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MSc in Marketing & Strategy

EatGrub Branding Strategy for the Netherlands, USA, and Japan Market

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1. INTRODUCTION: WHAT IS GRUB?

Grub is a British-based start-up originated in 2014 by Neil and Shami (Grub, 2017). With their passion of promoting edible insects as food sources, Grub provides raw edible insects for freshly consuming or cooking, and processes insects into energy bars of which contain up to 4.4 gram of protein per bar - *EatGrub*. The corporate missions are to 'bring tasty insect dishes to the British palate, to spread the word of about this under-used food and its benefits, and to value sustainable food' (ibid).

2. BRANDING STRATEGY IN THE UK

2.1. CBBE MODEL

To analyse Grub's brand strengths, Keller's CBBE model is implemented as the premise of what resides in the minds of customers. The following analysis is based in UK as shown in Table 1.

Table 1. CBBE Model of EatGrub UK

Salience	"An energy bar with passion for encouraging people to embrace insects as an alternative food source." - <i>Grub, 2017</i>
Performance	EatGrub is made from high-protein (12%) cricket powder, and it is positioned as a premium energy bar with £2 per stick comparing to average £1.10-1.50.
Imagery	The main users are health-conscious, seeking energy boost and adapt sporty and adventurous lifestyle.
Judgement	EatGrub produces less greenhouse gases with high nutritional values, Gluten-free, dairy-free and nut-free.
Feeling	Unique from normal energy bar product, EatGrub users could feel the sense of healthy, Eco-friendly, adventurous and different.
Resonance	EatGrub imparts positive impressions of edible insects and lead to loyal customers group who are sporty and energetic.

Who are you? EatGrub is “an energy bar with passion for encouraging people to embrace insects as a food source” (Grub, 2017). Unique from general snacks/energy bars, EatGrub consists cricket-powder rather than plant protein like hemp seeds or nuts. Its brand name is considered to be bold and eye-catching since ‘grub’ literally means the larva of insects. Buyers notify the ingredient of crickets immediately from the package with clear description shown in Figure 2. The water print background of the packaging puts the abstract insect image on display without disguise. As the block in brand equity, brand salience serves a significant role both on initially brand image building and customers purchasing decision. The dare of package design grabs the attention instantly in storefront, particularly (Mintel, 2015).



Figure 2. EatGrub Packaging
(Grub, 2017)

What are you? Crickets provide valuable source of protein and micronutrients with less energy wasted. For energy-bar users, taking high amount of protein is the primary motives. Without noticed, larvae contain 7 gram and 79.2 kilocalories of energy per 100 gram, and to produce 10 gram of protein, crickets only need one-fourth of feed and one-tenth of water to produce from pigs (FAO, 2013; EatGrub, 2017). As for price, EatGrub sells at 2 pound per stick, 30% higher than existing competitors but satisfies customers’ functional needs with premium pricing.

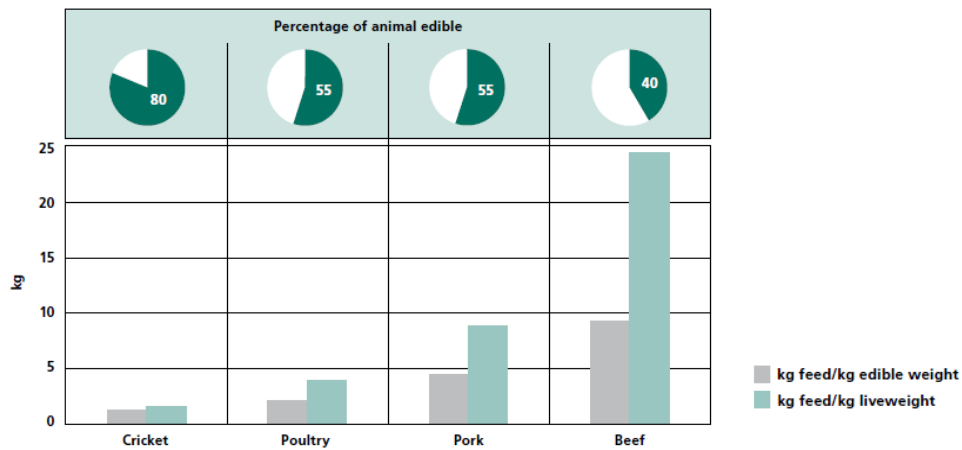


Figure 3. Efficiencies of Production of Conventional Meat and Crickets
(van Huis, 2013)

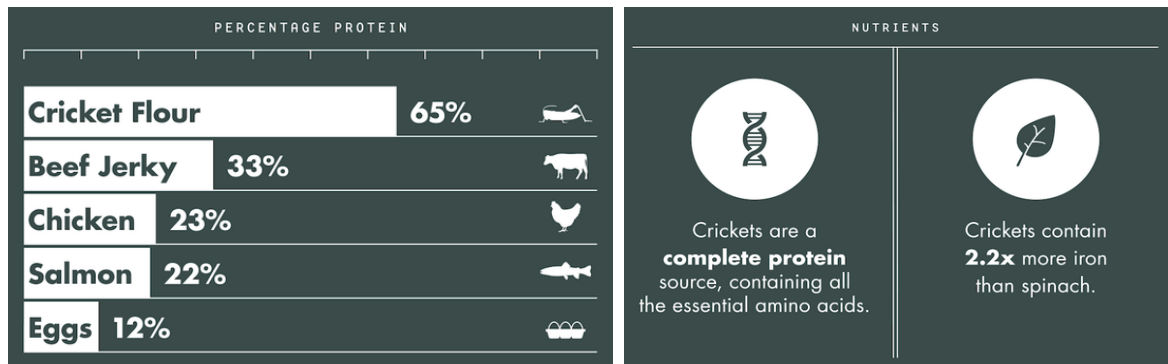


Figure 4. Comparison of Protein and Nutrients
(van Huis, 2013)

Grub's main user groups are runners and cyclist' shown in website reviews. For distribution channel, EatGrub could be purchased in food specialty stores like organic planet, or by directly order online. Lastly, EatGrub devotes to becoming awe-inspiring and adventurous to follow customers' health consciousness and energy-boost seeking.

What about you? The main ingredient - cricket-powder which is environmental contains high nutrition and tastes good. To differentiate itself and cater for various eaters, EatGrub pitches as gluten-free, nut-free and dairy-free. Figure 5 compares the same quality of cricket-flour with other high-protein food. Moreover, celebrities like Angelina Jolie supporting entomophagy impulse public's curiosities, creating sense of uniqueness for EatGrub users.

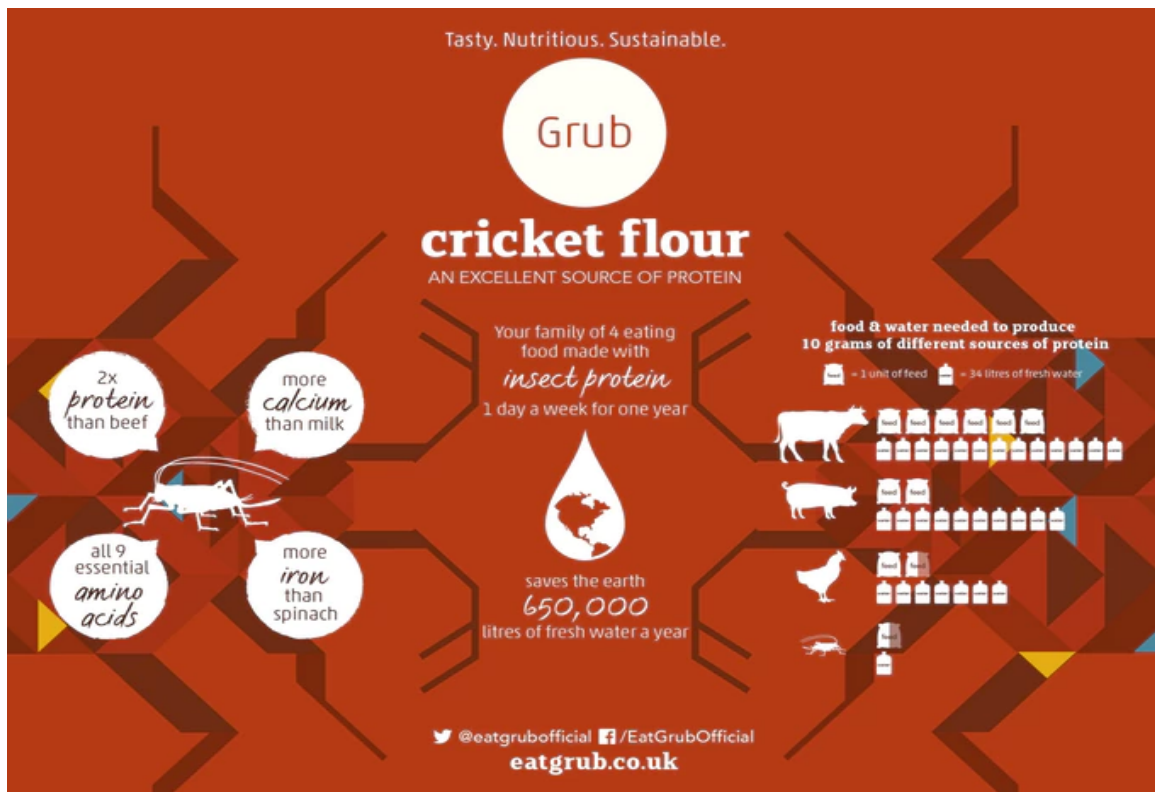


Figure 5. EatGrub Nutrient
(Grub, 2017)

