

Launching Your Career – Company Project Report

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Julie Wendt Spies
781096





Preface

As the final step before attaining a bachelor's in Business Administration at Hotelschool The Hague, students must complete one last course, Launching Your Career (LYCar), spread over three blocks. As part of the course, students are required to complete a minimum 10-week management internship at a suitable company and are presented with the challenge to write a company project report for their internship company. The bachelor thesis follows the structure of the DBR cycle and encourages students to develop new skills and contributes to becoming an intercultural hospitality leader. The company project report challenges students to combine theoretical knowledge and strategic thinking to create a streamlined solution for the commissioning company.

I would like to thank my commissioning company **Blue Farm** for trusting me with the gastronomy project and providing me with guidance and support. Furthermore, I want to thank them for challenging me, as this journey has taught me valuable skills in becoming an intercultural hospitality leader.

Hereby, I would like to express my sincere gratitude to Mr. Gallicano for his constant support. Mr. Gallicano has guided me throughout this exciting journey and helped explore different angles and provided me with valuable feedback. Furthermore, I would like to thank all the interviewees for taking part in the research. Finally, Mrs. Pott and Mr. von Have for offering me this great learning opportunity and becoming part of the Blue Farm Team.

Kind regards,
Julie Wendt Spies
781096



Executive Summary

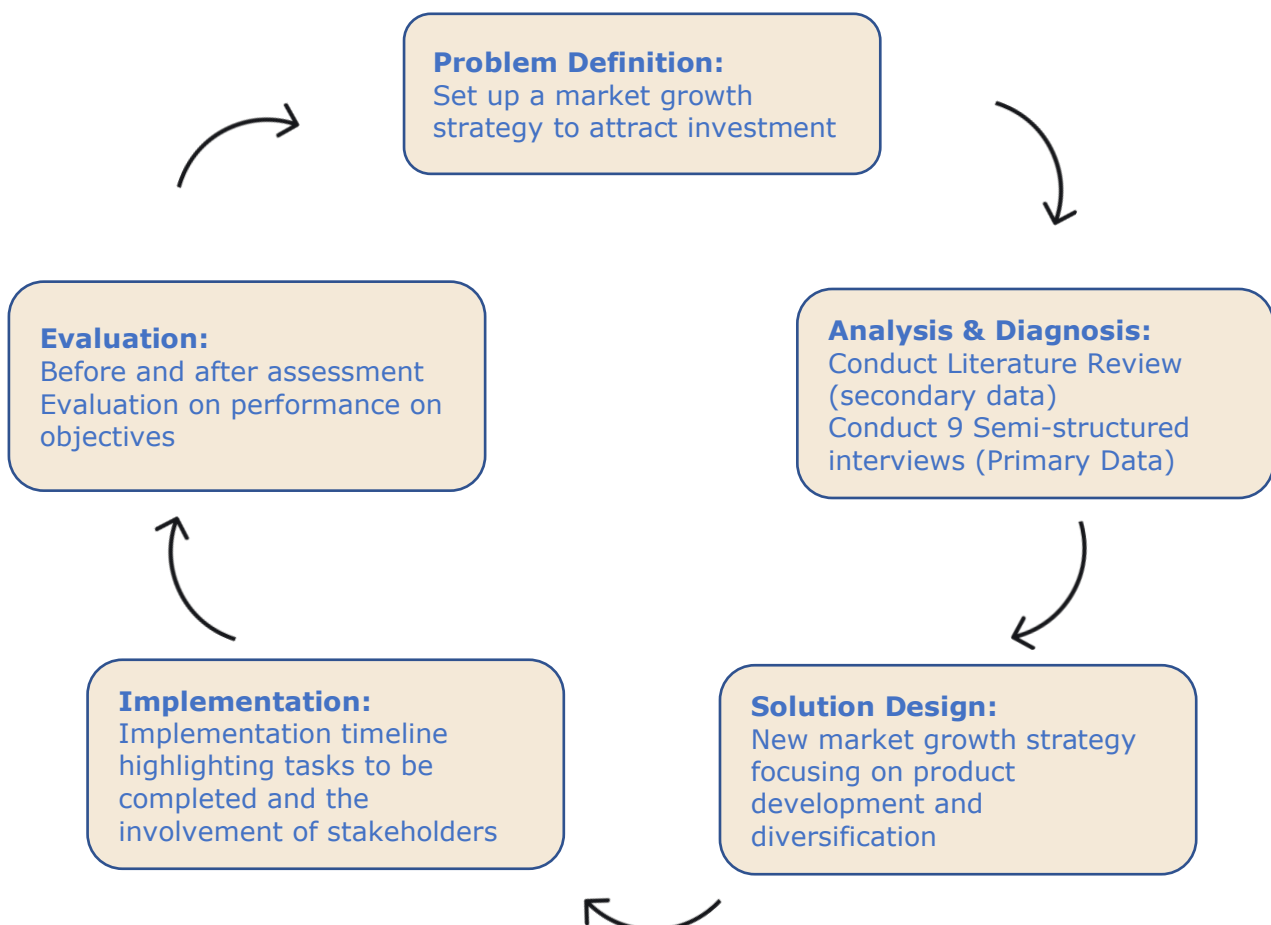
The following Company Project Report (CPR) was commissioned by Blue Farm, an oat drink company that is currently revolutionizing the plant-based drink market with its oat powder. The reports follow the structure of the Design-based Research Cycle (DBR), incorporating findings from Blue Farm's internal and external environment.

The first step of the DBR cycle concerns identifying the problem within the commissioning company. The preliminary interview (App.4) with Blue Farm's Chief Executive Officer (CEO) Philip von Have revealed that the company was struggling to collect all necessary funding from investors. The fact that funding is a major concern for the majority of start-ups, which has been challenging since the Russia-Ukraine crisis has instigated a shortage of raw materials and inflation, was supported by preliminary research.

Hence, BF aims to attract investment through organic growth by tackling new industries. Through conducting market research, the German food service sector emerged as a great opportunity. The main research question (MRQ) was formed:

What is the most suitable market growth strategy for Blue Farm to successfully establish themselves in the German Gastronomy sector and achieve a 15% market growth rate by July 2023?

A tailored DBR cycle was created for BF, answering the MRQ.



The literature review explored current developments in the start-up culture, revealing that most ventures fail due to a lack of finance. Furthermore, the Covid-19 pandemic and the Russia-Ukraine conflict have instigated a shortage of raw materials and inflation, causing investors to pull back on high-risk investments, supporting the problem definition. The research also revealed that BF operates in a booming industry that is predicted to grow 13% by the end of 2027. This point is further underpinned by the fact that the German consumer is gravitating toward a healthier and more sustainable lifestyle while implementing vegan nutrition in their diet.

The interviews with market growth experts confirmed that securing finance is one of the biggest challenges for start-ups to overcome. Gaining a thorough understanding of the target market's needs and wants is crucial when setting up a new strategy, to define the company's value proposition. Moreover, a new strategic plan should consider financial planning, capacity management, and risk analysis. In addition, the interviews conducted with the German gastronomy sector examined the target market's pains and gains. The interviews showed that the target market displays great interest in Blue Farm's concept, but questions the convenience and price of the products. An empathy map and value proposition canvas were created to determine Blue Farm's value proposition. The reduction of packaging waste and more storage space were identified as key components of Blue Farm's value proposition.

The solution design involved designing a new strategy for Blue Farm to establish itself in the German gastronomy sector. The strategic plan follows the 7-step marketing mix model, as this model incorporates the involvement of Blue Farm's internal and external environment. The competitive analysis revealed that although Blue Farm offers a unique product, the threat of substitutes and buyer purchasing power is high. To properly position Blue Farm's product in the market, Blue Farm's new strategy involved applying a combination of product development and diversification, focusing on Blue Farm's value proposition. To spread awareness, the sales team conducted walk-ins in Berlin, while the marketing team launched social media campaigns.

To successfully execute the project, two implementation plans were created, one covering the first three months (May-July 2022) and the other one covering the remaining time until July 2023. The plan provides an execution timeline while highlighting the various process and showcasing the involvement of stakeholders. Before An evaluation plan was set up, appraising the impact of the proposed solution using before and after assessment. Furthermore, as a strategic plan should include milestones, quarterly objectives were set to ensure regular progress checking, hence revising the strategic plan if necessary.

The findings of the research were shared during 4 Acts of dissemination. The first act aimed to share the findings from the interviews conducted with the German gastronomy sector. Blue Farm's employees participated in a Kahoot, followed by a Brainstorm session to review the pains and gains of the target market. The second act involved sharing the feedback from the pilot walk-ins, which were shared in a presentation with the B2B task force. The third act of dissemination involved sending a survey to the target market, exploring their experiences with Blue Farm's products. Finally, an infographic was created, summarizing and visualizing the conducted research.

List of Abbreviations

Abbreviation	Description
BF	Blue Farm
B2B	Business-to-Business
B2C	Business-to-Consumer
CAGR	Compound Annual Growth Rate
CEO	Chief Executive Officer
CO ₂	Carbon Dioxide
COO	Chief Operating Officer
CSR	Corporate Social Responsibility
DBR	Design Based Research
EU	European Union
GDP	Gross Domestic Product
KPI	Key Performance Indicator
LYCar	Launching Your Career
MRQ	Main Research Question
RQ	Research Question
SD	Sustainable Development

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Chapter 1: Problem Definition



1.1.Pow(d)er to the Plant

The Berlin-based start-up Blue Farm (BF) is currently revolutionizing the plant-based drink industry. Compared to other plant-based drinks, the cultivation of oats releases less Carbon Dioxide (CO₂) and requires less water and land to grow (Kanyama et al., 2021). Waste remains a major concern. Germany alone is responsible for tossing 9 million drink cartons yearly (Stoll, 2021). BF's founders started questioning the oat-drink industry, making it their mission to rethink oat-drink consumption (Blue Farm, 2022).

Instead of transporting heavy drink cartons, BF relies on oat powder made of 100% natural oats, sourced within Europe, and free of additives (ibid). Consumers mix the powder with water, shake it and the oat drink is ready (ibid). One bag of oat-base contains up to 4L of plant-based drink saving up to 4 drinks cartons (ibid). The company saves 90% of packaging waste and 70% of transport emissions compared to drinks sold in tetra packs (ibid). Mosaik is their shipment and fulfilment company. They help people with a disability integrate into the labour market (ibid).

BF employs 10 employees, composed of 4 seniors and 6 junior employees. (von Have, 2022). In one year, the organization expanded its portfolio to 12 products. The company's primary focus is expanding within the German market with 5% of total sales coming from abroad (Denmark, Switzerland, Lithuania, Austria) (ibid). 90% of total sales are generated from the Business-to-consumer (B2C) channel, whereas the remaining 10% can be attributed to business-to-business sales (B2B) (ibid).

BF's capital structure is composed of 100% equity and 0% debt (von Have, 2022). BF follows an asset-light business structure, as they possess few capital assets, investing more heavily in operational assets (ibid). This strategy is more attractive to investors, as it requires a lower upfront investment, and generates similar sales as businesses with an asset-heavy structure, thus increasing the potential for a higher return on investment (Banton, 2021).

Did you know? The European Union (EU) has banned plant-based milk producers trading in the EU from using the term 'milk' (Neerman, 2021). Vegan drink producers must refer to alternative terms such as 'drink'.



1.2. Background Research

The preliminary research identifies relevant trends and systematic issues in the industry to be considered in the problem definition and the solution design. The scope of the research focuses on the German consumer market, as this is BF's target market.

The fundamentals of nutrition: Milk

Humans and chimpanzees have evolved from the same ancestors and diverged around 6.3 million years ago (Almécija et al., 2021). After the age of 5, chimpanzee infants stop feeding on their mother's milk (Samuni et al., 2020). Why do humans continue to consume milk throughout adulthood? Human evolution explains why one-third of the world's population today tolerates milk (Shiano et al., 2022). For more than 10.000 years, humans have persistently consumed milk, resulting in a series of gene mutations (Shiano et al., 2022). Only infants should be able to digest milk (ibid). After the age of 5, children should stop feeding on milk (Thorning et al., 2016).

The Dairy Crisis

Since World War I, government policies have pushed dairy production (Clay et al., 2020). An industry that once experienced free growth, now faces a severe crisis, due to overproduction and pollution (ibid). The industry is associated with environmental degradation. The industry accounts for 30% of the world's greenhouse gas emissions and requires a high concentration of water and land (de Vries et al., 2019). Dairy farming is partly responsible for biodiversity loss and water pollution (Segerkvist et al., 2020). To combat climate change, governments impose CO₂ emissions restrictions, supporting the growth of sustainable businesses, such as BF (ibid).

Changes in consumer behaviour

Government restrictions are not the only restraints the dairy industry is facing. In the 1970s, the Germans consumed on average 80 L of milk per capita yearly (Koptug, 2022). In 2021, a decline in milk consumption to 47,8L per capita was recorded (ibid). The drop can be attributed to consumers becoming increasingly concerned about the future of the planet and personal well-being (Bielinska et al., 2020b). German consumers are cutting out products that are not grown locally and support businesses that focus on responsible consumption and production (Bielinska et al., 2020b).

Power to the plant

The sustainability movement in Germany has resulted in a Vegan Revolution (Bielinska et al., 2020a). 93% of Germany's population is already consuming plant-based milk (ibid). Oat drinks' health properties and low ecological impact have made it the second most popular plant-based milk alternative (ibid). Its production process emits 80% fewer greenhouse gases and consumes 60% less energy compared to cow's milk (Aydar et al., 2020; Kanyama et al., 2021). The global oat drink market is predicted to grow by 13% in 2026, reaching a value of €698,8 million (KBV Research, 2021; Bedford, 2022).

In conclusion, BF operates in a booming industry that is predicted to grow by 13% in 2026, presenting BF with exciting growth opportunities. Consumer behaviour in Germany is shifting towards a healthier and more sustainable lifestyle, reshaping their consumption behaviours. Figures indicate that milk consumption has already dropped and will continue to fall in the coming years. These figures support the growth of the oat drink industry. BF's production is less prone to government restrictions, as the company reduces packaging waste by 90% and saves 70% on transport emissions compared to other oat drink brands. The fact that BF's products are even more sustainable than the products offered by the competition are important facts when evaluating the future outlook of the company and assess its growth potential.

1.3. Competitive Analysis

When BF first launched its products, oat powder was a new idea with few direct competitors (von Have, 2022). In one year, BF's competitive market (fig.1) has climbed, as organizations are gaining awareness about the market opportunities (ibid). BF and Reoat are currently the only organizations specializing in oat-powder production. Discounter chains (DM, Penny) have recently entered the market, offering lower prices, due to economies of scale, hence lower production costs (ibid).

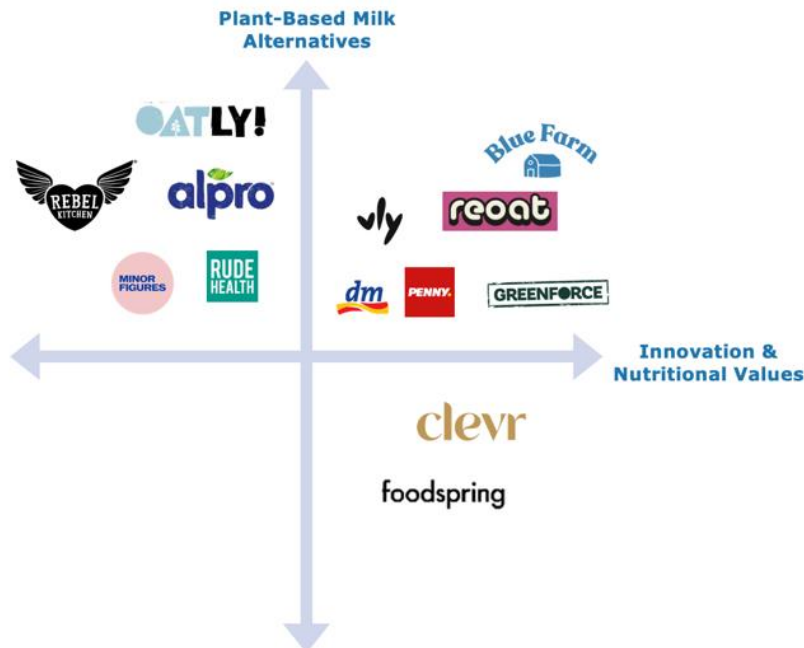


Figure 1: BF's Competitive Set

The identification of order qualifiers and order winners (fig.2) helps gain a thorough understanding of the oat drink industry and highlights BF's competitive advantages and threats (Slack et al., 2013). Order qualifiers are essential features an organization must conform to compete in a market (ibid). Order winners are unique products that are not offered by the competition, hence presenting a competitive advantage (ibid). BF's order winner and qualifiers in the oat-powder industry were identified (tab.1):

Order Qualifier	Oat-powder, Limiting packaging waste
Order Winner	Compared to its competitive set, BF offers a great variety of flavours, sizes, and a subscription model, while catering to both the B2C and B2B markets

Table 1: BF's Order Qualifiers & Winner

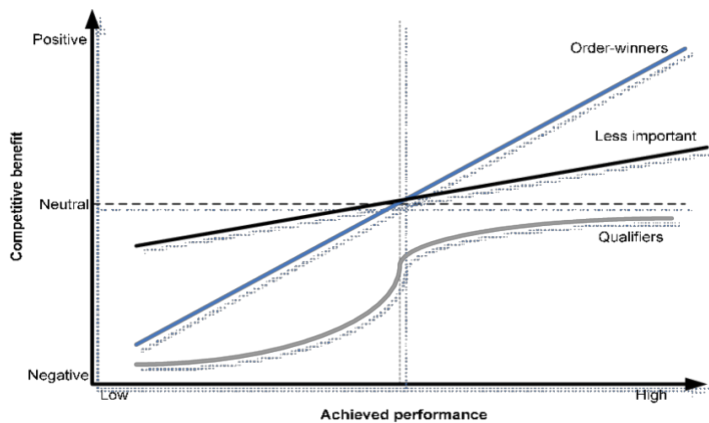


Figure 2: Order qualifiers & winners (Sillanpää, 2015)

In conclusion, BF relies on investors as long as insufficient revenue is generated to be financially independent. The density of the competitive market will grow in the coming years, making it even more challenging for BF to collect funding and stand out from the competition. With a larger number of substitutes available in the market, consumers can easily switch from one brand to another (OECD, 2022). Investors will fixate themselves on BF's performance on the Key Performance Indicators (KPIs):

- Revenue against goal
- Net Profit Margin
- Sales Growth Rate
- Market Growth
- Customer Retention
- Co2 saved
- drink cartons saved

To stand out from the competition and meet investor requirements, BF will focus on business growth by setting up a strategy to scale its commodities across various markets, thus strengthening sales and market growth (von Have, 2022).

1.4. Problem Definition

Securing sufficient funding is one of the largest barriers to business development (Szarek and Piecuch, 2018). Start-ups rely on funding from external sources until they start building a customer base and generate sufficient revenue (Fernando, 2022).

Fundraising involves conducting a significant amount of research into investment funds and convincing investors of BF's concept (von Have, 2022). The COVID-19 pandemic and the Russia-Ukraine conflict have made fundraising particularly challenging, as a result of rising inflation and a shortage of raw materials (Kim, 2022; Michael, 2022; von Have, 2022). The threats drive economic uncertainty, causing investors to pull back on high-risk investments, such as BF (Michael, 2022; von Have, 2022).

The start-up life cycle (fig.3) highlights various funding stages that new business ventures must withstand (Reiff, 2022). Seed funding is the earliest funding stage in which a business acquires its first equity funding and faces the valley of death, a period during which businesses kick off operations without generating any revenue (ibid). BF currently operates in the early funding stage, as the company has already built a solid customer base, generating revenue through B2B and B2C sales, and is now looking to expand its market reach and growth (von Have, 2022).

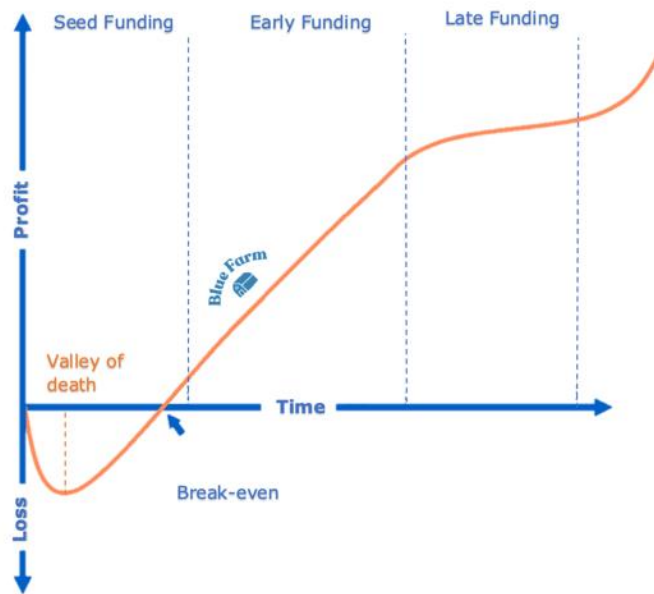


Fig.3: Start-up Life Cycle

Although BF is generating revenue, it still relies on funding from investors to continue operations and scale (von Have, 2022). BF faces a severe fundraising problem, as the company only raised €1.4 million instead of €2 million, threatening the organisation's existence, if the remaining funds are not collected by the end of 2022 (ibid).

Since its launch in 2019, BF has strongly focused on establishing itself in the B2C segment, responsible for 90% of total sales (von Have, 2022). A thorough analysis of the B2B segments reveals that BF supplies products to zero-waste stores (6%), food producers (1%), and online marketplaces (3%) (ibid). These figures show that BF has not yet been able to attract a very diverse B2B customer network.

BF's goal is to attract investors by expanding into new markets, hence boosting their B2B sales. Due to limited funds, the organization aims to do so by engaging in organic growth. Analysing BF's current database revealed that so far BF has a 0% market share in the German gastronomy sector (von Have, 2022). The German gastronomy sector presents a great opportunity as the demand for oat drinks is increasing, while the sector itself is experiencing a yearly growth rate of 8,16% (Bielinska et al., 2020a; Statista, 2022).

Please refer to App.5 for further elaboration on BF's values, goals, and strategy.

Main Research Question (MRQ):

What is the most suitable market growth strategy for Blue Farm to successfully establish themselves in the German Gastronomy sector and achieve a 15% market growth rate by July 2023?

Chapter 2: Analysis & Diagnosis



Analysis & Diagnosis

Preliminary research was conducted to help grasp the potential that lies within the German gastronomy sector and the plant-based drink industry.

2.1. Literature Review

2.1.1. Start-ups – A thriving Culture

Start-ups aim to introduce innovative business concepts in a market (Slavik et al., 2021). They face high costs while only generating limited revenue and therefore rely on funding from external sources (Szarek and Piecuch, 2018; Jonek-Kowalska and Wolniak, 2021). Entrepreneurs are pioneers of regional development, as they boost economic, societal, and structural change (Sabeena and Rajan, 2020). Start-ups stimulate economic growth by creating new employment opportunities and boosting productivity and innovation while fostering competition within the economy (Jonek-Kowalska and Wolniak, 2021; Adjei, 2021).

Germany – An entrepreneurial Hotspot

The corporate world has grown to become fierce. Germany alone boasts around 3,03 million organizations spread across industries, presenting a highly competitive market (Statista, 2021). Germany recognizes the start-up community as a powerful agent for future economic prosperity, fostering innovation, diversity, and sustainability (Grote et al., 2020). Germany is considered a launchpad of opportunities, with Berlin presenting the most attractive start-up market (Wöbken, 2022). Start-ups in Berlin collected €10 billion in funding, recording a 70% growth in the amount of venture capital investments from 2020 to 2021 (Wöbken, 2022).

Today's Entrepreneurial Challenges

Launching a start-up is accompanied by great risk, as 90% of start-ups fail within their first year of operation (Szarek and Piecuch, 2018). The COVID-19 pandemic and the Russia-Ukraine war are further elevating entrepreneurial risks, instituting a global crisis, and causing social and economic turmoil worldwide (Garcia et al., 2021). Regulations to curb the Coronavirus disrupted demand, and supply chains, thus complicating international trade (ibid). Although governments provided support packages for many businesses the aid did not suffice and are still recovering from the consequences (Nicola et al., 2020).

The slow recovery of the COVID-19 pandemic and the Russia/Ukraine conflict is causing inflationary pressures on the global economy (Bjørnland, 2022). International sanctions are being imposed on Russia (European Commission, 2022b). Russia responds to this threat by putting pressure on fuel and energy prices (ibid). The European Union (EU) depends on Russia, as they supply 45% of the EU's energy and gas (Dias et al., 2022). Disruptions in supply chains are affecting international trade while rising energy and gas costs are pushing up commodity prices (Tank and Ospanova, 2022).

Investors

The economic uncertainty and slower economic growth have heavily weighted on the stock markets (Garcia et al., 2021). Eurostat announced that the annual inflation rate in Europe stagnated from 2,2% in June 2021 to 9,6% in June 2022, recording the highest rate since 1982 (Lang, 2022). Small businesses are fighting for their survival, as they face higher production costs and declining profits (Jonek-Kowalska and Wolniak, 2021).

As the conflict continues to unfold, great uncertainty regarding the world's future economic outlook remains (Prohorovs, 2022). As a result, investors are cutting funding, while banks are raising interest rates (ibid). In 2022, the European Central bank increased the interest rate from 0,00% in 2016 to 0,50% in 2022 (European Central Bank, 2022). Rising interest rates discourage investments, as bond prices decline, deteriorating earnings (Deloitte, 2022).

Innovation

New business ventures face high risk, as they do not boost a successful business model, are dependent on financing, and possess low market awareness (Bărbulescu et al., 2021). In such competitive markets, entrepreneurship and innovation build the foundation for a successful and forward-thinking business model (Sabeena and Rajan, 2020). The high density of organizations and easy access to information are giving consumers more and more purchasing power, as it becomes easier to find substitutes (Adam and Alarifi, 2021). Due to these dynamics, consumer demands are constantly changing, complicating the anticipation of needs and wants (ibid).

Innovation and the pursuit of long-term goals become crucial components to anticipate changes in consumer demand, discover new opportunities, and successfully penetrating markets (Prohorovs, 2022; Engidaw, 2022). When properly implemented innovation has proven to reduce operation costs, increase productivity and create a competitive advantage (Luamba et al., 2021).

Although BF developed an innovative product, new to its market, the organization is also hit by economic uncertainty. The organization is financed 100% through equity and therefore relies entirely on funding from investors (von Have, 2022). In 2022, the company has managed to collect €1.4 million in funding instead of €2 million from its 20 shareholders (ibid). Without the remaining funds, BF will not be able to continue its production in 2023 (ibid).

2.1.2. Target Market

According to statistics, Germany is Europe's largest economy, boasting 83,16 million inhabitants while generating a yearly Gross Domestic Product (GDP) of €3.570 billion (O'Neill, 2022a; O'Neill, 2022b). Society is growing more conscious of the ecological and social implications of their consumption behaviours, making **corporate social responsibility** (CSR) and **sustainable development** (SD) the new driving forces for long-term success (Mesequer-Sanchez et al., 2021). Start-ups devoting their business model to CSR and SD will experience the highest growth in the future (Wöbken, 2022).

The emphasis on SD and CSR is causing German consumers to question the animal farming industry. In Germany, animal farming is responsible for 37,5% of greenhouse gas emissions (Kolbe, 2020). In response to the acute threat of climate change, the German population is gravitating toward greener eating habits, demanding local, sustainable and healthy produce (Marcus et al., 2022). Although the majority of Germany's population is still consuming meat, its numbers declined from 35% in 2015 to 28% in 2018 and will continue to fall (ibid). These facts indicate a growing interest of the German population in adopting plant-based alternatives in their diet, presenting BF with great growth opportunities. As BF's products adhere to the demand of the German consumer as their product is not only sustainable but is also made of 100% natural ingredients sourced within Europe (Kirsten et al., 2020). BF has integrated sustainable (Waste Management) and socially responsible practices (integration of people with a disability in the labour force). The incorporation of CSR and SD in their business model will appear attractive to investors.

2.1.3. Oat milk - A Blessing or a Curse?

Oat milk is the healthiest and most sustainable plant-based milk alternative (Cooper et al., 2020). These properties have made the milk substitute the second most favoured plant-based milk alternative (Xin et al., 2022). As promising as this may sound, all that glitter is not gold. Even though oat milk adopts the most sustainable production process, strong misconceptions about the oat drink industry exist (Silva et al., 2020). Powerful advertising campaigns and the hype around the drink have hoaxed consumers into believing that oat milk is healthy (Groundwater, 2021). Unlike commercial oat brands, BF does not sell 90% water, 10 % oats, and unhealthy additives. Its oat base is made of 100% natural oats and contains no additives.

2.1.4. Gastronomy Sector – an agent of change

The German gastronomy sector is expected to reach €79,89 billion in 2022 and grow at a compound annual growth rate (CAGR) of 6,47% between 2022-2027 (Statista, 2022). The gastronomy sector has evolved to become a powerful agent of social and environmental change, as restaurants are prioritizing the purchase of local and sustainable produce (Navarro-Dols and González-Pernía, 2020). Food and packaging waste remain major concerns (Heikkilä et al., 2016). In 2020, Germany recorded approximately 3,2 million tons of plastic packaging waste, making Germany the largest producer of plastic packaging waste in Europe (Tiseo, 2021). Supply chains directly influence the environmental impact of restaurants (ibid). Suppliers such as BF enable gastronomy businesses to implement sustainable practices by limiting packaging and transport emission waste.

2.1.5. Business Growth Strategies

Growth should be the top priority of any organization as it determines long-term success (Dima, 2021). Start-ups in particular should focus on business growth, as it fuels the organization's market outreach, market share, and sales growth, thus attracting investors (Slavik, 2019). Ideas can be creative and new, however, if they fail to meet the needs and wants of the target group, the new strategy will render unprofitable. Growth strategies steer organizations in a new direction and determine future goals, increasing shareholder value (Abolarinwa et al., 2020).

The Ansoff Matrix and Porter's 5 forces model (fig.4) have proven to be effective tools in achieving market growth (Kalyani, 2017). A combination of both models will be applied to develop a new suitable growth strategy for BF.

The Ansoff Matrix is an effective tool for start-ups, as the model serves as a foundation for the development of a new market growth strategy (Kalyani, 2017). The framework identifies the market in which BF operates by highlighting the risks and challenges presented by the new strategy (ibid). Porter's 5 forces framework helps companies analyse the main competitive forces that shape the industry (Johnson et al., 2017). The framework highlights the attractiveness of an industry, by identifying opportunities and threats considering all relevant stakeholders (ibid).

BF's new strategy would be a combination of product development and diversification. A combination of both models will be applied to develop a new suitable growth strategy for BF. The Ansoff Matrix only identifies BF's new strategic direction but ignores the importance of relevant stakeholders (Hussain et al., 2013). Porter's five forces showcase the power of various stakeholders and competitors and highlight BF's opportunities and threats (Isabelle et al., 2020). By combining both models, all relevant aspects will be considered, resulting in a detailed strategic plan (ibid).

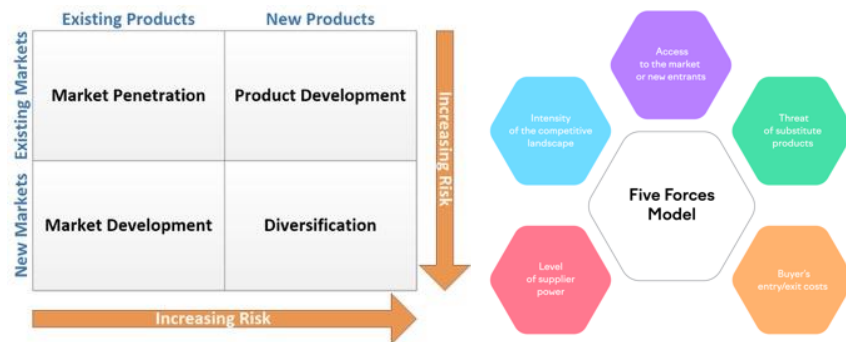


Figure 4: Ansoff Matrix (Reiling, 2021) & Porter's 5 Forces (Zhukova, 2021)

2.2. Stakeholder Analysis

Based on the information gained from the preliminary interview and the findings of the literature review, BF's internal and external stakeholders were mapped on a power/attention matrix (fig.5). The maps outline the influence of stakeholders on the decision-making process within the company (Hoory, 2021). The map highlights recommendations for means of communication and how to create stakeholder engagement by identifying individual needs and wants (ibid).

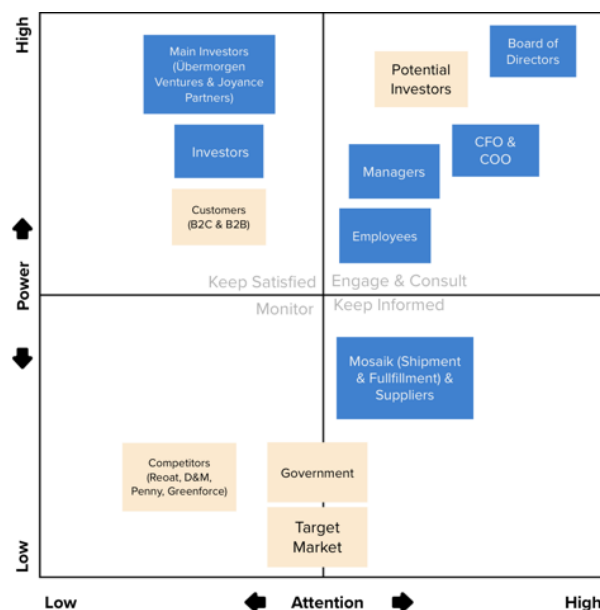


Figure 5: BF's Stakeholder Map

As start-ups operate in their first stages of business, thus their long-term success is not guaranteed, investors consider such ventures as a high-risk investment. The current uncertainty regarding the world's economic future is causing investors to become increasingly cautious. As a result, investors are pulling back on high-risk investments. Since BF is financed 100% through Equity and is therefore dependent on funding, investors are regarded as the most important shareholders (von Have, 2022). Once investors have been recruited, they require monthly or quarterly updates on the performance of the KPIs. So far BF has been able to collect €1.4 million in funding, are however in need of at least €2 million to operate at full capacity. As funding is currently an acute threat to the business, current and potential investors have been identified as the most important stakeholders (von Have, 2022).

The founders, managers, and employees are the beating heart of an organization, as they are directly responsible for operational success (Kumara and Navalgund, 2019). Employees in start-ups seek autonomy, flexibility, innovation, and involvement in their workplace (Kulkarni et al., 2020). Without creating an engaging work environment, start-ups will fail to attract talent and have a high turnover (ibid). For BF, employee engagement is indispensable as it boosts productivity, innovation, and sales and thus stimulates business growth (Kumara and Navalgund, 2019).

Customers are the most important external stakeholders, as they have high power, as they purchase BF's products, and generate revenue. Customer satisfaction and retention are key to organizational success. Providing excellent customer support, delivering consistent quality, and price are crucial elements to satisfying customers (Cambra-Fierro et al., 2021).

BF should pay close attention to its suppliers, as BF currently imports its oats from Poland (von Have, 2022). The Russia/Ukraine conflict has not yet impacted BF's oat supply (ibid). BF should look for alternative suppliers, as it is yet unknown how the conflict will unfold in the future, hence steady oat supply cannot be guaranteed, which may hinder the company from operating at full capacity.

Due to the economic uncertainty, BF must keep track of changes in government legislation and the needs and wants of the target market. As prices for commodities increase, consumers are scaling back on spending (Deutsche Bundesbank, 2022). Meeting the demands of the target market is important, as new customers present a significant source of revenue.

The high density of organizations worldwide forms a challenging and cut-throat business world (Albayrak et al., 2021). Businesses that fail to innovate and meet consumer demands will be pushed out of business by the competition (ibid). Monitoring the competitive set will help BF review and enhance its business strategy to create and maintain its competitive edge in the industry (ibid).

2.3. Research Questions

MRQ:

What is the most suitable market growth strategy for Blue Farm to successfully establish themselves in the German Gastronomy sector and achieve a 15% market growth rate by July 2023?

In order to critically analyse all components relating to the MRQ, the question was broken down into Research Questions (RQ).

RQ1 : How can BF make its products attractive to the German Gastronomy sector?

RQ1.1: What are the needs and wants of the German Gastronomy Sector?

RQ1.2: What attracts the German gastronomy sector to BF's products?

RQ1.3: What factors should BF consider when approaching the German Gastronomy sector?

RQ2: How can small-scale start-ups (< 10 employees) build an effective market growth strategy within a one-year time frame?

RQ2.1: What challenges do start-ups face?

RQ2.2: How does a start-up determine the most suitable market to grow in?

RQ2.3: What external and internal factors are important to consider when building a new business growth strategy?



2.4. Methodology

2.1.1. Strategy

The project aims to devise a market growth strategy for BF to establish itself in the German Gastronomy sector. The **qualitative** research approach was applied, as this systematic method examines the experiences, thoughts, and perceptions of stakeholders (Saunders et al., 2016).

The qualitative research was conducted to understand the German Gastronomy's current pains and gains and explore BF's value proposition. Furthermore, interviews with market growth experts were conducted, investigating the start-up culture and how to set up an effective growth strategy. The findings explore differences and relationships between stakeholders and serve as a foundation to develop a streamlined solution for BF, answering the MRQ.

2.1.2. Data Collection Methods

The answers to the MRQ and RQs will be explored using qualitative research in form of semi-structured interviews. An interview execution plan was created (App.6.1). **Semi-structured interviews** are non-standardized, meaning that questions may vary from interview to interview, providing answers to predetermined key themes (App.6.2 & App.6.3) (Saunders et al., 2016). Semi-structured interviews are more open-ended and flexible as the interviewer has the freedom to ask participants to elaborate on topics of interest, hence collecting more in-depth information than structured interviews (DeJonckheere and Vaughn, 2019). Furthermore, two-way communication keeps both parties engaged as they are less prone to distractions (Saunders et al., 2016). The information gained helped anticipate opportunities and concerns, which were then addressed in the solution design.

