Corporate Identity in a Blue Ocean

A Case Study of Too Good To Go Denmark Navigating Their Blue Ocean

(Too Good To Go, 2020a)

Master Thesis

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Abstract

This study examines the Too Good To Go (Est. 2015), business model to reduce food waste, based on Blue ocean strategy to find answers to the research question "How can Too Good To Go maintain a blue ocean by enhancing their corporate identity?"

Several academic models are used to analyze with the key models being; Blue Ocean Strategy from Kim and Mauborgne, originally published in 2005 as the book "Blue Ocean Strategy". Alongside, Hatch & Schultz' model on Corporate Identity is employed, originally published in 2008 as the book "Taking Brand Initiative".

This research was designed upon the philosophical assumptions of interpretivism to understand how social meaning and structures have been created in the context of TGTG's blue ocean and TGTG's corporate identity. Using an abductive approach to the case study method, the research investigated the case of TGTG, Denmark by looking to the past to determine the source of TGTG's blue ocean and how TGTG Denmark's organizational identity has been created.

It was found that TGTG can maintain a blue ocean by enhancing their relationships to external stakeholders through corporate identity, as well as investing in time to further explore what drives value for their consumers through proactively engaging in shaping Stakeholder Images.

Table of Contents

1. Introduction

The concept of social responsibility can be dated to as early as 1953 with the publication of Bowen's seminal book titled "*Social Responsibilities of the Businessman*" where he discusses and questions an idea that has been driving the field of CSR for over a century to follow; "*What responsibilities to society may business people reasonably be expected to assume?*" (Moon et. al., 2017). Together with the societal changes that the late 20th century brought, this discussion gained traction through the discourse on society's responsibility towards the environment, thus founding the roots of the term "*sustainability*"; in 1987 a document titled "*Our Common Future*" (also known as the Brundtland report) was published by Gro Harlem Brundtland in the World Commission of Environment and Development (WCED), who highlighted the tensions between "*the aspirations of mankind towards a better life on the one hand and the limitations imposed by nature on the other hand*" (Kuhlman & Farrington, 2010) as the definition sustainability in the modern society. In 1994, Walley & Whitehead published an article titled "*It's Not Easy Being Green" where* the two authors elaborated that helping the environment inevitably means hurting the business and losing profits because the two ideas could not work together (Schot et al., 1994). Yet, in the decade to follow, sustainability began getting more attention in political and social spheres of society; especially in companies where organizations began to adopt an element of social responsibility and business ethics under the term "*corporate social responsibility*" or also known as "*CSR*" (Moon, 2014)

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Walley & Whitehead's ideas about sustainability being non-profitable has since been disproven, and in 2015, **the United Nations (UN) released new development targets known as the "*Sustainable Development Goals*" (SDGs) – these consist of 17 goals encompassing urgent global issues the world is currently facing, with a target of achieving them by 2030 (Appendix A).** These goals cover areas such climate change, sustainable consumption and production, providing quality education to children, as well as economic development and partnerships; in attempt to unite countries and realize that there is no single country in the world that will not be able to benefit from and contribute to the achievement of these goals (United Nations, 2019). The term now receives more attention, than ever before; fueled by

globalization and closer networks around the world, and catalyzed by the global issues of climate change and economic development (Moon et. al., 2017). **Today organizations take pride in their sustainability practices**; in fact the inclusion of social responsibility in the form of sustainability within business strategies has been proven beneficial for companies in many ways.

These 17 goals have gained a great deal of popularity around the world, particularly with younger generations of the population, who will directly be impacted by the issues highlighted. This popularity has also resulted in the 2030 goals gaining political and commercial attention, as individuals become increasingly conscious of their consumer choices and personal investments – creating a demand, triggering the market response to supply - as companies saw this as an opportunity to resonate with consumers, resulting in the creation of a "*sustainability industry*" (Archer, 2019). **The common focus on sustainability brings companies within communities closer, and paves the path for more collaborative partnerships.** With a growing trend of conscious consumers, companies are required to rethink how they interact with consumers to remain relevant and appealing; particularly the relationship between the business and consumer which is facilitated by the company's brand. From a strategic perspective, brands are the result of a focused and selective approach towards allocating organizational resources. The strategy shaping this will determine brand success through how inclined consumers are to purchase a product, as a direct consequence of how they perceive the company's brand; thereby indirectly affecting a firm's revenue and profit (Rosenbaum-Elliott, Percy, & Pervan, 2011).

Today, sustainability has become a buzzword and is most often seen beyond business reports and deeply rooted within every individual's day; you might see it on a poster or billboard on your daily commute, you might hear about it on the radio or you might even read about it on the juice bottle on your breakfast table! As consumers become increasingly conscious of their power to influence the state of the world through where they put their money, they also become more cautious and demanding of companies. Ideally sustainability should be a process, not a destination; it is simply not enough that a business includes sustainability within a strategy or product. Today consumers have an array of choices of where they would like to spend their money, based on which causes they would like to support. A simple example is milk at the grocery store; in the average Danish supermarket, there will be an available

choice of milk from 2-4 different companies - Will you choose Arla? Or Egelykke? Or Løgimose? Or Naturli? Or Jörd? Or do you prefer to go another store to buy Gram Slot or Thise? Consumers are in complete control of which company they choose to spend money on, based on trust in what the respective companies represent; an excellent example highlighting the importance of the corporate brand.

1.1 Research Context/Foundation

The SDGs released by the UN in 2015 present the ideal of sustainability which the world should work towards. **This particular issue has also been addressed by the UN's 2030 SDGs and is identified as** *SDG 12, Responsible Consumption and Production*; with a total of 12 targets which can be found online together with progress reports (United Nations, 2020).

Many organizations now take to investing heavy sums of money in advertising sustainability within their brand through research & development, sustainable business practices, product enhancements, brand enhancements, and reporting measures – according to the Stakeholder Theory, this is a necessary measure in order to maintain satisfaction among stakeholders (including customers, investors and in some cases governments too) (Freeman & Freeman, 1984). A well-known example of a successfully integrated CSR strategy is Carlsberg's ZERO targets; four key targets embedded in the strategy and identity of the company, right from the way production and resources are organized to marketing the final product, using a combination of business models including Stakeholder Theory and Corporate Shared Value (Carlsberg A/S, 2019).

However, the popularity in presenting oneself and one's business as "*sustainable*" has given way for an ocean of definitions for sustainability; making it much more challenging to understand the sustainability of an organization beyond the image of sustainability presented to us. Each organization uses different definitions, different models, and different scales; **sustainability has been further operationalized as a fuel for marketplace competition**, with companies competing for publicity and global rankings and indexes, the act of "*being sustainable*" has become quantified (Moon et. al., 2017). So what happens when a business is no longer trying to integrate CSR within their business strategy, but rather builds

business strategy in order to generate social impact, while still targeting for profit? An example of this is the Danish company, Kaffe Bueno which is known for repurposing coffee grounds into coffee oil using biotechnology; the business claims that "*Waste is a resource in the wrong hands*" as it repurposes nearly nine billion kg of brewed coffee grounds which would otherwise have ended up on landfills releasing trillions of cubic meters of methane into the atmosphere (Kaffe Bueno ApS, 2020).

Despite CSR becoming common practice for companies, the purpose behind CSR practices remain ambiguous, as does the debate about whether social responsibility is the responsibility of the business, consumer or government. Economically, a business can be defined as the supply of consumer demands; where consumers are defined as the source of demand, and individuals who desire something for their sole benefit. It has been long debated whether business should be concerned about anything other than profits, as the race for profits is by default creating "*the greatest social good*" as per Adam Smith's theory of the invisible hand in the marketplace . However, contemporary thinkers argue that there are often additional factors which are not accounted for in Adam Smith's theory, such as imperfect competition; eventually also separating companies as big and small players in the political sphere (Mohr et al., 2001).

Nonetheless, companies such as Kaffe Bueno are proving the possibility of combining profits and social impact within the business model from the beginning, rather than the most common practice of including a CSR strategy to supplement the business model which is independent from the nature of the business itself. Kaffe Bueno is one of many companies around the world which happens to be a **"certified B Corp"** which **means that the business has a certification from B LAB approving their contribution towards creating a positive impact towards their employees, communities and environment.** Circling back to the theme of sustainability in business, B LAB is a NGO creating the possibility to combine profit and social impact through assessing clients on standards of verified social and environmental performance, public transparency, and legal accountability to balance profit and purpose. Certified clients are referred to as "B Corps" and join the community of other B Corps, providing the opportunity to use the network as a source of partnerships, support and responsibility; currently Denmark is home to 21 B Corps, while there are 794 spread across Europe, and a total of 3,292 globally. Established in 2007, the NGO aims to redefine success in business by building "*a more inclusive and*

sustainable economy" to drive a "*global movement of people using business as a force for good*" (B LAB, 2020a) – so will this global movement lead the evolution of what we know as sustainability in business, or will it become just another business model in the "*sustainability industry*"?

1.2 A Portrait of Too Good To Go

Established in the end of 2015 as a start up, Too Good To Go (hereafter referred to as TGTG) was founded by a group of three friends; Thomas Bjørn Momsen, Stian Olesen, Klaus Bagge Pedersen. The inspiration behind the company comes from one evening when Thomas was eating out at a restaurant and was shocked to see how much food was being thrown out from the buffet as the restaurant staff began cleaning up for the day. Provoked by his encounter, Thomas got in touch with his two friends Stian and Klaus, and together they found a solution to sell the food left over at the end of the day for a small price in a takeaway box right before closing, to save perfectly good food from meeting a fate confined to trash cans and dumpsters. The team decided to skip any further market research with the reasoning that food waste is a recognized issue in Denmark; besides consumers will always welcome the opportunity to purchase good food at a low price, while restaurants will also welcome the opportunity to generate some income rather than none for this food that would otherwise be thrown out (Madsen, 2015).

Essentially the business concept is to function as the "middle-man" between consumers and food suppliers; TGTG provides the platform as a service for the sale to take place between the two aforementioned parties, while taking a small cut of the price paid by the consumer. The business also has a very large scope for potential users; which can be anywhere between a person who wants a cheap meal or a person who wants to increase their environmental impact, this way it is also possible to achieve both simultaneously. Initially the concept was functioning via a webstore, although the team quickly realized the need to develop a mobile app (launched later in 2015). With the core aim being to reduce food waste and food shortage, the business began partnering with restaurants and cafes and

although along the way they found the scope for partnerships to be much larger; and soon also partnered with bakeries and hotels (Madsen, 2015). Screenshots of the mobile app are available in Appendix B.

Within the first two months, the concept developed from an idea to a business with 100 partner restaurants spread across the country; all while being in the spotlight of local media. In an interview from December 2015, **Klaus referred to the company as a "*4x win business*" - (1) win for the environment, (2) win for consumers, (3) win for restaurants and (4) win for the business**. As the business rapidly grew, the company closed 2015 with a total 15 employees, having sold 500,000 meals via their website/mobile app (CHRISTIANSEN, 2016), and with plans or to expand already in the works for 2016 in neighbouring countries (saxis). In 2016, the company also appeared on Løvens Hule (Lions' Den); the Danish version of Shark Tank (US) or Dragons Den (UK), where the five co-founders presented the business concept to a group of investors with the aim of convincing them to make a financial investment for a percentage ownership of the company. Eventually the co-founders sat down with one of the investors (Birgit Aaby) who helped them find the right investors, and by the end of 2016 TGTG had secured an investment of two-figure millions (DKK) with two additional investors - Mette Lykke and Preben Damgaard (DEICHGRÆBER, 2016); later, Mette Lykke took over as the current CEO in June 2017 (Kongsgaard, 2017).

Today the business operates in 15 countries, with the United States being the newest addition from August 2020 and the only country of operation outside Europe. As of January 2019, TGTG has a consumer base of **over 18 million users from which 1.7 million are just from Denmark; the partnership base follows with 36,941 food suppliers using the platform, from which 2,267 are from Denmark. To date, the business has "saved" over 28 million meals which is the equivalent of "saving" 70,905 tonnes of CO2, 4 million of which were "saved" in Denmark** (Andersen, 2020b). In addition to the types of food suppliers, the business partnered with initially, the past two years have also introduced flower shops and grocery stores as partners on the platform. In August 2018, the business invested in a new concept of opening a physical shop in Copenhagen, where producers and manufacturers (such as knorr and urtekram), can deliver their excess products to be distributed via the app from the TGTG shop (Hassani, 2018). Moreover, in January 2020 TGTG also received it's official certification

as a B Corp (Andersen, 2020a) and well as introducing its very own knowledge bank on the website for anyone interested in educating themselves on the problem of food waste (Too Good To Go, 2020b).

2. Problem

2.1 Identification

In recent years, the problem of food waste has attracted a lot of attention globally; while it has been a global discourse for decades, the issue has been generously encouraged with the release of the UN's SDGs in 2015. As the trend of the conscious consumer grows, companies are compelled to engage more actively than previously with the sustainability discourse in the form of tangible measures - and vice versa for consumers. World Bank statistics from 2018 claim that 44% of global waste consists of "*food and greens*" which is also roughly equivalent one third of all food produced every year (approximately 1600 billion kg). This figure would also indicate that for **every second that passes, the world produces 51,000 kg of food waste; which is expected to rise to 66,000 kg/second (2100 billion kg/year) by 2030** at this rate (Too Good To Go, 2020b).

While TGTG has created a place for itself fighting food waste within the European market (accounting for approx 5.5% of annual food waste, at a figure of 88,000 kg), the business acknowledges that food waste is a global issue, which also suggests that their business has the potential to cater for a global market. While TGTG commits to move in the direction of global operations by "*[contributing] in every way [they] can to building the global food waste movement*", expansions into new markets always bring the possibility of competition; thus each scale up requires a selective strategy which capitalizes on TGTG's competitive advantage, and specific to the market setting. **As a company, TGTG is the first company of its kind to combine business and profit with a core focus on reducing food waste**; the company has found the ideal balance between value, innovation, price and utility to offer stakeholders an overall service that is not comparable to any other business. By doing so, the business has created new

demand to which only they are able to cater to; essentially creating what is strategically known as a blue ocean.

In terms of industry, the business has found a "*micro niche market*" of "*zero waste consumption*" to operate within; allowing them to cater towards a very specific group of consumers (Appendix C). In Denmark, TGTG shares this micro niche market space with *Stop Spild Af Mad* (Est. 2008), *Foodsharing Copenhagen* (Est. 2016) and Motatos (DK launch 2019); however the first two are non-for-profit organizations as well as geographically local to Denmark, while motatos has has a slightly different business model (Foodsharing Copenhagen, 2020; Klarup, 2019; Stop Spild Af Mad, 2020). At the time of establishment, TGTG primarily connected consumers to restaurants and cafes, while the two NGOs focus on connecting consumers to grocery stores and follow a donation based model to cover operational costs. TGTG has since developed and now also connects consumers to grocery stores, and as the service increasingly resembles that of the other three organizations, they can be considered as a form of competition - especially when they offer food for little or no charge, while TGTG cannot offer the same price as a for-profit company.

The discussion above exemplifies TGTG's market position within Denmark, as well as the challenge the business is expected to encounter in any country to which the business expands; competition. Given the state of the environment being one of the most popular themes relevant to today's global society, global discourse has also paved a path for entrepreneurship as new sustainability focused startups and NGOs popping up around the world. It can be observed that there are opportunities for innovation and collaboration on a global scale like never before. Which leads to the main question; how can TGTG remain relevant, generate profit, and keep its blue ocean?

2.2 Formulation

Acquiring a strong market position is a constant game of balance and tradeoffs; it is determined by where a company stands in comparison to its competitors in the market. Determining the competition within a market depends on the market structure; which is subject to change over time. As a result, market

competition is defined by the market structure features; number of firms, freedom of entry, nature of product, and price elasticity (Sloman, Garatt, & Wride, 2015). Confronting market competition is inevitable for every business; a business model can be replicated, and companies can compete on price, product, etc. although the one thing which is unique to every business is their brand; also known as the corporate brand.

TGTG's brand is not defined by the service to reduce food waste which the app platform provides; that would be referred to as their product brand. A business can have a single product or several products; each product has an individual brand representing its level of value to consumers. This product brand can fade over time, losing its commercial focus along with the brand it created and the consumers the brand targeted. **A business on the other hand, can only have a single brand; a corporate brand has a much larger scope and scale.** It's importance is equally large when considering that "*unlike a product brand, which lives and dies with the product, a corporate brand accompanies the firm for life*" (Hatch & Schultz, 2008: pg 10); it is defined by the overall impression the company creates on both internal and external stakeholders, through the way in which it operates. When the business experiences a period of change or challenge, it does not lose its relevance by default; this is retained through the company's relationship to its stakeholders. A successful corporate brand will result in stakeholders maintaining their position despite a change in direction because they have a relationship of trust in what the business represents and stands for - through past, present and future (Hatch & Schultz, 2008).

Consequently, **a corporate brand determines the company's initial position within the market as a new entrant;** for TGTG's business this is of crucial importance as it is a company which is continuously expanding into new geographic markets, where each respective market will present some form of competition. It is inevitable that over time, the micro niche market for zero waste consumption will grow, as engagement with the issue grows in local communities; possibly resulting in new business models. To ensure its relevance as a business and strengthen its market position, TGTG must stand out. A business can strengthen its market position by developing a competitive advantage; by generating a value that they specialize within. Yet **the main challenge for TGTG is not to beat the competition but rather to make it irrelevant; this is a core principle of the blue ocean strategy** (Kim & Mauborgne, 2015). By

building a first of its kind business model based on the sustainability issue of food waste, TGTG has created a new demand, and thus a blue ocean; although retaining this blue ocean will take continuous efforts to maintain a position where the competition is irrelevant. This perspective revolves around the value a business can provide, as a parallel to competitive advantage; thus in order to understand how TGTG can remain relevant and stand out, it is necessary to understand what is the value TGTG can provide to stakeholders.

This discussion highlights the importance of the relationship between the business and its stakeholders as a key factor in maintaining a strong market position and creates reason to branch into exploring the relationship TGTG shares with stakeholders, through exploring how the corporate brand of TGTG is shaped. Essentially the corporate brand of a business has the potential to become the main competitive advantage in the context of market position; where strengthening a corporate brand may result in a more advantageous market position through value generation. Understanding TGTG's corporate brand, will seek to pinpoint the possibilities to continue generating value for its stakeholders, and thus maintain its blue ocean while expanding into new geographic markets.

In order to understand TGTG's corporate brand, it is first necessary to explore TGTG's market strategy to understand how the business operates in a market context; although the market is subject to change, it represents the contextual relevance of the business. Considering the focus on market positioning, it is also necessary to understand the factors which contribute to stakeholder perceptions uncovered by the corporate brand analysis, and the implications of this on corporate brand strength. Thus the main challenge lies in understanding the scope of developing corporate brand strength for TGTG, and the role it plays in the ability of the business to continue delivering impact as a market leader.

Together with a case study approach to the research, **this report seeks to explore whether TGTG's corporate brand can drive the business success as a market leader; by focusing on the case of TGTG's Danish branch**. The research strives to understand how the business model is organized, as well as how this positions the business on the market by exploring the value delivered to stakeholders. The research will do so by exploring TGTG's corporate brand in Denmark, as well as the local

stakeholder perceptions of what is uncovered. Additionally, the factors driving stakeholder perceptions will also be explored; while local stakeholder perceptions may differ from country to country, the foundational elements will remain the same. Understanding these drivers will enable the possibility for TGTG to manage the value delivered to stakeholders when establishing the business in other countries. Finally, the research seeks to answer what the outcome means for current and future expansions of TGTG. Together, these themes lead to the main question in this research project;

2.3 Research Question

How can Too Good To Go maintain a blue ocean by enhancing their corporate identity?

*And the following three **sub-questions**:*

1) **How has Too Good To Go created a blue ocean?**
2) **How has Too Good To Go's corporate identity been organized?**
3) **What is the relationship between Too Good To Go's corporate identity and blue ocean?**

3. Theoretical Framework

The defined research question and following sub questions will be answered by analysing collected data using different kinds of data analysis techniques and understanding the empirical findings through various theoretical frameworks. The following section aims to describe the key theoretical frameworks employed within the research analysis; the content seeks to describe the main concepts of the theoretical frameworks, followed by the strengths and weaknesses to be aware of as well as the reasoning behind the choice of the respective theories. The purpose of this section is also to provide the reader with a theoretical context to the research problem; the theoretical framework limits the scope of the research analysis and identifies the perspectives through which knowledge will be validated. The importance of this section lies within the essence of defining the associated theoretical assumptions by differentiating

which facts are and are not relevant to the research problem. This will consequently allow for a deeper understanding of the links the researcher makes further on within the report between the research problem and the research findings.

The theoretical frameworks within this section have been organized in chronological order of their reference within the report; also identified as the chronological order of the sub questions to the main research question. There are two main theories which frame the research, while the other theories mentioned are supporting elements of the two main theories. To be specific Kim & Maubourgne's Blue Ocean Strategy (hereafter BOS) sets the frame of research, within which Hatch & Schultz' VCI Model plays a key role in setting the research direction. Additional theories included are primarily explaining different elements within the VCI Model; these include Strategic Brand Narratives (hereafter SBNs) to understand TGTG's vision, Schien's Theory of Culture to understand TGTG's culture, while TGTG's image will be decoded with a thematic analysis. The roles of these theoretical frameworks within this research are not to test the theories or a predetermined hypothesis, nor does the research aim to produce an independent conceptual framework; but rather to explore what the theories can inform regarding the observed phenomena in the context of the research problem.

3.1 Blue Ocean Strategy (BOS)

Originally published in 2005 as the book "Blue Ocean Strategy" Kim and Mauborgne cultivated the theory known to us today about the differentiation between red and blue oceans in a market context. Here "red oceans" refer to the known market space where competition is cut-throat and thus turning the ocean "bloody red", while **"blue oceans" refer to the "unknown" market space which is untainted and holds unexplored potential.** In traditional economics, market structures adapt to the level of competition present and represent the distribution of existing demand and wealth among companies in the market; as result companies respond to competition by seeking to attain competitive advantage through the value-cost-trade-off through differentiation and/or price. Thus as competition increases, opportunities for profits and growth decline; which led Kim & Mauborgne to develop the framework of the BOS which focuses on how companies can tap into the unknown and uncontested market, making competition

irrelevant while continuing to grow and produce profit. Essentially **the framework provides companies with an alternative approach to competition** in which companies produce a strategy with competition as a factor at the core, rather than producing strategy as a response to competition. The theory behind the framework is rooted in the discussion of structuralist vs reconstructionist view on strategy; where the concept of a blue ocean emerges in the reconstructionist view which argues that growth can be generated from within the market structure as a result of innovation, thus creating the value innovation approach.

The value innovation approach refers to how companies can approach strategy; where market boundaries are considered imaginary and thus do not limit strategy but encourage a focus on unlocking new demand through the creation of a leap in value both for consumers and for companies. This makes it possible for companies to expand into new markets while providing value to consumers without fluctuating the price. As a result of the reconstructionist view, the strategy is applicable to any company regardless of age and size and relies on two main models to achieve a good (blue ocean) strategy; the "Strategy Canvas" and the "Four Actions Framework". In order to make competition irrelevant and break off from cost/differentiation, a company must create a new value curve. First it is necessary to map the company on the Strategy Canvas to understand it's position in relation to competition, followed by the Four Actions Framework which asks four key questions to lead the new value curve development; concerning which elements of the strategy can be reduced, raised, eliminated and created (Appendix D, Figure 2).

While the BOS has many advantages including profitable growth and helps companies to capitalize on value innovation potential, without making the consumer choose between affordability and utility; every market comes with the risk of turning red and becoming saturated as competitors follow. Thus, the strategy requires a continuous approach to value innovation and does not provide a one-time fix; the strategy also does provide tools to create any defense mechanisms but rather provides knowledge on how to avoid red ocean traps. Moreover, the subjective interpretation of the strategy can lead to misunderstandings which result in a weak blue ocean strategy, potentially leading a company (back) towards a red ocean; also connected to the lack of mention regarding competition within a blue ocean. In the context of this research the strategy will not be used to evaluate how TGTG will create a blue ocean, but rather to understand and draw insights from how TGTG has achieved this through strategy

within the past and present to achieve its position in comparison to competition. This action is essential to answering the first sub question of "*How has Too Good To Go created a blue ocean?*" which in turn will contribute to answering the main research question by identifying the strengths and weaknesses in TGTG's scope for value innovation.

3.2 Corporate Identity Model (VCI)

Kim & Mauborgne's BOS make connections with the concept of a company's brand on several occasions, both as an advantage and disadvantage in the context of their framework. The authors mention the advantages of growing brand value in relation to the BOS, as the two go hand-in-hand; however the brands can also be considered as a barrier in terms of forming a BOS strategy. This identification of a link between the BOS and brand value is cause to further explore how TGTG's brand impacts their blue ocean, by evaluating TGTG's brand and the implications of the discovered brand. Through this action the research seeks to answer the second sub question of "*How has Too Good To Go's corporate identity been organized?*" which will consequently contribute to understanding the relationships between different aspects of TGTG's identity. Therefore, the second key model utilized within this research is Hatch & Schultz' VCI Model, also known as the Vision-Culture-Image Model in its full form. The main concept this theory draws on is that corporate identity (the equivalent to corporate brand) is a composition of **continuous alignment between the three pillars of strategic vision, organizational culture, stakeholder images** (Appendix E, Figure 1)**; the stronger the coherence, the stronger the brand will be** - and vice versa. The lack of coherence between the three will result in so-called gaps; depending on where the gaps occur, different aspects of the company will be impacted (Appendix E, Figure 2). The consequent impact to the company will inevitably also impact the entirety of the corporate identity the model exemplifies; however the impact generated from the gaps are not permanent, and are reversible.

The first pillar of "Strategic Vision" refers to what top management desires for the company's future; more specifically it refers to how these desires are communicated by top management to stakeholder - internally to employees/shareholders, externally to consumers. The purpose of the strategic vision within

this model is to provide the direction in which the company will travel, by answering two central questions: "*Who do we want to be?*" and "*How will we be known?*" (Hatch & Schultz, 2008: pg 68). Rather than providing a specific framework to rely on when analysing/building strategic vision, the model relies on the answers to these two questions; which can be communicated via content including but not limited to, business strategy, annual/sustainability reports, press statements, interviews, and media with official claims and statements from the company (e.g. social media and webpages). Therefore, in order to understand TGTG's strategic vision in relation to this model, it is necessary to collect and analyse information in the forms of content previously mentioned to understand what TGTG claims they want to accomplish in the future. The relationship between TGTG's strategic vision and brand arises in how the desired directions of the company are communicated to stakeholders through organizational culture and stakeholder images. A vision-culture gap occurs causing misalignment as a result of lack of delivery of promises where strategic vision has been miscommunicated and/or misunderstood.

This leads to exploring the second pillar of the model "Organizational Culture", referring to what is known and believed by employees and thus taking the shape of the company's culture. More specifically, organizational culture provides the collective "we" in companies and determines how strategic vision is put into action and how employees identify with it. The purpose of the organizational culture within this model is to enable strategic vision to become a reality through the transformation of plan to action through the employees. Once again, the model relies on answering a central question of "Who are we?" rather than a specific framework to analyse organizational culture with; however, inferences can be made to Schein's theory of organizational culture in order to understand how it is developed (explained further within Section 3.4). Thus, in order to uncover TGTG's organization culture, it is necessary to understand that it can take many forms and is generally a combination of organizational structure, team dynamics, employee guidelines, leadership, communication - essentially an aspect of a business which concerns putting business plans into action. With this knowledge in mind, the organizational culture of TGTG will be analysed using various media with official claims and statements from the company; such as TGTG social media, TGTG webpage and news articles, to understand how employees of TGTG identify themselves collectively in comparison to what top management aspires to become. The relationship

between TGTG's organizational culture and brand arises in how the desired directions of the company are received and delivered through organizational culture, and a culture-image gap occurs causing misalignment as a result of employees not understanding and/or supporting the strategic vision the company aspires to communicate through external stakeholders.

