# The Mindful Potential

## A Mindful Consumption Perspective on Business Model Design


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# 1.0 Introduction

Globally the unsustainable use of raw materials and fossil energy has exploded the past 50 years bringing in it's wake dire consequences for the world environment and in turn also making governments, organisations and consumers more aware of the importance and need for sustainable businesses. This unsustainable use of materials has been driven by over consumption and mass production, and more and more consumers are now becoming aware of the consequences that their consumption has on the environment (Trendwatchers.com, 8/2-2014). The great recession in 2008 a part in making consumers more aware of what overconsumption can do to their economy and in turn have a direct impact on their lives.

Prior to the great recession, consumers in developing countries felt more responsible for environmental problems than those in developed countries, as they felt the impact that global warming had on their way of life (A: Environmentalleader.com, 5/11-2008). It it's wake it created more uncertainty for the consumers in the developing countries as they became more aware of how little control they had on their surroundings (ibid.). These consumers in the developing countries became more engaged in discussing environmental issues and, they also began to feel guilt about how their consumption impacted their environmental impact, this lead to them becoming more willing to do something to minimize that impact (ibid.). Their behaviour reflected their concern, and they did not seek to over consume (ibid.). In contrast, the consumers in developed countries, who have more environmentally friendly options to choose from, often did not make those choices (ibid.). Even today they often live in larger homes, have more than one car and are least likely to purchase environmentally friendly products (ibid.). A shift occurred in the aftermath of the great recession, and people in developed countries gained a deeper understanding of how exogenous factors could influence their everyday life (ibid.). The shift could be seen in regard to the percentage of consumers who now considered environmental issues prior to a purchase, and they show increased awareness on how their purchase behavior can affect both their locally and globally (ibid). This development was first seen in the U.S, but indications reveal that the same development is happening in Denmark, additionally trends that occur in the U.S are often seen to be adopted worldwide also in Denmark.

### 1.0.1 Danes demand mindful products

Danish consumers are choosing to live more responsibly and are consuming more consciously, which is seen in the rise of several consumer trends. These trends we choose to cover with one term: Mindful Consumption (MC). One of the main consumer trends are found in consumers' demand for more mindful products, especially in regard to food purchases. A sign we have seen that indicates this rising trend is the increased amount of organic groceries purchased in 2013 (www.dst.dk). Similarly, Danes have become more interested in purchasing local and Danish products (www.lf.dk).

Another rising trend in Denmark is the interest in both online and offline markets, such as flea markets, pop-up markets and designer markets. For the past years there has been a yearly increase in newly announced markets of 30 %, indicating an increased interest in shopping recycled, local and unique products (B: politiken.dk, July 2012).

Yet another indicator that Danes demand mindful products, is the occurring that consumers have moved past ingredient lists and are now focused on seeking out non-genetically modified foods and sustainable "farm to table" products that can be traced back to local and regional farmers and producers (C: Environmentalleader.com, March 2013). Furthermore it indicates a retribution to the vast globalisation that has been on the rise for many years now, and a demand for more transparency behind the production of foods and products (Hjulmand, 2012). Additionally Danes are taking action and involving themselves more in the demand for ethically and locally produced foods. Just in Copenhagen, Københavns Fødevare Fællesskab (Copenhagen Food Fellowship) which opened their first store in 2008, now has 10 stores around Copenhagen and over 2500 members (kbhff.dk). The increased amount of members could indicate that the demand for ethically produced products are seeping more and more into the consciousness of mainstreamers and are not only restricted to eco-conscious consumers.

The trends within recycling, making more conscious choices, and interest in locally produced foods, could spurn a wider interest in locally produced products in general, as consumers are becoming more aware of the ethics behind the production of their goods and are demanding more transparency of the producers.

### 1.0.2 Danes need to co-create value online

Due to the emergence of Web 2.0, a dynamic trend has been triggered - the need for constantly being online especially through Social Media. In 2013 the Danish female consumers spent in average 53 minutes daily on a Social Media platform (Danmarks Radio, 2013), indicating a need to be online, a constant fear of missing out, and a need to influence, build relations and participate in the online social life, which now runs in parallel to their real life. Additionally it indicates of how the Internet of Things - where everything off- and online is becoming more and more connected, through "smart" technology - is becoming increasingly a reality in our lives (theinternetofthings.eu). Furthermore, Web 2.0 has enabled the contextual surroundings to receive more attention and value is created online, in communities and other online forums (Heding et al., 2009), where consumers in an increased manner seek relationships and get affected by peers' reviews and opinions. 92% of consumers around the world say they trust earned media, such as word-of-mouth and recommendations from friends and family (A: lohas.com, February 2014), indicating that for many companies, success is dependent on establishing personal relationships (Ibid.). Additionally this has affected the old way of delivering brand value, as the communication gap between brands and consumers have largely disappeared, as consumers easily can get any information about both the company and read other consumers' reviews regarding everything from product range, service level, unique experiences or if a company is to be trusted (Ibid.). The trend is, customers go social, before they visit any web page or shop. They go to the key influencers talking about your business (Ibid.). As companies lose control over their brand and thereby can't influence which value gets attached to it, managers must embrace this new trend by including it as a part of their strategy and renew their business model, in regard to the new social era. Companies must go social or go home!

Further along a need for co-creating value in relation to other customers and companies arises, as consumers become more and more familiar with their own social presence, which has lead to an increased amount of like-addicted personalities, who live and breathe for the attention they gain from their online self-staging. 68 % of the danish female population own a smartphone (Radio Danamrk, 2013), which enables them to constantly check in online, upload "here and now" pictures and get involved in conversations in real time. In the attempt to embrace this development, in regard to customers' mindset and behavior, it becomes essential for companies to be able to connect and be part of the customers' total purchase experience (B: Lohas.com, April 2014). This is no easy task, but companies must explore and gain an understanding of how and why their products and services would be appealing to their customers, covering more than the basic utilitarian needs (Ibid.).

## 1.1 Our field of research

Considering the trends outlined above, we see an opportunity in the rising awareness and demand for transparency that the consumer's are showing. We see this trend being transferred to other industries, than the food and beverage industry, a potential demand for locally produced non-food products. This awareness has arisen due to easy access to information and a higher level of connectedness through web 2.0 and especially through interaction on Social Media. These phenomena can be seen as growing trends and do not work in isolation. We therefore see an opportunity, that these trends will transfer to other industries and may create demands and needs not yet fulfilled, and it is this potential market hole we wish to explore.

Focussing on locally produced non-food products and markets where the producer and the consumer meet each other online, we want to explore if there lies a business opportunity in this market hole, where the consumers establish relationships and interactions. A central proposition of our project is that the two outlines trends signify a market hole and the overall purpose of our thesis is to design a Business Model that can fill this market hole. As it is an online market we want to explore, we find it necessary to research how to create awareness of the website and try to establish a brand including the increased demands for social media presence and co-creating content with consumers. For this we need to research further into how brands are created today and focus on how online social networks can be used to establish a community around the brand. We decided that with our thesis we would look into how a business model should be formed to around the Mindful consumption perspective. In the following we present our area of interest and our research question.

### 1.1.1 Research Question & Sub-questions

The following research question serves as the guideline throughout this thesis:

***From taking a mindful consumption perspective on business model design - which are the central aspects to consider when developing a web-shop aimed to attract consumers who are looking for a collective online retailer selling guilt free interior design products?***

In an effort to answer the overall research question, we will explore the following sub- questions. The findings will trigger a snowball effect structure, as answering our first sub-question will lead us towards the next analysis subject and so on and so forth.

As we aim to create a BM based on the MC perspective, we need to start with uncovering who this segment is, therefore our segment analysis is the first analysis we start with and it is in two parts, an analysis of the consumer groups and a presentation of our segment visualised with Empathy maps. With these two analysis we seek to answer the following sub-question: ***Who are we creating value for and what are their wants and needs?*** After introducing our segment and their values, we set out to uncover the state of play in the known market, by asking: ***Who are our main competitors in the known market space and what are their main competitive factors?*** Based on the segments' wants and needs we introduce the competing factors. We use this in the next analysis to analyse what the market is not yet giving the segment and introduce our own value curve. We therefore ask: ***What should be eliminated, reduced, raised and created to create value innovation for our segment?*** Having explored the business opportunity, we analyse how this opportunity can be exploited by creating this unmet value for the segment. We ask: ***From a customer-centric stakeholder-focus brand approach, how can value be created in the dynamics and networks of social relationships?*** For this we conduct a stakeholder analysis that enables us to analyse who our are key partners are and what value they can assist in creating. From here we present the value proposition, asking: ***How can value be co-created in the dynamic networks of social relationships among stakeholders and how can an experience environment be formed?*** We analyse which bundles of products or services that create value for the segment and which channels these can be delivered through. Finally we present our BM.

## 1.2 Motivation

Our motivation for choosing this subject was that we had a drive for creating or starting something, a business, around an untapped market. We had brainstorming sessions on what we find interesting and what we think is missing in our everyday lives. As we brainstormed, we started talking about some new purchases we made online. We continued sharing our shopping experiences, both online and offline and discussed the pros and cons of both shopping types. Then we started discussing our blogs. We are both creative people with drive and we each have our own website, where we blog, sharing our experiences. Trine writes a lot about her food experiments and shares her recipes. Ana creates and designs among many things earrings and lamps, and recreates old chairs and other furniture, recycling and turning old into new. From there we started discussing how to market these creations, because just posting it on her Facebook page and blog would be fine if it was a hobby thing, but how would an upcoming designer go about introducing her products to the market, so that as many people as possible would see it? We started researching and found that there are many flea markets and designer markets, where such products could be sold and seen. Many people are interested in these upcoming designers and in the designer markets and flea markets. Reading newspaper articles and talking to friends, we found that there seems to be a growing interest in buying recycled and local products from upcoming designers. Many people we spoke to seemed to be aware of the impact that over consumption has had on the global environment and they reacted by buying used things, selling their old things and buying from local designers, when they wanted something new. They also liked the thought about having something that isn't mass-produced and that would not be seen in every home, something unique. At the different designer markets we visited, people were interacting with the designers, learning about the story behind both the product and the person. These observations were very intriguing and useful for us.

We found many offline markets that are held twice a year, but we could not find any online designer markets, with the mix of products that we were looking at. We brainstormed further around this subject, and started to discuss what we had witnessed at the markets. People have become more conscious about their consumer behaviour and are thinking a lot about how their purchases have an impact on the environment, at the same time they value the experience and the story behind their purchase. We found this intriguing and wanted to research further into the consumers' behaviour, to see if there is an untapped market in online designer markets where the focus is on locally produced products and establishing a story behind the producer.

## 1.3 Scope & Limitations

The scope of the research is limited to a national perspective, even though we explore global trends in regard to gaining an understanding of occurring trends, as Danes often adopt the newest trends a bit later than e.g. the Americans. We therefore limit ourselves to developing a BM catering to only a Danish segment. Furthermore, we limit our research to only focusing on Danish women.

The research does not intend to cover all building blocks in the Business Model Framework as the scope of research would be far too extensive. We thereby limit our research to exclude financial considerations in regard to developing a BM. We acknowledge the importance of a financial foundation being essential for any BM to become successful and we touch upon some considerations regarding revenue streams, but these are not to be interpreted as final suggestions. The scope of the research is not to clarify all aspects of a BM in depth, but more to examine which aspects to consider when taking a mindful consumption perspective and how these aspects will influence the development of our BM, in regard to findings extracted from a MC foundation, trends around the world, and finally how this can be executed in regard to our defined segments. We therefore limit our research to include only what is relevant in regard to revealing which aspects to consider when developing a BM for a web-shop aiming to attract a Danish female consumer segment.

This leads us to the limitation of product categories, as we here limit our research to only focus on one product category - interior designer products. In our conclusion we will therefore limit our findings on how taking a mindful consumption perspective on business model design affects segments in regard to this narrow product category. We do not exclude the possibility that our findings can be scalable and cover other business areas, but this will not be taken into consideration, during this thesis.

## 1.4 Terminology

In this section we shortly describe how we interpreted the following key terminologies, explaining the understanding assigned to them from our point of view throughout this thesis.

**Ethically produced products:** Products that are produced either through the philosophy of Biodynamics, organic, fair-trade, socially responsible, environmentally friendly, low or no chemicals, recycled or upcycled materials or through energy saving methods or all the above mentioned methods.

**Herthasians**: Our interview respondents that live in Hertha, an eco-society in Jutland

**MC'er:** Our expression for a mindful consumer, a person that lives the MC values. The mindful consumer wants the best for themselves and believe that caring about nature and community is caring for themselves. They think about the future and how to make the world a better place for themselves and their children. They place value in caring about the environment, and reflect on where their products are produced and from what. They want to buy locally produced to support the community they live in. The Mindful consumer that belongs under the MC definition, does not cover a very large percentage of the Danish population, but covers an important early adopter segment on this issue.

**Mainstreamers:** As we state above the mindful consumers are a small percentage of the population, but we see that the trend and awareness around mindfulness is growing and more and more consumers are adopting this mindset. These consumers, we call mainstreamers and will be the main segment we wish to target.

**Lohatians (LOHAS):** LOHAS in an acronym for Lifestyles of Health and Sustainability, a market segment focused on health and fitness, the environment, personal development, sustainable living, and social justice. Lohatians are people who practise the above outlined lifestyle.

**Upcycling:** The process of converting waste materials or useless products into new materials or products of better quality or for better environmental value.

**Web 2.0:** Describes the latest generation of information technology beyond the static pages of earlier websites. Web 2.0 allow users to interact and collaborate with each other and form the basis of creating Social Media, that allow consumers to become creators of user-generated content. Examples could be social network sites, blogs and video sharing.

**E-tailing:** 'Electronic Retailing', meaning the sale of goods and services through the Internet.

## 2.0 Thesis structure

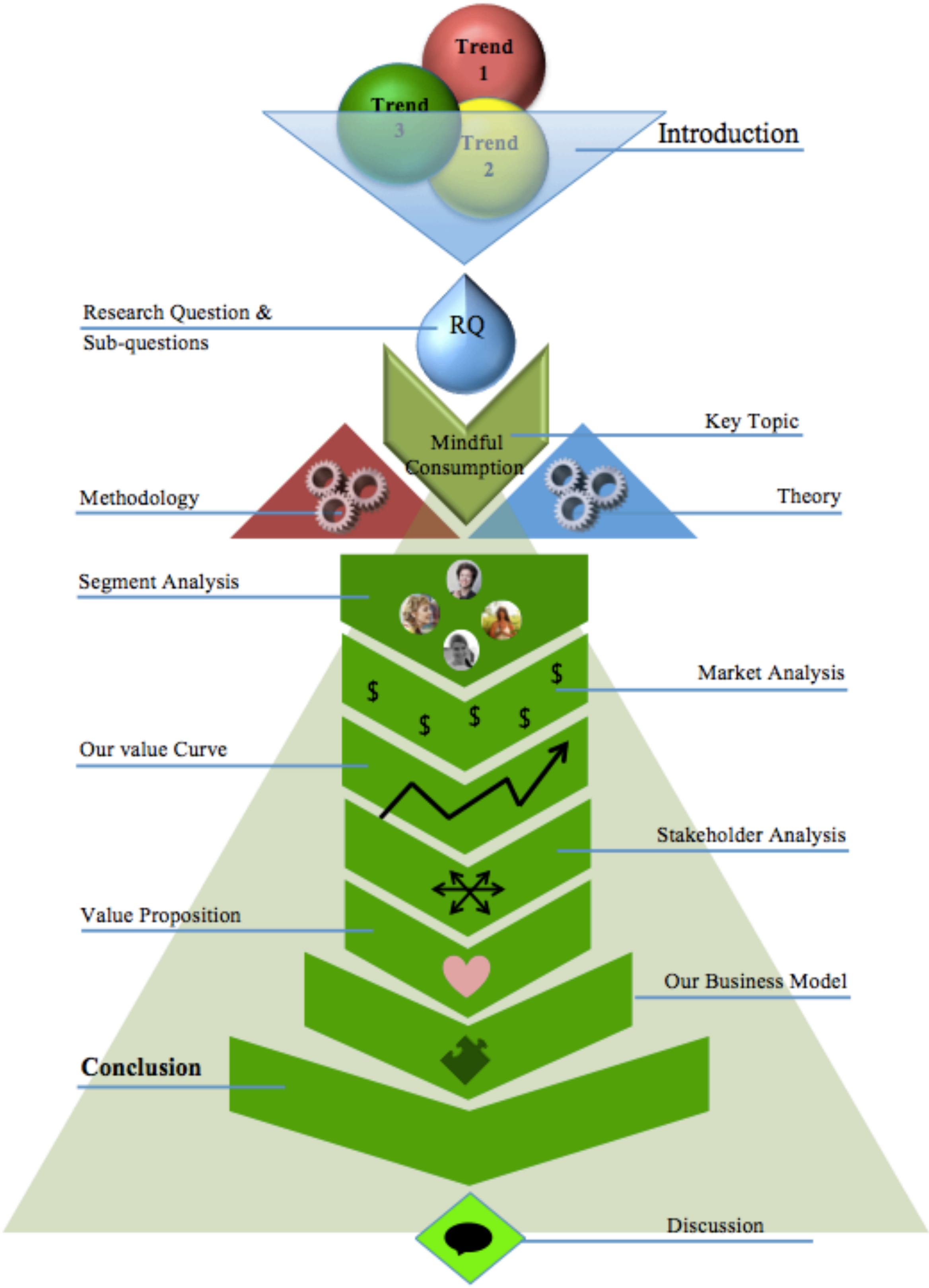



Figure 2.1: Thesis structure (own model)

# 3.0 Key Topic

In this chapter we will clarify our key topic: Mindful Consumption (MC). This topic is key to our thesis as it presents the foundations for our whole thesis. As we have set out to create a BM from a MC perspective, we must have a clear understanding of what MC is. We therefore start with elaborating on MC through a literature review and critique on the literature. This will be followed by a presentation of our own definition of what Mindful Consumption is and finally we present our own Framework on the subject, which will be the guiding framework throughout the thesis.

# 3.1 Mindful Consumption

In this thesis our focus is on how to create a BM from a MC perspective, and since we will be using the terminology MC repeatedly through this thesis, we have decided to give an in depth presentation of the meaning of MC early on in the thesis, so the reader has the same understanding of this terminology through the whole paper that we do. To understand the concept of MC, we will start with presenting it's origin. To do this we take our point of departure from literature on the sustainability trend and link it to present consumption trends. Then we will present our understanding of MC, and how we use it through the thesis to define and understand our segment to further understand how to cater to their mindset and thereby affect their purchase behaviour.

## 3.1.1 What is sustainability

As we mentioned in the introduction, MC is a trend that has arisen from the sustainability issue, therefore we will in the following describe what sustainability is and what it originates from. Hitchcock and Willard (2010) describe sustainability as a strategic tool, a framework, for making sense of what is happening in the world revealing threats and opportunities. This enables businesses to foresee changes, and take action before they happen (Hitchcock & Willard, 2010). Sustainability is not a crystal ball, but is used to examine the world as a whole system revealing relationships between social, economic and environmental trends assisting in forecasting what may occur in the future (Ibid.). Sustainability contains three dimensions: economic, social and environmental, these dimensions are often referred to as the triple bottom line (Sheth et al., 2010; Hitchcock & Willard, 2010; Tollin & Vej, 2012) as sustainability aims to optimize all three and not trade them off against each other (Hitchcock & Willard, 2010). Also Lubin and Esty (2010) consider sustainability as a strategic tool, describing it as the new business megatrend, since they have found common thread from previous megatrends. Common for megatrends in general are that they present inescapable strategic imperatives for corporate leaders and force fundamental and persistent shifts in how companies compete (Ibid.). Lubin & Etsy (2010) believe that sustainability qualifies as an emerging megatrend as, in the past 10 years, environmental issues have steadily influenced business' ability to create value for customers, shareholders, and other stakeholders (Ibid.).

Awareness around the sustainability issue arose in the light of resource scarcity, due to overconsumption (when level of consumption becomes unaffordable or unacceptable resulting in negative environmental, economic or physical distress), mass production (Jackson, 2006; Sheth et al. 2010; Lubin & Esty, 2010) and climate changes or externalities like carbon dioxide emissions and water use (Lubin & Esty, 2010; Hitchcock & Willard, 2010). In late 1970s early 1980s organizations started to concentrate on the needs and demands of their customers to stay competitive - the quality movement (Lubin & Esty, 2010; Hitchcock & Willard, 2010). In the late 1980s environmental practices were added to the expectations (Hitchcock and Willard, 2010) and since the surge of the information technology, the Internet has increased corporate transparency, making it easier to address and confront organizations with corporate social responsibility issues (Lubin & Esty, 2010; Hitchcock & Willard, 2010). More recently shareholders are affecting corporate leaders when they feel corporations are not living up to expectations on ethical, social and environmental issues (Hitchcock & Willard, 2010). Consumers all over the world are seeking out sustainable products and services and they also demand companies to improve their sustainable behavior (Lubin & Esty, 2010; Bonini & Oppenheim, 2008). In the light of these organizational changes, sustainability is born.

### 3.1.2 Sustainable consumption

Above we have introduced what sustainability means to corporations, as sustainability often is used in managerial matters. Globally consumers have established a whole lifestyle around the sustainability trend (lohas.com; Hertha.dk; okosamfund.dk), indicating that sustainability is also a consumption trend that more and more consumers are becoming aware of and following. Phipps et al. (2013) define sustainable consumption as: ”*(...) consumption that simultaneously optimizes the environmental, social, and economic consequences of acquisition, use and disposition in order to meet the needs of both current and future generations”* (Phipps et al., 2013, p. 1228 ).

Sustainable consumption has many names and is also referred to as *Guilt-free consumption* (trendwatchers.com) or Mindful Consumption (Sheth et al., 2010). Trendwatchers.com claim that guilt free consumption is a fast rising trend, and is the future of consumerism as it is a compelling answer to the current, epic quest for more aware, more ethical, more sustainable consumerism and contains three dimensions: **Self**: Guilt about what one brings on oneself; **Society**: Guilt about what one causes, directly and indirectly, to other people (and other living creatures); **Planet**: Guilt about one's impact on the environment at large (trendwatcher.com). These three dimensions are also represented in Sheth et al.'s (2010) framework for dealing with sustainability challenges but they use these three dimensions to describe the consumer's intangible factors of sustainable consumption - the mindset. Sheth et al. (2010) introduce consumption as having an intangible (the mindset) and a tangible (the behaviour) facet, they choose to call sustainable consumption mindful consumption and we will explore their view on mindful consumption in the following.

### 3.1.3 Mindful Consumption

Sheth et al. (2010) introduce Mindful Consumption (MC), in a call for more customer-centric sustainability based on environmental, personal and economic well-being of the consumer. In late it has become more apparent that consumption is a complex issue, with both negative and positive consequences for the consumer, the society and for business (Sheth et al. 2010). Increased consumption raises serious environmental concerns and at the same time consumption is a basic necessity for survival and is critical to personal, social and economic well-being (Ibid) and therefore Sheth et al. (2010) attempt to find a balance in consumption, minimizing the negative possibilities and pursuing the positive, urging marketers to consider the full impact of consumption on a long-term view. They propose a market-driven approach addressing overconsumption in a nuanced manner, aiming to redirect consumption patterns rather than restricting consumption.

Sheth et al. (2010) describe consumption as having two different facets – a tangible and an intangible (Sheth et al. 2010). The tangible facet is the *Behaviour* of engaging in consumption and the intangible is the *Mindset* pertaining to attitudes and values, which influence the choice surrounding the behaviour. The attitudes and values determine how the effect from consumption is interpreted, increasing or decreasing the probability of further consumption (ibid.). In other words, the consumer's *Mindset* is the controlling variables for the consumer's behaviour and therefore to change *Behaviour* the *Mindset,* must be altered.

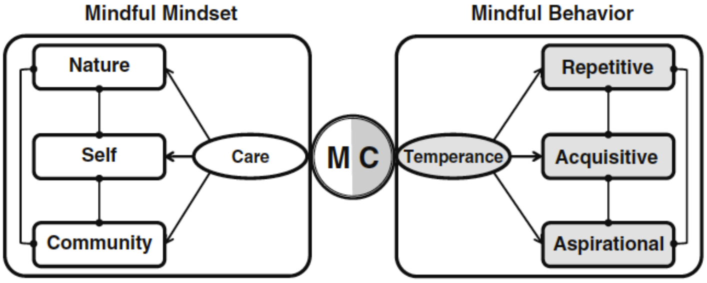



Fig. 3.1 Mindful Consumption (Sheth et al, 2010 p. 27)

A mindful mindset is the sense of *caring* about the implications and consequences of the consumption and is reflected in a conscious sense of caring toward *self, community and nature* which translates as an intent to consume in a manner that enhances one's well-being and is in accordance with one's values (ibid.).

With mindful *behaviour* Tempering **acquisitive** consumption is about being aware of one's needs and capacity to consume, so that excess consumption is minimized (ibid.)

Tempering **repetitive** consumption is about minimising the consumption of disposable products like plastic utensils, disposable cameras etc, products that are acquired for convenience purposes but also products that become obsolete, like technology and electronic goods. An issue is also that functional products are being replaced with newer, more fashionable or 'faster' replacements (ibid.). Tempering repetitive consumption is about educating the consumers on really considering their purchase, if a product that has a longer life cycle should be purchased instead, although at a higher price and about the disposing of it, if it can be recycled or sold again.

With **aspirational** consumption, competition is the main driver, it is about having a better car than your neighbour or wanting a product because an idol has it (ibid.). It is about acquiring products, just to have them and to show them off, spurn off by the trend 'luxury goes mainstream' (ibid.). Aspirational consumption is expressed by trading up.

Sheth et al. (2010) claim that the consumer's *Mindset* is the controlling variables for the consumer's behaviour and this relationship between mindset and behavior are in alignment with Phipps et al. (2013) framework. Phipps et al. (2013) take the theory a step further and introduce a Social Cognitive Theory (SCT) framework, which provides a dynamic perspective on sustainable consumption, incorporating the concept of reciprocal determinism, wherein personal, environmental and behavioral factors create a feedback loop to influence each other.

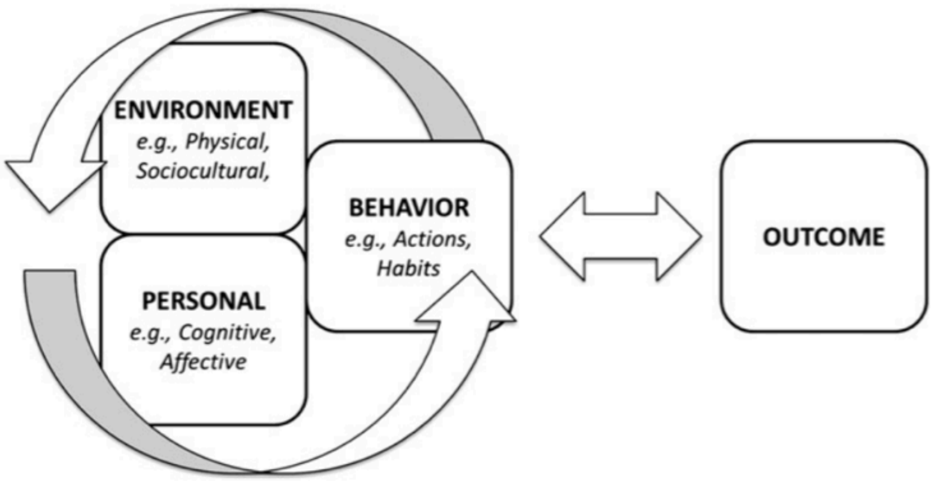


Fig 3.2: Social Cognitive Theory and reciprocal determinism (Phipps et al., 2013)

SCT focusses on the role of behavior as not just an outcome, but also as a determinant of other factors and introduces two critical feedback loops; 1) past behavior affecting future behavior, and 2) behavior affecting both personal and environmental factors (Ibid.). The reciprocal determinism concept of SCT illustrates how consumers receive feedback from both tangible outcomes (e.g., economic benefits) and feelings (positive and negative) that arise from past behaviors (Ibid.).

Furthermore Phipps et al. (2013) introduce information as a source to behavior: "*... lack of clear information about the environmental impact of products through labeling can constrain sustainable consumption behaviors (...) Source and message credibility are also key issues since consumers have difficulty discerning what claims are legitimate* (Phipps et al. 2013, P. 1229).

### 3.1.4 Literature Critique:

In general there is a global consensus that sustainable consumption is desirable, important and necessary, but these positive attitudes do not necessarily translate into sustainable consumption behaviors (Phipps et al. 2013). This is especially clear in Seth et al.'s (2010) framework, which is a very linear framework, where mindset affects behavior. No considerations seems to be made regarding people having a mindful mindset, but not the resources or capabilities to let this affect their behaviour and therefore we find a gap between these. Furthermore they do not elaborate on if the behavior can affect the mindset, as Phipps et al. (2013) introduce with their feedback loops, and how about affecting the mindset, can consumers be effected to become more mindful? Sheth et al. (2010) state that to change the behaviour the mindset*,* must be altered, but they do not state how it can be altered. Phipps et al. (2013) present information as a source to behavior, an aspect that Sheth et al. (2010) fail to include in their framework and seeing that awareness about sustainability is created through information on the issues, it is an important factor to include when discussing mindful consumption. Further in Sheth et al.s (2010) framework it is indicated that the behavior is only affected by internal influences - the mindset - and we see that there are many external influences that can affect the behaviour, these being friends, networks and social media, to politics, ads and the list is endless. Furthermore it is not clear what mindful behavior is as Sheth et al. (2010) only describe the three behavior types that can be tempered, but not how to temper them or what mindful behavior is - how is tempering the aspirational behavior expressed?

Where Phipps et al. (2013) define previous behaviour to be an important indicator for future behaviour, we see that it is more likely to be previous experiences that can affect future behaviour.

As we see that a behaviour leads to an experience, which leads to an evaluation of the experience and from there leads to the future behaviour.

Sustainable actions and measures can also have a negative effect and spur on more unsustainable behavior, like recycling paper, can lead people to believe that "as long as we recycle, we do not have to think about how much we use". There is no indication on how the presented frameworks can be used to prevent this type of behaviour.

### 3.1.5 Our definition of mindful consumption

Based on the above we define MC to be:

***'The holistic system that relates ones values - influenced by information and previous experiences - represented in the mindset of caring toward self, community and nature to temperance in acquisitional, repetitive and aspirational consumption'.***

As MC is a fast rising trend with more and more mainstream consumers following it, we see a business opportunity in catering to these consumers. As described in our terminology and introduction there are the MC'ers who live and breathe MC and the mainstreamers who are starting to open their eyes to buying more mindful. We assume that using the same terms, language and phrases that the MC'ers use when describing their lifestyle and values will trigger an interest in the mainstreamers. Therefore we use the MC definition to explore the underlying values of the MC'ers and from there use the found values to dig further into how the values are created through information and past experiences and how they in turn affect mindset and behavior. This mindset and behaviour will then be analysed to further understand how to cater to the broad mainstream segments and explore which values can be aligned between the MC'ers and the mainstreamers and thereby lead us towards a sustainable business model. It is our aim to use the MC framework as basis for creating value for our mainstream segment, by offering interior design products that cater to the mindful mindset, and use the behavior aspect to affect the consumer's online purchase decisions.

To be able to explore how the values are created, we need to develop our own framework, as we find that the above presented MC frameworks are too linear and not descriptive enough. We therefore present our own framework, based on our definition of MC, as we find that the process is a never ending, continual loop, where information input and experiences influence both the mindful mindset and mindful behavior continuously.

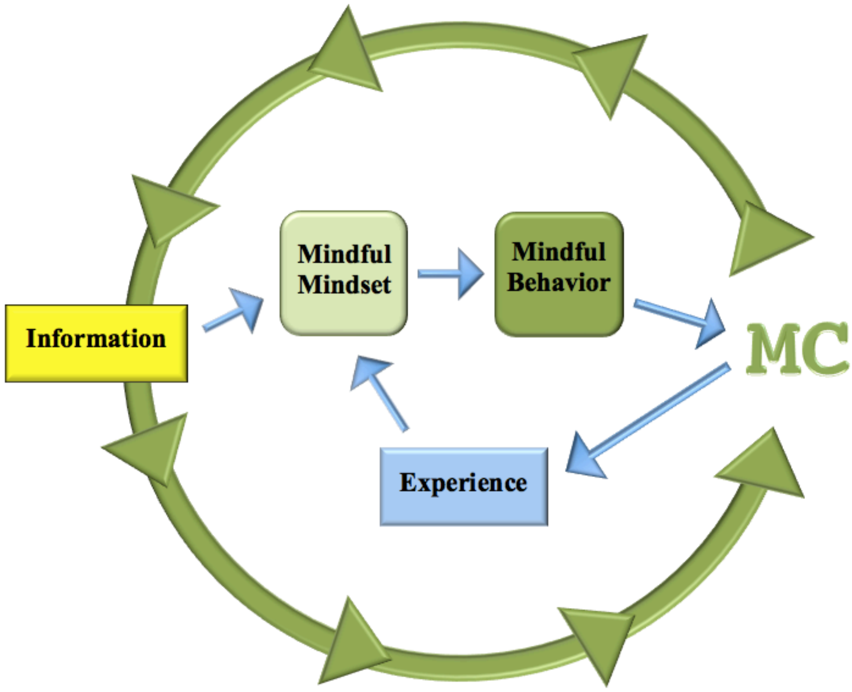



Figure 3.3: MC Loop Framework (Own model)

Visualised above we have the *mindset, behavior* and *experience* in the center of our framework indicating that these are processes happening internally within the consumer. Outside the loop, we have MC, as this is an action that happens; and information, as information is accessed through external sources. The Mindful Mindset is the intangible facet, comprised by three dimensions: caring for Nature, caring for Self and caring for Community; and the Mindful Behaviour is the tangible facet practicing tempering Acquisitive, Repetitive and Aspirational behavior. To alter the behavior, the mindset must be altered. Our framework introduces two mindset altering dimensions, an internal and an external. The internal dimension is *Experiences* from previous consumptions and the external dimension is *Information* input from any number of external sources like News reports, WOM, Social Media, Blogs, documentaries, marketing (advertising) etc.

As illustrated the mindset triggers a certain behaviour leading to a MC. We then argue that the consumption will lead to an experience that is processed internally and stored in the consumers mind, this can affect the future mindset and thereby influence the future behaviour as well, creating a never ending loop. By experience we mean a set of impressions that in an either negative or positive way affects consumers' internal stimuli and memory - their mindset. One example could be a consumer who always seeks to purchase organic products, but after purchasing a specific ecological brand finds that this product isn't as good quality as other organic products. This experience will influence her mindset and at the end her behaviour, as she has realized that an organic branding is not necessary equal with good quality, as it only affects the manufacturing process and she in the future will look for both quality and organic products.

Surrounding the core of the framework is a constant circulation of external information, which now and then influence the consumer's mindset and starts a loop, as when the consumer's mindset is altered it will affect behaviour and the process will be started again. This external information can be searched for consciously, because one wants to gain more information about a specific topic or they can influence consumers' mindset unconsciously in the situation, and instead be stored in memory. An example can be that a consumer buys organic dairy products from Arla, but is then told by a friend, that as Arla both produces regular non organic produce and organic produce, the organisation shows that it is only following a niche trend and that it has not chosen to produce responsibly, but profit on something they consider as a trend. This knowledge could alter the consumer's mindset on the Arla brand and affect the consumer's future behavior resulting in more MC.

Our framework makes it possible for us to explore the dynamics in the creation of MC, knowing that the mindset is constantly changing and being affected by both internal and external factors. As we know that the Mindful mindset is comprised of caring for nature, self and community and that the mindset affects the tempering of acquisitive, repetitive and aspirational behavior, we must explore how a MC'er translates these. How is this mindset and behaviour reflected in a MC'ers daily life? Sheth et al. (2010) come with suggestions on how tempering behaviour could be expressed, but we seek to explore further into this and also find out exactly what tempering the aspirational behaviour is, as there is no suggestion for this. These are important aspects to consider when developing a new business model that targets the mindful early and late majority. Also, our framework clarifies that companies have to rethink how they create value in a given market, which we will elaborate on in the following

## 4.0 Methodology

To describe the methods from what basis we have chosen to tackle our research question, we will in the following elaborate on our philosophy of science, which is the guiding principles in which knowledge is developed, and the sets the foundation of which data should be collected, analysed and used in our search to answer our research question. For one to produce scientific knowledge, one must discuss the importance of how the researcher perceives reality (Saunders et al., 2003). Further we also present which type of data we will collect, how and why we collect it and further how and where we will be using the data collections.

## 4.1 Social constructionism perspective

The above outlined understanding of value creation sets the frame for our choice of scientific perspective, as our conception is, that consumers construct meaning and value through their choices and activities. We further argue, that value is the result or benefit of a co-creation process between a business and its stakeholders. Having this conception leads us toward a social constructionism perspective, as knowledge and meaning in this perspective is something that is established through social interaction processes (Fuglsang og Olsen 2007). The paradigm of social constructionism stems from the view, that reality is not objective and external, but reality is constructed and given meaning by people (ibid.). This correspond to our understanding of how value is created through co-creation and that meaning is not something that can be directly translated into stakeholder's mindset, but something that is given meaning by people and their cohesion.

Therefore, this thesis will be based upon a social constructionist foundation, meaning that this thesis will take on an empty ontology and thereby see reality as constructed (Fuglsang & Olsen 2007). Our chosen ontological point of departure is in contrast to realisms claim that there exists a true world with an objective truth, which can be observed and quantified (Ibid.). Epistemology is determining for how the subject area is studied and also whether true, scientific, and objective knowledge is possible (Olsen & Pedersen, 2006). Staying true to the social constructionist perspective, we reject the objectivist epistemologies, as they state that truth can be recognized and found from controlled methods (Ibid.). This thesis will be based upon the perspectives and subjective epistemology, as we recognize that we interpret on an interpreted reality (Ibid.). Therefore we don't seek an understanding of *what*, but instead, our purpose with this thesis is to investigate *how* subjective realities are constructed through language from and between mindful consumers.

We have chosen this epistemology as it is in compliance with our aim to investigate how to target mindful consumers, from a mindful consumption point of view. In the idea of social constructionism, knowledge is constructed and focus is on the way people make sense through sharing experiences with others through language (Saunders et al., 2003). The view on how value is created in markets and the current view on modern marketing - where customers no longer react to one-way mass communication, but instead seek involvement and co-creation of products and services - is the reason why we chose to take a social constructivist position. Through this paradigm we observe how human action arises from the sense that they make of different situations, rather than as a direct response to external stimuli, as human interests are the main drivers of science. In the social constructionism paradigm the observer will always be a part of what is being observed (Ibid.). The fact that we as researchers are humans, studying other humans, is a strength rather than a weakness, as it gives us insight into other people's behaviour (Ibid.).

Through our social constructionist perspective we aim to illuminate several perspectives of how to create a sustainable business model for our new online web shop concept. The business model must embrace the demands from the shift in the branding paradigm, where consumers want to co-create and companies no longer can control the communication and use of their products. From a social constructivist perspective, brands as well become a social constructions. Even though organizations attempt to deliver a brand with a clear mission and vision, the company can never be guaranteed that consumers will understand and assign the same values as the organization intended. A brand as well as everything else is built upon different meanings and understandings and does not have a definite truth, since consumers create their own perspective of truth. The constant re-interpretations make the world complex resulting from subjective construction of reality (Ibid.). Due to the constant change, generalization is not of crucial importance as we *"accept that the circumstances of today may not apply in three months' time"* (Saunders et al., 2003, p. 84).

In the light of social constructionism, mindful consumption is as well a social construction, given different meanings and attributes in regard to who makes the observation. The view taken in this thesis, will focus on illuminating and understanding the distinction and underlying reasons consumers have of the MC concept, and how this influences their purchase decisions. As we perceive trends as a social construct, we will in our research gather information from a number of respondents who are all interviewed for a specific reason, incorporating stakeholder perspectives and the complexity of sustainability in Denmark. Throughout the thesis, we will remain aware of the fact that our result could be different if a different approach of collecting data had been chosen or if we had used other respondents.

## 4.2 Empirical strategy

With social constructionism as our stance, we have chosen a mixed methods research approach - a combination of quantitative and qualitative research. Well aware that the mixed methods research have been criticized against, we argue that it is sufficient when taking a social constructivist perspective.

In the technical version, also referred to as the epistemological version, research methods are seen as autonomous, having an overall social constructionism stance, as our leading research strategy, makes it possible for us to fuse our qualitative findings with our quantitative findings (Bryman 2012). This is possible because we acknowledge that all knowledge we have gained is only an observation of our respondents beliefs and words and thereby an observation of their own interpretations of themselves. The aim is to interpret consumers' descriptions of their buying decisions in regard to MC and their consumption experiences, not to gain full access of our respondents life-worlds, as this will demand us to participate and observe them in their everyday life. We acknowledge that our survey and interviews are a conversation wherein data is created through our relation, but our finding will be processed as second-order observations, as we were not present at the moment and time our respondents are referring back to. By second-order observations we mean, observations of observations (Esmark et al., 2005). This means, that we are aware that the spoken word and the interpretation submitted by our respondents are their version of their experiences, thoughts and actions, and in the actual situation it might have been different, but this is our respondents translation of what they can recall (ibid.).

To be able to answer our sub question, we start out by conducting in-depth interviews. The answers we gain from our interviews will be the used as the foundation for our further research: the quantitative survey and to generate an overall insight into the MC mindset and behaviour. Having a social constructivist point of departure helps us to investigate concepts and to capture the essence of the MC mindset, which we will use as our foundation for answering our sub-questions. An exemplification of how we have approached the different research questions and methods are described in the following.

## 4.3 Data collection

We start with a literature search, to investigate the mindful consumption trend and how to create value in various markets. We follow this up with an in-depth expert interview and interviews with Herthasians, basing our questions around our literature findings, which will help us develop an understanding and a foundation for our further research. Through the qualitative interviews we have established an understanding and built a foundation that we used as the base for creating an E-survey. Also, we use our qualitative research findings to exploit MC traits to create a BM based on the MC perspective and explore how MC is practiced in real life in regard to caring, tempering behavior, how information is gained and how consumption is experienced.
Our data will be presented in the following.

### 4.3.1 Primary data

Our primary data consists of 4 qualitative in-depth interviews with respondents representing the mindful consumer lifestyle, and a quantitative cross-sectional E-Survey. In the following we will elaborate on the methodology of how they have been conducted.

#### 4.3.1.1 Qualitative research methodology

This is not only closely related to the idea of social constructionism, where human interests are the main drivers of science (Saunders et al., 2003), in combination with in-depth interviews it can also be used to explore the mindful mindset, the mindful language and get an understanding of the values influencing and springing from a mindful lifestyle. The qualitative research methodology seeks to uncover the views and meanings held by research participants and allows us to gain an understanding of the world in their terms. It is a powerful means of gaining an in-depth holistic understanding of the relationship between mindful consumer's culture and lifestyle, meanwhile also gaining an insight into their way of communication and the language related to the MC mindset and behavior (Daymon & Holloway, 2011). This insight and knowledge we gained from our in-depth interviews was used to formulate questions for our E-survey, so we could communicate through similar phrases and core values.
Since the object of our empirical enquiry is to explore the present situation and dominant logic within the mindful consumers by uncovering *"(...) the views and meanings held by* [*them*] *to understand the world in their terms(...)"*(Daymon and Holloway, 2011:7) we have decided that a semi-structured interview, as defined by Daymon & Holloway (2011), will be the best suited method for collecting our primary data. We have created two interview guides (appendix 16.1 + 16.2), one for our interview with our MC expert Bryan and another for our interviews with the three

Hertha residents. The interview guides focus on the topics we wish to investigate, but the order of how we ask the questions are not the same for all the interviews, as we wish to be able to go deeper down a path, if the respondents take the content in an interesting direction (Daymon and Holloway, 2011).

In the following a short introduction to our respondents and the interview situations are presented, together with an in-depth description of the methodologies used to form our interview guides.

#### 4.3.1.2 Expert Interview with Bryan

Bryan is the proprietor and founder of both the physical store EcoEgo and the associated web-shop, that sells foods and other products that are produced in an ethically, socially responsible, green and/or sustainable manner. Bryan is an educated geographer with 15 years experience in nature preservation, educating on environmental issues, sustainable development and responsible resource consumption, furthermore he is an expert in 'green lifestyle and business operations'. Bryan also works as a consultant offering 'eco-audits', guiding businesses in green and sustainability issues and sets strategies to save resources and money. As a store proprietor he has a good, valuable knowledge on both the wants and demands of the consumers and the range of the products offered, so both the demand and the supply side. As a consultant he has valuable knowledge on sustainability and consumer trends in general. We chose to interview Bryan as we assumed him to be a true MC'er, living by the MC values, working with it and seeking to create more awareness around sustainability and environmental issues. An assumption that we afterwards could confirm.

We did a semi-structured in-depth interview with Bryan, to uncover values of the mindful consumer (MCer) and question him on where he sees the trend moving. We started with asking him to give us his definition of mindful consumption. This was so that we can hold it up against our own definition, and see if anything varies. We sought to use his interview to decide if there is a rising demand for ethically produced products and if the demand is being met or if there is a market hole that can be filled. We sought his opinion on if both first-movers and mainstreamers know where to go, for finding these products. Furthermore we wanted to discover if there is a balance between the mindset and the behavior and if the balance counts for both the first-movers and the mainstreamers or if there is an imbalance in mindset and behavior. We also asked a range of questions on marketing and branding as we want to know how to create awareness around new products. Furthermore we wanted to know if the consumers create the demand themselves or discover things that exist, through search (Digital, analogue or WOM). In the first part of the interview we asked him to reflect on his own consumption values/habits, so that we could discover the language, values and habits of a true MCer.

##### *4.3.1.2.1 Interview situation*

The interview was conducted on Bryan's home court, in his shop EcoEgo. We chose this setting since it would make Bryan confident and safe and we found it interesting to see his shop and having a guided tour by Bryan, who was more than happy to explain and show his many different varieties of products. On the contrast we were prior to the interview a bit concerned about being interrupted by customers, but actually we weren't interrupted more than a few times and we found it interesting to both observe the customers and see Bryan's engagement in describing and advising his customers. Bryan consented in us recording the interview (Please find the full interview on attached compact disk) or read summary (appx. 17.3)

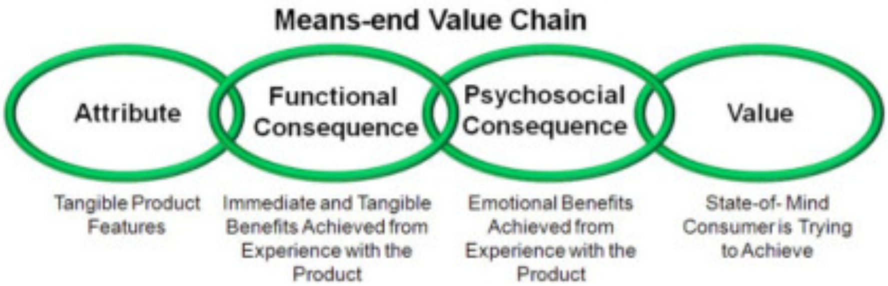
#### 4.3.1.3 Interview with Hertha residents

We chose to do personal semi-structured in-depth interview with residents from the Hertha eco-community, as we consider them to be Mindful Consumers (MCers). This assumption is based on the fact that they have willingly chosen to live in a society, which core values are built on caring for nature, self and community. The Hertha eco-community was created in the philosophy of inclusion of all, where there is a place for both the weak and the strong. There are approximately 130 residents in Hertha, and 20 of them are mentally handicapped who live in protected homes and work for a living at the village dairy and farm, taking care of the animals, producing milk products and farming vegetables. Furthermore the guiding principle in Hertha is equality and the framework their community is built upon is inspired by the Rudolf Steiner principles, based on ethical, social and environmental terms.

