

SLIDE 1 – TITLE SLIDE



BEYOND MEAT®

MARK 1027 GROUP 6

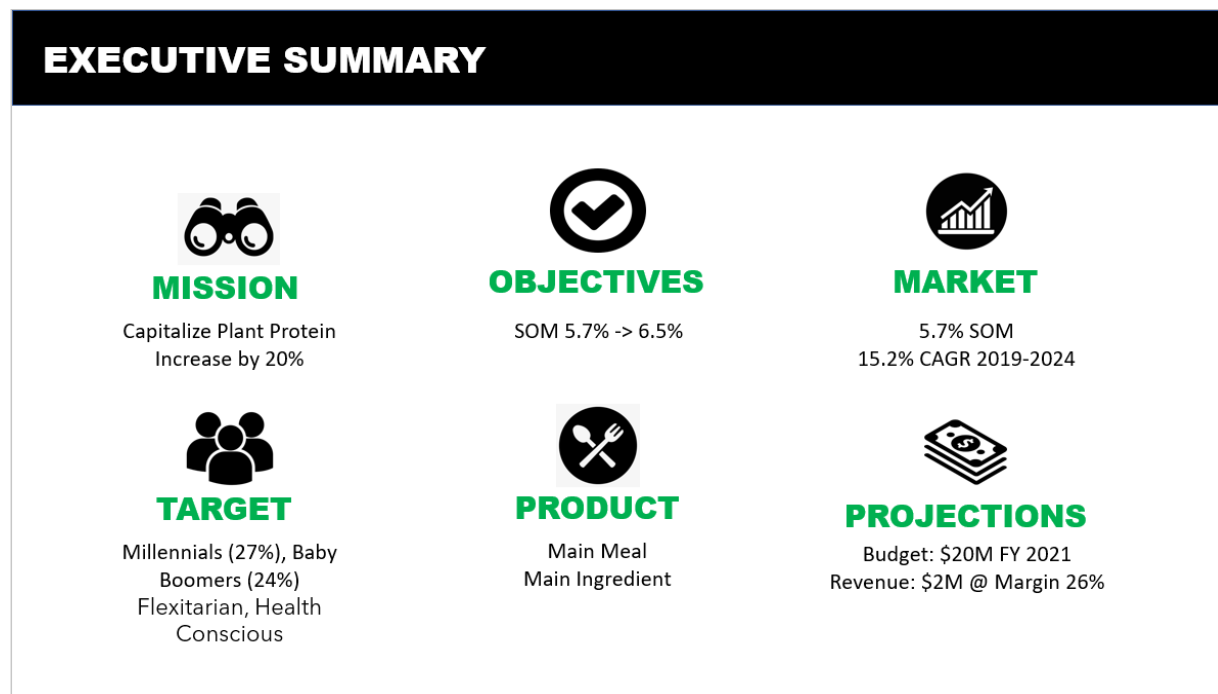
HONGYA HE, MELISSA NSIAH, KHAING ZIN OO, MEGHANA MANGALORE, FRANCESCA REGATILLO.

SLIDE 2 – AGENDA

AGENDA

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SLIDE 3 – EXECUTIVE SUMMARY



(MELISSA NSIAH) -Beyond Meat's mission is to create the future of protein ... by shifting animal to plant-based meat, we can address four growing global issues: human health, climate change, constraints on natural resources and animal welfare ("Beyond"). Beyond Meat has had consistent growth since its debut in Canada and its future looks promising as an alternative powerhouse. This is due to the explicit usage of its brand name in restaurant-based marketing and pursuit for innovation. Their products include plant-based burgers, beef, sausage, breakfast sausage and crumbles.

-In the current Canadian market, Beyond Meat's market share is 5.7% and a growth rate of 15.2% from 2019-2024. By October 2021, it is anticipated that the market share will increase to 6.5%.

-The main segment responsible for the growth in popularity of meat alternatives are millennial and Generation Z consumers. Baby Boomers have also been a segment that have become more health conscious as they age. Consumers have also become more open to trying plant-based products and can be considered flexitarians. It is important to note that Baby Boomers make up 24% of the population and Millennials make up 27% (Grewal et al. 80 & 82) and are the biggest generational cohorts

-These opportunities have led to the creation of a new product that creates value by being a quick option to prepare and fulfill the need for more variety of products in the Beyond Meat brand.

