

A Farmers' Market that Enhances Customer Experience and Supports Business Interests of Farmers and Restaurants

*A Conceptual Proposal to Promote Fresh, Local Fruits & Vegetables through a New Farmers' Market:
A Multiple Case Study of Farmers' Markets in Copenhagen*





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EXTENDED MASTER'S THESIS

Integrated Food Studies

**A Farmers' Market that Enhances Customer Experience
and Supports Business Interests of Farmers and
Restaurants**

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Abstract

The aim of this extended master's thesis is to investigate how selected farmers' markets in close proximity to Copenhagen are functioning, organized and whether or not provide an experience for their customers. The theoretical framework of this study draws upon three theoretical notions: Experience Economy, Event Planning & Design, and Embeddedness. These theories were chosen in order to understand what the values of customers, farmers, restaurant chefs, and vendors are in relation to farmers' markets, and to explore the potentials for a new farmers' market concept within this framework. Semi-structured and structured interviews with farmers' market organizers, customers and vendors, as well as observations of the markets were the base of this research; additionally interviews with farmers and restaurant chefs were conducted to broaden the understanding of this phenomenon from different actors' point of view. According to the findings it was found that none of the selected farmers' markets staged an experience, which opens up for a lot of potential to enhance the customer's experience at a market. Furthermore, it was found that in most of the cases, that the social relationships—and thus, social embeddedness—was a strong motivation for customers to participate in these markets. Another motivation for customers to attend these markets was in relation to the freshness and quality of produce, and supporting local producers—which relates to spatial embeddedness. Additionally, it seemed that markets that had poor synergy between the different foundations of event design (i.e. setting, people and management) that the markets did not function well. This lack of synergy affected various elements of the farmers' markets, especially in regards to the setting. However, all of the markets could be seen as planned events, as they require planning in advance and organizational efforts. After the process of data analysis a conceptual proposal for a new farmers' market in Copenhagen was developed. The intention of this proposal is to provide access to fresh, local fruits and vegetables to citizens living in the city, while supporting the business interests of restaurant chefs and farmers. Moreover, through creating a farmers' market, we aim to provide the opportunity for interaction, and provide a sense of community and belonging.

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1.0 Introduction

The motivation of this extended master's thesis is to explore how to bring fresh, local fruits and vegetables into the city through a farmers' market. We will provide a conceptual proposal as to how a new farmers' market at Grønttorvet in Valby could be designed, in order to both support the business interests of fruit and vegetable producers and restaurants, while enhancing the customer's experience. In order to do so, five farmers' market cases in close proximity to Copenhagen will be analyzed in order to understand the planning and organization of the market, as an event and as an experience. Furthermore, we will analyze the values and motivations of farmers, restaurants, vendors and customers in relation to farmers' markets in the Copenhagen area. These findings will contribute to the development of a conceptual proposal for a farmers' market at Grønttorvet.

This conceptual proposal will be developed in collaboration with Rebel Food, who we were introduced to at Aalborg University in Copenhagen, where they explained the future visions of their company. Rebel Food is a forward-thinking company that represents a variety of food trucks in Copenhagen. Sigurd Ulvedal, the Event Coordinator of Gastronomic Experiences from Rebel Food, would like to in the near future establish a farmers' market at Grønttorvet in Valby. The purpose of the market, according to Ulvedal, could be to provide high quality, locally-grown fruits and vegetables to both private customers and restaurants in Copenhagen. He would like to establish this farmers' market, because, as he stated, there are limited opportunities for private customers to get access to these kind of products (Appendix 7). His suggestion to include restaurants in this concept was motivated by the idea that they could help to secure sales to the vendors.

Research shows that customers in Denmark are increasingly interested in purchasing locally grown produce (Stamer, Jakobsen and Thorsen, 2016). However, based on our Online research, and previous knowledge, there seems to be limited opportunities to buy fresh produce directly from a producer at a market in Copenhagen. Based on our conversation with Ulvedal, combined with mainstream media reports, it seems that the issue comes down to the farmers' unwillingness to participate in farmers' markets (Appendix 7; Lønstrup and Frandsen, 2011). This is explained by the fact that it has not made financial sense for them

to participate (Lønstrup and Frandsen, 2011). Some literature also states that there are a decreasing number of farmers in Denmark, which could further contribute to this issue of there being limited opportunities to buy fresh produce directly from farmers in Copenhagen (Nielsen, 2016).

Therefore, Ulvedal's expert knowledge in this field, as well as our pre-existing knowledge inspires us to conduct research within this topic. It is suggested that farmers' markets have throughout history been a good way to connect the consumers to the producers (Basil, 2012). Steel (2008), an English architect and author of *Hungry City: How Food Shapes our Lives*, has expressed concern regarding urbanization and our relationship to food. Her perspective, seems to indicate that maintaining and reestablishing our relationship to where food comes from, is relevant now, more than ever (Steel, 2008).

Moreover, the municipality of Copenhagen has began a pilot project to develop farmers' markets in the city (Byliv, 2016). It is not the first time the Danish government has attempted to establish farmers' markets in Denmark. In 2007 the Ministry of Food of Denmark funded a project to establish several farmers' markets throughout Denmark (Lønstrup and Frandsen, 2011). Based on our Online research, it seems that several of these farmers' markets were functioning quite well for several years—however most no longer exist today. Furthermore, it seems that limited research in Denmark within this subject has been conducted (Byliv, 2016). Therefore, our project may serve as inspiration for those establishing farmers' markets in Denmark, both public and private.

2.0 Problem Formulation

As mentioned earlier, Steel (2008) suggests that urbanization has caused consumers to become increasingly disconnected from food production. Furthermore, she explains that this is in part, due to the lack of fresh, locally produced fruits and vegetables in the cities (Steel, 2008). From this perspective, this can be seen as an arising problem, given that urbanization is increasing (UN, 2014). Moreover, today people spend less money on food than ever before (Johnson, 2000). According to research conducted by Johnson (2000) in 1955, families in the United States spent 23% of their income on food. In 2008, that percentage decreased

to 6.8%, whereas in Denmark 11.4% of household income was spent on food (Washington State University, 2008). While this percentage is higher in Denmark, it is lower compared to other European countries, such as Norway (13.1%), France (13.4%) and Italy (14.4%) (Washington State University, 2008). Despite these statistics research shows that consumers in Denmark today, are willing to pay even more for local and fresh produce (Madsen, 2016). In 2011 the price of the food was the most important factor for 27% of Danish consumers, and in 2015 that number had decreased to 19% (Madsen, 2016).

When the first supermarkets opened in the 1930s in the United States there was a great decrease in the number of farmers' markets (Figure 3.1). In 1950 there were 291 farmers' markets in the United States (Figure 3.1). However, it can be seen that the modern consumer wants to reconnect with their food producers. This is reflected in that during the 1960s there was an increase in farmers' markets. This has occurred in countries such as the United States and the United Kingdom (Figure 3.1). In 2013 there were 8,144 farmers' markets in the United States. In Denmark, there has also been an increase interest in farmers' markets in recent decades, since the start of the organic movement and the arrival of alternative food networks in the 1990s (Figure 3.1).

Steel (2008) expresses concern regarding that large food companies have taken control of the entire food system—all the way from gene to the supermarket shelf. Furthermore, she explains that this has led to a loss of food knowledge, such as, where food comes from (Steel, 2008). Steel (2008) therefore urges consumers to make choices that can promote transparency in the food system, such as supporting local farmers through buying at farmers' markets or alternative food networks.

As previously mentioned, farmers' markets are seen as a good way to bring the consumer, and the food producers closer together (Brown & Miller, 2008; Feagan and Morris, 2009; Hunt, 2007; Steel, 2008). At a farmers' market the consumer has the opportunity to come and meet the producer, and hear the story behind the food (Feagan and Morris, 2009). Furthermore, according to Hunt (2007) who conducted a survey of farmers' market vendors in Maine (USA), the majority of vendors indicated that "*having a direct relationship with customers*" was their "*most important motivation for selling at farmers' markets*" (Brown & Miller, 2008, p. 1297). This seems to highlight the importance of this direct relationship,

for both the vendor and consumer. Furthermore, farmers' markets seem to also offer extra value by enhancing the community, supporting the economy, and providing farmers the opportunity to expand their network (Brown & Miller, 2008).

While the growth of farmers' markets in Denmark has been relatively slow, compared to other Western countries, there is a new generation of farmers' entering the market (Nielsen, 2016). According to Nielsen (2016), an expert within the field of agriculture in Denmark, this younger generation of farmers are open-minded regarding alternative food networks and farmers' markets. According to Nielsen (2016), they seem to understand the importance of bringing the production of food closer to consumers, which could offer new potentials for developing farmers' markets in Denmark.

2.1 Research Question

How can a new farmers' market promoting fresh, local fruits and vegetables be developed to enhance customer experiences as well as business interests of farmers and restaurants?

2.2 Aim and Goal

The aim of this extended master thesis is to understand the values of customers, farmers, restaurant chefs, and vendors in relation to farmers' markets and to explore the potentials for a new farmers' market concept. By collecting various types of qualitative data, and analyzing them from the perspective of our theoretical framework, a new proposal for a farmers' market in Copenhagen will be developed. The intention of this market will be to provide access to fresh, local fruits and vegetables to citizens living in the city. Moreover, we will take point of departure in the human values and social relations relating to farmers' markets, rather than a business perspective, since the social relationships between food producers and consumers are vanishing. Through creating a farmers' market, we aim to provide the opportunity for this interaction, and provide a sense of community and belonging. The goal of our thesis is to provide a conceptual proposal for a new farmers' market in Copenhagen, that both supports the business interests of local fruit and vegetable producers and restaurants, while enhancing the customer's experience.

2.3 Delimitations

In order to set the limits of our thesis, we will present a few of the delimitations that will not be investigated in our thesis. First, the aspect of the problem relating to the decreasing number of farmers in Denmark will not be investigated in connection to developing a new farmers' market concept. Furthermore the five farmers' market cases presented will be analyzed as individual cases, which will give us insight, as to the variety and scope of farmers' markets in Denmark. In relation to these cases, we do not seek to conclude which of them are most functional, or that provide the best experience for customers, as this is not the purpose of this thesis. These cases will only serve as inspiration for the new farmers' market concept. Furthermore, the aspects that will be analyzed will not be based on business or economics. Therefore, we will not provide knowledge as to how to practically implement the market, specifically in regards to budgeting, marketing strategies, funding, regulations etc., as we have chosen to focus on the human values and social relationships in relation to the development of a conceptual proposal.

2.4 Key Concepts

In this section, key concepts used in for this thesis will be explained. They may be a combination of our own understandings and those present in the literature.

Farmer / Producer – will refer to the same group of actors, those who are employed within agriculture.

Vendor – an employee who stands and sells at a stall at a market. They could be a farmer / producer, but not necessarily.

Farmers' Market – a fixed location where farmers sell their own locally grown farm products (Brown, 2001). Moreover, they are seen as more than a place of commerce (Hamilton, 2002). For the purpose of this thesis only markets that operate more than six times a year and sell fresh fruits and vegetables will be understood as a farmers' market.

Alternative Food Networks – different ways of local food supply and promotion among community with the focus on rebuilding the relationships between food producers and consumers (Venn, L. et al., 2006). There are a broad spectrum of Alternative Food Networks: community supported agriculture initiatives, farmers’ markets, box schemes, farmers’ cooperatives, etc. (Parkins & Craig, 2009; Venn, L. et al., 2006).

Community Supported Agriculture (CSA) - it is a concept where “*consumers buy ‘shares’ in the farm before planting begins*” and in return they receive a certain amount of produce that is available each week (Brown & Miller, 2008). The farmer receives payment in advance for the produce that will be grown, and secures a certain amount of sales. The customer and the farmer share the risk involved regarding whether or not it will be a good growing season (Brown & Miller, 2008).

Local Food – there is no one exact definition defining local food. However, the majority of food producers assume that locally produced food scale is much smaller than the official requirements of each country and that local products and the ones produced within the border of the country (Brain, 2012). For the purpose of this thesis, the term local food encompasses food that is produced in Denmark.

Experiences - are, according to Pine and Gilmore (1999), a new way for enterprises to add value to their services, and furthermore they are a natural progression of the economy into the future. “*When a person buys a service, he purchases a set of intangible activities carried out on his behalf. But when he buys an experience he pays to spend time enjoying a series of memorable events...that engage him in a personal way*” (Pine and Gilmore, 1999, p. 2).

Planned Events - planned events require planning in detail regarding their program, schedule and publication and they take a particular time and place (Getz, 2007). Therefore, farmers' markets could be seen as a planned event and this term was chosen in order to get a better understanding about organizational and developmental matters of farmers' markets. According to the definition presented by Getz (2007) planned events have specific outcomes that they wish to achieve, whether they are "*related to the economy, culture, society or the environment*" (Getz, 2007).

Embeddedness - is a theory described by Hinrichs (2003, p. 296) as the economic behavior that is "*mediated by a complex...web of social relations*". These relations have been categorized into three spheres by Feagan and Morris (2009), the social-, natural-, and spatial embeddedness in their study of the values and motivations for customers to attend farmers' markets. For the purpose of this thesis we will use the three spheres put forth by Feagan and Morris (2009).

Summary Section 1.0-2.0: *Urbanization has led to consumers becoming increasingly disconnected from food production, moreover people are spending less money on food, along with less small scale local food producers that are willing to participate in farmers market. Therefore, in collaboration with Rebel Food, this master's thesis will seek to explore how to bring fresh, local fruit and vegetables into the city through a farmers market. Five farmers' market cases in close proximity to Copenhagen will be analyzed; in order to provide a conceptual proposal as to how a new farmers market at Grøntorvet in Valby could be designed in order to both support the business interests of fruit and vegetable producers, and restaurants, while enhancing the customer's experience.*

3.0 Background

In this section, we will present the background of farmers' markets, including the definition of them, their history, and recent developments. Following this, a presentation of Rebel Food as a company will be provided, and a description of Grønttorvet, the location for our new conceptual proposal. Lastly, we will conclude with a brief presentation of the five farmers' market cases chosen for this thesis.

3.1 Farmers' Markets

Farmers' markets traditionally have a fixed location where farmers are selling their own products (Brown, 2001). Moreover, many farmers' markets today are seen as more than just a place of commerce (Hamilton, 2002). Hinrichs (2003, p. 296) explains this with the concept of '*embeddedness*', which is economic behavior that is part of an "*extensive web of social relations*". Feagan and Morris (2009, p. 235) also indicate that farmers' markets can be seen as a "*key response to the unsustainability of conventional food...systems*" since farmers' markets "*provide consumers with a potentially more comprehensive valuation venue for their food purchases*". As a part of this, farmers' markets have been proven to be a good way to reconnect consumers to food producers. Through direct marketing, farmers' markets can provide an opportunity for social interaction between the consumer and the producer, and thus, provide greater food knowledge to the consumer (Feagan and Morris, 2009). Along with this, farmers' markets can enhance the sense of community-feeling and notion of tradition through the experience and the atmosphere at the market (Feagan and Morris, 2009).

History of Farmers' Markets

There are, as such, many places to begin, and possibly a lot of information and knowledge to collect to understand the complexity of the history of farmers' markets. In order to try and overcome this, a Historic Map of Farmers' Markets was created (*Figure 3.1*), which provides a visual overview of a series of selected historical developments related to farmers' markets, on different levels: (1) Globally, within (2) North America, (3) Europe,

and (4) Denmark. The most relevant events related to farmers' markets are highlighted in the white spaces. Less relevant events are provided in the green spaces, and events span from the 1600s to today. As it can be seen in the map, that the popularity and significance of farmers' markets decreased in the early 1900s, but increased again during the 1960s. Today we are in the midst of an increase of alternative food networks, including farmers' markets. In the following section, we will further elaborate on some of the historical events included in our Historic Map of Farmers' Markets.

The history of farmers' markets occur spontaneously due to the development of cities and the maturity of regions (Basil, 2012). According to Basil (2012), a professor in marketing at the University of Lethbridge, historical literature states that the history of farmers' markets goes 2,500 years back. For instance, 500 years BC in Ancient Agora of Athens', which was the main area of political, cultural and commercial activities, including farmers' markets (Basil, 2012).

Despite the tendency to believe that farmers' markets are a historical way of commercial trade, these markets still play an important role in people's lives today (Basil, 2012). For example: in France *market day* is still seen as an important trade event. Mostly it is located in the center of the town where local producers and small farmers bring their own grown produce to sell and exchange their knowledge with customers and other farmers. Some of these markets have existed at the same locations for more than one hundred years. Some of these markets operate daily, and others once to twice a week (Basil, 2012).

According to the literature, the tradition of farmers' markets in North America was brought from Europe, and adopted in different regions of the continent (Basil, 2012). Hergesheimer (2015) mentions that the first farmers' markets in America were established in the seventeenth century. Due to the recession period, expansion of cities and development of modern food supply, the resurgence of farmers' markets started around the 1960's (Figure 3.1).

As it can be seen from the Historic Map of Farmers' Markets (Figure 3.1), in Denmark the history of markets also go back a very long time. In the major trade cities and smaller cities around the country, smaller markets were held weekly already in 1100s (Mikkelsen, 2007). Here the locals could meet to interact and do their weekly shopping. This was a great

Figure 3.1 - Historic Map of Farmers' Markets



part in boosting the city's economy and for the local traders to make new business contacts (Mikkelsen, 2007). In the major trade cities fairs were held once to twice a year and attracted customers from different parts of the country. These markets were somewhat bigger than the local markets, and here the customers could buy small and large goods, such as groceries and livestock (Mikkelsen, 2007).

In the period from 1650-1850, research shows that the number of markets in Denmark expanded, mainly in the trade city, Ribe (Mikkelsen, 2007). Here, the number of markets grew from two to fourteen, which was in order to stimulate the economy and trade in the cities (Mikkelsen, 2007). Another reason for this, could be that up until the 1800s, people living in the country were self-sufficient. After this period, the markets in the smaller cities grew and people in the country started to buy their goods from the markets (Johansen, 2009).

Even though farmers' markets have a long history, there is a shift in their importance throughout history, which can be seen in Figure 3.1. According to Steel (2008) the supermarkets are growing rapidly in the western world. The first supermarkets opened in the United States in the 1930s and in Denmark the first supermarket opened in the 1950s (Mikkelsen, 2007). Once these first supermarkets began appearing, food supply and demand changed all over the world (Basil, 2012). Today, in North America supermarkets account for 90% of the sale of fresh produce, and a share of 50% globally (Basil, 2012). Even though the supermarkets have existed for a long time, they have not evolved much over the past 80 years. The first supermarkets were built just outside of town, so the trucks could easily deliver their goods. As now, the primary aim is to transfer industrial food from the producer to the consumer (Steel, 2008). The expansion of supermarkets have impacted small local markets in town centers, and many have been put out of business (Steel, 2008). Therefore, local produce is now hard to find in many cities (Steel, 2008). In the 1970s, Denmark experienced a massive rural store death (Figure 3.1).

However, today we are seeing an increased interest in local food production, which can be seen in the Historic Map of Farmers' Markets (Figure 3.1). Today we are seeing an increase of alternative food networks, such as community supported agriculture

(CSA), farmers' markets, and farm box schemes (Aarstiderne). This may be a result of several elements, such as, consumers' concerns of food production, freshness and locality; atmosphere and shopping experience received in authentic environment; and more efficient alternatives for food producers (Hinrichs, Gillespie and Feenstra, 2004).

Recent Developments of Farmers' Markets

As seen by the Locavore Movement, that began in 2005 (Figure 3.1), there is growing interest in local food. 'Locavores' are consumers who support and buy local food, in order to improve the environment, production ethics and communities (Håkansson, 2015). However, the growth of local food initiatives, generally speaking, has been relatively slow in Denmark, compared to other countries such as; Italy, France, the United States, and the United Kingdom (Eriksen and Sundbo, 2016). During the years from 1994 to 2016, the number of farmers' markets in the United States nearly quadrupled, with a steady increase each year (AMS, 2016).

As previously mentioned, farmers' markets are considered a good way to provide local produce to customers. A report conducted by Madkulturen in 2016, revealed that one out of three people in Denmark buys local produce every week (Stamer, Jakobsen and Thorsen, 2016). However, based on our Online research, it seems that few farmers' markets exist in Denmark today. At the same time, the municipality of Copenhagen has recently began a pilot project to support the development of new farmers' markets, which goes to show that there is a growing public interest in farmers' markets today (Byliv, 2016). Additionally, the municipality of Roskilde is set to expand their farmers' market by 50% in the coming years (TV2, 2016).

However, it seems that there are still significant barriers to develop farmers' markets in Denmark. "*The producers think that farmers' markets are great, and they want to get closer to the consumers*", states Nytofte, the director of Biodania, an association for organic fruit and vegetable producers in Denmark (Lønstrup and Frandsen, 2011). However, he explained that the amount of work the producers put into farmers' market and the hourly wage do not add up, and therefore the greatest challenge of establishing farmers' markets in Denmark seems to be getting the producers to participate (Lønstrup and Frandsen, 2011).

3.2 Rebel Food

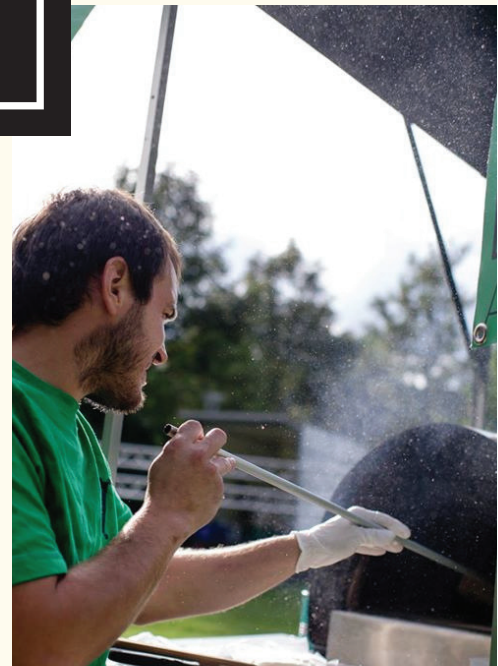
Rebel Food was established in 2014 by three enthusiastic food entrepreneurs: Frederik Aske Sønksen, Ingrid Kofoed and Peter Aalbæk (Rebel Food, 2017). Sønksen holds an education from KaosPilot in Aarhus, with a specialization on historical aspects, cultural context and conceptual dogmas surrounding food. Kofoed has worked more than 25 years in the film industry and has been a part of the production of several Danish films. Since then her focus has shifted to the entrepreneurial and gastronomic field, with a huge passion for food. Aalbæk is known from the production company, Zentropa, but also is a hobby farmer, who has the dream of opening a small pig food truck, which serves as his motivation behind starting the company, Rebel Food (Rebel Food, 2017).

Rebel food is one of the first organizations in Copenhagen to gather a large number of leading street food vendors. Rebel Food is a forward-thinking and innovative business, with sustainability in mind. The organization provides a network, promotional services and sales activities for food truck vendors. Recently, Rebel Food acquired new facilities at Grønttorvet in Valby, and their goal and dream is to provide full-service facilities for their vendors, including storage, cooking, parking and electrical services (Appendix 7).

Rebel Food's overall vision is to provide people in the city with unique food experiences through creating authentic and inviting spaces for people to gather and eat food. In addition to this, Rebel Food has emphasis on sustainability and innovation, and since 2016 food truck members are required to utilize biodegradable packaging and cutlery (Appendix 7). Ulvedal explained, *"the future vision of Rebel Food is to put even more focus on sustainability"*, and Ulvedal would like to in the near future *"place more stricter requirements on [their] vendors"* (Appendix 7). Some of these potential requirements for their vendors include increasing the use of organic produce, or the use of locally sourced ingredients, along with a development of better food concepts, such as a matter of taste, look, process, sustainability and ingredients (Appendix 7). All of this is done in order to foster food vendors who have the knowledge and competencies required to create clever and tastier food concepts (Appendix 7). In order to provide an overview of their business and their values, a moodboard has been created, with the focus on Ulvedal, who has been our primary contact at Rebel Food (Figure 3.2).



**Sigurd Ulvedal
Rebel Food**



Ulvedal would like to both attract restaurants and local farmers to the market, but sees some challenges in order to get them to participate in such a market. Regarding his idea of having restaurants purchase fresh produce at such a market was, as he stated, inspired by certain farmers' market concepts in the United States (Appendix 7). In this way, the farmers may be guaranteed a certain amount of sales in advance, since private customers, according to Ulvedal, tend to be less dependable. Ulvedal stated that *"farmers need to know they will sell their produce"* (Appendix 7). Ulvedal also stated that *"many restaurants, in Denmark, already buy their produce wholesale. Some high end restaurants sometimes have a farmer they work closely with and therefore buy their produce directly from the farm"* (Appendix 7).

As Ulvedal mentioned, this farmers' market could be situated at their new facilities at Grønttorvet in Valby. He perceives this as an ideal location for several reasons; the long history of being a hub for wholesalers, different small food businesses are now located at the Grønttorvet, as well as the lack of food events or activities in the surrounding area of Valby (Appendix 7). Additionally, the site has a large amount of space and parking, which may facilitate restaurants being able to buy their produce at this location. Furthermore, Grønttorvet has a great access for Copenhagen's citizens, either by public transport, bicycle or car (Appendix 7). Moreover, according to Ulvedal they have the support for their idea of developing a farmers' market from FB Gruppen, who has now bought Grønttorvet and are in charge of the construction of the place (Appendix 7).

3.3 Grønttorvet

Grønttorvet has a long history of being a wholesale hub for selling fresh produce. In 1889 Grønttorvet was first established at Israel Plads (Photo 3.1) in the center of Copenhagen (Torvehallerne, 2011).

Producers and salesmen from the area around Copenhagen traveled to Grønttorvet in order to sell their produce to private customers and businesses (Torvehallerne, 2011). In 1954 the cooperative Copenhagen Engro Grønttorvet was created by a group of gardeners, who wanted to create a market, that could solve some of the logistic problems with the former market at Israels Plads (Torvehallerne, 2011).

Photo 3.1 - The old Grønttorvet circa 1900



In 1958 Copenhagen Engro Grønttorvet opened in Valby, and the market at Israels Plads came to an end (Grønttorvet, 2009). Grønttorvet in Valby consisted of many private businesses who sold fresh produce, like fruits, vegetables and flowers (Grønttorvet, 2009). Grønttorvet was located in Valby for over 50 years and recently the operations have been relocated to another location outside of Copenhagen, in Høje Taastrup (Grønttorvet, 2009). In the map below (Photo 3.2) it is shown where Grønttorvet has been located throughout time.

Photo 3.2: Overview of Grønttorvet Locations



Since Grønttorvet has moved to Høje Taastrup, the 16 hectare area in Valby is empty and for the most part, completely abandoned (Grønttorvet, 2009). However, there are several small businesses left in the area, like Rebel Food, located in some of the old buildings. Much of the space between the buildings consists of empty pavement areas, previously parking lots and driving lanes. Below is a sitemap (Figure 3.3) of the area, that provides a visual overview of the location, including parking, entryways, walking routes, and nearby roads. Included in the sitemap are photos that were taken one day in November, 2016. The location of each photo is indicated with a number (1.-9.) on the map.

Figure 3.3 - Site Map of Grønttorvet in Valby



3.4 The Five Farmers' Market Cases

According to the wishes expressed by Ulvedal, from Rebel Food, they would like to establish a farmers' market at Grønttorvet, in Valby. In order to create a new conceptual proposal for this market, we find it necessary to understand the present situation regarding farmers' markets in the nearby areas. Therefore, five farmers' market cases will be analyzed for the purpose of this thesis: (1) Torvedage på Stændertorvet, (2) Køge Torvedage, (3) Torvedage på Axeltorv, (4) Bondens Marked and (5) Onsdagsmarked. A map depicting their locations, and some brief information for each market is provided below. The inclusion criteria for the five selected markets will be explained in Section 7.4 (Data Collection). The information provided for these cases was found through desktop research, from the website of each of the respective markets.

Summary Section 3.0: *Farmers' markets today are seen as more than just a place of commerce. Farmers' markets have a long tradition and history and been taking place for more than 2,500 years. Since the first supermarkets arrived in 1930, the food supply and demand started to change all over the world. Farmers' markets can be a good way to reconnect the producers to the consumers and this direct marketing can provide an opportunity for social interaction, enhancing the community feeling along with providing the customer with more food knowledge. According to our Historic Map of Farmers' Markets, it can be seen that there is a growing interest in farmers markets in Europe and North America. Rebel Food is located at the old Grøntorv in Valby. Rebel Food is the first organization to gather a larger number of street food vendors in Copenhagen. Their mission is to provide people in the city with unique food experiences, and would like to establish a farmers' market.*

Figure 3.4 - Map of Farmers' Markets Cases



NSK OFF THEATER 1.8.2
STORY ANL STORY



4.0 State of the Art

Structured literature searches were conducted mainly in two databases, JStor and ProQuest, in order to provide us with an overview of existing knowledge and research within the field of farmers' markets. Only academic articles were collected, and only those related to the theoretical framework of our study. The literature available on farmers' markets in relation to each of our theories is arguably scarce, which is to be expected as we are testing and applying theory that traditionally has not been applied to farmers' markets. In this way we seek to explore new possibilities and new solutions to overcome some of the previously mentioned challenges of establishing a farmers' markets in Denmark.

Section 4.1 will focus on current research relating to farmers' markets as planned events. As previously mentioned in Section 3.1, farmers' markets traditionally have a fixed location and involve many stakeholders. Given this, we find that event planning & design (Getz, 2007 and Getz & Page, 2016) – as we were introduced to during our studies– could provide us with some useful tools to develop a farmers' market concept. This will be elaborated on in Section 5.2.

Section 4.2 will present research on farmers' markets and the experience economy. Through our studies we have come to understand that the individual experience is how we create memories – and while we cannot ensure that individuals have a positive, memorable experience, we can stage some aspects of the experience (Pine and Gilmore, 1999). The theory of experience economy, can help supplement event planning & design, by giving us a deeper understanding of how to stage experiences within the framework of planning and designing events.

Section 4.3 will be related to the concept of embeddedness and farmers' markets, which was first discovered through Kirwan's (2004) research article, *Alternative Strategies in the UK Agro-Food System: Interrogating the Alterity of Farmers' Markets*, where he applied the concept of embeddedness to the engagement of consumers at a farmers' market. This theory was selected because it opens up for other understandings of a farmers' market beyond the mere exchanging of goods. This theory gives us a deeper understanding of the motivations of the economic exchange between producers and customers at a farmers' markets–because

ultimately, as mentioned in Section 3.1, farmers' markets are a place of commerce.

4.1 Event Planning of Farmers' Markets

As previously mentioned, academic literature regarding farmers' markets as planned events is scarce. However, one article investigated and reflected on different factors influencing the success and failures of farmers' markets from an organizational perspective (Stephenson et al., 2008). Data for this research was collected from farmers' markets in Oregon (USA) during the farmers' market boom, from 1994 to 2006 (Stephenson et al., 2008). Stephenson et al.'s (2008) research provided insight as to why farmers' markets possibly fail, and recommends various actions to take to establish a successful farmers' market (Stephenson et al., 2008). This research can provide us with relevant insights and important considerations regarding the planning and designing of the event of a farmers' market.

Five factors were identified to be associated with farmers' markets that fail, and included (1) the small size of the market, (2) lack of vendors, (3) low revenue, (4) low-paid personnel and (5) high manager turnover (Stephenson et al., 2008). The first factor was small size, where all nine markets that closed fell into either the micro or small size of market. The second factor is the lack of farmer vendors, and thereby the need for products (Stephenson et al., 2008). All the markets that closed reported a need for more fruits and vegetables, and thus more vendors (Stephenson et al., 2008). Third, administrative revenue was determined to be a crucial indicator for the failing of farmers' markets, where five of the seven markets that participated in the study, collected less than \$3400 per year (Stephenson et al., 2008). These revenues are vital to sustaining the market, as the revenues are used to pay for managers and other employees involved in the planning of the farmers' market (Stephenson et al., 2008). The fourth factor was that the manager was either volunteer or paid a low salary (Stephenson et al., 2008). The fifth factor was that the markets that failed tended to have a high turnover rate (Stephenson et al., 2008).

Based on these results Stephenson et al. (2008, p. 197) provides "*two broad recommendations for market managers, boards of directors, vendors and the food advocates and academics that work with them*". The first recommendation is to "*plan new markets carefully to assure success*", where they suggest that it is advisable to spend time promoting

the market before the opening of the market (Stephenson et al., 2008, p. 197). The second recommendation is for some markets to pursue financial support, which is because smaller markets tend to have a more difficult time generating revenue from the vendors and that it is valuable to have revenue to pay a manager (Stephenson et al., 2008).

4.2 Farmers' Markets and the Experience Economy

Research regarding farmers' markets as part of the experience economy was limited. In order to overcome this challenge, we widened our search to include aspects of retail and local food. We could then make use of the connection between the experience economy and food retail, and then between the experience economy and local food. In this way, if we can argue that the experience economy is relevant for food retailers and for local food, then we can test whether it is also relevant for farmers' markets—if we understand a farmers' market as a type of local food retailer. Therefore these three articles help to support that the experience economy as a theory is relevant for understanding how to possibly establish a farmers' market. Three articles will be presented. First, Lang and Hooker (2013) will help us to understand food retail from the perspective of experiential shopping. Then, Sundbo (2013) will help us to understand local food from the perspective of the experience economy. Lastly, Eriksen and Sundbo (2016) will outline the potentials and challenges of local food and the experience economy.

In the first article, Lang and Hooker (2013, p. 639) conducted a quantitative study where they analyzed customer satisfaction with various store attributes at “*several large-scale grocery retailers*”, with the purpose to investigate whether the shopping experience at food retailers has an effect on customer satisfaction (Lang and Hooker, 2013). One of their hypotheses was that, “*the experiential shopping dimension affects overall satisfaction for large-scale grocery retailers*” (Lang and Hooker, 2013, p. 643). The various store attributes that were investigated as part of the shopping experience included: (1) building design, (2) store decor, (3) new product offerings, (4) employee interactions, (5) employee attitude, (6) employee assistance, and (7) employee knowledge. These were selected through extensive literature review. The findings of their research confirmed the previously mentioned hypothesis that “*food shopping experience affects overall consumer satisfaction for grocery retailers*”

($p < 0.0001$), and therefore that the “*experiential dimension of retailing is in fact well suited to food shopping and consumption*” (Lang and Hooker, 2013, p. 369 & p. 643).

Sundbo (2013, p. 66) conducted a study that dealt with the, “*contemporary definition and understanding of local food in a Danish context*”, where local food was explained from the theoretical perspective of the experience economy. She found that the perception of local food from the perspective of the experience economy was that local food was only an unique experience when the food was, “*put into a new sociocultural context*” (Sundbo, 2013, p. 69). At the same time the focus of local food in this perspective was to create an experience for the users and to export local food—which would put the food in a new social and cultural context (Sundbo, 2013). She also found that the overall aim of the experience economy being applied to local food was to increase revenue and create jobs (Sundbo, 2013). Her conclusion was that the marketing of local foods as experiences may create a diffusion of the concept of local food, but only through long lasting marketing and communication (Sundbo, 2013).

In the last article, Eriksen and Sundbo (2016, p. 751) point out that, “*the concept of the experience economy has been widely used in food tourism*” but that the main focus, at least in Denmark, has been related to economic development— “*for example food experiences can attract local or non-local consumers to the rural area*”. In their multiple-case study, Eriksen and Sundbo (2016, p 750) attempt to “*explore what factors drive or hinder the development of local food networks in rural Denmark*”. Eriksen and Sundbo (2016) explicitly use the experience economy as one of their three theoretical frameworks, when understanding the drivers and barriers of developing local food networks in Denmark. The drivers and barriers that Eriksen and Sundbo (2016) include within the experience economy are: (1) *adding experience elements* (Pine and Gilmore, 2011); (2) *marketing and storytelling* (Mossberg and Johansen, 2006; Schmitt, 1999); (3) *customer involvement* (Eide and Mossberg, 2013); and (4) *niche production* (Manniche and Jensen, 2006) and (5) *higher prices* (Sundbo and Sørensen, 2013). They found that all three of the local food network cases used marketing and niche production, while only one of the cases used customer involvement. One of their conclusions was that within the experience economy, *storytelling* can be a potential driver by

“highlighting the storytelling aspects of products” but that if the “stories are not authentic” they can become a barrier (Eriksen and Sundbo 2016 p. 760).

4.3 Farmers’ Markets and Embeddedness

Three articles were chosen to be relevant for our topic, and will be described in the following sections. The first article by Feagan and Morris (2009) gives a good overview and framework for analyzing customers’ and vendors’ motivations for attending farmers’ markets from the perspective of embeddedness. The second article by Kirwan (2004) explores how customers engage at, and with a farmers’ market in terms of embeddedness. The last article by Hinrichs (2000) provides some critical reflections regarding the concept of embeddedness.

Feagan and Morris (2009) conducted a case study of ‘*embeddedness*’ at a farmers’ market. In this study they looked at the case Brantford Farmers’ market in Ontario, Canada, where they wanted to investigate if, and how the concept embeddedness influenced the motivation for the consumers to visit the market. Since embeddedness frames so-called *non-economic values* at a farmers’ market, Feagan and Morris (2009) see embeddedness as a good way to understand the motivation of the consumer. Some of the *non-economic values* that they refer to include: social interaction, food freshness, and food-miles– other values than price that might influence purchasing habits.

They state that embeddedness is a very complicated concept, as there is not one fixed understanding of embeddedness– and the corresponding values are also subject to change over time (Feagan and Morris, 2009). In their study they draw on the framework from Kirwan (2004) and Penker (2006) who divide embeddedness into three spheres: (1) social-, (2) spatial-, and (3) natural embeddedness (Feagan and Morris, 2009). Social embeddedness can be understood through values such as trust and relationships; where spatial embeddedness has to do with the localness and freshness of the products; and where natural embeddedness is related to the ecology of the food products (Feagan and Morris, 2009). These three spheres of embeddedness will be elaborated on in Section 5.3.

Their case study was based on a survey of 149 participants conducted during 2005 (Feagan and Morris, 2009). According to their findings social embeddedness and spatial

embeddedness “*emerged as the core set of consumer motivations*”, while the values of natural embeddedness were less significant. This was seen by the findings that concerns of freshness and supporting the farmers were the two most motivating factors. Motivational factors, such as knowing the vendors, health, and tradition were also highlighted (Feagan and Morris, 2009). Elements that are connected to natural embeddedness were only mentioned by few participants and therefore not a general understanding for the participant. Feagan and Morris (2009) mentioned that in contrast to their findings, natural embeddedness was important to the participants and consumers at a San Francisco Farmers’ market, according to a study by Alkon (2008). This seems to support that the values of embeddedness are highly context specific, as Feagan and Morris (2009) mentioned.

Another study conducted by Kirwan (2004) examined the engagement of consumers and producers at a farmers’ market, both in relation to the interaction between them, and also in relation to the context of a farmers’ market. In order to work with the relation between the consumers and the farmer, Kirwan (2004) applied the concept of embeddedness. Data was gathered by conducting semi-structured phone interviews with forty producers, and through focus groups with thirty seven customers. Additionally, five farmers’ markets were chosen and used as cases, which were representative for all the markets within the United Kingdom.

Kirwan (2004) found that consumers assess the quality of products at farmers’ markets differently than at a supermarket. At a farmers’ market, consumers are influenced through the processes of embedding, which is based on the “*localness and naturalness of the production process*” (Kirwan, 2004, p 411). These aspects of embeddedness, together with social embeddedness are heightened when the “*producer [is] selling their own selectively processed food*”, but that there is some degree of the flexibility regarding whether it is the actual producer selling the produce, or another “*knowledgeable employee who has been involved in the production process*” (Kirwan, 2004, p 411). This flexibility also extends to the localness of the products– particularly in regards to the distance (Kirwan, 2004). From the perspective of the producer, their engagement in the farmers’ market was “*certainly commercially inclined*”, but yet “*indicative of an intention to support an alternative food system that facilitates human-level interaction, individual responsibility and mutual endeavor*” (Kirwan, 2004, p 411).

Lastly, the article *Embeddedness and local food systems: notes on two types of direct agricultural market* by Hinrichs (2000) seeks to examine direct marketing from the perspective of social embeddedness. To do so, the interaction between the economic and the social aspects were analyzed at an alternative agricultural market, similar to a farmers' market (Hinrichs, 2000). She states that embeddedness is seen as a hallmark of direct agricultural marketing, and refers to economic sociologists, who believes that social embeddedness has always been a part of economic activities.

She provides critique to the concept of embeddedness and raises questions, such as, whether the issues about price and self-interest never are a part of the actions? Or, if the face-to-face interaction, the direct marketing, automatically has a positive outcome? Hinrichs (2000) argues afterwards that it is important to remember to be critical and not only assuming that social embeddedness provides “*unique, distinguishing and almost magical attributes*” (Hinrichs, 2000, p. 297). In the conclusion Hinrichs (2000) states that in direct agricultural markets, like a farmers' market, it is difficult to separate the social and economic, because the market represents a *softer* form of exchange, as well as shared values and interpersonal interaction (Hinrichs, 2000).

4.4 New Contributions

We have conducted a literature review of farmers' markets, as it relates to each of our theoretical concepts—and have provided an overview of this on different levels. Investigating these different levels helps us understand the problem from many perspectives—opening up for a variety of possible solutions.

First, Stephenson et al. (2008), provides an organizational perspective of the management of successful and unsuccessful farmers' markets. They found that time needs to be spent planning the market, the market needs to be promoted before opening, and that financial support can be valuable in some cases (Stephenson et al., 2008). It was also found that farmers' markets with paid managers tend to be more successful (Stephenson et al., 2008). From a marketing perspective, local products can be promoted through telling authentic stories, and become more unique when they are taken out of their local context and marketed in another context (Sundbo, 2013). The promotion of these products can be

successful when there is long lasting communication of the products (Sundbo, 2013). From a consumer perspective, we found that the retail experience influences customer satisfaction, both for food shopping and consumption (Lang and Hooker, 2013). Some of the elements that are important as part of the retail experience include (1) building design, (2) store decor, (3) new product offerings, (4) employee interactions, (5) employee attitude, (6) employee assistance, and (7) employee knowledge (Stephenson et al., 2008). Here it becomes clear that the *employee*–which in the case of a farmers’ market could be the vendor–plays an important role in customer’s experience, and thus, their overall satisfaction. According to the study by Feagan and Morris (2009), there is also some degree of flexibility in whether the actual producer is standing at the market selling the produce, or whether it is another knowledgeable employee.

We also found that customers are most motivated to come to farmers’ markets to purchase fresh produce, support the local farmers, get to know the vendors, sustain tradition, and for perceived health reasons (Feagan and Morris, 2009). These motivations, could be classified into social- and spatial embeddedness. On the other hand, vendors at the markets are definitely economically motivated to participate, but that they also want to support an alternative food system and have social interaction with the customers (Kirwan, 2004). This brings us to our next point, that, as Hinrichs (2000) suggests, it is difficult to separate the economic and embedded values.

Our thesis will seek to combine the above-mentioned existing knowledge and perspectives within each of the previously mentioned topics, as they relate to farmers’ markets, and provide new insights as to how these three concepts can contribute to the design and planning of a farmers’ market. The previously mentioned findings will re-enter our project during the idea development phase (Section 11.0).

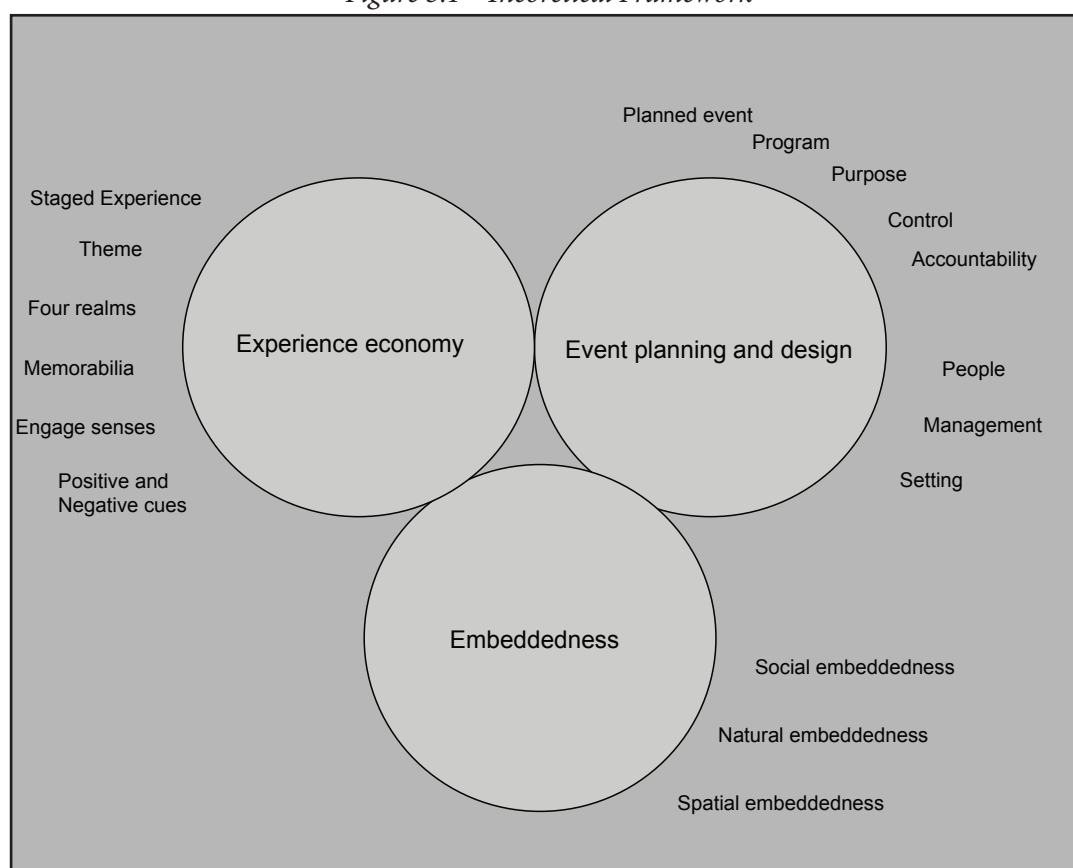
Summary Section 4.0: *A literature review of farmers’ markets that relates to each of the theoretical concepts: Event planning & Design, Experience economy and Embeddedness was been conducted. Based on this we understand the problem from several perspectives and opened up the problem and solutions. Stephenson et al. (2008) found it important that the market needs to be planned and promoted, along with, markets with paid managers tend to be more successful. Sundbo (2013) stated that local products can be promoted through authentic stories. From a consumers perspective, we found that the retail experience influences customer satisfaction (Lang and Hooker, 2013). The producer or vendor that have been a part of the production should be present selling at the market, as knowledge about produce is important, along with good quality and fresh products (Feagan and Morris, 2009). The economic aspect, is another important motivation for vendors to participate at the market, but the social interaction is also important for them (Kirwan, 2004).*



5.0 Theoretical Framework

Three theoretical concepts are chosen based on our focus within farmers' markets. The three theoretical concepts are: the experience economy (Pine and Gilmore, 1999), event planning & design (Getz, 2007 and Getz & Page, 2016) and embeddedness (Feagan and Morris, 2009), and is illustrated in the figure below (Figure 5.1 - Theoretical Framework). These theories are selected in order to both understand how existing farmers' markets are organized and what purpose they have. The results of the analysis of empirical data will be based on these theories, and will help us to develop the idea of a new farmers' market concept. First, we will justify why we have chosen these theories, which will be followed by an in-depth presentation of the selected elements from the three theoretical concepts.

Figure 5.1 - Theoretical Framework



Event planning & design (Getz, 2007 and Getz & Page, 2016) is chosen to draw a general frame of our theoretical framework, as far as the intention is to develop a new farmers' market concept. Event planning & design is not a one solid theory but it a combination of

several important aspects from associated theories in regards to the event planning field (Getz, 2007 and Getz & Page, 2016). It will help us to get a better understanding of all necessary aspects required to consider along the process of the farmer's market development. Farmers' markets—like all planned events—have specific outcomes that they wish to achieve, whether they are “*related to the economy, culture, society or the environment*” (Getz, 2007, p. 21). While the goal of the planned event may be related to staging a memorable experience for the customer; Getz (2007, p. 23) explains that regardless of how well-planned an event is; it is not guaranteed to “*predetermine the personal event experiences*” as “*people create their own experience within event settings, and will assign meanings to event experiences that can be independent or only loosely related to the event's purpose and program*”.

