

The background is a vibrant, textured blue. On the left, there are white outlines of a stethoscope and a medical syringe. On the right, there are colorful, painterly shapes representing various fruits and vegetables, including a red tomato, a yellow bell pepper, and a green leafy vegetable. The text 'LET FOOD BE THY MEDICINE' is written in a bold, blocky font. 'LET FOOD' is in yellow, 'BE THY' is in white, and 'MEDICINE' is in white.

LET FOOD BE THY MEDICINE

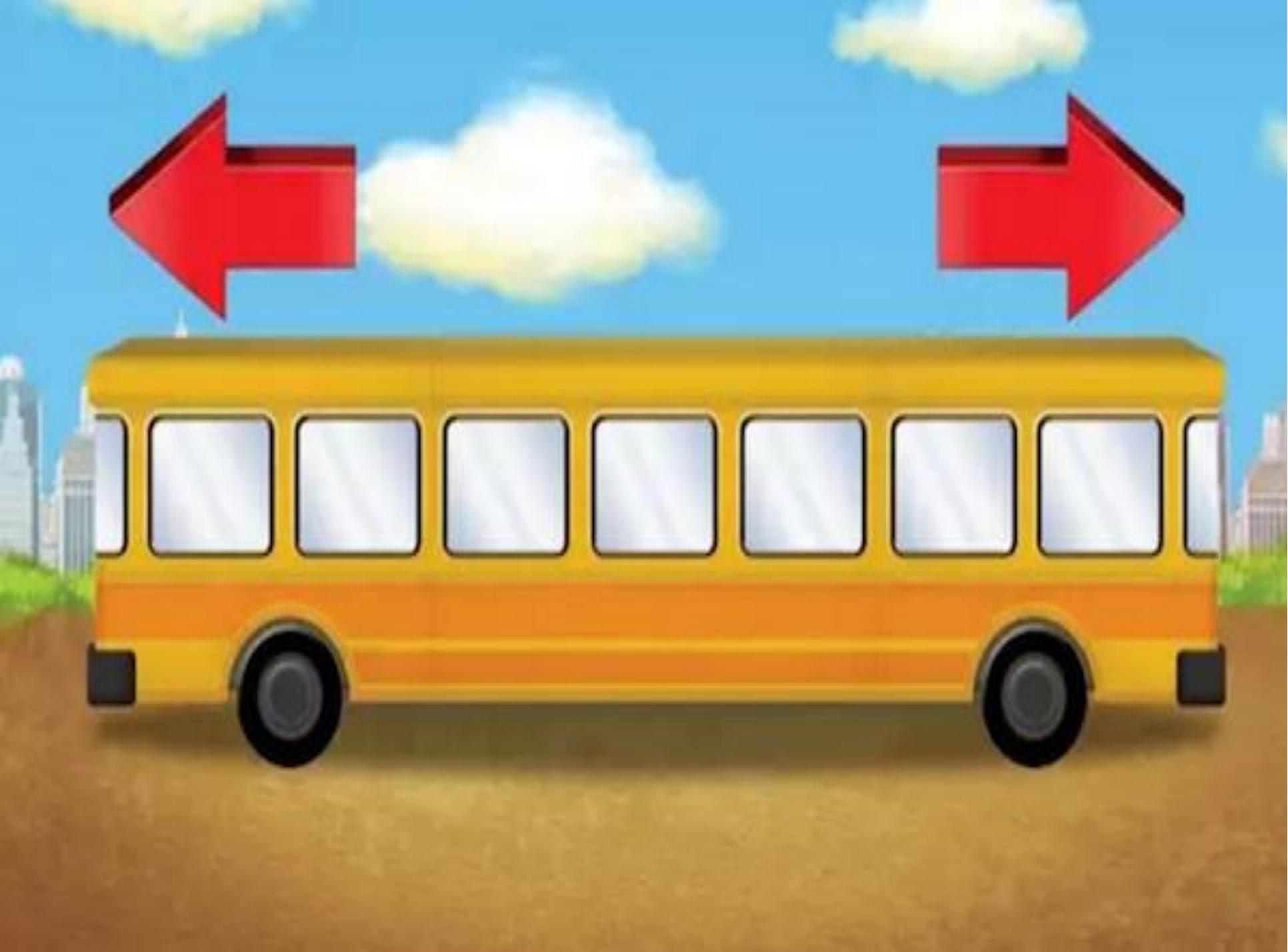
How to innovate in functional foods?

