

Market opportunities for growing and selling “forgotten vegetables”

- *For the case of DCW, Enschede* -



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For the case of DCW, Enschede

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Summary

The last few years have shown an increase in people buying regional products. The region of Twente, in the Netherlands, also tries to benefit from this trend and has created policy plans to stimulate the development of regional product lines. The municipality of Enschede, situated in the Twente area, considers that the development of a regional product line provides an opportunity to put the region on the map.

The 'Service Complementary Work' (DCW) is a company within Enschede. Currently they are considering to start cultivating "forgotten vegetables". However, there is a lack of understanding by DCW on the market opportunities for growing and selling these vegetables. The aim of this project is to explore the marketing opportunities in selling 'forgotten vegetables'. Especially in relation to the assumed health benefits of "forgotten vegetables" for diabetics. To realise this aim three objectives were formulated.

The first objective was to investigate the scientific claims of "forgotten vegetables" with health benefits for diabetics. Unfortunately, literature does not provide convincing scientific evidence to illustrate the health benefits of "forgotten vegetables". Moreover, the Dutch law makes it very difficult to allow producers to make health claims on vegetables. This is a valuable insight, since the initial aim of DCW was to focus on "forgotten vegetables" with health benefits for diabetics. This study is going beyond the scope of "forgotten vegetables" with medicinal value for diabetics, and can therefore be useful to provide a broader scope to DCW.

The second objective of this study was to explore the different marketing opportunities for DCW. The interviews that were undertaken introduced some potential outlets for DCW for selling their vegetables. The most important potential outlets for DCW are: Organic Catering Twente, BioDelicato, Eko Twente and Hello Fresh. DCW should have their own marketing strategy entirely clear before the different stakeholders are approached.

The last objective was to identify the most suitable marketing strategy for DCW. Three different possible marketing concepts were developed: 1) sell to intermediaries and outsource the entire marketing to these intermediaries, 2) sell to intermediaries and add an own marketing strategy and 3) sell products locally in an own shop and involve the community and use product branding. It is suggested that DCW starts with the first concept after this DCW should reflect on how it went and when successful aim to grow to the second concept. After this stage is approached DCW should reach for third concept.

Furthermore, this study provides recommendations for DCW divided into three categories. The first category describes recommendations regarding (potential) *partnerships*. The second category provides recommendations for DCW about the *branding* of the "forgotten vegetables", whereas the last category provides recommendations for the *growing* aspects of the "forgotten vegetables". Moreover, recommendations for further research are provided. It is recommended that DCW starts to decide on the types and amounts of "forgotten vegetables" that will be grown. After this is done a cost-benefit analysis should be conducted in order to judge the profitability of the entire plan.

Samenvatting

De laatste jaren is er een toenemende vraag van consumenten naar streekproducten. In Twente probeert de overheid op deze trend in te spelen door beleidsplannen hierop af te stemmen. De gemeente Enschede, gesitueerd in Twente, is van mening dat het ontwikkelen van streekproducten een kans biedt om de regio beter op de kaart te zetten. De gemeente stimuleert daarom nieuwe initiatieven van ondernemers, een goed voorbeeld is de Dienst Complementaire Werken (DCW). Dit is een bedrijf in Enschede dat wil in spelen op de toenemende vraag naar “vergeten groenten”. Op dit moment is er onvoldoende kennis in de organisatie omtrent het telen en vermarkten van deze groenten. Het doel van dit project is het in kaart brengen van mogelijke marktkansen voor DCW, een belangrijke focus hierbij ligt op de mogelijke positieve effecten van “vergeten groenten” voor diabetici. Om dit doel te realiseren zijn er drie doelstellingen geformuleerd.

De eerste doelstelling was om de wetenschappelijke gezondheidsclaims omtrent “vergeten groenten” te onderzoeken. Tot op heden zijn er geen duidelijk aantoonbare bewijzen gevonden dat de groenten een positieve uitwerking hebben op de gezondheid van diabetici. Er zijn echter aanwijzingen dat bepaalde “vergeten groenten” specifieke eigenschappen bezitten (bijvoorbeeld geen zetmeel bevatten) die meer geschikt zijn voor diabetici dan reguliere groenten. Het is echter erg ingewikkeld om dergelijke claims te maken op groenten en daarom luidt het advies dat DCW deze focus moet laten varen.

De tweede doelstelling van dit project was het verkennen van en zoeken naar mogelijke marktkansen voor DCW. Verschillende organisaties waren zeer geïnteresseerd in een samenwerking met DCW. De belangrijkste (mogelijke) partners zijn: Biologische Catering Twente, BioDelicato, EkoTwente en Hello Fresh. Echter, voordat deze partners benaderd kunnen worden is het van belang dat DCW duidelijk heeft welke groenten er geteeld gaan worden.

De laatste doelstelling was een marketing strategie aan te leveren, hiervoor zijn drie verschillende concept marketing strategieën ontwikkeld: 1) verkoop de groenten aan tussenhandelaren en besteed de gehele marketing uit, 2) verkoop de groenten aan tussenhandelaren, maar voeg een eigen marketing toe en 3) verkoop de groenten op de locatie zelf en zorg hierbij dat ze op een originele manier vermarkt worden. DCW zou kunnen beginnen met het eerste concept, wanneer dit succesvol wordt uitgevoerd kunnen ze doorgroeien naar het tweede concept en daarna eventueel naar het derde concept.

Daarnaast, worden aanbevelingen gedaan voor DCW welke onderverdeeld zijn in drie categorieën. De eerste categorie beschrijft aanbevelingen voor eventuele samenwerkingen, de tweede beschrijft aanbevelingen voor branding en de derde categorie beschrijft aanbevelingen voor de teelt van “vergeten groenten”. Bovendien zijn er in het rapport aanbevelingen gedaan voor verder onderzoek. De belangrijkste aanbeveling is dat DCW een besluit neemt over de soorten en hoeveelheden van “vergeten groenten”, die ze willen telen. Hierna zal een kosten-baten analyse gedaan moeten worden om de haalbaarheid van het project in kaart te brengen.

Preface

This preface is probably the first thing you read. But, to us this is the finalization of seven weeks of work. Although seven weeks does not seem to be a very long period, it has been an intensive time. This report has been written as part of the course Academic Consultancy Training (ACT) at Wageningen University. The purpose of ACT is to work in a multi-disciplinary team on a 'real world' project for an external client. This project is executed for DCW Enschede, the Municipality of Enschede and The Green Knowledge Platform (De Groene Kennispoort).

In order to understand the market opportunities for growing and selling "forgotten vegetables" and to develop a marketing strategy, it is important to understand your operating area and possible stakeholders. Therefore we made this study to investigate the market opportunities for DCW for selling "forgotten vegetables" with focus on the health benefits these vegetables might have for diabetic patients. This report provides recommendations for DCW on the development of their marketing strategies.

We really enjoyed working on this project, mainly because we were able to bring in knowledge that was of our own interest and background. During the development of this project we received kind help and assistance from many people. Although we encountered some draw backs in the beginning, by the changes made in the aim of the project, we managed with structured meetings to have a smooth cooperation. Also the many hours spent on team functioning and reflection sessions, paid off in the end, as the development of the project became really smooth..

We want to express our gratitude to Ellen Detert, Rolf Oldejans, Dirk Roep and Petra van de Kop. We want to thank Ellen and Rolf for their contribution as being the commissioners. They were there when we needed them for clarification and help concerning the project. Besides, they were both very enthusiastic, which was stimulating our team to provide this study. We also want to thank Dirk for his input as an expert. The meetings with Dirk helped us in conceptualizing and refining our study. And at last but not least, we want to thank Petra for her contribution and help as a coach during the time set for the project. Having her as our coach made us in the end function as a real team working in an efficient and effective way.

The last section of this personal note we want to dedicate to all the people who participated in the interviews during this project. Without the voluntary participation of the interviewees it would not have been possible to provide recommendations to DCW

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1 Introduction

1.1 General introduction

Recent research (Technocentrum Twente, 2012) has shown an increase in people that want to buy regional products over the last few years. Even the non-users of these regional products seem to be interested in regional products. Supermarkets try to take advantage of this knowledge by introducing regional products in their assortment. In this way regional products become more and more conventional. The research furthermore shows that consumers are buying regional products from an environmental and moral consideration. The report of Baart et al. (2011) comes up with a recommendation to promote the selling and use of sustainably cultivated regional products in the area of Twente. The region of Twente is an area in the Eastern parts of the Netherlands covering the urbanised parts of the province of Overijssel.

The Municipality of Enschede believes that the development of a regional product line provides a good opportunity to put the region on the map, improve the maintenance of the landscape and stimulate young entrepreneurship. Especially the urban fringes are of particular importance. These areas are considered neither part of the city, nor part of the countryside. In the municipal policy plans there is often a lack of attention for these areas. The goal of the municipality is to turn the urban fringes of Enschede into attractive, reachable and accessible areas. In order to achieve this, the municipality of Enschede is facilitating the development of regional product lines in the urban fringes of the city.

Within this broader context, the Service Complementary Work ("Dienst Complementaire Werken", DCW), is interested in developing and promoting regional products. DCW is a so called 'apprenticeship organisation', this means that the organization helps people with occupational limitations. They are trying to underline the qualities of these people and work in a solution-based environment. At DCW there is wide range of activities, some of them are related to courier/transport, metallurgy, mail delivery and disability management. Their current agricultural activity is the cultivation of flowers in the green house (DCW, 2012).

According to DCW, they receive subsidies to run their activities, but there is a need to provide a suitable job to the people employed at DCW for the whole year and to cover all the costs of the self-owned business. The flower nursery in the greenhouse is not enough profitable because the greenhouse requires high investment and DCW its self is not able to sustain it; in this regard the idea to create an activity that can generate money is the main focus. According to DCW the growing and selling of "forgotten vegetables" in open areas was found to be most profitable if the market strategies are well defined and applicable in that area. The reason behind the choice of "forgotten vegetables" is the possible health benefits it can have for diabetic patients.

However for DCW, this is still an idea under discussion; the market opportunities for growing and selling "forgotten vegetables with health benefits for diabetic people" are not clear. This preliminary study aims to search for different possibilities for the market opportunities of selling "forgotten vegetables" in Enschede. If DCW is successful in the region there will be a possibility to upscale the project to national level which can then be the focus of any further research.

The Municipality of Enschede supports and facilitates DCW as a social workplace to achieve its objectives; in this respect it has already provided new grounds for ten years ahead. So DCW can use these agricultural areas to grow "forgotten vegetables" without using the greenhouses they already possess.

1.2 Problem analysis

As mentioned before, the current agricultural activity from DCW (growing flowers in the green house) has been found not profitable enough because of its high costs associated with it; therefore DCW has an idea to increase its revenue by creating other activities that could generate income and get enough employment for their employees throughout the year. One of the strategies to achieve this target is to implement the idea of growing and selling "forgotten vegetables" with health benefits for diabetic people in the urban fringes of Enschede on the grounds provided by the Municipality. However, yet the market opportunities for DCW are not clear enough to start this project and it was also found that there is a knowledge gap in marketing strategies of growing and selling of "forgotten vegetables" at DCW. Therefore the problem with which this project is dealing is described as follows:

"The DCW has little knowledge of the market opportunities for "forgotten vegetables" with health benefits for diabetic patients, in the urban fringes of Enschede"

This specific problem is linked to a broader problem of the whole region which deals with the underutilisation of the opportunities for entrepreneurship in the urban fringes of Enschede. The municipality wants to provide in and highlight these opportunities such as in this study case with DCW. However, this is a problem for DCW itself in the first place, as they have ideas of a regional product line that they want to set up. Both the market for this product line and the connection between the entrepreneurs, consumers and DCW are not yet defined. Therefore in this study the focus will be on the possible outlets (in Dutch: afzetkanalen) (e.g. retailers and web shops) which are available for DCW.

1.3 Research objectives and questions

The aim of this study is to explore the market opportunities for DCW for growing and selling "forgotten vegetables" with health benefits.

To realize this the following objectives are formulated:

- Investigate the scientific claims of the health benefits of "forgotten vegetables" for diabetic patients
- Explore the different possible market opportunities for DCW
- Provide different concepts of marketing strategies that can be used by DCW

The project fits within the overall aim of the municipality of Enschede, which is to involve more entrepreneurs in the development of the urban fringes of Enschede. But the market opportunities are not clear enough to start developing this project. With the suggested health benefits of "forgotten vegetables" for diabetics, DCW aims to create an unique selling point. Overall the project has the potential to raise labour activities for DCW and to raise the revenue income of DCW. In order to achieve the above stated objectives, research questions are made based on the problem analysis.

The following research questions are formulated:

1. What are the opportunities for selling “forgotten vegetables” as health beneficial products for diabetic patients?
 - a. What are the health benefits for diabetic patients in consuming “forgotten vegetables”?
2. What are other market opportunities for selling “forgotten vegetables”?
 - a. What are the market opportunities and marketing strategies of other cases selling “forgotten vegetables”?
 - b. What are the strengths and weaknesses of other cases concerning the marketing strategies?
 - c. What are potential outlets for DCW?
3. What is the best suitable marketing strategy for DCW in selling “forgotten vegetables”?

1.4 Report outline

The study consists of six parts, each part presents a different chapter (see Figure 1). In the introduction (Chapter 1) the problem is explored and defined. Chapter 2 elaborates on the research methodology. This is followed by a background study on DCW, the municipality of Enschede and “forgotten vegetables” in Chapter 3. Chapter 4 and 5 form the main part of the report and are about the identification of the possible marketing strategies, through a stakeholder analysis, SWOT analysis and a case comparison. Finally the report will end with a discussion on the research methods and outcomes (Chapter 6) and with the conclusion and recommendations in Chapter 7.

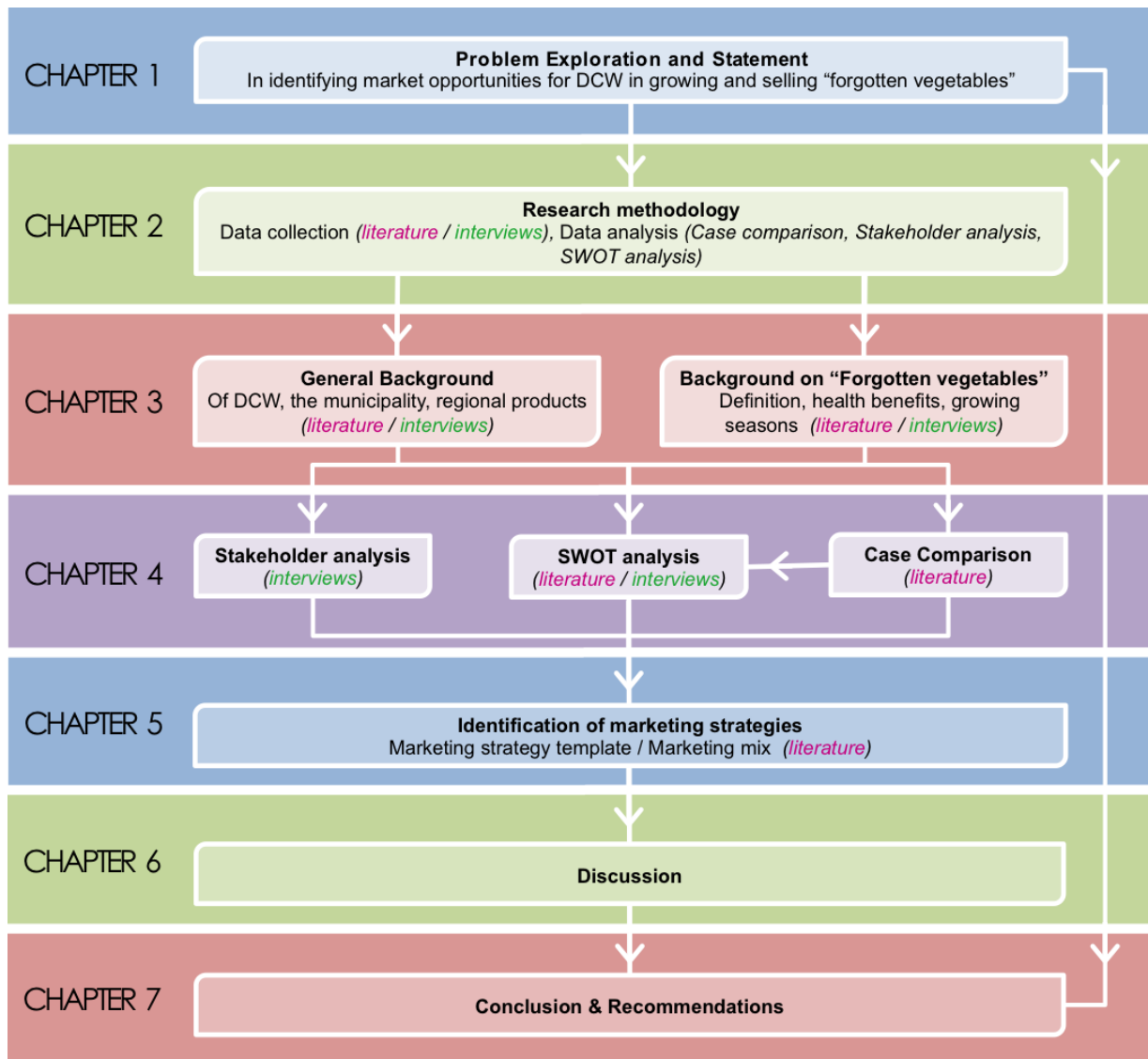


Figure 1: Schematic outline of the report

2 Research methodology

2.1 Introduction

This chapter describes the different methodologies used in this study and divided into five steps, namely: literature study, interviews, stakeholder analysis, SWOT analysis and case study. First a literature study was done in order to provide a background which can be used later on in this study. Secondly, interviews were used to search for possible outlets for DCW. Thirdly, a stakeholder analysis was done to identify the different stakeholders and their interests in buying and selling vegetables of DCW. Fourthly, a SWOT-analysis was done in order to provide an analysis on the strengths, weaknesses, opportunities and threats. Finally a case study was used to identify pitfalls and opportunities for DCW from other cases.