Secondary data was gained by conducting preliminary research into the oat-drink industry and the German gastronomy sector (refer to 2.1). To find the most suitable strategy for BF, academic research into **market growth strategies** was conducted.

2.1.3. Population & Sampling

The population of the research was chosen based on gathering insights and answers to the RQ (tab.2). The findings of the research were then applied to design a suitable solution for BF, answering the MRQ.

Evidence Source	RQ	Population	Sample	Method	Goal
Stakeholder evidence	RQ.1	Cafés and restaurants based in Berlin (German Gastronomy Sector)	6	Semi-structured interview	Gain insights into the needs/wants and opportunities/threats of the target market.
Practitioner evidence	RQ.2	Business Growth Experts	3	Semi-structured interview	Obtain information about market growth frameworks and how to develop a suitable strategy.
Organizational Data		CEO of Blue Farm	1	Semi-structured interview	Gain an understanding of BF's current performance in the German Gastronomy sector, challenges in market growth, and funding.

Table 2: Population & Sampling Layout

Non-randomised convenience sampling was applied due to the limited time frame and the willingness of the stakeholders to participate (Saunders et al., 2016). The German gastronomy sector is an extremely large market and as owners are busy, they only have limited availability. Half of the interviews were held in person at the stakeholder's business, whereas the other half were held online. Face-to-face interviews create a higher engagement and commitment rate, thus yielding more in-depth information (Saunders et al., 2016).

Given the importance of organic market growth for BF to collect the remaining €600.000 in funding, BF must implement a suitable and effective market growth strategy. Therefore, semi-structured interviews with strategic management experts will be conducted to gain deeper insights into the most suitable market growth strategy for BF. Since the research requires expert knowledge of market growth strategies, **non-probability purposive sampling** was applied (Qualtrics, 2022). Research indicates that becoming an expert requires at least 10.000 hours of practice, therefore, participants with at least 5 years of work experience in the entrepreneurship sector were chosen. (Harwell and Southwick, 2021).

One interview with the CEO of BF (App.4) was conducted to gain information on the current performance in the German Gastronomy sector, current strategy, and challenges for achieving market growth and funding.

All interviews were conducted in a timeframe of 30-45 minutes to avoid fatigue and maintain high engagement levels of interviewees (Sekaran and Bougie, 2016).

2.1.4. Limitations

The methodological appropriateness of qualitative research is limited, as the research does not follow the golden nor the silver standard (Barends and Rousseau, 2018). Due to the nature of semi-structured interviews, the interviews cannot be replicated, impacting reliability (ibid). The interview findings may represent the entire population, impacting the generalizability of the findings. Non-probability sampling is a non-randomized technique and is prone to subjectivity and biases.

The stakeholder interviews were conducted during opening hours at the businesses. The interviewees were therefore prone to distractions, which could have impacted the quality of the data obtained. The in-person interviews were all conducted in Berlin, which further limits the generalizability of the findings, as Berlin does not represent the entire German gastronomy sector. To overcome the issue of data saturation, the interviews were screened in repetitiveness. The purposive sampling method is prone to researcher bias, as experts are chosen based on personal judgement. The interview with the CEO of BF is sensitive to confirmation bias, as the researcher was positioned within the company.

2.1.5. Data Collection Procedure

Before conducting the interviews, key questions for the interviews with the different populations were determined providing answers to the RQs (App.6.2 & App.6.3). The key questions served as a guideline to help the researcher navigate through the interview and gain a deep understanding of the interviewee's perceptions, thoughts, and feelings.

When scheduling the interviews, the interviewees were informed about the purpose of the research, the goal of the interview, and its duration. By sending the information before the interview, participants could clarify remaining questions about the topic.

Ethical Data Management was ensured by anonymizing any personal information of the participants. Furthermore, anonymity creates a safe and open environment for interviewees to provide truthful and in-depth answers (Saunders et al., 2014). Before conducting the interviews, the participants proved their voluntary participation by signing the **Interview Consent Form**. To protect the confidentiality agreement and the identity of the participants, any personal information given on the form was blacked out. The interview data was stored safely on an external hard drive to protect data.

2.1.6. Data Analysis Procedure

The qualitative data retrieved from the interviews were examined using the **thematic approach**. The interviews were transcribed, as it facilitates the understanding of the data and helps determine preliminary codes (Saunders et al., 2016).

The qualitative data gained from the interviews were transcribed and evaluated by implementing **deductive analysis** (Lester et al., 2020). The findings were categorized based on predetermined themes following the RQs (ibid). This type of data analysis yields more precise findings (ibid). The data was analysed using colour coding. To ensure effective colour coding, distinguishable colours were used (tab.3). The different colours should be regarded as equally important and highlight answers to the related RQ.

Colour Code	RQ	Stakeholder
	RQ1.1	German Gastronomy Sector
	RQ1.2	
	RQ1.3	
	RQ2.1	Market Growth Expert
	RQ2.2	
	RQ3.3	

Table 3: Colour Coding Scheme

2.1.7. Findings

The interview transcriptions (App.7) were analysed using the deductive approach. The 6 RQs were divided into categories. All transcriptions were analysed using colour coding, and the sentences providing answers to the RQs were highlighted and compiled in a table (App.8). The tables were analysed, and similar statements from various stakeholders were highlighted using the category's colour code based on which conclusions were drawn.

2.1.7.1. RQ1.1: What are the needs and wants of the German Gastronomy Sector?

The analysis of the interviews conducted with the German gastronomy sector showed that all businesses emphasize the importance of taste, quality, and price. Furthermore, the analysis revealed that delivering consistent quality in a timely manner is challenging. Making coffees appears to be a time-consuming task, as *'coffees are our biggest obstacles, because they need to be served within a certain period, otherwise the quality of the foam goes down and the coffee gets cold.'* Gastronomy businesses look for time-efficient and convenient products, so they can accommodate their guest's needs in a timely manner, whilst delivering great quality. When looking at the supply side, the gastronomy sector proves to be quite open to trying new products. However, when it comes to implementing a new product, *'if we would consider a new product, it really has to be better than the current products we use or solve a major problem for us'*. Furthermore, it becomes evident that business owners prefer ordering from a wholesale, as it is convenient for owners to purchase all their products in one place and they offer better prices due to bulk purchases.

2.1.7.2. RQ1.2: What attracts the German gastronomy sector to BF's products?

'I can appreciate a new product that is trying to change the market.' Generally, the target market shows great interest in BF's concept and the fact that the company rethinks consumption of oat drinks. They are attracted by the sustainability aspect of the products, especially limiting packaging waste, *'Especially reducing packaging waste and also that it is compact'*. The main force captivating the target market is the compact property of the oat powder *'the storage part (...). We can't store that many milk cartons, so we do need a solution that reduces the size.'*

2.1.7.3. RQ1.3: What factors should BF consider when approaching the German Gastronomy sector?

The interviews revealed that the mixing of the oat powder is inconvenient and time-consuming for gastronomy businesses, *'I think the handling is difficult for a Café. (...) We do not have the time to mix the drink in the morning and then again during the day in case we run out.'* Although the mixing machine is a good solution, BF should consider the size of the machine, as many establishments only have limited space. As previously mentioned, price is a crucial component influencing the target market's purchasing decision. BF's products are more expensive compared to the competition.

The high price combined with the mixing problem poses a potential threat as the price is, *'quite expensive, especially since the mixing is inconvenient'*.

The Latte Mixes are attractive to establishments that already sell products like Rio Chai. The majority of interviews revealed that most establishments make homemade Chai or Matcha and that *'(...) it is hard to explain to our clients that your powder is fresher than the homemade Matcha'*. Although Latte art is not the priority of every Café, most customers expect Latte Art in their drinks which BF's Latte Mixes cannot offer, so great care should be taken when choosing what Cafés to approach.

2.1.7.4. RQ2.1: What challenges do start-ups face?

The experts confirm that finance is one of the major challenges that start-ups must overcome. Many start-ups launch their business without a proper financial plan, which oftentimes results in insufficient funds to operate at full capacity, *'they don't even have a buffer, so they don't even have like a backup plan.'*

Furthermore, start-ups form tend to overestimate themselves and set too high expectations. They overenthusiastically dive into their new business venture, without conducting sufficient research into the industry, therefore lack market knowledge, *'I'm in a big city, the market is there (...) Not doing research or doing research without testing the product whether it's actually a demand for it.'* Overestimating their capabilities also poses a threat to funding, as investors will pull out if financial targets are not met.

2.1.7.5. RQ2.2: How does a start-up determine the most suitable market to grow in?

Before assessing the attractiveness of an industry, start-ups should gain a thorough understanding of the target market and how the industry will evolve in the future. This involves exploring the growth in demand and how the industry is predicted to evolve. Furthermore, it is crucial to establish a value proposition by understanding what the competition is offering, how the start-up can differentiate themselves, and what problem they are solving in the industry. *'understanding the market and what the competition does to see what's already there and what value do they really bring'*. By understanding their value proposition, the organization can establish a strategy on how to grow within that particular industry.

2.1.7.6. RQ2.3: What external and internal factors are important to consider when building a new business growth strategy?

As previously mentioned, before building a new growth strategy, it is important to gain a thorough understanding of the industry, the target market, and what value the organization adds to the industry.

Internally, the start-up should review whether they have sufficient resources and capabilities to meet demand, *'Capacity also relates to, if you can keep up with production, but it also relates to whether you have enough employees'*. A lack of resources can threaten growth, as the organization would not be able to keep up with the growing demand. Furthermore, setting up a strategic plan involves setting milestones and objectives to assess growth performance. Furthermore, a risk assessment should be carried out, to anticipate possible risks and have a contingency plan.

2.1.7.7. BF's Empathy Map

The **interview** and **literature review** findings were combined and visualized using the empathy map (fig.6). The tool outlines feelings, perceptions, and actions of the German gastronomy sector to finally identify customer pains and gains (Gibbons, 2018).



Figure 6: Empathy Map

2.1.7.8. Value Proposition

The empathy map leads to the identification of customer pains and gains. To investigate how BF can position its products in the German gastronomy sector, a value proposition canvas for BF was created (fig.7) (Osterwalder et al., 2014).

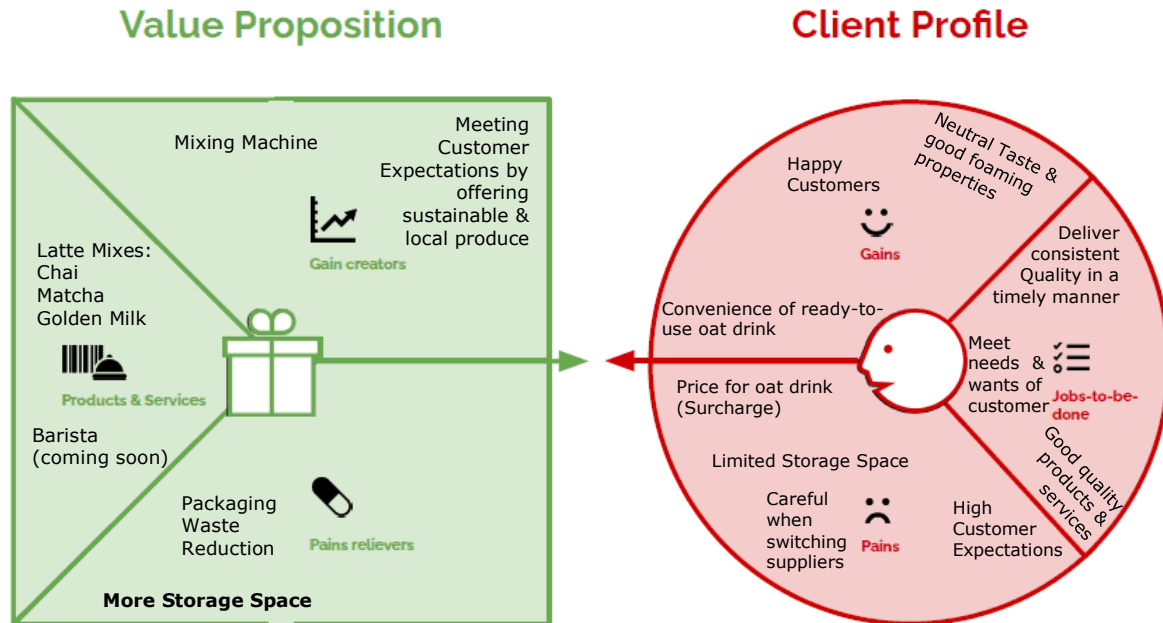


Figure 7: Value Proposition Canvas (Pereira, 2021)

The canvas revealed that BF's main **value proposition** is **reducing packaging waste** while **freeing up storage space**. Since the literature review revealed that the German consumer places great importance on SD and CSR, sustainable and local produce were identified as gain creators. The analysis also revealed that the products do not solve all pains and gains. The mixing of the oat powder is a potential obstacle, as this process is time-consuming for gastronomy businesses. The problem could however be resolved by offering a mixing machine that would automatically mix the drink, requiring only a little interference from employees. BF's products are more expensive than the products of the competition, therefore, gastronomy businesses would still have to charge extra for oat drinks. These factors should be considered in the solution design.

Chapter 3: Solution Design



The Blue Revolution

The solution involves developing a Strategic Plan called 'The Blue Revolution' to increase BF's market growth within the German gastronomy sector. These measures are crucial to secure the necessary financing from investors (Nguyen et al., 2020). Without these funds, the BF's survival cannot be guaranteed (von Have, 2022).

Marketing enhances brand awareness, improves customer relations, and boosts sales (Azra and Ummah, 2021). Since marketing is a key element in stimulating business growth, the new strategic plan for BF will follow the 7-step marketing framework (fig.8), while incorporating the Ansoff Matrix and Porter's 5 forces framework (Evans, 2017).



Figure 8: 7-step marketing mix (Evans, 2017)

3.1. Blue Farm x Gastronomy

The researcher was appointed the task of setting up a new Strategic Plan for BF. Based on the information gained from the CEO, the following main goal was formulated:

What is the most suitable market growth strategy for Blue Farm to successfully establish itself in the German Food Service sector and achieve a 15% market growth rate by the end of July 2023?

Besides the main goal, quarterly objectives were set to monitor performance over time, please refer to Chapter 5 for further information.

3.2. We are German Gastronomy

After careful analysis of the interview findings and the industry analysis, a target audience profile for the German gastronomy sector was created (App.9). Setting up a target audience profile is a crucial for effective strategic planning, as it visualizes the needs and wants of the target market, as well as highlighting the problem BF's products solve for them. The profile features customers that have the highest buying power and helps segment the large German gastronomy sector, providing a clearer image for target marketing.

The 4 Ps Marketing Mix framework was applied to ensure that BF's products are properly marketed (fig.9) (Twin, 2022). The framework considers the influence of stakeholders by considering how products fill a current gap in the market, how BF differentiates itself from the competition, and the product promotion (ibid).



Figure 9: BF 4P's

3.3. 'My oat drink is better than yours'

Porter's 5 forces framework highlights the importance of competitive rivalry (Isabelle et al., 2020). The framework assesses an industry's attractiveness by analysing it in terms of 5 forces (Johnson et al., 2017). The scope of BF's competitive analysis concerns the relationship between the oat-drink industry and the German gastronomy sector (fig.10).



Figure 10: Competitive Analysis & Porter's 5 forces Framework

Threat of entry

Barriers to enter the oat drink industry in the German gastronomy sector are very high, as big corporates such as Oatly and Alpro are already benefiting from economies of scale. These brands have built strong brand reputations and customer loyalty. When analysing the oat-powder companies, BF has a diverse product portfolio and has gained experience in the field. The threat of entry also rises, as discounter supermarket chains are producing their own oat powder. These large corporates are benefiting from economies of scale, have lower production costs, and can offer a lower price.

Threat of substitutes

The oat drink industry has attracted many manufacturers wishing to seize its market benefits, creating a highly competitive market. With its oat powder BF now aims to make gastronomy owners rethink the traditional way of oat drink consumption. Although BF is selling an innovative product, relatively new to the industry, more and more competitors are grasping the opportunity of selling oat powder, increasing the threat of substitutes. Moreover, business owners can always go back to using conventional drink, leaving BF exposed to a high threat of substitutes, as conventional oat drink is more convenient.

Buyer Purchasing Power

Gastronomy Business owners have high purchasing power, as buyers face low switching costs. Currently, businesses are using ready-to-serve oat drink, which is more convenient and time-efficient than BF's oat powder. Customers can easily and at a very low-cost switch from using oat powder to using pre-packaged oat drinks.

Supplier bargaining power

The surge in the demand for oats and droughts in Europe have caused imbalances in oat supply (European Commission, 2022a). Although the oat supply is currently not under threat, climate change raises concerns about future supply as oats thrive under well-drained soil (ibid). Currently, supplier bargaining power for BF is relatively low/medium, however, with droughts becoming more common, their bargaining power may rise in the future.

3.4. Pow(d)er to the Plant

The thing is

YOU CAN'T MILK A PLANT, SO THEY MIX OATS WITH WATER



90% Water in a Drink Carton

- Unnecessary water shipping**
- Unnecessary packaging waste**
- Unnecessary additives**

LET'S BRING MILK TO 2022!

A commercially viable solution that can already scale today

YOU CAN MIX PLANT MILK FROM THE TAB



**We create the base:
enzymatically treated oats...**



**...ship up to 40 liters in
one package...**



**...and let you enjoy freshly
made oat milk at home.**



Delicious

It's made fresh and you can taste that.



Sustainable

Reducing food waste and packaging waste.



Healthy

No fillers & binders.
Only natural additives.



The Product



Saves up to 40 Litres of drink
in one package.

HEALTHY

- 100 % pure oats
- Gluten-free
- Sugar-free, Additive-free

SUSTAINABLE

- 90% less packaging waste
- Zero food waste
- Recyclable packaging

CONVENIENT

- Saves Storage Space
- Dissolves quickly
- Long shelf life

VERSATILE

- Coffee / Hot drinks / Shakes
- Cereals / Porridge
- Baking



Worried about the mixing part? We
are working on a mixing machine
that will ensure that the drink is

Done faster than you can say
„Shake it until you make it“



3.5. Spread the Pow(d)er!

A B2B Taskforce was set up, consisting of the CEO, Chief Operating Officer (COO), Design Expert, and two business development employees. Spreading awareness about BF involves conducting in-person walk-ins. The researcher compiled a list of suitable cafés and restaurants in Berlin. The sales team conducted monthly walk-ins, visit various establishments in Berlin, and distributed information leaflets (App.10) and product samples. Three weeks after the visit, a follow-up email was sent to the cafés asking them for feedback and their interest in purchasing their products. This action stimulates conversation between the two parties, spreads awareness, and encourages first relationship-building.



To tackle the whole German market, the marketing department will support the B2B taskforce by launching social media campaigns every three months (App.11). The campaigns include advertisements on Instagram and Facebook, offering free samples to Cafés in Germany, motivating owners to test BF's products.

3.6. What's the Plan(t)?

Besides analysing the target audience and the industry, a new Strategic Plan should incorporate financial planning and risk analysis (Johnson et al., 2017).

The design of a new strategic plan for BF involved determining necessary resources for the project execution and setting a financial budget for the entire duration of the project (App.12). A total budget of €30.000 was determined. Although organic growth is achieved by using available resources, a budget for new product samples, leaflets, and employee costs was considered.

Following the financial plan, BF's strategic direction was determined using the Ansoff Matrix. BF's tactical plan involves applying a combination of product development and diversification strategy (fig.11), aligning with the **people**, **planet**, and **profit** framework. The company will introduce a new product to the German gastronomy sector (existing market). This strategy involves higher risk since business owners and customers are already loyal to products from the competition (Corporate Finance Institute, 2022).

Although the German gastronomy sector is an existing market, new sub-markets emerge. Zero-waste establishments are gaining in popularity (Matchar, 2020). Some plant-based milk brands have therefore replaced their cartons with glass bottles, following the principles of the German 'Pfand' system (DPG, 2022). The transportation of glass bottles causes significant CO2 emissions. With the purchase of BF's oat powder, the business will support the **reduction of packaging waste** and **cut down CO2 emissions**. The products are made from **all-natural ingredients** and are **free from additives**, contributing to **customer health**. By expanding in the German gastronomy sector, BF will generate a steady flow of **revenue**, hence **boosting sales** and **market growth**, as gastronomy businesses place regular orders.

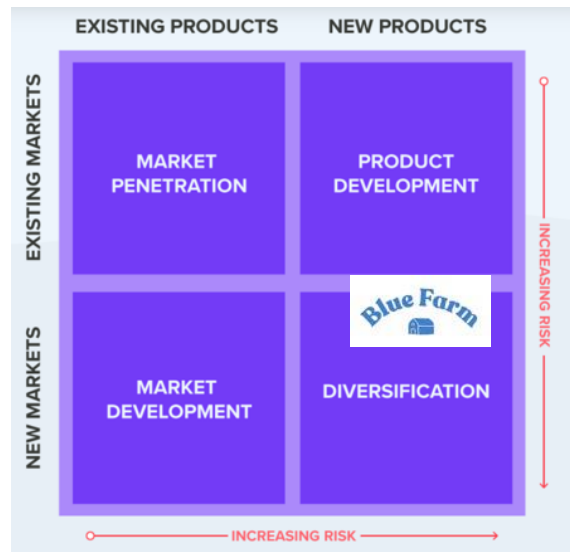


Figure 11: Ansoff Matrix (Matchar, 2020)

3.6.1. Risk Analysis

The interview findings showed that any Strategic Plan should include a risk assessment, hence a risk analysis (fig.12) was conducted, examining internal and external factors that could endanger the success of the project. Quarterly objectives (App.14) were set to track progress on performance and anticipate potential risks. If objectives are not met, the strategy will be revised.

Socially & Technical Feasibility

BF's new Strategy encourages the German gastronomy sector to rethink the consumption of oat drinks by offering them a greener alternative that reduces packaging waste and CO₂ emission. By implementing BF's products, gastronomy businesses could make a large impact on Germany's waste reduction. The strategy is technically feasible, as long as BF focuses on approaching the right target market and selling its value proposition. Operating in such a demanding market is always accompanied by challenges, as BF risks failing to meet the needs of the target market. Moreover, the gastronomy sector may not be ready to switch from conventional oat drinks to powder.

Economic Viability

A total budget of €30.000 was set for the entire project. The analysis revealed risks of exceeding the budget. Reasons for this could be that market growth is slower than expected, resulting in overrunning the schedule. Furthermore, looking at the current inflation, production costs and raw material costs could cause budget shortages. Finally, to increase market awareness, more spending may be necessary for the marketing department. To overcome these risks, a buffer of €4.000 was calculated.

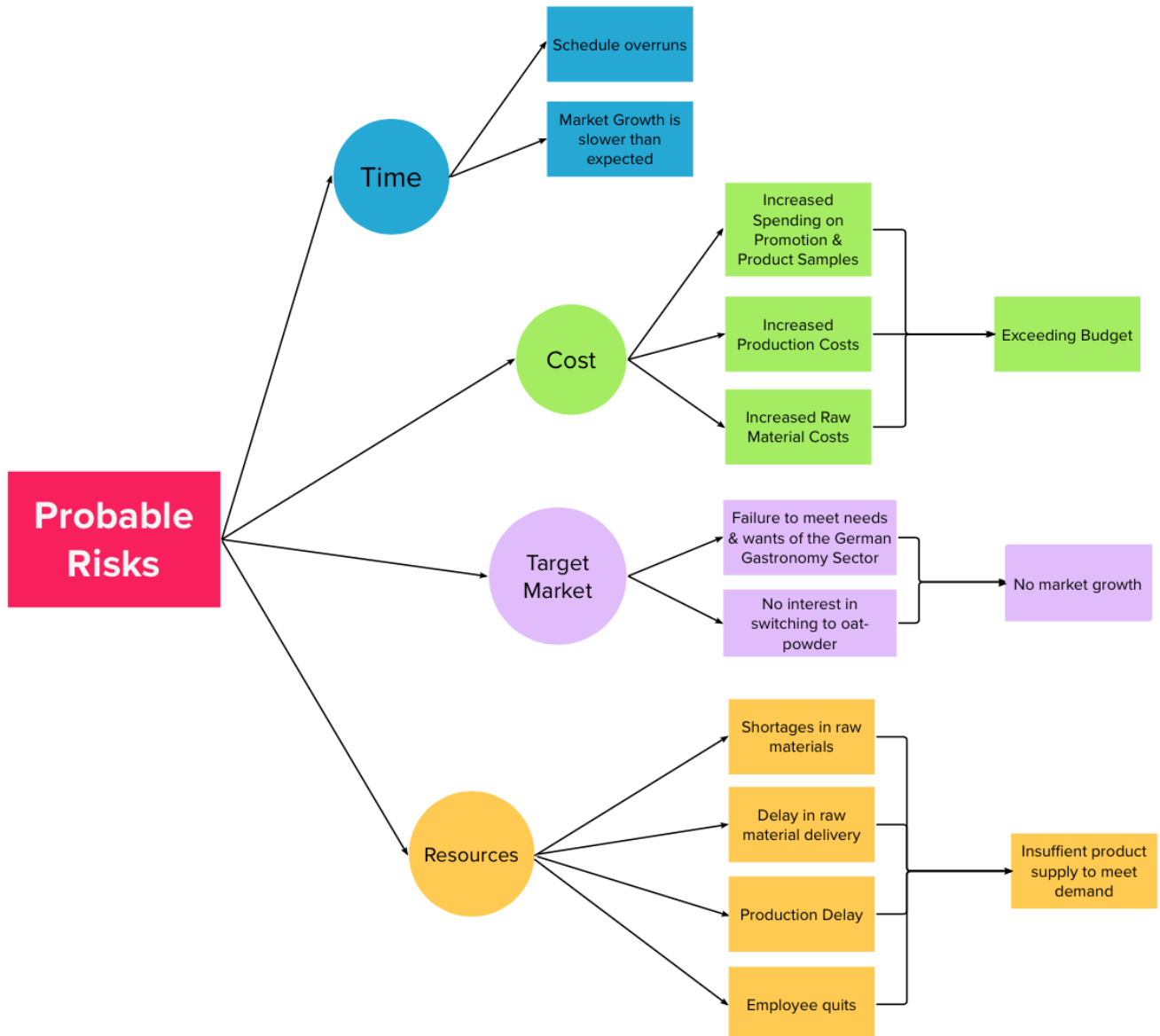


Figure 12: Risk Analysis

3.7. Evaluation

The measure/optimize stage of the solution design will be explained in the acts of dissemination (Chapter 6) and the evaluation plan (Chapter 5)

Chapter 4: Implementation Plan



Implementation Plan

A timeline was created for the first 3 months, since in July 2022 BF will actively tackle the German Food Service sector with their products (Fig.13). After August, an implementation plan in the same format was created for the remaining project duration (July 2023) (App.14). A detailed timeline incorporating the 7-step marketing mix was created, highlighting the task order and involvement of stakeholders.

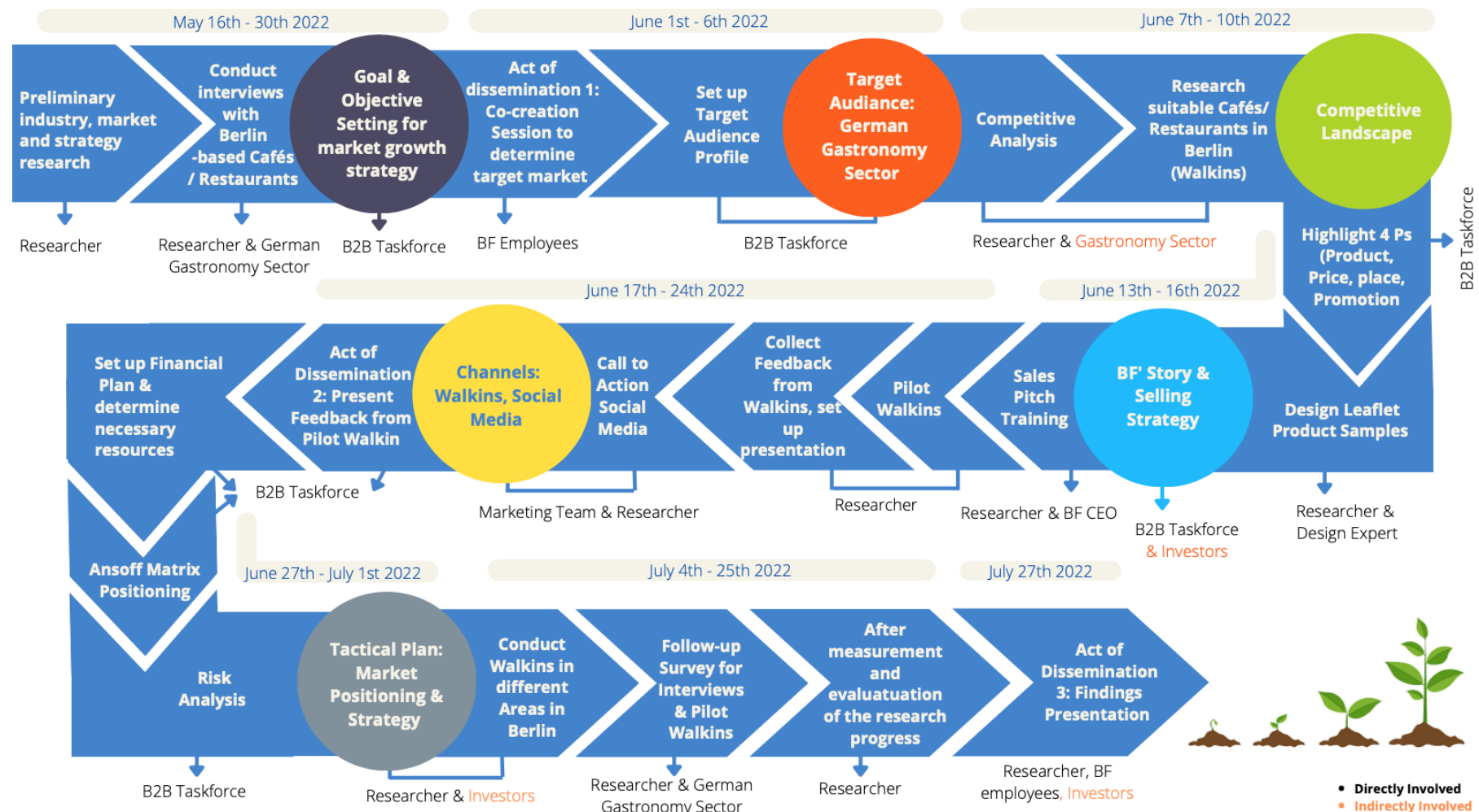


Figure 13: Implementation Plan

Chapter 5: Evaluation Plan



Evaluation

Evaluating the research is the final stage of the DBR cycle. Since the research lacked random assignment and a control group, the research could not be evaluated according to the golden or silver standard (Barends and Rousseau, 2018). A before-after assessment will be conducted, because it is easy to implement and less resource-intensive (Saillour-Glénisson et al., 2017).

The final evaluation will take place upon terminating the project in July 2023. An evaluation plan ensures regular progress tracking (Villazon et al., 2020). The KPIs were determined and measured before the project implementation and were aligned according to the **People**, **Planet**, **Profit** framework (tab.4).

KPI	Goal
Market Growth in the German gastronomy sector	15%
Number of drink cartons saved by the German gastronomy sector	50.000
Customer Satisfaction	Score of 4/5
Customer Retention Rate	70%

Table 4: BF's KPIs

Since the project was only terminated in July 2023, the final impact of the solution could not be calculated. The market growth rate was determined based on the interview with Philip von Have, whereas the number of drink cartons was determined based on rough estimates.

The expert interviews revealed that a strategic plan must include milestones, therefore quarterly project objectives were set (App.14), which help monitor progress and create employee engagement (Choon and Patrick, 2016). Objectives ensure that management can evaluate the progress and revise the plan if the objectives are not met (ibid). The objectives were inserted in a table, marking whether the objective was achieved and whether the researcher has any feedback on the achievement of the objectives.

A total budget of €30.000 was set for the entire duration of the project. Performance will be tracked by calculating **market growth** gained from the German gastronomy sector every three months. So far, BF has not expanded in the German gastronomy sector, resulting in a 0% market share and growth.

On their website, BF tracks the number of drink cartons saved by purchasing BF's products. Throughout the project, the team will track how many products were purchased by the gastronomy sector, thus calculating how many **drink cartons** and **CO2 emissions** were saved.

Once BF has won over its first clients, **customer satisfaction surveys** will be sent out three months after their first order (App.15). The **customer retention rate** will be tracked by BF's e-commerce platform (Shopify).

**Let's free the world
from drink cartons.**

491.131

Chapter 6: Acts of Dissemination



Following the steps of the DBR cycle, led to the development of a new market growth strategy for BF. Acts of dissemination encourage stakeholder engagement and enhance visibility and communication of the research findings (NIHR, 2019). The acts of dissemination were divided into during-project and post-project dissemination.

6.1. Dissemination 1: Brainstorm Session

During project-research dissemination	
Goal	Revise the target market's pains & gains to form a new strategy
Target audience	Target Market, Employees, and Owners
Method	Kahoot & Miro Board (App.16.1)
Resources needed	Interview Analysis, Kahoot, Brainstorm Session
Effect	Create Stakeholder Engagement
Evaluation	The interview findings were shared using Kahoot. The Kahoot was followed by a brainstorm session to actively tackle the needs and wants of the target market and create stakeholder engagement by addressing their pains and gains. The strategic plan was then revised.

6.2. Dissemination 2: Feedback Walk-ins

During project-research dissemination	
Goal	Share Feedback from Walk-ins
Target audience	Target Market, B2B Taskforce
Method	5-Minute Presentation (App.16.2)
Resources needed	Walk-ins Notes & Analysis, Presentation
Effect	Share first insights and experiences from the pilot walk-ins.
Evaluation	The first insights were presented to the B2B Taskforce Team. The presentation highlighted opportunities as well as challenges/threats. After the presentation, the Team decided to continue the Walk-ins conducted. The reason for this decision was based on the fact that from conducting pilot walk-ins, no conclusion can be reached about the success of the walk-ins. To discover differences in needs and wants, the team decided to disperse into different districts in Berlin.

6.3. Dissemination 3: Walk-ins Survey

During project-research dissemination	
Goal	Gather Feedback from the target market
Target audience	German Gastronomy Sector
Method	Survey (App.16.3)
Resources needed	Walk-ins Notes & Analysis, Presentation
Effect	Share first insights and experiences from the pilot walk-ins.
Evaluation	A feedback survey was sent to the business that received samples. The first insights were presented to the B2B Taskforce Team, highlighting opportunities and challenges/threats. After the insights, the team decided to continue the Walk-ins. The reason for this decision was based on the fact that from conducting pilot walk-ins, no conclusion can be reached about the success of the walk-ins. To discover differences in needs and wants, the team decided to disperse into different districts in Berlin.

6.4. Dissmination4: Infographic

Post project-research dissemination & Deliverable	
Goal	Enhance employee and investor engagement
Target audience	Investors, Employees, Owners
Method	Infographic & Final Deliverable (App.16.4)
Resources needed	Analysis of performance on KPIs, Feedback from the target market
Effect	<p>The infographic showcases the 7 steps of the marketing-mix model. The infographic was explained in a 10-minute presentation, highlighting the findings from the interviews and preliminary research, BF's value proposition, and market development strategy. To make the presentation more interactive, stakeholders were encouraged to ask questions throughout the presentation.</p> <p>To ensure the successful execution of the project, the final deliverable was send to the entire BF team.</p>

Chapter 7: Academic Reflection



During the project execution, multiple reflections on the research and the study design took place, highlighting limitations and points of improvement for future research.

7.1 Reflection on Research Topic

Start-ups are chaotic due to innovation, unproven business models, and limited funding (Alvarez, 2022). The research topic was chosen in an impulsive manner resulting from pressures regarding investment. The German Gastronomy sector was chosen based on personal judgments. The German gastronomy sector together with BF's current product portfolio should have been critically scrutinized before deciding on a new target market. Moreover, the research topic is too broad, since the German gastronomy sector represents a very large and diverse target market, composed of various sectors. The broad target market complicated data collection and analysis.

Capacity planning is a crucial component of the strategy. Due to limited resources and time, the organization's capacity was not calculated, which could pose a potential threat to the strategy.

7.2 Reflection on Research Design

The research design questions the validity and reliability of the data. The study focused on collecting qualitative data, which is prone to subjectivity and biases. The sampling techniques used in the research induce selection bias, impacting external validity. The sampling technique, the limited sample frame, and the fact that the interviews were conducted with Berlin-based businesses limit the generalizability of the findings. In addition, the nature of qualitative data and the researcher's position as an internal stakeholder within the commissioning company motivates confirmation bias. The researcher seeks patterns and relations to confirm existing beliefs.

7.3 Reflection on Industry Impact

As oat-powder is quite new to the oat drink industry, the suggested solution is very specific to BF's organizational context and cannot be applied to other organizations. The research could prove helpful in the future, as more competitors are entering the oat-powder market. The conducted research could have a large impact and stimulate the gastronomy industry to rethink the consumption of oat drinks. By switching to oat powder, gastronomy business owners could make a sizeable impact on contributing to a greener planet by significantly reducing packaging waste and CO₂ emissions.

7.4 Implications for future research

Conducting the research led to the development of future research topics. Primarily, research should be conducted on what implications switching from conventional oat drinks to oat powder could have on gastronomy businesses. A cost and benefit analysis should be conducted, to establish whether the benefits outweigh the switching costs. By conducting this research, it could be established whether the German gastronomy sector is willing to switch to oat powder. Such research would require more resources and time since the entire German gastronomy sector and a larger sample frame should be researched.

Secondarily, it would be interesting to investigate the willingness of customers to try a new product that might be different from what they are used to. At the end of the day, gastronomy businesses aim to meet the needs and wants of their customers. Therefore, customers greatly influence the gastronomy's sector willingness to switch to different products.

