

BUSINESS AND RESEARCH JUSTIFICATION

NAVIGATING THE ROAD TO MARKET SUCESS: THE NOVADES STORY



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Date of publication

04.06.2023

Total word count

7988

Total pages

20

Table of Contents

| | |
|----------------|--|
| P.5 | 1. INTRODUCTION |
| P.5 | 1.1 Company/product analysis & trends and developments in their industry/product group |
| P.6 | 1.2 Problem analysis |
| P.7 | 1.3 Research questions |
| P.8 | 1.4 Project aim |
| P.9 | 2. RESEARCH APPROACH |
| <u>P.9</u> | <u>2.1.A Sub question 1</u> |
| P.9 | 2.1.1.A. review of relevant literature |
| P.9/10 | 2.1.2.A. operationalisation |
| P.10 | 2.1.3 .A.units of analysis |
| P.10/11 | 2.1.4.A. data collection & data analysis |
| P.11 | 2.1.5.A. expected limitations, reliability & validity |
| <u>P.11</u> | <u>2.1.B Sub question 2</u> |
| P.12 | 2.1.1.B./2.1.2.B./2.1.3.B./2.1.3.B./2.1.4.B./2.1.5.B. |
| <u>P.13</u> | <u>2.1.B Sub question 3</u> |
| P.13/14 | 2.1.1.C./2.1.2.C./2.1.3.C./2.1.3.C./2.1.4.C./2.1.5.C. |
| <u>P.14</u> | <u>2.1.B Sub question 4</u> |
| P.14/15 | 2.1.1.D./2.1.2.D./2.1.3.D./2.1.3.D./2.1.4.D./2.1.5.D. |
| P.15 | 3. RESULTS |
| P.15/16 | 3.1 Sub question 1 |
| P.16/17 | 3.2 Sub question 2 |
| P.17 | 3.3 Sub question 3 |
| P.17/18 | 3.3 Sub question 4 |
| P.18 | 4. CONCLUSIONS |
| P.18 | 4.1 The conclusion sub question 1 |
| P.18 | 4.2 The conclusion sub question 2 |
| P.19 | 4.3 The conclusion sub question 3 |
| P.19 | 4.4 The conclusion sub question 4 |
| P.20 | 4.5 Overall conclusion |
| P.20/23 | 5. RECOMMENDATIONS |
| P.24/27 | 6. REFERENCES |
| P.28 | 7. APPENDIX-CHRONOLOGICAL ORDER |
| P.28/34 | 1. In research documents |
| P.35/38 | 2. Planning |
| P.39/68 | 3. Interviews transcripts |

Executive summary:

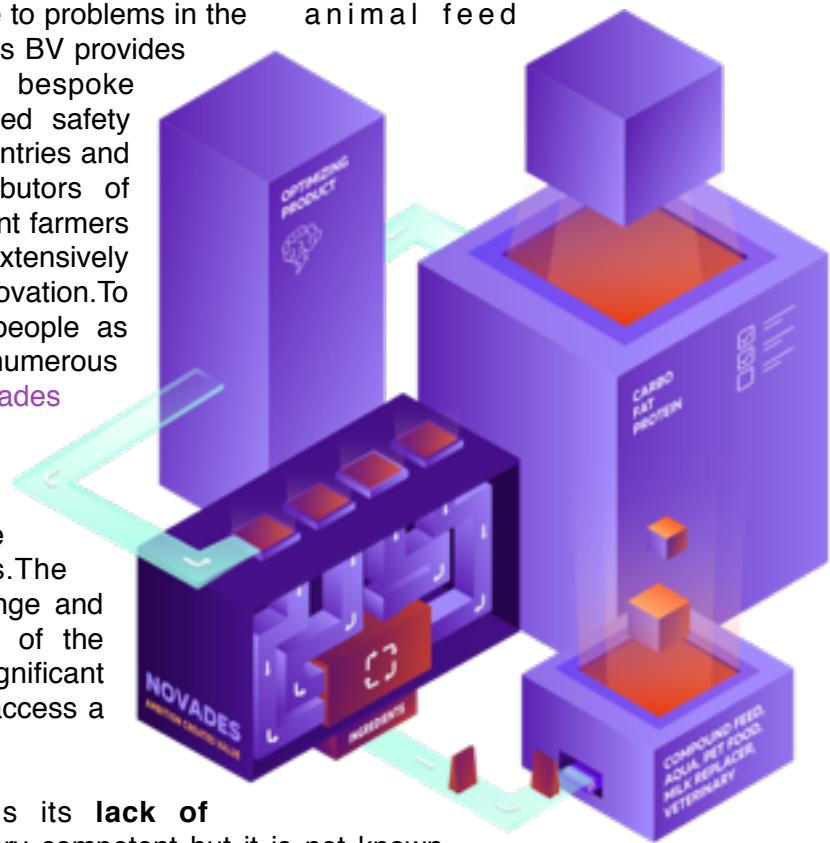
With regard to the advantages of a well-executed marketing plan in terms of corporate image and brand recognition, this research study seeks to provide Novades BV useful insights and recommendations. This study examines the effective marketing tactics used by top feed and food corporations through a thorough analysis that integrates desk research and field research approaches. To provide recommendation-based research, the study will examine data analysis, including qualitative interviews, surveys, and content analysis. The research highlights the value of a multimodal marketing strategy that includes traditional and digital tactics as well as sustainability, openness, and innovation. The appropriate marketing team structure and makeup for Novades BV was also identified by the research. Novades BV may improve their performance by utilizing these insights and putting the suggested tactics into practice. Novades BV may boost their brand recognition, strengthen their corporate image, and establish themselves as a competitive competitor in the market by putting the suggested tactics into practice.

1. Introduction

1.1.1 Company/product analysis & trends and developments in their industry/product group

Novades BV offers high-quality feed and food solutions to a wide range of sectors. Henry Jonker created it in March 2016 in response to problems in the animal feed sector with deviating raw materials. Novades BV provides treatments for unusual raw materials, bespoke additives, and upholds high food and feed safety requirements. The firm works in various countries and services major manufacturers and distributors of animal feed and food, as well as independent farmers and animal breeders. Novades BV invests extensively in R&D for long-term sustainability and innovation. To make its concept available to as many people as possible, the firm communicates through numerous channels such as LinkedIn and fairs. (Novades BV, 2023)

Novades BV is known for offering high-quality feed and food solutions that are tailored to the demands of its clients. The company's dedication to tailor made melange and innovation has allowed it to stay ahead of the competition. The organization has a significant presence in various nations, allowing it to access a larger client base.



One of Novades BV's shortcomings is its **lack of awareness across the globe**, they are very competent but it is not known enough by other people specially in comparison to some of its rivals.

Novades faces challenges in competing on price and delivery time due to their focus on supplying high-quality customized products. However, the growing demand for environmentally friendly and ethical animal products presents a significant opportunity for the company. Additionally, the use of technology and innovation in the animal sector allows Novades to develop new and improved products. (Mazur-Kajta & Gruszecka-Kosowska, 2022)

The severe rivalry in the feed and food market is one of the risks that Novades BV is facing. The industry is extremely competitive, with multiple competitors operating at various stages of the value chain and with a high awareness across the industry and the globe in general. Moreover, the policies and laws that are passed everyday are very specific and therefore could be a threat in the process of Novades BV melanges. (Feed Vs Food Competition, 2021)

The feed and food industry is a competitive and growing sector driven by increasing demand for animal-based products. Key trends include sustainability, ethical practices, and technological innovation to improve efficiency and animal health. The industry is very broad because the feed and food ingredients are **in direct contact with its consumers, humans and animals, which is a very broad target market for the sector.** (fefac.eu feed and food, 2020) (Animal Feed, 2020)

Novades BV has been formed in response to these tendencies. Novades BV has been spending substantially in research and development to provide new and improved feed and food solutions in response to these changes. In order to fulfill the changing demands of its clients, the firm has also expanded its techniques of creation of melanges to make it as tailored made as possible. Moreover, they are also trying to **invest in their awareness and have for instance started to have a clearer brand image with the help of a marketing company in 2020.** (G2O Branding Bureau - Reclamebureau Utrecht, 2022) (Gravity Digital Product Agency Amersfoort, 2023)

Novades is a rapidly growing company but faces challenges due to a lack of awareness. Prospective clients find their concept brilliant, but the issue lies in visibility. The company currently relies on an external marketing agency, G2o, as they do not have an in-house marketing department. (G2O Branding Bureau - Reclamebureau Utrecht, 2022)

In 2018, the company worked on their brand image by reshaping the whole website, logo and colors to the ones that are nowadays (Purple and orange).

Novades target market is focused on being **tailored made for its clients**. Everything is customizable. They put a specific attention to this and are basing their strategy on trying to be as flexible in their melange (the way they mix products together) to be the most adapted and tailored to their clients wants and needs. The *mission of Novades is "Whatever you need, we can make it for you, Fast and with fun. Ambition creates value."* Which is followed by their *vision which is "With our flexibility, creativity and exceptional mixing skills, we can transform any raw material into a high-quality, competitively-priced custom product"* all of this is done thanks to the experience in the field. In the following table are stated some numbers that are both insights on the company as well as insight on the market that Novades operates in. (Compound Feed Market Size, Share | Industry Growth by 2028, 2022.)

| | |
|---|---|
| Number of employees at Novades BV : | 16 |
| The global compound feed market size: | was USD 490.13 billion in 2020. |
| The compound market is projected to grow: | from USD 510.42 billion in 2021 to USD 709.62 billion in 2028 at a CAGR of 4.82% during the 2021-2028 period. |

1.1.2 Topic definition

Novades BV, a company in the feed and food industry, recognizes the significance of utilizing topics like, marketing strategies to address its lack of awareness abroad. To achieve this, the company conducts research to determine the optimal workforce size and identify the most effective marketing strategies.

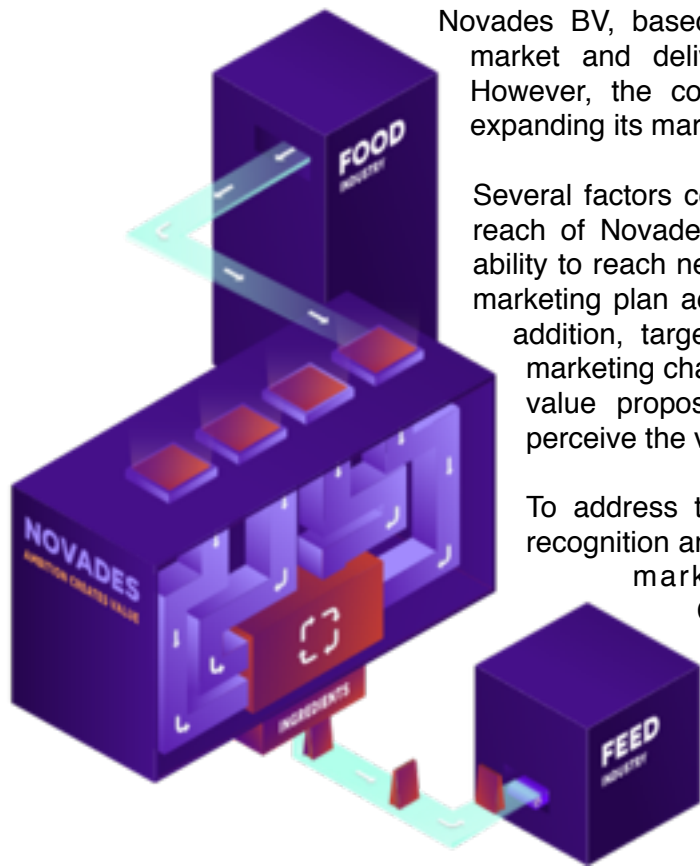
1. The marketing strategies-The ones that are the most successful and that would fit Novades BV
2. The awareness- Increasing, market research, involvement and link with the strategies
3. The team size- optimisation of place and budget as well as added values

1.2 Problem analysis

By implementing the 5W1H approach in this part, we aim to provide a specific framework to analyse the problem, ensuring all critical aspects are covered.

Novades BV is a business-to-business (B2B) enterprise in the feed and food industry. They specialise in offering clients custom-made powder components that are matched to their unique needs. The firm employs a team of professionals that utilise their expertise and experience to create one-of-a-kind melange (mix) of components that are not currently accessible on the market.

However, this tailor made experience and close relationship with clients also has negative influence. Indeed, Novades BV is dealing with a lack of brand recognition and a limited market reach. Despite having a novel concept of combining components to create tailored-made items for clients, the firm is having difficulty spreading the word and attracting new clients. This lack of knowledge is hampering their marketing efforts and limiting their capacity to grow their firm. As a result, the firm is unable to maximise its potential and may lose potential clients and income. The lack of recognition could also be referred as a market Gap since Novades BV is not the only company in this sector that is struggling with this issue. Indeed as stated in the article: ". A gap in the market is a place or area that current businesses aren't serving." (Compound Feed Market Size, Share | Industry Growth by 2028, n.d.-c)



Novades BV, based in Utrecht, the Netherlands, has the potential to market and deliver its custom-made powder ingredients globally. However, the company faces challenges in brand awareness and expanding its market reach.

Several factors contribute to the limited brand recognition and market reach of Novades BV. A constrained marketing budget hinders their ability to reach new customers. The absence of clear guidelines and a marketing plan adds to the inconsistency in their marketing efforts. In addition, targeting the wrong demographic and using ineffective marketing channels further restrict their reach. The lack of a distinct value proposition makes it difficult for potential customers to perceive the value in their products.

To address these challenges, Novades BV can enhance brand recognition and marketing through social media engagement, email marketing, content marketing, and advertising. Collaborating with media and industry experts will help spread the word about their innovative product. Market research and participation in industry events will enable them to target the right audience. Developing a unique value proposition will differentiate Novades BV and attract and retain customers..(Al-Homaidi et al., 2020)

To differentiate oneself in the market, Novades BV might address the sustainability component of their products. Novades BV may look into employing renewable energy sources, decreasing waste, and adopting eco-friendly packaging to make their manufacturing process more ecologically friendly. They may also market their ecologically friendly products in order to attract environmentally conscientious customers. This may assist the firm not only improve its brand recognition, but also fit with the rising trend toward sustainability in the food and feed industry. The firm may utilise sustainability as a unique selling factor to differentiate itself from competition and attract clients that respect environmentally friendly products.(Wfa, 2021)

1.3 Research questions and objectives

This section discusses the **research questions** formulated to gain a better understanding of the factors influencing the choice of professional products. The SMART criteria was taken into consideration since it gave a practical framework for individuals and organizations to set and achieve goals in a structured, efficient, and realistic manner by ensuring they were specific, measurable, achievable, relevant, and time-bound.

Specifically, the research questions focused on the impact of a targeted marketing campaign on a company in the feed and food industry.

Indeed, the **research objectives** was to measure the campaign's/marketing success in generating a positive ROI, which can be quantified using data like marketing analytics.

Moreover, the questions were achieved through data analysis and study within a 5-month timeframe.

The questions were relevant to Novades BV's potential marketing department, as they align with the company's goal of increasing sales and brand recognition.

Finally, the research is time-bound, with a 5-month timeline set for completion.

1.4 Project aim

The following professional product will be delivered in June in the Year 2023.

Marketing and Sales Mastery in the Feed and Food Sector: A Reference Manual for Novades BV

The book provided a visual and design-oriented resource that any employee could refer to for marketing ideas and techniques at Novades BV. The guide took readers through a step-by-step process of understanding marketing and sales in the feed and food industry, offering clear and straightforward advice on how to thrive in this competitive field based on the research findings and conclusions that had been previously conducted for Novades BV.

From research and analysis to lead generation and conversion, the guide covered all aspects of marketing and sales. It was filled with valuable information, real-world examples, and actionable solutions that could be implemented immediately. The handbook was structured in a user-friendly manner, making it easy for staff to access the desired information.

Through the Feed Marketing and Sales Expertise guide, Novades BV provided its employees with the necessary tools to excel in the competitive feed and food industry. The guide served as a comprehensive reference book for the company, demonstrating Novades BV's commitment to excellence in all areas of their operations, while implementing the recommended strategies. (Refer to appendix for the SMART ANALYSIS table of the process followed for the research questions.)

This professional product will serve as proof of the author's competence in the IB programme learning outcomes of Marketing & Sales.



2.2. Research approach

Throughout my investigation of Novades BV, I thoroughly examined their marketing strategy and discovered a lack of awareness in their approach that resulted from into different set downs.

I analysed their website, social media presence, and advertising efforts and discovered that they were not articulating their unique concept to their target demographic effectively and that a lack of consistency in their approach was bringing a negative impact.

In order to bring data and external views to find solution to those limits I conducted interviews and (desk research) with key corporate officials and reviewed specialist feedback to gain further information.

Those points were a way to find solutions to Novades BV limitations and therefore enhance their marketing efforts and raise brand recognition.

2.1.A Regarding sub question 1:

I- Who are the leading companies in the feed and food industry, and how have their marketing efforts contributed to their success?

2.1.1.A review of relevant literature

According to [Technavio \(2021\)](#), the leading companies in the global animal feed market are Cargill Inc., Archer Daniels Midland Co., Alltech Inc., Land O'Lakes Inc., and Nutreco NV. These companies have been recognised as successful in their marketing efforts.

