

MAIN THESIS

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MELLINS



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PREFACE

We all know there is nothing more valuable than health. MELINS company owner Joel and his wife Anna have built their business based on this statement. There are many food options for vegans in Sweden but if one looks deeper into the products, many vegan foods are still processed with long and unrecognizable ingredients lists on a label. Through vegan and organic food store MELLINS try to make it easy to get groceries without having to worry if the product is good for your body. I've had a chance to work alongside Joel and Anna during my internship, which gave me a deeper understanding of the industry and their company. As a vegetarian myself, I fully support their ideas and want to find possible ways to grow their company by choosing it as my thesis topic.

INTRODUCTION AND PROBLEM PROPOSAL

MELLINS is a company, selling vegan and organic food with a B2C customer base in Sweden. The company was founded in 2018 by Joel Mellin in Granna, Sweden. It started as a physical store but in 2022 November the physical store was discontinued, leaving online sales as the main source of revenue. MELLINS has no additional employees, and it is fully run by Joel and his wife Anna Mellin. There is a noticeable growth in the company's target group – vegans, vegetarians, and individuals interested in healthy lifestyle. According to data from Statista in 2021, 31% of Sweden population is conscious of their diet (*Nordics: Dietary Habits 2021* n.d.). A survey, conducted by Ipsos in 2021 revealed that 5% of Swedish population identify as vegan, which represent growth from 4% in 2019 and 3% in 2017. (Home - IPoS - Research n.d.).

However, the company needs to get more publicity to grow and reach a bigger audience. Joel and Anna live extremely busy lives, which suggests that the work must be well-organized and efficient.

Problem statement:

According to Statista, Sweden has 5th biggest expenditures per capita on organic food in Europe. In 2020 the average was 212.3 euros (*Europe: Per Capita Spending of Organic Food by Country 2021* n.d.). As a small, organic, and vegan food company in the Swedish market, MELLINS has been facing challenges but steadily gaining market share and increasing their customer base. Despite being in e-commerce from 2020 and increasing sales, the company struggles to spread brand awareness, which results in less sales and lack of loyalty. Research shows, that search engines, online stores and social media are the most used websites in Sweden (*Statistic_id826573_most-Used-Websites-and-Online-Services-by-Type-in-Sweden-2022.Pdf* n.d.). To support this statement, another research shows that in 2020 survey people responded that they come across advertisements mostly on TV, social media, YouTube and mail (*Statistic_id826614_advertising-Touchpoints-in-Sweden-2020.Pdf* n.d.). As a digital business MELLINS should focus on gaining awareness in digital space on platforms, used by their target group the most. The number of social media users is predicted to experience a steady growth (*Study_id38898_social-Media-Usage-in-Sweden-Statista-Dossier.Pdf* n.d.). Therefore, MELLINS should have more presence across different platforms, even if the target group at the moment is not active on some social media channels. In this report I will suggest digital solutions that would increase brand awareness, customer loyalty, and sales.

Problem proposal:

How to increase MELLINS sales 40% before 2024 by increasing brand awareness and taking advantage of digital solutions?

| | End of 2022 (kr) | End of 2023 (goals) (kr) |
|--------------------|-------------------------|---------------------------------|
| Total sales | 348 678.20 | 488149.48 |
| Net sales | 299 622.88 | 419472.032 |

Data source: WordPress analytics

Sub-questions for analyzing the topic:

1. What is MELLINS identity and how can it be communicated to the target group?

2. What actions can be taken to gain more customer loyalty?
3. What advantages and disadvantages has MELLINS current website design and how can it be improved?
4. What tools does the company use to get visibility online and what are the best ways to improve the website's SEO?

DELIMITATION

To answer the questions above, which are the purpose of this report, I will present internal and external analysis of the company. Only topic-related problems and opportunities from the analysis will be investigated further in the report. Some topics about the industry will be discussed even if they don't have a direct connection to e-commerce. However, knowledge about the industry is necessary to gain a better understanding about the selling of vegan and organic food online. As stated above, the investigation will focus on website optimization and increasing the presence among target groups on the internet. The research will not include B2B customers and customers outside Sweden because they make a minority of the customers and are not included as part of company's target group. This might be the cause of a slightly inaccurate view of the company's customer range; however, it will help to specify the project and explore the main customer base in more detail perspective. The access to company finances is limited and only few numbers are available on WordPress analytics. Therefore, the financial situation is not analyzed, and the solution is based on cost-saving strategy, which would be the same but more effective with bigger financial investments. The primary research includes a survey and interviews. No personal details are revealed due to privacy policy.

METHODOLOGY

Further in this report, the main problem proposal question will be answered. Firstly, to have a better understanding of the company, internal and external analysis will be conducted. It will be followed by research and suggestions. The secondary data sources of this report are liable and will be listed in bibliography using Zotero. Literature list will consist of researches about organic food industry in Sweden and Europe, digital marketing strategies, customer loyalty, website design and user experience. Additionally, to analyze the company, different marketing models and tools will be utilized. For the primary sources I'll be using a questionnaire and interviews with customers or online shoppers. A survey was conducted online, using social media. The answers were collected throughout a period of 4 weeks. Interviews were conducted through an

online video call, where respondents were answering prepared questions and, in some cases, spontaneous questions were asked to get a deeper understanding of their point of view. The general marketing knowledge is based on lectures at IBA, and the textbooks, used for Marketing Management degree, also will be used. For additional analysis and UI design some digital tools were used. It includes Google Analytics, Google Trends, Canva, Figma, and SemRush.

INTERNAL ANALYSIS

Generic strategy

MELLINS generate value to its customers using differentiation generic strategy. For home cooks they provide unprocessed food products, and for less time-consuming cooking there are frozen and fast to prepare meals and snacks. However, additionally, the cost focused strategy is used to reduce costs and be more accessible to the customers. The costs are cut by finding cheap transportation, affordable rent and finding the best suppliers without sacrificing the quality of the food. The company's main goal is to provide their customers with healthy and, in most cases, organic vegan products. To differ from the opponents MELLINS have a competitive advantage: a great scale of product quantity options with decreasing price for bigger packages. Even if MELLINS is comparatively young and small company, these factors allow them to rank higher on organic Google search. For some specific keywords, the website is shown on first or second pages.

Value proposition

Initially, MELLINS clients purchase products because they want to live a healthy life, enjoy cooking at home, or are trying to live more sustainably. This can provide benefits, such as feeling good, confident, getting in shape, preventing, or even curing diseases. The actions, customers need to take, while reaching for those goals, are to get awareness about the products, search the products they are interested in, compare different options and different stores, evaluate if it's fitting their needs, and complete the purchase. In most cases, the package is not delivered to the door, so a person must go to a post center to receive the package. Finally, the person can choose a recipe and cook his/her meal.

While performing these jobs, some pains appear. First, some of the customers might be concerned about higher product prices and some might not be satisfied with the long delivery time. If a person is doesn't have knowledge about specific product differences, it might be

confusing to choose product type and cook it correctly. Ordering online also worries many people as they can't see the products and therefore, they might not meet their expectations, have a complicated purchasing process, slow or not functioning website. Because of all these reasons, some customers might opt for a cheaper, less time consuming, and easier to cook alternative.

When buying food, saving money, time and simple processes would be considered as gains. Available recipes, nutritional information and good quality products would also be a plus. Of course, the biggest gain is achieving the goals and making a healthy lifestyle easier. Reducing risk is also a gain, which can be achieved by creating a safe, transparent, and trustworthy company image with good reviews.

MELLINS provide customers with products that help customers to get their jobs done. The website is easy to navigate, has detailed product descriptions, and many delivery and payment options. While not all pains can be eliminated, to relieve the pain of lacking nutritional knowledge, on the webpage, in the Articles page, visitors can gain deeper understanding about food relation to health. Additionally, every order includes "Lifestyle view" magazine. For most, buying organic food online will not be the main food purchasing place but most of the MELLINS products can be stored even for few years. This leads to rare and irregular purchases. Rare purchases, especially buying in bulk, lower the delivery cost. This practice is common, especially because of free delivery above 1000 kr. Finally, the customers can always call or email for any additional information, requests, and inquiries.

VRIO model can be found in *Appendix 8*.

Organizational structure

Joel Mellin is the only stakeholder and therefore, the only decision maker. Occasionally the company has an additional work force – volunteers or interns, which are encouraged to express their opinion and ideas, orientated to improve the company's operations. However, they have little decision-making power. While the production and delivery are performed by third-party vendors, the storing, packaging, marketing, accounting, and other operations are carried out within the company.

Supply chain

For MELLINS products, the pricing is based on several factors that are slightly changing, depending on the conditions in the production area and the supplier decisions. Higher pricing for

organic agriculture production is determined by a smaller amount of crops produced as only natural fertilizers are being used, the farming is more labor intensive, and crops are usually grown on smaller scale. Products, produced in different parts of the world are bought by direct company suppliers from Netherlands, Austria, and Sweden such as DO-IT and Lemberona. As for a downstream part of the supply chain, the products are packed and delivered through DHL, BRING or Post Nord straight to the end user.

The company is using a push (supply driven) strategy in their supply chain. Most of the products from suppliers arrive ready to sell, so the decoupling point is in suppliers' warehouses but some products are packed after the order is placed. That is because most of those products have variable options, so they are packed and labeled just before delivery. For a company which relies on a push strategy it is essential to analyze sales and plan their stock for the future. For this task MELLINS uses Google Analytics, WordPress Analytics, and market research.

Because the orders are mostly from Sweden, the lead time isn't long. From the order placed to the customer receiving it takes 2-7 days. As for a food company, this lead time could be shorter, however, it would mean extra costs for the company. MELLINS uses a lean supply chain strategy: the demand is predictable, but lead times are longer than of many competitors. An agreement with DHL (the main shipping service used) is made for picking up orders on Tuesday and Thursday mornings. The shipping itself takes 1-2 days, which means if the order is placed on Thursday evening, it will be delivered in 6-7 days. This issue will not be addressed in this report as it is unrelated to the problem proposal.

4R

Responsiveness: Customers can easily order through any device, read a detailed product description, receive additional information over a phone or email, in case a product is not in stock, they can request for it to be ordered from suppliers and be informed when the item is in stock again. Normally products are ordered to last for approximately three months, which allows to adapt to a short-term market change. New products are ordered in small quantities and the demand is tested.

Reliability: MELLINS has developed order management techniques, are aware of their capacity, and have good logistics organization skills. The company also has a wide network, and it is easy to adjust to new suppliers in case of emergency. The relationship with current suppliers, however, doesn't have a long-term agreement and the conditions can change easily.

Resilience: MELLINS tries to reduce financial risk by operating on its own capital without taking a loan. This might result in slower growth but reduces the risk dramatically. However, with increasing prices some customers might be lost because of low loyalty rate.

Relationships: Good relationships with suppliers and customers, operations are transparent.

Social media supply chain

Social media engagement has pull and push elements. The company is pushing out the content, which is controlled by media regulations and presented to the community. The customers who consume the content often will discuss it in conversations with their friends and in some cases might request specific content (for exp. Collaborating influencers get requests to cover certain topics). MELLINS mostly use push strategy in the media. After building stronger social media presence and gaining more engagement from the followers, more pull strategy elements can be used.

Suppliers matrix

High profit, high supply risk products come from Kalmar Olands – a Swedish company, selling beans. Most of these bean types have little competition and high profit, making them Strategic products. Another supplier providing high profit products is DO-IT. It is a company in Netherlands with low supply risk and high profit impact. Many competitors sell similar products; however, it is the highest profit supplier, which falls under Leverage category. Routine products come from suppliers like Café Pino or Flapjack. These products have low profit impact, and low sourcing difficulty. Bottleneck products are produced by MELLINS. Nut butter, fresh flour and granola make little profit and require a lot of work to produce.

Resources

Tangible

Financial resources include earned profit and personal capital of Joel Mellin. While the company is small it has 756 published products, most of them being lentils, beans, and nuts. The company is using different technology for production and packaging, such as nut butter machine, flour mill and bag vacuum machine. The storage space is rented, not owned. A website is another essential resource for the company. Additionally, the company uses software such as CMS, Accountancy software and similar.

Intangible

MELLINS has quite a lot of intangible resources. The company is cost efficient, sustaining competitive advantages (mentioned above), and knowledge in nutrition fields, achieved by completing courses and personal interest. The owners of the company follow a healthy lifestyle, that is in line with the company mission. This resource has benefits of having empathy and understanding of customers. The sales process is transparent, which creates trust. Another intangible asset is the brand name and the value of the created content.

Brand Equity Model

Brand identity: MELLINS is a brand offering healthy, natural, and nutritional options for health-conscious consumers. The brand sells simple, natural, and nutritional products. The company is young and not well recognized. The branding is focused on minimalistic green colors accents, simple Scandinavian layout, and elegant logo design. However, the current website is not able to fully express the identity and should be modified accordingly.

Brand meaning: The company focuses on the quality of its products, sustainable packaging, and providing great customer service. MELLINS try to select quality products and have cost effective reusable packaging. Many products are sugar free, gluten free, and vegan. Moreover, they are not processed and have great nutritional value. This creates value to the customer but a lot of the times a customer will expect faster delivery for the price paid, which MELLINS cannot offer due to extra costs. The website UX design could be improved for better performance by making it easier to navigate and creating more high value content. Additionally, customers are provided with fast responses to their inquiries. The owners of the business have a great understanding towards their customers as they are living a lifestyle they are promoting.

MELLINS is close to nature and gives an impression of sustainable business. The packaging consists of paper bags and bubble wrap, that are reused from received packages. Although generally the products are perceived to be higher quality because they are organic, brand credibility could be strengthened by including trustworthy elements on the website. Building customer trust is essential for a brand to succeed in a market where customers have a wide range of choices. Moreover, the website design should better reflect company's identity to be perceived as more of high-end brand.