-With the launch of the new Beyond Meals: Ready-To-Cook product, a \$2,000,000 is expected to be earned at a margin of 26%. Based on planning and marketing efforts, an allocated budget of \$20,000,000 is proposed for the fiscal year of 2021.

SLIDE 4 – COMPANY PROFILE


BEYOND MEAT

ABOUT THE COMPANY

- Founded in 2009 by Ethan Brown
- 2013 Company of the Year
- "The future of protein. Made from plants."

CORE COMPETENCIES

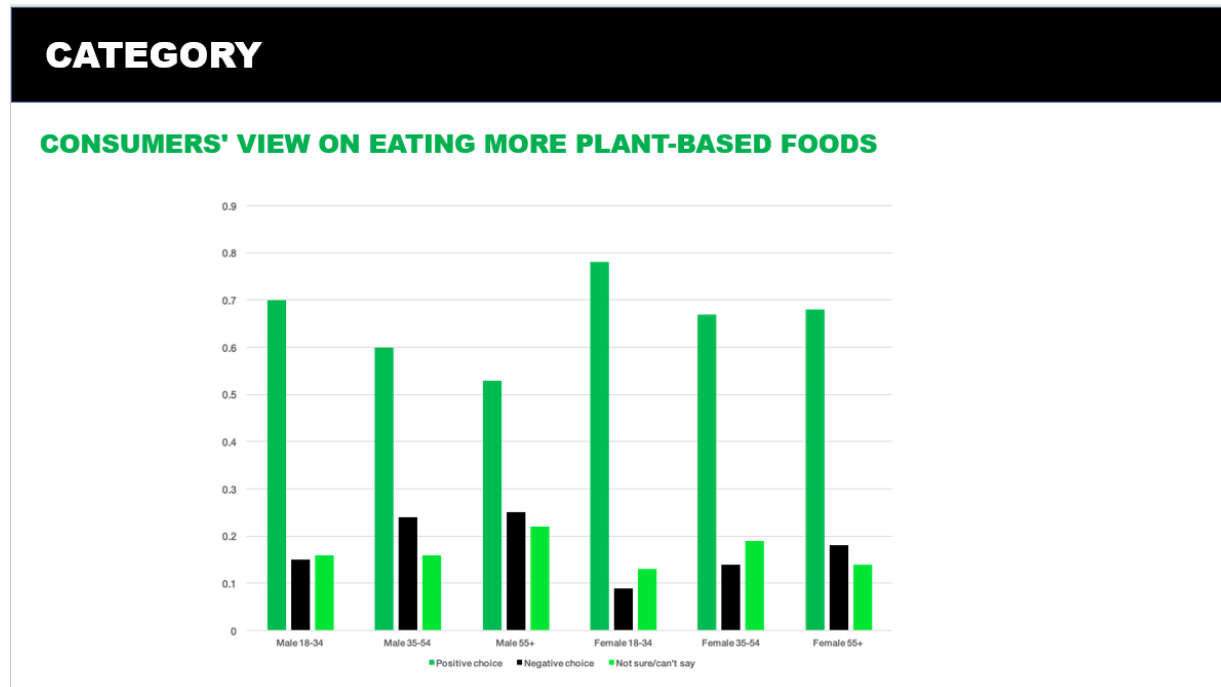
- Explicit use of brand name
- Research and development facilities



(MEGHANA MANGALORE) Beyond Meat is a popular brand that is a Los-Angeles producer of plant-based meat substitutes and was founded in 2009. Beyond meat has products designed to simulate chicken, beef and pork sausage. Beyond Meat's mission statement is "The future of protein. Made from plants." The company believes that their mission is to create 'The Future of Protein'- delicious plant-based burgers, beef, sausage, crumbles and more.