As our goal is not only to create a place where people could come and buy fresh produce from the farmers, but also to contribute to a broader spectrum of benefits reflecting on human values, additionally theory is needed. To establish a clear understanding of the exact meaning of the phenomenon of farmers' markets, two other theories were chosen: the experience economy (Pine and Gilmore, 1999), and embeddedness (Feagan and Morris, 2009). These are relevant to the topic of our thesis because they both have roots in social economics, which is the underlying fundamental understanding of farmers' markets (i.e. that people exchange money for goods), but at the same time open up for discussions and understandings beyond the mere exchanging of goods. For example, that consumers' motivations for attending farmers' markets not only are to have the opportunity to buy fresh, locally grown produce, but also are to participate in different educational and entertaining events, and to socialize (Gumirakiza, Curtis and Bosworth, 2014).

5.1 The Experience Economy

We acknowledge that there may be many different reasons as to why consumers choose to shop at farmers' markets. Hinrichs, Gillespie and Feenstra (2004) found that the growing interest in farmers' markets can be attributed to several factors, not only including consumers' concerns regarding food production, freshness and locality; but also for the atmosphere and shopping experience in an authentic environment. These aspects can be understood in terms of Pine and Gilmore's theory of the experience economy (1999),

where they explain that the experience economy is a new way for enterprises to add value to their customer services, and can be described as the fourth economic offering, following commodities, goods, and services.

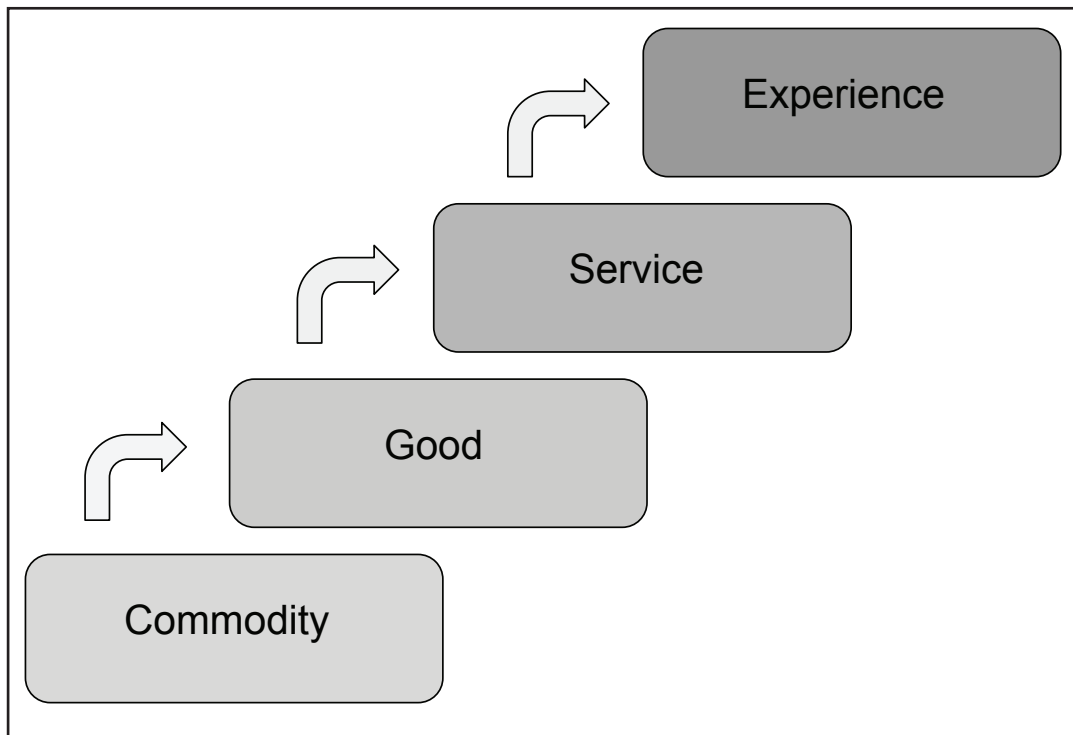
“When a person buys a service, he purchases a set of intangible activities carried out on his behalf. But when he buys an experience he pays to spend time enjoying a series of memorable events...that engage him in a personal way.”

Pine and Gilmore, 1999, p. 2

As mentioned, experiences are, according to Pine and Gilmore (1999), a new way for enterprises to add value to their services, and they are a natural progression of the economy into the future (Figure 5.2). In this figure we first see commodities, which are, according to Pine and Gilmore (1999, p. 6), “*materials extracted from the natural world*”, for example coffee beans. Commodities than are converted from raw materials into goods, which are “*tangible products that companies standardize*” (Pine and Gilmore, 1999, p. 8). For example, coffee beans can be processed and converted into ground coffee and sold in a supermarket. Services, on the other hand, are “*intangible activities customized to the individual request*” of clients (Pine and Gilmore, 1999, p. 8). Continuing with the coffee example, a service then becomes when you purchase a cup of brewed coffee. Furthermore, these services can be rendered into experiences, which will be outlined in the following section. Pine and Gilmore (1999, p. 11-12) explain that while “*commodities are fungible, goods tangible, and services intangible, experiences are memorable*”.

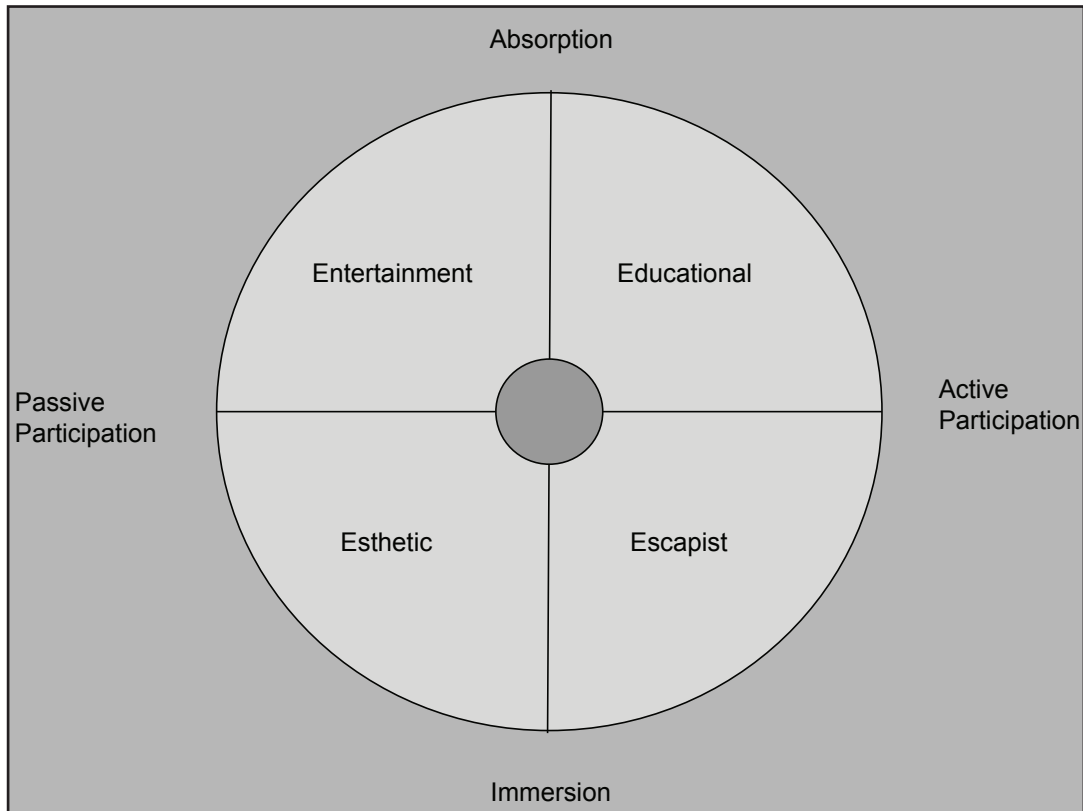
While staged experiences “*...perish upon performance, the value of the experience lingers in the memory of any individual who was engaged by the event*” (Pine and Gilmore, 1999, p. 12-13). Therefore, when understanding customers’ growing interest in farmers’ markets related to the shopping experience (Hinrichs, Gillespie and Feenstra, 2004), customers are seeking to be engaged and to leave the market with memories. Ensuring that customers are engaged and provided with memorable experiences is outlined in Pine and Gilmore’s theory of experience economy (1999) through the staging of experiences.

Figure 5.2 - Progression of Economic Value (Pine and Gilmore, 1999)



Pine and Gilmore (1999, p. 30) point out that staging experiences is “*not about entertaining customers; it’s about engaging them*” and that guests can be engaged on a number of dimensions. Figure 5.3 illustrates how guests can be engaged according to their level of participation (passive vs. active) and their connection or environmental relationship uniting customers with the event (absorption vs. immersion). When describing the guest’s level of participation as being passive, “*customer do not directly affect or influence the event*” (Pine and Gilmore, 1999, p. 31). On the other hand, when a guest is actively involved in the event, they “*affect the performance or the event that yields the experience*” (Pine and Gilmore, 1999, p. 31). Absorption can be described as “*occupying a person’s attention by bringing the experience into the mind*”, where immersion can be described as “*becoming physically (or virtually) a part of the experience itself*” (Pine and Gilmore, 1999, p. 31). This results in four realms of an experience: entertainment, educational, aesthetic, and escapist (Figure 5.3). Pine and Gilmore (1999, p. 39) suggest that the “*richest experiences encompass aspects of all four realms*” where the ‘sweet spot’ is in the center of the figure.

Figure 5.3 - The Four Realms of an Experience (Pine and Gilmore, 1999)



The educational experience takes place when the guest, or the student, “*absorbs the events unfolding before him*” and requires “*active participation of the individual*” (Pine and Gilmore, 1999, p. 32). An example of this related to food, could be cooking classes or wine tasting. In terms of a farmers’ market, this could relate to the taste sampling of various foods, such as cheeses or apples. In this way, the customer leaves having a greater knowledge of the cheeses or apples—and thus, has absorbed knowledge, and has actively participated by tasting and using the senses.

Escapist experiences, on the other hand, “*involve much greater immersion than entertainment or education experiences*”, so much so that the “*individual becomes an actor, able to affect the actual performance*” (Pine and Gilmore, 1999, p. 33-34). A food example of this could be pick-your-own farms, where the customer is invited to harvest their own food from the farm—such as apples. Here the customer has the ability to influence the activities within the experience. At a farmers’ market, you may see this as the entire process of purchasing groceries. Aesthetic experiences take place when “*individuals immerse themselves*

in an event or environment but themselves have little or no effect on it” and can both be natural or man-made experiences–*“there is no such thing as an artificial experience”* (Pine and Gilmore, 1999, p. 33-34). This realm is much more about consuming your surroundings, or what is in front of you, for example when you take a walk simply to enjoy the nature. It is about being somewhere, just to be somewhere. At a farmers’ market this could relate to the idea of being at the farmer’s’ market, just to look and to see, and enjoy what is taking place. Lastly, entertainment experiences are purely about passively absorbing some form of entertainment. This is traditionally what was considered an experience, and includes concerts, theatrical plays and the like. For example at a farmers’ market, this could be live music or performances.

Successfully staged experiences must have a theme, and *“a poorly conceived theme... gives customers nothing around which to organize their impressions, and the experience yields no lasting memory”* (Pine and Gilmore, 1999, p. 46). While Pine and Gilmore (1999, p. 46) state that, *“developing an appropriate theme for an experience is challenging”*, they provide a list of five principles to the development of a theme.

In connection to the theme, Pine and Gilmore (1999) suggest that the stager should, through positive cues, harmonize the impressions of the experiences through six different dimensions. These dimensions include (1) time, (2) space, (3) technology, (4) authenticity, (5) sophistication, and (6) scale. Furthermore, the stager should also eliminate negative cues that, *“diminishes, contradicts, or distracts attention from the theme”* (Pine and Gilmore, 1999, p. 55). Lastly, the use of memorabilia is important for a staged experience, since customers will purchase memorabilia, *“as tangible artifacts of the experiences they want to remember”*, but that

PRINCIPLES FOR THE THEME
Pine and Gilmore, 1999, p. 46
<i>Alter a guest’s sense of reality.</i>
<i>Fully alter one’s sense of reality by affecting the experience of space, time, and matter.</i>
<i>Integrate space, time, and matter into a cohesive, realistic whole.</i>
<i>Create multiple places within a place.</i>
<i>Fit the character of the enterprise staging the experience.</i>

customers may also have the desire to show others what they have experienced (Pine and Gilmore, 1999, p. 57). Furthermore, Pine and Gilmore (1999) indicate that with the proper conditions, any business can *mix in memorabilia*, and that if the business finds that there is no demand for memorabilia, then they are not offering an experience worth remembering.

Pine and Gilmore (1999, p. 59) also state that, “*the more sensory experience, the more memorable it will be*”. Here the five senses are included: (1) sight, (2) touch, (3) smell, (4) taste and (5) sound; in which the stager can explore the different potentials each of the senses has for their experience (Pine and Gilmore, 1999).

5.2 Event Planning & Design

According to Getz (2007) and Getz & Page (2016) event studies consist of several different theories and notions. Therefore it was chosen to work with the aspects that are the most suitable for the context of this thesis. Getz (2007, p. 3) presents a definition of an event: “*an occurrence at a place and time; a special set of circumstances; a noteworthy occurrence*”. Additionally, it is explained that event studies encompass two categories of events - planned and unplanned. Planned events are assigned to the realm of professional event designers and managers; unplanned events - the realm of spontaneity and unpredictability. According to these terms farmers’ markets can be considered as planned events. As explained by Getz (2007) the arrangements assigned to an event have a beginning and an end and they are temporal. Planned events require planning in detail regarding their program, schedule and publication (Getz, 2007). They need a particular time and place, that could be a large open space, a place with specific facilities or any other kind of locations suitable for a certain event (Getz, 2007). Additionally, according to Getz (2007) it is not possible to replicate an event and it can occur just once. While, the setting and program of a planned event might be similar to previously held event, the perception, mood, attitudes of people will make it different (Getz, 2007). Therefore, the expectations and new experiences that the events creates and provides for people, make them so attractive. In some way, it seems important—at least in terms of event planning—to plan each and every farmers’ market day as an individual, *once in a lifetime* event (Getz, 2007).

According to Getz (2007) all planned events have to have a purpose, which defines

the goals and expected outcomes that are specified by event makers. The stakeholders have a big influence on setting the purpose and goal of the event (Getz, 2007). Stakeholders participation in this process could have an affect on the outcome of the event (Getz, 2007).

Another crucial element in planning the event is the program that should be planned and scheduled in detail. Event designers play an important role in establishing the program and they are responsible for providing experiences for event participants (Getz, 2007). Control is another key element in event planning that has to be taken into consideration. Depending on the event, the control is designated by event organizers or other stakeholders such as governments (Getz, 2007). Furthermore, accountability is also an important aspect of event planning. It is always important to know who is accountable for an arrangement and most often for planned events the people accountable are those who are making the event, or its managers (Getz, 2007).

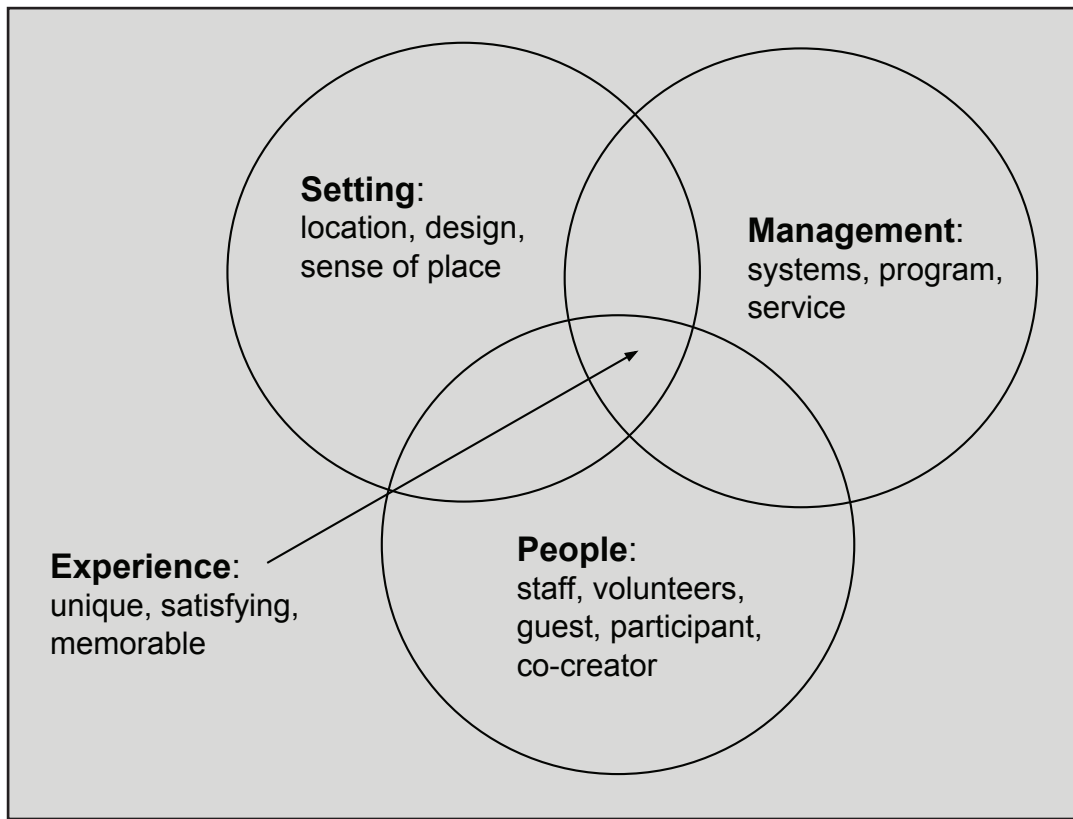
According to Getz (2007), event design takes a crucial part of event planning. A definition of event design is presented by Shedroff (2001) who states:

“Design is a set of fields for problem-solving that uses user-centric approaches to understand user needs (as well as business, economic, environmental, social, and other requirements) to create successful solutions that solve real problems. Design is often used as a process to create real change within a system or market.”

Nathan Shedroff , 2001

As explained by Getz and Page (2017) the foundations of event design encompass: setting, management, and people (Figure 5.4). The purpose of these foundations is to provide an unique and memorable experience that would attract participants, guests or customers, in order to create regular audiences. There are a countless number of different ways to combine these elements within the realm of event design. Additionally, each event has its own purposes and goals, however, the experiences that people perceive might be different, because it depends on their expectations, mood, and behavior (Getz and Page, 2016).

Figure 5.4 - Foundations of Event Design (Getz and Page, 2016)



Designing the setting of the event, the place that is chosen for a certain event has to be suitable and identified as *special* for the duration of the event (Getz and Page 2016). One of the key considerations when creating an event is the location. It is important that the chosen place would have good access and would be able to be reached by the audience. Furthermore, features of the location are also important, including the context of the location, which could be related to the social or historical value or meaning. Additionally, the facilities and management have to be established, and would include: “*basic services, theme and program, amenities and guest services, security and controls*” (Getz & Page, 2016, p. 266).

Furthermore, the people dimension is interconnected with the management and setting dimensions. The people dimension includes: customers, guests, participants, staff members and other workers, that are forming the event experiences (Getz & Page, 2016).

As mentioned above there are a limitless number of ways as to how these event design elements could be combined. Nevertheless, no matter what way will be chosen to work with these elements, there will always be some challenges and opportunities. According

to Getz & Page (2016) all events have different functions and they could be divided in different categories by different purposes. Every event could be assigned to one or more kind of event i.e.: assemblies, processions, linear-nodal, exhibitions/sales and open space events. Farmers' markets could be assigned to an open space event and/or exhibitions/sales type of event. Open space events tend to attract a large audience of people using plazas, parks and squares of towns where the movement of people is unrestricted. Free movement of the crowd is a main feature of this type of events. Exhibitions/sales kind of events are often held in convention centers, where the location is divided into different areas ensuring the control and flow of the people to certain parts of the event. Environmental psychology also plays a big part in designing this kind of event, because the purpose is to establish contacts and create a good circulation amongst participants (Getz & Page, 2016).

Even though the event could be planned based on its purpose and goal - the experiences cannot be planned, at least according to Getz & Page (2016). It could be only expected that certain outcomes of the event can be achieved, through the planned event. Therefore a large number of stakeholders could influence the desired outcome of the event. For example, creating a farmers' markets includes many stakeholders (i.e. vendors, producers, organizers, the municipality, customers etc.) and only last a single day at a time; and the market's success highly relies on both the customers' and vendors' willingness to attend (Getz & Page, 2016). Also, given that there are many stakeholders involved in creating a planned event, it is important to establish the goal and make it very clear in order to prevent conflicts (Getz & Page, 2016).

5.3 Embeddedness

“There is no doubt that social interaction is an important part of the decision of modern farmers and consumers to attend farmers' markets”, states Brown (2002) in her literature review of farmers' markets. While the immediate purpose of farmers' markets can be understood as the exchange of products between producers and consumers—there seems to be many other underlying motivations for customers to attend such a market. In a survey of thirteen farmers' markets in Nevada and Utah (USA) that investigated consumer motivations for attending farmers' markets, Gumirakiza, Curtis and Bosworth (2014), found

that the main motivation to attend was, in fact, to purchase fresh fruits and vegetables. However, they also found that other motivations included, amongst others, social interaction (Gumirakiza, Curtis and Bosworth, 2014). Moreover, social factors may not only influence individuals' willingness to attend a farmers' market, but may also influence our purchasing behavior (Gumirakiza, Curtis and Bosworth, 2014). Hinrichs (2003, p. 296), describes this economic behavior by stating that:

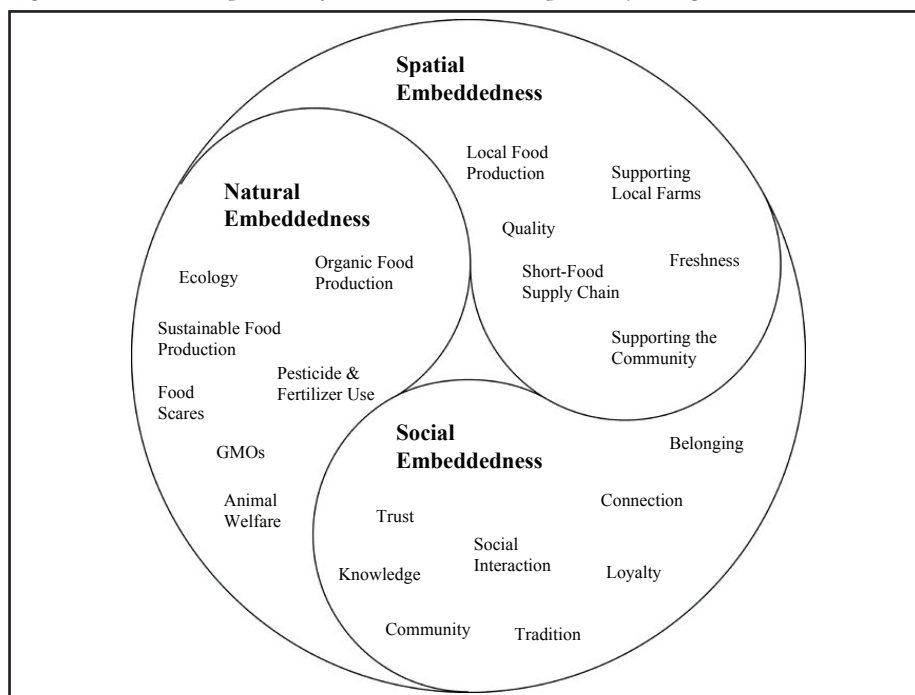
“...rather than the self-interested movements of atomized, ‘rational’ economic actors... economic behavior is embedded in and mediated by a complex, often extensive web of social relations.”

(Feagan and Morris, 2009, p. 236).

The concept of embeddedness can be seen as the opposite of the concept of *marketness*, which is “used to describe the simple and largely abstract quality of monetary transactions modeled in neoclassical economics” (Feagan and Morris, 2009, p. 236). Feagan and Morris (2009) argue that studies of farmers' markets “often utilize embeddedness ideas, though not explicitly”, referring to the work of several Canadian, US and British studies by Holloway and Kneafsey (2000); La Trobe (2001); Brown (2002); Griffin and Frongillo (2003); Weatherell et al. (2003); Feagan et al. (2004); Kirwan (2004); Hunt (2007); Smithers et al. (2008). The framework of embeddedness that Feagan and Morris (2009, p. 236) use draws on the work of Kirwan (2004) and Penker (2006), which categorizes embeddedness into three “*separate but interrelated spheres– the social, the spatial and the natural*”.

The understanding of embeddedness—and these three spheres will draw upon the categorizations put forth by Feagan and Morris (2009), and will be described in more detail in the following sections. The three spheres can be seen in (Figure 5.5) which was developed based on our understanding of embeddedness used by Feagan and Morris (2009). As it can be seen, within each of these three spheres, some keywords are provided in order to understand what elements are a part of that sphere of embeddedness (Feagan and Morris, 2009).

Figure 5.5 - Three Spheres of Embeddedness inspired by Feagan and Morris (2009)



Social Embeddedness

Feagan and Morris (2009), explain social embeddedness as a package of values including- amongst others-trust and social interaction. Furthermore, they explain that Canadian and US studies tend to focus on social interaction, which they describe as “*umbrella terminology for patron desires around connection, belonging, knowledge, community, tradition, place and loyalty*” (Feagan and Morris, 2009, p. 236). The results of their study indicated that social embeddedness, as expressed by social interaction and tradition, was among the top motivations for consumers attending farmers’ markets, with nearly 80% of respondents indicating that they “*either agreed or strongly agreed with the social interaction motivation*” (Feagan and Morris, 2009, p. 239).

Natural Embeddedness

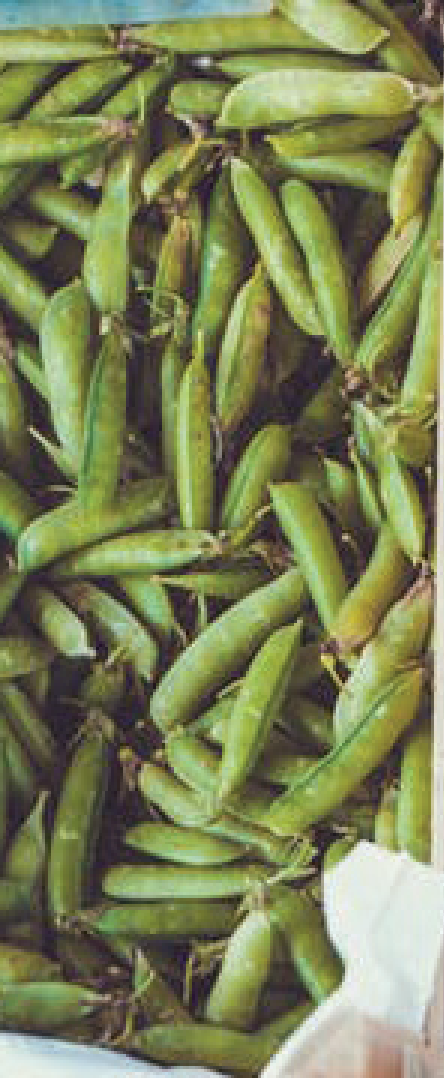
According to Feagan and Morris (2009, p. 236-7), “*natural embeddedness contains consumer desires for food associated with more ecologically embedded values like organic production, and sustainable farming methods, usually contrasted with conventional food production practices*”. Included in this sphere, are also concerns related to food scares,

genetically modified organisms, animal welfare issues and synthetic agricultural inputs (such as, herbicides, insecticides, fertilizers etc.). Their study found that the link between food purchasing motivations at this farmers' market and natural embeddedness was generally weak, but that some respondents indicated concerns related to "*food production, farmland protection, organic agriculture, farming practices etc.*" (Feagan and Morris, 2009, p. 240).

Spatial Embeddedness

The motivations and values included in spatial embeddedness include the "*desire to buy food produced locally, and where the producer and consumer are more directly linked*", and freshness of the product is included in this category (Feagan and Morris, 2009, p. 237). Again, this "*perception is commonly contrasted with the produce at larger retail food outlets where food chains are lengthier and more complex, implying decreased freshness as well as greater distances between the farm and consumer*" (Feagan and Morris, 2009, p. 237). According to their findings, freshness was "*a primary motivation voiced for coming to the market*", where "*more than 70% of respondents strongly believed that farmers' market products were fresher than food products available elsewhere*". Also included in this category are the motivations linked to "*local farm and community support*" (Feagan and Morris, 2009, p. 237), which was found in their case study to be among the top motivations for consumers to purchase at farmers' markets. They therefore conclude that spatial embeddedness is very important for the consumers at a farmers' market, but not quite as important as social embeddedness.

Summary Section 5.0: *The three theoretical concepts are explained: Event planning & Design, Experience Economy and Embeddedness. These theories are selected in order to understand how existing farmers markets are organized and what purpose they have. Event planning & Design will help us to understand all the necessary aspects required to consider when developing a farmers market. Experience economy and Embeddedness both have roots in social economics, which is the underlying fundamental understanding of farmers markets, but also opens up for discussions and understandings of the mere exchanging of goods.*



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6.0 Methodology

In this section we will outline the methodology of our study. We will begin with an introduction to our paradigm, constructivism, which will be followed with a brief description of abduction, our scientific reasoning. Following this, the methods used for the data collection phase will be described. How the data is collected in more details will be explained in the data collection section. Then a section explaining how our data will be analyzed, will follow. In the last section the tools used in the idea development phase will be introduced.

6.1 Constructivism

“Constructivism holds that reality is constructed in the mind of the individual, rather than being an externally singular entity” (Ponterotto, 2005, p.129). Given that we want to understand the different realities behind farmers’ markets we are looking at the world from a constructivist point of view (Ponterotto, 2005). In the text by Ponterotto (2005), who is a professor in counseling psychology, it is stated that constructivism is a part of qualitative research, which will give us a framework in relation to the data collection and how we are working with the knowledge throughout the analysis (Ponterotto, 2005).

For us to get an understanding of the phenomenon farmers’ markets it is essential to get knowledge and insight of the *lived experience* from different actors, who has interest and inside knowledge in relation to the phenomenon (Ponterotto, 2005). When looking at the *lived experience* the focus is related to the individual and their life; such as their everyday life, their understandings, their world-view, and their experiences. The *lived experience* is socially constructed and can be difficult for the actors to acknowledge. Therefore, it is important for us as researchers to have a dynamic interaction with the interviewee in order to bring the *lived experience* to consciousness (Ponterotto, 2005). In order to get different understandings of the phenomenon farmers’ markets we find it relevant to interview different actors from different professional positions, who have their own *lived experiences*, and therefore are looking at the phenomenon from different angles (Ponterotto, 2005). These understandings will help us open up the phenomenon as well as give us a broader view, which is essential for us throughout the stages of development of the conceptual proposal for a new market.

As researchers in the field of qualitative research it is important to be aware of and acknowledge our own values, lived experiences and pre-understandings before entering the research process. In constructivism, we as researchers, will have interpersonal contact with the actors in order to study their lived experience. Therefore it is not possible for us as researchers to remain objective and completely eliminate our values into the interaction with the participant (Ponterotto, 2005). Therefore, in the beginning of the process, we discussed our own pre-understandings and values related to farmers' markets (Appendix 37). Through this process our different views regarding farmers' markets became more clear, which also created a foundation of common understanding within the group.

6.2 Abduction

Abduction, a scientific way of thinking and reasoning, is a creative process without specific rules and the process of abduction can therefore be seen as vague. Abduction is the process where the researcher tries to understand an issue, an interpretation, or to understand a specific case from different angles (Aliseda, 2006). The word abduction can be used to cover a finished product, but also a process. These two dimensions are closely related, since the abductive process produces a product, which gives us an abductive explanation of the process. The abductive product or explanation can give us a potential solution to the problem that we are working with, such as a new understanding of the phenomenon, or a new concept. The product is created through a process of exploring and testing different ideas (Aliseda, 2006).

Abduction can be used in a practical, as well as in a theoretical context (Aliseda, 2006). In our study abduction was mainly used in a theoretical context, while the chosen theories were a background for our study the whole way through. The abductive explanation in our study was therefore dependent on the theories we chose to work with. The abductive way of thinking fits with our creative process in order to develop a conceptual proposal for a new farmers' market.

6.3 Methods

The methods that will be presented and described in this section are: Historic Map of Farmers' Markets, Semi-structured Interviews, Structured Interviews, Email Interviews, Observations, Sitemap, and Secondary Data Collection.

Historic Map of Farmers' Markets

Charles Jencks, an architect and theorist, created the Evolutionary Tree, a diagram that illustrated the evolution of architecture in the 20th century (Photo 6.1). The diagram was "*critical, rigorous and exhaustive*" and combined theory, history and practice in one visualization (Jencks, 2010 p.288). He argues that his diagram has value "*as an interpretative, historical and theory building tool and an object/product of knowledge, as well as generative, projective, predictive and futurological methodology*" (Jencks, 2010, p. 288). He also mentioned that his diagram is an imperfect instrument, but still it can be used to reflect upon the past, the present and the future (Jencks, 2010).

In our study we will allow ourselves to be inspired by his work in order to develop a map of historic elements linked to *farmers' markets*. This map will therefore be used as a historical tool in order to understand how *farmers' markets* have developed over the time. In our map we will have a timeline ranging from the 1600s to the present, as well as four different levels: Global, North America, Europe and Denmark.

These four levels were chosen because we found them important and relevant in order to understand the trends in the past, how the correlation was between different events crosswise the different levels, as well as to understand the historical development of *farmers' market* in Denmark. The events presented in our Historic Map of Farmers' Market are divided into two categories; (1) events directly related to the development of farmers' market are present in the white spaces, (2) events that influenced the development of farmers' markets indirectly, are shown in between in the green spaces. This information was introduced in Section 3.1, in order to give a better overview of the historical development of farmers' markets.

Photo 6.1 - Evolutionary Tree of Twentieth-Century Architecture (Jencks, 2010)

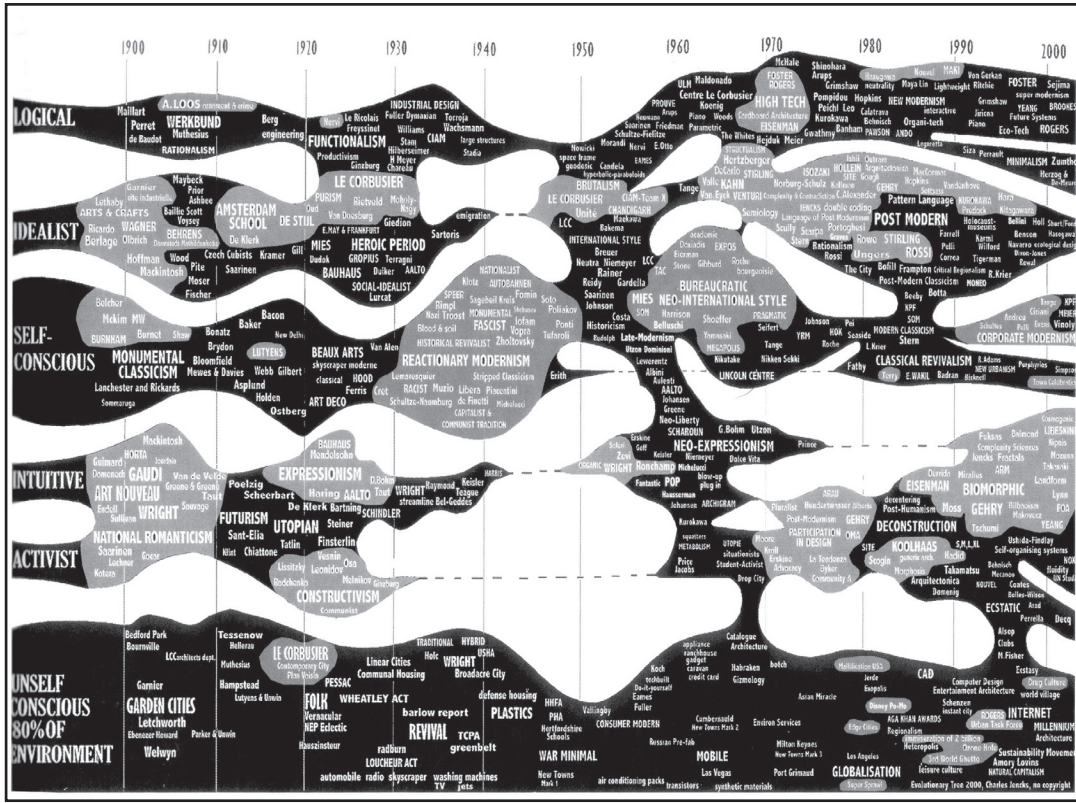
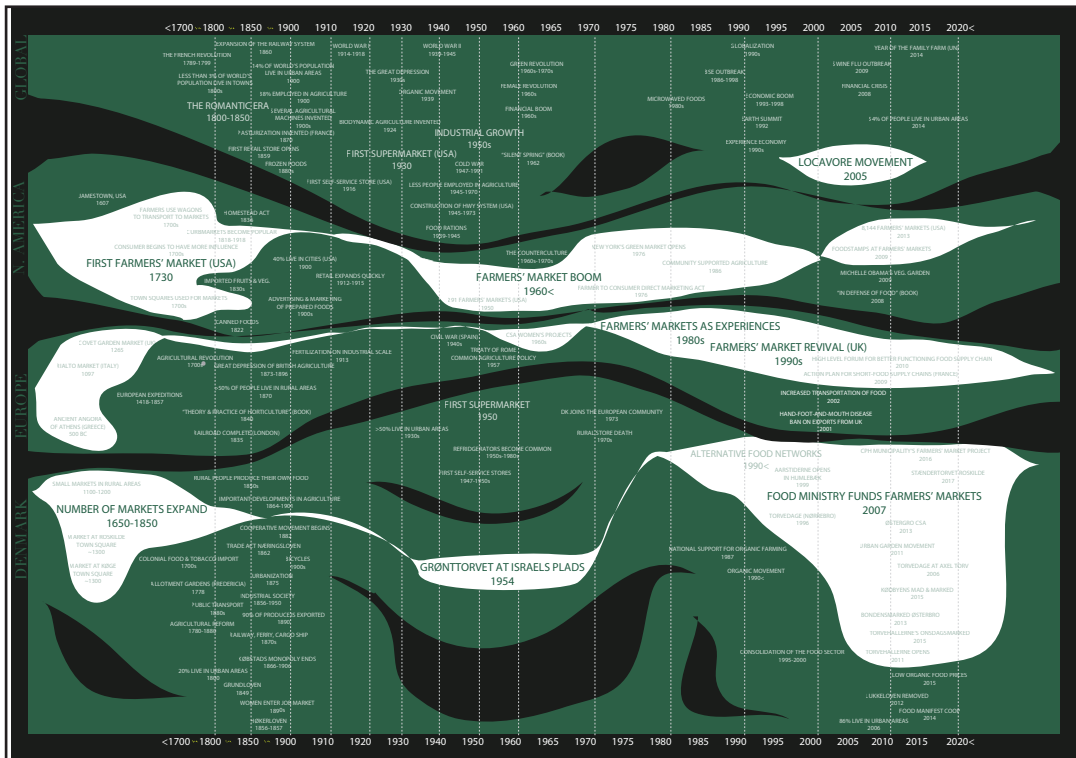


Figure 3.1 - Historic Map of Farmers' Markets

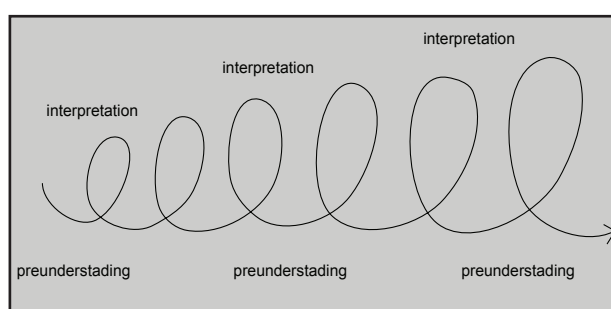


Together with our collected empirical data our Historical Map of Farmers' Market will be used as an inspiration in the idea development phase of our thesis, in order to speculate about potential solutions to our problem and future trends in Denmark in relation to *farmers' market*. Data and facts presented in the Historic Map of Farmers' Markets were gathered through secondary data and Online research.

Semi-structured Interviews

The methodology behind the research paradigm, constructivism, often leads to in-depth face-to-face interviews, which help to get closer to the individual and their reality (Ponterotto, 2005). The hermeneutic approach is present in the constructivist position because the paradigm suggests that the knowledge and *lived experience* that the individual possesses is hidden and must be brought to the surface through deep reflections (Ponterotto, 2005). These reflections can be stimulated through the interaction and dialog between the researcher and participant. This is one of the reasons why interviews are an important method for us when working with qualitative research (Ponterotto, 2005). The intention or the goal of the interview was to understand the *lived experiences* from the participants, as well as their world-view. The hermeneutic spiral (Figure 6.1) illustrates how the participant and we, as researchers, obtain a deeper understanding and interpretation through dialog and reflections (Ponterotto, 2005).

Figure 6.1 - The Hermeneutic Approach (Ponterotto, 2005)



Semi-structured interviews will be conducted in order to promote an in-depth interview and the interviews will be based upon a guide with open-ended questions (Bernard, 2011), because it gives us a good opportunity to understand their *lived experience*, while the participant can answer the question in their own words, in the form of a list, in sentences or

through stories (Kvale, 1997).

The interview guide is made in order to secure that we, as researchers, follow the same principles through the interview and therefore create more comparable data (Bernard, 2011). In order to choose the most relevant actors for our interviews we made a stakeholder map (Figure 6.2) related to *farmers' markets*. The groups we found most relevant, were actors who were directly involved in *farmers' markets* such as: organizers, farmers, vendors and customers. The restaurants were also included, since it was a wish expressed by Ulvedal, from Rebel Food.

Figure 6.2 - Actor Groups



The actors that are in bold, are the actors we found most relevant and will be included in the study.

For each actor group, an interview guide was developed (Appendix 1-5). The focus in the guides were related to the phenomenon *farmers' markets* and the selected theories: the experience economy, event planning & design and embeddedness. The intention of the interviews was to obtain background knowledge, as well as specific knowledge, regarding *farmers' markets* (Kvale, 1997). The questions in the different interview guides varied, in order to make the questions more relevant to the specific participant and their involvement (Kvale, 1997). The questions were developed in order to reach more knowledge and insight to how *farmers' markets* are functioning in Denmark, as well as the different challenges and potentials of participating in a market. The questions were mentioned in a specific order with the hope to create a good dynamic flow throughout the interview. In addition we asked follow-up questions to get a more in depth understanding of the response (Kvale, 1997).

All the interviews were transcribed in order for us to treat them in the same way. It is important for us to acknowledge that through the act of transcribing, some meaning is lost as we move from the oral, to the written language (Kvale, 1997). In order to eliminate this challenge, we made transcription guidelines (Appendix 6) in order for us to get the right tone of voice, and for the transcription to be written in a common way. When doing the interview, two members of our group were present; one of us asked the questions and engaged in dialogue, while the other one took notes, observed the interaction, and asked supplementary questions at the end of the interview.

All the participants in our study lived in Denmark, at the time of the interviews, since our focus is on *farmers' markets* in Copenhagen. The interviews were therefore conducted in Danish unless the interviewee preferred to have the interview in English. This was in order for the participant to feel more relaxed in the situation as well as to give the interviewee the opportunity to better explain themselves (Ponterotto, 2005). All sections or quotes that are used in this master thesis have been translated to English.

We created a written Informed Consent Form (Appendix 38) and all of the participants received the form prior to the interview. In this Informed Consent Form we e.g. asked for permission to use their full name and position in this thesis. The interviewee gave us oral or written consent prior to the interview (Kvale, 1997).

The interviews were recorded using the *Memo Application* on a smart-phone and the interviewee gave their permission to this before we began recording. The interviews were approximately one hour each, and took place at the interviewees private or professional place, in order for them to feel more relaxed.

Structured Interviews

Structured interviews were included in the methods for data collection in order for us to open up for the opportunities to get more knowledge about the phenomenon *farmers' markets* (Kvale, 1997). This method was used when interviewing actors present at a farmers' markets. We made a short interview guide (Appendix 2 -3) with few questions in order to facilitate, that the actors would use their time to answer our questions. These answers were written down.

Email Interviews

In order for us to be more flexible we offered some of the participants, who were busy and unavailable for a face-to-face interview, to have an email interview. Here we asked few but important questions, in order for them to reply in a reasonable amount time, as well as to provide us with important knowledge (Appendix 4 (b); 5 (b)). Email interviews can be seen as a valid method in qualitative research (Lokman, 2006), and therefore we included this method in our study.

Observations

Observations were another part of our data collection since it provided us with other information and knowledge than our interviews (Torretti, 1986). Observations are a good method when you are looking at knowledge about the daily life routine, actions or culture that is implicit or taken for granted by the actor (Kvale, 1997). In our case, observations at *farmers' markets* gave us knowledge e.g. about the interaction between the vendor and the customer; how the *farmers' market* was stimulated the 5 senses; or the atmosphere present. Through observations it was possible for us to get knowledge about the elements that the interviewees took for granted, and therefore not explained in the interviews (Kvale, 1997).

Personal observation is the observation model where the observer is a part of the observation and present at the specific place (Torretti, 1986). This observations model is suitable for our study, because we want information and knowledge, about the interactions, the senses and the atmosphere, and therefore we needed to be present at the different *farmers' markets* that we chose.

Our observations consisted of a mix of direct and indirect observations. For the direct observations, we observed and documented what was right in front of us. Here it was important to have attention to the different objects present and to use all our senses (Torretti, 1986). An example of a direct observation could be a lady who is taking an apple from the stall and brings the apple up to her nose. The indirect observation goes behind the direct observation. So in order to do indirect observations we needed to use our previous knowledge and to interpret in order to understand and document what was going on (Torretti, 1986).

As an example of an indirect observation, we use the same lady and situation as previously mentioned; a lady smells an apple in order for her to decide if she wants to buy it. The indirect observation is related to the direct observation and it can therefore be difficult to separate them (Torretti, 1986). Both of the observations methods were used through our observations while they both contributed with different knowledge.

Since our observations were based on *personal observations*, it was important to acknowledge that our personal recollections, expectations, memory and habits could influence the results (Torretti, 1986). It was also important to notice that an observation is time and place related and that gave us some limitations to the knowledge that we gathered (Torretti, 1986). In order to secure a more structured observation, an observation guide (Appendix 22) was developed in order to create some guidelines that could help us to understand *farmers' markets* using same criteria. The observation guide contained several descriptions or countings, that were relevant in relation to the theoretical framework. We recorded the observations with pencil and paper and afterwards the notes were typed into the computer using Word or Google Docs (Appendix 23 -26).

As a part of the observation we took a lot of pictures at the markets. This was in order to recall the observations but also because pictures can capture the atmosphere and other elements that can be difficult to describe and document (Knoblauch et al., 2008).

Sitemap

To get an overview of Grønttorvet in Valby and to get inspired of how to use the space for a future farmer's market, a sitemap was created (Figure 3.3). The sitemap was created by using the data gathered from our observations of Grønttorvet. Therefore, our observations, at Grønttorvet in Valby, were related to the actual setting, in order for us to better illustrate and understand challenges in the area, as well as to find some potential solutions. Some of the challenges found were, how to overcome the current construction, as well as how to maintain the authenticity of the location. The knowledge gathered from the map was used in the idea development phase (Section 11) and helped us to frame the setting of the conceptual proposal.

