

How to successfully develop a multi-country EU programme to communicate to the European consumer ?

As an example: EMF

Laurent DAMIENS

Cniel, COO

EMF, Chair



FIRST : Get an idea

=> Based on a market analysis :

- **Decreased consumption**
- **Decline in consumer confidence**
- **Problem of trust**
- **Waning of product image**
- **Consumer ageing, lack of interest from younger consumers**
- **A new competition from outside of the EU**
- **Potential market growth in specific markets...**

⇒ ...How to solve the problem, through a communication objective and idea ?

Idea



Share this idea with other countries

SECOND : Find partners

- 1) Analyse and identify potential EU partners**
- 2) Build a strong relationship, with trust (this takes time..., years !)**
- 3) Exchange a lot and develop shared views**
- 4) Develop a shared objectives on common issues or ideas : to find a mutual solutions**

 **Find a common objective with all your country partners**

THIRD : Build a common strategy

From a common objective..., develop a shared strategy, with a collective target or group of targets :

- ⇒ **Elaborate a common communication platform**
- ⇒ **Jointly, pen a common brief**
- ⇒ **Launch a common pitch**
- ⇒ **Select a common agency (implementing body)**



To write a common proposal to submit to CHAFEA

A GREAT OPPORTUNITY

Connecting with EU partners through European joint initiatives offers several benefits, it leads to:

- Promote EU agricultural products, more efficiently**
- Economy of scales**
- Speak as one to the European consumer**
- To create an active EU network leading to professional expertise and shared reflection**

IT IS AN OPPORTUNITY BUT ALSO A CHALLENGE

Managing a multi-country programme also implies close collaboration with each other...

Partners are linked for three years !

It is a strong commitment and time demanding:

- ✓ **A spirit of mutual goodwill with a shared recognition of common goals despite our differences**
- ✓ **Agreed common rules**
- ✓ **Mutual understanding**

ANOTHER CHALLENGE IS OUR DIFFERENCES

We all are Europeans, but so diverse in terms of :

- **Country dimensions and organizations**
- **Consumer food habits, preferences, tastes, recipes, perceptions... in each individual country**
- **Different agricultural production systems, products, climates, landscapes and environments...**
- **Public Health recommendation and Guidelines**
- **Internal strategies within each individual organization**
- **Etc....**

HOW DO WE WORK AT EMF ?

WHAT IS EMF ?

- **A European body (GIIE)** bringing together the national dairy organisations of 8 European countries,
- **Promoting milk and dairy products to the European consumer through joint Multi-programmes**
- **An EU network** leading to professional expertise, shared reflection, joint initiatives and common action plans to develop successful applications to CHAFEA

A grouping of 8 countries

A collection of pre-competitive organizations, representing their national dairy sector :

Austria AMA
Belgium BCZ et Vlam
Denmark DDB
France Cniel
Ireland NDC
The Netherlands ZS/NZO
Northern Ireland UK/DCNI
Norway Melk.no

Open to new members...



EMF : a long starting process...