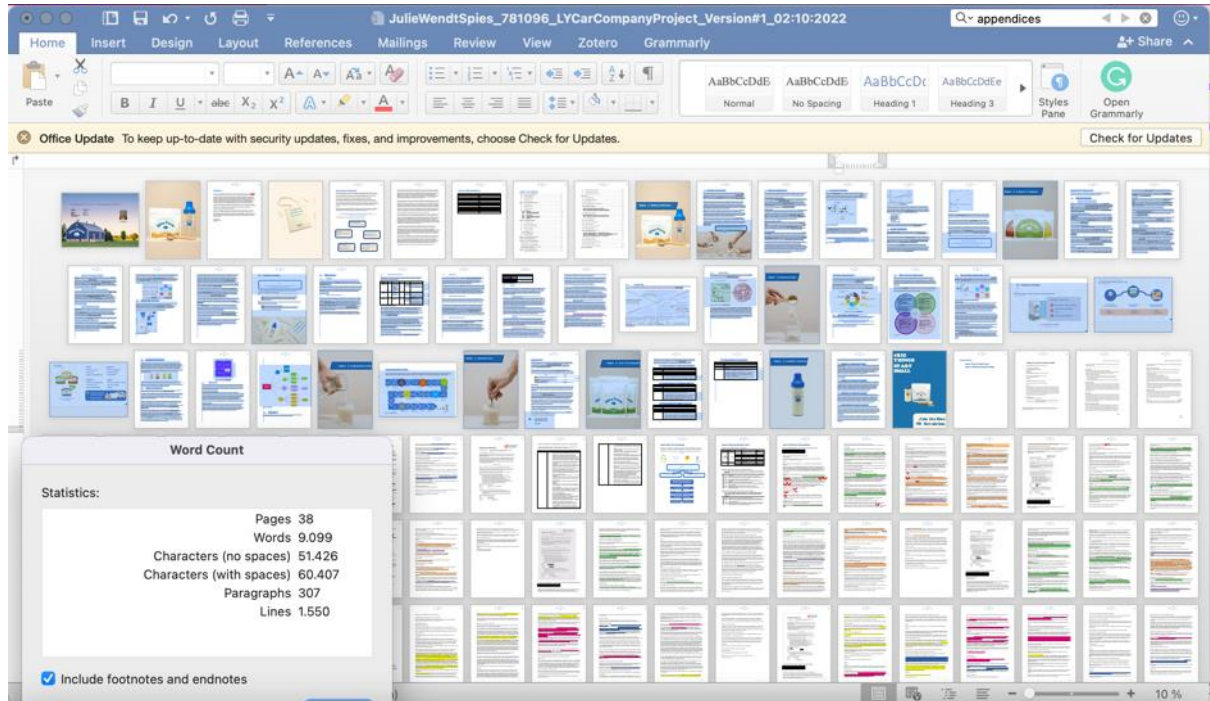
#BIG THINGS START SMALL



Join the Blue
 **Revolution**

Appendices

App.1: Proof of Word Count



Word Count in Pictures: 1352

App.2: LYCAR Agreement Contract

AGREEMENT ON THE EXECUTION OF A RESEARCH ASSIGNMENT

- I. **Julie Wendt Spies**, hereafter referred to as THE STUDENT, and
- II. Commissioning company: **Blue Farm**
Address: **Ludwigkirchplatz 11, 10719 Berlin**
represented by:
Philip von Have
Chief Executive Officer, hereafter referred to as THE CLIENT, and
- III. Hotelschool The Hague, Brusselselaan 2, 2587 AH Den Haag
Launching Your Career/LYCar course
represented by:

Robert Gallicano, hereafter referred to as the LYCar Coach

hereby enter into a project contract under the following conditions:

1. Context

Under the supervision of the LYCar coach appointed by Hotelschool The Hague, students are to carry out a research assignment for a commissioner. The commissioner is the LYCar student's client. The research assignment for the student is defined in line with the students' focus and development goals in LYCar. The signing of this agreement by all parties indicated in I, II and III confers their alignment and consent on this assignment as detailed in the Student's Proposal for LYCar¹. Should the client, coach and/or student need support in evaluating the assignment, then the parties can consult the Research Projects Team on researchprojects@hotelschool.nl.

2. Project specifications

The Student's assignment is formulated as follows:

The project title will be: **The blue revolution: To what extent is the German gastronomy sector willing to rethink oat drink consumption?**

¹ Note: the student starts the research assignment before an internship, The student writes a research plan first and incorporate this in the Proposal for LYCar later. The research plan needs to be aligned and approved by all parties involved (i.e. Client, Student, LYCar coach).

Agreement on the execution of a Research Assignment

The type of end deliverables (i.e. 'professional product' for LYCar) as requested by the client, that will create value for the client:

3. Timeline/deadline

The project will start **01/05/2022** and will be completed before **31/07/2022**

Structure, reporting and support throughout the research project and the student's assignment more in specific have been explained and agreed upon between the client and the student.

In particular the following milestones apply:

- Week 1: signing of this contract, agreement on reason for research and aim of the study
- Week 4: presentation and approval of plan (includes context analysis, aim and research questions, theory and methods)
- Week 10: presentation of research project (includes results, conclusions and recommendations)

4. Professional standards

The project is part of the research program of Hotelschool The Hague. The external responsibilities of Hotelschool The Hague require professionalism in the delivery of research projects. The student agrees to professional standards in project communication, timeliness, technical preparation of in-between or end deliverables as agreed upon and contact with external partners. The student commits himself/herself to a performance effort in research quality, under the guidance of the LYCar coach and support from the client.

5. Responsibilities

Once agreed by all parties, the student may not modify the project description or planning without prior written consent by the client and the LYCar coach. The student may not abandon the project and/or accept a different LYCar assignment without prior written consent by the client and the LYCar coach. The student takes full responsibility of delivering the work and deliverables for the client and for his LYCar as agreed upon in his approved research plan. Any possible major deviation must be officially approved by all parties before execution.

6. Reporting and consequences delay(s)

If a delay in the execution of the project occurs because of complications derived from the research activity, such as data availability, planning constraints, software availability etc., or because of force majeure, the Student shall immediately report the causes and expected length of the delay to the client. If a delay remains unreported or occurs because of other causes, this will be considered as an abandonment of the project by the client. This also means that the project assigned to the Student

Agreement on the execution of a Research Assignment

may be declared invalid and will not be assessed as part of the LYCar (to be evaluated and decided by the LYCar coach).

7. Deliverables and client evaluation

As completion of the project the student can deliver the following to the client (specified with the client):

- (1) An electronic (Word) version of the professional product(s) in the context of the research assignment as agreed upon.
- (2) A research report to underpin the deliverable(s)
- (3) Any data collected for the project (open files only, not in Pdf)
- (4) PDF files of important (academic) articles used in the report.

The student will only be allowed to defend his final deliverables as long as the research assignment has been completed and the materials under 1,2,3 and 4 have been delivered and accepted by the client.

A final client evaluation will always be provided by the client, indicating the value of the deliverables for the client. This evaluation is important input for the student's final LYCar assessment. The student will initiate this client evaluation, in line with the requirements in LYCar, e.g. send to LYCar coach and cc the client (for details, see LYCar syllabus).

8. Publications and data

Unless otherwise agreed, all research findings will be made publicly accessible through the usual channels of the client and of Hotelschool The Hague. If an opportunity arises to publish a version of the LYCar paper, this will be discussed with the student, for which reason he/she is requested to make contact data after graduation available to the client. The student fills in a data management form and adheres to the principles of ethics and research integrity.

9. Project

expenses

Project expenses incurred by the student can only be reimbursed by Hotelschool the Hague and/or student if agreed with and approved by the client beforehand and after completion of the project.

Agreement on the execution of a Research Assignment

SIGNED:

THE STUDENT

Berlin, 02/05/2022

THE CLIENT

Berlin, 03/05/2022

THE LYCar Coach

LYCar coach

Amsterdam/The Hague _____ (city), _____ (date)

App.3: Data Confidentiality



Declaration relating to confidentiality concerning research data in Launching Your CAREer (LYCar) programme

The undersigned, **Julie Wendt Spies** (hereinafter referred to as: the Student), residing in **Berlin**

Conducting a (research)project for the company **Blue Farm**
(hereinafter referred to as: the Client), residing in: **Berlin**

Whereas:

- the Student shall, in the context of his or her LYCAR research, gain access to confidential information;
- the Client shall, where appropriate, demand a signed declaration relating to secrecy and confidentiality concerning the information provided in this context;
- this non-disclosure agreement shall, in the event of any discrepancies, take precedence over other contracts or agreements which have been or will be concluded or made between the Student and the Client;

Declares as follows:

1. The Student shall keep confidential any information which the Client or any other party involved in the LYCAR research provides under this contract, and shall not further disclose such information in any way, except insofar as the Student is obliged to disclose it by virtue of any legal requirement or irrevocable decision of a judge.
2. Information, as referred to under 1, refers to all information, including written, verbal, graphic and digital information, or information in any other form, which comes to the knowledge of the Student during the research period and which the Student knows, or can reasonably be expected to know, is of a confidential nature.
3. The Student shall not, without the prior written consent of the Client, disclose any confidential information to third parties or contribute to the publication of confidential information. The Student shall submit the thesis to the supervisor for approval from the Client in respect of confidential information, before making such information available to his examiner(s) at Hotelschool The Hague.
4. This non-disclosure agreement shall be in force for an indefinite period / The Student shall be bound to this obligation of secrecy for five (5) years after signing this declaration.

Thus declared and signed by:

Name: **Julie Wendt Spies**

Date: .. **01/05/2022.**

Place: **Berlin**

Student number: **781096**

Signature:


App.4: Preliminary Interview – Blue Farm CEO

App.4.1: Preliminary Interview Blue Farm CEO Transcription

Abbreviation	Name
P	Philip von Have (CEO)
R	Researcher

R: Hi, nice to see you again, haha. How are you?

P: Very good and you?

R: Also, thank you. Well, first I wanted to thank you for allowing me to do my research for Blue Farm.

P: Of, course. We also get something.

R: Yes, indeed, a free solution design. The interview will take about 30 minutes. Euhm, I am gonna ask you a few questions about Blue Farm, the organizational and financial structure, if that's ok with you?

P: Yes, of course.

R: If there is any question, you don't know how to answer, just let me know, that's completely find.

P: Ok.

R: How did you get the idea for the product?

P: Euhm, a couple of years ago I started my own coffee company. So, we roasted coffee... I was always annoyed by the milk cartons. They take up so much space and also in the trash. I knew that oat drink is basically a powder that is mixed with water, so I thought how cool would it be to only sell the powder? So that's kina how I got the idea for the product.

R: Wow, I wish I would have had such a great idea, haha. What does BF do exactly?

P: Blue Farm is on a mission to rethink the concept of milk in terms of nutrition and distribution. By leaving out the water and only selling fermented plant bases we significantly reducing the product's footprint and projecting to save half a million tonnes of Co2 by 2030. The drink can also be shipped as a subscription to the mailbox and offers customers the convenience of always having fresh plant drink available. Blue Farm develops the concept even further by adding functional ingredients that give significant health and performance benefits to customers.

R: Very interesting. What would you say that BF stands for?

P: sustainability, taste, inclusiveness and smart products.

R: What is Blue Farm's Vision / Mission and goals?

P: We want to become a leading global milk brand and make powered milk 'a thing'. short-term goal is to save 50.000.000 drink cartons by 2025. And our long-term goal is to save 500.000 tons of CO2 by 2030

R: Very sustainable goals. How did the company evolve from the launch until the present?

P: Well ... We initially started with making fresh plant milks in glass bottles but realized that the powder idea was much more promising. So, my-cofounder Katia and I started together on this idea. We found a food institute that developed the prototype and started looking for investors. I took us about 1 year to get from kick-off to launch.

R: Ahh, interesting. How many employees are currently working at the company?

P: Around 10

R: How many senior and junior employees do you have?

P: We have a senior team consisting of myself, Katia, Marie and Mara and about 5-6 juniors. I'm the CEO and working more on strategic topics (fundraising, corporate strategy, large b2b clients, product development), whereas Katia as the COO is responsible for our daily business (operations, marketing, sales)

R: What are Blue Farm's most important KPI's (key performance indicators?)

P: Euhm, I would say: Revenue, Customer Growth, Customer Retention, Co2 saved, drink cartons saved

R: From what source are most sales generated (B2B or B2C)?

P: B2C, about 90% of total sales I would say. The rest 10% is B2B Sales.

R: Ok, interesting, in what industry are the B2B Sales coming from?

P: Definitely zero-waste stores and supermarkets. Slowly we get more requests from food producers and online platforms.

R: Yes, I noticed that we have a lot of zero-waste stores. What percentage of sales can be attributed to what industry?

P: Puhh, let me think ... I think zero-waste stores is around 6%, Food producers maybe 1% and online platforms around 3%. These are rough numbers.

R: That's fine, thank you. From what country are most of your sales generated?

P: Currently 95% of total sales (B2B & B2C) come from Germany. We are slowly generating more and more sales from abroad, including The Netherlands, Denmark, Switzerland, Lithuania and Austria. We are still in the expansion phase, we are currently focusing on expanding in the German market. More and more competitors are entering the oat powder industry, therefore expanding in the industry is important.

R: What department has the greatest spending?

P: Marketing, Personnel and Procurement

R: What percentage of funding is spent on this department?

P: Each about 25% of our monthly budget

R: Does BF follow a Asset-light or Asset heavy structure?

P: Asset-light

R: Who are your main suppliers and partners?

P: We also wanted to give back to community we chose to work with Mosaik. Working with them is not always easy, as sometimes there are wrong processes and they work a bit slower. Sometimes orders are incomplete or they ship the wrong products, which cost us money. So that is sometimes a bit difficult. Our oat supplier is probably the most important one. We get our oats from Poland, as it is closer to Berlin.

R: Has the Russia/Ukraine conflict impacted your supply of oats?

P: No fortunately not yet, and I hope it stays that way.

R: How has the competition changed?

P: Well, of course we are still competing with Oatly, which is painful. When we first started, we were among the first to sell oat powder. Now competition is increasing. We even found a company that does very similar marketing to us. I think the biggest threat is Penny or D&M. They also have their own oat powder now ... Prices are quite a bit

cheaper than us and the taste is also not bad. I of course can't say they are good, because I live for Blue Farm, haha.

R: Haha, of course, me too. Hmm, competition is dangerous. How would you say Blue Farm's products differ from the ones of the competition?

P: Well that is easy for me! We are specialized in oat-powder and were amongst the first ones to sell it, so we are experts. Also, from what I have seen so far, the competition only offers oat drink. We currently have 9 different products and also merchandise. So, I think for now, we are still ahead. We also offer our products in big sizes, for example 2 KG and 4KG.

R: Do you know if the competition sells to B2B customers?

P: I think the discounters don't, and from the Reoat, I have not seen a B2B portal yet. But that's why growth is so important for us right now. We need to win over B2B customers before our competition does... Being the first ones is very important and make a name for yourself.

R: Which are BF's most relevant stakeholders? What are their needs/ wants? How do you communicate and keep them engaged?

P: Our investors, our main investors are: Übermorgen Ventures – a climate VC from Zurich, Joyance Partners – a US VC. They require monthly and quarterly updates and reporting's and in general need to be informed about material decisions. We also have quarterly meetings with our Board of Directors.

R: Ohh, good to know. What is Blue Farm's capital structure? Debt / Equity Ratio? What percentage of the company is funded by equity (investment) and what percentage through debt?

P: We are 100% financed through equity. We already have around 20 shareholders that contribute with capital and knowhow.

R: What challenges does this structure bring?

P: Fundraising is always tough, you have to speak to dozens of investors to close one because there are many parameters involved in that decision: does the business look good, are the founders good, is the fund currently investing in this field, is the ticket size right, is the valuation fine, etc.. The last two years have been particularly crazy because of uncertainties in the market, lockdowns, changing market landscapes etc. so the sentiment in the investor market has been rapidly changing from one extreme to another

R: That does sound tough indeed. How do you plan to overcome this challenge?

P: Investors are all about numbers, therefore we have to meet the financial targets for each month. We have weekly meetings where we analyse monthly performance and seek out strategies on how to improve performance on the specific KPI's. We are now working with several advisors and partners in R&D and our goal is to always have the best products in the market.

R: How has COVID-19 and the Russia Ukraine Crisis impacted sales and funding?

P: The pandemic and the current Ukraine Crisis made funding difficult. Consumers and investors are careful, because they don't want to lose money. Customers are spending less. Investing in start-ups always involves a certain degree of risk. The risk of investing in start-ups is quite high at the moment.

R: How has COVID-19 and Russia Ukraine Crisis impacted the supply of raw materials? Are you facing raw material shortage and increased production costs?

P: Not for us yet.

R: Have your products become more expensive?

P: Production yes, UVP no. We already charge a similar price compared to our competition, we cannot raise the price, because customers would stop buying our products.

R: Ok, good to know. What is currently BF's biggest challenge?

P: Product improvements are taking longer than expected. For a while now, we have been working on the Barista version. However, because we work with powder and no additives, the development of the Barista oat powder is difficult. We have been working on the product for more than a year already... As I already mentioned, competition is increasing, which is dangerous. But, I think the biggest challenge we are currently facing is funding. We need to raise € 2 million and so far, we have raised €1.4.

R: Has it been especially difficult this year to collect funding?

P: Euhm, I do think it has been difficult. I think our investors have put less money in than they normally would.

R: Why do you think that is the case?

P: I, I definitely think it is because inflation, everything is becoming more expensive. In times like this, it is also difficult to always hit our targets, which also influences investment.

R: Hmm, I'm sorry to hear. What would happen if you do not manage to collect the rest of the funding?

P: I unfortunately think, we would have to close the company or seek for crowdfunding. We need the €2 million otherwise we have to stop. But I spend actually all of my time finding new investors. I believe in our product and I will do everything that we get the rest of the money.

R: I hope so too for you. You mentioned earlier that it is hard to always meet your targets, could you elaborate a bit on that?

P: Yes of course, what do you want to know exactly?

R: Euhm, let me think ... What makes it difficult to always hit your targets?

P: Mhh... I think even though our product is something that is used daily, we do have fluctuations in demand. Once demand is very high and we outperform that month and next month, maybe because of holidays demand goes down again. So that makes it quite difficult to always hit our targets. Especially in B2B.

R: What makes it especially hard to hit your targets in the B2B sector?

P: Euhm, I think demand varies even more. Because in summer season, I think demand generally goes down, which then also affects our demand. And we have more B2C customers, so it is easier to generate sales. Also B2C customers use social media more than B2B, so they are more aware of promotions and so on...

R: What is BF's strategy to overcome this challenge?

P: Euhm, I think for a while now, we want to expand the B2B sector. If we would manage to expand the B2B sector then we would get more steady revenue and also more outreach... for example having our products in Edeka or Rewe, the really big chains.

R: I see ... So what exactly is your strategy to expand the B2B sector?

P: Well... since I come from the coffee background, I would love to see our products in restaurants and Cafés. We have spoken about it in the team and we think, we really have a great opportunity there. In Berlin, there are so many Cafés that want local

produce and also reduce waste. Also, the oat drink market has exploded. Everybody I know drinks oat milk and the market will become bigger over the years.

R: I understand, why exactly did you choose the gastronomy sector?

P: Well, as I already said, I think there is a great opportunity. Cafés consumes litres of oat drink daily, it would give us regular revenue.

R: And why now?

P: Well, we need to win over customers, expand our B2B sector before the competition does. And even though our barista version is not ready yet, we have our latte mixes that could work great for restaurants.

R: Ahh, alright, so would you say you want to expand in the gastronomy sector to increase your market growth?

P: Yes, exactly and also before our competitors do it.

R: What is in your idea for this project?

P: Well, the idea is that you take over the project and set up a strategy of how we can best achieve this. We will make product sample and you will walk into Cafés and tell them about our products.

R: What is the exact time frame?

P: Well let's see, you are here until July, so I think if you set up a strategy for the term of one year that is a good idea. And then we need to evaluate in between how we are doing.

R: Yes, that makes sense. Euhm, what do you think is a reasonable goal, if you think of percentage in market growth?

P: Euhm, I think that depends on how it goes ... Ideally I would say 20%, but it depends what the restaurants think of our products... But the German gastronomy sector is so large and especially here in Berlin...

R: That sounds very fun, I'm excited. I'm also excited to be in charge of the project, it is something I have not tried before.

P: Yes, we are of course here to help you!

R: That's great, thank you.

P: Do you actually have any other questions?

R: Let me check ... No, I think that was it. If I have more questions, can I reach out to you?

P: Of course, you can just ask me, we see each other any way!

R: Thank you so much Philip, see you tomorrow.

P: See you. Bye

Interview Consent Form

Research Project Title: The blue revolution: To what extend is the German gastronomy sector willing to rethink oat drink consumption?

Research Investigator: Julie Spies

The blue revolution: To what extend is the German gastronomy sector willing to rethink oat drink consumption?

The research aims to design a new strategy for Blue Farm to establish themselves in the German gastronomy sector. The research aims to gain a thorough understanding of the needs and wants of the German gastronomy sector to anticipate opportunities and threats. The information gained combined with expertise about market growth strategies for start-ups will contribute to forming a new market growth strategy for Blue Farm.

**** In case of any remaining questions, please do not hesitate to contact the researcher. Please find the contact information below. ****

781096@hotelschool.nl

Thank you for taking part in the interview as part of abovementioned research project.

Considering the sensitivity of data usage and respecting the participant's privacy, all personal information (Name, Business Name and Signature) of the participant will be anonymised. Solely the content obtained during the interview will be used in the report.

The gathered data will be analysed and used in a research report which will be shared with Hotelschool The Hague; 2 assessors from Hotelschool The Hague.

Please read the following statements and consent to the following:

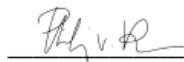
- I voluntarily participate. I can withdraw at any time without any given reason
- The interview will be recorded (if possible) and transcribed
- My name and signature will be anonymised, my information will not be published
- My statements may be quoted directly along with my occupation
- I confirm that I will not be receiving any compensation for my participation
- The report is stored in the Hotelschool The Hague database for max. of 15 years
- I have read the research and will contact the researcher for any remaining questions. I have been given the time and space to think about my participation.
- Hereby, I confirm that I wish to take part in this research project.

Research Participant's signed consent

Name: **Philip von Have** **Berlin, 06/05/2022**

Date, Place:

Signature



By signing this agreement, I, the researcher confirm the following statements:

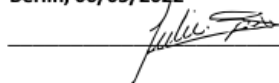
- I confirm that the participant has been fully informed about the research project.
- I, will inform the participant, if new information emerges which could influence the participant's consent
- I will respect the ethical use of the data and anonymise all details of participants

Research investigator's signed consent

Name: **Julie Wendt Spies**

Date, Place: **Berlin, 06/05/2022**

Signature



App.4.2: Preliminary Interview Blue Farm CEO – Data Analysis

Information providing valuable information about the company, contributing to the research were highlighted in **blue** in the interview transcription.

Stakeholder	Statement
CEO	<ul style="list-style-type: none"> - Blue Farm is on a mission to rethink the concept of milk in terms of nutrition and distribution. By leaving out the water and only selling fermented plant bases we significantly reducing the product's footprint and projecting to save half a million tonnes of Co2 by 2030. The drink can also be shipped as a subscription to the mailbox and offers customers the convenience of always having fresh plant drink available. Blue Farm develops the concept even further by adding functional ingredients that give significant health and performance benefits to customers - sustainability, taste, inclusiveness and smart products. - We want to become a leading global milk brand and make powered milk 'a thing'. short-term goal is to save 50.000.000 drink cartons by 2025. And our long-term goal is to save 500.000 tons of CO2 by 2030 - Employees: Around 10. We have a senior team consisting of myself, Katia, Marie and Mara and about 5-6 juniors. - Revenue, Customer Growth, Customer Retention, Co2 saved, drink cartons saved - B2C, about 90% of total sales I would say. The rest 10% is B2B Sales. - I think zero-waste stores is around 6%, Food producers maybe 1% and online platforms around 3%. These are rough numbers. - Currently 95% of total sales (B2B & B2C) come from Germany. - Asset-light - We also wanted to give back to community we chose to work with Mosaik. (...) We get our oats from Poland, as it is closer to Berlin. - We are specialized in oat-powder and were amongst the first ones to sell it, so we are experts. (...) We currently have 9 different products and also merchandise. - I think the discounters don't, and from the Reoat, I have not seen a B2B portal yet. - Most important stakeholder: Our investors - We are 100% financed through equity. - Fundraising is always tough,(...) The last two years have been particularly crazy because of uncertainties in the market, lockdowns, changing markets etc. - Investors are all about numbers, therefore we have to meet the financial targets for each month. (...) seek out strategies on how to improve performance - Customers are spending less. Investing in start-ups always involves a certain degree of risk. The risk of investing in start-ups is quite high at the moment. - Production yes, UVP no. We already charge a similar price compared to our competition, we cannot raise the price, because customers would stop buying our products.

	<ul style="list-style-type: none"> - Product improvements are taking longer than expected. (...) the development of the Barista oat powder is difficult. - We need to raise € 2 million and so far, we have raised €1.4. - I think our investors have put less money in than they normally would. - I unfortunately think, we would have to close the company or seek for crowdfunding. We need the €2 million otherwise we have to stop. - Once demand is very high and we outperform that month and next month, maybe because of holidays demand goes down again. So that makes it quite difficult to always hit our targets. Especially in B2B. - Euhm, I think demand varies even more. Because in summer season, I think demand generally goes down, which then also affects our demand. - I think for a while now, we want to expand the B2B sector. If we would manage to expand the B2B sector then we would get more steady revenue and also more outreach... - Well... since I come from the coffee background, I would love to see our products in restaurants and Cafés. We have spoken about it in the team and we think, we really have a great opportunity there. In Berlin, there are so many Cafés that want local produce and also reduce waste. Also, the oat drink market has exploded. - Well, as I already said, I think there is a great opportunity. Cafés consume liters of oat drink daily, it would give us regular revenue. - Well, we need to win over customers, expand our B2B sector before the competition does. And even though our barista version is not ready yet - Euhm, I think that depends on how it goes ... Ideally I would say 20%, but it depends what the restaurants think of our products... But the German gastronomy sector is so large and especially here in Berlin...
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App.5: Blue Farm's Strategy

Blue Farm is on a mission to drastically change the oat drink industry by encouraging consumers to rethink their consumption behaviour. With their innovative products, the organisation aims to shape the future of functional drink together with its customers.

Our Values



Sustainability



Inclusiveness



Taste



Innovation

Goal:
Become a leading milk brand globally and make powdered plant milk the new trend

Short-term Goal:
Save 50.000 drink cartons by 2025

Long-term Goal:
Save 50.000 tons of CO₂ by 2030

Secure Funding from investors until sufficient revenue is generated to support themselves

Increase brand awareness

Spark customer interest

Oat-powder becomes a desire

Oat-powder replaces conventional oat drink

App.6: Interview Execution Plan

App.6.1: Interview Execution Timelines

Qualitative Method	Interview Time	Date	Stakeholder	Online/ In-person
Semi-structured interview	30 min	23/05/2022	Zero-waste Vegan Café (S1)	In-person
		17/05/2022	Vegan Café (S2)	Online
		19/05/2022	Regular Café (S3)	Online
		24/05/2022	Regional Produce Café/ Restaurant (S4)	Online
		27/05/2022	Regular Café (S5)	In-person
		31/05/2022	Quick Service Lunch Bar/ Café (S6)	In-person
Semi-structured interview	30 min	07/06/2022	Market Growth Expert (E1)	Online
		13/06/2022	Market Growth Expert (E2)	Online
		18/06/2022	Market Growth Expert (E3)	Online

App.6.2 Gastronomy Sector Interview Guideline

RQ1: WHAT ARE THE NEEDS AND WANTS OF THE GERMAN GASTRONOMY SECTOR?

1	RQ1.1	What factors are most important to your clients when choosing a beverage?
2	RQ1.1	What is most important to your clients when buying a beverage?
3	RQ1.1	What are the biggest stress inducing processes in the café everyday life?
4	RQ1.1	How loyal are you to your current suppliers?
5	RQ1.1	What factors would be most important to you when choosing a new supplier?
6	RQ1.2	What do you find interesting about BF's products?
7	RQ1.2	What challenges do you gastronomy businesses face when implementing BF's products?
8	RQ1.3	What would make BF's products more interesting to you?
9	RQ1.3	What factors should BF consider when approaching the German Gastronomy sector?

App.6.3 Market Growth Expert Interview Guideline

RQ1: HOW CAN SMALL-SCALE START-UPS (< 10 EMPLOYEES) BUILD AN EFFECTIVE MARKET GROWTH STRATEGY WITHIN A ONE-YEAR TIME FRAME?

1	RQ2.1	What are the major challenges that start-ups face in today's society?
2	RQ2.1	What are the most common mistakes start-ups do?
3	RQ2.2	How does a start-up determine the attractiveness of a target market?
4	RQ2.2	What roles does competition play when assessing the attractiveness of a new target market?
5	RQ2.3	What should be done before deciding on a new market growth strategy?
6	RQ2.3	What elements (internal and external) are most important to consider when building a new market growth strategy?

App.7: Interview Transcriptions

Interview Stakeholder 1 (S1, Zero-waste Vegan Café)

Abbreviation	Name
P	Participant
R	Researcher

R: Hey, thank you for taking time to be interviewed.

P: No problem.

R: I know that you are very busy, so is it alright with you if I just start with the interview, it will take about 30 minutes.

P: Yes.

R: So, I wanted to start by asking if you ... you could tell me a little bit about your concept?

P: Yes, of course ... We, we always wanted to focus on no waste... that means from supply to production. We actually opened the first zero-waste vegan restaurant in Berlin. We focus on sustainability. So now we opened a bakery. We are a vegan zero waste bakery, meaning we try to produce the least amount of waste possible and source local and organic produce as much as possible. Sustainability and organic produce are our primary focus.

R: Really nice, I think 0 waste will become the future. What challenges does this concept bring?

P: Euhm, I think in the beginning it was **hard to find suppliers that deliver local produce unpackaged**. So, a lot of research went into finding the right suppliers ... and they also have to deliver organic produce. Now, we get most of our products from Markthalle Neun (Foodmarket focused on local produce). So, I definitely think that was very difficult challenges and then also really being zero waste. We had to think of what do we do with our leftovers of food? How do we limit waste? To limit waste we actually decided to sell out sometimes, in order to not have too many leftovers. We also worked with TooGoodtoGo, but we noticed that less customers would come to the store and many customers would wait and buy from too good to go, so we stopped.

R: What oat milk do you currently use and why?

P: Currently we use Hafelmi.

R: What exactly does Hafelmi do?

P: Oatmilk?

R: Sorry that was badly formulated. I mean how do they contribute to 0 waste?

P: Ahh, now I understand. Instead of using packaging, they work with the German "Pfand" system. The drink comes in glass bottles, which are then returned to the supplier and reused.

R: Ahh interesting, I see where the zero-waste comes from here. What criteria are important to you when choosing a new product/ drink?

P: Since we are zero waste and also an organic bakery, I think the most important aspects for us are: **Ingredients, Organic Certification, Packaging and Material, Price, Taste**

R: For what products are you experiencing higher demand?

P: At the moment nothing really, business runs quite smooth and our customers are very happy...

R: Well that's important... What factors are most important to your guests when choosing a beverage?

P: 100% Vegan and locally sourced... Our customers are very interested and curious. Therefore, the production of the products we use is also very important to them. The taste, the look and how the milk foams are definitely very important factors. So, I would say quality and taste. I also think for us it's also about surprising customers. We don't advertise that we are a 100% vegan and zero-waste Café. So sometimes, customers come to us and ask for cow's milk or are surprised by how the croissant tastes. Most of the times, those customers are skeptical at first, but a lot of them actually really like it. That is also definitely something we aim for, make people rethink their opinions and surprise them.

R: I think that is very interesting, I could also imagine as you say that customers are not always happy that you don't offer cow's milk for example.

P: Yes, that definitely happens sometimes, but I still think that in Berlin people are quite open minded, but it definitely happens.

R: Looking at your day-to-day life of running a Café, what are stress factors that you and your employees experience daily?

P: Are you talking about processes or administrative things?

R: More in the direction of processes.

P: Let me think... I think the biggest stress factor is time and quality. In one day, we sell about 200-300 coffees. Our guests don't want to wait too long for their coffee or food, it is important to us that the products we use are easy to use. If drinks are not served quickly enough, the customer will not be happy. Due to our restaurant, we already have a good reputation, so our Café is quite busy, maybe a bit less during the week, but it's definitely busy... We already had to switch from table service to counter service, because we didn't have enough employees. So, for us convenience is definitely important...

R: I can imagine, I have also read a lot of articles about the restaurant and now with the Café, I can imagine that you are well visited. Are you generally open to testing new products?

P: I mean quite often promoters come in and give us their products to try... I honestly have to say often, we just give the products to our employees, since we are already happy with our suppliers and sometimes the products they come with are nothing new or innovative, so we usually stick with the products we have... I would still say that we are quite open to try new things. But if we would consider a new product, it really has to be better than the current products we use, or solve a major problem for us, only then we would consider switching.

R: Yes, that definitely makes sense, so it is really important to you that the new products leaves an impression and solves a problem for you?

P: Yes, I would say so, otherwise there's little reason for us to switch.

R: Yes. What factors would be most important to you when choosing a new supplier?

P: By far organic certification, that is our first criteria, since we have organic certification, so we can't use products that are not organic. Then, euhm, I would say that locally produced and sourced, delivery time, Customer Service of the new supplier.

Something that is also very important is of course packaging... because we are zero waste.

R: I see, so when looking at the oat drink you offer, would you say your customers are very brand loyal?

P: Umm, we definitely had customers that asked us what oat milk we use. But to be honest, I think for us this has not been a major issue, since we are zero waste, so we cannot use packaged oat milk. So, we explain this to our customers, they are usually very understanding. So, I would not say that brand loyalty is a major concern for us.

R: Yes, you definitely make a valid point. I would like to tell you a bit more about Blue Farm and what we do, is that alright with you?

P: Yes, go ahead.

R: I work for Blue Farm, a Berlin-based start-up. We are currently innovating the oat-drink industry, by producing a powder that can be mixed at home with water and you have your own oat drink. By doing so, we save 90% packaging waste and 70% transport emissions. All our products are made from 100% oats (sourced from Poland as this is closer to Berlin), produced in Germany and contain no additives nor added sugars. Currently, we are trying to tackle the Gastronomy sector with our Latte Mixes (Chai, Golden Milk and Matcha), they are powder-based and all you have to do is add water.

P: Okay, the concept sounds interesting, are the Latte Mixes organic?

R: So, for the Latte Mixes we use organic spices, but the products don't have organic certification, because the oats are not organic.

P: Ahh, I see. For us the Latte Mixes are not interesting.

R: May I ask why? Is it just because they are not organic?

P: Not only... Of course, organic certification is already a must for us. But also, our Matcha we make fresh a la minute and Chai and golden milk is not something we offer.

R: I see, using our oat powder might be less time consuming?

P: To be honest, the matcha process is not that time consuming and now we are used to making it that way, so the process is definitely faster than it used to be. Also, we do prefer offering it freshly made a la minute, it is also what our customers expect. Just like with coffee, those are also made a la minute, so we would have to offer the same for the matcha.

P: Do you have a Barista Version?

R: Not yet, we are working on it, but as we avoid unhealthy additives and work on a powder basis, the product development proves to be difficult.

P: Ahh, I see. The barista version could definitely be interesting to us, would you offer it organic as well?

R: Well, since we are still in the development phase, I am not 100% sure, but if enough demand is there for organic Barista, we would definitely consider it, since we already offer organic oat-base as well. What do you find interesting about our products?

P: I think the sustainability aspect, saving 90% packaging and 70% transport emissions is great and in line with our philosophy. Your products also save a great deal of space.

P: What is the litre price for your powder?

R: For the Bio Version, the price is listed at €2,09 per litre.

P: Oww, that is already quite a high price...
R: How much do you currently pay for your oat drink?
P: 1,87€

P: How well does the drink foam?

R: Our normal Oat Base does foam, but you need to add more powder and less water. As previously mentioned, it is not yet our Barista Version... What challenges to our product do you see?

P: Well ... I think the **handling** is difficult. As I previously mentioned, we sell around 300 coffees a day. **We do not have the time to mix the drink in the morning and then again during the day in case we run out.** Also, if I look at the price, you charge a premium price for your product. **The drink should not cost more than €2, which is already a high price.** If you combine the price with the time-consuming mixing, I think that is difficult. Your product is more expensive than the competition, plus less convenient. Your Latte Mixes are not interesting to us, since we focus on fresh produce. Our customers pay a higher price for their drinks and they expect everything to be freshly made. **Although your drinks are freshly made, it is hard to explain to our clients that your powder is fresher than the homemade Matcha for example.**

R: Would a subscription model be interesting to you?

P: **Of course, especially if it makes a difference in price, since you charge a higher price.**

R: That's good to hear. You mentioned you get most of your products from Markthalle Neun, right?

P: Yes, exactly.

R: Is it important to you that you can purchase your products at a big wholesale supplier?

P: I mean, we work with Markthalle Neun because they focus on local and unpackaged produce. **I would not say it is necessary, but it is definitely better.** The problem with **having multiple small suppliers, is that it is inconvenient for us.** You have to imagine, let's say we have 10 small suppliers, we would need login accounts for the various suppliers and open different pages for ordering. So, I definitely think being with a wholesaler is a big advantage, and makes sense if you wanna tackle the German gastronomy sector, as most businesses work with wholesalers.

R: That definitely makes sense, so when tackling the gastronomy sector, you would think it is equally important to try to expand with wholesalers?

P: I mean it also depends what types of Cafés you attract. If it is small Cafés, I don't think they would mind have one different supplier. But if you want to work with larger businesses, I definitely think that it is important to be represented by wholesaler, yes.