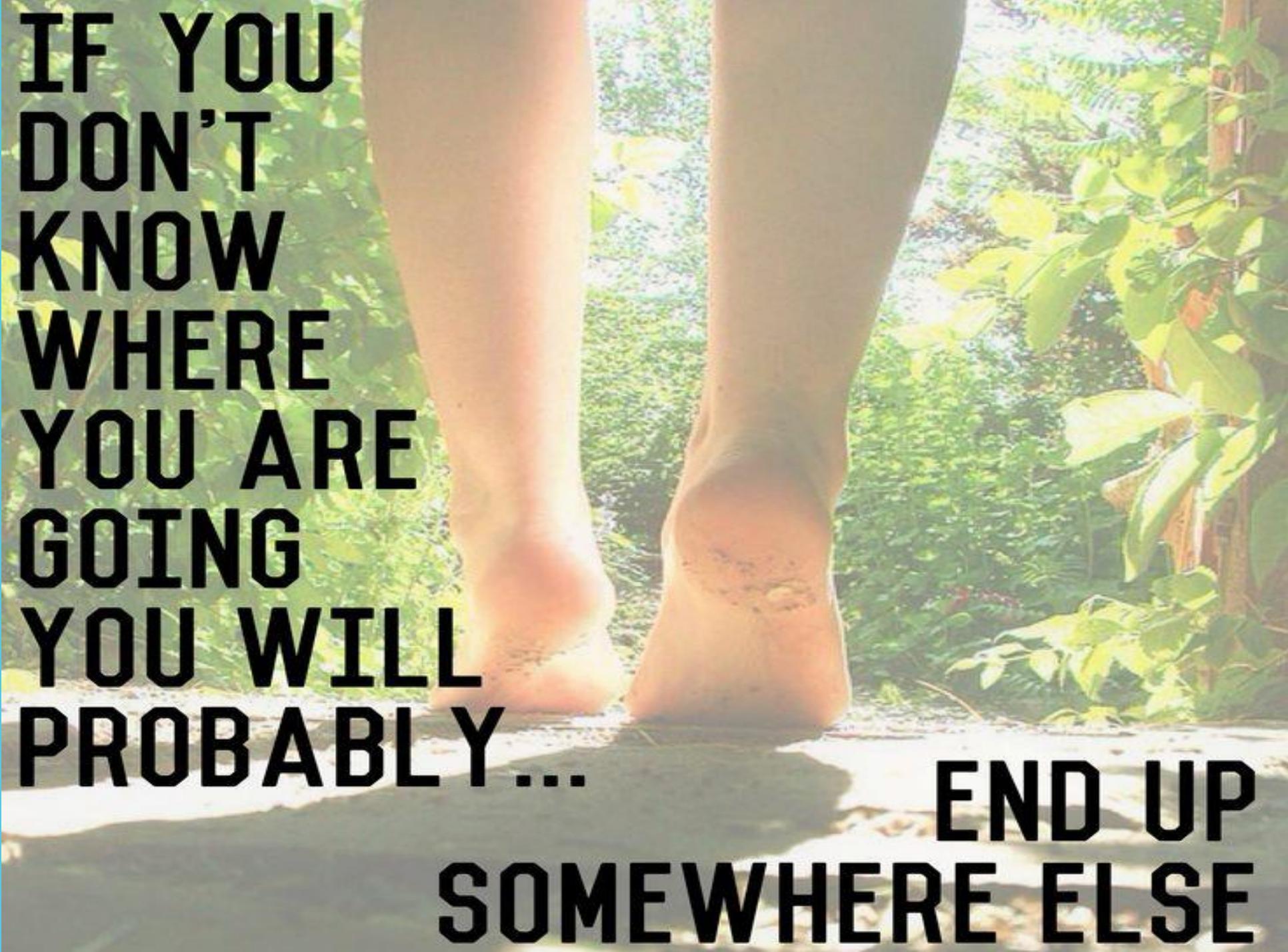
**Lessons from the past &
Tips for the future**

