

***Identificación y caracterización de nuevos
productos en respuesta a las nuevas
demandas de los consumidores***

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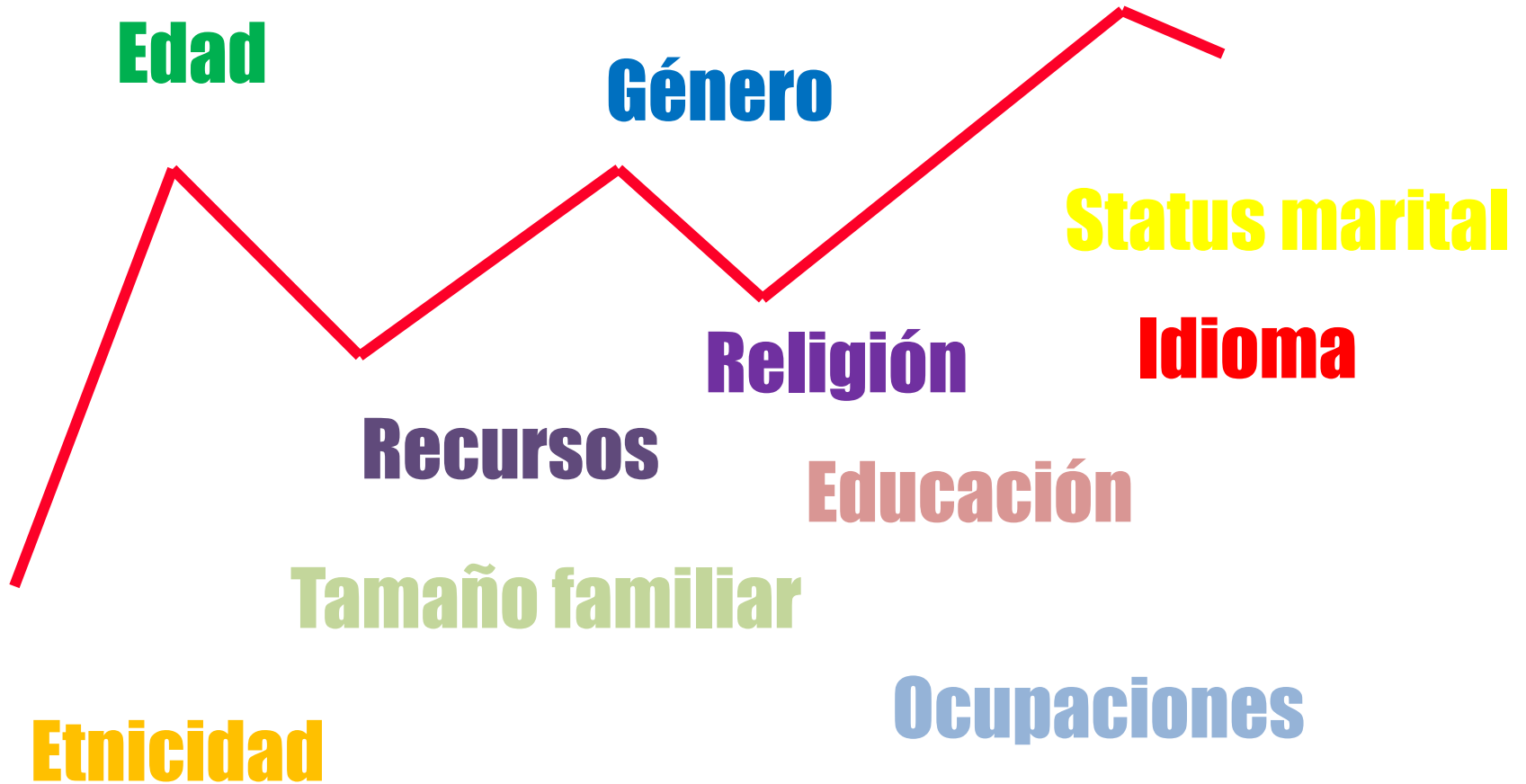
Mercado y consumidor en España



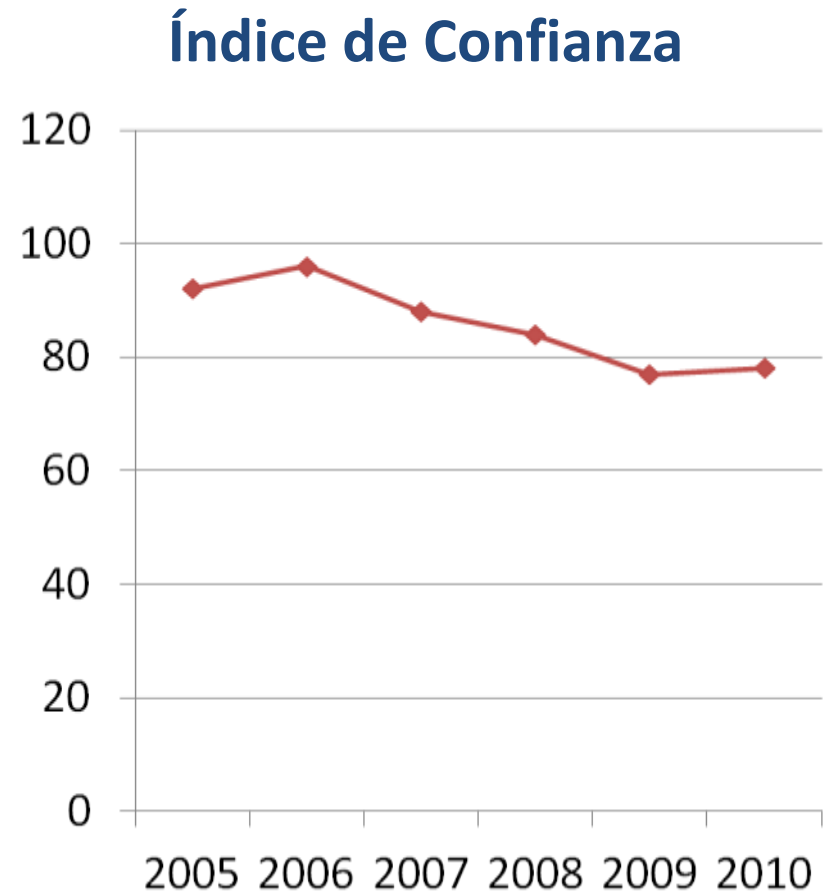
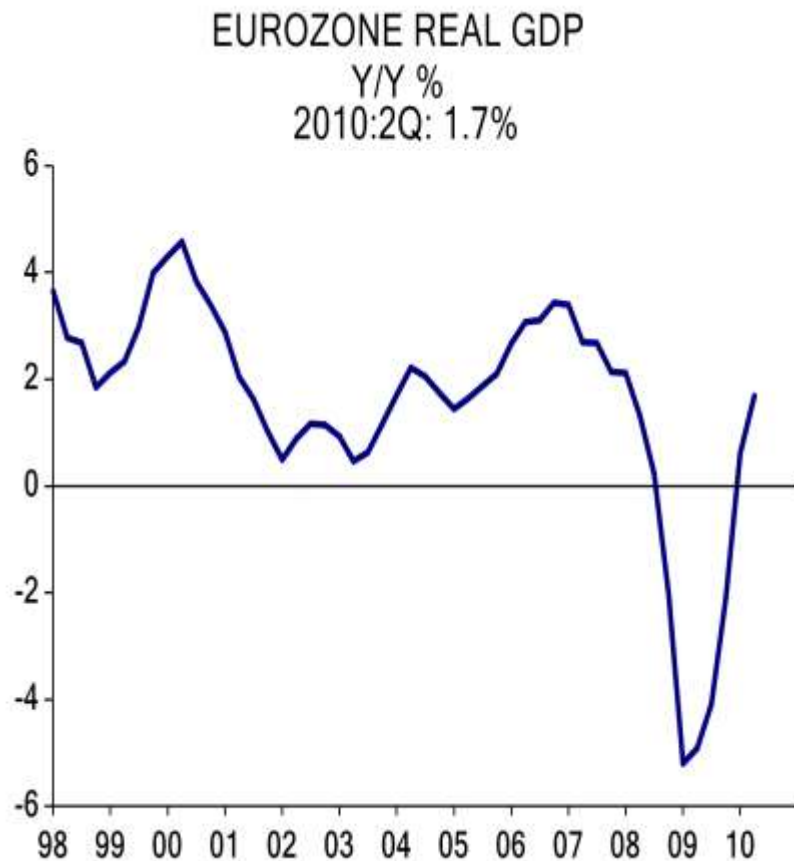
***“La gente tiene que comer,
incluso durante una crisis
económica”***

Lee Linthicum, Global Packaged Food Manager

Variables de consumo

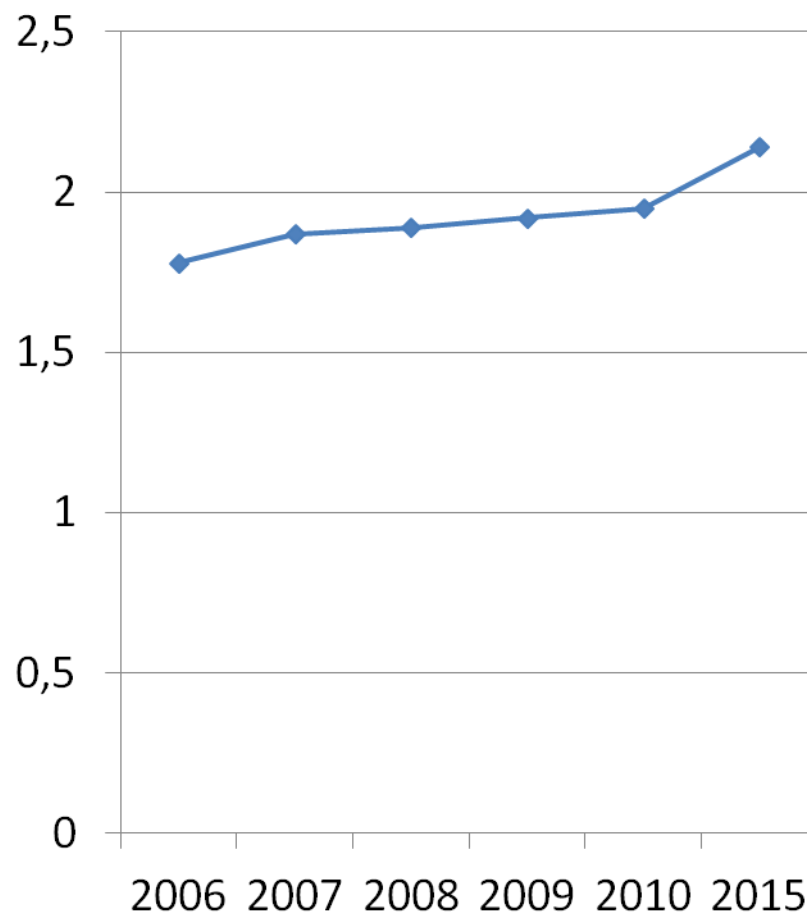


El rebote del crecimiento del PIB en Europa no ha aumentado la confianza del consumidor



Ventas mundiales de alimentos envasados

- Las ventas globales alcanzarán 1,95 trillones de USD este año.
- El crecimiento real es del 7% desde el año 2006.
- El crecimiento del valor global de 2010-2011 se espera que sea 1,7%, lastrado en gran medida por la lenta recuperación económica y un menor crecimiento en los mercados desarrollados.
- Sin embargo, las ventas llegarán a 2,14 trillones en 2015, con un incremento de casi el 10%.



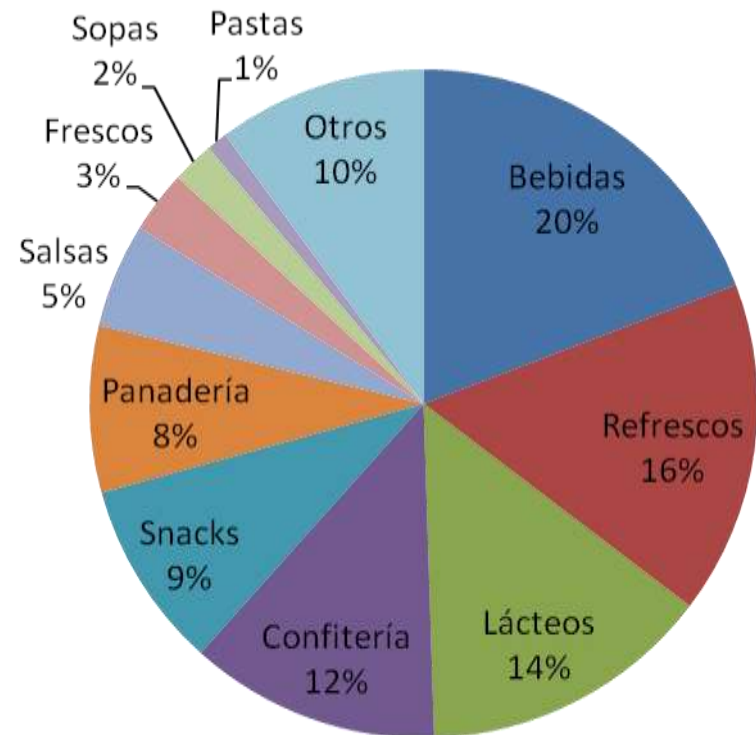
Lanzamientos de nuevos productos

Geografía



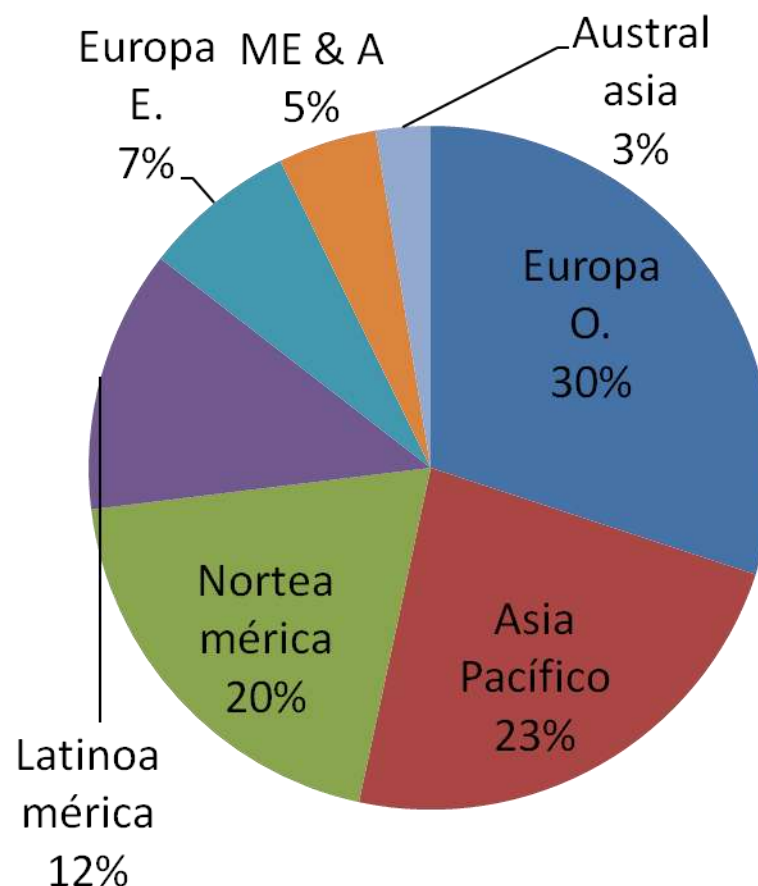
- Countries with HIGHER number of relevant launches
- Countries with LOWER number of relevant launches

Categorías

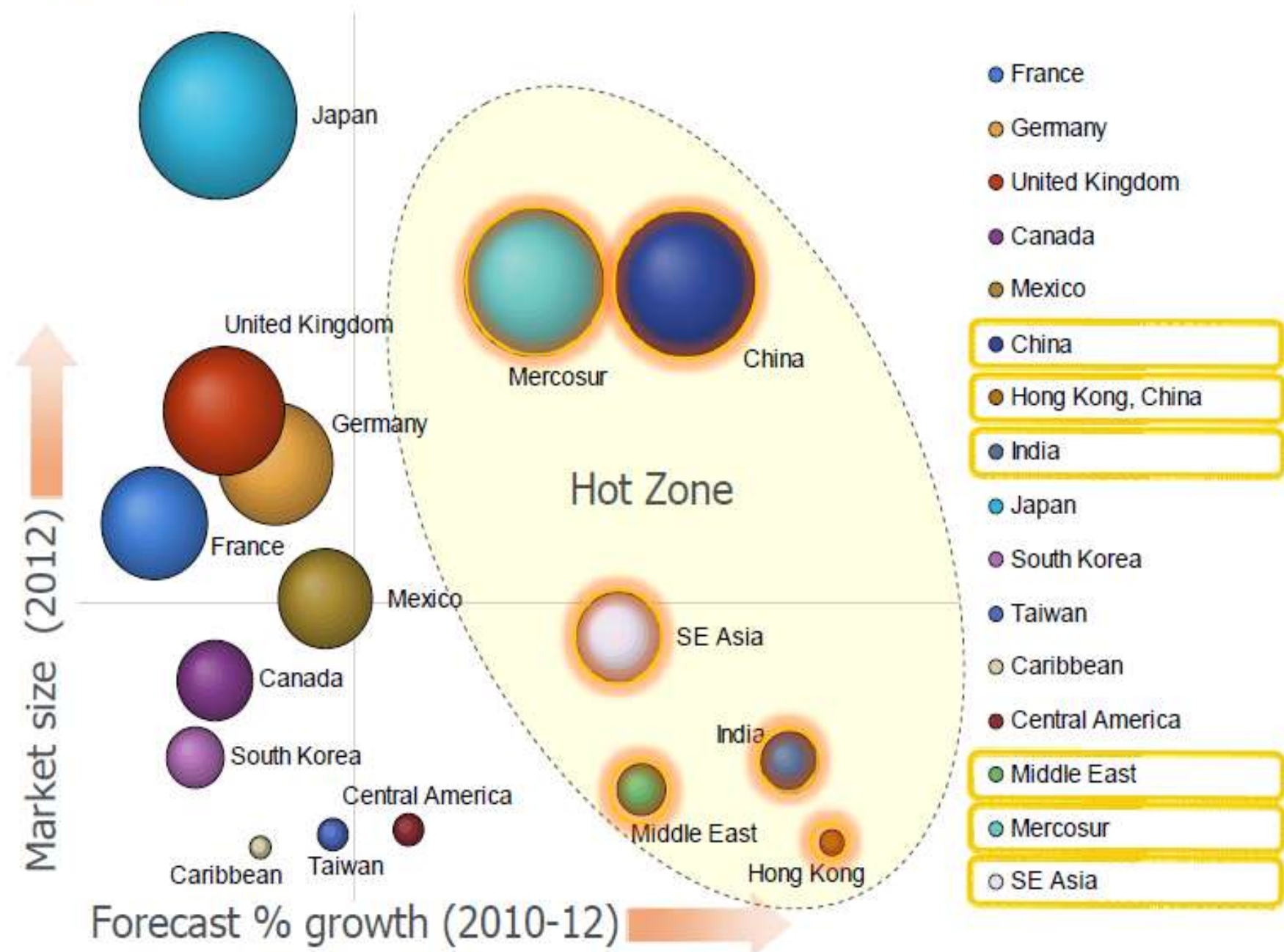


Ventas por región 2006-2010

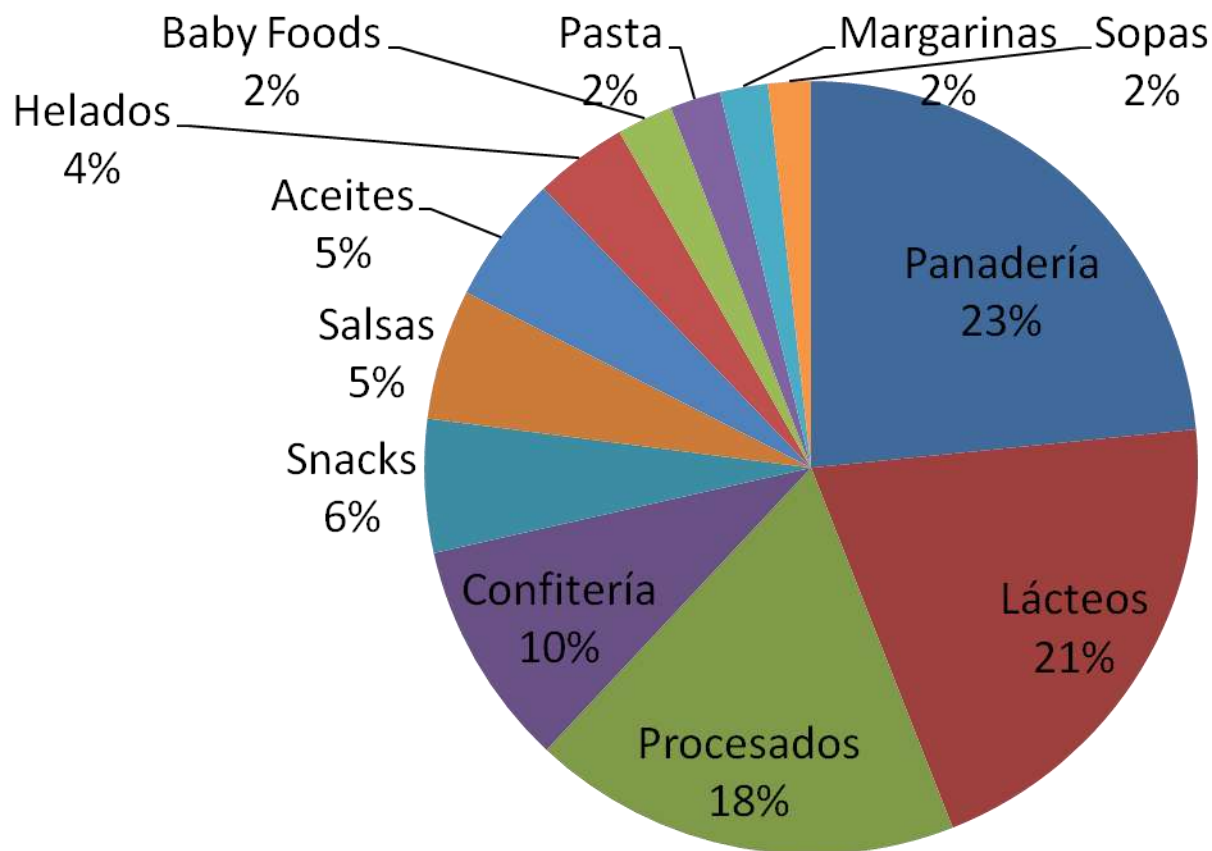
- Europa Occidental, Asia Pacífico y América del Norte poseen los mercados más grandes en valor.
- Europa Occidental representa el mercado más grande con 588.000 millones de USD en 2010.
- El crecimiento del consumo se da particularmente en mercados en desarrollo.
- América Latina lidera el crecimiento con una tasa compuesta de crecimiento anual del 3,7% desde 2006 hasta 2010.



