

- *New online marketing strategies:* as mentioned before, using a mobile app can be a strong driver for a company. The launch of a mobile app can be promoted via online marketing, providing this is in line with the strategy. The online marketing, website and social media, of a company is nowadays an essential part of the marketing strategy. The online marketing of De Verse Maaltijd is not very active and updated if you compare it with competitors. According to FoodService Instituut, the delivery market will be stimulated by digital media. Dedicated web platforms and modules for tablets and smartphones ensure, together with an easy payments system, an extra boost (FoodService Instituut, 2015).
- *High amount of students:* according to research, numbers have shown that there is a growth in students every year. Almost 2.7 million students are enrolled at German universities and colleges. That percentage is 3.1 per cent higher than in the previous year (DE Statist, 2016).
- *Professional customer service:* during first contact, this team of the company looks at the wishes and possibilities of their customers. The wishes of the customers are the centre of attention. The company fulfil the special needs and wishes of the customers, for example to prepare Halal dishes (De Verse Maaltijd, 2016).
- *Growth of the German economy:* the German economy is the fifth largest economy in the world and Europe's largest. The economy in Germany expanded 1,5 per cent in the third quarter of 2016 (Trading Economics, 2016). The food delivery service industry is booming and mentioned as a long-term growth market.
- *Popularity in organic food:* Germany is the second biggest organic market of the world. It is heavily depending on imports to meet consumer demands (USDA, 2016). There have been several years of steady growth, organic food sales increased by more than eleven per cent in 2015. Germany is a frontrunner in the production and consumption of organic food products according to Germany Trade & Invest Research (GTAI, 2016).

4.6.2 Threats

- *Competition from other online food services:* the biggest threat refers to the competitors in the food industry. It can be concluded that Lieferando, Delivery Hero and Deliveroo are the biggest direct competitors of DinnerFresh, since their concepts and services are almost similar. Furthermore, other examples of the indirect competitors are HelloFresh and Foodist.
- *Not enough diversification of cuisine:* the target group prefer to make a choice of a wide range of different menus and meals from different cuisines, like Asian, Italian or German food

- *Not an efficient manner to place orders:* the customers would like to place an order on the same day and not one week in advance, because of last-minute changes in your weekly schedule.

5. Confrontation Analysis

This chapter shows a SWOT analysis for DinnerFresh. The results of the SWOT analysis can be found in the confrontation matrix.

5.1 SWOT analysis

The table below displays the internal and external analysis - strengths, weaknesses, opportunities and threats - for DinnerFresh.

Figure 19: SWOT analysis

Internal	
Strengths	Weaknesses
S1. DinnerFresh has a customized service. S2. DinnerFresh offers good quality meals. S3. Corporate social responsibility is integrated in their business activities. S4. An easy online ordering system is what DinnerFresh is using. S5. Non-binding offers are important for a good service at DinnerFresh. S6. DinnerFresh offers personal advice and guidance from the start. S7. Due to their low pricing strategy, the prices of the meals are reasonable.	W1. Limited online marketing. No active social media tools like Facebook, Twitter and Instagram. W2. Limited choice of the meals. More diversity in foreign meals would be more successful. W3. Lack of brand awareness.
External	
Opportunities	Threats
O1. Global expansion for DinnerFresh O2. Growth through new mobile technology O3. Popularity for further expansion of online food services O4. New online marketing strategies O5. High amount of students O6. Professional customer service O7. Growth of the German economy O8. Popularity of organic food	T1. Strong and fierce competition T2. Not enough diversification of cuisine T3. Not efficient manner to place orders

5.2 Confrontation matrix

The matrix model below connects the internal elements, strengths and weaknesses, with the external elements, opportunities and threats, of the SWOT analysis. The top three elements of the SWOT analysis are included in the confrontation matrix below.

Figure 20: Confrontation matrix

	Strengths	Weaknesses
	S1. Low pricing strategy S2. Online ordering system S3. Corporate Social Responsibility	W1. Limited online marketing W2. Limited choice of meals W3. Lack of brand awareness
Opportunities O1. Popularity expansion online food services O2. New online marketing strategies O3. Popularity organic food	SO Strategies: ▪ S1 + O1, O2 ▪ S3 + O3	WO Strategies: ▪ W1, W3 + O2 ▪ W2 + O3
Threats T1. Strong competition T2. Less diversification meals T3. Period of making order is not efficient	ST Strategies: ▪ S1, S3 + T1	WT Strategies: ▪ W1, W3 + T1 ▪ W2 + T1, T2

6. Strategies

6.1 Strategic options

This section describes the strategic options for DinnerFresh. These options are based on the results of the confrontation matrix. The options can be added to the export marketing strategy of DinnerFresh.

Strengths and opportunities strategy - S1 + O1, O2 & S3 + O3

DinnerFresh is known for its low pricing strategy, so with this strength the company could use it because of the popularity of the expansion of online food delivery services and the possibilities for new online marketing strategies. Since the brand awareness of DinnerFresh is not strong enough on the market, the company should focus more on those opportunities. According to the respondents of the test panel, there is a desire for expansion of online food services, which is beneficial for DinnerFresh.