First brainstorming meeting, gathering more than 12 European countries

Annual meetings, gathering between 10 to 20 European countries

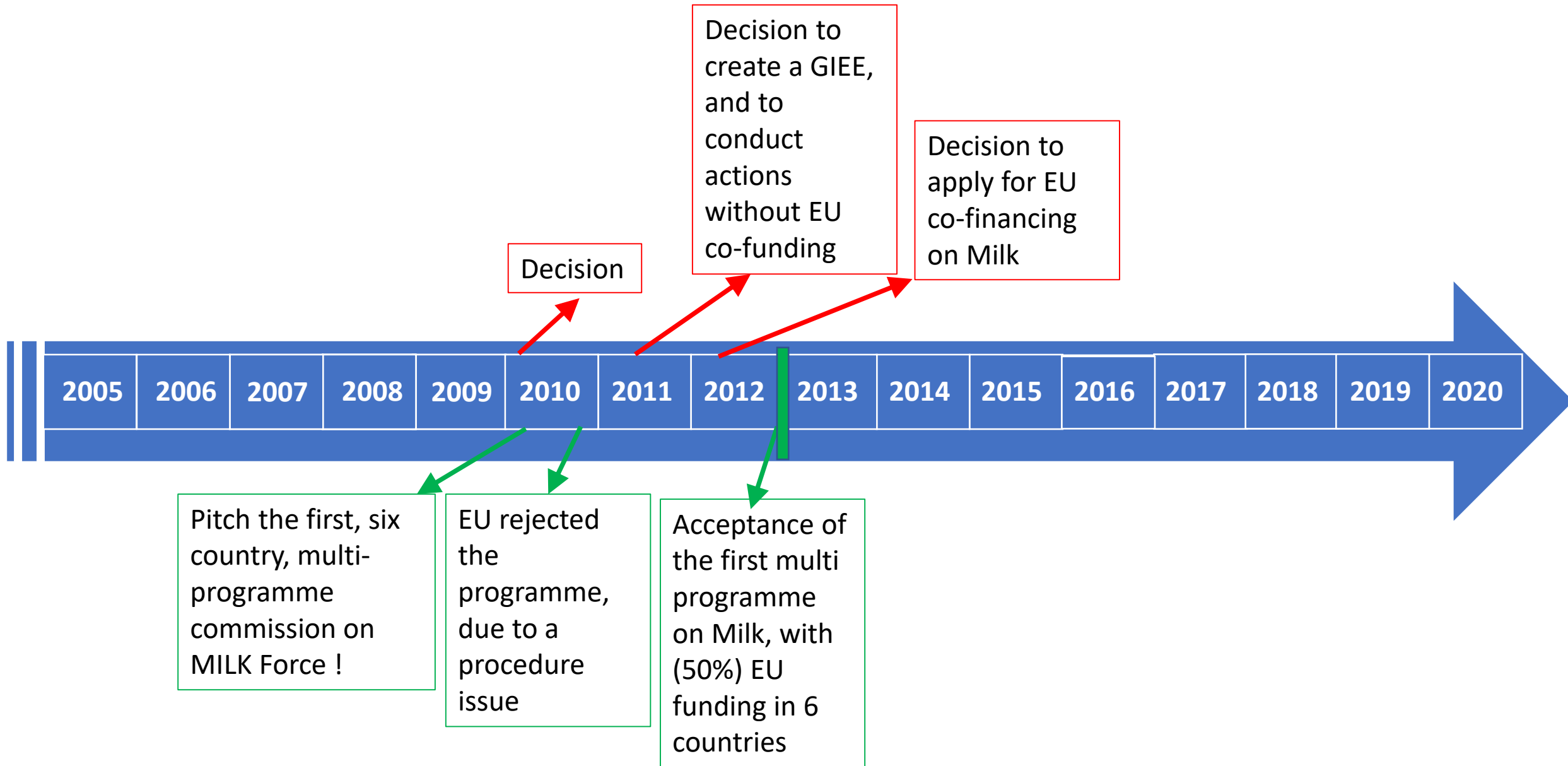
Decision for a group of 6 countries to propose a common MULTI EU co-financed programme to the commission

It took us 5 years, from the 1st idea to the resolution to work on a common EU co-financed programme

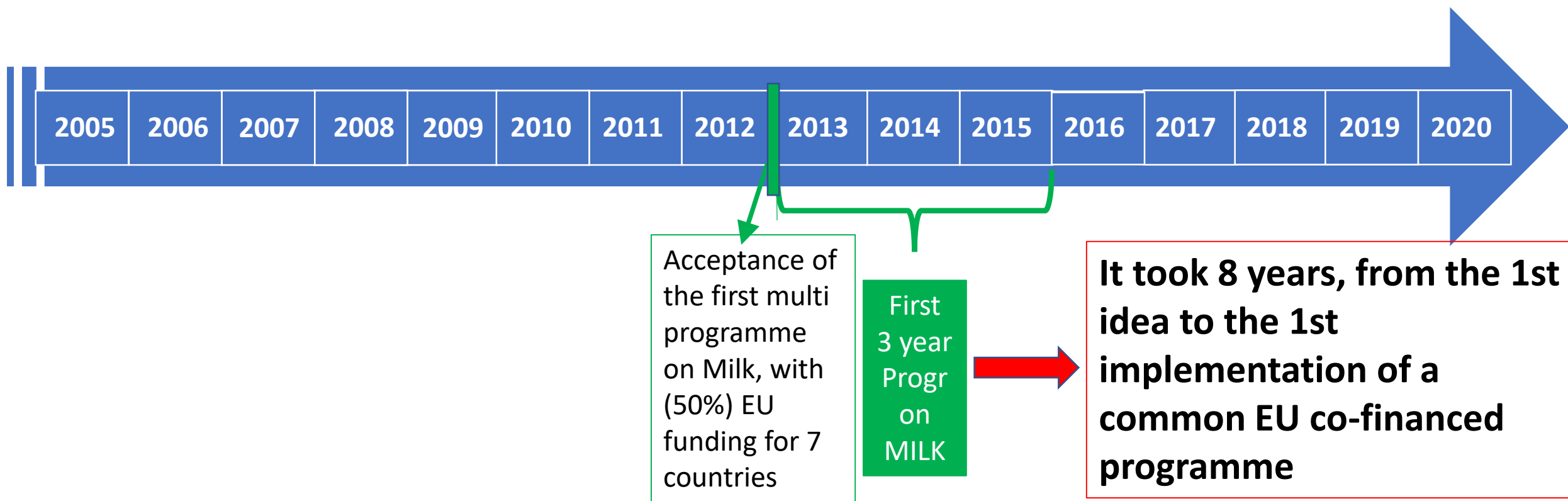
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First : there was an **idea** from Mike Jonhson, Dairy UK NI, THAT milk IS healthy,
And that we could together **deliver** this message to our European consumers

