

Appendices

List of Appendices

Appendix A: Business Model Canvas and Value Proposition Canvas	32
Appendix B: Superfood Market Research	34
Appendix C Business Models for Idea.....	38
Appendix D Survey and Interview Results	39
Appendix E Mixtbowls MVPs	42
Appendix F Mixtbowls Ad Campaign	46
Appendix G IBS and FODMAP.....	48
Appendix H: NAMI MVPs	50
Appendix I NAMI Facebook Campaign	54
Appendix J: Business Model Considerations.....	55
Appendix K Service Design.....	56

Please see file: 2016-2017_S1-24788-15-Judith_Mathes-Appendices

Appendix A: Business Model Canvas and Value Proposition Canvas

Figure 1: Business Model Canvas

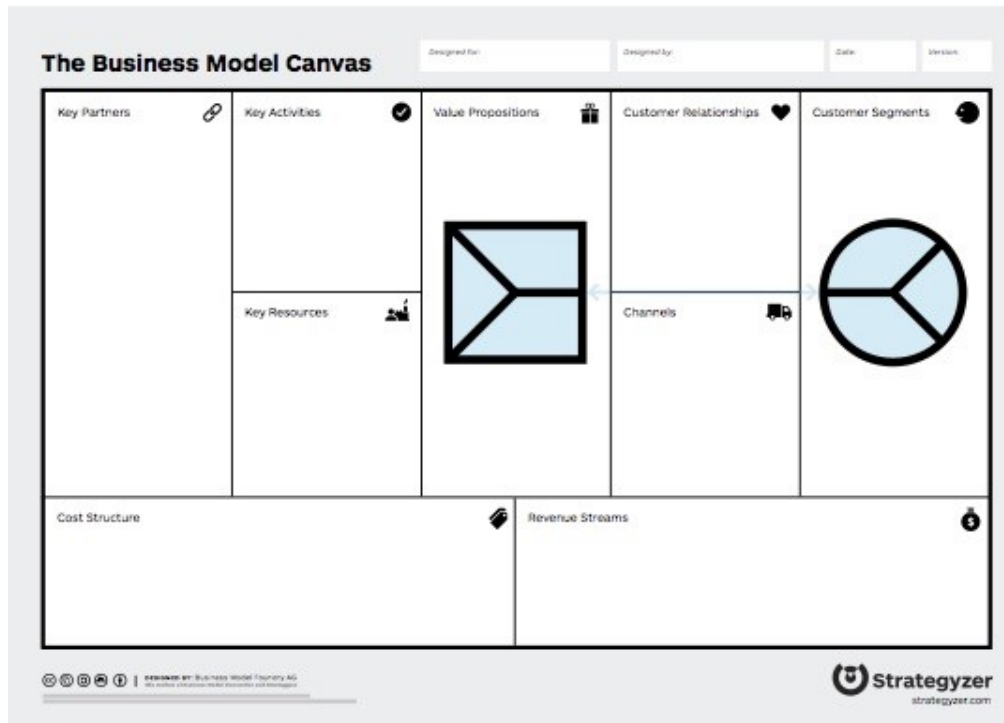


Figure 2: Value Proposition Canvas

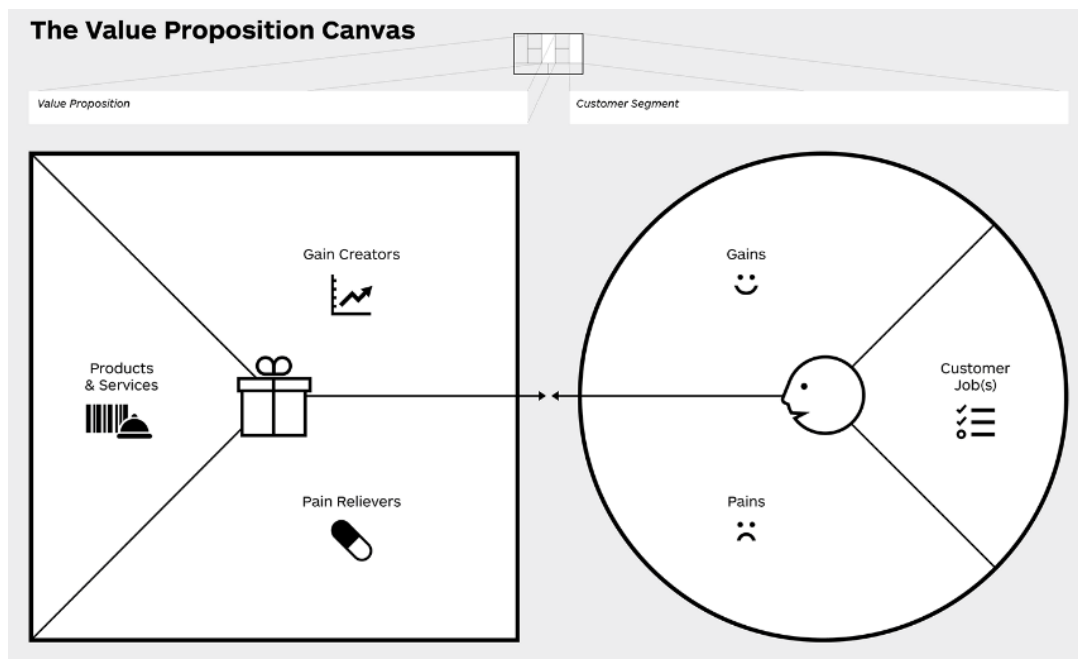
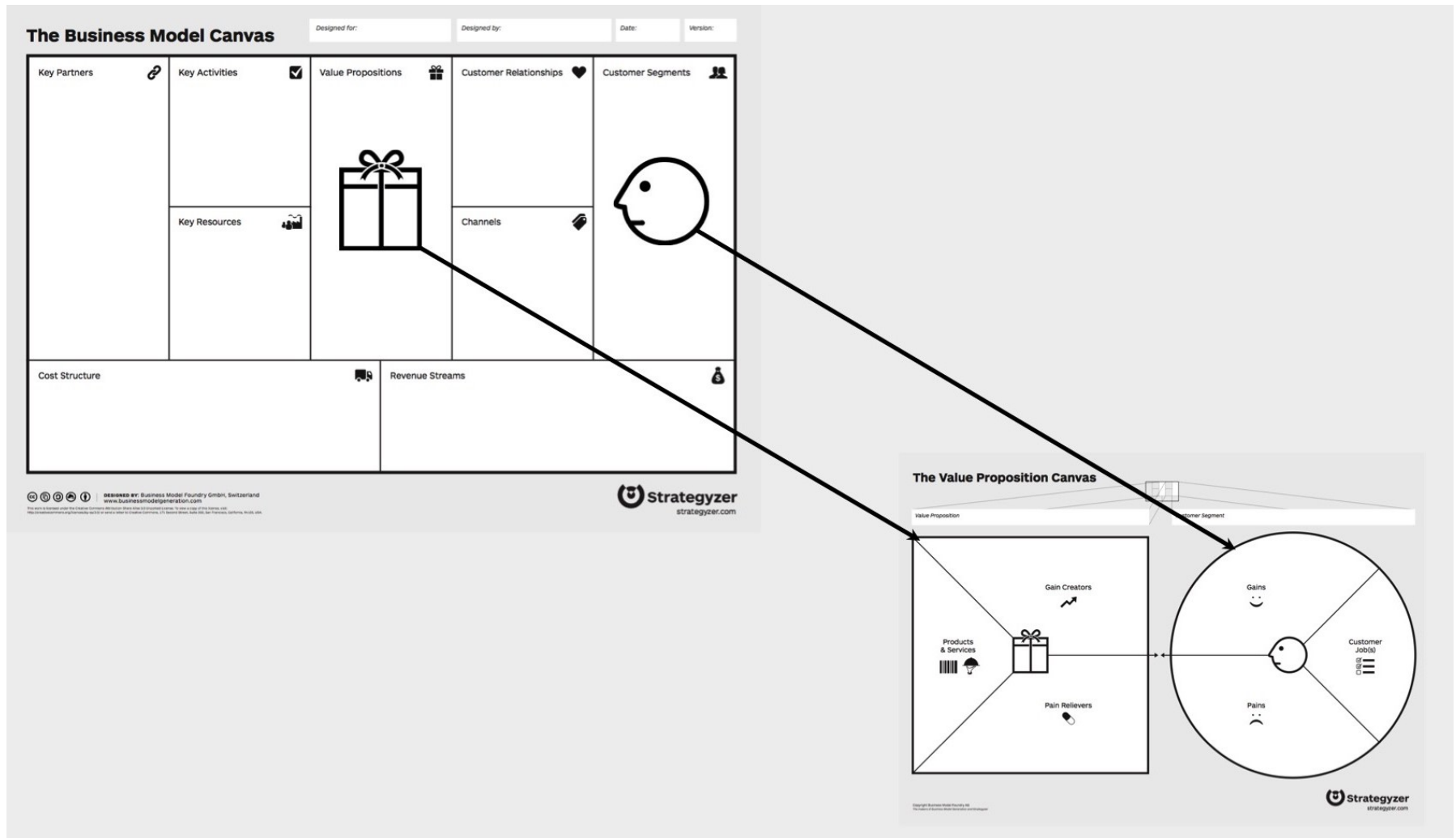


Figure 3: VPC as part of BMC



Appendix B: Superfood Market Research

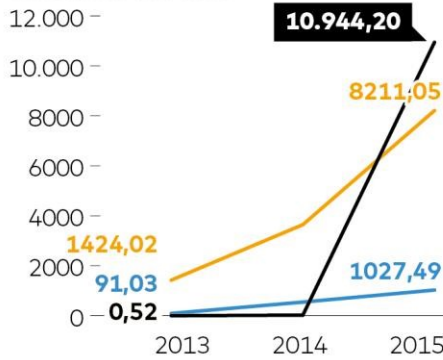
Figure 4: Superfood Consumption

Neue Körner

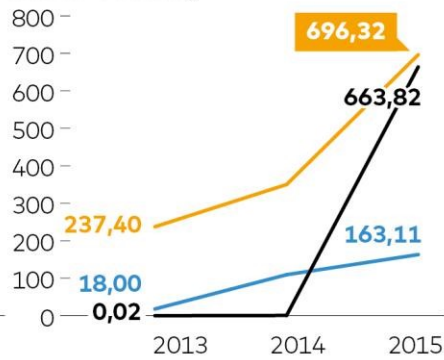
Zahlen aus dem deutschen Lebensmitteleinzelhandel und Drogeriemärkten