Brand response: As mentioned above, the perceived quality of the brand, based on the website, is low and actions need to be taken to increase it. The credibility factor should also be more established. Now there are not many trust creating factors and missed opportunities to build more trust. From three dimensions users judge credibility, MELLINS have expertise and likability factors, but they are not communicated well online. Moreover, the company could use research to find out customer pains and provide better solutions. There are some areas where the brand is superior to their competitors, however it can be communicated to the target group in a clearer way. Finally, the brand communicates a feeling of “warmth” through honest customer support and hand-written labels. The company could focus on enhancing this feeling using all possible channels.

Brand resonance: There can be few categories of resonance – behavioral loyalty, attitudinal attachment, sense of community, and active engagement. In MELLINS company the first two were noticed. The brand has some reviews on Google; however, they could be encouraged more. Some customers are sharing their orders on social media, which could be increased using social media campaigns.

In summary, MELLINS has a clear brand identity and meaning, but needs better response from customers to increase brand awareness and loyalty. While the company's commitment to quality products, sustainable packaging, and excellent customer service is great, they need to work on their website design and incorporate elements of trust. By leveraging social media and influencer marketing, MELLINS can extend its reach and create a stronger emotional connection with its customers.

Appendix 1

Marketing mix

1. Product

Product onion:

- **Core Layer**
Eating healthy
- **Basic Product Layer**

Organic, vegan

- **Expected Product Layer**

Delivery comes undamaged, with the right products.

- **Augmented Product Layer**

Fast delivery, good customer service, refund if the order is incorrect.

- **Potential Product Layer**

Exceptional quality for a good price, nice packaging, available recipes, or detailed information about the product.

As mentioned above, MELLINS offers vegan food and skin care with a fair number of organic options. Compared to last year, the company has made more sales this year. The best-selling product is beans. Those sales can be explained by little competition in some specific bean types and the big range of package sizes the company is offering. At the moment those products are in the growth stage in PLC and could be placed in the star category in Boston matrix. On the other hand, skin care products, snacks and sauces are not performing well and probably could be placed among “Dog” products because the in PLC they show a clear decline.

As value proposition suggests, the customer’s job is to maintain a healthy lifestyle. The biggest part of the target group is seeking organic food products and appreciate having a big selection of vegan only options. That is one of the main gains that the customer experiences. In addition to that, friendly customer service maintains a good relationship to the customers. However, the pains as slow delivery in some cases or lack of trust the company creates on their webpage can be a dealbreaker for potential customers. MELLINS is trying hard to relieve the pains by providing cheap delivery services and working on website improvement.

2. Price

MELLINS is always on a hunt for cheaper supplier prices, however, the quality of the product can't be sacrificed. For that it could be said that the company has a mix of cost and value-based pricing. The real price of the product is calculated by summing the cost of the product, shipping cost from suppliers, taxes, and margin. The margin is different for each product, depending on availability in the market, costs, and package size.

For the customer, the purchase cost is the real price of the product, delivery price and tax for payment in some cases.

Discount cases:

- Expiring products
- Family members
- Special discount for business clients
- Free delivery after 999sek

Price elasticity of demand is inelastic, because customers are seeking quality organic food, which is the biggest value. A decrease in price would not result in an extreme increase in demand as most of the sales happen through organic search by specific keywords. Setting lower prices might not have a big impact on sales because the company does not invest in external promotions and has a low number of loyal customers. Similarly, slightly increased prices would not decrease demand drastically because the biggest value to the customer is their health and the target group has an average to high income. Additionally, some products are hard to get elsewhere.

Pricing at MELLINS is transparent, which helps to gain customers' trust and improve customers satisfaction. In a customer's journey the buyer is guided through pricing system by indicating delivery costs and any extra taxes.

3. Place

Distribution: In MELLINS there are only three distribution channels: physical store, their e-commerce webpage, and social media. However, purchasing on social media is not possible a lot of times as products on this platform are not renewed. Almost all sales happen in a webstore due to inconvenience of the physical store.

Location: Products are available in all Nordic countries; however, the store doesn't appear on search engine outside Sweden if customers are searching in a foreign language. For that it's safe to say, most sales are from within Sweden.

Availability: The company puts a lot of emphasis on making the products available for their clients. Instead of using product variations option in WordPress, each variable is listed as a separate product. That allows the customer to find the wanted item variation without clicking on a general product first. Moreover, for convenience reasons, there are many delivery options (DHL service point, DHL package, DHL home delivery, delivery to Granna or Odeshog, pick up at the store).

Logistics: Normally, MELLINS book DHL to transport their order from suppliers to storage place – physical store. This store is inside Boets Skola (it's a former school, now used for room renting and events). From here the packages are packed for the clients and delivered by DHL, Post Nord and BRING. In some cases the packages are delivered personally, if it is cheaper and more convenient.

Accessibility: As mentioned above, the products are not available for people, that don't speak Swedish as the website is not translated into other languages (there is always an option to use Google Translate extension on the browser). Most of the images on a website have short descriptions for easier navigation for people, using hearing instead of vision. Besides that, the physical store is also in an inconvenient location with short opening hours. However, with little focus on physical sales it should not be considered as a disadvantage.

4. Promotion

Google ads and Facebook ads were used by the company in the past. However, they were unsuccessful and now the company relies on owned and earned media channels. The company is communicating to their clients through Instagram and Facebook by making promotional and informational posts and videos. MELLINS also have received some earned publicity by receiving google reviews and publicity from media outlets such as newspapers. Mostly people discover MELLINS by organic search, and for this reason the company have decided to invest in SEO by hiring specialist. The results are yet unknown as the work is still in the process. Moreover, it might take a few months until Google crawls the website and the success can be measured.

Conclusion (internal analysis)

MELLINS has a unique value proposition, with products in organic and vegan food sector. The company has several suppliers and doesn't depend on only one. Supply chain is based on push strategy with few pull elements. When purchasing, customers experience some pains that could be relieved using digital solutions, which will be discussed further in the report. Even if the company has a great value proposition, it has financial limitations and doesn't invest a lot in marketing. The current marketing strategy is mostly focused on SEO.

EXTERNAL ANALYSIS

Industry analysis

Sweden's healthy food market has been expanding rapidly in recent years. As a result in 2022 3% of Sweden population has been vegan (*Share of Vegans in European Countries 2022* n.d.). The market is anticipated to expand over the upcoming years because of rising customer desire for food options that are healthier and more environmentally friendly. Organic food sales in retail reached 2.144 million euros in Sweden 2020. Besides that the industry in Europe experienced a steep growth, based on data from 2004 to 2021 (*Organic Retail Sales Value EU 2004-2021* n.d.)

PESTEL

Politics: The Swedish government has developed policies to encourage the sustainable and healthy food production and generally supports the vegan food business. For instance, in 2020, the government has developed a plan to increase Sweden's organic food production by 50% before 2030. Moreover, the government has established goals to lower greenhouse gas emissions from the food manufacturing process, which may be advantageous to the vegan food sector. Yet, labeling and certification of vegan products could potentially face regulatory obstacles.

Economics: The Swedish economy is stable and resilient. The country is considered to have one of the highest standards of living in the world. Because of high average income businesses can be successful while offering more premium products. Income equality allows all people to take care of their health by buying more costly organic food. E-commerce is becoming more and more popular type of shopping, however, people still value physical shopping experience. In 2022 research, 67% of people showed interest in food and drinks products. This expresses that many Swedes are either conscious about their diet either enjoy experiences, that includes food.

Social: Swedish people are proud of their nature and want to protect it by making environmentally friendly decisions. Moreover, Sweden is known for its forests, mountains and lakes, some nature can be found even in biggest cities. The residents of this country are health-focused and would pay a higher price to get organic and local food. Even 41% of Swedes spend free time cooking or baking, 33% engage in outdoor activities and 28% do sports. Moreover, 26% are doing gardening, which shows their interest in consuming organic and local food (*Most Popular Hobbies & Activities in Sweden 2022* n.d.).

Technological: technology plays a big part in vegan food. It is especially noticeable in production and distribution in plant-based meat alternatives. Vegan dietary needs are being met by a wider selection of foods in physical and online stores. Regarding e-commerce, the most wanted innovation, especially by Gen X (MELLINS target group) is frictionless payment and personalized product recommendations (*Sweden: Most Wanted e-Commerce Innovations 2022* n.d.). Compared to European average, Sweden has a high score of innovations. Especially it is noticeable in use of information technologies, intellectual assets and research systems (*Innovation Scores Sweden 2021, by Category* n.d.).

Environmental: Sweden has a strong focus on sustainability and eco-friendly lifestyle. Therefore, vegan, and organic food is supported by the government as its production causes less harm to the environment. The Environmental Code instructs companies to reduce food waste if it doesn't cause unreasonable costs. Even if it's more of voluntary effort, many food companies choose to reduce waste (*Eriksson, Christensen, and Malefors 2023*). Sweden is also implementing low-carbon in transition policy, which might be challenging for some companies as transportations costs get higher (*Dawkins et al. 2023*). Compared to other European countries, Sweden isn't a leader in environmental innovations by having a score of 86.9. This means other countries are better at using natural resources, controlling air pollution and developing environment-friendly technologies (*Innovation Scores in Environmental Sustainability Europe 2022* n.d.).

Legal: In the Swedish food safety regulations, there are many rules, relating to ingredients, labeling, and food handling. It creates a good environment for mindful eating as the ingredients and other factors are marked clearly on the label. General marketing laws are listed in ICC Advertising And Marketing Code, The Marketing Act, followed by GDPR rules, that apply in Europe.

To Conclude, Swedish market has a favorable PESTEL conditions for vegan and organic food market. Moreover, society is open to healthy eating habits and an increasing demand is being noticed.

Porter's 5 forces

The threat of new entrants: To become an entrepreneur in Sweden is easy as well as trading internationally (*EODB Index Score Sweden 2020, by Category* n.d.). Even foreigners can receive a residence permit by starting a business and get a permanent residence permit after two years of

running a successful company. (*Kazlou and Urban 2023*). It is also low risk, compared to many countries and is encouraged financially by the government. However, high taxes, and complex bureaucracy can hold back some of the entrepreneurs. A research has proved that 41.5% of possible entrepreneurs are not starting their own business due to a fear of failure (*Fear of Failure among Entrepreneurs Worldwide 2022 n.d.*) As we see from PESTEL analysis, Swedes are loyal to familiar brands, however with the health and sustainability movement in vegan and organic food shops can expect an increase of interest.

Customer bargaining power: Being in the online food business, customer bargaining power is quite strong. As many businesses choose to go online, the competition is strong, therefore, customers have many options. The information about products is easily available and buyers can compare items and prices. Moreover, business success also depends heavily on the size of the orders. In the food industry, during crises people tend to buy in big amounts, which gives them less bargaining power because not many companies offer crises packages or purchasing in bulk. Additionally, customer protection laws, such as returns of the products, in a certain timeframe puts pressure on businesses to sell only quality items and have a good customer service. Because of heavy social media use, the opinion about a company or product can be easily spread and have positive or negative impact.

Threat of substitute: There is always a possibility that people will switch to another brand. As for a healthy food business, it can be because of the price, better delivery options, product differentiation or convenience. In this industry the substitutes can be anything from fast food, that offers a healthy option, to supermarkets or meal delivery services. For a small company like MELLINS it is important to differentiate by having a unique value proposition and taking advantage of social media or other digital marketing channels. This will help to create a strong brand image and gain returning customers.

Rivalry: Because the entry difficulty is low and demand growing, healthy food business has a lot of competition. This results in a crowded marketplace and companies fighting for small market shares. Many businesses offer similar products and differentiation leads to smaller target groups and very specific niches. To attract more customers, a business might need to lower their prices, invest in digital marketing, and provide high-level customer service.

Supplier bargaining power: Retailers in healthy food businesses rely on suppliers. There can be a shortage of those companies because products must meet certain requirements, be in line

with the brand and have specific knowledge or resources to produce those special products. It can result in higher, non-negotiable prices for businesses that rely on these products. E-commerce growth is opening new possibilities to access new products internationally with affordable delivery. In some cases, suppliers are giving discounts for loyal customers or big orders.

COMPETITOR ANALYSIS

From a first glance, the competition for healthy food online might seem to be intense. As mentioned before, it can differ from fast food to weekly meal supply or supermarkets. Surprisingly after some research it appeared that not many shops focus on vegan only, unsprayed food and are focused on nutritional diet. For competitor analysis three companies with a similar (in some competitive advantages) market position were found and analyzed as the closest competitors. Using Ahref tool it was found that MELLINS has very little traffic, compared to the competitors. However, MELLINS has experienced a steep growth in the last half a year from 168 to 509 visitors per month.

(Appendix - Excel file, “Competitive Analysis” sheet)

Direct competitors:

Happy Vegan: Started in 2016 the company offers the market products, that are mostly focused on the target group of meat and candy lovers, who started a vegan diet. The foods include meat alternatives and sweets, which normally would contain animal products. The website has a fun design, with a clear brand image. It has consistent typography and visuals, the content is cheerful, fun and trendy, most likely orientated in 18-35 age woman, who are concerned about animal welfare and/or environment and follow ongoing trends. Moreover, the website design is fully responsive. Some other strengths, compared to MELLINS, could be blog and recipes, great social media use, social proof, expressed on the website, and having a marketing and design specialist as a business owner. (*Happy Vegan - Happy Vegan* n.d.)

Raw Food Shop: The store was found in 2010, which gave it enough time to strengthen its position in Swedish and Danish market. Products are focused on organic and unprocessed, raw foods, that are also available in bulk. The target group could be considered 30-50 old people, who care about their health and do not care about prestige. The website is sparkling with discount markings, which shows that the company is using a cost leadership strategy. However,

competitors are naming it as cheating, claiming the discounts are fake and the price never changes. As for design, it has a cheap look with too little white space, some of the text is hard to read and not consistent typography. Some advantages of this shop are the blog, recipes, news page, and social proof. (*Rawfoodshop - Ekologiska Råvaror För Bättre Hälsa & Miljö. Alltid Bra Pris!* n.d.)

