



“New skills for new professional in the European Food Industry”

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New skills for new professional in the European Food Industry

The changes spread through the globalization and the new regulations have motivated the need to adapt the professionals' profiles to new aims. This matter of facts has an impact on activities, work organization and jobs in the food sector. Now, to face the new challenges of the markets the professionals have to add new skills to their curricula and to know in depth these new realities.

In a brand new research made in Spain by the Rioja Employment Service Office in 2011 has been declare than needs of managers and heads in every sector are increasing yearly. If we deep inside the research the service sector is one of the most advance sector, followed by manufacturing sector were food industries have a very big presence.

The Changes in European Food industry

The European food industry has to face an increased competition in a global market context: increased competition from consumer's requirements, the high competition of sector and retailers, emerging countries and the pressure of new regulatory constraints. Nowadays international trade has become the basic trade, the big and the small companies have presence in every market and compete with local brands.

The consumers are changing constantly, as well the distributors and the possibilities of research and development in that industry are increasing, of course they have a price, but is better to pay it, that to stay still.

The economic policies as a pull

Food and feed Safety, sustainability in the food sector, food and health and food quality, have open the door to new priorities in the companies, in which the quality systems, the energy savings, environmental systems and many others relevant and sure process to assure the product and the satisfaction are necessary nowadays.

But the changes are not producing only by the pressure of the market and the consumers, but the governments and laws are drawing a new kind of company more respectful and green. These goals are building a new kind of manager and head of department in the food industry, just more compromised and responsible.

Changes in consumption, trends in industry

As well in this situation has appeared **a new kind of consumption, new consumers, and new habits.**

- Population migrations and mass media communication have developed and increasing interest for exotic food. In another way, the health politics all around the world and the value of the Mediterranean diet has become a way of live.
- Over this behavior the references in mass media are always drawing an urban life, sophisticated and glamorous. But, suddenly has appear the crisis, that push to lower prices and promotions, both realities has to coexist.
- As well we have to look to the new worker; more technical, quicker, with less time, with a relevant presence of woman even in the emerging countries.
- And the model of family, singles, couples without children, older people.

So, over this basis there are several important **answers of the industry:**

1. - Less quantity and smaller presentations. Packaging with several uses, comfortable, ergonomic, product already cut, prepared to serve and to use.
A way to know the customer deeply and to invent new packs for the consumption.
2. - Prepared dishes, at the same time fresh and without additives, lighter and healthiness.
A space of development where the innovation in the physical properties is basic:
Alimentary Engineering.
3. - Brands and packaging that aspire to offer more for less. Better design, modern design, cooler, fresh, new

All these changes are pushing the development of innovation, research, customer insights, production improvement, design and product development and engineering.

Changes in distribution, obligations in industry

The whole food sector depends on the distributors; commercial agents, dealers or directly retailers; big or small. Canning and processed vegetables suffers more than the others, because, except the food service, depends in big percentage of the big retail.

The distribution is changing, the small retailers are contracting, the big ones are concentrating, and their conditions to suppliers are harder.

The big retail, supermarkets and hypermarkets are developing the distributor brand, and the consumers are buying it.

This behavior forces the food suppliers to reinvent. Some factors are affected; margins, prices, sizes, packaging, promotions, logistics, etc...

But new skills and knowledge are mainly related with a industry that fight with the time to market of big retail, the launch of new products and novelties, the original promotions of producers in the aisles and the changes of consumers.

And behind this short of scene is the price, the accurate price that asks the market, which level is only possible to reach through cheaper suppliers and economic efficiency.

So, over this basis there are several important answers of the industry:

- A) Lower prices through best supply and economic efficiency.
- B) Promotions day by day .Trade marketing actions.
- C) New products and new packs.

All these factors in actual consumer society had become to several situations:

New consumers' requirements, the high competition of producers and retailers, the offer from emerging countries, regulatory constraints and new laws and regulations

This matter of facts has an impact on activities, work organization and jobs in the food sector and induces for new skills; these ones have to be modified via training and process.

Training, in this case, must face the challenges that have been discussed in the preceding paragraphs. These challenges mainly respond to changes in patterns of consumer behavior, but subsequently are transformed into changes in the sector actors, such as distribution.

All this leads to a permanent adaptation of suppliers, organizations, departments and therefore of its professionals.

Because is truth that companies seek competitive advantages in three areas push by the distribution.

- The latest technology to develop products both differential and / or cheap.
- The best business management systems, to improve key financial factors.
- The technical skills of staff in purchase, negotiation and trade marketing

New skills in the big companies

The big companies are more exposed to the rivalry in the globalized market, the changes in consumer behavior, laws, channels and dealing conditions have produced many examples of companies that are adapting to these changes:

These examples show the important knowledge and technical skills that creates the strategic curricula of the new managers and area managers in the food sector. These examples are not conclusive, although they are the reality in the world of big companies. They are their needs.

1) Example. Moët Hennessy France

Moët Hennessy Brazil
Regional Market Intelligence Analyst
Brazil, 30 August 2011

Position: Within the Business Support Department of Moët Hennessy for Brazil

- Consolidate, update, and analyze a database of key information and studies for all LatAMEC markets
- Macroeconomics / markets & industry dynamics and trends
- Wines & Spirits market (key data, competitive landscape, customers)
- Specific internal analysis: KPIs measurements, etc.
- Consumer trends, Brand Health, etc.