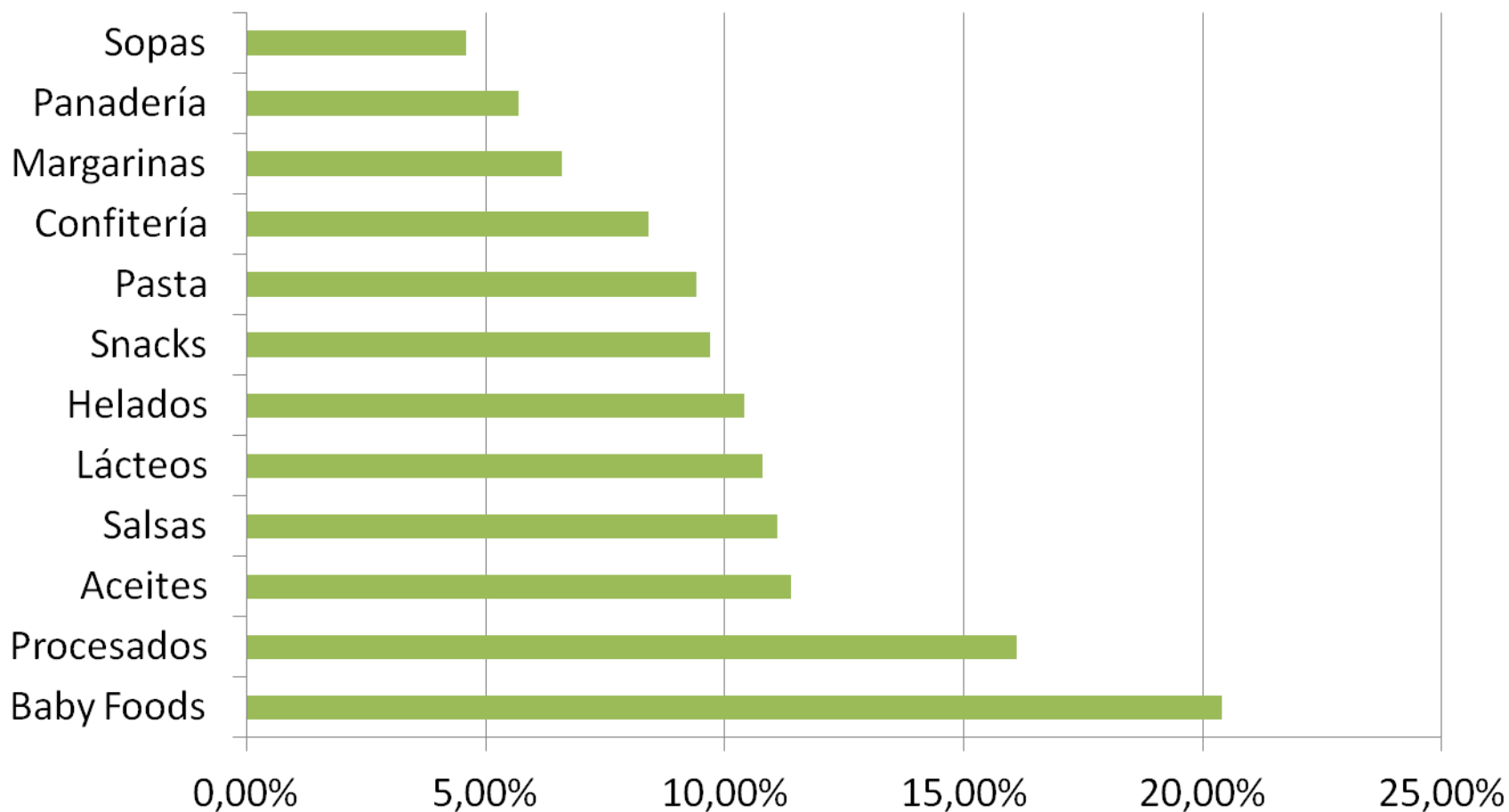
Key Export Growth Markets



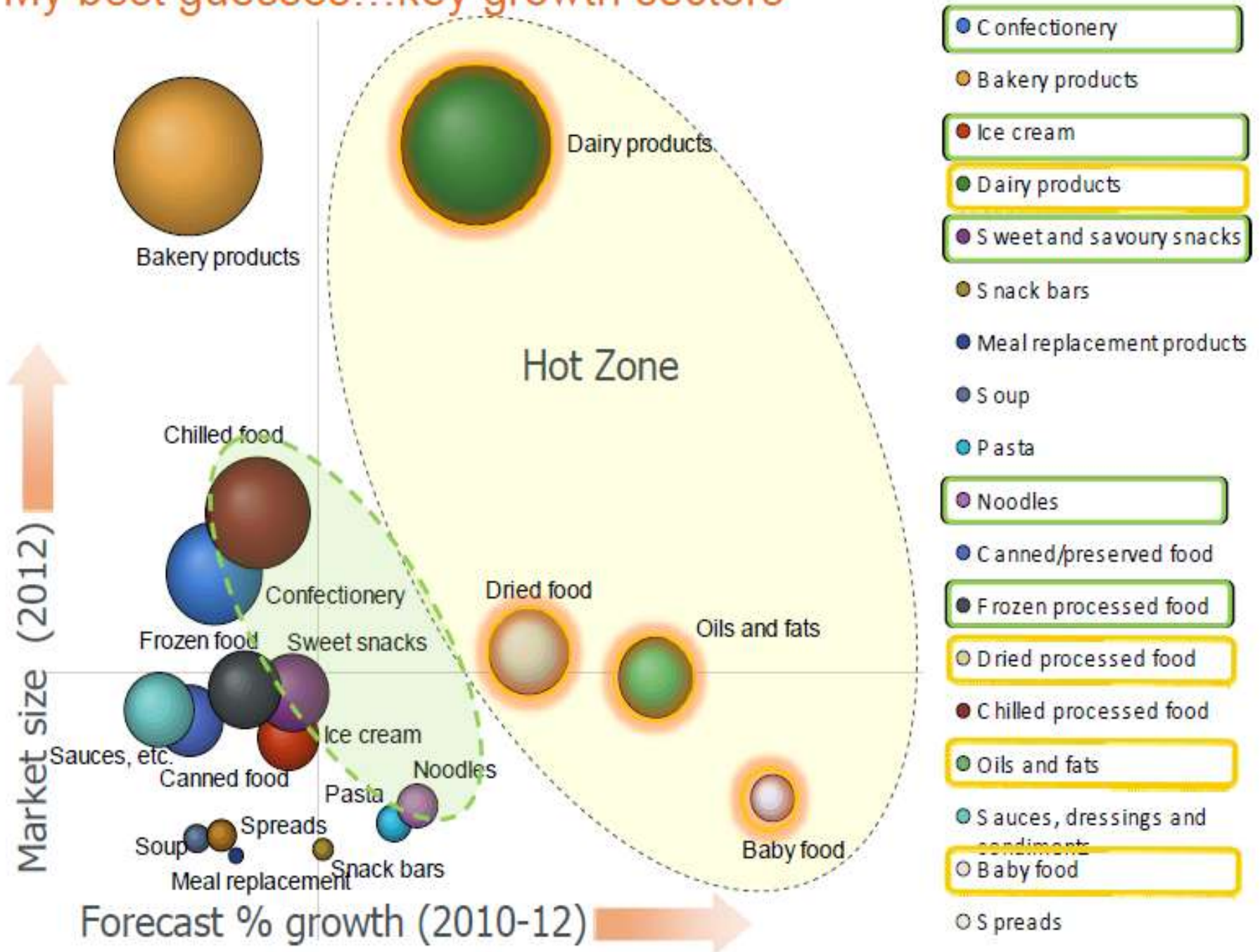
Ventas mundiales, en valores, por categoría alimentaria



Crecimiento en volumen 2010-2015 de determinadas categorías alimentarias



My best guesses...key growth sectors



Tendencias en un tiempo de crisis

Salud

- Sigue siendo el principal motor de la innovación en la industria

Segmentación

- Dirigirse a segmentos clave de consumidores con necesidades específicas

Exotismo

- Sabores exóticos/nuevos para mantener el interés de los consumidores

Premiumización

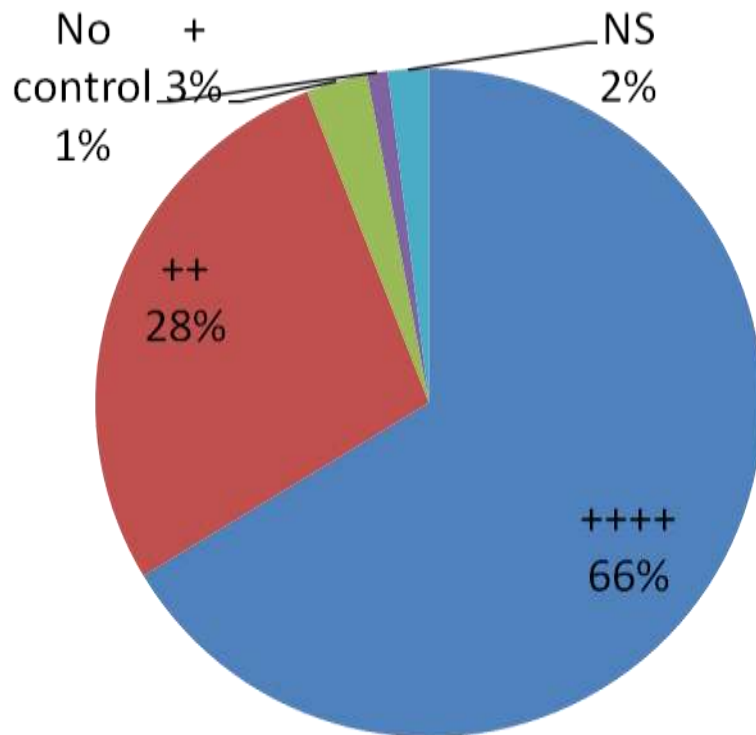
- Diferencia/alternativa a la marca blanca

