

A Work Project, presented as part of the requirements for the Award of a Master's degree in Impact Entrepreneurship and Innovation from the Nova School of Business and Economics.

Chickpea Society: the entrepreneurial journey from Creative Kitchen's plant-based events to Chickpea Society's innovative platform



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Abstract

This report explores the entrepreneurial journey from Creative Kitchen, an experience-based business model, to Chickpea Society, a scalable platform designed to connect plant-based startups with the Ho.Re.Ca industry. Guided by Lean Startup principles, the project underwent a strategic pivot to address market gaps and enhance impact. The report details the development of Chickpea Society's platform-based business model, highlighting key features like matchmaking, curated recommendations, and event-driven visibility. A comparative analysis of revenue models—subscription, freemium, commission, and event-based—underscores the benefits of a hybrid approach to scalability and financial sustainability. By fostering a robust ecosystem of startups, restaurants, and logistics partners, Chickpea Society drives innovation in plant-based dining while aligning with Sustainable Development Goals. This comprehensive analysis positions Chickpea Society as a leading player in promoting plant-based adoption and creating meaningful industry connections.

Note: Throughout this Work Project, *Creative Kitchen* will be referred to as **CK** and *Chickpea Society* as **CS**.

Keywords: Entrepreneurship, Innovation, Plant-based, Sustainable, B2B Matchmaking Community Building

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How to read this document

This work project is written by three different authors. The first 45 pages are the group part, to which every author equally contributed. You will notice two different names for the same project, but they refer to before (Creative Kitchen) and after (Chickpea Society) the pivot within our business model. The group part of this work project will provide an in-depth analysis of the two distinct phases of our entrepreneurial journey: first, to validate and explore the **Creative Kitchen (CK)** concept, and second, to pivot and scale into the **Chickpea Society (CS)** platform. The individual section, comprising 30 pages of the project, will focus on an in-depth analysis of *Chickpea Society*, structured around three main topics: revenue models, brand and marketing strategy, and impact measurement.

Part I: Group Part

1 Introduction

“Five years ago (2019), my two very best friends pushed me to create a social media account to share recipes and dishes I was cooking for them. I had recently transitioned to a plant-based diet, and I was cooking a lot, apparently very good food. When Covid arrived, my cooking increased as well as my skills in preparing and testing vegan dishes and soon, I started feeling the benefits on my health of a plant-based diet. As time passed, I realized that by sharing meals I was cooking, I was able to spread awareness on the importance of having a more plant-based diet, for our health, for animal ethics and for our Planet. So, I kept cooking for my friends and family, showing how easy it is and while asking myself what made me change all of a sudden, my eating habits.”

Margherita Miari Fulcis. The story of Creative Kitchen (CK) began as a passion project driven by founder Margherita Miari Fulcis in 2020, who started sharing plant-based recipes and dishes on social media, inspired by her transition to a plant-based diet (Appendix 1). Over time, CK evolved into a digital community aimed at fostering a sense of community around plant-based eating and helping people make healthier food choices. Initially, CK started with small events to make people taste the food and gather feedback. Creative Kitchen started focusing on the creation of experiences that combined plant-based cuisine with social activities, such as yoga retreats and running events. However, several challenges emerged during the evolution of Creative Kitchen, prompting strategic adjustments based on user feedback and data analysis.

The question then became: *How can Creative Kitchen help people become more aware and make small changes in their eating habits? How can we help plant-based startups to grow and thrive? How can we positively impact people’s food choices to benefit the environment and the economy?*

1.1 Why plant-based eating matters: From Personal Experience to Collective Change

Creative Kitchen began as a deeply personal project driven by Margherita’s belief that plant-based eating could become easier and more socially accepted if people experienced it positively. Reflecting on her own habits, she realized, *“People need to try new food before making it part of their lives. How can I create that opportunity?”*. Her first insight came from a yoga class. After feeling relaxed and recharged, she couldn’t afford daily classes but recreated the feeling at home with a yoga mat and online content. Food worked the same way: tasting something inspiring at a restaurant led her to buy ingredients and recreate it at home. This sparked her assumption: *“If I create memorable experiences with plant-based food, people will remember and be more likely to adopt it”*. The second realization addressed the social challenges of plant-based eating. People often lack knowledge, think it’s bland or unbalanced, or face pressure from family and friends. *“It’s hard to make better choices when you feel alone,”* Margherita thought. The solution was community: bringing together like-minded people to lower social barriers, share curiosity, and explore plant-based options without judgment. *“If I connect people through shared experiences, the shift to better choices becomes easier.”* CK’s purpose is to prove these assumptions. By offering enjoyable, accessible, and socially shared experiences, it aims to inspire lasting changes in people’s habits—not through pressure but through connections, positive memories, and a sense of belonging. *“If we show it’s a movement of people making better choices, we can make plant-based eating part of everyday life.”*

1.2 Lean Startup Framework: From Creative Kitchen to Chickpea Society

The **Lean Startup Framework**, developed by Eric Ries, provided a systematic and iterative approach for refining our business model through experimentation and real-time feedback. This

framework is a systematic, scientific approach to creating and managing startups in uncertain markets, enabling them to adapt swiftly, prioritize real-time feedback, and pursue iterative progress over extensive upfront planning. Unlike traditional methods, it prioritizes data-driven decision-making and continuous improvement over fixed plans, enabling businesses to adapt in uncertain markets (Ries, 2011). At its core, the Build-Measure-Learn cycle tests hypotheses, collects insights, and refines strategies, allowing Creative Kitchen to quickly respond to user needs and market shifts.

1.2.1 Cycle 1: Creative kitchen Build-Measure-Learn Loop

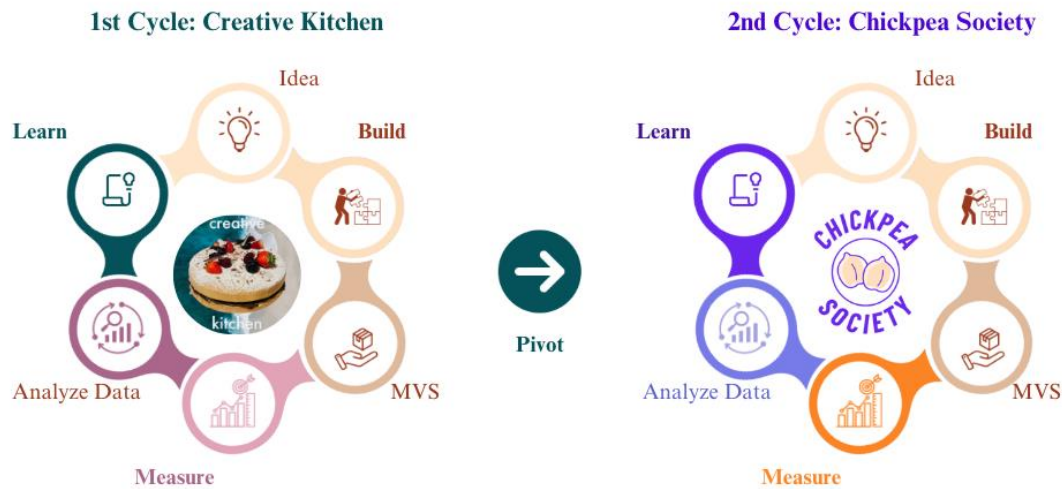
Figure 1. Lean Startup Model - CK



The **Cycle 1** of the project focused on developing **Creative Kitchen**. Initially, the experience-based model under **CK** focused on a B2C approach, organizing immersive events where individuals could taste plant-based dishes and learn about sustainable eating habits in a supportive and engaging environment. Guided by the Build-Measure-Learn cycle, our team developed **Minimum Viable Services (MVS)** in the form of curated events that combined plant-based cuisine with wellness activities. In the **Build** phase, we designed and executed these events as tangible test cases. The **Measure** phase involved collecting qualitative and quantitative data from participant feedback, engagement levels, and event attendance. During the **Learn** phase, we analyzed this feedback to evaluate the feasibility of scaling CK's event-based approach. While the events generated positive engagement and enthusiasm, the data highlighted challenges related to scalability and long-term resource requirements, prompting us to reassess our business model.

1.1.1 Cycle 2: Chickpea Society Build-Measure-Learn Loop

Figure 2. Lean Startup Model Overview for Creative Kitchen & Chickpea Society



Building on the insights gained from CK, we applied the Lean Startup Framework to guide the pivot to **Chickpea Society (Cycle 2)**, a B2B platform connecting plant-based startups with the **Ho.Re.Ca.** (Hotels, Restaurants, Cafés) industry. Chickpea Society aims to increase the availability and visibility of plant-based options in mainstream dining.

This strategy empowers restaurants to diversify their menus and provides consumers with more accessible and appealing plant-based choices. For those with dietary preferences or restrictions, it ensures that eating out no longer feels like a compromise. For sustainability-minded individuals, it makes choosing plant-based options a simple and enjoyable. Together, these efforts address the root of the problem: making plant-based eating not just a personal choice but an **accessible** and **accepted part of daily life** for all.

This second cycle began with the creation of a **Minimum Viable Service (MVS)**: a prototype of the CS matchmaking platform. In the **Build** phase, we developed a landing page to gather interest and test assumptions about market demand. The **Measure** phase involved showcasing the platform at the **Plant-Based World Expo** and gathering feedback from potential users, such as plant-based startups and food service providers. Finally, during the **Learn** phase, we used these insights to

refine the platform's functionality, validate its relevance to target stakeholders, and ensure alignment with market needs. This iterative process ensured that the pivot was grounded in real-world feedback and positioned CS as a scalable and impactful solution. By repeating the Build-Measure-Learn cycle across both phases, we ensured that every decision was informed by validated learning, minimizing risk and maximizing alignment with stakeholder needs.

1.2 Identification of the Problem

In the first semester of our master's program (Aug 2023), Impact Entrepreneurship and Innovation during the course Opportunity Identification, our professor Nadim Habib shared a statement that profoundly resonated with us and shaped the direction of our work project: *"The true entrepreneur is not the one who comes up with a fantastic idea, but the one who identifies gaps and turns them into solutions."* Through these teachings, we started to view problems not as mere obstacles but as opportunities to act and create meaningful impact. The core problem we aim to address is the lack of accessibility, awareness, and social acceptance of plant-based food, which prevents individuals from making sustainable dietary choices. This problem was addressed by two interconnected perspectives: first Creative Kitchen overcoming **social and cultural barriers** faced by individuals and secondly Chickpea Society identifying **market gaps** hindering businesses from driving systemic change.

1.2.1 Social and Cultural Barriers – Creative Kitchen

Despite growing recognition of the environmental and health benefits of plant-based diets, significant social and cultural barriers continue to impede their widespread adoption. These challenges include social stigma, limited availability of plant-based dining options, and a lack of support from friends and family, all of which contribute to the perception that plant-based eating is inconvenient or isolating. Since dietary habits are deeply tied to **personal and cultural identity**,

transitioning to a plant-based lifestyle often requires both **access to information** and a **supportive community**. Many individuals report experiencing **resistance** in social settings, leading to feelings of **exclusion** and **frustration** (van Vliet et al., 2022).

A significant obstacle is the **logistical challenge** of finding accessible and appealing plant-based options in restaurants, cafés, and catering services. For individuals with dietary restrictions—such as vegans or those reducing meat consumption for health or environmental reasons—the scarcity of inclusive dining options can make plant-based eating seem impractical. This limited availability **discourages** some from committing to sustainable dietary practices and, the lack of affordable and diverse opportunities represents a barrier to experiment plant-based cuisine for eventual adoption of this lifestyle.

1.2.2 Market Gaps and Business Challenges – Chickpea Society

Startups or small companies producing plant-based products frequently struggle to identify restaurants that are open to diversifying their menus and align with their mission of sustainability and innovation. Similarly, restaurants aiming to include plant-based options often **lack connections** to suppliers offering high-quality, plant-based products. In Europe, about 45% of flexitarian consumers agree that there is insufficient choice of plant-based foods when dining out, highlighting a gap in restaurant offerings (Wunsch, 2024). This disconnect creates significant **barriers for both parties**, slowing the growth of the plant-based ecosystem. According to a report by The Good Food Institute (2023), a lack of distribution networks and established supply chains remains a key obstacle for plant-based innovators. For restaurants, the challenge lies in finding reliable sources of unique plant-based items that not only meet their quality standards but also attract the growing segment of eco-conscious consumers (Statista, 2024). This issue became more evident through our participation in various events (explored in greater detail in the group part of

this work project), where we engaged in discussions with both startups and Ho.Re.Ca.representatives. Moreover, this disconnect hinders the accessibility of diverse plant-based options for consumers. As highlighted in a market study by Statista (2024), nearly 30% of flexitarian consumers cite **limited availability** as a key reason for not adopting plant-based alternatives more consistently. By addressing these barriers, businesses can unlock significant opportunities for growth, offering consumers a wider range of sustainable food choices while fostering a more collaborative and innovative plant-based ecosystem.

1.3 Objectives of the Work Project: Validation, scalability, and impact

Table 1. Objectives the work project

Overall objective	Sub objective	Description	Key actions	Outcome
1.Validation	1.1 Test feasibility and viability	Evaluate customer engagement strategies, revenue streams, and operational scalability. This began with CK events and transitioned to testing CS's platform-based matchmaking model.	Conduct iterative experiments using the Lean Startup framework (Build-Measure-Learn) and test the B2B platform concept at events like the Plant-Based World Expo.	Ensure the concept is viable and aligns with long-term goals.
	1.2 Develop Minimum Viable Service (MVS)	For CK, the MVS included pilot events featuring plant-based tastings, and social activities. Post-pivot, CS's MVS became a matchmaking platform connecting plant-based startups with Ho.Re.Ca businesses.	Plan and execute CK pilot events and launch the CS landing page and database to gather initial feedback on the platform.	Collect actionable insights through both CK events and CS platform interactions.
2.Scalability	2.1 Build Stakeholder Collaborations	CK collaborated with local venues for event hosting; CS expanded this model by creating partnerships between plant-based suppliers and food service businesses.	Identify, approach, and secure agreements with CK event venues and CS's B2B platform stakeholders.	Ensure accessibility, expand outreach, and foster diversified engagement.
	2.2 Expand Community Awareness	CK focused on growing its Instagram following; CS now leverages digital platforms to showcase its value proposition and attract businesses.	Create engaging social media content showcasing CK events, CS platform features, and success stories from matchmaking.	Increase brand visibility and enhance community interactions across both B2C and B2B audiences.
3.Impact	3.1 Collect and Analyze Data for Model Validation	CK focused on event feedback and social engagement; CS now emphasizes platform usability and matchmaking success rates.	Gather feedback through CK surveys, analyze CS's digital metrics, and monitor stakeholder input from both models.	Ensure offerings resonate with audiences and maximize the project's combined B2C and B2B impact.

The table highlights the structured and methodical progression of Chickpea Society's journey, showcasing a clear roadmap from concept validation to scalability and impact. By transitioning from CK's event-driven model to CS's platform-based approach, the project successfully combines practical experimentation with strategic digital growth. The focus on building

stakeholder collaborations, leveraging digital tools, and gathering data underscores a commitment to aligning user needs with market opportunities. Ultimately, this phased approach enables Chickpea Society to refine its offerings, expand outreach, and position itself as a key player in the plant-based ecosystem, bridging the gap between startups and food service businesses while fostering long-term sustainable impact.

Part I: Creative Kitchen

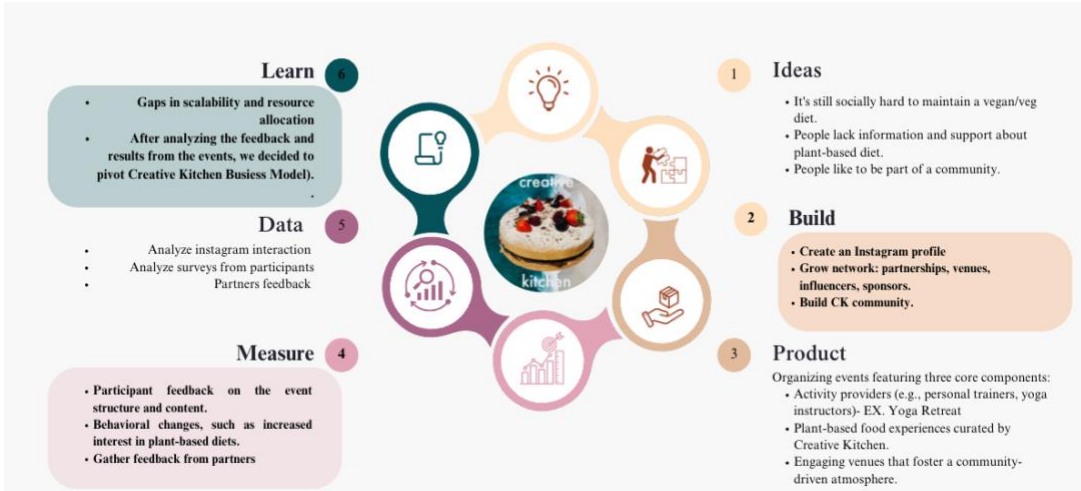
Throughout this section, we will test and analyze the development of the Creative Kitchen project, as previously mentioned, using the Lean Startup framework. This approach allows for iterative experimentation, enabling us to refine the concept, assess its feasibility, and adapt strategies based on insights gathered.

Figure 3. CK Team - Marghe, Gabi and Mar



2 The Starting Point: Mission and Vision of the Project

Figure 4. Build, Measure & Learn Loop- Creative Kitchen



During its early years, Creative Kitchen (CK) was led by founder Margherita Miari Fulcis, who initially focused on sharing plant-based recipes on Instagram. She devoted her time to cooking for friends and family while also hosting small-scale events. In 2024, Gabriela and Mar joined

Margherita on her entrepreneurial journey, contributing to the exploration and expansion of CK's social and environmental impact.

2.1 The Build Phase: Organizing events featuring three core components

During the Build phase, CK was conceived as a digital community centered on **wellness events**. The vision was to curate activities such as yoga retreats and workout sessions complemented by plant-based meals, creating an inviting way to introduce participants to **sustainable and healthy eating**. Targeting plant-based enthusiasts and curious individuals in Portugal and Italy, CK aimed to address a gap in the market for inclusive, community-oriented plant-based experiences. Each event was designed to leave a memorable impact, encouraging participants to embrace plant-based eating while cultivating a sense of belonging. This experience-based business model was built on **three interconnected**

Figure 5. Experience-based Business Model – 3 Pillars



pillars: (1) expert activity providers, (2) thoughtfully curated plant-based meals, and (3) welcoming venues.

(1) Activity providers (e.g., personal trainers, yoga instructors): The inclusion of skilled professionals, such as yoga instructors, personal trainers, and wellness coaches, was central to CK's event design. These experts promote mindfulness, energy, and connection through activities like yoga for relaxation and group workouts for energy and accomplishment. Aligned with CK's values, they encourage well-being and conscious lifestyle choices.

(2) Plant-based food experiences curated by CK: The culinary aspect of CK events is carefully crafted to highlight the versatility, rich flavors, and nutritional benefits of plant-based cuisine. Menus are thoughtfully designed, and each meal is intentionally curated to surprise attendees,

challenging preconceived notions about plant-based eating and showcasing that vegan cuisine can be both satisfying and approachable. Beyond nourishment, these meals educate and inspire participants to recreate dishes at home, showing that plant-based eating is fun and easy.

(3) Engaging venues that foster a community-driven atmosphere: Venue selection is central to CK's events, with partnerships formed with local businesses such as restaurants, or wellness centers. Spaces are chosen for their inviting ambiance and alignment with CK's mission of sustainability. For example, a yoga retreat may take place in a serene natural setting, while plant-based brunches are hosted in aesthetically inspiring locations. These collaborations benefit both parties: venues gain exposure, while CK provides participants with memorable experiences.

2.2 The Build Phase: Developing the Minimum Viable Service

The first Minimum Viable Service (MVS) was based on an experience-based model, where CK's experiences were designed in partnership with local businesses like Evolve Studio (Belluno, Italy) and provided curated experiences that combined physical activity with plant-based nutrition. This MVS allowed CK to test the feasibility of the concept and gather initial feedback, serving as a foundation to evaluate the interest and demand for plant-based events.

CK's original idea was to host events tailored to allow individuals to taste and explore plant-based diet, raising awareness on the benefits of this nutrition style. These events aimed to foster a sense of community, connect participants, and showcase easy plant-based recipes. The concept was designed to address common challenges associated to plant-based eating such as social acceptance and lack of nutrients-wise knowledge. Therefore, combining sports and nutrition was fundamental to demonstrate how eating plant-based can fully support our lifestyle, generate positive benefits for our health and the environment. Not only, these experiences were meant to be a safe space for people interested in transitioning towards a more plant-based diet. Therefore, our goal was test and

build experiences that could be recreated for different businesses to generate engagement with the community and raise plant-based food awareness.

2.2.1 *Connect with Nature*

Connect with Nature was the first series of recurring events created by CK in partnership with Evolve Studio, a local business founded by two friends Giulia and Alessia, respectively personal trainer and yoga instructor. The purpose of this series of experiences has been explained above and can be summarized in “*create a wellbeing environment by connecting people through physical activity and whole plant-based food in a natural environment that enhances our inner connection with nature and ourselves*”.