With these personal interviews we seek to discuss the MCers value sets, how they see themselves as consumers and how their value sets are reflected in their communication and purchase behaviour. Sheth et al. (2010) show with their model that a mindful mindset has an effect on the mindful behaviour, but do not describe how the mindset affects the behaviour. Therefore we seek to link these more together through these interviews. Furthermore we are interested in their ethical values and how these are reflected in their everyday life and consumption, how they search for wanted products and how their needs are covered, to see if there is a market hole where we anticipate one to be. You can read the summary of the interviews (appx 17.4, 17.5, 17.6) or listen to the interviews on the attached compact disks.

#### 4.3.1.3.1 Means-end-approach

To get an overall idea of who the respondent are, we will start off by asking some fundamental questions about the respondent. For the following questions, we will be using the Means-end-approach, as we seek to discover the underlying emotions, consequences and personal values that drive the MCers purchase behaviour. The Means-end Value Chain theory assumes that the decision makers' subjective perception of a good is the result of associations between its attributes (means) and more abstract cognitive schemata, which include the personal values underlying certain behaviour (ends) (skymax-dg.com 8/3-14). For these questions, we use the laddering technique, which is asking the respondent 'why is that important to you?' repeatedly about the key attribute, and the answers given, pushing them to increasing levels of abstraction until they can go no further. By doing this we should gain an understanding of how consumers translate product attributes into meaningful associations with respect to themselves, revealing the underlying motives for purchasing a particular good. The model below illustrates the links between the Means-end value chain, how going from attribute to functional consequence to psychosocial consequence should lead to the consumer's values (Ibid.).




Figur 4.1: Means-end Value Chain (skymax-dg.com 8/3-14)

#### 4.3.1.3.2 Interviewees

All our interviewees are residents in Hertha. We interviewed:

- Diana, 42 years old. Diana has lived in Hertha for 6 years
- Per, 33 years old. Per has lived in Hertha for 7 years
- Johnny, 51 years old. Johnny has lived in Hertha for more than 10 years.

#### 4.3.1.3.3 Interview situation

We conducted the interviews in Hertha's administration building, where we were provided with a meeting room. The interview situation was cozy, as we offered our respondents coffee and a piece of cake, from their own ecological bakery, giving us an opportunity to small-talk and loosen up the situation. It worked well and all three respondents seemed relaxed and they all consented in us recording the interviews (Please find the full interview on attached compact disk).

We chose to do the interview in Danish and then translate it ourselves. We are aware of meaning lost in translation, but when asked, the residents preferred to do the interview in their mother tongue, as they were afraid that their English was not proficient and that they did not know all the english terms.

#### *4.3.1.3.4 Interpretation of the qualitative research methodology*

Our aim with conducting these three interviews and using the laddering technique is to explore in-depth how and when certain features of our respondent's worlds were visible to each other - and to us (Silverman, 2006). Through our interviews we were able to build up an understanding of the values, attributes and language the core of MCers use. We build a positive ladder based on questions concerning e.g. "*Why do you live a mindful life*" and "*Why is it important for you that products are ethically produced*?". To be able to use our respondents answers the output is structured and coded in regard to these four areas; *Atributes, Functional consequences, Psyhological consequenses* and *Values* (skymax-dg.com 8/3-14). From our interviewer/respondent dialogue we are able to convert the data into quantitative data, from which we can map consumer decisions, which will help us identify the MCers value chain (Ibid.). All three interviews were coded as demonstrated in the following:

| **DOING THE RIGHT THING<br>Herthasian - Diana** | |
|---|---|
| Why do you live a mindful lifestyle? | |
| **Attribute** | - Rhythmic way of life |
| **Functional Consequences** | - Easier life for my children<br>- Healthy earth |
| **Psychological Consequences** | - I feel like a good mom<br>- I contribute to earth |
| **Value** | - Doing the right thing<br>- Acceptance from others<br>- Being good to others |

| **SATISFACTION<br>Herthasian - Diana** | |
|---|---|
| Why do you consume the way you do? | |
| **Attribute** | - Practical purchase |
| **Functional Consequences** | - Solves my needs<br>- Sustainable products |
| **Psychological Consequences** | - It fits my lifestyle<br>- I feel that it creates a balance |
| **Value** | - I feel satisfied<br>- I feel like I'm doing the right thing |

Figure 4.2: Coding (own model)

The above is an example of a consumer decision map, showing the emergence of two paths for Diana, one oriented around "*Doing the right thing*" and one around "*Satisfaction*". In the decision path to the left, the major feature to why Diana lives a mindful life is that she feels she is doing the right thing, getting accepted and being good to others. When asked why she consumes like she does, the major features are that it satisfies her needs. Having mapped our respondents answers (find all consumer decisions maps in appendix 17.7), we were able to find common values and wordings, which helps us in understanding consumer choices. To collate our findings with the MC framework, presented by Seth et Al. (2010) we have created an overview of the different values and wordings found through mapping the decisions, in regard to the mindful mindsets three dimensions; *Caring for self, community and nature*. We have gathered our findings in the following scheme and all sentences are directly translated from our interview respondents and categorized by us.

| **Caring for self** | **Caring for nature** | **Caring for society** |
|---|---|---|
| The natural | The natural | Not I but we |
| Circle of life | Circle of life | Circle of life |
| Spirituality quality | Organic green | Contributing |
| Simple | Biodynamic | Being a good parent |
| Economic | Being good to nature & animals | Caring for each other |
| Rhythmic | Responsible towards the nature and animals | Give back to the earth |
| Being a good parent | | Being good to each other |
| Healthy | | Being good to earth |
| Doing the right thing | | Support of the locals or smaller businesses |
| Finding the truth | | Fairness |
| Being good holistically | | Responsible towards the people and the environment |
| Life quality | | |
| Vegetarian | | |

| | | |
|---|---|---|
| Karma | | |
| A saving / A clean (new) beginning | | |
| Sceptical about TV media | | |

Figure 4.3: MC mindset findings (own model)

The above findings will be incorporated into the questions in our E-survey, since we thereby believe that we in a more efficient and clear way, can formulate questions that are aligned with the overall MC mindset. Also, these findings will help us when we later on want to investigate which choice of channel to communicate through and which communication strategy will be mostly efficient when targeting this segment.

Having gained an overview of the MC mindset, we also seek to gain an understanding of the MC behaviour. As earlier stated, we found that the MC mindset affects the MC behavior in the way MC'ers search for information, search for products and how they behave in purchase situations. We have listed our findings in the scheme below, which indicates that our respondents practise tempering in all three behavioural aspects; *Repetitive, Acquisitive* and *Aspirational*. This will be elaborated on in our analysis.

| **Repetitive** | **Acquisitive** | **Aspirational** |
|---|---|---|
| Does not understand buy and throw away culture | Conscious about consumption | Actions that benefits the world |
| Only purchases what is needed | Feeling guilty | Sharing with neighbours and society |
| Recycle | | |

Figure 4.4: MC behavioural findings (own model)

Furthermore as we have identified what mindful behaviour is, we can use these behaviours to create tangible product and service attributes that are appealing to the mainstreamers.

The main aim of our survey is to gain knowledge on the mainstreamers mindset and behaviour in relation to the MC'ers, to investigate if there is any coherence. Also, our survey is to assist us in determining the current state of play in the known market, identify our main competitors and the competing factors that we can differentiate us by. The questionnaire design will be presented in the following.

#### 4.3.1.4 Quantitative design process

Our E-survey is inspired by the "Questionnaire design process" presented by Schmidt & Hollensen (2010). The process has 10 steps, which all have been taking into consideration before developing our E-survey. Some of the steps needs a bit more elaboration, which we will present next.

##### *4.3.1.4.1 Questionnaire design*

The first step in the "Questionnaire design process" is to specify the information needed and clarify the target segment. We found that both men and women purchase equally much online (fdih.dk, 11/3-2014). But we have chosen to target women only, as according to Index DK (2012, appx 17.8), women account for 64 % of all the purchases made in Denmark and influence 74 % of all purchase decisions (Lowe Friends & Nielsen, appx. 17.9).

The second step is to determine the survey method. We have chosen to make an E-survey, since it is a fast and easy way to aim our survey towards our target segment. Schmidt & Hollensen (2010) argue that one of the downsides by choosing a E-survey is, that internet users are not representative of the population as a whole. An argument that we disagree with, since a survey from Danmarks statistik (2013) shows that 72% of the danish population have made a purchase online, all aged between 16-89 years old. That shows us that many danes are online and therefore are able to answer our questionnaire, as long as they will be exposed to it of course. Also, the difference in age indicates, that Internet access and the use of the Internet is widely spread. Furthermore we wish to create a web store and therefor we are only interested in consumers that are confident/comfortable and used to navigating online.Therefore we believe, that the responses we collect in our E-survey are valid and representative. Our E-survey is a combination of scaling and multiple choice questions, some open-ended and thereby we have considered the third step in the "Questionnaire design process". The next steps have been discussed when designing and formulating the questions and therefore the reader will discover, that our question format is changing, depending on what type of information we are seeking to find. Further, we have considered the question wording carefully, including the terms presented above, coded from our interviews, in a degree we believe makes sense for the mainstreamers as well. We have arranged the questions in a manner that we are convinced make the best sense for our respondents and therefore some answers will pave the way to further questions, whereas other answers exclude some respondents from some specific in-depth questions (Please find survey guide appx.17.13).

The first question in our E-survey is to ensure that our respondents fall under our main segment, therefore we ask them some overall questions on their demographics.

As we have discovered the MCers mindful values that affect their mindset and behaviour, we seek to investigate if the 'mainstreamers' have some of the same inclinations to these values. Therefore we base the questions in Q2 on the core values of our first-movers. We do not introduce the respondents to the fact that this survey is about consumption yet, as we want to know their mindset, without the respondent being biased by thinking in 'purchase terms'. We use this in the analysis to link it with their purchase behaviour, which we ask questions about in Q3:

| Q3 |
|---|
| **Imagine that you are searching for a new interior design product (lamp, vase, art , new sofa table etc.). What are your main considerations? Rate the following:** |
| - If the product can be recycled after use<br>- If the product is produced in Denmark<br>- The story behind the product<br>- The brand<br>- If the product is of good quality<br>- If the product is made from natural materials<br>- If the product is made from recycled materials<br>- If the product is from a sustainable brand<br>- The organizations transparency policy<br>- If the product is produced by a company with good work ethics<br>- If the product or the purchase situation is a memorable experience<br>- If I receive a high level of service<br>- Price<br>- If I can find the product recycled on e.g. "Den blå avis", "Lauritz.com" or similar sites |

Furthermore the answers in Q3 will be used to illustrate some of the factors we will compete on and use in the strategy canvas.

As we seek to create a business model for an online retailer, it is important for us to know if our respondents shop online and what they mainly purchase online. Also, we seek to find out who our main competitors are and the most popular answers will be used in our strategy canvas, so we know who to compare ourselves to and differentiate from. Therefore we ask the following questions in Q4, Q5 and Q6:

| Q4 | Q5 | Q6 |
|---|---|---|
| **Do you shop online?** | **Listing the different product categories that most often are bought online, please state how often you purchase these:** | **When you purchase interiour design products (e.g. lamp, vase, art, sofa table etc.) where do you shop? Pick the 3 retailers you frequent most often:** |
| - Yes | - Groceries | - Magasin |

| | | |
|---|---|---|
| - No | - Interior design products (sofa table, lamps, vases etc.)<br>- Clothes/shoes/jewelry/bags<br>- Travels (Hotels, flight etc.)<br>- Experiences (cinema, restaurants, shows, concerts etc.)<br>- Deals: (sweetdeals, Downtown etc.)<br>- Electronics<br>- Books and music | - Magasin.dk<br>- Illum's Bolighus<br>- Imerco<br>- Imerco.dk<br>- Inspiration<br>- Inspiration.dk<br>- Bahne<br>- Bahne.dk<br>- Pop-up designer markets<br>- Small local designers<br>- Ikea<br>- Ikea.dk<br>- Other |

With Q7 to Q16 we seek to gain knowledge about the information level of the products and if and how this affects the consumers purchase behaviour. We therefore ask our respondents the following questions; "*What information do you consider being most essential when buying a new interior design product (such as a lamp, vase, art, new sofa table etc.)?* and *"Think back on your latest interior design product purchase (such as a lamp, a new sofa table, a new pot etc.) were there some aspects that you in retroperspective would have liked more information about?*

As we seek an understanding of which information they consider being important we ask them:

| **What information do you consider being most important when buying a new interior design product (such as a lamp, vase, art, new sofa table etc.)? Choose the 3 factors that are most important to you:** |
|---|
| - Price<br>- Where it has been produced (country)<br>- If it is a danish designer/product<br>- Quality<br>- Design (how it looks)<br>- Brand<br>- Which material it is made from<br>- If it is a one of a kind product and not mass produced<br>- The description of the product including pictures<br>- Other |

Furthermore we seek to gain knowledge on how the consumers would want to receive this information and we therefore ask: *"Have you ever read a review, a blog or participated in forum* *discussions about a specific product or brand before an online purchase?* and *"How would you in general like to receive information on interior design products you purchase?*. This contributes to building our concept and recognizing platforms and channels that the respondents wish to be communicated through. Furthermore we ask; *"Do you feel that there is a good amount of information in general about non-food products your purchase?"; "Have you ever changed your mind about a product you wanted to purchase, because you heard or read something negative about it?"; Have you ever changed your mind about a product you wanted to purchase, because you heard or read something positive about it?*; *"Have you ever purchased a product because the story about the design/the material/ etc. was inspiring or intrigued you?"*and *"Would you be interested in knowing the story behind the products, the organizations, the ethics, the materials and how the products are manufactured?"*. We ask these questions as we need this knowledge when investigating if the information levels affects the respondents mindset and thereby affects their purchase decision.

Having presented our E-survey guide, we will in the next present of our survey respondents.

#### *4.3.1.4.2 Respondents*

As we in our limitation have narrowed our segment down to only women, the answers given by men will not be included in our analysis. This is the only restriction we have when conducting our survey, but it is our aim that we later on can separate our respondents into subcategories, as we thereby hope to find a more narrow segment. As we have chosen to mainly share the E-survey with our own network through Facebook and E-mail, well aware that we can't measure how many of our respondents we gained by sharing the survey on Facebook, but we know that we have e-mailed the survey to approximately 150 people. We are conscious of the risk that our respondents will be women mainly from Copenhagen and aged between 20-35 years old. We try to avoid this, by encouraging people to share our survey with their moms and others they know. Also, our expert interviewee Bryan agreed to share our E-survey on EcoEgo's facebookpage.

In total we have conducted 148 completed surveys. After sorting the responses, we found that 18 were completed by men, which leaves us with 130 valid and completed surveys.

Of the 130 respondents, the majority of women are aged between 26-35 and only a small amount are 66-75 years old, which of cause will bias the final result, as the conducted answers isn't representative for generalisation, but we feel comfortable that the result can give us an understanding of different customer groups and an insight into their values and beliefs. In total the respondents were clustered in regard to age as shown in the following.

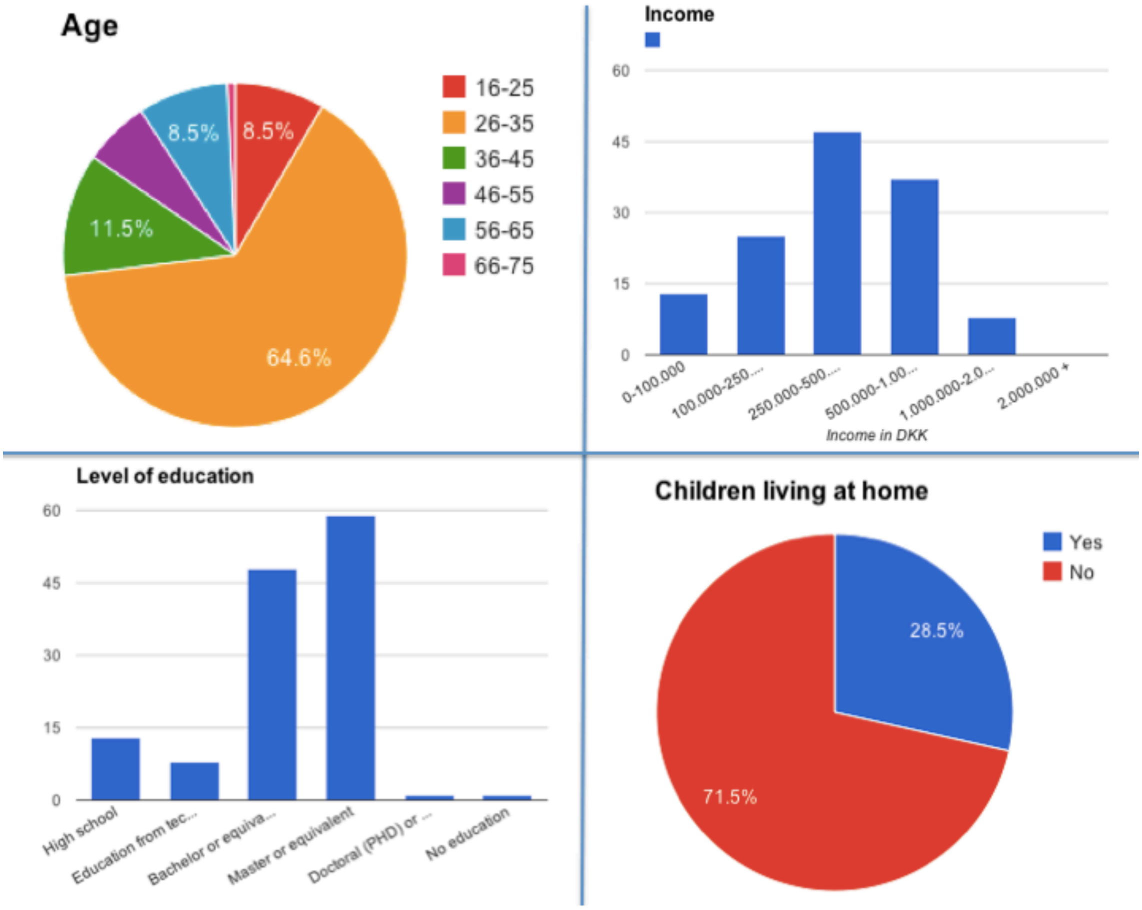



Figure 4.5: Respondent Demographics (own model)

As shown in the above graphs, our respondents are divided widely in regard to income, but with a majority represented within the spread between DKK 250.000 - 1.000.000. Further, our respondents are mostly well educated, with either a bachelor degree, a master or equivalent. Last but not least, we found that 93 of our 130 respondents do not have any children living at home. These findings will all be included when using our findings in our analysis.

### 4.3.2 Secondary data

Our secondary data consist of different data that we have gathered online, to gain an overview of how MC is practised in general and in the Danish population. Also, we seek to reveal new occurring trends of consumers consumption patterns, trends within Social Media and future trends.

Our secondary data consist of articles, blogs and statistics from Danmarks Statistik. Most data collected are from 2013 or 2014, as we seek the newest information available on the area, as changes happens fast. The data collected can be splitted into 3 overall categories; Articles from danish newspapers, facts and foreign trends. (For a full overview of data see Apxx 16.10.).

#### 4.3.2.1 Articles from danish newspapers

We use articles from two major danish newspapers Politiken and Berlingske Business combined with articles from "Informedia", as we see these as valid sources of information, giving a trustworthy description of MC trends and knowledge about the danish consumers.

#### 4.3.2.2 Facts

We use statistics from "Danmarks Statistik" combined with analysis from "Landbrug og Fødevarer styrelsen", "Fremforsk" and "Dansk Erhverv" to gain an insight into the exact numbers of Danes who e.g purchase ecological products, knowledge about danish consumers purchase behavior and the trends for 2014.

#### 4.3.2.3 Foreign trends

We use foreign sources such as environmentalleader.com, to gain knowledge on how trends are seen in e.g. the U.S in regard to both consumer behavior and the consumers mindset.

The second hand data will be interpreted in our analysis. The gathered information enables us to get an overview about trends, consumer behavior and MC, which we can equate in regard to the mindful mindset's three dimensions; Caring for self, community and nature.

# 5.0: Theory

In this chapter we elaborate on our theoretical foundation and explain why and how these theories contribute to answering our research question. All theories will shortly, but precise be explained in regard to the parts we find relevant, followed by critique of the different theories, and finally we give an explanation of how we will execute the theory. We therefore do not seek to introduce all parts of the chosen theories, but give an explanation to relevant parts where theory contributes to our analysis and we gain inspiration to further research.

The structure in how the theories are presented here, are in regard to when they will be used in the analysis. As we are seeking to create a Business Model (BM) from a MC perspective, we find it imperative to present the BM first, as this forms the foundation that our exploration departs from. This is then followed by a presentation of current theories in regard to Value Creation. As the BM forms the foundation for our analysis the Value Creation sets the scene for whom we are creating the value for. This is followed by an introduction to the Blue Ocean Strategy (BOS) and finally we present theory on Branding Approach.

## 5.1 Business Model

As our aim is to create a Business Model (BM) from a MC perspective, we find it essential to lay the building blocks for our foundation by introducing the theory on BM and then how we will use it. We start by introducing the BM framework presented by Osterwalder & Pigneur (2010) and thoughts extracted from Teece (2010), as they present a thorough review of the dimensions that must be elaborated on when creating a BM.

Designing a sustainable business model (BM) for our online webshop is not a goal, it is a must. Teece (2010) argues: *"Without a well-planned business model, innovators will fail to either deliver – or to capture – value from their innovations"* (Teece, 2010, p. 172). Osterwalder & Pigneur (2010) state that a BM describes the rationale of how an organization creates, delivers and captures value. From Teece's point of view the essence of a business model is in defining the manner by which the enterprise delivers value to consumers, entices customers to pay for value and converts those payments to profit (Teese, 2010, p. 172). A competitive BM that makes sense in today's environment might be out-dated tomorrow (Osterwalder & Pigneur 2010) and as today's business world has been transformed by new levels of competition in which old rules of business are constantly shattered, it leaves companies with no choice but to develop new business models attuned to the new reality (Boulton et al. 2000). In the following we shortly presenting the key essence in the BM framework presented by Osterwalder & Pigneur (2010).

### 5.1.1 Osterwalder & Pigneur's: Business model framework

Osterwalder & Pigneur (2010) present a framework, consisting of nine building blocks that show the logic of how a company intends to make money. The nine blocks cover four main areas of a business: customers, offer, infrastructure and financial viability (Osterwalder & Pigneur 2010).

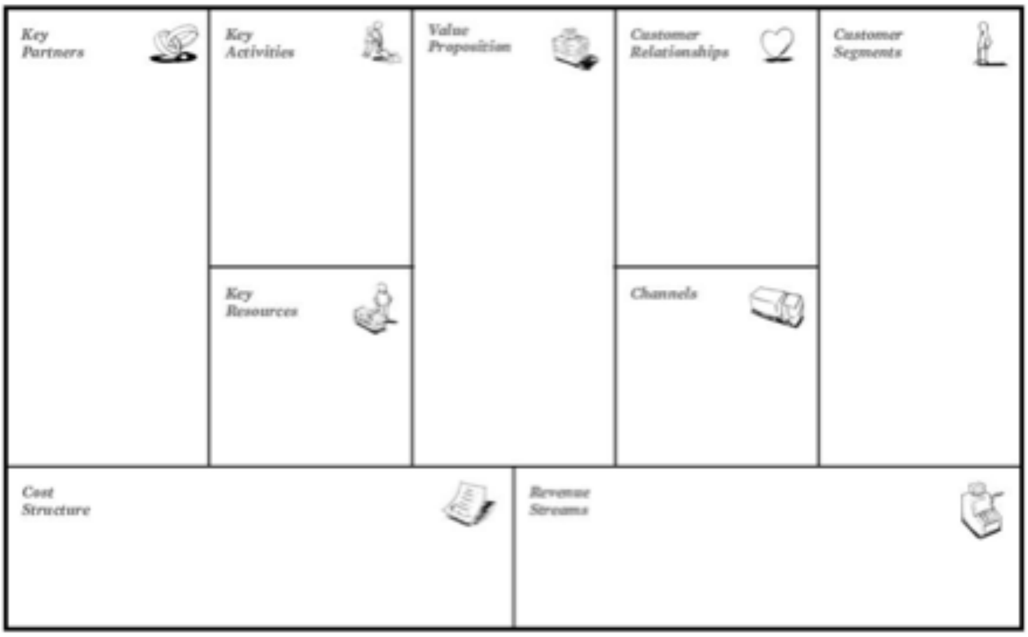



Figure 5.1: Business Model (Osterwalder & Pigneur 2010)

The **value proposition** (VP), located in the middle of the BM canvas represents the heart of the model. Without creating value for anyone, the BM will not become a success. The VP seeks to solve customer's problems and satisfy customers needs (Ibid.). To be able to actually solve any problems or needs, Osterwalder & Pigneur (2010) argue that a clear definition of our **customer segments** (CS) is needed. The area in focus is to find out whom we are creating value for and who our most important customers are (Ibid.). Having defined the CS and gained a deeper understanding of our future consumers life, the third block - **channels** (CH) – must be identified. Our VP is delivered through communication, distribution and sales channels and Osterwalder & Pigneur (2010) suggest that channels have five distinct phases: Awareness, Evaluation, Purchase, Delivery and After Sales. Furthermore they distinguish between *direct channels* and *indirect channels* as well as between *owned channels* and *partner channels* (Ibid.). Owned channels refer to either direct channels, such as an in-house sales force or a web site or indirect channels such as retail stores (Ibid.). Partner channels are indirect such as wholesale distribution, retail or partner-owned web sites. The task is to find the right balance between the different types of channels, to integrate them in a way to create a successful customer experience and to maximize revenues (Ibid.). Integration is essential for two reasons, the first being that customers are different and receive and accept messages through different channels, depending on their own needs, state of mood and habits. The other being that it is both important to establish a message and thereby create awareness, but it is just as important to follow-up on the customer and thereby both deliver a high level of support/service and secure continued awareness in the customers mind. This is closely related to the next block **customer relationship** (CR). Osterwalder & Pigneur (2010) argue that the choice of CR deeply influences the overall customer experience and that a CR can be driven by several motivations, such as: *Customer acquisition, Customer retention & Boosting sales (upselling)* (Osterwalder & Pigneur, 2010 p. 28). Further they discuss that it is possible to distinguish between several categories of CR, which may co-exist in a company's relationship with a particular segment (Osterwalder & Pigneur 2010).

Earlier we envisioned that creating value for our segment was the heart of the BM canvas, and now we state that the **revenue streams** (RS) are the BM's arteries. RS results from value propositions successfully offered to customers (Ibid.) A BM can involve two different types of revenue streams: 1) Transaction revenues resulting from one-time customers payments or 2) Recurring revenues resulting from ongoing payments to either deliver a value proposition to customers or provide post-purchase customer support (Ibid.). The different revenue streams have different pricing mechanisms as well and they state that the chosen pricing mechanism can have a big influence in terms of revenues generated (Ibid.). They present two types of pricing mechanisms: *fixed* and *dynamic* pricing (Ibid.). Fixed pricing refers to predefined prices and are based on static variables whereas dynamic pricing is changing based on market conditions (Ibid.).

Every BM requires **Key Resources** (KR), as these resources allow an enterprise to create and offer a VP, reach markets, maintain relationships with CS, and earn revenues (Ibid.). KR can be physical, financial, intellectual or human, depending on the chosen type of BM (Ibid.). Besides KR, **key activities** (KA) are the most important things a company can do to make the chosen BM work (Ibid.). KA are actions that enterprises must take to operate successfully and similar to key resources, they are required to create and offer value and to build strong customer relationship (Ibid.).

Osterwalder & Pigneur (2010) argues that companies also must consider which **key partnerships** (KP) to get involved with, as alliances can optimize a BM, reduce risk or acquire new resources

(Ibid.). They present four types of partnerships: 1) *Strategic alliances* between non-competitors 2) *Coopetition*: strategic partnerships between competitors 3) *Joint ventures* to develop new business and 4) *Buyer-supplier relationships* to assure reliable supplies (Ibid.). KP can be important for new upcoming BM's, where the financial resources often are small or provided through a partnership (Ibid.). Another important aspect of the BM is the **Cost Structure** (C$) building block, which describes all costs incurred to operate the chosen BM (Ibid.). Creating and delivering value, maintaining customer relationships and generating revenue all incur costs (Ibid.). Osterwalder & Pigneur (2010) argue that cost should always be minimized, but that low cost structures are more important to some business models than others (Ibid.). They distinguish between two broad classes of BM C$: *cost-driven*, which focus on minimizing costs whenever possible and *value-driven*, where focus is on value creation and less on cost implications (Ibid.).

The framework presented by Osterwalder & Pigneur (2010) covers many important aspects, but a further investigation into several of the blocks is necessary for us to be able to define and design a functional BM that covers our concept. In the following we will question some of the assumptions in the just presented framework and end up outlining our own definition of a BM framework, from which we can build our online webshop.

### 5.1.2 Critique of Osterwalder & Pigneur (2010)

As we have stated above we do not seek to use Osterwalder & Pigneur's BM as a step-by-step model that we follow rigorously. We seek to use it as inspiration and a focal point of departure. We see that some of the building blocks introduced can overlap each other and that the building blocks are more dynamic and can continuously affect each other. Some of the building blocks may also be considered outdated, due to the market shift that we have witnessed.

### 5.1.3 BM creation

As Boulton et al. (2000) states: *"today's business world has been transformed by new levels of competition in which old rules of business are constantly shattered, it leaves companies with no choice but to develop new business models attuned to the new reality"* (Boulton et al. 2000, p. 1) and Teece (2010) states that: *"the changes in the environment in regard to capturing value from providing new products and services sets new standards particularly in regard to Internet companies as the creation of revenue streams is more perplex, because of customer's expectation the service should be free"* (Teece 2010, p. 172). Therefore we set out to explore how we can develop a BM that is attuned to the new reality and that meets the new standards and customer's expectations. In our analysis we will seek to create a BM from the MC perspective, but as we do not know what that exactly entails, the BM will unfold itself along the way and we will be exploring our BM by snowball effect, through our analysis. As we are taking the MC perspective, the most natural focal point for to us start from, will be exploring the customer segments, what this segment wants and who they are, but to do so, we will first introduce theory on value creation for consumers, as it is essential to understand what value and how it can be created.

## 5.2 Value Creation

Creation of value for customers is an essential dimension in many different processes in an organization, from starting a new business to developing new products or services and then again when marketing these (Smith & Colgate, 2007). It is imperative to be able to recognize what value the customers want and what they are willing to give in return to acquire this value (Ibid.). In other words, the benefit versus the cost or sacrifice (Ibid.). We are inspired by Smith and Colgate's theory on value, which we will shortly present in the following.

### 5.2.1 Review of Smith and Colgate's value creation

Smith and Colgate (2007) have made a thorough review on the existing literature and frameworks of value creation, and they present a framework of their own, but we will only be using this paper, to elaborate on the different types and sources of value that exists, to be able to recognise what value types our segment wants and needs and further which value sources we should utilise. Additionally we lean more to Prahalad and Ramaswamy's (2004) paper on co-creation experiences in value creation, as our assumption of the MC'ers are that they want to be part of the value creation and want to contribute and have a say in what they want and need and how it should be delivered.

#### 5.2.1.1 Types of value

Smith and Colgate (2007) recognize 4 different types of value: 1) *Functional/Instrumental value* concerns the functional utilitarian or physical purpose value, if it is useful or performs the desired function with appropriate performance and outcome; 2) *Experiential/Hedonic value* concerns the appropriate experiential and emotional value, does it awaken any sensory, emotional, social or relational or epistemic feelings; 3) *Symbolic/Expressive values* concern if the customers attach or associate psychological meaning to a product or service, a consumer's self-concept, feeling good about themselves either in possession or giving; 4) *Cost/Sacrifice value* concerns minimizing the sacrifices and costs that are involved in acquiring a certain product or service, this could be transactional monetary costs, psychological-relational costs minimizing stress, or the personal investment minimizing the consumer's time used to acquire an item.

These four value types, represent four different value creation strategies, but few organizations just create one type of value, and subtypes of value can be created from different value creating processes, that strengthen the organization's strategy.

#### 5.2.1.2 Sources of value

Smith and Colgate (2007) present five key sources of value which are created by a variety of "value-chain" processes and activities within and between the organizations: *1) Information* is associated with advertising, public relations, and brand management; *2) Products* are created with new product development, market research, research and development and production; *3) Interactions* between customers and organizations' employees or systems are created and can be enhanced by recruitment, training, service quality and operations; *4) Environment* where the purchase or the consumption occurs is created by facilities, design and merchandising and *5) Ownership/Possession transfer* is concerned with the accounting, delivery and transfer of ownership processes.

Considering each of these sources of value when planning your business strategy make an excellent checklist as what to consider in the different processes.

#### 5.2.1.3 Critique on Smith and Colgate

Smith and Colgate (2007) present an excellent and thorough value creation framework, that also assists in creating a checklist to ensure that the value creation is considered in each step of every process. But in the sources of value that they present, we find it to be lacking as it only considers value between the consumer and the organization and not how value can be co-created not only between the consumer and the organization but also between consumer to consumer and eventually also other stakeholders, in other words interactions across stakeholders.

### 5.2.2 Co-created value

Prahalad and Ramaswamy (2004) explore how meaning of value and creation of value have shifted from a product- and firm-centric view to personalized consumer experiences, leading to informed, networked, empowered and active consumers co-creating value with the firm. Prahalad and Ramaswamy (2004) argue that as value shifts to experiences the market becomes a forum for conversation and interactions between consumers, consumer/communities and firms. They further state that central for the next practice in value creation is dialogue, access, transparency and understanding of risk-benefits. The main drivers of this shift is that consumers seek to exercise their influence, they are armed with new tools - in form of of web 2.0, and in general the acceleration of the information technology - and they are dissatisfied with the market's available choices, therefore they seek to interact with firms and co-create value.

Prahalad and Ramaswamy (2004) explain that many organizations today, believe that they are co-creating value with the customer and have found ways to stage experiences for the consumer, through consumer involvement, by ways of e.g. self-check-out or online banking, but the reality is that these are ways for the firm to partition some of the work done in the firm and pass it on to their consumers. This means that the firm is still in charge of the overall orchestration of the experience and thereby the consumers are treated as passive, the focus is still clearly on connecting the customer to the company's offerings.

Additionally Prahalad and Ramaswamy (2004) argue that this traditional system is being challenged not by competitors but by communities of connected, informed, empowered and active consumers. Revealing an emerging disconnect between opportunities for value creation and differentiation enabled by a networked, active, informed consumer (and consumer communities), their expectations and capabilities and the constraining force of the traditional concept of a market. Web 2.0, mobile devices and home PC's have resulted in consumer's having more access to information than ever before and an expectancy of transparency from the firm. Consumers now seek unique value through experiences, These experiences are judge by the nature of the involvement they have in co-creating this experience. Prahalad and Ramaswamy (2004) call for creating an experience environment, within which individual consumers can create their own unique personalized experiences. Thus products can be commoditized, but co-creation experiences cannot be.

#### 5.2.2.1 Building blocks of interactions

Prahalad and Ramaswamy (2004) introduce four building blocks of interactions between the firm and consumers that facilitate co-creation experiences: 1) *Dialogue* is necessary when co-creating, and must be centered around issues of interest to both sides, the firm and the consumer must become equal and joint problem solvers, but there must be clear rules of engagement. Building blocks 2) *Access* and 3) *Transparency* are critical to having a meaningful dialog, both parties must have the same access and transparency to information. Due to ubiquitous connectivity it is possible for the consumer to get access to as much information as she needs. The final building block 4) *risk-benefit* gives the consumer the tools and the support to - through dialog, access and transparency - make the right decision.

Utilising these building blocks lays the foundation for an organization to co-create unique personalized value with the consumer.

#### 5.2.2.2 Personalizing the co-creation experience

According to Prahalad and Ramaswamy (2004) personalizing the co-creation experience differs from the concept of *"customers as innovators"*, that shifts effort and risk to the customer, but when the process works well both parties benefit. It also differs from the conventional approach on "*product or service customisation"*, that takes the traditional firm-centric view of value creation. In this approach the process combines the benefits of "mass production" with "customisation" that provides an illusion of customisation utilising Web properties, that allow the consumer to customize products online. But again the customisation benefits the company's supply chain rather than the consumer's unique desires and preferences.

Prahalad and Ramaswamy (2004) explain that personalizing the co-creation experience entails individual interactions and experience outcomes and reflects how the individual chooses to interact with the experience environment that the firm facilitates. It involves the co-creation of value through personalized interactions based on how each individual wants to interact with the company and puts the spotlight on *consumer-company interaction as the locus of value creation.* Additionally it suggests that there can be multiple points of interaction anywhere in the system as the framework implies that all points of consumer-company interaction are critical for creating value.

Prahalad and Ramaswamy (2004) argue that in the co-creation view, all points of interaction between the company and the consumer are opportunities for both value creation and extraction.

But with great power comes great responsibilities, in the new co-creation space, managers have less control over the experience environment and the networks they build to facilitate the experience environment. It becomes increasingly more difficult to control how individuals co-construct their experiences. Additionally direct interactions with consumers are critical and the information infrastructure must be centered around the consumer and encourage active participation in all aspects of the co-creation experience, including information search, configuration of products and services, fulfillment and consumption. At the same time the roles of the company and the consumer converge, they are both collaborators, co-creating value and they are competitors for the extraction of economic value. The market as a whole becomes inseparable from the value creation process. Furthermore within this framework, the ultimate concept in customer segmentation is one-to-one marketing.

The market becomes a forum for co-creation experiences, but it demands necessary adjustments from both managers and consumers, starting from access and transparency. The organization must invest in technology to create the infrastructure needed for dialogue, as the information must be accessible and created through interaction and dialogue. But an understanding of how a firm engages in dialogue and how to understand the underlying expectations of numerous consumers and their utility functions must be explored, to create value that consumers wish to interact with and further co-create.

#### 5.2.2.3 Critique on Prahalad and Ramaswamy

Prahalad and Ramaswamy (2004) state that co-creating value is essential and they present a framework that can assist in revealing how the co-creation process can be built. Additionally they do not take into consideration the aspect that consumers may distrust the firm, and that a third party may be required to validate the information given, so the dialogue between the firm and the customer instead becomes a dialogue between the consumer and a stakeholder and the firm is the facilitator of the interaction. Furthermore they don't consider, that consumers also are good at moderating each other and consumers, also have a responsibility to themselves and their peers in the interactions that go on online, people are not afraid of pointing out if something is unacceptable, and there is a possibility online for the firm to appoint users as moderators, giving responsibility to the consumers to uphold the right tone. Last but not least, Prahalad and Ramaswamy (2004) do not go into depth on what types of values online consumers appreciate, therefore we also included the value types and value sources of Smith and Colgate (2007). Together these two articles give a good indication on how and where we can create value for the MC'er. This will be presented in the following section.

### 5.2.3 Value creation from a MC perspective

The shift from product- and firm-centric view to personal experiences that Prahalad and Ramaswamy (2004) have recognized is relevant in our pursuit for creating value from a MC perspective. As we presented in our own MC Loop Framework (Figure 3.3, p. 20) we believe information and the experience to be the main drivers for altering consumers mindset and behaviour. Prahalad and Ramaswamy (2004) clarify, that no markets can avoid the increased information availability that surrounds consumers, and that this will affect today's businesses, as the market has been undergoing a paradigmatic change with the rise of the Internet. Value generation in markets have developed during the past decades, going from value being generated from traditional small-lot production strategies to how the market looks today, where businesses have found, that mass production and mass-marketing activities no longer satisfy consumers unique (non-mass market) needs. The change in the market has also affected the way marketing is being exercised, since the increased amount of information available for consumers today, makes it hard for businesses to cut through the clutter with their messages. Therefore - to create value - businesses have to rethink their relation to consumers, and find new ways to approach the consumer mindset and thereby also the consumer behavior.

For companies to create value within the MC market, we have identified two important factors as shown in our own MC Loop Framework: 1) Experience, that in someway or the other will affect consumers internal stimuli and memory - their mindset, which will influence the behavior and 2) Information, not as a one-way source of information, but information as a guidance and inspiration for the consumer. As the literature on value creation suggests the experience must be co-created to create the personalized, unique experience and information - the message - should build up awareness and curiosity, not give a certain answer to a question, but instead trigger the consumer, so he/she will get involved actively in the message. When this happens, a connection and a moment of presence occur and it is at this moment, that the company establishes the wanted relation to the consumer and the motivation to interact. Our view on how value is created in markets is very much in alignment with the concurrent view in modern marketing, where the buzzword is co-creation of value: "*The interaction between the firm and the consumer is becoming the focus of value creation and value extraction*" (Prahalad & Ramaswamy 2004, p. 5) and *"(...) value is defined and co-created with the consumer rather than embedded in output" (*Lusch & Vargo, 2004, p. 6). Therefore this thesis will investigate - using our MC Framework - who our segment is, what value they demand, what value they are seeking to co-create and which sources this value can be delivered to them through. Prahalad and Ramaswamy (2004) suggest that in the interactions between firm and consumer, the market is created as a forum for co-created experiences, this forum idea we will use to form the basis for the total experience environment, that our firm can facilitate, but as we see a trend arising in not only co-creation between consumer and the firm, but also stakeholders between, we take a broader perspective than Prahalad and Ramaswamy (2004) and include the stakeholders in this mix. This will be further elaborated on in section 5.4. A short summarisation:

- MC'ers mindset and behaviour can be altered by
  - Information
  - Experiences
- Value is co-created by
  - Unique experiences through interactions
  - Information sources creating awareness and transparency
  - Co-creation platforms

Utilizing the theory of value creation allows us to discover our segments values, these values can be translated to factors that the competition competes on, and assists us in defining the factors that we can compete on. But to do so, we must introduce the known market, for this we will utilise some of the tools that Kim & Mauborgne (2005) introduce in their Blue Ocean Strategy, which we present in the following.

## 5.3 Blue Ocean Strategy

We have chosen to use some of the tools presented in the Blue Ocean Strategy (BOS), because the essence of this strategy, is a creation of needs in untapped markets, instead of competing with other suppliers in existing and over crowded markets (Kim & Mauborgne, 2005). It is a strategy focussed on risk minimization and we see the strategy canvas as a good tool for illustrating the current state of play in the existing market. As the cornerstone in BOS is Value Innovation, the focus is on making the competition irrelevant by creating a leap in value for the consumers and the organization and thereby introducing a new and uncontested market space (Ibid.). This is done by placing equal emphasis on value and innovation, as value innovation only occurs when innovation, utility, price, and cost positions are aligned (Ibid.). As opposed to the conventional *value-cost trade-off,* where companies either create greater value at higher cost or create reasonable value at a lower cost, BOS pursues differentiation and low cost simultaneously or in other words driving value for consumers up and driving costs down (Ibid.). Having recognized the key factors of the existing market, actions must be taken to be able to stand out from the market and create new value (Ibid.). The value curves in the strategy canvas, depict the companies' relative performance across it's industry's competing factors, giving insight into how to redefine the industry (Ibid.). When shifting the strategy canvas of an industry, focus must begin by reorienting the strategic focus from competitors to alternatives and from customers to noncustomers of the industry (Ibid.). Therefore we will be using the four-actions framework, which is built upon breaking the trade-off between differentiation and low cost by reconstructing buyer value elements and creating a new value curve (Ibid.). To do this, there are four key questions to challenge an industry's strategic logic and business model: What can be *eliminated, reduced, raised* and *created*, to deliver value innovation? These questions and answers are introduced with a grid: *The eliminate, reduce, raise and create grid* (Ibid.) (ERRC). Plotting the answers in the grid will give a unique market mix and finally the concept can be introduced in a new strategy canvas that illustrates how the new innovation differentiates from the existing market.

### 5.3.1 Critic of BOS

We find Kim & Mauborgne's (2005) BOS to be lacking in how they base their strategy for creating uncontested markets on cost reduction, which in fact is more a operational or resource issue and more a barrier to overcome than an end result in itself. Additionally when basing the strategy on cost reduction they ignore the market environment shifts, that actually can create the opportunities for catering to new markets. Furthermore they assume that marketing success comes from value innovation, but value innovation must be marketed to be successful.

### 5.3.2 How we use BOS

According to Kim & Mauborgne (2005), the value innovation is created by driving value for customers up and driving costs down thereby creating a new and innovative concept that varies from the existing market. But how do they know what creates value for the customers? We seek to explore how to create value innovation around a market shift we have seen through the rising trend of MC, therefore we seek to explore what the segment who follow this trend value. Having found the segments and what they value, we use their values to define the factors, that the market is competing on. These factors assist in illustrating how the market looks. In our market analysis we will explore how the competition on the know market are exploiting these factors and how they are covering the segments' needs and we depict their value curves in the strategy canvas. From there we explore with the ERRC grid how to create value innovation, not based on cost reduction as Kim & Mauborgne (2005) suggest, but on the market shift and the consumer's values. Finally we will illustrate a new value curve in the strategy canvas based on which factors we have found to be most appealing to our segments to eliminate, reduce, raise or create. This is to illustrate how we will create value innovation for our customers and differentiate from our competitors and thereby fill a market hole.

Having used BOS to define our value creation, we seek to discover how this can be utilised, for this we explore how these factors can assist us in creating a brand, therefore in the following we introduce theory on Branding and our branding approach.

## 5.4 Branding approach

Building a strong brand has become essential for the survival of many businesses (Helm & Jones, 2010). Globalisation and new technologies have lowered entry barriers and caused more uncertain and fiercely competitive industry environments (Ibid.). Some businesses use their brands to develop relationships with their customers, seeking to create consumer loyalty, and the quality of customer brand experience is seen as a source of value (Ibid.). Merz et al. (2009) states that the latest branding approach introduces how brand value is not just co-created in the relationships with customers, but through network relationships and social interactions among the ecosystems of all stakeholders. We find this approach intriguing, as we see an opportunity in utilising and exploiting these network relationships to deliver information and create experiences that consumer crave to be able to make the right decision. In the following we will describe the theory behind this approach and how we wish to use it, to create a brand strategy for our online business. We start with a short introduction of the branding approach development presented by Vargo & Lusch (2004), which spurred the stakeholder approach, as it gives a better understanding of what this branding approach has arisen from and further we also find, that the development described by Vargo and Lusch, continuously can provide insights into how we best can build a strong brand. This will be followed by a presentation of how we seek to create our branding approach, inspired by Vargo & Lusch's (2004) theory and builds upon the Stakeholder approach presented by Merz et al. (2009).