— Chia Samen — Quinoa — Amaranth

Umsatz in Tsd. Euro



Absatz in Tsd. kg



welt

Quelle: IRI Information Resources

Figure 5: Google Search growth of food trends since 2011

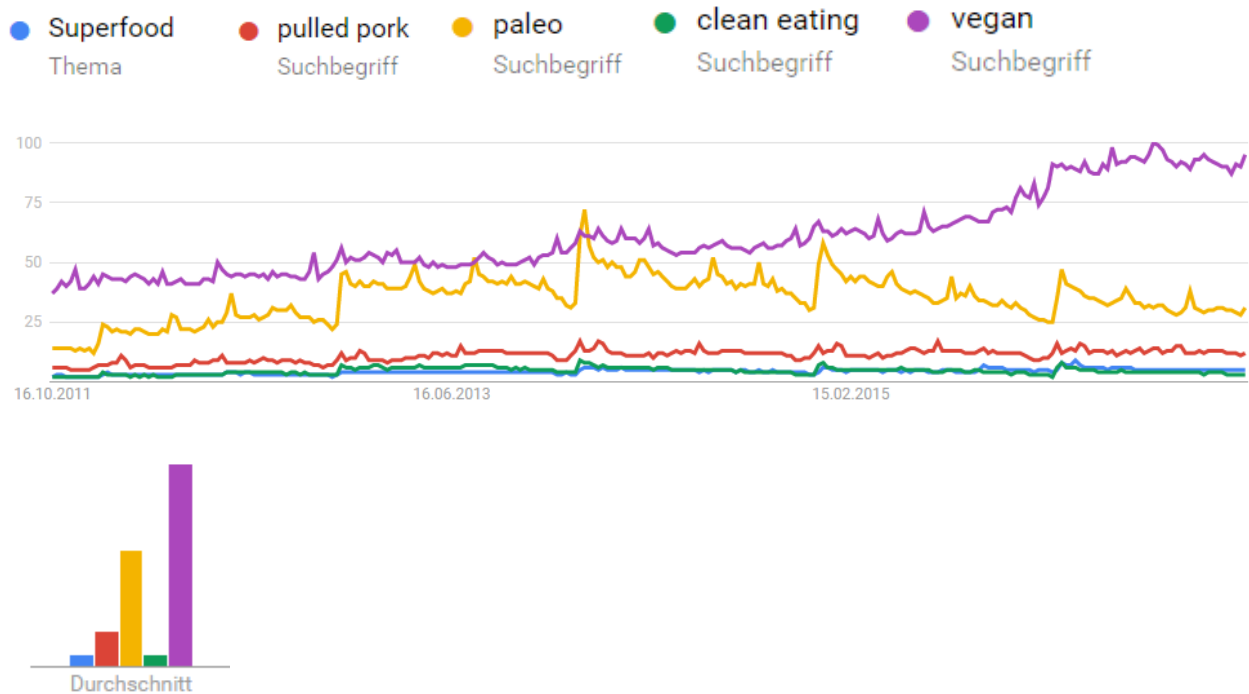


Table 1: Superfood Product Segments

Exotic Superfoods						Local Superfoods
Superfood powder	Superfood Smoothies	Smoothie Bowl	Juice Pads	Superfood Meals	Superfood Recipes	
Online shops selling one powder type or a wide range of superfood powder under their own brand or as an affiliate.	This trend started from green smoothies, including a lot of vegetables instead of fruits only.	Using frozen foods with superfood powder and superfood topping.	With the frozen structure, they can be easily stored and used in a mixer to get the right texture.	Superfood snacks and “bowls” has been taken on to “Buddha Bowls” or “Abundance Bowls” that include a balance of proteins, carbohydrates, healthy fats, and vegetables	Bloggers, Instagram or Pinterest consists of tons of pictures of #Superfood Bowls #Acai Bowls	Cheap, fresh and clean alternative to imported superfoods Advantages: grow in local countryside, can be eaten fresh instead of as powder, concentrate, pills, are cheap, directly purchased

Table 2: Food Type and Value Trend

Food Type	Food Values
Food with Function Superfoods healing and preventing	Eco Food Safety Sustainability
Artificial public Enemy Clean eating	Spiritual Food
Good & Healthy Fast Good Free Froms	Transparency Origin Ingredients
Urgetreide	Cooking to Share
Alternatives Diets	Slow Coffee
Diet by DNA	The new Classic
Smart food	New Snacks
	Regionality

Figure 6: Mapping Superfood Competitors: time to meal vs channel

PDF File Link: <https://drive.google.com/open?id=0B9GXu57F4Sh8eS1hYkIwY0ltYlk>

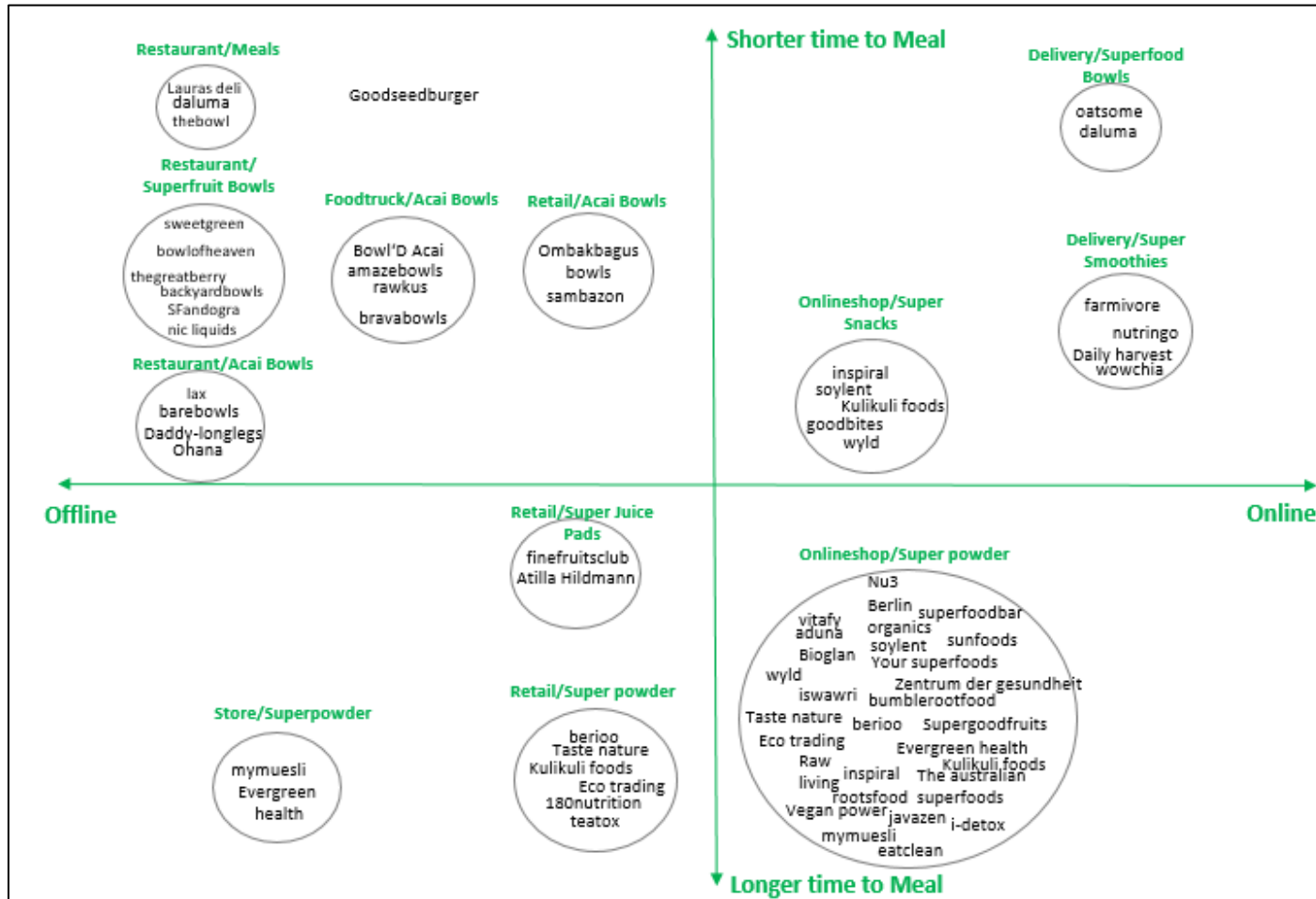
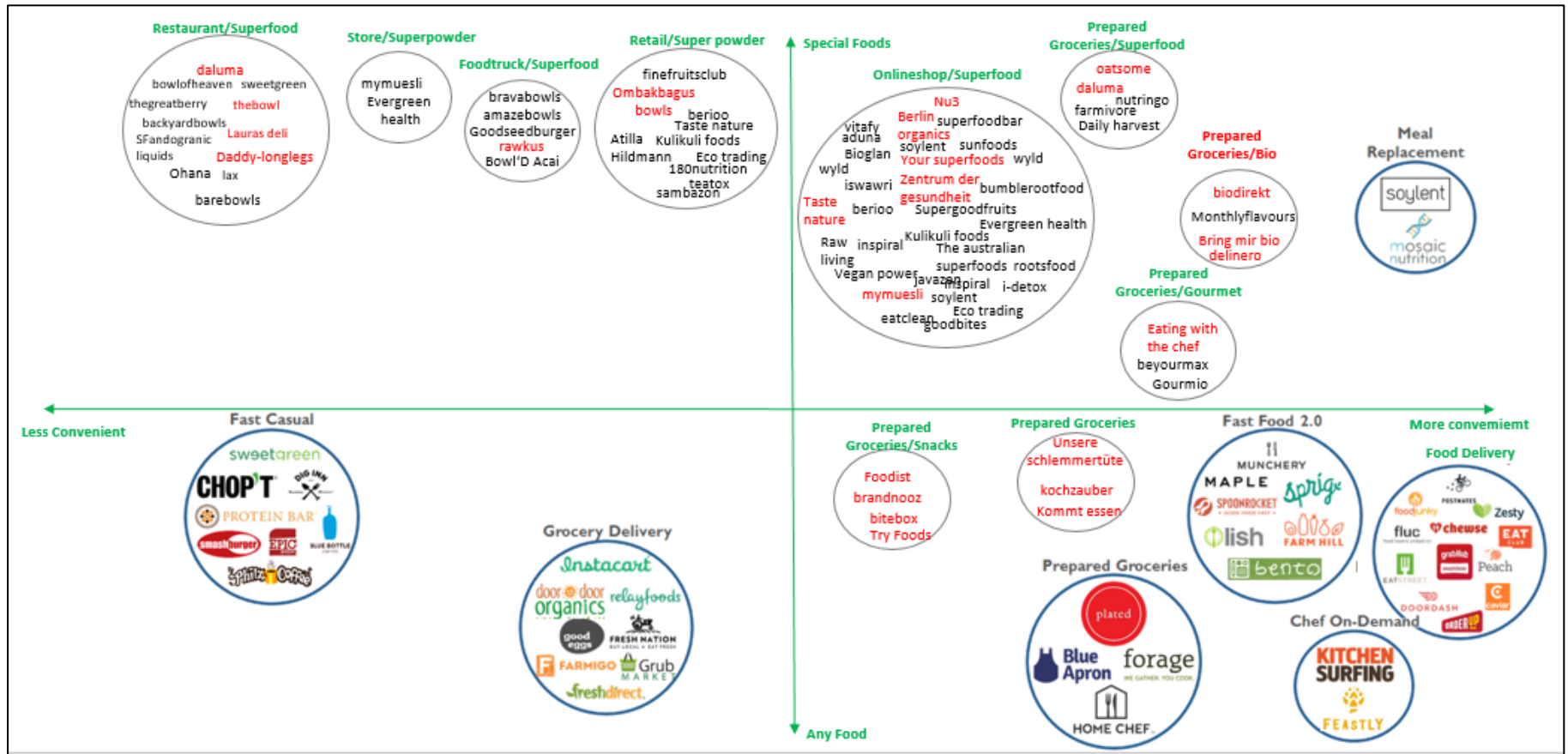


