

An Entrepreneurial Approach to the Wholesale Trade in Nuts

Master's Thesis

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The Second Attempt's Synopsis

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Title: An Entrepreneurial Approach to the Wholesale Trade in Nuts.

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Synopsis:

A fundamental economic concept related to the purchasing and offering of goods and services is trading. In this master's thesis, the author explores the possibility of importing a variety of nuts (food) into the Danish market. A Danish customer-centric solution that represents the end customers in the targeted market is provided. In the journey of creating a conceptual company, the DIA approach forms the foundation. Additionally, building a comprehensive knowledge in the acquired fields and supporting innovation beyond the designed business profile. The body of the project is to explore the market potential and the stakeholders' capabilities to make the most of this unique opportunity. A validation of the viability of this concept is being investigated in the context of problem-based learning. Additionally, this venture aims to create an enduring relationship between international trade and entrepreneurship. This project is primarily based on research, supervision, literature, and interviews, which contribute to its development and guide it to flourish.



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The previous page should be consulted.

Sammenfatning

Formål

Virksomheder, som har med mad engroshandel at gøre, opererer indenfor et dynamisk markedetsmiljø, hvor det at beskrive værdiforslag som bliver leveret er til tider en udfordring. Som et resultat er hovedmotivationen bag at opdage et sådant virksomhedskoncept at bestræbe sig efter bæredygtighed.

Tilgang

I tilfælde af nødder som kerneprodukt, kompleksiteten af handels- og logistiksfaktorer forstærker vigtigheden i at udvikle en trofast og levedygtig forretningsmodel. Ved hjælp af iværksætteri og innovation, denne forskning sigter efter at udforske markedsmuligheder med fuldopmærksomhed og efterfølgende vil succesen blive bragt igennem en begyndende opstart. Som en del af processen har DIA løftet foundationen af den udviklede ramme, som står for Discovery, Incubation, and Acceleration.

Udover en teoretisk fremgang, involverer forskningen et praktisk perspektiv fokuseret på iværksætters koncept af en opstart. Det empiriske bevis er sammenlagt gennem primære og sekundære undersøgelser. Samlingen af kvalitative data gennem semi-strukterede interviews hjælper med at afprøve markedet som studiet fokuserer på. Det samme gælder kvantitative data som komplimentere indikationen af forbrugerens opførsel.

Fund og værdier

Ifølge dette studie, lader det til at danske virksomheder forstår vigtigheden af nødder og er villige til at købe nødder i rimelige mængder, hvor det viser at markedet er i stand til at imødekomme en tilstrækkeligt mængde salg. Danske forbrugere har en rimelig appetit efter nødder. Adskillige løsninger blev også udviklet med målet om at reducere forbrugerproblemer og skabe en ny vækststi, som vil forbedre udviklingen af leverede produkter og værdier.

Abstract

Purpose

Businesses that deal in food wholesale trade operate within a dynamic market environment where describing the value proposition that is being delivered is sometimes a challenge. As a result, the main motivation behind discovering such a business concept is to strive for sustainability.

Approach

In the case of nuts as a core product, the complexity of trading and logistics factors magnifies the importance of developing a reliable and viable business model. Through entrepreneurship and innovation, this research aims to discover market opportunities with full recognition, and subsequently, the success will be carried out through a nascent startup. As part of the research process, DIA has carried the foundation of the developed framework, which stands for Discovery, Incubation, and Acceleration.

In addition to a theoretical approach, the study involves a practical perspective focused on an entrepreneur's concept of a startup. The empirical evidence is collected through primary and secondary research. The collection of qualitative data through semi-structured interviews helps in testing the market selected for the study. The same applies for quantitative data that complement the identification of end users' behavior.

Findings and Values

According to this study, it appears that Danish enterprises understand the importance of nuts and are willing to purchase nuts in a reasonable volume, suggesting that the market is capable of accommodating a sufficient amount of sales. Danish consumers have a reasonable appetite for nuts. Various solutions were also developed with the aim of reducing customer pains and creating a new growth path that will enhance the development of delivered products and values.

Acknowledgments

It has been a pleasure and a stimulating experience to write this masterpiece. Being a student at such a respectable institution has allowed the creation of the final project that is the master thesis.

Thanks to Denmark and the Danish inhabitants as well as the supportive governmental efforts that have allowed me to proceed forward with my education and enter the last semester as a master's tenant at Aalborg University in the field of Entrepreneurial Engineering.

Communication has been facilitated by different means, embracing the exchange of knowledge made between groups or individuals. The researcher networks consist primarily of social groups that include friends, acquaintances, and relatives. Many of them contributed to the success of this project. The advice and reviews of Frank Gertsen were invaluable to me, who helped me make sense of my various revisions.

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Introduction

“A business that makes nothing but money is a poor business”

- Henry Ford.

The quote is attributed to Henry Ford, a pioneer of assembly line manufacturing that helped Ford Motor Company find a revolution in automobile production (Ford Motor Company, 2019). This quote illustrates that the essence of a business stretches beyond generating profit.

Generally speaking, a successful enterprise aims to provide value, credibility, and positive results for all its participants. Likewise, supply chain management systems rely on collaborative relationships and effective information sharing among partners resulting in more efficient operations (Power, 2005).

A similar organization must ensure quality and safety, communicate efficiently, and organize logistics for a new evolutionary business concept within wholesale trade. This study takes into consideration multiple factors that are primarily considered in order to identify viable routes to the business model in the targeted industry.

It is for this reason that a research report was made on defining ways and means to establish a startup in the food wholesale trade industry, specifically in importing nuts. It is the intention of this report to examine the process that led to the completion of a master's thesis on entrepreneurship related to the assigned topic. In this process, the work load is generally carried out by one individual. It shows one's research and understanding of an analytical business concept according to a set of circumstances.

Through a combination of statistical and observational approaches, the developed business model is analysed to gain insight into patterns and trends for strategic planning. In order to succeed long-term, firms must be able to effectively adapt their business models and strategies to the prevailing environment, since being unable to do so has often proven fatal (Wirtz, Schilke and Ullrich, 2010).

Furthermore, the process of designing a new product can be sparked by the concept of locating and analyzing different environmental factors in order to allocate available resources more effectively. Therefore this helps to define the primary objectives of this project which consists of creating a business model within the nut wholesale food industry.

Developing innovative and practical business solutions for select customers that are represented as business customers who are capable of purchasing higher quantities at competitive and compliant prices, implies providing value and offers that are compatible with them.

In addition, our company strives to create value for its' customers, by evolving into a customer-oriented business. Since such an approach is driven out from the market-orientated strategy outlined by numerous researchers to primarily succeed in today's competitive marketplace (Kotler and Armstrong, 2018, pp.62–85).

Aside from that, trading has been a valuable integration between tribes and civilizations throughout human history. As merchants and sailors have negotiated with other nations to sell their goods ranging from silk, gold, to spices and seeds. These communications have enabled our precious planet to flourish with knowledge and to pick the fruit of those seeds.

The term 'trading' occurs in the exchange of goods and services. To define it empirically, it signifies the exploration of different markets and the determination of the needs of the market assessed. However, trading also considers the shortage of products available on the market.

- It is important not only to chase a market, but to attract the rest of the target market as well.
- Traders are similar to entrepreneurs in that they focus their attention on the problems they face.
- A central focus of the business idea relates to the import element of wholesale nut trading.

In order for this to be valid, the following research was done in order to determine the way to implement a startup in the food wholesale trade industry, specifically with importing nuts. It is the purpose of this report to examine the development of the master thesis on the chosen topic as it relates to entrepreneurship. In the process, the student primarily performs individual duties and demonstrates studious knowledge, understanding and strategy of the analyzed concept within the context of a particular environment.

Research Problem Formulation

This problem formulation was established as a way to create a clearer picture of what our project will be, highlighting the purpose and scope for the research beforehand, which would serve as the basis for the assigned structure for this research.

Due to the high standards of academic process requirements tied to the different roles and responsibilities ([Introduction's Appendix](#)). The outlined problem statement will be based on the chosen topic background and with a reference to innovation and entrepreneurship. Stages of problem formulation focus on developing a reliable and effective business model, which targets finding determinants of market viability in the food industry, must be the driver of the problem analysis.

For this particular matter, the problem statement has been built upon defining the market and the customers' needs, in order to create a successful enterprise within the nuts wholesale food trading industry. Following are a few of the major problems facing both consumers and the market industry in today's business environment of nuts wholesale.

- The monotony of nuts flavors and tastes in the Danish market, that mainly consists mostly of sweet, salty, and raw nuts.
- Potential customers purchase or order from other European countries;
- Delivery time, transportation, and other several supply-chain roles can increase the buyers' expenses.
- It is not uncommon to see nuts in plastic containers or hidden at random, rather than presented in an elegant form.

Research Question

Based primarily upon the statement of the problem, this research question serves the purpose of the following argument:

- ***What are the methods by which a startup developing a wholesale trade business can gain traction in a specific market?***
- ***In what steps does the target market definition process take place? In addition, how can businesses of a similar nature identify their ideal customers?***

- ***What are the necessary incubators for testing the viability of a wholesale nuts trading startup?***

Scope

It has been a challenge throughout the master thesis preparation to determine the scope of the research, where the topic didn't become solid until the mature level of the concept was developed. The scope of this project has been analyzed as part of the planning and according to that, objectives have been set. In order for this to be true, the scope might be broad, but it is being predetermined at this stage of the journey, with the flexibility to adapt to rapid changes. With a set of objectives in place, we can anticipate roughly what resources will be needed as the project moves forward, such as the required time, knowledge, and financial resources.

The purpose of this research is to critically identify possible conceptual solutions or development directions. Contributions should be made using acquired lessons and thought theories in order to develop and implement the defined and selected solutions. Furthermore, the scope describes the goals, objectives, limitations, and requirements for this project, and it also identifies the steps that must be taken to ensure its success (GRANT, 2019). Which are as follows.

- The goal is to find an opportunity in the food trading industry that serves the Danish market.
- A range of services and strategies is designed to identify and analyze the prospective market, define their needs, wants, and demands, and build a brand reputation to serve customers' expectations.
- We are committed to becoming a reliable source for nuts in Denmark and to offer high-quality products with the highest standards.
- Design and implement a unique, innovative, and profitable blue ocean business model within the nuts wholesale industry.
- Put into practice the entrepreneurial knowledge acquired during education and life experiences.

- The curriculum also emphasizes creativity and communication skills, which are illustrated in the report by the methods employed during different phases of the project period to effectively engage potential stakeholders.

After the scope was defined with sufficient clarification, boundaries could be placed and used to identify the primary topics for ideation. Project limitations are what light is to most plants. It is clear that without defining parameters, the project would become lost in a vast number of possible topics and details. In the same manner, as the plant requires some light, the project must adhere to a given set of guidelines so that it remains sensible and pragmatic. Throughout the research, time and knowledge were major limitations. Continuing on with this project, below are more anticipated, discovered, and encountered limitations.

Limitations

Neither the validity nor the reliability of the study is without limitations. Those are aspects of the research design or methodology that are beyond one's control but have an effect on the research results. Due to this, limitations are examined to determine the study's internal and external validity as well as its potential flaws.

It is important to set the parameters of the study, as the process of defining limitations plays an essential role in determining what needs to be done to mitigate the discovered barriers. Here is how this is done:

- **Time management:**

Having a deadline has always been a challenging factor in controlling the process. However, the extended timeframe for the process report has greatly reduced the time constraints. The project required a well-structured time management system that was implemented with Excel spreadsheets where a schedule for the work was created integrating big and small steps with some deadlines for each phase ([Discovery's Appendix](#)). As well, the Microsoft TO DO application was used; it is a great tool for setting tasks, subtasks, and descriptions of each with the ability to set deadlines and alarms for each as well. Time management has proven to be a worthwhile and still more valuable experience and knowledge.

- **Communication:**

Throughout this process, communication has proven to be an innovative method for gathering valuable information. Consultations with the supervisor and conversations with colleagues have been a part of this delimitation since they allowed us to gain a better understanding of certain tasks from other entrepreneurs' perspectives.

Microsoft team and Zoom have been helpful communication tools at the time when restrictions were tight and the government advised the public to limit their physical interaction, all thanks to modern technology and the friendly online communication platforms which have proven to be reliable solutions for the pandemic the world has been facing.

While it was limited, it was still worth talking to potential stakeholders, setting up meetings with them, and learning what their needs and wants were.

- **Market Analysis**

Based on a proper discovery of the market, understanding the project's foundation should be built. Setting assumptions for the specified matter would lead to overtaking the most barriers in the market analysis. In implementing the competitor analysis, we gathered vital information from the introduction analysis of the food trading industry. Thus far, the vast majority of the data collected has been gathered from the Internet, businesses and government bodies. However, the collection continues to be limited and difficult to access.

The study of the industrial major players has facilitated the understanding of their positions on the targeted market as a result of the market analysis.

Ideation

The concept of ideation, according to many projects, is a key element of the innovation process where it describes possible solutions for the assigned scope and objectives. In order to come up with viable and sophisticated solutions, multiple phases of ideation have been employed. Primarily, this is done in order to assess the potential of the idea in conjunction with the market opportunity and product allocation. Additionally, creativity and inspiration have played a major role in the ideation process, especially at the early stages when seeking an idea/ research topic to explore for the sake of exploitation and success.

During the early stages of concept selection, the researcher categorizes ideas based on interests and expertise relevant to engineering and entrepreneurship. These two categories are as follows:

- DAWT - Diffuser Augmented Wind Turbine Potential and Demand Exploration.
- Viability Indicators for Trading Nuts in Denmark.

In the first instance, the research idea will be relevant to the researcher's background in mechanical engineering and the interest gained during years of studies on renewable and sustainable energy production. An essential part of the first idea was the development of a structure known as a diffuser, which meant to increase the airspeed as it passes through the turbine. The diffuser-augmented of a wind turbine also known as (DAWT) is an existing technology that has been used to convert wind power into electricity more efficiently. Due to the diffusers' advantages, the wind speed inlet is increased, resulting in efficiency increases. In DAWT, the blades are positioned within the diffuser, which is attached to the vertical support tower along with other units. Traditionally, the blades of a wind turbine are attached to the hub that houses the generator, and the tower is joined to the chosen foundation from there.

In order for this technology to be relevant in the context of entrepreneurship, a thorough analysis of its potential in different fields is needed. A series of actions need to be implemented in order to exploit the opportunity to commercialize DAWT. In addition to hand calculations, even a simplified wind turbine prototype with a diffuser is needed to be simulated. The implementation of action research is meant to collect empirical data with several factors in mind, such as the existing technology's adaptability to changes, the regulation within industrial production, and the potential consumers and market demand.

Innovations in design combined with the improvement of efficiency and the decrease in price have been the driving forces of the idea. The project is to be implemented in collaboration with firms in the targeted industries, such as energy production and wind turbines. In order to implement the concept in conjunction with entrepreneurship, a significant amount of engineering, research, and development is required. Despite the substantial limitations, the idea was dropped in favor of delivering an achievable and viable product in order to meet the curriculum and instructional expectations.

The second idea that has gained the most attention in comparison to the other is within the category of establishing a name for success in the field of building a trusted business in trading within a specific niche. As an ideation process, there are multiple aspects to consider in the selection of the winning idea from this category. Obviously, there is the feasibility consideration, which aims to evaluate strengths and weaknesses as well as determine the practicality of the chosen topic.

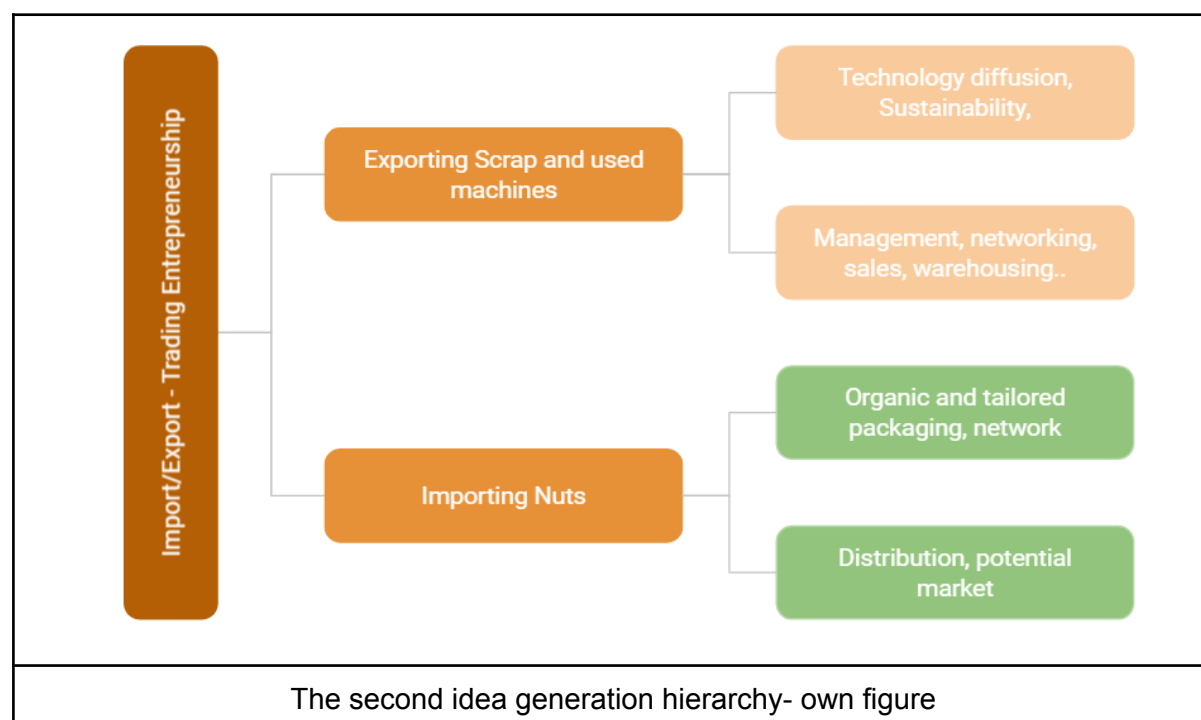
Generally speaking, this category would deal with imports and exports. Based on a collaboration with some existing companies that operate in Germany, the UAE, and Morocco, the option of exporting scrap and used machines were considered. In conjunction

with other potential customers, they have been in need of various machines, primarily for offices, but also for other industrial purposes. Deals of this kind have been occurring on the Danish market for quite some time. However, together with the supervisor, we decided to forego the idea as it is not conducive to the researcher's educational objectives, and that the other trading option will provide a greater level of insight.

Additionally, in order to prove the aforementioned points, the importation of nuts and the marketing of new products on the Danish market have gained a greater appreciation for their ability to conduct innovative and practical business practices. The resulting offer for premium nuts will be based on the taste and flavor of the goods that are delivered to the Danish market, which will be verified and tested by those who represent the business's final consumers.

Through this idea one can also combine creative and critical thinking, by solving customer problems, analyzing, and running experiments on potential customers, by leveraging entrepreneurship, seeking growth, and reaching out to people. The objective is to generate new, innovative, and create useful connections and solutions, based on a logical consideration of data and a desire to discover opportunities that are valid and legitimate.

Using the concept of importing nuts and providing the business with success factors may prove useful in maximizing the potential of uniqueness applied within the wholesale trading sector.



In the beginning, the motivation for embarking on this journey stems from the fact that a market opportunity exists, and that is the lack of variety of tastes and flavors available for nuts. This improved the researcher's chance to investigate the opportunity in-depth and prepare for the next phase, which involves identifying innovative and creative uses for nuts.

By using creative problem solving, the research was able to solve the assigned problems with innovative solutions.

Clarity must be achieved as a first step of the framework, where clarity is gained by setting specific goals, establishing a vision, and identifying future directions, as well as gathering data to identify ongoing problems. As a result, ideas are generated to solve each of the problems assigned and these ideas are then implemented by taking actions to make decisions on each of the offered solutions. (Treffinger, Isaksen and K Brian Stead-Dorval, 2006)

A fundamental element of this idea lies in the researcher's keen interest and passion for trading and entrepreneurship, which led to the identification of possible delivery routes for nut foods. Motivation and inspiration from within have been drivers of this journey in many ways. Additionally, business proposals together with various resources from potential collaborators and guidelines from the University of Aalborg have prompted this project to facilitate potential.

Ideation is an important aspect of the journey, as is further carried out in the report and certain sections following. Along with the designed approach, in which empathizing with the problem requires ideation, which involves testing and validation.

Methodology

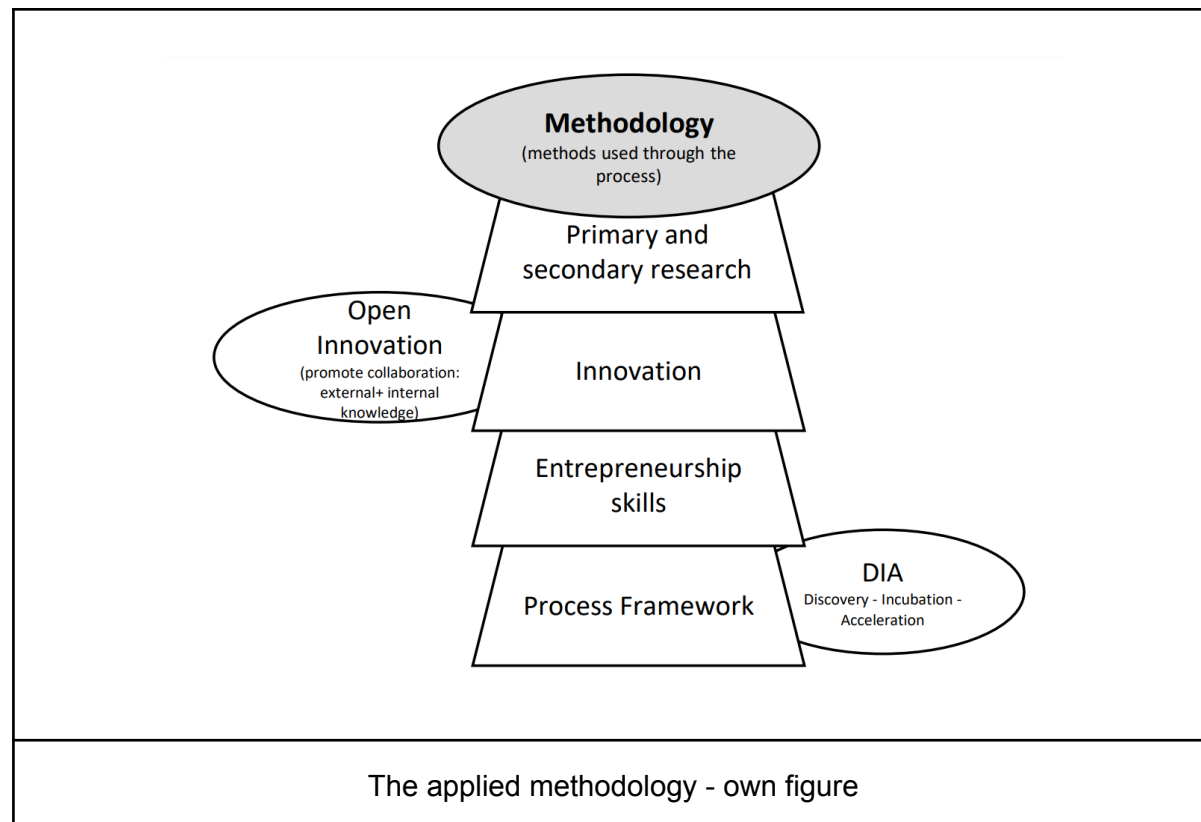
By bringing together the evidence and perspectives of diverse studies, the assembled literature review addresses research questions to accomplish objectives such as startup creation in a way that is feasible (Snyder, 2019). A synthesis of methods is presented in this chapter for conducting reliable and validated research based on observations and data. The methodology is mainly tailored to the set of objectives and to determine the resolution for the goals, that are made to primarily provide the research question with tools to mitigate the chosen problems.

Studying literature and assigning techniques are essential to developing conceptual frameworks and models for the proposed methodology. Literature provides valuable insight into the study investigation and shows evidence for areas where further research is required (2019, Snyder). Moreover, a successful and well-designed review is an effective method for establishing a solid knowledge base for theory development and building (Torraco, 2016).

A methodology review led to the development of a framework that combines defined methods, as well as entrepreneurial techniques and existing knowledge. The applied methodology aims to gain new skills and explore fields of interest to the research objectives. Compiling tools and methods in a critique, detailed analysis, and assessment of the business concept that acquires the market's demands for the business's offers.

The purpose of this study is to discover market opportunities in the Danish food wholesale trade category for nuts and to incubate the viable solutions that arise from this journey. Accordingly, the study aims to examine and understand the needs of potential customers. In order to observe patterns and identify the best channels for reaching the target market.

Methodology in this journey is mainly based on some models and theories that have been adapted in conjunction with research and entrepreneurship. Below is an illustration of the primary theories applied, as shown in the figure, which involves multiple levels of structure.



As part of the preparation of this document, a review of the applicable methodology that was chosen primarily relies on both primary and secondary research. Researchers have demonstrated the importance of research in identifying opportunities in the market and anticipating problems (Michael John Baker, 1991, pp.1-20).

By using the research as a starting point, a next-generation methodology would be developed that will drive development through applications and tailored innovation strategies. These two factors together led to the implementation of the DIA approach, which was used for the foundation of this project's development.

In general, the main goal is to unlock innovation through the application of a set of creative collaboration methods derived from existing knowledge and personal experience coupled with a strong will to succeed. Further, the process is combined with entrepreneurial skills and other methods that have been taught within the Master's program in Entrepreneurial Engineering, such as the 5 C Model and Business Model Canvas, which have provided a foundation and structure for creativity to flourish.

Primary Research

Primary research has been conducted mainly on the basis of primary sources, which have had a noticeable impact on the amount of time and resources spent on this method in comparison to secondary research. The preparation of interviews, for instance, requires back-end actions that are done in the shadows and not made public. Examples include evaluating the learning progress and assessing the applied analyses. In addition, by using a quantitative approach we were able to evaluate our hypothesis by presenting our ideas to the Danish public.

We have found the information through engaging in qualitative methods and collecting descriptive data. Focus group interviews, for example, where the interview is designed to target a specific market, have allowed access to new knowledge and to gain patterns for improving communication and producing better results for further observations. Besides conducting a qualitative method, we also utilized a quantitative method which provided significant advantages to our research where it helped us test our theory and understand our potential customers' purchasing habits.

Primary research is primarily based on the qualitative data collected throughout this project. The qualitative data within primary research comes from a researcher's collection of first-hand information that is drawn from interviews, observations, and other experiences. Applied methods involve determining how potential customers perceive the company's

strategies. This was achieved by observing potential customers throughout the primary research and improving the learning of their acquisition and expectation, which enhanced the motivation to visit competitors in the future to learn from their success indicators.

The primary research sample is based on multiple experimental phases and has been conducted as part of the discovery and incubation stages of the applied framework, with an emphasis on adaptation in the validation period that is to be continued in the incubation of the addressed business concept.

Secondary Research

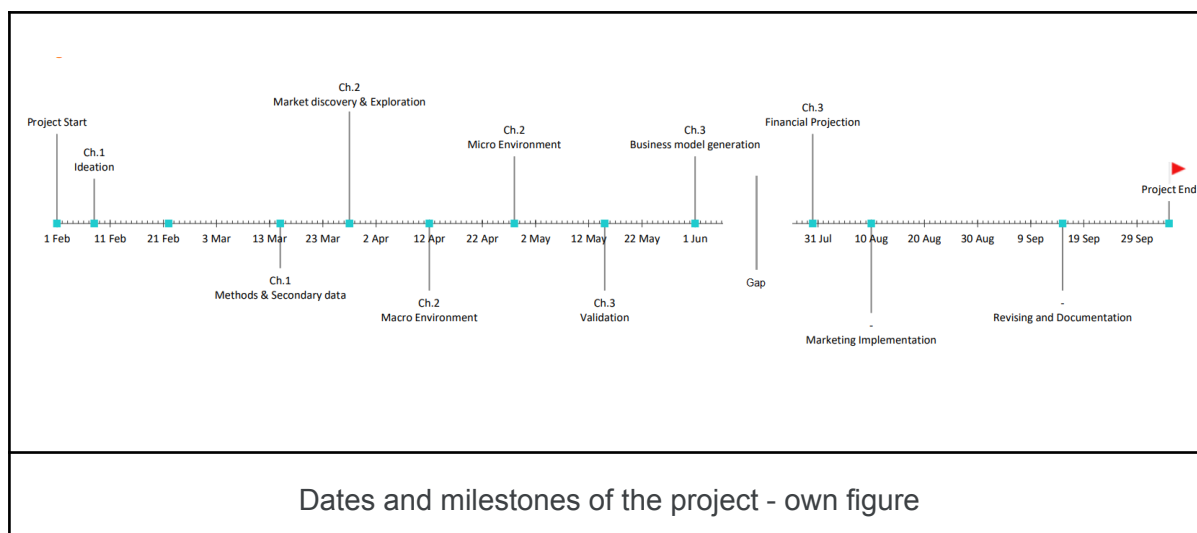
Basically, this is a research methodology to describe the data collected during a research journey, which are drawn from a set of resources already available. The secondary data were collected from the university's library in Aalborg, public libraries, online libraries, and other online sources like surveys, statistics, websites, articles, and journals.

Data from desktop research was also collected, which served as the basis for proving the concept this research aims to prove. A sample of secondary data that could be accessed is research reports conducted by research agencies about nuts importing and exporting categories and statistics, beyond a variety of attributes, regarding market behavior and habits. Also, demographics and lifestyles of the population were available.

The secondary research is primarily based on the statistics gathered during the discovery and ideation phases, to obtain a more thorough understanding of the market, from the market opportunity to consumption analysis and firmographic analysis.

Project and Task Management:

The act of managing tasks over their life cycles is referred to as task management, where processes such as planning, testing, tracking, and reporting are all necessary. A task management strategy has helped in achieving individual goals as well as providing access to learning based on the running activities.



This figure above illustrates the project timeline as well as the milestones that are assigned to the project. Based on timelines and tasks developed for each stage of the process. Detailed milestones that have been established for the project have been derived from the overall timetable assigned as a planning tool for the fully implemented framework and can be found in the ([Discovery's Appendix](#)) and ([Incubation's Appendix](#)).

The timetables below indicate how tasks within each chapter are to be accomplished incrementally, as well as the expected timeframes and other factors related to the set of activities. They provide an outline of the project plan in terms of scheduling and time. To ensure a high level of consistency when displaying status information for running activities, the timetable has been regularly updated.

Date	Milestone	Assigned To	Position
01/02/2021	Project Start		20
08/02/2021	Ideation	Ch.1	10
22/02/2021	Planning	Ch.1	
15/03/2021	Methods & Secondary data	Ch.1	-10
28/03/2021	Market discovery & Exploration	Ch.2	25

12/04/2021	Macro Environment	Ch.2	-15
28/04/2021	Micro Environment	Ch.2	15
15/05/2021	Validation	Ch.3	-15
01/06/2021	Business model generation	Ch.3	15
10/08/2021	Financial Projection	Ch.3	-20
30/07/2021	Marketing Implementation	-	20
15/09/2021	Revising and Documentation	-	-15
05/10/2021	Project End		5
Timetable and milestones - own table			

Another tool that aids task management is the Microsoft TODO software. Using Microsoft To Do's cloud-based service, the researcher could monitor the tasks online, and follow up with the writing process. The platform lets users manage their duties via mobile, tablet, or computer. It also allows its users to categorize tasks based on the criteria set for selecting them. However, in this case, each chapter has been its own category in terms of feasibility and connection to the writing and the applied framework.

Opportunities within Open Innovation

In order to better meet the growing demands, the traditional understanding has to be changed. Open innovation, in contrast to closed and self-contained business environments, incorporates external knowledge into innovation management (Chesbrough, 2003). Research on Open Innovation is becoming more mainstream in academic literature as well as incorporating operations.

The publication of Chesbrough's book in 2003 stimulated the interest of researchers and managers in the concept of new innovation. The open innovation theory describes how organizations can expand their innovation efforts beyond their own boundaries by leveraging inbound and outbound knowledge flows (West and Bogers, 2016).

Based on the impact of the operating environment on the knowledge gained, it might alter how the business model would be applied (Chesbrough, 2003). Having been allocated in an incubator as large as Aalborg University, the university has added significant value to the development of new innovative solutions to addressable problems through the guidance of its faculty members who are highly knowledgeable.

Through the extensive knowledge that they possess, they have been able to assist us, the students, in bringing our ideas to realization through both online supervision and individual meetings. We decided to proceed with this idea close to entrepreneurs in order to obtain the information and knowledge needed for its implementation from external sources and gain guidance from those external entities, as recommended in (Eftekhari and Bogers, 2015).

In light of the current pandemic situation, participation with study colleagues or other entrepreneurial communities has been limited in-person and largely online. It was mainly virtual, with many communications occurring online and with few face-to-face meetings.

