



# NEW FRONTIERS IN FOOD FAST FORWARD

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## Deliverable 5.2

### D5.2 10 Mini-case studies



## WP5: Training & Coaching

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#### **WP5: Training & Coaching**

#### **Deliverable 5.2 10 mini-case studies**

#### ***Task 5.4 Producing 10 case-studies:***

*The project will develop a collection of 10 mini case-studies about the internationalization progresses and challenges of 10 SMEs (2 for each clusters) that will have benefitted from the internationalization accelerator. They will be used for future SMEs in preparation of their internationalization.*

*The case study includes description of the New Frontiers in Food (NF4) activities, introduction of the SME, progress of the SME and challenges and follow-up.*

This deliverable describes the progress and input from selected SMEs that participated in the NF4 Innovation Tours. Via the maturity diagnosis SMEs (provided by >100 SMEs) have been selected for participation in the NF4 Innovation Tours. 48 SMEs have obtained a NF4 Innovation Voucher for participation in the NF4 Innovation Tours. From the participating SMEs a group of 15 companies has been selected base on their promising development in the target country and their pro-active positioning: The Champion SMEs. These SMEs have been coached in more detail and have outlined their progress in the Mini-case Studies. The 15 Mini-case Studies are shown below in this document. The Mini-case Studies have also been reported at the NF4-website and the ECCP Platform. From the Mini-case Studies it can be concluded that the participation in the NF4 Innovation Tours facilitated the introduction to the new market providing insights in the target market for both innovation collaboration and business opportunities. The currently ongoing follow-up will allow the SMEs fo further strengthen their positions in the selected target markets. Please read further information below.

### Overview of 15 Case studies of the Champion SMEs

<b>SME</b>	<b>NF4 Tour to</b>	<b>Cluster</b>
1. Atelier du Fruit	Canada	Vitagora
2. Baïa Food Co	US	Clusaga
3. Freggies (Maduro Concepts)	US	Foodvalley
4. Ragnar	US	Valorial
5. Niacet	China	Foodvalley
6. The Belgian Brewery	China	Wagralim
7. Artisan Chocolaterie Legast	China	Wagralim
8. Bij Choi	China	Foodvalley
9. Galifresh/Freshcut	China	Clusaga
10. Bellavie	China	Wagralim
11. Nomenk	China	Valorial
12. SensoStat	Brazil	Vitagora
13. Vinigalicia	Brazil	Clusaga
14. Kiwi Atlantico	Brazil	Clusaga
15. Alasature	Brazil	Clusaga

## Case Study 1 – Atelier du Fruit

### **New Frontiers in Food activities**

In October 2018, a delegation of 13 members from Vitagora and Wagralim took part in a partnership mission to Canada, on the occasion of BENEFIQ, the healthy food event in Québec city, and thanks to the support of Natural Products Canada, the New Frontiers in Food (NF4) local partner. Over four months, Atelier du Fruit (FR) had been actively engaged in the mission preparation. As a first step, a diagnosis had been completed for the company's internationalization to understand the needs and the relevant support to be implemented to access the market. Next, the profile of targeted partners was identified, which enabled the Canadian counterparts to suggest potential partners. Finally, the partners were screened to feed the matchmaking plan.

### **SME introduction**

Atelier du Fruit supports food companies by providing natural solutions based on natural processes to enhance taste and bio-preservation as well as reducing sugar content in foodstuffs and beverages. Atelier du Fruit offers specific and customized R&D services to create solutions using enzymes and microorganism strains. Indeed, these technologies can be applied to a wide range of products. On one hand, bio-preservation is developed on fresh products such as salads and fruits salads, dairy alternatives. On the other hand, sugar reduction can be tailored to sodas, jams, dairy products. Atelier du Fruit then ensures the supply of the optimized enzymes and strains.

### **Progress**

After taking part in the ToasterLAB acceleration programme, completed in June 2018, Atelier du Fruit was ready for its internationalisation. Also, Canada had been a market of interest over the past years, to develop partnerships with food and beverage manufacturers as well as to develop collaborative projects with research organizations.

Being a small company, the personalized and medium-term support enabled them to make progress and optimize resources. During the mission, Atelier du Fruit gained a good understanding of the market. The relevance of their technology on the Canadian market was confirmed. Indeed, from the 26 B2B meetings carried out, Atelier du Fruit has planned to follow-up with 13 of them. Two months after the mission, one partnership has been signed and four others are under discussion.