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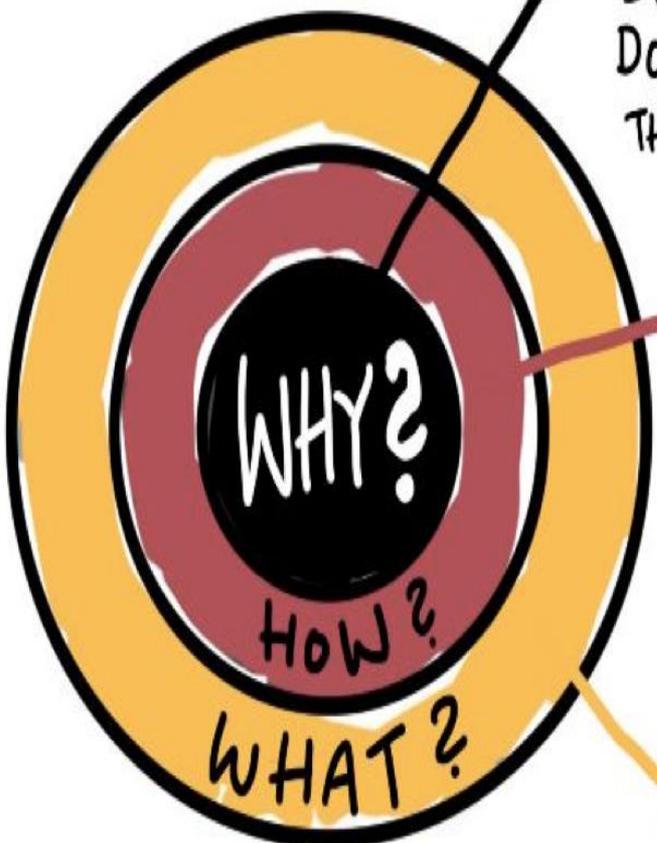


A photograph showing the lower legs and feet of a person wearing high-heeled shoes, walking on a paved path. The background is a lush, green, outdoor setting with various plants and trees. The lighting is bright, suggesting a sunny day. The text is overlaid on the left side of the image.

**IF YOU
DON'T
KNOW
WHERE
YOU ARE
GOING
YOU WILL
PROBABLY...**

**END UP
SOMEWHERE ELSE**

GOLDEN CIRCLE



WHY DO YOU DO WHAT YOU DO? WHAT IS THE PURPOSE?

