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Givaudan is the world's largest flavour and fragrance manufacturer with a 2013 market capitalisation exceeding ca. €9 billion, ca. €300m R&D investment, and operations spanning over 80 locations in 40 countries. Givaudan provides flavours for use across the entire food and beverage industry and fragrances for personal care products as well as fine fragrances for perfume. In daily life you probably use, consume or come into contact with a Givaudan product every day!

As a company we are founded on research and development and are constantly challenged by consumers to deliver the best performing and innovative products in our industry.

In 2012 Givaudan was delighted to be invited to be a partner in Costa Coffee's fast moving and innovative Project Marlow team, designed to expand the Costa experience beyond the coffee shop by developing a novel, internationally scalable full-experience self-serve espresso bar. The new "Marlow" system should provide a premium café experience in places where building a full-sized café is impractical.

From the outset, the Marlow mission was clear: no compromise, just

great tasting coffee, everywhere, for people on the move.

"Our mission is to save the world from mediocre coffee" Jim Slater, MD Costa Enterprises.

Currently, Costa offers an assortment of supplemental traditional flavour syrups (e.g., vanilla, caramel and hazelnut) to complement its award winning, premium coffee and milk-based drinks. The challenge was to bring this high level of choice and quality into Costa's new "Marlow" Intelligent Supervending system.

Givaudan was given 3 clear objectives as Costa's partner in Project Marlow:

- 1) Meet or exceed Costa brand standard for popular supplemental flavours currently offered in Costa cafés
- 2) Provide a low-volume packaging solution suitable for unattended vending applications
- 3) Identify and develop additional consumer winning flavours.



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Additionally, in keeping with health trends toward reduced sugar intake, Givaudan was tasked with creating a healthier, natural and proprietary alternative to the current industry standard flavour products, which rely heavily on high concentration sugar syrups.

The story so far...

Creating consumer winning natural flavours – is a significant challenge for many reasons, the term natural is defined in legislation which limits what materials can be used, additionally the availability of appropriate materials is often limited due to seasonality, consistent quality and commercially available quantities.

However, at Givaudan we are used to working as an integrated team, regulatory, procurement, flavour creation and application so we were quickly able to source what we needed. Once we had the materials, it was then down to the creative skill of our flavourist to identify the key components and levels that are required to make a natural version of the target flavour and one that still performs in the various coffee products that Costa consumers love. Having originally started with 3 flavours, we have now extended the range to 8, which means more exciting choices for the consumer.

Reducing packaging volume – In order to significantly reduce the dosage and package volume of the final flavour, it needed to be concentrated. This process is neither straightforward nor always possible, especially when dealing with natural materials. As diluents are removed to concentrate the flavour components, interactions between materials can create “off notes” or insoluble materials, which negatively impact flavour performance. Furthermore, if the flavour becomes too viscous it will not function in vending equipment! The flavourists ability to blend these materials in the right way and at the right levels is critical to ensure that the final concentrated flavour tastes and performs as well as the normal strength flavour.

Reducing the sugar content – In addition to concentrating the flavour to achieve the desired packaging and dosing targets, Givaudan simultaneously needed to reduce the sugar content. Removing

sugar from most beverages has a significant effect on flavour impact and also how the product “feels” in the mouth. Over the last 10 years Givaudan have invested heavily in “Taste Modulation” particularly looking for natural ways to maintain sweetness in reduced sugar products, as consumers look for healthier options without compromising on taste.

Our range of TasteSolutions™ are flavour systems using patented ingredients to ensure that reduced sugar products still taste great! Integrating these materials into our flavours allowed us to significantly reduce the sugar content for the Marlow flavours without affecting the flavour performance.

All in one solution - A real team effort concluded with a joint effort by our dedicated beverage flavourist and experienced beverage technologists creating the new flavours on schedule.

Following blind tasting with regular Costa coffee consumers, the Givaudan flavours were proven to be preferred over the existing flavours. Natural flavours, reduced sugar and consumer preference!

“Delighting the consumer is at the heart of what we do at Givaudan and we achieved that goal in Project Marlow which has been a true collaborative effort. I am very confident that the program is going to be a great success!” Keith Moffitt, Marketing Director Beverages, Givaudan.

You're a fragrance company as well?

In addition to developing a completely new line of flavours, Project Marlow asked Givaudan to support Marlow's ground breaking five sense user experience by developing aromas that would evoke emotions of a café visit. These aromas needed to be integrated into the machine design before it went on test market! Working from our fragrance pallet we were quickly able to create appropriate aromas to tease the senses!

Through Project Marlow, Costa and Givaudan have partnered with a world class team including eMixPro, Global Capital, Intel and Scentsys to redefine fresh beverage vending, creating an entirely new “Intelligent Supervending” segment and providing a novel and unique customer experience. At Givaudan we deliver enhanced consumer experience through great tasting flavours and market leading aromatic products. We look forward to continuing in partnership with Costa to save the world from mediocre coffee!

“Givaudan has been an exceptional partner. Acting entrepreneurially, with great professionalism, speed, and integrity, Givaudan has made an enduring contribution to the program - and to the redefinition of the vending segment” Eric Achtmann, Program Director & System Architect, Project Marlow

