

Title: Thesis Summary

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The main purpose of the thesis is to observe the evolution of the food market, the actors and the strategy they follow. The analysis of different business models in the food sector will enable us to determine the review and prospects of large firms through several strategies.

Food industry is the second largest industrial sector (after metal) in Europe. According to the European Commission, the food manufacturing industry accounts for 14.5% of total manufacturing turnover (€917 billion) during February 2012 in Europe. The food value chain circumscribes diverse and multiple businesses such as agriculture, farming, manufacturing, processing, marketing, packaging, distribution, retailing and even the health sector. In past few years, we observed changes in the food business environment with a shift of power in the value chain between the food manufacturers and the retailers/ the distributors. At the expense of food manufacturers, the distributors tend to dictate the market prices and the trends.

Through this study we choose to analyze the manufactures perspectives and target the leading food companies according to the Global Fortune 500's list. Along the development of the topic, we will examine the food industry as a whole including the environment, the perspectives, the challenges, the value chain, the stakeholders, the most important manufacturers, the European market and the international strategies.

The research will be centered on the European market and the impact since the opening of Europe's borders. Additionally, there are increasing constraints concerning food regulations, food security, food standards, additives, packaging and original labeling imposed by the EU parliament. As a result, the European Union had an impact on the companies' expansion. It is directly influencing their strategy.

In second chapter, we will examine the evolution of the world food consumption, its impact on the food industry itself in a global perspective and than the position of the European market.

At Global and European level, diverse aspects dealing with Population growth, Urbanisation, Technology, Globalisation, food cultures, new food trends and consumer preferences. They have to be considered in the evolution of the food market and its consumption.

Food organisations have to face many challenges such as a Hyper-competitive market, the renewal of strategic capabilities and the implementation of new regulations concerning food products.

International strategies are often synonym with international expansion for multinational players. New trends appeared and firms have to develop rare capabilities through innovative products to remain competitive.

The changing food environment is due to an evolution of consumer's needs and their behaviors. The consumer has evolved into an expert over the years. A lot of factors such ethical issues, convenience food and animal welfare to a certain extent are influencing and changing the food demand in Europe. Moreover the expansion of well-known firms has been made through mergers & acquisitions and strategic alliances. Furthermore, we saw a shift within increasing concerns about the environment and sustainable development. We will consider the international strategies of two distinct companies and their way of doing business through opposed methods.

In last chapter, we will see how international strategies are also realized through diversification of many food products, but also through mono products and mono brands in this large competitive landscape. Regardless of the strategy used and the existing barriers to entry in the European panorama, key players in this field surround every single niche market.