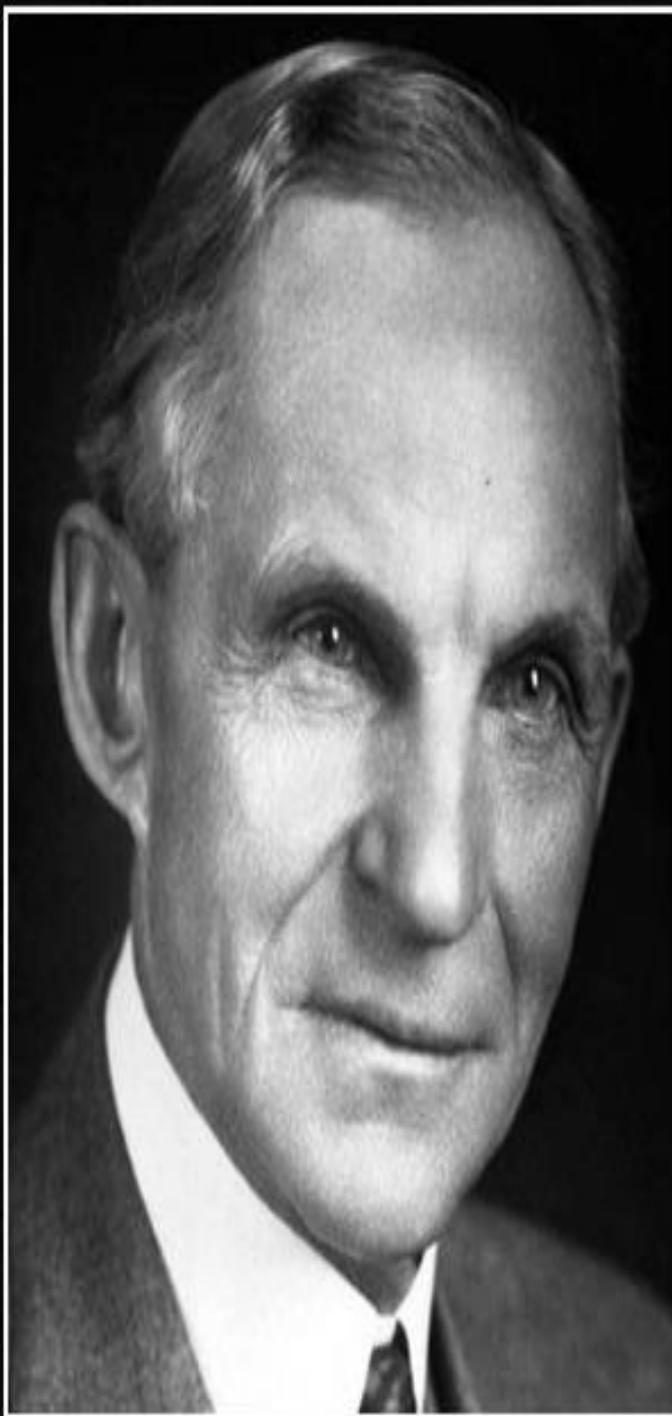
HOW DO YOU DO WHAT YOU DO?

WHAT THE HELL DO YOU DO?