Indirect competitors:

Koloniavaror: This shop from the first glance gives a feeling of a family-owned store, targeting other families. It sells usual pantry foods, with a focus on bulk sales. The products, website design and social media seem to be orientated to 30-50 year home cooks with families, possibly living in rural areas and owning animals. If the previously discussed two companies had a perfectly responsive website, Koloniavaror website responsiveness could be improved. The light yellow and brown colors of the brand communicate a cozy, family impression, with budget food products. Some of the design decisions need improvement but overall, the company presents its brand quite well. (*Kolonialvaror.se - Hela Sveriges stora skafferi online!* n.d.)

ICA: The shop was started in 1939. It is a supermarket chain with 36% market share in Sweden, and presence in few other countries, which makes the company a market leader. The products consist of groceries and daily use products and are bought by people of all ages. It is also a common place for purchasing organic and vegan food. High income allows the company to keep a market leader position by using digital advertisement. Besides physical stores, the company has online shopping options. Because of a big and professional team, this supermarket has a well-designed and fully functioning website, apps, digital marketing, and social media. The branding is simple and not overwhelming. As a weakness the product options can make it harder to find a product, fitting specific dietary needs. (*Din matbutik för en prisvärd och enklare vardag* n.d.)

Competition conclusion

Even if there are many strong food companies, they have different competitive advantages, which forms a niche for MELLINS. Besides, MELLINS have the opportunities found in PESTEL as well as inspiration from competitors, that would help them to become more profitable.

TARGET GROUP

1. **Health-conscious people.** Health and well-being is their priority. They often follow vegan/vegetarian diet, focusing on foods with nutritious, organic and wholesome ingredients.
2. **Animal-lovers.** They are individuals, who care about animal well-being and chose vegan diet, to reduce animal suffering. Those individuals might prefer products with „cruelty-free“ label.
3. **Environmentalists:** These are people who are concerned about the way food production affects the planet and the environment. Vegan foods that are produced sustainably, have a low carbon footprint, and are packaged in eco-friendly materials may raise their interest.
4. **Homecooks:** Mostly women, with or without family, has time and interest to cook most of the meals.
5. **Trendsetters:** These are people who are quick to adopt new fashions and are always looking for the best products. With vegan diet, animal rights and sustainability being a trend, they will be interested in it and probably will post about it on social media.
6. **Consumers with a tight budget:** These are people who are looking for vegan food that is not too expensive and won't break the bank. They might be interested in vegan food items that are affordable and good value when compared to other vegan brands.
7. **Women.** Age 35-65.
8. **Location.** Sweden.

Target group segment:

Using SPACC and available information the exact number of potential customers was found. From 34 segments in Conzoom, few of them matched most of the target group criterias above. Those segments were evaluated from 1-6 by size, potential, access, competition and costs, the higher the score, the more attractive is the segment. The total score revealed that the best with the most attractive segment being F2 segment („Location location location“). Few other segments scored just a little lower, so they could be a secondary focus for the company.

(Appendix 2)

F2 segment is described as:

“Highly educated families and singles who live in exclusive and newly built neighborhoods.”

- Families with small children and singles

- 30- 65 years old
- Apartment owners
- In large cities
- Very strong purchasing power
- Interested in food, interior design, working out and health
- Internet

(Conzoom@Sweden / Geomatic n.d.)

Size of F2 target group:

This segment is 1.4% of Swedish population. Because MELLINS is primarily targeting women, men were deducted from the equation. The result was **73 080** women in Sweden.

Customer profile

An imaginary women Eva Anderson, age 42, lives in Malmo. She owns a 4 room apartment in the city center together with her husband Alex. The apartment has 4 rooms with additional storage in the basement. Alex is a CEO in a big tech company and earns most of the money in the family, while Eva has a small business and works mostly from home. Eva and Alex has 3 kids, one of them is an adult but lives nearby and comes for family meals several times a week. Even if money is not lacking in this family, Eva tries not to waste them. However, for her is essential to take care of her family by providing home-cooked meals from quality ingredients. She cares about health, eating natural foods and wants to make a positive influence on the environment.

The family doesn't consume a lot of animal products, try to adapt plant-based diet, therefore Eva enjoys trying new recipes and discovering new ways to eat. She spends a lot of time on the internet and social media while working as well as in her spare time. She does most of the pantry food shopping online, searches for organic products in bigger packages, that would feed her family for longer time. In the evening or weekends, Eva meets her friends in a cafe or goes with them for a walk. Moreover, Anderson family enjoys outside activities together regularly and taking holidays together to travel abroad at least once a year.

Marketing Mix (potential)

This marketing mix is based on the target group information, customer journey (*Appendix 3*) and primary research described below. The description of product, place, price, and promotion will

create focus points for MELLINS marketing strategy. This strategy will focus on digital solutions to address the problem proposal.

Product: Food is a fast moving consumer good, however purchasing online isn't a regular practice for many people. Ideally the product is easy to find, meets expectations and helpful customer service. The packaging should be strong enough to protect the product during delivery process and be made from eco-friendly material. Customers should be guided through the journey and receive help immediately at any step if needed.

Place: Customers expect to find the most attractive options on Google first page. Besides, websites, a social media accounts create credibility and additional value. People will look for credibility by investigating company's presence on media and looking through reviews. After the purchase, ideally the products would get delivered to a doorstep and within few days.

Price: Discounts are attractive, refunds, in case of damaged or incorrect order, are expected. Paying for delivery feels more „guilty“ than paying more for products. The price has to match the perceived value of the products. Payment should be easy and fast, payment fees are inevitable, but annoying for the customers.

Promotion: Information about nutrition, health, and ecology is a big interest of the target group. As home cooks they are always on a hunt for new recipes, therefore brand awareness by this informational content should be a focus. The target group is using mostly Facebook and Instagram. Therefore social media paid marketing can be a great help to increase awareness and sales. However, social media accounts and website should be well developed. The search happens mostly on search engines, which makes important to have good SEO and valuable content on the web-page. Many people also learn about the brand through recommendations. Therefore, it is essential to have a good looking and well functioning website to make a great first impression.

DIGITAL PRESENCE ANALYSIS

Website

Overview: The purpose of the website is to sell and distribute products to the customers from their target group (defined in the “Target Group section”). The website is a main selling platform. It also should reflect the company's mission and values. The key features of the website are online shopping and informative pages.

Design: The website has a simple style with the menu on the top right and side menu on the left in the product page. Dominant colors are white and bright green, which suits the natural products, that are offered, but might have low perceived value. Layout, visual elements, and typography lack consistency in and image quality could be improved in some places. The design is mostly mobile-friendly and responsive, however could be improved to appear more high-quality.

Content: As an ecommerce website most of the content is product information. Additionally, there is an “Articles” page and recently added “About Us” page. Some of the content is hard to read due to small text size, little padding and in some cases lack of structure. Compared to competitors, in the Article page there are not enough posts. The existing posts have a little padding on the sides, the text is small and in long paragraphs. All of that makes the text “heavy on the eyes” and not attractive to the reader. In general, the company should increase the amount of content to drive more traffic to the website and adjust the design to make it more attractive.

Functionality: The website’s main feature is purchasing. The experience is enhanced by the possibility to filter products by categories, price, and producers or use a search bar. Besides, customers have an option to create an account, and therefore have an easier and more personalized shopping experience. Buyers have an option go directly to purchasing without reviewing the cart, which reduces the number of clicks and makes customer journey shorter. In the purchase page a customer has many payment and shipping options. Functionality and user-friendly improvement will be discussed further in the report.

Performance: According to Google Analytics, the website has good loading time. The website functions well but sometimes errors of hosting appear, and the website cannot be accessed for a short time and be unavailable for longer time on some devices. The website is not completely optimized for search engines, but it is ongoing work. Being WordPress website, it is secured by SLL certificate automatically. There might be some threats and extra bugs because the website is not updated to the latest version. However, updating can also cause some misfunctions, especially if some plug-ins are not compatible with the newer version. Therefore, the updated should be well considered and be done only when backup data is stored outside the website.

User experience: User experience using the website is mostly positive, however some pages could have a more user focused layout and hierarchy. Additionally, a navigation could be more intuitive and divided into subcategories, which would appear while hovering over the main

category. The website meets basic target audience needs but there might be expectations of more content in the blog and clear social proof.

SEO: The website is somewhat optimized for search engines, however, not all products have good descriptions, meta descriptions, and appropriate keyword usage. The headlines and names are well optimized. In a day the website gets an average of 60 visits with an average conversion rate of 3.3% (Google Analytics). Potential customers are searching by navigational, informational and transactional keywords. For now, MELLINS ranks only on navigational and transactional keywords. In this report one of my solutions will include ranking for more informational keywords.

Competitors: Well-developed competitor websites have an advantage in design, content and user experience. Most competitors have more blog posts, and a recipes page. One of the good practices from Happy Vegan company is to have a “like” function, so customers can save the products they would like to review or purchase later.

Social media

Usage in Sweden

According to Statista in 2023 the most used social network is Facebook with 66.88% of the market share. Instagram in a second place with 15% of the market share. Women are using these platforms more than men, especially Instagram, where women use the network 25% more. Facebook was mostly used by individuals age 26-45 in 2020 and it is most likely that today many users would fall in “baby boomers” category as among youth Facebook is considered to be an old fashion network. The main purpose of mentioned social media platforms (Facebook, Instagram) is to keep in touch with friends and family, and in 2021 a researched showed that 45% of 1002 survey respondents were not following any brands on social media (*No. of Brands Followed on Social Media Sweden 2021* n.d.). This forces companies to adapt innovative marketing techniques, for example personalization.

MELLINS on social media

Platforms: The company is present on Instagram (722 followers) and Facebook (1.2 thousand like the page). These platforms align with target audience as 35-45 age women use mostly Instagram and older target group use Facebook. However, the company could consider using more platforms, that are as well relevant for the target group. Creating LinkedIn account would

add trust to the company and potentially would raise awareness among regular people as well as businesses. It also can help to find interns (or employees if applicable), that would help to maintain and grow the company. Moreover, useful connections can be made for future collaborations.

Content Strategy: The company uses social media to inform their customers about discounts and new products. Currently the content posting is not consistent, with posting frequency being only few times a month. The content aligns with the company's values, however, could be better adjusted to the target audience. The account lacks engagement (a post gets an average of 15 likes, 0 comments, and 0 shares). By making content to fit target group's interest and increasing the frequency, it would possibly receive more engagement.

Follower Base: Instagram followers are based mostly in Jonkoping (15,8%) and Visingso (10,1%). 71% are women, 28,2% of them are 35-44 years old and 24,6% are among 45-54, which is in line with the target group. However, engaging 25-34 year old would spread brand awareness and they could be converted to customers. In the last 90 days the account experienced a growth of 1,6%. The followers are mostly active at 6pm daily.

Conclusion (external analysis)

Organic and vegan food industry in Sweden has a lot of potential and government support. However, customers have a big bargaining power because of many online shops and the possibility to order from any place in the country. There is also the threat of substitutes, which creates direct and indirect competitors. MELLINS customers are mostly women, 35-65 years old, who like to cook and bake. The younger part of this target group can be reached through social media, especially Facebook and Email. Analysis of digital presence revealed that there are some flaws on the website and social media presence could be increased.

SWOT

| | HELPFUL | HARMFUL |
|----------|---|--|
| INTERNAL | STRENGTHS | WEAKNESSES |
| | 1. Unique products; 2. Product variations; 3. In bulk option; 4. Big network; 5. Nutrition knowledge; | 1. Small market share; 2. Low ranking on Google; 3. Not enough work force; 4. Weak social media presence; |

| | | |
|----------|--|--|
| | 6. Accountancy skills. | 5. Low profit and marketing budget; 6. Inconsistent branding; 7. Website bugs. |
| EXTERNAL | OPPORTUNITIES <ul style="list-style-type: none"> 1. Big vegan population in Sweden; 2. Swedes prefer organic food; 3. Growing social media usage; 4. Bulk purchasing during crisis; 5. Swedes, looking for healthy diet information. 6. Technology is capable of doing some human work; | THREATS <ul style="list-style-type: none"> 1. Inflation; 2. Hackers and website malfunctioning; 3. Media is stuffed with ads; 4. High short keyword difficulty; 5. Increasing visual content consumption |

TOWS

| | STRENGHTS | WEAKNESSES |
|---------------|--|---|
| OPPORTUNITIES | S1+O1 Providing vegans with healthy products S3+O2 Offering organic and local food as an option S4+O4 Promoting bulk purchases during crisis | S5+W1 Using network for business promotion S5+T3 Informative content will raise brand awareness and engagement |

| | | |
|---------|--|---|
| THREATS | S1+T1 Products in bulk satisfy customers on a budget | W1+T5 Producing visual content to increase brand awareness |
| | S5+T3 Get target group interest by sharing nutritional knowledge | S2+T4 Ranking for more specific keywords, where possible |
| | S5+T5 Utilize YouTube as a way to share nutritional knowledge in visual form | W6+T3 Raising awareness through valuable content, not paid ads. |
| | | W7+T2 Updating website, plug-ins, and choosing reliable hosting |
| | | |

PRIMARY RESEARCH

The goal of this report is to find the best digital practices which would raise brand awareness and improve sales. A big influence on marketing decisions is customer experience and for this reason a descriptive marketing research have been conducted. The research has two types of data – quantitative and qualitative. The purpose of the first one is to get a broader view of customer preferences, experiences, and behaviors, related to food shopping online. To achieve this a survey was distributed using social media channels Facebook and Instagram, using company's page and relevant groups. To get a more personal customer view without restricted answers, 3 people from a target group have been invited for an interview.