### 5.4.1 A relational approach on branding

Vargo & Lusch (2004) argue that we have gone from a "goods-dominant" (G-D) logic, where brands were targeted towards potential customers who remained passive in the brand value creation process and instead they suggest that we have moved into a "service-dominant" (S-D) logic. The main developments arisen from the G-D logic towards the S-D logic is seen in several parametres. The first being the unit of exchange, as the G-D logic sees goods as primary operand resources, as the marketers can change its form, place and possession. Further goods are seen as the end products, which identifies the customers as the passive recipient of goods. In the G-D logic, customers are segmented, distributed to in regard of which segment they belong to and customers as well are seen as an operand resource (Vargo & Lusch, 2004). An operand resource is a functional value, satisfying utilitarian needs versus an operant resource, which is defined as a symbolic value, satisfying symbolic needs (Ibid.). In contrast, the S-D logic developed an understanding of the customer as a co-producer of value and marketing as a process of interaction between the company and its customers (Ibid.). In this logic, the customer is acknowledged as an operant resource and in the unit of exchange the customers acquire the benefits of specialized competences or services (Ibid.). Further value in the S-D logic is created in regard to the customers "value in use" and value thereby results from the beneficial application of the goods. In contrast, before this development, value was in the G-D logic determined by the producer, who embedded value in the operand resource (Ibid.). The main changes are seen in regard to the firm-customer interaction, as the customers in the G-D logic's main purpose was to create transactions and thereby indicating that economic growth is obtained from surplus tangible resources and goods; and wealth consists of owning, controlling and producing operand resources (Ibid.). In the movement towards a S-D logic, customers are acknowledged as active participants in relational exchanges of co-production and wealth is obtained through customers' application of goods and in the exchange of specialized knowledge and skills (Ibid.). This logic highlights co-creation of value, process orientation and relationships, which correspond well with Merz et al. (2009) description of how scholars in the 1990s were interested in examining the role of brands in consumers' lives and how this focus led to an understanding that brand value co-creation is relational and brands were seen as "relationship partners" (Merz et al., 2009). This was called the Relationship-Focus Brand Era, brand value was co-created through dyadic relationships between the firm and it's external and internal (employees) customers (Ibid.). During this era a shift was created. The firms broke away from thinking that brand value was created by firms and embedded in the physical goods, instead customers moved into the center of the brand value creation process (Ibid.).

The above outlined changes concern how marketing should be executed as marketing has to become more than a functional area, as customers become an operant resource. Further marketing is challenged in regard to being the predominant organizational philosophy (Vargo & Lusch, 2004), which also affect manager's mindset, as they have to acknowledge that the company has a customer-centric focus, leaving customers as active brand value co-creators. By opening up for customer interaction and co-creation of brand value, managers might get the feeling that they loose control over the brand. This sets new standards for managers, as they need to figure out how to gain the control back, within the new standards by cleverly including customers as a part of the company philosophy. Furthermore, managers as well have to establish a new service-dominant company philosophy, which must be communicated and integrated into all parts of the organization, especially important in the mindset of the employees (Merz et al. 2009) as well in regard to new start-up companies. Further, one can argue whether consumers experience the customer-centric focus, as they continuously have to purchase the majority of goods from manufacturers. Managers therefore have yet a challenge, as they as well have to change the consumers' mindset in regard to understanding and feeling, that companies not only satisfying their utilitarian needs but adds value to their purchase experience and establish a general approval of them as participating in co-creation processes, without the obligation to purchase. On the other hand, managers must alter their mindset in regard to how value is measured, as operant resources are harder to measure than operand resources. Where consumers might not always feel that they are in the center of companies actions and feeling involved in the co-creating process, companies can gain enormous valuable information is tapping into the consumers conversations online. Without participating directly, consumers contribute with important information about a product or brand when they discuss, mention or share opinions online.

Inspired by the S-D logic presented above, we seek to investigate more in depth, how other stakeholders as well can contribute and be valuable in the value creation process. This will be elaborated on next.

### 5.4.2 A stakeholder approach on Branding

In the Relationship-Focus Brand Era, brand value is co-created through dyadic relationships between the firm and it's external and internal (employees) customers. And in the new stakeholder-focus brand era, states that brand value is co-created through a company's network relationship with - not only customers - but all stakeholders (Merz et al. 2009). In this era, there is a shift in the focus of brand value from the customers to the stakeholders, who are considered endogenous to the brand value-creation process (Ibid.). Customers are as well seen as stakeholders, but in this approach, a wider-aspects of stakeholders are included and it is argued that value is being co-created through stakeholder-based negotiations (Ibid.). This shift was driven by the brand community literature (Ibid.), that describes the brand community as a collective social unit centered on the brand and adhere to the markers of community: consciousness of kind, presence of shared rituals and traditions, and sense of moral responsibility (Ibid.). Within a brand community, members share consumption experiences and together, they enhance mutual appreciation for the product and the brand. However, in the brand community framework, customers are limited to brand admirers (Ibid.). Jones (2005) argues that there are other non-customer and non-brand-community forces that interact dynamically with each other and create brand value, these forces are described as other stakeholders. This stakeholder framework emphasises process orientation, rather than output orientation (Jones, 2005). The stakeholder framework forces an examination of and prioritising of the range of relationships the brand is engaged in (Ibid.). It introduces a three step framework: 1) Identification of relevant stakeholders, 2) Identification of the value of the relationship 3) Identification of the nature of the exchange. The stakeholder approach argues that brand value is not only co-created through isolated, dyadic relationships between firms and individual customers, but rather co-created through network relationships and social interactions among the ecosystem of all stakeholders, and brand value is dynamically constructed through social interactions among different stakeholders (Merz et al. 2009). Thereby a brand is viewed as as a continuous social process whereby brand value is being co-created through stakeholder -based negotiations.

### 5.4.3 Challenges in the stakeholder approach

While the benefits of a stakeholder-approach seems many, it sets new standards for companies and obstacles for managers, as this approach challenges the notion that firms exist only to serve the needs of the stakeholders (Jones 2005). Managers must take a holistic approach to determining the sources of brand value and more importantly they have to identify the main stakeholders in relation to brand value creation (Ibid.). This task is hard, especially for new start-up companies, as all stakeholders in some degree are sources of value, some in regard to the financial building block of the BM, others in regard to creating customer awareness and relations. Managers must consider the following 5 areas prior and continuously when taking a multiple stakeholder approach:

1. Who are our brand's stakeholders?
2. Which relations are significantly contributing to brand-value creation?
3. How is value created in these relationships?
4. How does our total communication support these relationships?
5. What are the outcome of our relations?

Managers mindset must be focussing on prioritizing the different brand stakeholders in regard to where they deliver value. Further, managers must be aware prior to signing a contract with a new stakeholder, that the chosen stakeholders influence the company's overall performance, both financial and in regard to value conceived by other stakeholders, including customers (Ibid.). Additionally, managers must be aware that stakeholders have a twofolded motivation for engaging, the first being that they see a potential to co-create value, followed by the motivation driven by the opportunity to stage their own cultural identity (Jones & Kornum 2012). For companies and their managers, this reflects an uncertain area, as stakeholders' cultural identities must be known and in correlation with the companies own identity. Stakeholders with slightly different or even opposing identities, can have a significant influence on the social processes whereby the brand value is created through. This in turn can result in the perceived brand taking a turn in regard to the intended brand value process and influence the company's overall value proposition. The outcome of the relations therefore, become the focal point for any manager, who seeks a checklist to ensure successful outcomes in relation to each stakeholder as it is the most efficient way of monitoring the relationship performance and the stakeholder approach (Jones 2005).

To sum up, the multiple stakeholder approach is signified by the process of value creation focussing on the value that the brand creates for a range of stakeholders. Creating a strong brand, customer awareness, market share, and satisfied customers are means to creating stakeholder value. An understanding of the value that the brand creates for its stakeholders is essential for the development as well as the survival of a brand, but it also creates challenges for managers, who needs to be able to monitor the outcome of each stakeholder relation. In the table below the differences between the relationship-focus brand and the stakeholder-focus brand is outlined.

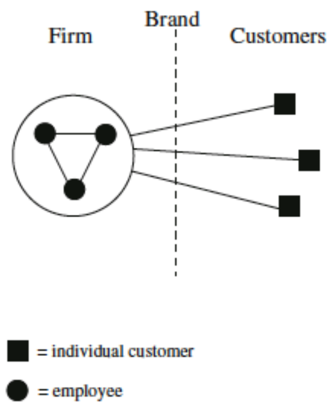
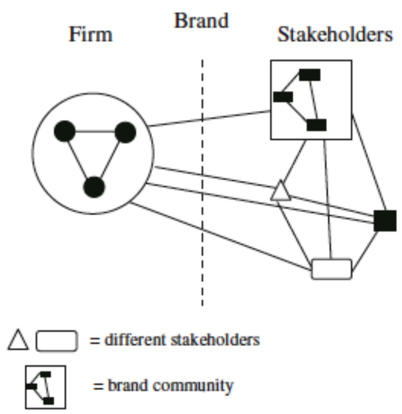
| | **Relationship-Focus Brand Era (1990s-2000)** | **Stakeholder-Focus Brand Era (2000 and Forward)** |
|---|---|---|
| Orientation | Process Orientation | Process Orientation |
| Contribution | *Dyadic* relationships with internal and external customers | *Network* relationships with all stakeholders<br><br>*Social* relationships among customers (and other stakeholders) |
| Evolving Brand Logic | *External and Internal customers* are operant resources | *All Stakeholders* are operant resources |
| Visual Depiction |   |   |

Table: 5.2 relationship- vs. stakeholder-focus brand era (Merz et al. 2009)

## 5.4.4 Critic:

In the stakeholder-focus brand approach, that Jones (2005) presents we find that it only to some point covers our thoughts and needs in a branding approach. It gives a good foundation to start from, but it is very broad and gives no suggestions to which industries this approach would perform better on, than others. Additionally we find that it lacks a brand value co-creation process, pointing to a direction of how these networks of relationships can be practiced and exploited. Finally it is very broad in the sense that it focusses on all stakeholders and the value created in all these dynamic network social relations, we feel a need for a more narrow approach, focussing on one stakeholder and how the other stakeholders can create value for this one stakeholder.

### 5.4.5 A customer-centric stakeholder-focus brand approach

In our thesis we will be using the stakeholder-focus brand approach as inspiration to create our branding strategy. We have the assumption that value is co-created in meaningful relations, practiced in the dynamics and networks of social relationships, but we choose to take a customer-centric approach on creating value. So therefore we will be using the stakeholder-focus to identify the primary and secondary stakeholders that create value for our customers segments, based on their demands and needs.

The 3-step framework, introduced by Jones (2005) will form the basis from which the stakeholder analysis takes it's form. It will be utilised to analyse who the primary and secondary stakeholders are, identifying the value of the relationships and then identifying the nature of the exchange. Having explored the relationships and value created, we must find out how to exploit these. Therefore we go a step further and analyse the process in which this co-creation can originate from. This will be in form of exploring how these stakeholders can interact with our customer segment, as we are taking a customer-centric approach. Therefore the stakeholder analysis will be based on our our segment analysis, where we identify, who our customer segments are, what value they are demanding, and how they prefer this value should be delivered.

These theories we have presented above are the foundation for our analysis that we will be using to analyse our empirical data-collections. In the following we will introduce our analysis structure revealing how our analysis takes on a snowball effect, where one finding leads to the next.

# 6.0 Analysis structure

In the following we present our analysis structure, to clearly illustrate how our analysis will unfold. As we described earlier, we have taken a snowball effect structure on our analysis, as the findings in the first analysis will lead us to the next analysis subject and so on and so forth. As we aim to create a BM based on the MC perspective, we need to start with uncovering who this segment is, therefore our segment analysis is the first analysis we start with and it is in two parts, an analysis of the consumer groups and a presentation of our segment visualised with Empathy maps. These two analysis assists us in answering the following sub-question: ***Who are we creating value for and what are their wants and needs?*** After introducing our segment and their values, we set out to uncover the state of play in the known market, by asking: ***Who are our main competitors in the known market space and what are their main competitive factors?*** Based on the segments' wants and needs we introduce the competing factors. We use this in the next analysis to analyse what the market is not yet giving the segment and introduce our own value curve. We therefore ask: ***What should be eliminated, reduced, raised and created to create value innovation for our segment?*** Having explored the business opportunity, we set out to analyse how this opportunity can be exploited by creating this unmet value for the segment. We ask: ***From a customer-centric stakeholder-focus brand approach, how can value be created in the dynamics and networks of social relationships?*** For this we conduct a stakeholder analysis that enables us to analyse who our are key partners are and what value they can assist in creating. From here we present the value proposition, asking: ***How can value be co-created in the dynamic networks of social relationships among stakeholders and how can an experience environment be formed?*** We therefore analyses which bundles of products or services that create value for the segment and which channels these can be delivered through. Finally we present our BM. The analysis is concluded with our most important findings and answers our research question:

***From taking a mindful consumption perspective on business model design - which are the central aspects to consider when developing a web-shop aimed to attract consumers who are looking for a collective online retailer selling guilt free interior design products?***

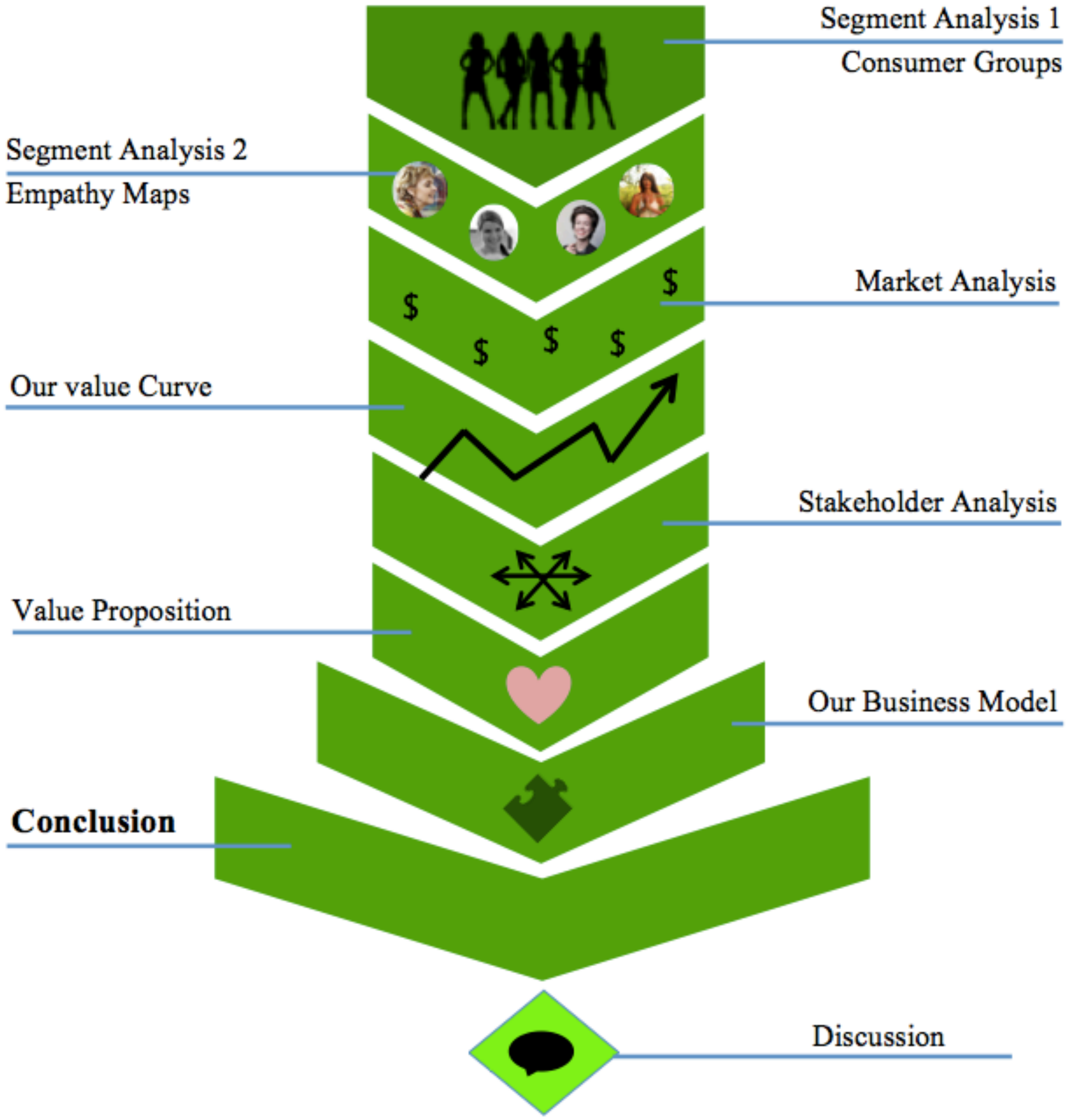



Figure: Analysis Structure (own model)

## 7.0 Segment Analysis - Part 1

In this chapter we seek to answer the first sub question: ***Who are we creating value for and what are their wants and needs?*** To be able to exploit the MC traits to create a BM based on the MC perspective we must explore how MC is practiced in real life and from these practices reveal the underlying values, that drive the consumer. This segment analysis part 1 is divided in 2 parts: 1) *analysing our consumer groups*, we present four consumer groups that represent the outcome of our empirical data collections, it is from these groups we explore how MC is practiced in real life; 2) *MC traits*, here we present our findings on MC traits derived from the consumer groups.

## 7.1 Consumer group analysis

To answer the sub-question, we first introduce 4 different consumer groups, analysing how they practice MC in their everyday lives. In chapter 3 we introduced our new MC framework, where we argued that determinants - that affect the underlying values in the mindset and thereby the behaviour - was affected by information sources and consumption experiences. We wish to use this framework to analyse how the consumers practice MC. Therefore, in this chapter we reveal how MC actually is expressed, based on an analysis of our first and second hand empirical data collections processed through our MC Loop Framework. Having recognized how MC is expressed we go on to reveal the underlying values of the consumers and use these to set the focal point of our exploration.

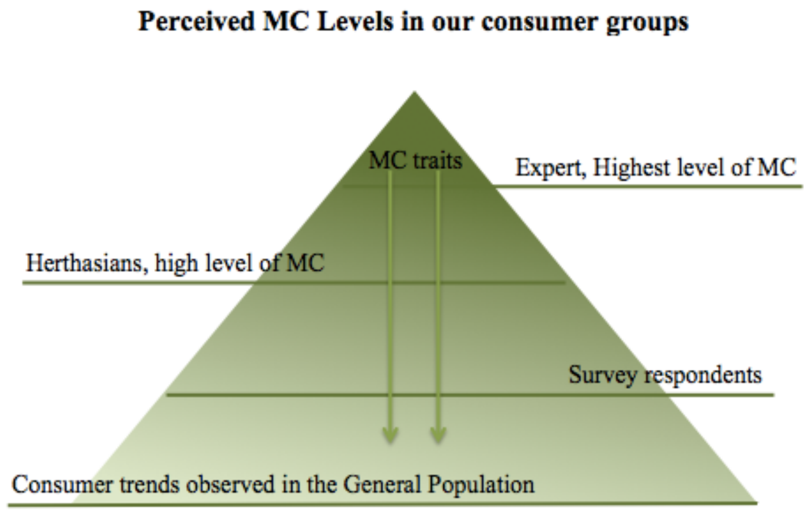



Figure 7.1, perceived MC levels (own model)

The model presented above depicts 3 things: 1) how these four consumer categories express different levels of how MC is practiced, and how we analyse and explore the MC dimensions through the different consumer groups; 2) How the MC traits discovered in the high level MC consumers are used to recognize MC traits through the lower level MC consumers and 3) The structure of our consumer analysis. We start with analysing the expert, Bryan's lifestyle and from here we uncover the foundational MC traits. Theses traits are found by processing the description of his lifestyle through the MC Loop Framework, this process is repeated through each of the consumer groups.

The findings from each of the four groups will be summarized and visualised in a table to illustrate how the different consumer groups practice caring, tempering behaviour, search for information and how they perceive experiences in everyday consumption.

The different consumer groups we introduce are:

- Our Expert Bryan
- A summation of our three interviews with the Herthasians
- A summation of our 130 survey respondents
- A summation of our second-hand data on how MC is practiced in the general Danish population

Analysing these separately will give us an overview of their MC patterns and from this we can derive some common denotations that we can use to identify some unmet needs that we can exploit and which can assist us in differentiating from our competitors and help us to gain an understanding of who we are creating value for, which type of value to be created, and additionally gain an understanding of what the different customer groups want and need.

By analysing our consumer groups, we explore how MC is practiced in real life, these findings are used to determine the MC traits. We start out by analysing our Expert - Bryan.

### 7.1.1 Bryan – The Expert

In regard to MC, our expert lives and breathes MC. His level of MC is as high as it can get.

According to Bryan, the combination of being mindful in your consumption connects everything and it becomes a lifestyle and not only a worldview. As an expert, living a mindful life, Bran considers all of the effects that his decisions has and he looks at every step of the process, from manufacturing, usage, the discarding off, recycle value, biodegradability, how it affects the air the water, the animals – it is holistic.

### 7.1.2 Bryan as a mindful consumer

Bryan feels that he lives a responsible, green, ethical, conscious lifestyle and this choice is driven by a consciousness of how his decisions affect the world. He doesn't state that he is perfect, but he always looks at goals and strives for a responsible lifestyle. Knowing that people's decisions can harm others, he doesn't understand how people can accept any other lifestyle. Living this way is the only thing that makes sense to him, and he feels that it would be irresponsible to himself, his family, the people around him and the environment to live any other way.

As a consumer Bryan feels frustrated, he feels he could do more. His frustration is with himself, but by large with lack of availability and support from the market. Bryan also sees a large problem in the lack of information, visibility and transparency on the products, as information is essential for the consumer to actually know what they are getting, buying and choosing. On the other hand Bryan also gets pleasure and happiness from being a MC'er, he feels he is making the better choice, a choice that benefits his surroundings, from this he also feels less guilt.

Bryan does not understand how people can buy something they have no need for. He rarely throws anything away, unless it has served it's purpose to the fullest, and if the products still can be used, he passes it on to others, or sells it. Bryan's purchases are only made on a need basis, he often purchases recycled, and electronics is always bought second hand and after he has checked the Greenpeace database for information surrounding the product and manufacturer. In general Bryan's search phase is comprehensive, even for plastic bins. He recollects plastic bins as his last 'unethical' purchase and says that he tried to find them recycled first, but ended up having to purchase some in Ikea. This caused a large discussion with his wife. The decision to purchase these were first based on their ethical standards and since they could not find some that lived up to their standards and they needed them for a leaky roof, they went for what they could find that was cheapest.

When shopping in general, Bryan has built up knowledge from information and experiences on where to get the best products, that are as ethically produced, and organic as possible. He states, that when he first moved to Denmark it was very frustrating for him, because it was hard for him to find the products he needed to follow his lifestyle. This has also been one of the main drivers for opening his store. Today it is easier for him as a MC'er, as he now knows where to go to get his needs as a MC'er covered. But he still feels that there are many everyday things missing. The items we are interested in selling has no appeal to him, as he mostly consume products that cover his utilitarian needs. But Bryan argues, that he does get a lot of requests from his customers on ethically produced designer products, as most ethically produced products are produced to cover utilitarian needs and not the more mainstream requests for items that cover both utilitarian and hedonic needs.

In whole Bryan and his family live very mindfully. They live up to all the principals of MC, and practice them daily; this includes their caring toward nature, self and community and in how they temper their purchase behaviour, because they are also very aware of their finances.

### 7.1.3 Bryan as the expert

Bryans customers are women between 25-50 years old, what he defines as the typical green consumer profile, although he has a large range of customers visiting his store. Some are walk-ins and some are regular customers. He uses a lot of time on the walk-ins as they often have many questions about his products, he says that many of them return, but that his most profitable customers are his regular customers. Bryan describes how his customers can relax when they are in his store. They do not have to worry about how the products are produced, if they are full of chemicals etc.. This indicates that the consumer that shops in Bryan's store have symbolic values attached to their shopping experiences and at the same time Bryan provides an experience platform that reduces psychological relational costs, minimising the consumer's stress levels. To Bryan it is important to talk and connect with his customers and give them a lot of information on all of his products. He believes that by creating more signage in the store telling the stories behind the manufacturers and the processes behind the product, will create more interaction and an experience for the customer, as they can walk around, feel and be informed on how the products have an impact on the world. To Bryan information is an essential factor in being able to make a conscious and right choice.

Marketing wise, Bryan describes how the nature of the MC'ers are more sceptical, the filter they have between information and mindset is much more dense than a mainstream consumer. The MC'er is sceptical when it comes to 'mainstream advertising' and some of them do not even experience it, because they actively avoid it in their everyday life. If they are exposed to mainstream advertising, they are very critical and do not take for granted what is communicated to them. They require transparency, documentation and the story behind it. They want to relate their purchase in some way to a believable story, so that they can experience how their purchase can make a difference. Bryan knows this, because he has experienced it. When he opened his store he used the traditional advertising and marketing channels. He had marketing campaign with ads in buses, in newspapers etc. But he did not experience much activity from the campaign, so he chose to change strategy and save his money. He focussed on social media - blogging, writing article, connecting through a Facebook profile - and being active in the local community through different events. This reveals that MC is related to heightened awareness and transparency between the firm and the consumer. The distrust that the consumers show to mainstream advertising also indicates that mainstream advertising actually can increase psychological costs and raise stress levels.

Bryan describes that the nature of his store is more a network, where people come and get inspired, they learn something, and Bryans learns something from them too, as he enters dialogue with them.

It is also through the interactions with his customers that he learns about new MC products. Although Bryan has many followers on Facebook, he feels that people are reluctant to open up on such a large and public forum. He believes that with a smaller private forum, people would open up more. Bryan sees that there is higher demand from the mainstreamers for more ethically produced products. He believes that the rise comes from people becoming more and more aware of the effects that overconsumption has had on our environment and ourselves. This awareness he says is also in big part due to the rise of the internet and social media, as the search phase has become faster and easier, and people can share their findings and thoughts. But he adds that people still have to question what they read on the Internet.

### 7.1.4 Our expert's MC traits

In regard to how Bryan - the Expert practice caring, tempering behaviour, how he search for information and perceives experiences in his everyday consumption, the following scheme will designate factors that contributes to the above.

| **MC dimension** | **Expert** |
|---|---|
| **Nature** | - Everything is connected<br>- Organic or biodynamic consumption<br>- Considers the welfare of the animals<br>- Considers effects on the environment<br>- Does not travel much as it pollutes the air |
| **Self** | - Pleasure from the holistic lifestyle<br>- Feels a state of lightness<br>- Recycling and purchasing recycled, also has economic benefits<br>- Peace of mind<br>- Saves money, responsible with his economics<br>- Physical and mental health benefits |
| **Community** | - Supports local stores and people<br>- Gives back to the community by making everyday mindful products available<br>- Participates in local events<br>- Buys local for the store if possible<br>- Buys local for his family if possible<br>- Creates awareness about the global situation helping people make the right and conscious choice |
| **Repetitive** | - Purchases recycled as much as possible especially clothes and all electronics.<br>- Recycles<br>- Seeks alternatives before buying plastic |

| | |
|---|---|
| **Acquisitive** | - If he cannot find ethically produced products he would purchase the cheapest he can find<br>- Only purchases what he needs<br>- Is very aware of his needs |
| **Aspirational** | - If he cannot find ethically produced products he would purchase the cheapest he can find<br>- Only purchases what he needs<br>- Is very aware of his needs |
| **Search methods** | - Internet, blogs, Social Media, Magazines<br>- The original sources<br>- His customers, suppliers, stakeholders<br>- Sceptic and distrusts 'mainstream advertising' |
| **Experiences** | - Something he buys benefits others in need<br>- Previous experiences form his behavioural patterns<br>- The interaction between himself and his customers<br>- The possibility for interaction with the products in the store |

From the above we find, that Bryan in a high degree has a mindful mindset and practices MC as he is extremely aware of protecting the environment, cares about animals, others and himself and he practices tempering both repetitive, acquisitive and aspirational behavior. Additionally we find that Bryan searches information mainly online, but as well gains a lot of knowledge from his customers, other stakeholders and from the original sources. Bryan both wants and needs information, and through information and knowledge he experiences a high degree of satisfaction, as living a truly mindful life makes him happy. Bryan mainly seeks products with both functional/instrumental and symbolic value, as he desires products that fulfill his lifestyle by having the appropriate functions, attributes and characteristics, and at the same time has environmental benefits, being organic or biodynamic produced and are reliable. Furthermore our expert gets very frustrated spending a lot of time searching for a certain product and therefore one of his needs are cost and sacrifice values. He seeks a solution that focuses on convenience, which minimizes psychological cost, such as time, effort and frustration spent on finding a certain product.

In regard to Bryan being the manager in EcoEgo, we see that he seeks to deliver a high level of both experiential/hedonic value to his customers through information, feelings and experiences. Further he creates a sensory value, an aesthetic feel in his store when he serves tea and chocolate to his customers. Additionally he finds that his customers are more than willing to gain information and therefore he emphasizes to establish a more fun, exciting store using emotional values through posters, information and story signs and hosting different events.

After finding that our expert practise MC in a high degree, we in the following seek to gain an understanding of how MC is practised within a mindful community, analysing our interviews with The Herthasians.

## 7.2 The Herthasians

In regard to MC, the Herthasians also live and breath MC, but we find that they do so in a smaller degree than Bryan. Many of their choices are automatically made for them as these are the offerings they have in their vicinity, and their economic situations also play a great role in their decision making. Furthermore as they have chosen to, in some way to isolate themselves from the rest of the society, their level of MC is not as high as our experts, as we evaluate that their caring for community is smaller and restricted more to caring for their local community.

The Herthasians base their lifestyle on simplicity and fairness, their description of it is, that it is a circle of life, where they try to avoid as much human tampering with the products as possible, for products to maintain it's pureness. They are very spiritual and karmic, and think of things in terms of energy versus profit, where things made for profit, is corrupted and drained of energy. Many of the Herthasians are vegetarians and care a lot about animal welfare and how the earth is cultivated. The Hertha eco-society is built upon the Rudolph Steiner principles, so all their farming, their bakery and their dairy is driven on biodynamic principles, so it is also about how they can give back to the earth, indicating a high level of caring for nature.

The Herthasian-parents feel that they are giving their children the best possible start in life, but they are also aware of the fact that they live in the "real world", so they give their children Playstations or Barbie dolls, so their kids don't differ too much from their classmates. They put their children's needs before their own and have stated, that one of the main reasons for living in the eco-society is for their children's sake.

The Herthasians get all their food and most of their household goods from their local grocery store. The rest they get from the nearby mainstream village, Herskind. They would never purchase anything they do not need and practically didn't really understand the question, which we interpreted as them not having incorporated this as a logic part of their mindset. Some even answered with asking us, why they should purchase something they didn't need. They think overconsumption is absurd. They would not either dispose of things until it has broken, even food they eat even if the bread is hard and the food has mould on it. If they do not need something anymore, they would ensure that nobody else could use it before they dispose of it. All of them recycle and buy recycled clothes, furniture and electronics. This illustrates that their needs are based on the most basic and essential needs, based on the functional/instrumental values that serve a purpose and are useful for survival and to some degree we could argue that they are driven by cost/sacrifice values too, as they are very mindful of their economics.

### 7.2.1 Media and online behaviour

Some of Herthasians don't have a television and those that do, seldom use it. They are all very sceptical about the TV media, as they feel that much of the content is manipulated or twisted to make the story stand out more. Again this demonstrates their utilitarian value set, they do not want to be tempted to purchase things they do not need.

They all have computers and are active online. If there is something they need that they cannot get from their local stores or each other, they search online for it. They use the Internet as an information and entertainment source. They seek a lot of information before buying a product through mainstream sells channels, and try to buy products that have a long longevity or, if they cannot find the product ethically produced, they go for the cheapest one.

They have Facebook profiles and share their findings on relevant MC issues online with their peers; they want to help others become more aware, so that they can make more conscious choices. They trust what their friends, other Herthasians and peers say about products, but are very sceptical about mainstream media. But their social circles are smaller, they mostly interact with other Herthasians and their family outside of Hertha. They create events for outsiders to come and see their lifestyle and aspire to inspire others. In some degree it can be argued that the Herthasians seek to feel good about themselves, by being good to nature, their community and them selves, indicating that there lies some symbolic/expressive values in their lifestyle.

### 7.2.2. The Herthasians' MC traits

The Herthasians are in a high degree practicing caring for nature, self and community and tempering behaviour. In regard to the MC Loop Framework, we gain valuable information on how they search for information and perceive experiences. This will be outlined in the following table.

| **MC dimension** | **Herthasian** |
|---|---|
| **Nature** | - Circle of life<br>- Giving back to nature |

| | |
|---|---|
| | - Considers the welfare of the animals and feels responsible<br>- Considers effects on the environment<br>- Does not travel much as it pollutes the air |
| **Self** | - Karmic<br>- Spiritual<br>- Recycling and purchasing recycled, also has economic benefits<br>- Simple<br>- Benefits their physical and mental health<br>- Life Quality<br>- Conscious about their economy |
| **Com-munity** | Supports locally, both stores and people<br>- Participates in local events and creates events<br>- Creates awareness<br>- Small community<br>- They are kind and inviting<br>- They like having visitors and create events where outsiders are welcome<br>- Fairness |
| **Repe-titive** | - Purchases recycled as much as possible especially clothes and all electronics.<br>- Recycles |
| **Acqui-sitive** | - If they cannot find ethically produced products they would purchase the cheapest they can find<br>- Only purchases what they need<br>- Are very aware of their needs |
| **Aspi-rational** | - Aware of carbon footprint<br>- Shares with their neighbours and community, does not compete with them<br>- Sets a good example, not wanting too much |
| **Search methods** | - Internet, Social Media<br>- Sceptical of TV Media<br>- Friends, neighbours and family<br>- The local environment<br>- WOM |
| **Exp-eriences** | - Feeling good knowing that what they purchase is ethically produced<br>- Seeing their children growing up in a safe environment<br>- They participate in the farming<br>- They know who is producing the products, and see them in work |

As the above shows, the Herthasians have a high amount of mindful attitudes and values, which become visible through their statements regarding how they care for nature, self and in some degree community, but in a high degree their local community. Similar as with our expert Bryan, their concerns about nature, self and community is very much regarding how they can contribute through their actions and the experience that gives them, is a sense of well-being indicating that, they relate this to symbolic/expressive value, as this builds on their self-concept and makes them feel good. Additionally we see that their needs and wants also are related to more functional/instrumental value, as they want products that are useful and produced ethically. Furthermore it becomes clear, that the Herthasians seek a great amount of informations about products and it makes them feel secure when they have background knowledge about the products or if they can communicate directly with the manufacturer indicating that they seek a large degree of transparency. They are affected by WOM, as friends' opinions matter to them and they act upon their advices. What they want is more transparency, information and easier access to products that are trustworthy, and doesn't demand them to investigate time prior to a purchase. Additionally we find that they are price-conscious, leading us to believe, that the Herthasians would appreciate focus on minimizing economic cost for sustainably produced products and lower personal search time.

From analysing both our Expert Bryan and the Herthasians who, as expected, practise MC in a high degree, we will in the below analyse our survey respondents answers in the attempt to gain knowledge about and from mainstream consumers, who doesn't have a preconceived mindful affiliation and thereby establish a foundation for how to target a broader audience from a MC perspective.

## 7.3 Our Survey Respondents

In this part we analyse findings from our survey. The respondents from our survey are not chosen because they live a MC lifestyle, we wanted the broader audience, a take on the mainstream population, meaning that we haven't chosen them because of a certain mindset and they have no prior knowledge about what the survey is about. We therefore classify them as mainstreamers. This has been our way of testing if there is an interest in the MC values from the mainstreamers and how these are expressed.

We found that many of the fundamental MC mindset traits are found in roughly 80% of the mainstreamers, but their behaviour spikes out being quite neutral, roughly 50% of our respondents would be classified as practising MC behavior. Therefore we evaluate our survey respondents to practice a medium level of MC.

In terms of the MC values, our respondents mostly agree or strongly agree to have the MC values, except when it comes to purchasing products that are not tested on animals.

In terms of behaviour, good quality and price spike out to be the most important factors. A company's work ethics, the possibility of purchasing recycled goods, products made from natural materials and the story behind the product have a significant importance. 94% of our respondents shop online and list price, quality and design to be the most important factors, when deciding what to purchase. Only 28% of our respondents felt that they had no need for more information than given, which indicates that there is an information gap that needs to be filled, as 72% require more information on the products they purchase.

When it comes to where the respondents shop for their interior design products, 51% of them state 'Small local designer stores', only topped by Ikea with 57%. This indicates that there is a demand and interest in local designer products. Although, when asked directly what their main considerations are when searching for interior designer products 'If the product is produced in Denmark', did not spike out to be significantly important. This could indicate that although our respondents do not put much value in where the product is produced, they enjoy a unique and danish designed product. Of course with 57% responding that Ikea is one of their main go-to stores and Ikea has everything but unique products, it indicates once again that price has a significant importance in the decision process.

From the above we can argue that the respondents value cost reduction but also hedonic values, as they show an interest in local designer products, which indicate an interest in aesthetic products, a hedonic value.

### 7.3.1 The mainstream MC segment

Taking a closer dive into the demographics, we can reveal that respondents aged over 36, having a higher income than 500.000 DKK and an educational level of Masters or above have a stronger MC mindset and behaviour than the younger, with lower income and a lower educational level.

Some of the highlights from these are that the 36+ in general have a stronger MC mindset in all degrees except for caring for self, expressed through the question: *I like to exercise because it gives me energy and make me feel good*, which is rated lower by the 36+ than the younger. Where 36+ especially peaks, is in caring for others, where 63% of them strongly agree to *be conscious of how they raise their children,* feel that *it is important to give back to society* and *to do something charitable*. Further we find that the 36+ in a high degree care for nature, as 54% of them strongly agree to be *aware of the environment and natural resources (recycling, buying organic etc.)*. Interestingly we also saw a difference in regard to income, as those with an income higher than 500.000 DKK have a higher interest in caring for nature, as 38% strongly agree and 42 % agree that they are *very aware of the environment and natural resources (recycling, buying organic etc.)* whereas those with a lower income only 30% strongly agree and 24% are neutral. This give an impression that a higher age and income increases the interest and concern for the environment. Further this also means, that these two factors are connected with a higher degree of caring for other and caring for nature, which indicates that a higher income and age affects the mindful mindset, which leads to an increase in mindful behavior. Other aspects also affect consumers mindset and behavior and again we find that those with an income above 500.000 DKK are willing to pay more for a product if its a better quality, which indicates that economy as well is a factor that needs to be taken into consideration, as those with a higher income prioritize quality higher than those with a lower income, which could be a result of budget available.

### 7.3.2 Information & Experience

The 36+ rate the product's quality, the company's work ethics and if the products are made from natural materials as the three most important things they consider when they are searching for a new interior design product. This suggests that brands are less important for these consumers and put emphasis on our assumption, that this group of people have a more mindful mindset than e.g those under 36, as they rate the product's quality, price and a high level of personal service as their top three. In comparison, only 17% of the 36+ rate the brand as very important or important, whereas 41 % of the respondents under 36 years old rate the brand as very important or important. Interestingly, we found that 48 % of the 36+ respondent rate the story behind the product as a main consideration when they search for new interior design products, which indicates an increased interest in storytelling and information. This corresponds well with the fact that 40% as well rate the importance of the purchase situation to be memorable.

In regard to our earlier presented MC Loop Framework, information and experiences are the two factors that can affect consumers mindset and thereby their behavior, which indicates that a higher degree of information available about the story behind the product, e.g. the designer, the materials and the production is necessary to cater to this segment as well as creating memorable experiences. This is supported by the fact that 43% of the 36+ would have liked more information about the material the product is made off prior to a purchase and 20% would have liked more information about the story behind the product. In contrast only 3% would have liked more information about the story behind the design, whereas 12% of those with a master degree or above and 8% of those under 36 years old would have appreciated that. This might indicate, that those above 36 years old are more concerned about production and materials used and those under 36 years old are more interested in designers and the brand. In total 40% of our respondents over 36 years old answered no, when asked if they thought there was enough information about the purchased product and 43% said no when asked if there was enough information about the organization that produce the products. Additionally 69% don't feel that there in general are enough information about non-food products, which indeed indicates a gap that needs to be filled.

### 7.3.3 Factors influencing purchase behavior

A total of 60% agreed that information about e.g. the materials used and the organizations work ethics interest them and 63% confirm that these subjects influence their purchase decisions. Additionally, we found that 49% of the 36+ respondents have read a blog, a review or participated in forum discussions before shopping a specific product online. This indicates that they search information from other sources than the company selling the product. Also, another great finding is, that 77% of the 36+ respondents have many times or sometimes purchased a product they wanted after hearing or reading something positive about it. This indicates that this segment of consumers are affected by other peers opinion and review of products, which means that a lot of the communication that goes on about products aren't controlled directly from the brand owner. 66% agree that they have many times or sometimes purchased a product because they found the story about the designer, the material or similar was intriguing or they were inspired by it. Overall 31% of the 36+ would like to receive information on interior design products they purchase through blogs and 51% thought short videos about the production processes are a good idea.

From this we can argue that the mainstreamers demand transparency and that this need comes from both an expressive value, in wanting to feel good and becoming attached to the product but also from an experiential value, that awakens emotions and social belonging in them.

### 7.3.4 36 + MC traits

Analysing our survey respondents, we have found that many of the fundamental MC values are found in roughly 80% of the mainstreamers, but their behaviour spikes out being quite neutral. Roughly 50% of our respondents would be classified to practicing a MC behaviour. Therefore we evaluate our overall survey respondents to have a medium level of MC values. But, we can reveal that respondents aged over 36, having a higher income than 500.000 DKK and an educational level of Masters or above have a stronger MC mindset and behaviour than the younger, with lower income and a lower educational level. In the scheme presented below, we outline our findings in regard to this narrowed segment.

| MC dimension | Survey results based on: 36+ 500.000+ Masters+ |
|---|---|
| Nature | - I am aware of the environment<br>- I care about natural resources such as recycling, buying organic etc. |
| Self | - Eating healthy<br>- I exercise to get more energy and I then feel good<br>- Prioritize time with friends and family |
| Community | - Conscious of how I raise my children<br>- Important to give back to society<br>- Want to do something charitable |
| Repetitive | - Care what materials the products are made from<br>- Search in some degree for recycled product prior to a purchase |
| Acquisitive | - Search reviews, read blogs before a purchase and if negative information is found, they don't purchase the products |
| Aspirational | - Willing to pay more for a better quality<br>- Affected by others (positive or negative) reviews<br>- Desire uniqueness, both as product and experience<br>- Desire aesthetic, luxury products |
| Search methods | - Internet<br>- Friends (WOM)<br>- Blogs, videos etc.<br>- The local environment/shops/clerks |
| Experiences | - Great to get more information about a designer, a product, the material etc.<br>- Actively participate in online debates, read blogs and get inspired by others |

We found that the main factors and most important aspects our 36+ mainstreamers consider prior to a purchase are:

- The product's quality
- The manufacturer's work ethics
- Products made from natural materials
- The story behind the product
- That the purchase situation is memorable
- Increased amount of information

The above indicates that this group of respondents are intrigued by both functional/instrumental values and experiential/hedonic values. Interestingly we found that the 36+ are more concerned about others and the community and especially they are concerned about production methods and the materials used in the production of products, whereas those under 36 years old are more interested in the brand. This indicates, that those under 36 years old are more intrigued by the symbolic/expressive value connected to a product and brand, as it builds upon their self-concept and assists them in create associations in the minds of friends and family as a certain type of person. On the other side, we find the the 36+ are less interested in brands, which indicates that their needs and wants are more related to others and the community, which indicates that they are more focussed on establishing social-relational value, through personal interaction, developing trust and commitment to a group of like-minded peers.

Another key finding is, that the 36+ can be influenced and the following factors are found to affect their purchase behavior:

- Blogs, reviews and online forum discussions
- Positive publicity and references increase their willingness to purchase
- The story behind the product or the designer intrigue them and leads to purchases

The above findings all contribute when we later on analyse which segments to cater to and further which aspects to consider in the development of our BM.

We have now explored how our expert Bryan and the Herthasians practise MC and have just outlined which attributes the mainstreamers are pointing out to be the most important factors affecting their mindset. Furthermore we have gained an understanding of their needs and wants. In the following section, we seek to gain an overall understanding of which consumer trends are found to influence consumers.

## 7.4 Second hand data

In this part we analyse findings from the collected 2nd hand data, as we seek to investigate MC traits found in the general population's consumer trends. This is to gain a deeper understanding of what the future will bring in regard to consumer trends and as we seek to find out for whom we are creating value, we need to investigate which value consumers seek and how this value should be delivered.

As presented in our introduction, unsustainable use of materials has been driven by over consumption and mass production, leaving more and more consumers aware of the consequences that their consumption has on the environment (trendwatchers.com, 8/2-2014). A survey from 2008 showed that consumers in developing countries feel more responsible for environmental problems than those in developed countries, as they feel strongest that global warming will worsen their way of life. Consumers in developing countries are most engaged when it comes to discussing issues concerning the environment, they also feel the most guilt about their environmental impact and are willing to do the most to minimize that impact. Their behavior reflects their concern. They are more likely to live in smaller houses, prefer green products and use public transportation (www.environmentalleader.com/2008/05/11). In contrast, the survey from 2008 shows, that consumers in developed countries, who have more environmentally friendly options to choose from, often don't make those choices. They often live in larger homes, have more than one car and are least likely to purchase environmentally friendly products (Ibid.). The above findings are from 2008 and a lot indicate that the results have changed over the years, which might indicate that consumers in developed countries surprisingly enough were not aware of the risks, or they had not received enough information about the fear factors of pollution, overconsumption etc., or they did not feel the impact on their everyday life and therefore wasn't included as important, or they ignored the facts, and continued to live how they wanted.

Interestingly enough, back when the survey was conducted in 2008, U.S. consumers scored worse than those in any other country, developing or developed, on housing, transportation and goods (Ibid.). A new study presented in 2013 shows that a record-high 71 percent of Americans consider the environment when they shop, as significant rise from 66 percent in 2008 (www.environmentalleader.com/2013/04/03), which emphasises that there has been a development resulting in a higher level of interest and awareness regarding a more environmentally friendly lifestyle. Even though this trend and development is seen in the US, we argue that the same is happening in Denmark. The first sign is the increased amount of organic groceries purchased in 2013, which increased with 6 % in contrast to the previous year (www.dst.dk). Similarly, we observed an increase in the amount of people for whom danish production meant the most when deciding on which products to purchase (www.lf.dk). Also, a survey conducted by Wilke shows that 10% of the danish population are aligned with the LOHAS-segment (www.business.dk). This indicates that Danes in a high degree are concerned about the environment and have strong preferences in regard to where and how the products they purchased are produced. Consumers have moved past ingredient lists and are now focused on seeking out non-genetically modified foods and sustainable "farm to table" products that can be traced back to local and regional farmers and producers, according to a survey released by Market Dynamics, LOHAS and Laz PR (www.environmentalleader.com/2013/03/11/). Danes as well are happy and proud of the local community's offerings and options and especially have an increased interest in purchasing locally produced products and thereby supporting the locals more than the globals (www.fremforsk.dk). The interest in locally produced foods, could spurn a wider interest in locally produced products in general, as consumers are becoming more aware of the ethics behind the production of their goods and are demanding more transparency from the producers and the suppliers.

What becomes apparent from the above findings is the increased trends within consumers interests and needs for:

- Consumers are aware of the consequences related to (over)consumption
- An increased interest in living an environmentally friendly lifestyle
- Danish production and danish designed products
- An increased amount of Danes live in alignment with the LOHAS values
- Local over global

### 7.4.1 Caring for self, nature and community

In addition, we find that having a healthy lifestyle, focus on diet, exercise and family becomes increasingly important for Danes in the near future and especially health is becoming a major consumer trend (www.fremforsk.dk), indicating that Danes are becoming more aware of caring for self.