Figure 7: Mapping FoodTech Competitors: convenience vs food type

PDF File Link: <https://drive.google.com/open?id=0B9GXu57F4Sh8eS1hYkIwY0ltYlk>



Appendix C Business Models for Idea

Table 3: Ranking of Business Models

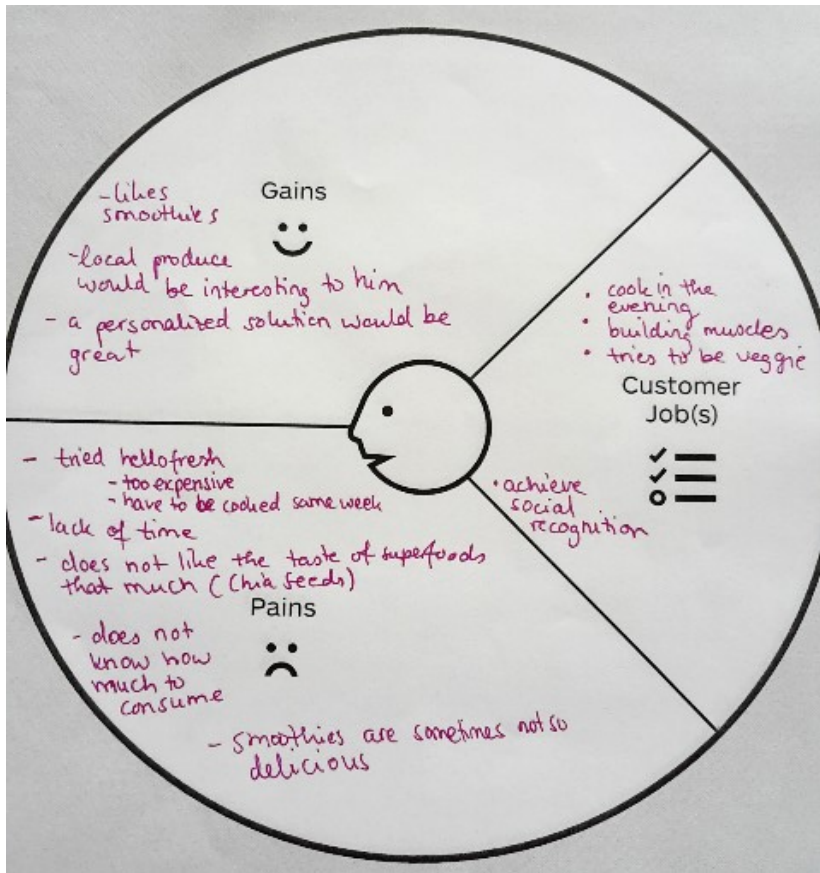
Exel File: BM Evaluation Criteria

Link:

https://drive.google.com/a/novasbe.pt/file/d/0B9GXu57F4Sh8VHJ4UWdsZzdNOFk/view?usp=s_haring

BM Typology vs. Criteria	Score	Ranking
Fast-health Superfood chain	35	Personalized Superfood plan and delivery (algorithm)
Superfood Meal delivery (box or bowl)	42	Superfood Meal delivery (box or bowl)
Superfood Ingredients/Bulk delivery	31	Fast-health Superfood chain
Superfood Drinks	24	Superfood Ingredients/Bulk delivery
Superfood Snack/Bar	25	Superfood Snack/Bar
Superfood Supplements	23	Superfood Drinks
Personalized Superfood plan and delivery (algorithm)	44	Superfood Supplements

Figure 8: Value Proposition Canvas filled by Interviewee.



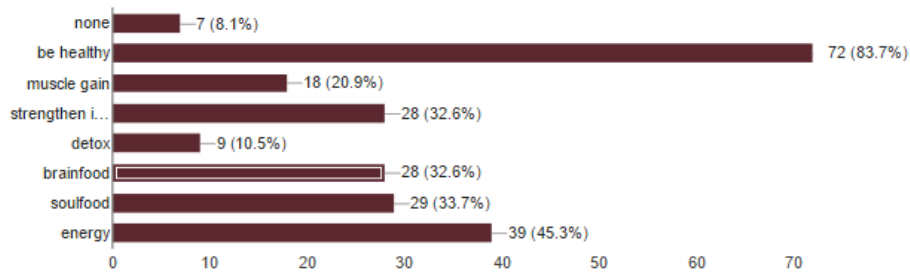
Appendix D Survey and Interview Results

Google Survey Link:

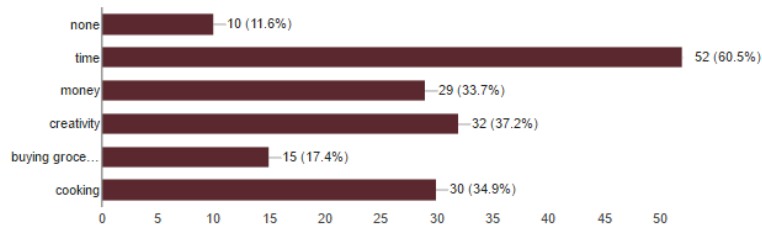
https://docs.google.com/a/novasbe.pt/forms/d/1O1tzFzWG6ePC1M3S4_vczTQRK_8JKzf4of6W78EUkEE/edit?usp=sharing

What are your goals concerning your diet besides feeding your hunger ?

(86 responses)

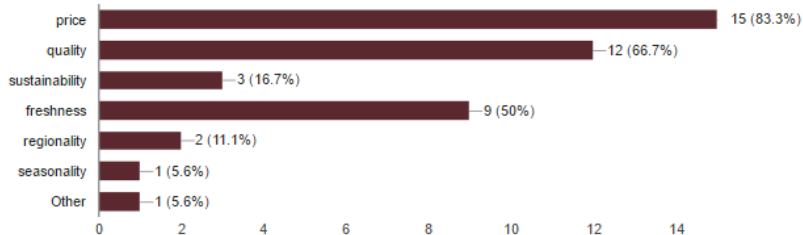


What are your main challenges in achieving your ideal diet plan? (86 responses)



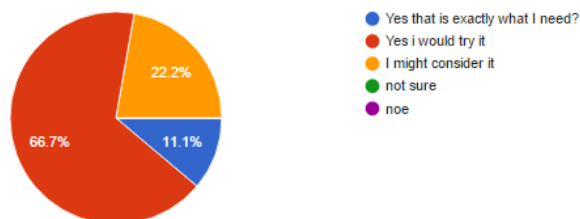
What would be the most critical aspects for you to use Superfoods?

(18 responses)



What if there would be a tool to match your personal nutrition needs (based on a blood analysis or similar) with the superfoods that contain the nutrients that you lack? Would you be interested in using it?

(18 responses)



Interview Questions and Summarized Responses (N=10) for Customer Validation

General Diet tasks around diet:

Customer Jobs to be done:

How do you currently make sure to get all nutrients?

- restaurants
- canteen at uni
- breakfast at home
- cook at home
- takeaway

Where do you go shopping for food? How often?