Survey

A questionnaire was distributed using Facebook, MELLINS social media accounts, and a personal network. It covered food shopping online habits, issues that the buyers must face, and questions about how people interact with brands on social media. 60.7% of respondents were between age 18 and 25. Because of little brand awareness and specific target group, the survey wasn't targeted to MELLINS customers but to general public, that has an online shopping experience. 78.7% of those responses were from women and more than half of the respondents sometimes purchase food online. The biggest worries about shopping online seemed to be delivery costs, products not meeting expectations, and possibility of getting products damaged.

Another inconvenient was long delivery times. 6% of respondents also had concerns about the website being a scam. This response encourages to take actions to providing social proof on the website. The participants also were asked about how they find a web page to buy from. The results show that most of them rely on recommendations from friends and family or simply Google the product they want to buy. Additionally, 25% of the respondents claimed that they find those web pages on social media. The participants also were asked what their preferences are while choosing the online shop. More than half agreed that good reviews is the most important factor. 26.2% claimed that they are choosing the cheapest option. Other valuable website qualities included easy navigation, many delivery options, product variety, and fast loading time. 13.1% said that they prefer a familiar website. Most of the participants use their phones to do online shopping which emphasizes the importance of having fully responsive pages. However, more than half of the responses claim that they have abandoned the purchase due to the website issues at least once. The three top issues were slow website, confusing checkout process, and the website not being mobile friendly. When asked if they would repeat a purchase after having negative experience, most of the people answered negatively. Some of the people would purchase only if they cannot buy the product elsewhere. However, most of them would never leave a negative review, even after having bad experience. A positive review would be left only if expectations of the product or service were exceeded. The respondents also were asked a few questions about following brands on social media. Even 70.5% of them responded that they do not follow any food brands on social media. 23% follow the brands if they have interesting content and the rest are following the ones that they are buying from. More than half of the respondents said that they are interested in a content promoting discounts. Moreover, many people were interested in seeing new products being advertised, consuming informative content, and discovering recipes.

To conclude, the survey gave a valuable insight about food shopping online. Using this information as well as internal, external, and digital analysis, a strategic action plan can was completed and described further in the report. The results of the survey can be found in *Appendix 4*.

Interviews

The purpose of the interviews is getting a better understanding of customers and allowing target group to express their opinion on the matter without being restricted by specific answers as in a

survey. The research especially is UX focused with a goal to understand how to improve MELLINS website. Three online shoppers in the target group were interviewed and asked a list of questions (the transcript can be found in *Appendix 5*).

After comparing the answers, a few pain points and opportunities were located. All the interviewed people expressed their love for cooking food at home. However, most of them have busy lifestyles and they can't always find time to make recipes that they want. This opens MELLINS an opportunity to introduce new product category with short cooking time. Additionally, the recipe page could contain a category for quick meals. During interviews 2 out of 3 respondents noted that they prefer shopping physically and buying online only when it's more convenient due to saving time or possibility to buy in bulk as well as home delivery. A question about delivery got a split opinion as some cared more about the price and some about the speed. This shows that the company could widen their customer base by offering express delivery. This should be further investigated as from qualitative research it isn't clear what size is this target group. Interviews also showed that customers normally know what they are looking for. It should encourage the company to act towards personalizing customer experience and showing products in suggestions according to their previous interests. Besides, some promotions could be placed in different places on the websites to attract attention to discounted or new products. This solution would expose visitors to other products without leaving the pages they intended to visit from the beginning. 2 out of 3 interviewers also explained that they try to shop at familiar brands if possible. In the survey the respondents claimed to be shopping mostly in familiar stores. It should encourage MELLINS to build more trust and recognition. The interview also showed that negative online shopping experiences are not common but any negativity towards the company may destroy customer's trust. When asked what the red flags for an online shop are, respondents mentioned sketchy look, lack of information and bad or no reviews. The shoppers were also asked about the importance of personal account on the website, the majority said that they see it positively if they don't get spammy emails and registering as well as logging in isn't complicated. Before the interview the respondents were asked to look at MELLINS website (if they were not customers) and give their impression and ideas for improvement. Some ideas included better design, more attractive pictures, adding order tracking function and adjustments to navigation. Those could be ideas for further consideration towards improving the website. Some of them are discussed in "Discussion" section below.

DISSCUSION

Brand awareness

Brand awareness and repetitive purchase are a good beginning to developing loyalty. In the same article, mentioned earlier (Khoa and Huynh 2023), the authors found out that loyalty is more of a positive product experience and curiosity combination and not an obligation:

“The results of the survey show where improvements may be made to the level of service offered to clients, which should increase levels of satisfaction and, therefore, loyalty. According to the existing literature, a company's long-term success depends more on providing value to its customers than on acquiring them. Accordingly, our study contributes to the literature by emphasizing the importance of electronic loyalty in the digital realm. In addition, the majority of respondents believed that they provide helpful suggestions to companies through their online profiles. In contrast to the first assertion, people do not agree as strongly with the other statements that they promote and suggest firms to friends and family. Customers that demonstrate behavioral loyalty have said they follow firms online out of curiosity, rather than obligation. People who have been following a business on social media are more likely to buy from that business. The loyalty agreement metrics suggest that customers are more likely to show actions indicative of loyalty rather than only attitudes about a brand.” This article shows that if company wants to achieve customer loyalty, it should provide value in other areas than only their products or services. Creating community and manipulating curiosity can engage customers and make the fans of the brand.

Activity on social media

There is no doubt that online networks are the main tool of communication not only between individuals, but between brands and customers as well. As a matter of fact, Sweden is in the top five European countries with biggest social media use among enterprises(*EU: Enterprise Social Network Usage by Country 2021* n.d.). In Sweden Facebook is the most visited platform. However, this statistic is mostly because of Messenger usage and only 13% of usage consists of following brands, while Instagram has 26%, LinkedIn 27%, and Twitter 30% for brand following brands (*Study_id38898_social-Media-Usage-in-Sweden-Statista-Dossier.Pdf* n.d.). Yet, on all those platforms users are very interested in entertainment the network provides. Many brands choose to provide visitors with what they want the most – besides company's news,

discounts, or new products, useful or entertaining information about the industry is provided, which helps to increase brand awareness but gives users entertaining content.

In the survey, conducted with an intent to collect primary data for this report, the respondents expressed that the most wanted content on brand's social media is the information about discounts, new products, and information about the industry. While MELLINS have some posts about all those topics, they are not consistent in uploading frequency and style.

Entertainment is the main user expectation across most of social media platforms (*Study_id38898_social-Media-Usage-in-Sweden-Statista-Dossier.Pdf* n.d.). Because of that a detailed plan has been constructed for informational and entertaining content for the upcoming month.

Content marketing

To develop MELLINS social media pages, engage and receive more followers, the company can use similar campaigns to the examples below.

Fact Of The Day

The idea: This campaign would feature one interesting fact about nutrition on the Instagram story every day for a month (could be continued if successful) (*Figure 1*)



Figure 1

The goal: To get attention of a younger target group (35-45). The fun and simple design allows to consume all the “*story*” information by the time the story changes to the next one. One story is 10 sec long.

What's for breakfast?

The idea: A competition, where participants share their favorite breakfast recipes and follow the account. The winner gets a gift coupon of 300kr or a breakfast package. (*Figure 2*)



Figure 2

The goal: To gain followers and more engagement.

Collaborations

Collaborations with other influencers are a way to increase brand awareness. Sponsoring influencers with a big audience, however, can be expensive. YouTube has a quickly growing users base and video is a preferred content form for many people (*Statistic_id826573_most-Used-Websites-and-Online-Services-by-Type-in-Sweden-2022.Pdf* n.d.). Many Swedes even replace search engines with YouTube for part of the search times. Additionally, with a rise of short video content such as reels (Instagram and Facebook), and shorts (YouTube). This leads to a conclusion, that videos are overtaking written content. For this reason, few food related Swedish Youtubers were chosen and analyzed as potential collaborators.

| | Green Warior | Phillipe Cohen | therese lindgren |
|----------------------|--------------------|----------------|-------------------------|
| Started | Apr 12, 2012 | Jan 15, 2020 | Oct 13, 2011 |
| Channel owner | Sana | Phillipe Cohen | Therese Lindgren |
| Subscribers | 1.13k | 105k | 1.04m |
| Content | Vegan recipes 90%, | Recipes | Everyday life, personal |

| | | | |
|---------------------------|----------------------------------|---|--|
| | vegan movement 10% | | life, vegan recipes, reactions |
| Strengths | Photography | Number of followers/subscribers | High engagement, superfans, is vegan |
| Weaknesses | Low engagement | Non-vegan | A lot of unrelated content, not completely in line with MELLINS vision |
| Total views | 79 937 | 8 674 728 | 747 806 850 |
| Engagement average | 1.2k views, 20 likes, 2 comments | 270k views, 2..5k likes, 100 comments | 22k likes, 800 comments |
| Assumed costs | low | average | high |
| Contact | IG: greenwarrior.se | IG: flippcohen Email: flippcohen@gmail.com | IG: therese FB: Therése <i>Lindgren</i> |

After analyzing the chosen youtubers, some conclusions were made. All three of them have a larger audience than MELLINS. Green Warrior matches the target group the best, however due to small audience couldn't provide with a lot of visibility. Because of small audience the sponsorship would also be more cost friendly. YouTube collaboration is mostly a promotion that is presented to the public for many years, therefore, it is worth to invest in a channel with potential or big existing following. Green Warrior has low engagement and there aren't many superfans. None of those youtubers own a food shop, which means MELLINS wouldn't be a threat/competitor to their business, and they would be willing to collaborate. Therese Lingren is the only one of them who has done sponsorships in the past. This influencer has many superfans, that would most likely be willing to buy what she is promoting. This youtuber also has some other disadvantages, such as not lining up with MELLINS brand even if she is following vegan lifestyle. Moreover, sponsorship with her could reach a huge audience, however, would probably be costly. Phillip Cohen has the newest channel out of all three. However, his audience is growing fast and would have the potential of reaching even more new customers in the future. The recipes on this channel are not vegan or organic, however Phillip has great engagement level, and the viewers would possibly be interested in what he is recommended.

To conclude, the company can choose which influencer they would choose for collaboration but it is recommended to invest in a channel that will be active, have growth and would be in line with MELLINS values.

The campaign

The goal of the campaign would be to increase brand awareness and boost sales. The cost includes the cost of the sample products, shipping, and influencer's compensation. The influencer is expected to promote the brand and the products on his/her YouTube and Instagram accounts. The results of the campaign can be measured by click rate on a link to company's website and views count on Instagram post. The success of increasing sales can be measured by ROI, calculated a month after the event.

Negotiation with the influencer

The offer and delimitation: Promoting MELLINS products on YouTube by a vegan cooking video. The ingredients will be provided. The influencer should talk about product packaging, taste, and mention nutritional value. The video should be 20-30min. The company's name should be mentioned in a video 7-10 times, the products with MELLINS label should be facing camera when shown and if possible, stay visible throughout the video. The link to a company's website should be in the first 3 lines of the video description. The promotion should be honest but not contain deal breaking negative things about the products.

Data shows, that in Sweden the most popular ways to pay influencers is Pay Per Mile and Fixed price (*Statistic_id990093_expected-Payment-Methods-for-Influencer-Marketing-in-Sweden-2019.Pdf* n.d.). However, to have the most cost-efficient results two methods of compensation were chosen – free products for the video, Pay Per Mille (thousand views) and an affiliate link. This would be the most budget friendly compensation, that would help to gain brand awareness and increase sales. The compensation can be adjusted depending on company's needs, financial situation and influencer chosen.

Negotiation: Contact the influencer with an offer. If the influencer takes the offer, agree on conditions, and send a contract. The contract should contain a description of the offer, legal responsibilities of both parties and date of the content release.

Legal requirements (Brand awareness)

There are many laws concerning marketing tools, described above (*Icc-Advertising-and-Marketing-Communications-Code-Int.Pdf* n.d.). For influencer marketing one of the key rules is transparency and disclosure (Article B12). The influencer must clearly communicate that the content is sponsored. Besides, influencers should have permission to use copyrighted materials

of the brand (if applies). All released content and communications be in line with GDPR of EU. Collaboration with influencer terms must be discussed in a contract or agreement. The agreement should contain compensation, expectations, liabilities and obey the law. The contract is a protection of brand values and a promise to be kept for both parties. In all released promotions or content marketers' identity must be clear (Article C2).

Retaining customers

Retargeting and retaining existing customers are more cost-effective solutions than reaching out to new customers. For retaining customers several strategies can be used. MELLINS uses “free delivery after 999 kr” policy. However, this policy has a flaw of not encouraging customers to repeat the purchase but rather place a bigger one-time order. This strategy could be adjusted by developing into a loyalty program. The website already has a log-in feature and logged-in customers could be offered free delivery or a discount after spending 999 kr throughout a few purchases, not necessarily one. This strategy also has the advantage of collecting valuable data such as emails and possibility to provide more personalized experience.

Email marketing

Email marketing is one of the marketing channels that doesn't require much financial and time resources as it is easy to automate it and it is the most often automated marketing tool (*Most Often Automated Marketing Channels 2023* n.d.). In 2021 food related marketing emails were opened by receivers 10.95% of the cases (*Global Marketing E-Mail Click-to-Open Rates by Industry 2021* n.d.). However, in Statista data base it is noted that “*In 2022, around 67 percent of marketers from around the world stated that their e-mail marketing campaigns had an increased open rate compared to what they observed in 2021*” (*E-Mail Open Rates Changes Worldwide 2022* n.d.) Besides, the ROI on email marketing for consumer goods, retail, and ecommerce has been 41% worldwide in 2020 (*Email ROI by Industry 2020* n.d.).

