



An explorative study of the establishing of the Kitchen Incubator CPH Food Space

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Nanna Molnit Ørum

Abstract

In the recent years there has been an increase in small food business in Copenhagen, which awakes a curiosity of what the opportunities for the future food entrepreneurs of Copenhagen are. This increase of small food business has, amongst other food initiatives in Copenhagen, created awareness about food as a market of growth, which caused the Municipality of Copenhagen to support initiatives which fosters food entrepreneurs in order to secure this positive development.

This thesis is an explorative study focusing on the establishing phase of one of these supported initiatives; the kitchen incubator CPH Food Space, a public-private funded project.

The research takes a starting point in the literature of business incubators in order to clarify whether a business incubator aimed at the food sector, also named a *kitchen incubator*, can contribute positive to the opportunities of the future food entrepreneurs of Copenhagen. Further *field research* was the method found suited for studying the case while observation of the establishment of CPH Food Space and field interviews gave an insight knowledge not gain otherwise.

A stakeholder analysis, of the most important stakeholder appearing in the establishing phase, was conducted as well as a mapping of the scape of food and innovation of Denmark. The analysis and the mapping provided a picture of the complexity of public-private initiative and the mapping clarified the scape of the thesis.

CPH Food Space was found to be an initiative to have a positive impact on the opportunities of future food entrepreneurs of Copenhagen and creating public-private food innovation initiatives could contribute the increase of innovative food environments.

Resume

Der er gennem de senere år sket en stigning i antallet af små fødevarer virksomheder i København, hvilket skaber en nysgerrighed omkring hvad mulighederne er for fremtidige mad entreprenører i København. Denne stigning i antallet af små fødevarer virksomheder har, blandt andre mad initiativer i København, skabt en opmærksomhed omkring fødevarer sektoren værende et marked for vækst. Dette har medført at København Kommune, for at sikre denne positive udvikling, er villig til at støtte initiativer der fremmer mad entreprenører.

Dette er et explorativt speciale, med fokus på etableringsfasen af et af de støttede initiativer; køkken inkubatoren CPH Food Space, et private-public støttet projekt.

Undersøgelsen tager udgangspunkt i den akademiske litteratur omkring væksthuse (business incubators) for at klarlægge om væksthuset med fokus på fødevarerbranchen, også kaldet *køkken inkubatorer*, kan bidrage positivt til mulighederne for fremtidige mad entreprenører i København. For at studere casen CPH Food Space var feltstudier fundet som en passende metode, da observationerne af etableringsfasen og interviews fra felten bidrog med en indsigt i processen som ikke ville være opnået med andre metoder.

En analyse af de vigtigste interessenter blev foretaget såvel som en kortlægning af innovative mad initiativer i Danmark. Analysen af kortlægningen udtrykte kompleksiteten i public-privat støttede projekter, derudover gav kortlægningen et billede af specialets scape.

Det blev konkluderet at CPH Food Space var et initiativ med positiv indflydelse på mulighederne for kommende mad entreprenører i København, endvidere blev det konkluderet at public-private støttede innovative mad initiativer kan være med at øge innovative fødevarer miljøer.

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Introduction

Introduction

Background

Vision

Problem

Aims and Goal



Introduction

This thesis is focusing on the possibilities for future food entrepreneurs in Denmark with a starting point based in the establishing of CPH Food Space, a kitchen incubator placed in central Copenhagen. The investigation is bound in the research of business incubation in order to clarify whether a business incubator focused on the food sector can help hatch new talents within the food sector. Hence, the starting point for the research is to get an understanding of the nature of kitchen incubators, as these business incubators are called, and investigate what such an initiative placed in Copenhagen can contribute with. As well as discuss in what way a kitchen incubator can help develop the food scene of Copenhagen and increase the surviving rate of small food business.

In the recent years there has been an increase of small food business in Copenhagen (Københavns Kommune 2016) which can be seen in the increase of food trucks appearing at Papirøen, a street food market (Copenhagen Street Food 2015), and Rebel Food (Rebel Food 2016), an organisation of food trucks appearing around Copenhagen. Also the new market; Kødbyens Mad og Marked which was supposed to be a farmers market but developed into a mixed market of small food stall and food trucks (Kødbyens Mad og Marked 2016). Copenhagen has also got a small farmers market called Bondens marked. Just to mention some.

An interest in reforming the food supply is seen by the increase in alternative food networks as Københavns Fødevarerfællesskab (The food co-operative of Copenhagen) which has had an explosive growth as they went from having one department in 2009 to now have 10 departments one in each district in Copenhagen and 8 more is to come (Københavns Fødevarerfællesskab 2016). Other food related initiatives which support the thought of more sustainability is Byhøst (City Harvest), who works for increasing the understanding of how to use the nature in and around the city to foraging and to increase the knowledge of using herbs and vegetables found in nature (Byhøst 2015). Also the organisation Maritime Nyttehaver (Maritime Garden Plots), who supports and teach about the use of the harbours to grow maritime commodities, is a symptom of the wish of using the surrounding nature and going alternative ways (Maritime Nyttehaver 2015). Last initiative to mention is Human Habitat which is a vertical aquaponics farm, designed to set up anywhere with use of minimum space in order to create a sustainable food supply within a city (Nielsen 2015). All of these food related initiatives shows that there is a growing interest for people living in the city of Copenhagen to support sustainable food initiatives and to support alternative food business such as food markets and food trucks.

One company supporting this development, by offering food entrepreneurs a place to start their business is Kitchen Collective; a food incubator functioning as a shared kitchen. They found a need for affordable kitchen facilities and in 2015 they started renting out a professional kitchen (Kitchen Collective 2015b). Their business case became a success and after one year in business a report showed

that Kitchen Collective had contributed positively to the development of food trucks in Copenhagen by the facilities offered (Kitchen Collective 2016). But Kitchen Collective also found that there is a need for more space for small food entrepreneurs, while 80 % of the users of Kitchen Collective has experienced the kitchen occupied when needed for booking (Kitchen Collective 2016). Simultaneously with the start of Kitchen Collective and the present need for more kitchen facilities, Copenhagen Municipal has found food as a potential market of growth and is currently looking for initiatives to support the growth and development of the food sector in the Capital Region of Denmark (Københavns Kommune 2016). In The Strategy for Growth in the Creative Sector (Københavns Kommune 2016) Copenhagen Municipal states that they aim at increasing growth by making Copenhagen an attractive place to create a creative business and help these business to act on the international market. In this strategy the food sector is seen as an important part of the 'creative sector'. The number behind the strategy clearly explains why food is a sector to target, while it is estimated that within the last 10 years, there has been created around 6.000 jobs in the food sector. As an example, Københavns Mad og Marked had 150.000 visitors the first year it existed and Copenhagen has 20 Michelin Stars spread over 16 restaurants (Københavns Kommune 2016). These numbers shows that the food market of Copenhagen is both able of creating new jobs and to attract international attention by the high level of gastronomy. But as well as Kitchen Collective the municipality of Copenhagen find that *food entrepreneurs* has been a premises for this great development (Københavns Kommune 2016).

In order to investigate the possibilities for food entrepreneurs, CPH Food Space is ideal to investigate while this could give an impression of the delivering of kitchen facilities would increase growth in the food sector. CPH Food Space is beside creating a kitchen incubator, aiming at becoming a hub where food initiatives can meet and create networks in order to develop the food scene of Denmark and Copenhagen (CPH Food Space 2016a).

Before entering the world of *incubation* and what this particular term has of possibilities within the world of food entrepreneurs, an understanding of the background for supporting business incubators and the recent development of the food scene of Denmark is advantageous. The next section will draw a picture of the landscape of the gastronomical development and contribute with an insight in the reasoning behind the support of incubation initiatives.

Background

Places to buy fresh food and the possibility to enjoy food instantly has always been an important condition for living in the city (Franck 2005). Food brings life and vitality to a city, people eating in the streets brings life to public places and selling food can be an important source of income (Franck 2005). This is evident for Copenhagen as for every other city in the world. But the traditions of where and how to sell food varies, and for Denmark, the food culture has for many years been criticized for not being

present and for Danes not wanting to spend their income on buying proper food (Jacobsen 2009; Jørgensen 2014). However, in recent years, this tendency seems to change. The food culture of Denmark has slowly improved and with the beginning of this century, top chefs began to question what they saw as poor food culture and little access to high quality food, which enabled the focus on quality food to increase (Troelsø 2015, pp.88-105). Especially since 2010 where Rene Redzepi was announced best chef of the world and Rasmus Kofoed won gold in Bocuse d'Or, a tremendously change of the food scene of Denmark is seen (Troelsø 2015). This growing interest in food has also led to an increase in food initiatives as mentioned in the former section, but has also opened the eyes of the Danish politicians for business potential which lays within the domain of food; The newest strategy of growth published by the municipality of Copenhagen is focusing on food as a sector of growth (Københavns Kommune 2016).

This strategy has not been developed out of the blue as Copenhagen Capacity in 2014 came with an analysis where food was positioned as a sector with great potential of growth (LB Analyse 2014). They found the food sector to be competitive, appealing and that Copenhagen had the advantages as having several research institutions close by, which increases the access of newest research, an advantage when developing new products (LB Analyse 2014). Further they acknowledged a cluster of small food producers of high quality food products, which were often found in expensive supermarkets (LB Analyse 2014). One of the conclusions of the report were that the food sector of Copenhagen has a great potential as a market of growth which can be further nurtured by increasing innovative food environments (LB Analyse 2014).

The focus on the food sector *having great potential of growth*, leads to take a brief look at what is meant by growth and which role it does play for this study.

Economic growth or just *growth*, as it will be referred to in this thesis, is an increase of the country's productive capacity and is measured by comparing the country's gross national product (GNP) with the GNP from previous years. The reasoning for growth is to increase welfare in order to have a stable development of the welfare services (Jespersen 2015; WebFinanse 2015). In Denmark growth has been related to increasing productivity but since 1960 growth has more and more been concerned about increasing knowledge and education in order to increase growth through innovation and making jobs (Jespersen 2015). One of the initiatives which have sprung out of the idea of increasing growth through innovation is regional business centres. In 2007 these centre opened, one in each region of Denmark, five in total. The purpose of business centres is to increase growth by supporting entrepreneurs through business support, consultancy and incubator programmes (Erhvervsstyrelsen 2016), hence they functions as a business incubator or accelerator for start-ups.

The focus on growth and the supporting of entrepreneurs does make sense as research shows that entrepreneurs do create jobs and is more productive than established companies (Kuhn et al. 2015). This give reasons for addressing the potential of entrepreneurs and calls out for more political supported initiatives (Jarlbæk 2016). As mentioned earlier, initiative as regional developing, centre is a way to increase entrepreneurship but are focused on all types of entrepreneurs and does not have a special focus on the food sector (Erhvervsstyrelsen 2016) and as it take certain facilities to start up a food business, initiatives supporting this could be a way to support entrepreneurs within the food sector (Dent 2008). The idea behind incubation is to support the development of small and medium sized business by offering business support and sometimes affordable office spaces. For incubation programmes linked to food, the facilities offered, beside business development, has to be professional kitchens (Dent 2008).

It is interesting to notify that there in Denmark has been a development towards more initiatives focusing on how to increase growth and development in the food sector. This is both seen on governmental growth pact within the food sector (Danmarks Regering 2013) but also smaller private initiatives aiming at increasing growth in a region by focusing on innovative food business. To illustrate this, a three dimensional timeline is drawn, where it shows how the development in the food sector is linked (fig 1).

The timeline is inspired by the architect Charles Jencks who argued that a three dimensional timeline had the advantages of bringing us closer to the truth about evolution and how it is intertwined (Jencks 2009). He found it interesting that whatever word was used on the axes the words on the map always seemed to cluster, which he sees as their countless relationship to each other (Jencks 2009). Further he found this to be a good tool of limiting the narrative without supressing evidence (Jencks 2009). Reasoning for choosing a three dimensional timeline is to contribute with a holistic picture of the development which enable the reader to zoom in and out depending on the focus.

Figure 1 does show the complex development of innovative food initiatives and at the same time it does also show that there are clusters, both in regard of time but also in regard of the types of initiatives. In a historical perspective the years 2010 is interesting while it is the intersection of the development of the food scene of Denmark. Further is it relevant to address the cluster appearing in present time evolved around the categories of *innovation*, *business* and *food culture*.

Figure 1 Timeline describing the evolution of food and innovation

1995 1996 1997 1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 **2010** 2011 2012 2013 2014 2015 2016 2017

Governmental growth strategies

Committee About food cultural initiative = Måltidets Hus
 Måltidets Hus
 Idea established
 Never opens

Regional Business developing centre opens
 Growth Pact
 Green growth
 Growth committee of foods
 Growth pact in foods

Network

Smagen af Fyn
 Food Producer network
 Food Networks
 Danish Food Cluster
 Smagen af DK
 Food Producer network
 European Food Venture Forum
 Madfællesskabet
 Cooperation to change the food supply

Education

Food + Design
 Food Innovation and Health
 Former: Gastronomi and Health
 Madkulturen
 Public funded organisation, working to increase food literacy

Research

OPUS
 Optimal sundhed, trivsel og udvikling
 VIFFOS
 Nationalt videnscenter fod fødevarer og sundhed
 VIFU
 Videnscenter for fødevarerudvikling
 Integrated Food Studies
 Master programme
 Smag for Livet
 Research programme

Innovation

Nordic Food Lab
 Research centre
 Agro Tech
 Knowledge based research consultancy
 Food Centre
 Videbæk
 Incubator
 Future Food
 Innovation
 Incubator
 Arla Foods Global Innovation Centre
 Food Innovation House
 Food Incubator
 Aasumgaard Kraftcenter
 Food Incubator

Business

Aarstiderne
 Online grocery business
 Københavns Torvelaug
 Goal: to establish food market in CPH
 Meyers Madhus
 Food Group
 Regional Heritage Skåne + Bornholm
 Regional Heritage Europe
 NOMA
 Restaurant
 New Nordic Manifest
 FOOD Organisation of Denmark
 Non profit organisation promoting Danish food
 Copenhagen Cooking
 Food festival
 Nordic Foodworks
 Consultancy business
 Torvehallerne
 Food market
 Madværket
 Food culture and innovation house
 Kitchen Collective
 Shared Kitchen
 Agrotech Foodture Lab
 Opens for small business
 Madcooperativet
 Food flagshipstore

Food Culture

Regional Heritage Skåne + Bornholm
 Regional Heritage Europe
 Meyers Madhus
 Food Group
 NOMA
 Restaurant
 New Nordic Manifest
 København Madhus
 Municipality of Copenhagen
 København Madhus
 Municipality of Copenhagen
 Copenhagen Cooking & Food Festival
 Byhøst
 Organisation. Increasing knowledge of gathering wild herbs
 Gaarden
 Food Culture House Bornholm
 Danish National Dish is selected
 Debate created by the minister of food
 NCLF
 Nordic Centre for Local Food

This goes in line with the trend found in Copenhagen where the effort is on increasing food culture and looking at alternative and more sustainable ways to supply the city.

Further it is interesting to see that this cluster is not governmental initiatives but a cluster of various initiatives which does see potential of the food sector and is aiming at this sector in order to create a business. Both in regard to large cooperation as Arla establish creates an innovation centre in order to develop new products but also in regard to small food business creating alternative ways a running a restaurant or talking about food culture. This cluster which seems to evolve into the future awakes the curiosity of how to nurture alternative ways of how food is perceived and which products is being developed.

Vision

The vision of this project is to give an understanding of the concept of CPH Food Space. By understanding is meant the underlying reasons for establishing this house of innovation and entrepreneurship. Further the vision is to paint a picture of the potential of CPH Food Space and in which direction CPH Food Space is evolving. The reasoning of the importance of understanding CPH Food Space is to suggest if such an initiative can contribute to the development of future food entrepreneurs

Problem

While Copenhagen aiming at food as a market of growth and aiming at branding Copenhagen as a leading city when it comes to food, it is interesting to investigate one of the initiatives appointed to be one of the central projects in this branding strategy (Københavns Kommune 2016). CPH Food Space (also referred to as The House) is to play a central role in this strategy which contributes to the curiosity about the prospect of The House.

While The House is being established (spring 2016) it is open to all possibilities, both within practical details as how the house should be decorated and which facilities to encounter, but also within the managing of The House. In this initial phase possible stakeholders, as the tenants of the kitchen hotel, the creators of the space and the city of Copenhagen, have a voice in this project and can contribute to the design of The House and how the management should be (Appendix 1). When dealing with a project in such an early phase, where all possibilities are open make the research becomes explorative, while there is no outcome to measure. It is not a question of good or bad but a question of the potential such a project has and how this is expressed. This thesis is investigating if CPH Food Space are going to develop into a classical food incubator and is trying to find similarities in the literature in order to come with a cautiously guess about whether The House is going to succeed in creating an innovative food platform in Copenhagen

Even that CPH Food Space is going to help start up business, at this stage, CPH Food Space is a new business itself. As new business is in danger of not surviving the first crucial years (Bruderl et al. 1992), this thesis might uncover the possibilities that lays within CPH Food Space, why the stakeholders put an interest to the project and who the future users of The House are.

In order to investigate the written above following research question is asked:

- ❖ ***How can a study comparing the visions of CPH Food Space with state-of-the-art knowledge on incubators and a mapping of existing Danish kitchen incubators help clarify the opportunities for future food entrepreneurs in Copenhagen?***
 - * ***What is the state-of-the-art knowledge on incubators?***
 - * ***What is CPH Food Space and what are the visions?***
 - * ***Who are the stakeholders involved in CPH Food Space and how do the stakeholders influence the project?***
 - * ***What characterize the existing Danish kitchen incubators?***
 - * ***Who are the future food entrepreneurs in Copenhagen?***

Aim and goals

The aim of this thesis is to investigate the prospect of CPH Food Space in order to uncover how the future of food entrepreneurs in Denmark by investigating present and future initiatives, linking food and innovation and combining this with incubation initiative.

The goal is to answer whether CPH Food Space is an initiative which can contribute with growth in the food sector by hatching new food entrepreneurs and to answer how this will influence the opportunities for the future food entrepreneurs of Copenhagen.



Figure 2 Combining visions

State-of-art

Method – State-of-art

Definition of Business Incubators

The Screening Process

Definition of Kitchen Incubators

Reasons for Establishing a Kitchen Incubator

Creating Networks

Funding Kitchen Incubators

Management

Sum up



State-of-art

This section will be the back bone of the understanding of this project and is going to answer the sub question: ***What is the state-of-art knowledge on incubators?*** The knowledge found in the literature is setting the base for analysing the empirical data. Further the findings are to be compared with the thoughts and dreams for CPH Food Space. This is done in order to get a presumption of which way CPH Food Space are moving and if the vision of CPH Food Space according to literature can be realized?

This section will present the term *business incubators*, which is to be described through theoretical literature and different approach to the term will be identified. The clarification of business incubators will be followed by a more descriptive definition of *kitchen incubators* which is a central term in this project. Kitchen incubators are to be described and the understanding of the different types of kitchen business incubators are defined and followed up by experience from existing kitchen incubators.

Method – State of art

While business incubators are thoroughly described through academic literature, kitchen incubators are still a relatively new way of using the term and the literature concerning this term is rather scarce. Literature found concerning kitchen incubators were descriptive of nature and did not analyse the outcome of these incubators theoretically in order to investigate whether kitchen incubators are delivering the jobs and growth as hoped.

The literature is found by making quick searches of the combination of the words: *business incubators*, *food business incubators*, *culinary incubators*, *shared kitchen*, and *kitchen incubators*. Further the literatures are found by using cited search. The literature chosen were all concentrated around the outcome of incubators, and articles were selected when dealing with *best practice* which could give an idea of criteria of success when organising an incubator.

Search engine used are google.scholar and aub.link, and all the literature are based on the free access granted by the library of Aalborg University, academic literature used, are all from peer reviewed journals. There has not been any restriction of the age of the literature, as some literature is giving an understanding of a term and not to present the newest knowledge on this field. But still, the literatures are not dated back later than 2000. Below, table 1 present an overview of the literature used.