The third and last pillar of the model concerns "Stakeholder Images", more specifically what external stakeholders expect and desire from the company in question; also understood as how external stakeholders perceive the company as a result of what has been communicated by them. The purpose of stakeholder images in the context of this model is to "provide a mirror in which the [company] sees itself reflected in the eyes of others" (Hatch & Schultz, 2008: pg 50). However, in order for this reflection to make any impact, it is necessary for the company to want the exposure to the reflection. In comparison to other models on building strategic vision, the additional reference to stakeholder images is unique to the VCI model which describes the role in which stakeholder images can shape strategic vision. Similar to the other two pillars, there is a central question of "Who do they think we are?" which must be answered in order to analyse and understand TGTG's stakeholder images; however, inferences to Consumer Culture Theory (hereafter CCT) branch out from the findings identified. Emergent CCT themes enable an in-depth understanding of consumer perceptions (as external stakeholders) and how they develop (explained further within section 3.6). In order to answer the central question, it is necessary to explore what external stakeholders perceive TGTG as, in comparison to what TGTG aspires to be in the eyes of stakeholders; this involves analysing opinion-based information including but not limited to reviews, ratings and social media content belonging to consumers regarding TGTG. Here it is crucial to differentiate opinions about the product or service, from opinions about the company; however, for many individuals the two concepts are perceived as one, considering the expected impact from the opinion of one on the other. The relationship between TGTG's stakeholder images and brand arises in how the desired directions of the company are communicated and received and delivered through stakeholder images, and an image-vision gap occurs causing misalignment as a result of conflict between stakeholder perceptions are different to what the company aspires to be through the strategic vision.

Alignments refer to the coherence between the three pillars. Hatch & Schultz have developed three main questions for each pillar of the model; according to the model, keeping these in mind continuously will support and shape a company's identity and avoid gaps (Appendix E, Figure 2). Nonetheless, whether or not gaps are identified in relation to TGTG, it is essential to recall that Hatch & Schultz view identity as fluid and constantly evolving; strategic vision creates impact in both directions of organizational culture and stakeholder images. This two-way impact results in a figure-eight movement where organizational culture is an expression, and stakeholder images is an impression, however the cycle continues when stakeholder images provide feedback, followed by organizational culture reflecting on the feedback before returning to expression once again (Appendix E, figure 3). This version of the model not only highlights the relationships between the three pillars, but also exemplifies that together they create corporate identity in a fluid and evolving form. Due to the fluidity of identity, it is not possible to analyse TGTG's past identity therefore the research draws conclusions from what is understood as the present identity but analysing strategic vision, organization culture and stakeholder images independently at first.

The VCI Model has been chosen to understand TGTG's brand for a number of reasons; among being a direct connection to curriculum literature, the model itself has practical applications beyond academic articles and is referred to as a Brand Toolkit. The model takes an alternative perspective to business success by considering brand identity to be a central gravitational force for the business. However, the main weakness of the model to be aware of is the lack of explicit attention on the notion of a brand itself, which is replaced by central themes and questions which can be interpreted metaphorically and subjectively. Since its introduction, several scholars have attempted to expand the model to account for the weaknesses, however these models do not exemplify the same degree of practical applications and are much too extensive for the size of this research. While the model itself has room for improvement (as all theories do), many companies have benefited from using the model as a brand toolkit to strengthen their identity and close gaps (Tarnovskaya, 2017).

3.3 Strategic Brand Narratives (SBN)

As mentioned within section 3.2, SBNs will be used to analyse and understand TGTG's strategic vision; as the VCI model does not provide a framework to answer the central questions of "Who do we want to be?" and "How will we be known?". However, SBNs seek to uncover similar information by bringing together the company's vision and promise to consumers across the past, present and future. The concept of SBNs evolved primarily as a result of changing consumer expectations, although resulted in many more benefits for a company; research shows that the human brain perceives companies as people rather than objects, implying that "*People want to get a sense for your company as if it were a person… Human relationships require reciprocity and authenticity*" (Lloyd, 2019). SBNs create this connection by communicating complex matters in a more clear and understandable manner, to convey who they are, not just what they do; most importantly this narrative never changes and takes shape as the company's DNA (Bonchek, 2016).

The term "strategic brand narrative" refers to narratives strategically procured to build a company brand. The term derived from the concept of a 'narrative' which is utilised in various academic fields, and therefore can have several definitions, meanings, and applications, depending on the context it is used in. In the context of this research, a narrative is defined as a combination of "*the symbolic presentation of a sequence of events connected by subject matter and related by time*" (Scholes, 1981: pg25) and the occurrence of events as well as their specific details and characteristics (Bruner, 1986; Czarniawska, 1997; Pentland, 1999). Narratives come in many forms, including written, spoken, long, short, fact, and fiction; and the content of these can be related to the past, present or future. Consequently they can often be mistaken for stories, however stories are self-contained and consist of a beginning, middle, and end; whereas organizational narratives are concerned primarily with the organization, and the outcome of these narratives results in a combination of reactions from internal and external stakeholders (Hagel, 2013). However, narratives are perceived subjectively and rooted in an individual's personal frames of reference; through experiences, cultures and goals, to name a few (Bruner, 1986).

In order to understand TGTG's strategic vision through SBNs, this research will employ Lloyd's definition which describes SBNs consisting of five distinct areas which need to be considered; the truths, the promise, the story, the emotional impact and the external expression. In this model, each of the five

elements highlight a different aspect of the company which when grouped together emphasize the driving forces of what the company stands for (Appendix F) - eventually allowing for a smoother transition towards building a stronger brand (Lloyd, 2016). As described in Section 3.2, this information will be collected and analysed via annual/sustainability reports, press statements, interviews, and media with official claims and statements from the company (e.g. social media and webpages). The main shortcoming of SBNs as a theoretical framework is the lack of explicit attention towards the entirety of a company's brand, therefore it is not sufficient to create a brand identity alone and should be used in a combination with other theories. Moreover, there will remain the risk that the SBN can be misinterpreted/miscommunicated due to their subjective nature. Nonetheless, the framework provides a strong point of departure in understanding what TGTG stands for a company (equivalent to strategic vision), when paired together with VCI Model.

3.4 Schein's Theory of Corporate Culture

Schein's theory attempts to explain the structures which form organizational culture and is used together with the VCI model in 3.2 to understand the second pillar of TGTG's corporate identity. The VCI model provides the driving question of "Who are we?" while Schein's model exemplifies how that question can be answered. **The model describes that culture consists of a circular relationship between three distinct levels; Basic Assumptions influence Espoused Values, Espoused Values influence Artifacts.** Then this chain of influence reverses so Artifacts influence Espoused Values, and Espoused Values influence Basic Assumptions; before restarting the chain of influence (Appendix G). Schein explains that to understand a group's culture "*one must attempt to get at its shared basic assumptions, and one must understand the learning process by which such basic assumptions come to be*" (Schein, 2014: p26). Schein's layered model of group culture explains that the Artifacts level refers to things that are easy to observe but difficult to decipher; things which can be seen, heard, felt, experienced – e.g. org. structure and strategy. The second layer of Espoused Values represents values that have been developed, learned or transformed; examples of these are strategies, goals and philosophies, all of which can be shaped to some degree. Thirdly there are Basic Assumptions, things that we often take for granted and neither

confront nor debate, in the forms of perceptions, thoughts, feelings – e.g. considering "*absence from work as shirking rather than doing work at home*" and discussing how to solve this issue of a "*lazy workforce*" (Schein, 2014: p23). Schein points out "*the human mind needs stability, therefore any challenge to or questioning of a basic assumption will release anxiety and defensiveness*" which can sometimes distort ways of perception.

It can be argued that motivations, opinions and actions are represented in Schein's three-layered model. Most aspects of how we perceive the world individually through culture tend to be mentally stored from a very early age, and thus a foundation for everyday life; Basic Assumptions – knowing who we are as individuals and what motivates us, thus planning for a certain outcome; Espoused Values – these are shaped depending on the setting and time, and can be understood as individual/collective values and ambitions. Lastly, Artifacts – easy to observe, difficult to understand, can be seen through actions such as communication; these can often be observed in documents, structures and rules. Returning to Espoused Values; there is an interesting connection to leadership, in that what managers think can begin to influence what subordinates think, and soon a manager's basic assumption turns into the team's basic assumption, but is only expressed through thoughts and feelings. Schein talks about culture and leadership as "two sides of the same coin" (Schein, 2014: p1) – both are malleable, the group culture determines the criteria for a leader, while leadership determines what is the right culture; in a nutshell, culture is the context and leadership is the toolbox.

By digging deeper into visible structures (Artifacts) and values (Espoused Values) of TGTG, the research interprets TGTG's organizational culture which can eventually be used to interpret TGTG's corporate identity. While Schein's model has a practical applicability, it is also largely qualitative which can be a challenge in the case that all three levels of the model are aligned; here it may be necessary to include a quantitative element which the Schein's theory is fundamentally against. Nonetheless, Schein's model has a unique perspective in that it connects organizational culture from an individual to a collective group, thus also setting a valid frame for this time-limited research which is unable to accommodate extensive observations; instead the research seeks to investigate the resources which can communicate TGTG's corporate identity.

4. Philosophy of Science

The following section seeks to identify and define the philosophical frames of this research project, with the objective of presenting the steps which will be taken in order to attempt solving the problem identified and formulated in the previous section. Social science is a significantly diversified field of research, and therefore over time social science researchers have also developed several different perspectives of understanding social issues; as each researcher builds on different root assumptions, their research direction is shaped within the frames of their assumptions (Kuada, 2012). The concept of "research philosophy" encompasses research assumptions & perspectives, Imagine having a tray full of sunglasses, and each pair has a different coloured lens; identifying research philosophy for a particular research, is much like deciding which pair of sunglasses you will choose to look at the world through - one will make the world seem orange, the other will make the world seem purple!

4.1 Research Philosophy

Identifying the research philosophy is the first step; this is an extremely crucial step in any research as identifying a research philosophy allows the researcher to provide consistency in the research direction, and credibility to the research. This sub-section ecompasses discovering the researcher's system of beliefs and assumptions about knowledge development. These pre-existing ideas are the tipping point of a domino effect for the remaining decisions, and can be divided within two relevant categories; ontological assumptions and epistemological assumptions. **Each category revolves around different questions, and can be understood as having two extremes: objectivism and subjectivism.** These extremes allow a researcher to identify where their research lies on the spectrum between the categories, which later enables the researcher to identify the specific philosophy.

Today multiple perspectives of research philosophies co-exist in the discipline of business and management, out of which five are known as the major research philosophies. However, none of these

are considered to be the "best fit" for the discipline; as a result of the debate between researchers who are unable to agree on a common philosophy due to the high subjectivity involved in the process of selection (Saunders, Lewis, & Thornhill, 2016).

4.1.1 Ontology

The first stage of identifying a research philosophy is concerned with the "ontology" of the research, understood as "*the nature of what the researcher seeks to know*" (Kuada, 2012: p58) also known as **the relationship between human beings and their environment**. The word "ontology" originates from the combination of the Greek terms "ontos" and "logos" respectively meaning "being" and "study of" (Egholm, 2014: pg 25). The main questions at the centre of ontology are "What is the nature of reality?" and "What is the world like?", which seek to define the assumptions of the researcher that will influence objects closer to the research such as the organization, management and consumers (Saunders et. al: pg 129). The researcher's perspective can be placed on a spectrum of two factors; either leaning towards "objectivism" meaning the world is real and external to the individual or leaning towards "subjectivism" meaning that every individual creates their own world and that the world and individual codetermine reality (Kuada, 2012).

The researcher's perspective on the nature of this research lies leaning towards "**subjectivism**" with the belief that the world is not external to the individual, but instead that individuals create their world, and the reality that governs their world. **This belief is rooted in the fact that the concepts of "sustainability", "sustainable development" and "food waste" have been created by the individual and are not considered to be external and pre-existing conditions**. Furthermore the element of exploring individual opinions implies that each person experiences reality differently, and the addition of altering market structures and market positions implies that the economic environment in which a business operates can be shaped by the business and stakeholders; this would introduce the elements of multiple realities and flowing nature, which have been socially constructed amd have the ability to change. The implications of this perspective on this research are that the researcher focuses on understanding how realities are being experienced both as consumers, and as an organization (Saunders et. al, 2016).

4.1.2 Epistemology (0.5)

The second stage of identifying a research philosophy is concerned with the "epistemology" of the research, understood as "*the nature of knowledge and the means of knowing*" (Kuada, 2012: p59) also known as **the relationship between human beings and their ability to know the world, in comparison to what it is**. The word "epistemology" originates from the combination of the Greek terms "episteme" and "logos" respectively meaning "knowledge" and "study of" (Egholm, 2014: pg 28). The main questions at the centre of epistemology are "How can we know what we know?", "What is considered acceptable knowledge?" and "What kind of contributions to knowledge can be made?"; which seek to define the assumptions of the researcher that will influence which view of knowledge contributions will be considered legitimate for the research outcome (Saunders et. al: pg 129). Similar to ontology, the researcher's perspective can be placed on a spectrum two factors; either leaning towards "objectivism" meaning that knowledge is observable and derived from facts and numbers, or leaning towards "subjectivism" meaning that knowledge is attributed meanings from specific contexts and derived from opinions and narratives (Saunders et. al). In addition to these two perspectives is "intersubjectivism" as an attempt to avoid either extremes and combine individual subjective understanding with the opportunity to check and validate results allowing for other individuals to arrive at the same result (Kuada, 2012).

Once again, the researcher's perspective on the nature of knowledge in this research lies leaning towards "**subjectivism**" with the belief that not all knowledge can be created with facts and numbers, but instead that knowledge is specific to a context and can be found in subjective opinions. **This belief is rooted in the fact that the concept of a "corporate brand" is specific and contextual, as well as built upon narratives and opinions;** this is to say that the concept cannot be generalized as there is no definition of the ideal corporate brand. Furthermore, the notion of exploring the possibility of a relationship between stakeholder perceptions and market position, introduces the element of attributed meanings which are derived from individual opinions in a specific context. The implications of this perspective on this research are that the researcher builds this research on the assumption that new opinion-based knowledge

which is specific to the context of this research will be produced by the findings; however, given the same context generalization may become a possibility (Saunders et. al, 2016).

4.2 Research Paradigm

A paradigm refers to a philosophical or theoretical framework (Merriam-Webster, 2020); in this subsection the "research paradigm" refers to the philosophical framework the research adopts as a result of the research ontology and epistemology. The previous sections identify that the researcher leans towards subjectivism with regards to both concepts; this framework resonates with the philosophy of "Interpretivism" which critiques "Positivism" from a subjectivist perspective. This take on research focuses on developing new interpretations of social worlds and contexts, as a result of the fundamental belief that humanity is a complex construction which cannot be encompassed by universal laws. As an interpretivist, the researcher is aware that in order to understand a construct, they must place themselves in the context of research participants to understand the different realities which define knowledge.

The implications of this philosophy on the research are that the research focuses on understanding how individuals within the defined context view reality, by compiling context specific knowledge through deciphering narratives and opinions of individuals. In the case of this research, the philosophy is considered highly applicable as the context if specific to the micro niche market of zero waste consumption, and unique to TGTG as a business as well as complex considering the multi-dimensional reality of food waste across countries. As a consequence, the interpretivist position will influence the remaining choices involved within the research design, by functioning as the sunglasses which the researcher wears. research approach. Consequently, **the research has a large focus on acquiring qualitative data to enable the understanding of the individual stakeholders of TGTG,** as well the attributed meanings towards TGTG's corporate brand and market position as a result of their opinions (Saunders et. al, 2016).

5. Methodology

Every project requires a "master plan" or strategy of some sort, a map of how to get from A to B, a plan of how to find what the project is looking for; in research projects, this map aims to identify how the research plans to answer the research question. This master plan for structure (methodology in research terminology) is developed as a result of a series of choices; Saunders et al. introduce these choices visually in a model named **"The Research Onion" from 2007, which describes the process of developing research methodology as a series of six layers beginning at the outermost layer and working inwards** (Appendix). The layer structure emphasizes that each of these choices are interconnected and affect the next; identifying assumptions in the form of research philosophy is the first step; followed by research design which describes research methods, strategies, techniques of data collection and data analysis (Saunders et. al, 2016). This section will use "The Research Onion" model as a foundation to develop structure and explain the connections between the different elements within this research project's methodology.

5.1 Research Design

The following section takes a point of departure in the findings of Philosophy of Science; in which the layer of the Research Onion (research philosophy) is identified as Interpretivism. The research philosophy sets the scene for the second layer in the model; known as "approach to theory development" which reflects the purpose of the research, and consequently determines the reasoning behind the choices which follow in the research design. As the name of the layer indicates, the three main approaches to theory development (inductive, deductive and abductive) indicate how theory is utilized in the research. **This research takes an "abductive" approach to theory development**; as opposed to moving from theory to data or vice versa, this approach is a combination of the two through movement back and forth between theory and data. The approach revolves around the concept of observing a "surprising fact" and then works out a plausible theory to explain how this could occur; which often leads to the possibility of further exploration of "surprising facts" uncovered by the research. Due to the nature of the research

question and lack of access to data, an abductive approach is used to explore a phenomenon; thereby identifying related themes and explaining patterns identified (Saunders et al., 2016).

The next three layers of the model are referred to as "research design" and function as the blueprint for how the research process is to be executed in order to answer the research question (Kuada, 2012). The content of these three layers is consistent with what has been identified as the purpose and aim of the research from the two previous layers, and further discusses the choices that are made within choice of methodology, research strategy and the research time horizon (Saunders et. al, 2016).

5.1.1 Methodological Choice

The following subsection is the third layer of the model, and primarily refers to whether the research employs qualitative, quantitative or mixed methods; however, the choice of methods employed in the research is closely related to the research approach previously described (abductive). The choice of methods reflects the purpose of the data; thus, **this research employs the use of mixed methods, using both qualitative and quantitative data to explore noted phenomena.** It is argued that while qualitative and quantitative methods are theorized as representing two opposing points on a spectrum, most research projects within the field of business and management fall somewhere on the spectrum between the two methods. Due to the exploratory nature of the research and roots in Interpretivism, it is believed that the social world must be understood through investigating individuals through first-hand knowledge, to understand their interpretation of the world (Kuada, 2012). Thus, it is necessary to collect opinion based qualitative data to understand the socially constructed meanings expressed regarding the phenomena. Although the research also has an evaluative nature through the notion of determining effectiveness of a phenomena, it is therefore necessary to supplement the qualitative data with quantitative data.

While a mixed method research can be structured in different ways; this research employs a "concurrent triangulation design". This refers to the sequence in which the two methods are used in the research; which is simultaneously in one phase of data collection, rather than one after the other. This approach

will allow both types of data to be interpreted together, with both datasets supporting each other and as a result will provide a more comprehensive analysis to the research question; in comparison to using a mono method of either qualitative or quantitative data. Other reasons for this choice of methodology include diversity and complementarity; with a broader range of sources, the research compiles more representative data, as well as opening the possibility to clarify and confirm meanings/findings against each other. Moreover, mixed methods will allow for the possibility to establish the research's relative relevance through generalizability, as well as increase confidence in the findings if both types of data are able to corroborate the findings (Saunders et. al, 2016).

5.1.2 Research Strategy

Research strategy is the fourth layer of the model, and is developed on whether the research is quantitative, qualitative or mixed. It can be defined as the link between research philosophy and how data is collected and analyzed to answer the research question. As **this research is based on the philosophy of interpretivism and has a largely exploratory nature, a mixed method embedded case study strategy** will be employed. This strategy is an in-depth exploration into a specific topic or phenomenon and holds the ability to produce new and specific knowledge regarding a topic or phenomenon.

Case studies are two-sided and consist of the subject (the phenomenon under investigation) and an object (the underlying purpose of the research) as in this case; the "subject" is TGTG while the "object" is their brand, as the key factor in defining their business. The strategy draws on a mix of both qualitative and quantitative data to study a phenomenon within its natural setting; to identify "*what is happening and why*" and to understand the respective implications (Saunders et. al, 2016: pg 185). Furthermore, this project will be categorized as an "embedded" case study rather than an "holistic" one; this choice refers to the different units of analysis within the research and is based in the objective of exploring different parts of TGTG as an organization. The choice of a case study strategy is primarily focused on two factors; (1) the strategy is employed to generate insights within a real-life setting and (2) the unique nature of the research. While the generalizability cannot be predicted due to studying a single case, the research

findings aim to generate insights which are to some extent also applicable to other country branches of TGTG as a result of their organizational similarities.

Consequently, this leads to the fifth layer of the model (time horizon); which involves a choice between taking a snapshot at a chosen time (cross-sectional) or taking a series of snapshots across time (longitudinal). This research chooses to carry out a cross-sectional for two reasons; (1) the time limited period during which the research is to be carried out would not be long enough to measure any potential changes given the research topic, and (2) the research theme is centered around the corporate brand and identifying its identity as of now, rather an overtime, in order to explore any possible relationship to market position (Saunders et. al, 2016).

5.1.3 Research Quality

While this subsection does not follow as any subsequent layer of the model, it is highly crucial to include in assessing the reliability and validity of data collected, as the future uses of insights generated depend on whether the information produced is credible. In this context "reliability" refers to the ability to replicate the research to arrive at the same outcome, while "validity" refers to the appropriateness of measures and accuracy of analysis; classically these terms are used to evaluate quantitative data in social sciences. However where qualitative data is involved it is often difficult to replicate findings; **due to the mixed method approach the research requires the use of alternative measures of research quality.** Those applicable to this research include credibility - internal validity, transferability - external validity, and authenticity criteria.

This research ensures credibility in the form of accounting for negative cases within the analysis to produce the best possible explanation of the research topic, as well as ensuring that the researcher assumptions do not influence the socially constructed views of the research participants, and thus prevent the outcome to be biased. Moreover, transferability is ensured through providing the reader with the possibility to judge whether the study is transferable to an alternative setting; through including the

complete research structure within the report or appendices, consisting of research description, questions, design, context, interpretations, and findings. In addition, the report meets the authenticity criteria by including all perspectives encountered during the research to ensure fairness; as well as being educative in the aim of generating new knowledge which has the potential to bring about change.

Considering the role of the researcher as external to the organization, there have been issues of access to collecting data specific to TGTG; consequently, the majority of data collected regarding the organization is secondary data. However, these insights are validated using the triangulation technique of including multiple sources and methods of data collection to produce diversified data sets which are able to corroborate insights to a certain degree. The use of triangulation within this research allows to produce an alternative source for data which could otherwise be collected using primary data; thereby also generating more holistic insights by extending the spectrum of research participants (Saunders et. al, 2016).

5.2 Data Collection

While the previous subsections defined the frames within which data will be collected, the following subsection defines the specific techniques used to collect relevant data, as well as discussing the purpose and implications of the respective choices. Data collection is the sixth layer of the model, and like other layers, the content is shaped by what has been previously identified; thus, the goal of collecting data within this research is to understand individual opinion and perspectives. Doing this allows the data to be interpreted to derive meanings and new knowledge and is also aligned with the abductive approach to analysis; together with a mixed method approach, data collection involves collecting both primary and secondary data via a series of sources to produce a more holistic spread for analysis. Each data type has its respective advantages/disadvantages; collecting primary data requires approaching individuals directly to collect data for the research, thus the main challenge with this approach lies within successfully managing the interactions between researcher and research participant. On the other hand, secondary data does not have this challenge but is rather concerned with the accuracy of data collected as the research is not able to control the conditions within which it has been collected.

5.2.1 Primary Data

This research relies on four main sources of primary data, of which two are mixed method self-completed questionnaires. These two questionnaires have been designed using the Qualitatrics platform to collect opinion based insights to understand TGTG's two main consumer groups; users and partners, and to answer the theoretically based question of "*Who do they think we are*?" (Hatch & Schultz, 2008). The aim of each questionnaire is to understand how each consumer group perceives TGTG, which will contribute to understanding TGTG's corporate brand through the eyes of its consumers. Both questionnaires are conducted online and follow a predetermined structure with questions that have been prepared in advance. The first questionnaire is targeted towards users (individuals who buy items over the TGTG app) while the second questionnaire is targeted towards partners (companies who offer items for sale over the TGTG app). Both questionnaires are largely qualitative, with the majority of questions being open ended. Although the questionnaires also include some quantitative based questions, though mainly to collect demographics regarding participant backgrounds. The questionnaires include questions regarding their perceptions and experiences related to TGTG, as well as their reasons for using the TGTG app (refer to Appendix I & J for complete designs). In terms of the sample frame and size; the targets are based on TGTG's current consumer base which includes two million users and 3,123 partners as a sample frame (Too Good To Go, 2020a). Due the significantly high numbers, and lack of access due the geographic diversity and covid-19 restrictions, the questionnaires will aim to collect a small representative fraction of responses each with a goal of 90 responses from users and 10 responses from partners.

Self-completed internet questionnaires have been selected in this case as there was a lack of secondary data regarding consumer perceptions, especially considering the lack of access to TGTG for collaboration. Interviews were not considered as an option either as they are more suitable for in depth research into a particular topic as opposed to the general findings the research aims to collect regarding consumer perceptions. Thus, this method is a convenient solution to gather small packages of data from a large sample of individuals simultaneously, is accessible both via a web browser and a smartphone, as well as a method through which different phenomena can be identified. Given that self-completed

questionnaires are not ideal for a large number of questions, the length of the questionnaires has been limited to 5-10 questions. The data quality can also be influenced by the sincerity of participant answers, and therefore the researcher has paid attention to phrasing simple and easy to understand questions, while also keeping the length of the questionnaire short to minimize the risk of distractions or loss of focus for the participant; additionally all participants are assured that responses will be kept anonymous. Moreover, **the questionnaire for users has been shared as a hyperlink on the researcher's personal social media profile which combined result in an approximate reach of 2000 individuals, the majority of which are based in Denmark.** The researcher aims to reach as many users of the TGTG app as possible within Denmark, and therefore it is necessary to share the questionnaire in spaces which are not limited to the researcher's network. This action is incorporated to avoid the data being skewed with responses from one specific demographic (e.g. students) which might not provide an accurate representation of responses. Thus, the researcher has taken initiative to share the questionnaire within certain social media groups such as "*Too Good To Go erfaringer - uofficiel gruppe*" which brings together people of different backgrounds and ages who are frequent users of TGTG and like to share their experiences with each other. With regards to the questionnaire for partners, the issue of accessibility arises again; as it is much more challenging to get in touch with other companies who are willing to share their experiences with TGTG. For this reason, partners of TGTG were contacted individually by the researcher, either via online correspondence or face-to-face conversation; this challenge also reflects in the low sample size of responses. The researcher divides TGTG's partners into four main categories in preparation for data collection, which is also the way they are organized on TGTG's app; *meals*, *bakeries & cafes*, *groceries*, and *others* (refer to Appendix J for a full list of partners contacted).