2.2 Data collection methods

2.2.1 Literature study

The initial knowledge on the subject was not abundant as no author of this report has a profound background on either vegetables nor marketing. A literature study was conducted after several brainstorm sessions. The aim of this literature study is to provide answers on the research questions formulated in the previous chapter. The total literature study can be subdivided into three main parts, namely: background on the stakeholders, background on the "forgotten vegetables" and health benefits for diabetics and a case study on potential marketing strategies of comparable existing cases (both national and international).

The literature study chapter provides information on: the initial commissioners DCW and municipality Enschede, general information about the "forgotten vegetables" and information on health benefits of certain "forgotten vegetables" for diabetics. Both the background on the stakeholders and the case comparison are used in the chapter on marketing strategies.

2.2.2 Interviews

Semi-structured interviews were used during this study. A semi-structured interview is a type of interview which is conducted on the base of a list of topics and questions that were created first. By using semi-structured interviews the interviewee can express oneself in his own way and the interviewer can be aware of any new information that appears during the interview. The structure of the interview varied per category (as shown in table 1) as different aspects are important for different categories of stakeholders. Interviews were conducted either on location, by phone or by email. The actual set up of the interview is structured as follows:

- General details of the interviewee
- Theme (Marketing strategies for "forgotten vegetables")
- Specific topic within theme
- Goals of the interview (At least 5 goals per interview)
- Interest of the interview (Short description)
- Interview questions
- Questions divided over to the previously stated goals (The interview itself)

Table 1: Overview of the codes used for the interviews

Code	Category	Stakeholder	Profile	Purpose	Date
DCW1	Commissioner	DCW	Project leader	Initial commissioner	5-4-2012
ME	Collaborate	Municipality Enschede	Policy advisor	Collaboration commissioner	5-4-2012
CA1	Caterer	Albron	Marketing manager	Possible outlet	10-4-2012
CA2	Caterer	Organic Catering Twente	Owner and cook	Possible outlet	16-4-2012
CW1	Caterer and Webshop	Hello Fresh	Operational manager	Possible outlet	5-4-2012
CW2	Caterer and Webshop	Bio Delicato	Owner and operational manager	Possible outlet	17-4-2012
WS1	Webshop and shop	Eko Twente	Owner and operational manager	Possible outlet	18-4-2012
SH1	Shop	Ecocentrum Emma	Owner and manager	Possible outlet	5-4-2012
SH2	Shop	Ekoplaza	Owner and manager	Possible outlet	17-4-2012
CO1	Consultant	Stawel	Consultant	SWOT analysis	16-4-2012
CO2	Consultant	Landbouwe	Consultant	SWOT analysis	17-4-2012
DR1	Hospital MST	Representative diabetic patients	Dietician in hospital MST	Demand diabetics for health benefits of "vegetables"	17-4-2012

At first general details of the interviewee were generated, then the theme of our project was stated similar for all interviews: marketing strategies for "forgotten vegetables". The goals of the interviews were stated to form the backbone structure of the questions in the interview. The main objectives of the goals is to get clear which initiatives already exist, what opportunities and threats there might be and what the stakeholder's thoughts are about DCW as supplier of the vegetables. The interest of the interview explains why stakeholders are important for this study, and to what category each stakeholder belongs. Thereafter the interview questions were stated per goal, to get in the end, an answer to the specific goal. In this report each interview will be cited with an individual code as shown in Table 1. This Table provides information on categorization, the profile of the interviewee, general purpose of the interview and the date the interview was conducted.

2.3 Data analysis methods

2.3.1 Stakeholder analysis

The stakeholder analysis is a method to help to develop marketing strategies for DCW. At first, an inventory was made by brainstorming with the team on the plans that DCW came up with. These brainstorm sessions resulted in categories of stakeholders that are of interest for this study, moreover an internet search was done to find stakeholders according to the categories that were defined. These stakeholders are seen as possible outlets for DCW. The relations between these possible outlets and DCW are visualised in a scheme (Figure 7).

Stakeholders are described in more detail to define the significance for this project. In short,

- The plans of DCW, the initiator of the project
- The interests and aims of the municipality of Enschede
- A description of different potential regional and national outlets for DCW
- The interest of consumers for the health benefits for diabetics

After this stakeholder definition, several interviews were conducted, to provide sufficient information on each stakeholder. Interviews were set up in such a way to get all required information for the stakeholder analysis. The table was set up to visualise and be able to compare different stakeholders in an easy way.

The main interest of this study is:

- The stake of the stakeholder in the stakeholder process
- The interest of the stakeholder to cooperate with DCW
- The potential threats that the stakeholder envisages
- The best way to approach the stakeholder (when there is interest in cooperation)

These main areas of interest are shown in the stakeholder table (Figure 7). Hereafter a further analysis is done that provides an overview of the willingness to cooperate with DCW and is categorised as follows: 1) very willing to cooperate, 2) open for cooperation and 3) not open for cooperation.

In Annex I an overview is given of all contacted organisations/persons including the ones that were not open for cooperation by doing an interview.

2.3.2 SWOT analysis

A SWOT analysis is a combination of an internal and external analysis for DCW. Internal refers to the organisation itself and external concerns the collaboration with other organisations and activities that take place outside DCW. The internal analysis is conducted in combination with a literature study (background information on website of DCW) and interviews with DCW. The analysis of the interview provided the information to determine strengths and weaknesses of DCW according to their project on "forgotten vegetables".

The external analysis is conducted in combination with a literature study, on both the stakeholder identification and the comparison of other comparable cases, the stakeholder interviews, and the stakeholder analysis. The combination of these methods are used to come up with opportunities and threats for DCW concerning the "forgotten vegetable" project.

2.3.3 Case study

A case study gives insight into the pitfalls and opportunities of other cases and provides (possible) proven marketing strategies for DCW. The case study is also used for setting up the interviews with the stakeholders. The following three cases are used for this study: 'Hof van Twello', 'Kwekerij Osdorp' and 'The Magdalen Project'.

All cases have been structured similarly into three main parts:

1. An introduction on the case
2. What does the case offer
3. What are their marketing strategies

3 Background

3.1 General background

This chapter is divided in two parts; in the first part provides a background on DCW and the municipality of Enschede and how this study links to the regional development in the urban fringes of Enschede. The second part provides a literature study on different aspects of “forgotten vegetables”.

The idea of a regional product line and using the regional identity as a brand is not appearing out of the blue. In already some other Dutch regions it has been proven to be a successful alternative approach to rural development. According to Hegger (2007) regional branding has been a hot topic during the last years. Hegger (2007) further states that a wide range of actors and also policies increasingly supports the promising possibilities for regional branding. According to Oldejans (ME, 2012) Developments in regional branding are currently also happening in the Twente area. The project of DCW in growing and selling “forgotten vegetables” can also be linked to the concept of regional branding. DCW is aiming to focus on certain aspects that relate to regional branding, for instance: selling locally produced products, sustainable cultivation, working with people with occupational limitations, grow products with an added value such as “forgotten vegetables”. Yet there is no ready to use strategy by DCW to make use of the opportunities for regional branding. Figure 2 shows the relation between “regional branding”, “forgotten vegetables” and “health benefits” of these “forgotten vegetables” for diabetic people.

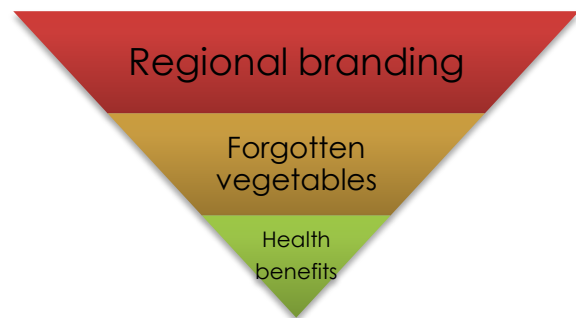


Figure 2: Relation of DCW growing and selling forgotten vegetables towards regional branding and health benefits. (Initial approach by DCW)

In this study the focus will be on the market opportunities for growing and selling “forgotten vegetables” with an extra focus on using the health benefits as an unique selling point. This discussion on regional branding is to show that the growing and selling activities of “forgotten vegetables” at DCW can also be linked to regional branding (Figure 2). This can be seen as a serious opportunity for DCW to add more value to their products and as advantage in taking part of the possible successes of regional branding in Twente.

3.2 DCW Enschede

DCW is an ‘apprenticeship organization’, providing job opportunities for people having occupational limitations. DCW works on the basis of social work provision (In Dutch: Sociale Werkvoorziening, SW) and their main goal is to underline and promote the qualities of their employees, provide work in a pleasant environment and get paid a salary.

DCW has an extensive network and narrow cooperation with the municipality of Enschede, several employment agencies and companies, and they provide jobs for 1767 people (DCW, 2012). DCW works both as an employer and intermediary and tries to look after interests of both the employees with occupational limitations and employers. DCW acts as an intermediary between a company and an employee with an occupational limitation, and tries to find the right place for the right person. DCW has three self-owned businesses, namely:

an assembly company, a packing company and a flower nursery. The economic recession results in a reorganisation of DCW, which resulted in a division of the people; one part is going to work for private companies and another part will work in 'the sheltered workplaces' of DCW for example the assembly and the nursery (DCW1, 2012). A sustainable relation between an employee, a client (employer) and DCW (intermediary) is suggested to provide an added value to the end products. However, the economic recession makes it more difficult for people with occupational limitations to find a place to work at DCW (DCW1, 2012).

An example of job opportunities at DCW is the flower nursery in the greenhouses, which is found to be not profitable enough (DCW1, 2012). This is mainly caused by the high heating costs that are needed to grow the flowers. At the moment the municipality of Enschede has set some new grounds available for DCW (DCW, 2012). The combination of these two situations supports the search to innovative and more profitable agricultural concepts, which is the basis of this study. The new idea of DCW is to cultivate "forgotten vegetables" on these new grounds, but without the use of greenhouses, only using open soil cultivation. Part of the reasoning behind this new direction is that some "forgotten vegetables" do have health benefits for diabetic patients, and DCW aims to serve this niche market. Yet the market opportunities for growing and selling "forgotten vegetables" with health benefits for diabetic people are not clear for DCW. This study aims to investigate and clarify the market opportunities.

3.3 Municipality of Enschede

Recent research (Technocentrum Twente, 2012; Baart, 2011) has shown an increase in consumers that want to buy regional products. The municipality of Enschede has the idea that there is an increasing demand for 'locally produced food' and food that is grown in a sustainable way (ME, 2012). The region of Twente attempts to benefit from this trend and created policy plans to stimulate the development of regional product lines. The policy plans with regard to development of regional products are specific for the region of Twente, but it has to fit into the provincial spatial plan as well, which might give difficulties with e.g. dividing subsidies over the whole province of Overijssel. The biggest priority in Twente is the economic development, however no specific chapter on regional food is found in the plans of the Municipality of Enschede (ME, 2012). However, the creation of the brand of "Twente" might in the future support the marketing of regional products (ME, 2012).

The region of Twente is an area in the Eastern part of the Netherlands, covering the urbanised parts of the province of Overijssel. The development of a regional product line provides a good opportunity to put the region back on the map. Stimulating young entrepreneurs has the potential to act as a reimbursement of the underutilized opportunities for entrepreneurship in the urban fringes. The urban fringes of Enschede can be divided into Enschede-North and Enschede-South. These urban fringes are of particular importance, as these areas are considered to be neither part of the city, nor part of the countryside and often forgotten by citizens. In these urban fringes some land is available for industry, which is unexploited at the moment due to the economic recession. Therefore several projects were set up to promote the opportunities in the urban fringes, an example of such a project is 'Rondje Enschede', a walking and cycling route in the urban fringes crossing unique spots, special activities and chill-outplaces (Uit in Enschede, 2012). The policy plans of the municipality are lacking attention for these areas and the certain availability of unexploited land (ME, 2012). The goal of the municipality is to turn the urban fringes of Enschede into

attractive, reachable and accessible areas. DCW is a company, but is still under the local administration of the municipality of Enschede (ME, 2012). On a national level (government) DCW receives money per employee to pay the wages of the employees. These subsidies are given first to the municipality and DCW provides wages to their own employees. Since the subsidies are being diminished, DCW is having financial trouble (ME, 2012). As DCW belongs to the municipality of Enschede this is a financial disadvantage for the municipality of Enschede too (ME, 2012).

3.4 Forgotten vegetables

3.4.1 Why are they forgotten

The term “forgotten vegetables” is a contradictory term, since these vegetables are apparently not forgotten; otherwise there would be no growing and consumption of these vegetables anymore. However, these vegetables were forgotten for a while, as they were not available in the supermarkets and are now being reintroduced in the current food system.

In a paper from Wageningen UR the term “forgotten” refers to certain types of vegetables, herbs and fruits (e.g. Parsnip (Dutch: Pastinaak) and purslane (Dutch: Postelein) or specific varieties like “Opperdoezer” potatoes or star apples) that were once a part of our food pattern but that are no longer in use (Jansen, 2007). Purslane and parsnip almost disappeared out of our diets, but we still eat apples and potatoes, however, the variety in these fruits and vegetables decreased. Often forgotten vegetables are even so obsolete that almost no one knows how they look like or taste anymore. The forgotten vegetables are the vegetables that cannot be found in the supermarket. This means that the majority of people do not buy them anymore. Some websites state that “forgotten vegetables” became a buzz word because of a regained interest in the unknown types of vegetables (Een Kwestie Van Smaak, 2011) (Engelbrecht). There seems no agreement on a general definition on forgotten vegetables. In this report we will define forgotten vegetables as *‘forgotten in the sense of (almost) not available in supermarkets and therefore not used for mass consumption’*.

3.4.2 Types of forgotten vegetables

A lot of different forgotten vegetables are still known and appreciated for their distinct flavour and/or appearance (Jansen G. J., 2010). Examples of forgotten vegetables are: parsnip, winter purslane, Swiss chard and salsify. Vegetables are the edible parts of plants, which are the leaf, stem, or root of the plant. Vegetables can be divided into different groups of which the most common groups are: Cruciferae, Solanaceae, Leguminosae, Alliums, Cucurbitaceae, Umbelliferae, Chenopodiaceae, Compositae, and Poaceae. Which can be found in the table 2.

Table 2: Classification of vegetables (Source: Buishand et al, 1986)

Latin name	Family name
Cruciferae	cabbage family
Solanaceae	potatoe family
Leguminosae	family of legumes
Alliums	family of onions
Cucurbitaceae	family of Cucurbit (cucumber, courgette)
Chenopodiaceae	family of beets, Swiss chard, spinach
Compositae	family of Salsify, Jerusalem artichoke, sunflower
Poaceae	the grass family (rye, rice, oats)

The number of forgotten varieties of vegetables is endless. The forgotten vegetables are of interest for DCW if they can grow them year round, so they provide sufficient work for their employees. 13 forgotten vegetables that are possibly of interest for DCW are selected and shown in Table 2 with the characteristics and their growing season. Images of these vegetables can be found in Annex II. The 13 vegetables are chosen because of following three criteria: 1) the vegetables have to been relatively known, which ensures potential selling of the vegetables. 2) The vegetables together are chosen so they grow and can be harvested throughout the year. 3) The three vegetables with possible health benefits for diabetics (parsnip, Jerusalem artichoke and salsify) are included. Table 3 gives a summary of the main characteristics of 13 "forgotten vegetables". Furthermore stevia, which is no "forgotten vegetable", is also included in this table as requested by the commissioner.

Table 3: Summary of the main characteristics of 13 “forgotten vegetables” and Stevia is included because there was special interest from DCW for this.