Sustainability and ethical practices have been an important focus for leading companies. Cargill has implemented a sustainable supply chain for soy, while Archer Daniels Midland Co. has committed to reducing greenhouse gas emissions and improving water conservation ([Technavio, 2021](#)).

Digital marketing is also a strategy used by leading companies to reach their target audience and engage with them. Land O'Lakes Inc., for example, has a strong social media presence, regularly posting updates on its products and initiatives ([Jenny, 2018](#)) [Multimedia Land O'Lakes.\(2023\)](#)

Innovation and product differentiation have been key drivers of success for companies in the feed and food industry. Nutreco NV, for instance, has invested in research and development to create new products that meet the evolving demands of consumers and the industry ([Technavio, 2021](#)).

Overall, the combination of sustainability and ethical practices, digital marketing, and innovation enabled leading companies in the feed and food industry to differentiate themselves from their competitors and achieve success in their marketing efforts.

2.1.2.A operationalisation of the variable(s) contained in the sub question

| CONCEPT SUB Question 1 | QUESTION | INDICATORS | VARIABLES |
|--|---|---|--|
| Marketing and success in the feed and food sector, the relationship. | What are the marketing strategies used by leading companies in the feed and food industry? | Advertising reach, article reviews ranking, Social media presence, Branding | Marketing Strategies linked to success, Number/listing of strategies mentioned, Contribution of marketing strategies in industry |
| | How do marketing strategies contribute to the success of leading companies in the feed and food industry? | Customer satisfaction, Brand awareness, | Customer satisfaction score, Brand awareness score |

| CONCEPT SUB Question 1 | QUESTION | INDICATORS | VARIABLES |
|---------------------------|--|--|---|
| | How do companies measure the success of their marketing efforts in the feed and food industry? | Return on investment, Website traffic, Social media engagement, Customer retention | ROI from marketing expenditure, Number of website visitors, Number of likes, comments, and shares on social media, Percentage of repeat customers |

2.1.3.A units of analysis

Interviewee 1

A marketing professional from the company G2O Elise Voogt, which did the re branding of Novades BV a few years ago. This choice as been done since they have done the marketing of several other companies in the feed and food industry and are professionals of Marketing.

Interviewee 2

Fabienne van de Kolk, employee as a sales and business development associate at Novades BV however, with a strong experience and background in marketing as well as in the feed and food industry. The questions were answered from an external point of view, basing herself on her knowledge and background and not necessarily as an employee of Novades Bv.

Interviewee 3

Kjersti Ehrie, deep background and understanding of the marketing world. International view on marketing with reference in the marketing of healthcare company in the United State. Added value: meticulous expertise of international business and B2B targeted expertise.

Interviewee/Questionnaire 4

Paul van den Berg, marketing manager at Veal. Company in the Feed and food industry. Deep knowledge of the industry as well as having a marketing background and expertise.

Interviewee/Questionnaire 5

Josepha Rose, a marketing executive for Freelance for SPECTRALINK (IT, telecommunication industry). Deep knowledge of the marketing as well as having avery international background.

Indeed, it was also valuable to consider perspectives from companies outside of the feed and food sector that have demonstrated effective marketing strategies. Ultimately, the key to achieving saturation of answers was to approach the interview process in a systematic and thorough manner, which led to carefully analysing the data collected and continually synthesising the information until no new insights were being gained.

2.1.4.A data collection & data analysis

To answer this study issue, a **theoretical framework** based on current literature on the feed and food sector, marketing tactics, and their influence on company performances was established. The framework incorporated a list of influential companies in the feed and food industry as well as their known marketing aspects and marketing strategies and initiatives. This framework was used as a guide for data gathering and analysis.

Desk Research

General Desk Research

In addition to the literature review, general desk research was conducted to gather information on the regulations, guidelines, and requirements that govern marketing practices within the industry.

This will include reviewing industry-specific websites, regulations and rules in the marketing world, and other relevant resources to identify best practices and potential areas of improvement.

Literature Review

A comprehensive literature review was conducted to gain a better understanding of marketing techniques and strategies that are relevant to the feed and food industry. This involved studying existing research, industry reports, and academic publications to develop a robust understanding of how marketing practices are implemented in practice. Videos, podcast and social media researches were also engaged.

Online Trainings and podcasts

Various podcasts (for instance: marketing soapbox- Bryan Garvin) and online training sessions were attended to gain additional knowledge about the activities and marketing strategies that are commonly used in the industry. These resources also provided an opportunity to connect with industry experts, who can be contacted for future interviews or conversations. These resources mostly confirmed findings from the interviews.

Field Research

Interviews

Interviews were conducted with industry experts to gain more specific insights into marketing strategies and practices in the feed and food industry. These interviews provided valuable information about the marketing practices that have been successful in the industry, as well as potential areas for improvement.

2.1.5. A expected limitations, reliability & validity

Limited Network

The researcher and their organization (as well as the marketing agencies) had limited connections in the feed and food industry, which made it difficult to identify and contact relevant industry experts for interviews or consultation.

Non-Cooperating Industry Experts

During interviews, questions were asked about the corporation being researched's business operations. Some Interviewees refused to answer questions or offer wrong information in some situations, resulting in a lack of answer in some interviews. Furthermore, interviewees supplied responses that differ from what the researcher is looking for, resulting in non-valid replies. Moreover, some answers couldn't be disclosed by the interviewees since it was laying under the "professional secret" of the corporation that they belong to.

Time Constraints

Strict research project timelines resulted in a smaller scale of interviews however balance by a high number of questions answered with relevant and technical data and information.

2.1.B Regarding sub question 2, the following paragraphs:

II- What are the most effective marketing strategies employed by companies within the feed and food sector, and how could NOVADES BV adopt these methods to enhance their market position?

2.1.1.B review of relevant literature

(Refer to appendices for the table of literature reviews used for this sub question.)

2.1.2.B operationalisation of the variable(s) contained in the sub question

| SUB Question 2 CONCEPT | QUESTION | INDICATORS | VARIABLES |
|--|---|---|--|
| Competitor analysis: Analyze top feed and food companies' marketing strategies. | What marketing strategies are commonly employed by successful companies in the feed and food industry? | Marketing budget, advertising methods, digital marketing tools, influencer marketing, promotions and discounts, customer relationship management. | Marketing budget, number of social media platforms used for advertising, type of social media platform used, listing of strategies used, customer feedback, external perception, Type of funnels |
| | What is the impact of these marketing strategies on the market position of successful companies in the feed and food industry? | Market share, customer loyalty, customer retention, brand awareness, customer satisfaction. | brand awareness index, customer satisfaction score (out of 10), Ranking of effectiveness of campaigns..., re-building steps |
| | How can NOVADES BV adopt these marketing strategies to improve their market position? | Budget allocation, target audience, marketing channels, marketing messages, competitor analysis. | Marketing budget, target audience demographics, number of marketing channels used, marketing messages communicated. |

2.1.3.B units of analysis

This is the same as for the sub question 1. Indeed, the form for all the interviews were the same for all sub-questions to have common base to all interviews to ensure better benchmarking.

2.1.4.B data collection & data analysis

Literature review:

Conducting a review of existing literature provided insights into the most effective marketing strategies employed by companies within the feed and food sector. This helped identify the benefits and disadvantages of specific methods, which gave more insights to have a positive impact on the track to follow for an improved market position.

Phone interviews/discussions:

Conducting phone interviews and discussions with experts in the industry helped operationalise the variables related to effective marketing strategies. This provided a more practical understanding of how these strategies work in practice and its impact.

2.1.4.B expected limitations, reliability & validity

Refer to 2.1.5. A. (Same answer since the question list was made on the same basis).

2.1.C Regarding sub question 3, the following paragraphs:

III- What would be the necessary steps and requirements for NOVADES BV to implement a high-performing marketing plan that would position them as a top player in the feed and food industry?

2.1.1.C review of relevant literature

Marketing Strategy Implementation:

Implementation of an effective marketing strategy is crucial for the success of any organization. As mentioned in articles and other literature template, the first step in implementing a marketing plan is to identify the target market and their needs. This can be done through market research, which involves gathering and analyzing information about the market, customers, and competitors. Based on this information, a marketing mix (product, price, promotion, and place) can be developed that meets the needs of the target market. It is important to allocate sufficient resources for marketing activities and to monitor and evaluate the effectiveness of the marketing plan (Kotler et al., 2021).

Competitive Advantage:

To be a top player in the feed and food industry it was analysed that companies had to have a competitive advantage over its competitors. This could be achieved by offering a unique value proposition to the customers, such as high-quality products, excellent customer service, or innovative products. Companies also differentiated itself from its competitors by focusing on sustainability and ethical practices. This can help to create a positive brand image and attract environmentally conscious consumers (Porter, 1985).

2.1.2.C operationalisation of the variable(s) contained in the sub question

| CONCEPT SUB Question 3 | QUESTION | INDICATORS | VARIABLES |
|--|---|---|---|
| Adopting effective strategies: Identify effective strategies and apply them to NOVADES BV. | What are the key marketing objectives that NOVADES BV needs to achieve in order to position itself as a top player in the feed and food industry? | vision, mission, brand awareness | Marketing strategy, target audience, unique value proposition, brand messaging, position of the company compared to competitors |
| | What resources, both internal and external, are necessary for implementing an effective marketing plan? | Budget, staff expertise, marketing software | Financial resources, human resources, marketing tools and platforms, external programs, |
| | What are the most effective marketing channels and tactics for reaching NOVADES BV's target audience and achieving their marketing objectives? | Website traffic, social media engagement, email open rates, click-through rates | Content marketing, search engine optimization (SEO), social media advertising, email marketing, funnel |

2.1.3.C units of analysis

This is the same as for the sub question 1. Indeed, the form for all the interviews were the same for all sub-questions to have common base to all interviews to ensure better benchmarking.

2.1.4.C data collection & data analysis

Phone/Real life Interviews

Interviews were conducted key marketing and feed and food professionals, including current and potential customers, distributors, and industry experts, to gain insights on their perceptions and preferences towards the company, Novades BV's products and services. Questions about their satisfaction with the company's current marketing strategies and what improvements they would like to see were asked.

2.1.5.C expected limitations, reliability & validity

Refer to 2.1.5. A. (Same answer since the question list was made on the same basis).

2.1.D Regarding sub question 4, the following paragraphs:

IV- What specific responsibilities and qualifications would the team at NOVADES BV require to successfully execute a top-scoring, highly effective marketing plan to achieve preminent status within the feed and food sector?

2.1.1.D review of relevant literature

According to Lee et al. (2019), effective marketing plans require a diverse set of skills, including strong leadership, strategic thinking, and creative problem-solving abilities. Therefore, those insights were considered for hiring a marketing team with a variety of backgrounds and skill sets to ensure all aspects of the marketing plan are addressed in the researched company.

In addition to a diverse skill set, the marketing team at companies in the feed and food that are in the same scheme as Novades Bv have to have an extensive knowledge of the feed and food industry, including market trends and consumer behaviour. According to Kotler and Armstrong (2018), understanding the target audience and their needs was a crucial point in developing a successful marketing plan.

The team organisation was also studied, indeed a strong communication and collaboration skills to ensure the various components of the marketing plan are executed seamlessly was noted as essential. According to Burke (2019), a lack of communication and collaboration within the marketing team can lead to misaligned objectives and ineffective execution.

To ensure the team had the necessary qualifications, it was noted that companies may consider hiring individuals with relevant degrees or certifications in marketing, business administration, or a related field. According to Sheth and Sisodia (2015), individuals with a formal education in marketing are more likely to have a comprehensive understanding of marketing strategies and tactics.

Finally, companies prioritising in hiring individuals with a passion for the feed and food industry and a willingness to learn and adapt to changing market conditions. As noted by Kotler and Armstrong (2018), a strong marketing team is one that is motivated, flexible, and committed to achieving the company's goals.

2.1.2.D operationalisation of the variable(s) contained in the sub question

| CONCEPT SUB Question 4 | QUESTION | INDICATORS | VARIABLES |
|--|---|---|--|
| Team requirements: Determine necessary team roles and qualifications for a successful marketing plan. | What specific roles and responsibilities would be required for a successful marketing plan? | Job descriptions, tasks and duties | Marketing manager, graphic designer, social media specialist, copywriter, external agencies |
| | What are the necessary qualifications and skills for each role? | Education, experience, skills, adaptability | Degree in marketing, graphic design skills, experience in social media marketing, excellent writing skills, reactivity, adaptability, creativity |

| CONCEPT SUB Question 4 | QUESTION | INDICATORS | VARIABLES |
|---------------------------|---|---|--|
| | What is the ideal team size for a high-performing marketing plan? | Number of team members, workload distribution | team members, workload distributed according to strengths and expertise, budget, creative direction, mission, vision |

2.1.4.D data collection & data analysis

Data for this research question was collected through questionnaires and interviews with industry experts, marketing professionals, and employees of successful companies in the feed and food sector. Qualitative methods such as content analysis and thematic analysis were used to analyze the data, revealing specific qualifications and responsibilities for a successful marketing plan. A comparative analysis of successful marketing plans in the industry was also conducted. Overall, a combination of qualitative and quantitative methods was employed to identify the required qualifications and responsibilities for a successful marketing plan.

2.1.5.D expected limitations, reliability & validity

Lack of information from interviews

Some interviews lacked information for different reasons such as the impossibility to give details since it would give to the world the way the company that the interview evolves in “secrets”. Those interviews were removed after from the evaluated ones since the information provided made the research less relevant than focussing on the ones that answered all the questions thoroughly.

3. Results

3.1 Results regarding sub question I:

I- Who are the leading companies in the feed and food industry, and how have their marketing efforts contributed to their success?


The table lists the top companies in the feed and food sector based on sales, global presence, product offerings, and industry impact. These firms are recognized as leaders in the field ([World's Top 10 Animal Feed Companies | Market Research Blog, 2022](#)). However, the definition of "leading" can vary, and factors like innovation, R&D, sustainability, customer satisfaction, and industry recognition can influence a company's position.

The competitive landscape of the feed and food industry is dynamic, and rankings may change over time. Marketing strategies and aspects were evaluated through online research, social media presence, press releases, videos, webinars, blogs, and industry events. The table provides examples to illustrate these strategies.

(Refer to the Appendix for the comparative table of the companies for the feed and food industry in link with their marketing activities).

These results summarizes the findings of our investigation on how marketing initiatives affect business performance, which used interviews as a form of field research. Interviews were conducted with Fabienne van de Kolk, Elise Voogt, Kjersti Ehrie, Josepha Rose and Paul van den Berg. Some of the responses have been simplified and summarized for smoother reading experience; as a result, not all of the answers given are exact quotations from the interviews. The interviews themselves served as the foundation for the conclusions and recommendations. The appendix contains the actual interviews transcript, and the given ZIP file contains the audio or video recordings of the interviews. The enumerated results below provide results from field research on how marketing tactics affect business performances, they are organised per founded themed that were mentioned as the most important to take into consideration when answering the sub question by the interviewees.

- **Content marketing:** Fabienne van de Kolk mentioned that "you need to understand that the industry, the feed industry is super traditional... a lot of offline marketing... newsletters...



conferences... trade shows... And then in addition, I think, uh, a lot, I think also social media marketing, but mo mostly, but, but probably not on like, for example, Instagram or Facebook, but on LinkedIn". Elise Voogt added, "We create educational content and use storytelling techniques to engage our audience." Kjersti Ehrie emphasized, "We utilize our internal knowledge assets and produce valuable content."

- **Social media marketing:** Fabienne van Kolk mentioned, "Platforms like Instagram and Facebook and linkedin are significant for social media marketing in our industry." Kjersti Ehrie supported this by stating, "We engage with our audience and promote our products through social media channels."
- **Influencer marketing:** Fabienne van Kolk highlighted, "Partnering with industry influencers and healthcare influencers on platforms like Instagram is highly effective for reaching a wider audience and building credibility." Kjersti Ehrie added, "Influencer marketing helps us expand our brand's reach and connect with potential customers." Paul van den Berg precise that it is important to "hire foodbloggers/-vloggers"
- **Email marketing:** Kjersti Ehrie mentioned, "Email marketing is an essential strategy for engaging with our customers and driving conversions." Fabienne van de Kolk also mentioned "emails are mostly personalized, to have it targeted to the audience, it is specially adapted to B2B". Paul van den Berg also said "By registering on the website you get a newsletter once a month by email."
- **SEO (search engine optimization):** Kjersti Ehrie emphasized, "Improving website visibility and search engine rankings through SEO is crucial for our marketing efforts." Indeed, Josepha Rose mentioned "Communication agencies help us with SEO", Paul van den Berg also said "make sure our company and product is findable on google by SEO and SEA."
- **Website development:** Kjersti Ehrie stressed, "A well-designed and user-friendly website plays a crucial role in the success of our marketing efforts." Paul van den Berg shared her opinion, stating, "a website which is up to date is extremely important."
- **Measurement and analytics:** Elise Voogt highlighted, "Digital analytics and data analysis are vital for measuring the success of our marketing efforts." Kjersti Ehrie supported this by stating, "Tracking predefined metrics across channels allows us to assess the effectiveness of our marketing strategies."