Weaknesses and opportunities strategy - W1, W3 + O2 & W2 + O3

As mentioned earlier, DinnerFresh has a limited online marketing strategy and a lack of brand awareness. It has been researched that there are enough possibilities for new online marketing strategies in order to promote a company. To increase their brand awareness, developing a mobile app and promoting it by social media could be a good opportunity.

Due to the popularity of organic food in Europe, DinnerFresh could use this trend in their strategy to choose for a more diversified product assortment, like the target group wishes from a new concept like DinnerFresh.

Strengths and threats strategy - S1, S3 + T1

Due to strong aspects of the company, like CSR and the low-pricing strategy, DinnerFresh could set itself apart from its competitors.

Weaknesses and threats strategy - W1, W3 + T1 & W2 + T1, T2

Since DinnerFresh does not have an active online marketing strategy and no mobile app availability, this aspect might form a threat and customers will favour the competitors. The same story goes for the product assortment and the meals. Due to the limited choice of meals from DinnerFresh, customers would prefer the diversified menus of the competitors.

The purpose of the Ansoff matrix is to help managers consider how to grow their business through existing or new products in existing or new markets. A distinction has been made with regards to the Ansoff matrix and its growth strategy:

- DinnerFresh should focus on market development: putting an existing product into an entirely new market.

Germany does have a lot of similar concepts like DinnerFresh already. When exporting a concept like DinnerFresh on the German market, the company will enter into a new market. Therefore, DinnerFresh should put the accent on market development. It allows DinnerFresh to introduce their existing product into a new market segment in Germany.

It can be concluded that De Verse Maaltijd should focus on market development through DinnerFresh, because there is an opportunity for this new concept to export among the German customers.

6.2 Market entry strategy

The aim of this sub chapter is to determine which market entry strategy should be used in order to export DinnerFresh to Germany. As mentioned earlier, there are several distribution channels. The channel which targets the most customers could be used by the company. The chosen channel is a direct distribution channel. A disadvantage of this channel is that it tends to be expensive to establish, demanding capital investment in warehousing, logistics, transport vehicles and driving staff. On the other hand, a direct channel is likely to be more economical and efficient in operation than an indirect channel. Direct channels give manufacturers better connections to consumer bases.

In order to build brand awareness in Germany, the company could make use of sales representatives and/or brand ambassadors in the different student cities. Taking into account that the company does not have a huge investment, this is a good and less costly opportunity to promote their brand among the target group. To start with a sales representative is a good option because it is easier to start working with someone who knows and is experienced in the industry. When the sales representatives have built a network among the target group, students can promote DinnerFresh through being a brand ambassador.

7. Export Marketing Mix

This chapter provides an improved export marketing mix for DinnerFresh.

7.1 Product

DinnerFresh is known as a part of De Verse Maaltijd, a collective of various labels through which they provide delicious fresh meals for different target groups. Regarding DinnerFresh's product, some adaptations are required. During the field research useful information was collected about DinnerFresh. The most successful assortment for DinnerFresh includes the following key selling points:

- Every season another menu;
- Always fresh, natural, healthy and organic products;
- The meals are prepared in a traditional and sustainable manner;
- Reasonable price, between €4,50 and €6,50;
- Simple packaging;
- Not necessary to warm up, it is delivered as a hot meal;
- Diversification among cuisines (Asian, Mediterranean, German, etc);
- Delivery using sustainable transport (preferable by bike)

Furthermore, to offer a food delivery service that will succeed, research into the competitors is required. Simple packaging can be good but has to be in line with the needs of the target group. The company's information – website, mobile app, brochures – includes description in German and English. Moreover, the company's name DinnerFresh will not be a difficulty in Germany or later on in other European countries. The name is in English so it is not necessary to change it in German, because English is a world language.

DinnerFresh has a certain image, as student food delivery service, that must be maintained in Germany. There is already a huge number of competitors in Germany among the food delivery service with similar concepts. For this reason, it is good for DinnerFresh to keep on going with their student delivery service image in Germany and later on in other European countries.

7.2 Price

Price is an important aspect of the marketing mix. For DinnerFresh it is not only important that the company can present a healthy and fresh meal on the table, but also that this can be done for a reasonable price.

The prices of the meals of DinnerFresh are somewhere between €4,50 and €6,50, excluding

delivery costs. Although this is a reasonable price, customers should not forget about the delivery costs and minimum price to order. According to the results of the questionnaire, sixty per cent of the customers are willing to pay the above-mentioned price. The other forty per cent of the customers are not willing to pay this price, but less than €4,50 per meal. Due to this low pricing strategy, DinnerFresh is attractive to their target group. In comparison to some competitors – Lieferando.de or Delivery Hero – the pricing lies at a lower level. The company differentiate from them by charging reasonable prices for students.

It is important for DinnerFresh to include the low-pricing strategy in their marketing export strategy. This strategy includes seasonal offers and competitions that are promoted by social media - Facebook, Twitter and Instagram.

7.3 Place

The head office of DinnerFresh is located in Rijswijk, The Netherlands. As mentioned in the DESTEP analysis, Germany is the country where to export DinnerFresh for the first time. Germany is a good example to export a product to because of the growing economy every year. The most important factor that makes a market attractive to DinnerFresh in Germany is the high amount of students in the different cities. The direct competitors are already established in the biggest student cities in Germany.