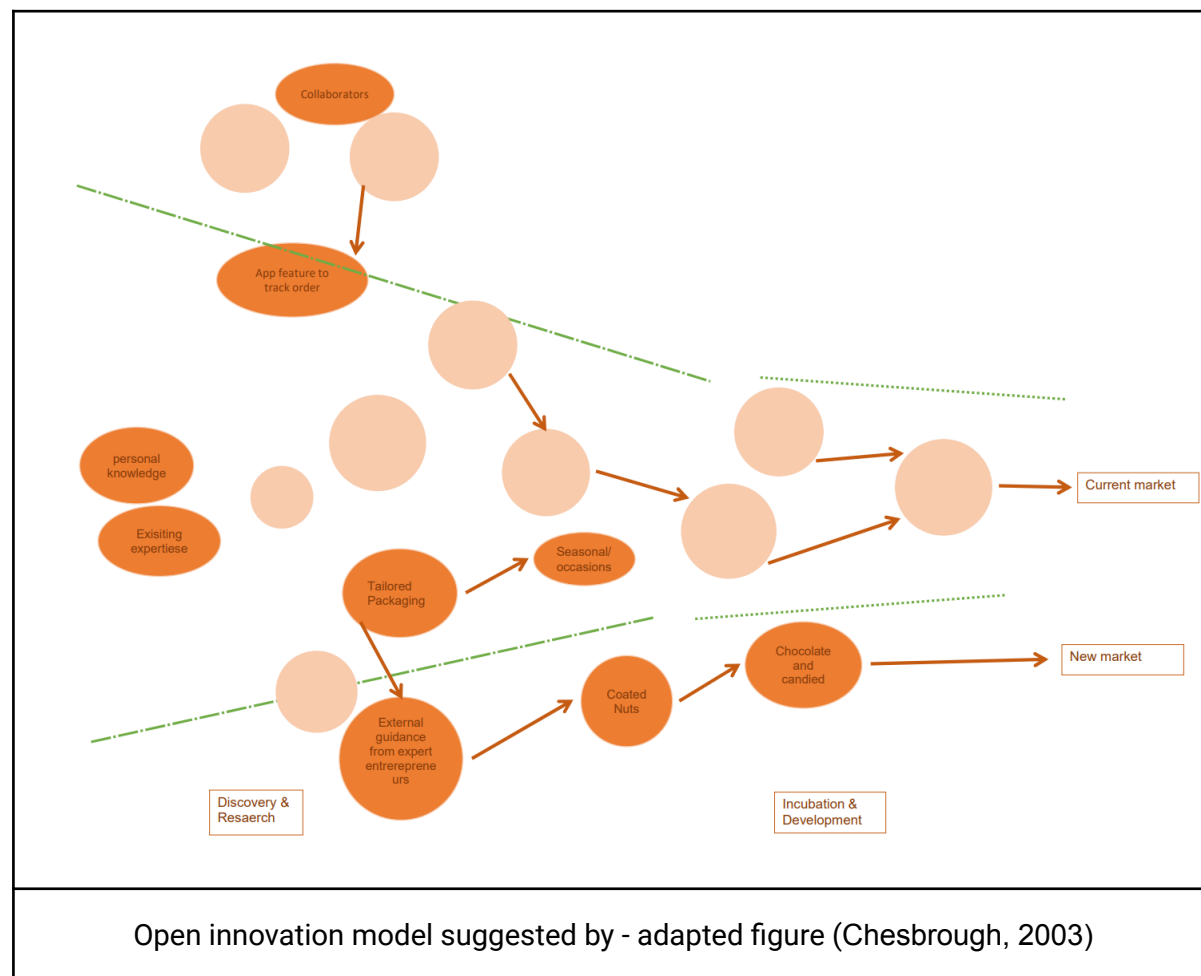
Further, the university's library, in conjunction with an online database, provides extensive databases. Fortunately, today's technology has facilitated easy access to a wide range of online and virtual resources, requiring little or no time or effort. Researchers and scholars have contributed a considerable amount of knowledge and expertise in many ways, such as providing observation, analysis, and results to better understand the market demand and to develop innovative solutions.

Our analysis was guided by Chesbrough's open innovation model to describe ideas collaboration based on an adapted version of the model (Chesbrough, 2003). Through the combination of innovation and communication, our idea has been able to consider and incorporate external ideas and added values. It provided a platform for different individuals and groups to express their ideas and feelings, which were then accessed and discussed through a network of communities and connections as well as potential stakeholders. It has all been done in order to develop a business model that is highly innovative, adaptable, and sustainable.

Implementation of internal and external ideas has occurred throughout the whole process of this journey. Incorporating ideas and relating them in order to exploit the current market or to

explore the viability of new markets, where both can be done through ideas interaction and relation.

The following figure illustrates some of the things that were considered and discussed, which are shown in darker orange colors. On the other hand, light orange suggests that new variables could enter our company's territory, thereby improving results. From within, ideas can be used to penetrate new barriers and try to create new opportunities for market entry to maximize profitability from every angle.

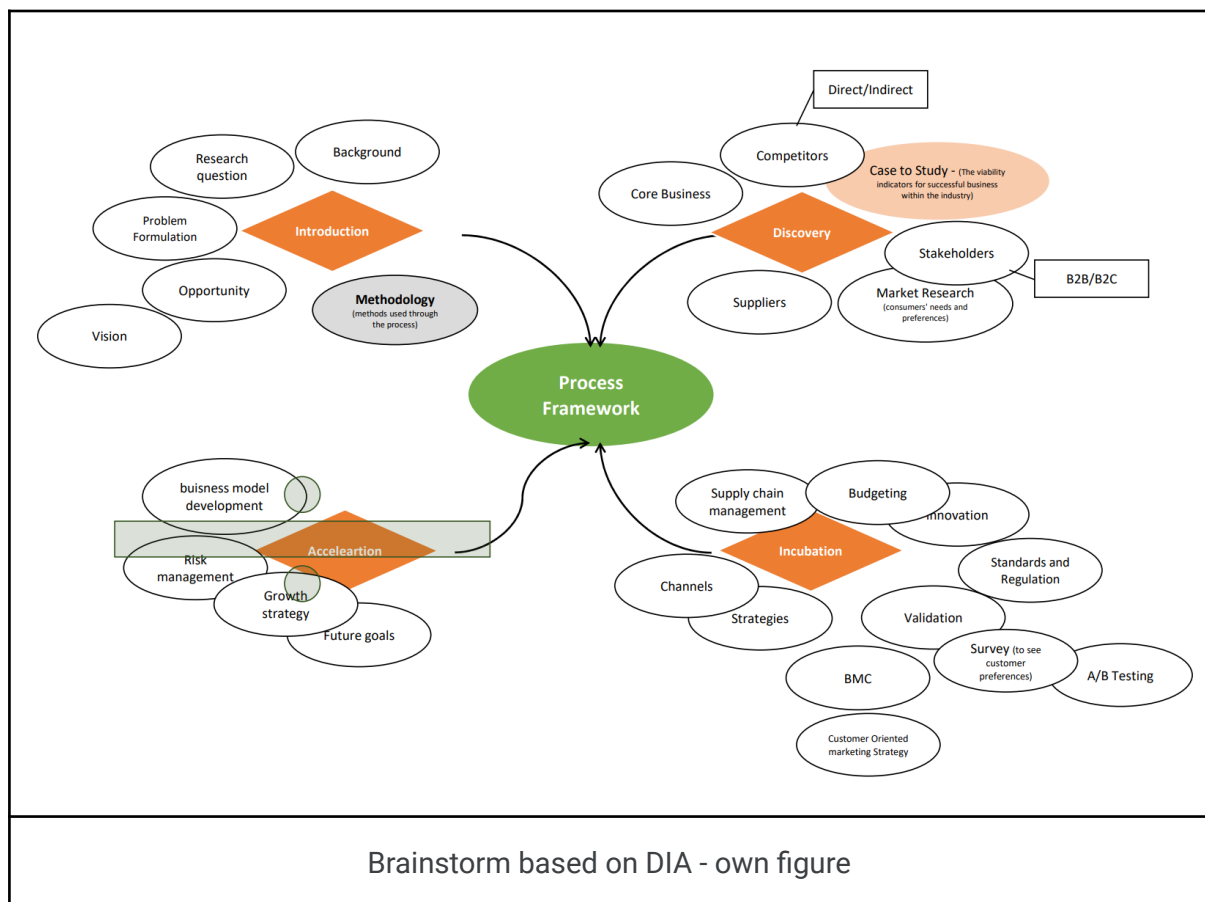


Entrepreneurial activities for startups, as well as collaboration in the definition of opportunities, play a major role. The activities needed to establish a trusting and well-structured relationship between a startup and collaborators. Cooperation with potential suppliers and other stakeholders is critical to the ideation process, particularly elaborated on during the discovery and research phases, when they provide us with new concepts. These activities in terms have allowed innovation to occur outside the confines of the current business territory and to develop a sustainable business model.

It should be noted that all the above activities were undertaken in order to find a better way to collaborate with the external environment, which would result in enhanced learning and winnings on a variety of aspects for all players. As stated, the overarching goal is to improve research and development for the product and enterprise as a whole. Furthermore, the project identifies, understands, selects from, and connects to external knowledge in order to incorporate the internal and external insights into a more complex and new combined knowledge that is accessible through open innovation.

DIA Approach

In the research process, this approach led the way and provided the guiding framework for the study. It was introduced by lecturers as part of the entrepreneurial engineering education journey. On the basis of observation and secondary research conducted, the DIA approach is primarily designed to move ideas beyond being mere ideas to being things that matter. As well, it facilitates the planning of the steps beyond each segment. After planning, actions are required to be taken to uncover opportunities and explore the potential of the concept. DIA approach and brainstorming are used to build the framework of this project, which can be seen in the figure below.



This report describes the journey primarily based on the DIA methodology, with a few modifications, such as rapid stage changes within phases as a result of the limitations and the need for quick changes to conform to stakeholder demands. Moreover, the path assigned to the acceleration phase is being neglected since the priorities of the running project, within the accelerated phase, are not met. Combined with limited access and limited resources, this is more for feasibility and viability considerations as opposed to growth and acceleration that need to be incorporated into future adaptation.

In addition, the approach is composed mostly of two sections, discovery as well as incubation. As a part of the framework, a market analysis is conducted for the purpose of providing guidance during the execution phase.

Discovery Overview

“The process of scientific discovery is, in effect, a continual flight from wonder”

- Albert Einstein

Any successful business activity relies heavily on discovery, and the DIA approach is no different. A key component of this research is to investigate the proposed concept in more depth. So as to figure out how to explore and evaluate using different techniques to support the strategic framework employed.

For the discovery part to become valid, it is necessary to test specific hypotheses and implement theories that are primarily intended to alleviate customer pain and elaborate on discovered opportunities. Additionally, this chapter is supporting and digging a little deeper into some of the business's environmental factors, which will be explored and analyzed through PEST and 5C models.

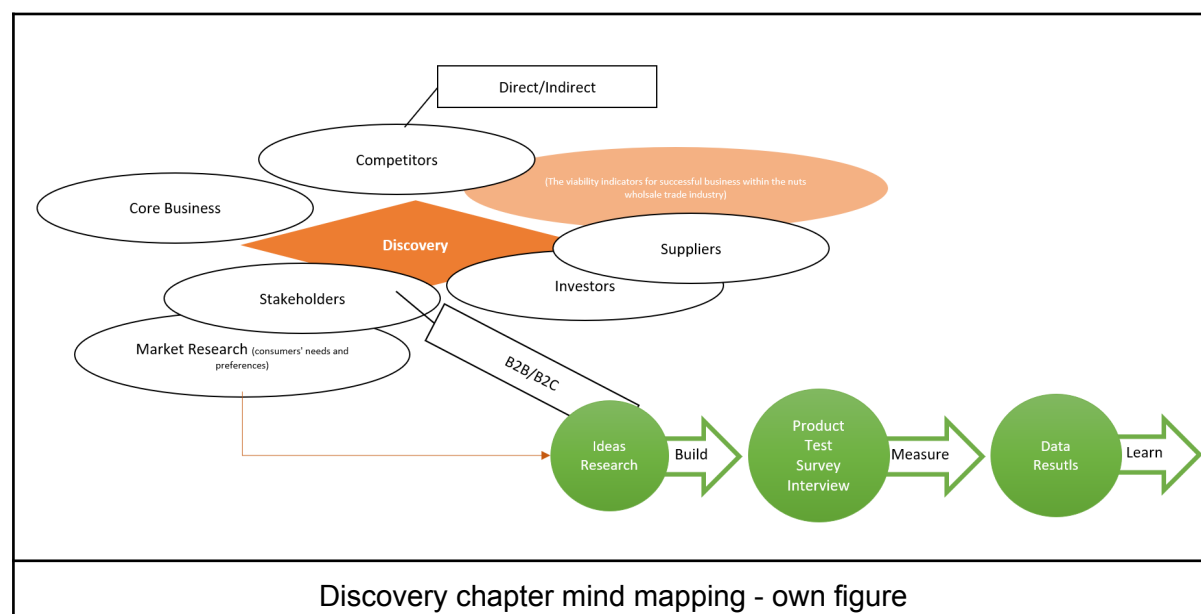
In this chapter, one of the focuses is on an aspect that brings about innovation, that is, exploring what needs to be done, how it can be done, and what resources and timelines it will take to do it.

Resources should be used to initiate meaningful creation and change during the exploration stage. The process will entail several steps, such as, finding a new market, as well as developing a concrete plan to assist in the development of a reliable business model for the chosen topic.

In addition to innovation factors that could be discussed during the initiation phases, the research will partially look into the exploitation of existing capabilities within this business operation, which can be improved, investigated, and reformatted primarily to support and incubate the acquired capabilities for the startup (March, 1991).

It is important to strike a balance between the two types of innovation, exploration for useful adaptations and exploitation for propagating the approved modifications. Research must be balanced in order to take advantage of those innovations which have been granted approval. Both types of innovation play a crucial role in the success of this project, since they enhance the success rate and produce more predictable results (Fang, Lee, and Schilling, 2010).

This technique is mainly applied to assist the creation of the value proposition that is made especially for those who we target, as our main potential customers. It also encourages the exploration phase to begin with identifying the targeted market as a first stakeholder, then followed by further stakeholders recognition described further in the 5C model to be further discovered, that is to be done throughout an agile and iterative process for fruitful results. The figure below illustrates how a selected journey is prepared using mind mapping for adaptation and modifications to the chosen framework through the lifecycle of the process.



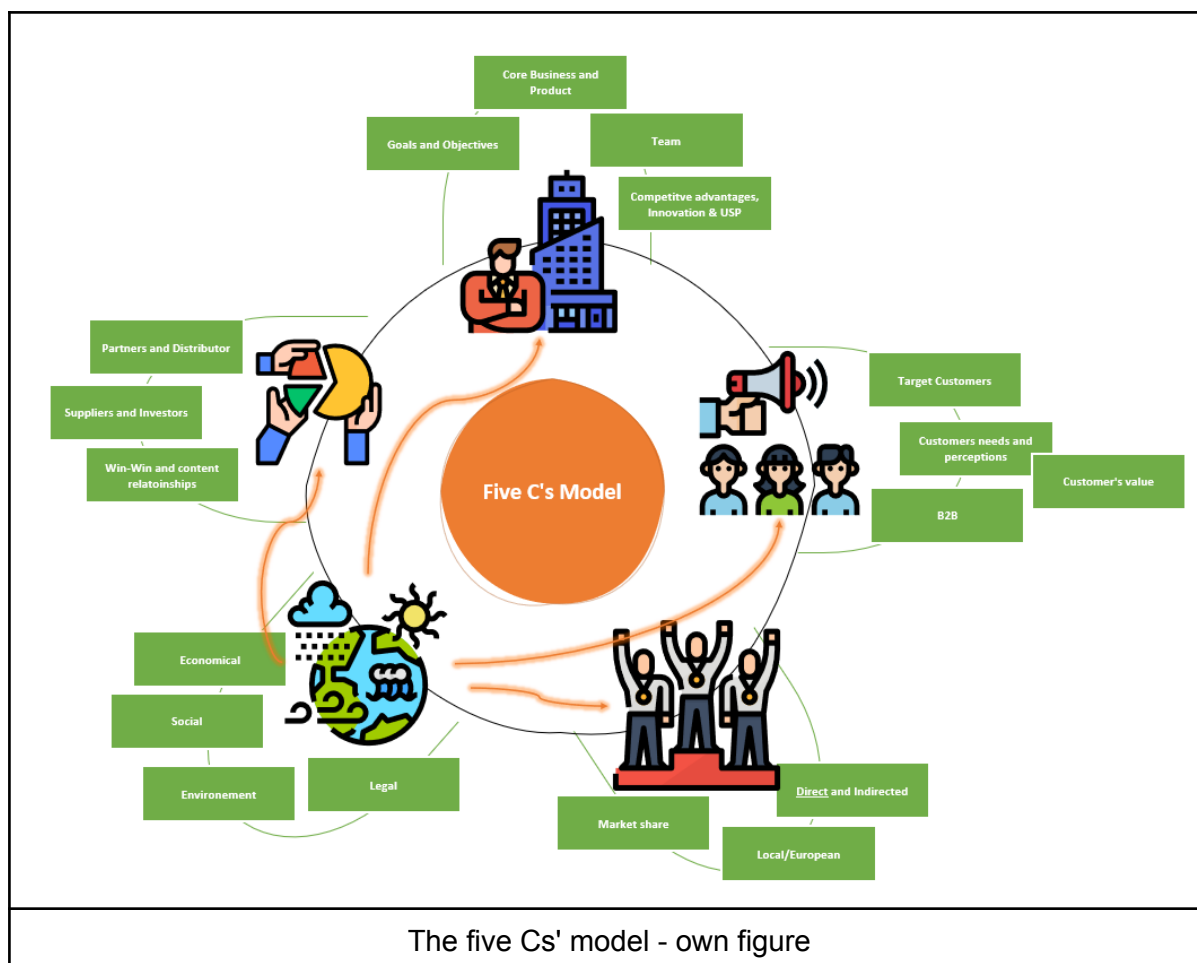
During the discovery phase, primary and secondary data are collected. In order to help this business concept evolve, the information and insights obtained have been used to create a greater understanding of the company's resources, visions, and goals. The findings of credible data are also used for validating and rapid learning. Mainly to discover the current market potential in order to meet the specific expectations and demands of selected

customers. The data assists the researcher in understanding the needs, values, and preferences of key stakeholders and customers that will serve as a basis for developing the marketing strategies involved further in the incubation section.

The Five C's Model of Marketing

Marketing analysis is imperative to a business's growth, and analyzing a suitable marketing strategy may be an incredibly valuable perspective for ensuring successful trading. Establishing clear goals and objectives as part of a comprehensive strategy will assist the underlying processes and actions involved in the operation to the presentation of the business's products. To ensure a comprehensive approach, certain environmental factors are being analyzed throughout the Five C's model (Kinnison, 2019).

An effective marketing strategy requires an understanding of the environment that a business operates in, and in this section of the report, a 5C Analysis is being implemented as a marketing framework designed to analyze a company's environment. As well as providing insight into the main drivers of success, it can help determine the risks posed by the various environmental factors affecting the business. As shown in the figure below, the model includes five main pillars that represent the company's stakeholders, as well as the company's core activities and its surrounding environment.



The five constituents are as follows:

Company	Customer
Competitors	Collaborators
Climate	
Five Cs elements - own table	

The Five C's analysis technique is mainly connected to the surrounding of the core business that will highly affect the managerial and entrepreneurial decisions within the enterprise. Such environmental factors are divided into two main sectors. The first is the Micro Environment of the business that is encircled by the Macro Environment. The Micro Environment for this process is mainly covered by four out of five Cs respectively, Company, Customer, Competitor, and Collaborator. On the other hand, the Climate element of this model primarily represents the Macro Environment of the company through studying some elements of the PESTLE analysis (Munaa, Chogsom and Tumurshukh, n.d.).

In order to properly manage marketing, it is essential to identify the marketing environment (Kotler and Armstrong, 2016). That consists of both macro and micro environmental factors. To begin with, the climate pillar of the model analysis provides an exploration of the macro environment of the business concept. Which may have an impact on the remaining elements of the analysis that represent the microenvironment, as proposed by (Oxford College Of Marketing, 2018). In the 5C model figure above, readers can see shimmering curved arrows that highlight this connection.

For this research to become valid and more viable in terms of stability, the 5 C's model is being applied to analyze certain environmental factors within the market. At first, the models were built on three stakeholders 3Cs', the customer, the competitor, and the company, and will be discussed in more detail further in the report. Moreover, the model then had two additional factors to make it more comprehensive, since researchers have added collaborators and culture to the equation (Munaa, Chogsom and Tumurshukh, n.d.).

Company:

Entrepreneurial activity revolves around venture creation. The creation of ventures is an important part of entrepreneurship research (Eftekhari and Bogers, 2015). Just as new ventures are key to economic development, they also influence industry evolution. Across modern societies, the importance of business organizations cannot be overstated, since they provide the largest portion of jobs as well as a large portion of the goods and services consumed by society (Katz, 2009, pp.153–227).

The profile of the company is being made to describe a summary of this business concept, the characters that form it, and the set of activities beyond the company's operation. Moreover, this section of the report covers the company's values, products, team, as well as the company's objectives and goals.

The factors combined are used to increase the presence of the company among its investors and potential stakeholders. The profile of the company is not yet developed enough to offer information about as many, and the highlighted sections of the company's journey reflect the roles that the researcher considered to be most crucial according to the current stage of the company.

The first product created was a web platform primarily serving as a communication channel with potential stakeholders. Creating the platform has been done online with the assistance of Wix (users.wix.com, n.d.), one of the leading cloud-based web development companies.

An illustration of the company profile is shown using screenshots of the website, in order first to get an overview of our startup. Although the website was designed after taking time to build a clear picture of the business concept and stakeholders' needs, it has been addressed here because of the consistency and structure of this process report. On the other hand, more details regarding the whole website can be found in ([Discovery's Appendix](#)).

DanNuts, a supplier you can rely on.

A wholesale and retail supplier of nuts
operating out of Aarhus city - Denmark Our focus is providing our
customers with the freshest, premium-grade, quality snack products.
We believe in individually selecting each ingredient in order to
optimize both the nutritional benefits and taste of our products. We
use only the finest produce from around the globe.
Whether you are buying for personal or business use our wide range
of products is available to buy in small or bulk size. We guarantee the
highest quality at the most competitive prices on the market.
With a lot of regular clients and a team of 2 staff members, it is safe
to say that DanNuts is here to stay.
We guarantee our clients a fair market price for the best products
available and a variety of amazing services.


Our Goals
We offer our customers a palatable way to incorporate into their diet
many of the essential vitamins and nutrients the body needs to
function at its optimum level.
Contact us to learn more.



Our company profile - (Danuts, n.d.)

As the journey continues, a business's profile is being created which shows the latest information straightforwardly. A company description is included as well as other useful information that is being tailored to various criteria, such as enhancing brand awareness by customizing offerings and adjusting the interface to fit particular needs.

In order to reach the target market quickly, the location of the start-up plays an important role in terms of the operations required. It is necessary for the company to have an online presence to facilitate communication and enhance customer engagement. These criteria for company creation are incorporated into the financial statement as expected expenses after the analysis.



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Get In Touch

Aarhus Denmark
omarafandi.7@gmail.com
+45 40 22 22 67

Name *

Enter your name

Address

Enter your address

Phone

Enter your phone number

Email *

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Subject

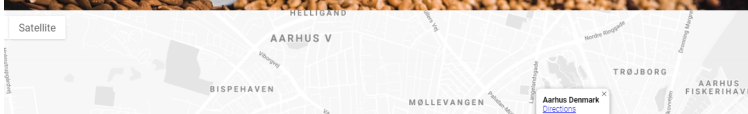
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Satellite



Aarhus Denmark

Let's Chat!

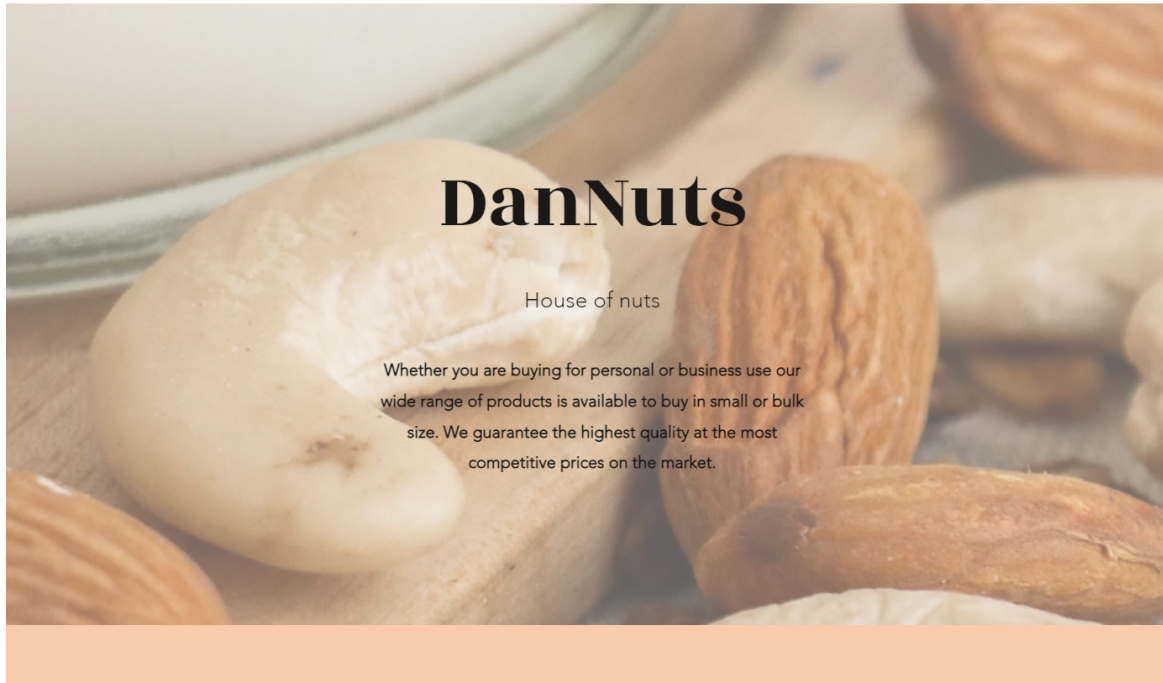
Details of how to reach us - (Danuts, n.d.)

The platform created serves as a communication channel to facilitate the connection between us and our potential clients and partners. The previous figure illustrates how customers and visitors to the website may find the initial contact information needed to get in touch. Furthermore, our website features a chat function that allows us to interact quickly with potential clients.

In addition, the mission for this business concept mainly serves to state the direction in which the company will go in the near future by identifying the main objectives of the company's profession and work. In order for the business to follow its intended course, the mission statement is vital.



DanNuts
Nuts You'll Love



The mission of the company - (Danuts, n.d.)

Core Products

Here we describe the company's core products, which rely on its business model that facilitates the distribution of certain types of food goods in bulk quantities from the manufacturer to retailers and other wholesale distributors.

At this stage, the company specializes in certain types of nuts that have been selected based on potential end consumers' preferences and their favorable nut types. In order to keep the freshness and flavor of the merchandise, once the required amount of products are purchased, the products are stored in warehouses where the goods are maintained safely, in a fresh and clean environment. At this early stage, the company's offers can be distributed through a small distribution channel, which can be a single delivery vehicle. Additionally, customers purchase our products in bulk quantities at competitive prices, where the offered products are being delivered and from there sold to the end-users.

The display of the product in the target customers is not in the favor of selected customers. In some shops, the existing presentation is mainly made up of transparent food buckets. While showing a particular product in this manner may not increase sales and keep the goods held in low prospects of purchase, together with potential collaborators it has been discussed to develop a new set of stand designs for the nuts goods. The designs are to be based on market demand and in conjunction with the collaborators' experiences within the retailing, presentation, and marketing of their products in an effective and sustainable manner.

At present, the core products will only be nuts, while the desire to deliver an innovative and new taste for products classified based on the flavoring procedures applied to nuts is being investigated for implementations. It is possible to describe this in the following way:

Raw nuts

Nuts that are ready to eat range from cashew, walnut, almond to pistachio hazelnut. Nuts are sold raw when they are used for cooking and for desserts. These are just raw nuts that are primarily used to serve B2B customers.












Roasted nuts

When nuts are roasted, they are raw and have been heated, while roasting means cooking using dry heat evenly on all sides of the food.

Spicy smoked nuts

To introduce a social aspect of nuts into Danish society, different spices of different origins are mixed in, with the nuts. We use a variety of spices and customers' preferred nuts to smoke them together, and we tailor the offer based on Danish consumers' acceptance of the product.

Coated candied nuts and confectionery purposes e.g. dipped in different types of chocolate.

 <p>Cacao Coated Almond Out of stock</p>	 <p>Chocolate Coated Almond Out of stock</p>	 <p>Candied Walnuts Out of stock</p>	 <p>Barbecue-Roasted Mixed Nuts Out of stock</p>
 <p>Spicy Roasted Almond Out of stock</p>	 <p>Pistachio Out of stock</p>	 <p>Hazelnut Out of stock</p>	 <p>Peanut Out of stock</p>
 <p>Almond Out of stock</p>	 <p>Walnut Out of stock</p>	 <p>Cashew Out of stock</p>	

+45 40 22 22 67

f t in

©2021 by Danuts.

Our core product - (Danuts, n.d.)

There will also be new developments, including offering products in many forms, such as almond and walnut butter, as well as incorporating nuts in the process of creating tahini, or other sweet pastes. Additionally, and similar to peanut butter, different nut pastes can also be

tested in a lean manner by the Danish market. The pastes can be made from different nuts, for different purposes, such as confectionery.

In culinary processes and for human consumption, nut butter is recommended by vegetarians as an alternative to butter. Among non-vegetarians, it can be regularly used for sandwiches and in other ways because of their pleasant taste and the variety they add to the diet. (Jaffa, n.d.). Innovation and implementation will take place within this in order to move and alter the applied business model. The goal is to make a shift toward a less competitive market and to provide unique products and services within the addressed areas.

Additionally, nuts can be provided in tailored packages that are presented as gifts in a special bundle according to customer demand. For certain events and occasions such as weddings, parties, and events, the packages could also be customized.

In order to understand how ventures are created, we must then understand the role of entrepreneurs and individuals within (Shoke, Priem, and McGee, 2003). Getting the right team in place to build it is crucial for success. Just as with any startup, the team beyond plays a crucial role in making the right assessments and decisions. In order for this company to function effectively, it should have a few individuals who are qualified to do what is needed. Each member could be positioned and described in terms of the role needed to sustain this business. Rather than being customized or divided evenly, the first major job should be done by few team members who will be able to hold multiple tasks at the same time rather than assigning particular job roles.

At the current and near-future stages of development, the company's core product will be certain types of nuts in bulk quantities that can either be consumed raw, roasted with various flavors, salted, or sweetened. As a result, the aforementioned factors and actors together create the company's core foundation which will help it succeed.

Customer:

The initial mindset of this project is designed to set the focus on potential customers, the group of people or organizations that represents the targeted market at which this business aims its capabilities to serve. Customers that purchase the offered products or services are one of the foremost critical parts of this business. By getting a solid sense of who our potential clients are, what they need, and how well the offered product meets their requirements and expectations.

By all means, this business concept could become more effective and successful in conveying offers that potential clients want to purchase repeatedly. Furthermore, analyzing potential customers makes this business prepared in regards to the implementation of further marketing endeavors. For that matter tailored promotional tactics that serve the acquired customers are made, through gathering reliable data from the potential customers' preferences, demographics, purchasing behaviors, and some other factors. This would aid the communication with the targeted market, enhance future sales as well as serve the creation of a unique customer experience.

Having in mind the marketing concept as a core value for this business, the marketing concept is a company mindset that pushes the business to set its focus on the customer's needs as a means of an integrated market. Altogether, to enhance the marketing results of creating profits through increasing customers' satisfaction. "The marketing concept takes an outside-in view that focuses on satisfying customer needs as a path to profits. As Southwest Airlines's colorful founder puts it, "We don't have a marketing department; we have a customer department." (Kotler and Armstrong, 2018a, pp.30–45).

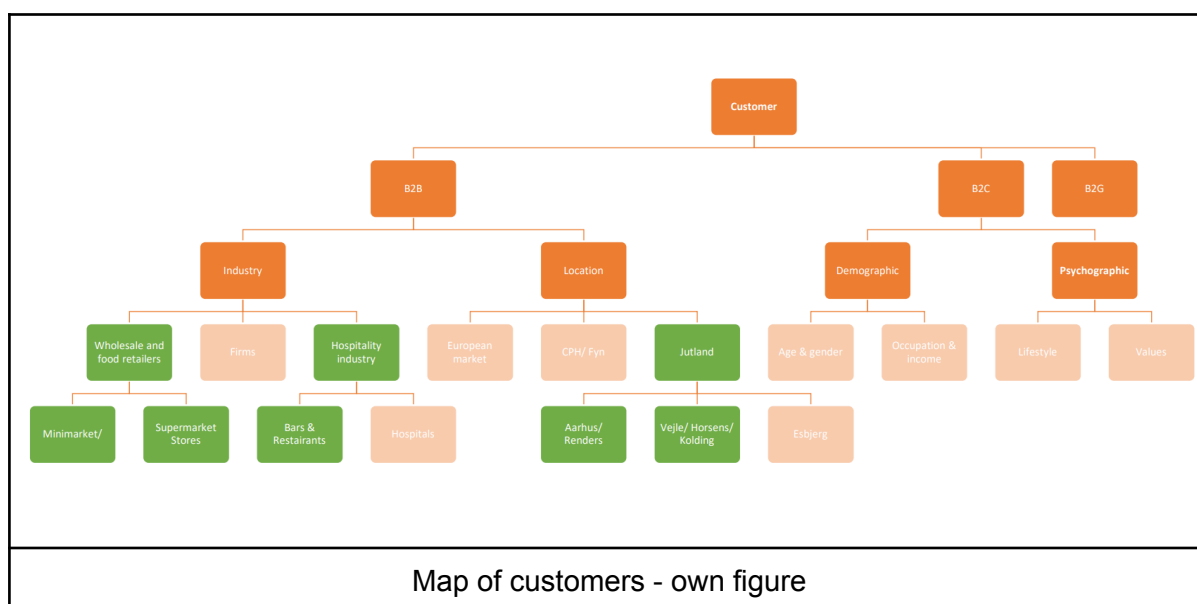
Furthermore, grouping potential customers and understanding their needs will give the offered product a unique insight. This will also guide the business to be in a great place to deliver quality goods and customer support to meet consumers' requirements more quickly. The customer research for this chapter is being analyzed through a segmentation of the targeted market and potential customers, setting them in groups or segments, where each segment is made out of a set of individuals who share similar values and needs.

Dividing the market into some segments plays a major role in the applied marketing strategy. When it comes to marketing the company's offers, focusing on specific demographics could help in reducing risks and costs, as well as increasing income. Since the targeted market is vast, exploring the business environment and segmenting the marketplace is a demand for creating a unique insight and perspective responding to target customers' needs, wants, and demands. Additionally, a definition for the term target market has to be clear, "A target market is a group of potential customers to whom the company is selling its offers and directing its marketing efforts" (Kenton, 2020). The target market and target customer for this business are being divided based on the following segmentation approaches:

- **B2C, and B2B.** Are two business types that stand for (business-to-consumer) and (business-to-business), respectively. Describing and selecting a business type to be served is essential for the marketing strategy implemented. Generally, this business is meant to supply bulk quantities of nuts to B2B customers. These users would be

the first stakeholders of this company to purchase a major share and represent the paying customers at this stage. Alternatively, the offers are made to fulfill the needs of the end-user customers, who are the B2C customers.