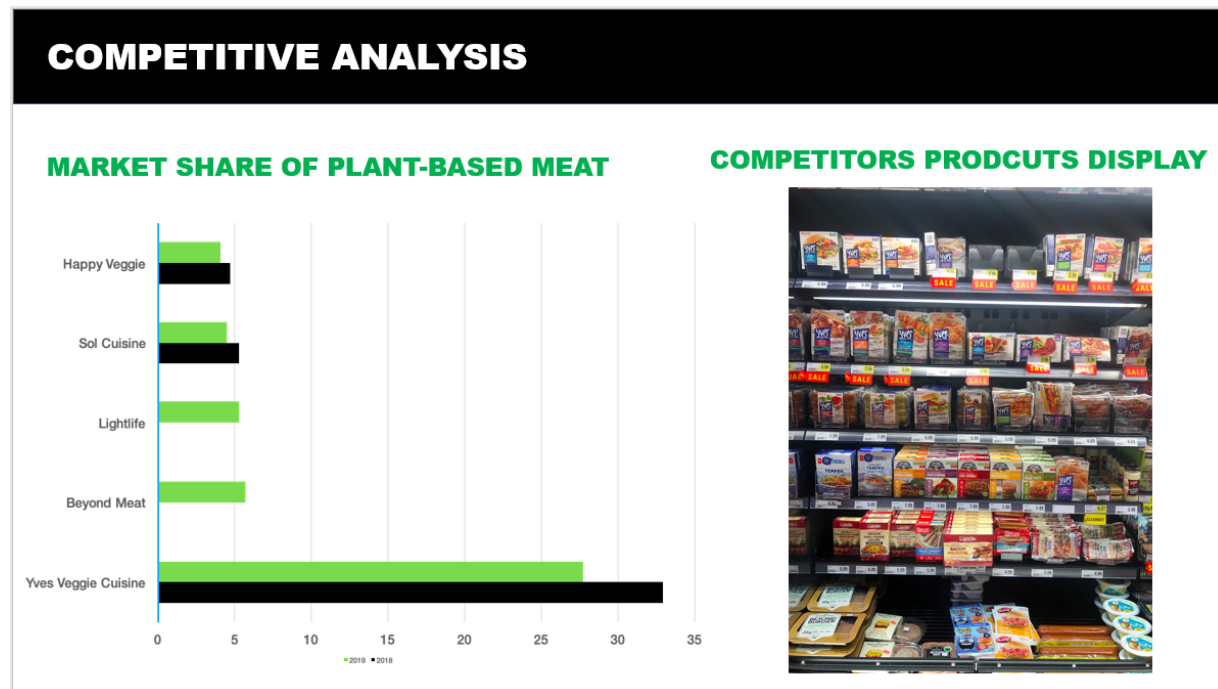
Beyond Meat's core competencies remain within the company's highly operative marketing strategies, and the innovative capacity involved while creating a product as the organization gives their highest attempt. The product turns out to be the best in comparison to their competitors, hence they provide much value and advantages to Beyond Meat customers which lead to millions of loyal customers.