This data reflects that email is a great tool for retaining customers and building brand image. Emails can have different purposes, such as welcoming emails, reminders about abandoned shopping cart, promoting products, informing about order status, company news or information that could be interesting to the customer. For this report the objectives of email marketing are listed and discussed below.

Reminding about abandoned cart

Some website visitors will add products to their cart but won't complete the purchase. This can happen because of several reasons, such as issues with the website or payment, closing the tab on the browser or finding a surprisingly expensive total products or delivery costs. To decrease the abandoned cart rates, customers should be constantly asked for feedback, which would allow them to locate the problems and fix them. These emails would possibly help to increase sales. Moreover, the email would be a reminder that a customer can complete the purchase if they are still interested in those products.

Newsletter

In 2022 leading email campaign was Newsletter (*Top E-Mail Marketing Campaign Types 2022* n.d.). Based on MELLINS target audience and the objectives of the report, the main purposes for newsletters would be promotional and informational. Most importantly, they must provide value to the customer and keep them subscribed.

- **Promoting products**

In 2022 the top objective of email marketing companies was product promotion (*Top E-Mail Marketing Campaign Objectives 2022* n.d.). Product promotion to former customers reminds them about the company and, if they have had a positive experience, they are likely to be interested in other products as well.

- **Nutritional information and recipes**

Providing customers with valuable information is building a positive brand image. Non-promotional emails allow customers to feel that the company cares about them and builds loyalty because they build a positive connection to the company. It is a big accomplishment for a company to have their customers creating a connection in their mind between the brand and the industry. For example, when someone hears about fast food, they have an image of McDonald's appearing in their heads. MELLINS should be seeking to make a relation between their brand and organic, healthy food.

MailChimp

MELLINS could be using MailChimp as an email crafting tool. This tool allows you to send 500 emails per day to 500 contacts for free. MELLINS has less than 300 emails in their database. This platform was created specifically for small businesses and is easy to use. After creating an account, the contact list must be made by adding subscribers. Then a campaign name has to be selected. The emails can be sent to selected segment, for example new subscribers, active subscribers or potential customers. The emails can be designed using a template in MailChimp. In the selected template the company can add images text links or add a button. MailChimp also allows to personalize emails by adding subscribers' names or personalized images. Before sending emails to all subscribers the emails can be tested to make sure that no mistakes are made.

Crafting an email

The heading (topic) of the email and the first line of the content should attract attention because it is a visible part of the email which determines a decision if a receiver will open it. It should leave an intrigue or be personal. Of course, it also has to give an understanding of what the email is about. In the beginning of the email customers' name should be used by using personalization function in MailChimp. The content should have a visually appealing layout, which could include images, headers, and bullet points. MELLINS newsletter emails should be informational but have intriguing content and CTA with a link to a page on the website. On the website people would have a chance to read full articles, recipe or view promoted products.

Newsletters should be sent consistently. In MELLINS case, the emails could be sent weekly. In the recommendation of this report, it is recommended to upload a new article or recipe every week to build a content base. It could be an easy source for newsletters. According to a research, the best day to send out marketing emails in Tuesday (*E-Mail Marketing: Best Week Day for Campaigns 2022* n.d.). This data should be used while planning the newsletter. Different elements should be tested to figure out the best choices for headlines, layout, content, CTA and similar. To monitor open rates and click-through rates MELLINS can use analytics. Adjustments should be made based on the data. The insights of the email campaigns have to be constantly monitored and used to improve future newsletters.

Loyalty program

Loyalty programs can be structured in a few different ways. It could be a discount, tied to purchasing frequency or total sum spent, special offers, exclusive access to some information. MELLINS have an interest in customers creating an account. Accounts allows the company to collect information and create personalized solutions for each customer, such as product recommendation, a feature, allowing to save favorite products or save personal information for shorter purchasing time. The loyalty discount can also be gamified by introducing game elements such as points or levels, which is a very perspective strategy for modifying customer behavior. The next step is to decide the value of the discount. It could be free shipping or some percentage off from the original price. It is essential to have a value that is motivating a customer to purchase more often but suitable for company's budget. Probably one of the most important parts is to establish an automated tracking system, where the number of purchases and order values of each member would be tracked and rewarded accordingly. To increase the value of the reward, the process shouldn't be completely automated, and the customer should perform an action himself/herself to have greater psychological satisfaction (for example click a button to apply discount). With that mentioned, it should be easy to apply the discount and give a feeling of celebration.

The launch of a loyalty program can be spread through newsletter, social media and website banners. The information should be communicated clearly and motivate customers to become members. After starting the program, the members should be regularly updated about their progress and notified about any members only offers.

The loyalty program should be constantly monitored and adjusted according to changing customer engagement, repeated purchase rates and similar performance indicators.

Legal requirements (Retaining customer)

Customer retention strategies are restricted by Marketing Act (*2008486-Marketing-Act.Pdf* n.d.). Firstly, the emails must contain relevant business information and be compatible with other marketing rules. In Section 19 it is mentioned that a customer must give consent (not object) to receiving marketing emails. This rule allows companies to present customers with prechecked consent. However, in the same section it stated that a person must be clearly given an opportunity to object "simply and without a charge". Additionally, a person must have a possibility of unsubscribing. In the following section 20, the Act claims that emails must "at all

times contain a valid address". This rule encourages transparency and communication between the seller and the customer.

Some other requirements ask to obey anti-spam rules, providing customers with privacy policy and data protection. If emails are sent internationally, the marketer must follow the regulations of those countries.

Loyalty program should be constructed with clear information to the customers, what makes them eligible for loyalty benefits. The information collected and its use must be stated in privacy and data collection policy.

Website optimization

Improve UX/UI design

The website design is the face of the company. Providing customers with good experience will create a better chance of receiving positive feedback, and repeated purchases. MELLINS website has a simple, Scandinavian style with monochromatic color palate. However, some pages are not consistent with the rest of the design.

Interviewed customers portrayed the overall design as lifeless with a lack of decorative elements. The pictures were described as basic, not very attractive. For returning customers the logging in feature seemed to be important as it allow to have personal information saved, which makes purchasing process faster. Moreover, the interviews revealed that a website gives a negative experience when customer journey is not smooth and there are too many unnecessary steps to take.

Log in: To improve customer journey, and encourage customers to create an account, an easy account creation should be offered through Email, Facebook, or Google. It is generally free, only costs related to implementation and maintenance may apply. However, it can be done using plug-ins and integrated without programming expertise.

Additionally, the log in page should have more intuitive and in line with branding design. In MELLINS log in page, few issues were noticed (*Figure 1*). First, "LOGGA IN" button is too close to "Komi hag mig" checkmark text. Typically, the log in button is located at bottom left, right or centered, depending on a layout. For this reason, customers intuitively will expect it to find it

there. Another huge issue is with signing up. On the page customers see log in fields, however there are no field or button for creating account. The word "Registrera" is a link but because log in fields are already on the screen (and has a "Logga in" link anyways), it is not intuitive to think that the words are links.

Figure 3

A prototype of possible log in page has been created and presented in *Figure 2* below. Some decorations were added to make the design "livelier", positioning of log in button was fixed and a new account can be created on the same page. It is especially important when reaching for more loyalty and more customers creating accounts. Moreover, the Sign in possibility on the same screen was added in the new design.

Figure 4

Article page: This page is missing not only content but also more professional layout, typography, and imagery (*Figure 3*). People that visit this page will expect to see more than 2 articles and will more likely be interested in content when it's visually appealing.

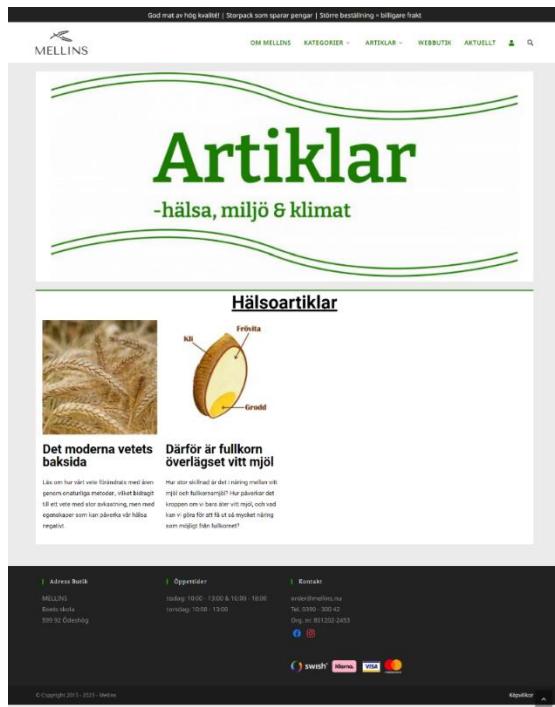


Figure 5

The page has been redesigned by including more white space between objects and making the design more complete by choosing matching graphics (Figure 4).

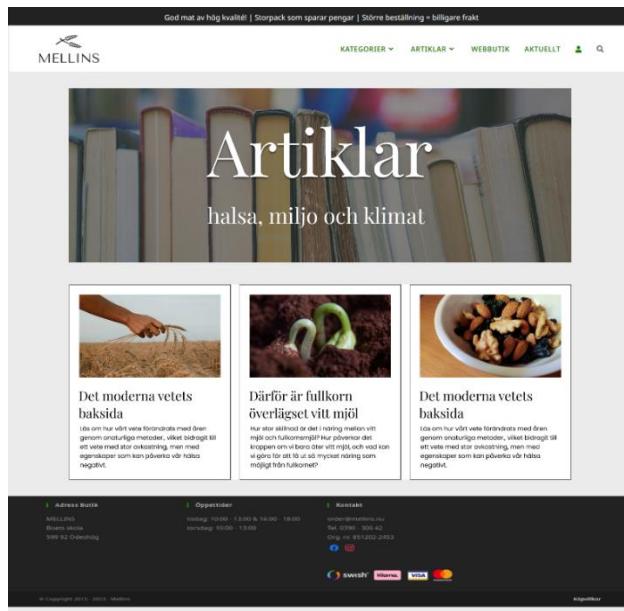


Figure 6

Recipe page

Most of the MELLINS competitors have a recipe page that drives additional traffic to the website. Without this page MELLINS are falling behind in competition. To create this page, the niche for the content must be selected. Considering MELLINS brand it would be vegan recipes with nutritional ingredients. Designing WordPress recipe page isn't difficult because this platform provides templates or plug-ins for that. It is possible to create layout and design yourself or hire a web designer. It is important to develop visually appealing, easy to navigate and responsive pages. In recipe posts itself the key is to stay consistent and give a user what he expects – list of ingredients, preparation time, serving size, and step by steps instructions. For MELLINS company specifically it might be relevant to include a list of nutritional information and add links to products from their shop. To make the recipes more appealing and get more interest, they should have a good quality image of a finished dish. Including pictures in each step can also make the user experience better.

Recipe posts page (Figure 7): For the purpose of this report, a recipe page has been designed using Figma. It is a prototype, that has a consistent design, and would have a style of the articles page. The headline of the page allows visitors and search engines to detect that it is a page with vegan and healthy recipes. Each recipe has a headline with the name of the dish and the time that it takes to make. This is especially important because interviews with people from target group revealed that they are living busy lives and have to plan their meals accordingly.

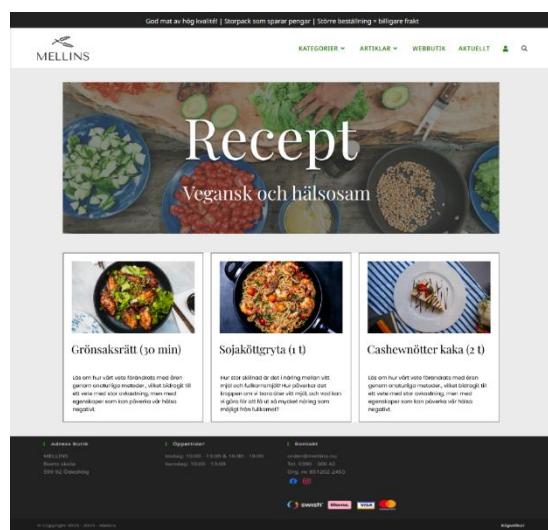


Figure 7

Recipe page (*Figure 8*): As a prototype, a recipe page for an exemplary recipe has been designed. It contains elements, described above, such as list of ingredients, steps of cooking and images. The visitor can also find information about the nutritional value of the dish. This could also be done by having a summary of nutritional value and presented using icons and short text in the form of a list. Additionally, a comment section was added for better engagement, communication, and feedback. In the bottom of the page some recommendations of other recipes are presented. Recommendations can be made by using browsing habits of the customers and therefore providing them with relevant options.

(See *Figure 8* in the next page)

Grönsaksrätt (30 min)

Step 1

Step 2

Step 3

Nutritional benefits

Enjoy!

Comments

What might interest you

Grönsaksrätt (30 min)

Sötidögrätt (10 min)

Cashewnötter kaka (20 min)

Figure 8

SEO

Being seen on search engines is one of the main goals for many companies. The visibility of the website depends on many factors. Arguably, the biggest factor is the content relevance to a target audience and the right keywords, that don't have much competition but high search volume.

On-site SEO

Now MELLINS doesn't have lots of additional content on their website that people could search for and find useful. The website is ranking for product keywords and some keywords from articles. However, people in the target group will often be searching for information about nutrition, organic food, and healthy lifestyle. MELLINS has a chance to drive more traffic to the website by providing people with valuable content. Solution consists of adding more articles to the Article page and creating a recipe page for home cooks.

Blog: As of the moment of writing this report, the article page contains 3 articles. Publishing frequency isn't extremely important in some cases but for this specific case, when there are many blogs about health and nutrition, the content should be high in quantity, valuable, and unique. As for a new company, the articles should be published regularly and more frequently to build a content base and attract more traffic.

