

**BACHELOR THESIS:**  
**Frisk Fra Gården**

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## Executive Summary

In today's society, shopping for organic products has become extremely popular all over the world. (Siegener, 2018) The need and desire for organic and locally produced products has grown exponentially as many consumers strive to choose organic and locally produced products; consumers want to feel connected with the farmers growing their food. (Durinck, 2020) In Denmark, especially, consumers are incredibly pro-organic. While Denmark has the most well developed organic market, they have seen a growth in the purchase of organic products by 9.4% from 2018 to 2019. (Kaad-Hansen, 2020)

This report focuses on how the Danish start-up, Frisk Fra Gården, can turn their one time customers into returning shoppers by using visual storytelling as a communication tool. First, a company analysis is executed through a sender analysis and SWOT analysis of Frisk Fra Gården. The sender analysis reviewed Frisk Fra Gården's mission, vision, and values, while the SWOT analysis of Frisk Fra Gården allowed for their strengths, weaknesses, opportunities, and threats to be discovered. Next, the target audience analysis is presented through a survey, interviews, and a target audience segmentation. The survey presented the need for Frisk Fra Gården's unique concept of delivering locally produced biodynamic products. The interviews revealed beneficial insights into the popularity of organic products, the excitement that customers feel when ordering and receiving something new, along with social media habits. The target audience segmentation investigated demographic, geographic, behavioural, and psychographic aspects to determine the best possible target group. Further, a competitor analysis is executed through secondary research, a simulation exercise, and a SWOT analysis of top competitors. The secondary research allowed for a basic understanding of competitors to be reviewed. The simulation exercise analysed the experience that the customer has when using competing brands' services. The SWOT analysis of top competitors made it clear where there are gaps in the competitors' strategies. Lastly, an ideation analysis included the visual wall method and "what if" exercise. The visual wall gathered insights throughout the research process, allowing them to be plotted and synthesised into key findings. The "what if" exercise created thought-provoking questions that ultimately led to the development of the final solution. Visual storytelling is the overarching method used for the solution.

This report highlights the relevance of how the post-purchase experience will affect the customer's desire to continue shopping from the company. By providing the customer with tangible value, they will be left to feel that they have chosen the right product. Moreover, it proposes an effective solution to solve Frisk Fra Gården's retention issue within their customers through visual storytelling as a communication tool.

# Table of Contents

Introduction .....	1
Problem Area .....	1
Problem Statement .....	2
Theory and Methods .....	2
Sender Analysis.....	2
Survey .....	2
Interviews .....	3
Target Audience Segmentation .....	3
Competitor Analysis .....	4
Secondary Research.....	4
Simulation Exercise.....	4
SWOT Analysis.....	4
Visual Wall .....	5
“What if” Exercise .....	5
Visual Storytelling.....	5
Delimitation .....	6
Analysis .....	7
1. Company Analysis .....	7
1.1 Sender analysis.....	7
1.2 SWOT Analysis: Frisk Fra Gården.....	7
2. Target Group Analysis.....	8
2.1 Survey .....	8
2.2 Interviews .....	11
2.3 Target Audience Segmentation .....	13
3. Competitor Analysis.....	14
3.1 Secondary Research.....	14
3.2 Simulation Exercise.....	14
3.3 SWOT Analysis: Competitors.....	18
4. Ideation Analysis.....	20
4.1 Visual Wall .....	20
4.2 “What if” Exercise .....	21
Solution .....	21
Conclusion .....	22
Perspectives .....	23
Bibliography .....	24

## Introduction

Meal kit and food delivery services have become increasingly popular with the rise of technology and e-commerce. (Olsen, 2020) There is also a growing demand and need for organic and locally sourced produce amongst families in Denmark. (Danish Agriculture & Food, 2020) With the increasing technology and desire for healthier, local food, Frisk Fra Gården was established. Frisk Fra Gården, a start-up based in the Copenhagen area, aims to promote a green transition by making organic and locally produced food accessible.

This report will propose a solution that aims to solve the issue of low customer retention for Frisk Fra Gården. First, the problem area and statement will be addressed, followed by an outline of the methods and theories used throughout the study. The analysis will be executed in four parts. The first part is the company analysis, including a sender analysis and a SWOT analysis of Frisk Fra Gården. The second part of the analysis is the target group analysis, which will include insights from the survey, interviews, and a target audience segmentation. The third section of the analysis is the competitor analysis, including secondary research, insights from a simulation exercise as well as a SWOT analysis on the top competitors. Next, the ideation methods of the visual wall and “what if” method will be presented. Lastly, the solution and perspectives will be presented.

## Problem Area

Denmark has become one of the world’s most family-friendly places due to the work-life balance. Denmark is known to be one of the happiest countries globally, which has been credited to “soft factors” of leisure time, culture, and family. (OECD, 2019) Although Danes value quality family time, it has also become trendy to be a busy individual. (Haarløv-Johnsen, 2016) In Denmark, citizens are very sustainability-minded and care intensely about health and the environment. (Balch, 2013) More people in Denmark eat organic than any other nation in the world. (Olapi, 2018) Based on these factors, practicing sustainability in one’s everyday life has become a large phenomenon in Denmark, accounting for the growing popularity of shopping for organic products and supporting local farmers.

Frisk Fra Gården works to deliver biodynamic, organic local food in the greater Copenhagen area directly from its partnering farms to consumers. Frisk Fra Gården is a delivery service that allows customers to easily obtain high quality, sustainably grown products without taking time out of their day to visit the grocery store. Frisk Fra Gården relies on a value pricing model based on the quality of the products meaning that by

having higher quality products without artificial sprays and chemicals, the price rises.  
(Frisk Fra Gården, 2020)

Frisk Fra Gården faces challenges with retention. Many of Frisk Fra Gården's customers place an order then do not continue to follow up with further orders in the weeks to follow. As Frisk Fra Gården is a new start-up, they are not yet well recognised in Copenhagen. Without a strong communication strategy optimised for retention, Frisk Fra Gården will not retain customers.

## **Problem Statement**

The problem statement poses the following question:

**How can Frisk Fra Gården turn families from one time shoppers into returning customers by using visual storytelling as a communication tool?**

## **Theory and Methods**

In order to research the problem in great depth, a variety of methods will be used to evaluate findings amongst experiments and situations.