It seems that Danes are having an increased interest in taking good care of the environment and the local community. Another trend that has increased during the last couple of years are flea markets, pop up designer markets and merges of the two. Every year, at least 30 % new markets are announced, indicating an increased interest in shopping recycled, local and unique products (www.politiken.dk). These markets give consumers the possibility to purchase authentic and unique products, without straining the environment and thereby consumers help preserve both the local and the global environment. Also, purchasing directly from the owner and maybe even the producer of the product directly, creates an interaction that gives the consumer a story, an experience and an understanding of the product. Additionally consumer research indicates, that the stories about the product adds value when selling recycled products (Ibid.). This is interesting, as it suggests that when the consumer meets the person behind the product and a story around the product is created, it transforms the product into a more prized object for the consumer, as an experience lies hidden behind the purchase. Creating this experience through storytelling is intriguing and indicates that

The increased caring for self, nature and community is seen in the below outlined trends, which contribute to our understanding of how consumers in the future practise MC:

- Increased awareness and need for living a healthy lifestyle
- Family is important
- Increased interest in flea and designer markets
- More people purchase recycled products
- Raised curiosity to know where products come from and understand the underlying story

Having gained an overall understanding of how MC trends will be practised, we next seek to gain an understanding of how social responsibility affects society and consumers.

### 7.4.2 Social responsibility

For many years it has been argued that companies must have a CSR policy and be socially responsible. Recently a new development has occurred, as companies have started to involve, educate and expect that consumers as well are socially responsible. As a result of the increased demand for personalized products and a significant higher level of interest in mindful consumption, companies today give consumers the ability to take a social and environmental responsibility (www.danskerhverv.dk). This is done through e.g. the possibility to return used clothing and thereby earn savings or sell used furniture through the company's web page (Ibid.). Having recycling as an integrated part of a business model is a way to establish circular economies and create a loyalty bond with consumers (Ibid.).

We also see that consumers as well have demands in wanting companies to educate them on how to use and dispose of products correctly and further we see a desire from customers, for companies to do a better job in creating a better understanding of environmental terms and to be more transparent in regard to their production methods and materials used (Ibid.). This suggests that consumers want more information and easier access to it, which indicates that they are ready and willing to take in information and best practice suggestions presented by companies. If consumers have to investigate and use valuable time to find relevant information though, they go elsewhere and purchase another product. Consumers today want fast, intelligent and tailor-made solutions (Ibid.).

The above outlines an interesting development, as consumers no longer are the only ones that have demands. Companies have started demanding that customers actively participate in taking good care of the environment and our earth. This indicates that companies have started to add more than just functional values into customers experiences, as they through establishing expectations to their customers create emotional value. This can be seen as a result of the increased demand from consumers towards companies, to start educating them in a more sustainable consumption pattern. This dual-demand relationship indicates a need from both sides towards a more relational approach to value delivery.

To be able create this value for the consumers, companies have to know their segment, their wants and needs. As consumers constantly are bombarded with commercials, online ads, magazines, television and other information sources, it becomes harder and harder to gain or sustain the consumers' attention, which creates new challenges for companies. Companies need to be able to react fast and create value for the consumers in both their marketing, communication, customer service and in their products range, basically in all actions they take (Ibid.).

### 7.4.3 Memberships and loyalty programs

One of the main trends in Denmark in 2014 is that consumers request personalized products and more intelligent solutions, that can help them in their busy everyday life (www.danskerhverv.dk). This creates a new challenge for a company managers, as they must seek ways to gain knowledge about their consumers wants and needs. To gain this knowledge, companies must have a high level of information regarding the specific customers preferences. This can be conducted through e.g a VIP membership, customer clubs or loyalty programs, where consumers when signing up answers several questions about their likes and dislikes, their life etc.. During the past 5 years, the amount of danish people who have signed up or agreed to participate in a such membership has tripled (www.politiken.dk). Today three out of every four Dane is a member of one or several brand clubs (Ibid.). This indicates first of all that the danish population are already heavy users of memberships and also, that they want specialized offers and thereby are willing to give information about themselves and their preferences in the hope for good offers, more personalized solutions and a more clear communication. Being a member and hunting for points has become an essential part of Danes' purchasing behavior (Ibid.). Many of the existing membership clubs are for retailers with a physical store, but not many are ready for the digital development. This leaves a potential hole to fulfill, as creating an online membership club or similar for our new online webshop will not only give us a direct communication channel to our segment, but it serves as an opportunity to create a strong relationship between our company and our consumers as, if cleverly executed, we will become dependent on each other.

It becomes clear, that to create value companies need to deliver:

- Personalized products
- Intelligent solutions
- Personalized solutions
- Specialized offers

To do so they need in-depth knowledge about each customer, they must know their preferences, how they want it delivered and they need to figure out what customers want, before they know it themselves. Furthermore it becomes managers responsibility to ensure membership clubs and loyalty programs are an essential part of the strategy to gain the necessary knowledge to meet consumers demand for fast, intelligent and tailor-made solutions.

### 7.4.4 Social media trends

Social media (SM) has become an important part of business and marketing plans and both social media users and online consumers are using SM more frequently before making a purchase decision (www.mediabistro.com). This shows that consumers search the internet for e.g. reviews and blogs to find out the most relevant information about a product suggesting that information is highly relevant and should be easy to find and navigate from.

The biggest SM is without a doubt Facebook, which is used by 72% women and 62 % men around the world (www.pewresearch.org). In Denmark 81% of the population use SM (www.infomedia.dk) and 68% of all Danish women who have a smartphone uses SM in average 53 minutes a day (Danmarks Radio, 2013) additionally, over 3 million Danes use Facebook at least once a day and 51 % of them are women (www.atcore.dk). The average FB user with and without smartphones spend roughly a little over one hour a week on Facebook, posts 30 pictures each month, send 17 messages per week, comment on others updates or pictures at least once a day and they like a post 3 times a day (ibid.). Facebook is the biggest SM platform in Denmark, followed by Linkedin, Instagram, Twitter and Pinterest. But new SM platforms are launched frequently, some successful others not. This indicates a potential threat to Facebook, as consumers quickly become bored with the same content provider or the increased amount of advertising and consumers are only loyal until a more fulfilling platform is provided to them. The competition for consumers' attention is aggressive and dynamic and companies will have to follow the trend setting platform of the time, to be able to deliver and create value with consumers. Across different platforms, men and women have varying degrees of engagement and most users have profiles on more than one platform. These platforms are then linked together, giving the users the possibility of sharing a single post to multiple platforms at once.

#### 7.4.4.1 Women's behavior on Social Media

Among internet users, women are significantly more likely than men to use Facebook, Pinterest, and Instagram (www.pewresearch.org). Women as well share more pictures, updates and information with their network and are highly affected by others online recommendations. Research shows that six in ten U.S social media users will make a purchase based on a friend's SM post, the most common are the users between 18-34 years old, then comes the 35-44 year-olds and finally the least frequent users are those aged 55+ (www.mediabistro.com). Additionally, we find that women trust information and advice they get from familiar bloggers and over half of the U.S. women blog readers have purchased a product based on a blog recommendation (BlogHer). As 68% of all Danish women own a smartphone, opposed to 66% men, and the women who have smartphones, are on SM 53 minutes per day, men only 40 minutes and women who do not have smartphones are on SM 15 minutes a day (Danmarks Radio, 2013), this indicates that women embrace the online accessibility to a larger degree, than men and that women in general are more curious of what is happening in the SM universe. Further this proves, that companies must have a mobile converted site, as it is essential, to fulfill the women's functional and utilitarian values.

#### 7.4.4.2 Online features

A survey conducted on digital markets shows that adding a social sharing icon to their product page is effective for increasing conversations from and between consumers (BlogHer). This indicates that consumers are willing to communicate with and around a brand and easy access to sharing makes this even easier for the consumer to do so. Additionally, the old ways of consuming have failed to satisfy, leaving consumers unhappy and alienated. They hunger for being part of a community, as they want to be involved with causes larger than themselves. They want to engage in more meaningful conversations and relationships (www.thenewconsumer.com/2010/10/29).

The hashtag trend has made it really easy for consumers to search a specific topic, see what has been written or debated about it and participate in the debate themselves. This trend is still on the list for emerging SM trends in 2014, as it is still developing, starting out as something only accepted on Twitter, to today where e.g. Facebook and Instagram has successfully integrated it into their BM as well (www.toptensocialmedia.com). We see television shows incorporating live feeds, giving the users a sense of belonging in real time entertainment. Another trend that made it to the list of SM trends in 2014 is video marketing. More than 50 percent of all online traffic is now video-based and customers are embracing it with open arms (Ibid). Consumers are reacting positively to pictures as we see an increase in numbers of people active on e.g. Instagram and Snapchat as well as videos on youtube, where both viral videos are shared and where people upload their own funny videos, online video blogs or copy scenes from movies or commercials. With the smartphones, it is easy for consumers to record small video's themselves and thereby act as content contributors. And actually the smart mobile devices are getting even more important in the future, as mobile marketing is one of the most prominent social media marketing trends for 2014. In fact, almost 40 percent of time spent online is through some type of mobile device. Experts predict that mobile usage will increase in 2014, therefore all web pages should be mobile friendly, responsive and adaptive (Ibid.).

The above trends outline the necessity for companies to be present on different SM platforms and several online trends become apparent, that companies must include on their webpages and SM platforms to meet the needs and wants from their segments:

- Easy navigation
- Social sharing icon on all content
- Access to sites from mobile devices (mobile conversions)
- Increased communication through pictures or graphic illustrations
- Establish a hashtag

The above outlined features cater to consumers mindset, indicating a need for companies to increase the symbolic value as that will contribute to consumers behaving in a certain way, as the content and pictures they chose to share can be seen as an extension of their self-impression and as a part of consumers self-expression. This also uncovers the consumers' need for both experiential/hedonic and symbolic/expressive value.

### 7.4.5 Online purchase behavior

An analysis from 2013 shows that 3,3 million Danes not only use the Internet, but shops online, which is 78% of the whole Danish population between 16 and 89 years old (dst.dk 1). Overall seen, men tend to shop online a bit more than women and in the age group 25-34 years old 89% of both men and women shop online but in both the age groups 25-44 and 45-54, women shop more than men online (Ibid.).

This indicates two important factors, the first being that Danes are not afraid of using the Internet for purchasing and secondly that women also purchase online and in fact women are behind 63,8 %

of all purchase decisions taken within a family (Index Danmark Gallup Hele år 2012) additionally we can reveal that interior design products are equally purchased online by women in all age groups, with a small increase in women between 25-34 and 35-44 years old (dst.dk 2).

### 7.4.6 Second hand MC Traits

From the above analysis of trends in regard to how MC is practised, online behavior and SM it becomes clear that many new occurring trends are in alignment with mindful consumption. We find trends arise within both caring for self, nature and community and tempering repetitive, acquisitive and aspirational behavior. We also stress the need for integrating a social media strategy, as we find a demand for companies to be active on social media platforms, as customers both seek information there as well as use it as a direct communication channel to the company. In the table below we present our second hand empirical findings.

| **MC dimensions** | **Consumption trends - Second hand data** |
|---|---|
| **Nature** | - Purchase organic products<br>- Focus on Danish production / Local products |
| **Self** | - Having a healthy lifestyle<br>- Increased focus on spending time with family |
| **Community** | - Increased concern about the environment<br>- Many have a LOHAS aligned mindset<br>- Desire to support the local production |
| **Repetitive** | - Increased interest in flea markets<br>- Recycling trend growing<br>- Companies trigger a certain consumer behavior<br>- Companies educate consumers in how to dispose used materials correctly, recycling & up-cycling |
| **Acquisitive** | - Consumers demand more information and transparency from companies<br>- Easy access to information<br>- A need for more knowledge |
| **Aspirational** | - Tailor-made solutions<br>- Intelligent solutions<br>- Want to act responsible and recycle/go to flea markets etc |
| **Search methods** | - Internet, Social Media, blogging<br>- Facebook post: friends commenting on a product resulting in positive/negative consumer behavior<br>- Short online videos |

| | |
|---|---|
| | - Hashtags<br>- Communities<br>- Peers experiences<br>- WOM and e-WOM |
| **Experiences** | - At flea markets, getting the story about a product from the owner<br>- Participating in communities<br>- Actively participate in online debates, read blogs and get inspired by others<br>- Content contributor<br>- Sharing own experiences<br>- Reading about other peers experiences |

## 7.5 MC traits

From the above analysis of our four consumer groups, we have gathered information and created an overview of the consumers' mindset and behavior. Utilising our MC Loop framework we were able to analyse how the different consumer groups practice the different MC dimensions and the output from these give us the MC traits. These traits reveal to us what MC is about. Although Sheth et al. (2010) have introduced us to the MC dimensions of caring for and tempering, we were not certain how these were practiced and what underlying values, these were created from. Furthermore with our own framework we introduced the information and experience dimensions and it was essential for us to discover how these could affect the mindset and thereby the behaviour. These traits have now been revealed to us. From revealing the traits, we found that all four groups to some degree have a mindful mindset and therefore practise: *caring for self, caring for nature & caring for community*. Additionally we found that their mindset affected their *repetitive, acquisitive & aspirational tempering.* In order to understand consumers mindful behavior our findings include information search methods and experiences as necessary MC dimensions. This has been stressed in the earlier presented MC Loop Framework and contribute to how we create value for our customers through information and experiences.

These traits have been revealed through this chapter, but we wish to outline them again, to clarify, the similarities and differences, these are showed in the two tables below.

| **MC-dimen-sions** | **Expert** | **Herthasian** |
|---|---|---|
| **Nature** | - Everything is connected<br>- Organic or biodynamic consumption | - Circle of life<br>- Giving back to nature |

| | | |
|---|---|---|
| | - Considers the welfare of the animals<br>- Considers effects on the environment<br>- Does not travel much as it pollutes the air | - Considers the welfare of the animals and feels responsible<br>- Considers effects on the environment<br>- Does not travel much as it pollutes the air |
| **Self** | - Pleasure from the holistic lifestyle<br>- Feels a state of lightness<br>- Recycling and purchasing recycled, also has economic benefits<br>- Peace of mind<br>- Saves money, responsible with his economics<br>- Physical and mental health benefits | - Karmic<br>- Spiritual<br>- Recycling and purchasing recycled, also has economic benefits<br>- Simple<br>- Benefits their physical and mental health<br>- Life Quality<br>- Conscious about their economy |
| **Com-munity** | - Supports local stores and people<br>- Gives back to the community by making everyday mindful products available<br>- Participates in local events<br>- Buys local for the store if possible<br>- Buys local for his family if possible<br>- Creates awareness about the global situation helping people make the right and conscious choice | Supports locally, both stores and people<br>- Participates in local events and creates events<br>- Creates awareness<br>- Small community<br>- They are kind and inviting<br>- They like having visitors and create events where outsiders are welcome<br>- Fairness |
| **Repe-titive** | - Purchases recycled as much as possible especially clothes and all electronics.<br>- Recycles<br>- Seeks alternatives before buying plastic | - Purchases recycled as much as possible especially clothes and all electronics.<br>- Recycles |
| **Acqui-sitive** | - If he cannot find ethically produced products he would purchase the cheapest he can find<br>- Only purchases what he needs<br>- Is very aware of his needs | - If they cannot find ethically produced products they would purchase the cheapest they can find<br>- Only purchases what they need<br>- Are very aware of their needs |
| **Aspi-rational** | - If he cannot find ethically produced products he would purchase the cheapest he can find<br>- Only purchases what he needs<br>- Is very aware of his needs | - Aware of carbon footprint<br>- Shares with their neighbours and community, does not compete with them<br>- Sets a good example, not wanting too much |
| **Search methods** | - Internet, blogs, Social Media, Magazines<br>- The original sources<br>- His customers, suppliers, stakeholders | - Internet, Social Media<br>- Sceptical of TV Media<br>- Friends, neighbours and family<br>- The local environment |

| | | |
|---|---|---|
| | - Sceptic and distrusts 'mainstream advertising' | - WOM |
| **Exp-eriences** | - Something he buys benefits others in need<br>- Previous experiences form his behavioural patterns<br>- The interaction between himself and his customers<br>- The possibility for interaction with the products in the store | - Feeling good knowing that what they purchase is ethically produced<br>- Seeing their children growing up in a safe environment<br>- They participate in the farming<br>- They know who is producing the products, and see them in work |

| **MC dimensions** | **Survey results based on: 36+ 500.000+ Masters+** | **Consumption trendsSecond hand data** |
|---|---|---|
| **Nature** | - I am aware of the environment<br>- I care about natural resources such as recycling, buying organic etc. | - Purchase organic products<br>- Focus on Danish production / Local products |
| **Self** | - Eating healthy<br>- I exercise to get more energy and I then feel good<br>- Prioritize time with friends and family | - Having a healthy lifestyle<br>- Increased focus on spending time with family |
| **Community** | - Conscious of how I raise my children<br>- Important to give back to society<br>- Want to do something charitable | - Increased concern about the environment<br>- Many have a LOHAS aligned mindset<br>- Desire to support the local production |
| **Repetitive** | - Care what materials the products are made from<br>- Search in some degree for recycled product prior to a purchase | - Increased interest in flea markets<br>- Recycling trend growing<br>- Companies trigger a certain consumer behavior<br>- Companies educate consumers in how to dispose used materials correctly, recycling & up-cycling |
| **Acquisitive** | - Search reviews, read blogs before a purchase and if negative information is found, they don't purchase the products | - Consumers demand more information and transparency from companies<br>- Easy access to information<br>- A need for more knowledge |

| | | |
|---|---|---|
| **Aspirational** | - Willing to pay more for a better quality<br>- Affected by others (positive or negative) reviews<br>- Desire uniqueness, both as product and experience<br>- Desire aesthetic, luxury products | - Tailor-made solutions<br>- Intelligent solutions<br>- Want to act responsible and recycle/go to flea markets etc |
| **Search methods** | - Internet<br>- Friends (WOM)<br>- Blogs, videos etc.<br>- The local environment/shops/clerks | - Internet, Social Media, bloging<br>- Facebook post: friends commenting on a product resulting in positive/negative consumer behavior<br>- Short online videos<br>- Hashtags<br>- Communities<br>- Peers experiences<br>- WOM and e-WOM |
| **Experiences** | - Great to get more information about a designer, a product, the material etc.<br>- Actively participate in online debates, read blogs and get inspired by others | - At flea markets, getting the story about a product from the owner<br>- Participating in communities<br>- Actively participate in online debates, read blogs and get inspired by others<br>- Content contributor<br>- Sharing own experiences<br>- Reading about other peers experiences |

## 7.6 Sub-conclusion

From the above findings we are able to outline who the four customer groups are and what their wants and needs are. We found that all four groups to some degree have a MC mindset. This is strongly expressed through our analysis of The expert and the Herthasians, but the mainstreamers (represented as our survey respondents and second hand data) also express an awareness, a demand for more information and to some extent a concern about the environment. Our findings indicate, that many of our respondents have a mindful mindset, which shows us, that there is a market for the products we aim to sell through our webshop. Furthermore there is a strong indication that there is an unmet need, as the demand for more information and in general more transparency is sought for in the non-food products. Next we will elaborate on our most significant findings.

### 7.6.1 Values

It becomes clear, that the expert Bryan and the Herthasians have a utilitarian perspective on their consumption behavior, never over-consuming and they have very little understanding of why people in general shop something they do not need. This indicates that these two consumer groups mainly seek products with functional/instrumental values, as they desire products that fulfill their lifestyle by having the appropriate functions, attributes and characteristics. Furthermore, Bryan is appealed by cost/sacrifice values, as he gets very frustrated by spending time searching for informations and mindful products. He seeks a solution that focuses on convenience and minimizing psychological cost, such as time, effort, frustration spent on finding a certain product. Additionally we find that the Herthasians are price-conscious, leading us to believe, that the Herthasians would appreciate focus on minimizing economic cost for sustainably produced products and lower personal search time.

In contrast we have the mainstreamers, who we see have both utilitarian and hedonic values. The utilitarian aspect surfaces as a desire to get their basic needs covered. But on the other hand they are also driven by their hedonic values as they wish to appear to be doing the right things and aesthetic value is appealing to them, and they are willing to pay extra to get exactly what they want, better quality products and something is unique., be it a product or an experience. A mix of these values that gives them the opportunity to cover basic needs and at the same broadcast how 'good' they are, is a win win situation for them. Thereby their need for a purchase situation becoming memorable and transformed into an experience they can tell to friends and family, aspires from wanting to be admired and accepted. This indicates that the mainstreamers are willing to pay more for a product, if served under the right conditions, and therefore we can argue that they are not driven by cost/sacrifice values in the same degree as the Herthasians.

### 7.6.2 The mindful consumers are women

We seek to answer who we are creating value for and from our analysis we can argue that the typical mindful consumers are women. Bryan narrows his segment down to mainly being women aged 25 - 50 years old, with the classic green consumer profile. These women are conscious shoppers, who are in charge of the daily shopping for their families and who do not seem to worry about price, and the other half are young families, with small children. Bryan defines an interesting segment, which support the fact that the age group he defines as his main customer base also are the ones that purchase the most online, which indicates that targeting this segments could be beneficial in our BM, as we see both an interest in mindful products and a positive attitude towards purchasing online. Furthermore we found that women are more active content contributors on SM then men are and not only do they in a high manner like sharing, liking and commenting but they also get influenced by others reviews and comments about products. Indicating that they seek interactions, information and transparency from their peers and influencers to a higher degree than men do.

### 7.6.3 Wants and needs

Our analysis points to, that all four groups search information on the Internet prior to a purchase and they all agree that more transparency and knowledge about the company behind the product would be preferable. The expert Bryan and the Herthasians had a general scepticism about advertising and even though they have social media profiles, they mostly use them to share experiences or warn friends about specific products. Opposite we found, that the mainstream women spend a lot of time on SM and they feel obligated to share experiences, pictures, texts and articles with friends and family, as well as they like to receive new tips etc. through SM. They get inspired by blogs, in magazines and through friends and they are very likely to purchase a product if a friend recommended it either through social media or WOM.

From these findings we can state, that there is a common willingness to share experiences and information among consumers. What becomes essential is that they have something to communicate about and share. Consumers want to share content! This creates a great opportunity for companies as, if a company or the company's stakeholders delivers the right information, products, commercials or other content to consumers, they will naturally start debating, rating and sharing their experiences. This creates a hole to fulfill, as consumers won't see this kind of message as a commercial message pushed from the company, but more as a communication they have created themselves.

### 7.6.4 Consumers want experiences

71,54 % of our survey respondents said they would be interested in knowing the story behind the product, the organization, the ethics, the material and how the products are manufactured, which indicates, that today consumers not only purchase a product, they purchase an experience and a story, with the purchase of the product the option to share new knowledge, information and findings with friends is a possibility. Sharing that you have purchased a new product is a part of the purchasing experience and contributes to building the image around the consumer.

The above findings indicate, that even though the expert and the MC'ers have a MC mindset, they might be hard to influence and in some degree they could be considered as a natural segment for our online concept. What is interesting is how to engage the broader, mainstream segment and get them involved, intrigued and interacting in the aim for value-creation. The first step for this is narrowing down the above findings into more concrete segmentations. This will follow in the next chapter.

## 8.0 Segment Analysis - Part 2

In this chapter we have boiled down the findings from chapter 7, to outline *for whom we are creating value for* and to gain a better understanding of their needs and wants. This chapter is divided into two parts. From the previous analysis we found values and MC traits, which enables us to narrow down the segment, who we are creating value for. We therefore start out by analysing our findings through *Empathy Maps.* We round of by presenting *our Segments,* and describe in depth, what value our segments wants and needs.

## 8.1 Empathy maps

Earlier we stated that to stay competitive companies have to renew how to create value for consumers and rethink how relations are built. When creating a business model it is important to find out who you wish to create value for - the **customer segments** - and what their values are, therefore defining the segment is essential. In this second part of the analysis we introduce our segment and present their needs and wants.

To narrow down the information highlighted above, Osterwalder & Pigneur (2010) suggests, that we group customers into distinct segments with common needs, common behaviours or other attributes. Exploring the outlined findings regarding MC traits, MC'ers and mainstreamers purchase behavior, trends, concerns and aspirations, we were able to differentiate the findings in regard to what they see and hear, what they really think and feel, how they behave, what their pain is and what they gain (Osterwalder & Pigneur, 2010).

We present four different segments:

- The true MCer
- The modern women
- The new mom
- The grey gold

These segments are presented in the following four empathy maps.

**True MC'er**

**Bente Hansen**

Social Worker
Household Monthly income: 65.000 DKK

Bente is 43 years old; she lives in Kolding with her husband and their two children, a 12-year-old girl and a 9-year-old boy. Bente is aware of every purchase she makes, and does thorough research before purchase. Bente purchases sustainably and social responsible products, that gives her peace of mind and makes her feel guilt free. She is willing to pay extra for products if they live up to her standards.

| SEE | HEAR | THINK & FEEL | SAY & DO |
|---|---|---|---|
| - A growth in green/ sustainable products<br>- Over consumption<br>- Wastage of food & products every day<br>- Overload of commercials<br>- Lack of information on non-food products | - Green living is expen-sive & inconvenient<br>- Doubts on ecological & sustainable living is healthier<br>- Influenced by peers, through blogs, WOM and articles<br>- Global warming, resource depletion, social dumping | - Green living is a choice & priority<br>- Consciousness & information needed to choose right<br>- Less guilty<br>- Responsible<br>- Commercials never tell the truth<br>- Frustrated of diffi-culty to find ethically non-food products | - Organic vegetarian<br>- Always helping friends or socially, makes her feel good<br>- Purchases recycled & recycles<br>- Gives what she can<br>- Shares findings online and WOM with peers, so they too can be more aware. |

| PAIN | GAIN |
|---|---|
| - Feels alone with her "struggle", doesn't want to force her ideologies on others<br>- Fear for her children's future in this world<br>- Frustrated of levels of transparency, over consumption and lack of influence | - A happier, healthier, easier life (less research)<br>- Contribution to environment and society<br>- A sense of purpose & expertise<br>- Joy for the ability to share experiences & knowledge with like-minded people |

Figure 8.1: True MC'er Empathy Map (own model)

**New Mom**

**Linda Gram**

Nurse
Household Monthly income: 55.000 DKK

Linda is 32 and lives in Aarhus with her boy friend Rune and their 16-month daughter. Rune is a Police officer. They do not lack anything except for more time with each other. Ever since Linda became pregnant, she has been more focussed on purchasing organic food and clothing and has become more aware of the materials and the production of her purchases. Linda wants the best for her daughter.

| SEE | HEAR | THINK & FEEL | SAY & DO |
|---|---|---|---|
| - Articles and blogs on dos and don'ts for young parents<br>- More organic products on the market<br>- Hard to find organic non-food products<br>- Her friends supporting her lifestyle<br>- Her parents think they are too much | - Many dangers for children<br>- Many things affect life quality<br>- Media and "experts" preaching about the right things to do<br>- Environmental issues<br>- Inequality in the world<br>- Magazines and experts telling how to live healthy | - Strives for the best for her daughter<br>- Many expectations to live up to<br>- What is "right"?<br>- Stressed, juggling motherhood, a good spouse, work and friends<br>- Wants to live up to other parent's norms<br>- Wants to live sustainable | - Accepts other's lifestyles<br>- Openly tells of own experiences if others ask<br>- Mostly posts images of her daughter<br>- Asks and researches on products especially issues regarding her daughter<br>- Leaves a store if there is nothing organic |

| PAIN | GAIN |
|---|---|
| - An expensive lifestyle, not much left for travel<br>- Afraid to fail as a mother<br>- She does not have enough time for her family<br>- Frustrated with variety and transparency of non-food products<br>- Wishes she could just buy what she wants to | - The feeling of doing the right thing, being a good and healthy mom<br>- More energy, more time and a happy family<br>- A place she can shop with a good conscience without having to use time on research<br>- The possibility of buying unique products |

Figure 8.2: New Mom Empathy Map (own model)

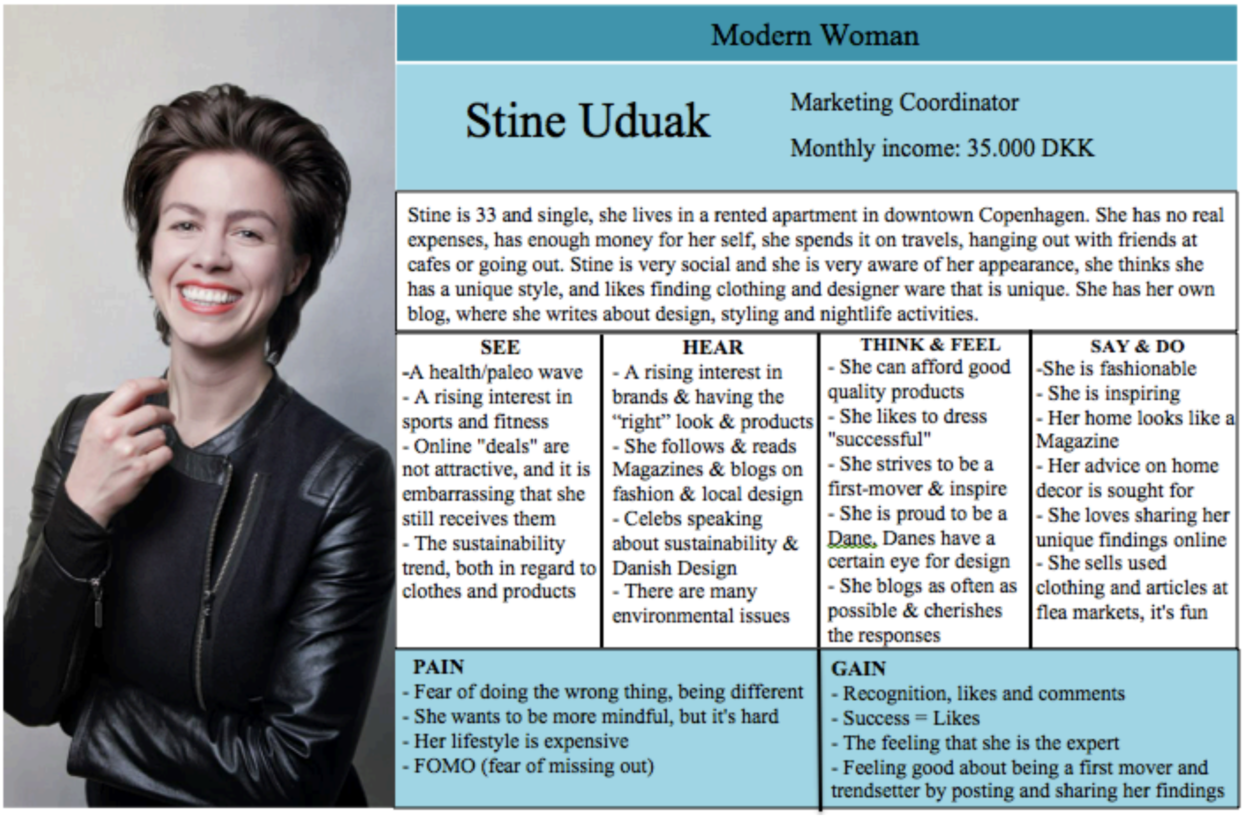



Figure 8.3: Modern Woman Empathy Map (own model)

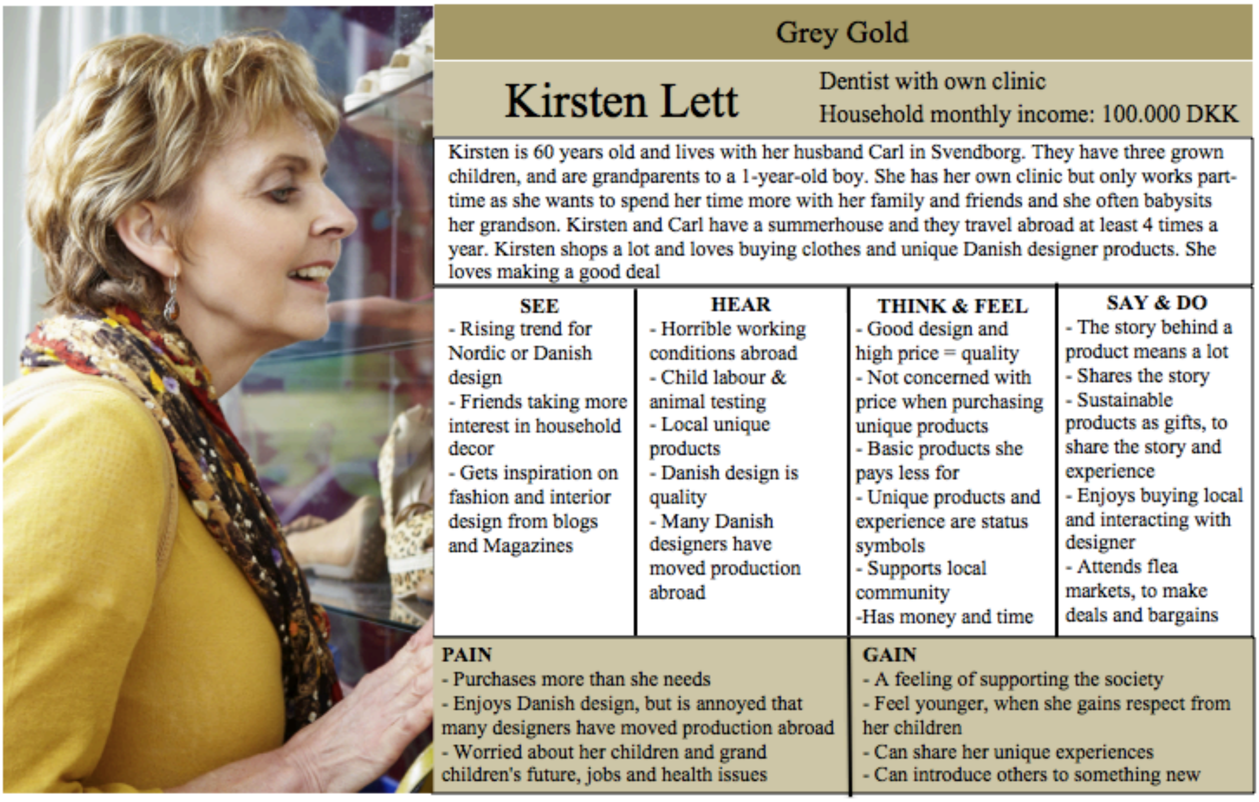



Figure 8.4: Grey Gold Empathy Map (own model)

## 8.2 Our segments

The "True MC'er" is more aligned with the whole mindful consumption lifestyle, meaning that they live and breathe MC, the mainstreamers, now narrowed down to three segments are not as concerned about mindful consumption. Both "the modern women", the "new mom" and "the gray gold" have different reasons and concerns, but what makes them interesting to us is that they are starting to open their eyes to purchasing more mindfully and each have their own reason for doing so. This is exactly why they are chosen as our main segments. In different ways and with different agendas they all practice a sense of caring towards self, community and nature. This indicates that these segments have an intent to consume in a manner that fits their lifestyles and they seek a solution that does not exist yet.

To have a sustainable BM we need a segment that has a high level of purchase power, as this is the segment who delivers revenue streams. Furthermore creating value through co-creation and involvement with consumers is essential as customers no longer are just the receiver of products, they also want to participate in the creation process and are important awareness drivers.

But to get in contact with this segment, we also need to focus on a segment that drive awareness around our shop and concept. By this we mean a group of people who are willing to or naturally share experiences, articles, pictures and observations from their life, what they see and hear and what they experience. Awareness drivers are important especially for a new start up online company, as we seek survival through positive feedback and WOM and this segment can create a buzz around our brand in the start-up phase. To give this segment something to talk about, we also need someone who is content creators, meaning e.g. bloggers or people who get involved in online discussions, write articles about mindful topics for papers, magazines and for online distributors and participate in the public debate. But depending on who the customer is, both the level of co-creation and the awareness driver, and the motivation for sharing or creating content differs.

The "True MC'er" shares and creates content because she has a need to help people make the right choices, based on as much information as possible, this she does both from her stationery computer and from her smartphone, which was bought used. She has a very small social circle, and a fairly low purchase power. The new mom is both a good awareness driver, and a fairly good content creator, she shares and gives tips a lot because she is concerned about her peers and about her children, she has a need to communicate that she does 'the right' thing, she has a fairly big social circle, her purchase power is low, as she is more concerned with purchasing the right foods, than the right home decorations. She often uses her smartphone to quickly gain an overview of news in the different platforms she is connected to and further she sometimes write posts, comments and reviews directly from her mobile phone, as her time is limited and her phone therefore works better than her laptop, as it anyways is located in her hand. The modern women is a as well key to drive awareness, as she enjoys creating content and often do so, especially through her blog. She shares as she has a need to appear trendy, on top of things and to show off, she gives tips to others as this makes her feel important. She has a large social circle and a high purchase power, indicating that her spreading awareness will be targeted towards a great amount of people. Furthermore she uses her smartphone for all online activity, but get frustrated when web pages aren't designed for mobile devices, which sometimes hinder her sharing content. The grey gold does not share much online, but enjoys viewing what others share, she views content from her iPad and her smartphone, but does not really know how to share from these devices. She has a fairly large social group and she prefers to spend time with both her family and friends, she has a very high purchase power.

These factors: *content creation* and *awareness drivers* are essential potentials in our BM. We see an opportunity in inviting our segments to share, contribute and interact with each other and thereby covering some of their hedonistic and utilitarian values at the same time as creating value for our BM.

We see the four above outlined segments as separate contributors to our BM and in the following canvas we illustrate on which factors the different segments provide value.

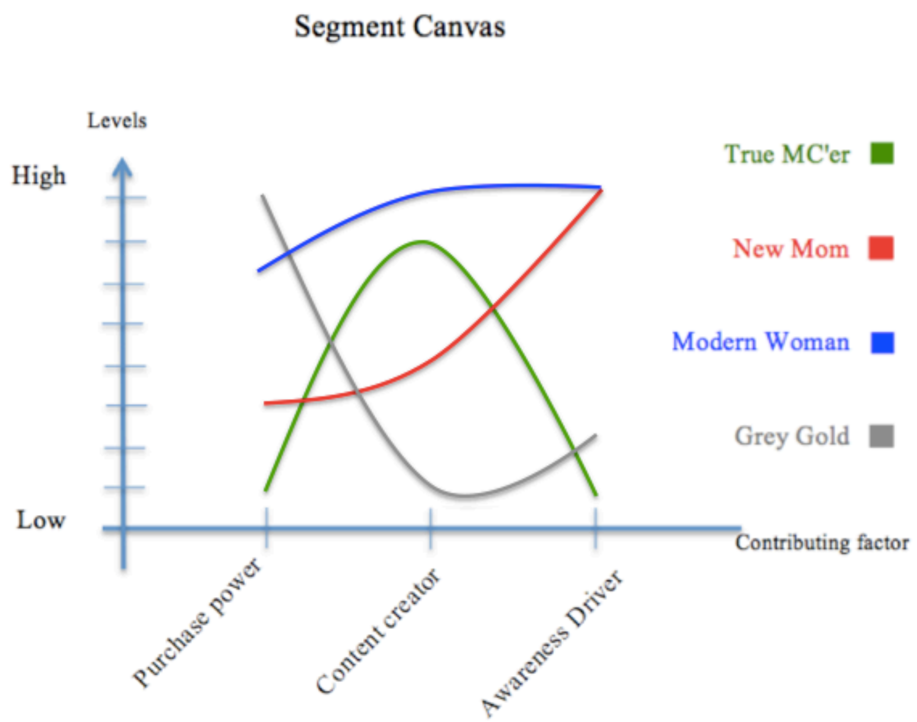



Figure 8.5: Segment Value Canvas (own model)

## 8.3 Sub-conclusion

As illustrated in the segment value canvas, the four segments cover different parts of the contributing factors, which builds a solid foundation for our BM and illustrates how co-creation between consumers is driven. As a new online shop, we are dependent on all four segment and involving them will decide whether we will become a success or not. The empathy maps help us define our segment and give us valuable information about their needs, wants, mindset and behavior. Also, we found in which area each of our segments can contribute and how each of them are unique for our BM. Having outlined who our segments are and how they can help us in creating a sustainable business, we need to also investigate how we can help them by solving the outlined needs and meet their demands, as this is our focal point of departure in creating a BM today.

This deeper understanding of our segments needs and values will be used next, when we investigate the know market and present our concept, by differentiating from the existing market by eliminating, reducing, raising and creating factors based on our segment’s core values/demands and needs. Following is the market analysis.

# 9.0 Market analysis

In this chapter we seek to answer the second sub-question: **Who are our main competitors in the known market space and what are their main competitive factors?**

In this part of the analysis we introduce the known market that sell interior design products and we elaborate on the different competitor categories and how they compete in the market. This is followed by an elaboration of the different competitive factors that the market is competing on, finally we present a strategy canvas that visualizes the known market, illustrating the competitors value curve in relation to the competing factors.

## 9.1 The known market

In this analysis we explore the current state of the known market. As our aim is to create a web store selling interior designer products. In the following we will introduce the known market space, this is based on four different competitive categories. These are:

1. Larger retailers and chains that sell mass produced interior design products
2. Small local retailers that sell unique interior design products either in own stores or at pop-up designer markets
3. Online and offline flea markets, where used products are bought and sold
4. Eco-friendly stores that only sell ethically produced non-food products.

We have chosen these four competitive categories as many of them sell the same type of products that we wish to sell. Many of our competitors have products that are designed by Danish designers, but are mass produced in Asia or Eastern Europe, e.g. Royal Copenhagen, Hay or Gerorg Jensen (georgjensen.com, wood-supply.dk, Olsen, 2012). The competitors we see in the market represent both direct competitors we need to differentiate from, but also indirect competitors that in some way or another affect the market. Identifying these competitors allows us to distinguish the principal competitive factors in our market. This will be elaborated on further in the analysis, but first we will explore competition in the known market.

### 9.1.1 The competition

The **first category** includes larger retailers and stores that sell mass-produced interior design products. In this category we see three different types of retailers. The first type we call *High-end retailers*, these include Magasin and Illum's Bolighus, the second type we call *Medium sized retailers*, these include Imerco, Inspiration, Kop & Kande and Bahne. The final retailer type in this category we call *Discount retailers* and include Ikea, Ilva and Jysk. In general with all the retailers under this category, there is a large awareness of these brands and chains as they are visible in the urban landscape and have existed for a long time, but they are struggling with standing out from their competitors on pricing, inspiration, service, range and variety. Furthermore experiencing something exceptional in one of these retail stores is not to be expected and the level of information on background, the story about the design, the materials used etc. on the different products is very low.

The *High-end retailers* are large exclusive department stores with online stores. They are centrally placed in the largest Danish cities, have a large and exclusive variety of international and Danish products, which range from foods, cosmetics and clothing to children's toys, furniture, kitchenware and other interior design products (Magasin.dk, Illum.dk). They have membership cards, giving discounts, advantages and pointsavings (Ibid.).

The *Medium sized retailers* are many. They have offline and online stores, are situated in practically every Danish city with a shopping street and at least one of them are in every Danish shopping mall (Bahne.dk, inspiration.dk, kop-kande.dk, imerco.dk). They have a wide variety of expensive designer brands, both Danish and international, and their products range from kitchenware and smaller furniture to interior designer ware (Ibid.). Some of these have membership cards that give different types of advantages and pointsavings (Ibid.).

The *Discount retailers* are often situated on the outskirts of the larger cities, and are harder to get to (Ikea.dk, Ilva.dk). Usually a shopping trip to one of these is planned ahead. They are large department stores selling everything for the home (Ibid.). Many of their products can also be purchased in their web stores (Ibid.). They have a smaller variety of products but a large range of products from interior designer ware, furniture and office goods to household appliances and refurbishment elements (Ibid.). These also have membership benefits (Ibid).

The **second category** is *small local retailers*, who produce their own unique products. They have small stores or attend pop-up designer flea markets and some of them may have their own independent online stores (Nielsen, 2011; theguardian.com & Öhlenschlager, 2012). They have a small range and variety of products, are local and are mostly just known in their local arena or through WOM of existing customers (Nielsen, 2011). Their products are often hand made or crafted and are on the more expensive and exclusive end of the scale. The level of information available about the products are fairly high, as the people in the stores and stalls are often the creators of the products, furthermore there is a unique possibility to interact with the customers and create an experience around the purchase (Ibid.).

The **third category** is the *offline and online flea and designer markets*. This category includes 2 different types of markets, the online markets like dba.dk and lauritz.com deliver a platform where customers can interact with each other and sell and buy used or new things (dba.dk, lauritz.com); and the offline markets, that can be held at fixed times and places or can be occasional pop-up markets. The variety and range of product and quality is extensive, and both very exclusive products or very cheap products can be purchased (Öhlenschlager, 2012). There is a possibility of bartering or finding a rare item, creating an experience around the product (Ibid.). The level of information varies a lot as the seller is not always fully aware of the origin of the product he is selling (Ibid.).

The **fourth category** is the *ethical retailers* that sell organic, fair-trade and ethically produced non-food products. Our expert - Bryan's store EcoEgo falls under this category. Here the level of information is very high and the experience that the customers get can be unique, coffee, tea and chocolates are available (Appx 17.1) The online store provides the possibility of acquiring the wanted products no matter where you live (ecoego.dk). The range and the variety of the products is small, and are both national and international.

### 9.1.2 The Competing factors

From our segment analysis, we were able to recognised a number of different factors that we find that the known market is competing on. These factors have been recognized by analysing the results our segment analysis introduced earlier and are presented below:

**Price:** How expensive are the interior designer products, if there is a large variety of different products in different price ranges we set the curve on a medium level. The New Mom and the True Mc'er both set price as an important factor.

**Accessibility:** Is it easy and convenient to get to for everyone - in regard to Online Markets, we see the accessibility fairly low, as although the webpage can be accessed no matter where you live, there can be restrictions and large distances between the seller and the buyer, as these are private people and the respectable online market sites, just provide an online platform for these to meet and contact each other. Furthermore is it easy to shop on the website, does the website contain many steps from finding the product to purchasing it. our segments all have expressed what easy access means to them, for example the it is easier for the Herthasians to eat organic and biodynamic as their surroundings support their lifestyle, and many of the respondents shop local indicating that easy access plays a role in their choices. Additionally we found that many women use their mobile device for online interactions, which indicates that accessibility from all devices become a competing factor.

**Physical store:** Are there many physical stores, so that the segments can visit a store no matter where in the country they are living, without a long journey?

**Online store:** Is there an online store, is it functional and easy to shop in. Our segments all shop online, so having an online store is imperative, but this also include the ease of use, the navigation on the site and the user experience quality on the website.

**Danish production:** To what degree are the products produced in Denmark. Our segments have expressed an interest in Danish produced products, by wanting to buy local.

**Danish Design:** Are there many Danish designed products available. Our segments show an interest in local stores indicating an interest in local design furthermore in our interviews the Herthasians show interest in buying things from their local community and Bryan explains that some of his mainstream consumers have shown interest in and asked about ethically produced designer and Danish designer products.

**International Production:** Is the production abroad. The higher the level, the further away the products are produced and the higher the level of mass production. Our segment has to some extent an interest in purchasing cheaper products, this is most often possible through mass production, what level of mass production are our competitors competing on?

**Product range:** Is there a large range of different types of products, different segments have different needs and demands, how well do the competitors cater to the different segments

**Product variety:** Is there a large variety of brands in the different types of products. Example: Are there multiple brands of plates or just one or two. Different segments have different taste, how well do the competitors cater to the different segments

**Product uniqueness:** Are the products one of a kind or mass-produced. Our segments want more unique products, that can assist in creating a story or building on their image.

**Service:** How is the level of service in regard to speed of delivery, fees and online customer service. Our segments have expressed that the level of service plays a role in the transaction and the interaction evolving around the total purchase experience.