In addition to the two online questionnaires, the research process also includes an email questionnaire and a face-to-face semi-structured interview. The email questionnaire takes place with a co-founder of TGTG who is no longer active within the organization; this choice comes about as despite carrying out a background research, there appears to be limited information online regarding the roots and vision behind TGTG, which is an essential aspect of understanding the corporate brand with the theoretical model this research employs. The communication with the interviewee was initiated via LinkedIn, after which the communication continued via email. The email questionnaire takes the form

of a semi-structured interview via email correspondence, as the communication was planned to take place as a semi-structured interview form however due to personal reasons the interviewee was unable to meet this format and thus answered questions via email correspondence. To account for the lack of ability to follow up with related themes/questions, the interviewee received a second set of follow up questions based on the initial responses. To control the quality of responses, the time between each email correspondence was limited to approximately 24h. Additionally, all questions were open-ended to avoid restricting participant answers and were objectively phrased to avoid any influence of researcher bias (refer to Appendix K for full design).

The second source is a semi-structured in-depth interview with a representative of B LAB Denmark, the organization which provided TGTG with its certification as a B Corp. In the frame of the research, this interview was considered necessary to understand TGTG's culture as a business which is a B Corp; corporate culture. Also defined by the theoretically based question "*Who are we?*" is an essential element of understanding TGTG's corporate brand (Hatch & Schultz, 2008). This decision is further emphasized with the lack of access to TGTG, which would be a preferred source to understand corporate culture; however by triangulating data sources, the research aims to generate a composition to understand TGTG's corporate culture. As in the case of the email questionnaire, the communication with the interviewee was initiated via LinkedIn, after which the communication continued via email resulting in a face-to-face meeting. While many of the interview questions were structured in advance, the interviewee was not informed of the specific questions prior to the interview; thus the interview was carried out to leave room for follow up questions if required. To control quality of data, the researcher took the role of an observant and objective interviewer who only asks follow up questions to clarify responses rather than to generate a dialogue; this was done to avoid influencing interviewee responses, furthermore the interview has also been recorded and transcribed (Appendix L & M).

5.2.2 Secondary Data

This **research relies on four main types of sources of secondary data, all of which can be located online.** The first type of source is webpages; two of the main webpages utilized within this research are

the webpages for TGTG and for B LAB Denmark; both pages provide a mix of qualitative and quantitative data. The reasoning behind this is due to an obvious lack of access to TGTG itself, and through the webpages the researcher aims to uncover key factors which define TGTG's vision and result in TGTG's culture; in the pursuit of constructing an accurate presentation of TGTG's current corporate brand. As both websites hold an extensive amount of information, it is not possible to share the various landing pages through which information is sourced; however, if a specific landing page is utilized extensively, it has been recorded as a separate reference within the report. In relation to controlling data quality the transparency of referencing specific pages individually will allow the reader to investigate the content of the information individually. Other webpages used include platforms such as proff or csr.dk which allow the researcher to build a comprehensive profile of TGTG and its developments; primarily during background research. However, in certain cases also providing information in relation to answering the specific research questions. Gathering secondary data via web pages is an excellent method to diversify the range of data sources, which in turn allows research findings to be considered more holistic. Nonetheless information gathered online also introduces the challenge of content validity and reliability; in this case it has been approached by only using web pages belonging to specific organizations (e.g. TGTG and B LAB Denmark) which are more authentic resources in terms of content as compared to Wikipedia pages which are people sourced.

Another source of secondary data is online news articles; these provide qualitative data and have been categorized as separate to webpages because they are specific web pages associated with news articles as opposed to the homepage for a specific publication. It is important to note that each article is also likely to have a different author, and thus should be accounted for individually. The sourcing of this type of data has been facilitated by the Infomedia tool available through CBS Library, which shows all relevant media (online and offline) related to TGTG via its search function. In this approach, data quality of news excerpts has been managed by using a university approved tool, as well as the possibility to select information from different publications and the opportunity to compare how the information is reported between publications when necessary to research any reporting bias. Many of the articles referenced within this research are related to building a profile of TGTG as a business, however a few of

them also contribute to understanding the corporate vision, culture and image required to decipher TGTG's corporate brand.

A third source of secondary data has been the social media platform for professional content, known to us as LinkedIn; the platform provides the opportunity for both individuals and companies to create profiles through which they can share content. The nature of this source is of interest to the research because it refers to a direct communication between TGTG and its consumers; it allows for an observation to take place in an online setting (as opposed to physical) of the interactions between business and consumers. On this platform, the researcher focuses on understanding how TGTG presents and perceives themselves, with reference to the previously mentioned question "*Who are we?*"; this is done by collecting qualitative content (or excerpts) from information the business has shared on their profile. With relation to data quality and accuracy, this format of information takes the same role as on TGTG's webpage; where the profile is essentially speaking on behalf of the business.

The use of LinkedIn also leads to the fourth and last type of secondary data, which are job adverts on behalf of TGTG; thus, the nature of the data will be largely qualitative. While the research is unable to collect primary data regarding the organizational culture, collecting content such as preferred skills, experience and competencies within potential hires has been deemed as offering a unique insight into the type of people who work at TGTG. Collecting this information, allows the research to assemble an insight into the corporate culture formed by the ideal candidates for the jobs advertised by the company. The internal structuring of TGTG is not publicly accessible and therefore the research will ensure that job adverts found online are not similar in function; the main areas of the business have been identified as management, human resources, partner sales, information technology, finance and business development. Consequently, the job adverts will be sourced from the areas aforesaid; with a total six job listings, consisting of one job adverts from each area. The job adverts will be limited to TGTG Denmark, as this is the focus of the research; and data will be collected from both currently and previously open positions, however limited to the last 12 months to maintain relevance to TGTG's current position. This data will be sourced from a combination of LinkedIn and the TGTG webpage, which are both direct

representations of the business itself; and to provide transparency for research quality purposes, a copy of the job adverts can be found in the appendices of this report.

5.3 Data Analysis

This subsection aims to clarify how the collected data will be analysed; the analysis technique differs depending on the type of data in question. Qualitative data uses separate techniques to analyse content than quantitative data; each analysis technique is designed to meet a unique purpose. Therefore the choice of analysis type influences the nature of the research findings by setting the frame for what should be considered important/not important to discuss. The following text will describe the applications of chosen techniques within this research, as well as the reasoning for these choices. **The research report uses a combination of three data analysis techniques; two of which are for qualitative data and a third for quantitative data**, since the collected data is largely qualitative in nature. The main technique used is "Discourse Analysis" which is applicable to multiple sources of data, while other techniques include "Thematic Analysis" and "Descriptive Statistics" which are specific to certain data-sets. While the chosen data analysis techniques seek to decipher the meanings derived from collected data, this process will be further followed by an analysis of the identified meanings in the context of the chosen theoretical framework to understand the significance of the insights in answering the research question.

Many data sources such as the interview, email correspondence, reports, news articles and (social) media including news articles will be analysed using Discourse Analysis. This technique aims to explore how meanings and perceptions can construct social reality and social relations through discourse; where discourse is defined as how spoken or written language is employed to shape the meanings and therefore is considered as constructing reality rather than influencing reality. Discourse Analysis involves a study of textual content in the form of organizational documents, other passages of texts; therefore sources such as interviews will be transcribed as a textual document as preparation for analysis. Moreover the technique typically involves an analysis of multiple sources to develop a comprehensive understanding of a specific discourse and its development. Three main discourses have been identified for further analysis within this research; TGTG's blue ocean, TGTG's strategic vision and TGTG's organizational

culture - each of which will draw from multiple sources of textual data to understand how the language used constructs the meaning of these concepts in relation to TGTG. These discourses require an intertextuality analysis as they often share common perspectives and are covertly linked and seek to explain how discourses develop and change; which also requires an emphasis on contextual and social theoretical aspects of the discourses (Saunders et. al, 2016).

The technique of Discourse Analysis has been chosen as the primary data analysis technique considering that it is aligned with the identified research philosophy; the intertextuality discourse analysis is designed upon the belief that discourse (initiated by individuals) constructs social reality. Moreover, the analysis technique is also ideal in the context of researching a specific organization due to its applicability to organizational discourses, and the forms of data generated by them. However, the two main challenges involved with discourse analysis are that preparation/analysis can be very time consuming due to textual data, as well as the fact that the technique has a main focus on language; which may not cover all aspects of the research focus (Saunders et. al, 2016). Nonetheless, this technique was chosen as a result of the limitation of lack of access to the company in question; which restricts the research to a majority of publicly available textual data resources and does allow for the possibility to supplement with alternative sources of data collection.

The second type of qualitative analysis technique used is Thematic Analysis; the technique seeks to highlight common themes and patterns which occur in large sets of data, which will be utilised in understanding TGTG's stakeholder images based on the results of both surveys created for this research. The technique has been chosen because it is not specifically connected with any research philosophy, and thus offers the context to study various interpretations of how stakeholder images of TGTG are constructed. A Thematic Analysis involves an order of events in a flexible and logical manner in which one must first prepare the data in a structured manner; which is followed by identifying and key themes and patterns from the data set. Next thematic descriptions must be prepared for the themes/patterns, followed by explanations of where the themes/patterns come from, which leads to the final stage of drawing conclusions. During this process, key themes and patterns are also coded; those that share similar characteristics are grouped together under the same code. The coding process of the Thematic Analysis

either shows that a phenomenon does or does not occur, which requires a further explanation; the coding is also mapped on in the form of a diagram to visualize how patterns have been identified and coded. The themes which are identified during the analysis are directly influenced by the chosen approach to theory development; as a result of the abductive approach, the themes identified are highly influenced by the chosen theoretical framework. Although due to the flexibility of the model, it can also be challenging to discover themes which are meaningful to the research in a data set which is too large or generic; ideally the themes identified should be able to cover at least 80% of the data sets). While the technique allows for the development of data-backed perspectives, it should be noted that interpretation of codes remains subjective to the researcher (Saunders et. al, 2016).

Finally, the third and only quantitative technique of analysis used within the research is "Descriptive Statistics"; which is a technique that allows to compare and describe variables numerically. While the nature of the research is largely qualitative, it is still necessary to evaluate the quantitative elements of the two surveys recorded. Due to the abductive approach to theory development, the research is not looking to prove/disprove specific relationships; however, the analysis will allow for a brief quantitative interpretation of what consumer demographics can share about TGTG's consumers, and eventually TGTG's stakeholder images. As the surveys have been recorded using the Qualtrics platform, which has been specifically designed to manage surveys; there is a default presentation of survey responses in the form of graphs. Due to the platform's automated data organization, the data does not require additional preparation and is exported as an excel file for further investigation; although certain data will be used to create new diagrams such as scatter graphs as an extension of the results overview provided by Qualtrics.

The analysis aims to identify two key concepts; the central tendency (also known as the most common behaviours) and the dispersion (also known as the distribution of behaviours). Based on the collected survey responses, the analysis investigates the central tendency and dispersion, as well as proportions regarding the demographics of age, occupation, consumption frequency and the Net Promoter Score (hereafter NPS). Moreover, the analysis will also compare the variables with one another to interpret the nature of the relationship between the variables; in particular the relationship between age/consumption,

occupation/consumption and consumption/NPS will be explored from the customer survey. Similar tendencies will be explored with the partner survey with the exception that the participant age is replaced with the duration of partnership. Considering that the main focus of the research is not to investigate quantitative variables, there is a limited degree of descriptive statistics employed; there is the possibility to execute a much more extensive analysis however that is not relevant to the nature of this particular research focus. The main shortcoming of a quantitative analysis is the objectivity - which when used alone can be considered as a very black/white analysis; however in this research it is used together with a qualitative analysis and therefore will not only compliment other forms of analysis in the research but also contributes to generating more comprehensive insights to answering the research question (Saunders et. al, 2016).

5.4 Limitations

To carry out the research study the following limitations were envisaged and come across during the research study:

(a) Availability of secondary data from sales records of the companies were difficult.

(b) Salesmen, customers, dealers and retailers were reluctant or hesitant to share data.

(c) Management was not reachable to share their views on the topic.

(d) Time, cost and location factors became major difficulties due to the ongoing COVID-19 pandemic.

(e) Sample size was an approximate representative of the universe with possibility error to a limited extent.

However, to overcome these limitations and maintain the effectiveness of research work sincere and persistent efforts were made and a successful outcome was achieved to examine the research question adequately and provide a clear and effective solution.

6. Blue Ocean Analysis

Section 6 of this report unites the research problem with the research design, to analyse collected data and draw conclusions which can provide an answer for the main research question of *How can Too Good To Go maintain a blue ocean by enhancing their corporate identity?* This will focus on answering sub question 1 of *How has Too Good To Go created a blue ocean?*

To understand TGTG's blue ocean today, it is necessary to take a look to the past and understand how it was created in the past. As mentioned early on in the report, food waste has been a popular topic in Danish (and global) society ever since the introduction of an increasing focus on sustainable living practices. This lifestyle has only been strengthened with the introduction of the UN's 17 SDGs, as companies took to the concept openly; five years forward from their launch in 2015, they have been integrated within business strategy concerning a significant number of companies - big and small. The sustainability discourse also opened up an opportunity for new types of business models, specifically those which have been created specifically to tackle the UN SDGs which also include global and social issues inherently related to sustainability. In Denmark, a 2017 government survey by the Danish Ministry of Environment and Food showed that an average Danish family throws away 105kg of food each year, which is the equivalent of 3000kr - an amount which could feed a family for a month (Miljøstyrelsen, 2018).

To set the context for TGTG's business opportunity; the food waste movement in Denmark can be said to have begun in 2008 with the creation of Stop Spild af Mad as a Facebook page raising awareness of food waste in the country, which quickly transformed into a NGO which worked together with food chains and institutions to change and introduce policies to reduce food waste through production. Today their work spread across raising awareness, creating policy proposals, coordinating food for the homeless, food distribution and collaboration with educational institutions. While this NGO was making huge strides in the Danish movement towards food waste by working in collaboration with government ministries and large supermarket chains (e.g. reduce product sizes, so they are more likely to be consumed

before expiry) the focus of the NGO has been mainly on food waste reduction in private household consumption and individual attitudes. During this time, food waste was also occurring in restaurants, cafes, and bakeries - where most stores would dispose of food on a daily basis. In many cases this action was pertaining to ready-to-eat food which had been prepared during the day and would no longer be fresh the next day; moreover many of the stores in Denmark have rules preventing employees from taking the leftover food for personal consumption, resulting in bags of food thrown out every day after closing time.

As the story goes, one day in 2015 a young man was at a restaurant and saw the buffet food being thrown out by employees and the store prepared for closing time; he went home and thought, how can I find a solution to connect this food with people who would like to eat it? The formation of TGTG was more than a creative solution to a social and sustainability problem; it was a business model which had the potential to generate profits, create jobs and become a multinational while reducing consumption. While fighting food waste itself was not a new discourse, the concept of a for-profit company fighting food waste was. TGTG achieved this blue ocean by creating a new value curve for buyer value; their business model allowed the company to capture a new demand, making the competition irrelevant and leading into an uncontested market space. Kim & Mauborgne's Four Actions Framework shows how a new value curve can be created by answering four critical questions regarding what can be reduced, raised, eliminated and created in the context of the business model (Appendix D, Figure 2). The questions focus on the business model in the setting of industry; with reference to Appendix C again, TGTG belongs to the industry of food & beverage consumption, with which it belongs to the niche market of sustainable consumption, and a micro niche market of zero waste consumption. The following pages seek to analyse how TGTG's business model was developed with reference to these four questions.

6.1 Creating Value Innovation

The first question asks "*Which of the **factors** that industry takes for granted should be **eliminated**?*" (Kim & Mauborgne, 2015: pg 31). This question puts an emphasis on those factors of competition which have been around for so long in the industry that they are often taken for granted - and may no longer provide the same competitive value as they once did (Kim & Mauborgne, 2015). In the Danish food and beverage

industry, the majority of companies operate within physical settings; be it in the form of a grocery store, cafe, bar, or restaurant. The few exceptions to this majority include online shopping services for groceries and online takeaway platforms. Here TGTG has eliminated the physical setting for the consumption of food and beverages, by digitizing their concept (and product) as a mobile application. The physical space in which food and beverage consumption takes place has been a factor which companies compete over for a long time; because it directly influences the consumer's experience through location, interior, inventory, service and experience. Along with the physical setting, comes the physical experience of the consumer in the respective setting - most often through "customer service" either in the form of store or hospitality staff. However, by eliminating the physical setting from its business model, TGTG also eliminates the need for on-ground staff to manage the consumer's experience which in turn eliminates the need for fixed hours of operation, such as opening/closing times. Two additional factors which TGTG eliminated are focus on a specific brand, type or range of food/drink offered (e.g. organic foods or Italian food restaurant); there are no prerequisites to become a partner of TGTG in selling food, all types of food and partners are welcome. These three eliminations in TGTG's business model mean that it will no longer have to invest resources on these factors to keep up with the competition; thereby also significantly eliminating costs which would otherwise be incurred for the above.

The second question asks "*Which of the **factors** should be **reduced well below** the industry's standard*?" (Kim & Mauborgne, 2015: pg 31). This question puts an emphasis on those factors of competition within the industry which may have been over designed and can be reduced, to provide the same level of value without collecting additional costs (Kim & Mauborgne, 2015). The main factor to consider here builds up on the previously mentioned digital consumption experience; while TGTG has removed customer service through physical interactions, the concept of customer still exists in a reduced form. Customer service is a crucial tool to engage within a discourse with consumers and has been a source of industry competition through the quality of customer service each business is able to offer. TGTG has reduced customer service to an online function via their webpage where consumers and non-consumers can contact the company via a webform; the app does not hold this function, but instead has a "help center" with frequently asked questions. As a result, responses to customer service queries will come from a customer service agent from the head office in Denmark, who is not required to be available for phone

calls or direct messages and can instead answer queries digitally during office hours. Here it can be observed that the TGTG's app has 24/7 operation hours; while there are certain times after which collections occur, the partners have the ability to choose their respective pick up times. As a result, TGTG requires less staff within the customer service function and in that way is able to reduce the costs associated with managing a customer service (e.g employee salaries).

TGTG's app does not require a user fee and products offered through the platform are at significantly reduced prices (e.g. a shopping bag of baked goods for 29 kr normally worth 120 kr), while the quality of products remains high. The trade-off between quality and price has been a factor of competition for an extended period of time; some focus on quality, some focus on price - it is rare to find a successful combination of both. Although it can be argued that this reduction in price is a result of previously mentioned eliminated/reduced factors which free up resources to reduce prices; alternatively it can also be argued that this is possible due to TGTG functioning as a middle-man in the transaction rather than the authority responsible for creating quality in products. Building on the advantages of the mobile app, another factor is the "reduction of time spent on the experience"; TGTG does this through reducing time spent on the end-to-end process of consumption (purchase) and by simplifying the choices available to the consumer. As previously mentioned, the industry often competes on the basis of experience in relation to physical settings; TGTG reduces this through the app by simplifying the process to browsing options on the app and purchasing - with nothing in between. Apart from the obvious factor involved of spending more time walking through a store or ordering a meal and then consuming it, TGTG also reduces the number of options offered to the consumer; these usually delay the process of consumption. In a store a consumer is offered with a variety of options of which food/drink to buy and in a cafe or restaurant, the menu card serves the same purpose. However TGTG presents consumers with a single option with each partner, and oftentimes the consumer does not know what food/drinks to expect due the surprise element of the concept. The factors above are an exemplification of how TGTG has reduced time and resources spent on factors which business generally tend to over serve consumers with.

The third question asks "*Which of the **factors** should be **raised well above** the industry's standard?*" (Kim & Mauborgne, 2015: pg 32). This question emphasizes the opposite side of the equation;

specifically, on industry factors that have the potential to be improved, which would otherwise require consumers to compromise on (Kim & Mauborgne, 2015). As a result of TGTG's concept as an app, there is a greater "degree of availability accessible to consumers"; the app raises the number of locations where consumers are able to access, and at any given point a user can open the app to see the closest available locations with respect to the user's location. Moreover, the app increases the availability throughout the day; as a result of no restrictions from opening/closing times as in a physical store, the app is able to offer food/drinks over a greater span of time than in physical settings; raising the consumer's options for when it is convenient to consume food/beverages. This feature also raises the "variety" which the consumer is exposed to; the key focus here is that the different options remain within roughly the same price range thereby not forcing consumers to compromise on variety on the cost - and vice versa. Due to the app being the only platform through which consumption takes place, TGTG is able to invest more resources in the optimization of the app. Consequently the TGTG is able to raise the "consumer's experience" (through user experience) by continuously optimizing the app to include new features, ways to filter locations and food/drink types, as well as offering reviews by other users on every consumption option. It is not common that consumers have the possibility to read reviews from other consumers before the purchase/consumption - although with TGTG, before consumers make a purchase they are presented with a screen displaying the price, meal type, location, collection type as well brief statistics generated from ratings of past purchases from other consumers. This addition also raises the "credibility of the purchase" and ensures the quality of the purchase prior to consumption.

The fourth and final question asks "*Which **factors** should be **created** that industry has never offered*?" (Kim & Mauborgne, 2015: pg 32). This question highlights which the new sources of value for consumers are; which in turn create new demand allowing for the strategic shift in pricing (Kim & Mauborgne, 2015). To begin with, the entire concept of "saving" food from restaurants and cafes which TGTG created was new to consumers; what's more is that TGTG created the "opportunity to prevent food waste" through the notion of consumption itself. TGTG created a tangible way in which the ordinary person can contribute to achieving sustainability initiatives in their local environment. Considering that the concept of sustainability is so vast and abstract, TGTG has taken the responsibility of simplifying and making it tangible for consumers to engage in with a tangible action - users and partners alike. While alternatives

existed (e.g. fair-trade sourcing) prior to TGTG's initiative, the majority were not tangible to the consumers in a way that they could directly observe results and feel a sense of contribution. Moreover, this opportunity creates a way to consume good food at a low cost, consequently also creating the opportunity for individuals on a budget to consume food/drinks at a lower cost or food/drinks which may have previously been beyond their budget. Essentially TGTG has created the possibility to lead a "zero waste lifestyle" through contributing to society surrounding us, which inevitably has a certain effect on how consumers feel and behave.

Furthermore, TGTG has created a "platform through which partners are able to connect" with users directly. A consequence is that TGTG has also created a facilitated form of marketing for its partners; it can be argued that the food/drinks "saved" by users also functions as tasters or samples of the food/drinks available at the partner. This concept creates opportunities for users to consume a large variety of food/beverages without increased expenses, while simultaneously creating the opportunities for partners to reach new target groups. In turn this leads to users to consume certain food/beverages more than others; the TGTG app backs this idea by allowing users to "favourite" certain stores and creating a separate list of "favourite stores". All of this occurs alongside the actions of preventing food waste and generating profits; further creating evidence that it is possible to form a business model based in a social issue within the food/beverage industry and function as a for-profit company.

The individual factors which TGTG has focused on here may not all be unique and revolutionary, however the results are generated from the unique combination of the four factors. **This combination of four factors is unique to TGTG and differentiates them from competitors through generating a new value curve for consumers.** Specifically, this outcome is the result of TGTG's decisions and actions reducing costs, while increasing buyer value. Eventually creating a meeting point in between the two as the ideal equilibrium which results in value innovation. With reference to section 3.1, the concept of value innovation is the result of companies approaching strategy in a way which creates a leap in value both for users and for companies; ultimately creating what Kim & Mauborgne define as a blue ocean.

6.2 Creating a Strong Strategy

Kim & Mauborgne elaborate that there are three essential characteristics that all strategies should aim to enclose. First, the strategy should have a **specific focus** on factors that the company prioritizes. Second, the shape of the company's **value curve should diverge** from that of competitors, to differentiate their strategic profiles. Finally, the strategy should aim to have a **clear tagline** that both delivers a message and represents the company truthfully. If all these qualities are achieved, the strategy will be easier communicated and less costly (Kim & Mauborgne, 2005). The previous pages identify TGTG's value curve; the strategy canvas is an excellent framework to visualize this value curve, as well as highlighting the strategic focus points and value curve divergence.

The strategy canvas for TGTG (Appendix) shows that **TGTG focuses on three specific factors**; availability, variety and swiftness. In comparison to competitors, TGTG has a higher geographic **availability for consumers**; while companies with physical settings are limited to specific locations, TGTG has the potential (and ambition) to reach any location through partnerships. Therefore TGTG is able to attain a higher availability through reaching more locations than a business with physical stores; as of now TGTG is present in 3,136 locations across Denmark (Too Good To Go, 2020a). The second focus is variety; the large availability also allows TGTG to attain a large **variety of food/beverage** types for consumers to choose from in comparison to competitors. This does not cost TGTG additional resources (as it would a store or cafe/restaurant), and is rather a bonus to initiating partnerships with various companies across the country. In line with the previous two focus areas, the third focus is the duration of the experience; TGTG keeps a **short and simple experience** for consumers. The online app description describes the process as "Find. Collect. Enjoy. It's as easy as 1-2-3!" (Apple, 2020)which significantly reduces the amount of time spent associated with choosing between the options of what to consume. Together these three points which are raised on the strategy canvas, define the specific focus within TGTG's strategy.

On the strategy canvas it is also possible to notice that where the focus on the three aforementioned points occurs, the line takes a convex shape in comparison to the benchmark line. Kim & Mauborgne claim that

the value curve of a BOS will always stand apart from the average value curve. The strategy canvas reveals two key findings; (1) a representation of the traditional factors which the industry competes on, and (2) the factors of competition which will lead to the creation of a new market space (Kim & Mauborgne, 2015). This is one way of noticing the divergence of TGTG's value curve from competitors; the source of the divergence is generated from TGTG's approach to the Four Actions Framework used above. The very actions of eliminating, reducing, raising and creating factors in the context of the food/beverage industry exemplifies TGTG's conscious attempt to differentiate their strategy from their environment. The result leads to value innovation through a unique combination of factors which create TGTG's blue ocean; and although this initiatives TGTG's divergence from competitors, it is not a permanent state.

These two distinct elements of a good BOS are finally bound together by the inclusion of a clear tagline; a slogan to represent the company in a compelling yet truthful manner which advertises the offer clearly. There are four different variations of TGTG's tagline which are plastered on the homepage and mobile app; (1) "*Save food. Help the planet.*", (2) "*Fight foodwaste.*", (3) "*Eat well, fight foodwaste.*" and (3) "*Fight foodwaste, save great food.*" (Apple, 2020; Google, 2020; Too Good To Go, 2020a). While there is not one single tagline (which can be perceived as a weakness) for TGTG's BOS, all four echo the same message with the mention of "*fight foodwaste*" is ¾ taglines. This part of the taglines is one of the offers TGTG presents to consumers; a clear invitation to join TGTG in a fight against food waste. The second offer is highlighted through the words "*Eat well.*" and "*great food*" which clearly emphasize the quality of experience TGTG is offering to consumers. Both offers in TGTG's taglines appeal to consumers' senses by triggering their sense of emotion and sense of taste, which can prove to be very effective as "*when people can locate themselves in the story, their sense of commitment and involvement is enhanced*" (Shaw, Brown, & Bromiley, 1998).

It can further be argued that the company name of "*Too Good To Go*" is a tagline in itself; with the words "*Too Good*" representing the concept and experience for the consumer followed by "*To Go*" representing food in a takeaway form. Once again the tagline in TGTG's name appeals to consumers' senses by offering an experience that is "Too Good" and doesn't require them to be in a specific place but is "To

Go" which also gives some degree of the experience creation to the consumers. Kim & Mauborgne also argue that a clear tagline represents the evidence of a good BOS; if TGTG did not have a clear tagline communicating their offer, it would represent the need to reevaluate their strategy. Summing up to answer the first sub question "*How has Too Good To Go created a blue ocean?*" TGTG achieves a blue ocean through an in-depth understanding of the competitive factors within the food/beverage industry, allowing them to differentiate their strategy based on eliminating, reducing, raising and creating the described factors of competition.