Recipes: Same as for a blog, in the beginning, it is important to create recipes *base* for the strategy to be effective. All provided recipes should be in line with brand values and fit a specific niche. For SEO optimization the following steps should be applied.

Blog and Recipes page SEO: To be found on search engines easier, keywords should be chosen wisely. Firstly, the specific terminology and a way of speaking of a target audience needs to be considered. For this different analytics tools can be used (Google Trends, social media analytics). Using keyword research tools such as SEMrush or Ahrefs a competition for specific keyword can be analyzed. The best option is to choose low difficulty and high search volume keywords because they will increase the chance to rank higher for that specific keyword. Long tail keywords help to target a more specific audience and have lower competition. For articles, a lot of times it might be in question form (example "Which diet to follow?"). Additionally, using synonyms of the keyword or related phrases will help search engines to understand the content of your article and present it to people that are searching for it. Selected keyword should be used in the article several times. First it is recommended to use it in heading and subheadings, introduction, as well as throughout the article. It is recommended to have no more than 1-2%

density throughout the body. Also, it is considered good practice to include keywords in the conclusion. Afterall, the most important thing is to use keywords in a natural way that wouldn't be considered spammy by the reader or by search engines.

Another good SEO practice is to include internal and external links. Linking to another relevant blog post, recipe or product on your website will allow search engines to understand your content better. Anchor text should explain what the liked page is about to readers and search engines. That's why "click here" anchor texts should be avoided. External links should lead to relevant and quality websites. For external links it might be a good idea to make them no-follow. No-follow links will not pass the authority to linked website. However, MELLINS should avoid linking to competitors' websites even when their content is relevant. For instance, linking to "Happy vegan" blog post on relevant topic might lead to losing customers to competition.

To conclude, links are essential for successful SEO optimization but should never appear spammy and should always provide value to the reader.

Off-site SEO

Off-site SEO helps to build credibility and authority for search engines. Building backlinks is one of the options to improve off-site SEO. It can be done through different link building tactics. As MELLINS have a tight budget for marketing, a few strategies that are considered low-cost have been chosen as a part of the solution for this report.

Skyscraper: this technique is a low-cost solution, which asks to write a better article than on other pages and change the links on that website with a link to this superior article. However, it is challenging to create unique content, that would be more valuable than already existing content in the industry. The first step is to choose a relevant and popular topic in the food industry. This can be done using keyword tools such as Ahrefs or SEMrush. Then content that is better than already existing one, needs to be created. It can be done by including the newest information, improving design, or creating value in other ways. The last step is reaching out to other websites in the food industry that have links to less valuable content. The reach out letter should be personalized and contain an explanation why this article is more valuable to their audience. If those websites would consider a new article good enough to replace the link a deal can be made.

Guest blogging: this technique also requires time as a resource or a budget to hire a writer. It is a technique when an article, written by one website, is published on another website. The catch is that the article contains a link to a page from the guest post author website. Generally, it's a win win situation as the author of the article gets a link to his website and the other website gets free content. However, even if the article is published on another website, it is important to have quality content. The first step of creating a guest post is to find a relevant website with a strong online presence. The owner of the website or the editor needs to be presented with an idea for content, that would be valuable for them and could contain a link to MELLINS website. After an agreement has been made about the idea and other posting conditions, the article needs to be written. It is important to follow hosting website's formatting and writing style. After publishing it is a great idea to promote the website on MELLINS social media to increase exposure.

Legal Requirements (Website optimization)

Some legal requirements need to be considered when optimizing design on the website. Firstly, it is essential to ensure that no intellectual property rights are violated. This property includes design and content. Original content and design have to be marked with © symbol. The website also must meet Web Content Accessibility Guidelines. Additionally, it is considered a good practice to have a linking policy, which would ensure the liability for any external or internal links. Finally, as on every page, there must be a clear privacy policy and optional consent for cookies. Regarding SEO optimization, rules such as truthful content will apply. All matters must be presented in a transparent way. Any connections with third parties and sponsorships or promotions must be presented in such a way. For more specific legal requirements legal professionals should be contacted.

Paid marketing tools

Paying for ads on social media or search engines is another way of spreading brand awareness. However, it can become costly and must be well organized. Facebook is a preferred social media platform in Sweden and it perfectly aligns with MELLINS target group as 26-45 year olds make a biggest user share of individuals who use this platform (*Study_id69959_facebook-in-Sweden.Pptx* n.d.). Because the solution of this report is focused on cost-saving strategy, paid media isn't included in the action plan. However, if the financial situation allows, it can be very effective. Ads should be released after social media and website is optimized to its best

because visitors should get a good first impression when seeing the brand for the first time. Social media ads should be targeted to specific groups of people, choosing the best platform and ad style to get their attention and interest.

Summary

The company can take different actions to achieve a 40% increase in revenue and brand awareness. Content marketing is a great tool to achieve more visibility and it can be budget friendly. This would require creating content on social media accounts, collaborations with influencers, and on the website. Articles or recipes can be a great tool to attract more visitors and engage the audience. It is essential to have regular and consistent posting and create a good base of content for visitors. Another digital solution for creating retention and customer loyalty is to build a brand image and optimize UX/UI design on the website. This might include designing new pages and redesigning old ones. Moreover, for the website to become more visible on search engines, SEO should be optimized. It can be done by creating SEO friendly content and optimizing every page using free or paid tools. Another helpful action can be link building. It involves internal linking, guest posts, media recognition and some other link building techniques. Authoritative websites should create do-follow links. All actions should be taken with consideration of legal requirements. After having developed social media and optimized website, paid ads on social media or search engines can be used to maximize brand visibility.

ACTION PLAN

The start of the action plan has a lot of tasks that can be done simultaneously. Depending on the company's needs and budget one or several website developers can be hired for creating a recipe page and optimizing other pages. If starting in the first week of June, this should be completed in a period of 2 weeks. Content creators could be hired to produce articles and recipes, as well as social media posts. Each week a new article or recipe should be released. Additionally, a LinkedIn account should be created, and social media plan developed with a goal to have consistent and engaging posting. This should also be completed in two first weeks of June. Following that, email campaigns should be prepared, and loyalty program developed. After having an optimized website, enough content, and active social media accounts, a collaboration with an influencer can be planned. Because the desired video is long, it might take some planning and preparation. Negotiation, preparation, and execution should take around 3 weeks,

starting in the first week of July. Guest posting should also be a consistent practice. For a year 2023 it would be great to have one post each month, considering that the hosting website has a good rank on google and is relevant to MELLINS audience. Linking to broken links and proceeding with skyscraper technique can be done whenever there is a possibility as those techniques are more opportunistic, therefore it is not included in GANTT chart.

Structured action plan can be found in Excel file *Appendix* GANTT chart sheet.

BUDGETING

MELLINS has a relatively healthy financial situation. Even if the net sales last year have been only 298 032.23 kr, it is a huge growth when compared to 2021 with 132 249.04 kr in net sales (*Appendix 6*). In 2023 the revenue should increase at least 40% as it is a growing company and if actions will be taken to increase awareness and sales it could grow even more. Setting the budget for the designed action plan can't be done precisely as the price varies depending on hired professionals or if the work is done without help from third parties. Because skills and time are essential for those tasks, the budgeting is constructed by trying to find a balance of budget and efficiency.

Creating pages on a website or redesigning them on average costs 800kr per page. Hiring for redesigning log in, article page and designing recipe page, the price can reach 2400kr. The price average is taken from Fiverr best-selling WordPress designers. One SEO optimized article for an article page is on average 500kr for 500 words. Additionally, a 500-word recipe can be written for 150kr. However, if MELLINS would hire a freelancer for creating a recipe, 1 photo and 1 video of the dish, that might cost 1000kr per recipe. A social media manager that would do 1 post/day for 14 on 1 of social media accounts and would care for growth and engagement can cost 85kr a day. Newsletters and loyalty program can be developed by the company itself without any extra expenses. Influencer marketing will cost around 10 000kr, depending on the influencer chosen. Guest posting can be done by the same person as articles. Skyscraper technique and broken links replacement are included in the cost because they can vary a lot depending on preferences.

In total the cost for a year can be 59 720kr. Potentially, it is too big of an investment for a company, but it can be easily reduced by completing the jobs within the company. It would take more time and might require learning new skills but is possible.

MEASURING SUCCESS

The measurements of success must be relevant to the problem proposal in this report. Brand awareness and engagement can easily be measured by clicks, followers, and views. Retention rates can be tracked using WordPress admin panel, where it is possible to monitor how many purchases were made by each customer. Finally, website optimization success can be measured by the time spent on a website and clicks made. Overall success will be measured by an increase in sales and meeting the goals mentioned in the beginning. Some unexpected factors can appear and disturb the results or additional actions by the company might cause a greater increase in sales.

PERSPECTIVE

The future in the food retail industry might experience some changes due to different factors in the near future. Services are moving to the digital space and, even if still many people prefer shopping in a physical shop, awareness, search, and evaluation often happens online.

Companies are profiting by the reverse use of customer data that can be used in creating loyalty and personalized experiences. Interestingly, it can also create value to the customers by providing them with analysis of their nutrition and sustainability indicators such as carbon emission levels, influenced by their purchase. “Put together, such information resulting from the reverse use of customer data can evolve into new knowledge with transformative potential and can guide individuals in making evidence-informed choices that are better aligned with their personal objectives and wellbeing, and possibly, with societal objectives.”(Saarijärvi et al. 2023). Gamification is another innovation already adopted by some companies. It is an implementation of game elements that act as a motivation for shaping purchasing behavior. It is a great tool to encourage eco-friendly decisions as well as promoting healthier lifestyles. From a bran’s point of view, gamification helps to build loyalty and get returning customers, as they are already invested in the “game”.

MELLINS are in a very perspective niche, however, in constantly changing customer needs, trends and appearing global issues, the company must adapt and implement innovations in their strategy, that would satisfy the target group and social standards.

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APPENDICES

Appendix 1

KELLER'S BRAND EQUITY MODEL

Salience – Raw organic ingredients, healthy lifestyle, honest owners, small brand, new brands

Imagery – mid age women, healthy, active, down to earth, love nature, recycle

Performance - higher class products, sustainable packaging, handwritten labels,

Feelings – saving the planet, animal friendly, organic, healthy, for home cooking

Judgements – not well recognized brand, little information about the brand available, many choices, lack of loyalty

Resonance – lack of loyalty, small community, satisfied customers, honest relationships with customers

Appendix 2

TARGET GROUP

| | Size | Potential | Access | Competition | Costs | TOTAL |
|-------------------------------|------|-----------|--------|-------------|-------|-------|
| <i>A2 Prospering families</i> | 3 | 4 | 4 | 5 | 4 | 20 |
| <i>A4 Home comfort</i> | 6 | 3 | 4 | 4 | 3 | 20 |
| <i>C3 Green Finger</i> | 5 | 2 | 2 | 6 | 3 | 18 |
| <i>D1 The Golden Coast</i> | 1 | 5 | 5 | 1 | 2 | 14 |
| <i>D2 Well Heeled</i> | 2 | 5 | 5 | 5 | 3 | 20 |
| <i>D4 Golden generation</i> | 4 | 3 | 5 | 3 | 4 | 19 |
| <i>F1 City Chic</i> | 2 | 5 | 4 | 1 | 2 | 14 |
| <i>F2 Location Location</i> | 2 | 6 | 5 | 4 | 4 | 21 |
| <i>Location</i> | | | | | | |

A2 Prospering families, 2.5%

A4 Home comfort, 6.3%

C3 Green Fingers, 4.6%

D1 The Golden Coast, 1.2%

D2 Well Heeled, 1.4%

D4 Golden Generation, 2.6%

F1 City Chic, 1.4%

F2 Location Location Location, 1.4%

Target group size (women): 5 220 000 : 100 x 1.4 = 73 080

Appendix 3

THE CUSTOMER JOURNEY EXAMPLE (ECOLOGICAL BEANS)

| | Awareness | Search | Evaluation | Purchase | Retention |
|---------------------|---|--|--|---|------------------------|
| Customer job | Need to buy beans. Buying in bulk is cheaper and it will last for longer. | Considering different brands, stores, variations (dried, canned) | Choosing the most attractive option based on price, convenience, perceived quality and nutritional value | Purchasing beans in the store or online | Satisfied/dissatisfied |
| Pains | Need to put effort to get beans | Lots of information, irrelevant google search suggestions, many shops don't have the specific type of beans. | Organic beans are pricey, the physical store might be far, not all brands have good reviews. MELLINS has the right | It takes time to fill in all details for purchase, need to pay for delivery. The delivery is costly and might take up to 8 days to deliver. | Dissatisfied |

MELLINS

| | | | | | |
|--------------------|--|--|--|---|------------------------|
| | | | type of beans and offers purchasing in bulk. | | |
| Gains | Will be able to cook many meals with beans | MELLINS has different weight variations for beans, they are organic, can be delivered. The website is easy to navigate and loads fast. | Great option for getting organic dried beans, the price is average for the market. | Many payment and delivery options, personal info can be saved for the next time by creating an account. | Satisfied |
| Time | 3min | 10min | 2min | 5min | - |
| Touch point | Recipe on MELLINS social media. | Information about beans benefits on MELLINS web-page, organic search | Product information on web-page, customer service | Adding products to the “cart” and continuing to “buy” page, checking out, confirmation email and delivery notification later. | Satisfied/dissatisfied |

| | | | | | |
|------------------|--|--|--|---|--|
| Message | Purchase our beans | Organic beans are better for your body and is a good source of protein | If your purchase is above 1000 kr, you will get a free delivery. | We will guide you through the purchase process | Interested/not interested |
| Product | Beans in bulk | Organic | Deliverable | Sustainable packaging | New products, promoted on social media |
| Price | The cheaper the better | Skim price approach | Free delivery after 1000 kr | Payment tax and delivery fee | Discounts, promoted on social media |
| Place | Social media, MELLINS website Article page | Exclusive, horizontal distribution. Organic search, social media | Website product page | Cart, purchasing page | Social media |
| Promotion | Social media | No promotion | Suggested products in every product page | No promotion | -New posts on social media |
| CTA | social media posts: "Shop" button | Website: "search" bar | Product page: "Select quantity", "Add to cart" | After purchase page: "check email for confirmation" | No CTA |