Comercio

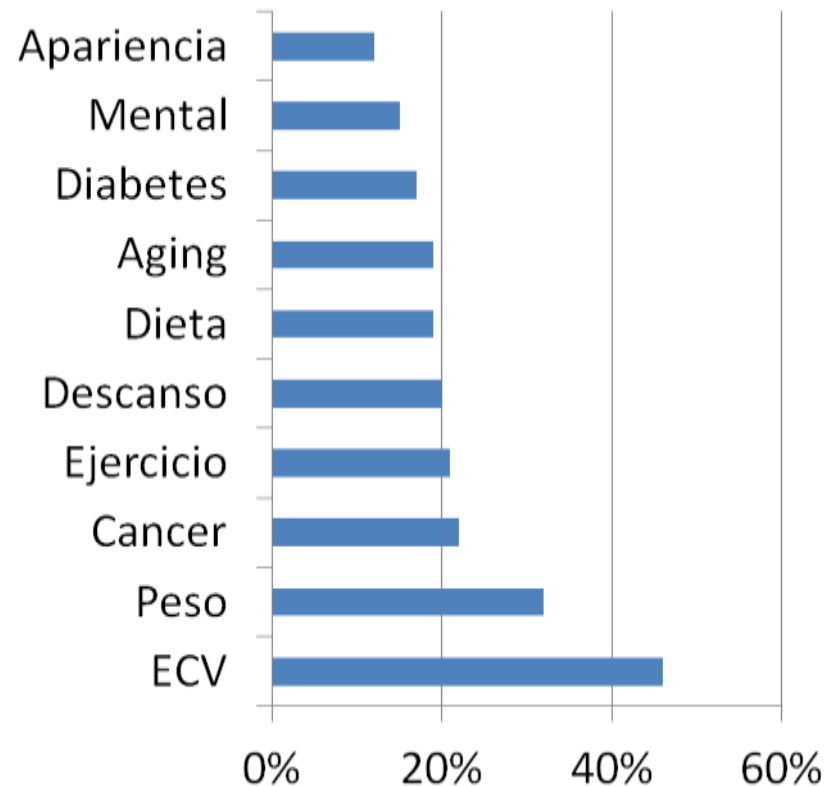
- Value for money

Actitudes de los consumidores hacia la salud

Control sobre la salud



Top Health Concerns



Tendencias en un tiempo de crisis

Salud

Segmentación

Exotismo

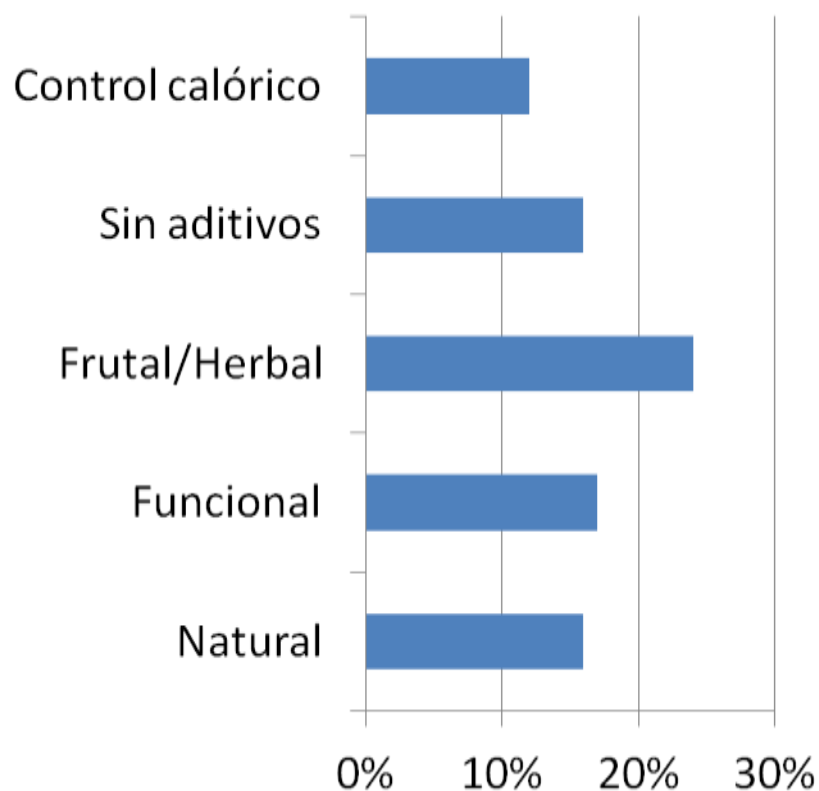
Premiumización

Comercio

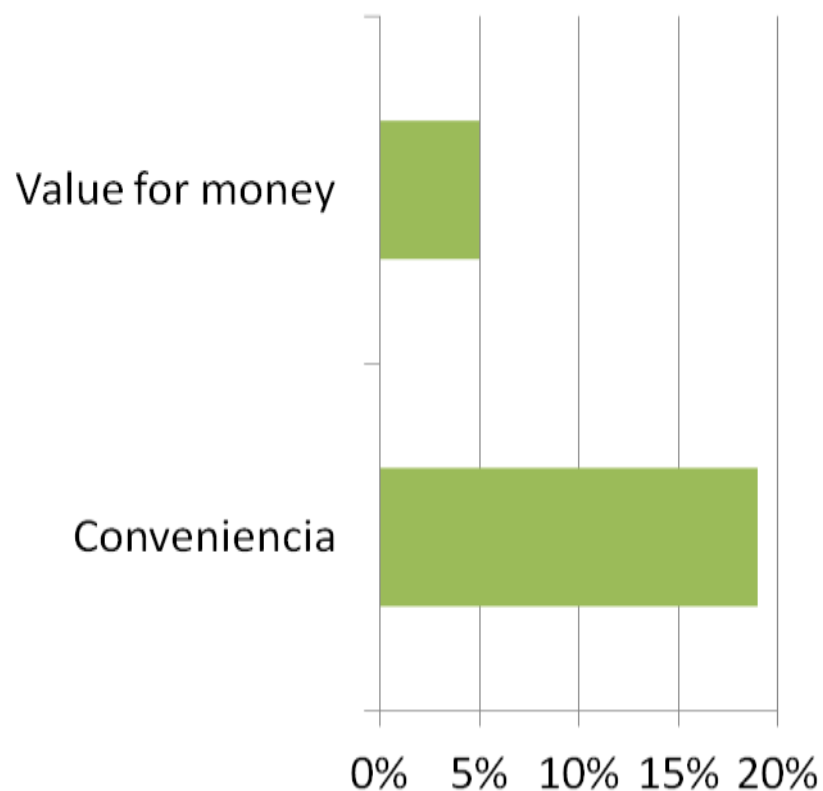


Principales tendencias en los lanzamientos

Salud y bienestar

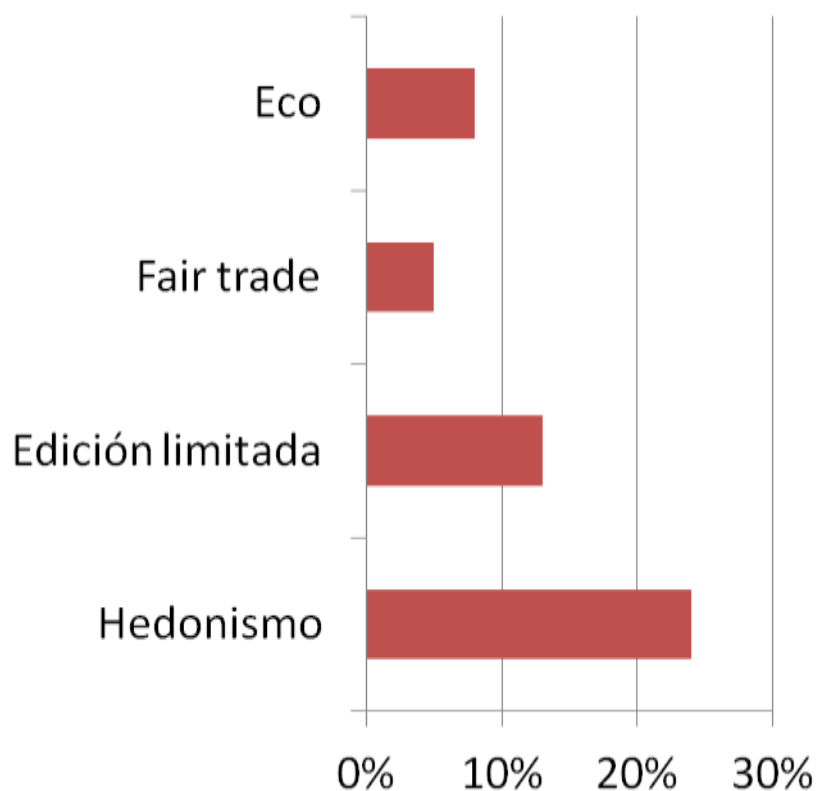


Valor del tiempo

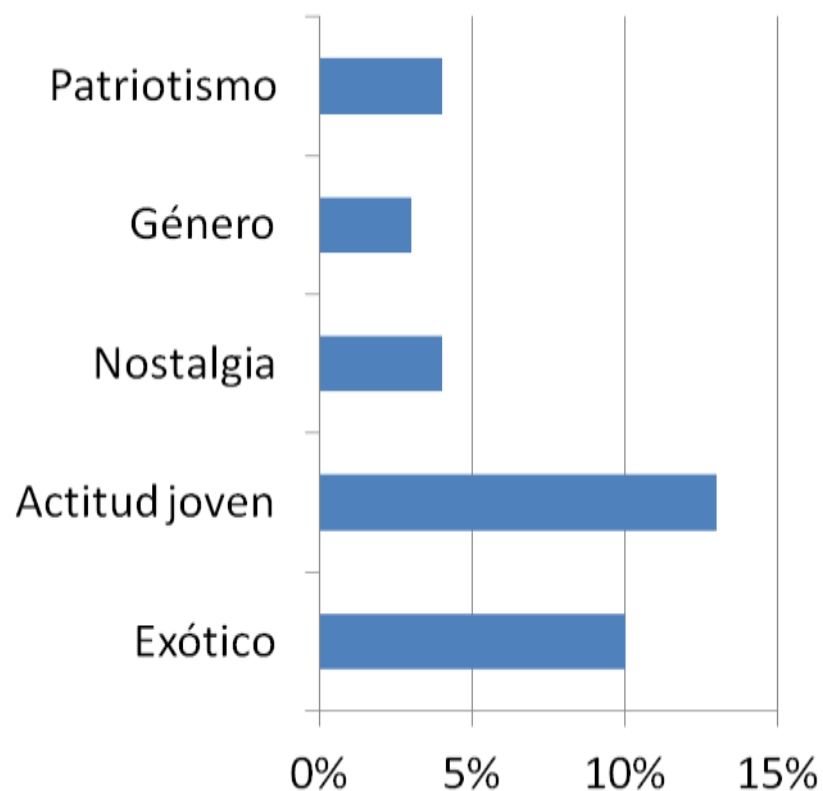


Principales tendencias en los lanzamientos

Special Rewards

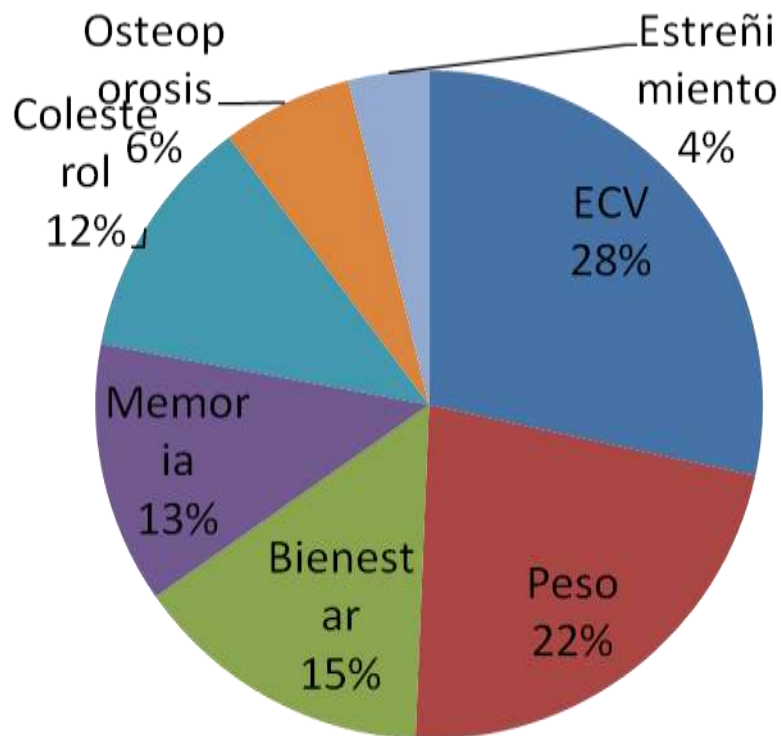


Aspiracional

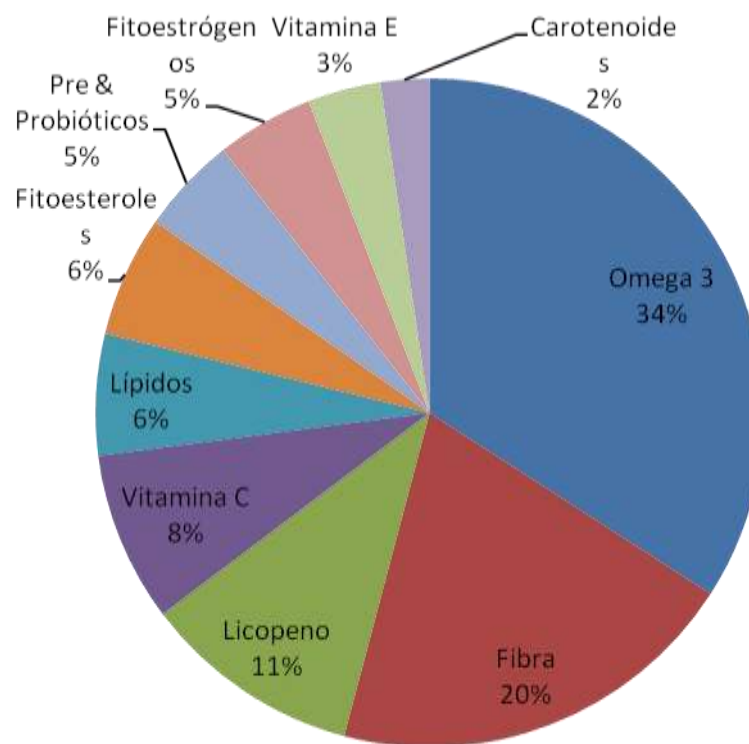


Claims vs notoriedad

Claims más usados

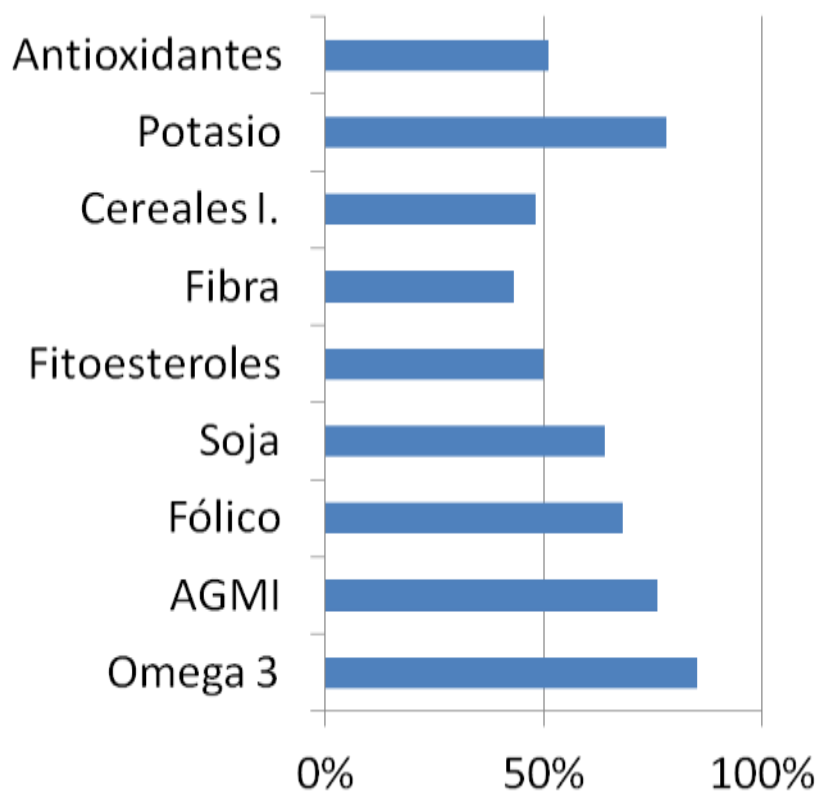


Notoriedad en medios

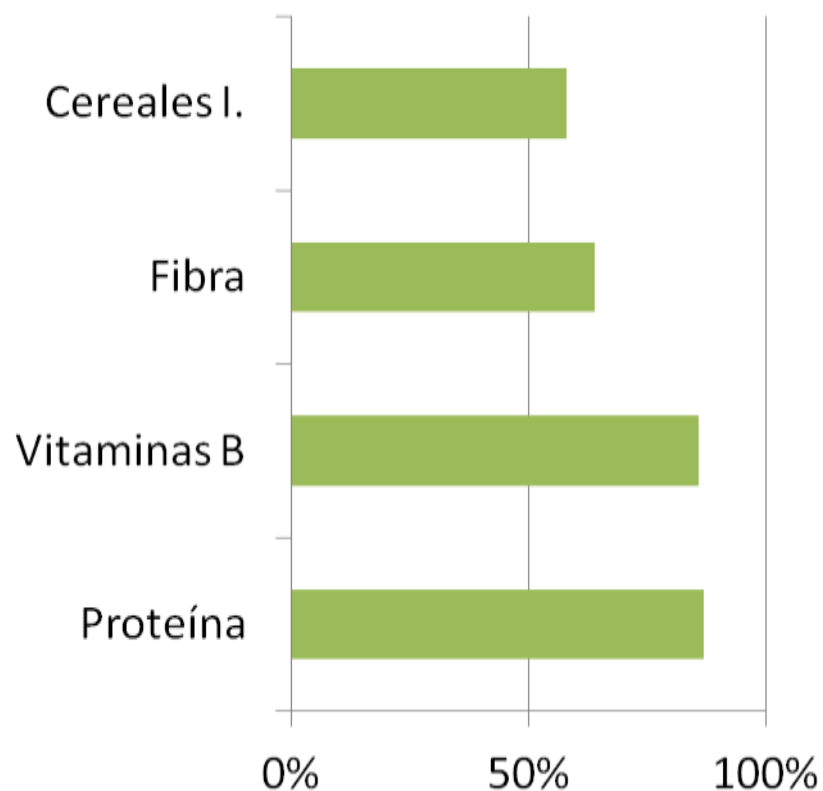


Relación ingrediente/efecto para los consumidores españoles

Enfermedad cardiovascular

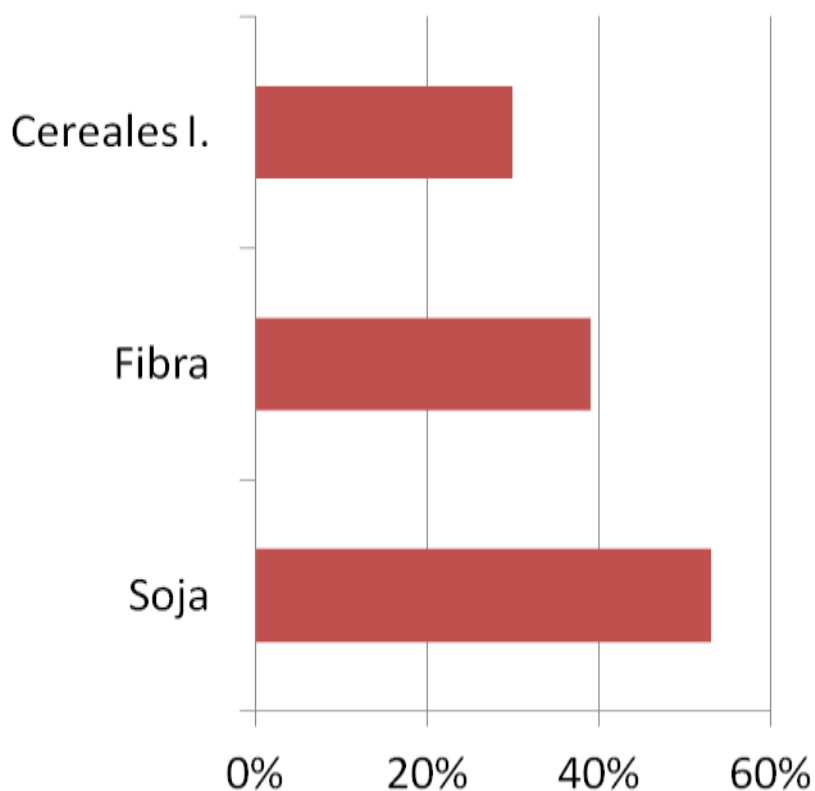


Sobrepeso

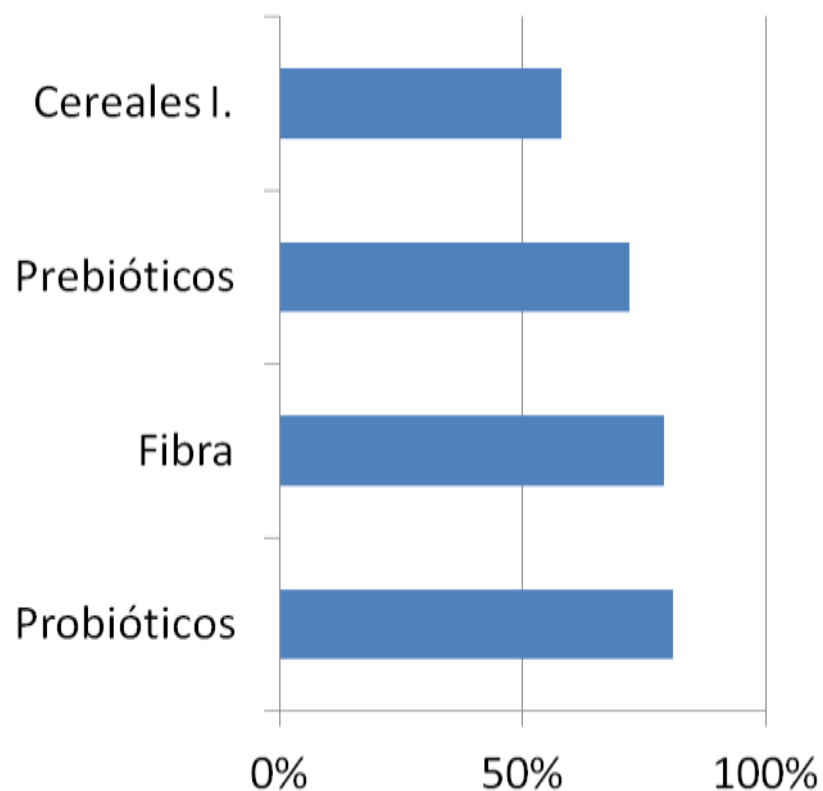


Relación ingrediente/efecto para los consumidores españoles

Cáncer

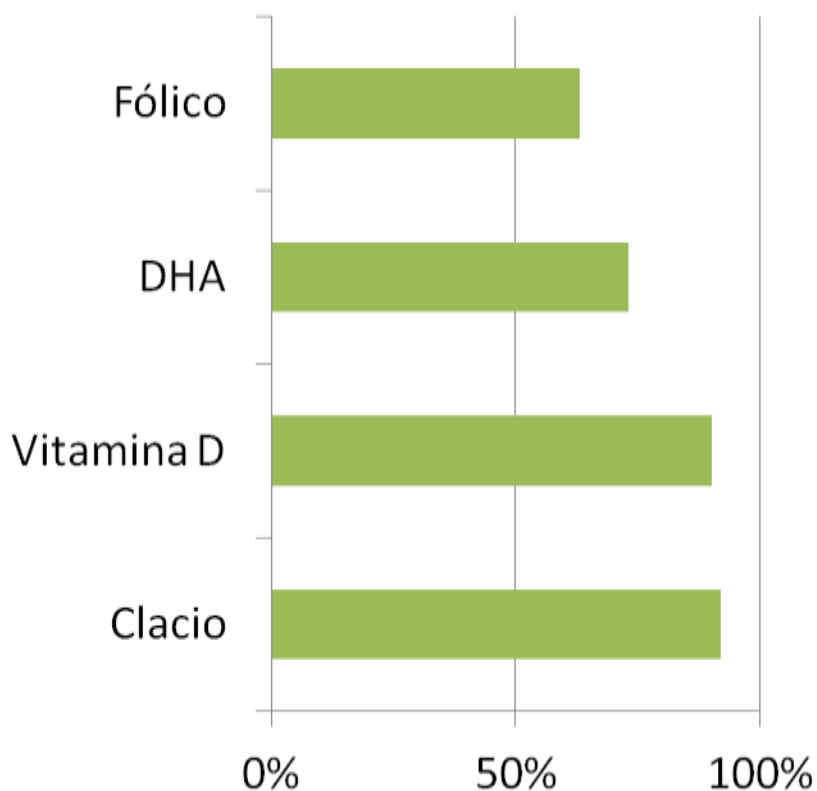


Salud digestiva

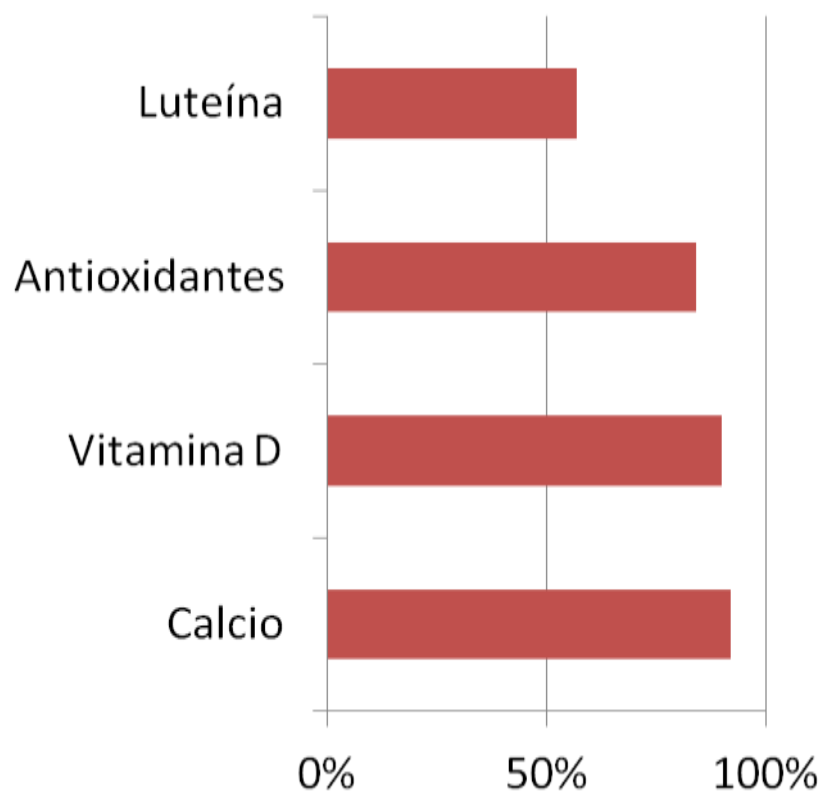


Relación ingrediente/efecto para los consumidores españoles

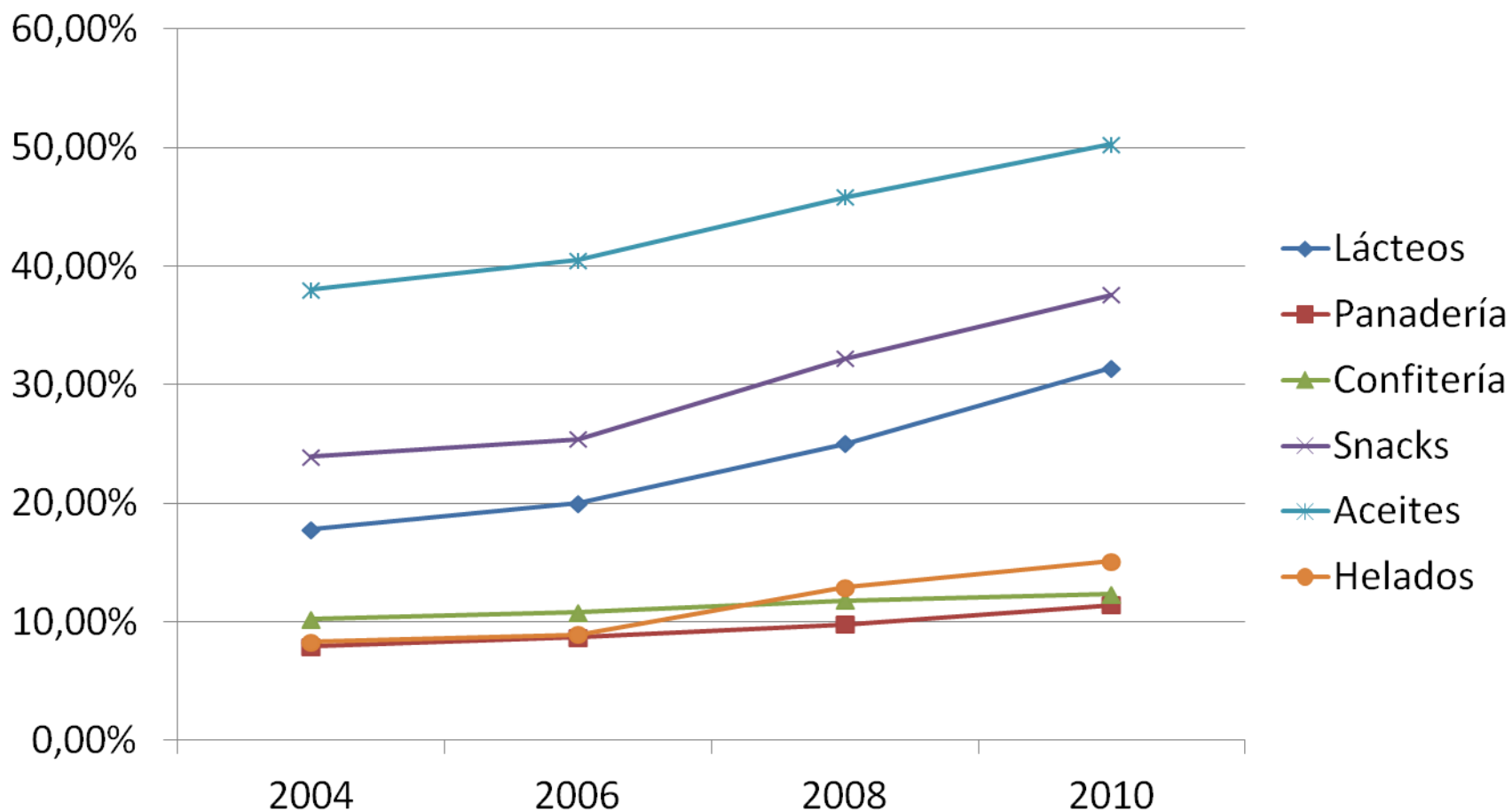
Crecimiento y desarrollo



Envejecimiento saludable

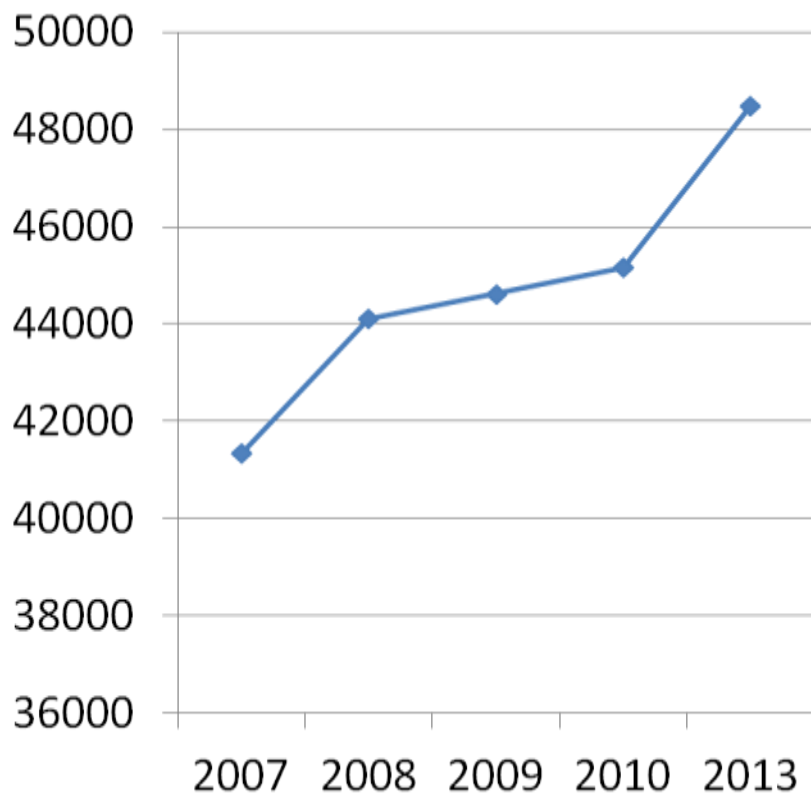


Evolución de la “marca blanca” en España

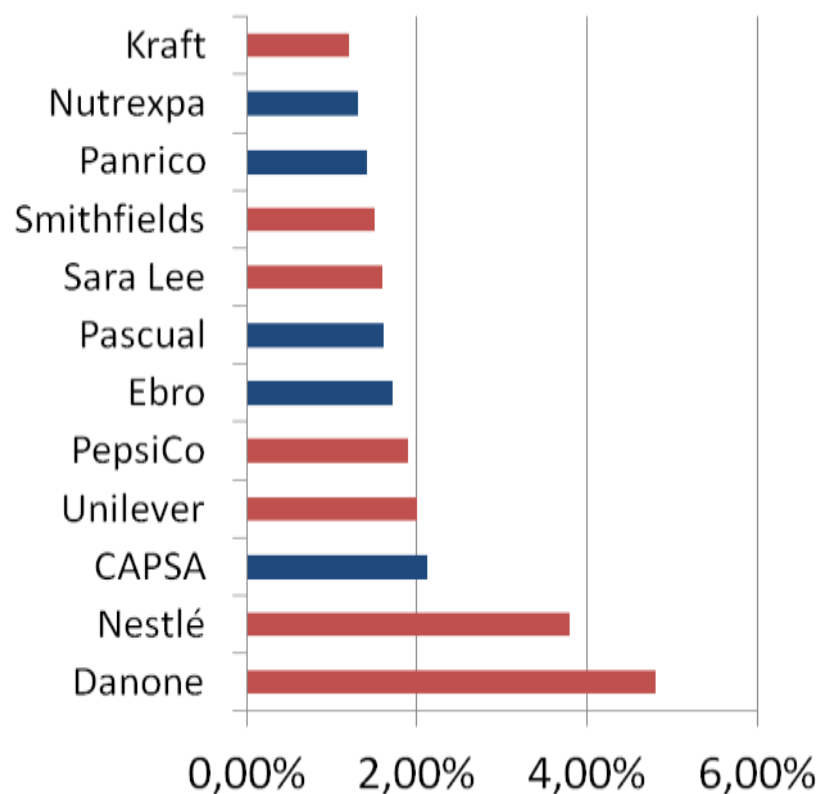


Mercado alimentario en España

**El mercado de alimentación
(valores) no crecerá hasta 2013**



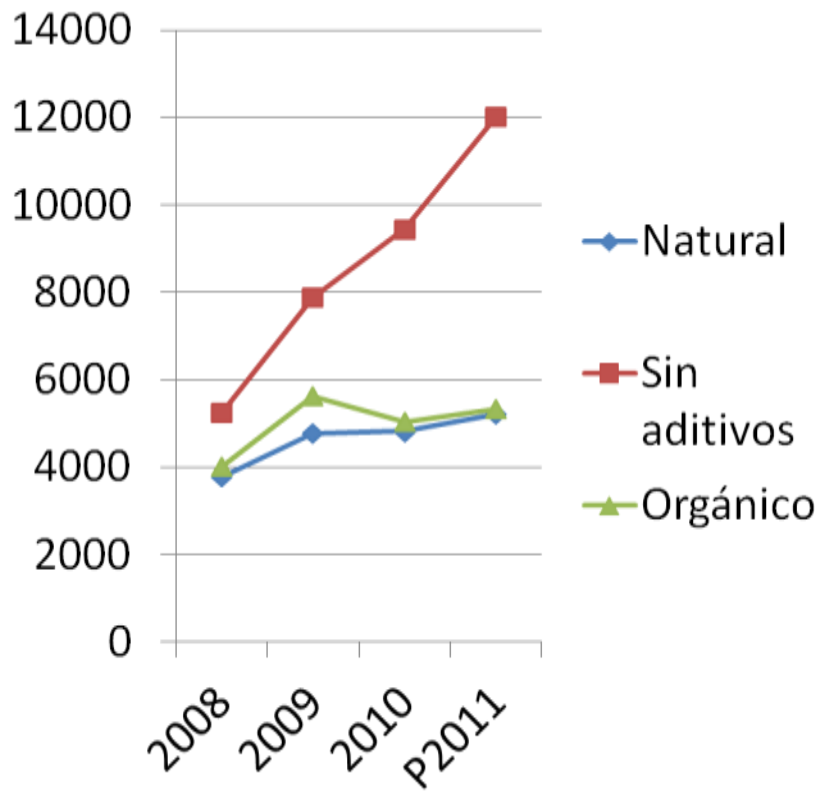
**Las multinacionales siguen
siendo líderes**