EMF : a long starting process...



EMF : a long starting process...



And then we developed a few programmes together...

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Annual meetings, gathering between 10 to 20 European countries

Decision for a group of 6 countries to propose a common MULTI EU co-financed programme to the Commission

Decision to create a EEIG, and to conduct actions without EU co-financing

Decision to work on a new application on Milk to propose to the EU for a co-financing

2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020

Pitch and proposal of the first multi programme with 7 countries to the EU commission on MILK Force !

Rejection of the programme by the EU commission, for a procedure problem

Acceptance of the first multi programme on Milk, with (50%) EU funding for 7 countries

First 3 year Progr on MILK

First 3 year Progr on Cheese

2nd 3 year Progr on MILK

1st 3 year Progr on Climate

2nd 3 year Progr on Cheese

3rd 3 year Progr on MILK

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Once a year meetings, gathering between 10 to 20 european countries

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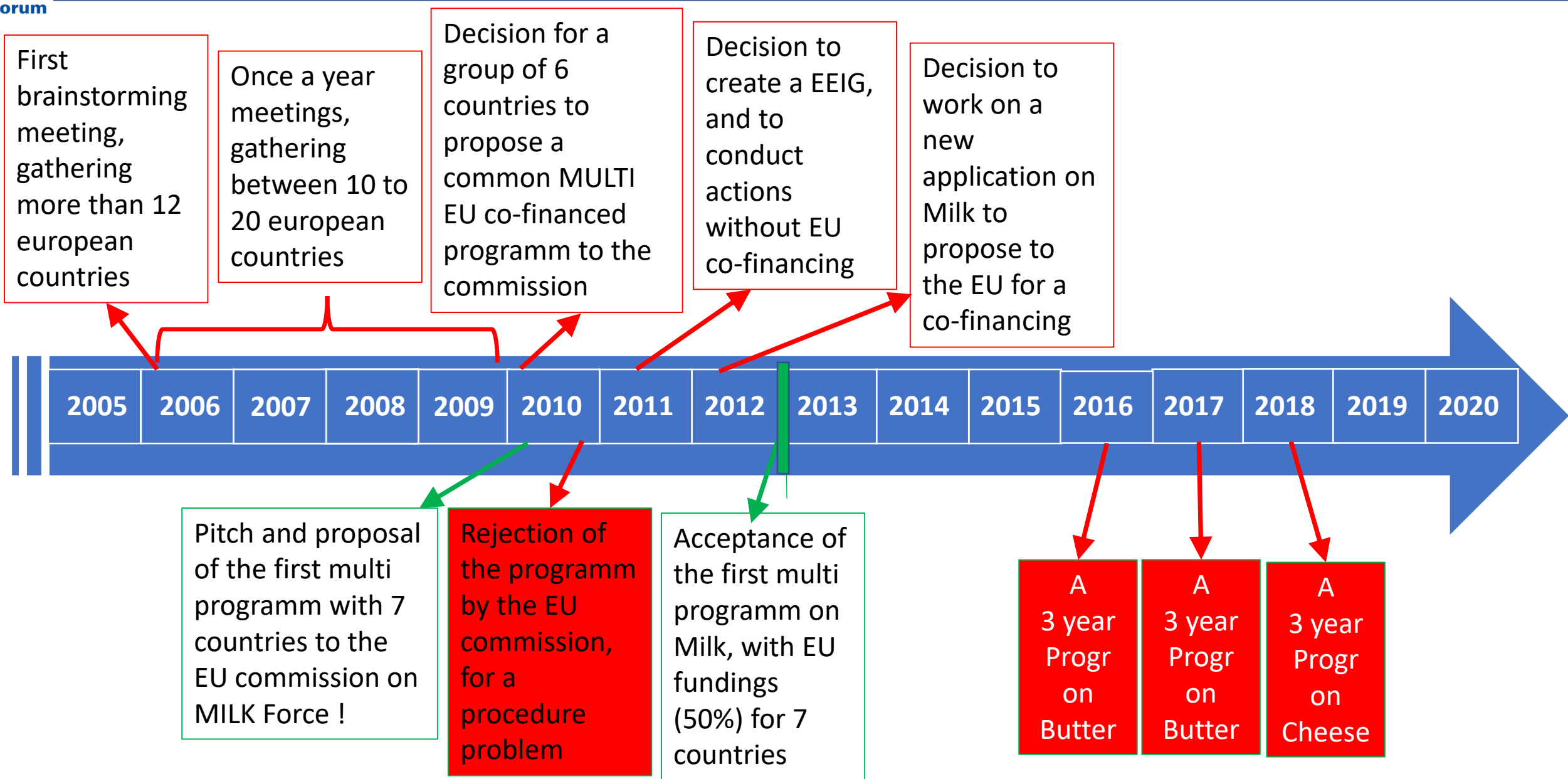
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3rd
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We also have had failures...