SLIDE 5 – CATEGORY



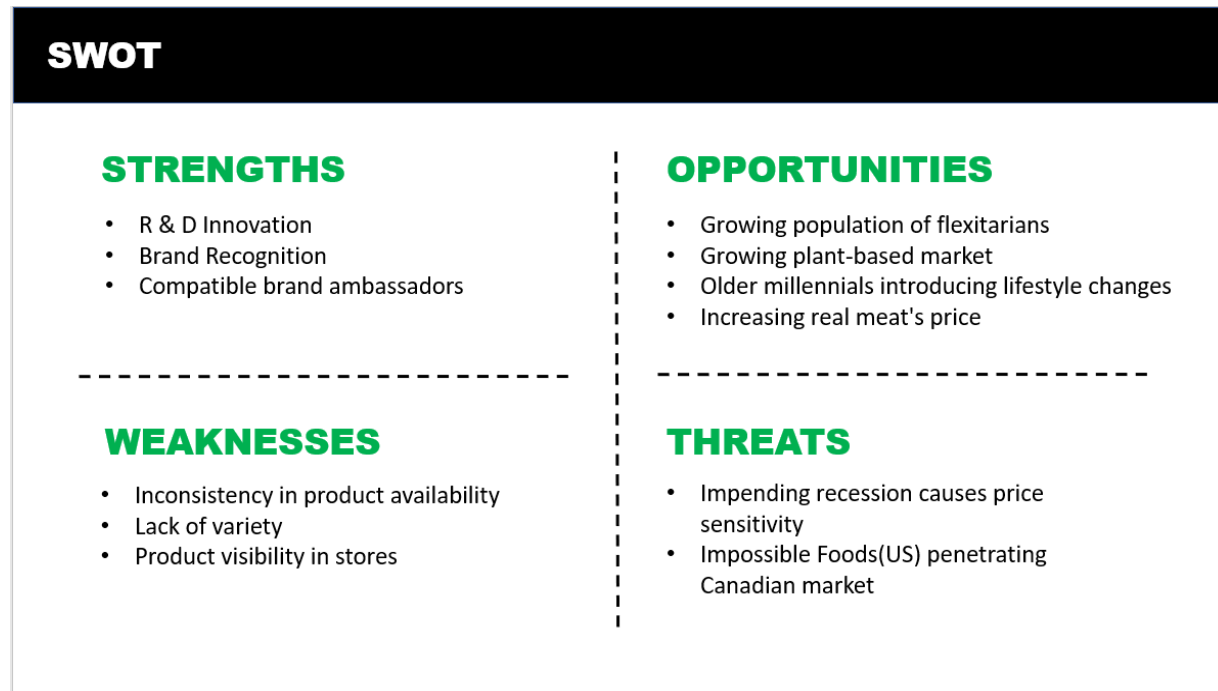
(KELLY KHAING ZIN OO) In Canada, more than 40% of the population is actively trying to incorporate more plant-based foods into their diets and sales of plant-based protein products rose 7% to more than \$1.5 billion in the 2016/17 fiscal year (“Plant-Based Protein Market Global and Canadian Market Analysis”). In addition, 70% of males 18 – 34 and 78% of females in Canada are positive about eating plant-based foods and products. The middle-aged Canadians (35 – 54) have more positive choices on plant-based foods (60% males and 67% females). Having said that, gender segmentation is almost the same in this category (“Consumers’ view on eating more plant-based foods and products in Canada”). In terms of behaviouralsegmentation, we also target people who are health-conscious and concern about their diets because plant-based meat is made to be less fat and less calories.

SLIDE 6 – COMPETITIVE ANALYSIS



(KELLY KHAING ZIN OO) Beyond Meat's main competitor in Canada market is Yves Veggie Cuisines which is Canada's #1 choice for meat alternatives (ACNielsen). Yves Veggie Cuisines has a wide product range and it offers 48 types of different products from various categories such as Breakfast, Quick Meals, Burger, Dogs and Sausages, Ground Round and Deli Slices. Yves Veggie Cuisine has been well-established in Canada since 1985. Looking at the market share trend, the market share of existing brands is slightly declining year by year. The new brands came into the market in 2019 and they are Lightlife (5.3%) and Beyond Meat (5.7%) which has got more shares than those brands. Beyond Meat (Ground Beef) is always displayed on the meat section while all plant-based food has got its own shelf. When we launch our product "Beyond Meal", it will be displayed same as other competitors. In the photo, we can see how competitors' products are displayed.

SLIDE 7 – SWOT



(GROUP) Beyond Meat's **STRENGTHS** lie in their R & D innovation, as they continuously seek to improve their products to have that juicy meat taste they are known for. They are also a very recognizable brand in the plant-based alternatives market. Their brand ambassadors also add to their credibility as a healthy product. For **WEAKNESSES**, the main issue is their presence in retail stores. Their product availability is inconsistent across different retail chains, as well as a lack of variety in products. Some of their product displays are also not very visible from the shelves.

According to The Attitudes Toward Healthy Eating 2017 study, 84% of Canadian consumers believe that what they eat impacts their physical health, with nearly two-thirds (63%) agreeing it also affects their emotional wellbeing (Powell). Growing interest demand for plant-based protein alternatives has been largely driven. Moreover, a number of millennials started building their own family and introducing lifestyle changes. These are **OPPORTUNITIES** for the product. For **THREATS**, we are currently having global economy recession due to COVID 19, all the supply chain will be limited during the recession. This can cause the price increasing. Last but not least, Impossible Foods from United States is planning to penetrate Canadian market which will be our potential threat.

SLIDE 8 – CONSUMER INSIGHTS

CONSUMER INSIGHTS



Top priority:
Taste



Priority 2:
Clean label



Priority 3:
Convenience
Minimum cooking time

(EVA HONGYA HE)

Consumer Insights

- Taste is the top priority. Product has to convey the flavor and texture on the package.
- Clean-label attributes, such as 'No Artificial ingredients', are must-have items.
- Time is increasingly precious. 'Scratch cooking' doesn't mean cooking from dirty raw potatoes for Millennials, it means prepared/partially prepared foods.