What about you and me? EatGrub provides clear and educational information for customers to alter the attitude towards entomophagy as nasty and unacceptable but introduce positive impressions. Meanwhile, EatGrub maintains good customer relationship by collecting after-use reviews and efficacy of support on energy. For example, Paul Suggitt, an adventurous athlete, brought EatGrub throughout the special Walk Run Ride Challenge reported by Times.

2.2. BRAND IDENTITY PRISM

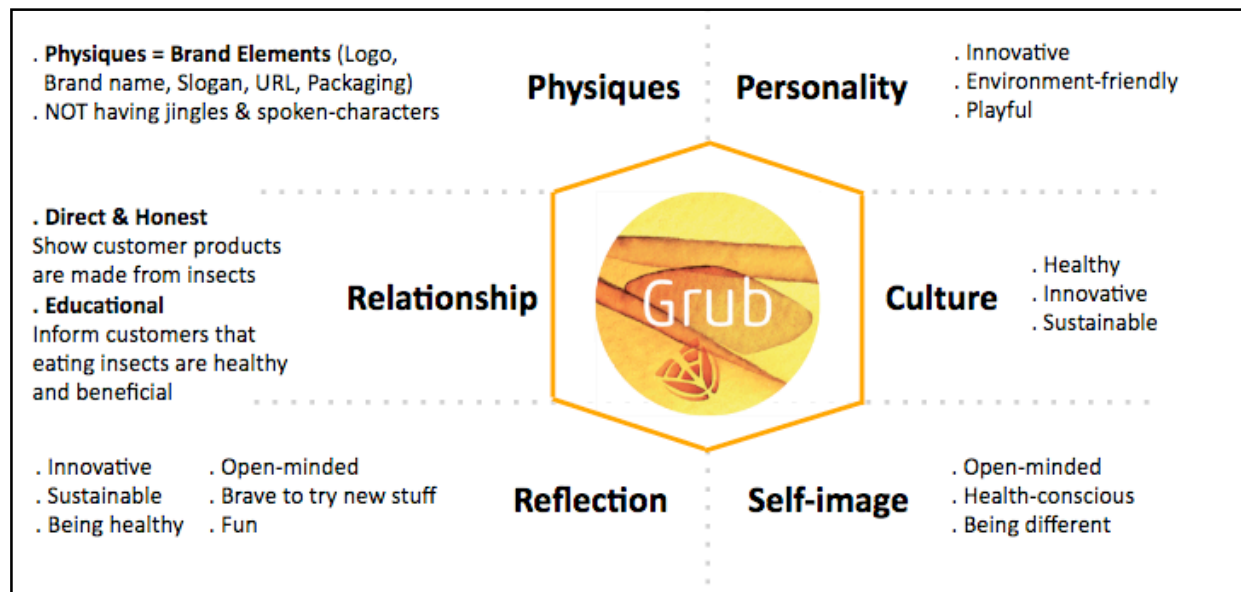


Figure 6. Brand Identity Prism of EatGrub UK

(Kapferer, 2009)

2.2.1. Personality

Innovative. EatGrub is promoted to persuade customer to taste such an innovative product with great tastes. By reducing the stereotype of people's mindset towards the insects, Grub pursues to develop more for target customers.

Environment-friendly. In addition to be introduced as sustainable previously, EatGrub appreciates and maintains hygiene as well since the public attach much importance to cricket's sanitary issue. Thus, cleanness is one of the most critical characters of EatGrub.

Playful. EatGrub encourages people to try crickets, an adventure for British. Fun and challenge are the characters integrated within Grub.

2.2.2. Culture

Healthy. Insect has already been a healthy food-source among East-Asian and South-American. EatGrub also expects to bring the health concept to the British plates.

Innovative. The company commits to encourage people to embrace entomophagy as innovative culture attracting British customers tasting insect products.

Sustainable. Sustainable thinking is valued by EatGrub that insects consume less resources than that of cow; EatGrub is a more sustainable business as crickets are low-maintenance (EatGrub, 2017).

2.2.3. Self-Image

British are considered as conservative in terms of food consumption. Only 11% of Brits interest in trying food with crickets while 37% associate insect-products with disgust but Grub builds an open-minded image bringing up incentives of entomophagy for the market (Mintel, 2015). Grub tends to portrait differentiate itself for using cricket-flour as ingredient and for combining nutritional values with amazing taste.

2.2.4. Physique

EatGrub is covered by a cloudy package and differentiated the flavours by colours: orange colour for cranberry and orange; brown colour for coconut and cacao (Figure 7). A simple and white company logo is put at the top of front side, followed by the brand name "EatGrub". The information about insects as the main ingredients is described clearly on package along with two abstract patterns of crickets. At the back, EatGrub informs customers with motivation, ingredients, nutrition and allergy information.

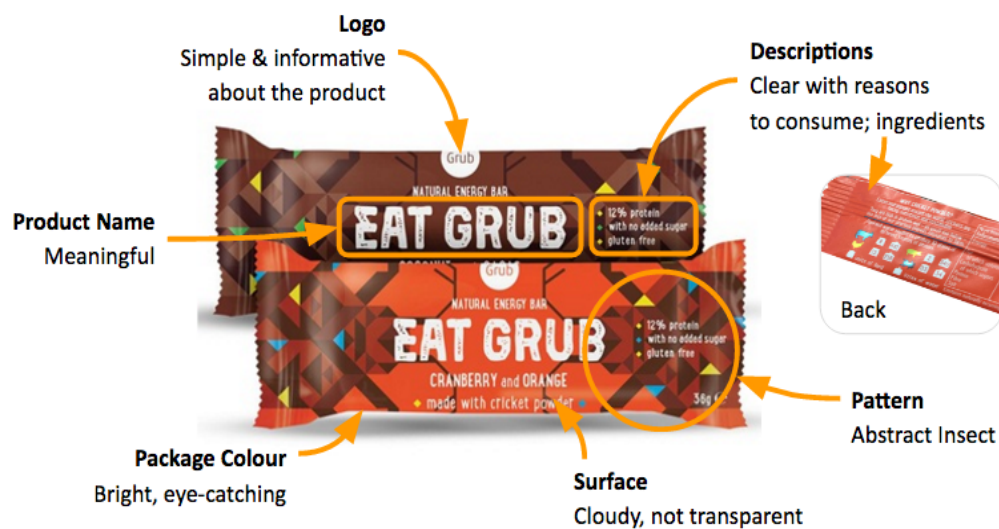


Figure 7. EatGrub Packaging

(Grub, 2017)

2.2.5. Relationship

Two types of relationship are symbolised by Grub: one is to be direct to its customers with clear description while another one is the education about the environmental benefits of entomophagy. These honesty and education elements are available in products packaging and their website and official blogs (Grub, 2017).

2.2.6. Reflection

The customers are identified as innovative, open-minded, curious, and adventurous to consume processed edible-insects which are still considered as novelty food in the UK (Mintel, 2015). The brand also cultivates an environmental reflection as people consume less water and energy. Moreover, EatGrub buyers are considered healthy as Grub is associated with sport activities, such as cycling and running (Grub, 2017).

3. BRAND EXPANSION STRATEGY

According to U.N. Food and Agriculture Organisation, more than 19,000 species of insects have been used as food globally (FAO, 2013). Consuming edible-insects as a food source produces less greenhouse gases and offers as a solution to potential food shortage reported according to scientific studies (Greaves et al, 2017; Dore, 2015). The following is the country-specific analysis supporting the rationales of market expansion into Netherland, U.S., and Japan.

