



Purpose Driven Brand innovations

Marieke van der Heijden

Together we build a brighter future.  
We inspire people to eat more vegetables.



People don't buy WHAT you do,  
they buy WHY you doing it

- Simon Sinek

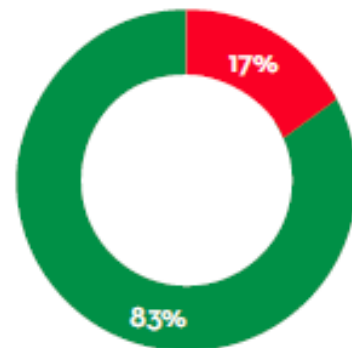
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# There is a growing demand for better, healthier food, and vegetable-based products

'Plant-based meat is the #1 tech trend'  
- Eric Schmidt, CEO of Alphabet (Google)

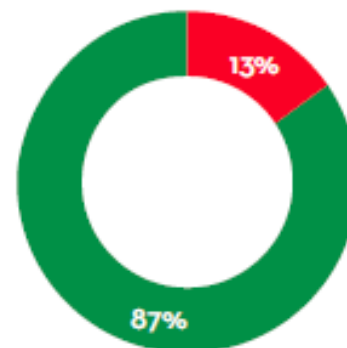
**More vegetables**  
Consumers want to eat more vegetables



- Wants to eat more vegetables
- Does not

Source: (foodinsight.org, 2012)

**'Clean' is the new natural**



- Considers ingredients list when purchasing food
- Does not

Source: (Foodnavigator.com, 2014)

**Only 2% Europeans eat enough vegetables daily**



Meets standards

- Men
- Women

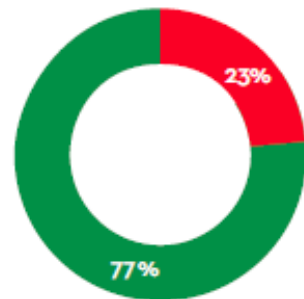
Source: CBS



Mainstream consumers are cutting back on their meat intake on health, sustainability or animal welfare grounds



Lower ecological footprint



- Considers sustainability when buying food
- Does not

Source: (conecomm.com, 2014)

+25% ...compound annual growth rate in meat substitutes (2011-2015, global)

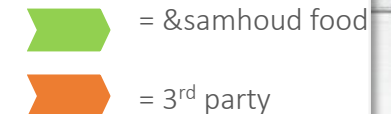
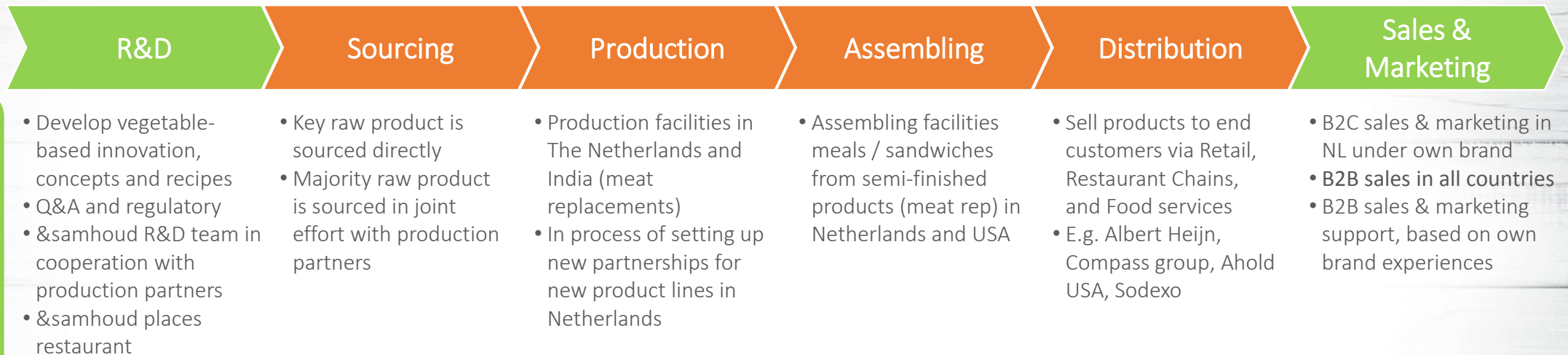
Our purpose