As mentioned earlier, DinnerFresh will start with DinnerFresh in the top three student cities in Germany. Later on, when there is enough demand for this concept, other big student cities will follow. The sales representatives from DinnerFresh will start with the top three cities and expand to other cities; more sales representatives will be hired. If DinnerFresh experiences a huge growth after the first year, local offices will be realized if there is enough capital to realize this possibility.

Furthermore, the respondents of the questionnaire have indicated, that the delivery service is very important. The strategy of DinnerFresh included sustainable delivery options. The company is using sustainable transport; cars/vans with CO2 reduction. The most sustainable way is to deliver the meals by bike. This way of transport is included in the long-term strategy of DinnerFresh.

7.4 Promotion

Although marketing and promotion is not of highest importance to DinnerFresh, in this market it is a very essential part of the marketing strategy. This is for building brand awareness and competition with your competitors. As mentioned in the confrontation matrix it is recommended for DinnerFresh to implement new online marketing strategies and promote its service more, in order to increase consumer demand.

Additionally, it is also very important to make use of online marketing tools. A special German DinnerFresh website has to be created, as well as some social media accounts (Facebook, Instagram, Snapchat). Those social media accounts are essential for the online marketing strategy and has to be updated a few times a week. This in order to create interaction and brand awareness with the customers. As mentioned earlier, seasonal offers and promotions can be promoted on those social media accounts.

Another promotion element is the mobile technology. It is recommended for DinnerFresh to develop a mobile app where customers can order their meals. The company could capitalize on this fast developing trend, in order not to stay behind the direct competitors. It will gain many more new customers and more brand awareness.

Collaborate with food bloggers or starting your own blog is the last promotion element DinnerFresh will include in the online marketing strategy. Healthy food blogs are increasing in popularity among a huge target group, from students to the older generation. Attaching a famous blogger or chef will attract a lot of attention from the customers. Starting your own blog on the website will work to inform and update your customers. Publishing tips for healthy recipes and information about food events could be interesting to read.

8. Payment and delivery conditions

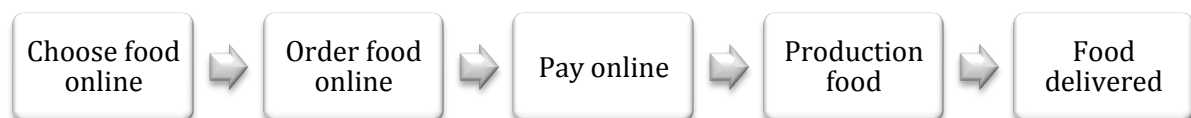
Payment for the service of DinnerFresh is going to be made in Euros, since Germany and The Netherlands are EU countries and therefore members of the Euro area. The prices for the orders are indicated in the service. The prices contain the current statutory value-added tax. Payment can be made by iDEAL, however it would be better to use PayPal or creditcard in Germany. The payment is due when the confirmation e-mail is sent.

An order serviced by DinnerFresh is a binding offer. The company accept the offer for and on behalf of DinnerFresh. After the order is placed, the customer will receive an email in which the name, order, receipt and acceptance of the order confirmation are stated. The contract between DinnerFresh and the customer is only concluded when the confirmation e-mail is sent.

The goal of DinnerFresh is always to provide the customer with a satisfying delivery service. Unfortunately, something can interfere with the service, such as busy traffic or adverse weather. DinnerFresh will always try to provide the customer with an update of the order on time, at the time stated in the confirmation e-mail.

The customer has the right to cancel the order within a reasonable time. If a customer cancels the order, the customer will only be released from payment obligation for the order and will only receive the invoiced amount, if the order has not yet been processed. An order is considered to be started when DinnerFresh has begun preparing the order at the time of the cancellation.

Figure 21: Process chart



9. Conclusion and recommendations

The aim of this report was to research if DinnerFresh was able to offer suitable export strategies to enter the German market. The following research question was formulated:

‘What is the best strategy for De Verse Maaltijd to export their new concept DinnerFresh to Germany?’

DinnerFresh is the new concept of De Verse Maaltijd, it is different, young and very challenging. This concept offers fresh and healthy meals for students at a reasonable price. The food delivery service targets a young-minded international audience between the ages of 18 and 25 years old. This young generation is already a big consumer of online food delivery services and the desire for more services will increase every year. Because of this desire, the big food delivery companies are competing in this market and will become bigger and bigger. It will be a hard job for a new company like DinnerFresh to become as big as their competitors. If it is not the company's goal to become a number-one player, there are possibilities to export to Germany or another European country.

It can be concluded, after analysing the findings that DinnerFresh does need to change their strategy and will require to make some adjustments, in order to export to Germany. The best strategy for DinnerFresh to enter the German market is via a direct export channel, with help of sales representatives and later on brand ambassadors. The most important results and marketing elements for DinnerFresh to start exporting in Germany are:

- The low pricing strategy;
- Growing German economy;
- High amount of students in German cities;
- Popularity of organic food among the young generation;
- CSR strategy;
- Improved online marketing strategies;
- Similar concept as big competitors

After researching the business strategies of DinnerFresh, recommendations have been made for the future perspectives in Germany. Despite the competitors, DinnerFresh can maintain a good business in Germany, with further expansion to other European countries. To incorporate all these factors in DinnerFresh's strategy for the German market, the company should focus on the following aspects:

- Maintaining their CSR strategy;
- Improving their marketing and promotion strategy;
- Growth strategy: product development;
- Doing research in German student cities;
- Diversification of the assortment

Firstly, maintaining the company's corporate social responsibility strategy is recommendable. Nowadays, consumers concerns regarding environmental issues are a big topic. Continuing with the sustainable transport, reducing CO₂, and a sustainable manner of preparing meals can set DinnerFresh apart from its competitors. It is a good move to continue their partnership with Rabobank, who won several awards for corporate social responsibility.