Figure 6. Event Brunch flyer



Figure 7. Yoga session



The first event was an evening workout and *aperitivo*¹ on the 9th of June 2024 that hosted a total of 16 guests for the workout and 18 guests for the *aperitivo*. The price for the guests was 45 euro comprehensive of the whole experience and food, and people could sign up through a link shared on social media. The agenda proposed was the following: 6pm meeting at the hosting venue, Agriturismo Modolo, located in the countryside; 6:15pm start of workout total

duration of 45 minutes, 7pm cool down yoga for 30 minutes, and finally, 7:30pm *aperitivo* all together with nutritious plant-based food prepared by Creative Kitchen (Appendix 2). Specifically

¹ *Aperitivo*: a typical Italian social gathering that usually occurs before dinner and involves some snacks/finger food and drinks; sometimes it can also substitute dinner when the number of snacks and finger food is enough.

for this event, with partnered up with Hora Farms, a local startup producing microgreens through vertical farming with aeroponic irrigation. The food prepared by CK was the following: raw

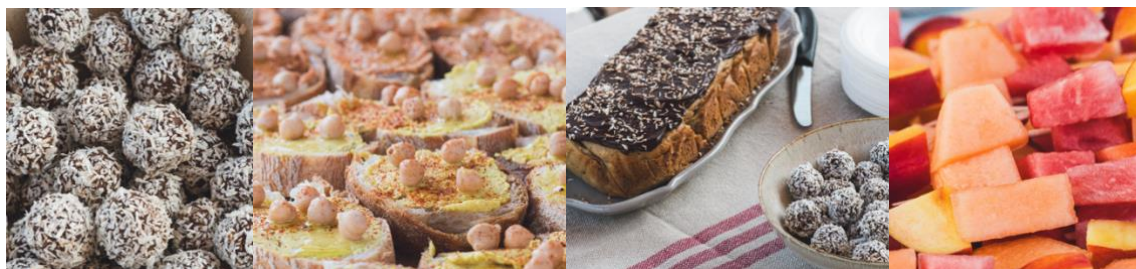
vegetables with hummus, wild herbs *farinata*², spelt salad with beans, vegetables and confit tomatoes, warm *polenta*³ with lentil Bolognese sauce, and as a sweet treat fresh seasonal fruits and a sugar free upside down peach cake. The second experience was part of the Connect with Nature series but was held in the morning on the 13th of July 2024, a Brunch & Yoga event with a total of 11 guests. The

Figure 8. Brunch table at the event



guests meet up was scheduled at 9:30am at Agriturismo Modolo, and the workout started off outdoor on the grass at 9:45am, followed by the yoga session at 10:30am and finally, our nutritious brunch at 11:00am. The menu proposed by CK was the following: fresh seasonal fruit skewers, plant-based yoghurt and homemade granola, energy chocolate and coconut balls, banana bread with healthy chocolate frosting, sourdough bread with two hummus flavors: pink for beetroot and yellow for curry. Margherita creates a board whenever there is a request for event or experience: *“I like to draw what I imagine for the event, the roots of Creative Kitchen can be found in the way colors of different ingredients are combined to create something beautiful and appealing that is also tasty and nutritious. We first eat with our eyes”* (Margherita Miari Fulcis). (Appendix 3)

Figure 9: CK food table for connect with Nature aperitivo.



² A typical Italian very thin chickpea focaccia

³ A typical creamy dish from northern Italy made with cornmeal and water

These initial experiences designed by Creative Kitchen highlight the effectiveness of combining physical activity, plant-based nutrition, and community engagement to address common challenges associated with adopting a plant-based lifestyle. After these events, we collected **feedback** from participants which successfully validated the growing interest in plant-based experiences, providing valuable insights into consumer preferences and behaviors. By partnering with local businesses like Evolve Studio and Hora Farms, Creative Kitchen not only showcased the versatility and nutritional value of plant-based food but also fostered meaningful collaborations within the plant-based ecosystem. CK's focus on creating inclusive, enjoyable, and educational experiences set a strong foundation for the model's ability to connect people, nature, and food in a way that inspires lasting impact

3 Measuring events as a tool for changes

3.1 Assessing Impact: Participant Feedback and Behavioral Insights

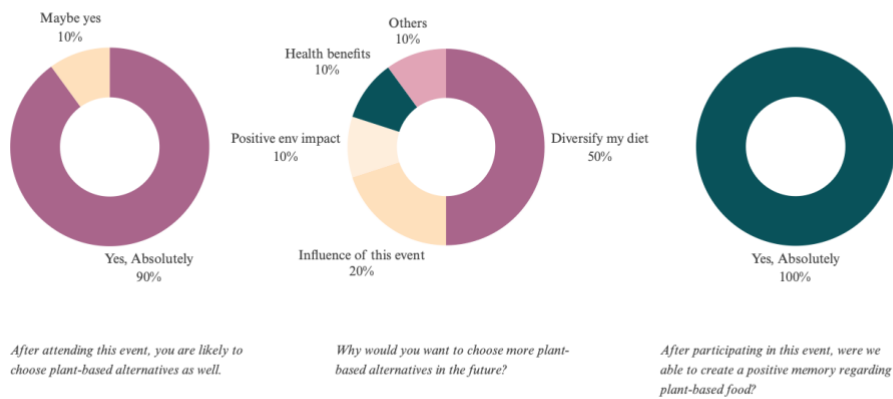
This section evaluates the effectiveness of CK's experience-based model through participant feedback and its influence on future dietary behaviors. A survey was conducted (Appendix 4) with all 10 event attendees, resulting in 10 responses, to gather feedback and identify areas for improvement. The data highlights CK's ability to raise awareness, inspire the adoption of plant-based eating, and create memorable experiences that encourage long-term change. Notably, all respondents identified as omnivores, demonstrating CK's success in reaching individuals who are not yet fully committed to plant-based diets.

3.1.1 Behavioural Impact and Engagement from events

Chickpea Society's event-based model has proven highly effective in driving behavioral shifts and fostering engagement around plant-based eating. Post-event surveys revealed a **90% gave the**

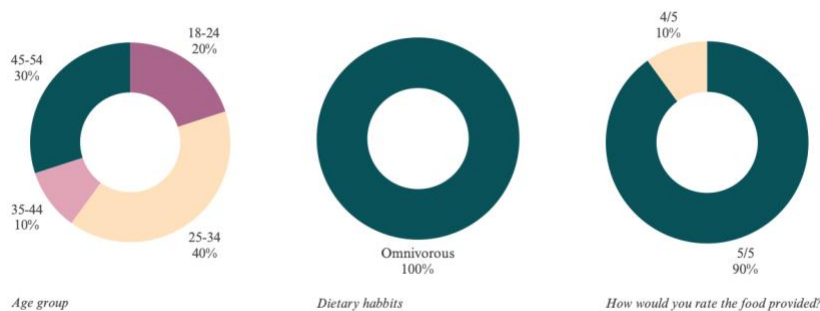
events a **5/5 rating**, praising the high quality of the food, the welcoming and professional atmosphere, and the seamless combination of social activities with plant-based education. This achievement is significant because it directly addresses common misconceptions surrounding plant-based eating, such as limited variety or bland taste. It was also a valuable experience for people who felt insecure about their dietary choices but were able to meet with like-minded individuals and foster new bonds.

Figure 9. CK Survey results



The events were particularly impactful in encouraging behavioral change, with **75% of respondents expressing intent to incorporate plant-based options into their regular diets**. Key motivations for this shift included the desire to diversify their meals (**50%**), influence of the event itself (**20%**), environmental considerations (**10%**), and health benefits (**10%**)- Figure 11. Feedback emphasized the educational and social aspects as critical drivers of this change, proving that engaging formats can inspire long-term dietary adjustments.

Figure 10. CK Survey results n.2



3.2 Revenue-Sharing Model

Creative Kitchen's revenue-sharing model serves as the financial foundation of its experience-based events, balancing collaboration with economic sustainability. This model ensures that the operational costs and revenues are shared equitably among stakeholders (venue providers, activity hosts, and Creative Kitchen itself). Not only, the model allows the delivery of high-quality, impactful experiences and supports the viability of events that remain accessible to a broad audience. However, despite its strengths, this model faces challenges in terms of scalability and profitability, necessitating strategic adaptations to meet future growth demands.

3.3.1 *Financial Structure and Stakeholder Compensation*

The revenue-sharing model is built on a financial structure that **equitably distributes participant fees among stakeholders**. Venue providers are compensated for offering their spaces, which serve as the backdrop for immersive and engaging events. Activity hosts, including yoga instructors, personal trainers, and art and ceramic experts, receive a share for delivering value-added experiences that elevate the events' appeal. Creative Kitchen retains a portion to cover the costs of food preparation, event organization, and marketing efforts.

This collaborative approach ensures that **every contributor is fairly rewarded for their role**, creating a sustainable financial ecosystem. By aligning the interests of all stakeholders, the model facilitates **seamless partnerships** and encourages **long-term collaboration**. Moreover, the equitable distribution of fees helps maintain a balance between offering affordable experiences to participants and ensuring the financial viability of the events.

The pricing structure for experiences, such as the "Connect with Nature" event, is established with careful consideration of both the **value provided** and the **affordability for participants**. For example, the price for this experience is set at 45 euros per person, which includes the entire

program. Additional participants joining only specific parts of the experience, such as brunch or aperitivo, pay between 15 to 20 euros, ensuring flexibility and accessibility. For "Connect with Nature" event, the price of 45 euros was divided between Giulia, providing the workout, and Margherita (CK). The total number of participants was 11 with a gross total profit of 495 euro (excluded 3 people who paid only for the brunch), after removing 28% taxes the net total was 346,5 euro which divided by two was a total profit of 173,25 euro, plus 3 quotes for the brunch (45 euro). The final net profit of Creative Kitchen was 220 euro. (Appendix 5) The distribution of the gross revenue depends on the number of stakeholders involved in the event. When there are two stakeholders, such as CK and the activity provider, the total amount is evenly divided between the two. In cases involving three or more stakeholders, each party sets a specific price per participant that they aim to receive, ensuring transparency and fairness. For instance, in a flower design lab conducted with Elisa from Blums Farm, Elisa requested 40 euros per participant for her services, while CK collected 20 euros for providing afternoon snacks and hosting the event, resulting in a total fee of 60 euros per participant.

Despite its strengths, the financial structure of CK exhibits **inherent constraints** due to its **reliance on revenue division**. While this equitable approach ensures fairness among stakeholders, it significantly **reduces the overall margin** retained by CK. This limitation becomes especially apparent when accounting for the substantial costs associated with event execution, such as securing premium venues, sourcing high-quality ingredients, or hiring skilled activity providers. These factors restrict CK's ability to reinvest in essential growth initiatives, including scaling operations, entering new markets, or enhancing promotional campaigns.

4 Shaping the Pivot: from Awareness to Action

4.1 Realizing the limitations of B2C Model

(1) One of the primary barriers was the high **resource intensity** required to organize such events. The cost of planning and executing each event ranged from €800 to €2,000, with significant time commitments required for coordination. The overall experiences and financial sustainability of the events were very dependent on every stakeholder: each of them had to agree on profit and venue, arrange the activities, coordinate on food preparation, and also invest time in advertising and content creation for each experience. This resource-heavy approach made it unsustainable to replicate events in new regions or on a larger scale. Despite positive participant feedback, the limited reach of these events, often catering to fewer than 50 participants, restricted the broader societal impact necessary for advancing plant-based adoption. (2) **Market constraints** further highlighted the inefficiencies of the B2C model. Feedback consistently showed that while attendees appreciated the plant-based experiences, they struggled to find accessible options in restaurants and cafés afterward. This aligns with broader European consumer insights, where 73% report dissatisfaction with plant-based availability in social dining settings (Wunsch, 2024). The limited availability of plant-based options in the dining sector is further compounded by challenges such as higher perceived costs and the misconception that plant-based offerings lack variety or taste (Euromonitor International, 2024). (3) Finally, the **scalability** of the CK model posed significant challenges. While venues and activity providers appreciated the collaborative nature of CK's events, they also emphasized logistical complexity and limited scalability. Scaling a resource-heavy, event-driven model requires exponentially higher investments in personnel and logistics, a reality that contrasted starkly with the efficiencies offered by digital or platform-based approaches. Additionally, a NielsenIQ report highlights that 44% of plant-based brands struggle

with high operational costs and logistical hurdles when targeting broader consumer segments (NielsenIQ, 2024). The limited geographical focus and dependency on in-person events further constrained the potential for meaningful expansion.

The original idea of focusing solely on event-based experiences, appeared to be successful in creating memorable moments which led to positive associations of plant-based eating into individuals mind, but revealed limitations in scalability and long-term impact. Feedback from participants and partners during CK events provided valuable insights into the strengths and weaknesses of the initial model:

Table 2. Key Insights from Participant, Partner, and Market Feedback

Category	Key Insights
Participant Feedback	High satisfaction with food quality and wellness integration in events.
	Difficulty finding similar plant-based options in daily dining, highlighting accessibility gaps.
Partner Feedback	Collaborative nature of events appreciated by venues and activity providers
	Resource-intensive and logistically complex execution noted as a challenge.
Market Trends	65% of European foodservice operators are actively seeking to diversify menus with plant-based alternatives.
	40% of Europeans identify as flexitarians, valuing sustainability and reducing meat consumption.

4.2 Strategic Pivot to a Scalable B2B Model

In response to initial challenges with the resource-heavy, consumer-focused B2C model, the team pivoted to a more scalable, digital B2B approach. Our root question became: how can we achieve *the same goal but on a bigger scale?* Recognizing that dietary choices are often influenced by menu offerings in restaurants and cafés, the team identified a gap in the market—facilitating access

to innovative plant-based products for food service businesses. Chickpea Society (CS) was conceived as a platform designed to bridge this gap by directly connecting plant-based startups with businesses in the Ho.Re.Ca. sector.

This transition from in-person events to a digital matchmaking platform offered a more scalable solution. Startups gained access to a curated network of restaurants and cafés, streamlining their market entry and enabling broader reach with limited resources. Meanwhile, Ho.Re.Ca businesses benefitted from a wider selection of plant-based options to diversify menus, attract new customer segments, and enhance sustainability efforts. This systemic approach allowed *Chickpea Society (CS)* to address market demands while reducing the operational intensity of traditional events.

CS is a platform designed to bridge the gap between plant-based startups and the food service industry, particularly within the **Ho.Re.Ca. sector**. CS aimed to create systemic change by facilitating **direct connections** between startups and businesses looking to diversify their menus. By replacing in-person events with a **digital matchmaking platform**, CS provides a solution that is both scalable and impactful. Restaurants and cafés benefit from a **broader selection of plant-based options**, allowing them to attract new customer segments.

Market research further validated the pivot. Data revealed that 65% of European food service operators actively sought to diversify their menus with plant-based alternatives, and 40% of Europeans identified as flexitarians, prioritizing sustainability and reduced meat consumption. These insights reinforced the potential for a scalable B2B platform to drive meaningful change. Through this innovative platform, CS connects supply with demand, ensuring that cutting-edge plant-based solutions reach businesses and consumers, promoting a sustainable and socially viable food ecosystem.

Part II: Chickpea Society

Throughout this section, we will test and analyze the development of the Creative Kitchen project, as previously mentioned, using the Lean Startup framework.

Figure 11. Lean Startup framework loop – Chickpea Society



5 From Creative Kitchen to Chickpea Society

The journey from CK to CS represents a significant pivot shaped by the team's desire to create a scalable solution with a greater impact. The need for a more systemic approach emerged, driven by insights into the broader challenges of plant-based eating, market trends, and feedback from real-world cases. The pivot began with a deep reflection on the original mission of Creative Kitchen: to make plant-based eating accessible, enjoyable, and socially acceptable. The event-based model achieved its goal of creating memorable moments and fostering positive associations with plant-based food. However, it struggled to address a root problem: the social difficulty of choosing plant-based options in everyday life. In restaurants, cafés, and other social settings, plant-based choices were often scarce or absent, making it hard for individuals to adopt this lifestyle consistently. Through the CK experiences, the team identified as the biggest barrier to plant-based adoption the lack of accessible options in public and social spaces. Even when people were

interested in trying plant-based alternatives, limited availability at restaurants and cafés made this choice impractical. Simultaneously, the market is experiencing an explosion of plant-based startups launching innovative products which, often face challenges in integrating into the industry due to constrained budgets and a lack of visibility. The team realized that the gap lays in connecting these two groups: foodservice businesses looking to diversify their offerings and plant-based startups producing high-quality, sustainable products. Addressing this disconnect became the foundation for the new vision.

Overall, the Part II aims to **systematically test and refine Chickpea Society’s platform**, enhancing its capabilities in community-building, matchmaking, and event organization.

5.1 Shaping the new idea

Two key real-world cases provided critical insights into the opportunity for a platform-based model: @trevisoeveneziavegan Instagram account and website connecting micro influencers with companies.

@trevisoeveneziavegan collaborations

An Instagram account, Treviso e Venezia Vegan, showcased the potential for small-scale collaborations to create significant impact (Appendix 6). With a modest following of a few thousand, the account partnered with a local pizza restaurant to develop four vegan pizzas. After announcing the partnership, the restaurant sold out of the vegan pizzas within days, far exceeding expectations. This event demonstrated a clear demand for plant-based options when they are accessible, even in traditional dining spaces. It highlighted the need for increased availability of plant-based offerings in the Ho.Re.Ca. sector and the potential for partnerships to drive both awareness and sales.

The role of micro influencers

Conversations with a friend introduced the team to a startup connecting micro-influencers with companies for tailored collaborations. This insight revealed how influencers could amplify the reach of plant-based products, bridging the gap between startups and foodservice businesses. By leveraging influencers to promote new menu items or products, startups and restaurants could generate buzz and attract customers, creating a mutually beneficial relationship.

5.2 Redefining Plant-Based Solutions Through B2B Strategy

The platform serves as a matchmaking hub, introducing the concept of meeting new suppliers and partners in a new and innovative way, simplifying the process of discovering and adopting plant-based products which usually happens only through professional food fairs. **Startups** gain a direct channel to showcase products to restaurants, cafés, and catering services, expanding their market presence despite limited resources. **Ho.Re.Ca businesses** access a curated database of innovative plant-based suppliers, simplifying menu diversification and meeting the growing demand for sustainable dining options. This shift from an event-centric approach to a scalable B2B matchmaking platform enables CS to tackle two core challenges: (1) it addresses social barriers to plant-based eating by making vegan options more accessible and appealing in public dining settings. Collaborations with restaurants help normalize plant-based dining, introducing innovative dishes that attract a broader audience and expand customer bases. (2) It supports startups by reducing high initial costs in product development and market entry. The platform facilitates partnerships between startups and restaurants.

5.3 Matchmaking System and Features

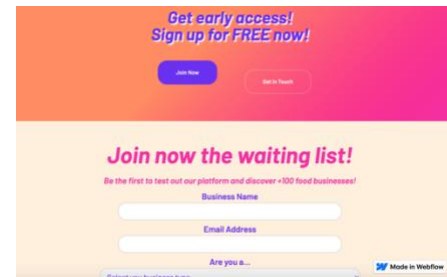
In the **Build phase**, CS focused on developing a prototype of its digital platform to serve as the foundation for its Minimum Viable Service (MVS).

How is the tool working for the users of the platform? The matchmaking tool sources information from two databases: one with small companies and startups (acting as suppliers) and the other with food businesses (acting as partners). When startups and restaurants sign up to the platform, they are requested to compile a survey with fundamental information that will define the labels associated to the users and consequently will determine their position in the database. The creation of the labels is crucial since the matchmaking tool will they use those labels to create the best recommendations through AI depending on the need of the user. Therefore, the initial survey requires basic information of the business signing to the platform and also, investigates the needs of that business and what are its expectations from the platform.

Example number 1. Imagine a pizza restaurant that recently received a request for vegan pizzas (not containing animal products) or a request to remove cheese due to a lactose intolerance. After this episode, the owner of the restaurant decides to look for an alternative to use on its pizzas when such requests appear and discovers about Chickpea Society's platform. Opening the website (chickpeasociety.com – (Appendix 7), the first page shows the services of CS, and the owner decides to sign up: first, he/she completes the initial survey which asks questions such as: *what's the name of your business? where are you located? how many people can you serve each night? what type of food do you sell?* Then the survey investigates the needs of the owner with questions like: *what type of food are you looking for? would you like to expand you menu offerings? what are the current plant-based offers in your menu?* Once the survey is completed, the restaurant is part of the database, it becomes discoverable by startups through the tool and receives recommendations by the matchmaking system of startups and small companies that have the product which best fits with its needs. For example, a pizza restaurant seeking vegan cheese receives curated recommendations of suppliers like Dream Farm, streamlining partnerships.

The platform works similarly for startups and small businesses, enabling them to identify food service partners looking to expand their offerings or meet specific product needs. Before developing an official matchmaking prototype, the team prioritized creating an appealing **landing page** to introduce the platform, highlight its benefits, and gather initial feedback. This approach included generating a waiting list of potential users to validate the service concept—a strategy suggested by Alessia Paccagnella, a website programmer, who emphasized its effectiveness in building hype and securing early interest with minimal resources. The landing page was efficiently created using Webflow, a website design platform, within just a few days. The launch of the landing page coincided with the **Plant-Based World Expo – Europe Edition** in London, an international food fair dedicated to plant-based nutrition. Margherita attended the event to showcase the platform, engaging with startups and food service businesses to gather insights on its perceived value and identify potential industry needs. This strategic timing allowed the team to validate the platform concept with a targeted audience and refine its features accordingly.