3.2 Results regarding sub question II

II- What are the most effective marketing strategies employed by companies within the feed and food sector, and how could NOVADES BV adopt these methods to enhance their market position?

These results summarizes the findings of our investigation on how marketing strategies affected by companies could enhance the market position of Novades BV, which used interviews as a form of field research. Interviews were conducted with Fabienne van de Kolk, Elise Voogt, Kjersti Ehrie, Josepha Rose and Paul van den Berg. Some of the responses have been simplified and summarized for easier reading; as a result, not all of the answers given are exact quotations from the interviews. The interviews themselves served as the foundation for the conclusions. The appendix contains the actual interviews transcript, and the given ZIP file contains the audio or video recordings of the interviews.

(Refer to the appendix of the table with the quotes that were used for this sub question)

Based on these results, we could highlight these points (summarized results) inline with the marketing strategies that Novades Bv could implement:

- **Relationship Marketing:** Focus on building strong relationships with customers and business partners in the feed and food industry.

- **Trade Shows:** Participate in relevant trade shows to increase brand awareness and showcase their products/services.
- **Brand Differentiation:** Identify unique aspects of the company and emphasize them to differentiate from competitors with the addition of a strong personae.
- **Online and Offline Presence:** Establish a strong presence both online and offline to increase brand visibility.
- **Consistent Messaging:** Ensure that the brand message is consistent across different channels and aligns with customer perception.
- **Stay True to Brand Identity:** Maintain a clear understanding of the company's mission, vision, and values, and reflect them in the marketing strategy and DOD.
- **Communication and Coordination:** Foster effective communication and collaboration among different departments within the organization to align marketing efforts with overall goals.
- **Continuous Improvement:** Learn from both successful and unsuccessful marketing initiatives, adapt strategies accordingly, and invest in long-term growth rather than quick wins.

3.3 Results regarding sub question III

III- What would be the necessary steps and requirements for NOVADES BV to implement a high-performing marketing plan that would position them as a top player in the feed and food industry?

These results summarize the findings of our investigation on how to position Novades BV as a key player in the industry, which used interviews as a form of field research. Interviews were conducted with Fabienne van de Kolk, Elise Voogt, Kjersti Ehrie. Indeed, for this question we observed that outcomes were more fruitful with interviews and less with questionnaires thus the choice of interviews. Some of the responses have been simplified and summarized for easier reading; as a result, not all of the answers given are exact quotations from the interviews. The interviews themselves served as the foundation for the conclusions. The appendix contains the actual interviews transcript, and the given ZIP file contains the audio or video recordings of the interviews.

(Refer to the appendix for the analysis tables of the field and desk research that was made to corroborate ideas around key points mentioned in the interviews in link with the requirement)

Regarding this sub question the results that are founded highlighted the direction to take in order to meet their goals to position them as a top player in the feed and food industry. These results have been organised in a way that most points were highlighted thanks to the field research. It is important to point out that the key points that are mentioned in testable are points that have been mentioned by all the participants of the interviews. It is important to note that there was saturation of the answers and that all ideas are corroborating with the ones stated by the others and vice versa.

3.4 Results regarding sub question IV

IV- What specific responsibilities and qualifications would the team at NOVADES BV require to successfully execute a top-scoring, highly effective marketing plan to achieve preminent status within the feed and food sector?

Specific Roles and Responsibilities

- A marketing manager or brand manager who sets up the strategy, guards the strategy, makes the plans, and ensures that everything communicated is in line with that strategy. -Elise Voogt
- Someone who is responsible for the online part, such as Google and social media. -Elise Voogt

Necessary Qualifications and Skills

- A marketing background, either through studies or learning by doing. -Fabienne van de Kolk
- Knowledge of the industry and the markets NOVADES BV operates in. -Fabienne van de Kolk
- Interest in learning about the market and using that knowledge to translate it to the customer. - Fabienne van de Kolk

- Understanding of branding and what the company wants to portray and reach. -Elise Voogt
- Ability to put oneself in the customer's shoes and understand their problems and how they search for answers. -Elise Voogt

Ideal Team Size

- For a company like NOVADES BV, a marketing manager and an online person would be necessary. -Elise Voogt
- The team size depends on the organization and the amount of resources they want to spend on marketing. -Elise Voogt
- For bigger companies, three to four people may be necessary. -Elise Voogt

4. Conclusions

4.1 Conclusion for sub question 1

To gain insights into marketing in the feed and food industry, this research employed a mixed-methods approach. Data was collected through desk research, qualitative interviews, and questionnaires, with a sample size of four participants.

The main focus of the study was to analyze marketing tactics used by feed and food businesses. Qualitative interviews provided valuable insights, although potential bias was acknowledged from one interviewee's internal perspective. This study offers a thorough overview of the marketing environment in the feed and food business by merging data from desk research and field research. Desk study found major organizations and emphasized elements including diverse **product offerings, sustainable sourcing, and consumer-focused marketing.**

Specific marketing strategies used by these businesses were disclosed via the field study, particularly the interviews with specialists in the sector. These strategies included **content marketing, social media marketing, influencer marketing, email marketing, SEO, website building, and measurement and analytics.**

The results of this study emphasize that successful marketing in the feed and food industry requires a **multifaceted approach, combining traditional and digital marketing strategies.** Furthermore, the findings underscore the significance of **sustainability, transparency, and innovation in marketing practices. Engaging with customers and continuously adapting marketing strategies are crucial for achieving success in this competitive industry.**

In summary, the combination of desk research and field research provides valuable insights into the successful marketing strategies and initiatives of leading companies in the feed and food industry. This study contributes to the existing knowledge by emphasizing the importance of a **comprehensive and integrated marketing approach**, ultimately enabling companies to thrive in this dynamic market.

4.2 Conclusion sub question 2

In conclusion, this research employed interviews and questionnaires to conclude that NOVADES BV can use many efficient marketing techniques based on the information acquired from the interview transcript to strengthen their position in the feed and food sector. Focusing on **relationship marketing, attending trade shows, highlighting brand differentiation, building a strong online and offline presence, ensuring consistent messaging, adhering to the brand identity, encouraging communication and coordination within the organization, and embracing continuous improvement** are some of the main recommendations.

By putting these tactics into practice, NOVADES BV can improve **relationships with clients and partners, raise brand awareness by participating in trade shows, stand out from rivals, increase their online and offline presence, maintain a consistent brand message, align their marketing initiatives with the company's mission and vision, promote efficient communication and collaboration within the organization, and discover, learn from long-term growth-promoting measures, both successful and failed.**

By taking these steps, NOVADES BV position could improve as a dependable and distinctive operator in the feed and food sector, strengthening their market position and fostering sustained success in the highly competitive market environment.

4.3 Conclusion sub question 3

In conclusion, valuable insights for Novades BV were provided. The findings highlight the importance of **setting measurable objectives, leveraging market knowledge, aligning marketing goals with organizational objectives, allocating resources strategically, maintaining consistent visibility, prioritizing face-to-face interactions, ensuring accountability for goal execution, and selecting appropriate channels and tactics.**

The potential of these key points can have a significant impact on Novades BV's business through their marketing. It could enable them to implement ideas like: **tracking progress, make informed decisions, achieve consistency, build strong relationships, drive results, and effectively reach their target audience.** By applying these strategies to their specific context, Novades BV can position themselves for **success, foster growth, and establish a competitive edge** in the dynamic B2B feed and food industry.

Overall, the evidence-based conclusions drawn from this research provide a solid foundation for Novades BV to **refine their marketing approaches, adapt to market dynamics, and achieve their business objectives.**

4.4 Conclusion sub question 4

Based on the interviews, it can be concluded that for NOVADES BV, a small company with limited resources, it would be ideal to have a marketing team consisting of a marketing manager or brand manager and an online specialist. The marketing manager should have a marketing background, knowledge of the industry, and skills in learning and applying market insights to the company's strategy. The online specialist should have specific knowledge of online marketing, including Google and social media optimization. Qualifications and skills for each role may vary, but it is important to have a generalist with experience in different aspects of marketing and management. The team size may depend on the company's budget and the amount of work, but for Novades BV, a team of two or three people maximum may be sufficient and ideal, with the possibility of outsourcing to external agencies for specific expertise. Overall, the team should work together to create and implement a marketing plan that aligns with the company's strategy and effectively communicates with the target audience.

4.5: The overall conclusion / answer to the main research question.

Novades BV wanted to implement a high-performing marketing plan that would position them as a major player in the industry, so this research sought to identify the most successful marketing strategies used by businesses in the feed and food industry. It also sought to determine the necessary steps and requirements for such an endeavor. The research procedure included a study of the literature, the gathering of data via telephone interviews and conversations with industry experts, and the qualitative methodologies of content analysis and theme analysis for data analysis.

The study's conclusions showed that successful companies in the feed and food sector use a variety of successful marketing techniques, including brand differentiation, product innovation, customer engagement, product quality, ethical sourcing, eco-friendly packaging, social media, mobile apps, and online reviews. Novades BV would need a diverse marketing team with in-depth sector knowledge, strong leadership, strategic thinking, creative problem-solving abilities, excellent communication and collaboration skills, pertinent degrees or certifications in marketing or business administration, and a passion for the sector to implement a high-performing marketing strategy.

The study also found a number of constraints that had an impact on the quality and dependability of the data gathered, including time limits, weak network connections, and uncooperative industry experts. Furthermore, diverse criteria and perspectives might lead to arbitrary definitions of "leading" enterprises in a sector.

To enhance future research in this area, it is vital to critically evaluate the research method and its shortcomings.

5. Recommendations

| Sub-Question | Recommendations | Application Ideas and Supporting Evidence | Book Content Ideas |
|---|---|--|---|
| 1. How can Novades BV strengthen its marketing position in the feed and food sector? | <ul style="list-style-type: none"> - Focus on relationship marketing - Attend trade shows - Highlight brand differentiation - Build a strong online and offline presence - Ensure consistent messaging - Embrace continuous improvement | <ul style="list-style-type: none"> - Develop personalized customer loyalty programs - Participate in industry trade shows and exhibitions - Conduct market research to identify unique selling propositions - Implement a comprehensive digital marketing strategy - Regularly review and optimize marketing campaigns - Foster a culture of learning and innovation within the organization | <ul style="list-style-type: none"> - "Create Your Marketing Adventure" interactive game where readers help Novades BV navigate through marketing challenges and make decisions for success - Pop-up trade show booth template and tips for creating an impactful exhibition presence - "Brand Hero" character-building activity to define brand differentiation in a fun and creative way - Online/offline marketing checklist with colorful illustrations for building a strong brand presence - "Marketing Quest" interactive storybook where readers solve puzzles and challenges to maintain consistent messaging - "Continuous Improvement Lab" section featuring hands-on experiments and activities to foster innovation within the organization |

| Sub-Question | Recommendations | Application Ideas and Supporting Evidence | Book Content Ideas |
|--|---|--|---|
| 2. How can Novades BV align its marketing goals with its organizational objectives? | <ul style="list-style-type: none"> - Set measurable objectives - Leverage market knowledge - Allocate resources strategically - Maintain consistent visibility - Prioritize face-to-face interactions - Ensure accountability for goal execution - Select appropriate channels and tactics | <ul style="list-style-type: none"> - Define specific marketing objectives and key performance indicators (KPIs) - Conduct market research and competitive analysis - Develop a marketing budget and allocate resources based on priority - Implement integrated marketing communication strategies - Foster strong relationships through face-to-face meetings and events - Establish performance metrics and regularly review progress - Choose marketing channels and tactics based on target audience and objectives | <ul style="list-style-type: none"> - "Objective Tracker" interactive worksheet for setting and tracking marketing objectives - "Market Explorer" activity to research target audience and competitors using colorful maps and illustrations - Budget planning game where readers allocate resources to different marketing activities and evaluate their impact - "Storytelling Workshop" section with exercises to develop compelling brand narratives for consistent visibility - "Face-to-Face Mastery" guide with tips and role-playing scenarios for effective in-person interactions - "Goal Champion Challenge" interactive quiz to test knowledge on goal execution and accountability - "Channel Selector" tool to match marketing objectives with appropriate channels and tactics |

| Sub-Question | Recommendations | Application Ideas and Supporting Evidence | Book Content Ideas |
|---|--|--|--|
| 3. How can Novades BV effectively reach its target audience and drive results? | <ul style="list-style-type: none"> - Implement data-driven marketing strategies - Utilize digital marketing channels - Develop content marketing initiatives - Optimize search engine visibility - Engage with customers through social media - Utilize email marketing campaigns - Leverage influencer marketing | <ul style="list-style-type: none"> - Use customer data and analytics to personalize marketing messages - Implement SEO strategies to improve organic search rankings - Create valuable and relevant content to attract and engage the target audience - Optimize the website and landing pages for conversions - Leverage social media platforms to build brand presence and engage with customers - Develop segmented email marketing campaigns to nurture leads and drive conversions - Collaborate with relevant influencers to reach a wider audience | <ul style="list-style-type: none"> - "Data Detective" interactive game where readers analyze customer data to create personalized marketing messages - "SEO Adventure" quest with puzzles and challenges to boost search engine visibility - "Content Creation Workshop" section with step-by-step guidance on developing engaging content - Landing page design templates and tips for maximizing conversions - "Social Media Superstar" activity to create social media posts and engage with a virtual audience - Email marketing simulation where readers create and send targeted campaigns to drive conversions - "Influencer Collaboration" case studies showcasing successful partnerships and their impact |
| 4. What is the ideal marketing team structure and composition for Novades BV? | <ul style="list-style-type: none"> - Marketing manager or brand manager - Online specialist - Generalist with experience in different aspects of marketing and management | <ul style="list-style-type: none"> - Marketing manager with a marketing background, industry knowledge, and strategic skills - Online specialist with expertise in online marketing and optimisation - Generalist with experience in various marketing functions and management skills | <ul style="list-style-type: none"> - "Leadership Lab" section with tips and exercises to develop strong marketing leadership skills - "Online Optimization Masterclass" guide with step-by-step instructions for maximizing online marketing impact - "The Versatile Marketer" profile of a successful generalist with real-world examples and insights - Team-building exercises to foster collaboration and effective communication within the marketing team - Case studies featuring successful marketing team structures and compositions |

Overall Recommendation for Novades BV:

Novades BV is encouraged to implement the recommended strategies and follow the guidelines provided in the marketing reference guide. By applying the SAFE method and leveraging creative and interactive ideas, Novades BV can navigate their marketing approach effectively. The reference guide serves as a comprehensive resource that caters the company, offering practical insights and engaging activities. It is designed to empower Novades BV to strengthen their marketing position, align marketing goals with organizational objectives, reach their target audience effectively, and establish an ideal marketing team structure. With the implementation of these recommendations and the guidance offered in the book, Novades BV can enhance their marketing performance and achieve sustainable growth in the feed and food sector.

The SAFE method was used to analyze the current marketing position of Novades BV in the feed and food sector, identify areas of improvement, and develop strategic recommendations to strengthen their position. The recommendations align with the SAFE method by focusing on building strong relationships (S), attending trade shows for exposure (A), highlighting brand differentiation (F), establishing a strong online and offline presence (E), ensuring consistent messaging (S), and embracing continuous improvement (E). By following these recommendations, Novades BV can enhance their marketing position and thrive in the competitive industry.