***Qué debemos tener en cuenta
para el futuro?***

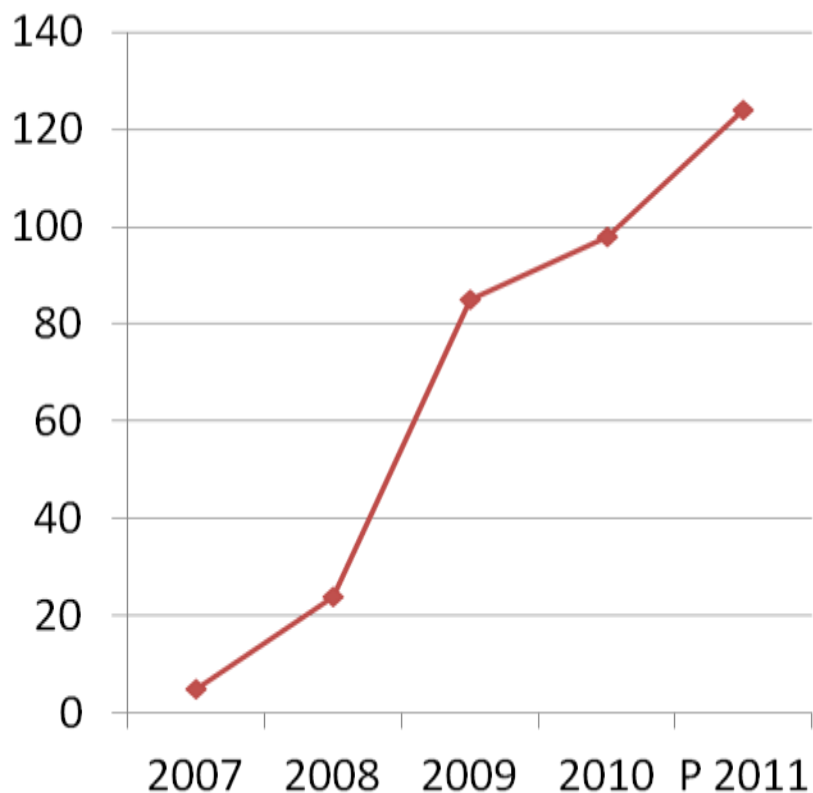
Lo procesado no se lleva

Lanzamientos mundiales



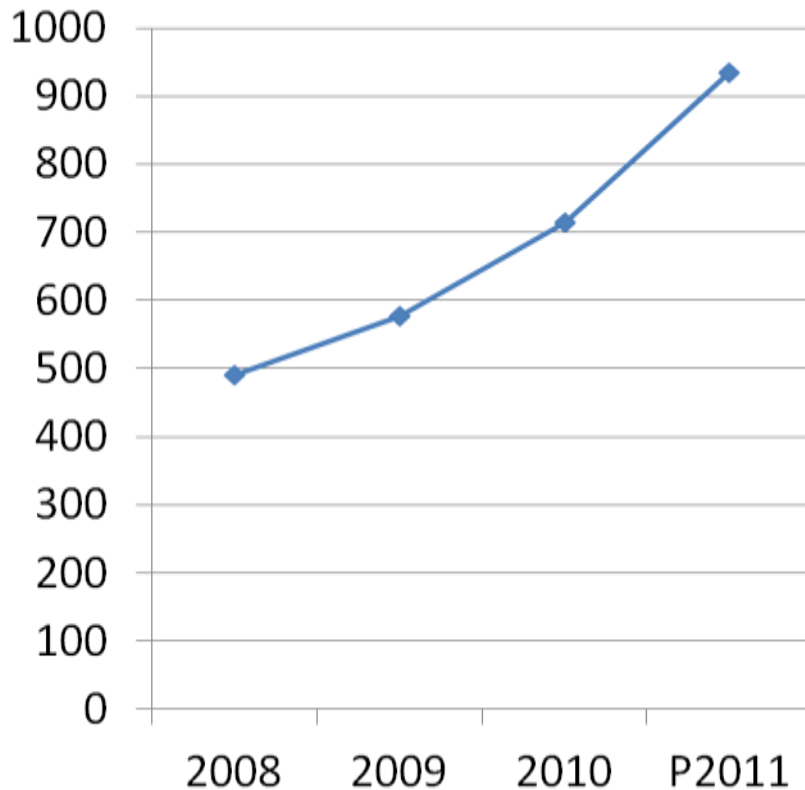
Búsqueda de fuentes alternativas

Lanzamientos globales de fuentes proteicas alternativas



Dar valor al dinero

Lanzamientos globales reclamando “valor”



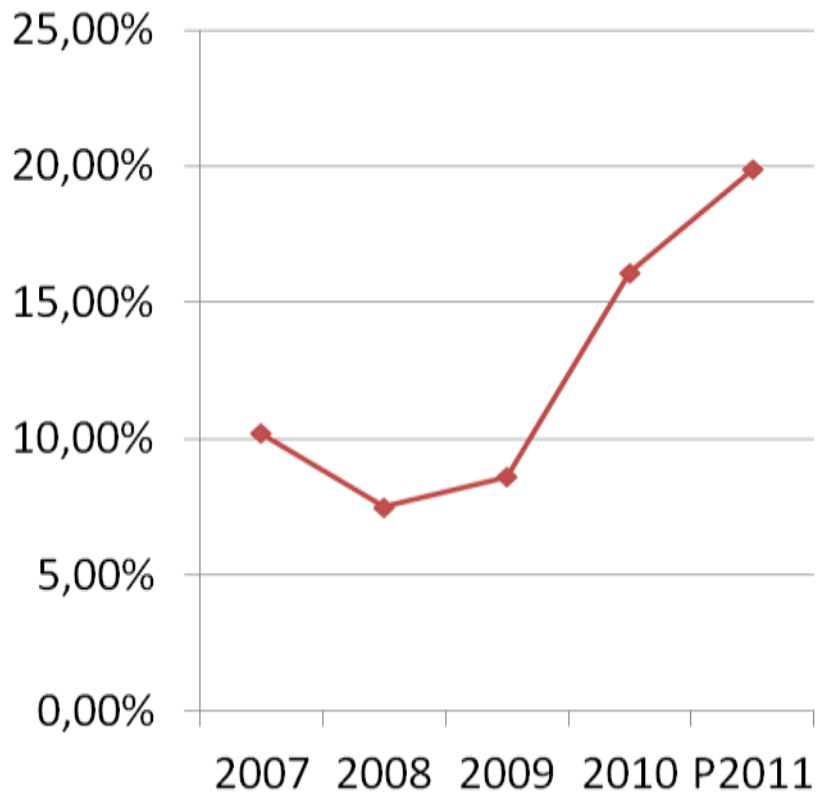
But so is the top!



The bottom is getting bigger

Probar los efectos

Lanzamientos bajo la declaración “probado”





No more bloated feelings.

Activia when used everyday for 14 days,
helps to improve slow transit.



Terveysväittämistä tuli päänsärky Danonelle

Uutistausta

Fin Immunon-Sequencesot, Peritoli
ria.sequencesot@kaappi.fi

Terveysväittämien hiljominen si-
vuun Danoneen myyntivalitien mai-
nonassa on herättänyt kysymyksen
ranskalaisen elintarvikejätin strate-
giasta. Kysymys nousi pintaan, kun
Danone päätti viime viikolla vetää
pois Euroopan elintarvikeuravalli-
suusviranomaiselle EFSA:lle jätä-
mä hakemukset, joilla se tavoitteli
vahvistusta Actimel- ja Activia-jo-
gurtissaan terveysväittämille.

Danone perustelee peräntymis-
tään EFSA:n menetelmien liittyvillä
epäselvyyksillä ja jättää oven raol-
leen mahdolliselle uudelle hakemuk-
selle. Kuvaa elintarvikejätin vank-

kumattomasta uskosta hakemuk-
seensa himmentää kuitenkin se, että
Danone päätti samalla oma-aloittei-
sesti muuttaa tuotteiden maunontaa
karsimalla niistä terveysväittämät.

Viime vuosina kiihtynyt tieteel-
listen argumenttien käyttö markki-
nointitarkoituksiin on joidenkin
asiantuntijoiden mukaan käänny-
mässä elintarvikevalmistajia vas-
taan. EFSA kun on ottanut varsin
tiukan linjan pakottaen Danoneen te-
tuken myös muut elintarvikejätit, ku-
teen Unileverin ja Nestlén, entisiä
tarkempaan tarkintaan. Terveysväi-
tusten todistaminen saattaa vaatia
pitkiä ja kalliita tutkimuksia, kun
EFSA kysyy tuotteilta erittäin perus-
teellisia näytöksiä.

Toisaalta taas kuluttajien vastaan-
otto kyky terveysmaunontalle on ra-
jallinen. Pari vuotta sitten Danone

sortui erittäin iseen yllytyksiin, kun
se laajensi konseptia kauneusvali-
tuksiin ja lanseerasi "Ihota ruokki-



van" kauneusjogurtin muuttamassa
Euroopan maassa. Tuotteesta tuli
kaupallinen floppi ja sen valmistus
lopetettiin.

Actimelin ja

Activian koh-

dalla Danone

on jo karsi-

nut terveys-

argumentit

ranskalais-

ta ja brittiläisistä

maustamajista.

Paino on nyt tuotte-

den maussa ja moni-

puolueessa. Dan-

nen tiedottajan mu-

kaan muuttamalla vas-

tataan kuluttajille, joi-

lla haluaa, että heille

puhutaan mielihyväs-

tä.

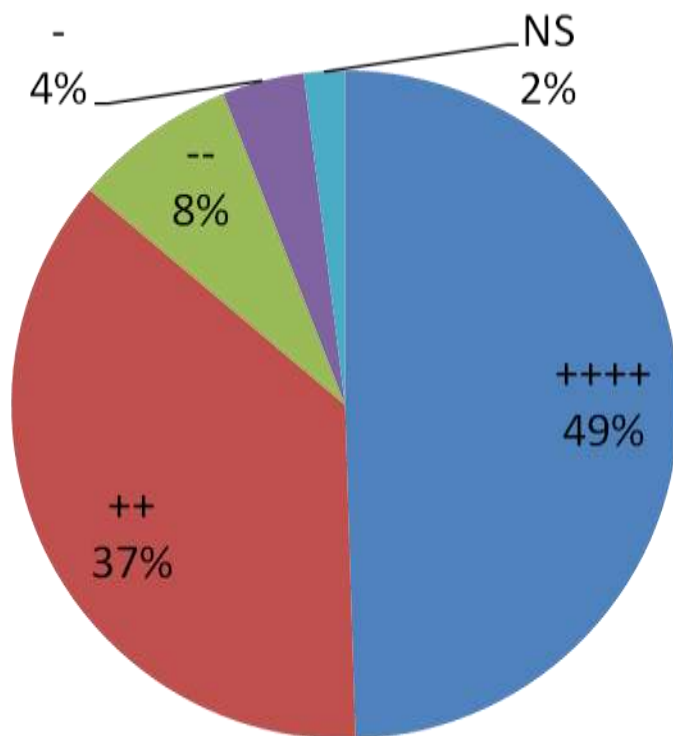
Vaikka muutos ei elintarvikejätin
mukaan ole rokotanut tuotteiden
myyntilukuja, substaantuvat jotkut
asiantuntijat epäilevästi maunontas-
tegin vilailuun.

Danone on nimittäin tukentunut
voimakkaasti nimenomaan terveys-
argumentteihin. Näiden vahvasta
osuudesta kertoo se, että niin Acti-
melin kuin Activiankin myynti on
neljännes elintarvikejätin kokonais-
myyntiin.

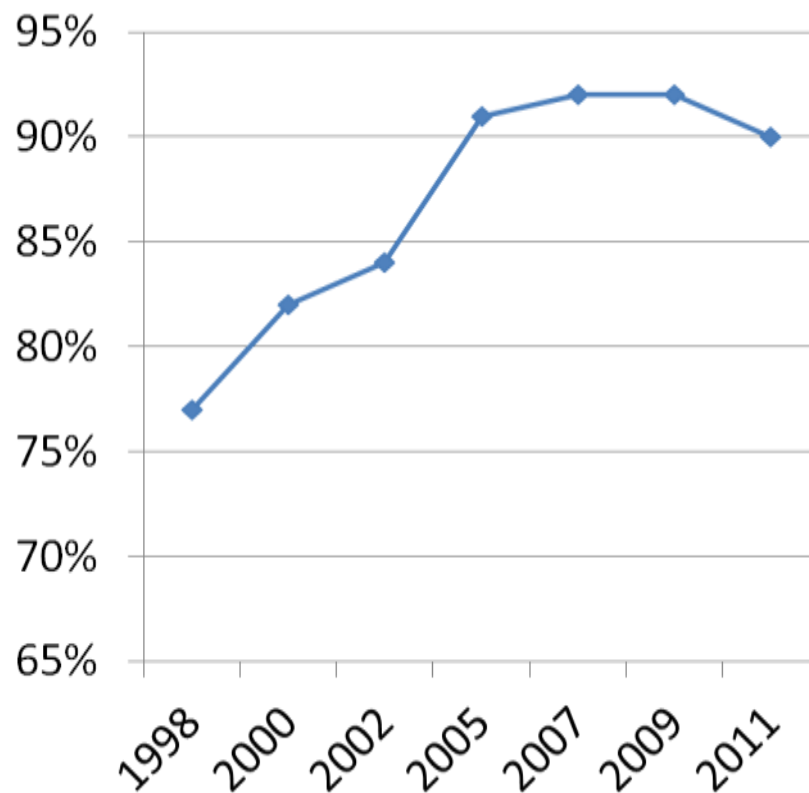
Kysymys kuuluu nyt, kuinka
kauan tuotteet pystyvät kilpaile-
maan halvempien valintojen
kanssa ilman terveysmainontaa.
Danoneella näyttää olevan vastaus-
malli valmiina: viime vuonna se ryh-
tyi tutustumaan hiirakilpailuun ja oo-
nistui näin kasvattamaan maistotuot-
teidensa myyntiä kireästä markkina-
tilanteesta huolimatta.

Alimentos funcionales y beneficios

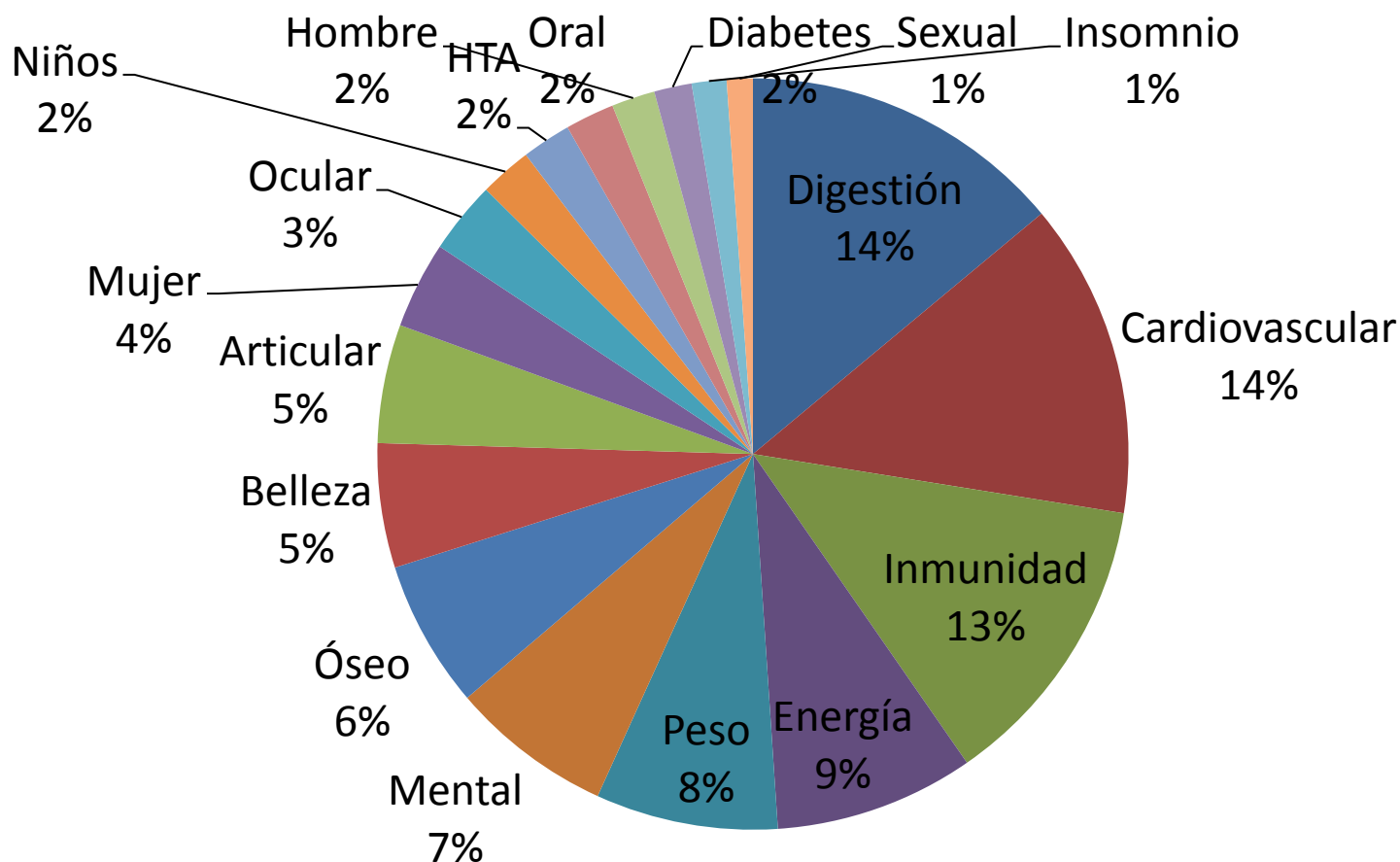
Confianza en los alimentos funcionales



Identificación de alimentos y beneficios

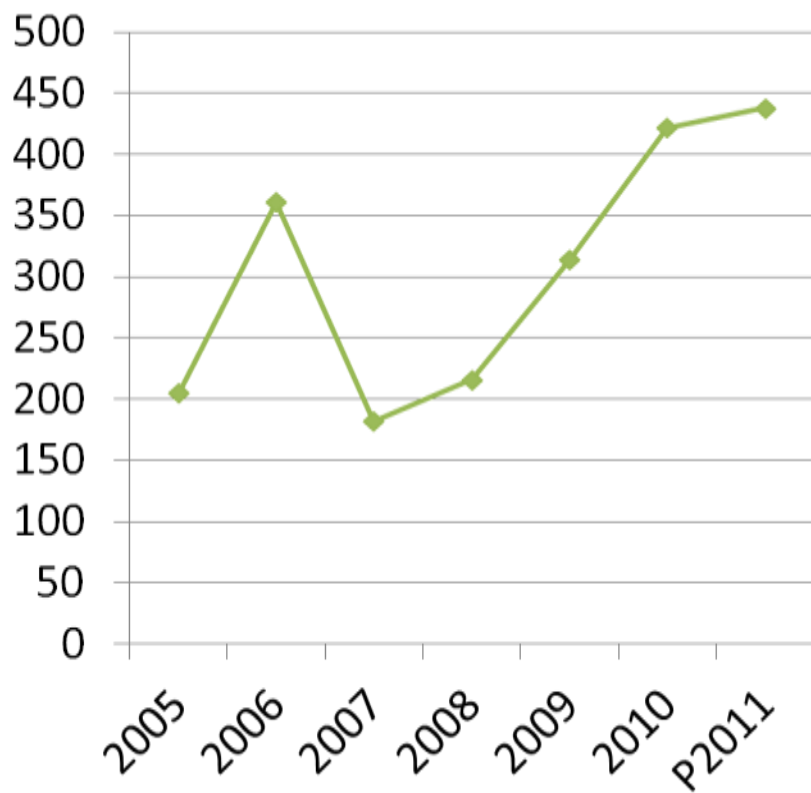


Lanzamientos funcionales por posicionamiento, 2010



La importancia de la regulación europea sobre declaraciones

Lanzamiento de productos con claim cardiovascular



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Weight management surprise win in EU health claims lottery

By Julian Mellentin

Companies have become accustomed to the European Food Safety Authority (EFSA) almost routinely rejecting proposed health claims. Certainly the most recent batch of health claim opinions – published on 19th October – maintains EFSA's tradition of a 90% rejection rate. However, although it's not often that something good comes out of the EU's health claims process, on this occasion – incredibly – there might be something positive to say.

Buried in the EFSA dung-heap is a nugget of gold that may help product developers who have the imagination and creativity to do something with it. The nugget is EFSA's unexpected, first-ever approval of a weight-management claim for a specific food ingredient.