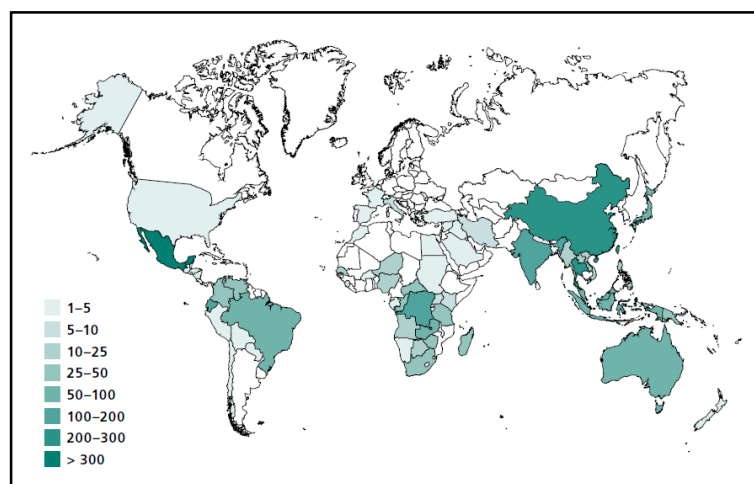


Figure 8. Recorded Number of Edible Insect Species, by Country
(Wageningen University, 2012)

3.1. BREXIT INFLUENCES ON SELECTED COUNTRIES

At the beginning of brand expansion, only finished products will be exported. Establishing local manufactures is considered later on since Brexit causes unsteady economy. The two elements Brexit affecting on EatGrub expansion in selected countries are *food regulations* and *currency*.

3.1.1. Food Regulations

Regarding the food regulation, although EU does not have a certain stance on insects-based food (European Parliament, 2016), Netherland is tolerated to sell insect-based products (Meulen, 2014; Stout, 2016). In America, products containing insects are allowed in the market and must follow the standards required by FDA (Foodnavigator, 2017). Nevertheless, there are no clear regulations on edible-insect or relative products so far in Japan.

Comprehensively, Japanese government is recently negotiating with EU towards the free trade agreement (FTA), and EU is building Transatlantic Trade and Investment Partnership (TTIP) with America. If British exits the EU, the trade deal would possibly be affected by regulations on tariff and import quota.

3.1.2. Currency

Currency will affect the price element of physique in prism. The weakened Pound Sterling (Connington, 2017) made EatGrub price relatively cheaper for these countries. However, the EatGrub bar will be promoted as premium products and thus price change will not influence customers profoundly.

3.2. THE NETHERLANDS

3.2.1. Why Netherlands?

Home for Edible Insects. Dutch are much familiar with edible-insects and its benefits. Wageningen University in Netherlands is the leader of academic research on insects-based food in Europe (Anderson, 2015). Moreover, insect food has been promoted by Dutch supermarkets and advertisers, sold in supermarket chains such as Jumbo since 2014 (BBC, 2014). As a result, insects-based foods are more accepted.

Culturally Match. Netherland ranked as the healthiest country in the world (Oxfam America, 2013) owing to its balanced diet. Additionally, almost every Dutch owns a bike, reaching to over 13 million bikes totally (Study in Holland, 2014). In addition, the Netherland commits to achieve EU's standard on sustainable energy to become more environmentally-friendly

(Dutch News, 2016). The facts above reflect Dutch's healthy and environment consciousness, which conforms to Grub positioning to be popular among cyclist.

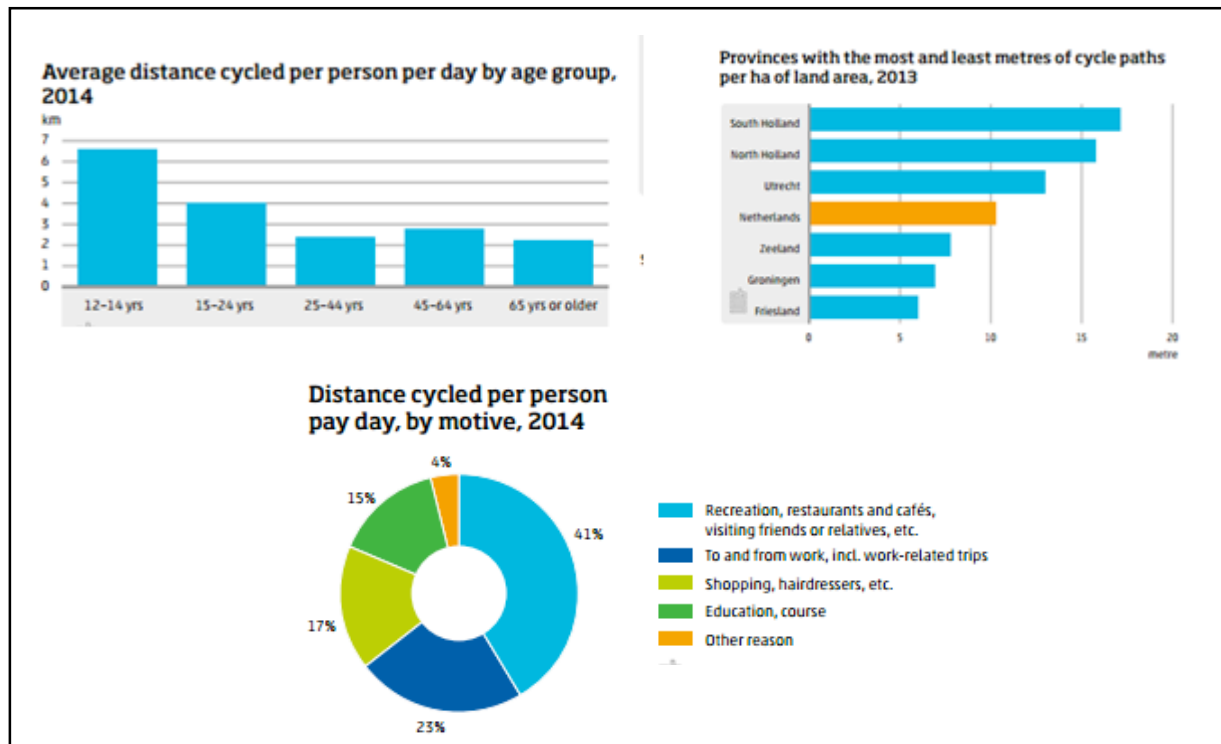


Figure 9. Netherland Cycling Habit

(The Netherland Central Bureau of Statistics, 2015)

3.2.2. Target Customers & Positioning

Target Customers. All people aged 12-44 who bike regularly to school/work and concern about environmental issues. They are health conscious and adventurous.

Positioning. Grub will position itself as a healthy and environmentally-friendly energy bar that can be customers' partner while exploring new places with their bikes.

Table 2. Target Customers and Positioning of EatGrub Netherlands

Target Customers	<ul style="list-style-type: none"> • Age: 12-44 • Bike regularly • Environmentally friendly • Health conscious and adventurous
Positioning	<p>"Healthy and environmentally friendly energy bar that can be customers' partner while exploring new places with their bike"</p>

3.2.3. Changes in CBBE Pyramid

Salience. The brand is strongly related with healthy and environmentally-friendly products.

Imagery. A product for anyone who is health-conscious and boost energy for daily biking activities.

Judgments. The bar is granted a government's credential to prove the quality and credibility of ingredients and nutrition.

Feelings. EatGrub is expected to entertain customers through its inspiring packages and good tastes. Eating such an energetic and unique food motivates customers to go further in exercising.

Resonance. The bar is strongly associated with healthy lifestyles and cycling events, trying to make bikers purchase repeatedly.

Table 3. CBBE Pyramid of EatGrub Netherlands

Salience	Strong depth, Moderately breadth: <ul style="list-style-type: none"> Strongly related with insects based food Why buying? To boost energy while maintaining a healthy diet
Imagery	For anyone who are: <ul style="list-style-type: none"> Health- conscious and sporty Young and old people Looking for energy boost for their daily biking activities
Performance	Same as UK
Feelings	<ul style="list-style-type: none"> Energetic Happiness Excitement Healthy Environmental-friendly
Judgements	<ul style="list-style-type: none"> Nutritious: Source of protein, high in fibre High quality ingredients, justified by government credential
Resonance	<ul style="list-style-type: none"> Regular and repeat purchase Loyal consumers: bikers, sport enthusiasts Strong association with healthy lifestyle and cycling events

3.2.4. Changes in Brand Identity Prism

Physiques. The package of EatGrub will keep in orange reflecting Dutch Royal Family and associates with its sports team (Dutch Amsterdam, 2017). A cycling insect logo will replace current cricket image. EatGrub will label bilingually to follow government regulation (Netherland Ministry of Trade, 2017) and be sold in supermarket chains

Reflection. Consuming edible-insects is perceived as sustainable and healthy. However, since the Dutch is familiar with eating insects (Anderson, 2015; Zoe Neilson, 2014), Dutch EatGrub consumers are more acceptable by others rather than being innovative in the UK.

