



ANNUAL REPORT

2001

Good research, difficult times

2001 was MAPP's tenth year of existence. MAPP started in 1991 based on the idea of doing research on food processing companies' interface with their markets, research building on the premise that being market-oriented is important. Research that should be both of scientific excellence and of practical importance and applicability to the industry.

Ten years later, these premises are more valid than ever. It is widely accepted nowadays that market-orientation is important, and, more importantly, that being market-oriented is a difficult and hard-to-imitate competence. It is widely accepted that research in these areas is important, and that research on customer behaviour, retail decision-making, product development, market-oriented competence development should be a natural

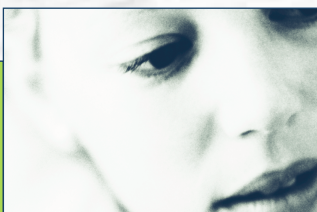
part of food research and a necessary complement to technological research.

In terms of research, 2001 was an excellent year for MAPP. We had a record level of scientific publications, two successful conferences, good national and international cooperation with other research institutions and companies, and a wide range of activities disseminating our work to industry and other interested parties. All of this is documented in this report.

In another respect, however, 2001 was a difficult year. It was the last year of our basic funding, which had come from the Ministry of Food, Agriculture and

Fisheries, and which had ensured continuity and infrastructure in our work. Based on our record of achievements and on strong support from industry and other research environments we were confident that we could negotiate a solution for this problem. However, we were too optimistic, at least for the time being. As a result, MAPP went through a reorganisation and downsizing process at the beginning of 2002. Our vision for food research is unchanged, though, and we are convinced that we are heading for new growth in our core area: the interface of food processing companies and their markets.

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Why do German retailers think and act as they do?

German consumers say one thing and do the other. They say they are willing to pay extra for fresh pork in order to get quality meat. But they act quite differently when they shop in the supermarket and the price becomes a decisive factor. At least that is what most German retail buyers of pork think.

A recent MAPP study looked at how German retailers perceive themselves, how they perceive and interpret the world around them (their customers, competitors and suppliers etc.) and which quality and documentation they demand when they buy fresh pork. However, not all retail buyers share the view that the consumers want to buy pork at low prices only. A small group believes that selected segments are willing to pay more for better pork.

The study indicates that retail chains to a large degree create their surroundings. The chains believe they offer the consumers good quality pork at competitive prices, they use low prices in their marketing and are in many ways hereby encouraging the consumers to be price-minded.

It can be discussed whether retail chains actually know enough about consumer behaviour to draw conclu-

sions about what the consumers want and how much they are willing to pay for fresh pork. The study shows that retailers' knowledge about consumers mostly is built on scanner data. They have seldom carried out studies themselves. As a result they are easily confirmed in their belief about consumers.

The chains' identity and perception of the surrounding world is reflected in their behaviour. It is therefore important that suppliers of pork make an effort to get acquainted with the way retailers experience themselves and their market. Suppliers must as a result adjust their marketing to reflect the identity of the supermarket chain. They can also try to influence the chains' conception of the market to make them correspond to the suppliers' perceptions and products.

From the retailers' point of view, it is important to be aware of one's identity to be able to evaluate whether the chain actually is different from its competitors and how the surrounding world should be interpreted. This will help to keep one's eyes open to alternative interpretations of the surrounding world, market, competitors and unexploited possibilities.

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Hvorfor tænker og handler tyske detailkæder som de gør?

Tyske forbrugere siger ét og gør noget andet! De siger, de er villige til at betale ekstra for fersk svinekød mod at få kød af en ordentlig kvalitet. Men sagen er en anden, når de står i butikken. Så er prisen vigtigst. Det er i hvert fald, hvad en stor del af indkøbere af svinekød i tysk detailhandel mener.

En fornyelig gennemført undersøgelse har set på sammenhænge mellem, hvordan tyske detailkæder opfatter sig selv, hvordan de opfatter og fortolker deres omverdenen (deres kunder, konkurrenter, leverandører etc.), og hvilke krav de stiller til kvalitet og dokumentation, når de køber fersk svinekød. Ikke alle indkøbere er enige i, at forbrugerne udelukkende går efter prisen. En mindre gruppe mener, at udvalgte segmenter gerne betaler mere for at få bedre svinekød.