Figure 12. CS' Website Sign up Page



5.4 Unique Value Proposition

Chickpea Society's unique value proposition lies in its ability to **connect plant-based startups with the Ho.Re.Ca.** (Hotels, Restaurants, Cafés) industry, fostering partnerships that drive sustainability and innovation. Unlike traditional distribution platforms, Chickpea Society combines a curated B2B matchmaking system with a community-driven approach to address the needs of both startups and food service businesses. We identified that neither in Portugal nor in Italy does any company provide a service that aligns with Chickpea Society's mission.

For restaurants and cafés, the platform offers direct access to innovative, sustainable products, enabling them to expand their menus with high-quality options that align with current market trends and diverse dietary preferences. This not only attracts a broader customer base but also enhances their environmental impact. Chickpea Society prioritizes long-term partnerships over one-time transactions, simplifying the adoption of plant-based solutions.

For startups, the platform provides an efficient, cost-effective go-to-market strategy, helping them scale by connecting with food service businesses actively seeking new offerings. Beyond matchmaking, Chickpea Society differentiates itself through community-building efforts, including educational events, social media campaigns, and collaborative content. This ecosystem amplifies partner visibility while promoting plant-based adoption on a broader scale.

6 Measure

Once the Chickpea Society platform was launched 5th November 2024 the next step was to measure its performance using a set of predefined key metrics. The Measure phase is crucial for assessing the performance of CS's MVS and gathering actionable insights. The primary objective is to collect quantitative data to validate CS's core hypotheses, make data-driven decisions, and refine the platform based on real user needs and preferences.

6.1 Overview of the Plant Based Market and its Trends

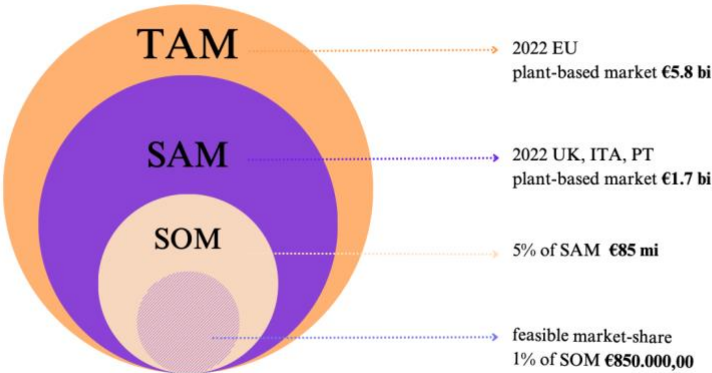
The global plant-based market has grown significantly, reaching a valuation of over **\$30 billion** in 2022 with a projected Compound Annual Growth Rate (CAGR) of **12%** from 2023 to 2028 (Statista, 2023), driven by rising consumer demand for sustainable and healthier alternatives. This expansion is further supported by the growing popularity of flexitarianism, with **40% of Europeans** reducing meat consumption. In 2023, six European countries accounted for €5.4 billion in sales, reflecting a year-over-year growth rate of 5.5% (GFI Europe, 2023). The increasing

adoption of plant-based options by Ho.Re.Ca businesses reflects the industry’s alignment with consumer demands, highlighting a growing opportunity for platforms like Chickpea Society. Menu options in the UK, for example, have increased by **50% since 2020 (GFI Europe, 2023)**. Large players like **Nestlé** and **Unilever** are driving change with expanded product lines, while startups contribute innovation, offering allergen-friendly and alternative protein solutions (**Statista, 2023**).

6.1.1 Market Potential: TAM, SAM, and SOM Analysis

To illustrate the financial opportunity for Chickpea Society, the Total Addressable Market (TAM), Serviceable Addressable Market (SAM), and Serviceable Obtainable Market (SOM) were calculated based on market data. The **TAM** represents the entire European plant-based market, valued at €5.8 billion in 2022, *Figure 13. TAM, SAM, SOM Analysis*

encompassing both B2C and B2B segments (Statista, 2022). Narrowing the scope, the **SAM** focuses on the B2B market in Portugal, Italy, and London, amounting to €1.7 billion. This figure is derived from plant-

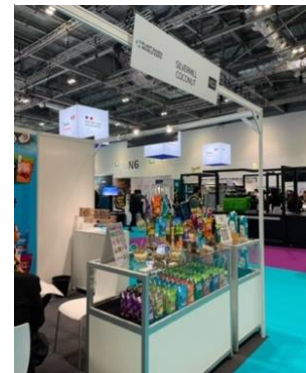


-based retail data provided by GFI Europe, which estimates the UK market at €963.8 million, the Italian market at €681 million, and the Portuguese market as an emerging segment at €65 million (GFI Europe, 2022). For the **SOM**, it is estimated that 5% of the B2B Ho.Re.Ca market in these regions could be captured during the initial stages, equating to €85 million in revenue potential. Furthermore, with a conservative 1% market-share benchmark, the feasible revenue capture stands at €850,000, highlighting significant growth opportunities as Chickpea Society scales.

6.1.2 Plant-Based World Expo Event, London

During the Measure phase, Chickpea Society (CS) utilized the opportunity to showcase its platform at the **2024 Plant-Based World Expo in London** (Appendix 8). This annual two-day event is recognized for highlighting cutting-edge innovations within the European plant-based market. Through active participation, CS validated the demand for its matchmaking platform by securing interest from **14 companies**, including La Dolce Vegan, Poseidona, Vacka, Kremel, Naturis, and Molino Rossetto, who registered for the waiting list. Some interesting insights came out from informal chats with some exhibitors like Katie Arezzi Boza, Founder of La Dolce Vegan, producing plant-based biscuits from Tuscany, Italy, and looking to expand in the market: *“We would be interest in expanding our sales and this platform looks interesting because it would reduce the time we typically use to search for new partners”* . Typically, small businesses invest a lot of time looking for partners and such platform could simplify the process. The Expo provided valuable insights into the Ho.Re.Ca. sector and facilitated direct feedback from stakeholders. These insights enable CS to remain at the forefront of the plant-based movement and build an innovative service to benefit the plant-based ecosystem.

Figure 14. Startup Booth at Plant-Based World Expo, London



6.2 Validation Through Events and Feedback

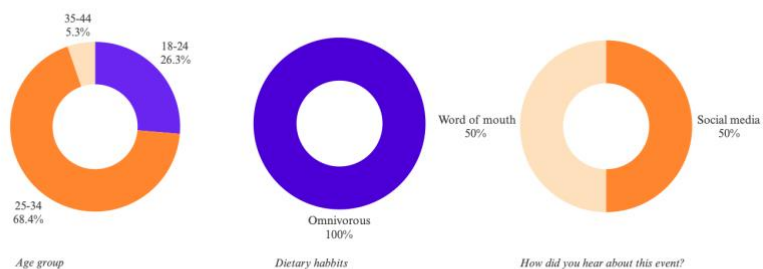
The **Heel to Heel and Kalma Bagels collaboration** stands as an impactful initiative undertaken by Chickpea Society, designed to test a new concept of events. This event brought together a local running club, **Heel to Heel**, founded by a Nova SBE student Lucia Naylor, and **Kalma Bagels**, an innovative plant-based startup. The event’s structure – a beachside run followed by a plant-based brunch – aligned with CS’s mission to create memorable experiences that connect communities

around healthy living. Following the run, participants were treated to a selection of freshly made, plant-based bagels crafted by **Kalma Bagels** and fillet with salty and sweet plant-based fillings by **CS** (Appendix 9). The Heel2Heel event validated CS’s model by combining community engagement with product promotion. 80% of participants expressed interest in purchasing Kalma Bagels, leading to measurable sales increases and long-term customer loyalty.

6.2.1 Validating Impact Through Community Engagement: The Heel2Heel Event

To evaluate the event's impact, a survey was shared within the **Heel to Heel WhatsApp group** to collect participants’ perspectives (Appendix 10). The feedback revealed the success of integrating plant-based options into active and social settings, while also identifying opportunities to refine and expand future initiatives. Participants primarily aged **25–34** and identifying as omnivores, highlighted the event’s ability to engage individuals who do not prioritize plant-based eating but are open to exploring healthier

Figure 16. Heel to Heel - Survey results part I

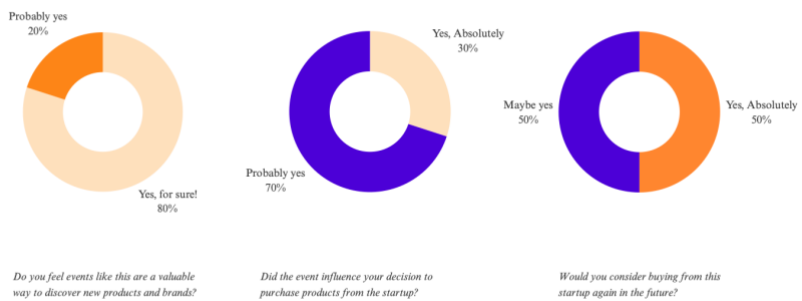


alternatives (Figure 16). Promotional efforts effectively reached participants through both **social media (50%)** and

word-of-mouth (50%), reflecting the strength of organic outreach (Figure 17). When asked if events like this a valuable way are to discover new products and brands, **100% of participants agreed**, emphasizing the significance of immersive experiences in building product awareness and trust. The event not only provided exposure but also created a favorable environment for attendees to engage directly with their products and gain a positive first impression. The event also proved influential in driving purchasing decisions. Survey results revealed that **80% of participants felt that the event influenced their decision to purchase products from Kalma Bagels**. By offering

participants the opportunity to sample the bagels, the event removed barriers of uncertainty and showcased the quality, taste, and appeal of the products. This hands-on experience encouraged immediate interest and highlighted the power of product tastings in changing consumer perceptions. Looking ahead, the long-term impact was equally promising. **90% of attendees expressed a willingness to purchase from Kalma Bagels in the future**, demonstrating that the event not only created short-

Figure 17. Heel to Heel- Survey results part 2



term engagement but also built strong foundations for customer loyalty. The combination of product exposure and positive

interaction ensured that attendees left the event with a memorable and favorable perception of the startup. The event offered a real-world test of Chickpea Society’s value proposition, yielding significant insights and outcomes. Firstly, it demonstrated a tangible **sales impact**, with more than three attendees purchasing Heel2Heel products on-site, each spending over €30. This immediate sales success highlighted the event’s potential to convert participants into paying customers, validating the platform’s ability to drive commercial outcomes for startups. Moreover, the event fostered meaningful **customer engagement**, with attendees expressing overwhelmingly positive feedback. Participants enjoyed the plant-based brunch and shared their enthusiasm for exploring more plant-based options in the future. Lastly, in terms of **brand awareness**, the event left a lasting impression on participants, with many noting that they would remember and recommend the products they sampled. This increased visibility is vital for startups like Kalma, as it builds long-term customer loyalty and enhances their market presence.

6.2.2 *Fostering Growth through Collaboration: Insights from Kalma Feedback*

Following the event, Kalma reported increased interest, with several participants visiting their stall at Nova SBE to purchase more bagels. The feedback from Kalma's co-founder, Vincent Van der Linden, underscored the impact of our collaboration: *"Four people came from the event saying the bagels were amazing and wanted more. One of them, Ben, actually came at the end of the day and asked to buy 15 bagels. Since we were low on ingredients at that time, we accepted. He then enjoyed them so much he asked to do a weekly delivery. So now he is a regular customer, all thanks to CS."* (Appendix 11) This outcome highlights the value of fostering partnerships with local businesses and demonstrates how CS can drive meaningful connections and long-term growth for both its community and collaborators.

6.3 Channels

Channels play a pivotal role in bridging Chickpea Society (CS) with its audience, facilitating awareness creation, engagement, and ultimately conversion. These channels can be broadly divided into communication channels, which focus on marketing and outreach, and distribution channels, which ensure product or service delivery to the customer (Kotler & Keller, 2016). Leveraging an effective channel strategy has been instrumental in validating CS's business idea, enhancing customer experience, and streamlining resource allocation.

Chickpea Society strategically utilized various communication channels, including **Instagram, events, personal networks and its website**, to connect with its target audience. By monitoring key performance indicators (KPIs) across these channels, CS could assess how effectively its messaging resonated with startups, Ho.Re.Ca. businesses, and environmentally conscious consumers. Rather than analyzing these channels in isolation, CS measured their combined impact to uncover synergies and optimize its outreach strategy. For example, tracking Instagram

promotions that led to increased platform sign-ups or event participation provided clarity on the most effective pathways for engagement. Such insights validated the platform's potential to connect stakeholders effectively and provided a framework for iterative improvement. An in-depth analysis of the role and strategy of these channels will be further explored in **Mar Seabra's individual part on Brand and Marketing Strategy**, which delves deeper into their branding, content strategy, and long-term marketing plans.

6.3.1 Key Metrics

To effectively measure the impact and success of Chickpea Society's channel strategy, it is crucial to track key performance indicators (KPIs) aligned with the platform's growth objectives. These metrics provide valuable insights into the performance of each channel, helping to assess engagement, validate assumptions, and refine outreach efforts. By systematically analyzing the data, Chickpea Society can identify strengths, address challenges, and optimize resource allocation for maximum impact.

Table 3. Key Metrics, Targets and Justification for CS's Growth Strategy

Channel*?	Key Metric	Target	Justification
Instagram	1)Marketing Traffic 1.1) Instagram growth	10% growth/month	Increased traffic is directly linked to higher awareness and potential participation in CS initiatives.
	1.2) Accounts reached on Instagram/Website and engagement rate	5% engagement rate/month	This metric ensures that our content strategy is not only reaching but actively engaging our audience, a critical factor for building lasting brand awareness, fostering trust, and nurturing a strong community around plant-based living.
Platform	2) Successful Match Rate	At least 60%	A high match rate demonstrates the relevance of our service and allows us to track whether our platform is meeting its objective of creating meaningful collaborations.
	3) User Retention	High retention rates for both startups and restaurants	Monitoring retention rates allows us to evaluate the strength and longevity of our partnerships. It also provides insights into user satisfaction and the overall effectiveness of CS's offerings.

	4) User Satisfaction (NPS)	NPS score \geq 7.5	NPS measures user satisfaction and loyalty, enabling CS to gauge the overall experience of its users. Monthly surveys, coupled with incentives like discounts or promotional features, help us gather actionable feedback, identify areas of improvement, and maintain high-quality services.
	5) Growth in user base	15% month-over-month growth	Tracking user base growth allows CS to evaluate the effectiveness of its outreach and engagement efforts.
Event	6) Event Engagement and Conversion Rate	60 attendees, 30% conversion rate	High attendance and conversion rates indicate the appeal of our events and their ability to drive community involvement and awareness of CS's mission.
	7) Revenue Growth	Consistent monthly increase	Steady growth demonstrates the scalability of CS's model and its ability to generate value while delivering on its mission.

7 Learn: Iterating for Growth

7.1 Refining the Platform

The iterative refinement of the **Chickpea Society (CS)** platform has been guided by real-world insights collected during events, feedback from both startups and Ho.Re.Ca businesses, and the analysis of engagement data across key channels. Users widely appreciated the platform's matchmaking capabilities, particularly its ability to simplify the process of connecting startups with businesses looking for plant-based solutions. However, challenges included limited customization options for matches and the need for more frequent events to sustain engagement.

7.1.1 Insights from User Feedback- Service-Market Fit for the Platform

(1) The **60% success rate** underscores the relevance of the connections facilitated by the platform, with users reporting an average 15% increase in product adoption post-matchmaking. Users highlighted the convenience of the process, which saved significant time compared to traditional outreach methods. (2) Events like Heel2Heel collaborations and virtual tastings positive feedback showcased the platform's potential for creating meaningful connections. (3) While the platform's initial features were functional, some users found them too generalized. There were requests for

deeper analytics, such as tracking leads generated through the platform or measuring **long-term customer retention**. These insights would help both startups and Ho.Re.Ca businesses evaluate the full impact of their connections. (4) Instagram emerged as the most effective communication channel for user acquisition and engagement, contributing significantly to raising awareness and driving sign-ups. Instagram campaigns achieved a 70% engagement rate, with most interactions coming from startups eager to connect with Ho.Re.Ca businesses. (5) Startups expressed the need for additional customization options in the matchmaking process to better fit niche needs. For example, businesses in highly specific segments (e.g., allergen-friendly products or regional suppliers) found the current tools limited in addressing their unique requirements. Enhancing these features will be critical for catering to a wider range of users and expanding the platform's reach (6) Startups highlighted the platform's ability to reduce marketing costs by providing direct access to target partners.

Looking back, this phase was not just about learning *what* we wanted to achieve, but *how* to achieve it. Our journey has only just begun, but the clarity of our vision guides us forward. We are committed to making plant-based eating more accessible, through continued partnerships and innovation, we aim to scale our impact, inspire communities, and create a future where sustainable food choices are not an exception but the norm.

Part III: Individual Parts

Introduction and justification of individual parts

This section explains the rationale for each part's focal areas and outlines the hypotheses that will be investigated in each part. In order to streamline efforts and optimize the execution of tasks, the Chickpea Society team will be divided into specialized departments, each dedicated to a core

aspect of the business. This division ensures clarity of responsibilities and allows for focused efforts in key areas such as platform development, marketing, and event planning.

Revenue Models – Margherita: This part explores and analyzes the structure of revenue streams that make up the business model. This section explores the evolution of our business model, from experiential approach into a scalable platform-based business model designed to connect plant-based startups with the Ho.Re.Ca industry.

Brand & Marketing Strategy – Mar Seabra: In the second individual part of this work, the deep dive into Marketing and Brand Strategy will be carefully examined. Each channel serves a unique purpose: from fostering community engagement on social media to building credibility through professional platforms and personal connections. A strong, unified brand presence is critical for standing out in a competitive market, ensuring CS resonates deeply with its audience and drives sustainable growth.

Impact Measurement – Gabriela:

In the third individual part of this work project, the focus is on **Impact Measurement**, a critical component for evaluating the effectiveness of Chickpea Society’s initiatives and ensuring alignment with its mission. This section explores the methods and metrics used to assess the **social, environmental, and economic impact** of CS’s activities, measuring how its efforts drive engagement, foster community growth, and create value for stakeholders.

8 Revenue Models – Margherita Miari Fulcis

The analysis is crucial since conversations with different stakeholders highlighted insights we had to keep in mind, for example when speaking to restaurant *Nogherazza* (located in Italy) about finding suppliers, it was very clear that on their side there is no cost associated to it, typically

suppliers visit restaurant by restaurant showing their offerings. But it happened more than once that the restaurant had specific dietary requests (vegan clients that wanted plant-based alternative), and the chef had to go to the supermarket to buy a supply of tofu (plant-based protein alternative). Having such platform would have made easier the integration of tasty and interesting plant-based alternatives, only if the platform (especially at the beginning) had to cost associated (*freemium model*).

The Chickpea Society business model is designed to support scalability, sustainability, and impactful value creation for all stakeholders within the plant-based ecosystem. Therefore, the platform employs multiple revenue streams that balance accessibility for users with financial sustainability.

8.1 Exploring revenue streams

8.1.1 *Subscription fees*

The subscription-based revenue stream is an important part of CS's financial model, providing predictable income while granting users access to essential platform features. The subscription model includes tiered pricing to suit varying needs and budgets of the two main users (startups and Ho.Re.Ca businesses). It is crucial to ensure that the potential users perceive the value of the platform and express the willingness to pay the price set for accessing it. If the value of the service is not perceived, there is no chance the user will pay the price, even if very low. Therefore, setting the right price of every tier is the first challenge concerning this model.

The **Basic Tier** offers free or low-cost access to the platform's curated database, allowing startups and food service businesses to explore potential collaborations. This entry-level access is ideal for users who are new to the platform, and it can be defined as a discovery level to understand what the platform can actually offer through the matchmaking system, but the recommendations are

limited and there is no access to the extra services. Ideally, a basic tier would offer a low number of around five recommendations. The **Premium Tier**, on the other hand, provides access to more advanced features such as more personalized matchmaking recommendations, detailed analytics on ongoing partnerships, exclusive promotional events, and insights into market trends. Premium users get a full access to the platform's tools (matchmaking, partnerships insights and analytics, full accounts overview, menu recommendations), but do not get included extra marketing and promotional services, these can be obtained on request. Finally, the **Exclusive Tier** gives a full access to the whole platform services, marketing and promotional services. It allows exclusive members to benefit from tailored solutions that enhance their decision-making and growth strategies. Regarding promotional events, exclusive members get a number of free events per year, and more on requests.

The subscription model's flexibility allows CS to attract a wide range of users while incentivizing engagement through value-added premium services.

8.1.2 Event-based revenue

Events play an important role in Chickpea Society's revenue strategy although the implementation will only happen in a more advanced stage, offering both direct income and enhanced visibility for platform users. These events are carefully designed to create networking opportunities, showcase innovative products, and approach the B2C customers which are exposed to the brand.

For **startups**, promotional events provide a space to introduce their products to customers and raise brand awareness in a targeted setting. Events can get a B2B orientation when organized in tailored settings of restaurants where tasting sessions, product showcases, and workshops are delivered, and these types of events not only generate interest for B2C customers but also create

opportunities for long-term partnerships with restaurants hosting the event. Startups pay a participation fee, which varies based on the scale and nature of the event.

For **Ho.Re.Ca businesses**, events such as menu tastings and influencer-led promotions help them engage with new plant-based options while boosting customer interest.

Example 1: the *Heel2Heel* and *Kalma* event has demonstrated the ability to generate buzz and drive traffic, proving the value of event-based promotions in enhancing brand visibility and engagement. The event led to a measurable sale increase for *Kalma* which registered more than 30 euro earnings coming from people who have come to know the brand from our event.