**Information:** How is the level of information, a high level is when the product description also contains production country, materials used etc., in other words a high level of transparency of the product and the manufacturer behind. The MC Loop Framework is built around the information factor, so therefore it is imperative for us to identify what levels of information we need to compete on.

**Membership benefits:** What is the level of the membership benefits, the higher the level the more personalised and unique for the single member. Creating a sense of belonging and building loyalty through membership can be beneficial if done right.

**Unique experience:** Is there a possibility for experiencing something unique, something worth talking about. Creating the unique experience worth sharing with others is partly what drives several of our segments to purchasing an item or to interaction.

**Ethical Production:** How are competitors standards on the production of products in regard to: CSR, sustainability, fair trade or organic production. Our segments show an interest in how the products are produced and under which conditions, indicating that ethical production is a parameter that we are in competition around.

**Recycled:** Are the products recycled or made from recycled material. As our segments enjoy attending flea markets, selling their own things or purchasing others used products it gives us a strong indication that they care about recycling.

## 9.2 The strategy canvas

To visualise the current state of the known market, we present the competitors in a strategy canvas. The levels are based on interior design products only, so other products like food or beauty products are not evaluated although the retailers may sell these. The value curves of the known players in the market illustrate the offering levels in relation to the competing factors:

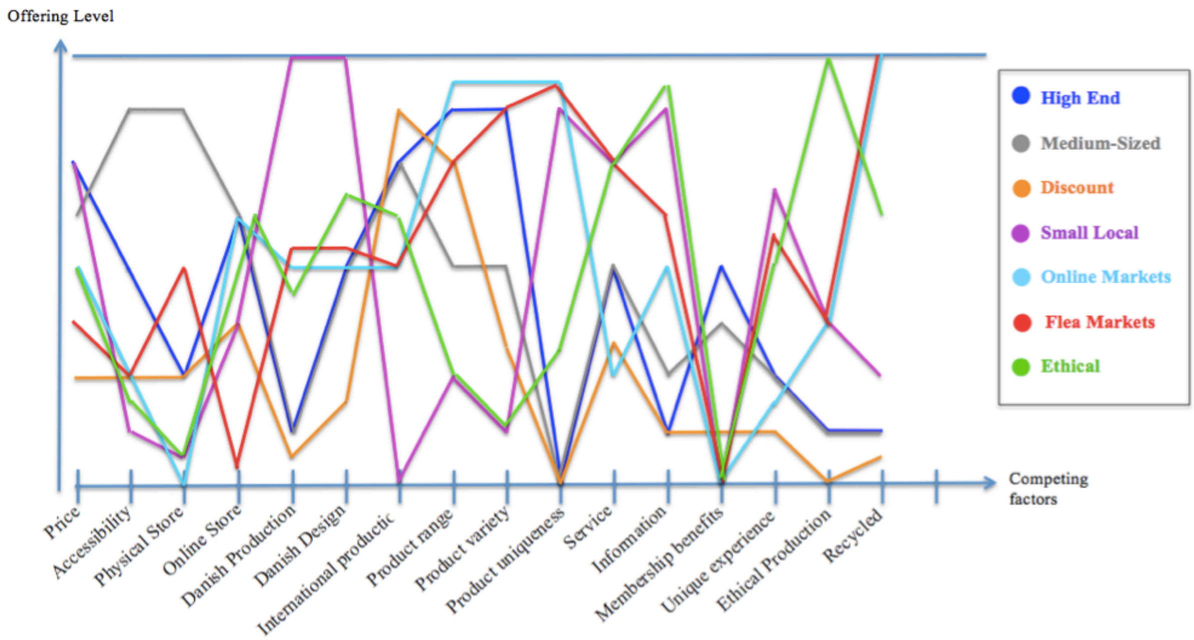


Figure: 9.1: Strategy Canvas (own model)

The strategy canvas illustrated above depicts how our competitors are competing on the different factors important to our segments. We see a red ocean market, where many of these competitors are competing on the same factors and do not really stand out in one way or the other. Of course the small local stores differentiate in regard to factors that are of value to our segment, but their accessibility is very low, resulting in a low reach to mainstream customers. The ethical stores also stand out in regard to meeting some of our segments needs, but they are low in product variety, uniqueness, accessibility and membership benefits. Online markets and flea markets, cover many of our segments needs, e.g. the true MC'er and the New moms, are price conscious, but lack in regard to creating unique experiences.

## 9.3 Sub-conclusion

From this we can conclude, that we have many competitors, that to some degree deliver what our segments wants and needs, but do not cover them in full. From these findings we argue that there is an opportunity for us to create value innovation for our segment, and create a value curve that covers more of their needs, than the existing market. This will be elaborated in the next chapter, where we seek to create value innovation by eliminating, reducing, raising and creating competitive factors.

# 10.0 Our Value curve

In this chapter we seek to answer the third sub question: **What should be eliminated, reduced, raised and created to create value innovation for our segment?** We will define and introduce how our business can create value and differentiate from the existing market. To do so, we will start with using the *Eliminate, Reduce, Raise and Create* (ERRC) grid, to specify how we can differentiate from the existing market. Having identified the factors, we present our value curve in the strategy canvas, to illustrate how we are seeking to create value innovation for our segment, in comparison to the existing offerings on the market.

# 10.1 The Eliminate, Reduce, Raise & Create Grid

The competitive factors we analyse in the grid are basically the same as introduced in the market analysis, which have been extracted from our segment analysis and form the basis for what should be eliminated, reduced or raised. The creating part is our value innovation and will be how we meet the unmet needs and wants that the segments have, so this is not represented in the market analysis, but have been introduced in the segment analysis. These factors will be elaborated on in the following.

## 10.1.1 Eliminate

We have chosen to create an online store, an e-tailing business, as we have discovered that all our segments shop online. By doing this we remain accessible to all segments, no matter where they are living in Denmark and at the same time we can reduce our fixed expenses and relocate the funds to other essential areas, therefore we eliminate physical stores. Further we find that our segments are interested in products that are created under responsible and reasonable conditions; therefore we eliminate international production, as it is hard to control the production conditions and materials used, when production is abroad.

## 10.1.2 Raise

When eliminating international production, we naturally raise Danish production and Danish design, which also was prioritized highly by the grey gold and the modern women segment. Hereby we also raise the ethical production as moving production to Denmark we also ensure that production falls under Danish law, no excess chemicals or dangerous materials are used in the production, the people producing the products are paid a fair wage and we are contributing more to the Danish society, ensuring jobs and paying taxes in Denmark.

To ensure that our customers are aware of our special selected ethical produced and unique products, we must raise the information levels, a factor that the segments also demand. This is also a service we provide our customers, so we also raise our service level, letting them know that the information is available if they need it, and that we are responsible and that all our products are created under responsible and reasonable conditions. Communicating this also serves as a high standard, that sets our quality bar higher, leaving customers to relax and save time, while shopping at our store, because they know that they do not have to use time researching the single items, and they know where to go to find responsibly produced products for their home. We do this as we see that both the modern women and the true MC'er are ignored by the time they spend searching for mindful non-food products. Furthermore we raise the service levels by promising a quick delivery and an easy page to shop on.

### 10.1.3 Reduce

We have chosen to reduce product range and product variety, as we found that all our segments were mainly intrigued by more unique products instead of mass-produced products. Having a smaller range of products and product variety further allows us to be able to set extra focus on each of our products, which leads us to the factors we will raise.

### 10.1.4 Create

Creating interaction and co-creation in our web store, allows the consumers to have a say in the products that we are selling, and further allows them to interact with each other. This creates a sense of belonging and a sense of expertise, as we create a platform that allows discussion of Mindful subjects that entail general MC concerns and not just interior design subjects. As we found that both the new mom and the modern women happily share experiences or blog about things they experience, we decided to create a forum where users are allowed - or even invited - to share their own tips and tricks.

Furthermore we found that our segments appreciate a unique shopping experience, and that they are interested in the story behind the product and the designer or manufacturer. To give them what they want, we must establish the fundament for customers to interact with the designers.

## 10.2 ERRC Grid

In the grid below we illustrate which factors our segments place higher, lower or no value in, which will be the foundation for creating our online concept.

| | |
|---|---|
| **Eliminate**<br>Physical stores<br>International production | **Raise**<br>Danish production<br>Danish design<br>Product uniqueness<br>Service<br>Information<br>Unique experiences<br>Ethical production<br>Online store |
| **Reduce**<br>Product range<br>Product variety | **Create**<br>Interaction + Co-creation<br>An online experience |

Figure 10.1: ERRC grid (own model)

## 10.3 Value Curve

To illustrate how we create value innovation and differentiate from our competitors we present our new value curve in the strategy canvas below (appx 17.12).

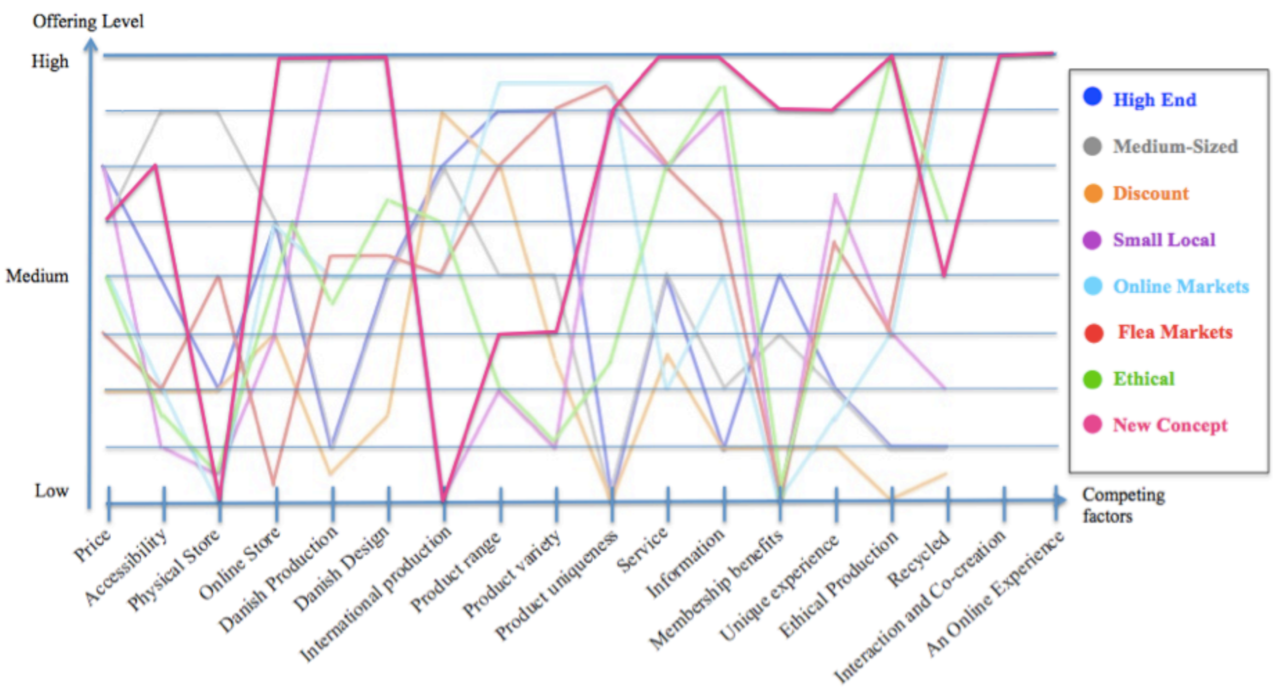


Figure 10.2: Our value curve (own model)

A snapshot of our chosen industry, interior designer products, shows a blood red ocean, competitors targeting the same segments and the market is over flooded with many of the same offerings. From the just presented canvas, we see an opportunity in the market, a hole that has not yet been filled. For although there are many competitors on the market, they seem to play the same game. We set to be game changers and exploit this market hole.

## 10.4 Sub conclusion

Our value innovation will be based on an e-tailing business, selling Danish designed and produced, unique, interior designer products. We must give a high level of service, which can be done by connecting the consumers, not only to each other but also to other stakeholders. By doing this we also allow interactions between the segment and the designer, making it possible for interactions that can lead to unique experiences and this also delivers more transparency to the segments.

As we introduced earlier in our empathy maps, the segments have a need for co-creation, and as we have found that the segments also value the stories behind the designer and the production, we find it essential to include other stakeholders in the co-creation process as value can be created through the interactions between the dynamic networks of social relationships.

This leaves us with two major considerations, the first being how can we connect the stakeholders and the consumers online, so they can interact with each other and secondly, we must explore how our stakeholders can contribute in the value creation towards our customers. To be successful in this, we must first identify our stakeholders and analyse how they can contribute to value creation and establishing a strong brand awareness. This is analysed next.

## 11.0 Stakeholder analysis

As you now should know value creation for our segments is based on how information and experiences can affect their MC mindset and thereby their behaviour. Previously we found that this information and these experiences can be created through dynamic interactions between the consumers and the designers or each other, in other words in the dynamics of networks of social relationships. Therefore in this chapter we seek to answer the Sub-question: *"**From a customer-centric stakeholder-focus brand approach, how can value be created in the dynamics and networks of social relationships?***

To answer this question we analyse our stakeholders, inspired by Jones' (2005) 3-step framework. 1) Identification of relevant stakeholders, 2) Identification of the value of the relationship 3) Identification of the nature of the exchange. This analysis is comprised by two parts: 1) *Identifying relevant stakeholders* and 2) *Identifying the value of the relationship and the nature of the value creation exchange*.

## 11.1 Identifying relevant stakeholders

In the following we display our stakeholder-wheel, which presents our salient primary and secondary stakeholders.


Figure 11.1 Stakeholder-wheel (own model, inspired by Jones, 2005)

Our primary stakeholders are those whom we regularly interact and co-create value with and to, they are considered as stable stakeholders whom we are dependent upon and they will be elaborated on in the below part analyses. Our secondary stakeholders are those who become relevant for specific issues. These won't be given further attention through this thesis, as we don't see them as relevant in regard to how value can be created in the dynamics and networks of social relationships. We are aware of the importance of internal stakeholders, such as employees, but as a startup company, no employees are hired yet. In the future, employees will be primary stakeholders, as motivated and happy internal stakeholders are key drivers when aiming to deliver value to consumers. Having presented our stakeholder-wheel, the essential question to ask is, which of the above stakeholders contribute to creating value for the segments and which other stakeholders emerge in relation to specific issues. This will be elaborated on next.

## 11.2 Identifying the value of the relationship and the nature of the exchange

In the following we prioritise our stakeholders in terms of their contribution to delivering value to our segments.

As we have stressed earlier our most salient stakeholders are customers, as without customers our webshop can not survive and it is these we seek to create value for and with. We found that when creating value for our segments they demand more information, interaction with each other and other stakeholders, as value creation for them is found in the unique experience, where they gain more than expected. For a start-up company, having a close and strong relation with customers are important, as they play a great role in establishing awareness, creating content, functioning as advocates and continuously help develop the company in the right direction. Our aim is for them to become dependent on the resources we provide, and feel safe shopping with us, knowing that all products are produced ethically, that the information we enable to be co-created on the site is trustworthy and the experiences we provide are unique. As value is co-created among the consumers and in a high degree through our designers. This will be elaborated on in the following.

### 11.2.1 Suppliers

The primary suppliers are mainly the designers and manufactures of the products that are going to be sold in our shop, as we are dependent on them in e.g. delivering products, stories about the product material, the idea behind the product and knowledge about themselves and furthermore also in creating awareness around our brand. This is to give the customers a reason to get involved with the brand and the designers, which will lead to an understanding of our company as being transparent and further will help establish a loyal customer base. Including the designers and manufacturers of the products as co-contributors and co-creators of our brand, is an essential integrated part of our BM, as it is included in our strategic thrust. To ensure success we must secure key partnerships with these stakeholders, as they are key resources available for us by aligning them to our strategic thrust. One of the main sources to brand value is the experience we are able to give consumers on our platform, which is highly dependent upon the designers' willingness to participate in the dialogue, debate and their contribution of extra content. It therefore becomes essential to build and maintain a good relationship with these stakeholders.

We also argue, that the relationship is mutual, as the designers also are interested in creating awareness around their own brand and displaying and selling their products. A strategy for us could be to seek out small up-coming Danish designers and manufacturers, as we assume that many of them do not have the economy to market their products to a large segment themselves and will therefore benefit mutually from being a part of a network, that both markets their products and continuously communicate how and where to purchase them. The latent or current relationship with these stakeholders must be categorized as highly important and must be nursed by managers, as latent relationships lead to more designers being interested in contributing to our brand, resulting in a wider range of products, more communication output channels and new stories to tell. Current relationships needs an active investment as well, as our brand continuously will change in the startup phase and it is truly important that stakeholders are aligned with the brand. This is important, as proud designers are more likely to contribute in a merely positive manner, than those who might feel that the brand is moving in the wrong direction.

### 11.2.2 Media and Communities

Having a customer centric stakeholder perspective means, that we want to establish strong networks that all together creates and deliver value to our customer segments. Being able to execute this, we need to establish strong relationships with other primary stakeholders, such as Media and Communities.

The attention and awareness that can be established through different Media is extremely important in the startup phase, as we need to create attention about how we differ from competitors and thereby give new consumers the knowledge they need to discover who we are and what our value proposition can contribute with in their everyday life. Different media can contribute strategically to our brand value, as we find that both the modern women, the new mom and the grey gold segment are affected by what they read in magazines and further influenced by features in television shows, such as “Go’ morgen Danmark” or “Aftenshowet”, as these features have more a news-angle to it, than commercial messages. Additionally bloggers have become quite popular and powerful, these are perceived by our segments as just as or even more trustworthy as regular news media, as blog followers like the new moms and the modern women feel their bloggers to represent their interests and likings more than mainstream media. We know that the true MC’er segment are sceptic set in regard to commercials and advertising, and therefore taking a more relevant, information heavy and news angle towards the concept, inviting experts and our designers to talk about what sustainable materials means to them, which they use and how people can get to know more about their products, is a way to deliver value to our segment, value they appreciate and that we know influence their mindset and their purchase behavior. As a startup company, we are highly dependent on the media, who in a smaller or non regard are dependent upon us. We therefore need to put emphasis on delivering meaningful messages to the different media early on in the process, and keep the level of relevance high to continuously deliver value to our segments through these media.

Furthermore we find, that communities can affect the actuality, as they take up topics that are in the media or highly trendy and create a forum where this is discussed. In such forums our segments can gain both information, see others opinions and participate actively themselves. We find that the majority of our segment find inspiration and knowledge through similar communities and more importantly, we understand that their behavior is affected by what they read and hear, both in regard to negative and positive references. In this sense, online communities can not be controlled by the company, but the company can influence the topics up for discussions, both in regard to influencing the media and in regard to delivering content to these communities, from where they can continue the evaluation of a topic or a product. This leaves the company with no control over the communication, and in turn it can backfire and turn latent or current customers into critical stakeholders. The opposite is also a possibility, where critics are argued against and new customer relationships are established. Communities are an active investment for the company and even though we have a customer-centric approach, the community as well needs to gain value from the collaboration. This value can be created in two ways, the first being that we can offer banner advertising, mention the community in newsletters and link directly from our platform to the online community and thereby create awareness about our stakeholder communities to our segments from which they gain an increased amount of visits per day. The other being, that our customers will participate actively in the debates and contribute with new experiences and information. This will lead to an increased activity and reputation in the online communities. To establish this kind of two-way, synergistic and strategic relationship we need to consider the attractiveness of all online communities that could be taken into consideration, as we have a brand to communicate and sustain and therefore not all communities will match our brand values and we might not be able to defend a collaboration.

### 11.2.3 Trade associations

Taking a mindful consumption perspective on how to develop a business model, that cater to the mainstream segment we find that having trade associations as a primary stakeholder would be beneficial in regard to creating value in the dynamics and networks of social relationships, with common interests. Trade associations are funded by businesses that operate in a specific industry, and as we focus on sustainable production or mindful consumption, we find that being an active participant in such an association would cater to our segments and signal the trustworthiness of our online webshop. Trade associations can assist us in branding our webshop, as many of these associations show through certification labels, who their cooperation partners are. These certifications could be e.g. '*Klima+ frontløber'* (KK.dk), carbonfund (carbonfund.org). Additionally, a relationship with one or several trade associations, can contribute with participation in public relations activities such as inviting consumers and manufacturers to seminars in mindful production and consumption, collecting and assigning donations to small local businesses or establishing collaborations between companies with the same values. Collaborating with other companies as well as competitors can be useful in the regard, that together we stand stronger against e.g. new regulations and changes in the macro environment and it puts more focus on the environmental issues. To invest in trade associations a successful outcome must follow and in this case it creates networks of social relationships, which is beneficial for both the environment and the local community and lastly it caters to our segments, who articulate the importance of taking good care of the environment and meeting their demands for more transparency and information.

### 11.2.4 Investors and sponsors

We have previously argued that to create value for primarily our consumers and secondarily our other stakeholders, we need to create strong relationships with designers, manufacturers and establish a mutual dependency tie with different medias and online communities. To be able to put this into practise, we need to devote time and energy into two other primary stakeholders, sponsors and investors. Investors are necessary in a startup phase, as we need an economic foundation to be able to build up a sustainable BM and create awareness about our concept. We are highly dependent on investors, whereas it is unlikely that they are as dependent on us.

Though we are dependent on getting investors and sponsors, we still need to be critical in regard to who should be allowed to invest in and sponsor our company, as all other stakeholders must approve them and we as a company must be able to argue why they are approved. We can't have a non mindful investment bank or a huge private company like Arla as our investor or sponsor, as this will ruin our value proposition and signal the wrong values to our stakeholders altering our brand image. In turn Ecoego, Helsemin, WWF are the kind of investors or sponsors we would want to attract.

The nature of the value-exchange relationship will be a financial flow for us and thereby a functional relationship, that simply supports the survival of our company and the initiatives we launch. Also having the right investors and sponsors present, builds more brand value for us, as our segment can see that we have made conscious choices on who to collaborate with. The value our investors receive will be in the form of creating advertising for them, and in the future, hopefully give an economic return. For the last part, sponsors can be integrated into the strategic thrust, as sponsors can help establish and improve financial, symbolic and hedonic relationships.

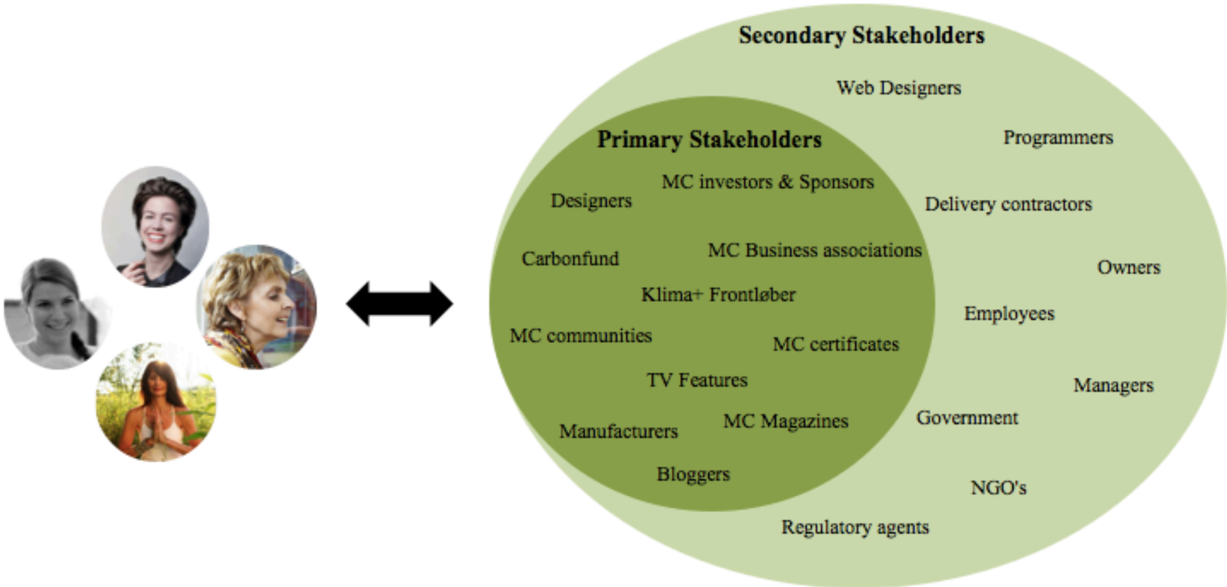
Through our empathy map, we found that our segments all request more information and appreciate to hear the story behind the products they purchase. Through sponsorships this can be realised, as sponsors can help provide financial aid or locations where we can create pop-up stores, where customers can meet the designer behind the products, we can communicate the importance of mindful consumption and create awareness for possible new segments. This will in turn create more value to our designers, cater to the hedonic values in regard to our customers, who then gain information and get an experience they can share with friends.

Furthermore, through sponsors we can arrange all sorts of relevant activities and competitions, which first of all will activate the local community, increase the level of experience and spread attention to our webshop and platform and hopefully end up increasing visits to our store, higher sales numbers and more active debate. This will both create value for us as a company, for our sponsors and investors, for our designers who will both have their name established and have experienced an increased sales and last but not least, give value to our customers, who then have even more reason to be loyal and continue the established relationship.

## 11.3 Sub-conclusion

From a customer-centric stakeholder-focus brand approach, it becomes clear that our primary stakeholders are important in the degree, that they all need to be present in our company's strategic thrust and they all more or less are connected, as they create value for each other, for our company and most importantly, the segments.

The model below clarifies who our stakeholders are. The primary stakeholders are those which relations are significantly contributing to creating value for our segments.




Model 1.2: Primary & secondary stakeholders from a customer-centric perspective (own model)

The presented reveals some stakeholders as being more salient than others, depending on when and how value is created in these relationships. Designers and manufacturers become the most salient stakeholders, as they actively and on a daily basis create value through interacting with the consumers. Additional value is created in the dynamics between sponsors, media and online communities, as they all actively participate in creating awareness and a hype around the brand. In regard to how our total communication support these relationships, it becomes clear that all stakeholders must be carefully selected, as they as well have a brand and thereby who we chose to establish a relation that affects both our value proposition. This sends a signal to our customers and affects other stakeholders as well. Our stakeholder-relations must contribute in a positive manner to our total communication, meaning that it must be aligned with our communication and brand strategy. We find that taking a mindful perspective on how to design our BM, we need to include various stakeholders as key partners as it contributes to our value proposition and further the outcome of the primary stakeholder relations contribute to creating value for our segments.

In the next analysis we analyse how to connect our customer segments with the other stakeholders and further explore how to exploit the different touchpoints that our segment comes in contact with during the dynamics that arises as interactions between our customer segments and other stakeholders. The following is our value proposition.

## 12.0 Value Proposition Strategy - A new Social Media Platform

Previously we identified our customer segments and what value they demand, then we identified the key stakeholders and introduced how they contribute in creating value for our segments, through co-creation. In this chapter we will answer our final sub question: **How can value be co-created in the dynamic networks of social relationships among stakeholders and how can an experience environment be formed?**

We seek to analyse how to form the process from which co-creation can spring from. We have argued that value is co-created in the dynamics and networks of social relationships and that these dynamics arise as interactions between our customer segments and other stakeholders. These interactions contribute to the overall assessment of the experience and can affect how an experience is perceived. Therefore in this analysis we will explore how to exploit the different interactions that our segments can come across and further explore which channels should be utilised to connect with them. But first we must explore how we can reach the customer segments. From there we present our value proposition strategy, followed by how our stakeholders can co-create value for our segments.

## 12.1 Reaching our segment

From our segment analysis we found that our segments shop online and much of their search for products or information is done online. What our four segments have in common, is that they are affected by flow of information and experiences and that they also enjoy sharing their own experiences, thereby affecting others' experiences and co-creating information and thereby creating value

This indicates that we need to rethink the online webshop, as we just by having a static webshop, will not be able to reach our segment and fulfill their wants and needs.

In the following we present an expanded online concept, incorporating our findings on how to reach our segment, which value we deliver to them and how our primary stakeholders can best be involved in the co-creation process so it creates value to all the involved parties.

## 12.2 A new social media platform

As we have stated in the above, we find that our customer segments demand transparency and that they want to be reached through social feeds, blogs, magazines and articles, and through information on previous experiences from peers. Mainstream commercial marketing isn't efficient as they distrust or at least question the objectivity in this communication form and our true MC'ers actually are not exposed to commercials. We therefore argue that to reach our segment and create value for them, we must create a platform that our stakeholders can dynamically interact with each other on. This platform can also be described as a social media platform,  as we also desire to sell Danish produced interior designer products, the platform should function as a multi platform that serves as both an online webshop, selling interior design products, but also as an information and interaction channel, that facilitates the dynamic interactions and promotes the utilisation of stakeholder networks through social relations.

On our new social media platform, all primary stakeholders can be connected and co-create content and thereby participate in the value creation process, making transparency a natural and organic flow on the platform. In the following we will go in depth on how the different stakeholders can contribute with and receive value and how this provides the foundation for our value proposition.

### 12.2.1 Customers

As we have taken a customer-centric approach, the main aim of the new social platform is to solve customers needs and wants and deliver value to them. As argued earlier, value can not be delivered directly to consumers from us, the organization, they demand involvement and the ability to co-create value, as we find that this gives them a sense of purpose, belonging and for some segments the status of being the expert. Furthermore it is perceived as more trustworthy information if it comes from a peer or some other stakeholder outside the organisation. Therefore as we just introduced, we should create an experience environment in form of a multi platform, where stakeholders can connect.

There are several ways this can be executed and these will be examined in the following.

#### 12.2.1.1 Real time live interactions

First of all consumers can interact with peers by chatting online with other users and designers in online discussion forums provided on our platform. We could arrange a discussion of the day, where an actual case or trend is discussed, giving the users both a heads-up on ongoing trends and news but also a voice in the debate.

#### 12.2.1.2 Organic marketing

Additionally, we will encourage our users to share findings, tips and tricks and pictures with other. This can be done through a sign up for a blog-profile, so instead of searching blogs on the Internet, our users can follow blogs directly from our platform. This gives the users, such as the modern women, an option to share her thoughts on trends and give others an insight into her lifestyle, a possibility for postings and updates to reach further and it will be possible for our online users to link all posts made on our platform to other social media like Twitter or Facebook or link their blog to our platform, so that blogs with relevant tags, that the user defines, can be found by other users easily, with a click on the trackpad or a flicking on the smartdevice. This corresponds well with the segment's need to share and inspire others. Further, we can motivate our users to share instagrams on our platform's connected Instagram profile, so other users can get updated on new products, how others chose to use these products, interior decoration tips etc.. These pictures will be featured on the frontpage of the platform, creating awareness and a dynamic frontpage, where users pictures are promoted creating both curiosity about what picture will be uploaded next and it will encourage them to upload pictures as well.

#### 12.2.1.3 FOMO: Fear of missing out

Establishing a social media platform, we seek to create a hype and an urge for our consumers to always be present and stay updated on what is going on in the discussions forums, which pictures are liked the most and so on. Creating a sense of "*fear of missing out*" feeling among our users, will assist in establishing an attractive platform that will create a need for the users to visit everyday, as well as it supports our segments self-concept, as their involvement and level of activity online form who they are in the eyes of themselves and how they seek to develop an interesting profile to intrigue other users by. Besides users own content contribution, we can through one of our sponsors establish a reason for users not to miss out. This can e.g. be done through attractive competitions. An example of this could be that we each week extract a weekly winner for the most inspiring picture. The winner gets a specific prize, attention and furthermore our sponsors gets exposure.

#### 12.2.1.4 Convenience

When a customer purchases a product through our web store, they get the option to share their purchase with their Facebook and Twitter friends. This fulfills e.g. the modern woman's need to share with friends and family what they are doing and it satisfies their need for approval, as they get the option to show their peers, that they are participating in protecting the environment, as the message that would be sent to their social media profiles would read "Stine has just bought a sustainable produced vase". The modern women as a segment likes to share experiences on different social media, as this is a mean of personifying themselves as the character they want others to see them as, and they rate success by the numbers of comments and 'likes' they get for each post. Therefore it becomes highly important, that this function is easy to use for our customers. Besides catering to the segment needs and thereby give them value, it also sends out an indirect commercial message from our web store, but as it isn't communicated through a commercial channel but instead from a peer, consumers will be more willing and intrigued by the message. Furthermore we must concentrate our efforts on providing a fully integrated mobile conversion, that can be downloaded as an app, to any type of smart device. As we introduced earlier, women who own a smartphone use social media 53 minutes per day, in opposed to women without smart phones, who only use social media 15 per day, it is essential to provide the opportunity for the users to access the platform from their smart devices, additionally all our segments own smartphones and use them actively for more than just phoning.

### 12. 2. 2 Suppliers

Earlier we outlined our suppliers as one of our primary stakeholders and in the following we explore how these can contribute to delivering value to our customers and contribute to our value proposition.

#### 12.2.2.1 Risk reduction through transparency

Our segment searches for information and can't get enough knowledge and information about both the product and the designer. Therefore having a different designer or manufacturer blogging every week will give the users a reason to revisit the site at least weekly as they would want to read the newest blogs. This contributes to giving the users knowledge and information and it might lead to a purchase in our online store. Futhermore it creates transparency, letting our users know that we have nothing to hide and that we are proud of our range of designers and that we are 100% guarantee that they produce products ethically. This helps customers, as the risk for purchasing non environmentally sustainable products will be reduced and it also reduces their search time and the psychological distress involved with pondering on what materials, chemicals or labor conditions are hidden behind the production of a product. Also, we find that pictures and videos are seen as an increased social media trend in 2014, therefore we wish to incorporate a video-streaming service. These are seen as easy and fun ways for the users to attain knowledge on a product and at the same time they are entertaining, and furthermore they are also easy to share, so if a user finds a video or picture entertaining or informational enough, they will repost it, to harvest likes, comments and discussions from their peers.

#### 12.2.2.2 Experience

As we find that all our segment desired the unique experience, something worth talking about and sharing with their networks, we invite our users to see small video's of the production of the products and small video presentations of e.g. each of our designers, suppliers and manufacturers presenting themselves and explaining how they got the idea to produce a certain product and what mindful consumption and having a sustainable lifestyle means to them.

Further we can ask a designer each week to "take-over" our Instagram profile, so our followers each week can gain insight into a new designers life. All together this creates value to our segment and fulfills their need to acquire knowledge and get unique information together with creating a unique experience.

#### 12.2.2.3 Accessibility

Having an online platform does set some restrictions in regard to how experiences can be created, but through different channels, such as blogs, video material, competitions and pictures and further making it super accessible for users. We state that it is possible to create experiences, but to do so are dependent on accessibility, such as a user friendly platform and easy navigation, that is a no-brainer for the users. For this we might have to consult with secondary stakeholders, such as experts on the field, as creating a fluent user experience is a whole science of it's own.

### 12.2.3 Media and communities

We have previously argued that media and communities contribute a great deal to delivering both our brand message and furthermore is a medium through which we can create value to our four customer segments. How media and communities can contribute to our value proposition will be elaborated on next.

#### 12.2.3.1. Awareness and information

As a new start up company, creating awareness is necessary, to attract the segment's attention. As we have found, our segment doesn't respond or take notice of mainstream communication and marketing and therefore having and building strong relationships with different media becomes even more important in the awareness phase. Focussing on media coverage as news sensation in the start-up is essential and having a lot of media coverage when we launch our website also makes it possible for us to gather all articles and create an online database for our users. In this database they can find relevant articles, press releases, listen to podcasts and see television features. Further we can provide them with suggestions on blogs and articles that cover our or the suppliers area of interest in regard to MC. When customers seek information prior to a purchase, we can help them in their search phase, as our database will have all reviews, both from authorized sources, other users and bloggers etc. who have rated the products gathered, making it easy for our consumers to find relevant information. Further along, this suggests that we are open and transparent, letting everyone have their own opinions and we will not attempt to hide bad reviews, we will use the negative reviews in collaboration with the users, starting a discussion regarding how the product can be improved to better deliver value for the segments. This easy access to information and reviews contribute to the creation of value among stakeholders, as customers quickly can be informed and get questions answered, sponsors can link to articles about us or them and be proud of the media coverage and bloggers can freely communicate what they think, without being afraid that we will censure it.

#### 12.2.3.2 Source of information

We seek to create an online community, where our users can have access to different information sources, and get inspired and create content the way they prefer. Some like to contribute and some just want to be able to access information easily. On our platform they do not have choose.

#### 12.2.3.3 Belonging to a community

Through our established multi platform, we can be in a continuously collaboration with other - both offline and online - communities, such as e.g. EcoEgo. Bryan, the owner of EcoEgo has a large community and network consisting of consumers who purchase sustainable, ecological and mindful groceries and Bryan stresses how many consumers were frustrated that they couldn't purchase sustainable interior design products anywhere in Denmark. This indicates, that a collaboration, where we make our users aware about EcoEgo and e.g. the events Bryan hosts in his shop, and in return he makes his community aware of the existing of our community and what they can gain. From this all parties benefit, as our users get knowledge about different similar communities, get new knowledge about e.g shops they might didn't know existed as well as EcoEgo gets access to a whole new customer base.

### 12.2.4 Trade associations, Investors and Sponsors

As previously discussed, sponsors and investors are carefully selected, as their profiles must match our brand and our value propositions. Furthermore, we see trade associations as great contributors of value in regard to our value proposition. This will examined next.

#### 12.2.4.1 Trust

Carefully deciding on which stakeholders to engage with, leaves customers with an overall impression that we are true in all actions we take, which further gives them confirmation in that, purchasing our conscious products is the right thing for them and they don't have to do any further research. In other words, they can trust our platform.

Even though we find that especially the true MCer, as well as other segments have an incorporated distrust of commercials and sponsored messages, we argue that this still is a great revenue opportunity, as long as we 1) clearly choose who our sponsors and investors are and 2) clearly communicate why these are chosen. Sponsors and investors can contribute to our revenue stream, as they can buy banner advertising on our site. Further, sponsors can e.g. donate a percentage of all products sold through the advertisement to a good purpose. This will both deliver a clear and mindful message to our - and their users, as well as our sponsors will benefit financially by making smarter and better banners with clear message. Sponsors can also be incorporated into our membership clubs, where consumers earn points for every purchase they make on our website. These points can be used to either get a free product from one of our sponsors or they can choose to donate the amount collected to a purpose, that is chosen by our users each month. Our investors than could match the amount collected every month, in regard to being mentioned in the monthly newsletter we sent out to all users signed up for it. Through this membership club our customers gain both the option to earn a free product or the option to contribute to a good cause. Each month they can nominate who the receiver of the donation should be, thereby including them in the decision and empowering them further. This is value creation, as customers both get a vote but also the opportunity to encourage friends and family to help his voting to win. Additionally, by sharing the campaign, our segments expand the awareness around our brand, introducing and intriguing others to support a good cause or to suggest their own cause for receiving the donation.

#### 12.2.4.2 Involvement

Trade associations arrange seminars which all users will have free access to. They will also become available as online videos, so even though you can't be there in person, users can catch up online. All events, meetings or social gatherings will be posted in the online calendar included in the set-up of our platform, so all users constantly have an overview of what to participate in and further the arrangements will appear in the calendar and be shareable with other social media platforms.

We found that our segments, especially the grey gold and the true MC'er segment are interesting in participating. We can arrange our interested users, who want to get involved in the good purpose, to sign-up as voluntary workers in e.g. the arranged seminars or other events hosted by us or the different trade associations.

## 12.3 Sub-conclusion

The Value proposition describes how we create value for our segments, through solving their needs and wants. In this sense, we find that our VP is an aggregation of benefits we offer to our customers. By developing an SM platform, we meet our segments needs for an online space, where they can contribute with their own content, be an involved part of co-creation, which delivers value as it builds upon their own self-concept and helps them create their desired image. Furthermore we meet their wants for increased information levels and at the same time we lower the search-time often causing frustration among our segments. Being made aware of the new concept, trying it out and experience that it is has an easy accessibility, contain a huge source of information and that the knowledge gathered at the platform is trustworthy. Further it caters to our segments demand for transparency, as we actively seek to reveal production methods, used materials and stories about the designer, through channels and sources we have found our segment are using and stated that they mainly use.

As we previously have argued, value is co-created in the dynamics and networks of social relationships and these dynamics arise as interactions between our segments and other stakeholders. We hereby state, that the interactions that occur between our stakeholders are our channels through which qualitative value is created, such as experiences, information levels, organic marketing and involvement.

# 13.0 Business model analysis

In this thesis we have set out to **explore the central aspects of business model designing from a MC perspective**. In this chapter we will clarify the central aspects we have found through the previous analysis, and present how these affect the building blocks in our BM. As we have stated in our theory, we have been inspired by Osterwalder and Pigneur's (2010) (O&P) Business Model Generation approach. Therefore in the following we will describe the central MC aspects, that must be considered, when designing a BM and translate them to building blocks, that we see differ from O&P's approach. As we still see that some of O&P's building blocks are applicable in a MC BM, we will not discuss these further, but they will be included in our BM illustrated below. After introducing our new building blocks we will present our BM.

## 13.1 The Central Aspects

In our thesis we have uncovered who the mainstream MC segments is, and what they value. We have illustrated a market hole, and specified how we intend to fill this market hole. This has been possible due to the MC Loop Framework we presented in chapter 3, that reveals that MC'ers mindset can be affected by information flows and consumption experiences. In our segment analysis we learned that information for the segments means *transparency*, and enables them to be able to make the right decisions, conscious decisions. The transparency that the consumers crave in form of information, must be delivered by the right sources for this information to be relevant and trustworthy. It should not be communicated directly from our organisation, but rather from peers or other external stakeholders. Therefore we must take on the role as the information facilitator and not interfere in the information creation process. The information creators, must be the consumers themselves, the suppliers of the products, like designers and manufacturers, medias, in form of bloggers, communities and market associations. As we assume the role of a information facilitator and deliver the experience environment - in our case this will be in the form of a multiple sharing platform, a social media - the consumer would be more willing to interact and co-create and be a part of the value delivery chain and the information exchange, takes form as interactions between dynamic network relationships. As a consequence of the above, we find several changes in regard to O&P's framework is called for, these changes will be presented in the following.

### 13.1.1 Active stakeholders

From the above it becomes apparent that the customer segments and the suppliers take on several different roles, as they both act as e.g. consumers, content-creators and awareness drivers and thereby acts as both our customer segments and key partners. They have gone from being or delivering passive operand resources to becoming dynamic and active operant resources, and we argue that they can be merged into one building block in our BM, the *active stakeholder* block and *will contain the stakeholders that can interact on our platform e.g. customer segments, designers, media providers, trade associations and manufacturers.*

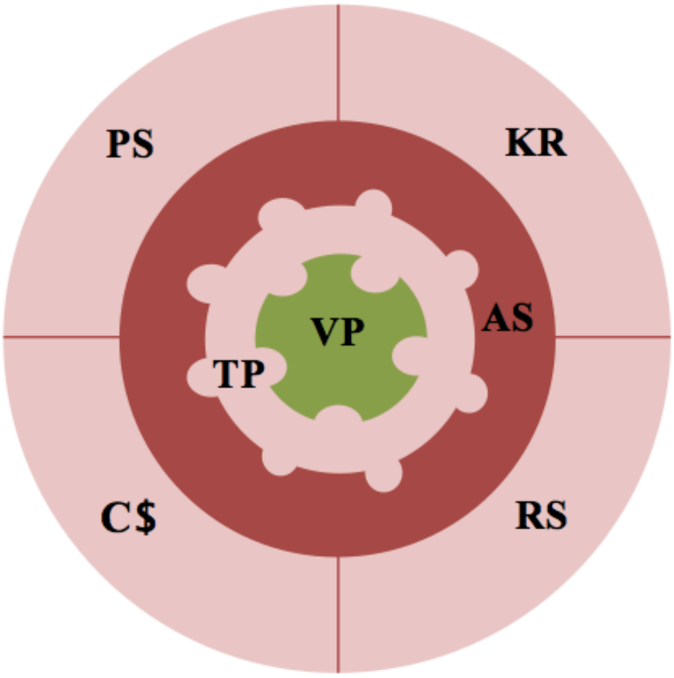
### 13.1.2 Passive stakeholders

Acknowledging that not all stakeholders co-create value we must have a secondary stakeholder block, with the passive stakeholders, like e.g. web-designers, programmers and couriers, that we buy a specific product or service from and that does not directly interact in co-creation of value with other stakeholders. Of course we must ensure that whichever passive stakeholder we use, their values must match ours and that we can vouch for them.

### 13.1.3 Interaction Touchpoints

As transparency is the main driver for our value proposition, and we have found that stakeholders co-create the value, we also find that reaching the stakeholders and building relationships with them is a joint building block. We have found that stakeholders, co-create value by interacting at different touchpoints, therefore we call this building block Interaction Touchpoints. This block forces managers to deliberate on the different touchpoints that the stakeholders might interact on and explore how interactions can be motivated. Additionally this assists in describing the types of relationships that occur as the interactions influence the overall stakeholder experience. Furthermore this helps the managers to identify at which touchpoint the organisation has to assume control of - like the purchase phase, the delivery and the after sales phases - and which touchpoints should be left entirely to the stakeholder to manage themselves.

## 13.2 our Business Model




**VP - Value proposition:** Information, transparency, organic marketing, FOMO, convenience, risk reduction, experiences, accessibility, awareness, belonging, trust, involvement

**TP - Touchpoints:** Blogs, Facebook, Instagram (Social media platforms), offline events, chat, membership clubs, databank, videos, WOM

**AS - Active stakeholders:** Customers, designers, suppliers, manufacturers, media, trade associations, investors, sponsors

**PS - Passive stakeholders:** Web designers, programmers, owners & managers, employees, Government, NGO's, regulatory agents, delivery contractors

**KR - Key resources:** Human resources (stakeholders), Intellectual resources (partnerships, communities, knowledge/content-providers), Human resources

**RS - Revenue streams:** Commercial space, Kickstarter.com, funding, investors,

**C$ - Cost structure:** cost driven → variable costs (as we are a start-up): development, awareness, maintenance, volume of goods, delivery

# 14.0 Conclusion

In this final, concluding chapter we will answer our research question:

***From taking a mindful consumption perspective on business model design - which are the central aspects to consider when developing a web-shop aimed to attract consumers who are looking for a collective online retailer selling guilt free interior design products?***

In the following we wish to highlight the central aspects that we have discovered, to be essential when designing a BM from a MC perspective.

We found that the MC trend has seeped into the mainstream consumers, and furthermore we identified some MC traits that were central for creating value innovation. It was from these traits that we could pinpoint the central aspects, that initiated the process of designing the BM, these traits were recognized as being needs and wants, that were common for all four customer segments to some degree or other.

We found that all four segments:

- Need and want more information
- Seek to relate an experience to their purchase, which in turn enhances the purchase experience, and makes it share-worthy
- Shops online
- Actively use Social Media

What was notable was the need for information, born from a need of transparency, as information is needed to be able to make the right and conscious consumption choices. This need was not being covered in full by the existing market. So we investigated further how this need could be met. We found that just delivering any information was not enough. It had to come from the right and trustworthy sources, and further be delivered in an entertaining way.

We also discovered that the segments were more than willing to be co-creators of the information, as they themselves like to share experiences, both negative and positive, as these also felt obligated to share their experiences with their peers. Furthermore we found that the segments were interested in receiving information from the suppliers - the designers, the manufacturers, the business associations and alternative media sources like bloggers and social media. They enjoy the stories behind their purchases, as this gives them a feeling of uniqueness or that they are supporting a good cause, rather than a large organisation.