The ingredient approved is glucomannan, better known as konjac fibre. The EFSA review panel concluded that it agreed that a cause and effect relationship has been established between the consumption of glucomannan and the reduction of body weight and it authorised the proposed health claim:

Glucomannan contributes to the reduction of body weight in the context of an energy-restricted diet.

Many companies that have been experimenting with weight management products – such as those based on fibre and proteins for satiety, which are now not approved by EFSA to make a satiety claim –

suddenly are faced with a unique opportunity to do something in weight management with a claim that's EFSA-approved.

It's worth noting that when the cholesterol-lowering brands such as Benecol, Danacol and Becel got EFSA's approval for their

health claims, marketers began using terms such as "EU approved" in print and radio advertising – and in many markets sales went up markedly.

Not only does konjac now have a unique claim, the clinical evidence is that it actually works, so enabling consumers to "feel the benefit" – something now well-established as a key success factor in the business of food and health.

Konjac fibre will be unfamiliar to many product developers, but it is already used in many foods as a gel or thickener (it's described as E425 on many product labels). It's a soluble fibre derived from the root of the konjac plant – enabling marketers to communicate a "natural plant extract" message of the kind that has already worked well for many ingredients.

Konjac forms a viscous, gel-like mass in the stomach when hydrated and this is clinically proven – certainly to the satisfaction of EFSA's near-pharmaceutical standards of clinical proof – to induce a sense of satiety leading to a decrease in subsequent energy intake. In order to obtain the claimed effect, 3g of glucomannan should be consumed daily.

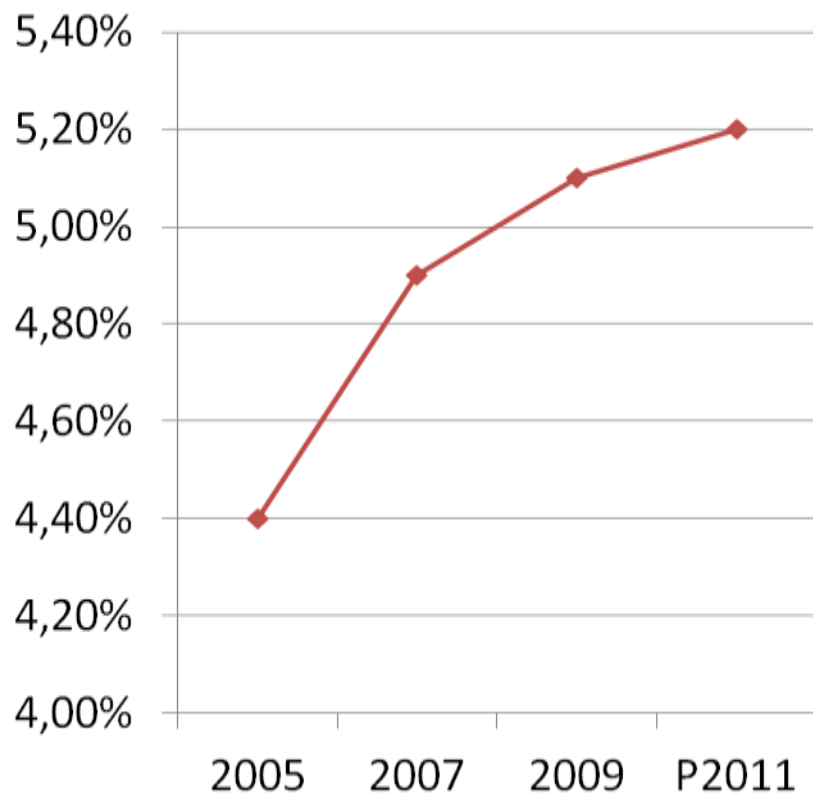
"I believe the EFSA decision will help enormously to put konjac in a better light," says Ross Campbell of CyberColloids, a company which provides expert help with innovation for companies using and making hydrocolloids. He adds: "It will certainly encourage food formulation work and I think



An American brand called NeuroTrim is one of the few brands in Europe already offering a weight management benefit based on the presence of konjac.

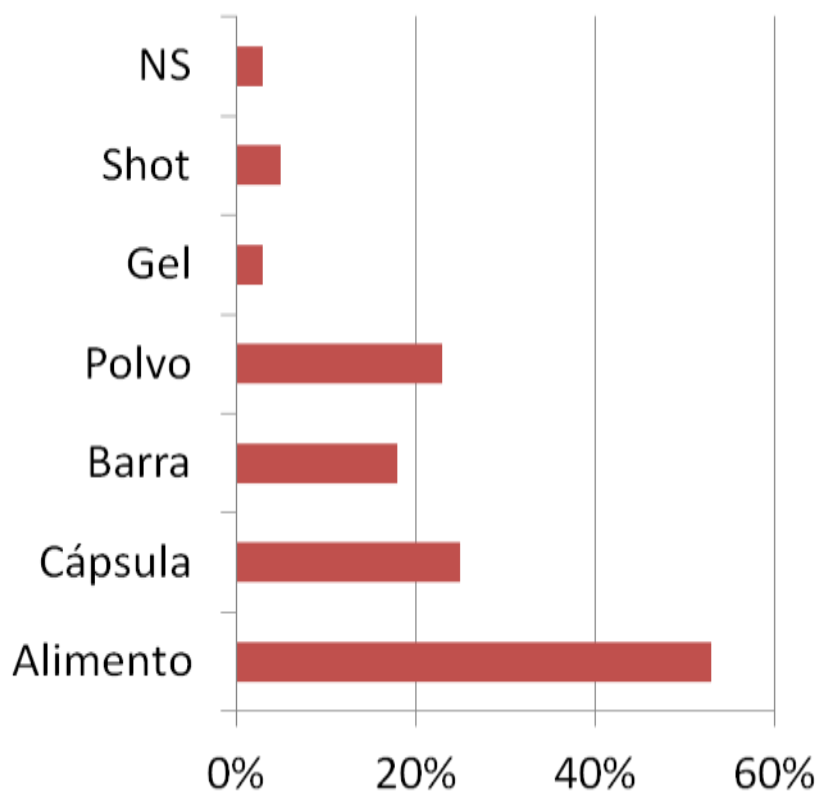
A pesar de la crisis el mercado funcional no decrece

Porcentaje de lanzamientos globales de alimentos funcionales



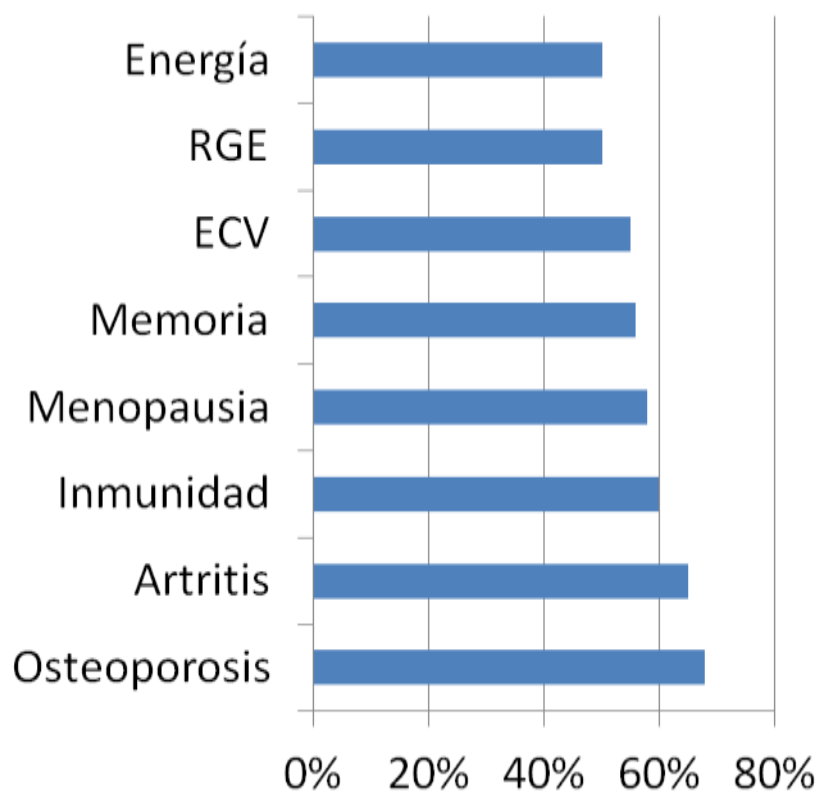
Funcionalidad. Mejor en alimentos

Los consumidores prefieren la funcionalidad en forma de alimentos

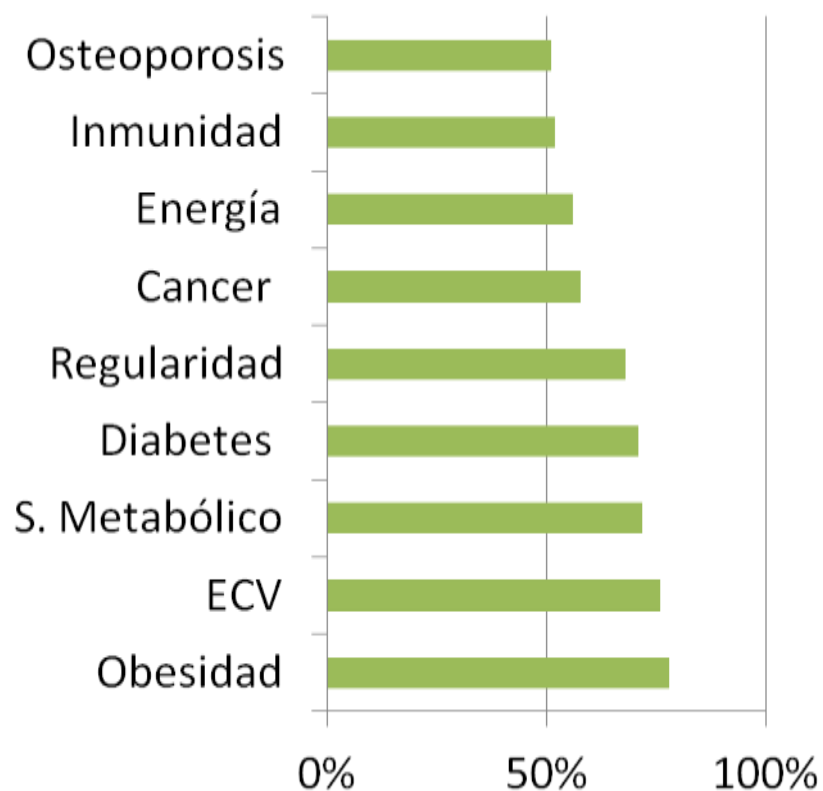


Condiciones para las que se eligen

Complementos alimenticios

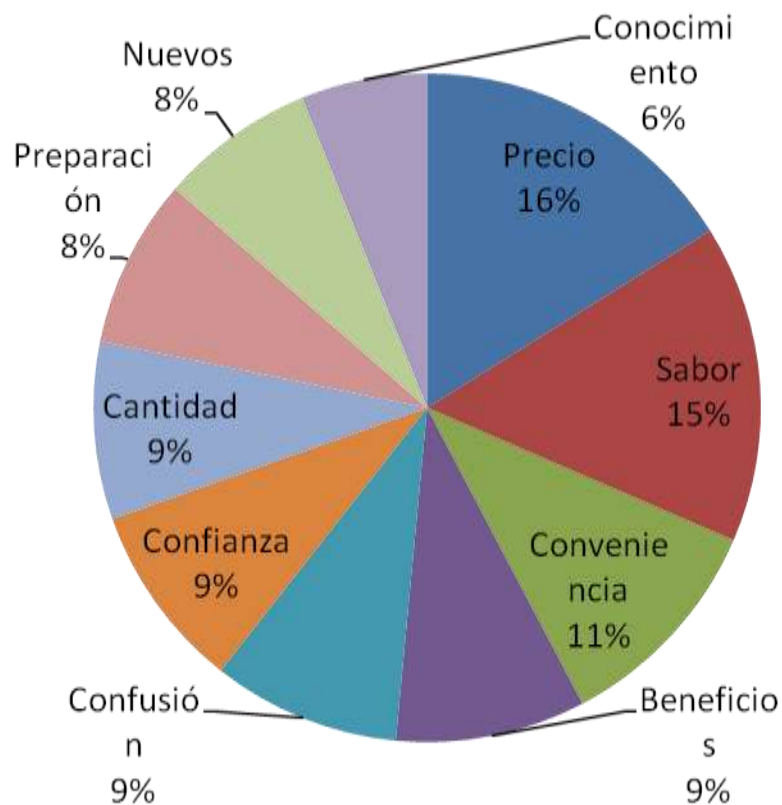


Alimentos funcionales

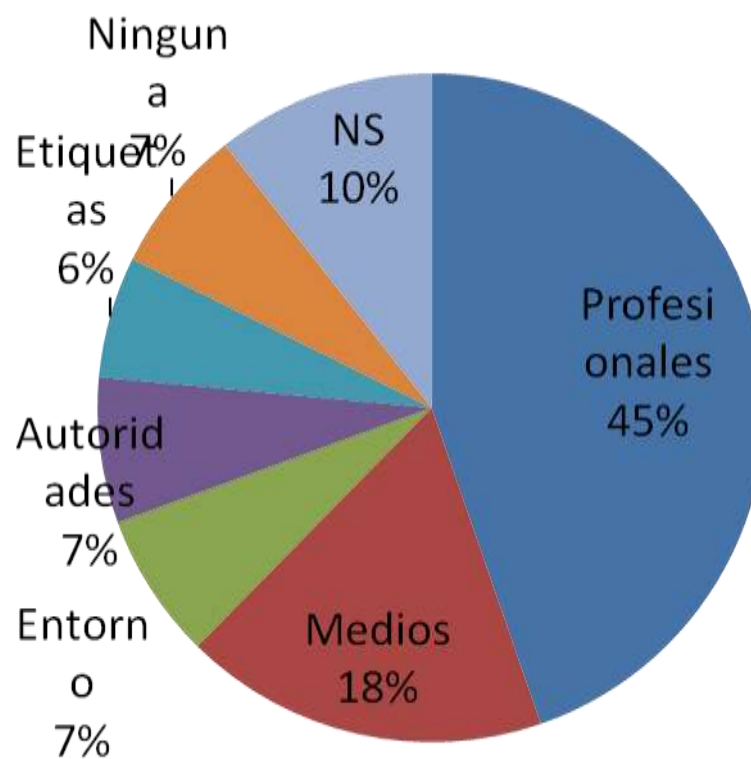


Consumo de alimentos funcionales

Barreras

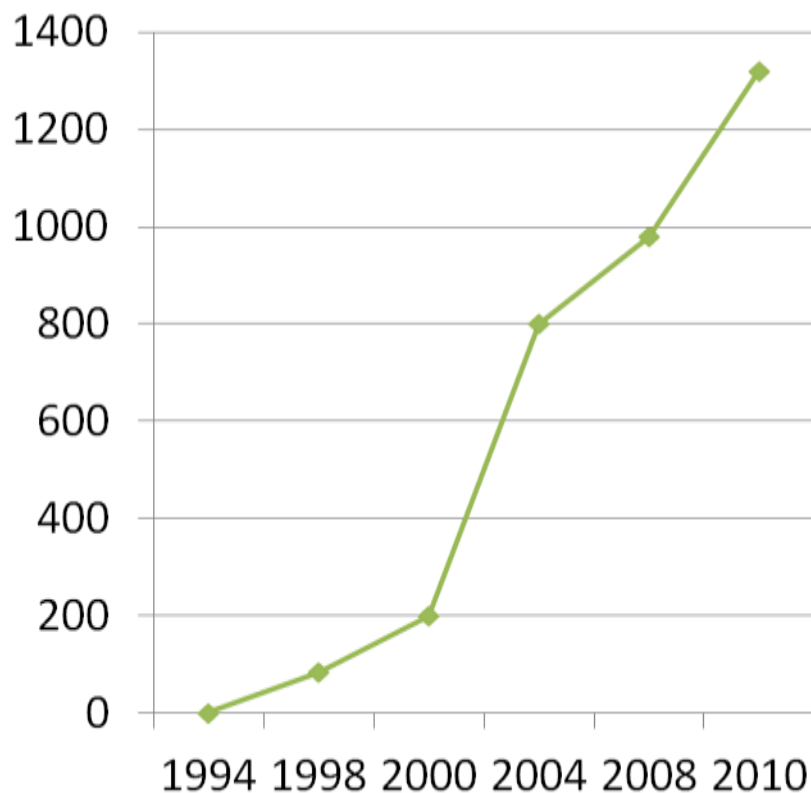


Favorecedores



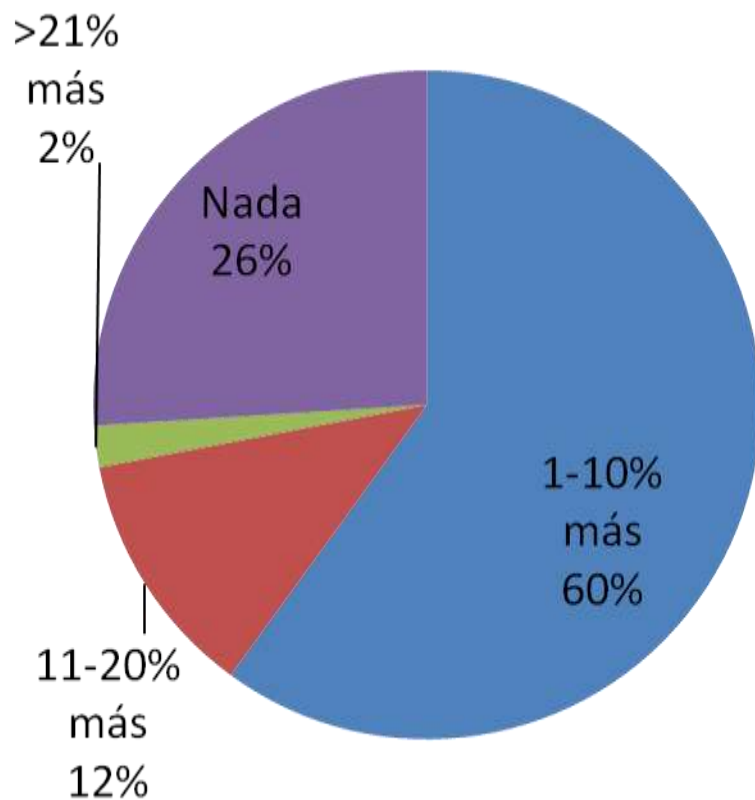
El éxito de un producto

Ventas de Actimel (millones de Euros)

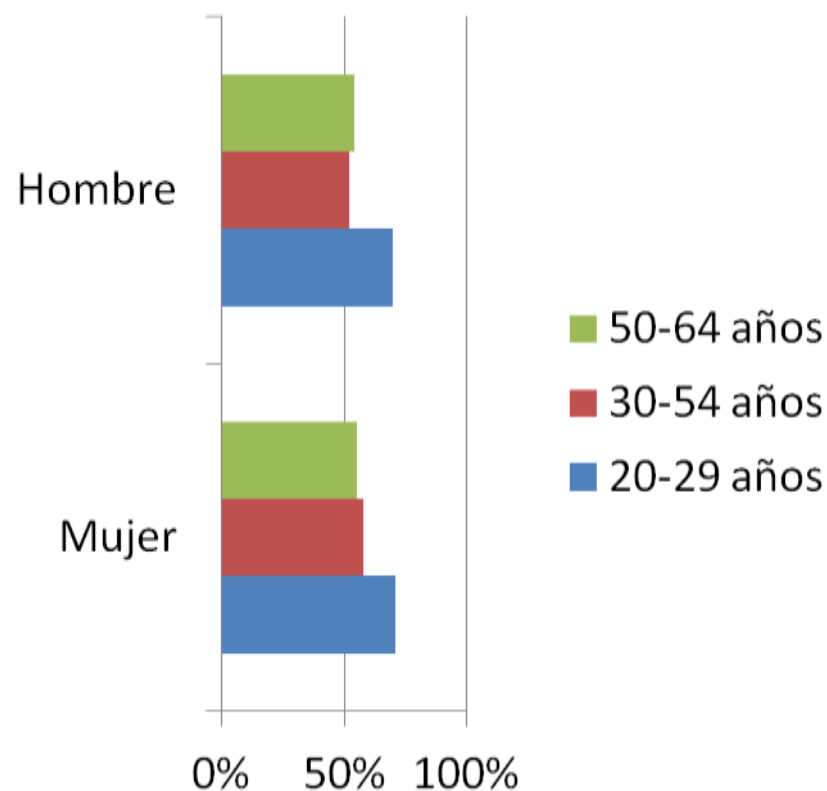


Cuánto más pagaría por un alimento funcional?

Acepta pagar

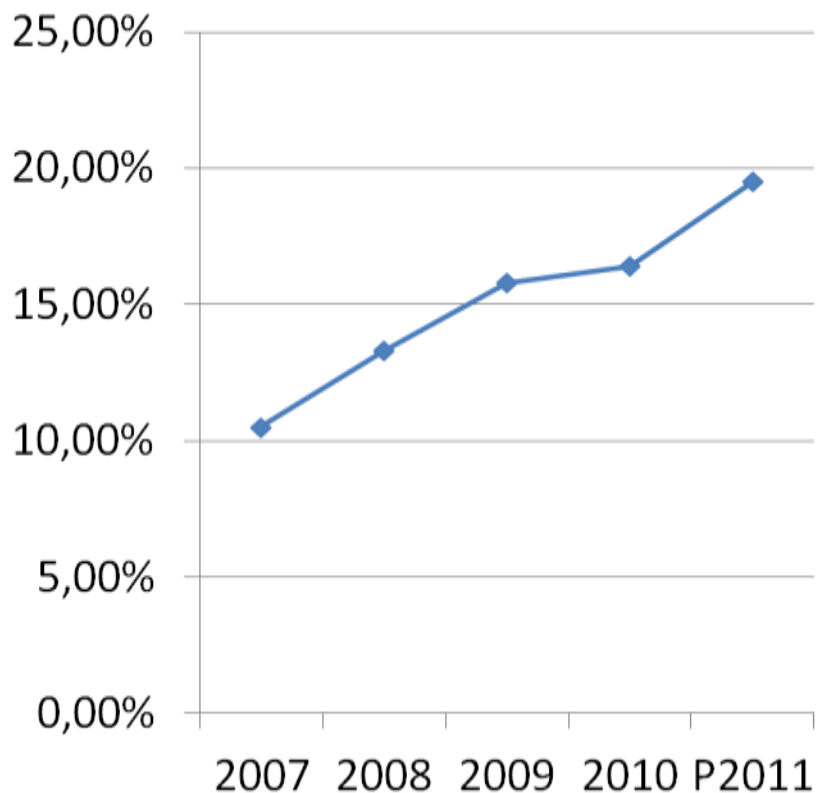


Aceptan pagar más



Regreso a claims más “ligeros”

Lanzamientos globales con claims “pasivos”



Inherent claims



Science gives beetroot brand a superfood boost

A start-up brand has embraced the science of sports nutrition and blood pressure-lowering and is spearheading the reinvention of beetroot as a superfood. By JULIAN MELLENTIN.