Together we build a brighter future.  
**We inspire people to  
eat more vegetables.**

## 'Light' operating model

The light business model is set up to create and develop innovative products and concepts fast, by setting up new value chains through partnerships

### Key activities



## The products - Innovative vegetable-based products

**Meat replacement products,**  
e.g. tomato burger, vegetable  
ground, cauliflower-cheese  
soufflé etc.



### Key stats

Products in market: 12

Product in portfolio: 25

Avg. time-to-market

2-4 months

**Meals and sandwiches, based on  
our meat-replacement products,**  
e.g. Couscous with tomato balls,  
wraps with vegetable kebab



### Key stats

Product in market: 10

Product in portfolio: 25

Avg. time-to-market

6 weeks-4 months

**Concepts, recipes and culinary  
innovation,** by 2-Michelin star  
chef. As well as go-to-market  
strategy advise



### Key stats

Product in market: 20

Product in portfolio: limitless

Avg. time-to-market

4 weeks

**New vegetable-based product  
lines,** e.g. vegetable crisps and  
vegetable ice cream - *under  
development*



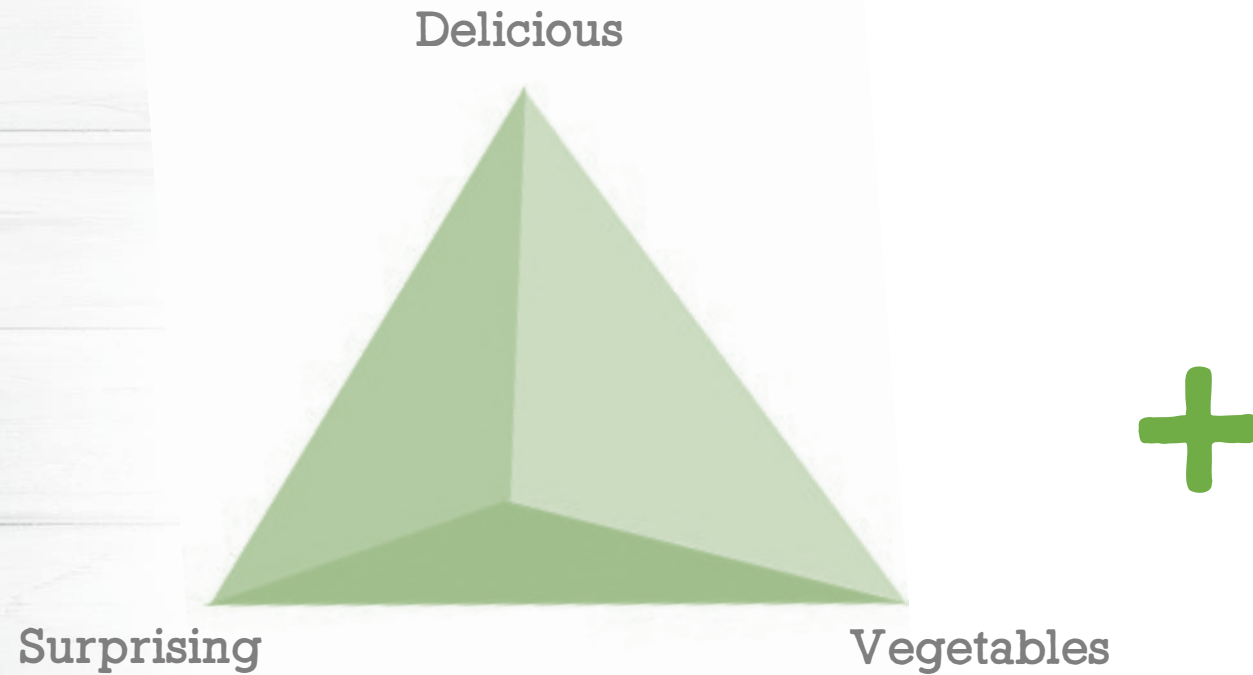
### Key stats

Product lines in R&D funnel: 4

Avg. time-to-market

4-6 months

## Innovation drivers



Scalable and Affordable  
Healthy and Sustainable

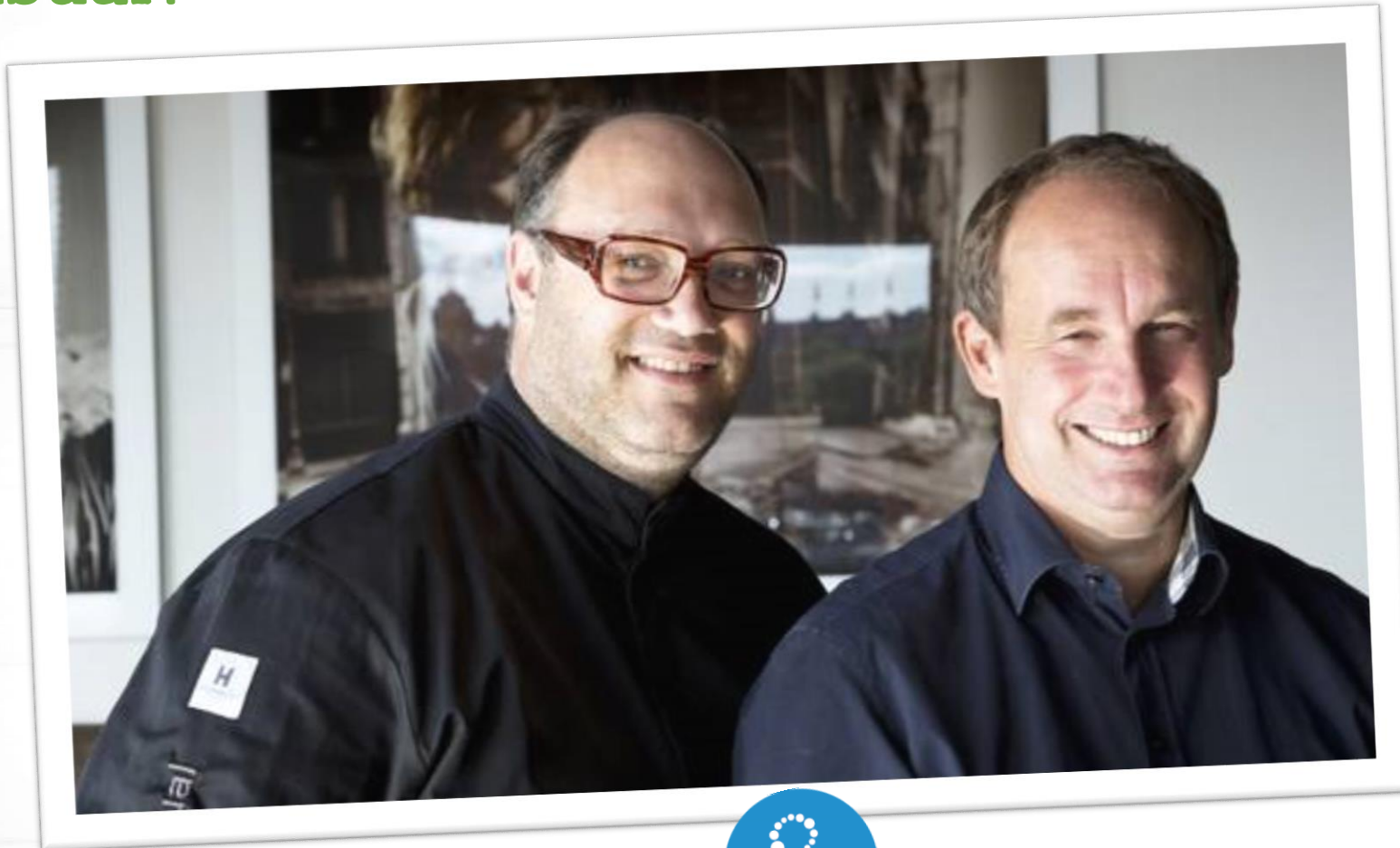


# How is purpose driving innovation in daily practice?



# 1 PURPOSE CONNECTS

Unusual?



Chef Moshik Roth



Entrepreneur Salem Samhoud

Unusual?



Insurance company



consultancy firm



food company...