Table 4. Brand Identity Prism and Brand Elements of EatGrub Netherlands

Physique	Brand Elements <ul style="list-style-type: none">• Design / Logo: A cycling insect• Colour: Orange• Label: Bilingual (Dutch & English), with highlight on the healthy part; insert government credential symbol Distribution Channel Supermarket chains, school / office cafeteria
Relationship	Same as UK
Reflection	Sustainable and healthy
Personality	Same as UK
Culture	Same as UK
Self-image	Same as UK

3.3. UNITED STATES OF AMERICA (USA)

3.3.1. Why USA?

Large Market for energy bar. America has largest proportion of people who were passionate about fitness and health-awareness as shown in Figure 10 and 11:

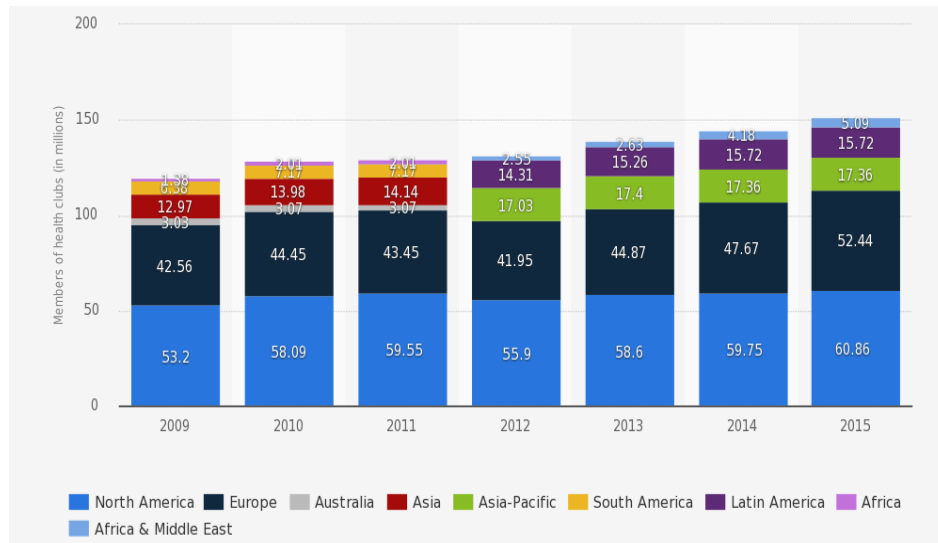


Figure 10. Number of Members in Health and Fitness Clubs Worldwide by Region
(Statista, 2016)

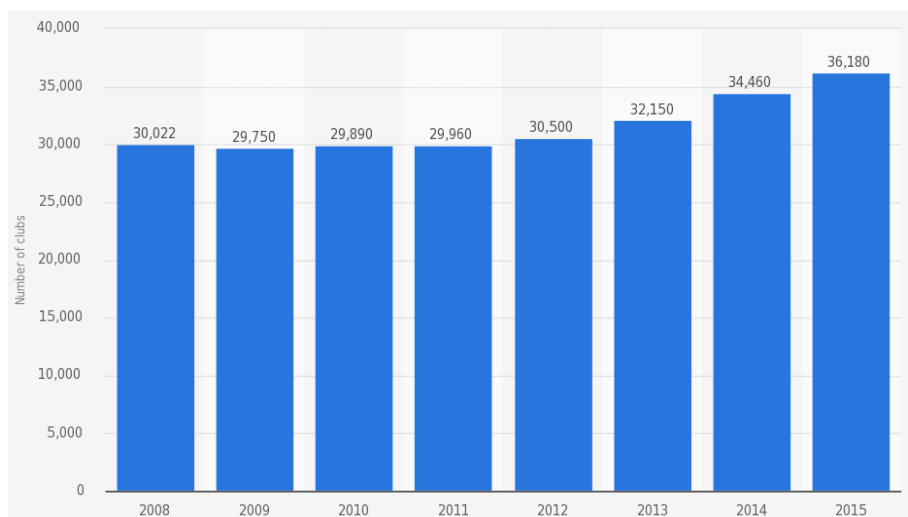


Figure 11. Number of Health Clubs & Fitness Centers in the US
(Statista, 2015)

North America (hereafter NA) is a leading world region within the health club industry with a membership of almost 61 million. The vast majority of NA health members (54 million out of 61 million) is accounted for U.S. People who desire on fitness also have high criteria on protein intake as well as nutrition balance. As EatGrub is designed for sport enthusiasts, the large amount of fitness enthusiasts in U.S. indicates the potential remarkable market shares.

Entomophagy. Eating insects is trendy in the US, with organizations, such as Eat Yummy Bugs, World Enthomaphagyand the United Nations educating people about the benefits of entomophagy.

3.3.2. Target Customers & Positioning

Target Customers. EatGrub targets at gym and sports lovers in the East Coast, who are middle-class and willing to spend on body shaping with mature awareness towards insect-contained products. (Tarkan, 2015).

Positioning. EatGrub bar positions itself as healthy and environmental-friendly protein source to provide gym and sports lovers with energy and joys.

Table 5. Target Customers and Positioning of EatGrub USA

Target Customers	<ul style="list-style-type: none">• Age: 18-40• Gym and sport lovers• Middle class• Health conscious in terms of body shaping
Positioning	“Healthy, yummy and friendly energy boost. Just Grub and Go!”

3.3.3. Changes in CBBE Pyramid

The elements in USA’s CBBE pyramid will be the same as in the UK.

3.3.4. Changes in Brand Identity Prism

Compared with UK, the package in physique part is much fancier and modern than that in the UK and the size of the package would be larger. As the US is a diverse society, exotic flavours will be introduced in the US market.

Table 6. Brand Identity Prism and Brand Elements of EatGrub USA

Physique	Brand Elements <ul style="list-style-type: none">• Design / Logo: Modern and fancy• Colour: Orange• Size: Larger portion• Exotic flavours Distribution Channel: Health club and gyms
Relationship	Same as UK
Reflection	Same as UK
Personality	Same as UK
Culture	Same as UK
Self-image	Same as UK

3.4. JAPAN

3.4.1. Why Japan?

Regional Culture. Most Japanese entomophagy documentary was recorded since Edo period especially yellow jacket and water bugs (JATA, 2017). It was promoted by local governments in elementary schools during the World War Two, and nowadays has been commercialised for the sake of protecting tradition or conserved as medicinal insects (ibid). The larvae of yellow jacket wasps and longhorn beetles are considered as delicacies (AFO, 2013:12; Palmer, 2011) to the level of insufficient supply and of importing from Australia and Vietnam.

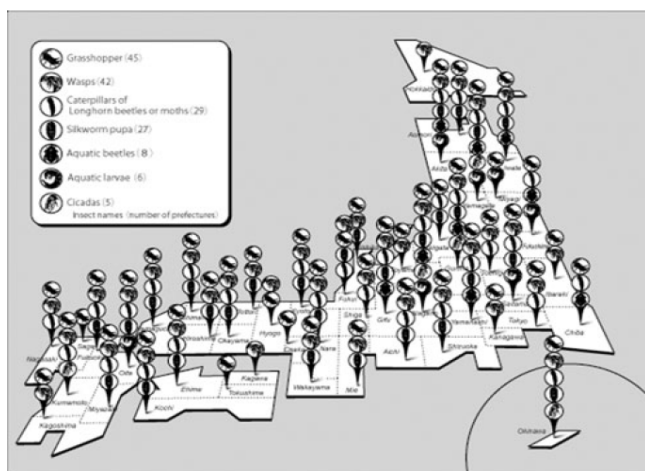


Figure 12. Regional Distribution of Edible Insects in Japan

(Japan Association of Techno-innovation in Agriculture, 2017)

Figure 13. Cooked Yellow Jackets in Naganoken Japanese Family

(Japan Association of Techno-innovation in Agriculture, 2017)



Acceptance & Lucrative Market Potentiality. Figure 14 illustrates how people living on insects bringing people together through tight relationship as a unique Asian culture (Japan Association of Techno-innovation in Agriculture, 2017). Japanese not only consume insects but also admire them (Appleton, 2015). These research and data have shown that there is considerable market potentiality to develop in Japan for Grub to grow and expand.



Figure 14. Social Communications with Yellow Jackets (Illustrated by Nozomi Yanahara) (Japan Association of Techno-innovation in Agriculture, 2017)

3.4.2. Target Customers & Positioning

Japanese Business Culture. Japan has a long-hour work culture that employees are likely to consume snacks to boost energy. Moreover, business visit is a common way to develop intimate bonds among corporations tea and snacks are necessities for visits. Therefore, it is reasonable and reliable to expand to the far-east country.