SLIDE 9 – OBJECTIVES & STRATEGY

OBJECTIVE & STRATEGY



OBJECTIVE



To increase Beyond Meat's SOM in Canada from 5.7% to 6.5% by the end of October 2021.

STRATEGY



To provide a plant-based meat product that is delicious, sustainable, convenient and affordable, for millennials and baby boomers who have a flexitarian lifestyle.

(EVA HONGYA HE)

The objective of this launch is to increase Beyond Meat's share of market in Canada from 5.7% to 6.5% by the end of October 2021. The strategy to achieve that goal is to provide a plant-based meat product that is delicious, sustainable, convenient and affordable, for millennials and baby boomers, which is our primary and secondary target market, who have a flexitarian lifestyle.

SLIDE 10 – PRODUCT – BEYOND MEAL: READY-TO-COOK

PRODUCT: BEYOND MEALS READY TO COOK

CURRENT ASSESSMENTS

- Rich in protein
- No vitamin B12
- No seasoning

GAPS

- Missing nutrition
- Not seasoned
- Not natural

RECOMMENDATIONS

- Naturally processed
- Cooked in 12 minutes
- 4 flavors
- Added vitamin B12



Sweet and Sour



Salisbury Steak



Savory



Spicy

(EVA HONGYA HE)

Product

Current Assessments: Compared to real meat and other meat alternatives, current Beyond Meat products are relatively rich in protein and minerals. Yet there is no vitamin B12 at all. The product is not seasoned with any seasoning or spice.

Gaps: One of the crucial nutrition is absent in Beyond Burger. There's no vitamin B12 at all, which people on vegan diets need to get from fortified foods or supplements as it is best obtained from meats, dairy, and eggs. Moreover, Beyond Burger comes with no flavor at all, it would take consumers more time to get all the ingredients and other spices ready.

Last but not least, some consumers worry that plant-based meat is highly processed and do not think it is healthy.

Recommendations: Our new Beyond Meat product - Beyond Meals: Ready to Cook – use proteins primarily extracted from yellow peas, as well as legumes and other plants stock. Through a natural process, including heating, cooling and variations of pressure, protein and fiber will be separated.

Beyond Meals: Ready to Cook will carry on the juicy, beefy flavor and texture that especially attract flexitarian consumers and it will be cooked in 12 minutes. It will come in 4 flavors: sweet and sour in the form of meatballs, Salisbury steak as burger patty, savory, and spicy, both in grounds. All of our flavored products can be easily cooked with other vegetables or starch-

based food in order to have some variations. Extra vitamin will be added to new product, especially vitamin B12. Each pack will have one serving, and the package will be eco-friendly and sustainable.

SLIDE 11 – PRICE

PRICE

CURRENT ASSESSMENT & GAP

Beyond Meat's pricing strategy = Tesla strategy for the grocery store - go upmarket first.


Beyond Burger (two patties, 226 g) is 6.99 CAD and Beyond Beef (340 g) is 9.99 CAD.

RECOMMENDATIONS

Brand Positioning = Premium and Aspirational but also relatable

- Buy 1 Beyond Meal, 5.99 CAD
- Buy 4 different flavours, 20 CAD only!

SAVE 3.96 CAD (First three months)



(KELLY KHAING ZIN OO) Current Assessment & Gap: Beyond Meat costs more than traditional meat and it is beyond expensive compared to competitors. But for now, there is evidence that consumers are willing to consistently pay more for plant-based meat alternatives. Beyond Meat's pricing strategy is like a Tesla strategy for the grocery store which involves high price on the basis of uniqueness or high value attributed to the company's products. – go upmarket first. (Reinicke, 2019).

Recommendations: While most competitors' frozen meals range between 5.99 CAD and 8 CAD, we recommend Beyond Meat be at 5.99 CAD per package (one flavour). As our target consumers are millennials and Generation Z who are now going to college, and their spending power is not as strong as Baby Boomers, the price of this product will be affordable. Beyond Meal (Ready to Cook) will provide a high-quality, healthy meal with four different flavours for customers' needs. The value of this product will be reflected in its price because the brand positioning is premium and aspirational but also relatable every day.