- local supermarkets like Rewe
- tried hello fresh, but its too expensive I liked the food, disadvantage you have to cook
- at supermarkets, sometimes to organic stores
- I would like to buy at organic stores, and I do so sometimes, but it is also expensive
- just go to stores on the way

How often do you cook at home?

- mostly in the evenings during the week
- I prepare my food at home every to take it to university
- I mainly cook 3-4 times a week larger portions for the rest of the days

What do you try to achieve with your diet?

- no nothing, sometimes I try to eat healthy but I fail every second day
- building up weight, try to be vegetarian
- be healthy
- muscle gain
- get energy for the day
- strengthen my immunity

Customer Pains:

What are the hassles / challenges you experience in your daily diet?

- time and often I don't know what to cook, no time and don't know what to cook and I don't like to cook just for myself

Do you pay a lot of money?

- cheaper if you cook for yourself, at an organic store I think meat is expensive
- its fine, I try to buy better meat and organic but sometimes its too expensive, I would definitely buy more if it would be cheaper

Does it cost you a lot of time?

- especially the shopping takes on a lot of time because I have troubles planning meals ahead so I just go every day since I walk by the store anyways
- I just often decide to cook something simple or not cook but just eat a sandwich because yet it takes a lot of time that I need for other things
- it costs time and also I don't like doing it every day so I often fail to make something healthy

Customer Gains:

What quality level do you expect?

- a high quality is important
- I think for meat the quality is mostly important to me
- food with good quality is great but I cannot always afford it, so an affordable healthy meal would be great, also you often do not know when eating outside what exactly is in a meal and where does the food come from

What do you enjoy about your current solution?

- mh I am not sure I enjoy myself cooking, since I don't use any solution. I mean I am pretty flexible and I can decide what I eat every day so I guess that's good.

What would make your life easier concerning your diet?

- I would like to have a personalized nutrition plan and more knowledge about the impact of some food/nutritions
- cheaper organic food
- Provide me with recipes
- it's hard to keep track of my marco/micronutrients and my calorie intake
- Rezepte aus der KptnCook-App sollte es in Portionsgröße a la HelloFresh auch im Supermarkt um die Ecke geben - gibts bisher nur in Berlin :(
- I would like to have someone doing it for me
- healthy, quick lunch options, vegan, low fat, gluten free, delicious
- Healthy food delivery

What would you like to change concerning your diet?

- Buy more bio, local, fresh. Eat more balanced
- eat more vegetables and fruits, cook more often
- have more time to cook and eat more healthy
- Eat more regular, better food
- buy local more frequently
- Cook more often with fresh veggies and stop binge eating sweets after a long day
- Cook more often
- cook more often, more balanced diet
- eat more healthy food

Superfoods:

Do you know what superfoods are?

- no, yes you mean like Chia seeds? I heard of it from the newspaper and I think they are healthy and have all nutrients chia seeds are fake I heard

- yes, I have leinsamen at home
- yes like Acai powder or Goji right?
- I eat a lot of nut that I think are superfoods
- mostly heard of Goji but I think Blueberries are as good

Have you ever eaten a superfood meal/bowl?



- I never tried but looks very healthy and filling
- looks like a lot of work to cut everything and many things you need
- I would really like to try it, the fruit bowl looks like a smoothie to eat
- not sure, I think some places have like a healthy salad bowl or so but I am not sure of superfoods
- yes I always prepare meals like this its what I use to eat for the diet I follow. Because I have problems with my stomach I am only eating these specific foods so I feel better during the day
- For me these are exactly the foods I can eat, it's a diet I follow called FODMAP, I just recently discovered but when I do it its really great because I don't always have the stomach troubles anymore.