### **Challenges & Follow-up**

Several preparation meetings before the mission were necessary to source and screen relevant contacts, from local institutions, research organisations to key industrial players, and ensure alignment with Atelier du Fruit. As the market potential was confirmed during the mission, the follow-up, carried out both by French and Canadian counterparts, is currently focused on the regulatory issues to transform such potential into business.

### **Quote**

*“We were well prepared before the mission and received information about the market. We had plenty of meetings planned so we made very good use of the time we had in Canada. And we are still in contact to help us follow what we started there and find the right people or organisations*

*to go through all the steps we need before commercialising and starting collaborative projects in Canada.”*



**Link to the article:**

<https://newfrontiersinfood.eu/2018/12/10/case-study-atelier-du-fruit-mission-canada/>

## Case Study 2 – Baia Food Co

### New Frontiers in Food activities

This is the first time we partake in a New Frontiers in Food (NF4) mission and it has been a very interesting experience. The meeting with the representatives of other associated clusters were constructive and we had the opportunity to share visions, business ideas and contacts. Besides, the conferences at the Future Food Tech Summit in San Francisco provided significant input to better understand the food trends in the US market, which usually proceeds the European by a few years. We would have never decided to go to the FFT Summit if it wasn't for Clusaga and the NF4 grant.

### SME introduction

Baia Food Co. is a novel food start-up with the mission of bringing truly innovative and healthy products to help improve the nutritional habits of our society. We have spent the last 6 years doing Research and Development on a very special berry from West Africa, the Miracle Fruit. The company has spent around 1 Mio € in performing all the tests and studies required to authorise this Novel Food in the EU market and to set up a new supply chain for this fruit in Ghana, where it is considered a neglected and underutilized crop. Besides, the company sells superfoods online ([www.baiafood.com](http://www.baiafood.com)) and is developing new functional products.

### Progress

The summit was an opportunity to pitch our project to decision-makers of multi-billion companies like Nestlé, Cargill, Givaudan or Ingredion. It was a huge opportunity to give visibility to our work after more than 6 years of project building and product development, and to obtain feedback from potential partners and customers in the future. Apart from the interesting conferences, which gave us an insight of the present and future trends in the food industry, we met interesting people. We expect to get to an agreement with one or several of the companies mentioned earlier, as the interest seemed to be real and the industry is looking for alternatives to sugar and artificial sweeteners.

### Challenges & Follow-up

When you try to access a new market, it is always difficult. The main reasons are obvious and quite basic, such as the language and the culture, but very important nonetheless. Furthermore, traveling abroad with few or no references is even more challenging. In this sense, to have the opportunity to partake in a European mission with other start-ups in the same situation eases the path. It is very important to do a good follow-up with the contacts established to define if there is a potential business/collaboration ahead or not. This is the work we are doing presently and we expect to penetrate the US market before the end of 2019. As for today, the Open Innovation Directors of Givaudan, Naturex and Ingredion are still interested in some sort of collaboration.

### Link to the article:

<https://newfrontiersinfood.eu/2019/04/26/case-study-baia-food/>



## Case Study 3 – Freggies (Maduro Concepts)

### New Frontiers in Food activities

For Maduro concepts (Freggies) this was the first time to join an international mission. I participated in the New Frontiers in Food (NF4) Innovation Tour to the USA from the 18th to the 22nd of March. It was a good opportunity to gain knowledge on the US market, its barriers and develop new business activities. The NF4-project was a great opportunity to present the company and its products in the USA on different occasions. We visited Chicago, Milwaukee and San Francisco and met with cluster organisations, (food)companies, investors and other experts in the field of international/US food business.

### SME introduction

Maduro concepts(Freggies) has been founded in 2017 and has the ambition to make tasty sustainable plant-based snacks that are easy to prepare. The Freggies are made from residual streams of vegetables, for example from the juices industry, thereby contributing to reducing food waste. In this way, Freggies provides a sustainable alternative for snacks and side dishes in The Netherlands. From 2018 onwards, Freggies has been a Member of Foodvalley NL, involved in several (plant-based) projects and events. With the participation in the New Frontiers in Food (NF4) project, Freggies aims to investigate the opportunities for plant-based snacks in the USA.