7. Corporate Identity Analysis

Section 6 of this report unites the research problem with the research design, to analyse collected data and draw conclusions which can provide an answer for the main research question of ***How can Too Good To Go maintain a blue ocean by enhancing their corporate identity?*** This will focus on answering sub question 1 of ***How has Too Good To Go's corporate identity been organized?***

Section 3.2 highlights the relationship that exists between a good BOS and corporate identity as one of the bi-products of a BOS is a growth in brand value; proving that the two co-create a win-win scenario. Another term for a corporate brand is corporate identity; as a company's brand also represents their identity. Thus this section has a specific focus on uncovering how TGTG's corporate identity has been organized, to answer the second sub question of the main research question, in order to develop a deeper understanding of how TGTG's identity and BOS affect one another. To understand TGTG's identity, it is necessary to explore three distinct areas through Hatch & Schultz' VCI model; theoretical terminology refers to them as the three pillars of strategic vision, organizational culture and stakeholder images. Therefore section 6.2 has been divided within four subsections; the first three seek to identify the three pillars for TGTG, while the fourth subsection explores the identity which is created as a result of the combination of the three pillars.

7.1 Strategic Vision

The first pillar of the VCI model refers to Strategic Vision, and with reference to section 3.2; the central questions of this pillar are "*Who do we want to be?*" and "*How will we be known?*" (Hatch & Schultz, 2008: pg 68). **Strategic vision can also be understood as the long-term strategy a business creates; one that does not change over time because it defines their relevance.** This subsection aims to identify the answers to these questions in the context of TGTG, by exploring the direction/ambition TGTG shapes for the business. This is facilitated by Lloyd's approach to defining SBNs; a structured framework of five key factors (Appendix F, Figure 1) to determine (1) the truths which the company aims to align strategy towards, (2) the promise by the company which determines direction and ambition, (3) the story which describes how the ambitions become a reality, (4) the emotional intent which shapes the brand and (5) the external expression which communicates the promise and emotions outward (Lloyd, 2016). The information which facilitates the discourse analysis is sourced from TGTG's webpage, considering that it is a form of media which represents TGTG directly and therefore statements from the webpage can be understood as statements on behalf of TGTG itself. These statements have been collected from the webpage and organized as a table in Appendix F, Figure 2.

Lloyd's definition of SBNs begins the aspect of "Truth" which consists of highlighting a minimum of four truths (in the form of short phrases) which are significant for the company (Lloyd, 2016). The first truth identified for TGTG is "*The #1 anti-food waste app*"; these are a few of the first words which meet the eye when opening TGTG's webpage. As they are plastered across the page in big and bold lettering, they effectively inform an individual of both their purpose to be the best/most popular, their ambition to be anti-food waste and their concept as an app driven platform. The second truth which follows, also in big and bold lettering is "*Food waste, a worldwide issue*" puts emphasis on the industry in which they operate as the food/beverage industry as well as highlighting their global target audience. The third identified truth explains "*We connect users with delicious unsold food*" which communicates in a simplified manner how TGTG provides a solution to the "*worldwide issue*" as the "*The #1 anti-food waste app*". Lastly the fourth truth identified on the webpage defines TGTG as "The world's largest community of waste warriors"; one statement with four distinct messages. First, the statement emphasizes the ambition to be the best/most popular through the phrase "*The world's largest*". Second, the words "*connect users*" highlights their role as a middle man and implying that TGTG is generating

an opportunity for its consumers. Third, the word "*community*" defines their character as a company and makes them more relatable to consumers by inviting the notion of inclusion and being welcoming ; appealing to emotions (and memories) an individual has associated with the word "*community*". Fourth, the words "*waste warriors*" echo the notion of community through associating participation with war and warriors; simultaneously appealing to an individual's sense of spirit as well as their conscience to do a good deed. **Together, these four individual phrases represent the truths which contribute to defining TGTG's ambition and direction**.

The second aspect of Lloyd's SBNs is the "Promise" (a phrase) through which the company's purpose is expressed (Lloyd, 2016); a total of five interchangeable phrases have been collected which emphasize TGTG's promise, and the following text analyses two such examples. The first promise identified is "*We dream of a planet with no food waste*"; while the phrase refers to a dream, it can also be perceived as an ambition which TGTG holds. This would be highly realistic as they have already defined the nature of their work as fighting food waste; their reference to a "*dream*" is a way of reassuring the consumers of their intentions. Moreover referring to the world as "*a planet*" invokes the individual to "zoom out" and think about the big picture; with the use of imagery TGTG is able to create a lasting image in the individual's mind regarding the size of the problem. In line with this, an additional reference to "*food waste*" strengthens the relevance between food and food waste within the individual's mind; in this phrase the words have been accompanied by "*no*" as the leading word - a subtle reminder of the target TGTG aims to reach.

The second promise which has been identified is expressed as "*Our mission is to inspire and empower everyone to take action against food waste.*" In comparison to the first promise, this phrase clearly begins with a reference to TGTG's "*mission*", which can be considered as the equivalent of TGTG's purpose and ambition. The phrase further defines the promise to be "inspire and empower everyone" using words such as "inspire" and "empower" which are complex words given the intangibility of their nature; and the reference to "everyone" is a reminder of their global target audience. A promise to make a global population of seven billion feel in a certain specific way definitely catches the attention of individuals and invokes a sense of curiosity; drawing them closer. Once again, the closing reference to "*food waste*"

within this phrase strengthens the interpretation of the relevance between food and food waste within the individual's mind.

The third aspect of Lloyd's SBNs is the "Story" which is observed in the form of a short phrase/narrative which depicts how the company is working towards the identified promise, as well as the impact this action creates (Lloyd, 2016). As in the previous passage, a total of seven interchangeable phrases have been collected which emphasize TGTG's story, and the following text analyses two such examples. The first example of TGTG's story is "*Work with 75000 businesses*" which is one of TGTG's 2020 global targets; this phrase (particularly the reference to such a large number) clearly depicts how TGTG is working towards its promise of reaching a global target audience. Moreover the use of the number provides a tangible statistic for individuals to visualize. This target could have been described in a variety of ways, however TGTG has chosen to specifically use the word "*with*" to which "together with" is an acceptable replacement with the same meaning; this word indicates the relationship of equality and partnership TGTG wishes to share with companies, which reiterate the notion of community offered through TGTG's promise.

A second example of TGTG's story is "*2 million happy users fighting food waste*" which once again depicts a visualization of TGTG's progress via the use of statistics in referencing such a large number. Moreover this number is followed by the words "*happy users*" which indicate how existing consumers respond to TGTG, while simultaneously emphasizing the success and credibility of their business concept achieving the previously identified truths and promises. The phrase also refers to users as "*fighting*" which is a reminder of TGTG's truth (and purpose) as "*waste warriors*" and previous reference to "*fighting food waste*"; this kind of repetition between truths, promise and story bring to light a coherence between what TGTG aims to achieve and what TGTG is achieving. In this case, the same pattern follows for the additional mention of "*food waste*" in a constant emphasis to highlight their relevance as a business; resulting in a literary manipulation which leads the individual to form a permanent link between TGTG and the words "*food waste*". As a result of the frequency with which these words are used, the individual will never be able to think about food waste without also thinking about TGTG.

The fourth aspect of Lloyd's SBNs is the "Emotional Impact" through phrases which highlight how the emotions the company wishes to invoke within consumers (Lloyd, 2016). Once again, several (five) interchangeable phrases have been collected which emphasize TGTG's emotional impact, and the following text analyses two such examples. The first example is the phrase "*The smallest changes in our daily habits can make a difference*" which at first just appears to be a phrase providing direction to consumers. However this phrase manages to trigger an emotional reaction from individuals by leading them to reflect on what their "*daily habits*" are; the outcome of which can go two ways. The first is that is can lead to individuals realizing how the small changes they are making are leading to a positive difference, or it can lead to individuals realizing that they haven't made any changes which lead to a positive difference leaving them feeling slightly attacked; although which of the two reactions take place may be related to whether they are an individual who is already a conscious consumer and aware of the concept vs. a person who has previously been unaware of the concept. Moreover, the words "*smallest changes*" emphasize that preventing food waste can be effortless, which makes the concept simple and tangible for consumers; conversely the feeling of a complex concept may "scare" consumers away from feeling confused or unable to understand something. Similarly the second part of the example "*our daily habits can make a difference*" creates a feeling of power and control for individuals; these words communicate that it is them (individuals) controlling the narrative, and well as having the power to make a positive difference. This can be a very empowering feeling as the individuals feel that they have a choice rather than being forced into an option, as well as the ability to make a real difference - much like a comparison to fictional on-screen heroes.

A second example of TGTG's emotional impact is "*What brings us all together is a passion for fighting food waste*" which implies the emotional aspect of the phrase in a more explicit manner. The phrase begins with "*brings us together*" which immediately relates to the sense of community previously mentioned within previous SBN passages and reminds individuals of their personal emotions associated with the structure of communities in an attempt to emphasize the positive feeling of togetherness and team spirit. The second prompt is noticed in the word "*passion*" which generally has positive connotations and thus aims to create a positive feeling for individuals while reminding them of their

personal emotions associated with the term, as well as their passions. The combination of "*passion*" and "*brings us together*" is the third prompt for emotional impact; through emphasizing the human element at play in this phrase, TGTG successfully communicates in a relatable manner. This outcome will only further strengthen the sense of team-spirit between TGTG and its consumers, and once again builds on the notion of acknowledging that the consumers are in control of the narrative and have the "*passion*" to make the positive difference the world needs.

Finally this leads to the last (fifth) aspect of Lloyd's SBN is the "External Expression" which is an expression of what the company wishes to communicate as a result of the four previously discussed aspects - with a specific focus on communicating the Promise and Emotional Impact (Lloyd, 2016). As in other passages, several (five) interchangeable phrases have been collected which emphasize TGTG's emotional impact, and the following text analyses two such examples. The first example is the phrase "*You're a (big) part of this!*" which explicitly inserts the consumer into the picture of creating change through the reference of "*You're*" in a dialogue format. This is further emphasised by the word "*big*" which reiterates that consumers are a significant part of the equation in creating positive change. Consequently this gives consumers a sense of importance, which in turn can also invoke a sense of responsibility. This phrase works for both users and partners alike, with reference to TGTG's "middle-man role" in connecting the two. A second example of TGTG's external expression is "*The planet needs you!*" which is another explicit interaction with the consumer through dialogue and reference to the consumer as "*you*". The second focus of this phrase is the focus on the words "*The planet*" which invoke the same reaction as previously echoed in TGTG's promise; compelled to take a step back and consider the whole picture, with the use of imagery TGTG is able to create a lasting image in the individual's mind regarding the size of the problem.

Summing up, the quoted phrases identified above in relation to Lloyd's SBN Framework create TGTG's SBN when combined. **The SBN analysis depicts TGTG as a company which aspires to be the best within the industry at tackling the global issue of food waste, recognized as a community, together with an army of waste warriors.** TGTG further promises to empower and inspire as many people as possible during the process and to do this, they will need all the help they can get and therefore make a

plea towards consumers in an attempt to encourage their realization of the power they hold. TGTG strategically appeals to consumers via emotional impact and relatability through engaging in a direct dialogue with consumers. Through the summary of the SBN analysis above, it is also possible to answer the two central questions of the subsection; "*Who do we want to be?*" and "*How will we be known?*" (Hatch & Schultz, 2008: pg 68) which concludes the identification of TGTG's strategic vision as the key findings from the SBN analysis. On a closing remark regarding SBNs, TGTG succeeds in revealing a past and future of the company in line with its consumers; proving that "*The narratives that stir us have the power to reveal who we once were, and who we will become*" (Bina, 2017).

7.2 Organizational Culture

The second pillar of the VCI model refers to Organizational Culture, and with reference to section 3.2; the central question of this pillar is "*Who are we?*" (Hatch & Schultz, 2008: pg 51) which can also be understood as "*Who do we know ourselves to be?*" (Hatch & Schultz, 2008: pg 58). Organizational culture can also be explained as how the promise and ambition of the strategic vision is translated through employee behaviours. This subsection aims to identify the answer to this question in the context of TGTG, by exploring the employee structures and attitudes which shape TGTG's organizational behaviour. **This is facilitated by Schein's theory of corporate culture**; a structured two-way circular framework of depicting three interconnected aspects of culture development (Appendix G) used to identify how the combination of (1) Basic Assumptions, (2) Espoused Values and (3) Artifacts together form TGTG's organizational culture. The information which facilitates the discourse analysis is sourced from a combination of the interview with B LAB Denmark, the career section of TGTG's webpage, job adverts on TGTG's webpage and LinkedIn profile, as well as email communication between TGTG and the research during the research process. To ensure full objectivity within the analysis, relevant transcripts of the interview and email correspondence have been provided in Appendix M, O & P. For convenience the job adverts referenced within the analysis are referred to as Advert 1, 2, 3, 4 and 5 - full copies of the adverts have been provided in Appendix N. In line with previous sources, considering that TGTG's webpage and LinkedIn profiles are a form of media which represents TGTG directly, statements from the webpage can be understood as statements on behalf of TGTG itself.

7.2.1 Basic Assumptions

The base level of Schein's model is labelled as "*Basic Assumptions*" and defined as those things which have been proven to work and therefore also taken for granted; as a result of differing basic assumptions, these surface when conflict within a group arises. This base level of the model can be perceived as "*implicit assumptions that actually guide behaviour, that tell group members how to perceive, think about, and feel about things*" (Schein, 1997: pg 22). With this definition in mind, the following passage draws on two basic assumptions in TGTG's culture; **national and social backgrounds of employees**, and their **intrinsic motivation to work** at TGTG. National and social culture can be defined as a mixture of cultural history, language and religion. Hofstede claims in his research that "*people have acquired their basic value systems by the age of ten*" during these years national culture has the largest influence on the individual's beliefs and values (Morrison, 2011: pg 207). It can be argued that national and social culture are represented in Schein's three-layered model through the level of Basic Assumptions. Most aspects of national and social culture tend to be mentally stored from a very early age, and thus a foundation for everyday life; for example knowing what motivates us, and planning for a certain outcome.

A quick LinkedIn search of people currently working at TGTG in the Copenhagen/Denmark region shows that there are approximately 100 people (116 to be precise) who have registered themselves as employees at TGTG's Danish branch. Given the diversity of skilled workforce in Copenhagen as well as the international nature of TGTG's concept, it is highly unlikely that all employees in TGTG's Danish branch share a similar national/social culture. This difference in national/social culture highlights that all employees within TGTG's Danish branch enter the company with differing basic assumptions; which can be an advantage in sharing multiple perspectives to an issue, although also a disadvantage in creating differences or conflicts between employee behaviours. Without employees (esp. Top management) being consciously aware of this basic aspect of individual (and eventually also collective) employee identity and cultural identities, TGTG will be unable to mitigate the situation of conflict or capitalize on the strengths which this reality brings through corporate structures and values.

The second basic assumption lies within the motivations of TGTG's workforce; on job adverts TGTG describes certain competencies which they expect in future employees, some are skill specific however most are related to attitudes. The career section of TGTG's webpage mentions several basic competencies which are expected in employees of the companies; one example is the repetitive mention of "*passion*". Both the career page and Advert 2 mention that TGTG looks for a "*passion for sustainability*" and a "*passion for fighting food waste*" which builds the basic assumption that all employees hired at TGTG are passionate about food waste and sustainability, which in turn guides the behaviours of employees once inside the company. Another common mention is the reference to positivity, enthusiasm, boldness and openness; this is echoed across Advert 1 in the phrase "*excited about our cause*" and through the description of "*energetic*" and "*positive*" (translated from Danish) in Advert 2. Advert 3 also makes references to employees being bold by having a "*strong drive*" which is further echoed in Advert 4 as wanting to "*challenge the status quo*" (translated from Danish). Moreover the reference can also be located in Advert 4 through the words "*outgoing*" and "*open*" (translated from Danish) and also emphasized in Advert 5 with the reference to a "*growth mindset*". Thus, it can be inferred that TGTG expects all employees to be enthusiastic and risk averse with a growth mindset in order to meet the company culture. This can consequently have a significant influence on the behaviours normalized within the company; which are generally taken for granted with the exception of an organizational conflict.

7.2.2 Espoused Values

The middle level of Schein's model is labelled as "*Espoused Values*" and defined as those values which take place in group settings, typically expressed as emotions and perspectives, and thus determine how issues and tasks are approached as a group. This level can be perceived as "*a shared basis for determining what is factual and real*" (Schein, 1997: pg 19). With this definition in mind, the following passage draws on two sources of espoused values in TGTG's culture; in their career description of who TGTG looks for and the "*What we have to offer*" section towards the end of each job advert. As an individual opens the career section of TGTG's webpage they are met with a short message, and among the lines the phrase "*you need to believe in doing the right thing, always*" engaging in a direct dialogue with the individual

reading. This phrase indicates that TGTG looks for employees with a strong moral compass and also indicates that the TGTG team follows a certain standard of business ethics, which they expect all employees to adhere to. Another phrase on the career page is "*You need to be able to work fast*" which is also engaging in a direct dialogue with the individual reading; the phrase communicates the TGTG is a fast-paced environment in which people who don't work fast will not be able to keep up (and successfully adjust into the company). **Espoused values are formed on the basis of individual opinions, however the opinions which are the most dominating are selected through the process of natural selection to represent the chosen basis for "*determining what is factual and real*".** Often those with dominating opinions assume the role of the leader within the group, which also explains how espoused values are often constructed by the leadership body of the company. This action is echoed in the context of this example from TGTG; as it is likely that the condition of employees believing in "*doing the right thing"* is a message from TGTG's top management.

The second source of the section on job adverts labelled "*What we have to offer*" includes five value propositions towards future employees and is present in all five job adverts analysed. However the content of the section tends to differ and overlap between the five chosen job adverts. There are two phrases which are identical in three job adverts; (1) "*The experience of being part of an international company with 700 enthusiastic and highly talented teammates*" which is present in Advert 2 (translated from Danish), 3 and 4 (translated from Danish). TGTG is offering this opportunity to employees based on the belief that they only hire individuals who are "*enthusiastic*" and "*highly talented*". The second repetitive phrase is "*room to unleash your creativity*" which is present in Advert 3 (translated from Danish), 4 (translated from Danish) and 5. Here TGTG offers future employees the opportunity to be creative without restrictions, although this offer is based in the belief that TGTG has an accepting, unrestricting and creative working environment.

Another phrase which is identified twice in Advert 3 and 5 and paraphrased in Advert 1, is the reference to TGTG as a "*high-growth, scale-up environment*" which characterizes the nature of TGTG as a company having high level of growth while simultaneously transitioning from startup to scale up. This communicates that there is a type of entrepreneurial environment (often linked with start-ups) evolving

in the company; which also echoes the previously mentioned phrase "*You need to be able to work fast*". An additional phrase in this section is describing TGTG as a place "*where you get to wake up everyday knowing you're achieving positive change*" identified twice in Advert 3, 5 and paraphrased in 1. This phrase communicates how TGTG believes that they are a place where positive change is achieved everyday, and they believe that employees are aware of the role they plan in achieving this outcome. These analysed phrases all refer to conditions which must be created, and while a corporate environment is the sum of collective behaviours, it is also likely that many of the behaviours and beliefs are invoked by top management - returning to the idea that top management plays a key role in creating the identified espoused values.

The job adverts chosen also identify a third source of espoused values; the section labeled "*Our values*". This section is identical on all job adverts where it is present, and consists of five bullet points highlighting the key factors driving TGTG's behaviour. The first value "*We fight together*" refers to food waste as a "*beast*" which can be overcome if fought together as a team "*without ego*". The second value "*We raise the bar*" refers to an attitude of constant improvement to lift each other up. The third value "*We keep it simple*" refers to having a clear focus on the goal, while the fourth value "*We build a legacy*" refers to taking pride in the work and leaving a footprint in the future. Lastly, the fifth value "*We care*" sets the example for how employees should treat each other, and TGTG's stakeholders. Similar to examples analysed previously, the content of this section on the job adverts represents espoused values through beliefs which have been created to determine how the organizational behaviour is taking place. However the concept of "company values" in itself, represents the third and surface layer of Schein's model - Artifacts.

7.2.3 Artifacts

The top level of Schein's model is labelled as "*Artifacts*" and defined as the "*phenomena that one sees, hears, and feels*" when encountering a new group and culture. This is typically perceived as the physical environment, language, technology, products, creations and mannerism; including myths and stories told about the company as well as published lists of values and observable rituals. This top level can be

perceived as "*the visible behaviour of the group and the organizational processes into which the behaviour is made routine*" (Schein, 1997: pg 17). A key aspect of Artifacts is that they are easily visible, although difficult to decipher meanings from; in comparison to strategies/goals in Espoused Values and thoughts/feelings from Basic Assumptions. With this definition in mind, the following passage draws on **three distinct artifacts**; TGTG's published list of **organizational values**, TGTG's **B Corp certification**, and TGTG's **behaviours** derived from specific excerpts of email correspondence. Beginning with the organizational values; TGTG has published these values within job adverts and thus depict a clearly visible framework of who they consider themselves to be upon following the style and mannerisms depicted through the list of values. However, values are an intangible concept which exists in the individual's mind; due to this TGTG's values can also be interpreted subjectively by individual employees. Therefore it is difficult to decipher how these values are actually practiced with the company's daily operations, especially since the values are meant to be wholesomely embodied rather than practiced in explicitly stated situations.

The second artifact is TGTG's B Corp certification, which has been officially earned in January 2020 after an application/verification process of one year and three months. This certification is considered as an artifact because it is visible in the form of an organizational structure; the interview with B LAB explains that the B Corp Certification was acquired after the company underwent a rigorous verification process which most often includes a restructuring of certain strategic aspects of the business. The interviewee implies that the certification serves as an approval that TGTG meets a certain standard of impact creation through their business; he explains that "*you don't necessarily just measure a part of the company, but the full impact of the company itself based on their impact on the communities in which they were employed*" (Appendix M). The interview further reveals that in order to receive the certification, **TGTG needs a minimum score of 80/200 to achieve in the B Corp Impact Assessment, and has passed the minimum threshold with a score of 81.6.** It is understood that the assessment has five distinct areas of evaluation through which TGTG's score (and impact) is calculated based on their answers to specific questions pertaining; (1) Governance - achieved 20.8, (2) Workers - achieved 23.0, (3) Community 17.4, (4) Environment - achieved 4.4 and (5) Customers - achieved 15.8 (B LAB, 2020b). The scores for TGTG clearly indicate the company creates a larger impact within the areas of

Governance, Workers and Community as opposed to the areas of Environment and Customers. This division of scores implies strategic focus areas of TGTG's operations which further indicate the mannerisms which take place within the company.

A further breakdown of the results within each area show that the majority of TGTG's points within Governance are achieved through a clear mission (10), followed by transparency (5.3), mission & engagement (3.4), corporate accountability (1.7) and finally ethics coming last (0.4). Similarly it is found that within Workers, the majority of points are received as a result of benefits (10.1), followed by worker ownership (4.5). Other criteria include compensation and wages (2.1), management & worker communication (2.0), training & education (1.8), job flexibility/corporate culture (1.5) and lastly a criteria of N/A points (0.8). Here it is interesting to note the low scores of organizational structures such as corporate accountability as well training & education. Moreover the assessment scores also indicate the behaviours which take place within the organization considering the low score in management & worker communications, accompanied by job flexibility/corporate culture and ethics. These scores imply that the combination of the low level of training & education, and management & worker communications may explain the low level of flexibility/corporate culture. The interview with B LAB revealed that during the application process TGTG made certain strategic adjustments (which cannot be revealed due to confidentiality reasons) with the help of a representative, concerning the company's internal structures, in order to qualify for the certification. The interview further shares that certification does not hold a permanent validity, and the company needs to be reassessed every three years; similarly the assessment which determines the company's score is also updated with new (and more relevant) questions every three years (Appendix M). For TGTG this encourages a culture of constant improvement, considering that they are not ensured a renewal of the certification.

Lastly, the third artifact observed is **language and behaviours of employees** representing TGTG, through email correspondence during the research collection phase. The first correspondence approaches an employee regarding the possibility for an interview for research purposes; to which it is understood that the employee is interested through the phrase "*Sounds super interesting*" which was followed by sharing an email on which the employee can be contacted. However the following response received

from the employee is after a total of 26 days, explaining that the employee and employee's manager have agreed that "*it is not the best timing for us*". In this example the delay in response time along with the reasoning indicates a disengaged behaviour with the external stakeholder as well as misalignment between the employee and the employee's manager based on the two different responses towards the opportunity. A continued correspondence claims that TGTG is unable to share documents such as the employee handbook or other on-boarding guides as TGTG is "*a young company*" and is "*currently developing those things*" (Appendix O). The continued correspondence implies a lack of internal structure when concerning the management of human resources which significantly affects employee communication and mannerisms; it is important to note that as of February 2020 TGTG was present in a total of 14 countries.

The second email correspondence also approaches TGTG regarding the possibility for an interview for research purposes; to which it is understood that TGTG is open to collaboration through the phrase "*Yes, we want to support students as much as possible*" however the correspondent further elaborates with "*I can already say, that we will not be able to share data*" (Appendix P). Once again, the example depicts two contradictory statements which send confusing messages towards stakeholders; as well as assuming a disengaging tone. While TGTG's website assures that they would like to collaborate with students by explicitly stating the topics they find interesting, a different message is received when an employee claims that it is not possible to access any data. Moreover, the difference in language and behaviour between what is communicated via the webpage and email correspondence once again implies a misalignment between the employee and the top management.

Returning to Schein's two-way corporate culture model, ultimately the identified artifacts affect espoused values; the structures of a B Corp certification and the structures for employee interactions, will influence the values and beliefs created to determine how employees respond to specific situations. This action will be followed by espoused values such as how TGTG continues to strive for higher standards, becoming influenced by new structures. If a change was to occur in TGTG's espoused values, it would also influence the basic assumptions - which brings us back to the beginning. Through Schein's model it understood the organizational culture is created as a combination of visible and invisible elements which

take form as basic assumptions, espoused values or artifacts; and determine what individuals believe, how they respond and how they behave (Schein, 1997).

7.3 Stakeholder Images

The third pillar of the VCI model refers to Stakeholder, and with reference to section 3.2; the central question of this pillar is "*Who do they think we are?*" which can also be understood as "*What is their image of us*?" (Hatch & Schultz, 2008: pg 51). Stakeholder images can also be explained as the external perceptions created when the strategic vision has been communicated. How the promise and ambition of the strategic vision is translated through employee behaviours. This subsection aims to identify the answer to these questions in the context of TGTG, by exploring stakeholder perceptions regarding TGTG through consumers. TGTG has two distinct groups of consumers; users and partners who are both consuming the service TGTG provides via its platform as the "middle-man". This process is facilitated by a thematic analysis and descriptive statistics of the survey responses collected, which include both qualitative and quantitative insights. This subsection is mainly built upon the findings collected from the 192 user responses (overachieved the target of 90 responses) and 10 partner responses (met target of 10 responses). To ensure full objectivity within the analysis survey designs as well as responses have been presented in Appendix X & Y. Scatter graphs created to describe the correlation of relationships between specific variables have also been included in Appendix X & Y.