Stage Assistant (e) Qualité Industrielle
Poitou Charentes,Cognac 27 April 2011

Responsable Logistique (CDD) H/F
Ile de France, 16 September 2011

*Gestion des transporteurs (**optimisation** des coûts freight aérien et routes, suivi de l'acheminement des colis en boutique)*

Site Events & Wine Communication Manager

Argentina, Mendoza 11 February 2011

Position: The Site Events & Wine Communication Manager is responsible for the implementation of all winery on-site PR events and wine communication actions, in accordance with the Brand marketing and communication strategy.

- *Developing, planning and implementing winery based events including managing all suppliers, logistics and budgets*
- *Building and nurturing relationships with wine and food media*
- *Managing local sponsorship requests, partnerships, events and budgets*
- *Working with and supporting marketing initiatives of the local distribution company*
- *Designing, developing and producing site marketing materials*

<http://www.lvmh.com/talents/job-opportunities>

2) HEINZ EXAMPLE.

Sample Opportunities within Supply Chain are:

Purchasing
Logistics
Manufacturing Management
Customer Service
Continuous Improvement
Engineering

HEINZ EXAMPLE

Marketing Strategic Services Paths:

Consumer & Customer Insights
Customer Marketing
Customer Co-Marketing
Promotions
Marketing Innovation & Execution
Public Relations & Brand Communications
Brand Design & Packaging

Sample job track in Sales looks like this

Sales Analyst
Senior Sales Analyst
Associate Category Development Manager
Category Development Manager
Business Development Manager
Team Leader- Customer Teams
Area, Region and Division Manager

National Account Manager

3) Example: Pascual Milk Group. Spain.

Employment Offer in September 2011.

On trade Sales Development Manager
International Senior Product Manager
Industrial by – products Sales Head

Process improvement Manager
Coffe Sales Development Manager

4) Example. Danone France

Employment Offer in September 2011.

Senior Product Technologist, Danone Research. Netherlands
New Chef de Vente Regional, Blédina France
New Responsible of Logistic Operational, Danone Produits Frais. France
Store account manager Luxembourg Danone Belgium

Here we have an example of the goals of the employment in manufacturing in Danone.
Manufacturing at Danone

*“Half of Danone’s staff work in its factories; this is where products are created. The industrial branch is a major performance driver for the group and operates according to three major axes: **efficiency, flexibility and security.**”*

To make its production lines more flexible and improve factory performance, the industrial branch continuously remodels the factory by developing new production concepts and adapting staff skills and tools. The qualities required for working in this branch, which can

lead to many career opportunities within the group, are pragmatism, reactivity and good contact skills”

Here we have an example of the goals of the employment in marketing in Danone.

*Brand Marketing Manager**

*“You manage a brand portfolio and you are responsible for the related Profit & Loss Account;
You propose and implement the **marketing strategy**;
You run **innovation projects**;
You manage a team.”*

New skills in SME food companies

But on the other side we have to take into account the vision of new skills from a SME company.

In this kind of companies the managers are multitask, they have no time , and usually work in long tail markets or niche markets.

These companies need professional consultants in management, with a broad knowledge of the whole production system, the marketing management or the financial/taxes area.

The objectives of these enterprises are to get dimension, and to grow. Sometimes trough alliances, clusters or joint ventures to be able to be efficient in purchase, energy, production and others core systems that allow them to reach further.

In any case managers in SME companies have the challenge to train themselves and their teams in the main new skills in food companies.

The Standard New skills in food companies

So, the consolidated new standard skills in the food sector are divided into two big lines, the basis for managing the data, the quality and sustainable companies; and the strategic lines that bet for the efficiency, innovation of product and marketing and manage the distribution.

No one is safe from these key skills. All companies, big or SME's are related to face this future that is the present.

And so; which are the skills

1. Basis Skills.

Managing all the data / ICT

Skills in Information and Communication Technologies oriented to:

- Informatics programs in traceability, logistics and operational control.
- Transversal knowledge is needed in security, network security.
- As a standard, the application of technology in administration and management.
- As well the technology administration in commercial and customer control.
- And nowadays in e-commerce and digital communication.

The implementation and enforcement of regulations and quality systems and sustainability

- Transversal skills and knowledge in hygiene, safety and traceability
- Skills in alimentary quality systems
- Skills in sustainability Green energies and sustainable efficiency.
- In these moments the Energy efficiency is a commodity in companies.

2. Strategic skills

Economic efficiency

Skills and knowledge in:

- Buying negotiation and purchasing.
- Includes management of tenders and electronic bids
- Budget control and cost management.
- Financial control

Product innovation/Research & Development

Skills and knowledge in:

- Ecological production and management.
- Foods physical properties innovation
- Biotechnology, nanobiotechnology
- Preservation, bottling and packing
- Technological vigilance and research techniques

- Management of innovation teams
- Creativity

Market design and packaging

Skills and knowledge in:

- Market research
- Concept and graphic design (Brand, Product and Packaging)

Marketing distribution and communication

Skills and knowledge in:

- Management of sales
- Sales techniques
- Negotiation skills
- Trade marketing and promotions
- Oral and non verbal communication
- Public relations
- Digital marketing and social media

Production Efficiency

Skills and knowledge in:

- Team's management
- Continuous improvement
- Lean production techniques
- Logistic efficiency