

# HERE'S THE SCOOP!

**Valio & Lipasu**  
Sweet cup o' mine



# Megatrends

Food Industry – Ice cream



Vegan  
boom

Sustainable  
production

Ethical  
food

# Valio

Established in 1905



- Valio was founded by seventeen co-operative dairies to export butter
- Valio ice cream production and re-entering the market in 2018
- Large company known for its innovativeness
- Valio is the largest Finnish food exporter exporting to about 60 countries
- Target is to achieve carbon neutrality for dairy by 2035

# Lipasu

Established in 2018

## Härtelö



- Founded by students in 2018
- Härtelö is the ice cream brand of Lipasu company
- A plant-based ice cream that was originally developed as a food science course project in the University of Helsinki
- Innovative base ingredient: fava bean
- A start-up of five young entrepreneurs

# Valio

## Strengths

- A strong and valued brand in the Finnish market
- A large company and product portfolio
- Good customer & trend knowledge

# Härtelö / Lipasu

## Strengths

- Fun and appealing brand identity
- On-trend enterprise and product: Storytelling approach, vegan
- Agile start-up company

# Valio

## Weaknesses

- Organizationally relatively heavy, core business is milk production and distribution which cannot be easily altered

# Härtelö / Lipasu

## Weaknesses

- New, inexperienced entrepreneurs
- No own large scale production or distribution
- Only one main product
- Low market identity

# Valio

## Opportunities

- Possibility to expand product offering further beyond milk within current network
- Flagship in the F&B industry in creating sustainability values

# Härtelö / Lipasu

## Opportunities

- Partnership synergies from the Valio collaboration
- A Finnish ice cream innovation for export
- Leverage female entrepreneurship

# Valio

## Threats

- Product range becomes too scattered and isn't recognizable anymore
- The controversy of dairy products

# Härtelö / Lipasu

## Threats

- Diet trends come and go
- Signature flavor can be copied
- Dependability to Valio may limit further growth

# Effectuation

Valio

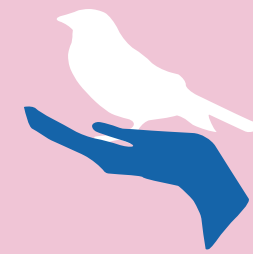


Bird-in-hand

**Valio's core  
is milk**

# Effectuation

Härtelö / Lipasu



Bird-in-hand

**Härtelö's core is  
fava bean**



# Effectuation

Valio



Affordable loss

**Capable of testing  
new products**

# Effectuation

Härtelö / Lipasu

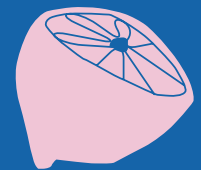


Affordable loss

**Low risk entry with  
student loans**

# Effectuation

Valio

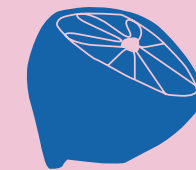


Lemonade

**Harder to utilize  
happy accidents**

# Effectuation

Härtelö / Lipasu

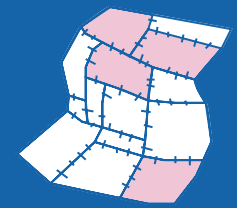


Lemonade

**Embraces the  
element of surprise**

# Effectuation

Valio

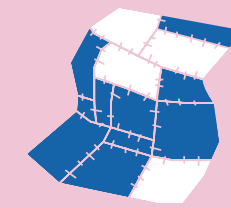


Crazy quilt

**Collaboration is  
not in the core**

# Effectuation

Härtelö / Lipasu



Crazy quilt

**Licencing agreement  
with Valio**

# Effectuation

Valio



Pilot the plane

**Constant technological  
development**

# Effectuation

Härtelö / Lipasu



Pilot the plane

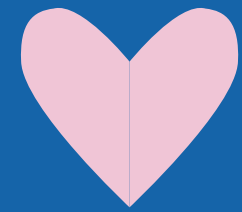
**Expanding portfolio  
and engagement**

**YOU MISS 100%  
OF THE ICE CREAM  
YOU DON'T SCOOP.**

**Wayne Gretzky**

# Design Thinking

Valio

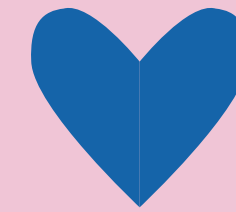


Empathize & Define

- Follow market trends to drive innovations
- Collect consumers' feedback from different channels

# Design Thinking

Härtelö / Lipasu

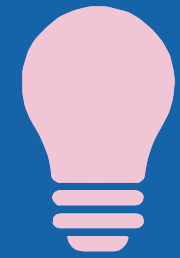


Empathize & Define

- Recognise consumers' demands from founders' and Valio's insights
- Observe restaurant owners' problems

# Design Thinking

Valio



Ideate & Prototype

- Upgrade existing products to meet current market trends
- Create a product line (Jäätelöfabriikki) to apply radical innovations
- Gather innovative concepts from hackathons

# Design Thinking

Härtelö / Lipasu



Ideate & Prototype

- Collaborate with Valio in developing new (commercial) flavours
- Work with students to design the package

# Design Thinking

Valio



Test

- Have teams of tasters to control flavours' quality
- Work with agencies to ensure packages' convenience and attractiveness

# Design Thinking

Härtelö / Lipasu



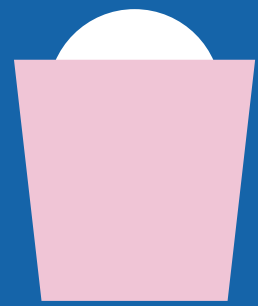
Test

- Have founders, their fellow students and Valio as testers
- Gather feedback from beta consumers on Restaurant days



# Future perspectives

Valio



Incremental

- Fabriikki flavours and products
- Valio frozen yogurt
- B2B products
- Fermented & lactic acid know-how

# Future perspectives

Härtelö / Lipasu



Incremental

- Härtelö flavours and products
- Restaurant collaboration
- Products for the sweet sector

# Future perspectives

Valio



Mid-level

- Collaboration with other Finnish companies
- Collaboration with small startups like Härtelö

# Future perspectives

Härtelö / Lipasu



Mid-level

- Innovative lupin bean products
- Product development services

# Future perspectives

Valio



Transformational

- Innovation kitchen –type of platform provided by Valio

# Future perspectives

Härtelö / Lipasu



Transformational

- A movement to bring people together with a strong and engaged community

# Future perspectives

Valio & Lipasu collaboration



Incremental

- New ice cream products & flavours
- New product types under the Härtelö brand

# Future perspectives

Valio & Lipasu collaboration



Mid-level

- A range of products based on “fava bean milk”
- Connect the collaboration with the goal to be carbon neutral by 2035

***“When I’m no longer rapping, I want to open up  
an ice cream parlor and call myself Scoop Dogg.”***

**Snoop Dogg**