English name (Dutch name)	Cultivation	Sowing time	Harvest	Storage time	Preparation	Nutritional value (per 100 g) ^{1, 2}	Details
Black radish (Ramanas)	Unknown	Unknown	Year round	2 weeks in summer, 4 months in winter	Peel or wash carrots, can be eaten raw as spread or in salads.	Low energy value, but source of vitamin C (7-27 mg) and minerals.	No.
Cabbage palm (Palmkool)	2-year	Late spring	Sept-Dec	Unknown	Stir-fry cabbage palm.	Unknown.	Can stand frost, which gives this vegetable a better taste.
Cardoon (Kardoen)	Unknown	May	Sept-Nov	5-7 days	Cook the star shaped ribs. Buds can be prepared as artichoke.	Unknown.	Cannot stand frost
Good King Henry (Brave Hendrik)	Perennial	Spring/autumn	May-Sept	Use within 1 day	Leafs can be eaten raw and used in salads, cooked or in soup. Peduncles can be eaten as asparagus.	Moderate source of vitamin B and C and folic acid. Protein content of about 5%.	Easy cultivation. Can stand frost. Wash and put in plastic bag and conserve max. 2 days or put into freezer.
Jerusalem's artichoke (Aardpeer)	1-year	Mar-Apr	Oct-Mar	Use within 2 days	Can be cooked.	Suitable for diabetics, contain no sugars or starch.	Can stand frost. Be sure that all vegetables are removed from the soil, to prevent regrowth.
Parsley root (Wortelpeterselie)	2-year	Mar-May	Sept-Dec	7 days (keep cool)	Leafs can be eaten raw as parsley. Carrots can be used in different ways.	Unknown.	Cannot stand frost.
Parsnip (Pastinaak)	2-year	Mar-May	Sept-Nov	Few months (0-1°C)	Wash and peel, use raw in crudité's or cooked in stew, soup, 'stamppot'.	Moderate source of vitamin C and E.	No.
Winter purslane (Winterpostelein)	Unknown	Unknown	Nov-Apr	1-2 days (in fridge)	Raw in salads or cooked as spinach.	High levels of omega-3-hepta -linoleic acid. Source of vitamin B and C and minerals.	No.

English name (Dutch name)	Cultivation	Sowing time	Harvest	Storage time	Preparation	Nutritional value (per 100 g) ^{1, 2}	Details
Salsify (Schorseneer)	Unknown	Unknown	Oct-Apr	Max. 4 month (0-1°C), with high humidity	Carrots can be either cooked, stewed or baked.	Roots contain inulin instead of starch. So suitable for diabetics.	Sterilise and put in can or glass. Peel carrots to prevent browning, dip pieces into a mixture of water and vinegar.
Sorrel (Zuring)	Unknown	Unknown	Apr-Nov	1-2 days (in fridge)	Leafs can be used for soup and salads.	Low energy value, but source of vitamin A (3.5 mg) and C (47 mg)	No.
Stevia (Stevia)	1-year	Buy garden-ready 'starter' plants, from May	Autumn, cool temperatures and short days intensify sweetness of plants	Dry leafs, with air circulation. Fully dried in full sun (Autumn) after 12h. Crush dried leaves into sweetening powder. One or two leafs of the Stevia plant can sweeten one cup of coffee.		Replacer of sugar. It has been suggested that Stevia has no bad effects on the insulin balance. Contains no calories.	Cannot stand frost. Might have negative side effects but from November 2011 the European Union allowed to use in food and drinks.
Swiss chard (Rode snijbiet)	2-year	Apr-May	Jun-Nov	Preferably within 1 day	Raw in salads or cooked as spinach. Stems can be cooked and e.g. used in savoury pie.	Unknown.	Reasonably able to stand frost. Does require much nutrients for growth.
Turnip tops (Raapstelen)	1-year	Unknown	Feb-Jun	2-3 days (2-5°C)	Raw, chop finely use in 'stampot'	Source of vitamin C (35 mg), high levels of calcium and iron.	No.
Turnips (Meiraap)	1-year	Unknown	Spring	Unknown	Raw and grated. Can be used in soup or stew.	Low caloric value. Source of calcium and vitamin C (20 mg)	Can stand frost and are easily grown.

¹ (van Wyk, 2005)

² (Buishand et al, 1986)

- (Baptiste)

- (van Wyk, 2005)

- (Buishand et al, 1986)

- (Eetbare Tuin, 2012)

- (Stevia.net, 2012)





- (Stevia Side Effects.org, 2012)

All these “forgotten vegetables” can be sown, can grow and can be harvested in different seasons, Table 4 gives an overview of the chosen “forgotten vegetables” and we they grow best.

Table 4: Detailed scheme of sow, grow and harvest periods of the “forgotten vegetables” and Stevia is included because there was special interest from DCW for this. (Stevia.net, 2012)

English name	Dutch name	Season	jan	feb	mar	apr	may	jun	jul	aug	sept	okt	nov	dec
Black radish ¹	Ramanas	Year round												
Cabbage palm	Palmkool	May-Dec												
Cardoon	Kardoen	May-Nov												
Good King Henry	Brave Hendrik	May-Sept												
Jeruselems artichoke	Aardpeer	Year round												
Parsley root	Wortelpeterselie	Mar-Dec												
Parsnip	Pastinaken	Mar-Nov												
Winter purslane ¹	Winterpostelein	Nov-Apr												
Salsify ¹	Schorseneren	Okt-Apr												
Sorrel ¹	Zuring	Apr-Nov												
Stevia	Stevia	May-Nov												
Swiss chard	Snijbiet	Apr-Nov												
Turnip tops ¹	Raapstelen	Feb-Jun												
Turnips ¹	Meiraap	Mar-Jun												

¹ Only harvesting details on this vegetables could be found.

-  sowing
-  growing
-  harvest
-  ground available
- (Baptiste)
- (van Wyk, 2005)
- (Buishand et al, 1986)
- (Eetbare Tuin, 2012)
- (Stevia.net, 2012)
- (Stevia Side Effects.org, 2012)

3.4.3 Opinions of different people on forgotten vegetables

Van der Lee (2010) describes different opinions on forgotten vegetables. Van der Lee explains that vegetable producer Schrijver recognises a recent interest in growing forgotten vegetables, but is rather pessimistic on growing them at a large scale level. At the organic farm of Schrijver "forgotten vegetables" are grown on a small scale level, only 1 out of the 44 hectares are used to grow these vegetables. Another producer named van Geffen, grows "forgotten vegetables" on approximately 10 hectares, and is more positive on growing these vegetables, but in his view an increase in production is not feasible, because there is not enough demand yet. The producers recognise there is a growing interest from restaurants and consumers for "forgotten vegetables". The farm "Hof van Twello" sees selling forgotten varieties of fruit and vegetables as a way to distinguish itself and increase the survival chances of the company (Jansen, 2010). This company acknowledges that recently the forgotten varieties have gained interest, as already stated before. "Hof van Twello" stated that they can distinguish themselves from other companies because of different characteristics of forgotten varieties of fruit, vegetables and plants. These characteristics are defined as: the specific taste of the vegetables, health benefits of for example sugar replacers, process ability of certain types of plants, decorative value of the varieties, cultivation ability (sustainability), an increased biodiversity and cultural history (keeping the garden as a historical garden or museum).

3.5 Diabetes and Forgotten vegetables

3.5.1 Diabetes

In the Netherlands, 740.000 persons were diagnosed with diabetes in 2007, including 71000 newly diagnosed patients in that year (Baan CA, 2011). This means diabetes is a major public health problem in the Netherlands. For people with diabetes the blood glucose level increases after a meal and remains above normal levels. Insulin makes sure that the glucose is taken up by the cells is, which is working inadequate or ineffective for diabetic patients. Too high levels of glucose make a person fatigued. Too low levels make a person weak or dizzy. A normal blood sugar level is essential for a person to function normally (Whitney, 2005). There are two main types of diabetes, namely type 1 and type 2. 5-10 % of the diabetes cases is caused by diabetes type 1. In diabetes type 1, the pancreas fails to make insulin. In diabetes type 2, which counts for the other 90-95 % of the cases, the cells fail to respond to insulin. This type of diabetes tends to occur as a consequence of obesity (Whitney, 2005).

3.5.2 Diabetes and forgotten vegetables

People with a high vegetable intake and specifically a high intake of green leafy vegetables have a decreased risk on diabetes (Harding, 2008; Carter, 2010). Furthermore, it is suggested that certain forgotten vegetables like, Jerusalem artichoke, parsnip and salsify have a beneficial effect on the health of diabetic patients (Singalees, 2011) (Overheid, 2011). As mentioned before, diabetic patients have difficulty with controlling their blood glucose level. Intake of carbohydrates influences the blood sugar since carbohydrates are build up from glucose molecules. However, carbohydrate rich food should affect the blood sugar as less as possible (Thema diabetes, 2011). In addition, their food should contain a lot of fibres. Furthermore, free sugar and saturated fat intake should be restricted (Thema diabetes, 2011). The vegetables; Jerusalem artichoke, parsnip and salsify contain inulin which does not affect the blood sugar that much and therefore has a low glycemic index (Beirao-da-Costa, 2005) (Roberfroid, 1999). Stevia was also found to be a good supplement of sugar, as they do not influence your blood sugar (Stevia.net, 2012). Some studies showed that selecting foods with

a low glycemic index is a practical way to improve glucose control (Buyken, 2001). Inulin does not affect the blood glucose level that much because it consists of fructose and has to be converted into glucose in the liver before it can be taken up in the blood (Whitney E, 2005). Jerusalem artichoke contains 16-18 and salsify 4-11 grams of inulin per 100 grams compared to 2-6 grams per 100 grams in onion and 2-3 in asparagus (Van der Loo, 1995). From a health perspective, these three "forgotten vegetables" and stevia seem to be promising vegetables for diabetic patients.

4 Identification of marketing strategies – Part I

4.1 Introduction

This chapter is divided into three different parts. The first part consists of a case study where 3 different cases are used to identify possible marketing strategies for DCW and opportunities and threats are derived from a case comparison. The three cases used include two Dutch cases as well as one case from the United Kingdom. The second part consists of the stakeholder analysis. The different stakeholders are identified and thereafter a stakeholder analysis gives an overview of all the stakeholders and their interests in cooperation with DCW. These results are based on the interviews conducted during this study. The third part covers the SWOT analysis which shows the Strengths, Weaknesses, Opportunities and Threats for DCW.

4.2 Case study: examples of marketing strategies

4.2.1 Introduction

To investigate the market opportunities for DCW on growing and selling “forgotten vegetables”, it has been found that, besides the interviews with possible stakeholders, it is important to know more on marketing strategies from similar organizations, to be able to identify the strengths and weaknesses in their marketing strategy. Therefore, it has been decided to do a case study in which three cases that do have similarities with DCW are selected and compared. According to the definition of the Penguin Dictionary of Sociology a case study is “*The detailed examination of a single example of a class of phenomena, a case study cannot provide reliable information about the broader class, but it may be useful in the preliminary stages of an investigation since it provides hypotheses, which may be tested systematically with a larger number of cases*” (Abercrombie et. al. 2006). In this study, a case study is an examination of the marketing strategies of other organizations, thereby focusing on how they market their products and how they generate income from their activities.

Before selecting the cases, some selection criteria were made, namely: growing and selling “forgotten vegetables” to an intermediary or directly to consumers, organic production, regional oriented producing and selling, located in the urban fringes and/or working with people with occupational limitations. The selection of the cases was based upon these similarities with DCW and furthermore on the information available on the cases. With this in mind the following cases were selected:

4. Hof van Twello: ‘Healthy products from a profitable landscape’ (The Netherlands)
5. Kwekerij Osdorp: ‘Sustainable growing of vegetables with open soil cultivation’ (The Netherlands)
6. The Magdalen Project: ‘A charity caring for people and the environment’ (The United Kingdom)

As shown above besides two Dutch cases, an international case is selected to find out whether they use different marketing strategies than in the Netherlands. Only neighbouring countries of the Netherlands were taken into account, while deciding on a international case.

4.2.2 Case 1 Hof van Twello: “Healthy products from a profitable landscape”

Case Profile	
Name	Hof van Twello
Website	www.hofvantwello.nl
Location	Twello, NL
Founders	Jorg Tönjes and Gert Jan Jansen in 2003
Organisation type	Foundation and Research company
Target group	Small-scale farmers

4.2.2.1 Introduction

Hof van Twello, located near to the city of Deventer in the Netherlands, is a foundation that acts as a centre for the local economy (Hof van Twello, 2012). They focus on the development of (new) crops and products, for small-scale production. The idea is that small-scale companies can differentiate themselves with these crops and therefore improve their market opportunities. By improving their market opportunities the small-scale farmers will increase the survival chances of their own company.

Hof van Twello wants to provide an opportunity for farmers who don't want to upscale their company. The main message to farmers is that up-scaling is necessary to survive. Hof van Twello provides alternatives to small-scale companies, which ensures their survival. Alternatives for up-scaling the farm are: providing new crops or exotic crops on which is little known, the re-introduction of forgotten vegetables or market existing crops differently by providing new ways to grow and sell them. An added value of Hof van Twello is the focus on new ways of processing, promotion and marketing. Important to them are the direct sales to consumers as a way of generating money and good contact with outlets (Hof van Twello, 2012). They want to optimally utilize the opportunities to use local and regional products. A statement of Hof van Twello related to this is that: *“It is important that we think globally, but eat locally”* (Hof van Twello, 2012).

Hof van Twello also undertakes activities on the re-introduction of forgotten vegetables. Jansen (2010) points out that the introduction of forgotten vegetables is market oriented with a sustainable focus on the production and selling processes. The crops form a source of gene pools which can then be used for ennobling (in Dutch: veredeling) to increase the supply and to strengthen the biodiversity. They are focusing on vegetables that just have that little extra something, which makes the product unique and more attractive. In the future the “forgotten vegetables” might become more important due to increasing homogenization and hybridization of grown crops (Jansen, 2010).

Hof van Twello is offering the following:

- Strengthen the local and small-scale economies by providing new opportunities for small scale farmers who do not want to upscale their company
- A walking route called: ‘the barefoot walk’ (in Dutch: ‘het blote voetenpad’), where they offer a walk barefooted through all kind of crops, permaculture gardens, medieval gardens, a vineyard and along a garden where they only grow crudités
- A regional product, which reduces the ecological footprint
- A local store where they sell their own products and a tea garden where they sell i.e. local drinks and pastries

- The opportunities to grow vegetables on their lands, whereby you have to use half of the land for growing product for Hof van Twello (you get 50% of the revenue from this products) and the other half of the land you can use for own production (which is a win-win situation)

4.2.2.2 Marketing strategies

Hof van Twello has a local store where they sell their own produced crops and other products. Those products, such as truffle potato or salsify are locally produced and therefore the consumers reduce their ecological footprint, as no long distance transportation is needed. Focus points for marketing strategies which are used by Hof van Twello are the awareness of the travel distances for food, as with buying regional products people reduce the amount of travelling needed to bring the food from the producers to the consumers.

How is Hof van Twello marketing their products and generating income?

- By selling the products through a local store
- By providing excursions on their land (e.g. the barefoot walk, GPS routes, bike rentals)
- By providing workshops and clinics
- By providing catering with self- produced food to companies, organizations and groups of people
- By holding lectures, meetings, mini symposia to promote and explain what Hof van Twello is about/offering
- By providing conditions for a community of small-scale agrarians

Important to Hof van Twello is to help the local economy on a small-scale level. Especially the farmers that do not want to upscale their companies, and Hof van Twello wants to provide opportunities to ensure the survival of the small farmers. All sorts of initiatives are welcome and more and more private people are being attracted to join the new projects and products Hof van Twello is offering, for example subscriptions for own harvest areas or providing grounds for kitchen gardens (in Dutch: moestuinen). Collaboration is a keyword for Hof van Twello, as they say that you stay stronger in society. Hof van Twello is reaching this by saying *"everyone one is working for themselves, but when you need each other you are there for each other"* (Hof van Twello, 2012).

Nowadays it more important that you differentiate your company from others by approaching things in a different way or being unique in something. Hof van Twello is aware that you can eat good food all over the Netherlands, but they state the following: *"when do you eat pancakes from your 'own' flour from the farmer to which you had a chat with that morning?"* and *"Where do you drink tea with herbs from the same area?"*. This is what distinguishes Hof van Twello from other companies and organizations, as they are approaching it in a different way whereby they provide new products or putting already known products in a different perspective.

When farmers specialize in one or maximum a few activities, they can adjust their operations whereby they reduce the costs for production, processing and distribution of the products. However, this is found important when up-scaling the company, but this is the opposite of what Hof van Twello is doing, as they are helping small farmers who do not want to upscale. Differentiation is something what Hof van Twello is using in their marketing strategies. So this means that you need to provide quality production that is different from conventional agricultural production (Van der Schans, 2010). Hof van Twello differentiates itself with

their farm in the urban fringes by growing heirloom vegetables (see Figure 3), exotic varieties, forgotten vegetables, medieval varieties, and vegetables for the ethnic market (Hof van Twello, 2012). Most vegetables products by Hof van Twello are not found in a regular supermarket.



Figure 3: Heirloom vegetables

Hof van Twello adapted a marketing strategy named: vertical integration (van der Schans, 2010). This means that you add more value to your production by incorporating the following steps of the supply chain: processing, packing and distribution. Hof van Twello adapted this as they process fruits into juices and jams and the production of wine from their own grapes. However, adding value to a product also means adding costs, which is mostly the case when one wants to differentiate themselves from the competitors on the market. Hof van Twello is having an advantage of being located in the urban fringes which means that they are close to cities where there is enough supply of volunteers or people with (social/occupational) disabilities, but who can still perform tasks provided by Hof van Twello (van der Schans, 2010).

Figure 4 gives an overview of the products Hof van Twello is offering, the price compared to the market, the place where they sell their products and how they promote their products.