While a model with single focus on event organization requires careful planning and resource allocation, the immediate revenue and long-term partnerships they generate make them an occasional but critical component of the platform's revenue streams.

8.1.3 Commission-based model

The commission-based model monetizes successful transactions facilitated through the platform, aligning Chickpea Society's revenue growth with the success of its users. By charging a percentage-based commission on partnerships built, the platform ensures scalability while fostering a mutually beneficial relationship with its users.

Startups benefit from a low barrier to entry, as they only incur costs when they secure successful partnerships, not only, startups benefit also from the platform ability to match them with tailored businesses that fit their products and increase the number of orders, therefore increase the sales. For example, a plant-based startup supplying innovative products to a chain of restaurants might pay a commission based on the value of the orders placed through the platform, the more the better for the startup sales even though they have a fee to pay each order. Similarly, Ho.Re.Ca businesses expanding their menus with plant-based offerings pay transaction fees proportional to the scale of

their purchases. This case can be more fragile to define as restaurants are crucial users of the platform that validate the matchmaking tool, so the commission should be designed as a one-time commission for each partnership rather than order-based like for startups.

This model encourages user participation and highlights the platform's value as a growth enabler, particularly for startups seeking cost-effective market entry and for Ho.Re.Ca businesses looking to source innovative products efficiently.

8.1.4 Freemium model

The freemium model serves as an essential component at the beginning of Chickpea Society's revenue strategy, offering free access to foundational platform features while incentivizing users to transition to premium services. This approach lowers barriers to entry for startups and Ho.Re.Ca businesses, particularly those with limited resources, and ensures that a broad audience can benefit from the platform. By attracting a diverse user base, the freemium model creates a strong network effect and builds the initial database, where the value of the platform grows as more participants join and engage with its features.

At the initial free tier, users gain basic access to Chickpea Society's curated database of startups and food service businesses. Startups can showcase their profiles, and Ho.Re.Ca businesses can explore available plant-based suppliers, enabling initial interactions and fostering curiosity about the platform's capabilities. This initial engagement lays the groundwork for a deeper connection with the platform, as users begin to recognize the value of its offerings. The freemium model is integral to building a robust and engaged user community and database. By offering free access to essential services, CS fosters trust and lowers the perceived risk of joining the platform. This inclusive approach attracts a large user base, creating a vibrant ecosystem where startups, restaurants, café, and catering services can interact, share insights, and build partnerships. As more

users join, the platform's network effect amplifies, enhancing the overall experience for all participants. To ensure a sustainable balance between free and paid features, the freemium model needs careful management. Overly generous free-tier offerings may reduce the incentive to upgrade, while a restrictive free tier could deter potential users from joining. To address this, CS needs to emphasize clear differentiation between its free, premium and exclusive tiers, ensuring that higher tiers' features provide substantial added value without alienating free-tier users.

In summary, the freemium model plays a vital role in CS's growth strategy by enabling widespread accessibility, fostering community engagement, and driving premium conversions especially at the very beginning where the main need is related to the database creation. This approach not only supports the platform's mission to promote plant-based adoption but also ensures its scalability and financial sustainability. By carefully balancing free access with premium incentives, Chickpea Society can continue to expand its reach while delivering meaningful value to its diverse user base.

8.2 Comparison of revenue models

The comparison of Chickpea Society's business models offers a comprehensive understanding of how each revenue stream aligns with the platform's mission and its goals of scalability, sustainability, and user engagement. By analyzing subscription fees, event-based revenue, commission-based earnings, and the freemium model, we identify the advantages and challenges of each while highlighting the value of a hybrid approach that strategically integrates their strengths.

(1) The subscription model forms a reliable backbone for Chickpea Society's revenue generation. By offering tiered pricing structures tailored to startups and Ho.Re.Ca businesses, this model ensures that the platform caters to a diverse user base. The basic tier allows users to explore the

database and establish initial connections, while the premium tier provides advanced matchmaking features, in-depth analytics, and access to exclusive promotional events.

This model offers predictable revenue, a key benefit that aids financial forecasting and operational stability. Additionally, subscribers tend to show higher levels of loyalty and engagement, fostering long-term relationships between users and the platform. However, maintaining subscriber retention requires consistent investments in platform enhancements, such as improved analytics and expanded features. For startups with limited budgets, subscription fees may pose an initial barrier, emphasizing the need for clear and immediate value delivery.

(2) Events are a powerful tool for Chickpea Society to connect startups with Ho.Re.Ca businesses in meaningful, tangible ways. By organizing promotional events, such as tasting sessions and product showcases, the platform provides startups with a unique opportunity to display their innovations directly to potential partners. Simultaneously, restaurants and cafés benefit from increased visibility and engagement, especially through influencer-driven events.

This model generates direct revenue and builds platform credibility, but it is resource intensive. The success of events depends heavily on attendance, making them vulnerable to external factors such as scheduling conflicts or regional interest. To scale this model effectively, Chickpea Society must streamline event logistics and establish partnerships with event management companies.

(3) The commission-based model ties the platform's revenue directly to user success. By charging a percentage of successful transactions, Chickpea Society aligns its financial growth with the outcomes achieved by its users. This model is particularly attractive to budget-conscious startups and Ho.Re.Ca businesses, as it requires minimal upfront costs.

As transaction volumes increase, the model scales efficiently, providing substantial revenue without proportional increases in operational costs. However, this model relies on robust

transaction tracking systems to maintain transparency and user trust. It also depends on achieving high transaction volumes, which may be challenging in the platform’s initial growth stages.

The freemium model complements Chickpea Society’s other revenue streams by lowering entry barriers and attracting a wide user base. Offering basic platform features for free encourages startups and Ho.Re.Ca businesses to join without hesitation. Once onboarded, users are incentivized to upgrade to premium tiers through demonstrations of advanced features, such as personalized matchmaking and analytics.

While the freemium model creates a vibrant ecosystem and drives user acquisition, it comes with challenges. Free-tier users contribute little or no revenue, making the platform reliant on conversion rates to premium tiers. Additionally, if the free features are too comprehensive, users may see little reason to upgrade, reducing the model’s effectiveness. The **hybrid model** is the ideal approach for Chickpea Society, balancing the strengths of individual revenue streams while mitigating their challenges. By offering freemium access to onboard users, subscription tiers to retain them, commission-based incentives to drive success, and events to enhance visibility, Chickpea Society ensures a diversified and sustainable revenue structure. This strategic integration positions the platform as a leader in the plant-based ecosystem, capable of delivering value to startups, Ho.Re.Ca businesses, and end consumers alike.

Table 4. Revenue model comparison

Revenue model	Advantages	Challenges
Subscription fees	Recurring revenue, customizable tiers, strong user commitment.	Requires platform updates to retain users, potential resistance to paywalls.
Event-based revenue	High visibility for users, immediate income, dual benefit for startups and Ho.Re.Ca businesses.	Resource-intensive, attendance-dependent.
Commission-based	Scales with user success, low entry barrier, incentivizes partnerships.	Requires robust transaction tracking, volume dependent.
Freemium model	Increases accessibility, builds network effect, drives premium upgrades.	Limited revenue from free users, risk of insufficient conversion to premium tiers.

8.3 Revenue streams integrations and Hybrid Business model for CS

The hybrid model by integrating these different revenue streams ensure CS maintains a robust financial structure. Each revenue stream contributes to specific aspects of the platform's mission, enhancing both the user experience and the platform's financial viability: **subscription fees** provide a steady, recurring revenue base that ensures financial predictability. This model allows the platform to continuously invest in its core services, such as matchmaking algorithms, data analytics, and promotional features. The tiered structure of the subscription fees, offering both basic, premium and exclusive options, caters to a wide range of users while incentivizing deeper engagement with advanced features. Premium and exclusive users fund the development of cutting-edge tools like detailed analytics dashboards and tailored recommendations, which improve the platform for all participants. **Events** offer a tangible way for startups and food businesses to showcase their offerings and connect directly with stakeholders. Revenue from these events not only supplements the subscription income but also increases the visibility of the platform itself. By integrating events into the platform's ecosystem, CS creates opportunities for cross-promotion, encouraging event participants to explore premium subscriptions and other platform features. For instance, tasting events that highlight plant-based startups can lead to direct collaborations, which in turn generate commission-based revenue. The **commission model** ties CS's revenue directly to the success of its users. By charging a percentage of transactions facilitated through the platform, the platform aligns its financial incentives with the outcomes of its matchmaking services. This approach encourages startups and Ho.Re.Ca businesses to rely on the platform for high-value partnerships. Additionally, order management data gathered through the commission model can be used to refine the matchmaking system and improve user satisfaction, creating a positive feedback loop that drives engagement and revenue. The **freemium**

model lowers the barrier to entry for all the platform’s users, attracting a diverse user base establishing the database and generating network effects. Free-tier users help populate the platform, making it more appealing to new users by creating a dynamic ecosystem. As these users engage with the platform and recognize its value, they are incentivized to upgrade to premium subscriptions or participate in paid events.

8.3.1 Integrated functionalities across revenue streams and scalability

CS’s revenue model integrates multiple streams to reinforce each other and drive scalability. For instance, startups participating in events are encouraged to upgrade to premium subscriptions to access advanced analytics, while Ho.Re.Ca businesses using free-tier features often transition to premium matchmaking services after identifying promising partnerships. This synergy ensures a seamless progression from basic to premium services, enhancing user engagement and revenue growth. The commission-based model provides additional revenue to fund new premium features, which in turn attract more users and increase transaction volumes. Subscription fees deliver predictable cash flow to support expansion, while event-based revenue and freemium access drive localized interest and user acquisition. This integrated approach allows CS to adapt its revenue mix to changing market demands, ensuring scalability and sustained user satisfaction in the dynamic plant-based food industry.

8.3.2 Hybrid model

By combining the strengths of multiple revenue streams—subscription fees, event-based revenue, commissions, and a freemium model—the hybrid approach addresses the diverse needs of users, balances accessibility with financial viability, and supports the platform’s long-term growth. This model aligns with CS’s vision of creating meaningful connections between startups and the Ho.Re.Ca (Hotels, Restaurants, Cafés) industry while driving innovation in plant-based eating.

The main advantages of adopting this hybrid model relay on diversified revenue streams, which reduces the reliance of CS on any single source of income, ensuring financial resilience. This model enables startups and Ho.Re.Ca businesses to address diverse but important challenges faced from both. On one hand, startups benefit from low-cost entry points (freemium), scalable matchmaking services (subscription), and visibility through events and restaurants placement of products. On the other hand, food businesses gain affordable access to innovative products (commission), opportunities to engage with customers (events), and enhanced menu solutions (premium subscriptions).

Each revenue stream contributes to the platform's scalability. As CS expands its user base, subscription income grows, event participation increases, and transaction volumes rise, leading to higher commission earnings. The hybrid model also allows for regional and international expansion, as its flexibility accommodates different market dynamics. By offering freemium access and charging commissions only on successful transactions, CS builds trust and demonstrates its commitment to user outcomes.

8.4 Conclusion

Chickpea Society's integrated revenue model strategically balances scalability, financial sustainability, and user value. By combining the explained models, the platform ensures a diversified income structure while promoting plant-based adoption. This approach allows the platform to adapt to user needs, scale effectively, and foster meaningful connections between startups and Ho.Re.Ca businesses.

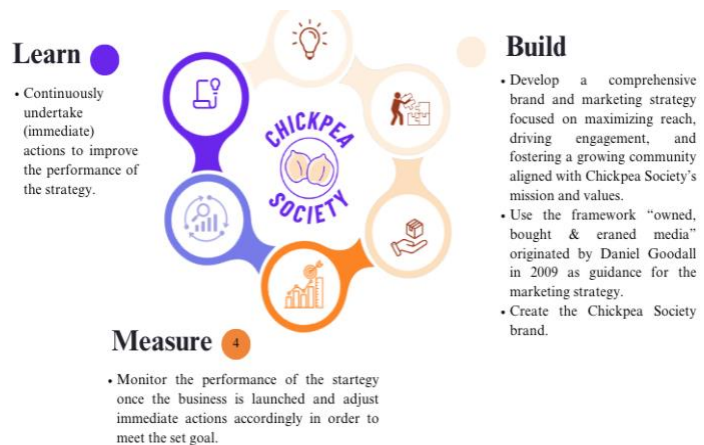
9 Brand & Marketing Strategy – Maria do Mar Seabra

Limitation: All data and analysis regarding marketing strategy insights after 4th December 2024 are excluded from this individual part.

This individual section delves into the major strategic decisions shaping Chickpea Society’s brand strategy and marketing approach, with a particular emphasis on its branding and channels. A solid understanding of the purpose and rationale of these strategies is essential before applying them to a real-world case like Chickpea Society. Thus, the initial part of this analysis defines and explores the concepts of brand strategy and marketing strategy highlighting their relevance and interconnectedness. Following these definitions, the focus shifts to the practical application of these strategies within Chickpea Society. An extensive analysis of their performance is provided at the end of the section, assessing how well they support the objectives of CS and increase its visibility in the competitive plant-based ecosystem.

9.1 Brand & Marketing Strategy *Figure 18. Lean Startup Framework – brand and marketing strategy for CS*

The brand and marketing strategy of Chickpea Society involves different actions that are summarized in the following chapter using the Lean Startup framework as a guidance and decision-making tool.

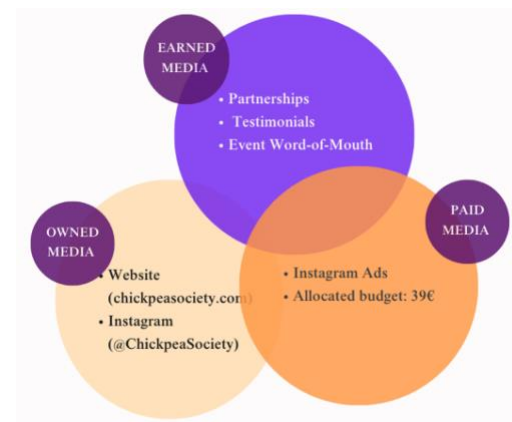


Brand strategy lays out a company's long-term strategy for developing and preserving its unique identity to build strong emotional bonds with its target market. It focuses on the elements that define the brand, ensuring consistency across all touchpoints. A strong brand strategy aligns with the organization’s goals and serves as the foundation for building trust, loyalty, and recognition

among its customers (Influencer Marketing Hub, n.d.). As Brainz Magazine (n.d.) aptly states, "the brand is the why; the marketing is the how."

Marketing strategy is the practical road map that establishes how a company will convey its value proposition to its target market to meet its goals. To optimize visibility, engagement, and conversion, the appropriate combination of channels, campaigns, and messaging must be chosen (Influencer Marketing Hub, n.d.). The marketing strategy of Chickpea Society is thoughtfully designed to cater to both B2B and B2C audiences, *Figure 19. Owned, bought, and earned media*

ensuring effective engagement and value delivery. In the following, utilizing the "**Paid, Owned, and Earned Media**" framework originated by Goodall (2009), Chickpea Society strategically aligns its marketing efforts to promote its matchmaking platform, foster community growth, and amplify brand visibility across key channels.



In general, there are three types of media: (1) paid, (2) owned, and (3) earned media. By systematically addressing these three pillars, Chickpea Society maximizes visibility, engagement, and credibility across its key marketing channels (Fig.19). **(1) Paid media** refers to any kind of advertising that is paid for such as general ads, searches, sponsorships, TV ads, Instagram Ads, Facebook Ads, or Influencer marketing. Social media advertising is the most popular option, while paid media is regarded by marketers as one of the most popular marketing activities with nearly 75% of marketers using those channels for content distribution. The advantages include having control over the message that is sent, easy scalability, and the ability to create advertisements instantly on demand. Low response rates and low credibility are a couple of the difficulties (Woschnick 2018). Aligned with the Lean Startup Framework's principle of resource efficiency,

Chickpea Society allocated a conservative advertising budget to validate its market hypothesis and refine its messaging. The focus was on platforms that offer targeted reach, such as Instagram and Website, chosen for their alignment with the habits of Chickpea Society’s stakeholders. For the initial phase, Chickpea Society dedicated €39 for paid ads aimed at driving traffic to its matchmaking platform and increasing waiting-list signups. The budget was exclusively assigned to Instagram ads, recognizing the platform as the most favored social media channel by the target audience. A comprehensive evaluation of these ads' engagement and performance is discussed in a subsequent section of this document. **(2) Owned media** encompasses all the content and channels that a business fully controls, such as its website, blogs, newsletters, and social media profiles. Owned media is cost-effective and offers full control over messaging, making it a core component of sustainable branding strategies (Martech Zone, 2023). For Chickpea Society, key owned media channels include the official website (chickpeasociety.com) and Instagram account (@ChickpeaSociety). **(3) Earned media** involves third-party validation of a brand through organic channels like press coverage, word-of-mouth recommendations, reviews, or social media shares. Earned media often results from the success of paid and owned media efforts, amplifying the brand’s reach and authority without direct financial costs (Martech Zone, 2023). For CS this includes collaborations with sustainability-focused publications to spotlight the platform’s mission, customer testimonials and positive feedback from tasting events and networking sessions, which generate word-of-mouth marketing. While CS is already leveraging earned media effectively, a key future objective is to involve influencers—ranging from micro to macro levels. These influencers will play a crucial role in amplifying the platform’s reach by promoting events, sharing their experiences, and highlighting the value of the matchmaking platform, further enhancing visibility and engagement.

9.2 Branding

The process of creating and positioning a company's brand, frequently referred to as **branding**, is a crucial part of its marketing strategy. Branding creates associations with specific feelings and messages, fostering a deep and lasting connection with the audience. This is achieved through the consistent use of visual and textual elements, including the logo, brand name, colour palette, fonts, slogans, and imagery, all of which contribute to delivering a cohesive customer experience (Für Gründer, n.d.). CS' branding is designed to create an emotional connection with its audience while reinforcing its mission and core values. The following branding elements are strategically employed to evoke a meaningful and memorable impression, particularly through social media marketing and communication channels:

Figure 20. CS Logo

Logo: The Chickpea Society logo embodies simplicity and sustainability through a minimalist design. The soft peach tones and vibrant purple text evoke warmth and approachability, symbolizing community and inclusivity. The circular design reflects collaboration and unity, while the chickpea imagery represents the foundation of the brand's connection to plant-based eating. (The elements of the logo and their respective explanations can be found in Appendix 12)



Name: The name “Chickpea Society” is intentionally crafted to evoke a sense of sustainability, inclusivity, and innovation—key pillars of the brand's identity. The brand's goal of encouraging plant-based innovation is directly related to the selection of "chickpea" as the primary emblem, reflects the foundational ingredient of many plant-based diets. By highlighting the brand's function in establishing a cooperative environment that unites disparate stakeholders, the term "society" cultivates a sense of community. The focus of the brand's name, "Chickpea Society," is on creating a movement rather than transactional business.

Slogan: The slogan, “**Connecting Plant-Based Startups with Restaurants and Cafés,**” serves as a concise and impactful summary of Chickpea Society’s mission. It reflects the brand’s unique value proposition of acting as a bridge between innovators in the plant-based industry and the Ho.Re.Ca. (Hotels, Restaurants, Cafés) sector. The deliberate simplicity of the slogan ensures clarity, making it easily understood by all stakeholders while leaving a lasting impression.

Vision: “To create a world where plant-based eating is accessible, celebrated, and deeply ingrained in everyday life.”

Mission: “To connect plant-based startups, restaurants, and individuals through meaningful collaborations and innovative platforms, making sustainable eating a simple, enjoyable, and shared experience.”

Core Values: Chickpea Society’s core values guide every strategic decision and interaction:

1. Sustainability: Prioritizing eco-conscious practices to reduce the environmental footprint.

2. Inclusivity: Creating a welcoming ecosystem for startups, restaurants, and plant-based enthusiasts.

3. Innovation: Continuously exploring creative ways to foster connections and expand the plant-based community.

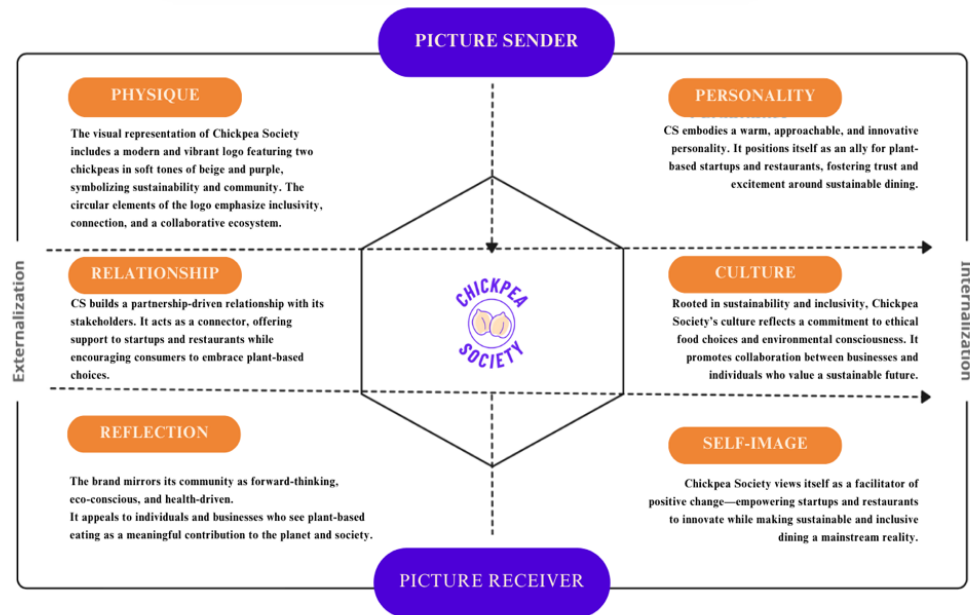


Figure 21. CS' Core Values

To strengthen and unify Chickpea Society’s brand strategy, applying **Kapferer’s Brand Identity Prism** provides a comprehensive framework to clearly articulate and define the brand’s essence.