Undersøgelsen peger på, at detailkæderne i høj grad selv er med til at skabe deres omgivelser. Kæderne mener, at de tilbyder forbrugerne godt svinekød til en konkurrencedygtig pris, de slår på prisen i deres markedsføring og er herved med til at fremme forbrugernes prisbevidsthed.

Det kan diskuteres, om detailkæderne rent faktisk ved nok om forbrugerne til at kunne konkludere, hvad de vil have, og hvor meget de vil betale for fersk svinekød. Undersøgelsen viser, at indkøbernes viden om forbrugerne for det meste bygger på scannerdata. Indkøberne har oftest ikke selv fået gennemført undersøgelser. De bliver derfor nemt bekræftet i deres overbevisninger om forbrugerne.

Kædernes selvopfattelse og opfattelse af omverdenen afspejler sig i deres adfærd. Som følge heraf er det vigtigt, at leverandører af svinekød gør en indsats for at sætte sig ind i den måde hvorpå kæderne oplever sig selv og deres marked. Leverandørerne må som resultat justere deres markedsføring, så den i højre grad stemmer overens med kædernes selvopfattelse. De kan også forsøge at påvirke kædernes overbevisninger om markedet og få dem til at svare til leverandørens opfattelse og produkter.

Fra kædernes synspunkt er det vigtigt at være bevidst om, hvem man er for at kunne vurdere, om kæden rent faktisk adskiller sig fra konkurrenterne, og hvordan omverdenen bør fortolkes. Det vil hjælpe kæden til at have øjnene åbne over for alternative fortolkninger af omverdenen, markedet, konkurrenter og uudnyttede muligheder.

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Successful labelling schemes

It is usual practice to evaluate the success of a labelling scheme by looking at the awareness percentage, but in many cases this is not sufficient. The awareness percentage gives no indication of which of the consumer segments that are aware of and use labelling schemes and which do not.

In the spring of 2001 MAPP carried out an extensive consumer study with special emphasis on the Nordic environmentally friendly label 'the swan'. The purpose was to find out how much consumers actually know and use various labelling schemes. 869 households were contacted and asked to fill in a questionnaire. 664 households returned a completed questionnaire.

There were five answering categories for each label in the questionnaire:

- I have not seen the label before
- I have seen the label before but I do not know the precise contents of the labelling scheme
- I have seen the label before, I do not know the precise contents of the labelling scheme but I take the label into consideration when I go shopping

- I have seen the label before, I know what it stands for but I do not take the label into consideration when I go shopping
- I have seen the label before, I know what it stands for and I take it into consideration when I go shopping

The respondent was asked to pick the most suitable answer, which described her use of each label.

29% – also called 'the labelling blind' – responded that they basically only knew the recycling label and the Government controlled organic label 'Ø-mærket'. Another segment of 6% got the name 'the exposed'. They were familiar with the different labelling schemes but did not quite know the precise contents. A segment of 40% were 'deliberate rejecters'. They knew most of the schemes but had chosen not to use them. The last 25% were called 'deliberate users' as they knew and used labelling schemes.

Mass communication such as TV commercials will have very different impact on each of the four segments. It might be possible to increase the knowledge of 'the la-

labelling blind' from 52% to 75%, but the use of the label would only rise from 16% to 18%. The awareness percentage of 'the deliberate users' is already 95% and they are therefore very difficult to influence further. 'The exposed' is such a small segment that it would not be worthwhile trying to convince them.

On the other hand one could try to influence 'the deliberate rejecters'. But it would most likely be a waste of money to carry out a campaign targeted at this segment. The awareness percentage is already 92% and 67% of the respondents believe they know the meaning of the scheme. But it stands to reason to study whether the respondents actually know what the labelling scheme stands for or if they just think they do. If there is discrepancy between their perceptions of the contents of the schemes, this might be the reason why the scheme is not observed when they shop.