Figure 3.3 - Site Map of Grønttorvet in Valby



Secondary Data

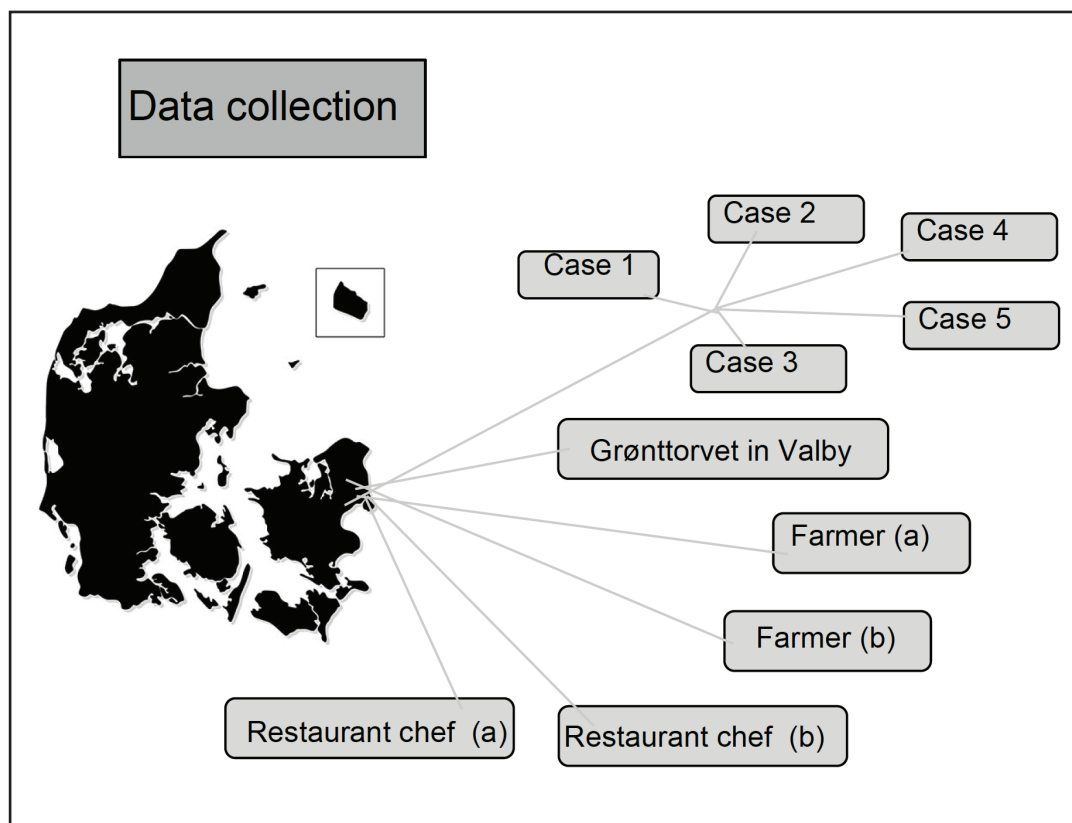
In addition to the empirical data, qualitative and quantitative data from secondary sources was gathered through a structured literature search, snowballing search and random search (Rienecker & Jørgen, 2006). These findings were used to create the Personas and Customer Journey Maps along with inspiration for the idea development.

6.4 Data collection

In this section the data collection of our empirical data will be described. The data collection is divided into two sections. Section 1 is related to the five *farmers' market* cases and will be described; including interviews with organizers, vendors and customers as well as observations. This data will be used in order to understand how *farmers' markets* are functioning today in Denmark. Section 2 of the data collection is gathered through interviews

with farmers and restaurants chefs, who had an interest in farmers' markets and local food. This data was used in order to understand elements related to challenges and benefits in relation to farmers' markets. All the data will create a foundation for the development of our new conceptual proposal at Grønttorvet.

Figure 6.3 - Data Collection



In Figure 6.3 the data collected from Section 1 and Section 2 is illustrated. Furthermore it is shown where Grønttorvet in Valby is located and where the observations were conducted, since the new concept will be related to this area.

Section 1

A small pilot study was conducted in order to test questions for the interview guide, as well as to test guidelines for the observation. The pilot study was conducted at Torvehallerne near the fruit and vegetable vendors in December 2016. It gave us information and practical knowledge that was useful when creating the final guides for interviews as well

as observations. The final interview guide and observation guide was not tested again.

Through Online research, we identified several *farmers' markets* in Denmark that fit into our criteria of a *farmers' market*. The criteria was: (1) the market should be open minimum six times a year, (2) the market should provide fresh produce, including fruits and vegetables, and (3) the market should be located within fifty kilometers from Copenhagen, since our focus was related to Copenhagen (Valby). Given this criteria, we identified five *farmers' markets*: (1) Torvedage på Stændertorvet, (2) Køge Torvedage, (3) Torvedage på Axeltorv, (4) Bondens Marked, and (5) Onsdagsmarked. These five markets were chosen as our case studies, and were described in Section 3.4.

These five cases will be analyzed in order to obtain a deeper understanding of how farmers' markets are organized and functioning in close proximity to Copenhagen. While, it would be ideal to go in depth will all of the five cases, only one case was chosen for an in depth study due to limited availability of resources. Torvedage på Stændertorvet was chosen to be the main case, while the other four cases are used to understand the spectrum of farmers' markets in Denmark.

Torvedage på Stændertorvet was chosen as the main case, since this was the only case where we succeeded to gather all the different data we wanted to, in relation to our study design. The ideal data collection would include interviews with organizers, vendors and customers; and observations at all five markets.

We contacted the organizers from the five *farmers' markets* cases in order to get an interview, with the focus on general information about the market, their important stakeholders, the concept of the market, information about their target groups and vendors at the market, as well as the produce sold at the market. Three of the five organizers were interested participating in an interview.

As mentioned, it would have been ideal to make observations at all five cases, but in relation to the opportunities present we gathered observations from three of the cases, since some of the markets are only opened during the summer period.

We only gathered interviews with vendors and customers from Torvedage på Stændertorvet, since this is the only case, where the organizers could provide us with information about the vendors combined with the opportunity to talk with the vendors and

customers at the market.

In order for us to gather more information about the five cases, desktop research was gathered, if possible.

Table 6.1 - Data Collection from Farmers' Market Cases

Farmers' Market Case	Interview with Organizer	Interview with Vendors & Customers	Observations	Online Research
Case 1 - Torvedage på Stændertorvet	Trine Keinicke Sørensen (few years) Henrik Christensen (since 2007)	✓	✓	
Case 2 - Torvedage i Køge			✓	✓
Case 3 - Torvedage på Axeltorv	Knud Anker Iversen (since 2006)			
Bondens Marked			✓	✓
Onsdagsmarked	Niels Brandt (since 2011)			

In order to get a more in-depth insight and understanding of our main case, we chose to have interviews with minimum one vendor and minimum one customer at the market. We were able to interview four different vendors and two customers at the market day. The vendors were chosen through contact information from the organizer and based on the information that they sold fresh fruits and vegetables at the market.

The customers were contacted after purchasing fruits or vegetables at one of the vendors. The interviews with the vendors and the customers were structured interviews.

Section 2

In order for us to acknowledge the opportunities and challenges present at the *farmers' markets* from farmers and restaurant chefs point of view, we found it relevant to get

information and knowledge from these actors, who potentially could be a part of a market.

For us to get in contact with farmers, who produced fruits and vegetables we made an Online search. The farmers who lived in Denmark within a radius of 50 km from Copenhagen and had a farm-shop were listed. We sent an email to the farmers listed and 12 email were sent. We asked them five questions about their farm, production, farm-shop and a question related to *farmers' markets*. Six farmers replied and one of them was interested in participating in an interview. We called all the farmers who did not respond to the email and got in contact with three of them. One of these farmers was willing to be in contact with us and responded afterwards to the email.

Table 6.2 - Interviewees (Farmers & Restaurant Chefs)

Name	Position	Business	Interview Type
Finn Hjort	Chef	Restaurant A	Semi-Structured Phone Interview
Erik Gundersen	Chef	Restaurant B	Email Interview
Niels Møller	Hobby Farmer	Farm A	Semi-Structured Face-to-face Interview
Kasper Jensen	Gardener	Farm B	Email Interview

It was a challenge for us find restaurants that shop at *farmers' markets* and even more difficult for us to get a response from them. Therefore, we chose to contact restaurant that buy their fresh produce directly from a farm. The restaurants we contacted were located in Copenhagen and found through Online research or through a personal contact in our group. Two of restaurants contacted were willing to participate.

Through the interviews with the farmers and the restaurant chefs we got a deeper understanding of the stakeholders and their thoughts in relation to a *farmers' market* and the associated challenges.

In Table 6.2 above, the participants are listed, but their names and business have been renamed in order to keep participants anonymous. In the table it is also stated what

interview method was used.

6.5 Analysis of Empirical data

To analyze the data we gathered the transcripts from the semi-structured interviews, the written emails from the email interviews, the notes from the structured interviews, and the notes from the observations. All of our empirical data was analyzed using closed coding relating to the chosen theories and literature. While we initially used closed coding, we were open to the creation of new codes throughout this process. Photo 6.2 below illustrates how different colors were used in the closed coding process. In this case, the yellow color illustrates quotes that are related to the experience economy, the blue color relates to event planning & design, while the green color illustrates areas that were related to embeddedness. The gray color was used in order to capture other important or practical information.

Photo 6.2 - Coding Example from interview with Sørensen

I: Er det også torvemesteren tager kontakt til nogle nye

T: Nej det gør de nemlig ikke, det er det der ligesom, indtil nu har det ligesom været sådan ,at når nogle nye, hvis nogle havde interesse for det, så kontaktede de torvemesteren.
Der har vi jo så vendt bytten lidt nu, for vi vil gerne ud og, der er nogle som vi rigtig gerne vil have til at kommer her, vi vil rigtig gerne have fokus på sæsonvarer, vi vil rigtig gerne noget, Roskilde kommune er jo egentlig ikke i sig selv, en kæmpe landbrugskommune, men lige rundt om, er der masser af fede ting, så når vi siger lokal produceret kigger vi sådan lige nabo agtigt ikke. øhh og derfor er vi nu i forbindelse med det skal blive større, vi ude og være meget opsøgende. Vi har været ude og lave det her, vi har vores, sendt ud og ringet og sat hele netværket i sving, for at få altså det er så forkert at sige, men vil gerne have de rigtige, der er bare nogen man smadder gerne vil have, og kunne være rigtigt sjovt at have til at lege med. Dem har vi kontaktet direkte.

I: Hvad for en kategori er det?

T: Det er øhh altså meget nogle der har fokus på, ikke nødvendigvis økologi men lokalproduceret sæsonvarer, øhh sådan nogle der har lidt mere historie med deres produkter. Helst nogen som, ikke et ondt ord om dem som tager ind og køber deres produkter på grøntorvet, men vi vil helst gerne, have lidt mere historie med. Det skal være det med, når man nu altså, hvorfor skal du gå på torvet, hvorfor ikke bare gå ned i Super Brugsen eller Irma. Der skal være en lille ekstra ting ikke, også hvis du skal gå ned og købe en lille lækker rugbrødssandwich hvorfor købe den der, ikke bare en som er smurt og vakuumpakket, som du kan købe i Irma. Så det er lidt, der må godt være den der ekstra oplevelse ved det hermede, og så samtidig også, har vi også på sigt en drøm om, det kunne være fedt hvis der kom

6.6 Tools for Idea Development Phase

In order for us to move from the findings of our empirical data into developing new creative ideas, some tools to structure and frame this design process are needed. The following design tools have been selected for this purpose: Personas, Customer Journey Maps, and Storyboard.

Personas

Personas are used to develop fictional users, in order for the designers to better capture the reality of the future product. Personas are created with names, jobs, families, friends, genders; they have a life story etc. and can be based on both qualitative and quantitative data (Grudin and Pruitt, 2002). Persona are very influential on the design process, which requires that the data collected for the development of the persona should be well documented. Furthermore, personas can help the designer keep the target audience in mind, by developing a set of assumptions and criteria related to the persona. Through creating personas we are able to understanding for what purpose we are creating the new concept, and can help us to tell the story of this idea (Grudin and Pruitt, 2002). Furthermore, personas help us to move from the concrete empirical data to the abstract generalizations of the actors, which will be included in the idea development phase.

Twelve personas will be developed based on observations, interviews, along with information gathered from statistics and data from secondary sources; which will help us to understand the potential users of the farmers' market we design. The secondary sources we will use, include the National Danish Statistics website and other scientific articles. Through this process we can make generalizations of users of farmers' markets to better understand their experience at farmers' markets. This will be elaborated on in the following section, regarding Customer Journey Maps.

Customer Journey Maps

Customer Journey Maps (CJMs) are a tool used in addition to the personas to see the journey at a farmers' market from the perspective of the customers and vendors, and the

journey of the everyday life of farmers' and restaurant chefs. The journey will consist of a timeline of actions, emotions, and front stage and back stage objects and actors (Spraragen and Chan, 2008).

The *front stage* is categorized as what the persona can actually see during their journey. *Back stage* is what the persona cannot see. Even though the backstage is something that is not seen, it is an important aspect in order to optimize their experience. An example of the *backstage* for the customer could be, in terms of the farmers' market, what happened before the markets opening hours (i.e. vendors setting up at the farmers' market) and an example of the *front stage* for the customer could be the actual actions and experience during the opening hours of the market.

CJMs will be developed for each of our twelve personas and will be inspired by our five farmers' market cases, as well as the daily lives of the actors. These CJMs may reveal touch points that either do or do not work well. These positive and negative touch points may be caused by either actors or objects either the front stage or backstage and are marked with a vertical line at a given time on the map. To support the CJMs and find touch points in order to improve the journey or experience, several emotion icons can be used in order to identify the customer's feelings, attitudes and perceptions they experience throughout the journey (Spraragen and Chan, 2008). Therefore it is very important for us to consider emotions when designing the persona's journey. The better the journey or experience is designed the higher the personas satisfaction will be, which is what the CJMs can provide (Spraragen and Chan, 2008).

Storyboard

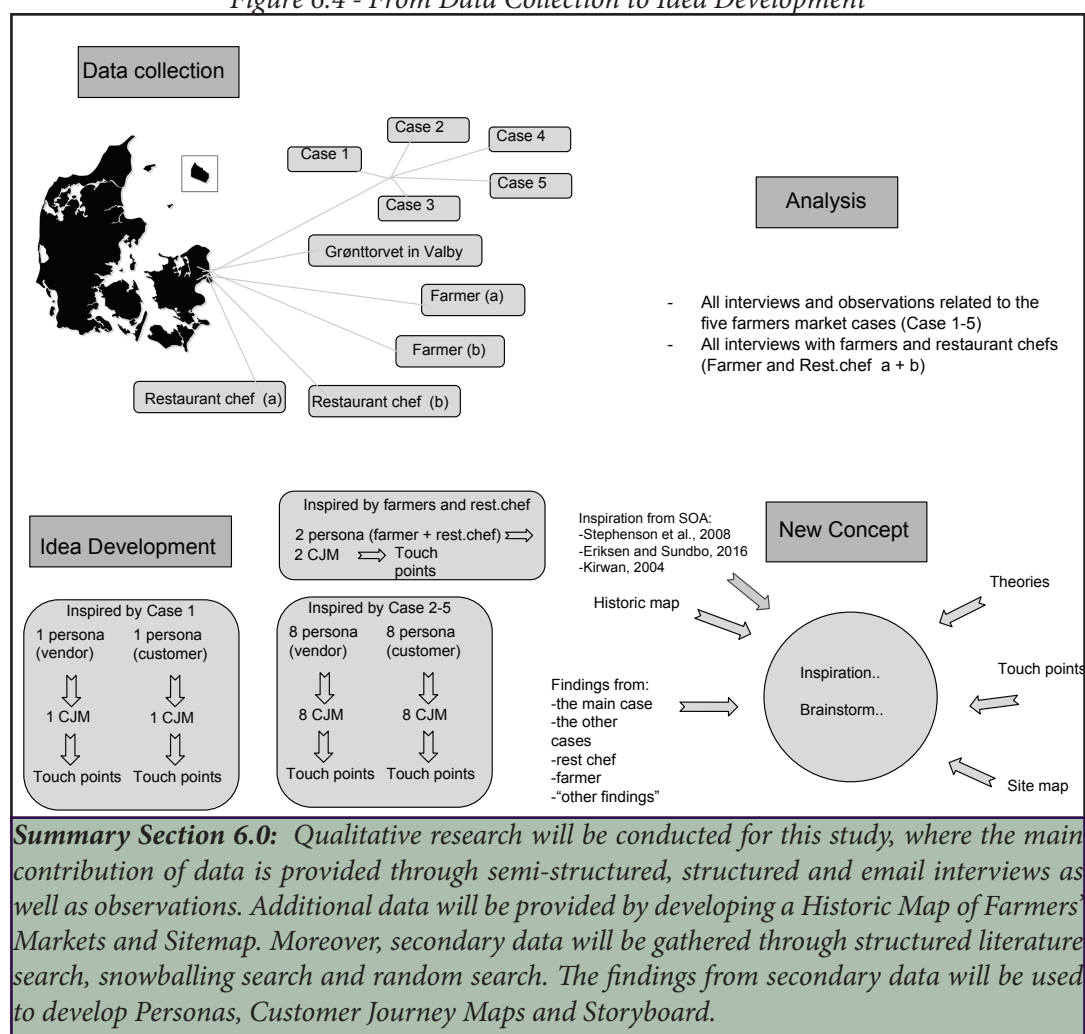
According to Agrawala, Wilmot and Berthouzoz (2011, p. 60) visual communication, like diagrams, photographs and animations are "*fundamental to the process of exploring concepts*". In order to quickly understand a complex idea, visualization can be a big help (Agrawala, Wilmot and Berthouzoz, 2011). Through visual techniques and design we can put emphasis on the most important information, in order to communicate the most relevant details. Therefore, the visualization of the idea or concept is good way to convey the relevant information (Agrawala, Wilmot and Berthouzoz, 2011).

As a visual communication tool, a storyboard was used in our thesis in order to create and provide the reader a better understanding of our new farmers' market concept. The storyboard consists of a story through a combination of drawings and text, that will help the reader understand the whole concept, from the problems or challenges today, to the ideal goal in future. In order for us to communicate the story, we answered the questions: where, who, what and how, through a series of illustrations.

6.7 Overview of Methodology

The following figure visualizes how we moved from data collection, to analysis, then to the idea development and in the end created a new concept. This figure was created to provide a better overview of the whole process in our thesis.

Figure 6.4 - From Data Collection to Idea Development





7.0 Analysis of the Main Case

This analysis is based on the data collected from two observations at Torvedage på Stændertorvet, in Roskilde on two different dates; an interview with the market organizer, Trine Sørensen; an interview with the market coordinator, Henrik Christensen; interviews with four different vendors; and interviews with two customers. All data will be analyzed based on our theoretical framework.

7.1 The Experience

According to Pine and Gilmore (1999) the *theme* is essential to providing a *memorable experience* and to establish expectations. For example, they refer to several themed restaurants and amusement parks, such as Hard Rock Cafe and Disneyland (Pine and Gilmore, 1999). Market organizer, Trine Sørensen acknowledged that, as the market at Roskilde is today, they do not have a clear theme. *“Today it is a classic market...where there are antiques that are being sold. There are flowers, honey...it has been there for many years and is very broad, with no special focus on local food products or anything...”* (Appendix 8). Based on our observations (Appendix 23 - 24), we had the same feeling, that there was not a clear theme. This was because, according to our preunderstandings, we had the expectation that a farmers’ market would provide a variety of locally grown fruits and vegetables. However, there were a variety of food and non-food items present at the market, and the vendors were laid out in a seemingly random and unstructured order—and therefore it did not live up to the expectations that we had for what a farmers’ market should be. However, the market could be seen as a local community-based market because we could see a lot of social interaction amongst vendors, customers, and between vendors and customers.

According to Pine and Gilmore (1999), there are five principles that are important to take into consideration when creating a strong theme: (1) an engaging theme must alter a guest’s sense of reality; (2) the richest venues possess themes that fully alter one’s sense of reality by the effecting the experience of space, time, and matter; (3) engaging themes integrate space, time, and matter into a cohesive realistic whole; (4) themes are strengthened by creating multiple places within a place; (5) a theme should fit the character of the

enterprise staging the experience. In order to work with these principles, we find it necessary to understand how the theme is today.

As mentioned, according to our observations (Appendix 23 - 24), the market could be seen as a local, community based market, which was also described in our interview with Customer 1. Customer 1 explained that this market was, to her, seen as a community gathering, which provided her with a feeling of belonging to the market. Additionally, according to our observations and interviews, there seems to be different perceptions of what the theme is, and we therefore find that, there is not a very strong or clear theme. This, according to Pine and Gilmore (1999), could make it difficult to provide memorable experiences for the customer, as the experience may not fulfill their expectations.

According to Pine and Gilmore (1999), another part of providing a memorable experience for the customer is through the *atmosphere*. We found that our observations, and interviews with customers, have quite different results. In both of our observations we found that the atmosphere was not inviting, that it was very quiet, and felt empty, and people did not stay long at the market (Appendix 23 -24). On the other hand, both interviewed customers felt that the atmosphere was cozy, welcoming, and provided the feeling of unitedness and belonging. Customer 1 stated that she felt like she was a part of something bigger, that:

“It is a tradition, you feel that you are a part of a tradition.”

Customer 1 - Appendix 10

She also explained that she liked knowing that every time she comes to the market she would get the same feeling. This cozy feeling was also expressed by Henrik Christiansen, the market coordinator, who stated that “*I think this tradition is very good because people they like to come to buy stuff instead of going to big (super)markets, [it is] very cozy*” (Appendix 9).

The differences of the data from the observations and interviews could perhaps be explained, first and foremost by the weather. During our first observation at the market, it

was a wet, gray, cold, snowy Wednesday morning in January, which may have influenced the number of customers and vendors present at the market, as well as our general perception of the market (Photo 7.1). The second observation took place on another Wednesday morning in February, where the weather was cold and overcast—which may have resulted in a similar atmosphere as the first observation. Vendor 3 also indicated that the weather has a large impact on the activities and the atmosphere of the market (Appendix 14). Furthermore, customers were interviewed on a sunny spring Saturday morning in March, which may have influenced their own perception of the market.

Photo 7.1 - Atmosphere at Torvedage på Stændertorvet (Observation 1)



In addition to the weather conditions, we could also argue that the customers are a part of the community—and have a feeling of belonging to the market—whereas, on the other hand, we, as observers, are on the outside of the community and do not necessarily have a feeling of belonging to the market. In connection to this, we as observers, were only present at the market on two days, whereas the customers have been a part of the market for many years. The customers are therefore able to give us a deeper insight to the market since they have a longer period of time and more experiences to draw information from.

We therefore found that the sense of belonging to the market greatly influenced the atmosphere, perhaps more so than the weather. However, the weather may be more important in determining the atmosphere for customers that are new to the market.

As Pine and Gilmore (1999) further suggest, there are a variety of ways to enhance the experience, one of which is to engage *the five senses*. Sørensen stated that, as the market is today, from the perspective of the organizers, there is no emphasis on any of the five senses. However, the findings from our interview with Customer 2 indicated that for her, the market activates her senses. “*I like the colors...I like to point, touch and choose. Also, I can get some [taste] samples...*” (Appendix 11). Furthermore she described how in the spring and summer it is much more exciting because you could see and smell the different products, which is one of the reasons why she comes to the market.

When comparing our observations to the interview with Customer 2, we find that from her perspective, nearly all of her senses were stimulated. Whereas, our experience of being at the market was that our senses were engaged in limited ways. While we agree that there were many things to *point at, touch and choose* between when purchasing at the different stalls, we found that it was not as visually stimulating, as she had mentioned. One explanation of this could be due to the gray and snowy weather, which resulted in a reduced visual appearance of the products (Photo 7.1). Due to the weather, some vendors chose not to display all their products, and therefore had empty tables (Photo 7.2).

Also, we found that the smell of cheese and fish overpowered the market, and no taste samples were visible. The difference in our findings related to the senses could perhaps be explained by first, the season—that we were visiting the market in the winter season, where there may have been a reduced number of vendors and variety of products. Secondly, we may come to the market with different expectations and understandings of what it means to have your senses stimulated, than Customer 2. We had the expectations that the market would be more colorful, and that there may be taste samples; which would have better engaged our sight and taste senses. We also had the expectation that the vendors would better facilitate and encourage customers taste and smell their products. Additionally, we, as observers, may have been actively aware of using our senses, which meant that we are also aware when our

senses were not actively engaged by the market.

According to Pine and Gilmore (1999) in order to fulfill the theme, the stagers (organizers) must create impressions that are in harmony with one another through the use of *positive cues*. As mentioned in Section 5.1., Pine and Gilmore (1999) provide a list of six dimensions of overall impressions: (1) time, (2) space, (3) technology, (4) authenticity, (5) sophistication, and (6) scale.

Photo 7.2 - Empty Tables at Torvedage på Stændertorvet (Observation 1)



From the interviews with the organizer, Sørensen, and the coordinator, Christensen, we have understood that Roskilde has a long history of being a trade city, and that the town square has been used as a marketplace for hundreds of years (Photo 7.3). As Christensen mentions, *“the vendors at the market create life and it is the last link in the chain, with the historical links dating back to the middle ages—actually all the way back to ancient times. Where there are people, there will be life and trade”* (Appendix 9). Having this knowledge, it seems that the concept of having a market on the square has been a long tradition—which

gives us harmonious impressions in regards to the dimensions of *time* and *space*.

The third dimension of impressions, as mentioned by Pine and Gilmore (1999), relates to *technology*, which they explain as being handmade or machine made. We have understood *technology* at the market in regards to the requirements of what is permitted to be sold at the market. Christensen mentioned that at the market, “*the only thing that [the organizers] don’t allow is that people sell pre-produced things, like made in China*” (Appendix 9), which seems to imply that only handmade items and fresh produce are currently sold at the market. According to both of our observations, we also saw only handmade goods for sale, with the exception of the antiques (Appendix 23 - 24).

Photo 7.3 - Market days at Stændertorvet circa 1900



The fourth dimension is the *authenticity* (Pine and Gilmore, 1999), which we have understood as whether the original representations or imitative representations will be a part of the experience. In this case, we understand that *the original* is when a farmer is at the market, selling his own locally grown produce. Based on our observations, it seemed that several of the farmers’ were present at the market, selling their own locally grown produce. However, based on our interview with Sørensen, and our interviews with the vendors, we found that many of the vendors are not selling their own products, but rather are middlemen

between the farmer and the producer. Vendor 3 stated: “I get my vegetables from Grønttorvet [in Høje Taastrup], the vendors that sell their own produce are a dying race. Other [vendors] have also figured out this trick, they are starting to buy their produce...from Grønttorvet and sell it here (at the market)” (Appendix 14). Therefore, today it is mostly an imitation of the original.

The fifth dimension that Pine and Gilmore (1999) refer to is the *sophistication*, which they explain through refined or unrefined, and luxurious or cheap. We have understood that this at the market could explain how the produce at each of the vendors is displayed—whether it is messy or organized—and also whether the price of the products is expensive or cheap. Based on our observations we found that there was a balance between refined and unrefined regarding how the products were displayed. The prices were perceived to be higher than at a supermarket—but at the same time we did not have the feeling that the products being sold were luxurious. This could perhaps be explained by our observations that the products were not packaged or branded, and that the products were sold in bulk, with large quantities at the market, which gave the feeling that the products were not exclusive.

The last dimension is the *scale*, which Pine and Gilmore (1999) explain to represent the theme—whether grand or small. If we look at the theme of the market from Customer 1’s perspective, then perhaps the size of the market, or the number of vendors participating, should stay constant in order to keep the local community feeling. She explained that she would not like the market to become too big because she was afraid that it would lose the small community feeling and that the market would become more impersonal (Appendix 10).

Pine and Gilmore (1999) indicate that in order to stage a memorable experience, that one should eliminate *negative cues* that undermine the theme. Given that there was no clear theme today, it is, according to our understanding, not possible to eliminate the negative cues. Therefore, in order to do this, the organizers will have to first be clear on what the theme is—and then to remove all the elements that distract from this theme.

Lastly, Pine and Gilmore (1999) suggest to *mix in memorabilia*, which is understood as physical items that one can bring home to remember the experience. The only memorabilia available at the market, according to Pine and Gilmore’s (1999) definition, were white plastic

bags that customers could bring their groceries home in (Appendix 23 - 24). However, it could also be argued that items (i.e. flowers, fresh produce etc.) that you buy at the market are in a way memorabilia—but yet, will not last forever.

As mentioned in Section 5.1., Pine and Gilmore (1999) have explained that a memorable experience engages customers in different ways, based on their *participation* and *connection* to the experience. Pine and Gilmore (1999) have represented this in figure 5.3 (Section 5.1.), where they have suggested that an experience must be staged as to engage customers in these four different realms: (1) entertainment, (2) education, (3) escapist, and (4) aesthetic. In our interview with Sørensen, she stated that there is not a lot of thought put into how customers should spend their time at the market (Appendix 8), which seems to imply that they do not have much focus on these four realms. However, she explained that in the future, they would like to have more focus on these types of activities, including entertainment and education (Appendix 8).

While, Sørensen expressed that this was a wish for the future, based on our interviews with both of the customers, it seems that they were engaged in the educational and escapist realm while at the market. Customer 1 stated that her motivation for coming to the market was, at least in part, to “*get more knowledge about the product, whether it is organic or if antibiotics are used*” (Appendix 10). Furthermore, Customer 2 described how she was there mainly to buy produce (Appendix 11)— which we have understood as an escapist experience because customers in this case are actively participating and are physically engaged. This was also found in both of our observations, where we saw customers coming to purchase goods, and leaving immediately afterwards (Appendix 23-24). Even though both of these two realms were present, it seemed that the escapist realm was most prevalent at this market.

Based on the findings of our analysis, we will seek to address whether or not Torvedage på Stændertorvet, provides a staged experience, according to Pine and Gilmore’s (1999) understanding of an experience. In order to do so, we will discuss whether or not they fulfill the criteria of each of the following progressions of economic value (Figure 5.2), with the focus on fresh fruits and vegetables: (1) Commodities, (2) Goods, (3) Service, (4) Experience. Commodities, as stated by Pine and Gilmore (1999, p. 6), “*are materials extracted from the natural world*”. Based on our analysis we have been able to conclude that the extraction of

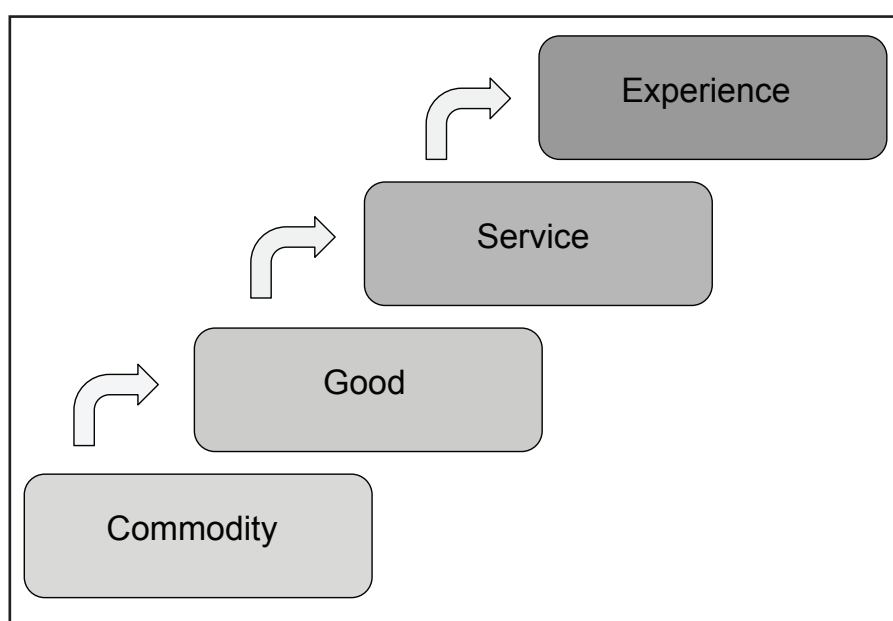
commodities has taken place. In the case of the farmers' market, the distinction that Pine and Gilmore (1999) make between commodities and goods is blurred. This is because, as Pine and Gilmore (1999, p. 8) describe, goods are "*tangible products that companies standardize*". In the case of the farmers' market, because goods are sold loose, in bulk, it seems difficult to determine whether this is a commodity or a good, since the vegetables are not changed between the process of being a commodity and a good. However, it could be understood that the fruits and vegetables become a good once they have been processed (i.e. washed and selected for sale). Further up the progression of economic value, is services, which are described as "*intangible activities customized to the individual request of known clients*" (Pine and Gilmore, 1999, p. 8). In certain circumstances, it seemed that services were provided to the customers. An example of this could be that one of the customer's mentioned that obtaining knowledge about the produce, or even taste samples, was important for her at the market. In this case, the vendor provides the service of providing information and taste samples to the customer; which has been customized to her request. However, it was not clear whether or not all of the vendors at the market provided a service, in accordance to Pine and Gilmore's (1999) definition. This meant that some of them might only provide either goods or commodities. However, if we assume that all vendors act in the way that we found this vendor to act; then we could conclude that the market provides a service.

Then, in order to understand whether or not the market at Roskilde stages an engaging and memorable experience for their customers, we will provide a brief summary of our findings within the different elements of experience economy. From this we can try to understand whether or not the economic value that is provided to the customer is an experience, or whether they merely deliver services (Figure 5.2).

As it is today, this market does not have an obvious theme. The atmosphere differed in our data—where in our observations we found that it was quite, unwelcoming and gloomy; and in our interviews with customers they found it was inviting, cozy and provided a sense of community. At the moment there was not a lot of focus on the use of the senses at the market, at least from the perspective of the organizers. However, one of the customers we interviewed seemed to indicate that many of her senses were stimulated at the market—particularly in regards to the sight, smell, touch and taste. We acknowledged that while the

theme was not very clear, that there were several positive cues present at the market. No memorabilia was present at the market, at least if we use the definition put forth by Pine and Gilmore (1999). Customers at the market seemed to mostly be engaged in the escapist realm, where they would just come to the market to shop. However, one of the customers was in the educational realm, where she actively sought knowledge about the produce she purchased.

Figure 5.2 - Progression of Economic Value



From these findings, the market at Roskilde achieved some of the elements important to stage an experience, but they do not fulfill them all. Therefore we cannot say that they are in fact staging an experience for their customers, because according to Pine and Gilmore (1999), in order to provide an experience, all the elements must be fulfilled. Therefore from our findings, we have concluded that Torvedage på Stændertorvet only provides a service see Figure 5.2 above.

7.2 Planned Event

According to the definition of events by Getz & Page (2016, p.46), that an event is “*an occurrence at a place and time; a special set of circumstances; a noteworthy occurrence*”, the market at Roskilde can be considered an event. In order to understand whether or not this

market meets the criteria of a *planned event* we will analyze (1) the purpose, (2) the program, (3) the control, and (4) the accountability—as this is how Getz & Page (2016) understand the differences between *planned* and *unplanned events*. This distinction is relevant to understand from the point of view of the organizers, both in order to stage the experience and to fulfill the purpose (Getz & Page, 2016). Furthermore, we will analyze the time and place of this market, as a planned event; and describe the typology of this event. In addition to the planning of the event, Getz & Page (2016) explain that the design of an event is crucial to create successful events, and we will therefore analyze the following aspects of event design: (1) the people, (2) the setting, and (3) the management.

Getz & Page (2016) explain that events can have different functions, or purposes, on different levels—both an immediate purpose and a higher purpose. Based on our two observations it seems that its immediate purpose is to be a market, where local citizens can buy different goods ranging from fresh vegetables to antiques (Appendix 23 - 24). However, based on our interviews with the customers, it seems that it also serves another purpose, which is that it serves as a hub for community social gatherings (Appendix 10 - 11). Based on our interviews with the market organizer, Sørensen, and the market coordinator, Christiansen, it was unclear if the market had any higher purpose at the moment, at least from the perspective of the management (Appendix 8-9). However, Sørensen stated that, as part of their future vision, that the higher purpose could relate back to the economic, or political goals of the city of Roskilde (Appendix 8).

The program seems to be scheduled in some detail, because the market has the same opening hours every Wednesday and Saturday. In some way, it seems that the organizers have considered to make the market available to different target groups though the different opening days of the market. Furthermore, according to Vendor 3, all vendors are expected to arrive by a certain time, and are expected to stay until a certain time (Appendix 14). However, vendors present at the market are allowed to be flexible regarding their attendance. Sørensen explained that, “*we have a contract agreement...where they have paid, but [the vendor] can also attend with a clip-card. So there can be someone that calls late on a Friday night or early Saturday morning and says, ‘I would really like to come and sell apple juice’, and then they can call the market coordinator for a [stall] at the market*” (Appendix 8). Therefore we find that

there are some elements of a program, but that it is not scheduled in detail.

Our interviews with Sørensen and Christensen, revealed that on the higher level of the market, it is controlled by the municipality. On the lower level, the market coordinator is responsible for managing the day-to-day activities, who is also an employee of the municipality. Therefore we find that there seems to be a management system in place for the market.

It seems difficult for us to conclude who is formally accountable for the market. Since the municipality controls the market, we assume that they have some responsibility and accountability for the market. On the other hand, we also know that the vendors present at the market are individual businesses, and we therefore assume that they have some accountability as well (Appendix 8).

Based on the analysis, according to how Getz & Page (2016) have categorized *planned* and *unplanned events*, it seems that this market at Roskilde is a planned event. However, as Getz & Page (2016, p. 63) mention, “*the distinctions sometimes get blurry*”; and we have also found that this market is not planned in great detail at the moment.

To distinguish what typology this event has, Getz & Page (2016, p. 79) explain that a *fair* has different meanings—one of which is “*a gathering held at a specified time and place for the buying and selling of goods (i.e. a market)*”. Based on our observations and interviews with the customers, it seemed that this was the immediate purpose of the market in Roskilde (Photo 7.4). Therefore, it seems that the most suitable typology of this event, is a *fair*, or a *market*. Fairs and markets fall under the category of Business and Trade events, and as such this market also shares characteristics with other types of events in this category.

According to Getz & Page (2016) the location is important for the event, especially in regards to the branding of places. When looking at the setting, there are several elements to point out. Getz & Page (2016) explain that some events can be *iconic* enough that the location is irrelevant, but that most events are linked to a specific location. Since Roskilde is a very old city, with a great and long history, according to Christiansen (Appendix 9), it seems to contribute to the authenticity of the market. Therefore, it seems that the market makes sense in terms of the location.

In addition to the planning of events, Getz & Page (2016) explain that the design of

an event is crucial to create its success. He presents the foundations of event design, which include (1) the people, (2) the setting, and (3) the management; however these foundations cannot be seen as completely separate of each other (Figure 5.4 in Section 5.2.). However, he also argues that experiences cannot be planned or promised to guests; but that the purpose is to facilitate positive experiences through, among other things, the design of the setting (Getz & Page, 2016). To analyze the design of the event, we will place special focus on the synergy between the different foundations of event design, because as Getz & Page (2016, p. 266) explain, “*setting and management systems will interact with the people dimension in shaping the experiences*”.

Photo 7.4 - Customer Buying Cheese at Torvedage på Stændertorvet



Currently, it seems that the management of the market in Roskilde, and the people at this market, both the vendors and current customers, are not working in synergy together, at least based on our interviews and observations (Appendix 8-15; 23-24). Customer 1 expressed deep concern regarding the future of the market (Appendix 10). This same concern was also expressed by Vendor 3, who was very unhappy regarding the potential changes (Appendix 14). On the other hand, Sørensen, the market organizer, explained that they have tried to

include many of the current vendors in the future development of the market, through ongoing dialogue. Sørensen explained that, “*So in this whole project...there has been a lot of dialog with [the vendors], because now we are beginning to change their daily routines...we have met with [the vendors] several times*”(Appendix 8).

This discord between the organizers (management) and the vendors (people) has an apparent effect on the setting of the market. As the market is now, vendors can choose where they would like to stand during the market (Appendix 9 + 14). We have been made aware, through our interview with Sørensen, that:

“ *There are several...vendors who want to be at the same spot, so their customers can find them.* ”

Trine Sørensen, Appendix 8

Also, as we previously mentioned, there is a great deal of flexibility regarding the attendance of the vendors at the market. This has resulted in, based on our observations, a very scattered and unorganized layout of the market (Appendix 23-24). The municipality has a goal to create more life in the city, in which they have decided to change the future concept of the market (Appendix 8). It seems that, while they are trying to be open to listening to the wishes of the current vendors, that they are not very flexible in their plan, and are therefore using a top-down approach to organizing the market.

In regards to the planning of Torvedage på Stændertorvet, we have found that it meets the criteria put forth by Getz & Page (2016) of a planned event. Furthermore, we have found that the typology of the event seems to be a fair, or a market. As Getz & Page (2016) explain, the location is important for the event. Therefore, because the market on Stændertorvet, has deep roots in the history of Roskilde, and that the square has been used for many years as a marketplace, it seems that the market makes sense in terms of the context of the location. Regarding the design of the market, the synergy between the three elements (i.e. people, setting, and management) could be improved, as the organizers seemed to indicate that there was good communication between the management and people. However, the

vendors did not express the same, and felt that their opinions do not have much influence on the future management or the setting of the market.

7.3 Embeddedness

As mentioned in Section 5.3, embeddedness adds some softer values related to some of the motivations for customers and vendors to attend and participate in farmers' markets. In order to understand some of these values, the theory of embeddedness was chosen because it, compared to the theory of the experience economy (Pine and Gilmore, 1999) and event planning & design (Getz 2007; Getz & Page, 2016), opens up for discussion and understandings beyond the mere exchanging of goods. We will analyze the aspects of embeddedness in accordance to Feagan and Morris' (2009) understanding of it, where it has been divided into three spheres: (1) social-, (2) spatial-, and (3) natural embeddedness.

The market at Roskilde, seems to be a long-lasting tradition for many of the customers and the vendors. Vendor 1 expressed that, "*We live by doing this! It is a lifestyle*", which seems to indicate that he has been doing this for many years (Appendix 12). All of the vendors that we interviewed had been there for over twenty years—one as many as 42 years. Both of the customers we interviewed seemed to also have been attending the market for many years. Customer 2 had been shopping at the market for as long as she has lived in Roskilde, "*I have been coming to this market for five years. I lived in Århus before, where I also visited the market there every week*" (Appendix 11). The same can be said for Customer 1, who indicated that she had been attending the market for nearly twenty years; which seems to have given them a sense of belonging at the market (Appendix 10).

Both of the customers that were interviewed explained that they attend the market once or twice a week, indicating that this a habit or a routine for them, maybe even a tradition (Appendix 10-11). It also seemed that many of the vendors rely on their regular customers to keep their business running, which all of the vendors we interviewed expressed (Appendix 12-15). Vendor 1 explained that it was mainly the elderly customers that were his regular customers (Appendix 12); while Vendor 2 stated that he knew four generations of customers that shop at his market—indicating that their customers are loyal, and that it has become part

of their tradition (Appendix 13). It was also observed at the market that the majority of the customers seemed to be elderly people; and both of the customers that we spoke to were also elderly (Appendix 10-11). Customer 1 stated that she usually buys from the vendors, and that she buys something each time she at the market (Appendix 10). This was also supported in a statement from Customer 2 where she said, *"I know I will buy every time that I come to the market"* (Appendix 11).

Both of these customers seemed to emphasize the communication and the relationship that they have with the vendors. The social relationship between the customers and vendors is illustrated in a short story that Customer 2 told, *"...I used to always buy from this [vendor], but the last times the [produce] hasn't been so good. The [vendor] is old, so I would rather not say anything to him. Now I just sneak past, and it feels so awkward"* (Appendix 11). Here it seems that Customer 2 knows one of the vendors so well, that she feels bad for not buying his produce, and also doesn't want to embarrass him. It also seems that she no longer trusts him or his products, and therefore will not purchase from him anymore.

Furthermore, Customer 2, also mentioned that it was a place for her to meet up with other citizens for a chat and a cup of coffee (Appendix 11). Therefore, it seems that this market serves more than one purpose. On the one hand, it is a place for people to buy goods; but on the other hand, it is used as a place for citizens to meet up with one another, which could strengthen the community feeling. From the perspective of the customer it seems that the social relationship and interaction with the vendors, as well as the other customers, is quite important at this market. Based on our observations, we saw that not only was the social interaction between the customers and vendors important; but it was also observed that vendors seemed to know each other well (Appendix 23 - 24). This seems to also indicate that the relationship between the vendors may also play an important role at this market.

Beyond social interaction, we also found that obtaining and communicating knowledge about the products was important. Both of the customers we interviewed stated that this was important for them. Vendor 2 stated that, *"...I think that it is fun to communicate about the vegetables to the customers, and to talk to them about what I sell"* (Appendix 13). This seems to indicate that he cares about where his products come from and would like

to pass this knowledge onto his customers. Vendor 4 also told that it was satisfying for him to sell his own produce because, he can explain to the customers where it comes from (Appendix 15). However, while not all the other vendors sold their own produce, most of them expressed that they buy from producers that they know well, and that they trust.

Based on our interviews and some parts of our observations, it seems that there was a lot of trust, social interaction, and knowledge exchange taking place at the market; and that the market is a tradition. However, our observations were made from the perspective of a newcomer, that we did not feel this sense of belonging at the market. During our first observation we found it difficult to distinguish between whether the vendors present at the market were selling their own, locally produced goods, or whether they were organic (Appendix 23). One vendor indicated that some of his products were organic, but they were not labeled. This led to a feeling of suspicion, which made us feel that we were unable to trust the vendor. Therefore, we find that the long-time social interaction between the vendor and the customer may lead to increased trust of the vendor and their products. Overall, our findings seem to suggest that social embeddedness is important for the present customers and vendors of the market; and helps to keep the vendors' businesses running and the market alive.

We also found different aspects of spatial embeddedness from the perspective of the customers, vendors and organizers to be important. The first aspect of spatial embeddedness that we will analyze relates to the local food production—whether the vendor selling the produce was a part of the production or not. Neither of the customers mentioned that the reason that they come to the market was because the vendor was involved in the production of the food. However, Customer 1 did mention that she wants to buy local products (Appendix 10), which was supported by Vendor 3, who stated that customers are starting to want local produce (Appendix 14). However, we found that, based on our interviews and observations, that many of the vendors present at the market today are not selling products that they have produced themselves (Appendix 23-24). We observed that one vendor was selling a variety of imported fruits and vegetables. When we later interviewed this vendor, Vendor 3, he explained that he only buys his produce from Grønttorvet in Høje Taastrup, and

that, “*the vendors that sell their own produce are a dying race*”, indicating that there are not many vendors today that actually are a part of the production (Appendix 14). Nonetheless, Vendor 4 explained that nearly everything he sells, are products that he has produced himself (Appendix 15). Vendor 1 and Vendor 2 sold a few of their own products, but mainly had to rely on selling imported produce to make their business survive (Appendix 12-13). In order to explain why this is so, we have understood that Vendor 4 only attends the market as hobby, and has another job on the side (Appendix 15). Vendor 1, Vendor 2, and Vendor 3 all rely on this market as their primary source of income and could therefore explain why they find it necessary to import produce to sell (Appendix 12-14).

Quality and freshness were also found to be important elements of spatial embeddedness amongst the vendors and customers that we interviewed. Customer 2 mentioned that “[I] love all the delicious produce. [I] think the produce at the market is high quality” (Appendix 11). Nonetheless, Vendor 3, explained that quality was not enough to entice customers, that the price was also important (Appendix 14). Regarding the topic of price, we have had mixed findings. On one hand, Vendor 1 expresses that customers are willing to pay more for local products (Appendix 12); but on the other hand, Vendor 3 explains that customers are not willing to pay more for quality products (Appendix 14). While we are aware that we cannot directly compare local and quality products; they both are included in spatial embeddedness.

Overall it seems that, based on our findings, elements of spatial embeddedness are important to both the customers and the vendors of this market. However, spatial embeddedness did not seem to be discussed by the customers and vendors as much as aspects of social embeddedness. Additionally, we found that price was mentioned in relation to the quality and the localness of the food, but in the way that one of the vendors mentions it, it seems to undermine the values of embeddedness. The most mentioned elements of spatial embeddedness included local food production, freshness and quality.

In terms of natural embeddedness, the only element that was mentioned, was in relation to organic production. Customer 1 expressed that she was interested in knowing whether the products were organically produced and whether antibiotics were used in the

production (Appendix 10). Vendor 2 explained that part of his motivation to begin selling at the market was to sell and communicate to customers about organic production, since he felt that producers in Denmark were overusing chemicals (Appendix 13). However, based on our observations, we did not see any certified organic products. Vendor 3 explained that while customers were interested in organic products, that it was complicated for him to buy and sell organic products. He further explained that, “...I cannot simply put up a sign stating that my products are organic, even though many of my products are”, which he said was because of the regulations, and that it was too time consuming and difficult to become certified for selling organic products (Appendix 14).

