ΔΙΕΘΝΕΣ ΕΠΙΧΕΙΡΗΜΑΤΙΚΟ ΣΧΕΔΙΟ

WRAPPY: FEEL HAPPY EATING!

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Table of Contents

LIST OF TABLES

1. INTRODUCTION

Five third year students of Nutrition and New Product Management, who participate in the program 'Creating Food Concepts in Europe' at the University of Amsterdam, established this international business plan. The goal of this program is to develop, produce and market a food product in a European country. The process was divided in two units. In the first unit, the business plan consisted of an initial broad analysis, a business environmental analysis, a market research and the market potential analysis. Based on information we searched, about countries and food cultures we decided to develop an innovative product in Spain as we found that it is a promising and profitable country. The innovative product we chose to develop is based on the traditional Spanish wrap and it is a wrap made of quinoa and brown rice flour. These analyses have been the basis of the developed product concept: Wrappy, a wrap made out of brown rice flour and quinoa flour. This business plan provides information about the target group, product concept, the marketing strategy and marketing goals, the market entry strategy, the organization, the marketing implementation plan and the financial plan. In the appendix attachments are added which refer to the performed consumer research, the review of scientific research about the health claim and about the cultural characteristics and values in Spain.

2. Initial broad analysis

2.1 Introduction

To do business in a European country, an initial broad analysis must be established in order to select a country. The following three countries have been considered; Greece, Hungary and Spain. The analysis has taken political, economical, sociological, climatologically and topographical factors into account as well as data about the market size, the market development and the trade flow.
Based on these results a country has been selected.

2.2 Analysis Greece

Greece is a Mediterranean country with a typical Mediterranean climate and a population of almost eleven million people. The capital of Greece is Athens, where there is a growth of urbanization. The political stability is quite low and Greece is ranked on the 80th place with a score of 40 in the rank of corruption. Greece's trade relations include Europe, Asia, the Middle East and Africa due to her geographical and political proximity. The distance between Greece and other countries, determines the imports and exports. The main import partner of Greece is Germany (12,1%). Export partners are Italy, Bulgaria and Cyprus and main exports goods are food and beverages, manufactured goods, petroleum products and chemicals textiles. As a member of the EU, Greece's exchange rate is the euro. The gross domestic product of Greece is US$305.415. Greece's culture includes the importance of the Orthodox Church (1-5).

2.3 Analysis Hungary

Hungary's economy changed from a planned economy to a market economy in 1990. Due to the collapse of the Soviet Union, Hungary lost markets for goods and subsidizing from the Soviet Union and it lost nearly 70% of its export markets in Eastern and Central Europe. This resulted in high unemployment and poverty. Also the economic recession hit the Hungarian economy hard.
Export and import is very important for Hungary, with Russia, Germany and Italy as their major partners. Hungary's main industries are mining, metallurgy, construction materials, processed foods, textiles, chemicals and motor vehicles. Hungary's main agricultural products are wheat, corn, sunflower seed, potatoes, sugar beets, pigs, cattle, poultry and dairy products. Hungarians spend most of their money on foods and alcohol, housing costs and transportation (6-11).

2.4 Analysis Spain

Spain is a European country with three different climates. It's a social and democratic state and takes places under the Constitution of 1978. Spanish consumers are one of the most demanding consumers in Europe when it comes to product quality and diversity. Seven million people (18% of all population) in Spain are over the age of 65. In the future Spain will have one of the oldest populations in the world. This will boost the demand for certain food products, specifically health and wellness and better-for-you products. A fifth of the consumer budget is spent on food. Due to the economic recession there has been a decrease in the consumer spending. Most of the food is purchased in supermarkets (46%) followed by stores (28%), hypermarkets (16%) and others (10%). The Gross Domestic Product (GDP) in Spain was worth 1358.26 billion US dollars in 2013. Spain mainly exports wine, tangerines, oranges, tomatoes, olive oil, lettuce, peaches, pork and wheat. Spain imports the following products; maize, wheat, soybeans, barley, palm oil and refined sugar (12-29).

2.5 Factor Score Method

By using the factor score method, the three countries have been compared to each other. The criteria factors that have been used are political environment, economic and social environment, climatological and topographical factors and others. Each factor has been given a weight of importance, after which a weighted score of the country could be calculated – see table 1.

Table 1. *Factor Scores*

Criteria	Weight	Greece		Hungary		Spain	
		Score	**Weighted score**	**Score**	**Weighted score**	**Score**	**Weighted score**
Political environment	0,3	2	0,6	1	0,3	2	0,6
Economic and social environment	0,4	2	0,8	2	0,8	4	1,6
Climatological and topographical factors	0,2	4	0,8	3	0,6	3	0,6
Other	0,1	2	0,2	1	0,1	2	0,2
Total	1,0		2,4		1,8		3

Based on the results of the factor score method, Spain has been selected to do business in. In comparison with Greece and Hungary, Spain is the most interesting and stable country to do business in. Spain scores especially high on the economic and social factors, which are weighted the heaviest and therefore, are the most important factors.

3. Business environmental analysis

3.1 Macro environment analysis

3.1.1 Demographic factors

The total population is aging all over Europe. Also in Spain, the amount of elderly is rising. 18% of the countries residents have the age of 65 or older and this percentage is still rising. In the future Spain will have one of the oldest populations in the world. It is expected that in 2050, 34% of Spain's residents will be 65 or older. Changes in the population have a big influence on the consumer demands. The family structures are also changing. The number of childless families and single person families has increased. From all Spanish households, 18% are childless and roughly one-quarter households are single person families. Furthermore, women are entering the workforce more often. These factors have an influence on food habits and therefore on the consumer demands. See table 2 for the demographic factors of Spain (30-32).

Population	47.737.941
Age structure	0-14 years: 15,4% 15-24 years: 9,6% 24-54 years: 45,9% 55-64% years: 11,4 % 65 years and over: 17,6%
Urban population	77,4% of total population
Religion	Roman catholic: 94% Other: 6%
Obesity adult prevalence	26,6 %
Death rate	9 per 1000 people
Birth rate	10,14 per 1000 people
Average sex ratio	0,97 males per female
Number of households	16.741.379 in 2008
Educational level	53% of man and 55% of women aged 25-64 have a high-school degree
Language barriers	English: 27% Basque, Catalan, Galician etc.

***Table 2**. Demographic factors of Spain*

3.1.2 Economic factors

The economic recession hit the Spanish economy hard. The once thriving housing market collapsed and the unemployment increased. Several Spanish banks got into trouble and were in need of extra money from the state. This situation led to political instability and raised doubts about the Spanish economy on the financial markets. This made it difficult for the Spanish government to borrow money from other countries. For this reason Spain has received European financial support. In 2012 the ministers of finance of the Euro countries set up a loan of maximal 100 milliard euro for Spain. Between December 2012 and December 2013 Spain has received a total of 41,2 milliard euro from the emergency funds set up by the European Union. This money was used to capitalize the Spanish banks. Currently, Spain is on its way to recovery. The estimate growth rate of 1,1% in 2014 and 2,1% in 2015 are the highest in over seven years. Although recovery has been shown, Spain has still an unemployment rate of almost 25%. This is one of the highest among the Organization for Economic Co-operation and Development (OECD) countries (30-32).

3.1.3 Political legal factors

Spain is a member of the European Union since 1986. Therefore, Spain follows all EU directives, regulations and obligations where available. Spain's Food Safety and Nutrition Law outlines the basic Spanish food and feed regulations (30-32).

3.1.4 Ecological factors

In Europe the consumer concerns on environmental and health issues of food products have increased in recent years. Therefore, the demand for and consumption of organically grown products has increased. Although Spain is one of the most important suppliers of organic products in Europe, the demand for these products in Spain is quite low comparing with other European countries. One of the main reasons for this is that organic products are quite expensive compared to regular food products. The demand for organic products in Central en Northern European countries is growing more rapidly than in Spain (30-32).

3.1.5 Social cultural factors

Due to the increasing migration of Europeans to Spain, a mixed culture has emerged. The countries of origin of most migrants are Romania, Morocco, Ecuador and Colombia. More than 55% of the foreigners living in Spain are between 25 and 44 years old, which is the working-age population (30-32).

Spain has a very equal society. Men and women have the same rights. Women are able to work and study at the same level as men do. Therefore the amount of women in the workforce has increased (30-32).

3.1.6 Technological factors

Sustainability gets more and more accesible for companies. Also sustainable packaging is getting more common in the industry. This is mainly due because the consumer demand for sustainable packaging is increasing. Todays technology makes it possible to add specific nutrients to food products. This results in fortified and functional foods. Because of the consumer demand for healthier products, the sales of fortified and functional foods is rising (30-32).

3.2 Competition analysis

3.2.1 Baked goods

Trends

In 2013, the recession in Spain continued and the unemployment was still very high. This determined the habits of the Spaniards in general, in particular the consumption of packaged food. The decreasing purchasing power of the average consumers made the customer more aware of the way they spend their money. It is also becoming a trend and saving measure to consume more meals at home.

Competition

In Spain, Panrico and Bimbo are the greatest market leaders in baked goods. They are expected to lead baked goods amongst branded players in 2013, with a 9% and 8% value share respectively. Bimbo is the most successful, because of its continuous focus on innovations, and its extended distribution network.

Prospects

The continuation of the economic recession will continue to shape the purchasing patterns of Spaniards. High unemployment and decreasing incomes will continue to force consumers to cut back on unnecessary spending, reduce leisure activities and focus on covering their basic needs. It is expected that Spaniards will continue to lean towards essential products in retail, which will benefit the bread market, and will drive the growth of the category in retail volume terms; expected to register 4% growth over the forecast period to 2018 (33).

3.2.2 Ready to eat meals

Trends

Spaniards are cutting down on unnecessary spending to get the most out of their budget. Considering this, and with the trend of cooking and eating at home, ready to eat meals are getting more popular. The convenience of ready to eat meals, which make them ideal for the hectic rhythm of Spaniards' lives, as well as the transfer of consumers from the catering channel, are among the key factors explaining the development of this category in 2013. Players which are also present in other categories, like frozen processed food and canned or preserved food, have focused on launches within ready to eat meals, making it one of the categories which has shown the largest number of new releases in 2013.

Competition

The leading player within ready to eat meals is Mercadona, with a value share of 13% in 2013. The reasons for this good performance of the company is the renewal and extension of its range of chilled ready to eat meals, as well as its low price policy, which attracts consumers who have limited purchasing power. Among branded players, the leader in 2013 is Nestlé, with a value share of 10%, attributed to a wide portfolio and the popularity of its brands, as well as a wide distribution network.

Prospects

It is expected that ready to eat meals will decline in sales during the forecast period, with a constant value fall of 2%. This expected performance is attributed to the rising presence of private labels. This is a consequence of an extension of the recession and consumers' frugal purchasing patterns, as well as fiercer price competition between manufacturers, with more players present in the category. In volume terms, the category is expected to continue its positive performance, however at a lower pace with an estimated volume CAGR of 1% during the forecast period. Volume growth is likely to slow down with an increasing maturity of the category (34).

3.3 Supplier analysis

In the North of Spain has the most wholesales of cereals and flour. This is also the best location for transport. But still this sector is quite small in Spain, the BNP is decreased in 2013 to 3,1%.
Wheat is produced everywhere in Spain, rye and barley especially in the North. The region Andalusia, in the South of Spain, has the biggest biological agriculture of Europe. However, the people in Spain don’t buy a lot of ecological products. Therefore the most products are used for the export.

3.3.1 Abellan Elogical Foods

Abellen Elogical Foods is a wholesaler in biological and ecological products. Cereal and flour are one of their main products. Health and the well being for the consumer is a very important aspect for Abellen. They only deliver fully biological products with a high quality and attention for the authentic way of producing. The values of Abellen are quality, health, environment and solidarity.
The wholesaler has two certifications who are dealing with biological and ecological producing: ‘EU agriculture ES-ECO-024-MU and Biological agriculture council of Murcia MU-0637-E’. Abellen Elogical Foods is located in Murcia, in the North of Spain (35).