Secondly, improving the marketing and promotion strategy of DinnerFresh is highly recommended. It would be more beneficial if the social media accounts would be more active and updated. Furthermore, the promotion strategy should be changed by introducing for example more seasonal offers and discounts, collaborating with food bloggers and chefs and introducing brand ambassadors. The company is not investing as much in their marketing and promotion strategy compared to their competitors. As mentioned before, using a mobile app can be a strong driver of engagement for a company. Developing a mobile app could be a good opportunity for DinnerFresh to promote their business in Germany. Furthermore, the online marketing - website and social media - of a company is nowadays an essential part of the marketing strategy. DinnerFresh could have a chance to set itself apart from its competitors and to further expand in other European countries.

Moreover, according to research of Rabobank, it is recommendable to introduce a new product, like DinnerFresh (Roeg, 2014). People are already using a lot of the online food services, but they are also still interested in new services. German students would like to be able to make a choice from a broad selection of services for a reasonable price. The number of online home delivery services and suppliers of meal boxes is still increasing. By introducing a new and unique online food service on the German market, DinnerFresh will create a new product in an existing market.

Due to the high number of students in Germany, it is highly recommended to do a lot of research in the German cities with the most students, like Berlin, Munich or Frankfurt. DinnerFresh could differentiate its image in order to be the best student food delivery service in Germany. This could be done through promotional investments and a low pricing strategy.

Furthermore, starting with this concept in the top three of best student cities – after doing research – would be the most recommended way to approach the target group in the German market. These are the cities with the highest amount of students as well as the highest growth of customers of online food delivery services. Once DinnerFresh notices that the business is going well and when it has created some brand awareness, it is recommended to implement the next step, which is expanding to the other German cities and later on to other European countries.

A last recommendation would be that DinnerFresh need to change their product assortment. Looking at their competitors, those companies are having a lot more diversification in their assortment. Focussing on meals from more diverse cuisines – a combination of Asian, Mediterranean, German, American meals - would be more successful for DinnerFresh.

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Appendices

Appendix 1: Questions for the test panel

TESTPANEL DINNERFRESH – VRAGENLIJST 1

Fijn dat u wilt deelnemen aan de testpanel van DinnerFresh! DinnerFresh is een nieuw concept van De Verse Maaltijd. De Verse Maaltijd heeft een duidelijke visie over de uitbreiding van hun business met het nieuwe concept DinnerFresh.

Het doel van dit testpanel is om jullie te introduceren met DinnerFresh. Verder wil ik uitzoeken of studenten verlangen naar een nieuw concept zoals DinnerFresh. Wat zijn de beste tools voor DinnerFresh om het een succes te maken?

Deze eerste vragenlijst vult u in voordat de testpanel begint zodat ik kan zien welke verwachtingen belangrijk voor u zijn.

Bedankt voor uw tijd en deelname!

Deel 1: De Verse Maaltijd

1. Kent u De Verse Maaltijd?
 - a. Ja
 - b. Nee (Ga door naar vraag 5)
2. Hoe kent u De Verse Maaltijd?
 - a. Internet
 - b. Tv
 - c. Krant/tijdschriften
 - d. Mond-tot-mond reclame
 - e. Anders, namelijk:

.....

.....
3. Hoe zou u De Verse Maaltijd omschrijven?

.....

.....
4. Maakt u gebruik van De Verse Maaltijd?
 - a. Altijd
 - b. Vaak
 - c. Soms
 - d. Nooit

Deel 2: DinnerFresh

DinnerFresh is een nieuw concept van De Verse Maaltijd. Het is een bezorgservice voor internationale studenten die koelverse maaltijden aan huis levert voor een goede prijs.

5. Geef aan hoe belangrijk u onderstaande punten vindt.

	Zeer belangrijk – 1	2	3	4	Niet belangrijk – 5
--	---------------------------	---	---	---	---------------------------

Website					
Klantvriendelijkheid					
Betalingssysteem					
Abonnement/Account					
Bezorgservice					
Prijs van de maaltijden					
Presentatie van de maaltijden					
Kwaliteit van de maaltijden					
Smaak van de maaltijden					
Klantenservice					