From this we found that creating a multi platform, an experience environment, where our segments can meet the supplier and other stakeholders and interact with each other, both would ease the flow of information, but also build relations with and experiences for the segment. Therefore we realised that we had to expand our BM to not just focussing on how we could deliver value to our segments, but also consider the aspects of how our stakeholders can assist in delivering the information and ensuring the sought after transparency.
We discovered that we needed to expand our e-tailing business to a multi platform, that also serves as a social media. This way knowledge, information and interactions, that our stakeholders initiated with each other, would build a database of information and would in time become a source of information in itself, and also be an e-tailer, that sells mindful products.

When designing a BM from a MC perspective, it is essential to understand that transparency and flow of information is alfa omega. The consumers are becoming more and more conscious of how their consumption is effecting their community, their environment, their globe and their wallets. Everyday they are reminded about pollution, global warming, changing weather and how unstable the economy is. They want to know what they are purchasing, how it is has been made, who is benefitting from their hard earned savings, in other words everything - full transparency. The endless access to information and possibilities to be connected to peers worldwide, is also speeding this process. So when catering for this segment we must start with full transparency now, facilitate the co-creation of information that the segment is demanding, and thereby meet the expectations of the aware consumers and exceed the expectations of the growing MC segment.

## 15.0 Reflections: A MC perspective on Marketing

In the constant fight for consumers' attention, companies spend enormous amounts of money each season on marketing to create awareness around new products and services, in the attempt to capture consumers attention and be louder and more eye catching than their competitors. We argue that spending enormous amounts of money on marketing is, from a Mindful consumption perspective, neither effective nor attractive. We therefore in the following discuss how we as a company selling MC products, can create awareness on our new start-up platform and still remain true to our MC value proposition and at the same time we are able to minimize the often very large marketing budget.

In line with the concept of co-creation, we see that initiatives such a kickstarter.com, an innovative way to fund up-starter projects (kickstarter.com) could be an interesting platform to start building awareness around our ideas and thoughts. The kickstarter concept is based on crowdsourcing, anyone with an idea can display their concept online, inviting others to donate money or other resources and if or when the funding goals are reach, companies are ready to bring their ideas into life. The contributors support the ideas they like, but they don't profit financially. Gathering fundings through this platform would be in line with our MC perspective, as the concept would be built around co-creation, common interests and a relationship between the contributors and us. This relationship will be further strengthened, as we would reward co-funders with a share of our company, depending on how much they kick in or agree that a certain amount of our profit would be given to a new project on Kickstarter.com, supporting the evolving MC trend.

From a MC perspective on Marketing, we see several benefits of establishing the fundings for our concept in this way. First, the already mentioned relationships, which can contribute in the pre-launch phase, as they can use the contribution to our concept as a way of branding themselves through storytelling on their web page, blogs on how the funding is going and why they support this idea. This will creating awareness about our concept and furthermore create a hype prior to even launching the platform. Secondly, as contributors decide how much they can afford and are willing to contribute with, this opens up for the possibility that everyone interested in being involved are invited to be part of the experience, both private persons, trade associations and other companies. Further along, contributing to our idea defines our contributors as part of a special community - a community we create together - establishing a sense of belonging and opens up for the possibility to share other ideas, such as the design of the platform, content provided by us, the range and variety of products etc. This co-creation of forming the concept delivers not just value to us, it also delivers value to the contributors, as they feel a connectedness towards the concept and hopefully, if practised right, they will become brand ambassadors, spreading the word to their networks. This establishes a trustworthy marketing channel, as our contributors are creating the content themselves, have a burning desire for the concept to succeed and therefore share information and their experiences connected to our concept.

Instead of spending a large amount of our funding on big campaigns when we launch our platform, we instead argue that it could be more beneficial - and in line with the overall MC mindset, to plan events focusing on what MC is and create pop-up stores showing of our product variety and inviting customers to meet the designers. These should be held at popular public areas, as a part of planned design trade-shows or similar. This both creates awareness and establishes a curiosity among Danes as well as creating an unique experience for the persons who visit us. During this, we are able to get the attention from both possible new consumers, but also create a possibility to be spotted by local bloggers or other local media, allowing our reputation to be spread through local media. This is both a sustainable way of interacting with medias, as well as we create value for the local community, who feel important, as big marketing campaigns tend to mainly focus on the largest cities. By doing this we have the possibility to travel around the country and visit small local markets. Furthermore, we can involve our previously mentioned contributors or other volunteers to help us in execution of these events or even suggesting areas for visit. By interacting in the local community, we are also given the possibility to meet future suppliers, that we never have heard about or seen before.

Though we find the above as a mindful way of marketing our concept, we are aware that we must as well appeal to a broader audience, reaching out to those that mainly gain new information from social media. We therefore in the following discuss which considerations must be done to create a marketing campaign, that embraces customers' online needs and wants. Designing a new social media platform, we previously argued that organic marketing is key to co-creating value. The main source for organic marketing to occur is to deliver content that is relevant, important, has a non-seller focus and contribute to our customers self-concept. This is no easy task! Being a social influencer lies in the ability to influence behavior through our social & digital networks. We therefore discuss, that being present at different social media platforms is a must to exploit consumers symbolic relational need to socialize, feling they belong and co-creating. As a company with something "on our heart", and a clear value proposition, we must ensure that we clearly communicate why we do as we do, what we believe in and clearly express our passions. This will both brand the core of our offers and will attract segments with similar mindsets and simultaneously intrigue potential new segments and work as an eye-opener.

We have found that our stakeholders' involvement and passion is one of our main advantages, which we must cultivate to drawing our audience towards us with our and our stakeholders contagious passion for why we do as we do. It becomes important to draw focus on the fact that what we can offer, is more than just a product or service, it is peace of mind and a possibility to interact with the like-minded. The *social* aspect, becomes more important than the *media*, as it is in the co-creation and the dynamic involvement that value is created. We see value as  a major reason for customer to share our content. To use social media as an active part of our Marketing Strategy, we must give our audience a purpose to participate and a reason to stay interested. To alter our segments mindful mindset, it is crucial that we stay true and consistent in our communication and stay focussed on our purpose and passion, not mixing our overall communication strategy with pushed or forced messages. Furthermore, we must give the segment an easy way to connect and be part of our purpose, hopefully letting them engage in the same passion as we experience.

From a MC perspective on Marketing, we stress that a consistent online behavior and the ability to enable involvement and co-creation between stakeholders are factors that develop **trust** and **loyalty** with our segments. Gaining trust and loyalty are the supreme result for any company, as having customers who are loyal to you, who come back again and again, and, who also act as your ambassadors telling their friends about you are key to create awareness and establishing a strong brand in the minds of the population. A sustainable marketing strategy occurs when stakeholders start sharing on their own, as you then have succeeded in creating value for them.

Even though we take a MC perspective on creating a Business Model and a Marketing Strategy, we are still a company and companies can't succeed without the bottom line being fed. It is therefore pleasing to find - and contributing to the above - that having gained strong relationships with various stakeholders result in increased social currency net worth. As this relation builds on loyalty, it not only translates into a level of involvement, likes and increased followers, but as well has a financial impact, which delivers the potential for long term success.

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**IllumsBolighus.dk**
https://www.illumsbolighus.dk/

**Internetofthings.eu**
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**Københavns fødevarefællesskab**
http://kbhff.dk/

**Kickstarter.com**
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http://www.magasin.dk

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# 17.0 Appendix

## 17.1 Interview guide Bryan Traume

Interview guide Bryan EcoEgo - Proprietor and founder of webstore and physical store EcoEgo, that sells foods and other products that are produced in an ethically, social responsible, green and/or sustainable manner. Bryan is an educated geographer with 15 years experience in nature preservation, educating on environmental issues, sustainable development and responsible resource consumption, furthermore he is an expert in ‘green lifestyle and business operations’. Bryan also works as a consultant offering ‘eco-audits’, guiding businesses in green and sustainability issues and sets strategies to save resources and money. As a store proprietor he has a good, valuable knowledge on both the wants and demands of the consumers and the range of the products offered, so both the demand and the supply. As a consultant he has valuable knowledge on sustainability and consumer trends in general.

We are doing a semi-structured in-depth interview with Bryan, to uncover values of the mindful consumer (MCer) and ask him where he sees the trend moving. As some areas might unravel new points of interest, the interview will be semi-structured, but we will use our interview guide as guidance. We start with asking him to give us his definition of mindful consumption. This is so that we can hold it up against our own definition, and see if anything varies. We want to use his interview to decide if there is a higher demand for ethically produced products and if the demand is being met or if there is a market hole that can be filled. We want his opinion on if both first-movers and mainstreamers know where to go, for finding these products. Furthermore we seek to discover if there is balance between the mindset and the behavior and if the balance counts for both the first-movers and the mainstreamers or if there is imbalance in mindset and behavior. Finally we ask a range of questions on marketing and branding as we want to know how to create awareness around new products. Furthermore we want to know if the consumers create the demand themselves or discover things that exist, through search (Digital or analogue, WOM).
In the first part of the interview we also want him to reflect on his own consumption values/habits, this is so that we can discover the language, values and habits of an MCer.

Introduction:
Name
Age
What do you do for a living?
How long have you worked with this area of interest? How long have you had the store etc.

Bryan as a consumer

How do you see yourself as a consumer? (is he a mindful consumer?)

Why have you chosen this lifestyle?

If you had to purchase a new television, how would you decide what and where to purchase it? (want to know his line of thought when purchasing a non ethical product)

Are you tempted to purchase a product you do not need?

what was your last nonfood purchase? Was it a planned purchase?

What was your last 'non ethical' purchase. Was it a planned purchase? How did you come about finding it?

When you decide you need an item, and you do not have it in your store, how do you search for it?

Bryan on Mindful consumption in general

How would you describe mindful or conscious consumption? (Has he included economy?)

(maybe introduce our definition of MC, with the model - Mindset and behaviour here and ask what he thinks about it - or do it as the last 'thing')

Where do you see consumer trends moving towards today?

Are the mainstreamers demanding more ethically produced products?

Are there more ethically products available, or is it the same?

Have suppliers become more conscious about ethically produced products, how is this seen, if yes?

How about locally produced products? Is there a rise in these? is there a demand for these? Do you see a trend evolving/emerging?

Bryans customers

Who is your regular customer?

Is it easy to spot your regular customer vs. a 'walk-in'

What kinds of customer segments visit your store?

What defines them or separates them from each other? (behaviour wise, what they buy, what they ask for, how much they buy, pricesensitivity?)

Who is the 'better' customer financially?

How do your customers find your store? (WOM, netsearch, etc.)

Your store has been open for 5 years now, how has the product variety developed over the years? What did you start focusing on, has the focus changed over the years?

Marketing/branding - how do MCs find what they need?

How are you made aware of new demands and trends?

How are you made aware of new products?

What do you do to market yourself (as a consultant, webstore, physical store)

In your forum, what types of things are discussed? (tips, tricks, new product demands, new product awareness)

What is your perception on how MCs perceive mainstream marketing?

What type of marketing could MCs be prone to?

Is there a difference between MC's & MSs purchase behavior? How does this come to light?

The internet and sustainability

As an expert on the field, why do you think sustainability, social, green and ethical issues have become a big topic over the past years?

Do you think that the digital (information technology, social media) development has had anything to do with it?

We're doing an online survey later in our process, also on Mindful Consumption, can we send it to you to share on your FB group page and in your forum?

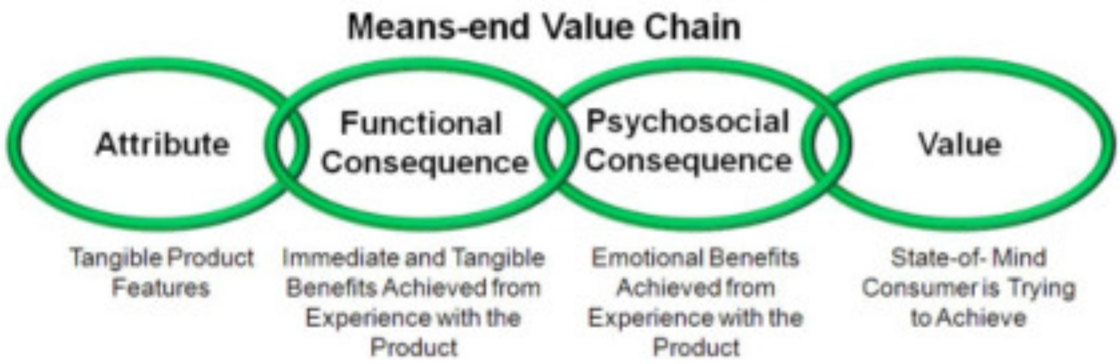
## 17.2 Interview guide for Hertha Eco-community Residents

**Interview guide for Hertha eco-community residents**

We chose to do personal interview with residents from the Hertha eco-community, as we consider them to be Mindful Consumers (MCers). This assumption is based on the fact that they have willingly chosen to live in a society, which core values are built on the triple bottomline that we have presented in MC, caring for nature, self and community. The Hertha eco-community was created in the philosophy of inclusion of all, where there is a place for both the weak and the strong. There are approximately 130 residents in Hertha, and 20 of them are mentally handicapped who live in protected homes and work for a living at the village dairy and farm, taking care of the animals, producing milk products and farming vegetables. Furthermore the guiding principle in Hertha is equality and the framework their community is built upon is inspired by the Rudolf Steiner principles, based on ethical, social and environmental terms.

With these personal interviews we seek to discuss the MCers value sets, how they see themselves as consumers and how their value sets are reflected in their communication and purchase behaviour. Sheth et al show with their model that a mindful mindset has an effect on the mindful behaviour, but they do not describe how the mindset effects the behaviour. Therefore we seek to link these more together with these interviews. Furthermore we are interested in their ethical values and how these are reflected in their everyday life and consumption, how they search for wanted products and how their needs are covered, to see if there is a market hole where we anticipate one to be.

To get an overall idea of who the respondent is, we will start off by asking some fundamental questions about the respondent. For the following questions, we will be using the Means-end-approach. As we seek to discover the underlying emotions, consequences and personal values that drive the MCers purchase behaviour. The Means-end Value Chain theory assumes that the decision makers' subjective perception of a good is the result of associations between its attributes (means) and more abstract cognitive schemata, which include the personal values underlying certain behaviour (ends). For these questions, using the laddering technique, which basically is asking the respondent 'why is that important to you?' repeatedly about the key attribute, and the answers given, pushing them to increasing levels of abstraction until they can go no further. By doing this we should gain an understanding of how consumers translate product attributes into meaningful associations with respect to themselves, revealing the underlying motives for purchasing a particular good. The model below illustrates the links between the Means-end value chain, how going from attribute to functional consequence to psychosocial consequence should lead to the consumer's values.




We follow up the first questions with questions inspired by the CDP model, as we want to discover how the personal values affect the search, purchase, and divestment phases. Finally we conclude the interview by asking about their principles and their ethics and then if they have any needs that are not yet covered. The results will be used both for defining the values that we must promote for our webshop, and in discovering if the MCers values also can be the same for the mainstreamers. The values discovered from these interviews will also be used to form our online survey targeting mainstreamers. We chose to do the interview in Danish and then translate it ourselves. We are aware of meaning lost in translation, but when asked, the residents preferred to do the interview in their mother tongue, as they were afraid that their English was not proficient and that they did not know all the english terms. So in the following our interview guide in english and translated to Danish can be found.

Name:
Age:
Occupation?
How long have you lived in Hertha?
How/where did you live before you moved here?
How did you discover Hertha?
Why did you decide to live here?
-- laddering--- why is that important to you?

Consumer values

-please describe your lifestyle in your own words
Why did you choose this lifestyle?
--- laddering--- why is that important to you?
-Please tell me of your latest non-food purchase? What was it? Brand??
Why did you choose this product?
--- laddering--- why is that important to you?
-Please tell me about what type of groceries you buy
Why do you choose these groceries, comparing to others
-- laddering--- why is that important to you?

Search phase
If you had to purchase a new television, how would you decide what and where to purchase it? (want to know consumer's line of thought when purchasing a non ethical product)
-- laddering--- why is that important to you?
When you decide you need an item, how do you search for it?
Purchase
Are you tempted to purchase a product you do not need? What and why?
What was your last 'non ethical' purchase. Was it a planned purchase? How did you come about finding it?
How often do you buy something that isn't planned?
Postpurchase evaluation
Are you active on any online forums or groups, where mindful consumption/conscious consumption is discussed? Why? What do you get out of it? And which? How do you use it, do you ever recommended products, blogs, webshops, etc that you have been satisfied with to your friends?
---evt. laddering
How about products, articles, organisations that go against your lifestyle, do you share these with friends etc? (Nestle etc)
---evt. laddering
Divestment
How often have you made purchases that you did not need and did not use and either gave it away or had to throw it away?
When you have products that you are not using anymore, what do you do with them?
-Why do you choose to dispose of them is this matter?
-- laddering--- why is that important to you?
Definition of MC
How would you define MC?
How well do you think you live after these principles?
How would you describe an ethical purchase?
How would you describe an unethical purchase?
How do you see MC trends moving toward today?
Do you see a larger interest in eco-societies
How do you feel that family, co-workers and friends perceive your lifestyle?
Are you an advocate for MC and your lifestyle? How is this expressed?
Is there anything you see that is missing, to make your lifestyle easier?
What does ethically produced products mean to you? (definition)
What does locally produced products mean to you? (definition)
How about an online portal where ethically/locally produced goods can be purchased? What items would you like to find there?
(does something already exist)
Are you also mindful with your economy?

---

**Interview spørgsmål på dansk**
Navn:
Alder:
Beskæftigelse?
Hvor længe har du boet i Hertha?
Hvordan opdagede du Hertha?
Hvordan og hvor boede du før du flyttede hertil?
Hvorfor besluttede du dig for at flytte hertil/bo/leve på denne måde?
Attribute:

---Laddering--- Hvorfor er X vigtigt for dig?
Værdier:
---Laddering--- Hvorfor er X vigtigt for dig?
Værdier:
---Laddering--- Hvorfor er X vigtigt for dig?
Værdier:

### Forbruger værdier

Hvordan vil du beskrive din livsstil?
Hvorfor valgte du denne livsstil?
Attribute:
---Laddering--- Hvorfor er X vigtigt for dig?
Værdier:
---Laddering--- Hvorfor er X vigtigt for dig?
Værdier:
---Laddering--- Hvorfor er X vigtigt for dig?
Værdier:
-Fortæl mig om dit seneste indkøb som ikke var mad – hvad var produktet – Var det et bestemt mærke/Brand???
Hvorfor valgte du netop dette product?
Attribute: udseende, pris
---Laddering--- Hvorfor er X vigtigt for dig?
Værdier:
---Laddering--- Hvorfor er X vigtigt for dig?
Værdier:
---Laddering--- Hvorfor er X vigtigt for dig?
Værdier:
-Når du handler mad ind hvad går du efter?
Hvorfor har du vælger du at gå efter det, frem for andet?
Attribute:
---Laddering--- Hvorfor er X vigtigt for dig?
Værdier:
---Laddering--- Hvorfor er X vigtigt for dig?
Værdier:
---Laddering--- Hvorfor er X vigtigt for dig?
Værdier:

### Søge fasen

Hvis du skulle købe et nyt fjernsyn, hvad ville du så gøre? Hvordan ville du finde det produkt du skulle have og hvor du skulle købe det henne? Hvilke kriterier ville du gå efter?
Attribute:
---Laddering--- Hvorfor er X vigtigt for dig?
Værdier:
---Laddering--- Hvorfor er X vigtigt for dig?
Værdier:
---Laddering--- Hvorfor er X vigtigt for dig?
Værdier:
Når du finder ud af at du mangler noget, hvordan finder du så ud af hvor du skal købe det og hvad det præcis skal være? f.eks en sofa eller et spisebord?

### Købefasen

Bliver du fristet til at købe noget du ikke har brug for? Hvad, hvornår og hvorfor?

Hvad var dit sidste 'uetiske' indkøb? Var det planlagt? Hvordan besluttede du dig for hvad (brand) det skulle være, hvorfor? Hvordan fandt du produktet?
Hvor ofte køber du noget du ikke havde planlagt, et spontant køb?

Forbrug og evalueringsfasen

Er du aktiv i nogle online fora, såsom FB, blogs osv, hvor MC pricipperne bliver diskuteret?
- Hvis ja, hvilke og hvad får du ud af det? - bidrager du selv til debatten?
- Hvis nej, kunne du tænke dig at være en del af et sådan online forum?
- Anbefaler du nogensinde Mindful produkter, butikker osv til venner familie, netværk? Hvorfor, hvorfor ikke?

Attribute:
---Laddering--- Hvorfor er X vigtigt for dig?
Værdier:
---Laddering--- Hvorfor er X vigtigt for dig?
Værdier:
---Laddering--- Hvorfor er X vigtigt for dig?
Værdier:

Hvad med produkter og artikler som går stik modsat din livsstil, deler du disse med dit netværk? Hvorfor, hvorfor ikke?

Attribute:
---Laddering--- Hvorfor er X vigtigt for dig?
Værdier:
---Laddering--- Hvorfor er X vigtigt for dig?
Værdier:
---Laddering--- Hvorfor er X vigtigt for dig?
Værdier:

Afskaffelse

Hvor ofte køber du noget, som du ikke har haft behov for, og endt med ikke at bruge?
Hvad gør du med produkter du ikke skal bruge alligevel, eller har brugt og ikke har behov for længere?
How often have you made purchases that you did not need and did not use and either gave it away or had to throw it away?
-Hvorfor vælger du at skille dig af med dem på den måde?

Attribute:
---Laddering--- Hvorfor er X vigtigt for dig?
Værdier:
---Laddering--- Hvorfor er X vigtigt for dig?
Værdier:
---Laddering--- Hvorfor er X vigtigt for dig?
Værdier:

Definition of MC

Hvordan vil du definere MC (ud fra de termer og ord som intervieweren bruger til at beskrive sin livsstil)?
Hvor meget synes du selv at du efterlever disse værdier eller principper?
Hvilke MC trends ser du hos den 'almene' befolkning i dag?
Ser du en større interesse i øko-samfund?
Hvad med lokalt produceret varer? Hvad er dit forhold til lokal produktion? Både fødevarer og ikke fødevarer?
Hvordan føler du at kolleger, venner og din familie opfatter din livsstil? Kan de forstå dine valg?
Er du selv en fortaler for din livsstil (MC)? Hvordan kommer dette til udtryk?
Er der noget du føler at der mangler for at gøre din livsstil lettere?
Hvordan ville du definere etisk producerede produkter?

Hvordan ville du definere lokal produceret produkter?
Hvis der fandtes en online portal/side hvor man købe lokalt (dansk) og etiske producerede produkter, som ikke er fødevarer, hvad kunne du tænke dig at der var på siden?
Synes du der findes noget i forvejen, som dækker alle dine indkøbsbehov?

## 17.3 Summary of Interview with Bryan Traume

**Bryan Traume - EcoEgo**

Bryan Traume is a 48-year-old proprietor and founder of EcoEgo, a green retail store and network and consultancy agency. In the retail store he sells foods, office supplies, electronics, clothing, and other products that are produced in an ethically, social responsible, green and/or sustainable manner both online and offline. Bryan has a master degree in development and environmental geography and has 15 years experience in nature preservation, educating on environmental issues, sustainable development and responsible resource consumption.

**Bryan's lifestyle**

Bryan feels that he lives a responsible, green, ethical, conscious lifestyle. He does not say that he is perfect, but he always looks at goals and strives for a responsible lifestyle. His choice of lifestyle is driven by a consciousness of how his decisions affect the world around him. He believes that if you are not making decisions to actively live where you benefit the world around you, then the decisions you make, may actually be harming yourself, people, animals and nature around you. Knowing that people's decisions can harm others, he doesn't understand how people can accept any other lifestyle. Living this way is the only thing that makes sense to him, and he feels that it would be irresponsible to himself, his family, the people around him and the environment to live any other way.

**Bryan as a consumer**

Bryan sees himself as a frustrated consumer. He feels that as a consumer there are many things he cannot do, and he wishes he could do more. He has frustrations with himself, as he has some goals that he is not doing yet. And the lack of availability and support from the market also gives him much frustration. Bryan feels that conscious consumers need more support from the system, so businesses are encouraged to make, socially, environmentally, responsible products. And he also sees a problem in lack of information, visibility and transparency on the products, so that consumers actually know what they are getting, buying and choosing. He sees that there is a lot of green washing and ideas and products that are promoted as being responsible, green or sustainable and the better choice, when they are none of those things.

On the other hand Bryan also feels that there is a lot of pleasure and lightness in being a conscious consumer, because you feel that when you make a decision to buy something, you're actually doing something that is benefitting the world around you rather then harming it, as much as possible. You don't have guilt, when you're making the good decisions and Bryan also feels that it brings him happiness in his life. On the other hand he says that he also only human and makes mistakes, he is no saint

**Bryans search phase**

Bryan uses a lot of energy on the search phase. If Bryan were to purchase an item like a new television, he would search for it on the internet and would research the product's energy consumption, which products have the least harmful materials and the company's work ethics. He mentions that Greenpeace has a really good electronics database, where they rate manufacturers on among other things transparency. If the manufacturers are not open about their ethics, they get a low rading. To Bryan this also explains why he doesn't impulse shop very much. To him shopping the right products is like a quest for him. He wants to find the most responsible thing to buy and often he ends up not purchasing the item. Being a retailer in responsible products has made it easier for him to find the products he needs, but the things he doesn't have in his own store he also searches for in second-hand markets like DBA (Den Blå Avis). The key words on Bryans search for products are ethically and responsibly manufactured. If all else prevails and he has a need for something that does not fit these criteria he bases his purchases on low price and a close location.

**Bryans purchases**

Bryan is a low scale consumer, he hasn't gone on vacation in along time and really considers if his purchase is necessary, he strives to buy ethically and responsibly. He buys second hand, and if he buys something new, it's what he needs, when he needs it. Most of Bryans purchases are planned.

Bryan has a set of guidelines that he follows when he makes a purchase. He starts looking for things that are organic or something that is reproduced, then he looks at materials, is it plastic then is it recycled. If he buys something that is recycled or plastic, he checks for toxic chemicals in the product.

When Bryan shops for electronics he would always try to buy second-hand and the least energy consuming. Their TV at home is from 'storskrald' and all their computers at home, electronics in general and the register at the store is second-hand. When buying food he prefers organic and if he can't get organic he looks for something that is locally produced. It can sound like a hassle, but for him and his family it is their lifestyle and they make it work and they are used to purchasing this way, so they know where to go for what.

Bryan and his family shops in supermarkets, health stores markets etc. They go to the places that have what they need and base their shopping on need and economy. He sees no reason for paying more for a product in Irma, if he can get the same product in Fakta or Netto. But on the other hand he prefers to support the health food stores, especially if they are small independent family owned stores. But he also thinks that sometimes the price is too high in these places, but they also have products he cannot get anywhere else.

But he also impulse shops occasionally, like a piece of cake, it's usually food, something extra delicious but it can also be music, a CD or a book or something for his son. But he would never go out and buy lots of things like 5 shirts at once and he doesn't shop because he has a craving for shopping.

When asked about Bryan's last 'non-ethical' purchase he tells that he bought some storage boxes from Ikea, for their attic. As they needed something waterproof, they bought big stackable plastic boxes from Ikea, he had done research and sought for them second-hand, but had to give in and buy new ones. He chose Ikea, because of the price and location. But he had discussions about it with his wife.

**Bryans philosophy**

To Bryan buying ethically means both environmentally and socially. Responsibly is towards the nature, animals, people and the environment. And buying responsibly and ethically are the same things to Bryan he cannot separate the two.

Bryan thinks that the problem is that a lot of people who are shopping are not aware of the impact that their decisions have, so they don't feel guilty about it. And he believes that if they were aware of the impact, they would feel guilty and maybe start making better decisions. Bryan sees that part of his job is to make people more aware of the impact of their consumer decisions, by getting the information out there on how people that are making some products are getting poisoned by chemicals, or are working under unfair conditions or the production is destroying the water environment and air etc. Bryan believes that if people know these things, they would make different choices.

Bryan believes that to change things you need to poke at people to get them to think differently. Unless people are made aware of what alternatives are out there and the effect the manufacturing of mainstream products have on the world, they are never going to be able to make the right decision or change their habits.

**Bryan about Mindfulness**

Bryan likes that we use the term mindful consumer and says that the term conscious consumer has been 'out there' for a long time, but has somewhat lost it's meaning to people, he thinks that when people use the word ethical consumer they think more of cosmetics and fairtrade but to him all these terms mean the same thing. To him the term mindful represents a lifestyle, a way of being. He likes the link between mindful and consumer, as he thinks that that mindful has something to do with the reaction and interaction with other people and themselves. He knows a lot of mindful people that are not being mindful consumers. And he knows a lot of people who buy organic food but do not think about all their other purchases and what they are using, like creams, what they are writing with or what they are wearing.

To Bryan being mindful as a consumer connects everything and it becomes a lifestyle and not only a worldview. You are considering all of the effects that your decisions has. To him it is looking at every step of the process, from manufacturing, usage and the discarding. Is it harming anybody or anything in it's lifecycle. Can it be recycled, can it be reused or will it biodegrade and that's just the materials, how about the people who are using it and making it, how about the water, air and the earth environment, or the organisms, animals or plants that are living in the environments that are affected by the production and the waste cycle. Mindfulness is thinking about everything, it is holistic.

Bryan tells us that wearing polyester or using plastic cups, plastic bags etc puts micro particles into the world around us. It is not easy, especially for 'regular consumers' and again Bryan emphasises that it is about getting the information 'out there' so that more consumers are aware of the choices and become more mindful. But it's a lot to handle, because we let it get this far, that what we eat, wear, consume and use is polluting and poisoning the world we are living in, but we let it happen and now we have to clean up after it and be more mindful of what we do in the future.

**The gap between the mindful mindset and the mindful behaviour**

Bryan agrees with our definition of Mindful consumerism and adds that the frustration he mentioned as a consumer is the gap between the Mindful mindset and the Mindful Behaviour. Because if you have the mindset, you realise what you want how you want to act and behave and when you reach the limits and challenges in the behaviour, it becomes frustrating.

**EcoEgo**

One of the main reasons for Bryan to open the retail store in April 2008, was that Bryan felt he had a need, that was not covered by the existing retailers. Bryan was frustrated over the availability of responsibly produced products on the Danish market and decided to do something about it. The products he was lacking were everyday products like organically produced men's wear and recycled office supplies and he thought that he couldn't be the only one. He says that now his own life is easier, and that represents the ego in EcoEgo.

Bryan is always toying with the structure behind EcoEgo, they are a business that is trying to be an ethical business, but they are still playing the same game as all the other businesses. So he thinks: 'should we be cooperative' and what changes the way business is done? Bryan thought of having a club membership, that you paid an annual fee for, and get a discount on everything in the store or earn points for discounts. But the membership went slowly and not enough were interested in it and there were some issues with how the discounts and points should work. There are still many issues that need to be figured out, so it's still in development.

**The product development in the retail store**

Bryan can definitely see that more people are coming to his store and they come because they have what they have and do what they do. The people come in the store and explore are amazed by the things that are made by recycled materials and discover new ideas and new ways of looking at the things that they use everyday. They get new experiences and tell it to others.

The biggest change in EcoEgo's product categories is that they have more things now, the product categories are pretty much the same, they have just expanded the selection. But especially the office supplies have expanded as more business are becoming interested in greener supplies. In the store there are a lot of non edible products like office supplies, clothes, shoes, glass, cosmetics, childrens toys and electronics. It was important for Bryan, from the beginning to show that there are many more ethically produced products, then just childrens clothes, creams and lotions and food. But Bryan says that the crisis (edit: the recession) hit them hard, in the sense of a lot of suppliers closing down.

Unfortunately most of the products in the store are made abroad. Bryan wishes that there were more products that were made in Denmark other than just foods and chocolates. There are some products made in Denmark of recycled materials and some Danish suppliers that get their products manufactured abroad like in India or Turkey. Some products like clothing are produced abroad and then dyed and decorated environmentally friendly in Denmark, but there isn't much textile production in Denmark. Bryan thinks it is because the prices would be too high, due to high wages. But Bryan does try to find products that are produced as locally as possible, but the selection of categories is very small, so he gets what the store needs from whoever can supply it. He says if he could have the same product categories produced in Denmark or Europe, he would rather buy from them.

**Bryans customers**

Bryans main customers are women between 25-50, the classic green consumer profile, women who are the shoppers, shopping for their families and probably has kids and young families. But they also attract 'autonome', young punks, old hippies, grandmothers, men shopping with their wives or girlfriends who find out they have organic clothing, solar chargers and other electronics. So he also has a lot of men coming in too and their men's wear section has grown a lot, since the men keep coming back. Bryan sees his customer group as a big, diverse, positive group with things for everybody, he also has celebrities coming in, and he believes his store is welcoming and open to everybody and therefore also gets a wide variety of customers. But still mainly the green woman.

Bryan also sees a big difference between his regular customers and 'walk-ins'. For his regular customers, it is a lifestyle. They look at what it is and not what it costs. And he has got more and more regular customers. Bryan feels that it is because the customers trust that his products live up to their values. He says his customers can relax when they are shopping in his store and describes it like being a vegetarian going to a vegetarian restaurant, they don't have to ask or think too much about it. They can order anything and it's ok. They don't have to ask if it's organic or ethically produced, because they know that everything in there is. Walk-in's are very curious and ask a lot of questions and Bryan enjoys answering them and hopes that they become regular customers or at least can inspire them to be more conscious about their choices. Bryan uses a lot of time on walk-ins, explain, showing and telling the stories behind the products. He is working on more signage in the store, that tells the stories and makes a more interactive store, where people can walk around, read about and feel the products, create the experience and at the same time inform the consumers about how the production of the products have an impact on the world. Bryan also adds that there are lots of different sub-groups behind the term mainstreamers, some have a lot of resources and are used to giving double the price of his products, but then they don't like the design or there can be mainstreamers that have less resources and really want to buy something, but just cannot afford it. But walk-ins or mainstreamers are definitely more price sensitive, and therefore he also tries to find products that are price competitive with mainstream products, because he doesn't want to scare people off, so that people think that mindful shopping is only for rich people. Of course he still has high end more expensive products, but he ensures that there is different price ranges, to cater to as many as possible.

Economically his regular customers are his best customers, they come in regularly because they know what he has and what they need. Whereas half of the walk-ins buy something, and only a little of this group goes nuts and buys a lot of things. Bryan really enjoys when this happens and it motivates him more, he describes it as watching somebody that is really thirsty and finally find water. Apart from the private customers, EcoEgo also has a B2B segment, that they sell green office supplies to and Bryan provides consulting in how to become a more responsible business, from the energy consumption, suppliers, and how they consume and divest.

**How Bryan keeps updated on the market demand**

Bryan describes the nature of the store as a network. When people come in to the store and get inspired and learn something, Bryan learns something as well. Bryan says that his customers come in and are looking for something specific, they ask him about it, if he has it good, but if he doesn't he tries to find it or encourages the customer to contact him, if they find the product. His customers also tell about things they've seen or bought other places and that inspires him to find the products for the store. So Bryan gets a lot of input and feedback from his customers.

Bryan also uses the Internet a lot, he does searching and gets news feeds and newsletters from different organizations, groups and producers and follows what other ethical businesses are doing around the world, seeing how they find something. To Bryan it's a nerdy thing, it's where he can waste a lot of time, but he loves the search and the discovery of new products that can make his type of lifestyle easier.

Bryan is also very interested in materials, where the come from, how they are made, what they can be used for. So in his search for information on materials he can discover, new things being made of a particular material.

People are asking about more locally and ethically produced products. Bryan sees a demand coming from both the media and the consumers. According to him more and more is happening, especially with recycling and upcycling products. A challenge that Bryan sees it that a lot of it is crafts, usable things that are handcrafted. It is not mass produced consumer products, but more for the niche market, that it is an everyday thing. So local production to him is more a lot of foodproducts, furniture and crafts, but then it becomes high-end, expensive, designer products, because of usage of sustainable materials and high wages, unless recycled materials are used. So Bryan sees a gap between consumer and local products, people want it if they can get it.

**Marketing for EcoEgo**

Customers learn about his store, through the Internet and word of mouth. In the beginning Bryan had marketing campaigns for EcoEgo, ads on busses in newspapers etc, but they didn't get much activity from that and used a lot of money. So they changed their strategy and focussed on using the social media, blogging, writing articles, getting out to events and being active in the local community and using the human network and the Internet. They also have profiles on different sites like tourist sites and on facebook.

EcoEgo has a Facebook page and Bryan uses it a lot for product awareness and promoting sustainable events both at the store, but also in the local environment. Bryan wishes there was more activity on the page and has tried to ask people to come with their tips and ideas for things and wants to have more debate on the page. Bryan finds it takes a lot to get people to respond, but it is something that Bryan wants to promote more. Bryan says that comparing to a year ago, the Facebook page is more dynamic and there is more activity. Bryan has been posting more articles and asking more about what people think and due to him focussing more on the Facebook page, and being active on it himself, he feels his time and effort has payed off, as growing activity can be seen. But Bryan feels that people maybe are more reluctant to open up on Facebook and have discussions and debates, whereas on a more private forum, people would open up more. So he is also working on an online Forum through EcoEgos webpage.

**Marketing in general**

Bryan says that the 'mindful' consumers are very sceptical when it comes to 'mainstream' marketing. Some of these consumers do not even experience it, because they live their lives in other ways and are not bombarded with the commercials that other people are. And when they are they are just critical, asking more questions, not taking for granted that what they are given is the truth or necessarily as good as it might be.

According to Bryan Mindful consumers require transparency, they want information and transparency, if they do not get it, they will be sceptical and critical. There needs to be something where the source is reliable, like if they see an ad in a media they trust, they would be more susceptible to it then an ad in the mainstream tabloids. It might not be more reliable, but the source of the ad is very important. Again Bryan puts emphasis on transparency, if you say it is this, can you document it? So documentation, videos, traceability in the ads and in general more information. They need the story. The story behind the product sells best, if you can relate the story, if it's true and transparent, the story is the best thing, because this is what they are searching for anyways, they want the information. So if you deliver it to them they will go 'wow'! They want to relate their product to a story, so they can say: 'this is from a women's cooperative in Ghana' etc. They want to be able to see the different their purchase makes.

**Bryan on consumer trends**
Bryan sees two trends pulling in opposite directions. He sees a big movement in consumers wanting ethical, green, social and environmentally responsibly products. He says that when people find out about these issues and become aware of them, they want it. At the same time Bryan sees people being affected by a tough economy, that forces them to make choices, just to make ends meet. And even if they want something else they can't choose the better choice, because they can't afford it. Bryan specifies, that these trends are based upon people in the western world and states that people in the rest of the world are just trying to get by. Bryan sees the western world as just consuming, consuming, consuming. He would like to just get past this whole consumption 'thing'. But as people are demanding and wanting more mindful products on the market, there are more companies producing them. But it is not easy to compete with the mainstream products on the mainstream market. He also mentions that the larger companies compete on a larger scale and when they realize a new trend or product that people want, they come with a pseudo product and crush the smaller ones. Bryan sees that there is a need for a more structural change, because he sees no reason for clean, safe, ethical products to be more expensive than products that poison the water, workers and air and that those products should be more expensive or not at all on the market. He thinks that the economic subsidies and support that goes to making the unethical products cheap should be gone, and it would make a more fair price structure, but it takes big business and politics to change. Until that happens, there will continue to be a lot of frustrated consumers and mindlessness. Bryan does not believe that consumer demand alone is enough to change everything. We need support from the powers in charge.
Bryan can see some change in the mainstreamers demand. He sees this mostly in the mainstream brands changing their profile, trying to be more green. They are doing it because they see the niche demand in the market that they can make a lot of money on, and not because they have a change of heart. Bryan sees that some companies are actually doing a huge transition in their business, but that it takes a lot of work and most mainstream brands are just capitalizing on a trend and when the next trend comes along they will jump on that. Bryan doesn't see this as a trend though, he sees it as a change of consciousness amongst people and once they realise how their choices effects things, they won't be able to just go back again and it becomes their lifestyle and their mindset. So at some point businesses and mainstreamers will realise that it's not a trend it's the future, life on the planet will either be gone or be mindful.

**Bryan on sustainability**
Bryan thinks that sustainability and social responsibility have become bigs topics over the last years because we are becoming more and more aware of the effects of what we have been doing and consuming. We are discovering toxic chemicals in our food, what we put on our bodies and what we are surrounding ourselves with. It's not just pollution from cars or energy production. The effects that are showing comes especially from hormone disruptive chemicals, mens sperm quality are becoming worse and girls are reaching puberty earlier and lots of new diseases and brain/behavioural disorders. The temperature is rising, the sea level is rising and Bryan thinks we are surrounding ourselves with the worse combination of things and we are becoming more aware of it, but these things are also happening without much action been taken. All this becomes a big issue and Bryan sees that two things that will happen, one, that a lot of people get more active and demand change in the structure of things and in the market. The other thing is that people go into denial and start yelling loudly, that it's not that bad, it's not really happening, it's all a scam. These two things that are happening enforce each other, as one yells loudly, the other yells louder and so on, leading to more focus on both things in the media.
One thing that has really helped put focus on these issues is the Internet and social media, because before, the research chain was longer, it was harder to find information on the issues and get it out. That has all changed with the Internet, for good and bad. Now anything can be found on the Internet, and anything can be shared, you can scream as loud as you want, and it will be heard. But there are also some issues that arise from that, as some people just believe anything and everything they read or hear on the Internet and they share it too, without looking at it first with critical eyes. Bryan says that we still

need to be critical, and not just believe everything out there. But the Internet is a powerful weapon, for instance some companies are revealed, with having bad working conditions for their employees and are then forced to react and do something about it, and it spreads, so some companies who maybe have the same conditions, decide to do something, before they are revealed and their image deteriorates and some companies decide to be forerunners and use it to promote themselves. Either way they are forced by this interconnected world to change and to do something.
When Bryan works with companies, he advises them to do something because it is good for the environment etc. and IF they do it they should take advantage of the fact that they can get the message out there and tell the story, let the customers and future customers know about it.
Bryan thinks the digital development is going to energize the bigger global movement. Connecting the whole world, the consumers with the manufacturer's and the  workers producing the products.

## 17.4 Summary of interview with Johnny

**About Johnny**
*Please introduce yourself, what you do for a living and your age:*
I am 51 years old and work as a therapist and consultant, human contact and communication.
*How long have you lived in Hertha?*
I have been living here for over ten years now.

**Life before Hertha**
*How did you discover Hertha? And where did you live before?*
I found it through an association called ‘LØS’, it stands for Landsorganisation for Økologiske samfund (national organisation for eco societies). They had collected an overview of all the different eco societies in Denmark.
Before that i lived in Mejlgård slot and when I had to move from there I tried to start up my own eco society, but it was unsuccessful, so I moved here instead.

**Reflections on his lifestyle and his decision to live in Hertha**
*Why did you decide to move here?*
To me a community is about something that is larger than oneself, so I try to educate my ego to not think ‘I’, but to think ‘we’.
*But why did you decide to live like this?*
Well if I could say a keyword for myself, it would be ‘the closer to nature and living natural, the better’. And I have been searching for a place where I could live naturally or as close to nature as possible.
*Why is natural important to you?*
It has something to do with spirituality. My experience is that the closer to mother earth and the less it has been touched by human hands, the better and more healthy it is. The more it has been touched by human hands, the more the quality is reduced. That’s mostly when we’re talking about foods, but also other things. When things are changed or transformed, it goes through a process that removes some lifeforce out of the energy.
*Why is quality important to you?*
Good question. It’s difficult when you try to go so far in. It’s a question about what it is that moves or touches me in regard to some things. So I don’t think I can go deeper in or get closer to it than saying that it is when I feel in the center of something, it is something that is in my inner core, a calling. I cannot give a deeper definition than that. It’s the same as asking why some people believe in god or other things. It is a question that people cannot answer, I have not been brought up to have these thoughts, but still I have sought something else than what was in front of me.
*Getting back to community, why is being part of a community so important to you?*

Well it’s related to what I said earlier. It is because I believe we humans are in an evolutionary phase, and we need to develop ourselves and see that we are all one big united mass, and we always have to find points in our lives where we have to educate ourselves and our egos. So I have arrived at a point in my life where I have to think we, more than I think I, so I have to constantly put my ego aside. I am good at putting things in motion and thrive when i do things for others, but on the other hand i am not good at putting things in motion for myself. So i only thrive when I am in places like this or do something in a larger social context. I have a social heart.

**Johnny’s reflections on his Consumption**

*How would you describe your lifestyle as a consumer?*

Simple and in circulation.

*What do you mean with in circulation?*

Well for example, when I live here, I can just go and take the vegetables I need. I’m a vegetarian. And when I pluck the vegetables I know that nothing has been done to them except for what the gardener has done. That of course just goes for what I eat. We are living in a consumer society, that surrounds us, we can’t make our own toilet paper and things like that. So there are some things that I am forced to buy that has been processed, but i try to buy as organic and green as possible.

*Why did you choose to become a vegetarian.*

Well I read a buddhist article, where I was asked if was willing to go and find the animals in the forest and shoot or kill, pluck, flay, dismember, chop up and prepare the meat. And I realized that I couldn’t. I couldn’t be in butchery and prepare the animal for consumption in the stores. I realized I was a hypocrite, and I don’t to be a hypocrite, so I had to stop eating meat. And since then I haven’t eaten any meat. So today I have a philosophy that I don’t eat anything with eyes. It has become a principle about killing. I respect and don’t have a problem with other people eating meat, we are undergoing a development and we do many things because we are ignorant. We don’t see the larger picture or see the underlying things, so therefore we do many stupid things. This is what has enlightened me, but there may be different things that enlighten others.

*Why is organic important to you?*

Well as i mentioned earlier, the less contact things have with humans and other manmade things and the fewer processes products undergo, the more life quality stays intact in the things I consume. Organic and biodynamic has not been in contact with chemicals, which also are manmade. And if you look at it spiritually I believe that the energy that humans create things in, is the same energy that I eat, without actually knowing it. So if it’s created on the basis of profit, I am eating profit and there is not much nutrition in that, because it has already been used.

**Non-food purchases**

*What was you last non-food purchase?*

Well I favor recycling a lot. Ok, let me think, what was the last purchase I made... I think we have to go as far back as christmas. But if it’s something for myself you mean I think my last purchase was a pair of boxer shorts. It is not very often that I buy things like that, it is only if I have some need.

*Was it particular brand?*

No, it was just a need for some new boxer shorts, so I just searched for some cheap ones. You can’t get them cheap, in a good quality. So that’s what I’m saying, I’m not a super consumer, I also have to look at how my economy is. I could probably find some organic ones in a specialty store, but then I would probably also have to give 300 kr. per pair. And I’m not, or my wallet isn’t there yet. In that way i am a citizen of our society.

*Why was the price so important to you?*

Well it is a consumer good, something that gets worn down, so if it’s the one thing or the other, of course it has to have the right fit, it’s about comfort, there isn’t anything else that plays in. So when I’m in a supermarket I get carried away by the special offers, or I go specifically after these offers, I do not buy anything that is too expensive. If it is too expensive I would not buy it. But buying these cheap products has it’s disadvantages. There is a probability that they are made by child labor. But I am conscious about it. And I am conscious about the issues that surround it. I have been to India and I know that if the production of these things were moved, they would have nothing. And it is a balance you have to find in some way or another. I definitely do not support these production methods, but it is a different country, with a different culture and other value sets and norms. So you can't really do anything about it, if you know what i mean? I wish I was in a position where I didn't have to buy these things, but it would require enlightenment all the way around. So you have to choose your battles and I haven't gotten to boxer shorts yet.