By utilizing this prism, Chickpea Society can systematically explore and define how the brand presents itself externally to the world (externalization) while simultaneously understanding the internal values, culture, and identity perceived by stakeholders (internalization). This analysis ensures consistency and alignment across all touchpoints.

Figure 22. Kapferer's Brand Identity Prism - CS



9.3 Marketing & Communication Channels

In today's dynamic marketing landscape, understanding the evolution from traditional to digital marketing communication channels is essential for crafting effective strategies. Traditional channels, such as television, radio, print, and billboards, have historically dominated the marketing sphere due to their wide reach and long-standing credibility. However, as consumer behaviors and technology evolve, digital marketing channels have emerged as the dominant force, driven by precision, personalization, and engagement capabilities (Indeed, 2023). According to HubSpot's *Annual Inbound Marketing Trends Report*, highlights the increasing importance of digital channels such as short-form video platforms (TikTok, Instagram Reels, YouTube Shorts), influencer marketing, and search engine optimization (SEO), which are now considered the top channels in the industry (HubSpot, 2024). Short-form videos are recognized as offering high ROI and are a key area of focus for modern marketers. For CS these insights are instrumental in crafting a marketing strategy that balances traditional methods' credibility and broad appeal with the dynamic, data-driven opportunities offered by digital channels.

9.3.1 Instagram as a digital Marketing Channel- @Chickpeasociety

Instagram, with its over one billion monthly active users, serves as a significant marketing channel for Chickpea Society. The platform’s visual nature enables companies to showcase their offerings in an eye-catching and authentic manner, appealing to consumers who value relatable content in natural settings. For CS, Instagram allows the promotion of creativity, sustainability, and community — aligning perfectly with its brand values. The Instagram journey began in 2020 under the name "Creative Kitchen," primarily targeting a B2C audience. The focus was on building a community of plant-based enthusiasts by sharing recipes, experiences, and small-scale events. As the project evolved into **Chickpea Society**, the focus expanded to B2B marketing while retaining its connection with the plant-based community. e primary goal was to grow the Instagram follower base from 652 (Creative Kitchen followers – October 29th) to 900 within

Figure 23. Instagram account and number of CS



less than a month. This target was successfully surpassed, with the account reaching **977 followers by November 28th**, 2024. Today, the Instagram strategy reflects this dual mission, combining content that inspires plant-based creativity with promotions of matchmaking services and events. A total budget of €39 was allocated for paid marketing expenses between April 17th and November 13th, 2024. Specifically, €10 was allocated to a breakfast post, €6 to a reel on the Plant-Based World Expo, €8 to a reel featuring the best croissants in Lisbon, €9 to a reel and €6 to a lunch story (Appendix13- performance of this paid ads and figures for each one). The effectiveness Instagram content as analyzed through key performance metrics, including (1) Average(Av.) views, (2) Av. accounts/people reached, (3) Av. total impressions, (4) Av. saves, (5) Av. profile visits, and (6) Av. new followers. This analysis highlighted the differences between organic posts and paid advertisements.

Table 5. Performance comparison of Reels: Organic vs. Paid

Metric	(1)Average (Av.) Views	(2)Av. (Accounts)	(3)Av. Total Impressions	(4) Av. Saves	(5)Av. Profile Visits	(6) Av. New Followers
Organic Reels	4,291	4,291	4,800	20	30	15
Paid Reels	4,400	3,720	4,200	18	35	21
Comparison	Paid Reels achieved 2.5% more views.	Organic Reels had 13.3% better reach.	Organic Reels delivered 14.3% more impressions.	Organic Reels had 11.1% more saves.	Paid Reels resulted in 16.7% more visits.	Paid Reels drove 40% more follower growth.

Table 6. Performance comparison of Posts: Organic vs. Paid

Metric	(1)Average (Av.) Views	(2)Av. (Accounts)	(3)Av. Total Impressions	(4) Av. Saves	(5)Av. Profile Visits	(6) Av. New Followers
Organic Posts	1,797	1,797	2,000	10	20	8
Paid Posts	5,099	3,927	5,500	9	124	11
Comparison	Paid Posts achieved 183.7% more views.	Paid Posts had 118.5% better reach.	Paid Posts delivered 175% more impressions.	Organic Posts slightly outperformed by 11.1%.	Paid Posts drove 520% more profile visits.	Paid Posts generated 37.5% more followers.

Table 7. Performance comparison of Stories: Organic vs. Paid

Metric	(1)Average (Av.) Views	(2)Av. (Accounts)	(3)Av. Total Impressions	(4) Av. Saves	(5)Av. Profile Visits	(6) Av. New Followers
Organic Stories	2,065	2,065	2,300	N/A	15	10
Paid Stories	1,256	1,108	1,500	N/A	37	5
Comparison	Organic Stories achieved 64.4% more views.	Organic Stories reached 86.3% more accounts.	Organic Stories delivered,53.3% + impressions.	N/A	Paid Reels resulted in 16.7% more visits.	Paid Reels drove 40% more follower growth.

Interestingly, the data reveals a distinct preference among viewers for more personal and relatable Reels, such as recipe tutorials or dining experiences at restaurants (**Organic reels**), over content that appears purely promotional or advertisement-focused (**Paid reels**). Recognizing these insights, CS has adopted a more Reels-focused strategy, prioritizing the short-form videos format

to capitalize on its potential for audience growth and enhanced engagement. Chickpea Society’s Instagram performance data from November 5th to December 4th highlights the success of a Reels-focused strategy for audience growth and engagement (Appendix 14).

Table 8. CS’ Instagram Performance Metrics

Metric	Target	Result
a) Follower Growth	+1.3% (to 977 followers)	Demonstrates steady organic growth in follower base.
b) Engagement	136 accounts (60.6% followers, 39.4% non-followers)	Strong engagement growth from a mix of followers and new viewers.
c) Average Reels Reach	4,291 (87.1% non-followers)	High reach to new audiences, suggesting successful awareness campaigns.
d) Best-Performing Reel – Organic Reel	"Edizione Speciale" (14,559 accounts reached)	Indicates high reach potential for short-form video content.
e) Average Stories and Posts Reach	2,065 (Stories), 1,797 (Posts)	Effective for engaging followers but fall short of reels for new audience acquisition.

This analysis solidifies the importance of prioritizing Reels for awareness and audience acquisition, while posts and Stories continue to nurture community relationships and reinforce brand values. Paid advertisements play a complementary role, effectively boosting promotional posts to increase visibility and drive meaningful engagement. By combining story-driven Reels with targeted paid ads, CS achieves a balance between organic audience growth and strengthened community connections.

9.3.2 Website as a Digital Marketing Channel – Chickpeasociety.com

The Chickpea Society website – (<https://www.chickpeasociety.com/#start-ups>) - is a pivotal component of its marketing and communication strategy, serving as a central hub that aligns the brand’s identity with its stakeholders’ needs. Features such as sign-up options, contact forms, and strategically placed call-to-action buttons—like “Join the Community”—transform passive visitors into engaged participants, fostering lead generation- Appendix 15. During its creation, the team collaborated with an Italian programmer who played a crucial role in building the website.

Evidence of the WhatsApp messages is detailed in Appendix 16. The website, finalized and launched on Nov 10th, was designed to address the specific needs of both startups and restaurants, further solidifying its strategic importance. The Chickpea Society website serves as a key communication hub, designed to inform, engage, and align with the brand's mission of promoting sustainability within the food ecosystem. Its clean, eco-conscious layout and user-friendly navigation reflect Chickpea Society's values of sustainability, inclusivity, and innovation, creating a seamless and trustworthy user experience. The homepage succinctly conveys the mission and benefits of the platform, while sections like "services" clearly highlight matchmaking offerings, enabling startups and restaurants to connect easily. **For startups**, the messaging is empowering and growth-driven, encouraging innovation and participation in a supportive, community-oriented ecosystem. (Appendix 17) For restaurants, the tone is practical and results-focused, showcasing the tangible benefits of diversifying menus with plant-based options to attract eco-conscious customers and align with market trends (Appendix 18). By offering a clear narrative and potential for content marketing, such as blogs or success stories, it also lays the groundwork for educating and inspiring its audience. This approach ensures the website functions as both a platform for engagement and a critical marketing channel, reinforcing Chickpea Society's role in advancing sustainable innovation.

9.3.3 Personal Networks as a Digital & Traditional Marketing Channel

The third type of marketing channel utilized by **Chickpea Society** is the personal network of its team members. Each team member leverages their individual networks through platforms like WhatsApp, personal social media accounts, or direct and personal conversations with friends, family, and professional acquaintances. Appendix 19 highlights the emails shared to promote the

business launch. However, there is insufficient data on session traffic sources to draw conclusions about where the traffic originated.

9.3.4 Events as a Traditional Marketing Channel

Events are a key part of Chickpea Society's marketing strategy, offering a powerful way to raise awareness and build trust within the plant-based ecosystem. During the Learn Phase, we discovered the value of face-to-face interactions through small-scale events like collaborations with running groups and curated tastings. These experiences consistently dispelled misconceptions about plant-based food, with attendees often expressing surprise at the flavor, versatility, and quality of the offerings. Events serve a *dual purpose*: they act as both promotional tools and validation opportunities. For example, trade fairs like the Plant-Based World Expo allowed us to engage directly with potential clients, securing partnerships and gathering valuable feedback. Collaborations with startups such as Heel2Heel and Kalma Bagels also strengthened our credibility, driving product interest and boosting sales. In the future, events will remain central to our marketing efforts, but with a focus on scalability and innovation. We plan to increase their frequency and diversify formats by incorporating virtual showcases, experiential pop-ups, and industry-specific networking events, ensuring broader visibility and deeper engagement.

9.4 Key Learnings and Future Expectations - Brand & Marketing Strategy

As a conclusion of the brand and marketing strategy individual part, a summary of the top learning and future expectations follows.

(1) Building a unique and memorable brand has been central to Chickpea Society's journey. Avoiding typical "green" tones in favor of warm peach and vibrant purple helped us stand out creatively but made it harder for new audiences to immediately connect us to sustainability. Incorporating subtle green elements in the future could balance our distinct identity with our eco-

conscious message. **(2)** Participation in events like the Plant-Based World Expo emerged as a highly effective strategy. Direct connections built at these events demonstrated the importance of in-person interactions in fostering trust and relationships within the plant-based ecosystem. **(3)** Looking ahead, scaling our community through influencers is a priority. By partnering with individuals aligned with our values, we can amplify our message, increase event participation, and foster meaningful connections through authentic and engaging content.

10 Impact Measurement– Gabriela Ozawa Brillante

10.1 CS Impact Measure Overview

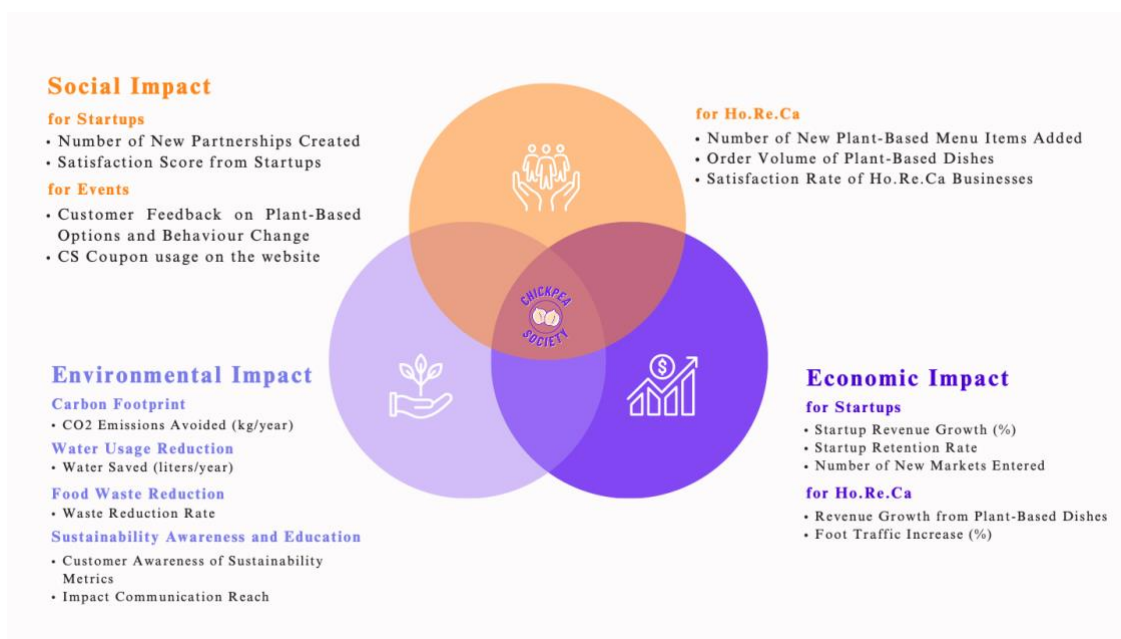
Impact measurement is a fundamental pillar of the Chickpea Society's mission to create a more **sustainable, inclusive, and future-oriented food industry**. By tracking and analyzing key indicators across three interconnected impact areas -**Social, Environmental, and Economic**- Chickpea Society ensures that its business model drives meaningful change. This holistic approach allows the organization to assess its contributions to plant-based adoption, industry innovation, and the overall well-being of its stakeholders, including startups, Ho.Re.Ca (Hotels, Restaurants, and Cafés) businesses, and consumers.

A sustainable business is one that generates economic value while creating positive social and environmental outcomes. The Chickpea Society embodies this principle by **fostering collaboration, promoting plant-based products, and encouraging responsible resource consumption**. **Socially**, CS aims to inspire a cultural movement that normalizes plant-forward dining, empowering startups and Ho.Re.Ca businesses to lead the charge in creating accessible, diverse, and appealing plant-based options that resonate with consumers worldwide. **Environmentally**, Chickpea Society aspires to revolutionize food systems by significantly reducing carbon footprints, water consumption, and food waste through the widespread adoption

of innovative, sustainable ingredients and practices. **Economically**, the Society seeks to catalyze growth within the plant-based sector by unlocking new revenue streams, enabling scalable innovations, and driving economic opportunities that redefine the role of plant-based businesses in shaping the future of food.

To measure its effectiveness, Chickpea Society employs a robust impact measurement analysis by applying frameworks and methodologies from ‘**Metrics that Matter**’ lectures and successful business cases. This approach includes tracking quantitative KPIs, conducting surveys, and collecting data from POS systems, platform analytics, and stakeholder feedback. By doing so, the Society ensures transparency, accountability, and continuous improvement. This section provides an in-depth analysis of the social, environmental, and economic impacts of Chickpea Society’s activities, highlighting its role as a catalyst for a more equitable and sustainable food industry.

Figure 24. CS Impact Overview



10.2 Chickpea Society *Social Impact*

The Chickpea Society (CS) envisions a transformative social impact by accelerating the acceptance and widespread adoption of plant-based diets, creating a lasting, systematic change in the food industry. CS aspires to shift societal norms, ensuring plant-based eating becomes an integral and accessible part of everyday life. By fostering a culture that embraces sustainable food choices, CS aims to drive a profound and positive impact on how individuals, businesses, and communities engage with food. The expected social outcomes of CS's initiatives include the normalization of plant-based diets as a standard option within the global food landscape. This normalization promotes inclusivity, as plant-based offerings cater to a broader demographic, including individuals with dietary restrictions, environmental consciousness, or cultural preferences. By ensuring these options are widely available and appealing, CS envisions a food system that prioritizes accessibility, diversity, and health for all.

Through its efforts, CS aims to cultivate a ripple effect of change, where businesses and consumers collectively adopt plant-based practices, leading to a fundamental shift in societal behavior. By encouraging businesses to innovate their menus and consumers to embrace new food choices, CS envisions a society where sustainable diets are not only celebrated but actively supported by social and cultural frameworks. A core part of this vision is creating a supportive and informed community of individuals and businesses committed to plant-based living. This collective effort fosters stronger connections, a shared purpose, and a platform for exchanging ideas and resources, further amplifying the impact of CS's mission. The organization seeks to inspire a generation of conscious eaters and innovators, united by the common goal of improving the planet and their well-being through mindful food choices. Ultimately, CS's social impact efforts are designed to contribute to a systematic transformation of the food industry. By driving meaningful behavioral

shifts and creating a culture that values sustainable, inclusive, and health-conscious food practices, CS aspires to pave the way for a brighter, more equitable, and sustainable future for all.

10.2.1 Stakeholder Engagement and Feedback

A key component of Chickpea Society’s social impact strategy is its **Stakeholder Management Practices**, designed to foster meaningful partnerships, address the unique needs of its stakeholders, and drive continuous improvement in its services. CS actively engages its three primary stakeholder groups—startups, Ho.Re.Ca businesses, and consumers—ensuring their perspectives and feedback are integrated into its operational model.

Startups: CS prioritizes startups by offering tailored support that amplifies their visibility and facilitates access to key markets. Regular consultations with startups focus on understanding challenges related to scaling, market entry, and customer engagement. Through satisfaction surveys, startups provide insights into the platform’s effectiveness in expanding their reach and establishing partnerships with Ho.Re.Ca businesses. This feedback is vital for refining matchmaking algorithms and improving the overall value proposition.

Ho.Re.Ca Businesses: For Ho.Re.Ca partners, CS emphasizes collaboration to innovate menu offerings and streamline supply chain processes. Stakeholder meetings and periodic surveys allow these businesses to share their experiences with integrating plant-based products. Their feedback shapes recommendations for improving the matchmaking platform’s usability, enhancing product variety, and ensuring seamless supplier collaborations. Satisfaction rates from Ho.Re.Ca stakeholders consistently highlight the platform’s role in simplifying operations and increasing consumer appeal.

Consumers: CS places consumers at the heart of its mission, leveraging feedback from community surveys, event participation, and online interactions. Consumers provide qualitative insights into

the accessibility and appeal of plant-based options facilitated through CS partnerships. By analyzing this data, CS identifies emerging trends and areas for improvement, such as addressing barriers to plant-based adoption or enhancing menu diversity at partner venues.

Community-Building and Feedback Loops. To create a cohesive ecosystem, CS integrates stakeholder feedback into its strategic roadmap. This iterative approach ensures that matchmaking services evolve to meet the changing needs of its community. By hosting regular events, workshops, and focus groups, CS strengthens community ties and fosters a culture of co-creation, where stakeholders actively contribute to shaping the platform's development.

Through these robust stakeholder management practices, Chickpea Society ensures alignment with its mission while maintaining high satisfaction rates across startups, Ho.Re.Ca businesses, and consumers. This inclusive, feedback-driven approach not only enhances the platform's value but also amplifies its social impact, paving the way for a collaborative plant-based ecosystem.

10.2.2 Social Impact KPI's

The following KPI chart outlines the key metrics used to measure the social impact of the Chickpea Society's initiatives. These indicators provide a comprehensive framework for evaluating the outcomes and positive changes driven by CS's efforts. By focusing on measurable results, such as increased adoption of plant-based diets, enhanced inclusivity, and strengthened community engagement, the chart highlights the organization's commitment to achieving its vision of systematic transformation within the food industry. These KPIs serve as a roadmap for tracking progress and ensuring accountability in driving meaningful societal change.

Table 9. Social Impact KPIs

KPI	Category	Unit of Measure	Expected Result	Expected Time	Data Source	Responsible Party
Number of New Partnerships Created	Startup	Count	5 new partnerships per quarter	Quarterly	Platform Analytics	Partnership Team
Satisfaction Score from Startups	Startup	Score (1-10)	8/10 average satisfaction score	Monthly check	Startup Feedback Surveys	Customer Success Team
Number of New Plant-Based Menu Items Added	Ho.Re.Ca	Count	3 new plant-based items per business annually	Annually	Menu Change Reports	Partnership Team
Order Volume of Plant-Based Dishes	Ho.Re.Ca	% Increase	15% increase in order volume in 12 months	12 months	POS (Point of Sale) Data	Analytics Team
Satisfaction Rate of Ho.Re.Ca Businesses	Ho.Re.Ca	% of Satisfied Partners	85% satisfaction rate from partner businesses	Monthly check	Ho.Re.Ca Partner Surveys	Customer Success Team
Customer Feedback on Plant-Based Options and Behaviour Change	Events	% Positive Feedback	85% positive feedback from customer surveys	After each event	Consumer Feedback Surveys	Marketing Team
Impact Communication Reach	Events/Social Media	Online Interaction (Likes, Comments, Vies, Followers)	20% increase on digital interactions monthly	Monthly check	Social Media Analysis	Marketing Team

10.3 Chickpea Society *Environmental Impact*

The Chickpea Society (CS) strives to achieve a lasting environmental impact by promoting sustainable food practices and encouraging a shift from resource-intensive animal-based diets to plant-based alternatives. By driving systemic change across the food industry, CS aims to reduce the environmental burden of food production and consumption. The organization's efforts focus on mitigating key environmental challenges, such as reducing carbon emissions, conserving water, minimizing food waste, and raising public awareness about the ecological benefits of plant-based eating. The core goal of CS's environmental impact strategy is to foster a measurable reduction in the environmental footprint of Ho.Re.Ca businesses and consumers. By facilitating the adoption of plant-based menu options, CS expects to see a significant decrease in **CO2 emissions**, **water usage**, and **food waste** across its partner network. Additionally, CS seeks to increase consumer

and business awareness of sustainability metrics, ensuring that individuals and organizations recognize the tangible impact of their food choices.

