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MARKETING STRATEGY OF HEAVEN LABS

MARKETINGOVÁ STRATEGIE HEAVEN LABS

DIPLOMOVÁ PRÁCE
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AUTOR PRÁCE — Bc. FRANTIŠEK HROMADA
AUTHOR

VEDOUCÍ PRÁCE — Ing. VÍT CHLEBOVSKÝ, Ph.D.
SUPERVISOR

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Hromada František, Bc.

European Business and Finance (6208T150)

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Theoretical Foundations
Current Situation Analysis
Proposals and Contribution
Conclusion
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List of literature:

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ABSTRACT

Diploma thesis is focus on marketing strategy of Heaven Labs, producer of powder food MANA. It covers analysis of powder food industry and proposes marketing approach for increasing awareness and increasing sales. Thesis contains theoretical part, current situation analysis and proposal.

KEYWORDS

MANA, Heaven Labs, powder foods, meal replacement, soylent, marketing, social media

ABSTRAKT

Diplomová práce se zaměřuje na marketingovou strategii Heaven Labs, výrobce práškové potraviny MANA. Taktéž zahrnuje rozbor průmyslu práškových potravin a navrhuje marketingový přístup pro rozvoj povědomí a zvýšení prodeje. Práce obsahuje teoretickou část, analýzu současné situace a návrhovou část.

KLÍČOVÁ SLOVA

MANA, Heaven Labs, práškové potraviny, náhrada jídla, soylent, marketing, sociální média

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I hereby declare that this diploma thesis has been written by myself without any external unauthorized help, that it has been neither presented to any institution for evaluation nor previously published. All used information sources are properly cited including complete reference to the original work.

Brno, 26th August 2015

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INTRODUCTION

Powder foods – futuristic foods which will save human kind or evil invention of capitalistic regime to keep worker efficiency high? There are many point of views how to perceive the powder food phenomenon. All started in 2013 when Rob Rhinehart published his initial 30-day experiment with his invention Soylent. Initial idea was to free your body by producing open source nutritional drink containing all essential nutrients that human body needs. This holistic food replacement had successful crowd-funding campaign on Tilt where they raised over $3M and were able to established company called Rosa Labs. In 2015 they received another $20M from company Andreessen Horowitz (Forbes, 2015).

There were many predecessors with similar idea such as ready to use food RUTF (Citadel Spread, Plumpy'nut, Ensure, Nutridrink), protein shakes (whey protein, casein protein etc), diet shakes (Herbalife, SlimFast), traditional "food for poor" (Pemmican, Akutaq, Tolkusha, Porridge), punishment food (Nutraloaf, Kongbap, Bread Soup) or even fiction food in films (Soylent Green, Snowpiercer, Cloud Atlas, Visitors) (Dolejšová, 2015).

The new unique approach was in open nutritional information which in year 2014, when soylent has a huge demand and delivery backlogs were established as DIY (do it yourself) soylents. Currently the soylent DIY has around 4500+ recipes globally based on crowd-sourcing, P2P sharing and collaboration. This with the help of the internet helps to spread citizen-science, DIY nutrition & education. Soylent has 30+ global alternatives in various versions such as: Low-carb / Ketogenic (Ketolent, KetoChow, Keto Fuel, Ketosoy, Jake Light), extra protein/carbs (Joylent sport, Jake sports), vegan (Soylent 1.5., Mana Mark II, Joylent vegan, Bertrand), whole foods (AnaPur, Bertrand, Ambronite), organic (Bertrand, Ambronite), GMO-free (Mana), kosher (DIY), nootropic (DIY, Joylent Wake up), flavours & textures (Joylent flavour election 2015; Queal Awesome Apple Pie, Crazy Chocolate, Peanut; Solids etc.) (Dolejšová, 2015).

Main motivations why to choose such food alternatives might be time & cost efficiency (preparation of whole meal takes few minutes), non-perishability (powder foods have expiration date within several years, therefore they can be stored for long time

and used in case of need to prevent the food waste), health (transparency of the powder foods helps to keep healthy diet easily), weight management (by increasing or decreasing amount of powder used for the meal and since stomach cannot distinguish density of liquid food it is very convenient way of weight management), therapeutic food (in case of physical incapability of processing solid food or in case of psychological problems such as bulimia or anorexia), emergency food (used as a backup food in cottages, yachts or other places without direct access to standard distribution chain; in case of environmental disaster can be easily transported), experiment, pioneering, DIY - life hacking & joy of tinkering (many people experience great pleasure by been able to understand and produce their own food), open source production & distribution, crowd-sourcing, online community (creating small decentralized home laboratories which share their research findings within the community), political (food activism, disruption), control (avoiding food regulations from governments or corporations), customisation (possibility to create individual mix and optimize it for own body performance), transparency (no hidden information, every ingredient is known),environmentalism (much lower impact on carbon footprint and production of waste).

Usual target groups are entrepreneurs and "busy" people, people with special dietary needs, athletes, tech enthusiasts, (Bio)hackers, makers, tinkerers, body hackers, grinders, transhumanists, self-trackers (QS), preppers, food activists, voluntary simplifiers, homesteaders but overall target group is basically anyone or currently mostly adult human population.

In my thesis I will take closer look at company Heaven Labs, located in Prague, Czech Republic. This small sized company is doing remarkable job keeping momentum with powder food giant Soylent. Bilically named product MANA strongly resemblance the biblical reference about a fight between David and Goliath. Personally I see great potential in MANA to become well known Czech company such as Škoda Auto or Baťa. Despite the fact I am their regular consumer (95% of my meals over past 4 months) I would be honoured to help the fulfil their vision of feeding the world and bringing economical and sustainable solution to world food problems.

1 THEORETICAL BACKGROUND

1.1 Marketing

Marketing is communicating the value of a product, service or brand to customers, for the purpose of promoting or selling that product, service, or brand. The main purpose is to increase sales of the product and profits of the company. Marketing acts a support system to the sales team by propagating the message and information to the target audience. Marketing techniques include choosing target markets through market analysis and market segmentation, as well as understanding consumer behaviour and advertising a product's value to the customer (Kotler, 2010). From a societal point of view, marketing is the link between a society's material requirements and its economic patterns of response and satisfies these needs and wants through exchange processes and building long-term relationships.

Contemporary approaches in marketing include relationship marketing with focus on the customer, business marketing or industrial marketing with focus on an organization or institution and social marketing with focus on benefits to society (Adcock, 2001). Newer forms of marketing also use the internet and are called internet marketing or more generally e-marketing, online marketing, "digital marketing", search engine marketing, or desktop advertising. It attempts to perfect the segmentation strategy used in traditional marketing. It targets its audience more precisely, and is sometimes called personalized marketing or one-to-one marketing. Internet marketing is sometimes considered to be broad in scope, because it not only refers to marketing on the Internet, but also includes marketing done via e-mail, wireless media as well as driving audience from traditional marketing methods like radio and billboard to internet properties or landing page.

1.2 Customer orientation

A firm in the market economy survives by producing goods and services that persons are willing and able to buy. Consequently, ascertaining consumer demand is vital for a firm's

future viability and even existence as a going concern. Many companies today have a customer focus (or market orientation). This implies that the company focuses its activities and products on consumer demands. Generally, there are three ways of doing this: the customer-driven approach, the market change identification approach and the product innovation approach (Jobber, 2012).

In the consumer-driven approach, consumer wants are the drivers of all strategic marketing decisions. No strategy is pursued until it passes the test of consumer research. Every aspect of a market offering, including the nature of the product itself, is driven by the needs of potential consumers. The starting point is always the consumer. The rationale for this approach is that there is no reason to spend R&D (research and development) funds developing products that people will not buy. History attests to many products that were commercial failures in spite of being technological breakthroughs. A formal approach to this customer-focused marketing is known as SIVA (Solution, Information, Value, Access) (Dev, 2005). This system is basically the four Ps renamed and reworded to provide a customer focus. The SIVA Model provides a demand/customer-centric alternative to the well-known 4Ps supply side model (product, price, placement, promotion) of marketing management.

1.3 Marketing research

Marketing research involves conducting research to support marketing activities, and the statistical interpretation of data into information. This information is then used by managers to plan marketing activities, gauge the nature of a firm's marketing environment and attain information from suppliers. Marketing researchers use statistical methods such as quantitative research, qualitative research, hypothesis tests, Chi-squared tests, linear regression, correlations, frequency distributions, Poisson distributions, binomial distributions, etc. to interpret their findings and convert data into information.

The marketing research process has number of stages, including the definition of a problem, development of a research plan, collection and interpretation of data and disseminating information formally in the form of a report. The task of marketing research is to provide management with relevant, accurate, reliable, valid, and current information. A distinction should be made between marketing research and market research. Market

research pertains to research in a given market (De Mooij, 2013). As an example, a firm may conduct research in a target market, after selecting a suitable market segment. In contrast, marketing research relates to all research conducted within marketing. Thus, market research is a subset of marketing research.

1.4 Marketing environment

Marketers use "marketing environment" in order to comprehend the consumers concerns, motivations and to adjust the product according to the consumers' needs. The process of marketing environmental scans, which continually acquires information on events occurring outside the organization to identify trends, opportunities and threats to a business. The six key elements of a marketing scan are the demographic forces, socio-cultural forces, economic forces, regulatory forces, competitive forces, and technological forces (Hartley, 2013). The market environment is a marketing term and refers to factors and forces that affect a firm's ability to build and maintain successful relationships with customers. Three levels of the environment are:

- **Micro (internal) environment** - forces within the company that affect its ability to serve its customers.
- **Meso environment** – the industry in which a company operates and the industry's market(s).
- **Macro (national/international) environment** - larger societal forces that affect the microenvironment.

1.5 Market segmentation

Market segmentation is a marketing strategy which involves dividing a broad target market into subsets of consumers, businesses, or countries who have, or are perceived to have, common needs, interests, and priorities, and then designing and implementing strategies to target them. Market segmentation strategies are generally used to identify and further define the target customers, and provide supporting data for marketing plan elements such as positioning to achieve certain marketing plan objectives (Jobber, 2012). Businesses may develop product differentiation strategies, or an undifferentiated

approach, involving specific products or product lines depending on the specific demand and attributes of the target segment (Reid, 2009).

Table 1 - Types of market segmentation

Types of Market Segmentation	Segmentation criteria
Geographic Segmentation	geographic criteria—nations, states, regions, countries, cities, neighbourhoods, or postal codes
Demographic Segmentation	demographical criteria - age, gender, occupation and education level or according to perceived benefits which a product/service may provide
Behavioural Segmentation	knowledge of, attitude towards, usage rate, response, loyalty status, and readiness stage to a product
Psychographic Segmentation	lifestyle - activities, interests, and opinions of customers
Occasional Segmentation	needs, behaviour and value under different occasions of usage and time

1.6 Types of market research

Market research, as a sub-set aspect of marketing activities, can be divided into the following parts (Online Writting Lab, 2015):

a) **Primary research** (also known as field research), which involves the conduction and compilation of research for a specific purpose.
b) **Secondary research** (also referred to as desk research), initially conducted for one purpose, but often used to support another purpose or end goal.

Primary research is often expensive to prepare, collect and interpret from data to information. Nevertheless, while secondary research is relatively inexpensive, it often can become outdated, in addition it is used for a purpose other than the one for which it was intended. Primary research can also be broken down into quantitative research and qualitative research, which, as the terms suggest, pertain to numerical and non-numerical research methods and techniques, respectively. The appropriateness of each mode of research depends on whether data can be quantified (quantitative research), or whether subjective, non-numeric or abstract concepts are required to be studied (qualitative research) (Hartley, 2013).

Typical market research methods are:

1) **Qualitative research methods**

- **Focus groups** - form of qualitative research in which a group of people are asked about their perceptions, opinions, beliefs, and attitudes.
- **In-depth interview** – a method of analysis, which proceeds as a confidential and secure conversation between an interviewer and a respondent.
- **Projective techniques** - designed to let a person respond to ambiguous stimuli, presumably revealing hidden emotions and internal conflicts projected by the person

2) **Quantitative research methods**

- **Panels** - a longitudinal statistical study in which one group of individuals are interviewed at intervals over a given period of time
- **Surveys** - a part of longitudinal and cross-sectional studies. They collect either primary data or Secondary data. Primary data – new data collected on a project-by-project basis. Secondary data – they already exist and can be accessed within an organisation or from external sources (Mogos, 2015).

1.7 Marketing strategy

The field of marketing strategy considers the total marketing environment and its impacts on a company or product or service. The emphasis is on an in depth understanding of the market environment, particularly the competitors and customers (Kotler, 2010). A given firm may offer numerous products or services to a marketplace, spanning numerous and sometimes wholly unrelated industries. Accordingly, a plan is required in order to effectively manage such products. Evidently, a company needs to weigh up and ascertain how to utilize its finite resources. A marketing strategy differs from a marketing tactic in that a strategy looks at the longer term view of the products, goods, or services being marketed. A tactic refers to a shorter term view.

A marketing strategy considers the resources a company has, or is required to allocate in effort to achieve an objective. Marketing Strategies include the process and planning in which a firm may be expected to achieve their company goals, in which usually involves an effort to increase revenues or assets, through a series of milestones or benchmarks of business and promotional activities.

1.7.1 Positioning

The marketing activity and process of identifying a market problem or opportunity, and developing a solution based on market research, segmentation and supporting data. Positioning may refer the position a business has chosen to carry out their marketing and business objectives. Positioning relates to strategy, in the specific or tactical development phases of carrying out an objective to achieve a business' or organization's goals, such as increasing sales volume, brand recognition, or reach in advertising (De Mooij, 2013).

1.7.2 Buying behaviour

A marketing company must ascertain the nature of customers' buying behaviour if it is to market its product properly. In order to persuade a consumer to buy a product, marketers try to determine the behavioural process of how a given product is purchased. Buyer behaviour in the digital age is assessed through analytics and predictive modelling (Hartley, 2013). The analysis of buyer behaviour through online platforms includes Google Analytics and vendor side software such as Experian. The psychology of marketing is determined through the analysis of customer perception pertaining to brands. Marketing theory holds that brand attributes is primarily a matter of customer perception rather than product or service features. Buying behaviour is usually split into two prime strands, whether selling to the consumer, known as business-to-consumer (B2C), or to another business, known as business-to-business (B2B).

B2C: This mode of behaviour concerns consumers and their purchase of a given product. For example, if one imagines a pair of sneakers, the desire for a pair of sneakers would be followed by an information search on available types/brands. This may include perusing media outlets, but most commonly consists of information gathered from family and friends. If the information search is insufficient, the consumer may search for alternative means to satisfy the need/want. In this case, this may mean buying leather shoes, sandals, etc. The purchase decision is then made, in which the consumer actually buys the product. Following this stage, a post-purchase evaluation is often conducted, comprising and an appraisal of the value/utility brought by the purchase of the sneakers. If the value/utility is high, then a repeat purchase may be made. This could then develop into consumer loyalty to the company producing the sneakers. Companies track and measure customer satisfaction, repurchase behaviours, and profits to understand the

effectiveness of their marketing efforts.

B2B: Relates to organizational/industrial buying behaviour (Kerin, 2015). Business buy either wholesale from other businesses or directly from the manufacturer in contracts or agreements. B2B marketing involves one business marketing a product or service to another business.