### **SENDER ANALYSIS**

A sender analysis is a tool used for examining the sender of the company. It is essential to analyse the sender to ensure credibility and accuracy. The sender's communication style aims to set the tone for the conversation between the sender and the receiver. The sender analysis should be written clearly and concisely to lower the risk of being misinterpreted. (Nordquist, R., 2019) The sender analysis should also include its mission, vision, and values to allow effective communication from the brand. The mission refers to the company's reason for existence. The vision looks forward to what the company is trying to achieve. The values are the company's core principles and beliefs. (Skrabanek, 2020) Analysing the sender effectively will allow for a successful communication strategy and improve the brand's identity. (Belmejdoub, 2017)

### **SURVEY**

In order to understand the target audience's needs and values, a survey, interviews and target audience segmentation will be conducted.

A survey is a beneficial tool for collecting information from a large sample of participants. It is efficient for gathering a wide range of information in a short time. Surveys can be self-completed by the participants or read to the participants by the researcher. Surveys are a

useful tool for collecting data about the participants' thoughts, feelings, behaviours, and attitudes. The survey also aims for the core area of the problem to be outlined. A variety of questions can be used in a survey to differentiate the types of answers. Types of possible questions include closed forced choice, open broad, hypothetical, leading, and judgemental questioning. Closed forced questions are structured with limited responses, while broad open questions encourage the participant to share personal experiences when responding as they require a short answer. Hypothetical questions encourage the participant to imagine and speculate their response about specific behaviours and actions. Leading questions are to be avoided as they suggest a correct or expected answer. Non-judgemental questions strive to learn the respondent's personal opinions and are often used alongside specific-focused questions to reveal specific details regarding the topic at hand. (Hanington and Martin, 2012, p.172)

## **INTERVIEWS**

Interviews are a qualitative method used for collecting primary data from individuals in the assumed target group. It allows for direct contact with participants to share first-hand experiences, opinions, attitudes, and perceptions. (Hanington and Martin, 2012, p.102)

Interviews are a useful tool to uncover details. While conducting an interview, it is important to evoke feelings of comfort and a sense of trust as the subject can be personal, in this case, income and spending habits. In order to do so, the humble inquiry method will support the interview method to ensure trust between both parties. The humble inquiry method focuses on active listening and empathetic questioning. (Schien, 2013) Laddering is another technique that will be applied. It involves following up with the participant's answers by asking "why?" To gain a deeper understanding of the interviewee's feelings, values, and opinions. It also encourages the participant to express themselves freely and openly. (Hanington and Martin, 2012, p.110)

## **TARGET AUDIENCE SEGMENTATION**

After conducting a survey and interviews, a target audience segmentation will be performed to determine the specific target group.

A target audience segmentation is a tool for determining the best audience for a product or service. It is a process that classifies categories based on demographic, geographic, behavioural, and psychographic aspects. The process begins by creating a table identifying the segmentation criteria, categories selected, and reasoning. The classes are to be segmented using the reasons described to determine the optimal target audience. (McDonald and Dunbar, 2012)

## **COMPETITOR ANALYSIS**

A competitor analysis is a tool used for identifying a company's major competitors and the strategies they are using. It allows for the strengths and weaknesses of the company at stake and competing companies to be clear. (Maksimava, 2019) The competitor analysis often uses supporting methods to understand what competitors are doing well clearly. (White, 2020) Through the competitor analysis method, the brand will gain insights on possible areas of improvement compared to its competitors.

Supporting methods such as secondary research, simulation exercise, and SWOT analysis will be used throughout the competitor analysis.

## **SECONDARY RESEARCH**

Secondary research consists of data that is gathered and synthesised from existing data. This data can include research from books, research papers, case studies, or archives. The material is collected from previous information rather than from participants through primary research. (Hanington and Martin, 2012, p.154) To collect useful secondary data, supporting techniques such as unobtrusive measures will be incorporated. Unobtrusive measures are a variety of qualitative methods where the researcher does not have any contact with the experiment participants. This can be archives or observations. (Hanington and Martin, 2012, p.190)

Secondary data will be used as a supporting method throughout the entirety of the competitor analysis.

## **SIMULATION EXERCISE**

The simulation exercise is a qualitative method to develop an immersive and empathetic sense of real life user experiences. (Hanington and Martin, 2012, p.160) It is used to understand the user's challenges during their experience with the product or service. The simulation exercise is best executed by the researcher, putting themselves in the position of the user. As the simulation exercise is a part of the competitor analysis, it will be conducted by testing each competing brand's popular products.

## **SWOT ANALYSIS**

The SWOT analysis is a tool for assessing the strengths, weaknesses, opportunities, and threats of a company or business. It is best used at an organizational level to clarify where the brand stands out and where they need to improve. (Mind Tools, 2016) It is conducted by creating a grid of four with a section for each aspect and inputting various elements related to each topic. The first topic, strengths, refers to what the company is already

succeeding at, including their unique selling point or things that set them apart from other brands. Weaknesses include things the brand is lacking and things that their competitors do better than them. The third section, opportunities, presents the areas where the brand can overtake its competitors. Lastly, the threats refer to factors that contribute risk to the brand, such as emerging competitors. This analysis allows the brand to take advantage of the insights and adjust their strategy and learn where there is a market gap. (Shewan, 2020) The process should start with brainstorming ideas individually, followed by collecting all the ideas and ranking them as a group. Throughout this process of classifying the initial ideas, new ideas can arise. The SWOT analysis can also be conducted on multiple companies to understand the competing brand's strengths, weaknesses, opportunities, and threats. (Parsons, 2018)

### **VISUAL WALL**

The visual wall is a qualitative method used throughout the design process. It is used to create meaningful, grouped observations and insights based on research. (Stickdorn and Schneider, 2011) The visual wall is executed by gathering and narrowing in on specific findings through existing research. The information can be compiled from surveys, interview transcripts, secondary data, and other experiments or exercises. Presenting the data in a way that allows the researcher to adjust findings around can provide a clear understanding and overview of the content. Synthesising the data placed on the visual wall is a necessary step in the process. It helps the information be filtered, organized, judged and allows for connections to be established. (Kolko, 2010)