Through its partnerships with Ho.Re.Ca businesses, startups, and sustainability advocates, CS aspires to make **sustainable eating a standard**, rather than a niche option. By leveraging environmental analytics, stakeholder feedback, and transparent reporting, CS ensures that progress toward these goals is both trackable and verifiable. This systematic approach underscores CS's dedication to supporting a healthier planet while promoting accountability and continuous improvement.

10.3.1 Environmental Impact

To contextualize the significance of this transition, a comparison between the global benchmarks highlighted in the 2023 BBC report and CS's Key Performance Indicators (KPIs) is presented. The BBC report provides critical insights into the environmental challenges posed by current food systems, offering data on greenhouse gas emissions, water usage, land efficiency, and food waste. Meanwhile, CS's KPI framework translates these global benchmarks into actionable, measurable goals that align with its mission. This comparison serves to illustrate how CS's efforts not only respond to global challenges but also deliver localized, measurable impact through its partnerships and initiatives.

Reduction in Greenhouse Gas Emissions

The BBC report underscores that food production contributes 26% of global greenhouse gas (GHG) emissions, with animal products responsible for 58% of these emissions. Producing one kilogram of beef emits approximately 60 kg of CO₂-equivalent, while plant-based foods like peas produce just 1 kg of CO₂-equivalent (Briggs, 2023). CS's KPI for **CO₂ Emissions Avoided** targets a reduction of 1,000,000 kg of CO₂ annually, achieved through the adoption of plant-based menu

options by its Ho.Re.Ca partners. This ambitious goal demonstrates how CS is translating global data into tangible local action, empowering businesses to directly reduce their carbon footprint.

Water Conservation

The water required for food production varies dramatically between animal and plant-based foods. According to the BBC, producing one kilogram of beef requires 15,415 liters of water, whereas vegetables need only 322 liters per kilogram. CS's KPI for **Water Saved** aims for a conservation of 3,600,000 liters annually (Briggs, 2023). This goal reflects the efficiency gains possible through the integration of plant-based ingredients, helping Ho.Re.Ca businesses meet sustainability targets while supporting water conservation at scale.

Land Use and Food Waste Reduction

The BBC report highlights that animal agriculture occupies 77% of global farmland but delivers just 18% of global calorie supply, underscoring its inefficiency. CS indirectly addresses this by fostering the adoption of plant-based alternatives, which require significantly less land to produce. Additionally, plant-based foods often have longer shelf lives and shorter supply chains, reducing food waste. CS's KPI for **Food Waste Reduction Rate** targets a 10% annual reduction in food waste. By streamlining supply chains and optimizing ingredient sourcing, CS helps businesses minimize waste, further enhancing its environmental contribution.

Raising Awareness of Sustainability Metrics

In addition to direct environmental benefits, CS prioritizes raising awareness about sustainability among its partners and customers. The BBC emphasizes the growing need for informed consumer choices to address climate challenges. CS's KPI for **Customer Awareness of Sustainability Metrics** targets a 20% monthly increase in online engagement, including likes, comments, and

shares on sustainability content. This effort ensures that CS not only drives operational change but also cultivates an informed and engaged community.

Alignment with Global Benchmarks

By setting KPIs that align with benchmarks provided by the 2023 BBC report, CS ensures its efforts are not only ambitious but also globally relevant. The measurable outcomes in CO₂ emissions reduction, water savings, food waste minimization, and consumer awareness position CS as a leader in driving environmental transformation through plant-based food systems.

The following KPI chart highlights the key metrics used to evaluate CS’s environmental impact. These KPIs serve as essential tools for tracking progress and ensuring alignment with the broader objective of driving sustainability within the food industry.

Table 10. Alignment with global benchmark

KPI	Category	Unit of Measure	Expected Result	Expected Time	Data Source	Responsible Party
CO2 Emissions Avoided	Environmental Impact	kg/year	1,000,000 kg CO2 reduction per year	Annually	Environmental Analytics Platform	Sustainability and Impact Team
Water Saved	Environmental Impact	liters per year	3,600,000 liters of water saved annually	Annually	Environmental Analytics Platform	Sustainability and Impact Team
Food Waste Reduction Rate	Environmental Impact	kg/year	10% reduction in total food waste annually	Annually	Environmental Analytics Platform	Sustainability and Impact Team
Customer Awareness of Sustainability Metrics	Events/Social Media	Online Interaction (Likes, Comments, Vies, Followers)	20% increase on digital interactions monthly	Monthly check	Social Media Analysis	Marketing Team

10.4 Chickpea Society Economic Impact

The Chickpea Society (CS) envisions a profound economic impact that extends beyond individual businesses to support the growth of an entire plant-based ecosystem. By enabling startups to grow, facilitating partnerships with Ho.Re.Ca businesses, and stimulating consumer demand for plant-

based food, CS drives positive economic outcomes for all stakeholders involved. The organization's vision is to create a thriving plant-based economy that supports startups, strengthens the financial resilience of Ho.Re.Ca businesses, and opens new revenue streams.

At the heart of CS's economic impact strategy is the aim to create long-term financial sustainability for its network of startups and partner businesses. By supporting startups with business development opportunities, market expansion, and entry into new regions, CS enables them to achieve significant **revenue growth**, **retention**, and **market entry**. This impact extends to the Ho.Re.Ca sector, where CS drives increased **foot traffic**, higher **revenue from plant-based menu items**, and overall **growth in sales volume**.

The following KPI chart outlines how CS tracks its economic impact. By monitoring key metrics related to revenue growth, market expansion and customer engagement, CS ensures that its actions drive tangible financial benefits for all stakeholders. This approach enables transparency, accountability, and continuous alignment with its goal of creating a robust, plant-based economic ecosystem.

Table 11. KPIs for Economic Impact

KPI	Category	Unit of Measure	Expected Result	Expected Time	Data Source	Responsible Party
Startup Revenue Growth Rate	Startups	% Increase	20% revenue growth in 12 months	12 months	Startup Report	Business Development Team
Startup Retention Rate	Startups	% of Retained Startups	80% of startups retained annually	Annually	Platform Analytics	Business Development Team
Number of New Markets Entered	Startups	Count	Entry into 3 new geographic markets annually	Annually	Platform Analytics	Business Development Team
Revenue Growth from Plant-Based Dishes	Ho.Re.Ca	% Increase	15% increase in order volume in 12 months	12 months	POS (Point of Sale) Data	Business Development Team
Foot Traffic Increase	Ho.Re.Ca	% of Satisfied Partners	85% satisfaction rate from partner businesses	Monthly check	Ho.Re.Ca Partner Surveys	Business Development Team

10.5 Future Trends & Outlook: Navigating the Plant-Based Sector's Evolution

The plant-based sector is undergoing rapid transformation, driven by evolving consumer demands, stricter regulations, and advancements in sustainable technologies. Chickpea Society (CS) must remain agile to capitalize on these trends and ensure it leads the way in promoting sustainable food practices. This section explores key trends, their implications, and how CS can position itself to address them effectively.

Sustainability-Driven Choices

Carbon Footprint Labeling: Governments and organizations worldwide are increasingly mandating carbon footprint labeling to promote transparency and encourage more sustainable consumer choices. For example, in 2023, the European Union introduced legislation requiring businesses to disclose the environmental impact of their products, including carbon emissions. Companies like Oatly and Quorn have already implemented carbon labeling on their packaging,

offering consumers direct insights into the climate impact of their purchases (*The Guardian*, 2023). CS can support its partners by providing tools to calculate carbon footprints and develop standardized labels. This initiative would not only help businesses comply with these regulations but also strengthen their market appeal by meeting the growing consumer demand for eco-friendly options (*BBC News*, 2023).

Circular Economy in Food: The concept of a circular economy is reshaping the food industry by prioritizing resource efficiency and reducing waste. Upcycled food products, which utilize by-products and food waste, are gaining traction as a sustainable solution. For instance, Renewal Mill transforms leftover soybean pulp into high-protein flour, while ReGrained converts spent brewery grains into snack bars (*FoodNavigator-USA*, 2023). CS can facilitate connections between startups focused on upcycled products and Ho.Re.Ca businesses, enabling the integration of these sustainable innovations into menus. This approach aligns with CS's mission of minimizing waste and promoting a more sustainable food system (*Springer Nature Sustainability*, 2023).

Focus on Transparency & Ethical Branding

Traceability & Ethical Sourcing: The increasing emphasis on ethical branding is driving businesses to adopt technologies like blockchain for food traceability. Blockchain allows companies to track the journey of ingredients from farm to table, ensuring authenticity and ethical compliance. For example, IBM's Food Trust initiative has partnered with major food retailers like Carrefour to enhance supply chain transparency (*Reuters Sustainability*, 2023). CS can help its partners integrate blockchain systems to provide consumers with verifiable information about sourcing practices, including labor conditions, animal welfare, and environmental impact. By enabling this transparency, CS strengthens consumer trust and promotes ethical food choices.

Impact Labeling: Impact labeling, which includes information on water usage, carbon emissions, and biodiversity impacts, is becoming a standard feature for sustainable products. In the UK, supermarkets like Tesco have introduced impact labels on their private-label products, helping consumers make environmentally conscious decisions (*Financial Times*, 2023). CS can collaborate with its partners to adopt similar labeling systems, providing guidance on metric calculations and certification processes. By championing this initiative, CS can position itself as a leader in sustainability advocacy and empower businesses to stay ahead of regulatory and market trends.

Part IV: Group Part

11 Limitations

The founding team of **Chickpea Society** recognizes that the validation process and research conducted during this project have certain limitations. First, the feedback collected, while invaluable, may have been influenced by a relatively small and potentially biased sample. Many of the participants who engaged with the platform's events or surveys were connected through social or professional networks, leading to responses that may not fully represent broader market realities. While this feedback served as a valuable starting point, a more extensive and diverse dataset is required to draw scientifically robust conclusions. Additionally, the time frame allocated for validation and platform development was relatively short due to the constraints of the work project's timeline. As such, the project prioritized actionable insights and rapid hypothesis testing rather than comprehensive, long-term market research. The focus was placed on laying the groundwork for CS as a viable business rather than achieving full market validation. Moving forward, continuous feedback loops and extended research phases will be necessary to refine the

platform and fully understand the needs of both startups and foodservice businesses. The team also acknowledges that while the platform addresses key barriers to plant-based adoption, such as accessibility and awareness, **Chickpea Society** alone cannot solve the larger systemic challenges within the food industry. Facilitating connections between startups and Ho.Re.Ca businesses is a step toward more sustainable food systems, but achieving lasting impact will require broader industry shifts and collaborative efforts from multiple stakeholders.

Finally, the team emphasizes that this project was not intended as an exhaustive scientific market study, as this has been done in prior semesters at Nova SBE. Its purpose lies in exploring and validating a scalable business model, building the initial platform, and demonstrating the potential for impact within the plant-based ecosystem. By recognizing these limitations, the team remains committed to applying the lessons learned and building a platform that creates meaningful change for startups, food businesses, and consumers alike.

12 Entrepreneurial Journey – Key Learnings

Chickpea Society has been the founding team's first entrepreneurial venture, and the journey has been filled with invaluable lessons. One of the most significant learnings was recognizing when to pivot from the event driven B2C model of Creative Kitchen to the scalable B2B platform of Chickpea Society. This shift demonstrated the importance of remaining agile and open to change when validating assumptions. For the team, the project and consequently the business are a success. Thus, the reasons are the favorable comments from paying clients, the tremendous number of social media impressions, and the insights each founder gained. Despite several challenges along the way, the founding team swiftly and effectively overcame them and adjusted to shifting circumstances. In the following table, each founding member's top two key learnings are displayed:

<p>Margherita Miari</p> <p>Fulcis</p>	<p>(1) What you can learn from the whole journey and the people you meet is invaluable. The more you progress into the project, the more you get hungry for your topic, and you want to learn more and improve.</p> <p>(2) Some days are hard and some even harder, but with your team there is always space to have some fun together and twist those days for the better.</p>
<p>Maria do Mar Seabra</p>	<p>(1) The team is essential to founding a successful start-up. Everyone in CS was motivated to give 200% for the project, which motivated everyone to go the extra mile and made many things possible and easier</p> <p>(2) Establishing a business is not simple. To keep going and get past challenges that come up along the way, a lot of effort, perseverance, drive, and most importantly, a cohesive team are needed.</p>
<p>Gabriela Brilhante</p>	<p>(1) Be open to learning, listening, and observing, as growth comes from paying attention to the people and businesses around you. When you're in the right environment, there's always something valuable to learn.</p> <p>(2) Surrounding yourself with passionate and driven people makes all the difference. Being on a team that shares a bright energy, and commitment helps you stay motivated and inspired.</p>

13 Conclusion and Future of CS

Chickpea Society's entrepreneurial journey has been a success, evolving from small, resource-intensive events into a scalable, impact-driven B2B platform. Looking ahead, Chickpea Society is determined to expand its reach and impact through a structured, phased strategy:

Immediate (0–6 Months): The focus will be on completing the validation process by attracting 800–1,000 users via a waiting list on the landing page. The team will refine platform features based on user feedback while showcasing Chickpea Society at leading food industry events like *Natural Organic Products Europe*, *Lunch!*, *IFE*, and *Anuga*. To ensure a smooth development process, the platform will remain bootstrapped, with the backend handled by Alessia Paccagnella, a dedicated programmer. **Short-Term (6 Months–1 Year):** CS will roll out key features like a **micro-influencer program**, empowering startups and food businesses to amplify their marketing efforts and reach new audiences. The team will focus on increasing visibility, indirectly engaging end customers (B2C) while establishing stronger relationships within the B2B market. **Long-Term (1 Year+):** The platform will expand to include a dedicated **B2C section**, fostering direct connections with consumers. Features such as sustainable food recommendations and plant-based offerings at restaurants and cafés will drive awareness and encourage behavioral shifts.

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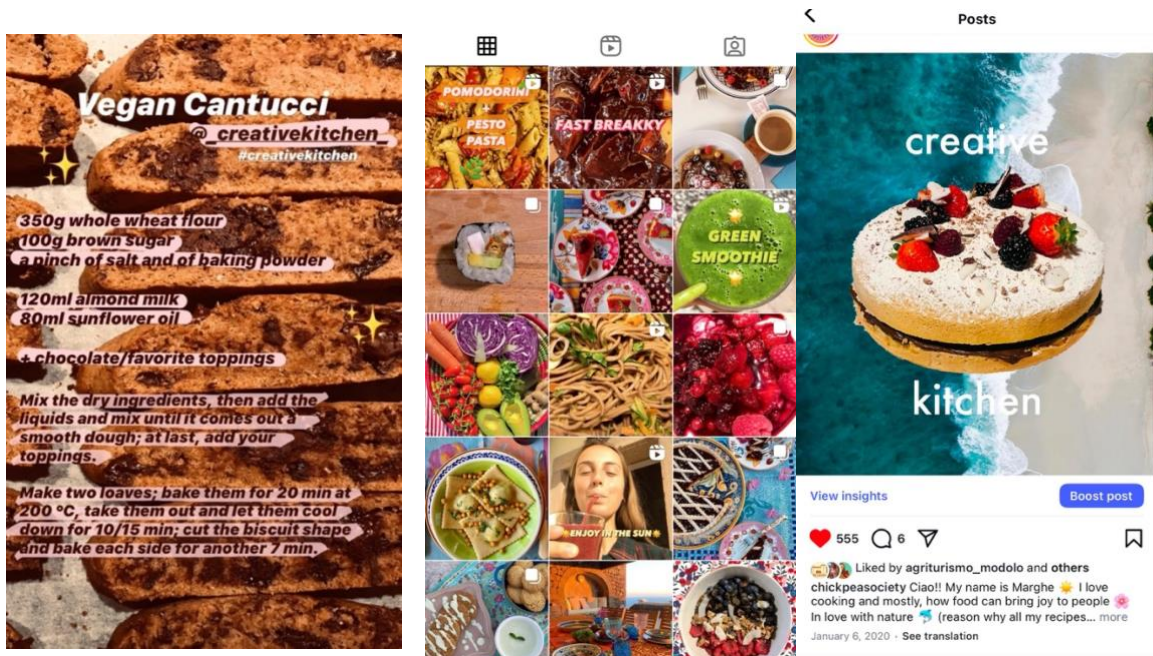
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17 Appendix

Appendix 1:

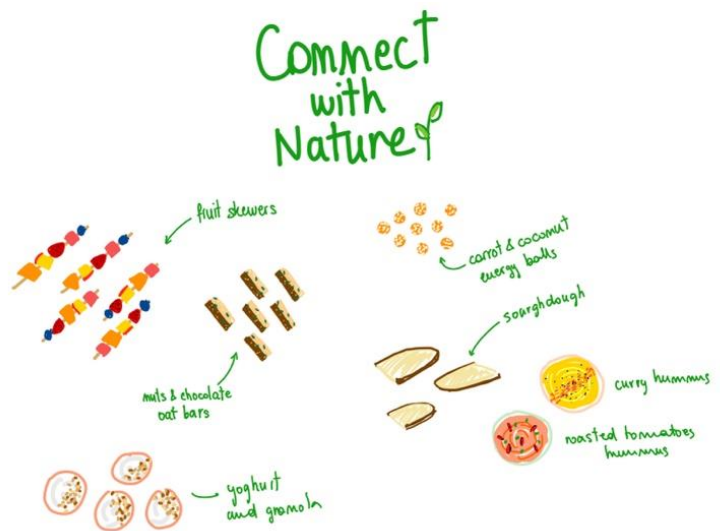
Creative Kitchen early Posts (Including 1st post on 6th January, 2020)



Appendix 2:
Creative Kitchen food provided for Connect with Nature event



Appendix 3:
Food board drawn by Margherita for the Connect with Nature menu.

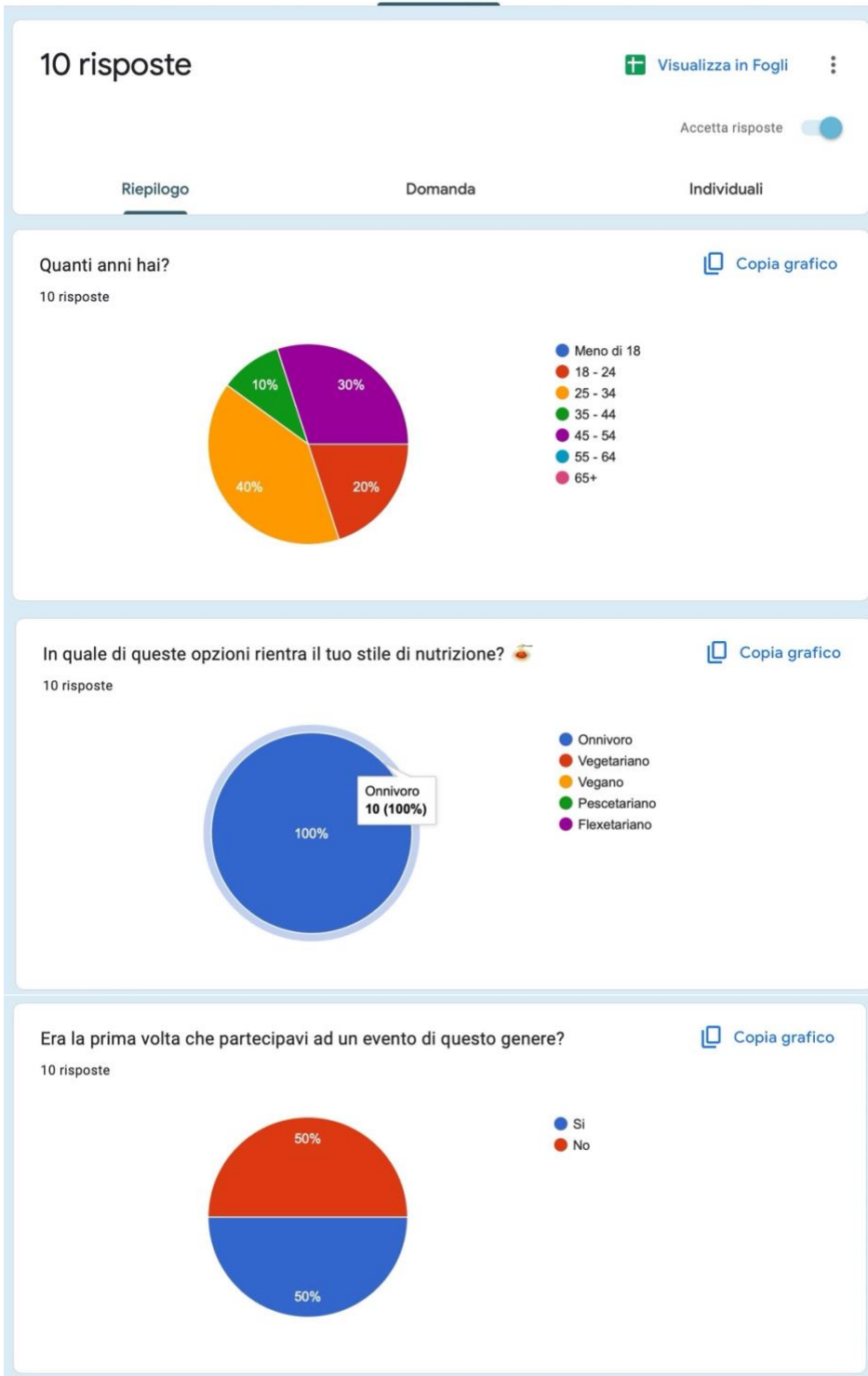


Appendix 4: Connect with Nature Event:

(a) Attendees List

Nome	Cognome	numero di telefon	Email
Cristina	Fregona	+393403467768	cris_fregona@libero.it
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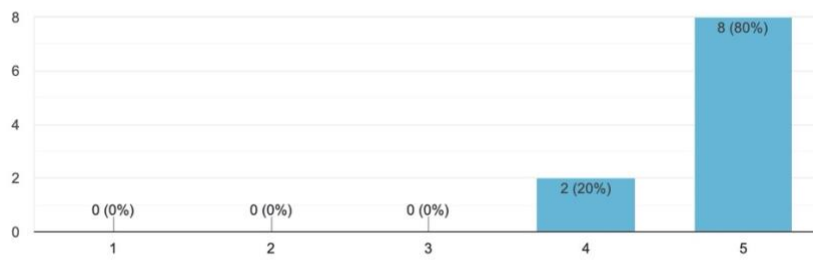
(b) Survey Results:



In generale, come valuti la tua esperienza?