### Progress

My goal of participating in the NF4-project was to explore the US market, especially to gain insights in the interest in plant-based snacks and vegan products in the US. During the Innovation Tour I have gained a lot of knowledge on the US market and also on the potential for vegan, plant-based food products. I have obtained a lot of interesting new contacts, all in the Food & beverage industry. These contacts were from the USA but also from Sweden and The Netherlands.

### Challenges & Follow-up

I plan to establish cooperation agreements with four organisations. These collaborations are focused on plant-based ingredients, vegetable supplies and food adhesive. To enter the US market with Freggies we will need to investigate regulations and find new contacts to produce the plant-based snacks and bites locally. Besides, the demand for this type of food products differs a lot per region and city in the US, this was something I experienced during the visits of Milwaukee, Chicago and San Francisco. Therefore, Freggies decided to wait with expanding its business overseas and will focus on the Dutch market for now.

One advice I can give to other companies who plan to expand their business in the USA: 'take a good look at the culture and habits of the country or region to customize your promotion'.

### Quote

*"I have been honoured to be among a lot of pioneers of Future food Tech. It has been an amazing few days. It is the last day of the trip and its coming down altogether and it has just been amazing and it feels good to be here. I have exposed Freggies and who knows what happens, but it was just amazing!"*

**Link to the article:**

<https://newfrontiersinfood.eu/2019/05/07/case-study-freggies/>





## Case Study 4 – Ragnar

### **New Frontiers in Food activities**

This NF4 mission was a great opportunity for us to present our product in USA for the first time. We were able to share our experience and questions with other delegation members from diverse countries, and with different maturity stages, products and sizes which made the exchange even broader. The USA preparation session ahead of the travelling enabled us to reflect a good image and give a successful pitch of our companies during the numerous collective presentations and networking events that filled the mission as well as the couple of meetings with importers. We came back home with good insight of the beer trends in the US market.

### **SME introduction**

Inspired by a well-known historical figure popularized by the Vikings series on TV channel History, the Ragnar Brewery is a craft beer production company based in Normandy. Although it is the first region of beer consumption in France, Normandy does not yet have a reference mark in this field, as BrewDog for Scotland, Guinness for Ireland or Goose Island for Chicago. Our priority is to offer authentic flavours inspired by ninth century recipes, that include a hundred plants used at the time by the Vikings. We also have our own bottle, unique in the world, to distinguish us from our regional competitors.

### **Progress**

We came to meet with other American brewers, distributors, broaden our knowledge of the American consumers' degree of sensitivity to the Viking and Scandinavian universe and meeting potential partners & contacts for the future development of our brand in the USA. We were able to achieve most objectives during the mission, as we have now a better understanding of the US market and how to enter and as the large audiences brought to us by the US clusters gave us the opportunity to open the door to B2B meeting follow up with potential future collaborations.

### **Challenges & Follow-up**

Opening a new market is always a challenge and requires preparations and know-how. Barriers are the language, the cultures, understanding the clients/ consumer to better present or adapt your product. We want to be a brand with a strong international opening, with the export of our products but also taprooms themed in the colours of our brand. We are currently working on the development of new concepts, new events and also an iconic place, unique in France, to set up our brewery opening in July.

### **Link to the article:**

<https://newfrontiersinfood.eu/2019/06/13/case-study-ragnar/>



## Case Study 5 – Niacet

### **New Frontiers in Food activities**

From the 12<sup>th</sup> to the 17<sup>th</sup> of May, Niacet joined the Innovation Tour to China in Xiamen (Fujian) and Shanghai. Activities of the Innovation Tour included company visits to DSM Innovation Center, Shanghai Jiao Tong University & Yinlu-Group, a presentation about the differences of the innovation landscape in Europe and China, a visit to the SIAL Shanghai exhibition, participation in the network reception of the Dutch agricultural consulate and a seminar in Xiamen.

### **SME introduction**

Niacet is a leading producer of organic salts, focusing on propionates and acetates, serving the Food, Pharmaceutical and Technical industry. Our products fill vital needs in a broad range of applications that are essential to everyday life including food preservation (shelf life), food safety (listeria control), antibiotics formulation, dialysis treatment, energy production and many more. Niacet's innovative Provian products provide food safety for the meat-, poultry-, fish- and RTE industry. The range includes lactate/(di)acetate based solids highly active, potassium(di)acetate based products and vinegar-based clean label solutions. In Niacet's laboratories and pilot facility our food-, chemical- and microbiological experts are constantly developing innovative solutions for today's and tomorrow's problems. Our latest developments are clean label products for a variety of applications.