Based on our interviews and observations, there seems to be a high level of embeddedness at the market in Roskilde. This was most predominant in the social sphere of embeddedness, where we found that customers and vendors came to the market for reasons such as trust, social interaction, knowledge and tradition. Spatial embeddedness seemed to also be quite important for some of the vendors and customers, where they were interested in local production, quality and freshness. Lastly, natural embeddedness was least mentioned, and only organic production was mentioned in relation to this sphere.

Summary Section 7.0: *Here the main case Torvedage på Stændertorvet I Roskilde was analyzed, based on our semi structured interviews with the two organizers and structured interviews with customers and vendors along with observations conducted on two different days.*



8.0 Analysis of the Other Cases

This section will contain an analysis of our data from Case 2 - Køge Torvedage, Case 3 - Torvedage på Axeltorv, Case 4 - Bondens Marked and Case 5 - Onsdagsmarked. The data was gathered through interviews, observations, and Online research; and all the data will be analyzed based on our theoretical framework.

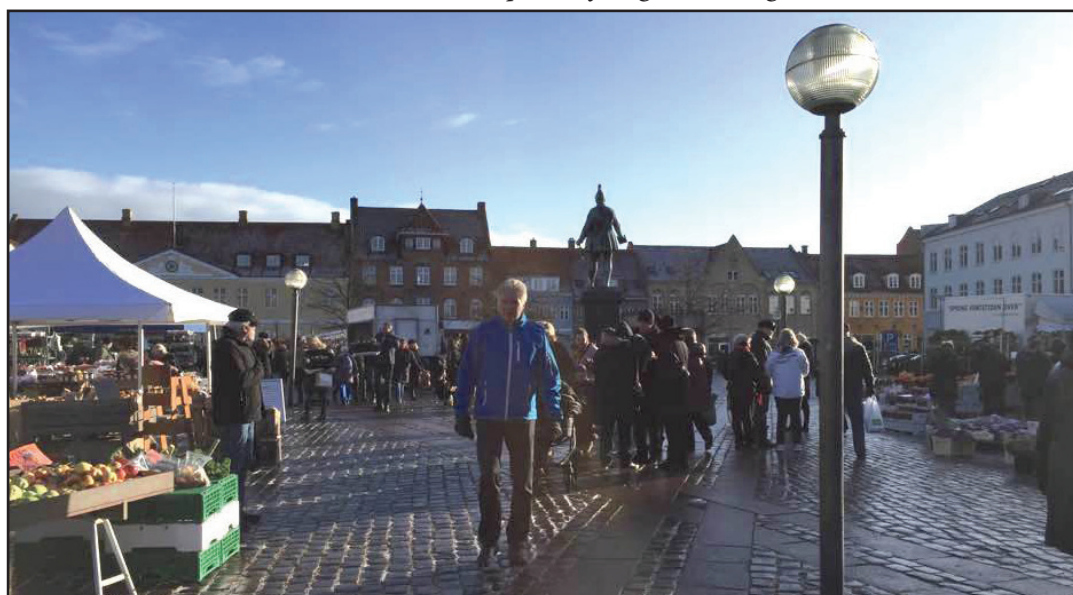
8.1 Case 2 - Køge Torvedage

This analysis is based on data collected from one observation at Køge Torvedage (Appendix 25) and Online research from their website (Køge Torv, n.d.). The data will be analyzed, in the same way as with the previous Section 7.0, where we will analyze in accordance to the previously mentioned theories. The findings will be compared with our main case, Torvedage på Stændertorvet.

The Experience

In order to understand whether or not Køge Torvedage is a staged experience, the data will be analyzed according to Pine and Gilmore (1999), where we will analyze the (1) theme, (2) atmosphere, (3) the five senses, (4) positive cues (time, space, authenticity, sophistication and scale), (5) negative cues, (6) memorabilia, and (7) the four realms.

Photo 8.1 - Atmosphere of Køge Torvedage



According to our observations, there seemed to be a more clear theme than Roskilde's market, for several reasons. It was observed that several families and elderly citizens were shopping at the market and most of the vendors were selling seasonal produce (Appendix 25). Therefore it seems that the theme was related to seasonal, local food, with the focus to gather citizens in the city. Additionally, there were more vendors and customers present at the market, than in Roskilde—which could be due to the fact that the observations in Køge were carried out on a sunny Saturday, rather than a snowy Wednesday (Appendix 25) (Photo 8.1). This resulted in our expectations being more fulfilled, than with the case of Roskilde. The market in Køge had a inviting layout and atmosphere, especially compared to the market in Roskilde. It was observed that the layout encouraged walking through the market, as the vendors were lined up next to each other. People were observed strolling through the town square, browsing at the market, and it seemed that they were enjoying themselves. As observers from the outside, the market felt more welcoming than it did in Roskilde. This is because, as previously mentioned, Roskilde had a very close community feeling, and in this case at Køge, the vendors seemed to be more attentive and approachable to their customers (Appendix 25).

There seems to be more attention, compared to Torvedage på Stændertorvet, given to the use of the five senses at the market, both based on our observations and Online research (Appendix 25). According to the regulations for Køge Torv (Køge Torv, n.d.), they have placed most attention to the sight and sounds at the market, where they have indicated that all the tents present at the market should be the same color, and that vendors may not shout at the market. This seems to indicate that they want a unified appearance of the whole market. However, it was observed that the tents in fact were various colors, including blue, green and white. According to our observations, our senses were more stimulated than at Roskilde (Appendix 25). At the market there were taste samples (Photo 8.2) and many different products to touch. Furthermore, the products felt more approachable than at Torvedage på Stændertorvet, in Roskilde.

Photo 8.2 - Taste Samples at Køge Torvedage



There were several positive cues at Køge Torvedage. Since this market also takes place on an old historic square, like in Roskilde (Køge Torv, n.d.), it also gave the feeling that this market has a long history of trade. Therefore it seems likely, that just as in Roskilde, it is a tradition for local citizens to shop on the market. Furthermore, it has the same opening hours and days as Torvedage på Stændertorvet. Similar findings were found in regards to the authenticity, sophistication, and scale—however due to the larger number of vendors present at the market, the scale was larger, and the market filled the entire square, which can be seen in Photo 8.3.

Photo 8.3 - Scale of Køge Torv



Therefore, we find that the positive cues at the market were similar to that of Torvedage på Stændertorvet. We did not find any new information regarding the elimination of negative cues, as the case was similar to the market in Roskilde. Furthermore, the only memorabilia at the market were plastic bags, which we therefore find that neither Torvedage på Stændertorvet or Køge Torvedage place much emphasis on memorabilia (Appendix 25).

Based on our observations, the market in Køge engages customers in similar ways within the same two realms as Torvedage på Stændertorvet: education and escapist. People were observed to be engaging in conversation regarding the products they were purchasing, walking around the market, and shopping (Appendix 25). Concluding on these findings, Køge Torvedage does not provide an experience, in accordance to Pine and Gilmore (1999) because, among other things, they do not provide memorabilia and do not engage customers in all four of the realms of an experience. It seems likely that, based on our observations, that the market in Køge provides a service.

Planned Event

To assess whether or not Køge Torvedage is a planned event, we refer back to (Getz & Page, 2016), by looking at the (1) purpose, (2) program, (3) control, and (4) accountability. It was found that, based on our observations, that the immediate purpose of the market, like at Torvedage på Stændertorvet, in Roskilde, was to be a market to sell and buy goods (Photo 8.4) (Appendix 25). According to their website, it seems that the higher purpose of the market is to create more life in the town square (Køge Torv, n.d.). Additionally, based on the regulations of Køge's town square, it was found that vendor applicants with disabilities that make it difficult for them to obtain employment, get special priority at the market (Køge Torv, n.d.). This could be seen as an additional higher purpose from the perspective of Køge Municipality, which was not found at the market in Roskilde.

The program at the market in Køge seems to also be scheduled in some detail, like at the market in Roskilde (i.e. the opening hours), but that the event is not scheduled in specific detail during the opening hours of the market (Appendix 25). Vendors are allowed to participate in the market, in similar ways as in Torvedage på Stændertorvet, regarding their types of contract agreements (i.e. seasonal contract, day pass, etc.), and that these markets have the same opening hours and days (Køge Torv, n.d.).

Regarding the control of the market, it seems that it is similar to the case in Roskilde, in that it is owned and administered by the municipality (Køge Torv, n.d.). It also seems that the municipality has employees present at the market during the opening hours to ensure that the day to day tasks run smoothly (Køge Torv, n.d.), which seems similar to the duties of the market coordinator of Torvedage på Stændertorvet. Furthermore, it seems that Køge Municipality holds individuals responsible for any damages that takes place at the town square (Køge Torv, n.d.). Therefore, it seems that they may not be accountable for the market, but that individuals are accountable for their own actions. Based on these findings, Køge Torvedage is a planned event, and has the typology of a *fair*, or a *market*.

Photo 8.4 - Customers Buying Fish at Køge Torvedage



In order to analyze the event design of Køge Torvedage, we will look at the setting, the people, and the management (Getz & Page, 2016). Based on our observations, and our Online research, it seems that the market is functioning well—there were many customers and vendors at the market, and it had a pleasant layout (Appendix 25; Køge Torv, n.d.). Furthermore, it seems that the organizers take care to include the vendors in the management of the market since an association for vendors has been established (Køge Torv, n.d.). Regarding the people, compared to the market in Roskilde, it seems that Køge Torvedage has more focus on families. Their website presented the slogan: “*bring the whole family along and have a wonderful experience*” (Køge Torv, n.d.). Based on this we find that it is likely that there is synergy between the different foundations of event design. This was reflected in some of the elements of the setting of the market, such as the layout, which seemed to be more structured and less random. Therefore compared to Torvedage på Stændertorvet it seems that Køge Torvedage has more synergy between these foundations of event design.

Embeddedness

In order to understand what elements of embeddedness are important at Køge Torvedage, we will look at social-, spatial-, and natural embeddedness (Feagan and Morris, 2009). Based on our observations, it was found that several of the vendors were engaging in dialogue with their customers (Appendix 25). However, it was unclear whether the customers were present at the market due to the tradition, loyalty or belonging etc., since this is difficult to analyze based on our observations. Additionally, it seemed that people generally did not know each other on a personal basis. Based on these findings, it seems that social embeddedness may not be as dominant as in Roskilde market. Compared to Torvedage på Stændertorvet, based on our observations at Køge Torvedage, it seems that there is a larger focus on local, Danish produce (Appendix 25). Many of the vendors present were selling seasonal Danish produce, and some sold their own produce. For example, one vendor was only selling his locally grown kale (Appendix 25). However, there were also several vendors selling imported fruits and vegetables, such as oranges (Photo 8.5). Overall, it seemed that both the vendors and customers place more emphasis, than Torvedage på Stændertorvet, on the spatial embeddedness, which is also linked to the previously mentioned theme.

Photo 8.5 - Vendor Selling Oranges at Køge Torvedage



Regarding natural embeddedness (i.e. whether the products were organic or not), it was not clear whether any of the products were organic (Appendix 25). This seems to be similar to the findings at the market in Roskilde, and may indicate similar challenges with selling organic produce.

Based on these findings it seems that both the spatial and the social spheres of embeddedness were most important, but that the balance between the two of them may differ slightly than in case in Roskilde.

8.2 Case 3 - Torvedage på Axeltorv

This analysis is based on data collected from one interview with the market organizer, Knud Anker Iversen. The data will be analyzed, in the same way as with the previous Section 7.0, where we analyzed in accordance to the theoretical framework. The findings will be compared with our main case, Torvedage på Stændertorvet.

The Experience

In order to understand whether or not Torvedage på Axeltorv is a staged experience, the data will be analyzed according to Pine and Gilmore (1999), where we will analyze the (1) theme, (2) the atmosphere, (3) the five senses, (4) positive cues (time, space, authenticity, sophistication and scale), (5) negative cues, (6) memorabilia, and (7) the four realms.

Based on our interview with Iversen, we found that the theme was unclear, since different actors in the management of the market seemed to disagree on what the purpose of the market was, which will be elaborated on in Section 8.2.2 (Appendix 16). Based on the interview, we understood that there may be two different themes of the market. One of these themes could be understood as the selling of seasonal, local produce, since this seemed to be a value for Iversen (Appendix 16). On the other hand, Iversen also indicated that the entertainment activities for families were a very important focus for the market, so we could imagine that this could also be considered as part of the theme.

When the market was first established in 2006, Iversen explained that they tried to plan a large variety of entertainment activities. Iversen stated that, *“they really tried to make this work...but that when the...activities disappeared...then so did the families”* (Appendix 16).

However, according to Iversen, it seems that when the funding for these activities disappeared, then so did the entertainment, and thus the families. Compared to the market in Roskilde, while Torvedage på Axeltorv also has an unclear theme, that one of their potential themes—entertainment—is quite different than that of Torvedage på Stændertorvet.

Based on the data from our interview, we cannot provide any findings related to the atmosphere. However, we are aware that the market takes place on a newly renovated town square, that may have the potential to provide a nice atmosphere.

Given that, according to our interview, that because they had a lot of focus on different activities and entertainment, that it may be the case that many of the senses were stimulated. For example, they have had some cooking activities, in which we could imagine would provide an inviting smell. However, as Iversen mentioned, there are fewer activities today than there were in the past, and we could therefore imagine that the senses are stimulated less today, than in the past (Appendix 16). It seems that while they have some thoughts in regards to the use of the senses, that not all the senses are necessarily considered and stimulated through the planning of the market. Compared to the market in Roskilde, it seems that the market organizer, Iversen, may be working more actively with the senses (Appendix 16).

To understand some of the positive cues, the time, space, technology, authenticity sophistication and scale will be analyzed (Pine and Gilmore, 1999). According to the time of the market, unlike Torvedage på Stændertorvet, this market is not open year round, but only during the summer months (April-October), and only once per week. The market takes place on a centrally located town square, which is similar to that of the market in Roskilde. Furthermore, regarding the use of technology, Iversen stated that, they put emphasis on the product selection at the market, such as local honey and fruits and organic children's clothing (Appendix 16).

In relation to authenticity of the market, Iversen explained that they use different celebrities in connection to several of their activities. In order to understand the authenticity, we refer back to the entertainment theme of the market. Moreover, we found that the use of celebrities could enhance the authenticity of the market, at least from this perspective. The sophistication of the market, based on our interview, seemed similar to that of Roskilde—that

it was neither too refined, nor too unrefined (Appendix 16).

The scale of the market at Høje Taastrup today is smaller than it used to be, since Iversen explained that today there are fewer vendors and activities. He stated, *“had it been the case that...we could keep and get more [vendors], then I think that we would have had better success”* (Appendix 16). Therefore, compared to the Torvedage på Stændertorvet, it seems that the market in Høje-Taastrup is of similar scale, since it seems that they have a similar number of vendors participating. There were no findings regarding negative cues or the presence of memorabilia at the Torvedage på Axeltorv. Compared to the market at Roskilde, it seems that the market at Axeltorv has more focus on engaging the customers in the entertainment realm. However, there may also be focus on the escapist realm, through the act of shopping.

While it seems that the market at Høje Taastrup has focus on experiences, it seems that they fail to stage an experience in accordance to Pine and Gilmore (1999), as there are several elements of the staged experience that are lacking. It was unclear in our data whether or not a service was actually provided at this market. However, we know that producers are present, often times selling their own produce. Therefore it could be concluded that the vendors are providing a service, since a service requires that activities are carried out on behalf of a customer. These activities, would likely include answering customer’s questions and packing their products.

Planned Event

In order to understand whether or not the market at Høje Taastrup is a planned event we refer back to Getz & Page (2016) by looking at the (1) purpose, (2) program, (3) control, and (4) accountability. Iversen indicated that the market has several purposes, depending on which stakeholder you were talking to. He stated:

“We have different purposes. Taastrup Bymidte’s goal was to get more public attention and have more life in the city center...my goal is to support the efforts to get a more funding for local food systems.”

Knud Anker Iversen - Appendix 16

The purpose, from the perspective of Taastrup Bymidte, could be understood as an economic higher purpose, since they represent all the local retail stores and would like to have more life in the city, partly in order to increase their sales. Iversen, on the other hand, who is a part of the city's local Environment and Energy Center, may therefore be inclined for the market to have the purpose of providing citizens with more organic and local food due to environmental reasons (Appendix 16). At this market, there seems to be a more clear higher purpose than at Torvedage på Stændertorvet. However, there seems to be more than one higher purpose due to the different viewpoints and interests of the stakeholders.

Iversen indicated that he is aware that the programming of the market is important, and for him it seems important that there is a variation of activities and entertainment. This, according to him, is what will attract customers, and keep them coming back (Appendix 16). He states that, *“you need to make sure that there is variation, because people think that’s fun...there were a lot of people coming in the beginning, but over time [the customers thought that] it is just the same as the last time we were here, and it is more or less the same vendors”* (Appendix 16). Compared to Torvedage på Stændertorvet, it seems that the organizers at this market place more emphasis on the variation.

The market is organized by Taastrup Bymidte, a private organization of retail companies, but the daily control of the market is carried out by Iversen. However, the market takes place on the town square that is owned by the Municipality of Taastrup (Appendix 16). Compared to the market in Roskilde, this market is more privately organized, but likely in collaboration with the municipality. The findings from the interview did not reveal any data regarding the accountability of the market. However, because the market takes place on a public town square, we can assume that individuals take accountability for their participation in the market. On the other hand, it seems that when it comes to practical issues, that Iversen, the market organizer is accountable. Based on the information provided, it seems that this market, like Torvedage på Stændertorvet, is also a planned event, with the typology: *fair*, or *market*.

The setting of the market is similar to that of Roskilde, a newly renovated town square. However, the context and history of the market differs from Torvedage på Stændertorvet, in that Axeltorv does not necessarily have the long history as a trade place. Moreover, the

market is only open on Fridays (until 17:00) and Iversen explained that they have previously tried to have the market on Saturdays. However, he explained that it was difficult to attract vendors to their market, since many of these vendors already participate in other markets on Saturdays (Appendix 16).

Based on our interview with Iversen, it seems that the main users of the market are the elderly, but that the intended target group for the market are families. He states that, *“in the beginning, it was definitely families with children that were our target group...but those that come exclusively to shop at the vendors, yes, that is definitely the elderly”* (Appendix 16). The users of the market seem to be similar to those of Torvedage på Stændertorvet. The vendors present at the market today are mostly retired people (Appendix 16). This could be because the market has changed its opening hours from Saturday to Friday, which now might mean that vendors with jobs are no longer able to participate. However we found this to be conflicting with what Iversen mentions that they changed the opening day to Friday in order to attract more vendors.

As previously mentioned, the market is organized by two different organizations: Taastrup Bymidte and Taastrup’s local Environment and Energy Center. This seems to have resulted in some internal conflict regarding the overall purpose of the market, its management, and the concept of the market. Iversen explained that:

“...then I had a bit of an inherent conflict...whether there were some [vendors] with an organic profile... And, the others [in Taastrup Bymidte] were just considering whether there were any of these retail shops, like the local shoe store, that we can get to set up a stall and be a part of the market. So there’s been a choice to make, where I had to go a little bit along with that idea that, ‘well it is [Taastrup Bymidte] that is paying for this, it is also them that had the initiative.”

Knud Anker Iversen - Appendix 16

This internal conflict may affect the overall concept of the market, and some elements of the setting as a whole (i.e. the selection of vendors and activities present at the market). Similar to the findings of Torvedage på Stændertorvet, it seems that the synergy between these foundations of event design were unbalanced, particularly in regards to the management and the setting.

Embeddedness

In order understand what elements of embeddedness are important at Torvedage på Axeltorv, we will look at social-, spatial-, and natural embeddedness (Feagan and Morris, 2009). In regards to social embeddedness, it was found, that according to Iversen that some of the customers present at the market are loyal, regular customers that buy every time they are at the market (Appendix 16). He stated that:

“...there are some regular customers, and it is the same customers that came before (at the previous market’s location), that are also coming to Axeltorv. This is something that [the vendors] are saying themselves, it’s not because there are that many [customers] coming, but the ones that do come are very loyal, that [they] come and buy every single time.”

Knud Anker Iversen - Appendix 16

Furthermore, he explained that, the vendors present at the market, while retired, work full-time at the market and do not necessarily make much money, *“I don’t think [the vendors] make a great living off of doing this, but they have a great time doing it”* (Appendix 16). Furthermore, he explained that it was part of the lifestyle of the vendors, which is like a tradition and sense of belonging to the market (Appendix 16). Therefore it seems that, like in

the market in Roskilde, social embeddedness is quite important at this market, particularly from the perspective of the vendors.

According to Iversen, “...it has been my point of view that [this market] should be for organic producers, and in one way or another as local as possible...that wasn't the point of view of the [other organizers]” (Appendix 16). Based on our interview with him, we found that from his point of view that the spatial and natural elements of embeddedness were very important, and that was his main motivation behind the market. However, as he stated, his point of view was not shared amongst all of the organizers. While Iversen explained his visions of the market, he also said that when the market was running well, there were several local producers present at the market (Appendix 16). Therefore the natural and spatial elements of embeddedness were found to be more prevalent in our findings of the market in Høje Taastrup, than it was at the market in Roskilde.

8.3 Case 4 - Bondens Marked

This analysis is based on data collected from one observation (Appendix 26) and Online research from their web-page (Bondens Marked, n.d.). The data will be analyzed, in the same way as with the previous Section 7.0, where we will analyze in accordance to the theoretical framework. The findings will be compared with our main case, Torvedage på Stændertorvet, in Roskilde.

The Experience

In order to understand whether or not Bondens Marked is a staged experience, the data will be analyzed according to Pine and Gilmore (1999), where we will analyze the (1) theme, (2) atmosphere, (3) the five senses, (4) positive cues (time, space, authenticity, sophistication and scale), (5) negative cues, (6) memorabilia, and (7) the four realms.

According to our observations at Bondens Marked (Appendix 26), we observed only food products for sale, including seasonal produce, such as apples and cabbage. Many of the vendors present at the market were, as we heard them explain, small producers and a part of the production. It was observed that there were many small tents, and a few trucks, which gave the impression that it was a market for small producers (Appendix 26). Overall,

it seemed that the theme of the market was related to small producers selling their own produce. These findings seem to reflect what is stated on Bondens Marked's homepage, where they state that, "*there...needs to be more focus on all the wonderful produce that is produced in Denmark*". Furthermore, they explain, "*every Saturday, all year round...the farmers are standing ready...with fresh, exciting produce...come and have a chat with the farmer and buy their quality products at Denmark's coziest food market*" (Bondens Marked, n.d.). The connection between the theme of the market, also seems to fit with the character of the organizers, who are a married couple that own and manage their own farm shop south of Copenhagen. Therefore, we find that the theme is much more clear and cohesive, than at the market in Roskilde, both from the organizers perspective and from our observations (Bondens Marked, n.d.; Appendix 26).

Based on our observations (Appendix 26), the market took place on a small square between tall apartment buildings in the city, which gave a cozy atmosphere (Photo 8.6). Furthermore, the vendors were inviting customers to come closer and have a taste sample and a small chat, which made the atmosphere welcoming. Many customers were present at the market, but the vendors did not seem like they were in a hurry, as they took their time talking to each customer. Overall, this gave the feeling of a small community within the city (Appendix 26). Compared to market in Roskilde, this market seemed more inclusive, and the vendors actively welcomed and invited customers to their stall, which seemed to be reflected in the atmosphere of the market.

All of our senses were stimulated at Bondens Marked, which the vendors seemed to play an important role in. For example, one of the vendors was preparing a cooking fire in the center of the market (Appendix 26). The smell of smoke stimulated our sense of smell, while the sight of the fire made us curious as to what was going to happen. The sense of sound was primarily stimulated through vendors passionately explaining and talking about their products, which seemed to make both us and many customers curious and intrigued (Appendix 26). Compared to Roskilde, it seems that Bondens Marked actively stimulates many of the senses. Furthermore, it seems that the vendors also have an important role in providing this, since they initiated many of these activities.

There were several positive cues present at Bondens Marked. Regarding the space

of Bondens Marked, as previously mentioned, it takes place on a small square in the city, which also indicates that the scale is small (Appendix 26). This seemed to be important in establishing the feeling of a small community, and small producers, while being in the city. Furthermore, the time of the market, is that it takes place on Saturdays, which may facilitate small producers being able to participate in Bondens Marked, as they are likely busy with the production during the weekdays. Regarding the technology, both from our observations and from their website, it seems that all food items should be handmade or hand-produced (Bondens Marked, n.d.; Appendix 26). Given that many of the vendors present at the market were either farmers or involved in the production of the products, that the market seemed to be more authentic than the Torvedage på Stændertorvet. Furthermore, it was observed that at Bondens Marked, that the products were sold in smaller individual quantities, compared to the market in Roskilde, where products were sold in larger quantities, which seems to yield in a more refined feeling in terms of sophistication (Appendix 26). Compared to Torvedage på Stændertorvet, because there is a more clear theme at this market, that they have succeeded in harmonizing many of the positive cues in accordance to their theme.

Photo 8.6 - Atmosphere of Bondens Marked



In connection to the theme of Bondens Marked, it is stated on their website, that they have the focus on Danish products (Bondens Marked, n.d.). However, based on our observations and Online research, there are several non-Danish products for purchase at the market (i.e. fish from Norway and olive oil from Greece) (Bondens Marked n.d.; Appendix 26). This seemed to undermine the theme of the market, since there were flags from various other countries on display. However, it seems that both of these producers were passionate about their products, and some are involved in the production process, which seems to imply that the organizers may place greater emphasis on that the vendors have knowledge that they are willing to share with the customers (Appendix 26). The findings regarding memorabilia, based on our observations, was the same as the market in Roskilde—that there was not any memorabilia available, according to Pine and Gilmore's (1999) definition.

The educational realm seemed more apparent at this market, since it was observed that most of the producers were explaining their products to customers in great detail (Appendix 26). Furthermore, from our observations and Online research, we found that monthly cooking activities take place at the market—which seems to also educate customers, but in a more practical way (Bondens Marked, n.d.; Appendix 26). In relation to these cooking activities, it could be argued that it engages customers in the entertainment realm, since it stimulates many of the senses (i.e. watching the fire, watching the products be cooked, smelling the fire and food cooking etc.). Many of the customers were actively engaged at the market and were buying several products (Appendix 26). Therefore, it also seems that the escapist realm was present at the market. Lastly, based on our observations, it seems difficult to conclude whether the aesthetic realm was present at the market. The market did not seem to provide areas for sitting and relaxing, therefore it seemed that people could not just be, or relax at the market (Appendix 26). Compared to the market at Roskilde, it seems that the educational realm, rather than the escapist realm, was most prevalent at this market, but that they both do not clearly fulfill all four of the realms.

Bondens Marked, clearly provides a service for their customers, which could be seen by the customer service that was provided to each of the customers (Appendix 26). Compared to Torvedage på Stændertorvet, this market seems to be closer to providing their customers with an experience, according to Pine and Gilmore (1999), but they fail to provide

memorabilia, and do not seem to intentionally engage customers in all four of the previously mentioned realms and therefore do not stage an experience.

Planned Event

In order to understand whether or not Bondens Marked is a planned event, we refer back to Getz & Page (2016), by looking at the (1) purpose, (2) program, (3) control, and (4) accountability. The purpose of Bondens Marked, according to their website, is to, “*create direct contact and trade between the consumer and the farmer, without the middleman... which secures high quality and fresh food products for a good price*” (Bondens Marked, n.d.). Furthermore, their mission includes wanting to promote some of the following: “*...knowledge of quality food products through experiences*”, and changing “*consumers eating habits in a healthier direction*” (Bondens Marked, n.d.). Furthermore, the immediate purpose seems to be, based on our observations and Online research, a place to buy and sell goods. Compared to the market in Roskilde, Bondens Marked has quite a clear purpose that is publicly accessible Online (Appendix 26; Bondens Marked, n.d.).

Regarding the program of the market, as we have mentioned, it is open every Saturday from 10:00 to 15:00. Similar to that of Roskilde, there are not necessarily any scheduled activities during the market, other than the previously mentioned cooking activity, which takes place once a month. According to the information available Online, it seems that the organizers are both in control of the market and are accountable (Bondens Marked, n.d.). Contrary to the market in Roskilde, we find that this market is privately run and owned, and the municipality likely takes little control or accountability for the market. Furthermore, similar to the findings from Torvedage på Stændertorvet, we find that Bondens Marked is a planned event, with the typology of a *fair*, or *market*, within the category of trade and business. However, it could also be argued that, because they have a more clear purpose with stronger values, that the market could have elements of an event with another typology (i.e. educational or political) (Getz and Page, 2016).

Furthermore, to understand the setting of the market, we found that the layout of the market was that the vendors were placed in a circle around the square, all facing the center (Photo 8.7) (Appendix 26). This seemed to provide a small, inviting cozy space–

depending on which direction you entered the market from. This also guided the movement of customers from vendor to vendor, as it seemed clear in which direction you should walk through the market.

Photo 8.7 - Bondens Marked



According to our observations, we saw that there was diversity amongst the type of customers present at the market. It seemed to attract, both the elderly, young people, and families (Appendix 26). Therefore, it is unclear whether there is a target group, but perhaps it is people that are passionate about local food production or interested in the stories behind the products. Furthermore, according to their website, it seems that the organizers are open for ideas and suggestions for the market, and that they are frequently present at the market (Bondens Marked, n.d.). This seems to indicate that there is a good relationship and open

dialogue between the vendors and the organizers. Overall, it therefore seems like there is good synergy, at least compared to the market in Roskilde, between the different foundations of design: the setting, the people and the management.

Embeddedness

In order to understand what elements of embeddedness are important at Bondens Marked, we will look at social-, spatial-, and natural embeddedness (Feagan and Morris, 2009). It was observed that several of the customers used the vendors' first names when greeting them (Appendix 26). Therefore we draw the conclusion that several of the vendors and customers knew each other well. Furthermore, a conversation was overheard between a customer and a vendor, where they referred to a purchase made the previous week, which could indicate that this was a returning customer. The nature of this conversation seemed to indicate that there was a great deal of trust and loyalty between them. It also seemed that vendors were actively trying to obtain the trust of new customers through offering taste samples, and through their willingness to provide knowledge of their products (Appendix 26). These findings could indicate that social embeddedness is also quite important at this market, like we found at Torvedage på Stændertorvet.

As one of Bondens Marked's missions is to reconnect farmers to consumers through providing the opportunity to buy fresh, high quality, Danish produce (Bondens Marked, n.d.), we find that many of the elements of spatial embeddedness are important for this market. Furthermore, it was observed that most of the products available at the market were Danish products, sold by small producers (Appendix 26). Many of the elements of spatial embeddedness were found to be present at Bondens Marked, including, local food production, supporting farms, quality, short-food supply chains, and freshness (Appendix 26). Overall it therefore seems that spatial embeddedness is prevalent at Bondens Marked, and more so than at Torvedage på Stændertorvet

It was observed that some vendors were organic certified (Photo 8.7), while several were not certified, but indicated that they use organic production methods (Appendix 26). Through our observations, we can acknowledge that several of the vendors were eager to explain their sustainable production practices, including that the products they sold were

organic (Appendix 26). Natural embeddedness seemed to be much more important at Bondens Marked, than from our findings from the market in Roskilde.

8.4 Case 5 - Onsdagsmarked

This analysis is based on data collected from one interview with the concept director of Torvehallerne and organizer of Onsdagsmarked, Niels Brant and data from their website (Appendix 17; Torvehallerne, 2011). The data will be analyzed, in the same way as with the previous Section 7.0, where we will analyze in accordance to the theoretical framework. The findings will be compared with our main case, Torvedage på Stændertorvet. Given that Onsdagsmarked is a part of Torvehallerne, Torvehallerne may be mentioned in order to understand the setting and the context of Onsdagsmarked.

The Experience

In order to understand whether or not Onsdagsmarked is a staged experience, the data will be analyzed according to Pine and Gilmore (1999), where we will analyze the (1) theme, (2) atmosphere, (3) the five senses, (4) positive cues (time, space, authenticity, sophistication and scale), (5) negative cues, (6) memorabilia, and (7) the four realms.

Overall, based on our interview with Brandt, it seems that there is not necessarily a clear theme, other than that he mentioned that only local food entrepreneurs were present at the market. Therefore the theme may be food related, and small production. To support this, Brandt stated, “*it definitely isn’t our Onsdagsmarked that has made us unique*” (Appendix 17), which seems to indicate that he does not believe that there is anything very special about this market, and therefore there likely seems to be no theme. He further explains that the purpose of the market is to attract vendors, to come and try out selling their products, where he states, “*...Onsdagsmarked is a casting scene for vendors*” (Appendix 17). It seems that he has placed a lot of focus on the vendors and the business, and not so much on the customers, which could help to explain why it seems that there is no theme at the market. Like in Torvedage på Stændertorvet, it seems that there is not a clear theme, but that the entire concept of the market is quite different and that could be due to fact that Onsdagsmarked is built upon the concept of Torvehallerne, which is seen as more business related.

According to Brandt, it does not seem that there is necessarily a good atmosphere at the market, which he explained was due to the lack of vendors (Appendix 17). This could imply that the market might seem small and empty. Based on the data we have gathered we can not elaborate more in regards to the atmosphere of the market.

From the interview with Brandt, he put a lot of emphasis on the senses at Torvehallerne and he stated that “*(it is) important that we as organizers think about the senses*” (Appendix 17). Furthermore, he explained that the overall appearance of the market e.g. where vendors are placed in relation to the type of produce they offer is important due to stimulation of the senses (Appendix 17). Therefore it seems that, for him using the senses at the market is an important part of the experiences. However, it is not clear whether the senses were taken into consideration in relation to the planning of Onsdagsmarked. Based on limited knowledge it can be said that in both of the markets, Roskilde and Onsdagsmarked, there is not much emphasis on the senses.

Onsdagsmarked is located outside of Torvehallerne at Israels Plads in the city center of Copenhagen, which is the square where the first Grønttorvet was located (Torvehallerne, 2011). Therefore, the location of the market has a long history as being a place for purchasing vegetables and other food produce. This could be seen as part of strengthening the focus in regards to the theme since the vendors at Onsdagsmarked are food entrepreneurs. Compared to Torvedage på Stændertorvet, Onsdagsmarked is also located at a square with a long food history (Torvehallerne, 2011).

According to Brandt, Onsdagsmarked is only open during the summer season due to the availability of local and seasonal produce, since their aim is to have local producers present at the market. To provide the opportunity for customers to visit the market it is open on Wednesdays from 10:00 to 19:00, which is longer opening hours than the market in Roskilde (Appendix 17).

In regards to the technology used at this market it can be assumed, based on our interview with Brandt, that the produce sold is handmade or hand produced since the vendors at Onsdagsmarked are small food entrepreneurs (Appendix 17). Compared to the market in Roskilde, the produce sold at Onsdagsmarked might be only handmade (Appendix 17).

Since local produce was sold by local producers and vendors, it could be seen as

an element in order to strengthen the authenticity of the theme of market. Furthermore, based on the interview with Brandt, we found that there is strong emphasis on high end quality products at Torvehallerne and therefore, it could be argued that the products sold at Onsdagsmarked may also be high quality, in order to fit the overall concept of Torvehallerne (Appendix 17). We could therefore assume that the produce sold at Onsdagsmarked may be more exclusive compared to Torvedage på Stændertorvet.

As far as there are no strict requirements regarding the number of vendors present at the market, the scale of it varies from time to time, and as Brandt mentioned there could be from 3 to 10 vendors present at the market each time (Appendix 17). This variation is seen at the market in Roskilde as well, and that could be due to the flexibility of different agreements.

Based on the interview we are not able to elaborate more on the negative cues and memorabilia.

As mentioned earlier Brandt did not put emphasis on the customers in relation to Onsdagsmarked, and therefore, it is not possible to analyze the customer's participation and connection to the market in relation to the four realms. However, Brandt mentioned that vendors present at Torvehallerne provide knowledge about the products to the customers, which could indicate that some customers are engaged within the educational realm. Furthermore, the escapist and aesthetic realms are also present at Torvehallerne since most of their customers are coming to buy the produce or enjoy the food served at the market (Appendix 17). Based on this information, it could be said that organizers are aware of the circumstances to provide customers with an engaging experience.

Since Brandt put a lot of emphasis on the business aspect of this market, rather than the customer's experience, we could assume that they do not stage an experience at Onsdagsmarked. However, based on our findings, we cannot conclude on whether they provide a service, commodities or only selling goods.

Planned Event

We will analyze the (1) purpose, (2) program, (3) control, and (4) accountability in order to understand whether or not Onsdagsmarked is a planned event (Getz & Page, 2016). Brandt stated during the interview that, "*Onsdagsmarked is a casting scene for the vendors, so*

they can get a taste of it and say, 'I need to get inside [of Torvehallerne] and have a permanent spot'” (Appendix 17). Based on this statement it is clear that the purpose of Onsdagsmarked is to attract new entrepreneurs, for them to try out their small businesses, with the vision that they will later want to become a part of Torvehallerne. Therefore, we can assume, that the higher purpose regarding Onsdagsmarked is business-related. Compared to Roskilde market, we have found that Onsdagsmarked has a more clear higher purpose.

Torvehallerne is open all year round, but as mentioned earlier Onsdagsmarked is only open during the summer season, which according to Brandt, is due to the seasonality of the products sold there (Appendix 17). Regarding the program it seems that vendors have to be present at the market during the opening hours. Brandt states, “*[the vendors] are required to follow the opening hours. They cannot drive the car into the square while people are walking around. They cannot pack their stalls down or pack the produce (away) while the customers are still present*” (Appendix 17). Otherwise, there seems to be no planned program in regards to the market’s activities.

According to the interview, the square is owned by the municipality. However, Jeudan, a private company, owns Torvehallerne and Onsdagsmarked, and has a contract with the municipality for the next 50 years (Appendix 17). Therefore, we assume that this company has full control and accountability of Torvehallerne and activities at the square like Onsdagsmarked. Based on Getz & Page’s (2016) understanding of a planned event, we find that Onsdagsmarked meets this criteria of a planned event. Furthermore, the typology seems to be a *fair* or a *market*.

In order to understand and analyze the event design of Onsdagsmarked, we will use Getz & Pages’ (2016) foundations of event design: the setting, the people and the management. In regards to the people, as one of the foundations of event design, it was described by Brandt that the target groups at Torvehallerne and Onsdagsmarked are different. The target group at Torvehallerne is divided into two groups: (1) young, single people living in Copenhagen; and (2) +40 aged people. Whereas, Onsdagsmarked is targeting the citizens that live or work nearby Israels Plads, the group of people that want to shop close by their home and not to carry heavy bags a long distance. Furthermore, as mentioned earlier, the vendors at the market are small food entrepreneurs (Appendix 17).

Jeudan has hired an external company that is responsible for the communication with the vendors in regards to their participation and other practical issues. Most communication is held through Online platforms (Appendix 17). Since there is no direct communication between the vendors at Onsdagsmarked and Torvehallerne, and the market organizers, it could be said that the vendors do not have much influence regarding the organization of it. Based on this data, as also found at Torvedage på Stændertorvet, there is low synergy between the management and the people.

Embeddedness

In order understand what elements of embeddedness are important at Onsdagsmarked, we will look at social-, spatial-, and natural embeddedness (Feagan and Morris, 2009). According to Brandt, in terms of social embeddedness, the organizers have put a lot of focus on the social interaction at Torvehallerne. He stated that:

“ ...being able to be at a market, and to be able to drink a glass of wine, eat tapas...is an important part of the market experience. ”

Niels Brandt - Appendix 17

Here, based on his statement, it is important, as part of the concept of Torvehallerne, that there is space for customers to socialize in between shopping (Appendix 17). However, we are unable to conclude whether or not social embeddedness is an important aspect at Onsdagsmarked, but we find that because it is important at Torvehallerne, that it may also be important at this market. Both the market in Roskilde and Onsdagsmarked seem to have emphasis on social embeddedness. However it seems that the focus at Torvehallerne, and perhaps Onsdagsmarked, is only on the social interaction, and not so much on the other elements of social embeddedness, that we found to be important at Torvedage på Stændertorvet.

In terms of spatial embeddedness, it seems that Brandt places a lot of emphasis on

the quality of the products available at both Torvehallerne and Onsdagsmarked. He states, “we are mostly looking at what kind of quality [the vendor] can bring in, and not so much whether or not [the vendor] is the producer, or just a salesman” (Appendix 17). Furthermore, he explained, in relation to the purpose of the market, that it was important to include small food entrepreneurs from the local areas (Appendix 17). This seems to indicate that supporting local businesses may be important for Onsdagsmarked. Overall, there seems to be more elements of spatial embeddedness present at Onsdagsmarked, compared to Torvedage på Stændertorvet.

From the findings of our interview and our Online research, it seems that there is very little focus on natural embeddedness at both Onsdagsmarked and Torvehallerne. Brandt indicated that he had mixed-feelings regarding whether or not the products available at Onsdagsmarked should be organic (Appendix 17). It seems that it comes down to the difficulties to find and attract vendors with organic products to the market. From this point of view, it seems that there is not put any emphasis on natural embeddedness. Like in Roskilde, natural embeddedness seems to be the least important of the three spheres of embeddedness.

Summary Section 8.0: *In this section the four other cases: Køge Torvedage, Torvedage på Axeltorv, Bondens Marked and Onsdagsmarked were analyzed based on semi structured interviews, observations, and secondary data.*



9.0 Analysis of Restaurant Chefs & Farmers

This section will contain the analysis of our data from interviews with restaurant chefs and farmers (Appendix 18 - 21). The data will be analyzed to understand the benefits, challenges, and their values related to farmers' markets and local food.

9.1 Restaurant Chefs

This analysis is based on a semi-structured phone interview with Finn Hjort (Appendix 18) and an email interview with Erik Gundersen (Appendix 19).

Finn Hjort

Finn Hjort, as previously mentioned, is the owner and chef of *Restaurant A*, based in Copenhagen, that has developed their menu based on locally sourced produce. Furthermore, they purchase directly from local farms, either by visiting the farms themselves, or having the products delivered to their restaurant. While, Hjort expressed that there were many challenges related to purchasing fresh produce in this way, he felt that the benefits outweighed the challenges, as he wants to provide the highest quality to his customers (Appendix 18). Some of the benefits he explained mainly focused on the social relationships, sustainability and the quality of the end product. He explained that while it is difficult to work directly with the farms that he does so because:

“The end product is the best... things like that. The main thing is that the product on the plate is best if you do this. Then there are a lot of other benefits like sustainability, relationships...then of course, all the politics of it.”

Finn Hjort - Appendix 18

Therefore, it seems that not only is the quality of the food products important for him, but that the entire context of the food. Furthermore, he seems to equate quality to the freshness of the food, which for him means that he must work directly with the producers in order to ensure the freshest possible food (Appendix 18). As Hjort mentioned, the social relationships are important, which in part could be related to the profile of their restaurant, that their restaurant has a strong focus on the stories behind their food (Appendix 18). It seemed that these relationships that he has with the producers ensures that he is able to clearly understand the processes behind how they make the products.

Overall, the challenges that Hjort mentioned in relation to buying directly from farms were related to uncertainty and inconsistency. Overall, it seemed that this uncertainty was related to the delivery and variation of the produce. Regarding the uncertainty of the delivery, he explained that:

“ I think delivering it on time has been an issue [for] all the farmers, which stresses the kitchen. Of course it is because if something happens out in the field... then [the delivery] comes later and then their planning got spoiled. So, that’s a big frustration for the farmers, and of course it becomes a big frustration for us. ”

Finn Hjort - Appendix 18

Furthermore, he explained that the products can vary in size, appearance, quality, and quantity depending on the weather, and is also highly dependent on the whole harvesting process. This he explains means that they as a restaurant need to be very flexible. He stated, “our kitchen is so small and I’m out there [at the restaurant] most of the time, then for me the flexibility of the menu is important” (Appendix 18). He also said that they cannot promise the customer what will be on the menu.

Erik Gundersen

Erik Gundersen, as previously mentioned, is the chef and owner of a *Restaurant B*, a pop-up restaurant based in Copenhagen. Their menu is based on locally sourced organic ingredients and the profile of their company seems to indicate that they have strong values, such as good animal welfare, biodynamic production, and high quality. As it is today, according to our email interview with Gundersen, it does not seem that they have any significant challenges related to sourcing their food. He explained that they are usually visiting the farms themselves to purchase the products, which we have understood is not a challenge for them since they are only preparing food for occasional pop-up events. The benefits related to purchasing directly from the producer, he explained was that, he could have a lot of knowledge about the products. Knowing where the produce come from seems to help him better understand the story of the products, and to ensure that the producers share his values. He stated that:

“It has always been important for us to know our suppliers and have therefore visited all the farms. We are working to ensure that the animals are treated well, get the right food, since one of our important values is to know where the products come from.”

Erik Gundersen - Appendix 19



9.2 Farmers

This analysis is based on a face-to-face interview with Niels Møller (Appendix 20), a hobby farmer; and an email interview with Kasper Jensen (Appendix 21), a gardener.

Niels Møller

Niels Møller is, as previously mentioned, a part-time hobby farmer with a full-time job during the weekdays, who grows and sells vegetables from his backyard (Farm A). He has only participated in a few local farmers' markets, which could be explained by the fact that he has only recently started his farm business, and that he has a full-time job during the weekdays. While Møller, according to our interview, expressed some benefits of attending a farmers' market, he saw a lot of challenges in doing so. He found that farmers' markets were a good tool for promotion. He said that, *“yeah...there are benefits of getting out and meeting people, selling yourself”* (Appendix 20).

Overall it seemed that the main challenges were related to the time it takes to attend a farmers' market, the ability to be a good salesman, and compromising some of his values in relation to food miles. He explained that there was a lot of preparation time related to attending a farmers' market, and that there are many hours to stand outside in the cold. He stated:

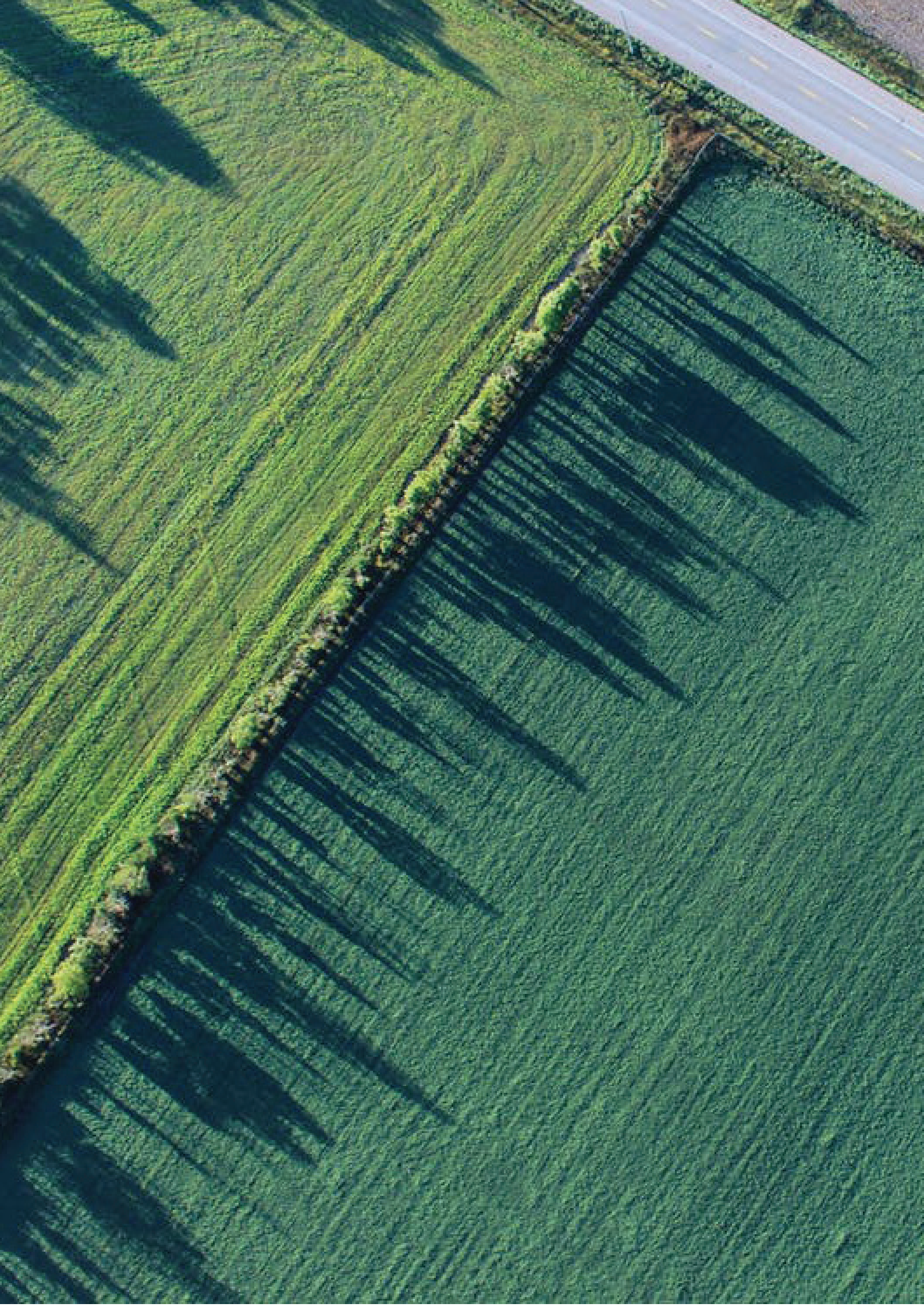
“There’s a lot of packing and preparation and unpacking because with our products, you can’t just leave it in the car and say, ‘I’ll do it tomorrow’. Everything has to be done at the moment. So you can see, there’s a logistical [aspect], where you might have six hours at the market, but it’s a twelve hour day.”