Figure 4: The marketing strategy of Hof van Twello

4.2.3 Case 2 Kwekerij Osdorp: “sustainable growing of vegetables with open soil cultivation”

Case Profile	
Name	Kwekerij Osdorp
Website	www.kwekerijosdorp.nl
Location	Amsterdam, NL
Founders	Jeroen Rijpkema and Jeroen Klaassen in 2009
Organisation type	Nursery
Target group	homeless people, psychiatric patients and addicts

4.2.3.1 Introduction

Kwekerij Osdorp was founded in 2009 based on the idea that urban agriculture and reintegration projects can work well together. The idea was to set up a project for homeless people, psychiatric patients and (drug/alcoholic) addicts, to facilitate their return back into society. To realize this idea they got help from different organizations such as the Foundation Landzijde and District Osdorp. Kwekerij Osdorp sells itself as a company where care for people and sustainable production of vegetables are combined. They offer places up to forty clients for daily activities, where for each client the activity differs, ranging from caring to productive working. The nursery is located in a former roses nursery, where they used to grow roses on substrate. Nowadays they produce tomatoes, peppers, eggplant, cucumbers, zucchini and several herbs (Genderen, 2010; Osdorp, 2012). The nursery started as a part of the Foundation Landzijde and therefore they received up to 2011 subsidies from the district Osdorp, but since 2011 they can officially call themselves an independently operating company. The nursery is thinking of opening a local shop in the near future, in which they want to sell their own grown vegetables. They also hope to realize their own restaurant and a butterfly garden. At the moment they already achieved to plant fruit trees such as apples, pear and plum trees from which they planned to get the first fruits in 2013.

Kwekerij Osdorp is offering the following:

- The opportunity for people to follow a reintegration project back into society
- A local store (opened September 2011) where they sell their own products such as sustainable grown vegetables and plants
- They go ‘back in time’ as they do basically everything by hand and they only grow vegetables according to their growing season, so only seasonal fruits and vegetables are available
- A care farm; they started as a city farm, but nowadays they have to call themselves a care farm as they have over 70 clients, who are active at the farm 1-5 days per week
- Their growing methods are up to organic growing standards, but they are not certified for organic cultivation
- They offer carpentry work, during times that the activity in the garden is low, so in spring they have wooden furniture for sale

4.2.3.2 Marketing strategies

Kwekerij Osdorp has a local store where they sell fruit and vegetables according to the growing season of these fruits and vegetables. As they want to cultivate the products as they did in the past they had a big task to convert the old rose nursery up to their new standards.

This meant that they had to get rid of growing on substrate mats and to remove the water and heating systems, as they only wanted to cultivate seasonal products (Genderen, 2010).

How is Kwekerij Osdorp marketing their products and generating income?

- By selling the fruits, vegetables and plants through a local store
- By selling wooding furniture made during winter time
- By promoting their products as sustainably and organically grown fruits and vegetables
- By selling their products to suppliers (e.g. Supplier Mijnboer and Supermarket 'Marqt')
- To promote the possibilities of city farming in other areas
- To inform consumers on healthy food, by holding seminars and to invite them to help with growing and harvesting the fruits and vegetables
- To invite groups of school children to show them how city farming works

The main aim of Kwekerij Osdorp is to offer a place for their clients where they can have their daily activities. However, they are aiming to have a balance between the earnings from product sales and the money they get for the care they are giving (Nijboer, 2012). As stated before they are no longer depending on additional subsidies, as the profit from the sold products in the local store is high enough to compensate for the subsidies. From the beginning of the project the aim was to be independent of subsidies, which they reached in 2011. They do not want to make high profits, but the profit they make will be used for education of the clients. Most earnings are coming from the local store, however, they also sell unique vegetables, such as yellow cucumbers or red chicory, to a supplier named 'Mijnboer' and to the supermarket chain 'Marqt' (Nijboer, 2012).

The founders of Kwekerij Osdorp saw a growing interest in city farming and they anticipated quite well to this. They are aware of the many possibilities of city farming, as consumers are becoming more and more aware of their consuming behaviour and city farming provides sustainable production close to the consumers. This makes that the products are directly distributed to the surrounding areas or sold in a local store, which reduces the travel distances from producer to consumer.

Figure 5 gives an overview of the products Kwekerij Osdorp is offering, the price compared to the market, the place where they sell their products and how they promote their products.



Figure 5: The marketing strategy of Kwekerij Osdorp

4.2.4 Case 3 The Magdalen Project: “A charity caring for people and the environment”

Case Profile	
Name	The Magdalen Project
Website	www.themagdalenproject.org.uk
Location	Winsham Chard Somerset, UK
Founders	The Wessex Foundation
Organisation type	Aid organization
Target group	All people but especially with mental or physical difficulties drink or drug dependence

4.2.4.1 Introduction

The Magdalen project is an environmental education centre located near the Somerset/Dorset border in the United Kingdom. They provide a wide range of courses, workshops and eco-adventures that encourage children and adults to learn new skills and develop a more positive approach to life. One of the activities is to let people discover where the food comes from by practicing in gardening and cooking vegetables of different types (The Magdalen Project, 2012).

The main goals of this project are:

- To support healthy lifestyles and sustainable systems of food production
- To enable farmers and visitors of all ages, abilities and cultures to reconnect with the environment
- To supply and teach how to prepare nutritious, healthy and delicious food for everyone who visits or stays at Magdalen.
- To explain the theory of sustainability, and to strive hard to put it into practice (The Magdalen Project, 2012)

Some of the activities at Magdalen consist of growing different types of vegetables and fruits. Therefore the horticulture is linked to almost all activities; people coming to Magdalen to get practical experience in growing, cooking and eating healthy vegetables. Other activities are sustainable living, farmers in training, environmental art, solar oven making , outdoor cooking and gardening. At Magdalen all crops are fully organic grown and produced in a sustainable way by incorporating a mixture of organic and permaculture practices.

4.2.4.2 Marketing strategies

At the Magdalen farm there is a residential centre that accommodates many people. The so-called “self-catering” service is used at Magdalen; the food supplied to visitors is not coming from outside, the Magdalen project aims to be self-sufficient in food needs. The Magdalen project has already started a cooperation with local farmers and country markets. They take the freshly produced vegetables from their organic farm to the market in order to let others know what they have and attract many customers and visitors to come to their working place. The objective is to “feed the mass with their nutritious, healthy, and delicious food” for everyone who visits or stays at Magdalen. To realise this the “U-pick” and “Pick up your own” systems are applied. These are forms of direct marketing. The producer sells directly to the consumer at the farm. The customers spend time in the farm with the producers and get an opportunity to spend time outdoors with nature and the produce is harvested at optimum

ripeness (FAO, 2002). The people coming to Magdalen can make a tour on the farm and buy the fresh products.

How is The Magdalen Project marketing their products and generating income?

- By selling the organic produced food on the farm (self-catering service)
- By inviting groups of school children to the farm for an excursion and education
- By stimulating the surrounding communities in participating with their project
- By promoting their products on local markets
- By providing tours on the farm

The key to all activities at Magdalen is 'Education', which is realized by encouraging children and adults to participate in all forms of gardening. The people coming to Magdalen are taught where the food comes from. People can experience gardening, cooking vegetables of different types and healthy eating. Since some people lack the knowledge of cooking some vegetables, this training offers a lot of learning experiences for all ages and abilities. Through the "Learning for growth" course, the Magdalen project connects people with the social, health and environmental effects of growing, buying, preparing and eating local food (The Magdalen Project, 2012). This aims to allow people to know and learn to use different produces grown locally at Magdalen.

In the Magdalen project, there is an important focus on the involvement of the surrounding community and other volunteers. The external volunteers provide professional assistance in growing and picking vegetables (The Magdalen Project, 2012). They are local volunteers who come once a week to exchange ideas and skills, and Magdalen gives them small rewards like fresh vegetables to take home. The business of growing and selling vegetables at Magdalen presents some strengths; the fact that the business is based on education, as the people learn how to prepare vegetables on their own. Moreover there are local volunteers who provide professional skills in growing and selling vegetables. All categories of people can attend the class at Magdalen including the disabled people. Even though the Magdalen has started to attend the market it is still concentrated at local level; there is a need to reach more consumers from a wider surrounding.

Figure 6 gives an overview of the products The Magdalen Project is offering, the price compared to the market, the place where they sell their products and how they promote their products.



Figure 6: The marketing strategy of the Magdalen project

4.2.5 Case comparison

In this part all three cases are analysed and evaluated to identify the strengths and weaknesses in the marketing strategies of these cases, which eventually will contribute to the development of marketing strategies for DCW. First the strengths and weaknesses of the three cases are identified, thereafter the possible opportunities and threats for the marketing strategies for DCW can be derived from these cases.

4.2.5.1 Strengths and Weaknesses

The following strengths and weaknesses, on how the organizations/companies from the three cases market their products and generate income, are identified from the cases explained in the previous chapter:

Case 1 *Hof van Twello: Healthy products from a profitable landscape*

- Strengths
 - The development of (new) crops and products for small scale production, to increase the survival opportunities for small scale farmers that do not want to upscale their company
 - Most vegetables produced by Hof van Twello are not found in a regular supermarket and therefore they offer a unique product to the consumers
 - Hof van Twello optimally utilizes the opportunities to use local and regional products, by producing and selling their products in their own region
 - Introduction of "forgotten vegetables", from which by ennobling the biodiversity can be strengthened and better crops can be produced, and by adding this uniqueness you can strengthen your position in the market
 - Offering several excursions and other activities, such as the barefoot walk. With this they promote what Hof van Twello is offering and they achieve more awareness among locals on the benefits from regionally produced products
- Weaknesses
 - Only focused on local economy, which could also be a strength as they are focused on a small scale level. But they have to keep the bigger picture in mind and know what is going on in the rest of the Netherlands, otherwise they might not be able to respond to changes in their sector elsewhere in the Netherlands, which might negatively influence them
 - They focus on the re-introduction of "forgotten vegetables", but only selling might not be enough as the consumers would not know how to cook with it, so more information is needed to include a wider public, such as recipes or workshops on how to cook with these vegetables
 - As they support farmers in specializing in one or a few activities, they need to ensure that the standard of the product is of high quality, which can make your product more expensive and therefore narrows down your possible consumers

Case 2 *Kwekerij Osdorp: sustainable growing of vegetables with open soil cultivation*

- Strengths
 - A project to support re-integration of socially weak persons and people with occupational limitations. With this they support each individual person with their participation within society

- They are an independently operating company, as they are not depending on any subsidies, which strengthens their position even more when there is a cut down in the subsidies, as other companies might need to close when they are depending on subsidies from the government
- They anticipated on the growing interest in city farming by introducing Kwekerij Osdorp, which gives them a stronger position in the market as there is a demand from the consumers for city farming
- They offer sustainably and organically grown vegetables, however not strengthened by actual certification. It can be an added value for a company and their consumers that your products are organically grown, however it can also be a weakness that these products are not certified
- They offer unique growing possibilities as they do everything by hand (they go 'back in time' and used the methods used in the past), which shows their uniqueness, but could also be a weakness as the growing processes are slower than when using the new available growing techniques
- Weaknesses
 - As they offer a unique product by doing everything by hand, what could be a strength, it could also be seen as a weakness as their growing process is slower than when you use the methods that are practiced today and therefore the production might be less or you need more land to reach the same production level as another company who has less land but is using the methods that are known today
 - They have limited places available, which could mean that they cannot help all the people from the surrounding areas that go to Kwekerij Osdorp to get help and in case of a higher demand for these projects they might not be able to respond to this demand

Case 3 *The Magdalen Project: A charity caring for people and the environment*

- Strengths
 - They are an environmental education centre, where they provide courses, workshops and eco-adventures. Their business is based on education and they educate the customers on how to grow and prepare vegetables, which creates a higher awareness among their visitors on healthy nutrition, the environment and locally produced products
 - Support a healthy lifestyle, which is a big trend at the moment as we are becoming more aware of our unhealthy lifestyles and many campaign can be found worldwide on the importance of a healthy lifestyle and the effects of an unhealthy lifestyle
 - They offer sustainably and organically grown vegetables, which is more and more demanded from the consumers, however, the price needs to be reasonable otherwise many consumers would still go for the cheapest options instead of the more expensive option which is better for the environment and society
- Weaknesses
 - They sell mostly on the farm, which is on a small scale level, to ensure a higher income and ensure their survival they need to expand their selling range, which they are slowly starting to do now by promoting their products on local markets

- They are depending on volunteers, which gives them a certain level of uncertainty with which they have to deal. When they cannot find any volunteers they might need to consider to recruit people which needs to be paid and this gives them additional costs which might not be available

4.2.5.2 Threats and Opportunities

The following Threats and Opportunities for DCW are identified from the three cases:

- Threats

- Although a growing interest in local farming is found, they need to make sure that they can generate enough money from for example sellings through a local store or giving excursions. It might be important to look for new and innovative ways to generate money (CA2, 2012)
- There is a high level of uncertainty when you are depending on income through local stores and tourists. As no sellings/tourists means that there will be no income for the company. So you need to find a way to ensure a year round income independently of only selling through a local store or money generated from tourists. For example Kwekerij Osdorp provides the opportunity to their employees to make wooden furniture during times when production of vegetables is low and they successfully sell the wooden furniture during spring
- When specializing in only one or two activities you take a risk by excluding other possibilities and narrowing down your public/consumers/intermediaries, although it could also give your company or more exclusive product, but you need to explore the market opportunities carefully when choosing what you want to produce
- A high quality of the product can expected from stakeholders, however adding value to a product also means adding costs, which makes the product more expensive. Is there a market for such products? Are the consumers willing to pay more for higher quality products from the own region?

- Opportunities

- By focusing on "forgotten vegetables" you bring in a unique product, however you may need to add extra information to the product when you sell it. As consumers might be interested but will buy it quicker when they know what they can do with it (e.g. recipes for the "forgotten vegetables" or workshops on how to cook with these vegetables)
- Besides selling the products in a local store on their own land, you could sell your product on local markets or to small/local caterers, by doing this you also promote your company and create more awareness among locals that they can buy unique products from your company
- With projects like DCW and Kwekerij Osdorp you create work opportunities for those that want to re-integrate back into society or those with occupational limitations. This could also be used in the marketing strategies is stakeholders might see this as an added value (CA2, CW2 and WS1, 2012)
- To bring the urban fringes on the map and to optimally utilize them by introducing city farming. As this is an upcoming sector and for example Kwekerij Osdorp is already utilizing this demand for production close to the cities

The Threats and Opportunities described above can be used by DCW for developing their marketing strategies. They show the first small steps for DCW in developing a marketing strategy as it gives the possible threats that needs to be encountered and the opportunities which they could take into account. It is good to look at other cases to see what their strategies are, what their weaknesses are and to identify the opportunities for DCW. With a case comparison a better view can be given on the possibilities for DCW and where they should and should not focus on developing their marketing strategy. In Chapter 5 the possible marketing strategies for DCW are given, which are derived from the interviews, the case comparison, the stakeholder analysis, and the SWOT analysis. Three concepts are given in Chapter 5 and by using the Five P's, the different directions that DCW could follow in developing their marketing strategies are given. The concepts are described as follows:

- Concept 1: Selling to intermediaries, marketing of the products is outsourced to these intermediaries
- Concept 2: Selling products to intermediaries and add own marketing strategy to the product line
- Concept 3: Selling products locally (e.g. in own shop), involve the community and use product branding

4.3 Stakeholder analysis

In order to set up a marketing strategy it is important to know what stakeholders are involved and how they relate to each other's. For this reason a stakeholder analysis was done. A stakeholder analysis is a process of systematically gathering and analysing qualitative data to determine whose interests should be taken into account. It can be used for project management, conflict resolution and business administration. In this study an analysis is used to discover the market opportunities. This analysis is used to identify the key stakeholders and to assess their knowledge, interests, positions, alliances and importance related to the marketing strategy (Nayab & Gundlach, 2012). By conducting this analysis before the implementation of a marketing strategy, DCW is able to anticipate and to make use of opportunities in a better way. A stakeholder in this project is defined as:

"Any individual or institution that has a vested interest in the buying and/or selling of "forgotten vegetables" of DCW Enschede and/or who potentially will be affected by or can affect the buying and selling activities"

The stakeholder process in this project is defined as follows: *"A process in which DCW as a key player is looking for market opportunities for growing and selling "forgotten vegetables". In interaction with the municipality and different outlets".* In the first place all different stakeholders are identified and thereafter the different stakes of the stakeholders towards the process are provided in **Error! Reference source not found..** This table also shows the different (possible) threats that could arise and show the actions desired to be undertaken by DCW. The final part of this chapter shows the possible cooperation between the different outlets and DCW on the base of **Error! Reference source not found..**

4.3.1 Stakeholder identification

In this study the analysis will focus on business opportunities of DCW to possible outlets. Within the possible outlets a distinction is made between regional and national outlets. Regional outlets are situated in or near the area of Enschede and are selling their products within the area. The national outlets on the other hand are operating on a national level. If the project is successful the business could be extended to direct selling to individual consumers as well, for example by selling through the internet. It was not the scope of this study to investigate whether this could be feasible, however it provides an opportunity and a dietician of the hospital in Enschede was interviewed as a representative of diabetics as consumers. Figure 7 illustrates the different possible outlets and other involved stakeholders (DCW and consumers).