### **Progress**

Niacet participated in the New Frontiers in Food Fast Forward (NF4) Innovation Tour to China to investigate its business opportunities for propionates and acetates and gain insights in the Chinese market. By participating in the mission Niacet gained insight in the barriers and challenges how to enter the Chinese market. It also provided information about the additives used in Chinese consumer products by discussions with producers, attended presentations, investigations and visits to various supermarkets.

Most relevant contacts for Niacet during the mission were in the industry of functional food additives, specifically with meat producers and industrial bakeries. New contacts were not only from China but also from Russia and Europe. Of these contacts Niacet expects to keep in contact with at least 5 companies and sign 1 to 2 cooperation agreements.

### **Challenges & Follow-up**

One of the products of Niacet is already registered in China, however Niacet will first develop a strategy what they would like to do before taking next steps. Besides, further investigation of the opportunities in the meat-industry in China would be necessary. Finding a distributor with experience in importing products from Europe with a strong presence in meat-, poultry-, bakery-, fish- and ready-to-eat-industry would be beneficial.

For next international delegation programs, Henk Jan advises to expand the program as 4 days for a mission is quite short to investigate a new large market, meet relevant contacts and explore new business opportunities. Only one day to visit the SIAL was very short. Besides, specific matchmaking would be helpful with finding your way in China, also because of language barriers.

**Quotes:**

*“It was a very interesting tour. What strikes me most was the big size of China, the big size of the cities here and the immense amount of people.”*

*“The highlight was to visit SIAL and to see how many companies are exhibiting here. Also the visit to DSM this morning with the talks from Mintel and the Dutch Innovation consulate was really interesting.”*



**Link to the article:**

<https://newfrontiersinfood.eu/2019/06/17/case-study-niacet/>

## Case study 6 – The Belgian Brewery

### **NF4 activities**

In May 2019, a delegation of 19 SMEs visited China to explore the Chinese market for food and beverage. The New Frontiers in Food (NF4) Innovation Tour to China started in Xiamen (Fujian) and was followed by a visit to Shanghai. Activities in Xiamen (Fujian) were organized in collaboration with the local NF4-organization partner Foodvalley China, these activities included a tailor-made conference with presentations of Chinese local business opportunities, pitching opportunities for the EU-companies and interaction with Chinese importers, agents, distributors, local government and food companies. In Shanghai the delegation visited the DSM Innovation Center and Shanghai Jiao Tong University, including presentations about the differences of the innovation landscape in Europe and China and the R&D environment. Besides, the delegation visited the SIAL Shanghai exhibition and the network reception of the Dutch agricultural consulate.

### **SME Introduction**

The Belgian Brewery develops and brews quality craft beers on its own brand (Belgicus®) but also for many other brands or for specific events and requests. We favour local ingredients for our productions. We are willing to develop a wide range of beers including organic beers.

For this purpose, we have installed a brewery with the latest equipment that allows us to brew in the best conditions possible and ensure uniform top quality.

We have the opportunity to brew the equivalent of more than 10,000 bottles of 33cl (11.61 Oz) per week. Most of our recipes are re-fermented in bottle but we can also work in isobarometric and thus answer the widest requests.

### **Progress**

The Belgian Brewery is a young dynamic industry which develops its business quickly. With the success and their ambitious, they would like to go international. China is the first country that they are thinking about.

### **Challenges & Follow-up**

The owner wants to translate the brand into Chinese and realise that the name is very difficult to pronounce by Chinese. An opportunity is that local importers are open-minded and will happy to co-develop the brand.

### **Link to the article:**

<https://newfrontiersinfood.eu/2019/06/18/case-study-the-belgian-brewery/>



## Case study 7 - Artisan Chocolaterie Legast

### New Frontiers in Food activities

In May 2019, a delegation of 19 SMEs visited China to explore the Chinese market for food and beverage. The New Frontiers in Food (NF4) Innovation Tour to China started in Xiamen (Fujian) and was followed by a visit to Shanghai. Activities in Xiamen (Fujian) were organized in collaboration with the local NF4-organization partner Foodvalley China, these activities included a tailor-made conference with presentations of Chinese local business opportunities, pitching opportunities for the EU-companies and interaction with Chinese importers, agents, distributors, local government and food companies. In Shanghai the delegation visited the DSM Innovation Center and Shanghai Jiao Tong University, including presentations about the differences of the innovation landscape in Europe and China and the R&D environment. Besides, the delegation visited the SIAL Shanghai exhibition and the network reception of the Dutch agricultural consulate.