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Successfulde mærkningsordninger

Det er almindeligt at vurdere succesen for en mærkningsordning ud fra mærkets kendskabsprocent, men det er i mange tilfælde ikke tilstrækkeligt. Kendskabsprocenten giver nemlig ikke information om, hvilke segmenter af forbrugere, der har tendens til at kende og bruge mærkningsordninger, og hvilke der ikke har.

I foråret 2001 gennemførte MAPP en større forbrugerundersøgelse med speciel fokus på miljømærket 'Svanen'. Formålet var at få et klarere indblik i, hvor meget forbrugere rent faktisk ved og bruger mærkningsordninger. 869 husholdninger blev kontaktet og bedt om at udfylde et spørgeskema om husholdningens kendskab og brug af mærkningsordninger. 664 husholdninger udfyldte og returnerede spørgeskemaet.

I spørgeskemaet var der anført fem svarkategorier for hvert mærke:

- Jeg har ikke set mærket før
- Jeg har set mærket før, men kender ikke præcist indholdet af mærkningsordningen
- Jeg har set mærket før, kender ikke præcist indholdet af mærkningsordningen, men jeg tager mærket med i mine overvejelser, når jeg køber ind
- Jeg har set mærket før, ved hvad mærkningsordningen står for, men jeg tager ikke mærket med i mine overvejelser, når jeg køber ind
- Jeg har set mærket, ved hvad mærkningsordningen står for, og jeg tager mærket med i mine overvejelser, når jeg køber ind

Respondenten blev bedt om at udvælge det svar, der bedst beskrev hendes brug af det enkelte mærke.

29% – også kaldet 'de mærkeblinde' – svarede, at de stort set kun kendte Genbrugsmærket og Ø-mærket. Et andet segment på 6% fik navnet 'de eksponerede'. De kendte de fleste mærkningsordninger, men de vidste ikke, hvad de indeholdt. Et segment på 40% var 'bevidst afvisende'. De kendte generelt ordningerne, men de havde valgt ikke at bruge dem. De sidste 25% blev kaldt 'bevidste mærkebrugere', da de både kendte og brugte mærkningsordninger.

Massekommunikation som tv-reklamer vil have meget forskellig effekt inden for hvert segment. Det er måske muligt at øge de mærkeblindes kendskab til Svanen fra 52% til 75%, men deres brug af mærket vil kun stige fra 16% til 18%. Kendskabsprocenten for 'de bevidste mærkebrugere' er allerede 95%, og de er derfor meget svære at påvirke yderligere. Der er heller ikke meget at hente hos 'de eksponerede', da segmentet er så lille.

Derimod kan man prøve at påvirke 'de bevidst afvisende'. Dog vil det højst sandsynligt være spild af penge at gennemføre en kendskabskampagne rettet mod dette segment. Kendskabsprocenten er allerede 92%, og 2/3 af respondenterne mener, at de ved, hvad ordningen indeholder. Men det vil være oplagt at finde ud af, om respondenterne rent faktisk også kender indholdet af ordningen, eller de bare tror, de gør. Hvis der er uoverensstemmelse mellem deres opfattelse af mærkernes indhold og det faktiske indhold, kan det være årsagen til, at ordningen ikke bruges ved indkøb.

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Product development forum:

Exchange of experience with like-minded

As an industry-oriented research centre MAPP wishes to contribute to dialogue and exchange of experience in the food industry. The product development forum, a network consisting of product developers from a number of food companies is an important initiative in that direction.

Demanding consumers and increasing internationalisation are just a couple of the factors that challenge food companies' product development. There is therefore a growing need for strengthening the companies' skills to develop successful food products that meet consumer demands. Many problems in this connection run across companies, and an obvious way to improve product development skills is through dialogue with like-minded in a network like the product development forum. Here you can exchange experience, talk about current problems and get inspiration and advice.

An important criterion for success in the product development forum is the necessity for intimacy and openness when exchanging experience. The product development forum consists of non-competing food companies producing bread, sweets, chewing gum, spirits, beer, coffee, fish, cheese, meat etc. but also ingredients producers and machine suppliers are represented. MAPP coordinates the product development forum and participates in addition

on the same terms as the other participants.