IDEA: SIMON SINEK

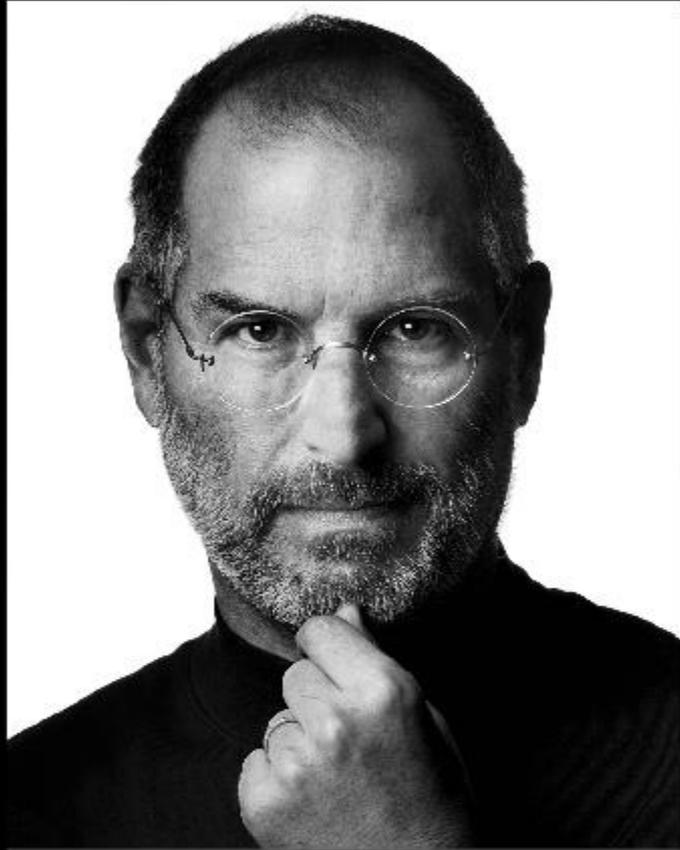


STICK TO
THE PLAN



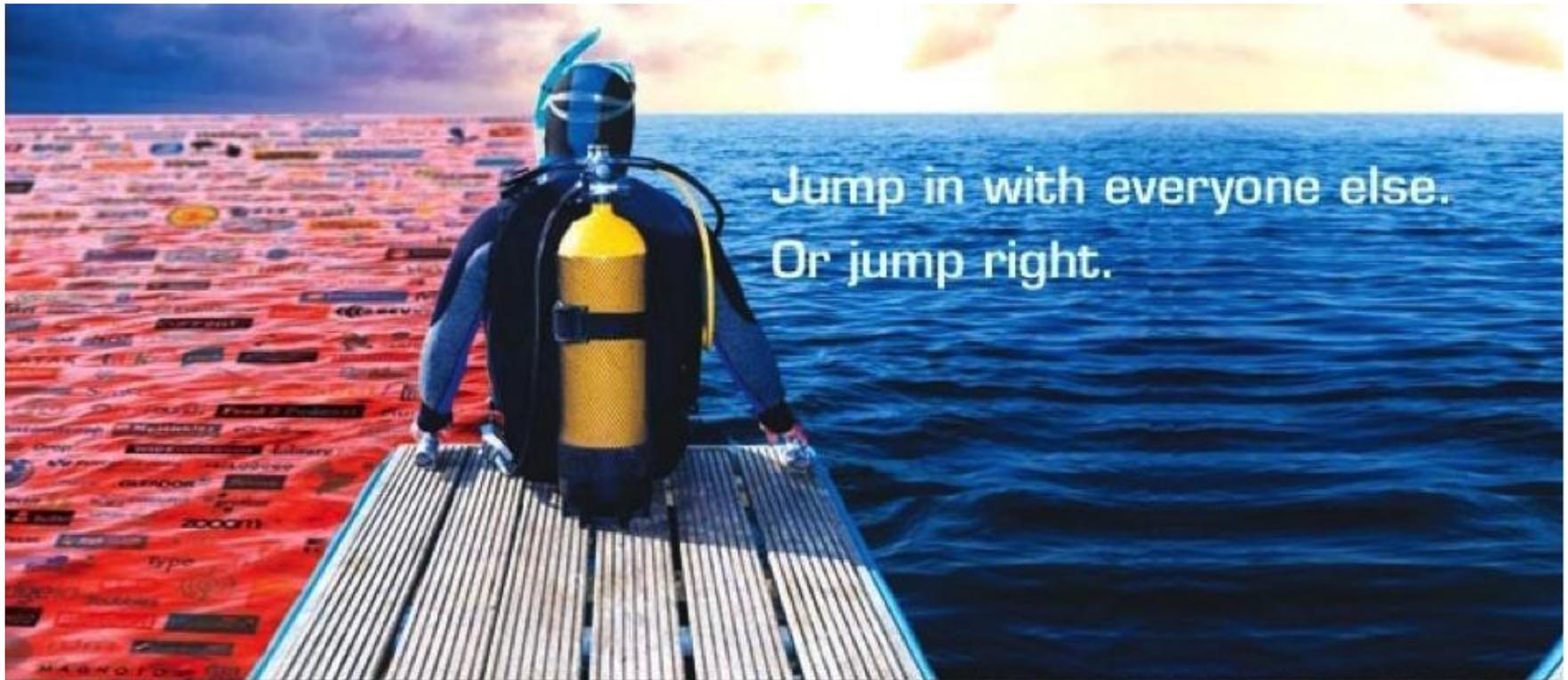
If I had asked people what they
wanted, they would have said faster
horses.