### SME introduction

In Legast artisan chocolatier©, we trace the origins of cocoa, visiting and evaluating plantations from the land where beans first grew and developed fine aromas: Latin America.

We craft our fine chocolates rescuing the most delicious character flavours from indigenous times. Our recipes, from the start 15 years ago, have been carefully conceived with quality ingredients and artisan work to develop real natural flavours.

We are all about quality and true flavours, and we believe in the benefits of a direct-collaborative trade with our sustainable local farmer-partners.

We hope to grant you a journey across flavours, people and places while building with you as well, an alternative trade- collaboration model. We trust that together, we can contribute to local farmers' better living, conservation of biodiversity and sustainable production.

### Progress

Legast would like to expand its business and exploring different market. They met several chocolate importers all around the world and think China could be an opportune market.

### Challenges & Follow-up

They were very satisfied about the mission; they got very interesting contact and learned a lot market strategy. They are inspired by the mission and have a lot of innovative idea since then. The big challenge for them is the selling price, their product has a luxury stand in the Chinese market and they need to think their price strategy.

They had very good contact with one importer, who is ready to co-brand with them.

### Link to the article:

<https://newfrontiersinfood.eu/2019/06/20/case-study-legast/>



## Case study 8 – Bij Choi

### New Frontiers in Food activities

Bij Choi is an internationally oriented company focussing on import and export of food products, especially dairy products. Bij Choi participated in the NF4 Innovation Tour to China and was already familiar with the Chinese market, however no export to China had taken place yet. Therefore this Innovation Tour to China was a good opportunity to meet new contacts and gain insights in the agrifood market. During the Innovation Tour to China, Bij Choi participated in company visits to DSM Innovation Center, Shanghai Jiao Tong University & Yinlu-Group, a presentation about the differences of the innovation landscape in Europe and China, a seminar about AgriFood in Xiamen and a visit to the SIAL Shanghai exhibition.

### SME introduction

Bij Choi is importing various drinks and snacks from South Korea to the Netherlands. For example, Soju and seaweed products. The company is also interested to export various Dutch cheeses to China, Japan and South Korea. For example Bio Bewust cheese. Bio Bewust is a naturally ripened cheese without artificial colorants or preservatives. Bio Bewust is a full-bodied, creamy, organic specialty cheese, produced in a traditional way.

### Progress

The reason of the company to participate in the mission was to meet new international partners and expand logistic activities, such as supply chain management, distribution facilities, warehousing and shipping agencies. Participation in the mission resulted in a good international visibility and development of more business activities. Especially the SIAL exhibition was very valuable and successful, the direct way of doing business and trying the products was appealing to the company. Besides, Bij Choi gained a lot of useful contacts in China and within the EU (Spain, Belgium, The Netherlands).

### Challenges & Follow-up

The mission to China has led to a lot of relevant contacts. In the Netherlands, Bij Choi had several meetings regarding collaborations with dairy products, for example cheese, milk powder, baby food and infant nutrition and pure natural, organic butter. In November 2019, Bij Choi is in direct contact with two potential partners that look very promising. One of these contacts was the result of the visit in Xiamen and the seminar organized in collaboration with Foodvalley China. This relation plans to organize a trip to The Netherlands to investigate the Dutch and European food industry and its opportunities further. The second contact has been the result of the visit to the SIAL in Shanghai and has interest for dairy products from The Netherlands. For further international missions, Bij Choi advises to provide more information to the SMEs to prepare for the foreign market.

### Quote, overall opinion of the mission:

‘This mission created a good opportunity for my SME to start internationalization as a truly Dutch company that supplies high-quality dairy products from the Netherlands and other European countries.’ - Ming Willenborg, Director of Bij Choi



**Link to the article:** <https://newfrontiersinfood.eu/2019/11/20/case-study-bij-choi/>

## Case study 9 – Freshcut

### **New Frontiers in Food activities**

We, Freshcut S.L., have been involved in the NF4 activities due to our interest in improve our international business. We have participated in the different activities as the mentoring course made by professional business executives of important international business companies, which helps a lot in order to understand the steps and the best way to start international business. Also, we have participated in the mission to SHANGHAI SIAL FAIR and finally we are involved in an International Plan made by the students of the master of international business, which will select the mains market that we should target for the following years.