R: That is a very helpful insight for us, thank you. What would make our product more interesting to you?

P: I think the concept is great. Since we are zero waste, the product is perfect for us. **The only issue I currently see is how to use of the product which is time consuming.** If you **could find a way to make your product more convenient and ready-to-use, that would be great.** And of course taste wise and foaming wise we would have to see if it **meets our expectations...** And the price... for us with that price, the switch makes little sense unfortunately.

R: If you would have to sum up what would be our biggest challenge that we will have to overcome?


P: I think **application and making the usage of your product time effective** will be your biggest challenge and the **price of course...** The switch will be quite a **big change for the**

café, as they will switch from using drink cartons to using powder. I think that is also something the workers will have to get used to.

R: Yes, that makes sense. I think those were all questions. Thank you so much for taking your time. If you have any more questions regarding our products feel free to contact me. I have brought some samples for you, if you would like to try it.

P: Yes, thank you, have a nice day.

R: You too!


**HOTELSCHOOL
THE HAGUE**
Hospitality Business School

Interview Consent Form

Research Project Title: The blue revolution: To what extend is the German gastronomy sector willing to rethink oat drink consumption?

Research Investigator: Julie Spies

The blue revolution: To what extend is the German gastronomy sector willing to rethink oat drink consumption?

The research aims to design a new strategy for Blue Farm to establish themselves in the German gastronomy sector. The research aims to gain a thorough understanding of the needs and wants of the German gastronomy sector to anticipate opportunities and threats. The information gained combined with expertise about market growth strategies for start-ups will contribute to forming a new market growth strategy for Blue Farm.

**** In case of any remaining questions, please do not hesitate to contact the researcher. Please find the contact information below.****

781096@hotelschool.nl

Thank you for taking part in the interview as part of abovementioned research project.

Considering the sensitivity of data usage and respecting the participant's privacy, all personal information (Name, Business Name and Signature) of the participant will be anonymised. Solely the content obtained during the interview will be used in the report.

The gathered data will be analysed and used in a research report which will be shared with Hotelschool The Hague; 2 assessors from Hotelschool The Hague.

Please read the following statements and consent to the following:

- I voluntarily participate. I can withdraw at any time without any given reason
- The interview will be recorded (if possible) and transcribed
- My name and signature will be anonymised, my information will not be published
- My statements may be quoted directly along with my occupation
- I confirm that I will not be receiving any compensation for my participation
- The report is stored in the Hotelschool The Hague database for max. of 15 years
- I have read the research and will contact the researcher for any remaining questions. I have been given the time and space to think about my participation.
- Hereby, I confirm that I wish to take part in this research project.

Research Participant's signed consent

Name: _____

Date, Place: 17-09-2022 _____

Signature: _____

By signing this agreement, I, the researcher confirm the following statements:

- I confirm that the participant has been fully informed about the research project.
- I will inform the participant, if new information emerges which could influence the participant's consent
- I will respect the ethical use of the data and anonymise all details of participants

Research investigator's signed consent

Name: Julie Wendt Spies

Date, Place: 17-09-2022, Berlin

Signature: _____

Interview Stakeholder 2 (S2, Vegan Café)

Abbreviation	Name
P	Participant
R	Researcher

R: Hello, thank you for agreeing to take part in this interview. How are you?

P: I'm good thank you.

R: I'm glad to hear so. Before we start, I previously informed you about the research and that all information will be anonymised. Do you have any remaining questions?

P: No, I think everything is clear.

R: In case, any questions come up, please feel free to ask.

P: Yes, of course.

R: I would like to start off by asking you a little bit about the concept of your Café. Could you please tell me a bit about it?

P: So, umm, we recently ... actually not that recent, I think it was 2 years ago, which is still quite recent for a business. But, we opened up a vegan Café, where we serve some vegan bites. But we don't have a kitchen. So, we do mainly focus on warm drinks and Coffee.

R: Interesting, with not having a kitchen, do you not offer lunch?

P: Euhm, we do offer lunch, but it is ready-made sandwiches that we order through a supplier who prepares everything vegan for us and this outsourcing offers a service to the guest. It is not our main income, but definitely also a source of income.

R: Ahh alright, so it is more of a coffee and cake type of concept?

P: Yes, exactly.

R: Ok, interesting and you use all vegan products if I understood correctly?

P: Yes, we are 100% vegan.

R: Okay nice. Well, then we already come to my first question, what are the main criteria you consider when choosing new drinks for the menu?

P: Well... My customer base is of course **completely vegan**, so I think that is our main source. We are delving ... trying to focus a lot on sustainability, but veganism go first. Because we think that already has a lot of influence on the sustainability of our Café, but yeah ... At some point **we also want to focus on reducing waste or going completely local, but rightnow we are focusing solely on veganism.**

R: Alright, sounds very interesting. What is most important to your clients, when choosing a drink?

P: Well ... What I am saying may sound repetitive but it is that it is gonna be vegan, delicious and it's gotta be what they expect. I mean, we do have non-vegans that come to us and they are expecting something that is similar to a non-vegan drink. **So the same quality, they have to feel like they are not compromising for not being vegan.**

R: yes, that makes sense. Euhm, for what products do you recently experience higher demand?

P: Euhm ... I think it depends a lot on seasonality. During the summer season, we sell a lot of iced Lattes, so we always install an ice machine and prepare cold coffee, so we can cater to that market. Euhm, whereas in winter season the demand changes, so more people ask for Chai Latte or Golden milk. In winter we also offer Ginger shots and pumpkin spiced latte.

R: When thinking of plant-based alternative drink, which ones do you use?

P: We mainly use Alpro.

R: Ok, what different types of plant-based drink do you offer?

P: So we offer, pea milk, oat milk and almond milk.

R: Ahh ok, do you experience that your customers are quite brand loyal to the brands they already use?

P: Euhm ... I mean thinking of it, I do get quite a lot of questions about Oatly. Because Oatly is a market dominator, but we are not with Oatly. Euhmm ... of course a lot of people use Oatly at home and they notice that it is expensive, but they do like to have it for us. We do make sure when people ask us to explain to them that it is less healthy than Alpro or the other brand for pea milk that we use. People want to be loyal but they don't automatically need to have what they are used to.

R: Do you feel like euhm ... you lose out on customers because you don't use Oatly?

P: I don't think so no. I think vegan ... I think there are not that many places that are exclusively vegan, so I don't think that customers mind.

R: That is definitely good to know. Do you know what adaptogens are?

P: No, I don't think I have ever heard about it to be honest.

R: Basically, adaptogens are plants and mushrooms that are said to have an effect on your body and your responses. A lot of research has been done on it and for example Matcha is said to give you energy, while Curcuma has a good influence on your immune system and the adaptogen we use in Chai is said to have a stress relieving impact on you. Do you think this is something that could be of interest to your customers?

P: Yes, I think so. I think vegans in general ... one part of their lifestyle is of course plants and animals, but it is also choosing living a healthier life and I think it attracts that crowd for sure.

R: How would you market a product that contains adaptogens?

P: Euhm, let me think about this one. I don't know if I would change my menu and put it on the menu, because as a business owner that does cost me quite a lot of money. Euhm, I think if that would be an option adding adaptogens, I think I would write it on a blackboard. We already do this in a sense, I think that would work.

R: Yes, that could work, I think quite a few Cafés do similar things. When running your Café on a daily basis, what is the most challenging process?

P: Euhm ... Making drinks I think, because it is the main focus of business, since we do not have a kitchen. Having a kitchen brings extra stress and you need extra people extra management. I think coffees are our biggest obstacles, because they need to be served within a certain period, otherwise the quality of the foam goes down and the coffee gets cold. So there's definitely a lot to making coffees.

R: How do you overcome that stress?

P: We hire, well trained staff and when we hire new people, they do a trial shift, so we can see whether they can handle the stress, that's how we handle it kind of.

R: Is Latte Art something that is very important to your customers?

P: Euhm, I don't think every single person needs it when ordering coffee. But, I do think it is something that is kind of expected. If you go to a coffee shop and they don't have Latte Art, you cannot necessarily charge a premium price. I think it is important, because it also shows that the person making your coffee has skills, so that your coffee takes better. Looks can be deceiving but also add a lot to the experience. People eat with their eyes.

R: Is it also something you would wanna offer with your Chai for example?

P: No currently, we use Chai tea bags, and chai can be spiced up with other ingredients, such as garnishes, but of course that costs extra money. So, it might be nice, but it not necessary.

R: Ok, thank you. Euhm, looking at your suppliers, what is most important to you when choosing suppliers?

P: Euhm, vegan products ... Euhm, kind of like what our customers want. Also, just having possibly waste reduction and affordability is important. Quality is important. Maybe it is a broad term but being able to pay a fair price for a fair product is what is most important.

R: yeah ... How loyal are you to your current suppliers?

P: Euhm, like I said earlier with Alpro. We are quite loyal to them because it is a better product. Maybe not better, but a healthier product, less sugars. Pricing wise it is a bit cheaper than Oatly, they charge a bit more. We are quite loyal, I don't think we would necessarily switch. We do appreciate good business relations.

R: What keeps you from trying new products?

P: I mean, new products are brought in on a monthly basis. Yesterday, some coffee brewery came by offering us to try their products. They come in and tell us what they can offer us. But, we really see what fits our business and us. And also whether the product is better than the product we already offer. We cannot try all the products promoters give us. Usually there is no need to switch if the product we are using are fulfilling our needs.

R: Do you buy most of your products from one big supplier/wholesaler?

P: Yes, other than our lunch items, most of our products come from a wholesaler. Ee work with vegros, a vegan wholesale for gastronomy businesses, so we get most of our products from there.

R: Why do you work with wholesalers?

P: It is definitely more convenient, and they can offer a better price, because you buy things in bulk.

R: Yes that is definitely an important aspect. Next, I would like to tell you a little bit about the company I work for. Basically, Blue Farm is an oat drink company, but instead of selling oat drink in tetra packs, we sell a powder that you mix with water at home and so you have freshly made oat drink. Because we sell powder, we save 90% of packaging waste and 70% of transport emissions. All our products are free from added sugars, are gluten free, vegan and free from additives. So, now we want to tackle the gastronomy sector with our latte mixes. We offer different flavors, Chai, Matcha and Golden milk, and it follows the same concept as the oat powder, those also contain the adaptogens that we talked about earlier. It's kind of like Rio Chai, if you know it, it is just mixed with water. We are also working hard on the barista version, but that one is not ready yet. The product also saves you loads of storage space, because you only store powder, so you would have more storage space.

P: That's cool.

R: What do you find interesting about Blue Farm's products?

P: Yeah, euhm. I have heard about it before. I think it is a very good concept. Like you say, it reduces waste, it's compacter, less storage needed. I can appreciate a new product that is trying to change the market. It has an interesting twist to it and that you are trying to also do a health impact.

R: So, if I understood correctly, you would say that sustainability, more storage space and the health aspect of it is interesting?

P: Yes, definitely.

R: Nice. What challenges do you think our products bring to the gastronomy sector?

P: Euhm, can you tell me how you mix the product?

R: Of course, we are currently in the process of thinking how it would work best for the gastronomy sector, because mixing by hand is probably not the best solution.

P: No, definitely not, it would be **too time-consuming**, also if you have to mix it during the day, in case you run out.

R: You probably now how many litres of milk you use a day, let's say you use 4L of drink a day, we would provide you with a 4 L bag and that you would have to add 8L of water and then there would be a machine that could mix it for you and you could just tap it off.

P: yeah, it sounds like an interesting deal for sure. I think a lot of bars don't have a lot of space, so you would have to see if they have space for such a machine and you would have to figure out how do you keep it cold. But it would be cool. Flavor is of course also important, but we would have to see.

R: Thank you, and, euhm, how would you think it would work for your employees? Do you think it would be a big switch for them?

P: Euhm, I don't think so, there are not that many extra steps, so it should be fine.

R: I was also wondering, since you use pea milk and almond milk, those would still be tetra packed drinks, do you think that would be an issue that some are in tetra packs and the oat drink is in powder form?

P: Euhm, yeah it could be an issue. I can't tell you if it is issue free. It really depends whether it is worth the compromise with the storage. That would be something that needs testing and price is important.

R: Yes, may I ask how much you currently pay for your oat drink?

P: Euhm, per litre around €1,60.

R: okay, so Blue Farm's products are a bit pricier, they are around €2 per liter, do you think that is a ok price?

P: I mean, for me it is not attractive, I do have to say it scares me away, it is 0,40€ more per liter that is a lot.

R: yes, I totally understand that. Euhm ... We talked earlier that you buy most of your products from the wholesaler, is that also something you want with your new suppliers?

P: Euhm, ... Yes it is important maybe, definitely preferably. I think if you don't work with a wholesaler I think you would still supply twice a week, but I think a wholesale would definitely be preferable, 100%.

R: Would you say that is the case in general for the gastronomy sector?

P: Difficult to say, I think it depends on the company and also their price sensitivity, but I can't generalize.

R: Yes, thank you. I will leave you some samples of our products and a follow-up survey, if that's alright with you.

P: Yes, of course, thank you.

R: Euhm, let me just check ... I think I finished my questions. If you have any questions regarding the research or the products, please feel free to reach out to me. I am looking forward to hearing from you. Thank you again for taking your time.

P: You are welcome. Have a nice day.

R: You too!

Interview Consent Form

Research Project Title: The blue revolution: To what extent is the German gastronomy sector willing to rethink oat drink consumption?

Research Investigator: Julie Spies

The blue revolution: To what extent is the German gastronomy sector willing to rethink oat drink consumption?

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** In case of any remaining questions, please do not hesitate to contact the researcher. Please find the contact information below.**

781096@hotelschool.nl

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The gathered data will be analysed and used in a research report which will be shared with Hotelschool The Hague; 2 assessors from Hotelschool The Hague.

Please read the following statements and consent to the following:

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- I have read the research and will contact the researcher for any remaining questions. I have been given the time and space to think about my participation.
- Hereby, I confirm that I wish to take part in this research project.

Research Participant's signed consent

Name: [Redacted]

Date, Place: 16-05-2022, Berlin

Signature: [Redacted]

By signing this agreement, I, the researcher confirm the following statements:

- I confirm that the participant has been fully informed about the research project.
- I, will inform the participant, if new information emerges which could influence the participant's consent
- I will respect the ethical use of the data and anonymise all details of participants

Research investigator's signed consent

Name: Julie Wendt Spies

Date, Place: 16-05-2022, Berlin

Signature: [Redacted]

Interview Stakeholder 3 (S3, Regular Café)

Abbreviation	Name
P	Participant
R	Researcher

R: Hey, how are you?

P: Very good, the sun I shining, so that's great.

R: Haha, that's true, that always puts me in a good mood. Thank you for taking your time to do the interview with me, I really appreciate it.

P: Yes, it's a pleasure. Mara already told me a bit about Blue Farm.

R: Ahh that's great to hear. Before we start, I wanted to ask you if you read the interview consent form?

P: Euhm, yes, I also have it signed.

R: Ahh great, thank you, was there any information you did not understand?

P: No, not at all, it was pretty clear.

R: Great. Euhm, I was wondering if you could tell me a little bit about your Café?

P: Yes of course, my restaurant is almost open all day. We serve breakfast, lunch and on weekends we do dinner. I wanted to create a space where everybody could come and feel welcome. I guess I would describe it as your atypical neighborhood Café, where you can either come for a quick bite or stay for long. I wanted to create a very cosy space that people come to enjoy and spend a good time.

R: That sounds very cosy indeed. What kind of food do you serve?

P: I love sharing food, so we do mostly sharing platters, and the type of food is different. We have something for everyone.

R: Delicious, I also love sharing food! What is most important for your customers?

P: My customers come to me because they know that our quality is good and they like the taste of our products. And of course friendly service. Here in Berlin, you don't always get friendly service, I don't know if you have experienced that...

R: Yes, I have, but I think that is everywhere. Until now, I would say I've had mostly good experiences... But I definitely think that good service is important, it's part of the experience and also wanting to go back to a place.

P: Yes, exactly ... And we, we want our customers to come back at home. I think that is very important.

R: Yes, that's true. Are there products for which you have experienced higher demand?

P: Euhm, let me think. I think more and more people, especially in Berlin are vegan. So, euhm, we try to have a balanced menu, so that everybody has something on the menu they like.

R: Ahh, yes I see. I also know quite a few vegan people here in Berlin, more than in other cities. What types of milk and alternatives do you offer?

P: I have Oat milk and just normal milk.

R: Why, do you prefer only working with two milks?

P: I think working with more is too much. I would have to store many more milk cartons and the risk of milk going bad is quite high, because one milk might not be as popular as the other.

R: I see, that definitely makes sense. Why exactly did you choose oat drink?

P: I think oat milk is the most popular alternative...

R: That makes sense, I think you can almost get oat drink everywhere here in Berlin.

P: Yes, I think so too.

R: Yes, so ... would you say the demand for oat drink has also increased over the years?

P: If I, euhm, I think so yes. Now, it's almost a given that every Café offers it, but definitely. It's normal.

R: Yes, I understand. How important do you think gluten-free and sugar-free products to your customers?

P: Euhm, I don't really know. I think customers can chose if they want sugar by buying pastry or adding it to their coffee, so I think it's up to the customer. We sometimes get gluten-free requests, but not that many to be honest.

R: What kind of hot drinks do you offer?

P: Tea, Coffee, Chai, hot chocolate ...

R: Nice, do you make the Chai yourself?

P: No, we use Chai Tea Bags.

R: Ahh okay, nice. If you think about your daily worklife, what is the most challenging factor?

P: You mean with regards to service or?

R: It could be anything, anything where you say, this is a stressful process or very important for a Café.

P: Well, I think some customers are quite demanding, which can be challenging. If it is very busy, not everyone understands that we might be understaffed or that food and drinks can take a bit longer.

R: Ahh, I understand, often people have not worked in restaurants, so they don't understand it. How do you overcome this challenge?

P: I have started to tell people that food might take a bit longer before they sit down, so they can choose if they want to wait or not...

R: Yes, I think that is good. Have you ever heard of adaptogens before?

P: Euhm, no, what is that?

R: Well ... adaptogens are in plants or mushrooms and they are said to impact the way your body deals with stress for example. So, our Chai powder has an adaptogen in it which reduces stress, whereas our Golden milk is antioxidant and good for the immune system. Do you think this could be interesting to your customers?

P: I, I generally think it is interesting, I have not heard of it before... I think it could be interesting, I just don't really know if my customers would care that much about it.

R: Hmm, I see, where do you think it could be interesting?

P: Euhm, I think maybe in places like yoga studios or fitness centres, where people focus on their health, maybe.

R: That's good input, thank you. How important is latte art to you?

P: Not that important, good foam is important, but we don't care too much about latte art.

R: I see. How open are you to try out new suppliers or products?

P: Quite open, it always depends on the product. Sometimes I see things and I don't even try it because it is not interesting. So, it really depends on what products.

R: What is important to you when choosing a new supplier, what do you look out for?

P: I think the most important is quality and taste of the new product. Euhm, then I would say that, euhm, easy ordering process is important and good customer service.

R: Talking about the ordering process, what do you consider an easy ordering process?

P: I have an account which I log into and all my details are saved and then I can basically just order what I need.

R: Ahh ok, would you prefer ordering from one source, for example a wholesale?

P: Euhm, well, most of my food, I buy from Metro, because it is easy and they offer good prices. I would not mind having a few other suppliers. But again ... It really depends on the product, if I love the product and I cannot get it at Metro, I would get it somewhere else, that's fine.

R: Okay. What would it take for you to switch supplier?

P: I think, what I already said, the product really needs to convince me, because business is good at the moment, my customers are happy so why switch?

R: Yes, that makes sense. Do you know the brand Blue Farm?

P: I think I have seen something about it on Instagram.

R: That could definitely be. We are a berlin start-up and sell oat powder.

P: Oat powder?

R: Yes, basically it's a powder that you mix with water and you have fresh oat drink. Because we use powder, we save on 90% packaging waste and 70% transport emissions. Because powder is more compact than storing drink carton, you save a lot of storage space!

P: Do you maybe have a picture or something, so I can imagine it?

R: Yes, of course. Here, have a look at the flyer, you can see how it works. I also have some samples for you.

P: Ahh, I see, never heard of it before.

R: So basically, we are trying to tackle the gastronomy business, with our Latte Mixes. We have different flavours Matcha, Chai and Golden Milk, they have the adaptogens that we spoke about. It's the same concept as the oat powder, you just have to mix it with water. End of this year, we are hopefully also launching our Barista version.

P: What is golden milk?

R: It's kind of like a Latte but with curcuma and without coffee.

P: Ahh okay.

R: What do you find interesting about our products?

P: I think it's cool. Especially reducing packaging waste and also that it is compact. On the pictures I can see that it saves quite some space.

R: Yes, it does! We sell it in 4L/8L/ 2KG or even 4KG bags.

P: Ahh nice.

R: What do you think could be problematic with our Latte Mixes?

P: Well ... It depends on the taste and how it foams. I like a good foam. How much powder do you use per ML?

R: About 10 g for 100ml, but if you want it creamier then you add more powder.

P: I think the measuring could be a problem...

R: We have a measuring spoon, which you could use and I think you know how much ml go in the foaming cup?

P: Ahh, yes of course, that could work.

R: Do you think our Latte Mixes could be interesting to you?

P: Euhm, it's hard to say without tasting them. I would say yes, but it really depends on how it tastes, so it's hard to say.

R: I see, I will send you a survey in a few weeks asking you about the taste if that's alright?

P: Yes, that's fine.

R: What about the Barista Version, what challenges do you see with it?

P: I, I don't think it's super easy to use. I am wondering how I would mix it. I don't know if I have enough staff to mix it by hand and that would also cost time.

R: Yes, I see. We thought about maybe offering you a mixing machine, so you could mix the drink automatically.

P: That could be a good solution. Depends how well it works.

R: Yes, of course. How much do you currently pay for your oat drink?

P: I think around 1,70-1,80€, I don't remember the precise number.

R: Ahh, okay, which brand do you use?

P: I use Alpro.

R: I see, a big competitor haha. Do you consider this a premium price?

P: If I compare it to milk, definitely.

R: Do you charge more for oat drink?

P: Yes, 0,25 cents.

R: So, Blue Farm's Barista Version is not ready yet, but I think it would cost around €1,90-€2,10 per liter. What do you think about the price?

P: Well, I think it is quite a high price. Oat drink is already expensive.

R: Is the price something that scares you?

P: Kind of... Also, not knowing how well the mixing machine works and how it tastes or foams. I might have to charge more for oat drink, which I am not sure my customers will like.

R: Yes, I understand, I also don't like paying extra for oat drink, but I understand why some Cafés charge extra. To kind of tackle the price issue, would you be interested in a subscription model with price discounts?

P: Always, it of course depends on the conditions and the agreement I think. But I regularly order oat milk, so I think a subscription is not necessarily bad. Again, depends on the conditions, but generally yes.

R: That's good to know, what price would you generally find interesting?

P: As cheap as possible of course, haha. I think somewhere between 1,80€. I personally think the storage solving is great, but it depends on a lot of factors. How does it foam? What is the taste like? I would love to try it when the Barista version is ready.

R: If the Barista version meets your demand, would you consider switching?

P: I think so, not sure, but I would think about it... It depends how much more storage space I would have and if the machine really works. I would have to try it with my employees and see if they think.

R: Yes, I understand. Well, I think I am through with my questions. Thank you for taking your time. If you want to, I will let you know when the Barista Version is ready.

P: Yes, I would love to try it.

R: I'm happy to hear that. Ohh and if you have any questions with the mixing of the Latte Mixes let me know, there are instructions on the package but you never know. Remember if you want it creamier, add a bit more powder or less water than the instructions say.

P: Okay, will do, thank you.

R: Thank you too, you gave me a lot of insights! I will also send you the survey in a few weeks.

P: Of course, have a nice day.

R: You too and happy tasting.

Interview Consent Form

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Research Investigator: Julie Spies

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Research Participant's signed consent

Name: [Redacted]

Date, Place: Berlin 21/05/2022

Signature: [Redacted]

By signing this agreement, I, the researcher confirm the following statements:

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- I will inform the participant, if new information emerges which could influence the participant's consent
- I will respect the ethical use of the data and anonymise all details of participants

Research investigator's signed consent

Name: Julie Wendt Spies

Date, Place: Berlin, 20/05/2022

Signature: [Redacted]

Interview Stakeholder 4 (S4, Regional Produce Café/Restaurant)

Abbreviation	Name
P	Participant
R	Researcher

R: Hello, thank you for agreeing to do this interview with me. So, I'm going start off by asking you a few questions about your business. And then we will move on to preferences. First of all, tell me a little bit about your business. What is the concept?

P: So we have a café that opens up around 7:00 for our customers who come in the business district of Berlin. And we provide a high quality local but, relatively affordable, coffee and lunch place for people in this business district.

R: Nice. Do you only work with local products?

P: We tried to exclusively work with local produce, but there are some items that are just not able to be gotten from a local source, such as spices or just items that you can't produce in this in Europe or the Germany region.

R: So it's more of a café type of establishment?

P: It is 100% a cafe type establishment which serve. We just have like take away sandwiches and things like that.

R: Oh, perfect. So what criteria or what criteria do you consider when choosing your drinks or your coffee or your milk?

P: So important factors that we use are of course, trends, trends are very important. We have seen that our selling of oatmilk has doubled or tripled in the last couple years. So that's important. And of course, seasonal items is important, is going to be important. Like we're entering the fall season and we're going to have a pumpkin spice lattice and this kind of these kinds of items just tailored to the market. What's also, of course, important criterias. Our quality. And then local affordability, because it's important for us to maintain our local and quality while also for being able to offer a competitive and price for customers that is affordable.

R: Is it difficult to have an affordable price while working with local produce? Because I could imagine that local produce is oftentimes more expensive.

P: So, we kind of work on a basis of mass selling. Don't know what the official term for it is, but we sell so many cups of coffee that we make our profit off of selling so many cups. Therefore, we can offer a more competitive price and our margins are not huge, but yeah, we try to of course keep them well. And with economies of scale, because we have such a high volume of selling, we can downplay the prices, maintain quality. And continue and sell local produce.

R: Cool. What is most important for your clients when they choose to buy your beverage? What factors do you think are most important?

P: I wouldn't know necessarily, because I have never done such a I've never done a survey or anything of the kind, but I can only assume that from my clients it's important to not pay a lot because coffee is coffee prices and sandwiches have gone up a lot in the past years. There's places charging €4.70 for a latte macchiato, which is I think insane. We try to stay to the prices that attracts customers. So, I think price is very important, but because we do offer the quality and local, I think our customers do tend to be people that appreciate, let's say, the physical side so good for the environment and good for themselves and...

R: Do you charge a surcharge for oatmilk, for example?

P: We do not believe in a surcharge for oatmilk because it is just it's the same, that's OK milk is a bit cheaper. Like cows milk, but we don't believe that necessarily a surcharge is the way to get people to buy of milk or to buy an alternative milk.

R: Good. Do you think the following aspects are important to your clients? Vegan, gluten free and sugar free?

P: Yes, of course. As I mentioned, there's a rise in use of oat-milk we've noticed. So, I guess that it tends to the vegetarian slash vegan market. Sugar free. I think that is important for a lot of the yeah. I mean, in general, I think people are more conscious about their sugar intake. There's the one in a one in 100 customer that throws a whole cup of coffee full of sugar. But. Yeah.

R: Ok.

P: Of course it's important. Gluten free. I think there's a lot. I think the trend is a bit dying, but there's of course two people with celiac so they can't have gluten, so that is a necessity. Sometimes our current gluten, our current oat-milk is not gluten free because the mill that they grind out outs at. Also processes other grains, which means that there can be traces of gluten.

R: Ok, perfect. Thank you. Do you know what adaptogens are? No. So adaptogens are basically. Vital mushrooms. Basically, the natural products that are said to have an impact on you, for example, much as to give you energy in the morning, whereas the adaptogens that we put in chili are meant to have a stress reduction function and curcuma is said to be good for the immune system.

R: Do you think that is of interest to your clients? If you were to offer produce with. Adaptogens in it.

P: I think it could. I think the the industry is growing. I'm getting people that are requesting more and more matcha. I've seen Kurkuma Latte trends on Instagram, but we haven't dabbled with that yet. I think it needs a bit of, I don't know if there's a big interest, but I think it will be sparked for the customers when it is advertised as such. So, it would take some advertising to spark that interest. And I think coffee still has that flavor and yeah, just caffeine boost that. A lot of people still traditionally like to drink. Yeah.

R: How would you advertise such a thing?

P: Just signage. I think signage is important. Posting a funny thing like. Kurkcome have a latte with us, you know, like a word joke or something. But I think signage is important just to get people's awareness up.

R: That's a good one. What would you say are the biggest stress challenges in your everyday life when having a cafe or working in a cafe?

P: What kind of what kind of?

R: Is there maybe a processes that are extremely stressful or?

P: I mean, **we have a lot of pressure due to the high volume of people**, which can tend to be stressful, especially when we have untrained staff or new staff. I'm not necessarily sure what you are. Trying to.

R: Good for me from this question. OK, just like if you think of your everyday life in the cafe. What is the process where you say this is the most time consuming? Whether it is, I don't know. Selling sandwiches or attending to requests of guests could be any process where you think this is really where we use what is the most stressful.

P: Having enough staff that process just leads up to stress, but I don't think I can identify one specific process. I mean making coffees I guess. This maybe is the one that, but it's stressful because there's a high pressure. Yeah, if you have skilled workers, it does ease the stress of it, but it is a delicate task.

R: What makes making coffees delicate or maybe time-consuming task?

P: While there is a total love, let's say 7 steps, I don't know if this is correct. Seven steps to making coffee. You have to have the right espresso amount. Then you have to put it in it. You have to. You can weigh the espresso. Then you have to put it in your portafilter. You put it in the portafilter, you stamp it correctly, then you put it in the coffee machine and you let it drip for, let's say, 30 seconds. Then you take out your coffee. Then you have a couple of seconds not to deteriorate the taste of the coffee, which leads up to you doing this. Then you have to foam the milk to the right temperature, with the right aeration, the right bubble size, and you have to pour the milk and make some latte art, which is also of course important for the customer. Because it is appealing. There's, all these steps that can, you know, if one goes wrong, the coffee doesn't taste the way that it is and people do expect, even though we are offering a cheaper or more affordable. Coffee people still expect a good tasting. Coffee in one of these being messed up can lead to an many unsatisfied customers.

R: Is it challenging for you to always deliver the same quality of coffee?

P: Not necessarily we have procedures in place to make sure that our coffee machine is configured correctly. Every beginning of the shift we weigh our coffee to have the precise amount that we want in the portal filter. We know the milk that we use and we definitely have a good relationship with the deliverers and the producers and everything. So, we have processes in place to maintain quality.

R: That's good to know. Thank you. What is for you most important when you consider like what factors are most important for you when you consider a new supplier?

P: As a business owner, I think **price is important**. Price is going to be the one that. Takes the cake for every almost everything. Then again looking at like sustainability and all these items. I think our customers would not mind paying \$0.25 more if we can offer a better price like a better product. Yeah. And of course, we remember remaining local, but that's not up for discussion. That's just how it has to be so local and.

R: How much do you currently pay for your oat-milk, if I may ask?

P: Per liter? We pay around €1,80 I believe.

R: Do you consider that a premium price?

P: I mean, yeah. Not necessarily premium price, but if you compare it to cow's milk, cow's milk goes. Let's say if you get a high-quality cow's milk, it's like €1,40. Probably maybe a bit more. So, if you compare the cosmic, yes, but for an oat-milk it is, it does the things that it needs to do. It is not a premium price. You know, there are more expensive brands.

R: Thank you. Would you be willing to pay more for oat drink?

P: There's always room. Wiggle room. Yes, if it fulfills the task that I wanted to and is an improvement or has upsides that I can, as a business owner, profit off, I don't mind paying more. Yeah.

R: OK. Thank you. What keeps you from trying out new products? If there's anything,

P: the existing relations that we have at the moment. I think I have great suppliers who deliver great products. I have people coming into the store trying to change my mind, but I think that my local, you know, currently I'm with the right people. I have nothing to complain about.

R: How loyal are you to your current supply?

P: Yeah, quite loyal, of course. But it's also business. Business is business in the end.

R: Of course. So, I'm going to tell you a bit about the company I work for and the company's called Blue Farm. And we basically produce an oat powder that you mix with water at home. And by doing so, we save 90% of packaging ways and 70% of transport emissions. So, the way you have to imagine it that. We provide you with the powder and you mix it with water, and then you have your own oat-milk. What differentiates us from normal oat milk in Tetra packs is beside that it's in powder form, it's more sustainable as already mentioned and also it saves a lot of space because if you imagine 4 Tetra packs next to each other one liter each, our oatdrink takes up about half of the space or our old drink takes up about half of the space. Because you store powder and you don't store water. Also, our products are made of 100% oats. Whereas commercial oatmeal is made of 90% water and 10% oats and has a lot of additives in it. Of course, it depends which one you get, but ours is also free from sugar and additives. So, I'll ask you a few questions regarding our product. What do you find interesting about our product?

P: The storage part. I mean we get a lot of, we are relatively small cafe and of course if we sell let's say like 1000 coffees in a day. It's maybe a bit exaggerated, but yeah, it could be and. Yeah, we have. We can't store them many milk cartons, so we do need a solution that reduces the size.

The thing that stands out is the no sugar. Milk by itself has a lot of lactose that offers sugars and I'm intrigued by I guess I want to know what the flavors like because it doesn't have sugar and it's 100% oats. And. Yeah, I wanna. Yeah. That's where he speaks to me. And of course, sustainability is important.

R: Yeah, yeah. It's also a Berlin based startup. So, we source, the oats resource from Poland and the production takes place in Germany. Umm what possible challenges do you see with our product?

P: The mixing. The foaming. Possibly the taste. Yeah, because yeah, milk, milk or foaming needs fats and and sugars, I guess to get that authentic taste.

R: What about the mixing do you find problematic?

P: While we have to, of course, if you have to mix it with milk and stuff, it's. I can imagine it's like matcha. Matcha also needs to be mixed in water, but that takes effort and time and blending and everything that. And that's time that we might not have, even though it's also a bit of a storage issue. It might not be, you know, it's time saving. I need to hire an extra person, maybe. And that will cost me more in the long run than just ordering the Tetra packs. Hmm.

R: Our so we're not having a barista version yet. We're working on it, but because we don't use additives or oils. The production of the first version is a bit more difficult. We do have latter mixes at the moment, so we have them in three different flavors, matcha, Chai and curcuma. Same base as the old base. And same principle that you mix it with water, do you think that is something that you would want to offer in your cafe?

P: Yeah, I mean that depends if the flavours are there if I guess it just like making a matcha a la minute. It would be the same and I have no issue making matcha a la minute. That's what we do. Umm, so yeah, if it's if it doesn't it should be fine. As long as the flavour is good and my customers like it. I would not mind selling it.

R: Is latte art important to you or your customers?

P: Yeah, so that's always nice to make it look good. Yeah, that's yeah, of course it's important.

R: Yeah. OK. Thank you. What would make our product or product more interesting to you?

P: I don't know. I haven't seen your product or touched it

R: Here, you have a few samples.

P: I mean, I haven't. I haven't tried it in practice, so I wouldn't be able to give you active feedback on it. Yeah.

R: No, that's all right. Don't worry. Do you think a subscription model would be interesting to you?

P: How would it work?

R: So basically, you could subscribe to get a certain number of liters per month and then you would of course also get a discount. And if you say we have enough, you can just send us a message and say I don't need the delivery for this month. Is that something that you would think is interesting?

P: I don't think so. I think how we currently work with ordering when it's necessary. Hmm, that does just fine. And if you say subscription it reminds me of you have to order what you say, you don't have to order so. Yeah. I mean, agreement would work with us necessarily, subscription would be a step too far.

R: Yeah. Well, but it's kind of like an agreement because I guess you can estimate how many liters you use per month. So, whether you would need more there would be maybe a minimum. Amount that you need to order in order to get the discount per month.

P: Yeah, I mean, I would say that how it works now for example is we have similar agreements, but I would imagine this being effective as if you. You or we order and then at the end of the month we see how much we've we've used and then we can see if that if that's warranting a discount or not. OK, a discount of course is something that is wonderful and I would not like to pay for the private per liter price of course.

R: Our Bio oat-drink currently costs €2.00 per litre. Do you think that is an attractive price to approach the gastronomy industry or do you see difficulties?

P: It depends on the yeah, on the flavor and all the other additives. I don't think it's the most important aspect though.

R: Ok. Since you mentioned that you have a small space. Would you have space for a mixing machine? Because it will kind of solve the mixing problem.

P: Depends on the size, of course. I mean, I would have space if I have less storage, but I would have to, yeah. I mean, I would have to check it out. You have to talk about that.

R: Is the mixing machine something that would solve the problem you mentioned earlier?

P: Depends on how effective the mixing machine is.

R: Hmm, so you would. You would basically. With that we would provide you with for example Liter packages so that you already have the dosage, so you only have to put the powder in and you have to add double the amount of water and then the machine would mix it for you and then you could tap it off and we would provide you with bottles.

P: No, I mean, of course it would, it would help. But then as to the idea of, it might be fantastic, but in function, it has to work well for gastronomy. So there needs to be a lot of testing. Yeah.

R: Do you think this process would require a lot of training for your employees?

P: If you say how, it's how. If you say it's just adding water and I don't think there is any training, no with this machine. If it works that way, it wouldn't would not be any training.

R: Perfect. I think that was already my questions. Do you have any more questions?

P: No, not really.

R: I'm gonna leave you some samples here so you can try it out. And if you want to, you also have a flyer, so feel free to reach out for me if there's any interest in our product. And if it's OK with you, I would also like to send you a follow up survey when you tried the products to see how you like them.

P: Of course, that would be of no problem.

R: Thank you very much for your time. Of course, have a nice day too.

Interview Consent Form



Research Project Title: The blue revolution: To what extent is the German gastronomy sector willing to rethink oat drink consumption?