Health-conscious Individuals. Japanese consumers are health-conscious and prefer to spend more on quality products and on private-label food (Salsberg, 2010).

In-school Children. EatGrub in Japan branded as a normal snack bar expects to receive the attention from households who decide and purchase after-school snack for their children.

Table 7. Target Customers and Positioning of EatGrub Japan

Target Customers	<ul style="list-style-type: none"> ● Group: office workers and in-school children ● As Japanese business curtesy ● Catering to the snack-eating habit
Positioning	“A flavourful snack bar that everyone can consume daily with nutrients.”

3.4.3. Changes in CBBE Pyramid

Salience. EatGrub is a daily-snack-bar rather than ‘protein’ product since joining gym and exercise habits is not as dominant trend as in UK.

Imagery. A flavourful snack bar that everyone consumes daily with high nutrients.

Judgments. By keeping the original package design, chocolate-like brown package and candy orange will attract children's’ attention.

Feelings. EatGrub expects the eaters to feel healthy, environmental-friendly and open-minded.

Resonance. The bar targets at office workers who habitually have snacks during work and household who purchase grocery for the family.

Relationship. Grub can approach to using a non-confrontational communication style by sharing the products between colleagues and friends in Japan’s high-context culture.

Reflection. Japanese are open to new products. We expect to try new stuffs that are eco-friendly and sustainable.

Table 5. CBBE Pyramid of EatGrub Japan

Salience	Branded as a normal snack bars suitable for all-ages and can be consumed daily. <ul style="list-style-type: none">• Catering to Japanese schoolers’ snack-eating habit• Business courtesy to provide tea and snacks for visitors
Imagery	For anyone who are: <ul style="list-style-type: none">• Household (mainly for children, also for the whole family)• Office workers
Performance	Same as UK
Feelings	<ul style="list-style-type: none">• Healthy• Eco-friendly• Open-minded
Judgements	Same as UK, except: <ul style="list-style-type: none">• Attractive packages to catch children’s attention: brown associates with chocolate and light orange associates with hard-candy.
Resonance	<ul style="list-style-type: none">• Innovative format of consuming edible insects• Develop B2B relationship and loyal household

3.4.4. Changes in Brand Identity Prism

Physique. Changes of physical elements for EatGrub Japan are as follow:

Table 6. Physic and Brand Elements of EatGrub Japan

Language	Japanese for nutrition information.
Logo	Create new logo with the use of English product name 'EatGrub' and Japanese Katakana to translate EatGrub's pronunciation directly into Japanese characteristics.
Design	Be simplistic, elegant, and classy.
Flavour	Special flavour in certain region (e.g., bees powder).
QR code	Japanese are tech-savvy and it is common for them to use QR code to scan and search for more details about the products.

Relationship. Grub can approach to using a non-confrontational communication style by sharing the products between colleagues and friends in Japan's high-context culture.

Reflection. Japanese are open innovative products. We expect them to try new stuffs that are eco-friendly and sustainable.

4. CHALLENGES

Although this report has listed out rationales for encouraging people to consume edible-insects as one of the “eco-protein” resources, there are limitations and challenges for the entomophagy to come in light of public attention:

- High-quality rearing of edible-insects is essential for the widespread use as human food source which needs to in accordance with the HACCP system and standard.
- Unclear regulations on farming and selling insects for human consumption. According to FAO report (2015), the FDA only list the allowable-percentage contained in food rather than list insects as a category of food. Furthermore, the European Novel Food Regulation restricts the trade of insects. On top of that, Brexit poses as an uncertain deterrent among these legislations.

5. CONCLUSION

Given that global markets of insect-contained products are highly diversified and constructed, yet the level of establishment and development are little known which need further research to ensure the Grub’s brand expansion is valid and lucrative. Nonetheless, for companies seeking to expand outwardly, the aforementioned theoretical frameworks and strategic considerations (i.e. customer background and eco-environments) are highly recommended to serve as the groundwork for future expansion strategy planning.

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Global Branding



Group 4

Presented by: 1651208, 1652858, 1652870, 1654831, 1659780, 1661480, 1663893

1

Good morning, we are group 4, today we are going to talk about a company called Grub.

Today's Agenda

- **Introduction: Grub**
 - Common Perception
 - Reasons to Promote
 - Products
- **Branding Strategy in the UK**
 - CBBE Pyramid
 - Brand Identity Prism
- **Countries to expand: The Netherlands, U.S.A., Japan**
 - How Brexit influence the selection?
 - For whom?
 - BrandingStrategy Comparison
- **Conclusion**
 - Generalisable implications

Here is our today's agenda. We will first introduce you what Grub is, and its branding strategy in the UK. Afterwards, we'll tell you the reasons to expand to other countries and how Brexit may influence our selection.

What is Grub?

3

So what is Grub?

What is Grub?



- A British-based start-up originated in 2014
- Grub = Insects
- Promote edible insects as a *sustainable food source*

Grub is a UK startup from 2014. The word Grub means insect. The company tries to promote eating insects as a sustainable food source.

Perception: Why not eating insects?



Dirty



Disgusting



Eating the whole carcass

Many people usually think that insects are dirty, disgusting, eating the whole carcass.

Reasons to promote



Food Shortage

Society is predicted to collapse within 3 decades due to the unbalance between growing population and food shortage.



Environmental-friendly

To find alternative food source, insect is recommended, which requires less energy to produce and reduce carbon emission.

Percentage Protein	
Cricket Flour	65%
Beef Jerky	33%
Chicken	23%
Salmon	22%
Eggs	12%

Nutrition Facts

Edible insects are proven to contain high protein and iron comparing to poultry and meat.

However, it is important to change our perception and promote the eating habits of insects because eating insects can be an alternative food source in the future. It also reduce carbon emission in the production process, and and provides high nutrition values to the consumers.

Food Shortage

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Environmental-friendly

To find alternative food source, insect is recommended, which requires less energy to produce and reduce carbon emission.

Nutrition

Edible insects are proven to contain high protein and iron comparing to poultry and meat.

Facts

Grub: Products



Energy Bar: Eat Grub



For Cooking: Dried Insects



Snacks: Roasted Crickets



Cook Book

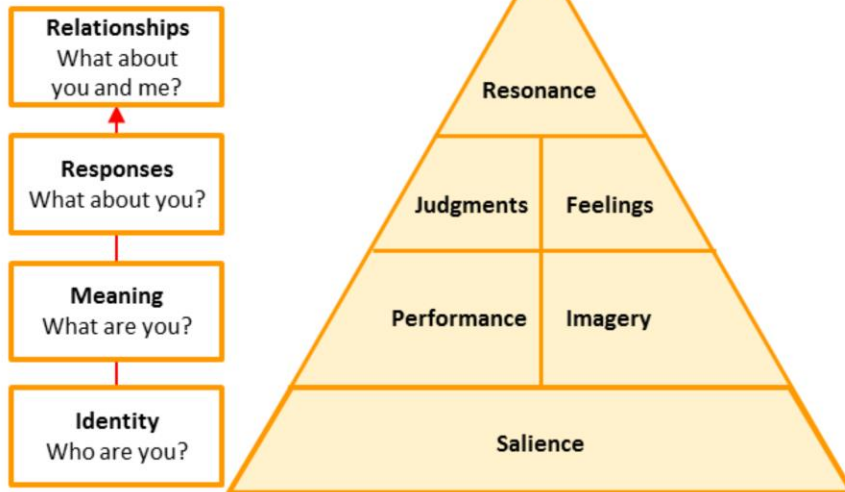
Grub sells four types of products and we will only focus on Eat Grub Energy Bars for our presentation.