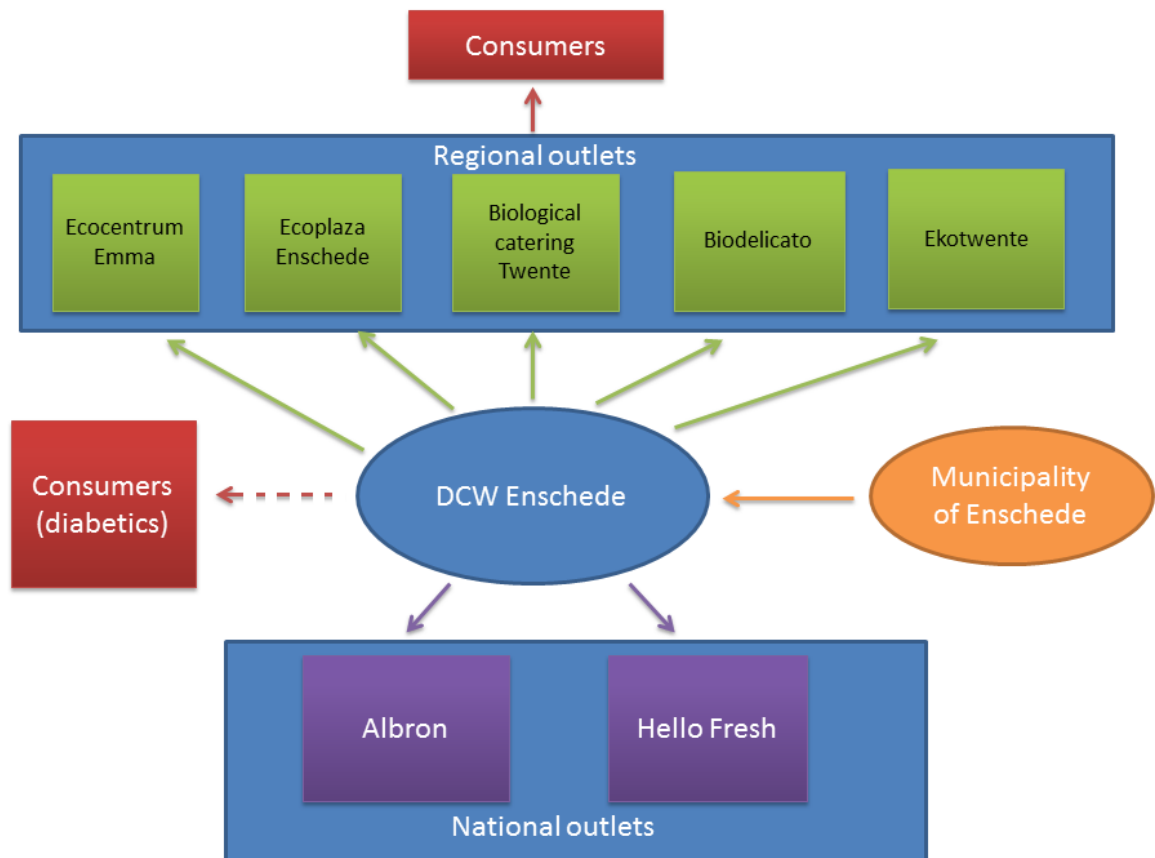


Figure 7: stakeholders involved while exploring the market opportunities for DCW Enschede

4.3.2 Description of the different stakeholders

As illustrated in Figure 7 the following stakeholders are identified: outlets, the Municipality of Enschede and DCW. The consumers can be of importance after successful exploring the different outlets. This part will elaborate on these different stakeholders, it will briefly describe the main goals each business is dealing with and why they are involved in this study. The stakeholders are categorized in the following categories: DCW, the municipality of Enschede, regional outlets, national outlets and the consumers.

DCW

DCW has an idea of selling a regional product and wants to explore the market opportunities for this product in Enschede. As a producer the success of this project will boost the development and income of the organisation and therefore ensures its existence. DCW is the organizer behind this project and for them it is the most important that this project will be a success and will generate money. Therefore they are interested in the market opportunities for their ideas on a new product line.

Municipality of Enschede

The municipality of Enschede is concerned with DCW and their aim is to optimally utilize the urban fringes of Enschede. The municipality is supporting the idea of DCW for developing a new product line and is therefore providing areas in the urban fringes to DCW, where they can grow their vegetables. Another aim from the municipality is to stimulate young entrepreneurship in the urban fringes of Enschede, which will not be the main aim of the

project for DCW and therefore the focus will be on the involvement of the municipality as a stakeholder who will facilitate in the long term.

Aims of the Municipality of Enschede in this project are:

- To establish a partnership or a network between the DCW and other big companies (sellers)
- To empower DCW through skills development initiatives, to take ownership of their own developmental needs
- To provide the ground for growing the regional products
- To promote the development of the urban fringes of Enschede in general

Regional outlets

- Ecocentrum Emma: biological shop and also restaurant offering biological products. Situated in the city centre of Enschede
- Ekoplaza Enschede: national operating supermarket chain with an establishment in Enschede, having its wholesaler (Dutch = 'Grossier') at a central place in Veghel
- Biological catering Twente: caterer in biological products in the Twente area
- Biodelicato: webshop offering at home delivery of biological products in the Twente region
- Ekotwente: webshop offering at home delivery of biological products from the region

National outlets

- Hello Fresh: national platform creating shopping bags including ingredients and recipes for entire meals. These bags are delivered at their consumers for 2 or 3 times a week.
- Albron: national caterer, offering catering in hospitals, schools and business canteens.

Consumers

- Dietician of MST Hospital Enschede: person that works with diabetics on a daily base and has insights on the potential marketing benefits for the marketing of "forgotten vegetables" to diabetic patients as consumers.

Table 5: Stakeholders and their interests

Stakeholder	Stake (in stakeholder process)	Interest in cooperation	Requirements for cooperation	Specified action for DCW
DCW	Identify and make use of market opportunities for growing and selling "forgotten vegetables"	Looking for cooperation and partnerships with possible outlets. In the end the outlets will partly determine whether the DCW business becomes a success or not	<ul style="list-style-type: none"> - Approach outlets in a stage where it is not entirely clear what their main strategy will be (externally) - Strategy is not clear, activities undertaken (or not) that do not support (internally) 	Start approaching regional stakeholders after the marketing strategy is clear. And in a later stage it is possible to include some national stakeholders
Municipality of Enschede	Development of regional products in the urban fringes of Enschede. And educate people (especially children) how the vegetables are growing and therefore support DCW in extending their business	DCW is still a part of the local administration and the municipality is willing to bring in their own network and (financial) resources in order to support DCW as good as possible.	<ul style="list-style-type: none"> - The ground is set available for a period of 10 years. But 'if the economy changes rapidly, DCW can be asked to leave earlier than the planned period of 10 years' 	<ul style="list-style-type: none"> - Include the municipality as an intermediary to contact possible outlets or partners - Make use of the network of the municipality to become a member of 'Rondje Enschede' - Update the municipality about the entire marketing strategy
Ecocentrum Emma	Buying vegetables of DCW and use these vegetables in their own shop/restaurant	<i>'I don't say 'no' if the quality is good and the price is fair'</i>	<ul style="list-style-type: none"> - Quality of the vegetables should be good and ensured - DCW should not push other producers away - High diversity of vegetables is desired instead of mass production - Only small quantities 	Be aware of the threats and approach them as soon as the new marketing strategy is entirely clear
Ekoplaza Enschede	Buying vegetables of DCW and use these vegetables in their own shop	No interest in cooperation. Perhaps opportunities at wholesaler of the entire chain	<ul style="list-style-type: none"> - Food needs to be produced in a biological way - National chain with central wholesaler 	Only approach this outlet if DCW decides to produce biological products. They only are working with biological products and this is not the aim of DCW itself

Stakeholder	Stake (in stakeholder process)	Interest in cooperation	Requirements for cooperation	Specified action for DCW
Biological catering Twente	Buying vegetables of DCW and use these vegetables in their own catering.	Very willing to cooperate. Supporting what DCW is doing and seeing opportunities themselves. Suggested to set up a restaurant at the DCW area and make dishes with the 'forgotten vegetables'	<ul style="list-style-type: none"> - Quality of the vegetables should be good and ensured - The price should be attractive - Vegetables should preferably be delivered at home 	It would be a good idea to approach the owner in an early stage. Since she is very motivated and sees a lot of opportunities for cooperation. There is no need to finish the marketing strategy first, since she has some ideas herself that could be included.
Biodelicato	Buying vegetables of DCW and use these vegetables to sell over shops, caterers, consumers and restaurants	Very willing to cooperate. Supporting what DCW is doing and seeing opportunities themselves.	<ul style="list-style-type: none"> - Quality and freshness of the vegetables should be good and ensured - The supply should of vegetables should be diverse - 	It would be a good idea to approach the owner in an early stage. Since he is very motivated and sees a lot of opportunities for cooperation. Preferably it should be clear what vegetables will be grown and when to start with this. However, the owner does not mind to get involved before this is clear.
Ekotwente	Buying vegetables of DCW and use these vegetables in their own shop. Two kinds of shops: first one focusing on selling towards consumers and second one focussing on selling to other outlets (caterers and shops)	Very willing to cooperate. Supporting what DCW is doing and seeing opportunities themselves.	<ul style="list-style-type: none"> - High volume of vegetables is desired - Quality of the vegetables should be good and ensured - 	It would be a good idea to approach the owner in an early stage. Since he is very motivated and sees a lot of opportunities for cooperation. Preferably it should be clear what vegetables will be grown and when to start with this.
Hello Fresh	Buying vegetables of DCW and use these vegetables in their shopping bags	Very willing to open the conversation with DCW in order to seek for opportunities	<ul style="list-style-type: none"> - Hello Fresh is operating on a national scale, this might not be the first choice of DCW. 	Contact Hello Fresh at a later stage and first focus on regional stakeholders

Stakeholder	Stake (in stakeholder process)	Interest in cooperation	Requirements for cooperation	Specified action for DCW
Albron	Buying vegetables of DCW and use these vegetables in their channels	Might be interested when their clients are asking for "forgotten vegetables", but since this is very temporarily it is not of their main interest.	<ul style="list-style-type: none"> - DCW has to use the regional character of the food in order to sell the product within the Twente region. Albron is a national caterer not (really) interested in starting cooperation with DCW Enschede. 	Focus on regional outlets first and perhaps contact Albron in a later stage. In the short term it does not seem relevant.
Dietician of MST hospital Enschede (Representative of consumers)	Promote vegetables amongst diabetic people and provide insights about market opportunities of selling "forgotten vegetables" to diabetics as consumers	Focus on the entire market instead of diabetics only	<ul style="list-style-type: none"> - Indicated that there is almost no difference between a marketing strategy in general and a specific marketing strategy for diabetics. - No scientific evidence that "forgotten vegetables" have significant health benefits over 'normal vegetables' 	Consider contacting the kitchen in the hospital. Especially: Bert van Ulzen (manager) and Edwin de Vries (chef). These persons are not contacted yet, but could be interested in buying vegetables to use in the kitchen. Approach these people as soon as it is entirely clear what crops are going to be produced

4.3.3 Analysis of the table

In this analysis the different outlets are prioritized in order to provide an overview of the willingness to cooperate (see Table 5). For this purpose three categories are used: 1) very willing to cooperate, 2) open for cooperation and 3) not open for cooperation.

Table 5: Willingness to cooperate

Very willing to cooperate	Open for cooperation	Not open for cooperation
Biological Catering Twente	Ecocentrum Emma	Albron
BioDelicato		EKoplaza
Ekotwente		
Hello Fresh		

The first category shows four outlets that are 'very willing to cooperate'. These outlets were enthusiast on the plans of DCW to start a new business and all mentioned that they are very willing to cooperate. In general it would be wise if there is more clarity on the vegetables that will be grown in the future, before the different outlets are contacted. Biological Catering Twente, however clearly indicated that she would not mind to be contacted in an earlier stage to see whether there are other opportunities (CA2, 2012). Hello Fresh was really enthusiastic about possible cooperation as well and has already some similar suppliers in Limburg (CW1, 2012). However, Hello Fresh is operating on a national scale and therefore it would be better to contact them in a later stage, when the regional business has already developed.

The second category should optionally be approached in a later stage. Only when vegetables are already grown on the grounds and some outlets are already taking vegetables these outlets can be interesting in expanding the current business. Ecocentrum Emma could be approached bearing in mind the main threats formulated in **Error! Reference source not found..** The outlets in the last category are not open for cooperation. Albron in the first place has already a lot of suppliers and the demand of their customer towards "forgotten vegetables" was not enough to start cooperating (CA1, 2012). Ekoplaza Enschede is a part of a chain of supermarkets that is dealing with biological food only and this will not be the main aim of DCW and for this reason it does not make sense to contact this company.

Since the main focus of this project is on the different outlets, the consumers are not extensively investigated in this project. Only one person was interviewed that is considered to be a representative for consumers (diabetic patient consumers). However, this person was not seeing opportunities in marketing vegetables for diabetics only and recommended not to focus on this target group, but to reach for a larger groups of consumers (DR1, 2012). The dietician provided useful contacts currently working in the MST hospital that can be approached. *"If DCW is able to offer vegetables that are unique there are probably opportunities to sell them to the hospital"*(DR1, 2012). So DCW has to have entirely clear what they are willing to grow and after this is clear the contacts in the MST hospital can be approached.

4.4 SWOT analysis

A SWOT analysis is an analysis of a situation in which internal Strengths and Weaknesses of an organization and external Opportunities and Threats that are faced by it are closely examined to derive a strategy (Business dictionary, 2012). Internal refers to the organisation itself and external is concerning the collaboration with other organisations and activities that take place outside DCW. The SWOT analysis used in this project will start with the identification of the internal strengths and weaknesses of the organization of DCW. After this the external opportunities and threats that are related to the growing and selling of "forgotten vegetables" are identified. The stakeholder analysis, case comparison and interviews form the base for this SWOT analysis. The SWOT analysis will on its hand act as an input for the development of a marketing strategy for DCW in selling the "forgotten vegetables."

4.4.1 Internal analysis

This internal analysis focuses on the internal strengths and weaknesses within the organization of DCW.

Strengths

- People with occupational limitations can create added value for the products being sold to outlets and consumers
- The organization of DCW can easily access legislation and procedures of the municipality because they are a part of the municipality.
- Since DCW is still part of the municipality of Enschede they are supported by the municipality in their (financial) resources
- DCW is already well known in the region which can be concluded from the interviews, this can be used in order to promote new products. Currently some ideas are already going on about labelling of products and make use of the name of DCW
- Ellen is a very creative entrepreneur always looking for new opportunities. As can be concluded from the interviews with her.
- A lot of low-cost labour is available this can be used to cultivate labour intensive vegetables such as snow peas (peultjes), this is an advantage over conventional growers
- Network of the municipality can be used in order to succeed the new business

Weaknesses

- People with occupational limitations are not able to work in a most efficient way
- There is uncertainty about the internal organization as can be concluded from the interviews with DCW
- So far the nursery of DCW has not been operating in a profitable way
- DCW might not have enough knowledge of the growing of the vegetables and how to transport and sell these vegetables
- The current soil fertility and structure is not suited for the growing of vulnerable vegetables like cauliflower. A lot of vegetables need specific soil and a precise preparation of the soil
- The "Usseler Es" is currently hard to reach by citizens because of a busy road in between the city and the "Usseler Es". Currently also not many activities by other entrepreneurs are taken place in that area. The area needs some integrated development to make it attractive.
- "forgotten vegetables" will not be sold in large quantities

4.4.2 External analysis

This external analysis shows the opportunities and threats that are related to the growing and selling of “forgotten vegetables”. They are more related to the process and activities than the internal organization.

Opportunities

- To respond to the trend of a growing interest in regional produced products
- Linking/Connecting to on-going regional initiatives, such as: Twentse landdag/regional fair (Stawel), ‘Proefeeft’: restaurants and food producers organize market, Rondje Enschede/ Enschede buiten
- Selling vegetables through a local store or local restaurant, or selling to vegetable processing companies (Dutch: ‘Groente snijderijen’) as proposed in the interview with Albron
- Cooperation with small vegetable growers (volkstuinten) they can sell their surplus production at the shop of DCW. DCW can use their knowledge and skills in growing the vegetables
- Selling the vegetables to web shops and/or caterers as they seem to be interested as found in the stakeholder analysis

Threats

- Several people in the interviews mentioned that by working with people with occupational limitations a risk might occur that the quality of the products cannot be guaranteed
- There are already initiatives that could result in competition with other regional operating companies as for instance Hof van Twello
- Depending on the subsidies from the government does not create an incentive to become profitable
- Some stakeholders that sell organic products are only interested in organic vegetables. Organic vegetable production has many requirements.
- If the economy grows the grounds set available by the municipality (“Usseler Es”) might be used for industrial purposes
- No claims can be made on health benefits of “forgotten vegetables”. In the hospital they only work with specific advices if health benefits are proven, this is not the case with vegetables and using this can be misleading.
- Outlets will be mainly interested if vegetables can be purchased for a price that gives them the opportunity to make profit

4.4.3 Linking strengths, weaknesses, opportunities and threats

In addition to the SWOT analysis, and as a part of the strategic plan, the Strengths are contrasted with the Weaknesses, the Strengths are contrasted with the Threats, the Weaknesses are contrasted with the Opportunities and the Weaknesses are contrasted with the Threats. This shows how DCW can anticipate on the Opportunities and Threats.

