of dates per 40g serve).

## 2. Make it a snack

Snacking is the most powerful trend in food and beverage, affecting every category and every eating occasion. It has already created new habits and a blurring of boundaries, as Belvita Breakfast has shown by making sweet cookies an acceptable breakfast food for the first time in many countries. The word “snacking” is really now just a shorthand for describing single-serve convenient consumption.

Snacking is a key part of the strategy of many – perhaps most – companies. Mondelez, the maker of Belvita, has said it intends to be the global leader in well-being snacks, with the category representing 50% of its portfolio by 2020, up from 35% today.

The optimum product formats for the natural energy message are essentially any type of on-the-go single-serve snacking product. Almost every brand that has made a success of natural energy is a snack, or a product adapted to be a snack. The Soreen cake brand in the UK found success not just by offering the benefit of natural energy but by focusing on providing single-serve snack variants of its cakes.

Energy products are driven by individual consumption, not family or shared consumption. Several bulk or commodity products have adopted the natural energy message but it's hard to find evidence that this has done anything to boost sales.

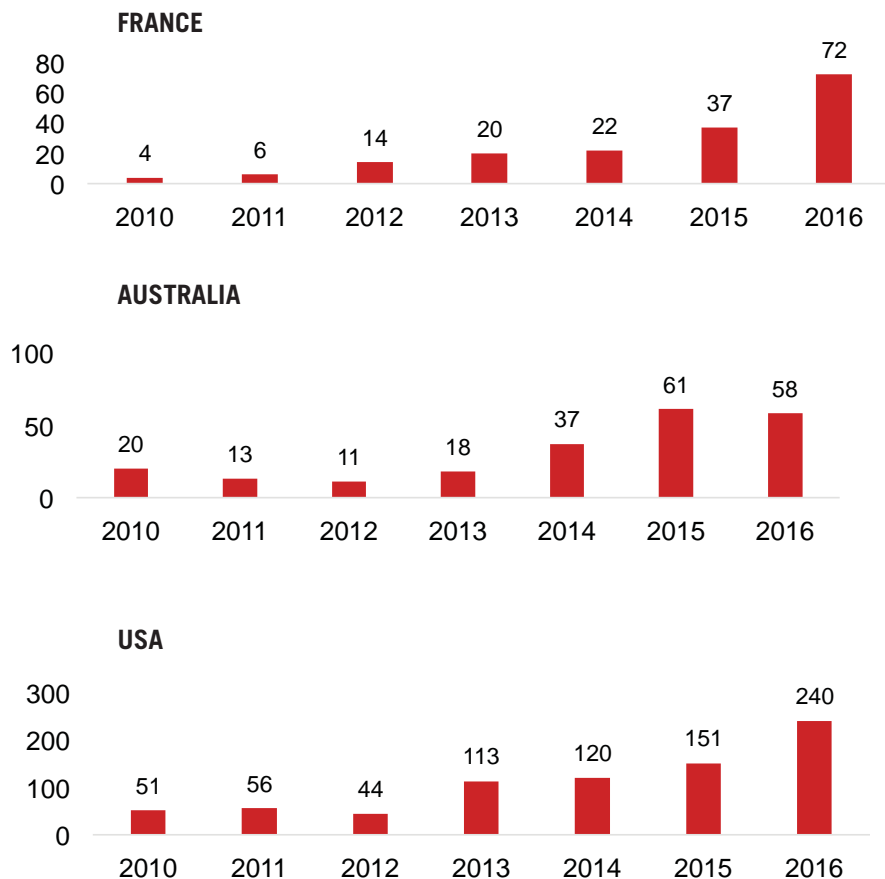
## 3. Satisfying (fills you up)

What people want is energy that will enable them to keep going through their working day or fuel them through sport

### CHART 1: DATES ARE AN INCREASINGLY POPULAR INGREDIENT

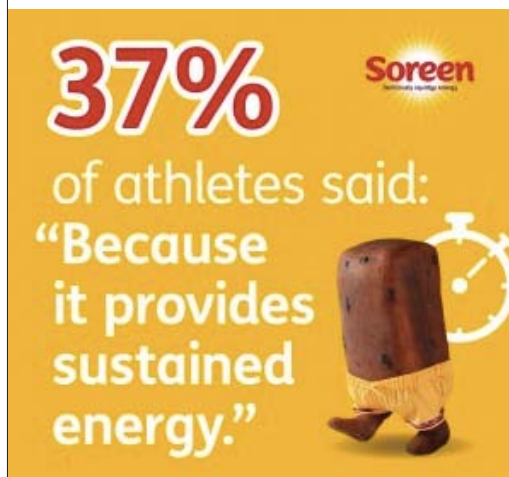
Being all-natural but 60% sugar, dates are an excellent source of natural energy and the use of dates as an ingredient has increased in several markets.

#### Numbers of products launched using dates as an ingredient



Source: GNPD Mintel, 2017 [claim used: 'date' in the product ingredients].

### SOREEN NATURAL ENERGY BRAND MESSAGES



Source: Soreen.com





or other activity.

They want to feel full (but not bloated). Grains and nuts are established as “satisfying” in the minds of many consumers. Protein also benefits from consumer beliefs about its “satisfying” qualities.

#### 4. Taste

It shouldn't need to be said but it is worth repeating. A product must perform so well on taste that people would be willing to buy it even if it didn't carry a natural energy message.

Taste is subjective, however, and consumer tastes are much more fragmented than in the past. The days of a consumer taste-test on a “representative group of consumers” may be over – what is good to one group of people is not good to another.

Coconut water, for example, has a very polarizing taste that is rejected by about half the people who try it, but that hasn't stopped coconut water becoming a success over the last 10 years.

What matters is that the taste is considered great by the segment of people you are aiming your product at.

#### HOW TO COMMUNICATE THE NATURAL ENERGY MESSAGE

**Steady energy:** One of the challenges companies face is figuring out how to talk to consumers about energy in a meaningful way. Consumer research conducted by Cargill Health & Nutrition found that the concept of “steady” or “balanced” energy worked best and was associated with enabling people to get through their day and supporting their stamina.

The “steady energy” message is used by Mondelez's Belvita Breakfast cookie brand in markets as diverse as China, Brazil, the US and France. Probably the world's most successful natural energy brand, Belvita has over \$900 million (€800 million) in retail sales worldwide.

There are two steps to the Belvita message:

1. Messaging on the pack and in advertising which tells people that biscuits can be part of a healthy breakfast.
2. An emphasis on the product's slow energy-release carbohydrates, reassuring people that they can eat

sweet biscuits for breakfast and they will get the energy they need to keep going all morning – and they can still feel virtuous.

**Connect to sport:** Sport – or the image of sport – is a selling tool in multiple categories, from clothing (where “active wear” is now a multi-billion dollar market) to footwear. Food is no exception and “sportification” has been a proven route to success for many brands:

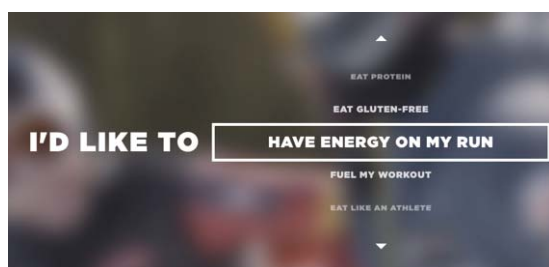
**Clif Bar** was launched in 1992 by cyclist Gary Erickson, who wanted to create a better tasting energy bar for people like him. Clif Bar is a convenient snack that is intended to “fuel my workout” or “feed my adventure”.

Clif – whose products are all organic – has become a major supermarket brand by firmly tethering its identity to sports and activity and the idea of “naturally healthy”.

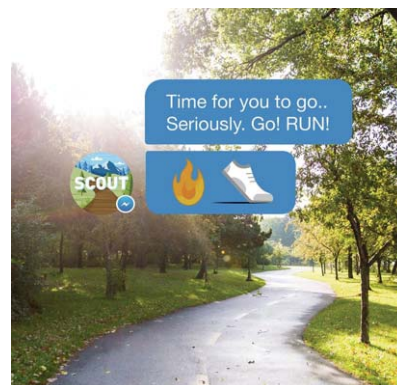
Sports people who want something they recognize as a food, with familiar ingredients in normal-food packaging, and who don't want the often chemical-looking sports brands loaded with

#### CLIF BAR NATURAL ENERGY MESSAGES

Clif Bar has a clear focus on motivation and on the consumer's individual energy needs.



**CLIF Bar** @ClifBar · 11 Dec 2016  
If only Nut Butter Filled bars could extend the weekend! Tack on a day and see where it takes you. More on our bars: [clifbr.co/nbf](http://clifbr.co/nbf)



Source: [clifbar.com](http://clifbar.com)



unfamiliar ingredients, gravitate to Clif.

Athlete sponsorship is a big part of Clif Bar's marketing strategy. Sponsoring 70 athletes in eight sports, the brand creates brand awareness and display at a range of events while also hosting its own sporting events on a regular basis.

The sports connection has helped Clif Bar become a giant of the US bars market, with \$720 million (€650 million) in sales in 2016, an 11.5% increase over 2015.

**Soreen** was once a regional cake brand in the UK but it has remade itself into a national, premium brand with consistent annual growth by launching a range of snack cakes and positioning them as "deliciously squidgy energy" for sports people – not professionals, but normal people who do sport at the weekend. This rebranding turned the falling sales around, and Soreen's sales increased 58% between 2012-2015. What used to be a cake has become the most recognised snack brand by cyclists in the UK, and the brand very clearly targets sports

people in much of its marketing.

Like Clif, Soreen uses sponsorship and sampling as marketing tools. The brand sponsors individual athletes as well as races and events, conducts heavy sampling at cycling and running events, and communicates that "25% of athletes said Soreen is a staple part of their diet".

The brand has made good use of social media to build widespread popularity among weekend athletes as a source of slow energy. As one fan puts it on a cycling message board: "...it's high in complex carbs, with protein to promote slower release of those carbs..." So popular is Soreen among cyclists that it's even possible to buy a cycling shirt with the Soreen brand.

**Bounce Foods** offers a product format that is radically different – it's a ball, not a bar – and which is now being copied by other snack brands. Founders Paula and Andy Hannagan "saw the need for a truly healthy, super-nutritious and genuinely tasty snack" and launched Bounce Balls in 2004 in Australia. Today it can also be

found in the US, Canada and UK.

The high-protein balls are marketed with a focus on fitness and health, with workout-related videos on social media. Bounce conducts sampling at sporting events, fairs, festivals and shopping malls and also organizes its own events, focused on fitness.

## COMMENT

If you want to succeed in snacking, natural energy is something consumers need and want. There are as yet few brands competing with a natural energy message, but those few provide case studies of what you need to do to succeed:

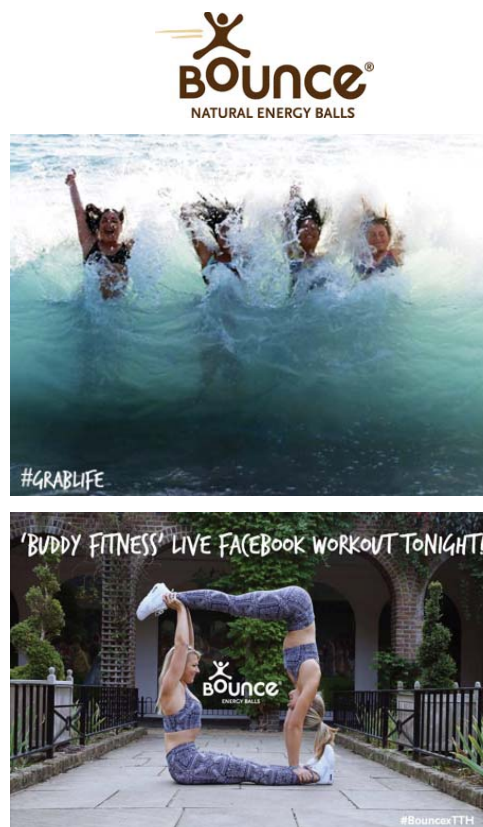
- Offer a single serve product that's easy to consume on-the-go
- Use natural ingredients with a health halo
- Make sure the product tastes great
- Connect to fitness and activity in your communications and marketing

## BOUNCE BALLS: MARKETING COMMUNICATIONS

With creative and interactive websites, Bounce Balls make the consumer want to scroll further and read more. With hashtags such as #beyourbest and #grablife, and concepts such as The Bounce Effect, marketing communications are focused on the products and what they can enable the consumer to do.



Source: [av.bouncelifestyle.com](http://av.bouncelifestyle.com)



# Reinventing dairy to respond to rise of plant milks

In the US one small dairy has already done it. In every other market, dairies that want to stay in business will take the same route – give up processing cows' milk and become makers of plant milks.

New York-based Elmhurst Dairy shut down its plant in late 2016 as milk sales fell and it struggled to make money. But rather than throw in the towel, the 90-year-old family-owned-and-operated company decided to use its milk expertise to succeed in the non-dairy segment.

It has transformed itself into Elmhurst Milked, a non-dairy operation. The company unveiled its “milked nuts” line at Natural Products Expo West in California earlier this year. The four varieties of plant milks it produces are almond, cashew, hazelnut and walnut. Elmhurst Milked's entire line is vegan, lactose-free, kosher, and non-GMO certified.

If that degree of change sounds unlikely, just remember that much of what has happened to our industry over the last 10 years would have been dismissed as unlikely – or even plain ridiculous – a decade ago.

And it's not just small companies that are responding to the changing market – Danone, one of the world's 10-biggest dairy companies, last year acquired White Wave, the market-leader in plant-based milks in both the US and Europe (where it operates under the Alpro brand), making Danone the world's biggest producer of plant-based milks and yoghurts.

The previous owner of White Wave, Dean Foods, America's biggest processor of liquid milk, might just have realized the strategic mistake it made back in 2012 when it decided to spin off White Wave in an IPO which valued the business at \$2.78 billion (€2.49 billion), in order to reduce its debt pile.

Dean Foods exited what was already very clearly at that stage one of the

strongest growth opportunities in food and beverage, selling off a high margin growth business to focus instead on a declining low margin business. As strategies go it wasn't a great decision.

Faced with a decline in liquid milk volume which has pushed down its share price, Dean Foods now seems to be looking for a way back in and has made an investment in flaxseed-based milk producer Good Karma Foods (see Case Study on page 18).

Dairy companies around the world are increasingly anxious about the rise of plant-based milks as a steady – and sometimes rapid – increase in their sales is happening in Asia, Australasia, South America, North America and Europe.

With their promise of being “easier to digest”, their lactose-free credentials appeal to consumers who associate liquid dairy milk with intestinal discomfort and to a smaller group who are motivated by the idea that “plant-based” is somehow healthier.

The trend is most advanced in the US, where sales of almond milk grew from close to zero in 2007 to almost \$1 billion (€895 million) in 2016, according to IRI data, and plant milks of all kinds have a 12% value share of the liquid milk market. Plant milks have also succeeded despite selling at a 100% premium to cows' milk – which means their volume share is a more modest 6%.

The US – and many other markets – is also experiencing a long-term decline in demand for liquid milk which pre-dates the advent of plant milks by 30 years. People have been giving up the habit of drinking a glass of milk – a change that was driven partly by the switch to low-fat milk (as a result of pressure from health advocates and governments)

which took away milk's taste advantage and partly by the proliferation of better-tasting, refreshing, convenient and healthier-halo alternatives, from fruit smoothies to fruit-plus-vegetable smoothies, bottled water, coconut water and many, many others.

Even in Asia, where per capita consumption of liquid milk is a fraction of that in the west, the high rate of lactose intolerance in the general population is causing many people to limit their intake of liquid milk and look afresh at plant milks, which are traditional beverages in many countries and whose sales are increasing as a result of products being modernised with more convenience, a better nutritional profile and better-taste.

## DESPERATION

The response of the US dairy industry to the threat of plant milks has an air of misguided desperation. A senator – a Democrat from the dairy state of Wisconsin – has introduced legislation that would make the FDA enforce an existing guideline that limits the use of the word “milk” to products that come from cows, goats and sheep. If the bill succeeds, companies selling almond, soy, hemp, and



## Milked Cashews

Our Milked Cashews has an irresistibly creamy and subtle flavor that's perfect over cereal, in smoothies, in coffee or enjoyed straight from the carton.



other plant-based “milks” would have to stop using the term.

But it's a case of shutting the stable door after the horse has bolted. Renaming almond milk as “almond beverage” won't make any difference to its growth or that of any other plant milk. Almond milk looks like cow's milk, many consumers think it tastes better and people have got used to seeing it in the dairy chiller cabinet, where it will still be on sale, even if it's not using the word “milk” on the label. A label change will do nothing to stop the rise of a category that it is now established in people's minds.

Some dairy executives argue that it's necessary to reduce consumer confusion around the nutrition that dairy milk delivers, saying that the producers of plant-based milks are using dairy's wholesome reputation to sell their products, which contain different nutrients, most of which are added and not natural and intrinsic to the product.

That point of view shows a total failure to understand why people buy plant milks: it's because they don't want the feeling of bloating or other digestive discomfort that they believe they get when they drink cows' milk. Or they just prefer the taste.

The fact that plant milks are industrial products, often composed of 10 or more ingredients compared to one in cows' milk, illustrates how consumers' desire for something that's “natural” and has as few ingredients as possible is something they are willing to give a back seat to when they are looking for the tangible benefit of “easier to digest”. It's a reminder that there are few absolutes in consumer behaviour; beliefs are complex and often appear contradictory. Telling them about how industrial plant milks are isn't going to change their minds.

Nor will any amount of marketing around the vague subject of “better nutrition” address their digestive issue or cause them to re-think plant milks. Providing a good-tasting lactose-free milk just might – for some – and it's worth noting that lactose-free milk is one of the few growth stories in the US market, with sales up 15% in 2016.

Trying to use the law to change a label is more attractive to some senior dairy executives than investing in product innovation, offering better-tasting products, more digestion-friendly or lactose-free options or more convenience. These steps would all require courage and creativity – two characteristics that American milk executives have never been noted for. It's a failure of management that seems incredible from the country that has brought the world Apple, Amazon, Google, Facebook and hundreds of other creative inventions.

Plant milks will eventually plateau as they are not to everyone's taste and the premium price – usually 100% per litre more than cows' milk – also limits their appeal to the mass-market consumer who doesn't have a strong health or taste motivation.

Demand for low-fat cows milk will continue to decline – volume fell by 5.6% in the US in 2016 as more people woke up to the fact that not only does it

not taste good, but there are no health benefits (as they discover when they trawl the internet and find reputable sources that tell them the good news about dairy fat and health). Sales of whole milk will rise (they were up 4.6% in 2016) as will sales of organic milk.