## 2 PURPOSE INSPIRES

To patronise

Don't  
eat  
meat!



To inspire

Surprise  
with  
vegetables





Vrij, Ongeveerd  
**Het Parool**

DIGITALE KRANT SERV  
HOME AMSTERDAM STADSGIDS

## Blind eten tijdens het blind daten



Studenten voeren elkaar tijdens het Blind Eet Diner. © Dingena Mol



# We inspire our customers too...



04-10-2016 09:49 | door Kim van Dijk

## AH voegt meer groenten toe

**ZAANDAM – Albert Heijn blijft innoveren binnen agf. De marktleider voegt opnieuw extra groenten en vegetarische producten toe aan zijn winkels.**

Het gaat om kookgroenten en vegetarische producten zoals frietjes van groente, vers falafeldeeg, biologische pompoenstukjes en burgers van gestoomde groenten. “En omdat we weten dat onze klanten variatie belangrijk vinden inspireren we hen met tot wel vijf verschillende bereidingswijzen op de verpakking”, aldus Marit van Egmond, directeur merchandising & sourcing bij Albert Heijn.



## 3 PURPOSE CHALLENGES

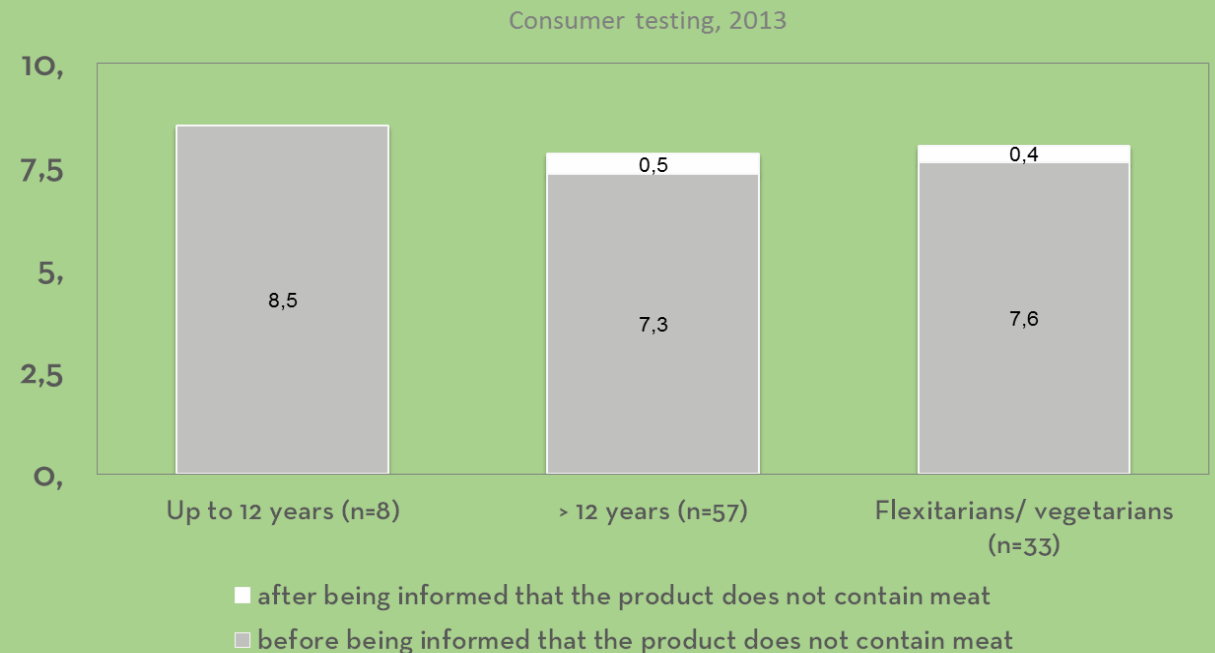
# Impossible?

"The &Tomeato is truly excellent, it just looks like a fast food burger. Its taste beats the Whopper and BigMac"

*Het Parool*

"Thanks to chef-owner Moshik Roth, I'm confident that meat- and fish-free cooking can succeed in throwing off its deadly earnestness along with its puritanical baggage"

*Wall Street Journal*



Impossible?