7.3.1 Users

The general trends of TGTG user responses indicate that the majority of users are young, with 53.65% of responses coming from individuals within the age group of 20-29, while the adjacent age group of 30-39 follows with the second highest percentage of 15.63%. Other statistics show that **the largest group of users are categorized as employed individuals, consisting of a total percentage of 47.4%**; a further breakdown shows that the majority of this percentage comes from individuals with a full time job (36.98%) as opposed to part time job (10.42%). Most individuals (27.08%) have been users of TGTG since 2018, and while the percentage is still high in 2019 (26.04%) there is slight decline of -1.04%,

which increases to -9.37% in regard to statistics for new users in 2019 to new users from 2020 (16.67%). **The second largest group of users are categorized as students and follow closely with a total percentage of 35.94%**; of which a further breakdown shows that the majority of these students do not have an income through a part time job (20.31%) as opposed to those who do (15.63%). In other statistics, the highest consumption frequency is recorded as Monthly (35.42%) with a frequency of Weekly close behind (34.9%).

In a comparison to determine whether these variables had a correlation it was revealed that while the majority of users classify as employed or students, the statistics determine an inconclusive relationship between the occupation of users and the level of consumption recorded. However **a comparison between age and consumption frequency shows a positive correlation** between the two variables, although it is not considered a "strong correlation" and the graphs still display signs of divergence. The descriptive statistics mentioned provide a background to build a profile of TGTG user demographics. While the statistics do not elaborate directly on stakeholder images; they provide a visual map of where stakeholder images are groups - in this case the majority are in the overlapping groups of young people between the ages of 20-39, either enrolled as students, employed in a job or a combination of both (Appendix Q).

A thematic analysis of user responses regarding the "first five words" they think of upon hearing of TGTG, three key themes arise; Environmental Images, Images of Monetary Value, and Images of Innovation. Each user was asked to list the first five words which come to mind when thinking of TGTG; this generated a total data set of 960 words. These words were then coded through common themes which connect the various responses; resulting in the three themes mentioned above and a fourth category for responses which imply negative images, as well as a category for responses which do not match any of the identified themes (Appendix S). This data exemplifies the most common images which users associate with TGTG, which can later be compared with the findings from strategic vision and organizational culture to determine coherence in TGTG's brand . The analysis reveals that 56.6% of users have images associated with a combination of all three themes; while 10.9% of total users have negative associations of image to TGTG. An additional analysis of responses explains that 25% of users have a combination of images associated purely with innovation and monetary value; 15.6% of users have a

combination of images associated purely with environment and monetary value; and 2.6% have a combination of images associated purely with environment and innovation.

Within the theme of the environment, it is found that most responses are derived from the images of reducing food waste, representing sustainability and creating positive social impact. Many users also have images of social heroes associated with TGTG as they mention "*saving the planet*" or "*planet*" on several occasions. Within the theme of monetary value, many users respond similarly about images of cheap food (which helps many on a budget), an initiative with value for money spent, as well as being a quick and easy option; moreover on several occasions users equate the image with winning the lottery. Lastly the third theme of innovation represents the images users have of the concept; in which words such as fun, surprise, convenient and efficient often resurface. Many users also have images of the community associated with TGTG as they tend to share the food/beverages over a meal with friends/family or even neighbours. The analysis of this particular data set shows that the majority of users associate images of environment, monetary value and innovation with TGTG, although the remaining half most often associate images which are a combination of two of the three identified themes.

Similarly, the thematic analysis of user responses regarding their "top 3 reasons" for using TGTG highlights three key themes that arise; Environmental Reasons, Reasons of Monetary Value, and Reasons of Curiosity. Each user was asked to list their top three reasons for using TGTG; this generated a total data set of 576 reasons. These responses were then coded through common themes which connect the various reasons; resulting in the three themes mentioned above and a fourth category for responses which do not match any of the identified themes (Appendix S). This data exemplifies the most common reasons which users associate with using TGTG (indirectly communicating their images of TGTG), which can later be compared with the findings from strategic vision and organizational culture in combination with identified images to determine coherence in TGTG's brand. The analysis reveals that only 32.3% of users have reasons associated with a combination of all three themes; while 35.9% of users have reasons associated purely with the combination of environmental impacts and the monetary value provided. Similarly 15.1% of users have reasons associated purely with the combination of curiosity and the monetary value provided; although only 5.7% of users have reasons associated purely with the

combination of environmental impacts and curiosity. An additional analysis of responses explains that 9.9% of users have reasons associated purely with the monetary value provided, and 0.5% of users have reasons purely associated with environmental impacts - in comparison, there are 0% of users who have reasons purely associated with curiosity.

Within the theme of Environmental Reasons, it is found that most responses are derived from wanting to contribute to reducing food waste, wanting to "help the climate" and to be more sustainable. Many users also have reasons associated with wanting to "save" or "protect" the planet, as well as wanting to "make a difference" while saving some food. Within the theme of Monetary Value, many users associate their reasons with living on a budget, saving money and enjoying a variation of products at a low cost (but the same quality). Moreover on several occasions users mention that there is good value for money in the variety and quality of food/beverages; with some users also mentioning this allows them to enjoy food/beverages they wouldn't be able to otherwise especially if they are students or pensionists. Lastly the third theme of Curiosity represents self-motivated reasons for using TGTG, such as trying new things, enjoying surprises, and just because it's exciting and "feels like getting a gift". Many users associate their reasons with looking for inspiration and being forced to cook and eat foods they wouldn't otherwise buy; another user hints at enjoying the feeling of "hunting" good deals because that is not always guaranteed and depends on the store. The analysis of this particular data set shows that the majority of users associate reasons for using TGTG with the environmental impacts created in combination monetary value, however there is an equally high level of users who associate themselves with all three themes - on the other hand there is also evidence that some users associate themselves purely with the monetary value generated.

A third aspect which reveals partner perceptions of TGTG is the NPS, which is a measure of customer perceptions and loyalty towards a brand. Based on how likely users are to recommend TGTG, they fall under the category of detractors (0-6), passives (7-8) or promoters (9-10). The NPS is calculated by subtracting the percentage of detractors, from the percentage of promoters; if the answer is a positive value it represents that the brand has more promoters than detractors - the NPS for TGTG's users has been recorded as 54.17% for users. A full breakdown of the responses should that 65% of partners are

promoters who are likely to act as brand ambassadors and enhance TGTG's brand reputation; while 25% are considered as passives who are very close to promoters although unlikely to enhance the brand reputation, neither are they likely to damage the brand reputation - although a continued position as a passive will either result in another promoter or detractor. There are also 10% of users who are considered to be detractors who are unlikely to recommend the company to others and along with being unlikely to repeat purchases, they may also discourage potential users (Owen, 2018). While a correlation examination between user NPS and user consumption frequency was carried out, the results are inconclusive (Appendix Q); although the detractors and passives would indicate a red flag for TGTG in terms of stakeholder images.

7.3.2 Partners

The general trends of TGTG user responses indicate that the majority of partners are either individually owned stores or corporation owned stores, with 40% of responses coming from single stores, while the adjacent age group of chain stores follow with an equivalent percentage of 40%. Other statistics show that **the largest group of food/beverage type is categorized as a "*Meal*", consisting of a total percentage of 50%**; meaning that TGTG is most often used to sell/consume either pre-packaged or freshly prepared food which can be considered as a substitute for a full meal. **This statistic is followed by "*Groceries*" being indicated as the second largest food/beverage type with a total percentage of 30%**; which implies TGTG is popularly used to sell/consume raw food in the form of fruits and vegetables - which is an impressive percentage considering that the groceries feature was launched in 2019. **Most partners have been using TGTG since 2018 and 2019**, both taking first place with 40% each indicated from the survey responses. In comparison, this statistic is followed by the remaining 20% being equally distributed between 2016 and 2020. In other statistics, the highest consumption frequency of partners "*Everyday*" (40%) or "*Multiple times a week*" (40%) which also supports the findings that the majority of partners categorize their size as a "*Single Store*" or a "*Chain Store*".

In a comparison to determine whether these variables had a correlation it was revealed that while the majority of partners classify as single stores or chain stores, the statistics determine an inconclusive relationship between the company size and the level of consumption recorded. Similarly, an additional

comparison between partnership duration and the level of consumption shows potential of a correlation, however with the statistics as of now the relationship is determined to be inconclusive. The descriptive statistics mentioned provide a background to build a profile of TGTG user demographics; although provide weak evidence of patterns and trends among partners due to the low number of responses. The statistics provide a visual map of where stakeholder images are grouped - in this case the majority are in the overlapping groups of single or chain stores using the platform to offer either meals or groceries (Appendix R).

A thematic analysis of partner responses regarding the "**first five words**" they (company, represented by survey respondent) think of upon hearing of TGTG, **three key themes arise; Environmental Images, Images of Monetary Value, Images of Innovation**. Each partner was asked to list the first five words which come to mind when thinking of TGTG; this generated a total data set of 50 words. These words were then coded through common themes which connect the various responses; resulting in the three themes mentioned above and a fourth category for responses which do not match any of the identified themes (Appendix S). This data exemplifies the most common images which partners associate with TGTG, which can later be compared with the findings from strategic vision and organizational culture to determine coherence within TGTG's brand. The analysis reveals that 70% of partners have images associated with a combination of all three themes. An additional analysis of responses explains that 20% of users have a combination of images associated purely with the environment and monetary value; 10% of users have a combination of images associated purely with innovation and monetary value; while 0% have a combination of images associated purely with environment and innovation. Within the theme of the environment, it is found that most responses are derived from the images of reducing food waste, representing sustainability in business and creating positive social impact - almost identical to responses from users. Within the theme of monetary value, many partners respond similarly about images of cheap/affordable food/beverages. Lastly the third theme of innovation represents the images partners have of the concept; in which words such as modern, exploring, practical and effective surface. One partner also associates TGTG with the image of a "responsible company" while another refers to them as "doing good".

Similarly, the thematic analysis of partner responses regarding their "**top 3 reasons**" for using TGTG highlights **three key themes that arise; Environmental Reasons, Reasons of Monetary Value, and Reasons of Organizational Benefits.** Each partner was asked to list their top three reasons for using TGTG; this generated a total data set of 30 reasons. These responses were then coded through common themes which connect the various reasons; resulting in the three themes mentioned above and a fourth category for responses which do not match any of the identified themes (Appendix S). This data exemplifies the most common reasons which partners associate with using TGTG (indirectly communicating their images of TGTG), which can later be compared with the findings from strategic vision and organizational culture in combination with identified images to determine coherence in TGTG's brand. The analysis reveals that only 10% of partners have reasons associated with a combination of all three themes; while 40% of partners have reasons associated purely with the combination of environmental impacts and the resulting organizational benefits. Similarly 20% of partners have reasons associated purely with the combination of environmental impacts and the monetary value provided; although only 10% of partners have reasons associated purely with the combination of monetary value and resulting organizational benefits. An additional analysis of responses also explains that 20% of partners have reasons associated purely with the resulting environmental impacts.

Within the theme of Environmental Reasons, it is found that most responses are derived from wanting to contribute to reducing food waste and wanting to become more environmentally conscious. One person goes on to state that it "makes sense" to sell food instead of throwing it out, while another shares that the concept is aligned with the partner company's high level of focus on sustainability. Within the theme of Monetary Value, several partners associate their reasons with making sales and attracting new people to the shop; often a result of "covering lost costs" through TGTG, however one partner admits the monetary reason is to make more sales. Lastly the third theme of Organizational represents the ways in which the partner benefits from the partnership; such as through creating employee motivation internally or raising visibility through being connected with TGTG. **Many partners mention that the partnership increases their visibility as TGTG is "represented broadly in Denmark" and the partnership promotes "sustainable management of inventory"**. The analysis of this particular data set shows that the majority of users associate reasons for using TGTG purely with the environmental impacts created

in combination with organizational benefits, however there is also evidence that some partners associate themselves purely with the environmental impacts generated.

A third aspect which reveals partner perceptions of TGTG is the NPS, which has been recorded as a mean of 60% for partners; indicating that 60% of TGTG's partners are implied to be promoters who are likely to act as brand ambassadors and enhance TGTG's brand reputation; while 40% are considered as passives who are very close to promoters although unlikely to enhance the brand reputation, neither are they likely to damage the brand reputation - although a continued position as a passive will either result in another promoter or detractor (Owen, 2018). While a correlation examination between partner NPS and partner consumption frequency was carried out, the results are inconclusive (Appendix R).

Returning to the central question of "*Who do they think we are?*" the VCI model's section regarding Stakeholder Images; it can be identified that TGTG has two external stakeholders who are both consumers; users and partners which share independent images of TGTG. While the perceptions of both groups overlap on many occasions, they still slightly differ as they are context specific. In a general sense, users and partners have the perception that TGTG represents a combination of environmental impacts, monetary value and innovation. **Users respond to these images as a result of their individual motivations of contributing to creating an environmental impact, desires to save money and curiosity to try new things. Similarly partners respond to these images owing to the partner company's environmental motivations, desires to make more sales and motivation to gain organizational benefits as a result of the partnership**.

7.4 Uncovering TGTG's Corporate Identity

With reference to the VCI model in Section 3.2, corporate identity is the combination of a company's strategic vision, organizational culture, and stakeholder images. In particular, a strong corporate identity

is a development of coherence between these three pillars of the model. In order to evaluate TGTG's corporate identity, a thorough analysis has been carried out of each pillar; a further analysis of how the individual findings from each pillar compare with the other will determine the strength of the brand - thus uncovering the identity TGTG holds. This summative section seeks to bring together TGTG's strategic vision, TGTG's corporate culture and TGTG's stakeholder images to answer sub question two of "*How has Too Good To Go's corporate identity been organized?*".

Through the analysis of strategic vision facilitated by Lloyd's SBN framework, **the findings depict TGTG as a company which aspires to be the best within the industry at tackling the global issue of food waste,** recognized as a community, together with an army of waste warriors. TGTG identifies with the notion of empowering and inspiring as many people as possible, and thus engages with stakeholders through a dialogue which strategically appeals to consumer emotions and motivations. This definition of TGTG's strategic vision successfully identifies TGTG's ambitions and desired direction for growth; while corporate identity in its entirety is a fluid concept, the strategic vision will remain a constant value in the development. The company relies on a strong relationship with its consumers due to its function as a middle-man which connects consumers and partners in once space to facilitate the transaction resulting in the environmental impact of preventing food waste.

Alongside, the analysis of corporate culture facilitated by Schein's theory of corporate culture,

depicts that **TGTG's organizational culture is driven by the basic assumptions that all employees are passionate about contributing to the strategic vision** and striving to be the best regardless of the challenges involved. Top management attempts to align the strategic vision with organizational culture through implementing espoused values such as a published list of values which determine the behaviours of employees within the company. The strategic vision is further communicated through visible artifacts such as TGTG's B Corp Certification which officially acknowledges the company internally as well as externally to be creating social impact through their business. It is understood that this artifact functions to keep the organizational culture focused on achieving the strategic vision; Schein's theory implies that this artifact will influence behaviours within the company. This theory is confirmed considering the B

Corp Certification requires specific standards to be met within the company's operations; examples include management & work communication, as well as training & development.

The comparison between TGTG's strategic vision and organizational culture shows a lack of coherence on several occasions. The strategic vision relies on maintaining a strong relationship between TGTG and stakeholders, however TGTG fails to meet this expectation in the lack of engagement with stakeholders as analysed in the email correspondence. The comparison of both email correspondences further indicates a lack of coherence in behaviors of TGTG's employees, as a result of communicating contradictory information to the stakeholder. This misalignment is further exemplified in the job adverts analysed; while espoused values indicated within the job adverts overlap with one another, they are not aligned, and each advert communicates slightly different espoused values of the organization culture. While it is necessary to note the job adverts analysed are each sourced from different departments and thus mention different field-related skills; the espoused values reference here take the form of behavioural expectations communicated from TGTG towards a potential employee. Considering the fact that the job adverts are sourced from different departments, this behaviour only emphasizes the previously identified lack of coherence within the espoused values of TGTG's employees. A critical approach to these examples identify a Vision-Culture gap within TGTG's corporate identity; occurring when "*the company does not deliver on its promises*" (Hatch & Schultz, 2015: pg 75).

This misalignment reflects externally when stakeholders such as potential employees receive different messages about the company and its employees from different departments. One of TGTG's organizational values is specifically to function as "one team" although this example depicts that TGTG is perhaps working in silos - which may spiral into different directions instead of following the strategic vision. In this context, potential employees are also likely to have a role as consumers, and this example can influence their role as promoting, detracting or passive consumers based on the NPS model. As of now, the majority of TGTG's consumers are promoters although there is a considerable amount of passives, and a small amount of detractors. Returning back to ambition of building a strong relationship with consumers to inspire and empower, it would seem that consumers do not observe this relationship. With reference to one of TGTG's partners who shares that while the concept works great, after setting

up the partnership they have had minimal contact with TGTG; this example suggests strong reason to believe that there is a lack of procedures in place to maintain contact with consumers, especially partners. This would imply that partners have virtually no communication (and thus no relationship) with TGTG after engaging in the partnership; in comparison users are likely to have even less communication with TGTG as their utility does not require direct communication with TGTG (with the exception of reviewing stores on the app after a purchase). This example gives reason to question how TGTG is able to inspire and empower as many people as possible, without initiating a dialogue taking place in a form of proactive communication with consumers and potential consumers? A critical approach to these examples identify a Culture-Image gap within TGTG's corporate identity; occurring when "*employees do not understand and support strategic vision*" (Hatch & Schultz, 2015: pg 75).

A further reflection of TGTG's relationship with consumers can be perceived through a critical approach to the findings generated from Stakeholder Images. The beginning of the section summarizes descriptive statistics regarding stakeholders, which indicate that distribution of TGTG users is skewed with a higher presence among individuals between the ages of 20-29 and 30-39, which implies TGTG is failing to reach users of all ages to meet the mission of inspiring and empowering as many people as possible. It can also be argued that the users are misunderstanding the concept as targeted towards the younger population, possibly resulting in the spread of referrals between the two user age groups at a higher rate than among other age groups; although this has not been proven through the data. TGTG's main external expression as identified in Section 7.1 is a focus on the issue of food waste; the company would like to tackle food waste through creating a community of individuals who would also like to fight food waste. The ideology is built upon the idea that every person has the ability to make a difference, and when joining forces the impact is greater. To ensure coherence, stakeholders would perceive TGTG as the company described above. The thematic analysis reveals otherwise; that consumers associate images of monetary value and innovation in addition to the environmental impacts. To a certain degree, innovation can be considered to be in line with the images TGTG seeks to reflect through the notion of inspiring people; similarly monetary value cannot be ignored as it an essential aspect of the concept TGTG currently follows and is mentioned in official statements on a few instances, but some nonetheless. However, what is not anticipated is that 26% of users do not associate images of environmental impacts

with TGTG; of which 9.9% only associate images of monetary value with TGTG. A critical approach to these examples clearly identify a misalignment of messages in the form of a Vision-Image gap within TGTG's corporate identity; occurring when "*outsiders' images conflict with management's strategic vision*" (Hatch & Schultz, 2015: pg 75).

Summing up to answer the section sub question of "*How has Too Good To Go's corporate identity been organized?*" TGTG achieves a significant degree of alignment between the three factors of strategic vision, organizational culture and stakeholder images which define the strength of the company's identity. However the identity is weakened due to the presence of gaps between the three strategic pillars. The largest of these gaps is the Vision-Culture gap, which depending on how it is approached can also be argued to either open or close the remaining gaps of Culture-Image and Vision-Image. Hatch & Schultz depict the relationship between the pillars in the Organizational Identity Dynamics Model (Appendix E, Figure 3) which explains the organizational culture influences stakeholder perceptions, and in response Stakeholder Images influence Organizational Identity. This figure-eight pattern can continue forever, and without the presence of a clear strategic vision, the discourse between organizational culture and stakeholder images can result in an outcome very different from what is desired by strategic vision.

8. Discussion

This section aims to bring together findings from both the Blue Ocean Analysis in Section 6 and the Corporate Identity Analysis from Section 7, to answer the third subquestion of "*What is the relationship between Too Good To Go's corporate identity and blue ocean?*" To answer this question, the research followed a chronological order of answering subquestion 1 of "*How has Too Good To Go created a blue ocean?*" to understand the concept of a blue ocean, followed by answering subquestion 2 ""*How has Too Good To Go's corporate identity been organized?*". The BOS analysis showed that the main takeaway was that TGTG's blue ocean was created as a result of TGTG choosing to stray from industry norms, creating a divergence from the regular value curve. The three main aspects which helped TGTG to stand out were availability, variety and swiftness; determined by the Four Actions Framework. While Kim & Mauborgne emphasize that companies should not respond to competition with competition, or to

make it all about customer satisfaction as that would lead to a red ocean; they do emphasize that value innovation is resulted from an increased focus on the stakeholder value you are able to offer as a company.

Creating this value increases the relevance of the company, as well as attracting new audiences due to the creation of a unique demand. Although in order to compose strategic value for consumers, to transition into an uncontested market space while attracting new consumers; it's necessary to invest time and resources into understanding who the company's customers are as well as who they can be. The corporate identity analysis shows small investments into building relationships with consumers can translate into long-term benefits, if strategically managed. An analysis of stakeholder images revealed that the majority of TGTG's stakeholders are currently considered Promoters, with a small percentage as passives; although the theory also emphasizes that passives are likely to overtime turn into promoters or detractors. A relationship consumers can take shape in many forms; most companies take advantage of the rise in social media, and create platforms and groups through which they interact with consumers. This argument forms the basis for why TGTG should invest time and resources into building relationships with consumers; reaching out to consumers is one side of the equation.

The other side of the equation involves how consumers respond to the company; here pre-existing perceptions of the brand will play a big role in how consumers engage the opportunity of building a relationship. For example, **TGTG's strategic vision provides evidence that the company would like to build strong relationships with consumers**, as they would like to create a community of inspiration and empowerment towards a sustainable lifestyle. However the corporate identity analysis reveals that this message is becoming lost in the movement between strategic vision and organizational culture; (1) due to the lack of initiatives and (2) due the internal perceptions of the lack of initiatives. TGTG's website claims they have set 2020 targets to engage with local communities, such as "*inspiring 500 schools*" (globally) however for a company that publishes official press releases for every milestone met, so far there has not been any officially reported activity regarding the progress on these goals. The data collected within this research cannot explain why these initiatives are not taking place to the external eye; however it can be predicted that collective organizational priorities influence individual employees

priorities. Often these behaviours are led by those in leadership and management positions, as groups of people tend to follow selected leaders (Schein, 1997).

Once again, this circles back to the continuously flowing relationship between organizational culture and stakeholder images. If TGTG would like to improve or change stakeholder images, in addition to investing time and resources into building a relationship with consumers, TGTG will also need to invest time and resources into aligning employee perceptions regarding external stakeholders. The corporate identity analysis shows reason to believe the **Vision-Culture gap with TGTG's identity is the largest of the three gaps currently occurring**. Organizational culture will continue to influence how external stakeholders perceive TGTG and employees at TGTG; and stakeholder images of TGTG will continue to influence how employees perceive external stakeholders – following the figure-eight move depicted in Hatch & Schultz' Organizational Identity Dynamics Model (Appendix E, Figure 3).

The interaction between the two divisions of corporate identity will continue to affect the outcomes of TGTG's NPS; which will constantly remain at a risk of decreasing if no action is taken from the company. This will result in a larger number of detractors who categorize as individuals who do not engage with the company and furthermore spread negative accounts of their experience with others; resulting in the company losing more consumers. How does this explain the relationship between TGTG's corporate identity and blue ocean? **The BOS emphasizes that in order to contain a blue ocean, a company needs to continuously generate value innovation; this is done through introducing strategic initiatives which increase buyer value and reduce costs.** However in order to increase buyer value, companies must invest time in understanding their buyers (also referred to as consumers); this can be achieved through building a strong corporate identity and investing time in maintaining a relationship between the company and its consumers. Doing so will strengthen the consumer base for TGTG, as well as provide them with sources of how to generate value innovation on a continuous basis. Therefore, it is necessary for TGTG to focus on closing the gaps identified within the company's corporate identity; to avoid their blue ocean becoming red over time.

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9. Conclusion

This research was designed upon the philosophical assumptions of interpretivism to understand how social meaning and structures have been created in the context of TGTG's blue ocean and TGTG's corporate identity. Using an abductive approach to the case study method, the research investigated the case of TGTG, Denmark by looking to the past to determine the source of TGTG's blue ocean and how TGTG Denmark's organizational identity has been created. Building on the philosophy of interpretivism, the research utilized data collection methods and data analysis techniques which were open ended and suitable to match the interpretivist view; therefore the research findings focus on the identification and explanation of patterns observed, as well as their possible implications. Through the structure of sub questions one and two, the research was able to successfully identify the relationship shared between TGTG's BOS and TGTG's corporate identity – and thereby also answer the main research question, "***How can Too Good To Go maintain a blue ocean by enhancing their corporate identity?***"

Beginning with TGTG's BOS, the analysis reveals that the company's successful value innovation is a result of increasing stakeholder value while simultaneously decreasing the costs associated. TGTG was able to do so by focusing on competitive factors in the industry which are often overlooked, in a combination with creating new competitive factors based on their business model. Moreover TGTG was able to stand out from competitors by specifically focusing on the opposites to their competitive strategy. It was also determined that every blue ocean is finite, and has the potential to turn red. In order to avoid this scenario, companies such as TGTG are required to engage in periodic revisions of their value innovation stance in order to determine the strength of their blue ocean; also allowing for a calculated decision on which strategy should follow next to maintain the blue ocean.

The notion of stakeholder value is closely connected with corporate identity; whether it is recognized that in order to conduct the most accurate assessment of how to increase stakeholder value in TGTG's BOS, it is necessary to consider the three pillars which constitute corporate identity and their respective relationships to each other. The VCI analysis brings to light that TGTG has gaps between the three key pillars of Strategic Vision, Organizational Culture and Stakeholder Images; of which the Vision-Culture

gap is the largest. This observation can be elaborated through understanding that Organizational Culture and Stakeholder Images share a circular relationship of influence. Thus the Vision-Culture gap will influence employee interactions (Organizational Culture) with external stakeholders (Stakeholder Images); this pattern of influence will then occur in a circular pattern which may result in Organizational Culture and Stakeholder relations depicting an entirely different message than that of Strategic Vision – if the gaps are not addressed.

Thus the relationship between TGTG's BOS and Corporate Identity is found to be in importance of maintaining positive stakeholder relations. It is further emphasized that TGTG is able to maintain stakeholder relations through its corporate identity; in the area of interactions taking place between Organizational Culture and Stakeholder Images. The fostering of this relationship will allow TGTG to generate insight into consumer culture, and what consumers consider to be of value – and thereby the source of new developments in TGTG's value innovations. To answer the main research question, "*How can Too Good To Go maintain a blue ocean by enhancing their corporate identity?"* **TGTG can maintain a blue ocean by enhancing their relationships to external stakeholders through corporate identity, as well as investing in time to further explore what drives value for their consumers through proactively engaging in shaping Stakeholder Images.** On a conclusive note, directions for further research would therefore seek to explore the factors shaping Organizational Culture through taking a closer look at the leadership practices within TGTG Denmark; as well as exploring the factors shaping Stakeholder Images through taking a closer look at consumer identity projects through Consumer Culture Theory.