Research Investigator: Julie Spies

The blue revolution: To what extent is the German gastronomy sector willing to rethink oat drink consumption?

The research aims to design a new strategy for Blue Farm to establish themselves in the German gastronomy sector. The research aims to gain a thorough understanding of the needs and wants of the German gastronomy sector to anticipate opportunities and threats. The information gained combined with expertise about market growth strategies for start-ups will contribute to forming a new market growth strategy for Blue Farm.

** In case of any remaining questions, please do not hesitate to contact the researcher. Please find the contact information below.**

781096@hotelschool.nl

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Please read the following statements and consent to the following:

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- My name and signature will be anonymised, my information will not be published
- My statements may be quoted directly along with my occupation
- I confirm that I will not be receiving any compensation for my participation
- The report is stored in the Hotelschool The Hague database for max. of 15 years
- I have read the research and will contact the researcher for any remaining questions. I have been given the time and space to think about my participation.
- Hereby, I confirm that I wish to take part in this research project.

Research Participant's signed consent

Name: [Redacted]
Date, Place: 22/05/2022, Berlin
Signature: [Redacted]

By signing this agreement, I, the researcher confirm the following statements:

- I confirm that the participant has been fully informed about the research project.
- I, will inform the participant, if new information emerges which could influence the participant's consent
- I will respect the ethical use of the data and anonymise all details of participants

Research investigator's signed consent

Name: Julie Wendt Spies
Date, Place: 22.05.2022, Berlin
Signature: [Redacted]

Interview Stakeholder 5 (S5, Regular Café)

Abbreviation	Name
P	Participant
R	Researcher

R: Hey, how are you?

P: Good and you?

R: Very well. Thank you for agreeing to take part in this interview. Leon, who previously worked here told me that you already know Blue Farm?

P: Yes, through him I became familiar with the products and the company.

R: That's great to hear! Our aim is to tackle the gastronomy sector with our products. We are conducting interviews in order to anticipate our target market's needs and wants. The findings of the interview will help us set up a strategy to properly tackle the German gastronomy sector. The information gained from the interviews will be strictly confidential and will not be publicly shared.

P: Of course, no worries.

R: I would like to start by asking you a bit about your Café concept. What is the story behind your business?

P: I have always been very enthusiastic about the gastronomy industry. Throughout my student time I worked in restaurants, in between I worked in Sales but after a while, I missed the gastronomy industry. I wanted to create a café that focuses on fresh and good food. I wanted to create a place that is perfect for your Sunday brunch, but where you can also enjoy a drink in the evening.

R: What are your opening hours?

P: We are open from 9.00-23:00

R: Nice, thank you. Euhm, I will start by asking you a few questions about your selection criteria regarding products and your preferences. What criteria are important for you when selecting the beverages, you offer at your Café?

P: I think above all comes quality and taste... followed by price which is of course also important. But quality and taste is the most important because if that does not meet the customers needs then we have no business.

R: I see, how do you determine whether your customers will enjoy the taste of the products you serve?

P: Do you mean when we first started off?

R: Yes, and also when you consider new products?

P: Euhm, well ... I think it has a lot to do with what we like. Usually if we enjoy the products, and it meets our taste then we add it to the menu. I have a lot of experience in gastronomy and my staff too. So, I think we are good at selecting and deciding on if we like something or not.

R: Yes, that sounds reasonable. For what products do you experience increased demand?

P: Definitely oat milk! A few years ago, only 30% of our clients ordered oat milk. Now, I think we almost sell as much oat milk as dairy. I would say it's 50/50% now.

R: That's a sharp increase. What is most important to your clients when ordering a drink?

P: Are you talking about hot beverages or drinks in general?

R: Euhm, more related to hot drinks, so coffee or drinks like Chai.

P: When ordering coffee, my clients want a neutral taste when choosing the oat-milk alternative. A neutral taste is very important so it does not influence the taste of the coffee too much. My clients are also very picky and brand loyal. Oatly is very known for its great foaming properties and its rather neutral taste. I think of all the oat-milks I have tasted, Oatly has the most neutral taste. My clients love Oatly. If I don't sell Oatly, my clients would go elsewhere.

R: Do you think you would lose out on customers if you would not sell Oatly anymore?

P: Yes, definitely, especially since most Cafés in the area are selling Oatly, so my customers would go somewhere else. Euhm, maybe not the regulars, but even they would probably be surprised if I would switch, because they are used to it now, so it would be a rather big change.

R: Hmm, I understand, if you were to consider a new oat drink supplier, what factors would the supplier need to fulfill in order for you to consider to switch?

P: Euhm ... The taste ... The taste would have to come relatively close to the taste of Oatly, so as neutral as possible. And I think price would be a big factor, because Oatly is quite expensive.

R: I see, how important are the following properties to your clients: vegan, glutenfree and sugar free?

P: Vegan is definitely very important, Berlin is currently undergoing a big vegan movement. More and more people are adopting a vegan diet or at least enjoy eating vegan from time to time. I barely get requests for gluten free or sugar free products, so I would say it is not that important.

R: Yes, I have noticed, Berlin has a lot of Vegan options. Do you know what adaptogens are?

P: I have kind of heard about it before but feel free to explain it again, I'm not sure if I ... if I remember correctly.

R: Adaptogens can be found in plants or mushrooms and are said to impact the way your body responds to certain situations. For example, curcuma is an antioxidant and good for your immune system, whereas the adaptogen we use in Chai is said to have a stress relieving effect.

P: Ahh, interesting, that's kind of what I had in mind.

R: Do you think adaptogens in your drinks could be interesting to your customers?

P: Euhm, to be honest, I don't think so. I don't think my clients would ask about it or would be of interest to them. Usually they just order their drink and sit and chat. Usually they ask me what oat milk we use and where our coffee comes from but that is about it.

R: Ok, good to know. What is your biggest challenge to overcome as a Café owner?

P: I would say **constantly delivering the same quality**, no matter how busy it is. Our clients return because they know what they can expect. **Often our clients order dairy and oat milk, which means that we have to foam two different milks, that have to be ready at a similar time. This process is time consuming and has to go fast**, because if one drink is left for too long, we cannot serve it anymore as the foam will start dissolving. Generally speaking, everything has to go quick when making drinks, so the client does not have to wait for too long. Quick but great quality.

R: That makes sense. Next, I will ask you a few questions regarding your supplier choice. What aspects are important to you when choosing a new product/ new supplier?

P: Quality and price above all.

R: How much do you pay for Oatly?

P: I pay around €1,90.

R: Do you consider this a high price?

P: Yes, definitely, especially if you compare it to cow's milk.

R: That is indeed true. How open are you to trying out new products?

P: I am always open to try out new products. The only thing that keeps me from implementing new products is that **my clients are quite picky and brand loyal (they demand that I offer Oatly, otherwise they go elsewhere)**. Therefore, **I have to be very careful when switching products**, as I have to make sure that it meets the demands of my clients.

R: I understand. You mentioned earlier that you know about Blue Farm, would you like me to reexplain the concept?

P: Euhm, yes you can, I know about the oat base and how it works, but maybe you have some additional information you can give me?

R: So by using powder, the company saves 90% packaging waste and 70% transport emissions. The product could be great for restaurants, because the powder saves a lot of storage space, because it's so compact.

P: Ahh yes, I remember.

R: I don't know if you know, but we also have more than just the oat base in our portfolio, but we also offer Latte Mixes. It's the same concept as the oat base, just with different flavors. We have Matcha, Chai and Golden Milk, which also have the adaptogens in it.

P: Ahh, alright, so you just mix the powder with water, or do I have to mix it with oat milk?

R: Exactly, you just mix it with water. The products are also 100% vegan.

P: Ahh alright, what about a Barista Version, do you have that already?

R: We are working on it, hopefully it will be ready end of this year.

P: Ahh, ok.

R: Thank you that is nice to hear. What aspects do you find interesting about our products?

P: The Barista Version would be very interesting. The aspects that I find most interesting are the long expiration date, less packaging waste and also that the product saves a lot of space. My storage is rather small and I am very fed up with storing all the drink cartons. They are heavy and take up a lot of space. So, if using your product would give me more storage space, I would be very happy.

R: I see, good to hear. What challenges do you think our products bring?

P: Hmm... I think for my café personally, I would not buy your latte mixes. When ordering a Matcha Latte, my clients expect latte art in their drink. If I would use your powder, I could not do any latte art anymore... as we would only have to add water and foam it. I offer oat milk and dairy milk, I have also offer Chai and Matcha with both. If I would also add your drink to my menu, I would have to have two different products, which will be too much work and logistically not feasible. For the Barista Version, I think the application will be difficult and time consuming. I would have to ensure that exactly the same quantity of powder and water is used every day in order to ensure consistent quality. You would have to find a solution that is efficient and guarantees consistent quality. How much would I actually pay for your products?

R: I am not sure yet what the barista version will cost, but the normal oat base is between 1,90€-2,09€.

P: Ohh, that's quite expensive, especially since the mixing is inconvenient.

R: What price do you think would be appropriate?

P: Right now, I am charging extra for a cappuccino with oat milk, because the milk is so expensive. I would prefer not charging my clients extra for oat milk. With a price below €1,90, I would not have to charge extra.

R: Hmm, that is very interesting. Would you have space in your kitchen or bar for a blending machine that could premix the milk for you so you would not have to mix it yourself?

P: Yes, that would be a great idea.

R: And, euhm, also ... What would make our product more interesting to you?

P: Interesting would be to see what price you charge compare to Oatly and how the Barista version tastes. Also, how you could solve the mixing.

R: Would a monthly contract or a yearly contract be interesting to you?

P: Yes of course, especially if we get benefits from having such a contract.

R: What type of Cafés do you think would be interested in our products?


P: I can see your products in cafes that also sell for example Rio Chai or places that don't focus on latte art. Vegan cafes could also be of great interest to you, because often those types of powder are made of cow's milk.

R: That's great input. I think I have finished with my questions. Do you have any more questions or remarks?

P: No, I don't. Please contact me once the Barista Version is ready and you found a suitable solution for the mixing.

R: Yes, we will! Thank you for your time and have a great day.

P: Of course, thank you, you too!



Interview Consent Form

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Research Investigator: Julie Spies

The blue revolution: To what extend is the German gastronomy sector willing to rethink oat drink consumption?

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781096@hotelschool.nl

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- Hereby, I confirm that I wish to take part in this research project.

Research Participant's signed consent

Name: [Redacted]

Date, Place: Berlin 23/5-22

Signature: [Redacted]

By signing this agreement, I, the researcher confirm the following statements:

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- I, will inform the participant, if new information emerges which could influence the participant's consent
- I will respect the ethical use of the data and anonymise all details of participants

Research investigator's signed consent

Name: Julie Wendt Spies

Date, Place: Berlin, 20/05/2022

Signature: [Signature]

Interview Stakeholder 6 (S6, Quick Service Lunch Bar/ Café)

Abbreviation	Name
P	Participant
R	Researcher

R: Hey, how are you? Thank you for agreeing to take part in this interview.

P: Hey Julie, good, thank you. Of course, it's my pleasure!

R: Could you please tell me a little bit about your business concept?

P: My business is a poke bowl place. Since I was little, I dreamt about opening my own restaurant. I fulfilled this dream with Wild & Raw. My parents owned a fish shop in Berlin, where I worked once in a while. I wanted to bring the knowledge I gained there to my own restaurant. Moreover, most quick service restaurant in Berlin offer unhealthy fast food, such as kebab or burgers. I wanted to create a place where people can enjoy a healthy lunch that is served quickly.

R: That sounds like you made your dream come true. That's very nice! I will start by asking you a few questions about your expectations as a restaurant owner. What criteria is important for you when selecting beverages for your restaurant?

P: Quality, delivery routes, packaging, and the sourcing and production of the products.

R: Ok, thank you. Mhh, have you lately experienced increased demand for specific products?

P: Vegan chicken, Nature wine and oat milk

R: Interesting. As a restaurant owner, what is most important to your clients when ordering a beverage?

P: Definitely taste and waiting time. Taste is the most important aspect of any restaurant. If the clients are not happy with the taste, they will not come back. In a quick service restaurant, most people want to grab a quick bite and go back to work, so everything needs to go rather quick with a high quality of course.

R: Do your clients place great emphasis on the following aspects: vegan, gluten free and sugar free?

P: Very important. My clients focus on their diet and want to eat healthy food. They watch their calories and are interested in the ingredients.

R: That makes sense, since you also offer healthy food. Have you heard about adaptogens before?

P: Euhm, no ... No, I have not heard of it before.

R: So, euhm, Adaptogens can be found in plants and mushrooms. They are ingredients in the plants, which help your body deal with stress, anxiety and fatigue. Our latte mixes all have adaptogens in them. Our Matcha Oat Latte will give you the energy you need in the morning. Our Golden Latte is anti-inflammatory and antioxidant. Whereas our Chai Latte has stress relieving properties and can be enjoyed before going to bed.

P: Oh wow, cool. I did not know about this. Sounds very interesting.

R: Do you think offering drinks with adaptogens in them would be interesting to your customers?

P: Euhm, I think so, yes. As my customers are very conscious and euhm... think about their health, I definitely think it could be interesting and I think the products would be interesting for them.

R: That's nice to hear. What are your biggest daily challenges?

P: My concept is time sensitive. Because it is a quick service restaurant, but at the same time people don't come here for unhealthy fast food. They want good food at a quick time, because it's mostly business people that come. My clients usually come for a quick bite and drink. They don't sit around for hours. They expect great quality served in a timely manner.

R: That does sound challenging, I can imagine it can be difficult to always deliver the same quality quickly. Next, I will ask you a few questions regarding the choice of your suppliers. What are the most important criteria for you when selecting a new supplier/ offering a new product?

P: Delivery routes, regional produce, quality and how the employees are treated that work for the company.

R: I can see that you sell Rio Chai? How much do you currently pay for Rio Chai?

P: Yes, €36 for 1,8 KG.

R: What oat milk do you use and how much do you pay for your oat milk?

P: Oatly, if I remember correctly we pay around €1,80-€1,95 per liter.

R: Ok. How open are you to implementing new products in your menu?

P: Very open! I am always looking for new products, especially local producers, since they have shorter delivery routes and I want to support small businesses. As I was a small business owner myself once, so I know how hard it can be. So, if I like their products and they meet my taste then why not switch?

R: That sounds good, thank you. Have you heard of Blue Farm before?

P: No, what is Blue Farm's concept?

R: Basically, the idea is to make oat drink even more sustainable than it already is by leaving out the water. We produce an oat powder that our customers can mix with water at home and within 10 seconds they have their own and freshly made oat drink. By leaving out the water and just selling the oat base, we save 90% packaging waste and 70% transport emissions. With our oat base you also save on loads of storage space, since one bag (775g) is equivalent to 8 x 1L of tetra pack oat milk. Besides selling our oat base, we also sell our latte mixes, which is basically the oat base with adaptogens and herbs. We currently sell them in three different variations: Matcha, Chai and Golden milk.

P: Ohh wow. That sounds very interesting. I have never heard to oat powder. Besides the sustainability aspect what else makes your powder better than the drink offered by your competition?

R: Euhm ... Oat milk in Tetra packs usually consists of 90% water and only 10% oats. Furthermore, oat drink contains a lot of additives and added sugars. Our product is made from 100% oats sourced in Poland (since it is closer to Berlin) and our products are free of additives or added sugars.

P: Ohh great, that is something that is very important to me and my customers. So, your Latte Mixes are kind of the same as Rio Chai? Do I then also have to mix it with oat milk?

R: No, not at all, you can mix it with water. The more powder you add, the creamier the drink will get.

P: Ahhh okay, I understand now.

R: What do you find interesting about our products?

P: Definitely the sustainability aspect and that the product saves space. I do not have a lot of storage space so using your product would save me a lot of storage space... I pay

attention to where my products come from. I want to keep the delivery routes as short as possible, so the regionality aspect. I did not know about adaptogens before, I think that is also something that could be interesting for my customers.

R: Great to hear, thank you! What issues do you see with our product?

P: To be honest, none that I can think of. Since we are already using Rio Chai, which is about the same concept as your powder, I do not see any issues. I find the product even better than Rio Chai, because Rio Chai is based on dairy milk and is therefore not vegan. Moreover, the Rio Chai has to be mixed with milk, which costs me more money. Using your powder, I could simply mix the drink with water, which would save me money, since I do not need to add milk.

R: How important is latte art to you?

P: Not important at all. I run a slow food restaurant and not a specialty coffee café. My customers do not come to us because we make beautiful latte art. They do not expect that.

R: Do you see issues with the handling of our product?

P: Not at all, as I already mentioned if I would use your Chai powder, it would be almost the same as using Rio Chai, it would just save me milk.

R: Great, thank you. Would a subscription model or an annual contract be interesting to you?

P: Yes, of course!

R: Ahh, that's great to hear. Do you get most of your products from a big wholesale market?

P: I try to get as many local products as possible as I focus on short delivery routes and want to also support small businesses. So, I have a few smaller suppliers, but in general all the food produce I get at a wholesale market.

R: What challenges does it bring working with multiple smaller suppliers?

P: Euhm, challenges ... Well it's more work for ordering, but I have a good system in place, where I can easily access the different accounts. So in general, I would say it is more time consuming but if you have a good system in place it is manageable.

R: How important do you think it is for gastronomy businesses to have access to their products from one wholesale?

P: Euhm, do you mean to be able to get all products at one wholesale?

R: Yes, exactly.

P: I think it could definitely be important. Euhm, it also depends what kind of restaurants you want to attract. Small businesses might be more open to order directly from the company, because they are more flexible. I think for bigger restaurants or even franchise restaurants, they have their systems in place and everything needs to go quick, so I think for them ... They mostly buy their products in one wholesale store because it is easy for them. I think in general, it really depends on the company, but it should definitely be considered when wanting to expand in the gastronomy sector.

R: That's good input, thank you. Do you think being represented by a wholesale could increase Blue Farm's brand awareness?

P: Do you mean that more businesses become aware of Blue Farm's products?

R: Yes.

P: Hmm, hard to say. I think it could definitely help a bit. It, it also depends on if the restaurant is using the website to look for new products or to just order. If they just order then I'm not sure.

R: Ok, thank you. To what type of restaurants/ cafes do you think our product would be interesting?

P: Quick service restaurants and vegan places.

R: Which obstacle do think will be the hardest one to overcome when approaching the gastronomy industry?

P: I think you have to carefully chose what type of establishment you want to approach. How well does your oat milk foam?

R: Since we don't use additives, the barista version is still in the making, but it turns out to be a much more difficult process than we thought. What exactly do you mean by 'carefully chose which type of establishments we want to approach'?

P: I think with your Latte Mixes you will have a hard time approaching cafes, because a lot cafes make their Chai, Matcha, and golden milk themselves. I think these products are better used in quick service restaurants, such as mine, where they already use Rio Chai for example. When the Barista Version is ready, I think your product will be interesting to cafes, I'm just not sure whether the usage of your product is time efficient for cafes as they would have to mix the drink per hand.

R: That makes sense, thank you. Would you have space in your bar for a mixing station?

P: No, unfortunately not. As you see, we have very limited space.

R: Would the barista version also be interesting for you?

P: Euhm as I said before, I think the sustainability aspect is great. Euhm, since I have such limited space, I would have to see and test if it is doable.


R: Yes, true, I can see that. Well, I think I am trough with my questions. Do you have any remaining questions? I will leave you a flyer and some samples here for you to try.

P: Great, thank you, is there any contact information on the flyer?

R: Yes, of course, on the back of the flyer. Thank you so much for your time and I am looking forward to hearing from you.

P: Of course, thank you for stopping by. Have a nice day.

R: Thank you, you too!


**HOTELSCHOOL
THE HAGUE**
Hospitality Business School

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Research Investigator: Julie Spies

The blue revolution: To what extend is the German gastronomy sector willing to rethink oat drink consumption?

The research aims to design a new strategy for Blue Farm to establish themselves in the German gastronomy sector. The research aims to gain a thorough understanding of the needs and wants of the German gastronomy sector to anticipate opportunities and threats. The information gained combined with expertise about market growth strategies for start-ups will contribute to forming a new market growth strategy for Blue Farm.

**** In case of any remaining questions, please do not hesitate to contact the researcher. Please find the contact information below.****

781096@hotelschool.nl

Thank you for taking part in the interview as part of abovementioned research project.

Considering the sensitivity of data usage and respecting the participant's privacy, all personal information (Name, Business Name and Signature) of the participant will be anonymised. Solely the content obtained during the interview will be used in the report.

The gathered data will be analysed and used in a research report which will be shared with Hotelschool The Hague; 2 assessors from Hotelschool The Hague.

Please read the following statements and consent to the following:

- I voluntarily participate. I can withdraw at any time without any given reason
- The interview will be recorded (if possible) and transcribed
- My name and signature will be anonymised, my information will not be published
- My statements may be quoted directly along with my occupation
- I confirm that I will not be receiving any compensation for my participation
- The report is stored in the Hotelschool The Hague database for max. of 15 years
- I have read the research and will contact the researcher for any remaining questions. I have been given the time and space to think about my participation.
- Hereby, I confirm that I wish to take part in this research project.

Research Participant's signed consent

Name: [Redacted]

Date, Place: 27.05.22 [Redacted]

Signature: [Redacted]

By signing this agreement, I, the researcher confirm the following statements:

- I confirm that the participant has been fully informed about the research project.
- I will inform the participant, if new information emerges which could influence the participant's consent
- I will respect the ethical use of the data and anonymise all details of participants

Research investigator's signed consent

Name: Julie Wendt Spies

Date, Place: 27.05.2022, Berlin

Signature: [Handwritten Signature]

Interview Expert 1 (E1, Market Growth Expert)

Abbreviation	Name
P	Participant
R	Researcher

P: What kind of drinks did they make?

R: Of course. So basically, it's a German startup. They started 2019 and are currently employing 9 employees. By selling old powder, they save 90% of packaging waste. And you have to imagine so they sell the powder and like a four liter back or 20. And it takes about this much space up, and if you compare that to 4 liters of tetrapacks, it saves also a lot of space. Mm-hmm.

P: And what kind of drink? Again, sorry.

R: Oat drink so.

P: Oats DRINK.

R: yeah. So, plant-based drink alternative to milk.

P: And where do they supply so far just in Germany?

R: So mostly they sell mostly B2C, so customers, but they're also slowly expanding business to business and they're mostly in Germany. OK.

P: And based in Berlin.

R: Based in Berlin. Exactly.

P: OK and. By B2C meaning that they have direct sales to the consumers. How?

R: It's an ecommerce platform. So, everything is online. OK, yeah. And then they also have a partners portal where all the. Partners and business owners can order. OK, OK,

R: yeah, alright.

R: Could you please give me a small overview of your work experience and also expertise?

P: Uh, well, I've been dealing in well in relation to startups. Uh, I've started my companies myself before in, in in different activities, and at the moment I also have my own firm or well, business businesses actually. One of them is in consultancy where I, uh, uh help startups in you know, in their activities, so to say. Well, not real startups, but, SMEs, Small, small companies. Not always startups.

R: yeah, OK, great. So, since you have so much experience. What in your opinion, either major challenges that startups face.

P: Well, there are different startups depending on what kind of startup, depending on uh, in which sectors as well. But the the most common challenges, uh, are, are predominantly in two main areas actually, well, three, let's just put it three then, which is also aligned with since I'm also a lecturer at Hotelschool The Hague, so which is also aligned from academic point of view with the literature. So, main challenges are around financing the business, one of the biggest challenges that lots of startups. Uh face uh in finding the the resources, in particular finance uh to start their business. The second challenge is in term of finding the right target market, including understanding the right target market, the needs and wants so to say and finally in terms of. Structuring internal organization, sometimes you know they think that they can. Uh, just do it themselves. Or they just want to keep the organizational structure as simple as possible. But then, uh, you know, sometimes it doesn't work because they actually need to expand and they need to hire more people. But in a way, these three are intertwined and related to each other and that in the end leads to actually, that's to the the first biggest issue, which is about the resources. Companies tend to keep the structure or the organization as simple as possible to reduce the cost, to save cost. But of course, you know at which stage you really need to expand and need to be able to invest actually.

R: what do you think then was regards to finance? What is the Biggest mistake that will startups do?

P: Well, the biggest mistake is because they since they are new and in many cases they. Don't have proper financial plan. So, they think that OK, we can just start with this amount of money. But then of course along the way in reality there are much more things that they need to actually also pay or they need to invest as well. Also, one of the

quite common issues that I've seen is that lots of them, they don't even have buffer, so they don't even have, uh, they don't even consider, you know, like a backup plan. Yeah, backup resources just for just in case anything unexpected occur,

R: which is something they should look out for when looking for investment that they have this buffer so in case something happens that they have the additional resources to continue for longer.

P: Exactly. Yeah, exactly. Yeah. Yeah.

R: So, what would you say are the main reasons that startups fail? I mean, we talked about financing, so I can imagine that's one thing.

P: And also of course in terms of finance that's you know, after. We see that that the first two years is very crucial. Why? Because that's basically when you can see whether the business would be acceptable, would be feasible or not, right in the first two year. With regard to refinance, if you can survive financially then most likely you will be able to survive longer. OK. So, finance is of course the real issue, the main issue, but it could also and related to the finance actually and then you might, you might whatever. OK, what could be then the cost it could be because for instance there is no market for it, so. Companies tend to realize, or to think that uh the uh, there's a potential business and they tend to overestimate themselves. But then in the end there is no market for it. Nobody would like to use or to buy their product, for instance, whilst they have stopped up, for instance, that would also lead to an issue in the end financially, it's not feasible, right? Or, uh, there is, there is demand, but internally they cannot manage that. They got revenue, but internally they also make big cost so that in the end their return is actually not good enough. So that in the end, again, still in the end, uh, related to the finance, yeah. So those are the main issues and the reasons, main reasons all this time why lots of business actually bankrupt. And of course, there are also cases where finance is good, business is good. But then internally between the founders, for instance, they. This. The conflict of interest and they cannot work with each other anymore that they have to break up and once you break up then it becomes another company and then you know that becomes another story as well.

R: Makes sense, so also in order to Continue business. They need to track their performance, yeah? What do you think are the most important KPI's?

P: Maybe, it needs to be defined carefully because it depends on what the what is the goal, what is the purpose of the company, right? So, if the companies and then typically, of course it's always almost always financial KPI, right? Uh, in terms of how much revenue they would like to to get, uh, how much margin they would like to achieve. And for startups, you don't have to come up with too much KPIs, right, because it you don't want to complicate yourself financially, it's it's the most common KPI that can be used or should be used actually, just to make sure about, you know, the continuity of the of the company itself.

R: That makes sense. So, how important do you think that market growth is for startups?

P: And this is related to the KPI we talk about just now financially of course then and that's because if you as a company and your aim is of course you know you want to expand, you wanna grow, you want to have a good business. That means then of course you might have a certain, uh, expectation in terms of your return and this return can only be achieved through revenue, right. So typically start up say, it, it is translated in such a way that it means then this much revenue we should be able to create, which means they're also translated even further how much customers we need to have. And

of course, you can even keep, you know, breaking it down further like how much cost we can only make and so on and so forth right. Now related to that in terms of market growth and of course it is very important. Why? Because then if there is a market growth that that means then there is a demand and company typically needs to be able to grow along with that. Right. So, if you ask me how important market growth is, of course it is very important if the market is not growing at certain points. You will not be able to increase your revenue, right?

R: So at what stage do you think? Startups should focus on tapping into new markets so they have already their client base. But now they're thinking about expanding to markets they haven't entered yet.

P: Well. There it can be seen from different factors both internally and externally. So, if you think from external point of view, if you think that you're part of your current market is already stagnant, so to say it's, it's already, uh, there's no room for growth anymore. OK. That you have achieved the market saturation, that's that could be an indicator for a company to start thinking about. OK, maybe we should look into other markets, but at the same time, the company need also to realize, do I have enough resources to do that? If, uh, for this current market, I'm already at my maximum capacity, then it might need, it might not be a good idea to expand, right, yeah, because of this capacity issue. But if you think that, well, we have enough resources, we can also invest for new capacity to serve that new particular market, then of course that's a sign that it's time for you to expand.

R: Capacity would also relate to of course, if you can keep up with production, but it would of course also relate to whether you have enough employees. Yeah, because market growth of course, if you expand into a new market, it takes strategic plan, it takes more than just producing except so you have to make sure that you have the resources for production, but also on the employee side.

P: yeah, yeah, which means you have enough resources to invest on those things.

R: So also coming to that for. Market growth. You also need to have sufficient funding because you're gonna spend. More of a larger proportion of the funding on micro growth than you would maybe expanding in the current?

P: Yeah. Yeah, well. Again, it depends on the situation, but at least you you it it when you are expanding. Most likely it requires. Uh, extra investments,

R: yeah, OK.

P: How much are you going to need? It depends on situation of course. If it is still within the similar proximity of the current market, then it might not be that much compared to if you expand abroad. For instance, if you expand within the Germany in this case. In your case, if it is still Berlin based company and you expand to for instance to Hamburg or even to. You know, up to the column uh region, so to say, Sodor. Maybe the expansion, uh, uh investment needed not as big as if for instance the company say that, yeah, we would like to explore the Romanian market and we would like to you know start our activities in Romanian markets.

R: And if I understood you correctly, you would say that before deciding on expanding into new markets, the company should make sure that the markets they're in currently are saturated, that there's no more growth for demand there,

P: I do that or you, you, you, you are sure that there is in that new market, there is. Really big potential.

R: And how do you have to take into consideration when assessing the attractiveness of a new market?

P: Based on what?

R: Uh, so if you're thinking about entering a new market, like in this case, the gastronomy sector, yeah. What factors do you look at to really make sure that you're entering the right market?

P: Well, if it's about the Unique sector, then of course the growth of the demand for this particular product. So, in the gastronomy, if it's about gastronomy typically, I would like to know for instance, how much is the spending power of the consumers over there, right, and. How is then the likelihood of the competition out there, how many, you know, available products, uh, offer being offered, uh and so on and so forth. Mm-hmm. And those would be my concrete. Again, in your context in gastronomic market then those would be my first thing to explore. And then afterwards, of course, think also the other things such as how is the infrastructure, how is the risk and so on and so forth. So, making the due diligence actually.

R: yeah. And I know that in SDV we have seen Mark, uh models and frameworks considering market growth, what frameworks would you say are the most effective ones or are definitely models that should be incorporated when setting up a new strategic plan?

P: All of them. Well, all of them, in a sense. Yeah. Right. So, it's indeed. Uh, you know like when you did your SVD that's exactly the same. Mm-hmm. That's also the typical how I. Approach how I deal with my clients, for instance, when they ask me for, you know, create due diligence for their expansion plan, for instance. Those are the similar ingredients that I take now.

R: So, you would say definitely make a tailor-made plan including the different models,

P: yeah, yeah, well the different models is there just to help you, right. So, if you don't in reality, of course in in practice you don't really need to show and explain why you use the model, but as long as you can show that these are the ingredients that. Are important. Like, you know, the market growth, uh, the purchasing power and so on and so forth. And show your analysis how and make the interpretation of those, what it means in the end and what would be your advice to them, including how they should do it. That's basically it.

P: And that you have done actually indeed in SDV.

R: yeah. So, I also think it's a bit difficult to. I know we've done it in SDV, but to set up a strategic plan because there's a lot of different elements involved in it. Are there elements where you say this definitely has to be in a strategic plan?

P: Again, the crucial information that needs to be there is like what you have done in SDV, which is about the market growth, the potential, the and the available resources and so on and so forth and basically build up on that. Them, yeah.

R: No. Well, makes sense. And what do you say are the biggest risks when targeting a new market?

P: The biggest risk in in in in targeting the new market that's typically in term of the. Uh, the unknown, uh, factors that you cannot predict, uh, beforehand, of course you try

your best in exploring the market, the condition and all, but it's not always 100% guarantee, right? There's still margin for, you know, X factors that you cannot identify beforehand or new situation that can come up, such as nobody expected that Corona would take place. Uh, would happened, right? So, when you are. Creating a plan and this happens then. You know,

R: Would you then say in that case the strategic plan should definitely have various points of evaluation on how the plan is going?

P: Yes. So, there **should be some milestones where you need to have an evaluation**. And plus I work with scenarios and that's probably also what you have experience with. SDV I work with scenarios, different scenarios like what if this happened or what this happened and all also **creating some contingency plan**. So, it's it should indeed be a continuous evaluation of the plan of the execution until you see that A and what needs to be taken into consideration as well.

R: Yeah, and If you said, let's say you set up a strategic plan for a year for the term of a year. And within half a year you noticed that you have not achieved any market growth yet, what so far and not generated any sales in that market, would you then? Would you then pull the conclusion and say it is not the time to tap in the market yet.

P: It it depends on again on on the uh, on the sector, on the situation uh, but typically. What I would advise is that take a look at uh, the situation in a bigger picture because if you see for instance uh you because you set the target right you said seven target that how much you should achieve in terms of the revenue or in terms of sales in especially in the first year like in very short Period. Like every month you expect this much sales and so on and so forth. And uh, of course, if in case after half a year you haven't achieved that result, that target, but you see there's a trend of growth, then you might still say, OK, let's give it another try, maybe give it another couple of months and see how it goes. But at the same time, you might also want to create another scenario, a Plan B for instance. What if it? After two months or three months we don't, we still don't achieve and the the, the, the growth is also at the similar level or even another scenario that well this is it guys. We don't grow much more further than this. What should we do? OK, so that's what I mean by creating these scenarios. And based on these these evaluations. So after every evaluation you create new scenario basically and you create new plans.

R: yeah, that definitely makes sense. If a startup is struggling to collect finding, would you say that expanding into a new market is a good strategy? Or would you say there are other more effective ways to generate sales?

P: If they're lack of funding, so suppose if the company is very sure that, hey, there's this market, uh, this, this potential in this market, in this new market, OK, then funding, I always say funding should not be. Uh, you know, a battier to growth. Why? Because funding. Most likely you can work on it to get funding, OK. So meaning that if you are very sure that there is this potential market, OK, create a plan. Then you can try to knock on the door or at the bank, at investors and so on and so forth or even try to find a partner so that you can still capture this potential market. Mm-hmm. Right. But if there is no potential market, then why bother?

R: Would you say that? A common startup mistake is also overestimating the potential in the market?

P: Hmm, that's what I meant earlier in. **Extending their market, their potential target market. So it can be both ways, of course, overestimating or even underestimating.**

R: I feel that Then I also have a final question for you. Do you think it is reasonable or feasible feasible to achieve a 25% market growth in the astronomy sector in the term of one year?

P: That's a difficult question. Uh, why? Because of course, it's, again, it depends on which sector it depends on, uh, which market depends on which product specifically events and so forth. So, I really need to make the calculation to be able to say, hey, it is 25% market growth is possible.

R: Yeah, that makes sense.

P: Yeah. So it's, it's, it's. It's it's difficult to say without the background in. Yeah, that's something is difficult to answer. Uh, 25% is sound. It can sound. Uh, really? Uh. You know. Hi, big. But if you take a look at for instance, the market of food delivery because of Corona, it grew with even 100%, right, in a year.

R: So that's why it depends on many factors.

P: Exactly depends on. Lots of factors depends on. The situation depends on which sector depends on. Uh, yeah. Many issues,

R: no, no, that makes sense. I think I'm still with my questions. It was definitely very helpful. I have a better idea of what I need to work on, so thank you for that.

P: You're welcome. Hope that helps. And yeah, of course, if you still have any other questions, let me know and I'll be happy. I'll be more than happy to. Answer your questions.

R: Thank you so much for taking your time. You're welcome.

P: Good luck there. When do you plan to submit?

R: 3rd of October.

P: Looking forward. And also take a look at your report.

R: Of course you can. Thank you for your time. Have a nice day.

P: Thank you, you too.

Interview Consent Form

Research Project Title: The blue revolution: To what extent is the German gastronomy sector willing to rethink oat drink consumption?

Research Investigator: Julie Spies

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Research Participant's signed consent

Name: [Redacted]
 Date, Place: 12-9-2022 [Redacted]

Signature _____

By signing this agreement, I, the researcher confirm the following statements:

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Research investigator's signed consent

Name: Julie Wendt Spies
 Date, Place: 12-09-2022

Signature _____

Interview Expert 2 (E2, Market Growth Expert)

Abbreviation	Name
P	Participant
R	Researcher

R: Could you please tell me a little bit about your work experience?

P: I've had a hospitality career before I came back to hotelschool and I for for my parents and for my family, I started a few restaurants. And for different owners of hotels, I did openings and startups of new restaurants and the restaurant chains. So quite a bit of experience as an entrepreneur.

R: OK, that's great. What do you think are the major challenges that startups face?

P: I think one of the major ones is that they **don't know their own weaknesses as an entrepreneur.** So, they go all enthusiastic and full of passion, but they forget to go like, OK, how do I cover my weaknesses? Yeah, that's kind of a blind spot.

R: Yeah. Would you also say that not properly knowing the market that they're entering that that could be ..

P: that could be or they focus only on the company and forget a little bit about the product, but... So, depending on where their passion is, that's the part they focus on and they sometimes leads the other parts out and quite often it's the market. **And they say, yeah, but I'm in a big city, the market is there.** There's so many restaurants. There is a market, yeah.

R: Without doing the research for it.

P: yeah. **Doing research without testing the the, the product whether it's actually a demand for it.**

R: Yeah, yeah, yeah, can relate to that. What are the main reasons that startups fail?

P: I think if you look at programs like the Dragons Den, then look at faith in the in the entrepreneur, and I think sometimes these people think they can do anything in the world. And they're sometimes fail because they cannot handle it because it's becoming too much, or they're blind spots and of course the cash flow part. But they sort of short of cash flow they think they can. **Starting entrepreneurs often think they can live from, I don't know, from the sky or from the. Forget that they're in their cash flow need to be able to pay rent or to be able to eat.**

R: What we learned in entrepreneurship is also that often they underestimate how much they need. So that basically funding is a big issue and funding especially for depending on the type of company.

P: first six months and sometimes even the first year. That gives you development phase of, say, software. It might take you at least a year.