The forum meets three to four times a year and discuss a theme agreed upon in advanced. The starting point is a presentation by one of the participants and/or a MAPP researcher after which the problems in question are debated openly and unbiased – without handing out completed results. The themes have until now been related to project management and product development; formulation of a good product development strategy; idea generation; objective management control and use of consumer data in product development.

For the companies, the product development forum is mostly about exchange of experience but also about building a close professional and personal network. MAPP benefits from the forum too. A close relationship between food companies and researchers can be useful in connection with future research projects and helps to secure the relevance of future projects initiated by MAPP. Moreover it gives MAPP a possibility to disseminate and discuss theory and research results with relevant target groups.

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Produktudviklingsforum:

Erfaringsudveksling blandt ligesindede

Som et erhvervsorienteret forskningscenter ønsker MAPP at bidrage til dialog og udveksling af erfaringer i fødevareindustrien. PU-forum, som er et netværk for produktudviklere, er et væsentligt initiativ i den retning.

Krævende forbrugere og øget internationalisering er blot nogle af de faktorer, der udfordrer fødevarevirksomheders produktudvikling. Der er derfor et stort behov for at styrke virksomheders kompetencer i at udvikle succesfulde nye fødevarer, som lever op til forbrugernes krav. Mange problemer i den forbindelse går på tværs af virksomheder, og en oplagt vej til at blive en bedre produktudvikler er dialog med ligesindede i et netværk som PU-forum. Her kan man udveksle erfaringer med ligesindede, tale om problemer, få inspiration og råd med på vejen.

Et vigtigt succeskriterium i PU-forum er en fornøden intimitet og åbenhed i udvekslingen af erfaringer. PU-forum er derfor sammensat af ikke-konkurrerende virksomheder, som blandt andet producerer brød, slik, tyggegummi, spiritus, øl, kaffe, fisk, ost og kød, men også ingrediensvirksomheder og maskinproducenter er repræsenteret. MAPP koordinerer og deltager på samme vilkår som de øvrige deltagere.

Deltagerne mødes tre til fire gange om året og diskuterer et på forhånd vedtaget tema. Udgangspunktet vil oftest være ét indlæg fra en af deltagerne og/eller MAPP. Herefter diskuteres problemstillingen åbent og fordomsfrit – uden nødvendigt at servere færdige svar. Indtil nu har temaerne blandt andet handlet om projektledelse og produktudvikling; formulering af en god produktudviklingsstrategi; idégenerering; målstyring i produktudvikling og brug af forbrugerdata i produktudviklingen.

For virksomhederne handler PU-forum mest om udveksling af erfaringer men også om opbygning af et tæt fagligt og personligt netværk. MAPP har også glæde af PU-forum. Tætte relationer mellem fødevareindustrien og forskere gavner i høj grad fremtidige forskningsprojekter og er med til at sikre relevansen af det enkelte projekt, som igangsættes. PU-forum giver derudover MAPP mulighed for at formidle og diskutere teori og forskningsresultater med en relevant målgruppe.

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Markedskrav til dansk svinekød

Danske landmænd producerer over 20 millioner slagtesvin om året, hvoraf størstedelen afsættes på markeder uden for Danmark. Historisk set har Storbritannien været det banebrydende eksportmarked, men i dag eksporteres der til mere end 100 lande. Undersøgelsen analyserer udviklingen på de vigtigste markeder for dansk svinekød. Disse lande er Danmark, Japan, England, Tyskland, Italien, Frankrig, USA, Rusland og Sydkorea. Det primære formål er at identificere markedskrav, der har betydning for den danske svinesektors muligheder for at fastholde og styrke sin position på afsætningsmarkederne.

Det forventes, at resultater vil indgå i mere overordnede, strategiske beslutninger i den danske svinesektor om retningen for dansk svinekødseksport fremover. De markedskrav, der identificeres, skal derfor vurderes i forhold til ressourcer og kompetencer i branchen.