Table 1 Presentation of the literature used in The State of art Knowledge

Aurthor(s)	Year of publication	Title	Journal/magazine
Bergek, Anne & Norrman, Charlotte	2008	Incubator best practice: A framework	Technovation
Pauwels, Charlotte et. al	2015	Understanding a new generation incubation model: The accelerator	Technovation
Schwartz, Michael & Cristoph, Hornyh		Specialization as strategy for business incubators: An assessment of the Central German Multimedia Centre	Technovation
Bøllingtoft, Anne	2012	The bottom-up business incubator: Leverage to networking and cooperation practices in a self-generated, entrepreneurial-enabled environment	Technovation
Grimaldi, Rosa & Grandi, Allesandro	2005	Business incubators and new venture creation: an assessment of incubating models	Technovation
Fisher, Larry	2013	Rebuilding the local food system	Economic Development Journal
Buckley, Jenifer et. al	2014	The Starting Block: A Case Study of an Incubator Kitchen	International Food and Agribusiness Management Review
Hollyer, James et. al	2000	Some Costs and Considerations for Establishing an Entrepreneurial Community Shared-User Kitchen or “Test-Kitchen Incubator”	Food Manufacturing and Technology
Ruggles, Ron	2012	Incubators give fledging concepts a boost	Nation’s Restaurant News

Definition of business incubators

The term *business incubators* is understood as a model to support the hatching of new companies (Bergek & Norrman 2008). Incubator is an overall term for organisations which core activities are to create a supportive environment for start-ups, as new business are referred to, in order to increase their survival in the first critical years (Bergek & Norrman 2008; Pauwels et al. 2015; Schwartz & Hornyck 2008). Such organisations are normally based on four components as listed by Bergek & Norrman (2008):

- 1. Shared office space, which is rented under more or less favourable conditions to incubatees*
- 2. A pool of shared support services to reduce overhead*
- 3. Professional business support or advice “coaching”*
- 4. Network provision, internal or/and external’*

As described above business incubators are developed to support start-up and the growth of small business. The difference between a business incubator and an incubator programme is that the programme does not always offer office space and are often linked to universities having incubation programmes for their graduates. Historical incubators are focused on technology based companies and have a natural attachment to universities, why they often is placed on campus. In these cases the incubators are referred to as science parks (Bergek & Norrman 2008; Bøllingtoft 2012). Even that the term business incubator initially was linked to technological business the model for incubation could be transferred to every sector as it is about nurturing new companies. As the importance is to help new business by supporting them with access to facilities needed and to contribute with knowledge and often also with venture capital which start-ups often lack (Bøllingtoft 2012).

Business incubators can be private, public-private and public initiatives. Science parks are placed on and funded by universities to nurture start-ups by offering offices, incubational infrastructures and access to newest technology and research. Large private companies can create a similar environment by relying on semi-internal activities. Smaller private companies can create a business incubator by offering low costs office space and access to networking and business support, in these cases cooperation with an educational institution can be a good idea, in order to get access to the newest knowledge of the field. The public sectors use of incubator programmes are a way to foster entrepreneurship and regional growth (Pauwels et al. 2015). Further incubators can be started by a private individual or a group of individuals who aims at helping entrepreneurs to create a business by investing their own money. These incubator is sometime called accelerator while they attempt not to intervene during the business definition phase, but they do anyway in the sense of offering know-how or raising capital for a project (Grimaldi & Grandi 2005).

The screening process

There are a large agreement about the screening processor is of most importance for a business incubator in order to get the right companies in the incubator (Bergek & Norrman 2008; Pauwels et al. 2015; Bøllingtoft 2012). Ways it is done differ, but the screening process is importance in order to get the whole incubator to work as one unit while several companies are housed there. Bergek & Norrman (2008) describes how business incubators differentiates by choosing either the best idea or by the best entrepreneurs. Bøllingtoft (2012) found that the tenants was casted by how well they fitted into the incubator environment. That the importance for the incubators was to have tenant who shared the same ideals and was willing to act according to house rules. In Pauwels' (2015) findings the criteria to be enrolled in an incubator programme were often based on entrepreneurial teams and not by individuals having a great idea. Both the argument of Bøllingtoft(2012) and Pauwels et. al. (2015) suits the finding of Grimaldi & Grandi (2005), while they argue that the reason for having several types of incubators lays within there being several types of entrepreneurs. The different types of incubators makes it possible for the entrepreneurs to enter an incubator which is suited for their project or for their personality(Grimaldi & Grandi 2005)

There were no clear best practice for choosing tenants but there where a tendency to agree on that tenants needed to live up to the culture of the business incubator. If one of the core elements in an incubator were to share knowledge and not be afraid of getting business secrets stolen, the tenants needed to be open to this ideal. Especially Bøllingtoft (2012) found that a healthy social environment were of much importance, where the tenants also created social arrangement to have fun an enjoy the company of each other. A good social environment is important while the network created and used by entrepreneurs are both of private and professional character. And it is found that a good network is of most importance for start-ups, while this helps to get access to markets or knowledge needed (Bøllingtoft 2012).

Definition of Kitchen Incubator

'The concept of "incubator" is often used as an overall denomination for organisation that constitute or create a supportive environment that is conducive to the "hatching" and development of new firms' (Bergek & Norrman 2008), this cite is about incubators in general and it is not far from what is called a Kitchen Incubator, but when talk about food and kitchen, the facilities is in nature different from other incubators, as it is stated by Buckley et al. (2014): *'An incubator kitchen is a business incubator that includes a licensed commercial kitchen facility rented to clients to develop food business, an arrangement that saves clients the cost of building their own kitchens'*

These initiatives are in this thesis referred to as kitchen incubators, but have several other terms as: food business incubators, culinary incubators, community kitchen, shared kitchen, food lab, test-

kitchens and gastronomical laboratories. Initiatives concerned about food and incubation are all evolved about helping business in the food industry by offering kitchen facilities which can be rented to affordable prices; the difference lays within the target group and the reasons for running a kitchen incubator. Combined with production or kitchen facilities incubation programmes are offered. Programmes often include help with product development, investments, marketing, networking and other initiatives which a start-up in the food industry might need to create a sustainable business (Fisher 2013; Buckley et al. 2014; Hollyer et al. 2000).

Reasons for establishing a kitchen incubator

Often kitchen incubator are run as a socioeconomic business, to strengthen a local community but it could also be run by the ideal of strengthen the local food culture (Fisher 2013). Starting a food business can be quite expensive while the equipment and space rental is a large investment for new entrepreneurs. The risk of ending up in debt or not have the resources for raising the capital needed is a large barrier. In order to break down these barriers kitchen incubators offers shared kitchen or production space, licensed to produce food combined with incubator programme to strengthen the ideas of the tenants (Buckley et al. 2014). In this terminology a small food business could be a food truck, a stand on a farmers market or a small line of food products for retail (Fisher 2013).

In rural areas, kitchen incubators can be a way to create jobs and secure growth in a region (Fisher 2013; Buckley et al. 2014). For this purpose it does help the incubator to be placed in a region where food are already produced in order not only to strengthen new ventures but also strengthen the already existing farmland or production in the region (Buckley et al. 2014). When not placed in a larger city and with an aim of not only support stat-ups but with the aim of support existing producers as well , well planned infrastructure and a understanding of the local community is important in order meet the needs of the community or region (Buckley et al. 2014)

Furthermore a kitchen incubator is also an opportunity for already established food business which

need to develop their brand or their product in order to stay in business (Buckley et al. 2014).

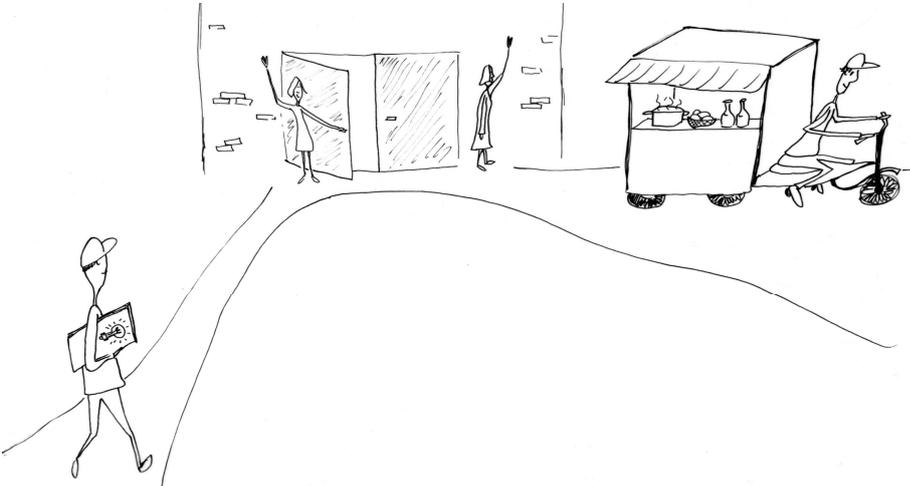


Figure 3 Kitchen Incubator; From Food entrepreneur to owner of a Food Truck

Creating Networks

Both in the literature of business incubator and in literature of kitchen incubator, network is mentioned to be of most importance for start-ups. It is argued that the network could be a part of the explanation of the entrepreneurial success (Bøllingtoft 2012). Network provides sharing of knowledge and experiences and it has the possibility to give access to potential partners, employees and customers which can be a way to strengthen one's business and through that help becoming a sustainable business (Bergek & Norrman 2008). Further networking between tenants is a way to develop the business idea by listening to the experience and progress of others which can lead to developing new ideas for one's own business (Buckley et al. 2014).

Creating a good network between the tenants, them being placed under the same roof makes the collaboration among them more possible (Bøllingtoft 2012). Networking amongst entrepreneurial tenants often encompasses both personal and professional networks and both is of most importance while the ability to develop and maintain a personal network is suggested to be one of the keys to success for an entrepreneur (Bøllingtoft 2012).

Funding Kitchen Incubators

Money is needed to start up an incubator and several considerations need to be done in the initial process. As mentioned earlier incubators can be both private and public and the financials sometimes also depend on the purpose of the incubators. The incubators described by Bøllingtoft (2012) is a private initiative which can be seen as an office hotel where the business model revolves around renting out office space and the supportive activities are handled by the tenants themselves by creating an environment where the tenants use the network of each other. Other initiatives are funded by the local municipality or region which is often the case with kitchen incubators (Buckley et al. 2014; Fisher 2013; Hollyer et al. 2000). But even that kitchen incubators often are public or public-private funded a well-run kitchen incubator can eventually become independent of public funds and run only by the income of the rent or by a provision from the sales of the tenants (Ruggles 2012). Though incubators are a way to help start-ups by providing low cost rent and access to expensive equipment, an incubator is not necessarily inexpensive to create. Especially not when the incubator are focused on the food industry where full equipped professional kitchen and maybe also production facilities are needed (Buckley et al. 2014; Fisher 2013; Hollyer et al. 2000). Furthermore expenses to educate tenants in food security and maybe also to send food samples to a laboratory is an extra expense. For incubators not placed in a larger city with distribution locations close by, distribution in-itself is a cost (Buckley et al. 2014).

Another consideration concerned about funding is the space needed. Storage facilities are in regard to that a concern to be taken serious; the size should fit to the mission of the project. Hence it should be considered in the initial phase what the long-term vision is and then build or rent a place which can meet the vision(Fisher 2013).

Management

According to literature about incubators, an important point for them to succeed is to establish an innovative and entrepreneurial atmosphere. A way to create such an atmosphere is to have a good leader or manager of the incubator. As Buckley et al. (2014) describes is commitment, energy and optimism from the manager some of the reasons why an incubator becomes a success. Further it is described that a good manager knows people and is ambitious, it is important to be able to build a good relationship with the tenants in order to help them explore their potential (Buckley et al. 2014).

Sum up

To give an overview of the nature of kitchen incubators this section will sum up the points found important when running a kitchen incubator. The sum up is visualized in a figure at the end of this section.

Infrastructure

Infrastructure is one of the key elements in running an incubator of every kind. The infrastructure consists of the basic facilities in an incubator as the localities, the office space and the administrative services. Further is kitchens an important part of the infrastructure.

Screening the tenants

The screening process is the method for choosing who are to become tenants and differs from incubator to incubator. The two methods normally used in the screening process is to look at good entrepreneurial teams, where the idea for the business is not the most important but emphasis is on how well they do set up a business, or the idea and choose tenants on how good the idea is.

Important for the screening process is to secure a good work environment where the tenants benefit of each other. During the screening process it is important to clarify the house rules in order to align the expectations for being in the incubator.

Network

When being new in business the network gained by being an incubator could be crucial. It helps to get in on new markets and to share experience with others in same situation give knowledge about the field

of one's business. Further it is argued that entrepreneurs gathered under the same roof are more likely to collaborate.

Funding

Talking business money is always an issue and it is also the case when establishing a kitchen incubator. For this case there are two reasons for talking about funding; funding the establishing of a kitchen incubator and for which means the incubator is run.

Funding for establishing an incubator can be private, public and private-public. One model is not necessarily better than the other but it is important when creating an incubator to clarify the goal of the incubator and how it should be funded in the long run. Public funded incubators are often a part of a goal about helping the local community or strengthen growth in a region. Private funded incubators do often have a commercial goal and is funded by the rent of the tenants and sometime also a commission of products sold.

Business service

Business service is sometime put together with infrastructure while it is seen as a natural part of what is defined as a business incubator. For this case it has got its own section in order to bring forward the importance of business services.

It consists of business support or coaching of start-ups, access to venture capital and knowledge either in the form of cooperation with a university or in form of knowledge shared trough network.

Vision

Last is one of the most important issue when establishing an incubator; the vision. Through the literature it becomes clear that a purpose and a goal for an incubator are important in every point of the establishing phase. Should it be private or public? How is the screening process executed? How the place is managed and how a network is supported. In order to establish a well-functioning kitchen incubator the vision of it should be clear for everybody, both the managers but also for coming tenants who is considering becoming a part of the incubator.

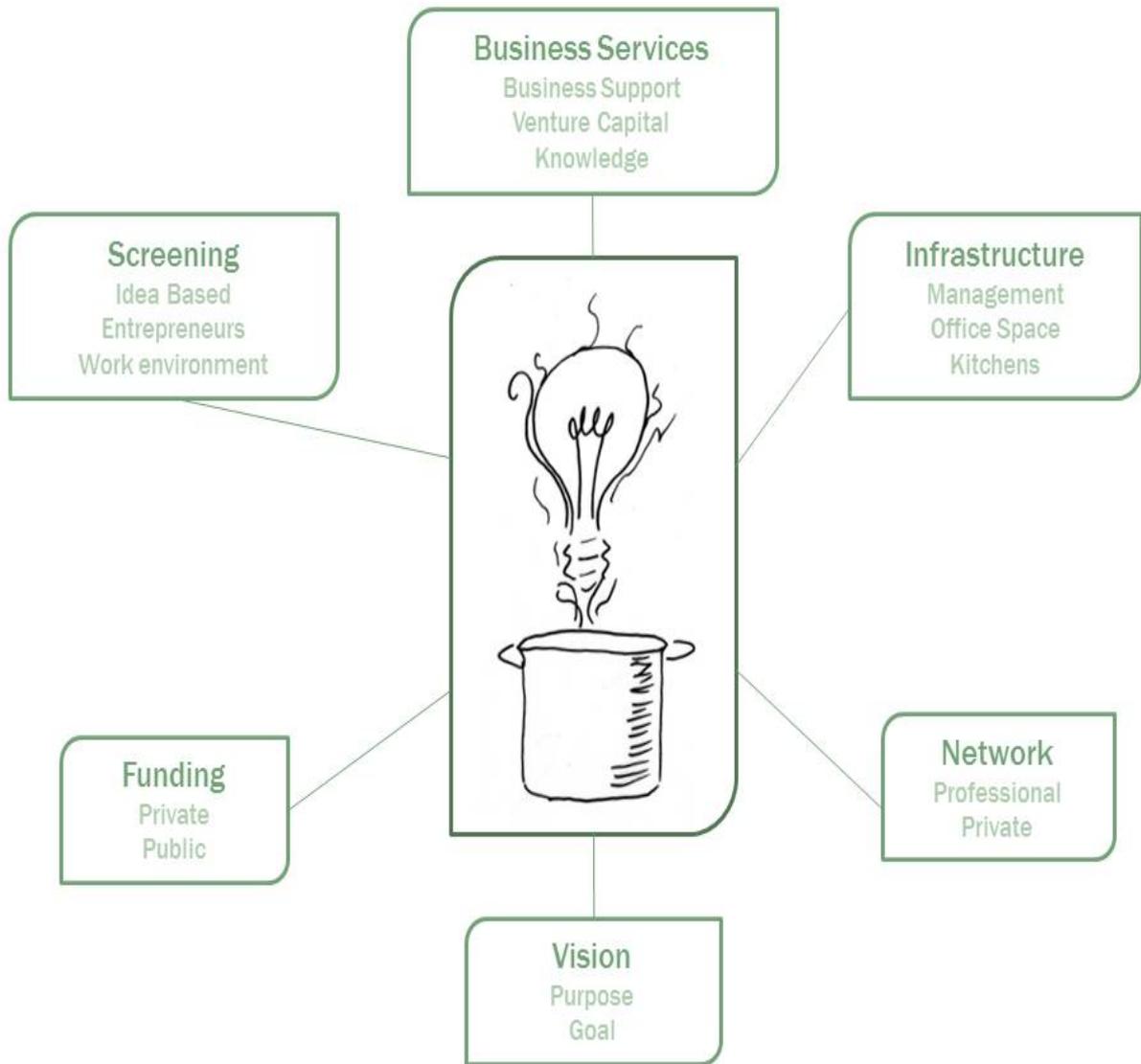


Figure 4 Illustration of the key founding in the State of Art. Its illustrates how the six main issue combined forms a kitchen incubator

The Case

Introducing the Case: CPH Food Space

CPH Food Space; the Location and its History

The Surrounding area

Organisation of CPH Food Space



Introducing the case: CPH Food Space

The State of Art introduced the terms of business incubators and kitchen incubator and to elaborate on the term and reasoning on why it is important to be introduced for these term a description of the case studied for this thesis is appropriate. Further this section is answering the sub question: ***What is CPH Food Space and what is the vision?***

The case studied is a creative food culture house named CPH Food Space, or just The House. It is just about opened which the description of it and its activities is characterized by. To get an understanding of the complexity it has been to study it and to draw conclusion, it is important to understand that the house exists and is open for people working in it, but the management and the structure of it is still under construction, as well as the kitchen facilities. In the light of the circumstances the investigated is; how the job of establishing is done and what the dreams and the vision for CPH Food Space are.



Figure 5 The House

CPH Food Space; the location and its history

CPH Food Space is according to Torsten B. Jacobsen (Københavns Kommune 2016) to become a creative food hub, where innovation, entrepreneurship and inspiration go hand in hand. It is physically located in the Meatpacking District in central Copenhagen. The Meatpacking District has in over 100 years been a centre of food production and during the last 10 years a large development of the area has been undertaken. The main industry is still concerned around food and food production, but since 2005 the municipality of Copenhagen has opened it up to the public by creating a vision for the area about including creative business to the portfolio of the Meatpacking District (Københavns Kommune 2014). Now days the meatpacking district is filled with restaurants, bars, nightclubs, art galleries, shop and workshops alongside with food production. The vision from the municipality is to create a multifunctional district which by combining food production with creative business can create growth and at the same time contributes to the picture of Copenhagen being a vibrant, liveable and innovative city. Further, The Meatpacking District aims at being an international attraction that can draw attention to Copenhagen in order to attract tourists and business(Københavns Kommune 2014)

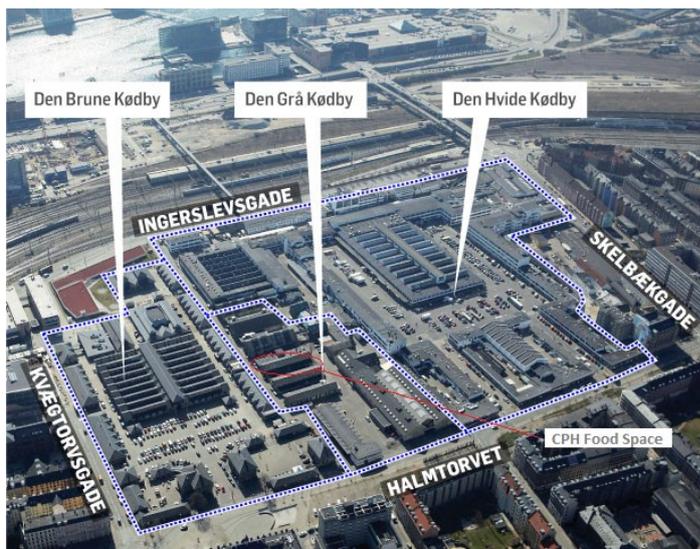


Figure 6 CPH Food Space is placed in The Meatpacking District in central Copenhagen (Politikken.dk 2014)

The reason to tell the story about The Meatpacking District is that it aligns with the overall visions of the case CPH Food Space. The aim of CPH Food Space is to create a hub of food related activities in central Copenhagen. It is to become a self-sufficient house, which in style with such incubation projects, as mentioned in the state-of-art, could gather the food initiatives in Copenhagen and nurture the growth of new food initiatives by offering office space, kitchen facilities, event space

and start-up help to an affordable price. This is done in order to give up-coming food entrepreneurs an opportunity to create a sustainable business. Further the vision is to create a solid network of food professionals in connection to the house. This should contribute to strengthen Copenhagen as being a leading international player within sustainable food production (Københavns Kommune 2016). Further CPH Food Space should be a visible centre for food events, new vision for food productions and cooperation within the world of foods(CPH Food Space 2016a). The initiative for CPH Food Space was taken by Nordic FoodWorks, The Municipality of Copenhagen, Københavns Madhus (Copenhagen House

of Food) and Væksthus Hovedstadsregionen (Business Centre, Capital Region) in 2015(CPH Food Space 2016c).