- **Demographics, Firmographic ,or Psychographic.** Grouping customers that share similar characteristics is an essential step to segmenting the market once it has been divided into B2C and B2B. Identifying the target market and how it is segmented will help determine the primary market to serve when this company starts off.



Identifying the target market in the first place will enable a market sectorization process based on common characteristics. Furthermore, a great deal of discovery research is devoted to market segmentation to provide a better understanding of the targeted markets. So, promotional activities and resources can be allocated to meet the company's objectives through targeted and alternative markets.

Target Market B2C

It is important to identify certain market opportunities for our business idea by studying the end consumers. Our process will help us to set the focus on the appropriate market. Using the characteristics identified in the segmentation procedure discussed earlier, groups are being proposed.

In the beginning, the term B2C is referring to the strategy that stands beyond marketing and selling the company's offers directly to its end-consumers. Businesses-to-consumers represent the ultimate users of the concept, rather than the actual paying customer, during

the current stage of the company's development. It is important to emphasize the potential in the Danish market and how enthusiastic Danes are about buying nuts.

A B2C analysis can help us acquire a clearer understanding of the targeted consumers of our products, which assists in allocating the proposed marketing efforts accordingly.

The business-to-consumer segment may be a promising future target for implementing our products when they become available since they will be made to satisfy B2C expectations and wants. Moreover, the communication with B2C will utilize both direct channels and indirect channels, by means of distributors as well as targeted businesses. Furthermore, our company's services would be offered via online channels as a supplementary branch, when this new market entry is being evaluated and further incubation will be pursued. Whenever this new market is considered and further matured as a growth plan, our company's offers will be offered through a web platform together with social media presence.

B2C's targeted market is the Danish citizens and is primarily allocated in the Midtjylland and Øst region, where further research and validation are being conducted. However, the first test performed in the validation section is online and directed to potential B2C customers who meet the geographical aspect and are citizens of Denmark.

In tailoring the nuts offered, psychographic aspects beyond purchasing nuts were considered. In order to understand the possible B2C customer interests associated with the purchase, we must consider what purpose they are purchasing it for, whether they are purchasing it for cooking, recipes, or for snacking. Additionally, when assessing potential customers, we take into account their lifestyle and the amount of nuts they consume when it comes to how much they spend on nuts monthly. Their motivation can be encouraged by them eating healthier food categories. Or they can provide it to their loved ones.

Target Market B2B

Setting a market focus is an important step in our journey, and one of the first steps applied in the segmentation process is determining which niche our business serves. The choice of the first segment of customers to target begins with ensuring the type of client to persuade. Business-to-Business customers are the segment selected for focus.

Hence, B2B is considered as a target customer for marketing purposes in light of a brief comparison between B2C and B2B customers that can be found in the table below. The comparison considers such elements as:

- Purchase types refer to the manner in which customers make their purchases, whether in large or small quantities.
- The sales cycle involves several stages consumers must go through from the time they purchase a product until they receive offers. In contrast to B2C sales cycles which are shorter and more straightforward, B2B sales cycles have a longer and more complex process.
- Regarding the focus on the targeted market, it depends on the type of customer being served. Specifically, it is a niche market for B2B, as well as a large mass market for B2C.
- In B2B target markets, sales drivers rely mostly on relationship-building and comprehensive knowledge along with reputation and trust that are gained through providing value and mitigating problems based on the needs and pains of potential clients.

	B2B	B2C
Purchase(s)	Multiple, larger quantities	Single, limited quantities
Buying Process	multiple steps	few or one step
Sales cycle	Long and complex	Short and simple
Target market	Concentrated (niche) market	Undifferentiated (mass) market
Sales driver	relationships and comprehensive info (transparency which is also important for both)	brand awareness and reputation
Relationships	Building relationships with targeted audience	building brand awareness across the market
Rational/Emotional Decision	Rational Decision	Emotional Decision

B2B and B2C, Business types comparison table - own table

Comparisons of the B2B markets are made to identify various advantages and disadvantages, as well as to identify major differences in the two customer segments. It is advantageous for the company to target a specific customer type in order to focus its marketing efforts toward business-to-business in order to achieve the following benefits:

- Generally, purchasing in large quantities results in a larger order value, as B2B customers typically invest in bulk quantities and are more likely to purchase than B2C end-users.
- In contrast to a B2C audience, visitors are more likely to purchase on a website visit, resulting in a higher conversion rate. Based on the number of sales, the conversion rate measures the number of purchases compared to the number of visitors. As an

example, if a website has 50 visitors and 35 make a purchase, the conversion rate is $(35/50) = 70$ percent. Business-to-consumer executives responding to surveys reported an average conversion rate of 3%. However, researchers from B2B websites reported that "the average conversion rate reported by B2B respondents was 10%." (B2X Partners B2B eCommerce Agency, 2018).

- Since targeting a niche market, marketing efforts become more tailored to our customers' perspectives. The promotional strategies are intended primarily to increase our viability for finding short and rapid gateways into the targeted markets.

When it comes to B2B, the supply chain is usually shorter than those involved in B2C commerce. The other major advantage of B2B customers is that they are more secure in the sales process and request larger orders. It is not required that the company serve its B2B customers in a physical location, and most transactions are conducted online using a variety of communication methods such as telephone, email, and face-to-face communication (Donohoe, 2011). Despite this, the B2B market is still competitive, and there are many competitors striving to gain businesses' attention through similar services and products (Biogan, Nødderskal, Nodder Bazar, Denmark). Further, the limitations on reaching individual customers and the market's massive size, as well as the longer buying decisions, roles involved in the buying process, and time required could frustrate our efforts to enter the market and limit our profits (Dontigney, 2013).

Segmentation and Targeting

According to the sectorization, the firmographic segmentation identifies the business-to-business potential customers. Its purpose is to divide the target market into segments based on certain factors. Those are the industries, locations, and sizes of this company's potential customers.

Industry

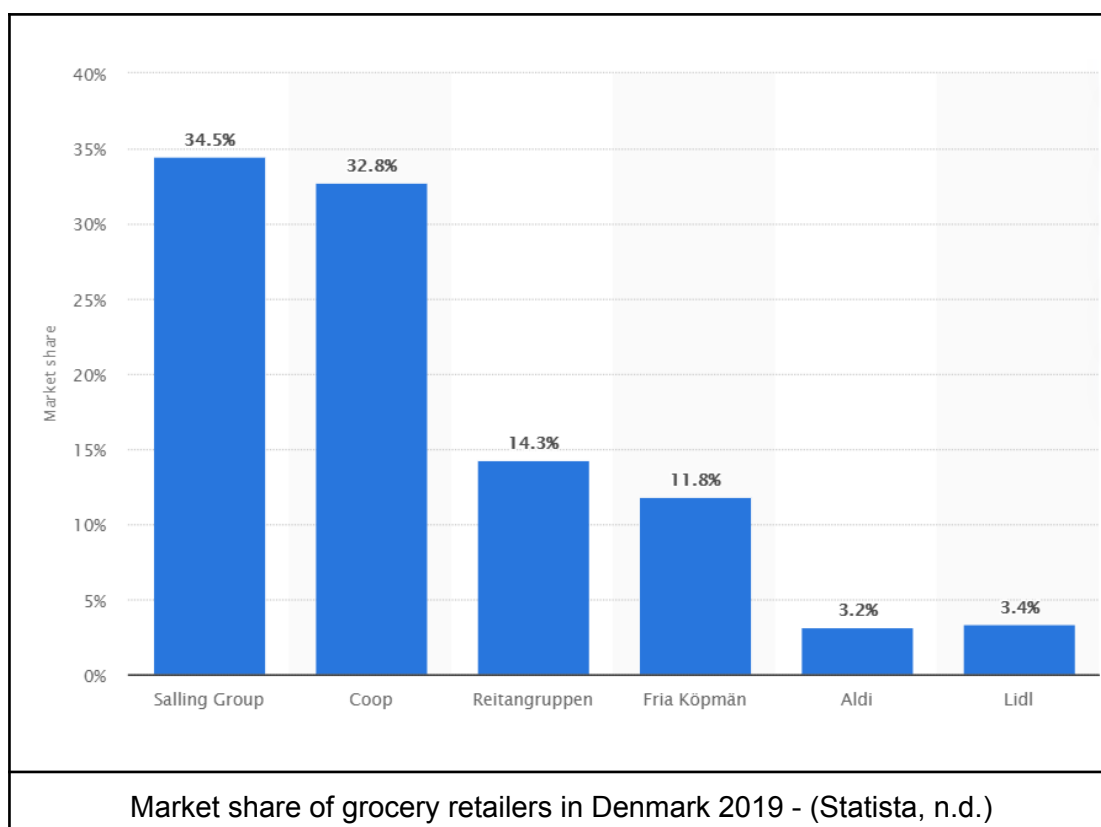
The first customer segment refers to businesses' activities that are restricted to specific industries and working principles, as a result of their customer's demands, core business, and competencies. Our major customers participate mostly in the following categories based on their businesses' industries with a code structure that describes the grouping numbering. Accordingly, the term is used for wholesale, commerce traders, accommodations, and food services as a representation of a Danish Industrial Classification DB that is directly based on the classifications of European Union economic activities and industries. The following is

derived from the DB code classification provided by Denmark Statistics (Danmarks Statistik, 2007):

- Markets targeted by this segment are wholesale and food retail trade sectors [(4) G - G - 46.00.3 / 47.00.1 / 47.00.2] with Supermarkets, Hypermarkets, Pop-up shops and Grocery stores as the targeted groups from this sector:

Mini markets/ super markets/ grocery stores: This target group of the market consists primarily of shops that sell food and other products, such as drinks or household items, depending on their authorization. The services provided by these kinds of grocery stores are oriented to the customer and are usually tailored to a neighborhood or a select residential area, as opposed to large-scale supermarkets. Also, similar shops allow customers to choose from a wide variety of food suitable for their preferences, such as fruit, vegetables, legumes, and snacks. They usually have a limited selection of nuts, packaged or unpackaged, as well as a limited snack menu. The supermarkets we identified as potential customers were supplying unpackaged nuts and offering special stands. Interviews were conducted in order to gain a better understanding of the current market offerings, market share, and regular demand for goods. An analysis of such a market will allow this business to examine rapidly the selected market using a practical lean strategy.

Hypermarkets: are a significant player when it comes to distributing products and bulk purchases. It is a market segment that represents the largest share of the Danish retail pie, but needs a strong established company that can handle large and bulk orders quickly and efficiently. Aside from that, the present nuts collection and stands would be an excellent way to test the market and obtain a new entry to deliver a wide variety of nuts and nuts' tastes in these hypermarkets. Below is a graph showing the rate of market share of selected grocery retailers in Denmark according to sales (Statista, n.d.).



In 2019, Salling had a market share of slightly more than 34 percent in Denmark. The company managed to surpass the market share of Coop, Reitangruppen, and other firms. Salling Group, formerly known as Dansk Supermarked Group, operates Bilka, Føtex, Netto, BR and Salling. Moreover, the group has several franchises and online shops. From 2012 to 2018, the retailer's revenue increased steadily. It is estimated that the company generated a net revenue of just over 59 billion Danish kroner at the end of the mentioned period (Rosbjergvej, n.d.).

Sales-based market shares for Coop Danmark reached nearly 35 percent during the same period. The net revenue of the Coop Danmark has decreased over the past few years, in contrast to the Salling group. In 2012, it was about 40 billion Danish kroner, but has decreased steadily from there to around 37 billion Danish kroner in 2018 (2019 ANNUAL REPORT OF THE COOP GROUP, n.d.).

- **Catering establishments** are businesses that serve food and/or beverages in the hospitality industry, regardless of whether they are residential or not. Generally speaking, this segment includes commercial catering establishment customers, including higher-end and fine dining restaurants (4-I-I-56.00.0), as well as bars, cafes, and hotels (4-I-I-55.00.0). Danes tend to spend part of their leisure time at

bars and restaurants, enjoying drinks and eating food. Typically, their preferred drinks during the evenings are cocktails with varying tastes of alcohol. Some bars and restaurants offer only peanuts or chips as a snack along with alcohol, whereas in other regions they offer a wide selection of snacks in addition to their beverages. The introduction of such a menu item to Danish bars could improve the value provided and enhance customer satisfaction. Although the COVID-19 pandemic and the lockdown have delimited the prediction of this target market given the current timing. We plan to address this kind of target group in future steps of this company's journey.

In addition, non-commercial businesses in the industry are represented as potential customers and will be listed in our market segments, such as hospitals, armed services, and prisons. These segments will be investigated further based on the developed growth strategy to pursue future opportunities.

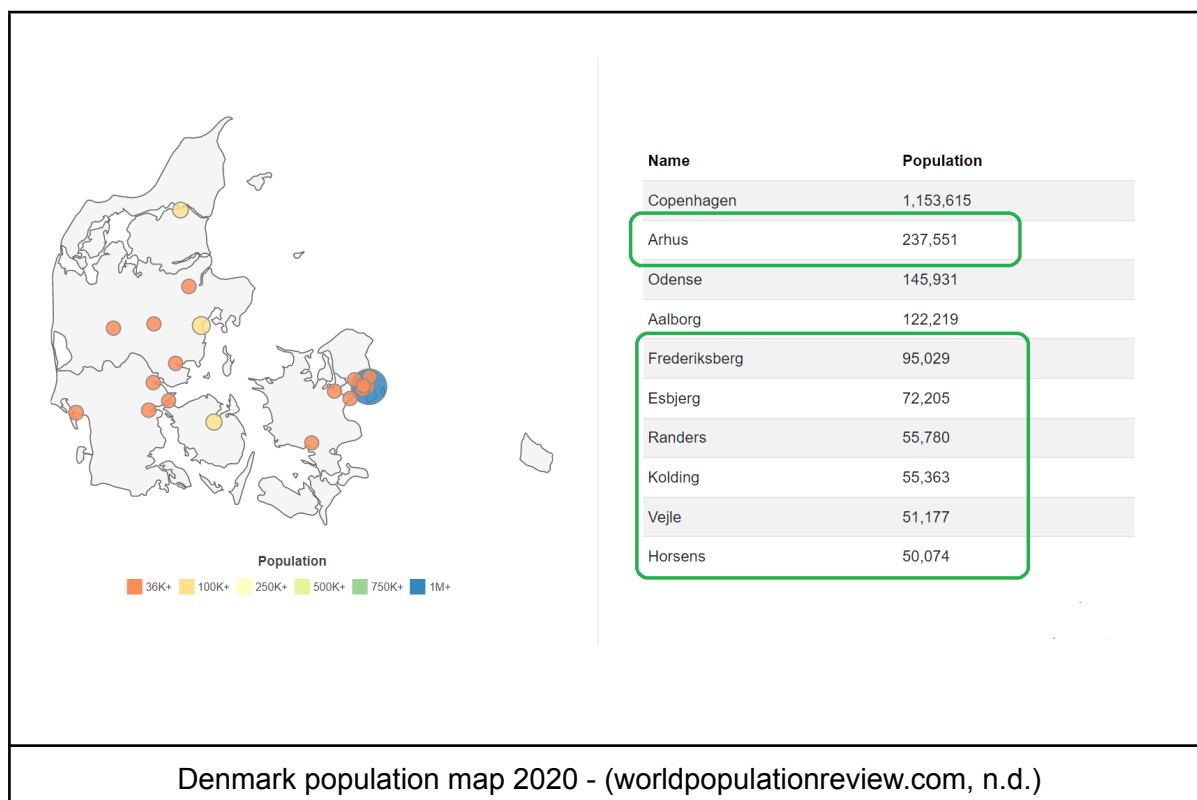
- **Firms that offer certain meals or menus** to employees during working hours, regardless of their industry or profession. There has been research that shows employees are more productive when they are eating together (Highfive, 2014). The provision of food and drink to employees would also strengthen communication roots among employees and allow for a better exchange of ideas and feedback with colleagues, which would allow the company to place an emphasis on open innovation among its staff. Several nuts are being used in firm menus to enhance the nutrition and flavor of the food that is delivered. This group represents an additional segment of potential customers, who seek competitive advantages that allow them to make a purchase decision.

Geography

Grouping segmented customers based on the location factor is a primary building block of the firmographic segmentation used. The place of our target customers plays a major role in the allocation of potential customers to be selected or not. To ensure that this is true, the identified groups are classified according to their location, which would facilitate the creation of supply chains to transport goods from warehouses to tenants. Geographically speaking, the location to be served is within Denmark's borders, beginning with the discovery and investigation of the Jutland (Jylland) peninsula, as well as the exploration of the two islands with potential markets, Zealand (Sjælland) and Fyn.

- First-discovered cities in Jutland are based on population density and are situated along the route of most of the first industrial targeted groups. The first cities

discovered on the Jutland peninsula are arranged from the highest to the lowest based on the population density map represented below.

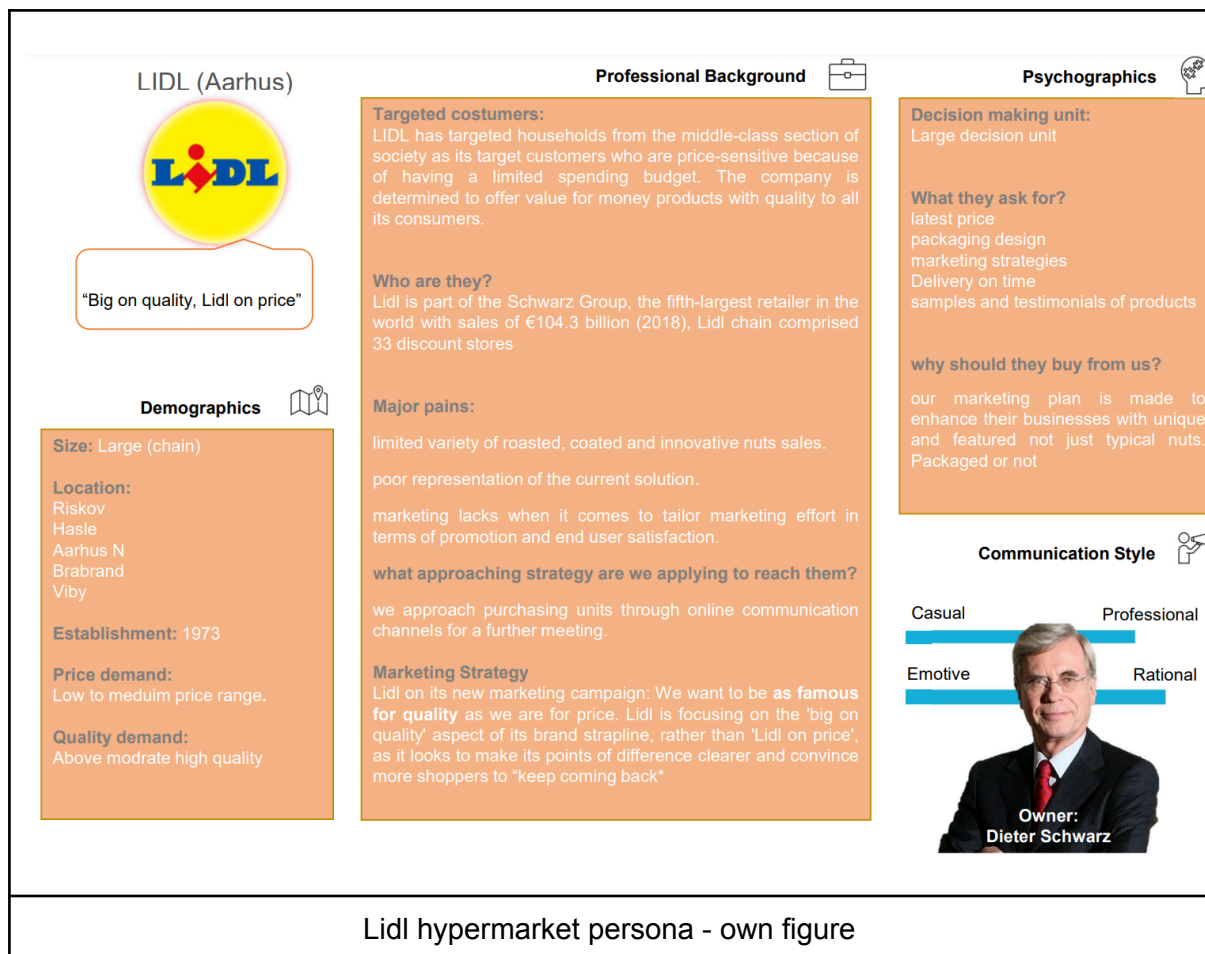


Further, the remaining part of the Danish market from Copenhagen to Fyn has not been explored at the current stage of this process, but can be examined in more detail the further we progress with this project idea. Additionally, it might be interesting to conduct an analysis of potential markets in another European region. As a whole, the seek for new market entry is considered to grow revenue and to help our business concept to prosper. Last but not least, this analysis is intended to distinguish our niche market from the mass market that would be extremely difficult to reach under the current business model. Segmenting the market will aid in the development of appropriate and tailored marketing strategies and configurations that can be applied to build a unique customer experience that can strengthen our position within the market.

The purpose of building customer profiles was to better illustrate our target clients and provide a greater understanding of what they expect as well as what matters most to them, and how to approach them. The combination of factors used to design the performed persona are aimed at helping us create a structure that is both well-balanced and reliable in targeting. Initially the B2B, buyer personas define the ideal client decision unit, i.e., the organization, individual, or group that will make the decision of purchasing. Our buyer

persona aims to answer the questions of whether and how business decision-makers will purchase the products of our company.





Persona profiles are being developed in order to identify the major aspects and information on which decisions are based. In addition, the chosen persona will be based on the factor of sectorization described earlier. As part of the process report, we visualize one actual physical mini-store located in Aarhus, the first target location. This targeted customer can exemplify other potential customers who work in the wholesale and trading food industry.

Another key participant within the personas that were created is a hypermarket. In this case, Lidl is the addressed hypermarket whose decision unit should be addressed and visualized within a persona profile. It is important to introduce the role of the hypermarket in distributing our offers and making those offerings accessible for the targeted B2C customers. In addition to that, while persona is a fictional profile, it is still relevant to reality because our suggested customers in the market are viable and obtainable. By incorporating a persona into the research process, we gain a deeper understanding of certain details of our first selected target group.

Competitors

Another element of the applied framework consists of analyzing the competition and discovering the market environment in general. This analysis is crucial to the development of business strategies that enable the identification of the targeted market opportunities as well as threats. Possessing an awareness of how our opponents operate works as an essential method for building an understanding of the operating environment of the targeted industry. The competitor analysis contributes greatly to the evaluation process. It helps identify direct competitors who provide complementary products and services and embeds the massive competition into the evaluation process.

The following study was undertaken in order to develop an outline regarding possible competitors, who provide similar solutions and equivalent products. The analysis is made on the firms', or current rivals who operate in the target industry and acquire similar customer groups. It guides the interpretation of the competitors' strengths and weaknesses in comparison to our company's ones and aids in finding vacancies in the demand market. Establishing proper knowledge about current competitors, entries, and strategies is a vital process that will aid first in defining the types of competition and further match the competitors together, to give our business' concept an inducement to define uniqueness and awareness of the current market's perspectives.

The method applied for the creation of this competitor analysis relies on, first verifying the company's competitor to be classified on their type of interaction if they are direct or indirect competitors. However, the main focus will be on our direct competitors who are serving or prepared to serve the Danish market while targeting similar firmographics. Secondly, the exploration journey of identifying major competitors comes right after, which will allow in constructing a competitive matrix for the selected competitors. The matrix serves as a tool to compare the characteristics of several brands, which is being made to create a comparison between rivals' features, that are based on a set of variables such as:

- Product quality and price range,
- Market share and targeted audience,
- Customer satisfaction, rating, and overviews,
- As well as promotional channels and marketing efforts.

The applied comparison analysis aids the finding of gaps to be filled in an innovative manner, along with specifying the uniqueness to be delivered, which is designed in the first place to meet customers' expectations. Moreover, the gathered data will help us to uncover

this business' competitive advantages and identify market opportunities allowing our business to thrive and grow.

In the context of data and competition analysis, the competition is diverse. However, we were able to define our direct competitor by analyzing a specific set of factors such as the rivals' customer segments, who do they serve? The identification of direct competition is being analyzed based on the operation of potential competitors, how do they operate? Based on which business model do they adapt? And what are their marketing strategies? These questions were associated with the selection of the direct competitors in relation to indirect.

Furthermore, the analysis set the focus on its primary competitors by setting the competition categories into direct and indirect. The competition concept is to be aligned for the identification of the primary and secondary competitors. The primary competitors chosen for the analysis are the ones who are defined as direct competitors who serve the same/similar customers, mitigate the same problems/ pains, and offer the same or similar solution. While indirect competitors are considered to be rivals who offer similar or different solutions that might satisfy the same or similar customers. The indirect competitors might hold quite a big portion of the market share which our business hopes to capture. However, the analysis of the indirect competitors would be applied in future terms for this process due to the lack of importance and resources allocation on more vital competition variables, as generally direct competitors are more important.

- Direct Competitors = same customers + same prob + same/similar solution

It will be equally important to identify different sizes of firms within the direct competitors' classification, such as new entrants and well-established firms. Considering the fact that there are different strengths in the market, this leads to different reactions, where well-established firms will be better equipped to react to changes more efficiently than newer startups.

The aim is to identify innovative channels to reach the target customer, together with the discovering of market barriers and market enablers. Nevertheless, it has been observed that there are not many market leaders in the Danish market for nuts products.

Direct Competitors

The market competition is divided into several competitor types. Accordingly, direct competition is the main business focus for us, which holds a great deal of potential and will

affect the selected customer segments. Companies offering similar products and services in the same market are classified as direct competitors. In spite of this, direct competitors may differ with regard to business models, performance, market share, and reputation.

Businesses with similar operations make up our direct competitors. Their operating model is mainly made to serve the wholesale food industry. They purchase their nut goods in bulk rather than in small quantities to fulfill their customers' needs. In addition, the aforementioned competitor group seeks to provide its new market with competitive prices and unique characteristics. Companies that sell wholesale can purchase items directly from the manufacturer, distributor, and other channels. The targeted market does, however, have some other competitors who may be worth considering. For example, a distributor of goods introduces manufacturer products to the market in an effort to increase sales. In addition to that, there are retailers who have the ability to serve the target market with a bulk quantity for a competitive price as well.

The collected information and data were conducted through deductive research, to create an insight into the current competition, and an understanding of the main players in the targeted industry.

We are currently exploring the potential of developing a business offering unpackaged nuts within the food and retailing industry as the main part of the applied business model. Therefore, limit the upcoming analysis of competitors to wholesalers and retailers who will deliver unpackaged products in bulk amounts to the target market. A brief analysis is also being conducted for possible direct competitors based on certain aspects. Competitors are categorized based on rough estimates of their market share, stability in the market, and product diversity. Taking this into consideration, the direct competitors have been separated into small to medium size distributors and large distributors that dominate the market. Detailed information on medium and large size competitors can be observed in the figures below, while other rivals and new market entrants can be found in the ([Discovery Appendix](#)).

- **Biogan – Salling Groups – Coop**

There are a variety of options available through this group of competitors, packaged and unpackaged, roasted or raw, for B2B who become distributors of the products offered by these brands to the Danish market. Several of them have built their own hypermarkets, which enhance their distribution through their well-established channels. Additionally, this particular competitor category is the one that captures the majority market share in Denmark.

<div>Company</div> <div>Customer</div> <div>Product</div>	Name	Biogan	Unifood import A/S	Salling group
	Firm origin	Denmark	Denmark	Danmark
	Website	https://biogan.dk/	https://unifood.dk/	dansksupermarked.dk
	Address	Møgelbakken 3-5 Møgelbakken 3-5, 8520 Lystrup	2650 Hvidovre	Rosbjergvej 33, 8220 Brabrand
	Kontakt nr	00 45 86 74 07 71	0045 70221555	0045 87 78 50 00
	Kontakt Email	kontor@biogan.dk	unifood@unifood.dk	
	Year founded:	1998	1994	1956
	company type	A/S	aktieselskab A/S	A/S
	Business type	Import and wholesaler company with a broad range of healthy and interesting organic and biodynamic products.	import and wholesaler carrying several brand delivering food solution such as: dried fruits, oil, nuts etc.	retails, wholesale, and department stores
	Industry Group	B46 Wholesale trade, except of motor vehicles and motorcycles - 46380 Wholesale of other food, including fish, crustaceans and molluscs	B46 Wholesale trade, except of motor vehicles and motorcycles. 46390 Non-specialised wholesale of food, beverages and tobacco - 46330 Wholesale of dairy products, eggs and edible oils and fats	B47 Retail trade, except of motor vehicles and motorcycles - 47190-47110 Retail sale in department stores and the like with food bevarages or tobacco predominating
	Decision maker	Chairman of the board and MD: Anders Kok	UNIFOOD HOLDING ApS, Ahmet Karacan	Chairman: Nils Smedegaard Andersen - Managing director: Per Bank - Finance - IT Personal
	Nr. Of employees, in denmark	11.126	not provided	over 45K employees
	Nr. Of employees, in the wholesale trade	1.758		Not Provided
	Target customers	Distibutors, Dealers, Wholesalers, large kitchens, bakery and production, privat consumers	Distibutors, , grocery stores, Wholesalers and Dealers	their own retail and department stores, like dansk supermarked (34% of the marketshare of danish supermarkets)
	Value proposition	We want to be the most attractive and innovative trading house in the Nordic region with a focus on organic quality products.	being able to offer an exotic, exciting and comprehensive product range that is continuously updated with current trends.	In Salling Group, we are 100% dedicated to improving everyday life. In doing so, we run our business according to our unique values like passionate, integrity(responsibility) and competitive.
	Customer message	our customer are our most important assets.	not clear	
	Product categories	Variety of nuts, they have 626 products	different food solution, nuts and dried fruits and processed food	Wide variety of goods
	Business model	Selling packed dried fruits and Nuts to retailers and distributors, higher average pricing	delivering quality variety of food from different cuisines around the world to the Danish customers	Delivering different types of food goods that include pakced nuts
Defending market leaders - own table				

● Nodder Bazar - Nøddeskal / Nut Experts– Net Supply – NutriBoost – Saber

Their businesses consist of importing and exporting food and goods. While some of them specialize exclusively in nuts, others operate in a variety of products, within the industry of food and beverages. This group of competitor companies operates in Europe from northern Europe to western Europe and Germany. Although they have pursued and delivered their products to the Danish market, they still face challenges.

<div>Company</div> <div>Customer</div> <div>Product</div>	Name	Nøddekal Nøddeeksporter IVS	Nodder bazar
	Firm origin	Danmark	Danmark
	Website	https://noddeskal.dk/	https://www.noddebazaren.dk/
	Address	Bøgebakken 8, 3460 Birkerød	Nørrebrogade 20, 1. sal 2200 København N
	Kontakt nr	0045 52 22 22 72	+45 60 60 02 60
	Kontakt Email	info@noddeskal.dk	
	Year founded:	2019	2013
	company type	IVS - Entrepreneurship Company	Aps
	Business type	Groceries wholesaler	online grocery for nuts and dried fruits
	Industry Group	DD.47.10.99 Grocery store without / with limited processing	not found
	Decision maker	Hrisian Krasimirov Atanasov, and Daniel Ivanov Tringov Krogshøjvej	Rasmus Napstad
	Nr. Of employees, in denmark	x	5
	Nr. Of employees, in the wholesale trade	No resource found	5
	Target customers	retailers and end consumers	B2B as a wholesale and B2C through their online channels
	Value proposition	Nøddekal is a Danish import company. We deliver organic nuts straight from the farmers, making the process convenient for the customer.	we, together with you, can create a quality-conscious community for nut lovers in Denmark.
	Customer message	not clear	aid customers to cultivate learning about nuts
	Product categories	Nuts and Nuts butter	Nuts and dried fruits
	Business model	X	X

Defining market entrants - own table

An analysis of the competition and an understanding of each competitor's role in the market led to the creation of a comparison matrix. The following matrix presents a brief overview of each competitor in order to provide us with insight into the various threats that each rival may present. Moreover, their businesses may exhibit weaknesses in certain areas where we may find opportunities.

The matrix is created according to the following criteria:

- These companies are direct competitors.
- Business attributes that gain interest.
- Weigh each attribute in percentage based on its importance to our business.
- 1-4 score range, from weak to excellent responsiveness.

Attributes	Biogan	Unifood	Nodder Bazar	This Business	Factor importance
Price	2	3	2	4	25%
Quality	4	2	2	3	25%
Customer Service	3	2	1	3	20%
Reputation	4	2	1	1	15%
Location	4	4	2	4	15%

Comparison matrix - own table

By multiplying each score by the attributes importance factor we can calculate the total value of the score as well as sum them to illustrate the value of each business strength. As a rule of thumb, if the score times its importance factor equals 1, it is ideal. Additionally, the higher the score, the more competitive a business is in the market.

Attributes	Biogan	Unifood	Nodder Bazar	This Business	Factor importance
Price	0,5	0,75	0,5	1	25%
Quality	1	0,5	0,5	0,75	25%
Customer Service	0,6	0,4	0,2	0,6	20%
Reputation	0,6	0,3	0,15	0,15	15%
Location	0,6	0,6	0,3	0,6	15%

Comparison matrix scores - own table

When we added up the scores values, we came up with the following results:

- Biogan - 3.3
- Unifood - 2.55
- Nødder Bazar - 1.65
- Our Business - 3.1

It can be seen here that Biogan, as an example of a significant market player in the nut industry like Salling Group, is one of the leading players in the market. As for Nødder Bazar, we can tell that they are a new entrant to the market based on their low performance in the comparison matrix. In terms of reputation, however, our business has scored poorly, primarily because there have not been any good relationships established within the target industry, though there we achieved a high value in the overall outcome.

This competitive analysis has been carried out to better analyze and understand how our business will stand out from the competition in the market. The more knowledge we have, the better. The competitor analysis helps us develop strategies to capture potential

customers from our competitors by analyzing their weaknesses, based on the fact that trends change rapidly and that modern technology allows us to reach large audiences quickly and often at affordable prices.