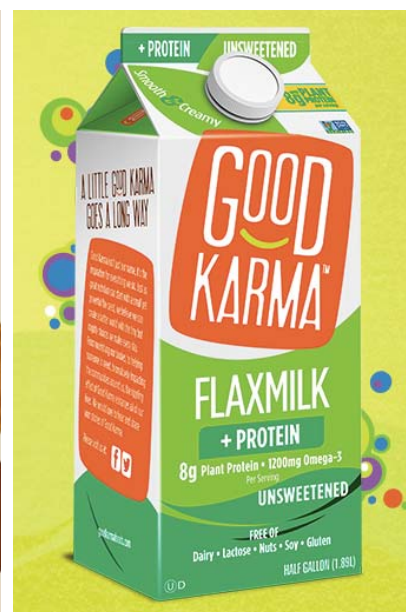
Cows' milk will become – like many other markets – a fragmented place, with many profitable low-volume opportunities. Smart dairies will offer flavoured milks, milks with coffee, single-serve milks, milks with digestive health benefits and even plant milk – because some consumers are going to buy them anyway, so why surrender space in the chiller cabinet to a plant-milk brand that someone else owns and let another company capture the value of the sale?

It will be hardest for volume-oriented farmer-owned dairies to adapt – after all, farmer shareholders understand cows, they don't understand what it takes to succeed in the store in a rapidly-evolving consumer market, as they have amply proven over the past 10 and more years.

Companies like Switzerland's Emmi and New Zealand's Spring Sheep milk (see Case Studies in April *NMB*) and Elmhurst Dairy show the way ahead for companies willing to be innovative. Faced with unstoppable change, sometimes innovation and risk-taking is the only path that's available.



Source: silk.com



Source: goodkarmafoods.com



# E-commerce to power free-from empire

With \$100-million (€92 million) to spend, The Safe + Fair Food Co plans to buy up small non-allergenic food brands with the aim of building an empire to dominate this highly-fragmented but growing niche. And it intends to market its products almost exclusively via e-commerce. By DALE BUSS.

Following the game plan of a CEO with experience in startups as well as with traditional industry leaders, Safe + Fair – which already owns Skeeter Snacks, a nut-free cookie brand, and Mama Jess Organics, an allergen-free pasta brand – plans to acquire handfuls of other brands that are similarly devoted to the needs of the 17 million Americans with food allergies and their families. Its strategy is to then streamline and improve the brands and their product lines, and make the foods widely accessible and fairly priced by selling them almost exclusively online.

“Our target is to spend \$100 million in the next 24 months to acquire \$100 million of EBITDA-positive [Earnings before Interest, Tax, Depreciation and Amortization] companies,” Will Holsworth, CEO of the Chicago-based company, told *New Nutrition Business*. “We have looked at 120 different companies to consider, and are looking at another 40 companies, and currently we’re doing due diligence on six.”

He looks at another set of numbers to project success for Safe + Fair. “If we get as customers just one million of the food-allergic families and they order just two boxes of cake mix, a box of macaroni and cheese and two boxes of cookies, that comes to just \$15 in products,” Holsworth says. “If they buy that just once a month, that’s \$15 million in revenues a month.”

“But those families aren’t just going to order one or two boxes of stuff; they’re going to order 10. Because if your son has a peanut allergy and you’re out of cookies, he can’t eat anything else. So

these people really stock up and send their kids with their own food everywhere they go.”

Holsworth figures he’s got good odds of success in this endeavor, in part because of his vast experience working

at a high level for PepsiCo as well as for startups CytoSport, Muscle Milk and Sambazon.

Another reason the odds favour Safe + Fair is that its deep-pocketed owners, Dave Leyrer and Pete Najarian, are dedicated personally to the success of the company, like many entrepreneurs behind better-for-you startups. They have children who have serious food allergies, and they were frustrated with the state of allergy-safe food. That’s why they founded Skeeter Snacks, which became well known for its line of nut-free products served in schools nationwide and on all JetBlue flights.

A third reason Holsworth believes Safe + Fair will succeed is that its time has come. “The 17 million in America now are growing by 20% a year,” he said. “You can’t overstate how much it changes people’s lives if their child has

***“If your son has a peanut allergy and you’re out of cookies, he can’t eat anything else. So these people really stock up and send their kids with their own food everywhere they go.”***

– Will Holsworth, CEO of Safe+Fair



Source: [www.skeeternutfree.com](http://www.skeeternutfree.com)

an anaphylactic reaction, so you can't overstate the lengths parents will go to make sure that doesn't happen to their kids.

"There's also the social factor of the interactions between allergic and non-allergic families. Families have to create wide barriers around their allergic kids, or they have to ask friends to buy super-weird food that their own kids don't want to eat."

Initially, Leyrer and Najarian asked Holsworth if he would be interested in running Skeeters, and he said no; non-

allergenic cookies were too narrow a play for him. But he told them he would be interested in running and building the type of company that became Safe + Fair because Holsworth saw a ripe opportunity to build such an enterprise.

"There are many small companies making non-allergenic products that have single-digit sales-growth rates but double-digit growth in EBITDA," Holsworth said. "If we buy a small company with a small following, say it's \$5 million or even \$75 million in revenues, each of them is not super-relevant to food-allergic

families.

"But if I buy three or four of these sleepy companies, I can get the right synergies and get EBITDA expanding more than revenues and return three to five times cash all day long. We can make these companies way more attractive financially with an executive team that can scale. And right now, allergic families can buy only 5% to 10% of the food in a typical grocery store. So every time we get into a new category, we're giving them an opportunity to buy. By building even a modest connection to allergic

TABLE 1: NUTRITION SNAPSHOT, SKEETERS CHOCOLATE CHIP MINI COOKIES

**Nut Free**

**Wholesome**

**Delicious**

**Contains Wheat**

**Contains Dairy**

**Contains Soy**

**Contains Eggs**

**Ingredients**

Whole Wheat Flour, Chocolate Chips (sugar, chocolate liquor, cocoa butter, anhydrous dextrose, soy lecithin, vanilla extract), Butter, Brown Sugar, Sugar, Eggs, Non Fat Dry Milk, Salt, Baking Soda, Vanilla.

Contains: Wheat, Milk, Egg, Soy.

**Nutrition Facts**

Serving Size 8 Cookies (30g)      Servings Per Container about 7

Amount Per Serving		Calories from Fat 60	
	% Daily Value		% Daily Value
<b>Calories 140</b>			
<b>Total Fat 6g</b>	10%	<b>Saturated Fat 4g</b>	21%
<b>Trans Fat 0g</b>		<b>Cholesterol 20mg</b>	7%
<b>Sodium 80mg</b>	3%	<b>Total Carbohydrate 20g</b>	7%
<b>Dietary Fiber 2g</b>	7%	<b>Sugars 12g</b>	
<b>Protein 2g</b>			
<b>Vitamin A</b>	4%	<b>Vitamin C</b>	0%
<b>Calcium</b>	2%	<b>Iron</b>	6%

\*Percent Daily Values are based on a 2,000 calorie diet. Your daily values may be higher or lower depending on your calorie needs:

	Calories	2,000	2,500
Total Fat	Less than	65g	80g
Saturated Fat	Less than	20g	25g
Cholesterol	Less than	300mg	300mg
Sodium	Less than	2,400mg	2,400mg
Total Carbohydrate		300g	375g
Dietary Fiber		25g	30g

Calories per gram: Fat 9 • Carbohydrate 4 • Protein 4

Source: [www.skeeternutfree.com](http://www.skeeternutfree.com)

TABLE 2: NUTRITION SNAPSHOT, MAMA JESS BIEN GOOD PASTA SAUCE

Nutrition Facts	
Serving Size 1/2 cup (125 grams)	
Servings Per Container about 6	
Amount Per Serving	
<b>Calories 81</b>	Calories from Fat 23
% Daily Value*	
<b>Total Fat 2.5g</b>	<b>4%</b>
Saturated Fat 0g	<b>0%</b>
Trans Fat 0g	
<b>Cholesterol 0mg</b>	<b>0%</b>
<b>Sodium 313mg</b>	<b>12%</b>
<b>Total Carbohydrate 11g</b>	<b>4%</b>
Dietary Fiber 3g	<b>12%</b>
Sugars 7g	
<b>Protein 3g</b>	
Vitamin A 75%	Vitamin C 5%
Calcium 1%	Iron 2%
* Percent Daily Values are based on a 2,000 calorie diet. Your Daily Values may be higher or lower depending on your calorie needs:	
	Calories: 2,000 2,500
Total Fat	Less than 65g 80g
Sat Fat	Less than 20g 25g
Cholesterol	Less than 300mg 300mg
Sodium	Less than 2,400mg 2,400mg
Total Carbohydrate	300g 375g
Dietary Fiber	25g 30g
Calories per gram:	
Fat 9	Carbohydrate 4 • Protein 4

good ingredients: organic tomato puree (water, organic tomato paste), organic bean puree (organic white beans, water), organic corn, organic sweet potato juice, organic onion, organic dried red chile peppers, organic red bell peppers, organic olive oil, sea salt, organic garlic, organic spices, citric acid.

nutrition facts →



Source: [www.mamajess.com](http://www.mamajess.com)

families, we can generate eight-to-10 times cash.”

Safe + Fair is buying a majority stake in each small outfit, sometimes up to 75%. “We want to be in a condition to create synergies and [earnings],” he said. “That means one CEO of the whole company, one CFO and so on.”

A Minneapolis-based venture outfit, Shoreview Capital, does most of the research on potential acquisitions for Safe + Fair. “They create a deal flow for me,” Holsworth explained. “About once a month I see a list of 10 to 20 companies that either are for sale or that I’ve said I might be interested in buying.”

It’s important for Safe + Fair not to over-pay to acquire companies and brands to feed his rollup strategy, Holsworth said. “You’ll get some big brands out of Boulder [Colo.] that will pay a price of many times revenue for these companies,” he said. “That’s not a business model that works.”

#### FOCUS ON INNOVATION AND IMPROVEMENT

For Safe + Fair, Holsworth and a team of similarly experienced food-industry executives are focusing not only on having a family of brands and a variety of products but also on internally-generated innovations in everything from recipe improvements to more attractive packaging. Also crucial is garnering third-party certification of products as allergen-free.

So, for instance, the company is introducing a new brand of dry staples called Good To Give, which will consist of products such as macaroni and cheese, cake mixes and granola – all certified allergen-free and non-GMO. But to accomplish an important part of his mission, making Safe + Fair brands and products affordable to average families, Holsworth said that the company isn’t relying on organic ingredients because they’re too expensive.

“So our mac-and-cheese, for instance, will compete with Annie’s, which contains no nuts – but isn’t certified nut-

free,” Holsworth said. “For parents, that leaves too high a risk. Ours is a better-looking package than Annie’s, too, and because it’s certified allergen-free, friends of allergic families can serve it proudly. It’s also the same price as Annie’s.”

To market Safe + Fair, its brands and products, the company has turned almost entirely to e-commerce. One reason is that the company quickly can tap into “a really deep community of people who already have coalesced. They’re always online asking one another what their kids can eat, or saying go to this camp or this hotel, or this park or school is better than others. The customer-acquisition cost is substantially less than for almost any other e-commerce business because you’re not trying to convince anyone of anything.”

With his vast experience in building brands at retail, Holsworth also believes that Safe + Fair would be harmed by the distraction of building sales through bricks-and-mortar stores. “It creates an enormous body of work that you need to focus on every day, and if your brand and products don’t break through the clutter,

you’ve wasted everything,” he said.

However, the company does make an exception to supply its products to Costco warehouse stores. “Our products and packaging lend themselves particularly well to Costco, because they want to have trusted brands on their shelves, and ones that innovate,” Holsworth said.

#### “REASONABLE” PRICING

Far more important at this point is the school market that already has been penetrated by Skeeters (whose products are being renamed by Safe + Fair). “If one kid in a class is dealing with an allergy, essentially every kid in the class is,” he said.

Safe + Fair also is trying to achieve reasonable price points that often elude better-for-you new products and brands – but which are important, Holsworth said, to the founders’ goal of making allergen-free products available to the masses.

“We’re dedicated to a steadfast and fair pricing scenario,” Holsworth said. “These people go through enough.”



give your family the best, from mother nature & mama jess

Source: [www.mamajess.com](http://www.mamajess.com)



# Unilever aiming to scale Sir Kensington's?

Sir Kensington's is a brand that lets Unilever play in the premium and vegan segments of the condiments category. It offers a clean-label, millennial-friendly brand image and a chance to play in plant foods with a product made from waste-water from processing chickpeas. By CAROLINE MACDONALD.

It's a sign of how strategy is shifting that Unilever has committed itself to a step that only five years ago would have been seen as high-risk and in fact unacceptable for such a giant company. In buying embryonic condiments brand Sir Kensington's, Unilever clearly believes it can grow the brand far and fast.

After fending off the £115bn (€106bn) Kraft Heinz offer, Unilever announced its intention to sell its spreads business, which includes brands like Flora and Stork, fuelling rumours that it might withdraw from the food business altogether. Instead, the company is doubling down on condiments – it makes Hellman's mayonnaise – and is refocusing on ice-cream and tea.

Sir Kensington's co-founders Mark Ramadan and Scott Norton first noticed that the ketchup market was in a rut when they were studying together at the Ivy League Brown University in Rhode Island. They came up with the idea of a gourmet ketchup in an entrepreneurship class – and went on to host tasting parties for the product in their dormitories. The friends graduated and went off to work: Ramadan for consulting company McKinsey, and Norton for Lehman Brothers in Tokyo, but they knew they were still onto something with their ketchup idea and decided to go into business together to make it reality.

"They both had this itch they wanted to scratch with Sir Kensington's," the company's vice president of marketing Patrick Jammet told *New Nutrition Business*. "They had seen that food was evolving, but condiments were being left behind."

The pair aimed to reinvent ketchup as a natural product, cutting out

high fructose corn syrup and tomato concentrate, and using more flavourful tomatoes and a small amount of organic sugar instead.

"Food trends were changing. What consumers wanted out of their food had changed," said Jammet. "They want a deeper understanding of their foods and where they come from. It is more than just condiments. If I'm going out of my way to get a higher quality piece of meat, why would I put a lower quality condiment next to it?"

The company started to look for other categories that might have been neglected in the same way, and mayonnaise was the next obvious choice.

The mayonnaise market was also much bigger, although Norton and Ramadan didn't know it at the time. Adding mustard to the range opened them up to hotel and food service outlets, which were looking for a complete set of condiments.

## UNDER PRESSURE

Although Hellman's is America's best-selling mayonnaise, the Sir Kensington's product gives Unilever an easy point of entry to the premium condiments market, which has put pressure on dominant brands in recent years. A study from investment bank Jefferies found that big brands are under pressure



across the board, with large packaged food companies losing share in 42 of 54 categories.

All Sir Kensington's condiments start with home-style recipes and are made without genetically modified ingredients or high fructose corn syrup. The mayonnaise includes certified humane free range eggs, and the company also makes a vegan eggless mayonnaise, dubbed Fabanaise, which is made using aquafaba, the liquid left over when chickpeas are cooked.

### "CONVINCED"

Vegan cooking websites have touted aquafaba for years as an alternative to egg whites in meringues – and an intern at Sir Kensington's suggested it could be the answer for transforming the vegan mayonnaise market.

"We didn't want to make a 'me too' vegan mayonnaise. We are about going against the grain," Jammet said.

"Substitutes had been used for years and years. We saw a huge opportunity for innovation. Most people at the time were using a yellow pea protein or a soy protein," he said. "...If people could use aquafaba for meringues, why not mayonnaise? So we went to Whole Foods and drained a can of chickpeas to try it."

Immediately, the team was convinced that this was what they were looking for, and Fabanaise was launched about a year ago.

"One of the big challenges was that there was no supply chain for aquafaba. It would mean going to every Whole Foods and buying every can of chickpeas," Jammet said.

Initially, the company used the waste aquafaba from a local hummus manufacturer before eventually striking a deal with a major chickpea supplier. Fabanaise, which is made with sunflower oil, is now gaining traction on the food service side as well as through grocery stores.

"It's one of the only vegan mayonnaises that is soy-free and canola-free," said Jammet. "Most importantly, it

tastes delicious."

Until now, Sir Kensington's sales have centred on a few hundred popular New York eateries and about 5,000 natural and specialty grocers, including Whole Foods. While Sir Kensington's declined to discuss its sales, industry sources estimate them at over \$3 million (€2.7 million) in retail channels in 2016 – a 100% increase over the previous year. The company also has a large proportion of sales from the restaurant and hospitality sectors, so the total sales figure might be as high as \$6 million (€5.5 million).

"Our core consumer is people who care more about what they are eating. It's not about demographics – it's more about psychographics. We know that

making ourselves available in the natural and specialty channel was where we were going to find these consumers. Now we are seeing natural shoppers are shopping in conventional channels more than ever. ...Unilever can help open the doors up to a lot of those retailers."

For Norton and Ramadan, Unilever's Sustainable Living Plan – its strategy for growth while reducing environmental impact – was another draw. Unilever and Sir Kensington's claim to have similar core values, placing sustainability and social responsibility at the centre of their business.

"Some of these larger companies can have a stigma attached, but we don't have that with Unilever at all," Jammet

TABLE 1: NUTRITION SNAPSHOT, CHIPOTLE FABANAISE



Source: [www.sirkensingtons.com](http://www.sirkensingtons.com)

### INGREDIENTS

Sunflower Oil, Aquafaba (Water, Chickpeas), Distilled Vinegar, Organic Lemon Juice, Salt, Tomato Paste, Organic Cane Sugar, Chipotle Powder, Paprika, Black Pepper, Onion Powder, Kombu Seaweed, Garlic Powder, Cumin.

*Since we don't use artificial ingredients, we have a lot of free space here. So we decided to fill the extra space with this adorable drawing.*



### NUTRITION

Serving Size 1 tbsp (14g), Servings per Container 32, Amount per Serving: Calories 90, Calories from Fat 90, Total Fat 10g (15% DV), Saturated Fat 1g (5% DV), Trans Fat 0g, Polyunsaturated Fat 3g, Monounsaturated Fat 6g, Cholesterol 0mg (0% DV), Sodium 70mg (3% DV), Total Carbohydrate 0g (0% DV), Dietary Fiber 0g (0% DV), Sugars 0g, Protein 0g, Vitamin A (0% DV), Vitamin C (0% DV), Calcium (0% DV), Iron (2% DV), Vitamin E (0% DV). Percent Daily Values (DV) are based on a 2,000 calorie diet.