How is EMF organised

Legal status : EEIG European Economic Interest Grouping under EU Regulation (CE 1985)

Official bylaws : adopted for joint collaboration at EU level, signed in 2011

Governance :

- **Management Board**

- Chair, Vice Chair, Treasurer appointed for 3 years
- 6 board meetings per year, and many conference calls

- **General Assembly**

Collective decision-making process

1 voice per country

but all decisions are made based on consensus

- **Steering committees per programme**

Vision and mission

- 1. Sharing of a collective ambition to retain the importance of dairy in the mind of the European consumer through direct and indirect communication plans**
- 2. Sharing strategic thinking and ideas at EU level. Country contexts can be different: we learn from each other**
Constant reflection on our respective environments
- 3. Annually identify joint projects which are funded independently or via European funding call for proposals**
- 4. Constantly challenging ourselves to work at both European and local level with consistency, in terms of delivering the objectives**
- 5. Realizing sustainable economies of scale**
- 6. Creating EU added value**

Functioning : what is vital

- 1. A unique European approach for promotion beyond our cultural specificities**
 - Our differences create new synergies, but we have more in common than we realize**
- 2. We work on the basis of consensus : an alignment process is key to our success**
- 3. Solidarity between small and large countries within the EU and economy of scale for all**

Financial structure

EMF is reinforced by strong governance

Separate budget per project : one project => one budget

Budget and finance managed by MDL Gestion, independent organization

Annual approval of the accounts :

- Accounts audited by the statutory auditor
- Closing of the accounts approved by the Board
- Accounts and report from the statutory advisor presented to the General Assembly for approval

A flexible participatory model :

With Private money

1. Milk, Nutritious by Nature (8 countries)

With EU money co-funding 80%

2. Milk (5 countries)

3. Climate (6 countries)

4. Cheese (3 countries)



Projects carried out together (current or achieved)

100% private funds projects Participation is mandatory

Milk, nutritious by nature

- A permanent project since 2011
- Core of the EMF
- Targets : BtoB KOL

Two pillars

The Milk Matrix

To promote **the nutrition and health benefits** of dairy.
Creating a dialogue with the scientific community at the EU level

Sustainable diet

To face growing societal expectations on **environment**, animal welfare, climate, sustainable diet etc.