3.3.2 Aliment Vegetal

Aliment Vegetal is an international wholesale in biological products. They are selling cereals, flour, and gluten free products in Europe. Quality and ecological aspects are very important. They have four certifications that deals with a biological way of producing: ‘EU agriculuture, BIO, CCPA and AB Agriculture Biolique’. Aliment is located in the industrial area of Can Ribot (Dosrius), in the heart of the Parc Natural del Montnegre-Corredor, in the North of Spain. This industrial area was created deep inside the woods, and is an excellent setting for the company to develop its economical activity. This area where Aliment is located is linked to the most important land traffic networks in Catalonia, to sea transport, and it is close to France, the gateway to all other European countries (36).

3.3.3 Eco-Salim

Eco-Salim is a very big wholesale in Spain that delivers biological and ecological cereals.
Eco-Salim does not use pesticides or herbicides. The products do not contain any chemical substances. The wholesaler has distributors in every region of Spain. They are located in Masquefa, close to Barcelona in the North of Spain. This area has the best roads and infrastructure service (37).

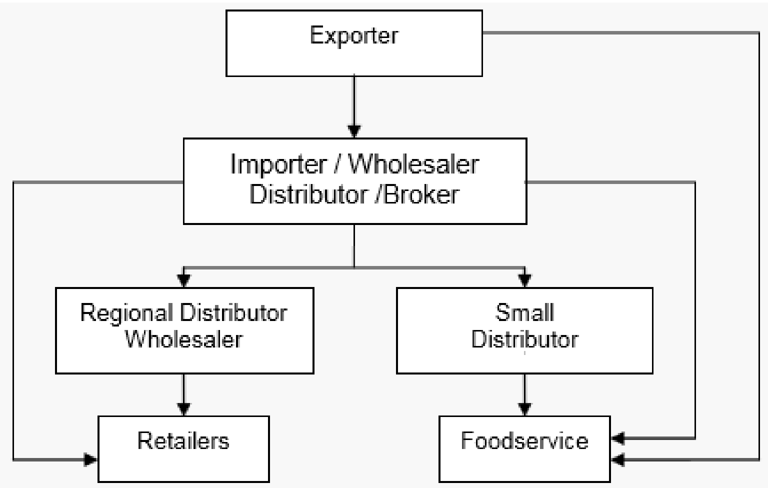
3.3.4 Envaset

Envaset is a producer of packaging, especially for the food industry. The company is located in Murcia, in the North of Spain.

3.4 Distribution analysis

The Spanish foodservice market is very diverse. It consists of hypermarkets, supermarkets, convenience stores, traditional corner grocery stores, open-air markets, restaurants and hotels. The total number of retail outlets has decreased significantly the last decade due to centralization. The hyper and supermarkets account for 60% of the total food sales. The range and scope of products has increased. This includes ready to eat and ready to cook food products, take away foods and home delivery. In the hyper and supermarkets the presence of foreign retailers has increased. Especially French and German retailers have become more present. Small chain and independent restaurants were affected the most by the economic recession. Large chains have managed to increase their market share. An importer and wholesaler model is used to operate the traditional Spanish foodservice distribution system. Wholesalers import the goods and resell these to regional distributors or to foodservice and grocery retailers. Due to the high costs, supermarket chains have been trying to change the model by eliminating the wholesalers and setting up their own import channels. Supermarkets are drifting from an indirect long channel to a direct channel. Figure 1 shows this transition (38).

Figure 1. Foodservice distribution structure



This change in channels has been an important change for the distribution sector, as the large stores have won market quota at the expense of the closure of many small shops.

The channels used for distributing food in Spain have been changing historically. In the beginning of the twentieth century the most common channel was the short chain channel. With the rise of industrialization and transport networks, small food shops were established. These shops were called ´local shops´ or ´corner shops´, some selling a large variety of food others specialized in one kind, like butchers and bakeries’. About twenty years ago the small shops have been forced to close down due to the expansion of supermarkets and hypermarkets. Nowadays the two most important distribution channels are supermarkets and traditional shops (39).

There are 17.000 modern grocery retail stores in Spain, according to the Ministry of the Environment, Rural and Marine Affairs. 70% of these retail stores are supermarkets. Supermarkets open the most new stores each year. Due to this large food distributors, such as Carrefour, have re-evaluated their supermarket strategy so that they can compete against Mercadona and Eroski, who have been the leaders within this segment. The financial crisis has made consumers increasingly price conscious.

This has increased the sale of private label products because of their reduced prices against the big brands. Private label products represent over a third of total grocery sales.
The Spanish grocery retail market has a strong foreign presence. French and German groups are very present in the hypermarkets like Carrefour and Auchan, and discount stores like Dia- Carrefour, Lidl and Aldi. Domestic chains, like Mercadona and Eroski, mainly control the supermarkets.
The top five leaders in the Spanish food distribution chain are Mercadona, Carrefour, Eroski, Alcampo and El Corte Ingles. Besides these big distributors there are several private label companies (40).

3.5 Product requirements analysis

3.5.1 EU requierements

Spain has been a member of the European Union (EU) since 1986. Therefor, Spain follows all EU directives, regulations and obligations where available. Spain's Food Safety and Nutrition Law outline the basic Spanish food and feed regulations. This law is based on EU Regulations and Directives and includes the traditional food safety aspects of detection and removal of physical chemical and biological hazards as well as other less conventional issues such as obesity prevention and food advertising rules. It applies to domestically produced and imported products (41).

3.5.2 Consumer demands

The traditional Spanish diet

The traditional Spanish diet can be characterized as a Mediterranean diet. The Mediterranean diet consists of a high intake of fruits and vegetables, legumes, fish and olive oil and a low intake of dairy products and meat. This results in a low intake of saturated fatty acids and a high intake of unsaturated fatty acids. Mealtimes are spread throughout the day, with the main meal during lunch, followed by a siesta. Though, research shows that there is a downward trend of the Mediterranean diet to a more Western diet – a diet that is characterized as a diet with a lot of sugar, fat and salt and little fruits and vegetables (42, 43).

Trends

Sustainable and healthy products

Despite the fact that the traditional Spanish diet begins to look more like a Western diet, trends are changing and consumption patterns in Spain are affected by a number of trends. Due to the aging population and an increase of health awareness, the demand for healthy, fresh and organic foods and beverages is increasing (44, 45). The demand for traditional Mediterranean cuisine is also on the rise. The consumer wants cheaper, healthier and home cooked meals. However, the demand for convenience products is also still rising since the growing urban population and busy lifestyles (44, 45). Still, a growth of the fresh food sector is expected. Furthermore, the concern of the Spanish consumers for the origin of food and beverage products is increasing. Consumers want to know where their products are coming from. Though Spain is a significant producer of organic products, the domestic consumption is rather low compared to other European countries. This is mainly due to the higher costs of organic food (44, 46). Also the lack of food availability and seasonality make it difficult to establish appropriate retailing outlets (46). Nevertheless, you see the same trend in Spain as in other European countries. The demand for organic products is rising in Spain, though to a lesser extent. Especially young professionals who have middle to high level of income are interested in organic foods, also because it's associated with a trendy lifestyle. But as the Spanish economy recovers, incomes increases and unemployment decreases, and because of the greater awareness in older consumers groups with health and wellness, it's expected that organic food will become more popular for all consumer groups (44).

Foreign foods

Although Spaniards are very keen on their own cuisine and eating habits, due to immigration both the demand and supply of foreign foods is rising. Especially the fast food sector has increased in numbers to fulfil this demand (45).

Expenditures

A fifth of the consumer budget is spent on food. 8,4% of the total house holding budget is spent on restaurants and catering. This is twice as high as the European average of 4%. See table 3 for the Spanish spending model.

Products	Part of food budget spent
Meat	20,8%
Fruits, vegetables	14,1%
Fisheries	12,7%
Dairy and dairy derivatives	11,4%
Bread	6,3%
Beer	4,2%
Drinks and soft drinks	3,9%
Dough, pastries and grain	3,4%
Meals	3%
Other alcohol drinks	2,7%
Total oils	2,3%
Other products	15,2%

Table 3. *Spanish spending model*

The three factors that influence the consumers purchasing behaviour are quality, price and distance. Parents are seeking for healthy options, for themselves and for their children. Expenditures on fruits and vegetables increased since 2008, while there was a decline on expenditures on meat. Fresh coffee and tea has grown in popularity, while expenditures on alcohol has declined. The functional food category has been quite stable, but a significant market growth is expected (44). The recession hit the Spanish economy hard and consumers bought cheaper products due to economic difficulties. However, the demand for high quality food products remained high, especially for fruits, vegetables, meat, fish and seafood (45).

4. Market Research

Spanish consumers are one of the most demanding consumers in Europe when it comes to product quality and diversity. Changes in the population and family structure from recent years have had a big change on the behavior of the Spanish food consumer. The number of childless families, 18% of all Spanish households, and single person families, roughly one quarter of all households, has increased. More and more women are entering the workforce, which leads to the change of eating habits. See table 4 for the demographics of Spaniards. Spaniards who live in smaller families and have less time are less inclined to cook and turn to other meal options such as eating out, ready to eat meals and easy to prepare packaged food. These trends have benefited the restaurant sector and especially fast food and take away shops. The sales of prepared salads increased by 50% between 1995 and 2007, and in that same period the demand for frozen and chilled food increased with 19%. Convenience foods are slowly taking over the traditionally Mediterranean diet as a result of an increasingly busy lifestyle.

Seven million people (18%) in Spain are over the age of 65. In the future Spain will have one of the oldest populations in the world. This will boost the demand for certain food products, especially health and wellness, and better-for-you products.

Spanish people are showing an increasing awareness about the benefits of a healthy diet. This translates into a growing demand for high quality foods such as vegetables, fruits, fish, and seafood.

Spanish people are attached to their own cuisine but are open to foreign cuisines. Immigration has been the main source for the population growth in Spain. This has resulted in a more diverse foodservice industry. Asian and Middle Eastern cuisine restaurants are becoming more popular and there is a large range of foreign food products available in Spanish supermarkets (47).

A fifth of the consumer budget is spent on food. In comparison, this is 13% in the USA and 29% in Portugal. Due to the economic recession there has been a decrease in the consumer spending. Food, drinks and housing claim more than half of the household budgets. 8,4% of the total household budget is spent on restaurants and catering. The European average is 4% (47).

Most of the foods are purchased in supermarkets (46%), followed by stores (28%), hypermarkets (16%) and others (10%) (14).

Population	**47,737,941**
Age structure	0-14 years: 15,4% 15-24 years: 9,6% 24-54 years: 45,9% 55-64% years: 11,4 % 65 years and over: 17,6%
Urban population	77,4% of total population
Religion	Roman catholic 94% Other 6%
Obesity adult prevalence	26,6 %
Death rate	9 per 1000 people
Birth rate	10,14 per 1000 people
Average sex ratio	0,97 males per female

Table 4. *Demographics of Spain (15, 16)*

Just as in any market, there are certain trends in the Spanish food market. A couple of these trends have been named already, like the increase of the demand for natural and organic food products. In addition, fortified, functional, and better for you food products have been the trend. Fortified and functional food products are food products to which extra nutrients are added. These nutrients tend to be vitamins and minerals. They could be added to replace some of the nutrients lost during manufacturing and storage, they can also be added to compensate for a missing nutrient or they can be added to enrich the product. Better for you foods products are products that are better for you than the original product. They may not be considered healthier for the body than the original. These include diet and light products, and products used to reduce bodyweight (48, 49)

5. Target group

Wrappy focuses itself on adults between eighteen and thirty years old with a busy lifestyle. This especially embraces students and the working population. Their preference is pure, tasty and healthy food products for an affordable price, which are also quite easy and quick to prepare (1). A consumer research has been established to find out which aspects are important to the target group when they buy a new food product – see appendix C for the research report. It appeared that the Spanish consumers are looking for healthy food products and they would like to have a healthier diet. A food product should be available in supermarkets, since this is the most important place for them to buy a food product. A food product should also be easy and quick to prepare. Spanish consumers think it is more important that a food product is organic than if a food product has a sustainable packaging.