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ANNEX/APPENDICES:

APPENDIX 1-1.4 Project Aim

SMART ANALYSIS of the process followed for the research questions.

| SMART Criteria | Research Questions |
|-------------------|--|
| Specific | Conduct market research to understand target audience and evaluate competitor strengths and weaknesses, rivals and competition (SWOT) |
| Measurable | Measure communication channels' reach through analytics and interviews, survey |
| Achievable | Investigate feasible ways to guarantee efficacy, safety, and scalability of ideas and visual elements |
| Relevant | Research best practices in packaging and labeling, including gathering information from intended audience through focus groups, surveys, or interviews |
| Time-bound | Create a marketing strategy with specific goals to increase website traffic or revenue and techniques designed to attain those goals |

APPENDIX 2- 2.1.1.B review of relevant literature








Table of the relevant literature reviews that have been taken into consideration for the sub question 2 in the research.





| Literature/sources | Focus | Key Findings |
|----------------------------|---|---|
| Yu and Xu (2019) | Comparative study of three successful food chains | Brand differentiation, product innovation, and customer engagement are effective strategies. |
| García-Benau et al. (2018) | Sustainable marketing strategies in the food industry | Companies can use product quality, ethical sourcing, and eco-friendly packaging to enhance their market position. |
| Chen and Popovich (2019) | Digital marketing strategies in the food industry | Social media, mobile apps, and online reviews are effective tools for reaching and engaging with consumers. |

APPENDIX 3- 3.1 Results regarding sub question I:

Comparative table of companies on the feed and food industry and their marketing key aspects and strategies.

| *note that all information contained in this table is found on the official websites of the companies and if mentioned also on the sources stated in the table. | | | | |
|---|--|---|--|---|
| Company Name | Description | Known Marketing Aspect | Marketing Strategies/ Initiatives | SOURCES* |
| <p>Cargill Inc.</p>  | One of the largest privately-held corporations involved in animal feed, agricultural commodities, and food ingredients. | Sustainable sourcing and responsible supply chain | Sustainability initiatives, partnerships with NGOs, CSR efforts | <p>Desk. (2022, January 6). Cargill signs four partnerships to advance sustainability in Ocean Shipping. <i>Comunicaffe International</i>.</p> |
| <p>Archer Daniels Midland (ADM)</p>  | Global food processing and commodities trading company, involved in the production and processing of agricultural commodities. | Diverse product portfolio and customer solutions | Product development, customer segmentation, targeted marketing | <p>Bull of the Day: Archer Daniels Midland (ADM). (2022). <i>Nasdaq</i>.</p>  |
| <p>Bunge Limited</p>  | Agribusiness and food company with operations worldwide, engaged in the production and distribution of agricultural commodities and food processing. | Emphasis on sustainable agriculture | Sustainable farming practices, traceability initiatives | <p>Reidy, J. (2022, October 25). ADM, Bunge sustainability efforts recognized.</p> |
| <p>Tyson Foods Inc.</p>  | One of the largest meat processing companies globally, involved in the production, distribution, and marketing of meat and poultry products. | Consumer-focused marketing and advertising | TV commercials, social media campaigns, influencer partnerships, Word of Mouth |  |

| | | | | |
|---|---|--|--|--|
|  | <p>Swiss multinational food and beverage company, with a significant presence in animal nutrition and pet care segments.</p> | <p>Strong emphasis on nutrition and health</p> | <p>Nutritional education programs, website content optimization, Word of Mouth</p> | <p>(nestle.com Website Traffic, Ranking, Analytics [April 2023], 2023)</p>  |
|  | <p>Dutch multinational corporation involved in nutrition, health, and sustainable living, operating in the animal nutrition and health space.</p> | <p>Commitment to sustainable and innovative solutions</p> | <p>Thought leadership content, partnerships with research institutions</p> |  |
|  | <p>Asian agribusiness group, one of the largest oilseed and edible oil processors globally, involved in the production, processing, and distribution of agricultural commodities.</p> | <p>Focus on traceability and transparency</p> | <p>Supply chain transparency, website transparency initiatives, Word of Mouth</p> |  |
|  | <p>Global animal health and nutrition company specializing in nutritional solutions and feed additives for livestock, poultry, and aquaculture.</p> | <p>Pioneering use of technology and data-driven approach</p> | <p>Digital marketing, webinars, industry events, Word of Mouth</p> | <p>Alltech (2022). Ambassador Event</p> |

| | | | | |
|---|--|--|--|---|
|  | <p>Dutch animal nutrition and aquafeed company, providing feed solutions for livestock, aquaculture, and pets.</p> | <p>Sustainable and efficient farming practices</p> | <p>Content marketing, website optimization, sustainability reports, Word of Mouth</p> | <p>Nutreco SustainabilityReport 2022. (2022)</p>  <p>https://www.linkedin.com/company/nutreco/posts/?feedView=all</p> |
|  | <p>Dutch animal feed company offering a wide range of feed products and nutritional solutions for livestock and poultry species.</p> | <p>Innovation in feed formulation and nutritional research</p> | <p>Research partnerships, technical webinars, scientific publications, Word of Mouth</p> |  |

APPENDIX 4- 3.2 Results regarding sub question II

Quote table that had relevant information linked to the analysis made.

These results summarizes the findings of our investigation on how marketing strategies affected by companies could enhance the market position of Novades BV, which used interviews as a form of field research. Interviews were conducted with Fabienne van de Kolk, Elise Voogt, Kjersti Ehrie, Josepha Rose and Paul van den Berg. Some of the responses have been simplified and summarized for easier reading; as a result, not all of the answers given are exact quotations from the interviews. The interviews themselves served as the foundation for the conclusions. The appendix contains the actual interviews transcript, and the given ZIP file contains the audio or video recordings of the interviews.

| Quote | Speaker |
|--|----------------------|
| "A lot of relationship marketing is used, and I think that's a super successful strategy." | Fabienne van de Kolk |
| "Being present at trade shows is super important to increase brand awareness." | Fabienne van de Kolk |
| "Increase of brand awareness and market position indicates the effectiveness of a marketing strategy." | Fabienne van de Kolk |
| "Check what other companies are doing and differentiate by having something unique." | Fabienne van de Kolk |
| "Being present in the market, both online and offline, and creating trust are crucial." | Fabienne van de Kolk |
| "Make sure you're visible on different channels and keep your message consistent." | Elise Voogt |
| "Consistency in text, images, and everything is important for a successful strategy." | Elise Voogt |

| | |
|--|----------------------|
| "Having a brand identity that aligns with customer perception builds trust in the market." | Fabienne van de Kolk |
| "A brand that knows itself and stays true to its mission and vision is more likely to succeed." | Kjersti Ehrie |
| "Organizational marketing strategy should align with the company's brand and culture." | Kjersti Ehrie |
| "Investing in communication, allocation of resources, and executing foundational work is essential." | Kjersti Ehrie |
| "Marketing impacts the market, but the initial impact may vary based on the company's context." | Kjersti Ehrie |
| "The strategy is to identify your target, create personae if needed." | Josepha Rose |
| The strategy is your DOD (Definition of Done). If you don't have a strategy, you cannot know if you are succeeding in your work. | Josepha Rose |
| "Forget the activities which have no influence and create new once. Keep in touch with sales." | Paul van den Berg |
| "We organize tastings together with our customers for end-users at retail / supermarkets, and tastings for our clients at trade fairs or in cooking studios. " | Paul van den Berg |

APPENDIX 5- 3.3 Results regarding sub question III

These results summarizes the findings of our investigation on how to position Novades BV as a key player in the industry, which used interviews as a form of field research. Interviews were conducted with Fabienne van de Kolk, Elise Voogt, Kjersti Ehrie. Indeed, for this question we observed that outcomes were more fruitful with interviews and less with questionnaires thus the choice of interviews. Some of the responses have been simplified and summarized for easier reading; as a result, not all of the answers given are exact quotations from the interviews. The interviews themselves served as the foundation for the conclusions. The appendix contains the actual interviews transcript, and the given ZIP file contains the audio or video recordings of the interviews.

The following analysis tables mentioned field and desk research that was made to corroborate ideas around key points mentioned in the interviews in link with the requirement as well as the estimation of theta size of corporation of the feed and food industry

| Key Points | Explanation | Quotation | Impact on Novades BV |
|--------------------------------------|--|--|---|
| Setting Measurable Objectives | Setting measurable objectives allows for clear evaluation of marketing effectiveness and progress towards goals. | "It's essential to set measurable objectives..." - Fabienne van de Kolk | Novades BV can set specific marketing objectives with measurable metrics to track their marketing effectiveness in the feed and food industry. (Planning) |

| | | | |
|---|--|--|---|
| Market Knowledge and Contributions | Having individuals with market knowledge ensures a deep understanding of customer needs and preferences, leading to more effective marketing strategies. | "Having individuals with market knowledge..." - Fabienne van de Kolk | By leveraging their market knowledge, Novades BV can tailor their marketing strategies to meet the specific needs and preferences of B2B customers in the feed and food industry. |
| Defining Marketing Objectives | Clearly articulating marketing objectives helps align efforts and focus resources towards specific goals. | "Clearly articulate your marketing objectives..." - Elise Voogt | Novades BV can define clear marketing objectives to align their efforts and allocate resources effectively for targeted B2B marketing initiatives. |
| Resource Allocation | Allocating sufficient resources to marketing activities ensures that the necessary tools and investments are in place to achieve desired outcomes. | "Allocate sufficient resources to marketing..." - Elise Voogt | Novades BV can allocate the necessary resources to support their marketing activities, such as budget for advertising, market research, and marketing talent, to drive their growth in the feed and food industry. |
| Consistent Visibility | Maintaining consistent visibility across various platforms and channels helps build brand recognition and fosters engagement with the target audience. | "Maintain consistent visibility across various platforms..." - Elise Voogt | By consistently maintaining their presence on relevant platforms and channels, Novades BV can enhance brand recognition and engagement among their B2B target audience in the feed and food industry. |
| Face-to-Face Interactions in B2B | Face-to-face interactions are crucial in B2B marketing as they facilitate relationship-building, trust, and personalized communication with potential clients. | "Face-to-face interactions are crucial in B2B..." - Elise Voogt | Novades BV can prioritize face-to-face interactions, such as industry conferences or client meetings, to establish strong relationships, build trust, and provide personalized communication in their B2B interactions in the feed and food industry. |

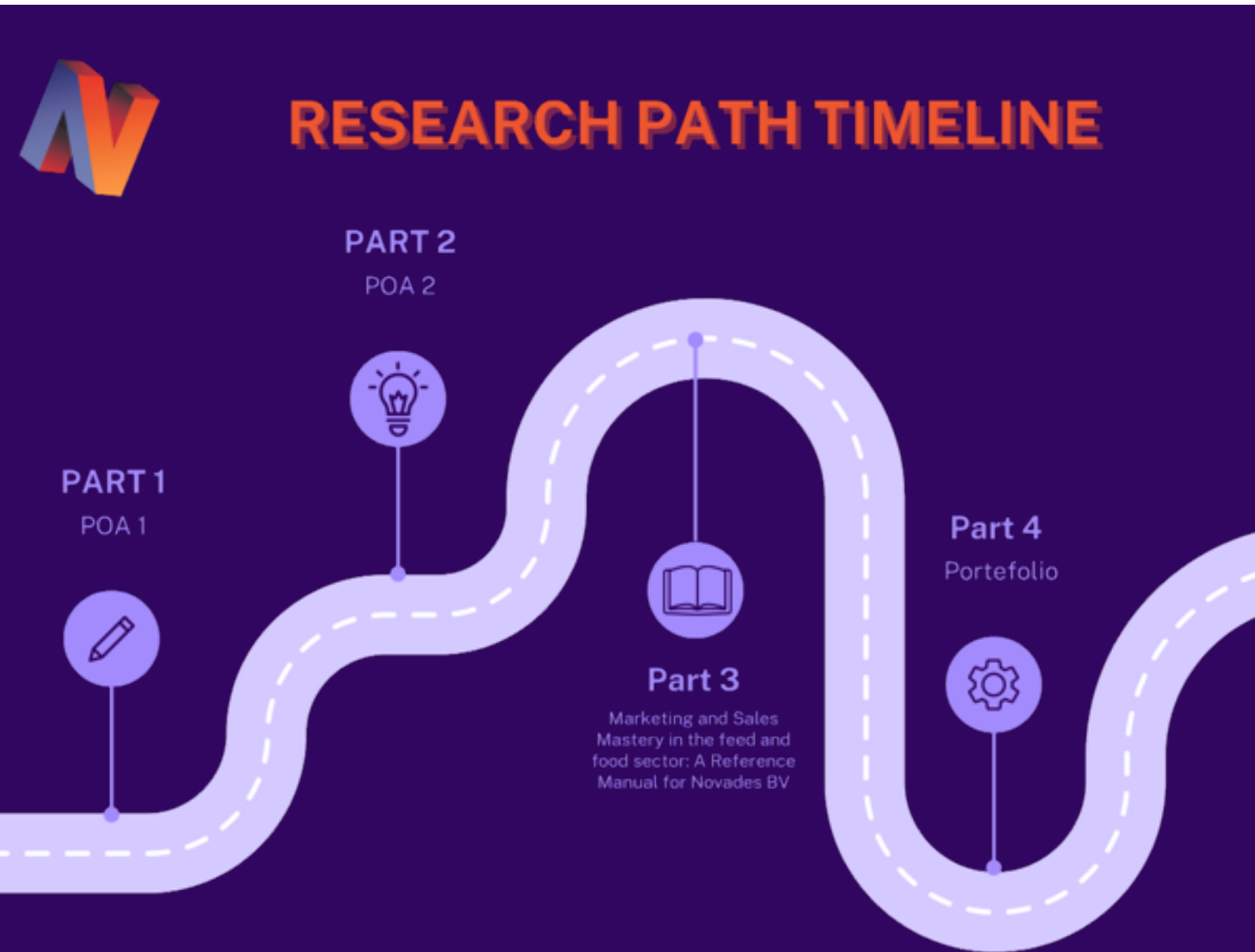
| | | | |
|--|---|---|---|
| Alignment with Organizational Goals | Marketing objectives should align with the broader goals and vision of the organization to ensure a unified approach and maximize overall effectiveness. | "Marketing objectives should align with the broader goals..." - Kjersti Ehrie | By aligning their marketing objectives with the organizational goals, Novades BV can create a unified approach and ensure that their marketing efforts contribute to the overall success and growth of the company in the feed and food industry. |
| Accountability for Goal Execution | Assigning someone accountable for upholding the marketing goals ensures that there is ownership and responsibility for achieving the desired outcomes. | "Have someone accountable for upholding the marketing goals..." - Kjersti Ehrie | Novades BV can designate an individual responsible for upholding the marketing goals, ensuring that there is accountability and focus on achieving the desired marketing outcomes in the B2B feed and food industry. |
| Channel Selection and Tactics | Selecting the most effective marketing channels and tactics based on target audience preferences and behavior enhances the likelihood of reaching and engaging the desired customers. | "Select the most effective marketing channels and tactics..." - Kjersti Ehrie | Novades BV can strategically select marketing channels and tactics that resonate with their B2B target audience in the feed and food industry, maximizing their reach and engagement for effective marketing campaigns. |

ESTIMATED NUMBER OF MARKETING TEAM:

| COMPANIES | MARKETING RELATED ROLES | ESTIMATION OF TEAM SIZE |
|---------------|--|-------------------------|
| Nestlé | Marketing directors, brand managers, market research analysts, digital marketing specialists, and supporting roles | 50-100 |
| Tyson Foods | Marketing strategists, product managers, creative professionals, digital marketers, communication specialists | 30-50 |
| General Mills | Marketing directors, brand managers, marketing coordinators, market research analysts, advertising specialists | 40-70 |

APPENDIX 6- Planning

Planning that was done during the plan of approach and that was use through the entire process of the research.



This part regroups all the means used to plan the research, different approach were in place such as a research path timeline to have an overall picture. Then some plans have been putted into place in order to have a weekly organisation. A to do list for the everyday task is in place as well as a Microsoft planner link for the reacher itself and the outlook calendar for the day to day tasks.