Niels Møller - Appendix 20)

To add to this, he found that as a single person, it was difficult to attend the market. Another issue he put focus on were the challenges related to being a good salesman, and being able to chat with all the customers. He stated, “...my wife, she is much better at being at the market to sell the things, where I [on the other hand] am like, ‘the product is there, you either like it or you don’t’...she is better at pulling people in and talking to them” (Appendix 20). Finally, he explained that he would not attend a farmers’ market outside of his local area. He stated, “...I would only [attend a farmers’ market] locally...” (Appendix 20), which he explained was because of his concern for the environment and the food miles related to driving further away. It seemed that he had very strong values related to the environment, that he was unwilling to compromise on. Furthermore, this was explained by his views on local produce, that if you travel too far with the local food, then it was no longer *local* (Appendix 20).

Kasper Jensen

Kasper Jensen, as previously mentioned, is a full-time gardener at an organic garden center (Farm B), that also produces vegetables for several restaurants in Copenhagen. Jensen, who is in charge of production at the garden, has participated in several farmers’ markets throughout his career, but today they are only visiting a farmers’ market once a year. He mentioned that their main purpose of attending farmers’ markets was to promote their production, in order to attract new customers. Furthermore, he explained that he enjoyed meeting with their customers at farmers’ markets, and that this relationship between the consumer and producer is quite important. He stated that, “we get to meet a lot of people that later will visit our place” (Appendix 21). He pointed out that the main motivation to attend this farmers’ market once a year, was that they make a lot of profit. Therefore, overall it seems that the business advantages, including promotion and sales, are quite an important motivation for Jensen to attend farmers’ markets in general. He explained that they don’t attend more farmers’ markets throughout the year, where he stated, “we sold too little in relation to the time it took” (Appendix 21). It seems that it did not make economic sense for them to participate in more farmers’ markets.



10.0 Findings

In this section the most interesting findings from the five farmers' market cases and the interviews with restaurant chefs and farmers' will be presented. As the last element there will be a description of *other findings* we found interesting, that were not included in the analysis.

10.1 Findings from the Five Cases

In order to provide a good overview of the five farmers' market cases Figure 3.4 is shown below, which gives a short description of each market.

Figure 3.4 - Map of Farmers' Market Cases



Table 10.1 is presented below, which provides a quick overview of the main findings of each case related to our theoretical framework, and will be elaborated on throughout the coming sections.

Table 10.1 - Summary of Findings

Experience Economy (Pine and Gilmore, 1999)	Torvedage på Stændertorvet	Torvedage i Køge	Torvedage på Axeltorv	Bondens Marked	Onsdags-marked
<i>Theme</i>	-	+/-	+/-	+	-
<i>(Good) Atmosphere</i>	+/-	+	-	+	0
<i>Senses</i>	+/-	+/-	+/-	+	0
<i>Positive Cues</i>	+/-	+/-	+/-	+	+/-
<i>Negative Cues</i>	0	0	0	+/-	0
<i>Memorabilia</i>	-	-	0	-	0
<i>4-realms</i>	+/-	+/-	+/-	+/-	0
<i>Staged Experience</i>	-	-	-	-	-
Event Planning & Design (Getz, 2007; Getz & Page 2016)					
<i>Planned Event</i>	+/-	+/-	+/-	+/-	+/-
<i>Synergy between Foundations of Event Design</i>	-	+	-	+	-
Embeddedness (Feagan and Morris, 2009)					
<i>Social</i>	+	+	+	+	0
<i>Spatial</i>	+/-	+/-	+	+	+
<i>Natural</i>	-	-	+	+	-

The (+) illustrates that the element from the theory were present in our data. The (-) illustrates that the element from the theory was not present in our data. The (+/-) illustrates that the element was partly present in our data from the specific case. The (0) illustrate that we had no data to analyze.

Case 1 - Torvedage på Stændertorvet

As we have found, the market at Roskilde does not stage an experience, at least as Pine and Gilmore (1999), who have described what a staged experience is. They do not stage an experience because, according to them, all elements of the experience that they describe must be present (Pine and Gilmore, 1999). In this case, we have found that because there were differing opinions on whether or not there was a theme, and what the theme was; that the market therefore does not have a very strong, or clear theme.

While there was not a clear theme at the market, there were some dimensions of the impressions that were positive, including the dimension of time and space. Some of the impressions that we found to be negative were the dimensions of authenticity and technology. Additionally, the use of the five senses is not actively planned from the organizational perspective; but that there were differing perceptions as to whether the senses were stimulated at the market. Lastly, in regards to the experience, there seemed to be no memorabilia present at the market; at least according to the definition provided by Pine and Gilmore (1999).

Pine and Gilmore (1999) explain that the best experiences happen when all four realms are staged in order to create the experience. In this case we found that the most dominant realm was the escapist, followed by the educational realm. Finally, the results regarding the atmosphere were conflicting. On the one hand, the market was described as cozy and inviting; while on the other hand the market was described as uninviting.

According to the definition put forth by Getz & Page (2016), the market at Roskilde can be considered a planned event. However, we find that it is not planned in a lot of detail, at least in terms of the scheduling during the market's opening hours. It was found that the immediate purpose of the market was to buy and sell goods; but it was also found that the market serves as a meet-up spot for members of the community. As the market is today, there is no planned higher purpose. Given these findings, we have understood that the typology of this planned event is a fair, as described by Getz & Page (2016). Getz & Page (2016) indicate that there should be synergy between the three foundations of event design: the people, the management and the setting. Here we found that there was some tension between the people, and the management, which could lead to some challenges in relation to the setting.

Embeddedness seemed to explain many of the motivations for customers and vendors to participate in the market. The social sphere of embeddedness seemed to be the most mentioned, and the most important, which included trust, loyalty, tradition, social interaction, community and knowledge. This was followed by the spatial sphere, where values of local production, quality and freshness were mentioned. It was found that the sphere of natural embeddedness was least mentioned, and only with the focus on organic production.

Case 2 - Køge Torvedage

As found in Case 1, the market in Køge did not stage an experience. Køge Torvedage had a more clear theme compared to the market in Roskilde. Furthermore, the market had a more open and welcoming atmosphere, compared to Torvedage på Stændertorvet, where the vendors were more approachable for all customers at the market. The market had focus on the senses, and that was expressed by taste samples offered by several of the vendors; produce the customers could touch; and some regulation regarding the visual layout and sounds at the market. As found in Torvedage på Stændertorvet, the market in Køge did not provide any memorabilia. The realms on the other hand were more expressed in Køge market, since the educational, escapist and aesthetic realms were present.

According to Getz & Pages's(2016) definition of a planned event, Køge Torvedage could be described as a planned event. It seems that the market has an immediate purpose, with the focus on purchasing, and a higher purpose, with the focus to include different citizens at the market, especially citizens with disabilities. The program of the market was similar to case 1, where the overall guidelines regarding openings hours were set and the vendors could participate when they wanted. Like in Torvedage på Stændertorvet, the market in Køge is owned and runned by the municipality, but there seems to be more synergy between the people and the management in Køge market compared to the market in Roskilde. Furthermore, the time and place of the market seems to function well.

Social embeddedness was not as important at Køge Torvedage compared to the market in Roskilde. On the other hand, there was more focus on spatial embeddedness in Køge, which also could be linked to the theme of the market.

Case 3 - Torvedage på Axeltorv

As found in case 1, the market in Høje Taastrup did not stage an experience. The theme at Torvedage på Axeltorv was unclear, but differs from the market in Roskilde. The organizers from the market in Høje Taastrup disagree on the purpose of the market, which is reflected in the unclear theme. Some of the organizers had focus on local and organic food, while others had focus on entertainment and conventional products in order to bring more life to the city. The focus on different activities and entertainment was strong in the

beginning, when they had funding. Through the different activities, the organizers worked more actively with the senses compared to Torvedage på Stændertorvet. The market had focus on engaging the customers in the entertainment realm as well as escapist. As shown in market in Roskilde, there was no memorabilia at the market in Høje Taastrup.

The market in Høje Taastrup can be seen as a planned event. As mentioned the market had several purposes; one focus related to a more economical aspect, while another focus was related to environmental issues. The program of the market was more planned compared to the market in Roskilde, where the organizers in Høje Taastrup had more focus on the variety at the different market days (i.e. by having different activities). The market was moved from Saturday to Friday in order to attract more vendors to participate. Torvedage på Axeltorv is private but in collaboration with the municipality. Since there were opposing opinions at the organizational level, the synergy at the market was unbalanced, and this had an impact on the other elements.

Social embeddedness was important both from customers' and vendors' point of view. Compared to Torvedage på Stændertorvet, spatial and natural embeddedness were more important at the market in Høje Taastrup, even though not all the organizers at the market agreed.

Case 4 - Bondens Marked

As found in case 1, Bondens Marked did not stage an experience. However, compared to Torvedage på Stændertorvet, Bondens Marked had a clear theme with a focus on small producers, selling their own produce. The theme fit to the character of the organizers, since they also had their own produce to sell. Therefore the theme was more cohesive than in Torvedage på Stændertorvet. Furthermore, Bondens Marked had a welcoming atmosphere and was more inclusive. The vendors were inviting the customers to their stall and were eager to have a small chat. All the senses were stimulated at Bondens Market and the vendors played a big part of this through the different activities, such as, taste samples and cooking. Several positive cues were present at the market, such as the feeling of being a part of a small community with small producers present at a small square. Like in the market in Roskilde, Bondens Marked did not offer obvious memorabilia. Due to the committed vendors there

was a great focus on the educational realm, since the vendors used time to explain the story behind their produce to customers. Compared to Roskilde, the educational realm was more important at Bondens Marked, and the escapist realm was also present.

Bondens Marked can be seen as a planned event, according to Getz & Page's (2016) definition. The market had a clear purpose with the mission to create a direct contact between customers and farmers, and to sell high quality produce in the city. Like in the market in Roskilde, Bondens Marked had an overall schedule of the market, but not planned in detail. The market is privately owned and run but the market takes place at a public square. Furthermore, there was good synergy at Bondens Marked, since there was a good relationship and dialog between the people and the management.

Social embeddedness seemed quite important at Bondens Marked, since several customers and vendors knew each other. This was the same finding as at the market in Roskilde. Spatial embeddedness was also quite important since it also was a part of the purpose of the market, which was also reflected by the produce being sold. Natural embeddedness was also present at Bondens Marked, but was the least important. Still natural embeddedness was more important at Bondens Marked compared to Torvedage på Stændertorvet.

Case 5 - Onsdagsmarked

As found in case 1, Onsdagsmarked did not stage an experience. Onsdagsmarked had no obvious theme, but one of the possible themes could be with a focus on local food entrepreneurs. However, the purpose was quite clear with the goal to attract vendors and give them the opportunity to try out their business at a market. According to the organizer, the lack of atmosphere at Onsdagsmarked could relate to the lack of vendors present.

Onsdagsmarked can be seen as a planned event, where the purpose is business oriented, which is quite different compared to the market in Roskilde. As in Torvedage på Stændertorvet, Onsdagsmarked only had an overall schedule of the market, and no specific planning for the different market days. At Onsdagsmarked there was low synergy, since there was no direct contact between the people and the management.

Spatial embeddedness was the most important element at Onsdagsmarked, since the purpose and the vendors present at the market were related to local business. Like at

the market in Roskilde, natural embeddedness at Onsdagsmarked had little focus. Social embeddedness was on the other hand not that important at Onsdagsmarked compared to the market in Roskilde.

10.2 Findings from restaurant chefs and farmers

Presented below are the most important and interesting findings from the analysis of our interviews with restaurant chefs and farmers.

Restaurant chefs

Both Finn Hjort from Restaurant A and Erik Gundersen from Restaurant B seemed to share many of the same values, including knowing where their products comes from and how they were produced. Both of them place emphasis on the quality, production methods, knowledge of the products, and the relationship with the producer. Since Gundersen does not mention any challenges, it is difficult to conclude on whether they face similar challenges or not. Therefore it seems that, according to these two chefs, that it is important to have direct contact to the farmer.

Farmers

Both Niels Møller from Farm A and Kasper Jensen from Farm B found that attending farmers' markets were a good tool to promote their business. They both mentioned that meeting customers at farmers' markets was also enjoyable, but perhaps not the most important motivation to attend. Furthermore, it seems that both Jensen and Møller agree that it is time consuming to attend the farmers' market. Moreover, Møller explained that some of the other challenges for attending farmers' markets included being a good salesman, and attending farmers' markets that were outside of his full-time working hours and within a reasonable driving distance, according to his values.

10.3 Other Findings

Beside the findings mentioned above, we also found other interesting findings in the interview with Niels Brandt, the concept director of Torvehallerne and the market organizer

of Onsdagsmarked. Since this information was not related to the theoretical framework, they are not a part of the analysis. Some of these interesting *other findings* will be presented below, since this could give us some inspiration or new knowledge that could be important in the idea development phase for our new concept.

Brandt explained that the situation in Denmark, when talking about markets is completely different compared to other countries in Europe. In several other countries, like Sweden and the United Kingdom, markets are not only targeting private customers but involve wholesale and have a more business to business profile. This is also one of the reasons why markets in other countries are much bigger compared to Denmark, because the markets are a distribution source. According to Brandt, another reason why markets in Denmark are quite different compared to market in other European countries is that “the *municipality and state have a responsibility, and they are responsible for the markets (and that they) are running well because [the markets] are the food supply of goods from the producer to the people. Where in Denmark, we (the state) do not take responsibility, but give the responsibility to the supermarkets*” (Appendix 17).

According to Brandt, and his experiences related to Onsdagsmarked, there are not many farmers in Denmark that want to be a part of a market. One of the reasons he mentioned was related to the issue that:

“ Producers have streamlined their processes, and if we talk to the producers it is clear that their organizational structure does not fit to be a part of a market. If you organize your life to produce 70 tons of carrots to Dansk Supermarked every year, then it is all you can do and how you make profit. Then it is another business if you have to be present at a market and sell the produce directly to the customer. ”

Niels Brandt - Appendix 17

Brandt believes that it is the whole food system in Denmark that has created this situation, where there is no room for smaller producers. Brandt made it clear, that if we wish to have small producers in Denmark, then they need support, perhaps by giving them a platform to sell their produce (Appendix 17).

Furthermore, in Denmark it is not normal, that restaurants go to markets in order to shop for their produce, as it is in other European countries, which according to Brandt this is a big mistake (Appendix 17). Restaurants in Denmark are used to get all their produce delivered to the door instead of visiting a market and looking at the produce. Brandt explained that it would demand a big change in the whole food system, if all restaurants should meet and shop directly from the producer. However, he believes that this system can be changed, if there were some agreements between the producers and the restaurants, and if there was a platform for them to meet (Appendix 17). Moreover, according to Brandt, a market needs to have at least 10 vendors present in order to create a good experience for the customers, and to make them feel that they are a part of a market (Appendix 17).

Summary Section 10.0: *It was found that Torvedage på Stændertorvet market does not stage an experience, as it does not fulfill all the elements within the Experience Economy. It was also found the synergy at the market was not optimal between the organizers and vendors, as it was mainly a top down approach. The most important sphere of embeddedness was found to be the social, where it was found that vendors and customers come to the market for reasons such as trust, social interaction, knowledge and tradition. Furthermore the spatial sphere was found to also be quite important for some vendors and customers, where local production and quality along with freshness were important. None of the other four cases were found to stage an experience, since they failed to fulfill all the elements of the Experience Economy. Only Bondens Marked seemed closer to providing an experience. There was only found to be synergy between two of the cases: Torvedage in Køge and Bondens Marked. In relation to Embeddedness only Bondens Marked and Torvedage på Axelstorv fulfilled all the three spheres of Embeddedness.*



11.0 Idea Development

In this section we will present how we move from the findings into the idea development phase in order to create a new conceptual proposal for a farmers' market. First, we will explain how the personas were developed, based on our findings. Following this, we will explain how we created the Customer Journey Maps. Then, we will explain some aspects of the inspiration and brainstorm phases. Lastly, we will explain the entire concept of our new proposal for a farmers' market at Grønttorvet.

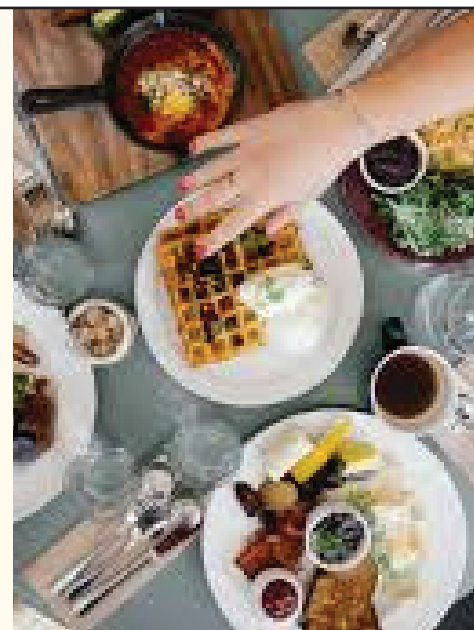
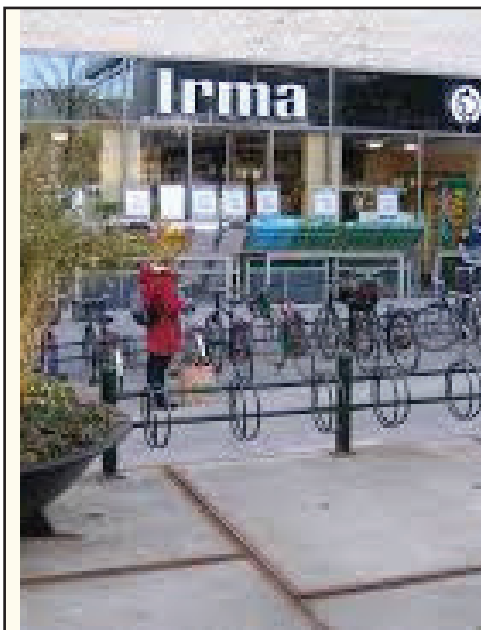
11.1 Persona Development

Personas were created based on our findings and Online research. Using personas helped us to have a better understanding regarding vendors', customers', farmers' and restaurant chefs' perceptions and experiences in relation to local food and farmers' markets. In total 12 different personas were made: 5 customers and 5 vendors with inspiration from the findings of each of the five farmers' market cases, as well as 1 farmer and 1 restaurant chef inspired by the findings from the farmers and restaurant chefs. Two personas (one customer and one vendor) and their stories will be presented in the report as examples of the results of this process, and the rest can be found in Appendix 27-30.

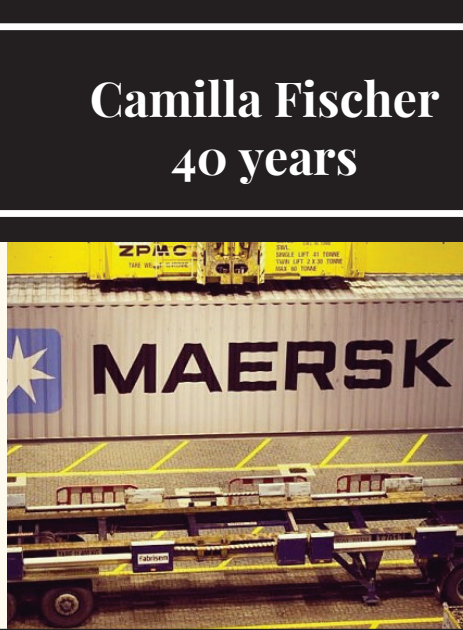
11.2 Customer Journey Maps

Customer Journey Maps (CJMs) were chosen to illustrate personas' journeys to a farmers' market or their everyday lives, and were inspired by the findings. CJMs were a good tool to provide us an in-depth understanding of the challenges for personas, related to either their everyday lives or attending a farmers' market. In total 12 CJMs were created, two of which are included as examples below (Figure 11.3; Figure 11.4). All the CJMs can be found in Appendix 31 - 34. Each of the examples below illustrate the journeys each of the two examples of personas take (Figure 11.1: Camilla Fischer; Figure 11.2: Knud Sørensen).

Figure 11.1 - Persona for customer Camilla Fischer

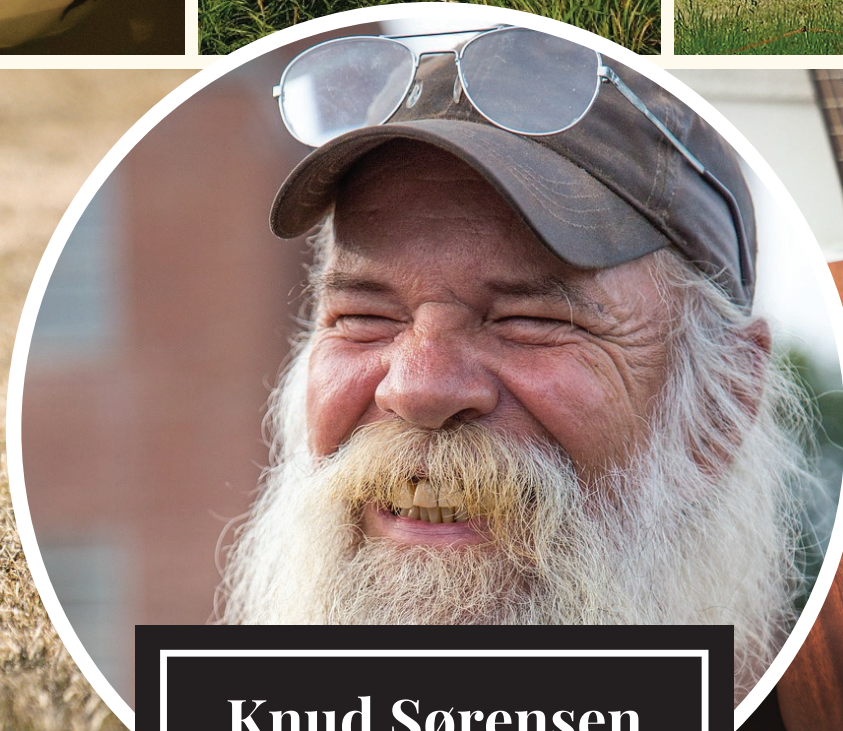


Camilla Fischer 40 years



Camilla Fischer is a 40 year old woman. She lives with her boyfriend and their 5 year old daughter in Østerbro, Copenhagen. Camilla works as an accountant for the large Danish shipping company - Maersk. Camilla's boyfriend also has a job. Twice a week Camilla goes to yoga practice, which she enjoys. Since Camilla had her daughter, she became very concerned about healthy living including healthy food. She wants her daughter to eat healthy food without too many preservatives and high quality products such as local and organic foods. She often shops at Irma, where she knows she can find mainly organic and high quality products. Camilla and her boyfriend enjoy cooking a good meal together, that consists of organic or local high quality products purchased at the local farmer's market or high end supermarkets such as Irma or Meny. With their meal, they enjoy a glass of wine. Sometimes on weekends Camilla likes to meet her friends and have brunch together at a cafe in the city or even at the local farmer's market, where she would like to be seen eating at. Many of her experiences, she shares on social media platforms, such as Instagram.

Figure 11.2 - Persona for vendor Knud Sørensen



**Knud Sørensen
62 years**



Knud Sørensen is a passionate man full of life, with lots of energy and a great passion for apples. He is 62 years old, retired man, that loves life and enjoys time and fun with his eccentric girlfriend that is some years younger than him. He used to be a woodworker, which is also reflected in his home with several wooden items. Today it is more of a hobby. He has a good sense of humor and likes to share his own jokes. Knud has two adult kids, but he does not see them as often as he would like. Since he got divorced 20 years ago and his relations with the children became distant. It was a lifesaver for him when he meet his present girlfriend, since she is one of a kind and he could relax in her company. Knud and his girlfriend live at his small farm with their cat, in a lovely town, 45 km south from Copenhagen. He spends a lot of time in the apple plantation, as it is his main source of income. When the season has been good, and there are more apples than he can sell, he makes apple juice with a great success, which he sells at a farmers' market in Copenhagen. As he is very passionate and likes to do farming, he started to grow a smaller amount of vegetables like carrots and potatoes. All his produce is organic, but it is not certified. He would like to get certified, but finds it to be an expensive and long process. The most important factor for him, is the good quality and story behind his produce. He sells his produce at a farmers' market in Copenhagen, and he loves it. By participating in a farmers' market he has a chance to socialize with people, tell about his produce and share funny jokes. One of his neighbors is producing homemade honey and Knud wants to sell it at the farmers' market.

Figure 11.3 - Customer Journey Map of customer - Camilla Fischer

Camilla Fischer	7:30	9:00	9:40	10:00	10:02	10:15	10:25	10:35	10:45	10:45	10:50	10:55	11:30	12:00
	Eating nice breakfast with a boyfriend and daughter	They all leave home for the playground	They leave the playground and go to the farmers' market	Arrive at farmers' market	Visits a vendor she has visited before, buys a good oil and asks questions	Goes to the next vendors, buys her favourite bread, a bun for her daughter and chats with vendor	Meets a yoga friend, has a chat with her, the boyfriend gets bored	Have a look at another vendor, but doesn't buy, boyfriend look after the daughter	Buy vegetables from known vendor, they have a small chat, Camilla asks about the produce	Camilla, posts a picture on Instagram of the produce	Have a short chat with a boyfriend and daughter and they decide to leave the market	They go to a small cafe close to the market, there Camilla buys a cafe latte and espressp for her boyfriend, daughter plays with an iphone	They leave the cafe and go to MENEY to buy meat for a dinner	They go home to eat lunch
Emotion	*happy	*happy	*excited	*excited	*curious, *excited *satisfied	*happy	*happy	*disappointed	*satisfied	*smug	*sad *panic	*sad *satisfied	*pleased	*eager *happy
	Enjoying time with family, good weekend	Proud of her family's quality time	"Finally we can leave and could spend money on good produce"	"I'm so excited to buy good quality nice produce"	Happy about her purchase, looking forward to use the oil	She sknows the produce, its good but nothing new	"It's nice to be seen at farmers' market and meet a friend"	"This produce is not good for me - bad quality"	"Here they always have a good quality"	She wants to show off and brag	"Where is my family? Why can't I stay longer?"	"I got really good produce today I would love to stay longer and buy more"	Excited to go shop at MENEY, they have a good quality and high status	"It has been a good morning, now I am hungry"
Actor	boyfriend, daughter	boyfriend, daughter, citizens	boyfriend, daughter, citizens	boyfriend, daughter, vendors, customers	boyfriend, daughter, vendors, customers	boyfriend, daughter, vendors, customers	boyfriend, daughter, vendors, customers	boyfriend, daughter, vendors, customers	boyfriend, daughter, vendors, customers	boyfriend, daughter, vendors, customer	boyfriend, daughter, vendors, customers	boyfriend, daughter, customers, barista	boyfriend, daughter, customers, MENEY employees	boyfriend, daughter, citizens
	breakfast, kitchen, radio, iphone	daughter's bike, playground, purse, apartment, building, cars, shops, bikes, bag	daughter's bike, playground, purse, apartment, building, cars, shops, bikes, bag	tables, tents, bag, purse, square, iphone	tables, tents, bag, purse, square, iphone, oil money	tables, tents, bag, purse, square, iphone, bread, bun, money	tables, tents, bag, purse, square, iphone, purchased produce, money	tables, tents, bag, purse, square, iphone, purchased produce,	tables, tents, bag, purse, square, iphone, purchased produce, money, vegetables	tables, tents, bag, purse, square, iphone, purchased produce, Instagram	tables, tents, bag, purse, square, iphone, purchased produce, daughter's bike	cafe, daughter's bike, coffee, DK card, coffee machine, tables, chairs,	meat, basket, DK card, purse, bag, produce from farmer's market, iphone	apartment, cars, shop, bikes, road, traffic lights
Object	electricity, internet			truck, contract	mobility, electricity, internet, fields, farm, trees, contract, office	mobility, electricity, internet, fields, farm, office	yoga,contract	contract, office, internet, trucks, farm, fields, electricity	contract, mobility, internet, field, farm	internet	office, contract, field, farm	office, electricity, internet, water	offices, electricity, internet, water, warehouse	office, electricity, water, internet
	Actor	supermarket	municipality	municipality, market organizer, vendors-employees	municipality, market organizer, Danske bank, phone provider, farmer, producer, distributor	municipality, market organizer, Danske bank, phone provider, farmer, producer, distributor	friend's family, market organizer, municipality	municipality, market organizer, phone provider, farmer, producer, distributor	municipality, market organizer, Danske bank, phone provider, farmer, producer, distributor	Facebook employees	municipality, market organizer, phone provider, farmer, producer, distributor	municipality, cafe management, Nets provider, distributor	municipality, MENEY management	municipality, food suppliers, building
STAGE														

Figure 11.4 - Customer Journey Map of customer - Knud Sørensen

Knud Sørensen	7:00	He wakes up, gets ready, eats breakfast with girlfriend and	*relaxed	"It's a good Saturday, I had a good sleep."	girlfriend															
	7:40	Packs last things, boxes and produce	*happy positive	Curious to see how well honey will be sold	girlfriend															
FRONT	8:00	Leaves home, drives to farmers' market with girlfriend	*happy positive	"I hope I will sell a lot as usual." Sings along with music	girlfriend															
	9:00	Arrive at farmers' market, girlfriend leaves to city center	*excited cheerful	Looking forward for a good day with vendors and customers	girlfriend vendors															
STAGE	9:50	Customers show up and are ready to buy, they are eager to chat and ask questions	*appreciated	"It's really nice that customers are excited to come"	vendors, customers															
	10:00	Farmers' market opens, it gets busy	*relaxed confident cheerful	"I am in my environment, I love this routine.."	vendors, customers															
BACK	10:00 - 12:00	Farmers; market is busy, a lot of regular customers - Knud takes time to chat with his customers, offers taste samples	*relaxed confident cheerful	"I am in my environment, I love this routine.."	vendors, customers															
	12:00	Eats a sandwich that was delivered from nearby cafe	*happy joyful	"It is nice to get energy.. I love this sandwich."	vendors, customers															
STAGE	12:15	Organizers come and tell that it is not ok to sell honey as it is part of their agreement	*surprised annoyed irritated	"What is that about? Why can't I sell it?"	organizers, vendors, customers															
	12:30	Families and young people come to buy - they ask questions about produce. Knud chats with customers and gives taste samples	*proud	"I'm so proud of my produce"	vendors, customers															
STAGE	13:00	Discuss the problem about the honey with a neighbour vendor	*irritated relieved	"It's nice that someone understands me"	vendor															
	13:15 - 15:00	Many young people and new customers looking and asking questions, some buy produce	*enjoyful clever	"It's fun to talk with young people and educate them, it's funny when they take pictures"	vendors, customers															
STAGE	15:00	Farmers' market closes, starts to pack, his girlfriend comes to help him. While packing he chats with vendors	*content	"Nice to see my girlfriend, it's been a good day for after all"	girlfriend, vendors															
	16:00	Leaves farmers' market and drives home	*relieved content	Thinking about honey situation	girlfriend															
STAGE	17:00	Arrives home, unpacks truck, girlfriend starts to make a dinner	*tired pleased	"It was a good day but it is nice to be home"	girlfriend															

Touchpoints

For each of the CJMs, positive and negative touchpoints were identified. Afterwards all the touchpoints of each of the actor groups (customers, farmers, vendors and restaurant chefs), were listed side by side in order to see if there were any similar challenges or advantages. This provided us with a good overview and helped us to find the key areas that we would like to focus on in developing the idea for a farmers' market concept. As an example, the negative touchpoints of the vendors are presented below in Figure 11.5, and the positive touchpoints of the customers are presented in Figure 11.6. After analyzing these touchpoints, some common challenges and advantages were identified

Some of the common challenges been identified:

- Not enough profit
- Lack of face to face communication with organizers
- In order to make profit vendors have to compromise their own values

Some of the common advantages been identified:

- Farmers' market is a good place for social relations and interaction
- Farmers' market provide the feeling of community and belonging
- A good place to meet food producers directly and get the knowledge about food production processes

Figure 11.5 - Negative Touchpoints for the Vendors

Action	Very busy, don't have time to tell the story to the customers and don't have time for a break	*stressed *tired	"How will I get through the day, I really need a break.."	customers	produce, money, iphone, card terminal, square, market, table, umbrella, chair	vendors, market, random people, phone provider, municipality	contract, mobilepay, internet, electricity, internet
Emotion	Several customers ask about produce but don't have time to tell the story	*stressed *dissappointed	"I wish to have more time to tell the story to the customers. Do i meet the expectations of my family and customers?"	customers	produce, money, iphone, card terminal, square, market, table, umbrella, chair	family, vendors, market, organizer, random people, municipality, phone provider	contract, mobilepay, internet, electricity, internet
	Markets opens, when customer s arrive	*stressed	"I wish I was not alone.."	customer s	produce, money, iphone, card terminal, square, market, table, umbrella, chair	municipal ity, market organizer , phone provider, random people,	contract, mobilepa y, internet, electricity , internet
	Organizers come and tells that it is not ok to sell honey as it is not a part of their agreement	*surprised *annoyed *irritated	"What is that about? Why can't I sell it?"	organizers	apples, juice, carrots, honey, boxes, chair, table, paperbags, iphone, money	municipalit y	contract
	Gets more busy, but no chatting with customers because all are in a hurry	*indifferent *dissappointed	"I will not make enough money today, maybe I should quit, people don't even want to listen to my story.."	customers	produce, table, umbrella, boxes, iphone, scale, square, market, calculator, money	municipality, market organizer, Danske bank employees, phone provider, vendors, sponsors	mobilepay, electricity, internet, office, water, funding
	Customers look but don't buy	*confused *jealous	"why do they always buy from others? I am new and they won't give me a chance"	customers, vendors	produce, table, umbrella, boxes, iphone, scale, square, market	market organization , municipality, sponsors, phone provider	offices, water, electricity, funding
	No customer s	*frustrate	Why are there no any customer s?"	vendors	produce, table, umbrella, boxes, iphone, scale, square, market	market organizati on, municipalli ty, sponsors, phone provider	offices, water, electricity, funding
	Alone at the shop selling produce, customers asking questions	*stressed *nervious	"I don't want to be alone at the stall, I'm not good with customers"	customers	phone, produce, table, boxes, chair, square, truck	vendors, wife, Danske bank employees, phone provider	mobilepay, internet, electricity, water
	Market opens	*stressed *worried	"I am not ready, but it is my fault, will customers find me?"	wife, organizers	produce, table, boxes, chair, square, truck	vendors, customers, market organization , municipality	offices, electricity
	Organizers come over and ask to move to another place because today tehre are less vendors at the market	*surprised *annoyed	"Come on! I didn't expect that, I have to do more work now and o even customer will find me?"	wife, vendors, organizers	produce, table, boxes, chair, square, truck	market organization , municipality	offices, electricity
	Customers asking about the produce	*embarrasse *ashamed *sad	"I have to tell that produce is from Grøntorvet, it contradicts with my values, but economy is the reason"	customer	produce, table, boxes, chair, square, truck	municipality, farmers, producers, market organization	offices, Grøntorvet
	Stands around, but no customer s	*annoyed *cold *tired	"This is my reality, ho am I going to make money?"	vendors, dog, market coordinat or	market, produce, table, boxes, chair, square, truck	municipali ty, market organizati on	rain, offices
	Opens the shop	*annoyed	"No customer s, but I have no other option than to be here.."	vendors, market coordinat or	produce, table, boxes, chair, square, truck	municipali ty, market organizati on	offices
	Buys produce	*stressed	Planning how much to buy, produce is expensive because of the winter period	selles at Grøntorvet, other vendors	produce, money, Grøntorvet	farmers, producers, Grøntorvet organizer, distributors	fields, farm, distribution, trucks season
Actor							
Object							

F R O N T S T A G E

B A C K S T A G E

Figure 11.6 - Positive Touchpoints for the Customers

FRONT STAGE		BACK STAGE											
Action	Emotion	Actor	Object	Actor	Object	Actor	Object	Actor	Object	Actor	Object	Actor	Object
Customer sees the market, flowers, colours	*enthusiastic	other vendors, customer	tent, tables, flowers, trucks, fruits and vegetables, square	other customer	tent, tables, flowers, trucks, fruits and vegetables, square	other vendors, customer	tent, tables, flowers, trucks, fruits and vegetables, square	other vendors, customer	tent, tables, flowers, trucks, fruits and vegetables, square	other vendors, customer	tent, tables, flowers, trucks, fruits and vegetables, square	other vendors, customer	tent, tables, flowers, trucks, fruits and vegetables, square
Have a chat with one of the vendors	*happy, *smiling	other vendors	tables, truck, eggs, vegetables	other vendors	tables, truck, eggs, vegetables	other vendors	tables, truck, eggs, vegetables	other vendors	tables, truck, eggs, vegetables	other vendors	tables, truck, eggs, vegetables	other vendors	tables, truck, eggs, vegetables
Buys some eggs	*satisfied	vendor	money, tables, truck, eggs, shopping bag, purse	vendor	money, tables, truck, eggs, shopping bag, purse	vendor	money, tables, truck, eggs, shopping bag, purse	vendor	money, tables, truck, eggs, shopping bag, purse	vendor	money, tables, truck, eggs, shopping bag, purse	vendor	money, tables, truck, eggs, shopping bag, purse
Buys coffee at Pølsevoغن	*happy, *anticipated	Sara – hotdog seller, other citizens, customers in line	coffee, cream, truck, purse, money, paper cups	hotdog seller, other citizens, customers in line	coffee, cream, truck, purse, money, paper cups	Sara – hotdog seller, other citizens, customers in line	coffee, cream, truck, purse, money, paper cups	hotdog seller, other citizens, customers in line	coffee, cream, truck, purse, money, paper cups	Sara – hotdog seller, other citizens, customers in line	coffee, cream, truck, purse, money, paper cups	hotdog seller, other citizens, customers in line	coffee, cream, truck, purse, money, paper cups
Buys five apples	*satisfied	vendor - Jane	apples, money, purse, table, tent	vendor - Jane	apples, money, purse, table, tent	vendor - Jane	apples, money, purse, table, tent	vendor - Jane	apples, money, purse, table, tent	vendor - Jane	apples, money, purse, table, tent	vendor - Jane	apples, money, purse, table, tent
Meets other customers (friends) and have a chat	*happy	customer s (friends)	square	customer s (friends)	square	customer s (friends)	square	customer s (friends)	square	customer s (friends)	square	customer s (friends)	square
Goes to next vendors who is known from before, have a long chat and buys flowers	*happy	husband, customer s, vendors	produce, boxes, money, scale, bags, flowers	husband, customer s, vendors	produce, boxes, money, scale, bags, flowers	husband, customer s, vendors	produce, boxes, money, scale, bags, flowers	husband, customer s, vendors	produce, boxes, money, scale, bags, flowers	husband, customer s, vendors	produce, boxes, money, scale, bags, flowers	husband, customer s, vendors	produce, boxes, money, scale, bags, flowers
Buys flowers, carrots, cucumber, doesn't chat with vendor, kids are pulling because they are bored, it was just a quick stop at the market	*satisfied, *regretful	vendors, customer s, kids	shopping bag, produce, square, tables, tents, umbrella, cash, plastic bag	vendors, customer s, kids	shopping bag, produce, square, tables, tents, umbrella, cash, plastic bag	vendors, customer s, kids	shopping bag, produce, square, tables, tents, umbrella, cash, plastic bag	vendors, customer s, kids	shopping bag, produce, square, tables, tents, umbrella, cash, plastic bag	vendors, customer s, kids	shopping bag, produce, square, tables, tents, umbrella, cash, plastic bag	vendors, customer s, kids	shopping bag, produce, square, tables, tents, umbrella, cash, plastic bag
Arrive at farmers' market	*excited	boyfriend, daughter, vendors, customer s	tables, tents, bag, purse, square, iphone	boyfriend, daughter, vendors, customer s	tables, tents, bag, purse, square, iphone	boyfriend, daughter, vendors, customer s	tables, tents, bag, purse, square, iphone	boyfriend, daughter, vendors, customer s	tables, tents, bag, purse, square, iphone	boyfriend, daughter, vendors, customer s	tables, tents, bag, purse, square, iphone	boyfriend, daughter, vendors, customer s	tables, tents, bag, purse, square, iphone
Goes to the next vendors, buys her favourite bread, a bun for her daughter and chats with vendor	*happy	boyfriend, daughter, vendors, customer s	tables, tents, bag, purse, square, iphone, bread, bun, money	boyfriend, daughter, vendors, customer s	tables, tents, bag, purse, square, iphone, bread, bun, money	boyfriend, daughter, vendors, customer s	tables, tents, bag, purse, square, iphone, bread, bun, money	boyfriend, daughter, vendors, customer s	tables, tents, bag, purse, square, iphone, bread, bun, money	boyfriend, daughter, vendors, customer s	tables, tents, bag, purse, square, iphone, bread, bun, money	boyfriend, daughter, vendors, customer s	tables, tents, bag, purse, square, iphone, bread, bun, money
Meets a yoga friend, has a chat with her, the boyfriend gets bored	*happy	boyfriend, daughter, vendors, customer s, yoga friend	tables, tents, bag, purse, square, iphone, purchased produce, money	boyfriend, daughter, vendors, customer s, yoga friend	tables, tents, bag, purse, square, iphone, purchased produce, money	boyfriend, daughter, vendors, customer s, yoga friend	tables, tents, bag, purse, square, iphone, purchased produce, money	boyfriend, daughter, vendors, customer s, yoga friend	tables, tents, bag, purse, square, iphone, purchased produce, money	boyfriend, daughter, vendors, customer s, yoga friend	tables, tents, bag, purse, square, iphone, purchased produce, money	boyfriend, daughter, vendors, customer s, yoga friend	tables, tents, bag, purse, square, iphone, purchased produce, money
Buy vegetables from known vendor, they have a small chat, Camilla asks about the produce	*satisfied	boyfriend, daughter, vendors, customer s	tables, tents, bag, purse, square, iphone, purchased produce, money, vegetables	boyfriend, daughter, vendors, customer s	tables, tents, bag, purse, square, iphone, purchased produce, money, vegetables	boyfriend, daughter, vendors, customer s	tables, tents, bag, purse, square, iphone, purchased produce, money, vegetables	boyfriend, daughter, vendors, customer s	tables, tents, bag, purse, square, iphone, purchased produce, money, vegetables	boyfriend, daughter, vendors, customer s	tables, tents, bag, purse, square, iphone, purchased produce, money, vegetables	boyfriend, daughter, vendors, customer s	tables, tents, bag, purse, square, iphone, purchased produce, money, vegetables
Camilla, posts a picture on Instagram of the produce	*smug	boyfriend, daughter, vendors, customer s	tables, tents, bag, purse, square, iphone, purchased produce, Instagram	boyfriend, daughter, vendors, customer s	tables, tents, bag, purse, square, iphone, purchased produce, Instagram	boyfriend, daughter, vendors, customer s	tables, tents, bag, purse, square, iphone, purchased produce, Instagram	boyfriend, daughter, vendors, customer s	tables, tents, bag, purse, square, iphone, purchased produce, Instagram	boyfriend, daughter, vendors, customer s	tables, tents, bag, purse, square, iphone, purchased produce, Instagram	boyfriend, daughter, vendors, customer s	tables, tents, bag, purse, square, iphone, purchased produce, Instagram
Goes to the next vendor, buys red onions and asks questions about the produce	*focus, *satisfied	vendor, customer s, tourists	red onions, other vegetables, iphone, scale, tent, plastic bag, bag	vendor, customer s, tourists	red onions, other vegetables, iphone, scale, tent, plastic bag, bag	vendor, customer s, tourists	red onions, other vegetables, iphone, scale, tent, plastic bag, bag	vendor, customer s, tourists	red onions, other vegetables, iphone, scale, tent, plastic bag, bag	vendor, customer s, tourists	red onions, other vegetables, iphone, scale, tent, plastic bag, bag	vendor, customer s, tourists	red onions, other vegetables, iphone, scale, tent, plastic bag, bag

11.3 Main Challenges

Based on our findings and the touchpoints from the CJMs, we identified three main challenges, that we find necessary to overcome when creating the concept for a new farmers' market. These main challenges are presented below.

1) How to secure a profit for farmers' at a farmers' market?

- *Farmers find it time consuming to participate at a farmers' market, since they have to work many hours before, during and after the market, and often the profit contravenes the time spent.*
- *Farmers do not know beforehand how much produce they will be able to sell at the market, and this aspect gives them a sense of uncertainty and includes a high risk for them in relation to the profit.*

2) How to create an environment that encourages social relations, with the purpose to establish a regular customer audience at a farmers' market?

- *For a farmers' market to survive financially it seems essential to have regular customers.*
- *For the customers to come back and become regular customers they have to know the vendors, to have a feeling of belonging and to feel part of the community while participating at the market.*

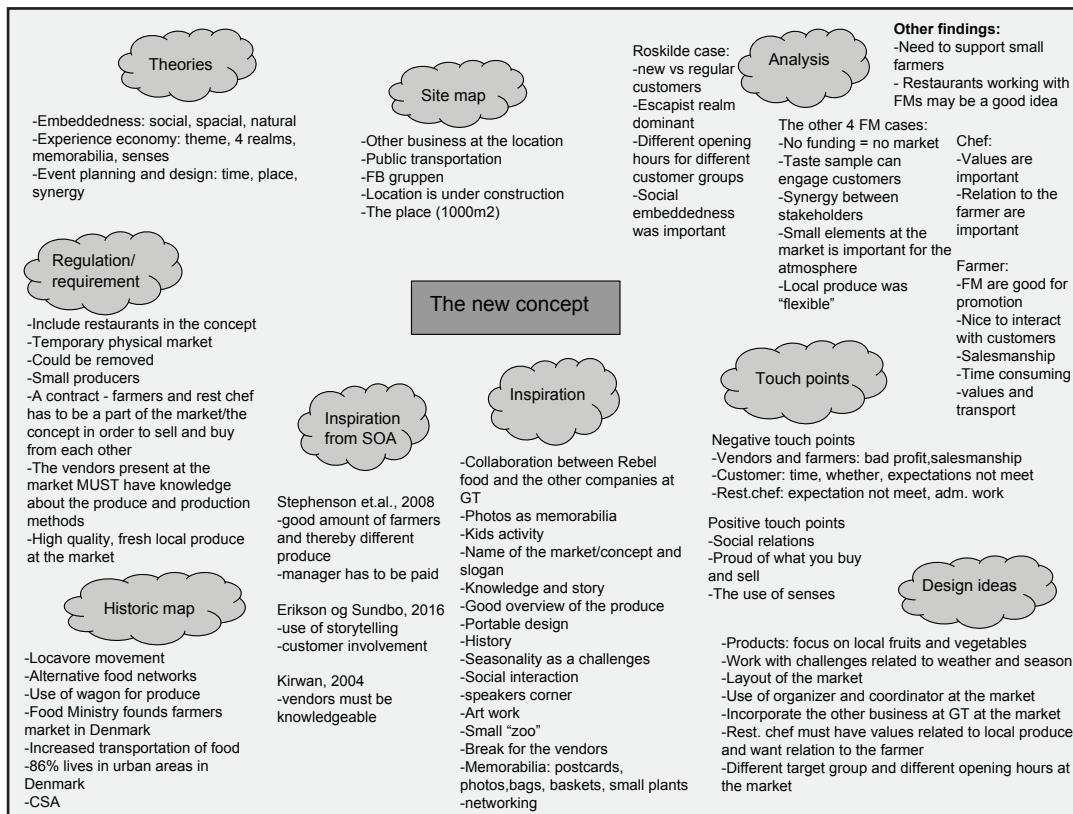
3) How to enhance customer experience at a farmers' market?