5.1 Substantiation

To substantiate the Wrappy´s target group different analyses were performed. Various reasons have been found to substantiate the target group for Wrappy. These reasons are:

- The unemployment has changed the consumer's lifestyle. It has become increasingly common for Spanish consumers to undertake their leisure activities alone or in their home. They spend 20 minutes per day less on leisure then a few years ago.
- Almost 20% of the population over eighteen years is classified as obese and almost 40% is classified as overweight.
- The economic downtown has had its influence on the consumer confidence and expenditure. Consumers have increased their savings rates to 12.6%. Savings are expected to increase to 14.7%. But the consumer expenditure has had a positive growth. Especially the consumer expenditure on food and non-alcoholic beverages (13%) is high compared with other major sectors.
- Quality, price and distance, in this order of importance, are the three most important factors for the consumer.
- Supermarkets are the most important retail channels in Spain.
- Spanish lifestyles are getting busier, therefor foodservices are becoming more popular, especially ready to eat meals and prepared food.
- The unemployment percentage for thirty-five years and younger was close to the 45% in 2010. The take-away restaurants were hit very hard, because they focus on this target group. The consumer is also more focused on their savings. They prepare their lunch more often by themselves. As a consequence, the consumption of milk, cereal, yogurt, margarine and butter has increased.
- The general trend shows that the consumer demands healthier, cheaper and home-cooked meals.
- The Spanish consumers with the most interest for organic foods and beverages are young professionals who have middle to high levels of income. The market for organic food and organic beverages has grown from US$84.9 million in 2006 to US$157.9 million in 2010. This market is expected to reach US$204.9 million by 2015.

5.2 THE SPANISH CONSUMER

Spanish consumers are one of the most demanding consumers in Europe when it comes to product quality and diversity. Changes in the population and family structure from recent years have had a big change on the behavior of the Spanish food consumer. The number of childless families, 18% of all Spanish households, and single person families, roughly one quarter of all households, has increased. More and more women are entering the workforce, which leads to the change of eating habits. Spaniards who live in smaller families and have less time are less inclined to cook and turn to other meal options such as eating out, ready to eat meals and easy to prepare packaged food. Because of the growing urban population and the busy lifestyles, the demand for convenience products is rising. However, the consumer also wants cheaper, healthier and home cooked meals (54, 55). The interest of the Spanish consumers for the origin of food and beverage products is increasing. Consumers want to know where their products come from. Though Spain is a significant producer of organic products, the domestic consumption is rather low compared to other European countries. This is mainly due to the higher costs of organic food (54, 56). Also the lack of food availability and seasonality make it difficult to establish appropriate retailing outlets (56). Nevertheless, you see the same trend in Spain as in other European countries. The demand for organic products is rising in Spain, though to a lesser extent. Especially young professionals who have middle to high level of income are interested in organic foods, also because it’s associated with a trendy lifestyle. As the Spanish economy recovers, incomes increase and unemployment decrease, and because of the greater awareness in older consumers groups regarding to health and wellness, it’s expected that organic food will become more popular for all consumer groups (54). See appendix A for further information about the cultural characteristics of Spain.

6. Product concept

6.1 Product

Wrappy is a new product, which is developed by a starting business and is directed to the Spanish market. Based on previous performed analyses, this product has been developed to meet the consumer demands. The wraps produced by Wrappy are made from quinoa flour and brown rice flower. Quinoa is a grain crop, grown primarily for its edible seeds. Quinoa flour and brown rice flour have been used instead of regular wheat flour, because of its health benefits. The nutritional value of quinoa flour and brown rice flour is superior to wheat flour. Besides that, this product is free of additives. The ingredients of the wrap are: quinoa flour, brown rice flour, flax seeds, olive oil, salt, and water. This makes the Quinoa Wrap suitable for vegan and gluten free consumers. Because of the use of quinoa flour, brown rice flour, and flax seeds, the product is high in fibers. See table 1 for the nutrition values. Furthermore, all the ingredients of Wrappy are from organic origin and it's a local produced product.

Besides the health benefits of Wrappy, it also fits in a lot of cuisines. This includes the Spanish cuisine, but also other cuisines of which populations live in Spain, like Southern Americans, Arabic, Eastern Europe and Asian cultures. Wraps are tasteful and easy and quick to prepare and use, which fulfills the demand of the consumers. The wraps can be bought in every medium sized and big sized supermarkets throughout Spain. The wraps are packaged per four or eight pieces in a sustainable packaging. The wraps are easy to prepare, they can be heated up in oven, microwave or cooking pan, no oil will be needed. The wraps can be filled with ingredients of the consumers' interest.

	Wheat wrap (100g)	Wrappy (100g)	Wheat wrap (63g)	Wrappy (60g)
Energy (kcal)	320,0	268,2	201,6	160,9
Carbohydrates (g)	52,2	45,5	32,9	27,3
Proteins (g)	9,5	5,8	6,0	3,5
Fat (g)	7,3	6,6	4,6	4,0
Saturated (g)	1,3	0,7	0,8	0,4
Unsaturated (g)	5,4	5,7	3,4	3,4
Fiber (g)	3,0	6,3	1,9	3,8
Sodium (mg)	600,0	99,7	378,0	59,8

Table 5*. Nutritional values per 100 grams and per piece*

6.2 Concept statement

6.2.1 Opening

Do you want to enjoy a quick, easy, and healthy meal? Do you want to eat healthy food that tastes good and is also sustainable? Then you should try the wraps of Wrappy! This wrap isn't just delicious, it's healthy too!

6.2.2 Promise

Store bought wraps usually contain lots of unnecessary ingredients, additives and preservatives, which don't benefit the consumer's health. The wraps of Wrappy don't contain any preservatives or unnecessary ingredients. The only ingredients are quinoa flour, brown rice flour, flax seeds, olive oil salt, and water, that's it! All these ingredients are from organic origin and this product is locally produced. This wrap is suitable for vegans, it is a gluten free product and high in fibers. The superfoods quinoa and brown rice aren't only tasty, they also benefit the consumer's health! Due to the sustainable packaging you will support the environment by choosing for Wrappy.

6.2.3 Proof

Quinoa is a multifaceted carbohydrate with a low glycemic index and it is low in unsaturated fat and calories. Brown rice is rich in magnesium, selenium, anti-oxidants, and fiber. Brown rice also helps to control the blood sugar. The products of Wrappy don't contain any preservatives, additives or unnecessary ingredients. Compared to a wheat flower wrap, the nutritional values shows that the wraps of Wrappy are the healthier choice! This is due to the fact that the products of Wrappy have les calories, carbohydrates, fat, and sodium, and twice as much fiber. The material used for the packaging is from sustainable plastic and is recyclable. This makes Wrappy a healthy and sustainable choice!

6.3 Positioning

6.3.1 Target group

Wrappy focuses itself on adults between the age of eighteen and thirty with a busy lifestyle. This target group especially embraces students, young professionals and the working population. It is important for this target group that food products are available for an affordable price, it has to be easy and quick to prepare, but it also has to be tasty. Furthermore, the demand for organic products is rising. Wrappy fulfills these consumer needs, by being easy and quick to prepare and by being tasteful. The wraps of Wrappy are the healthier choice compared to wheat wraps. The wraps have an affordable price, however, they are a little bit more expensive than wheat wraps. But since this is mainly due because of the organic and healthier ingredients, Wrappy still meets the consumer demands. The wraps of Wrappy can be filled with ingredients of the consumers' interest, so it is applicable for all kinds of consumers, even for vegans and consumers who don't eat gluten. Besides that, the wraps of Wrappy fit in the traditional Spanish diet. For those who have a busy lifestyle and still want to eat healthy but quick, there is Wrappy. The packages of Wrappy include different recipes to maintain a healthy lifestyle with the products of Wrappy. By providing these recipes, Wrappy contributes to a healthy lifestyle of the target group. And to also decline the costs for the consumers, some of the ingredients, which are needed according to the recipes, are available with discounts.

6.3.2 Product

The wraps of Wrappy are a replacement for the wheat flour wraps. It contains quinoa flour and brown rice flour instead of regular wheat flower. Wraps are often used in many cuisines, like Mexican, Arabic, Eastern and Asian cuisines, although the type of wrap and the filling may differ. The wraps can be bought in the supermarket, they only have to be heated in an oven, microwave or in a cooking pan. The wraps are therefore easy and quick to prepare, which is an important factor for the target group. Wraps can be find in the supermarket nearby the other grains, rice and pasta. This is also the place where the wraps of Wrappy can be found. The wraps can be consumed during lunch, dinner, or as a snack. It is made from organic ingredients only, and therefore has the right to use the EU organic logo and labeling.

6.3.3 Competition

The main competitors of Wrappy are the suppliers of wheat flour wraps. Besides these, there aren't many variations of wraps, and there are just a few kinds of brands who supply wraps. However, the wrap is a product that has been used in different cuisines for centuries, and it can be used in very different ways. This makes the wrap a very traditional and versatile product, which is available in a lot of places. The competition is therefor small but strong. Wrappy differs from its competition in various ways. First, all the ingredients from Wrappy are from organic origin, Wrappy has therefore the right to use the EU organic logo and labeling. However there are organic wraps available, but these can only be found in organic supermarkets while the products of Wrappy are available in most of the big supermarket chains throughout Spain. Furthermore, the basic ingredients of Wrappy are quinoa flour and brown rice flour instead of wheat flour. This makes the wraps of Wrappy a gluten free product. Also the nutritional values of quinoa flour and brown rice flour are superior to wheat flour and the nutritional value can be beneficial for the consumer's health. Wrappy contains less calories, carbohydrates, fats, and sodium, and it has twice as much fiber compared to wheat flour wraps. Using quinoa flour and brown rice flour in a wrap is an innovative and unique way to spice the product up, and can be used in a lot of different ways. Eating healthier is becoming more and more popular, and besides that, the awareness of the origin of food products is also increasing. By being transparent to the consumers, Wrappy meets these demands.

6.4Key products characteristics

- Health benefits for the consumer.
- High in fibers.
- Easy to produce and sell.
- Appeals to a large target group.
- Gluten free.
- No additives and preserves.
- Tasty.
- Adjustable to consumer's liking.
- Organic.
- Locally produced.

6.5 Product specifications

Wrappy is a wrap made from quinoa flour and brown rice flour. In comparison to wheat flour wraps it contains less calories, carbohydrates, fat, and sodium and twice as much fibers. These characteristics make the wraps of Wrappy a healthy alternative to the regular store-bought wraps, which are made of wheat flour. The wrap is easy to prepare as it only needs to be heated up in an oven, microwave or cooking pan. No oil will be needed to prepare the wrap, which contributes to a lower fat intake of the consumer. The wrap has a round shape making it easy to prepare and fill with all kinds of different toppings too the consumer's liking.

The wraps are packaged in a recyclable plastic packaging. They are sold per four or eight wraps. The package is easy to close after use with a Velcro strip, so the unused wraps can be stored properly until use. Due to this, food waste can be prevented. When kept in a refrigerator in the original packaging the wraps will stay good for a couple of days. The wraps are sold in big supermarkets throughout Spain.

The wrap is targeted at adults between eighteen and thirty years old, who live a busy lifestyle. These consumers are interested in pure, tasty, and healthy food products. Though, they want this for an affordable price and it has to be easy to prepare. They want to eat healthy but do not want to spend too much time preparing their meal.

Wrappy strives to be transparent to their consumers. They accomplish this by being active on different kinds of social media. They also have an active service for customers, which will enable the consumers to receive an answer to their questions. The information on the packaging strictly follows the Spanish packaging guidelines.

6.6 Packaging

Image 1. Rough design of the packaging

The major goal of the package is to maintain the freshness of the product. Due to the fact that the wraps of Wrappy are fresh products and no additives are added, they are sensitive for decay. Properly stored in refrigerator, they last for approximately four days. The package can be sealed properly with a Velcro strap to maintain freshness. The package opens and closes easily and is suitable for keeping the wraps fresh for a longer time. The packaging is innovative and desirable to the consumer. Image 1 shows a rough design of the packaging. The packaging attracts the consumer’s attention by the pictures that are shown on the package; wraps with different fillings and lots of colorful vegetables. The packaging is made of environmental friendly recycled plastic, which is easy and quick to design. Recycled plastic is cheaper than paper, however it is a little bit less ecological than paper. The consumer can choose from two different packages, one with four pieces per package and one with eight pieces per package. Therefor the packages are suitable for both small and big households. The small packages with four pieces are suitable for individuals, since usually two wraps are consumed per person when they’re eaten for diner or lunch. The big packages with eight pieces are suitable for families or bigger households. Each package provides healthy recipes in which the wraps are used. These recipes are quick and easy to prepare, but are most importantly healthy. By providing these recipes Wrappy contributes to a healthy lifestyle. These recipes differ from week to week, which will contribute to a various diet. To keep it affordable, some of the ingredients, which are necessary according to the recipes, are available with discounts.