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Voeding & gezondheid

## Nieuwe Schijf van Vijf: 250 gram groente

22 maart 2016 | 2.015 keer bekeken

De nieuwe Schijf van Vijf is dinsdag in Amsterdam onthuld. Het nieuwe advies is om 250 gram groente per dag te eten.

Dat is wat meer dan de aanbeveling van de Gezondheidsraad in de Richtlijnen Goede Voeding van afgelopen november. Daarin werd 'ten minste 200 gram' aanbevolen. Hoogleraar Voeding & Gezondheid aan de VU Jaap Seidell, die zowel bij de totstandkoming van de Richtlijnen Goede Voeding als de nieuwe Schijf van Vijf betrokken was, noemt dat echter niet met elkaar in tegenspraak. Het Voedingscentrum heeft de Richtlijnen Goede Voeding doorgerekend, om ervoor te zorgen dat de juiste hoeveelheid vitamines en mineralen ingenomen worden, en vertaald in praktische adviezen. Daaruit bleek dat 250 gram groente per dag nodig is. "Het Voedingscentrum geeft handvatten om die hoeveelheden te halen. Dat kan door op meerdere momenten op de dag groente te eten."



### Flexibeler

De belangrijkste verandering is volgens Seidell dat de nieuwe Schijf veel flexibeler is. De nieuwe schijf houdt rekening met verschillende eetpatronen in de multiculturele samenleving en ook met andere voorkeuren. Ook consumenten die weinig koolhydraten of vegetarisch eten, kunnen de Schijf gebruiken en zich laten adviseren over een gezond voedingspatroon.



Volgens Gerda Feunekes, directeur van het Voedingscentrum, strookt de Schijf van Vijf volledig met de Richtlijnen Goede Voeding. "We hebben netjes de adviezen opgevolgd en waar niks over vermeld werd in de Richtlijnen, hebben we met experts overleg gepleegd."

Het nieuwe beeldmerk werd onthuld door cabaretier Remko Vrijdag in de rol van Joep van de Schijf.

March 2016

Dutch Food Institute  
raises the recommended  
minimum for daily  
vegetable intake from  
200 grams to 250 grams.

- 1 PURPOSE CONNECTS
- 2 PURPOSE INSPIRES
- 3 PURPOSE CHALLENGES

# What's the ROI on Purpose within 3 years?



## 2013

Moshik develops &Tomeato Burger in 2-Michelinstars restaurant &samhoud places

Nov – establishment &samhoud food BV

## 2014

Launch Fresh convenience meals at Albert Heijn – 400+ stores

Top 10 Best Supermarket Introductions 2014 Award

Launch &Tomeato Burger at Compass Group, 110 locations

TV: Moshik in Koffietijd

## 2015

Opening &samhoud Asia

&Tomeato Burger at World Expo Milan

Launch &Tomeato Burger at Albert Heijn to go

Launch 3 products in meat replacement category at Albert Heijn

&samhoud food modeshow campaign

&samhoud No1. Great Place to Work

## 2016

1<sup>st</sup> shipment &Tomeato Burger to UK market

New retail Packaging – focus on vegetables

4 new products at Albert Heijn

Expansion Compass Group to 600 locations and seasonal products

Opening &samhoud food USA Inc.

1<sup>st</sup> customer in Asia (Sodexo)

Production partner in India

Book Launch: Briljante Business Modellen in food (with Achmea)

→ 2500+ points of sale, 5 countries



“An organization without purpose  
manages people and resources,  
while an organization with purpose  
mobilizes people and resources”

Why purpose driven companies are often more successful, FastCompany (2015)

# We unite in one purpose

# Together we build a brighter future



Our world-class management consultancy firm which creates sustainable and measurable value for employees, customers, shareholders and society.



Our serious gaming company which helps individuals, teams, departments and organisations to achieve behavioral change through play.



Our innovative food concept which translates the culinary creations of two Michelin star chef Moshik into oddly delicious products for the masses.



Our Michelin awarded restaurant in Amsterdam where chef Moshik Roth creates gastronomical dishes and innovates food.



Our entrepreneurial young start-up which strives to inspire and connect people by creating breakthrough media concepts and content.

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**samhoud | food**

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