Grub's UK Branding Strategy

- CBBE Pyramid
- Brand Identity Prism

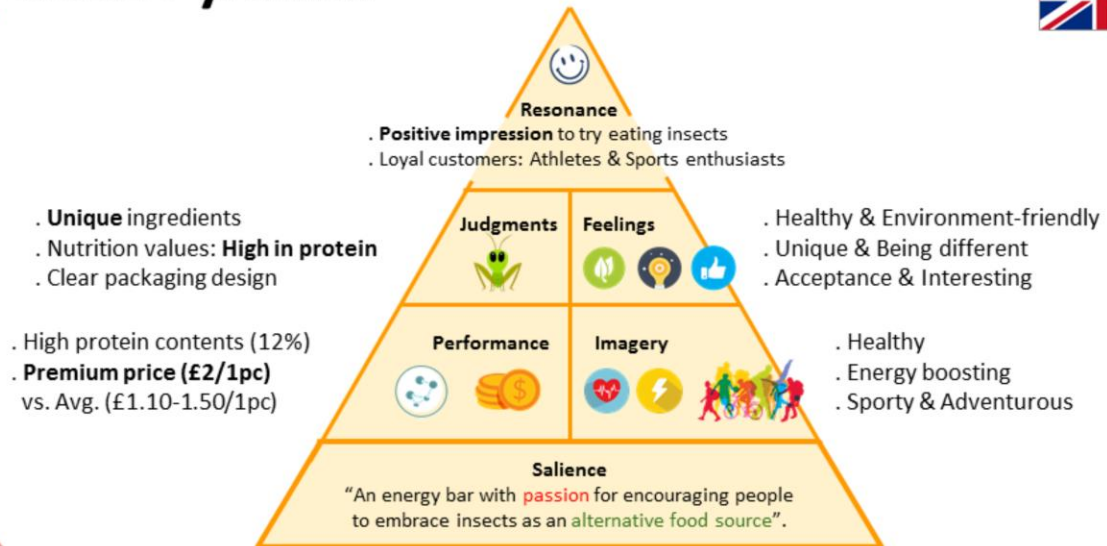


CBBE Pyramid



In the CBBE Pyramid...

CBBE Pyramid



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Salience

It refers to who you are. Grub defines its energy bar as a product that encourages people to eat insects as a food source. The second level is the meaning of the brand.

Brand performance

It refers to how customers think of the brand. The energy bars are made of cricket powder. It fits the energy bar users that their primary motive is to intake high amount of protein. EatGrub serves this function outstandingly; therefore, it costs more than the average energy bars in the market.

Imagery

It refers to how consumers abstractly perceive the brand. In the UK, consumers think the product is healthy, helps boosting energy and it's a sporty and adventurous brand. The third level is the customer responses to the brand.

Judgements

They think its ingredients are unique, high nutrition value, and have a clear package design.

Feelings

When the consumers try the energy bars, they feel it is healthy, environmental-

friendly, unique and being different. After they try it, they may accept and feel interested in it. Moving on to the last level is resonance (what about you and me)

Resonance

It refers to link between the brand and the consumers. EatGrub provides clear and educational information to customers that eating insects is not nasty, therefore, it provides positive impressions to try eating insects. The loyal customers that consume the energy bars are athletes & sport enthusiasts.

Grub's UK Branding Strategy

- CBBE Pyramid
- **Brand Identity Prism**



In the Brand Identity Prism...

Grub's Brand Identity Prism



- . **Physiques = Brand Elements** (Logo, Brand name, Slogan, URL, Packaging)
- . NOT having jingles & spoken-characters

Physiques

Personality

- . Innovative
- . Environment-friendly
- . Playful

- . **Direct & Honest**
Show customer products are made from insects
- . **Educational**
Inform customers that eating insects are healthy and beneficial

Relationship



Culture

- . Healthy
- . Innovative
- . Sustainable

- . Innovative
- . Sustainable
- . Being healthy
- . Open-minded
- . Brave to try new stuff
- . Fun

Reflection

Self-image

- . Open-minded
- . Health-conscious
- . Being different

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For Internalisation (Personality, Culture, Self-image)

Grub builds itself as an environmental-friendly brand, which promotes sustainability. The product is an innovation for open-minded people who want to be different and health-conscious.

For Externalisation,

Physiques (Brand Elements)

The physical aspects of EatGrub, which are also part of its Brand Elements, including logo, brand name, slogan, URL and packaging, but they don't have jingles and spoken-characters.

Relationship

EatGrub is direct and honest that they show customers what the product is made from. It is educational by telling the benefits of eating insects.

Reflection

The brand is reflected its customers as innovative, sustainable, and adventurous.

Physique: Brand Elements



Logos



Brand Name: Grub

. Capture the theme of the products

Slogan

. 'Good, in every way'

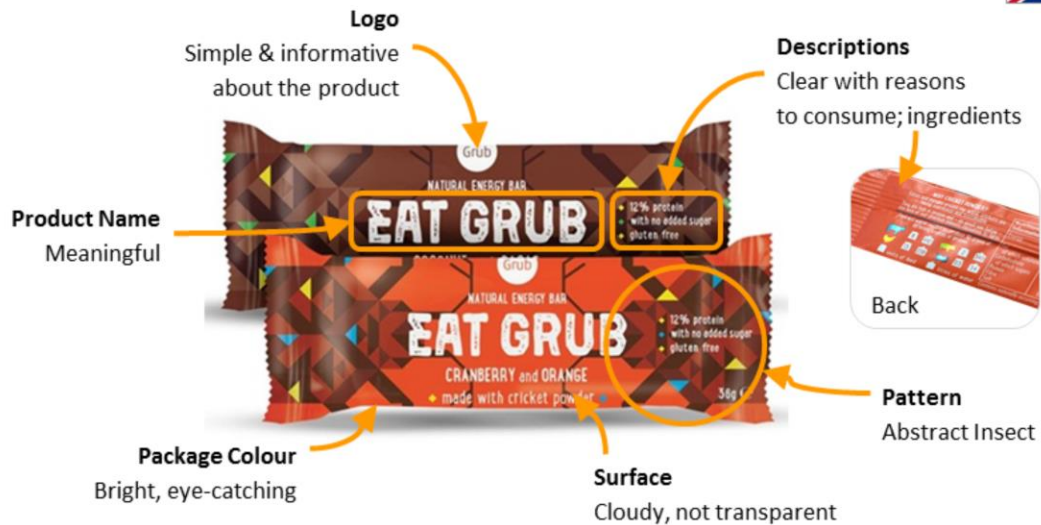
URL: www.eatgrub.co.uk

. Easy to remember

. Link to products

The logo and brand name is clear which shows what the products they sold. The slogan and the URL is simple, and easy to remember. And it has a clear and informative packaging design.

Physique: Brand Elements - Packaging



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And it has a clear and informative packaging design.

Where To Expand?

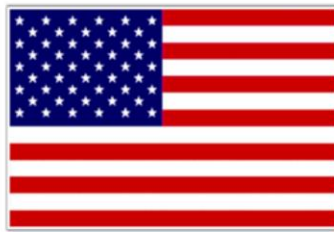
15

We decide to expand to the Netherlands, US and Japan. Brexit influence our choice of countries to expand.

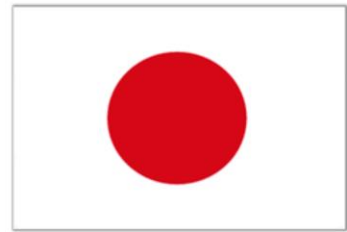
Where to expand?



The Netherlands



U.S.A.



Japan

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America

FDA (Food and Drug Administration)

To be allowed for market, the insects must have been bred for human consumption. Products containing insects must of course follow the standards required by the FDA including bacteriological tests and good manufacturing practice certification. The label on the product must include the common name and the insect's scientific name, and note the potential risks of allergy.

Netherland

The Netherlands is home to some mealworm and cricket farms designed to breed for human consumption. These include the leader, Protifarm (and its subsidiary Kreca), as well as some start-ups active in the marketing and production of edible insects. Its legal basis is not clear, though, and the public body responsible for food safety (NVWA) has refused to comment.

Japan (non-Western)

There is no clear regulations on edible insect so far. ONLY regulation related to insects is regarding Japanese Government concerning the possibility of harmful insect contained within food/fruit/agriculture products.

https://www.jetro.go.jp/ext_images/costarica/mercadeo/ImportProcedures_EN.pdf

https://www.jetro.go.jp/ext_images/costarica/mercadeo/handbook_importedfoods.