Copia grafico

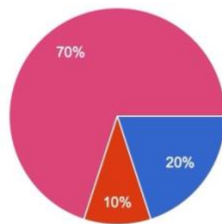
10 risposte



Quale parte dell'evento ti è piaciuta di più? 😊

Copia grafico

10 risposte



- Allenarti all'aperto in compagnia
- Brunch
- Interazione sociale durante l'evento
- Assaggiare e scoprire nuovi cibi
- Scoprire una nuova location
- Conoscere nuove persone
- In generale, fare qualcosa di diverso rispetto alle tue abitudini

Pensi che partecipare a questo evento abbiamo creato un ricordo positivo, anche associato all'alimentazione vegetale? 😊

Copia grafico

10 risposte



- Si
- No

Dopo aver assaggiato alimenti vegetali, la tua percezione verso l'alimentazione vegetale è cambiata? [Copia grafico](#)

10 risposte

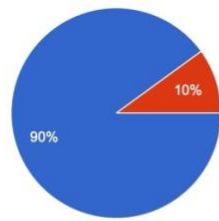


- Si, in positivo 👍
- Si, in negativo 🙄
- Nessun cambiamento

🍌 Abitudini alimentari 🍌

Dopo aver partecipato a questo evento, è probabile che sceglierai anche alternative vegetali? 😊 [Copia grafico](#)

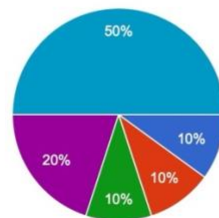
10 risposte



- Si, sicuramente!
- Forse sì, ma rimango fedele alle mie abitudini
- Forse no, ma chi può dirlo
- No, non credo proprio

Per quale ragione in futuro vorresti scegliere più alternative vegetali? 🌱 [Copia grafico](#)

10 risposte



- Benefici alla salute
- Migliorare l'impatto sull'ambiente
- Sapore e gusto degli alimenti
- Motivi etici
- L'influenza di questo evento e la curiosità di provare
- Diversificare la mia alimentazione

C'è un particolare piatto o alimento che ti ha colpito o ti è rimasto impresso per il suo sapore? 😊

8 risposte

Banana bread

L'hummus è sempre buonissimo ogni volta che lo prepari! Mi è piaciuto molto il banana bread e i cookies dell'altra volta, ma in generale assaggio sempre tutto quello che prepari e non c'è niente che non mi piaccia 😊

Banana Bread 😊

Yogurt - Palline di cocco

Banana bread super!

Banana Bread

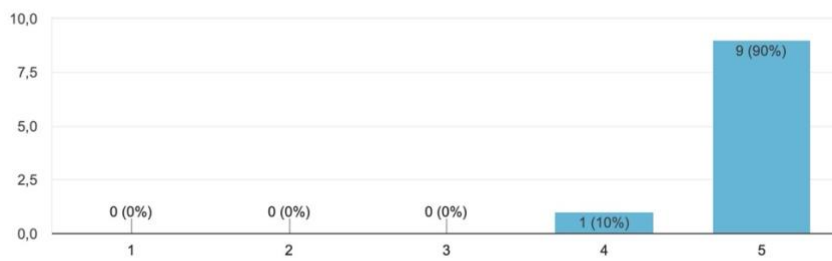
Banana bread, Hummus

Banana Bread

Come valuteresti il cibo che è stato offerto?

 Copia grafico

10 risposte

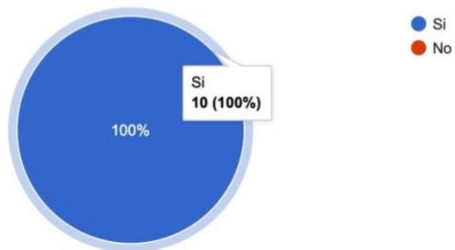


Feedback Finale

Consigliaresti questo evento anche ad amici e/o familiari? 🐜

 Copia grafico

10 risposte



Hai qualche suggerimento per migliorare l'evento in futuro? 🚀

2 risposte

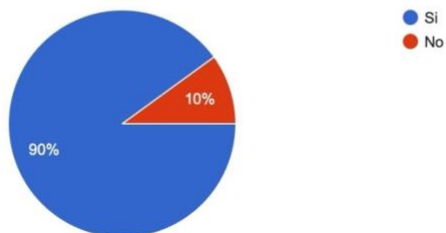
Farlo più spesso

Zone d'ombra - Capuccino o tè

Ti piacerebbe anche che venissero organizzate esperienze diverse? 🍷

 Copia grafico

10 risposte



Appendix 5: Proof of Payment

Dal Canton Giulia

Bonifico

Importo accreditato

220,00 €

DATA VALUTA

03/09/2024

IBAN BENEFICIARIO

-

CAUSALE

connect wint nature luglio

TIPO BONIFICO

ordinario

Appendix 6: @trevisoeveneziavegan Instagram page

trevisoeveneziavegan 114 pubblicazioni 5.749 seguitores 988 seguendo Seguir

Treviso, Venezia e dintorni - Vegan food
Criador(a) de conteúdo digital
Siamo Elena e Denise. Spottiamo posti vegan friendly
(Qualcosa gluten free)
Per collaborazioni in DM o treviso.vegan@gmail.com
Ver tradução

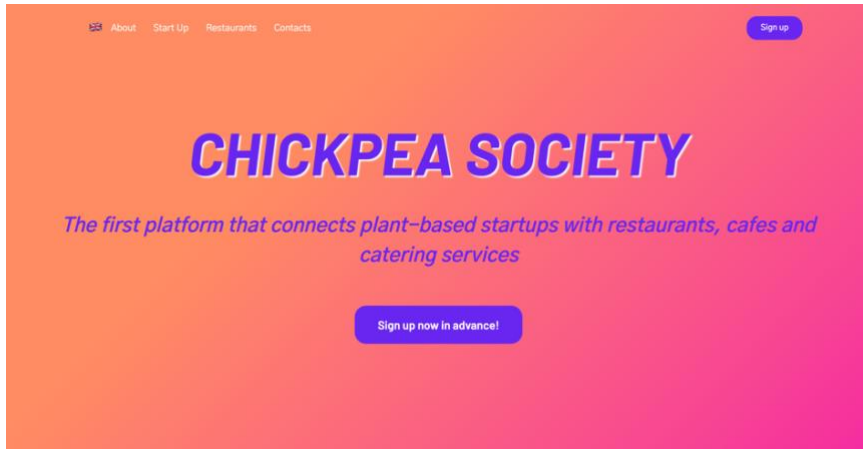
Seguido(a) por [margherita.miarifulcis](#) e [chickpeasociety](#)

Seguir Mensagem

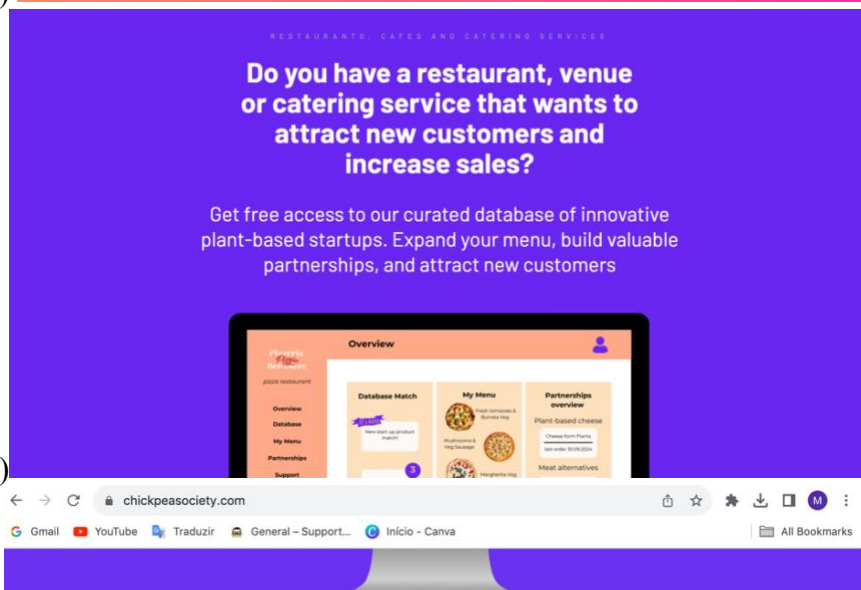
Natale vegan Regali solidali Pizza Associazioni Dolci/col

Trovate le pizze in descrizione 🍕

Appendix 7: Chickpea Society Website, How can Startups and Ho.Re.Ca register



(1)



(2)

**FREE Access to
+100 innovative suppliers**



Capture demand growth

Capture the growing demand for plant-based options, choosing among rising startups in the field



Exclusive perks & Promotion

Get exclusive discounts on products, expert marketing guidance, and influencer promotion to attract new customers



Smart product sourcing

Save time sourcing new products with access to a curated network of innovative startups ready to collaborate

Are you a plant-based start up looking to scale?

Gain exclusive access to our database of food businesses and benefit from our targeted matchmaking system, designed to help you build strategic partnerships with venues that align with your product

Tasty Bites
plant-based meat

Overview

Database Match
New restaurant match

Listed Products
No chicken Stripes
No beef Patty (see for burger or grill)
No nuggets
No sausage (see for burger or grill)

Partnerships overview
Italy
Pizzeria Daniela
Ristorante da Mario
Ristorante La Scola
France
Asian Bites
Taste Francine
Chaz Marie

Made in Webflow

(3)

FREE Access to +100 restaurants, cafes & catering services



Boost sales

Connect with a curated list of restaurants, cafes, and catering services actively looking to expand their plant-based offerings



Tailored Matchmaking

Get matched with food businesses that fit your product portfolio through an accelerated sales channel



Enhanced Visibility

Showcase your latest and most popular products to a broad audience of potential new customers

Made in Webflow

Join the waiting list now!

Be one of the first to try our platform and discover over 100 food businesses!

Company Name

E-mail address

You are a...

Which benefit are you most interested in?
(select all that apply)

- Discover new suppliers
- Expand your menu
- Building new partnerships
- Increase sales

Are there any features or services you would like to see on the platform?

Send

(4)

(1) Homepage: The landing page sets a strong first impression with vibrant visuals and a clear, engaging message. It highlights the platform's core mission: to connect innovative plant-based suppliers with food businesses looking to diversify their menus and attract eco-conscious consumers. The page conveys a sense of innovation, sustainability, and community, encouraging visitors to explore the platform's value.

(2) Message for Restaurants: For foodservice businesses, the messaging is results-driven and practical. It focuses on how integrating plant-based offerings can attract new customer segments, enhance sustainability efforts, and stay ahead of culinary trends. Restaurants are shown the ease of discovering unique, high-quality suppliers through the platform, making it a time-efficient and valuable resource for menu diversification.

(3) Message for Startups: Startups, on the other hand, are addressed with a tone of empowerment and opportunity. The site emphasizes how Chickpea Society can help small businesses gain exposure, access new markets, and build meaningful partnerships with foodservice providers. This creates a strong incentive for startups to join the platform and leverage its curated network for growth.

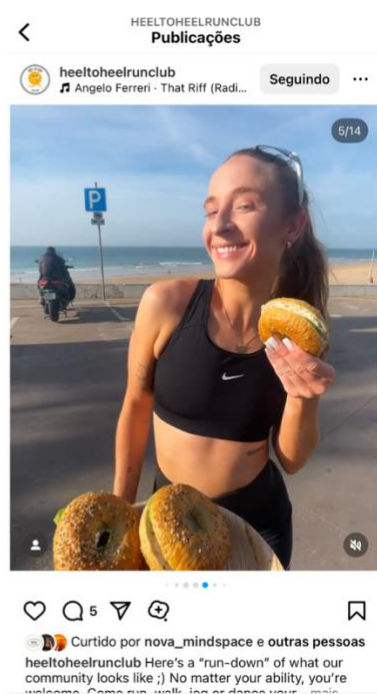
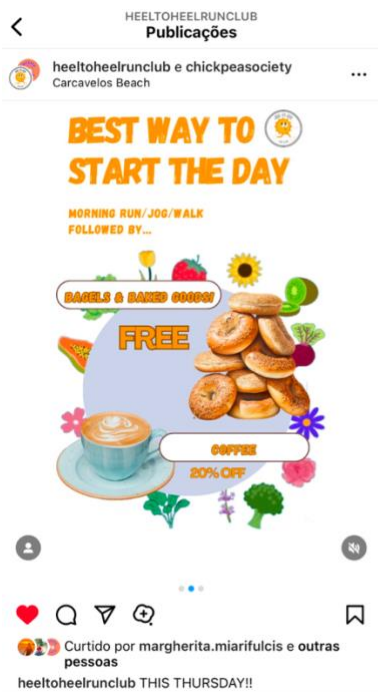
(4) Sign-Up Section: The sign-up area is user-friendly and designed to lower barriers to entry. Startups and restaurants can quickly register, gaining access to Chickpea Society's growing database of partners. This section is well-structured, encouraging immediate action by highlighting the benefits of signing up, such as expanding business opportunities, increasing market visibility, and fostering collaboration.

Appendix 8: 2024 Plant-Based World Expo in London





Appendix 9: Heel to heel event- Social Media Shares by Chickpea Society & Social Media Shares by Partners and Attendees



Appendices 10: Heel to heel survey results

Heel2Heel collab with Creative Kitchen & Kalma Bagels

11 Respostas 21:38 Tempo médio para concluir Ativo Status

1. Overall, how satisfied are you with the event?

11
Respostas

★★★★★
Classificação Média 5.00

2. Is this your first time attending events like this?

● Yes 7
● No 4



3. What did you enjoy the most about the event? (without considering the run)

● Discover a new startup/product 0
● The brunch after the run 8
● The brunch with plant-based f... 2
● Tasting new food 0
● Outra 1



4. How satisfied are you with the following aspects of the event?

■ Very dissatisfied ■ Somewhat dissatisfied ■ Neither satisfied nor dissatisfied ■ Somewhat satisfied ■ Very satisfied



5. Did the event influence your decision to purchase products from the startup?

● Yes, surely 3
● Probably yes 7
● Probably no 1
● Not at all 0



6. Did you buy from the startup that day?

● Yes 2
● No 9



7. If yes, what aspect of the event most influenced your decision to buy?

3
Respostas

Respostas Mais Recentes
"n/a"

8. If yes, would you like to share approximately how much did you spend?

3
Respostas

Respostas Mais Recentes
"n/a"

9. Would you have purchased the products if you hadn't attended the event?

- Yes anyways 2
- Yes, but I didn't know they exi... 1
- Probably not 2
- No, even if I participated 1



10. How would you rate the quality of the products you purchased?

5
Respostas

★★★★★
Classificação Média 4.60

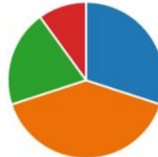
11. Would you consider buying from this startup again in the future?

- Yes, for sure! 3
- Probably yes 3
- Probably no 0
- Not at all 0



12. Did the event make you more interested in trying other plant-based products?

- Yes, for sure 3
- Probably yes 4
- Probably no 2
- Not at all 1



13. What aspect of the event do you think could be improved?

6
Respostas

Respostas Mais Recentes
"Just a small idea from the participant, I think the name of the start..."
"Awareness on who was providing food and why. In the US, there ..."

14. Would you attend another event like this in the future?

- Yes, for sure 9
- Probably yes 0
- Probably no 0
- Not at all 0



15. Would you be willing to pay for this kind of event?

Yes, for sure	1
Probably yes	6
Probably no	3
Not at all	0



16. Do you feel events like this are a valuable way to discover new products and brands?

Yes, for sure	8
Probably yes	2
Probably no	0
Not at all	0



17. How likely are you to recommend the event to a friend or colleague?

Promotores	10
Passivos	1
Detratores	0



18. Were your expectations of the event met?

Beyond my expectations	2
Met as expected	8
Below my expectations	0



19. We would be happy to hear any feedback or other comment you have on the event.

3
Respostas

Respostas Mais Recentes
"Thank you for the event! The food was really nice!!"
"read above"

Appendix 11: Kalma feedback- WhatsApp Message By a Participant



Appendix 12: Chickpea Society logo elements

Colors	While purple adds a modern and vibrant touch to indicate innovation and creativity, peach tones stand for natural, sustainable values.
Typography	An air of openness and friendliness is reinforced by the bold, playful font.
Shape	The circle embodies the interconnectedness between startups, restaurants, and consumers. A commitment to the circular economy is also evoked, reaffirming the notion of resource regeneration and sustainability.

Appendix 13: Key performance metrics for Chickpea Society paid advertisements

Content Type	(1)Views	(2)Reach (Accounts)	(3)Total Impressions	(4)Saves	(5)Profile Visits	(6)New Followers
Reel: Plant-Based World Expo, November 13th, 2024 (Appendix X)	1,541	1,058	1,541	2	34	18
Reel: Best Croissants in Lisbon, June 4th, 2024 (Appendix X)	6915	4,674	6,915	13	272	13
Reel: Baci di Dama Recipe	3,428	3,428	4,743	40	139	33
Story: Lunch, April 17th 2024	1,256	1,108	1,256	-	37	5
Post: Breakfast, May 26th 2024	5,099	3,927	5,099	9	124	11

This table highlights the performance of different **content types**—Reels, Stories, and Posts—on Instagram, providing clear evidence of the effectiveness of Reels as part of Chickpea Society's brand and marketing strategy. It aligns with the conclusion in the report that **Reels outperform other content formats** in driving higher engagement, visibility, and follower growth.

(1) The "**Best Croissants in Lisbon**" Reel achieved exceptional results with **6,915 total impressions** and a **reach of 4,674 accounts**, significantly outperforming other content in both metrics. It also led to **13 saves, 272 profile visits, and 13 new followers**, demonstrating its strong ability to attract attention and convert engagement into tangible growth.

(2) Similarly, the "**Baci di Dama Recipe**" Reel generated **3,428 reach, 4,743 impressions**, and notable engagement with **40 saves, 139 profile visits, and 33 new followers**. This performance highlights the potential for engaging, value-driven content to resonate deeply with audiences.

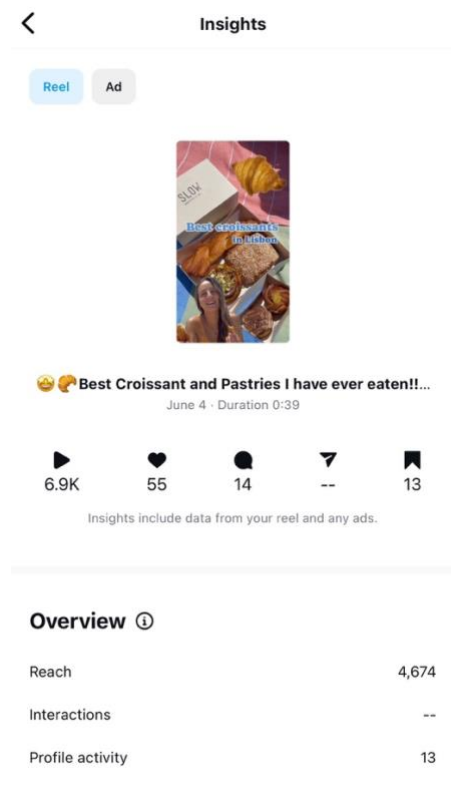
(3) In comparison, the **Plant-Based World Expo Reel** underperformed slightly with **1,058 reach and 1,541 impressions**, showing that while event-based content has value, more promotional or engaging storytelling formats perform better.

(4) **Stories**, like the "Lunch" example, achieved moderate results (**1,108 reach, 1,256 impressions**) but lacked saves and had minimal impact on follower growth (**5 new followers**). Stories appear effective for maintaining engagement with existing followers but are limited in expanding the audience.