Appendix E Mixtbowls MVPs

Figure 9: Personalized Nutrition App Mockup

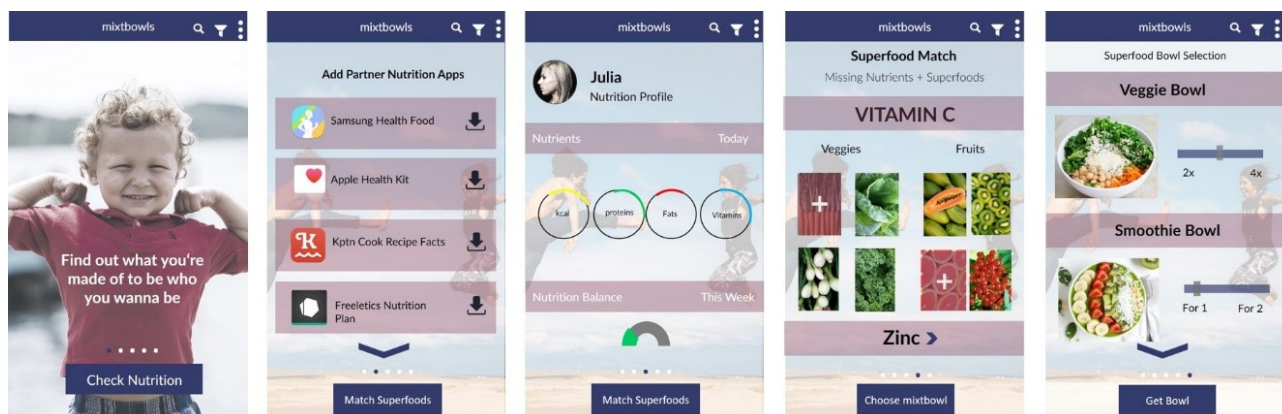


Figure 10: Facebook Page: www.facebook.com/Mixtbowls

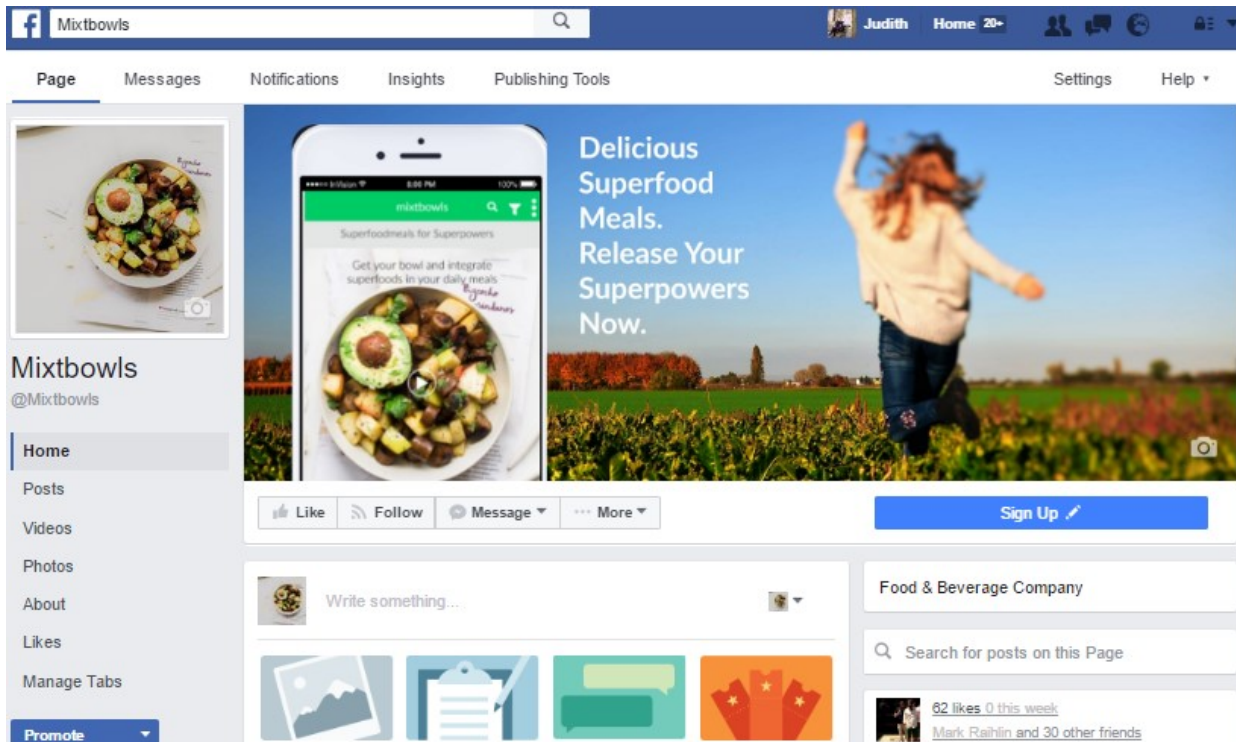


Figure 11: Mixtbowls App Mockup

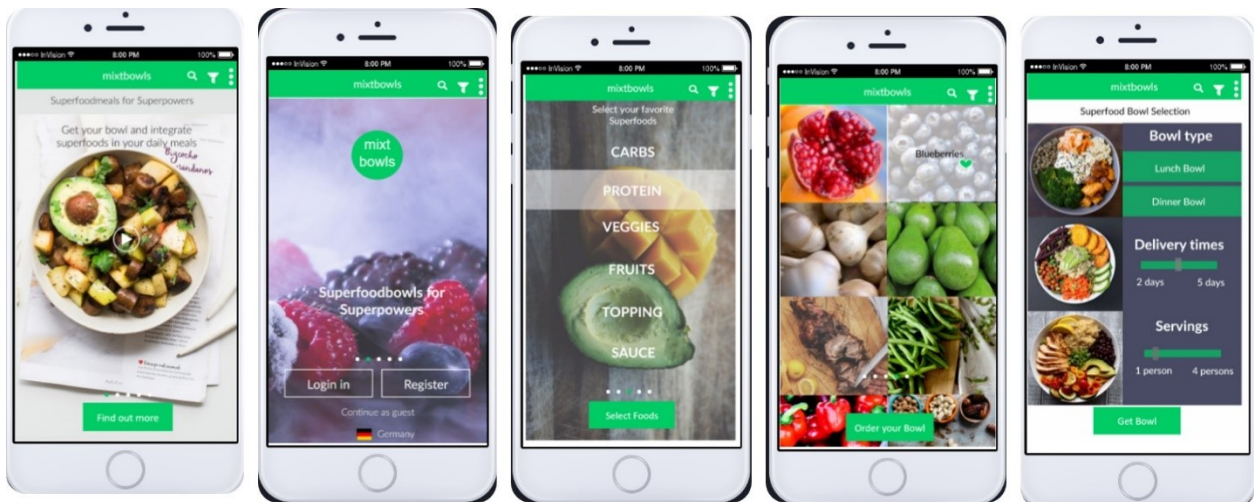


Figure 12: Landing Page

Link: www.mixtbowls.com

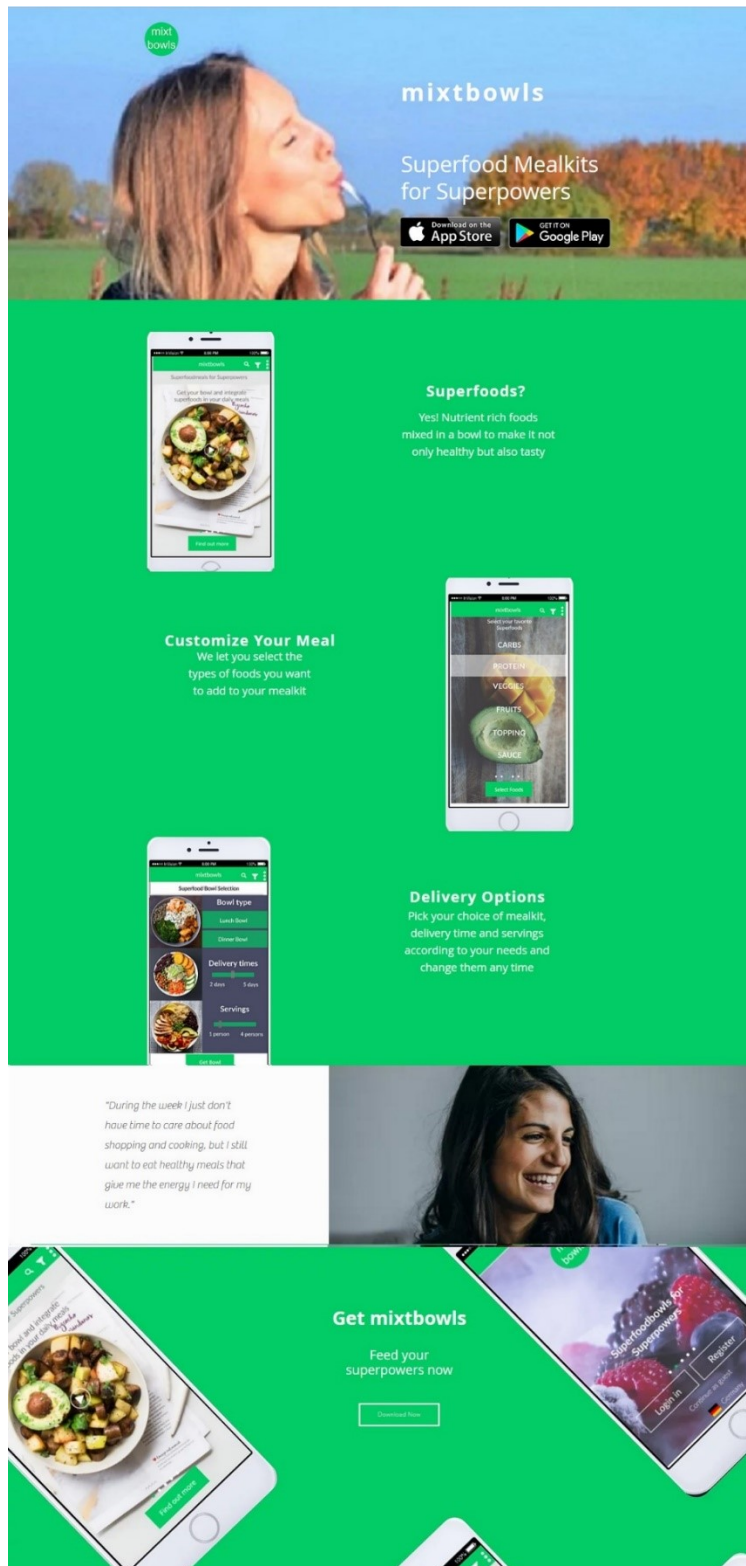




Figure 13: Facebook Posts

 **Mixtbowls**
November 18, 2016 · 🌐

You like superfoods? But do you also know how much you should take and which ones? We are working on a way to match your body's nutrients with superfoods for you to get the most out of them! Stay tuned and in touch:
www.mixtbowls.com
#personalizednutrition #superpowers #mixtbowls



131 people reached

[View Results](#)

 **Mixtbowls**
November 16, 2016 · 🌐

You can't get enough of these little but big superfoodpowers? You tried Chia Seeds, Goji Berries & Acai? Why only snack them? Get even more superpowers now by integrating superfoods in your daily meals. At mixtbowls we help you create your own delicious bowls!
Find out more about bowls #buddhabowls #rainbowbowls #quinoabowls #smoothiebowls
www.mixtbowls.com



301 people reached

[View Results](#)

Figure 14: Mixtbowls Explain Video

Link: https://www.facebook.com/pg/Mixtbowls/videos/?ref=page_internal

Google Drive Link:

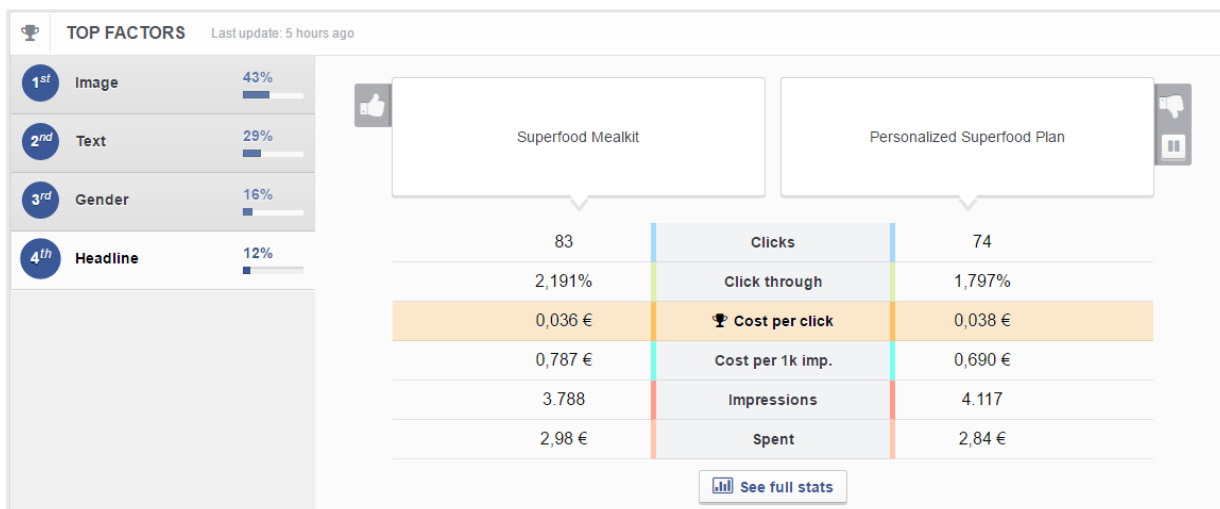
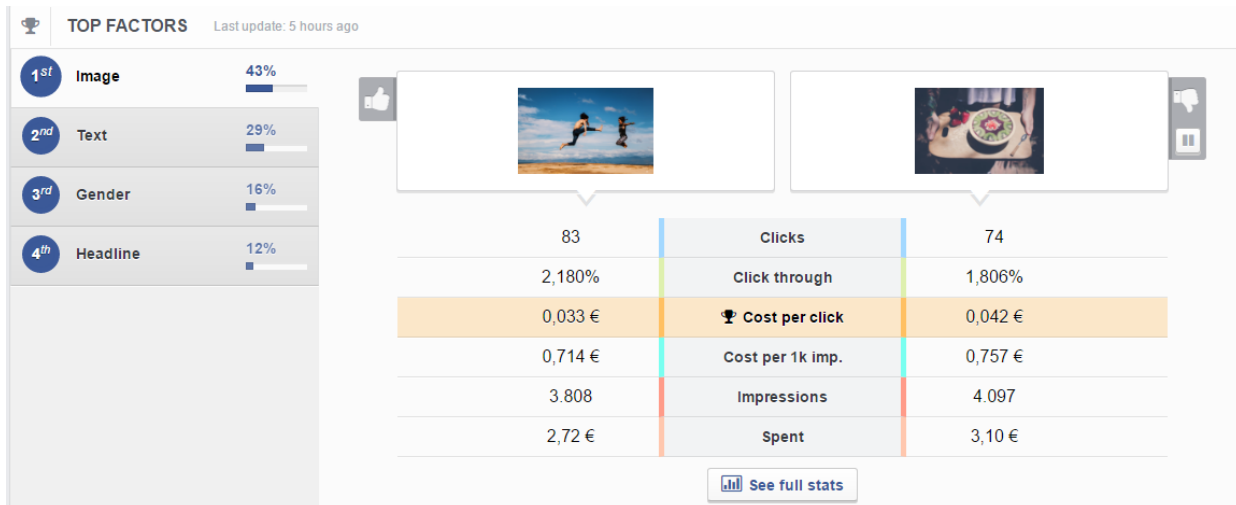
<https://drive.google.com/a/novasbe.pt/file/d/0B9GXu57F4Sh8VVFtQ1ZwLUVLUms/view?usp=sharing>



Appendix F Mixtbowls Ad Campaign

Figure 15: Campaign Setting and Results with AdEspresso

CAMPAIGN DETAILS	
Ad Account: Judith Mathes	
Budget Type: Lifetime	Budget: 6,00 €
Start Date: 19.11.16 17:00	End date: 21.11.16 22:50
Status: Completed	Bid strategy: Automatic
Optimize for Link clicks Pay for Impressions	