10. Hoe belangrijk zijn de kosten van de koelverse maaltijden?
 - a. Uitermate belangrijk
 - b. Zeer belangrijk
 - c. Enigszins belangrijk
 - d. Niet erg belangrijk
 - e. Helemaal niet belangrijk
11. Wat vindt u een redelijke prijs voor kant- en klare maaltijden?
 - a. < €2,50
 - b. €2,50 - €4,50
 - c. €4,50 - €6,50
 - d. > €6,50
11. Hoe duidelijk was het contact met u over de service?
 - a. Uitermate duidelijk
 - b. Zeer duidelijk
 - c. Redelijk duidelijk
 - d. Niet erg duidelijk
 - e. Helemaal niet duidelijk
 - f. Niet van toepassing
12. Hoe goed hielden ze u op de hoogte over de voortgang van de service?
 - a. Uitermate goed
 - b. Zeer goed
 - c. Redelijk goed
 - d. Niet erg goed
 - e. Helemaal niet goed
 - f. Niet van toepassing
13. Hoe goed hielden ze zich aan de tijdsplanning?
 - a. Uitermate goed
 - b. Zeer goed
 - c. Redelijk goed
 - d. Niet erg goed
 - e. Helemaal niet goed
 - f. Niet van toepassing
14. Maakt u vaker gebruik van kant- en klare maaltijden van de supermarkt?
 - a. Altijd
 - b. Vaak
 - c. Soms
 - d. Nooit

15. Maakt u gebruik van websites waar u online eten kunt bestellen? Zo ja, welke websites.
- a. Ja, namelijk:

.....

.....

- b. Nee

TESTPANEL DINNERFRESH – VRAGENLIJST 2

1. Geef aan hoe u onderstaande punten hebt ervaren.

	Uitermate goed – 1	2	3	4	Helemaal niet goed – 5
Website					
Klantvriendelijkheid					
Betalingssysteem					
Abonnement/Account					
Bezorgservice					
Prijs van de maaltijden					
Presentatie van de maaltijden					
Kwaliteit van de maaltijden					
Smaak van de maaltijden					
Klantenservice					

2. Wat bevalt u het beste aan ons nieuwe concept?

.....

.....

3. Welke veranderingen zouden ons nieuwe concept het meeste verbeteren?

.....

.....

4. Wat bevalt u het beste aan concurrerende concepten die momenteel beschikbaar zijn?

.....

.....

5. Als ons nieuwe concept nu beschikbaar was, hoe waarschijnlijk zou het dan zijn dat u het zou gebruiken?

- a. Uitermate waarschijnlijk
- b. Zeer waarschijnlijk
- c. Redelijk waarschijnlijk
- d. Niet erg waarschijnlijk
- e. Helemaal niet waarschijnlijk

6. Als het niet waarschijnlijk is dat u ons nieuwe concept zult gebruiken, waarom niet?

- a. Ik heb een dergelijk concept niet nodig
- b. Ik wil een dergelijk concept niet
- c. Ik ben tevreden over concurrerende concepten die momenteel beschikbaar zijn
- d. Ik kan een dergelijk concept niet betalen
- e. Ik ben niet bereid om te betalen voor een dergelijk concept
- f. Anders,

7. Waardoor zou het waarschijnlijker worden dat u ons nieuwe concept zou gaan gebruiken?

.....

8. Geef een waardering voor onze service in relatie tot de kosten.
 - a. Uitstekend
 - b. Zeer goed
 - c. Goed
 - d. Redelijk
 - e. Matig
9. Geef een algemene beoordeling van de service.
 - a. Uitstekend
 - b. Zeer goed
 - c. Goed
 - d. Redelijk
 - e. Matig
10. Hoe adequaat reageerden we op problemen?
 - a. Uitermate adequaat
 - b. Zeer adequaat
 - c. Redelijk adequaat
 - d. Niet erg adequaat
 - e. Helemaal niet adequaat
11. Hoe waarschijnlijk is het dat u ons aanbeveelt aan anderen?
 - f. Uitermate waarschijnlijk
 - g. Zeer waarschijnlijk
 - h. Redelijk waarschijnlijk
 - i. Niet erg waarschijnlijk
 - j. Helemaal niet waarschijnlijk
12. Hoe hebt u voor het eerst over ons bedrijf gehoord?
 - a. Website
 - b. Zoekmachine
 - c. Aanbeveling
 - d. Een van de werknemers
 - e. Nieuwsmedia
 - f. Anders,
13. Hoe belangrijk is gebruiksgemak bij het kiezen van dit type concept?
 - a. Uitermate belangrijk
 - b. Zeer belangrijk
 - c. Enigszins belangrijk
 - d. Niet erg belangrijk
 - e. Helemaal niet belangrijk
14. Bent u, over het algemeen gezien, tevreden over uw ervaring bij het gebruik van ons nieuwe concept?
 - a. Uitermate tevreden
 - b. Tamelijk tevreden
 - c. Enigszins tevreden
 - d. Niet tevreden en niet ontevreden
 - e. Enigszins ontevreden
 - f. Tamelijk ontevreden
 - g. Uitermate ontevreden
15. Heeft u nog verdere op- of aanmerkingen over ons nieuwe concept?

Appendix 2: Summary of the test panel

Dit onderdeel bevat een samenvatting van het testpanel voor dit export plan van DinnerFresh.

Voor het onderzoek is er een testpanel uitgevoerd met zeven respondenten. Tijdens dit testpanel zijn er verschillende gerechten geproefd en beoordeeld. Dit testpanel bestond uit twee vragenlijsten; de eerste vragenlijst is ingevuld voordat de gerechten zijn geproefd en de tweede vragenlijst nadat de gerechten zijn geproefd.