1.7.3 Marketing roles

Marketing roles, titles, and responsibilities differ, often significantly, between B2B and B2C companies. Roles are often defined by the size of the company and the number of products. At the smallest company size, a general marketer must do everything from shape the product to generate awareness. As the company grows larger, roles start to become more specialized. For example, the product management role can split so that the product manager would focus on designing the product experience and functionality, while a product marketer would package and price the product.

1.8 Product differentiation

In economics and marketing, product differentiation (or simply differentiation) is the process of distinguishing a product or service from others, to make it more attractive to a particular target market. This involves differentiating it from competitors' products as well as a company's own products. Companies have different resource capabilities that enable them to construct specific competitive advantages over competitors (Barney, 1991). The term unique selling proposition refers to advertising to communicate a product's differentiation.

In economics, successful product differentiation leads to monopolistic competition and is inconsistent with the conditions for perfect competition, which include the requirement that the products of competing firms should be perfect substitutes. There are three types of product differentiation:

1. **Simple**: based on a variety of characteristics
2. **Horizontal**: based on a single characteristic but consumers are not clear on its quality
3. **Vertical**: based on a single characteristic and consumers are clear on its quality

The brand differences are usually minor; they can be merely a difference in packaging or an advertising theme, the physical product does not need not change (Pepall, 2005). Differentiation is due to buyers perceiving a difference; hence, causes of differentiation may be functional aspects of the product or service, how it is distributed and marketed, or who buys it. The major sources of product differentiation are as following:

a) Differences in quality which are usually accompanied by differences in price
b) Differences in functional features or design
c) Ignorance of buyers regarding the essential characteristics and qualities of goods they are purchasing
d) Sales promotion activities of sellers and, in particular, advertising
e) Differences in availability (e.g. timing and location).

Differentiation primarily affects performance through reducing directness of competition: As the product becomes more different, categorization becomes more difficult and hence draws fewer comparisons with its competition. A successful product differentiation strategy will move product from competing based primarily on price to competing on non-price factors (such as product characteristics, distribution strategy, or promotional variables).

Most people would say that the implication of differentiation is the possibility of charging a price premium; however, this is a gross simplification. If customers value the firm's offer, they will be less sensitive to aspects of competing offers; price may not be one of these aspects. Differentiation makes customers in a given segment have a lower sensitivity to other features (non-price) of the product (Sharp, 2001).

1.9 Marketing-mix

The marketing mix is a business tool used in marketing and by marketers. The marketing mix is often crucial when determining a product or brand's offer, and is often associated with the four P's: price, product, promotion, and place. In service marketing, however, the four Ps are expanded to the seven P's (Booms, 1981). In the 1990s, the concept of four C's was introduced as a more customer-driven replacement of four P's. There are two theories based on four Cs: Lauterborn's four Cs (consumer, cost, communication, convenience), and Shimizu's four Cs (commodity, cost, communication, channel). In 2012, a new four P's theory was proposed with people, processes, programs, and

performance (Kotler, 2014).

1.10 Marketing planning

The marketing planning process involves creating a plan for a company's marketing activities. A marketing plan can also pertain to a specific product, as well as to an organization's overall marketing strategy. Generally speaking, an organization's marketing planning process is derived from its overall business strategy. Thus, when top management are devising the company's strategic direction or mission, the intended marketing activities are incorporated into this plan.

A marketing plan may be part of an overall business plan. Solid marketing strategy is the foundation of a well-written marketing plan. While a marketing plan contains a list of actions, a marketing plan without a sound strategic foundation is of little use. A marketing plan is a comprehensive blueprint which outlines an organization's overall marketing efforts. A marketing process can be realized by the marketing mix. The last step in the process is the marketing controlling. The marketing plan can function from two points: strategy and tactics (Kotler, 2010). In most organizations, "strategic planning" is an annual process, typically covering just the year ahead. Occasionally, a few organizations may look at a practical plan which stretches three or more years ahead.

Behind the corporate objectives, which in themselves offer the main context for the marketing plan, will lie the "corporate mission," in turn provides the context for these corporate objectives. In a sales-oriented organization, the marketing planning function designs incentive pay plans to not only motivate and reward frontline staff fairly but also to align marketing activities with corporate mission. The marketing plan basically aims to make the business provide the solution with the awareness with the expected customers.

A "traditional" — albeit product-based — format for a "brand reference book" or a "marketing facts book":

1. **Financial data**—Facts for this section will come from management accounting, costing and finance sections.
2. **Product data**—From production, research and development.
3. **Sales and distribution data** — Sales, packaging, distribution sections.

4. **Advertising, sales promotion, merchandising data** — Information from these departments.
5. **Market data and miscellany** — From market research, who would in most cases act as a source for this information.

The structure of the facts book is designed to match the specific needs of the organization, but a simple format may be applicable in many other cases. This splits the material into three groups (Baker, 2014):

1. **Review of the marketing environment.** A study of the organization's markets, customers, competitors and the overall economic, political, cultural and technical environment; covering developing trends, as well as the current situation.
2. **Review of the detailed marketing activity.** A study of the company's marketing mix; in terms of the 7 Ps.
3. **Review of the marketing system**. A study of the marketing organization, marketing research systems and the current marketing objectives and strategies. The marketing system itself needs to be regularly questioned, because the validity of the whole marketing plan is reliant upon the accuracy of the input from this system.
    - **Portfolio planning**. In addition, the coordinated planning of the individual products and services can contribute towards the balanced portfolio.
    - **80:20 rule.** To achieve the maximum impact, the marketing plan must be clear, concise and simple. It needs to concentrate on the 20 percent of products or services, and on the 20 percent of customers, that will account for 80 percent of the volume and 80 percent of the profit.
    - **7 Ps:** Product, Place, Price and Promotion, Physical Environment, People, Process. The 7 Ps can sometimes divert attention from the customer, but the framework they offer can be very useful in building the action plans.

Objectives for pricing, distribution, advertising and so on are at a lower level, and should not be confused with marketing objectives. They are part of the marketing strategy needed to achieve marketing objectives. To be most effective, objectives should be capable of measurement and therefore "quantifiable." This measurement may be in terms of sales volume, money value, market share, percentage penetration of distribution outlets and so on.

1.10.1 Content of the marketing plan

Small Businesses

A marketing plan for a small business typically includes Small Business Administration Description of competitors, including the level of demand for the product or service and the strengths and weaknesses of competitors:

1. Description of the product or service, including special features
2. Marketing budget, including the advertising and promotional plan
3. Description of the business location, including advantages and disadvantages for marketing
4. Pricing strategy
5. Market Segmentation

Medium-sized and large organizations

The main contents of a marketing plan are (Baker, 2014):

1. Executive Summary
2. Situational Analysis
3. Opportunities / Issue Analysis - SWOT Analysis
4. Objectives
5. Marketing Strategy
6. Action Program (the operational marketing plan itself for the period under review)
7. Financial Forecast
8. Controls

In detail, a complete marketing plan typically includes:

1. Title Page
2. Executive Summary
3. Current Situation – Microenvironment, economy, legal, government, technology, ecological, sociocultural, supply chain)
4. Current Situation - Market Analysis, market definition, market size, market segmentation, industry structure and strategic groupings, Porter 5 forces analysis, competition and market share, competitors' strengths and weaknesses, market trends
5. Current Situation - Consumer Analysis, nature of the buying decision, participants, demographics, psychographics, buyer motivation and expectations, loyalty segments
6. Current Situation - Internal, company resources, financial, people, time, skills, objectives, mission statement and vision statement, corporate objectives, financial objective, marketing objectives, long term objectives, description of the basic business philosophy, corporate culture

7. Summary of Situation Analysis – SWOT, external threats, external opportunities, internal strengths, internal weaknesses, Critical success factors in the industry, our sustainable competitive advantage
8. Marketing Research - Information requirements, research methodology, research results
9. Marketing Strategy - Product, unique selling proposition (USP), product mix, product strengths and weaknesses, perceptual mapping, product life cycle management and new product development, brand name, brand image, brand equity, the augmented product, product portfolio analysis
10. Marketing Strategy - segmented marketing actions and market share objectives, by product, by customer segment, by geographical market, by distribution channel
11. Marketing Strategy - Price, pricing objectives, pricing method (e.g.: cost plus, demand based, or competitor indexing), pricing strategy (e.g.: skimming, or penetration), discounts and allowances, price elasticity and customer sensitivity, price zoning, break even analysis at various prices
12. Marketing Strategy - Promotion, promotional goals, promotional mix, advertising reach, frequency, flights, theme, media, sales force requirements, techniques, and management, sales promotion, publicity and public relations, electronic promotion (e.g.: web, or telephone), word of mouth marketing (buzz), viral marketing
13. Marketing Strategy - Distribution, geographical coverage, distribution channels, physical distribution and logistics, electronic distribution
14. Implementation - Personnel requirements, assign responsibilities, give incentives, training on selling methods, financial requirements, management information systems requirements, month-by-month agenda, Gantt chart using PERT or critical path analysis systems, monitoring results and benchmarks, adjustment mechanism, contingencies (what ifs)
15. Financial Summary - assumptions, pro-forma monthly income statement, contribution margin analysis, breakeven analysis, Monte Carlo method, ISI: Internet Strategic Intelligence
16. Scenarios - prediction of future scenarios, plan of action for each scenario
17. Controls - Performance indicator, provide feedback mechanisms
18. Appendix - pictures and specifications of the new product, results from research already completed

1.11 Word-of-mouth marketing

Word-of-mouth marketing (WOM) implies that an organisation takes active steps to encourage WOM (e.g. offering a reward to the WOM sender), whereas normal WOM implies that the sender is not rewarded. Word-of-mouth marketing, which encompasses a variety of subcategories, including buzz, blog, viral, grassroots, brand advocates, cause

influencers and social media marketing, as well as ambassador programs, work with consumer-generated media and more, can be highly valued by product, social media and performance marketers. Proconsumer WOM has been suggested to act as counterbalance to commercially motivated word-of-mouth marketing.(Lang, 2013).

Because of the personal nature of the communications between individuals, it is believed that they are more credible. Research points to individuals being more inclined to believe WOMM than more formal forms of promotion methods; the listener tends to believe that the communicator is being honest and does not have an ulterior motive (i.e. the receiver believes that the sender is not rewarded for engaging in WOM) (Grewal, 2003). Word-of-mouth depends on the extent of customer satisfaction with the product or service, and on the degree of its perceived value. To promote and manage word-of-mouth communications, marketers use publicity techniques as well as viral marketing methods to achieve desired behavioural response. Companies can focus on brand advocates, the people who proactively recommend their favourite brands and products online and offline without being paid to do so.(Turel, 2010). Influencer marketing is also increasingly used to seed WOMM by targeting key individuals who have authority and many personal connections.

1.12 Evangelism marketing

Evangelism marketing is an advanced form of word-of-mouth marketing in which companies develop customers who believe so strongly in a particular product or service that they freely try to convince others to buy and use it. The customers become voluntary advocates, actively spreading the word on behalf of the company. Evangelism marketing is sometimes confused with affiliate marketing. However, while affiliate programs provide incentives in the form of money or products, evangelist customers spread their recommendations and recruit new customers out of pure belief, not for the receipt of goods or money. Rather, the goal of the customer evangelist is simply to provide benefit to other individuals. As they act independently, evangelist customers often become key influencers. The fact that evangelists are not paid or associated with any company make their beliefs perceived by others as credible and trustworthy (Seeberger, 2010). Evangelism comes from the three words of 'bringing good news,' and the marketing term

justly draws from the religious sense, as consumers are driven by their beliefs in a product or service, which they preach in an attempt to convert others.

The challenge is convincing people to recommend a company in an honest and organic way. Obviously, not every company can turn their customers into evangelists. Many companies offer mediocre or predictable services that are so ordinary they are not worth taking the time to mention to others. In addition, there is no easy way to influence the conversations people have with their friends and relatives. Marketing professionals are developing strategies to get others talking about their products and services in a positive way. These include everything from creating online communities for customers to interact, to sponsoring events that help position a brand as part of a lifestyle. The goal of any evangelist marketing strategy is to find out how a brand fits into a customer's life and making that fit as easy as possible. The more effectively a brand satisfies a customer's needs, the more likely they are to mention it to friends and family.

Traits of a Customer Evangelist:

- Customers that regularly buy the product and believes in the brand
- Makes a point to offer glowing recommendations to family, friends and coworkers
- Gives the product as a gift
- Offers praise, criticism, and other feedback without being asked
- Dips in quality, convenience, or service are forgiven
- Offers praise without any financial incentive
- Participating in the brand makes the customer feel like they are part of something larger than themselves

Evangelism marketing is a tool that is available to any business in a multitude of industries. Consider a large company like Apple. Apple loyalists are some of the most recognized product evangelists in the market, sharing their experiences with emerging technology in enthusiastic ways. Conversely, small businesses with limited marketing budgets often use evangelism marketing in place of more expensive television or print campaigns. Good example would be Chinese Smartphone start-up company OnePlus (The Next Web, 2015), which is using their customer to spread their message in a form of invite only buy option. Businesses love evangelism marketing because it produces a high return on investment. The amount of money generated in new sales is typically significantly higher than the money spent on marketing, since customer referrals are usually free. Customer evangelists are repeat customers who support a brand with their

money and their praise. This produces long term benefits for a company. Any business that is interested in creating a committed customer base will have something to gain from evangelism marketing. If a company wants to maximize the conversation about their product or service, they must market to the broadest possible section of customers. Once a company has collected as much information as possible about their customer's experiences, they have to be prepared to make changes based on that information. These changes can be relatively minor or involve major overhauls. A famous example of this is Amazon's Kindle e-reader. Amazon analyzed the tens of thousands of customer reviews posted on their website to help refine the Kindle as it went through several generations of redesigns. By taking a thoughtful approach to customer feedback, they were able to turn public criticism into public praise. The Kindle is now one of the world's most widely used e-readers (Silverman, 2011).

1.13 Social media marketing

Social media marketing is the process of gaining website traffic or attention through social media sites (Trattner, 2013). Social media marketing programs usually centre on efforts to create content that attracts attention and encourages readers to share it across their social networks. The resulting electronic word of mouth refers to any statement consumers share via the Internet (e.g., web sites, social networks, instant messages, news feeds) about an event, product, service, brand or company. When the underlying message spreads from user to user and presumably resonates because it appears to come from a trusted, third-party source, as opposed to the brand or company itself, this form of marketing results in earned media rather than paid media (Schivinski, 2013). There are two basic strategies for engaging the social media as marketing tools:

1.13.1 The passive approach

Social media can be a useful source of market information and customer voice. Blogs, content communities and forums are platforms where individuals share their reviews and recommendations of brands, products and services. Businesses are able to tap and analyse the customer voice generated in social media for marketing purposes; (Constantinides, 2009) in this sense the social media is an inexpensive source of market intelligence which

can be used by marketers to track problems and market opportunities. For example, the internet erupted with videos and pictures of iPhone 6 bend test which showed that the coveted phone would bend merely by hand. The so-called “bendgate” controversy (Verge, 2015) created confusion amongst customers who had waited months for the launch of the latest rendition of the iPhone. However Apple promptly issued a statement saying that the problem was extremely rare and that the company had taken several steps to make the mobile device robust. Unlike traditional market research methods such as surveys, focus groups and data mining which are time consuming and costly, marketers can now utilize social media to obtain ‘live’ information about consumer behaviour. This can be extremely useful in a highly dynamic market structure in which we now live.