The surrounding area

CPH Food Space is placed in the centre of Copenhagen in an area characterized by multiple bars, restaurants, art galleries and shops besides food productions and offices which creates a vibrant city life of people working side by side of people relaxing in the cafes. The infrastructure in the area is sometimes problematic while parking nearby the house is a matter of luck. Several people are in the area every day, working or enjoying the life of the Meatpacking District. At the same time it is an area of food production which means several trucks and cars related to food business and food production is often passing by (see figure 7 with pictures portraying the area).

The buildings constituting the Meatpacking District is protected or worth preserving which have the consequence that reconstructing the infrastructure of the area or reconstructing the building is not an option. Moving in in The Meatpacking District means that the buildings have to remain as they are (Københavns Kommune 2014). But the dualism in The Meatpacking District, expressed by the new bars and restaurants with the old industrial buildings is also a part of the soul of the area. The industrial look combined with creative business is one of the main attractions of the area (Visit Copenhagen 2016).



Figure 7 The surroundings. Restaurants have moved into the old industrial buildings, the life is a mix of heavy traffic and people dining. The streets are narrow and finding a parking lot can cause problems.

Organisation of CPH Food Space

Copenhagen Food Space is imagined as a hub by the municipality and the actors involved in the establishing process (Københavns Kommune 2016). The House should gather the actors and stakeholders within the food scene of Greater Copenhagen (Københavns Kommune 2016). It is imagined to be a place where new talents are hatched and established companies will come to get inspiration. According to funds application establishing and designing the use of the building home of CPH Food Space is an iterative process where dialogs with the future users are central (Appendix 1). For this process Nordic Foodwork has together with Byhøst created a frame for three workshops held by the companies Bite Me Crew, Kitchen Collective and Cathrine Gro Frederiksen. For each workshop the companies invited their network of people relevant for such a project. The theme of the workshops where about the facilities needed, how the building could be of best use and what they felt CPH Food Space could contribute with (cphfoodspace - facebook 2016b). People invited for these workshops were, as expressed on CPH Food Space Facebook page on the 23. Of March: *'...a group of insightful and inspiring people from the world of food (and its adjacent borders)'* (cphfoodspace - facebook 2016a) .

A main issue about the establishment of The House is that the building containing CPH Food Space needs to be renovated in order to provide the necessary facilities. The house 1.600 m² and consists of three floors; ground floor, first and second floor. In present time, the plan for the house is to have kitchen and event space on ground floor. First floor is an office hotel and second floor is for temporally projects or meeting.

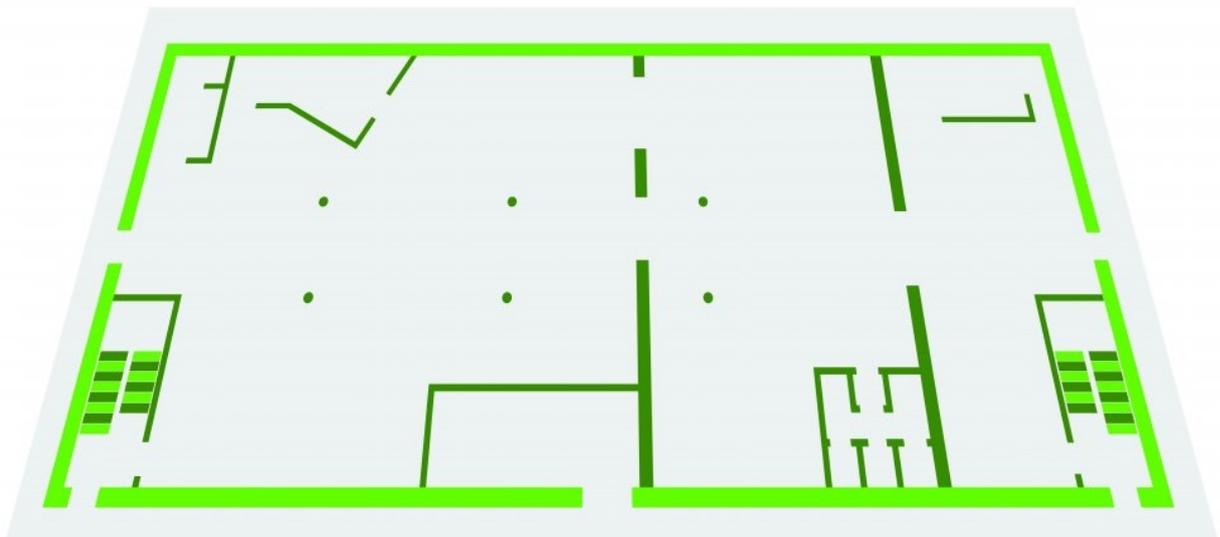


Figure 8 Blue print of ground floor. Imagined to be kitchen and event space. The whole floor is thought to be several kitchens and maybe also a café. The café should be placed at the entry in order to have a front desk function and be a way of open the house for the public

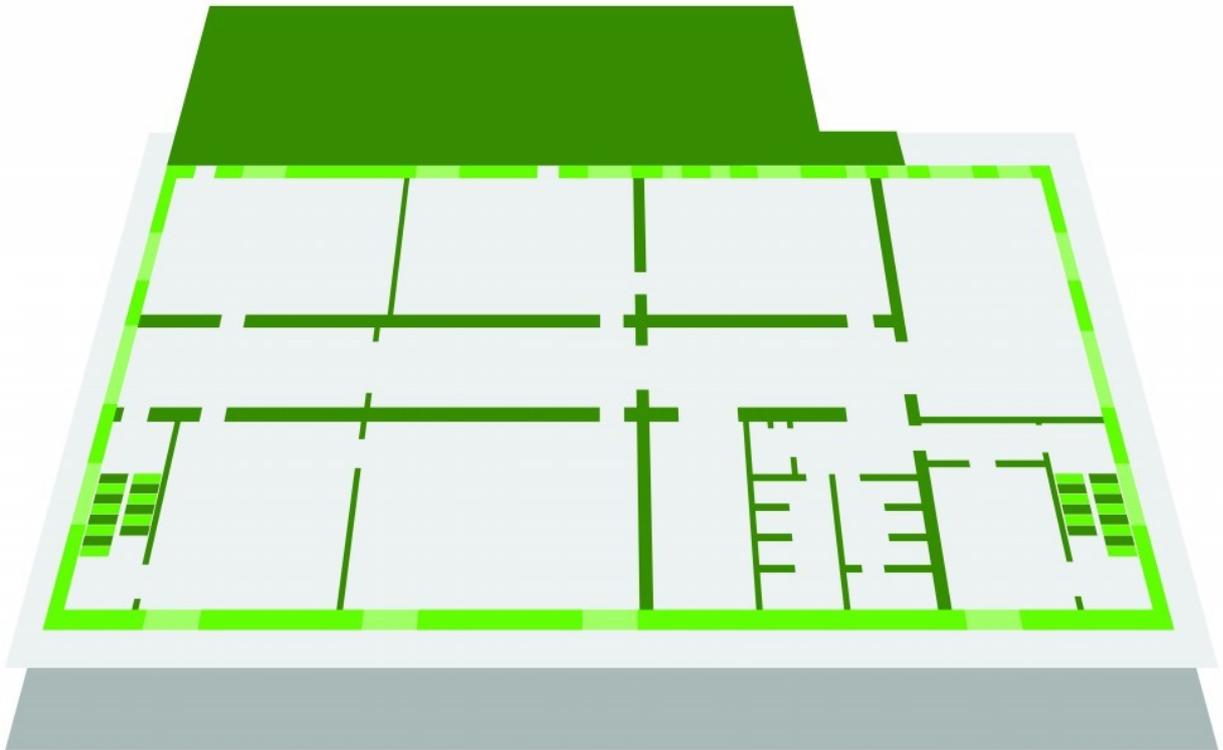


Figure 9 Blue print of first floor. Contains office spaces and meeting rooms. The dark green area is illustrating the roof of the building next door and is not a part of the available square meters (CPH Food Space 2016b)

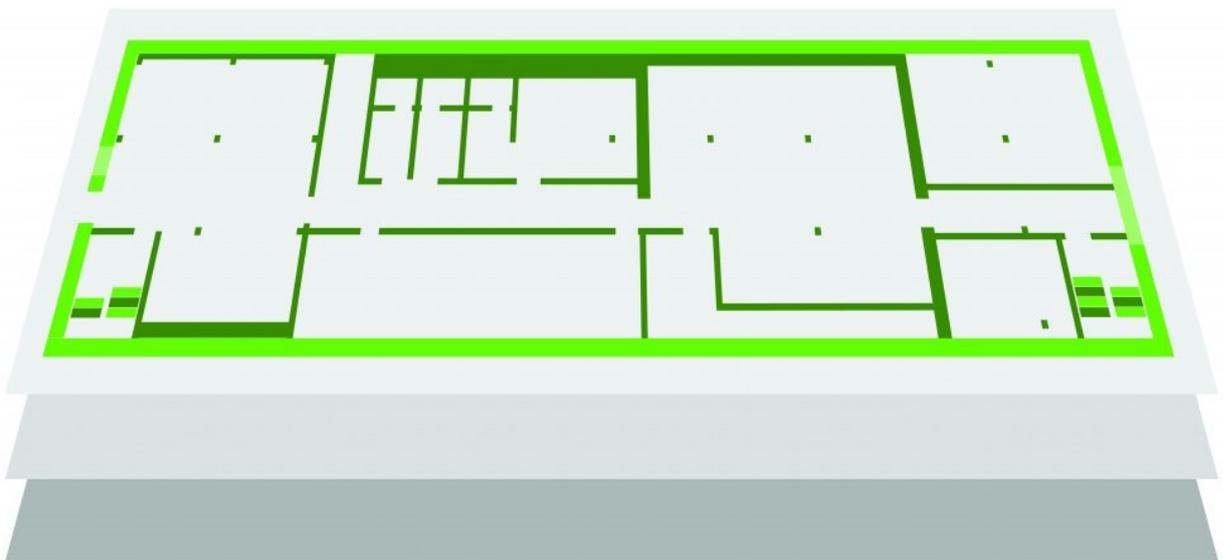


Figure 10 Blue print of second floor. Might be the floor for workshops and meetings (CPH Food Space 2016b)

First and second floor is still debateable in order of how many offices, meeting rooms or other office facilities needed. As it is now, main part of the building cannot be taken into use and there are no facilities other than water and electricity.

Moving into buildings during them being renovated causes the project to be divided into three phases, where the building is taking into use step by step (Appendix 1). The divided is as followed:

1. Building up the managing of The House and slowly opening up for tenants. Having the three workshops as mentioned above and a launch, as a formal opening event. Having the first payed events in The House. Takes place in the first part of 2016
2. Expanding of the office space. Get the permanent managing settle. Get a temporary kitchen running. More events. Apply for more funding. Takes place in the second part pf 2016
3. Model for managing implemented, open up for second floor and get the permanent kitchen facilities running. Takes place from January 2017 (Appendix 1).

The implementation of the three phases is reliant on the renovation done by the owner of the building. In this case, the building is owned by Københavns Ejendomme (Copenhagen real Estate) the municipal estate company (Appendix 1).



Figure 11 CPH Food Space as it is present time: Ground floor during a workshop. The ground floor: rough and without any facilities. Launching CPH Food Space. The office space

The aim of CPH Food Space is to create a visible centre for food events, new ideas about food production and cooperation across the food sector in Greater Copenhagen. Greater Copenhagen consists of the metropolitan region which includes the Capital Region of Denmark, Region Zealand and Skåne in Southern Sweden. It is a political platform which aims at promoting regional collaboration and economic growth. Greater Copenhagen aims at becoming the leading metropole in Northern Europe (GreaterCopenhagen 2015) and by supporting initiatives as CPH Food Space, Greater Copenhagen wishes to become a leading international Food Inspectorate.



Figure 12 Door sign: Already CPH Food Space is home for several types of companies; consultancy, a chef, photographer and developing centre etc.

As shown on the picture of the door sign, The House is already residence to a diverse group of people and it is in the mix of organisation CPH Food Space is appearing.

People resident in CPH Food Space at spring 2016 is:

- * **Nordic Foodworks:** Consultancy dealing with business development within the food and food culture sector. Founded by Torsten B. Jakobsen and Martin Bregnballe (Nordic Foodworks 2014)
- * **Konvers:** Communication and PR agency with speciality in food and the city, and have a vision of changing how the food supply for the city is perceived. Founded by Joachim Hjerl (Konvers 2014)
- * **Byhøst:** (City Harvest) Organisation working for bringing the people in the city closer to nature by spreading the word of foraging in the nature in and around the city. Founded by Kristoffer Melson and Mikkel-Lau Mikkelsen (Byhøst 2015)
- * **Maritime Nyttehaver:** Organisation working to increase the use of the waters surrounding Denmark. Aiming at changing the perception of the sea in order to use the commodities found and grown within the sea. Founded by Joachim Hjerl (Maritime Nyttehaver 2015)
- * **Cykelkokken:** (The biking chef) Have a complete kitchen on a bike in order to bring gourmet experiences wherever (Cykelkokken 2016)
- * **Chris Tonnensen Photography:** Chris Tonnesen is a food, lifestyle and travel photographer based in Copenhagen, working with both editorial and commercial clients (Tonnensen 2016)
- * **Madfællesskabet:** (The Food Partnership) Is a cooperation between Chora Connection, Københavns Madhus and Hotel- and Restaurantskolen (Hospitality College Copenhagen) to

develop sustainable food supply system between Lejre Municipality, Bornholm Municipality and Copenhagen Municipality in order to secure food for cities(Blauert 2016)

- * **Kitchen Collective:** A gastronomical incubator, where food entrepreneurs have the opportunity for testing their ideas in a shared kitchen. They work for increasing food culture in Denmark by working with food entrepreneurs who work with food with conscious (Kitchen Collective 2015b)
- * **Væksthus Hovedstaden:** (Regional Business Developing Centre, Capital Region) Business developing centre focused on the capital region where business can get independent business support in order to create growth for the business (Væksthus Hovedstadsregionen 2016)

The companies represented in The House at this stage of the development are for most part the stakeholders forming CPH Food Space. It is a diverse group, but has in common to work with foods, just with various agendas: As Nordic Foodworks who is a consultancy dealing with business development and Byhøst who works to increase foraging in the city. It could seem that they have a quite different agendas, but for these companies there is an overall goal of increasing food literacy and food culture in Denmark by supporting sustainable initiatives and working for changing how food or the food system is functioning today.

Currently everything is still open for negotiation, both how it is managed, how the floors are organised and decorated and who the users actually are going to be. In the next couple of months a strategy of how it is managed is going to be settled. The first temporary kitchen is going to be installed and the municipality is getting the funds for renovating the building.

Welcome to CPH Food Space, a place for dreams and with unlimited possibilities.

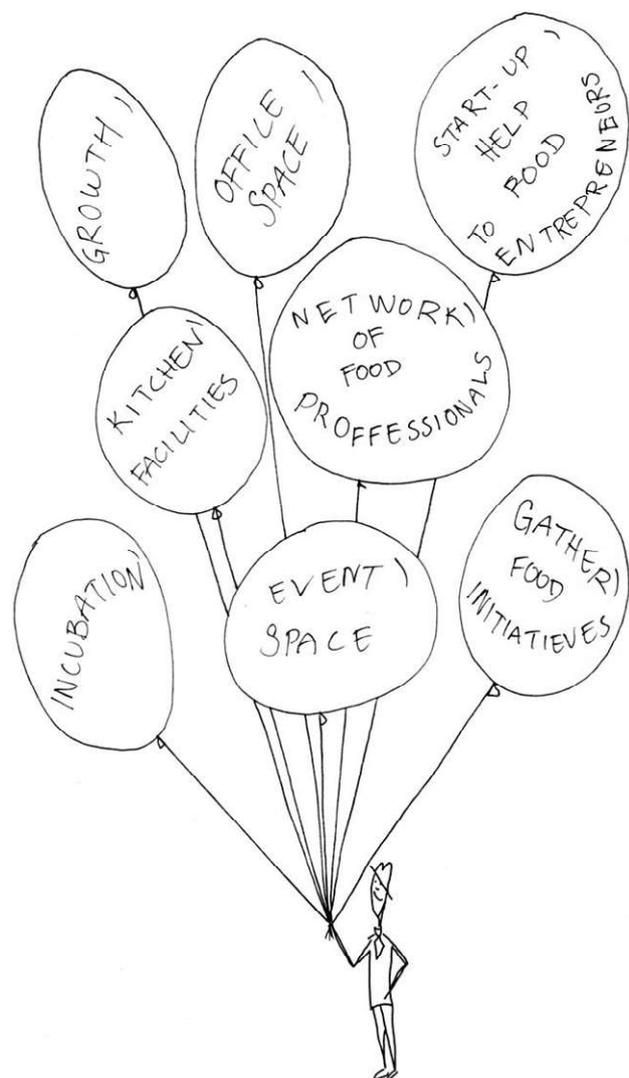


Figure 13 All the ideas and vision collected and ready to be shared

Methodological Approach

Data Collection

Field research

Stakeholder Analysis

Mapping



Data collection

This section is a description of the methods used to collect data and contribute with understanding of how the collected data is analysed.

This thesis is an attempt to give an idea of the potential of The House and in which direction the initiators of The House are expecting this to go. In that sense this thesis is an explorative study, which leads to have several possible outcomes. This is not a study in where the outcome is a clear yes or no answer, but a study which aims at contributing with understanding of the phenomena CPH Food Space and an attempt to suggest what the future brings for these kinds of initiative, as well as for future Danish food entrepreneurs in general.

This thesis is not trying to come up with one true answer to one specific question but is cemented in the attempt to understand CPH Food Space which causes interpretation of the data collected and a reflection of how CPH Food Space could evolve. In that sense, choosing qualitative research methods is reasonable while qualitative methods acknowledge once self-understanding and how the researcher is a part of sociohistorical context. This study is inductive which opens up for the possibility of going back and forth in the research process to adjust the research question as new knowledge are revealed. To use qualitative methods it is important to be open for reflection about the researchers' body of knowledge and to understand that research is personal and that the result will be closely linked to the researcher doing the project. Qualitative research is not a linear process and when one study ends it fosters new thinking which often leads to new research question (Neuman 2006b, p 14).

Field Research

In order to get the full understanding of The House, the stakeholders involved in the project and the future of The House the method chosen for collecting data would be *field research*. While field research is appropriate when the research question is concerned about learning about, understanding or describing a social settings (Neuman 2006a, p. 379). Field study is used to study social setting in a period of time in the researcher's home culture and as The House is seen, not only as a commercial setting but mainly is a group of engage people dreaming of a new and innovative way of fostering food entrepreneurs, this is perceived as a social setting. Further field study is a way to enter the world of others to get first-hand knowledge, it is a way for an outsider to get the knowledge of an insider (Neuman 2006a, pp. 378-379).