- *None of the five farmers' market cases staged a memorable experience since they did not fulfill the different elements of an experience according to Pine and Gilmore (1999).*

11.4 Brainstorm Phase

After identifying these main challenges, we began to brainstorm on several solutions corresponding to the identified challenges. In this section we will present the process of brainstorming step-by-step. Presented in Figure 11.7 are all the important findings from the analysis, the theories, and all elements that need to, or can be included in the new farmers' market concept, as part of the brainstorm phase. Afterwards, in order to open up the brainstorm phase of the process, we made some of the negative touchpoints into questions for us to work with.

Figure 11.7 - Findings to Include in the Concept Development

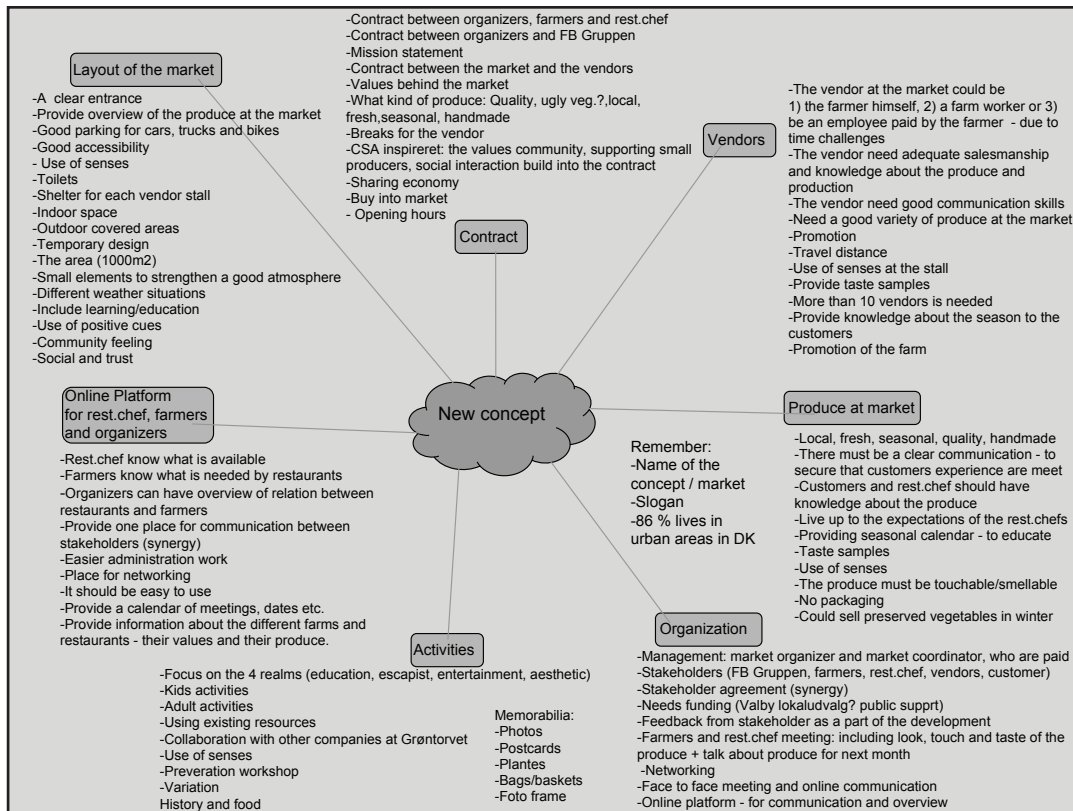


The mind map, presented below, (Figure 11.8) was created, taking point of departure in the potential solutions to the previously mentioned questions, identified in the previous section. We then added the some elements from the theories, inspiration, the overall findings from the analysis, the history map and the positive touchpoints.

Questions based on negative Touchpoints

1. How can we ensure that vendors make enough profit at the market so that it makes sense for them to be at the market?
2. How can we ensure that the vendors can secure sales to restaurants?
3. How can we ensure that customers can spend as much time as they would like to at the market?
4. How can we ensure families with children can enjoy the market and spend enough time at the market?
5. How can we ensure that customers can attend and stay at the market despite weather conditions (i.e. rain, snow, cold etc.)
6. How can we ensure that customers who are in a hurry can easily shop at the market? (Parking, finding what they need etc.)
7. How can we ensure that the market lives up to the expectations of the restaurant chefs?.
8. How can we ensure that vendors feel that they have adequate skills to attend the market? (Salesmanship, planning, marketing etc.)
9. How can we include farmers in the planning and organization of the market?
10. How can we ensure that vendors do not have to compromise their values in order to participate in the market?
11. How can we ensure that the products customers buy live up to their expectations?
12. How can we reduce the administrative burden of restaurant chefs?
13. How can we ensure that the administrative burden for the farmers/vendors does not increase?

Figure 11.8 - Mindmap



11.5 Inspiration Phase

To get inspired for the new farmers' market concept, as to how to overcome some of the previously mentioned challenges, Online research was conducted. Some of the keywords used in this phase were: 'innovative', 'farmers' markets', 'design' etc. We gathered several pictures illustrating farmers' market ideas, presentation of the stalls, promotional materials, settings and conceptual elements. It helped us to open up for new ideas as to how a new farmers' market concept could be created to overcome the previously mentioned challenges. Some of the photos from this process were put together and a moodboard with keywords was created (Figure 11.9), which was useful for us to get inspiration for the idea development phase.











Figure 11.9 - Inspiration Moodboard



Furthermore, for the inspiration phase, we looked to several of the potential stakeholders that could be involved in this new farmers' market concept. Stakeholders were identified and listed with some of their values that could be relevant to our concept. Their

values are important in order for us to gain their support and therefore they need to be taken into consideration throughout the entire development process of the concept. In *Table 11.1*, some of their values and expectations are presented, if they were to be a part of the new farmers' market concept. Support from a wide variety of stakeholders will be required in order to make the market successful, including, among others, the property owners, funders, and the local community (Heer & Mann, 2010). This table helps to explain what some of the expectations of the various stakeholders are in relation to the market.

Table 11.1 - Stakeholders & Their Values

Valby Lokaludvalg	Restaurants in Copenhagen	Københavns Kommune	Other small businesses at GT	Rebel Food
				
Strong Valby identity History of Grønttorvet Neighborhood Pride	Satisfaction Good quality produce Connected to the farmer Inspired	Good places in the city Social interaction Country vs. city Interesting	Part of the community Promotion	Connecting people Bringing high quality, fresh, local produce to the city Doing 'good'
Customers	Vendors/ Farmers	Media	FB Gruppen	Funders
				
Curious Part of the community Quality produce Inspired Doing 'good'	Good profit Part of the community Proud Appreciated Knowledgeable	Good stories Promotion	Branding of GT Promotion of GT Positive image	Supporting a good cause Good results Advertisements

11.6 Concept Development

In this section we will present ideas as to how the identified challenges could be overcome through the concept of a farmers' market. This will take point of departure from our brainstorm and inspiration phase, and will include design ideas and experience elements.

Ensuring profit for the vendors

Potential solutions to secure profit for the vendors at farmers' market will be presented in the following sections.

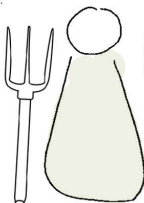
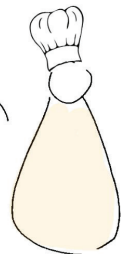

Community Supported Agriculture

As it was found on our Historic Map of Farmers' Markets (Figure 3.1), community supported agriculture (CSA) has been a growing trend since the late 1980s, especially in North America, and has since spread to Denmark. One example in Denmark is Østergro, also seen on our Historic Map of Farmers' Markets (Figure 3.1), which opened in 2013. CSA is described by Brown & Miller (2008) as a concept where “*consumers buy ‘shares’ in the farm before planting begins*” and in return they receive a certain amount of produce that is available each week. In this way the farmer receives payment in advance for the produce that will be grown, and the farmer is secured a certain amount of sales. Furthermore, the customer and the farmer share the risk involved regarding whether or not it will be a good growing season. According to a study conducted in France and the United States, Peterson, Taylor, and Baudouin (2014) found that customers that are a part of a CSA are so because they are seeking more knowledge about their food and to support environmentally friendly production practices, and local farms. Several of these food related values (i.e. knowledge about food, environmentally friendly practices and supporting the farmers) were also found to be important values for the restaurant chefs interviewed in connection to this project.

With this knowledge, we find the idea of a CSA to be a potential solution. This model could be combined together with a farmers' market to overcome some of the challenges related to securing profit for the farmers, but also some of the other challenges, such as strengthening community and social relations. Furthermore, we explore whether the CSA and farmers' market could include restaurants as the foundation for the vendors to secure sales prior to attending the farmers' market.

We envision that the farmers' market organization could buy and sell *shares* in the various farms that are a member of this farmers' market. These *shares* could then be sold to restaurant chefs, who in return would receive a certain amount of fresh produce throughout the year. Furthermore, with this concept, customers could be given the opportunity to become members of the farmers' market. In this way they could support their community, while receiving some benefits. This membership could also contribute to financially supporting the market. Some suggestions of the obligations and benefits for stakeholders in regards to this CSA inspired farmers' market concept are listed in Table 11.2.

Table 11.2 - Stakeholders and their Obligations & Benefits

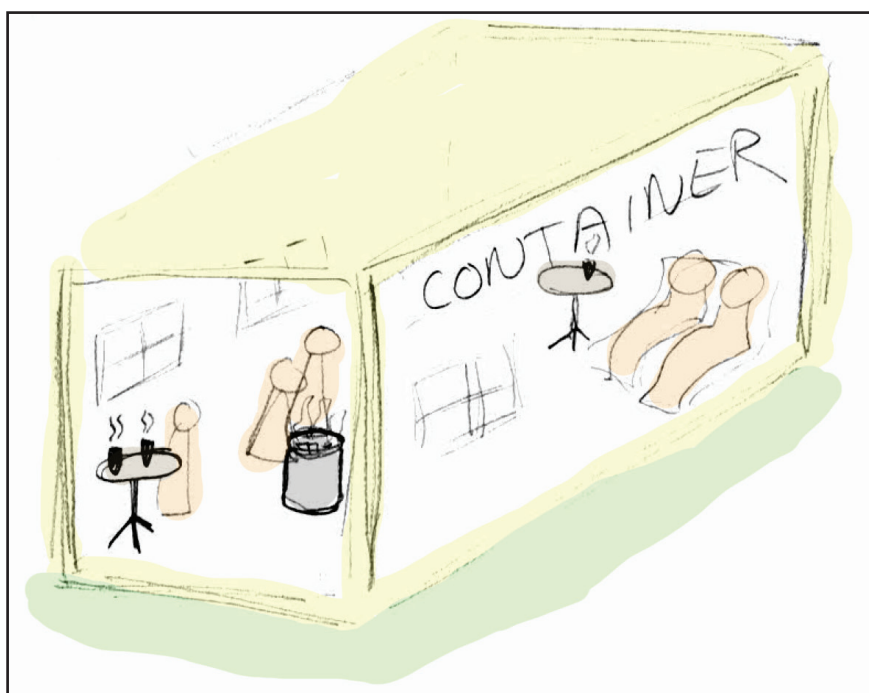
Stakeholder	Obligations	Benefits	Pre-requirement
Farmer 	Sell shares Participate in some of the meetings Attend at the physical market once a month Produce they "agreed"	Secured sales A part of the community Minimal risk Paid in advance Promotion at the market	Trust from customer Trust from rest. chef Trust from the CSA/market organization Shares values with the market, rest chef and customer
Restaurant Chef 	Buy shares of produce through the market Participate in some of the meetings	Opportunity to get good fresh produce from several farmers through one "deal" Larger variety of produce Being a part of the community Secure the future food producers - that have the same values	Trust in farmer Trust in market Willingness to support small producers Willingness to share risk Share values with market, farmer and customer
Customer (members) 	Buy membership at the market	Be a part of the community Buy local fresh produce to a fair price and other good "benefits" Have influence on the community/the market concept Opportunity to be a part of the "community meeting" Invitation to special activities	Trust in farmer Trust in market Willingness to share risk Share values with market and farmer

Overcoming Weather Conditions

As identified from the touchpoints in the CJMs, the weather conditions and the lack of shelter seems to be a challenge at farmers' markets. It can be seen from the CJMs, that the customers spend less time and leave the market early when it rains, snows along with it being very cold. It could be said that if customers stay longer at the market, they will perhaps buy more, which could contribute to ensuring profit for vendors at the market. In connection to this, several layouts for the market have been considered. We find it important to have several spaces for the customers to be inside. At Grøntorvet in Valby there are several old containers, which could possibly be used as shelter for the customers along with several empty warehouses. During winter we would recommend there being heating in the indoor

areas, along with outdoor fireplaces to heat hands etc. Moreover, each stall should be covered by a removable shelter (i.e. a tent or pavilion) so customers do not have to leave due to the lack of shelter, if they wish to continue shopping when it rains. Since the market likely has to be removed at the end of each day, it is therefore important that shelters would be easy to remove. Another suggestion for the organizers would be to have rain ponchos and umbrellas available at the market. The picture illustrates the space, where customers at the market would be able to hide from the rain or snow, to get warm, rest, get food and drinks and also socially interact.

Photo 11.1 Shelter Idea



Creating an Environment that Encourages Social Relations

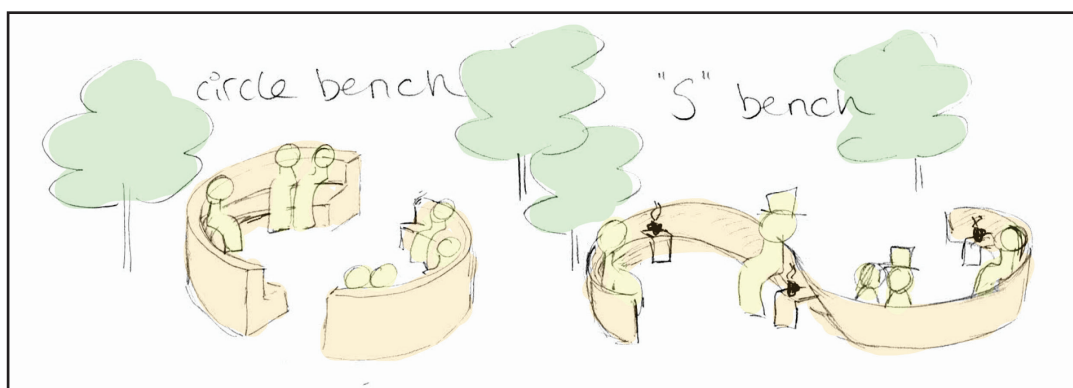
As shown by the touchpoints, social interaction plays an important role for customers when they are present at a farmers' market. In order to create a regular customer audience we therefore suggest to work with the design and layout of the market, in order to facilitate the opportunities for social interaction.

Based on the concept of embeddedness (Feagan and Morris, 2009), social

embeddedness includes elements such as trust, feeling of belonging, knowledge and community. In order to provide a sense of belonging and a place where the customers could feel welcomed and a part of the community from the first day at the market, we suggest working with the layout, where the relations between the customers and their relations to the vendors and farmers would be the main focus. By providing the environment for social relations to be developed at the market, we hope to build an regular customer audience.

Through the layout of the market we suggest creating different seating spaces for the customers to relax and to eat, but most importantly: to invite for social interaction between the customers in order for them to create relationships and to support the feeling of being part of a community. Photo 11.2 below illustrates a few design ideas with several functions: (1) places for people to rest and relax; (2) opportunities to be closer to other customers and (3) to encourage social interaction among them.

Photo 11.2: Seating Suggestions



Through different activities such as cooking lessons, places to buy food and drinks, along with a variety of children's events such as tastings, treasure hunts etc. at the market, customers will have the opportunity to socialize with each other and to be actively involved in the market. By doing so, we believe that this could help to create the feeling of belonging and connection, which will be further explained in the following section (11.6.3).

It could be suggested that the vendors present at the market are required to have knowledge about the produce, as well as good salesmanship in order to create the opportunity for the customers to get knowledge and the story behind the products. This relationship

could improve the trust in the produce being sold.

In order to create the feeling of belonging and the feeling of being a part of the community the customer could have the opportunity to become a member of the market concept, previously described in Section 11.6. Through this membership they could support the small local farmers and be given some benefits; such as discounts, newsletters, or the opportunity to be part of *community meetings*, which could be an annual party, event or a visit to one of the farms. Here these members could get the opportunity to get to know the food producers and other members in the community better, which could contribute to a heightened sense of belonging.

Enhancing the Customer Experience

In order to overcome one of the identified challenges and to enhance the customer experience at a farmers' market, we return to Pine and Gilmore's (1999) the experience economy. We have considered (1) the theme, (2) the senses, (3) the four realms, and (4) memorabilia in relation to the new concept of our market. Different ideas as to how these elements could be included and developed at the new farmers' market in order to stage the experience will be described in the following sections.

Photo 11.3 - Market Theme



Theme

As it was found, the sense of belonging and the social interactions are an important element of farmers' markets. From one perspective, the theme can be understood as a mask or a facade that covers the entire experience. We have chosen to understand the theme, at least from the perspective of farmers' markets, that the theme should be authentic, and true to the identity of the market. In order to maintain the authenticity of the shopping experience, which is explained by Lang and Hooker (2013), as being an important aspect of attending a farmers' market, we have understood the theme as the identity of the market. With this in mind, we suggest that, the theme could be a sense of *community*, in order for the customers to feel welcome and to facilitate socialization. This is also reflected in the overall purpose of the market, which is to create a sense of community around local food in the city, at Grønttorvet. In order to elaborate further on the chosen theme, a brainstorm of keywords relating to community was created (Photo 11.3). These keywords were developed in order to work with the theme and to use it throughout our concept development phase. The theme is central to providing the customers with a memorable experience (Pine and Gilmore, 1999). These keywords surrounding the theme can be useful for creating desirable impressions at the market through working with positive cues, as well as eliminating negative cues.

Senses

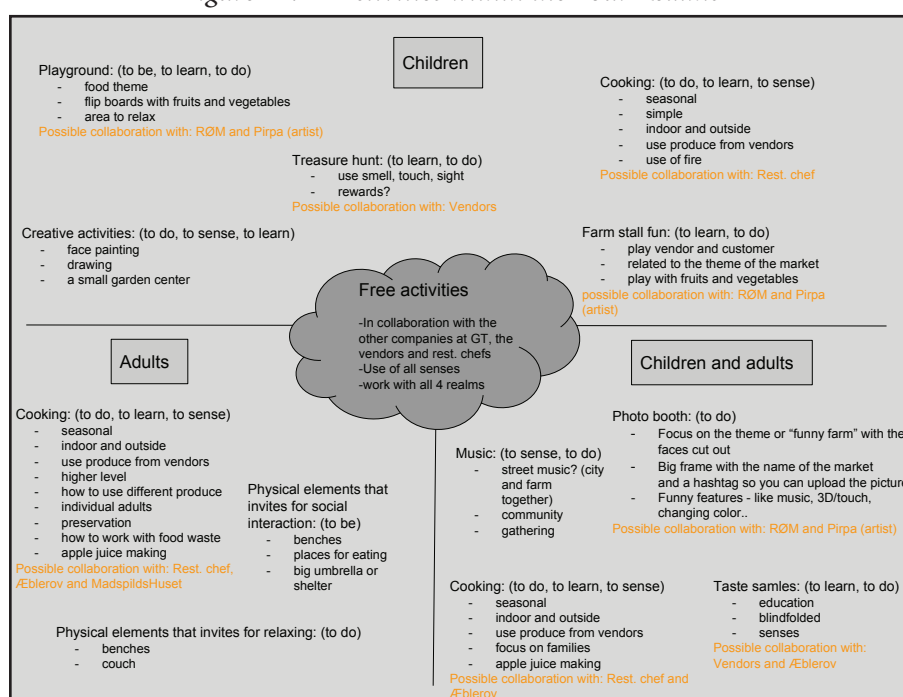
Working with the senses, can help to create rich experiences that leave the customers with memories of the experience (Pine and Gilmore, 1999). In order to work with the senses, we have provided some suggestions as to how the different senses could be incorporated into the new farmers' market concept. For example, we suggest that, taste samples at each of the stalls could be a great way to stimulate the sense of taste at the market. Furthermore, it opens up for conversation and interaction. It is also suggested that where possible, produce should be presented without packaging (i.e. plastic wrapping). This can facilitate and invite customers to touch, smell and see the produce, and use their senses when selected what to purchase. Furthermore, we also find that the layout of the market should be visually stimulating, but organized, to avoid over-stimulation (Getz & Page, 2016). An example of this could be that produce at each stall should be separated by produce type (i.e. all carrots

are presented together). It is also suggested that several activities are arranged at the market. These activities can invite for the use of the senses outside of the regular shopping experience. Ideas for activities will be described in more detail in the following section.

The Four Realms

In order to incorporate the four realms into the staged experience at our farmers' market, we first decided to look at two different user groups, namely children and adults, or both. Activities could provide a space for social interaction between customers present at the market, thereby creating new relationships within the community. We have placed a lot of focus on the children's activities, as from our touchpoints, we have seen that people often bring their children to farmers' markets. Furthermore, we found that there were no activities for children at any of the five farmers' market cases, which could cause these families to spend less time at these markets, which may mean that they buy less. We suggest that these activities should support the theme of community, but that they should also be food-related. In Figure 12.1, some ideas are explained, as well as how the customers can be engaged in the different realms throughout the activities. We also added suggestions for how the other businesses at Grønttorvet could be a part of the activities organized at the farmers' market.

Figure 12.1 - Activities within the Four Realms



The activities that have children as the user group could include (1) a food-themed playground, (2) a treasure hunt, and/or (3) a farmers' market photo booth for kids. The activities that have adults as a user group could include (4) relaxing areas. Some of the activities could be for both of these user groups, such as (5) cooking courses (6) a photo booth, (7) taste sampling, and (8) wagon trolleys. Most, if not all, of the activities should be designed such that they are free of charge to the customer.

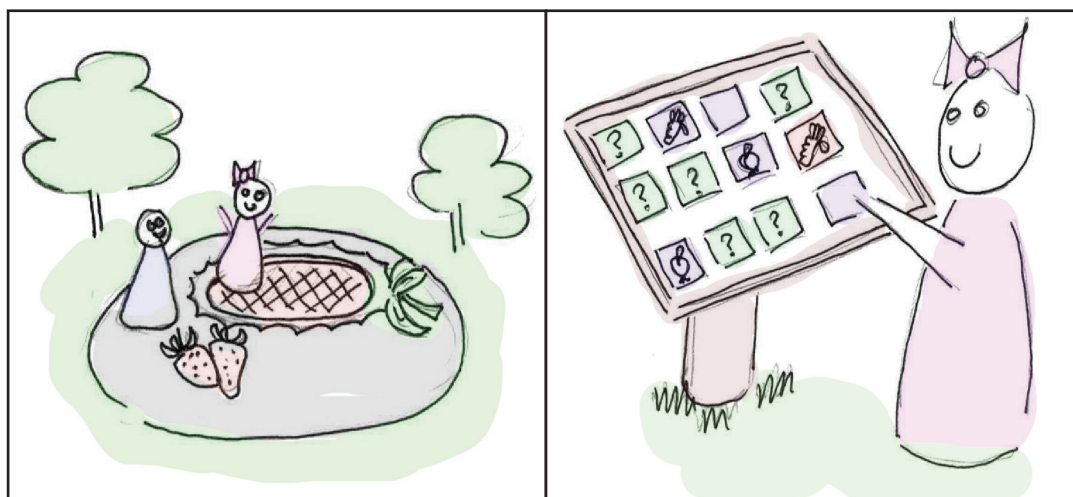
(1)

A *food-themed playground* could be built and created to have education of food as a central concept. For example, some of the playground items could be food shaped (i.e. bouncy strawberry trampolines), photo (a).

(2)

Another example could be creating quiz-like features regarding food (i.e. wooden quiz flip-boards), photo (b).

Photo (a) - left; Photo (b) - right



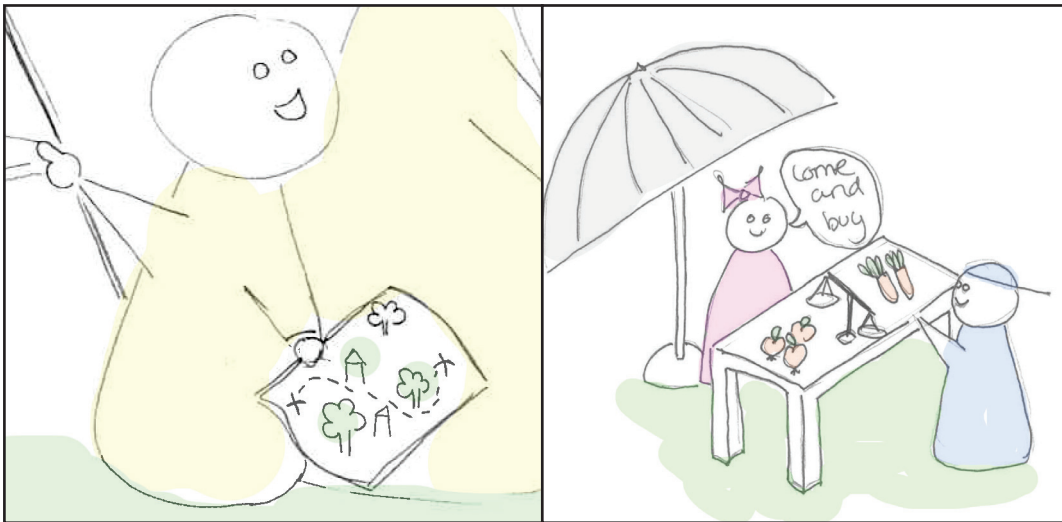
(3)

A *treasure hunt* could be created that could invite children to explore the farmers' market and to learn about the produce at the market. The questions could also be adapted for the different age groups of children. For example, one question could be, “*find something red*”, or a more tricky question could be, “*I am long like a banana, but I am green. I am used to make pickles*”, Photo (c).

(4)

A *farmers' market booth for kids* could be constructed in order to invite children to play or act as customers or vendors. This could be a part of the playground, but does not necessarily need to be, Photo (d).

Photo (c) - left; Photo (d) - right



(5)

Relaxing areas could have the focus on engaging socially and interacting with other people, through the design. Some examples of this can be seen in Section 11.6, Photo 11.2.

(6)

Cooking courses could be set up for the two user groups, as the activities and purpose of the cooking courses may vary between the two groups. These cooking courses should contribute to the overall theme of the market, with the purpose of community in the center.

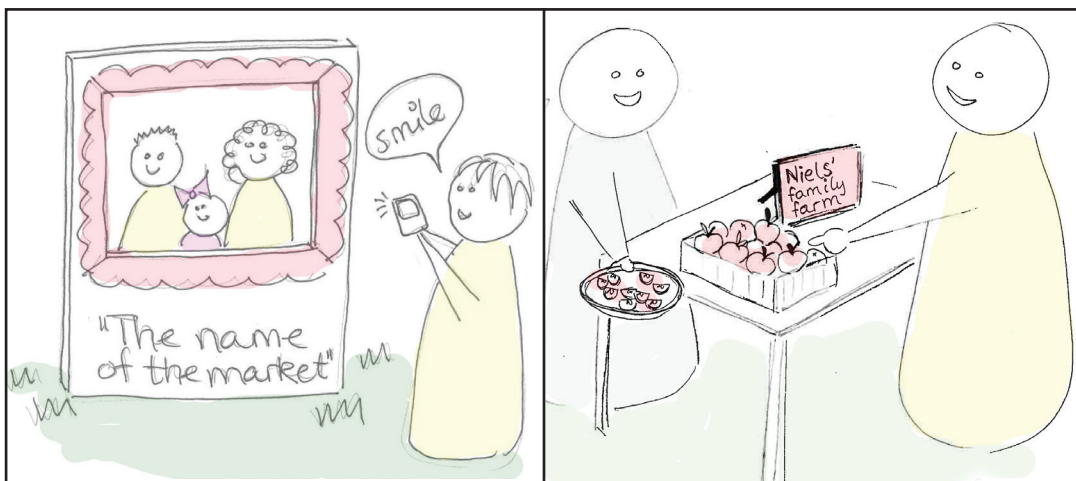
(7)

A *photo booth* concept could be created, which could also serve as memorabilia of the customer's experience. One idea could be to have face-cut-outs on different themed boards. Another idea could be a photo frame with the name of the market, Photo (e).

(8)

Taste sampling could be suggested as a way to, as previously mentioned, engage the senses, but also could open up for learning and education, Photo (f).

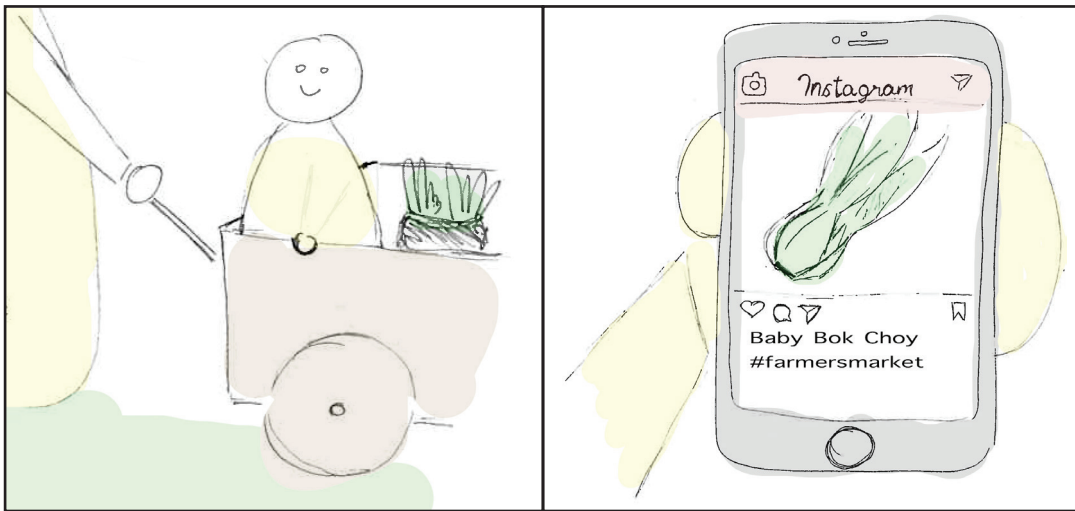
Photo (e) - left; Photo (f) - right



(9)

Wagon trolleys could be provided to either pull around your produce or children in. The idea is inspired from when wagons were once used to bring produce to farmers' markets, Photo (g).

Photo (g) - left; Photo (h) - right



Memorabilia

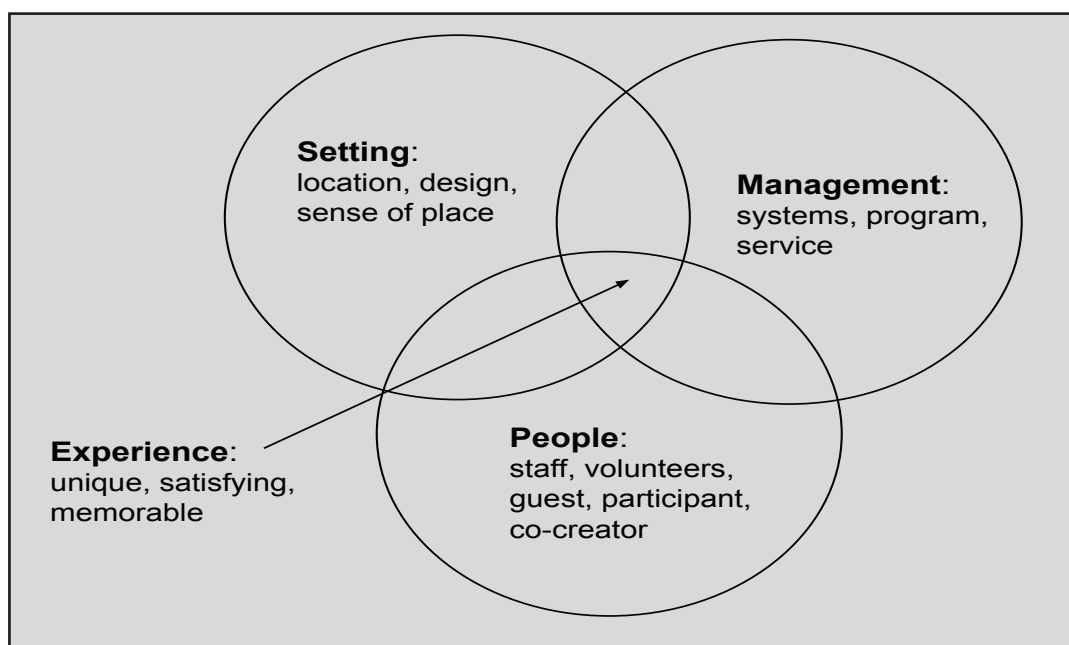
According to Pine and Gilmore (1999), memorabilia plays an important role in the staged experience. In order to maintain the authenticity of the market, we have chosen not to include memorabilia as simply an *add-on* that you can buy at the market. Rather, we have chosen to incorporate it into what is already existing at farmers' markets. For example, customers need shopping bags to bring their groceries home. Our observations indicated that customers only received plastic disposable bags. Therefore, we have considered whether reusable bags could be purchased, perhaps with the logo or name of the market, which could serve as a reminder of their memorable experience(s) at the market. Furthermore, we have considered digital photos to be a sort of modern day memorabilia. These photos can be uploaded to Instagram, or other social media platforms where they can share their experience with friends (Photo h). Therefore, we believe that the use of the photo booths (Photo e), described in the previous section, could help to facilitate this process. However, Pine and Gilmore (1999) also state that if there is no demand for memorabilia, then you are not staging

an experience worth remembering. With this in mind, it could be considered whether to add other physical memorabilia to the market, if it is demanded from the customers. One example could be the selling of postcards, perhaps designed by local artists from Grønttorvet. Another idea could be selling plants, perhaps vegetable plants for customers to bring home and enjoy over a longer period of time.

The Concept

In order to visually explain our new conceptual proposal for a farmers' market at Grønttorvet, we have made a storyboard, where through a series of drawings and narration we will guide the reader through the details of our concept (Figure 12.2). Moreover, in order to elaborate on our concept, we will make use of Getz and Page's (2016) *foundations of event design* (Figure 5.4), where it is explained that there should be synergy between (1) the setting, (2) the people and (3) the management, in order to create unique, satisfying and memorable experiences. This will be presented following the storyboard (Figure 12.2).

Figure 5.4 - Foundations of Event Design (Getz and Page, 2016)



THE CONCEPT

At a market near Copenhagen...



While farmer's markets today in the city offers a large variety of fruits and vegetables, they are often imported and bought wholesale by the vendors who are not a part of the production.

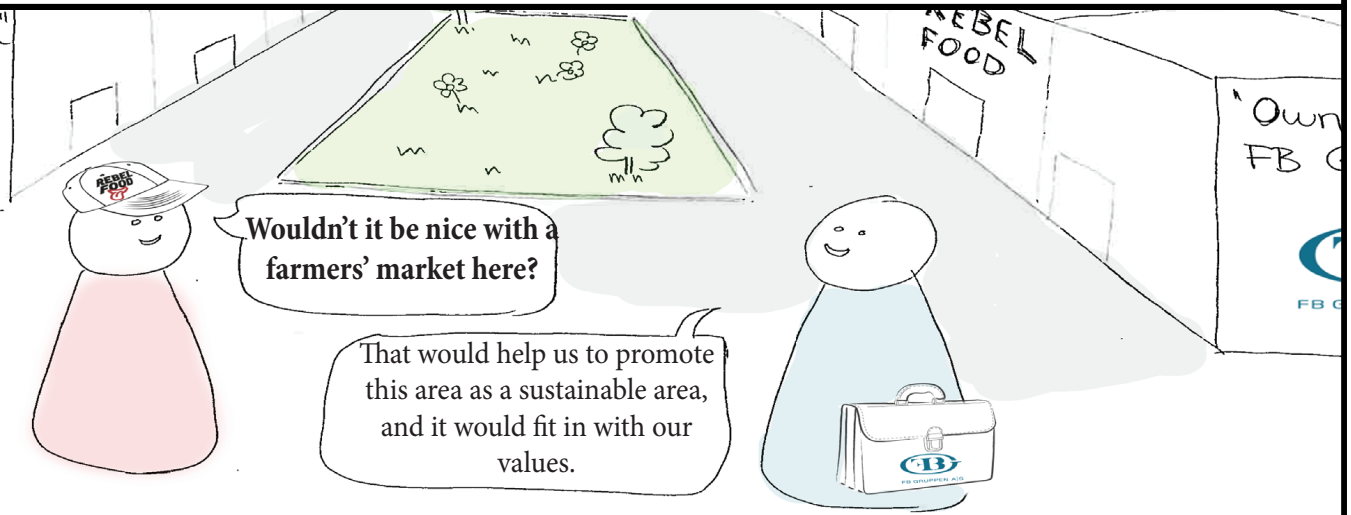


There seems to be a lack of places to buy a good variety of fresh local fruits and vegetables.

At Grønttorvet...

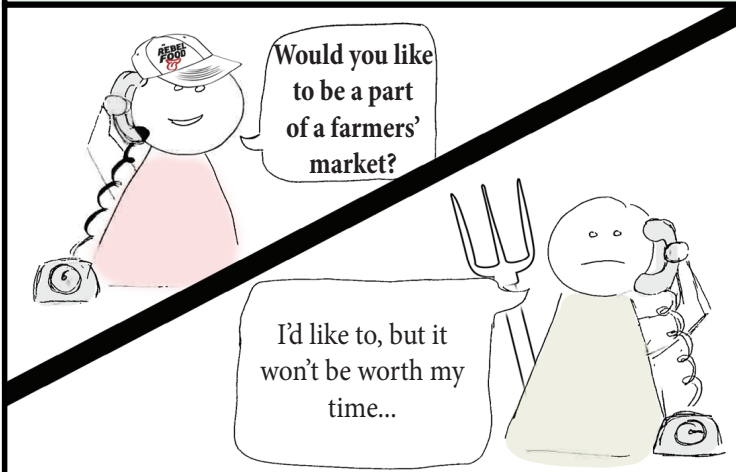


Rebel Food sees potential at Grønttorvet to have a farmers' market. There is a lot of unused space and the location has a long history of being a food distribution center.



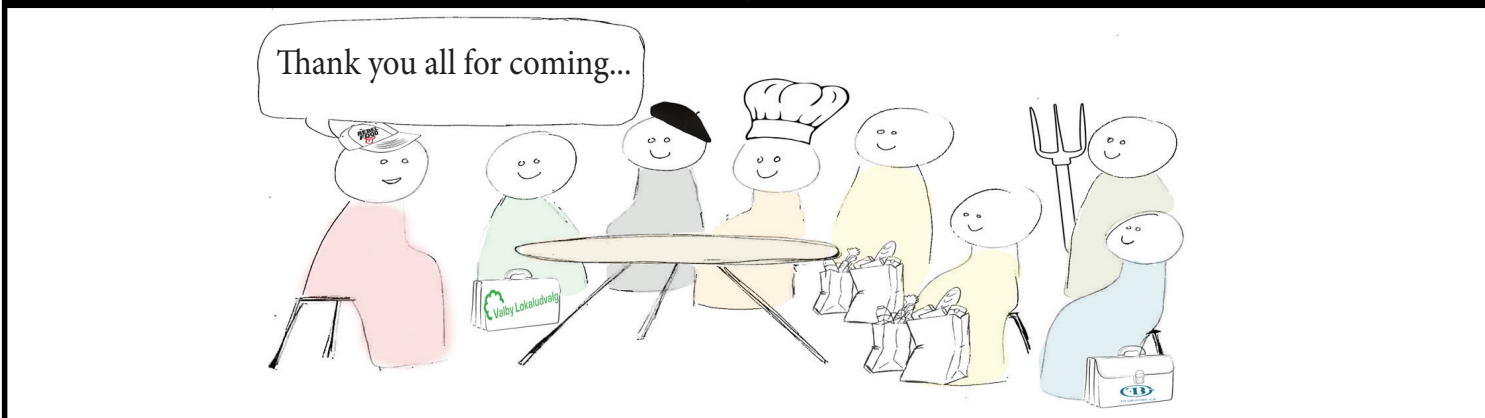
FB Gruppen is currently reconstructing Grønttorvet. A farmers' market is in line with the values of the new building, where they want to have a focus on keeping the history of the area alive and create a connection between the rural and industrial life.

AT THE OFFICE...



Rebel Food contacts several different small-scale farmers and producers to hear if they are interested in being a part of a farmers' market in the city. It seems that farmers' markets are not profitable enough for small-scale farmers.

Rebel Food wants to have a farmers' market that supports small-scale farmers and want to create a solution that overcomes this challenge.



Rebel Food invites all potential stakeholders to a meeting about creating a new farmers' market. The one's who attend are Rebel Food, Valby Lokaludvalg, small businesses at Grønttorvet, restaurant chefs, local citizens, farmers, and FB Gruppen.

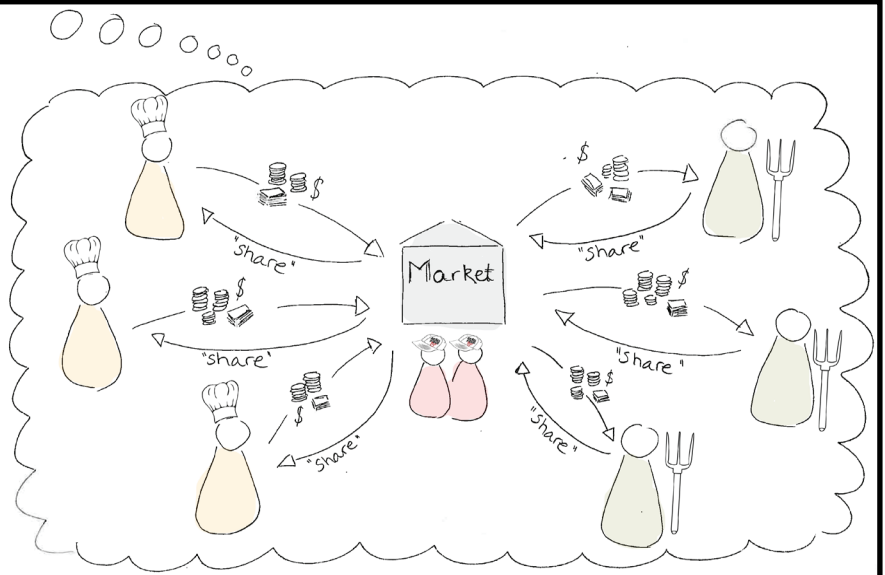


Rebel Food wants to support the values that the citizens and restaurants have in order to make a successful farmers' market.

Rebel Food is open for collaboration with small businesses at Grønttorvet. Valby Lokaludvalg might be able to provide some funding.

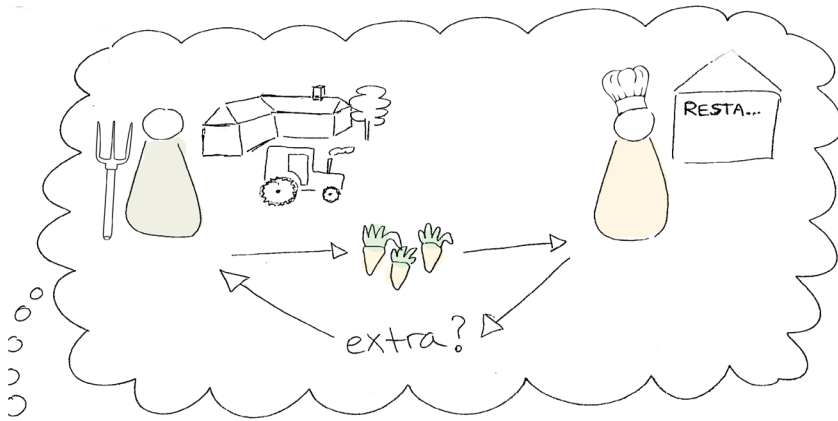


How can we create a farmers' market that benefits all stakeholders?

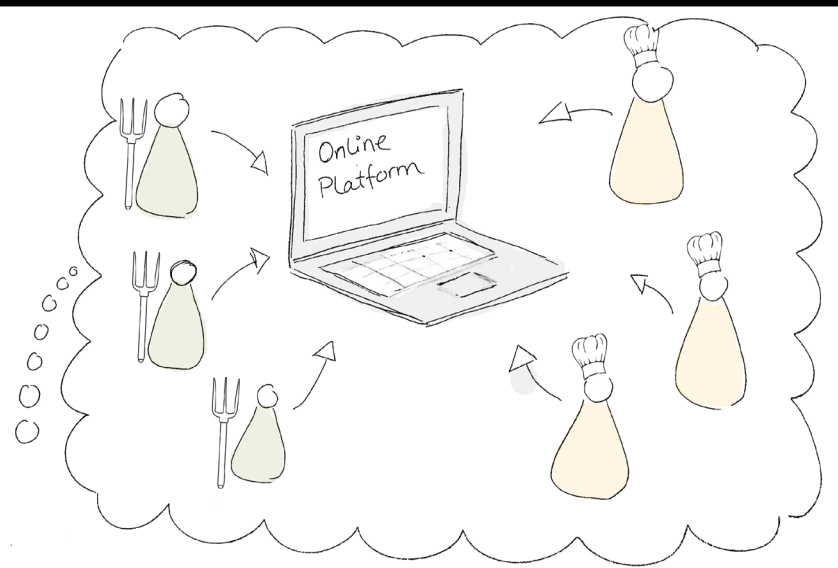


The market concept is inspired by CSA, where the stakeholders share the risk and support each other.

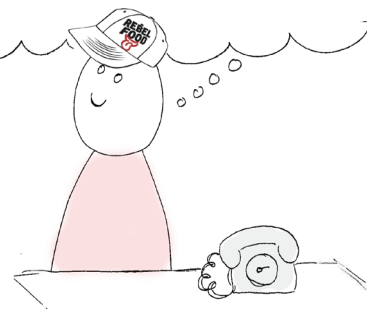
This concept, the market would buy shares from farmers and sell these shares to restaurants. The concept helps to overcome challenges faced by both the farmers and the restaurants by ensuring sales in advance, while also providing the opportunity for farmers and restaurant chefs to be in contact.



The chef will in return for buying a share, receive a daily/weekly delivery from the different farms involved in the market concept. Chefs will also have the opportunity to order additional produce.



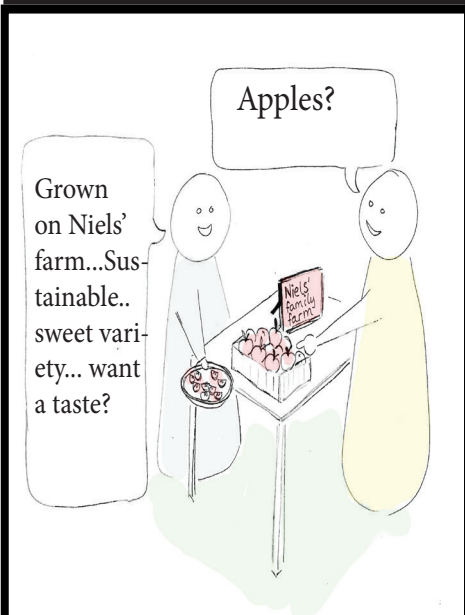
It seems like a good idea, but how to include the citizens?



In order to make it easy for the restaurants and producers to be on contact and for them to communicate about what produce is available, an online platform will be created. Here restaurants and farmers have the opportunity to communicate and to buy and sell extra products.

A physical farmers' market is important to create social relationships between customers and food producers, and to provide a community in the city. This market can also give these customers the opportunity to buy fresh local produce.

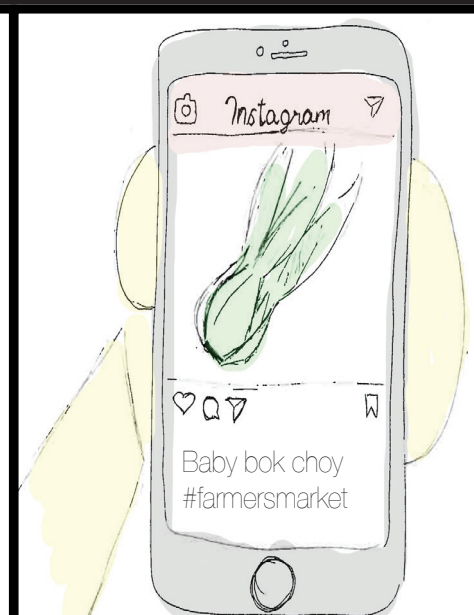
Every Saturday..