EU co-funded projects

Milk, a Force of Nature 14 M€
2013-2015 / 6 countries

Cheese Up your life 5 M€
2015-2017 / 4 countries

Milk Moments 12 M€
2016-2018 / 5 countries

Climate 3,5 M€
2018/2020 / 6 countries

Cheese 4 M€
2019- 2021 / 3 countries

Milk *Everything starts with milk* 12,3 M€
2019- 2021 / 5 countries

In each EU co-financed programme,
a common strategy with common tools,
but locally adapted to requirements in each market

What is common:

- market analysis
- vision
- strategy
- action plan blueprint
- agency
- production



What needs adaptations, according to:

- Different consumer behavior / country
- Differences images & attitudes
- Difference in cultural representation
- Differences in lifestyle

To be efficient, a global EU concept needs local adaptations

...LOCAL ADAPTATIONS FROM A COMMON CONCEPT THAT ALSO NEED EMOTION TO TOUCH THE HEART AND SOUL OF OUR DIFFERENT EUROPEAN CONSUMERS

▶ What people want is
the **extra**, the emotional bonus they get when
they
buy something they **love** “

Seth Godin

...HERE IS ANOTHER CHALLENGE : HOW TO EMOTIONALLY REACH OUR DIFFERENT CONSUMERS THAT CULTURALLY REACT DIFFERENTLY TO EMOTIONS

Example of 'Milk, a Force of Nature' 7 countries

Common tools with local adaptation for each market

EU co-funding 50%



TVC with sport stars Belgium



Sport stars

Denmark



France

Ireland
UK/NI



Austria : Leaflet



Example of 'Milk moments' 5 countries

Common tools with local adaptation for each market

EU co-funding 80%



Denmark



Belgium



France



Ireland
UK/NI



Example of Dairy & Climate change 6 countries

EU co-funding 80%

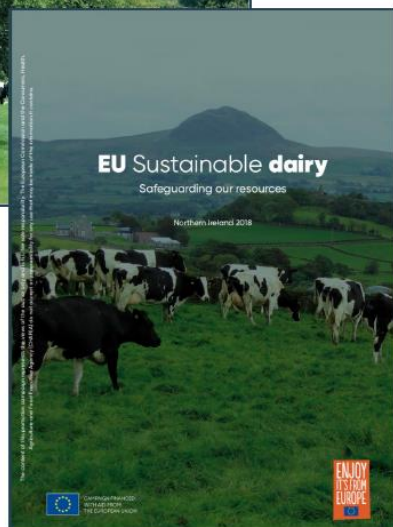
To Position the positive role of the dairy sector on Climate change and environment
One symposium/country, one Scientific brochure per country, farms visits, Social Media activation...