Field research can be seen as an umbrella of activities in which various technics can be used to gain the knowledge desired (Neuman 2006a, p. 383). Techniques to be used in this field research is; observation of the everyday activity in naturel settings, it is for the researcher to become directly involved and personally experience the everyday life, to produce data in forms of notes of everyday activities and do field interviews. It is important when doing field research to become personal involved in order of

getting the full understanding of what observed but at the same time it is important to maintaining the analytic perspective (Neuman 2006a, p. 383).

For this project the setting observed is CPH Food Space, with the people working in and around The House in order to get it running. But the setting can be stretch to also include sites outside The House when important meetings about the future of The House takes place other where. The setting is important for field research as it is the context in where events and activities occur but the boundaries of the setting can be shifting or flexible when a project evolves or move (Neuman 2006a, p. 385).

When observing it is not possible to be invisible and your role in the setting will affect the observation, which makes reflections about once own role as an observer that more important (Neuman 2006a, p. 387). For this thesis the role called *active membership* is found suited, which includes the researcher to be an active member of the setting and is participating in the everyday life. This means that the researcher would gain a high level of trust but at the same time would have the possibility to withdraw from the project (Neuman 2006a, p. 387). To become an active member of The House, getting an office space in The House writing the thesis while being there would contribute with an insider's knowledge of The House.

An important issue to reflect upon when doing field research is confidentiality. In the field the researcher would become personal involved and gain intimate knowledge of the people studied and confidential information. When reporting it is not always possible to quote a person directly, instead the person can be anonymous in the report and evidence to document the statement can be used (Neuman 2006a, p. 413). Reporting from The House it has been important to be open about them being observed and making agreements of the persons being quoted in order to maintain the confidentiality and trust achieved.

Data gained in field research would mostly come from notes done when attending meetings and notes taken while doing everyday activities in The House. Notes contributes to the understanding of the studied and do reveals most information if the data is detailed, while doing less or non-detailed notes can lead to loss of significant information (Neuman 2006a, p. 397). Further it is possible to do interviews in the field. These interviews are unstructured and have various lengths. For a field interview it is possible to stop the interview and continue it when the opportunity again occurs. When doing field interviews there are no interview guide to stick to and it is often expressed in normal speak. When not having an interview guide it is important for the researcher to reflect of which kind of information is important in order to lead the interview in the direction wanted (Neuman 2006a, pp. 406-407).

For this thesis large part of the data included is notes taken during meetings with stakeholders and during workshop held during the period of observing. This is done in order to paint a picture of the early

process of such a project, where the roles of the different stakeholders are going to be clarified and to get an insight of the idea and vision of The House. Furthermore interviews are done in order to clarify information observed, while having several stakeholders in a project; interviews has been a way to understand which influence the stakeholders have at The House. Last part of the data is notes taken about conversations observed during lunch or in similar informal settings which reveals attitudes or visions of the place to add to the understanding of the stakeholders.



Figure 14 Doing observation

Stakeholder analysis

To contribute to the understanding of the complexity of creating this project, a stakeholder analysis is executed to give an overview of the involved stakeholders. An overview can contribute with the understanding of how a project can change when stakeholders change attitude or withdraw a project. While CPH Food Space is a public-private project, which aims at becoming self-sufficient it is interesting to clarify where the money for establishing such a project initially is found and how the stakeholders works to ensure this goal of being self-sufficient.

In this project stakeholders are the actors who have something *at stake* in CPH Food Space. To have something at stake refers to being involved by either putting money or your credibility in a project and by doing so be at stake of losing it. This entails tenants renting an office space not to be considered as a stakeholder while they do not take part in the establishing of The House.

A stakeholder analysis is a way to visualize how the different actors are linked and which type of influence they got on a project. Often a stakeholder analysis is used to get an overview of the relationship between the involved parties. It contribute with an understanding of how a project could develop and give the required knowledge to assess future direction of the project (Varvasovszky & Brugha 2000). This knowledge can create awareness of key persons in a project or open once eyes for invisible stakeholders who are not given any influence at first but through the analysis are discovered to have great influence. Important to remember during the analysis is that it is most of all a process where the scape of the analysis can change when more information is gathered or the circumstances of a project changes. To comprehend this it is important to keep evaluating the analysis when further information emerges (Varvasovszky & Brugha 2000).

Doing a stakeholder analysis it is important to understand the context, especially to understand how to interact with stakeholders when collecting data needed. For a quick and dirty analysis data found on the internet and in business reports can give the knowledge needed, but making an in depth analysis qualitative data, as interviews, is important to get the full picture. Further can stakeholders through interviews contribute with knowledge about subjects to investigate and be gatekeepers for other stakeholders (Varvasovszky & Brugha 2000). But before doing tons of in depth interviews it is important to reflect of the aim of the stakeholder analysis. And in-depth analysis take time and demand a large number of researchers but a good analysis can be done with less, this is to be reflected in the initial phase of the analysis (Varvasovszky & Brugha 2000). The analysis for this thesis is conducted to give an understanding of the complexity of the project, both in regard to how the project is evolving present time, but also to give an insight in how the project originally was designed. The analysis is not to give an in depth analysis of the political system behind The House and is in between a quick and dirty and an in

depth analysis. It will contain information about the stakeholders found online; this information will be followed by data collected from observations and interviews.

This stakeholder analysis will be constructed as a list of the most important stakeholders with a brief description of their level of influence, their involvement in the establishing of The House and what they contribute with to CPH Food Space in all, whether this being money or network. Further a relational map is to reflect the stakeholders' relationship to one another and to the project.

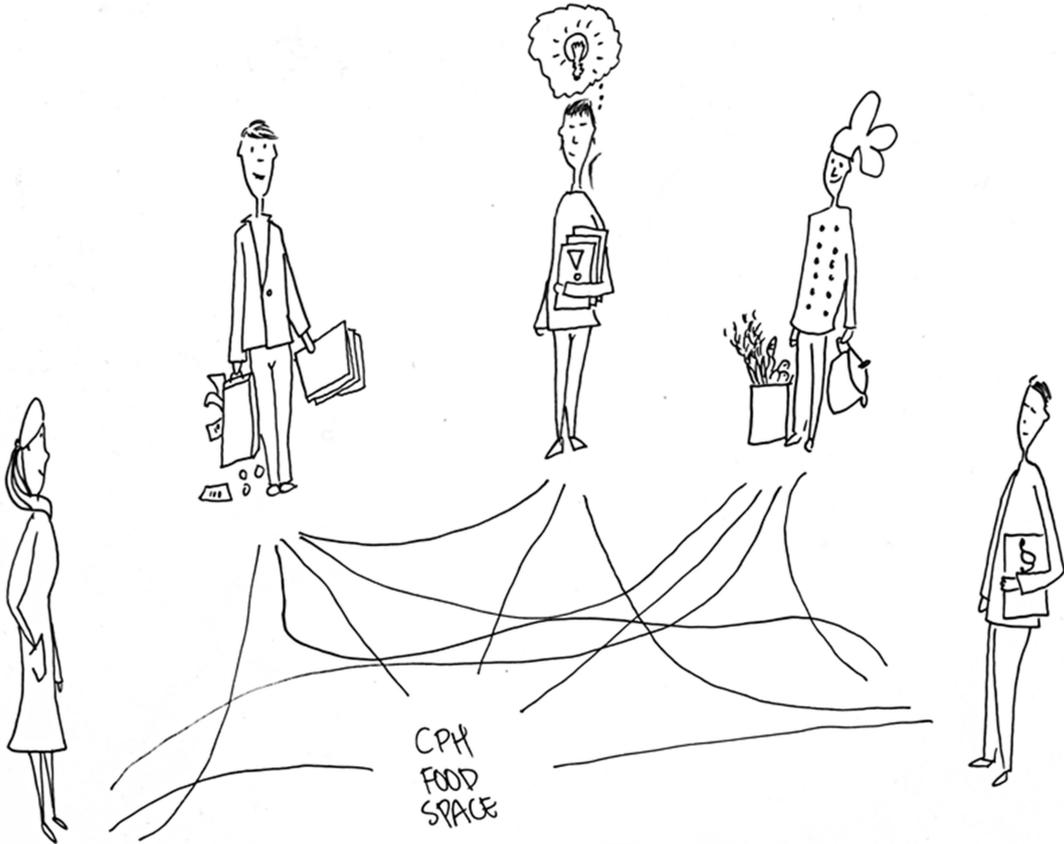


Figure 15 Stakeholders intertwined

Mapping

To picture the scape of this project mapping is the method chosen. The mapping is done in order to get a full understanding of the geography of the scape and what this project is about, but it does also gives the reader of this thesis a visual understanding of where we are and what it is about. Further it describes the current entrepreneurial environment in Denmark and contributes to the understanding of the eligibility of CPH Food Space.

Mapping is a way to measure the world and to illustrate these measurements in a way so it can be communicated. Mapping is a process in which the world are constructed on paper by selecting, translating, organizing and shaping what is experienced (Cosgrove 1999, p. 2). Thus mapping is a graphic system in where the physical world is organised, mapping is a personal matter. Even that the process of mapping is to set up a design for what is measured and/or experienced the selection and how it is reproduced is still a matter of how the world is perceived. In that sense there will always be a selection, just think of the scale a map is produced in, how big should the map be and how are the different phenomena depicted? All of these matters are a personal choice when doing a map (Cosgrove 1999, pp. 2-3; Corner 1999 p. 228). A map can contribute to opening the eyes for new features of an areas, this is particular for a thematic map in where a topic for investigation are chosen, as a map for tourist in where attractions are highlighted in order to reveal previously unobserved realities (Cosgrove 1999, p. 111).

As with a thematic map where once attentions are drought to a particular feature, the agency of mapping can be a way to investigate what *is* but especially what *is not*. Mapping can reveals worlds both within the past an in the present and in the act of doing so it can contribute to an understanding of what



could be. A map, and especially the unmapped can reveal the potential of a territory (Corner 1999, p. 214). Which is the purpose of the map in this thesis; the maps produced are especially to gain knowledge about whether there is a need of CPH Food Space for future food entrepreneurs, but also why there might be a need for future food entrepreneurs in Denmark. Further the mapping is a way to uncover the threats and possibilities of The House.

Figure 16 The act of mapping

Analysis

Diving in the Pool of Observation

Stakeholder Analysis

Relational Map of Stakeholders

The Cause of Relations Stakeholders in Between
Food Business Incubators – The scape of Food and Innovation

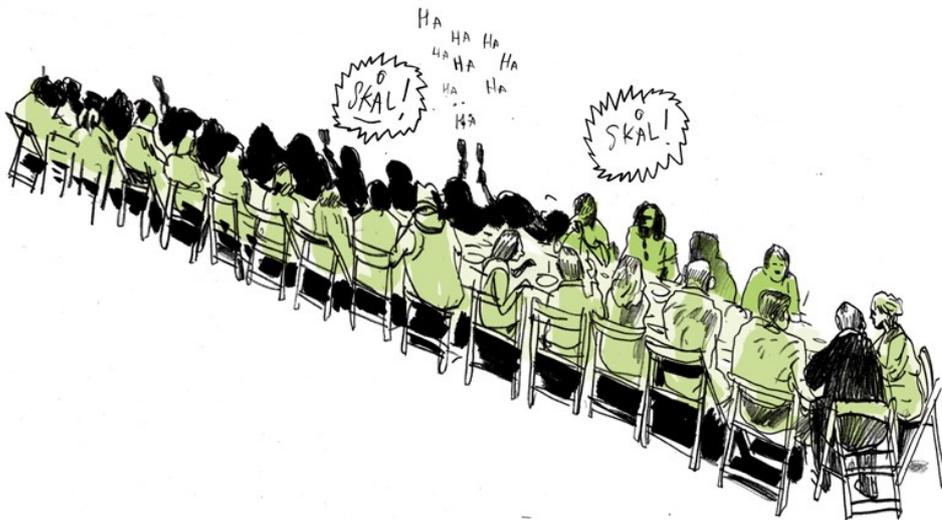
A Map Outlining Food Innovative Initiatives in Denmark

Examples of Similar projects in Denmark

Five Initiatives: Similarities or varieties?

Persona: The Passionated Food Entrepreneurs

Secondary Persona: Vega of Foods



Diving in the pool of observation

Having the opportunity of entering the field of CPH Food Space during the opening of The House and the final formulating of how The House is going to functioning have brought the opportunity of getting great insider knowledge of the people working there and how they see the future of this project.

During first part being in the field, observation was done during meetings with different stakeholders having something to say about the funding, conditions for renting The House or getting the right people involved in the project (Appendix 2). Observing and writing summaries of the meetings and taking notes of the atmosphere and the background of the involved, revealed much about the structure of building a private-public project. Having the interest of several stakeholder to align aims and goals and to talk the same cause, observing how they came to work for a common goal and not just promoting their own agenda, contribute to put more nuances to the project. These nuances are especially expressed in the stakeholder analysis where one stakeholder originally was a big part of the project but redraws. When such an event occurs in a project, funding is not gained and project plans has to alter. Such an episode is a part of the history of establishing CPH Food Space and will be described later in this chapter, right after the relational map.

Second part of the field research, the three workshops where held and observations done. In that period the focus was on what the future users and their dreams for CPH Food Space (Appendix 5, 6, 7). It was interesting to experience a great variety of invited people to the workshops. The large spectra of profession invited, which were not only food professional, were an attempt to keep an open mind for the future users and to bring their needs and dreams forward. In this part of the project, meetings were not attended, while meetings were rare and the once occurring was mostly about formalities in this period, the focus was at moving to The House.

Third, and last, part of the time in the field the observation done was done while writing the thesis. While writing the thesis it was possible to obtain a desk at The House which gave the advantage of being placed in the middle of the case (Appendix 3, 4). This period contributed with observations made during lunch or normal small talk during an office day, which was supplemented by field interviews. It is to be noted, that people working in The House during the period of writing were aware of them being observed, but in order to keep their confidentially only people who has agreed to be mentioned is.

In this chapter the observation combined with desk research and the State-of-Art-knowledge is brought together in a stakeholder analysis, a mapping of the scape of innovation and incubation in Denmark and is summed up with describing the characteristics the future users of it.

Stakeholder analysis

This stakeholder analysis is to give an overview of some of the important stakeholders involved in CPH Food Space and relates to the third sub question: ***Who are the stakeholders involved in CPH Food Space and how do the stakeholders influence the project?*** For this case the stakeholder analysis is done by using official documents about CPH Food Space, fund application, home pages and municipal strategies. Further information about the stakeholders and how they are linked to CPH Food Space is found during the observation (Appendix 2). In the field it has been possible to ask further questions of how the relationships to the stakeholder are and how the different stakeholder relates to the projects and each other (Appendix 4).

This analysis is conducted in a period of great changes in the case CPH Food Space case which is important to bear in mind. If a similar stakeholder analysis on the same case is done in a year, the picture would be quite different. Already while making the stakeholder analysis the scene changed. The stakeholder analysis is based on how the picture looked from February to April 2016.

Below is a table explaining how the different categories in the stakeholder analysis is to be understood, though words used for the categories could be interpret differently, this is the word which is found most suited in order to explain the scenario.

Table 2 Explanation of how the table of stakeholders is to be understood

Stakeholders	Involvement in The House	Interest in The House	Influence/ power	Position	Contributes with
Name of stakeholder	Task connected to the house	In which degree is interested in The House	How much influence the stakeholder has on The House	The position the stakeholder has. Does the stakeholder support The House?	Could be money or knowledge. The contribution is a reflection of how the influence and the position is expressed

In the table word as *influence* and *power* is used which is word that can be interpret differently and calls for deeper explanation. For this stakeholder analysis influence and power is high if the stakeholder contribute with large amount of funding's, in the case of a stakeholder redraw the funding CPH Food Space could have difficulties to implement the house, so the funding's have much influence in CPH Food Space in the initial phase. On the other hand s stakeholder could have a high amount of influence of CPH Food Space without contributing with money. An example is Byhøst who contribute to the project by helping in the establishing phase by managing The House, using their network to attract users to the house and bringing authenticity to the project by being a small underground organisation and not being involved with a large cooperative (Appendix 2).

Below is the stakeholders listed in a table. Only stakeholders who has taken part of CPH Food Space from the start is included and smaller stakeholders or future users are not included while this analysis is especially focused on the establishing phase.

Table 3 Table describing each important stakeholder

Stakeholders	Involvement in The House	Interest in The House	Influence/power	Position	Contributes with
Torsten B. Jacobsen (Nordic Foodworks)	Initiator. Coordinates development of The House. Negotiate Contracts. Member of the steering group.	High	High	Supportive	Network. Knowledge. Management
Andreas P. Hansen (Kultur of Fritidsforvaltningen)	Employed at Copenhagen Municipality. Work behind the scene to pull the strings inside the municipality	High	Medium	Supportive	Internal contact in the municipality
Væksthus Hovedstaden	Regional incubator. Could pass on clients from food business to heir.	Medium	Medium	Supportive	Arrangements, which contribute with rent. Network. Knowledge Funding.
Væksthus Sjælland	Initial funding, but redraw the offer. Could be a part of a network.	Low	Low	Non-mobilized	Arrangements, which contribute with rent. Network. Knowledge
Joachim Hjerl (Konvers + Maritime Nyttehaver)	Communication, PR. Management. Part of the steering group	High	Medium	Supportive	PR. Network Attention on social media
Byhøst	Initiator. Management. Development of the house. Member of the steering group.	High	High	Supportive	Network. Management. Credibility, authenticity.
Greater Copenhagen	Funding. Are aiming at increasing growth in creative business by supporting initiative like The House	Medium	Medium	Supportive	Funding
The municipality of Copenhagen	Funding. Have an interest in this becoming an international window for the food scene of Copenhagen. Would increase growth in the creative business sector.	Medium	High	Supportive	Funding. Network.
Københavns Madhus	Initiator. Neighbour. Would use ground floor of the house for conferences	High	Medium	Supportive	Manage conferences at ground floor. Have available kitchen.
Kitchen Collective	Are aiming at increase their business by becoming a part of The House	High	Low	Supportive	Manage rental of kitchen. Have a large network of users.
Bite me Crew	Create openness towards the public. Manage ground floor outside official arrangements	High	Low	Supportive	Ability to create events which would open up the house for the public. Develop the use of the ground floor

The primary purpose of the table of stakeholders is to give an overview of the involved parties and to contribute to an understanding of the complexity. The stakeholders in the table is both private and public organisation and some stakeholders is implicated with several stakeholders as *Andreas* who, is employed in the Municipality of Copenhagen but is also representing Greater Copenhagen and is representing the department in the municipality he works in. Further it shows that both large and small organisations are interested in the project and supports it, either by funding the project or as being a part of the establishing.

An establishes organisation seeing the potential is Københavns Madhus, who initially was to take the lead on the project, but of various circumstances not relevant for this thesis, not had the opportunity anyway. This cause Københavns Madhus to alter their role in the project, from being chairman to become an active member instead (Appendix 2), this encounters Københavns Madhus to be a part of the group managing the ground floor (Appendix 4). As a small company Kitchen Collective is interesting, as they manage a shared kitchen located at the campus of Aalborg University Copenhagen, but saw potential of using their booking system to rent out kitchens at The House. Kitchen Collective did first enter the project in February this year (Appendix 2), but at present time deeply involved, both for the sake of their own business, but also to fulfil the need of their clients (Kitchen Collective 2016). During the establishing phase Kitchen Collective takes part of the establishing of the facilities at ground floor together with Bite Me Crew, Cykelkokken and Københavns Madhus (Appendix 4).

The complexity is also expressed by how much influence the different parties have. An example is Greater Copenhagen and Byhøst. Greater Copenhagen does not have as much influence as a little organisation as Byhøst, while Byhøst is a more active partner inviting their network to become part of The House and is part of the steering group. Greater Copenhagen is a large organisation and those being involved legitimise the project but they do not have a voice in the actual design of CPH Food Space (Appendix 1, 3).

An example of the same person having several functions in The House is Joachim Hjerl. He is in charge of the communication and the PR of The House due to him having the communication agency Konvers (Appendix 2), but at the same time runs the organisation Maritime Nyttehaver from The House. This causes Joachim Hjerl to have a great influence in the presentation of The House as being in charge of the communication but also have an office in where he can run Maritime Nyttehaver and use the network in The House.