By examining different competitor backgrounds and overall business, it has aided the process of identifying the competition's major roles from deriving the uniqueness in comparison to the competitors' services. In addition to increasing awareness of current market competition, the analysis provides useful insight that guides adaptation to market changes.

Climate

The climate in which a business operates is most often analyzed with the use of PEST analysis. It provides coverage in the areas that may affect a business, but where the business exercises either no or limited control. Our assessment of climate is based on macro-environmental factors, meaning external factors. The analysis is important and critical for startup success (Marinovic Matovic, 2020).

For the context pillar to be more valid, the PEST analysis is applied and used as a foundation to support the investigation of external forces that might affect the decision-making process and further incubation of this project. On top of that, the climate section describes the macro-environmental factors that guide marketing management within the company to adapt faster and handle predictable forces, which can help the company to strive and its business model to develop. Assessing the market's different environmental factors is essential to operating the business, which helps in recognizing what customers want and how their decision-making occurs.

PEST is a framework for an extensive and comprehensive environmental analysis in which this business plans to operate. The analysis would guide the planning of some of the critical pillars of product development and research (Vasileva, 2018).

It is crucial to understand and analyze different aspects of the business and operation environment from the local market with high consideration of the geography of the operation. In addition, it is important to have a detailed picturing of the minimal aspects to the exaggerated ones, and from the basic requirements to the major limitations. Many potential stakeholders would be interested in a PEST analysis for potential investment and development. The macro-environment of the research is presented by PEST, while micro is in the middle which is being represented by the other four parts of the 5 Cs model.

This section discusses the external factors that make the macro environment, where companies from the target industry and target niches operate. The tool consists of four components that stand for Political, Economic, Social, and Technological. The discussion is set for each and every part of the PEST framework to analyze important factors that come with both benefiting and handicapping the marketing effort utilized within this business concept. The set of factors were elaborated on, as shown below:

- Political

Although Denmark has a monarchy, the monarch has limited political power and does not interfere with political decisions. However, the monarch performs some important governmental functions, such as signing laws passed by parliament, and appointing the prime minister (The Danish Parliament, n.d.).

The Danish government is well known for its stable policies which are beneficial to business, where a stable environment aids firms to run successfully which provides an attractive environment for international and direct investments (Birnlleitner, 2014).

In Denmark, membership in the European Union may be the most significant factor affecting the political landscape. The Danish economy has been significantly boosted by the EU's numerous trade policies and as a result, Denmark is a long-standing member of the union. In the near future, Denmark is likely to remain a member of the European Union, which should provide the country with a solid economic and political foundation (Lizaveta Dubinka-Hushcha, 2020).

- Economical

The Danish government and private organizations are recognized for their high level of support for the Danish people, which supports high standards of living with a gross domestic product per capita of one of the highest in the world. In a world driven by globalization, this indicts the resilience of the Danish economy.

Taking a closer look at the economic environment of Denmark in a PEST analysis is the next step. As of 2020, Denmark has a GDP of \$353.1 billion. The country's economy grew by 2.8% in the second quarter of 2021 (Countryeconomy, 2021). In a world driven by globalization, this indicts the resilience of the Danish economy.

There is a wide range of industries in Denmark, most of which are service industries, trade, and manufacturing. The biggest include agriculture, energy, and transportation.

Small and medium-sized enterprises (SMEs) play an important role in the Danish economy, which holds a highly skilled and multilingual workforce, an ultramodern infrastructure (telecommunications, public transportation, etc.), and attractive tax incentives for new market entrants (Nordeatrade.com, 2016).

- Social

Food companies from Denmark are among the top in Europe. They strive to achieve this position via innovation, knowledge sharing, and cooperation. Over the last five years, the Danish food clusters, retailers, consumer organizations, and authorities have worked together to reduce food waste by 25%. Danish food can be characterized by its innovation skills thanks to the strategies implemented and cooperative learning methods. This means that from farm to product, farmers work collaboratively rather than as competitors. This allows a quick response to new consumer demands or regulatory changes thus it is essential (Danish Agriculture & Food Council, n.d.).

Social trust in Denmark is very high. The public trusts each other and trusts institutions like the government, the monarchy, hospitals, and the police. Business environments are also characterized by trust (Denmark.dk, n.d.). Honesty is taken for granted until proven otherwise. Danish trust levels also influence their willingness to pay some of the highest taxes in the world to fund a wide array of government projects. Danes receive free health care through a tax-funded system. Education in Denmark is also free. Every individual must contribute to the community, which will, in turn, provide care for all. Danish culture, society, and history are deeply rooted in values of trust and community (Denmark.dk, n.d.).

- Technological

The Economist has named Denmark an “agricultural superpower” (Schumpeter, 2014). Denmark is also a major food hub and a center for knowledge, products, and ingredients in Europe. Around the world, the Danish food industry has become well known and flourished. According to a fact sheet by the Danish ministry of foreign affairs, the Danish food industry is one of the most innovative in the world (Invest In Denmark, n.d) in the following ways:

- Danish policy on the food industry is clear and committed.
- The ability to collaborate with world-class universities plus access to highly skilled labor is essential for the development of new, high-value products.

- Compared to the number of citizens, Denmark is the largest supplier of ingredients in the world.
- Currently, the biggest growth segments in the Danish food ingredients are enzymes that are mainly used in cheese, dairy products, and meat (Center, 2019).
- There is a potential for partnering with public sector entities and across the entire value chain, such as advanced packaging and safety solutions.

Food production in Denmark has been guided by scientific research and science for centuries. Denmark has developed a sector that reaches far beyond its borders through continuous development and innovation. Denmark is the country with the most innovative food sector in the EU, according to surveys. Many of Denmark's food companies are the world's largest and most successful (Invest In Denmark, n.d).

As an example, Denmark is home to the world's second-largest meat exporter, the world's 4th largest brewery, the world's 6th largest dairy company, as well as many other various political factors and elements (Ministry of Foreign Affairs in Denmark, 2015). Altogether, the dairy production facilities and industrial-scale bakeries, as well as chocolate, beverage, meat, and poultry slaughtering facilities, make Denmark an ideal locale to develop, collaborate, and market new offers in the food industry.

Business climate illustrates the macro-environment of business based on factors and data collection. All of which has been compiled based on market conditions and understandings of those conditions, which have been adapted to suit our business concept. This analysis can be found in the ([Discovery Appendix](#)), where the opportunities and threats associated with each factor are outlined.

Collaborator

A clear vision was created with the aid of the analysis allowing an understanding of the market environment and market forces. In order to reap the benefits of this section of the report, we will finalize the 5C model applied by exploring potential collaborators who will be interested in partnering with us.

The learnings and the bigger picture created were developed in the will of finding potential collaborators who are seeking beneficial relationships. The work done between our start-up and possible partners is based on communication methods that aim at a win-win strategy, where both this company and its collaborators are exploring paths to raise their profits and flourish their businesses. Collaboration plays an essential role in the opportunity detected.

Different potential collaborators are addressed in order to create a conceptual plan for building routes for the wholesale supply chain. Furthermore, collaboration implementation can aid in the development of more innovative and reliable solutions.

As part of this chapter, we will seek to identify and discover several possible collaborators through primary research of wholesalers, manufacturers, producers, and logistics channels. The factors constituting the set of variables to categorize potential collaborators will also be discussed. The criteria are based on a series of questions and features, such as: where they operate, who they are, what they do, where their products originate from, what type of products they sell, their working procedures, how big they are, and what do they need from us.

In addition to assessing the outcomes of the discovery, and who we seek to collaborate with, we will be considering the communication skills needed and the compatible values proposed. In such a way, collaboration and knowledge among our team are enhanced, and that can help the business adapt to new conditions.

Finding potential collaborators takes connection and research, applied through various communicative methods, both physical and virtual, in order to achieve the necessary results. Today the world is increasingly operating online in an efficient manner for developed countries, which was shown through the Covid-19 situation. It also reveals the importance of having an outstanding online communication channel to boost innovation and enable collaboration with customers and suppliers. The way AUTODOC, autodoc.dk, represents their products enlightened us, e.g., video chat, message chat, booking a meeting, video of our suppliers' products. Whenever you purchase an item, you will be offered the option of watching a YouTube video that has been made especially for the model of your car in which you can watch how you can utilize the product, or replace it.

Specifically, the research will enhance existing networks to assist in aggregating and collecting potential partners. Our key partners are mainly in charge of supplying the required goods and are specialized in the food industry. Food is their focus where they offer a wide range of food, food solutions, and a wide range of delivery options, such as almonds which can be from different origins, different quality, and be sold in different ways such as raw, spiced, made into butter, and so on.

Suppliers

In order for this business to prosper, we need to find new ways to enhance profitability and viability. The process involves discovering things of value before selling and distributing the

goods. There is more to dealing with suppliers than just providing them with prices and making orders. It is rather important to build a stable relationship with them, in addition to taking advantage of their existing research and development department, which is capable of helping us with the creation of reliable products with relevant knowledge and experience. Our suppliers can add value to our offerings, which will lead to profitability for all players in turn.

In order to make our business concept work, we have to build trust between ourselves and our collaborators. In the end, it leads to better terms in the contract, which can guarantee the rights of everyone.

Together, our company and several prospective partners hope to make our dream a reality through collaboration. A collaborator's position in this equation would provide them with the ability to contribute with ideas that may be outside of our company's vision, though such a program would help us develop innovative options. That would enhance a re-evaluation of the business model applied, allowing a revamped version to be created that would endure longer.

Our current sources of collaboration are a result of networking and relationships with other companies which we consider as potential suppliers. The Danish market and the European market in particular, where merchandise distribution and customer buying are among the highest in the world, attract many suppliers. Their ideas and actions are designed to reduce risks and wastes, whereas our potential collaborators have established reliable reputations and experiences in similar business industries.

According to their geographical location and the country of origin of their products, our collaborators who are operating in the following countries are classified:

- Lebanon, Turkey, Indonesia, Tanzania, and China.

Governments

Cooperation with government agencies is especially important for legalization and standards compliance. The submission of all documentation and requirements for our business operation must pass through some organizations managed by the government.

Banks

The processing of payments and transactions is done through banks, which would have a significant impact if offers were to be considered in the payments and advances. In addition,

banks may grant loans to facilitate the initiation of funds that are then used for purchases. We would have better credibility with this category of collaborators if we worked together effectively and built a better relationship that would reduce our expenses and increase our trustworthiness with them.

Transport and distribution

Here are the companies that may serve as potential collaborators, providing assistance in the logistical process, shipping, and transportation of the ordered products until they reach Denmark. Orders are delivered to our warehouses through Danish ports or Danish-German borders, according to the logistics companies linked with our potential suppliers. Afterward, it is our responsibility to distribute the products to the targeted market.

Whenever further operations of transportation take place on the Danish market, it could either be rented vehicles and machinery for our supply-chain within our wholesale business. Other options for distribution involve collaborating with Danish transportation companies. Using established logistics and transport companies can optimize the work and speed up the process.

The development of **Packaging** that would implement new innovative solutions and **Marketing** that might enhance sales are both in view as future enhancements to the collaboration of our business concept.

Discovery's Reflection

Our goals for this chapter of the research were met through primary and secondary research that we carried out during the discovery phase, as we explored opportunities and the potential market. The definition of the target market was clearly outlined and further investigated through validated analysis applied to specific and most attractive targeted segments.

In the process of applying investigation and evaluation, a pivot was made, to begin with a focus on serving organizations that represent the B2B customer type within the selected firmographic.

Throughout the chapter, we were able to see the surrounding environment in detail and in-depth. By defining business environment change expectations, it allows for rapid and effective adaptation based on market changes.

Incubation Overview

“The value of an idea lies in the use of it.”

- Thomas Edison

The importance of carrying a virtual idea into a feasible concept mainly relies on certain steps that are to be developed during the process of incubation for this business concept. To begin with, we set values that are founded to create an extraordinary customer experience. Even though promises and expectations for a remarkable experience could face many obstacles, some obstacles are obvious and simple to expect while others are unclear and difficult to react to. Hesitation, lack of resources, and high expectations can be visualized as some of the obstacles our company needs to overcome.

Other obstacles that can be resembled to competition and market barriers are addressed by delivering unique offers and solutions, which are tailored to the selected customers and the Danish market. All in all, the efforts aim to present a sustainable customer service and a leading market design.

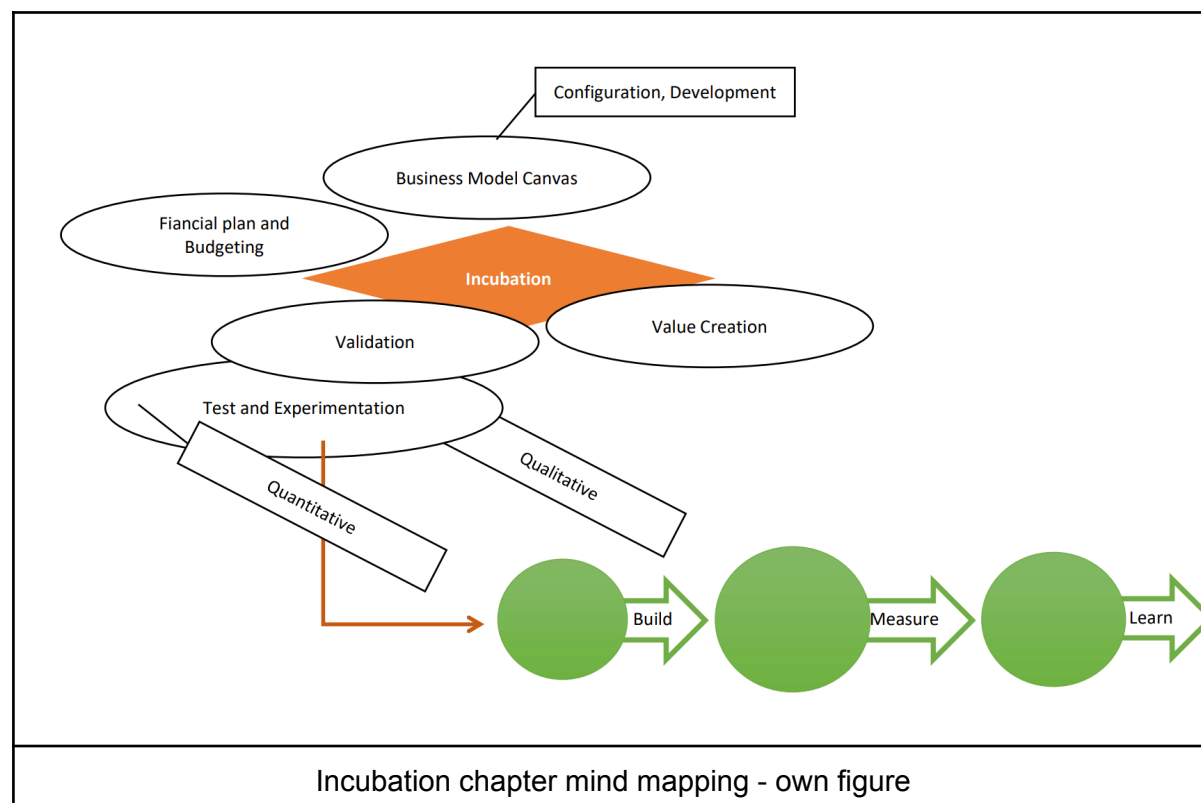
After assigning a well structured concept research supported by a solid discovery through a theoretical and systematic approach for leveraging the applied framework. The incubation phase takes place between the creation of our concept and the actual implementation of that aid the concept to thrive (Ahsan and Rupok, 2020).

We are presently exploring the incubation phase in accordance with the framework applied, a process which is largely composed of business model development and financial projections for the business, as well as modest validations. A combination of these areas seeks to carry the ideas into birth through viable paths. The foundation of business viability is mainly achieved through several experiments in order to test the designed and implemented solutions and hypothesis.

Conducting the experiments in an incubation phase is to represent a genuine and logical process to create a valuable demonstration of the discovered opportunities. Which in terms, can represent the outcome. Nevertheless, maintaining direct contact with potential

stakeholders, and potential consumers, was applied to define a value proposition that is oriented based on their needs and expectations.

In short, the process within this phase has been conducted as regards to testing the appetite of the selected market. Altogether, it is made to enhance the creation of sustainable business development and product awareness through concerning the business operating environment in order to adapt to the fast-paced world of today's market.



The above figure illustrates the implemented tools that are to be discussed according to the assigned objectives of creating a viable and feasible business concept.

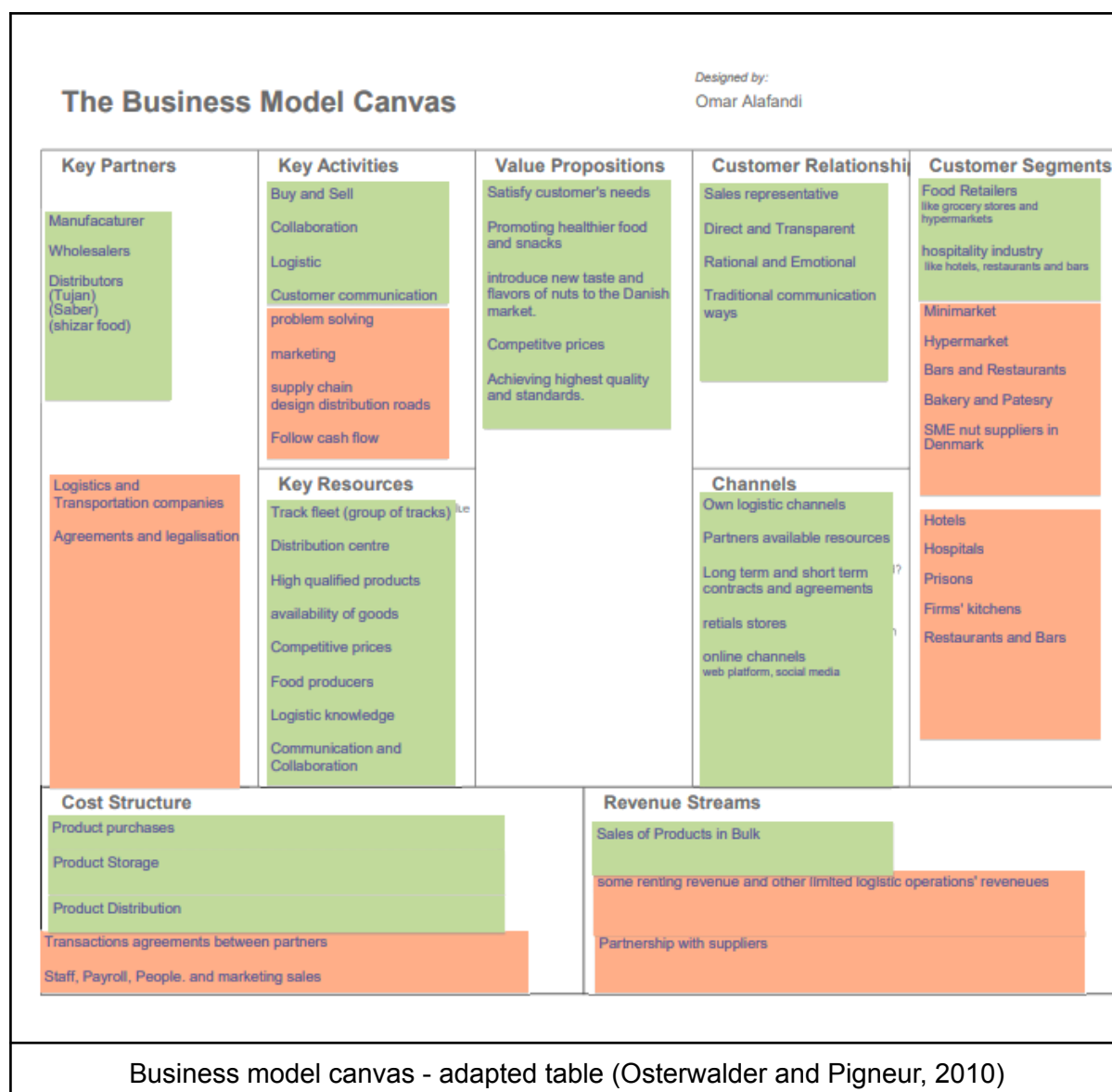
Business Model Generation

For this journey, the business model that was assigned to describe the operation of this venture, will demonstrate how the business delivers and captures value through backstage and frontstage actions (Wikipedia Contributors, 2019). It provides an understanding of the firm's product, its target market, and its cost structure (Kopp, 2020). These factors primarily determine the role of the business model within this startup's incubation process.

For better visualization of the business model's evolution, the business model canvas is being developed. The purpose of this section of the report is to organize and present the business model canvas BMC to conduct a better visualization and evaluation of the acquired business. In this process, a business model canvas was applied to develop and build an explicit understanding of the business concept by addressing major functional areas of business model operation and value creation (Osterwalder and Pigneur, 2010).

A study that examined the perception of business incubators towards the business model canvas for new ventures spurred the creation of this tool. The project was developed in a collaborative manner to satisfy potential incubators and stakeholders. Through the research, it highlights the role BMC is playing in helping companies prepare for growth. Additionally, the perception of business incubators studied suggests the suitability of this model to startups because of its flexibility, accessibility, and ability to connect and share business logic (Carvalho, Galina and Sánchez-Hernández, 2019).

Additionally, to design a comprehensive approach to the nuts wholesale business, the business model canvas that was originally proposed in (Osterwalder and Pigneur, 2010), was utilized. See the original canvas ([Incubation Appendix](#)). By implementing the BMC, different areas of the business model can be thoroughly reviewed in a systematic manner. In the BMC template, nine main building blocks form the basis of the business model for how a venture intends to satisfy its customers and generate revenue. This figure illustrates the nine pillars of the business model canvas for this company in more detail.



BMC is applied to support the incubation process in a way that better defines the company's business model to reach and deliver a better understanding of the concept. Concepts are designated based primarily on the customer segment definition and the key activities involved in delivering the proposed value, in order to achieve a profitable revenue model. The Business Model Canvas provided insight into separate business categories and also helped the researcher to identify the most important elements of the model. It also provided an overview that highlighted which stakeholders should be addressed during the assessment of an applied business model.

The following sections describe each building block's intention and the strategy created in order to reach each of the entities. In reference to the table above.

Customer Segments

For a business model to be successful, it is imperative not only to understand the different customer groups but also their needs and the different value they want to get delivered (Osterwalder and Pigneur, 2010). Our business targets primarily niche segments of B2B customers who are retailers and distributors of nuts.

Specifically, the targeted customer base includes businesses that are interested in obtaining nuts of various types and productions under a fair trade that includes fair prices, good products, and reliable relationships. Further, the B2C customers are indirectly being targeted and will be receiving the final products we tailor to them. The B2C customers are also the paying customers of the targeted B2B firms. The targeted customers for this specific trade may be divided into small and medium-sized companies that are represented as either food distributors, retailers, or businesses active in the hospitality industry.

Thus, B2C was considered in conjunction with B2B during the research since both customer segments are essential for the success of our business. However, this business operation is designed to prioritize and mainly serve the B2B customer segment since this segment is the foundation of the whole business model and has a higher chance of creating achievements to retain the initial expenses and other trading factors.

Value Proposition

In every business model, a value proposition is one of the main parts that focus on the products and services that make the company relevant to the customer and convince them to purchase the company's products and services instead of those of competitors (Osterwalder and Pigneur, 2010).

The main aspects of the value proposition are built and set to deliver customer satisfaction and solve problems within the related industry, through carefully studied criteria, such as high-quality products and packaging, as well as reputation and compatible prices.

The value proposition offered can be divided into various parts. Firstly, the business aims to promote healthier food and snacks with a variety of new tastes from different cultures as well as modern tastes to the Danish market, that would satisfy the end consumers' wants. Secondly, tailored solutions for the presentation of nuts products can positively aid the market's development goals, as a closer connection between the customer and the desired products is considered to be a guaranteed method of salesmanship. The flexibility and offered options while ordering, would enhance purchasing and allow the customer's

relationship to flourish. Moreover, the products delivered seek to be compatible and of high quality, relative to other competitive prices, to enhance sales in the targeted niche.

Channels

It is without a doubt essential to be able to reach out to customers with ease and to allow strong engagement of both creators and targeted markets. Therefore, making use of today's solutions such as online marketing and social media platforms by creating profiles that present all of the important information about our products. Furthermore, our offers can be presented to the market within campaigns, food trading expeditions, and other business events. Finally, the company plans on offering reasonable sponsorships to individuals and organizations, with the aim of publishing and raising awareness about the products and services offered by the company.

Being in close contact with the customer, relying on honest reviews, and having the will to develop and keep up with the needs of the buyers is key to success and satisfaction. Therefore, it is the company's duty to afford lenience and accept constructive criticism, particularly in the start-up phase, and during the lifespan of the company in the market. We set agreements with all of the targeted markets, and customer segments, to hold regular meetings where all of the consumer's wishes are taken into consideration. On the other hand, direct reviews and feedback can be left on the company's website, categorized by the expected feedbacks of today's trading market.

Ideally, the products are presented both digitally and physically. The plan of sales promotion is either through the company's e-marketing and on social media platforms, retail stores, direct contact with the company, or through marketing campaigns.

The set value propositions define the quality of the products and promise additional properties, compared to other products on the market. Access to all the recipes, possible offers, and compatible prices, as well as a consistency of the offered values of the products, lead us to deliver our premium value to certain markets.

Customer Relationships

Building mutually beneficial relationships takes time, and effort, and requires establishing trust with the other parties. However, such relations can help building the business and setting a strong foundation in the market. Therefore, establishing a strong feedback culture, by capturing feedback periodically, and offering such engagement, persuades the customer

to do business with the company more than once. Another goal is reaching out to the customers, figuring out what they actually need, and achieving their aspirations.

Having that being said, customer relationship is achieved directly and indirectly, as well as benefiting from automated services, such as online and transaction services. All of the prior methods are done with care and insure to deliver and maintain a strong bond with the customer, while the company's standards together with the customer's needs are presented as the main motivation for further development.

Revenue Stream

The revenue stream is transaction-based revenue, with the possibility of benefiting from partnerships with suppliers and other market participants.

The idea behind the revenue stream of the company is that the products are going to be sold in bulk to the retail markets, and other customers, and that smaller purchases are only favorable in case of a specific agreement with the buyer. In general, the pricing set to define the revenue stream of the company and its income is fixed menu pricing, where most of the units and products have their values pre-determined before any purchase and having loads of features playing a role in that determination.

Key Resources

The Key Resources Building Block describes the most important assets required to make a business model work.

As for any other similar trading market, handling food products requires many necessities to create, modify, store, produce and deliver. Therefore, it takes more than one asset to determine a high-quality product output. Among the factors taken into account are transportation channels and distribution channels.

Additionally, for the sake of development and growth, we made sure to include an adequate atmosphere to store higher amounts of products, machinery for packaging, and possibly a food modifying mechanism that would associate the company's value propositions when it comes to introducing new flavors and types to the Danish market. Financially, the business highly counts on stakeholders, and honest client interference, in order to secure a sustainable business model.

Key Activities

This section defines our main activities as well as what is needed to create, deliver, and manage the values we propose as well as ensuring that our business model is viable (Osterwalder and Pigneur, 2010).

Activity revolves around communication, partnership, and interaction are all made to stream ideas within a company's process and operation. Creating an atmosphere that allows for internal and external collaboration to flourish.

Developing strategic partnerships with potential stakeholders has been guided by networking activities. They are an arrangement of bonds with different parties which can help the business model run efficiently, such as relations with suppliers to ensure the desired quality and variety of products. As part of the key resources, we also included transport and distribution channels, which led us to focus some of our efforts on maintaining a solid platform alongside those partnerships.

In addition, another major activity of this concept involves merchandising, the process of buying and selling products to the target market by engaging in customer-oriented strategies designed to respond to their concerns. Moreover, sales are influenced by marketing tactics that appeal to particular segments of customers, which are primarily driven by a customer-oriented mindset.

The main objective of our company is to alleviate our clients' main concerns and come up with innovative and new solutions to address their challenges. Trying to differentiate from the competition, we strive to create unique nuts that satisfy the market needs with several tastes and flavors. This in turn will allow international tastes and methods of serving nuts to be introduced.

Key Partnership

As stated within the company's business model, our initial goal is to set and secure valuable relationships and partnerships with other parties in the market, for us to achieve the preliminary startup goals. These partnerships may be categorized based on the job's description and production phase.

Hence, importance is given with respect to the financial aspect, as well as the importance of the business's gradual growth in the Danish market. Negotiated and carefully studied key

partnerships would include manufacturers, suppliers, wholesalers, distributors, as well as logistics and transportation companies.

Cost Structure

Business models require adequate study in order to identify the most beneficial cost structure. The nature of the company's goals and products available in the specified market played a huge role and led to defining a clear plan with all the expectable spending and anticipated finance.

Therefore, a value-oriented cost structure is considered within the model, which is distributed to the products purchases, product storage, and other physical whereabouts and machinery, products distribution, transfer, as well as possible transaction agreements with partners such as payroll, individuals, and marketing sales.

More in detail, the characteristics of the cost structure are rather flexible and can widely be used depending on the encountered party, as fixed costs may occur to the workmanship within the production phase as well as the aforementioned business structure, in addition to other variable costs depending on the volume of goods required.

Financial Projection

In order to understand the cost of business operations and demonstrate the feasibility of achieving objectives, a financial projection had to be established to determine if the business could fulfill its promises and succeed. There are many aspects in the financial plan that run the main cost structure in conjunction with activities that make this idea relevant and viable.

While traditional theories about start-ups suggest that sophisticated financial planning and control are not helpful to very small and young start-ups, researchers have discovered evidence to the contrary (Mengel and Wouters). The performance of companies was found to be correlated with the use of financial planning and control systems. Additionally, projections of the financial statement may have significant implications for investors and taxation purposes.

It was investigated by (Cassar 2009) how the timing of preparations can impact the investment in the operating system and function. Presently, the financial projections will be based primarily on a five-year plan, and monthly analyses of the variable set will be

excluded. Whether the addressed concepts satisfy the assessment should be considered on a monthly basis and in more detail in the near future.

In order to develop the financial plan, an initial business estimate is derived from an analysis of startup costs and requirements. To be more specific, the financial plan discussed here refers to a financial statement that is based on certain assumptions and variables which have led to the development of the illustrated financial projection for this startup.

Assumptions

For the purposes of this analysis, the assumption of items sold annually is based on the following. The company is assumed to sell roughly one full container of mixed nuts each month, accompanied by partner verification. Standard containers for transporting specified products may hold up to 24 tons and have an interior volume of 32.7 m³ (elarum.com, n.d.). Based on this assumption, the selling prices are assumed to offer in order to satisfy the configuration of the value proposition that follows a fast follower model by delivering underprice competitors. For each category of products, the research defines prices that are quite lower than average. In addition to the categories of products to be sold, assumptions regarding how many units will be sold using the SI unit kg are provided in the forecasted revenue.

Forecasted Revenue

The forecasted revenue began with the definition of the four categories that would be sold to the targeted market, with an estimate of the units to be sold annually for each category. According to the categories, nuts with developed tastes, such as sweetened, smoked, or dipped in chocolate, are classified as examples. In response to earlier statements, the product is allegedly sold in mini grocery stores, hypermarkets, restaurants, and bars. Those are the most considerable segments of business-to-business customers. The revenue forecast is derived from multiplying the current average selling price by the number of units expected to be sold (Zucchi, n.d.).

FORECASTED REVENUE			
	Units sold annually	Average price per unit	Annual revenue per product
Raw Nuts (Almond, Cashew, walnut, pistacho, peanut..)	120000	90,00	10.800.000,00
Sweetened Mixed Nuts	30000	130,00	3.900.000,00
Chocolate Mixd Nuts	24000	160,00	3.840.000,00
Smoaked Nuts	84000	120,00	10.080.000,00
TOTAL OF FORECASTED REVENUE	21500	125,00	28.620.000,00

Forecasted revenue - own table

In any business entity, forecasting sales is an essential component because it allows a company to know how much it is expected to earn from its operations. Any organization that is sales-driven will require reliable forecasts for production to guarantee product availability. An accurate forecast can provide valuable insight into future revenues and can be used to develop a business plan, but concerns about the time required to prepare forecasts and sales professionals' biases may make the task less attractive (PlanetTogether, n.d.).

With the assistance of revenue forecasting, the business has been able to learn why, where, and how sales activities take place, which would allow the business to make better financial decisions.

Cost of Goods Sold

Further, assuming a moderate gross margin of 20 to 30 percent of revenue, which involves the gross sale that is equal to the net sales minus costs of goods sold. To be implemented in the following equation in order to define a new assumption for the costs of the goods sold. In this assumption, the costs of goods sold are estimated taking into consideration the market price for the purchased products, revenue, and the gross margin ratio (FreshBooks, n.d.).

$$[\text{Gross margin ratio} = (\text{total revenue} - \text{CoGS}) / \text{total revenue}]$$

COST OF GOODS SOLD		
	Expected gross margin	Annual cost of goods sold
Raw Nuts (Almond, Cashew, walnut, pistacho, peanut..)	20%	8.640.000,00
Sweetened Mixed Nuts	30%	2.730.000,00
Chocolate Mixd Nuts	30%	2.688.000,00
Smoaked Nuts	25%	7.560.000,00
TOATL COST OF GOODS SOLD		21.618.000,00
Estimated gross margin and COGS - own table		

CoGS, these are the costs associated with the purchase of goods that will be sold through this business concept. Costs of materials and labor directly involved in producing the goods from the suppliers are included in this amount. Indirect expenses such as distribution costs and sales force costs are excluded in the CoGS anticipation (Fern and O, n.d.).

Moreover, funding was considered primarily to be received through loans and personal investments, with annual tax, inflation, and depreciation of assets taken into account, as well for the clarity and probity of the study. Detailed financial statements are provided in the ([Incubation Appendix](#)).

Financial Planning

Financial planning helped in forecasting the business' cash flow expectations and its ability to cope with obstacles. As a result, financial planning has played an essential role in driving a successful business model. A model for the financial analysis was developed by defining major segments of the financial statement, such as profit or loss, balance sheet, and cash flow projection. The financial planning was built on a five-year financial projection, which is both useful for improving cash flow and cutting waste, as well as helping to achieve the long-term goals faster (Vance, 2020).