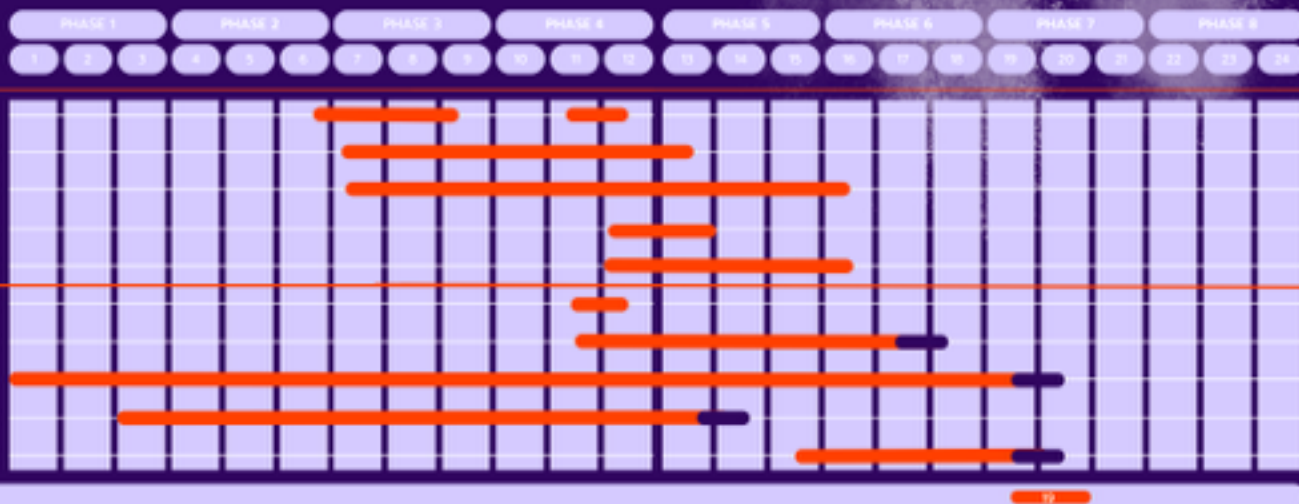


PLANNING SUB QUESTION 1

Gantt Chart

PLAN FOR GRADUATION INTERNSHIP AT NOVADES BV

WEEK 1 STARTS ON THE 06 OF FEBRUARY 2



Morgan de Saint Jorre

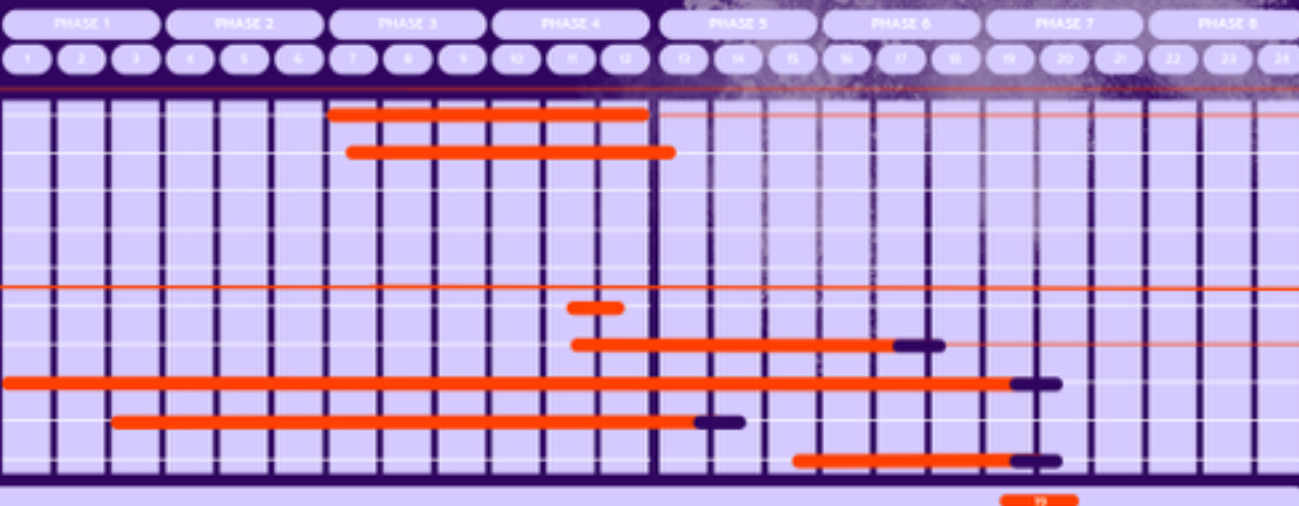


PLANNING SUB QUESTION 2

Gantt Chart

PLAN FOR GRADUATION INTERNSHIP AT NOVADES BV

WEEK 1 STARTS ON THE 06 OF FEBRUARY 2



Morgan de Saint Jorre

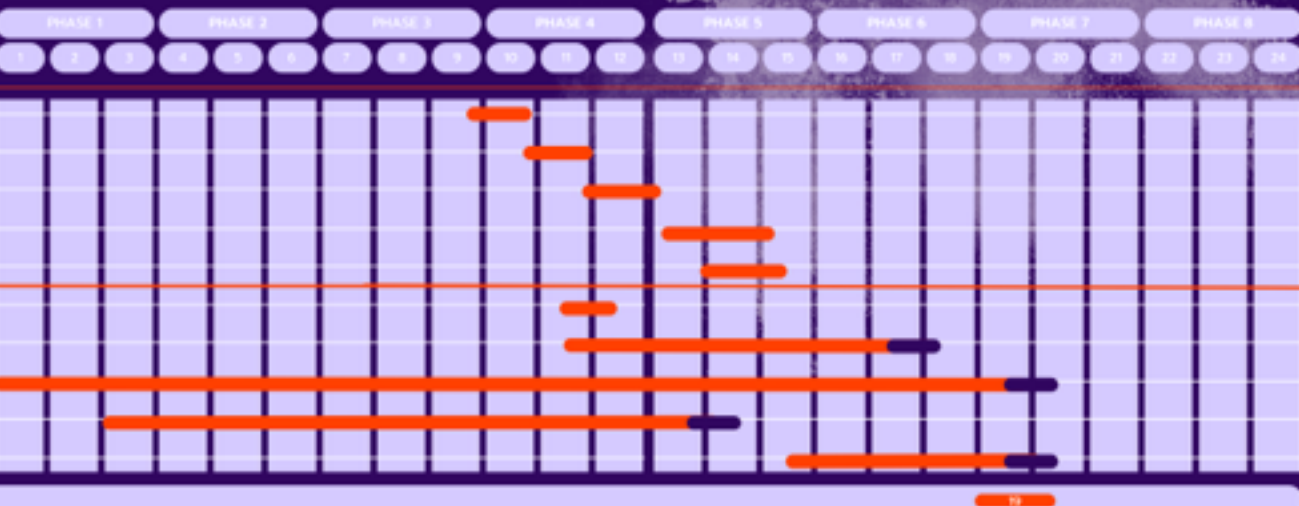


PLANNING SUB QUESTION 3

Gantt Chart

PLAN FOR GRADUATION INTERNSHIP AT NOVADES BV

WEEK 1 STARTS ON THE 06 OF FEBRUARY 2



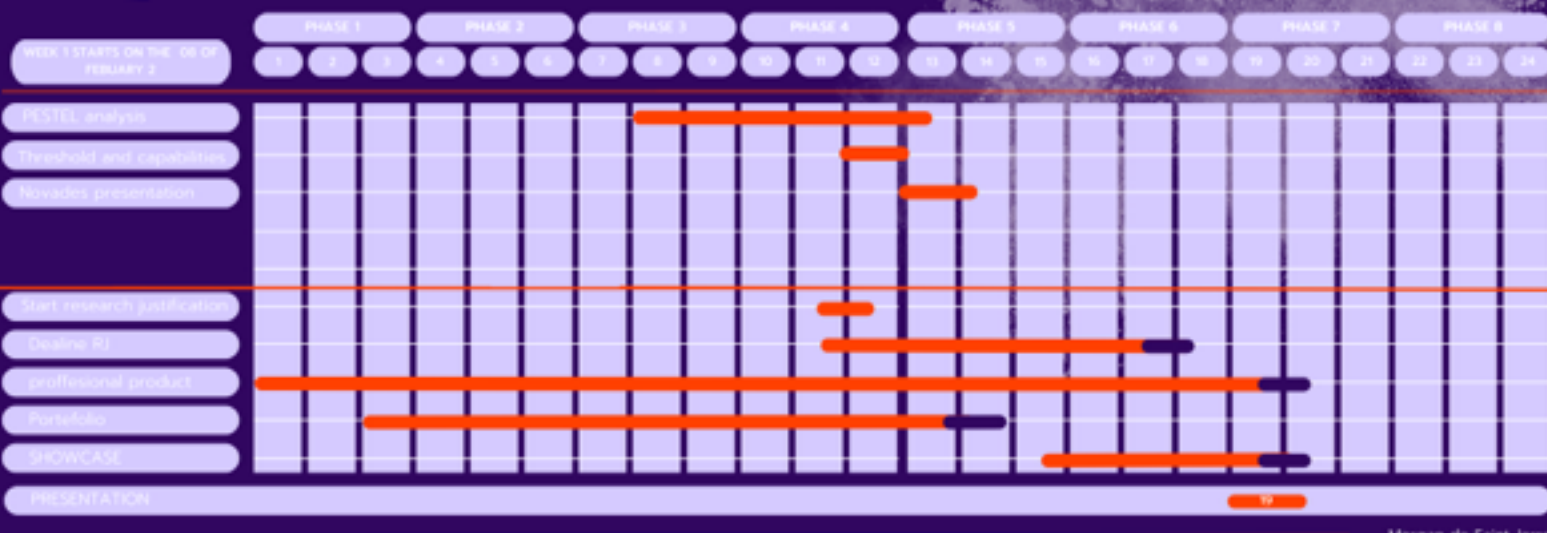
Morgan de Saint Jorre



PLANNING SUB QUESTION 4

Gantt Chart

PLAN FOR GRADUATION INTERNSHIP AT NOVAVES BV



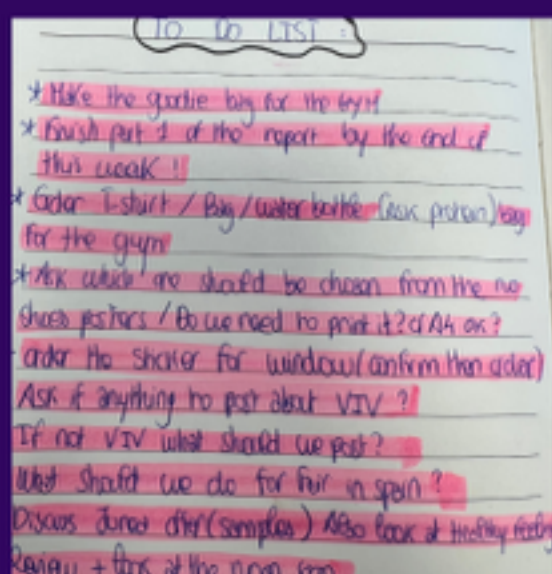
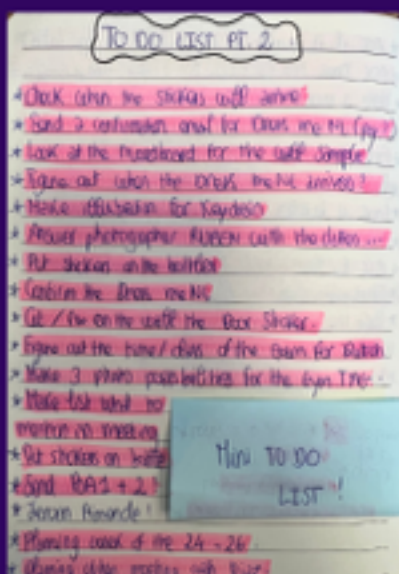
PLANNING FOR NOVAVES AND EVERYDAY TASK

PLAN FOR GRADUATION INTERNSHIP AT NOVAVES BV

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| Vrijdag | < | > | februari - maart 2023 | | | | Amsterdam, Noord-Holland | Maand |
| maandag | dinsdag | woensdag | donderdag | vrijdag | zaterdag | zondag | | |
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| Get meeting with with her husband for updates about research document | Start working on research doc | 1000 Canvasd Bangkok - preparations - MGT, Microsoft Teams Meeting: Andre De Silve | | 1000 Brainstorm vtr social media communication Microsoft Teams Meeting: Andre De Silve | | | | |
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| | Students arrive. Post students plus attached them to each | Day for research? / Work from home 10:00 Meeting research @ Morgan de Saint Jorre - Morgan de Saint Jorre | | | | | | |
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| | | Bangkok for Thailand | Bangkok for Thailand | Bangkok for Thailand | | | | |

PLANNING FOR NOVAVES AND EVERYDAY TASK

PLAN FOR GRADUATION INTERNSHIP AT NOVAVES BV



INTERVIEW TRANSCRIPT:

Interview questions BASIS:

SUB QUESTION 1:

1. What are the **marketing strategies** used by leading companies in the feed and food industry? *(For instance Content Marketing, Social Media Marketing, Influencer Marketing, Email Marketing, Search Engine Optimisation (SEO)...)*
2. How do marketing strategies contribute to the **success of leading companies** in the feed and food industry?
3. How do companies **measure the success** of their marketing efforts in the feed and food industry?

SUB QUESTION 2:

4. What marketing strategies are commonly employed by **successful companies** in the feed and food industry and are therefore a **successful marketing strategy**?
5. What is the **impact of these marketing strategies** on the market position of successful companies in the feed and food industry?
6. How can a company in the feed and food sector *(like NOVADES BV)* adopt these marketing strategies to **improve their market position**?

SUB QUESTION 3:

7. What are the **key marketing objectives** that a company in the feed and food sector *(like NOVADES BV)* needs to achieve in order to position itself as a top player in the feed and food industry?
8. What **resources, both internal and external**, are necessary for implementing an effective marketing plan and therefore team?
9. What are the **most effective marketing channels** and tactics for reaching a company in the feed and food sector *(like NOVADES BV)* target audience and achieving their marketing objectives?

SUB QUESTION 4:

10. What specific **roles and responsibilities** would be required for a successful marketing team and therefore plan?
11. What are the **necessary qualifications and skills** for each role?
12. What is the **ideal team size** for a high-performing marketing plan?

MAIN QUESTION:

How could novades Bv benefit from a well executed marketing plan in terms of corporate image and brand awareness.

SUB QUESTION 1

I- Who are the leading companies in the feed and food industry, and how have their marketing efforts contributed to their success?

SUB QUESTION 2

II- What are the most effective marketing strategies employed by companies within the feed and food sector, and how could NOVADES BV adopt these methods to enhance their market position?

SUB QUESTION 3

III- What would be the necessary steps and requirements for NOVADES BV to implement a high-performing marketing plan that would position them as a top player in the feed and food industry?

SUB QUESTION 4

IV- What specific responsibilities and qualifications would the team at NOVADES BV require to successfully execute a top-scoring, highly effective marketing plan to achieve preeminent status within the feed and food sector?

Interview n1- Fabienne van de Kolk:

NAME : Fabienne van de Kolk

COMPANY : Novades Bv

POSITION : Sales and business development associate

Morgan de Saint Jorre:

My thesis is about, marketing and how, we could improve it at Novades, I will ask, questions to Fabienne van de Kolk today. We have 12 questions that we will go through. Just to make sure we are focusing on the B2B.

Morgan de Saint Jorre:

SUB QUESTION 1:

1. What are the **marketing strategies** used by leading companies in the feed and food industry? (For instance Content Marketing, Social Media Marketing, Influencer Marketing, Email Marketing, Search Engine Optimisation (SEO)...)

Fabienne van de Kolk:

I think it's good to know that, um, there are like so many leading companies in, in the, like for my, for me, I'm talking about the feed industry.

There's so many companies that are leading this industry, like. It are quite some that are really big and then they really are dominating the industry. Mm-hmm. For example, when we talk about the Netherlands, there are some big ones mm-hmm. In the feed, uh, feed sector. And then for like, uh, other countries in Europe, there are some, some big ones and there are some big companies that are doing whole Europe or like are the leading company in like the whole world.

Um, and indeed it's all b2b, all business to business. Um, I think the marketing part that is most used in these leading companies, I think everything is based on relationship marketing. Mm-hmm. Um, you need to understand that the industry, the feed industry is super traditional. Mm-hmm. Um, and I think almost everything is worth the amount, uh, uh, yeah.

Advertising kind of thing. Um, so a lot of offline marketing. Mm-hmm. Uh, and then, then for example, newsletters. Um, conferences. Mm-hmm. Uh, trade shows. Yeah. Um, Which is like, I think the most of all the marketing that, that these companies are doing. And then in addition, I think, uh, a lot, I think also social media marketing, but mostly, but, but probably not on like, for example, Instagram or Facebook, but on LinkedIn.

Yeah. And let me think. And in addition, I think direct mail. Yes. So, uh, for example, when I look at the company, um, I think a lot is done via, uh, direct emailing to, uh, potential customers. Mm-hmm. With a product catalog, with, um, some kind of advertisement introduction to the company. Mm-hmm. And then just calling, so like cold calling, uh, and trying to build a relationship.

Yeah. Yeah. So, yeah. And the emails are mostly also personalized, kind of like really targeted to that person and really, yeah. Specific kind of, yeah. Since you're like business to business, um, you exactly know where you need to be. Mm-hmm. It sometimes takes a bit of time to figure out who you need to talk to since Yeah.

You need to find someone who can open the door for you. Um, But that's mostly like done by a silty. Mm-hmm. And when you really look into the marketing part, it's, I think most of

the time it's all based on the relationship building and then all the marketing that's falls into that category. Yeah. Uh, which leads us to the second questions.

Morgan de Saint Jorre:

2. How do marketing strategies contribute to the **success of leading companies** in the feed and food industry?

Fabienne van de Kolk:

So, yeah. Um, like the marketing strategy is crucial for success of a company. Mm-hmm. Uh, if you don't have a good strategy, then it said, doesn't say that your company cannot be successful, but I think it says that you can miss out on being more successful

Yeah. Um, first it's, it'll really help to effectively communicate to your target group. Mm-hmm. Um, To communicate like what you offer, what kind of product or service, and also what is your. Added value to your customer and it helps for sure for increasing their brand awareness. Mm-hmm. If you want to be like on top of the mind of your, of your target group, on of your customer, then you need to communicate that.

Like continuously, uh, in order to stay as well on top of the mind. Um, and, and you need the marketing to differe differentiate from your competitors mm-hmm. Since, yeah. You for sure. Every company kind of has a competitor, so you want to build a strong brand. You want to have a unique selling point to differentiate.

Yeah. Yeah. And, and that for sure in the end helps to increase sales. Yeah. Um, and, uh

Morgan de Saint Jorre:

3. How do companies **measure the success** of their marketing efforts in the feed and food industry?

Fabienne van de Kolk:

For example, if you do online marketing, for example, the LinkedIn kind of marketing mm-hmm. The, the, the email marketing, you can always.

For example, for LinkedIn, you can look into the views. Mm-hmm. If, if you see an increase of views of, of interaction on your posts or on your patient, for sure you can measure the success of that campaign. If you look to direct emailing, you can just measure how many people would respond to your email and for example, tracers look in the end, you can measure the success by the increase of sales.

Yeah. Right. I think, and also you can measure the success by. The increase of brand awareness, but that's probably a bit hard. Mm-hmm. To measure, uh, since you're not going to ask people on the street like, do you know our company? Because that's not, you can do it for a business to consumer kind of thing, but not for, but not really in b2b.

So I think. Looking at increasing of sales, looking at views, looking at interaction. Mm-hmm. I think you can measure it like that. Yeah. Right. And do you also think that, uh, the access to the website, for instance, like the analytics that are linked to the website is also something that shows, or, yeah, not really in the b2b.

I think it really will show, yeah, if your company is more known, if your name is like everywhere mm-hmm. Then people will for sure Google your company name. Yeah. And then you can see an increase in in visitors. Yeah, for sure. Yeah. I forgot it, but indeed. Yeah. Okay, great. Um, so now we move on to the sub-question two, so we try to go a bit more in depth.