Undersøgelsen tager udgangspunkt i et værdikædeperspektiv. En værdikæde dækker de produktions- og distributionsled, et produkt passerer, inden det når forbrugeren. I værdikædeperspektivet ligger, at der opbygges merværdi gennem alle leddene i kæden, og at denne merværdi betyder, at forbrugeren er villige til at betale en pris for produktet, der dækker omkostningerne for de forudgående led. Det gælder uanset, om det endelige produkt er en fersk kotelet, som forbrugeren køber i supermarkedet, eller om det er den forarbejdede bayonneskinke, som serveres på den lokale kro.

Danske Slagterier sælger et bredt udvalg af produkter på de forskellige markeder. I analysen identificeres kravene blandt aktørerne i den primære værdikæde for den dominerende produktgruppe på hvert af de 9 markeder. På baggrund af analyserne opstilles afslutningsvis scenarier, der sammenfatter de overordnede trends til samlede billeder af de udfordringer, som dansk svinekød står overfor.

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Market demands to Danish pork

Danish farmers produce more than 20 million slaughtering pigs every year and most of them are exported to markets all over the world. From a historical point of view, the United Kingdom has been the groundbreaking export market, but today Danish pork is exported to more than 100 countries. The study focuses on the development on the most important markets for Danish pork. The countries are Denmark, Japan, UK, Germany, Italy, France, USA, Russia and South Korea. The primary purpose is to identify market demands of importance to the Danish pork sector in order to maintain and strengthen its position on its markets.

It is expected that results of the analysis will be part of superior strategic decisions for the Danish pork sector as regards future Danish pork export markets. The market demands to be identified will therefore be evaluated in relation to resources and competences within the line of business.

The study takes its starting point in a value chain perspective. The value chain covers the product- and

distribution stages a product passes through before reaching the consumers. The value chain perspective presumes that added value is accumulated when a product passes through the stages of the chain and that this perceived added value means that the consumers are willing to pay a price for the product that covers the cost of the previous stages. This applies irrespectively of the final product being fresh pork chops bought by the consumer in the supermarket or whether it is a prepared sugarcured ham served at the local inn.

The Danish Bacon & Meat Council markets a wide variety of products to different markets. The study also identifies the demands among the actors in the primary value chain for the dominant product group in each of the nine markets. Finally scenarios will be put together with the purpose of summing up the primary trends on the different challenges meeting Danish pork in the future.

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Dissemination 2001

2001 was a productive year. MAPP published 14 articles in international journals with referee system and nine articles were accepted for future publication. MAPP also published four contributions to books, one PhD dissertation, two working papers and one project paper. Furthermore, MAPP wrote 18 articles to Danish trade magazines. Moreover, the researchers participated in a large number of international conferences. MAPP gave 67 practically oriented presentations at conferences, companies, government administrations, trade organisations, ministries etc. and were mentioned in 37 articles in trade magazines and 36 newspaper articles.

Conferences

MAPP arranged four conferences in 2001. The first conference was the Food Congress 2001 on January 17-18. It was arranged in collaboration with The Centre for Advanced Food Studies, The Danish Institute for Fisheries Research, The Danish Institute for Agricultural Sciences, The Directorate for Food, Fisheries and Agri Business, The Danish Veterinary and Food Administration and Risø National Laboratory. The next conference was the first MAPP confer-

ence of 2001 taking place on April 3-4. The presentations focused on documented meat quality, the development of new varieties of strawberries and future aspects for the food industry. In collaboration with the Danish Food Forum MAPP then arranged a conference on crisis management on September 26. On October 29-30 the researchers from MAPP presented a number of studies on price and labelling – seen through the eyes of the consumers – at the last MAPP conference of 2001.

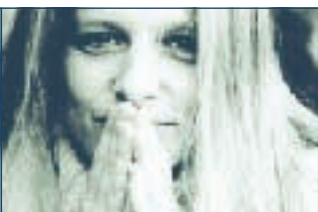
www.mapp.asb.dk

At www.mapp.asb.dk you can find news from MAPP, information on publications, conferences, staff and a list of collaboration projects that MAPP has participated in since 1991. The website also includes a number of external links to public institutions, food companies, trade organisations, external food-related conferences and other websites with focus on foods. The website is continuously improved to make the contents more precise and interesting. One purpose is also to try and set up a website that is easy to use. The website has more than 100 visitors a week.