SLIDE 12 – PLACE

PLACE

CURRENT ASSESSMENT & GAP

Targeting meat lovers than vegan population
Very limited stocks in grocery stores

RECOMMENDATIONS

- Meat section in supermarkets
- Frozen ready to eat section
- Same retailers where Beyond Meat is available
- Online distribution/local grocery stores



(MEGHANA MANGALORE)

Current Assessment: Beyond Meat is a company that mostly targets meat lovers and not vegetarian and vegan population, hence it is placing strategy to place these products in the meat section that aims to induce the meat lovers to try it out.

Gaps: In grocery stores, Beyond Meat's products are placed in meat section with the labels facing up (instead of forward), which hardly makes it visible to the consumers. There are also very limited stocks, hence it does not have its own section just to display Beyond Meat Products.


Recommendations:

- Supermarket chains: placing the new product in the meat section aiming to attract the meat lovers in supermarkets like Walmart, No Frills, Loblaws, Whole Foods.
- Frozen- Ready to make section: placing the product in frozen ready to make section could be an option to place the new product since it will be made visible to the Millennials and Gen Z are consumers who are always on the go and prefer fast and quick food.
- Same retailers where Beyond Meat Brand is available: the existing retailers who are partners with Beyond Meat brand is also a recommended place to launch the new product since consumers are well aware of the Beyond Meat products available at these stores.
- Distribution: Online selling of the product could be used to make the new product available to the consumers quickly and easily. Targeting local grocery stores, finding a sales distribution company willing to sell the new product to retailers could be a method of launching the new

product. Convenience Stores could be also be considered to make the new product available for the consumers who wants to pick up a quick healthy meal.

SLIDE 13 – PROMOTIONS

PROMOTIONS



CURRENT ASSESSMENT & GAP

Has strong restaurant-based, online promotions
Lacking promotion of retail-based products

RECOMMENDATIONS

- Online Promotions and Print/OOH Ads
- Food Trucks
- Sampling at Gyms and Colleges/Universities
- Brand Ambassador Promotional Events

(MELISSA NSIAH) Current Assessment: Based on the current promotion of Beyond Meat's brand it was found that they have strong restaurant-based promotions. A good example would be A&W's Beyond Burger debut commercials (A&W SOM in the Canadian market is 3.7% ["A&W in Chained Consumer Foodservice (Canada)"]). They also have a strong online presence, where they feature appealing recipes that promote their products.

Gaps: There are not much video/tv advertisements for Canadian consumers on current retail products, which results in consumers being unaware of the products sold in stores.

Recommendations:

- Online promotions include social media platforms (I.e. Instagram, Facebook, Pinterest, LinkedIn and Twitter), website banner ads and search engine optimization. The Millennial and Gen Z segment is known for being active users of social media platforms, so this factor will be greatly significant when promoting the new product.
- Setting up food trucks at parks, outdoor nutritional events and colleges/universities could allow consumers to purchase our new product. This can also serve as a way to engage with current and new customers and receive feedback.

- Samples of the new product could be given out at gyms and colleges/ universities. These locations have a large number of consumers from our targeted segment.
- Brand Ambassador promotional events could be planned for consumers engage in seminars and product tasting. Brand ambassadors (i.e. Snoop Dogg, Kyrie Irving, etc.) could be highlights of the events and encourage attendance.

SLIDE 14 – PEOPLE & TRAINING

PEOPLE / TRAINING

CURRENT ASSESSMENT & GAP

Mostly scientists
No mention of culinary specialists and nutritionists

RECOMMENDATIONS

- Customer Service Representatives
- Website developers
- Nutritionists
- Chefs
- Salespeople (in partnership with groceries)



(EVA HONGYA HE & ANA FRANCESCA REGATILLO)

Current Assessment & Gap: Beyond Meat's lab, Manhattan Beach Project Innovation Center in El Segundo, California, brings together leading scientists from chemistry, biology, material science, food science and biophysics disciplines who work together with process engineers. There are not enough culinary specialists, nutritionists etc. taking care of the perfection of the new product line's flavor/customer care.

Recommendations: Customer Service Representatives should be readily available to handle any inquiries regarding their products and should have a deep understanding of not only their products, but also of the lifestyle of each segment. Beyond Meat, through their website developers, should also keep their website updated with store locations and the right product inventory. By hiring on nutritionists and chefs on their team, they can ensure that their products maintain their standard of being healthy and delicious. While in keeping constant communication with the salespeople in their partner groceries, they can make sure that their products are in the right shelves and are visible to potential consumers.