### **SME introduction**

We are Freshcut S.L., a Special Center of Employment with the 80% of employees with disabilities. We are a company involved in the production and commercialisation of IV y V range of products, based fresh high quality of fruits, and specially having the main characteristic that it does not contains any type of additives, nor preservatives that alters its naturalness. Our products are healthy and easy to consume.

With this information we would like to emphasise that Freshcut has two important values, the healthy life because of our 100% natural products and the social integration through the incorporation of special groups to the market

### **Progress**

Our aim of participation in this activities is because we want to expand our brand and to reach different markets with the advices given by professionals in these activities. The advices will help us in order to do not make mistakes and bad movements at the moment of internationalize the product, considering that you have to be careful when you start business in any international market.

### **Challenges & Follow-up**

Our challenges are just to start business in different markets, as China's one which we have visited with the NF activity. We have made a intensive research of this market, discovering for example that we have to adapt the format of our product if we want to get a market share in China. On the other hand and taking into account the other activities, we deeply understand what is necessary to face the international market after the mentoring course and all the steps that we must follow in order to avoid the problems that use to appear when you are a "rookie" in the international business.

### **Link to the article:**

<https://newfrontiersinfood.eu/2019/11/07/case-study-freshcut/>



## Case study 10 – BellaVie

### New Frontiers in Food activities

In May 2019, a delegation of 19 SMEs visited China to explore the Chinese market for food and beverage. The New Frontiers in Food (NF4) Innovation Tour to China started in Xiamen (Fujian) and was followed by a visit to Shanghai. Activities in Xiamen (Fujian) were organized in collaboration with the local NF4-organization partner Foodvalley China, these activities included a tailor-made conference with presentations of Chinese local business opportunities, pitching opportunities for the EU-companies and interaction with Chinese importers, agents, distributors, local government and food companies. In Shanghai the delegation visited the DSM Innovation Center and Shanghai Jiao Tong University, including presentations about the differences of the innovation landscape in Europe and China and the R&D environment. Besides, the delegation visited the SIAL Shanghai exhibition and the network reception of the Dutch agricultural consulate.

### SME introduction

Bellavie is a new Belgian producer of probiotics and synbiotics specifically developed to boost the immune system, help manage stress, cholesterol, diabetes, vaginal flora and infectious diseases in children.

### Progress

The objective of BellaVie during this mission was to better know the Chinese market of food supplements. China's market is vast and complex and requires keys to understanding it.

Thanks to the good preparation of the mission and the support we have received, the goal is achieved.

### Challenges & Follow-up

The mission allowed us to confirm the necessary requirements to enter the Chinese market. This mission also confirmed the difficulty of crossing the barriers to entry, but it also helped find partners who could find alternative ways to enter the Chinese market.

### Link to the article:

<https://newfrontiersinfood.eu/2019/11/05/case-study-bellavie/>



## Case study 11 – Nomen’k

### **New Frontiers in Food activities**

This NF4 mission was a great opportunity for us to understand the Chinese market and to meet people / companies in charge of importing products and distribution. As a result, we were able to meet different distributors and business introducers. Following these meetings we were able to target more stores and places of interest for our products, as well as the labelling of our products. We were able to share our experience and questions with other delegation members from divers countries, and with different maturity stages, products and sizes which made the exchange even reacher. On top of the divers visits during the mission, the event in Xiamen enabled us to understand the Chinese business culture better and the visit of the SIAL China taking place in Shanghai during the mission was a great opportunity to benchmark.

### **SME introduction**

Nomen'k is for the contraction of “snack” (“encas” in French) and “nomad”. That is why for its first range of products, Nomen'k has launched its nutritional and organic cereals bars with French spirulina and hemp seeds. In short, Nomen'k is a manufacturer of organic and nutritional cereal bars with French superfoods. The goal is to provide a vegetable concentrate of dietary fiber, vitamins, proteins and minerals to each one of us. All products are carefully manufactured in Normandy by the creators in their production workshop.

