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WeFood Future
Report

The World of Food after COVID-19

On the Way to a #NewFoodSystem



BÖSCH BODEN SPIES

&

**HUNGRY
VENTURES**

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Actual spotlights from key-movers



"The future is plant-based"

Volker Weinlein
CMO at Katjes International



"Consumers tell us they want to hear from us on social media"

Suzanne Hagener
Vice President, Brand Marketing at Blue Diamond Growers



"Business cannot act only in the interests of business"

Ylenia Tommasato
Brand Sustainability & Communication Manager at Barilla



"Collaboration is the new competition"

Professor Dr. Bastian Halecker
Founding Partner at Hungry Ventures

On the Way to a New Food System

Coronavirus came as a shock for the world community and poses an enormous challenge for politics, society, and the economy. We are still struggling to find the best possible solutions to deal with the consequences of this pandemic.

The first weeks were a special stress test for our global food supply chain. Are we still succeeding in supplying people with sufficient food? Despite panic purchases and some hoarding, the food supply chain proved functional, albeit with minor delays. The system successfully coped with demand surges of up to 20%. Yep, we did it.

Dr. Philipp Stradtman
CO-CEO at Bösch Boden Spies

Prof. Dr. Bastian Halecker
Founding Partner at Hungry Ventures

Will this successful test automatically be followed by “back to normal”?
NO!

COVID-19 has activated the turbo button for numerous existing trends, such as online food shopping, which was previously a niche business. The virus makes consumers in quarantine and home office mode aware of what their food should be like in the future: honestly healthy, sustainable, climate-friendly, but still tasty, varied, and surprising. We have been part of this ecosystem with our companies for many years and are closely monitoring trends and disruptions. For this future report we have compiled and contextualized our incumbent and startup views:

- ___ **What changes will progressive digitalization bring?**
- ___ **What role do food startups play in the food ecosystem, short- and long-term?**
- ___ **How are global value chains changing under the influence of COVID-19?**
- ___ **In what direction is consumer behaviour changing?**

And very important: What happened during the time of coronavirus, and what is here to stay?

The central question for this report: How can we actively and jointly shape the development path from a food supply organized as a classic value chain, to a significantly more networked, more resilient and more innovative new food system? The journey has only just begun. Come along with us as we share our first impressions and experiences to help every partner in the new food system find their own way.

The Customer is King - This Time for Real

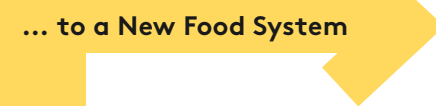
- 1__ Back to the Roots: Self-sufficiency with basic products and services towards a new simplicity
- 2__ New formats, new services: A strong increase in the direct-to-consumer-delivery infrastructure creates a variety of novel offerings
- 3__ Old school, new relevance: Well-established brands have the chance to be top-of-mind again - predominantly via digital and social media

Food Source Hybridization is Becoming the „New Normal“

- 4__ Back to Local: the share of locally sourced food will grow significantly
- 5__ eFood: Forced acceleration of buying food online will result in a sustained shift to alternative distribution channels
- 6__ Plant-based is on an upswing due to the crisis

Restarting the Food Supply Network

- 7__ Secure supply: Retailers and producers will rebalance their supply-chain significantly in order to spread their risk and select and monitor their partners more stringently
- 8__ Asia out? Asia has fundamentally lost its credibility as a place for sourcing safe and healthy food
- 9__ Safety first: Quest for maximum transparency and digital traceability is on a steep increase, and will significantly improve food safety
- 10__ New collaborations: Cross-functional cooperation between players in various categories, startups, and corporates will increase strongly