1.13.2The active approach

Social media can be used not only as public relations and direct marketing tools but also as communication channels (targeting specific audiences with social media influencers) and as customer engagement tools. There are several examples of firms initiating some form of online dialog with the public to foster relations with customers. According to Constantinides, Lorenzo and Gómez Borja (2009) "*Business executives like Jonathan Swartz, President and CEO of Sun Microsystems, Steve Jobs CEO of Apple Computers, and McDonalds Vice President Bob Langert post regularly in their CEO blogs, encouraging customers to interact and freely express their feelings, ideas, suggestions or remarks about their postings, the company or its products*" (Constantinides, 2009). Using customer influencers (for example popular bloggers) can be a very efficient and cost-effective method to launch new products or services Narendra Modi current prime minister of India ranks only second after President Barack Obama in number of fans on his official Facebook page at 21.8 million and counting. Modi employed social media platforms to circumvent traditional media channels to reach out to the young and urban population of India which is estimated to be 200 million. His appeal was further buttressed by the recent crowd turnout at Madison square garden (Gillin, 2009).

1.13.3Engagement

In the context of the social web, engagement means that customers and stakeholders are participants rather than viewers. Social media in business allows all consumers to express

and share an opinion or an idea somewhere along the business's path to market. Each participating customer becomes part of the marketing department, as other customers read their comments or reviews. The engagement process is then fundamental to successful social media marketing (Evans, 2012). With the advent of social media marketing it has become increasingly important to gain customer interest which can eventually be translated into buying behaviour. New online marketing concepts of engagement and loyalty have emerged which aim to build customer participation and reputation. Engagement in social media for the purpose of social media strategy is divided into two parts:

1. Proactive posting of new content and conversations, as well as the sharing of content and information from others

2. Reactive conversations with social media users responding to those who reach out to social media profiles through commenting or messaging.

Traditional media is limited to one way interaction with customers or 'push and tell' where only specific information is given to the customer without any mechanism to obtain customer feedback. On the other hand, social media is participative where customer are able to share their views on brands, products and services. Traditional media gives the control of message to the marketer whereas social media shifts the balance to the consumer.

One of the main purposes in employing Social Media in marketing is as a communications tool that makes the companies accessible to those interested in their product and make them visible to those who have no knowledge of their products. Through platforms such as Facebook, Twitter, YouTube and Instagram companies are able to reach audiences much wider than through the use of traditional print/TV/radio advertisements alone at a fraction of the cost, as most social networking sites can be used at no cost. This has changed the ways that companies approach interact with customers, as a substantial percentage of consumer interactions are now being carried out over online platforms with much higher visibility. Customers can now post reviews of products and services, rate customer service and ask questions or voice concerns directly to companies through social media platforms. Thus social media marketing is also used by businesses in order to build relationships of trust with consumers (Hanna, 2011). To this aim,

companies may also hire personnel to specifically handle these social media interactions, who usually report under the title of Online community managers. Handling these interactions in a satisfactory manner can result in an increase of consumer trust. To both this aim and to fix the public's perception of a company, 3 steps are taken in order to address consumer concerns, identifying the extent of the social chatter, engaging the influencers to help, and developing a proportional response.

1.13.4Ethics of Social Media Marketing

The code of ethics that is affiliated with traditional marketing can also be applied to social media, however with social media being so personal and international, there is another list of complications and challenges that comes along with being ethical online. With the invention of social media, the marketer no longer has to focus solely on the basic demographics and psychographics given from television and magazines, but now they can see what consumers like to hear from advertisers, how they engage online, and what their needs and wants are.

The general concept of being ethical while marking on social network sites is to be honest with the intentions of the campaign, avoid false advertising, be aware of user privacy conditions (which means not using consumers' private information for gain),respect the dignity of persons in the shared online community, and claim responsibility of any mistakes or mishaps that are results of marketing campaign (Huffington Post, 2015). While it is ethical to use social networking websites to spread a message to people who are genuinely interested, many people game the system with auto-friend adding programs and spam messages and bulletins. Social networking websites are becoming wise to these practices, however, and are effectively weeding out and banning offenders.

1.13.5Metrics for Social Media Marketing

Website Reports involves tracking the volume of visits, leads and customers to a website from individual social channel. Google Analytics (De Vries, 2012) is a free tool that shows the behaviour and other information, such as demographics and device type used, of website visitors from social networks. This and other commercial offers can aid

marketers in choosing the most effective social networks and social media marketing activities. The end goal of any marketing effort is to generate sales. Although social media is a useful marketing tool, it is often difficult to quantify to what extent it is contributing to profit. ROI can be measured by comparing marketing analytic value to contact database or CRM and connect marketing efforts directly to sales activity. Several customers are turning towards social media to express their appreciation or frustration with brands, product or services. Therefore marketers can measure the frequency of which customers are discussing their brand and judge how effective their strategies are. Popular social media such as Facebook, Twitter, LinkedIn and other social networks can provide marketers with a hard number of how large their audience is nevertheless a large audience may not always translate into a large sales volumes. Therefore an effective social media strategy cannot be measured by a large audience but rather by vigorous audience activity such as social shares, retweets etc.

1.14 Stealth Marketing

Stealth marketing, also known as buzz marketing, is any marketing strategy that advertises a product to people without them knowing they are being marketed to. There are many techniques in stealth marketing, the most common being product placement and undercover marketing. The main purpose of stealth marketing is not to generate immediate sales, but to create interest and excitement that will make consumers more receptive to direct advertising later. Product placement features a product outside of the context of an advertisement, usually as a part of some form of mass media or entertainment. Companies place their products in movies and TV shows, and enter endorsement deals with celebrities to pitch products. Regardless of what specific approach a company takes, stealth marketing is most effective in raising awareness about a new product that hasn't been widely advertised yet (Martin, 2008).

A variety of companies can use stealth marketing techniques to drum up buzz for a product. It is most commonly used by larger companies that can afford to use multiple marketing strategies for a single product; although, stealth marketing has also been used successfully by small companies to create interest in a new product. Smaller companies without extensive marketing resources can use stealth marketing to raise awareness about

a product instead of using any traditional advertising at all. Stealth marketing can be a risky investment. It rarely has a measurable effect on business as quickly as other kinds of marketing, and it can have a negative impact on consumer opinion if people become aware of it too soon. For these reasons, any company considering stealth marketing as a strategy should honestly assess the costs and potential complications of the technique before implementing it.

1.15 Marketing laws and regulations

Marketers place significant value on positive word-of-mouth, which is traditionally achieved by creating products, services and customer experiences that generate conversation-worthy "buzz" naturally. The relatively new practice of word-of-mouth marketing attempts to inject positive "buzz" into conversations directly. While marketers have always hoped to achieve positive word-of-mouth, intentional marketing relying on such techniques is subject to regulation in some jurisdictions. For example, in the United States, deliberate efforts to generate beneficial consumer conversations must be transparent and honestly conducted in order to meet the requirements of Section 5 of the Federal Trade Commission Act that prohibits "unfair or deceptive acts or practices" (Federal Reserve, 2015). To help marketers understand the difference between legitimate and unfair practices, a number of professional organizations have put forward recommendations for ethical conduct (WOMMA, 2015). A Nielsen global survey in 2013 found that word-of-mouth is not only the most trusted source of consumer information, but it is the most likely to be acted upon (Nielsen, 2015).

A company can choose to let a stealth marketing campaign stand on its own, or use it as the foundation for additional marketing and can start to measure any changes in sales or conversion rates related to that product to determine if the campaign was effective. Otherwise, the company could also start to run traditional advertisements in magazines, on television, or on the Internet to connect with consumers on another level. Some stealth marketing practices exist in a legal gray area. In the European Union it is regulated by Council Directive 93/13/EEC of 5 April 1993 on unfair terms in consumer contracts. This Directive aims to protect European consumers against unfair terms in the contracts they conclude with professionals (European Union law, 2015).

Any company considering using stealth marketing should be aware of local laws regarding the strategy. Today, companies that are suspected of paying actors to pose as consumers for word-of-mouth campaigns are investigated by consumer protection agencies on an individual basis. In most states, a paid marketer is required by law to disclose his or her true intent and relation to his or her employer.

1.16 Community Marketing

Community marketing is a strategy that involves forming an engaging brand presence in order to interact with a community of existing customers. This type of marketing occurs in places like enthusiast groups, Facebook groups, online message boards and Twitter accounts. These communities give members a place to make their needs known and give companies the opportunity to respond and make them feel important. While other areas of marketing, like advertising and public relations, generally focus on adding new customers, community marketing emphasizes the relationship with the customers that a brand already has. According to Frederick Reichheld of Bain & Company (Reichheld, 2000), acquiring a new customer is cost six or seven times more expensive than retaining an existing one.

By focusing first on meeting the needs of their current customers, corporations can avoid spending money on advertising to attract new customers. By creating and maintaining connections and relationships with current customers via in-person or online communities, everyone involved will benefit. Companies will receive valuable feedback on their products and a handle on their interactive online presence, while customers will feel valued and are more likely to give their loyalty to the company. Community marketing is an especially essential tool in conjunction with social media, as modern consumers expect more than an impersonal, one-sided relationship with the products and services they use. They anticipate a customer service base that is available to answer their questions and respond to their concerns. By implementing an effective community marketing strategy, organizations can give them just that. Community marketing removes the distance between brands and their customers, ensuring a more loyal customer base and a better overall reputation.

1.16.1Types of community marketing

Organic - Organically, customers will begin interacting with each other without the brand's help. This means that customers may begin their own brand-oriented message boards, or interact through twitter accounts and other forums. On their own, customers are able to get in touch with each other to ask questions, share feedback, and create their own assumptions about the brand. While this can be encouraging, it can also be concerning – if customers are unhappy with a product, the particular product and brand can suffer at an exponential rate. In light of this fact, it is important that organizations take steps to monitor discussions of their brand to know when a product is not meeting the expectations of the public.

Sponsored - A sponsored community marketing effort is one that is developed by the brand itself, involves creating the correct social media platforms that allow customers to interact not only with each other, but with the brand. By monitoring customer interaction and responding to questions, concerns and providing customer base with valuable first-to-know information, it is possible to create loyal consumers who view the brand as an ally. Both forms of community marketing, when used correctly, will connect existing customers with each other and with the brand, in order to foster an interaction built on loyalty and satisfaction.

1.17 Earned media

Earned media (or free media) refers to publicity gained through promotional efforts other than advertising, as opposed to paid media, which refers to publicity gained through advertising (Stephen, 2012)

There are many types of media available to online marketers and fit into the broad categories: owned, paid, and earned media. Owned media is defined as communication channels that are within one's control, such as websites, blogs, or email; while paid media refers mostly to traditional advertising. Earned media, on the other hand, is generated when content receives recognition and a following outside of traditional paid advertising, through communication channels such as social media and word of mouth. Examples of paid, owned and earned media:

Table 2 - Examples of paid, owned and earned media

Type	Definition	Offline Examples	Online Examples
Paid	Media activity related to a company or brand that is generated by the company or its agents	Traditional advertising (e.g., television, radio, print, outdoor)	Display/banner advertising
		Sponsorships	Search advertising (e.g. Google AdWords)
		Direct Mail	Social network advertising (e.g. Facebook ads)
			Electronic direct mail (e.g., email advertising)
Owned	Media activity related to a company or brand that is generated by the company or its agents in channels it controls	Retail in-store visual merchandising or displays	Company/brand website
		Brochures	Company/brand blog
		Company press releases	Company-owned pages/accounts in online social networks (e.g., Twitter account, Facebook brand page)
Earned	Media activity related to a company or brand that is not directly generated by the company or its agents but rather by other entities such as customers or journalists	Traditional publicity mentions in professional media outlets	Traditional publicity mentions in digital media outlets (e.g., professional blogs)
		Ratings and reviews in TMOs (e.g., movie reviews)	Online WOM referrals (e.g., invitations to join a website)
		Consumer-to-consumer WOM conversations about products, including advice and referrals	Post in online communities or social networks (e.g., status updates, tweets)
		Consumers showing or demonstrating products to each other	Online ratings and reviews (e.g., Yelp.com for restaurants, Amazon.com for products)

Earned media often refers specifically to publicity gained through editorial influence, whereas social media refers to publicity gained through grassroots action, particularly on the Internet. The media may include any mass media outlets, such as newspaper, television, radio, and the Internet, and may include a variety of formats, such as news articles or shows, letters to the editor, editorials, and polls on television and the Internet.

Critically, earned media cannot be bought or owned, it can only be gained organically, hence the term 'earned'. Many consider earned media to be the most cost effective method of marketing. As a result, many companies are investing in earned media. The increased use of earned media is converging traditional owned and paid methods of marketing (Stephen, 2012). These innovative approaches are replacing traditional marketing methods such as email and banner ads, and provide innovative methods to find, optimize, and measure return on earned media investments.

2 CURRENT SITUATION ANALYSIS

2.1 Company overview

Heaven Labs is company producing Mana, powdered meal replacement drink. This Czech project started as one of 30 semi-finalists in Vodafone's 2014 Idea of the Year competition. MANA is the nutritional beverage (food powder) and it serves as a partial or complete substitute for regular meals. The name is derived from the Bible where the God nurtured people of Israel for forty years when they went through the desert.

Founders of Heaven Labs and creators of MANA believe, that a human body needs the basic nutritional elements rather than traditional food to survive and to prosper. With this idea in mind they analysed recommended daily income for each nutritional element (nutrients, vitamins, minerals, etc.) and created a mix that contains balanced nutritional mix needed by an average human organism for everyday usage.

Jakub Krejčík started forming an idea for MANA after both of his grandparents died from cancer. During their treatments he was trying to find a good nutritionally balanced alternative to traditional solid food which was hard to digest. After they have passed away he was questioning his personal and his family eating habits. After several experiments he came up with universal food containing all needed elements and still be easy to prepare and cost effective. Together with Grigory Vyatkin and Marek Humpl, Jakub Krejčík founded Heaven Labs s.r.o. and in August 2014 they launched their website www.mojemana.cz. All cofounders consume MANA on regular bases and Jakub Krejčík regularly visits his doctor and does a blood tests with positive results.

MANA consist out of powder mix (resembling grounded oatmeal) and a bottle of oil. Base for MANA is made out of refined sources of soy, oat, and corn. These ingredients have to have proven origin and have to be not genetically modified (GMO free). During the process all of them are striped from unwanted

elements. MANA is described as a complete alternative to food, containing protein, carbohydrates, fats, dietary fibre, vitamins, minerals, antioxidants, and trace elements. The ratio is 50% carbohydrates, 30% fats, and 20% protein, which provides nutritionally balanced meal based on EU policy and global agreement for recommended daily values based on a 2000 calorie diet. MANA claims to provide the correct ratio of nutrients that the human body needs. Its powder base allows consumers to adjust the drink to their own needs.