A business plan's financial forecast, an important element, consists of three major components: (The Business Plan Shop, 2020)

- A statement of profit and loss
- Balance sheet
- An overview of cash flow

On the next step, profits and losses analysis was conducted with the purpose of providing reliable resource allocation, where the main step of financial management is to make sure the right resources are allocated in pursuit of strategic initiatives in delivering customer satisfaction (Svatošová, 2017).

Financial Statements

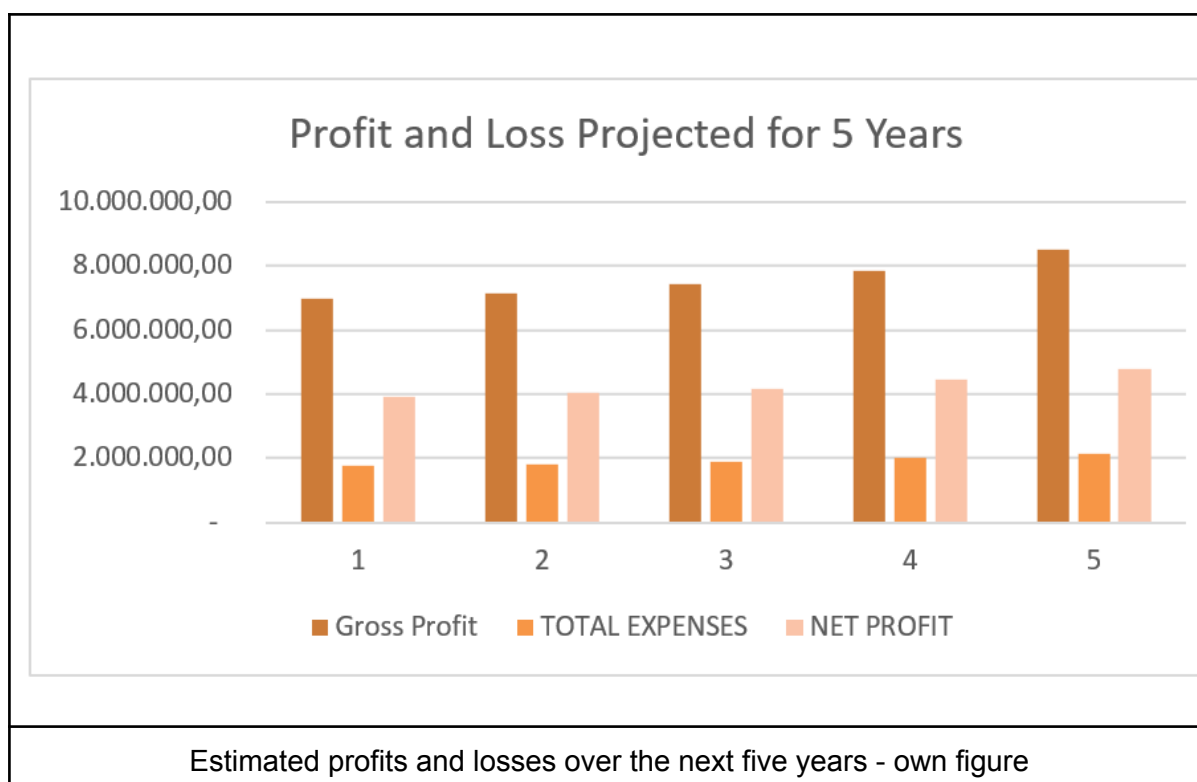
The profit and loss analysis includes a five-year plan divided into five columns and multiple groups to summarize revenues, costs, and expenses. The tool helped initially in finding the gross profit that is calculated by subtracting the cost of goods sold from the total revenue each year, where the results can be seen in the graph below.

$$[Gross\ profit = Total\ revenue - Cost\ of\ goods\ sold]$$

Defining the expenses that run parallel to a business' operation is also an important aspect of the profit and loss statement. Without these expenses, a business would, in theory, cease to exist. The expenditures were chosen based on research and a number of assumptions in a reasonable manner with the intention of clarifying further the net profit. The following equation illustrates the results of defining the net profit by taking into account taxes, operating, recurring and non-recurring expenses. On top of that, the full table of profit and loss projection can be found in ([Incubation Appendix](#)).

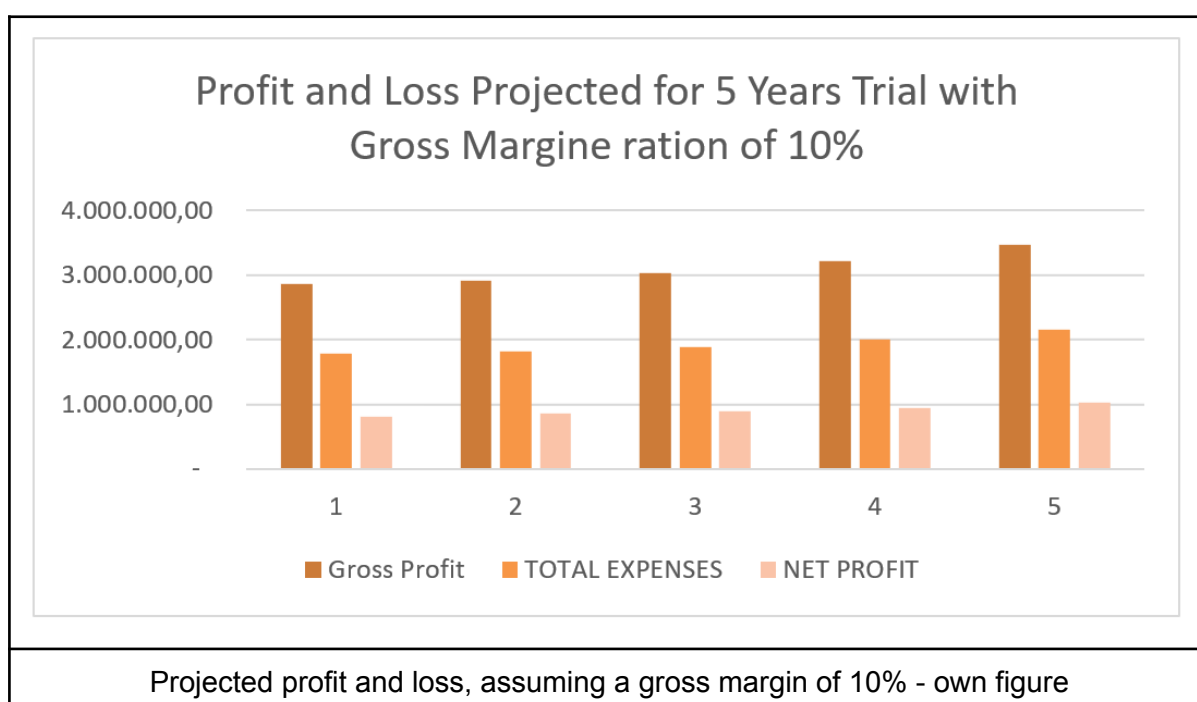
$$[Net\ profit = Total\ income - Total\ expenses - Total\ taxes]$$

This graph illustrates most of the variables in the equations that were used to calculate the income generated by the company over the first five years, enabling the company to make a quicker decision that is feasible. The net profit is to be used next in the cash flow statement as the net income that is pertained in the statement of operating activities.



Additionally, the graph represents the company's growth and shows the revenue increase during the years along with the estimated gross margin.

Moreover, a 10% gross margin was given a trial, to better anticipate when turnover is not as expected to show a significant shift in net profit and the net profit in the cash flow would be reasonably low as indicated in the graph trial below.



As well as profit and loss projections, a balance sheet was identified that contained assets, liabilities, and projected the equity of the business if it is in negative territory or turning positive. This is a situation where the business' equity will increase when revenues and profits are generated. On the other hand, if expenses are incurred and losses are recorded, the owner's equity will decrease. Therefore, a negative owner's equity occurs when the liabilities exceed the assets (Patriot Software, 2018).

$$[Total\ equity = Total\ assets - Total\ liabilities]$$

Furthermore, the projection of equity facilitated the creation of a fuller picture of the balance sheet, empowering investors and stakeholders alike. A balance sheet provides information about the company's financial status, including how much debt the company owes and what it owns. It is important for investors to understand balance sheets, access them, and analyze them (Staff, n.d.). Please refer to ([Incubation Appendix](#)) for access to the detailed balance sheet.

The analysis is further followed by a cash flow projection, which helps determine how much resources will come into and leave the company in the future. As a result of forecasting cash flow, it was possible to compare net income with expenses to determine whether the company had achieved its financial objectives or not. To determine the ending cash balance, the total financing activities were added to the total operating activities, derived mainly from the following equation, and adapted for the cash flow projection (NorthOne Blog, 2020).

$$[Ending\ cash = Beginning\ cash + Projected\ inflows - Projected\ outflows]$$

In addition, the cash flow in the company is observed to increase on an annual basis as a result. In this case, cash flow is primarily determined by operating activities, which are greatly impacted by net income, depreciation, and total liabilities. Cash flow and the ending cash balance have experienced significant improvement since the net income and total liabilities have consistently grown and decreased sequentially and annually. Although it makes sense that all activities from financing to operations, as well as the ending cash balance, are increasing due to the increased revenue and cumulative spending.

Validation

The validation process is mainly divided into several main experiments for the current period, where the validation seeks to implement a Lean Startup method. Validations are made to

define new ways to enter a market in order to explore different possibilities to dive into. This is done by setting focus on different factors during the experiments, where the factors vary from customer expectations to marketing tools. The applied testing is made to evaluate this business concept's initial assumptions, that attempt to analyze the selected market desire to purchase the offered products, along with the evaluation of the market product fit and purchasing behaviors. Using a rapid and lean testing tool will allow the collection of qualitative and quantitative data for this study, which signifies a solid foundation for the validation framework.

According to Eric Ries, the Lean Startup Method is about "learning how to drive a startup, how to steer, when to turn, and how to persevere and grow a business with maximum acceleration." ("TOC 2012: Eric Ries, 'Keynote'"). The Lean Startup provides a logical framework for testing and validating hypotheses in a way that helps capture opportunities quickly. As outlined in this method, there are three main considerations: Planning or Building, Measuring or Testing, and Learning or Earning.

Generally, validation methods used in this phase of incubation might deviate from the Lean Startup method, where experiments and exploring the market are the goals, that are built-in limited iterations and not as expected. The hypotheses beyond the experiments are also updated, or they are totally rewritten, as pivoting takes place. By the end, the framework will be able to discover customers' expectations that will simplify the implementation of future marketing tools. The method would allow us to produce a minimum viable product that could be tested in the market by potential customers.

As for this research, the validation process has been divided into **two** main stages which will allow the investigation for testing the viability of the offered product. Moreover, validation serves as an initial market confirmation, enabling our team and executives to build up reliable knowledge that assists in visualizing and illustrating new ideas and solutions for common challenges.

Therefore, the validated business model used would be aimed at focusing on customer satisfaction and delivering a unique selling proposition that would set this company apart from existing competition. A noteworthy point about this framework is that it is designed to address both B2C and B2B customer types; the project is structured to represent the selected criteria, topics of discussion, questions, and learnings in the experiments applied.

First Experiment - Product Market Fit

An initial experiment is intended to test the viability of our ideas and guide the identification of possible problems and customers' major pains. Our primary goal here is to develop concepts and test them through qualitative data collection among potential end-users in the massive market. During the process of inviting survey participants, one of the essential criteria was that customers should have an interest in nuts and enjoy eating those healthy nutritious foods such as nuts both as snacks and as part of a recipe.

This market survey aimed at determining whether there was a viable market for nuts and whether consumers were willing to purchase our product in the targeted market. The survey participants are mainly potential B2C customers who represent a portion of the targeted market and could possibly be considered as end-users. Neither age, gender, sex, nor occupation was considered in identifying respondents. In addition to this, it is essential that potential customers live in the demographic of the market segmentation that indicates their location, who are inhabitants of the Kingdom of Denmark.

Additionally, the first iteration is being planned so that the end consumers' preferences can be tested. The experiment focused on understanding the purchase behaviors of end-consumers when purchasing their favorite nuts, while also at the same time, highlighting potential market buying power.

We used a survey rather than an interview, so we can collect enough responses in the form of statistical data. The advantages of conducting a survey include easier analysis, higher sample sizes, and the ability to collect results and information faster than the use of interviews. In order to define the proper analysis for the proposed survey, a predefined set of questions is addressed that is based on the company's core values, mission to deliver and core product. In designing this validation piece, we selected a simple structure and limited content. However, users would not be able to engage their feelings, which is unfortunate.

The First Experiment's Test

In this experiment, we will gather some data and information which will allow us to be more knowledgeable and confident about the addressed market. The information we gather will be used for the development of a learning curve for this new venture. Defining the concept to be evaluated is key for setting out further investigations, selections, rejections, or explanations that are to be further examined, chosen, or elaborated. The hypothesis is a prediction for the potential customers' reaction to the applied experiment, as well as a starting point for the

experiment to guide testing ideas and deliver the value intended to the end-users. An additional aspect to be examined in this experiment is the types of nuts favored by some Danish communities.

During the validity period of the test, the questionnaires were available from June 2021 through September 2021. The survey is a questionnaire given to potential customers, a group of people who are located across Denmark and have an intention of purchasing as well as obtaining the offered products. This survey involved 32 active respondents to be found in Denmark. Answers were provided by the respondents who are each consumer of nuts or have some link to the addressed topic, therefore they were able to provide valuable answers. Survey participants were given a questionnaire to fill out. As a startup, the results are useful since they focus on specific audiences living in similar areas. However, on a larger scale, the results could not be relied upon. Survey questions and results are included in the ([Incubation Appendix](#)).

The First Experiment's Learnings

The data suggest that people purchase nuts or use nuts on a regular basis, so in fact, nuts play a significant role in some people's lifestyles, particularly in the context of food consumption, healthy snacks, or sweets and desserts.

This result allows us to envisage how this business can be developed in the future elaborating on our e-commerce platform since most of the nuts are bought from traditional shops but some are also purchased online.

It is evident that consumers will be open to trying our specials since they don't mind trying new flavors and types in general. Thus, if the product could be made and developed in a unique way and reach the same or more number of users, as such it is an encouraging sign.

We cannot reach any concrete conclusions, but we do know that the majority of people, according to our results, focus on the quality of the products first. However, we also know that price follows next, and in our case, price is just as important as other factors to be considered.

- Find out which customer type is best to acquire from the assumption discovered earlier in the process.
- Check to see which companies compete in this market and whether there is a red ocean.

- For this type of customer, less purchases are made, and different packaging is preferred.
- The business model should be expanded to include competition and match products such as those of Taffel nuts, Alesto, and other B2C nuts suppliers.

Second Experiment - Product market Demand

This evaluation focused on analyzing the targeted audience outlined by the B2B customer type, which is mainly determined by firmographic segmentation. The experiment focused on validating the business idea when it came to selling and dealing with businesses. As described in the Discovery phase, smaller to medium-sized firms such as grocery stores and cafes are candidates.

Furthermore, we have selected the groups that would like to discuss their current major pains and problems, as they may be able to guide the validation journey at this point. Our process is centered around a problem-based learning model, where we aim to achieve customer satisfaction by meditating on their pains. An approach like this could lead to pursuing the market fit and defining the market demand, by reaching out to the targeted groups of customers, along with the desire to discover new segments of the market.

The second experimentation is built to ensure that the targeted customers do have a certain demand for the offered products. Our goal is to find a solution to our customers' initial problems that is based on a unique solution adapted to the market conditions and customer expectations. As a result of demonstrating value and offering products to meet customer needs, this will develop customer loyalty and satisfaction.

Early Communication

As an initial step of a second experiment that will serve as validation of demand for the product in the targeted market. Developing early communication skills for good reasoning is necessary for the nascent communication genre, where our main focus is on recognizing, assessing, and responding to our potential customers' concerns, in order to establish positive relationships. Approaching potential customers enables us to build a path for relationships and to create products that meet customers' needs. Additionally, after validating the Business-to-Consumer brief, we now move on to verifying our selected customers.

Many companies that we believe might be a good fit as potential clients or partners were contacted. A series of communication tools was used initially to connect with the targeted clients. They were chosen first based on research and networking. Phone calls, video calls, social media discussions, and personal interactions were the most common forms of communication between us. Communication was mainly handled with stakeholders that would represent future clients of our business idea. Our main goal was to create an invitation for the second experiment's test.

The Second Experiment's Test

Our approach to detecting the major pain points involves semi-structured interviews with targeted B2B customers. This is part of our qualitative data collection strategy, which tests the established hypothesis with the defined interviews. A pre-interview process is required in order for this to be true, in which the interviewers prepare open-ended questions that are designed to seek answers to the hypothesis. Among the first things to be tested, is the targeted customers' interest in our proposed product; this will guide the validation technique on testing the market demand for our offers. Customers' consumption of the offered goods in a certain period would be considered as market demand. The data could be used to create an estimate of the target market consumption, the liquidity of the market, and the amount of inventory turnover that could be used to measure how often the inventory is sold (TradeGecko).

Customers are facing some essential pains that are destructing the way they currently run their businesses, and the processes involved beyond that are dependent upon a number of factors, including suppliers, distribution, customer satisfaction, and awareness. Moreover, by utilizing the acquired knowledge, our company's business model will be more effectively defined, allowing us to allocate our current resources more effectively.

The goal is to establish communication channels with potential customers by initiating a customer relationship that will guide the way this company operates and engages with its customers, which will allow for tailored marketing entry and an improved customer experience. Our business's primary focus is its customers, and securing consistent solutions to their initial problems would be beneficial to all parties. These findings and the outcome of the test will guide the selection of the best tolerance configuration for the selected business model as well as the development of the current model.

Furthermore, we have gained a deeper understanding of the business idea through the validation analysis step, which has resulted in new ideas for future investigation as well as

new avenues that could be explored to determine the strongest fit for the market and the demand for the offered product.

Based on the preoccupation with discovering new ideas and striving towards creating an exceptional customer experience, the following questions are constructed. We conduct interviews with as many potential customers as possible in order to obtain qualitative information. Since this project process has to be restricted due to time constraints and limitations, we are unable to take on more iterations. In addition, the representation of the interviews will be allocated to five direct customers who have demonstrated a genuine interest in the addressed concept at earlier stages, and have been highlighted in the Business-to-Business section of the report. Overall, the results are summarized as follows:

- ***Question mark related to the targeted market / Who are your targeted customers?***

Younes shop:

According to Mohammad Younes “We set up our shop to meet the needs of people living in the surrounding neighborhoods since we are a small business that is always looking for new customers. You can see students from Aarhus Kollegiet and its surrounding residence halls, as well as local residents, at our shop. Our Arabic, Persian and Asian products also draw clients whose cuisine uses this type of product. Despite having some clients still flock to our second shop in Horsens where we had been until recently, we also tried to build a loyal following there.

Dubai Market grocery store:

An employee at the shop said, “Our customers mainly come from Middle Eastern, African, and Eastern European countries (including visitors passing by the road while returning home or going to any other destination usually pass our shop on the way).” Moreover, targeted customers share similar consumer behaviors regarding food consumption that is culturally related as well as socially driven.

A representative of the shop said, "The other group of clients we target is the owners of small Arabic/Asian shops. Our products provide them with a good selection of different unique products not readily available on the Danish market."

Aleppo Sweet (nuts, dried fruits, and sweet shop):

The customer group at this shop is primarily B2C who is interested in purchasing confections or nuts. Customers come from the city center and the pathways linking nearby neighborhoods since this sweet shop is not too far from the heart of Horsens in the region of Midtjylland. It is important to emphasize that in this shop, those customers most likely to make repeat purchases are those who are interested in eating healthy snacks and they are residents of Horsens. The owner and staff at the company provide their customers with a unique level of customer service, which is ultimately what makes them loyal to the business.

In addition to gift-buying for holidays and special occasions, they have people who purchase sweets, chocolates, and nuts for celebrations.

Abu Ivan (Horsens):

Located near the center of Horsens, the shop is in between Netto and An Asian Shop where they mostly attract the loyal customers that they have had over the years. In the owner's opinion, having regard to the behavior of the customers regarding nuts' purchases, it has primarily been the purchase of nutrition and tremendous flavor that has primarily motivated customers to purchase nuts.

Coffea Sentio (Horsens/ Vejle)

The employee said, "We are right on the ground floor of Bytorv Horsens (the only shopping center in Horsens) near the main entrance of the shopping center. We are open every day and have something for everyone, from our delicious espresso to our various cake selections. The VUC-HF-Gymnasium students and the workers of all the stores in our shopping center, as well as the shoppers, are our main customers."

- ***What are the marketing strategies implemented by your organization to address the selected customer groups?***

Younes shop (Brabrand):

Younes' business is focused on delivering high-quality fruits and vegetables, providing exceptional customer service, maintaining hygienic standards, and being transparent, compared to other businesses of a similar nature.

Dubai Market grocery store:

The price that is competitive, incentives, special offers, take five pay for four, and so on target small businesses and large purchases from end-consumers, people who consume plenty because of their large families, communities, and organizations.

Hasle grocery store:

Providing a wide array of food products and solutions, where products and price information are clearly displayed with price and discount information.

Kweider Sweets (nuts, dried fruits, and sweet shop):

Creating interiors and presentations that are tailored to a specific culture and background, all for the benefit of satisfying the expectations of customers.

Abu Ivan (Horsens):

One of the major assets for the implementation of the marketing strategy was the word of mouth of customers, where their customers seem to appreciate the service they receive. That is why a significant portion of their customer base is aware of the store in their surroundings that facilitates the dissemination of information and creates a valuable and powerful tool that can be aimed at capitalizing on the market and enabling a business to flourish.

Coffea Sentio (Horsens/ Vejle):

Since we are passionate about quality, we control the entire value chain so that the beans that are grown with love will produce the best possible aroma and taste. To ensure optimum freshness, we always grind and brew the product just before serving. Quality is just one part of what we do: we ensure all raw materials have certificates supporting sustainable agriculture. Specifically, we are concerned about minimal CO2 emissions, and we ensure that our packaging can be composted without harming the environment, as well as using plastic mugs made from 70 percent recycled material. As we already try to make the world a better place, we get a lot of support from our clients as we grow so rapidly.

- ***Analysis of the existing market solutions and the competition's offerings and innovation level / What are the current solutions in nuts you are offering to your targeted audience?***

Younes shop (Brabrand):

They sell only a limited range of nuts in plastic containers.

Dubai Market grocery store:

There is a wide variety of options for the packaged nuts that they offer, but then they have their own stands where they sell the unpacked nuts that customers can get the desired amount of.

Hasle grocery store:

Bags of nuts are ready all the time, which come in a variety of sizes, mixes, and types for different uses (snacks, diets, cooking).

According to them, "we know that during celebrations some clients will consume more nuts in this season because they are celebrating a religious feast by making sweets and

feasts require us to consume a lot of nuts, so the mentioned shop decides to offer higher discounts for higher quantities of customer's purchase."

Kweider Sweets (nuts, dried fruits, and sweet shop):

During the conversation with the operators, they said, "Mainly Arab Sweet is what this shop is known for. Most of its operators are Syrian while the Oriental Sweet is mainly Middle Eastern. In our shop, nuts make up the heart of all of our desserts, so we consume them in large quantities. Moreover, we have a section where we offer nuts in similar presentation to the ones from our homes. The various types of nuts we offer range from pistachios, walnuts, seeds and many more. Additionally, our shop delivers a spicy nut flavored with Asian and oriental flavors. These nuts are packaged in both paper and glass containers at the moment."

Abu Ivan (Horsens):

Variety of nuts but limited tastes only salted and raw, not packaged so that it is easy to customize how much you want.

Coffea Sentio (Horsens/ Vejle):

The way we serve the nuts in our milkshakes, smoothies, and cakes, as well as the way we make our cakes and pastries, are unique from some other available solutions.

- ***To understand our customers' major pains, concerns, and expectations. / What are your main concerns about the market?***

Younes shop (Brabrand):

As stocks fluctuate according to various indicators, businesses have a difficult time knowing when and where they should maximize their resources and buy their products. As an example, the stock market was affected by the unexpected event that occurred in the

Suez Canal at the end of March, where a container ship blocked the canal for six days. It has caused a delay in many shipments, affecting all market participants.

Dubai Market grocery store:

The government sets standards in selling and distributing products, especially food, which are based on the government's focus on what the people consume. In addition to complying with the standards, the goal of collaborating with the Dubai market is also to achieve good standards.

Hasle grocery store:

According to the owner, "product knowledge is imperative to understand what the majority of our customers prefer, what they would expect, and what they believe is important.

Kweider Sweets (nuts, dried fruits, and sweet shop):

Logistics, in this case, go beyond the delivery and time needed for the goods to arrive from the wholesaler, who supplies the store with nuts from the warehouses in the Netherlands and Belgium.

Abu Ivan (Horsens):

We have discussed how the gentrification movement and the building process can adversely affect our community and their businesses.

Coffea Sentio (Horsens/ Vejle):

There's a possibility that the rented shop may not be available to rent in the next few years since the city is getting bigger and crowded and the center of the city might be replaced or it may close in the future.

The Second Experiment's Learnings

As a result of the applied validation process, the data collected has created an in-depth knowledge of the targeted audience and their marketing strategies. Our interviews with small and medium-size entities have shown the main buyers of our selected customers that are based on the targeted geography. Sector differentiation is very strongly correlated with the flow of customers entering and exiting the store's area, which in fact makes their customers' awareness very much tied to their physical stores' locations. Additionally, our study shows that our consumers' choices of nuts are generally driven by price, quality and origin, and sometimes the organic nature of the nuts. The behavior was recognized during the interaction with Younes-Shop, who explained that end-consumers primary concern regarding nuts is the price. Therefore, they tend to care less about which nuts are organic, therefore that is what we need to worry about.

Since the interviews were consistent, there was no problem in comparing concerns, ideas, and requirements. As a result of semi-structured interviews, we were able to get a real sense of what potential customers needed and were able to speak freely about their feelings, business operations, and evident problems. Besides allowing us to understand how potential customers allocate purchasing decisions, it also allows us to see what the decision-making units are, which are referred to as purchasing centers. "The decision-making unit of a buying organization is called its buying center. It consists of all the individuals and units that play a role in the business purchase decision-making process. This group includes the actual users of the product or service, those who make the buying decision, those who influence the buying decision, those who do the actual buying, and those who control buying information." (Kotler and Armstrong 187–200).

- To validate the results more effectively, future iterations need to be conducted on the defined experiment results for better learning and more useful outcomes.
- It is essential that future iterations and research be backed up with samples that are representative of the final product.
- In addition to design works and researches for the product that we intend to introduce upon market entry, our firm foundation was founded with assurances that even the least viable versions could be tested and tested. In turn, the determined customer segment must approve or reject the final offers, and from there our decision is made whether to pivot or to investigate further.

- As a final note, we plan to interview different market segments, including bars and restaurants, at some point in the future. In order to approach other target customer segments in further detail.

Incubation's Reflection

In this chapter, both qualitative as well as quantitative data research methods are used to evaluate the proposed business model. Whereby the main characters of the validation process applied are mainly focused on validating the business concept and testing its viability with regard to sales through a lean and rapid approach.

By learning from applied research, questionnaires, and interviews, we have been able to pivot to only work with B2B at the beginning of this project. Business-to-business varies significantly, but this project aims to compete with suppliers to selected clients in particular. Several small and medium-sized businesses expressed a willingness to purchase mixed nuts monthly for reasonable amounts.

Raising and expanding the business model are the two major variables that contribute to the development of several advantages. Such as, focusing on the issues of our customers and learning continuously from the existing market on all of the different aspects of the nut industry, both production, and distribution.

That concludes our exploration of the business investigated and its market environment. The ability to assess the identified opportunities in the chosen market enables us to identify ways of nurturing this startup from seed to fruition.

Conclusion

Our study concluded that the assigned concept is the development of the business model, leading to the evolution of an enterprise that will enable us to enter the wholesale food industry, focusing in particular on nuts. As a result of the concept created, we focused on developing a reliable, efficient, and innovative business model. Research and development are primarily driven by the knowledge gained from analyzing the discussed topics in an aim to learn from current mistakes so as to be able to adapt accordingly and achieve the desired

learning and self-development. Yet, a process still needs to be further tested to determine if it can be optimally exploited within both the selected boundaries and beyond them.

According to the results obtained, the process of applying the entrepreneurial approach to the specified industry in conjunction with the research implementation mostly entails discovering the potential of the concept and conducting a thorough market analysis in order to help facilitate this venture. Additionally, the project incubation phase is then undertaken based on the results of the discovery phase. In particular, business models and project budgets were developed, all of which were evaluated further in validation activities. The study was carefully screened in order to verify our ideal customers, target market, and selected group, based on a comprehensive evaluation as well as marketing efforts and communications strategy.

As part of the research, we also emphasized a customer-oriented marketing strategy that is largely tailored to provide them with solutions to their problems. Our goal is to provide unique solutions that deliver extraordinary experiences by applying problem solving and entrepreneurship strategies that have assisted us in creating this research. As a result, the researcher was able to respond to the first cited quote by demonstrating the fact that this business concept is designed to make unembodied wealth that far exceeds tangible profits. By keeping on promises while promoting values, it is possible to build a reputation, maintain reliable relationships, and keep recurring customers, which increases brand awareness and allows us to gain traction in the Danish market.

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Appendices

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Omar Alafandi master's thesis contract - adapted (www.mp.aau.dk, n.d.)

EE4 module and Curriculum - (studieordninger.aau.dk, n.d.)

Ideation presentation - own figures

Brainstorming the process - own figure

Raw cashew harvesting seasons - (Maftei, 2014)

Cashew processing scheme - (Maftei, 2014)

Cashew top world exporter - (Tridge, n.d.)

Leader in exports to Denmark of cashew nuts - (Tridge, n.d.)

Walnut top world exporter - (Tridge, n.d.)

Leader in exports to Denmark of walnuts - (Tridge, n.d.)

Almond top world exporter - (Tridge, n.d.)

Leader in exports to Denmark of almond nuts - (Tridge, n.d.)

Global production of almond - (Tridge, n.d.)

Countries with the highest almond production in 2019 - (Tridge, n.d.)

Discovery, Mind mapping is developed, with a view to exploring the lean method - own figure

Ranking of companies in the retail trade industry in Denmark - (Statista, n.d.)

Turnover of organic nuts and almonds in retail shops in Denmark - (Statista, n.d.)

Average household consumption expenditure on dried fruit and nuts in Denmark - (Statista, n.d.)

The startup website homepage - own figures (Danuts, n.d.)

Start-up facts page - own figures (Danuts, n.d.)

Other competitors - own figure

SWN one pager - own figure

SWN presentation - own figures

Business model canvas - (Osterwalder and Pigneur, 2010)

First assumption financial projection - adapted worksheet (Spreadsheet123.com, n.d.)

Profit and loss projection - adapted worksheet (Spreadsheet123.com, n.d.)

Balance sheet projection - adapted worksheet (Spreadsheet123.com, n.d.)

Cash flow projection - adapted worksheet (Spreadsheet123.com, n.d.)

Loan calculator and schedule - adapted worksheet (Spreadsheet123.com, n.d.)

B2C survey questions and results - own figures

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Generation of a second idea - own table

Planning the discovery process - own table

Creating a persona and determining its variables - own table

PEST analysis - own table

Planning the incubation process - own table

Validation preparation and backstage actions - own table

Introduction's Appendix

Master's Thesis Requirements

9/22/21, 1:53 AM

Master's Thesis (2021/2022)



MASTER'S THESIS 2021/2022

PREREQUISITE/RECOMMENDED PREREQUISITE FOR PARTICIPATION IN THE MODULE

The module adds to the knowledge obtained in 1st – 2nd Semester.

CONTENT, PROGRESS AND PEDAGOGY OF THE MODULE

LEARNING OBJECTIVES

KNOWLEDGE

- Demonstrate overview and deep knowledge regarding the chosen subject of relevancy to innovation and/or entrepreneurship.
- Explain the scientific basis and scientific issues within the specialization.
- Explain the highest international research in the field of specialization.

SKILLS

- The student must be able to analyse a need or problem using various advanced theoretical perspectives related to the choice of specialization.
- The student must be able to critically identify possible conceptual solutions or development directions using theory and to contribute to the implementation of such solutions.
- Demonstrate good communication skills.
- Master the scientific methods and general skills related to the field of specialization.
- Compose a project report according to the field's norms, use correct professional language, document extensive inclusion of relevant original literature, communicate and discuss the project's research-based basis and problem and results in a written, graphic and oral manner in a coherent way.
- Critically evaluate the project's results in relation to relevant original literature and current scientific methods, models and evaluate and discuss the project's problem in a relevant technical scientific context.
- Assess and put the project's potential into perspective for further development.

COMPETENCES

- Contribute to the development of a conceptual solution by synthesizing innovation and/or entrepreneurship theories with empirical insight.
- Critically evaluate her/his own analysis and solutions.
- Contribute to the continuous development or enrichment of theories of entrepreneurship and/or innovation.
- Participate in and independently carry out technological development and research, as well as solve complex tasks using scientific methods.
- Perform planning, implementation and management of complex and unpredictable research and / or development tasks and assume a professional responsibility for completing independent academic tasks as well as interdisciplinary collaborations.
- Independently take responsibility for own professional development and specialization.

TYPE OF INSTRUCTION

<https://moduler.aau.dk/course/2021-2022/M-EE-K3-3A>

1/3

9/22/21, 1:53 AM

Master's Thesis (2021/2022)

In this module, the Master's Thesis is carried out. The module constitutes independent project work and concludes the programme. Within the approved topic, the Master's Thesis must document that the level of the programme has been attained.

EXTENT AND EXPECTED WORKLOAD

Since it is a 60 ECTS course module the expected workload is 1800 hours for the student.

EXAM

EXAMS

Name of exam	Master's Thesis
Type of exam	Master's thesis/final project
ECTS	60
Assessment	7-point grading scale
Type of grading	External examination
Criteria of assessment	The criteria of assessment are stated in the Examination Policies and Procedures

ADDITIONAL INFORMATION

The master thesis can be conducted as a long master thesis using both the 3rd and 4th Semester. If choosing to do a long master thesis, it has to include experimental work and has to be approved by the study board. The amount of experimental work must reflect the allotted ECTS

FACTS ABOUT THE MODULE

Danish title	Kandidatspeciale
Module code	M-EE-K3-3A
Module type	Project
Duration	1 semester
Semester	Autumn
ECTS	60
Language of instruction	English
Location of the lecture	Campus Aalborg
Responsible for the module	Frank Gertsen
Used in	Master of Science (MSc) in Technology (Entrepreneurial Engineering), 2020

ORGANISATION

Study Board	Study Board of Production
Department	Department of Materials and Production
Faculty	Faculty of Engineering and Science

<https://moduler.aau.dk/course/2021-2022/M-EE-K3-3A>

2/3

Master's thesis 2021/2022 - (moduler.aau.dk, n.d.)