**Unethical purchases**
*Do you have a television? If you do what brand is it?*
I have a television and I think it is a Samsung flatscreen.
*Where did you purchase it?*
Wupti I think (red. online electronics store).
*When you buy this type of products, what do you do when you search for the product you need?*
The Internet
*What criteria do you have in your search?*
It depends on what my need is, but I look at the quality. For example with the TV, I was focussed on the quality of the display/image. I think it's easiest to compare these features on the internet. I don't just find the best and the cheapest, or because there is a good offer on the product, unless the offer is on a product that measures up with my criterias. When it comes to some products like electronics, it is not the price that matters, but if the product meets my criterias, especially when purchasing items in this price range. Than I want something that satisfies me and that lasts. In that way i am a bit of a nerd.
*When you in general discover you have a need for a larger product, sofa, new table etc. where and how do you search for it?*
Well if it's furniture, i don't really care, it can be used, I don't care. I would probably go to our local recycle store and find something. I established myself in my apartment for only 3500 kr. for everything. Everything, and that was with kitchenware and EVERYTHING.
*Why do you choose recycled?*
It's both my lifestyle and also, just because it is used, it can still be in a good shape and then of course the price also matters. It's cheap and it's recycled, so for me, it's a holistic solution. Waste of resources is also an issue here. I mean if it has been created and it still works, why just dispose of it? Why have we created this consumer society, this use and throw away society? It is only the profit that gains from it, not even ourselves. Apart from us imagining and believing that it is better for our lives, as long as we still can pay our rent and things like that. but I think that we pay too high a price, comparing to what is happening globally.
But for me there is a difference between electronics and furniture. Because with used electronics, you don't know what defects it could have, you can't just look at it and see that is ok. But again it depends on your need. When it comes to computers etc. you can't buy something that is 5 years old, because it's already outdated. And again it comes down to our society today, it's cheaper to buy new than to buy used. Again it comes down to profit, I believe that where we are now, the new god we have created is economy and profit. And demigods are work and we think that these are the most important things and we worship it and we headed toward our own destruction. So I've actually been quite pleased with the financial crisis, because it has awakened us a little. And I am looking forward to the next crisis. It's harsh, but I believe it is the only wake up call that works for us. Today you can say that the security and trust that people had towards banks and banking, financial and pension institutions, they now have to find elsewhere. Which means they have to find their safety in new places. And that is a good thing, because now the economy has been under fire. Because our whole security network has been built up around if we had enough money. But I hope that we have been awakened, so much that we found our security in other things, and it should be finding it in each other or at least something else. I wouldn't mind if spirituality replaced it, that it was awakened.

*So what is security for you?*
Well it is the inner core, it is what is already there. It is the soft easy values. Humanity, compassion, presence, caring. Experiencing that we are all on the same planet and one big planet, where we all want and need the same things. We all want to be able everyday, feel secure, live side-by-side and with each other. And then you look around and ask, hey where did it go wrong? So security is the image that you are searching for, but isn't there. You cannot create inner values and then just forget what is actually going on. You have to integrate it and be part of it in some way or other. But still, it is the image I wish it to be, but when I see it with spiritual eyes, I also know why it isn't like that. It is because we have to experience some things and be awakened in our ignorance and that is a long journey. It is also a question of how much you believe in karma and these things.

*Having a TV does not cover the basic needs, does having a TV give you any security?*
No, it does not. I think I have just been caught up by the material world. I have been brought up in this society and in some way if you look at collective energies, in some circles, if you haven't seen a specific program you're held outside of the collective. You don't belong, you're an outsider. It is a balance and a boundary. I use the TV to get information and collect knowledge on the my areas of interest, which are understanding people in deeper contexts and levels. And I must say that the TV and the Internet are very good sources of information for these types of things. If I am watching a program, I don't see the story and the things that everybody else sees. I see what the director is trying to display through human relationships, i see the underlying values, and try to figure out the story behind the story. If there is one. So I'm put together in a different way. And I think that it has been very  healthy for me. I feel that I have been very ignorant, when I came to this world i was ignorant and had to collect knowledge about my fellow human beings and for me the TV has been an excellent media to do this. Even if it has been fiction, because it is built up around some existing values. It has been made larger to emphasize the story and make it exciting, but there is some kind of true and real emotional story behind it, and shows how people socialize with each other, it's not far from reality. People are strange, there are some strange values that we adopt. I also work with couples therapy and sometimes couples come in and they have big arguments and falling outs, but when asking what they want from each other, they both answer, more time with each other, greater presence, more care and more love. But if you're scolding and screaming at each other, do you think you will get more caring and love? It's so easy to see, but still they do the opposite, or I can say we, because we all do the same thing. So I am left with a childish wondering, asking, 'what the hell are we doing'? And I think where did it all go wrong? But from my spiritual understanding I also why it is as it is, and then i just try to help people get through it all.

*Are you tempted to buy things you do not need? And what do you most often buy then?*
Well, you know about Hertha right? That we have our own little purchasing association. It is easy for us living here, that if we have sweet tooth, then the store is really close by, so it's mostly that type of things I purchase. So if I feel like licorice or chocolate i go to our store and see what there is.
But I'm not saying that I'm a saint, so if I'm in a store where I purchase other things, that I sometimes am tempted to purchase some things that I don't need, but I get tempted, because it's there. So even though i know how offers affect I cannot say I don't get tempted to take two for some price, but only if there is a real saving, so I guess i get tempted if there is some sort of savings... sometimes. But i only shop in other grocery stores and supermarkets once a month. I do all my non food shopping for toilet paper, dishcloths all the necessities in a household I buy once a month.

*How much do you consider ethical purchases?*
Yes and no. If I have the choice between green or recycled toilet paper, but things like dishcloths, there are no green alternatives and since i need them I purchase them. And these are just examples of some things, with some things there is the choice. But if there was the greener choice like recycled dish

clothes I would seriously consider it. The price is of course also an important factor. If i can see that I can make a difference in my purchase, through circulation, green, recycled or other values that favor mother Earth, than I do it.

*Are you active on any online blogs or pages?*
Well yes, but i'm not very active. Through my work I have to be on these forums and media, so people can contact me, but I'm not very active on them. I read a lot of posts and articles, but I do not participate. I am too unstable for it. The same goes for my Facebook page, I have had an account for 7 years, but I only think I have made 3 posts. But I'm there.

*How about here in Hertha, this is also a collaborative. Is there anywhere you share your experiences, or when you find something that could be of interest for the others? Or do you talk about these things amongst each other?*
No, not that I have noticed.

*How about with your friends and family?*
Well as I said earlier, I am a vegetarian, and we get all the vegetables and greens we need here. So I have no other needs then this, except for of course what i mentioned earlier with household appliances and things.

*Do you ever try to affect others to also become a vegetarian or live more natural, like you do?*
No, if people ask why I'm a vegetarian I tell the same story I told you. And I say that this is my choice. Then maybe people feel bad about themselves, because I say that I don't want to be a hypocrite, but that is their choice. I'm not a preacher, I believe in the power of setting a good example. Because it's easy to take a book and read about love and spirituality, and then preach about it. But to me, preaching is about living your life and being who you are in your everyday life. And that is a philosophy somehow.
But I do lectures once in a while and it can both be in a psychological orientation or about why we get stress, what is going on in the body. So that is the only way I preach, but my area of focus is more on making people more mindful. And I think I have always been mindful, also before the mindful wave came, and to me mindfulness is a state, a state that you can reach and of course you can reach it through some techniques, but at some point you have to become it.
*How would you define mindfulness?*
It's a balance. It is not letting emotions take over. I would almost say that mindfulness is intellectualising emotion. An unconscious emotion, is an emotion out of control. A beast without a leash. It is a bit philosophic spirituality. I believe we still have a lot of the beasts energies in us lust, greed, powerlust and all these things are necessary for the beast, when it is living in the jungle. But we haven't let go of these energies yet, even though we don't live in the jungle anymore, we still react with these emotions. Chinese proverb says: 'can we blame a Tiger for being a Tiger'? You can't really, but we don't have a problem with blaming our fellow human beings. We blame them for being something they haven't become yet. I see mindfulness as being able to see this and accept this and say 'then how can we make a difference?'
*You mean being more conscious about your own choices?*
No I mean accept them, i think. But mindfulness goes both outwards and inwards. Inwards is in regards to letting the emotion be the emotion, but also include consciousness. Outwards it's accepting what is and then being the example of you wish things were. I think I would define like this.

*How often have you purchased something that you didn't need and didn't use?*
I don't think I have ever done something like that. That seems utterly crazy, why would you buy something that you didn't need. Can you come with an example?

*Well, some people buy things on offer, because it is on offer, like a cake or something. Imagine that you bought two cakes instead of one, and one of them you ended up becoming moldy and you had to throw it away. Is this something that would happen?*
Very, very, very seldom. First of all I hate when people discard things. I think it is a waste of resources, even though something has mold on it, I cut this off and eat it anyways. So no. This is not something I would do. It does not exist in my system.
*But what do you do with a product that you have used and that you don't need anymore, for example your TV?*
Well it's part of the society I would hand it in to recycling. And when I do that I must believe that what happens afterwards is that it is recycled. If it still works I would not throw it away, I would give it somebody else. If it works I would use my whole network to find another home for it. But with electronics, the progress is going so fast, so after maybe three years your product is outdated, and if you try to give it to somebody else, they might think you're an asshole for giving you such a shitty old electronic device. It is of course dependent on what it is and what it's uses are. But as far as possible I would pass it on or give it to recycling. But I think that goes for all of Hertha, we are very good at doing this.
*Why is it important for you to pass it on?*
Well it's about circulation, recycling and saving again. It's the same story again. Why should we join this use and throw away trend, it's the zapper generation and culture. I'm not a fan of it. But it requires that you can recognize it, you have to have the ability to recognize the cause and effect. The zapper generation is just here and now I have a need and then I don't. I often see trash bags in the roadside, and these are from people that want to get rid of their things here and now. I cannot comprehend this type of people, I mean if you're chucking it out, can't you at least take it to a recycling station? Instead of throwing it in the roadside.

*Which mindful consumer trends do you see with mainstream consumers?*
Well I have seen that recycling has become more trendy and more companies have become more sustainable in the way they manufacture products. So yes I see some movements in that direction. Electric cars are also coming more up. So I can see that things are slowly moving in the right direction. But it is just going so slow, especially comparing to how we have chosen to live our lives.
*But do you also see a larger interest in eco-societies like Hertha?*
Yes I think so. But it also depends on what is up in the media. Like with the solar cells, there was a lot of attention around it and the government was backing it, and then they stopped, because it became too successful. So, yes, when our media and other public seducers focus on it, it creates great movement, but as soon as focus is shifted. People loose interest. But it is not something that we can blame people for. They are used to being controlled by these media, and not think much for themselves. It unfortunately has an effect, we start believing these commercials we see. It is easy to get people to believe in something, if it is the right seducer for the job.

*What is your opinion on locally prodcued products, and I'm not just talking about foods. Would you consider buying for example some furniture, even though the price was higher, if it was locally produced?*
Well I think I'm a atypical. I live in a place where there is a lot of local products. there are some issues that would weigh in more, like socialization. It is closeness, the contact with others, the linking between cause and effect, the knowledge of my purchase effecting a store in a positive way, keeping the wheels turning. Keeping the society on it's feet, the experience, the story behind it and the human contact. That is what i focus more on. The fact that I can contain the knowledge of how my purchase effects. I can't see what is going on in for example Sweden. Of course there would be other criteria in play, some demand for quality, functionality and design. But for example if it's a table, and I could say that this is a Hertha Table, this would have an effect, it would be marketing Hertha as a part of me. If it is something

I am proud of, then I would want to show it off. A different kind of status symbol. I like that functionality and design can merge and become one.
*Why is it important for you if functionality and design can merge and become one?*
I think it is because art is so special, art can go in and touch the soul without anything else affecting it. Art in itself has a story, somethings that moves from somewhere else. So having something that is functional and usable at the same time as it touching the soul, I think that, that is important.

*What does your friends and family think about your lifestyle? And can they understand your choice?*
Yes they certainly understand my choices. But it's always difficult when you're somewhere else in your life right? So, no, I don't know, understand and accept... they have accepted it. But it's not like they had a choice. It's not something that affects me very much or that I think about, it's my choice like I have accepted their choices. I am a minority as in being a vegetarian, but what other people think does not affect me. Some people might have thought that I do some strange things, like a have ponytail, that makes med strange to some, or I'm left-handed, then I'm strange because of that, or I'm strange because I don't take medicine, or I walk around with bare feet. Again it doesn't really affect me, what people think. I do what I find gives me life value. And if I show that I am comfortable with how and who I am, then people just accept it. One thing is that people don't understand my bare feet. They think my toes are freezing and they are freezing on my behalf (Laughing). I've experienced people getting angry with me, when they've seen me with bare feet. I don't know why it would provoke them.
*Is there anything you feel is missing to make your style of life easier? And your everyday life.*
Do mean with consumption?
*Yes. Pure consumption.*
No, I don't miss anything. If I did I would get it.

*If there was an online portal, where local (Danish) and ethically produced non-food products could be purchased, what would you like to find on that portal?*
Well I don't really need anything, but if there was an alternative that would be shown to me, so that I knew that the product existed, I would be helped to see if it is something I could be tempted to buy and then I would evaluate if I could afford it. But I think it would mostly be if it were consumer goods for my home like I mentioned earlier with toilet paper etc. I use the Internet a lot, so if this was online i would definitely use it. And if it suits my budget.

## 17.5 Summary of Interview with Diana

**About Diana:**
*What do you do for a living?*
I am 42 years old and works as an educator at "Rudolf Steiner skolerne". But I also works in the Hertha cohabitations and is a half-time student. In Hertha I work one shift in the kitchen per week and also one shift where I drive the children to the dentist, doctor and so on. Its called a "husmor", but it's really an organizer, but we don't use those kind of hard/cold words here. Beside that, I also work weekend shifts, were I organize different activities for the whole "family".
*How long have you lived in Hertha?*
I think I have lived here for about 6-7 years now and found out that Hertha existed because of my sister, who also live in Hertha. Also, since I am educated as a Rudolf Steiner educator, I would have learned and heard about it through that even if my sister wasn't a Hertha residents as well.

**Life before Hertha:**
*Where did you live before you moved to Hertha?*
Before Hertha I lived in Århus, in one of the most busy part of the city. At that time I only had one son and we lived in a really cheap apartment, which gave me the opportunity to work less when my son was little. That was a great opportunity and I don't regret that. But when my son got older, I found that the area we lived in was too busy and dangerous for him to play around for himself and decided to look out for a new place for us to live. At the moments I was alone with my son, so I was on the lookout for a new place, where we wouldn't be all alone. A place where people get together and look after each other. When I was still with my sons father, we had looked at Hertha, but my husband found it to small. When I heard they were making new houses in Hertha, for rent out I signed up right away.

**Life in Hertha:**
*How would you describe your lifestyle?*
In Hertha they are really well. We live biodynamic, both regarding food, cleaning stuff and everything else that is possible. I find it really important that our life is rhythmic. This is mostly because of my children. I now have two sons and I believe that the easier I can make their life, the better health they will have later on in there lives.
*Is being a good mom your first priority in life?*
Yes, it is! I believe that parents should be there at all times for their children and thats why I only have had someone to look after my kids 2 or 3 times - in total. I think having the same rhythm every night is important, since my kids then don't have to "choose" when or how they go to bed, because I have already decided that for them. I believe that "kvalitetstid" is made up by the labor, since I think it is a priority that all parents have to make. Spending time with your child or children should always be first priority.
*Why do you live biodynamic:*
I want to give back to earth! Its also more healthy and I am really concerned about animals well being. Me and my youngest son don't eat meat. My oldest boy who is 13 years old sometimes eat meat and that is his own decision, which I am okay with. I only purchase organic meat and because he has some different challenges, we live by the "rules" of "Stenalderkost". That is not easy when I am a vegetarian, but its a priority that I am willing to make for the wellbeing of my son.
*Why is it important for you too give back to earth?*
Its important because it must last a long time. Also, its about being good to each other and for me earth is not dead, its a alive organism that we should take care of. It's the same with animals. There exist a lot of companies that produced mass production of chickens and that also have a small production of ecological produced chicken. I don't support them. I support those that have decided to produce only ecological or biodynamic products.
*Why is important for you to support them?*
Its important so their business can grow.

**Diana as a consumer:**
*Tell us about your non food-related purchase.*
I have just bought a calendar yesterday. It was a Mayland calendar and I purchase that exact calendar every year. I purchase it because of the spiral back - so it is a practical purchase.
*Why did you choose this brand?*
Because its practical and solve my needs.
*Why is it important for you that it is practical?*
I don't want some nice calendar that I have to look after all the time, I want something that fit my lifestyle and I am not very good looking after such kind of stuff. I use it all the time.

*If you were to purchase a new television how would you begin your search?*
I would have to find out what kind of televisions there exist and for that I would search online. I don't want a big television.
*Why?*
Television is a too huge part of many families today and I don't want that. We only have one television and thats the way I want it. I don't want my family to use too much time watching television.
*Why is that?*
It is a waste of time. Today my oldest son get to use more time that I like watching television or playing games, but that is only because of his age. Just a couple of years ago I wouldn't have let him and would have told him to go out and play. I still do that, but today games and television is a huge part of the way teen kids spend time together and somehow I have to acknowledge that. So I allow it more that i like, but I still think it is less than other kids. I think for many families it is a "tidsrøver".
*Why do you think television is irritating and then still you have one?*
Good question. I think we have to control ourselves and the time we use on television. I never see television before 22 PM, and I almost alway watch english crime series. I never watch television on the computer. Sometimes I see a trailer for a program about consumption, animal welfare etc. that I would like to see, but if its sent before my son goes to sleep, I never see it. I hear the news on the radio and if there is a story I want to know more about, I go online at DR.dk and read it.

**Search and purchase:**
*When you find out you need something (non food-related) products, where do you search for information and where do you purchase it?*
I don't have so much money to spend, so I can't just purchase whatever I want.
*What if you could - what would you prefer?*
Sustainability
*How do you define sustainability?*
I don't like leather, but more wood and wool. For example there exist companies that plant a new tree in exchange for the ones they use for producing new products. That would be something I would be looking for.
*Why would you choose that?*
Its again because we should be looking after our earth, seeking to make a balance in everything we do.
*How do you feel about locally produced products?*
Well that is a dilemma I have often. I can't say that I don't want to purchase locally produced or that I only want to purchase these product. I would like to buy locally produced products as much as possible, if they of course have the right values. I would like to support small companies.
*Why do you want to support small companies?*
In general I will rather support small companies than big companies. As an example, Arla is banned from my home, even though they also produce ecological products. I disagree with their way of doing business.
*Why is that?*
I find the unethical. For example when a shop want to sell Arla products, Arla demand that they must have such and such and I find that unethical.
*What is an ethical product for you?*

An ethical product for me could be "Thise" or maybe "Løgismose", but only to some degree, since they aren't 100 % ecological. I like that companies have taken a decision and have rules, also if that means that they aren't 100 % ecological or biodynamic. Just that they have considered how and what they want to be, I respect that.
*Which keywords would you use to describe an ethical production?*
That would be if companies give back to the environment and think about the workers in their production etc. I think its really hard to figure out the condition under which clothes is manufactured, I still don't know enough about that and that bothers me.

**Economy:**
*With your economy and what you have available to use, how would you find and purchase products (non food-related) you need?*
I search a lot on the "Blå Avis".
*Do you like recycling?*
Yes, often that is fine with me. Otherwise I purchase from Ikea or Bilka - places I can afford.
*Do you in general consider your purchases a lot or do you just buy?*
I have to consider it a lot! When I get tempted to purchase something I or we don't need, it has to cost under 100 kr..
*Would could that be?*
That would be something we eat. Something nice. We don't eat sugar, so dark chocolate or something like that. My oldest son of course need some clothes and I just agreed that my oldest son can join his friend on a ski trip. I can't afford it, but I have to find the money somewhere. Luckily my mother helps financially when it comes to my kids, so they get the same experiences as other kids. That is really nice.

**Ethical vs. unethical purchases:**
*What was your latest unethical purchase?*
I had to purchase a "Skyr" from Arla because my son needed it. I didn't have time to go to a new shop, so I had to purchase this product just this one time.
*How often do you purchase something you didn't need?*
Maybe once a week. But its the small thing, like a banana for my son or something like that. Sometimes when I find a new ecological product that I didn't needed, but when I find it, I purchase it. Its unplanned, but something I will need at some time.

**Online forums:**
*Are you active in any online forums, blogs etc where you discuss "conscious consumer trends"?*
No. Or, yes. I am in a Facebook group where parents switch toys, clothes etc for kids for free. So I something get something "new" for my boys, and when they are done with it and it still looks nice, other parent can benefit from it.
*Do you ever recommend products to others? And how do you do it?*
Yes I do. I share great and not so great experiences with friends. I have a facebook profile and just recently I "warned" my FB friends about some special chicken-feed, even though I don't purchase these chickens.
*So you share articles etc on Facebook?*
Yes, if I find it relevant for others. Or just important.
*Why is that important for you to share this information?*
It's important to create attention on these subjects. There are so many people that don't know the "real" product they purchase and therefore I find it important to let them know. Then they can decide for themselves, but then I have helped them to understand what it is they

purchase. I think people should watch programs about how food, especially meat, is produced. Because many people don't know how terrible the animals feel. Also, when we eat together here i Hertha, I see that as a way to talk to others. Here in Hertha we have our own beef, but not pork. At our latest come together one mom told all of us, that our close-by "Brugsen" had ecological pork. That was really nice, because then people don't have to drive so far and also help to support the "Brugsen", since its having a hard time survive.
*Why is it important for you to share this information?*
So people can make better decisions. Or so they can consider making better decisions. So they get the right informations before purchasing or maybe they then want to research other products.
*Do you sometimes purchase something you don't need and might even have to throw out?*
Yes, sometimes I have to throw out food.
*Do you think about that?*
Yes, it bothers me. Sometimes I find out we have old food that soon has to be thrown out, I hurry and put it in the freezer. Of cause sometimes I have to waste something, but it is not much.
*What do you do with product (non food) you don't need anymore?*
Here in Hertha we have a place where people can put stuff and people then can take it. Otherwise I will recycle it to someone who needs it.
*Why is that important for you?*
So we don't over consume. I don't like "forbrugsfrås" and then other get trilled as well as I do.
*Is it important for you to make other people happy?*
Yes, it is nice that other people get something they need. I don't expect or need a thank you.

**Consumption:**
*How would you describe your consumption and the thoughts behind?*
I see myself as a conscious consumer, but I don't know everything. There might be products we consume at the moment that I don't know the full truth about and if I did I would stop purchasing it - I still need more informations in many areas of consumption.
*How do you find our definition of a mindful consumer?*
I like it. It matches my way of living life.
*How much do you live up to the values and principles you have?*
I think I do it a lot. I don't use perfume or make-up and if I do I use the right products. There is only a few products where I compromise. Its about life quality. Sometimes we go out to eat, and because of our small amount of money we then go to non-ecological restaurants, like "Jensens Bøfhus", but I don't like it and thats also why we don't do it so much. Its mostly for the kids. I actually don't want to support "Jensens".

**Consumption Trends - not including Hertha:**
*Which consumer trends to you see, when you don't include Hertha?*
That's a hard question. I don't see TV commercials, but what surprises me a lot is that people aren't more aware of fx. animal welfare etc.
*Do you see a development in the way people is concerned and consume?*
No, I don't think there have been a big development in the recent 10 years. I find it very hard. I think people should be more interested in what they are eating etc.
*What about supermarkets?*
Well, I normally shop in ecological shops and there are more of those. There are more and more products in regular supermarkets as well, so I guess that reflects the demand from consumers .. I don't know for sure.

**Hertha:**
*Do you think Hertha has become more sought after?*
Well, we have lot of people calling us, asking questions and joining our guided-tours, but I don't know if there is more than normal. Maybe a little.

**Family and friends:**
*How does friends and family see your lifestyle?*
I think they see me a bit like taliban (laughing) … sometimes they bring products that they know I don't like and then I get angry … But then don't bring it! They know that I don't want these products, but they don't agree.
*Are you an advocat for your lifestyle?*
I don't think so. Sometimes people think I am to demanding, that I want people to do the same way as me - the right way. People sometimes think I am judgemental, so I try very hard working in that. I talk to my oldest son a lot about this, and he is very humorous about it. He sometimes thinks I am too much? But he is 13 years old.
*What about when you share like articles, is that also away of been advocacy?*
I guess so, but people can decide themselves if they want to read it or not. But I think I am an advocat - but in a good way.

*What do you lack or what would make your lifestyle easier?*
It should be more easy to figure out the production and products behind clothes companies.

*If there existed an online webshop selling locally produced products, what would you prefer that you could purchase there?*
That would be textiles, close, furniture etc. Its easy to figure out food, but close etc is hard to understand and I would like a page where I know that everything is 1000 % ecological and ethical produced products. Great if they as well is locally produced. That would be wunderfull.
*Do you know a shop that covers all your needs?*
No. I purchase the most of my stuff here, but regarding non-food products I don't know any shops.

## 17.6 Summary of Interview with Per

**About Per Ovesen**
*Can you tell us a bit about yourself?*
I am 33 years old and just finished an education as a therapist. I also produce music in 3 different bands.
*How long time have you lived in Hertha?*
My family and I have lived here in almost 7 years now. I have worked here 7-8 years before we moved here, and back then I also lived here for a while. So I have stayed here 2 times. When I worked here I helped out in the cohabitation and worked as a temporary employee.

**About life in Hertha:**
*How did you hear about Hertha?*
It started when I moved from Vestjylland and over here. One day I got an "økologisk flip" and without knowing what it was I decided to go here, just to take a look. When I found out what Hertha was, I really liked it and slowly I just began to hang out here, helped where I could and one thing let to another and I got some different jobs. I just really like the atmosphere here.
*Why did you decide to move back here?*

When we got our oldest daughter we needed a new place to live and we wanted to live in an ecological way and at the moment Hertha was beginning to build new buildings.
*Why was is important for you to live in an ecological society?*
Back then both me and my wife would like to live an ecological life. At the moment a lot of younger families with kids were moving here, so we really liked the atmosphere and the place. Back then we were much more spiritual minded.
*How were you spiritual minded?*
We liked to talk in depth about a lot of things. We also did meditation together with the other inhabitants.
*Why do you still live in Hertha?*
We still live here mostly because of the kids. There are so many kids and they have freedom to just run around. Also, it is so quiet here. My interest in the Hertha work here disappeared a bit over the last couple of years ago, but we still like it here.
*What does it mean for your kids to live here in Hertha?*
The kids play together all day and they have the freedom to just run around. All their friends are here.
*What does it give your kids?*
Freedom to move around and strong friendships.

**The ecological mindset:**
*What does the ecological mindset mean to you?*
I think about it when I purchase vegetables. I like the idea that Hertha make conscious choices when they paint the buildings and the materials they use. I like that everything isn't toxic.
*Why is that important for you?*
Because it isn't healthy.

**Lifestyle:**
*Can you describe your lifestyle?*
I live ecological and biodynamic most of the time. I have to purchase non ecological sometimes, both because I no longer is frantically about it and also because of economy. Its not as important as it use to be, maybe because I was raised in a non-ecological way. I don't know...
*Why did you choose this lifestyle?*
I think it was because of my life situation. I was down with stress and I read a lot about sustainability and found some kind of saving through that lifestyle. I started cycling instead of taking the bus, I purchased only ecological groceries and stop eating meat.
*Why did you choose to change your life?*
I didn't think about it. It just happened. I think it was a reaction of my life situation and at the time it made sense. I wanted to clean myself - a new beginning you might say. I went crazy. I was very philosophical and I started wondering what was fair for other, for all the animals and for our planet.
*Why did it get important for you that it was fair?*
I think I have always been like that. Back to the text we read in school and also from my biological father. I don't like when something is unfair, then I get mad. I am adopted from birth and since I have found my biological rooth, and found that my biological father has the same sense of fairness as me.

**Economy:**
*Living an ecological life can be expensive, how does that affect you life?*
At the moment I try to save up money, but I still prefer to purchase ecological products.

*Why do you try to save money?*
I use more than I have, but that might not be reflected on our ecological lifestyle.

**Per Ove as a consumer:**
*What was your latest non food-related purchase?*
I have recently purchased some t-shirts from Jack and Jones.
*Why did you decide to purchase them from Jack and Jones?*
That was because they had a good offer and I didn't have so much money left. I used to only purchase ecological clothee as well, but today I no longer do that. That is a really ethical question and that makes me very frustrated.
*How does that show?*
I just consider it a lot, especially because I have watched so many television series about how they use young kids as working power and kill innocent animals. So I think about it a lot. I feel very immoral. But normally I purchase second hand clothes.

**Ethical vs. unethical purchases:**
*What is an ethical produced product?*
I think it's really nice when products is locally produced. Thereby you support local industries and you help them. I don't like it if there are no rules for the employees in larger companies. Work ethic is important for me, otherwise I think it is unfair.
*What do you look for when you purchase?*
Price and organic. That's really important for me, especially price at the moment. In some periods I eat meat and sometimes not, but when I do I only purchase ecological meat. We have tried frozen meat, but without success. We have so many different vegetable available here, but when I need something we don't have here, like eggs or butter, I go to the supermarkets. Some years back I shopped in small groceries like "Ren kost".
*Why?*
There is another ethics. And somehow it just taste better. I heard about a big farmer who had both normal products and ecological products, and I don't like that. I am glad that I purchase mostly ecological. But it is also really hard to figure out which organic products are the best.
*So you think about which companies you purchase from?*
Yes, well I haven't thought about it for a while. I guess its just something I do. I support the small and local shops if I can.

**Search and purchase:**
*If you were to purchase a new television how would you begin your search?*
We don't have a television. We do have computers.
*Why don't you have a television?*
When I was 18 years old and moved out on my own, I decided that I didn't wanted to waste my time watching TV, with all the commercials all the time. All the commercials is about manipulating the viewers and I am not a fan of that.
*What did you do when you purchased your computer?*
I purchased the cheapest model and it broke after a short while.
*How did you search for the computer before you purchased it?*
I bought it in Bilka. It is not a great product, but it worked when I needed it.
*So your main criteria when purchasing electronics is price.*
Yes, especially at the moment. If I had the option - meaning the money - I would purchase a MAC computer or something of a better quality. But I can't afford that.
*Now you mention Apple, do you consider their ethics or would quality be your main driver?*

I don't give much for Brands in general. If I hear something about a brand, people saying thats it is great quality I believe that, I can't get in depth with everything.
*Do you search for information before you purchase?*
No not really. I guess I could do that, find the most ethical produced computer, but I haven't so far.
*What do you do if you need anything for your home (non-food related) products?*
Most often it is recycled products. Almost all our furniture are either something we have gotten from friends and family, heritage or recycled. We sometimes go to Ikea, but that is just if we need something small. And thats because its cheap.
*Why do you purchase recycled products?*
My girlfriend has always been very economy-conscious and I just got the same attitude. On the other side I think it goes back to my family, as my grandmother recycles a lot. Also its an ethical question, especially regarding clothes, I don't go out and purchase expensive new clothes, especially not if I can find some second hand close, which is just as nice. That gives me a good conscience - makes me feel good about myself, like I am contributing.
*Do you ever get tempted to purchase something you don't need?*
Yes, a lot. Or, I use to.
*What would you purchase then?*
Mostly recycled clothes and CD's.
*What was your last unethical purchase?*
I guess that what the t-shirts?
*How often do you feel you purchase something that wasn't planned?*
Often. Yesterday we purchased some candy for the kids. I felt some kind of bad about it, because we could just have purchased candy in the Hertha shop instead, where we are sure its made without E-numbers and from organic sugar, but we didn't. When we got kids we talked a lot about not having all the plastic toy, such as Barbie and Lego, but somehow we ended up having more and more.
*Why was that?*
We also wanted our friends and family to actual be able to purchase gifts for our kids if they wanted to and we let go somehow. I was also afraid that our kids would grow up and it would simply be too much for them.
*So regarding your kids your ethical considerations isn't so strong?*
You can say that. Sometimes I look at my daughters Barbie and I tell her that the doll is way too skinny, but I don't know if she understands. I grow up having a He-man and I am very affected by that. I thought I should look like that and be successful. The ideal was to be rich.
*Are you still affected by those ideals today?*
Yes, in some way. Not such much anymore, but still a bit.

**Online forums:**
*Are you active in any online forums, blogs etc where you discuss "conscious consumer trends"?*
I talk and write to my friends online about different thing, recently we discussed Golden Sachs. I found that whole debate very unethical and I discussed it a lot with friends on Facebook. Many of my friends are very conscious about the environment and they often post different articles that warn about some specific products and I take note of these products and tell my girlfriends we shouldn't purchase these products.
*Do you debate these issues with your friends online?*
Yes, mostly on Facebook. We discuss if people take action and responsibility about their own bodies or do they go to a doctor or simular to get help.
*Why is it important for your to share and discuss these things?*

I think again its about something being unfair - I don't like that. When I discuss subjects online its also to see if there are any angles I haven't thought about or someone with new knowledge. Recently there have been a discussion in the medias about pig-farms and my sister just married a farmer, but there are several issues with the production of pigs I don't feel good about.
*Do you try to change his view?*
No, I never do that. I understand that the farmers are having a hard time and he has his issues to deal with. I think it would be wrong to discuss this with him, but that doesn't change the thought and considerations I have regarding the topic.
*When you find articles and programs like the one with the pigs, do you share it online?*
The case with the pigs I didn't share, mostly because I thought about my sisters husband. Sometimes when something is so wrong I share it on Facebook and other times I just share it with friends privately. Most of the time if I watch a documentary about something I feel is wrong, I stop myself and consider the fact that it is TV and they might have manipulated some facts.
*Do you always see both sides of a case - both the ethical and unethical?*
Yes, I actually just talked to a friend about this. We agreed that growing up and being older, we find that we sometimes break our own ethical principles.

**Consumption:**
*How often have you purchased something you didn't need and ended up throwing it out?*
I think the CDs I talked about earlier is a good example of exactly that. I think I had a period of time in my life where I did have, what I would describe as overconsumption.
*But you are very conscious about your consumption habits?*
Yes, now I am. But its only been for about a month now. I use to use all my money without thinking about it. And its mostly on food. We actually also have our children in the Rudolf Steiner School and we actually can't afford it. I am both pro and con Rudolf Steiner, but still we use money we don't have on that.
*What do you do with the products you no longer need?*
We throw them out and sort different materials. We recycle clothes and furniture and its really easy to do when we live here in Hertha. We give to each other what we don't need anymore.
My girlfriend sometimes drive out to supermarkets and other places to collect food that have been thrown out for no reason, then we share it with each other. But sometimes we find a lot of Haribo candy and we end up eating it, even though its against our principles - and just because its free.
*Do you in general think supermarkets are more conscious about food waste etc.?*
I am not sure. Many of the big supermarkets have a lock on their containers today. But sometimes they put groceries on sale because they are about to run out. That is one thing they have done.

**Consumption Trends - not including Hertha:**
*Which consumer trends to you see, when you don't include Hertha?*
I see more ecological and locally produced products in supermarkets, especially products like egg, milk and butter. There are many more options today than earlier, when purchasing ecological products.
*Do you see an increased interest in societies like Hertha?*
Yes, there are many people visiting Hertha.
*How do you feel that?*
I meet many people who are interested in our life here in Hertha and ask a lot of questions when we talk. Also I can see that there are many people on the tours we have here.

*Why do you think there is an increased interest in ecological products and ecosystems like Hertha?*
People read and hear about it in the news. They hear about new sicknesses and get interested it different peoples solutions. Also more and more people have allergies and therefore I think that people are interested in our lifestyle.
*What do you think about locally produced products? What is your relation to that?*
I like it! I travel a lot in France and I just love these small markets filled with delicious fresh vegetable, cheese and fruit and I think, but I am not sure, that these products are healthier. When I go back to my parents, I am sad that all the small shops are closed and instead its only a lot of big chains and supermarkets.
*What is it about locally produced products you like?*
That all the products are different. See the danish beer market, its exploded and I think that is cool. There is something special about regional specialities. Its an experience. I also think the quality is better. It taste better and I think that is exciting.
*Do you mostly see locally produced products as food?*
Mostly yes. But I find that old furniture is better and stronger than furnitures from Ikea.
*Do you think it better to support something that is locally produced, not in your area, but produced in fx. denmark?*
Yes absolutely. I think about it a lot when I do grocery shopping. I remember it if I have read something about a given company.
*Do you explore and search for information about a given case you have read about in the media?*
Yes, I read more about the topics and try to figure out the truth.

**Family and friends:**
*How do you think your friends, family and colleagues think about your lifestyle?*
Some of them don't understand why everything needs to be ecological. Here in Hertha we all live the same way, but when I was studying many of the others didn't live ecological - but they never questioned my lifestyle.
*Do they understand your choice of living in Hertha?*
Most people I meet find it very exciting and positive.
*Do you see yourself as an advocate for your lifestyle?*
To some degree yes. Not as much as when we moved here.
*Do you share things on Facebook or WOM or…?*
Not so much, I mostly find Facebook updates a bit strange. I talk to my friends, so I guess I tell them if I have experienced something cool or have a great tip for them.

## 17.7 Coding

| **DOING THE RIGHT THING<br>Herthasian - Diana** | |
|---|---|
| Why do you live a mindful lifestyle? | |
| **Attribute** | - Rhythmic way of life |
| **Functional Consequences** | - Easier life for my children<br>- Healthy earth |

| **SATISFACTION<br>Herthasian - Diana** | |
|---|---|
| Why do you consume the way you do? | |
| **Attribute** | - Practical purchase |
| **Functional Consequences** | - Solves my needs<br>- Sustainable products |

| | |
|---|---|
| **Psychological Consequences** | - I feel like a good mom<br>- I contribute to earth |
| **Value** | - Doing the right thing<br>- Acceptance from others<br>- Being good to others |

| | |
|---|---|
| **Psychological Consequences** | - It fits my lifestyle<br>- I feel that it creates a balance |
| **Value** | - I feel satisfied<br>- I feel like I'm doing the right thing |

| **A better version of me**<br>**Herthasian - Diana** | |
|---|---|
| Why do you purchase locally produced products? | |
| **Attribute** | - Knowing the products origin<br>- Secured quality<br>- I know the story behind the product |
| **Functional Consequences** | - Support the small and local shops / local environment |
| **Psychological Consequences** | - I care! – about our environment, animals, work conditions etc. |
| **Value** | - Feel like a better me<br>- I feel frustrated, as I don't know everything |

| **Caring**<br>**Herthasian - Diana** | |
|---|---|
| Are you active in any online platforms, blogs etc. where you discuss "conscious consumer trends"? | |
| **Attribute** | - Easy to use Facebook groups<br>- It is a free information source |
| **Functional Consequences** | - Easy to share experiences<br>- Easy to "warn" others |
| **Psychological Consequences** | - I want to create attention on certain subjects<br>- I feel involved in important discussions<br>- I have helped people to make better decisions<br>- I am doing something active to preserve our earth and the local community |
| **Value** | - I have helped others<br>- A sense of caring for each other |

| **A new beginning**<br>**Herthasian - Per** |
|---|

| **Being responsible**<br>**Herthasian - Per** |
|---|

Why do you live a biodynamic & ecological lifestyle?

| | |
|---|---|
| **Attribute** | - Fits my life situation |
| **Functional Consequences** | - Un-stressful |
| **Psychological Consequences** | - It was a saving<br>- A sense of fairness |
| **Value** | - I feel "clean"<br>- A new beginning |

Why is it important for you to that products are ethical produced?

| | |
|---|---|
| **Attribute** | - Locally produced |
| **Functional Consequences** | - I support/ help local shops<br>- Focus on work ethics<br>- Products taste better |
| **Psychological Consequences** | - I feel more healthy<br>- I am happy/relived<br>- It is an experience |
| **Value** | - I do something good for myself and my family<br>- I am being responsible<br>- I feel quality conscious<br>- I have found the "truth" |

**Powerless**
**Herthasian – Per***

Why do you not have a television?

| | |
|---|---|
| **Attribute** | - Waste of time |
| **Functional Consequences** | - To many commercials |
| **Psychological Consequences** | - I feel they manipulate my mind |
| **Value** | - Sad<br>- Powerless |

* Negative ladder

**Contribute to a cleaner earth**
**Herthasian - Per**

What do you do if you need a non-food product?

| | |
|---|---|
| **Attribute** | - Search for recycled products |
| **Functional Consequences** | - Cheaper price<br>- I can afford it |
| **Psychological Consequences** | - I feel economy-conscious |
| **Value** | - Good conscious<br>- Feel good about myself<br>- I contribute to a cleaner earth |

**A call in life**
**Herthasian - Johnny**

**A social heart**
**Herthasian - Johnny**

Why do you live in Hertha?

| | |
|---|---|
| **Attribute** | - Educate my ego<br>- Larger than oneself |
| **Functional Consequences** | - Close to nature<br>- Living a natural life |
| **Psychological Consequences** | - I think WE – not I<br>- Spirituality<br>- I feel healthy |
| **Value** | - I feel like I am in the center of the world<br>- I am presuming my call<br>- A calling |

Why is being a part of a community important for you?

| | |
|---|---|
| **Attribute** | - Development<br>- Education |
| **Functional Consequences** | - Put my ego a side |
| **Psychological Consequences** | - I do something in a larger context |
| **Value** | - A social heart |

**I contribute**
**Herthasian - Johnny**

Why this lifestyle?

| | |
|---|---|
| **Attribute** | - It is simple |
| **Functional Consequences** | - Circulation in life and on earth |
| **Psychological Consequences** | - Closer to nature |
| **Value** | - I contribute<br>- It is important – and I am helping |

**Enlightened**
**Herthasian - Johnny**

Why are you a vegetarian?

| | |
|---|---|
| **Attribute** | - I say no butchery / killing of innocence animals |
| **Functional Consequences** | - A principle |
| **Psychological Consequences** | - See the larger picture |
| **Value** | - Enlightened |

**Satisfaction**
**Herthasian - Johnny**

Why is price important to you?

| | |
|---|---|
| **Attribute** | - A good offer |
| **Functional Consequences** | - Quality<br>- Design |
| **Psychological Consequences** | - I feel satisfied with a good price for the right product/design<br>- It is a holistic solution |
| **Value** | - Finding security<br>- I am a |

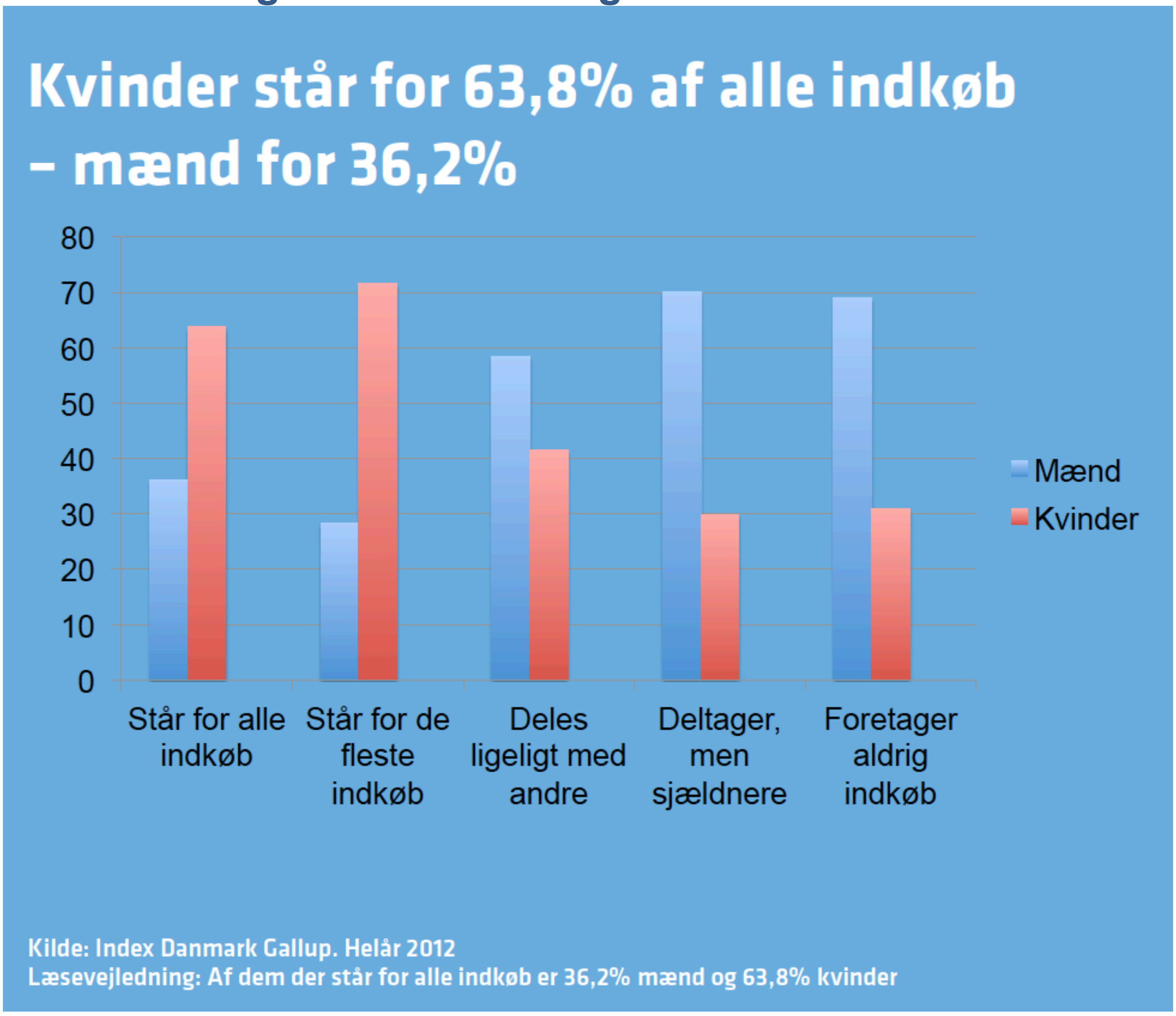
**Importance**
**Herthasian - Johnny**

Why is recycling important to you?

| | |
|---|---|
| **Attribute** | - Sustainable life |
| **Functional Consequences** | - Saving (money & resources)<br>- Circulation of life |
| **Psychological Consequences** | - I feel that I can recognize the cause/effect/importance |
| **Value** | - Participating<br>- Being good to earth |

| | | |
|---|---|---|
| | responsible consumer | |

## 17.8 Mænd og kvinders forbrug



## 17.9 Extract from LoweFriends folder on Women

# *Hvad siger de nøgne tal om kvindernes rolle som forbrugere?*


** I september 2012 gennemførte Nielsen i samarbejde med LoweFriends den første store undersøgelse af danske kvinders indflydelse på købsbeslutningerne. Undersøgelsen blev gennemført for at undersøge om de udenlandske erfaringer også gælder i Danmark. Den korte konklusion er, at det gør de. LoweFriends har udgivet en separat rapport, hvor vi går i dybden med undersøgelsens resultater.*

**Nielsen: Danske kvinder har indflydelse på 74% af det danske forbrug***

74% af forbruget i de danske husstande influeres i dag af kvinden. Overraskende for mange er det, at kvinder også har stor indflydelse i markeder, hvor mænd traditionelt anses for at være den primære målgruppe:

| | | |
|---|---|---|
| *Rejser* | = | *92%* |
| *Elektronik* | = | *84%* |
| *Bank* | = | *92%* |
| *Møbler* | = | *93%* |
| *Bil* | = | *74%* |

**Kvinders købekraft eksploderer**

Hertil kommer, at udviklingen i kvinders købekraft er stigende.