Morgan de Saint Jorre:

SUB QUESTION 2:

4. What marketing strategies are commonly employed by **successful companies** in the feed and food industry and are therefore a **successful marketing strategy**?

Fabienne van de Kolk:

Um, I think, I'm not, I'm not super sure on like the, the companies in our industry. Mm-hmm. What they do. Um, I think. A lots of relationship marketing mm-hmm. Is, is used. And I think that's a sup, super successful, um, marketing strategy mm-hmm. For leading companies. And in addition, I think being on trade shows and showing your face Right. For mostly, uh, in the southern companies. Mm-hmm. Uh, so southern, uh, countries, sorry. Countries. Yeah. Yeah. That, I think that's super important. Okay. Yeah. Right. Uh, and then, uh,

Morgan de Saint Jorre:

5. What is the **impact of these marketing strategies** on the market position of successful companies in the feed and food industry?

Fabienne van de Kolk:

I think the, you can see an impact when you see an increase of brand awareness of, and if you see an increase of, um, on the market position mm-hmm. You can like, There are all kinds of like, um, researchers that are like looking for the, how the market is divided in, in, for certain companies. If you see an increase, then you know that probably your marketing strategy is, is working out quite well. I think it's, you can check it out like that. Yeah. Yeah.

Morgan de Saint Jorre:

6. How can a company in the feed and food sector (*like NOVADES BV*) adopt these marketing strategies to **improve their market position**?

Fabienne van de Kolk:

I think it's always important to see the players that are already for some time in the market. For example, if you're quite a new company like Novas, uh, look around what other other companies are doing and also check out whether that's successful or not. But if you want to differentiate, you need to be unique. You need to have something unique, something. Different than the other companies, and that makes you more attractive and that that customers can see your added value.

Mm-hmm. Um, but I think most it, for mostly it's, it's super important to be present in the market. So be present at trade shows to increase brand awareness online and then, then also offline and create trust. And you can create trust in the market by having your, uh, having. A brand identity that is overlapping the brand, uh, idea that the customer has.

So what, what the target group will think about your company needs to be the same as what you actually are. And if there's a differ difference between that, then you know, there you need to work on it. Yeah. Right. Yeah, indeed. I think, uh, That wraps up the, uh, sub question, uh, two. So now we move on with the sub question three part.

Morgan de Saint Jorre:

And indeed, like I said, before we go even more in depth, um, and my, uh, question is

SUB QUESTION 3:

7. What are the **key marketing objectives** that a company in the feed and food sector (*like NOVADES BV*) needs to achieve in order to position itself as a top player in the feed and food industry?

Fabienne van de Kolk:

Uh, I think it's difficult to answer this question. Mm-hmm. I'm, because I don't know what, what the other companies mm-hmm. Would do. But I think like an, uh, an example of a marketing objective is to, for example, create brand awareness with 25% within, uh, six months. Mm-hmm. By using a focused social media campaign.

Uh, in this time. And then if you, that could be an objective. Yeah. And then after you can also measure whether that was successful. Mm-hmm. Um, and you can measure the results, for example, on the amount of interactions on the post, on the page whatsoever.

And another, like, another, uh, objective could be, um, increasing your market position.

Mm-hmm. Um, In, in a certain market area. Yeah. In a niche, which, in which you want to, uh, be active. Mm-hmm. And then increase it with, for example, 10 new customers within six months by using, uh, focused marketing strategies. For example, the, the social, but also optimizing your website. Um, I wrote something down, um, Like improving your company presentation.

Mm-hmm. Which is more kind of an offline, uh, tool being on a trade show. Mm-hmm. And other like focused activities.

And then you can measure it whether you got these, these new customers or not, right?

Yeah. Okay. Um, and

Morgan de Saint Jorre:

8. **What resources, both internal and external, are necessary for implementing an effective marketing plan and therefore team?**

Fabienne van de Kolk:

That you need to have before starting a marketing plan is to really know where you are as a company and where you want to go. Mm-hmm. So to have a clear vision and mission. Yeah. Uh, for the short term, you need to have a clear mission. Yeah. Like what are we going to do in the next, uh, coming months or year or two years for a vision?

It's on the longer term, so you need to really have this. This point in the horizon where you want to go. And if you, if that's not clear, then you're going to probably mess up mm-hmm. Everything. Because your communication will not be on one line or super clear for your audience. Correct. So that's important to have and to know.

Uh, I think it's important to have people in the company who really understand the market mm-hmm. And can contribute.

Morgan de Saint Jorre:

In the marketing team with knowledge from the market, right? Um, and then, Yeah. Other resources?

Fabienne van de Kolk:

I think it's just super practical, like knowledge about what kind of marketing strategies, but you can also like work together with an agency mm-hmm.

To figure that out. Right? Yeah. Okay. But then you would say really like, uh, having a good knowledge about the market and then also having good knowledge about marketing and then maybe combine those two teams or have someone that knows both, but indeed combine or have someone who knows both because it's a.

It's like a very specific market. So what I already said, it's like, it's, it's very traditional. So you also need to know how to, to manage, to manage that. And, um, Yeah. Yeah. All right. And then, um, what, uh,

Morgan de Saint Jorre:

9. What are the **most effective marketing channels** and tactics for reaching a company in the feed and food sector (like NOVADES BV) target audience and achieving their marketing objectives?

Fabienne van de Kolk:

Uh, objectives, sorry. Mm-hmm. Um, yeah, I think it's, I think the most effective is doing it offline and visiting companies. Mm-hmm. And. And getting to know people. Yep. And so that's super traditional. Mm-hmm. So what it also is like the industry is like trade shows, uh, conferences, um, uh, maybe publishing in a, uh, certain magazine that is focused on, on the audience.

m-hmm. Since the audience is most of the time feed companies. Mm-hmm. Um, And then in addition, I think it's important to have like a focused marketing campaign via LinkedIn that you like, really target the people that are working in the feed company. Right. Okay. Yeah. That's, uh, that wraps up the, the sub question three, and then we're gonna move on to the last.

Sub-question. Um, so what are, um,

Morgan de Saint Jorre:

SUB QUESTION 4:

10. What specific **roles and responsibilities** would be required for a successful marketing team and therefore plan?

Fabienne van de Kolk:

Um, it depends a bit on the size of the company. Mm-hmm. For example, if we look at Novas, then. There are 13 people that are working in the team.

So I think it would be enough to have one person, or like a half person, like a, a half, uh, a full-time person, um, focus on the marketing. Mm-hmm. Um, and then it, and what I just mentioned is it's important to have someone that is aware of the markets we are in. Also have, has the knowledge from the marketing side.

Mm-hmm. Um, and then I think you can like have an all around person. Yeah. So not a specific role, but just. Like all round. Mm-hmm. But then maybe work together with an agency to, to like get expertise on mm-hmm. Uh, online marketing expertise on, um, more offline marketing. Mm-hmm. Uh, more print, more design parts, um, for like.

Like creating a lot of new stuff and then someone internal in the company who can really like, uh, direct that parts. Yes. Yeah. I think that's important for a company like Novas. Okay. Yeah.

Morgan de Saint Jorre

11. What are the **necessary qualifications and skills** for each role?

Fabienne van de Kolk:

Yeah, yeah. Indeed. I think it's important to have, um, a marketing background. Mm-hmm. Uh, in studies. Uh, probably, but maybe, yeah. You can also learn. Yes. By doing so, I'm, I'm not a hundred percent sure about that. And I think, but you can also learn that by doing, uh, that you, yeah, what I just said, like you really need to know something about the industry.

Um, I think this, that is important. And then skills. Yeah, I think it's important to really. Be interested in learning. Mm-hmm. Uh, about the market and about like getting the stuff you learn and put it into. Like a way of working for the company and like use the information, use the knowledge on the market in your company in order to translate again to the customer.

Morgan de Saint Jorre

12. What is the ideal team size for a high-performing marketing plan?

Fabienne van de Kolk:

It could be like no Bay Vape, but it can also be just like a very big company. Yeah.

For, for small companies, I think you can do it like, um, like, uh, one person on, on the job full-time or like, uh, 20, 20 hours per week. Uh, depends a bit on the size and the amount of work, and then work with agencies. Mm-hmm. Who can like specify? Well, they are not there for nothing. So I think you can really make use of kind of that kind of agencies.

For bigger companies, for example, with comp like corporates or companies that are. We're, we're working way more people, so they also have like way bigger, uh, markets. Mm-hmm. I think the team size depends a bit on how much you want to source, like outsource to mm-hmm. Agencies and, yeah. I think it's hard to say like the exact theme size.

Mm-hmm. But I think for bigger companies, you, you maybe already have to think about three, four, mm-hmm. People. Mm-hmm. Yeah. Yeah. I'm not a hundred percent sure. Yeah. But I think it would be more than just one person. Yeah. Yeah. All right. And also it's like, I think it's important, for example, If you are working with different countries, these maybe need an another strategy, right?

Because maybe in the southern of Europe they want more, uh, personal attention and well, maybe in the Netherlands people are okay with doing things online because like it's more what we are used to in the Netherlands, more so indeed. And you also need to like differentiate for a country maybe if that's your strategy.

If you want to do, uh, like a universal strategy. I don't know exactly the term you have. Uh, universal strategies for the whole world. Yeah. For example, if you look at McDonald's, which is to consumers mm-hmm. But they have almost the same strategy, but they differentiate a bit Yeah. For the specific country there are.

Yeah. Um, but I need to, I think it's important to take that, their mind as well also been looking to with team size. Yeah.

Morgan de Saint Jorre:

Definitely. All right. Well that, uh, wraps up, uh, everything. Uh, thank you.

Fabienne van de Kolk:

You're welcome.

Interview n2- Elise Voogt:

NAME : Elise Voogt

COMPANY : G2O

POSITION: Marketing agency- Branding and development expertise

Morgan de Saint Jorre:

I will give a, just a short introduction. I'm doing interview with marketing agency with Elise at so the interviews I'm conducting today is, For marketing and how to help Novas be the main questions that we are trying to answer here is how could Novades be benefit from a well executed marketing plan in terms of corporate image and brand of wars?

And those questions are separated in four sub-questions. And all those four sub-questions have questions throughout the, for the interview. Therefore the first question is :

SUB QUESTION 1:

1. What are the **marketing strategies** used by leading companies in the feed and food industry?(For instance Content Marketing, Social Media Marketing, Influencer Marketing, Email Marketing, Search Engine Optimisation (SEO)...)

Elise Voogt :

Well, first of all, I would like to start by saying we do not focus mainly on marketing. Mm-hmm. We are actually a branding agency. Oh yeah. And there's a huge difference between marketing and branding. So our main focus is, is building a brand. That's what we did for for Novas. Mm-hmm.

So that is our, our main focus. Yep. And to answer the question about the marketing strategies of, of other companies in the food and feed industry, that's actually not something we We have insight in. Mm-hmm. Because we don't know the, yeah. So I can answer the question whether they use what type of marketing they use.

Morgan de Saint Jorre:

2. How do marketing strategies contribute to the **success of leading companies** in the feed and food industry? it can be also seen as more general.

Elise Voogt :

Yeah. Well when looking at, well, we create branding strategies and the main reason we do that is because we say building a, a strategy.

Really gives you a focus on what to do and what not to do. Mm-hmm. Because many companies like to go along with the day-to-day business and they today the business is going that way, the other, tomorrow it's going that way and they like to follow whatever comes along. And that's why we say create a strategy which will give you focus on what to do, what not to do.

Otherwise you're, you're just going. All over the place. Right. And your customers have no clue how to follow you. Mm-hmm. We also say choose a couple of things you wanna focus on. Mm-hmm. A couple of values which are important to communicate. Cuz you cannot you cannot send out 20 different messages because your customers will never remember any of it.

Yes. And it will get so cluttered that They have no clue what you want to say. Mm-hmm. So also make sure there's a, a consistency when you make a strategy you want to make sure that you're consistent in what you're saying, how you're saying it, and when you're saying it. Mm-hmm. Right?

So that's really, really important cuz repetition. Mm-hmm. Is, is make sure that your customers finally know

Morgan de Saint Jorre:

what you're saying. Yeah, yeah. That makes sense.

Elise Voogt :

Yeah. Yeah. And we also, we always say showing who you are and what you stand for makes customers able to decide whether they wanna be your customer.

Mm-hmm. Right? Not every company is a great customer for you.

Morgan de Saint Jorre:

Yeah, that's, true

Elise Voogt :

really true because that not every company is a great fit. Yeah. So make sure you portray Who you are and what you stand for. Yeah.

Morgan de Saint Jorre:

3. That's very clear. And so we move on to the, the How do companies **measure the success** of their marketing efforts in the feed and food industry? it can be seen a bit more generally in

Elise Voogt :

Yeah. Well that actually depends on the type of company and, and what their, their strategy is. Mm-hmm. For example, if you purely focus on branding that's not really measurable. However, marketing, when you look at a return on investment, that's something you can, you can measure, for example, on Google what you put in and what comes out.

It's easily measurable. Also for email marketing whatever you send out. Yeah, th those are things, everything online is mainly. Measurable.

Morgan de Saint Jorre:

Yeah, that's true.

Elise Voogt :

Yeah. Yeah. But it, it really depends. There's not one answer I have to measure.

Morgan de Saint Jorre:

Yeah, that's that's fair. So we move on to the sub-question 2 :

SUB QUESTION 2:

4. What marketing strategies are commonly employed by **successful companies** in the feed and food industry and are therefore a **successful marketing strategy**?

Yeah. Yeah. So, so the link you would say between like is the link between a successful company and their successful marketing plan or strategy, is that like linked together or is it just very separate?

Elise Voogt :

No, there, there's definitely a link. However, there's, there's. Obviously more to it than just marketing. Cause there's always market influences. Mm-hmm. Which control. But yeah, marketing strategies are Are linked to a successful to a successful company.

Morgan de Saint Jorre:

Yeah. Yeah. And could you precise what are the ones that are maybe the most commonly used by those very successful companies, and so therefore, like a marketing strategy that is successful as well?

Elise Voogt :

Yeah. Well make a omnichannel. Mm-hmm. So make sure you're visible. On, on different channels and make sure your message is consistent. Mm-hmm. Alright. That's, that's the main things that are, that work for a successful strategy. Mm-hmm. So keep it a small don't use different types of messages.

Mm-hmm. And, and Be consistent over time. All right. Yeah. In, in text, in images, in everything

Morgan de Saint Jorre:

5. **What is the impact of these marketing strategies on the market position of successful companies in the feed and food industry?**

Elise Voogt :

Oh, I, I cannot say

No. Yeah. Would you say like just kind of as a general point of view without like being totally sure, but that the, the marketing strategy are having, if they're successful, they have a positive impact also on the market, or would you say that Totally not. Yeah.

Yeah. It, it does help the, the market in general.

Mm-hmm. Yeah. For example, you see other brands which use a certain type of, of Market marketing strategy. Mm-hmm. And you see it impacts the entire market. It also helps our competitors.

Morgan de Saint Jorre:

6. **How can a company in the feed and food sector (like NOVADES BV) adopt these marketing strategies to improve their market position?**

Elise Voogt :

Yeah, it's, it's mainly stay close to who you are. Mm-hmm. So we always say what you offer as a, as a service or a product is easily copied by your competitors. Mm-hmm. But who you are and what you stand for is unique and that is what you should use. All right. In your market or branding strategy.

Morgan de Saint Jorre:

Mm-hmm. Okay. So that, that would make sense. You would You, you would mean by this? Probably like that they stick to yeah. Their color. And they're trying to be also like with this hero figure, I don't know if you remember, and things like that. That's what you meant, right?

Elise Voogt :

Perfect. And the, and the the brand values. Mm-hmm. Yeah. Yeah. Because those are unique tho those cannot be copied by your competitors cuz for you it's natural to be mm-hmm. A hero and a magician. While for other competitors it is not. Yeah. So, and it, it's, it's fake. Yeah. And it will cost them a lot of energy trying to copy it and customers will not fall for it.

Morgan de Saint Jorre:

Exactly. So that's it was just to clarify, so we move on to sub question three.

SUB QUESTION 3:

7. What are the **key marketing objectives** that a company in the feed and food sector (like NOVADES BV) needs to achieve in order to position itself as a top player in the feed and food industry?

Elise Voogt :

Yeah, it, it depends on what you want. Is it the goal is, is different for each, each company. Mm-hmm. So is it you wanna be more visible or is it that you want more companies to know you? Do you wanna have more leads? Okay. So. It, it really depends on what you wanna achieve.

I cannot say. So maybe actually the, the key objective would be to actually like write down wh where you want to go.

Probably something like that. Like what is it? What is it you want to achieve? Yes, exactly. Okay. That's I think that that

could work from that point focusing on what you want to achieve. Mm-hmm. Triple down to what actions are needed to

achieve that. Yeah. So, first of all, Like better have like a general plan and then specify something like that.

specify in type of campaigns what channels are you going to use? Yeah. What image, what is needed for that? Do you need what type of content do you need? Do you need video? Do you need text? Do you need brochures?

Morgan de Saint Jorre:

8. What **resources, both internal and external**, are necessary for implementing an effective marketing plan and therefore team?