Strengths and Opportunities

One of the strengths of DCW is that they are supported by the municipality. The municipality of Enschede provides their existing network, that could support DCW to connect to the on-going projects within the region as for instance ‘Rondje Enschede’. Besides this network, financial resources are set available by the municipality, this makes it possible for DCW to create work opportunities for people with occupational limitations. Additionally, the strength

of DCW being a well-known organisation in the region can contribute to realize the opportunities to set up a local store or to seek for suitable outlets. By having an 'established' name, people (both consumers and outlets) are probably more willing to buy their products.

Strengths and Threats

DCW depending on the municipality can be a threat as well. Since this dependency does not create an incentive of the DCW to become profitable. Another important threat is that the quality of the produced vegetables cannot be guaranteed, however the vegetables can also get an added value just because of the fact that they are produced by people with occupational limitations from the point of Corporate Sustainable Responsibility (Dutch: 'Maatschappelijk verantwoord ondernemen', MVO).

Weaknesses and Opportunities

DCW has not been found operating in a profitable way, but they can anticipate on the trend of the growing interest in regional produced products. DCW is also working with people with occupational limitations, due to this they might not be able to guarantee a high quality product, which is desired by most stakeholders. However they can cooperate with for example a local caterer/cook, with whom they could open a local restaurant in which they use their own produced vegetables.

Weaknesses and Threats

DCW is dealing with uncertainties in the internal organization, their employees need structure and are not able to work in the most efficient way, DCW gets subsidies and is not operating in a profitable way with the production in the greenhouses, which could mean that when subsidies are cut off or their product is of low quality or the municipality is no longer providing the grounds to DCW that they might need to close their business.

5 Identification of marketing strategies – Part II

5.1 Template for a marketing strategy

The output of this study will be an input for developing a marketing strategy for DCW in selling “forgotten vegetables”. According to the online business dictionary (2012) a marketing strategy is “A strategy that integrates an organization's marketing goals into a cohesive whole. Ideally drawn from market research, it focuses on the ideal product mix to achieve maximum profit potential. The marketing strategy is set out in a marketing plan”. This study covers an external market analysis containing the following parts: case comparison, stakeholder analysis and SWOT analysis (Figure 8). This market analysis only covers a small section of the complete marketing strategy development and implementation of this strategy. This is because the strengths of the authors lie in the three covered parts, whereas for the other parts of developing a marketing strategy a more profound background on marketing is required. The identification of general strategies was based on the external market analysis, which means the investigation of possible outlets and influences of other organisations, whereby the internal organizational analysis, which means the investigation of possibilities within the organisation, needs to be conducted to complete the identification of the general strategies. Figure 8 shows a template for a complete marketing strategy (adapted from Jensen, undated) with the internal and external analysis shown. Considering the uncovered parts, the advice for DCW would therefore be to do an internal analysis on the aims and needs of their organization. After that the following steps are needed to complete a marketing strategy: the identification of general strategies, a decision for to start with one strategy, the development of the missions and the objectives, the formulating of the actual strategy, the implementation of this strategy and monitoring the results.

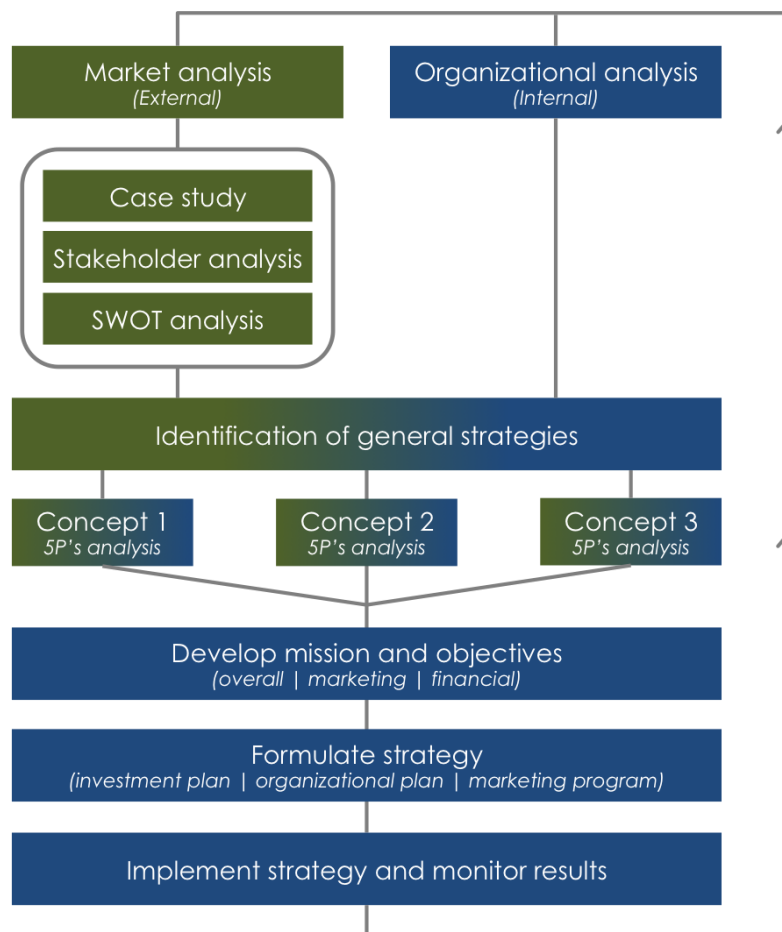


Figure 8. Schematic template for a marketing strategy, only green blocks are covered in study, (adapted from Jensen)

5.2 Identification of three potential strategies

In this paragraph three concepts of potential marketing strategies for DCW will be described as stated below:

- Concept 1: Selling to intermediaries, marketing of the products is outsourced to these intermediaries
- Concept 2: Selling products to intermediaries and add own marketing strategy to the product line
- Concept 3: Selling products locally (e.g. in own shop), involve the community and use product branding

Each concept has a different approach in promoting the growing and selling of “forgotten vegetables” by DCW. The strategies differ in vision, procedures, organization of marketing and selling places. All three strategies could work properly for DCW. However, DCW themselves have to decide which strategy suits best. The five Ps: ‘Product’, ‘Price’, ‘Place’ and ‘Promotion’ (equal to marketing mix tool) are often used to define a unique selling point of a certain product (Biztree, 2012). The fifth P, People (Grönroos, 1994) which concerns the human resources of an organisation is included in this case because people with occupational limitations are an important part of DCW. The five Ps can therefore be very helpful to clarify on the three potential marketing strategies for DCW. The five Ps are completed by gathered insights from the interviews, the case comparison, the stakeholder analysis, and the SWOT analysis. This paragraph is focused to provide DCW with questions and tools for further developing a complete marketing strategy. This information will be provided by internal analyses in strengths and weaknesses and external analyses in opportunities and threats. Each concept will be discussed separately and thereafter there will be an advice on the most suitable for DCW. Per P-type, each bullet point is followed by a recommendation based on insights gathered with this study.

5.2.1 Five P's

The five P's of marketing as already mentioned are used to provide a marketing strategy (Grönroos, 1994) for DCW (see Figure 9).

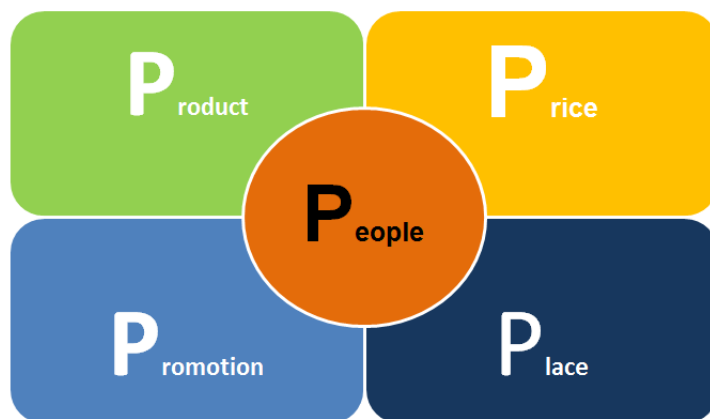


Figure 9: Marketing mix five P's (adapted from Gronroos, 1994)

These are considered to be important, as the 'Product' is the thing you want to sell. Your 'Product' has to be unique, whereby you have to analyse your competition to know how other companies are succeeding in selling their products. The 'P from Price' is important as this must be competitive and reasonable. The 'price' also has to be profitable to the company. The 'P from Place' is important as it needs to be determined where the product is going to be sold (local, regional, online etc.) The 'P from Promotion' consists of the way of advertising and other promotional activities. Last but not least the 'P from People' needs to be included, as these are the employees of the company and there need to be good internal and external relationships. Biztree (2012) provides a template for a marketing plan. First the general part, as given below, will provide an overview according to the five P's. after this general part a more specific overview is given for each concept, again using the five P's. To define a marketing strategy the following aspects needs to be identified:

5.2.1.1 Product

- Identify potential vegetables
 - Choose an unique product – provide vegetables that are not found in a regular supermarket (e.g. literature study/case: 'Hof van Twello')
- Identify the main product line
 - Specify on the types of vegetables
 - Specify on the number of vegetables to grow
- Identify key product attributes
 - what will be the assortment? Only the vegetables or also processed products?
 - what kind of production methods will be used?
- What quality can be realized, what does the stakeholder/consumer wants?
Define DCW's approach to each attribute
 - Quality: low/high quality of vegetables (e.g. interviews, stakeholder analysis, SWOT analysis)
 - Assortment: set types/unlimited number of types (e.g. interviews)
 - Production: grow organically/conventional (e.g. interviews)
- Provide information on the vegetables and its use
 - Growing season, preparation, nutritional value etc. (e.g. literature study)
- Identify competitors in the region
- Explore market strategies of companies similar to DCW (e.g. case study)

5.2.1.2 Price

- Identify preconditions for the potential outlets of DCW
 - Price-quality ratios
- Describe pricing strategy
 - Demand-supply based
- Compare price in relation to costs
- Cost-benefit analysis for growing vegetables
- Independency of subsidies,
 - An example is 'Kwekerij Osdorp' which are independent of any subsidies since 2011

5.2.1.3 Place

- Identify potential outlets for DCW
 - Interviews can give a good insight on the potential outlets
- Specify selling strategies
 - To a local store, organisations, restaurants and/or intermediary
 - Direct/indirect selling
 - Number and types of intermediaries
- Specify the place of the company (growing and selling of the products)
 - Cities have limited space available for agricultural activities, whereas the urban fringes gives an opportunity to practice agricultural activities close to cities

- Specify geographical boundaries for the company
 - Local, regional, national sales/growing/promotion

5.2.1.4 Promotion

- Specify person in charge of execution of the promotion
- Specify and explain choice of media
 - Local radio/television
 - Local newspaper
 - Posters, internet, social media and Public Relations

5.2.1.5 People

- Specify the extent to which people are empowered
- Specify the level of self-direction in the teams
- Specify where the expertise is coming from
 - Internal or external sources
 - Training needed for the employees

The above stated five P's are important to take into consideration when developing a marketing strategy. By using these five P's you can make a marketing strategy more successful as you take possible threats and opportunities into account and you make sure that you are aware of your competition and market opportunities.

5.3 Concept 1

As explained before the first marketing concept for DCW is:

“Selling to intermediaries, marketing of the products is outsourced to these intermediaries”

Applying this concept to DCW some preliminary conclusions can be made. The stakeholder analysis has revealed that several companies are willing to cooperate with DCW these are: “EkoTwente, BioDelicato, Biological Catering Twente, Hello Fresh and Ecocentrum Emma”. Those are webshops, local shops and small caterers who do already have a way of marketing their products. It is an option for DCW to start a cooperation with these outlets, in producing “forgotten vegetables” and other vegetables for them. This concept can be a good way for DCW to start with, because of several reasons. 1) The focus can be in the first place on the growing, which in itself will already be a challenge for DCW to set it up properly. 2) It can be started small scale. 3) This concept leaves room to expand later on if the growing and selling activities of DCW are proven successful to other concepts (concept 2 and 3). A disadvantage of this concept might be that DCW is depending a lot on the possible outlets, but the outlets are not depending so much on DCW. If the cooperation from the perspective of the outlets is not successful DCW might be left behind with the products and made investments.

The five P's will be used below, to further define the characteristics of this marketing concept and also the actions required by DCW to operationalize this concept.

5.3.1 Five P's

5.3.1.1 Product

- Because marketing and selling is outsourced in this case it is important that decisions for which vegetable to use, production scheme and volumes are made in close collaboration with the possible outlets
- Also the preconditions for cooperation with the possible outlets mentioned above needs to be identified

5.3.1.2 Price

- Price of the product needs to be set in collaboration with different outlets

5.3.1.3 Place

- Place where the product is sold is determined by the type of outlet (webshop, local shop, caterer). DCW needs to decide for themselves if they prefer a certain outlet channel
- For this concept the place is not very important; unless the outlet wants already to make use of the fact that the "forgotten vegetables" are grown at DCW. Using this type of regional branding requires the product to be sold in the region

5.3.1.4 Promotion

- Promotion of possible outlets of the product is required to get the interest of them.
- In collaboration with the outlet it has to be decided and made clear whether the outlet wants to use the fact that the "forgotten vegetables" are grown at DCW (local product, social workplace) in their promotion strategy. If yes it also has to become clear what DCW can offer regarding this
- Promotion directly to consumers is not required in this concept

5.3.1.5 People

- At this stage it will be difficult to already incorporate the fact that DCW is a social workplace in the marketing strategy at a very professional level. Yet, this fact can be used to generate goodwill from the possible outlets, as some outlets also underline the value of a company such as DCW

5.3.2 Action plan

The steps to take by DCW to operationalize this approach are described above. It is important for DCW to go through these steps and questions and internalize the discussion. Furthermore similar cases should be visited to see with their own eyes how other organisations are doing their marketing, and especially how they started their activities and selling of their products. When the "way to go" with the "forgotten vegetables" production is clear for DCW they can start approaching some of the outlets willing to cooperate who came forward from the stakeholder analysis.

5.4 Concept 2

The second marketing concept is:

"Selling products to intermediaries and add own marketing strategy to the product line"

In the first place this concept does not look very different from concept 1. However, the difference is that an own marketing strategy specific for DCW in growing and selling "forgotten vegetables" can be added at this stage. DCW can make use in their marketing

strategy of the fact that it is a social workplace or that the products are grown on grounds with a history "de Usseler Es". Using this you do not only sell the product "vegetable", but alongside you sell a story behind the product, that might be appealing to consumers. In such way the story behind the product creates an added value for these products. From the SWOT analysis and the Case comparison it is derived that this can be a successful strategy. Possible stakeholders also did have several ideas about this way of marketing. Next to the outlets mentioned at the first concept, outlets such as restaurants, health institutes can be approached by DCW. Before DCW can start with this it is important that the production of forgotten vegetables is going properly. And it has to be made clear which way of marketing can be successful for application on the products of DCW.

The five P's will be used below, to further clarify the characteristics of this marketing concept and the actions required by DCW to operationalize this concept.

5.4.1 Five P's

5.4.1.1 Product

- Because part of the marketing and selling is outsourced as the product will be sold through intermediaries, it is important that decisions for which vegetable to use, production scheme and volumes are made in close collaboration with the possible outlets
- Also the preconditions for collaboration of the possible outlets mentioned above needs to be identified
- In this concept the product is next to the "forgotten vegetables", that there is also a story behind the product. It has to be thought over well how product and the story behind the product can successfully be combined

5.4.1.2 Price

- Price of the product needs to be set in collaboration with different outlets
- The story behind the product creates an added value to the product. It has to be thought over whether this added value will be reflected in the price of the product or will be used to increase the quantity of sales

5.4.1.3 Place

- Place where the product is sold is determined by the type of outlet (webshop, local shop, caterer, restaurant, health institute). DCW needs to think for themselves if they prefer a certain outlet channel
- An important criterion for selecting the right place in this concept is to investigate where people would appreciate the story behind the product. And are willing to pay extra for this
- Regional branding is bound to a certain place and often requires that the product also needs to be sold in the region

5.4.1.4 Promotion

- The main focus in the promotion will be on the story behind the product. For example that the product is produced by DCW which is a social workplace and seeks to facilitate people in offering jobs. Also the place where the product is grown, the "Usseler Es" can be used in this "promotion story". DCW has to think about how they want to use the growing activities in the selling strategies of the product
- In collaboration with the outlet it has to be made clear who is responsible for which part of the promotion

- To generate extra attention by local consumers, DCW should seek to promote their products in cooperation with the outlets at local markets, newspaper, social media, etc.
- DCW could join events such as Rondje Enschede, ProefEet and Week van de Smaak to generate more awareness around their products

5.4.1.5 People

- In this concept the people form an important part of the marketing strategy. DCW has to make this clear to the people that work at DCW.
- DCW should look to examples of other social workplaces that do have selling activities how they make use of the fact that they are a social workplace.