France

Pays-Bas

Ireland



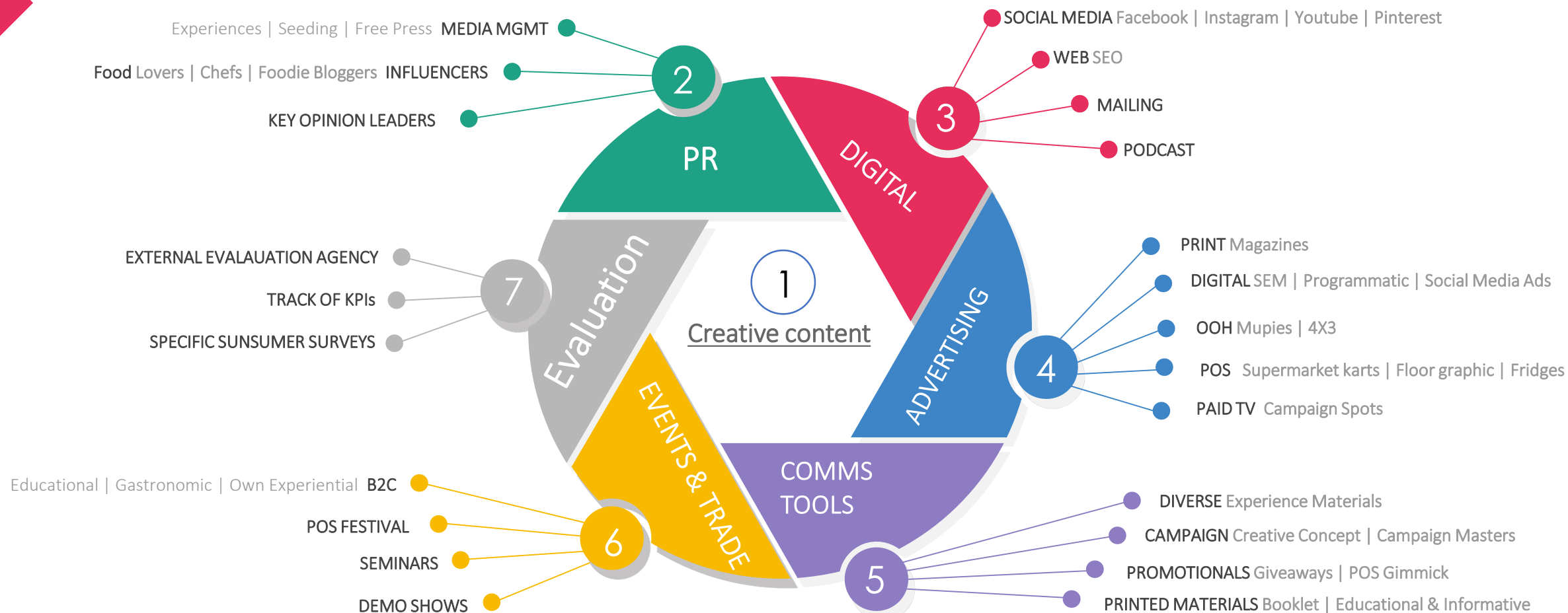
UK/Northern Ireland

Belgium

Denmark

- We are all aware of the role of dairy on climate
- We also know that we are all part of the solution
- But we have various agricultural production systems, different climates & geographies & environments, so we have different solutions to implement actions
- But still we all have a common strategy, a common framework with common tools of communication adapted to each country

GLOBAL STRATEGIC BLUEPRINT



EVALUATION and OBJECTIVE REACH ARE KEY

KPI AND DELIVERIES

XM TOTAL IMPACTS
XM CONSUMERS REACHED
XK INTERMEDIATE TARGETS REACHED

- X** Different cities with activities
- XM** Direct consumer impacts
- XK** Direct professionals impacts
- X** Consumer events
- X** Workshop hours
- +XM** Tasting sessions
- +XM** Ad campaign impressions
- +X** Pieces of content
- XX** Journalists reached...etc

IMPACT

% INCREASE :

IMPACT ON IMAGE

IMPACT ON ATTITUDE CHANGES

IMPACT ON BEHAVIORS

IMPACT ON TRUST

IMPACT ON CONSUMPTION

MEASURED BY AN EXTERNAL BODY

Our achievements

- We managed 6 multi-country programmes with EU cofinancing for the last 6 years
- It is a committed and growing membership
- Millions European consumers engaged with a European dairy dialogue
- Global European messages on dairy to our European consumers
- Upholding European dairy/agriculture values during a challenging time

Our learnings

Internally :

- Keep in mind that European markets and consumers are different, meaning that a common concept needs **flexibility** and **variations** to fulfill the needs of each different EU market.

Externally :

- The challenge to find an agency capable of delivering a strong common EU message adapted to local markets, with the capacity to effectively manage the program in-line with the EU regulations
- Importance of agency selected, on the criteria of their ability to understand the different markets and to be able to leverage the benefit of their European network

The issue is to manage one unique agency for many different markets

So... : how to prepare a successful multi-country project ?

- 1) being a strong existing group of countries (with strong relationships and who enjoy working together!)
- 2) sharing the same common analysis on market situation issues
- 3) developing the same approach in terms of what we want to achieve jointly
=> same objective
- 4) work together on a same communication platform to develop a common brief for a pitch (communication objective, strategy, targets, budgets...)
- 5) launch a pitch to select a common agency (implementation body)
- 6) always think of the ROI and evaluation
- 7) meet frequently and mindfully compromise and find consensus

In summary

OUR REFLECTION :

- EMF has been a long and rewarding journey
- We recognize we are stronger because of the multi-country approach, particularly in the field of nutrition, climate change and European consumer knowledge...

OUR AMBITION :

- Retain and grow dairy's voice at the European level
- Continue to share market insights, to optimize costs and to develop additional future EU co-financed programs
- Recruit more members within the EU single market
- Stronger together to meet future challenges



*The kitchen is the first culture of humanity.
Different cuisines speak among themselves.
It is a universal dialogue
since everybody cooks.*

- Ferran Adrià

WORKING TOGETHER ON FOOD IS NOT THAT DIFFICULT
AND IS ALWAYS A PLEASURE !



European
Milk
Forum

THANK YOU