### **Progress**

We were able to meet people and companies, other than our contacts already there and also exchange with people who also want to export to China within the delegation from Netherland, Belgium, France and Spain. Thanks to this mission we have been able to be at the heart of Chinese culture. This discovery is primordial for us to sell our products to the right public. We were able to meet people in the distribution but also in regulation, important meetings for the future!

### **Challenges & Follow-up**

Making the decision to invest in entering a new market is a strategic point that must be anticipated (production capacity, financing, know how in import/export...). All countries have different barrieres and appetite. For example, the product of Nomen’K is mostly distributed in Organic Shops in France, where they would more fit in high quality sports centers in China. There is a real potential in China for such European super food products organic in China as they are trusted to be of good quality. Nevertheless, the barriers are strong in China and Nomen’k with the strong support of its network aim at choosing the best partner to help them entering the market.

**Link to the article:** <https://newfrontiersinfood.eu/2019/11/19/case-study-nomenk/>

## Case study 12 – SensoStat

### New Frontiers in Food activities

In November 2019, a delegation of 11 members from Clusaga, Valorial and Vitagora took part in a partnership mission to Brazil, that took place in São Paulo and Curitiba. The mission was organized thanks to the support of local partners such as the Food tech Hub and The Federation of Industries from the State of Paraná.

Among the delegation, the SME SensoStat (FR) was involved in the mission preparation. First, an audit was carried out to understand the company's internationalization objectives and targeted partners. A matchmaking plan was then organized in collaboration with experts on the Brazilian market and local partners through individual discussions. The goal was to acquire relevant contacts and ensure alignment with the objectives of SensoStat.

### SME introduction

SensoStat is a company specialized in sensory analysis, consumer tests and data science. SensoStat has its premises in the Centre for the Sciences of Taste and Feeding – CSGA – in Dijon, France. SensoStat provides expert services to the agri-food, cosmetics, pharmaceuticals sectors etc. in the field of sensory evaluation. Their expertise helps companies characterize the taste properties of their products, to understand consumers expectations in terms of sensory perception, and to support their clients from the creation of the protocol through to the analysis of the results. SensoStat can train the inhouse staff in sensory analysis or provide services for foreign companies looking for feedback on the market or guidelines for product adaptation.

### Progress

With already several experiences in international business, SensoStat main goal was to enter new markets. With the assistance of NF4, Brazil was identified as a market of interest in order to develop partnerships and business with food producers and service providers in South America, as well as to develop collaborative projects with research organizations in the field of sensory analysis.

### Challenges & Follow-up

Sensory analysis is a specific expertise which is still yet fully integrated outside of Europe. The personalized preparation meetings before the mission allowed SensoStat to target contacts and to optimize resources. During the mission, SensoStat gained a better understanding of the market as well as the cultural approach in Brazil. As the market potential was confirmed during the mission, the follow-up is focused on cultural issues and transforming potential growth in sensory analysis into business opportunities for SensoStat. The Brazilian market is still at an early stage when it comes to consumer tests, whereas SensoStat has many years of experience.

### Quote

*“During the partnership missions, we were well supervised and supported, and the team took care of everything...On site, the relevance of the meetings allowed me to discover the Brazilian market as well as their way of working. The contacts were interesting and give us clues to dig into, which are opportunities for partnership to strengthen in the future”.*

NF4-New Frontiers in Food Fast Forward  
D5.2 Case Study



Link to the online article: <https://newfrontiersinfood.eu/2019/12/05/case-study-sensostat/>

## Case study 13 – Vinigalicia

### **New Frontiers in Food activities**

Vinigalicia participated in the mission to Brazil from the 4th to 8th of November. This Project was a good opportunity to know the Brazilian market, meet contacts with new potential customers and visit our customer in Brazil.

### **SME introduction**

Vinigalicia Family Winery, a wine company located in the North West of Galicia, with more of 70 years of experience as a winegrower and winemaker, participated in The New Frontiers in Food Forward (NF4) Tour to Brazil to know the Brazilian wine market and to explore new opportunities for selling its wines, liquors and vermouths. For these reasons, Vinigalicia decided to join the mission as a member of Clusaga in order to benefit of its events and agenda.

### **Challenges & Follow-up**

As a result, Vinigalicia reached a new order from its customer, and a new possibilities of commercial relationship with new potential customers, because they showed interest in our products.