2.1.1 Vision, mission and principles

MANA is based on the fundamental premise that: *because man does not live to eat - but for her to live* (MANA blog, 2015). This idea is further expanded into the three basic principles:

1. **Quality** - MANA contains only quality ingredients which are tested in independent laboratories to ensure high quality requirements (individual components undergoing inspection whether they contain GMO, toxins, heavy metals or carcinogenic substances).
2. **Price** - Manufacturer declares that MANA is the most cost effective manner meals (in the ratio of quality/price or price per calorie ratio).
3. **Minimalism** - Preparation is very simple and takes about a minute. In addition, liquid diet is absorbed by human body more quickly than solid, digestion, making it easier and less demanding on the body.

Figure 1 - MANA values (MANA web, 2015)

2.2 Product overview

2.2.1 Powder MANA

The first version MANA slightly sweet flavour reminiscent of oatmeal. In 2015, however, company introduced a new version of MANA with more neutral flavour,

which can be adjusted according to individual taste preferences (eg. Adding banana, pear, dried fruits and vegetables, coffee etc.). In the future, preparing the next version MARK III.

Figure 2 - MANA MARK II. starter kit

MANA is a new type of product that raises certain questions. Main questions are, if it is safe to use and if it is not containing unwanted substances. Heaven Labs made a statement that they are probably the only food producers that honestly admits these unwanted substances. They are present in all the foods, they differ only in quantity (concentration). The amount in MANA is safe and it is far below the limits given by the food regulations in the Czech Republic and the EU. Another raised issue is the social aspect, given that food is not just a biological need, but also an opportunity to meet. This is mostly individual case of freedom and even founders themselves are sharing "normal meal" with family during holidays or special occasions.

Table 3 - Powder MANA development

Version	Changes	Dates
[MARK]	First official version	August 11, 2014
[MARK I.]	Neutral taste, improved emulsifying ability, creamy texture and a reduction in packaging.	April 1, 2015
[MARK II.]	Without animal products. Freshwater and marine algae. Published laboratory analysis.	June 8, 2015

Replacement of animal food plant can significantly contribute to more efficient land use, environmental improvement and sustainable development. Mana is from MARK II fully vegan food. Sustainability and ecological aspects are strong arguments for partial or complete transition to this form of food by many powder food manufacturers.

2.2.2 Product SUPER MANA

SUPER MANA was announced by Heaven Labs on 9th of July 2015 (one month before announcement of Soylent 2.0). SUPER MANA is presented as delicious and nutritionally balanced meal in a capsule bottle that is ready to drink with announced shipment in December 2015.

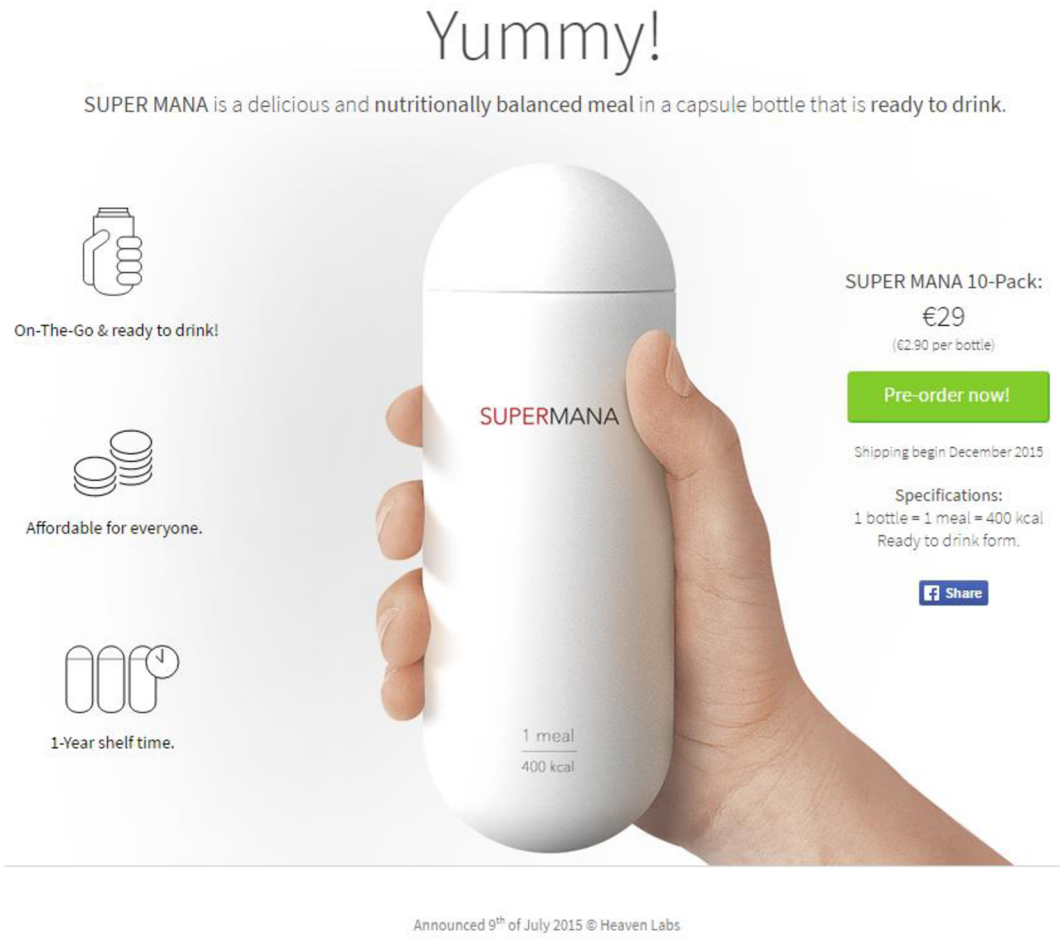

Figure 3 - SUPER MANA visual (MANA web, 2015)

2.3 MANA team

Jakub Krejčík - Operations Director & Founder.

Jakub graduated from the Business Faculty (MBA) of Brno University of Technology and has experience in business management, mainly logistics. His main motivation is to effectively improve society by to changing the eating habits and, restarting the current food priorities.

Marek Humpl - Chief Technologist & cofounder.

Marek is an organic chemistry graduate (Mgr.). Currently, he is studying as a doctoral student of organic chemistry at the Charles University in Prague. The main focus of his work is study about synthesizing the biologically active substances. In MANA team he is in charge of technological procedures, quality control and selection of ingredients reflecting newest data from the scientific research.

Greg Vyatkin - Marketing & cofounder.

Greg graduated from art school in St. Petersburg. He takes care about advertising, visual communications, marketing and branding more than 10 years. His goal is to make sure that MANA is available to everyone on planet Earth.

Zuzana Krejčíková - Public Relations.

Zuzana studied political science and public relations in Prague (Mgr).She is working in advertising and marketing over 10 years. She perceives MANA not only as alternative to food but also as a higher, greater purpose that can help.

Radim Geryk - Technologist

Radim is an analytical chemistry graduate (Mgr.). Currently he is studying as a doctoral student physical chemistry at the Charles University in Prague. The main focus of his work is to develop new and modern separation methods for analysing pharmaceuticals. In MANA he is taking care of the application of technological processes and the control of output quality.

Adam Krejčík - Customer support supervisor.

Adam takes care in MANA of customer support and user experience. He is studying Marketing Bachelor degree at Brno International Business School.

Markéta Dolejšová - Independent research collaborator

Markéta finished New Media Studies at Charles University Prague, and currently she continues with PhD degree at National University of Singapore. Her research focus on global food sustainability, alternative consumption and its interaction with open source ethos. With her HotKarot group she is active as a food designer; she also curates the Prague based Artwall gallery. In Singapore she is a member of DIYbio community. In MANA she conducts data sampling for the X Mana research project.

2.4 SWOT analysis

2.4.1 Strengths

- Chemistry engineer in the core team
- Superior taste to other products
- Minimalistic branding with positive associations
- Laboratory analysis for every ingredient
- Core customer base is loyal
- Professional packaging and delivery
- Affordable price
- Quality of the product allows usage of evangelism marketing
- Accepted by powder food community
- One product variant, easy manufacturing

2.4.2 Weaknesses

- Communication and coordination within the core team
- Delivery time of one week
- Key team roles as CFO and CIO are not dedicated to one person

2.4.3 Opportunities

- Expansion to DACH markets, than UK/Ireland, Scandinavia and whole EU

- Markets in USA and Canada
- Humanitarian help and CSR
- Specific marketing for e-sports gamers community, hikers, mountain climbers, productivity oriented people (start-ups, programmers, designers, investment bankers), sport active people
- SUPERMANA – new product line

2.4.4 Threats

- Soylent entering Europe
- Logistics and scaling of the manufacturing process
- Instability of the exchange rates
- Slow food movement

2.5 PESTEL analysis

2.5.1 Political

Political situation in Czech Republic might be perceived as stable despite having president Miloš Zeman which overall popularity decreased due to his media excesses. In the EU scope there is current problematic situation with Greece Every transaction coming from Greece outside have to be approved by special commission which is increasing the overall delay of transaction to more than a month. This largely restricts market expansion to Greece. In global scale, there United States and European Union are making negotiations regarding TRINITY treaty which would allow free movement of goods from US to EU and vice versa. This would be probably followed by harmonization of food regulations which might results in less strict conditions from EU side and then lowering barriers to enter European market the largest competitor Soylent (Rosa Labs).

2.5.2 Economical

On national scale the Czech economy is in good condition, still is need to monitor the situation for currency fluctuations due to Greece crisis. Therefore diversifying forex portfolio or obtaining other type of security would by a wise decision. For example making long term contracts with the suppliers.

2.5.3 Social

Powder food phenomenon is perceived very differently by various people. In general we might say that younger more technically oriented people are more flexible and willing to try out this new type of meal. Older, conservative and more traditional people are very sceptical about this new approach in dinning and therefore very reluctant to even try out. The overall awareness is rather low, so another challenge for any powder food producing company is to educate society about their products and the benefits of powder foods in general. Another social aspect is a group dinning activity which is considered in most cultures as sacred act.

2.5.4 Technological

From technological perspective it is most important to keep the quality of the ingredients very high which is done by continuous testing in independent laboratories. For the future it will be important to ensure scaling of production and securing right industrial partners for it since purely in house production is not feasible in the long run. Then the main focus will be shifted towards research & development and production, packaging and logistics will be outsourced. This is also important step for entering global market, especially USA and Canada.

2.5.5 Environmental/Ecological

There no animal components from MARK II version of MANA, therefore is fully vegan. Vegan food in general has much lower impact on resource need than vegetarian or meat production. The whole MANA production is ecological and do not produce any pollution despite regular recyclable waste. The packaging is currently done by plastic recyclable bag and small oil bottles. In the future, when MANA will reach stable market share, there might be also possibility to have regular orders in even more ecological packaging and oil dispenser.

2.5.6 Legal

Trademark MANA is registered for food products within Czech Republic and European Union. Registering it for wider spectrum would be more difficult since is

a generic term originated from bible. MANA is obliging all the food regulations of Czech Republic, European Union and the passed strict Hazard Analysis and Critical Control Points (HACCP) control.

2.6 Porter's five forces

2.6.1 Threat of new entrants

Treat of new entrants is rather high, mainly due to fact that industry leader Soylent encoring DIY approach of powder food users and created a support platform soylent discourse. This tool allows to anyone to create their own version of powder food and share it with others as open source.

2.6.2 Threat of substitute products or services

Substitute products are already on the market but they have rather different use cases than the full replacement for regular healthy people. It seems due to low price it would be not beneficial for major food producers to step in because it would create additional recognition for powder food industry.

2.6.3 Bargaining power of customers (buyers)

Customers have a large selection of different types of food however in the specific use case of affordable and quick to make powder foods the selection is not that high. Therefore we might conclude that they have a medium bargaining power.

2.6.4 Bargaining power of suppliers

Overall bargaining power of supplier is medium as well. There are large numbers of suppliers on the other hand MANA is insisting on high quality ingredients therefore every supply needs to be tested. From this point of view is better to take resources from already know supplier which proven that they can deliver the quality which they promise.

2.6.5 Intensity of competitive rivalry

Competitive rivalry is currently low which is mainly due to producers are focusing on their home markets. In the near future we might expect struggle for industry leader within Europe, probably between MANA, Joylent and Ambronite. Winner of this fight will be then competing with Soylent on a global scale.

2.7 Marketing mix

2.7.1 Product

MANA have minimalistic approach with product line powder MANA (currently in version MANA mark II). This might be perceived by some customers like the lack of possibilities to choose from, for example flavours. On the other hand that means that no artificial flavours are added to the product and it allows to scale the production and logistics easily. Before MANA had vegan and non-vegan version but since June 2015 with introduction of new version mark II. they have switched to vegan only. Customers are looking for affordable easy to prepare nutritional food. The scope of MANA usage differs from one MANA per day users to full MANA users (3 meals per day). MANA have neutral taste which is little bit sweet and it is easy to combine with e.g. fruits, vegetables or coffee. SUPER MANA will is more premium product, ready to drink without need of adding anything aimed at regular retail chain.

2.7.2 Price

MANA for customers have a value of easy to prepare, healthy food. Pricing of MANA is in range of 2.2€ per meal (61 CZK). In Czech Republic it allows it to compete with other food options such as lunch menu in restaurants or fast food. Other options might include pizza (4€), fastfood (3,5€) or pasta (5€). In the most of the other places in Europe restaurants are much expensive which gives pricing of MANA advantage. Price range of competitors ranges depending on the volume of the order. Joylent pice ranges from 2 EUR per meal to 1.67 EUR per meal. Ambronite has range from 11,8 USD per meal to 8,4 USD per meal and Soylent 3

USD per meal to 2.5 USD per meal. MANA has a short range of 2.38 EUR to 2.19 EUR per meal.

2.7.3 Promotion

Main channel for MANA promotion is internet. Facebook advertisement, PPC campaigns and Google Ads and Adwords. Secondary is PR media promotion. MANA has media coverage in many medias in Czech Republic and Slovakia such as TV Nova, TV Barrandov, Novinky.cz, Vice, extra.cz, Pluska, Blesk.cz, Vodafone Nápad roku, HN style, seznam.cz and many other personal blogs. On European and global level MANA featured in The Irish Times, Forbes, List hunt, Pioneers and personal blogs as well. Other producers are using similar approach mixing online advertisement with PR media promotion. Soylent have the advantage of major investment from $20 Million from Andreessen Horowitz which gives them major credibility. Timing of promotion is not crucial since food consumption is outgoing process through whole year.

2.7.4 Place (distribution)

MANA is sold by online distribution only. Customers are able to order it either from its website www.mojemana.cz (in Czech language) or www.mymana.eu (in English and German). For the future development and differentiation from other competitors there might be considered the distribution though shops with healthy products and subscription based model with companies and organizations. Packaging is simplified into one box containing 7 bags of MANA, 7 bottles of oil and manual with nutritional details in Czech and English language. In case of starter kit, there is also MANA bottle and measuring scoop. Currently the 7 bag package is the smallest offered product, but for the future there might be introduction of small samples as well. Second product line SUPER MANA is shipped by 10 bottle packages.