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11. Appendices
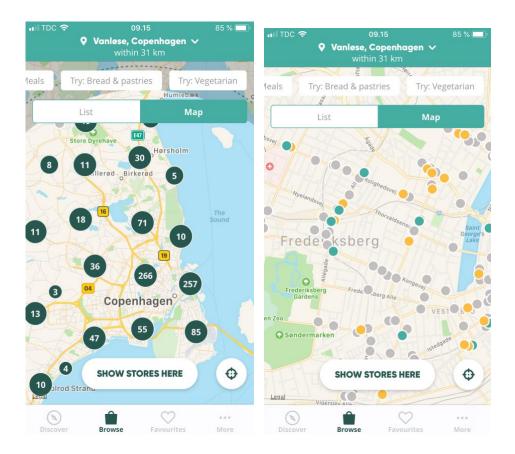
11.1 Appendix A - Sustainable Development Goals
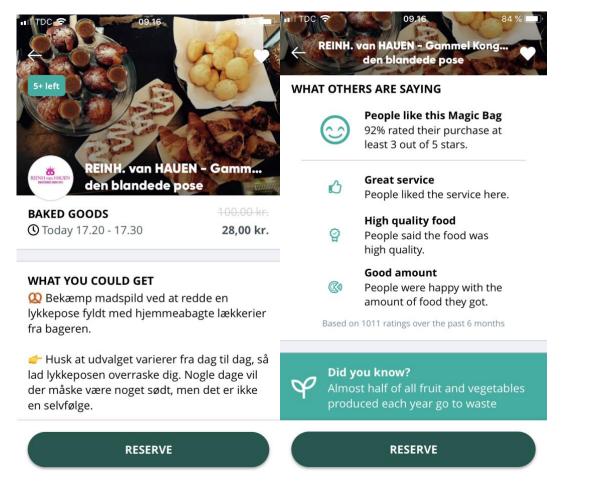
11.2 Appendix B - Screenshots: TGTG App
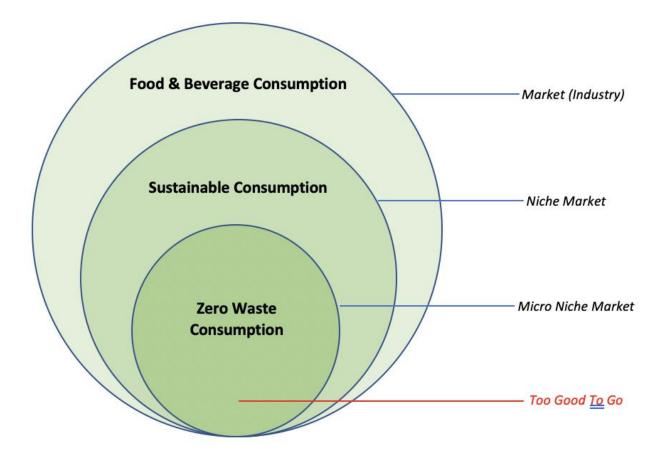
The mobile app has also developed significantly from the first version; users sign up to register an account, after which they are able to browse available "magic bags" via lists under several categories (e.g. Collect For Lunch, Nearby, Vegetarian) or alternatively available magic bags can also be viewed on a map. Additionally, the two search functions offer a range of filters users can apply to find what they are looking for; varying from dietary preferences, pick up time and food category. The availability of the magic bags is visible to users via a grey (sold out/nothing left), orange (a few left) or green circle (available), while partners are able to decide the quantity and price per magic bag each day, as well as the pick up time each day. If a user would like to buy an available magic bag, they are presented with the opportunity to see ratings from other users and can purchase the magic bag through the app via an online payment. When picking up the magic bag, users will be asked to present their order receipt to staff at the location, and then prompted to swipe and confirm pick up on the app. Once the pick up window has

passed for the day, partners are able to publish available magic bags for the next day; giving users a possibility to purchase a magic bag upto 24h before the designated pick up.

11.3 Appendix C - Market Niche Map
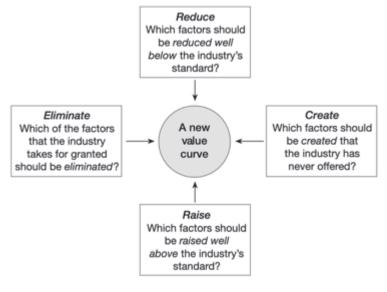
11.4 Appendix D - Blue Ocean Framework
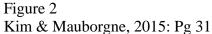
Red ocean versus blue ocean strategy

Red ocean strategy	Blue ocean strategy
Compete in existing market space.	Create uncontested market space.
Beat the competition.	Make the competition irrelevant.
Exploit existing demand.	Create and capture new demand.
Make the value-cost trade-off.	Break the value-cost trade-off.
Align the whole system of a firm's activities with its strategic choice of differentiation *or* low cost.	Align the whole system of a firm's activities in pursuit of differentiation *and* low cost.

Figure 1
Kim & Mauborgn, 2015: Pg 18

The four actions framework

Reduce
Which factors should be *reduced well below* the industry's standard?

Eliminate
Which of the factors that the industry takes for granted should be *eliminated*?

A new value curve

Create
Which factors should be *created* that the industry has never offered?

Raise
Which factors should be *raised well above* the industry's standard?

Figure 2
Kim & Mauborgne, 2015: Pg 31
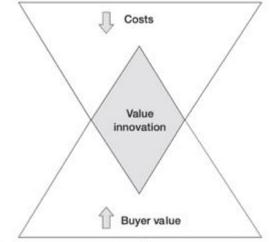
Value innovation: The cornerstone of blue ocean strategy

Value innovation is created in the region where a company's actions favorably affect both its cost structure and its value proposition to buyers. Cost savings are made by eliminating and reducing the factors an industry competes on. Buyer value is lifted by raising and creating elements the industry has never offered. Over time, costs are reduced further as scale economies kick in due to the high sales volumes that superior value generates.

The simultaneous pursuit of differentiation and low cost

Figure 3
Kim & Mauborgne, 2015: Pg 17

11.5 Appendix E - VCI Model

Figure 1.1. The VCI Alignment Model.
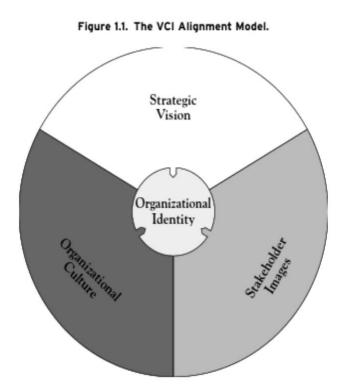
Figure 1
Hatch & Schultz, 2008: Pg 11
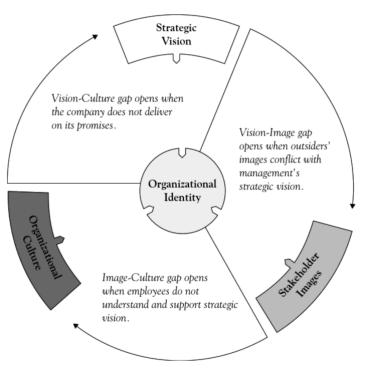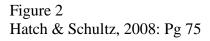
Figure 4.2. Three sources of VCI misalignment that can damage your corporate brand.

Strategic Vision

Vision-Culture gap opens when the company does not deliver on its promises.

Vision-Image gap opens when outsiders' images conflict with management's strategic vision.

Organizational Identity

Organizational Culture

Image-Culture gap opens when employees do not understand and support strategic vision.

Stakeholder Images

Figure 2
Hatch & Schultz, 2008: Pg 75

Figure 3.4. The identity conversation is dynamic; many layers of interpretation build up over time.

Figure 3
Hatch & Schultz, 2008: Pg 75

11.6 Appendix F - Strategic Brand Narratives

Truths	Four to five high-level aspects of your brand that are true and significant.
Promise	A statement of purpose expressed as a promise.

Story	A short narrative that paints a picture of the brand working to its promise and the impact that it has.
Emotional Impact	The distinctive ways the brand strives to make people feel.
External Expression	A marketable concept rooted in the brand shifts and distinguished by the promise and desired emotional impact

Phrases from the	Lloyd's five elements of a Strategic Brand Narratives (SBNs)				
	4-5 Truths	Promise	Story	Emotional Impact	External Expression
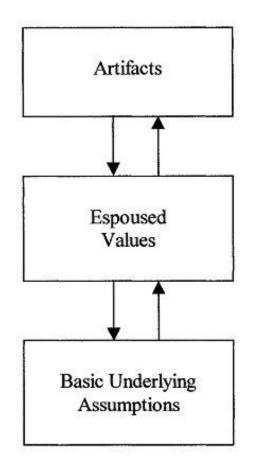
Webpage (DK)					
	Food waste, a worldwide issue

The #1 anti-food waste app

We connect users with delicious unsold food

The world's largest community of waste warriors

Life in our offices is ever-changing | We are building something big

We're on a mission to change

We dream of a planet with no food waste

Everyday we are working on making that a reality

Our mission is to inspire and empower everyone to take action against food waste. | We have therefore created 4 pillars, against which we have set goals to hit by 2020

Inspire 50 million people

Work with 75000 businesses

Inspire 500 schools

Impact regulation in 5 countries

5.9 million meals saved in Denmark

2 million happy users fighting food waste | The smallest changes in our daily habits can make a difference

Plan ahead and get creative

Show some love to ugly produce

What brings us all together is a passion for fighting food waste

We need to turn our words into actions | You're a (big) part of this!

The planet needs you!

We can help you recuperate costs and lower your footprint

Come fight food waste with us!

Are you with us? |

11.7 Appendix G - Schein's Theory of Culture

Uncovering the Levels of Culture
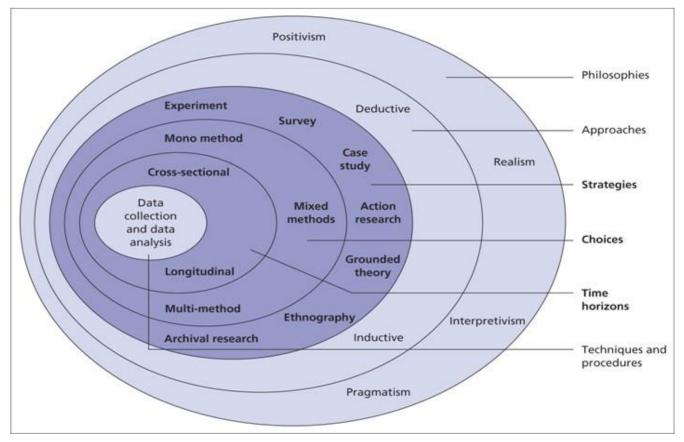
Artifacts	Visible organizational structures and processes (hard to decipher)
Espoused Values	Strategies, goals, philosophies (espoused justifications)
Basic Underlying Assumptions	Unconscious, taken-for-granted beliefs, perceptions, thoughts, and feelings (ultimate source of values and action)

Schein, 1997

11.8 Appendix H - Research Onion Model

Saunders et. al, 2016

11.9 Appendix I - Survey Design for Users

What do you think of Too Good To Go?

Start of Block: Default Question Block

Q1 What is your current occupation?

○ Student

○ Student / Part time job

○ Employed / Part time job

○ Employed / Full time job

○ Unemployed

○ Pensionist

Q2 What is your current age?

○ Under 20

○ 20-29

○ 30-39

○ 40-49

○ 50-59

○ 60-69

○ 70-79

○ 80+

Q3 Since when have you been a user of Too Goo To Go in Denmark?

○ 2015

○ 2016

○ 2017

○ 2018

○ 2019

○ 2020

---

*

Q4 What are the first 5 words that come to mind when asked to describe Too Good To Go in Denmark?

○ 1 _____

○ 2 _____

○ 3 _____

○ 4 _____

○ 5 _____

Q9 On average - How often do you use Too Good To Go in Denmark?

○ Daily

○ Weekly

○ Monthly

○ Seasonally

○ Yearly

✳

Q5 What are your top 3 reasons for choosing to use Too Good To Go in Denmark?

○ 1 _____

○ 2 _____

○ 3 _____

✳

Q6 Briefly - What are your thoughts on your experience using Too Good To Go in Denmark?

_____

_____

_____

_____

_____

Q8 On a scale from 0-10, how likely are you to recommend Too Good To Go in Denmark to a friend or colleague?

- ○ 0
- ○ 1
- ○ 2
- ○ 3
- ○ 4
- ○ 5
- ○ 6
- ○ 7
- ○ 8
- ○ 9
- ○ 10

11.10 Appendix J - Survey Design for Partners

What does your company think of Too Good To Go?

Q1 What is the size of your company?

○ Single Store

○ Multiple Stores

○ Chain Store

Q2 Which category on Too Good To Go's app does your company's offered product fall under?

○ Meal

○ Bakeries & Cafés

○ Groceries

○ Other

Q3 Since when has your company been a partner with Too Goo To Go in Denmark?

○ 2015

○ 2016

○ 2017

○ 2018

○ 2019

○ 2020

✳

Q4 What are the first 5 words that come to mind when asked to describe Too Good To Go in Denmark?

○ 1 _____

○ 2 _____

○ 3 _____

○ 4 _____

○ 5 _____

Q9 On average - How often do your company offer products on Too Good To Go's app in Denmark?

○ Everyday

○ Multiple times a week

○ Once a week

○ Once a month

✳

Q5 What are your company's top 3 reasons for choosing to partner with Too Good To Go in Denmark?

○ 1 _____

○ 2 _____

○ 3 _____

✳

Q6 Briefly - What are your thoughts on your company's experience partnering with Too Good To Go in Denmark?

_____

_____

_____

_____

_____

Q8 On a scale from 0-10, how likely is your company to recommend Too Good To Go in Denmark to other companies?

○ 0

○ 1

○ 2

○ 3

○ 4

○ 5

○ 6

○ 7

○ 8

○ 9

○ 10

End of Block: Default Question Block

This survey was created and distributed through the platform provided by Qualitrics.

It was distributed via an anonymous link in individual correspondence with partners of TGTG over social media include Facebook and Instagram, as well as via email correspondence. The partners contacted by the research were categorized in four main groups, namely those which the partners fall under on the mobile application for TGTG.

The partners contacted, which responded in some form, have been highlighted in green text.

Product Offered on TGTG	Companies Contacted	Total Number
Meals	- Dalle Valle - Food Club, **Danhostel,** **Riz Raz** - Hotel Skt. Petri **Pow Pizza** - New Street - Hallernes Smørrebrød - Restaurant Flammen **LETZ SUSHI** **Scandic Sluseholmen**	11
Bakeries & Cafes	- RvH - Emmerys - Det Franske Conditori - Mokkariet **Bertels Kager** - Bodenhoff - Brødkunsten - Wulff & Konstali	9
Groceries	- Lidl **Netto** - Irma	7

	• Kvickly • SuperBrugsen • fakta • Aldi	
Other	• 7-Eleven • Amager Center Blomst • **Vintro** • Braw • Olufs • Yellowbeard • Xocolatl • Q8 • Bristol Blomster	9

11.11 Appendix K - Email Correspondence with Co-Founder

Den fre. 14. aug. 2020 kl. 17.03 skrev Nishita Rajkumar Ramrakhyani
<nira14ad@student.cbs.dk>:

Dear Stian,

Thank you once again for your time and willingness to share about your experience in Too Good To G - It's a privilege for me to have the opportunity to include your insights as one of the co-founders within my research! As we agreed in our LinkedIn conversation, below you will find a list of the questions I have!

Unfortunately as we are unable to chat about this in an interview format, I won't be able to ask you an follow up questions should there be a request for clarification or elaboration; however I will instead be able to send you a follow up email to clarify selected responses if required after receiving your responses to the questions below - hope this won't be of inconvenience to you!

Would you be able to get back to me by Tuesday evening?

Best,
Nishita

_____

A little bit about myself and the project:

I am Master programme student from CBS who is writing a final thesis project about Too Good To Go Denmark as my company of choice. In my project I am investigating the role of corporate branding in the context of market positioning for my company of choice. The project aims to understand the various factors constituting Too Good To Go's corporate brand, and an important aspect of understanding the business today is the ability to understand where the business began, as well as the various changes taking place over the years!

The questions prepared in this email have been organized within three main sections; (1) understanding your past role and background, (2) understanding how Too Good To Go developed, (3) opinion based questions regarding Too Good To Go as a business.

The following are a few questions to better understand your background with regards to Too Good To Go this...

1. How would you describe your relationship to Too Good To Go?

2. Based on the information on your LinkedIn profile, I understand that you have listed Co-Founder at Too Good To Go from August 2015 to July 2017. How would you describe the scope of your role and responsibilities in this position?

3. How would you describe the evolution of your role at Too Good To Go while employed there?

Moving onto the second section, the following questions will focus on understanding how Too Good To Go has developed...

4. How would you describe the story behind the creation of Too Good To Go?

5. How would you describe Too Good To Go's **mission** when the business was founded back in 2015?

6. How would you describe the **concept** behind Too Good To Go when the business was founded back in 2015?

7. How would you describe Too Good To Go's **vision** for the future when the business was founded back in 2015?

8. How would you describe Too Good To Go's internal structure while you were employed there?

9. How would you describe Too Good To Go's as work place while you were employed there?

10. As the business and team grew in size, how would you describe the qualities you and your colleagues looked for in your future team members?

Moving on to the third section, the following questions have an opinion-based focus…

11. In your opinion, has Too Good To Go's **mission** evolved since it was founded back in 2015?
   - If yes, how has it evolved? What do you think about this change?
   - If no, do you believe it should have evolved? Why/Why not?

12. In your opinion, has Too Good To Go's **concept** evolved since it was founded back in 2015?
   - If yes, how has it evolved? What do you think about this change?
   - If no, do you believe it should have evolved? Why/Why not?

13. In your opinion, has Too Good To Go's **vision** evolved since it was founded back in 2015?
   - If yes, how has it evolved? What do you think about this change?
   - If no, do you believe it should have evolved? Why/Why not?

14. If you have to describe the Too Good To Go team while you were employed there, in three words, what would you say?

Lastly…

15. In your opinion, where does Too Good To Go stand as a business in comparison to while you were employed there?
   - Why do you think this is the case?

From: Stian A. <stianhaanes@gmail.com>
Sent: 15 August 2020 15:07
To: Nishita Rajkumar Ramrakhyani <nira14ad@student.cbs.dk>
Subject: Re: Master Thesis / Questions

Hi Nishita, hope the answers are fine, I am a busy man so I can't use too much time on them unfortunately.

The following are a few questions to better understand your background with regards to Too Good To Go this…

1. How would you describe your relationship to Too Good To Go?

Me and a couple of friends founded TGTG back in august 2015, I am co founder.

2.Based on the information on your LinkedIn profile, I understand that you have listed Co-Founder at Too Good To Go from August 2015 to July 2017. How would you describe the scope of your role and responsibilities in this position?

In the beginning we had no roles, we where more lice octopuses, did whatever we believed in and our range of work was broad, after our first investor came onboard, we started getting more concrete roles, my role was CEO, until I found a replacement in Mette Lykke.

3.How would you describe the evolution of your role at Too Good To Go while employed there?

In the beginning I had a part time job, after 2 weeks, I quit my job and started full time on tgtg. My roles where as mentioned above many, from sales, IT, marketing, press, public speaker. We did everything ourselves in the beginning , and what we didn't know what to do, we learned(not the best, but the cheapest, we bootstrapped for a long time.)

Moving onto the second section, the following questions will focus on understanding how Too Good To Go has developed...

4.How would you describe the story behind the creation of Too Good To Go?

We where friends, with the same passion and good chemistry, after my friend Thomas came and told me about the idea, I thought it was great, good for the environment, good for the consumer and good for the business. We went all in, and started getting stores on board, after making a company, we then made a website, and created an app. More people, heard about the idea and became interested in joining, before a week had passed we had about 10 people sitting in my appartement and calling stores.

5.How would you describe Too Good To Go's **mission** when the business was founded back in 2015?

Out mission was just to reduce food waste, and get more stores.

6.How would you describe the **concept** behind Too Good To Go when the business was founded back in 2015?

The concept was, instead of throwing good food out from venues we could sell it at a cheaper price before closing, and take a little cut.

7.How would you describe Too Good To Go's **vision** for the future when the business was founded back in 2015?

We did not have time to define a vision, mission or values, we just ran as fast as we can. Today, the company have all the three parameters.

8.How would you describe Too Good To Go's internal structure while you were employed there?

We had little structure in the beginning, we tried to make a manual, and write everything down, so we had a handbook, for others to read, but no one of the founders had any real experience running a company.

9.How would you describe Too Good To Go's as work place while you were employed there?

It was, fun and full of passion, best years of my life.

10. As the business and team grew in size, how would you describe the qualities you and your colleagues looked for in your future team members?

We had a new application about every second day, we invited the ones who was the hungriest, the one, who sent a video application, instead of a cv, and those who were lucky to be on the right place at the right

time.

Moving on to the third section, the following questions have an opinion-based focus…

11. In your opinion, has Too Good To Go's **mission** evolved since it was founded back in 2015?

Yes several millions in that department, have made the mission very clear.

- If yes, how has it evolved? What do you think about this change?

I think it is nice to have a mission. It is a big focus for the company today, they use the mission as a core factor to drive the company and the employees, consumers and businesses to be a part of something greater.

- If no, do you believe it should have evolved? Why/Why not?

12. In your opinion, has Too Good To Go's **concept** evolved since it was founded back in 2015?
    - If yes, how has it evolved? What do you think about this change?

The concept is still the same, it has evolved, but the core is the same, it have broadened geographically, and that is also the main focus of the company. There have been attempts to broaden the market to, other food venues, but all in all, the core is still the same.

- If no, do you believe it should have evolved? Why/Why not?

13. In your opinion, has Too Good To Go's **vision** evolved since it was founded back in 2015?
    - If yes, how has it evolved? What do you think about this change?

Well, now it is more defined, back then we did not even know what an exit plan was. Now there is a clear vision of how many meals are save from the bin, each year, and how much is going to be saved, 3 years from now.

> - If no, do you believe it should have evolved? Why/Why not?

14. If you have to describe the Too Good To Go team while you were employed there, in three words, what would you say?

Passionate, Extreme, Openminded.

Lastly…

15. In your opinion, where does Too Good To Go stand as a business in comparison to while you were employed there?
    - Why do you think this is the case?

Back then it was a start up, now it is a scale up, with about 600 employees.
We just had to prove the case, and now it is being expanded.

Den man. 17. aug. 2020 kl. 13.01 skrev Nishita Rajkumar Ramrakhyani <nira14ad@student.cbs.dk>:

Hi Stian,

Thank you for getting back to me with responses on the questions in the previous email - they are definitely helpful to my research! ☺

If you don't mind, I have a few follow up questions to some of your responses, these will help me to better understand what you have already shared - I have written them below!

Best,

Nishita

(Q represents "Question")

1. In your response to Q2 you mention that your role was CEO until you found a replacement in Mette Lykke;
   a) Was a change in leadership planned from the beginning?
   b) How would you describe the reasons for change in leadership?
   c) How would you describe your role in company after the change in leadership?

2. In your response to Q3 you mention that the team was doing everything themselves in the beginning;
   a) Did all individuals from this initial team continue on in the company following the change in leadership?
   b) If no, how would describe the reasons behind this change?

3. In your response to Q8 you mention that in the beginning the team had "a little structure" and that none of the co-founders had any "real experience" in running a company;
   a) How would you describe "a little structure"?
   b) How would you describe the impact (if any) on the team, as a result of the co-founders' lack of experience in running a company?

4. In Q15 you mention how Too Good To Go is now a scale up and is expanding;
   In your opinion, in which areas does the business have scope to continue growing within?

From: Stian A. <stianhaanes@gmail.com>
Sent: 17 August 2020 21:35
To: Nishita Rajkumar Ramrakhyani <nira14ad@student.cbs.dk>
Subject: Re: Master Thesis / Questions

(Q represents "Question")

1. In your response to Q2 you mention that your role was CEO until you found a replacement in Mette Lykke;

   a) Was a change in leadership planned from the beginning?

   Not really, we found out that if we could find someone better than myself, it would be better for the company, i just randomly asked one day if she wanted to be my coo, and then she said, if she should be anything it would be ceo, i thought about it, and said yeah good idea .. :)

   b) How would you describe the reasons for change in leadership?

We wanted the company to be run by professionals, since we saw that it would benefit the company in the long run.

c) How would you describe your role in company after the change in leadership?
My role changed, I became a passive owner, and did not take part in the daily doings anymore.

2. In your response to Q3 you mention that the team was doing everything themselves in the beginning;
a) Did all individuals from this initial team continue on in the company following the change in leadership?
Almost no one, the entire team is almost completely new.

b) If no, how would describe the reasons behind this change?
I think the new CEO would prefer having her own team.

3. In your response to Q8 you mention that in the beginning the team had "a little structure" and that none of the co-founders had any "real experience" in running a company;
a) How would you describe "a little structure"?
We made the company from scratch with lightning speed, so keeping track of data, finance and running at that time a 40 person company was quite new(and non existent), we lived day to day, and just took the challenges that came, while pursuing some sort of common goal. No business plans, no budgets etc.

b) How would you describe the impact (if any) on the team, as a result of the co-founders' lack of experience in running a company?
Well in the beginning there where just the co founders, and the team was pretty much just salespersons, i think we had a good impact on eachother, same values, open mindedness, and most importantly we had a common drive, we ran to meetings, instead of walking, we wanted it badly, so i think our passion inspired the team, and the new members of the company.

4. In Q15 you mention how Too Good To Go is now a scale up and is expanding;
In your opinion, in which areas does the business have scope to continue growing within? Well

I am a believer that nothing is perfect and all businesses can grow, in all areas. If you ask me what i think the business needs to grow it would be 2 things at the moment, 1. gamification/badges, points etc for users and stores. 2. Notifications on your phone if you are close to a meal that needs to be saved.

Den tir. 18. aug. 2020 kl. 13.06 skrev Nishita Rajkumar Ramrakhyani <nira14ad@student.cbs.dk>:

Thanks Stian, your answers have been really helpful for my research!
Would it be alright that I reach out to you again in a few weeks in the case that another question pops up?

Best,
Nishita

From: Stian A. <stianhaanes@gmail.com>
Sent: 18 August 2020 13:24
To: Nishita Rajkumar Ramrakhyani <nira14ad@student.cbs.dk>
Subject: Re: Master Thesis / Questions

I'm glad it helped, you are welcome.

Nishita Rajkumar Ramrakhyani <nira14ad@student.cbs.dk>
Tue 18/08/2020 13:29
To: Stian A. <stianhaanes@gmail.com>

Super! Thanks again for your time and help. 😊

Best,
Nishita

11.12 Appendix L - Interview Guide for B LAB Denmark

Thursday 13th, August 2020

Steffen Kallehauge

Head of Growth (Denmark)

B LAB Europe

Format: Face to face

Location: Coffee shop

Interview Questions

Project Background

I am Master programme student from CBS who is writing a final thesis project about Too Good To Go Denmark as my company of choice. In my project I am investigating the role of corporate branding in the context of market positioning, and as Too Good To Go Denmark happens to be a certified B Corp. this interview aims to gather an insight into what this certification represents for the corporate brand. Gathering this information will further allow me to decipher a key aspect of the internal and external image of the company's corporate brand.

The questions prepared for this interview have been organized within three main sections; the first section focuses on understanding your role and background while the second section focuses on understanding the concept of becoming a certified b corp. as well as the stages this process consists of, and lastly the third section focuses on opinion based questions regarding b corps.

The interview will be recorded (if consensual) but only for exam writing purposes. No audio recordings will be submitted along with the final project.

_____
_____

We'll begin with a few questions to better understand your background within this position…

How would you describe the scope of your role and responsibilities as Head of Growth for B LAB in Denmark?

How would you describe the nature of your relationship with clients?
(follow up) Would you say your role involves you in working with all new clients of B LAB in Denmark?

Since we're talking about B LAB in Denmark now… What is the story behind the founding of B LAB as an organization?
- (follow up) When was the Danish branch of B LAB established?