But not all the stakeholders have several roles in the project. One of the key actors in CPH Food Space is Torsten B. Jacobsen who together with his business partner runs the consultancy Nordic Foodworks. It is through him it has been possible to take part in all these meetings and to be able to have an office space

during the writing of the thesis. He got the idea about for CPH Food Space together with Byhøst when they shared offices at Refshaleøen (Appendix 2). All the way through this project he has taken the role of some sort of chairman of CPH Food Space, even that he claims he do not want it (Appendix 4). He is not planning to be the CEO of the house and have a wish of running this place as an ecosystem but realises that it might end up with an independent, non-commercial foundation as he answered when asked of what is going to happened in 2017: *'We are not sure at this point, it is still a consideration. I would like to try the ecosystem, but people tend to try to put this into boxes they know, so the compromise might be some sort of fund. All the people involved today brings lots of good energy to this place, we need to keep this energy'* (Appendix 4). Even that his role is a bit unclear as he sometimes feels like being pushed to sit at the end of the table he is a stakeholder with only one role in this game.

Relational Map of the Stakeholders

To compliment the table a relational map of the stakeholder is conducted. Data for this map is also found in the field, by talking with the implicated parties and through fund applications. The relational map is done in order to visualize that the stakeholders also relates to one another across CPH Food Space. The thickness of the line connecting the stakeholders symbolises how strong or how important the connection is. One of the interesting points in this stakeholder analysis is to see how several stakeholders not only relates to The House but does also relate to one another. This implicates that stakeholders in contact with this project is found through the network of the initiators. As Nordic Foodworks who has six lines attached and could have more if the map was more thoroughly, but being deeply involved in such a project it is difficult to see what came first, the network or the attachment to the house.

On the map the size of the organisation is visualized by how many people is figured next to the name of the organisation, as explained below



Representing large companies or organisations



Represent smaller companies or organisations



Represents companies or organisations with one or two persons

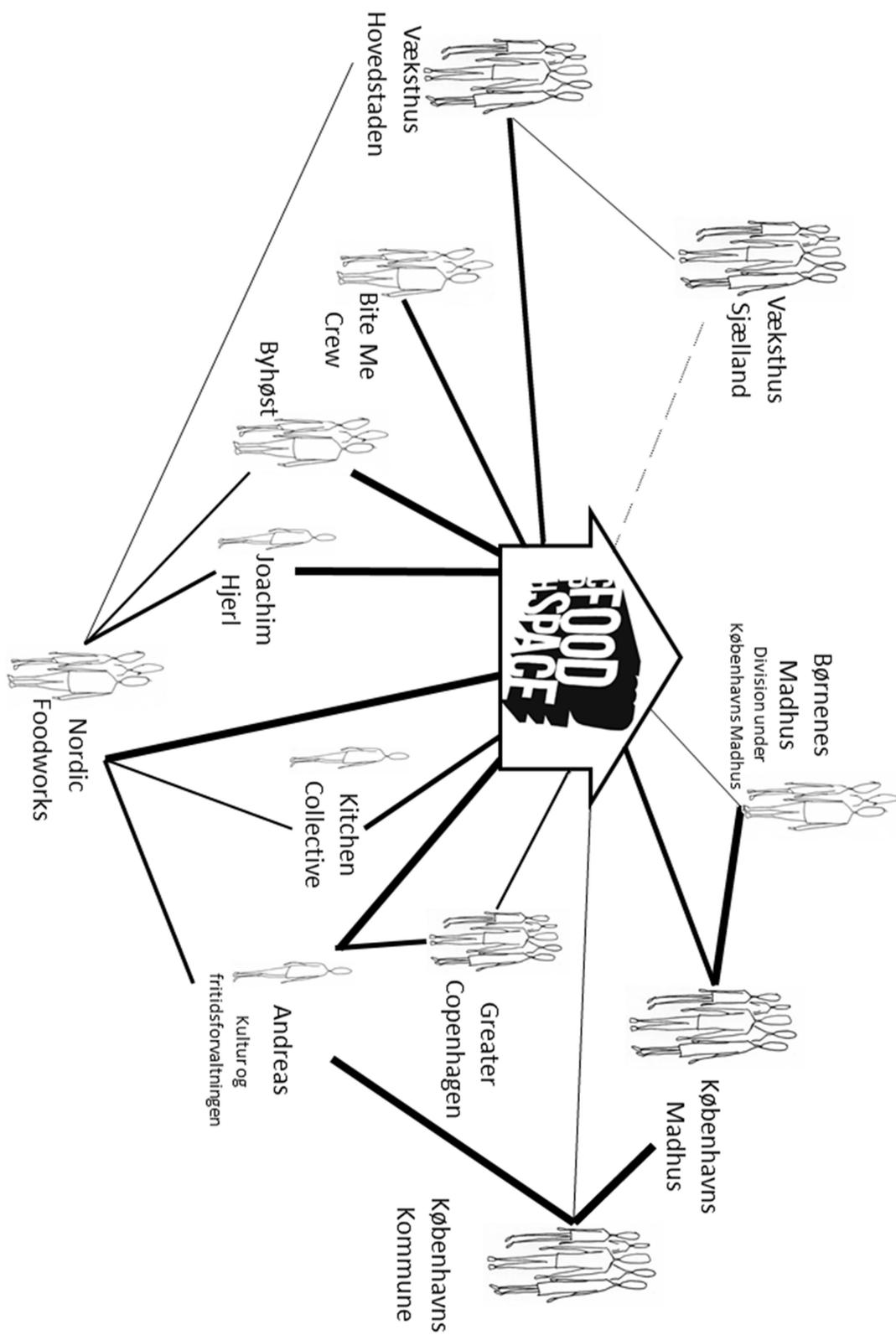


Figure 17 Relational Stakeholder Analysis. The figure gives an understanding of how strong the connection to the is house and to the stakeholder internally is

The cause of relations stakeholders in between

The stakeholder analyses combined with the relational map reveal that creating private-public initiatives is a complicated affair. The involved parties have several links to each other on the relational map and as it is seen with Væksthus Sjælland (Regional Development House of Zealand) some organisations have vague attachments. For Væksthus Sjælland, the story is that they to begin with had a strong connection but redrews from the project and is now almost not attached (Appendix 2). Initially Væksthus Sjælland was funding the establishing of CPH Food Space but decided to put the funds in NCLF (Nordic Centre for Local Foods) instead, this would support a similar project in their own region instead of funding a project in The Capital Region (Appendix 2). When the funds from Væksthus Sjælland were put in another project they lost their influence, instead the influence of the Municipality of Copenhagen increased as they suddenly was the only part funding the project in 2015-2016 (Appendix 2) This led to the Municipality having the opportunity to have a large influence of The House but as Torsten B. Jacobsen puts it: *'This is not a public initiative it's more a **private**-public initiative, in that sense that it is private companies who has taken the initiative, but the public is most interested in it. They are willing to support it, help in the initial phase but it is not the municipality who is going to run it'* (Appendix 4). This means that the municipality has funded the establishing of The House but they do not interfere in how it is managed or how the facilities are designed. Though it is noted that if The House is going to be run as an independent, non-commercial foundation the municipality would get a seat in the board (Appendix 4)

It is interesting to notice the difficulties it is to navigate in a complex map of stakeholders with different agendas. CPH Food Space is designed to help small companies, this might be start-ups, food entrepreneurs, underground companies and grass root organisations having this as a platform for their initial work (Appendix 1, 3). Participating in the works shops, especially the one hosted by Kitchen Collective, where the guests were small food entrepreneurs, a resistance of inviting larges established companies to be a part of CPH Food Space, came forward (Appendix 3, 6). The resistance was especially grounded in the fear of small food business being overrun by them or that by inviting large organisations there would be no room for small business and companies. During the same work shop it was addresses by the participants that it was feared by them that an organisations with endless resources could buy services that a small business could not and in that way have the advantage on the market and in The House (Appendix 6). But Torsten B. Jakobsen argue that is it important to navigate through this fear in order to create strong networks while having a variety of business could create an environment benefiting all, where large companies could get ideas from the small once and the smaller companies could benefit from the knowledge of the larger once (Appendix 3). Further it is the small business which is the business case for CPH Food Space as Torsten B. Jakobsen expressed it: *'We do want the big companies to come here Arla (large international dairy) for instance, but we want the small once to*

come here first and be anchored. To give a lot of development and engagement and then invite the big boys. They can use this as an event place, but they are not our primary source of business' (Appendix 3)

In order to develop a hub where actors from all layers of the food scene of Denmark can meet and create a strong network, it is important to be open minded both for large and small business. It is important to get large companies to understand that they cannot occupy the whole house just because they find the CPH Food Space to fit in their profile, on the other hand it is important for entrepreneurs to understand that having large established business close by could be advantageously. The established companies could gain some of the vitality and innovative spirit which is close related to entrepreneurs and the entrepreneurs could benefit from the experience found within established business.

Sum up

The stakeholder analysis reveal that creating a public-private project several agendas has to be aligned, as creating a window to show Copenhagen as a city with a high gastronomical level, creating a network for food entrepreneurs to benefit from each other, creating facilities needed for start-ups and creating a space for food events. The different agendas have to be taken into consideration. Further a public funded project can easily collapse if the primary funding gets redrawn if not alternative funding is discovered. When finding different alternatives to fund a project the influence of the stakeholder can change, as it is seen with the examples of Væksthus Sjælland and the municipality of Copenhagen.

When rating the different stakeholders on how much influence they got in relation to CPH Food Space it became clear that different stakeholder provide different resources and that network and funds is not the same resources but nonetheless it could give the same amount of influence. Both of these resources are important in order to establish CPH Food Space and the establishing could not have been done without having both of these available. As for stakeholders adding resources to CPH Food Space in order to be a part of The House from the beginning it is found that both large public organisations as well as small private entrepreneurs find CPH Food Space interesting and wants to be involved.

Food business incubator – the scape of food and innovation

The following section contributes, in continuation of the above analysis, to the understanding of the scape of innovative food initiatives in Denmark and it answers the sub question: ***What characterize the existing Danish kitchen incubators?***

The first map shows where food innovation initiatives are located in Denmark and is followed by five in-depth figures unfolding initiatives which are found to have similarities with the case of CPH Food Space. The main criteria for the chosen initiatives are food. Further the criteria to be on the map are initiatives focus on innovation or food culture and they all have in common to have an aim of changing the food sector of Denmark. Either by increasing food culture, being innovative or creating a more sustainable food system.

The outline of “Food Innovation Denmark” also show where in Denmark the food initiatives are located and how many initiatives are dealing with this specific subject of food entrepreneurship and food innovation.

A map outlining food innovation initiatives in Denmark

The map shows food initiatives spread all over Denmark and there seems to be a concentration of initiatives around Copenhagen, but looking at the types located in Copenhagen it reveals a variety of food initiative and is not a concentration of uniform initiatives.

The food initiatives in Vejle and Holstebro is dealing with production and has close relationship with either the agriculture or the food industry, while the food initiatives in Copenhagen is mostly about research or education and food culture. In Århus the initiatives are linked to Agro Food Park which is closely related to Århus University and research about agriculture and food production.

Based on the map and the knowledge of the geography of Denmark it can be led that the initiatives are not randomly spread but follows a pattern of the food production of Denmark and that the different initiatives can be linked to the resources located in the surrounding environment.

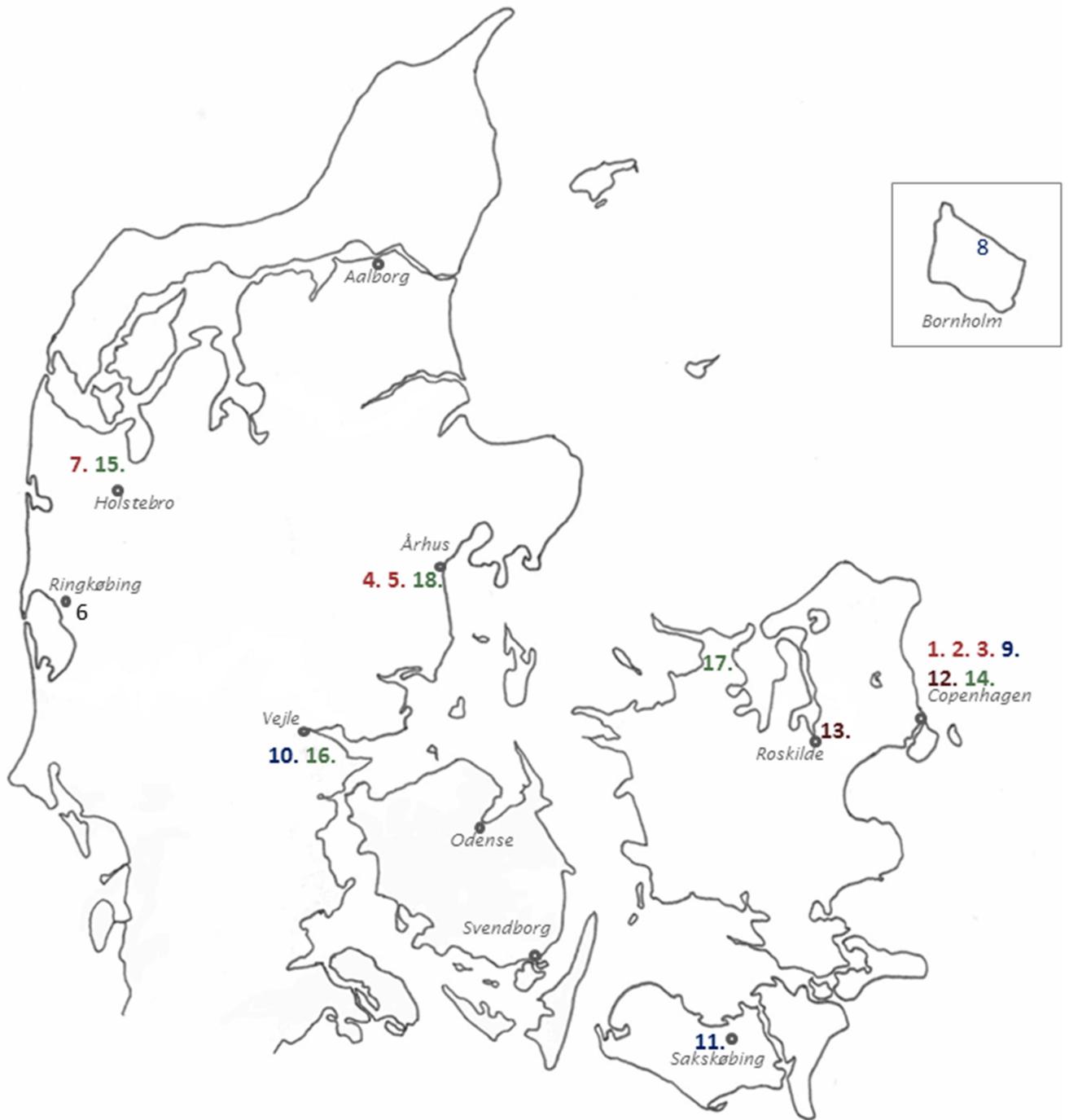


Figure 18 “Food Innovation Denmark”, showing the outline of food innovation initiatives in Denmark

Table 4 Table of the categories from the map. Each number is followed with a brief explanation of the initiative

Food Innovation Initiatives

1. Nordic Food Works

Consultancy. Help food entrepreneurs with developing their business

2. Nordic Food Lab

Open Source Organisation. Research in how scientific food technics can be used to better Danish products. Placed at Copenhagen University

3. Integrated Food Studies

Master at Aalborg University. Food Lab, kitchen facilities

4. Future Food Innovation

Empower innovation of Danish food products to increase international competitiveness

5. Arla Global Innovation Centre

Arla Dairy Group. Innovation of dairy products

6. FoodCenter Videbæk

Educational initiative. Focus on products development, small and medium food business

7. Vifu, Videnscenter for

Fødevarerudvikling

Knowledge bank. Food, food products, food innovation

Food Culture + Innovation

8. Gaarden, Melsted Gård

Food culture house. Local food, product development, cultural event, cooking school, tourism

9. Folkets Madhus

Food culture and innovation house. Local food, product development, cultural event, cooking school

10. Madværket

Food culture and innovation house. Local food, product development cultural events, cooking school

11. Saksøbing Madhus

Food culture house and shop. Local food, product development cultural events, cooking school

Food Culture

12. Københavns Madhus

. Independent institution of Copenhagen Municipality. Develop public food culture through education, events, and conferences

13. Madkulturen

Independent Institution of Ministry of Environment and Food. Better food for everybody. Research, network, innovation.

Kitchen Incubator

14. Kitchen Collective

Kitchen incubator. Networking, shared kitchen, innovation entrepreneur

15. Ausumgaard Kraftcenter

Kitchen incubator. Networking, shared kitchen, innovation, entrepreneur

16. Food Innovation House

Food Incubator. Newly build/under construction. Private

17. NCLF. Nordisk Center for

Lokale Fødevarer

Food Incubator, focus on Nordic Food. Cooking School. Newly Opened, winter 2016

18. Agro Tech

Knowledge based consultancy. Technological services and innovation within; Food, Environment and plants.

Outlining Denmark

For the outline of “Food innovation Denmark” (figure xx) 18 initiatives are chosen, which was found to have most similarities and would reveal where in Denmark initiatives with the somewhat same food agenda was found. The food initiatives have in common to see the potential in the food sector of Denmark. They all perceive food either as a being a market of growth or food to have the ability to be a tool provide better nutrition for the people, or both. For Nordic Foodworks their business case is to help the food business to grow or develop by finding the potential in the business (Nordic Foodworks 2014). Where Københavns Madhus is an independent institution of Copenhagen Municipality which aims at strengthen food culture and nutrition by develop the meals served in institutions (Københavns Madhus 2016). Nordic Foodworks see food as a market and Københavns Madhus perceive food more as a tool, but they agree of the strength of food.

Looking at what is categorised *Kitchen Incubators* (green numbers), it is important to address that Ausumgaard Kraftcenter no. 15 and Food Innovation House no. 16 is not yet open (Ausumgaard Kraftcenter 2016; Food Innovation House 2016a) which makes the actual kitchen incubators a relatively small phenomenon in Denmark. Further is NCLF no. 17 also just opened this winter and how that is going to develop is not yet possible to read out of what found online (NCLF 2016). As it is now NCLF is working for becoming hub of research and knowledge and has made agreements with Hotel- og Restaurantskolen (Copenhagen Hospitality College) and several Danish university (NCLF 2016) which makes it questionable whether this is actually going to be a kitchen incubator. That leaves Kitchen Collective no. 14 and AgroTech no. 18 to be perceived as the only functioning kitchen incubators in Denmark.