R: Definitely.

P: They can do, they can do entrepreneurship in school?

R: yes.

P: Nice.

R: That's also one of the reasons why I wanted to work for a small startup. Yeah, Umm. What are, in your opinion, the most important key performance indicators during the first few years?

P: I think cash flows of course one. Your market growth, your satisfaction, what are the comments on your product and on your service from the market so that you learn and improve while while doing it. **I mean you cannot be perfect from the beginning, but you have to keep working on the product or your service. So, listening to your market, listening to the comments and taking action is very important.** And of course, putting your brand in the market. Need to know your name.

R: What are the most effective ways to collect funding from investors?

P: If you see startups often in the beginning, it's from family or friends or or loans that they get from their their network. And I see more and more people staying away from banks and going to venture capital or going to crowdfunding. So, you see more ways of doing it than just the old fashioned way of going to the bank. I don't know if you know the good role.

R: No.

P: No, it's a startup from uh, an alumnus. Any, uh, makes toilet paper from bamboo.

R: Cool.

P: And now he has started his own factory for it. So, he needed extra funding, so he he put out a loan for five years for I think four 4.5%. In his own network and he I think he wanted 200,000 and within two weeks he had 250,000.

R: Yeah, that's great. Especially in times during like this. I don't know if you recently funded it then. Would you say that there's a negative to being funded 100% by equity instead of taking a bank loan?

P: No, I don't think so. Depending on where the equity comes from. With venture funds, you have to be careful that they don't want too much in return, like ownership or or stocks. Yeah, and and the influence on your company's adventure fund. Sometimes they want you to grow too fast. They said too high expectations. So, you have to see that you kind of have a middle way and still stay in control of your own company That's otherwise. But sometimes it's people that just setting up a company to be able to sell it, so then it's OK.

R: Yeah. They just want to make the profit and they want to make the profit.

P: Sell it to a larger company. Yeah. And and do the next one.

R: Then when thinking about market growth, how do how do you think? How do you think a startup determines the most suitable market to grow in?

P: Quite often it's on gut feeling. But I think they should do more and more research like the what we focus on an entrepreneurship as well, really trying to get to know the market we're aiming for and what are you offering them. So, in other words, what problem are you solving for them?

R: And if you're, let's say, struggling with funding and you need to collect quick funding? Would you say that it's smart to choose expanding into a new market?

P: Try to grow in the market you're already present in, because if you want money people to invest money, if you go into something new, they feel that it is more risky than when you stay in the current market. But then you need to know for sure that there's potential in the current market.

R: Yeah.

P: Sometimes startups just choose the wrong market.

R: The wrong strategy.

P: Yeah, wrong strategy, wrong market. And all those years of SDV, we've seen a lot.

R: And what are the most important aspects of planning a new strategy?

P: Uh, listening to the external market, but also listening to the employees, looking at your own possibilities. So, what are we good at? What are we not so good at? And not just, not just focus on the market. I think that finding the balance between the external components and the internal components is the most important.

R: So also looking at the competition, yeah,

P: looking at the competition, but don't overlook at the competition because you have as a starter, you have to focus really on your internal and on your own company. And if you go like, oh, but the competition, the competition, then you kind of lose track of your own company.

R: Yeah. Yeah, that's makes sense. What role do the different stakeholders play in planning your new strategy?

P: I think the the market, of course, the customers are very important. Your employees depending on the type of company you have. And of course, there's sometimes the community, the city around you. If it's a restaurant, you also. Look at this strategy and see what those around you, what community are you in? Competition is important, but that's more to keep an eye on. You have to know how you differentiate yourself. And what they're planning so you can really keep differentiating yourself, but don't. Keep on staring at your competition. And don't depending on that on your structure. Keep your keep your shareholders involved. Hopefully the side mostly silent partners, but. And sometimes you show your shareholders as as consultants.

R: Yeah. If I understand you correctly, the most important factors if you look external is your customers and whether there's a market for your product, whether it's demanded and internally to look at your employees....

P: your resources. So what can we do?

R: Capabilities,

P: Core competencies.

P: And the market most important that you know is the market and what is the potential, how much can we grow in this market?

R: How do you? I don't know if you can answer this question, but how do you assess the attractiveness of the market?

P: You can see how fierce competition is. You can see how much market potential is there. So how much, how many products could you would you be able to sell there or how many services. It was very limited. If it's a niche mic, then you really have to know that you can differentiate yourself in the niche market. If it's an online market, then it's about your visibility. How can you be visible to this market? Because Google anything, you get 10,000 hits.

R: Yeah, that's true.

P: So how do you make yourself visible and known and attractive?

R: Would you also say that marketing is a big part of adapting a new growth strategy?

P: yes, a very big part. Of course, you have to make sure that your operations and your finances and your HR and order. But then to really grow you need to focus on the marketing because that's how you reach people. But if if you don't have the the basic components in order, then marketing will be a big risk.

R: Yeah, that's true. Find the most effective growth models, like frameworks that you know.

P: Yeah, I think the market-oriented frameworks see lot of companies like some do really well like some of the chip manufacturers, but they're really specialist manufacturing companies. But in general, it's it's with the markets market focus is that it's the best way to do it.

R: And also, a framework that incorporates. Internal and external problems that always. Because I what I saw at least you have a lot of. Frameworks, but then they consider the market, but they maybe don't consider the involvement of the other stakeholders.

P: I think it's important to combine both and have an idea if you look inside out what it means to you, and if you look outside in what it means for you and trying to find your best way. If you really differentiating yourself in the market, maybe it's the way to go from inside to out. Really know your core competencies, really know your capabilities and they're like, now we can cover the market.

R: And then. What steps are involved into planning a new strategy? I think we've already spoken about it a bit,

P: so yeah. Stakeholders and making sure that it's also feasible for you as a company. If you need to realign or come up with new core competencies, new capabilities. Make sure that you're willing and able to invest in those.

R: And what risks do you think a company faces when trying to expand into a new market where the product is not really used yet?

P: Not enough market knowledge, maybe not able to adapt a product to the market. So, saying the product works in one market so it should work in another market. That's example is Disney coming to Europe? Yeah, it works in the American market, so it should work in the in the in the European market, but almost lost a lot of money. So not realizing what market you're going into and what competition is in the new market, so again, knowledge.

R: Just seeing maybe the opportunity that a competitor is seizing, but your product differs slightly so it doesn't need.

P: Always know how you can differentiate yourself and. Yeah, place yourself in the market.

R: When setting up a strategic plan, so you need to know, before you start, you need to know your market, whether you can differentiate yourselves. You need to set up a budget.

P: And I think it's important. Can you, can you scale up? Are you ready to, if the market takes off, can you scale up on time? Are you ready to grow?

R: To take on the additional demand that is coming.

P: You see a lot of entrepreneurs that set something up. They're successful. And then they don't know how to scale up because they don't have any staff.

R: That's also a very good one actually.

P: And then they have to hire the first few staff members and then they go like, OK, now I have to let things go. I have to let people do the other jobs. And always think I can do it better myself. I can do it faster myself,

R: yeah. How long do you think it takes for a company to really be able to expand into a new market?

P: Depending on the type of company. But if you look at like what is Blue Farm,

R: yeah, they have nine employees...

P: they have nine employees. I guess the and the relatively strong online, so it can go relatively fast. Although you want to go into business to business. You're also depending on trust from the companies. So, you probably need more face to face time with them than just doing it online. Yeah, and you probably need to hold demonstrations and showing that it works and.

R: Yeah. So what we did is we conducted, we conducted walk-ins in Berlin where we handed out samples and explained a bit about the product. And do you think that is an effective way of...

P: I think that's an effective way.

R: yeah.

P: because then they see somebody that you talk to them, you explain it to them. And especially if you know what problem you're solving for them. Well, in the case of oat, maybe that's the price or maybe it's the shelf life. Yeah. So, but then you see, OK, what are their issues and then talking to them, you can still see what their, what they're dealing with and what their problems are. So, you can even learn while you're trying to sell it,

R: revise the strategic plan to tailor to their feedback and what.

P: Maybe in 1 kilo package and I say no, we want smaller packages, who knows? So that's a sales strategy, but you also learn again from you from future consumers?

R: Do you think for a company like Blue Firm, it's realistic to achieve a 25% market growth within one year?

P: I think so. If you if you can, if the product is really a demand for it, that I don't know of course.

R: yeah.

P: But if it really solves the problem for the industry of storage, of oatmilk or whatever problem it solves, then it can go really quickly. But I don't know how it works in Germany, but here in Holland you always need to go like, can we get it on the shelf at the restaurant suppliers?

R: Yeah. That's also one of the things we ran into.

P: So, because once the restaurants start asking for it, they're more willing to take it up in their in their assortment. And it's kind of a catch 22. Do the restaurants want to buy it? And if the restaurants want to buy it, how can we get it into them through the suppliers?

R: Definitely. Yeah, I also personally think they. When wanting to do this, I don't think they did enough research. I think that was a bit of their issue. I think they said, oh, the market for old drink is there, so it will also be the case in the gastronomy sector. But they didn't really. Think about because, for example, they have to premix the milk 1st, and that's a lot of work for a restaurant and I think those are all things they didn't really think about. But that's a big problem we ran into afterwards.

P: Well, that's good you can. You can still solve it now.

R: I am struggling a bit because I know I have to set up a strategy, but there's so many elements involved in setting up a strategy that it's hard to make, like a proper strategic plan that incorporates all the elements.

P: But then the internal analysis you can do because the company is there. Externally, you can really see the market needs for this product. Now you could even do a focus group with some of the restaurant down on this, yeah. Yeah, so you can really see, OK what what are the pros and cons for the consumer for the restaurant? Now can we are these things that we can solve easily or is it really a redesign? And you don't have to solve everything and you can say, OK, the product doesn't match the market yet. These are some attention points.

R: But then maybe in the future it will.

P: Yeah, maybe in the future it will. You don't have to make not everything has to be positive. Because you your strategy is for the longer term and it's a tough market now. So you can invest a lot in marketing and sales at the moment, but if the product is not matching what they want. Maybe more where to change the packaging or make it easier to mix or yeah,

R: I also think one of the issues was that the barista version was not ready yet. And I think so. I think now I'm developing a strategy that will be put on hold. And that will then later on maybe be incorporated once they have it ready.

P: And you have to think about equipment that it can make it in easily. I think in your strategy you really should think what issue are we solving for the restaurants.

R: And it's also important to probably set objectives and also midterm objectives to kind of evaluate.

P: And set stages is, how many do we want to have after six months and? How many clients and?

R: Yeah, because I also think that is something. They did not do or we didn't do when making a new strategy. We didn't set any form of goals or objectives. Which has been hard to kind of keep track of where you're at and how it is going?

P: And maybe look for partnerships, maybe look with the like a coffee chain or yeah. Yeah, because if you have to do kick doors at individual locations, it's much more work than when you say you can do it, a chain that has like 12 or 20 stores in Berlin. And I know there's quite a few over there. You know too so.

R: Yeah, I have to do a lot of research.

P: I think there's a chain for everything there.

R: Yeah, there is, especially in Berlin.

P: Well, quite a few smaller companies that have five or six or seven stores.

R: Yeah, yeah, I already know some.

P: So, if you can quite know with some of these people, even for your research. How can we adapt it to fit them? Yeah, so remember you remember the business model canvas? Left top left corner. Keep those and the empathy map. I'm saying we'll go, we go for every individual coffee outlet or restaurant. Maybe kick off your growth and maybe work with some some key partners.

R: That's definitely a good one.

P: If you if you bring one in, you're set in the company. I think it in soon,

R: yeah, October 3rd is the goal so.

P: Wow, that's great.

R: Yeah, that's ambitious.

P: Yeah, yeah,

R: but I have a lot of it done already, so it should be fine.

P: And then what are you planning afterwards?

R: Either continue with the company. Or find a different job. But staying in Berlin for now,

P: staying in Berlin and working with startups?

R: Yeah, that's definitely the plan. And then sometime in the future, open my own restaurant, I think.

P: Nice. So, if you have any advice, you know where to find this gallicano me,

R: yeah. Thank you very much. I also think I asked all my questions.

P: Good. Thank you very much.

R: Thank you.

P: And see you at graduation.

R: Yeah, hopefully. Thank you. Bye, bye.

Interview Consent Form

Research Project Title: The blue revolution: To what extent is the German gastronomy sector willing to rethink oat drink consumption?

Research Investigator: Julie Spies

The blue revolution: To what extent is the German gastronomy sector willing to rethink oat drink consumption?

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** In case of any remaining questions, please do not hesitate to contact the researcher. Please find the contact information below.**

781096@hotelschool.nl

Thank you for taking part in the interview as part of abovementioned research project.

Considering the sensitivity of data usage and respecting the participant's privacy, all personal information (Name, Business Name and Signature) of the participant will be anonymised. Solely the content obtained during the interview will be used in the report.

The gathered data will be analysed and used in a research report which will be shared with Hotelschool The Hague; 2 assessors from Hotelschool The Hague.

Please read the following statements and consent to the following:

- I voluntarily participate. I can withdraw at any time without any given reason
- The interview will be recorded (if possible) and transcribed
- My name and signature will be anonymised, my information will not be published
- My statements may be quoted directly along with my occupation
- I confirm that I will not be receiving any compensation for my participation
- The report is stored in the Hotelschool The Hague database for max. of 15 years
- I have read the research and will contact the researcher for any remaining questions. I have been given the time and space to think about my participation.
- Hereby, I confirm that I wish to take part in this research project.

Research Participant's signed consent

Name: [REDACTED]

Date, Place: 13 SEPTEMBER 2022, AMSTERDAM.

Signature: [REDACTED]

By signing this agreement, I, the researcher confirm the following statements:

- I confirm that the participant has been fully informed about the research project.
- I, will inform the participant, if new information emerges which could influence the participant's consent
- I will respect the ethical use of the data and anonymise all details of participants

Research investigator's signed consent

Name: Julie Wendt Spies

Date, Place: 13th September 2022, Berlin

Signature: [REDACTED]

Interview Expert 3 (E3, Market Growth Expert)

Abbreviation	Name
P	Participant
R	Researcher

R: So first, I wanted to start off by asking you a little bit about your experience. Where is your field of expertise? And yeah, if you can just summarize your experience a little bit, that would be great

P: Uh, related to the topic, right?

R: Just your work experience and.

P: My business, my business experience is in UM is firstly in marketing. Uh marketing functions. Umm, and also broader management functions, which also included other. Marketing, communications, legislations, everything UM and then more towards strategy. So, I moved from marketing to more business strategy. And business life and then towards hotelschool. And so it's a business, it's a business background in marketing and then strategic management.

R : And for how long have you worked in strategic management?

P: Well, depends a bit on the definition, but let's say, uh, 10 to 15 years.

R: Well, a lot of experience then.

P: Yeah.

R: And so, if there's any questions you can't answer, just let me know and we'll move on to another question.

P: Yes, that's fine.

R: In your experience, what is the main reasons that startups fail?

P: The there was a bit of technical hazard, but the reason why startups fail, was that your question?

R: Yeah, that was the question.

P: Umm. So we're not talking growth, but startup, right? Well, I think, uh. Money cash flow is a problem. Umm, so they will run quickly out of cash flow if they. And of course, that has reasons behind it. So that can be that they did not think about securing cash flows. So, they just start with the product idea and not really thought about that they need cash flow. On the short term, continuously. So, they are more focused on after one year, but they should really look at the first year, month by month, etcetera that there is sufficient cash flow. So that's the problem. I think another reason is. Or three. Passion for the product, just not really market oriented. So, no real knowledge about the market and the industry market and competitors. Umm, so I think those are the main reasons maybe staff/labor, but not as affiliate reason for startups I think, yet more for growth. But I think those are the main reasons.

R: Yeah. So, you would say it's mainly the financial side, maybe not proper budget planning?

P: Sure. And a market,

R: uh and and and yeah perfect.

P: Yeah. Short term cash flow really. They can make a forecast 1-2-3, but they really should have a short term forecast as well for Cash Cash flow projections because they might not survive the first year.

R: No, which is important and what are the major challenges that they face?

P: Startups again, right?

R: Yeah, startups again.

P: Umm, I think that is to to uhm well, one is to really have a value proposition. And the other is to to link to those risks that they thought about, uh, strong business model also financially.

R: yeah. And what would you say? How could they? What does it take to come up with a good value proposition?

P: Umm. It's related to understanding the market and what the competition does to see what's already there and what value do they really bring. So, step out of the own tunnel, passion driven, nice idea, but have a great view on that and more on outside. Check. Reality check.

R: Traveling sense, definitely. Yeah, right. Yeah. And again, startup related, what are the most important KPIs that a startup should? Measure or consider while running the business.

P: Again, cash flow first. Yeah. I would say that's the top #1 cash flow. Hmm, and the rest is a bit secondary of course, level of investment and funding etc. But it should lead to that there will not be a gap in the cash flow a dip because then they have to close immediately,

R: In the end the cash flows also a number that then convinces the investors to reinvest.

P: Uh, yeah, yeah, of course they need to have the realistic, uh, budget that would not not just dreamy, etcetera. And they need, of course, to be a bit resilient, like, OK, what if, uh, so not yet, not being too optimistic, so also realistically, uh, the budget planning you. I think that's also crucial. Yeah, that's a good point. So, also a real worst case scenario and how to cover that. Yeah, yeah. But that all comes down to. Uh, day by day, month by month, cash flow projections and assurance.

R: Yeah, definitely. And what role do you think market growth plays? Or how important do you think market growth is for a company?

P: It all depends on the ambition and goal of the company. I mean, if you want to stay small, perfectly fine, right? If you want to be sold per single person company? Uh, nothing wrong. I think so. So, only if you want and need to grow and if there is room for growth. So, growth is not a condition necessarily. I think it can also. You can also remain non growing but very profitable company, yeah, that's the general answer. Of course, in some markets you can only do something if you have skill and if. And so, it really depends on the type of industry you're in.

R: Yeah, no,

P: if it's related to your product, then if you want to have a deal with retail or whatever they do not want to deal with. Two small companies that are not uh that are not stable and strong etcetera. So then it's a condition to have a certain skill etcetera.

R: Yeah. And it's also well as you said, it's related to the companies kind of vision and mission and what where they see themselves go in the future.

P: Yeah. Yeah, yeah, yeah. It should be, uh, well thought of goal and not just because that growth is the only thing to do.

R: And let's say the company is struggling to collect funding from investors. What would you say are the most important KPI's of companies should focus on to convince or what is the most?

P: I think a strong business plan, again including the financials. So they need. Understanding the industry, the market. So if it's only about the product, nice. But the the entrepreneur needs to understand the industry.

R: Yeah,

P: That's even more important. Hmm. And if it's based on a person, the person needs to be credible. So, the investors need to have trust in the person. So, if they see that this is an entrepreneurial person and is willing to make sacrifices and really focused on that helps. If it's one of the many business or the one of the many ideas that the person has done, it's not credible because they do not dedicate everything to their business.

R: Yeah, that definitely makes sense. And also. Looking at the current funding situation, I think a lot of investors are pulling back because of course there's inflation and the Russia, Ukraine crisis and uncertainty about the future in the economy at the moment. Umm for startup collecting funding is of course, very important. And. Umm, would you say that focusing on market growth in a new market is a good idea to convince investors to reinvest in their business?

P: Umm, well you have to convince them they are willing to invest a lot if you can. If you have a good business case that they can also have a great return, right,

R: yeah.

P: Umm. And if you can convince them that you need to grow because only high grow will give you a good position, then probably if you are willing to do that, yeah, it's like home delivery, etc. In delivery, etc. You know that you need skill and that's important in that industry. So, if you have a good business plan, then of course the investors understand you need to create a scale, you need to be bigger. That's important in that business. So, but that's because the industry demands that it's crucial in that industry. So, if you bring that understanding and also give the picture of the industry and show that you can take that position and have the plans to do that, to achieve that then. They are willing to invest in growth, but if you just have a nice idea and no clue, then of course they would, then the risk is far too high.

R: So, you would definitely think that prior to deciding on a market growth strategy in a new market, it's important to really research the target market and really see if there is a market for the product at the moment.

P: Uh, yeah. To have a strong picture about the industry and how it will evolve, including competition and why growth is essential in that industry and why you are the one that can create that that you can make a difference. If that is not a strong story, so not a strong business plan and value proposition and not clear how you will grow then of course they will not invest that money. Yeah, they will not bring you that story. You need to come up with that.

R: And what do you think are the most useful models? Because in SDV we saw market growth models that we used and implemented. Are there models where you say this should be incorporated when planning a new strategy?

P: Yeah, depends a bit on the because in SDV we did not talk about market entry that much I think. So, there are more models on modes of entry in a market. So, we had some models, there are many options, but... I think literature offers a lot of these models. Licensing, franchising, organic growth, ... So, there's a lot of available, but it's it all comes down to what is the goal to it, what's the purpose, what is the risk link to that. So, it's more that assessment that it makes sense. I think all the options are pretty easy to find and literature is already there to help you, but you really need to apply it to. This situation and to your own company and your own goals and ambition now,

R: And maybe even make or incorporate multiple models in order to make it fit for the company.

P: Uh, yeah, yeah, yeah. A lot is on uh, uh, purpose and risk. Uh, what? What is what? And control is also an aspect. What's the full control, your needs, etc. Quality and to to what extent is quality important and control? And what we can franchise things, for example, or give a license. Yeah. If you give a license, for example, to someone else, then, uh, if it's crucial to have full control, then of course that might be an issue. So, it's you have to consider that like, OK, it's a nice model maybe to enter and grow, give a license to someone. But maybe you will lose control and then the risk might be too high. And how important is that in the industry you're entering? You might lose reputation or position immediately. So, then it's too high of a risk maybe to follow that model. So, it's all that tradeoff of those factors.

R: Yeah. So, when planning a new strategy, we already talked about determining your target market and the industry. We had talked about financial plan. And also, now risk analysis I think is also a big part of it. Are there other factors that or other elements to a strategic plan where you say this has to be included as well?

P: I think it comes down to the same factors, but for example, risk might be linked to access to labor, for example, so that nowadays that it could be a crucial risk factor that all is fine, but you cannot find the right people, or you find them and they go away after two months, yeah. And then. Then the risk is too high and certainly you depend on one or two people and when they leave the plan is for it. That comes down to, so the you need to apply what type of risks. It needs to be a proper risk assessment. And nowadays labor is one of those major risks, not only capital,

R: Yeah, and also maybe currently. Also supply of raw materials. Whether you accept the demand.

P: Yeah. And I think before those were well, not details but on the but now it can become essential certainly.

R: Yeah.

P : So access to indeed access to supply so that there's materials and capital and labor. Those are serious factors to consider that you can organize accordingly.

R: yeah.

P: And that should really be part of the of the of the of the of the of the plans and the scenarios that you have.

R: Yeah, that's definitely a good advice. What role do you think markets marketing plays when building a new market growth strategy for a new market?

P: In general important but not in not most important industries. It really depends. Well, I can imagine for the specific product now that marketing is key and it's about branding etcetera. But if the delivery is not there then certainly you cannot deliver what you promised. Hmm, so again, supply and guarantee of and uh, deliver within a few hours or days. So, whatever the promise is. If you cannot do that, and then may you maybe your reputation immediately is damaged. Umm, so yes, important, but only with those other factors that that you can really make it happen.

R: Yeah, that makes sense, definitely. Umm, how long? I don't know if this is too general because maybe you need to know the specific market, but how long do you think it generally takes a startup to expand and an untapped or a new market?

P: Yeah, I think it's too broad indeed. Yeah, yeah, yeah. So, I would always say that assess the specific situation, market, etcetera and then uh. And then also assess what is needed in that industry because you might say if we cannot have this in this position within one year in this industry, then it's too late. So, the time to market sometimes is essential. And that might also convince investors that they see that that is logic and that they can take that first position. So, it's a bit of a connected right, but I cannot give a general answer.

R: I think that makes sense, no. Would you say that having several milestones, let's say a project is for a year, the strategy is for within a year, would you say it's important to have several milestones to evaluate the performance on the strategy and reassess whether it's going?

P: Yeah, sure. And if. Sure. And also, for the external capital suppliers, of course they uh. It's a condition, right. They need that. So it's, uh, you cannot, yeah, it's essentially.

R: Yeah, no, that's good to know. I actually think I asked all my questions. I definitely have a clearer idea of. Because, of course, setting up a strategy. You have. There's a lot of things that need to be considered. So it's while writing my thesis I was kind of having problems with what all needs to be in the new strategy, because of course we've done it in STV, but we wrote a whole report about it over six months.

P: Yeah.

R: You know, it was kind of more challenging of how do I. Set up a strategic plan, but kind of compromise it in a way that it's still detailed, but of course because I have the work that I need to take into account.

P: Yeah,

R: but I definitely have a better idea now.

P: No, I I think really but that was in line with my answers. It's really important to to lie we try to do it strategy to focus on the industry and market outlook. Because also others will come in and after one year you might expect that new type of competitors also might come in or that if you are successful that they will follow you. Did and can be easily copied, et cetera. So, also there you have to be realistic. Yeah. Uh. So maybe you can be the first one and it's super, super, but. It's a bigger company with deeper pockets, so more money can easily copy that if they want to. Then they can immediately take your position, right? So also there you need to think about, OK, nice entry, but what about year 2-3-4-5? What will others do? Unless your strategy is. Let's make ourself a company that could be acquired by. That's also possible. Then that will be the growth strategy, but also the extra agenda, like we could be taken over, acquired by another. That could be part of your growth plan, right? To to position yourself to be an attractive company to buy for another company,

R: yeah.

P: That would be another strategy which nothing wrong with that, but that's also possible, so there's a lot of different. Food for thought. Yeah, well, we're nicely in time down time done. Did I help you?

R: Yeah. Yeah, definitely a lot. I really appreciate it.

P: I wish you joy and best of luck in processing everything.

R: Thank you.

P: Thank you so much, Julie and enjoy Berlin. Feel free to come back to me if there's a remaining question.

R: Thank you.

Interview Consent Form

Research Project Title: The blue revolution: To what extent is the German gastronomy sector willing to rethink oat drink consumption?

Research Investigator: Julie Spies

The blue revolution: To what extent is the German gastronomy sector willing to rethink oat drink consumption?

The research aims to design a new strategy for Blue Farm to establish themselves in the German gastronomy sector. The research aims to gain a thorough understanding of the needs and wants of the German gastronomy sector to anticipate opportunities and threats. The information gained combined with expertise about market growth strategies for start-ups will contribute to forming a new market growth strategy for Blue Farm.

** In case of any remaining questions, please do not hesitate to contact the researcher. Please find the contact information below.**

781096@hotelschool.nl

Thank you for taking part in the interview as part of abovementioned research project.

Considering the sensitivity of data usage and respecting the participant's privacy, all personal information (Name, Business Name and Signature) of the participant will be anonymised. Solely the content obtained during the interview will be used in the report.

The gathered data will be analysed and used in a research report which will be shared with Hotelschool The Hague; 2 assessors from Hotelschool The Hague.

Please read the following statements and consent to the following:

- I voluntarily participate. I can withdraw at any time without any given reason
- The interview will be recorded (if possible) and transcribed
- My name and signature will be anonymised, my information will not be published
- My statements may be quoted directly along with my occupation
- I confirm that I will not be receiving any compensation for my participation
- The report is stored in the Hotelschool The Hague database for max. of 15 years
- I have read the research and will contact the researcher for any remaining questions. I have been given the time and space to think about my participation.
- Hereby, I confirm that I wish to take part in this research project.

Research Participant's signed consent

Name:

Date, Place:

The Hague 16/9/22

Signature

By signing this agreement, I, the researcher confirm the following statements:

- I confirm that the participant has been fully informed about the research project.
- I, will inform the participant, if new information emerges which could influence the participant's consent
- I will respect the ethical use of the data and anonymise all details of participants

Research investigator's signed consent

Name:

Date, Place:

Julie Wendt Spies

10/09/2022, Berlin

Signature

Julie Wendt Spies

App.8: Qualitative Data Analysis

As described in Chapter 2.4.7, all interviews were transcribed and analysed using colour coding. All relevant information from various stakeholders, answering the RQ's were compiled in a table. The statements made in the tables were screened for similarities, which were then highlighted again in the same colour code. Conclusion were drawn based on the highlighted statements.

App.8.1: Gastronomy Sector Interview Analysis

RQ1: How can BF make its products attractive to the German Gastronomy sector?		
RQ1.1: What are the needs and wants of the German Gastronomy Sector?	S1	<p>I think in the beginning it was hard to find suppliers that deliver local produce unpackaged.</p> <p>Ingredients, Organic Certification, Packaging and Material, Price, Taste</p> <p>The taste, the look and how the milk foams are definitely very important factors. So, I would say quality and taste.</p> <p>The biggest stress factor is time and quality. (...) As our guests don't want to wait too long for their coffee or food, it is important to us that the products we use are ready and easy to use.</p> <p>But if we would consider a new product, it really has to be better than the current products we use, or solve a major problem for us, only then we would consider switching.</p>
	S2	<p>At some point we also want to focus on reducing waste or going completely local, but right now we are focusing solely on veganism</p> <p>So the same quality, they have to feel like they are not compromising for not being vegan.</p> <p>of course a lot of people use Oatly at home and they notice that it is expensive, but they do like to have it for us. We do make sure when people ask us to explain to them that is less healthy than Alpro or the other brand for pea milk that we use.</p> <p>I think coffees are our biggest obstacles, because they need to be served within a certain period, otherwise the quality of the foam goes down and the coffee gets cold.</p> <p>If you go to a coffee shop and they don't have Latte Art, you cannot necessarily charge a premium price. I think it is important, because it also shows that the person making your coffee has skills, (...).</p> <p>Supplier Choice: waste reduction and affordability is important. Quality is important.</p> <p>Loyalty to suppliers: We are quite loyal, I don't think we would necessarily switch. (...) whether the product is better than the product we already offer.</p> <p>(...)most of our products come from a wholesale.(...)more convenient, and they can offer a better price, because you buy things in bulk.</p>

	S3	<p>My customers come to me because they know that our quality is good and they like the taste of our products. And of course friendly service.</p> <p>we want our customers to come back at home. I think that is very important.</p> <p>I think more and more people, especially in Berlin are vegan (...) oat milk is the most popular alternative</p> <p>I think some customers are quite demanding, which can be challenging. If it is very busy, not everyone understands that we might be understaffed or that food and drinks can take a bit longer</p> <p>Supplier: I think the most important is quality and taste of the new product. (...) easy ordering process and good customer service</p> <p>Supplier: I buy from Metro, because it is easy and they offer good prices. I would not mind having a few other suppliers. But again (...) if I love the product and I cannot get it at Metro, I would get it somewhere else (...)</p> <p>Supplier switch: the product really needs to convince me, because business is good at the moment, my customers are happy so why switch?</p>
	S4	<p>We tried to exclusively work with local produce, but some items that are not able to be gotten from a local source</p> <p>(...) trends are very important. (...) our selling of oat milk has doubled or tripled in the last couple years</p> <p>Quality. And then local affordability, (...) being able to offer competitive price for customers that is affordable</p> <p>(...) economies of scale, we have such a high volume of selling, we can downplay the prices, maintain quality</p> <p>We try to stay to the prices that attracts customers</p> <p>We do not believe in a surcharge for oat milk (...)</p> <p>(...) a lot of pressure due to the high volume of people</p> <p>Supplier Choice: price is important (...) the existing relations that we have at the moment. I think I have great suppliers who deliver great products.</p>
	S5	<p>I think above all comes quality and taste, followed by price which is of course also important. (...)if that does not meet the customer needs then we have no business.</p> <p>meets our taste, we would consider adding it to the menu.</p> <p>Increased demand for oat milk</p> <p>Neutral taste when choosing the oat-milk alternative. A neutral taste is important so it doesn't influence the taste of the coffee. My clients are very picky and brand loyal</p> <p>Taste would have to come relatively close to the taste of Oatly, so as neutral as possible. And I think price would be a big factor, because Oatly is quite expensive.</p> <p>constantly delivering the same quality (...) Our clients order dairy and oat milk, which means that we have to foam two milks, that have to be ready at a similar time. This process is time consuming and has to go fast</p> <p>my clients are quite picky and brand loyal (...) Therefore, I have to be very careful when switching products</p> <p>I would prefer not charging my clients extra for oat milk</p>
	S6	<p>Quality, delivery routes, packaging, and the sourcing and production of the products.</p>

		<p>Definitely taste and waiting time (...), in a quick service restaurant, most people want to grab a quick bite (...), so everything needs to go quick with a high quality of course. Oatly, (...) we pay around €1,80-€1,95 per liter.</p> <p>Very open! I am always looking for new products, especially local producers, since they have shorter delivery routes and I want to support small businesses.</p> <p>Supplier Wholesale Gastronomy Industry: I think it could definitely be important. Euhm, it also depends what kind of restaurants you want to attract.</p> <p>Latte Art is not important. I run a slow food restaurant and not a specialty coffee café.</p>
<p>RQ1.2: What attracts the German gastronomy sector to BF's products?</p>	S1	<p>(...) sustainability aspect, saving 90% packaging and 70% transport emissions (...). Your products also save a great deal of space.</p> <p>Subscription model → (...), especially if it makes a difference in price.</p>
	S2	<p>Reduces waste (...), less storage needed. (...) appreciate a new product that is trying to change the market. It has an interesting twist to it and that you are trying to do a health impact.</p> <p>Mixing machine: (...) would have to figure out how do you keep it cold. (...). Flavour is of course also important (...)</p>
	S3	<p>Especially reducing packaging waste and also that it is compact</p> <p>Mixing Machine: That could be a good solution. Depends how well it works.</p> <p>(...) depends on the conditions and the agreement I think. But I regularly order oat milk, so I think a subscription is not necessarily bad</p>
	S4	<p>the storage part (...). We can't store them many milk cartons, so we do need a solution that reduces the size.</p> <p>As long as the flavour is good and my customers like it.</p>
	S5	<p>Barista Version would be interesting. (...) I find most interesting are the long expiration date, less packaging waste and that the product saves a lot of space.</p> <p>Mixing Machine: would be a great idea</p> <p>Interesting would be to see what price you charge compare to Oatly and how the Barista version tastes. Also, how you could solve the mixing.</p>
	S6	<p>sustainability aspect and that the product saves space.</p> <p>I want to keep the delivery routes as short as possible, so the regionality aspect of your product. I did not know about adaptogens before, I think that is also something that could be interesting to my customers.</p> <p>Since we are already using Rio Chai, which is about the same concept as your powder, I do not see any issues. I find the product even better than Rio Chai, because Rio Chai is based on dairy milk and is therefore not vegan.</p> <p>Rio Chai has to be mixed with milk, which costs me more money</p> <p>Subscription model is interesting</p>

<p>RQ1.3: What factors should BF consider when approaching the German Gastronomy sector?</p>	S1	<p>Organic certification is already a must for us. But also, our Matcha we make fresh a la minute and Chai and golden milk is not something we offer.</p> <p>Matcha process is not that time consuming and now we are used to making it that way, so the process is definitely faster than it used to be. Also, we do prefer offering it freshly made a la minute, it is also what our customers expect.</p> <p>I think the handling is difficult for a Café. (...) We do not have the time to mix the drink in the morning and then again during the day in case we run out.</p> <p>(...) should not cost more than €2 (...).</p> <p>Although your drinks are freshly made, it is hard to explain to our clients that your powder is fresher than the homemade Matcha for example.</p> <p>(...) having multiple small suppliers, is that it is inconvenient for us.</p> <p>(...) find a way to make your product more convenient (...) taste wise and foaming wise we would have to see if it meets our expectations</p>
	S2	<p>(...) too time-consuming (...)</p> <p>Blue Farm Oat-powder price (€2,09): I do have to say it scares me away, it is 0,40€ more per liter that is a lot.</p> <p>Wholesale Supply: I think if you don't work with a wholesaler (...) a wholesale would definitely be preferable</p>
	S3	<p>It depends on the taste and how it foams. I like a good foam I think the measuring could be a problem</p> <p>I don't think it's super easy to use. I am wondering how I would mix it. I don't know if I have enough staff to mix it by hand and that would also cost time.</p> <p>Price: Well, I think it is quite a high price. Oat drink is already expensive</p> <p>I might have to charge more for oat drink, which I am not sure my customers will like.</p>
	S4	<p>The mixing. The foaming. Possibly the taste.</p> <p>Mixing: I need to hire an extra person. That will cost me more in the long run than just ordering Tetra packs.</p> <p>Latte Mixes: depends if the flavours are there if I guess it just like making a matcha a la minute. It would be the same and I have no issue making matcha a la minute.</p> <p>Latte Art: of course it's important.</p> <p>Subscription: (...) how we currently work with ordering when it's necessary, that does just fine. (...) subscription reminds me of you have to order what you say (...). Yeah. An agreement would work, subscription would be too far.</p> <p>Mixing machine: Depends on the size, of course (...) and how effective it is</p>
	S5	<p>I would not buy your latte mixes. When ordering a Matcha Latte, my clients expect latte art in their drink. If I would use your powder, I could not do any latte art anymore</p> <p>I offer oat milk and dairy milk, I have also offer Chai and Matcha with both. If I would also add your drink to my menu, I would have to have two different products, which will be too much work and logistically not feasible.</p>

		(...) ensure that exactly the same quantity of powder and water is used (...) in order to ensure consistent quality Price: quite expensive, especially since the mixing is inconvenient.
	S6	carefully chose what type of establishment you want to approach A lot cafes make their Chai, Matcha, and golden milk themselves. I think these products are better used in quick service restaurants, such as mine, where they already use Rio Chai for example. (...) not sure whether the usage of your product is time efficient as they would have to mix the drink per hand. Mixing machine: limited space

App.8.2 Market Growth Expert Interview Analysis

RQ2: : How can a small-scale start-ups (< 10 employees) build an effective market growth strategy within a one-year time frame?