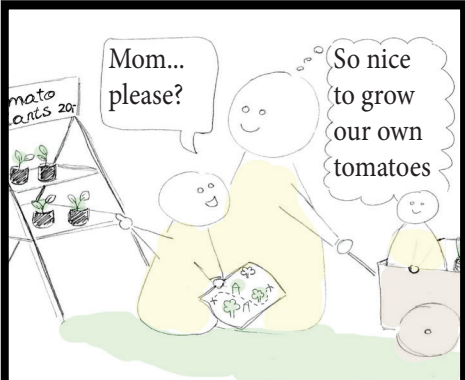
This farmers' market will ensure that fresh local produce is available and that vendors are knowledgeable about the story behind the product.



The market will help to increase food knowledge amongst citizens by having knowledgeable vendors and by having a large variety of fresh local fruits and vegetables.



Taking photos at the market is one way to remember the experience. Some customers may share this social media.

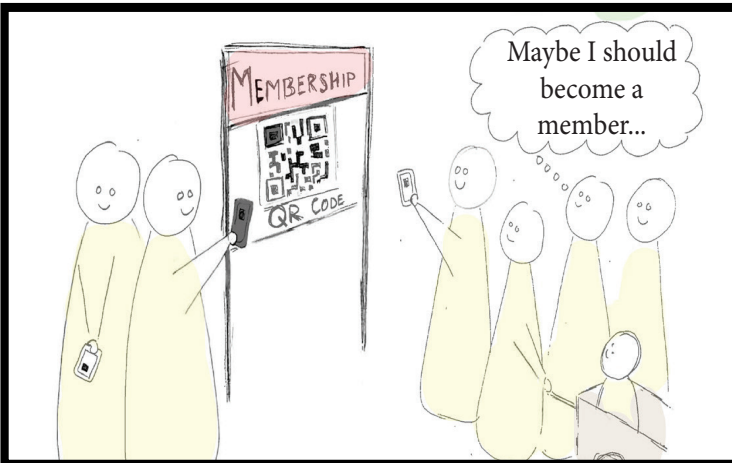


Customers can bring home plants to both remember the experience and to learn about the process of growing food.

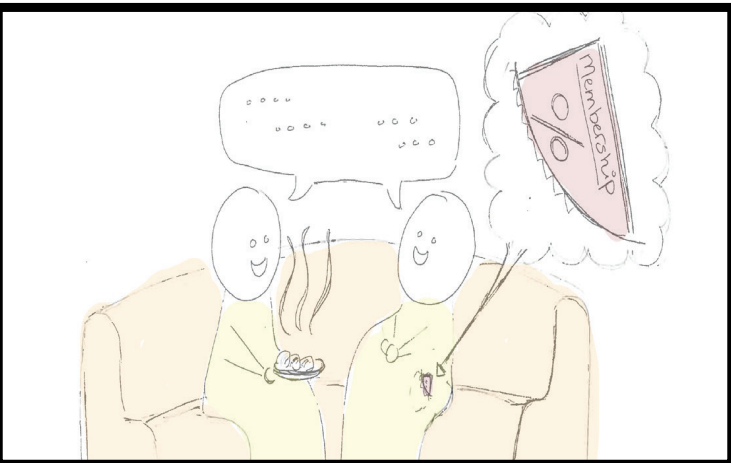


The farmers' market will have covered areas for customers to be able to enjoy the market, even if it is raining or snowing. These areas will also have heating and activities, such as cooking.





Customers have the opportunity to become a member of the market to support the market. Members get the opportunity to participate in certain events, special deals at the market and a weekly email newsletter.



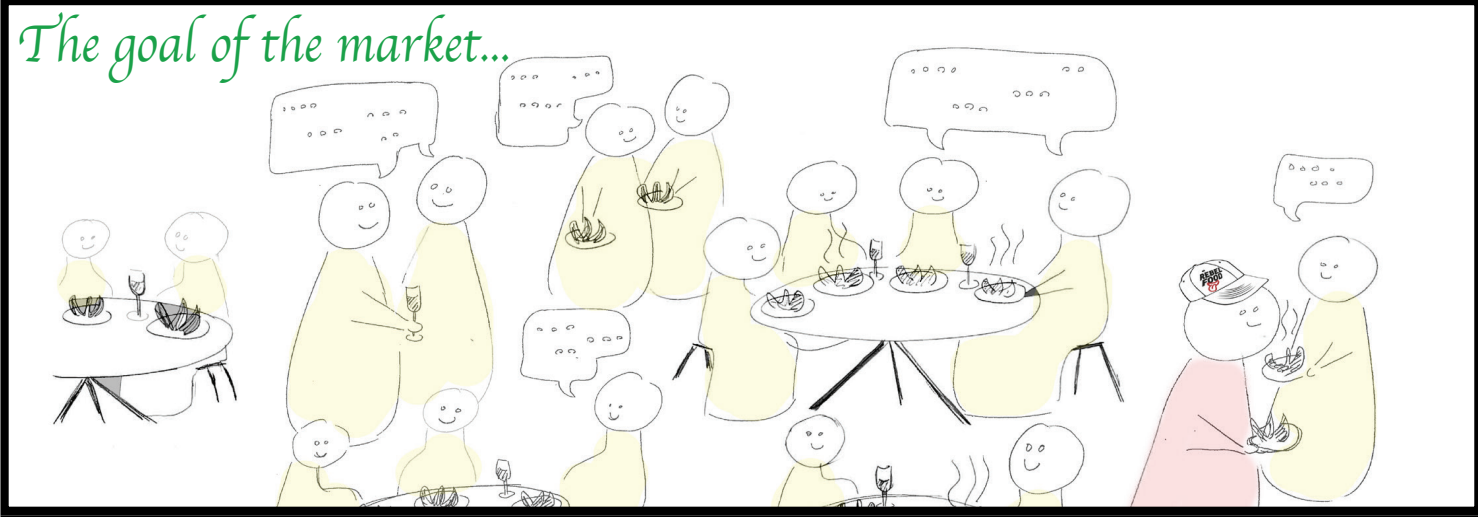
Non-members and members, are on the same level. There is nothing visual to distinguish them at the market. They are both welcome to participate in the market and the activities at the market.



Once a month a farmer invites chefs to their farm to build relationships and to network. These relationships establish trust between them and strengthen the community. The chefs get the opportunity to learn about new produce and production methods. The farmers get to know what chefs want.



Once a year Rebel Food invites the different stakeholders, including farmers, chefs, member customers, vendors and organizers to a party to evaluate the market and to strengthen the community relationships.



The goal of the market is to create a new farmers' market concept that benefits the stakeholders and strengthens the community. The market gives customers a memorable experience, gives chefs good high quality produce, gives farmers a good income, creates a community around food in the city. In the end there is good local fresh produce in the city.

The Setting

The market will take place at the old Grønttorvet in Valby, which is now undergoing intensive construction. Therefore we find it very important to overcome this situation, so it does not affect the senses and sense of place. Grønttorvet has a very industrial feeling and in order to work with that we will as previously mentioned use the containers that are already there and pallets with pillows and blankets, along with working together with other companies already present at Grønttorvet in order to provide a sense of place. Furthermore, we find it important to use the context of Grønttorvet as a means to increase awareness of the food system, through drawing a contrast between the global and local food systems.

The location was not chosen by us, but by Rebel Food, as they are already present at Grønttorvet. We do see some challenges and barriers with this location from the customer's point of view, since the location is not as easily accessible as the city center. However, on the other hand, we see a good potential for farmers, vendors and restaurants since there a lot of room for parking and good access by car from the highway.

We find it important to focus on the social interaction and the community feeling, which can be done through the design and layout of the market. Along with providing signs to the entrance of the market, in order to control the flow of people. Signs will also be used to give a good overview of the produce available at the market.

The Management

The physical market at Grønttorvet will be scheduled to be open every Saturday all year around, in order to accommodate the working schedules of potential customers. Furthermore, based on our findings we found that the opening times could be between 10:00 and 15:00, since other markets that open earlier do not have many customers present before 10:00, and in that way we will not waste vendors' time. The program for the market should include activities. There should be smaller activities for the children every Saturday. Once a month there could be bigger events which could include cooking lessons and activities with the chefs. Part of the services we would provide at the market, could include facilities such as, toilets, relaxing areas for the customers and food to eat. For the vendors there would be a

room for breaks along with water and electricity.

Furthermore, it is suggested that once a month the farmers will invite restaurant chefs to their farms. This is seen as a good way to establish trust and a good connection between the two partners, along with the chef to receive information about the produce. Furthermore, once a year all the relevant stakeholders will be invited to an annual dinner party hosted by Rebel Food. This will provide an opportunity for all the stakeholders in cooperation with Rebel Food to evaluate and give feedback, along with suggestions for the development of new ideas within the market, such as activities. These stakeholders could include the farmers, vendors, chefs, members and the other businesses at Grøntorvet.

The People

Our idea of establishing a farmers' market built on the foundation of the CSA model is to connect people, both through the physical market and through the distribution of produce. However, it seems that the traditional idea of a farmers' market does not meet today's needs of the different actors, which is why this new concept is needed. The people necessary for the farmers' market concept include: (1) Rebel Food, (2) market organizer, (3) market coordinator, (4) customers, (5) customer members, (6) vendors, (7) farmers, and (8) restaurant chefs.

(1)

Rebel Food is the management and organizing company for the farmers' market.

They will have the overall responsibility of the market, including applying for funding, negotiating deals with farmers and restaurants, and hiring the market organizer and the market coordinator.

(2)

The market organizer has the function to ensure that the market is organized appropriately and takes on much of the administrative, economic and marketing tasks. It is advisable that this is someone who is employed and paid in order to achieve successful results.

(3)

The market coordinator has the function to be present at the market from before it opens, until after it closes. Many of the tasks are practical, such as ensuring the proper setup of the different booths, and ensuring that everything is clean upon leaving. They will be the contact person during the market's opening hours.

(4)

Customers can be anyone who wishes to be a part of the market. Customers have the opportunity to become members of the market.

(5)

Customer Members receive certain benefits when subscribing to a membership of the farmers' market. These benefits could include special offers or invitations to special events. Furthermore, they are invited to a yearly party with other stakeholders to give feedback and suggestions to the market.

(6)

Vendors do not necessarily need to be the farmer who produces the products for sale. As farmers' are busy, producing food, they may not have time to be present at the market. Therefore, the only requirement is that the vendor is knowledgeable about the farm and the produce, and may be hired directly by the farmer.

(7)

Farmers do not have an active part in the physical farmers' market, but their role in the CSA part of the farmers' market is important. They need to ensure that they report what is for sale to restaurants via the Online portal. Farmers will be invited to meet with restaurant chefs on a monthly basis to build

relationships and to exchange knowledge, (i.e. seasonal produce).

(8)

Restaurant chefs have the opportunity to use the Online portal to see their upcoming deliveries and to order additional produce from the farmers. Furthermore, they are invited to the monthly gathering with the farmers.

(9)

Other companies at Grøntorvet would have the opportunity to be a part of the market as well. Since they are already present at Grøntorvet, they are seen as an important stakeholder that needs to be included in the market. They would be invited to be a part of the activities at the market or even have a stall at the market.

Summary Section 11.0: *In the idea development we presented how to move from findings into the Idea Development. Here we explain how the Personas and Customer Journey Maps were developed. Then the inspiration and brainstorm phases were explained. All of these previous mention elements have led us to the final proposal for the new concept, which is presented in a storyboard consisting of drawings and narrative text.*



12.0 Discussion

In the following section we will discuss the aim and motivation of our extended master's thesis, and we will answer our research question. Furthermore, we will discuss our findings in relation to the literature from the state of the art (Section 4.0) and in relation to our theoretical findings (Section 5.0). Following this, we will discuss the choice of methodology (Section 6.0) and the limitations of our findings. We will conclude with a discussion of our idea development and concept (Section 11.0), and our future recommendations.

Aim and Motivation

The motivation of this extended master's thesis was to explore how to bring fresh, local fruits and vegetables into the city through a farmers' market. As we have found, there are several challenges from the perspective of fruit and vegetable producers for participating in farmers' markets, which could help to explain why there are few farmers' markets in Copenhagen and the surrounding areas today. Throughout history, farmers' markets have played an important role in both providing fresh fruits and vegetables to the city, as well as connecting consumers to food production (Steel, 2008). However, it can be discussed whether or not a farmers' market is the only solution to providing fresh, locally produced fruits and vegetables to the city. Today it seems that there is an increased demand for local food (Stamer, Jakobsen and Thorsen, 2016). This is also seen in our Historic Map of Farmers' Markets, through the growth of alternative food networks throughout Denmark (Figure 3.1). Furthermore, it seems that some supermarkets are aware of the increased demand for local food from the consumers (Coop Danmark, n.d.). However, neither of these solutions seem to have emphasis on the face-to-face social relationship between the producer and consumer, which we found to be an important aspect of the market experience. In this way, we still believe that a farmers' market may be an ideal solution to overcoming these challenges, but that the concept needs to be developed to reflect the needs of farmers, and perhaps restaurant chefs, which we have attempted to do. However, it does not seem likely that farmers' markets should be the only means to procure fresh fruits and vegetables in the city, and therefore should only serve as an *add-on* to the food system today.

Therefore, the aim of this thesis was to develop a conceptual proposal in collaboration with Rebel Food as to how a farmer's market at Grønttorvet in Valby could be designed, taking into account the business interests of farmers and restaurants. This was done by conducting five case studies of farmers' markets in close proximity to Copenhagen, and interviews with farmers and restaurant chefs. Furthermore, we aimed to explore how a farmers' market could be designed to enhance the customer's experience within the framework of experience economy, event planning & design and embeddedness (Pine and Gilmore, 1999; Feagan and Morris, 2009; Getz, 2007; Getz & Page 2016). The research question that we sought to answer was:

How can a new farmers' market promoting fresh, local fruits and vegetables be developed to enhance customer experiences as well as business interests of farmers and restaurants?

It was found that it may be possible to create a conceptual proposal for a farmers' market at Grønttorvet in Valby that supports the business interests of restaurants and farmers. However, it can be argued whether or not a farmers' market can be staged, as such to provide the customer with an enhanced experience. Getz (2007) states that while the goal of an experience may be related to staging a memorable experience for the customer, that regardless of how well-planned an event is, it is not possible to guarantee that the customer will have a memorable, or even a positive experience. It is from this perspective that we are unable to conclude on whether or not the conceptual proposal for a farmers' market will be able to enhance the customer's experience. However, from the perspective of Pine and Gilmore (1999), it seems that by fulfilling all the dimensions of the experience, that it is possible to stage a memorable experience. We have attempted to stage the experience in accordance to the understanding of Pine and Gilmore (1999), but it remains to be seen whether this is actually possible.

Furthermore, it seems possible to create a new farmers' market concept through the common interest of community, as this was an important value for all of the actors included in this study. However, even though these actors have a shared interest of community, they still face several challenges, which seemed to require a complex solution in order overcome the variety of identified challenges. The three main challenges that we focused on included

that farmers' markets are not profitable for farmers, ensuring that there would be regular customers, and enhancing the customer experience at a farmers' market.

This concept was inspired by the community supported agriculture (CSA) model, where through the sense of community, the farmers' market buys shares from fruit and vegetable producers. Restaurants then have the opportunity to buy shares through this market, where the restaurants, farmers, and Rebel Food share the risk. In order for the concept to include the customers in this community, they will have the opportunity to become a member of the farmers' market. While customers have the opportunity to become a member of the market, it is not a requirement in order for customers to participate in the market. The results indicated that a combination of a network between farmers' and restaurant chefs is needed, but that a physical farmers' market is also needed in order to enhance the values of embeddedness and to stage an experience.

Findings to Literature

Stephenson et al. (2008) found that farmers' markets often fail, as a result of lack of revenue and funding, combined with a low number of farmer vendors. Similar findings were found at one of our farmers' market cases, where the organizer explained that once the funding stopped, there were less activities, which led to there being fewer customers, and therefore fewer vendors. Furthermore, Stephenson et al. (2008) also found that markets that tend to fail have a high employee turnover rate. The majority of organizers that were interviewed for this thesis had held their position for many years, which seems to be a positive indicator for the market.

Eriksen and Sundbo (2016) found that storytelling, as an element of the experience economy, is a potential driver of local food networks in Denmark. This element, was also highlighted throughout our findings, where we found that obtaining the story behind the products was important for customers at farmers' markets, and certain restaurants. This is also supported by the findings from Feagan and Morris (2009), where they found that social embeddedness, which includes seeking knowledge about products, was an important motivation for consumers to participate in farmers' markets. Feagan and Morris (2009) also found that elements of natural embeddedness were less reported as motivations for

customers to attend farmers' markets compared to social- and spatial embeddedness. This is also supported in our findings, despite that these motivations are highly context specific, considering that other studies have had different findings (Alkon, 2008). However, we found it surprising that natural embeddedness was not a more important aspect for those participating in farmers' markets. Given that Denmark is one of the leading countries in organic food production and consumption (Kaad-Hansen, 2017; Landbrug & Fødevarer, 2016), we had thought that natural embeddedness would be more prevalent in our findings.

Sundbo (2013), and Eriksen and Sundbo (2016) found that the main motivation behind local food and the experience economy in Denmark was economic. We also found that, while many vendors at farmers' markets were motivated by softer values relating to embeddedness, that struggling to make a profit was a challenge. In some way, the vendors were also motivated by harder economic values, which is to be expected since they are running a business. This notion is supported by Hinrichs (2000) who criticizes the concept of embeddedness. Hinrichs (2000) explains that it is not possible to separate the purely social and economic values.

Findings to Theoretical Framework

From the findings and idea development, it seems that the experience economy can be useful in staging a memorable experience by providing several elements to take into consideration. As the name of this theory implies, the experience economy is very much focused on the economic aspect by adding more value to the services that a company provides, along with focusing on *staging an experience*. This could be seen as a metaphor for an act that goes on for a limited period of time. However, as seen in our findings the experience at a farmers' market needs to be authentic and not staged as an act, where the *performers* (vendors and organizers) wear a mask during the act, just to take it off at the end of the performance. According to Hinrichs, Gillespie and Feenstra (2004), one reason people shop at a farmers' markets is for the shopping experience in an authentic environment. Even though it is important for the organizers to make the farmer's market as authentic as possible, it is important according to the experience economy that the experience is staged and planned, otherwise the staged experience will not take place. It can be discussed whether

the experience economy is the best theory to use, when planning an authentic event, since Pine and Gilmore (1999) describe the staged experience, as a theatrical act.

However, it seems that experience economy does provide us with some interesting aspects to consider when planning an experience. Perhaps we should have considered whether or not we needed to be so strict with planning of all elements presented by Pine and Gilmore (1999) into the experience, and that perhaps not all elements are required for enhancing the customer experience at a farmers' market. This is further illustrated by the example of memorabilia, which will be discussed in the following paragraph.

According to the theory, memorabilia has to be something tangible the customer can buy and bring home in order to remember the experience. An example of this could be a special bag with the logo of the farmers' market, or souvenirs. According to the New Oxford Rhyming Dictionary the definition of memorabilia is something memorable, noteworthy things, along with souvenirs (Ferguson, 2013). We therefore find it interesting to discuss if memorabilia could be something intangible, such as cherished memories or a digital photo taken at the market. If memorabilia should be tangible, it could be discussed whether at a farmers' market, it could be the food you bring home or a plant, e.g. tomato or something similar, since we see these items as fulfilling some of the criteria of memorabilia. Pine and Gilmore (1999) explain that memorabilia is an important aspect in order for the customer to remember the experience. Furthermore, they explain that memorabilia also is about the customer having the desire to show others what they have experienced, which is essentially what takes place when a user shares a digital photo on social media. However, if we move forward with Pine and Gilmore's (1999) definition of memorabilia, we find that digital photos may not fulfill all the requirements—in that photos are free and are of no cost to the customer. If there was a demand for memorabilia at our farmers' market, it may undermine the theme of *community*. It is imagined that if memorabilia should cost money, then it would create a divide in the community and the social relations at the market, between those who could afford it, versus those who could not.

We analyzed the theme as something physical that could be identified from our observations and interviews with organizers. However, it could be argued whether this was the right way to analyze the theme, and whether or not the theme could have been analyzed

on a more personal and value based level to obtain a deeper understanding of the theme. However, with the knowledge that we during the data collection phase of our project, we had understood that the theme should be something visual and physical, in order for the market to stage an experience. Throughout our data collection process, we came to the understanding that in order for the farmers' markets to be authentic, that the theme may not necessarily be something visual and physical but rather reflect the values and identity of the market. Therefore, as part of our conceptual proposal for the farmers' market at Grønttorvet we have incorporated both tangible (i.e. activities, social seating) and intangible (i.e. customer membership, CSA market concept) elements into the theme.

Pine and Gilmore (1999) fail to elaborate on the details of the six dimensions of the staged experience, which made it difficult to use as a theory throughout the research process. As we have understood, all six of these dimensions must be fulfilled in order to stage an experience. Had we understood the theory in another way, the findings may have been different. Our understanding of the theory resulted in that none of our five analyzed cases staged an experience. However, on the other hand, if all the elements do not have to be fulfilled in order to stage an experience the results would have been different.

Event planning & design (Getz, 2007 and Getz & Page, 2016) has been used as a supplement to experience economy. We needed tools from event planning & design, because experience economy does not provide these tools, even though staged experiences need to be planned. While, event planning & design includes aspects of the experience economy, we found that it could provide us with more concrete tools to plan the staged experience. Therefore we found it important too, as Getz and Page (2016) also agree on, that events need to be planned (i.e. the purpose, the program etc.), which our findings seem to confirm.

Getz and Page (2016) use the model, foundations of event design, in their framework. We have used this model in order to inspire the planning stages of the farmers' market, and as a framework to describe the design elements of the event that need to be taken in consideration. However, because the certain elements of the model were poorly explained in the literature, we found that additional theory may be needed in order to make better use of it, particularly in regards to the management and people. Another aspect of event planning & design, that we found useful, was the synergy between the different foundations. It can

be seen from both the literature and our findings, that creating a good synergy between the foundations of event design (i.e. people, management and setting) was very important for several reasons, including to have all actors agreeing on the suggested theme of the given market. From our findings, it seems that equal emphasis on all three of the spheres is not the most important, but rather how they are combined and functioning together.

We found that the theory of embeddedness, gave a great insight to other important aspects and elements of enhancing the customer's experience, that both experience economy and event planning & design could not give us. Embeddedness focuses on other aspects rather than purely the economic, and more on the human aspects and feelings. This gave us a deeper insight as to what the motivations for customers and vendors are for participating in a farmers' market. Furthermore, we used the theory to understand some of the motivations and values for farmers and restaurant chefs in regards to local food and farmers' markets. Without this theory we may not have discovered how important the social interaction, trust and knowledge of the products was for farmers, vendors, restaurant chefs, and customers, in this context.

There seems to be more than one way to understand embeddedness, according to the different literature (Feagan and Morris, 2009; Hinrichs, 2000; Kirwan, 2004). On one hand, it could also be seen from our findings that the profit was one of the main reasons for the farmers and vendors to participate at a farmers' market. This finding differs from the idea of embeddedness, and if the profit was most important for the vendors, which seems to indicate that the values of embeddedness are not the first priority (Kirwan, 2004). Kirwan (2004) states that while economic profitability is important, it should not be the most important.

On the other hand, it seems that embeddedness cannot occur without economic exchange (Hinrichs, 2000). However, as we used the theory during the data collection process, we chose to analyze and evaluate why different actors participate in the market rather than exploring the economic aspects of the theory (Feagan and Morris, 2009). It should also be noted that we did find that some of these softer values were also important to some of the farmers and the vendors at the markets we investigated.

Furthermore, it was found that all three spheres of embeddedness were important to the various actors to some extent, but mainly the social and spatial elements were the most

important. We therefore found embeddedness to be an important theory to include since it does seem to explain some of the motivations behind these markets. However, it does not seem possible to separate the softer and harder values relating to embeddedness and economics, which is explained by Hinrichs (2000). We have understood that not all three spheres of embeddedness must be present, as we have been looking at the different spheres individually. However, it can be argued that if all three elements have to be fulfilled, then this would have changed our results, since not all of the actors mentioned the three elements as being important to them.

While the selected theories have very different focuses, it seems that it made sense to combine them. On the one hand, experience economy and event planning & design have a very economic approach, while on the other hand embeddedness tries to move away from the purely economic aspects by focusing on the human values. These theories were selected in order to give us a broader perspective on farmers' markets in order to understand the complexity of this phenomenon. It was found that this combination of theories opened up for findings that we perhaps would not have found if we only had focus on one of the theories. As previously mentioned, the social values are important for both the vendors, farmers, restaurant chefs and customers, but that the main reason for the vendors to participate in farmers' markets were the economic aspects. However, we do find it possible in our new conceptual proposal for a farmers' market to combine the economic aspects and the human values.

Methodological Consideration

As the paradigm suggests, "*reality is constructed in the mind of the individual, rather than being an externally singular entity*" (Ponterotto, 2005, p.129). Therefore, we are not searching for the right way to understand the phenomenon *farmers' markets*, but still we are curious to explore and discuss how our understanding could have looked differently through other circumstances. Through our research we are now a step closer to understanding the phenomenon *farmers' market* but acknowledge that there are many angles and views that were not included in our research. Our research provided us with ongoing interpretations

through the data we gathered but we acknowledge that our findings could have looked completely different and thus, our interpretation of the phenomenon. As an example, we could have included other criteria in the selection of the farmers' market cases, asked other questions to the participants, or made a second pilot study with the new interview guides that could have shown us some pitfalls.

We have to be open minded and look critically at our study design, since this was a part of the foundation of our research. Throughout the process several elements have changed in relation to the original study design, due to different circumstances that arose throughout the data collection process.

The first circumstance that can be discussed is the different types of data we collected. As a part of the original study design we wanted to collect the same type of data from all the five farmers' market cases, as well as from all the farmers and restaurant chefs. We wanted to conduct semi-structured interviews with all the participants, but since this was not doable we decided to include the data from e-mail interviews and structured interviews. By collecting data using the same methods, it is more reliable to combine and compare the data in order to understand the complexity. Since this was not an option for us it is important to acknowledge that the data from the different cases and interviews in general were not on the same *level* and therefore provided us with information and knowledge either in-depth or more superficial. Only one of the five farmers' market cases provided us with a suitable amount of data, according to our study design, and this case was therefore chosen as the main case. We obtained less data from the other four cases due to limited time and ability to come in contact with the right actors. Furthermore, it was not possible to conduct observations at several of the markets, as they were not operational during the period of our study. The same issue was present related to the data gathered from farmers and restaurant chefs, where we had a mix of semi-structured interviews and short email interviews. We tried to come in contact with several more of these actors for semi-structured interviews, but with little success. In which case, we acknowledge that due to their profession, they are busy and are difficult to come in contact with. In this case another approach to coming in contact with them may be needed. This imbalance in the data might have had an impact on our interpretation of their challenges and their understanding of the phenomenon *farmers' market* since we could not

treat all the data in the same way.

Another important element related to the study design deals with the observations of the five farmers' markets cases. Since we conducted the observations throughout the winter period, only three of the five farmers' markets were opened. This limited our data collection since we were not able to observe all the markets. In relation to this issue we also left with some questions regarding whether the best season for a farmers' market in Denmark is during the spring to fall period, due to better weather conditions and a larger variety of seasonal local produce. It is important for us to acknowledge that our observations may not reflect the entirety of each of the markets, as the observations only took place during the winter period. In regards to the weather, all the observations were gathered on a cold day and throughout some of the observations it was raining or snowing. This could have had an influence on the findings from the observant due to the time spent at the market and the physical circumstances.

Even though the five farmers' market cases were selected through the same criteria, they were very different. Some of them were public, while others private, and this element might have had a bigger influence on the cases than we believed from the start. Therefore it can be argued if this aspect, public vs. private, should have been included in the selection criteria in order to have more comparable cases.

Idea Development

Our personas were developed based on a range of data, including first hand data (i.e. interviews and observations) and secondary data (i.e. Online research). While, we believe that this is the right way to do it, it could be argued whether we had collected enough first hand data in order to make our personas believable. For this reason, some of the personas are based more on secondary data than others. Furthermore it could be argued that we could have combined some of the personas and/or CJMs, since some of the personas and CJMs did not provide us with any new findings. Furthermore it can also be discussed whether we created a journey for each of the personas, that reflected the real world, which may have been most prevalent in the journey for our farmers and restaurant chefs. It seemed that we may have been lacking inside knowledge regarding the practicalities of their professions. This

may have lead us to overlooking certain aspects of their daily lives, which could have had influence on our touchpoints. For this reason, we therefore see some of the identified touch points as being slightly vague, and see that they might not reflect reality.

In order to discuss our concept, we will begin by discussing whether or not our concept can overcome the main challenges highlighted in our thesis. The first challenge relates to ensuring a profit for participating vendors. It could be argued that the idea of integrating a CSA model into that of a farmers' market could be a potential solution to ensuring the profit of these vendors, since it has been shown that the CSA model is good for farmers' since it can ensure them payment in advance (Bullock, 2000). However, in our case, the concept relies heavily on the participation of the restaurants, which currently is unclear. Based on a study conducted by Inwood et al. (2009), it seems that restaurants will be important in promoting local food systems, which seems to back up our understanding. However, Inwood et al. (2009) identified some potential structural barriers, which relate to the inconvenience of procuring local food, which our farmers' market concept seems to also address, through making local food more accessible and more convenient for restaurants through establishing connections between several farms and several restaurants, and through the use of an Online portal.

The second challenge that we sought to overcome was related to ensuring that new customers would become regular customers, as from our findings, we found that regular customers are vital to ensuring to keep the market running financially. In order to address this challenge, we suggested that the sense of community and social interaction could be one way to create a regular clientele. In order to create the sense of community, as previously described, customers would be offered the possibility to become a member of the market. In this way, ensuring that they may return to the market. Furthermore, incorporating the senses of community through enhancing social interaction at the market was another suggestion. This is done through the variety of activities and through creating spaces that facilitate these social engagements. While, we have good intentions, and expect that people will want to interact with other citizens in their community, it remains unclear whether or not customers will find it relevant to do so. Furthermore, while some research indicates that customers are willing to pay more for local food (Madsen, 2016), it remains unclear whether

or not customers would be willing to pay to become a member of the farmers' market—and it is therefore unclear of whether it is possible to entice new customers to become regular customers.

The third challenge that we addressed was related to how to enhance the experience for customers at a farmers' market. While it has already been discussed, to what extent we can actually stage an authentic experience, we believe that several aspects from the experience economy are useful for engaging customers at a farmers' market.

Furthermore, we created three groups of challenges, but we acknowledge that all of them contribute to the same challenge; that we both do not have farmers selling produce at a market, because it is not economically worth their time; and that we do not have customers (i.e. restaurant chefs or private customers) buying their products. This can be understood as a mutually beneficial cycle, where they both need each other in order for a market to exist.

In order for our concept to address our research question, we have proposed a solution to support the business interests of restaurants and farmers. Through the CSA inspired concept, we believe that their business interests are supported through the promotion of fresh local fruits and vegetables in the city. Furthermore, through the use of the experience economy framework, we have attempted to enhance the customer's experience, but it remains unclear to what extent an experience can be planned for a customer, since Getz (2007) and Pine and Gilmore (1999) seem to disagree on whether or not an experience can be *staged* or *planned*.

Limitations

A study design limitation of our thesis is that we only had focus on five farmers' market cases and therefore it is not possible to generalize the findings and to fully understand how farmers' market are functioning in Denmark. A data limitation in our thesis is related to the different *levels* of data gathered from the five farmers' market cases. Another data limitation is related to the few interviews with farmers and restaurants chefs. Since we only were able to gather data from two farmers and two restaurant chefs it is not possible in our thesis to address Danish farmers' and restaurants chefs' attitudes towards farmers' markets overall. All the data is gathered in close proximity to Copenhagen and this can be seen as a

impact limitation, since the data has a strong regional focus.

Future Perspectives

While we have provided a conceptual proposal for a farmers' market at Grønttorvet in Valby, it is not ready to be implemented. In order to implement this concept, further research is needed. First, it seems that there is a declining number of small-scale fruit and vegetable producers in Denmark, which calls for investigation regarding whether or not there are enough of these producers near Copenhagen to establish the suggested farmers' market. It remains to be seen whether or not it could be possible to incorporate restaurants into the design of the farmers' market, as further research regarding what kind of restaurants may be interested, and whether there are enough of these restaurants, is needed. Furthermore, it is suggested to dig deeper into the needs and demands of these restaurants. If this concept was to be further developed, it seems that creating an effective communication strategy to promote the farmers' market would be needed during the startup phase, both with the purpose to promote the market, but also to explain the complexity of it. Therefore, this concept needs to be further explored from the perspective of other theories, such as business management theories and/or environmental psychology theories.

From one perspective, we found that Grønttorvet in Valby was a suitable location, especially in terms of the context of the food history, and the accessibility for farmers' and restaurant chefs. However, on the other hand, it could be argued that there may be significant challenges in establishing a sense of community at this location, given the construction and temporary availability of the site. At this given time, Grønttorvet may only be utilized by Rebel Food on a temporary basis, over the next year or two. Therefore, in order to build a regular customer audience, it could be suggested to find an alternative location where there is the possibility to establish the market over a longer period of time. However, this is mainly from the perspective of the customers, and the physical market, as the network that is established between farmers and restaurant chefs is easy to relocate, since it is not fixed to a certain location.

Furthermore, it seems that further research within each of these theories in relation to farmers' markets is needed. Additionally, much of the research related to farmers' markets

is focused on the customers—and it therefore seems necessary for more holistic research to understand farmers' markets, including having a focus on the farmers and the vendors, and perhaps restaurants, especially in Denmark.

Summary Section 12.0: *In this section the important elements and findings were discussed. Here we discussed both positive and negative aspects of this thesis, along with limitations and future perspectives.*



13.0 Conclusion

As we have described, farmers' markets are a promising solution to overcome some of the challenges we see in the food system today. Some of these challenges include the loss of food knowledge, and the sense of food in the city (Steel, 2008). In connection to the five farmers' market cases that we investigated in close proximity to Copenhagen, we found that none of them today stage an experience, which opens up for a lot of potential to enhance the customer's experience at a market. However, it was found that in most of the cases, that the social relationships—and thus, social embeddedness—was a strong motivation for customers to participate in these markets. Another motivation for customers to attend these markets was in relation to the freshness and quality of produce, and supporting local producers—which relates to spatial embeddedness. Additionally, it seemed that markets that had poor synergy between the different foundations of event design (i.e. setting, people and management) that the market did not function well. This lack of synergy affected various elements of the farmers' market, especially in regards to the setting.

Furthermore, through developing several personas and customer journey maps for restaurant chefs, farmers, vendors and customers, we identified main challenges for these actors to participate in farmers' markets. Through identifying these challenges we created a concept that provided potential solutions through the concept of a farmers' market. It was found that through incorporating elements from the community supported agriculture model, that many of these challenges could perhaps be solved.

Through our case studies we explored whether or not it could be possible to apply the theoretical concepts mentioned in our thesis (Experience Economy: Pine and Gilmore, 1999; Embeddedness: Feagan and Morris, 2009; Event Planning & Design: Getz, 2007; and Getz & Page 2016) to the phenomenon of farmers' markets in Denmark. Based on our findings, it seems that embeddedness, as the literature seemed to suggest (Feagan and Morris, 2008), was well suited to understand farmers' markets in the Danish context. However, experience economy, was not quite as well suited since it was focused on providing a *staged* experience, whereas the goal of farmers' markets could be understood as providing an authentic experience (Lang and Hooker, 2013). Furthermore, we tried to understand farmers' markets

from the perspective of event planning & design (Getz, 2007; Getz & Page, 2016). However, we found that additional theories were perhaps needed in order to fully utilize some of the suggested concepts for a farmers' market. Compared to existing literature, it seems that we have provided a more holistic and broad understanding of farmers' markets, taking into account various actors and applying a combination of theories that has not yet been applied to farmers' markets, at least in the combination that we have applied it.

Through this thesis, we have provided an alternative solution to establishing a farmers' market at Grønttorvet in Valby, that we hope could spark interest for others to continue on research within farmers' markets in Denmark, with the aim to create greater access to local food, sold by local producers. It could be suggested that future research within establishing farmers' markets in Denmark should have focus on farmers and producers, since it was found that participating in farmers' markets, often is not profitable for them, which poses a significant barrier for them, and thus the development of future farmers' markets in Denmark.

Even though the concept developed based on our findings from this thesis has yet to be tested and further researched, we find that it is a relevant and exciting solution that addresses many of the found challenges. Furthermore, this concept answers our research question, in that we believe it to support the business interests of restaurants and farmers, while enhancing the customer's experience through access to fresh, local fruits and vegetables. The idea of applying the model from community supported agriculture together with the farmers' market, reinforces many of the values relating to farmers' markets, as we have understood them in Denmark. The common value shared amongst all actors was related to the social relationships that are established through local food or farmers' markets, which is closely reflected in the chosen theme of the market, which was community. Through this sense of community, we hope to bring people closer to their food producers, while providing citizens access to fresh, high quality local fruits and vegetables.



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Figure Images

Figure 3.2 - Sigurd Ulvedal from Rebel Food
<http://www.rebelfood.dk>

Figure 3.3 - Site Map of Grønttorvet
<http://kbhkort.kk.dk/>

Figure 3.4 - Map of Farmers' Market Cases
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Figure 6.4 - From Data Collection to Idea Development
https://en.wikipedia.org/wiki/File:Denmark_blank_transparent_bkgd.svg

Figure 11.1 - Persona for Camilla Fischer
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Figure 11.2 - Persona for Knud Sørensen
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Figure 11.7 - Inspiration Moodboard
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Photos

Photo 3.1 - The Old Grønttorvet circa 1900
https://commons.wikimedia.org/wiki/File:Gr%C3%B8nttorvet_-_Amagerkoner.jpg

Photo 3.2 - Overview of Grønttorvet Locations
<https://da.wikipedia.org/wiki/Ishøj>

Photo 6.1 - Evolutionary Tree of Twentieth-Century Architecture
<http://archidose.blogspot.dk/2015/03/charles-jenckss-evolving-evolutionary.html>

Photo 7.3 - Market Days at Stændertorvet circa 1900
https://static.flickr.com/3/2609/4012062652_1f86aa6603_b.jpg

Photo 11.3 - Market Theme
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Divider Photos

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Appendix Images

Appendix 27 - Customers

Birthe Larsen

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Camilla Fischer

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Karen Kofoed

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Lis Bredtoft

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Steen Olsen

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Appendix 28 - Vendors

Knud Sørensen

https://en.wikipedia.org/wiki/Chrysanthemum_tea
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Lars Eriksen

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Lise Jørgensen

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Mogens Pedersen

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Svend Møller

https://encrypted-tbn0.gstatic.com/images?q=tbn:ANd9GcTpu7ndfjX0lBRiY0jE_x8njDP-0d9iAvGhHD9IImQq-clyriFy
https://upload.wikimedia.org/wikipedia/commons/thumb/0/07/MIN_Rungis_fruits_et_legumes.jpg/220px-MIN_Rungis_fruits_et_legumes.jpg
<https://encrypted-tbn0.gstatic.com/images?q=tbn:ANd9GcTX1GgCKxHIugKk9FO2vdPmUINp-P8o-v37FIEqA7iJhGAwE-ivaA>
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<https://www.geroa.org/wp-content/uploads/2016/01/Cartel-Geroa-3.png>
https://cdn.pixabay.com/photo/2016/12/21/17/46/miniature-schnauzer-1923452_960_720.jpg
https://cdn.pixabay.com/photo/2017/02/13/16/06/surf-fishermen-2063026_340.jpg
http://upload.wikimedia.org/wikipedia/commons/thumb/a/a2/Mand%C3%B8_Museum.1.jpg/200px-Mand%C3%B8_Museum.1.jpg
<https://s-media-cache-ak0.pinimg.com/originals/68/42/82/684282a5e9213b99a6984bf2fcba-d4a.jpg>

Appendix 29 - Restaurant Chef

Peter Smith

<https://encrypted-tbn0.gstatic.com/images?q=tbn:ANd9GcSKl3MoqAWO7J7YCoXY08V4inuc->

https://encrypted-tbn0.gstatic.com/images?q=tbn:ANd9GcTfgI9M84f2NzDgoyKnn19v5nKpLif-62h8Yp0a7uZlPjMMmv0DN_g
https://cl.staticflickr.com/1/6/78339413_5530d78a23_m.jpg
<https://s-media-cache-ak0.pinimg.com/236x/01/ef/76/01ef7614c8dfef147d8413c226afd597.jpg>
https://encrypted-tbn0.gstatic.com/images?q=tbn:ANd9GcRsk-XiYE8e6pBhXueMzTqzic7Bm_VUrn1IOhKLG-0l3YgPEIEI
<http://www.tut.com/images/articles/447/ZeseGajeraZajeg.jpg>
https://upload.wikimedia.org/wikipedia/commons/thumb/0/00/Brecker_%40_jazz_for_kerry.jpg/365px-Brecker_%40_jazz_for_kerry.jpg
<https://encrypted-tbn0.gstatic.com/images?q=tbn:ANd9GcTrVpLe1HGQo6bXro3hBnzqg8953x-9Y3GKPIy-dSX6UwSjwgOFs1Q>
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Appendix 30 - Farmer

Jonathan Mikkelsen

<http://koreanakaraoke.com/wp-content/uploads/2013/08/photo-via-Flickr-eschipul-300x2293-150x150.jpg>
<https://s-media-cache-ak0.pinimg.com/736x/b7/13/a0/b713a04c7a887f946bec539a31bc2b77.jpg>
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<http://www.tigermarinecharter.com/wp-content/uploads/2015/01/shangani-yacht-phuket-menu-thai-style-7.jpg>
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Historic Map of Farmers' Markets

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Less than 3% of World's Population Live in Towns

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http://denstoredanske.dk/Geografi_og_historie/Økonomisk_historie/detailhandel

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[http://denstoredanske.dk/Danmarks_geografi_og_historie/Danmarks_historie/Danmark_-_historie/Danmark_-_historie_\(1814-1900\)](http://denstoredanske.dk/Danmarks_geografi_og_historie/Danmarks_historie/Danmark_-_historie/Danmark_-_historie_(1814-1900))

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Women enter job market
[http://denstoredanske.dk/Danmarks_geografi_og_historie/Danmarks_historie/Danmark_-_historie/Danmark_-_historie_\(1814-1900\)](http://denstoredanske.dk/Danmarks_geografi_og_historie/Danmarks_historie/Danmark_-_historie/Danmark_-_historie_(1814-1900))

Høkerloven
http://denstoredanske.dk/Geografi_og_historie/Økonomisk_historie/detailhandel

>50% live in urban areas
<https://da.wikipedia.org/wiki/Landbrugshistorie>

First supermarket
http://denstoredanske.dk/Geografi_og_historie/Økonomisk_historie/detailhandel

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<http://www.groenttorvet.dk/Default.aspx?ID=181>

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<https://opengardencph.dk>

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<http://bm.mono.net/bondens-marked-p-oesterbro11>

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<https://www.dlg.dk/%C3%98kologi/Oekologi>

Lukkeloven removed
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<https://om.coop.dk/sammen+om+bedre+mad/madmanifest.aspx>

86% live in urban areas
<http://www.dst.dk/pukora/epub/Nyt/2007/NR049.pdf>

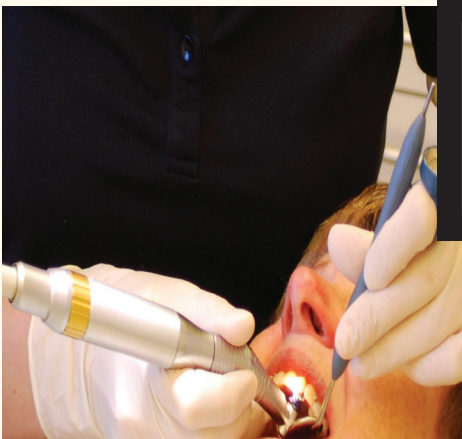
Appendix 27: Customer Personas



Birthe Larsen
65 years

Birthe is a retired teacher living alone in a small townhouse with a rose garden in a town. Her husband passed away 10 years ago, then she have moved here. She has 3 children and 5 grandchildren, who live in another town. Sometimes Birthe feels lonely since her husband died, so she found some activities that would make her less lonely. She is able to use computer, mainly she is using Facebook, she likes to 'snoop' and look around what other people are doing. Every Tuesday morning she goes to library in the citycenter to meet her friends for coffee. Once a week she takes a bus and goes to the market located in the center of her town. She likes to shop at the market, because she can buy high quality produce in small quantities. On regular day she shops at Rema 1000, because it is located close to her home. Sometimes she buys a little 'cheap' or things with discount, but from time to time allows herself more expensive things as well.

Appendix 27: Customer Personas



Karen Kofoed
38 years

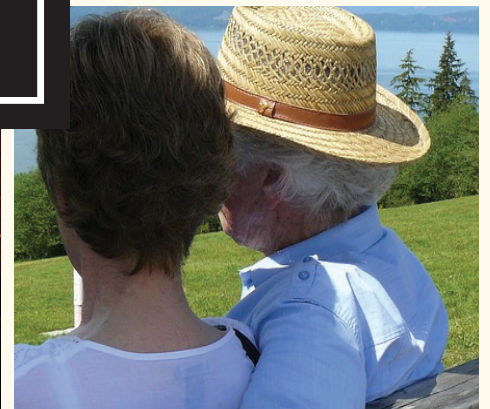


Karen Kofoed is a 38 years old single mother having a son of 11 and a daughter of 8 years old. They live in a house in a suburb of the city. In free time Karen likes running and reading. She is working as an odontologist. She is a very busy woman on regular day, because she is raising her children alone, so she has to bring them to school and pick them up, also do shopping and cook. Normally she buys her groceries at Netto, but when she has more time or other things to do in town she stops at the farmer's market. She likes the colours at the market and variety of flowers offered there. She likes the idea of buying local produce from the market but due to convenience most of the time she shops at the supermarket - one stop destination. She use to come more often to the market when there were more activities for her kids.

Appendix 27: Customer Personas



**Lis Bredtoft
72 years old**

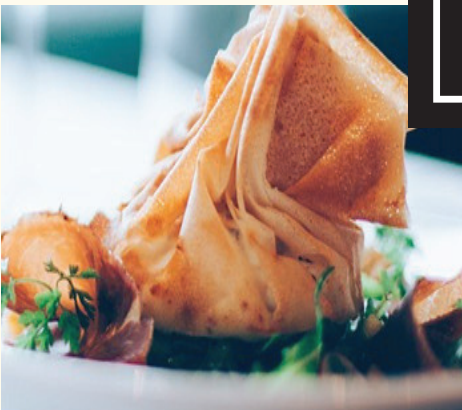


Lis Bredtoft, a 72-year-old retired seamstress, lives together with her retired husband, Jens Bredtoft, and their two cats, Alba and Baloo. Lis and Jens never had any children, and have therefore always had cats that they over coddle. In their home they often watch television, while smoking their Red Looks, drinking strong black coffee and petting their beloved pets. They enjoy leaving the house for their weekly Bingo nights with friends in the local community center, a short drive from their home. Shortly after retiring, they invested in a new caravan, which they use to take long trips in the winter months, together with Alba and Baloo. They are very proud of their investment in this caravan. In addition to their weekly Bingo night trips, they drive in their old car down to the nearby farmers' market once a week, where they seem to know everyone. Lis excitedly chit chats with many of the other citizens and vendors at the market and she often buys jams, honey, cheese and flowers. She isn't overly concerned about the stories behind the products, but does prefer to buy from the same vendors that she has known for many years. Her husband, Jens, follows her around the market patiently.