TABLE 2: NUTRITION SNAPSHOT, SPICY KETCHUP



Source: [www.sirkensingtons.com](http://www.sirkensingtons.com)

### INGREDIENTS

Tomatoes, Tomato Paste, Organic Cane Sugar, Onions, Distilled Vinegar, Water, Jalapeños, Lime Juice Concentrate, Green Bell Peppers, Salt, Cilantro, Chipotle Pepper, Coriander, Chili Pepper, Allspice.

### NUTRITION

Serving Size 1 tbsp (16g), Servings per Container: About 35, Amount per Serving: Calories 15, Calories from Fat 0, Total Fat 0g (0% DV), Saturated Fat 0g (0% DV), Trans Fat 0g, Cholesterol 0mg (0% DV), Sodium 90mg (4% DV), Total Carbohydrate 3g (1% DV), Dietary Fiber 0g (2% DV), Sugars 3g, Protein 0g, Vitamin A (4% DV), Vitamin C (0% DV), Calcium (0% DV), Iron (0% DV), Vitamin E (0% DV). Percent Daily Values (DV) are based on a 2,000 calorie diet.

said, adding that he thought those shared values were likely a big attraction for Unilever too. Financial details of the deal have not been released, but the Sir Kensington's team will remain intact, and will continue to be managed by its founders in New York.

"They were buying a brand and team of employees that has a culture that stands for a lot," Jammet said.

Sir Kensington's prides itself on the integrity and authenticity of its ingredient list, meaning that customers not only would recognise every item, but also would be able to find the ingredients themselves in the supermarket. Its mission statement is "to bring integrity and charm to ordinary and overlooked food".

While integrity is in its ingredients,

the charm comes in the form of Sir Kensington himself.

The story of Sir Kensington, an Oxford-educated traveller and food enthusiast who once made ketchup for Catherine the Great of Russia, is told in detail on the company's website – and it is entirely fictional. Marketers often say that the story behind a product is increasingly important to consumers – so does it matter if that story is made up, as long as it is compelling?

Jammet describes Sir Kensington as the "spirit animal" of the company.

"The character is one of the ways we stand out. People are drawn more than ever to brands that have a story. We wanted to make sure it's being positioned as a premium alternative. "Fancy" is one word that people use. ...The fancy

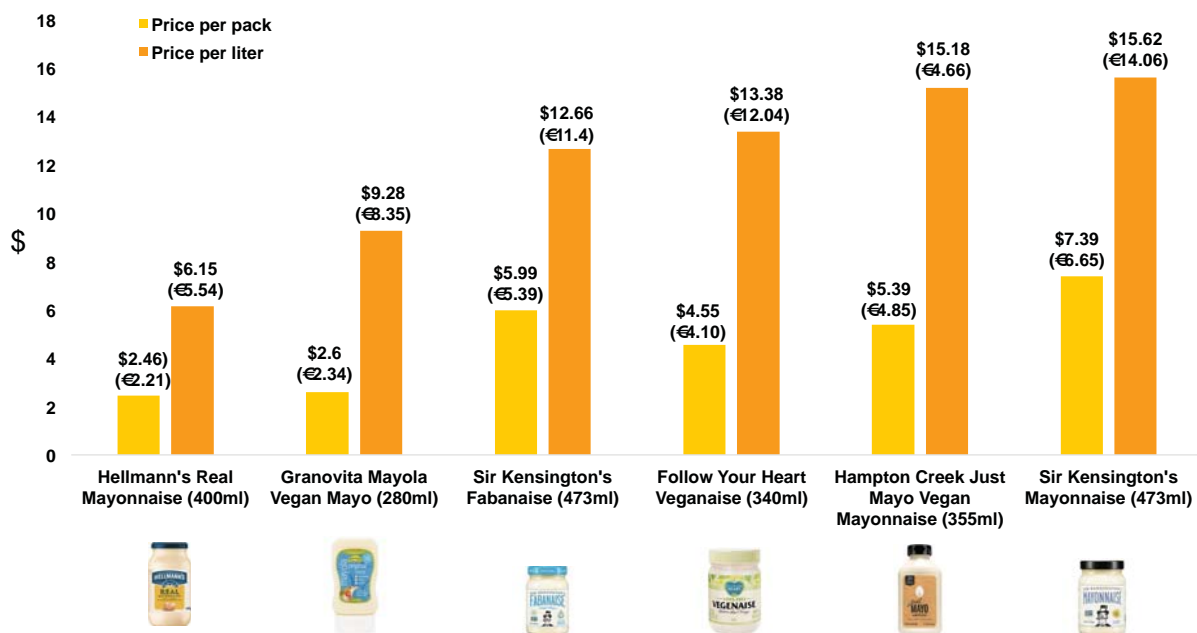
aristocratic vibe, it's about adding a bit of humour and charm to the brand as well."

However, he insists that the story of Sir Kensington doesn't replace the actual story of how the brand was born.

After finding its place among the American condiment giants, can Sir Kensington's do the same elsewhere? Jammet thinks so.

"We have been up against this nostalgia that comes with classic brands, especially with ketchup and mayonnaise. When people start looking at the ingredient panel they are craving a closer connection to their brands," he said. "That puts us in a really strong position."

CHART 1: SIR KENSINGTON'S PRICE COMPARISON



**CERTIFIED VEGAN**

*Egg-free and meant to be.*



**100% SUNFLOWER OIL**

*Flower power.*



**MADE WITH AQUAFABA**

*The chickpea's greatest gift since hummus.*

**Introducing Fabanaise, the first and only vegan mayo made with aquafaba.**

Try our newest kitchen creation, a delicious egg-free mayo made with 100% sunflower oil and a little help from the mighty chickpea. Most vegan mayos are made with processed starches and pea or soy powders. But not Fabanaise. What's our secret to a vegan mayo that tastes like the real thing? Aquafaba, the natural egg substitute made simply from chickpeas and water.

Source: [www.sirkensingtons.com](http://www.sirkensingtons.com)



# Dairy giant places bet on fast-growth flax milk brand

With a nut-free product that sets it apart from its competitors – and with a recent injection of capital from food giant Dean Foods – Good Karma looks set to make flax-based milk and yoghurts a much bigger niche in a plant-based yogurt segment that's forecast to be worth \$600 million (£530 million). By JULIAN MELLENTIN.

In May 2017 Dean Foods – America's biggest producer of liquid milk – announced that it was making an investment in tiny flax-milk start-up Good Karma Foods, while also signing a distribution deal with the brand to allow it to expand yet further and faster.

Based in Boulder, Colorado – long a centre of health-oriented start-ups – Good Karma has been in existence since the 1990s, formulating private label plant-based products, launching flaxseed-based milks under its own brand in 2012 and since then expanding its range to include probiotic drinkable yoghurts and spoonables.

The company does not disclose sales, but industry sources and SPINS data suggest that the Good Karma brand's retail sales were around \$6 million (£5.3 million) in 2016. CEO Doug Radi, who joined the company in 2014 after a career that included time at White Wave – the maker of almond and soy milks which has become the market leader in plant milks in both the US and Europe – said in a media report in late 2016 that he saw the under-developed plant-based yoghurts segment, which he believed was worth less than \$80 million (£72 million), as potentially having a \$600 million (£530 million) value.

Good Karma positions its range as sustainable, vegan-friendly, kind to animals and “free of all major allergens” – specifically free-from dairy, lactose, nuts, soy and gluten. As the majority of plant milks are made with nuts – notably almond, cashew and coconut – its nut-free status gives the small brand a point of difference in an increasingly crowded category. Compared to other plant-based milks in the market, it is found on the less expensive end of the pricing scale

(see Chart 1). Good Karma's flaxseed milk is in around 6,000 stores, including Whole Foods Market, Sprouts, Target and Safeway.

Good Karma promotes its milks as delivering 1,200mg of omega-3s per 240ml serving from flaxseed and 5g of pea protein.

The drinkable and spoonable yoghurts are made with “live and active cultures” although the product label does not mention any specific strain. Each 170g serve of the yoghurt delivers 800mg of omega-3s, has 90 calories and only 7g of sugars (the product is sweetened with cane sugar) and provides 15% of the RDVs of vitamins D and B12.

And as is common with most non-dairy products, the yoghurt is made with many more ingredients than a dairy-based yoghurt – 14 in fact. Even the flax milk is made with 10 ingredients. This puts these

products far from the “few ingredients as possible” and “simple as possible” position that many consumers claim to prioritise in selecting their food. Clearly the committed plant milk consumer is willing to compromise on naturalness and simplicity.

Good Karma uses a “feel the benefit” message in its marketing communications, notably for its yoghurt products, and claims that they will “help to keep your belly happy”, addressing the need for digestive wellness and avoiding a feeling of bloating which a small but growing group of consumers associates with cows' milk. It's a consumer need that has been a key driver of the plant milk category.

Positivity and goodness is one of Good Karma's key messages. The company says its mission is to “inspire goodness” and that this is the basis for everything that it does: “By providing allergen-friendly

## GOOD KARMA INVITES CUSTOMERS TO CREATE GOODNESS AND “POUR IT FORWARD”



Source: goodkarmafoods.com

products that put a smile on your face, we hope you'll be inspired to pour some goodness forward."

The hashtag #pouritforward is commonly used in the brand's social media communications, and there is a Pinterest board by the brand dedicated to "inspiring goodness". Consumers are encouraged to look out for – and spread – positivity and goodness.

Good Karma is active on all main social media platforms, where it shares recipes, facts and ideas intended to make an allergen-free life easier and more interesting – and on how we can spread goodness in life.

While Good Karma can not become the next White Wave, it certainly has the potential to make flax-based milk and yoghurts a much bigger niche than they are today, with its combination of technical know-how and experience; a proven ability to create products and secure distribution; a competitive price-point; a CEO with insider experience in the plant milks business; a clear allergen-free positioning and a nut-free point of difference in a category dominated by nut milks – and now coupled with capital from Dean Foods and this giant company's distribution skills.

### GOOD KARMA FOODS' "FEEL THE BENEFIT" MESSAGE



Source: goodkarmafoods.com

### CHART 1: GOOD KARMA FOODS PRICE COMPARISON

Compared to other plant-based milks in the market, Good Karma's original flaxseed milk is found on the cheaper end of the pricing scale.

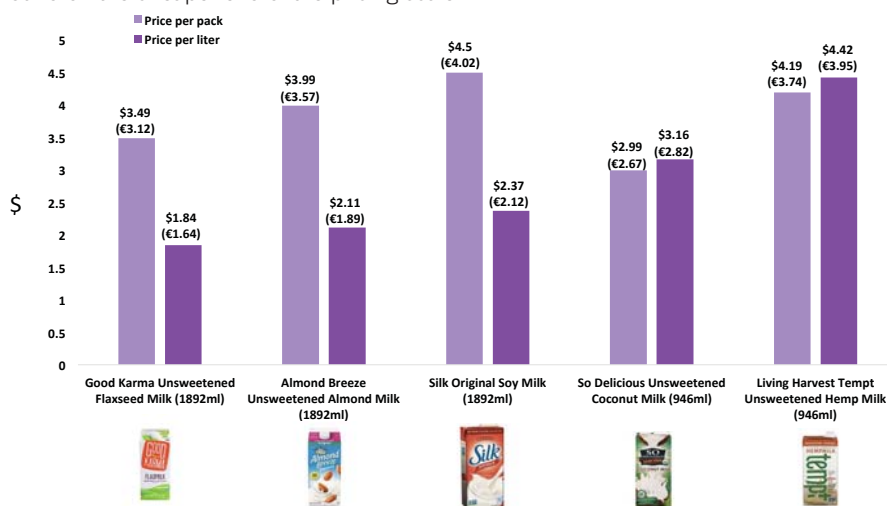


TABLE 1: NUTRITION SNAPSHOT, GOOD KARMA DAIRY FREE YOGHURT, FLAXMILK AND PROBIOTIC DRINKABLE YOGHURT

**Nutrition Facts**  
Serving Size 6 oz (170g)  
Servings Per Container 1

Amount Per Serving		% Daily Value*
<b>Calories</b> 90	Calories from Fat 20	
<b>Total Fat</b> 2.5g		4%
Saturated Fat 0g		0%
Trans Fat 0g		
<b>Cholesterol</b> 0mg		0%
<b>Sodium</b> 75mg		3%
<b>Total Carbohydrate</b> 13g		4%
Dietary Fiber 1g		4%
Sugars 7g		
<b>Protein</b> 6g		
Vitamin A 6%	Vitamin C 0%	
Calcium 20%	Iron 0%	
Vitamin D 15%	Vitamin B12 15%	
Phosphorus 8%		

**Ingredients:** Cultured pasteurized flaxmilk (filtered water, cold pressed flax oil), pea protein isolate, cane sugar, corn starch (unmodified, identity preserved), tapioca starch, agar, locust bean gum, citric acid, cultured dextrose, tricalcium phosphate, sunflower lecithin, sea salt, vitamin A palmitate, vitamin D2, vitamin B12.

**Nutrition Facts**  
Serving Size 1 cup (240mL)  
Servings Per Container 8

Amount Per Serving		% Daily Value*
<b>Calories</b> 50	Calories from Fat 20	
<b>Total Fat</b> 2.5g		4%
Saturated Fat 0g		0%
Trans Fat 0g		
<b>Cholesterol</b> 0mg		0%
<b>Sodium</b> 80mg		3%
<b>Total Carbohydrate</b> 7g		2%
Dietary Fiber 0g		0%
Sugars 7g		
<b>Protein</b> 0g		
Vitamin A 10%	Vitamin C 0%	
Calcium 30%	Iron 2%	
Vitamin D 25%	Vitamin B12 25%	
Phosphorus 15%		

**Ingredients:** Flaxmilk (filtered water, cold pressed flax oil), cane sugar, tricalcium phosphate, vanilla extract, sunflower lecithin, sea salt, gellan gum, xanthan gum, natural flavors, vitamin A palmitate, vitamin D2, vitamin B12.

Source: goodkarmafoods.com

**Nutrition Facts**  
Serving Size 1 cup (240mL)  
Servings Per Container 4

Amount Per Serving		% Daily Value*
<b>Calories</b> 110	Calories from Fat 30	
<b>Total Fat</b> 3g		5%
Saturated Fat 0g		0%
Trans Fat 0g		
<b>Cholesterol</b> 0mg		0%
<b>Sodium</b> 120mg		5%
<b>Total Carbohydrate</b> 15g		5%
Dietary Fiber 1g		2%
Sugars 8g		
<b>Protein</b> 6g		
Vitamin A 8%	Vitamin C 0%	
Calcium 25%	Iron 0%	
Vitamin D 20%	Vitamin B12 20%	
Phosphorus 10%		

**Ingredients:** Cultured pasteurized flaxmilk (filtered water, cold pressed flax oil), cane sugar, pea protein isolate, corn starch (unmodified, identity preserved), tricalcium phosphate, natural flavors, citric acid, sunflower lecithin, cultured dextrose, sea salt, locust bean gum, gellan gum, xanthan gum, vitamin A palmitate, vitamin D2, vitamin B12, live cultures, active cultures.

# Sweet stretch for cheese snack

Sargento's on-the-go protein-based snack, Balanced Breaks, remains a powerhouse not only for the traditional cheese company, but also for the total refrigerated snacking segment in the US. Its latest innovation is pitched at the consumer's sweet tooth. By DALE BUSS.

Sargento has added a sweet variant to its original and highly successful Balanced Breaks line, a two-compartment combination of cheese cubes in one and a mix of dried fruit pieces and nuts in the other.

Balanced Breaks was an important factor in the impressive 12.6% sales increase in 2016 in a category that SymphonyIRI calls "refrigerated lunches."

In 2016, Balanced Breaks sold \$54 million (€49 million) in outlets where sales are measured by SymphonyIRI. Trial was 11% and Balanced Breaks enjoyed 42% repeat purchases.

Balanced Breaks remains designated a "Pacesetter" by SymphonyIRI, a Chicago-based market research firm that tracks mass market sales of products in the US.

"We're thrilled with the Pacesetters award," Ryan Hemsing, director of marketing for Sargento, told *New Nutrition Business*. "Balanced Breaks has been one of the most successful product launches in Sargento history. And the snacking category overall continues to grow and gives us opportunity to tap into that growth."

Sargento has been one of America's biggest cheese producers and brands for more than a half-century. But until Balanced Breaks, its moves to add value to a commodity product line mainly consisted of figuring out new ways to cut cheese: into slices, sticks, cubes and shreds.

When Sargento introduced Balanced Breaks in 2015, it was at the forefront of a new wave of similar on-the-go, single-serve cheese-plus-nuts snack packages – for example, Kraft's Oscar Mayer P3 snack pack that includes meat, cheese and nuts.

Sargento tries to ensure that Balanced Breaks are merchandised in the dairy case near its cheeses. "Most often stores put it with our core string cheeses," Hemsing said. "And because our focus has always

been on 100% natural cheese and on innovation, we want Balanced Breaks to be in that dairy case."

Sargento pursues a "360-degree" marketing plan to generate awareness and trial. "As with any other new product, creating product awareness remains our biggest opportunity," Hemsing said. The company relies on TV advertising and digital and increasingly social media.

"We make sure we get out the message," he said. "And that is what creates trial. We're trying to hit consumers at various points in their journey, and multiple different times, to get both awareness and trial."

The initial four SKUs of Balanced Breaks each provided 7g of protein and less than 200 calories, in three-count packs that retailed for a suggested \$3.69 (€3.36).

Sargento research later picked up a growing consumer interest in "balance" in their nutrition – in not relying too much on any one component. "Their focus is more of a balanced lifestyle," Hemsing said. This raised the question of whether Balanced Breaks could also appeal to consumers' desire for sweetness without undermining its basic nutritional message.

"While they know that cheese brings them a great natural source of protein, consumers also are looking for ways to continue to satisfy their sweet tooth as they look for real goodness," he said. Moreover, he said, consumers are looking for their snacks to provide more and more of their overall nutritional needs."

There was an opening for sweet

elements in Balanced Breaks, Sargento concluded, as long as each fit comfortably under a healthful theme. Sargento has debuted four Sweet Balanced Breaks varieties:

- Cheddar Cheese with Raisins Sea-Salted Roasted Almonds and Greek Yogurt-Flavored Drops
- Monterey Jack Cheese with Dried Cranberries, Banana Chips and Dark Chocolate Chunks
- Cheddar Cheese with Raspberry-Flavored Dried Cranberries, Graham Crackers and Milk Chocolate Chunks
- Monterey Jack Cheese with Dried Cranberries and Dark Chocolate-Coated Peanuts

Each provides 5g to 7g of protein – a lower threshold of protein than regular Balanced Breaks – and contains fewer than 200 calories, in line with the standard for regular Balanced Breaks. The Sweet line also is priced at \$3.69 (€3.36).