RQ2.1: What challenges do start-ups face?	E1	financing the business (...) finding the resources, in particular finance uh to start their business. (...) finding the right target market, including understanding the right target market, the needs and wants so to say and finally in terms of. Companies tend to keep the structure or the organization as simple as possible to reduce the cost, to save cost. But of course, you know at which stage you really need to expand and need to be able to invest actually. Don't have proper financial plan (...) they don't even have buffer, so they don't even have like a backup plan. Companies tend to (...) tend to overestimate themselves. But then in the end there is no market for it. (...) that would also lead to an issue in the end financially Because then if there is a market growth that that means then there is a demand and company typically needs to be able to grow along with that. Extending their market, their potential target market. So it can be both ways, of course, overestimating or even underestimating.
	E2	don't know their own weaknesses as an entrepreneur. And they say, yeah, but I'm in a big city, the market is there (...) Not doing research or doing research without testing the product whether it's actually a demand for it. Starting entrepreneurs often think they can live from, I don't know, from the sky or from the. Forget that they're in their cash flow need to be able to pay rent or to be able to eat. Sometimes they want you to grow too fast. They set too high expectations. Choosing an effective strategy: Try to grow in the market you're already present in, because if you want people to invest money, if you go into something new, (...) it is more risky than when you stay in the current market. But then you need to know for sure that there's potential in the current market. Sometimes start-ups just choose the wrong market Not enough market knowledge

	E3	<p>Money cash flow is a problem. Umm, so they will run quickly out of cash flow if they</p> <p>So that can be that they did not think about securing cash flows</p> <p>Passion for the product, just not really market oriented. So, no real knowledge about the market and the industry market and competitors.</p> <p>(...) one is to really have a value proposition</p> <p>(...)level of investment and funding</p> <p>budget planning</p>
<p>RQ2.2: How does a start-up determine the most suitable market to grow in?</p>	E1	<p>Unique sector, then of course the growth of the demand for this particular product.</p> <p>spending power of the consumers (...). How is the likelihood of the competition out, how many, you know, available products, uh, offer being offered</p> <p>how is the infrastructure, how is the risk</p> <p>market growth, the potential, the and the available resources</p>
	E2	<p>Quite often it's on gut feeling. But they should do more and more research (...), really trying to get to know the market we're aiming for and what are you offering them. (...) what problem are you solving for them?</p> <p>You can see how fierce competition is. You can see how much market potential is there.</p> <p>If it's a niche mic, then you really have to know that you can differentiate yourself in the niche market.</p> <p>But if it really solves the problem for the industry of storage, of oat milk or whatever problem it solves, then it can go really quickly.</p> <p>I think in your strategy you really should think what issue are we solving for the restaurants.</p>
	E3	<p>It's related to understanding the market and what the competition does to see what's already there and what value do they really bring.</p> <p>(...) because the industry demands that it's crucial in that industry. So, if you bring that understanding and also give the picture of the industry and show that you can take that position and have the plans to do that, to achieve that then</p> <p>To have a strong picture about the industry and how it will evolve, including competition and why growth is essential in that industry and why you are the one that can create that that you can make a difference.</p> <p>It's really important to lie we try to do it strategy to focus on the industry and market outlook</p>
<p>RQ2.3: What external and internal factors are important to consider when building a new business growth strategy?</p>	E1	<p>if you think that your current market is already stagnant, (...) there's no room for growth anymore. OK. That you have achieved the market saturation.</p> <p>the company need also to realize, do I have enough resources to do that</p> <p>If, uh, for this current market, I'm already at my maximum capacity, then it might need, it might not be a good idea to expand, right, yeah, because of this capacity issue</p>

		<p>Capacity also relates to, if you can keep up with production, but it also relates to whether you have enough employees (...) need to have sufficient funding because you're gonna spend</p> <p>And show your analysis how and make the interpretation of those, what it means in the end and what would be your advice to them, including how they should do it. should be some milestones where you need to have an evaluation (...) and also creating some contingency plan</p>
	E2	<p>I mean you cannot be perfect from the beginning, but you have to keep working on the product or your service (...). So, listening to your market, listening to the comments and taking action is very important.</p> <p>listening to the external market, but also listening to the employees, looking at your own possibilities looking at the competition, but don't overlook at the competition because you have as a starter, you have to focus really on your internal and on your own company the market, of course, the customers are very important. Your employees depending on the type of company you have. And of course, there's sometimes the community, the city around you</p> <p>Competition is important, but that's more to keep an eye on. You have to know how you differentiate yourself (...) also look at your resources, what can we do?</p> <p>And the market most important that you know is the market and what is the potential, how much can we grow in this market?</p> <p>But then to really grow you need to focus on the marketing because that's how you reach people.</p> <p>Really know your core competencies, really know your capabilities and they're like, now we can cover the market. internal analysis you can do because the company is there. Externally, you can really see the market needs for this product</p>
	E3	<p>purpose and risk</p> <p>(...) and control is also an aspect.</p> <p>risk might be linked to access to labour (...) So the you need to apply what type of risks. It needs to be a proper risk assessment.</p> <p>indeed access to supply so that there's materials and capital and labour</p> <p>So, the time to market sometimes is essential</p> <p>Because also others will come in and after one year you might expect that new type of competitors also might come in or that if you are successful that they will follow you.</p> <p>But if the delivery is not there then certainly you cannot deliver what you promised. Hmm, so again, supply and guarantee of and uh, deliver within a few hours or days.</p>

App.9: Target Audience Profile



"Café Grün is the perfect small breakfast/lunch spot. Although they are not a specialty coffee bar, they serve great coffee and other alternatives. Their products are mostly local and they offer delicious vegan alternatives. Café Grün is open-minded and is always looking to improve its products."

DEMOGRAPHICS

📍 Berlin, Hamburg, Cologne, Dresden, Düsseldorf, Frankfurt, Leipzig

📱 Active on Social Media (Instagram/Facebook/Tiktok)

🪑 10 - 20 tables

VALUES:

♥ Supports local businesses

🌱 Offers vegan alternatives

🏆 High quality

👥 Likeminded and intested people

Café
Grün

NEEDS & WANTS

- More Storage Space
- Affordable Oat Drink Prices
- High Quality Produce
- Reliable Suppliers
- Support Local Businesses
- Time-efficient Processes

BLUE FARM'S CONTRIBUTION

With Blue Farm's **locally** produced oat-base, Café Grün can optimise their **storage space**. As Blue Farm's 400g bag is equivalent to 4 x 1L Oat drink in Tetra Packs.



Blue Farm uses only **high quality** produce and all products are free from any additives. Commercial Oat drink contains about 10% oats and 90% water. Blue Farm sells 100% oats.

CONSTRAINTS

Blue Farm's products are not ready-to-use, as the oat powder first has to be mixed with water, which is **time-consuming**. The price of the product is comparable to **premium priced** Oat Drink (between €1,80-€2,10 per L)

Solution: Mixing Machine & Subscription Model

CHANNELS

Purchase:

- Blue Farm's B2B Portal

Social Media:

- Instagram
- Facebook
- Tiktok



App.10: Gastronomy Leaflet

Hi, wir sind Blue Farm - ein junges Team aus Berlin, das rein pflanzliche Produkte entwickelt, die einfach nur lecker und ohne jegliche Zusatzstoffe sind. Außerdem sind sie super praktisch und belasten unsere Umwelt so wenig wie möglich.



Große Dinge fangen klein an

So lautet unser und hoffentlich auch dein neues Credo. Denn mit vereinter Kraft können schon die kleinsten Veränderungen eine große Wirkung für dein Unternehmen und unsere Umwelt haben.

Biete deinen Kunden leckere, vegane und 100% natürliche Latte Mixes an

Sounds like a plan(t)? Dann werde Teil unserer Farm! Gemeinsam befreien wir die Welt von unnötigen Getränkekartons, ohne dabei an Geschmack zu sparen.

Für weitere Informationen, kontaktiere uns unter partners@bluefarm.co oder scanne den QR-Code und gelange direkt zu unserem Partner Shop.



Entdecke die neue Welt der veganen Latte Mixes



Unsere veganen Latte Mixes auf Haferbasis

Wusstest du, dass die meisten Latte Mixes auf Kuhmilchpulverbasis sind? Richtig gehört! Damit ist jetzt Schluss: Unsere Latte Mixes beinhalten ausschließlich gesunde Gewürze, Adaptogene und Haferdrinkpulver.

Deine Vorteile

Super nachhaltig & praktisch: Spare pro Packung bis zu 32 Milchkartons und jede Menge Lagerfläche.

Lange haltbar & immer frisch zubereitet: Auch geöffnet mehrere Monate haltbar.

Mega gesund & köstlich: 100% natürliche Zutaten.



Und so einfach geht's

Spar dir das aufwendige Vorbereiten der Rezepturen für deine Latte Mixes. Unsere Produkte sind ready to use, es fehlt nur noch Wasser!

- 1 Latte Mix
- 2 Wasser
- 3 Schäumen
- 4 Voilà



App.11: Call-to-Action Social Media



App.12: Financial Planning

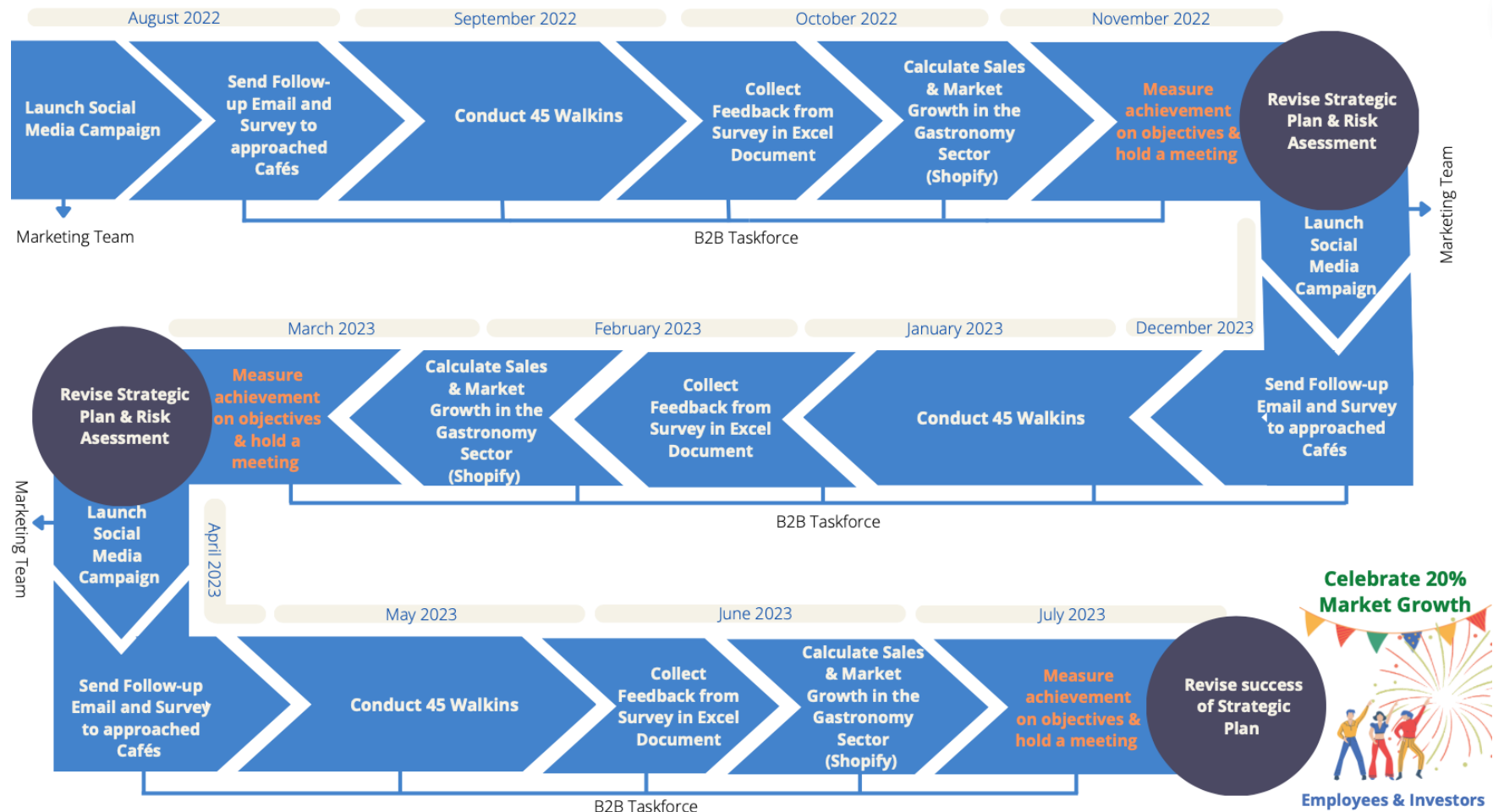
Together with management, a financial plan was set up, determining the total budget and spending per department. The financial plan is set for the entire duration of the project (July 2023).

Budget Gastronomy Project	
Gastronomy Leaflet (500 pieces)	€500
Total costs Leaflet:	€500
Product Samples	
Sample Packaging	€2.500
Oat-Powder for the Samples	€6.000
Total cost Product Samples:	€8.500
Employee Costs	
Walk-ins	€12.000
Marketing	€5.500
Product Sample & Leaflet Design	€500
Total employee costs:	€18.000
Unexpected Costs	€3.000
Total unexpected Costs:	€3.000
Total Budget for 1 year period:	€30.000

App.13: Implementation Plan July 2023

An implementation plan was created for the remaining months August 2022-July 2023. The remaining time was divided into quarters: Q2: August – November 2022, Q3: December 2022 – March 2023, Q4: April 2023 – July 2023

The **orange** points on the map represent decision points. If objectives are not achieved, then the objectives and the strategic plan must be revised and changed. Furthermore, the risk involved with changing the strategic should be taken into consideration.



App.14: Objectives Overview

The entire project duration was divided into 4 quarters. In order to track performance on the achievement of the main goals, quarterly objectives were set. At the end of each quarter, the achievement on objectives will be evaluated. Useful feedback or insights will be recorded in the feedback tab. When failing to achieve an objective, an analysis will be carried out, investigating the reason for failure to meet the objective and the Strategic Plan will be revised.

	Q1 (May-July 2022)	Achievement:	Feedback:
1	By the end of May, conduct 6 interviews with Berlin-based Cafés	<input checked="" type="checkbox"/>	Useful insights into opportunities and challenges that awaits BF when tackling the German Gastronomy Sector.
2	By the end of June, Gastro Leaflet and Product Samples are ready.	<input checked="" type="checkbox"/>	/
3	By the end of July, conduct 45 Gastro Walk-ins in different areas in Berlin.	<input checked="" type="checkbox"/>	Walk-ins were conducted and follow-up emails were sent. Until now no responses nor orders.

	Q2 (August-November 2022)	Achievement:	Feedback:
1	By the end of August, save 500 drinks cartons		
2	By the end of September, conduct 45 Gastro Walk-ins in different areas in Berlin.		
3	By the end of November, achieve a 5% market growth in the German gastronomy sector.		

	Q3 (December 2022-March 2023)	Achievement:	Feedback:
1	By the end of December, save 800 drinks cartons		
2	By the end of January, 45 Gastro Walk-ins in different areas in Berlin.		
3	By the end of March, achieve a 6% market growth in the German gastronomy sector		

	Q4 (April-July 2023)	Achievement:	Feedback:
1	By the end of May, save 1.000 drinks cartons		
2	By the end of June, 45 Gastro Walk-ins in different areas in Berlin.		
3	By the end of July, achieve a 9% market growth in the German gastronomy sector		

App.15: Customer Satisfaction Survey

Blue Farm Customer Satisfaction Survey

Dear Blue Farmer,

Thank you for your support so far, we really appreciate it. Your opinion matter to us. Feedback is super important to use, because only with your feedback, we can do our best to improve and make our products and services even better. We are curious to hear how you have been experiencing our products so far. We would really appreciate it if you could fill in this 2-Minute survey.

Together we can free the world from drink cartons!

Kind regards from the Farm,
Your Blue Farm Team

1. Which of our products are you using? *

- ☐ Chai Oat Latte
- ☐ Matcha Oat Latte
- ☐ Golden Oat Latte
- ☐ Oat Base Barista

2. On a scale of 1-5 (1 being the worst and 5 the best), how happy are your customers with the taste of our products? *

- ☐ 1 - strongly dislike
- ☐ 2 - dislike
- ☐ 3 - i don't mind it
- ☐ 4 - Like
- ☐ 5 - Love it

3. What do they enjoy about our products? *

Kurzantwort-Text

4. Why do they not enjoy our products? *

Kurzantwort-Text

5. Are you using the Blue Farm Mixing Machine? *

- ☐ Yes
- ☐ No

6. If yes, on a scale from 1-5 (1 being the worst and 5 the best), how satisfied are you with the mixing machine?

- ☐ 1- it's terrible
- ☐ 2- it does not work well
- ☐ 3- I don't mind it
- ☐ 4- I am satisfied
- ☐ 5- It works wonders

7. On a scale of 1-5 (1 being the worst, 5 being the best) how satisfied are you with our customer service?

- ☐ 1- not happy at all
- ☐ 2- it could be better
- ☐ 3- I don't mind it
- ☐ 4- It's good

8. On a scale from 1-5 (1 being the worst, 5 the best), how satisfied are you with the ordering process? *

- ☐ 1- it is extremely complicated
- ☐ 2- it is rather complicated
- ☐ 3- i don't mind it
- ☐ 4- It's easy
- ☐ 5- It's very easy

8. On a scale from 1-5 (1 being the worst, 5 the best), how satisfied are you with the ordering process? *

- ☐ 1- it is extremely complicated
- ☐ 2- it is rather complicated
- ☐ 3- i don't mind it
- ☐ 4- It's easy
- ☐ 5- It's very easy

9. Would you prefer if you could order from a wholesale? *

- ☐ Yes
- ☐ No, I'm happy

9. Would you prefer if you could order from a wholesale? *

- ☐ Yes
- ☐ No, I'm happy

10. What can we improve on? *

Kurzantwort-Text

10. What can we improve on? *

Kurzantwort-Text

11. Would you recommend Blue Farm to other gastronomy businesses? *

- ☐ Yes
- ☐ No

11. Would you recommend Blue Farm to other gastronomy businesses? *

- ☐ Yes
- ☐ No

App.16: Acts of Dissemination

App.16.1: Dissemination 1 – Kahoot & Brainstorm

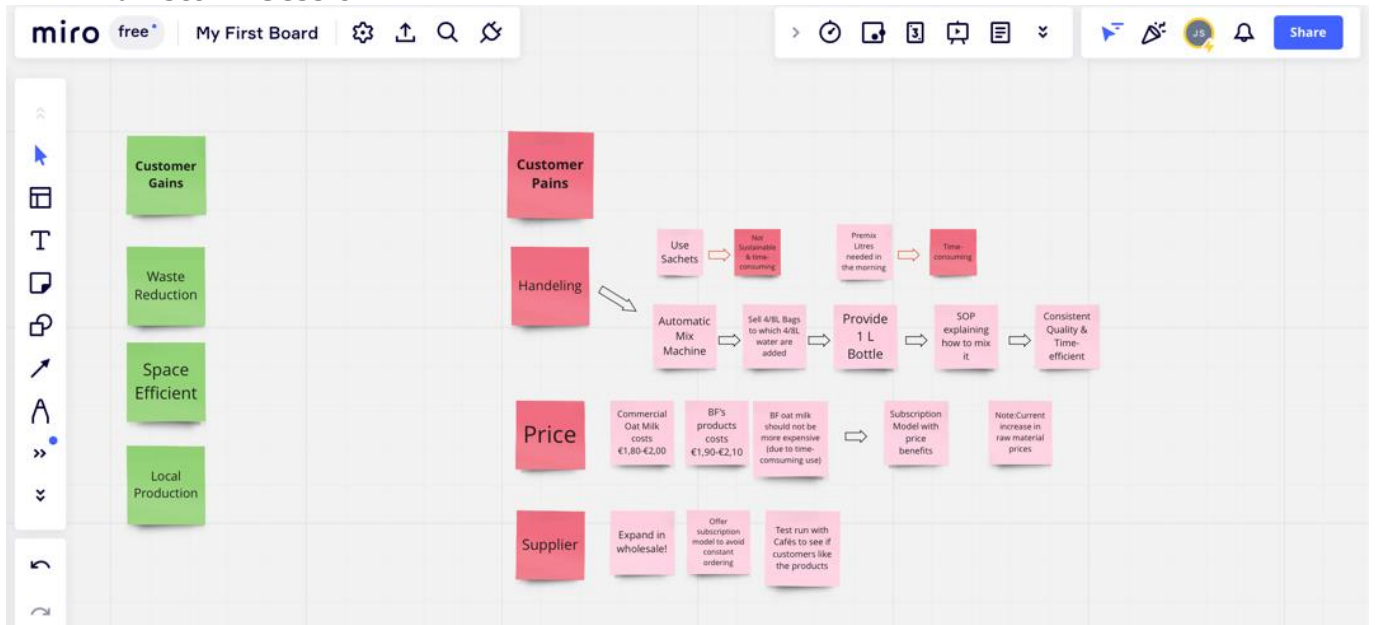
Kahoot



Nickname	Rank	Correct answers	Unanswered	Final score
phil	1	70%	1	4 743
Mara	2	60%	2	4 673
Marie	3	60%	2	4 591
Clara	4	60%	2	4 418
Mena	5	60%	2	4 138
Melina	6	40%	1	4 110
Katia	7	40%	3	3 382
Leon	8	50%	1	3 369

Question	Type	Correct/incorrect
1. How many interviews with the German gastronomy sector were conducted?	Quiz	56%
2. What are the biggest stress inducing processes while running a Café?	Quiz	44%
3. The German Gastronomy Sector was interested in Blue Farm's Products.	True or false	89%
4. Which aspects of the concept was most interesting to them?	Quiz	11%
5. They were so interested, they wanted to order right away.	True or false	67%
6. What products were they most interested in?	Quiz	56%
7. Why were the Latte Mixes less interesting?	Quiz	22%
8. How much would they be willing to pay for oat drink?	Quiz	0%
9. What will be Blue Farm's biggest challenge when approaching the gastronomy industry?	Quiz	56%
10. How do we overcome this challenge?	Quiz	89%

Brainstorm Session



App.16.2: Dissemination 2 – Pilot Walk-in Feedback Presentation



WHAT DID WE DO?

- Conduct Research into suitable Cafés in Berlin (zero-waste, vegan, regional produce, normal)
- Walkins took place on the: 17th and 20th of July
- Visited 35 Cafes and handed out 350 Samples (Matcha, Chai, Golden, Oat Base Classic) (Prenzlauer Berg, Kreuzberg)



INSIGHTS WALKINS:

- + Walk-ins during the week (early in the morning/afternoon) work well
- + Most Cafés are open and show interest in the Concept
- + Interesting Concept (Berlin-based, Waste reduction, space-efficient)
- + Big Interest in the Barista Version



- Business Owner is not available
- Specialty Coffee Places: Latte Mixes not popular (make homemade)
- Chai, need Latte Art, need to offer Chai with cow's milk and oat milk)
- In Prenzlauer Berg most Cafés have to sell Oatly due to customer loyalty

CONCLUSION:

Conclusion: 0% success rate, 60% of the Cafés are interested in the Barista Version (important to find a mix solution)

Important: Always ask for the email of the owner and send follow-up emails to the Cafés that received Samples

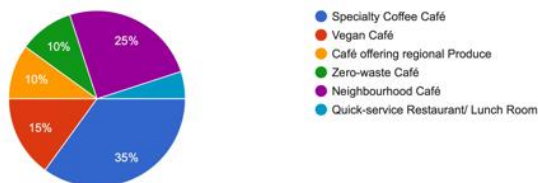
OHhh... DON'T FORGET TO KEEP
SMILING & STAY MOTIVATED



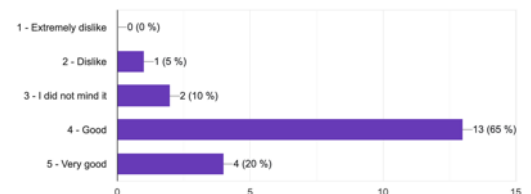
App.16.3: Dissemination 3 – Follow-up Survey Findings

Although, the interview findings revealed that speciality coffee places may not be the right target market, they were included in the walk-ins. The reason for this is that the findings are not generalizable to the whole population, so speciality coffee places were considered in order to establish whether there really is no interest.

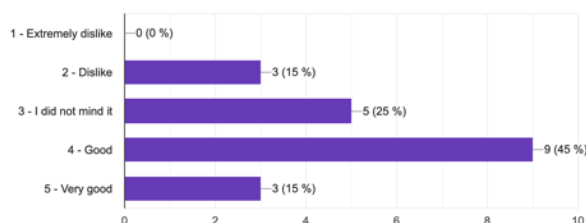
1. What type of establishment do you run?
20 Antworten



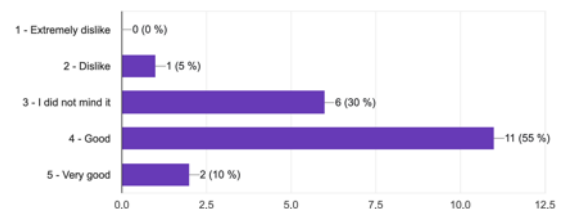
2. On a scale of 1-5 (5 being the highest) how did you like the taste of the Matcha Oat Latte?
20 Antworten



3. On a scale of 1-5 (5 being the highest) how did you like the taste of the Chai Oat Latte?
20 Antworten

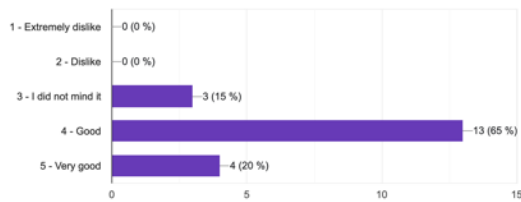


4. On a scale of 1-5 (5 being the highest) how did you like the taste of the Golden Oat Latte?
20 Antworten



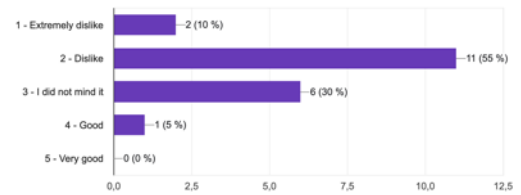
5. On a scale of 1-5 (5 being the highest) how did you like the taste of the Oat Base Classic?

20 Antworten



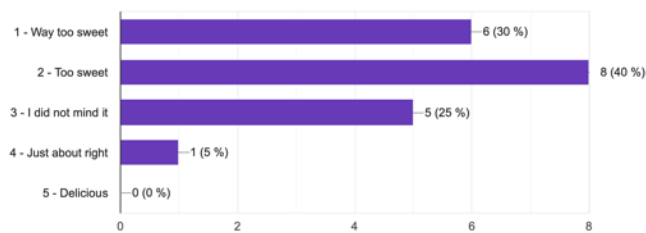
6. On a scale of 1-5 (5 being the highest) how did you like the taste of the Oat Base Classic in Coffee?

20 Antworten



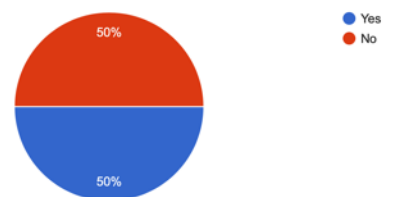
7. On a scale of 1-5 (5 being the sweetest) rate the sweetness of the Oat Base Classic in Coffee?

20 Antworten



8. Do you think your customers would like the products?

20 Antworten



9. Why do you think your customers would/would not enjoy the products?

20 Antworten

I think my guests would enjoy your products!

Our guests are quite picky, we are a regional produce Café, but our customers love a good foam. We also don't have matcha nor golden milk on the menu and is not really demanded. We mostly sell coffees.

I think they would like the concept and enjoy the taste of the products. I do think it lacks the nice thick foam.

Lack of foam and if someone wanted a Chai with Cow's milk, we would not be able to offer that.

The products are very nice and it is good that we can just mix it with water

Finally somebody offers Chai for Vegans!

For private use probably, but I think our guests have pretty high expectations and high demands.

Good taste

Powder-basis and mixed with water

9. Why do you think your customers would/would not enjoy the products?

20 Antworten

I think if we would switch from our current products, our customers would not be happy.

I would think about offering your products in my Café, I would want to test with my regular customers if they would enjoy it.

I think they would enjoy the taste!

The problem with the Chai, Matcha and Golden products are that they don't foam and maintain the foam well enough to meet our standard. We also primarily sell coffee.

Currently we use rio chai, so we could think about expanding our product portfolio and also offer this alternative for oat milk drinkers!

Finally, I can offer vegan chai! Rio Chai is based on Cow's milk and I cannot offer it to my clients plus I mix it with water, which means I save on oat drink, which is expensive.

Hard to properly measure, too much water and the drink becomes water, cannot guarantee consistent quality

9. Why do you think your customers would/would not enjoy the products?

20 Antworten

The problem with the Chai, Matcha and Golden products are that they don't foam and maintain the foam well enough to meet our standard. We also primarily sell coffee.

Currently we use rio chai, so we could think about expanding our product portfolio and also offer this alternative for oat milk drinkers!

Finally, I can offer vegan chai! Rio Chai is based on Cow's milk and I cannot offer it to my clients plus I mix it with water, which means I save on oat drink, which is expensive.

Hard to properly measure, too much water and the drink becomes water, cannot guarantee consistent quality

Only Matcha maybe, since the process is easier then using conventional matcha

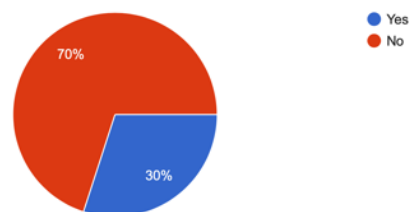
Latte Art missing

Taste, no additives, vegan

Maybe for private use, but would not offer it here.

10. Would you offer the products in your Café?

20 Antworten



11. Why would you/would you not offer the products in your Café?

20 Antworten

- I think the taste of the products is great, however I see a problem with how much powder to add to always deliver the same quality.
- The barista version is very interesting to us, since we are always looking for regional suppliers. I think the other products we are less interested in.
- We only work with organic produce. Our matcha is homemade. We do not offer Chai and Golden Milk.
- The concept is great and we would be interested in the Barista Version, although we would have to see with the mixing. Your latte mixes are quite difficult for us to implement. We notice that with different amount of powder and water, the taste of the drink changes, the lack of foam is also a problem for us.
- We try to make as much as we can ourselves :)
- Yes, I would offer your products in my Café, especially now that it is getting colder and people want to have more warm drinks.
- There are a few problems that I see with the product how it currently is: no foam, current oat drink is way too

11. Why would you/would you not offer the products in your Café?

20 Antworten

- The drinks don't foam well enough and the normal oat milk's flavour is too overpowering for our coffee
- Good taste and support local start-up
- See above
- Does not meet our requirements.
- I think my customers would enjoy the taste, but it's hard to argue that powder is fresher than a drink made a la minute
- Our baristas make beautiful latte art and great foam, which our customers expect from us.
- We make our own chai, golden drink and matcha we do not have on the menu.
- We roast our own coffee, so coffee is really our specialty. But even for non Coffee drinkers, we want to offer them an experience, so we make our own Chai with great foam.

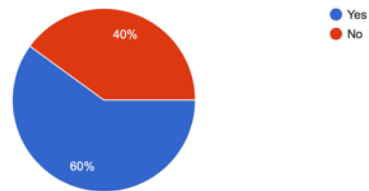
11. Why would you/would you not offer the products in your Café?

20 Antworten

- There are a few problems that I see with the product how it currently is: no foam, current oat drink is way too sweet for coffee. We roast our own coffee and the milk should not influence the taste of the coffee, which it currently does. The concept is great and we can save space and waste!
- I would offer it if I notice that the demand for chai, etc goes up
- We make everything fresh. The first time I added too much powder and then it tasted very watery. Great concept, but could be difficult to implement in our Café.
- The barista version is interesting, if you find a solution for the mixing. We have very limited storage space. The Barista version should not be as sweet as the normal one to not penetrate the coffee taste.
- I have experiences quite an increase in vegan products, so offering vegan chai, matcha, .. from a local startup would be considerable for me.
- We use real teabags for our chai, which we can mix with cow milk or vegan milk alternative.
- The drinks don't foam well enough and the normal oat milk's flavour is too overpowering for our coffee

12. Would you be interested in the Barista Version?

20 Antworten



App. 16.4: Act of Dissemination 4 – Infographic & Final Deliverable

Infographic



Final Deliverable

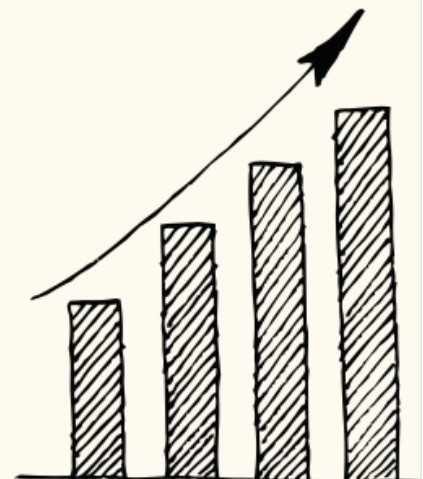
**WHAT
IS
THE
BLUE...**

REVOLUTION



BLUE FARM X GASTRONOMY

What is the most suitable market growth strategy for Blue Farm to successfully establish themselves in the German Gastronomy sector and achieve a 15% market growth rate by July 2023?



2

WE ARE GERMAN GASTRONOMY

"Café Grün is the perfect small breakfast/lunch spot. Although they are not a specialty coffee bar, they serve great coffee and other alternatives. Their products are mostly local and they offer delicious vegan alternatives. Café Grün is open-minded and is always looking to improve its products."

DEMOGRAPHICS

📍 Berlin, Hamburg, Cologne, Dresden, Düsseldorf, Frankfurt, Leipzig

📱 Active on Social Media (Instagram/Facebook/Tiktok)

🪑 10 - 20 tables

VALUES:

♥ Supports local businesses

🌱 Offers vegan alternatives

👤 High quality

👥 Likeminded and intested people

Café Grün

NEEDS & WANTS

- **More Storage Space**
- **Affordable Oat Drink Prices**
- **High Quality Produce**
- Reliable Suppliers
- **Support Local Businesses**
- **Time-efficient Processes**

BLUE FARM'S CONTRIBUTION

With Blue Farm's **locally** produced oat-base, Café Grün can optimise their **storage space**. As Blue Farm's 400g bag is equivalent to 4 x 1L Oat drink in Tetra Packs.



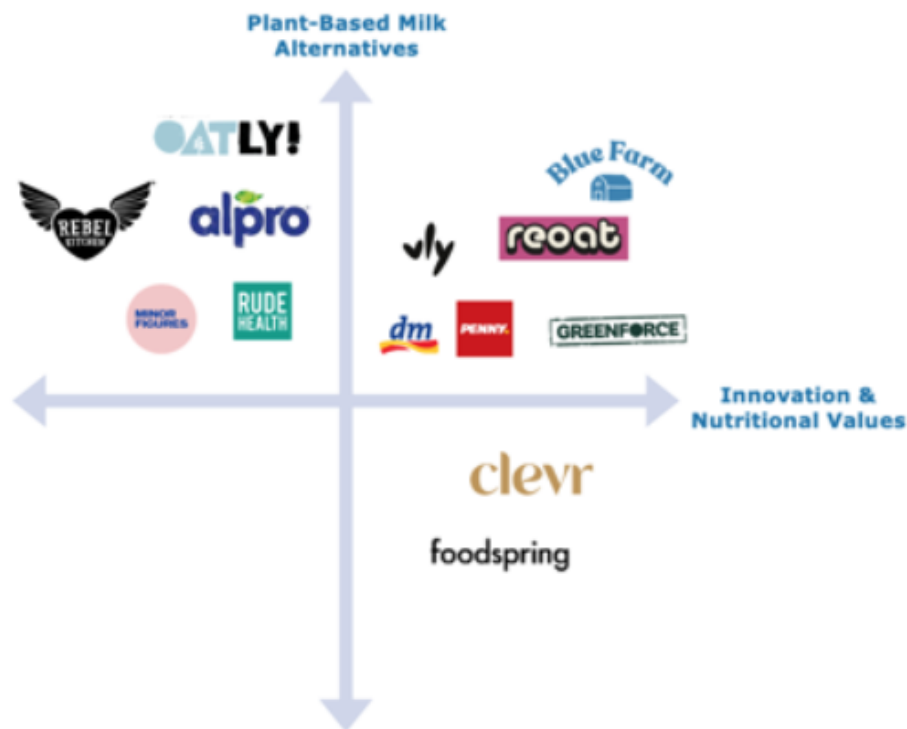
Blue Farm uses only **high quality** produce and all products are free from any additives. Commercial Oat drink contains about 10% oats and 90% water. Blue Farm sells 100% oats.

CONSTRAINTS

Blue Farm's products are not ready-to-use, as the oat powder first has to be mixed with water, which is **time-consuming**. The price of the product is comparable to **premium priced** Oat Drink (between €1,80-€2,10 per L)

Solution: Mixing Machine & Subscription Model

MY OAT DRINK IS BETTER THAN YOURS






THREAT OF ENTRY:	Rising, more companies enter the oat-powder industry
THREAT OF SUBSTITUTES:	Extremely high, gastronomy can always switch to conventional oat-drink
BUYER PURCHASING POWER:	High purchasing power, buyers face low switching costs. Customers can easily switch to conventional oat drink.
SUPPLIER BARGAINING POWER:	Low/medium, however with droughts becoming more common, their bargaining power may rise in the future.

4

POW(D)ER TO THE PLANT

90% WATER IN DRINK CARTON:



-  Unnecesarry Water Shipping
-  Unnecesarry Packaging Waste
-  Unnecesarry Additives



HEALTHY

- 100% oats
- Gluten-free
- Sugar-free

CONVENIENT

- More Storage Space
- Long Shelf-Life

SUSTAINABLE

- 90% less packaging waste
- Zero Food Waste

VERSATILE

- Coffee/ Hot Drinks
- Cereals/ Porridge
- Baking

SPREAD THE POW(D)ER

5



Walk-ins



& Hand out Product Samples



Social Media
Campaigns



To tackle the whole German market, the marketing department will launch social media campaigns every three months. The campaigns include advertisement, offering free samples to Cafés in Germany.