What is the current size of clientele B LAB in Denmark works with?
- (follow up) How has this number changed compared to the past years in operation? (growth rate)

In terms of clientele distribution, how is B LAB established on a global scale?

Moving onto the second section of the interview, the following questions will focus on understanding the concept of a b corp. certification…

How would you describe what a b corp. certification is?
- (follow up) How would you describe the purpose of a b corp. certification?

What are the criteria constituting eligibility to apply for a b corp. certification?
- interdependency and agreement
- b impact assessment

What is the application process when applying for a b corp. certification?
- (follow up) How long would it typically take to become approved as a certified b corp.?
- (follow up) How come it can take upto X months/years?
- how often – first shot

What are the criteria to meet in order to be approved as a certified b corp?
- (follow up) How is this threshold score determined?

How would you describe B LAB's relationship with a client post certification?
- (follow up) Upon a business becoming a certified b corp, what is the validity duration of the b corp certification?

With reference to Too Good To Go Denmark, how long has the business been a client to B LAB Denmark?
- (follow up) How has the process of becoming certified, been for Too Good To Go Denmark, in terms of meeting qualifying criteria?

Moving on to the last section of the interview, the following questions have an opinion-based focus…

In your opinion, what are the clientele motivations to become a certified b corp?

In your opinion, what is the value added to a business by a b corp certification?

representation

In your opinion, why/why shouldn't all businesses become certified b corps?

Lastly, to wrap up this interview…

In your opinion, how do you believe the process of becoming certified and the certification itself has impacted Too Good To Go Denmark as a business?

Thank you & Closing Remarks.

11.13 Appendix M - Interview Transcript for B LAB Denmark

Introduction of project background (as in the interview guide) occurred prior to receiving consent for audio recording and thus has not been included on the following transcript.
Speaker 1 = Researcher/Interviewer
Speaker 2 = Interviewee

Speaker 1: Thank you for meeting with me! I appreciate your time and the insight will definitely help me. So my first I would like to hear a little bit about your background and the following questions will also be related to the theme of understanding your background. My first question is, how would you describe the scope of your role and responsibilities as Head of Growth for B LAB in Denmark?

Speaker 2: I was one of the first ones to get involved in setting up the B Corpo brand here in Denmark and trying to define it, you know as what are B Corps in a Danish context. So I started out... I didn't have any role, I was doing whatever was supposed to be done. So I was like changing a lot, but going back and forth between doing the communications behind it, but also the business development or the community management. Now, the last six months, my main focus has changed. So I'm now focusing on growing the community. So I'm the one contracting companies, saying "Hey, there's this certification. Do you want to meet up with me and have a chat?" And then I also do help them from when they started their assessment process to when they get there. First I help them answer the questions for our assessment. And then I help identify initiatives to be done in terms of creating an impact for the company. And then after they've submitted their assessment, I support them by staying whenever there is any kind of feedback for company and the company doesn't understand what actions need to be done, then they ask me and then I can tell them what they need to do. OK, so if you want a definition, I am the head of growth, but I do all kinds of things. But my main focus right now is building the community and advising the companies that are interested in getting the certification.

Speaker 1: OK, so just to clarify, you follow the company from start to end through the process? And would you say that your role involves working and working with all the new clients that come on board?

Speaker 2: Yes, I think that there are some companies that haven't received my help, but I think it's around 6/23 that we have now. And then we have 11 coming in and I've been in contact with all of those.

Speaker 1: OK, and how would you describe how often you talk with the clients?

Speaker 2: Well, it depends. We do different offerings, depending on their need for support. So Too Good To Go for example - I went there a couple of times sitting through, going through each question, making sure they answered correctly, making sure that the calculations behind their answers were correct. But there is also someone that I've barely been in contact with, where I just had to describe the process; this is how the assessment looks like and this is how you navigate, and then they did the rest. And then I just check their assessment afterwards to see, you know, there are some legal stuff that are significant for Denmark so I can check are these answered correctly and that I can look for whether the answers are coherent with each other. There are some different questions that look somewhat similar. So I can check these out as well and see if they're answered correctly. But the companies that have done the test themselves, they tend to end up with a lower score that the others.

Speaker 1: OK, so since we're talking about B LAB now, what is the story behind the founding of B LAB Denmark?

Speaker 2: Well it started in the US and I think it was 2007, '06 or '07 so it's relatively new. The reason why it started was because the two founders started their own basketball sneakers brand called "And One" or "All One" - I can't remember, but a basketball shoe company and they were located in Brooklyn and were heavily engaged in the local community, creating street basket tournaments, and tried to make sure that people from low income communities didn't necessarily have to become a gang members but

could be very good and interested in street basket for example. They were just like heavily engaged and it actually ended up being very successful. They ended up being successful and they ended up getting a deal where they could sell the shoes to the NBA, NBA players. And I think they became like the second most popular sneaker brand in the US where no one, of course, is Nike. Yeah, and then they came to a point where they sold their company. And that is actually why they started the B LAB. That was because when they sold the company, they could just like from the sideline, watch their baby, just get destroyed. So all the crazy cool initiatives that they put together like the involvement of local communities, the doing good, all of that was just stripped apart. So it was like what was left was like this commercial part of the brand selling shoes through making the most profit. And then they they met up with one of their other friends and talked about how "we need to have some kind of company structure in place so that we can ensure that the company maintains its vision and mission even post sale". Because that's what happened to them. One thing is to have this company structure, but you have to have companies that are willing to sign this company structure. And you also need to have some kind of movement or mass companies that are trying to push for the same thing. We shouldn't see profit as the end goal, but as a means to meet that end goal. So that was their step two, getting others onboard. And then they said, "Ok, but how do we know what is and what is not a good company?" And then they created the certification so that they have the standard.

Speaker 1: So this happened before 2007?

Speaker 2: Yeah. I can remember when they sold the company and when they founded B LAB, but it wasn't so far apart.

Speaker 1: Yeah, ok, and then how did B LAB come about in Denmark?

Speaker 2: Well it started off with Nille, my boss and the official country partner of B Corp in Denmark. She had the first Nordic company to be B Corp certified, that was a company called Spark, and they are now closed, but B LAB reached out to her and asked here if she was interested in building the B Corp brand, and then she said yes - so that was 2015. Then the next two years there was, I think it was six companies. And then I joined in 2018, and now we're 23 (companies), so it's growing and we're seeing an increase in companies that are willing to undergo a B Corp Certification - so that's pretty great!

Speaker 1: Why do you think that is a trend?

Speaker 2: Well, first of all, there is a push from the leaders, the beacons of different business branches, who are always pushing for higher standards. And then I just think that we have seen a lot of certifications on products, and when you are a market leader in one in one aspect, for example, the environmental aspect, you know, you are always on the lookout for what's the next step? So its about "how can I differentiate myself from other companies within this sustainability agenda?" So that's one of the reasons. Another reason is the generational change that we're seeing. People that are joining the workforce now has a different perspective on how they see themselves interact with their workplace; so they don't see themselves as a personal individual or an individual workplace - they mix those up. So you also need to be able to see yourself and your own values reflected in the company. And the B Corp certification is a

way for a company to show that they have these 2020 values, that they are trying to create a positive impact on the world as much as possible - and that's what young people want. So to attract talent. There's also the way to protect your position as a company. There is also this altruistic perspective of just getting better. And this is a way to always maintain and measure where you are and then try to improve or influence on your company. And then there's also the partnership and the movement in the B Corp brand; so for example in Denmark we have a lot of different networks that you automatically step into when you get your B Corp certification. You have a communications network, a CEO network, a Net Zero network. So we have different kinds of movements within the movement where we try to help each other and we create partnerships, but we also help each other to do better. And none of this would have been possible if for the small companies, most of the B Corp networks, is based on Assamese and none of them would have the resources to do this Net Zero by 2030 by themselves. But by joining forces, they are now able to do that. So it is also a way for companies to do things that they wouldn't necessarily be able to do, so there is a lot of different reasons and one of the reasons would also be to have this brand certification as a pillar for your culture. Too Good To Go for example, they grew like very quick, very quick the last few years. So one of the things that companies are a bit afraid of or see as a challenge for this company regarding their growth, is that they lose their culture, their company culture, the company vision that they started with. So they wanted that entrepreneurial spirit of "we want to change the world for the better". And then they can use the B Corp brand as a platform to talk about your values... So there is a lot of reasons why it's growing.

Speaker 1: And then in terms of global scale, how is the clientele distribution for B LAB?

Speaker 2: Well, since the B LAB certification was started in the US, our highest number of clients are in the US. So in the US there is 1644 companies, in Systemba B which is South America there's 618, in B LAB Europe, which includes the UK is 794 companies. And Australia and New Zealand there's 306. And in the rest of the world there's 126, which is Africa, Russia, and Asia. But I think one of the reasons that this is not more widely spread is based on company culture and culture in general, because in the Western world we like to tick boxes, which is not necessarily the way things are working in in Africa and in some parts of Asia. So I think that's one of the reasons why we don't see as many companies in this region. They are building the network, but I don't have the insights to tell you why it's not bigger.

Speaker 1: Right ok, so moving on to the second section which is about understanding the certification itself - how would you describe what a B Corp certification is?

Speaker 2: Well, it's a company certification. It's the twenty first century certification where you don't necessarily just measure a part of the company, but the full impact of the company itself based on their impact on the communities in which they were employed.

Speaker 1: And how would you describe the purpose of the certification?

Speaker 2: Well, the purpose of the certification itself is... the whole mission is to create a movement and redefine what success is in business. So we don't necessarily compete to be best in the world, but best for the world. So we want to change the way we see what success is.

Speaker 1: And what are the criteria that allow a business to be eligible to apply for a B Coro certification?

Speaker 2: First and foremost, you have to be a for profit company. And now we're talking about the Danish context because they vary abut from place to place. But in general, you need to be a for profit company. So an NGO cannot be B Corp certified. And companies must be willing to sign the B Corp Declaration of Interdependency and the B Corp Agreement. Then you need to do the mission lock - and this is what differentiates from country to country. In Denmark you need to change your by laws and the articles of association so that you are writing into your articles of association that one of the purposes of the company is to have significant positive impact on society and the environment in general. So that's one of the things. And the other one is trying to change the bylaw. So you have to say that whenever the board of directors or directors make decisions, they need to take in the perspective of the different categories that we are measuring. So governance workers, community environment and customs. So what is the impact on those categories if I take this decision? Yeah, so that's the need to do. And then you also need to go to score at least 80 points in our impact assessment. But how you do that can vary a lot company to company. We measure on operations and impact business model. And the business model is not necessarily just a business model, per say, but it can be the company structure, the way the company is designed. And of course, the business model here in Denmark and the Nordic in general, we tend to see a lot of companies that are focusing on environmental impact of the business models, where we, for example, in South America, see a lot of companies that are focusing on the societal effect as well. So it also depends on what's the culture of the different regions. Yeah, so we do have some social forces in Denmark, but mainly, it's the environmental aspect.

Speaker 1: So what is the application process when applying for a B Corp certification?

Speaker 2: You start off making an account at our website, and you start off by putting in some generic information about the company for example sector, size of the company and where it's located. And then you get a profile and then you are in the impact assessment and then you can just start answering the different questions and assessment and then the scoring is calculated depending on the answers to your questions. So for a company, depending on the size, the size and the complexity of the companies varies a lot, but the time to fill out the assessment is somewhere between 6 to 15 hours active time. We have some companies that answered our assessment in a weekend, but we have those are companies that spend three years doing the different assessments. So it's also a way of, you know, how do you want to work with the assessment? The ones who did it in one weekend are ones who built the company around creating impact. So they had already have the data, they had the different structures, they had the impact business model and so forth; and then we have companies that use our assessment to make this 180 degree turn and say "we don't want to be a conventional company anymore, we want to be like a green beacon market company". And then they use, like every question to see where they can turn up their impact the most. And then, yeah, go for the certification, because once you're done scoring points, whatever your answer, and these are collected into one final score. So when you when you when you're done with the assessment, you get an (unverified) final score and if that's above 80, you can then submit it. Once that submitted, it gets sent over to the B LAB standards team, and they are not part of B LAB per say the process, and then

the company undergo a verification process with the standards team where they are required to document what they have put into the assessment, and that means that also. Those through our Impact Assessment website. So they ask you a lot of questions, such as "Can you prove that you've actually cut your emissions by five percent this year?" or "You say that 80 percent of your revenue comes from a gods certified company. Can you can you prove that then?" That's an ongoing dialogue. And then once that process is done, you get your final score. And if that final score is still above 80, then you then you sign the B Corp agreement, the Declaration of Interdependency, and then you pay the fee, which is based on the company revenue. And once that's done, you're actually a full member of the B Corp movement and then you have the certification for three years and then you need to undergo a certification once more because the B impact assessment is continuously developing. So I think it's every third year there's a new version of the B impact assessment where it's more difficult to score points.

Speaker 1: Right. Ok, and where do you come in to this process?

Speaker 2: It depends, mainly at the beginning. So in some cases, I read about a company and I reach out to them and say, hey, I read this and this and this about you and I'm from B Corp in Denmark, would you like to hear what I can offer you? So that's the one where I tried to sell them. But mainly we are contacted by companies that are interested in getting it, and then I come out and I tell them about it. So more or less its from the beginning before they have started their assessment, there are some that have broken their assessment and then I contact them and say, hey, introduce myself and then I ask if they need my help with something. So it's mainly at the beginning of your assessment and then we need to operate on the basis of their needs. With some I go through every question in the assessment, and with some I just say, "Ok, like I'm just on the sideline" and once they've answered their assessment, I can go into it and check to see if it's somewhat coherent. Based on what I can read about the company, I can tell if they answered correctly. During the verification process I don't want to interfere so I'm just like the support. So I back out in that process and then once they get their B Corp certification and are part of the community, I join them again. We make gatherings and workshops for the people in order for them to, first of all, meet each other and to get better. Yeah. And of course, if they don't meet that threshold in their application, I also step in and say, "Hey, do you need my help in order to identify areas where you can improve in order for you to get above that 80 percent threshold?".

Speaker 1: Right. So you mentioned that some companies could do the survey in a weekend and some people take up to three years. So how long is the process usually from start to approval?

Speaker 2: It depends a lot on the resources that the company are willing to put in. I think I work with a company like for one to three months, months, answering the questions and assessment, and then once you've submitted, you end up in a queue because there's a lot of companies that wants to or get certified. So normally takes three months in order for you to get to the verification period. And then it's a somewhat intensive one month and I think the B LAB standards team says that it's an average of four hours a week in the verification month, so it's like 16 hours working. But for some that it's a lot more.

Speaker 1: OK, how often do you have a company that is acquiring 80 or above as the score in their first try?

Speaker 2: It does happen, but that's also because we screen the companies before we are contacting them and start working with them. So... It's actually a good question... I think maybe half of the companies? But that's based on the screening beforehand that we do because we can identify the impact business model that they already have, and based on what's on their website, or what we can read about them. And then there are also some companies that are more or less there, but just need the final push. The B impact assessment is pretty cool because it's the biggest database in the world on company impact, so we can actually check different sectors and regions. The average Danish company will score approximately 55 points; not breaking any laws, but not necessarily focusing on and within the workforce.

Speaker 1: So you able to share how long it took for Too Good To Go?

Speaker 2: It took a long time, I think it was around October 2018 when they started the process and they got their certification January of this year.

Speaker 1: Are you able to share anything else about the process of qualifying for the criteria with Too Good To Go?

Speaker 2: Yeah, I can show you their B Corp profile, but that's also public.

Speaker 1: Is that in the B Corp Directory?

Speaker 2: Yes. Some companies are transparent about their answers on the B impact assessment, but I don't know if that's the case with Too Good To Go... Yeah, they didn't share their answers.

Speaker 1: OK, so is there any way I can get a hold of those?

Speaker 2: You can see their profile, and you can go into the impact assessment yourself and register as a student and get access to somewhat of the same questions that they receive and see how they're actually scoring in each of the categories. So for example, you can see here in the environment category, they don't have that much of an impact because it's 4.4. But they are helping others with their 15 points.

Speaker 1: Alright, thanks! And then last two questions about the certification: So you mentioned the B Corp agreement that signed and then the Declaration of Interdependency. Could you briefly describe what the two of them are?

Speaker 2: So the Declaration of Independency you can find t on our website, which is something that every company signs. The B Coro agreement's just basically more like a legal document saying that we are committed to use the B Corp brand as we are allowed to.

Speaker 1: Right. Ok, so then I will move on to the last couple of questions that I have prepared, and

they are opinion based. Firstly, in your opinion what is the value added to a business by a B Corp certification?

Speaker 2: Well, based on the different talks that I have, the companies that are undergoing and have went through this application is that is actually changing the conversation that companies have with clients and other companies. So they are not necessarily only talking about the quality of the product and the price. Of course, they talking about the quality of the product and the price, but they are also talking about the values of the company where they use the certification as some kind of platform for them to step up to and actually having something to stand on and talk about what impact they have, they are having and what change they want to create. So, yeah, I think that's more important that you also have a third party saying that this is actually a good company living up to the highest standards of any certification there is. It doesn't change the company itself, but it changes the way that they're talking to each other and with each other - that's my personal opinion.

Speaker 1: Yeah. And then in your opinion, what do you believe the B Corp certification represents?

Speaker 2: I think is represents a shift in mindset of what business should and could be. So as of now, we've always been told that the companies are having social responsibility by making money, hiring people. And we have come to this place in history where we see that, ok, yeah, so the way that we've seen the role of business in society is actually causing more harm than it is doing good. So we need in order for companies to continue to have a reason to exist or have the right to exist, they need to change their own role. So they need to look towards more than just making profit, but making profits in the right way. Yeah, I think that is what the core issue is where you're showing companies that it's actually possible to do good and to make money as well. Because if we are to completely. We to say that it's not necessarily it's no longer possible or allowed for company to make profits, then we are trying to destroy a system, the capitalist system. And I don't see that B Corp necessarily wants to destroy this capitalist system, but we want to change the parameters of how we measure what is good and what needs to be done. So we don't want you to destroy the capitalist system, but we want to change it, because right now it's broken. And you can see that by looking to the Amazons, you can see that by looking to Hong Kong, you can see that by looking to Venezuela. Yeah, all around the well, the US is also a great example right now. So there's both a climate crisis, but there is also a social crisis because the systems that we create and we believe that one of the steps that need to be taken is by the companies to rise up to their responsibility. Yeah so we're very idealistic in our opinion.

Speaker 1: Ok.. So in your opinion, why or why should/shouldn't all businesses become certified?

Speaker 2: I think companies should get certified because that's the right thing to do. And if they don't, I hope they don't succeed. I hope they get bankrupt because I cannot see a world where we are doing business as usual and still have a well-functioning world. So I think that right now, companies should get a B Corp certification to prepare themselves for a future where it's not acceptable not to look at these planetary boundaries as Kate Raworth was talking about in her Doughnut Economy. So, yeah, if you're not equipped for the future, I think you end up going bankrupt. And if you don't want a B Corp certification or look that way, then I hope you do. And that's not official. That's only my opinion.

Speaker 1: Of course. I have one last question to wrap up the interview. How do you believe the process of becoming certified and the certification itself has impacted Too Good To Go Denmark as business?

Speaker 2: Well, I think it's a great way for them to... I could point out specific impact improvements that we've made, but I that's confidential. So I know that they're going through this three hundred sixty degree view, they found areas for themselves to improve, even though they're been very good, even though they're doing tons of stuff that are creating impact, there are still areas where they're lacking behind or and where they have blind spots. And this is a great way because it's systematically takes you through each and every key points and corners of your company. Have you thought about that? Do you have to formalize the policy? You actually talk about the changes that you want to do. How can you do get input on your strategy from the ones that are actually going to limit all those kinds of things? Do you measure your CO2 emissions? How do you maintain the how do you advertise it if you have ethical guidelines for at the and so forth and so forth? So there's a lot of questions that if you are just one person going to do that, you will end up having some blind spots. But going through this systematically at least helps you go through the most common ones. And then there are, of course, some blind spots that the impact assessment does not cover. Hopefully, as we develop, we also get better.

Speaker 1: Yeah, so since you can't comment on that sort of areas where the changes happened for Too Good To Go, how would you say the distribution is between external and internal factors?

Speaker 2: These were mainly internal.

Speaker 1: Ok! Cool, so that was the last question. Thank you so much for your time and your answers.

Speaker 2: Hope you can use them!

11.14 Appendix N - TGTG Job Adverts

Advert 1 - https://www.linkedin.com/jobs/view/chief-technology-officer-cto-at-too-good-to-go-551877573/?originalSubdomain=dk

Advert 2 - https://toogoodtogo.org/en/careers/4103041003

Advert 3 - https://toogoodtogo.org/en/careers/4163542003

Advert 4 - https://toogoodtogo.org/en/careers/4166569003

Advert 5 - https://toogoodtogo.org/en/careers/4165115003

11.15 Appendix O - Email Correspondence 1 with TGTG

Nishita Ramrakhyani <nishita.ramrakhyani@gmail.com>

Sat, Aug 22, 2020 at 8:00 AM

To: education@toogoodtogo.com

Dear Too Good To Go,

I'm reaching out to you as a Master Student of Economics and Business Administration (specializing in Strategy, Organization, Leadership) based in Copenhagen, from Copenhagen Business School.

I am currently conducting my Master thesis research regarding Too Good To Go's corporate identity as means to maintain a niche market leadership; in which I touch upon topics such as building brand strength, resonating with consumers and consumer culture. In my opinion my thesis is relevant to all three questions (below) under "Brand expansion" on your webpage.

- How can Too Good To Go increase awareness of its brand, product and the food waste issue through marketing activities?
- What could be the priorities and strategy for the brand, over a year, in a new market?
- How can Too Good To Go help build an impactful, global, anti-food waste movement?

I would love to know if interviews in Denmark are a possibility in relation to my research, and possibly also sharing some data with can help my research and analysis in to sharing the best possible (and accurate solutions)? Let me know if you require more information!

I am glad to see that Too Good To Go is actively initiating a discourse with the universities and students; I think there's a lot of untapped knowledge and opportunities here for the company!

I have previously been under the impression that the company lacks transparency and is unwilling to cooperate with students. I reached out to many people working in Too Good To Go between February and March earlier this year, but it seems that the majority of my emails have been ignored. While my topic has slightly changed due to restrictions imposed by covid-19 and the lack of response from Too Good To Go, the main theme still matches those listed on your webpage. I can see the website has undergone some major presentation changes, as earlier this year there was very little information

available online - I wonder when the changes came about? And whether employees are aware of the invitations to collaborate with stakeholders?

With that being said, I have to share that I am disappointed that no one from the company who I have communicated with, have taken 1 min to reply to my email and redirect me towards your page regarding topics the company is open to exploring in collaboration with students. As a result I have only discovered this information very late in my research process. I have tirelessly reached out to at least 10 people and only received a response from 2, and that too only to hear that they are too busy for any collaboration, without hearing about the project theme. As a person and university student who has taken genuine interest in the company and would like to contribute to the success of the company by providing business solutions (at no cost), it is extremely disappointing to not even be dignified with a response, or at the very least be redirected towards information that would be helpful!

And since we're talking about branding, unfortunately these little interactions set a bad image!

Sincerely,
an enthusiastic customer/user since 2016 & a hardworking student,

Nishita Ramrakhyani

Education Movement <education@toogoodtogo.com>

Tue, Sep 1, 2020 at 10:51 AM

To: Nishita Ramrakhyani <nishita.ramrakhyani@gmail.com>

Hi Nishita,

Thank you for your email! And sorry to hear that you have experienced not getting answers to your questions/emails.
Yes, we want to support students as much as possible, and this is a very exciting opportunity for a lot of young inspired students such as yourself, why the inquiries are numerous. Unfortunately, we can't support everyone - even though we wished this was the case.

Can you tell me a little more about your research and maybe try to share what information you would want from an interview? I can already say, that we will not be able to share data, but I will see if I can take the time for an interview myself (I'm the global manager for education activities at Too Good To Go).

All the best,
Daniel
--

Nishita Ramrakhyani <nishita.ramrakhyani@gmail.com>

Thu, Sep 3, 2020 at
7:47 AM

To: Education Movement <education@toogoodtogo.com>

Hi Daniel,

Unfortunately I haven't been able to get back to you sooner as the finish line for my project in closing in.

Thank you for offering the possibility for an interview with you, however considering the lack of time available at this stage I doubt an interview will do much more for my research. In the case that there was more time available, it would still be a huge challenge to analyse the challenges tgtg faces as a company without the right context - which is neither fruitful for the student nor Too Good To Go.

It would be a good idea to share some data with those Too Good To Go chooses to collaborate with; in this case data can come in many forms - as the annual report, the employee handbook, an interview, and not just numerical data. The possibility of a confidentiality agreement has always been on the table.

In relation to the above, I'd like to request your help in locating Too Good To Go's (Denmark) latest annual report? I believe this information should be publicly available?

I hope you can understand the struggle I describe, in creating an analysis without contextual information!

Best Regards,
Nishita

Education Movement <education@toogoodtogo.com>

Thu, Sep 4, 2020 at 2:31 PM

To: Nishita Ramrakhyani <nishita.ramrakhyani@gmail.com>

Hi again,

Unfortunately, we are much engaged in other projects for the time why I don't have the time to invest further in your project.

I wish you the best of luck!

Best regards,
Daniel

Global Education Team
W: toogoodtogo.org
Landskronagade 66, 2100 Copenhagen, Denmark

Too Good To Go

Certified

Too Good To Go meets the highest standards of
social and environmental impact.

Corporation

Nishita Ramrakhyani <nishita.ramrakhyani@gmail.com>

Thu, Sep 4, 2020 at
7:54 PM

To: Education Movement <education@toogoodtogo.com>

Hi Daniel,

As I mentioned in my previous email, I don't think collaboration at this stage will be valuable for either of us.

However I would like to request your help in accessing a document (latest annual report) which is legally required to be publically accessible. Unfortunately this is nowhere to be found on the webpage. Could you help me with this? Thanks.

Best Regards,
Nishita

Education Movement <education@toogoodtogo.com>   Fri, Sep 5, 2020 at 9:15 AM
To: Nishita Ramrakhyani <nishita.ramrakhyani@gmail.com>

Try virk.dk

Cheers

11.16 Appendix P - Email Correspondence 2 with TGTG

Communication via LinkedIn Messaging – Mon, 24 Feb 2020

Nishita Ramrakhyani • 8:14 AM

Hi Thea,

I would love to connect with you! I am currently writing my Master Thesis in Strategy/Organization/Leadership at CBS about Too Good To Go, and would be grateful for the opportunity to have a short interview with you to understand the organization's corporate culture/vision in Denmark, in relation to this. After observing your current role at Too Good To Go as Head of Culture & Growth, I am certain that your insights would be highly valuable for my research. I hope to hear back from you on this opportunity!

Best, Nishita :)

Thea Tolstrup Bramming • 8:14 AM

Hi Nishita. Sounds super interesting. You can write to me at tbramming@toogoodtogo.com. Best regards Thea

Nishita Ramrakhyani • 7:37 PM

Hi Thea, thanks for the connection! Glad to hear that, I'll send you a mail. :)

Best, Nishita

On Fri, 28 Feb 2020 at 12:27, Nishita Rajkumar Ramrakhyani <nira14ad@student.cbs.dk> wrote:

Dear Thea,

I hope you are well.
Thank you for the connection on LinkedIn and for sharing your email with me.

I am currently working on my Master thesis with Too Good To Go as a case company; I would like to observe and understand how a B corp tackling a global issue, can relate to a global market. After observing the company's rapid expansions since 2016, I am keen to explore whether the concept is globally viable despite regional and cultural differences. As part of this effort I would like to explore the company's corporate identity with the purpose of understanding how this identity may be perceived in a radically different market -

such as Malaysia. I would like find out what this could mean for Too Good To Go's future business operations, and expansions!