2.8 Industry analysis

2.8.1 Meal replacement

A meal replacement can take carious forms as a drink, bar, soup, etc. and it is intended as a substitute for a traditional solid food meal, often with controlled amount of calories and nutrients. Some of the drinks are delivered in the form of a health shake. Medically prescribed meal replacement drinks with vitamins and minerals, include brands as Optifast and HMR. Bodybuilders are using meal replacements, not intended for weight loss but to save time during food preparation because they use to eat 5 to 6 meals a day.

Weight-reduction meal replacements in the European Union which claims to be either supplement ("Meal replacement for weight control") or total replacement ("Total diet replacement for weight control") is regulated as normal food and meals have to comply by their energy content and the provided nutrients, as well information and advice on packaging. This rules are state in COMMISSION DIRECTIVE 96/8/EC of 26 February 1996 on foods which are used for energy-restricted diets and for weight loss (European Union law, 1996). For example, a meal replacement must provide between 200 and 400 food calories of energy, not more than 30% from fat, and not less than specific amounts of vitamins and minerals. Labelling information is prescribed, and packaging must contain statement that the product should not be used for more than three continuous weeks without medical advice. This protects meal replacements users which are not consuming other food from inadvertent malnutrition.

United States of America has different situation regarding the term "meal replacement" as it is not defined in federal Food and Drug Administration regulations, but generally refers to a calorie-controlled, pre-packaged product in the form of a bar or beverage (ready to drink or powder), that can be eaten as a regular meal. This products usually provide around 200 to 250 calories per serving, are enriched with more than 20 vitamins, minerals and often bear nutrient content claims, such as percent fat free and reduced sugar. Meal replacement products regulation might be stated as conventional or functional foods.

2.8.2 Liquid diet

A liquid diet is a diet when the main meal consists mostly of liquids, or soft foods melting at room temperature (for example gelatine and ice cream). This kind of diet usually helps provide sufficient hydration, maintaining electrolyte balance, and is often prescribed for people for which solid food diets might cause problems, such as for people with gastrointestinal illness, or before and after certain types of medical tests or surgeries involving the mouth or the digestive tract. A liquid food helps strengthen muscles faster and easier than regularly working out, during this diet, exercise is recommended to people who wish to gain strength and decrease weight.

Types of liquid diet

Clear liquid diet: A clear liquid diet consists of transparent liquid foods without any solid parts. This includes vegetable broth, bouillon, clear fruit juices, clear fruit ices, clear gelatine desserts, and certain carbonated drinks such as ginger-ale and seltzer water.

Full liquid diet: A full or strained liquid diet consists of both clear and opaque liquid foods with a smooth consistency, and not of red or purple colour. It includes milk, milkshakes, cocoa, coffee, teas, plain ice cream (ice cream without pieces of fruit, chocolate, or candy), smooth plain milk or dark chocolate (to be melt in the mouth), certain custard desserts, gelatins and puddings absent of coconut or other inclusions or toppings, strained cream soups, fruit nectar with or without pulp, coconut water or coconut milk without pulp or bits of coconut flesh, smooth cooked cereal such as cream of wheat (oatmeal is best avoided due to it having a larger fibre content), butter, and honey. 1]

Lactose-free liquid diet: A lactose-free diet is a liquid diet that emphasize on not having foods that may have milk or cheese in it. It is usually only prescribed to people who may be lactose intolerant. It only differs from a full liquid diet in that it usually omits ice cream (including sherbet, but not milk-free sorbet), yogurt, cheese, certain creams, and any pre-made/pre-packaged foods that may contain milk or cheese.

Low-fibre liquid diet: A low-fibre liquid diet is a diet that requires avoiding or lowering foods that may contain large amounts of fibre. This diet is usually used for people suffering from certain digestive problems such as inflammatory bowel disease. Common foods omitted from this diet are cooked cereals (such as cream of wheat), oatmeal, and certain fruit or vegetable mushes.

Ketogenic diet: The ketogenic diet is a high-fat, adequate-protein, low-carbohydrate diet that is used as medical treatment to difficult-to-control (refractory) epilepsy in children. The diet forces the body to burn fats rather than carbohydrates. In normal condidtion, the carbohydrates contained in food are converted into glucose, which is then transported around the body and is particularly important in fuelling brain-function. However, if there is very little carbohydrate in the diet, the liver converts fat into fatty acids and ketone bodies. The ketone bodies pass into the brain and replace glucose as an energy source. An elevated level of ketone bodies in the blood, a state known as ketosis, leads to a reduction in the frequency of epileptic seizures. In non-medical setting ketogenic diet is usually used for weight loss.

Controversies

There are a few controversies associated with these types of diets, one being that they may contain too little important food sources to provide adequate nutrient or caloric intake, and cannot be used for a prolonged period of time. This is mostly associated with the lactose-free liquid diet, as it omits milk, a liquid high in calories, protein, and calcium. Another is that they may contain too little fibre, and could cause certain bowel disorders such as constipation. Liquid diets could also, in certain circumstances, provide electrolyte imbalances that could affect heart rhythm.

2.8.3 Therapeutic food

Therapeutic foods are foods made for specific, usually nutritional, therapeutic purposes as a form of dietary supplement. The main examples of therapeutic foods are used for emergency feeding of malnourished children or to supplement the diets of persons with special nutrition requirements, such as the elderly.

Therapeutic foods are usually made of a mixture of protein, carbohydrate, lipid and vitamins and minerals. Therapeutic foods are usually produced by grinding all ingredients together and mixing them. The mixing process allows for the protein and carbohydrate components of the food to be embedded in the lipid matrix. The size of the particles in the mixture has to be less than 200 μm for the mixture to maintain its consistency. Using this method, the therapeutic food is produced and packaged without using water, which would eliminate the issue of spoilage. Some therapeutic foods require in addition water before use, while others can be consumed as-is. Therapeutic foods are designed and manufactured to ensure that they are ready to eat straight from the packaging. Those foods resist bacterial contamination and require no cooking (Linneman, 2007).

Ready-to-use therapeutic food

A subset of therapeutic foods, ready-to-use therapeutic foods (RUTFs), are energy-dense, micronutrient-enriched pastes that have a nutritional profile similar to the traditional F-100 milk-based diet used in inpatient therapeutic feeding programs and are often made of peanuts, oil, sugar and milk powder.

RUTFs are a homogeneous mixture of lipid-rich and water-soluble foods. The lipids used in formulating RUTFs are in a viscous liquid form. The other ingredients are in small particles and are mixed through the lipid. The other ingredients are protein, carbohydrate, vitamins and minerals. The mixture needs to be homogeneous for it to be effectively consumed. To do this, a specific mixing process is needed. The fat/lipid component of the RUTF is heated and stirred first. The heat should be maintained for the lipid to remain in the optimum form for mixing in the other ingredients. The powdered protein, carbohydrate, and vitamins and minerals are then slowly and gradually added to the lipid, while the lipid is being vigorously stirred. After all the ingredients are added and vigorous stirring is maintained, the mixture is then stirred with more speed and for several minutes. If the powdered ingredients have a particle size that is larger than 200 μm, the mixture starts to separate; the particle size needs to be maintained at less than 200 μm.

The most common RUTFs are made of four ingredients: sugar, dried skimmed milk, oil, and vitamin and mineral supplement (CMV).Other qualities that

RUTFs should have included a texture that is soft or crushable and a taste is acceptable and suitable for young children. RUTFs should be ready to eat without needing to be cooked. A very important characteristic is that the RUTFs have a long shelf-life and that they are micro-organism contamination resistant, without the need for expensive packaging. Since the ingredients need to be suspended in liquid, the liquid used in producing RUTFs needs to be fat/lipid. 50% of the protein forming RUTFs should come from dairy products.

There is insufficient evidence to establish the effectiveness of ready to use therapeutic food within the person's own home for the treatment of severe acute malnutrition in children under five years of age.

Examples

- K-Mix 2: A high energy food, developed by UNICEF in the 1960s.
- Citadel spread: a paste of peanuts, oil, sugar and milk powder in use since 1971.
- Plumpy'nut, a solid RUTF, made in France since 1996 for treatment of severe acute malnutrition.
- Medika Mamba, an enriched peanut butter therapeutic food produced and distributed by Meds and Food for Kids in Haiti since 2003.
- Ensure, a fortified milkshake drink designed primarily for the elderly.
- Fortisip, a milkshake-style drink similar to Ensure.
- Energyzip, a milkshake-style drink like Ensure designed for elderly and AIDS/cancer patients.
- TwoCal
- BP-100, a nutrient-fortified wheat-and-oat bar designed to provide a similar nutritional profile to the WHO's F-100.
- Increasing Access to Ready-to-use Therapeutic Foods

2.8.4 DIY powder foods

Do it yourself, also known as DIY, is the method of building, modifying, or repairing something without the aid of experts or professionals. Academic research describes DIY as behaviours where "individuals engage raw and semi-raw materials and component parts to produce, transform, or reconstruct material possessions, including those drawn from the natural environment (e.g. landscaping)". DIY behaviour can be triggered by various motivations previously categorized as

marketplace motivations (economic benefits, lack of product availability, lack of product quality, need for customization), and identity enhancement (craftsmanship, empowerment, community seeking, uniqueness).

DIY ethic refers to the ethic of self-sufficiency through completing tasks without the aid of a paid expert. Literally meaning "do it yourself," the DIY ethic promotes the idea that anyone is capable of performing a variety of tasks rather than relying on paid specialists. The DIY ethic requires that the adherent seeks out the knowledge required to complete a given task. The term can refer to a variety of disciplines, including home improvement, first aid or creative works.

Rather than belittling or showing disdain for those who engage in manual labour or skilled crafts, DIY champions the average individual seeking such knowledge and expertise. Central to the ethic is the empowerment of individuals and communities, encouraging the employment of alternative approaches when faced with bureaucratic or societal obstacles to achieving their objectives.

People are interested in DIY powder foods, usually referred as soylent with small caps s, soylent (including official Soylent) because they wish to eat healthier; they wish to eat more cheaply; and they wish to spend less time preparing food. Soylent is not the cheapest way to eat; it probably is not the healthiest; and it probably is not the most convenient. But it balances these three in a way that is probably seen in no other food or combination of foods. Eating a diet as healthy as soylent, using ordinary foods, would require a lot of research to create balanced meals, and time spent preparing those meals. Eating a diet as cheap as soylent would probably require eating a homogeneous diet which lacked much of the nutritional value of soylent. And foods as convenient as soylent -- e.g. McDonald's -- tend to be unhealthy.

Reasons why DIY soylent might exist despite official product Soylent from Rosa Labs:

- Possible allergies to an ingredient in official Soylent.
- Sport oriented special nutritional needs.
- Special diet (ketogenic, CRON, etc.) requirements with special nutritional needs.
- Medical condition with special nutritional needs.

- Individual culinary reasons, personal interest to make soylent in a different way.
- Economic reasons, production of soylent more cheaply than official producer Rosa Labs can offer.
- Despite many options which Rosa Labs offer in the future, there will still be some special interest they cannot satisfy.
- DIY soylent purely as a hobby pleasure activity.

2.9 Soylent

2.9.1 Rosa Labs

Soylent is a powdered meal replacement product, advertised as a "staple meal". Its creator states that it meets all nutritional requirements for an average adult. It was first created and tested by software engineer Rob Rhinehart as a self-experiment in nutrition. Subsequently, Soylent was developed into the first product line of the company Rosa Labs, who currently markets and sells it. Rosa Labs states that the formulation is based on recommendations of the Institute of Medicine and that it meets the Food and Drug Administration requirements to be sold as a food. Rosa Labs also states that Soylent includes all of the elements of a healthy diet, without excess amounts of sugars, saturated fats, or cholesterol (Rosa Labs, 2015

On February 13, 2013 Rhinehart detailed his initial 30-day experiment in food replacement on his blog before later sharing the nutritional information and original formula for interested parties. Posts to his blog over the next two months detailed modifications to the formula leading up to a crowdfunding campaign on Tilt that raised over US$3 million to move the powdered drink from concept into production. As of the middle of 2015, this crowdfunding campaign remains the most funded food-related crowdfunding project ever accomplished. After the campaign, Soylent had venture capital financing for a seed round of $1.5 million to further develop proof of concept. Media reports have detailed how operations began for Rosa Labs in April 2014, using a US$500 system to ship the first US$2.6 million worth of product. In January 2015, Soylent received $20 million in Series A round funding, led by venture capital firm Andreessen Horowitz). (Soylent website, 2015).

Prior to June 2015, Soylent was only available for purchase and shipment to those in the United States. On June 15, 2015, it was announced that Soylent would begin shipping to Canada at the same price as for United States customers. Expansion to European countries is a stated future goal.

2.9.2 Soylent product history

The first shipments in of Soylent 1.0 in U.S. began in May 2014. Soylent 1.1 was released in October 2014, utilizing an addition of digestive enzymes and a lower sucralose level. Due in part partially to complaints about the taste profile from the addition of the digestive enzymes, Soylent 1.2 removed the enzymes as well as substituting Omega-3 fatty acid from fish sources with omega-3 from algae which made it vegan. In December 2014, Soylent 1.3 was released, which added Dipotassium phosphate and updated the box used for shipping. In February 2015, Soylent version 1.4 was released that included using a carbohydrate/fat/protein ratio of 43/40/17, made considering the advice of F. Xavier Pi-Sunyer, M.D., a professor of medicine at Columbia University, and for the first time used powdered oils, which eliminated the need for separate bottles of oil to be added during preparation. In June 2015, Soylent version 1.5 was released that focused largely on improvements to taste and texture. Also slightly adjusting the carbohydrate/fat/protein ratio to 45/40/15 (Soylent website, 2015).

Table 4 - Soylent versions history

Version	Changes	Date
Soylent 1.0	First full version. Ingredients were finalized in January 2014, and shipments began in April (vegan) and May (regular) of 2014.	Early 2014
Soylent 1.1	The sucralose was decreased, giving it a more neutral flavour, and new digestive enzymes were added.	October 2, 2014
Soylent 1.2	Omega-3 fatty acid from fish sources was replaced with omega-3 from algae, making the drink suitable for vegans and the enzymes added in Soylent 1.1 were removed.	November 10, 2014
Soylent 1.3	Dipotassium phosphate was added and shipping box sizes were reduced.	December 11, 2014

Soylent 1.4	Fats were incorporated into the powder which eliminated the need for the oil bottles, resulting in less packaging required in the shipping boxes and isomaltulose was added. Gum acacia removed.	February 25, 2015
Soylent 1.5	Improvements to texture from a reduction to oat flour and an addition of emulsifiers. Changes to carbohydrate levels from rice and potato starch adjustments. Removal of powdered safflower and flaxseed oil which were both replaced by canola oil powder, supplementing the existing powdered high oleic sunflower oil and algal oil. Slight reduction of sodium.	June 1, 2015

The product name “Soylent” is based on Harry Harrison's 1966 science fiction novel Make Room! Make Room! in which the food product derives from soya and lentils. The term is, however, commonly associated with its 1973 film adaptation Soylent Green, in which the food supplement is made from human remains.