SLIDE 15 – RESEARCH

RESEARCH

CURRENT ASSESSMENT

Choice in brand ambassadors help credibility and maintain relevance with market

Articles on ordinary customers show insights on their lifestyle

RECOMMENDATIONS



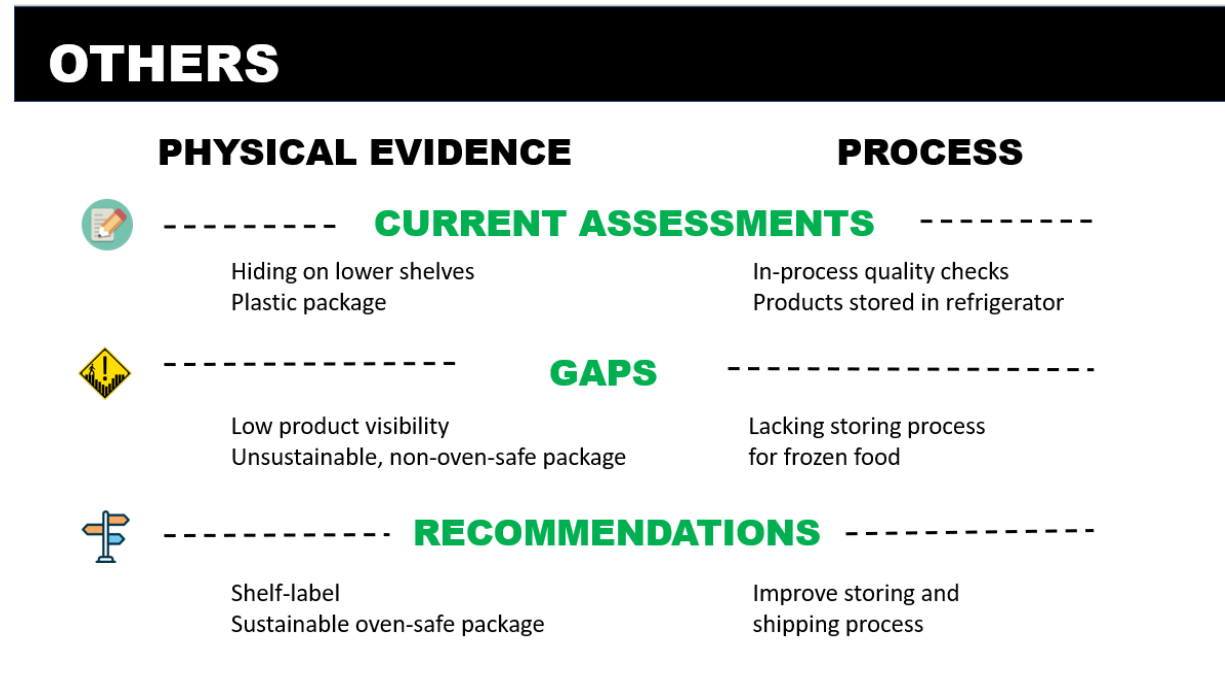
More in-depth research through focus groups

- Compound on existing insights
- Helps create better products to address other pain points
- Inquire about spending habits
- Food preferences --> recipes on website

Blind taste tests

(ANA FRANCESCA REGATILLO) There are several evidences showing how Beyond Meat knows their market. One is in their choice in brand ambassadors, and how it helps with their credibility and maintain relevance with the market. On their website, you can find articles about their loyal customers, from where you can gain insights on their lifestyle and how they have integrated a healthier way of eating. They also have a page for recipes and Frequently Asked Questions to help with help customers on how to better cook their product, and other pertinent information they might need.

The group recommends that they continue doing more in-depth research on their market. This could be conducted through focus groups. Beyond Meat could compound new information with their existing insights, and help create better products to address pain points. Their interviewers could inquire about their spending habits: where the prefer to shop and how they determine value, as well as food preferences, to add more relevant recipes on their website. They could also do blind tastes to gauge how their products perform against competitors, with a sample size of 50% millennials and 50% baby boomers.