### **Quote:**

*Pablo Gómez, export department of Vinigalicia member, said: “ Thanks to the NF4 we could go to Brazil to know there the Brazilian market, its problems about label, customs procedures and the new wine trends in Brazil. Also, we met new potential customers, learned new ways of working and met different people from France and The Netherlands also, so we think is a good way to learning new ways to doing business”*

**Link to the online article:** <https://newfrontiersinfood.eu/2019/12/17/case-study-vinigalicia/>

## Case study 14 - Kiwi Atlantico

### **New Frontiers in Food activities**

This is the first time we participated in a New Frontiers in Food (NF4) mission and it has been a very interesting experience. The meeting with the representatives of other associated groups was constructive and we had the opportunity to share visions, business ideas and contacts. We have made views in Sao Paulo especially the Food Tech Hub, the ITAL and the Food Tecnology Institute. In cursive we have visited TECPAR, and Meeting with various companies, where we have also made a presentation of ours and contacted possible collaborating companies. We would never have decided to go to the FFT Summit if it were not for Clusaga and the NF4 grant.

### **SME introduction**

Kiwi Atlantico, is a society of more than 30 years old, dedicated to the production, conservation, classification and marketing mainly of Kiwi. Although it is the main marketer producer of Spanish kiwi, most of Esapaña's production is marketed in the same country of origin, that is, in Spain. With this trip, the company intends on the one hand to assess the option of producing kiwi in Brazil because it would allow for production in contrast and thus there would be fruit in Spain atlantic kiwi all year round and on the other hand to assess the option to cut kiwi from own production of Greci and Portugal (that of Spain is already marketed in Spain), and thus be able to pursue an increase in sales of European kiwi from own production and from associated producers.

### **Progress**

The visit has allowed us, on the one hand, to meet different companies and associations of the food sector, as well as some supermarket companies that have given us an overview of what Barsil needs in terms of Kiwi and the business level to rely on not only if he sells kiwi to them, if not, above all for knowing his ability to develop kiwi cultivation in Brazil. In addition to contacting different universities, agrifood associations, and companies, some even producing kiwi, we have been able to meet with officials of the Ministry of Agriculture of Paraná in Curitiba, who has advised us of the steps to be able to export from kiwi to Europe Brazil, as well as if we want to reach productive agreements in Brazil and then export to Europe. We think that in the rather short future (a1 to two years) we may be working with this country, especially in export.

### **Challenges & Follow-up**

When you try to access a new market, it is always difficult. The main reasons are obvious and quite basic, such as language and culture, but nonetheless they are very important. In addition, traveling abroad with few or no references is even more challenging. In this sense, having the opportunity to participate in a European mission with other new companies in the same situation facilitates the path. It is very important to keep track of established contacts to define if there is a possible company / collaboration ahead or not. This is the work we are currently doing and we hope to penetrate the Brazilian market before November 2020.

**Link to the online article:** <https://newfrontiersinfood.eu/2019/12/11/case-study-kiwi-atlantico/>

## Case Study 15 – Alasature

### **New Frontiers in Food activities**

The trip organized by NF4 was very fascinating for us, because we've always been interested in the Brazilian market. The way the mission was structured was very engaging because it gave us the opportunity to meet all kinds of players within our industry from institutional to commercial partners; it also helped us to see how the market is currently doing and gave us a better perception of what we can do there.

### **SME introduction**

Alasature Healthy Lifestyles is a company working in the food sector that seeks to give healthier options of traditional products, for this we formulate our products and seek partners with whom we can do the industrial part, to end up marketing it with our brand.

### **Progress**

This mission gave us the opportunity to have meetings with distributors of our type of product in Brazil, as well as industrial partners with whom we can start producing locally to become competitive in the Brazilian market.

Another point that was of great interest to us was that we were able to have meetings with public and private institutions that are dedicated to research on our sector, something that made us consider doing some kind of partnership to start activities in R & D + i.

### **Challenges & Follow-up**

Brazilian market is a market with a lot of potential, but at the same time a market that is not easy to deal with. Because of this, we have to have a very clear strategy, we are at the point of establishing an alliance with a local partner to start testing there with our product, and in turn we have a distributor interested in doing the test to see how the product moves.

We are aware that this market in the medium term requires having a target team to manage all the brand and marketing, as it is a market that operates independently.

**Link to the online article:** <https://newfrontiersinfood.eu/2019/12/11/case-study-alasature/>