Omar Alafandi Master's Thesis Contract

Study Board of Production
Study Board of Mechanics and Physics



AALBORG UNIVERSITY
DENMARK

Application for Thesis Contract

Full name(s) and student number(s): Omar Alafandi; 20196729	
Study programme: Entrepreneurial Engineering	
Supervisor(s): Frank Gertsen <fgertsen@mp.aau.dk>	
Collaboration with a company or alike: Company contact person:	
Project title: Trading Entrepreneurship within the Nut Industry - Business Concept Number of ECTS: 30	
Starting date: 01-02-2021	Date of submission: 15-10-2021
Description of the thesis: Trading is a basic economic concept concerning the purchasing and offering of goods or services. In this master's thesis, the aim is to discover a business opportunity that is formed to import a variety of nuts (food) into the Danish market. Moreover, defining new paths to develop a shift towards Blue Ocean through delivering tailored customer services. The solution is particular to Danish customers' preferences who represent the end users in the targeted market. The DIA approach serves as a foundation for this research journey that guides the creation of a conceptual company. Additionally, building a comprehensive knowledge in the acquired fields and support innovation beyond the designed business profile. The body of the project aims to contribute to the unique opportunity, by exploring the market potential and stakeholders' capabilities. Through problem-based learning processes a validation of this concept's viability is being investigated. In addition, this venture seeks to create a relation between the international trades and entrepreneurship with a robust desire of fruitful results. The main roots for this project count	

on research, supervisions, literature, and interviews mainly contribute to this work development and guide it to thrive.

Plan for thesis supervision and lab work:

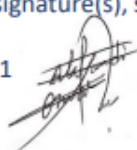
The thesis supervisor meets with the student approximately once a month. and when it is necessary, to discuss progress, time schedule, resources, lab work, ideas, issues etc.

Contingency plan: (only if thesis is >30 ECTS)

A thesis of more than 30 ECTS should be experimentally based. The contingency plan shall take into account how the students can finish the thesis even if they are subject to factors beyond their control, e.g. delayed external deliveries, equipment breakdown and similar. The contingency plan should be made by the supervisor in cooperation with the student(s).

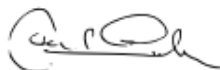
Date and signature(s), student(s)

16-06-2021



Date and signature, supervisor(s)

17.6.2021



Approved by Head of Studies, Jens Christian Moesgaard Rauhe

Date: _____ Signature: _____



Jens Chr. Rauhe
cn=Jens Chr. Rauhe,
o=Department of Materials
and Production, ou=Head of
Studies and Vice-head of
Department,
email=jmr@mp.aau.dk, c=DK
2021.06.18 15:12:18 +02'00'

Application should be sent to the study board

Study Board of Production: snp@mp.aau.dk

Study Board of Mechanics and Physics: snmp@mp.aau.dk

Omar Alafandi master's thesis contract - adapted (www.mp.aau.dk, n.d.)



Entrepreneurial Engineering Master's Thesis Module

Entrepreneurial Engineering 2017

MASTER'S THESIS

2019/2020

PREREQUISITE/RECOMMENDED PREREQUISITE FOR PARTICIPATION IN THE MODULE

The module adds to the knowledge obtained in 1st – 3rd Semester.

CONTENT, PROGRESS AND PEDAGOGY OF THE MODULE

LEARNING OBJECTIVES

KNOWLEDGE

- Demonstrate overview and deep knowledge regarding the chosen subject of relevancy to innovation and/or entrepreneurship.

SKILLS

- The student must be able to analyse a need or problem using various advanced theoretical perspectives related to the choice of specialization.
- The student must be able to critically identify possible conceptual solutions or development directions using theory and to contribute to the implementation of such solutions.
- Demonstrate good communication skills.

COMPETENCES

- Contribute to the development of a conceptual solution by synthesizing innovation and/or entrepreneurship theories with empirical insight.
- Critically evaluate her/his own analysis and solutions.
- Contribute to the continuous development or enrichment of theories of entrepreneurship and/or innovation.

TYPE OF INSTRUCTION

Since it is a 30 ECTS course module the expected workload is 900 hours for the student.

EXTENT AND EXPECTED WORKLOAD

In this module, the Master's Thesis is carried out. The module constitutes independent project work and concludes the programme. Within the approved topic, the Master's Thesis must document that the level of the programme has been attained.

EXAM

EXAMS

Name of exam	Master's Thesis
Type of exam	Master's thesis/final project
ECTS	30
Assessment	7-point grading scale
Type of grading	External examination
Criteria of assessment	The criteria of assessment are stated in the Examination Policies and Procedures

Entrepreneurial Engineering 2017

FACTS ABOUT THE MODULE

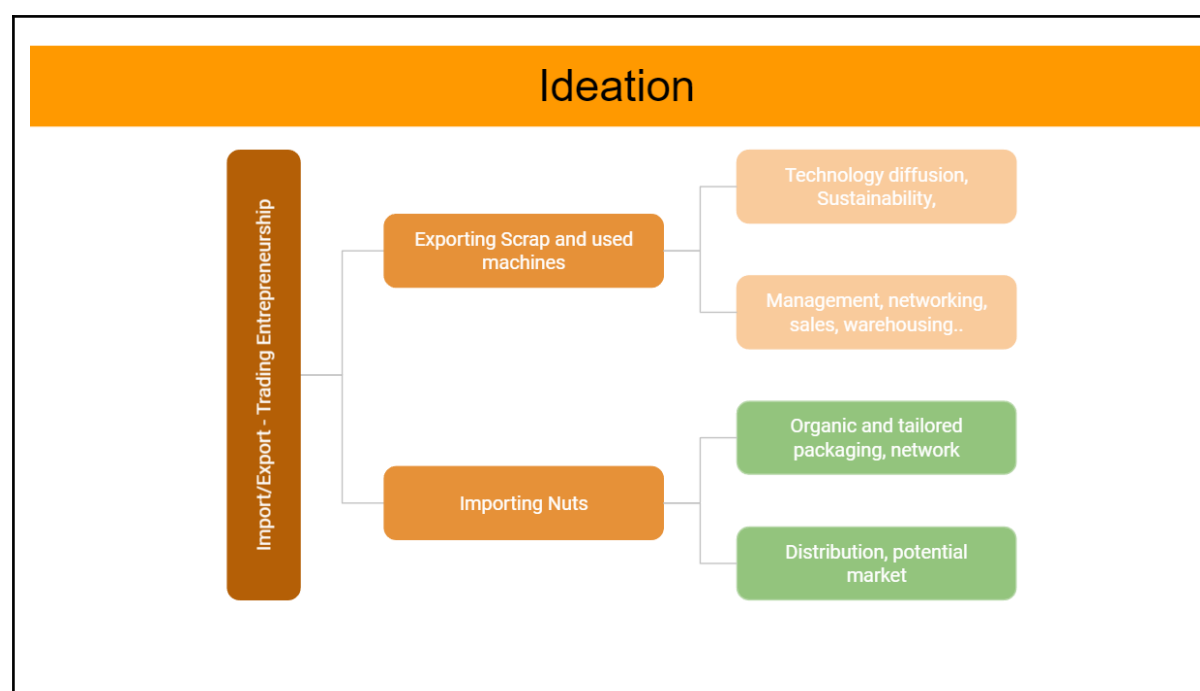
Danish title	Kandidatspeciale
Module code	M-EE-K4-1
Module type	Project
Duration	1 semester
Semester	Spring
ECTS	30
Language of instruction	English
Location of the lecture	Campus Aalborg
Responsible for the module	Frank Gertsen

ORGANISATION

Study Board	Study Board of Production
Department	Department of Materials and Production
Faculty	Faculty of Engineering and Science

EE4 module and Curriculum - (studieordninger.aau.dk, n.d.)

Ideation Phase Representation



Viability indicators for successful startups in specific(trading) industry.

Conceptual approach to ease the businesses integration within a certain/specific industry.

Cases to be studied:

- Local companies that are enrolled in importing and exporting businesses.
- Life cycle on the selected cases (startups).
- Driving factors and characteristics.
- Differentiate failure from success.
- Join the market and apply results from data collected. (experiment phase)

Barriers for entrepreneurial startups to succeed.

Methodology

- Inductive research
- Design thinking
- Lean startup, MVP, Customer marketing oriented
- Qualitative and Quantitative research
- Iteration
- Empirical data through building literature study and mini cases

Entrepreneurship

- Scalable startup, where this research can turn to consult and incubate businesses that struggle with knowing the viability of their startups.
- Demographic and domestic focuses on the local market.
- Networking and Cooperation

2. Exploiting the opportunity to commercializing wind turbine diffuser

Sustainable power production wind turbines with a diffuser

Innovation and sustainable entrepreneurship

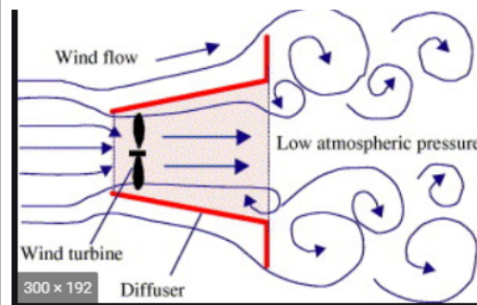
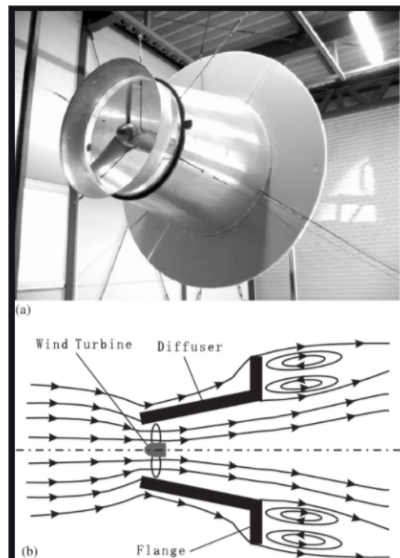
Market analysis

Potential stakeholders interviews, feedback

Prototyping a small scalable wind turbine with a diffuser, simulation and hand calculation.

Building empirical data doing action research

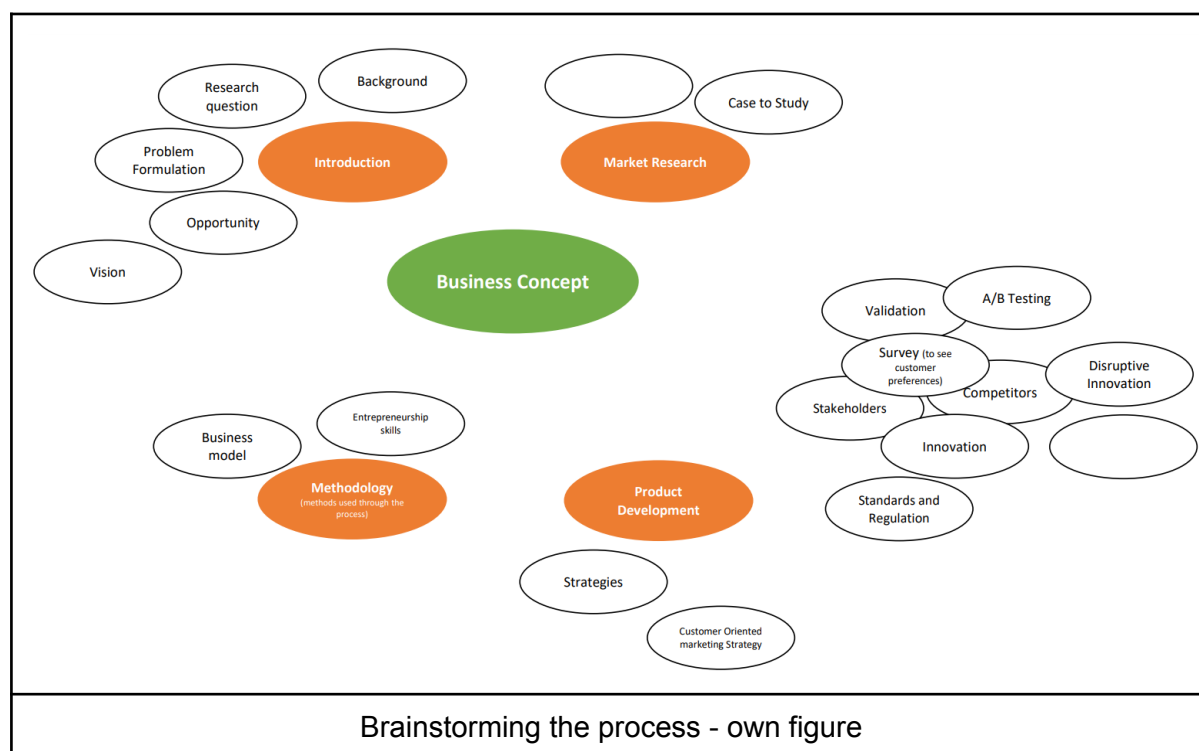
Consideration of potential customers' power consumption.



Ideation presentation - own figures

Ideas	Nuts distribution		Entrepreneurship within different cultural marketplaces		The viability factors of successful startups within trading entrepreneurship	
Based on	Startup concept		Research		Research	
Entrepreneurship	Opportunistic; scalable startup, small business, international		cultural		trading, local	
case study					Studying factors that makes trading a viable business.	conceptual approach to ease the businesses integration within a certain industry
industry	Import food goods		marketplace		goods trading industry.	
focal	customer focused buisess		Businesses journey understanding		some local trading businesses	
	innovation through new type of packaging		analysing diffenret market to know the uniqueness of each			
			entrepreneurship		Studying the viability factors of good's trading startups.	
			How does cultur affects		what makes a trading startup viable: in comparison to unfruitful startups? qualitative research talking to existing startups	
					Inductive: begin w. the reseach question and data collection that are used to create hypotheses and theory.	Deductive: begin with theory driven hypothesis and cases which guide the data collection, analysis and results.
					Questions - Observation - Tests - pattern - theory	

Generation of a second idea - own table



Brainstorming the process - own figure

Discovery's Appendix

Types of nuts

There might be many kinds of nuts that are not so common to the Danish market. Such a boundary condition would limit the discovery of the nuts' types and allow this business concept to set the focus on what is known and most favored to the target market. However, for this assumption to be validated a communication strategy was applied to potential end-users. It is first initiated through a set of objectives, vision, goals, and targeting for the utilized discussions, interviews, and researches. The discussion below shows several types of raw nuts that are known to the Danish market:

- The nuts' types enrolled in this section are considered to be used for both culinary and as snacks.
- The nuts are explained in detail to gain more knowledge and to ensure the transparency of the delivered products to be available for the end consumer.
- Researching each nut's type top exporters and country of origin to have a better understanding of trading and commodity stocks that is crucial for trading the goods.
- The data gathered through this process is based on a variety of resources, physical and online communication, and literature, which include articles, reports, and stock websites, such as Tridge.com.
- The most favorable nuts for the Danish market are being finalized and found through conductive investigation, through qualitative and quantitative research.

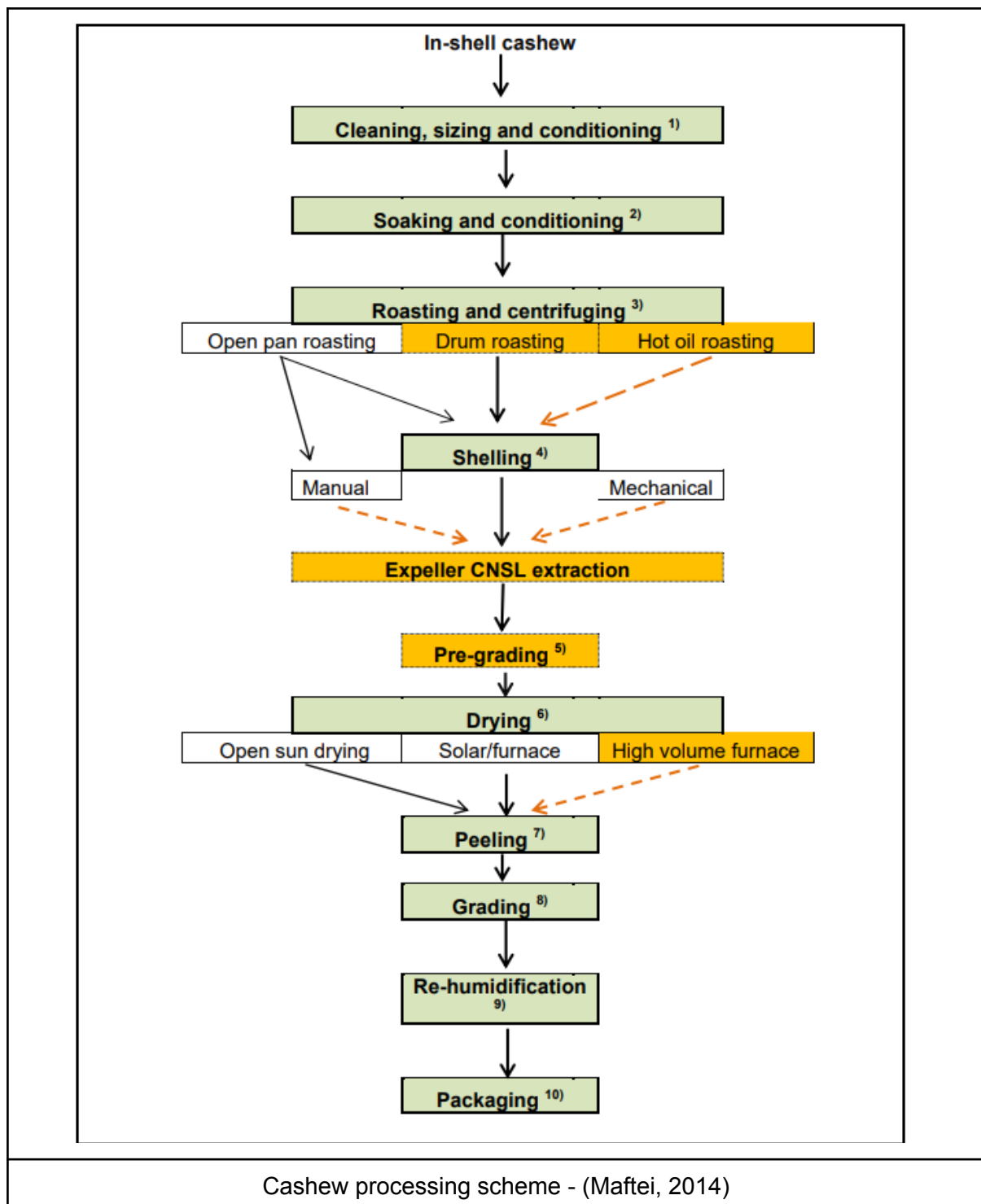
The results were collected through (find communication strategies with potential customers, show surveys and interviews, test)...

Finally, the knowledge of preferred nuts in the Danish market has been discovered through structured surveys and interviews with the social part of the external environment in which we target the final user of the delivered offers, as shown in the further section in this chapter

Cashew

These special types of nuts are basically not true nuts and come from an unusual, curved fruit with two shell-like layers. Unlike other nuts for example seeds' nuts, cashews are not commonly sold with the shells and must be carefully processed before delivering to the end consumer. This is because the plant is closely related to both poisonous, ivy and sumac, and there is a caustic resin between the shells that can burn a human's skin (Hamilton, 1998). To make them safe for consumers, the outer shell and resin are typically burned off the seeds though the smoke can be dangerous for workers to inhale (Reginella, Fairfield and Marks,

[illegible]



Most cashew trees begin bearing fruit in their third to fourth year, and if conditions are favorable, they will achieve their mature yields by the seventh year. Despite the fact that the trees can live for 50-60 years, the majority of them only produce nuts for around 15-20 years. Cashew was mainly found in Brazil and spread to other continents by Portuguese traders, to become popular in the Indian and African markets. Furthermore, the biggest pie of exporting cashew to Denmark is being held by countries such as Vietnam and Germany




where they both share 26.3% and 26.24% respectively. Additional shares are being carried by the Netherlands which holds 21.36% of the cashew imported to Denmark, then smaller portions are being distributed between Lithuania, UK, and Sweden (Tridge, n.d.).

It is also important to know when is the right moment for purchasing in relation to harvesting time. The market floats on two seasons and that is because of the difference of regions and seasons. So, in the North Hemisphere and mainly in countries that are closer to the equator, such as India and Vietnam, the biggest shareholders of the cashew market worldwide, the harvesting begins from February until June. On the other hand in the South Hemisphere for countries such as Indonesia, Kenya, and Brazil, harvesting might start in August and end in February (Maftei, 2014).

TRIDGE									
Data & Intelligence			Sourcing	News & Analysis			Our Services		
Shelled Cashew Nut			Overview	Sourcing	Domestic Prices	News & Insights	Seasonality	Export	Import
Global Market Overview of Shelled Cashew Nut									
See the overview of the global market of Shelled Cashew Nut products at a glance.									
Home > Market Intelligence > Products > Shelled Cashew Nut									
GLOBAL MARKET OVERVIEW OF SHELLED CASHEW NUT									
Rank	Country	Country Share 2020	Export Value 2020	1-Year Growth in Value 2019	3-Year Growth in Value 2017	Weekly Domestic 2021-03-15	Monthly Domestic 2021-03		
1	Vietnam	66.77%	1.56B	-48.07%	-54.47%				
2	India	12.11%	283.07M	-50.3%	-70.51%	+1.18%	+2.2%		
3	Germany	8.6%	200.97M	+15.14%	+19.52%				
4	Netherlands	2.27%	53M	-78.65%	-82.5%				
5	Brazil	1.89%	44.20M	-63.55%	-61.28%				
6	Indonesia	1.19%	27.77M	-51.24%	-53.84%				
7	United States	0.85%	19.76M	-12.85%	-40.93%		+17.65%		
8	Mozambique	0.8%	18.67M	-71.13%	-11.32%				
9	Ivory Coast	0.78%	18.20M	-73.41%	-75.15%				
10	United Kingdom	0.52%	12.26M	-22.03%	-46.64%				

QUICK FACTS ABOUT SHELLED CASHEW NUT



PRODUCT NAME: Shelled Cashew Nut

SCIENTIFIC NAME: Anacardium occidentale

LOCAL NAMES: Cashew Nuts

CATEGORIES: Agriculture & Food

Nuts & Seeds

PROCESSED: Dried

EXPLORE BY COUNTRIES


Sorted by top exporting volume for HS code 080132

Country	Export Share %
Global	
Vietnam	66.77%
India	12.11%
Germany	8.6%
Netherlands	2.27%
Brazil	1.89%
Indonesia	1.19%
United States	0.85%
Mozambique	0.8%
Ivory Coast	0.78%
United Kingdom	0.52%
Thailand	0.51%
Lithuania	0.44%
Spain	0.43%
France	0.42%
Nigeria	0.33%

Cashew top world exporter - (Tridge, n.d.)

TRIDGE									
Data & Intelligence			Sourcing	News & Analysis			Our Services		
Shelled Cashew Nut			Overview	Sourcing	Domestic Prices	News & Insights	Seasonality	Export	Import
Global Market Overview of Shelled Cashew Nut									
See the overview of the global market of Shelled Cashew Nut products at a glance.									
Home > Market Intelligence > Products > Shelled Cashew Nut									
GLOBAL MARKET OVERVIEW OF SHELLED CASHEW NUT									
Rank	Country	Country Share to part 2020	Import Value 2020	1-Year Growth in Value 2019	3-Year Growth in Value 2017	Harvesting Season			
21	Vietnam	26.3%	2.91M	+2.93%	-20.87%				
21	Germany	26.24%	2.90M	+22.83%	+28.57%				
21	Netherlands	21.36%	2.36M	-33.84%	-21.35%				
21	Lithuania	6.93%	766.29K	+1313.35%	+66824.89%				
21	United Kingdom	6.39%	707.20K	-29.82%	-57.35%				
21	Sweden	5.51%	609.07K	+8.01%	+90.36%				
21	India	2.2%	243.67K	+553688.64%	+47.63%				
21	Italy	1.92%	212.47K	+125.99%	+55.72%				
21	Poland	1.41%	156.51K	+307.42%	+27.44%				
21	Austria	0.95%	104.56K	-25.92%	+1941.05%				

QUICK FACTS ABOUT SHELLED CASHEW NUT



PRODUCT NAME: Shelled Cashew Nut

SCIENTIFIC NAME: Anacardium occidentale

LOCAL NAMES: Cashew Nuts

CATEGORIES: Agriculture & Food

Nuts & Seeds

PROCESSED: Dried

STYLE: Roasted

EXPLORE BY COUNTRIES

Sorted by top exporting volume for HS code 080132 to Denmark

Country	Export Share %
Global	
Vietnam	26.3%
Germany	26.24%
Netherlands	21.36%
Lithuania	6.93%
United Kingdom	6.39%
Sweden	5.51%
India	2.2%
Italy	1.92%
Poland	1.41%
Austria	0.95%
Portugal	0.24%
Spain	0.23%
Estonia	0.15%
Latvia	0.05%
Finland	0.04%
Slovakia	0.04%

Leader in exports to Denmark of cashew nuts - (Tridge, n.d.)
--

Walnut

For this nut type, the walnut is mainly a natural product of the walnut tree, egg-shaped, ovoid, or rounded, with difficult and unpleasant brown skin. The consumable portion of its insides features a specific delightful flavor. There are a few theories around the root of the walnut. Its suddenness was demonstrated in Asian regions and was spread in Europe, as distant as the developed tree, was due to the Romans, where it is assumed that the armies took the plant to the Rhine districts, in Germany, as well as to Spain. At that point, the walnut went to France and Britain. The walnut tree was brought to America by Spanish sailors and procured its most noteworthy dissemination in California; within the southern half of the globe, the presentation of the new walnut era has pushed the US to become the biggest partner in the walnut trading industry.

Humans consume walnuts ordinarily as snacks, and in food preparation such as appetizers, or desserts and usually combined with other food. In today's market, walnuts are being offered as an entire walnut mainly marketed with the shell or chopped. Aside from being one of the leading and acknowledged dry fruits much obliged to their wonderful taste, it is additionally one of the wealthiest in oil substance. Walnuts are exceptionally nutritious, with calories intake, 662,5-688kcal/100g and, among the variety of vitamins found in walnuts, it is known for being rich with B1, B6, Omega 3, and others (Atli Arnarson, Ph.D., 2019).

- Write more maybe about the percentage of shares in the exportation to the Danish market. (Tridge, n.d.)
- HS Code: 080232



Global Market Overview of Walnut


Countries: Global - Show Data By: Top Exporters (HS Code: 080232) -

See the overview of the global market of Walnut products at a glance.

Home > Market Intelligence > Products > Walnut

Rank	Country	Country Share 2020	Export Value 2020	1-Year Growth in Value 2019	3-Year Growth in Value 2017	Weekly Domestic Price 2021-03-15	Monthly Domestic Price 2021-04	Harvesting Seasonality
1	United States	66.24%	832.61M	+9.58%	-3.58%		+0.98%	-
2	Germany	10.99%	138.07M	+25.81%	+29.57%			-
3	Chile	8.29%	104.22M	-53.81%	-59.6%			Low Season
4	China	2.54%	31.98M	-73.65%	-57.48%			-
5	Moldova	2.42%	30.36M	-65.42%	-68.69%			-
6	Ukraine	1.94%	24.33M	-81.9%	-75.05%			-
7	Uzbekistan	1.15%	14.44M	-49.58%	-43.88%	+4.55%	+4.55%	-
8	France	0.89%	11.22M	-56.87%	-68.28%	-0.03%	+0.55%	-
9	Netherlands	0.82%	10.26M	-74.18%	-68.23%			-
10	Spain	0.52%	6.49M	-27.69%	-34.37%	+30.64%	+71.35%	-

TRIDGE'S OFFERS OF WALNUT



TRIDGE'S OFFERS → Brazil Nut USD 5.36 ~ / KG Raw Cashew Nut USD 1.01 ~ 1.28 / KG Sesame Seed USD 0.79 ~ 2.44 / KG Banana USD 0.40 ~ 0.51 / KG Avocado USD 1.05 ~ 2.10 / KG Pear USD 0.82 ~ 1.14 / KG Turmeric USD 0.82 ~ / KG

QUICK FACTS ABOUT WALNUT

PRODUCT NAME Walnut
SCIENTIFIC NAME Juglans regia
LOCAL NAMES -
CATEGORIES Agriculture & Food
Nuts & Seeds
Nuts
PROCESSED STYLE Raw
Dried
Machine Cracked
Roasted
Flavored
Hand Cracked
Roasted - Salted
Roasted - Value Added
Salted
Glazed
10 more...
FORM & CUT Kernel
Halves (1/2 Kernel)
Whole

EXPLORE BY COUNTRIES

Sorted by top exporting volume for HS code 080232

Search

Country	Export Share %
Global	
United States	66.24%
Germany	10.99%
Chile	8.29%
China	2.54%
Moldova	2.42%
Ukraine	1.94%
Uzbekistan	1.15%
France	0.89%
Netherlands	0.82%
Spain	0.52%
Romania	0.5%
Austria	0.41%
Lithuania	0.37%
Denmark	0.35%
United Kingdom	0.28%
India	0.28%
Greece	0.26%
Vietnam	0.22%
Italy	0.21%

Walnut top world exporter - (Tridge, n.d.)

Global Market Overview of Walnut


Countries: Global - Show Data By: Top Exporters in Denmark (HS Code: 080232) -

See the overview of the global market of Walnut products at a glance.

Home > Market Intelligence > Products > Walnut

Rank	Country	Country Share to partner 2020	Import Value 2020	1-Year Growth in Value 2019	3-Year Growth in Value 2017	Harvesting Seasonality
18	United States	30.18%	3.65M	+131.12%	+44.9%	-
18	Germany	29.05%	3.52M	-10.98%	+5.13%	-
18	Sweden	8.09%	978.82K	+7.03%	-18.55%	-
18	France	6.99%	845.99K	+33.05%	+91.05%	-
18	Moldova	6.75%	816.37K	+28.09%	-12.55%	-
18	Netherlands	5.47%	662.23K	-53.78%	-40.36%	-
18	Lithuania	4.32%	522.81K	+25.59%	+112332.69%	-
18	Chile	3.56%	430.84K	-52.35%	+18.42%	-
18	Spain	1.55%	197.64K	+32.18%	+507.81%	-
18	Poland	1.34%	162.20K	+170.56%	-52.26%	-

TRIDGE'S OFFERS OF WALNUT



TRIDGE'S OFFERS → Almond USD 1.73 ~ 8.21 / KG Lemon USD 0.75 ~ 1.94 / KG Mango USD 0.79 ~ 1.37 / KG Areca Nut USD 1.87 ~ 3.26 / KG Green Cardamom USD 23 ~ 31.50 / KG Garlic USD 0.86 ~ 1.02 / KG Sugar USD 0.31 ~ 0.42 / KG

QUICK FACTS ABOUT WALNUT

PRODUCT NAME Walnut
SCIENTIFIC NAME Juglans regia
LOCAL NAMES -
CATEGORIES Agriculture & Food
Nuts & Seeds
Nuts
PROCESSED STYLE Raw
Dried
Machine Cracked
Roasted
Flavored
Hand Cracked
Roasted - Salted
Roasted - Value Added
Salted
Glazed
10 more...
FORM & CUT Kernel
Halves (1/2 Kernel)
Whole

EXPLORE BY COUNTRIES

Sorted by top exporting volume for HS code 080232 to Denmark

Search

Country	Export Share %
Global	
United States	30.18%
Germany	29.05%
Sweden	8.09%
France	6.99%
Moldova	6.75%
Netherlands	5.47%
Lithuania	4.32%
Chile	3.56%
Spain	1.55%
Poland	1.34%
Ukraine	1.13%
China	0.44%
Italy	0.43%
Estonia	0.2%
United Kingdom	0.17%
Portugal	0.11%
Latvia	0.06%
Finland	0.04%
Romania	0.03%

Leader in exports to Denmark of walnuts - (Tridge, n.d.)

Almond

This section describes briefly the almond nut that occupies a big portion within the nut industry. Furthermore, it is being considered the second most consumed nut worldwide. Almond is one of the oldest nut crops that originated in the regions of western Asia (Ladizinsky, 1999).

- HS Code: 080212

Almond

Overview

Sourcing

Domestic Prices

News & Insights

Seasonality

Export

Import

Production

Guides

Data & Intelligence

Sourcing

News & Analysis

Our Services

Upgrade Plan

Omar Alsaifani

selfing University - Free Plan

Global Market Overview of Almond

Countries: Global

Show Data By: Top Exporters (HS Code: 080212)

See the overview of the global market of Almond products at a glance.