Funding

The activities at MAPP were financed from various sources. The main source was the Directorate for Food, Fisheries and Agri Business (DFFE) under the Danish Ministry of Food, Agriculture and Fisheries. The basic contribution was 45% to a predefined research plan covering a wide range of research topics. Another 10% constituted the own financing of the host institution – The Aarhus School of Business (ASB).

The remaining 45% was financed through specific research projects with separate budgets by the Nordic Industrial Fund, the Danish research and development programme for food science and technology (FELFO), the Social Science Research Council, the product development programme at the Directorate for Food, Fisheries and Agri Business under the Danish Ministry of Food, Agriculture and Fisheries and the Danish Research Agency. The total turnover in 2001 was DKK 13,500,000.



International Advisory Board

MAPP's International Advisory Board functions as advisor to MAPP in relation to the centre's research strategy, including which areas to prioritise in the future. The board is made up of leading researchers in European food research

- George Beers, LEI-DLO Information Centre, Holland
- Gary Davies, Manchester Business School, England
- Hans-Georg Gemünden, Technical University of Berlin, Germany
- Hal MacFie, Hal MacFie Training Services, England
- Bjørn Eirik Olsen, ICFuture AS, Norway
- Jan-Benedict Steenkamp, Tilburg University, Holland
- Bruce Trill, University of Reading, England

The board met twice in 2001 – both times in connection with the MAPP conferences.

Scenario research – The food industry in 2010

What kind of foods will the consumers choose to buy in 2010? Will they be buying organic foods, functional foods or go for the cheapest products? Nobody can predict the future. However, by using scenario techniques qualified indications on future developments can be put together.

Researchers at MAPP and the Department of Manufacturing Engineering and Management, The Technical University of Denmark have constructed three scenarios about the Danish food industry in 2010. The aim has been to identify the demands the food industry can expect to meet in the future plus which research areas the public research should prioritise in order to support the development of competences within the food industry. The scenarios are isolated developments. In practise, the future is likely to be a combination of the diffe-

rent tendencies within the scenarios.

The first scenario 'Naturalness' has focus on sustainability from farm to fork and organic foods are considered to be more wholesome. The consumers feel a growing need for protecting the nature and living a healthy life and they reject genetically modified foods. In the second scenario 'Technology-driven health' tendencies are very different. The consumers have accepted both functional foods and genetically modified foods. They have confidence in modern food production and believe they are well informed and have a realistic picture of how to produce modern foods. The last scenario 'Tight spending' is based on a lower disposable income and extensive internationalisation. Prices have become the main criterion of choice with the result that quality foods and or-

ganic foods have become niches.

The scenarios make different demands to the development of competencies and offer a variety of directions. In the following we will look at the challenges pointed out by practitioners in relation to the scenarios.

The scenario 'Naturalness' requires a change of attitude among food producers and society in general. A big challenge for the Danish food industry is that they must accept that its primary role will change from being an important exporting industry to an industry mainly supplying the home market. From a social point of view this will require further growth of other industries to replace the important place of the food industry. Another challenge will be to define sustainability and naturalness in relation to food production plus to simplify and standardize rules and regulations.

The biggest challenges in the second scenario 'Technology-driven health' are the accumulation of knowledge that has to take place in order to develop

and produce 'high-tech foods'. The scenario calls for research and development and it is questionable whether individual companies will be able to finance this. More research collaboration between industry and Government is needed if Danish food companies are to compete against multinational food companies in this future.

The last scenario 'Tight spending' is the only one involving recession. The spending power of the consumers and the focus on value for money are the central driving forces in this scenario and it is therefore important that the perception and attitudes to price of the consumers are followed. Since international retailers are central in this future, it will be important that the food companies choose the right retail chain(s) as partners for future relations.

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Scenarieforskning – Fødevarerindustrien i 2010

Hvilke fødevarer vil forbrugerne lægge i indkøbskurven i 2010? Vil de købe økologisk, genmodificerede fødevarer eller vil vælge de billigste fødevarer? Ingen ved med sikkerhed, hvordan fremtiden vil forme sig, men ved hjælp af scenarietechnikker er det muligt at give et kvalificeret bud.