[pdf](#)

Japan's government is recently negotiating with EU towards the free trade agreement(FTA). If British decides to exit the EU, the trade deal would possibly be affected by regulations on tariff and import quota.

https://en.wikipedia.org/wiki/Free-trade_area

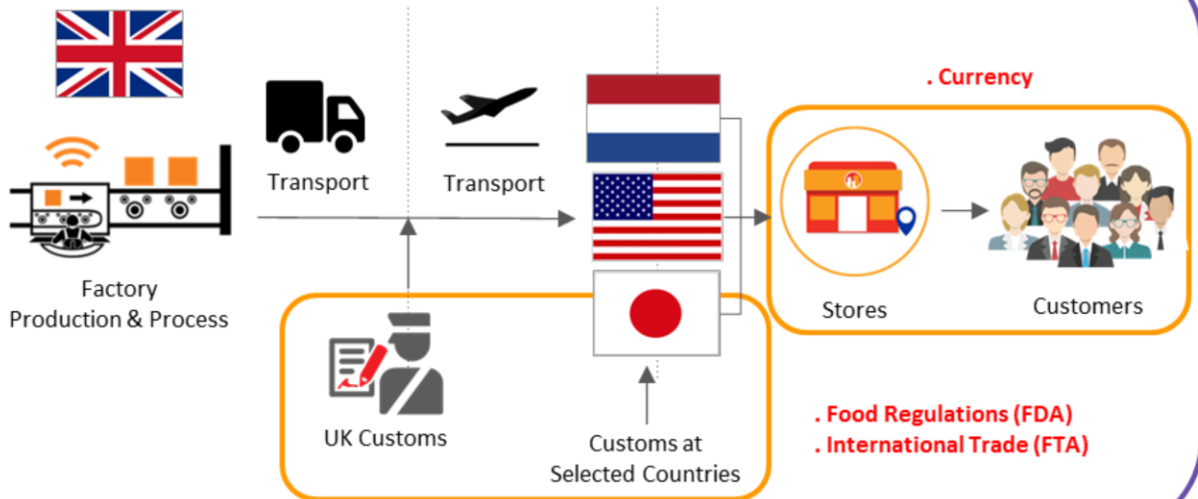
<http://www.foodnavigator-asia.com/Policy/Exploring-the-legal-status-of-edible-insects-around-the-world>

How Brexit Influence the Selection?

17

So how Brexit will influence our selection?

How Brexit Influence?



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The exportation of the products can be affected by Brexit. There are two factors, policies and prices.

The UK might need to amend the food policy agreements with other countries. after the Brexit; also the product prices can be affected by Brexit as well.

Brexit (I): Food Regulations

Change in Food Regulations
(UK vs. EU)



The Netherlands is home to some mealworm and cricket farms designed to breed for human consumption. These include the leader, Protifarm (and its subsidiary Kreca), as well as some start-ups active in the marketing and production of edible insects. Its legal basis is not clear, though, and the public body responsible for food safety (NVWA) has refused to comment.

19

In terms of policies, in the US, to be allowed for the market, the insect must have been bred for human consumption. The products must follow FDA food regulations. EU and Japan has no clear legal basis of insects consumption so far, so it is uncertain.

Brexit (II): Currency



Currency Fluctuation

Because of the plunging of pound sterling, EatGrub price is relatively cheaper for these countries. However, the products are premium regards to the price, so it won't affect a lot.

How Other Factors Influence the Selection?

21

And how other factors will influence our selection?

Selected Countries (1)



The Netherlands

For the Netherlands...

Reasons of Selection: The Netherlands



Cycling as a Lifestyle



Home for Edible Insects



Strong Distribution Channel

23

The reason we choose Netherlands is because...

Firstly, Cycling is very popular in the Netherlands, people would buy protein bars to boost their energy for cycling.

Also, Netherlands is the source of edible insects, there has been some insect-based products selling in the big supermarkets in the Netherlands already.

For whom: The Netherlands



People aged 12-44

Bike regularly to school/work

Concern environmental issues

Health-conscious and adventurous

We target the people range of the age from 12 to 44, who ride bike regularly, environmental concerning, health-conscious and adventurous.

Changes in Brand Identity Prism



Packaging

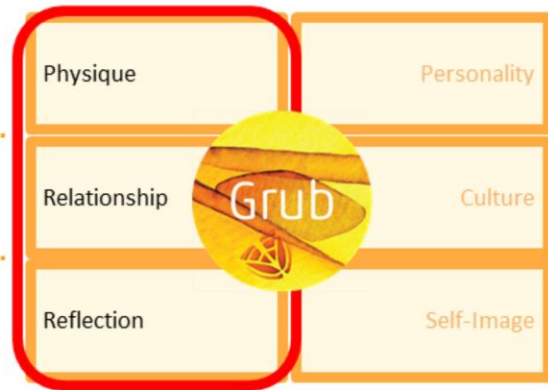
- **Design / Logo:** A cycling insect
- **Colour:** Orange
- **Label:** Bilingual (Dutch & English)
- **Description:** Highlight the healthy part, insert government credential symbol

Distribution Channel

Supermarket chains, school / office cafeteria

Same as UK

Sustainable and healthy

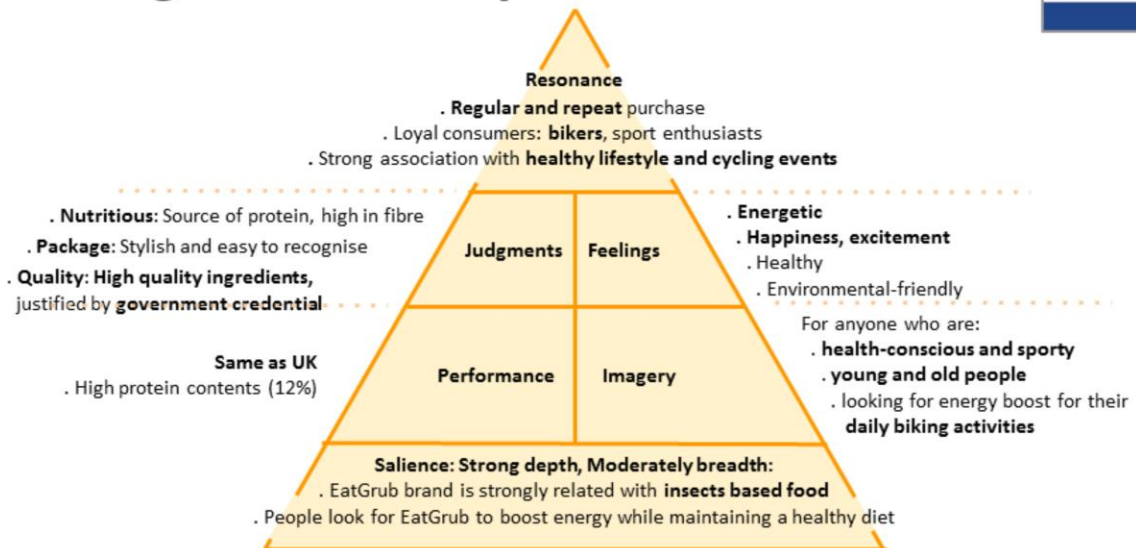


25

In terms of the Prism, the internalisation is exactly same with that in the UK. Packaging would change to fit into the Dutch market. There would be a cycling insect as the logo, the package will be orange with bilingual descriptions to highlight the healthy elements and its credibility.

Moreover, it sells the products in a wider range of distribution channels, including supermarket, cafeterias etc.

Changes in CBBE Pyramid



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Regarding to Salience, EatGrub is a brand that highly associated with insects based food, people buy EatGrub as complement to the daily diet.

For the brand image, EatGrub is for people who are health-conscious, and those people who need extra protein for sports activities.

EatGrub is considered to be high quality with government credential.

Finally, the brand has strong association with healthy lifestyle and it obtains loyalty among sport enthusiasts.

Selected Countries (2)



U.S.A

For the United States...

Reasons of Selection: USA



Exercise & Gym
(flexible distribution channel)

Acceptance

Energy Bar
Consumption

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The second country we choose is the US. The reason to enter the US market is because the high proportion of gym lovers, so energy bar has large market in the US. and American people are more willing to eat insects.

For whom: USA



Mainly focus in East Coast.



Passionate
about sport



Concentrate on
body shaping



Middle-class

We particularly target the East Coast, because American who live in the east coast are passionate on sports and gym, generally, they are more wealthy and willing to spend on body shaping.