*– Over halvdelen af alle optagne på universiteterne i dag er kvinder*

*– I mange større byer tjener kvinder under 30 år mere end jævnaldrende mænd*

*– Stadig flere ledende og højtlønnede stillinger besættes af kvinder*

Væksten i kvinders købekraft gør kvinder til verdens hurtigst voksende marked. På verdensplan er kvinder et større økonomisk vækstpotentiale end BRIC-landene tilsammen (Brasilien, Rusland, Indien og Kina).

**Konklusion**

Kvinders stadig mere dominerende indflydelse på købsbeslutningerne skyldes to adskilte ting:

*1)* Kvinder bestemmer hovedparten af det fælles forbrug i familien

*2)* Kvinder stormer frem, når det gælder uddannelse, indtjening og formue

## 17.10 Answers from the e-survey

Digium Enterprise 16/05/14 14.51

**Trine & Anas Thesis**
Tabelrapport, N=148, Udgivet: 10.3.2014

| | Female (N=130) | 36+ (N=35) | under 36 (N=95) | 500.000+ (N=45) | 0-500.000 (N=98) | bachelor and under (N=83) | Masters and above (N=65) |
|---|---|---|---|---|---|---|---|
| **Age** | | | | | | | |
| 0-15 | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| 16-25 | 8% | 0% | 12% | 2% | 12% | 11% | 6% |
| 26-35 | 65% | 0% | 88% | 60% | 66% | 54% | 75% |
| 36-45 | 12% | 43% | 0% | 16% | 10% | 16% | 8% |
| 46-55 | 6% | 23% | 0% | 11% | 3% | 6% | 6% |
| 56-65 | 8% | 31% | 0% | 11% | 7% | 12% | 5% |
| 66-75 | 1% | 3% | 0% | 0% | 1% | 1% | 0% |
| 76+ | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| **Gender** | | | | | | | |
| Male | 0% | 0% | 0% | 0% | 13% | 16% | 8% |
| Female | 100% | 100% | 100% | 100% | 87% | 84% | 92% |
| **Household income in DKK per year** | | | | | | | |
| 0-100.000 | 10% | 9% | 11% | 0% | 14% | 11% | 8% |
| 100.000-250.000 | 19% | 11% | 22% | 0% | 30% | 23% | 15% |
| 250.000-500.000 | 36% | 31% | 38% | 0% | 56% | 36% | 38% |
| 500.000-1.000.000 | 28% | 37% | 25% | 82% | 0% | 27% | 31% |
| 1.000.000-2.000.000 | 6% | 11% | 4% | 18% | 0% | 4% | 8% |
| 2.000.000+ | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| **Current Level of Education** | | | | | | | |
| High school (HF, HH, Gymnasium etc.) | 10% | 11% | 9% | 4% | 14% | 19% | 0% |
| Education from technical school (Hairdresser, painter, craftsman etc.) | 6% | 17% | 2% | 7% | 9% | 16% | 0% |
| Bachelor or equivalent | 37% | 43% | 35% | 38% | 34% | 61% | 0% |
| Master or equivalent | 45% | 26% | 53% | 49% | 41% | 0% | 97% |
| Doctoral (PHD) or equivalent | 1% | 3% | 0% | 2% | 0% | 0% | 3% |
| No education | 1% | 0% | 1% | 0% | 2% | 4% | 0% |
| **Do you have children still living at home?** | | | | | | | |
| Yes | 28% | 31% | 27% | 42% | 19% | 33% | 22% |
| No | 72% | 69% | 73% | 58% | 81% | 67% | 78% |
| **Please rate how much you agree / disagree with the following statements, [I am very conscious of how I raise my children]** | | | | | | | |
| I strongly agree | 45% | 63% | 38% | 53% | 40% | 42% | 45% |
| I agree | 22% | 26% | 20% | 16% | 21% | 22% | 18% |
| I am neutral | 33% | 11% | 41% | 31% | 37% | 35% | 35% |
| I disagree | 1% | 0% | 1% | 0% | 1% | 1% | 0% |
| I strongly disagree | 0% | 0% | 0% | 0% | 1% | 0% | 2% |

**Please rate how much you agree / disagree with the following statements, [In my everyday life I prioritize spending time with my family and friends]**

https://digiumenterprise.com/survey/results/report_table.asp Page 1 of 9

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| I strongly agree | 58% | 51% | 61% | 64% | 54% | 55% | 55% |
| I agree | 36% | 43% | 34% | 29% | 41% | 40% | 38% |
| I am neutral | 4% | 3% | 4% | 4% | 4% | 4% | 5% |
| I disagree | 2% | 3% | 1% | 2% | 1% | 1% | 2% |
| I strongly disagree | 0% | 0% | 0% | 0% | 0% | 0% | 0% |

**Please rate how much you agree / disagree with the following statements, [It is important for me to give back to society and do something charitable]**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| I strongly agree | 18% | 31% | 14% | 18% | 19% | 18% | 18% |
| I agree | 48% | 54% | 45% | 53% | 44% | 48% | 48% |
| I am neutral | 26% | 9% | 33% | 20% | 28% | 24% | 25% |
| I disagree | 6% | 3% | 7% | 9% | 7% | 8% | 8% |
| I strongly disagree | 2% | 3% | 1% | 0% | 2% | 1% | 2% |

**Please rate how much you agree / disagree with the following statements, [I am very aware of the environment and natural resources (recycling, buying organic etc.)]**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| I strongly agree | 33% | 54% | 25% | 38% | 30% | 30% | 34% |
| I agree | 39% | 23% | 45% | 42% | 38% | 40% | 40% |
| I am neutral | 21% | 20% | 21% | 13% | 24% | 25% | 14% |
| I disagree | 7% | 3% | 8% | 7% | 8% | 5% | 12% |
| I strongly disagree | 0% | 0% | 0% | 0% | 0% | 0% | 0% |

**Please rate how much you agree / disagree with the following statements, [I often research where I can buy products (non-food products) cheaper or recycled]**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| I strongly agree | 28% | 29% | 27% | 29% | 27% | 23% | 31% |
| I agree | 22% | 37% | 17% | 24% | 20% | 19% | 26% |
| I am neutral | 21% | 20% | 21% | 18% | 22% | 31% | 9% |
| I disagree | 25% | 14% | 29% | 29% | 24% | 23% | 29% |
| I strongly disagree | 4% | 0% | 5% | 0% | 6% | 4% | 5% |

**Please rate how much you agree / disagree with the following statements, [I prioritize eating healthy]**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| I strongly agree | 42% | 51% | 39% | 44% | 42% | 42% | 42% |
| I agree | 48% | 43% | 49% | 49% | 45% | 43% | 49% |
| I am neutral | 8% | 6% | 8% | 7% | 9% | 10% | 9% |
| I disagree | 2% | 0% | 3% | 0% | 4% | 5% | 0% |
| I strongly disagree | 0% | 0% | 0% | 0% | 0% | 0% | 0% |

**Please rate how much you agree / disagree with the following statements, [I like to exercise because it gives me energy and makes me feel good]**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| I strongly agree | 44% | 43% | 44% | 40% | 47% | 37% | 52% |
| I agree | 42% | 37% | 43% | 49% | 37% | 45% | 37% |
| I am neutral | 12% | 17% | 9% | 4% | 13% | 12% | 8% |
| I disagree | 3% | 3% | 3% | 7% | 3% | 6% | 3% |
| I strongly disagree | 0% | 0% | 0% | 0% | 0% | 0% | 0% |

**Please rate how much you agree / disagree with the following statements, [I only purchase products that are not tested on animals]**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| I strongly agree | 8% | 20% | 3% | 4% | 10% | 8% | 8% |
| I agree | 20% | 20% | 20% | 22% | 17% | 19% | 18% |
| I am neutral | 38% | 46% | 35% | 49% | 32% | 42% | 31% |
| I disagree | 28% | 14% | 34% | 20% | 32% | 28% | 28% |
| I strongly disagree | 6% | 0% | 8% | 4% | 9% | 2% | 15% |

**Please rate how much you agree / disagree with the following statements, [I only purchase products from companies that have a policy about animal welfare]**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| I strongly agree | 5% | 11% | 2% | 2% | 6% | 5% | 5% |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| I agree | 23% | 37% | 18% | 27% | 19% | 23% | 20% |
| I am neutral | 38% | 37% | 39% | 36% | 38% | 43% | 29% |
| I disagree | 29% | 14% | 35% | 31% | 29% | 25% | 35% |
| I strongly disagree | 5% | 0% | 6% | 4% | 8% | 4% | 11% |

**Please rate how much you agree / disagree with the following statements, [I don't mind paying more for a product if its a better quality]**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| I strongly agree | 48% | 66% | 42% | 60% | 43% | 46% | 51% |
| I agree | 42% | 31% | 46% | 36% | 45% | 42% | 42% |
| I am neutral | 6% | 3% | 7% | 2% | 7% | 8% | 3% |
| I disagree | 2% | 0% | 2% | 0% | 4% | 2% | 3% |
| I strongly disagree | 2% | 0% | 2% | 2% | 1% | 1% | 2% |

**Imagine that you are searching for a new interior design product (lamp, vase, art, new sofa table etc.). What are your main considerations? Rate the following, [If the product can be recycled after use]**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Very important | 12% | 20% | 8% | 9% | 12% | 11% | 12% |
| Important | 22% | 26% | 20% | 24% | 19% | 22% | 20% |
| Neutral | 29% | 37% | 26% | 31% | 29% | 31% | 25% |
| Not very important | 24% | 14% | 27% | 24% | 24% | 29% | 20% |
| Not Important at all | 14% | 3% | 18% | 11% | 15% | 7% | 23% |

**Imagine that you are searching for a new interior design product (lamp, vase, art, new sofa table etc.). What are your main considerations? Rate the following, [If the product is produced in Denmark]**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Very important | 5% | 11% | 3% | 7% | 6% | 4% | 9% |
| Important | 25% | 29% | 23% | 33% | 23% | 29% | 26% |
| Neutral | 35% | 37% | 35% | 24% | 37% | 35% | 28% |
| Not very important | 24% | 23% | 24% | 24% | 23% | 28% | 20% |
| Not Important at all | 11% | 0% | 15% | 11% | 10% | 5% | 17% |

**Imagine that you are searching for a new interior design product (lamp, vase, art, new sofa table etc.). What are your main considerations? Rate the following, [The story behind the product]**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Very important | 7% | 14% | 4% | 13% | 4% | 6% | 8% |
| Important | 37% | 34% | 38% | 38% | 35% | 35% | 35% |
| Neutral | 24% | 26% | 23% | 20% | 26% | 27% | 22% |
| Not very important | 25% | 23% | 26% | 22% | 28% | 27% | 26% |
| Not Important at all | 7% | 3% | 8% | 7% | 8% | 6% | 9% |

**Imagine that you are searching for a new interior design product (lamp, vase, art, new sofa table etc.). What are your main considerations? Rate the following, [The Brand]**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Very important | 8% | 6% | 8% | 13% | 4% | 4% | 11% |
| Important | 27% | 11% | 33% | 11% | 35% | 25% | 28% |
| Neutral | 32% | 34% | 32% | 36% | 31% | 30% | 34% |
| Not very important | 22% | 34% | 17% | 27% | 20% | 30% | 17% |
| Not Important at all | 12% | 14% | 11% | 13% | 10% | 11% | 11% |

**Imagine that you are searching for a new interior design product (lamp, vase, art, new sofa table etc.). What are your main considerations? Rate the following, [If the product is of good quality]**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Very important | 46% | 51% | 44% | 56% | 42% | 46% | 46% |
| Important | 49% | 46% | 51% | 42% | 51% | 48% | 49% |
| Neutral | 4% | 3% | 4% | 0% | 6% | 6% | 2% |
| Not very important | 0% | 0% | 0% | 0% | 1% | 0% | 2% |
| Not Important at all | 1% | 0% | 1% | 2% | 0% | 0% | 2% |

**Imagine that you are searching for a new interior design product (lamp, vase, art, new sofa table etc.). What are your main considerations? Rate the following, [If the product is made from natural materials]**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Very important | 21% | 37% | 15% | 24% | 18% | 22% | 18% |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Important | 34% | 34% | 34% | 36% | 33% | 33% | 34% |
| Neutral | 28% | 26% | 29% | 20% | 31% | 28% | 26% |
| Not very important | 11% | 3% | 14% | 13% | 12% | 12% | 15% |
| Not Important at all | 6% | 0% | 8% | 7% | 6% | 6% | 6% |

**Imagine that you are searching for a new interior design product (lamp, vase, art, new sofa table etc.). What are your main considerations? Rate the following, [If the product is made from recycled materials]**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Very important | 10% | 20% | 6% | 11% | 9% | 8% | 11% |
| Important | 18% | 20% | 18% | 9% | 23% | 23% | 14% |
| Neutral | 40% | 43% | 39% | 42% | 36% | 40% | 34% |
| Not very important | 24% | 17% | 26% | 31% | 22% | 23% | 31% |
| Not Important at all | 8% | 0% | 11% | 7% | 9% | 6% | 11% |

**Imagine that you are searching for a new interior design product (lamp, vase, art, new sofa table etc.). What are your main considerations? Rate the following, [If the product is from a sustainable Brand]**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Very important | 13% | 29% | 7% | 13% | 13% | 14% | 11% |
| Important | 28% | 20% | 31% | 27% | 28% | 27% | 29% |
| Neutral | 42% | 37% | 43% | 40% | 40% | 40% | 38% |
| Not very important | 12% | 14% | 12% | 16% | 13% | 16% | 14% |
| Not Important at all | 5% | 0% | 7% | 4% | 6% | 4% | 8% |

**Imagine that you are searching for a new interior design product (lamp, vase, art, new sofa table etc.). What are your main considerations? Rate the following, [The organizations transparency policy]**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Very important | 9% | 26% | 3% | 9% | 9% | 10% | 8% |
| Important | 30% | 29% | 31% | 24% | 33% | 28% | 32% |
| Neutral | 38% | 34% | 39% | 38% | 35% | 40% | 31% |
| Not very important | 15% | 11% | 16% | 18% | 16% | 17% | 18% |
| Not Important at all | 8% | 0% | 12% | 11% | 7% | 6% | 11% |

**Imagine that you are searching for a new interior design product (lamp, vase, art, new sofa table etc.). What are your main considerations? Rate the following, [If the product is produced by a company with good work ethics]**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Very important | 13% | 29% | 7% | 11% | 14% | 13% | 12% |
| Important | 48% | 43% | 49% | 44% | 49% | 48% | 48% |
| Neutral | 27% | 26% | 27% | 31% | 23% | 27% | 26% |
| Not very important | 8% | 3% | 9% | 9% | 9% | 8% | 9% |
| Not Important at all | 5% | 0% | 6% | 4% | 4% | 4% | 5% |

**Imagine that you are searching for a new interior design product (lamp, vase, art, new sofa table etc.). What are your main considerations? Rate the following, [If the product or the purchase situation is a memorable experience]**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Very important | 5% | 11% | 3% | 7% | 4% | 2% | 8% |
| Important | 34% | 29% | 36% | 31% | 38% | 36% | 35% |
| Neutral | 35% | 46% | 32% | 29% | 37% | 41% | 28% |
| Not very important | 19% | 9% | 23% | 24% | 16% | 13% | 25% |
| Not Important at all | 6% | 6% | 6% | 9% | 5% | 7% | 5% |

**Imagine that you are searching for a new interior design product (lamp, vase, art, new sofa table etc.). What are your main considerations? Rate the following, [If I receive a high level of personal service]**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Very important | 14% | 17% | 13% | 18% | 12% | 12% | 15% |
| Important | 45% | 43% | 45% | 36% | 50% | 47% | 46% |
| Neutral | 25% | 29% | 23% | 29% | 22% | 25% | 23% |
| Not very important | 12% | 9% | 13% | 9% | 12% | 10% | 12% |
| Not Important at all | 5% | 3% | 6% | 9% | 3% | 6% | 3% |

**Imagine that you are searching for a new interior design product (lamp, vase, art, new sofa table etc.). What**

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**are your main considerations? Rate the following, [Price]**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Very important | 31% | 23% | 34% | 29% | 33% | 33% | 29% |
| Important | 52% | 46% | 55% | 44% | 56% | 51% | 55% |
| Neutral | 15% | 26% | 11% | 20% | 10% | 13% | 14% |
| Not very important | 2% | 6% | 1% | 7% | 1% | 4% | 2% |
| Not Important at all | 0% | 0% | 0% | 0% | 0% | 0% | 0% |

**Imagine that you are searching for a new interior design product (lamp, vase, art, new sofa table etc.). What are your main considerations? Rate the following, [If I can find the product recycled on fx. "Den blå avis", "Lauritz.com" or similar sites]**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Very important | 14% | 17% | 13% | 7% | 16% | 13% | 12% |
| Important | 37% | 37% | 37% | 33% | 37% | 34% | 37% |
| Neutral | 28% | 29% | 28% | 29% | 29% | 30% | 29% |
| Not very important | 14% | 11% | 15% | 20% | 11% | 14% | 14% |
| Not Important at all | 7% | 6% | 7% | 11% | 7% | 8% | 8% |

**Do you shop online?**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Yes | 94% | 91% | 95% | 96% | 94% | 94% | 94% |
| No | 6% | 9% | 5% | 4% | 6% | 6% | 6% |

**Listing the different product categories that most often are bought online, please state how often you purchase these., [Groceries]**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Twice a week or more | 3% | 3% | 3% | 5% | 3% | 3% | 5% |
| Once a week | 2% | 0% | 3% | 2% | 2% | 3% | 2% |
| Twice a month or more | 6% | 13% | 3% | 5% | 5% | 9% | 2% |
| Once a month | 7% | 9% | 6% | 12% | 3% | 6% | 7% |
| Twice a year or more | 12% | 9% | 13% | 14% | 11% | 9% | 16% |
| Once a year or less | 8% | 13% | 7% | 9% | 8% | 12% | 3% |
| Never | 61% | 53% | 64% | 53% | 67% | 59% | 66% |

**Listing the different product categories that most often are bought online, please state how often you purchase these., [Interior design products (sofa table, lamps, vases etc.)]**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Twice a week or more | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Once a week | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Twice a month or more | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Once a month | 3% | 6% | 2% | 2% | 3% | 1% | 5% |
| Twice a year or more | 40% | 31% | 43% | 63% | 27% | 35% | 41% |
| Once a year or less | 39% | 19% | 46% | 28% | 43% | 41% | 38% |
| Never | 18% | 44% | 9% | 7% | 26% | 23% | 16% |

**Listing the different product categories that most often are bought online, please state how often you purchase these., [Clothes/shoes/jewelry/bags]**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Twice a week or more | 1% | 0% | 1% | 0% | 1% | 0% | 2% |
| Once a week | 1% | 0% | 1% | 0% | 1% | 1% | 0% |
| Twice a month or more | 13% | 6% | 16% | 19% | 9% | 10% | 13% |
| Once a month | 26% | 16% | 30% | 16% | 28% | 26% | 21% |
| Twice a year or more | 46% | 53% | 43% | 51% | 46% | 50% | 46% |
| Once a year or less | 7% | 16% | 3% | 7% | 8% | 9% | 7% |
| Never | 7% | 9% | 6% | 7% | 8% | 4% | 11% |

**Listing the different product categories that most often are bought online, please state how often you purchase these., [Travels (Hotels, flight etc.)]**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Twice a week or more | 1% | 0% | 1% | 0% | 1% | 0% | 2% |
| Once a week | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Twice a month or more | 3% | 0% | 4% | 0% | 4% | 3% | 3% |
| Once a month | 6% | 3% | 7% | 7% | 5% | 4% | 8% |

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| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Twice a year or more | 64% | 50% | 69% | 65% | 64% | 54% | 77% |
| Once a year or less | 24% | 41% | 18% | 26% | 23% | 36% | 10% |
| Never | 2% | 6% | 1% | 2% | 2% | 4% | 0% |

**Listing the different product categories that most often are bought online, please state how often you purchase these., [Experiences (cinema, restaurants, shows, concerts etc.)]**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Twice a week or more | 1% | 0% | 1% | 0% | 1% | 0% | 2% |
| Once a week | 2% | 0% | 3% | 0% | 3% | 3% | 2% |
| Twice a month or more | 18% | 3% | 23% | 14% | 18% | 14% | 23% |
| Once a month | 34% | 28% | 36% | 33% | 32% | 22% | 43% |
| Twice a year or more | 33% | 41% | 30% | 37% | 36% | 46% | 25% |
| Once a year or less | 11% | 25% | 7% | 14% | 10% | 14% | 7% |
| Never | 1% | 3% | 0% | 2% | 0% | 1% | 0% |

**Listing the different product categories that most often are bought online, please state how often you purchase these., [Deals (sweetdeal, Downtown etc.)]**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Twice a week or more | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Once a week | 1% | 0% | 1% | 0% | 1% | 1% | 0% |
| Twice a month or more | 5% | 3% | 6% | 9% | 2% | 6% | 2% |
| Once a month | 11% | 6% | 13% | 5% | 14% | 8% | 16% |
| Twice a year or more | 34% | 22% | 39% | 21% | 39% | 29% | 38% |
| Once a year or less | 23% | 22% | 23% | 26% | 24% | 28% | 21% |
| Never | 25% | 47% | 18% | 40% | 20% | 27% | 23% |

**Listing the different product categories that most often are bought online, please state how often you purchase these., [Electronics]**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Twice a week or more | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Once a week | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Twice a month or more | 2% | 0% | 2% | 0% | 3% | 3% | 2% |
| Once a month | 6% | 6% | 6% | 7% | 4% | 5% | 7% |
| Twice a year or more | 32% | 25% | 34% | 26% | 36% | 33% | 31% |
| Once a year or less | 40% | 34% | 42% | 42% | 39% | 32% | 49% |
| Never | 20% | 34% | 16% | 26% | 17% | 27% | 11% |

**Listing the different product categories that most often are bought online, please state how often you purchase these., [Books and music]**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Twice a week or more | 2% | 0% | 2% | 2% | 1% | 0% | 3% |
| Once a week | 3% | 0% | 4% | 5% | 2% | 1% | 5% |
| Twice a month or more | 7% | 6% | 8% | 7% | 7% | 4% | 10% |
| Once a month | 14% | 19% | 12% | 14% | 15% | 17% | 11% |
| Twice a year or more | 45% | 50% | 43% | 44% | 48% | 46% | 51% |
| Once a year or less | 16% | 13% | 18% | 9% | 18% | 17% | 13% |
| Never | 12% | 13% | 12% | 19% | 9% | 15% | 7% |

**Listing the different product categories that most often are bought online, please state how often you purchase these., [Other]**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Twice a week or more | 2% | 3% | 1% | 0% | 3% | 1% | 3% |
| Once a week | 0% | 0% | 0% | 0% | 1% | 1% | 0% |
| Twice a month or more | 4% | 3% | 4% | 0% | 5% | 3% | 5% |
| Once a month | 12% | 6% | 14% | 19% | 10% | 10% | 15% |
| Twice a year or more | 21% | 31% | 18% | 28% | 17% | 21% | 20% |
| Once a year or less | 2% | 0% | 3% | 0% | 3% | 3% | 3% |
| Never | 58% | 56% | 59% | 53% | 60% | 62% | 54% |

**When you purchase interior design products (e.g. lamp, vase, art, new sofa table etc.) where do you shop? Pick the 3 retailers you frequent most often**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Magasin | 31% | 14% | 37% | 40% | 29% | 23% | 43% |
| Magasin.dk | 7% | 3% | 8% | 11% | 4% | 4% | 9% |
| Illum's Bolighus | 27% | 23% | 28% | 33% | 22% | 14% | 40% |
| Imerco | 15% | 26% | 12% | 11% | 17% | 16% | 17% |
| Imerco.dk | 6% | 11% | 4% | 7% | 5% | 6% | 6% |
| Inspiration | 17% | 11% | 19% | 9% | 21% | 18% | 18% |
| Inspiration.dk | 5% | 6% | 5% | 7% | 5% | 7% | 5% |
| Bahne | 13% | 11% | 14% | 11% | 12% | 14% | 9% |
| Bahne.dk | 2% | 6% | 1% | 4% | 2% | 5% | 0% |
| Pop-up designer markets | 15% | 20% | 13% | 18% | 13% | 14% | 14% |
| Small local designer stores | 51% | 57% | 48% | 56% | 48% | 53% | 45% |
| Ikea | 57% | 49% | 60% | 49% | 62% | 66% | 48% |
| Ikea.dk | 13% | 11% | 14% | 7% | 16% | 19% | 6% |
| Other | 41% | 51% | 37% | 38% | 42% | 40% | 40% |

**What information do you consider being most essential when buying a new interior design product (such as a lamp, vase, art, new sofa table etc.)? Choose the 3 factors that are most important to you**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Price | 76% | 51% | 85% | 67% | 82% | 76% | 78% |
| Where it has been produced (country) | 8% | 14% | 5% | 11% | 5% | 5% | 11% |
| If it is a danish designer/product | 6% | 6% | 6% | 9% | 5% | 4% | 11% |
| Quality | 72% | 80% | 69% | 73% | 72% | 75% | 71% |
| Design (how it looks) | 78% | 63% | 83% | 80% | 73% | 69% | 82% |
| Brand | 13% | 14% | 13% | 11% | 13% | 12% | 12% |
| Which material it is made from | 23% | 37% | 18% | 24% | 22% | 25% | 20% |
| If it is a one of a kind product and not mass produced | 8% | 14% | 6% | 4% | 12% | 14% | 6% |
| The description of the product including pictures | 12% | 14% | 11% | 18% | 7% | 14% | 5% |
| Other | 4% | 6% | 3% | 2% | 7% | 6% | 5% |

**Think back on your latest interior design purchase (such as a lamp, a new sofa table, a new pot etc.) were there some aspects that you in retroperspective would have liked more information about? Multiple choices**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| The material | 32% | 43% | 27% | 27% | 31% | 30% | 29% |
| How to care for the product | 35% | 40% | 34% | 38% | 34% | 34% | 37% |
| Who has designed the product | 13% | 26% | 8% | 13% | 11% | 10% | 15% |
| Where the product was produced | 21% | 26% | 19% | 27% | 17% | 20% | 22% |
| The possibility to recycle the product after use/when finished using it | 19% | 23% | 18% | 16% | 19% | 19% | 15% |
| The story behind the product/design | 18% | 20% | 17% | 24% | 13% | 16% | 18% |
| The story behind the designer | 7% | 3% | 8% | 9% | 5% | 2% | 12% |
| No | 28% | 23% | 29% | 29% | 32% | 33% | 29% |
| Other | 5% | 3% | 6% | 7% | 4% | 4% | 6% |

**Think back on your latest interior design purchase (such as a lamp, vase, art, new sofa table, a new pot etc.). Do you feel..., [... that there was enough information about the products that you bought?]**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Yes | 51% | 40% | 55% | 49% | 51% | 46% | 52% |
| No | 25% | 40% | 20% | 31% | 21% | 25% | 23% |
| I don't care | 9% | 3% | 12% | 7% | 13% | 14% | 9% |
| I don't know | 15% | 17% | 14% | 13% | 14% | 14% | 15% |

**Think back on your latest interior design purchase (such as a lamp, vase, art, new sofa table, a new pot etc.). Do you feel..., [... that there was enough information about the organisations that produce the products?]**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Yes | 18% | 20% | 18% | 13% | 20% | 16% | 20% |
| No | 36% | 43% | 34% | 40% | 32% | 34% | 32% |
| I don't care | 21% | 17% | 22% | 22% | 23% | 28% | 20% |
| I don't know | 25% | 20% | 26% | 24% | 24% | 23% | 28% |

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**Think back on your latest interior design purchase (such as a lamp, vase, art, new sofa table, a new pot etc.). Do you feel..., [.... that there was enough information provided by the organizations about their ethics (workforce, animal welfare and the environment etc.)?]**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Yes | 8% | 14% | 6% | 4% | 12% | 8% | 11% |
| No | 43% | 51% | 40% | 44% | 40% | 46% | 35% |
| I don't care | 18% | 11% | 21% | 16% | 19% | 17% | 20% |
| I don't know | 30% | 23% | 33% | 36% | 29% | 29% | 34% |

**Think back on your latest interior design purchase (such as a lamp, vase, art, new sofa table, a new pot etc.). Do you feel..., [... that you had the right amount of information regarding the materials that the products are made off? (If they are organic, recycled, plastic, full of chemicals etc.)]**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Yes | 23% | 17% | 25% | 18% | 28% | 24% | 23% |
| No | 46% | 51% | 44% | 51% | 41% | 43% | 43% |
| I don't care | 8% | 9% | 8% | 4% | 11% | 12% | 9% |
| I don't know | 22% | 23% | 22% | 27% | 20% | 20% | 25% |

**Think back on your latest interior design purchase (such as a lamp, vase, art, new sofa table, a new pot etc.). Do you feel..., [... that these subjects interest you?]**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Yes | 52% | 60% | 48% | 64% | 45% | 51% | 51% |
| No | 18% | 11% | 21% | 13% | 20% | 16% | 22% |
| I don't care | 9% | 9% | 9% | 11% | 9% | 13% | 8% |
| I don't know | 21% | 20% | 21% | 11% | 26% | 20% | 20% |

**Think back on your latest interior design purchase (such as a lamp, vase, art, new sofa table, a new pot etc.). Do you feel..., [... that these subjects influence your purchase decisions?]**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Yes | 44% | 63% | 37% | 53% | 40% | 43% | 45% |
| No | 25% | 17% | 27% | 18% | 27% | 20% | 29% |
| I don't care | 8% | 6% | 8% | 7% | 8% | 12% | 3% |
| I don't know | 24% | 14% | 27% | 22% | 26% | 24% | 23% |

**Do you feel that there is a good amount of information in general about the non-food products you purchase?**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Yes | 42% | 31% | 46% | 36% | 47% | 41% | 46% |
| No | 58% | 69% | 54% | 64% | 53% | 59% | 54% |

**Have you ever read a review, a blog or participated in forum discussions about a specific product or brand before an online purchase?**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Yes | 61% | 49% | 65% | 49% | 66% | 59% | 63% |
| No | 29% | 34% | 27% | 40% | 26% | 30% | 29% |
| I don't remember | 10% | 17% | 7% | 11% | 8% | 11% | 8% |

**Have you ever changed your mind about a product you wanted to purchase, because you heard or read something negative about it?**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Yes, many times | 24% | 20% | 25% | 20% | 24% | 20% | 26% |
| Yes | 57% | 57% | 57% | 51% | 60% | 60% | 52% |
| No | 5% | 3% | 6% | 9% | 6% | 5% | 9% |
| I don't recall | 14% | 20% | 12% | 20% | 9% | 14% | 12% |

**Have you ever changed your mind about a product you wanted to purchase, because you heard or read something positive about it?**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Yes, many times | 12% | 11% | 13% | 11% | 13% | 14% | 11% |
| Yes | 58% | 66% | 55% | 53% | 58% | 58% | 55% |
| No | 12% | 6% | 14% | 13% | 12% | 8% | 17% |
| I don't recall | 18% | 17% | 19% | 22% | 16% | 19% | 17% |

**Have you ever purchased a product because the story about the design/the material/ etc. was inspiring or intrigued you? Watch an example http://vimeo.com/71247688#at=0**

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| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Yes | 59% | 60% | 59% | 53% | 58% | 53% | 58% |
| Yes, many times | 3% | 6% | 2% | 0% | 4% | 2% | 3% |
| No | 18% | 20% | 18% | 29% | 18% | 20% | 25% |
| I don't recall | 19% | 14% | 21% | 18% | 19% | 24% | 14% |

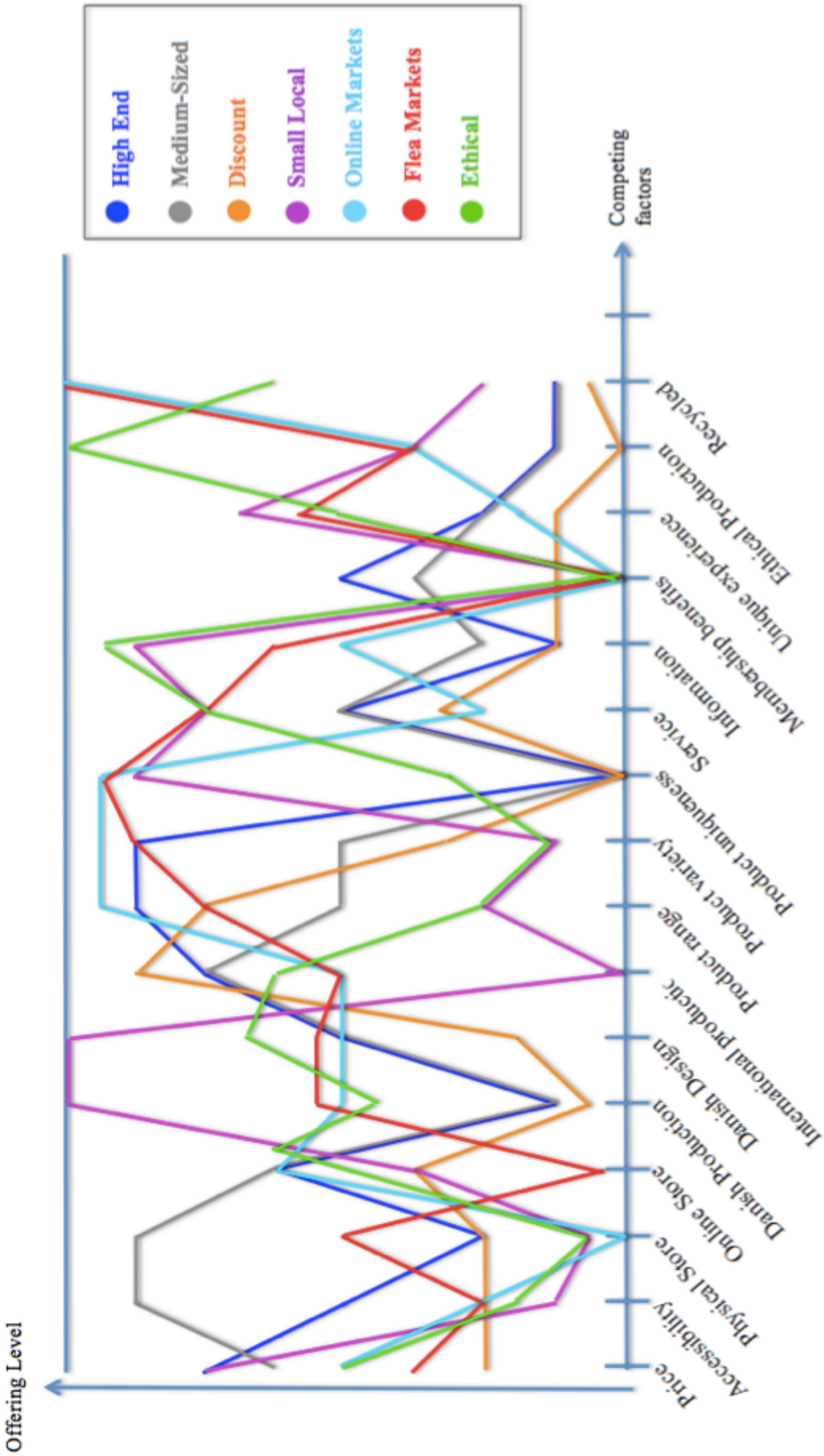
**Would you be interested in knowing the story behind the products, the organizations, the ethics, the materials and how the products are manufactured?**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Yes | 72% | 77% | 69% | 80% | 66% | 66% | 77% |
| No | 28% | 23% | 31% | 20% | 34% | 34% | 23% |

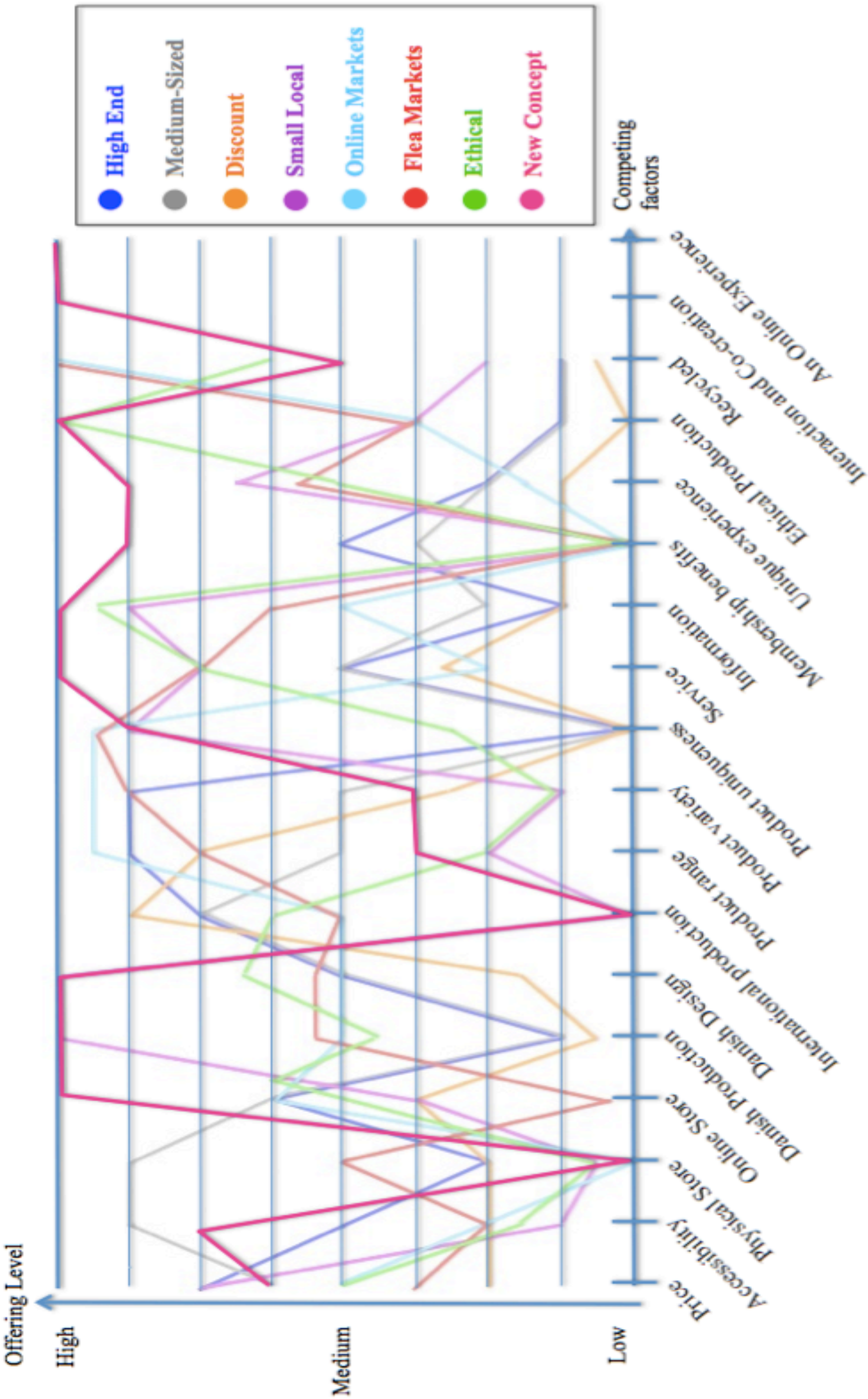
**How would you in general like to receive information on the interior design products you purchase?**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Through blogs about the designers/manufacturers of the products | 43% | 31% | 47% | 33% | 46% | 37% | 48% |
| Through short videos about the production processes | 35% | 51% | 28% | 42% | 31% | 37% | 32% |
| None of the above | 18% | 17% | 19% | 22% | 19% | 23% | 17% |
| Other | 26% | 37% | 22% | 33% | 20% | 25% | 22% |

## 17.11 Strategy Canvas



## 17.12 Our Value Curve



## 17.13 Survey Guide

Our E-survey is inspired by the “Questionnaire design process” presented by Schmidt & Hollensen (2010). The process has 10 steps, which we all have been taking into consideration before developing our E-survey. Some of the steps needs a bit more elaboration, which we will present in the following.
The first step in the “Questionnaire design process” is to specify the information needed and clarify the target segment. We found that both men and women purchase equally much online. But we have chosen to target women only, as according to Index DK (2012), women account for 64 % of all the purchases made in Denmark.
The second step is to determine the survey method. We have chosen to make an E-survey, since its a fast and easy way to aim our survey towards our target segment. Schmidt & Hollensen (2010) argue that one of the downsides by choosing a E-survey is, that internet users are not representative of the population as a whole. An argument that we disagree with, since a survey from Index DK (2013) shows that 72% of the danish population have made a purchase online, all aged between 16-89 years old. That shows us that many danish women are online and therefore able to answer our questionnaire, as long as they will be exposed to it of course. Therefore we believe, that the responses we collect in our E-survey are valid. Our E-survey is a combination of scaling and multiple choice questions, some open-ended and thereby we have considered the third step in the “Questionnaire design process”. The next steps have been discussed when designing and formulating the questions, as well as we have tested the survey before implementing it.

**The survey design**

The main aim of this survey is to gain knowledge on the ‘mainstreamers’ mindset and behaviour in relation to the framework presented by Sheth et al. (2010). We use the Mindful Consumption framework to investigate if there is an interest and need for this upcoming mindful consumer trend. Finally this survey is to assist us in determining the current state of play in the known market, our main competitors and the competing factors that we can differentiate us by.
The first question is to ensure that our respondents fall under our main segment, therefore we ask them some overall questions on their demographics.
As we have discovered the first-movers’ mindful values that affect their mindset, we seek to investigate if the ‘mainstreamers’ have some of the same inclinations to these values.
Therefore we base the questions in Q2 on the core values of our first-movers. We do not introduce the respondents to the fact that this survey is about consumption yet, as we want to know their mindset, without the respondent being biased by thinking in ‘purchase terms’. We use this in the analysis to link it with their purchase behaviour, which we ask questions about in Q3. Furthermore the answers in Q3 will be used to illustrate some of factors we will compete on and use in the strategy canvas.
As we seek to create a business model for an online retailer, it is important for us to know if our respondents shop online, how frequently and what they mainly purchase online. Therefore we ask the two following questions Q4, Q5 and Q6.
In Q7 we seek to find out who our main competitors are, and we ask our respondents about where they shop interior design products. The most popular answers will be used in our strategy canvas, so we know who to compare ourselves to and differentiate from.
With Q8 to Q17 we seek to gain knowledge about the information level of the products and if and how this affects the consumers purchase behaviour. Furthermore we seek to gain knowledge on how the consumers would want to receive this knowledge. This contributes to building our concept and we wish to investigate if the mindful mindset link to the mindful behaviour.

**Q1**: Please fill out the following question:
**Age:** 0-16/16-25/26-35/ 36-45/46-55/ 56-65/66-75/ 76+
**Gender:** Male / Female
**Household income:** 0-100.000 / 100.000-250.000/ 250.000-500.00/ 500.000-1.000.000/ 1.000.000-2.000.000/ 2.000.000+
**Education:**
High school (HF, HH, Gymnasium etc.)
Education from technical school (Hairdresser, painter, craftsman etc.)
Bachelor or equivalent
Master or equivalent
Doctoral (PHD) or equivalent
No education

**Q2**: **Please rate how much you agree / disagree with the following statements (I strongly disagree, disagree, neutral, agree, strongly agree)**

I am very conscious of how I raise my children
In my everyday life I prioritize spending time with my family and friends
It is important for me to give back to society and do something charitable
I am very aware of the environment and natural resources (recycling, buying organic etc.)
I often research where I can buy products (non-food products) cheaper or recycled
I prioritize eating healthy
I like to exercise because it gives me energy and makes me feel good
I only purchase products that are not tested on animals
I only purchase products from companies that have a policy about animal welfare
I don't mind paying more for a product if its a better quality

**Q3: Imagine that you are searching for a new interior design product (lamp, a new sofa table etc.) for your living room, what are the main considerations? Choose 6 factors and rank from 1-6, where 1 is the most important factor.**
If the product can be recycled after use
If the product is produced in Denmark
The story behind the product
The Brand
If the product is of good quality
If the product is made from natural materials
If the product is made from recycled materials
If the product is from a sustainable Brand
The organizations transparency policy
If the product is produced by a company with good work ethics
If the product or the purchase situation is a memorable experience
If I receive a high level of personal service
Price
If I can find the product recycled on fx. "Den blå avis", "Lauritz.com" or similar sites

**Q4: Do you shop online?**
yes
no

**Q5: If yes, how often do you shop online?**
Never
Once a year or less
A couple of times during a year
A couple of times per month
Each month
More often

**Q5: Which product categories do you usually purchase online and to what degree? Twice a week or more/ Once a week / Twice a month or more / Once a month / Twice a year or more / Once a year or less / Never**
Groceries
Interior design products (sofa table, lamps, vases etc.)
Clothes/shoes/jewelry/bags
Travels (Hotels, flight etc.)
Experiences (cinema, restaurants, shows, concerts etc.)
Deals (sweetdeal, Downtown etc.)
Electronics
Books and music
Other ____________________

**Q7: When you purchase <u>interior design</u> products (e.g. Lamps, a new sofa table etc) where do you shop?**
**Multiple choice, pick the 3 retailers you frequent most often**
Magasin
Magasin.dk
Illum's Bolighus
Imerco
Imerco.dk
Inspiration
Inspiration.dk
Bahne
Bahne.dk
Pop-up designer markets
Small local designer stores
Ikea
Ikea.dk
Other ____________________

**Q8: What information do you consider being most essential when buying a new interior designer product (such as a lamp, a new sofa table etc.)? Choose 3 factors and rank from 1-3, where 1 is the most important factor.**

Price
Where it has been produced (country)
If it is a danish designer/product
Quality
Design (how it looks)
Brand
Which material it is made from
Amount of similar products produced
The description of the product including pictures

**Q9: Think back on your latest <u>interior design</u> purchase (such as a lamp, a new sofa table, a new pot etc.) were there some aspects that you in retroperspective would have liked more information about? Multiple choices**
The material
How to care for the product
Who has designed the product
Where the product was produced
The possibility to recycle the product after use/when finished using it
The story behind the product/design
The story behind the designer
Other
No

**Q10. Think back on your latest <u>interior design</u> purchase (such as a lampe, a new sofa table, a new pot etc.). Do you feel: (yes/ no / I don't care / I don't know)**

… that there was enough information about the products that you buy?
… that there was enough information about the organisations that produce the products?
…. that there was enough information provided by the organizations about their ethics ( workforce, animal welfare and the environment)?
… that you had the right amount of information regarding the materials that the products are made off? (If they are organic, recycled, plastic, full of chemicals etc.)
… that these subjects interest you?
… that these subjects influence your purchase decisions?

**Q11. Do you feel that there is a good amount of information in general about the non-food products you purchase?**
Yes
No

**Q12. Have you ever read a review, a blog or participated in forum discussions about a specific product or brand before an online purchase?**
Yes
No
I don't remember

**Q13. Have you ever changed your mind about a product you wanted to purchase, because you heard or read something negative about it?**

Yes
Yes, many times
No
I don't recall

**Q14. Have you ever purchased a product because the story about the design/the material/ etc. was inspiring or intrigued you?**
**Example: http://vimeo.com/71247688#at=0**
Yes
Yes, many times
No
I don't recall

**Q15. Would you be interested in knowing the story behind the products, the organizations, the ethics, the materials and how the products are manufactured?**
Yes
No

**Q16. If yes, why is this information important to you?**
_________________________

**Q17. How would you like to receive the information?**
Through blogs about the designers/manufacturers of the products
Through short videos about the production processes
None of the above
Other_____________________