### **“WHAT IF” EXERCISE**

The last research method used to develop the solution will be the “what if” exercise. The “what if” exercise aims to generate ideas for future solutions and create inventive ideas. (Stickdorn and Schneider, 2011) A guide designed as a part of the disruption method will be used for inspiration throughout this exercise. (Dru, 2015)

### **VISUAL STORYTELLING**

Visual storytelling will be used to develop the solution. Visual storytelling is the process of communicating a series of messages using visual multimedia. In the digital age, it is a constant struggle to attract the customer's attention, and therefore visual storytelling is a highly effective method. (Scherman, 2016) The type of story that will be used is called a continuous story. A continuous story is a story that has a clear beginning, middle, and end, focusing on the same narrative throughout the entirety. Continuous stories are not intended for the user to jump around between various stages, but rather to follow a linear fashion. By following a linear fashion, continuous stories also present the user with a non-interactive experience. Continuous stories are usually presented on one primary media,

although they can have exceptions, for example, if the secondary media acts to support the primary while following the narrative. (Hernandez and Rue, 2016)

## **Delimitation**

The survey received responses from a large number of participants. Still, because Frisk Fra Gården is a small start-up based in the Copenhagen area, only responses from participants residing in Denmark will be examined. Although Frisk Fra Gården is currently only found in the Copenhagen area, results from participants in all of Denmark will be analysed in order to gain insights that can assist Frisk Fra Gården in possible future expansion plans.

The interviews were conducted before the target audience segmentation. The interviews began with a broad target audience, and as interviews were conducted, it became clearer which target group should be focused on. Due to this, the participants of the interviews were adjusted over the research period to match the assumed target audience. Due to COVID-19, particular interviews were required to be held over a video call. This was to ensure the safety of both the interviewee and the participant.

The study aims to explore the problem of retention without affecting the value pricing model Frisk Fra Gården is currently using. The competitor analysis will understand the competing brands' successful products for inspiration, the customer's experience, and the competitors' strengths, weaknesses, opportunities, and threats to be identified. For these reasons, methods used to help analyse a business strategy in great depth, such as business model canvas, VRIO, and blue ocean canvas strategy, will be excluded.

By understanding Frisk Fra Gården's mission, vision, and values, learning how they operate as a business, and establishing key strengths and weaknesses, insights for effective communication within a visual storytelling communication strategy will be determined. For these reasons, the sender analysis and secondary research and SWOT analysis on Frisk Fra Gården will be conducted.

# Analysis

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## 1. Company Analysis

### 1.1 SENDER ANALYSIS

As Frisk Fra Gården is the sender, it is important to examine the strengths and weaknesses as well as their mission, vision, and values to ensure the solution matches what Frisk Fra Gården stands for. The sender analysis will be executed using supporting methods such as secondary research and an interview with a co-founder of the company. It is a crucial step as the solution created accurately must reflect the sender.

It became clear through secondary research and an interview with Adam Grønlykke Mollerup (Appendix C.11), co-founder of Frisk Fra Gården, that their mission is to create a movement in the market and awareness of how high quality products and production go hand in hand with the green transition. They focus strongly on the green transition and want to convey that instead of looking at the things you cannot eat, there should be a greater focus on choosing what good things you should and could eat. Frisk Fra Gården's vision is to help consumers understand what they eat, where their food comes from, and how it is made. They believe people should eat high quality, healthy and nutritious foods. Their values include sustainability, responsibly produced food, health, taste, and premium ingredients. They appreciate and care for the environment and consider ways to reduce their sustainable impact on the earth throughout their service. (Frisk Fra Gården, 2020)

### 1.2 SWOT ANALYSIS: FRISK FRA GÅRDEN

The SWOT analysis was first conducted on Frisk Fra Gården (Appendix E.1). It became clear that Frisk Fra Gården's top strengths were their premium, high quality, biodynamic products, which are made without using artificial sprays. (Frisk Fra Gården, 2020) As this is Frisk Fra Gården's most tangible strength, it would be beneficial to use this as a selling point for their products. The selected target audience would highly value this, and it would create success for Frisk Fra Gården. Their largest weakness is that they are very new to the market. Being a start-up in this field with a small customer base limits Frisk Fra Gården's resources and holds them back against competitors. Frisk Fra Gården's most promising opportunity is to tell the story of local products. By creating an open and transparent communication strategy, Frisk Fra Gården can attract customers that appreciate local products and are interested in learning the story about specific ingredients in their food. Their biggest threat is that there are other companies with similar concepts of food delivery. To eliminate this threat, Frisk Fra Gården must use their strengths and opportunities to elevate their overall strategy for success.

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## 2. Target Group Analysis

### 2.1 SURVEY

The survey was a beneficial tool throughout the research process as it provided insights from an anonymous point of view on a variety of topics regarding the subject. The questions aimed to learn insights about participants' grocery shopping habits, values, general lifestyle, experience with food delivery services, and social media habits. (Appendix A) The survey was carried out with various types of questions, including multiple-choice, short answer, and the linear scale. Multiple-choice questions were used to allow the respondent to focus on the question's content rather than creating an answer themselves. On multiple-choice questions, an option called 'other' was added to allow the participant to add their response if they felt they did not match any of the answers provided. Short answer questions were used to prompt the participant to think about their own experiences related to the topic. A linear scale was used to rank the participants' views on a specific topic.

The survey was divided into sections providing the participant with questions based on the answers given. The survey received a total of 58 responses. Unfortunately, of those responses, 22 of them weren't relevant due to their location being outside of Denmark. The remaining 36 results were used for this analysis because Frisk Fra Gården is based in the Copenhagen area. The decision to include the results for all of Denmark instead of a more segmented audience was to gain insights that can be beneficial for future expansion. The second part of the survey gave insights into detailed information such as the type of food the participant prefers to buy in the supermarket, how much their household spends on groceries per month, how often they grocery shop, and what is most important to the participant when cooking.

When asked what is most important to them when cooking, the most common answers were 'Fast and easy to make' with 32.3%, 'Healthy meals' with 22.6%, and 'I wish healthy, but I lack the time' with 19.4%. This makes it clear that most participants prefer to cook something that does not take too much of their time. This is valuable information as it will allow for a level of effort to be taken into account for the solution.