Examples of similar projects in Denmark

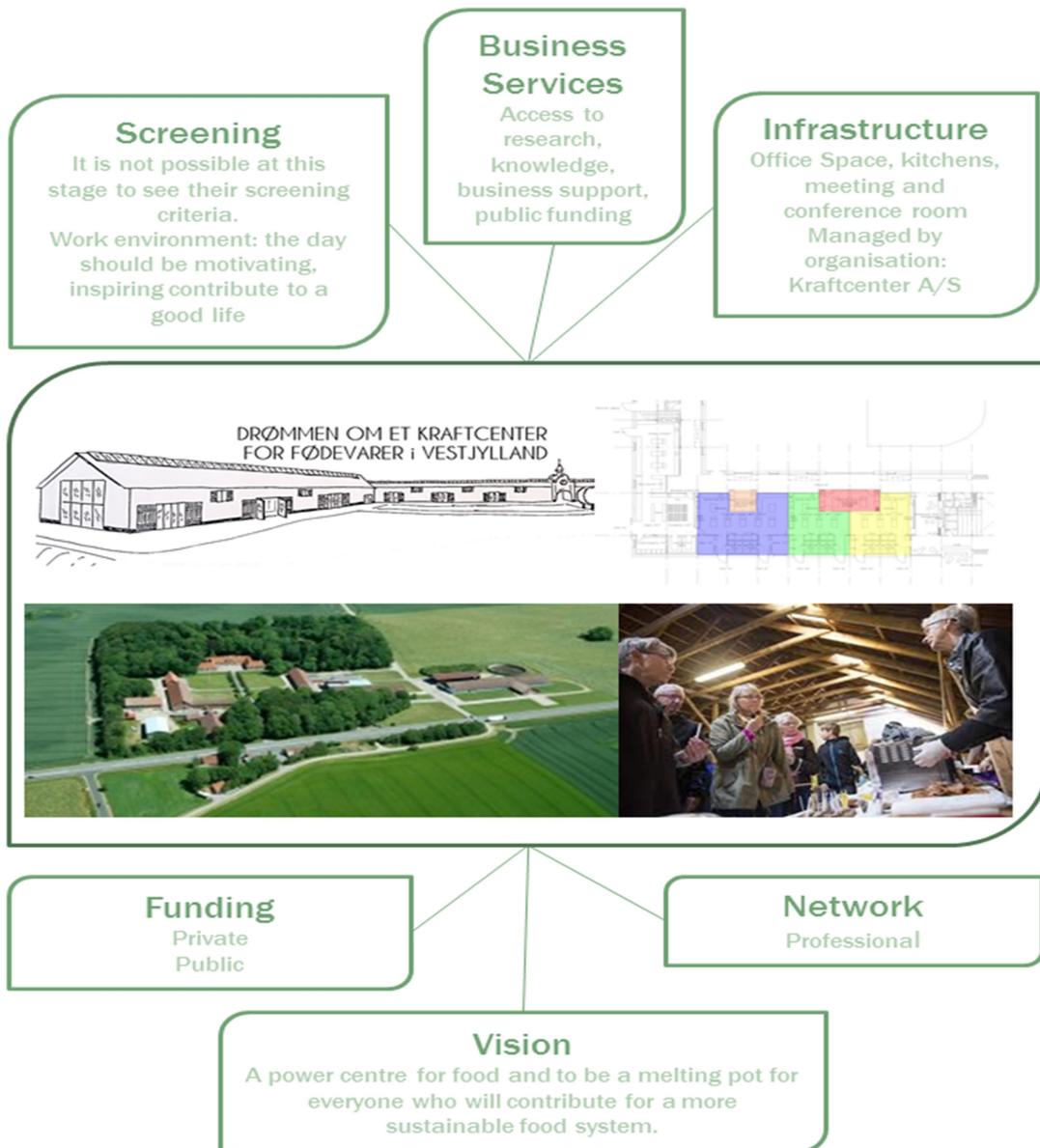
On the next pages five figures illustrate the category Kitchen Incubators as described above. This is done in order to investigate how these contribute to the development of the food sector and the kitchen incubation environment starting to appear in Denmark. Further it illustrates how the scape of kitchen incubators is present time and how the initiatives might complement each other.

The five figures are designed as the illustration of the key founding in the *State-of-Art* (fig. 4, p. 26). This makes the conditions for comparing the initiatives better while the comparison is done by the same parameters.



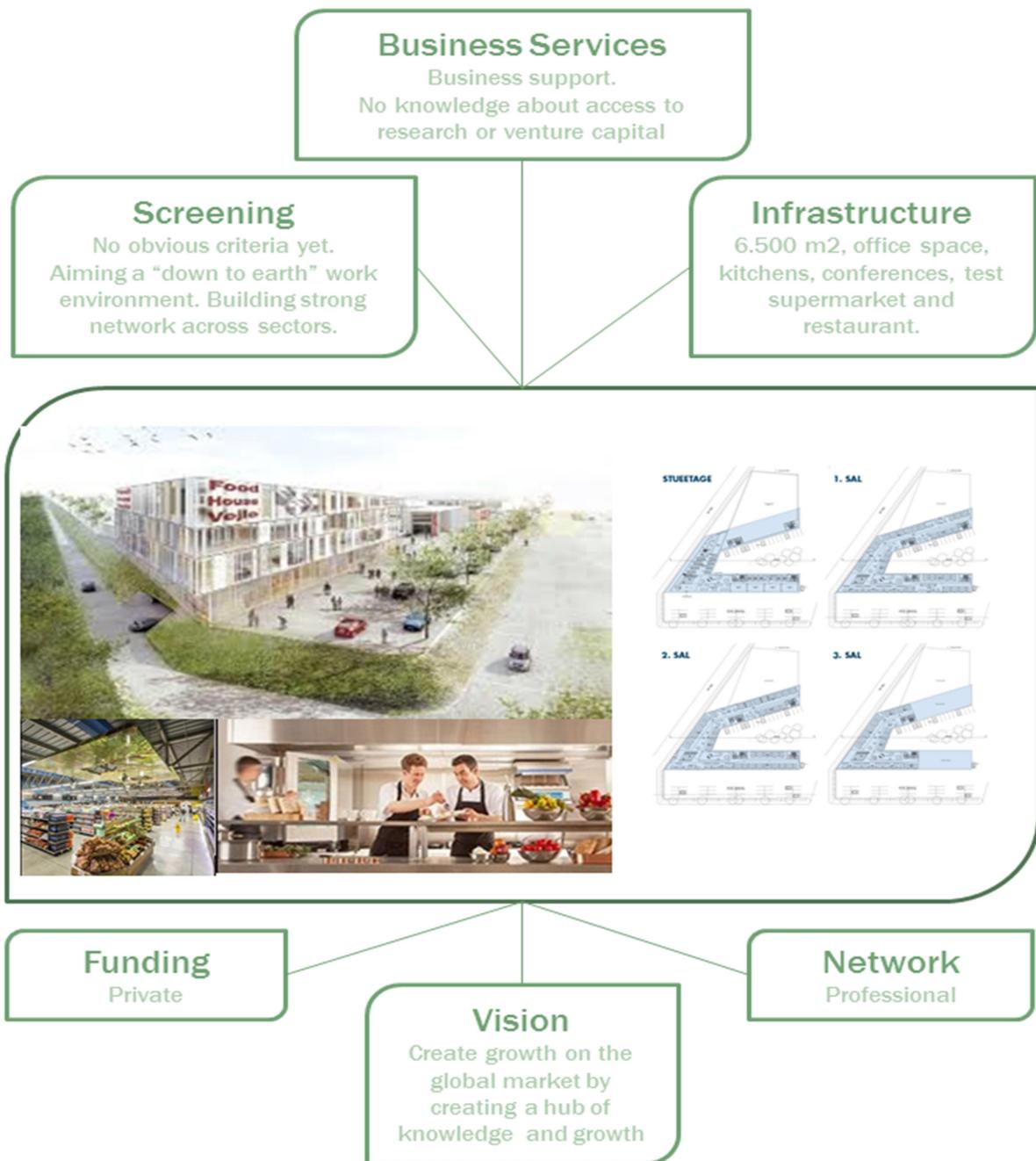
(14) **Kitchen Collective** is a shared kitchen located on Aalborg University Copenhagen. It offers one kitchen and a flexible booking system where it is possible to rent by the hour. It does not have a planned incubation programme but arrange thematic networking workshops where the users can benefit from each other's experiences (Kitchen Collective 2015b). It is more similar to the incubators described by Bøllingtoft (2012) as a bottom up business incubator while it is more user driven and does not have consultancies and venture capital available.

Figure 19 Kitchen Collective: Key Findings



(15) **Ausumgaard** is a manor run as a modern farm and have a dream of creating a power centre for food and innovation in the old outdated buildings on the estate (Ausumgaard 2016). It is a part of strengthening the local food culture and the local agriculture and has a vision of creating a more sustainable food system. It is planned to have kitchen, office space, conference rooms and have a cafeteria driven as a socioeconomic business. The establishing is public-private funded, but according to their description it is to become independent of public funds (Ausumgaard Kraftcenter 2016). This initiatives is a classic kitchen incubator as the one described Buckley et al. (2014) where the local agriculture is supported through an incubator.

Figure 20 Ausumgaard Kraftcenter: Key findings



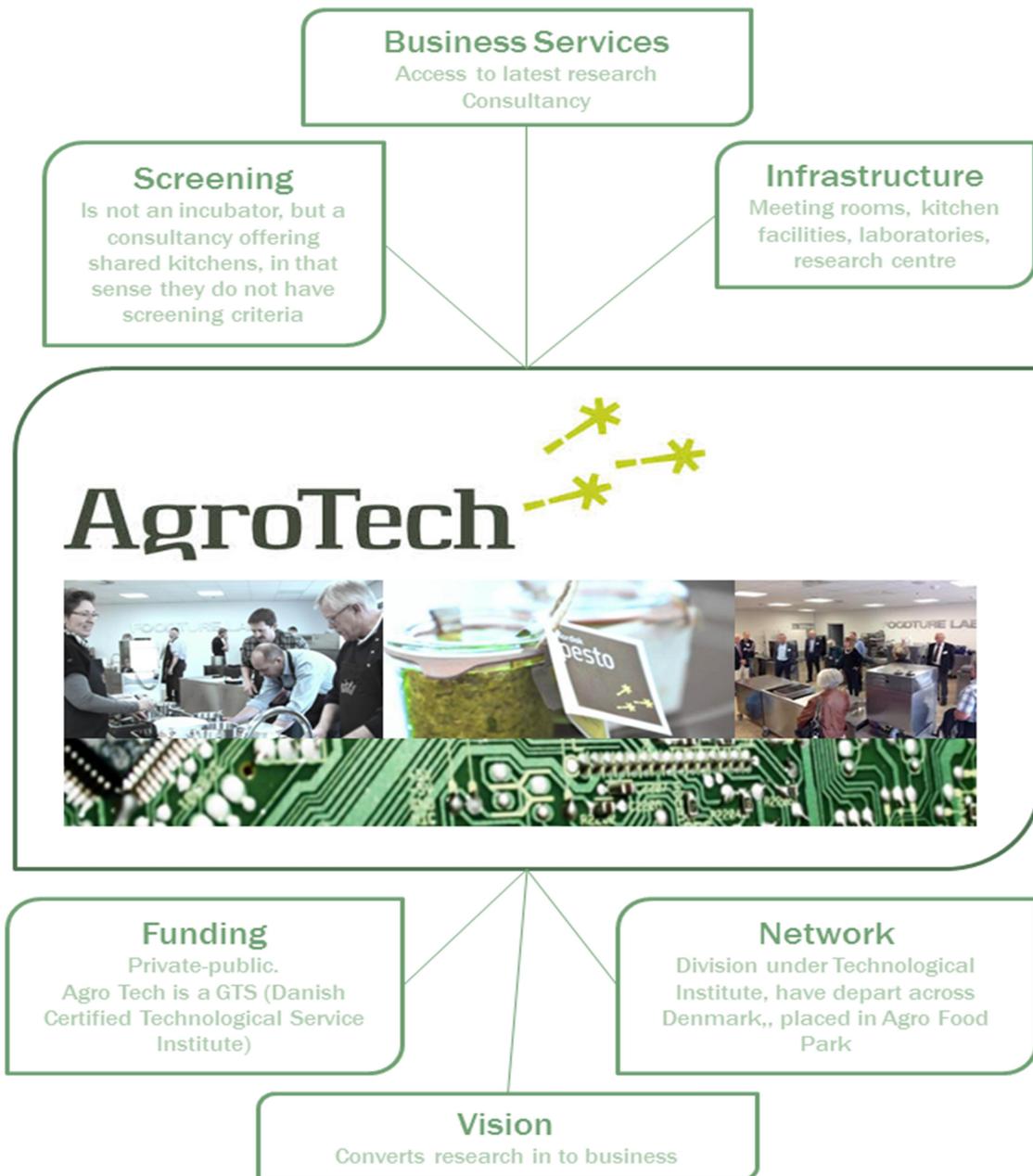
(16) **Food innovation House** is a private project between Bagger-Sørensen Invest A/S, Givesco A/S and Preco Holding Aps/Ajcon A/S (Food Innovation House 2016a). The vision is to create a cluster for all the different aspect of the food sector, bringing them together in one house. The project is located in an area of Denmark where several companies linked to the food industry is located. The project aims at creating growth both nationally and internationally and is planned to open in 2017 (Food Innovation House 2016b). This is a classical business incubator where needed facilities is available to an affordable price and business support is offered (Bøllingtoft 2012) .

Figure 21 Food Innovation House: Key findings



(17) **Nordisk Center for Lokale Fødevarer** (Nordic Centre for Local Foods) is a project between three municipality placed in Northern Zealand. It aims promoting quality, sustainability and foods with traceability and credibility by creating a link between the food supply chain and education, and has a focus on food for cities (NCLF 2016). At present time the centre is starting slowly with workshops for interested companies and arranging cooking classes for pupils in 10. Grade (NCLF 2016). It is not clear whether this is a business incubator created as a science park as described by Bergek & Norrman (2008) or a kitchen incubator as in the case of Buckley et al.(2014)

Figure 22 NCLF: Key findings



(18) **AgroTech** is a GTS which aims at translating research into knowledge based consultancy. One of their services is called Foodture Lab and is a test kitchen which can be rented on a daily base. Since the opening in 2007 product development has been offered. In 2016 AgroTech has increased their focus on small and medium sized business creating a more flexible booking system of Foodture Lab (AgroTech 2016). AgroTech is a classic case of an incubator place in a science park (Grimaldi & Grandi 2005). Agro Food Park is a science park of Århus University and focuses on research within food, environment and farming (Agro Food Park 2014)

Figure 23 AgroTech: Key findings

Five initiatives: Similarities or varieties?

Overall the five food initiatives illustrated on the former pages have the same goal: To support start-ups within the food sector, but the reasons for doing so and the services offered differs. As Kitchen Collective who aims at increasing food culture in Denmark by hatching new initiatives (fig. 19) AgroTech aims at converting research in to business (fig. 23). Which means that these two companies with the same business case; renting out kitchen to an affordable price, have different reasons for doing so. Kitchen Collective is anchored in the trend of food entrepreneurs appearing in Copenhagen, needing a kitchen to try out their business, while AgroTech is anchored in the world of research using the newest technology to develop the food industry. This difference is also expressed in their names: *Kitchen Collective* leads the thoughts to a common project, a business which aims at creating community anchored in the kitchen. Kitchen Collective is an incubator as described by Bøllingtoft (2012) where it is the members who, by creating a network, advice each other and through that get business consultancy, this type of incubation could also be called an accelerator. But even that business services is not included in Kitchen Collective it does also has similarities to the classical kitchen incubator; a shared kitchen with members and access to professional facilities (Buckley et al. 2014). In the name of *AgroTech* is found the words *Agriculture* and *Technology* so one instant realise that this has to do with technology focused on agriculture. Even that they do run a kitchen incubator and offers professional kitchen facilities to food entrepreneurs and food business (AgroTech 2016) it has several more similarities to a classical incubator placed in a science park. The advantage of their location is to be close to recent research and have a close relationship to researchers and students at a university (Grimaldi & Grandi 2005).

The type of incubator expressed in the location of the incubator is also seen in both Ausumgaard and Food Innovation House. For these incubators, it is a way to strengthen the local food system and creating job locally (Fisher 2013). Ausumgaard aims at strengthen the local society by creating a hub where local farmers and food producers can meet and develop their products which again should strengthen the region (Ausumgaard Kraftcenter 2016). This go in line with the fact that Ausumgaard is a manor anchored in the farmland whereas Food Innovation House is located in Vejle, close to the food industry and with great infrastructure, especially for export to the rest of Europe (Food Innovation House 2016b). Food Innovation House is focused on attracting users from the food industry (Food Innovation House 2016b). This finding is in line with what Fisher (2013) argues; that a kitchen incubator has to fit the local food system hence that models differs in rural and urban areas.

The facilities offered in the five different examples are all quit similar for all these initiative. They do all offers kitchen facilities, office space, event space or show room and offers conference facilities. Only exception is Kitchen Collective which does not have other than kitchen facilities. This is due to Kitchen

Collective are renting the kitchen facilities by Aalborg University Copenhagen and do not have opportunity to rent out office space or other facilities from there (Kitchen Collective 2015b).

Other similarities are the vision of creating a strong network. Food Innovation House wants an international network and Ausumgaard aims at a local network. But even that the size and stakeholders in the network varies, all of the initiatives are focused on a network within the food sector which also is a strong argument for Bøllingtoft (2012) who argues that in order for start-ups to survive that first crucial years, a strong network is one of the key factors for success. Looking at the illustration of the five food initiatives it is as there are several layers of network, where Ausumgaard is close to earth and is aiming at creating a strong local network. Some of the same is found in the case of NCLF, but beside having a strong local connection, they do also have a cooperation with several national educational initiatives as universities and university colleges (NCLF 2016). As for Food Innovation House it is the great international network they are aiming at, getting the products displayed on the international market (Food Innovation House 2016b). So for this point of view it seems like not only is it the location of the kitchen incubator which is forming the incubator but also the vision for the network, whether it is local or international.

In terms of the screening process it is difficult to establish whether the focus is on the entrepreneurial teams or on the best ideas, but as Mia Maja Hansson, founder of Kitchen Collective (Kitchen Collective 2015a) explained one day over a coffee; is it important to be aware of creating a good work environment by selecting tenants who seems to be interesting in being a part of "the family", which is in line with what Bøllingtoft found in her research; that a good social environment fosters private and professional networks (Bøllingtoft 2012). Further Mia Maja told that she would not judge somebody's idea, if she said no to a person with a great attitude but a poor idea, she could not go back. If she on the other hand welcomed the person she had the opportunity to affect that person to work with the idea and develop it.

In the state-of-art two different ways of management was found. In the bottom up business incubator, it was the users of the business incubator which were managing the incubator, which fostered good social environment by people using each other as business partners and gatekeepers for new markets (Bøllingtoft 2012). In the kitchen incubator described by Buckley et al. a good manager was found important in order to run a well-functioning business incubator (Buckley et al. 2014). Also here is found differences, whereas Kitchen Collective is a small business in close contact with their customer, in the sense that asking Mia Maja Hansson how she sees herself in relation to the members, she calls herself the "mother". While she is the one who nurture their development and at the same time makes sure that they leave the kitchen according to the house rules. AgroTech and NCLF is larger organisation with

several employees which might be closer to a top down approach as seen in the classical incubators as describes by Bergek & Norrman(2008)

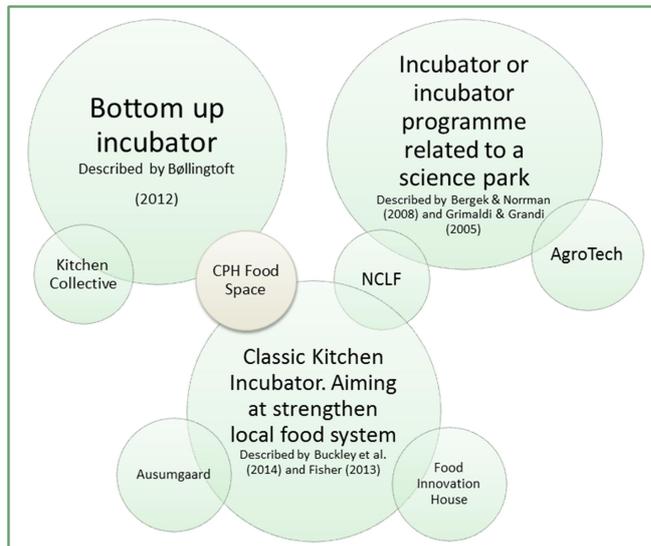


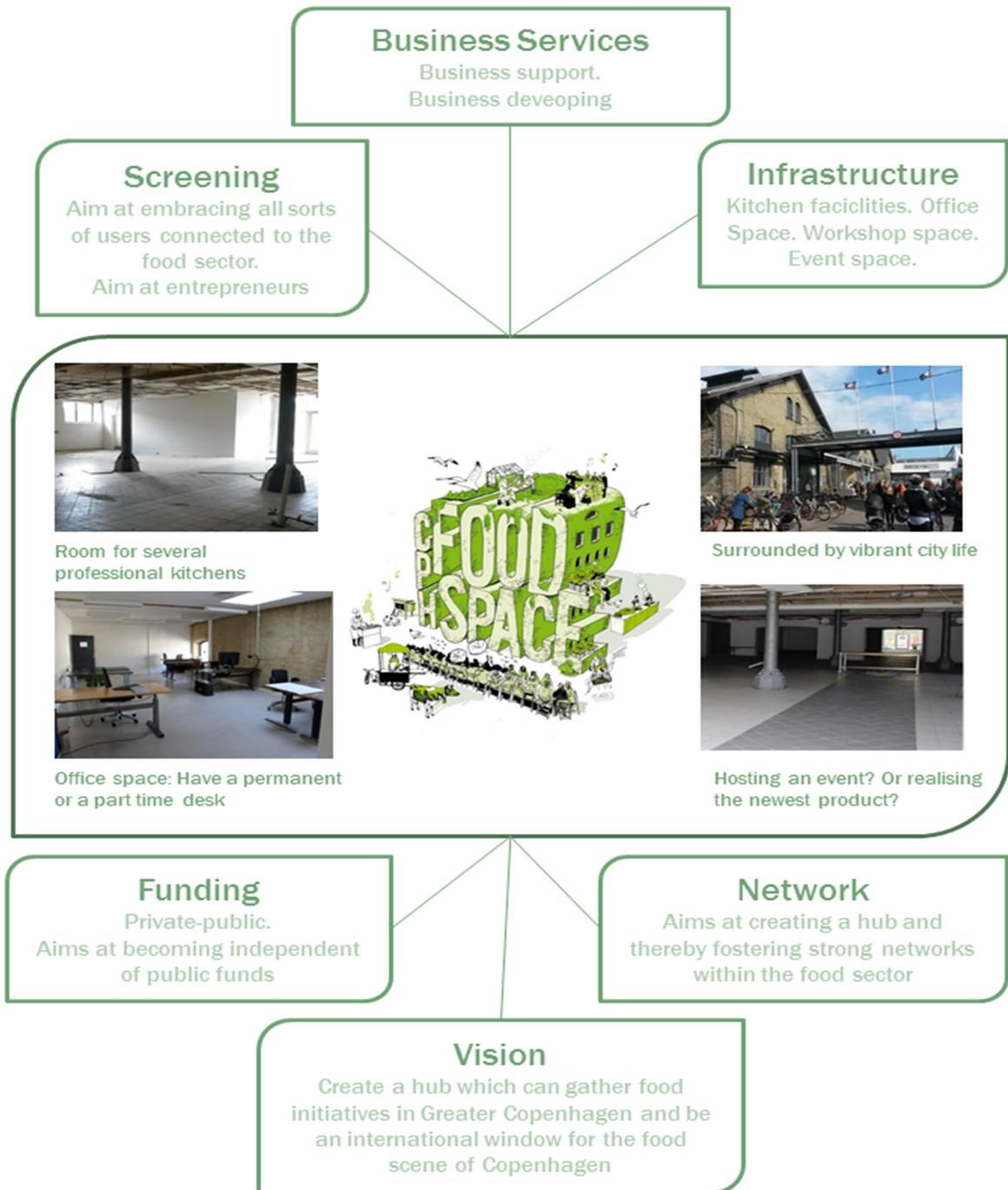
Figure 24 The kitchen incubator placed in relation to type of incubator