Forskere fra MAPP og Institut for Produktion og Ledelse ved DTU har opstillet tre scenarier for den danske fødevarerindustri i 2010. Målet har været at identificere, hvilke krav fødevarerindustrien kan forvente at skulle leve op til i fremtiden, samt hvilke forskningsopgaver det offentlige bør prioritere for at støtte fødevarerindustriens kompetenceudvikling. Der er tale om ideal-scenarier med rendyrkede udviklinger. I praksis vil fremtiden sandsynligvis blive en blanding af de forskellige tendenser i scenarierne.

Det første scenarie 'Naturlighed i højsædet' sætter fokus på bæredygtighed fra jord til bord, og økologi anses for at være det sundeste. Forbrugerne føler behov for at beskytte naturen og leve sundt, og de afviser genmodificerede fødevarer. I det andet scenarie 'Sund gennem teknologi' er tendenserne helt anderledes. Her har forbrugerne accepteret både functional foods, genmodificerede fødevarer, og de har tillid til nutidens fødevarerproduktion. Derudover tror de på, at de er velinformerede og har en realistisk opfattelse af, hvordan fødevarer produceres. Det sidste scenarie 'Økonomien sætter dagsordenen' er baseret på lav disponibel indkomst og udpræget internationalisering. Prisen er det væsentligste valgkriterium med det resultat, at kvalitetsprodukter og økologiske fødevarer er en niche.

Scenarierne stiller forskellige krav til kompetenceopbygning og byder på forskellige typer af udfordringer. I det følgende vil vi se på, hvilke udfordringer praktikere i fødevarerindustrien peger på i forhold til scenarierne.

Scenariet 'Naturlighed i højsædet' kræver en holdningsændring hos fødevarerindustrien og i samfundet generelt. En stor udfordring vil være, at fødevarerindustrien må acceptere at dens rolle forandres fra at være en vigtig eksportbranche til primært at sælge til hjemmemarkedet. Fra et samfundsmæssigt synspunkt vil det betyde, at andre brancher vil være nødt til at udvikle sig og være med til at erstatte fødevarereksporten. En anden udfordring vil være at definere bæredygtighed og naturlighed i forhold til produktionen af fødevarer samt at forenkle og standardisere regler og lovgivning.

Den største udfordring i det andet scenarie 'Sund gennem teknologi' vil være at takle den videnakkumulering som nødvendigvis må finde sted for at udvikle og producere 'højteknologiske' fødevarer. Scenariet stiller krav til forskning og udvikling, og det er tvivlsomt, om fødevarer virksomhederne selv er i stand til at finansiere dette. Yderligere samarbejde mellem industrien og det offentlige vil være nødvendigt, hvis danske fødevarer virksomheder skal kunne konkurrere med multinationale virksomheder i denne fremtid.

Det sidste scenarie 'Økonomien sætter dagsordenen' er det eneste med lavkonjunktur. Forbrugernes købekraft og fokusering på lave priser udgør den centrale drivkraft i scenariet, og det er derfor vigtigt at følge forbrugernes opfattelse af og holdninger til priser. Siden internationale detailkæder står utroligt stærkt i denne fremtid, er det vigtigt at fødevarer virksomheder allerede nu vælger den/de rigtige detailkæde/r at vokse med.

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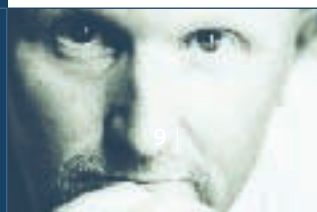
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Children and teenagers as judges of taste

Children and teenagers prefer fresh vegetables while their parents prefer boiled vegetables. The parents do not like toy-oriented packaging and are in general sceptical towards manufactured foods - especially fast food. However, children and teenagers enjoy products wrapped in fun packaging, especially with enclosed toys.

It is not always easy to develop new and exiting foods that catch on with both children, teenagers and their parents. But a number of Danish companies and researchers have taken up the challenge and are well underway developing tasty frozen foods for children and teenagers based on Danish organic vegetables.