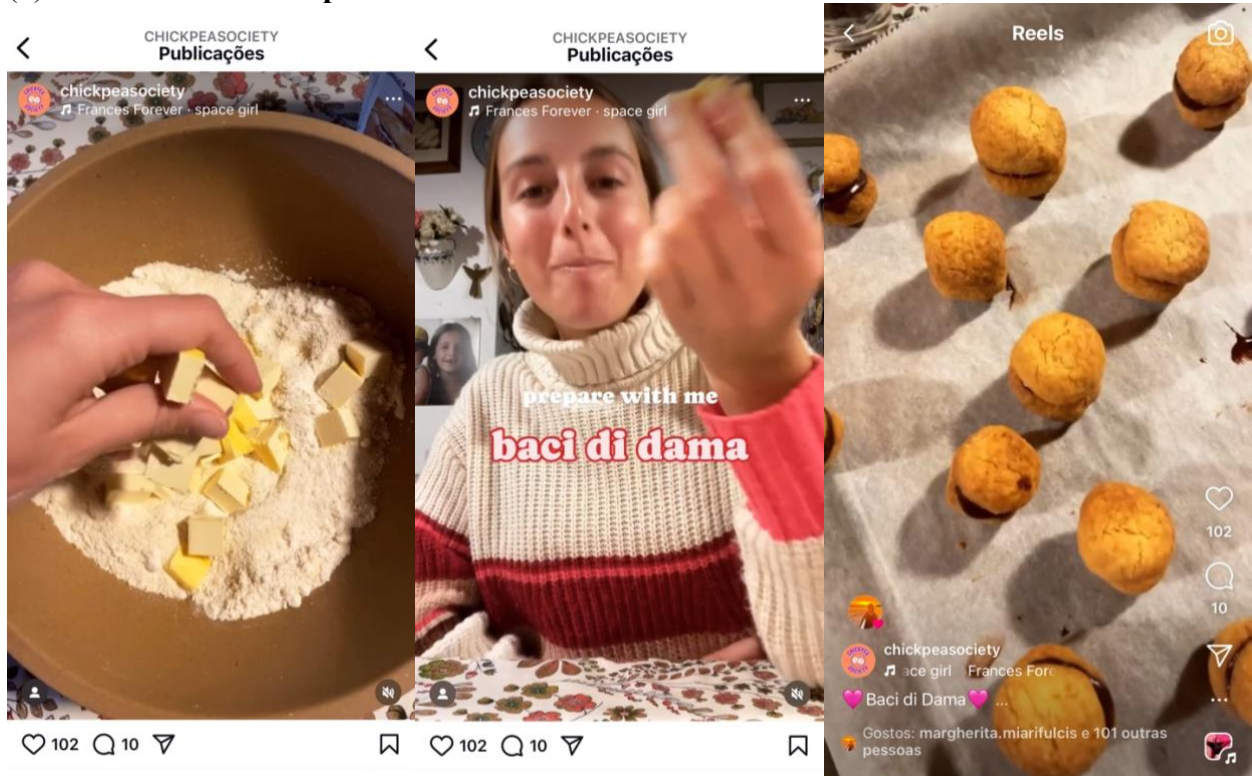
(5) The "**Breakfast Post**" performed well with **3,927 reach and 5,099 impressions**, yet it generated fewer profile visits (**124**) and minimal new followers (**11**). While posts are reliable for consistent visibility, they fall short of Reels' ability to drive significant growth and engagement.

The performance metrics confirm that **Reels are the most effective content type** for Chickpea Society's goals of expanding audience reach, driving engagement, and acquiring new followers. Reels consistently outperform other formats due to their dynamic, story-driven nature, which aligns with the platform's algorithm and audience preferences. By focusing on visually appealing, short-form videos like recipes, city highlights, and engaging events, Chickpea Society can maximize its brand visibility, attract new users, and build a stronger community around plant-based eating.

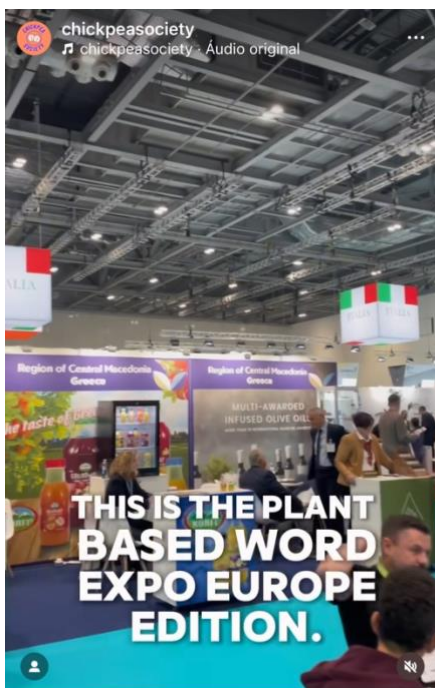
(1) "Best Croissants in Lisbon" Reel



(2) "Baci di Dama Recipe" Reel



(3) Plant-Based World Expo Reel



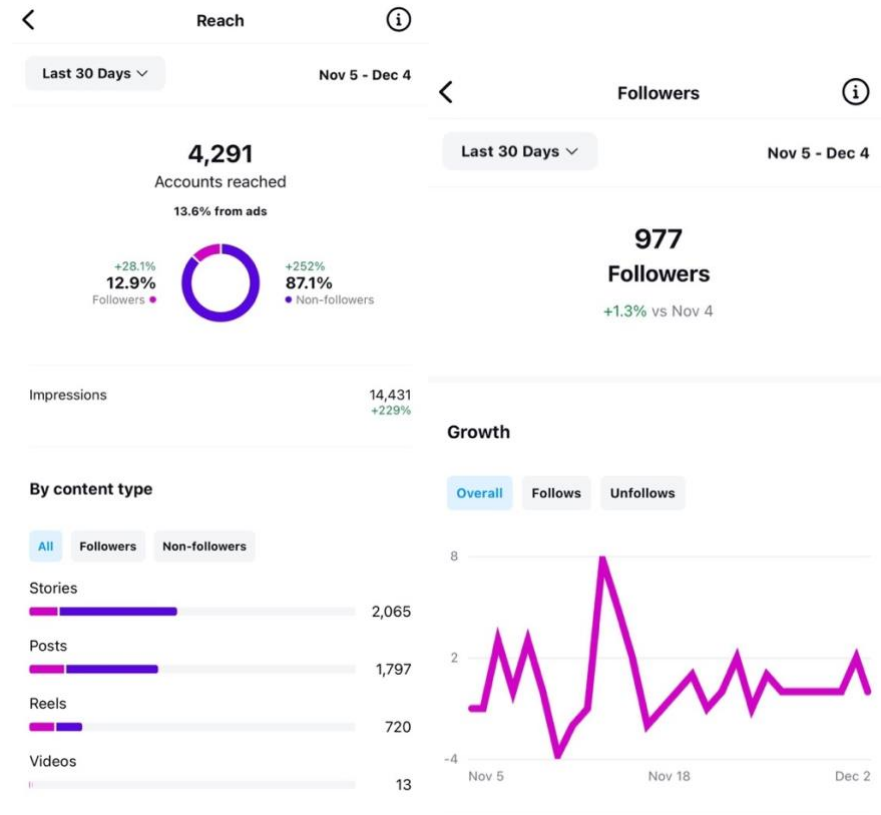
(4) Stories, like the "Lunch"

N.d: We don't have a photo of this story because it only lasted one day (Date: 28.11.2024)

(5) The "Breakfast Post"



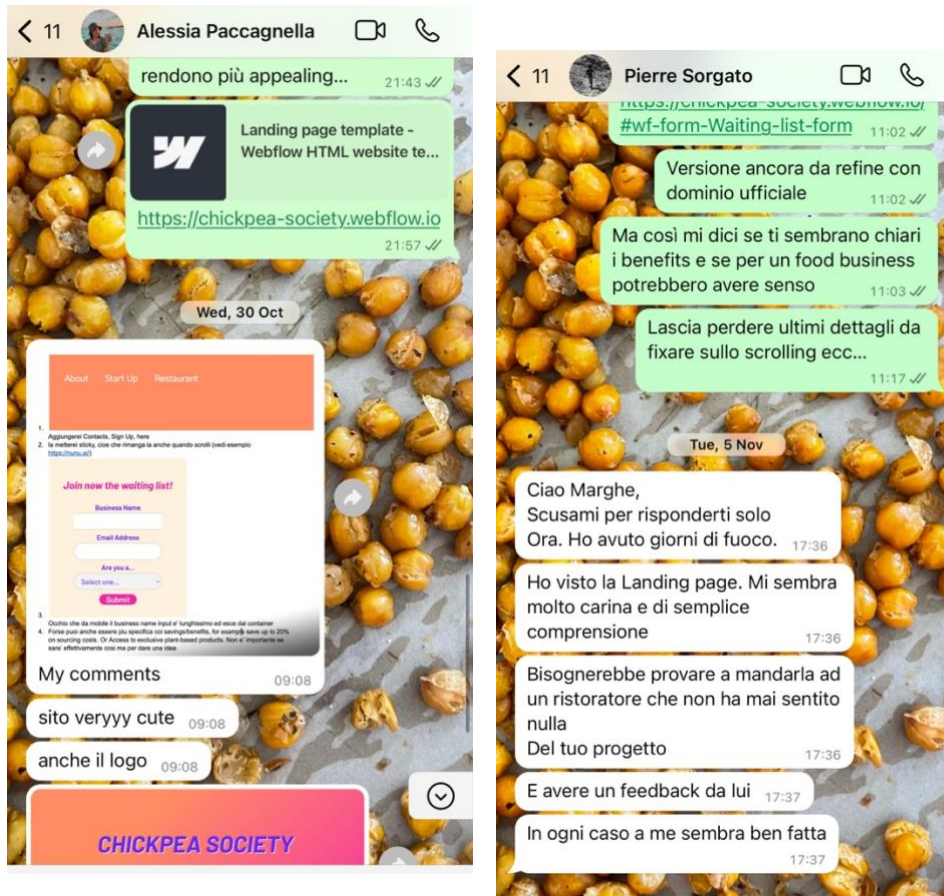
Appendix 14: Social Media Engagement-Results via Instagram settings



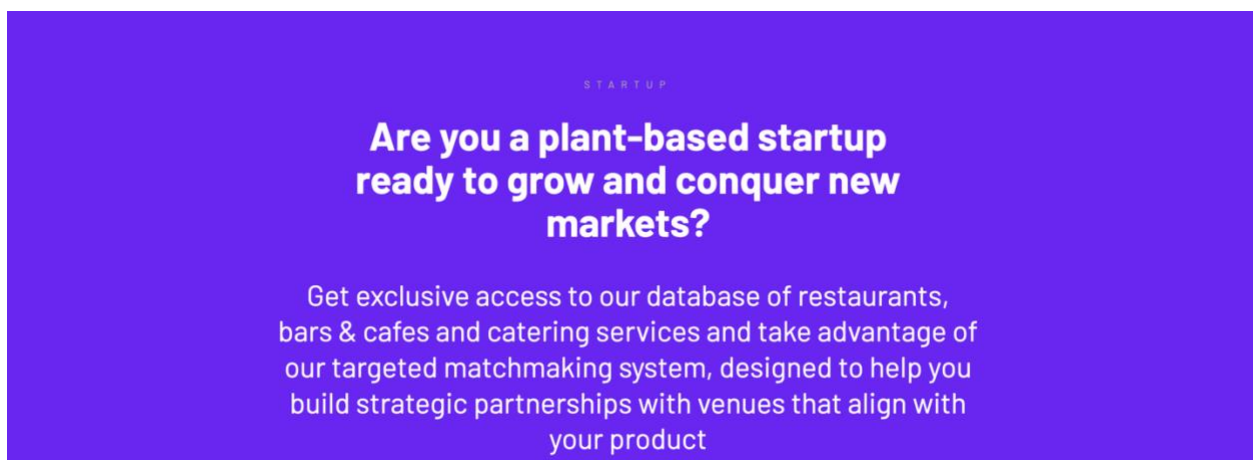
Appendix 15: Join our community button

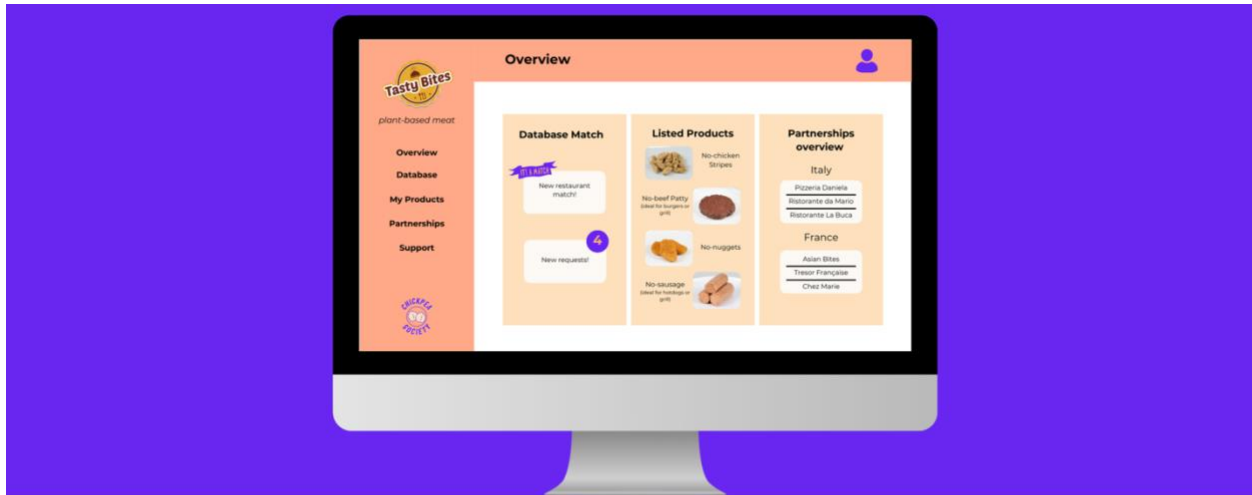
A promotional banner with a gradient background from orange to pink. It features large, bold, blue text with a white outline that reads 'Get early access! Sign up for FREE now!'. Below the text are two buttons: a solid blue button with white text 'Sign Up Now' and a white button with a pink border and pink text 'Contact us'.

Appendix 16: WhatsApp messages – asking for support to build the platform



Appendix 17: CS Platform Startup page





FREE access to +100 restaurants, cafes & catering services



Increase sales

Access our database and collaborate with a selection of restaurants, cafes and catering services interested in expanding their plant-based proposals



Tailor-made Matchmaking

Find food businesses that match your product portfolio with our matchmaking system, the accelerated sales channel



Enhanced visibility

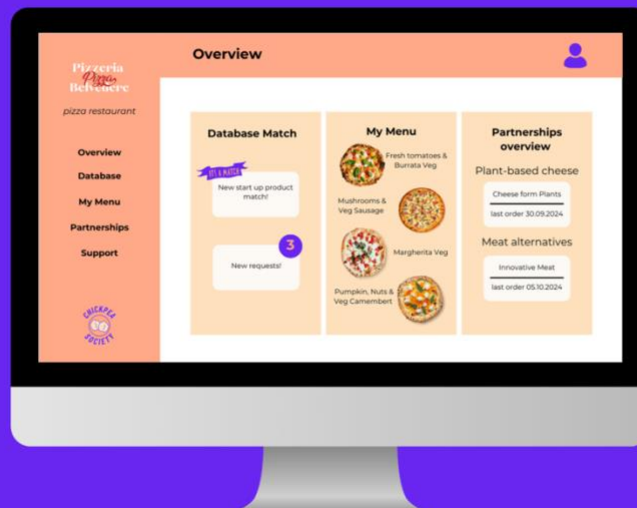
Showcase your latest and most popular products to a large audience of potential new customers

Get free access and find the perfect partners to grow your brand – easy, fast and free!

Appendix 18: CS Platform Ho.Re.Ca Page

Do you have a restaurant, venue or catering service that wants to attract new customers and increase sales?

Get free access to our curated database of innovative plant-based startups. Expand your menu, build valuable partnerships, and attract new customers



FREE access to +100 innovative suppliers



Capture the growing market

Seize the growing demand for plant-based options by choosing from emerging startups in the sector



Exclusive benefits

Get exclusive product discounts, expert marketing advice, and promotion with events and influencers to attract new customers



Strategic product selection

Save time in the search for new products thanks to a selected network of innovative startups ready to collaborate

Simple, fast and free – discover new suppliers and transform your menu in just a few clicks

**Get early access!
Sign up for FREE now!**

[Sign Up Now](#)

[Contact us](#)

Appendix 19: E-mails to promote business

(a)



info@veghu.org
Re: The Creative Kitchen Club
To: Margherita Miari Fulcis

25 October 2024 at 09:32



Ciao Margherita,

Grazie per averci contattato e per aver condiviso il tuo progetto, che troviamo davvero interessante.

Crediamo che una piattaforma così possa offrire un grande valore, soprattutto nell'ampliare le opzioni plant-based nei menù e nel favorire la visibilità di start-up innovative come la nostra.

Abbiamo alcune domande che potrebbero aiutare a comprendere meglio il tuo approccio:

- Hai già pensato a come gestire l'inserimento delle start-up nella piattaforma?
- Quali costi sono previsti per l'accesso al database e al servizio di consulenza?
- Ci sono particolari vincoli o requisiti per le aziende che vorrebbero aderire?

Siamo curiosi di vedere i primi sviluppi e saremmo felici di darti un feedback sulla piattaforma, anche per valutare possibili collaborazioni in futuro.

Grazie ancora per averci coinvolto nel progetto, a presto e buon lavoro.
Marcello



(a) Translation:

Hi Margherita,

Thank you for reaching out and sharing your project, which we find truly interesting.

We believe that such a platform can offer great value, especially in expanding plant-based menu options and increasing the visibility of innovative startups like ours.

We have a few questions that might help us better understand your approach:

- Have you thought about how to manage the onboarding of startups onto the platform?
- What costs are foreseen for access to the database and consulting services?
- Are there specific requirements or criteria for companies wishing to join?

We are curious to see the initial developments and would be happy to provide feedback on the platform, including evaluating potential collaborations in the future.

Thank you again for involving us in the project. Talk soon and best of luck with your work.

Marcello

(b)

Sent - margheritamiami@...
965 messages

roberta.depalo@ris... 31/10/24
Scopri un nuovo modo di connet...
Buongiorno, Mi chiamo Margherita e vi scrivo per condividere una piatt...

info@positano.ch 31/10/24
Feedback on plant-based produ...
Dear Rhodo Team, I hope this message finds you well! My name...

info@lareserve-zur... 31/10/24
Feedback on plant-based produ...
Dear Team, I hope this message finds you well! My name is Marghe...

info@positano.ch 31/10/24
Feedback on plant-based produ...
Dear Positano team, I hope this message finds you well! My name...

info@dazero.org 31/10/24
Scopri un nuovo modo di connet...
Buongiorno, Mi chiamo Margherita e vi scrivo per condividere una piatt...

mayamilano.info@... 31/10/24
Scopri un nuovo modo di connet...
Buongiorno, Mi chiamo Margherita e vi scrivo per condividere una piatt...

info@osteriaconch... 31/10/24
Scopri un nuovo modo di connet...

Margherita Miari Fulcis
Feedback on plant-based products sourcing platform!
To: info@lareserve-zurich.com

Sent - marg...amiami@gmail.com 31 October 2024 at 10:04

Dear Team,

I hope this message finds you well!

My name is Margherita, and I'm reaching out to share an exciting new platform we're developing to support restaurants, cafés, and catering services like yours in sourcing innovative plant-based products easily and efficiently.

Our free access platform aims to connect food businesses with a curated database of plant-based startups, small-businesses and local producers making it simple for you to:

- **Discover unique suppliers** and access exclusive discounts on innovative, sustainable products
- **Expand your menu offerings & capture demand growth** with fresh plant-based options that attract health- and eco-conscious clients, as well as customers with specific dietary requirements
- **Save time and money by streamlining supplier sourcing**, helping you keep up with growing demand for plant-based choices
- **Free access to our database and exclusive discounts** on the products you'd like to test or add to your menu

Before we launch, we're looking to gather further insights from the industry and your feedback will be invaluable in ensuring our platform meets your needs and adds real value to your business. Specifically, we'd love to know:

- Would a tool like this be of interest to you?
- Are there any additional features you'd like to see that would enhance your experience?
- Do you have any suggestions on improving the highlighted benefits to serve you better?

If you have a few minutes to share your thoughts, we'd greatly appreciate it. You can either simply reply to this email or we can schedule a brief call.

Thank you very much for taking the time to read this, and I look forward to hearing from you.

Warm regards,

Margherita Miari Fulcis

(b) Translation:

Subject: Feedback on plant-based products sourcing platform!

Dear Team,

I hope this message finds you well!

My name is Margherita, and I'm excited to share an exciting new platform we're developing to support restaurants, cafés, and catering services like yours in sourcing innovative plant-based products easily and efficiently.

Our free access platform aims to connect businesses with a curated database of plant-based startups, small businesses, and local producers, making it simple for you to:

- **Discover unique suppliers** and access exclusive discounts on innovative, sustainable products.
- **Expand your menu offerings & capture demand growth** with fresh plant-based options that attract health- and eco-conscious clients, as well as customers with specific dietary requirements.
- **Save time and resources** on supplier sourcing, helping you keep up with growing demand for plant-based choices.

- **Free access to our database** and exclusive discounts on the products you'd like to test or add to your menu.

Before we launch, we're looking to gather insights from the industry, and your feedback will be invaluable in ensuring our platform meets your needs and adds real value to your business. Specifically, we'd love to know:

1. **Would a tool like this interest you?**
2. **Are there any additional features you'd like to see that would enhance your experience?**
3. **Do you have any suggestions for improving the highlighted benefits to serve you better?**

If you have a few minutes to share your thoughts, we'd greatly appreciate it. You can either simply reply to this email, or we can schedule a brief call.

Thank you very much for taking the time to read this, and I look forward to hearing from you.

Warm regards,
Margherita Miari Fulcis