Appendix G IBS and FODMAP

Figure 16: List of low- and high-FODMAP Foods

LOW FODMAPs Checkliste

Wichtig! Bitte achten Sie bei Fertigmeneues immer auf die Zutatenliste

Gemüse

Alfalfa
Aubergine
Bohnensprossen
Brokkoli (1/2 Tasse)
Butternut-Kürbis (1/4 Tasse)
Chilli – wenn erträglich
Erbsen (10 Stück)
Fenchel
Frühlingszwiebel (grüner Teil)
Grüne Bohnen
Grünkohl
Gurke
Ingwer
Kartoffeln
Kichererbsen – (1/4 Tasse)
Knoblauchöl
Kürbis
Lauch Blätter (grüner Teil)
Linsen – in kleinen Mengen
Mais – wenn erträglich
Möhren
Okra
Oliven
Pak Choi
Paprika ROT
Pastinake
Petersilie
Radieschen
Rosenkohl (1/2 Tasse)
Rübe
Salat
Schnittlauch
Sellerie (1 Stange)
Sojasprossen
Spinat
Süßkartoffeln (1/2 Tasse)
Tomaten
Wasserkastanien
Zucchini



© Silvia Wenz www.fodmaps.de

Früchte

Ananas
Avocado (1/4 Stück)
Bananen
Blaubeeren
Clementinen
Cranberrys (9 getrocknete Beeren)
Erdbeeren
Getrocknete Früchte (1 Esslöffel)
Grapefruit (1/2)
Heidelbeeren
Himbeere
Honigtau und Galia Melonen
Kiwis
Lemon einschließlich Zitronensaft
Limette
Mandariner
Maracuja
Melone
Orangen
Papaya
Passionsfrucht
Preiselbeeren
Rhabarber
Sanddorn
Trauben
Zitrone



Kräuter und Gewürze

Ahornsirup ohne HFCS
Balsamico-Essig
Essig
Hausgemachte Brühe
Knoblauch aromatisiertes Öl
Knoblauchpulver + Zwiebelpulver
Laktosefreie Butter
Leinsamen
Margarine
Mayonnaise
Oliven
Olivenöl
Pfeffer
Salz
Schnittlauch
Senf
Soja Sauce (Achten Sie auf Weizen!!!)

Getreide und Getreideprodukte

Amarant
Brauner Reis
Brot aus Hafer, Reis, Mais, Kartoffeln gemacht
Buchweizen
Buchweizennudeln
Kokosnuß – Milch, Sahne, Fleisch
Cornflakes (1/2 Tasse)
Glutenfreie Nudeln und Kekse ohne Honig
Glutenfreies Brot
Glutenfreies Getreide
Hafer
Haferkleie
Haferkekse
Hirse
Kartoffelchips (Kann Weizen enthalten)
Knäckeibrot (glutenfrei)
Mais
Polenta
Porridge wenn aus Hafer
Quinoa
Reiscracker
Reiskleie
Reiskuchen
Reisnudeln
Tortilla-Chips
Weißer Reis
Weizen-freie oder glutenfreie Brote
Weizen-freie oder glutenfreie Pasta



Nüsse

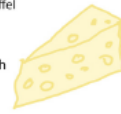
Kleine Portionen Haselnüsse
Kleine Portionen Walnüsse
Kürbiskerne
Erdnüsse
Haselnüsse (max. 15 Stück)
Macadamia Nüsse (max. 10 Stück)
Mandeln (max. 10 Stück)
Paranüsse (max. 10 Stück)

Proteinreiche Lebensmittel

Eier
Fisch
Geflügelfleisch
Fisch
Fleisch
Lamm

Milchprodukte

Butter
Eier
Hartkäse (Cheddar, Colby, Parmesan, Schweizer)
Hafer-Milch
Hanfmilch
Haselnussmilch
Käse, Brie
Käse, Camembert
Käse, Cheddar
Käse, Feta
Käse, Hüttenkäse
Käse, Mozzarella
Käse, Quark – 2 Esslöffel
Käse, Schweizer
Kokosmilch
Laktosefrei Joghurt
Laktosefreie Kuhmilch
Laktosefreie Milch
Laktosefreier Kefir
Laktosefreies Eis
Mandelmilch
Milchfreie Schokolade oder Pudding
Mozzarella
Parmesan
Schlagsahne
Schweizer Käse
Soja-Protein (vermeiden Sie Sojabohnen)
Sorbet (achten sie auf die Früchte)
Tempeh
Tofu



Zucker und Zuckeraustauschstoffe

Glucose
Ahornsirup
Orangenmarmelade
Erdnussbutter
Sacharin
Stevia
Sucralose
Zucker - auch als Saccharose

Alkohol

Bier
Gin
Wein
Wodka

High FODMAPs Checkliste Wichtig! Bitte achten Sie bei Fertigmeneues immer auf die Zutatenliste

Gemüse & Kräuter

Artischocke
Blumenkohl
Butter Bohnen
Dicke Bohnen
Erbsen
Frühlingszwiebeln (weißen Teil)
gebackene Bohnen
Grüne Paprika
Kidney-Bohnen
Knoblauch
Kohl
Kürbis
Lauch
Paprika GRÜN
Pilze
Rote Bete
Schalotten
Sellerie
Sojabohnen
Spargel
Split Erbsen
Wirsing
Zuckerschoten
Zwiebeln



Früchte

Äpfel
Aprikosen
Avocados
Backpflaumen
Birnen
Brombeeren
Johannisbeeren
Kirschen
Litschis
Mango
Nektarinen
Obstkonserven
Orangensaft
Pflirsche
Pflaumen
Rosinen
Verarbeitetes Obst
Wassermelone
Weiße Pflirsche
Generell sollten sie mit großen Mengen von Früchten vorsichtig sein.



Gewürze

Agavensaft
Chutneys
Gelees
HFCS (High Fructose Corn Sirup)
Honig
Knoblauch
Künstliche Süßungsmittel wie:
Sorbit, Mannit, Isomalt, Xylit
Marmeladen (je nach Frucht)
Melasse
Relish
Zwiebeln

Getreide & Getreideprodukte

Couscous
Dinkel
Eiernudeln
Gebäck aus Weizen
Gerste – große Mengen
Grieß
Kuchen aus Weizen
Paniermehl
Hartweizengrieß Nudeln
Roggen
Teigwaren aus Weizen
Weizen
Weizen Getreide
Weizen-Brötchen
Weizenbrot
Achten Sie bitte bei Fertigprodukten auf die Zutatenliste, oftmals finden sie dort Weizen als Inhaltsstoff!!!!



Nüsse

Cashew Nüsse
Pistazien

Proteinreiche Lebensmittel

Fisch, Fleisch, Eier usw. sind immer FODMAP friendly!

Milch & Milchprodukte

Buttermilch
Cremige Suppen mit Milch
Frischkäse
Joghurt
Kondensmilch (auch gezuckert)
Kuhmilch
Milch
Reismilch
Sahne
Sauerrahm
Schafsmilch
Schlagsahne
Schokolade
Sojamilch
Soßen mit Milch und Sahne (aus Kuh-, Schaf- oder Ziege)
Vanillesoße
Weichkäse (wie Ricotta, bei Brie achten sie ob Laktosearm oder frei)
Ziegenmilch



Zucker & Zuckeraustauschstoffe

Agavaesirup
Fructose
High Fructose Corn Syrup (HFCS)
Honig
Inulin
Isomalt
Maltitol
Mannit
Sorbitol
Vollmilchschokolade
Xylitol
Zuckerfreie Bonbons und Kaugummi

Alkohol

Rum
Süße Weine

Table 4: FODMAP Survey Results

Link to Survey Results:

https://docs.google.com/a/novasbe.pt/forms/d/1O_ey7KOUTGpwDk9tEhAQrXU2z7AobT27QGnj9IcJkVw/edit?usp=sharing

Criteria	Choice	Answers (N=27)
Challenges	too much effort	14
	sticking to diet	10
	lack of knowlegde	4
	no out of home solution	19
Needs	knowhow	7
	planing meals	18
	stick to diet	12
Offering	low-fodmap ingredient delivery	8
	recipe plan	13
	ready to eat meals	14
Features	Planning	6
	Transparency	17
	Variety	16
	Convenience	10
	Quality	10