Hemsing conceded that Sargento needs to be careful not to violate the simplicity of the Balanced Breaks concept. "The challenge is to find the right balance and pace of innovation to satisfy consumers' needs," he said.

Sargento expects competitors to proliferate as they see the success of Balanced Breaks. "Category lines will continue to blur as snacking trends evolve," Hemsing said. "And we'll continue to see lots of competition."



SWEET BALANCED BREAKS®

—

**REAL CHEESE PEOPLE®  
NOW HAVE A SWEET  
SIDE.**

—

Introducing a balanced snack with a sweetness you'll love. It's ready to answer your cravings with savory, natural cheese on one side and a hint of sweetness like chocolate & fruit on the other.



# Cautious approach helps clean protein bar to fill a gap

Searching for a natural-protein nutrition or energy bar to fuel his workouts and daily life, Peter Rahal and a friend became business partners by creating their own bars based on egg whites and other whole-foods ingredients, and built Rxbar into an eight-figure startup in just four years. By DALE BUSS.

Nutrition bar start-up Rxbar has rocketed past \$10 million (£8.9 million) in annual sales to become the No. 3 nutrition-bar brand in the US natural grocery channel in less than two years on retail shelves, selling five of the top seven SKUs, according to founder Peter Rahal.

“Now we’ve got people trying to copy us, which is always a flattering thing,” Rahal, who is chief executive officer, told *New Nutrition Business*. Co-founder Jared Smith is the chief financial officer. “But it takes a lot of work and execution. It’s not easy. The ideas and information may be easy, but it’s another thing to do it, and the way we built the business wasn’t easy. We did it the traditional way.”

Rahal said that the two “weren’t alone in recognizing” this void in the market. “We were just able to identify it and execute on it. And there’s a relationship between the size of the problem you solve and the business that results.”

At the moment, Rxbar’s stock-in-trade is its long list of available bars that couldn’t be simpler in their ingredients – and which are listed on the front of each package, in big, bold print. There are more ingredients in each bar, but most of the varieties and their “recipes” highlight the base formula of Rxbars: “3 Egg Whites, 6 Almonds, 4 Cashews, 2 Dates, No B.S.” The 11 flavours typically retail for a suggested \$1.99 to \$2.49 (£1.83 to £2.29) per 52g bar and include:

- Chocolate Sea Salt
- Peanut Butter Chocolate
- Chocolate Chip
- Blueberry
- Peanut Butter
- Coconut Chocolate
- Maple Sea Salt

- Mixed Berry
- Mint Chocolate
- Coffee Chocolate
- Apple Cinnamon

***“Everything had to have value and drive value – we didn’t want any ingredients that cut corners or just lowered costs or were fillers.”***

Peter Rahal, CEO, Rxbar

Smith and Rahal came to starting a food company about as green as could be. Rahal worked at a logistics startup and Smith worked at a mutual fund. They “couldn’t believe there wasn’t a healthier protein bar out there,” Rahal

said, echoing what’s on Rxbar’s web site. And their friends and family, seeing the hundreds of bars available and the many outlets for them, told them, “The world doesn’t need another bar.”

But the pair insisted there was an opening for another type of bar because “there wasn’t a natural protein bar with whole, quantifiable ingredients,” as Rahal put it – “there wasn’t a clean protein bar. We identified a huge gap in the marketplace.”

Did they wonder why such a huge and obvious hole existed, and maybe see that as a reason for caution? “We figured that a lot of people cut corners,” Rahal said. “This type of bar isn’t easy to make. Some raw materials are expensive. And from an entrepreneur’s perspective, the bar category is super-competitive – so they don’t see the opportunity.”

In any event, the two began experimenting with recipes in a kitchen blender. For the bar base, egg whites were a foundational ingredient upon which they agreed. “We wanted a whole-



Source: [www.rxbar.com](http://www.rxbar.com)

food protein bar, one with high-value ingredients, clean and natural,” Rahal said. Egg whites had the disadvantage of being more expensive than soy and other protein forms, and also of being allergenic to some people. “But we knew that’s what we wanted. We were pretty intentional about it from the beginning.”

## “EVERYTHING MUST DRIVE VALUE”

As far as other ingredients were concerned, they agreed that “everything had to have value and drive value – we didn’t want any ingredients that cut corners or just lowered costs or were fillers.” Dates, for example, were important as a binding ingredient.

Originally, Rxbars relied on figs as an ingredient second in importance only to egg whites, and the bar sold well that way. But Smith and Rahal didn’t like some of the taste notes provided by figs. So they switched to cashews even though they’re about \$4.50 (£4.14) a pound, three times more expensive than figs.

“We realized that cashews drove such better flavour and texture, so we reformulated,” Rahal explained. “It was a decision about quality. We totally didn’t have to do that – the product was selling well with figs. The concept had been proven and the business already was successful. But that was a quality move.”

## TWIST

It also was part of what Rahal called the partners’ “kind of obsession with seeking excellence – a mindset of continuous improvement. Better ingredients, better packaging, adjustments to the formula. A lot of people wouldn’t touch any of it.”

Another important twist was Rxbar’s go-to-market strategy: It focused, like many brands, on the every-day fit person and athlete. But to pursue that concentrated market, the company initially retailed only online and, in the bricks-and-mortar realm, only through gyms and fitness clubs. They stuck with this approach for two-and-a-half years, which is a long time for a brand that

experienced sales success right out of the gate.

They chose health clubs “because the primary purpose for people there is to work out. Our interests are totally aligned,” Rahal said. Despite the fact that better-for-you food and beverage brands continually target distribution at fitness clubs, Rahal noted that most chains haven’t done a very good job of developing merchandising platforms or even devoted spaces for retailing packaged foods and beverages. “Their core competency isn’t retailing, so we have to partner with them and help them in that respect,” he said.

For instance, sleeves of Rxbars “are display-ready for their countertops”. The brand also supplies countertop displays and makes available large floor displays

*“It’s a continuous conversation. We never want to just make a product just for growth – it has to solve a problem or fit into a bigger goal.”*

– Peter Rahal, CEO

for merchandising, as well as banners “and other kinds of paraphernalia to bring attention and drive awareness”.

The partners were wary of bringing Rxbars to conventional or even natural-

**No Added Sugar.**  
**No Dairy.**  
**No Soy.**  
**No Gluten.**  
**No B.S.**

Source: [www.rxbar.com](http://www.rxbar.com)



TABLE 1: NUTRITION SNAPSHOT, RXBAR PEANUT BUTTER CHOCOLATE



**210 Calories**  
**12g Protein**  
**5g Fiber**

Source: [www.rxbar.com](http://www.rxbar.com)

## Peanut Butter Chocolate

This one is so good. Peanut Butter Chocolate mixes the irresistibly creamy taste of peanut butter with the decadent taste of 100% cacao. Two great flavors come together to make something even better.

## What's Inside

- + Egg Whites
- + Dates
- + Peanuts
- + Cocoa
- + Cacao
- + Sea Salt
- + Natural Peanut Flavor
- + Natural Chocolate Flavor

Allergens: Peanuts, Eggs

**NEW!**

## Nutrition Facts

1 serving per container  
Serving size 1 bar (52g)

Amount per serving  
**Calories 210**

% Daily Value\*

Total Fat	10g	13%
Saturated Fat	2.5g	13%
Trans Fat	0g	
Cholesterol	0mg	0%
Sodium	260mg	11%
Potassium	461mg	10%
Total Carbohydrate	21g	8%
Dietary Fiber	5g	18%
Total Sugars	13g	
Includes 0g Added Sugars		0%
Protein	12g	
Calcium	40mg	4%
Iron	2mg	10%
Vitamin D	0mcg	0%

\*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.

channel retail stores in part because they feared the brand's proposition – sound as it was – would be drowned out. But after 30 months, they decided that online and gym sales had raised awareness of the brand and products enough that it was worth taking a shot at stores.

Still, they proceeded cautiously; they decided to target one retailer and build from there. They selected Wegman's, the Northeast-US independent retailer with a deserved reputation for welcoming and showcasing innovative products in better-for-you categories. "They're best-in-class," Rahal said. "We wanted to make sure we were successful."

Prior awareness has helped Rxbars succeed in Wegman's, which Rahal said is one of America's biggest nutrition-bar retailers. Now the brand also is available in Whole Foods Markets, Trader Joe's, Target, Publix, Kroger and Safeway-Albertson's stores (and Rahal was surprised to learn that Rxbars also are being distributed, at least on a limited basis, at Whole Foods Markets stores near London and Glasgow.)

## "CONTINUOUS CONVERSATION"

Not surprisingly, given the brand's success in growing from just eight SKUs a year ago to 12 now, Smith and Rahal are pondering new products and even line extensions. "It's a continuous conversation," Rahal said. "We never want to just make a product just for growth – it has to solve a problem or fit into a bigger goal."

"And we don't want to over-SKU. We want to have the right mix. So we don't know for sure yet, but we're very sensitive that as we launch new flavours we retain the right mix. We are only four years old, so we know we're not at the maximum yet. But we see that as some companies get older, they need growth, so they look at flavour innovation. We want to make sure that flavour innovation is incremental, not cannibalisation."

Also, Rahal said, Rxbar may work as a brand in non-bar formats. "The challenge is that we're OK just being a bar brand," he said. "Another format would have to be innovation that makes a lot of sense, not just for the sake

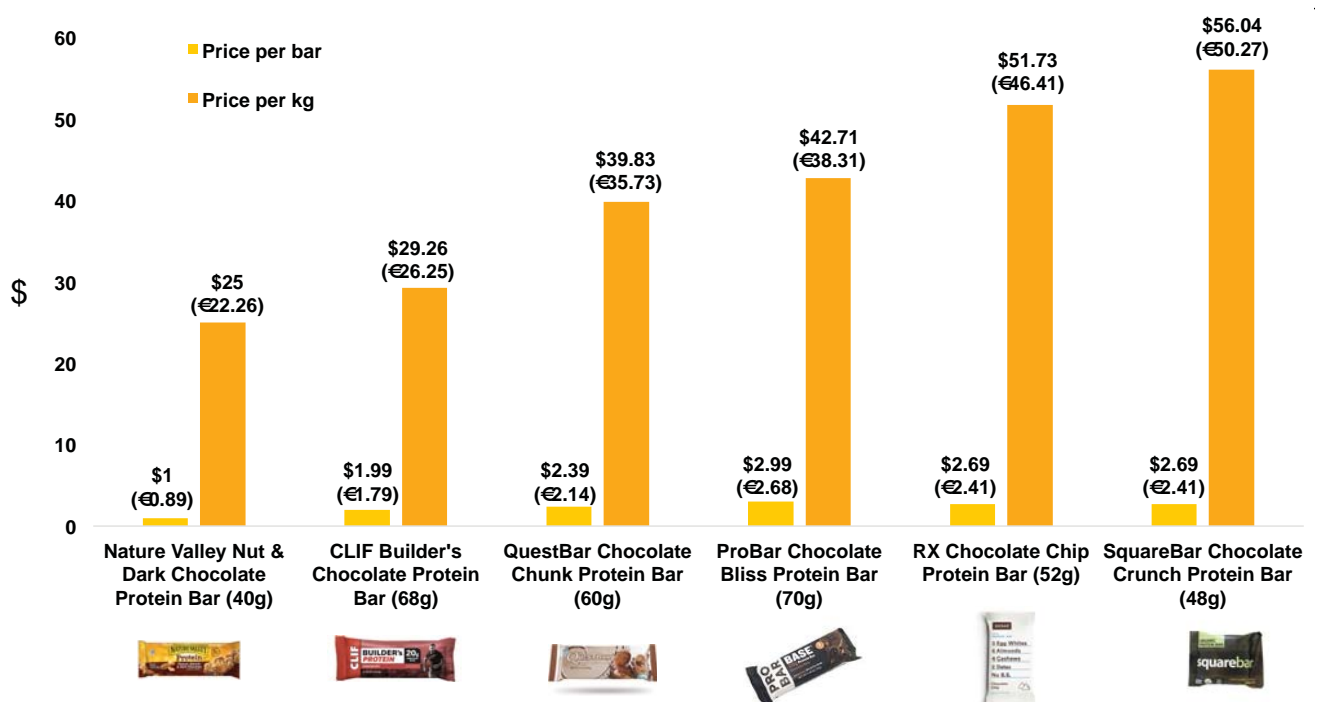
of chasing growth. There has to be value. The same principles we started with. That may take a lot of discipline, especially when growth tapers a bit."

One other uncommon aspect of the company is that it started in the Midwest and hasn't gotten any professional-investor backing. More and more better-for-you startups these days are popping up on both American coasts, where cultural and lifestyle leadership – including diet – long has found a home. There's also a lot more venture funding available there.

## OLD-FASHIONED GROWTH STRATEGY?

"I'm proud that we're not venture-backed," Rahal said. "It's status quo to go raise a bunch of money to build a brand and to give a bunch of product away. We've built our company the old-fashioned way – through profitable sales. We actually have a business that's stand-alone, that's a great business and doesn't need others' capital to keep it alive."

CHART 1: RXBAR PRICE COMPARISON





# Premium-priced “real food” achieves mass-market success

Real food with simple ingredients, marketed as being just like something you could make at home, with few concessions to vegetarians: Slimming World's frozen ready meals have become a \$70 million brand in less than two years despite selling through just one supermarket chain, showing that you can make a premium-price success even in the mass market. By JULIAN MELLENTIN AND MIKAELA LINDEN.

Consumers in most countries have been turning away from old-style weight management and dieting products – resulting in a collapse in sales for Slim-Fast, for Kellogg's Special K and products that carry the Weight Watchers logo. At the same time consumers have rejected old-style weight management programmes, resulting in a big fall in business for Weight Watchers and others.

Against this background, the success of the Slimming World range of frozen ready meals in the UK is all the more astonishing. Launched in 2015, by the end of 2016 the brand's retail sales had passed £54 million (\$70 million/ €62 million) – despite being on sale in just one supermarket chain.

Slimming World has become the biggest frozen ready meal brand in the UK, with a 15% market share, and is the sole driver of growth in the frozen meals category. Every other brand saw sales fall – rival Weight Watchers experienced a 12% sales decline – and the total category would have declined significantly were it not for the success of Slimming World.

Not only has Slimming World defied the trend, it has done so at a premium price, with products typically selling at an 80% premium to Weight Watchers and a more-than-100% premium to supermarket own-label products, which have an almost 50% share of the category.

Slimming World is the UK's biggest weight-loss organization. Formed back in 1969, its founder, Margaret Miles-Bramwell, is still chair of the company, almost 50 years later.

Slimming World has a nationwide

network of motivational groups for people looking to lose weight, and around 4,000 Slimming World trained consultants help an estimated 900,000 members across the UK and Ireland.

“Love food, love Slimming World” and “Lose weight without going hungry” are messages used by Slimming World,

which encourages its members to enjoy food. Slimming World also encourages members to introduce physical activity into their daily lives through its ‘Body Magic’ programme. The emphasis is on finding forms of activity that can be integrated into everyday life. Members achieve bronze, silver, gold and platinum



Source: [slimmingworld.co.uk](http://slimmingworld.co.uk)

'Body Magic' awards. Platinum is achieved when members are routinely active five times a week for 30 minutes at a time. This is in line with government activity guidelines.

The Slimming World programme appears to be effective and – along with Weight Watchers – it is listed as an effective programme by the UK government's National Institute for Health and Care Excellence (NICE).

Slimming World's 'Food Optimisation' plan is based on energy dense food – food which has a low number of calories per gram. Such foods are labeled 'Free Foods' and include products such as lean meat, pasta, low fat dairy products, eggs and pulses. The idea is that consumers should be able to eat as much as they want of these foods, meaning that they should never have to feel hungry – while continuing to lose weight.

The ready meals range is made with these Free Food ingredients: "You can eat them in unlimited quantities – no weighing, no counting, no measuring. The only limit is your appetite!" Using the "Love food, love Slimming World" slogan, the range is promoted with the

message that there are no strict rules, restrictions or calculations involved. As such, the brand claims not to be a diet.

The range was developed jointly with Iceland, a retail chain specialising in frozen foods, is produced by a company owned by Iceland and sold exclusively in Iceland's 850 stores.

The recipes represent a range of both traditional and world cuisines with the line-up including Spanish Paella, Chicken Tikka and Thai Green Curry.

The ingredients are simple and easy

to recognise and the brand promotes the meals as something just like you would make at home – in fact Slimming World supplies recipes for all of its meals and encourages people to make them at home themselves.

In a promotional video, founder Margaret Miles-Bramwell claims that "you can have the same trust and confidence in these meals that you could if you cooked them yourself" and the meals are said to be "full of the flavour of a home-cooked meal". Simple

## SLIMMING WORLD'S PRODUCT RANGE



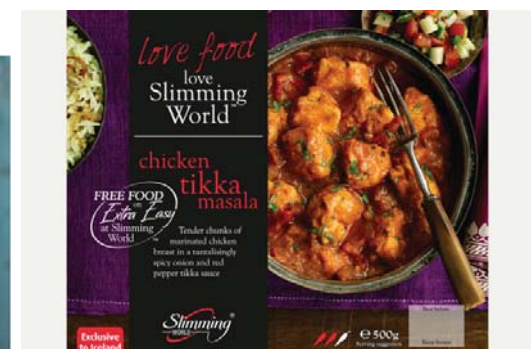
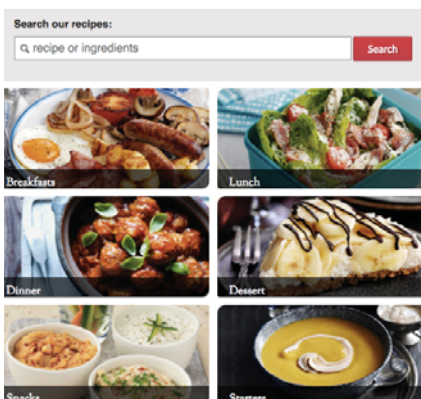
- ♥ 16 delicious meals at £3
- ♥ 5 tasty ultra-lean meats for £3 per pack
- ♥ 3 generous 500g soups from £1.50 each
- ♥ 5 handy 350g sauce pots for £1.50 each
- ♥ 3 chilled salads from £1.50



Source: [slimmingworld.co.uk](http://slimmingworld.co.uk)

## SLIMMING WORLD: BRAND MESSAGES

"Love food, love Slimming World" is a slogan used by the brand. It encourages its consumers to enjoy food and promotes the fact that there are no strict rules, restrictions or calculations involved. The ready meals are promoted with the slogan and the brand is active in sharing recipes and foods that are "approved" in the program.