James White Drinks' development of its innovative juice drinks is a text-book example of how to commercialise nutrition science. Central to its strategy is marketing the intrinsic health benefits of the humble beetroot. The company has begun with a focus on supplying elite athletes, coupled with distribution through health food stores, with a convenient "concentrated dose" package. Meanwhile, it's deepening its collaboration with scientific researchers to put in place the science that can justify an approved health claim, and it's looking for partnerships to roll-out the concepts internationally.

The benefits of the company's Beet It brand are based on beetroot's naturally high nitrate content. On the face of it, nitrates might seem like an unlikely starting point for a health brand. Commonly used as a preservative in processed meats – as well as occurring naturally in high concentrations in vegetables – from the 1950s nitrates were treated as a potential risk factor for colon cancer when researchers found a link between nitrates and cancer in laboratory rats.

Public health officials adopted the premise that nitrates are detrimental to human health and regulations were introduced in Europe, the US and elsewhere limiting the permitted levels of nitrates found in drinking water, for example, as well as in foods.

There was just one problem – the slur against nitrates was based solely on an extrapolation from the rat studies of the 1950s, and in fact epidemiological studies have never found any association between nitrate intake and disease in humans¹.

In fact, far from finding that nitrates had the potential to be harmful, researchers began to suspect that dietary nitrate might play a significant role in supporting human health. As far back as 1994 researchers at the prestigious Karolinska Institute in Stockholm and at the Peninsula Medical School at the University of Exeter, UK, independently observed that the human stomach contains the gas nitric oxide (NO). The question was

where the gas was coming from. Nitric oxide performs several vital functions in the body, including dilating blood vessels, and for these activities, a cellular enzyme called nitric oxide synthase extracts the gas molecule from arginine, an amino acid. Chemists have long known another mechanism: at low pH, nitrite forms a stew of nitrogen-oxygen compounds, including nitric oxide. Bacteria in the mouth convert nitrate to nitrite, which gets swallowed, so the stomach can naturally produce nitric oxide. If nitric oxide were truly beneficial to the stomach, harmless bacteria feeding on nitrate-rich saliva might have a symbiotic relationship with humans.

To test this idea, researchers exposed bacteria responsible for stomach infections to stomach acid both alone and mixed with nitrite. Although acid is often thought to be the stomach's main line of defense against invading bugs, the researchers found that *E. coli*, *Salmonella* and other bacteria could survive for hours in it, whereas high normal concentrations of nitrite plus acid killed the bacteria in less than an hour.

Researchers in Japan, the US and elsewhere also worked on nitrates and found that they lowered diastolic blood pressure, with no effects on systolic blood pressure. Interestingly, the effects were found in people with seemingly normal blood pressure.

The turning point can be said to have come in 2008, when a research team headed by Amrita Ahluwalia, Professor of Vascular Biology, Center for Clinical Pharmacology,

William Harvey Research Institute, Queen Mary University of London, found that consumption of beetroot juice exerted a number of beneficial effects, including lowering of both systolic and diastolic blood pressure. The study – funded by the British Heart Foundation – was published in the American Heart Association journal, *Hypertension*.

At that stage the research team was uncertain whether the beneficial



Nueva comunicación. Más barata y efectiva



La indulgencia culinaria en el hogar

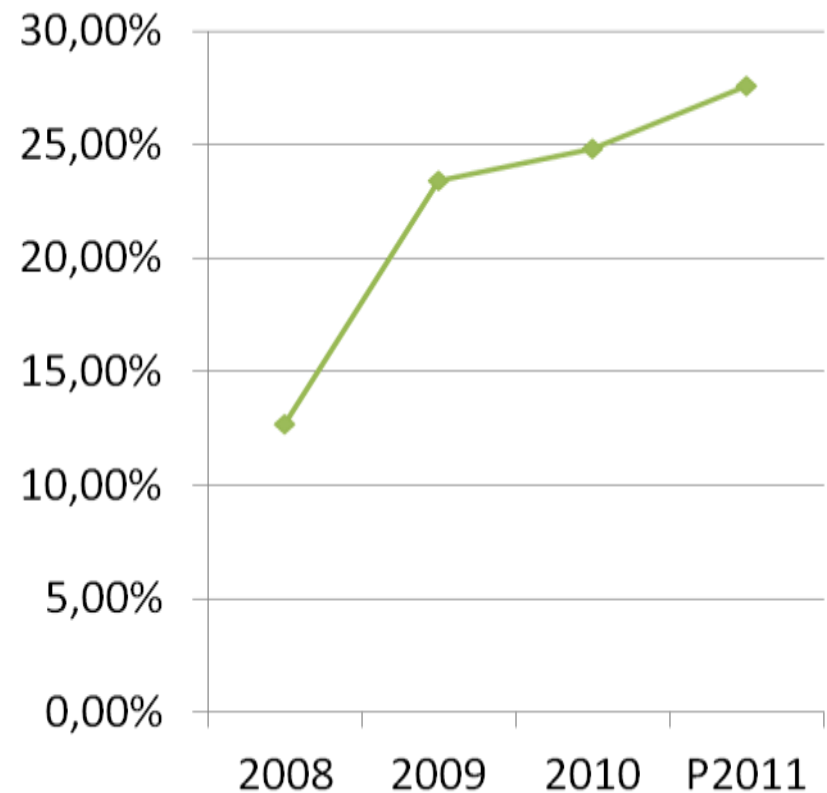


Tiempo para relajarse



Blue is the color of relaxation

El café se sustituye por el té

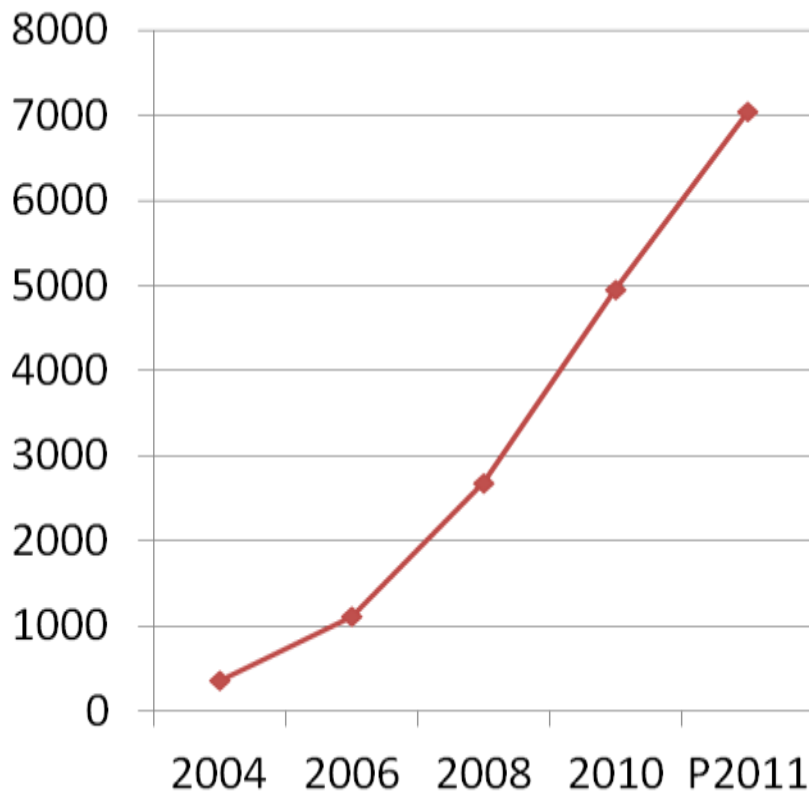


Frutas y vegetales reviven



Lo ético se impone

Lanzamientos globales con claims éticos



INDUSTRY MARKET INSIGHTS

Grameen Danone Foods Launched

The Grameen Group and Groupe Danone entered into a joint venture agreement effective from March 2006, to form a company called Grameen Danone Foods - a social business enterprise in Bangladesh. A unique initiative joining Danone, the world's leading company for healthy food products and Grameen Group, created by the founder of Grameen Bank, Professor Muhammad Yunus, Grameen Danone Foods will bring daily healthy nutrition to low income nutritionally deprived populations in Bangladesh and alleviate poverty through the implementation of a unique community based business model.

Grameen Danone will be highly committed to protect the environment of its communities developing solar energy and bio gas energies. It will also develop innovative and environmentally friendly packaging for its products. The initial focus of Grameen Danone will be to launch



Tecnología para satisfacer a los consumidores



Fresh fruit taste
& goodness locked in
for 45 days

A revolutionary natural process
that retains all the taste &
goodness & only destroys the bad.

It's a new process that eliminates bacteria without destroying the properties of the fruit in the drink. This innovative technique is called High Pressure Processing (HPP) and works by subjecting the product to immense pressure (equivalent to six times the pressure in Mariana Trench – the world's deepest location). The result is a great tasting wholesome drink that retains all its taste, texture, vitamins and minerals, while offering a shelf life far beyond that of other fresh fruit drinks.

No pasteurisation
used



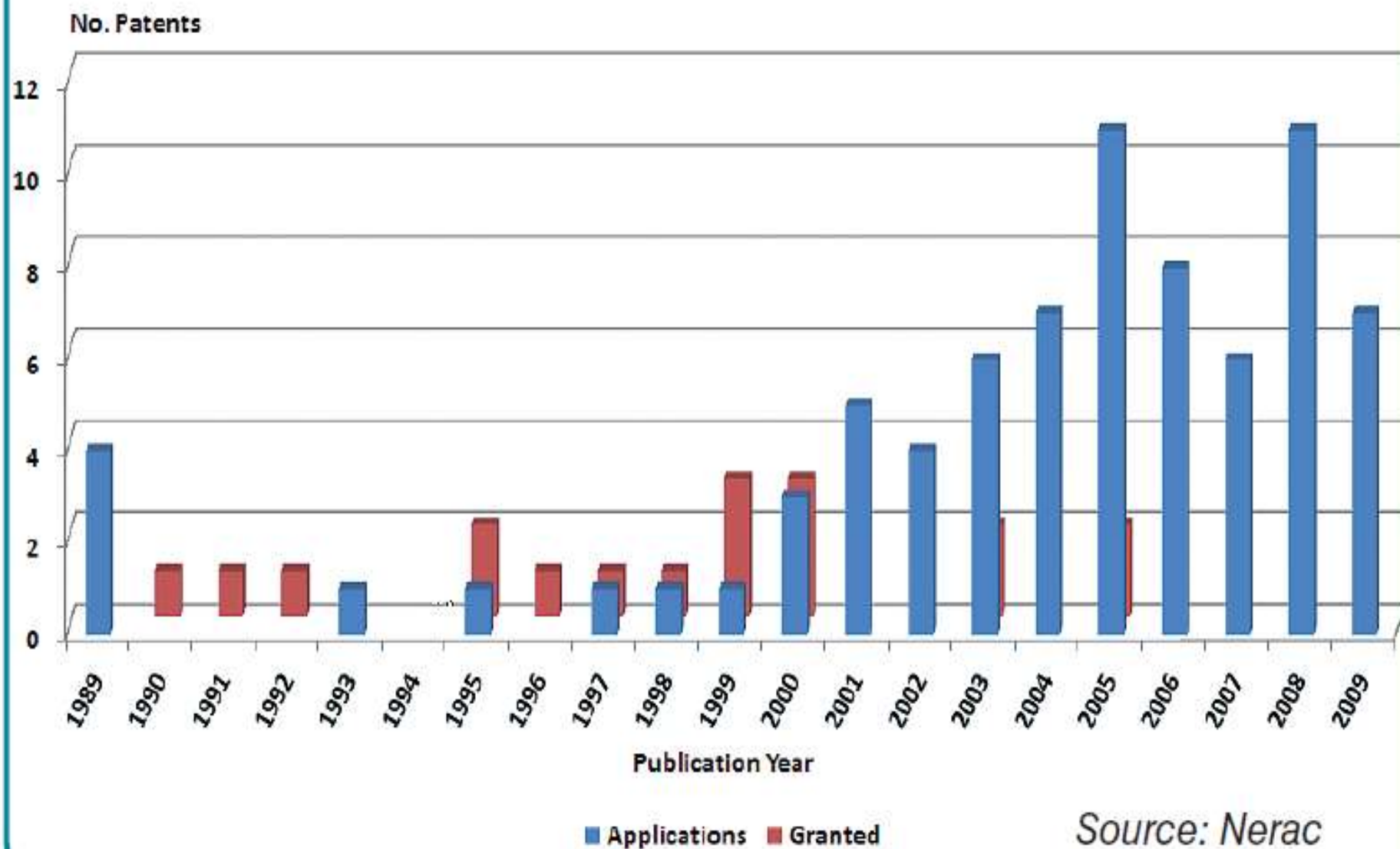
So natural
100% freshly squeezed
pure fruit juice



 2 portions of
your 5 a day

For more information
email enq.bates@multimark.co.uk
or visit our stand 1076 on 11th & 12th April at
the Natural & Organic Products Exhibition

Patent Landscape for Nutritional Beverages (1989-2009)



El diseño de un producto es el factor que más influye en la decisión de la compra

- La mayoría de las decisiones de compra son tomadas en el mismo punto de venta (en grandes superficies y autoservicios).
- En concreto, el 70% de las decisiones son espontáneas (no planificadas) y el 30% son planificadas (con lista)
- Entre los factores que influyen en el momento de la compra, el diseño del packaging es el que más pesa (un 36%), seguido del precio (26%), la confianza (21%) y la curiosidad (18%).



***Mercado de frutas y verduras.
Nuevas tendencias***

Inherent goodness and/or added ingredients

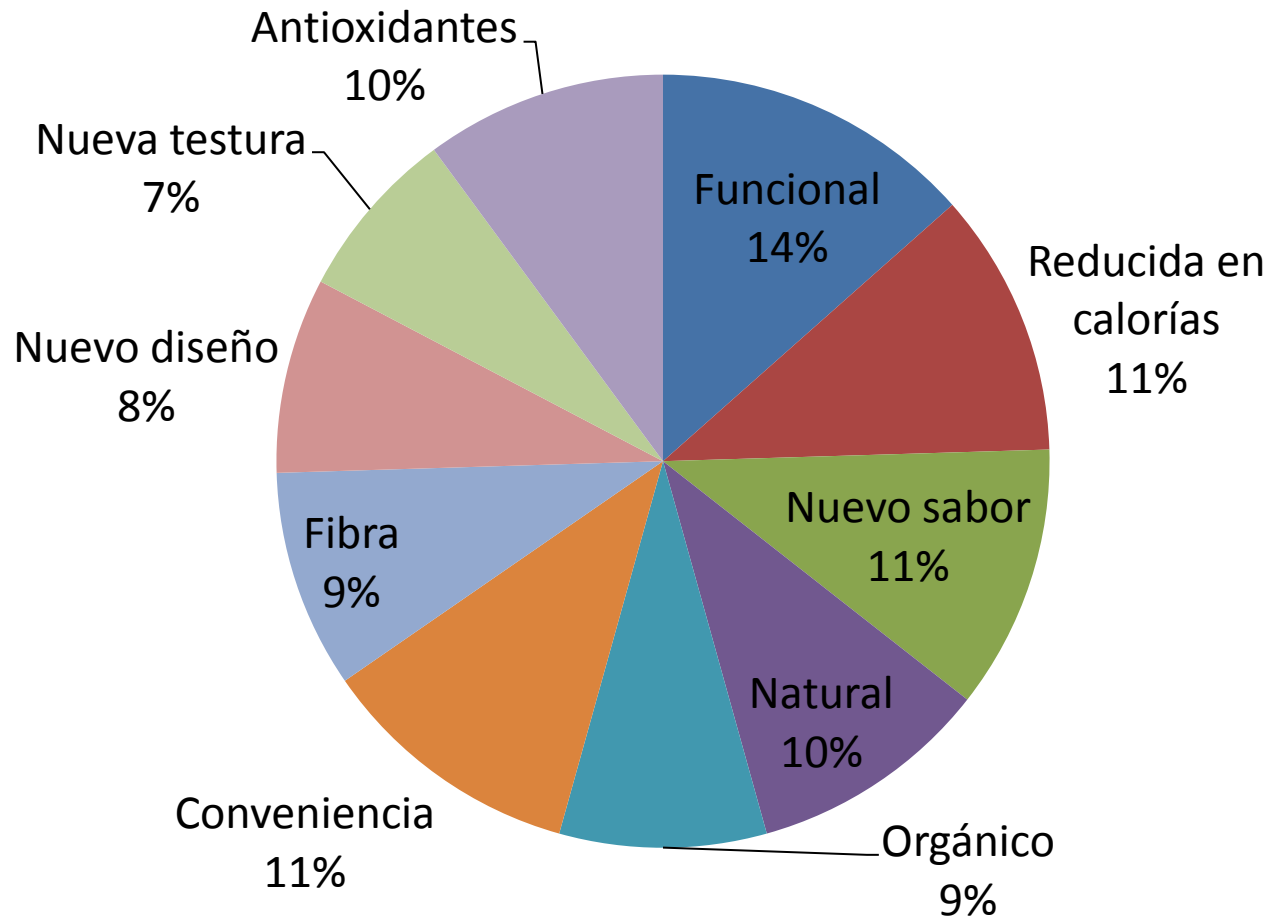


**Inherent
goodness**

**Added
functional
ingredients**



Lanzamientos de frutas y verduras procesadas en España, 2010



Las “superfrutas” se abren camino



especialmente en smoothies



Pero las frutas tradicionales siguen vendiéndose más



y se vuelven más atractivas



o se mezclan con superfrutas

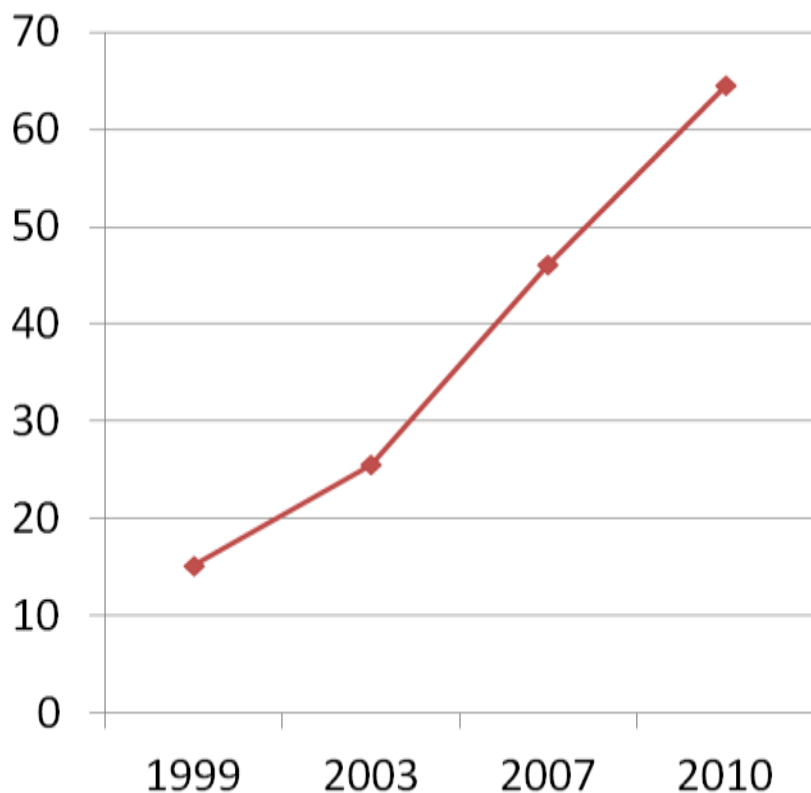


e incluso se combinan con verduras

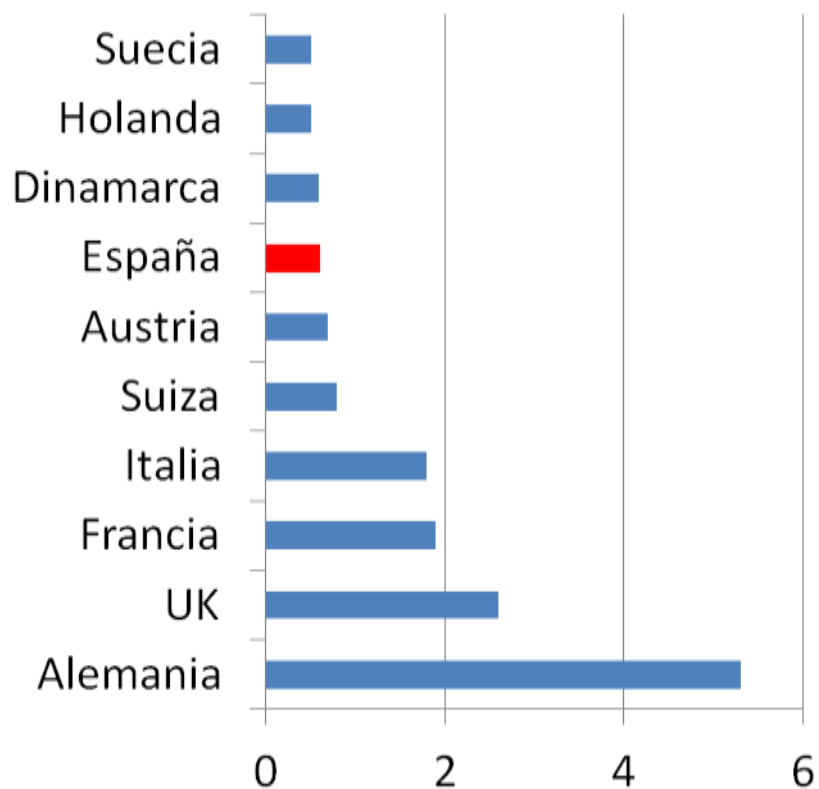


El mercado orgánico avanza

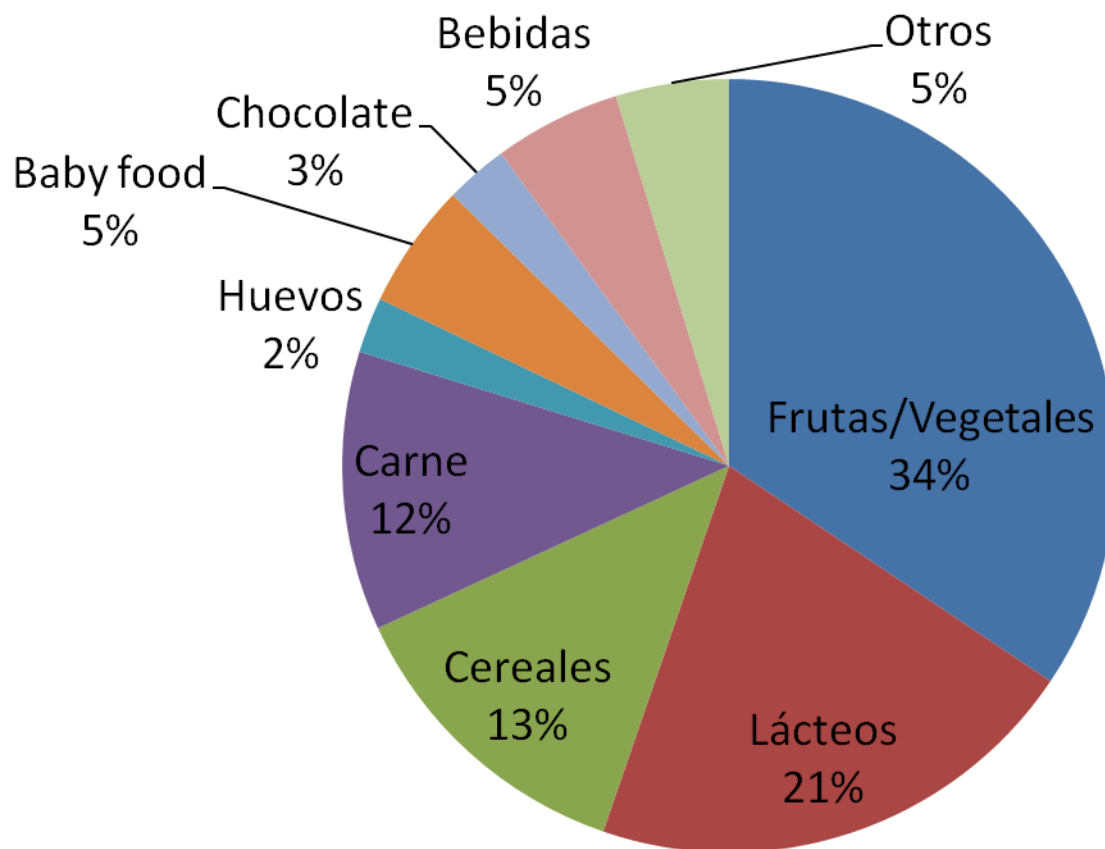
Ventas de frutas y verduras orgánicas en 000 millones USD