— *Henry Ford* —



*“A lot of times,
people don’t know
what they want
until you show it to
them.”*

*- Steve Jobs, Co-
founder of Apple*



Jump in with everyone else.
Or jump right.



**first
launched
in Japan
in 1935**

Theory – Feeding the funnel (1997)

- Building new understanding
 - Immerse yourself in the consumer's world
 - Stay close to technology
- Finding new Angles
 - Create an inspiring vision
 - Seek unconventional perspectives
- Nurturing new ideas
 - Enable exploration and experimentation
 - Collaborate with colleagues

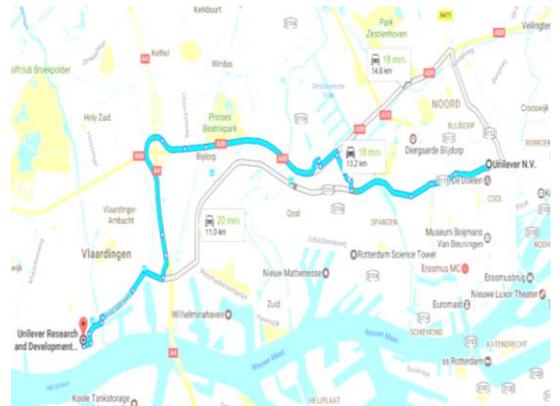


Unilever



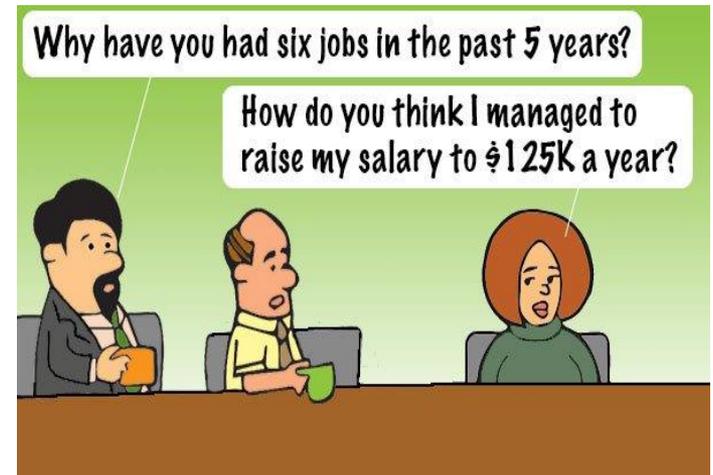
Practise – Feeding yourself (2001)

- *“You really want to talk to marketing???”*
- *“I would need to keep my citation index just as my University peers.”*
- *“I cannot help you on this business request, since I still need to get that literature report done to reach my personal target to make my bonus.”*



It's not easy...

- After having spend hundreds of thousands of Euros spend on (market) research, decided not to launch on **second thoughts...**
- The **life-cycle of a Marketing Manager** typically is <2 years, which is killing for long term innovation programs



Like I said, not easy ...

- ‘Get out of my factory!’ ...
Deviating targets between Operations (efficiency targets) and Commercial (innovation targets)
- Great innovation: single serve, fresh dairy concept, but **(ab)used to please the retailer** with finally an introduction of a family pack in the long-life milk corner



But it can be done!

- Flying Squad
 - Team of 3
 - External PL
 - Independent of running business
 - Clear Goals
 - Own budget
 - License to Operate (BoD)

- Successful launch of a functional Kids brand across South-East Asia
 - Be strong, tall & smart



**BUILDING
YOUR
BRAND:
MAKE IT
PERSONAL**



General Mills: 'Functional Foods' Will Drive Shares Higher



- March, 2017
- The company has noted that the food industry has become more "**entrepreneurial**" and it must compete against an increasing number of smaller competitive food brands.
- One segment of the food market garnering significant attention and experiencing **strong consistent growth** is the "functional food" market.
- A "functional food" is said to provide additional health benefits beyond basic nutrition either through the addition of new ingredients (or more of an already present ingredient).
- Industry reports expect the global-functional food market to reach \$92.3 billion by 2021 from \$64.6 billion in 2016 at a **CAGR of 7.4 percent**.
- The company is pushing further into the functional food market through **internal innovation and start-up company** investments (and possible later acquisitions) to jumpstart revenue/earnings growth.