De volgende gerechten zijn aan bod gekomen; witte rijst met groenten, rundergehaktbal, rundervink, doperwten en wortelen, stampot spinazie, spaghetti bolognese, kip pilav, nasi goreng, puree, kipsaté in saus en een Griekse salade. De meest opvallende resultaten hiervan zijn:

- de witte rijst met groenten is onvoldoende beoordeeld;
- de rundergehaktbal, rundervink, doperwten en wortelen, stampot spinazie, spaghetti bolognese, nasi goreng en de Griekse salade scoren een voldoende;
- de beoordeling goed is voor de kip pilav, puree en kipsaté in saus

Bij de eerste vragenlijst hebben vijf respondenten aangegeven dat ze De Verse Maaltijd niet kennen. De andere twee respondenten heeft beantwoordt De Verse Maaltijd te kennen van mond-tot-mond reclame en omschrijven het als handig product. Geen van beide respondenten maakt gebruik van De Verse Maaltijd.

Het concept van DinnerFresh is uitgelegd en onderstaande tabel geeft weer welke punten de respondenten belangrijk vinden bij dit nieuwe concept.

	Ze er be lang rijk – 1	2	3	4	Niet be lang rijk – 5
Website	1	5		1	
Klantvriendelijkheid	2	5			
Betalingssysteem	4	2	1		
Abonnement/Account		1	4	2	
Bezorgservice	4	2	1		
Prijs van de maaltijden	3	2	2		
Presentatie van de maaltijden	3	3	1		
Kwaliteit van de maaltijden	5	2			
Smaak van de maaltijden	6	1			
Klantenservice	1	5	1		

Uit vraag zes blijkt dat 6 respondenten een prijs tussen de €4,50 en €6,50 redelijk vinden voor een kant- en klare maaltijd.

Vraag acht, negen en tien waren niet van toepassing omdat de bezorgservice was geregeld via de contactpersoon van De Verse Maaltijd.

Vijf respondenten maken soms gebruik van kant- en klare maaltijden van de supermarkt en de overige twee nooit. Daarentegen maken zes respondenten gebruik van websites waar je online eten kunt bestellen. De populairste website waar de zes respondenten gebruik van maken is Thuisbezorgd.nl. Ook een lokale sushi bezorgservice en broodjesservice behoren bij de top drie websites.

Na de eerste vragenlijst en het proeven van de gerechten is de tweede vragenlijst ingevuld. In de onderstaande tabel staan punten hoe de respondenten dit hebben ervaren tijdens het proeven van de gerechten. De eerste punten waren niet van toepassing in verband met een andere bestel/bezorgservice.

	Uitermate goed – 1	2	3	4	Helemaal niet goed – 5
Website			n/a		
Klantvriendelijkheid			n/a		
Betalingssysteem			n/a		
Abonnement/Account			n/a		
Bezorgservice			n/a		
Prijs van de maaltijden			n/a		
Presentatie van de maaltijden		1	4	2	
Kwaliteit van de maaltijden		1	5	1	
Smaak van de maaltijden		1	5		1
Klantenservice			n/a		

Wat volgens de respondenten goed bevalt aan dit nieuwe concept is dat er veel verschillende gerechten zijn, het is handig in geval van haast, het is snel klaar, het zijn goedkope en makkelijke maaltijden. Daarentegen zijn er ook veranderingen die verbeterd mogen worden. Voorbeelden hiervan zijn de presentatie van de gerechten, minder zout in sommige maaltijden, meer variatie in buitenlandse gerechten, kwaliteit van het eten beter en de mogelijkheid om maaltijden op de dag zelf te bestellen.

Concurrerende concepten die momenteel beschikbaar zijn hebben volgens de respondenten andere voordelen: meer variatie van de maaltijden, je kan ze een uur van te voren bestellen en het eten wordt bereid nadat je bestelling is verzonden dus is het eten echt vers. Door de concurrerende concepten is het voor alle zeven de respondenten niet erg waarschijnlijk dat ze het nieuwe concept zouden gebruiken. De reden hiervoor is dat een persoon een dergelijk concept niet nodig heeft, twee respondenten zijn tevreden met concurrerende concepten, een andere respondent is niet bereid om ervoor te betalen en drie respondenten hebben een andere voorkeur voor de keuken/gerechten. Voor de zeven respondenten zou het waarschijnlijker zijn om het nieuwe concept te gebruiken als er een meer gevarieerde keuken (Thais/Italiaans) zou zijn, meer promotie voor het concept en het een niet te dure prijs zou zijn.

75% van de respondenten zijn het eens dat het een goede service is in relatie tot de kosten en de overige 25% vindt deze service zeer goed. Deze 25% geeft daarbij aan dat de algemene beoordeling van de service uitstekend is. Goed als algemene beoordeling van de service is het resultaat bij de overige 75%.

Na deze positieve beoordeling zijn de zeven respondenten het allemaal eens dat het niet erg waarschijnlijk is dat zij dit nieuwe concept zullen aanbevelen aan anderen. Ondanks deze negativiteit is de meerderheid van de respondenten het eens dat ze over het algemeen gezien enigszins tevreden zijn over dit concept. Een respondent is niet tevreden en niet ontevreden en de laatste respondent is enigszins ontevreden over het concept.

Appendix 3: Questionnaire for the German Students

DinnerFresh

Thank you a lot for your participation in this survey! It will take you around 3- 5 minutes.