5.4.2 Action plan

The steps to take by DCW to operationalize this approach are described above. It is important for DCW to go through these steps and questions and internalize the discussion. Furthermore similar cases should be visited to how other organisations are doing their marketing. DCW should definitely seek more advice from experts in this type of marketing strategies.

5.5 Concept 3

The third marketing concept is:

"Selling products locally (e.g. in own shop), involve the community and use product branding"

The main difference between this concept and the two previous concepts is that with this concept DCW sells the product directly to consumers instead of only to intermediaries. And next to selling, other activities can be organized for customers to involve them in the project such as: "educational activities, guided tours, restaurant on site etc. (e.g. Hof van Twello)". This concept is not the one to start with for DCW, but can be a goal to reach in the future with the growing and selling of "forgotten vegetables", as it will take quite some time to set up activities and shops at the spot to attract people. Also the municipality pursues this concept because in this way the urban fringes are re-developed with regional products and with the involvement of citizens. Which is the aim of the municipality in this project as explained in the introduction. This concept requires many investments and a solid organization from DCW, as will also come forward from the five P's. To start with this will probably be too much, but the pre-conditions to start using this concept are apart from that the organisation is currently not yet ready for it already in place. Because it is situated close to the city of Enschede so it is easy to reach for consumers and the products can be introduced as regional product with a nice story behind the products.

Because many of the pre-conditions are in place DCW should really think for themselves if they want to pursue this concept in the future. Especially for this concept it is important that DCW does not make hasty decisions, but that they will obtain expert information and visit similar cases such as:

Hof van Twello, Twello,
Kwekerij Osdorp, Amsterdam,
Eekhoeve, Veenendaal,
Moestuin Maarschalkerweerd, Utrecht,

www.hofvantwello.nl
www.kwekerijosdorp.nl
www.eekhoeve.nl
www.moestuininutrecht.nl

The five P's will be used, to make further clear the characteristics of this marketing concept and also the actions required by DCW to operationalize this concept.

5.5.1 Five P's

5.5.1.1 Product

- Product branding is important in this concept; DCW needs to find the best suitable way to apply product branding to the "forgotten vegetables". Expert information should be obtained in this
- Provide sufficient information on vegetables, since most consumers probably have insufficient knowledge on "forgotten vegetables" on e.g. 'How to cook them'
- In this concept the product is next to the "forgotten vegetables", that there is also a story behind the product. It has to be thought over well how product and the story behind the product can successfully be combined
- With a local shop it is important to have enough differentiation in the product range to attract more customers. Collaboration with other local entrepreneurs should be obtained to increase the product range

5.5.1.2 Price

- What you see is that prices in local shops are often slightly higher than in supermarkets, with some exceptions. It has to be thought over how to attract as much consumers as possible and get income through them from selling the "forgotten vegetables", other products but also in selling services such as workshops and guided tours
- The story behind the product creates an added value to the product. It has to be thought over if this added value will be reflected in the price of the product or will be used to increase the quantity of sales.

5.5.1.3 Place

- The place is very important for this concept, as it is important that the production site and the local shop are close to the city area
- Because the production will probably take place at two different sites namely: Kwekerij Twente and the Usseler Es. DCW has to think for themselves and in close collaboration with the municipality of Enschede which site is the best to start with the local shop and other side activities
- For this concept the place can be an added value to product. For example the Usseler Es is a common known area with a rich history

5.5.1.4 Promotion

- For promotion it is important that the product brand is promoted under the citizens of Enschede. To generate this extra attention of local consumers, DCW should seek to promote their products in cooperation with the outlets at local markets, newspaper, social media, etc.
- Direct promotion, by selling products in an own shop (on the farm)
- Organize educational activities for children and workshops to promote and provide information on and experiences with forgotten vegetables cultivation
- DCW could join events such Rondje Enschede, ProefEet, Week van de Smaak to generate more awareness around their products to citizens

5.5.1.5 People

- In this concept the people form an important part of the marketing strategy. DCW has to make this clear to their employees

- DCW should look to examples of other social workplaces that do have selling activities and how they make use of the fact that they are a social workplace
- The involvement of local citizens is also important. Because the success of this concept is largely depending on the extent of involvement of local citizens
- If DCW wants to start cooperation with other local entrepreneurs it is important that the identities of these entrepreneurs is also communicated in a nice and promoting way to the customers

5.5.2 Action plan

The first steps to take by DCW are not steps to operationalize the approach described above, but to internalize the concept and get a proper understanding of what is involved with this concept. As already mentioned similar cases should be visited and a discussion with the municipality, experts and other local entrepreneurs should be started. When this is done properly DCW can discuss whether they want to pursue this concept or not and then start operationalizing it.

5.6 Most suitable concept to start with

In the explanation of the three different concepts the authors already slightly expressed their opinion on what is the concept that suits DCW best, namely concept 1. After adopting concept 1 they should reflect on how it went and when found successful they should aim to grow to concept 2 and after that to concept 3 in a learning by doing manner. In this sense the concepts can also be seen as growth stages (Figure 9). It should be clear that the figure is only a schematic presentation of this growth. In a real situation this will probably not be a linear growth process, but rather a process in which DCW can take small steps and will learn by trial and error. The reasons why it is recommended for DCW to start with concept 1 first and not directly with concept 2 or 3 are as follows:

- They start from zero and it is not advisable to start big directly, just start small, which is also the starting point from concept 1
- Investment risk is the smallest within concept 1, because main investments are made in growing small scale. No large scale investments, and also little investments in marketing.
- DCW is new in the scene of vegetable growing and selling, it should be analysed first how people and other entrepreneurs react on this
- Potential stakeholders required for concept 1 are already identified by this study (Table 5)

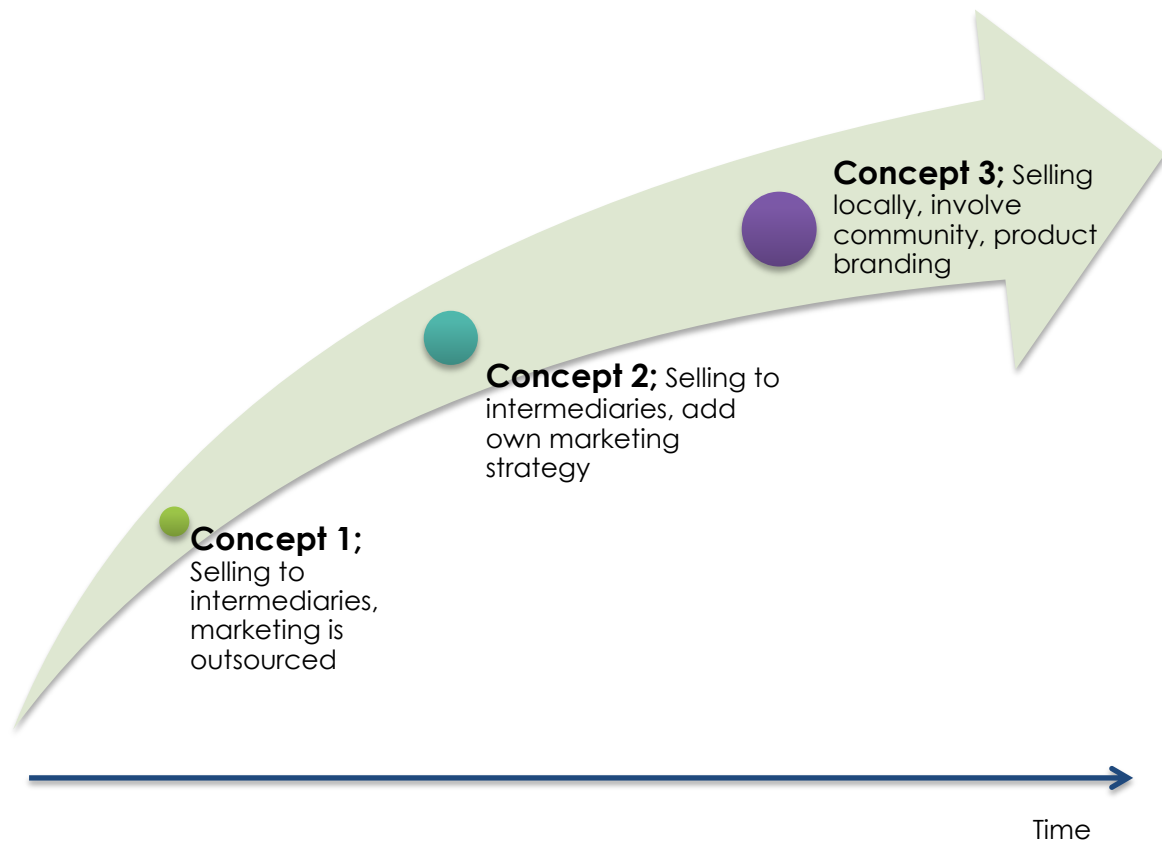


Figure 10: Upward arrow that gives an overview of the possible progression from concept 1 to concept 3 in growing and selling “forgotten vegetables” by DCW.

6 Discussion

6.1 Introduction

The different methods, activities and the main findings are discussed in the following paragraphs. The main findings of this study are summarized and shown Figure 11. Within the shape of the funnel all methods and activities that have been used and the final outcome as a product are shown. The outcome consists of three concepts of marketing strategies for growing and selling “forgotten vegetables” in the urban fringes of Enschede.

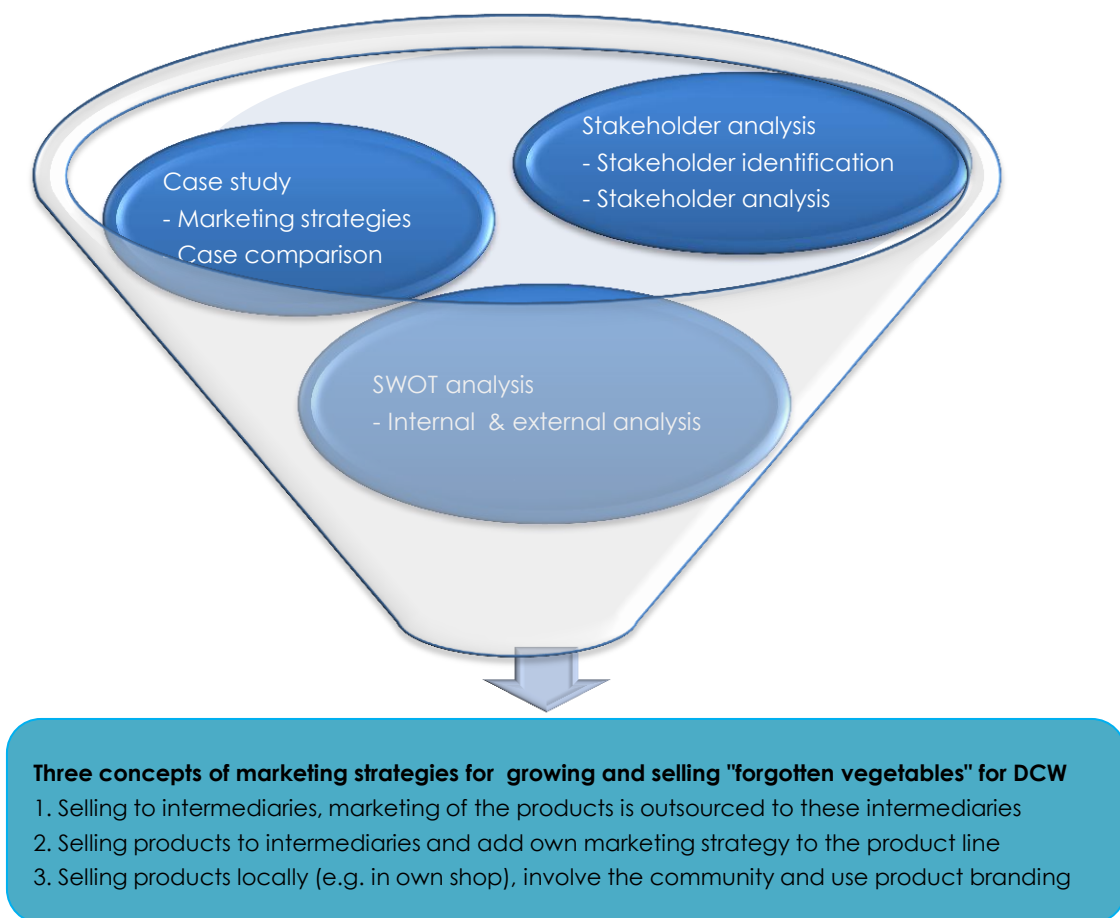


Figure 11: Summary of the findings of the market opportunities for growing and selling “forgotten vegetables”

6.2 Main findings

Our findings show the market opportunities of “forgotten vegetables” for DCW in the sense of potential outlets and potential marketing strategies. Some “forgotten vegetables” seem to be promising as a product with health benefits for diabetic patients, because of the high inulin content, which hardly affects the blood sugar level. However, the results do not support the idea of selling “forgotten vegetables” as health beneficial products for diabetics. There is no sufficient scientific evidence that “forgotten vegetables” have significant health benefits over ‘normal vegetables’ which makes it very difficult to get a health claim on “forgotten vegetables”.

The municipality wants to develop the urban fringes of Enschede into an attractive and profitable area. Therefore they provide unexploited land to DCW situated in these urban fringes of Enschede, to be able to develop their new project. Several outlets as webshops and caterers are interested in cooperation with DCW to purchase “forgotten vegetables” from them. The SWOT analysis mentioned several characteristics which are important when growing and selling “forgotten vegetables” for DCW. It reveals that the well-known name of DCW is a benefit and the doubts of other organisations on the quality of products of DCW is a pitfall.

6.3 Strengths and limitations

This part discusses the different methods that were used in this study. It provides a critical note on the methods and also clarifies the strengths. First of all the different methods used to collect data are discussed and thereafter the methods used for the analysis of the data are discussed.

6.3.1 Collection of data

Two methods of data collection were used during this research: interviews and a literature study. The methodology used in collecting data is based on the problem rather than a conceptual framework. Therefore, it is difficult to identify the type of data needed from the literature and interviews and to evaluate to which extent the study has answered the research question. A strength of this approach is that the data collection method is more flexible and open for new findings.

6.3.2 Interviews

A total number of 11 interviews was taken in order to search for possible outlets for DCW. Although this number is relatively high for the short period of time, some important stakeholders are not interviewed. Some valuable insights could be gained by interviewing vegetable processors (Dutch: groentesnijderen), restaurants, care facilities (for elderly people), other cases in the Netherlands as for instance Hof van Twello and diabetic organizations. Besides these potential interviews, another dimension could be added by conducting a consumer research. This was discussed several times at the start of this project, but rejected for several reasons. The number of surveys should be high to provide significant results, and analysing the surveys would require a statistical analysis. At this moment it would not be of an added value, as DCW selling their products directly to consumers would at least take a few more years from now on. In a future study consumer research might be incorporated in the market analysis, but also then the mission and objectives of DCW should be more clear.

6.3.3 Literature study

Even though DCW wants to investigate if the production of vegetables with open soil cultivation is more profitable than growing flowers in a greenhouse, this study does not provide an answer to this underlying study question because no cost benefit analysis is conducted. If more information is available, and a clear strategy is defined, a cost benefit analysis could be done. The literature study on “forgotten vegetables” was rather difficult as no common definition of it was stated in literature. Therefore it was decided to state an own definition of “forgotten vegetables”: ‘Vegetables that are not sold in supermarkets’ (but only sold in small specialist-, or organic shops). Of course not all “forgotten vegetables” are mentioned in this report, and some “forgotten vegetables” are apparently more rare (forgotten) than others, the focus was on 13 vegetables as mentioned in the literature study.

6.3.4 Analysis of data

The analysis of the interviews could be done in a different way, for example by using a conceptual framework. However, the option to incorporate collected data with interviews in the stakeholder analysis and SWOT analysis was considered to be the most suitable method for analysis of the interviews.

6.3.5 Stakeholder analysis

In the stakeholder analysis it could still be included in which stage/process DCW should collaborate and in which way the outlets would buy the vegetables. The stakeholders can be asked for example to which extent they can be involved in the marketing of the product and how frequent they would purchase the vegetables. This was not specifically asked in the interviews. The group of interviewees is quite small because of the time constraints of this study and that is why there are some stakeholders that are not involved. These stakeholders are for example health institutions (hospitals) and diabetic organisations dealing with diabetic patients.

6.3.6 Case study

In the case study, the comparison of three cases was done in terms of strengths and weaknesses and from this, the threats and opportunities for DCW were identified. However the case comparison does not provide information as said by Abercrombie *et. al.* (2006) on marketing concepts that are used in their respective cases. This makes it difficult to formulate the concepts of marketing strategies for DCW based on the case study. The marketing concepts of the different cases could not be derived from the website, but for further research, the different cases could be approached for a visit and/or an interview. Insight can be gained on how they work in reality, on how they market their products and learn from their experience and use those lessons for the case of DCW. These lessons could help in further formulating concepts of marketing strategies for vegetables for DCW. Unfortunately this study did not include more existing cases (e.g. Willem & Drees) because of time constraints.