Appendix 4

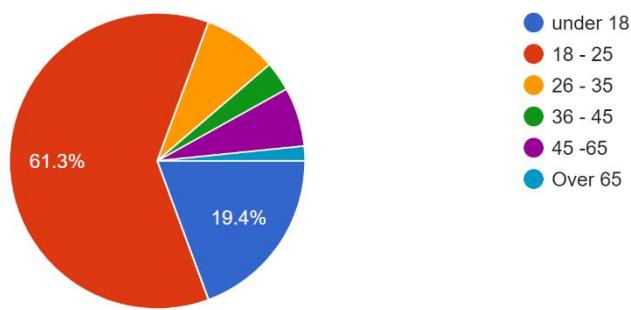
Task: Survey "Buying Food Online"

| Phase | Your choice | Comment |
|--|--|--|
| 1. Task – or Problem Statement and Problem Proposal | PS: Customers experience inconveniences while shopping online. Some of them could be easily resolved without big investments. Research Task: How to improve MELLINS website experience? | (Hasan 2016) |
| 2. Source of data | Primary data To get more insight of the customer journey | Primary data provides the most relevant information and specific questions can be asked. |
| 3. Choice of Method | Quantitative - survey | Quantitative |
| 4. Selection of the sampling procedure | Social media users, and people, that have online shopping experience. | All responses are accepted, no matter the age or gender. |
| 5. Selection of respondents and data collection | The survey is published on MELLINS social media and distributed to relevant Facebook groups as well as personal network. | The ideal respondent is a 25-65-year-old woman but all answers are accepted. |
| 6. Analysis of data | The analysis is based on Google Forms results. | Automatically made conclusion |
| 7. Presentation of result | Research section in Thesis Report | Report |
| 8. Conclusion – and | After conclusions are made a | Solution is provided in Thesis |

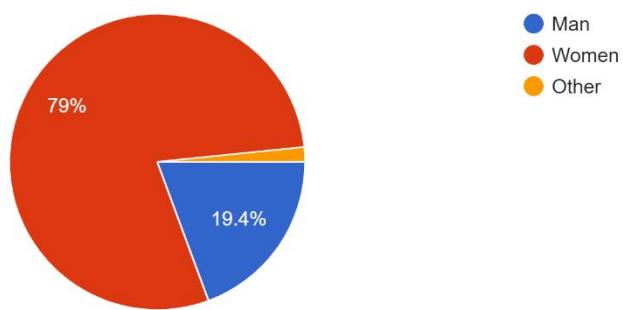
| | | |
|---------------------|-----------------------|--------|
| perspectives | solution is developed | Report |
|---------------------|-----------------------|--------|

Results (62 responses)

Age
62 responses

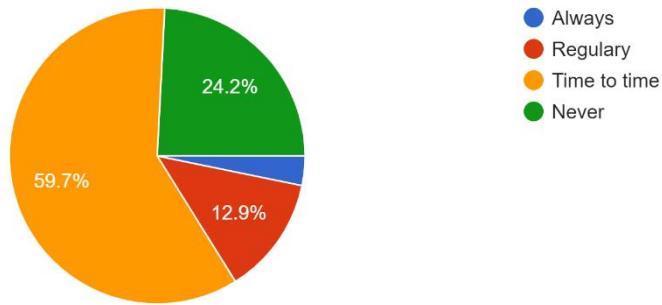


Gender
62 responses



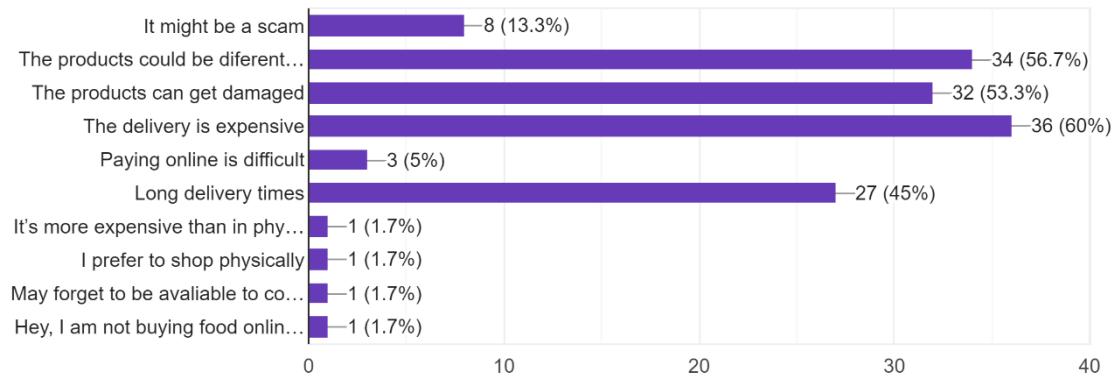
How often do you buy food online?

62 responses



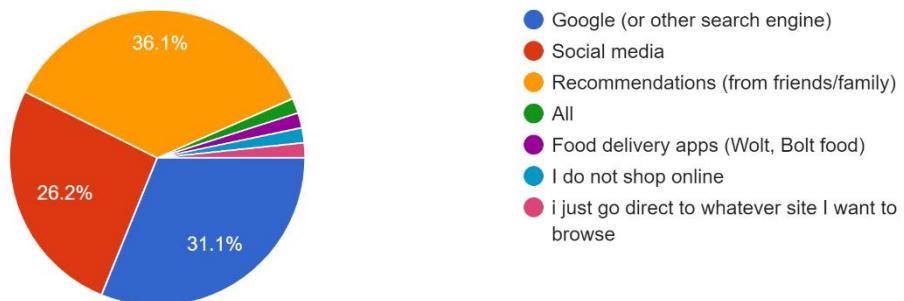
What worries you when shopping for food online?

60 responses



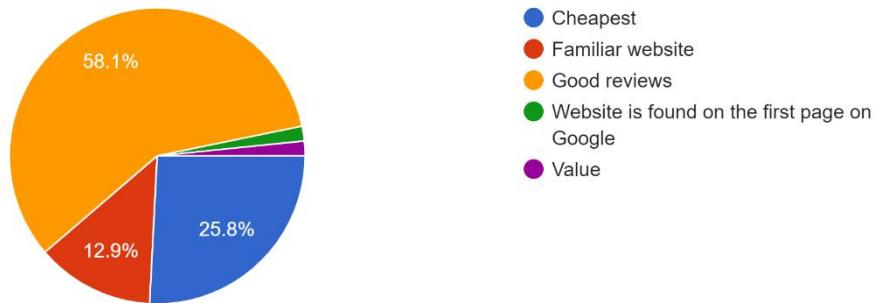
How do you find a webpages to buy from?

61 responses



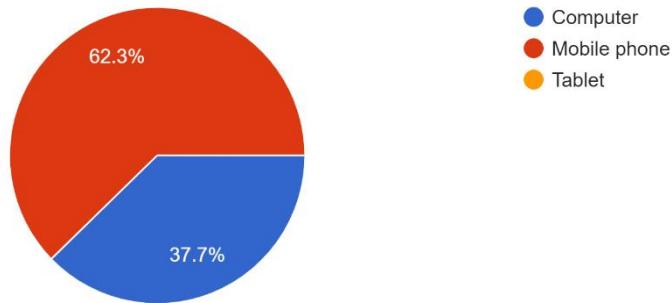
How do you choose where to buy from?

62 responses



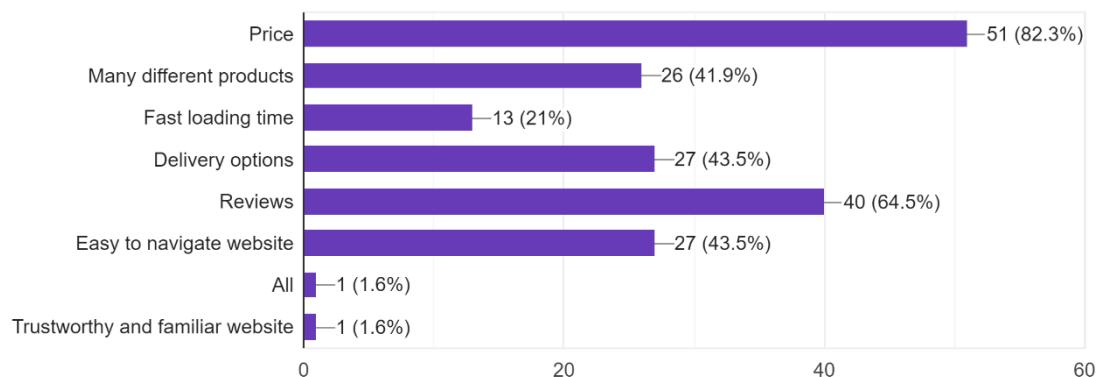
Which device do you normally use for online shopping?

61 responses



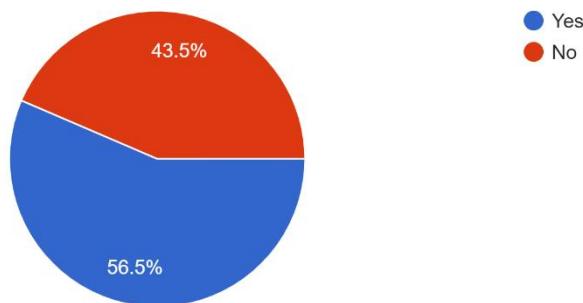
What is the most important when shopping online?

62 responses



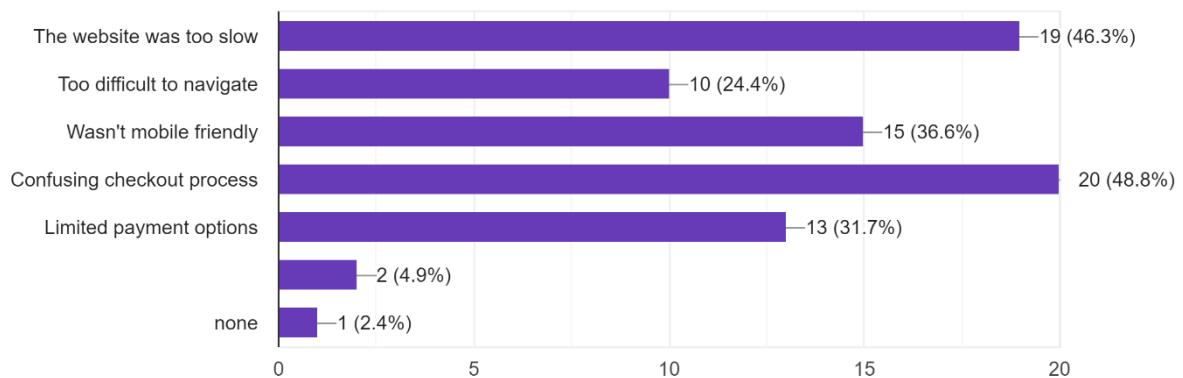
Have you ever abandoned the purchase due to the website issues?

62 responses



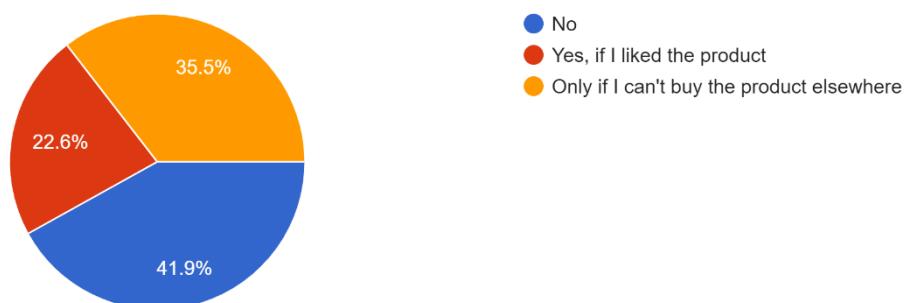
If yes, what problems appeared?

41 responses



Would you repeat a purchase after having a negative experience?

62 responses



MELLINS

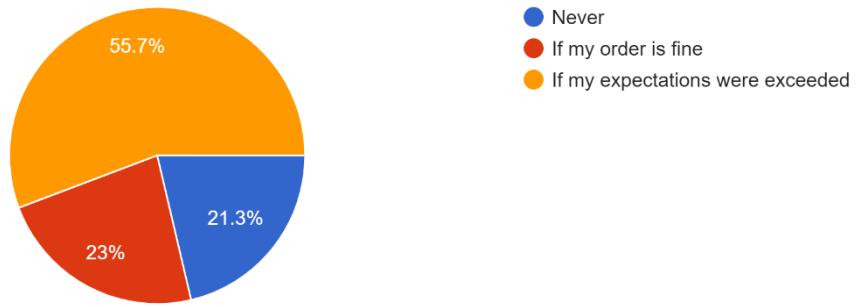
When would you leave a negative review?

61 responses



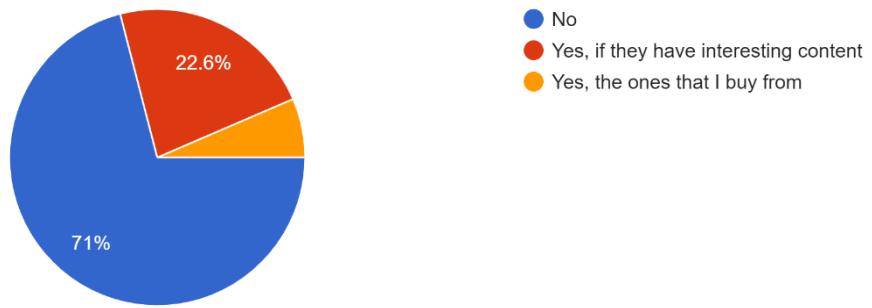
When would you leave a positive review?