6.7 Logo

Wrappy wants to make their consumers happy, by fulfilling their needs. Wrappy does this by using only organic ingredients, sustainable packages, by being affordable, quick and easy to use, and by being tasteful. Wrappy shows that it is possible to eat healthy and tasty, and being happy while having a busy lifestyle. ‘Wrappy’ refers to ‘happy’, this is also shown in the logo. The logo is simple, understandable, and honest, just like Wrappy itself. Because al the ingredients of Wrappy are from organic origin, Wrappy can use the EU organic logo (57).

Figure 1. The logo of Wrappy

Figure 2. The EU organic logo

6.8 Nutrition claim

The wraps of Wrappy contain 6,3 grams fiber per 100 grams and is thereby a product which is high in fibers. The claim high in fiber, and any claim likely to have the same meaning for the consumer, can only be made when the product contains at least 6 grams of fiber per 100 grams or at least 3 grams of fiber per 100 kilocalories (58). Table 2 shows the comparison between these guidelines and Wrappy.

Requirement set by EFSA	**Wrappy**
6 g fiber per 100 g	6,3 g fiber per 100 g
3 g fiber per 100 kcal	2,4 g fiber per 100 kcal

Table 6. *Comparison between the EFSA guidelines and Wrappy*

As shown in table 2, Wrappy meets the guidelines and is therefore allowed to carry the claim 'high in fiber'. Wrappy contains 6,3 grams of fiber per 100 grams of the product. Even though it contains less fiber per 100 kilocalories than the recommendations, Wrappy is still allowed to carry the claim, as it is only required to meet up to one of the set guidelines.

A food that is high in fiber' or 'rich in fiber' is related to the following claimed effects: satiety, weight management, normal blood glucose concentrations, normal blood cholesterol concentrations, normal bowel function and regularity, reduction of postprandial glycemic response, decreasing potentially pathogenic gastrointestinal microorganisms, increasing the number of gastrointestinal microorganisms, and fat absorption.

The claimed effect that Wrappy uses is mainly referred to the maintenance of the normal bowel function, because this is something that consumers can easily understand. Although, when it comes to Wrappy's product, the claim 'high in fiber' is not that specific because it addresses to the general population and Wrappy wants people to be more familiar with the nutrients. Also the claim 'high in fiber' includes all the above claimed effects (59).

The main source of fiber from Wrappy comes from the quinoa flour, brown rice flour and the flax seeds. Quinoa contains 6,1 grams of fiber per 100 gram and the flour of quinoa contains 3,5 grams of fiber per 100 gram. Brown rice contains 4,6 grams of fiber per 100 grams and the flour contains 1,9 grams of fiber per 100 grams. Flax seeds add the most amount of fiber with 34,8 grams of fiber per 100 grams flaxseeds (60, 61).

A study performed by Lisa M. Lamothe, Sathaporn Srichuwong, Bradley L. Reuhs and Bruce R. Hamaker shows that 10% of quinoa is dietary fiber. 78% of its dietary fiber was insoluble composed of galacturonic acid, arabinose, galactose, xylose and glucose. 22% of the content of dietary fiber in quinoa is soluble and consists of glucose, galacturonic acid and arabinose. Soluble fibers slow down the digestion and delays emptying of the stomach, which helps with weight control. Slower stomach emptying also has effect on the blood sugar levels and has a beneficial effect on insulin sensitivity, which may help control diabetes. Insoluble fiber is considered as the 'gut healing' fiber. Due to its laxative effect and the added bulk to the diet, it prevents constipation. These fibers do not dissolve in water, allowing them to pass through the gastrointestinal tract and speed up the passage of waste and food through the gut (62, 63).

Various studies show that the intake of a sufficient amount of fiber benefits the consumer's health. Fiber lowers the blood cholesterol levels, helps to normalize blood glucose levels and insulin levels and plays an important role in gut health. These beneficial characteristics make fiber part of the dietary plans to treat cardiovascular disease and type 2 diabetes. People with high intake of dietary fiber appear to have a significantly lower risk for developing hypertension, stroke, diabetes, coronary heart disease, obesity and certain gastrointestinal diseases (64, 65).

7. Marketing strategy and marketing goals

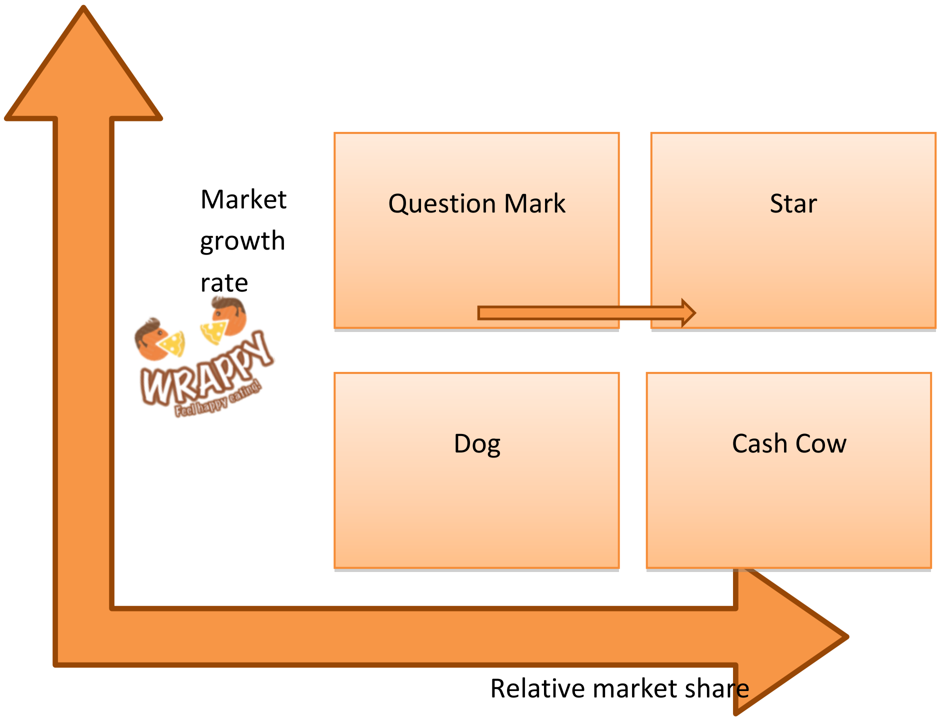
7.1 Portfolio analysis

The portfolio analysis shows the relationship between the market share and the market growth. With this analysis the profitability potential of Wrappy can be measured. Because Wrappy is a starting business it is difficult to say what the market share and the market growth will be, because there is no data available yet. It is not known yet how the market will grow and what the market share of Wrappy will be. The expectation however is that Wrappy will be a question mark, with a low market share and a quickly growing market. Starting businesses are positioned as a question mark.

The economic crisis is still going on in Spain. This will result to a decrease of purchasing power of the customer which will show a decrease in the amount of consumers eating out, consumer's will prepare and eat more meals at their own home. This leads to a growth of essential products like bakery goods. A market growth of 4% is expected. The wraps of Wrappy fall within this product group, and because it is an affordable and easy to prepare product, market growth is expected for Wrappy.

At this moment the relative market share of Wrappy is quite small, because the product has just been launched. At this current time it is seen as a question mark. The expectation however is that the market share of Wrappy will grow and Wrappy will develop from a question mark to a star, with a high market share, a fast growing market and little cash flow – see figure 3.

Figure 3. Boston Matrix of Wrappy



7.2 Generic strategies

According to Porter there are four different generic strategies. These are cost leadership, cost focus, differentiation and differentiation focus. The generic strategy that Wrappy applies is the differentiation strategy. This strategy fits best with the product because Wrappy developes a product that offers unique attributes that are valued to be better than the products that the competition offers. The added value allows Wrappy to use a higher price for their products.

The higher price covers the extra costs that are made for the production, and Wrappy can also make some profit. Wrappy can afford to ask a higher price because consumers can't find a substitute product elsewhere, because all the ingredients of Wrappy are from organic origin and because of the use of quinoa flour and brown rice flour, which is more expansive than the regular wheat flour. The wraps of Wrappy are gluten free and high in fiber. For people with an allergy this is a perfect substitute to use, since regular wraps are made of wheat, which contains gluten. Besides the people who have an allergy, there are also a lot of people nowadays that try to avoid wheat and gluten as much as they can because they think it is not healthy. These people are usually willing to pay a little bit more for a product which is healthier for them, or which is considered healthier. A sales team communicates the benefits of Wrappy products. To substantiate these health benefits of Wrappy scientific research has been reviewed – see the appendix.

7.3 Ansoff model

The Ansoff model examines the existing markets and products, and new markets and products, which form four quadrants – see table 3. Wrappy is a starting business, which produces new products. The wraps of Wrappy are made out of quinoa flour and brown rice flour, and flax seeds are added to increase the amounts of fibers. Because Wrappy is targeted on an existing market, and because there already is a demand for wraps, the growth strategy is based on product innovation. Via product innovation it is possible to increase the market potential.

	Existing products	**New products**
Existing markets	Market penetration	Product innovation
New markets	Market development	Diversification

Table 7. *The Ansoff model of Wrappy*

7.4 HOFSTEDE'S FIVE DIMENSIONS ANALYSIS IN SPAIN.

7.4.1 HOFSTEDE'S THEORY

Hofstede's cultural dimensions theory is a framework for cross-cultural communication. It describes the effects of a society's culture on the values of its members, and how these values relate to behavior. To describe this, a structure derived from factor analysis is used. The original theory proposed four dimensions along which cultural values could be analyzed: power distance, individualism vs. collectivism, uncertainty avoidance, and masculinity vs. femininity. The dimensions are explained and applied to Spain (66-68).

- **Power distance index:** This dimension expresses the degree to which the less powerful members of a society accept and expect that power is distributed unequally. The fundamental issue here is how a society handles inequalities among people. People in societies exhibiting a large degree of power distance accept a hierarchical order in which everybody has a place and which needs no further justification. In societies with low power distance, people strive to equalize the distribution of power and demand justification for inequalities of power.
- **Individualism vs. collectivism:** The high side of this dimension, called individualism, can be defined as a preference for a loosely knit social framework in which individuals are expected to take care of only themselves and their immediate families. Its opposite, collectivism, represents a preference for a tightly knit framework in society in which individuals can expect their relatives or members of a particular in-group to look after them in exchange for unquestioning loyalty. A society's position on this dimension is reflected in whether people's self-image is defined in terms of 'me' or 'we'.
- **Uncertainty avoidance index:** The uncertainty avoidance dimension expresses the degree to which the members of a society feel uncomfortable with uncertainty and ambiguity. The fundamental issue here is how a society deals with the fact that the future can never be known: should we try to control the future or just let it happen? Countries exhibiting a strong uncertainty avoidance index maintain rigid codes of belief and behavior and are intolerant of unorthodox behavior and ideas. Weak uncertainty avoidance societies maintain a more relaxed attitude in which practice counts more than principles.
- **Masculinity vs. femininity:** The masculinity side of this dimension represents a preference in society for achievement, heroism, assertiveness and material rewards for success. Society at large is more competitive. Its opposite, femininity, stands for a preference for cooperation, modesty, caring for the weak and quality of life. Society at large is more consensus-oriented. In the business context masculinity versus feminity is sometimes also related to as 'tough versus gender' cultures.
- **Long-term orientation vs. short-term orientation:** Every society has to maintain some links with its own past while dealing with the challenges of the present and the future. Societies prioritize these two existential goals differently. Societies who score low on this dimension, for example, prefer to maintain time-honored traditions and norms while viewing societal change with suspicion. Those with a culture which scores high, on the other hand, take a more pragmatic approach: they encourage thrift and efforts in modern education as a way to prepare for the future.