6.3.7 SWOT analysis

The SWOT analysis is based on a limited amount of information and for this reason there might be a risk that some opportunities and threats are overlooked. Some strengths and weaknesses came out of the case study, however these cases are really dependent on their circumstances and for this reason might not be representative for DCW. Both a weakness and a strength of the team was that no one has a horticultural background (weakness), but were able come up with creative ideas (strength) that might not be obvious for DCW.

6.3.8 Marketing strategy

This study provides different concepts of marketing strategies to make DCW think of an appropriate strategy for their organization. The authors already suggested the most suitable strategy, this might negatively influence the choice of DCW for a concept.

7 Conclusion & Recommendations

This last chapter will outline the conclusions and recommendations which follow from this study. The first paragraph provides the conclusions of this study, based on the SWOT analysis, stakeholder analysis and case study. The second paragraph shows the recommendations for DCW on their marketing strategy. This paragraph consists of two parts, the first part shows recommendations for DCW itself and the second part shows recommendations for further research.

7.1 Conclusions

The first part of this study provides a background study that is used to answer the first research question:

“What are the opportunities for selling “forgotten vegetables” as health beneficial products for diabetic patients?”

To investigate the market opportunities for “forgotten vegetables” with medicinal benefits it was of importance to identify the health benefits for diabetic patients first. People consuming many vegetables and specifically having a high intake of green leafy vegetables do have a decreased risk on diabetes. Some “forgotten vegetables” such as, Jerusalem artichoke, parsnip and salsify and the potential sugar-replacer stevia seem to have a beneficial effect on the health of diabetic patients as well. However, the literature study did not provide convincing scientific evidence to illustrate the health benefits of “forgotten vegetables”.

Moreover, if no scientific evidence on the health benefits exists the current Dutch law does not allow producers to make health claims on vegetables. This is a valuable insight, since the initial aim of DCW was to focus on these types of vegetables. It would only be possible to use the health claims in their marketing when scientific evidence is gained. This would require an entire study which is expensive and time consuming. For these reasons DCW should not focus on the health aspects of “forgotten vegetables”. However, DCW should rather focus on other market opportunities. The second research question therefore was:

“What are other market opportunities for selling “forgotten vegetables”?”

To explore other than health beneficial opportunities, this study used a case study, a stakeholder analysis and an SWOT analysis in order to identify the market opportunities for “forgotten vegetables”. In the first place a study was conducted to provide insights in three other cases that were selected on the base of one or more of the following criteria: growing and selling “forgotten vegetables” to an intermediary or directly to consumers, organic production, regional oriented producing and selling, located in the urban fringes and/or working with people with occupational limitations. The three cases used in this study are: 1) ‘Hof van Twello’, 2) ‘Kwekerij Osdorp’ and 3) ‘the Magdalen project’. The first two cases are located in the Netherlands, whereas the third case is located in the United Kingdom. Out of this comparison several threats and opportunities for DCW are derived and used in the SWOT analysis.

Next to the case study, a stakeholder analysis is done in order to identify the different stakeholders and to investigate their willingness to cooperate with DCW. To investigate this willingness a total number of 11 interviews is conducted. The results of these interviews show

three different categories of stakeholders. The first category shows four outlets that are 'very willing to cooperate' being: Organic Catering Twente, BioDelicato, Eko Twente and Hello Fresh. The second category shows one outlet that is 'open for conversation', this one should optionally be approached in a later stage. Only one stakeholder is categorized here, being Ecocentrum Emma. The last category included stakeholders that are 'not open for cooperation'. The interviews show that both Albron and EkoPlaza are not willing to cooperate. These data were used in the SWOT analysis in order to identify the opportunities for DCW.

A SWOT analysis combined the personal communication with DCW, the stakeholder analysis, the interviews and the case study in order to come up with the internal Strengths and Weaknesses and the external Opportunities and Threats for DCW. The internal aspect refers to the organisation itself and external is concerning the collaboration with other organisations and activities that take place outside DCW. The internal strengths and weaknesses are used to formulate the market opportunities and threats for DCW. Table 6 shows the market opportunities and threats for DCW.

Table 6 External analysis of DCW

Opportunities	Threats
<ul style="list-style-type: none"> • Respond to the trend of a growing interest of consumers in 'regional products'. • Connect to on-going regional projects, e.g. : Twentse landdag, Regional fair (Stawel), 'Proefteet', Rondje Enschede and/or Enschede buiten • Selling vegetables through a local store and/or a local restaurant • Selling to vegetable processing companies (Dutch: 'Groente snijderijen') as proposed in the interview with Albron • Cooperation with small vegetable growers (volkstuinten) in Enschede. They can sell surplus production to DCW, which sells it in the shop of DCW • DCW can use knowledge and skills of these small vegetable growers, in their planning to grow vegetables • Selling the vegetables to web shops and/or caterers. Since, they seem to be interested as found in the stakeholder analysis 	<ul style="list-style-type: none"> • Several people in the interviews mentioned that by working with people with occupational limitations a risk might occur that the quality of the products cannot be guaranteed • There are already initiatives that could result in competition with other regional operating companies as for instance 'Hof van Twello' • Since DCW is depending on the subsidies from the government, the risk occurs to not create an incentive to become profitable. • Some stakeholders that sell organic products are only interested in organic vegetables. Organic vegetable production has difficult requirements • If the economic situation (crises) in Enschede improves the grounds set available by the municipality ("Usseler Es") might be withdrawn and used for the intentional industrial purposes • No claims can be made on health benefits of "forgotten vegetables". In the hospital they only work with specific advices if health benefits are proven, this is not the case with vegetables and the use of this can be misleading • Outlets will be mainly interested in vegetables with a fair price (related to quality) , and outlets should to be able to make profit, without exploiting DCW.

"What is the best suitable marketing strategy for DCW in selling "forgotten vegetables"?"

Within examining a suitable marketing strategy in selling "forgotten vegetables" this research only covers the external market analysis and leaves the internal organisational analysis open. However from the external analysis the three potential market strategies to promote the selling of forgotten vegetables were identified:

Concept 1, Selling to intermediaries, marketing of the products is outsourced to these intermediaries

This concept consists of selling the vegetables to companies (intermediaries) that are willing to cooperate with DCW and leaves room to expand later on, to (one of) the next two concepts, if the growing and selling activities are proved to be successful.

Concept 2; Selling products to intermediaries and add own marketing strategy to the product line

The only difference from the previous one is that own marketing strategy specific for DCW in growing and selling "forgotten vegetables" can be an added value at this stage. In their marketing, DCW can make use of the fact that DCW is a social workplace, or that the products are grown on grounds with a history "De Usseler Es".

Concept 3; Selling products locally (e.g. in own shop), involve the community and use product branding

In this concept, DCW will sell the products directly to consumers instead of only to intermediaries. However this concept is not suitable to start with for DCW, but can be a goal to reach in future with the growing and selling of forgotten vegetables.

The five Ps: 'Product', 'Price', 'Place', 'Promotion' and 'People' considered as marketing tools that are used to define a unique selling points of a product will help DCW to explore the internal organisational analysis and implement these three concepts.

It is suggested that there is one suitable marketing strategy to start with, which is concept 1. In this case DCW could start making a small investment and expand later on. Moreover as a new producer in the scene of growing and selling vegetables, DCW need to learn and analyse first how other entrepreneurs react on their produces.

7.2 Recommendations

With this study, answers to the research questions are provided. However, some areas remain to be further explored. The first part of the recommendations is provided by this study and applies specifically to DCW, whereas the second part are recommendations for further research.

7.2.1 Recommendations for DCW

The recommendations for DCW are divided into three different categories. The first category describes the recommendations for DCW regarding partnerships. The second category provides recommendations on the branding part of the "forgotten vegetables" and the last category gives recommendations on the growing/processing of the "forgotten vegetables". For every category there is an important challenge for DCW to stick to its main task: providing employment for people with occupational limitations. This social part has the first priority and the second priority is how you can provide quality products without losing these social aspects.

7.2.1.1 Partnerships

In general it would be wise if there it is clear which vegetables will be grown, before the different outlets are approached. Four outlets were very enthusiastic about the plans of DCW to start a new business and all mentioned that they are very willing to cooperate. These

outlets are: biological catering Twente, Bidelicato, Ekotwente and Hello Fresh. EkoTwente is also open for cooperation different than buying products from DCW, such as packing and delivery of orders by DCW employees for EkoTwente.

The kitchen of hospital 'Medisch Spektrum Twente' (MST) might be open for cooperation with DCW as well, as the dietician (A. Saaltink-Dijkman) suggested in the interview. The hospital MST provides 400-500 hot meals to patients daily; persons to contact are the team leader of the kitchen (B. van Ulzen) or the diet cook (E. de Vries). Moreover, DCW should consider contacting vegetable processors. These companies might be interested in buying vegetables as well, as suggested by the Albron interview.

Willem & Drees (willemendrees.nl) is an expanding intermediary organisation between farmers and supermarkets from the same area. They organise that the vegetables and fruits grown by the farmer are sold in the local supermarkets. Willem & Drees were not included in the interviews and stakeholder analysis, but are a possible interesting partner for DCW, because they work with basic principles such as: "local food, food of the season and communicate face of the farmer/producer behind the product to consumer".

As soon as DCW has clear what they are going to produce and how they are going to market it they should look for existing regional partnerships to cooperate. They should consider joining "Rondje Enschede" in a later stage (e.g. when DCW has an own shop), this might be an opportunity for outsourcing promotion/marketing.

Working with national caterers is not very promising according to the outcome of the interview with Albron, whereas regional caterers are willing to cooperate with DCW, so contacting regional caterers is recommended. However, cooperation with national caterers is not promising it is wise to look into other cases such as for instance that of 'Mooij Amsterdam'. This is a company which grows "forgotten vegetables" and sells them with the label: "HollandseGrond.nl". They produce locally and according to the growing seasons of the vegetables. Another example that could be visited is 'EetbaarRotterdam.nl', who just started a project in 'urban agriculture'. By visiting other initiatives, DCW can learn from others what are the best strategies to develop a new concepts for marketing strategies.

7.2.1.2 Branding

The advice is to not focus on the health benefits of "forgotten vegetables" for diabetics, rather focus on "forgotten vegetables" with their unique characteristics, such as appearance and taste. At the moment "forgotten vegetables" are not truly popular in the region of Twente compared to more populated parts of the Netherlands. The concept will only function when you have a good story! You have to tell a story about for example the Jerusalem artichoke, that the old people used to grow it when there were conflicts. Maybe there is a comedian who can make a story on it and DCW can use it in their marketing strategy. Another option is to promote "forgotten vegetables" with a suitable image, like with the history of the ground ('oale grond') or with a slogan/label of the social corporate responsibility "made with care" or "made together with care".

Moreover, DCW should make use of the added value of the products from a social workplace. The "forgotten vegetables" project, can be a 'feel good product', if the niche market can be supplied and it gives some more standing to DCW. They get more respect, because they are doing something that is good for people. This way of Corporate Social

Responsibility (Dutch: Maatschappelijk Verantwoord Ondernemen) should be included in the marketing of the products as well.

Another opportunity that needs to be considered is to incorporate a small shop on location to attract and educate local consumers in “forgotten vegetables”. When selling directly to consumers, DCW should provide information on preparation of the “forgotten vegetables” as it is often unknown for consumers how to cook with these vegetables.

7.2.1.3 Growing

It is recommended to start with cultivating small amounts of vegetables, in strips, by using open soil cultivation (see the scheme in Table 4). Besides it is recommended to grow several types of vegetables (5-10 species) and in this way create a large diversity of the “forgotten vegetables”. Focus on most popular “forgotten vegetables” like: black radish, cabbage palm, Jerusalem artichoke, winter purslane, salsify, swiss chard and turnip tops. Parsnip has been found to be the most popular “forgotten vegetable”.

Think of other vegetables / fruits than “forgotten vegetables”, which are popular and easy to grow, such as: Acai berries, Blueberries, Raspberries and Cranberries. By having a large diversity DCW has the opportunity to attract different outlets. A very important focus for growing of vegetables should be on the quality of the vegetables. Almost all interviews showed that the quality of the vegetables is one of the most important requirements before selling the vegetables. For this reason DCW should think of suitable storing facilities / cooling houses and adjust their choice for certain vegetables on this knowledge.

7.2.2 Recommendations for further research

Prior to the starting of the process of growing the “forgotten vegetables” a cost-benefit analysis should be conducted in order to judge on the profitability of the entire plan. When doing this analysis it should be clear what types of vegetables will be grown first. Further research should investigate the opportunities for partnerships with health and/or care institutes and the opportunities of selling forgotten vegetables directly to consumers.

Next to the marketing strategy, the marketing strategy template (Figure 8) provided in this study should be further developed. The internal organization structure towards the growing and selling of “forgotten vegetables” should be explored as well, since this an important part of the entire marketing strategy.

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Annex I – Overview of all contacted stakeholders

Table 7 gives an overview of all contacted stakeholders. The different columns show whether they cooperated in the interview and what the reason was why stakeholders did not want to cooperate in this study.

Table 7 An overview of all contacted stakeholders

Company	Website	Interview	Reason
Albron	www.albron.nl	10-4-2012	-
Appeltje	www.appeltje.nl	No	No time available during this study
Bio delicato	www.biodelicato.securearea.eu	17-4-2012	-
Bruggerbosch	www.bruggerbosch.nl	No	No time available during this study
DCW	www.dcw.nl	5-4-2012	-
De Bleekhof	www.livio.nl	No	No time available during this study
Diabetes fonds	www.diabetesfonds.nl	No	After phone contact, no response to email or phone contact
Ecocentrum Emma	www.ecocentrumemma.nl	5-4-2012	-
Ekoplaza	www.ekoplaza.nl	17-4-2012	-
Ekotwente	www.ekotwente.nl	18-4-2012	-
hdv groentesnijbedrijf	www.hdv-groentesbijbedrijf.nl	No	No time available during this study
Hello fresh	www.hellofresh.nl	5-4-2012	-
Hennie van de Most	www.most.nl	No	No time available during this study
Het paradijs	www.hetparadijs.com	No	No time available during this study
kostershoes	www.kostershoes.nl	No	
Landbouwe.nl	www.landbouwe.nl	17-4-2012	-
Manna	www.zorggroep-manna.nl	No	After phone contact, no response to email or phone contact
Municipality of Enschede	www.enschede.nl	5-4-2012	-
Ons eten en drinken	www.onsetenendrinken.nl	No	Not interested
Organic Catering Twente	www.biocateringtwente.nl	16-4-2012	-
Representative diabetic patients	www.mst.nl	17-4-2012	-
Restaurant 10	www.restaurant10.nl	No	Not interested
Stawel	www.stawel.nl	16-4-2012	-
Vermaat groep	www.vermaatgroep.nl	No	After phone contact, no response to email or phone contact

Annex II - Images of “Forgotten vegetables”



Figure 12. Jerusalem Artichoke (Aardpeer)¹



Figure 13. Good King Henry (Brave Hendrik)²



Figure 14. Cardoon (Kardoen)¹

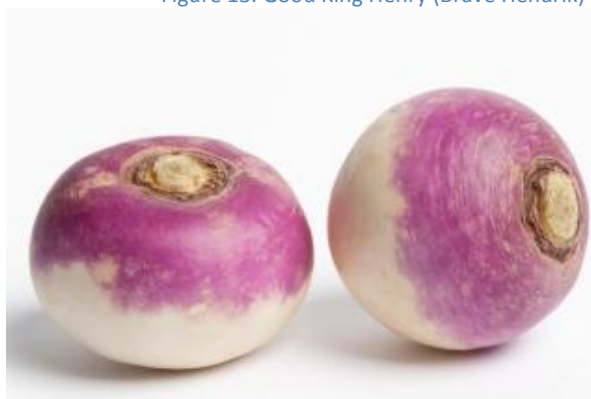


Figure 15. Turnips (Meiraap)³



Figure 16. Cabbage palm (Palmkool)⁴



Figure 17. Parsnip (Pastinaak)⁵

References ¹<http://www.vergetengroenten.be/>,

²<http://www.smulweb.nl/artikelen/125355/Keukenkruidengebruik-plaatjes>,

⁴<http://www.eetbaretuin.info/groente/groente/files/Palmkool.html>,

⁶<http://raapstelen.nl/> (date of visit: 23-4-2012)

³<http://www.ingredienten.nl/knolraap>,

⁵<http://www.voedselencyclopedie.nl/>,



Figure 18. Turnip Tops (Raapstelen)⁶



Figure 19. Black Radish (Rammenas)¹



Figure 20. Salsify (Schorseneer)¹



Figure 10. Winter Purslane (Winterpostelein)¹



Figure 11. Swiss Chard (Rode Snijbiet)⁵



Figure 21. Parsley root (Wortelpeterselie)⁵



Figure 13. Stevia



Figure 224. Sorrel (Zuring)⁵

References ¹<http://www.vergetengroenten.be/>,

²<http://www.smulweb.nl/artikelen/125355/Keukenkruidengebruik-plaatjes>,

⁴<http://www.eetbaretuin.info/groente/groente/files/Palmkool.html>,

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⁵<http://www.voedselencyclopedie.nl/>,