My name is Aline and I am a student at The Hague University in the Netherlands. For my thesis I am conducting a research about a new concept of a food delivery company in the Netherlands (De Verse Maaltijd). They are already delivering fresh hot meals to different target groups. There is one target group missing; (international) students. So they will start with DinnerFresh - a food delivery service for students.

I am carrying out this survey to find out whether there is a demand, an interest for this food concept in Germany among students and if it could be a success on the German market.

This survey is confidential. Thanks!

Start

DinnerFresh

1.

Gender

- ☐ Male
☐ Female

2.

Age

- ☐ < 18
☐ 18-25
☐ >25

General information

3.

Do you make use of food delivery services?

- ☐ Yes (go to question 4)
☐ No (go to question 5)

4.

Which food delivery services are you using?

- ☐ Lieferando (Lieferservice.de)
☐ Pizza.de
☐ Lieferheld
☐ Delivery Hero
☐ Deliveroo
☐ Foodora
☐ Other, ...

5.

Do you make use of buying food boxes?

- ☐ Yes (go to question 6)
☐ No (go to question 7)

6.

Which company do you choose to order food boxes?

- ☐ HelloFresh
☐ Fit Taste
☐ Foodist
☐ Other, ...

7.

Do you make use of doing groceries (from a supermarket) online?

- ☐ Yes (go to question 8)
☐ No (go to question 9)

8.

Where are you doing your groceries online?

- ☐ Rewe.de
☐ Bringmeister.de
☐ Mytime.de
☐ Emmas-enkel.de
☐ Amazon
☐ eBay
☐ Other, ...

9.

If there will exist a student food delivery service (fresh meals that you need to put in microwave/oven), would you make use of it?

- ☐ Yes, because ...
☐ No, because ...

10.

Do you make use of ready-to-eat meals from the supermarket?

- ☐ Yes, because ...
☐ No, because ...

[DinnerFresh information](#)

11.

What is important for a successful student food delivery service?
(1= most important)

	Score
Website/Social media	
Customer service	
Payment system	
Personal account	
Way of delivery (scooter/bike/car)	
Price of the meals	
Presentation of the meals	
Quality of the meals	
Taste of the meals	

12.

What would be a reasonable price for a fresh student meal?

- ☐ < €2,50
☐ €2,50 - €4,50
☐ €4,50 - €6,50
☐ > €6,50

13.

What kind of kitchen do you prefer for your fresh meals?

- ☐ German food
☐ Eastern/Asian food
☐ Mediterranean food
☐ Scandinavian food
☐ Combination of the above answers
☐ Other, ...

14.

Do you prefer to make your order for example one week in advance or more last-minute orders?

- ☐ Make order in advance
☐ Make order one day in advance
☐ Make order the same day

15.

What are you missing from other food delivery companies that DinnerFresh can include in their strategy?

End of survey

Appendix 4: Results of the questionnaire

Gender

Male		5 (50 %)
Female		5 (50 %)
		n = 10 # 10

Age

< 18		0 (0 %)
18-25		7 (70 %)
>25		3 (30 %)
		n = 10 # 10

Do you make use of food delivery services?

Yes (go to question 4)		9 (90 %)
No (go to question 5)		1 (10 %)
		n = 10 # 10

Which food delivery services are you using?

Lieferando (Lieferservice.de)		4 (50 %)
Pizza.de		2 (25 %)
Lieferheld		1 (12.5 %)
Delivery Hero		2 (25 %)
Deliveroo		3 (37.5 %)
Foodora		3 (37.5 %)
Other, ...		0 (0 %)
		n = 8 # 15

Do you make use of buying food boxes?

Yes (go to question 6)		2 (20 %)
No (go to question 7)		8 (80 %)
		n = 10 # 10

Which company do you choose to order food boxes?

HelloFresh		1 (50 %)
Fit Taste		0 (0 %)
Foodist		0 (0 %)
Other, ...		1 (50 %)
		n = 2 # 2

Do you make use of doing groceries (from a supermarket) online?

Yes (go to question 8)		3 (30 %)
No (go to question 9)		7 (70 %)
		n = 10 # 10

Where are you doing your groceries online?

Rewe.de		0 (0 %)
Bringmeister.de		0 (0 %)
Mytime.de		0 (0 %)
Emmas-enkel.de		0 (0 %)
Amazon		2 (66.67 %)
eBay		2 (66.67 %)
Other, ...		0 (0 %)
		n = 3 # 4

If there will exist a student food delivery service (fresh meals that you n...

Yes, because ...		6 (75 %)
No, because ...		4 (50 %)
		n = 8 # 10

Do you make use of ready-to-eat meals from the supermarket?

Yes, because ...		4 (40 %)
No, because ...		6 (60 %)
		n = 10 # 10

What is important for a successful student food delivery service?

...

Website/Social media Score

None selected		0 (0 %)
1		2 (20 %)
2		2 (20 %)
3		2 (20 %)
4		2 (20 %)
5		1 (10 %)
6		0 (0 %)
7		0 (0 %)
8		1 (10 %)
9		0 (0 %)
10		0 (0 %)
		n = 10 # 10

What is important for a successful student food delivery service?

...