(EVA HONGYA HE)

Physical evidence:

Currently, Beyond Meat products are usually displayed on lower levels of shelves in retailers. Moreover, the products are 'lying down', instead of 'standing' on the shelf, which lowered the visibility of Beyond Meat products. Also, all the Beyond Meat products are packed in plastics now, which can be a concern for some consumers.

To address the problem above, Beyond Meals: Ready to Cook will use oven-safe packages that is sustainable. Oven-safe packages can be put in oven directly, saving consumers time by eliminating the time spent on dish preparing and dish washing. In addition, Beyond Meals: Ready To Cook will be displayed 'standing' on the shelf, with Beyond Meat labels showing on the shelf edge, which boosts Beyond Meat's visibility.

Process: In-process quality checks are performed throughout the manufacturing process, including temperature, physical dimension and weight. Retail products sold in the meat case as part of “fresh” platform, such as The Beyond Burger, are shipped to the customer frozen. The foodservice customer is provided instructions on ‘slacking,’ which is typically done by moving frozen food to a refrigerator to allow it to slowly and safely thaw before cooking.

Beyond Meals: Ready to Cook should be frozen through out its journey to its consumers, which is a new challenge for Beyond Meat. Beyond Meat will adjust its storing and shipping process, in order to make sure Beyond Meals: Ready to Cook's quality stays the same. Moreover,

appropriate storing and defrosting instruction should be clear on the product package, to inform customers of the proper way to keep and consume the product.

SLIDE 17 – METRICS

TIMELINE & METRICS															
	OCT 2020	NOV 2020	DEC 2020	JAN 2021	FEB 2021	MAR 2021	APR 2021	MAY 2021	JUN 2021	JUL 2021	AUG 2021	SEP 2021	OCT 2021	COST	METRICS
PLANNING															
Plan approved															Allocated budget:\$20M
Product development														\$15K	
Test to confirm viability														\$3K	
Train employees														\$100K	Has excellent understanding of the product
Customer survey														\$2K	Sample size, Research method
Partnership with groceries														\$100k	Supermarket chains, local grocery stores, Convenience stores

(Group)

Metrics:

Allocated budget: \$20M

Customer Survey: Sample size is 1,000 and research method is a mix of focus groups and surveys.

Partnership with groceries: Partnership with supermarket chains like Walmart, Whole Foods, No Frills, Freshco, Metro, Sobeys to display the products in a section completely dedicated to the new product. Local grocery and convenience stores to display the products along with their meat section.

SLIDE 18 – METRICS (CONT)

	OCT 2020	NOV 2020	DEC 2020	JAN 2021	FEB 2021	MAR 2021	APR 2021	MAY 2021	JUN 2021	JUL 2021	AUG 2021	SEP 2021	OCT 2021	COST	METRICS
MARKETING															
Print ads														\$5M	Number of ads displayed & specific areas
Out-of-home advertisements														\$10M	Number of ads displayed & specific areas
Online Promotions														\$70K	# of impressions, hits, and click through rate
Blind taste test														\$450	Sample size & rating
Product launch with introductory price															Predicted sales revenue

(Group)

Metrics:

Print ads: 500 ads displayed in subway stations and bus stops

Out-of-home advertisements: 400 transportation wraps and billboards, across major cities

Online Promotions: 500,000 views and 5% click through rate

Blind taste test: 50 people and 4.5 rating, across Canada, 50% millennials and 50% baby boomers

Product launch with introductory price: Earn \$2M

SLIDE 19 – METRICS (CONT)

	OCT 2020	NOV 2020	DEC 2020	JAN 2021	FEB 2021	MAR 2021	APR 2021	MAY 2021	JUN 2021	JUL 2021	AUG 2021	SEP 2021	OCT 2021	COST	METRICS
MARKETING															
Sampling at gyms														\$13K	Sample size & rating
Sampling at colleges														\$13K	Sample size & rating
Food trucks														\$450K	# of trucks deployed & products sold
Brand ambassador promotional event														\$250K	# of attendees:

(Group)

Metrics:

Sampling at gyms: 1,000 people across Canada, with rating review collected

Sampling at colleges: 2,000 students across Canada, with rating review collected

Food trucks: 50 trucks, 0.45 million products sold across Canada

Brand ambassador promotional event: 1000 attendees in person and 5000 online for each event in Toronto, Vancouver and Montreal

SLIDE 20 – REFERENCES

REFERENCES

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