6

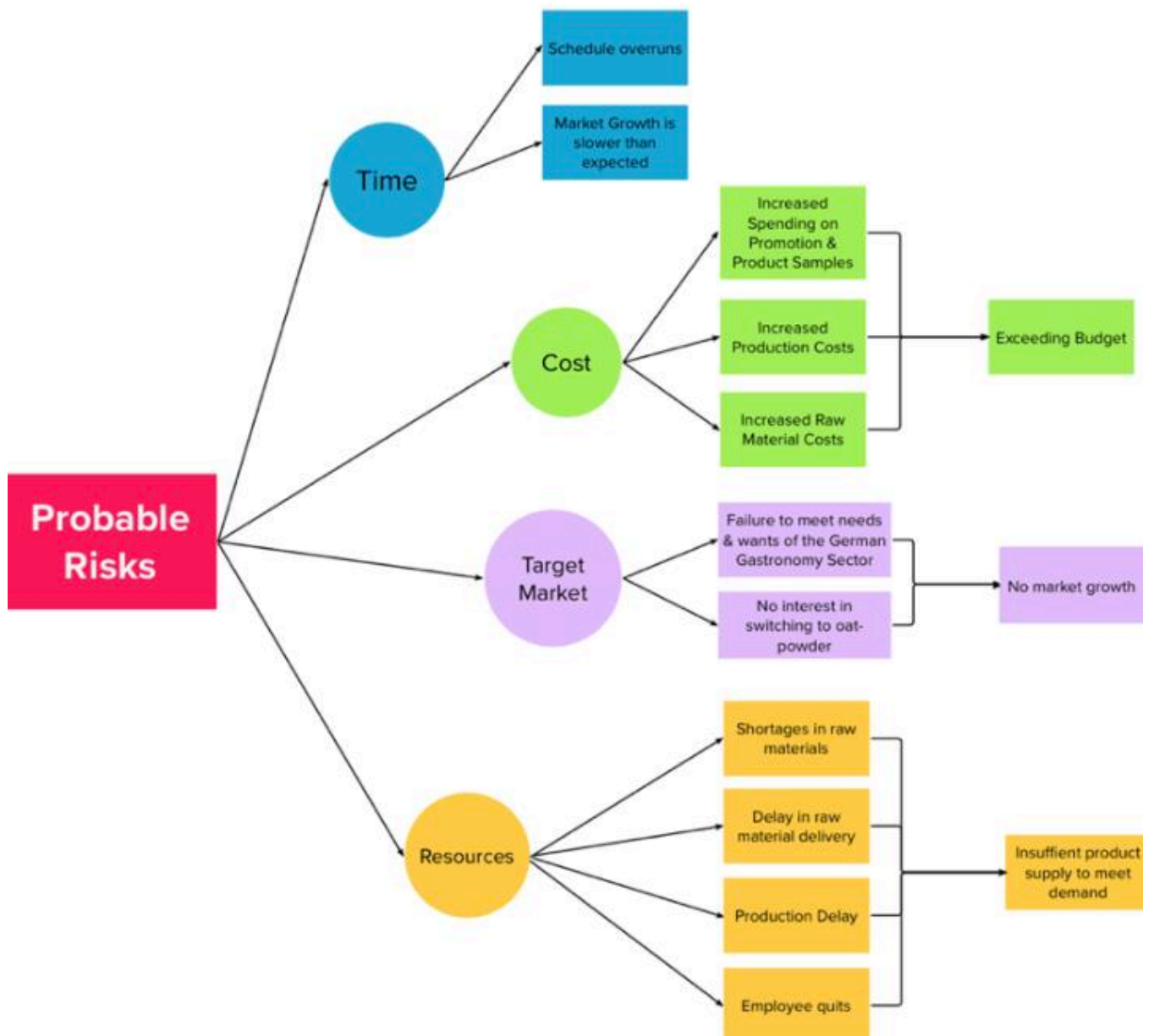
WHAT'S THE PLAN(T)?

Blue Farm's plan involves applying a combination of product development and diversification strategy. The company will introduce a new product to the German gastronomy sector (existing market). This strategy involves higher risk, since business owners and customers are already loyal to products from the competition.



Timeline: July 2022 - July 2023
Total Budget: €30.000

RISK ANALYSIS



EVALUATE

A before-after assessment will be conducted. The final evaluation will take place upon terminating the project in July 2023. The KPIs were determined and measured before the project implementation.

KPI	Goal
Market Growth in the German gastronomy sector	15%
Number of drink cartons saved by the German gastronomy sector	50.000
Customer Satisfaction	Score of 4/5
Customer Retention Rate	70%



Current Market Share in the German Gastronomy Sector = 0%

Quarterly project objectives were set, which help monitor progress and create employee engagement. Objectives ensure that management can evaluate the progress and revise the plan if the objectives are not met.

	Q2	ACHIEVEMENT:	FEEDBACK:
	(AUGUST-NOVEMBER 2022)		
1	BY THE END OF AUGUST, SAVE 500 DRINKS CARTONS		
2	BY THE END OF SEPTEMBER, CONDUCT 45 GASTRO WALK-INS IN DIFFERENT AREAS IN BERLIN.		
3	BY THE END OF NOVEMBER, ACHIEVE A 5% MARKET GROWTH IN THE GERMAN GASTRONOMY SECTOR.		

	Q3	ACHIEVEMENT:	FEEDBACK:
	(DECEMBER 2022-MARCH 2023)		
1	BY THE END OF DECEMBER, SAVE 800 DRINKS CARTONS		
2	BY THE END OF JANUARY, 45 GASTRO WALK-INS IN DIFFERENT AREAS IN BERLIN.		
3	BY THE END OF MARCH, ACHIEVE A 6% MARKET GROWTH IN THE GERMAN GASTRONOMY SECTOR		

	Q4	ACHIEVEMENT :	FEEDBACK:
	(APRIL-JULY 2023)		
1	BY THE END OF MAY, SAVE 1.000 DRINKS CARTONS		
2	BY THE END OF JUNE, 45 GASTRO WALK-INS IN DIFFERENT AREAS IN BERLIN.		
3	BY THE END OF JULY, ACHIEVE A 9% MARKET GROWTH IN THE GERMAN GASTRONOMY SECTOR		



C A S T R O

**S H A K E U P
T H E B L U E
R E V O L U T I O N**



App.17: Mid-term Evaluation Form

APPRAISAL FORM



Name of student:	Julie Wendt Spies	Student number:	781096
Name of company:	Blue Farm	Department:	Business Development
Name of company tutor:	Marie Louise Völkel	Position of company tutor:	Head of Business Development
Assessment no:	1 (mid term)	Date:	15/06/2022

CATEGORY 1: EXPERTISE / JOB KNOWLEDGE & UNDERSTANDING

1: Excellent	2: Very good	3: Sufficient	4: Room for improvement	5: Insufficient	Rating:
Has an exceptional level of job knowledge, experience and insight and applies this in practice. Works independently; can train others.	Has a very good level of job knowledge, experience and insight and applies this in practice. Can work independently.	Has sufficient job knowledge and applies this in practice. Requires minimum supervision.	Has some job knowledge but often needs help to apply it.	Below standards. Has insufficient job knowledge and technical skills to perform job responsibilities. Requires frequent supervision	.3

Comments: Works independently, but needs regular guidance in terms of self-organization and project management. Seeks for support if needed and adapts hints to the work.

CATEGORY 2: QUALITY OF DAILY WORK & PROFESSIONAL PRODUCTS (PLEASE SPECIFY PER PRODUCT, IF POSSIBLE)

1: Excellent	2: Very good	3: Sufficient	4: Room for improvement	5: Insufficient	Rating:
Excellent, hardly ever makes mistakes, quality of work is superb.	Very good, rarely makes mistakes, performs well and sometimes exceeds standard.	Sufficient, in general makes few errors, level of deliverables is good.	Standards are met, but work and deliverables are often lacking precision and consistency.	Below standards, makes errors and does not perform according to the standards.	3
PRODUCT 1 (specify)	Communicate, Support and accommodate requests from current Partners and help gain new Partners: Revision of output is generally still needed, though quick initial improvements are seen. Since small inaccuracies can have large impacts, revision is still needed in many cases.				
PRODUCT 2 (specify)	Gastronomy Project: Applies learnings and feedback to output and shows a strong learning curve. In general very open and demanding of feedback, which is appreciated.				
PRODUCT 3 (specify)	Packaging: Independent approach of suppliers and collection of information.				

CATEGORY 3: MAKING JUDGEMENTS & PROBLEM-SOLVING					
1: Excellent	2: Very good	3: Sufficient	4: Room for improvement	5: Insufficient	Rating:
Excellent, always solves problems independently, does not require any guidance.	Very good, solves most problems independently.	Sufficient, generally can solve problems independently.	Occasionally solves problems but this could be better.	Below standards, only solves problems with guidance.	3
Comments:	Generally understands priorities and is able to prioritize herself. Judgements usually have the right tendency and she is ready to provide recommendations for decisions. Discussions help her to understand the impacts and all angles of an issue and help her make better judgement calls and decisions. Still requires hints to deduct the next steps and understand all implications of a topic.				

CATEGORY 4: LEARNING SKILLS					
1: Excellent	2: Very good	3: Sufficient	4: Room for improvement	5: Insufficient	Rating:
Excellent, consistently learning, understanding and applying new knowledge and information.	Very good, understand and applies information easily.	Sufficient, generally understands and is able to apply new information.	Able to learn but this could be better.	Below standards, often forgets information.	2
Comments:	Very open to feedback and eager to learn.				

CATEGORY 5: COMMUNICATION SKILLS TOWARDS OTHERS (Guests, Employees, Suppliers, etc.)					
1: Excellent	2: Very good	3: Sufficient	4: Room for improvement	5: Insufficient	Rating:
Excellent, consistently shares information openly.	Very good, shares information openly.	Sufficient, generally shares information.	Communicates in a sufficient manner but this could be better.	Below standards, often forgets or does not share information.	1
Comments:	Very open, communicates easily and enthusiastically to customers and interested people, e.g. at events.				

CATEGORY 6: INTERACTION AND CO-OPERATION WITH COLLEAGUES AND OTHER DEPARTMENTS					
1: Excellent	2: Very good	3: Sufficient	4: Room for improvement	5: Insufficient	Rating:
Excellent, is extremely dedicated, always knows what's going on; seeks out new information Is always very interested and social to other departments. Shows great flexibility in assisting	Clearly shows interest in other departments, is very social while interacting. Enjoys daily tasks and keep well informed of what is happening within the company	Shows interest in daily tasks, Is interested and involved with other departments, co-operates sufficiently and knows what's going on within the company.	Show occasional interest but this could be better.	Below standards, is not involved in daily tasks, at work, shows limited interest in other department and the company in general	1
Comments:					



CATEGORY 7: READINESS FOR THE INTERNATIONAL HOSPITALITY INDUSTRY					
1: Excellent	2: Very good	3: Sufficient	4: Room for improvement	5: Insufficient	Rating:
Excellent readiness to start a career in the hospitality industry.	Definitely ready for a career in the hospitality industry	Acceptable readiness for a career in the Hospitality industry	Sometimes shows not to be ready for a career in the hospitality industry	Below standards, is not ready for a career in the international hospitality industry.	n.a.
Comments: Since the internship is not in the field of hospitality. In general I think Julie is a person who really thrives in jobs and environments where she can work hands-on and with people.					

REVIEW OF LAST OBJECTIVES AND ANY ADDITIONAL ACHIEVEMENTS:

- Development of sales approach to cafés incl. Sales material
- Market Research and organization of sales walk-ins
- Handling of B2B Orders and Requests
- Support in Packaging Replenishment (Selection of new Supplier)

TRAINEE'S STRENGTHS:

- Very good communicator. Always polite and oriented towards offering a high service to the customer.
- Very ambitious and flexible, high degree of motivation and identification
- Very strong sales skills: Understands brand and products easily and easily sells it to different customer groups based on their perceived need.

TRAINEE'S DEVELOPMENT NEEDS:

- Self-organization and planning. We advised to create a project map with all current to dos in the different work projects that she is pursuing.
- More attention to detail, when handling orders and communicating with the warehouse

TUTOR: ADDITIONAL COMMENTS (OPTIONAL):

TRAINEE'S COMMENTS:

Comments on appraisal:	I have noticed that I struggle to manage multiple projects at the same time. Sometimes it is difficult to prioritize and navigate tasks. I also feel that if I have a long task list, I want to complete my tasks quickly, which sometimes leads to mistake. I want to learn how to better organize myself and also deal with stressful situations. I notice that I am very proactive and I enjoy the engaging work environment. I am looking forward to learning a lot more during my internship.
-------------------------------	--

DATE FOR FOLLOW-UP MEETING AND / OR NEXT EVALUATION:

30/07/2022

DATE TRAINEE'S SIGNATURE:	COMPANY TUTOR'S SIGNATURE:
	



App.18: Final Evaluation Form

APPRAISAL FORM



Name of student:	Julie Wendt Spies	Student number:	781096
Name of company:	Blue Farm	Department:	Business Development
Name of company tutor:	Marie Louise Völkel	Position of company tutor:	Head of Business Development
Assessment no:	2 (final term)	Date:	30/07/2022

CATEGORY 1: EXPERTISE / JOB KNOWLEDGE & UNDERSTANDING

1: Excellent	2: Very good	3: Sufficient	4: Room for improvement	5: Insufficient	Rating:
Has an exceptional level of job knowledge, experience and insight and applies this in practice. Works independently; can train others.	Has a very good level of job knowledge, experience and insight and applies this in practice. Can work independently.	Has sufficient job knowledge and applies this in practice. Requires minimum supervision.	Has some job knowledge but often needs help to apply it.	Below standards. Has insufficient job knowledge and technical skills to perform job responsibilities. Requires frequent supervision	.2
Comments:	Developed a high understanding of her field, especially on doing walk-ins and sales. Once processes were established together, she navigates them easily and brings in ideas to improve.				

CATEGORY 2: QUALITY OF DAILY WORK & PROFESSIONAL PRODUCTS (PLEASE SPECIFY PER PRODUCT, IF POSSIBLE)



1: Excellent	2: Very good	3: Sufficient	4: Room for improvement	5: Insufficient	Rating:
Excellent, hardly ever makes mistakes, quality of work is superb.	Very good, rarely makes mistakes, performs well and sometimes exceeds standard.	Sufficient, in general makes few errors, level of deliverables is good.	Standards are met, but work and deliverables are often lacking precision and consistency.	Below standards, makes errors and does not perform according to the standards.	3
PRODUCT 1 (specify)	Communicate, Support and accommodate requests from current Partners and help gain new Partners: Output is good overall and strongly improved during the last weeks. Sometimes varies in quality and some inaccuracies still remain, depending on which sub-project is considered.				
PRODUCT 2 (specify)	Gastronomy Project: Quickly developed confidence in the sales process and easily approaches customers based on their needs.				
PRODUCT 3 (specify)	Organising and representing Blue Farm at Trade Fairs/ Conventions				

CATEGORY 3: MAKING JUDGEMENTS & PROBLEM-SOLVING					
1: Excellent	2: Very good	3: Sufficient	4: Room for improvement	5: Insufficient	Rating:
Excellent, always solves problems independently, does not require any guidance.	Very good, solves most problems independently.	Sufficient, generally can solve problems independently.	Occasionally solves problems but this could be better.	Below standards, only solves problems with guidance.	3
Comments:	Always tries to solve issues on her own and proactively raises them to the team and responsible people. Also follows up on them if no action is taken immediately. Requires some support in solving issues completely on her own.				

CATEGORY 4: LEARNING SKILLS					
1: Excellent	2: Very good	3: Sufficient	4: Room for improvement	5: Insufficient	Rating:
Excellent, consistently learning, understanding and applying new knowledge and information.	Very good, understand and applies information easily.	Sufficient, generally understands and is able to apply new information.	Able to learn but this could be better.	Below standards, often forgets information.	2
Comments:	Very ambitious to learn new things. Sometimes requires some time to apply completely to new tasks, but eventually succeeds.				

CATEGORY 5: COMMUNICATION SKILLS TOWARDS OTHERS (Guests, Employees, Suppliers, etc.)					
1: Excellent	2: Very good	3: Sufficient	4: Room for improvement	5: Insufficient	Rating:
Excellent, consistently shares information openly.	Very good, shares information openly.	Sufficient, generally shares information.	Communicates in a sufficient manner but this could be better.	Below standards, often forgets or does not share information.	1
Comments:	Very open, communicates easily and enthusiastically to customers and interested people, e.g. at events.				

CATEGORY 6: INTERACTION AND CO-OPERATION WITH COLLEAGUES AND OTHER DEPARTMENTS					
1: Excellent	2: Very good	3: Sufficient	4: Room for improvement	5: Insufficient	Rating:
Excellent, is extremely dedicated, always knows what's going on; seeks out new information is always very interested and social to other departments. Shows great flexibility in assisting	Clearly shows interest in other departments, is very social while interacting. Enjoys daily tasks and keep well informed of what is happening within the company	Shows interest in daily tasks, is interested and involved with other departments, co-operates sufficiently and knows what's going on within the company.	Show occasional interest but this could be better.	Below standards, is not involved in daily tasks, at work, shows limited interest in other department and the company in general	1
Comments:	Highly interested in all projects taking place in the company. Always keen to learn about new projects and work fields.				

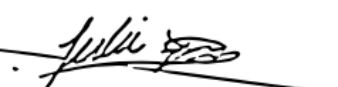

CATEGORY 7: READINESS FOR THE INTERNATIONAL HOSPITALITY INDUSTRY					
1: Excellent	2: Very good	3: Sufficient	4: Room for improvement	5: Insufficient	Rating:
Excellent readiness to start a career in the hospitality industry.	Definitely ready for a career in the hospitality industry	Acceptable readiness for a career in the Hospitality industry	Sometimes shows not to be ready for a career in the hospitality industry	Below standards, is not ready for a career in the international hospitality industry.	n.a.
Comments:					
REVIEW OF LAST OBJECTIVES AND ANY ADDITIONAL ACHIEVEMENTS:					
<ul style="list-style-type: none"> - Regular walk-ins and follow-ups as well as sales initiatives; Blue Print for walk-ins - Recap and recommendation on how to go further with the sales strategy 					
TRAINEE'S STRENGTHS:					
<ul style="list-style-type: none"> - Very good communicator. Always polite and oriented towards offering a high service to the customer. - Very ambitious and flexible, high degree of motivation and identification - Very strong sales skills: Understands brand and products easily and easily sells it to different customer groups based on their perceived need. 					
TRAINEE'S DEVELOPMENT NEEDS:					
<ul style="list-style-type: none"> - Handling multiple projects in different business fields, but we can see that she already starts feeling safer when navigating various projects - Julie could still build up more resilience when facing stressful situations, though we assume that this will also come with more work experience naturally. - Ensuring a high level of accuracy and attention to detail in critical tasks at all times, even in stressful situations and when handling several projects. 					
TUTOR: ADDITIONAL COMMENTS (OPTIONAL):					
<p>We decided to let Julie focus more on sales and promotion tasks, since we realized that her strengths lie there and also she appears to prefer that field of business. We perceive her as an excellent ambassador and Junior Sales Person and would recommend her for a Junior Sales position or similar position, e.g. in the area of events and promotion. Her interest in sustainability and in the business are very high. She was highly appreciated as a reliable team member, who was always interested in all areas and seeking to learn.</p>					
TRAINEE'S COMMENTS:					
Comments on appraisal:	<p>All in all, I am very happy with the experience and also progress that I made during my internship. I really enjoyed the gastro walkins and the trade fair. I agree with the feedback provided and know that I still have to work on my eye for detail and handling multiple projects and I am confident that the more I work, the more I will be able to improve. I am very grateful for this learning opportunity.</p>				
DATE TRAINEE'S SIGNATURE:			COMPANY TUTOR'S SIGNATURE:		
					

App.19: Final Deliverable Evaluation Form

Evaluation Form Company Project/Research

Name of student:	Julie Wendt Spies	Student number:	781096
Name of company/organisation:	Blue Farm	Department:	Business Development
Name of company tutor/research commissioner:	Philip von Have	Position of company tutor/commissioner (if applicable):	CEO
Project and/or Deliverable: (please specify)	Blue Farm wishes to establish themselves in the German gastronomy sector, Julie was given the task to design a strategy for Blue Farm to successfully establish themselves in the German Gastronomy sector. The project timeline was agreed to one year.		
During the first (unofficial) evaluation the set-up for the project and end deliverable(s) is discussed. For this final evaluation the project has been delivered by the student and is thus evaluated. This is taken into consideration for the final assessment of the student.			

CATEGORY 1: EXPERTISE/KNOWLEDGE OF THE FIELD				
Rating	Excellent	Good	Room for improvement	Comments
Excellent	In-depth use of relevant literature and knowledge of the field. The deliverable shows excellent thinking capacity of the student (considering all significant factors and looking from all different perspectives).	Use of relevant literature and knowledge of the field. The deliverable shows mostly intellectual depth (considering significant factors and looking from different perspectives).	No or incorrect use of literature and knowledge of the field. The deliverable lacks intellectual depth.	Julie did an in-depth analysis of relevant trends and developments of Blue Farm's internal and external environment. She shows a sincere understanding of not only the oar drink industry, but also incorporated investors and the German consumers in her research.
CATEGORY 2: KNOWLEDGE APPLICATION/SOLVING PROBLEMS				
Rating	Excellent	Good	Room for improvement	Comments
Excellent	The theories and models are skillfully applied and the student can translate this in a unique solution and implementation. The student can relate situations to concepts that results into a solution that adds great value to the company's overall strategy. The creative solution is/can be implemented and evaluated and is solving the problem.	The student uses theory, models, and shows understanding of the issues at hand. The solution is realistic and implementable for the company. The solution is/can be implemented and evaluated.	Mentioning theory and models, but not using them in the correct way. The student cannot convince of the possibilities to implement and evaluate. It is not solving the problem.	The solution is well underpinned using models and Julie displays strategic thinking. The solution adds value to the company, and helped steer us in a new strategic direction.
CATEGORY 3: INFORMED JUDGEMENTS				
Rating	Excellent	Good	Room for improvement	Comments
Good/ Excellent	The research process is done and explained in an excellent way. All statements, conclusions and recommendations are underpinned with the data collected by the students and/or referencing. The analysis is very substantial.	The research process is done and explained well. Most statements, conclusions and recommendations are underpinned with the data collected by the student and/or referencing. The analysis is substantial.	Weak problem analysis, research question not clear enough. Data collection and/or methodology is insufficient. Weak analysis, use of data from one dimension and not backed up.	Julie has gained strong knowledge and understanding of the industry and conducted a clear analysis. More interviews could have been conducted to gain more insights, but looking at the limited time frame she conducted good research and gained useful insights.

CATEGORY 4: COMMUNICATION AND SHARING KNOWLEDGE				
Rating	Excellent	Good	Room for improvement	Comments
Excellent	Excellent ability to communicate information, ideas, problems and solutions to all stakeholders involved. The deliverable adds great value to the main stakeholders. Initial and creative channels have been actively used to share outputs and knowledge.	Good ability to communicate information, ideas, problems and solutions to stakeholders. The deliverable adds value to the company. Existing channels have been used to share knowledge	The deliverable could have been better delivered to the stakeholders. The deliverable could have added more value, if better delivered. No active communication of outputs and knowledge.	Julie shows a clear understanding of the problem and the market. When communicating her findings, she thought of fun and creative ways (Kahoot) to share her findings with us.
CATEGORY 5: INTERCULTURAL HOSPITALITY LEADERSHIP				
Rating	Excellent	Good	Room for improvement	Comments
Excellent	Student can lead the project by themselves. Student is self-critical towards improvement and takes feedback to heart. Student deals with a diversity of stakeholders in an intercultural competent way. Hospitality mindset is seen in project or work in a very distinct way.	Student can lead the project with little help. Student is critical towards improvement and listens to feedback. Student deals with different stakeholders. Hospitality mindset can be seen.	Tasks performed are described and not critically analyzed. Student is not too critical towards own learning and can listen better to feedback. Student does not know how to deal with differences in stakeholders. Hospitality can be improved.	Julie has strongly developed throughout this process. She readily took on the challenge of leading this project. She learned how to organize her work better and gain a clear overview of tasks. She is always friendly and has very strong communication skills when it comes to communicating and convincing stakeholders of Blue Farm's concept.
OVERALL COMMENTS:				
Julie conducted an excellent research that will help us in the future. She conducted a very thorough research into developments and trends involving all relevant stakeholders. Her project shows that you understand and are passionate about Blue Farm's concept. She also shows critical thinking skills by not just accepting the project that we gave you, but also highlight points of improvement. By highlighting BF's Value proposition to the German gastronomy sector, she clearly show us how we can position our products in the market and attention points. Well done!				
STUDENTS' COMMENTS:				
Comments on evaluation:	Taking over my very own project has been the biggest challenge so far. By taking on this challenge I have improved my organizational skills and prioritizing tasks. I feel like I have invaluable knowledge and skills that will help me in building my future career and become an intercultural hospitality leader.			
DATE & STUDENT'S SIGNATURE:			COMPANY SUPERVISOR'S/RESEARCH COMMISSIONER'S SIGNATURE:	
26/09/2022 			26/09/2022 	

App.20: Proof of approved Proposal

LYCar Proposal Grading Rubric

V.1.1 (Version LYCar 2020; 16 February, 2021)

Student Name:	Julie Wendt Spies	LYCar Coach:	Mr. Robert Gallicano
Student Number:	781096	Primary PLO:	6
Date Submitted:	02.06.2022	Secondary PLO(s):	9

Note: All boxes with red border to be filled by student

Preconditions (required for assessment)	Yes	No	Comments
Checks content and completeness			
Executive Summary is present, concise, can be read independently, contains information about process and content, focuses on results and outcomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
LYCar Proposal meets formal reporting criteria (according to e.g., LYCar Reading & Writing Guide)			
LYCar Proposal is written in English and is professional, including common basic components such as Intro, ToC, Conclusion etc.- see Reading & Writing Guide	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
LYCar Proposal is max. 5.000 words (counting after Table of Content, incl. text in tables) - visual proof of wordcount is included in Appendices.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

Harvard Referencing Style is used consistently, referencing to primary sources only, List of References is well presented



Check (technical) formalities and submissions

Ephorus upload



LYCar Proposal incl. Appendices are uploaded in Osiris



Ethics and data management

Ethical, integrity and data management requirements



Entitled to assessment? (All yes above required):



DD1: The student has demonstrated knowledge and understanding in a field of study that builds upon their general secondary education, and is typically at a level that is supported by advanced textbooks

	Excellent	Pass	No Go
1.1 Use of literature and knowledge of the field	Student uses in-depth literature and knowledge of the field throughout the report. The report contains no mistakes and factual incorrectness.	Student uses in most cases literature and knowledge of the field in the report. The report contains some mistakes and factual incorrectness in a limited part of the report.	No sufficient or correct use of literature and knowledge of the field in the report. The report contains mistakes and factual incorrectness.
1.2 Intellectual depth and abstract thinking	Student takes all significant factors into account and looks from different perspectives, sees patterns, relates situations to concepts in order to solve larger problems. The reports show excellent thinking capacity of the student. New unique insights presented in the topic and depth of understanding displayed. Excellent linking between the elements and the underlying issues within the case situation.	Student takes different perspectives into account. The report shows intellectual depth (taking into account all significant factors and looking from different perspectives) in most parts of the report. Some patterns are clear. Some links have been made.	The report lacks intellectual depth (superficial and merely descriptive) in some parts of the report. Patterns are not sufficiently made clear.
Student Feedback:	Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	Pass, student explores the plant-based milk industry and explains why history supports the trend. The students also examines what factors are crucial in order to run a successful business in today's society. The students shows critical thinking when looking at the oat-milk industry and its actual health benefits. Student could have conducted more in-depth analysis when it comes to growth strategies. The student has linked the academic research to the Blue Farm company. Student uses mostly academic articles.	
Assessor Feedback:	Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	Well developed Problem Definition - clearly stated and supported by relevant facts, figures and interpretation of the research. Industry landscape relevant to the problem also addressed clearly and effectively. From the beginning of the research Julie has shown determination, intellect and passion for her topic.	

DD2: The student can apply their knowledge and understanding in a manner that indicates a professional approach to their work or vocation, and has competences typically demonstrated through devising and sustaining feedback and solving problems within their field of study

		Excellent	Pass	No Go
	2.1 Application of theories/models to situations at hand	Student uses a range of theories/models appropriate to the problems in the case skilfully and able to add their own unique perspective and insight. They own the model(s).	Student mentions a range of theories/models appropriate to the problems in the case and applying some of them in the correct way.	Mentioning models and theories but not using them in a correct way.
	2.2 Possible impact and meaning of own work - dissemination of research	Student plans evaluation of impact and meaning of own work in relation to business and industry with sound underpinning. Identification of all stakeholders and acts of dissemination. Plan on how to effectively disseminate knowledge through different channels fitted for a variety of audiences is also presented.	Student formulates criteria for evaluation. Student describes possible impact and meaning of own work. Identification of stakeholders and planning of dissemination through at least one valuable channel with an audience is presented.	Student fails to describe criteria how to evaluate impact. No identification of stakeholders or realistic plan on dissemination of knowledge through at least one valuable channel with an audience.
Student Feedback:		Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	Pass. Throughout the research, the student applied various models which are appropriate to the research and is able to correctly apply the models. The student highlights the importance of stakeholders and has identified the needs and wants of various stakeholders. The stakeholders are incorporates from the problem definition to evaluation plan. Student shows understanding of acts of dissemination, although the student uses the same act twice and could have thought of more creative ways to disseminate the research. The stakeholders are clearly identified.	
Assessor Feedback:		Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	Literature Review well oirganized - presenting the state of the art on various, well thought out topics - relevant choices. Literature Review has set-up the pending reason for the goal of the esearch was well done. Stakeholders have been properly identified, mapped out according to Evidence Based Management techniques.	

DD3: the student has the ability to devise data gathering events, gather and interpret relevant data (usually within their field of study) to inform judgements that include reflection on relevant social, scientific or ethical issues

		Excellent	Pass	No Go
3.1 The Design Based Research Process		Student sets the research process up in a systematic and well organised way. Student makes sense of a problem mess, analyses a (complex) problem and formulates feasible solutions by using a design-based research approach. Logical flow from Problem definition to Analysis to Solutions Design/methods are well chosen and motivated,	Student analyses the problem, and formulates possible solutions underpinned by literature using a design-based research approach. Methods motivated and mostly logically chosen	Insufficient problem analysis and methodology, research cycle not used.
	3.2 Analysis and evaluation of data	Student plans analysis and evaluation of data/information well using appropriate (digital) tools and makes data-driven decisions. All statements are underpinned with facts and figures and/or referencing. The appropriate tools are used in all steps. Analysis is sufficiently complex with use of information from more than 2 different dimensions (practioners, scientific literature, the organization and stakeholders).	Student plans analysis and evaluation of solutions clearly, with some flaws or unclarities. Some statements are underpinned with facts and figures and/or referencing, some lacking underpinning. Analysis is sufficiently complex using data from at least one dimension and sufficiently backed up with literature.	Plan of analysis and evaluation of solutions is not clear. Statements are mostly not underpinned with facts and figures and/or referencing; some are contradicting. No tools are used. Lacking or no analysis and not backed up with literature.
Student Feedback:	Pass	<input checked="" type="checkbox"/>	Pass. The student clearly describes the goal of the research and underpins the goal of the client with preliminary research and formulates a detailed research question. The solution is clearly described, underpinned with research and various models are incorporated. However when looking at the solution design, some information and processes could be described in more detail.	
	Not Yet	<input type="checkbox"/>		
Assessor Feedback:	Pass	<input checked="" type="checkbox"/>	Very well done. Analysis is complex, again with well thought out and multiple perspectives. Julie shows a solid understanding of the DBR process and is able to integrate it scientifically and successfully into her proposal. Her plan for the data analysis is clearly stated and with academic sources.	
	Not Yet	<input type="checkbox"/>		

DD4: the student can communicate information, ideas, problems and solutions to both specialist and non-specialist audiences

	Excellent	Pass	No Go
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4.1 Communication to audience making use of professional (business) English

Student divides information effectively in paragraphs/chapters. No noticeable errors in English usage and mechanics. Use of language enhances the argument and avoids abbreviations. Sentence structures are well varied, and voice and tone are highly suitable for the specific audience/s. Style and content complement each other into an appealing, high quality story. Highly skilful organisational strategy. The logical sequence of ideas increases the effectiveness of the argument and transitions between paragraphs strengthen the relationship between ideas. Sub-headings are employed effectively and the links between different sections are reinforced through linking expressions. Shows attention to detail in all parts of the report.

Student divides information in paragraphs/chapters. Errors in English usage and mechanics are present, but they rarely impede understanding. Use of language supports the argument. Sentence structures are varied, and voice and tone are generally appropriate for the intended audience/s. Generally, a clear organisational strategy. The sequence of ideas in most cases supports the argument and transitions between paragraphs clarify the relationship between ideas. The report is mainly comprehensively written and lacks some attention to detail in some parts of the report.

Distracting errors in English usage are present and they impede understanding. Use of language is basic, only somewhat clear and does not support the argument. Word choice is general and imprecise. Voice and tone are not always appropriate for the intended audience/s. Basic organisational strategy, with most ideas logically grouped. Transitions between paragraphs sometimes clarify the relationship among ideas. The report is not comprehensively written and lacks attention to detail in most parts of the report.

Student Feedback:

Pass



Not Yet



Pass. The students uses a good english jargon and information is divided into various paragraphs. The research follows a clear structure and a good story line is created. The report lacks some attention in detail, especially in the solution design and some information is repetitive.

Assessor Feedback:

Pass



Not Yet



Excellent structure, according to guidelines - pleasure to read. Keep an eye on spelling (e.g. Therefore)

DD5: the student has developed those learning skills necessary to continue to undertake further study with a high degree of autonomy

	Excellent	Pass	No Go
5.1 Plan on IQ development in PLO: Reflection on product(s)	Student has clear plans on what will be delivered and uses different relevant theory to underpin own work and reflect on it.	Student has a plan on what will be delivered and uses theory to underpin planned own work and reflect on it.	No clear deliverables mentioned and almost no theory to underpin own work and reflection.
5.2 Plan on AQ & EQ Self development	Student devises excellent ability to critically reflect on own developmental goals and demonstrates real growth mindset for life-long learning. Student proposes a demonstration of being able to self-direct, taking initiative in unpredictable situations. Student shows different metrics that can demonstrate development in terms of their EQ/AQ.	Student shows developmental goals and demonstrates growth mindset. There is a plan on how to reflect on values, attitudes and behaviour. Starting levels and desired end levels are described and measurements are provided.	Developmental goals are not concrete, there is no demonstration of growth mindset. Plan on how to reflect is vague and does not give enough substantiation to show growth.
5.3 Plan on EQ Social development	Student provides a plan on how to construct a multitude of proof that shows development as an Intercultural Hospitality Leader. Excellent ability to contribute to the global society/local community as a responsible citizen. Excellent analysis of diversity of people the student will deal with. Possible effective collaboration with all stakeholders in different cultural settings. Hospitality is key to the project or work the student does.	Student provides a plan on how to prove development as an Intercultural Hospitality Leader. Plan on how to contribute to the global society/local community as a responsible citizen. Proposing ideas on how to collaborate with different stakeholders in different cultural settings. Hospitality is a differentiator in the students' project or work.	No clear plan on development as an Intercultural Hospitality Leader. Plan on how to contribute to global society/local community is missing. Ideas proposed on collaboration or hospitality are not sufficient.
Student Feedback:	Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	Pass. Students uses theory to underpin effective reflection tools and describes how to students will grow as an International Hospitality Leader. The student has set clear and precise goals, linking the goals to the chosen PLOs. Students describes what she has learned so far during her LYCAR journey and how her interests align with BF's Vision and help her contribute to the society by integrating sustainable action in her daily life, while supporting the integration of people with a disability in the labour market. The student has used a limited amount of research to underpin AQ, EQ, IQ. The student could have conducted more	



Assessor Feedback:

Excellent ☐
Pass ☒
Not Yet ☐

Critically reflective. Uses models and theory from past HTH journey and with good analysis and insight. Julie is self critical and has a good idea of what she will need to accomplish and as well areas of potential improvement as well as good performance. She knows what to expect during her internship and what she hopes to learn to build her skills and knowledge for the future.

Overall Assessor Feedback


Julie has been diligent, and effective in her approach to the Lycar process. She has hurdled a few challenges that have arisen but she has been able to put together a solid proposal - searching out answers to her questions and asking critical insightful questions when needed. I am looking forward to working with Julie throughout the rest of her journey.

LYCar Proposal Outcome







- Pass ☒ All qualitative criteria awarded a "Pass". "P" registered in Osiris. Student can continue with LYCar execution.
- No Go ☐ One or more qualitative criteria graded as "Not Yet". "F" registered in Osiris. Student re-writes LYCar Proposal with incorporated feedback.
- Pre-Condition NY ☐ Pre-conditions not met. Student resubmits LYCar Proposal. No grade or feedback provided to the student.


App.21: Proof Uploaded in Research Centre

File Upload Notification



noreply <noreply@hotelschool.nl>



To:  Julie Wendt Spies


Sun 02/10/2022 18:06


Dear Julie Wendt Spies,

This is an automatic delivery message to notify you that a new file has been uploaded.

Name : Julie Wendt Spies
Student Number : 781096
Email : 781096@hotelschool.nl
LYCar Coach : Robert Gallicano
Research Number : 2022-755

We kindly request you to forward this email to your LYCar coach as evidence that your data files have been uploaded securely.
Thank You.

 Reply

 Forward

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