Customer service Score

None selected		0 (0 %)
1		2 (20 %)
2		0 (0 %)
3		0 (0 %)
4		1 (10 %)
5		3 (30 %)
6		2 (20 %)
7		0 (0 %)
8		0 (0 %)
9		2 (20 %)
10		0 (0 %)
		n = 10 # 10

What is important for a successful student food delivery service?

...

Payment system Score

None selected

n = 10
10

What is important for a successful student food delivery service?

...

Personal account Score

None selected

n = 10
10

What is important for a successful student food delivery service?

...

Way of delivery (scooter/bike/car) Score

None selected

n = 10
10

What is important for a successful student food delivery service?

...

Price of the meals Score

None selected

n = 10
10

What is important for a successful student food delivery service?

...

Presentation of the meals Score

None selected

n = 10
10**What is important for a successful student food delivery service?**

...

Quality of the meals Score

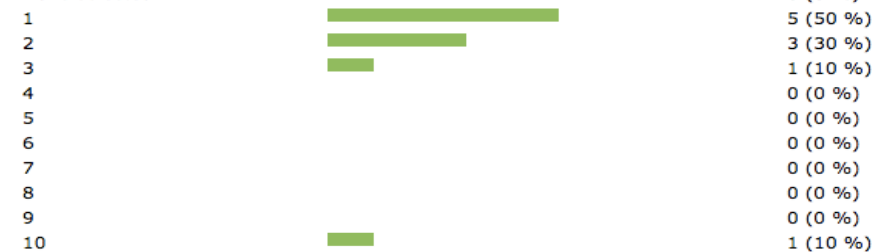
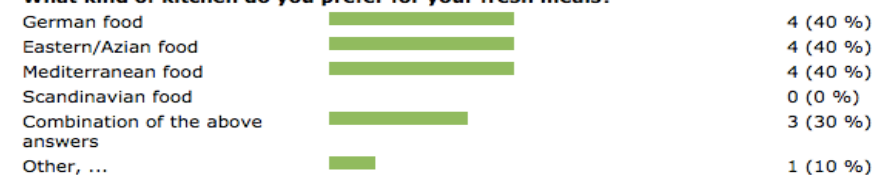
None selected

n = 10
10**What is important for a successful student food delivery service?**

...

Taste of the meals Score

None selected

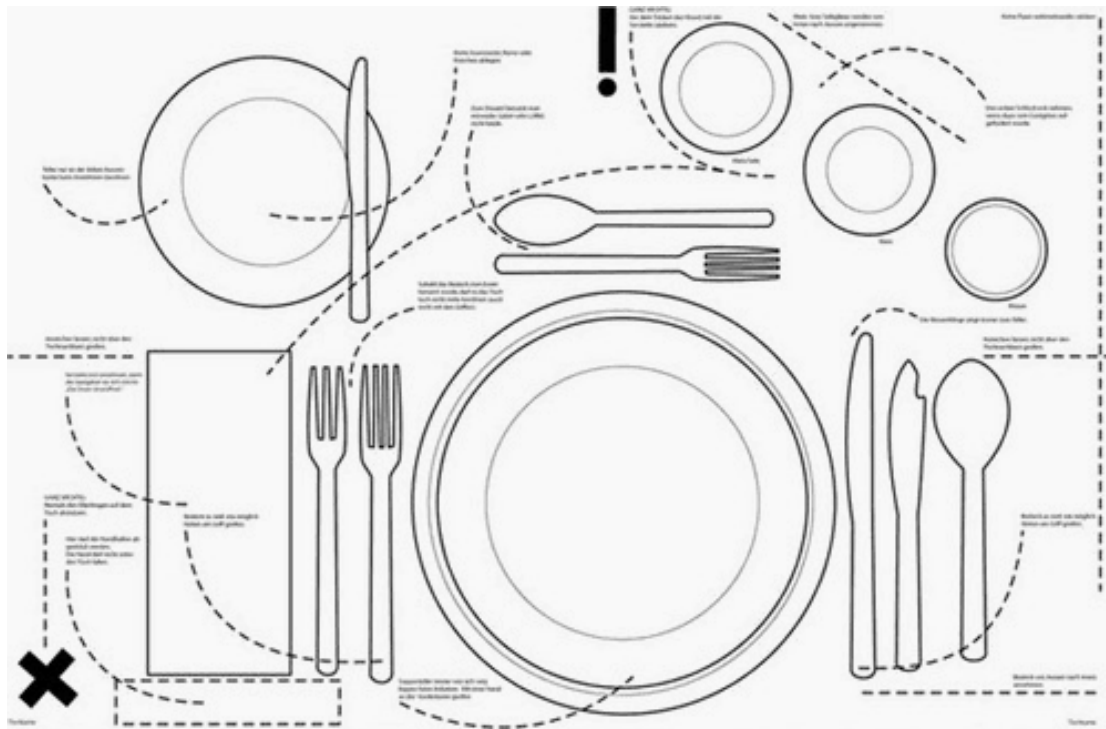
n = 10
10**What would be a reasonable price for a fresh student meal?**n = 10
11**What kind of kitchen do you prefer for your fresh meals?**n = 10
16

Do you prefer to make your order for example one week in advance or more la...

Make order in advance		2 (20 %)
Make order one day in advance		2 (20 %)
Make order the same day		7 (70 %)

n = 10
11

Appendix 5: Example of a designed placemat as present by ordering DinnerFresh



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