When asked on a linear scale how excited the participants get about cooking dinner each day, of the 33 respondents, more than half of the respondents placed themselves leaning towards "Yes! I love cooking". This is an interesting insight as it makes it clear that the solution should be catered towards people that value cooking and enjoy doing it every day.

It became clear that 30.3% of participants spend between 1000 DKK to 1500 DKK, and 33.3% of participants spend between 2500 DKK to 4000 DKK on their groceries per month within their household. It is important to note that of the 33 respondents, 25 have jobs, although 15 of those with jobs are students with part-time jobs, accounting for the lower spending. This information provides valuable insight into the respondents' average spending habits and clarifies that there are people who would pay up to 1000 DKK per week for their groceries. It also allows for the pricing of the products on Frisk Fra Gården to be validated.

When looking at what type of food the participants prefer to buy in the supermarket, 33.3% shared that they choose high quality products. The next most common result was cheapest, with 30.3% of respondents, followed by well-known brands with 12.1% and organic with 9.1%. This is a fascinating insight because it is evident that the target audience cares about their products' quality.

Following the second part of the survey, participants were asked if they had ever tried a food delivery service. 40% of respondents had not tried to order from a food delivery service, whereas 37.1% had tried before. It was interesting that 22.7% of respondents shared that they had thought about it but had yet to try it. Based on their response of yes or no, the participant was presented with the next set of questions.

The first question for participants that answered "yes" regarding trying a meal delivery service was which one they had tried. No participants had tried Frisk Fra Gården. The majority of respondents (33.3%) had tried Hello Fresh. 25% had tried Nemlig, followed by Aarstiderne and Simple Feasts, both with 16.7%. Only one participant had tried Eat Grim.

When looking at the responses from participants who had tried to order a meal delivery service, it was positive to learn that most respondents had pleasant experiences when asked about their experience. Participants described their experiences as "Great. All local food", "It's always very nice and fresh, at a fair price", and "simple to make the food and exciting for change". These results give an insight that those who have tried ordering from a food delivery service enjoyed making new food without too much hassle, valued that it was fresh, local, and the price was fair for the experience. Although it is positive that the participants have enjoyed using food delivery services, it can also act as a threat to Frisk Fra Gården. It shows that there are already services on the market that people enjoy using.

46.2% of participants who had tried a meal delivery service shared that they were looking to save time from going to the supermarket when looking into what participants wanted to gain from this experience. 23.1% shared they were looking for organic and sustainable

ingredients, followed by 15.4% looking for easy dinner solutions. These statistics are valuable to the solution as it can help Frisk Fra Gården understand what types of things possible customers are looking for.

53.8% of respondents shared that it would be interesting to know but not vital to know where their food comes from. It was interesting that only one participant shared that they care more about the convenience of the service than where their food comes from when ordering from a food delivery service, whereas 38.5% answered 'yes', meaning that it is important to them. This is a positive statistic for Frisk Fra Gården as it validates their unique selling point of sharing where their ingredients are made. According to these answers, it is clear that the participants that have tried food delivery services value this type of information.

When asking the participants that had not tried a meal delivery service why they have not done it, respondents shared that it is "hard to decide which one", "I think it is just hard for me to trust that the food I will get is fresh and good quality" and "Too much waste from packaging." These responses share insights into the participant's values of fresh and good quality food while understanding that there is a lack of trust in terms of how the ingredients' quality is.

When asking participants that had not tried a meal delivery service what they would be looking for when ordering this service, the majority of respondents (38.1%) shared that they are looking for easy dinner solutions. 19% of participants are looking for time saved by not having to go to the supermarket and tied in third place with both results having 14.3%, looking for organic and sustainable ingredients and benefits other than the food (i.e., subscriptions, recipes).

Among the participants who had not tried a food delivery service, 38.1% shared that it is important to them where their products come from. It was interesting that 57.1% of respondents feel that it is interesting to know where their ingredients come from, although it is not vital to know. Only one answered that they care more about the convenience of delivery than the ingredients.

After analysing the survey results, particular insights became clear. The first insight is that there is a lack of trust according to where the products come from when ordering from food delivery services. As Frisk Fra Gården aims to have clear communication regarding food production, this is a valuable insight that can further improve their communication strategy to appear more transparent. This will also enable them to reach a larger audience and reach the customers who care about where their products are made.

It is also evident that the participants believe that meal delivery services are expensive. However, due to the answers given related to the average amount spent on groceries per household per month, if the participants were to order a meal delivery service instead, their spending would be similar.

The survey also showed that the participants look to a meal delivery service as something that can provide them with fast and easy solutions to dinner and time saved in their day by not having to go to the supermarket to shop for groceries.

## **2.2 INTERVIEWS**

The interviews began by defining the objective. The objective was to gain deeper insights and understand the participant's grocery shopping habits, relationship with food and cooking, experience with a food delivery service, everyday lifestyle and personal values, and social media habits. Due to COVID-19, certain interviews were conducted over a video call to ensure both the interviewer and the interviewee's safety. After determining the objective of the interviews, a question guide was made. (Appendix B) This guide was used as a structure for the interview. The questions were divided into categories based on the topic. Due to the supporting techniques used, the order of questions was not followed. It was important to follow the conversation and ask questions related to the direction of the conversation. Laddering was used to dig deeper into specific answers. The guide, in conjunction with the laddering technique, allowed for many new topics to be discovered. The humble inquiry method assisted in making the participants feel that the information that they shared was valuable.

The interviews (Appendix C) were conducted on 11 individuals of various backgrounds. The individuals were between 19 and 75 years old. When initially conducting interviews, age was not a key factor, although as the interviews were executed, the target group became clearer, and the interviews were conducted accordingly. Participants were asked about their grocery shopping and cooking habits, everyday lifestyle, their experiences with ordering from a meal kit delivery service, and social media habits.