About Spain

- **Power distance:** With a high score of 57, Spain has a hierarchical society. This means that people accept a hierarchical order in which everybody has a place and which needs no further justification. Hierarchy in an organization is seen as reflecting inherent inequalities, centralization is popular, subordinates expect to be told what to do and the ideal boss is a benevolent autocrat.
- **Individualism:** With a score of 51, Spain and Portugal are, in comparison with the rest of the European countries, collectivist. However, compared with other areas of the world it is seen as a clear individualist. This has made Spaniards quite easy to relate with certain cultures -mainly non European- whereas other cultures can be perceived as aggressive and blunt. On the other hand, teamwork is considered as something totally natural, employees tend to work in this way with no need for strong motivation from management.
- **Masculinity:** Spain scores 42 on this dimension and is a country where the key word is consensus. So polarization is not well considered or excessive competitiveness appreciated. Spanish children are educated in search of harmony, refusing to take sides or standing out. There is a concern for weak or needy people that generate a natural current of sympathy. Regarding management, managers like to consult their subordinates to know their opinions and, according to it, make their decisions. In politics, it is desirable to have participation of all the minorities, trying to avoid the dominant presence of just one winning party.
- **Uncertainty avoidance:** With a high score of 86, this dimension defines Spain very clearly. Spain is considered the second noisiest country in the world. People like to have rules for everything, changes cause stress, but, at the same time, they are obliged to avoid rules and laws that, in fact, make life more complex. Confrontation is avoided as it causes great stress and scales up to the personal level very quickly. There is great concern for changing, ambiguous and undefined situations.
- **Pragmatism:** With a score of 48, Spain is a normative country. Spanish people like to live in the moment, without a great concern about the future. In fact, Spain is the country that has given the meaning of ‘fiesta’ to the world. In Spain, people look for quick results without delays. Moreover, there is a need for clear structures and well-defined rules prevailing against more pragmatic and relaxed approaches to life, particularly, in the long-term time.
- **Indulgence:** With a low score of 44, Spain is not an indulgent society. Societies with a low score in this dimension have a tendency to cynicism and pessimism. Also, in contrast to indulgent societies, restrained societies do not put much emphasis on leisure time and control the gratification of their desires. People with this orientation have the perception that their actions are restrained by social norms and feel that indulging themselves is somewhat wrong.

Figure 4. Dimensions of Spain in comparison with Netherlands and Denmark (14)

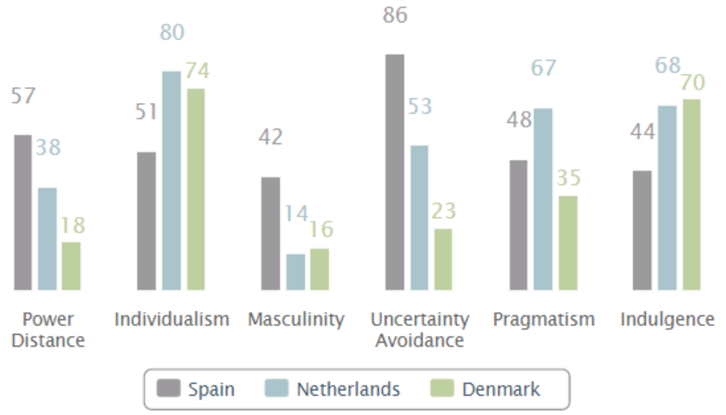
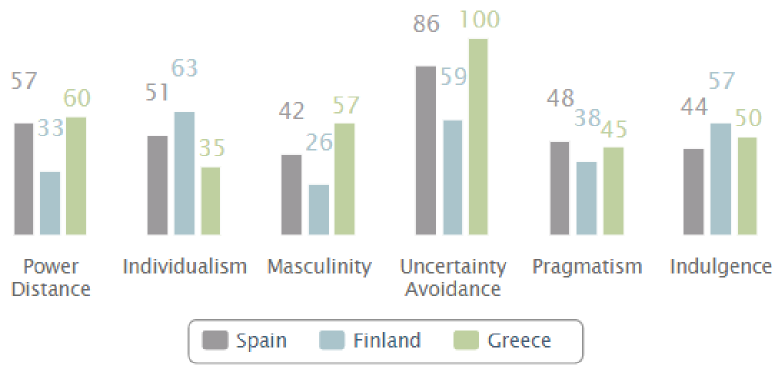


Figure 5. Dimensions of Spain in comparison with Finland and UK (14)



7.4.3 Consequences of Hofstede's theory in Spain

- **Leadership:** A leader in Spain is a leader who takes decisions individually, and takes control of everything. He is strict, quite autocratic, not enough a mentor and coach for the employees. On the other hand a leader according to countries such as Spain needs to be charismatic, innovative, creative and have a willingness to take risks.
- **Organizational structure:** Spain is characterized by a mechanistic organizational system. This kind of organizational system is hierarchical in nature, staff members have their own tasks, authority and responsibility are clearly stated and respected and there is a preference for tested and reliable management. These characteristics are also a result of the high power distance score of Spain. Spain is an entrepreneur organisation with a simple but dynamic environment with compliant employees who are able to cope with chaotic situations. It is an applicable system in collective and masculine cultures, which is why Spain has this kind of system. Spain belongs to standardization of work processes, which contains lot of rules, procedures and regulations to specify the work, in combination with hierarchic structure.
- **Dealing with conflicts:** Spain belongs to collective cultures and is characterized by a high score of concern for other people and at the same time a low score of concern for self. These characteristics make Spain an accommodating country when it comes to resolving conflicts. This means that Spain is a submissive and giving-in country.

8. Market entry strategy

8.1 Evaluation of market entry strategy

Sustainability is very important to Wrappy. It is important that the ingredients are from organic and local or nearby origin, and that the wraps of Wrappy are produced in Spain. However, the size of the market is too small for Wrappy to justify direct investment in local production. Therefore Wrappy applies the marketing strategy contract manufacturing. This is a cross between licensing and direct investment and it is also called private label manufacturing. A minimum investment of Wrappy is required to apply this strategy. The advantage of this strategy is that Wrappy can still use locally produced ingredients, Wrappy still controls marketing and protects the trademark, while avoiding currency risks and financial problems.

8.2 Marketing goals

Wrappy has set some goals, which want to be achieved in the following years.

- At the 31th of December 2015, 60% of the target group is familiar with the company Wrappy and its products.
- At the 31th of December 2015, Wrappy has a market share in Spain of at least 6%.
- At the 31th of December 2016, Wrappy sells its products in at least 50% of all the supermarket chains in Spain.

9. Organization

9.1 Strategic orientation

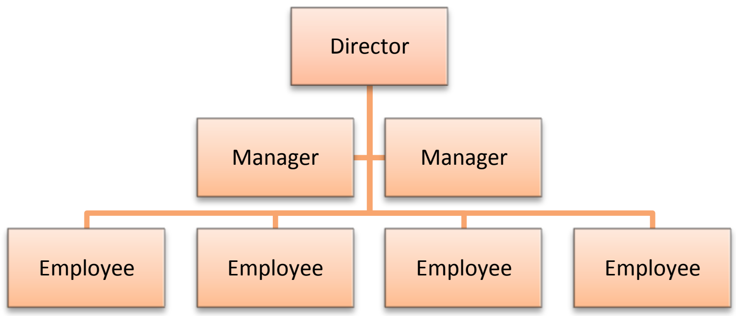
The typology of the company is a polycentric orientation. Wrappy developed a wrap which is adapted to the local culture of the consumers, namely Spanish adult people between the age of eighteen and thirty years old. Wrappy examined the needs and the lifestyle of these consumers, so they could develop a wrap that is most adapted as possible for the locals. To examine these needs, a consumer research has been performed. See appendix C for the most important results.

9.2 Company structure and management

Small companies can use a variety of organizational structures. However, a small company's organization structure must be designed to effectively meet its goals and objectives. Types of organizational structure in management can include flat structures as well as functional, product and geographical-structured organizations.

For its company Wrappy chose to use a flat organization structure – see figure 6. This is a structure used by many small companies. This works best when the company has less than twenty employees. Very few levels of management separate executives from analyst, secretaries and lower-level employees. One advantage of using a flat organizational structure for management is that decisions can be made relatively quickly.

Figure 6. Flat organisational structure



10. Marketing implementation plan

10.1 Product

10.1.1 Core product

Wrappy is a wrap, made of quinoa flour and brown rice flour. Quinoa is a grain crop, grown primarily for its edible seeds. It is high in protein and lacks gluten. Brown rice is also a grain and is also high in protein and also lacks gluten. This makes the wrap from Wrappy a gluten free product. Quinoa flour and brown rice flour have a higher amount of fibres when compared to wheat flour. Wheat is a grain and its flour is usually used to make wraps. Flaxseeds are added to the wrap to increase the amount of fibres even more. Fibres give a feeling of fullness and contribute to a proper bowel movement. Other ingredients are olive oil, salt, and water. All the ingredients of the wraps from Wrappy are organic. Therefore, Wrappy can use the EU organic logo.

10.1.2 Tangible product

The wraps can be eaten for lunch, diner, or as a snack or tapa. The wraps of Wrappy are easy and quick to prepare. They can be heated in pan, microwave or oven. Add a tasteful filling, and they can be consumed immediately. The wraps can be bought per four (240 grams) or eight (480 grams) pieces per package. The packaging is made from recycled plastic. Because there are no additives added to the wraps, and because it is a fresh product, the wraps need to be stored in the refrigerator. The packaging can be sealed after opening. This contributes to the freshness of the wraps. After opening it can be stored in the refrigerator for four days, when sealed properly.

10.1.3 Extensive product

The wraps of Wrappy can be filled with ingredients of the interest of the consumer. Though, to give the consumer a healthy experience and to contribute to a healthy life style, the packages provide multiple healthy recipes for a healthy meal. These recipes will change regularly, to make the consumer curious and to contribute to a various diet. Furthermore, the ingredients necessary for these recipes will be available in the same supermarkets with discounts. Just as the recipes, these discounts will change regularly.

10.1.4 Functional characteristics

The recommendation consumption frequency for Spain, which is based on the Mediterranean Diet Pyramid, recommends one or two servings of bread, pasta, rice, couscous, or other cereals or grain, per meal. The wraps of Wrappy fit perfect in this recommendation. The wraps of Wrappy are sustainable, easy and quick to prepare, good to combine with other food products, and very tasteful. Due to the quinoa flour, brown rice flour and the flax seeds, the amount of fibers is high which benefits the consumer's health. The packages consist either four or eight pieces. Wrappy is therefore suitable for both small and big households. It's a fresh product and stored in the refrigerator, where it lasts for at least four days. Thereby food waste is prevented.

10.1.5 Symbolic characteristics

Wrappy stands for sustainability, health, comfort and happiness. The products of Wrappy are quick and easy to prepare and therefor suitable for a busy lifestyle. Because there is always time for a good nutritious meal, even if time is short. Wrappy wants to bring a smile too peoples face.

10.2 Place

Wrappy is directed on the Spanish market. Supermarkets are the main distributors in Spain and most of the Spaniards do their shopping in the supermarkets. Therefore, Wrappy is sold in a number of the biggest supermarkets throughout the country. The supermarkets are chosen to selective distribution. A selective selection is made of the supermarkets where Wrappy will be sold. Wrappy gets their ingredients for the wraps from different sustainable suppliers throughout Spain. Sustainability is very important to Wrappy. All the ingredients are from organic and local or nearby origin, and the wraps itself are also produced in Spain. To accomplish this, Wrappy has contracts between manufacturers throughout Spain. In this manner Wrappy can use locally produced ingredients, since the market is too small to justify direct investments in local productions. When the wraps are produced, they're being delivered to different supermarket chains. Therefrom, the wraps are delivered to the supermarkets where the consumers can buy them. The wraps are therefore distributed trough an indirect and long distribution channel. The products are distributed by truck. Because the products of Wrappy are fresh products and because these are sensitive for decay, the fifo-system is applied. The first products are distributed and sold first. Wrappy is stored in the refrigerator in packages of four and eight pieces.