Elise Voogt :

Yeah. So it all starts with, with the objectives. Mm-hmm. And then decide, okay, what is, what is the budget that is free for this? Right? How are you gonna divide the budget over. The campaigns or, or things you wanna do? One thing that is really important is dedication.

Mm-hmm. Marketing and branding is actually a full-time job. Mm-hmm. And depending on what you want to achieve and how much effort you wanna put into it it depends on how big the team should be. Mm-hmm. But what what's really important is marketing is not just. A responsibility of the marketing team.

Yeah. So every person who talks to a customer who sends out an email should be aware of what is the type of voice we wanna portray. What is how do we answer the phone? Mm-hmm. So it's, it's not just. A responsibility of the marketing team. Yeah. Everyone should be aware of what the tone of FO should be.

Morgan de Saint Jorre:

9. ta

Elise Voogt :

Yeah, so well It depends on the type of objective, right.

Which finish you're gonna, you're gonna use. Mm-hmm. We always say make it an omnichannel mm-hmm. Approach. Yeah. Repetition is, is key. Okay. Make sure you're, you're really visible. Yeah. Yeah. On, on different platforms. Yeah, on social media, on Google, on events face-to-face.

I don't know. Probably like if you don't really know the sector, then probably you cannot answer it, but I'll ask anyways. Do you think that in a b2b like at Novak, would it be. Better

to actually put more effort into meeting people in real life and that the face-to-face and the relationship with the, the, the partners or clients are like probably the most important channel. Or would you say that it's mostly done online?

No face-to-face is, is for b2b environment really important. Mm-hmm. Because you're actually doing business with another person Yeah. Instead of actually the company. Right. So you should know the faces behind the company.

Yeah. That's it's all about relationships.

Okay. Yeah. And those are not really portrayed

Morgan de Saint Jorre:

So we then move to the last sub-questions.

SUB QUESTION 4:

10. What specific **roles and responsibilities** would be required for a successful marketing team and therefore plan? So like, within a company like yeah, which roles and responsibility.

Elise Voogt :

Yeah. Well, it definitely depends on how much budget. Mm-hmm. You've got free for marketing. However, it's, it's in my opinion, it's important that there's someone who sets up the strategy guards the strategy, makes the plans besides the budget and makes sure that every. Everything you communicate is in line with that strategy.

Yeah. So you need kind of a marketing manager or brand manager mm-hmm. Or, or whatever role you wanna get it. And you need someone who's responsible for the online part. Yeah. So for Google social media things like that. Mm-hmm. And how you wanna provide it. Depends on how much resources you wanna spend on it.

I mean, you could put a yes, a team of four or five online marketers alone.

Yes, that's true. But for, for a company like Novades, I think you need a marketing manager and an online Person. Yeah. Yeah. That I think that also is what would make sense here. And just a bit related to that, I also thought because of, like at Novak sometimes we reach out to your company to help out on different projects.

Morgan de Saint Jorre:

Do you think that's also something that's important for a company of a smaller size that. Probably doesn't have the budget for like a big internal marketing team. Do you think then having external marketing, branding agency would be something interesting?

Elise Voogt :

Yeah. I think especially for smaller companies it is wise to have an agency who, who has a bit more knowledge. On the subject that will be very helpful. Just to, to back you up, to take you to a new To a higher level,

Morgan de Saint Jorre:

11. What are the **necessary qualifications and skills** for each role? I think you kind of mentioned it a little bit before, but just to make it clear.

Elise Voogt :

Yeah. Well you need the specific knowledge. Mm-hmm. Obviously, I mean, if you're if you're an online marketer, you should know how Google works and, and how to optimize campaign online. And you should really understand the, the level, if you're the marketing

manager, you should understand the level of branding and, and what it is you really wanna portray, what you really wanna reach.

Mm-hmm. How you're gonna reach that. Yeah. I think keeping your knowledge up to date is really important. Right. And you should have an understanding of your customer. Okay. You should always be able to put yourself in their shoes mm-hmm. And look at how the message is coming across to them.

Yeah. So you, you should be able to take the switch from, okay, I'm Novartis and I'm sending out. To, I'm the receiver of the message.

Mm-hmm. What am I thinking? You want me to do that now? Mm-hmm. Yeah. Yeah. That's that makes sense. And yeah, then I think it's also like probably easier to have like kind of insights of the market than in that way.

Like you have to know a little bit like the market you are in, like yeah. Yeah. Okay. And, and you

should know what. What is it that keeps them up at night? Mm-hmm. You know, what is, what is the, the, the problem that Novartis is helping them with, right? Yeah. Yeah. That you, so you should have an understanding of and, and how do they search for an answer.

Mm-hmm. So you should really be able to put yourself in their shoes. Yeah. That that is a skill. Yeah,

Morgan de Saint Jorre:

Definitely. And then the last

12. What is the **ideal team size** for a high-performing marketing plan? How many people should be involved?

Elise Voogt :

Yeah. It, it really depends on the organization.

Mm-hmm. I mean, we have worked in an in a bigger firm who've got 50 marketing yeah. Professional. So it's really hard to say, but I think for a company like Novartis which has limited resources mm-hmm. Definitely have someone in-house who sets out this strategy and then makes the plans.

Mm-hmm. And for online marketing, you can always hire an external, mm-hmm. Party, but yeah, try to keep it in-house. Yeah. All right. Yeah, that's focus on if you need a higher level of, of knowledge. Make a link to an external agency.

Yeah. That comes back exactly how to, what we were talking about before.

Morgan de Saint Jorre:

I think this is it. This is we went through all the questions. Thank you a lot for yeah, your, well

Elise Voogt :

I hope it was helpful cuz there were a lot of questions I could not answer.

Interview n3- Kjersti Ehrie:

NAME : Kjersti Ehrie

COMPANY : Novades Bv

POSITION :Sales and business development associate

Morgan de Saint Jorre:

Uh, right. So uh, I'm conducting this UH interview and uh, I am, uh, looking mostly at the B2B.

And we are just taking any sector into consideration, and this interview is rather general, so if you want to present yourself a little bit, you can as well. But I know who you are, so it will be easy for me to. That's fine. If you need any information, just ask.

It will be fine. OK. So um we will uh start with the first questions and in the interview it is separated or yeah separated in four sub questions. So we're trying to answer those four questions thanks to the questions of the interview. And so the first question

SUB QUESTION 1:

1. What are the **marketing strategies** used by leading companies in the feed and food industry?(For instance Content Marketing, Social Media Marketing, Influencer Marketing, Email Marketing, Search Engine Optimisation (SEO)...)

will be what are the marketing strategies used by leading companies in your activity sector or in general if you had like a marketing strategy that's really something that would work for everybody.

For instance. That would be also really good or like the really well known.

1:25

Well, working once, yeah. So for instance of the strategies I had like content marketing, social media marketing, influencer marketing, e-mail marketing, SEO, yeah.

1:38

I think.

1:41

Yeah, if.

1:43

Yeah.

Speaking because I kind of have.

Kjersti Ehrie:

1:48

I'm not going to speak to the education sector because I'm not doing a lot with like marketing what we do as well, but I'll speak to my experience in working with healthcare systems and healthcare startups in the US, which I've also recently started doing again. So I'm kind of. Yeah, getting caught up in a way. But what I've discovered through some early interactions is that there are a lot of things that haven't changed. There's just more of them. But if I'm looking at this list that you presented here, I don't see website and that's probably the biggest investment.

2:25

Because there's a lot of moving pieces.

2:28

In that kind of environment, you have data coming from a lot of different locations and it needs to be manipulated and.

2:35

Published by a lot of different people from.

2:39

The physicians and healthcare providers network to finding patients to.

2:43

Conditions and treatments and locations. And there's yeah, so there's a huge investment in the website because it has to do so many things for a target audience. That ends up being pretty massive, right? Pretty much anyone in a community is a potential member of the target audience for the community healthcare system.

3:04

Um, after that I think SEO investment is heavy And then?

3:11

In my role as both a consultant and when I worked with agencies that helped these kinds of clients, I saw a big push.

3:20

For content marketing, so blogging and and using the professional expertise of healthcare providers especially doctors. So we had to set up.

A kind of content production flow, because you don't, you don't ask the physician to write an article, right? Like not one that anyone wants to read. So you have to interview the physician, and then you have to have the interview write the article, and then the article has to be edited and then it has to pass through usually.

3:46

The policy department of the legal department, just to make sure that nobody's breaking any rules of the organisation and then you know, and then it gets published. So there's a long content process that went with using internal knowledge assets to yeah kind of boost content marketing efforts and get more keywords and more reach. Insert influencer marketing less like, that's like think more about like.

4:16

Sort of more alternative.

4:19

Yeah, healthcare influencers on Instagram and that kind of thing like and be helpful can be hurtful. It's not something that I've had any experience with. But just saying those words right now makes me think, ohh, that might not be a bad idea for a Wellness programme or something if there was an influencer who had some level of reach. So yeah, if I have to choose, I can't because I work with clients who have a media spend that's big enough to cover all channels. But where is the biggest investment? Yeah, it's absolutely. And how they rank and in the website.

4:50

So, yeah, And I guess if there was a third, it would be anything related to content and not just content marketing with content strategy. Yeah, just because of what I said about the website that there's so many moving pieces.

5:03

Yeah. And I think maybe the influencer marketing is maybe more targeted for the B2C.

5:10

Rather than B2B maybe it is probably easier.

5:15

I don't mean look at like a Gary Vaynerchuk, right? He's a huge influencer, but he's talking to people who are trying to sell something to someone.

5:25

I think it just depends which influencer, probably also as well.

5:31

The right person.

Morgan de Saint Jorre:

5:33

At the right moment, yeah. Yeah, indeed. All right. So we moved to the second question.

2. How do marketing strategies contribute to the **success of leading companies** in the feed and food industry? it can be also seen as more general.

So how do marketing strategies contribute to the success of leading companies, more specifically in the sector that you were mentioning? So healthcare, I would say, yeah.

Kjersti Ehrie:

5:52

In giving them, I think, I guess, boundaries in terms of what they're reaching for, right? The strategy should uphold the attainment of the goal. And in the tactical execution, if we're measuring at appropriate intervals, yeah, tactics are going to shift and with that sometimes the strategic approach. So yes, the strategy contributes to success in that it gives them something to shoot for, but not in isolation from tactics and frequent.

6:23

Measurement.

6:24

Alright, yeah.

Morgan de Saint Jorre:

3. That's very clear. And so we move on to the, the How do companies **measure the success** of their marketing efforts in the feed and food industry? it can be seen a bit more generally in

6:27

Um. And then so the third questions UH How do companies, UH, measure the success of their marketing efforts?

Kjersti Ehrie:

6:36

Oh my God, so many ways they get my glasses. Yeah, digital analytics is a huge source of data. But also using any. I mean, I'm a big believer in using.

6:52

The people who interact with your customers, so whether you're going to be RBC situation like.

6:58

Customer service people, Anyone who's interacting with the customers, they know as much, if not more, about what our customers want than any survey is going to tell us, right?

7:11

Measure success, Yeah. Measuring every channel and frequently and not in isolation from saying what we're going to measure ahead of time, right, Because it's always nice to have a lot of.

7:23

Likes or a lot of followers. But yeah, it's always relative to something. Yeah, Indeed. Yeah, I agree with that actually, yeah.

Morgan de Saint Jorre

SUB QUESTION 2:

4. What marketing strategies are commonly employed by **successful companies** in the feed and food industry and are therefore a **successful marketing strategy**?

7:34

OK. So for the SO questions, to the first question is, uh, what marketing strategies are commonly employed by successful companies and therefore could you name those successful marketing strategies?

Kjersti Ehrie:

7:51

Oh my God yeah this is like question 3 just I mean there's examples of everything from.

Morgan de Saint Jorre

8:02

It can be a little bit too, like what? In your experience what? Like is there something that really stood out or?

Kjersti Ehrie:

8:11

Yeah. Yeah. A brand that knows itself. If you have a brand that knows itself, it's a lot easier to be successful with your strategic approach because you're less likely to deviate from that.

8:23

Have that mission, that vision of what you stand for, and that is.

8:27

Yeah, it's crazy, the degree to which organisational marketing strategy can get so quickly separated from that mission vision. Yeah, I don't know. I mean, I don't know what you're finding Morgan in your experience thus far, but my experience in working with organisations and especially large organisations is that.

8:48

Yeah, it's it's unfortunate, but the the breakdown between goal setting and strategic execution.

8:55

Happens more frequently than it doesn't. It's, you know, yeah, I I really like and I also thought before starting like going on internships and things like that also with my Erasmus that it would be.

9:09

Like to me it was easy. I was I I thought, why our company is not executing the thing, just like they say something and then they make it basically. And then I had to do it and it was harder than I thought, yeah.

9:24

I want to say something about that you're and you're absolutely right. That's a good observation that I think I think we.

9:30

Organisations get very wrapped up in focusing on what their competitors are doing and sort of attaining a level of what they perceive their target audience expects based on what competitors are doing and.

9:43

Umm.

9:44

If I'm implementing a successful marketing strategy, I yeah, I I'm going to succeed better at.

9:53

Having a brand that is authentic, which means having a company culture that is strong. So it's like the successful marketing strategy. Yeah, OK, I can go through the actions and follow the theoretical markers of what makes a successful marketing strategy. But if I'm out of touch with what my brand is, or if because of that most likely there's a problem with the company culture, then that's going to be a big obstacle to having a successful marketing strategy, whereas.

10:19

Yeah, if I'm really clear about what I'm doing as an organisation and what I want to attain with my marketing actions or activities.

10:31

Umm.

10:33

Yeah, it's gonna be a hell of a lot easier to equipment marketing strategy that's going to support me in that, definitely. I I totally agree with that as well. Yeah, but it's.

10:44

More pensive and it requires more.

10:47

Yeah, more.

10:49

Knowledge, resources within the organisation and those are all things that.

10:54

It not only is it harder to find, it gets more complicated as organisations get more spread out. And we've got remote workers and yeah, yeah, so definitely, I would say that communication really is the key.

11:07

Ohh, so for marketing within all the departments and all, I, I think like there are a lot of companies that also exclude the marketing to one side and then they all have like all the departments that don't really communicate with each other. But with marketing, like you really have to think like know what everybody is doing because otherwise, like there's no way you can implement that in what you're communicating to other people outside of the company. Yeah, yeah, absolutely.

11:38

And and not?

11:40

I would add to that not being afraid to allocate resources to things that are maybe less sexy than creating a new blog or launching a new website, right? Like those are all very visible. They can look like wins, You know, if you've got someone in leadership that's looking for a quick win and elevating their career, they might not be as willing to invest in the sort of foundational work that might need to be done. That's another risk inside of organisations, but yeah, investing in.

Morgan de Saint Jorre

5. What is the impact of these marketing strategies on the market position of successful companies in the feed and food industry?

12:11

The doing the hard work, yeah, exactly. Yeah. So at least to the the second question of sub question two, what is the impact of this marketing strategy on the market position of successful companies? It kind of I think joins a little bit what we were saying actually.

12:29

Yeah, yeah. Yeah, it does.

12:34

Yeah, I guess the impacted successfully. I guess you know in a way if I look at this, if I deconstruct this from the position of an organisation that really wants to start you know being more authentic and sort of rebuilding where maybe that had been neglected for a number of years. The impact on their market position might be negative initially, right. You have to rebuild after a period of not investing and.

12:59

That can have an impact on your market position for a few years, you know? Or you might do something stupid like what Pepsi did with that social media campaign they ran in the early 2000s and, you know, so you spent.

13:11

Billions of dollars on something that.

13:14

Takes you out of your, you know, second in the world position and bumps you out to #4. And then yeah, then you have to have a come to Jesus moment in your company and reconstruct and yeah, so.

13:25

13:28

Yeah, I think this is a really complex question, but it's.

13:32

Yeah, indeed. We cannot like go too much in depth, but I I do think that marketing is like really impactful. Like you shouldn't take it lightly. And I think like every move you're making is gonna impact the company and therefore it would impact it successfully if you have a successful marketing strategy. But of course, if you also do something wrong like or choose something that's not adapted to your company audience, then you could also like Pepsi.

14:03

And a a healthy organisation and a healthy leadership team is going to be the one that recognises that it's it's a long game, right? It's you might do something, you know that doesn't work, or the execution goes wrong, or you forgot to measure what you needed to measure. Any of those things might happen. But yeah, next year's, another year and you can repeat the cycle and you learn from all of it. So I always appreciate it when I have leaders that don't get too phased by.

14:33

Screwing up and then moving on to trying again. Yeah, how to fix the problem also as well. Yeah, yeah, yeah. So it leads us to the next question.

Morgan de Saint Jorre

6. How can a company in the feed and food sector (like NOVADES BV) adopt these marketing strategies to improve their market position?

14:48

How can a company so like Novartis, which is the company I'm uh, working at, UH at the moment, UH, so it's a smaller scale company. We have like 15 employees. So how could they adopt this marketing strategies that we were talking about to improve their market position? So we're talking a smaller scale than Pepsi for example. Like what what would they need to start with basically like marketing wise?

15:16

What did you say, adopt these marketing strategies? Were there specific strategies that you mentioned? No, but like the ones that we were talking about like at the beginning for instance, like the website or the SEO investment, the blogging, all of these like.