When asked about the types of things they look for when grocery shopping, most participants shared that they look for organic first. The participants shared that they choose organic products because they are more healthy, environmentally friendly, and treat animals better. It became clear that the participants perceived organic products to be best when shopping. Laura (Appendix C.8), a software developer living in Copenhagen, shared that she prefers to buy organic, "Because I think it's healthier." This is an interesting comment as it presents a point of view on health and wellness. Many participants were interested in improving their health and environmental footprint. We can

see this when Emma (Appendix C.2), a university student living in Copenhagen, shared that, “I know that organic will always be something I’m concerned with because I am interested in leading a more sustainable diet.” This makes it evident that the participants are interested in increasing their sustainability efforts regarding how they eat. We can also see that environmental factors highly influence parents. This is clear from Lars (Appendix C.10), a lawyer and parent living in Humlebæk. He shared that in his family of 6, “We really can’t stand, we had all the mink discussion recently, but you know, animals not treated well, we don’t like that. So I think that and also from an ecological point of view, that’s important.” This also clarifies that by shopping for organic products, the participants feel like they are helping the environment and making healthy choices. Participants also shared that they didn’t think that price should be a factor when shopping for organic products. This shows that people are willing to spend more money on organic and high quality products. We can see this when Charlotte (Appendix C.4), an early childhood educator, shared, “if it’s a similar price organic and non, I will pick organic.”

When looking at the participants’ responses related to their experience with ordering their groceries or a meal kit online, it was interesting that many participants were highly intrigued by the experience post-purchase. One participant, Lara (Appendix C.6), a marine biologist researcher, shared that “we really enjoyed receiving it [Hello Fresh] and unboxing it was very exciting for us as a family to keep ordering it and trying new things.” This shows that for the meal kit services chosen, the experience was enticing, and they looked forward to it next time. Another participant, Aleksandra (Appendix C.3), shared that, “It was pretty exciting to be honest. I like getting packages and even though it was just groceries, I was still excited to open it and see how it is and maybe even share it on my socials because it seems unique to order food online.” Unboxing has become a big trend currently and is growing fast. (Kemish, 2019) The trend of unboxing has also become extremely popular on social media platforms such as Youtube, Instagram, and Facebook. (Scanlux Packaging, 2020)

The interviews brought relevant insights into the participant’s social media habits. One participant, Lara (Appendix C.6), shared that she uses, “Pretty much just Facebook”. It was interesting that she shared that, “I will say I am influenced by like the ads and to come up or things your friends say.” When Lara was asked what she uses Facebook for, she expressed that, “Mostly it’s more just to see what my friends are up to and what might be going on, but it’s also kind of, it keeps me in touch if there’s something I missed in the news and it’s within our own, you know, friends circle, bigger circle.” This proves that Frisk Fra Gården can reach the audience through social media. Another participant, Anne (Appendix C.9) an art teacher, shared that, “Yes, I do. Instagram and Facebook.” When asked what she uses them for, Anne replied, “I would say I use Instagram for my work and to follow some of my interests. I follow a lot of artists or art museums for

inspiration. And then Facebook is more for staying in contact with my friends.” Another participant, Charlotte (Appendix C.4), expressed that, “Yes, I use Instagram. And I follow Twitter people.” And when asked what she uses these platforms for, she shared, “I look for recipe ideas. I follow the news, look for furniture ideas.” This tells us that the participants are mainly active on Facebook and Instagram and frequently use it on a casual basis.

### **2.3 TARGET AUDIENCE SEGMENTATION**

Based on the insights collected from the interviewees, the target audience segmentation was executed.

The target audience segmentation was conducted to determine the optimal audience for Frisk Fra Gården. (Appendix D) This analysis' chosen segmentation criteria includes occupation, interest in food, usage, and environmental consciousness. It is important to establish a primary target group for Frisk Fra Gården to create a successful solution that will successfully reach the chosen group. The target audience segmentation helped divide the large target market into categories based on factors that will benefit Frisk Fra Gården.

Within the demographic segmentation categories, people with full-time jobs will be selected as they have a higher income and can afford high-quality products. (French et al., 2019) Based on the interviews, it was found that participants with children felt as though they lived busier lives than interview participants who did not have children. Due to this, families with children will be taken into account. The customers of Frisk Fra Gården must take an interest in food and how and where it is made. This is because Frisk Fra Gården has a unique selling point of organic and sustainable made organic products. Due to this, people who somewhat have an interest in food and where it comes from will be focused on. This is in hopes of transforming the customer with interest into customers that highly care about food and where it comes from. The customer should use proper food ingredients on a frequent basis. People who sometimes try new dishes will be chosen from the usage category to allow Frisk Fra Gården's solution to inspire their customers to try new dishes daily. Lastly, the target audience will include people that are interested in sustainability and are looking to make a change in their lives. This will allow Frisk Fra Gården to create a strategy that can educate their customers on sustainability and share tips on creating positive alterations in their lives.

As a result of the target audience segmentation, this study will focus on parents with full-time jobs interested in food and where/how it is made. They are also people that are sometimes trying new dishes and are interested in improving their sustainable efforts.

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### 3. Competitor Analysis

The competitor analysis began with secondary research on competing brands. This included researching from data that already exists. Based on secondary research, the top competitors Frisk Fra Gården is facing are Hello Fresh, Aarstiderne, and Eat Grim.

#### 3.1 SECONDARY RESEARCH

Secondary research is a supporting method used within the competitor analysis. It was used to develop short descriptions of the competing brands. These descriptions provide insights into each competing brand's basics with information regarding when they were founded, subscription types, box sizes, and mission, vision, and values.

Hello Fresh, founded in 2011, first launched in Germany and has expanded to over ten new countries. They offer a subscription-based meal kit delivery service. Their mission is to change the way people eat forever. Their core values include budget, health, taste, and sustainability. Hello Fresh is one of the most popular meal kit services in the United States and has had success with its recent launch in Denmark. (Hello Fresh, 2020)

Aarstiderne is a competitor from Denmark. Founded in 1999, Aarstiderne offers organic ingredients in the form of a meal kit delivery service and single product shopping. Their mission is to recreate the close connection between the cultivation of the land and the joy of a good organic meal. They promise their customers five goals for the future of Aarstiderne related to their CO2 contributions, delivery, and their promise of organic, healthy products. (Aarstiderne, 2020)