Appendix 27: Customer Personas



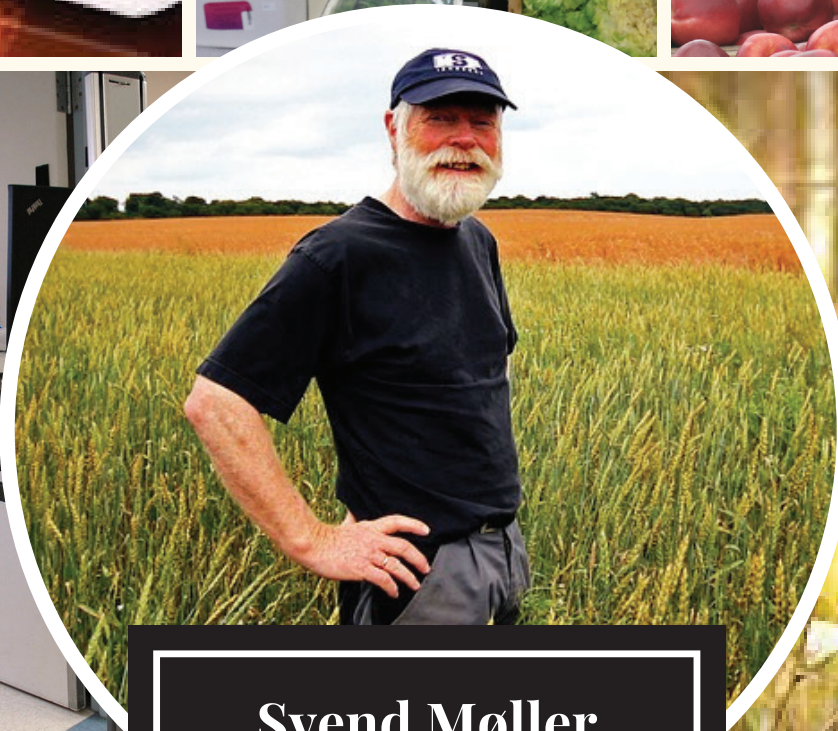
Steen Olsen
46 years old



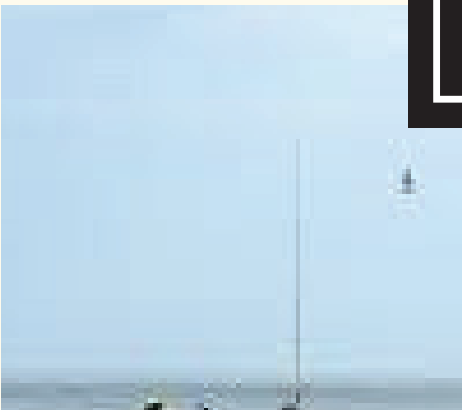
Steen Olesen is a 46 year old professor, working at the University in Copenhagen. At the University he teaches innovation management. He graduated 20 years ago from DTU in Lyngby. He has been Married for 15 years and has two sons, aged 10 and 12. Steen and his family lives in an apartment in Frederiksberg. In his free time he likes to take his family out for nice dinners and lunches on the weekends. Another big hobby of his is biking. He often goes to the forest on weekends to ride on his mountain bike, he often compeed against his friends from his studies at DTU. Steen is a big fan of Apple products and can therefore use is recently bought Apple Watch to track his time and distance when riding his mountain bike. Besides his Apple Watch he has many other Apple products. He is a big fan of how the products can be synchronized.

Steen always ride his bike to work. He is very concerned about the environment and does therefore not want drive a car. Therefore when he grocery shops he prefer to buy some organic produce. He likes to stop at Torvehallerne on his way home from work to purchase nice groceries.

Appendix 28: Vendor Personas

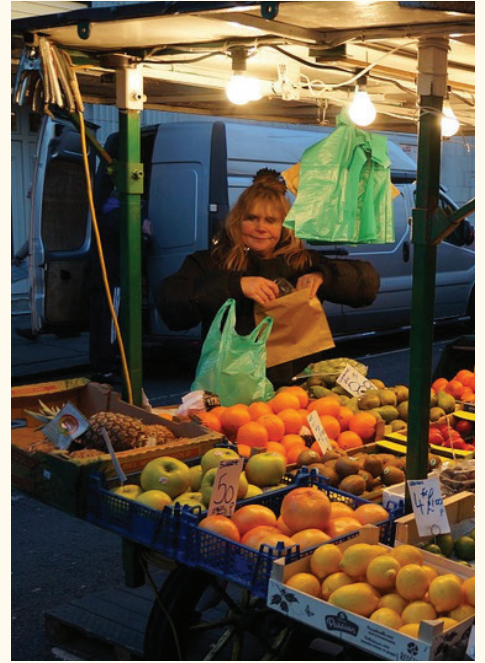


Svend Møller
56 years

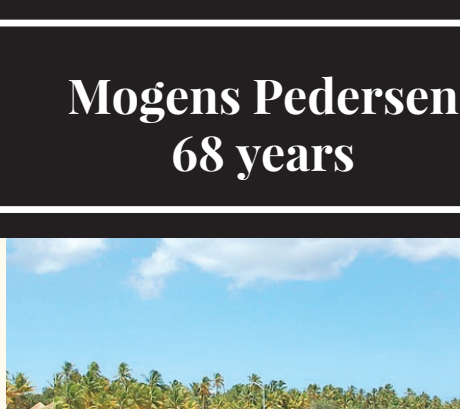


Svend Møller is a 56 years old vendor who participates at the farmers' market for 27 years. He is present at the market every Wednesday and Saturday, besides this market sometimes he attends other smaller markets. In order to be at the market Svend has to wake up at 4 am and always has a long working day normally he is home at 17:00. Svend is coming to the market because he makes a living of it, also he enjoys seeing and chatting with customers. He used to produce his own fruits and vegetables but for the past ten years found this to be too time consuming and too expensive. Therefore, now he sells products that he buys from Grønttorvet (Taastrup). It makes him sad and a bit ashamed because he used to be a proud farmer. He misses old days when he could sell his own produce. Svend likes to be independant and working alone at the market, but always takes his dog together with him. He lives in an old small farmhouse around 40 km from Copenhagen near Kirke Hyllinge (Sæby). He been married for 30 years to Marie 52 years old nurse. They have two adult children who live in Copenhagen. In free time Svend likes to go fishing with his old friend.

Appendix 28: Vendor Personas



Mogens Pedersen
68 years

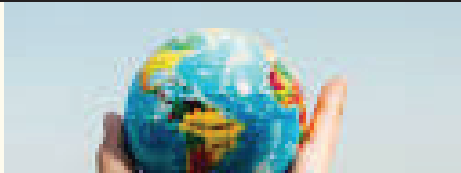


Mogens Pedersen, a 68-year-old retired gardener and landscape architect, lives together with his wife, Jette Pedersen, on an active apple plantation outside of a medium sized city. He is an active outdoorsman, spending a lot of time in his garden, biking, walking, and enjoying nature. Since he retired, his eldest son, Jan, has taken over his business. Despite Mogens having retired, he continues to work on his apple plantation, selling his own apples at the local farmers' market twice a week. He is passionate about apple production, and prides himself on having beautiful, delicious apples—providing plenty of taste samples to his customers. Given that his is concerned about having the most beautiful apples and that he had a traditional career in gardening, he frequently uses pesticides on his plantation. When apples are out of season, him and his wife take a long winter vacation somewhere warm.

Appendix 28: Vendor Personas

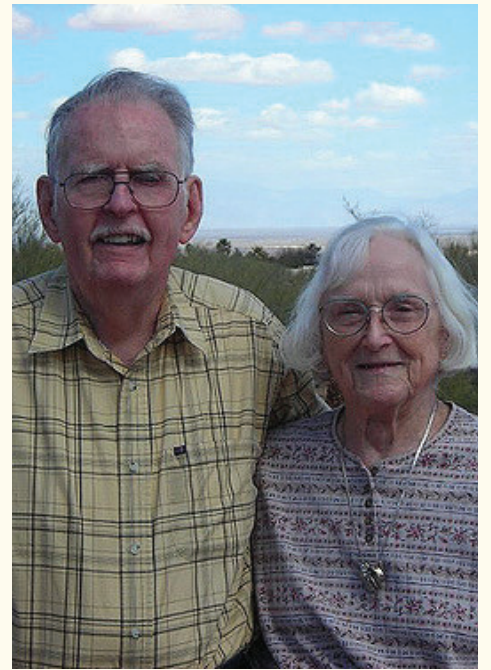


Lise Jørgensen
19 years



Lise Jørgensen is 19 years old. She lives at home with her parents and brother, at their little farm in Amager, the family has lived at the farm for 20 years.. Lise has just graduated from Orestads Gymnasium, she graduated with honor, but has decided to take a year off from her studies in order to work with her parents at the farm, where they grow strawberries. In her spare time Lise like to ride horses, they have two horses at the farm. Every summer the family have a little farm shop at the farm in order to sell their strawberries, along with meeting the customers and telling them the story behind the strawberries. The family cares very much about tradition, quality and storytelling. For the first time ever, Lise is gonna participate at farmers market in the city alone. It is the first time, they will sell the strawberries at a farmers market. The reason they are trying to participate at a farmers market is to broaden their business and meet new customers. Her brother will drive her and the strawberries there, along with helping her setting up. But after that he will leave and she will be alone for the first time. Lise cares very much about good customer service, and since she has been a part of the production and knows all about the produce, she feels confident, that she can provide the customers with good service & knowledge.

Appendix 28: Vendor Personas

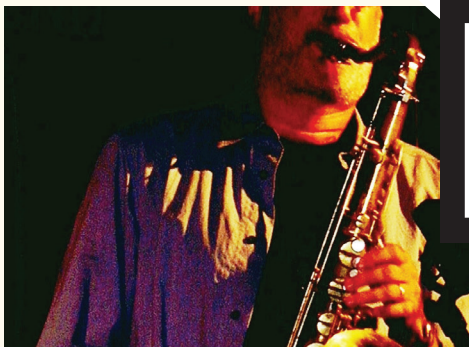


Lars Eriksen
47 years old

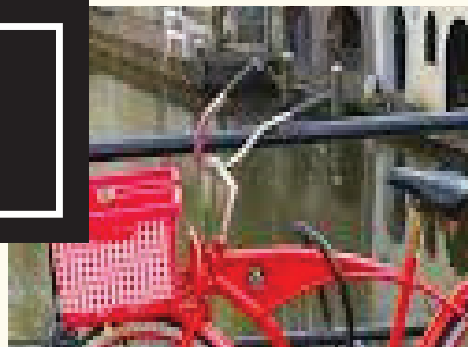


Lars Eriksen is a forty seven year old man, who is married to his wife, Lotte Eriksen. They live together with their five year old child, approximately twenty kilometers outside a city in a house on a farm. On their farm they grow a variety of vegetables using organic production methods, which they sell wholesale to several restaurants and to private customers in their small farm shop. The entire family lends a helping hand at the farm, when possible. Lars' parents live nearby and help him and his wife a regular basis with childcare, cooking and light farm work. He is a hard worker, and values spending time with his family. For several years he has been participating in a farmers' market in the nearby city, which he sees as a valuable opportunity to promote his farm business and shop, and to educate customers about his production methods. He enjoys chatting with customers, and passing on his knowledge to interested customers. While Lars enjoys participating in this farmers' market, he finds that it has been economically stressful as it is very time consuming compared to how much money he earns at the market. He is torn between whether or not he should continue to participate in this farmers' market. This stress leaves him exhausted at the end of the day, and he often falls asleep on the sofa watching television.

Appendix 29: Restaurant Chef Persona



Peter Smith
46 years



Peter Smith, 46 years old, owns a nice and popular restaurant together with two partners in Copenhagen. He is in charge of the menu and the daily activity related to the food and the employees. This restaurant is his life and has been a dream for him for many years. He has a passion for tasty and nice food based on good quality produce and therefore he is in charge of getting the right produce to the restaurant and to create their menu. It is important for him to know where his produce comes from and the production method. As a part of the restaurant profile, they have focus on danish and local food. He has a good contact with several farmers in the area around Copenhagen, who supply the restaurant with fresh and good vegetables and meat. In order for him to work with his passion, he needs a more open and flexible menu plan which often causes him worries and more stress. But he likes his job and the restaurant and is present at the restaurant around 12 hours a day. He eats lunch with the employees every day and has some dinner at the restaurant when there is time. His dream about the restaurant has also inflicted losses for him. He does not see his friends that often as he used to, and several of his friendships hang by a thread since he never has time to join them. It causes him pain. When he meets with some of the friends it is often in connection to tennis. His girlfriend is on the other hand more understanding and even though they don't see each other that often, she tries to see him after his shift at least twice a week. Peter is living alone in his small apartment in the city and uses his bike for transportation to work.

Appendix 30: Farmer Persona



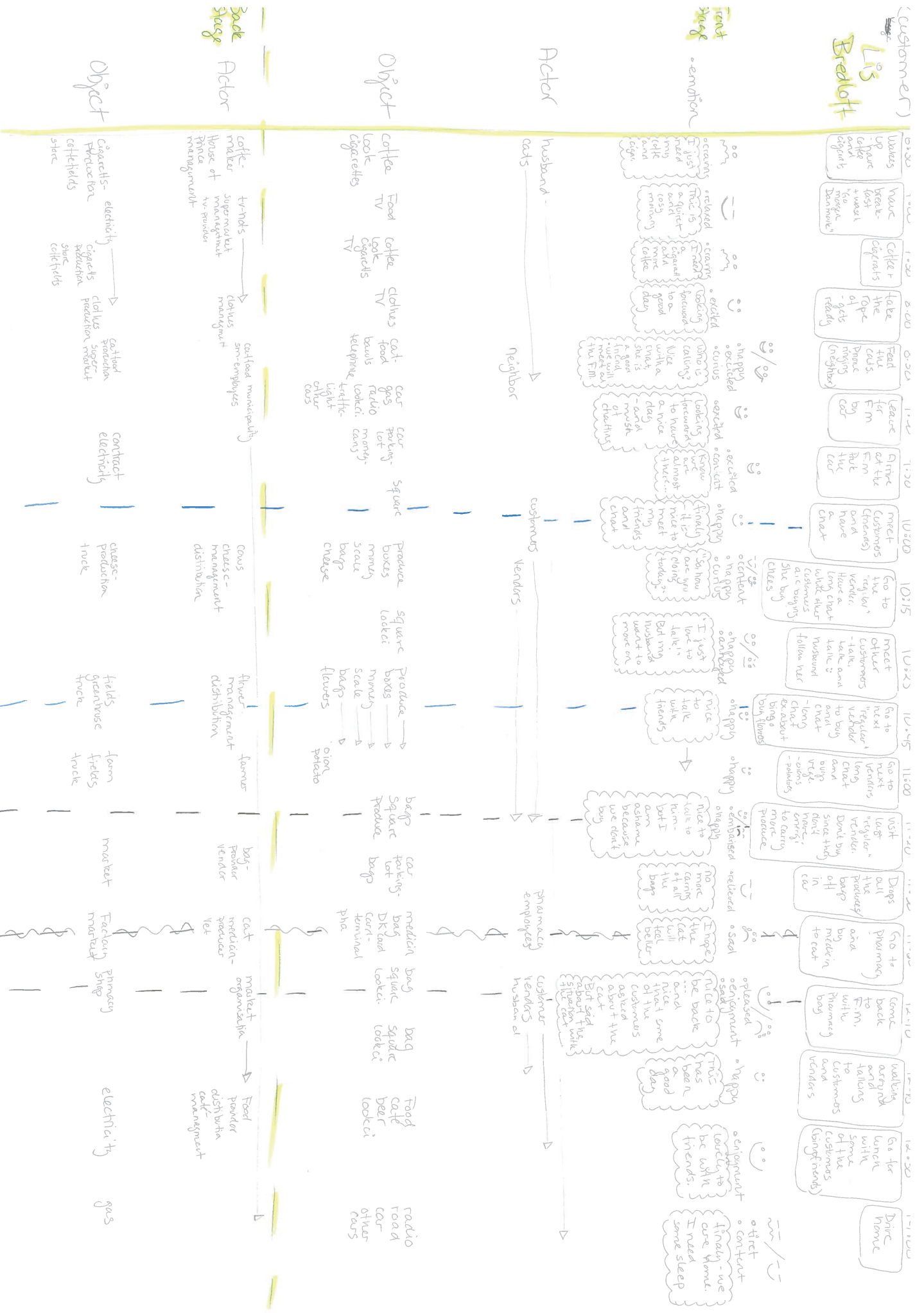
Jonathan Mikkelsen
52 years old



Jonathan Mikkelsen is a full time farmer & is married with a humble woman from Thailand. They both work at the farm and they have two employees, one full time and one part time. The farm is small & he produce different vegetables like carrots, cabbage and leek. He is proud of his production and the quality is important for his reputation and business. He cares a lot about the environment. They have a small farm shop, and there is good flow of private customers from the neighbourhood. Most of his produce is sold to different restaurants, that values his good quality. He is trying to promote his farm and his produce in order to attract new restaurants but finds it very difficult. He considers to get some professional help to overcome this challenge.

Jonathan's wife is a good cook and she make a good mix of old danish food and Thai food and Jonathan love to eat. They never got kids since they have fertility problems and Jonathan didn't want to adopt. He doesn't think about is anymore but is has caused him pain for many years. They have to big dogs, German Shepherds, and they bring a lots of joy. They have a few good friends, couples. When they meet they often use the time on a board games at their farm or karaoke town.

Appendix 31: Customer CJMs



Appendix 31: Customer CJMs

(Customer)
~~the person~~
Karen
Rafael

Trend
stage

emotion

Actors

Object

Back
Stage

Object

15:00	15:15	15:30	15:45	16:15	16:20	16:25	16:35	16:40	17:00		
Pick up kids	Drive to town	Arrive at town - park the car	Look at the martlet. decide to come back - the kids just want to look at shoes.	Arrive at shoeshop. the boy will try many shoes	Buy one pair of shoes. Know the kids want to go home	Walks to F.M. with kids. Kids are not in the mood for F.M.	Arrive at FM	Buy flowers, carrots and cucumber. No chatting with vendor. Kids pulling quick stop	Walk to the car. The kids are teasing and playing	Drive home	Arrive at home with shopping bag
stressed happy "How will the kids behave in town?" "The kids had to see the kids"	content "The kids behave"	stressed "It is not easy to find parking"	amused annoyed "I want to look at the martlet but most time the kids complain"	delighted "I just want to get this over"	frustrated "went over budget"	stressed curious "If I just had 2 mins by myself to look at the produce"	stressed curious "I just want something nice"	satisfied regretful "It is nice to buy something but I had more time"	disappointed "I really want to use more time at the market"	satisfied tired "Looking forward to weekend"	relieved sneaked "Finally - I am home!" "I spend too much money on the shoes"
teacher other children big kids	drivers kids bicyclist	pedestrians	salesman customer kids	salesman customer kids	vendors customers kids	pedestrians kids bicyclist	pedestrians bicyclist kids	kids drivers bicyclist	kids husband	kids drivers bicyclist	kids husband
School Parking lot Car School-bag	car Ipad road trafficlight owner		shoes bench mirror shop Ipad Purse Shopping bag shoes box Dunkert-terminal	shops road cars cross-walk	Produce Square tables tents umbrella Cash Plastic-bag Bag Shopping bag	Produce Square tables tents umbrella	cars road bikes Parking lot	bikes cars road trafficlight Ipad	House car drive way shopping bag		
municipality school husband	municipality gas station people shop people	municipality shop office + shop people	shop management cleaning staff Shoe-Producer/supplier Nets	municipality shop office	market-organizer market-organism municipality spensers	market-organizer market-organism spensers municipality	municipality office	gas station shop	Bank municipality	gas station shop	Bank municipality
calendar on the phone	gas electricity gas station	office (market organizer) electricity funding money finances water toilets	trucks factories cleaning supply internet electricity computer sheepmanagements	electricity	offices finances electricity water tenet	offices finances electricity water tenet	electricity	gas electricity gas station	electricity	gas electricity gas station	electricity

Appendix 31: Customer CJMs

(customer)

Steen Olsen

FRONT stage

emotions

16:00

Bike to FM.
-he renew to buy? tomatoes, basil!
can I have cheese

stressed
this is a part of this "to do" list.
He want to please his wife
want best/good produce

16:15

Arrive at FM.

frustrated
finally I am here

16:15-25

Problem to find parking for the bike

annoyed
I need to use electric bike

16:25-30

lobbies around for best quality and price

annoyed
I want the best produce - what do they have today?

16:30

He buy tomatoes. Do not chat with the vendor - but are asking about the produce

focused
I want to make the choice, but not waste time

16:40

Goes to the next vendor - buy red onions. Only ask questions about the produce.

satisfied
I got the good produce for a good price

16:50

Bad his bike and leave for Netho

stressed
I need another bike
I must be fast/in a hurry

17:00

Arrive at Netho. Netho is very busy

angry
I just want to go home - a Friday - want my family

17:05

He is in line with the basil and cheese. waiting in line for 15min

angry
A waste of time. I tried to get it all at the FM - but did it succeed

17:20

Bikes home

frustrated
finally I am on my way home
Excuses

Actor

Bicyclist
Pedestrians

Vendor
customer
tourist

Bicyclist

Vendor
customer
tourist

Bent the Vendor
customer
tourist

Vendor
customer
tourist

Bicyclist
Pedestrians

customers
employees

Bicyclist
Pedestrians

Object

Bikes
Cars
Bus
Road
Traffic light.
Bag

Bikes
square

Bike
Bikestand
lock
square

Produce
tents
tables
signs w/price
w/organic

tomato
other veg.
Iphone
scale
tents
plastic bag
Bag
(mobi pay)

Bike
Bag
lock
Bikestand
plastic bag

Basket
plastic bag
products
Wetshop/store

Basil
cheese
(electricity?)
P.O.S.
DarkBert

Bike
cars
bus
road
traffic light
Bag
plastic bag

Back stage

Actor

Municipality
Moria

master-organizers
municipality

municipality

Farmers
Producers

Danske Bank (mobi pay)
Farmer
Producer

municipality

Danske Supermarket
"local" shop/Netho
managerment
mødtaleman

Moria

Object

contract/
agreement
Funds

Farm
Fields
G.T.
Season

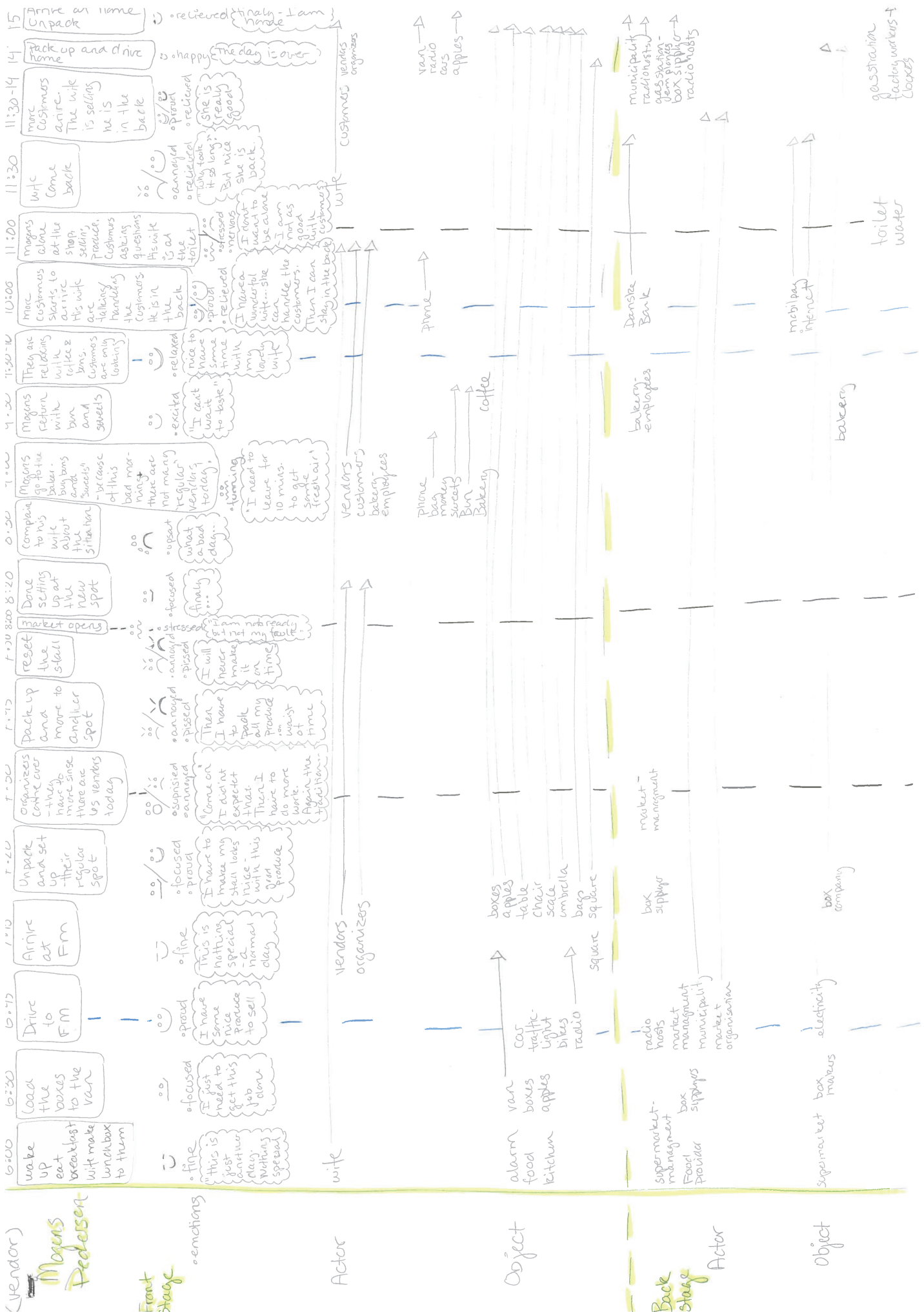
Internet
Phone sub-
scription
greenhouse

Field
machinery

trucks
logistics
warehouse

internet
(electricity)

Appendix 32: Vendor CJMs

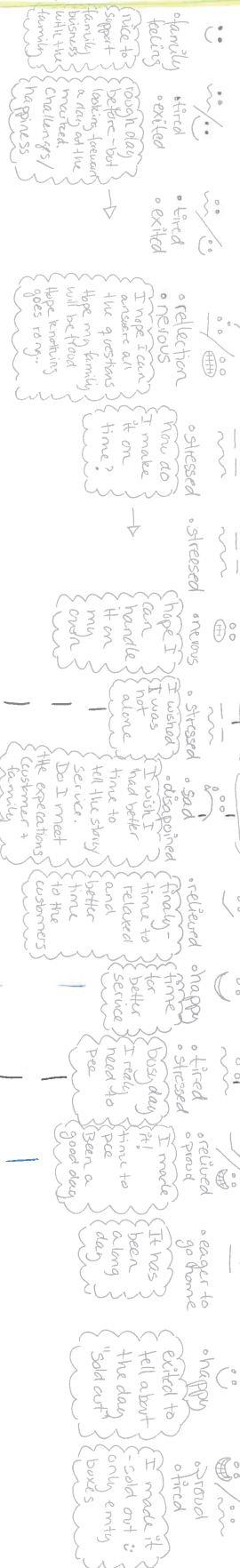
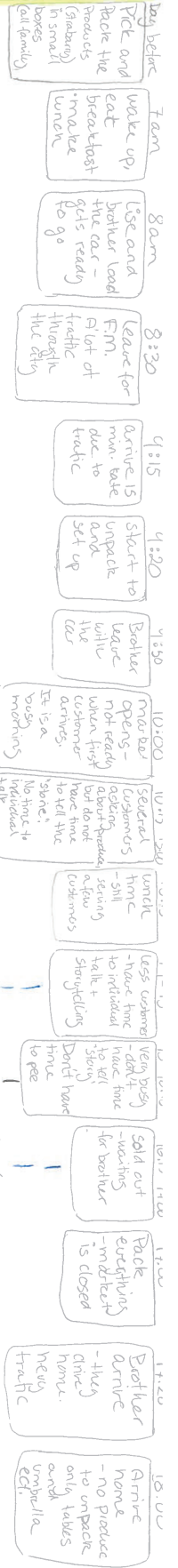


Appendix 32: Vendor CJMs

Vendor
Lise
Jorgensen

Event Stage

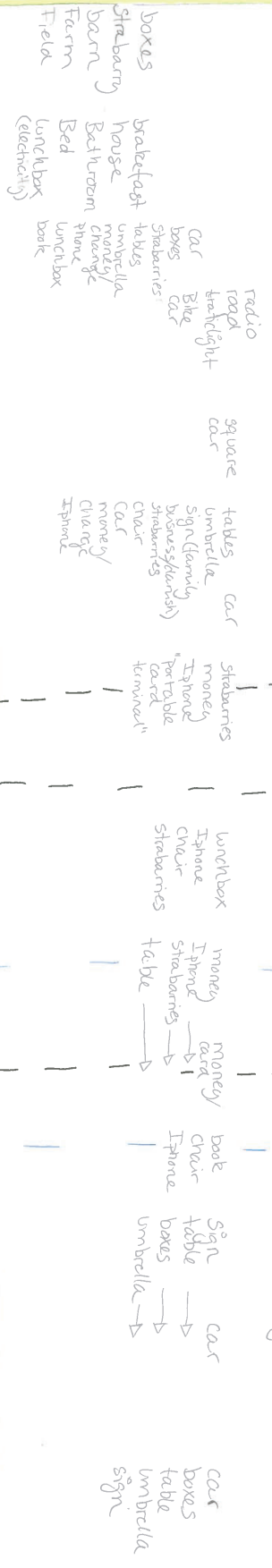
emotion



Actor



Object



Actor

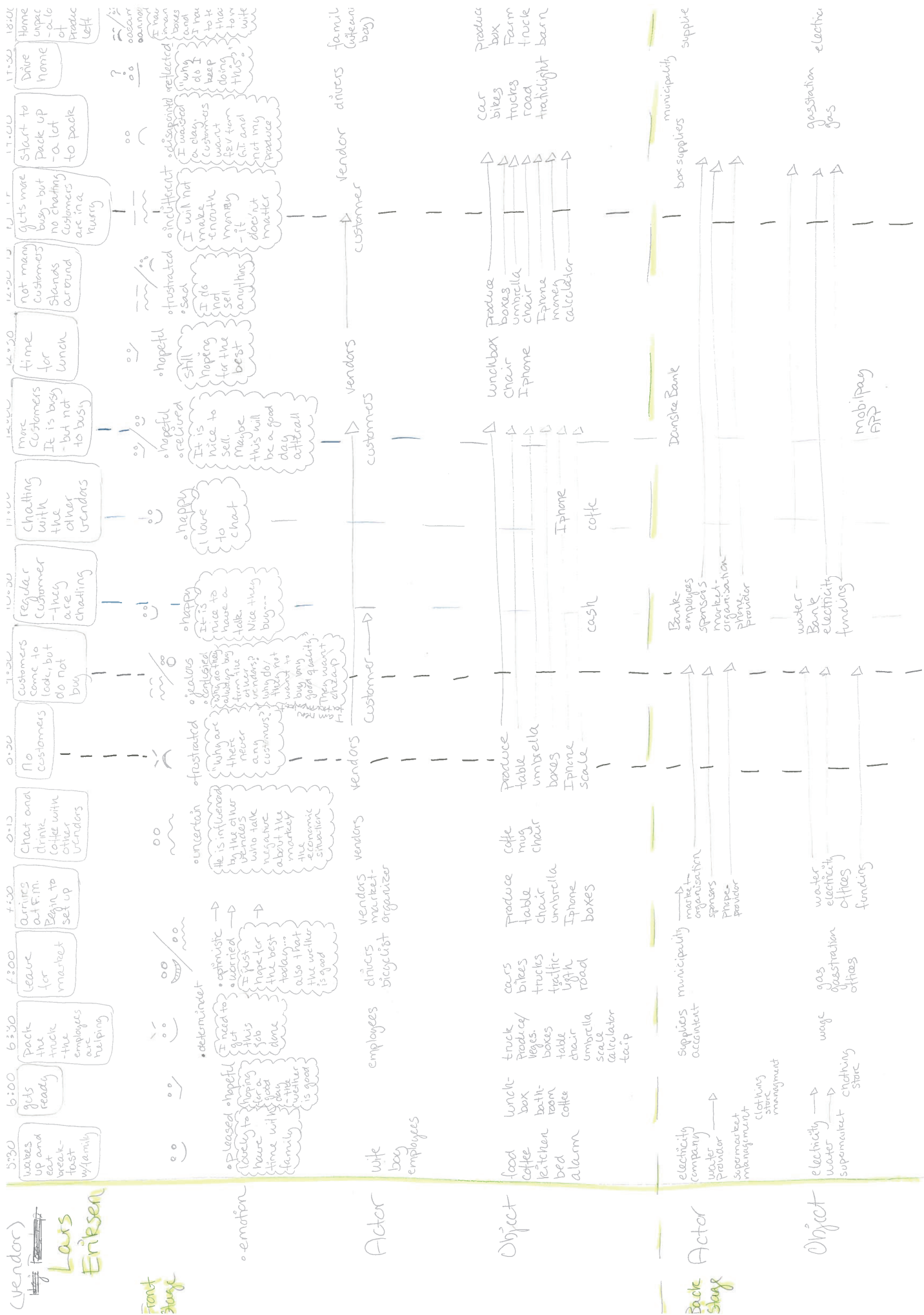


Object

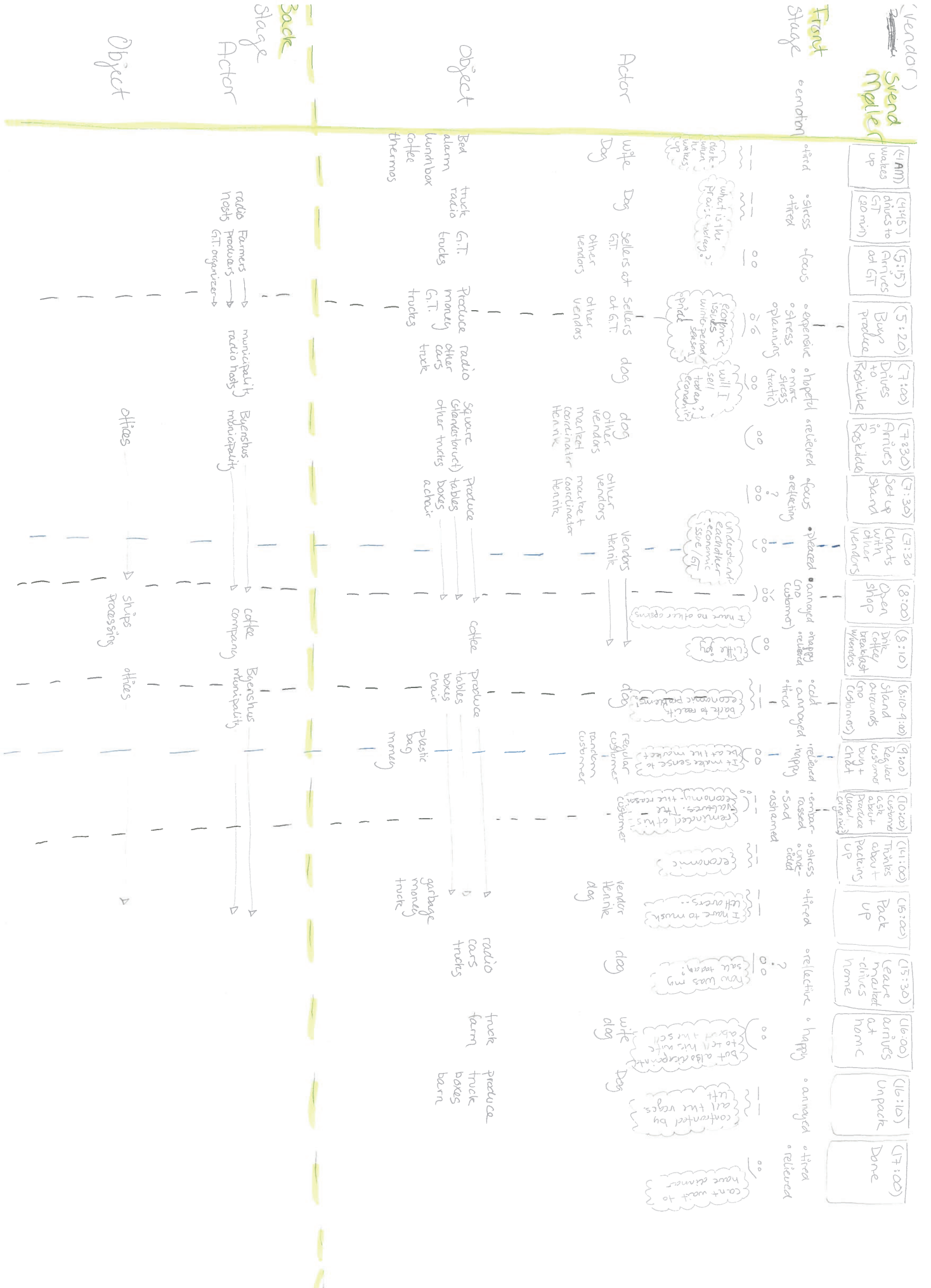


Back Stage

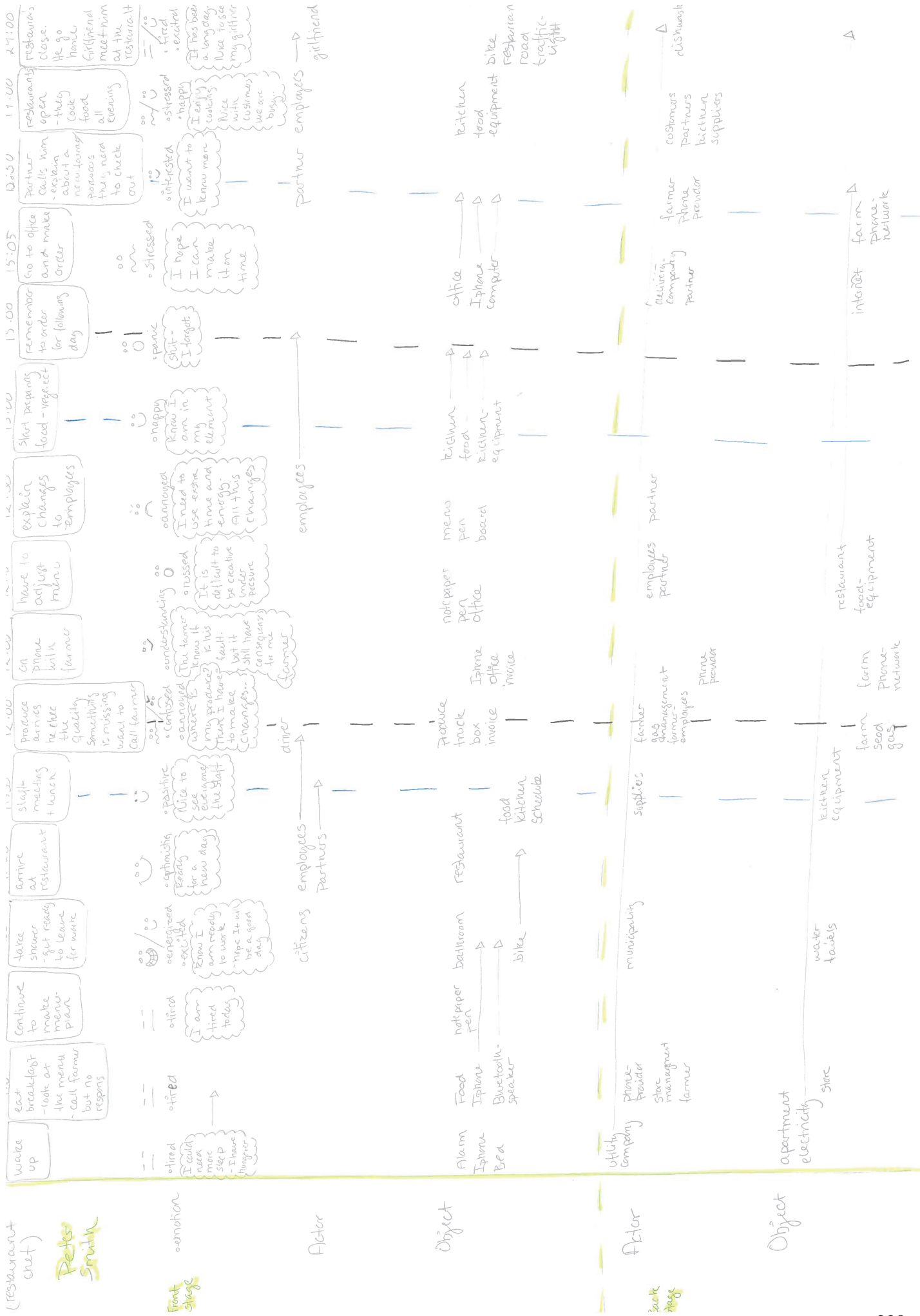
Appendix 32: Vendor CJMs



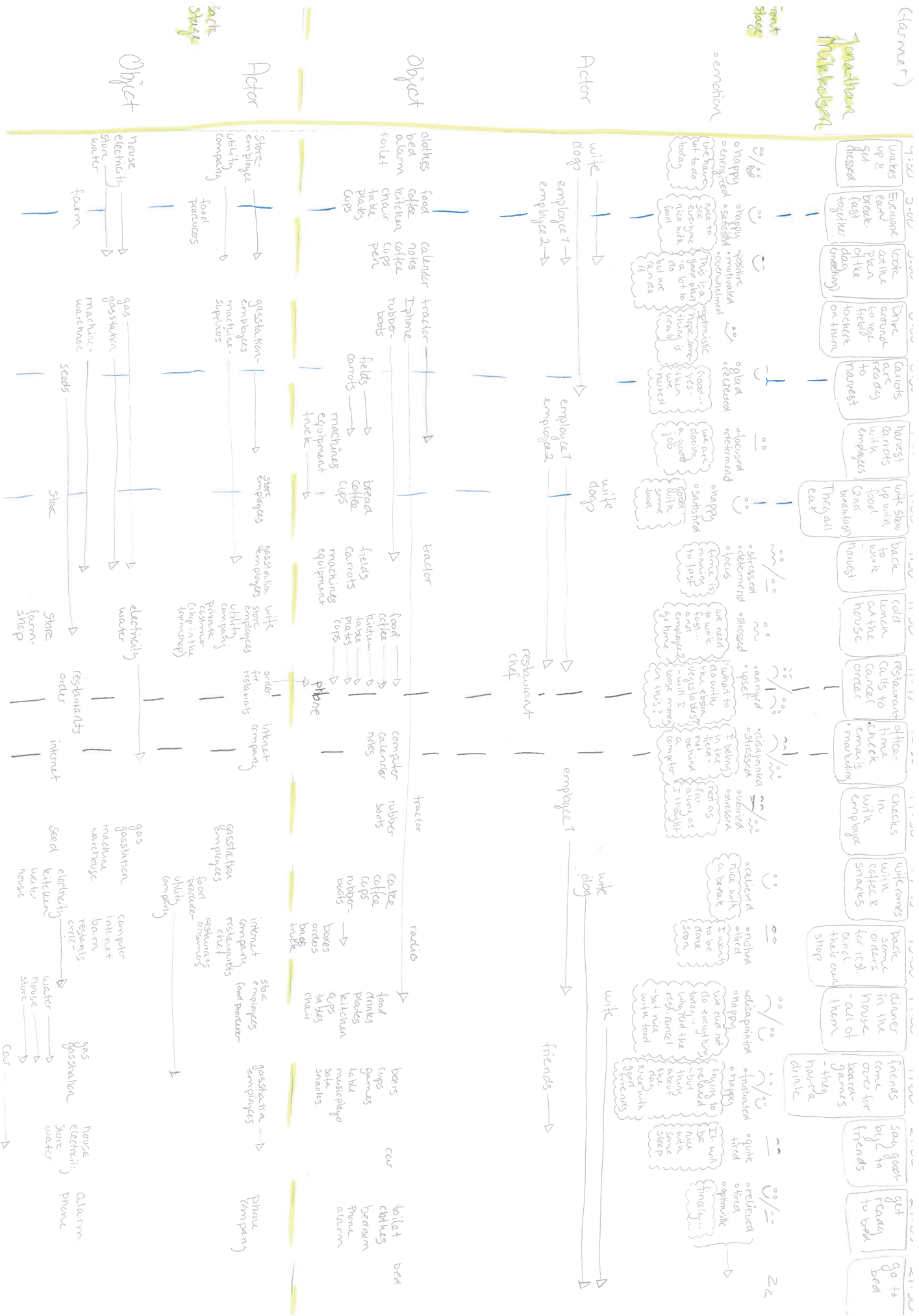
Appendix 32: Vendor CJMs



Appendix 33: Restaurant Chef CJM



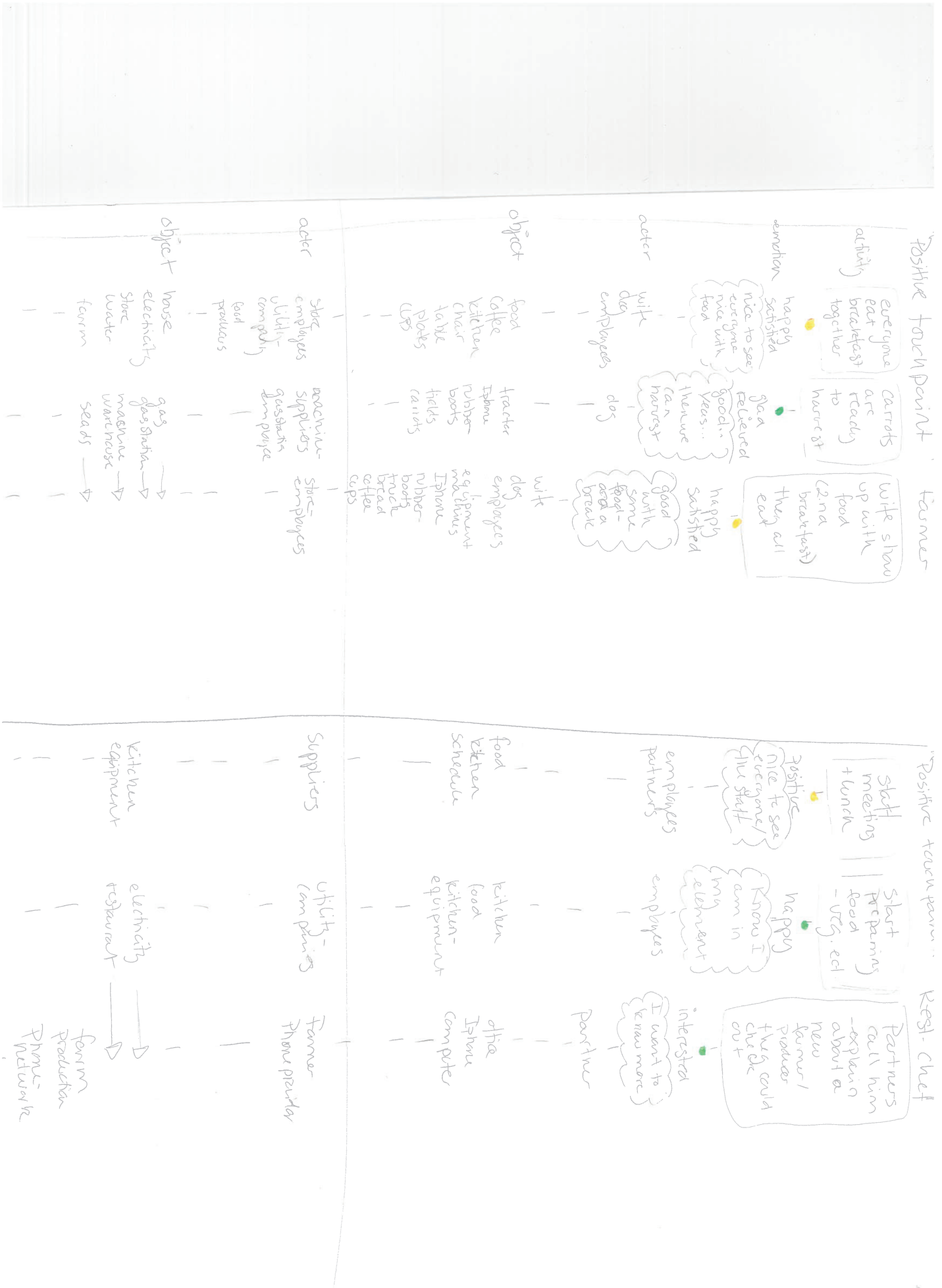
Appendix 34: Farmer CJM



Appendix 35: Positive Touchpoints



Appendix 35: Positive Touchpoints



Appendix 36: Negative Touchpoints