Appendix H: NAMI MVPs

Figure 17: NAMI Facebook Page

Link: <https://www.facebook.com/Nami-Foods-1023490077779437/>

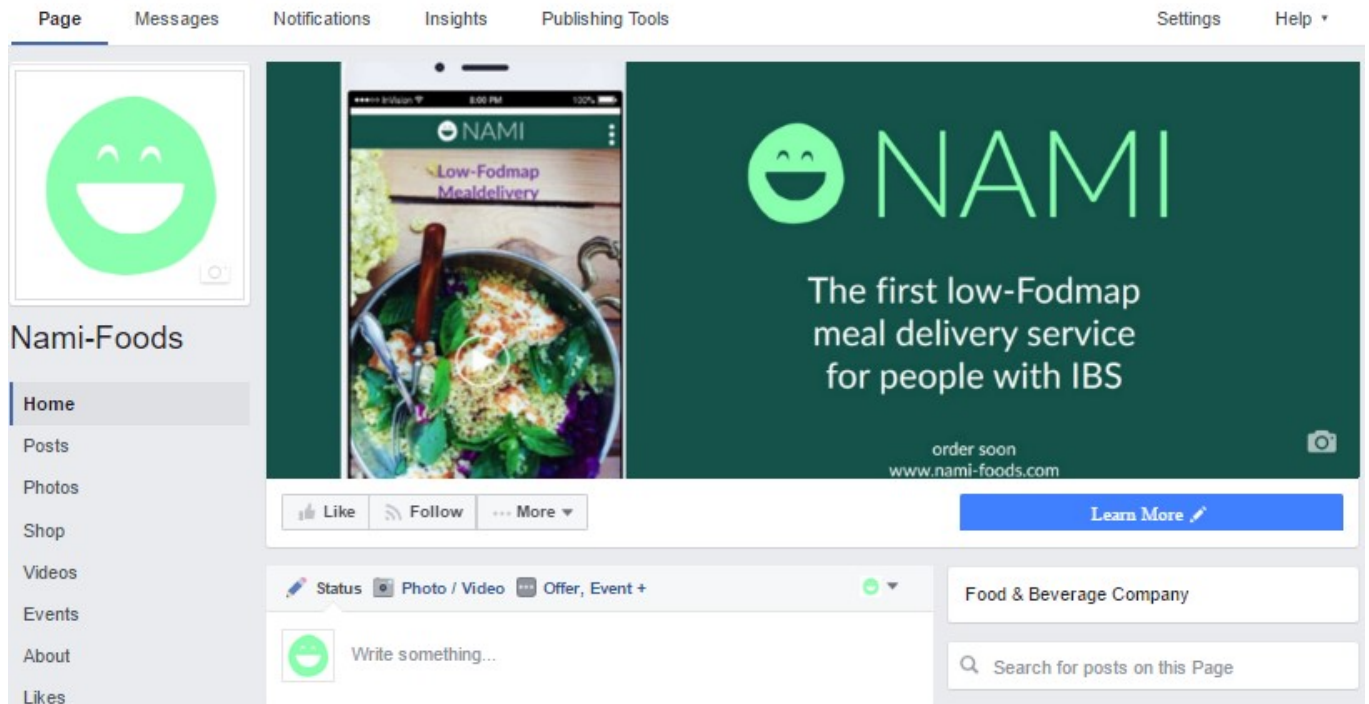
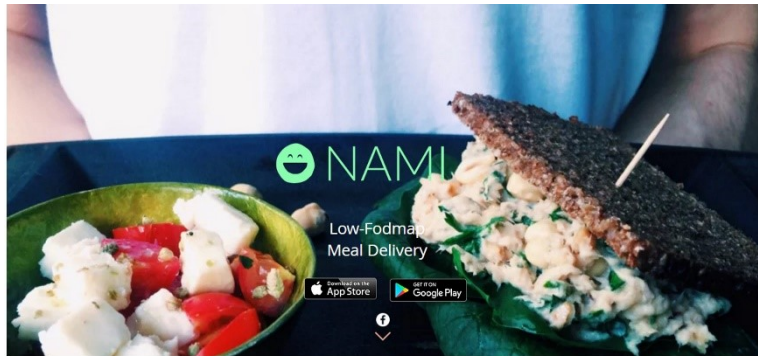


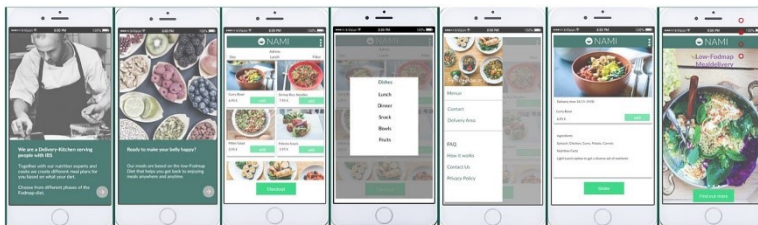
Figure 18: NAMI Landing Page

Link: <http://www.nami-foods.com/>



Enjoy Food and a Happy Belly

NAMI helps people with IBS to quickly and simply start a low-fodmap diet by delivering ready-made meals according to each phase of the fodmap diet.



NAMI Concept



NAMI for people with IBS

We make it possible for people with an irritable Bowel Syndrome to always have a meal they can eat without worrying about what is in it. Enjoy the convenience of food delivery.



NAMI Low-Fodmap Meals

The Low-Fodmap Diet allows people with IBS to get rid of their belly problems. We create delicious recipes based on low-fodmap foods only.



NAMI App

Our App is designed to let you easily order our meals. Order for today, for the rest of the week or ahead of time and track when we deliver your meal.

Contact

NAMI FOODS

Rue des Feniennes, Luton
Tel: +31 339 774393
E-Mail: 24788@nami.co.uk

NAMI is coming soon
Sign up to be invited for our launch and enjoy your next lunch with us!

Zurück nach oben

Stay connected for the latest news up to our launch



© 2016 by NAMI.

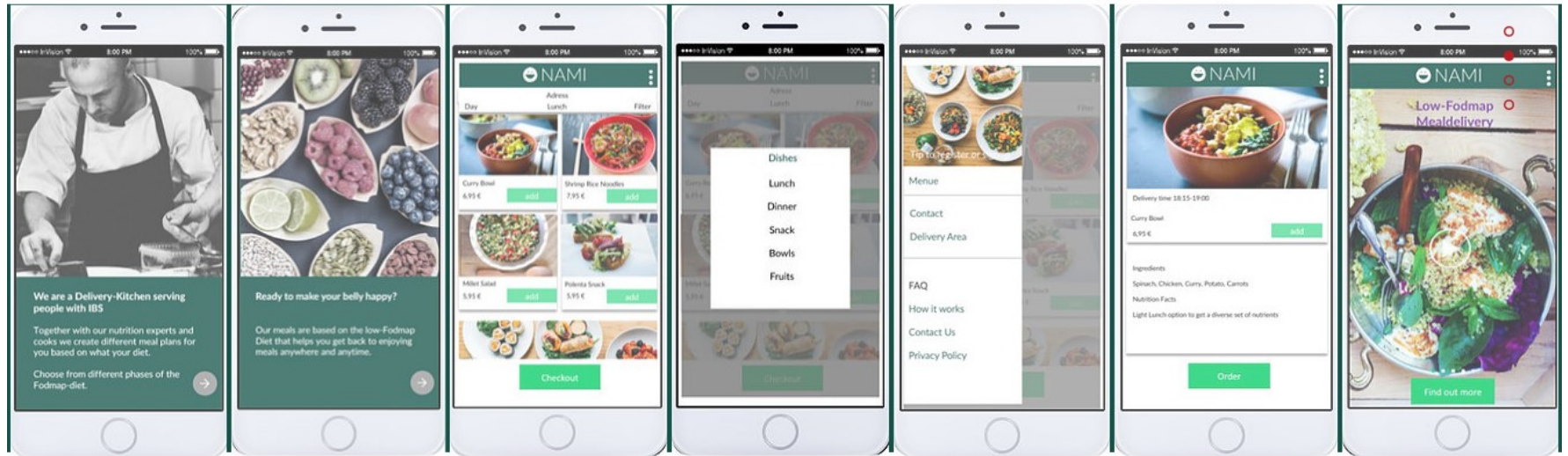
Figure 19: NAMI Explain Video

Google Drive Link:

<https://drive.google.com/a/novasbe.pt/file/d/0B9GXu57F4Sh8d0RzeDByZXJGY00/view?usp=sharing>

The image shows a Facebook post from the page 'Nami-Foods', dated November 26, 2016. The post text reads: 'On the mission to improve food services for people with IBS - Introducing NAMI'. Below the text is a video player. The video content features a smartphone on the left displaying the NAMI app interface with a bowl of food and a 'View Menu' button. To the right of the phone, the NAMI logo (a green smiley face) is displayed above the text 'The first low-FODMAP meal delivery for people with IBS'. The video player includes a progress bar at the bottom showing a time of -0:46, along with icons for play, volume, settings, and share. Below the video player, the post shows '64 people reached' and a 'Boost Post' button. At the bottom, it lists 'Joana Oliveira and Laura Mathes' as the people who interacted, with '13 Views' and a dropdown arrow. The interaction options 'Like', 'Comment', and 'Share' are also visible.

Figure 20: NAMI App Mockup



Appendix I NAMI Facebook Campaign

Table 5: Facebook Ad Results

Ad Set “Reach”	Results	Impressions	Reach	Cost per Results	Amount Spent (EUR)	Clicks	Page Engagement
Overall Results	10085	10085	8618	1.487357	15	13	8
IBS Ad	6194	6194	5732	1.488537	9.22	10	7
Fodmap Ad	3891	3891	3632	1.485479	5.78	3	1

Ad Set “Clicks”	Clicks	Reach	Cost per Results
Overall Results	36	164352	1.66
FODMAP Ad	18	138304	1.66
IBS Ad	18	137087	1.66

Figure 21: Campaign Objectives and Marketing Funnel

(Balasz Balay, Marketing Expert at Facebook, 2016)