In order to see how the incubator is place in relation to each other, figure 24 shows that they are different in their approach to running a kitchen incubator but that some, as NCLF, is overlapping. This indicates that it can be difficult to place them in relation the described incubators in the state-of-art, while even incubators do share similarities, they are all different and it is difficult to make a 100 % clear frame of how an incubator should function. Further it is found when placing the kitchen incubators

that CPH Food Space is difficult to place as well. CPH Food Space is much of the way what is described as a classical kitchen incubator, but the establishing phase is influenced of the idea of bringing the users in play. That instead of building an incubator as based on experience, CPH Food Space chose to host three workshops in order to get the future users involved (Appendix 5, 6, 7), this gives it the feeling at this being a bottom up incubator as Bøllingtoft (2012)describes, but when this establishing phase is over, from what is written, CPH Food Space is going to function as a classical kitchen incubator.

Comparing the five initiatives several similarities are found which is somehow logical while all initiatives are fostered of the same idea: Strengthen food start-ups by offering affordable professional kitchen facilities. The differences lays within which type of food entrepreneurs they are aiming at which is closely link to the location of the initiative. The initiative located in an agricultural region aims at strengthen the local farmers while being located close to the food industry the aim is to strengthen that part of the food sector (fig. 20 & 21). Taken this founding into consideration establishing a kitchen incubator the location of the incubator is an important factor when creating the vision of the incubator. This causes a clear link between location, the vision and the users targeted has to be made (Fisher 2013).

On the following page a figure of CPH Food Space illustrate the key findings in order to compare these with the findings of the five initiatives. This is done in order to outline specific features of CPH Food Space which can be used to clarify the future of food entrepreneurs of Denmark.



CPH Food Space is planned to be a kitchen incubator which aims at becoming a window for the food scene of Copenhagen where food entrepreneurs is offered kitchen facilities, event space and office space to an affordable price. It aims at creating a hub for food initiatives where people of the food scene of Copenhagen can come and develop idea, creating networks and get inspiration of each other. It is established for public funds but is aiming at becoming self-sufficient by incoming rent from the facilities offered. The establishing process is characterized by the bottom up idea as described by Bøllingtoft (2012)but in all, CPH Food Space has many similarities as the kitchen incubator described by Buckley et al. (2014)

Figure 25 CPH Food Space: Key findings

How is CPH Food Space compared to the five initiatives?

Comparing CPH Food Space with the five food initiatives it is found that they have several similarities, as the vision of creating a network which connects actors of the food sector. Further does all the initiatives have somewhat similar facilities to offer. The scale of the kitchens differs but in all they all offers an opportunity for start-ups, within the food sector, to rent the needed facilities to an affordable price. The initiatives do also consider business development as a part of their business plan, whether it is as Kitchen Collective who uses internal workshops where the members of Kitchen Collective can share experiences or it is as AgroTech which is placed in Agro Food Park and uses the latest research in their business development. For CPH Food Space, consultancy placed in the house is a part of their business service as well as being in close contact with Væksthus Hovedstaden (regional business developing centre). In order of being in touch with the latest research CPH Food Space is in close contact with Aalborg University, not as close as AgroTech is to Århus University, but it is part of the plan to create a strong companionship (Appendix 1)

Noticeable differences in the initiatives are their location and the customer base anchored within the location. This is seen on how the initiatives are targeting their clients on their homepages or other sales material, if they targeting large companies by offering the opportunity to develop new products or if it is the little farmer with a great local product. Ausumgaard has highlights the history of the manor and the development it has been going through and using that as an argument for their plans of creating a kitchen incubator (Ausumgaard 2016) and Food Innovation House highlight the opportunity of being near the European market and next to the food industry (Food Innovation House 2016b). As for CPH Food Space it is the location at the Meatpacking District which is highlighted. The location being a mix of food production and creative business creates a link to the food entrepreneurs in the city. Further is the Meatpacking District perceived as a great place for creating a window for the world to see Greater Copenhagen as a leading region within the international food scene (Københavns Kommune 2016).

Managing The House is at this point not settled and it is earlier been mentioned that Torsten B. Jakobsen aims at creating an ecosystem managing The House, which does not align with the findings in the State-of-Art where a visible manager would be to prefer for a kitchen incubator. The management is to be settled during 2016 to be implemented at January 2017 (Appendix 1) which causes this analysis to be a guess about the strength of the idea of the ecosystem.

To line up how CPH Food Space fits the current environment of food entrepreneurs of Denmark and how it contributes to the development of it, a persona of the future users of CPH Food Space is presented on the next page. A persona is a fictive stereotype which sums up the feature of a social group (Tassi 2009). For this study a persona is used to sum up the important characteristic of the future users of CPH Food Space. The persona is a way to illustrate what CPH Food Space is going to offer and by

that it is showed how CPH Food Space can contribute to the future of food entrepreneurs. The information to create the persona is found through the observations; especially the workshops gave an insight knowledge in who The House are aiming at. But researching CPH Food Space it is found that one persona is not enough to describe what CPH Food Space can contribute with to the future food entrepreneur. In the strategy of the ground floor is, beside the kitchens, also a space for having events (CPH Food Space 2016b). The ground floor is to be rented for events during a food festival or launching a new product. In order to illustrate this, a secondary “persona” is created to put focus on the secondary user of CPH Food Space.

Persona: The passionate food entrepreneur

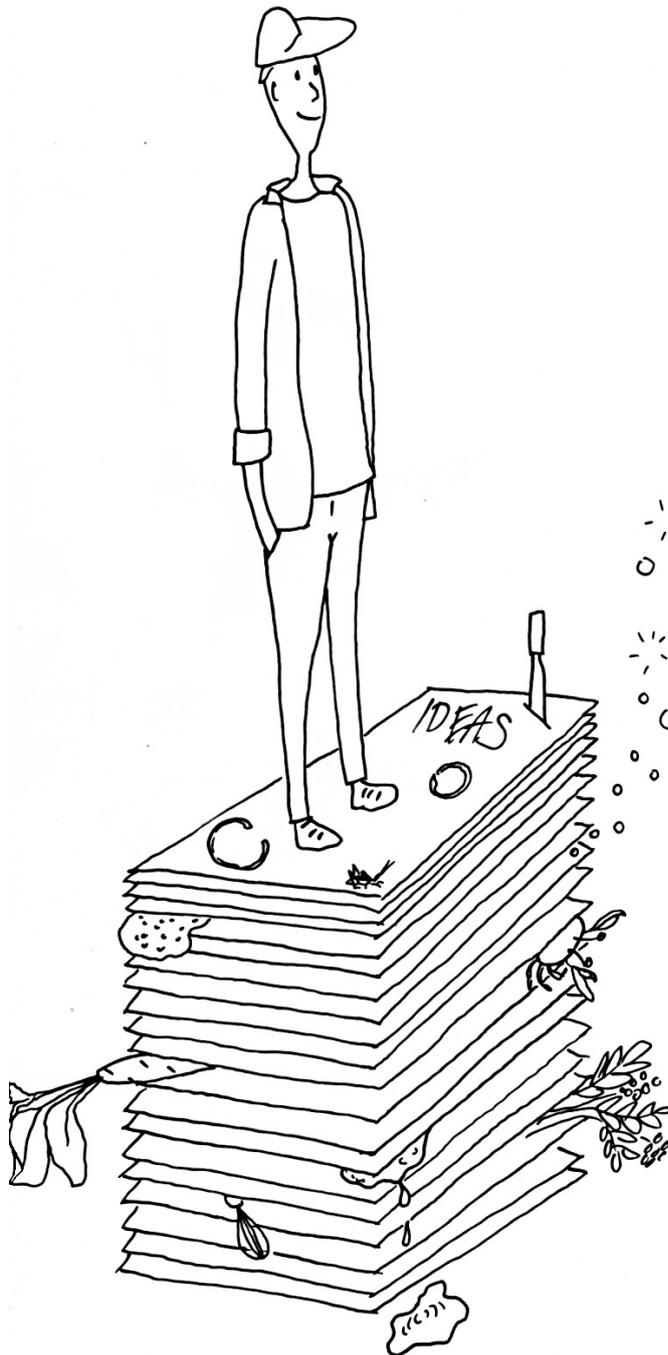


Figure 26 Persona

Personality

Young. Outgoing. Living in Copenhagen.
Knows what is happening at the food scene and knows about newest trends.
Has a good eye for the market. Active on social media.
Loves visiting newest restaurants and other food related activities in the city.

Goals and Dreams

Being an entrepreneur the aim is to create a business or to try out the idea for a product.

The interest is on food and dreaming of changing the food system by action or by spreading the word of a new way of doing things.

Is interested in trying to see the world in a new perspective and realise that in order to keep living as we are today, we need to change how food is perceived or how the food system is functioning

Colleges and Network

Having a small business with few or no colleges it is a wish to get someone to share ideas with and creating a network. Finds it sometime lonely to be in once own company and sometimes lack inspiration due to that.

Enjoy being with people having fun but at the same time do a good job. Is interested in a good work environment where it is ok to share dreams and ideas.

Seeks to become part of a community.

Facilities needed

Need a professional equipped kitchen to an affordable price, while money is scarce and cannot afford to pay a high rent or to buy business development. Dreaming of business angles or microloans to support the start-up

Realise that managing of the kitchen is a good idea, while a shared kitchen easily can be ruin without the necessary maintenance.

Dreaming of a procurement scheme in order to lower the cost on needed supply and have access to storage facilities.

Secondary persona: Vega of foods

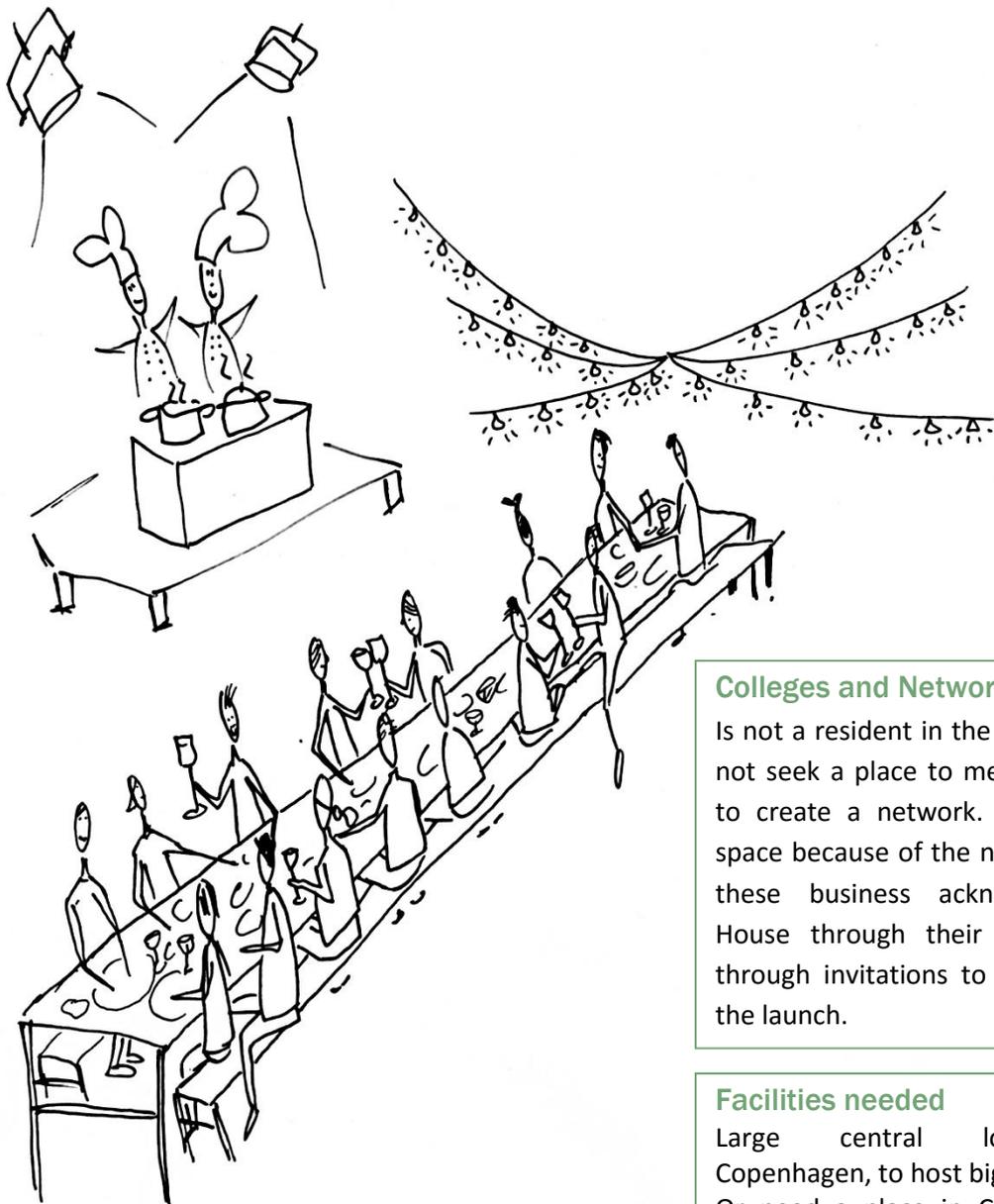


Figure 27 Secondary Persona

Personality
 Established food business or organisations. Think it is beneficial to hosts events in the Meatpacking District, while the publicity would benefit their business. Often the main office is placed outside Copenhagen.

Colleges and Network
 Is not a resident in the House and do not seek a place to meet colleges or to create a network. But uses this space because of the network, hence these business acknowledge The House through their network and through invitations to workshops or the launch.

Facilities needed
 Large central location, in Copenhagen, to host big events.
 Or need a place in Copenhagen to arrange meeting with clients and have the advantages of a central trendy location.
 Could rent a part time desk to have meetings with clients while being in Copenhagen

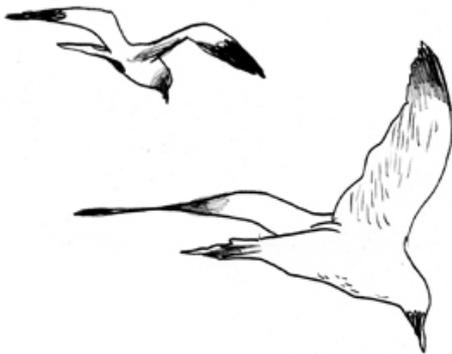
Having the opportunity to meet new talents and getting inspiration by using the facilities and through this meet the people working heir permanently.

Findings

The future users of CPH Food Space

A resume of what was discovered in the field

Considerations on how to create opportunities for future food entrepreneurs



The future users of CPH Food Space

Figures 26 and 27 are an attempt of answering the sub research question: ***Who are the future food entrepreneurs in Denmark?*** The figures represents the future users of CPH Food Space which beside that also is the future food entrepreneurs of Denmark as CPH Food Space aims at hatching new talent and in that way develop new food products- and concepts. The participants for the workshops all represented a part of the future-or present food entrepreneurs and contributed to a picture of young idealistic people who aims at creating their own food business and is willing to try alternative ways when doing so.

The personas are representing the future users of CPH Food Space. The persona is pictured as a young man, a young food entrepreneur, who is willing to try out the life as independent business man. Who has a drive and is convinced that his way is the right way. All of this is stated on the observations and meeting the people during the workshops and when they passed by the house in curiosity.

The persona is picturing a place which can reach the young and outgoing food entrepreneurs who search for a place to test ideas, as it was mentioned during a workshop; that Copenhagen needed a place where young enthusiastic people could try out their ideas without being knocked out by reality (Appendix 7). This was followed up by one of the participant who experienced that start-up food trucks often drowned in economy and instead of delivering the full potential of their business. Everything was about surviving and no developing was coped (Appendix 7). Both of the two participants agreed of CPH Food Space could develop into a place which nurtured start-ups in order to get them to deliver their full potential. For this to be a reality, the idea of delivering business service and hosting workshops in order to create a strong network and share experiences, is crucial while the literature states network to be of important in order for start-ups to survive the first critical years. (Buckley et al. 2014; Bøllingtoft 2012; Bergek & Norrman 2008).

As mentioned earlier, one persona could not fulfil the picture of the future of The House even renting part time kitchen to food entrepreneurs is the main business case, the food scene of Copenhagen is affected of other initiatives than single food entrepreneurs. It was found that there where a need, for having large spaces to host big event outside the food festival season. It was expresses during a workshop, that food festivals is a platform for testing ideas, but outside the festival season, there is a lack of place to create this temporary scene of food. Further CPH Food Space was imagined to be a place to come and discover new talents to be involved in a festival, a place where the creators of food festival could come and meet the next generation of food entrepreneurs and experience what is happening in the underground food environment (Appendix 7).

The secondary persona is called: The Vega of foods, which refers to a popular venue of Copenhagen, called Vega. It was a phrase which came up during a workshop and it is a good comparison, while CPH

Food Space aims at being a place to go to see the newest trend within foods (Appendix 6). And as you check out the playlist of Vega to see what is happening Friday night, to have people do the same for CPH Food Space could fulfil the vision of the space.

The two personas, representing future Danish food entrepreneurs and paint a picture of a contemporary Danish food sector which could benefit of an incubator initiative as CPH Food Space. Having a place to arrange big food events could benefit both new and established business and existing networks; the start-ups could try their ideas in large scale to an affordable price and the established would gain a central platform to reach a broad audience.

A resume of what was discovered in the field

In order to understand the nature of kitchens incubators peer reviewed literature was researched and it became clear that the term business incubators were a phenomena well described, but when it came to examine *kitchen* incubators the literature was limited. One of the reasons for this was found to be the relatively new increase of this type of incubators and that a kitchen incubator takes several years to build, so in order to examine the result of a such, would not be in the first years of its existence (Buckley et al. 2014).

The case of CPH Food Space the vision was found to be an attempt to establish a classical kitchen incubator, but with similarities to a bottom-up incubators. It was found to be difficult to make a firm categorisation while it is as Grimaldi & Grandi (2005) states; there are different types of incubators to fit the different types of entrepreneurs.