Figure 7. The distribution channel of Wrappy

10.3 Price

Because Wrappy only uses organic and sustainable ingredients, the products are not per se cheap. However, Wrappy wants to offer good quality products for a good price. The prices of the products of Wrappy are based on the cost price. The price for one package of wraps with four pieces is 1,50 euros and the price for a package of wraps with eight pieces is 2,80 euros. The competitor who produces wheat wraps offers a package with six pieces for 1,69 euros. This is 1,13 euros for four pieces and 2,25 euros for eight pieces. Wrappy's products are more expensive than the regular products. However, a package of organic wraps with six pieces is 2,29 euros, which not differ a lot from the wraps from Wrappy. The higher price of Wrappy is mainly due to the use of sustainable ingredients and the use of quinoa flour and brown rice flour, as this is more expensive than wheat flour.

10.4 Promotion

Wrappy is being promoted in several ways to reach the target group. Because Wrappy is a starting business and Wrappy's products are new and innovative, promotion is needed to introduce the company and its products. Wrappy wants to accomplish this by using digital media, social media and by publishing adds in magazines. The goal of Wrappy is to introduce itself and its products and to create a demand for the product.

10.4.1 Digital media

Digital media like television and radio is relative expensive, but it is a popular way to promote products. Wrappy will focus on television adds, namely on TV-commercials. The main goal is to promote the wraps from Wrappy as healthy, quick, easy, and of course, tasty, but also as a sustainable product. The TV-commercial is quite short. It shows how you can eat healthy and tasteful even when you have a busy lifestyle, but it also embraces the traditional Spanish lifestyle and eating habits. The commercial doesn't only promote the wraps from Wrappy, but also the importance of a general healthy lifestyle and healthy eating habits.

10.4.2 Social media

The target group of Wrappy is a group which is generally quite active on social media. Therefore, Wrappy promotes itself through social media to reach and address to the target group. Through social media, Wrappy keeps in contact with the target group and keeps the consumers informed about Wrappy, the products, discounts, and activities in which Wrappy participates. Furthermore, the consumers are informed about how to live a healthy lifestyle, how to maintain healthy eating habits, and about the importance of sustainability. Through the Facebook page, Wrappy posts information about the company and its goals, product information, health facts, photographs, pictures, and upcoming discounts. Wrappy keeps the consumers up to date through Twitter about the latest developments and via Pinterest Wrappy links photographs and pictures to websites and web blogs. Furthermore, photographs and pictures are being posted on Instagram.

10.4.3 Magazines

To introduce the new products, Wrappy promotes itself among the supermarket brochures. These brochures provide product information about Wrappy and now and then discounts are being offered to increase the sales, but not only discounts for the wraps of Wrappy. On the packages of the wraps there are different healthy recipes, with the wraps of Wrappy in the main role. To promote a healthy lifestyle, the other ingredients, which are necessary to follow the recipe, can be bought with a discount with a coupon, which can be found in the brochures. Besides that, Wrappy also promotes itself by publishing articles and recipes in food related magazines. The articles are focused on health and sustainability, and how you can combine this with a busy lifestyle. The consumers can scan a QR-code with their smartphone and they will be linked directly to the Facebook page of Wrappy.

11. Financial plan

11.1 Introductory price

The prices of the products of Wrappy are based on the cost price. Wrappy applies the penetration price strategy. Wrappy launches its products at a low price. Since it is a price sensitive mass market, Wrappy will quickly gain a larger market share. Wrappy offers unique, innovative and good quality products without substitutes, but they want to do this for an affordable price. This is the reason why Wrappy applies the penetration price strategy, and not the price skimming strategy. A package of four wraps cost 1,39 euros and a package of eight wraps will cost 2,79 euros. Table 4 shows the calculation of the cost price and the sales price.

Cost price	
Ingredients	**Price in euro's**
Rice flour (100g)	€0,20
Quinoa flour (100g)	€0,75
Flax seeds (50g)	€0,08
Olive oil(5g)	€0,02
Salt (1g)	€0
Total for six wraps	**€1,05**
Production price for one wrap	**€0,18**
Sales price	
Price package of four wraps	€1,39
Price package of eight wraps	€2,79

Table 8*. The cost and sales price of Wrappy*

11.2 Profit and Loss budget plan

A profit and loss budget plan is established to have an overview of the expected incomes and outcomes in the first three years – see table 5.

Table 9. *Profit and loss budget plan*

	Year 2015	**Year 2016**	**Year 2017**
Total sales	€255.500	€357.700	€408.800
Expenses			
Adverstising&marketing	€90.000	€60.000	€50.000
Production costs (contract manufracturing)	€153.300	€208.488	€238.272
Salary	€0	€60.000	€90.000
Transport	€2.000	€2.000	€2.000
Rent office	€6.120	€6.120	€6.120
Office costs (internet, telephone, office supplies etc)	€480	€480	€480
Total expenses	€249.900	€337.088	€386.872
Netto profit before income taxes	€5.600	€20.612	€21.928
Netto profit after income taxes	€3.360	€15.665,12	€16.665,28

11.3 Opening balance

An opening balance has been established to have a good overview of the assets, equities and debts at the beginning of the first year of Wrappy – see table 6.

Fixed assets		**Equity**	
Activated costs	€5600,-	Money owners	€5045,-
Rent office	€6120,-	Earning reserve	€0,-
Deposit rent	€5000,-		
Inventory	€3300,-		
Transport	€2000,-		
Stock tools	€200,-		
Current assets		**Long term debt**	
Stock ingredients	€38.325	Bank loan	€50.000
Debtors	€0,-	**Short term debt**	
For funding	€5000,-	Creditors	€8000,-
Cash	€500,-	Current account	€3000,-
Total assets	€66.045	**Total liabilities**	€66.045

Table 10. *Opening balance*

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Appendix 1

A. Cultural characteristics and values of Spain

Spaniards love good food, drinks, dancing and music. They are known to live their life to the fullest. Spanish people tend to be extremely proud of the particular region where they originally come from. Family plays a very important part in the Spanish life and it is considered as the basis of the social structure. The Spanish society is very equalitarian, the birth rate is one of the lowest in Europe and women attend university and work.

Spain has a large number of churches and other sacred places and is considered a very religious country. The majority of Spanish people are formally Roman Catholic, although different religions are accepted. Religious history is very apparent in every town, where the grandest building usually is the church.

Education is seen as an important instrument in national integration as it promotes equal opportunities and social, cultural and democratic values. However, Spain traditionally spends less on education compared to other European countries. Primary education is offered free to all Spanish citizens and is obligatory. There are a large number of religious schools which offer a high quality of education.

The Spanish people value their family and relationships highly. Respect for authority is considered a cultural value as well as being polite (1-5).

Business culture in Spain

Spaniards find trust and honesty extremely important. They also value authority and hierarchy greatly, and treat the person above them with respect. Spanish people do usually not hurry, being late for a meeting or not meeting a deadline occurs often. It is a cultural phenomenon for people to speak at once and interrupt each other. This is not considered rude but indicates genuine interest in the conversation. Spaniards are great conversationalists and enjoy talking about their children, family, food and wine (6).

Business is conducted in a more relaxed way in Spain compared to other Western European nations. The negotiations tend to time-consuming and lengthy. In Spain it is important to build a social bond with your business partners before starting a negotiation. An integral part of successful negotiations in Span is a sound relationship. Social bonds serve to guarantee agreements and may even replace written contracts, the latter is not given as much importance as in, for instance, Germany and the Netherlands. Spanish prefer to know people before starting a business relationship. Therefore questions about business or family life can be expected. It is not common in business relationships to greet each other with a kiss on both cheeks. It is wisest to offer a handshake, if a kiss is considered appropriate the Spanish party will initiate it. The Spaniards English is not as good as that it is of Northern Europeans. Many companies do have staffs that are good with the English language skills, but an initial approach in Spanish is considered more effective and considerate (7, 8).

Hierarchy and position are valued highly in the Spanish business culture. Meetings are arranged between representatives of an equivalent position and professional status. Great emphasis is made on authority within organizations. The highest senior manager in the company makes decisions. It is normal to never meet the person who ultimately makes the decision. Junior colleagues have great respect for their senior managers and therefore will do as they are told. The senior managers tend to remove themselves far from their junior colleagues. Decisions are usually not made during meetings. These tend to be for discussion and exchange of ideas mainly. Decision-making can seem slow as various levels of the management are consulted. For this reason it is important to conduct negotiations with the person who has decision-making authority in the company. It is common that several people speak at once and interrupt each other. This indicates a genuine interest in the discussion (9, 10).

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B. EU REGULATION AND HEALTH CLAIM

A food with a high amount of fibers can promote changes in the bowel function as is mentioned by the EFSA's panel. The claimed effect is 'gut health'. Changes in bowel function such as reduced transit time, more frequent bowel movements, increased fecal bulk, or softer stools may be a beneficial physiological effect. According to EFSA, in order to bear a claim a food should be at least 'high in fiber' as per Annex to Regulation (EC) No 1924/2006. The effect of the claim according to that is 'fiber contributes to normal bowel function' (1). A food that is 'high in fiber' or 'rich in fiber' is related to the following claimed effects: satiety, weight management, normal blood glucose concentrations, normal blood cholesterol concentrations, normal bowel function and regularity, reduction of postprandial glycemic response, decreasing potentially pathogenic gastrointestinal microorganisms, increasing the number of gastrointestinal microorganisms, and fat absorption. The claimed effect Wrappy uses is mainly referred to the maintenance of the normal bowel function because it is something that consumers can easily understand. Although, when it comes to the product the claim 'high in fiber' is not that specific because it addresses to the general population and Wrappy wants people to be more familiar with the nutrients. Also the claim 'high in fiber' includes all the above-mentioned claimed effects (2).

The role of dietary fiber in bowel function was considered the most suitable criterion for establishing an adequate intake. Based on the available evidence on bowel function, the Panel considers dietary fiber intakes of 25 grams per day to be adequate for normal laxation in adults. There is limited evidence to set adequate intakes for children. The Panel considers that the Adequate Intake (AI) for dietary fiber for children should be based on that for adults with appropriate adjustment for energy intake. The Panel notes that in adults there is evidence of benefit to health associated with consumption of diets rich in fiber-containing foods at dietary fiber intakes greater than 25 grams per day, e.g. reduced risk of coronary heart disease and type 2 diabetes and improved weight maintenance. Such evidence should be considered when developing food-based dietary guidelines. It has also been demonstrated that different kinds of dietary fiber have different bulking capacity. Dietary fiber in wheat bran and other fiber that is fairly resistant to fermentation in the large bowel has the most pronounced bulking effect (5 to 6 grams per gram dietary fiber) mainly due to water binding in the distal bowel, whereas more fermentable fiber provide some bulk mainly due to increased bacterial mass. The role of dietary fiber in bowel function was considered the most suitable criterion for establishing an adequate intake. Based on the available evidence on bowel function, the Panel considers dietary fiber intakes of about 25 grams per day to be adequate for normal laxation in adults (3).

See table 1 for the nutrient value of quinoa and other selected grains. Quinoa is a rich source of dietary fiber, which is the indigestible portion of plant foods and improves digestion and prevents constipation. Quinoa's dietary fiber value is generally higher than that of most grains, but lower than that of legumes. A recent study of four quinoa varieties found the dietary fiber in raw quinoa to range from about 13,6 to 16,0 grams per 100 grams dry weight. Most of the dietary fiber was insoluble, with a range of 12,0 to 14,4 grams compared to 1,4 to 1,6 grams of soluble fiber per 100 grams dry weight (4).