Lastly, Eat Grim, founded in 2018, is a service that delivers fresh, organic, seasonal fruit, and vegetables. It is presented in a box directly from farms to the customers by delivery or pick up at one of their locations throughout Copenhagen. Eat Grim has considered the well-known issue of food waste and created a service that doesn't discard fruits and vegetables based on how they look and overproduction. Their core values are transparency, inclusion, inspiration, and impact. Their name is a play on the Danish word 'grim', which means ugly. (Eat Grim, 2020)

#### 3.2 SIMULATION EXERCISE

The simulation exercise was executed by testing the competing brands' most popular products. A classic box was chosen from Hello Fresh, a quick box from Aarstiderne, and a small and ugly, also known as the medium sized box was selected from Eat Grim. A selection of items was also purchased from Frisk Fra Gården to research and evaluate the

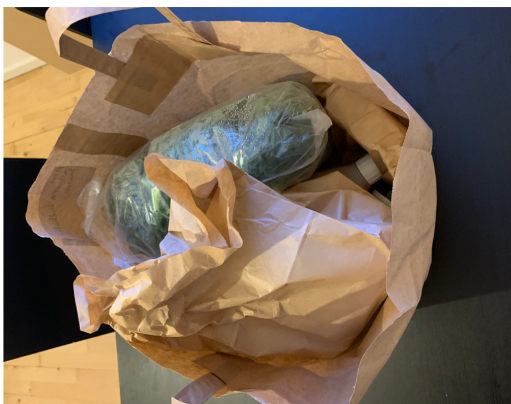
user's experience when ordering. By placing an anonymous order from Frisk Fra Gården, it allowed their service and experience to be evaluated alongside the competing brands.



Hello Fresh



Aarstiderne



Frisk Fra Gården



Eat Grim

Photos were taken during the simulation exercise to ensure credibility and to use as artefacts when analysing. (Appendix F)

Hello Fresh offers four types of meal boxes customers can choose between; classic, family-friendly, vegetarian, and fast. After selecting the type of box, the customer is asked to choose three, four, or five dishes from the twelve meals available that week. It is positive that customers can select which meals will be included in one's meal box. This allows the customer to choose the dishes with ingredients that they would enjoy most. It also allows the customer to avoid particular ingredients that they do not eat based on their lifestyle, religion, or allergies. The box comes directly to the door of the delivery location with minimal hassle. Customers can choose a day they would like the box delivered and a time frame that would best suit them. Each meal came with the necessary ingredients packaged in separate paper bags. This makes the contents easy to store in the fridge as they are packed compactly. When cooking the meal, the customer can easily take the meal box corresponding to the recipe card with the same colour. The recipe card is designed with a photo of the final result of the meal on one side. Instructions are presented on the other side. The photos are clear, demonstrating the ingredients

necessary for the step. The text is short yet descriptive, making it extremely easy to follow and invite children to be involved. The cooking process is short and simple, which suits people who live a busy life and prefer to make something quickly and easily.

While executing the simulation exercise for Hello Fresh, it became clear that Hello Fresh has a strong brand identity and targets both young adults and families. Hello Fresh is the largest company that participated in the simulation exercise and therefore has the resources to create aesthetically pleasing recipe cards, including photos and easy to understand descriptions. It also became clear that Hello Fresh has designed a meal box that would suit people who have little to some experience with cooking and want to improve their skills in a simple way throughout their everyday lives.

When purchasing a meal box from Aarstiderne, the customer can choose between a variety of different boxes. The most popular boxes are the quick box, vegetarian, child-friendly, and favourite dishes. Customers can also choose how many people the box should cater to from the choice of 1-5 people. The chosen box for the simulation exercise was the quick box. Although the type of meal box is available for selection, the customer cannot choose the specific meals they would like to eat. The menu of the week is set based on the chosen box. This can appear unfavourable for customers with a selective diet or fussy eaters.

Upon delivery, Aarstiderne delivers their meal box without requiring the customer to be present. This is an excellent strength for customers living a busy life. The refrigerated ingredients included are packaged separately from the remaining ingredients in order for them to stay fresh. The remaining ingredients are found in a bag. At the bottom of the box, the customer will find the instructions in addition to a postcard.

When cooking a meal from the Aarstiderne meal box, the customer is to collect the ingredients given. The ingredients are pre-measured to match the recipe. This allows for the cooking experience to be comfortable and food waste to be reduced. The recipes are presented on a colourless stapled PDF without photos. This can be a negative for customers that want to include children in the process of cooking. It can be challenging to engage children in the experience if they are young and have trouble reading or do not understand the instructions without photos. The majority of the recipe is descriptive and requires the customer to have experience in the kitchen and know how to execute specific tasks.

It became clear that the Aarstiderne meal box is best targeted to people that value organic ingredients and have experience cooking as the recipes can be complicated.

They require the customer to be able to understand the tasks given in order to create the meal presented.

When ordering a box from Eat Grim, the customer can choose between a small, medium, and a large box. Eat Grim's communication allows the customer to clearly understand which box would fit their lifestyle best based on the descriptions. Eat Grim's pick up process was chosen for this exercise. It was a seamless experience where the customer presents their name and has their box handed to them.

When opening the box, the customer is greeted with a variety of fruits and vegetables. A postcard is also included containing information about the contents for the week. The contents are loosely placed in the box divided by cardboard pieces to reduce further damage during transportation.

The postcard had a list of the contents and a short description of where they came from. The postcard included a section presenting a link to Eat Grim's blog where customers can get inspiration of what to cook based on the ingredients they received. This is positive as it reminds the customer to return to the website and can trigger them to place another order if they are not already on a subscription. The postcard also shared information about the special ingredient of the week. In this particular box, it was a pomegranate. An inspiring profile was written about the pomegranate, explaining where it came from, what is unique about it, and some ways to use it.

It became clear that Eat Grim is an excellent option for people that enjoy experimenting with cooking and do not have too many eating preferences as they cannot select the contents of the box. It contains all organic ingredients and would suit someone who cares for their environmental footprint. Eat Grim's communication also stands out from competing brands. Their efforts presented in the postcard and throughout the website can encourage the customer to make an order again. They have done an excellent job developing a brand identity that conveys what they stand for and their goals.

Frisk Fra Gården had a friendly and straightforward user experience when placing an order. The products were easily sorted, and it was effortless to shop on their webshop. It was a smooth process when picking up the order from Frisk Fra Gården. Frisk Fra Gården shares beneficial information about the farms they work with, making it an exciting online experience for someone interested in shopping locally. The customer can choose delivery directly to their door or pick up at a few different locations.