Source: [slimmingworld.co.uk](http://slimmingworld.co.uk)



ingredients are used and they are all listed on the pack of the meals, enabling the consumer to recreate the meal at home.

The Slimming World range originally included 10 different meals but this has now been extended to 32 items, including meat products, soups, sauces and salads. The meals can be eaten as one hearty portion or shared, and the consumer is encouraged to add plenty of vegetables.

In terms of the various “free-froms” that govern much of NPD, of the 32 products:

- All are egg-free
- Eleven are dairy-free
- Eight are gluten-free
- Eight are both dairy and gluten-free

And underscoring the relative unimportance of the plant foods trend in the mass market, only one is suitable for vegans and just nine are suitable for vegetarians.

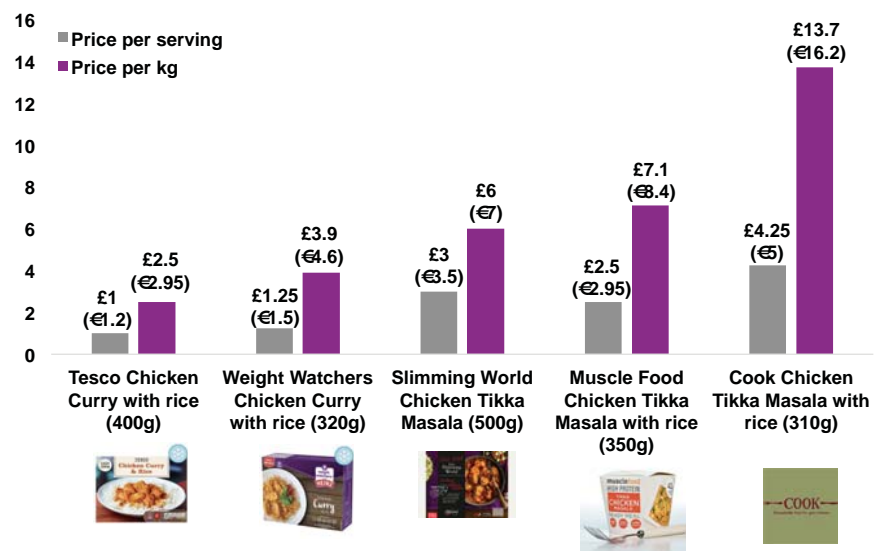
The partnership of Slimming World and Iceland has been an extraordinary success. It is said to have been Iceland’s most successful range ever launched. Its success is all the more remarkable as Iceland has long had a reputation as a very price-competitive retailer, yet Slimming World products sell at a 100%-plus price premium over own-label competitors.

In most western countries, weight management and dieting have been superseded by “weight wellness”. Making healthy choices – including choices that support a healthy weight – has become an everyday part of most people’s day-to-day decision-making. At the same time the food industry has made lower-calorie, lower-sugar, healthier choices a standard part of new product development. The result is that specifically weight management brands no longer have much of a point of difference.

Slimming World has entered a declining category and demonstrated

that by providing “real food” with simple ingredients in familiar recipes a weight management brand can remain relevant. It has also shown that the mass-market consumer is willing to pay a premium for “real food” – contrary to a lot of received wisdom. And while Slimming World’s brand is powerful among its 900,000 followers, that alone would not be enough to make a success, as so many struggling weight management brands have found. Brand recognition might get the first sale to the consumer, but it’s the quality of the product that gets the repeat sales.

CHART 1: SLIMMING WORLD PRICE COMPARISON



## SLIMMING WORLD MARKETING COMMUNICATIONS

Slimming World claims to not invest a lot in marketing and promotions are mainly social media-based.



### Slimming World success stories

Over a quarter of a million people come to friendly Slimming World groups every week - and thousands more get Slimming World's unique eating plan and support online. Who better than to tell you about how...



Source: [slimmingworld.co.uk](http://slimmingworld.co.uk)



# Solving dinner on the side

Harvest Food Group has been around for 17 years co-packing and freezing vegetables for private labels and for brands. But the company has made its biggest mark over the last four years since launching its own brand of frozen veggies, fruits and quinoa-based side dishes, Path of Life. By DALE BUSS.

Path of Life has helped re-energize the entire category of frozen side dishes in US supermarkets, one that faces ongoing ambivalence by American shoppers who harbour suspicions about the overall health, nutrition and quality of frozen foods compared with fresh ones.

Path of Life has positioned its sides as high-quality, “all-natural,” non-GMO and conveniently prepared alternatives to fresh fare for the better-for-you shopper.

“Our key marketing statement is, ‘Dinner Solved,’” Angie Neal, brand manager for Path of Life, told *New Nutrition Business*. “You take two Path of Life products and put them with chicken or fish, and you’re done. You can pick it up from our retail partners and have dinner on the table in 10 minutes.”

“The Path of Life line of frozen vegetable side dishes supported 11% growth for its category as a quick and easy gourmet side dish that is sure to elevate any meal,” reported Information Resources Inc. in its newest annual analysis of “pacesetters” in the US CPG business. Harvest Food declines to reveal its revenues overall or for Path of Life.

But Neal acknowledged IRI’s assessment. “They’re saying we drove growth for the category” in 2016, she said. “That’s because our products have become known for making eating better, easy and flavourful.” And though IRI assessed it as a “frozen vegetable” brand, Path of Life’s biggest sellers actually are its quinoa side dishes.

Path of Life evolved at Harvest Food after owners Jason Eckert and Scott Schmidt faced health crises in their immediate families. Eckert’s wife was battling breast cancer, and Schmidt was one in his clan who was coping with a history of rheumatoid arthritis. Both families turned to a holistic treatment

approach based largely on foods, and Schmidt’s new regimen included a gluten-free diet.

With healthy outcomes, the Schmidt and Eckert families attributed much of their victory to their diets, and so they embarked on a way to translate their experience into a new approach for Harvest Food Group. For the faith-based company their gratitude also led to a name for their new brand, which comes

from Psalms 16:11 in the Bible: “You make known to me the path of life...”

The Path of Life brand has grown to 22 SKUs in six categories:

- **Vegetable side dishes:** Include Hash Browns and unusual products such as Kale & Butternut Squash, Roasted Garlic Cauliflower, Garbanzos & Lentils.
- **Quinoa side dishes:** All based on quinoa, combined with different ingredients, such as kale or brown rice, or seasoned ethnically, such as Mediterranean Quinoa and Asian-Style Quinoa.
- **Veggies:** Plain products including asparagus spears and “rainbow” cauliflower.
- **Frozen fruit:** Unadorned, such as blueberries and mango.
- **Dark chocolate-covered fruit**
- **Green smoothie**

***“Path of Life has helped re-energize the entire category of frozen side dishes in US supermarkets”***



Source: [www.pathoflifebrand.com](http://www.pathoflifebrand.com)

Path of Life launched in Costco club stores in 2012, with an all-organic line of frozen vegetables. By 2014, the brand was offering the quinoa blends as well, and the retail giant picked up that line.

Since then, the brand has gained retail distribution much more broadly, including adding Sam's Clubs, owned by Walmart, nationally; online outlets including Amazon and Fresh Direct; and a huge network of regional mainstream supermarket chains including Publix in the Southeast, Meijer in the Midwest, and Shaw's in the Northeast.

## HEALTHY AND CONVENIENT

Throughout its expansion, Path of Life has tried to ensure thorough healthfulness as well as high quality and convenience, in these ways:

**“All-natural,” non-GMO – and some organic:** Organic sourcing has become a hugely important factor to many Americans in their purchases of fresh produce. And Schmidt and Eckert adopted organic sourcing for many Path of Life frozen products as well; every SKU it sells through Costco is organic.

But having determined from their long experience in the vegetable business that organic sourcing of every ingredient in every SKU would be cost-prohibitive, they didn't put organic positioning per se at the core of the Path of Life brand.

However, Path of Life does emphasize that its products don't contain genetically modified organisms, a characteristic that is increasingly important to better-for-you food shoppers even though the nutritional and safety benefits of non-GMO ingredients are scientifically unproven. And Path of Life says its products are “all-natural,” also a vague and imprecise attribute.

“These [claims] have helped to separate us from the mainstream brands when most of them don't make the same claims,” Neal explained. “In a Meijer or Jewel or Publix, we may be positioned

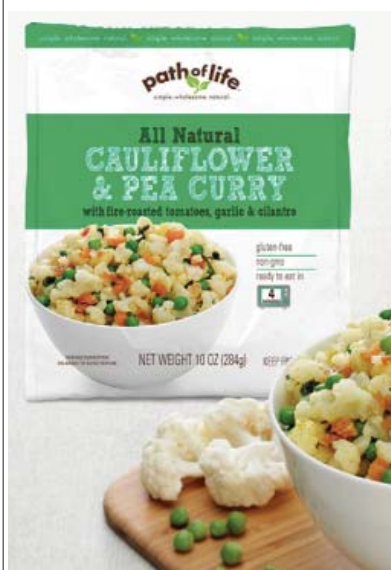
next to Birdseye or a similar product not making the claims we are. So we get the trust from consumers who might be a little more discerning.”

**Freshness though frozen:** Schmidt and Eckert had expertise in crop sourcing before launching Path of Life. To ensure capturing what Neal called “the peak of freshness” for Path of Life vegetables and fruits, Harvest quick

freezes them locally before shipping them in a frozen state to its plants for further processing.

Thus, for instance, broccoli grown in Ecuador is “hand-picked and hand-sorted and individually frozen” in that country before being “shipped to our facility in frozen form, where it's sorted and packaged” in various Path of Life products, Neal said.

**TABLE 1: NUTRITION SNAPSHOT, CAULIFLOWER AND PEA CURRY**



Source: [www.pathoflifebrand.com](http://www.pathoflifebrand.com)

	AMOUNT PER SERVING	% DAILY VALUE *
<b>Calories</b>	110	
Calories from fat	35	
<b>Total Fat</b>	4g	6%
Saturated Fat	1.5g	8%
Trans Fat	0g	0%
<b>Cholesterol</b>	0mg	0%
<b>Sodium</b>	510mg	21%
<b>Total Carbohydrate</b>	15g	5%
Dietary Fiber	4g	16%
Sugars	6g	
<b>Protein</b>	3g	
VITAMIN A: 6%   VITAMIN C: 0%   CALCIUM: 2%   IRON: 0%		
*Percent Daily Values are based on a 2,000 calorie diet. Your daily values may be higher or lower depending on your caloric needs.		
Cauliflower, Peas, Fire-Roasted Tomatoes, Curry Seasoning (Brown Sugar, Salt, Potato Starch, Spices, Turmeric, Canola Oil, Rice Concentrate [Anti-caking]), Extra Virgin Olive Oil, Shallots, Garlic, Cilantro, Lime Juice.		

**TABLE 2: NUTRITION SNAPSHOT, CAULIFLOWER AND PEA CURRY**



Source: [www.pathoflifebrand.com](http://www.pathoflifebrand.com)

	AMOUNT PER SERVING	% DAILY VALUE *
<b>Calories</b>	190	
Calories from fat	50	
<b>Total Fat</b>	6g	9%
Saturated Fat	1g	5%
Trans Fat	0g	0%
<b>Cholesterol</b>	0mg	0%
<b>Sodium</b>	340mg	14%
<b>Total Carbohydrate</b>	31g	10%
Dietary Fiber	3g	12%
Sugars	1g	
<b>Protein</b>	6g	
VITAMIN A: 8%   VITAMIN C: 15%   CALCIUM: 2%   IRON: 10%		
*Percent Daily Values are based on a 2,000 calorie diet. Your daily values may be higher or lower depending on your caloric needs.		
Cooked White Quinoa, Cooked Brown Rice, Cooked Red Quinoa, Green Peas, Yellow Squash, Red Bell Pepper, Gluten Free Soy Sauce (Water, Soybeans, Salt, Sugar), Green Onions, Garlic, Ginger, Extra Virgin Olive Oil, Toasted Sesame Oil. CONTAINS: Soy, Sesame Seed		

**Uncommon tastiness:** Recognizing that Harvest Group's commodity vegetables for private-label and other clients typically were bland and even boring, Path of Life determined to come up with some flavourful departures in innovative seasonings and unique ingredient blends that would help make vegetables more appealing.

"We had chefs amp up the flavour of what we were doing for private-label customers, and we applied that same approach to Path of Life," Neal said.

"People want something healthy, fast and easy, but also our flavour profiles are unique. It's not just plain brown rice or the typical stuff you could find anywhere. It's all value-added, and that entices consumers to try internationally inspired flavours. And we offer the sorts of flavour profiles that consumers crave but don't have time to prepare themselves."

What's more, she said, the company had figured out how to add seasonings to frozen vegetables so that the quality and freshness of the raw vegetables could be retained.

The brand's No. 1 SKU is Quinoa & Kale, through club stores. Following are Southwest Quinoa and Mediterranean Quinoa.

**Convenience of steaming:** Many frozen-veggie brands have gone to microwaveable "steam" bags. Path of Life's take four minutes to cook. "Convenience is one of our key selling points," Neal said. "Those few minutes are what moms purchasing our products don't have to devote to cooking."

She maintained that Path of Life's bags are differentiated from some other brands' because they don't contain BPA, a substance that can seep into foods or

beverages. And, Neal said, "while the steam bag itself isn't a revolutionary format, a lot of other brands – especially in the natural sector – tend not to put vegetables in a steam bag for cost reasons".

**Maintaining a price premium:** All of the above differentiation – even without all-organic ingredients – involves higher costs than for commodity veggies and demands a price premium for Path of Life as well. A typical suggested retail price is \$3.99 (€3.67) for a 10oz bag that includes two servings of side dishes or three servings of straight veggies.

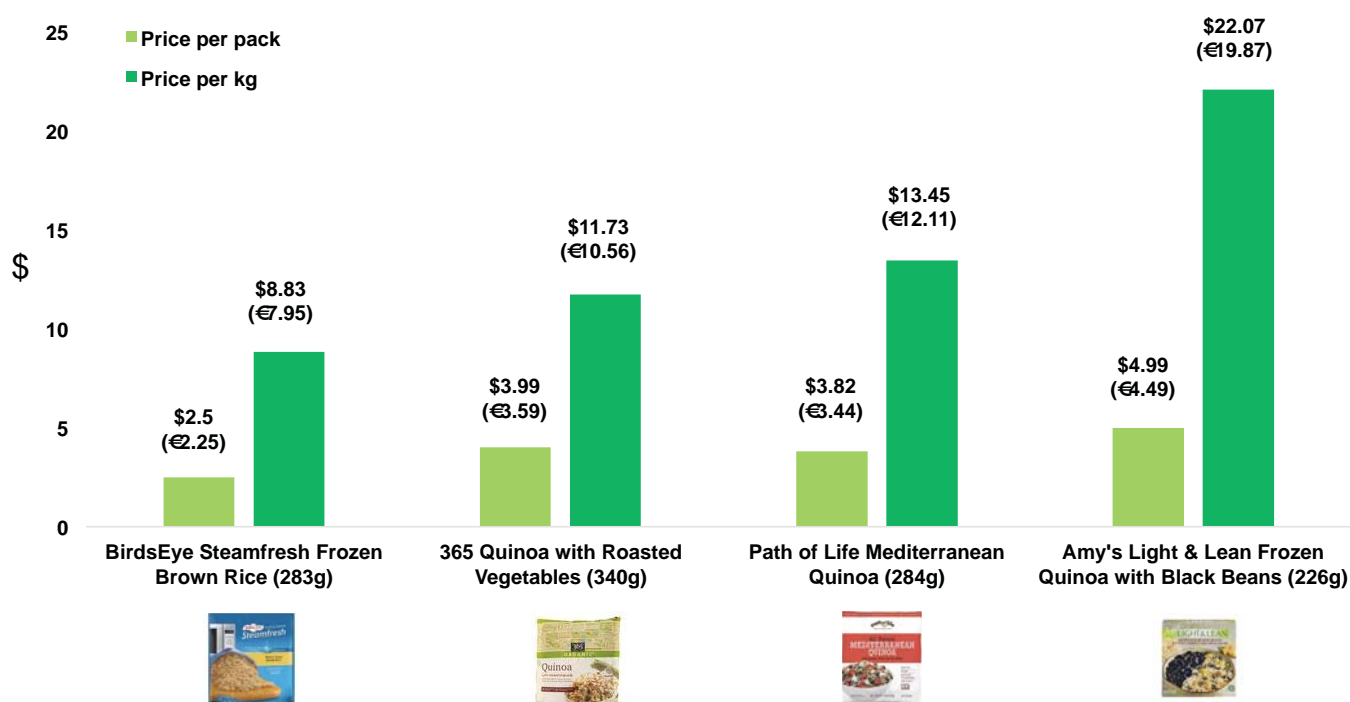
"If we had to price it at \$4.99 (€4.59), it would be too high," Neal said. "We're trying to make it affordable for the families Path of Life was created for."

The brand's strength so far also suggests its next move: into kids' fare. "They're in development," Neal said. "Kids love our products right now, with the strong flavour profiles that mean even picky eaters will eat them. We're just trying to make things easier for moms."

***"Kids love our products right now, with the strong flavour profiles that mean even picky eaters will eat them".***

Angie Neal, brand manager, Path of Life

CHART 1: PATH OF LIFE PRICE COMPARISON





## From semi-retirement to plant-based start-up

Sweet Earth has leapt to more than \$25 million (€23 million) in sales in just five years as a plant-based food brand. Its 42 frozen and fresh SKUs are available in more than 10,000 retail outlets across the United States, and the company is expecting double-digit sales growth in 2017. By DALE BUSS.

Sweet Earth CEO Kelly Swette, who is 58 years old, had a background in engineering and marketing at PepsiCo and Calvin Klein and was a foodie with 1,500 cooking classes under her belt.

Co-founder Brian Swette, her 63-year-old husband, had senior-level jobs and board seats at giant companies including PepsiCo and Burger King, including as PepsiCo's chief marketing officer for a time.

"Brian and I felt privileged to have had wonderful training and background with some wonderful CPGs as well as fashion and other brands, and we felt – for what we called the second stage of our lives – that we wanted to do something that had lasting meaning and value," Kelly Swette told *New Nutrition Business*. "It was and is an extraordinary opportunity where we can take the talent and experience that we built over the course of a lifetime and put it toward something that's really meaningful."