In April 2013, Rhinehart claimed that he was spending US$154.62 per month on Soylent, yielding a diet of 11,000 kilojoules (2,600 kcal) per day while a diet of medical food such as Jevity would cost US$456 per month for 8,400 kilojoules (2,000 kcal) per day. Soylent 1.0, which began shipping commercially in May 2014, was supplied in quantities of 7, 14, or 28 bags, with one bag providing "3+" meals. As of July 2015 it was available in the US and Canada for US$85 for 7 bags, reducing the price for larger quantities or having a monthly subscription. The lowest cost-per-meal option is the monthly subscription at a cost of US$255 for 28 bags, which calculates to US$9.11 per day, US$2.28 per meal (at recommended serving size of 4 meals/day), or $3.04 (3 meals/day). The tag line on Soylent's main website states "A full day of balanced nutrition made in 3 minutes for $3/meal.

Regarding taste, Soylent contains soy lecithin and sucralose as masking flavours and to adjust appearance, texture and smell. Rhinehart calls the flavour "minimal", "broad" and "nonspecific". Before version 1.4, vanillin was included as an ingredient for flavouring. Reviews on the taste of Soylent vary widely. Positive reviewers were "pleasantly surprised" with the "rich, creamy, and strangely

satisfying" flavour, or likened it to that of a vanilla milkshake with the texture of pancake batter. Negative reviewers have called it a "punishingly boring, joyless product". Due to the way in which Soylent is released by version, slight taste variances are introduced in every subsequent version, leading to an updated taste profile.

Table 5 - Soylent 1.x product line (Soylent website, 2015)

2.9.3 Soylent 2.0

Soylent 2.0 was introduced on 3rd August 2015 and as producer claims, it is designed from the ground-up to provide the vitamins, minerals, fats, carbohydrates, and protein that the body needs - all in a convenient, ready-to-drink package. All ingredients are vegan and Soylent 2.0, by the words of the manufacturer, reached an unprecedented level of environmental sustainability with half of its fat energy coming from farm-free, algae sources. This next generation agricultural technology has the potential to reduce the ecological impact of food production by orders of magnitude, signifying a major step towards a future of abundance, a world where optimal nutrition is the new normal.

Figure 4 - Soylent 2.0 visualization

Soylent 2.0 has a low glycemic index (GI=49.2) – the result of 47 percent of energy from healthy fats, 33 percent from slow digesting carbohydrates and 20 percent from protein. This should provide an even, sustained release of energy, without spikes or crashes and a macronutrient ratio informed by Soylent nutrition council for long-term health. The protein source is soy, which contains an ideal ratio of amino acids for excellent nutrition, smooth digestion, and offers an exceptional level of purity from inorganic compounds. Furthermore, each bottle of Soylent 2.0 contains 20 percent of daily values for all essential vitamins and minerals and has an unrefrigerated shelf life of one year. Avoiding refrigeration and spoilage further reduces the resource consumption of Soylent compared to other dietary staples.

2.9.4 Soylent product list

Soylent Powder 1.5 ($2.43 per 400 kcal, monthly subscription saves 18% of the price). Starting with 28 meals of Soylent Powder 1.5 $85 up to 224 meals of Soylent Powder 1.5 for $680

Soylent 2.0 – ready to use drink in bottle ($2.83 per 400 kcal., monthly subscription

saves 15% of price). 12 bottles of Soylent 2.0 cost $34 and maximum order is 144 bottles for $408.

Accesorries

- Preparation Kit (Pitcher+Scoop) $25
- Airtight Pitcher $20
- Measuring Scoop $8

2.10 Ambronite

Ambronite is a nutritional drink intended to supply all of a human body's daily needs, made from 20 ingredients, including spinach and wild sea-buckthorn. Ambronite's name is based on the Greek word for "food of the Gods" — Ambrosia. Ambronite was created by five Finnish men to supply all the nutrients necessary without the time and effort that usually goes into preparing food and is promoted as the world's first organic drinkable meal. Currently the main base of operation is in San Francisco, USA (Ambronite website, 2015).

Figure 5 - Ambronite

A commercial distribution of Ambronite was funded by a crowdfunding

campaign via Indiegogo, where they met their $50,000 goal after one week and went on to raise over $100,000. The first shipments of the crowdfunded Ambronite version 1 started in early October 2014 and finished in December. Normal orders began shipping in February 2015. In early 2015, Ambronite version 2 was released that added oats for better mixability. In June 2015, Ambronite version 3 was released that added flaxseed and removed walnuts for better taste. One package of Ambronite contains about 500 calories and 30 grams of protein, as well as vitamins A, D, E, K, C, B1, B2, B3, B6, B9, B12, B7, B5, plus all 14 essential minerals.

Ambronite currently offers:

- 5 Ambronite Supermeals for 59 USD
- 10 Ambronite Supermeals for 99 USD
- Ambronite Supermeals 15% Off Auto renew - 10 Ambronite Supermeals for $84.15 USD

New customers receive an Ambronite Shaker for free. Shipping is global with pricing USA and Canada - $9.90 | UK $28 | Finland $14 | Germany $25 | Global

Order 4 x 10 Ambronite Supermeals or more to get Free Global Shipping.

2.11 Joylent

Joylent was established by artist and former drug dealer Joey van Koningsbruggen in second quarter of 2014. Main motivation to do so was a fact that Soylent was not exported to Europe and expansion in Dutch market began. Joylent manage to utilize media coverage promotion and its marketing most heavily booster by interviews with every major national news outlet. Joey van Koningsbruggen has become called a foodstuff mogul. According to interview from Novemember 2014 Joylent was making profit of 60.000 Euros. At that time he was paying to himself 1000 Euros, in recent interview he claimed that is is making 4000 Euros per month therefore we might estimate that revenues of the company grew accordingly.

From a company of three full-time employees in production and four people work in the office with a web designer, an illustrator and a cleaner they grew to

team of 30 full time employed people. Currently they are selling approximately 160.000 meals monthly to more than 55 countries worldwide. Furthermore, they are expanding with multiple versions, recent addition was a vegan version for which they have two separate production lines, so they are able to produce vegan alternative without running into the risk of cross-contamination with regular Joylent (Joylent website, 2015).

Figure 6 - Joylent

Joylent currently offers:

- shaker bottle €2.50
- Joylent sport €60.00 – for sport oriented people
- Joylent wake up €25.00 – addition of caffeine
- Some Type of Whey €15.00 – protein for bodybuilders
- Joylent vegan €7.00 – vegan version (without any animal parts)
- Joylent €6.00 – basic version

3 PROPOSAL

3.1 Word-of-mouth marketing

Word-of-mouth marketing (WOMM, WOM marketing), also called word of mouth advertising, differs from naturally occurring WOM, in that it is actively influenced or encouraged by organisations (e.g. 'seeding' a message in a network, rewarding regular consumers to engage in WOM, employing WOM 'agents'). While it is difficult to truly control WOM, research has shown that there are three generic avenues to 'manage' WOM for the purpose of WOMM:

1. Build a strong WOM foundation (e.g. sufficient levels of satisfaction, trust and commitment) – boosting customer support language availability in Czech, English and German language
2. Indirect WOMM management which implies that managers only have a moderate amount of control (e.g. controversial advertising, teaser campaigns, customer membership clubs) – MANA club – people who order for third time are automatically part of MANA club with private Facebook group and dedicated email for communication
3. Direct WOMM management, which has higher levels of control (e.g. paid WOM 'agents', "friend get friend" schemes). Proconsumer WOM has been suggested as a counterweight to commercially motivated word of mouth – MANA ambassador program

3.1.1 Buzz

Marketing buzz or simply "buzz" is a term used in word-of-mouth marketing—the interaction of consumers and users of a product or service serve to amplify the original marketing message. The term refers both to the execution of the marketing technique, and the resulting goodwill that is created. SUPER MANA public announcement made on 9th of July created a social media buzz and as well od forum Reddit was clearly visible, that MANA is to copycatting Soylent products but is able to innovate on its own (by announcing ready to drink product a month earlier).

3.1.2 Viral effects

Viral marketing and viral advertising are buzzwords referring to marketing techniques that use pre-existing social networks to produce increases in brand awareness or to achieve other marketing objectives (such as product sales) through self-replicating viral processes, analogous to the spread of virus or computer viruses. It can be word-of-mouth delivered or enhanced by the network effects of the Internet. Viral promotions may take the form of video clips, interactive Flash games, advergames, ebooks, brandable software, images, or even text messages. The goal of marketers interested in creating successful viral marketing programs is to identify individuals with high Social Networking Potential (SNP) — and have a high probability of being taken by another competitor — and create viral messages that appeal to this segment of the population.

3.1.3 SUPER MANA game

Creating a viral game would positively raise awareness about new upcoming product especially among younger generation. Game would be available in browser and well on the mobile devices (iOS, Android and Windows Phone). Main theme of the game would be "SUPER MANA saves the world from crap food" and it will be done in style of classical NES game Super Mario. Main character would be SUPER MANA bottle which would perform similar movement possibilities as Mario from original game and it will be advancing through different levels which would represent country neutral backgrounds with settings as fast food restaurant, office, festival, LAN party etc. Enemies will be thematically connected to the environment so for example in fast food restaurant SUPER MANA will be fighting against hamburgers, fries, milk shakes etc.

Whole game will have educational aspect as to every enemy there will be short description explaining all the negatives of that meal in terms of nutrition and health and additional links to sources with more information. Between levels there will be mini bonus level which will simulate short healthy lifestyle activities such as running, fitness, yoga etc. During whole game the player will collect points which will be than uploaded to ladder where monthly will be selected winners which receives free packaging of MANA. For certain amount of points you will get rewarded by discount coupon for MANA purchase. Whole game should feature level building tool which allows

community to produce additional levels for players. There will be also invite a friend function which would send invitation to the game to a friend by email of Facebook and you will receive additional points for that.

Figure 7 - SUPER MANA game logo

3.1.4 Video blog

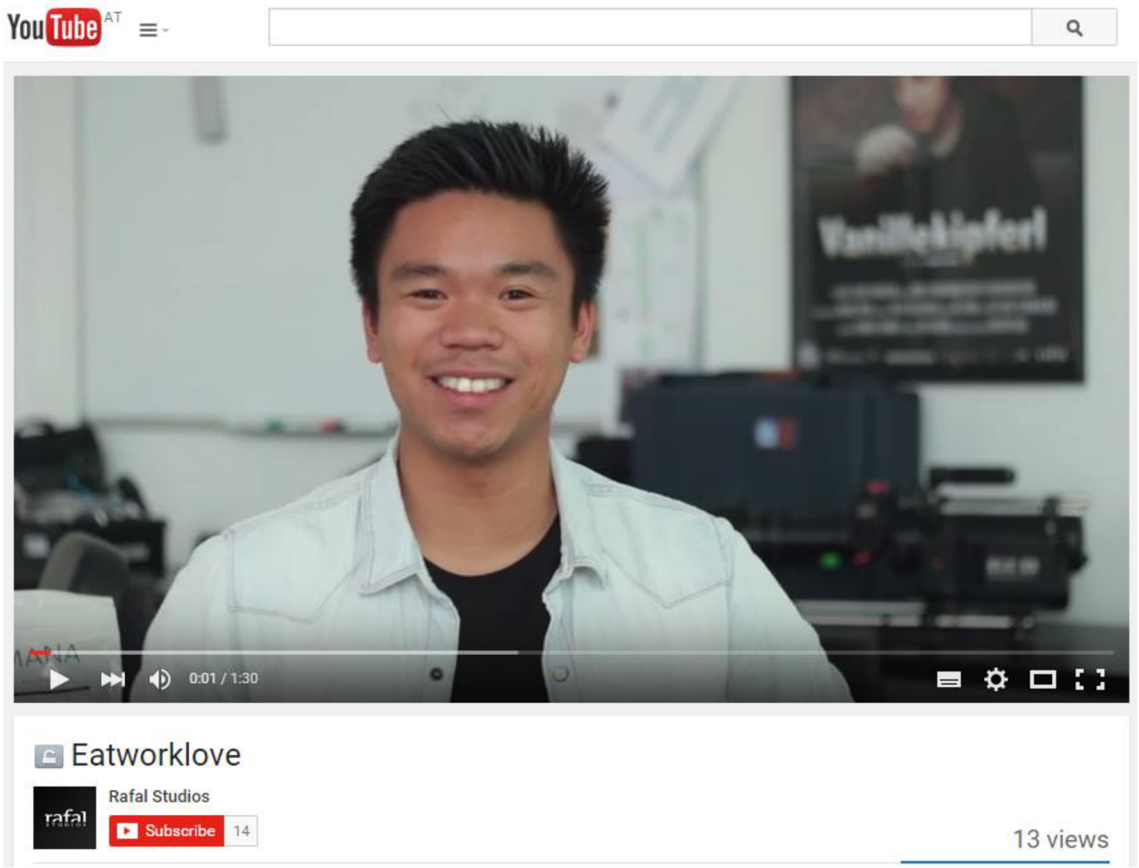

Figure 8 - Screenshot of videoblog

Collaboration with Rafal Studios KG was established on the video blog project Eat, work,

love. All team members of Rafal Studios committed to eat MANA non-exclusively (replacing one or two meals per day) for a month and making video blogposts entries about it on a separate page. This would be shared through Rafal Studios Facebook profile and also on MANA Facebook profile and blog.

3.1.5 Social Bookmarking Sites

Websites such as Delicious, Digg, Slashdot and Reddit are popular social bookmarking sites used in social media promotion. Each of these sites is dedicated to the collection, curation, and organization of links to other websites. This process is crowdsourced, allowing members to sort and prioritize links by relevance and general category. Due to the large user bases of these websites, any link from one of them to another, smaller website usually results in a phenomenon called flash crowd (when a web site catches the attention of a large number of people, and gets an unexpected and overloading surge of traffic).

In addition to user generated promotion, these sites also offer advertisements within individual user communities and categories. Because ads can be placed in designated communities with a very specific target audience and demographic, they have far greater potential for traffic generation than ads selected simply through cookie and browser history. Additionally, some of these websites have also implemented measures to make ads more relevant to users by allowing users to vote on which ones will be shown on pages they frequent. Current research among MANA users suggest that MANA should focus on product development and raising awareness of benefits of powder foods.

3.1.6 Twitter

Twitter allows companies to promote their products in short messages limited to 140 characters which appear on followers' home pages. Messages can link to the product's website, Facebook profile, photos, videos, etc. Twitter is also used by companies to provide customer service. Some companies make support available 24/7 and answer promptly, thus improving brand loyalty and appreciation.

MANA has to improve the twitter performance in terms of entering market in USA where Twitter is very popular. Twitter allows to target audience based on geography

and device from which is user using. First step would be optimize companies Twitter bio so people clearly understand what is MANA. Then research and creation of list with influencers and experts in target areas such as “powder foods”, “future food”, “next food” etc. and then interact with them on a regular basis. Twitter search can be se for that purpose or a tool Topsy (or Followerwonk) to find like-minded prospects, customers and influencers/media within the industry. For regular interaction HootSuite can be used, so messages can be scheduled in advance. MANA team has to get involved as well and with sharing and retweeting. Regular tweeting is a sign of an active, healthy profile and follower should be always engaged by call to action to retweet, mention or favourite the tweets.