.....
GENERAL MILLS



Irish start-up Nuritas leads fight to prevent diabetes

- Oct, 2016
- A **small Dublin company** is leading the fight to stop people developing type-2 diabetes.
- “The Nuritas clinical studies represent an **exciting venture** and brings new hope in developing this important field of disease prevention,” he said.
- Nuritas uses **big data techniques to discover peptides** – molecules in food and food byproducts – that can be used by the life sciences sector in supplements and new drugs.
- Its technology allows it to discover peptides up to 10 times **faster** than traditional research techniques and at a fraction of the cost.
- “This peptide carries huge potential to **bridge an enormous gap** in medical science and act as a major weapon in the global battle against diabetes, now recognised as a full-blown epidemic,” he said.
- Being a supplement rather than a medicine, Nuritas’s treatment faces a **shorter regulatory route** and the company hopes it will be available for use as a food supplement as soon as 2020.

JOINING FORCES IN SUBSTANTIATING HEALTH BENEFITS



- June 7, 2017
- NIZO, Royal FrieslandCampina and NutriLeads are **joining forces** in the CHALLENGE consortium. CHALLENGE aims to develop new food ingredients that will support resistance to infections, as well as affordable and predictive research models in healthy volunteers to allow companies **accelerated market access**.
- Alwine Kardinaal, project leader at NIZO: “The combined research power of the companies involved is unique and will enable us to take the **next step in predicting health benefits** with the use of Human Challenge Studies. Especially in nutrition research, challenge studies are a unique approach to induce a physiological response in healthy subjects, and to investigate how an active ingredient modulates this response. Given NIZO’s reputation with i.e. the ETEC model, we are confident to lead this exciting project”.
- Ruud Albers, CEO of NutriLeads: “NutriLeads strongly believes in the Human Challenge Model concept. The CHALLENGE consortium is a logical next step in substantiating the immune supportive effect of our lead ingredient, a novel Immune Modulating Plant Polysaccharide”.



Campbell Soup Invests In Nutrition Tech Startup

- Oct 26, 2016
- Campbell Soup has invested in a new **nutrition-focused startup** that uses data from an **at-home test kit to make personalized food recommendations** tailored to an individual's unique DNA
- On Wednesday, the Big Food maker disclosed it was the sole investor in **Habit**, which is just now launching with the purpose of tailoring personal nutrition recommendations that aim to avoid one-size-fit-all fad diets. The Habit kit won't be available until early next year. In the meantime, Habit and Campbell have set up a waitlist for those interested in the system.
- "The entire food industry is being transformed by **the fusion of food, well-being, and technology**," said Campbell CEO and president Denise Morrison in a statement. "Campbell's investment is part of our broader efforts to **define the future of food**, which requires **fresh thinking, new models of innovation, smart external development, and venture investing** to create an ecosystem of innovative partners."

habit[™]
FOOD, PERSONALIZED



It couldn't be a better time to start a functional food business or launch an innovative new product!

- Consumers are demanding healthy innovation, and investors are keen to get a piece of the pie
- The global market for functional foods and nutraceuticals expected to hit around £30bn within four years

(Froghop - April 26, 2017)

But remember:

- Make a plan that fits you, and stick to it!
- Let consumers guide, but not drive you
- Collaborate (in- & externally)
- Adopt a Start-up (culture)





Don't be afraid to fail.
Be afraid not to try.

Michael Jordan

Want/need help trying?

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