Further the vision of CPH Food Space was to create a hub in order to gather food initiatives in Denmark and to create a window to the international food scene. In order to establish the hub and thereby create a strong network within the food sector, initiatives have been taken at CPH Food Space. As the workshops, where the invited contributed by sharing their dreams for such a place, and at the same time the invitation was aimed at people from every part of the food sector, which enable The house to reach a broad audience.

Creating a strong network is not only about inviting people to come and see The House, as Bøllingtoft (2012) and Buckley et al. (2014) described, a good social work environment where the users help each other is a way to create strong networks. So in order to create this strong network not only should the focus continuously be on inviting people in but also to foster a good work environment by creating a good social atmosphere the users within. To gather a hub and creating a network is under developing which makes it difficult to confirm whether it is actually possible, due to the early stake of the creation. As a continuation of this vision of creating a hub CPH Food Space aims at becoming a window to show the gastronomical scene to an international audience. This vision is founded in the aim of Greater Copenhagen becoming an international metropole and having a gastronomical scene with international

competitiveness is a way of doing so, but at this phase of establishing The House, this international ambition is not found to be of highest priority. Nonetheless the secondary persona is found to be events hosted at The House and is compared to be "Vega" for foods, which can lead the thoughts towards the secondary persona to be an important player, when having this international ambition while having food festival using the event space of The House could be a way to open it up for foreigners and tourists.

The stakeholder analysis showed the amount of influence the different stakeholders have on the project and furthermore it showed stakeholders to be influenced by each other while the influence a stakeholders has can change by the change of other stakeholders. In order to get a clear picture of how the relationship across the stakeholders influence a project, more in depth research is necessary while it is sometimes difficult to see what appeared first, the relationship the stakeholders in between or the

relationship to the project.

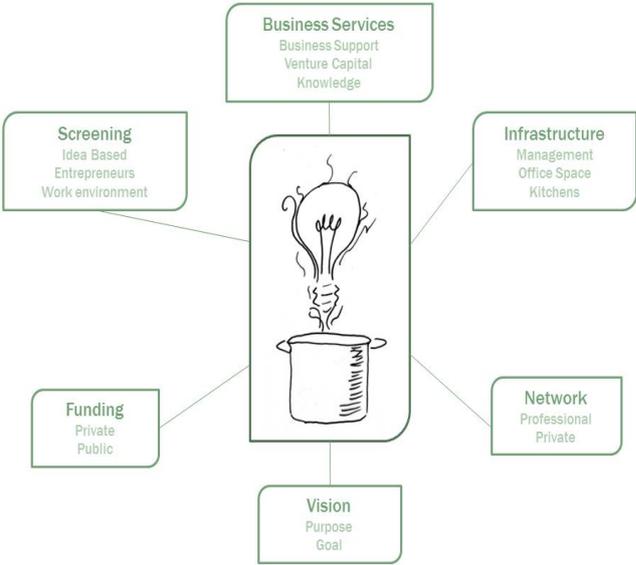


Figure 28 Key findings: State-of-Art, resume

In order to point out where The House is doing as written in the literature and where it is comparable to the other initiatives in Denmark, key findings of the state-of-art is discussed. The experiences in The House revealed that the most basic infrastructure is going to function within the nearest future. At present time a kitchen is set up and a steering group for the ground floor is found, in order to start renting out kitchen to food entrepreneurs. What is not functioning at present time is the basic administrative service. But creating a success full incubator can take several years as stated by Buckley et

al. (2014) so to believe that this is done over the next six month is slightly optimistic. And as both Buckley et al. (2014) and Fisher (2013) argue are there many details to be taken in to consideration, as how the place is managed and how it is going to be funded. But they do both agree that a well-functioning food incubator can strengthen the local food entrepreneurs and thereby strengthen the local food system, especially when being aware of the location of the kitchen incubator and by that ensuring that the incubator fit the characteristics of the users (Buckley et al. 2014; Fisher 2013). This goes in line with what Grimaldi & Grandi argues (2005); that there are different types of incubators as there are different type of entrepreneurs . Having this in mind it is important for CPH Food Space to create a clear profile in order to attract the future food entrepreneurs. And as the establishing of The

House is seen as an open process, where everything is discussable, one can be worried that if the profile has not been clarified within the nearest future, this great project can find it difficult to build up steady group of users to pay rent and secure the survival of The House. This worried is founded in the observation of many great plans but a lack of managing. Buckley et al. (2014) states that managing is important, that it is important to have a board or a manager to work for a specific goal, while good managing can foster a good work environment. Securing a good work environment is also a key point for Bøllingtoft (2012) though in relation to the screening process, which Bøllingtoft (2012) finds as a method to foster a good social environment. While it is during this process the entrepreneurs are notified of the house rules, of the incubator, and are able to become a member if the entrepreneur fit the profile of the incubator. Also Mia Maja Hanson (Kitchen Collective 2015a) has this experience that it is important to include the right people in "the family" in order to create a good work environment and that the right people can be influenced if their initial idea for a food business is not working. While it is easier to change the idea a person has than to change a person in order to get them to fit "the family". When the managing is not established and a clear profile is not been settled it can be difficult to agree of who the "right" people are and which values are important in relation to The House.

Outlining Denmark and analysing the five food innovation initiatives created a picture of what characterized the existing Danish kitchen incubator. The analysis showed kitchen incubator to be a small and new phenomena in Denmark. Only two functioning kitchen incubators was found, but during the next couple of years more are to come, which showed this to be a growing phenomenon.

Comparing the five initiatives it was found that the facilities offered was more or less the same, what created the most obvious difference were how the incubators were deeply coloured by the characteristics of the location. This was expressed in the way they represented them self and the user they were targeting. This goes in line with the founding from the literature, where Fisher (2013) gives the same conclusion; to fit the characteristics of the location is important in order to run a kitchen incubator.

The future food entrepreneurs are found to be either young food people creating a food business as pictures in the *persona*. Further are the future users food business of all sizes new or established which need an event space as pictured in the *secondary persona*.

Combining the findings above helps clarifying the opportunities for the future users of CPH Food Space. It contributes with a nuanced picture of kitchen incubators and how public private initiatives develop. It contributes with an understanding of the stakeholders to be deeply intertwined and to have strong relation in between. It contributes with an understanding of the scape of kitchen incubators in Denmark, which reveals a little but fast growing market. At last it contributes with a description of two personas as being the future users of CPH Food Space.

In all, the combination brings forward a positive picture of the opportunities for the future food entrepreneurs of Denmark. As it is seen the phenomena of kitchen incubators are growing and with varieties amongst which enable all sorts of food entrepreneurs to find a kitchen incubator which fits the dreams and personality.

Considerations on how to create opportunities for future food entrepreneurs

In the research about CPH Food Space an understanding of the term *kitchen incubators* is conducted which contribute to a picture of Copenhagen to have an increasing gastronomical image. This study can bring an understanding of how kitchen incubators could nurture this image and how initiatives which connect private and public initiatives can foster innovative food environments. Further it contributes to the understanding of the importance of understanding the nature of kitchen incubators which in order to succeed must discuss several issues; as one of the key findings of this thesis; that the location of the kitchen incubator is of most importance while the success of the incubator is closely linked to the understanding of the location. Understanding the future users of CPH Food Space has been a way to get an understanding of whom to target and if reached, what the future users have of potential.

The persona being a young food entrepreneur indicates that these young food entrepreneurs is a part of the future picture of the food scene of Copenhagen and that the secondary persona is both contributing positively to the opportunities of the future food entrepreneurs but is also a way to fulfil the goal of being an international window.

Mapping Denmark has revealed Denmark as having several initiatives concerned about innovation, food and food culture but is simultaneously revealing that if the trend of creating kitchen incubators continues it could benefit other parts of the country. Especially if taken the characteristics of the location in consideration.

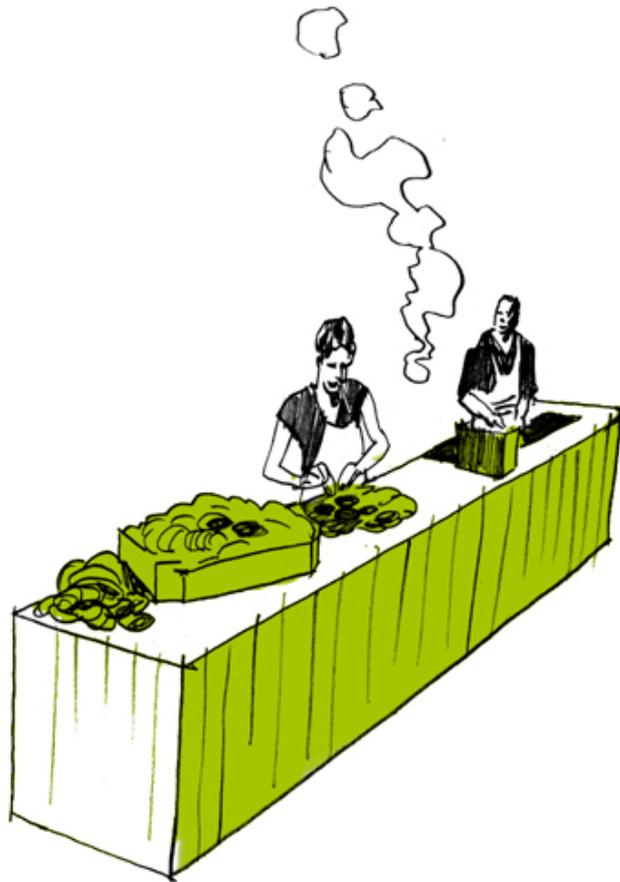
Discussion

Sum up of the theme and the research question

The method chosen

Considerations of the findings

Future perspective



Sum up of the theme and the research question

Entering the field of food end food entrepreneurs was done out of curiosity of the new initiative CPH Food Space and what it had to offer in relation to the food scene of Copenhagen. The curiosity came as a consequence of food entrepreneurs seeming to turn up everywhere. This study attempts to investigate the opportunities of the future food entrepreneurs of Copenhagen. With CPH Food Space as the case for a field research, observation, analysing stakeholders and mapping revealed a nuanced picture of the term kitchen incubators and revealed several opportunities for the future food entrepreneurs.

During the two years of studying at the master of Integrated Food Studies it seems as if the food scene of Denmark changed and initiatives which before where unknown or just for a closed group of people, appeared and suddenly became mainstream. Since then, and especially when entering the case of CPH Food Space, it is as if the politicians and local investors are realising that food is a lucrative market and a possible way to create growth in a region. It is as Fisher (2013) describes; a way to rebuild a local food system, as the example of Ausumgaard (Ausumgaard Kraftcenter 2016) and it is a way to invest money in a new business case as it is seen with the example of Food Innovation House (Food Innovation House 2016b). Researching the case of CPH Food Space revealed many positive ideas and initiatives but as The House is newly opened it would take years in order to see if they succeeds with what they aim. But as to address *the future of food entrepreneurs in Denmark* it is found to be positive with great potential, as it seems that the entrepreneurs are productive and do create new jobs (Kuhn et al. 2015) which is the focus when talking about growth (Jespersen 2015). Increasing entrepreneurship has been on the political agenda since 2007 by the opening of regional business (Erhvervsstyrelsen 2016). This focus on supporting entrepreneurs and combining it with the food sector, which is found to be a sector of growth (Københavns Kommune 2016), can be a way for the organisation Greater Copenhagen to create: *a leading international Food Inspectorate*, as wished (GreaterCopenhagen 2015).

The methods chosen

Looking back at the research process behind this project, the qualitative methods chosen still seems to be the most suited for the construction of this project. Throughout this thesis it has been clear that even that CPH Food Space is the case studied the outcome of CPH Food Space is not to be quantitatively measured while there has not been any outcome yet. This led this study to become an explorative study, where the outcome is what is experienced and to be an anticipation of the prospect of The House. CPH Food Space is still in its establishing phase and when the project was entered CPH Food Space was still a piece of paper, an idea in the head of a group of people, which makes it an interesting journey to study but does makes measurements difficult to do.

The initial idea for this thesis was to investigate the workshops and how the workshops would influence such a project, but as the outcome of the workshops was not going to be implemented before the hand in of this thesis it was found difficult to measure if and how the outcome of the workshops and the ideas developed during the workshops would be implemented. Further it was found that only doing interviews of how stakeholders or future users saw the prospect of CPH Food Space would not have given the same insight knowledge about the project as gain by field research. Nonetheless, more interviews could have been conducted. In depth interviews could have contributed with knowledge of why future users found the project appealing and in what direction they would want the project to go. In one way these interviews were done, just not by me, but small promotion videos were conducted which could have been used more. Further an expert interview about the world of incubators would have benefitted the understanding of the term and could have contributed to a more nuanced understanding of the term and how it can be used.

Further is it important when doing field research to be reflective about one's own role in the project and being reflective about how you as a researcher affects a project. Taking the role as an active member of the setting contributed with great insider knowledge of The House, but being a member of the community created in The House it is important to be critical to one's own perception of the events happening. It is easy to adopt the perception of the others working in The House and it of most importance to be able to take a step back and try to see it from an outsider's point of view. On the other hand this deeply involvement contributed to an insight in the House which could not have been conducted otherwise and for all qualitative researchers it is important to acknowledge the body of knowledge being a part of the person interpreting the data.

Being in the field to research a case the balance of keeping the confidentiality of the members of the community but at the same time interpreting the data gained can be intimidating, which causes to anonymize statements heard in the field. People presented by names have agreed on being mentioned in the thesis but it is still important not to compromise anyone when doing field research, while it can be necessary for the researcher to go back for further research.

The method of mapping, both in regards to the five food initiatives but also to map the stakeholders has been a way to visualize the scape of the study and to uncover projects similar to CPH Food Space. During the process of mapping it has been beneficial to have the opportunity to talk with people involved and hearing their opinion of the initiative or the cooperation the stakeholders in between which has contributed to the creation of a more nuanced empirical data. Even information for conducting the maps has been gained both from material found online and for first-hand knowledge it is still important to understand that mapping is an interpretation of the world as seen by the researcher. Although a large amount of empiric data was collected, to create a map, first-hand knowledge is important and for this

study interviewing and visiting all the sights mapped was not an opportunity, which can cause the empiric data for the maps not to be thorough enough.

Considerations of the findings

The food sector of Denmark is seen as a sector of growth and the opportunities of future food entrepreneurs seem to be plenty. A kitchen incubator in central Copenhagen is found to be beneficial to this development and especially to the food entrepreneurs of Copenhagen.

During the thesis it is notified that a good management is important in order to run a successful incubator. It has been questioned whether this lack of managing of The House is causing a problem and if it is to cause The House not to reach its goals. But as Torsten B. Jakobsen argues, people tend to put things in a box in order to understand it, but creating the managing of The House as an ecosystem might be a way to deal with the several layers and users of The House. At present time a steering group is running the ground floor and does not necessarily have the needs for dealing with renting out offices on first floor, which makes the thought of an ecosystem appealing. The idea of an ecosystem forces the steering group of the ground floor to cooperate with the other users of floors in order to create a coherent house. Cooperation across the floor can foster a good social environment within The House, which is one of the keys of building a strong network across the users of The House. Cooperation is necessary in order to create a good work environment and a strong network as it is stated in the literature.

Creating the two personas is a way to visualise whom to target in order to reach the future users of CPH Food Space. Creating these is done out of the findings of the mapping combined with the observation and analysing the vision of CPH Food Space. A persona is a tool to capture the features of the future users. This tool can be an efficient way to understand the users. At the other hand a fluffy persona can be difficult to work with as it does not provide the information needed. Further it is important to understand how to work with the persona in order to use it efficiently. Creating a persona for this project makes sense in the way this being about establishing a project and creating the content of The House, while a persona can involve the users in the establishing process, while a persona is a way to catch the essence of a user.

Future perspective

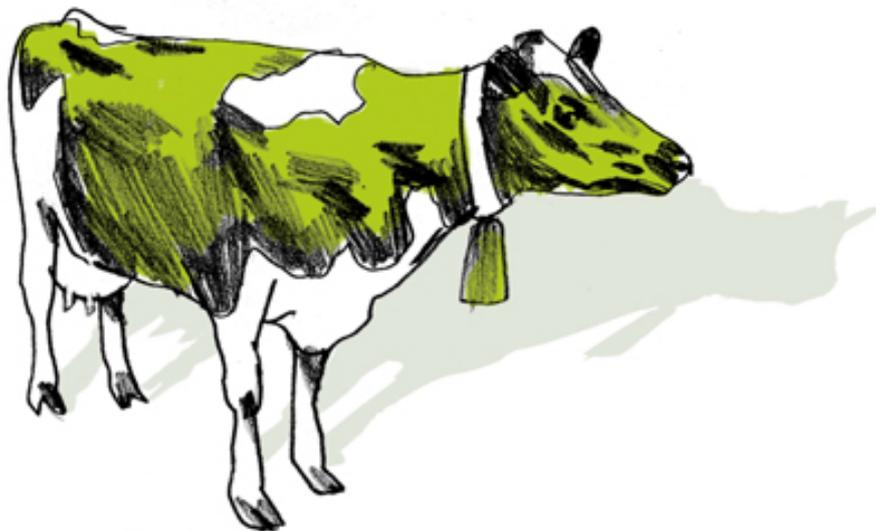
As indicated with the above reflections on the choice of research methods, there have been aspects of the case of CPH Food Space which have not been researched, and to comprehend this more research about CPH Food Space can be conducted. Especially is the idea of user involvement interesting to investigate while the findings of the workshops has not yet been executed. Hence an investigation about doing workshops in the initial phase creates a more appealing project for the future users, would

contribute to an understanding of user involvement and if user involvement creates the goal set by the initiator of a project.

Incubators, as a term for companies helping start-ups regardless of sector, is a way to foster entrepreneurship and is often found to be public funded. A matter of future research could be to investigate whether such incubators are securing start-ups to become a sustainable business and by doing so creating growth by supporting entrepreneurs. Little research has been found on the subject and it could be a matter of future research to measure whether the public funds put in such projects are a reasonable way to increase entrepreneurship and growth. Further research of the difference between private and public funded incubators could also be a way to investigate whether the public incubators are increasing entrepreneurship or if private initiatives are a better way of doing so.

Conclusion

Conclusion



Conclusion

The scope of the thesis was CPH Food Space, a kitchen incubator in Copenhagen. The starting point was to examine the opportunities for the future food entrepreneurs found in Copenhagen and investigating the evolution of food initiatives in Denmark, with a special focus on Copenhagen. Further the thesis dealt with how stakeholders in a public-private initiative relate to one another and which impact they had on establishing CPH Food Space.

The theme was chosen out of a curiosity about initiatives as CPH Food Space could increase food entrepreneurs in Copenhagen and have a positive impact on the opportunities for future food entrepreneurs.

The opportunities for the future food entrepreneur was clarified by creating two personas out of the findings in the state-of-art combined with the stakeholder analysis and the mapping of existing Danish food innovation initiative. The evolution of food initiatives in Denmark was examined through a timeline and through mapping of the scope of innovative food initiatives in Denmark. A stakeholder analysis, combined with a relational map was conducted in order to encounter how stakeholders influence a project.

For collecting the empiric data, field research was found suited, while it contributed with insight knowledge of CPH Food space, which could not have been gained otherwise. Observing the workshops gave an understanding of the future users of The House; the needed kitchen facilities and which they dreams they had for The House and field interview was conducted in order to clarify relations and circumstances not immediately understood.

Kitchen incubators were found to be a way to foster an innovative food environment and a way to hatch new talents within the food sector. It was found that the future user of The House was a young food entrepreneur but it was also found, that a secondary user were to target. This user was called the *secondary* persona which was described as large event hosted at The House. In relation to the Secondary user, event was found to be a way of fulfilling the vision of creating an international window. One of the key findings of the thesis was the link between the understanding of the characteristics of the location and the success reached by a kitchen incubator. The opportunities for future food entrepreneurs are found to be positive and an initiative as CPH Food Space seems to have a positive impact on the opportunities.

In order to create persistence in the increase of the innovative food initiative, creating food incubators could be a way of doing so, but in order to have them firmly implemented especially two things have to be taken into consideration; the characteristics of the location, is it urban or rural and what is the goal? And the managing of kitchen incubators is important to reflect on while good management is found to be crucial in order for a kitchen incubator to become a sustainable business.

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