	Quinoa	Maize	Rice	Wheat
Energy (kcal/100g)	399	408	372	392
Carbohydrate (g/100g)	69,0	81,1	80,4	78,4
Protein (g/100g)	16,5	10,2	7,6	14,3
Fat (g/100g)	6,3	4,7	2,2	2,3
Iron (g/100g)	13,2	2,1	0,7	3,8
Zinc (mg/100g)	4,4	2,9	0,6	4,7

Table 1. Nutrient contents of quinoa and selected food, per 100 grams dry weight

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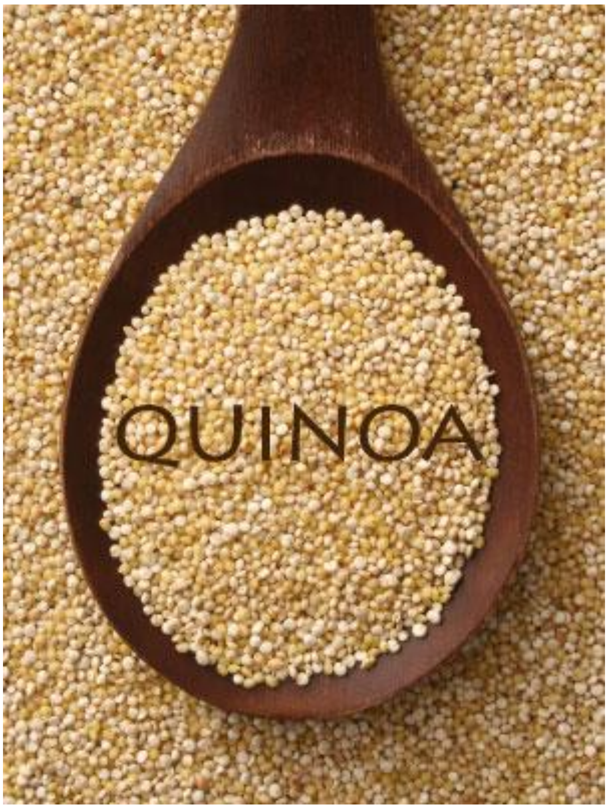
D. Stakeholders analysis

Is it ethical to consume quinoa?



1. INTRODUCTION

1.1 OPENING

This analysis is established by five third year students of Nutrition and New Product Management who participate in the program Creating Food Concepts in Europe at the University of Amsterdam. The goal of this program is to develop, produce and market a food product in a European country. Based on previous analysis and researches, a product concept is developed for the Spanish market: Wrappy, a wrap made out of quinoa flour and brown rice flour. This stakeholder's analysis is established to examine one of the morel dilemmas that may occur doing international business.

1.2 BACKGROUND

Many years ago, for Andean farmers, 'the mother grain quinoa' was not only an essential food, but it was part of their religious ceremonies and burial rituals. Each year the Incan emperor would break the soil with a golden spade and plant the first seed. But the Spaniards, who arrived in Peru in 1531, forbade the cultivation of quinoa under penalty of death. They forced the natives to replace their crops with European species such as wheat and barley, and quinoa's popularity waned. However, it kept on growing in the wild and when Peru and Bolivia finally got independent from Spain again during the 19th century, quinoa was rediscovered and reintroduced.

The last few years the demand for quinoa increased tremendously, mainly due because of its nutrients value and taste. The problem with quinoa nowadays is not dietary based, but environmental. Critics contend that quinoa has tripled in price since it became a favourite food in the western countries a few years ago. This has result in land disputes, a collapse of traditional farming practices, depleted agriculture land, and unhealthy diet changes in Bolivia and Peru, which are the main producing countries of quinoa. Together they make up for 92% of the world's production. The price of quinoa has become so high that it is more expensive than junk food or chicken for the inhabitants. Quinoa has got unavailable for the inhabitants of the producing countries (1).

2. MORAL DILEMMA

2.1 VALUES AND GOALS OF WRAPPY

The goals Wrappy wants to reach is to make a nutritious, gluten free, and tasty wrap with the use of quinoa flour, but at the same time consider the environmental impact it has by producing it. The goal is to give farmers a good price for their products and to let them be able to continue their food habits.

2.2 VALUES AND GOALS OF THE STAKEHOLDERS

The farmers in Peru and Bolivia have different values and goals than that of the company. For many families the money they make with the production of quinoa their only source of income. The entire quinoa value chain is extremely important in Bolivia as it generates social and economic development for at least 15.000 families that live in harsh climate areas. Their goal is to earn money with it but also to be able to keep on consuming the grain themselves too (2, 3).

The goal of the Bolivian quinoa consumers is to lower the quinoa prices so they can purchase the nutritious grain without having to purchase less nutritious grains. The goal of the international quinoa consumers is goal to continue quinoa production in Bolivia and perhaps in expanding it so they can consume more of this healthy, nutritious grain (3).

The Bolivian government has a complicated position in this. They benefit from the higher prices of the quinoa production, as it strengthens their economy and helps them maintain international trade, but they also do not want their citizens to have to sacrifice their diets in order to profit (3).

2.3 THE MOREL DILEMMA

The dilemma around quinoa is really two-sided. Because of the growing demand for quinoa the prices have gone up and the inhabitants of Bolivia can’t afford to eat it anymore. This has caused a lot of malnutrition amongst them. Eating quinoa kept the population fed because it is very nutritious and can replace any kind of meat with its high protein content. For the farmers it is quite positive that quinoa has gotten this popular. Their earning potential has gotten bigger. There are more people now who want a job in agriculture. However, this also has a negative side. It prevents the country from industrializing since there are already a lot of workers in agriculture. But also other cultivations get neglected, due to the increasing interest of cultivating quinoa. At the same time it also causes unemployment, because of the excessive use of machines on the fields. Furthermore, the excessive production of quinoa depletes the agriculture land. In time, the land will be worn out whereby not any cultivation can be done.

3. ALTERNATIVE ACTIONS

Quinoa is very nutritious, and that is why Wrappy wants to use it in their products. But which way is the most ethical to use it?

One possibility is to import the quinoa from Peru and/or Bolivia. If it gets imported from there, their economy and international trade will be supported. From one side, the increase in quinoa demand, and therefore an increase in the prices, is beneficial for the Bolivian farmers economically. They are able to earn a lot more money than when producing rice or wheat, which is driving a big amount of the population back to farming. This may be both a blessing and a curse as Bolivia already has a large percentage of its workforce working in agriculture. Increasing this number may prevent industrialization efforts and the shift of Bolivia's economy towards a more mechanized future (4).

Another possibility is to look for possibilities to cultivate quinoa in Spain. Quinoa grows best where maximum temperatures do not exceed 32°C and night time temperatures are cool. It grows best when soil temperatures range from 18-24°C (5). In Spain this would be around May, and it is necessary to find out where in Spain the best place would be to cultivate quinoa. Quinoa has already been harvest in the Netherlands and they are also experimenting with harvesting quinoa in the US, France and Denmark. So there is a big chance that this could also work in Spain. The downside to all of this, is that Bolivia and Peru could lose their role as biggest exporter or maybe lose their role as exporter at all, which would have negative effects for their economy (6).

4. STAKEHOLDERS ANALYSIS

Current situation	Consumers in Bolivia	International customers	Farmers	Bolivian Government
Positive affected interests	• General better economy • Excellent nutritional characteristics, replaces any kind of meat	• Excellent nutritional characteristics, replaces any kind of meat • Popular food product	• Greater earning potential • Prices are getting higher	• International trade • Better economy • Job creation: a greater segment of the population back to farming
Negative effected interests	• Price is getting too high to afford it • Malnutrition of the inhabitants	• The stock runs out • Prices are getting higher	• Increase in mechanization has eliminated jobs • Depleted agriculture land	• Underemployment by mechanization • A greater segment of the population back to farming • Malnutrition by citizens
Norms, values and principles	• Main food product for over thousands of years • Nutritional value is very important for inhabitants in poverty	• They want to be able to buy quinoa for a normal price	• Want to maintain their role as biggest exporter in quinoa and want to earn money	• Wants to keep their population healthy. Is making loans available for organic quinoa producers

5. CONCLUSION

5.1 PRELIMINARY CHOICE

If Wrappy wants to use quinoa, it is probably the best way to try to produce it in Spain. On the one hand it is good to support the economy in Bolivia by importing quinoa from them but at the other hand it it will harm them more than it will do good. Quinoa has always been one of their main foods, providing good nutritional values. Now that the harvest is being bought up by traders, the price has gone so high that they are not able anymore to keep on consuming it themselves, which has caused malnutrition to loads of people. It has gotten to expensive and unavailable to the inhabitants. When quinoa gets cultivated in Spain, the farmers will have the possibility to focus on other cultivations again. It is also a chance for the agriculture land to recover, since it is getting depleted due to the excessive cultivations. Cultivating quinoa in Spain has also sustainable advantages. It doesn't have to be imported from Peru or Bolivia, which saves in importation. Finally, it doesn't mean that by cultivating quinoa in Spain, there will be no more demand for quinoa from Bolivia or Peru. It is a risk however, that the demand will be lower and that this will affect the economy.

5.2 DECISION

The definite choice of the company is to look for options to cultivate quinoa in Spain. It will help to prevent malnutrition to Bolivian inhabitants. There already are other places in Europa where they cultivate quinoa so it is possible to do it. By doing this, new jobs in Spain are created, which is also good for Spain's economy. Wrappy is aware that it won't stop other companies immediately from importing quinoa from Bolivia as well but that is also not the intention. Bolivia should continue to export quinoa to maintain the economy. If everyone would stop importing from them they would be left behind with huge stocks. But Wrappy don't wants to be part of exploiting the people in return for a grain, when there are already enough choices in products to consume in Europe. To still be able to use it, the company will cultivate it in Spain.

5.3 SUBSTANTIATION

There are a few reasons why the company chose to cultivate quinoa in Spain instead of import it from Bolivia. The most important reason is that the company finds it very important that the inhabitants of Bolivia are able to consume this nutritious grain. They live in a lot more poverty than in Spain so it is very important for them to be able to eat this grain which can replace any kind of meat. Another reason for not importing it from Bolivia is that more and more people there want to work in agriculture to cultivate quinoa. This hinders the development of the country on industrializations level, but also in the agriculture since other cultivations get neglected. The initial goal was to give farmers a good price for their product and that the farmers in Bolivia are able to consume quinoa themselves. By cultivating quinoa in Spain it is sure that the farmers there get a good price for their grain. There is more control over it if it happens close to home. There is no assurance that the people in Bolivia can keep on consuming quinoa, but Wrappy can help by not buying up their stock.

The deontological argument is that if everyone would cultivate quinoa in their own country instead of import it from Bolivia, the people in Bolivia could easily keep on consuming the grain. They could look for other ways to develop their country instead of everyone looking for work in agriculture. The most important utilitarian consideration is to not import quinoa from Bolivia. In this way the economy of Spain gets supported by creating more jobs. You vote for the world you want with your wallet, and by importing quinoa from Bolivia you support malnutrition to their inhabitants. That is not something where any company should be a part of.

E. Consumer research report

RESEARCH REPORT: DOING BUSINESS IN SPAIN

CONSUMER RESEARCH 5.2

Abstract

This research report was established by five third year students of Nutrition and New Product Management who participated in the program Creating Food Concepts in Europe at the University of Amsterdam. In this report the food choice motives of Spanish consumers have being compared with other countries to learn more about their motives to consume a product. Also country wise differences in food neophobia have been analysed. This report gives information about the importance of some food characteristics, which could influence the likeliness of the Spanish consumers about the developed product concept – Wrappy, a wrap made out of quinoa flour and brown rice flour.

In the first chapter, the cultural and food habits of the Spanish consumers have been addressed. Information is given about the traditional Spanish diet, which is the Mediterranean diet. The goal of this research was to collect information about the Spanish consumers and to find out which aspects they think are important when they buy a new food product.

In the second chapter the methods for the research have been described. The research consisted of three stages: (1) desk research for the background information, (2) field research with the use of a questionnaire, and (3) the analysis of the results with the use of the statistical computer program IBM SPSS Statistics. The results of food neophobia and the food choice motives were analyzed with the statistical tests Anova and Bonferroni, with a confidence level of 5%. Other results were analyzed by calculating the percentages or the median.

In the third chapter the results have been analyzed of 51 of the respondents. The majority of the respondents thought health was an important factor, 85,2% would like to eat food that keeps them healthy. Wraps aren’t consumed that often, 80,4% of the respondents consumed wraps 1 time per month or less. The opinions about sustainability were divided. 33,3% of the respondents thought it was important if the packaging of a food product was sustainable and 35,5% thought it was important that a food product was organic. For 49% it was also important that a food product is easy to prepare and 35,3% considered a short preparation time as important. A quinoa wrap was perceived as healthier than a wheat wrap (56,8%) and 40,2% would rather buy a quinoa wrap than a wheat wrap.