Tracking mentions is also important activity, since nowadays may people use Twitter instead of customer support. Tracking brand mentions and keywords to make sure to respond if appropriate is the best way how to keep high customer satisfaction. Retweeting will help link with others and create own thought leadership within the industry similar as Favourite tweets. Following trending topics and hashtags helps to find a way to make a relevant connection to brand. Hashtags should be used occasionally, as they can be seen as “Twitter spam” when over used or attached to irrelevant content. Offering discounts or special deals to Twitter followers, for example next 50 people that retweet me will receive a coupon for 50 percent off. Visual material such as images and videos has much higher positive effect than just pure text. Using Promoted Tweets can help target MANA audience directly. Twitter should be integrated with other marketing efforts.

For example, if there is a promotion or contest on Twitter, email subscribers should know about it, as they are another customer base who have already indicated that they want to receive messages. Inversely, by occasionally tweeting out the link to mailing list, can help expanding Twitter users into the email content subscribers. Using Twitter analytics daily helps to get an idea on what is resonating with the target audience (once when is already build).

3.1.7 Facebook

Facebook pages are far more detailed than Twitter accounts. They allow a product to

provide videos, photos, and longer descriptions, and testimonials as other followers can comment on the product pages for others to see. Facebook can link back to the product's Twitter page as well as send out event reminders.

Better understanding of Facebook audience can be achieved by using Facebook Insights to find out the demographic breakdown of target audience. This data is useful as it gives insights about content that resonates the most with the audience, and what communication style the audience responds to the best. Facebook activities should be not focus on selling as one of the main reasons why Facebook is changed its algorithm for news feeds is because more and more businesses were posting sales-driven content, as opposed to resourceful content that will provide value to their audience. Facebook is steered away from this model, as they want to make Facebook's user experience more enjoyable. Facebook wants people to see only the best content on their News Feed. Which means that in order for a business to see engagement on their posts, they have to choose a content that has been successful on other social media channels or their business' content marketing platform. Content that has the most retweets, clicks, and traffic will more likely also do well on Facebook.

One of the simplest way to increase Facebook organic reach is to empower employees to engage with Facebook page. The more engagement, likes, shares, clicks, a Facebook posts receives the more can be increased in Facebook organic reach. Engagement with audience is also crucial factor. If there is a comment or a post on a page it needs a reply. Adding the human touch can help increase Facebook presence drastically. Alternatively, tools like Hootsuite and Sprout Social will help to find the data and respond to customer needs in a best way possible. Facebook fans like a page so they can participate in contests so creation of contest with upcoming SUPER MANA product would be good decision. Creation of a Closed Facebook Group - MANA Club users with users which already ordered MANA for three or more times (or chosed a monthly subscription option). This group can be used for getting better feedback from regular users and also to provide interaction between them.

For better content sharing a free social media sharing plugins as Digg Digg, Flare, Mashshare or paid Ultimate Social Deux might be used.

3.1.8 Instagram

Instagram has proven itself a powerful platform for marketers to reach their customers and prospects through sharing pictures and brief messages. According to a study by Simply Measured, 71 percent of the world's largest brands are now using Instagram as a marketing channel. For companies, Instagram can be used as a tool to connect and communicate with current and potential customers. The company can present a more personal picture of their brand, and by doing so the company conveys a better and true picture of itself. The idea of Instagram pictures lies on on-the-go, a sense that the event is happening right now, and that adds another layer to the personal and accurate picture of the company. Another option Instagram provides the opportunity for companies to reflect a true picture of the brand through the perspective of the customers, for instance, using the user-generated contents thought the hashtags encouragement. Other than the filters and hashtags functions, the Instagram's 15-second videos and the recently added ability to send private messages between users have opened new opportunities for brands to connect with customers in a new extent, further promoting effective marketing on Instagram.

Important steps to improve MANA performance on Instagram are build a community around an actionable hashtags: #mojemana #mymana. Than they need to partner with a good cause that supports MANA brand's values for example The New Harvest, a non-profit promoting innovative technologies that address global food insecurity. Than find influencers in a field of powder foods and food innovations. Also relate to the followers while staying relevant to the man brand message is important and keeping amount of posts in reasonable amounts. Promote Instagram on every possible place such as website or blog. Showing the unique beauty in a brand even despite fact it might look to futuristic or not appealing. Utilize all the tools Instagram has to offer, most popular are filters Low-Fi, Valencia, and X-Pro II and business tools to help brands analyse the performance of their posts. By showcase beautiful experiences relevant to the MANA brand and interacting with others on Instagram helps overall grow of followers.

3.1.9 LinkedIn

LinkedIn, a professional business-related networking site, allows companies to create

professional profiles for themselves as well as their business to network and meet others Through the use of widgets, members can promote their various social networking activities, such as Twitter stream or blog entries of their product pages, onto their LinkedIn profile page. LinkedIn provides its members the opportunity to generate sales leads and business partners. Members can use “Company Pages” similar to Facebook pages to create an area that will allow business owners to promote their products or services and be able to interact with their customers.

First step would be finding highly targeted customers and connections from medium and corporate businesses. In the initial phase it might be freelancers such as programmers, graphical designers and other individuals which are in general busy and would be interested in quick full nutritional solution. Than small and medium businesses and in the last phase when the LinkedIn presence is already build targeting corporates. Connection with on customers should be kept by providing free valuable content such as white paper on topics food, nutrition, food chemistry. This connections than can be used to grow of email marketing list. Using sponsored updates to promote thought-leadership and content useful primarily to the targeted audience with a strong call to action. People do not want to see pure advertising anymore and want something useful for free. In general post of high-quality content should teach others how to solve a problem or how to do their job better. Posting directly on LinkedIn is the most powerful tool available on LinkedIn today. If a post begins to gain some momentum, LinkedIn will put a spotlight behind it in one of their categories, and it can get tens of thousands of readers (or more).

This is a great way to improve visibility while reaching readers in a way that would not have been possible on an own website/blog or even posting an article link on LinkedIn. Another important aspect is get as all employees to create and complete their profiles on LinkedIn. Joining LinkedIn groups that are relevant to their target demographic and staying active is another great way how to boost brand awareness and more importantly there is possibility to message the members of groups without been connected to them. Creating own LinkedIn group is another great way to maintain connection with potential customers. LinkedIn company page should be updated regularly, so the brand is active and appears to be a current business. Claiming the custom LinkedIn URL name (http://linkedin.com/in/mymana) makes it more likely that LinkedIn profile will rank in the top of those search results. In general there should be avoidance

of hard selling to people and trying to promote best way possible the way to be "discovered" on LinkedIn.

3.1.10YouTube

YouTube is another popular platform where advertisements are done in a way to suit the target audience. The type of language used in the commercials and the ideas used to promote the product reflect the audience's style and taste. Also, the ads on this platform are usually in sync with the content of the video requested, this is another advantage YouTube brings for advertisers. Certain ads are presented with certain videos since the content is relevant.

Initial step is to create content that addresses audience's needs, such as how-to's (e.g. preparing MANA), answers to frequently asked questions and expert interviews. Than making video findable by adding proper title, description and tags and branding YouTube channel in unique MANA style. Using YouTube Ads to boost promotion while leverage other social media platforms e.g. posting on Facebook and Twitter that new Youtube video is online. Partnering up with YouTube celebrities would bring organic increase in subscribers while possible to use referrals as well. Asking customers to post short YouTube videos about their experiences with MANA brand both positive and negative to keep the story in a genuine way.

3.1.11Blogs

Companies that recognize the need for information, originality, and accessibility employ blogs to make their products popular and unique, and ultimately reach out to consumers who are using social media. Blogs allow a product or company to provide longer descriptions of products or services, can include testimonials and can link to and from other social network and blog pages. Blogs can be updated frequently and are promotional techniques for keeping customers, and also for acquiring followers and subscribers who can then be directed to social network pages. To maintain an advantage in a business-consumer relationship, businesses have to be aware of four key assets that consumers maintain: information, involvement, community, and control. Current blogs http://blog.mojemana.cz/ and http://mymanaen.tumblr.com/ should be unified and

provide same mirror content (despite some country specific posts). I would not advise to open another blog in German language, in current situation it would just create additional cost without bigger benefits, since we can assume that most of the customers from German speaking countries is also speaking English.

3.1.12Tumblr

Tumblr rather than relying on simple banner ads, requires advertisers to create a Tumblr blog so the content of those blogs can be featured through the site. There are several ad formats:

Sponsored Mobile Post – Advertisements (Advertisers' blog posts) will show up on user's Dashboard when the user is on a mobile device such as smartphones and tablets, allowing them to like, reblog, and share the sponsored post.

Sponsored Web Post – Largest in-stream ad unit on the web that catches the users attention when looking at their Dashboard through their computer or laptop. It also allows the viewers to like, reblog, and share it.

Sponsored Radar – Radar picks up exceptional posts from the whole Tumblr community based on their originality and creativity. It is placed on the right side next to the Dashboard, and it typically earns 120 million daily impressions. Sponsored radar allows advertisers to place their posts there to have an opportunity to earn new followers, Reblogs, and Likes.

Sponsored Spotlight – Spotlight is a directory of some of the popular blogs throughout the community and a place where users can find new blogs to follow. Advertisers can choose one category out of fifty categories that they can have their blog listed on there.

These posts can be one or more of the following: images, photo sets, animated GIFs, video, audio, and text posts. For the users to differentiate the promoted posts to the regular users' posts, the promoted posts have a dollar symbol on the corner. .

3.2 Evangelist marketing

The most important aspect of any evangelist marketing plan is to establish a connection with customers. The best way to get customers talking about a brand is for businesses to start the dialog themselves. The information that comes out of these conversations can be used to create more useful products and services. Before implementing an evangelism marketing plan, businesses must engage in market research with focus groups, online surveys, or other consumer information gathering strategies. The goal is to create an open, honest, and comprehensive portrait of how a brand is understood in the minds of the public. This analysis should focus on both positives and negative aspects of the brand. The popular perception of a company might be that it has great products but terrible customer service, giving companies a chance to reinforce their strengths and correct their mistakes. Identifying "mainstream" customers is another important feature of an evangelism marketing strategy. If a company wants to maximize the conversation about their product or service, they must market to the broadest possible section of customers.

3.3 Referral Marketing

Referral marketing is spreading the word about a product or service through a business' existing customers, rather than traditional advertising.

Referral Marketing Strategies

Asking for referrals - This simple and effective strategy involves mentioning a referral program to as many customers as possible. A computer repair company used this strategy effectively by stamping "We Crave Referrals" on every paper customers received—including newsletters, marketing material, and invoices.

Employee training - In conjunction with asking for referrals, many companies have a training process that equips employees with the knowledge to effectively market the referral program to each and every customer.

Joint venture referrals - Some companies partner with complementary businesses to cross-promote to each other's customer bases. This strategy involves each business offering discounts or other incentives to customers from the referring company, typically

in exchange for a percentage of sales from referred business.

3.3.1 MANA ambassador program

MANA ambassador program announcement text:

Bring MANA to your community

Do you like MANA? Would you like to share your experience with other people in your community? Become a MANA ambassador!

MANA ambassador program is a first MANA community project of Heaven Labs. Many people approached us with questions like if would be possible to do a MANA sampling/catering for their event or how they can help with the MANA promotion. Now everyone can present MANA to their community. It can be on an event (conference, hackathon, e-sports LAN party tournament, startup pitch competition or even MANA cooking class □) , trip (hiking, mounting climbing, jungle expedition) or online (website, blog or videoblog). All MANA ambassadors will get MANA for sampling and MANA presentation materials.

Interested? Great! □ Please write to the Head of MANA ambassador program (feri@mymana.eu) for the details.

MANA ambassador program FAQ

Who?

MANA ambassador program is run by Feri, great MANA enthusiast which was spreading the MANA message from the first day he received MANA in his/her office.

Why?

*For Feri MANA is not just a food. It is new lifestyle, liberation from supermarkets and the ultimate solution how to eat healthy and effectively. He would love to „feed the world" - spread this message across the whole world, expand food awareness of people (*this does not mean that everybody has to eat MANA 24/7 as him, it is about giving people the freedom of choice.)*

What?

Feri was so eager during his first MANA presentations that people ask him if he is getting

some MANA for it. He get in contact with Heaven Labs, invited them to Pioneers Festival and whole cooperation started. Now, he wants to give opportunity to others. To share the product which they love with people which they like. To bring MANA to their community!

How?

Becoming MANA amabassador you will be responsible for sharing benefits of MANA within your community. The way of presentation we leave fully up to you. It can be sampling on a event like hackaton, e-sport LAN party, community annual general meeting, even evening cooking club or office presentation would be okey. Or maybe you are more into sport activities like hiking, mountain climbing, rafting, camping or simple volleyball torunament for example. Are you more online person? No worries, presentation on your website, blog or videoblog would be also nice. Sky/heaven is the limit ;) we are looking forward to see your ideas.

MANA ambassador program runs on no money just MANA policy. It is not ment as full/part time job or some MLM scheme. We just want to support MANA enthusiasts, which help out to spread the word about benefits of MANA and powder foods. Every MANA ambassador will get his/her personal link to MANA website. This link would provide 5€ discount for any first MANA purchase of the customer and as well 5€ MANA credit the the MANA ambassador.

From you we will need to fill in these form and then we will send you MANA samples to begin.

MANA ambassador form

- *First Name*
- *Surname*
- *Contact email*
- *Phone number*
- *Skype (or other VoIP tool)*
- *LinkedIn (or other online profile)*
- *Country*
- *City*
- *Why you want to join MANA ambassador program?*
- *Describe your MANA ambassador activity:*
- **help text – e.g. sampling on a evet, blogpost, video etc.*
- *How many people is the target audience?*

- **number of participants of the event, number of visitors on the website*
- *How would you describe MANA in one sentence? (max. 6 words)*
- *Notes/comments/suggestions*
- *Write anything what in on your mind or hearth*

Every mana ambassador will receive trackable link which will be valid for limited amount of time for the specific event. This link provides discount of 5€ and 5€ MANA credit for the Ambassador. Whole program will be run on no money, just MANA policy (motto „I am not payed to love MANA.“)

3.4 Community marketing plan

Customer communities may form naturally on their own, or it may be up to a company to create the groundwork for a community and draw the customers to it. Regardless, companies are responsible for developing and maintaining the appropriate brand image within each community. First, a company must decide where to gather their customer community. Depending on the product demographic, different platforms will be appropriate. For example, a community of teenagers or twenty-somethings would be drawn to a Facebook- or Twitter-based community. A group of web programmers may be more willing to participate in a basic coding forum. Elderly consumers without much knowledge of the Internet would be more likely to go to a physical meeting in their town.

By choosing the correct place to build a community marketing effort, a brand is more likely to drive participation. Next, it is important to decide what exactly they want their customers to gain from this interaction. Community can be a place to get special offers, receive troubleshooting advice, share stories with other loyalists, or a combination of all. This desire for mutual benefit should be one of the primary goals of a community marketing campaign, and it should all be done in the correct brand voice. Community marketing campaigns are one of the best ways for a company to develop its brand voice. Because communication within a community is two-sided, the brand has numerous opportunities to interact with customers. Through these interactions, the brand can assess exactly how it is perceived and make adjustments accordingly. MANA should currentlz focus on gamers, hikers and startup communities.