Their start-up, Sweet Earth, has a menu that consists of these categories of foods, all of which are based on nutrient-dense, plant-based recipes that rely heavily on bold use of herbs and spices for flavour and provide new takes on several classic cuisines from around the world. They're distributed at major retailers including Target, Kroger, some Walmarts, and regional giants including Harris Teeter on the East Coast, as well as Whole Foods Markets and Sprouts, and they include:

**Artisan Bowls:** Available only at Target stores at this point, there are 12 SKUs of frozen entrees that range from Lentils Provencal (including 11g of plant-based protein and 6g of fibre per serving) made

with organic lentils, mushrooms, carrots and green beans to Chana Masala (13g of protein and 4g of fibre) that includes garbanzos, tomatoes and potatoes.

**Breakfast Burritos:** Sweet Earth offers eight varieties of frozen "international" burritos including The Peruvian (black beans, red quinoa, sweet potato, goat cheese, roasted corn and spirulina, featuring 18g of protein, 6g of fibre and ample vitamins A, B1 and B2) and The Curry Tiger (lentils, curried seitan, red peppers, potatoes, turmeric, cinnamon and cardamom, for 19g of protein and 7g of fibre).

**Functional Burritos:** Following a long line of other brands that field products based on the promise of enhancing specific bodily functions, Sweet Earth offers four SKUs in this frozen line, including Get Focused! (for mental clarity, featuring kale and flaxseed), Get Cultured! (including probiotics), Lighten Up (only 190 calories) and Protein Lover's.

**Breakfast Sandwiches:** Sweet Earth diversified into refrigerated fare with

this line of four SKUs that includes an egg-and-cheddar sandwich made with "Benevolent Bacon" made from seitan.

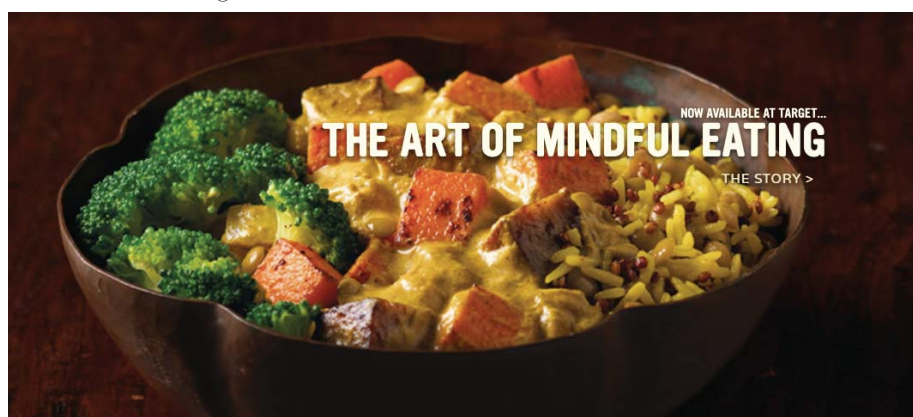
**Righteous Breakfast Meats:** Two kinds of meat analogues are made from various plant-based proteins: Tuscan Veggie Sausage and Benevolent Bacon.

**Savory Grounds:** They come in three varieties which feature plant-based protein that mimic ground meat, including Tuscan Savory Grounds, described as a "porkless sausage hand-crafted with beautifully rustic notes of fresh rosemary garlic, fennel seed and kale".

**Veggie Burgers in three varieties.**

**Seitan in six varieties.**

And at Natural Products Expo West in Anaheim, Calif., in March, Sweet Earth was demonstrating some new products, including a Korean Japchae Bowl that features organic yam noodles and fresh veggies in a savory stir fry, based on dishes that are popular in the sizzling Korean restaurant scene. It will also



Source: [www.sweetearthfoods.com](http://www.sweetearthfoods.com)

introduce two more frozen Artisan Bowls, more varieties of veggie burgers and Righteous Meats.

“We believe in continuous improvement,” Kelly Swette said. “We’re constantly looking at how we can do things better, not only in new products but from an operational standpoint to improve our margins and from a quality standpoint.”

In semi-retirement, the Swettes experienced an entrepreneurial itch. “Beverages probably would have been more in our wheelhouse,” Swette observed. But they had been contemplating healthful food for a while, encouraged when their teenaged daughter became a vegetarian.

“The better-for-you health movement had started in California, but I still couldn’t find any food that was healthy and convenient that I could quickly make for my kids as a snack before they went to school,” Kelly Swette said. “And there was nothing out there that I wanted to eat, either. Big companies were only working from a paradigm from the past, and they hadn’t kept up. So it looked like a big opportunity.

“We also knew how people were eating when they went to restaurants and what they were choosing,” Swette recalled. “Those things weren’t available at retail. The signs were there, and as a lifelong marketer, I recognized there was an opportunity to come up with something better that would address a faction of the market that was being underserved. And it was one that was quickly becoming the most important demographic group in America: millennials.”

So for six figures, the Swettes bought the Sweet Earth name from a local store in Pacific Grove, California, that sold salads and sandwiches and used it as the vehicle for their food startup. Sweet Earth also made pies. “We didn’t feel they were in areas that were big opportunities,” Kelly Swette said. “Instead, we believed that convenience, better-for-you and global flavours were what was happening.”

At the same time, the Swettes recognized that the five biggest food

companies in the US make up only 5% of the market, leaving a big opening for what they wanted to do. And because they could invest \$5 million of their own nest egg in the venture right away, they could buy a big building for product development and manufacturing and control both processes themselves. So they purchased a 40,000-square-foot

facility that was empty at first with only 10 employees.

The Swettes made the decision to enter the market with frozen burritos, entrees and other products only after serious assessments of market trends and American consumers.

“When we did our initial assessment in 2011, it was clear that things were

## THE MODERN BREAKFAST

We all have the dream: a breakfast sandwich that truly, tastily rocks. We built it, so hit the proverbial farm-stand and have a breakfast fit for a modern morning.

Protein-packed, plant-based, and mouthwateringly gourmet, they’re served on our unique whole grain and flax seed bread. And they feature our perfected *Righteous Meats*: vegan bacon, sausage, and ham that put the benevolence back in breakfast.

Fresh vegetables, lush spreads, quality cheese—this is breakfast changing before our eyes. Changing the world, too, one planet-friendly bite at a time.



Source: [www.sweetearthfoods.com](http://www.sweetearthfoods.com)

TABLE 1: NUTRITION SNAPSHOT, THE BAJA BREAKFAST

VEGETARIAN

## THE BAJA BREAKFAST

A nourishing blend of cage-free eggs, pinto beans, chipotle seitan, green chilies, jack & cheddar cheese.

**PROTEIN 21G FIBER 4G HIGH IN VITAMIN B, B2, C AND FOLATE**



CHILI PEPPERS



PINTO BEANS



GARLIC



**FILLING:** Cage Free Eggs, Sweet Earth Chipotle Seitan (Water, Vital Wheat Gluten, Non-GMO Soy Sauce [water, soybeans, wheat, salt, organic alcohol], Tomato Puree [tomatoes, citric acid], Cane Sugar\*, Onion, Brown Rice Syrup, Expeller Pressed Canola Oil, Chipotle Pepper Puree, White Vinegar, Onion Powder, Garlic Powder, Sea Salt, Spices, Natural Hickory Smoke, Ginger, Kombu), Potatoes, Fire Roasted Tomatoes, Pink Beans\*, Anaheim Peppers, Sweet Earth Benevolent Bacon (Filtered Water, Vital Wheat Gluten, Adzuki

Beans\*, Buckwheat Groats\*, Extra Virgin Olive Oil, Natural Hickory Smoke, Vegan Natural Bacon Flavor, Paprika, Cane Sugar\*, Maple Syrup, Annatto, Tomato Powder, Non-GMO Soy Sauce [water, soybeans, wheat, salt, organic alcohol], Garlic Powder, Onion Powder, Tomato Paste, Nutritional Yeast [dried yeast, niacin, pyridoxine hydrochloride, riboflavin, thiamin, hydrochloride, folic acid, Vitamin B12], Sea Salt, Coconut Oil, Apple Cider Vinegar, Spices), Monterey Jack Cheese (Pasteurized Milk, Cheese Cultures, Sea Salt, Enzymes), Cheddar Cheese (Pasteurized Milk, Cheese Cultures, Sea Salt, Enzymes, Annatto), Celery, Onion, Garlic, Non-GMO Expeller Pressed Canola Oil, Water, Cilantro, Non-GMO Soy Fiber, Sea Salt and Spices. **WRAP:** Water, Unbleached White Flour, Non-GMO Expeller Pressed Canola Oil, Salt, Baking Powder (Sodium Bicarbonate, Sodium Acid Pyrophosphate, Potato Starch), Yeast, Citric Acid. \*ORGANIC

**Contains:** Coconut, Egg, Milk, Soy, Wheat. **Manufactured in a facility that processes:** Peanuts, Tree Nuts (almonds).

Source: [www.sweetearthfoods.com](http://www.sweetearthfoods.com)



moving to fresh,” Kelly Swette said. “But the alternative-meat category was in frozen. And in American society, there is an absolute need for convenience, so frozen food that you can have at the ready and that’s healthy and quickly prepared and portable is a consumer need. It crosses all ages and is particular important with busy lifestyles and more and more working couples.

“We believed that frozen could maintain quality when it’s done right. And there were a lot of frozen brands not doing things right, because frozen wasn’t being optimized in terms of texture, colour, flavour and recipe development.”

Sweet Earth chose to enter the market with burritos because “they were portable, and there is a handheld-wrap culture in almost every society,” she said. “Plus they’re ready in three minutes. And burritos have four day parts, so we could enter with something different and something nutritionally on par with where consumers were going. We also were able to put a distinctive flavour profile in there.”

Burritos also reflected the Swettes’ pricing philosophy. At natural-foods markets, for example, typical frozen burritos sell for around \$2.99 (€2.75), whereas Sweet Earth’s burritos sell for suggested retail prices of \$3.49 to \$3.69 (€3.21 to €3.39). But while Kelly Swette noted that Sweet Earth commands premium prices, she also said that many competitors sell only 5.5oz burritos while her brand’s are 6oz or 7 oz.

“And we have a higher filling-to-wrap ratio,” she said. “We make our tortillas

very thin because the nutrition is in the filling.”

But while sticking with frozen for most product lines, Sweet Earth decided to offer fresh veggie burgers. Most competitors are frozen, Kelly Swette said, “but we’ve established a fresh customer who likes the fact that our burgers are veggie-centric, high-fibre, high-protein and full-flavour.”

The Swettes had to do extensive sampling to get retailers to bite on Sweet Earth products. Now its marketing is

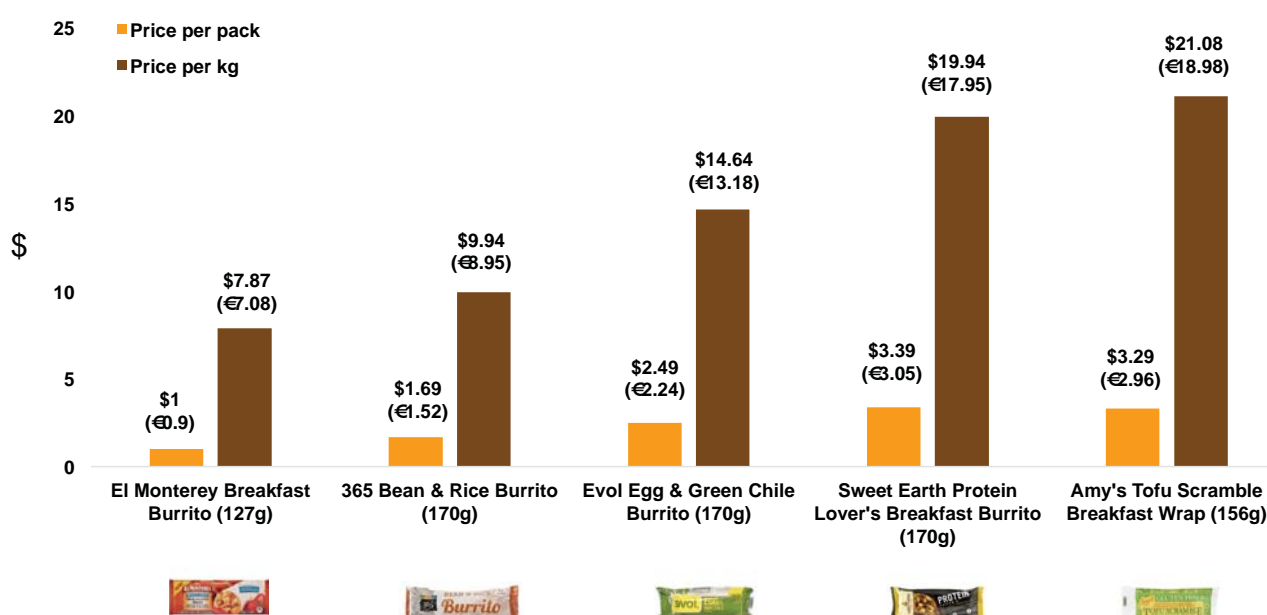
mainly via social media, including contests and paid campaigns on Facebook. Sweet Earth also has attracted \$10 million (€9.2 million) in outside investments and managed to land Gary Hirschberg, founder of Stonyfield Farm, for its board.

No wonder the Swettes are talking bigger and bigger. “Some of the companies in our market are at several hundred million in revenue,” Brian Swette told Forbes.com. “We aspire to that.”



Source: [www.sweetearthfoods.com](http://www.sweetearthfoods.com)

CHART 1: SWEET EARTH BURRITO PRICE COMPARISON





## FUNCTIONAL & HEALTHY-EATING NEW PRODUCT LAUNCHES

Each month we summarise new product launches from around the world.

• Part 1: North America • Part 2: Rest of the World

All new product information is sourced exclusively from Mintel's GNPD (Global New Products Database), which can be visited at [www.gnpd.com](http://www.gnpd.com). Mintel can be contacted at 18-19 Long Lane, London EC1A 9PL, U.K.. Tel. +44-(0)20-7606-4533, Fax +44-(0)20-7600-3327

Country	Company	Brand & Product	Description
<b>PART 1: NORTH AMERICA – FOODS &amp; BEVERAGES</b>			
<b>BAKERY</b>			
USA	Wholesome Treats	Breads from Anna Pie Crust Mix	A blend of three precooked bean flours and chia flour, which are said to provide a good source of protein, fiber, vitamins, minerals, omega-3s and antioxidants. The product is free from wheat, gluten, yeast, rice, dairy, corn, soy, nuts, tree nuts, fish and shellfish.
USA	Mary's Gone Crackers	Mary's Gone Crackers Super Seed Seaweed & Black Sesame Crackers	The organic product is free from GMO and gluten and is said to provide the protein and carbs plus the essential fats that can help maintain a healthy heart.
USA	Wholesome Valley Foods	Barnana Toasted Coconut Organic Crunchy Banana Brittle	Made from up-cycled bananas that do not qualify to leave the farm. Free from GMO, gluten and soy. Contains potassium and is suitable for vegetarians.
USA	Edward & Sons Trading	Let's Do...Organic Organic Green Banana Flour	An alternative to grain flour. An organic product that can be used to enhance nutritional profiles; for added iron, potassium and beneficial starch. Free from gluten, GMO, artificial colors and preservatives.
USA	Paleo Prime Foods	Paleo Prime Vanilla Blueberry Natural Grain-Free Cookies	Paleo certified and free from soy, grains, gluten and dairy. The product is made with only four main ingredients.
USA	United States Bakery	Franz Organic The Great Hemp Seed Bread	Made with natural and organic ingredients free from GMO, preservatives, trans fats and high fructose corn syrup. Contains hemp seeds that are said to have a good 3:1 balance of omega 3 and omega 6. Also contains 5g whole grain and protein with all twenty amino acids.
USA	Prosupps	My Cookie Chocolate Chip Protein Cookie	Provides 18g of protein and contains no gluten, hydrogenated oils or trans fat. An on-the-go product which retails in a pack, containing 12 x 1.94-oz. cookies.
<b>BREAKFAST CEREALS</b>			
Canada	Bob's Red Mill Natural Foods	Bob's Red Mill Paleo Style Muesli Cold Cereal	Contains nuts and fruits, and is free from grain and gluten.
USA	Natural Direct	Twofold Quinoa Granola	Granola made from quinoa, with no refined sugars or added oils. Sweetened with maple syrup. Suitable for vegans and free from GMO, gluten free, additives, preservatives and anything artificial.
USA	Appetite For Healthy Living	Purely Elizabeth Pumpkin Fig Ancient Grain Granola + Puffs Cereal	A gluten-free and vegan product made with organic chia, quinoa and millet puffs. Contains 4g protein, 4g sugar and 140 calories per 31g serving. Lightly sweetened with coconut sugar.
<b>CARBONATED SOFT DRINKS</b>			
USA	Santa Cruz Natural Incorporated	Santa Cruz Organic Rose Hip Infused Earl Grey Tea Lemonade Carbonated Beverage	Organic product that comprises 6% juice and is free from GMOs and gluten.
USA	Bai Brands	Bai Black Simbu Citrus Sparkling Antioxidant Infusion	With five calories per can and less than one carbohydrate per serving. Free from sugar and artificial sweetener. 45mg natural caffeine per can, like a cup of green tea. It is non-GMO, low glycemic, gluten free and soy free.
USA	LIVE Soda	Live Sparkling Drinking Vinegars Pomegranate & Elderberry Apple Cider Vinegar with Coconut Vinegar	Contains 9% juice, two tablespoons of vinegar per bottle and only 3g of sugar per serving. The USDA Organic and vegan certified handcrafted product is free from gluten and GMO, and contributes to a balanced happy gut.
<b>CHOCOLATE CONFECTIONERY</b>			
USA	Kroger	Simple Truth Organic Maca Dark Chocolate	Organically grown, gluten-free, GMO-free and contains no preservatives.
USA	Vosges	Vosges Haut Chocolate Mo's Milk Bar	Gluten free milk chocolate with uncured smoked bacon and smoked salt.
USA	Vosges	Vosges Haut Chocolat Black Salt Coconut Nib Caramel Marshmallows	Made with Fair Trade certified ingredients and comprises black salt marshmallows, burnt sugar caramel, Sri Lankan coconut, and cocoa nibs. The product is free from GMO and gluten.
<b>DAIRY</b>			
USA	Dannon	Dannon Oikos Triple Zero Peanut Butter Banana Flavor Blended Greek Nonfat Yogurt	Free from added sugar, artificial sweeteners, fat and gluten. Contains active cultures, vitamin D and 15g protein.
USA	Califia Farms	Califia Farms Go Coconuts Coconut Milk & Coconut Water Blend	A blend of coconut water and coconut milk. The product contains 45 calories per serving, and 50% more calcium than milk. It is free from soy, lactose, dairy and gluten.
USA	Pop and Bottle	Pop & Bottle Cold Brew Coffee Almond Milk	Dairy free drink sweetened with organic dates. Contains no lactose, cholesterol, gums, added sugar, thickeners or emulsifiers.
Canada	Overwaitea Food	Western Family Strawberry Kefir Probiotic Fermented Milk	Contains two billion probiotics per 250ml that contribute to healthy gut flora.
USA	Misha	Misha Strawberry Rhubarb Quark	With 15g protein and 2% milk fat. Gluten free and 95% lactose free.
USA	Sargento Foods	Sargento Snack Bites Smokehouse Gouda Snack Bites	Snack product with gouda cheese with natural smoke flavor. The product contains under 20 calories per stick.
<b>DESSERTS &amp; ICE CREAM</b>			
Canada	Buono	Buono Green Tea Mochi Ice Dessert	Rice flour wrapped with non-dairy frozen dessert made with coconut milk. The product is free of dairy, soy, gluten, trans fat, artificial flavors, colors and preservatives. Contains high MCFA's which help in the process of excess calorie burning. It retails in a 208g pack containing eight individually wrapped units.