According to the results, the Spanish consumer is looking for a healthy product, which is quit easy to prepare and which they can buy in the supermarket. Spanish consumers would rather buy a quinoa wrap than a wheat wrap. The quinoa wrap is also perceived as healthier by most of the respondents. They don’t care much about a sustainable packaging, but organic food with high quality ingredients is quite important for them. People in Spain consume wraps most of the time during the diner.

1. INTRODUCTION

1.1 OPENING

This research report is established by five third year students of Nutrition and New Product Management who participate in the program Creating Food Concepts in Europe at the University of Amsterdam. The goal of this program is to develop, produce and market a food product in a European country. Hereby it is necessary to perform a consumer research to be aware of the consumer needs and to fulfil these needs. Based on previous analysis and researches, a product concept is developed for the Spanish market. The food choice motives of Spanish consumers are being compared with other countries to learn more about their motives to consume a product. Also country wise differences in food neophobia are being analysed. This information could be helpful in the further development of the product concept. Furthermore, this report gives information about the likeliness of the Spanish consumers about the developed product concept – Wrappy, a wrap made out of quinoa flour and brown rice flour.

1.2 BACKGROUND

The traditional Spanish diet can be characterized as a Mediterranean diet. The Mediterranean diet consists of a high intake of fruits and vegetables, legumes, fish and olive oil and a low intake of dairy products and meat. This results in a low intake of saturated fatty acids and a high intake of unsaturated fatty acids. Mealtimes are spread throughout the day, with the main meal during lunch, followed by a siesta. Though, research shows that there is a downward trend of the Mediterranean diet to a more Western diet – a diet that is characterized as a diet with a lot of sugar, fat and salt and little fruits and vegetables (1, 2). But despite the fact hat the traditional Spanish diet begins to look more like a Western diet, trends are changing and consumption patterns in Spain are affected by a number of trends. Due to the aging population and an increase of health awareness, the demand for healthy, fresh and organic foods and beverages is increasing (3, 4). The demand for traditional Mediterranean cuisine is also on the rise. The consumer wants cheaper, healthier and home cooked meals. However, the demand for convenience products is also still rising since the growing urban population and busy lifestyles (44, 45). Though Spain is a significant producer of organic products, the domestic consumption is rather low compared to other European countries. This is mainly due to the higher costs of organic food (3, 5). Nevertheless, you see the same trend in Spain as in other European countries. The demand for organic products is rising in Spain, though to a lesser extent.

Although Spaniards are very keen on their own cuisine and eating habits, due to immigration both the demand and supply of foreign foods is rising. This has resulted in a more diverse foodservice industry. Asian and Middle Eastern cuisine restaurants are becoming more popular and there is a large range of foreign food products available in Spanish supermarkets (6). Especially the fast food sector has increased in numbers to fulfil this demand (4).

1.3 THE GOAL AND RESEARCH QUESTION

The main goal of this consumer research is to collect information about the Spanish consumer to adapt the product concept to the consumer needs.

MAIN QUESTION

Which aspects are important for the Spanish consumers within the age of 18 and 30, when buying a new food product?

SUB QUESTIONS

- Which food characteristics are important to the target group?
- How does the Spanish consumer think about sustainability of food products?
- Do the Spanish consumer consider preparation time as an important aspect?
- On which part of the day do Spanish consumers eat wraps?
- What is important to the target group, according to the availability of a food product?

2. METHODS

This research consisted of three stages. In the first stage, desk research was performed to gather background information about the Spanish market and the Spanish consumers. Scientific research was used to examine the eating habits of Spaniards consumers and to examine the developments in the Spanish market.

In the second stage, an anonymous questionnaire was developed and distributed among Spaniards within the age of eighteen and thirty. The questionnaire was developed with the program Thesistools and was distributed on a Spanish university. The questionnaire consisted of eighteen multiple choice questions, wherefrom the first three questions were about the demographic factors of the respondent, the fourth question consisted of statements about food neophobia, the fifth question consisted statements about food choice motives, and the remaining questions were based on the developed product concept.

In the third and final stage, the results of the research were analyzed by using the statistical computer program IBM SPSS Statistics. Based on these results a conclusion was drawn about the food choice motives of Spanish consumers, how Spaniards consumers stands towards food neophobia, and a conclusion is drawn about the views of the Spanish consumer towards the developed product concept. The results of food neophobia and the food choice motives were analyzed with the statistical tests Anova and Bonferroni, with a confidence level of 5%. Other results were analyzed by calculating the percentages or the median.

3. RESULTS

A total of 57 respondents filled in the questionnaire. However, only 51 of the 57 respondents fell within the target group of Spanish consumers between the age of 18 and 30. Other respondents were coming from the Netherlands, Germany, or other European countries.

From the 51 respondents, 72,5% would like to have a healthier diet (n=37). 84,7% thought it was important that the food they eat on a typical day is nutritious, of which 44,1% thought it was very important. When it comes to fiber, 62% of the respondents considered it important that a food product is high in fiber, of which 20,5% considered it very important and 5,7% didn't considered it important at all. 85,2% thought it also was important that the food they eat on a typical day is keeping them healthy, against 1,7% who didn't thought it was important at all.

The majority of the respondents (n=41) consumed wheat wraps 1 time per month or less. 15,7% (n=8) consumed wraps 2 till 3 times a month and 2% consumed wraps 4 till 5 times a month. See table 2 for the most common meal times of different food products. The majority (31,4%) of the respondents who consumed wheat wraps, did this during diner. No other bakery goods were consumed at that time of the day. Also the majority of the respondents, who would eat a quinoa wrap, would eat this during diner (26,4%) or for lunch (26,4%). 34% of the respondents wouldn't eat a quinoa wrap at all.

	Bakery goods	Wheat wraps	Quinoa wrap
Breakfast	51,0%	2%	7,5%
Lunch	9,8%	13,7%	26,4%
Diner	0,0%	31,4%	26,4%
Snack	21,6%	5,9%	5,7%
I don't eat…	15,7%	45,1%	34%

***Table 1**. Meal times of different food products*

When it comes to sustainability, about one third (33,3%) agreed or strongly agreed that a food product should have a sustainable packaging. 35,3% had a neutral opinion about the sustainability of a food product. Fewer respondents had a neutral opinion about the organic origin of a food product (27,5%). 35,3% agreed or strongly agreed that a food product should be organic, and the same amount thought a food product should be fair trade. The quality of a food product was important to most of the respondents (76,4%). See table 2 for the importance of different food characteristics.

Importance of	Sustainable packaging	Organic food product	Fair trade food product	Good quality
Strongly disagree	11,8%	17,6%	11,8%	0,0%
Disagree	19,6%	19,6%	21,6%	3,9%
Neutral	35,3%	27,5%	31,4%	19,6%
Agree	23,5%	29,4%	29,4%	43,1%
Strongly agree	9,8%	5,9%	5,9%	33,3%

***Table 2**. The importance of different food characteristics*

The preparation time was important to 35,3% of the respondents, they thought it was important that a food product is quick to prepare. 49% thought it was also important that a food product is easy to prepare. 9,8% didn't considered this as important, and 13,8% didn't considered the preparation time as important.

44,1% of the respondents found it very important that the food they usually eat is easy available in shops and supermarkets. 22 respondents (43,1%) would preferably buy a quinoa wrap in a supermarket instead of a restaurant (29,4%), café (11,8%), or university restaurant (9,8%). An affordable price was important to 26 of the respondents (51%). They thought it was important that a food product is cheap. 15,7% didn't agree and thought it was not that important. The majority of 85,1% of all the respondents considered it important that they get a good value for their money.

More than half of the respondents (56,8%) considered a wrap made out of quinoa flour and rice flour healthier than a wheat flour wrap. The combination of health and taste in a bakery product would make the majority of the respondents buy the product (58,8%). 40,2% of the total respondents also preferred to buy a quinoa flour wrap instead of a wheat flour wrap. 45,1% didn't had an opinion.

Table 3 shows the difference between the food neophobia score and the food choice motives of Germany, France, Denmark, Poland, Sweden, and Spain. There is only a significant difference within the total food neophobia score and the choice motives health, sensory appeal, familiarity and ethical concerns ($p<0,05$).

Factor	**p-value**
Neophobia score	*0,000*
Health	*0,019*
Mood	0,340
Convenience	0,392
Sensory appeal	*0,001*
Natural content	0,239
Price	0,812
Weight control	0,661
Familiarity	*0,000*
Ethical concerns	*0,006*

***Table 3**. The differences between food neophobia and food choice motives*

Table 4 shows the significance difference of each aspect between the different countries. When it comes to health, the food choice motives of Spain differ with the motives of France (p=0,021). When it comes to the familiarity of a food product, the motives of Spain differ with the motives of Denmark (p=0,000).

Factor	**Country 1**	**Country 2**	**p-value**
Neophobia score	Germany	Poland	0,053
	Spain	Poland	0,037
	Denmark	Poland	0,000
Health	France	Poland	0,021
	France	Spain	0,021
	France	Sweden	0,007
	France	Denmark	0,014
Sensory appeal	Germany	Poland	0,037
	Denmark	Poland	0,001
Familiarity	Denmark	Poland	0,000
	Denmark	Spain	0,000
	Denmark	Sweden	0,026
Ethical concerns	Denmark	Poland	0,008

***Table 4**. Differences between countries of food neophobia and food choice motives*

4. DISCUSSION

The respondents are looking for healthy products, because with the most questions about their health they filled in that they are thinking about healthy food. They want a healthier diet and they find it important that food keeping them healthy. Spanish people are showing an increasing awareness about the benefits of a healthy diet. This translates into a growing demand for high quality foods (6).

The food product has to be also available in shops, especially in the supermarket. Because of the economic crisis in Spain people are buying more often products in the supermarket and eat less outside the door. So the most important retail channels in Spain are still supermarkets (7).

The respondents find it important that a food product is easy and quick to prepare. This is probably because of the busy lifestyle of the target group. Spanish lifestyles are getting busier, so foodservices are becoming more popular, especially ready-meals or prepared food (6).

It is not very clear if the respondents know the health benefits of quinoa. Maybe they know, because 62% find it important that a food product is high in fiber and more than 40% of the people prefer a quinoa wrap instead of a regular wrap. Because of the fiber they maybe choose for a quinoa wrap instead of the regular wrap, but it could also be another aspect. This is not very clear in the questionnaire. At this moment there is a trend in Spain of better-food-you-products. This means that the people in Spain choose for a better product then the regular product, because of the health aspect. This could be the reason that they choose for the quinoa wrap, because this product is healthier then the regular wrap (4).

The results about the sustainability aspects show that the respondents not really care about sustainability, especially not about the sustainability of the packaging. Although, more and more people are interested in organic, sustainable foods and drinks. Especially young professionals who have a middle high income. The (most) respondents are students. They have probably a lower income so they don't care about sustainability. Because most of the time sustainable products are more expensive (4, 8).

There is a quit strange result in moment of eating a wrap or bakery good. The respondents eat bakery goods most of the time as a snack, but when they choose for eating a regular wrap or quinoa wrap, they eat it especially with the lunch or diner. Maybe they don’t see the wrap as a bakery good or they see bakery goods in a form of a pastry or cake and that is the reason that they eat bakery goods as a snack. This is not very clear in the question. The quinoa wrap is meant as a healthy bakery good for lunch, diner or snack, because you can choose which filling you use depending on the moment of the day.

For this questionnaire are too less respondents for the reflection of the total Spanish population and there were some answers missing in the statistical analyze. This makes the questionnaire less valid.
There are also some questions skipped, because they didn't gave an answer on our research questions. This makes the questionnaire less reliable.

5. CONCLUSION

The goal of this research was to find out which aspects are important for the Spanish consumers within the age of 18 and 30, when buying a new food product? The Spanish consumer is looking for a healthy product, which is quit easy to prepare and which they can buy in the supermarket. Spanish consumers would rather buy a quinoa wrap than a wheat wrap. The quinoa wrap is also perceived as healthier by most of the respondents. They don’t care much about a sustainable packaging, but organic food with high quality ingredients is quite important for them. People in Spain consume wraps most of the time during the diner.

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