The project deals with all the steps from farm to fork. MAPP has studied consumer attitudes and demands in connection with the purchase of food for children and teenagers. Dæhnfeldt A/S has selected vegetable varieties for important quality attributes and produced seeds for organic farming. Then seeds were sowed on organic fields and Nutana has started developing children-friendly frozen products.

There are many considerations to make when one wishes to develop healthy and

new frozen foods for children and teenagers. It has to be something that both groups want to eat - and it also has to live up to the parents' ideas about healthy eating. The parents' attach great importance to healthy food that is easy to prepare and that the whole family likes. Moreover, it is important that the children eat vegetables - preferably fresh ones as many believe that the vitamins in vegetables disappear when they are frozen. Up to a certain point children gladly eat vegetables. But they have to be fresh and served separately so they know what they are eating. The conclusion is therefore that it is important to know the attitudes of the parents and also the likes and dislikes of the children and teenagers. It is the parents who decide what to buy. But it is the children who decide whether it is bought again - and this will only be happening if they like what they are eating.

Many wild ideas have been discussed such as vegetable ice cream and frozen peas on a string but it is still a secret which products Nutana chooses to introduce in relation to the project. During the spring of 2002 Nutana has launched different kinds of vegetable croquettes with varying con-

tents and taste. Fast foods as such are mostly used as accessories/garnish to the meal. The parents prefer it this way because it gives them the possibility of making it part of the home cooked meal.

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Børn og unge som smagsdommere

Børn og unge kan bedst lide rå grøntsager, mens deres forældre foretrækker dem kogte. Forældre bryder sig ikke om legetøjsagtige emballager, og de er generelt skeptiske over for forarbejdede fødevarer - især færdigretter. Børn og unge synes derimod, at det er sagen, når produkterne er pakket ind i sjov emballage, gerne vedlagt legetøj.

Det er ikke altid lige let at udvikle nye og spændende fødevarer som både falder i god jord hos børn, unge og deres forældre, men en række danske virksomheder og forskere har alligevel taget udfordringen op og er godt i gang med at udvikle velsmagende dybfrosne retter til børn og unge baseret på danske økologiske grøntsager.

Projektet omhandler alle led fra jord til bord. MAPP har undersøgt forbrugernes holdninger og krav i forbindelse med køb af mad til børn og unge. Dæhnfeldt A/S har udvalgt grøntsagssorter for vigtige kvali-

tetsegenskaber og produceret frø til økologisk dyrkning. Frøene blev derefter sået på økologiske marker ved avlere fra Biodania, mens Nutana har igangsat og udviklet 'børnevenlige' dybfrostprodukter.

Det er mange hensyn at tage, når man skal udvikle sunde og nye dybfrosne retter til børn og unge. Det skal være noget både børn og unge gider at spise - samtidig med at det lever op til forældrenes krav om sund mad. Forældre lægger stor vægt på, at maden er sund, nem at tilberede, og at alle i familien kan lide den. Derudover er det vigtigt, at børnene spiser grøntsager - og de skal helst være friske, da mange tror, at vitaminerne forsvinder ved dybfrysning. Børnene vil sådan set gerne have grøntsager. Men de skal være rå - og tilbydes hver for sig, så de ved, hvad de spiser. Konklusionen er derfor, at det er vigtigt, at man både kender forældrenes holdninger og børnenes smag.

Det er forældrenes holdning, der afgør om en vare ender i indkøbskurven. Men det er børnene, der afgør, om den bliver købt igen - og det gør den kun, hvis de kan lide den.

Mange vilde ideer har været på banen så som grøntsags-is og frosne ærter på snor, men der hersker stadig stor hemmelighed omkring, hvilke produkter Nutana vælger at introducere i forbindelse med projektet. I løbet af foråret har de lanceret forskellige grøntsagskroetter med varierende indhold og smag. Denne form for færdigretter bruges primært som tilbehør/garniture til måltidet, hvilket er noget forældrene foretrækker, så de stadig har mulighed for at gøre en del af måltidet hjemmelavet.

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Articles about MAPP in trade journals and Danish newspapers

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