# NEW PRODUCTS

34

JUNE 2017

USA	Unilever	Breyers Non-Dairy Vanilla Peanut Butter Frozen Almond Milk Dessert	Made with almond milk, peanut butter and other non-GMO sourced ingredients.
<b>FRUIT &amp; VEGETABLES</b>			
USA	Mann Packing	Mann's Kale Beet Blend	Superfood blend of kale, golden beets, kohlrabi and red cabbage.
USA	Ittella International	Ittella Riced Cauliflower	A low carb and gluten free substitute for any high carb item.
<b>HOT BEVERAGES</b>			
USA	Numi	Numi Organic Tea Turmeric Cocoa Golden Latte	A caffeine free loose blend made with coconut and cinnamon. Turmeric is said to be the spice of life, an ancient root in the ginger family, used as a potent ingredient in Ayurvedic diets.
<b>JUICE DRINKS</b>			
USA	Naked Juice	Naked Sea Greens Veggies 100% Juice Smoothie	A blend of seven juices with added dulse and spirulina. Free from added sugar, preservatives, gluten and GMO.
USA	Kenover Marketing	Beetology Beet + Veggie Juice	Cold pressed juice made from 100% fruits and vegetables not from concentrate. Beets are great for the heart, blood pressure and brain.
<b>OTHER BEVERAGES</b>			
Canada	Healthy Body Services	Femme Fit Goddess Greens Prebiotic Probiotic Drink Mix	A blend of healthy fruits and green vegetables packed with nutritious ingredients like kale, broccoli, pomegranate and goji berry. Gluten free and contains prebiotics, probiotics, 2g fibre, 4g protein and 1g sugar.
USA	Farmhouse Culture	Farmhouse Culture Classic Organic Gut Shots	Sugar free and gluten free savoury drink with probiotic active culture. The bottle contains more than 10 shots.
USA	Bragg Live Foods	Bragg Organic Apple Cider Vinegar & Honey	Energising product that is free from GMOs. Ideal as a topping, as a marinade, for stir-fries, drinks and other recipes.
<b>PROCESSED FISH, MEAT &amp; EGG PRODUCTS</b>			
USA	Inland Market Premium Foods	Inland Market Premium Foods Seasoned Mahi Burgers	Burgers from wild caught mahi, free from gluten, and ready to cook.
USA	Drink Eat Well	Hilary's Mediterranean Bites	Free from gluten, corn, dairy, egg, soy, nut and GMOs.
USA	Tofurky	Tofurky Chorizo Style	A veggie-based take on the Mexican sausage. A vegan product that is said to be a good source of protein, low in fat, free from cholesterol, gluten and GMOs.
<b>RTDs</b>			
USA	Caveman Coffee	Caveman Coffee Co. Nitro Hibiscus Cold Brew Herbal Tea	Herbal tea infused with nitrogen. Free from caffeine and added sugar. Paleo certified and said to possibly lower blood pressure.
USA	Bramo	Bramo Original Black Organic Cold Brew Coffee	A smooth iced coffee with very low acidity. It is free from sugar, preservatives and dairy.
<b>SAUCES &amp; SEASONINGS</b>			
USA	Drink Eat Well	Hilary's Beet Vinaigrette Dressing & Marinade	A vegan product that is free from gluten, soy, dairy, egg, corn, nuts and GMOs.
USA	GLK Foods	Oh Snap! Pickling Co. Cool Beans Pickled Green Beans	Pickled green beans that are free from fat, gluten and GMO. The product does not contain any added brine, making it a convenient on-the-go snack.
<b>SIDE DISHES</b>			
USA	De Matteis Agroalimentare	Il Grano Integrale Bio di Armando High Fibre Wholegrain Fusilli Pasta	The organic product is high in fibre. It is made with durum wheat and oat fibre.
USA	Jovial Foods	Jovial Gluten Free Brown Rice Lasagna Pasta	Organic gluten free lasagna plates made from brown rice. 100% whole grain.
USA	Hodgson Mill	Hodgson Mill Chipotle Gluten Free Sorghum Quinoa and Brown Rice	A product made with ancient grains. Free from cholesterol, saturated fat, trans fat and GMOs. It provides 21g or more whole grain per serving.
<b>SNACKS</b>			
Canada	The Whole Living Kitchen	Healthy Crunch The Cool Cucumber + Dill Kale Chips	Paleo friendly and gluten free chips seasoned with lemon and dill, then air dried slowly to maintain nutrients and crunch.
USA	Mondelez Global	Nabisco Good Thins The Wheat One Ancient Grains Snacks	Made with 100% wholegrain wheat and ancient grains such as quinoa, amaranth and millet. The product contains 23g of wholegrain per 30g serving and is free from artificial colors, artificial flavors, cholesterol, partially hydrogenated oils and high fructose corn syrup.
USA	Sattva Vida	Sattva Vida Cocoa Craze Energy Bites	Raw product comprising dates, almonds, pecans, unsweetened coconut, cocoa powder and vanilla extract. Free from added sugar and gluten.
USA	Co.Exist Nutrition	22 Days Nutrition Peanut Butter Chocolate Chip Plant Power Protein Bar	An organic product that is free from gluten, soy and GMO. The product provides 15g plant based protein per serving, 5g sugar per serving, 9g fiber per serving, and 170 calories.
USA	Frito-Lay	Simply Cheetos Puffs White Cheddar Snacks	The product is made with real cheese and contains no gluten, preservatives, flavors or colors.
USA	Duke's Meats	Duke's Hickory Peach BBQ Smoked Shorty Sausages	Snack product made with pork and a peach BBQ relish. The product provides 7g protein and only 2g sugar per serving. It is free from gluten, MSG and added preservatives.
<b>SPORTS &amp; ENERGY DRINKS</b>			
USA	Aspire Brands	Aspire Apple and Acai Natural Energy Drink	A naturally sparkling and refreshing product said to be calorie burning as it increases metabolism through thermogenics, burning calories and increasing the energy needed to get things done. This product has no calories, sugars or carbs, is vitamin and nutrient rich with natural caffeine derived from green tea. It contains 80mg natural caffeine per serving.
Canada	GURU Beverages	Guru Organic Energy Drink	The product contains 142 mg of naturally occurring caffeine, from organic green tea and guarana, per can. Gluten free and non-GMO.
USA	Zevia	Zevia Mango and Ginger Zero Calorie Energy Drink	This product provides simple energy and is made with clean ingredients. It contains 120mg caffeine per can and is free from calories, sugar, artificial sweeteners, GMO, juice and gluten.
<b>SWEET SPREADS</b>			
USA	88 Acres Foods	88 Acres Vanilla Spice Sunflower Seed Butter	Free from nuts, gluten, GMO and the most common food allergens. The vegan product contains 5g protein.
USA	Healthy Concepts Food	Betsy's Best Almond Butter with Cinnamon and Chia Seeds	An all natural product that is free from gluten. It is made with almond butter, chia seeds and cinnamon.

Country	Company	Brand & Product	Description
<b>PART 2: REST OF THE WORLD – FOODS &amp; BEVERAGES</b>			
<b>BAKERY</b>			
Denmark	Rapunzel Naturkost	Rapunzel Organic Hemp Flour	Organic hemp flour that is rich in fibre.
Germany	Tegut... Gute Lebensmittel	Tegut... Fitness Bread	Fitness bread made with rye, oats and wheat germ. A source of wholegrain that is high in fibre.
Italy	IPAFOOD	Lo Conte Le Farine Magiche Broad Bean Flour	Rich in fiber and protein, containing respectively 15% and 27%. Free from gluten, and has a low glycemic index of 58.
Italy	IPAFOOD	Lo Conte Le Farine Magiche Organic Carrot Flour	This product is rich in fibre and protein, free from gluten, and has a low glycemic index of 58.
Peru	Industrias Alimenticias Cusco	IncaSur Quinoa Cookies and Grated Coconut	Low sodium cookies that provide maximum energy. One portion of the product gives 6% to 8% of the daily requirement of iron and vitamin C.
Sweden	Bisca	Karen Volf All in One Root Crops Crispbread	Crunchy vegetable crackers baked with root vegetables. The crackers are filling and have a root vegetable content of 36%, a wholegrain content of 25%.
<b>BREAKFAST CEREALS</b>			
Australia	Bailey Beau	The Australian Superfood Co. Cacao Coconut Crunch Paleo Granola	Features wattleseed and Davidson plum, and contains no artificial flavours, colours, sweeteners or preservatives. The 100% natural product is suitable as part of a Paleo diet, and is said to be a good source of fibre and a source of protein.
Brazil	Pure Sem Glúten Alimentos	Pure Sem Glúten Multigrain Vegan Granola	Made with 12 whole grains including amaranth flakes, amaranth grains, chia seeds, sesame, sunflower seeds, golden linseed, brown linseed, white millet, red millet, quinoa flakes, red quinoa grains and black quinoa grains. This granola is rich in fibers and free from gluten, lactose, flavorings, preservatives and trans fat.
Czech Republic	Artifex Instant	Prom-In Fitness Food Sweet Pear Flavoured Low Carb Workout Mash Mix	The mash is made from oat and barley, and is enriched with 5% free L-glutamine. It is high in protein and supplies high quality nutrients throughout the day. Its digestible formula is based on proteins, peptides and premium cereals. It is rich in beta-glucans that maintain normal blood cholesterol level.
Germany	Allos Schwarzwald	Tartex Bio Fit & Vital Amaranth Breakfast Porridge with Aronia	Breakfast porridge with 20% amaranth, which features a low glycemic index and increases blood sugar levels slower than muesli without amaranth. Also contains iron, and magnesium that reduces tiredness and supports the energy metabolism.
India	Aurovika	Aurovika Foxtail Millet Flakes	This vegetarian product is good for diabetics and is healthy for the heart. It is easy to digest and contains no gluten.
Italy	Colussi	Misura Natura Ricca Ancient Grains Breakfast Cereals	Made with quinoa, spelt and buckwheat. A natural source of phosphorous, magnesium and fibre.
South Korea	Emart	Peacock Soy Flour & Granola	Granola made with soybean, black bean, pumpkin seed, barley, oat, rye, almond and acacia honey. It is high in fibre and protein.
<b>CARBONATED SOFT DRINKS</b>			
Nigeria	Daveo Pharmaceuticals	La-Roux Health Drink	This all natural product is said to regulate blood sugar, to control blood pressure, to boost body immunity and to enhance blood circulation.
Poland	Aldi Group	Wellissa Cherry, Ginkgo and Ginseng Flavoured Carbonated Drink	Provides concentration and refreshment.
Slovakia	Tranquini	TranQuini Positively Relaxed Mixed Berries & Green Tea Carbonated Drink	A refreshing, carbonated beverage with herbal extracts. It contains green tea extract, a source of natural theanine, and herb extracts known to help relax and re-focus. Also contains vitamin B12 that helps with proper brain functioning.
<b>CHOCOLATE CONFECTIONERY</b>			
Germany	Vitafy	Vitafy Essentials Sport Coconut Vanilla Protein Chocolate	This is a calorie reduced fitness confectionery with coconut flavour that features increased protein content. It retails in an 80g pack containing eight units.
Italy	Eatness	My Eatness Nutraceutica My Cioccolato Organic Pomegranate, Acerola and Carrot Chocolate	A natural source of vitamin C, which is a powerful antioxidant and provides a number of health benefits. In addition, it contains manganese and helps to burn calories. The vegan and gluten-free chocolate retails in a pack of four 7g units.
<b>DAIRY</b>			
Germany	Alpro	Provamel Soy Alternative to Quark with Mango	A quark that is high in protein, and contains no lactose or gluten.
Germany	Lidl	Milbona Say Cheeezz Bear Shaped Cheese Slices	Cheese snack with a high protein content.
Puerto Rico	Lyrical Foods	Kite Hill Pineapple Flavored Artisan Almond Milk Yogurt	Creamy vegan almond milk yogurt with live active cultures. The product is said to contain five times the amount of protein of coconut yogurt.
South Korea	Lotte Foods	Pasteur LB-9 Plain Yogurt	Yogurt which contains one hundred million LB-9 lactobacillus – the patented vegetable kimchi lactobacillus –which is claimed to reach the intestines alive and helps to support healthy digestive system.
South Korea	Maeil Dairy	Maeil Hey! Mr. Brown Black Bean Milk	Milk alternative made of black bean, black sesame, quinoa, lentils and oatmeal. It is low in fat and helps to boost energy.
Spain	Sojade	Sojade So Chanvre! Hemp Based Natural Yogurt	A source of omega 3 that is naturally low in saturated fat, contributing to the maintenance of normal cholesterol level.
Turkey	Altinkiliç Gıda ve Süt San.Tic.	Altinkiliç Apricot Flaxseed Yogurt with Kefir	The probiotic product supports the immune and digestive system, contains 5.5% protein, minimum 2.5% milk fat and is free from sweeteners, colorings and lard and its derivatives.
<b>DESSERTS &amp; ICE CREAM</b>			
Denmark	Kramers Is	Kramers Chocolate Flavoured Protein Ice Cream	Italian ice cream with a high protein content (containing 40g of protein). The product is made from organic milk.



# NEW PRODUCTS

36

JUNE 2017

Indonesia	Lion's Head	Lion's Head Atap Seed in Syrup	Free from artificial sweeteners and cholesterol and is high in fibre. Said to be excellent as dessert on its own or can be served with cocktails, ice cream and salads.
Norway	Ehrmann	Ehrmann High Protein Chocolate Pudding	A protein dessert that is free from lactose, gluten and added sugar. Made with sweeteners and provides 20g protein per 200g tub.
UK	Clark's	Clark's Dessert Topping Sweet Strawberry Sauce	The product is high in fibre and contains 45% less sugar compared to the UK's number one strawberry dessert sauce brand.
<b>FRUIT &amp; VEGETABLES</b>			
Australia	Woolworths	Woolworths Simply Steam Zucchini Spaghetti	A source of fibre for healthy digestion.
Brazil	Ecoaxial Alimentos	Rio de Una Detox Orgânico Cabbage, Spinach, Spearmint and Ginger Detox Juice Blend	An antioxidant juice blend that is high in fiber and contains nine vitamins and seven minerals. Helps with bone health, digestion, disease-prevention and hydration.
Brazil	M.W.A.	Kodilar Natural Life Green Banana Biomass	A gluten free product made from green banana pulp, which is rich in fibers. It can be added to recipes to provide a better texture, or as a substitute for cooking cream in recipes. Contributes to the development of microbiota and improvement of the intestinal tract.
Indonesia	Bionic Natura	Bionic Farm Organic Sprouted Beans	Contains proteins, vitamins, and minerals with lower carbohydrate and calorie content. The sprouted beans also contain enzymes that make them easier to digest than regular beans. They are free from gluten, preservatives and colourants and can help lower cholesterol, control blood sugar level and improve digestion.
Italy	Orsini Gino - Damiani Filippo	Orsini & Damiani Mangia Tutto Broccoli Spaghetti	Broccoli spaghetti contains potassium, calcium, phosphorous, iron, folic acid and vitamin C. It is detoxifying, re-mineralizing and supports tissue regeneration.
<b>HOT BEVERAGES</b>			
Colombia	Compañia Nacional de Chocolates	Nutresa Corona Enriched Hot Chocolate with Sugar	This product is enriched with vitamins such as vitamin B1, B2, B3, B6, B12 and vitamin D. It is a natural source of antioxidants and contains no cholesterol or trans-fat. The vitamins contribute to healthy energy metabolism.
India	FlorArôme	FlorArôme Green Coffee Instant Premix	A natural product with no artificial preservatives, colours or flavours. Rich in chlorogenic acid, antioxidants and other nutrients. Modulates glucose and fat metabolism and can help aid weight loss.
India	Teamonk Global Foods	Teamonk Global Ikusei Cardamom Green Tea	This refreshing and revitalising tea can stimulate metabolism and is also claimed to be great for relaxation.
Morocco	FlorArôme	FlorArôme Organic Digestion Infusion	With peppermint, chamomile, verbena, thyme and fennel to help with digestive disorders.
<b>JUICE DRINKS</b>			
Australia	Natural Raw C	Raw C Elderflower, Mint & Lime Infused Sparkling Coconut Water	100% natural sparkling Coconut Water which is described as nature's ultimate hydration with bubbles.
Czech Republic	Biotta	Biotta Vegetable Cocktail Juice	Contains pure juice from 640g of vegetables, obtained by direct pressing. It is suitable for vegetarians and vegans and is recommended for detoxifying the body.
India	Miel Natura Foods	Miel Natura Honey and Aloe Drink with Real Fruit Pulp	Honey and aloe vera is blended in this drink. Honey is said to hydrate the body and provide energy, while aloe vera repairs cells and nourishes the skin. Contains no artificial ingredients, added sugar, preservatives, artificial flavour or added colour.
Sweden	Bråmhults	Bråmhults Smoothie Energy Mixed Fruit Smoothie	A natural source of energy from green coffee beans and acerola, as well as vitamin C, which helps to maintain a normal energy use while minimising tiredness and fatigue.
Czech Republic	McCarter	Body & Future Chia Seeds Drink with Lemon & Ginger	A fruit drink made with lemon juice, chia seed, ginger, white tea and sweetener. The product contains significant amounts of omega-3 fatty acids, which are said to regulate blood cholesterol levels.
UK	Marks & Spencer	M&S Spirit of Summer Gazpacho Juice Drink	A blend of tomato, apple, cucumber, red pepper, lemon and sea salt. The product is a source of vitamin C and provides one of five a day per 150ml serving.
Belgium	Mexpi Limited	Amazing Forest Birch Water	This birch water is 100% organic, rich in minerals and in micronutrients. Contains naturally occurring electrolytes to help consumers stay hydrated.
<b>MEALS &amp; MEAL CENTERS</b>			
India	Ashtral Biotech	Zero Calz Quinoa Multi Grain Noodles	Made with 10 ancient grains including quinoa, hearth, chia, flax, foxtail, barnyard, sorghum, finger millets, pearl and kodo. Provides omega-3, fibre, selenium, lysine, 9 amino acids, energy and a boost to immunity.
<b>OTHER BEVERAGES</b>			
UK	The Fuel Station	Fuel 10K Raspberry & Blueberry High Protein Quark with Fruit	High in protein and low in fat, with less carbs and no artificial colours or sweeteners.
Australia		Berry Beats Kombucha	Kombucha with elderberries and hibiscus. A raw, organic and ancient sparkling brew renowned for its immune and energy boosting properties. The fermented product contains antioxidants, B vitamins, is low in sugar, detoxifying, cold pressed, unpasteurized, and is anti-inflammatory, revitalising and preservative free.
Japan	Meiji	Meiji Savas Cocoa Flavour 100% Soy Protein Drink	With soy protein, seven B vitamins and vitamin C.
Australia	Vesco Foods	Super Green Smoothies Detox Unbeatable Smoothie	A smoothie blend with pineapple, broccoli, beetroot, kale, celery, lemon, and ginger. Recommended to blend with coconut water, almond milk or soy milk.
France	Purasana	Purasana Vegan Protein Organic Mix with Banana and Vanilla Flavour	Blend of hemp, rice, pea, sunflower and pumpkin. 61% protein from 5 vegetable-based sources. Also contains essential vitamins, minerals, healthy fatty acids, fibres and amino acids. Prevents muscle breakdown, helps weight control and maintains mobility.
<b>PROCESSED FISH, MEAT &amp; EGG PRODUCTS</b>			
Italy	Coam Industrie Alimentari	Scandia Yellowfin Tuna Bresaola Slices	High in protein, rich in omega-3 fatty acids, has a low fat content and is free from gluten, colourings and preservatives. A good source potassium, selenium and phosphorus and is said to be the ideal food for sportsmen.