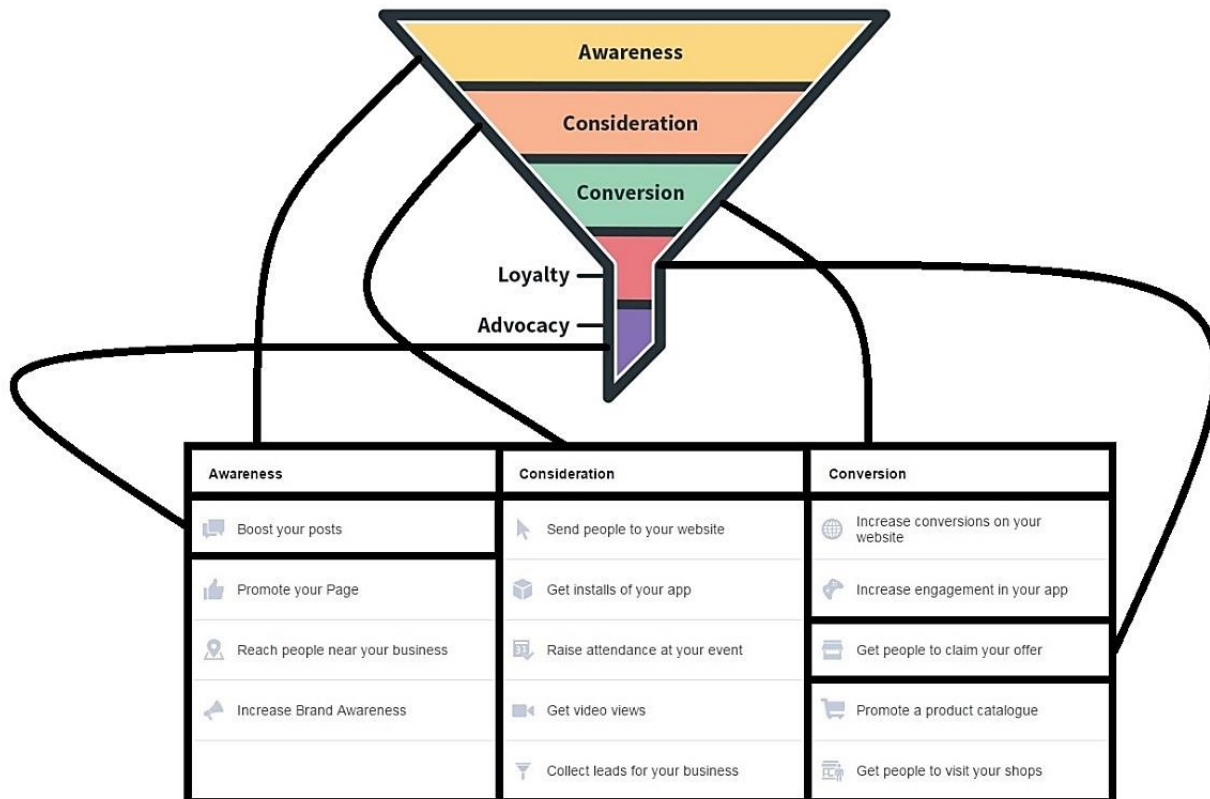
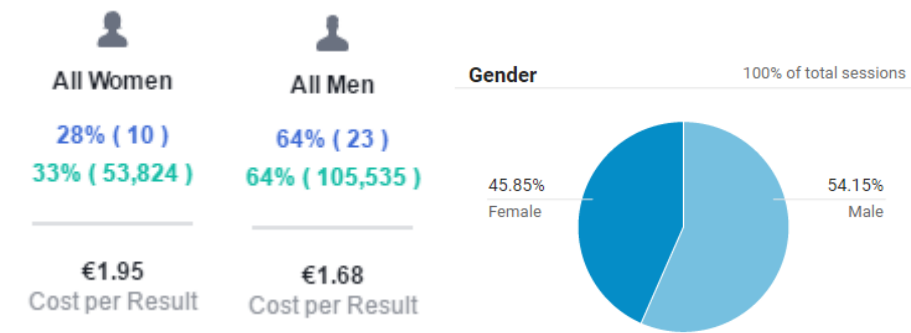


Figure 22: Facebook Ad Demographics



Appendix J: Business Model Considerations

Table 6: Customer Segmentation

Customer Segment Characteristics	People affected by IBS		
	The FODMAP Starter		The Experienced FODMAPer
Background	Never heard of FODMAP	Heard of FODMAP before	
Needs	Knowledge on Diet, Trustworthy Information, Starter Support, Delicious & Enjoyable meals	Starter Support, Delicious & Enjoyable meals	Relief Symptoms, Convenient Service, Meal Innovations & Choices, Balanced life
Demographics	Age Groups: 18-24, 25-34	Age Groups: 18-24, 25-34	Age:25-34, 35-44
Geographic	Germany, usually in cities with universities	Germany, usually in cities with universities	Germany, usually in cities with developed urban society where food delivery is common
Interests	Sports, Entertainment, Travel	Sports, Entertainment, Travel	Career, Family
Psychographics	Looking for information, resources on blogs, FB groups, experienced fodmapers	Looking for information, resources on blogs, FB groups, experienced fodmapers	Sharing their problems in communities, have tried of different solutions and look for inspiration and new findings
Behavioral	socially connected, but need to find right groups to be understood. Unsure on food consumption, still experimenting what they cannot eat well and look for help in diets, wellness, alternative medicine	socially connected, but need to find right groups to be understood. Unsure on food consumption, still experimenting what they cannot eat well and look for help in diets, wellness, alternative medicine	Socially connect with IBS peers, know which foods they cannot eat, but have a hard time sticking to diet strictly.

Table 7: Customer Targeting Board

Targeting Board			
Requirements	The FODMAP Starter		The experienced FODMAPer
	Never heard of FODMAP	Heard of FODMAP before	
Measurable	xxx	xx	xxx
Substantial	xxx	xx	x
Accessible	xxx	xxx	xx
Actionable	xxx	xx	x
Responsive	xxx	xx	x

Appendix K Service Design

Figure 23: PSO Triangle

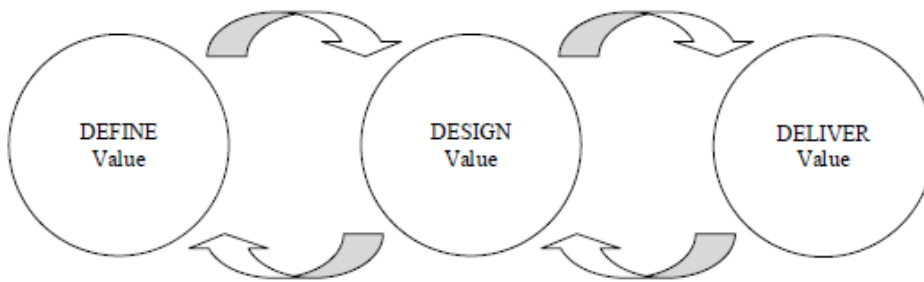


Figure 24: Service Design Principles Frei

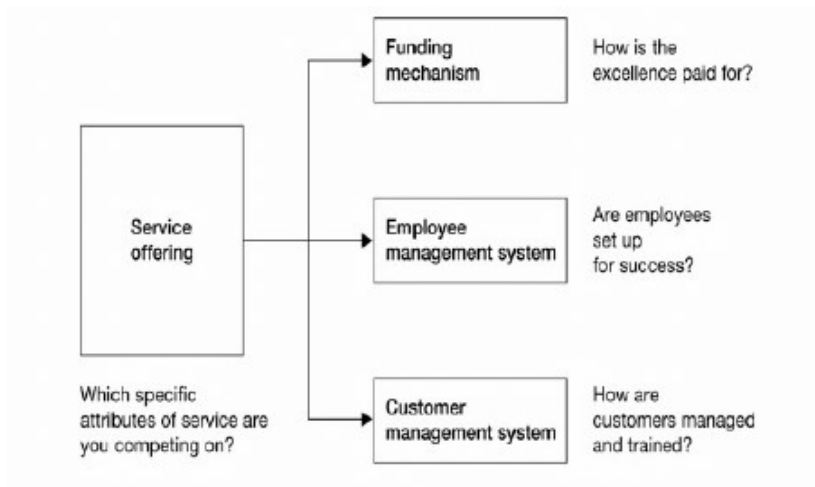


Table 8: Service Design Criteria - Startup Analysis

Exel File: Startup Service Design Analysis

Link:

<https://drive.google.com/a/novasbe.pt/file/d/0B9GXu57F4Sh8N3YwMTgwUE85Nkk/view?usp=sharing>

Service Design Offering and Focus

Service Design	Offering											Excellence Focus									
	Order				Cook				Delivery			Affordability	Product Quality	Special Diet	Health y	Transparency	Personalization	Variety	Convenience	Delivery Speed	Flexibility
	Froye n	refrigerated	hot	Ingr edients prepared	own Kitchen	Chefs	weekly menu	daily menu	own	outsourced	pay extra										
Munchery		x			x	x		x		x	x		x	x	x			x			
Sprig			x		x	x	x		x		x				x	x		x	x		
Freshly		x			x	x	x			x					x			x			
Everdine	x				x	x				x					x	x				x	
HelloFresh				x	x	x	x		x	x					x				x		

Service Design Funding Mechanism

Service Design	Funding Mechanism																						
	Pricing	Business Model										Cost savings through...											
		Member ship	On-Demand	Meal Plan (type, #)								whole process	Higher Margins	Data Leverage	efficient planning	preorders	smart packaging	high customer retention	limited meal choice	limited delivery options	operations	low inventory	network effect
				Classic				Veggie															
			3-4	6	8-9	12	3-4	6	8-9	12													
Munchery	8.95/month	x											x	x		x	x						
Sprig	11-15\$/meal		x										x	x	x				x		x		
Freshly	10-11\$/meal				x	x	x	x	x	x	x				x					x			
Everdine	8,50/8\$ per meal					x					x								x	x	x		
HelloFresh	9,90-8.75\$/meal				x	x				x	x				x	x				x	x		

Service Design Employee and Customer Management

Service Design	Employee Management System							Customer Management System												
	Incentives	Recognition	Flexible contract	sales bonus	meal creation	task distribution	team/mission spirit	Blog	FAQs	Instructions	Reviews	Customer Service	CRM	Curati on	Meal knowhow	Education Need				
																low	med	high		
Munchery	x	x	x	x	x						x		x							
Sprig		x			x	x							x	x			x			
Freshly		x				x			x	x										x
Everdine	x				x		x								x					x
HelloFresh	x				x			x	x											

Table 9: Customer Segment and NAMI Solution Design

VPC	Customer Jobs, Pains, Gains			NAMI Solution	
Priorities	Jobs	Pains	Gains	Service Excellence Offering	Description
1	Planning, shopping and preparing meals	Food Choice: what to eat vs. what is good for one	Food Transparency	Transparency	Meal Guides on ingredients, nutrition
2	Sticking to the diet	Time consuming	Meal Variety	Variety	A weekly changing menu
3	Knowing which foods are ok	Sticking to the diet	Convenience	Convenience	Delivery of ready-to-heat meals, giving flexibility in eating schedule
4		Lack of knowledge	Food Quality	Planning	Weekly Meal Plan Creator, curation and add on of meals
5			Meal Planning		