The products came in a brown paper bag, making it convenient for transporting from the pickup location. When unpacking the order from Frisk Fra Gården, the products were

found similarly to as if the customer were shopping in a regular supermarket. The products selected for this experiment were hand-picked biodynamic kale leaves, camembert cheese from Møn, thighs from free-range organic chickens, and cold-pressed raw apple juice. There was also a small olive oil added to the order as a gift from Frisk Fra Gården.

The products are of premium quality based on the descriptions given and prices. Although Frisk Fra Gården presents valuable information on their website regarding the farms they work with, there was a lack of information when receiving the order. There were no postcards, papers, or extra information, communicating their mission and goals. Frisk Fra Gården has a blog section on their website where there are recipes and inspiration for using the products. This is a strength that Frisk Fra Gården should work towards expanding as it can be difficult for the customer to create ideas of what to make as the products are not a part of a meal box.

Although Frisk Fra Gården communicates that their products are of premium quality and organic, they lack a strong brand identity. By improving their communication, Frisk Fra Gården can become a more well-recognised brand in the Copenhagen area and, in turn, overtake their competitors.

Based on the simulation exercise, the following insights were established. Hello Fresh is an excellent option for customers who are relatively new to cooking or want to gain more experience in the kitchen without costing them too much of their money and time. The Aarstiderne meal box is targeted to people with more experience cooking and value a well-balanced meal with all organic ingredients. Eat Grim is best for people that highly value the environment and are open to eating a random selection of fruits and vegetables. They are also people who are experienced and interested in basic cooking. Frisk Fra Gården's service is best for people that respect premium quality, organic products that enjoy cooking, and want to experiment with their own selection of ingredients. Based on the information gathered from the competing brands, it became clear that Frisk Fra Gården would benefit from a stronger communication strategy.

### **3.3 SWOT ANALYSIS: COMPETITORS**

Next, a SWOT analysis (Appendix E) was executed to gather critical findings, and more clear insights were determined based on the findings.

From executing a SWOT analysis on Hello Fresh (Appendix E.2), it became clear that their most significant strength is their strong brand identity and that they are a well-known established brand across the world. By having strong brand recognition worldwide, Hello

Fresh can grow more quickly and achieve greater success than other competing brands. Another strength Hello Fresh holds is its ability to allow customers to select specific meals for their boxes. This is a positive of Hello Fresh for customers who enjoy having control and want to decide specifically what they will eat. Competing meal boxes like Aarstiderne do not offer meal selection allowing Hello Fresh to rise above. Hello Fresh's weaknesses include the waste in their packaging and that it is not possible to purchase single products. Although most packaging is biodegradable, the amount of packaging that comes with the meal box can be tedious for the customer to dispose of. The weakness of not being able to purchase single products appears as an opportunity for competing brands such as Frisk Fra Gården and Aarstiderne as they do offer this feature. Frisk Fra Gården can use this feature as a strength and attempt to outrun Hello Fresh by being aware of this weakness. Hello Fresh has many opportunities as they are a large well-known brand. An opportunity Hello Fresh could take on is to offer more organic and local products. Hello Fresh does not provide any clear information regarding the ingredients that come in the meal box. Although Frisk Fra Gården does not offer a meal kit, they can use their strength of sharing information about their organic and local products to overtake Hello Fresh, which does not share this valuable information. Lastly, Hello Fresh's threats include their focus on the growth of the brand and local services having more popularity. It is becoming more popular to shop locally and know where one's products come from. Because Hello Fresh is such a large company and focuses on its growth, there is not much focus on incorporating organic and local products into their repertoire. This will be a negative for Hello Fresh and cause them to fall behind, although, for Frisk Fra Gården, this is a substantial benefit.

The SWOT analysis conducted on Aarstiderne (Appendix E.3) brought valuable insights. It was found that Aarstiderne's strengths include a wide selection of products and meal box types, including all organic products. This is a key strength as a close competitor that can affect Frisk Fra Gården as their target audience also appreciates organic products. Aarstiderne's most relevant weakness is that there is no choice of which specific meals come in the meal box. The meal boxes have pre-made menus based on the type of box. There are boxes created based on the customer's preferences, such as vegan, vegetarian, and family, although it is not possible to choose specifically what the meal will be. This is a weakness when comparing the service to its competitors because Hello Fresh offers meal selection when ordering their box regardless of the box type. Aarstiderne's most significant opportunity is to expand to other Scandinavian countries. As Aarstiderne was established in 1999, they have developed a strong, well-known brand in Denmark, although they lack recognition in the rest of the world. By knowing this opportunity, Frisk Fra Gården can use it as an opportunity to create a strategy that will allow them to overtake Aarstiderne's opportunity to expand and use it for themselves. A threat that Aarstiderne faces is being driven out of the market by larger competitors that

can offer lower prices. This threat is proven by Hello Fresh's opportunity of expanding to other parts of the world. Since Hello Fresh has recently launched their service in Denmark, they have become a threat to Aarstiderne and Frisk Fra Gården because their large market share may offer customers lower prices.

By conducting a SWOT on Eat Grim (Appendix E.4), another food delivery service without meal boxes similar to Frisk Fra Gården, robust findings were established. Eat Grim presents a unique selling point for reducing food waste. Eat Grim's unique selling point of reducing food waste is an enormous strength as it demonstrates what the brand stands for and clearly defines its mission. A weakness that Eat Grim faces is similar to Frisk Fra Gården's weakness of being a small, relatively new company. Although Eat Grim has existed longer than Frisk Fra Gården, it is still considered a start-up which presents limitations. This weakness goes hand in hand with their delivery as they currently only deliver in the Copenhagen area. An opportunity that Eat Grim faces is growth outside of Copenhagen. By expanding its delivery service to a broader range, Eat Grim will attract more customers and improve its brand more quickly. Frisk Fra Gården must be aware of this opportunity because it can allow them to focus on their expansion and, in turn, overtake Eat Grim and transform their customers into customers for Frisk Fra Gården. Eat Grim's largest threat is people may find it unappealing to eat fruits and vegetables that are somewhat bruised and do not look as nice and fresh as from the supermarket or other food delivery services. This is a threat as the look of the fruits and vegetables can diminish the outcome of Eat Grim's mission.