Países con mayores ventas en 000 millones USD



Mercado orgánico por sectores



***Frutas para niños. Una
necesidad***

OBESOGENIC ENVIRONMENT

Sports & leisure

lack of school facilities
few local playing areas
widely available indoor
passive entertainment
unsafe streets
few cycle routes

High energy foods promoted via

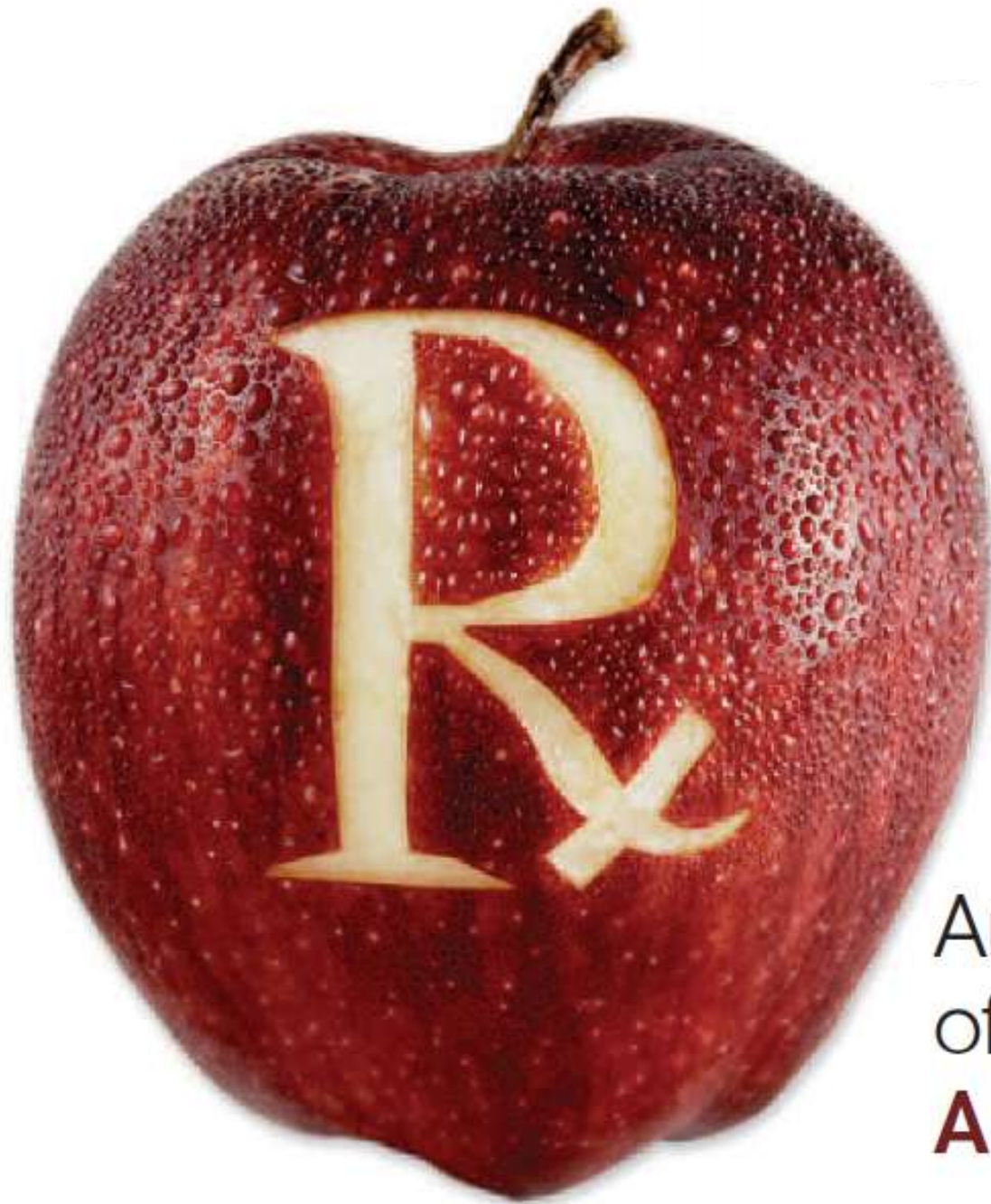
advertising
favourable pricing
school-based
marketing
snack, soft drinks
sponsorships
eating out

Family

genetic predisposition
excess weight in parents
breast feeding practices
parents' health
knowledge and budgeting,
shopping and cooking skills

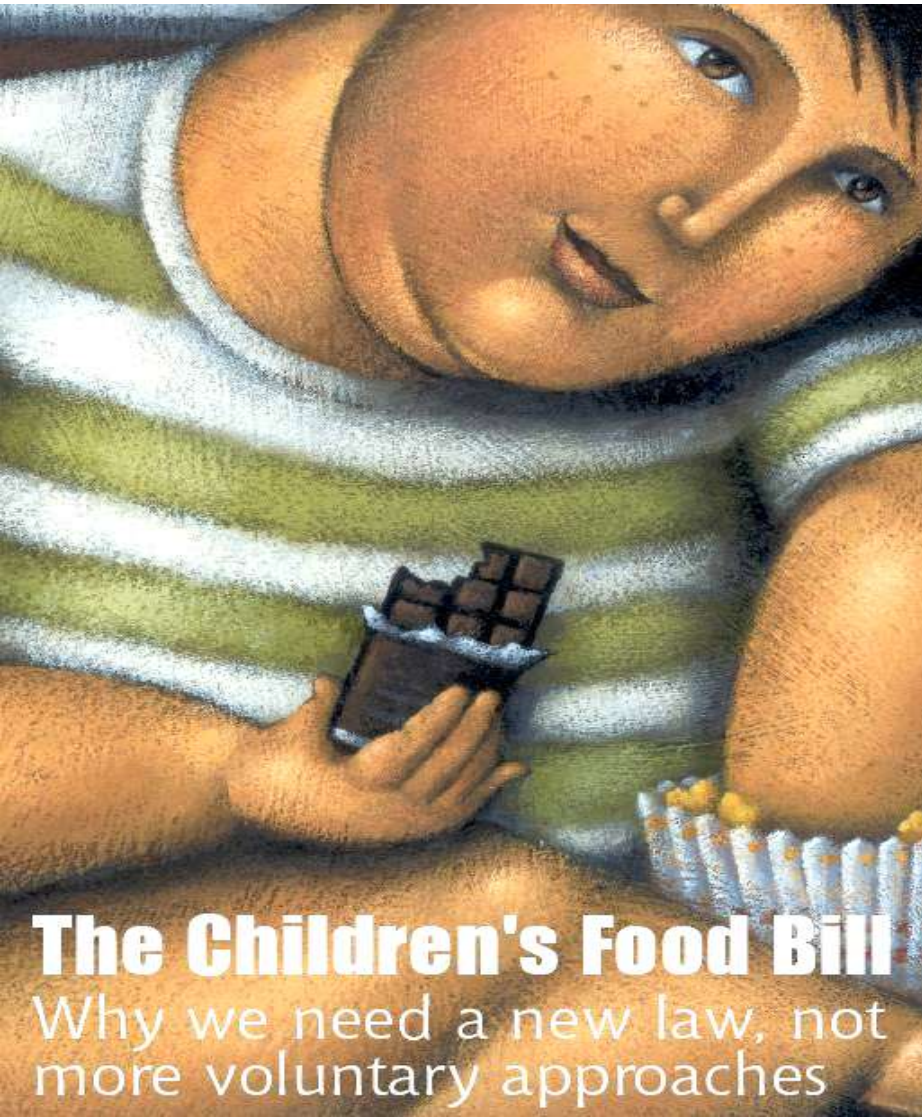
Education & information

School lessons -
lifestyles
nutrition
cooking
Media lessons -
fashions
body image
cultural beliefs



An Ounce
of Prevention=
A Pound of Cure

“The children’s food bill”



The Children's Food Bill
Why we need a new law, not
more voluntary approaches

A BILL TO

Make provision about the marketing, sale and provision of food to and for children; to make provision for education and the dissemination of information about children’s diet, nutrition and health; to place certain duties on the Food Standards Agency; and for connected purposes.

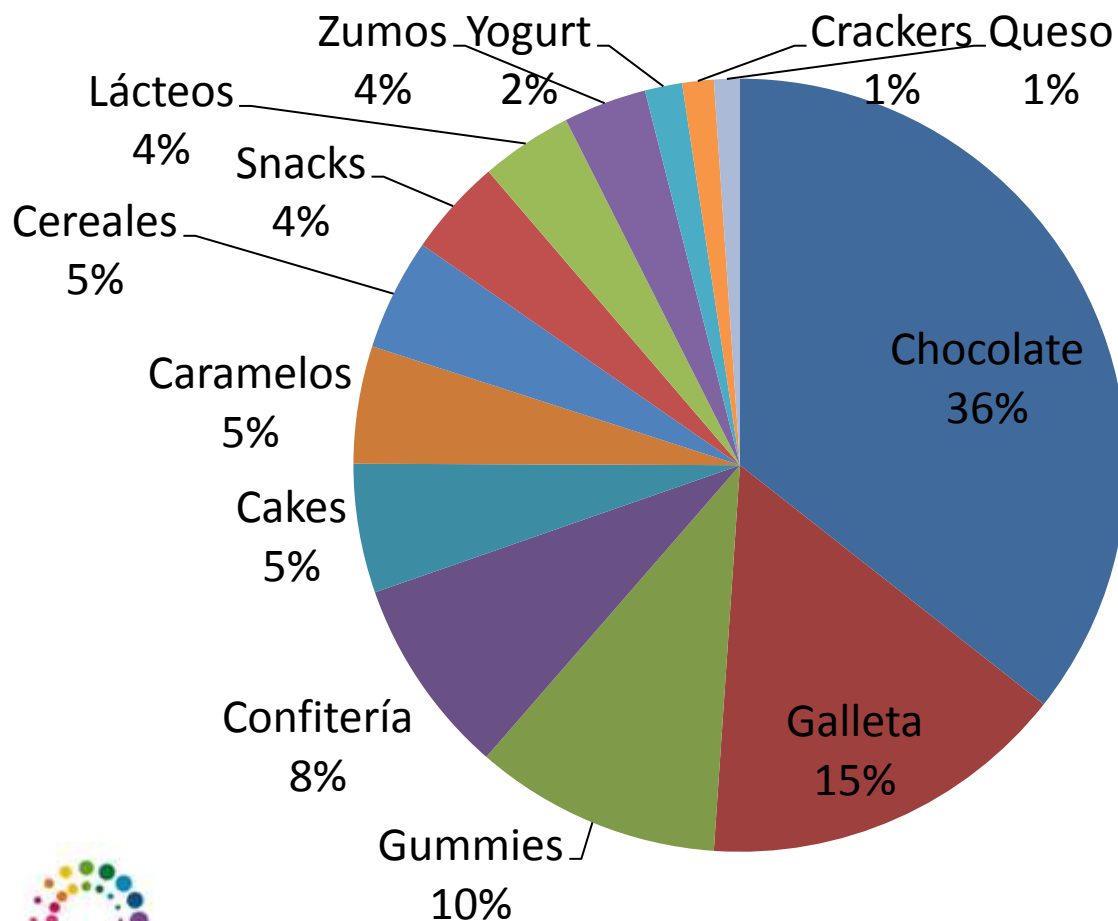
BE IT ENACTED by the Queen’s most Excellent Majesty, by and with the advice and consent of the Lords Spiritual and Temporal, and Commons, in this present Parliament assembled, and by the authority of the same, as follows:—

General duties

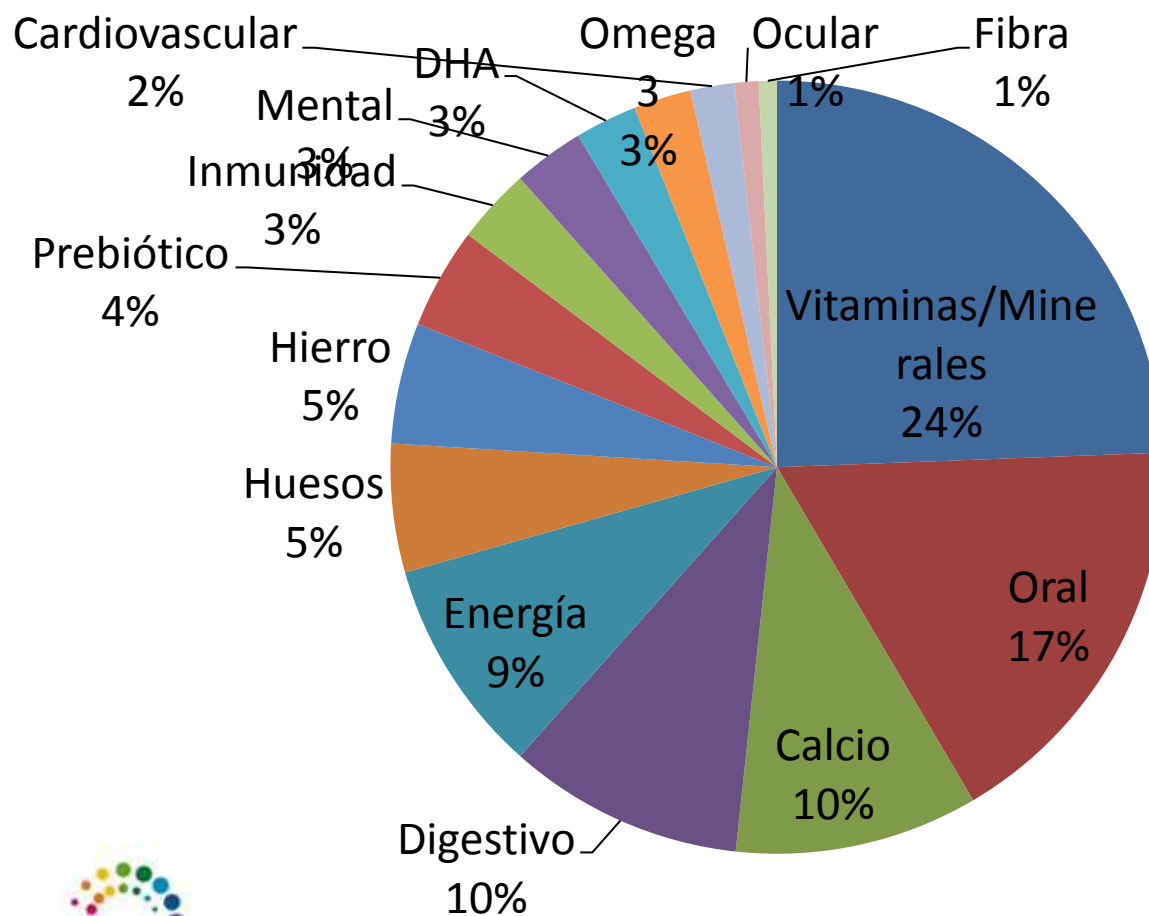
1 Duties of the Food Standards Agency in respect of children’s food

- (1) It shall be the duty of the Food Standards Agency, from time to time, to prepare and publish assessments of —
 - (a) the medical, social and educational evidence as to the relationship between diet and the health and well-being of children and their educational performance; 5
 - (b) evidence as to the effect on the health and well-being of children of the nutritional content of food;
 - (c) evidence as to the effect on the health and well-being of children of the presence in food of contaminants, hormones, growth mediators, pathogens and other residues and other food additives; 10
 - (d) evidence as to the effect on the health and well-being of children of food production techniques, including genetic modification and irradiation;
 - (e) evidence as to the benefits to be derived by children from the consumption of food produced as a result of the application of sustainable development factors including locality of supply and organic standards; and 15
 - (f) any other matters which the Food Standards Agency may consider relevant. 20
- (2) In discharging its functions under section 1 of the Food Standards Act 1999 (c. 28), the Food Standards Agency shall promote the consumption by children of food considered by it to be of benefit to their health and well-being.