CONCLUSION

Can we consider MANA as food 2.0 for Information age? In terms of big data and quantifiable diet (e.g. self-tracking, data junkies) it definitely is. Also it helps with information overload and as a remedy for orthorexia nervosa - fixation on correct eating (eating disorder for Information age). On process of eating we might look as on a software optimisation and human metabolism as cybernetic circuit (neo-cartesianism). Helping with food transparency and avoiding nutritionism as surveillance executed by doctors, insurers, food producers, media and moral food reformers or other hegemonic nutrition - top-down gov control of citizens' diet (FDA, EFSA, national…). Powder foods as soylent as DIY gives alternative bottom-up alternative, a community based nutritionism with self-surveillance of DIY soylenters as autonomous autarchic consumers.

With current food & environmental politics in mind this might be the ultimate solution to current global food problem. Reduction of food consumption, source depletion and food wastage as (un)intentional effects with benefits such as promotion of economical veganism, DIY self-education about food, security.

Does it mean destruction of food culture or natural techno-cultural shift? By current trends and patterns powder foods are not so much nerd fetish or weirdo thing and it will definitely note mean an end of all food: It would rather shift to staple / utility meal vs. pleasure meal (replacement vs. substitute) with motto that you "can", not "have to".

Possible future features & issues would be creating of solids from powder foods compinents (Meal Squares, cookies, bars, crackers, pancakes, popsicles, yoghurts, breads with DIY recipes). New protein sources such as crickets, mealworms, plankton. Creation of powder goods robots (foodbot, Wesna) and automatic dispensers. Algae bacteria solely producing soylent. Mainstream commercialization of such products by industry giants such as Nestlé or Coca Cola (and possible friction between DIY soylents vs Soylent) or creation of independent societies by combining DIY powder food concepts with another technologies such as cryptocurrency Bitcoin.

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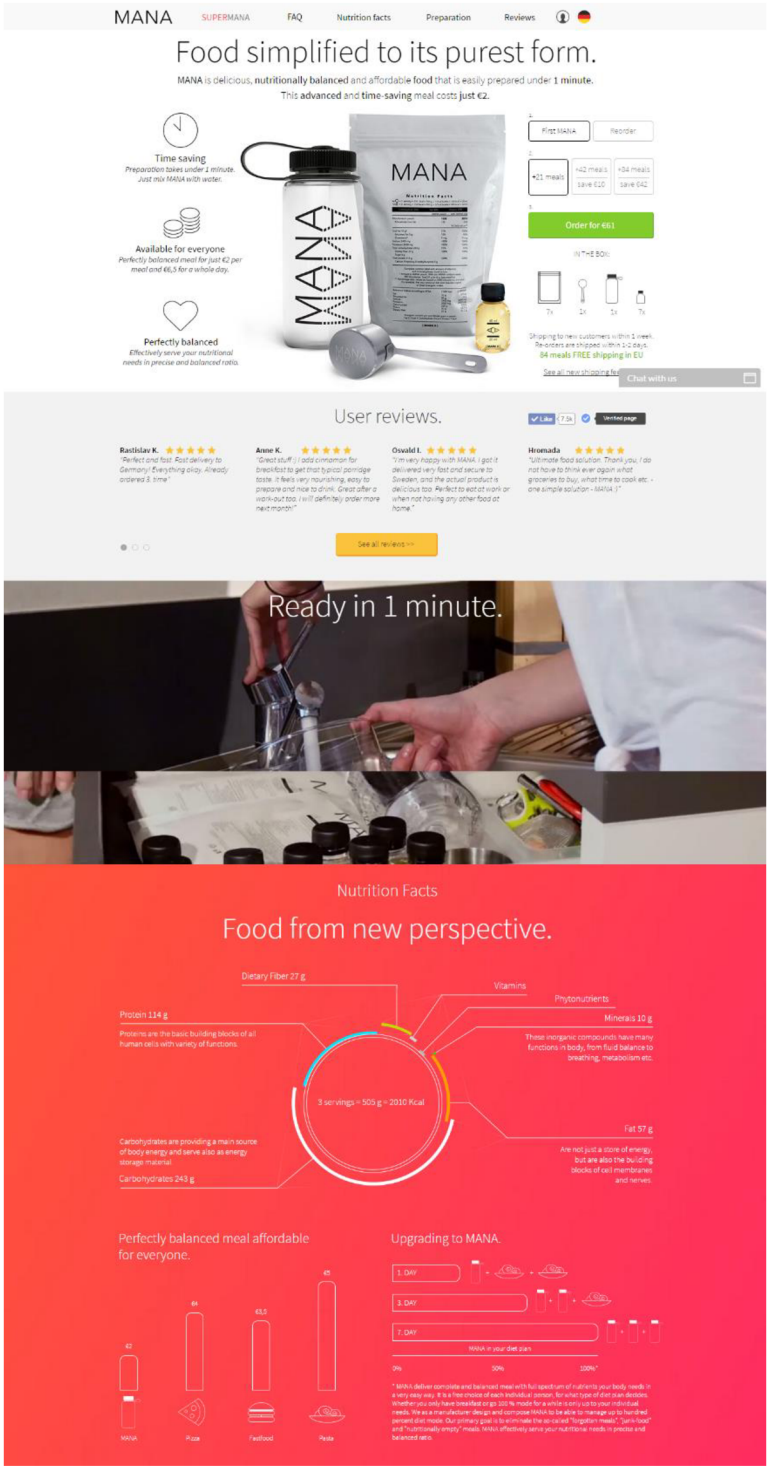
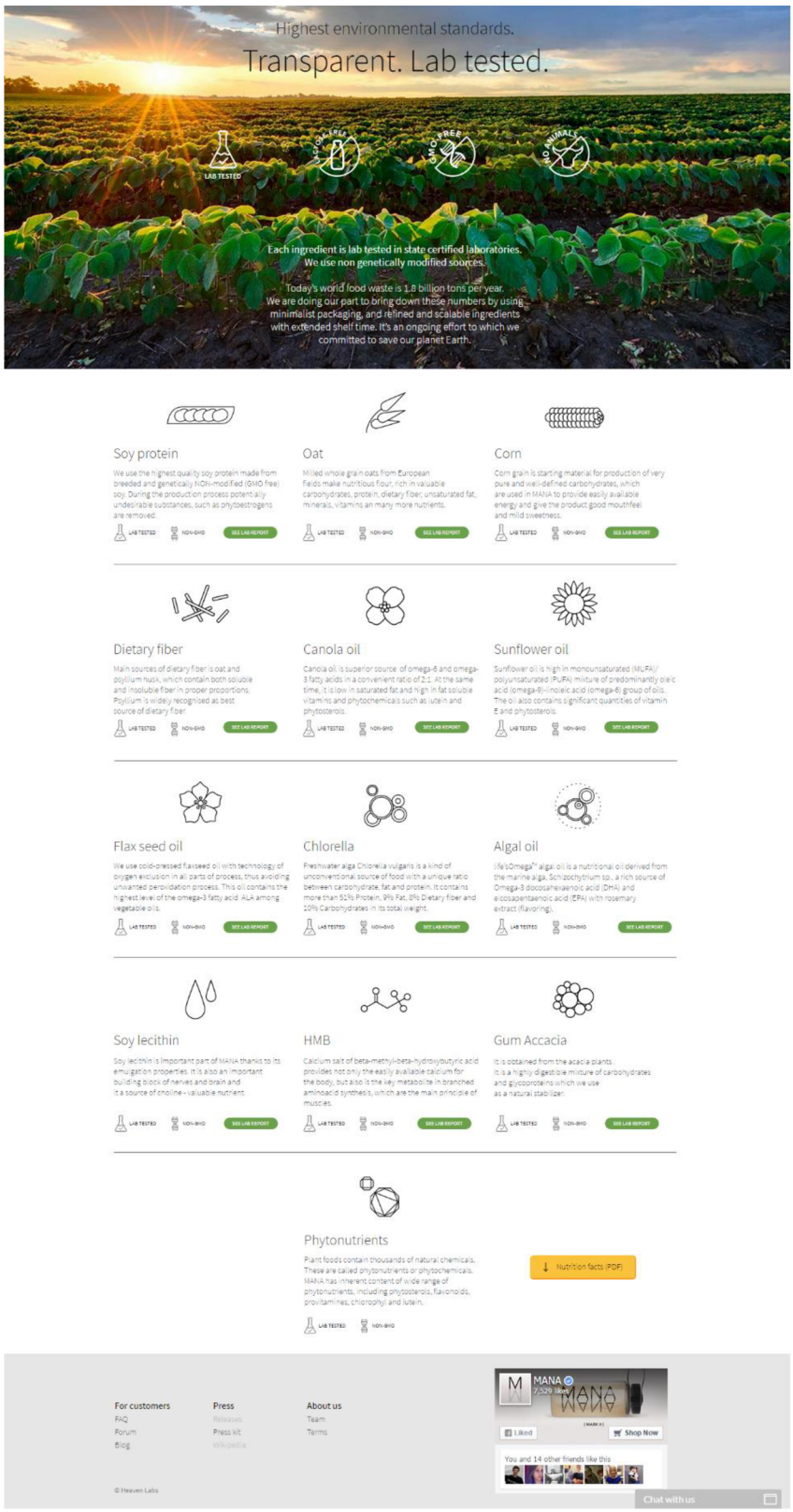
A.1 MANA website preview part I.



A.2 MANA website preview part II.



B MANA NUTRITIONAL SHEET

B.1 MANA nutritional sheet

NUTRITION FACTS

4× = 1 serving = 510 kcal = 150 g + 1/3 oil bottle = 160 kcal = 20 ml
12× = 3 serving = 1,530 kcal = 450 g + 3/3 oil bottle = 480 kcal = 60 ml

Carbohydrate 50 %	Fat 30 %	Protein 20 %

Average nutritional values		in 100 g powder	in 1 serving	DV %** in 1 serving
Energetic content of pouch	kJ/kcal	1,428 / 340	2,131 / 510	26 %
Energetic content from fats	kJ/kcal	189 / 45	282 / 68	3 %

Average nutritional values		in 100 ml oil	in 1 serving	DV %** in 1 serving
Energetic content of bottle	kJ/kcal	3,344 / 800	667 / 160	8 %
Energetic content from fats	kJ/kcal	3,344 / 800	667 / 160	8 %

		in 100 g pouch/ in 100 ml oil	in 1 pouch serving/ in 1 oil serving	DV %** in 1 pouch serving/ in 1 oil serving
Average nutritional values				
Proteins	g	24 / 0	36 / 0	72 % / 0 %
Carbohydrates	g	54 / 0	81 / 0	31 % / 0 %
Fats	g	3 / 92	5 / 18.4	7 % / 26 %
Saturated fat	g	0.6 / 7.3	1 / 2.1	5 % / 10 %
Cholesterol	mg	0 / 0	0 / 0	0 % / 0 %
Dietary fibre	g	6 / 0	9 / 0	36 % / 0 %
Sugars	g	1.3 / 0	2 / 0	4 % / 0 %
From which lactose	g	0 / 0	0 / 0	0 % / 0 %
Potassium	mg	444 / 0	667 / 0	33 % / 0 %
Sodium	mg	444 / 0	667 / 0	28 % / 0 %
Average nutritional values of vitamines and minerals				
Vitamin A	mcg	0 / 1335	0 / 267	0 % / 33 %
Vitamin B1	mg	0.3 / 0	0.4 / 0	33 % / 0 %
Vitamin B2	mg	0.4 / 0	0.5 / 0	33 % / 0 %
Vitamin B3	mg	3.6 / 0	5.4 / 0	33 % / 0 %
Vitamin B5	mg	2.2 / 0	3.3 / 0	56 % / 0 %
Vitamin B6	mg	0.3 / 0	0.5 / 0	34 % / 0 %
Vitamin B7	mcg	10 / 0	17 / 0	33 % / 0 %
Vitamin B9	mcg	48 / 0	72 / 0	36 % / 0 %
Vitamin B12	mcg	0.5 / 0	0.7 / 0	33 % / 0 %
Vitamin C	mg	18 / 0	27 / 0	34 % / 0 %
Vitamin D2	mcg	1,2 / 21,2	1,8 / 4,2	36 % / 84 %
Vitamin E	mg	0.2 / 19	0.3 / 3.7	3 % / 30 %
Vitamin K	mcg	13 / 41	19 / 8.1	25 % / 11 %
Vitamin K1	mcg	13 / 41	19 / 8.1	25 % / 11 %
Vitamin K2	mcg	0 / 246	0 / 49	- / -
Iodine	mcg	34 / 0	52 / 0	34 % / 0 %
Magnesium	mg	84 / 0	126 / 0	34 % / 0 %
Calcium	mg	178 / 0	266 / 0	33 % / 0 %
Iron	mg	4 / 0	6 / 0	48 % / 0 %
Zinc	mg	2 / 0	3 / 0	33 % / 0 %
Manganese	mg	1 / 0	1.5 / 0	83 % / 0 %
Copper	mg	0.4 / 0	0.6 / 0	62 % / 0 %
Selenium	mcg	20 / 0	30 / 0	54 % / 0 %
Chromium	mcg	8 / 0	12 / 0	31 % / 0 %
Calcium ß-Hydroxy-ß-methylbutyrate	g	0.7 / 0	1 / 0	- / -

* Amount in MANA pouch. With oils MANA contains extra 480 kilocalories. Total 55 g fat (6 g Saturated fat). ** Percentage daily values are based on 2,000 kilocalories diet plan. It is possible, that your personal diet plan requires higher or lower energetic intake.

Reference intakes according to EFSA	2,000 kcal	2,500 kcal
Fat	70 g	87.5 g
Saturated Fat	20 g	25 g
Sodium	2,400 mg	3,000 mg
Potassium	2,000 mg	2,500 mg
Carbohydrate	260 g	325 g
Protein	50 g	62.5 g
Dietary Fiber	25 g	31.2 g

Energetic content per 1 MANA gram in kcal: Fat 0.3 • Carbohydrate 2 • Protein 2

[MARK II]

MANA is lactose-free powdered food with sweetener and oil blend – complete meal substitute for the daily diet. Intended for special nutrition. Store in a dry, cool place (max. 25 °C, not in the fridge).

INGREDIENTS IN POUCH:
Maltodextrine, Soy protein isolate, Oat flour, Dietary fiber, Soy lecithine, Gum Acacia, Calcium ß-hydroxy-ß-metylbutyrate, Chlorella, Salt, Minerals (Potassium (Potassium chloride), Iodine (Potassium iodate), Calcium (Calcium carbonate), Magnesium (Magnesium oxide), Zinc (Zinc oxide)), Sucralose, Vitamines (B1 (thiamine hydrochloride), B2 (riboflavin), B3 (nicotinamide), B6 (pyridoxine hydrochloride), B7 (biotin), B12 (cyanocobalamine), C (ascorbic acid)).

INGREDIENTS IN BOTTLE
Oil blend (Canola, Sunflower, Algae and Flax seed oil), Vitamin A (retinyl acetate), E (tocopheryl acetate), Aroma.

INFORMATIONS FOR ALLERGICS:
Does not contain: Lactose
Contains: Soy protein, Gluten

PRODUCER:
Heaven Labs s.r.o.
Přátelství 172/42, 104 00,
Prague, Czech Republic
www.mana.menu
#mymana

NET CONTENS:
7× 450 g / 810 ml pouch
7× 55 g / 60 ml bottle

LACTOSE-FREE GMO-FREE NO ANIMALS

LAB TESTED 14 PET/PE 22 PAP