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## 4. Ideation Analysis

### 4.1 VISUAL WALL

The visual wall (Appendix G) was used to uncover specific findings throughout the data collection phase. It was created using a digital software called Miro. Insights of specific topics were plotted onto the board in order to synthesise the key findings. The visual wall was separated into five sections; company, survey insights, interview insights, simulation exercise, and brainstorming. The company section collected information based on secondary research and an interview with the co-founder of Frisk Fra Gården, Adam Mollerup Grønlykke. (Appendix C.11) The survey insights section gathered relevant statistics from the questions asked and concluding statements based on the findings. The interview insights section analysed essential quotes from the interviews and concluding statements. The simulation exercise section collected descriptive information about each competing company based on the exercise. Lastly, the brainstorming section was created

like a mind map to connect thoughts and ideas for the solution based on the other sections.

#### 4.2 “WHAT IF” EXERCISE

The “What if” was executed in order to generate ideas for the solution. (Appendix H) This method was conducted by creating thought-provoking questions to investigate Frisk Fra Gården’s strategy. Based on the ideas developed from the “what if” exercise, relevant questions were selected and analysed to establish a solution. The following ideas were developed:

1. What if Frisk Fra Gården used social media to create an online community promoting their mission and unique selling point?
2. What if Frisk Fra Gården told the story of local products through visual storytelling?
3. What if Frisk Fra Gården created bonus features for the customer to enjoy post-purchase?

## Solution

The ideas from the “what if” exercise (Appendix H) led to the final solution. It became clear that in order to create an effective solution to the problem of retention amongst their customers, Frisk Fra Gården should use visual storytelling to express their unique selling point of local biodynamic products. Based on the insights during the research stage, it is clear that Frisk Fra Gården would retain one time shoppers by improving the post-purchase experience and improving their brand identity. They would grow their brand into a more well-known company by creating a stronger brand identity and offering special features for the customers to unbox when receiving their orders.

The survey made it clear that there is a desire for organic and high quality products, making it clear that there is a large market for Frisk Fra Gården. It was found in the interviews that the target audience finds it exciting to unbox something that they have ordered online. The trend of unboxing has also become extremely popular on social media platforms such as Youtube, Snapchat, Instagram, and Facebook. (Scanlux Packaging, 2020) The simulation exercise made it clear that Frisk Fra Gården is missing value in the customer’s post-purchase experience. Including postcards with information about the customer’s selected products will help Frisk Fra Gården’s post-purchase strategy. Frisk Fra Gården will create a postcard as a marketing tool to pull the customer back to the website post-purchase. Frisk Fra Gården will have their postcards printed from KLS PurePrint (KLS PurePrint, 2020), a Copenhagen eco-friendly paper supplier that makes paper that can be planted. The customer is then provided with an extra value from

the content and a sense of environmental responsibility. Thus, the customer will gain more value from the order and will be intrigued to purchase again.

As found in the interviews, the target audience uses Facebook and Instagram daily on a casual basis as they live busy lives. This insight clarifies that it would be relevant to develop a social media strategy to reach these individuals. It was also found during the SWOT analysis that Frisk Fra Gården lacks a strong brand identity. Based on these insights, a content calendar will be created. This will be used to organise the social media posts that will be shared. The content will include recipes, information from farmers they work with, collaborate with lifestyle influencers, and provide inspiration for sustainability tips. This will allow Frisk Fra Gården to develop a strong digital community on social media and strengthen its brand identity through organized content to capture value.

## **Conclusion**

This report illustrates the relevance of improving Frisk Fra Gården's post-purchase experience and the need for a stronger brand strategy. It proposes a solution that will turn one time customers into returning shoppers based on additions to the order that provides the customer with greater value.

First, the sender analysis made it clear that Frisk Fra Gården's mission is relevant to today's society. The SWOT analysis conducted on Frisk Fra Gården allowed for their strengths, weaknesses, opportunities, and threats to be determined. The survey found a need for Frisk Fra Gården's unique selling point of locally produced, biodynamic products. The analysis has shown that people care about where their ingredients come from and appreciate organic products. The interviews confirmed the desire for organic products, interest in unboxing things, and insights into social media habits. It was determined through the target audience segmentation that the focus will be parents with full-time jobs. They are the segment that takes an interest in food and where/how it is made. They are also the people that sometimes try new dishes and are interested in improving their sustainable efforts. The simulation exercise revealed insights into the experience customers have with the competition. Discoveries were also made about strengths, weaknesses, opportunities, and threats from the competitor SWOT analysis. By using the visual wall to organise insights, the key findings were made evident. The "what if" exercise allowed for ideas to be generated for the development of the solution.

Using visual storytelling, Frisk Fra Gården will improve their brand recognition, execute a stronger brand identity, and provide more value to their customers' post-purchase. Frisk Fra Gården will reach this target audience by creating relevant social media content for Facebook and Instagram, where the target audience is most active. For these reasons,

Frisk Fra Gården will successfully turn one time shoppers into returning customers through visual storytelling.

## **Perspectives**

This section describes the perspectives and future possibilities for Frisk Fra Gården's implementation of the solution.

This report presents research and insights that are highly relevant in today's digital age. With the popularity in eating organic and locally produced food along with e-commerce businesses on the rise, Frisk Fra Gården's concept is very strong and beneficial. By creating a solution that will attract a larger target audience, Frisk Fra Gården will be able to grow their brand and expand their concept with more valuable features. As the demand of organic and locally produced food increases, it is clear that a market for Frisk Fra Gården exists.

The research conducted is highly applicable to other solutions for food delivery or home and utility delivery services. Other services with similar concepts can benefit from this research and create solutions that will be popular, for example a services that delivers toilet paper bi-weekly in order to simplify the customer's daily life. As many people live extremely busy, services like these have been known to give the customers more time throughout their day and decrease high stress levels.

Another possibility for Frisk Fra Gården's solution could have been to look closer onto their business model and pricing scheme instead of communication and marketing aspects. This could have provided insights into the positives and negatives of implementing features such as subscriptions, pricing discounts and member loyalty bonuses.

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