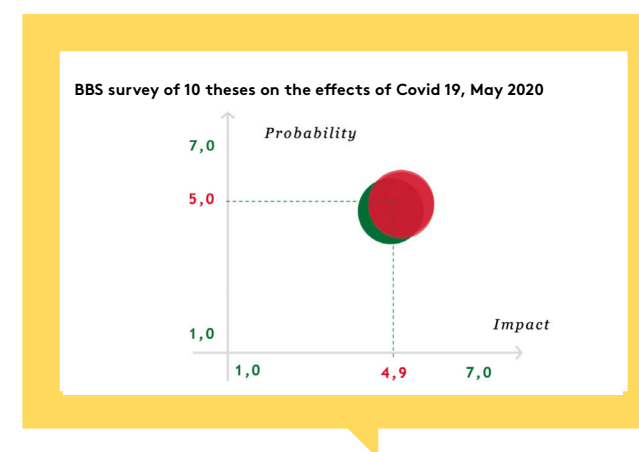
Methodology

For creating a future-scenario for the World of Food after COVID-19 we used a classical Delphi-Process as our favoured methodology. In a four steps process we developed our target-picture:

- 1___A panel survey of 117 decion-makers and influencers in Europe’s food industry from food-proces-sors, branded-goods producers, startups, retailers, accelerators, market-researchers, universities and further suppliers via online questionnaire beginning from 5-15th of May. The survey comprises 12 theses regarding the effects of the pandemic in different areas. All statements were formulated based on scenarios (what BBS & Hungry Ventures view as most likely given the present state of information). Sur-vey participants gave their assessment of the impact and probability of each thesis, on a scale of 1 to 7. The results show that all the theses are above the mean value of the two axes. Consequently all of them appears to be relevant for the future, and are further discussed in this report.
- 2___The first reflexion of the survey’s results in the eight panels of the #WeFoodFuture conference on May 12 and 13, 2020 with the speakers and the audi-ence of 760+ participants.

- 3___The second reflexion of all collected survey- and conference results in a scenario-workshop with the experts of Hungry Ventures and Bösch Boden Spies on June 16th aiming defining the key-takeaways.
- 4___The creative co-writing of an emotional activa-tion, optimistic scenario by enriching all take-aways before by a wide range of best practices and actual studies till mid of July.

This report was developed in cooperation between **Hungry Ventures and Bösch Boden Spies** and thus includes the perspectives of food protagonists at vari-ous points in the value chain. Leading questions at the end of each section are intended to help you **derive individual conclusions for your own business**. This is to ensure a pragmatic approach.



Source: Bösch Boden Spies



The Customer is King - This Time for Real



**#SelfSufficiency #SelfEmpowerment
#CustomerCentricity #BrandTrust
#DirectToConsumer #D2C #SocialMedia
#NewSimplicity #Digitalization #eBusiness
#eEntertainment**

Nationwide lockdowns have forced consumers to adjust their consumption habits for longer stays at home. Products of daily use have acquired a new value. The focus on a secure supply of basic products has led to a new level of value at product level. Self-sufficiency, the use of basic products and ingredients, came into focus.

At the same time, in the moment of greatest insecurity, people felt the need to regain control over their lives - at least symbolically and on a small scale. The consequence: self-empowerment in the form of a Do-It-Yourself (DIY) boom, ranging from the preparation of meals and baking of bread to handicrafts in and for the home and garden.

In short, consumer needs have changed: the demand for security and control is moving into greater focus. The “new normal” challenges the industry on a product level, on a brand level, to the point of a next-service level. So coronavirus is fueling the industry’s imperative for customer-centricity like never before. Heritage brands will benefit from the trust they have built with loyal customers. Still, they have to capitalize on this development to re-establish themselves and consider direct-to-consumer (D2C) routes to mitigate against potential future market disruptions. The high interest in social media channels presents a solution for this. Startups are having to prove themselves and the merits of their business models all over again, but many of them are proficient in D2C methods and social media interaction, and now benefit from this proximity to their customers.

Consumer behavior has changed fundamentally, and access to and cooperation with the consumer must continue to be guaranteed—on channels specified by the consumer. To a certain extent, this requires a new moving forward.