Bookmark


Give Feedback

Home > Market Intelligence > Products > Almond

GLOBAL MARKET OVERVIEW OF ALMOND

Rank	Country	Country Share 2023	Export Value 2023	1-Year Growth in Value 2023	3-Year Growth in Value 2023	Weekly Domestic Price 2023-03-15	Monthly Domestic Price 2023-03	Harvesting Seasonality
1	United States	74.56%	3.43B	-7.24%	+4.57%			-
2	Spain	14.71%	677.16M	-9.62%	+15.39%	+13.46%	+55.26%	-
3	Germany	3.26%	150.20M	-0.26%	+32.9%			-
4	Australia	1.94%	89.13M	-69.64%	-57.21%			High Season
5	Netherlands	1.25%	57.49M	-57.57%	-44.7%			-
6	Italy	1.12%	51.64M	-59.57%	-45.27%			-
7	Hong Kong	0.74%	34M	-65.67%	-67.11%			-
8	United Kingdom	0.32%	14.63M	-3.55%	-19.54%			-
9	Greece	0.25%	11.57M	+1.09%	+54.97%			-
10	Portugal	0.16%	7.57M	-16.49%	+76.52%			-

TRIDGE'S OFFERS OF ALMOND



TRIDGE'S OFFERS

In Cardamom

USD 23 – 31.50 / KG

Garlic

USD 0.86 – 1.02 / KG

Sugar

USD 0.31 – 0.42 / KG

Ginger

USD 0.63 – 2.40 / KG

Brazil Nut

USD 5.36 – / KG

Raw Cashew Nut

USD 1.01 – 1.28 / KG

Sesame Seed

USD 0.70 – 2.44 / KG


EXPLORE BY COUNTRIES

Sorted by top exporting volume for HS code 080212

Search

Country	Export Share %
Global	74.56%
United States	14.71%
Spain	3.26%
Australia	1.94%
Netherlands	1.25%
Italy	1.12%
Hong Kong	0.74%
United Kingdom	0.32%
Greece	0.25%
Portugal	0.16%
France	0.16%
Uzbekistan	0.15%
Sweden	0.14%
Denmark	0.14%
Poland	0.13%
Monaco	0.12%
Lithuania	0.11%
Belgium	0.09%
Israel	0.06%

QUICK FACTS ABOUT ALMOND



PRODUCT NAME

Almond

SCIENTIFIC NAME

Prunus dulcis

LOCAL NAMES

-

CATEGORIES

Agriculture & Food

Nuts & Seeds

Nuts

PROCESSED STYLE

Raw

Dried

Blanched

Roasted

Roasted - Salted

Flavored

Salted

Roasted - Value Added

Smoked

Honey Coated

21 more...

FORM & CUT

Whole

Kernel

Almond top world exporter - (Tridge, n.d.)

Almond top world exporter - (Tridge, n.d.)

TRIDGE

Data & Intelligence
Sourcing
News & Analysis
Our Services
Upgrade Plan
Omar Alalafandi
aliborg university Free Plan

Almond
Overview
Sourcing
Domestic Prices
News & Insights
Seasonality
Export
Import
Production
Guides

Global Market Overview of Almond

Country: **Global**
Show Data By: **Top Exporters to Denmark** (HS Code: 080212)

See the overview of the global market of Almond products at a glance.

Home > Market Intelligence > Products > Almond

GLOBAL MARKET OVERVIEW OF ALMOND

Rank	Country	Country Share to partner 2019	Import Value 2019	1-Year Growth in Value	3-Year Growth in Value 2017	Harvesting Seasonality
18	United States	36.43%	21.78M	-1.63%	+3.85%	-
18	Australia	12.84%	7.67M	+16.75%	+29.03%	-
18	Sweden	10.63%	6.35M	+21.36%	+152.47%	-
18	Spain	9.72%	5.81M	-12.54%	+43.42%	-
18	Germany	8.53%	5.10M	-37.83%	+25.87%	-
18	United Kingdom	7.8%	4.66M	+8.15%	+63.87%	-
18	Netherlands	6.11%	3.65M	-24.29%	+97.62%	-
18	Italy	2.87%	1.72M	+2.74%	+102.22%	-
18	Poland	1.94%	1.16M	+13.19%	-4.82%	-
18	Lithuania	1.5%	896.95K	+599.76%	+89864.49%	-

TRIDGE'S OFFERS OF ALMOND

EXPLORE BY COUNTRIES

Sorted by top exporting volume for HS code 080212 to Denmark

Search

Country	Export Share %
Global	
United States	36.43%
Australia	12.84%
Sweden	10.63%
Spain	9.72%
Germany	8.53%
United Kingdom	7.8%
Netherlands	6.11%
Italy	2.87%
Poland	1.94%
Lithuania	1.5%
France	0.48%
Mexico	0.41%
China	0.22%
Canada	0.18%
Estonia	0.08%
Portugal	0.06%
Romania	0.04%
Finland	0.03%
Norway	0.03%

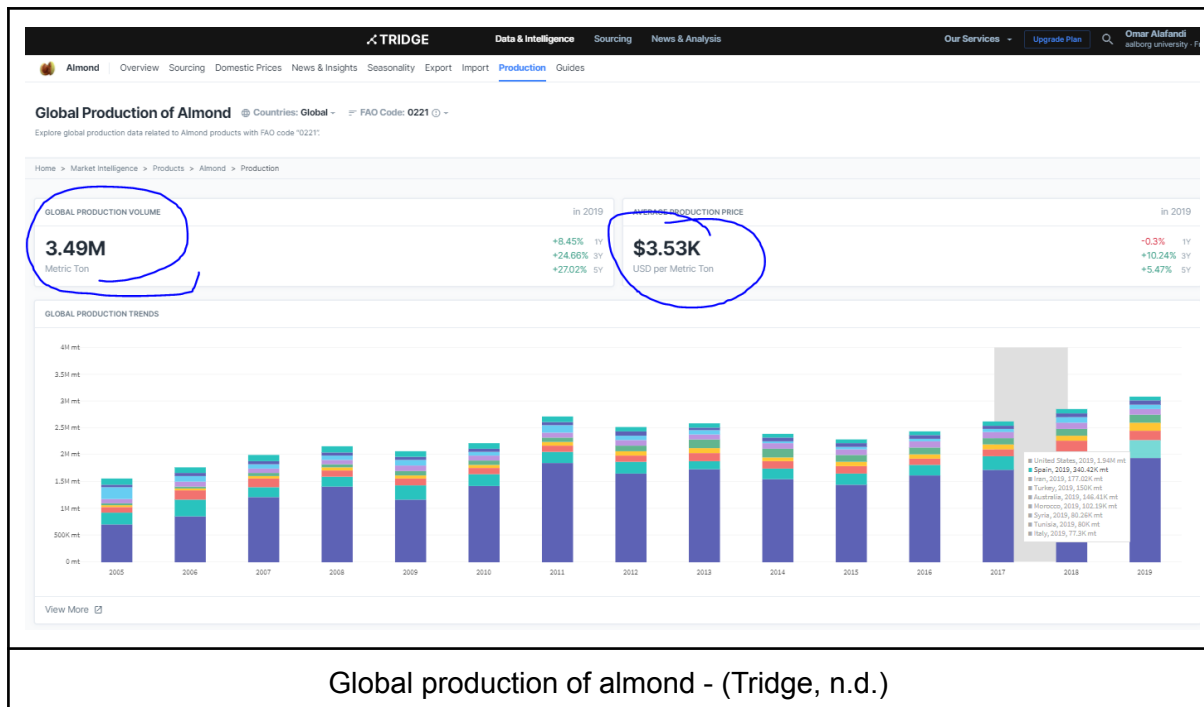
QUICK FACTS ABOUT ALMOND

PRODUCT NAME	Almond
SCIENTIFIC NAME	Prunus dulcis
LOCAL NAMES	-
CATEGORIES	Agriculture & Food
PROCESSED STYLE	Raw
FORM & CUT	Whole

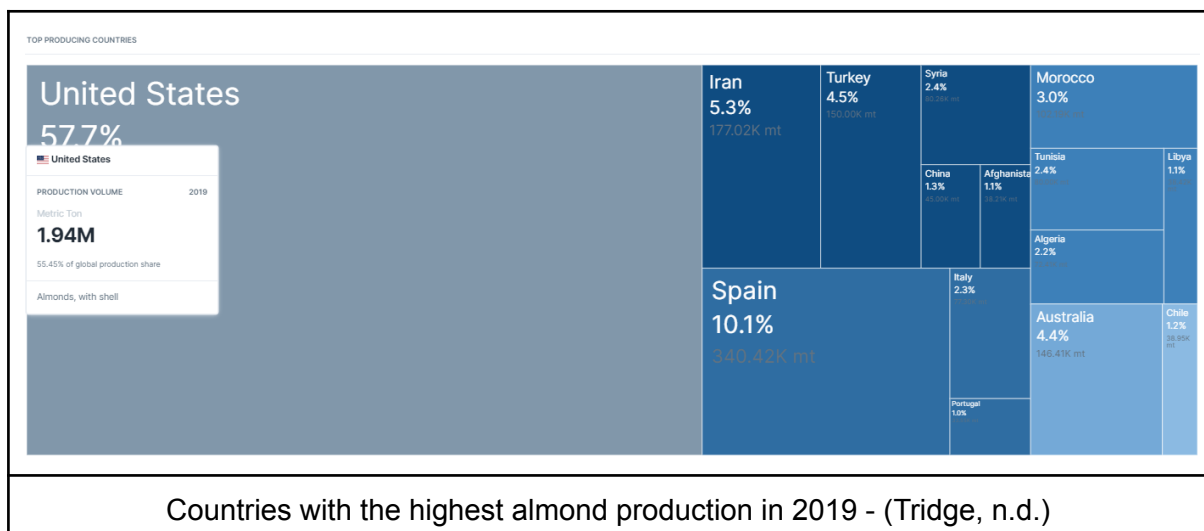
Nuts & Seeds
Nuts
Raw
Blanched
Roasted
Roasted - Salted
Flavored
Salted
Roasted - Value Added
Smoked
Honey-Coated
21 more...
Whole
Kernel

TRIDGE'S OFFERS	KG	Lemon	USD 0.75 - 1.04 / KG	Mango	USD 0.79 - 1.37 / KG	Africa Nut	USD 1.87 - 3.26 / KG	Green Cardamom	USD 23 - 31.50 / KG	Garlic	USD 0.86 - 1.02 / KG	Sugar	USD 0.31 - 0.42 / KG	Ginger	USD 0.63 - 2.40 / KG
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Leader in exports to Denmark of almond nuts - (Tridge, n.d.)

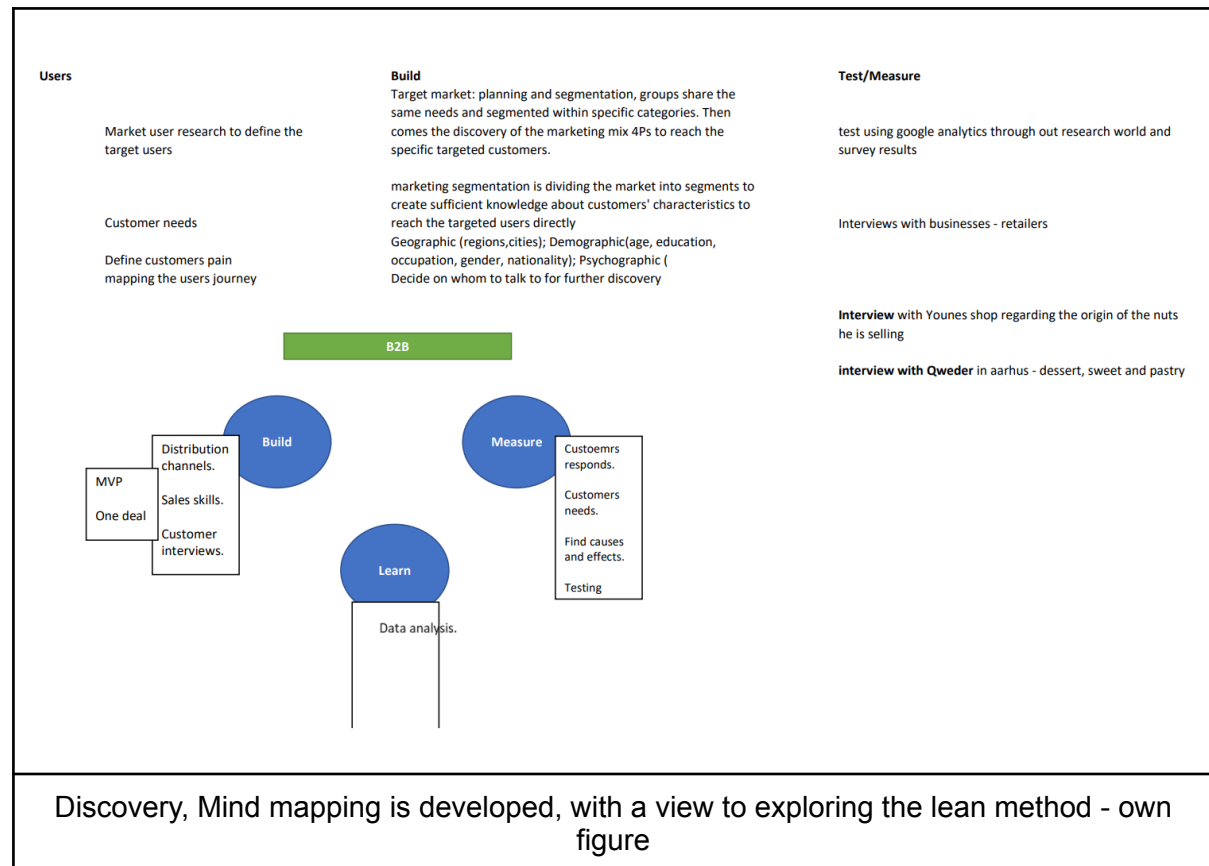


Global production of almond - (Tridge, n.d.)













Countries with the highest almond production in 2019 - (Tridge, n.d.)

Exploration of the Discovery



Ranking of companies in the retail trade industry in Denmark as of March 2021, by turnover

(in 1,000 DKK)

Search: <input type="text"/>	Records: 50	     	DOWNLOAD  PDF  XLS  PNG  PPT
Characteristic	Turnover in thousand DKK		
Coop Danmark A/S	35,339,000		
Pandora A/S	21,868,000		
Circle K Danmark A/S	10,689,622		
DSB	9,275,000		
Fakta A/S	8,102,139		
Elgiganten A/S	6,353,674		
Bygma A/S	6,083,673		
Atea A/S	6,059,032		
Dansk Fuels A/S	5,492,925		
Xi-Byg A.M.B.A	5,388,441		
Ikea A/S	4,689,275		
Power A/S	4,471,680		
Jysk A/S	4,446,156		
Uno-X Danmark A/S	3,848,545		
Telenor A/S	3,775,000		
YX Danmark A/S	3,694,476		
Matas A/S	3,688,500		
L'oréal Danmark A/S	2,943,790		

Source
[→ Show sources information](#)
[→ Show publisher information](#)
Release date
 2021
Region
 Denmark
Survey time period
 March 2021*
Special properties
 excl. retail trade of motor vehicles and motorcycles
Supplementary notes
 * Turnover is always based on the latest

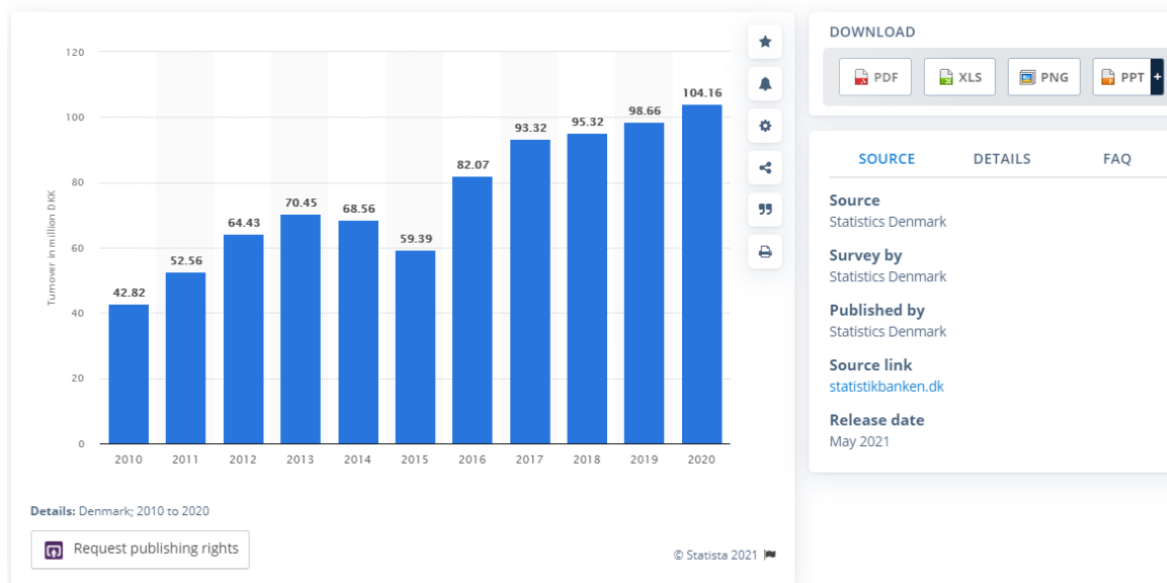
Ranking of companies in the retail trade industry in Denmark - (Statista, n.d.)

Consumer Goods & FMCG > Food & Nutrition

PREMIUM

Turnover of organic nuts and almonds in retail shops in Denmark from 2010 to 2020

(in million DKK)



Turnover of organic nuts and almonds in retail shops in Denmark 2010-2020

Published by [M. Ridder](#), Jun 14, 2021

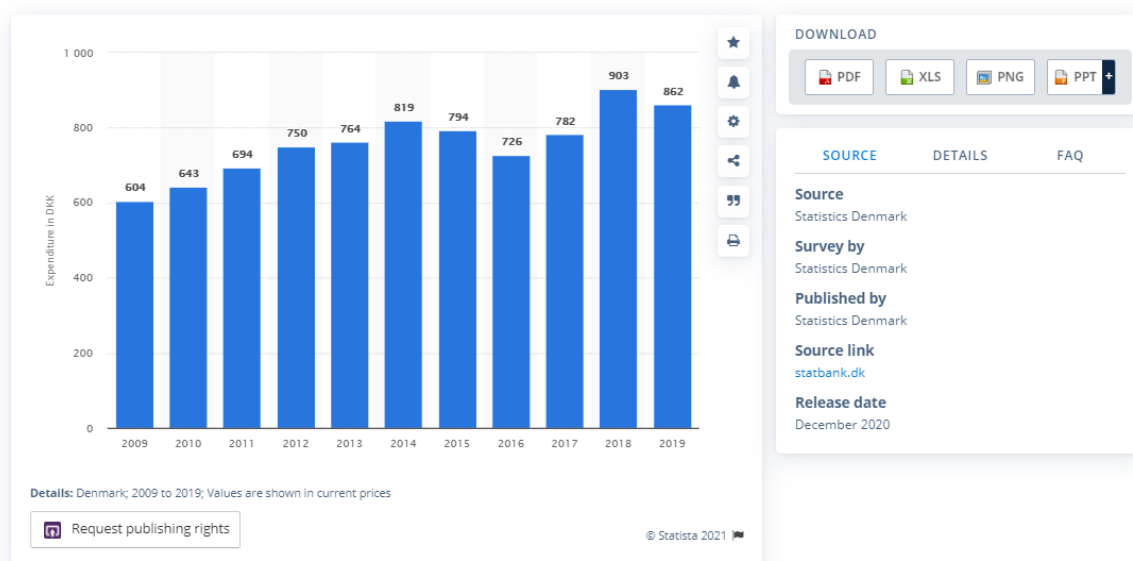


This statistic shows the turnover of organic nuts and almonds in retail shops in Denmark from 2010 to 2020. In 2020, the annual turnover of organic nuts and almonds in retail shops in Denmark amounted to roughly 104 million Danish kroner.

Turnover of organic nuts and almonds in retail shops in Denmark - (Statista, n.d.)

Average household consumption expenditure on dried fruit and nuts in Denmark from 2009 to 2019

(in DKK)



Average household expenditure on dried fruit and nuts in Denmark 2009-2019

Published by [M. Ridder](#), Jan 7, 2021



The average household consumption expenditure on dried fruit and nuts in Denmark fluctuated from 2009 to 2019. In 2019, the household consumption expenditure on dried fruit and nuts in Denmark was 862 Danish kroner on average.

Average household consumption expenditure on dried fruit and nuts in Denmark -
(Statista, n.d.)



Discovery Planning

Topic	Heading	Aimed pages	Groups	Notes	Resources	Time accessed
Chapter2- Discovery	Headline	1	X+XX		Fang, Christina; Lee	15-03-2021 Kl. 10:10
Objectives	Heading 1	0,5				
Trading Marketing Strategies	Heading 1	1	X			
				stakeholders combined with the 5C model	https://scihubtw.t	(last logged in 14-03-2021 Kl. 10:10)
5C Model	Heading 1	1	X	Company, Customer, Collaborator, Competitor, Context		
Company Mission	Heading 2	1		core product, mission ..		
Core products, and types of nuts		2	X+XX			
Cashew		0,5	XX+XXX			
Walnut		0,5	XX+XXX			
Almond		0,5	XX+XXX			
Pistacho		0,5	XX+XXX			
Others		0,5	XX+XXX			
Discussions with similar companies				about major requirements, assets, liabilities, staff required and much more.		
Team Required						
Customer	Heading 2	0,5		First B2B/B2C - Segmentation through (demographic, geo, .. 4)	https://www.thebalancesmb.com/b2b-vs-b2c-marke	
Segmentation	Heading 3	4		apply the 4 segment strategy+persona	https://medium.com/think-with-startupflux/customers-from-the-entrepreneurial-24-steps-motivates-to-creat	
Persona Profile	Heading 3	1		End user profile		
Interviews preparation						
Listing customers						
Interviewing						
Collaborators	Heading 2	2		suppliers and possible partners	pricing and quality range within suppliers	
discover potential						

contact potential suppliers				why should they be interested in dealing with us?		
meetings						
discussion				preparation for the meeting with possible partners like Saber (supplier) in advance		
Climate	Heading 2	0,5		describe the macro environment		
PESTLE Analysis	Heading 3	5	X		pestle represent the macro environment (external) th	
Politics						
Environment						
Social						
Technology						
Legal						
Competitor	Heading 2	5		create a competitor identities, profiles and analysis +objectives		
Competitors type: Direct/Indirect						
Competitor1	Heading 3					
Competitor2	Heading 3					
Competitor3	Heading 3					
SWOT					Analysis/or Porter framework	
Project Budget Discovery	Heading 1	0,5				
Partial Conclusion	Heading 1	0,5	XXXX			
			28			

Planning the discovery process - own table


Base of Persona Profiles

Profile variables		
Industry	Minimarket/ Supermarket	Hypermarket / Lidl
Size	small mini shops	large
Decision making unit	mainly the shop manager	large decision unit
Price Demand	Low to medium price range demand	Average prices
Quality Demand	Medium quality required	above moderate and high quality is a demand
Major pains	There are couple of members involved in the purchasing decision.	limited variety of roasted, coated and innovative nuts sales
	targeting the correct audience at the right moment	poor representation of the current solution
	time it takes for the food goods to be delivered	marketing lacks when it comes to tailor marketing effort in terms of promotion and end user satisfaction
	not satisfied with the presentation of the available nuts (food) goods.	
Firm name	Younes Shop	Lidl - Aarhus
Owner name	Younes	Dieter Schwarz's Schwarz Group
Location	brabrand	Hasle
	Horsens	Aarhus N
		Brabrand
		Viby
		Risskov
who are they?	it is the buying unit that is mainly made out of the CEO and owner of couple of mini markets in the region of midtjylland and their shops representatives	Lidl is part of the Schwarz Group, the fifth-largest retailer in the world with sales of €104.3 billion (2018), Lidl chain comprised 33 discount stores
	He is married and a father for two kids	purchasing managers in the targeted market / Jesper Klostermann (senior purchasing manager)
what approaching strategy are we applying in order to reach them?	the collaboration was referred by someone he trusts	we approach purchasing units through online communication channels for a further meetings
	through our campaign and interviews made	

what they want to know?	latest price	latest price
	Delivery on time	packaging design, and marketing strategies invovled
	samples and testimonials of products	samples and testimonials of products
why should they collaborate with us?	they doesn't want a delay in their shipments and orders	they don't want a lack in the quaninity and ensured quality, packaged tailored to the danish market
why should they buy from us?	because we are proposing a competitive prices and a trusted source	our marketing plan is made to enhance their businesses with unique and featured not just typical nuts. Packaged or not
communication channels	they prefer to be contacted through emails, phone calls and face to face	he is on linkedin


Creating a persona and determining its variables - own table

Company website



DanNuts
Nuts You'll Love

[Home](#)
[Facts](#)
[Shop](#)
[Shoppers](#)
[Retailers/Business](#)
[About Us](#)
[Log In](#)



DanNuts

House of nuts

Whether you are buying for personal or business use our wide range of products is available to buy in small or bulk size. We guarantee the highest quality at the most competitive prices on the market.

About DanNuts.

DanNuts, Since day one we've been growing rapidly, increasing the number of our loyal clients and leading the food industry forward. We supply our customers with only top-quality products. Contact us today to become our next satisfied client!

[Learn More](#)

[Let's Chat!](#)

or e-mail: info@dan-nuts.com



[Home](#) [Facts](#) [Shop](#) [Shoppers](#) [Restless/Business](#) [About Us](#) [Log In](#)

Cacao Coated almond
Out of stock

Chocolate Coated almond
Out of stock

Candied Walnuts
Out of stock

Barbecue-Roasted Mixed Nuts
Out of stock

Get in Touch

Aalborg University
www.aalbu.dk | 99 44 00 00
+45 99 22 22 67

Name *

Enter your name

Address

Enter your address

Phone

Enter your phone number

Email *

Enter your email

Subject

Type the subject

Message

Type your message here...

Submit

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Collaborative Partnership

Aarhus Municipality has strong environments within several business sectors in particular within the key areas of e.g. IT and the media, health, food, architecture, and design.

Aarhus Municipality

Aalborg University is a Danish public university that was founded in 1974 and plays a main role in this business concept.

Aalborg University

We provide farmers in Africa with access to the world market, as a for-profit we aim to maximize the amount of value adding work (processing) in Africa. In order to increase farmer income we eat more and to support the local economy.

Nuts 2

Tujan Gida Specialised in the sale, import, and export of foodstuffs located in Turkey - Mardin.

Tujan Gida

One of the main post companies in DK and play an important role in society, and they have a long-term ambition to manage this role in the most responsible way possible and to contribute to sustainable development.

Inspection of organic farming in DK is administered by state institutions, which authorize the use of eco-labels. The Danish organic label is the red Ø symbol.

The EU organic logo indicates that this product is in full conformity with the conditions and regulations for the organic farming sector established by the European Union.

Fair Trade is a trading partnership, based on dialogue, transparency, and respect. It contributes to sustainable development by offering better trading conditions to and securing the rights of.

[Let's Chat](#)

The startup website homepage - own figures (Danuts, n.d.)



Quick Facts About Nuts

Tree nuts are considered priority allergens by [Health Canada](#).

Priority food allergens are the foods that cause the majority of allergic reactions.

Tree nuts considered as priority allergens include almonds, Brazil nuts, cashews, hazelnuts, macadamia nuts, pecans, pine nuts (pignolias), pistachio nuts, and walnuts.

Peanuts are part of the legume family and are not considered tree nuts.

Some people with a tree nut allergy may be allergic to more than one type of tree nut. While others may only be allergic to one type of tree nut.

If there is no risk of cross-contamination and a type of tree nut is tolerated, there is no reason to exclude that tolerated tree nut – the person can keep it in their diet. If they are unsure which tree nuts they can tolerate, they can speak to their allergist.

Almond

The Almond has occupied a big portion of the nut industry, additionally, it is being considered the second most consumed nut world widely. Almond is one of the oldest nut crops.

HS code: 080212

Country of Origin

Originated in the regions of western Asia (1999).

Usage

They are sold either raw or roasted. They are also used to produce almond milk, oil, butter, flour or paste, also known as marzipan.

Health Benefits of Almond

Great source of healthy Monounsaturated fats.

Full of copper, magnesium, manganese, and B vitamins.

High in antioxidant vitamin E

Vitamin E, in almonds protects the skin's collagen.

Improves heart and brain health.

Storage

Storage in cool and dry conditions (<50°F/<10°C and <65% relative humidity).

Lifespan

"Almonds are a shelf-stable nut that can have more than two years of shelf life when stored at the recommended conditions".

recommended conditions

Almond Menu 1



Nutrition

The table below shows the amount of each nutrient in one-ounce Trusted Source (28.4 g) of almonds. This is approximately equivalent to a handful of almonds or around 23 almond kernels. It also shows how much an adult needs of each nutrient, according to the 2015–2020 Dietary Guidelines for Americans Trusted Source.

Nutrient	Amount in 1 ounce	Daily adult requirement
Energy (calories)	164	1,800–3,000
Carbohydrate (g)	6.1, including 1.2 g of sugar	130
Fat (g)	14.2, of which 12.4 g is unsaturated	20%–35% of daily calories
Fiber (g)	3.5	25.2–30.8
Protein (g)	6.0	46–56
Calcium (mg)	76.3	1,000–1,200
Iron (mg)	1.0	8–18
Magnesium (mg)	76.5	310–420
Phosphorus (mg)	136	700
Potassium (mg)	208	4,700
Zinc (mg)	0.9	8–11
Copper (mg)	0.3	900
Manganese (mg)	0.6	1.8–2.3
Selenium (micrograms or mcg)	1.2	55
Folate (mcg, DFE)	12.5	300–400
Vitamin E (mg)	7.27	15



Cashew

These special types of nuts are basically not true nuts and come from an unusual, curved fruit with two shell-like layers. Unlike other nuts for example seeds' nuts, cashews are not commonly sold with the shells and must be carefully processed before delivering to the end consumer. HS code: 08013100

Country of Origin

Cashew was mainly found in Brazil, and spread to other continents by Portuguese traders, to become popular in the Indian and African markets.

Usage

Stomach and intestinal disorders. Warts, Skin ulcers and Corns, when applied to the skin.

Health Benefits of Cashew

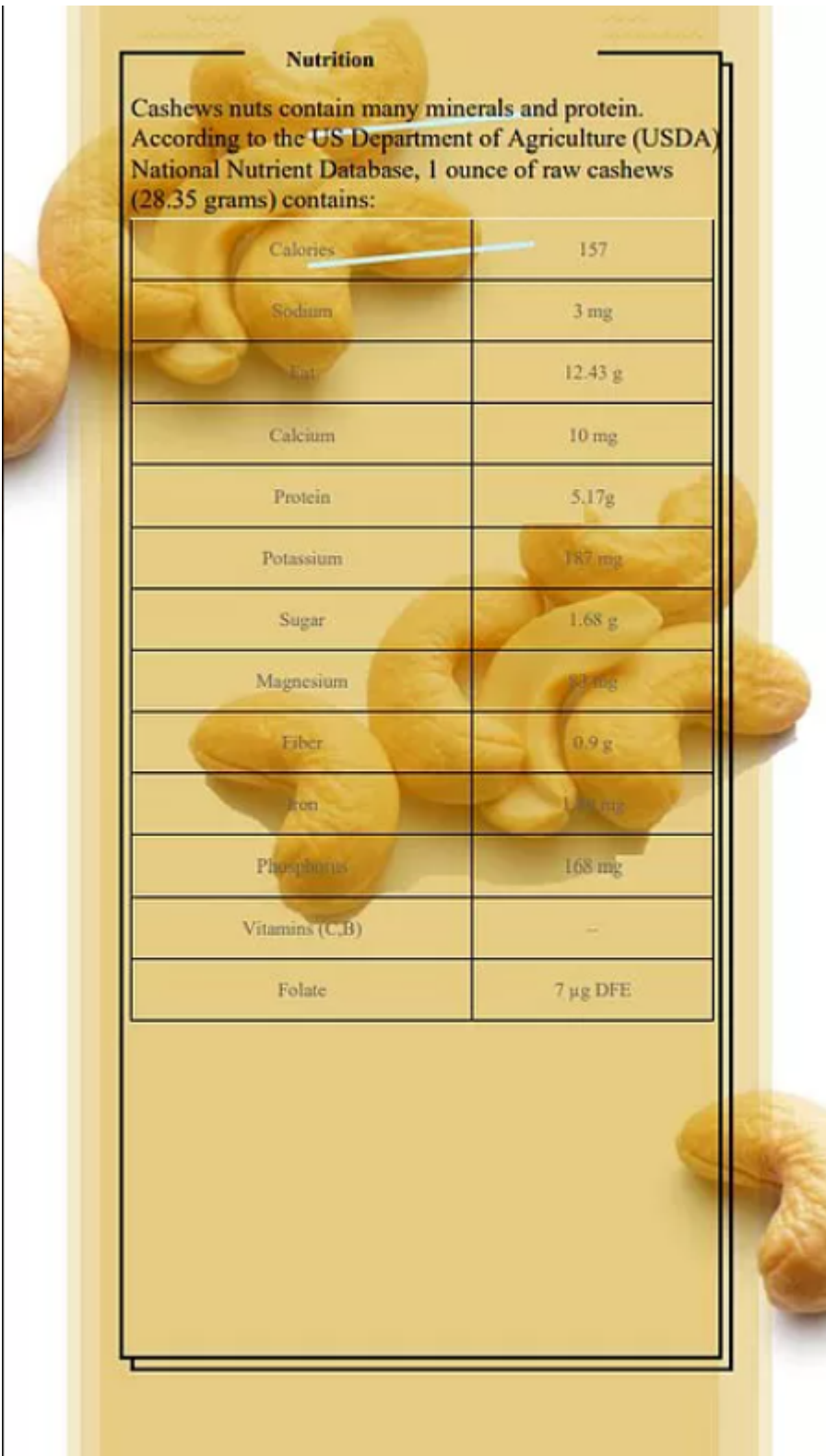
Consuming a high proportion of plant-based foods appears to reduce the risk of many lifestyle-related health conditions (Bone health, heart health, weight management).

Storage

Store in a cool, dry place in an airtight container to avoid absorption of other food odors. At room temperature, they will not last long, but if you refrigerate them, they can last up to 6 months. Cashews may also be stored in the freezer for up to 1 year. cashews last longer than almonds and peanuts.

Lifespan

Most cashew trees begin bearing fruit in their 3rd to the 4th year, and if conditions are favorable, they will achieve their mature yields by the seventh year. Even though the trees can live for 50-60 years, most of them only produce nuts for around 15-20 years.



Nutrition

Cashews nuts contain many minerals and protein. According to the US Department of Agriculture (USDA) National Nutrient Database, 1 ounce of raw cashews (28.35 grams) contains:

Calories	157
Sodium	3 mg
Fat	12.43 g
Calcium	10 mg
Protein	5.17g
Potassium	187 mg
Sugar	1.68 g
Magnesium	93 mg
Fiber	0.9 g
Iron	1.46 mg
Phosphorus	168 mg
Vitamins (C,B)	—
Folate	7 µg DFE

recommended conditions
Cashew Menu 2

Start-up facts page - own figures (Danuts, n.d.)