15:34

What should they start with if we. Yeah. Ohh. Channels. Yeah. Channels. Yeah. Sorry. OK.

15:42

What should they start with while I?

Kjersti Ehrie:

15:45

Did you, did I have you for digital marketing? I didn't have you. I don't know how they're teaching it right now, but yeah, the website is the home, It's the heart. It's always what you should start with. So yeah, if the website isn't doing what you wanted to do, then that's the place to start because everything else is driving traffic to it.

16:05

And in that way you would say that from your experience it's better to have also very visual website or should it have also like a lot of text explaining like that has to resonate with their brand. You know they have to do some user experience work to determine user experience.

16:27

Yeah.

Morgan de Saint Jorre

SUB QUESTION 3:

7. What are the **key marketing objectives** that a company in the feed and food sector (like NOVADES BV) needs to achieve in order to position itself as a top player in the feed and food industry?

16:28

Um, so it leads us to question three. Um, what are the key marketing objectives that accompany so like Novas needs to achieve in order to position itself as a top player in its industry? Sorry.

16:44

Yeah.

16:46

So it's a little bit like what we mentioned, but it like if we want to go a bit more in depth, I would say um.


16:54

If if, we should.

Kjersti Ehrie:

16:56

No. Their marketing objectives should support their organisational goals, so that's going to depend on the organisation and what their what their organisational goals are.

 BewerkenGebruik de ENTER-toets om de bewerkingsmodus voor transcripten in te schakelen

17:08

Umm.

17:09

But the marketing?

17:13

Presence would.

17:18

That, yeah, it's their job to make sure that the product is what it's supposed to do. The pricing is in line with their organisational needs and.

17:28

That their promotional efforts including branding are.

17:33

Upholding what the organisation says it wants to do. So those, you know, those those different models that we looked at throughout, you know, your your classes with me and other marketing teachers.

17:46

Yeah, marketing needs to do its job, but it can't without knowing specifically what the organisation wants to do. Yeah, exactly. So it's it comes back to what we said. You have to know what you you want to put out there basically, yeah.

Morgan de Saint Jorre

8. What **resources, both internal and external**, are necessary for implementing an effective marketing plan and therefore team?

18:00

Yeah. OK. So, um and then what resources both internal and external are necessary for implementing an effective marketing plan and therefore team?

18:12

Like what would you advise and what do you think?

Kjersti Ehrie.

18:17

A company for instance that people, yeah. And I don't know how they're they have people allocated. I don't know what their if they're spending a lot of time doing production and all those people are working at creating the product or yeah it's a little bit I would say 5050, yeah.

18:36

They kinda.

18:38

So they don't have a big marketing team. They've probably got, they don't have a marketing team. Yeah, I, I, yeah, yeah, then that's that's easy to answer. They just need someone who's responsible for.

18:53

Yeah, executing and and measuring, you know, the marketing plan and it creates the marketing plan. Yeah, they don't necessarily have to have someone internal in place to create it. They can hire an agency to help them, you know, create a document, but.

19:07

Um, yeah. If they want to execute it, then it's ideal if they've got someone who's accountable.

19:13

For upholding the goals that are set out and then the tactical activities that.

19:19

Will help them achieve those goals and yeah, further beyond that.

19:24

You know they can always work with agencies on a part time basis when that person needs support, but in my experience over the long term it's yeah, just as beneficial to hire someone internal as long as your hiring practises are.

Morgan de Saint Jorre

9. What are the **most effective marketing channels** and tactics for reaching a company in the feed and food sector (*like NOVADES BV*) target audience and achieving their marketing objectives?

19:37

Getting the best people for you. Yeah, Yeah, I I also definitely think that's needed. Yeah. And So what are the most effective marketing channels and tactics for reaching a company like Nova Desk for reaching their target audience and achieving their marketing objectives. So it's a little bit resonance with the one we did right before.

20:03

Yeah.

20:06

I would say like um.

20:09

Yeah. Again, it's going to depend on what the marketing objectives are.

Kjersti Ehrie:

20:13

Umm, but yeah, again, I would start with the website and I'm thinking digitally here because all of the channels you've mentioned so far are digital. But that doesn't mean, you know, don't pay attention to your sales team. For example, I'm sure they have a healthy at least two or three salespeople.

20:35

They do, yeah. They do have that. And they also have, like, people that are.

Morgan de Saint Jorre

20:41

How would you say that like focus for a country?

Kjersti Ehrie:

20:45

So I have you have like a salesperson and she she takes care of her phones and there is another one for Spain and yeah.

20:55

But I do think that yeah, they are not at all in link for example for instance with the marketing.

21:03

Departments, I mean the most effective is also going to vary by how it's implemented and and yeah, industry use, some industries use social media more than others.

21:15

E-mail is typically the heart high ROI channel. You know, it's nothing exciting and nobody loves e-mail, but.

21:25

It does have high, high ROI because it's for people who have asked if you're setting up your opt in process correctly, you're sending messages to people who have asked to hear from you, right? So it's it's.

21:39

Sort of lead nurturing and indeed generation. So yeah, if they have no marketing then I'd start with their website. And and I don't know a lot here, I'm just following based on a little that you've told me, but based on what I saw on the website and what I heard from you, that's a little bit out of line with brands. So they might want to think about at the very least of visual overhaul the website. And I don't know what the content is like because I haven't taken a close look at it. And after that, yeah, probably build up a list of.

22:10

People in in the e-mail database from the sales people. What I imagine they have something like that or they're probably using a tool like Salesforce or something for managing their leads. I I don't know. I think they are. But for instance, like they never shared it with me which I'm supposed to take care of the marketing and throughout the six months I'm there, I never had. Yeah I asked a few times but then usually they just send me ohh yeah, just contact this person and then I just get an e-mail.

22:41

And yeah, that's it. Like, uh, I kind of contact them like that, but I don't know if they really have.

22:47

They get a database where they, they're all of their contact are actually registered and they can, yeah, I think it's really also maybe an industry where it's still quite traditional.

23:01

Yeah, that should not a mouse to mouse thing. And uh, it's really like, yeah, meeting people at fairs and things like that and once you know them, you have a way with them basically. But yeah, but even then, having some kind of CRM in a house to manage seems like at the very least.

23:22

And then, yeah, absolutely integrating that with marketing and make sure that goals are aligned with the sales team and the marketing team because you know, they might need promotional materials for their events or need support and creating pamphlets and brochures to hand out and that's it exactly, Yeah.

Morgan de Saint Jorre

SUB QUESTION 4:

10. What specific **roles and responsibilities** would be required for a successful marketing team and therefore plan? So like, within a company like yeah, which roles and responsibility.

11. What are the **necessary qualifications and skills** for each role? I think you kind of mentioned it a little bit before, but just to make it clear.

12. What is the **ideal team size** for a high-performing marketing plan? How many people should be involved?

23:39

Great. So then we have the, so question 4, uh, what are uh, what specific roles and responsibility would be required for successful marketing team and therefore plan. So this is more if we would have a marketing team, what's roles, what responsibility would they have because it's kind of easy to say, let's have a marketing team, but they want to, they do what are they specialised in like yeah, and what would be the most important because we're talking about a small scale company.

24:11

Therefore, the budget that's also.

Kjersti Ehrie:

:14

Yeah, they're probably going to invest in like a mid level, you know, marketing generalist or maybe even someone with marketing management experience. That's.

24:25

You know, not first job, but not late in their career, someone they can afford and that has experience with all different aspects of.

24:35

Not just creating and implementing a marketing plan, but.

24:39

Yeah, working with the product people and working with the sales people and working with.

24:44

You know whoever in finance is responsible for price setting and and has successfully run.

24:52

UM campaigns. This is gonna have to be somebody with branding experience. So yeah, really a marketing generalist who's done a lot of different things and has maybe had some management experience.

Morgan de Saint Jorre

25:05

Ideal team size for a high performing marketing plan.

25:10

I don't understand #12.

25:13

Uh, #12 is like, uh, how many? How many people like that was it?

25:19

How many people would you have but you kind of already answered it saying it would be one marketing.

Kjersti Ehrie:

25:27

You know, if you're gonna hire an agency or freelancers or external, you know, like maybe you need to hire a photographer for brand pain or yeah, whatever. I don't know, it's it that can vary as well. Or are you talking about internal?

25:43

Well, actually and more like a somebody, yeah that comes to the office every day, you know, not necessarily like freelancers and agencies. I think that's also a possibility. But then let's yeah, all external. So I was more I should have maybe specified. Yeah. And you know looking at some of those strategies depending on what you recommend having someone who can write content as well write and edit and if that doesn't come in the shape of a leader then.

26:13

That's maybe a next, you know, best second hire would be someone who's a content specialist or has done content marketing or content strategy. Or you know, that's got some writing under their belt but also can think strategically.

26:28

This room, actually, yeah.

Morgan de Saint Jorre

26:30

OK. Uh, yeah. And I think we already mentioned the necessary qualifications and skill. We already talked about it. Um, so that's perfect. We already answered all the questions. So yeah, that's it. That's the end. I don't know if you want to add anything related to the interview. No. But I'd be curious to see your project when you're done. You'll see me on the in the CC when you said start sending it out. Yeah, I will. I will definitely. And I don't know yet when I will have the presentation.

Questionnaire Paul van den Berg:

NAME : Paul van den Berg

COMPANY :VEAL

POSITION : MARKETING MANAGER

DATE : May 9th 2023

SUB QUESTION 1:

1. What are the **marketing strategies** used by leading companies in the feed and food industry?(For instance Content Marketing, Social Media Marketing, Influencer Marketing, Email Marketing, Search Engine Optimisation (SEO)...)

We focus on a good marketing mix. The strategy for us as a food company is tastings. Consumers have to taste what they sell / buy. We organize tastings together with our customers for end-users at retail / supermarkets, and tastings for our clients at trade fairs or in cooking studios.

We make video's how to prepare our product, give inspiration what they can make with our product and post it on social media. But we do share it with our customers too. We hire foodbloggers/-vloggers, and make sure our company and product is findable on google by SEO and SEA. By registering on the website you get a newsletter once a month by email. In some trade journals we still do advertisements, online and offline.

2. How do marketing strategies contribute to the **success of leading companies** in the feed and food industry?

It is a combination between sales and marketing. We have to make sure that everything our sales man needs to have, is there. Like a website which is up to date, an app with information, business cards, and all the peripheral matters which are announced in the answer of the question above. For example: If the sales man invites a (potential) client on our booth during a fair, the product the client tastes has to be on the spot, on time, and good prepared. The atmosphere, the knives and forks, the napkin, flower on the table, representative service, good drinks, good chair and table etc, etc.. If the client needs more information we have to make sure the sales man have all the information he needs on his mobile to share. No printing materials anymore because of the environment. The sector has its emissions on the back side, so on the front side we have to be critical on what we do to make it corporate responsible. When we make sure everything is on top quality, the success of our sales is half way there.

3. How do companies **measure the success** of their marketing efforts in the feed and food industry?

Success of marketing is always difficult to measure. The only thing we can do is make prognosis and try to reach this. Number of followers, number of tastings and turnover.

SUB QUESTION 2:

4. What marketing strategies are commonly employed by **successful companies** in the feed and food industry and are therefore a **successful marketing strategy**?

Please find my answer in sub question 1.

5. What is the **impact of these marketing strategies** on the market position of successful companies in the feed and food industry?

Idem

6. How can a company in the feed and food sector (*like NOVADES BV*) adopt these marketing strategies to **improve their market position**?

Have a critical view on your current marketing activities. Forget the activities which have no influence and create new ones. Keep in touch with sales. Listen to them and let them listen to you. Where are the possibilities and opportunities.

SUB QUESTION 3:

7. What are the **key marketing objectives** that a company in the feed and food sector (*like NOVADES BV*) needs to achieve in order to position itself as a top player in the feed and food industry?

That's something you have to figure out for your company. Marketing objectives contribute to the company's main objectives. Make it "SMART".

8. What **resources, both internal and external**, are necessary for implementing an effective marketing plan and therefore team?

Budget, knowledge, capacity of the organization.

9. What are the **most effective marketing channels** and tactics for reaching a company in the feed and food sector (*like NOVADES BV*) target audience and achieving their marketing objectives?

Try to find out where your target audience is. And use those channels.

SUB QUESTION 4:

10. What specific **roles and responsibilities** would be required for a successful marketing team and therefore plan?

11. What are the **necessary qualifications and skills** for each role?

12. What is the **ideal team size** for a high-performing marketing plan?

I cannot answer sub question 4. There are too many factors which can influence this.

Questionnaire Josepha Rose:

NAME : Josepha ROSE – RJ conseil – josepha@rjconseil.com

COMPANY : Freelance for SPECTRALINK (IT, telecommunication industry)

POSITION : MARKETING Executive France

DATE : May 12th 2023

SUB QUESTION 1:

1. What are the **marketing strategies** used by leading companies in your activity sector?
(For instance Content Marketing, Social Media Marketing, Influencer Marketing, Email Marketing, Search Engine Optimisation (SEO)...)

I like this definition :

“A marketing strategy is **a long-term plan for achieving a company's goals by understanding the needs of customers and creating a distinct and sustainable competitive advantage**. It encompasses everything from determining who your customers are to deciding what channels you use to reach those customers.”

Spectralink uses mainly LinkedIn as social media. Sometimes google ads. We have Communication agencies that help with SEO, website when needed. Ex : Silver in the UK.

The strategy is to identify your target, create personae if needed. The goal is to have a clear mapping of your B2B distributors or b2B customers that are willing to buy your services/products. It can be done using a lean canvas or the 4P with search but better with real interviews, calls ...

Once you have your target, you establish the message using your brand identity/your why?/your history and values

2. How do marketing strategies contribute to the **success of leading companies** more specifically in the sector you are evolving in?

The strategy is your DOD (Definition of Done). If you don't have a strategy, you cannot know if you are succeeding in your work.

3. How do companies **measure the success** of their marketing efforts?

Events: number of leads / potential customers

Brand awareness: people interested in the brand or that already understand the business activity

Press interest

Strategic partnerships : the brands that are ambassadors of your business (they recommend you) and also the businesses with additional that sponsor or participate to events with your business.

The bottom line on how to measure the success is the ROI, the sales that happened to be a result from a marketing activity directly or indirectly.

SUB QUESTION 2:

4. What marketing strategies are commonly employed by **successful** companies and therefore name those **successful marketing strategy**?

1. Build a marketing plan.

2. Create buyer personas.

3. Identify goals.
4. Select the appropriate tools.
5. Review your media.
6. Audit and plan media campaigns.
7. Bring it to fruition.

For me, these strategies or tool are very efficient:

Funnel

4 P

Lean canvas

Marketing needs to stay as close as possible to the sales team too.

Why? Sales have the ground experience; they have to use the Marketing material and it needs to be coming from them. The sales team needs, the marketing team proposition to be able to bring the customer the best experience taking into consideration the competition and market insights.

5. **What is the impact of these marketing strategies on the market position of successful companies?**
These strategies will help to reach a precise and limited target with more efficiency. As there are few employees, downscale to small projects with high priority and impact. Have clear guidelines and target that the team share to be efficient together.
6. **How can a company (like NOVADES BV, therefore a company of smaller scale with 15 employees that evolve in the feed and food industry) adopt these marketing strategies to improve their market position?**
Pick 1 project at the time, work on it the agile way, make sure it's in line with the company vision. And create a 1st MVP. Little successes will bring hope and bound the team. 1 step at a time.

SUB QUESTION 3:

7. **What are the key marketing objectives that a company (like NOVADES BV, therefore a company of smaller scale with 15 employees that evolve in the feed and food industry) needs to achieve in order to position itself as a top player in its industry?**
Golden circle : have a clear Why / vision
8. **What resources, both internal and external, are necessary for implementing an effective marketing plan and therefore team?**
People, money, time > Bringing a Marketing understanding internally and make it grow with the company. If there is no resource, there might be already people interested in the subject. As it's a small team, use competencies (and training maybe) of people and later on hire a professional.
9. **What are the most effective marketing channels and tactics for reaching a company (like NOVADES BV, therefore a company of smaller scale with 15 employees that evolve in the feed and food industry) target audience and achieve their marketing objectives?**
For the food industry I don't know.
The Funnel is helping for this kind of problematique.

Also meeting the CEO, CFO and Marketing professional of this vertical is a must, the network is important.

SUB QUESTION 4:

10. What specific **roles and responsibilities** would be required for a successful marketing team and therefore plan?

Because the company is small, I am not sure if a dedicated person is the right choice. Usually, the CEO is taking part in representing the MKT of his business. The head of Sales can also give directions and have someone to coordinate the marketing and PR. They can employ someone or use external agencies for specialized events or tasks that understand their verticals.

11. What are the **necessary qualifications and skills** for each role?

Marketing has a lot of sub-roles : digital marketing, strategy and finance, marketing operations and events, PR and communication ... A project manager that could coordinate and get help from external marketing professional would be to me the best idea to stay focused and project based.

12. What is the **ideal team size** for a high-performing marketing plan?

As it seems that this company is scaling up, I would say 1 person would be already great to have. But a person with vision and understanding is crucial in order to hire and guide a potential Marketing employee. (Pareto law)