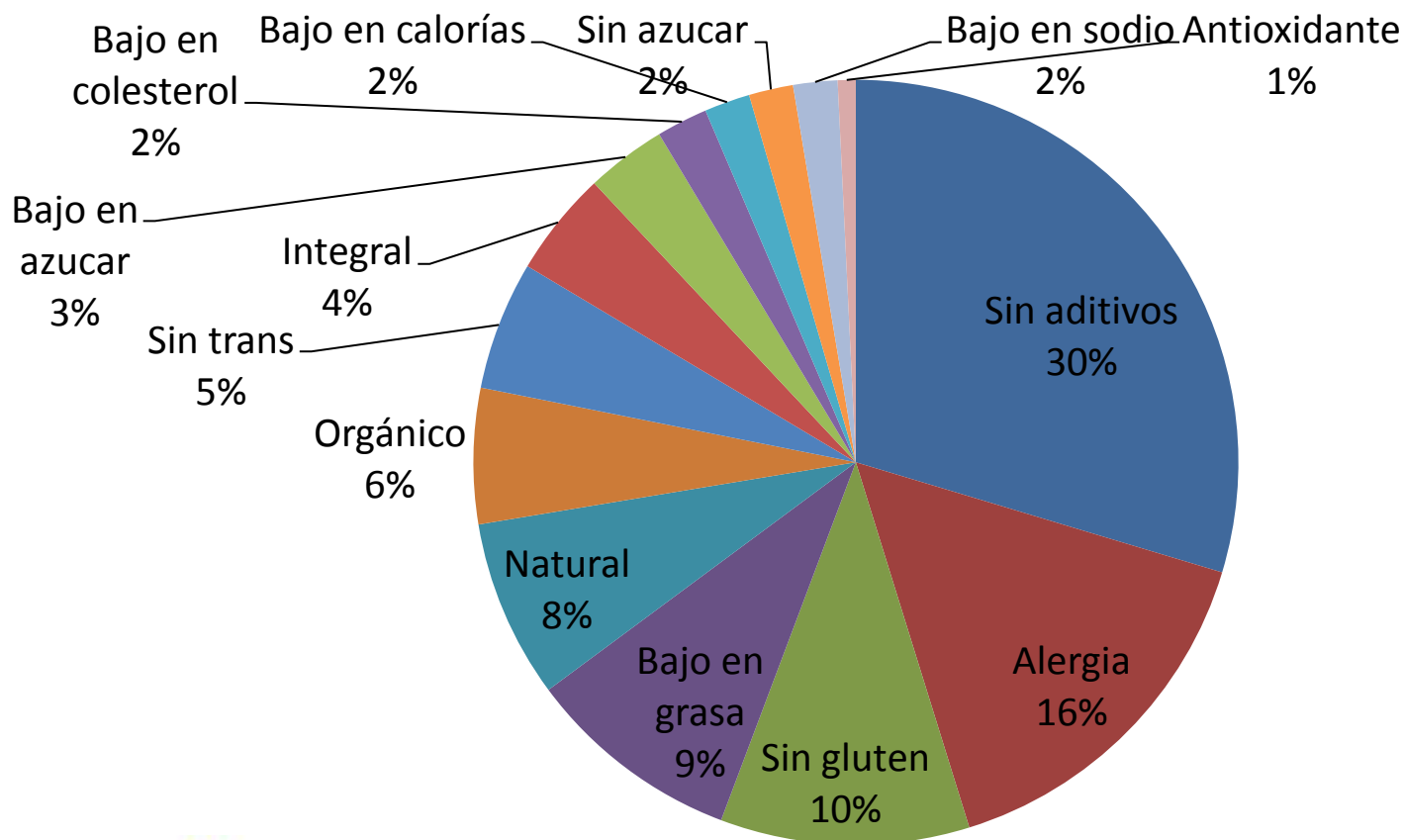
Global Top Market Categories para niños



Global Top ACTIVE Health Positioning para niños

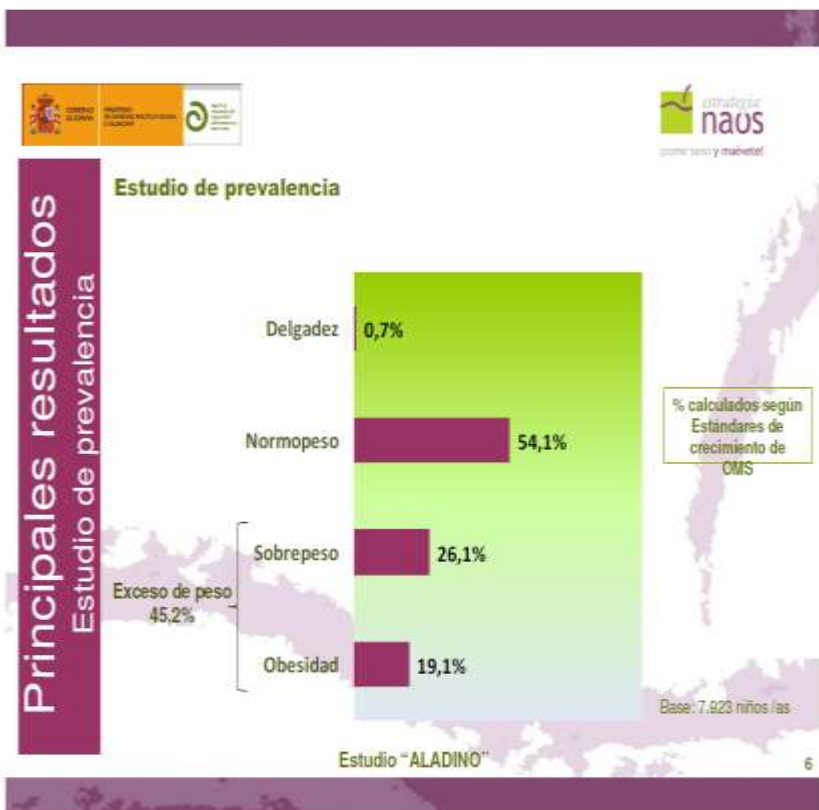


Global Top PASSIVE Health Positioning para niños



Población infantil: la obesidad crece y la ingesta de frutas se reduce

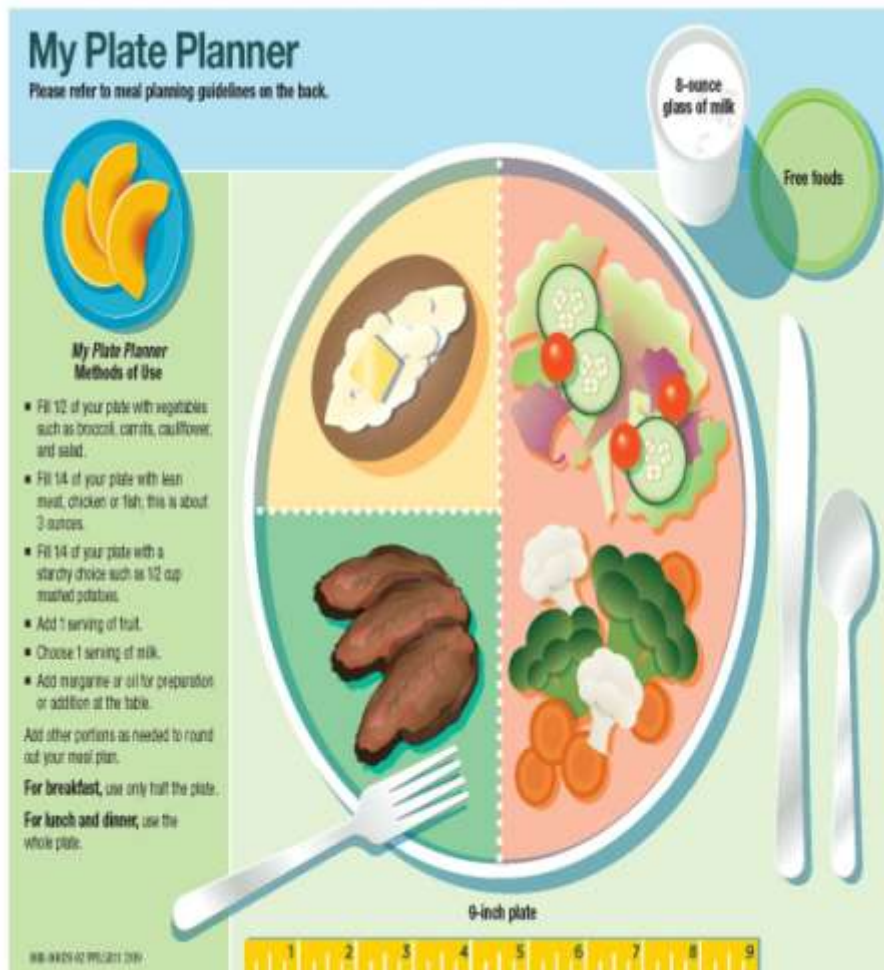
Tendencia de la obesidad



Consumo de frutas



Es necesario promover la educación comprensible para el consumidor



FCPC | PACC | Health Canada | Santé Canada

% DAILY VALUE

Helping to Make More Informed Food Choices.

healthcanada.gc.ca/dailyvalue

El ejemplo chileno: “Enseñar educando”. Kiosko saludable



Un paso más

FRUTICOLES.com
COLEGIOS QUE DISFRUTAN

UNA INICIATIVA DE  **proexport**
sembrando futuro

COLABORA



BOE

BOLETÍN OFICIAL DEL ESTADO



Núm. 190

Miércoles 6 de julio de 2011

Sec. I. Pág. 71283

I. DISPOSICIONES GENERALES

JEFATURA DEL ESTADO

11604 Ley 17/2011, de 6 de julio, de seguridad alimentaria y nutrición.

JUAN CARLOS I
REY DE ESPAÑA

A todos los que la presente vienen y entienden:
Sabed: Que las Cortes Generales han aprobado y Yo vengo en sancionar la siguiente ley.

PREÁMBULO

I

La Constitución Española de 1978, en su artículo 43 reconoce el derecho a la protección de la salud, encomendando a los poderes públicos organizar y tutelar la salud pública a través de medidas preventivas y de las prestaciones y servicios necesarios. Asimismo, este artículo prevé que los poderes públicos fomentarán la educación sanitaria, la educación física y el deporte.

La Ley 14/1986, de 25 de abril, General de Sanidad, dio respuesta y desarrollo a estas previsiones de la Constitución y en particular por lo que respecta a la seguridad alimentaria, estableció en el artículo 16, como una de las actuaciones básicas del sistema de salud, encomendado a las Administraciones Públicas, a través de sus Servicios de Salud y los órganos competentes en cada caso el desarrollo del «control sanitario y la prevención de los riesgos para la salud» derivados de los productos alimentarios, incluyendo la regimén de sus cualidades nutritivas.

Por otra parte, el título VIII de la Constitución diseñó una nueva organización territorial del Estado que posibilitaba la asunción por las comunidades autónomas de competencias en materia de sanidad, reservando para aquélla la regulación de las bases y la coordinación general de la sanidad.

En los más de veintiocho años transcurridos desde que estos fundamentos de la organización y regulación de la sanidad alimentaria entraron en vigor, se han ido produciendo importantes cambios normativos y organizativos que han dado lugar a un nuevo concepto de la seguridad alimentaria tanto a nivel comunitario como a nivel nacional, en línea con la necesidad de consolidar la confianza de los consumidores en la seguridad de los productos alimentarios que consumen. Existe una gran demanda social para que estas cuestiones se regulen adecuadamente y en consonancia con los avanzados cambios técnicos, económicos y sociales que están teniendo lugar.

La globalización de los intercambios comerciales y los movimientos migratorios, los cambios en las preferencias de consumo alimentario y en la nutrición de los ciudadanos españoles igualmente plantean problemas nuevos que exigen soluciones legislativas también nuevas. Destaquemos la tendencia creciente de la obesidad y el sobrepeso que la Organización Mundial de la Salud (OMS) considera ya una pandemia.

En el Libro Blanco de la Comisión Europea, adoptado el 12 de enero de 2002, sobre Seguridad Alimentaria se diseñó una nueva concepción comunitaria de la regulación alimentaria describiendo un conjunto de acciones necesarias para completar y modernizar la legislación de la Unión Europea en el ámbito de la alimentación, organizando la seguridad alimentaria de una manera coordinada e integrada y tomando en consideración todos los aspectos de la producción alimentaria entendida como un todo, desde la producción primaria hasta la venta o el suministro de alimentos al consumidor. Su mejor exponente es el Reglamento (CE) n.º 178/2002 del Parlamento Europeo y del Consejo.

FRUIT IN SCHOOL VENDING MACHINES: A REALITY OR AN IMPOSSIBLE IDEAL?

Automatic vending machines of fruit were installed in two Bergerac (24) high schools between February and May 2003. Despite four major advantages, the teenagers are relatively critical about the present vending machines. In addition, this alternative offering was favorably received. The fruit vending machines aroused interest and were popular. The quality of tastiness and variety of commercialized fruit available proved a tremendous success. The difficulty in offering feasible prices due to particularities in the target market and the importance of maintaining fixed costs, represent disadvantages that are too great to stand up to commercial companies. However, is the experiment too limited to come to a decision about its future already?



Reality or an impossible ideal?

TABLE 2-Turnover accumulated during the twelve weeks in the two high schools

Product	Size	Price	W9	W10	W11	W12	W13	W14	W17	W18	W19	W20	W21	W22
Granny Smith apples	75-80	0,40 €	■	■	■	■	■	■	■	■	■	■	■	■
Fuji apples	75-80	0,40 €	■	■	■	■	■	■	■	■	■	■	■	■
Cripps Pink cov apples	75-80	0,40 €	■	■	■	■	■	■	■	■	■	■	■	■
Belchard® apples	75-80	0,40 €	■	■										
Abbe Fetel pears	70-75	0,40 €			■	■	■	■						
Conference pears	70-75	0,40 €							■					
Bananas	14 cm	0,40 €	■	■			■	■	■	■				
Oranges	53 mm	0,40 €	■	■			■	■						
Clementines	Cal 1	0,30 €	■	■	■	■	■	■						
Kiwis	2 fruits	0,50 €	■	■	■	■	■	■						
Freyssinette	2 fruits	0,60 €			■	■								
Kumquats*	1	0,50 €			■	■								
Camarosa strawberries**	125g	0,60 €							■	■				
Camarosa strawberries**	250g	1,00 €							■	■				
Gariguette strawberries	125g	1,00 €							■	■	■	■	■	■
Mara wild strawberries	125g	1,00 €												
Darselect strawberries	125 g	0,60 €									■	■	■	
Round strawberries	200 g	1,00 €									■	■	■	■
Cherry tomatoes	125g	0,70 €	■	■	■	■								
Agen prunes	50g	0,30 €									■	■	■	■
Dried apricots	50g	0,50 €									■	■	■	■
Red globe grapes	125g	0,60 €											■	■
Cherries	125 g	1,00 €												■

* A kumquas was sold with a Clementine for 0.50

W9 = week 9

** Week 79. Camarosa strawberries were replaced with French strawberries.

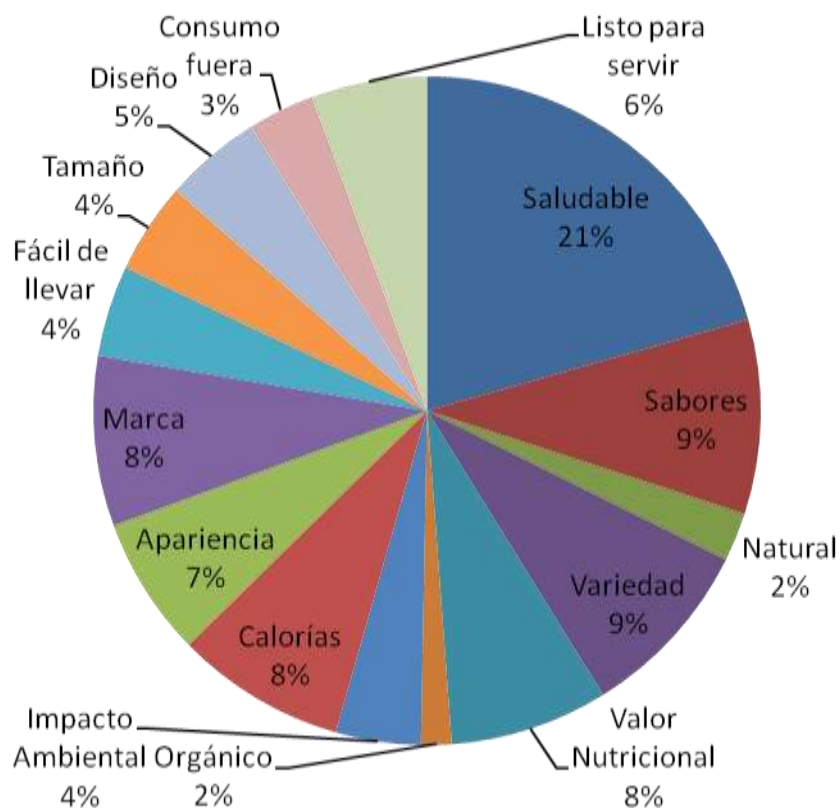
The Great Banana Challenge

How to Dispense Healthy Snacks From A Vending Machine

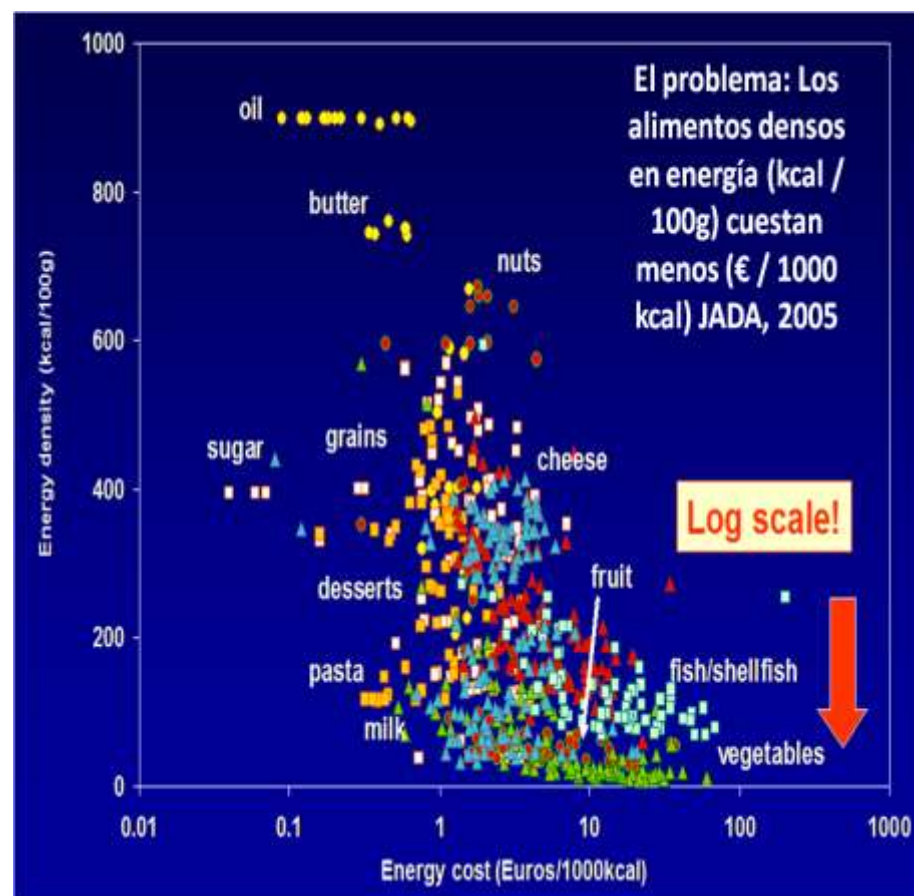


A vueltas con los impuestos

Los españoles quieren comer saludable



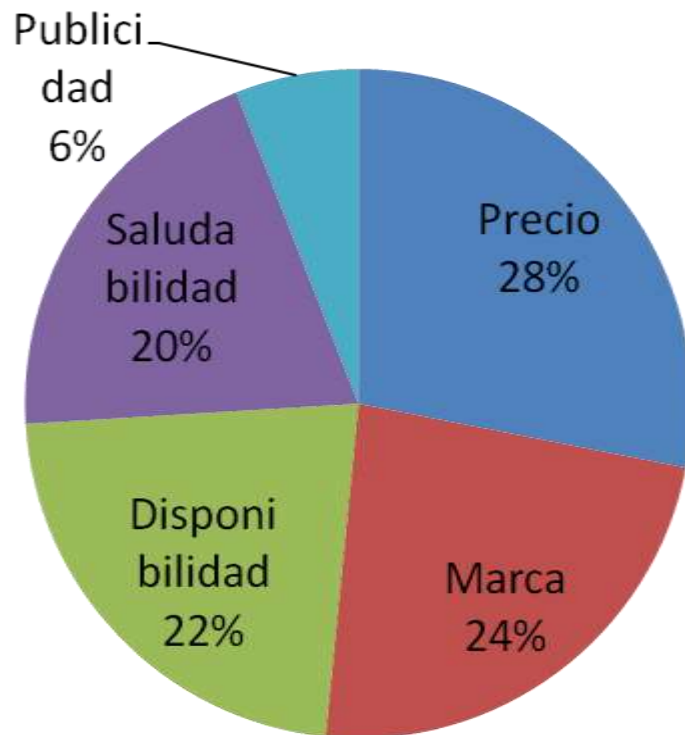
Pero hay alimentos que resultan caros



© The Authors 2005

Hay, pues, que incentivar el consumo de alimentos saludables por los consumidores

Razones principales de elección de un alimento



briefing notes

IFS

THE 'FAT TAX': ECONOMIC INCENTIVES TO REDUCE OBESITY

*Andrew Leicester
Frank Windmeijer*

THE INSTITUTE FOR FISCAL STUDIES
Briefing Note No. 49

Un ejemplo reciente: Ecuador

IVA tiene mayor alcance



Las reformas al Régimen Tributario buscan, en lo básico, mejorar la recaudación y control en el cobro del Impuesto al Valor Agregado (IVA). Para una mejor comprensión del reglamento, mencionamos cuáles son los artículos centrales que experimentaron cambios y los temas a los que se refieren.

Productos con tarifa cero

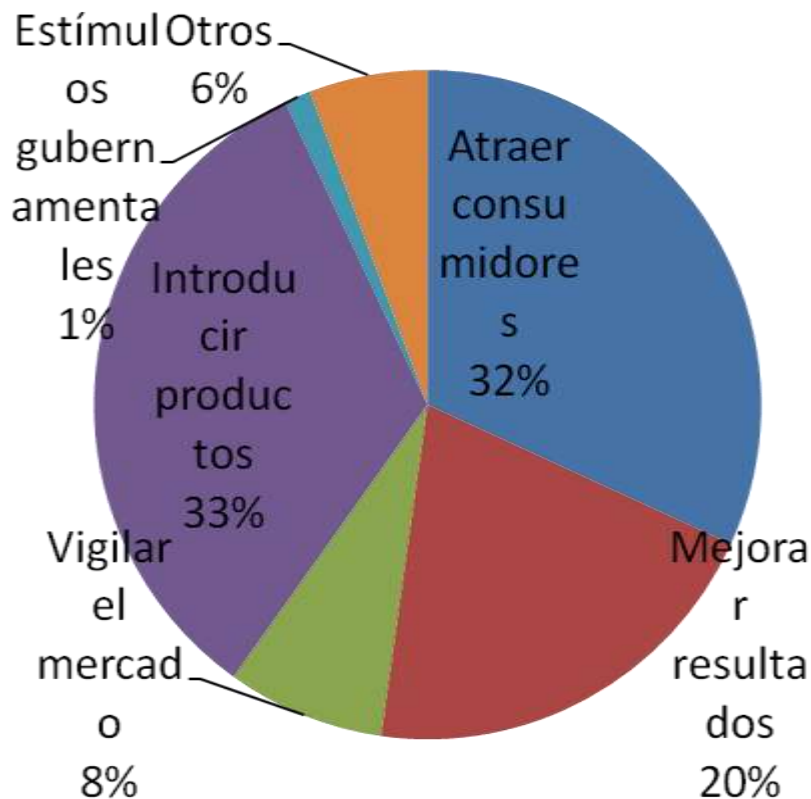
- Productos alimenticios de origen primario (no industrializados).
- Leches en estado natural, maternizadas y proteicos infantiles.
- Pan, azúcar, panela, manteca, y otros de primera necesidad.
- Semillas, alimentos balanceados, fertilizantes.
- Tractores, arados, equipos de riego y otros de uso agrícola.
- Medicamentos y drogas de uso humano.
- Papel y libros.
- Los que se exporten.
- Los que introduzcan al país los diplomáticos extranjeros, pasajeros internacionales; donaciones desde el exterior, bienes admitidos temporalmente e importaciones de bienes de capital por parte del sector público.

Servicios con tarifa cero

- Los de transporte de pasajeros y carga fluvial y terrestre y el transporte marítimo.
- Los de salud.
- Los de arrendamiento de inmuebles destinados a vivienda.
- Los públicos de energía eléctrica, agua potable, alcantarillado y recolección de basura.
- Los de educación.
- Guarderías infantiles y hogares de ancianos.
- Religiosos.
- Impresión de libros.
- Funerarios.
- Administrativos prestados por el Estado (Registro Civil, por ejemplo).
- Espectáculos públicos.
- Financieros y bursátiles.
- Transferencias de títulos valores.
- Los que se exporten.
- Los prestados por profesionales hasta un monto de 10 millones de sucres, globalizado.
- El peaje.
- Loterías.
- Aerofumigación.
- Los prestados por artesanos.

Otra opción: Incentivos fiscales para las empresas que lanzan alimentos saludables

Lo que quieren las empresas



U.S. TREASURY DEPARTMENT OFFICE OF PUBLIC AFFAIRS

FOR IMMEDIATE RELEASE: February 19, 2010
Contact:
Treasury Public Affairs, (202) 622-2960
USDA Office of Communications, (202) 720-4623
HHS/ACF Press Office, (202) 401-9215

OBAMA ADMINISTRATION DETAILS HEALTHY FOOD FINANCING INITIATIVE

PHILADELPHIA — The Obama Administration today released details of an over \$400 million Healthy Food Financing Initiative, which will bring grocery stores and other healthy food retailers to underserved urban and rural communities across America. The initiative was announced today in Philadelphia by Treasury Secretary Tim Geithner and Agriculture Secretary Tom Vilsack. The two cabinet members appeared with First Lady Michelle Obama, who recently launched the *Let's Move!* campaign to solve the epidemic of childhood obesity within a generation. The initiative is a partnership between the Departments of Treasury, Agriculture, and Health and Human Services.

The Healthy Food Financing Initiative will promote a range of interventions that expand access to nutritious foods, including developing and equipping grocery stores and other small businesses and retailers selling healthy food in communities that currently lack these options. Residents of these communities, which are sometimes called "food deserts" and are often found in economically distressed areas, are typically served by fast food restaurants and convenience stores that offer little or no fresh produce. Lack of healthy, affordable food options can lead to higher levels of obesity and other diet-related diseases, such as diabetes, heart disease, and cancer.

Through this new multi-year Healthy Food Financing Initiative and by engaging with the private sector, the Obama Administration will work to eliminate food deserts across the country within seven years. With the first year of funding, the Administration's initiative will leverage enough investments to begin expanding healthy foods options into

Otra opción: Impulsar un “logo saludable” para frutas y verduras

The Heart Foundation's tick has associated the products using it with good health.

Pick the Healthier Choice.

The Tick is your guide to healthier choices in over 50 different types of food. Pick the Tick and you've picked a healthier choice, it's that simple.

You could WIN \$2000 of Tick Groceries. Go to www.pickthetick.org.nz to enter.

HEALTHIER CHOICES FOR HEALTHIER NEW ZEALANDERS



Heart Foundation
The Heart of Our Nation



CERT™

Pick the Tick

www.pickthetick.org.nz



Otra opción: Funcionalizar la fruta en todos los segmentos



Muchas gracias!

Dr Javier Morán
San Antonio Technologies
Universidad Católica San Antonio