61 responses



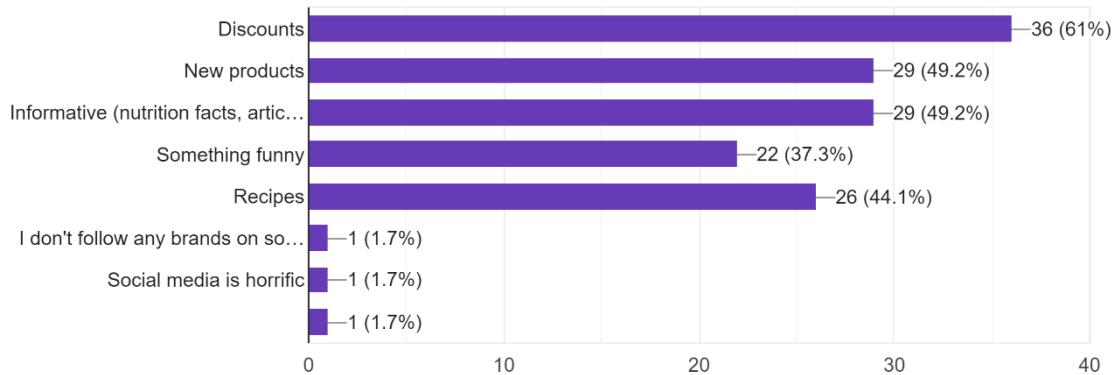
Do you follow any food brands on social media?

62 responses



What content on on social media is interesting for you? (Posted by food brand)

59 responses



Appendix 5

Task: interviews (“How to improve MELLINS website experience?”)

| Phase | Your choice | Comment |
|--|--|---|
| 1. Task – or Problem Statement and Problem Proposal | PS: User experience using MELLINS website UX has not been investigated. However, user feedback is an essential part of improvement. Research Task: How to improve MELLINS website experience? | (<i>Statistic_id826591_sources-of-Information-about-Products-in-Sweden-2022.Pdf</i> n.d.) |
| 2. Source of data | Primary data To get feedback about user experience while shopping online and MELLINS website when possible. | Primary data provides the most relevant information and research relies on conversation flow. It allows to locate customer pains and needs. |
| 3. Choice of Method | Qualitative - interview | Qualitative |
| 4. Selection of the sampling procedure | Online shoppers/MELLINS customers | Every user is worth to be heard |
| 5. Selection of | 3 online shoppers are contacted | Interview is conducted through |

| | | |
|---|---|---|
| respondents and data collection | and an interview is arranged. | a call on one of the online meeting platforms. Interview is 15-20min. |
| 6. Analysis of data | Conversations are analyzed and the most useful information extracted. | Interviews are compared |
| 7. Presentation of result | Research section in Thesis Report | Report |
| 8. Conclusion – and perspectives | After conclusions are made a solution is developed | Solution is provided in Thesis Report |

Interview transcriptions

Interviewer 1

1. Do you purchase food only for yourself or also for your family?

I purchase food for my whole family. We are a family consisting of 3 people, living in the same house.

2. How much time do you spend on cooking?

I used to spend 2 hours to cook a meal but now I got another job and I have only 30 minutes to cook a meal. However, I love cooking and spend time on it when I can.

3. In which cases do you buy online and in which in physical store?

Generally, I prefer buying products, that I can see and touch. However, with a busy lifestyle sometimes I need a quick solution, so I choose a quick delivery from supermarket. As for other products, such as clothes, I often shop online, because I can return if items don't fit.

4. What delivery option do you normally choose?

It depends on the situation but often I want the fastest delivery possible.

5. When visiting an online shop do you know exactly what you will purchase, or you explore other products?

I always plan what I will get, and I know where to look for it. However, if I know there is a discount for something that interests me, I tend to check it out.

6. Do you normally shop in familiar stores or are open to trying new ones as well?

I check out the stores I am familiar with but if the don't have what I need I would search for other stores. Also, if I see a promotion of a nice product, I will possibly buy it even if I don't know the store.

7. How would you describe your online shopping experience?

Normally it is okay. However, a year ago I bought a shirt online and it never got delivered, and the customer service couldn't be contacted.

8. What issues have you experienced while visiting online stores?

There is one thing that really discourages me from buying. If purchasing process is very long and complicated, a shop is asking for lots of information before the purchase, requires to register or similar. Also when I can't pay with Bank ID and actually need to type my bank card information.

9. Which additional functions are usefull and you wish more websites would have them?

I don't know what specific function it could be but I want the process to be smooth and understandable, things easy to find.

10. Do you consider account creation as a plus in a store, where you make frequent purchases?

I hate if the website is asking to create account to be able to purchase, however, if it's up to me to create it I would do it in a website where I purchase regularly.

11. Do you feel lack of trust in some stores? If yes, what makes you feel that way?

Some stores that look sketchy I would avoid. Also they should have reviews, and majority of them should be positive.

12. Have you had experience in online shops, where product images and/or descriptions don't match the reality?

No, all products came as expected.

13. How MELLINS could improve customer experience on the website?

The design looks very simple but too boring. I would like it more if it had more colors and be livelier. The images of the products could also be more attractive.

Interviewer 2

1. Do you purchase food only for yourself or also for your family?

I purchase food for myself only. Sometimes we order food with friends.

2. How much time do you spend on cooking?

I like cooking but usually I have to limit myself with not more than 1 hour or less.

3. In which cases do you buy online and in which in physical store?

I buy online whenever I trust the shop and can avoid going to the store myself.

4. What delivery option do you normally choose?

I prefer to wait longer but pay less.

5. When visiting an online shop do you know exactly what you will purchase, or you explore other products?

I know what I need but I will decide on the product after comparing it to different stores or options on the same website.

6. Do you normally shop in familiar stores or are open to trying new ones as well?

I'm open to try new shops, because there are many that are good but I didn't try them or they haven't earned recognition yet.

7. How would you describe your online shopping experience?

Doing a lot of shopping online I want it to be fast and easy. Sometimes I get a wrong product or it arrives broken but I understand that it may happen and I'm okay with that as long as the company takes full responsibility and I get a refund.

8. What issues have you experienced while visiting online stores?

a very specific product, sometimes I don't find enough informations about product specifications.

9. Which additional functions are usefull and you wish more websites would have them?

I noticed that MELLINS don't have an order tracking function. It is always nice to see the status of the order.

10. Do you consider account creation as a plus in a store, where you make frequent purchases? I'm okay with creating an account as long as I don't get spamed with marketing emails and it does't require much time to create it.

11. Do you feel lack of trust in some stores? If yes, what makes you feel that way? I don't trust stores, which require too much unnecessary information and after ordering there is no confirmation and further communication.

12. Have you had experience in online shops, where product images and/or descriptions don't match the reality?

No, it has been accurate enough.

13. How MELLINS could improve customer experience on the website?

The images and overall design could be more presentable. Also I would prefer a sliding menu at the top and not left side.

Interviewer 3

1. Do you purchase food only for yourself or also for your family?

For me and my husband. My kids are already grown up.

2. How much time do you spend on cooking?

It's hard to tell but in average probably around 1 hour for dinner. Even if I work from home, I don't have much time for breakfast and lunch. So for those meals I don't spend more than 15min.

3. In which cases do you buy online and in which in physical store?

I'm purchasing products online, when I don't need it to be delivered fast. The ones that I can buy in bigger quantities and store in my pantry. Fresh products I like to purchase from farmers.

4. What delivery option do you normally choose?

It doesn't matter that much, so I choose a recommended one.

5. When visiting an online shop do you know exactly what you will purchase, or you explore other products?

I repeatedly purchase the same products that I know I like and trust.

6. Do you normally shop in familiar stores or are open to trying new ones as well?

Only if there is a good deal or something I can't find elsewhere I'll try a new shop. Most of the times I will purchase from a store that I am familiar with or it's recommended for me by friends or family.

7. How would you describe your online shopping experience?

I'm very attracted to visuals and shopping in I always appreciate when the experience is smooth, the design is attractive and not cluttered.

8. What issues have you experienced while visiting online stores?

Sometimes it doesn't have enough information about the product to make a decision.

9. Which additional functions are useful and you wish more websites would have them?

I wish more websites would have simple log in through Facebook or Email. I always forget my password.

10. Do you consider account creation as a plus in a store, where you make frequent purchases?

Yes, but only when it's not mandatory to access some info or order. Typing is lots of personal data, and creating passwords is annoying.

11. Do you feel lack of trust in some stores? If yes, what makes you feel that way?

If a company doesn't have reviews, contact information or information about who they are, when the company was started and so on it feels like a red flag.

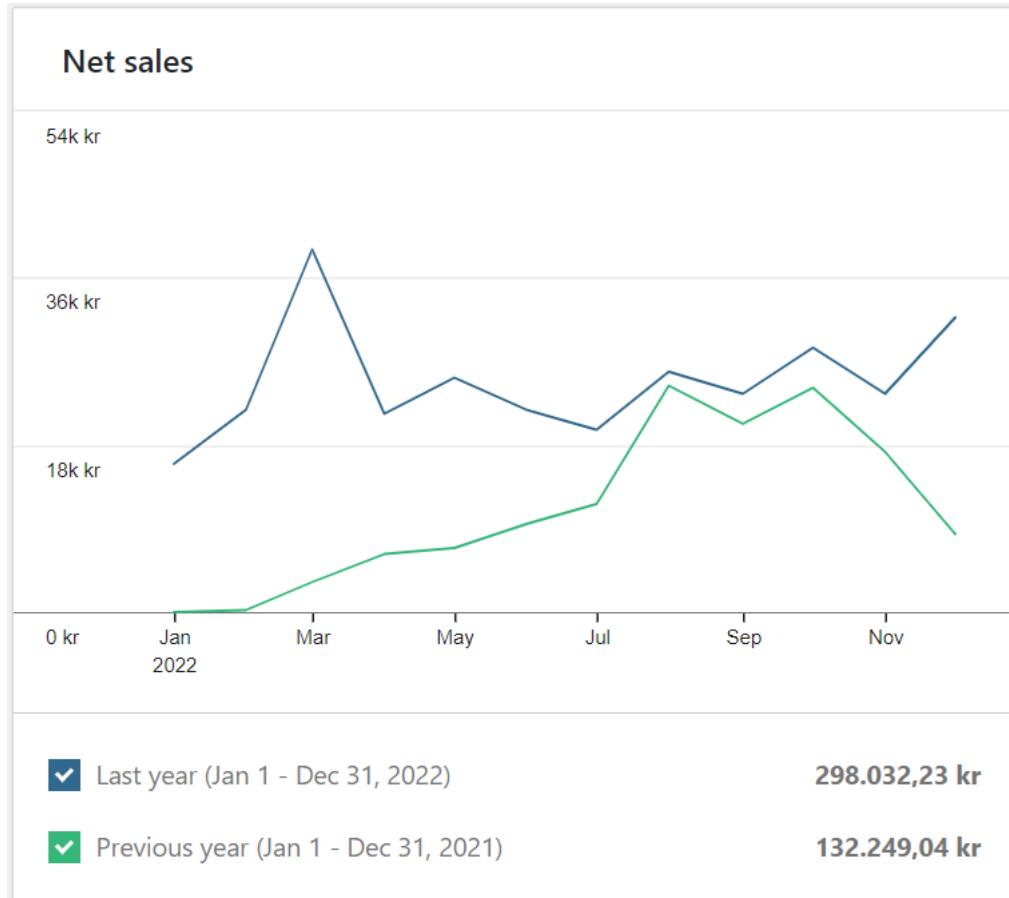
12. Have you had experience in online shops, where product images and/or descriptions don't match the reality?

Yes but not with food.

13. How MELLINS could improve customer experience on the website?

There are too many categories, there could be more subcategories. Also, article page and menu seems disorganized.

Appendix 6



Appendix 7

BUSINESS MODEL CANVAS

| KEY PARTNERS | KEY ACTIVITIES | VALUE PROPOSITION | CUSTOMER RELATIONSHIP | CUSTOMER SEGMENTS |
|---------------|----------------|--------------------------|------------------------------|-----------------------------------|
| DHL | Vegan products | Vegan food products | Consultations about products | Health enthusiasts |
| BRING | Own brand | Vegan skin care products | Social media | Vegan |
| POST NORD | product line | “MELLINS” product line | | Mid age people, mostly women, |
| Suppliers | | Free | | People, interested in ecology and |
| Do-it | | | | |
| Kalmar Olands | | | | |
| Lemerona | | | | |

| Boets Skola | | consultations Big packages available Free delivery after 999 kr | | sustainability Animal lovers People with health problems Love to bake/cook |
|---|--|---|--|---|
| COST STRUCTURE | | KEY RESOURCES | CHANNELS | RAVENUE STREAMS |
| Rent Products costs Google ads Labor Delivery costs | | PHYSICAL Storage/shop Products Equipment Website HUMAN RESOURCES Volunteers Heads of the industry INTELECTUAL Knowledge and experience in vegan food industry Practicing vegan lifestyle | Website Google ads Organic search Social media Word of mouth | Profit from goods sold |

Appendix 8

VRIO

| QUALITY | VALUABLE | RARE | INIMITABLE | ORGANIZATION |
|-------------------------------|----------|------|------------|--------------|
| Some freshly made products | | | | |
| Vegan only | | | | |
| Can be sold in big quantities | | | | |

| | | | | |
|----------------|--|--|--|--|
| Consultations | | | | |
| Delivery | | | | |
| E-commerce | | | | |
| Unsprayed food | | | | |