Other Rivals and Market Entrant


<div>Other rivals/ New entrants</div>		
Name	Contact	Origin
Familie Nødder,	sega250992@gmail.com	Denmark
Friske Nødder	Tazekuruyemis@outlook.dk	Denmark
KBH Nødder	asaad@live.dk	Denmark
NutriBoost	nutriboostsuperfoods.dk	Netherland
Netsupply	nutsupply.com /.da	Germany
Saber	https://sabernuts.com/	Belgium
and many others..		
Other competitors - own figure		

PEST Analysis

External Environmental Factors	The factor	Opportunity	Threat
Political (P)			
	Goveremental stability	YES - enhance cooperation	
	Tax policies		YES- the nuts industry is being obliged to different and unstable taxation
	Special Tarrifs	YES- some types of nuts are obliged to certain types of Tarrif	No- the prices of special tarrifs will be added to the expenses and prices analysis
	Import-export regulation/resctrictions		
Economic (E)			
	Availability of credit	YES- can aid purchahases and ease the paument collection	YES- not being able to cover the credential withdrawn
	TAM	Yes- to be conducted to illustrate better risk assessment	x
	Competition	yes- availability n lower prices	YES - the competition is numurous and strong
Social (S)			
	Lifestyles	YES- the social life, from partying n gathering within the danish society enhance the consumption of different types of sweet and sour from chips to nuts.	x
	Health trends	Yes- health care has shown an increase in the danish society and favorable trends in eating habit, consupcion healthy, organic food, vegan origin. marketing, sales and promotional programs	x
	Per capita income	YES	x
	Attitudes towards leisure time	YES - medium to high anticipation n enjoying is the danish attitudes toward leisure time	x
	Attitudes towards purchasing product quality		Might have a certain impact on purchasing power
Technology (T)			
	Internet n communication infrastructure	Yes- ease the customer and supplier cpmmunication, reliable customer service	x
	Technological change	Yes- the required machines should be up to dated, efficient and reliable	No- doesn't have a significant impact at the current timing
	Level of innovation	Yes- the communicational innovation, incremental innovation and breakthrough innovation	x
PEST analysis - own table			

SWN

One Pager



Pain	Cure
<p>The monotony of Nuts flavors/tastes in the Danish market, that mainly consist mostly of sweet, salty and raw nuts.</p> <p>Potential customers purchase/order from other European countries;</p> <p>The delivery time, transportation and other several supply-chain roles can increase the buyers' expenses.</p> <p>Nuts are not being presented in an elegant form, and are being displayed in boxes or hidden randomly.</p>	<p>Introducing new flavors/taste of Nuts to the market. Together with a tailored marketing scheme for presenting Nuts to the Danish market.</p> <p>Set the focus on customers' needs, wants and demands.</p> <p>Build a business reputation by being a reliable resource. Through establishing a rapid distribution network, delivering a high quality Nuts that fulfill Danish standards and regulation..</p> <p>Healthcare and environmentally oriented business model.</p>
Target Customer	Concept
<p>B2B Customers</p> <ul style="list-style-type: none"> Wholesale and food retail trade industry Hospitality industry Firms 	<p>The main concept is formed to import, deliver, and supply a variety of Nuts (food) to the Danish market and introduce partners' products to the audience.</p> <p>Promotes healthy food and snacks to the Danish communities with an emphasis on maintaining reliable distribution and production channels.</p>

SWN one pager - own figure

SWN Presentation

SWN-EE4

EE4 - SWN

Omar Alafandi

An Entrepreneurial Approach to the Business of Importing Nuts (Food)



WHAT IS THE MAIN BUSINESS CONCEPT?

- Delivering/Supplying a variety of Nuts (FOOD)
- Food Wholesale Trading
- Introduce Partners' offers
- Help Stakeholders to Grow

HOW?

- **DIA approach**
- **Environmental analysis**
- **POC (proof of concept) and Validation**
- **Collaboration**



TARGET MARKET

Segmentation

Firmographic

01

03



Customer Type

B2B / B2C / B2G

02

Targeting

Grocery stores
Wholesalers



VALUE PROPOSITION

- **Healthier nutritions, & Environmental oriented** distribution and production channels.
- Achieving highest quality and standards.
- Enhance social and environmental values in the targeted market.
- Red/Blue ocean.

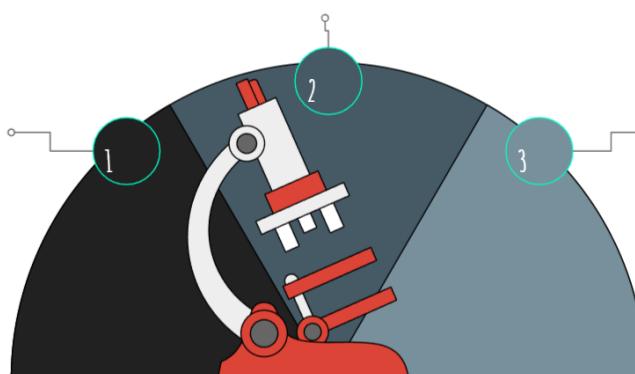
THE RESEARCH STATUS

Incubation

Innovation &
Validation

Discovery

5 Cs' Model



Acceleration

Business Model
and Development

QUESTIONS/FEEDBACK AND OPINIONS



How do you expect opponents to react?

For sustainable food system to be carried well for this startup.
Mention some factors that you think are required for the model to
strive?

Should the Business set the focus on specific products, or become
more flexible to implement different partners products like:

- Legumes, Spices, Seeds and Nuts

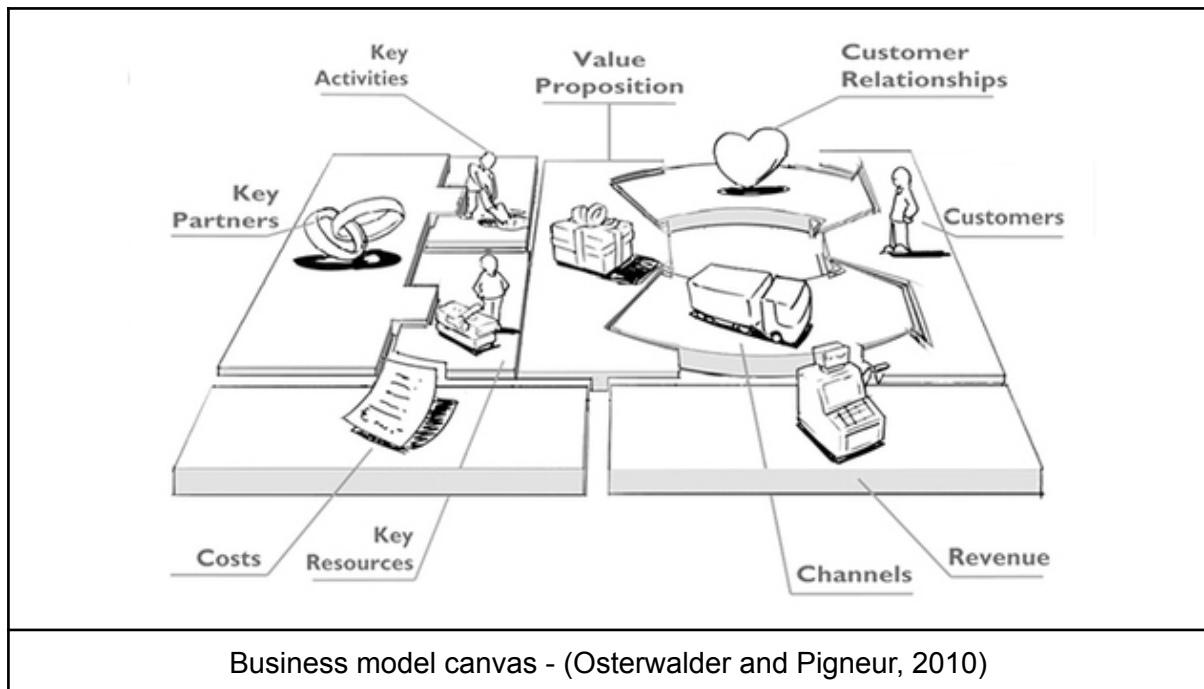
SWN presentation - own figures

Incubation's Appendix

	Topic	Heading	Aimed pages	Notes	Resources	Time accessed
1	Chapter3- Incubation	Headline	1			
	Objectives	Heading 1	0,5	Creating a strategical approach for the implementation process and incubation of this businesss idea		
3	marketing and marketing strategies like 4P's	Heading 2	3			
	Product					
	Price					
	Place					
	Promotion					
	Market Trading Strategies			import from the discovery		
2	Validation		7			
	Iteration 1			B2C - Interviews		
	Iteration 2			B2C - Survey / B2B interviews		
	Iteration 3			Testing and sending samples for test		
6	Red Ocean vs Blue Ocean - Blue Ocean Strategy		6	Remember to set criteria / distinguish our offers from competitors' products.		
	new design for set			desining stands for the collaborators products		
	tailored marketing strategies			Ideas for stands style that suits the acquired marekt		
	Reduced Price advantages					
	Extraordinary Experience					
	Flavored Nuts, Spices and Sweet Or choco			Healthy alternative snacks, spiced and made with different tastes and flavors		
	Transparensy					
	Origin of products and Insurment of Sustainable Farming (where farmers are being treated in good manner)					
	more organic and less Pesticides					
	Designed stands for presenting the products					
	Packaging or boxing, if required with tailored marketing for the offers					
5	Innovation		2			
	Networking					
	Collaboration			will aid the price reduction with their distribution channels and payment agreement and price advantages in the targeted industry		
	Buisness model configuraiton					
4	Business Model Canvas		4			
	Value Proposition					
	Resoruces					
	Revenue Stream					
	Cost Struction					
	Channels					
	Key Resources					
			23,5			

Planning the incubation process - own table

Business Model Canvas





Five Year Financial Projection

First Financial Assumptions

5-YEAR FINANCIAL PLAN

SI units and DKK as currency

FORECASTED REVENUE

	Units sold annually	Average price per unit	Annual revenue per product
Raw Nuts (Almond, Cashew, walnut, pistacho, peanut..)	120000	90.00	10,800,000.00
Sweetened Mixed Nuts	30000	130.00	3,900,000.00
Chocolate Mixd Nuts	24000	160.00	3,840,000.00
Smoaked Nuts	84000	120.00	10,080,000.00
TOTAL OF FORECASTED REVENUE	21500	125.00	28,620,000.00

COST OF GOODS SOLD

	Expected gross margin	Annual cost of goods sold
Raw Nuts (Almond, Cashew, walnut, pistacho, peanut..)	20%	8,640,000.00
Sweetened Mixed Nuts	30%	2,730,000.00
Chocolate Mixd Nuts	30%	2,688,000.00
Smoaked Nuts	25%	7,560,000.00
TOATL COST OF GOODS SOLD		21,618,000.00

**ANNUAL MAINTENANCE, REPAIR AND OVERHAUL**

Factor (%) on capital equipment	15%
---------------------------------	-----

ASSET DEPRECIATION

Number of Years	5
-----------------	---

TAX

Annual Tax Rate	25%
-----------------	-----

INFLATION

Annual Inflation Rate	2%
-----------------------	----

PRODUCT PRICE INCREASE

Annual Price Increase	2%
-----------------------	----

FUNDING

Loan Amount	2,000,000.00
Annual interest rate	10.00%
Term of loan (months)	60
Monthly rate	0.80%
Payment	42,071.16
Total Amount Payable	2,524,269.79

First assumption financial projection - adapted worksheet (Spreadsheet123.com, n.d.)



Profit and Loss Projection

PROFIT AND LOSS PROJECTION

PROFIT AND LOSS ASSUMPTION

	Year 1	Year 2	Year 3	Year 4	Year 5
Annual cumulative price (revenue) increase	0.00%	2.00%	4.00%	6.00%	8.00%
Annual cumulative inflation (expense) increase	0.00%	2.00%	4.00%	6.00%	8.00%

INCOME

	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue					
Raw Nuts (Almond, Cashew, walnut, pistacho, pean	10,800,000.00	11,016,000.00	11,456,640.00	12,144,038.40	13,115,561.47
Sweetened Mixed Nuts	3,900,000.00	3,978,000.00	4,137,120.00	4,385,347.20	4,736,174.98
Chocolate Mixd Nuts	3,840,000.00	3,916,800.00	4,073,472.00	4,317,880.32	4,663,310.75
Smoaked Nuts	10,080,000.00	10,281,600.00	10,692,864.00	11,334,435.84	12,241,190.71
Total revenue	28,620,000.00	29,192,400.00	30,360,096.00	32,181,701.76	34,756,237.90
Cost of Sales					
Raw Nuts (Almond, Cashew, walnut, pistacho, pean	8,640,000.00	8,812,800.00	9,165,312.00	9,715,230.72	10,492,449.18
Sweetened Mixed Nuts	2,730,000.00	2,784,600.00	2,895,984.00	3,069,743.04	3,315,322.48
Chocolate Mixd Nuts	2,688,000.00	2,741,760.00	2,851,430.40	3,022,516.22	3,264,317.52
Smoaked Nuts	7,560,000.00	7,711,200.00	8,019,648.00	8,500,826.88	9,180,893.03
Cost of goods sold	21,618,000.00	22,050,360.00	22,932,374.40	24,308,316.86	26,252,982.21
Gross Profit	7,002,000.00	7,142,040.00	7,427,721.60	7,873,384.90	8,503,255.69



Non-Operation Income					
rental area out of the warehouse	48,000.00	48,960.00	49,939.20	50,937.98	51,956.74
Loss (gain) on sale of assets	- 50,000.00		1,000.00	-	-
Other income (/)	-	-	-	-	-
Total Non-Operation Income	- 2,000.00	48,960.00	50,939.20	50,937.98	51,956.74
	Year 1	Year 2	Year 3	Year 4	Year 5
TOTAL INCOME	7,000,000.00	7,191,000.00	7,478,660.80	7,924,322.88	8,555,212.43
EXPENSES					
Operating expenses					
Sales and marketing	15,000.00	15,300.00	15,912.00	16,866.72	18,216.06
Depreciation	20,000.00	20,400.00	21,216.00	22,488.96	24,288.08
Insurance	20,000.00	20,400.00	21,216.00	22,488.96	24,288.08
Payroll	756,000.00	771,120.00	801,964.80	850,082.69	918,089.30
Lawyer and Accountant	24,000.00	24,480.00	25,459.20	26,986.75	29,145.69
Communication channels	2,000.00	2,040.00	2,121.60	2,248.90	2,428.81
Maintenance, repair, and overhaul	15,000.00	15,300.00	15,912.00	16,866.72	18,216.06
Utilities	5,000.00	5,100.00	5,304.00	5,622.24	6,072.02
Area Rent	180,000.00	183,600.00	190,944.00	202,400.64	218,592.69
Administrative fees	300.00	306.00	318.24	337.33	364.32
Interest expense on long-term debt	177,259.00	180,804.18	188,036.34	199,318.52	215,264.01
Travel	70,000.00	71,400.00	74,256.00	78,711.36	85,008.27
Transportation and logistic services	450,000.00	459,000.00	477,360.00	506,001.60	546,481.73
Other	1,000.00	1,020.00	1,060.80	1,124.45	1,214.40
Total operating expenses	1,735,559.00	1,770,270.18	1,841,080.98	1,951,545.84	2,107,669.51
Non-Recurring Expenses					
Unexpected Expenses	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00
Other expenses	-	-	-	-	-
Total Non-Recurring Expenses	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00
TOTAL EXPENSES	1,785,559.00	1,820,270.18	1,891,080.98	2,001,545.84	2,157,669.51
TAXES					
Income Tax	1,303,610.25	1,342,682.46	1,396,894.95	1,480,694.26	1,599,385.73
TOTAL TAXES	1,303,610.25	1,342,682.46	1,396,894.95	1,480,694.26	1,599,385.73
NET PROFIT	3,910,830.75	4,028,047.37	4,190,684.86	4,442,082.78	4,798,157.19
Profit and loss projection - adapted worksheet (Spreadsheet123.com, n.d.)					



Balance Sheet Projection

BALANCE SHEET PROJECTION

ASSETS

Current Assets	Initial balance	Year 1	Year 2	Year 3	Year 4	Year 5
Cash and short-term investments	50,000.00	1,471,371.76	3,460,714.59	5,984,900.81	9,147,786.81	13,223,178.12
Accounts receivable	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00
Total inventory	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00
Other current assets	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00
Total current assets	98,000.00	1,519,371.76	3,508,714.59	6,032,900.81	9,195,786.81	13,271,178.12
Property and Equipment	Initial balance	Year 1	Year 2	Year 3	Year 4	Year 5
Machinery and equipment	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00
Less Accumulated depreciation expense		20,000.00	40,400.00	61,616.00	84,104.96	108,393.04
Total Property and Equipment	100,000.00	80,000.00	59,600.00	38,384.00	15,895.04	- 8,393.04
Other Assets	Initial balance	Year 1	Year 2	Year 3	Year 4	Year 5
TOTAL ASSETS	198,000.00	1,599,371.76	3,568,314.59	6,071,284.81	9,211,681.85	13,262,785.09

LIABILITIES

Current Liabilities	Initial balance	Year 1	Year 2	Year 3	Year 4	Year 5
Accounts payable	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00
Other current liabilities	100.00	100.00	100.00	100.00	100.00	100.00
Total Current Liabilities	20,100.00	20,100.00	20,100.00	20,100.00	20,100.00	20,100.00
Debt	Initial balance	Year 1	Year 2	Year 3	Year 4	Year 5
Long-term debt/loan	2,000,000.00	1,672,405.04	1,312,050.58	915,660.68	479,631.78	-
Other long-term debt	100,000.00	200,000.00	150,000.00	175,000.00	225,000.00	150,000.00
Total Debt	2,120,100.00	1,892,505.04	1,482,150.58	1,110,760.68	724,731.78	170,100.00
Other Liabilities	Initial balance	Year 1	Year 2	Year 3	Year 4	Year 5
TOTAL LIABILITIES	2,140,200.00	1,912,605.04	1,502,250.58	1,130,860.68	744,831.78	190,200.00

EQUITY

	Initial balance	Year 1	Year 2	Year 3	Year 4	Year 5
Owner's equity (common)	- 1,942,200.00	- 313,233.28	2,066,064.01	4,940,424.14	8,466,850.07	13,072,585.09
Paid-in capital	250,000.00	250,000.00	250,000.00	250,000.00	250,000.00	250,000.00
Retained earnings	-					
TOTAL EQUITY	- 1,692,200.00	- 63,233.28	2,316,064.01	5,190,424.14	8,716,850.07	13,322,585.09
TOTAL LIABILITIES AND EQUITY	448,000.00	1,849,371.76	3,818,314.59	6,321,284.81	9,461,681.85	13,512,785.09

Balance sheet projection - adapted worksheet (Spreadsheet123.com, n.d.)



Cash Flow Projection

CASH FLOW PROJECTION

do I include rent and payroll staff in here / operating expenses

Operating activities	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Net income/profit	3,910,830.75	4,028,047.37	4,190,684.86	4,442,082.78	4,798,157.19	21,369,802.95
Depreciation	- 20,000.00	20,400.00	21,216.00	22,488.96	24,288.08	68,393.04
Accounts receivable	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	15,000.00
Inventories	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	125,000.00
Accounts payable	- 20,000.00	- 20,000.00	- 20,000.00	- 20,000.00	- 20,000.00	- 100,000.00
TOTAL liabilities	- 1,912,605.04	- 1,502,250.58	- 1,130,860.68	- 744,831.78	- 190,200.00	- 5,480,748.08
Other operating cash flow items	-	-	-	-	-	-
Total operating activities	1,986,225.71	2,554,196.79	3,089,040.19	3,727,739.96	4,640,245.27	15,997,447.91
Financing activities	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Investment security	- 60,000.00	- 60,000.00	- 60,000.00	- 60,000.00	- 60,000.00	- 300,000.00
Long-term debt/financing - repayment of debt	- 504,853.96	- 504,853.96	- 504,853.96	- 504,853.96	- 504,853.96	- 2,524,269.79
Total financing activities	- 564,853.96	- 564,853.96	- 564,853.96	- 564,853.96	- 564,853.96	- 2,824,269.79
Cumulative cash flow	1,421,371.76	1,989,342.83	2,524,186.23	3,162,886.00	4,075,391.31	13,173,178.12
Beginning cash balance	50,000.00	1,471,371.76	3,460,714.59	5,984,900.81	9,147,786.81	
Ending cash balance	1,471,371.76	3,460,714.59	5,984,900.81	9,147,786.81	13,223,178.12	

Cash flow projection - adapted worksheet (Spreadsheet123.com, n.d.)



Load Calculator

LOAN AMORTIZATION SCHEDULE

NOTE: Loan Amortization calculations are limited for up to 30 years (360 months).

MONTH	BALANCE	SCHEDULED PAYMENT	PRINCIPAL	INTEREST
1	2,000,000.00	42,071.16	26,122.88	15,948.28
2	1,973,877.12	42,071.16	26,331.19	15,739.97
3	1,947,545.93	42,071.16	26,541.16	15,530.00
4	1,921,004.77	42,071.16	26,752.80	15,318.36
5	1,894,251.97	42,071.16	26,966.13	15,105.03
6	1,867,285.84	42,071.16	27,181.16	14,890.00
7	1,840,104.67	42,071.16	27,397.91	14,673.25
8	1,812,706.76	42,071.16	27,616.38	14,454.78
9	1,785,090.38	42,071.16	27,836.60	14,234.56
10	1,757,253.78	42,071.16	28,058.57	14,012.59
11	1,729,195.20	42,071.16	28,282.32	13,788.85
12	1,700,912.88	42,071.16	28,507.84	13,563.32
13	1,672,405.04	42,071.16	28,735.17	13,335.99
14	1,643,669.87	42,071.16	28,964.31	13,106.85
15	1,614,705.56	42,071.16	29,195.27	12,875.89
16	1,585,510.28	42,071.16	29,428.08	12,643.08
17	1,556,082.20	42,071.16	29,662.75	12,408.42
18	1,526,419.46	42,071.16	29,899.28	12,171.88
19	1,496,520.18	42,071.16	30,137.70	11,933.46
20	1,466,382.48	42,071.16	30,378.02	11,693.14
21	1,436,004.45	42,071.16	30,620.26	11,450.90
22	1,405,384.19	42,071.16	30,864.43	11,206.73
23	1,374,519.76	42,071.16	31,110.55	10,960.61
24	1,343,409.21	42,071.16	31,358.63	10,712.53
25	1,312,050.58	42,071.16	31,608.69	10,462.48
26	1,280,441.89	42,071.16	31,860.74	10,210.42
27	1,248,581.15	42,071.16	32,114.80	9,956.36
28	1,216,466.35	42,071.16	32,370.89	9,700.27
29	1,184,095.46	42,071.16	32,629.02	9,442.14
30	1,151,466.44	42,071.16	32,889.21	9,181.96
31	1,118,577.23	42,071.16	33,151.47	8,919.69
32	1,085,425.76	42,071.16	33,415.83	8,655.34
33	1,052,009.94	42,071.16	33,682.29	8,388.87
34	1,018,327.65	42,071.16	33,950.88	8,120.29
35	984,376.77	42,071.16	34,221.60	7,849.56
36	950,155.17	42,071.16	34,494.49	7,576.67
37	915,660.68	42,071.16	34,769.56	7,301.61
38	880,891.12	42,071.16	35,046.81	7,024.35
39	845,844.31	42,071.16	35,326.28	6,744.88
40	810,518.03	42,071.16	35,607.98	6,463.18
41	774,910.05	42,071.16	35,891.92	6,179.24
42	739,018.13	42,071.16	36,178.13	5,893.03
43	702,840.00	42,071.16	36,466.62	5,604.54
44	666,373.38	42,071.16	36,757.41	5,313.75
45	629,615.97	42,071.16	37,050.52	5,020.65
46	592,565.45	42,071.16	37,345.96	4,725.20
47	555,219.49	42,071.16	37,643.76	4,427.40
48	517,575.72	42,071.16	37,943.94	4,127.22
49	479,631.78	42,071.16	38,246.51	3,824.65
50	441,385.27	42,071.16	38,551.49	3,519.67



51	402,833.78	42,071.16	38,858.91	3,212.25
52	363,974.87	42,071.16	39,168.78	2,902.39
53	324,806.09	42,071.16	39,481.11	2,590.05
54	285,324.98	42,071.16	39,795.94	2,275.22
55	245,529.03	42,071.16	40,113.28	1,957.88
56	205,415.75	42,071.16	40,433.15	1,638.01
57	164,982.61	42,071.16	40,755.57	1,315.59
58	124,227.04	42,071.16	41,080.56	990.60
59	83,146.48	42,071.16	41,408.14	663.02
60	41,738.34	42,071.16	41,738.34	332.83

Loan calculatr and schedule - adapted worksheet (Spreadsheet123.com, n.d.)

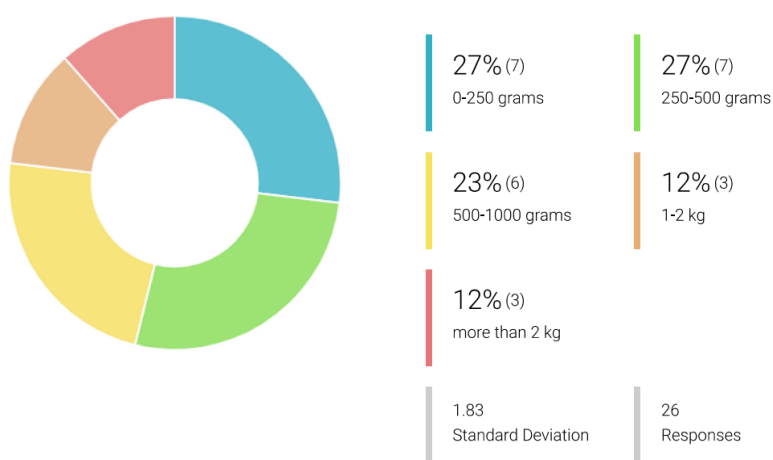
Validation

Build	test out the end consumer preferences of nuts types. Test out the appetite of purchasing and ask about their Nuts purchasing behaviors	Build	Build
validate the idea and define problems		Validated idea	Prototype and test/ finding suppliers, collaborator contacting and requesting samples.
Test	these interviews has been conducted with potential end consumer who are represented in b2c customer types. The criteria(and brief learning plan) for setting this interview is to (test out customers' preferences, purchasing power, and other behaviours). Describe the interviewees / describe the unstructured interviews(test) applied and what are some of the topics and questions enrolled.	Test	Test
(through unstructured interviews with b2c potential customers)		(through semi structured interviews with b2b targeted customers)	sending out samples for the raw materials and taste of new products that can take a place in the danish market and to be tested and implemmented In the acceleration and near future of this concpet
learn	first learning to be mentioned is that danes really like nuts, and many of student and young people eat nuts in a daily base because of the fact that Nuts have a high amount of calories thus you do not need to eat a lot of Nuts and keep having enoguh calories to help you to survive. nuts are also healthier as some describe, but still sometimes they do not trust their origin or the amount of pesticides used on the nuts' shells before harvesting it, one said: I would love my food to be mostly organic where I make sure that it has been in pure and clean hands with sustainable and organic prroduction process	learn	learn
Outcome		outcome is the recognition of targeted customer demands for samples and tests which will build a more relibale experience and comperehensive approach to their minds.	what customer preferences? What do they like/ do not like about the delivered samples? iterate and try sampling different kind like chockolate boxed nuts or other innovative solutions such as almond butter

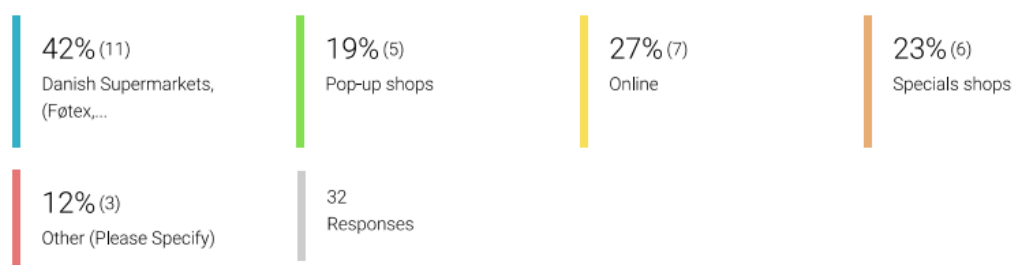
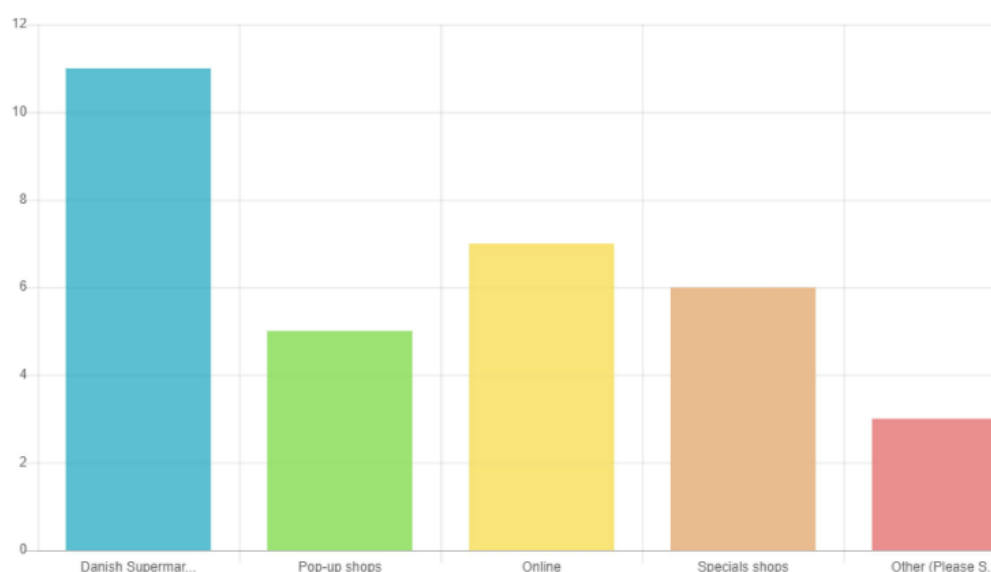
Validation preparation and backstage actions - own table

First Experiment's Test

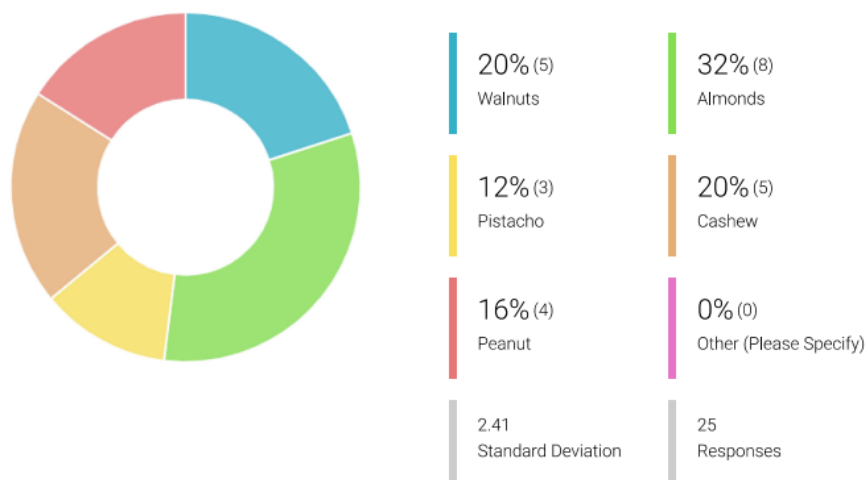
1 How much is your monthly practice consumption of nuts?



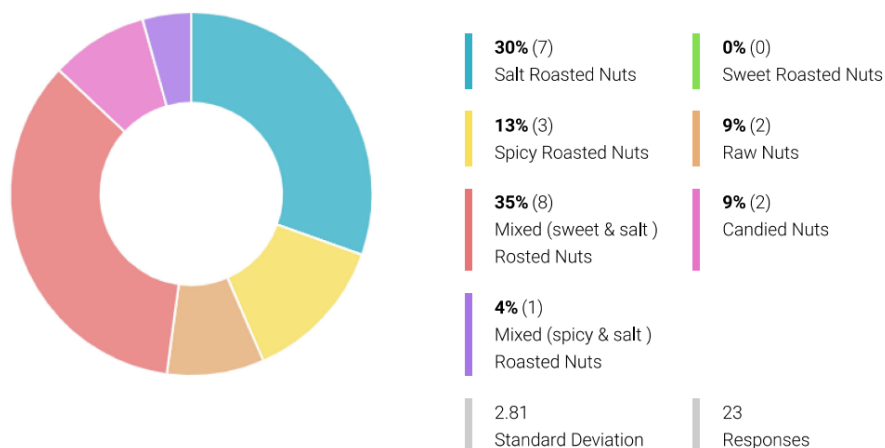
2 How do you usually buy nuts?



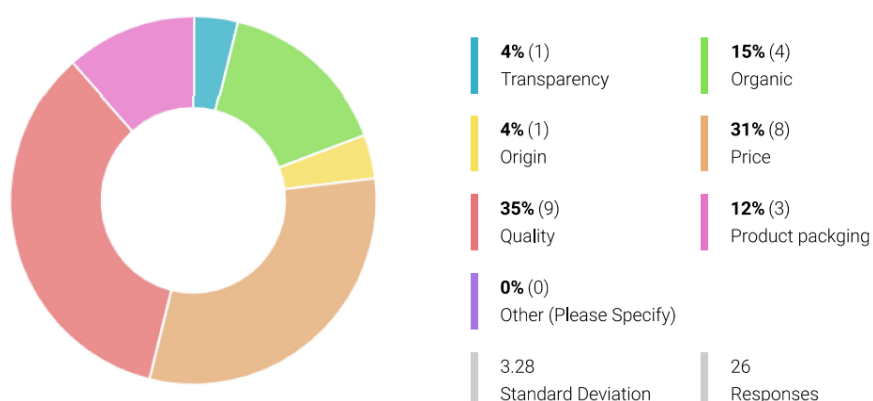
3 What are your favorites?



4 Which of the following nuts do you prefer the most?



5 What is the first things to consider when buying nuts?



B2C survey questions and results - own figures

Appendices Bibliography

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