Changes in Brand Identity Prism

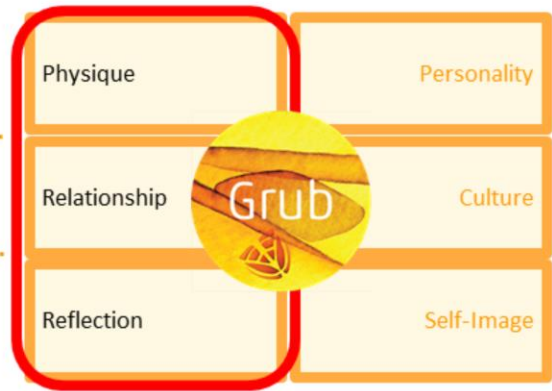


Packaging

- **Design:** Fancy & modern
- **Size of Package:** Large
- **Focus:** More on nutritious values
- **Colour:** Brighter, more eye-catching

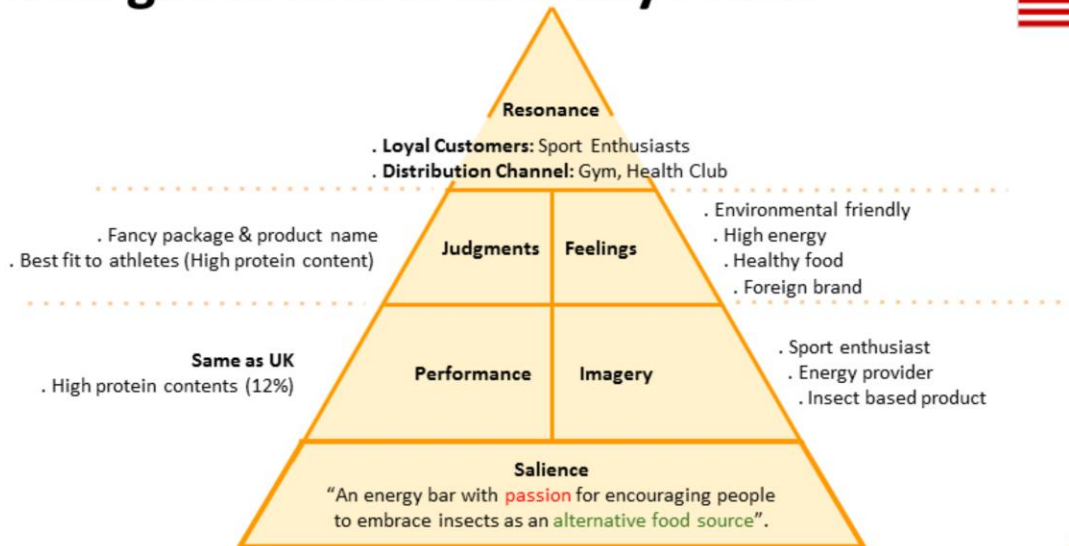
Grub as your health partner for protein and energy

- | | |
|--------------------------|----------------------|
| • Trendy | • Brave: Adventurous |
| • Exotic: Flavour | • Fun |
| • Sustainable | • Healthy |
| • Open-minded | • Curiosity |



Regarding the package, the design would be fancy and modern, and it will have a large package because American like large size of products. EatGrub will have the impression of trendy, exotic, curious for the public.

Changes in Brand Identity Prism



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In terms of imagery, the brand is an energy provider made by insects. The brand is recognised as fancy and best fit for athletes. EatGrub attracts sports enthusiasts to be the loyal customers, and it will have a closer relationship with gym and health clubs.

Selected Countries (3)



Japan

For Japan...

Reasons of Selection: Japan



Regional Cuisines



Acceptance & Lucrative Market Potentiality

33

Regional Cuisines

Most of the documentary of Japanese entomophagy was recorded since Edo period and the most common insects eaten are yellow jackets and water bugs. They are normally cooked in soy sauce, or being grilled or pickled. As the pictures shown here. This is the cooked yellow jackets in normal Japanese family in Naganoken.

Acceptance & Lucrative Market Potentiality

This comic show how people in regions bounded together through the this insect-eating habit. The research and data both show strong evidence that there is a considerable market to develop EatGrub in Japan.

For whom: Japan



- Brand EatGrub Energy Bar as **Normal on-the-go Snack Bars.**



Office Workers
Snacking-culture



Health-conscious Individuals
Looking for healthier snacks



Children
Household snacks option

34

Office workers: Snacking Culture

There is a normal business model in Japanese company that it is considered to be thoughtful and welcoming to offer your guests with tea and snacks whenever they come over for business visit.

Health-conscious: Healthier Ingredients to Consume

Comparing to other snacks in Japan such as moji, crackers, chips and chocolate, EatGrub is a better option for snacks which is low in calories, high in fiber and containing loads of nutritious ingredients such as dates and dried berries and nuts. Marathon events are a hit in Japan for years and the local firms and governments have held famous international annual marathon events. If you are a runner, especially for long distance, you will know immediately that how important is the energy bar during the run.

Household Snacks Option for Children

In Japan, there is a common culture called as 'oyatsu' which means the after school snacks parents would prepare for their children.

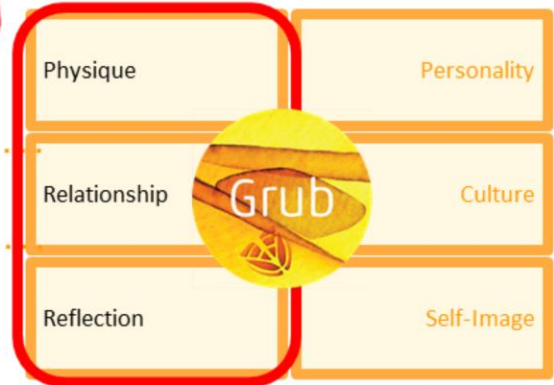
Changes in Brand Identity Prism



- . **Language:** Japanese for nutrition value
- . **Design:** Be simplistic & elegant
- . **Flavour:** Special flavour in certain region (e.g., bees powder)
- . **QR code**



- . **Indirect & Subtle**
- . Leisure & Entertainment
- . Innovative
- . Sustainable
- . Environmental-friendly
- . Brave: Try new stuff



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Brand Identity Prism

Physique

Package wise, we will keep the english product name EatGrub but at the same time will put Japanese katakana, which translates EatGrub's pronunciation directly into Japanese characteristics. The design itself is already simplistic enough and hence may not change much. What will be special is that we will probably release limited flavors edition in specific regions. Just like KitKat is originated from US but flourishes in Japan.

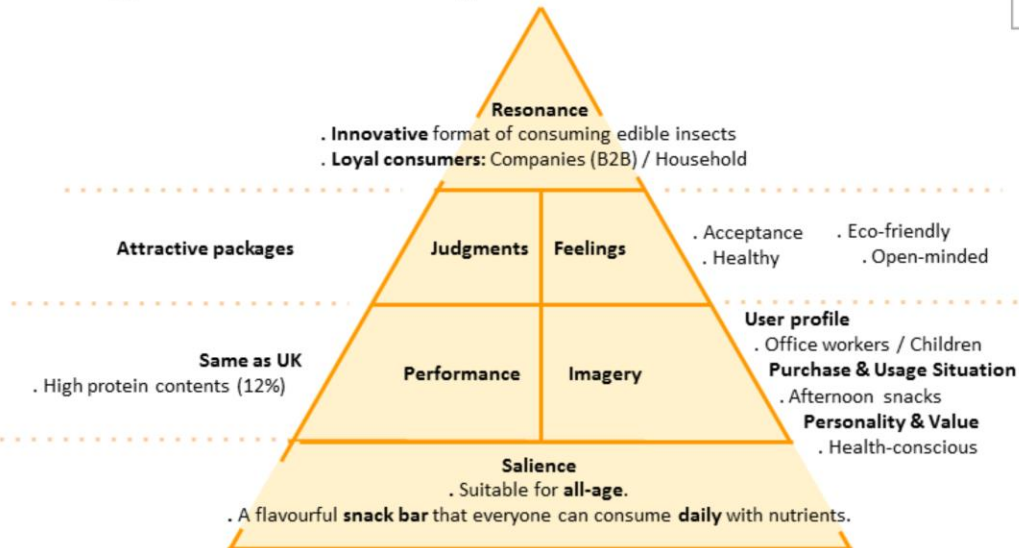
Relationship

According to Japanese high-context culture, the relationship will follow it to be as indirect and subtle. If you have been to Japan and interacted with Japanese, not all, but typically they are quite polite and serious and won't easily express the inner-self in front of you unless you are close.

Reflection

We expect the Japanese users of EatGrub to view themselves or reflect themselves as innovative and brave to try the product, as sustainable and eco-friendly to help protect the earth in terms of cutting the carbon emission released during the production.

Changes in CBBE Pyramid



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Salience

Since we brand EatGrub as normal snack bars rather than energy bars, the salience would be "all flavourful snack bar that everyone can consume daily with nutrients and suitable for all-age."

Imagery/Feelings

Since this part is similar to segmentation i have explained earlier, I will skip it.

Resonance

The resonance we wish to see from customers are listed here. And the potential loyal customers would be the companies who adapt EatGrub as their office snacks and the household who need to buy snacks for family.

Conclusion

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In conclusion...

Generalisation Implications

Grub needs to adapt to:

- Customer
- Environment
- Culture

And not to lose its identity when adapting in other countries.

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For the last question of providing advice and recommendations for company eager to expand outwardly. Based on our report and presentation, we can conclude that Grub modifies its branding strategies for each country it decides to expand in order to adapt different culture, environment and customer background. As a consequence, for others who also want to expand and to not lose their brand essence and brand equity, they are advised to take the strategy Grub does for its market penetration.

Thank You!

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That's all. Thank you for listening.