# NEW PRODUCTS

JUNE 2017

37

Italy	F.lli Sacà	Sacà Organic Mopur Burgers with Spinach and Peas	Vegan burgers made with spinach, peas, wheat gluten, legumes flour, wheat, water and natural flavourings. A source of proteins and fibre which is 100% vegetable based and contributes to a better metabolism.
Germany	Culentro	Vleisch Manufaktur Quinoa Köfte Patties	Quinoa burgers with garlic, chia and lupine. Good source of fibre and magnesium.
Norway	Food for Progress	Food for Progress Oumph! Grill Soy Protein	Rich in protein and fibre, and provides a source of iron.
Netherlands	Schouten Europe	Good Bite Vegetarian Nut Balls	Made from six different types of nuts and free from meat. Contains vitamin B12, iron and is rich in protein and fibres.
<b>RTDs</b>			
Japan	Yamazaki Baking	Yamazaki Sencha Green Tea	With indigestible dextrin to promote healthy digestion.
Poland	Dary Natory	Dary Natory Yerba Mate Strong Energy Drink	Pasteurised drink made from Brazilian yerba mate and organic honey. It has a high caffeine content, and is recommended as an energising drink.
Japan	Japan Sangaria Beverage	Sangaria My Sapò Tea with Indigestible Dextrin	Formulated with 5g indigestible dextrin as dietary fibre to help inhibit the absorption of fats and reduce the blood sugar level rising after meal.
<b>SAUCES &amp; SEASONINGS</b>			
Venezuela	Bienestar Organico	Bienestar Orgánico Moringa	A 100% natural product made with leaves and stems of moringa. Contains a high level of protein, vitamins, minerals, antioxidants and amino acids.
Germany	Neuseelandhaus	Neuseelandhaus Organic Virgin Omega Oil	Extra virgin oils from avocado, olive and linseed. Contains 9% of omega-6 and -3 in the ideal proportion of 2:1. Contributes to the maintenance of a normal cholesterol level in the blood.
Nigeria	Helcinta	Helcinta Nig Ltd Dry Baobab Leaf	Baobab leaves are said to be excellent sources of vitamin A, calcium mineral, iron, blood potassium, magnesium, manganese, molybdenum and phosphorus.
<b>SIDE DISHES</b>			
UK	De Matteis Agroalimentare	I Legumi di Armando High Protein Red Lentil Penne Pasta	A legume-based product that contains no gluten, and is rich in fibres and protein.
Italy	Pedon	Pedon Happy Veggie Lupini Bean Mix with Quinoa	The product is rich in protein and fibre.
Germany	Molino Andriani	Felicia Bio Linea Legumi Organic Mung Bean Pasta	Vegan pasta with a high content of iron, phosphor, zinc and manganese. It is also gluten free and rich in protein and fibre. suggestion.
Norway	Orkla Foods	Toro Bare Bra Super Rice	Wholegrain rice with quinoa, buckwheat and black-eyed beans. A good source of protein, and contains dietary fibre and potassium.
Ireland	Marks & Spencer	Marks & Spencer Super Grains & Beetroot	The product comprises beetroot, bulgur wheat, millet and buckwheat with red onion and parsley in a sunflower oil and lemon juice dressing. It is suitable for vegetarians and vegans, is a source of fibre and is low in saturated fat, helping to maintain healthy cholesterol levels.
<b>SNACKS</b>			
Hungary	Sante A. Kowalski	Go On! Protein High Protein Cranberry Bar with Goji Berries and Inulin	A protein bar with MPC 80, made with milk chocolate.
Singapore	Bhavani Foods	Uncle Saba's Poppadoms Tomato Flavoured Lentil Chips	Chips with wholesome lentils. The product provides 11g complete protein, three times more fiber, four times more protein, 40% less carbs and 30% less saturated fat than the average chips. This vegan, low GI and high fiber product contains no trans fat, preservatives, gluten, cholesterol or harmful chemicals.
India	Nutritatva Foods	Nutritatva High Fibre Snack Sweet Cinnamon Carrot Bits	The all natural and vegetarian product is high in beta carotene and contains no added colours or preservatives.
India	Pi Cafes and Restaurants	Thenibblebox.com Amaranth Aloha Granola Bars	Amaranth helps in maintaining a healthy weight and is a great source of protein. Flax seeds are high in omega 3 fatty acids and have anti-inflammatory properties. Oats and dates are rich in dietary fibre and boost energy levels, help relieve constipation and reduce cholesterol.
India	Aurovika	Aurovika Lemon Flavoured Roasted Chickpea Flakes	A gluten-free and diabetic friendly instant snack, which is said to maintain bone health, and provides iron, vitamin B6 and magnesium.
Australia	Nourish Foods	Whole Kids Organic Manuka Honey Popcorn	Air-popped wholegrain corn that is naturally high in fibre and low in fat. Does not contain artificial flavours, artificial colours, preservatives, gluten, egg, GMO ingredients, added MSG or hydrogenated oil. The product retails in a 35g pack.
South Africa	Wedgewood Nougat	Racefood Farbar Apple, Pear & Cinnamon Real Food Endurance Bar	The product provides sustained energy release with simple and complex carbs and good fats to keep one fuelled for longer. Contains cinnamon, which is known to be nature's anti-inflammatory.
Italy	Noberasco	Noberasco Veg&Crock Dried Pepper Chips	These chips contain no preservatives, are rich in fibre and are not fried. Retails in a 15g pack.
New Zealand	Ast Popcorn	Top of The Pop Microwave Popcorn with Linseed	The product is free from allergen, GMO and gluten while being high in fibre. Linseed is an excellent source of dietary fibre, omega 3 fatty acids and lignans. It is also rich in B group vitamins and minerals, and may lower cholesterol.
<b>SUGAR &amp; GUM CONFECTIONERY</b>			
Italy	Giuliani	Giuliani Candies with Digestive Herbs	This gluten-free product contains natural extracts of gentian, rhubarb and boldo herbs which are known for their digestive properties.
South Korea	Orion	Orion Power Bull Energy Jelly	This energy boosting product is said to be ideal while working late, studying and after exercising. Contains 100mg of taurine per unit.
<b>SWEET SPREADS</b>			
Japan	Sonton	Sonton Peanut Cream	Formulated with indigestible dextrin as dietary fibre to promote healthy digestion. The product is free from preservatives and colouring.
Brazil	CMP Alimentos	Celia Braga Chocolate Cream with a Touch of Ayurveda	This is a functional food with green banana biomass. It is free from gluten, sugar and lactose. Contributes to balance, cleansing and well-being.

# IMPORTANT NOTICE

1. Unless you or your organization (the “Purchaser”) have already purchased a multi-user license then you have purchased a single license personal to you to access and read *New Nutrition Business* and its website (hereafter “*New Nutrition Business*”) and you hereby agree on behalf of the Purchaser that it will comply with *New Nutrition Business*’s conditions of supply hereafter described. Once the Purchaser, or any person within it, has had access to *New Nutrition Business* or any part of *New Nutrition Business*, protected under these conditions, you are agreeing that your organization as a whole, and the individuals within it, are deemed to be aware of, and consent to, these conditions hereafter in respect of *New Nutrition Business*.
2. Unless otherwise agreed in writing in advance by *New Nutrition Business*, *New Nutrition Business* may not be sold, nor passed on, communicated or disseminated in any form (including within its original covers), nor access granted, to any third party (including but not limited to clients/potential clients/suppliers/agents/partners in other ventures/accountants/solicitors/bankers/brokers/ licensees), or to any subsidiary, associated or holding company (whether direct or indirect) of the subscriber, whether trading or non-trading, or to any entity trading under the same umbrella trading name where the direct equity interest is different in any way to that of the subscriber. The Purchaser is agreeing that in the event that any of its personnel inadvertently do so allow unlicensed usage or access by others as detailed above, that it will account to *New Nutrition Business* in full for the sales proceeds at the then current prevailing single copy price as set by *New Nutrition Business* from time to time, for each and every occurrence, and further that the Purchaser fully and effectually indemnifies *New Nutrition Business* in respect of any claim howsoever arising by any such subsequent unlicensed user against *New Nutrition Business*. Similarly, if any other piece of identified *New Nutrition Business* material, amounting to an article or more, becomes available to the Purchaser by virtue of a breach of this term by any third party, which is then read or used by the Purchaser in any way, that the Purchaser is hereby agreeing to purchase a copy of the item from *New Nutrition Business* containing that piece of intellectual property from *New Nutrition Business* at the then current prevailing single copy price as set by *New Nutrition Business* from time to time for each and every occurrence (unless at *New Nutrition Business*’s sole discretion the money is sought and subsequently remitted by the original subscriber), and to abide by *New Nutrition Business*’s license terms.
3. The Purchaser acknowledges that all materials and information contained in *New Nutrition Business* are the copyright property of *New Nutrition Business* and are protected inter-alia by International Copyright Law and the Copyright Law of the United States of America and Related Laws Contained in Title 17 of the United States Code and other intellectual property rights and also by the terms of this agreement, and that no rights in any of the materials are transferred to the Purchaser. The Purchaser agrees the Copyright Law of the United States of America and Related Laws Contained in Title 17 of the United States Code is only relevant where *New Nutrition Business* has not sought and secured protection elsewhere in these conditions, or indeed where sections are expressly excluded, without prejudicing the enforceability of the remainder of the Title. The Purchaser agrees that the provisions of Section 107 of Title 17 of the United States Code and sections 29 and 30 of the Copyright, Designs and Patents Act 1988 shall not apply to the use to be made by the Purchaser. The Purchaser undertakes that it will not copy, reproduce, print or store in any manner (electronic or otherwise), extract or transmit in any form or otherwise deal with in any way the whole or part of the data, materials or information contained in *New Nutrition Business* without first obtaining the consent in writing of the Publisher of *New Nutrition Business*.
4. *New Nutrition Business* contains information obtained from authentic sources using primary research wherever possible. Reasonable efforts have been made to publish reliable data and information, but the authors and the publishers cannot accept responsibility for the validity of all materials. Neither the authors nor the publishers, nor anyone else associated with this publication, shall be liable for any loss, damage or liability directly or indirectly caused or alleged to be caused.
5. *New Nutrition Business* nor any part of it may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying, microfilming and recording, or by information storage or retrieval system, without permission in writing from the Publisher.
6. The consent of *New Nutrition Business* does not extend to copying for general distribution, for promotion, for creating new works or for resale. Specific permission must be obtained in writing from the publishers.
7. *New Nutrition Business* reserves the right to amend its terms at any time.



### CONTACT DETAILS *Please Write Clearly*

Name:	Position:
Dept:	Company:
Address:	Country:
	Phone:
Email:	Fax:

PDF ONLY    POWERPOINT ONLY    POWERPOINT & PDF    PRICE PER REPORT IN PDF OR PPT – €500 / \$650 / £450 / A\$750 / NZ\$790 / ¥69,000 / C\$750  
COMBINED PACKAGE FORMAT OF PDF & PPT – €800 / \$1040 / £720 / A\$1200 / NZ\$1264 / ¥110,400 / C\$1200

### BUY THE PDF & PPT TOGETHER & GET A 20% DISCOUNT

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Fermentation: how to make a trend into an opportunity
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	10 Key Trends in food, nutrition and health 2017
	<input type="checkbox"/>		10 Key Trends in the Business of Dairy Nutrition
<input type="checkbox"/>			Redefining Healthy Snacking
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The Snackification of Breakfast
<input type="checkbox"/>			Failures in Functional Foods and Beverages
<input type="checkbox"/>			Lactose-free dairy: Opportunities, strategies and key case studies
<input type="checkbox"/>			Kids' dairy and snacking: 10 case studies in marketing and innovation
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Trends and strategies in healthy snacking: 15 key case studies
<input type="checkbox"/>			Smart start-up strategy in healthy food and beverage

Please circle the relevant currency




£    \$    €    A\$    NZ\$    ¥    C\$

**TOTAL**

(UK purchases pls+VAT)

### PAYMENT DETAILS

- ☐ Please invoice my company – Please supply a purchase order. **THE INVOICE IS PAYABLE IN 10 DAYS.**
- ☐ Please send a pro forma invoice so that I can arrange for pre-payment, I understand that once the payment is received you will complete my order.
- ☐ I will send payment directly to your bank – NatWest, Law Courts, Temple Bar, 217 The Strand, London WC2R 1AL  
**Account No:** 16663357    **Sort Code:** 60-80-08    **Swift Code:** NWBKGB2L    **IBAN:** GB62NWBK60800816663357
- ☐ I enclose a cheque payable to **The Centre For Food & Health Studies Ltd**

Please debit my				Cardholder's Name _____
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Cardholder's Signature _____

#### PLEASE NOTE:

• THAT CREDIT CARDS WILL BE DEBITED BY PAYMENT EXPRESS OR PAYPAL, OUR FOREIGN CURRENCY PAYMENT AGENTS.

• ALL ORDERS PRE-PAID WILL BE SENT A FULL-PAID INVOICE

Card number

Last 3 digits on signature strip

Expiry date

Valid from

/

/

Fax back to: UK +44(0)20 7900 1937 Email to: [info@new-nutrition.com](mailto:info@new-nutrition.com)

The Centre For Food & Health Studies Ltd, Subscriptions Dept, Crown House, 72 Hammersmith Road, London W14 8TH, UK.

# SUBSCRIBE

Complete the subscription request below and fax to +44(0)2079001937  
or scan and email to [miranda.mills@new-nutrition.com](mailto:miranda.mills@new-nutrition.com)  
or visit [www.new-nutrition.com/strategy/about](http://www.new-nutrition.com/strategy/about)

## BILLING ADDRESS *Please Write Clearly*

Name:	Position:
Dept:	Company:
Address:	Country:
	Phone:
Email:	Fax:

## Delivery Address *If different from Billing Address*

--




Publication name	Format	Price per unit SOLE USE ONLY*	Currency	Amount
New Nutrition Business - 1 year subscription	Print & Pdf	€1030/\$1300/£795/A\$1490/NZ\$1650/¥130,000/C\$1400		
New Nutrition Business - 2 year subscription	Print & Pdf	€1648/\$2080/£1272/A\$2384/NZ\$2640/¥208,000/C\$2240		
Kids Nutrition Report - 1 year subscription	Print & Pdf	€1030/\$1300/£795/A\$1490/NZ\$1650/¥130,000/C\$1400		
Kids Nutrition Report - 2 year subscription	Print & Pdf	€1648/\$2080/£1272/A\$2384/NZ\$2640/¥208,000/C\$2240		

\* Group subscriptions and company-wide internet licenses are available on request. Please email: [allene.bruce@new-nutrition.com](mailto:allene.bruce@new-nutrition.com).  
Note: Customers subscribing to one of the above publications are entitled to receive a 20% discount when they subscribe to the other.

☐ I currently have a multi-user Premium/ Enhanced license. Please contact me with a renewal quotation.

## PAYMENT DETAILS

- ☐ Please invoice my company – Please supply a purchase order. **THE INVOICE IS PAYABLE IN 10 DAYS.**
- ☐ Please send a pro forma invoice so that I can arrange for pre-payment, I understand that once the payment is received you will complete my order.
- ☐ I will send payment directly to your bank – NatWest, Law Courts, Temple Bar, 217 The Strand, London WC2R 1AL  
**Account No:** 16663357 **Sort Code:** 60-80-08 **Swift Code:** NWBKGB2L **IBAN:** GB62NWBK60800816663357
- ☐ I enclose a cheque payable to **The Centre For Food & Health Studies Ltd**

Please debit my				Cardholder's Name _____
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Cardholder's Signature _____

### PLEASE NOTE:

• THAT CREDIT CARDS WILL  
BE DEBITED BY WORLDPAY  
OR PAYPAL, OUR FOREIGN  
CURRENCY PAYMENT AGENTS.

Card number

Last 3 digits on signature strip

Expiry date

Valid from

• ALL ORDERS PRE-PAID WILL  
BE SENT A FULL-PAID INVOICE

Fax back to: UK +44(0)20 7900 1937 Email to: [info@new-nutrition.com](mailto:info@new-nutrition.com).  
The Centre For Food & Health Studies Ltd, Subscriptions Dept, Crown House, 72 Hammersmith Road, London W14 8TH, UK.

[www.new-nutrition.com](http://www.new-nutrition.com)