To do so, I will be researching the company's vision, culture and external image. In relation to this, and specifically the aspect about corporate culture, I would be grateful for an opportunity for an interview with you - as after observing your current role at Too Good To Go as Head of Culture & Growth, I am certain that your insights would be highly valuable for my research.

About the interview:
I understand that you are a busy person, so here is what I can tell you to expect; I anticipate that the interview is approx. 30 min, +/- 10 min. I would prepare the majority of my questions before hand, and would be willing to share them with you beforehand so that we are able to make most of our time together. For reference and transcription purposes, I will make an audio recording of the interview. I can come to you, or we can meet elsewhere, whatever is most convenient for you.

I am flexible on dates, and am able to interview you anywhere during week 10-12 (preferably week 11). Of course, if the company would like to keep the data collected confidential, I can prepare a confidentiality agreement; and I would be happy to share my final product with you.

I hope that you are interested in this opportunity, and I look forward to hearing back!

Wishing you a great weekend,

Best Regards,
Nishita Ramrakhyani

From: Thea Tolstrup Bramming <tbramming@toogoodtogo.com>
Sent: 26 March 2020 09:42
To: Nishita Rajkumar Ramrakhyani <nira14ad@student.cbs.dk>
Subject: Re: Master Thesis Research

Hi Nishita
I finally managed to talk to my manager and unfortunately we agreed that it is not the best timing for us. I wish you good luck and your thesis and thanks again for your interest in Too Good To Go.
BR Thea

tor. 26. mar. 2020 kl. 11.05 skrev Nishita Rajkumar Ramrakhyani <nira14ad@student.cbs.dk>:

Dear Thea,

It's good to finally hear back. It's unfortunate that Too Good To Go will be unable to participate in this opportunity.

As a portion of my research targets acquiring an insight into the company's corporate culture, I am hoping I can continue my research through analyzing alternative resources. Would you instead be able to share any documents with me that may help in understanding Too Good To Go's corporate culture, such as on-boarding materials, employee handbooks, guiding principles, etc.?

Best Regards,
Nishita Ramrakhyani

From: Thea Tolstrup Bramming <tbramming@toogoodtogo.com>
Sent: 26 March 2020 11:39
To: Nishita Rajkumar Ramrakhyani <nira14ad@student.cbs.dk>
Subject: Re: Master Thesis Research

Hi Nishita
As a young company we are currently developing those things. As you see I have only been with the company for three months. This is also the reason why the timing is not quite right. I am sorry that we are not able to help you at this point.
Best regards
Thea

Nishita Rajkumar Ramrakhyani <nira14ad@student.cbs.dk>
Thu 26/03/2020 12:10
To: Thea Tolstrup Bramming <tbramming@toogoodtogo.com>

Dear Thea,

Thanks for your response.

That is unfortunate, as even without these resources available - my research would be the perfect opportunity for Too Good To Go to identify missing components/gaps within the internal/external corporate culture. Do let me know if you/your colleagues choose to re-consider in the near future.

Have a lovely day.

Best Regards,
Nishita Ramrakhyani
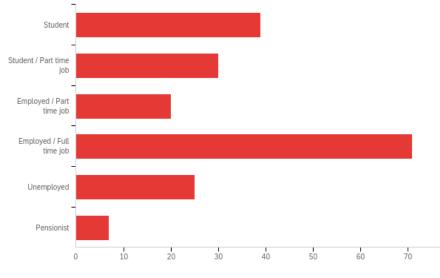
Default Report

What do you think of Too Good To Go?
September 14th 2020, 6:48 am CEST

Q1 - What is your current occupation?

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	What is your current occupation?	1.00	6.00	3.18	1.47	2.16	192

#	Answer	%	Count
1	Student	20.31%	39
2	Student / Part time job	15.63%	30
3	Employed / Part time job	10.42%	20
4	Employed / Full time job	36.98%	71
5	Unemployed	13.02%	25
6	Pensionist	3.65%	7
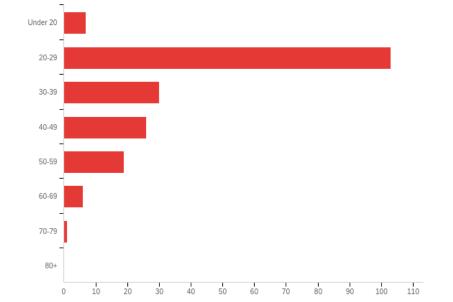
	Total	100%	192
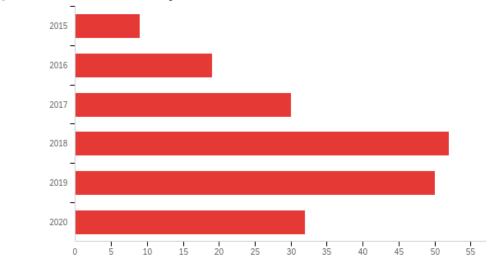
Q2 - What is your current age?

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	What is your current age?	1.00	7.00	2.84	1.25	1.55	192

#	Answer	%	Count
1	Under 20	3.65%	7
2	20-29	53.65%	103
3	30-39	15.63%	30
4	40-49	13.54%	26
5	50-59	9.90%	19
6	60-69	3.13%	6
7	70-79	0.52%	1
8	80+	0.00%	0
	Total	100%	192

Q3 - Since when have you been a user of Too Goo To Go in Denmark?

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Since when have you been a user of Too Goo To Go in Denmark?	1.00	6.00	4.10	1.38	1.89	192

#	Answer	%	Count
1	2015	4.69%	9
2	2016	9.90%	19
3	2017	15.63%	30
4	2018	27.08%	52
5	2019	26.04%	50
6	2020	16.67%	32
	Total	100%	192

Q4 - What are the first 5 words that come to mind when asked to describe Too Good To Go in Denmark?

1	2	3	4	5
Smart	Worthwhile	Necessary	Varied	Affordable
efficient	variety	environment	saving	quick
Recycling	Waste	Costs	Fruits	Vegetables
Affordable	Dalle valle	food waste limitation	food quantity	variety
Cheap	diverse choice	fresh	sharing	suprise bag
Quick	Cheap	Convenient	Efficient	Preventing waste
cheap	variety	groceries	sushi	sustainable
sustainable	easy to use	good	popular	young
Cheap	Food waste	Sustainable	Student friendly	Good deal
Good	Chip	Many difrend things	I got alot for my money	I just like it
sustainability	cheap	surprises	offer	success
Envirement	Saving	Surprice	Value	Interesting
Cheap	Environment	Food	Restaurant	Lidl
Billigt	Frisk	Madspild	Sjovt	Studerende
Useful	Zero foodwaste	Cheap	-	-
Billig	Spændende	Meget for pengene	Udsolgt	Brød
cheap	no waste	easy	smart	reuse
Smart	Feelgood	Food waste	Surprise	Easy
Easy	Cheap	Foodwaste	Functional	Secret
billig	natur	madspild	genbrug	co2
Lækkerier	Redde mad	Overraskelser	Forkælelse	Let
Miljøvenligt	Klimavenligt	Besparende	Godt koncept	Overraskelser

cheap	expired	food	rotten food	waste
Godt	Mindre madspild	Billig mad	Red miljøet	Økonomisk
Spændende	Varieret	Miljørigtigt	Billigt	Madspild
Food	Economical	environmental	Restaurant	Recycling
Nemt	Billigt	Meget for pengene	.	.
Helpfull	Economic	Easy	resourceful	Environmentally friendly
God service	Meget indhold	Mange butikker	Spændende ting	Billigt
Good	Cheap	straightforward	Easy	Not enough food
Bæredygtigt	Billigt	Nemt	Overskueligt	Smart
Stop mad spil	Det spare på ens indtæg	Dejligt frug/grønt	Spiser meget mere frugt og grønt	Kan spare op til det jeg mangler, grundet jeg køber go to go spare mange penge
Green	Cheap	Exciting	Inspired	Good
Cheap	Good	Useful	Easy	Reduce food waste
Envirement	Cheap	Low-income friendly	Fantastic	Flexible
Easy	Cheap	Convenient	Surprise	Usegul
Cheap	Easy	No waiste	Local	Monet save
Miljø	Madspild	Økonomi	Inspiration	Spareråd
Madspild	Miljøvenligt	Billigt	Nemt	Spændende
Enviroment	Cheap	Less waste	Trust	Fun
Cheep	Exiting	None	None	None
Good idea	Value for money	Different offer	Tasting new things	So good
Recycling	Cheap	Environment	Consumption	Food
Ingenious	Smart	Green	Planet	Cheaper

cheap food	reduce food waste	app	good	save moneyss
Quick	Cheap	Environment	Food	Surprise
Clever	Environmental	Necessary	Cheap	Late
Cheep	Often god quiltet	It give me more inspiration	...	...
Billigt	Miljøvenligt	Mindre madspild	Overraskelse	God app
SU-friendly	Sustanability	Treat-your-self	Explore	Creative-cooking
Billigt	Spændende	Overraskelse	Anderledes	Stop madspild
Frugt	Mængder	Bæredygtighed	Madspild	Grøntsager
Billig	Lav kvalitet	Værdi	Chsnce	Tid
Cheap	Easy	Grab bag	Disappointment	Joy
Cheap	Easy	Accessible	environmentally friendly	Good
Great value	Delicious	Love it	Great for the earth	Stop food vaste
Environment	Save our planet	Save money	Easy	Helpful
Madspild	Butikkens Skraldespand	Forskellig kvalitet	Meget af en ting	Få gode poser
madspild	spare penge	spare ressourcer	?	?
miljøvenlig	god mad	billig	nem	hurtig
Environment	Easy	City	Late	Bakery
Billigt	Miljø venligt	Smart	Overraskende	Du får. hvad du får
deals	value	minimize	waste	green
Lidl	Netto	Value for money	Cheap	More cheap
Fun	Exciting	Good idea	Helpfull	Easy
Mersalg	Billigt	Madspild	Nytte	Bæredygtighed
Food waste	Good initiative	Frugal	Risk	Satisfaction
Affordable	Sustainable	Practical	Smart	A damn good idea

Ok	Fine	Not perfect	Bakers are good	Rotten
Environment	Good	Food waste	Awesome	Innovative
Food waste saving	Money saving	Environmental	Good quality	Good conscience
Environmental	No waste	Food	Cheap	Easy
Easy	Cheap	Suprise	Great	Food
Cheap	Easy	Different	Surplus	Economic
Bæredygtigt	Grønt	Madspild	Miljø	Mad
Cheap Food	Stop foodwaste	So much food	Cheap sushi	Help the environment
good	cheap	clever	sustainable	tasty
Sustainability	Green	Food	Waste	Cheap
Cheap	Exciting	New	Eco friendly	Fun
Easy	Exciting	Good	Cheap	Surprising
Billigt	Stop madspild	Hyggeligt	Overraskelse	Nemt
Unhealthy food	Far away from me	Good concept	Too Uncertain	X
Cheap	Food waste	Environment	Help	Surprising
billigt	god samvittighed	nemt	usundt	store byer
Lotteri	Skuffelse	Spild	Overflod	Frelst
Cheap	Good	No-waste	Food	Leftovers
sustainability	fantastic	zero waste	saving money	make a difference
Madspild	Dagligvarer	Frugt	Grønt	Pose
cheap	food	easy	important	helpful
save meals	sustainability	start up	social impact	enviroment
Økonomi	Skimmelsvamp	Manglende vejledning	Hvorfor 5 poser i alle butikker? Nogen har tydeligvis ikke meget andre springer	Økonomi

			poserne i stedet for at give flere væk	
Overskudsmad	Billigt	Bæredygtig	Anti madspil	Nyt mad
Easy	Cheap	Waste less	Support	Green
Sustainability	Cheap	Lottery	Single	Late
Economy	Environment	Cheap	Easy	Good
Smart	Easy	Practical	Cheap	Well known
Planløs	Overraskende	Udfordrende	Arbejdskrævende	Skævt
enviromental	cheap	new experiences	delicious	easy
Cheap	Good	Environmental freindly	Smart	Useful
Cheap	Great	Valuable	Fresh	Survival
Sustainable	Cheap	Less waste	Innovative	Opporunities
Miljøvenligt	Billigt	Overraskelse	Mindske madspild	Tænke kreativt
Cheap	Save food	Try new food at good price	Easy	Environment
Sjovt	Udfordrende	Billigt	Stop madspild	Prøver nyt
moneysaving	inspiration	smart	good app	alot of stores
Cheap	Fun	CSR	local	Young
Cheap	Alike	Dairy	More dairy	Did I say dairy?
Food waste	Easy	Cheap	-	-
Foodwaste	Savning money	Exiting	Solidarity	Enviroment
Spare penge	Forskellige produkter jeg normalt aldrig ville købe	Nytænkende	Undgår madspild	Forundret over hvor meget der egentligt burde være smidt ud, hvis man ikke købte det
Netto	Fruit	Vegetables	Cheap	Discount
Cheap	Not good	Easy	..	..
food waste	restaurants	sushi	7-eleven	bread

StopMadspild	Miljøbevidst	Nemt	...	.?.?.
Short shelf life	Good quality food	Save money	Huge amount of good food	Hard to catch the offer
Stop madspil	Billigt	Gode vare	God app	???
Foodwaste	Gift	Surprise	Bread	Cheap
Cheap	Grocery	Food	Environment	Creative
Cheap	Fun	Surprising	Waste	Wastefree
Madspild	Billigt	Skraldespand	Dårlig varer	Dårlig indpakning
Environmental	Useful	Good	Helpful	Cheap
Spild	Godt	Lækkert	Miljø	Overraskelse
Sørgeligt	Misforstået	Skuffende	For gamle madvarer	Penge ud af vinduet
Cheap	Delicious	Trying new taste	Dont know	Dont know
Billig	Meget for pengene	Godt koncept	Red et måltid	Nemt og hurtig
Consciousness	Creativity	Environment	Spoiling	Togetherness
Cheap	Variety	Sustainability	Eco friendly	Community
Good	Cheap	Fast	New food	Better world
Awesome!	Cheap	Convenient	Inspiring	Environment-friendly
Budget meal	Affordable	Mobile App	Restaurants	Cheap
Cheap	Easy	Environment	Fun	Good
Madspild	Økonomi	Overskuds mad	Miljøet	Nyt
Cheap	New food	Reduce food waste	Creative	Good
Madspild	Fornyelse	Tilfreds	Utilfreds	Udvidelse
Smart	Vaistefree	Recepies	Challenge	Moneylasting
Mad man ikke har prøvet før	Overraskelse	Billigt	Godt mad	Venlig personale
Nemt	Billigt	Super ide	Miljørigtigt	Surprice

Cheap	Good	Surprise	No waste	New ideas for food
Eliminating food waste	Saving money	Delicious food	Trying new things	Being challenged on what to cook
bæredygtigt	madspil	overskudsvarer	nemt	godt
Madspild	Billig	Miljø	Chance	Nyt
Cheap	Good value	Saving	Supermarket	Bakery
Food	Cheap	Good	Smart	Recycling
Lottery	Lottery	Lottery	Lottery	Lottery
Godt	Billigt	Økonomisk	Overraskelse	Mindre madspild
food	scraps	good	fat! :)	useful
Cheap	Good	Variation	Share	No food waste
Easy	Environmental	Moneysaving	Dont have more words	Dont have more words
overskud	billig	klimavenlig	goodig bag	samfundssind
Sustainable	Food waste	Environment	Variations	Good service
ok	cheap	save money	food	blue
Madspild	Mad	Frugt	Brød	For godt
Billig	Meget	Nyt	Eksperiment	Godt
Billigt	Mængde	Spændende	Madspild	Skrald
Madspild	Klima	Billigt	Spændende	Lykkepose
Convenient	Cheap	Reduces food waste	Widespread	Variety
Cheap	Environment	Surprise	-	-
Foodwaste stopping	Easy	Inexpensive	Great	Fun
Fun	Value	Surprise	Savings	Environment
Billig	Mange ting	Nye smags oplevelser	Nemt med app	Brugervenligt
madspild	miljøvenligt	billigt	smart	fornuftigt
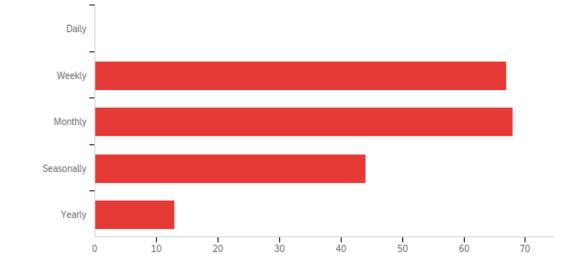
Cheap	Sustainable	Quality food	Efficient	Quick
Efficient	Money saving	Food	Easy	Smart
Cheap	Food	Environment	Stores	Restaurant
foodwaste	vegetables	amazing	cheap	great value for money
Saving	Healthy	Good	Sustainable	Filling
No waste	Cheep food	Nice selection	-	-
Cheap	Delicious food	Left overs	Take away	Food waste
cheap	sustainable	good	convenient	necessary
Easy	Fast	Sustainable	Saving a meal	Convenient
Bæredygtigt	Innovativt	Fedt	Cheap	Far away
High quality food at low cost	Great concept	Why pay overprice	Makes sense	Share with family, friends, your neigbor
Easy	Smart	Value	Good cause	Community
Cheap	Food waste	Easy breakfast/dinner	Responsible CSR	Easy
Bakery	Sushi	Buffet	Value for money	Sustainable
Sustainability	Affordable	Little variety	Good cause	Money saving
Bakeries	Expensive	Green	Fruit	Bread
Mindre madspild	Billig mad	Hjælpe miljøet	Mindre skrald	Hjælpe kloden
Sustainable	Cheap	Easy	Convenient	User friendly
Sustainable	Frugal	Bargain	Funky	Useful
Cheap	Tasty	Deal	Sushi	Sustainable
Cheap	Avoid waste	Lottery	Sustainability	Win/win situation
Leftovers food	Bakery leftovers	Reduce Food waste	Get more for little money	Paper bags
Cheap	Good	Fast	Small	Food waste
Sustainability	Cheap	Easy	Value-for-money	Convenient

Environmentally friendly	Cheap	Easy	Local	Exciting
Reduce food waste	Cheap	Surprise in the bag	Short time period to pick up	Good value for the money
Waste reducing	Sustainable	Smart	Easy	Great
Cheap	Conscious	environment	Helping	food waste
Cheap	Good	Sushi	Easy	Surprise
sustainability	savings	diversity	delicious	difference
No waste	Sustainability	Affordable	Conscious	Purpose

Q9 - On average - How often do you use Too Good To Go in Denmark?

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	On average - How often do you use Too Good To Go in Denmark?	2.00	5.00	3.02	0.92	0.85	192

#	Answer	%	Count
1	Daily	0.00%	0
2	Weekly	34.90%	67
3	Monthly	35.42%	68
4	Seasonally	22.92%	44
5	Yearly	6.77%	13
	Total	100%	192

Q5 - What are your top 3 reasons for choosing to use Too Good To Go in Denmark?

1	2	3
Environmental reasons, I want to be limiting my waste as much as possible	Denmark is a very expensive country and too good to go gives you a more affordable way of food shopping	It's commonly used and commonly trusted
good variety of stores	nice deals	wide location of stores
Reducing food waste	Low costs	Great value
price per quantity	food waste	saving money/time
High cost of living in Denmark	Vegetables and Fruit are still fresh	Try the ingredients I have never bought by myself before
Easy	Good quality	Good prices
Because you can find cheap foods	sustainability	there is a lot of variety
fight food waste	save money	sustainability
Cheap	Reduction of food waste	Sometimes good offers
Genbrug	Miljøet	Madspild
I save money	I help the environment	it's easy
Money saving	Variety	Stop vaste
Safe money	Safe food	Safe planet
Fine varer til billige priser	Sjovt at jagte gode poser. Det er fx. ikke altid butikkerne ligger poser op hverdag	Med til at stoppe madspild
To help save some food	A lot of the food is way to good to throw out	To try some new things
Vi smider for meget mad ud.	Billigt	Spændende
To stop food waste	Because it is cheap	It is easy to use

		Because you get to try different things from a place you might not have tried if it wasn't TGTG
To reduce food waste	Because I love the surprise that comes with every bag	
I save a lot of money	I feel I'm doing something good	I help reducing food waste
madspild	spare	natur
Save food	Lækkert	Overraskelser
Mindre madspild	Billigt	Miljøvenligt
it can be cheap	you get to try new food	you save food
Stop madspild	Billigt	Inspiration til maden
Økonomi	Madspild	Inspiration
It's economical	It helps save Good food	There's some nice things
Stop madspild	Får meget for pengene	"tvunget" til at prøve nyt og tænke kreativt
Price for value	Accessability	Selection
Billigt	Undgå madspild	Indspirerede
It helps	Its cheap	Saves money
Mindske madspil	For sjov. Synes det hyggeligt med lykkepose konceptet.	Bærrdyggigt
Stop mad spil	Spare mange penge, da jeg er pensionist	Og får 3 dobbelt så meget grønt og frugt nu Da jeg har råd til det nu. På too god to go
I help reduce foodwaste	I sometimes get something unexpected	I fill up the freezer
Cheap	Different options	Less food waste
Saving food	Saving money	Diversity in food
Cheap	Prevent Waist of food	Mew reciepes
Price	No waiste	Monet save
Stop mad spild	Økonomi	Miljø
Nysgerrig	.	.
Enviroment	Fun	Cheap

Dont know	Why	I do it
Get value for money	Save some food	Environment
Contribute avoiding waste	Cheap food	The possibility of trying out new types of food
Price	Trying something new	Saving the planet
cheaper food	stop food waste	save money
It's fun to try something that I normally wouldn't buy	I get a lot of food for really cheap	I like the excitement about what's in the bags
Price	Environment	Smart
Easy	Cheap	God quilte
Billig	Overraskelse	Bekæmpe madspild
That I can buy it even though I only have SU as an income	That I can treat myself to a restaurant meal every once in a while	That I have to be creative to use up greens and other things in my cooking
Min kusine var med til at starte konceptet op, så for at støtte det	For at stoppe madspild	Fordi det er spændende, hvad man fåe
Store mængder	Billigt	Undgå madspild
Værdi for penge	Mulighed for nye varer	Spænding
CHeap	Convenient	Good value
It is cheap food	It is quality for less	It is easy to access
It has economic benefits, more for less	Mostely two bags of tgtg from Lidl gives me food for the rest of the month, which is amazing as a student to only have to pay 29 KR for each bag	I like to know that I do somthing good for the environment
Saving money	Environment	Exiting
Billig kage	Billig kage	Billig kage
Undgå madspild	Spare penge	ingen
billig	reduceret madspild	nemt at bruge

To protect the environment	To save money	To try something new
Billigt	Miljø venligt	For det meste gode varer
value for money, saving	minimizing food waste	try something new
Value for money	Dietary variety	Cheap
To support it	It is exciting to get something I'm not aware of beforehand	It's easy
Billigt	Spændende	Varierende
Frugal way of living	Abundance of food (mostly)	Good service
Saving money	Reducing food waste	Trying out new places
Price	New food	Suprice
Good for the environment	Easy to try new stores and restaurants	It's a win-win-win situation (store, company and me)
Money saving	A lot of food for little money	Saving food for bring thrown out
Fast meal	Cheap meal	Trying something new
Cheaper food	Suprise	Tasty food
Cheap	Varied	Easy
Miljøvenligt	Undgår madspild	Billigt
To help restaurants with leftover food	To get some cheap and good quality food	You can share the food with friends
cheap	clever	sustainable
Saving money	Fast food	Doing something good for the world
Its cheap	I challenge my cooking skills when i get new products	I help by saving food which wouldve otherwise been wasted
I like the suprising element	It is cheap	Good for food waste
Stop madspild	Billigt	Masser af mad
It is fun - one doesn't know what one gets. However, this is also the	It's a cheap way to try out new restaurants and cafés	It is a good concept

reason why I don't use it more often		
Reducing food waste	Spare penge	Blive glædeligt overrasket
spare penge	det er sjovt	nemt hvis man ikke har noget i køleskabet
Mulighed for at gøre en god handel	Håb om at blive glædeligt overrasket (spænding)	Økonomi
Cheap	I Can afford baked goods	Trying new things
I want to make a difference	There's a lot of food waste	To save money
Billig frugt og grønt	Udfordre mine daglige madplaner	Bekæmpe madspild
I am broke	still need quality food	quick accessible stores to get food
saving food	a good deal	enviroment
Økonomi	Varieret indtag af grønt	Økonomi
Bæredygtigt	Billigt	Prøve noget nyt
Waste less food	Easy	Cheap
Cheap take away	Good conscience	Easy
Economy	Easy way to try new food	A new way to fight foodwaste
Food waste	Cheap	Smart
Økonomi	Sjovt	Andre ingredienser.
stop food waste	it's exiting trying out new food at low cost	to share with neighbour who has less money
Save money	Save food	Help companies
To save money	To eat more vegetables	For the fun of the surprise
Cheap	Inspiration	Try something new
Spare penge	Sjovt	Bæredygtigt
Trying new food	Cheap buy	Environment
Stop madspild	Spare penge	Prøve nyt
saving money	try things I'm not used to buy	helping not to waste food

It's cheap	It's fun/exciting to see what you get	Cheap way to try new products
To try to get cheap food	To eat more varied with their veggie bags	.
Stopping food waste	Cheap food	-
Foodwaste, ideological reasons	Economic, to save money	Exitement, what is in the bag.
Spare penge	Undgår madspil	Hjælper andre, med lidt mad
It's cheap	It's good for the environment	Good quality
Easy	Cheap	Fast
fight food waste	nice food for very affordable prices	large selection
Stoppe madspild	Hjælpe naturen	Spare penge
Save food	Save money	Satisfactory amount
Stop madspil	Billigt	???
Cheap	Avoidng food waste	Surprising myself and others
Save money	Help the environment	Being creative
As a student, I usually can't afford takeaway, but with toogoodtogo i can have sushi twice a Month	I use it a lot for bread, fruit and veggie bags etc. I like the surprise, usually I have a weekly meal plan, and it can be kind of strict and boring	I've had good and bad experience with TooGoodToGo, but that doesn't stop me from buying. I care a lot about climate, and I know food waste is one of the big sinners. Each time too good to go sells a bag, or get a follower on Instagram, it helps spread the word that this wasteful lifestyle needs to stop.
Undgå madspild	Prøve nye varer	Spare penge
Getting cheap food from places I usually would not order from	I know it is used to reduce food waste	You often get alot for your money
Spare miljø	Prøve noget nyt	Godt koncept
For at hjælpe miljøet	Prisen	Konceptet
Save money	Get something delicious at low cost	Trying new restaurants

Godt koncept	Billig	Meget mad for pengene
To spoil us	Less waste	Consumerhabits
Value for money	Sustainability	Fun
Cheap food	Better world	See New food
It helps me stay within my budget	It gives me inspirations for meals	I help the environment by buying food that will otherwise be thrown out
It is affordable	It is accessible via mobile	It offers good options
It is a cheap way of getting a lot of food	It saves food	It helps me try new foods
Spare penge	Mindske madspild	Sortiment, prøve nyt
To save money	To learn to use new foods	To fight food waste
Prøve noget nyt - billigere	Fylde fryseren med brød	Madspild
All the good stuff	Moneylasting	Vaiste leds food
Billigt	Prøve nyt	Overraskelsen af hvad man får for pengene
Billigt	Nemt	God ide
No waste of Food.	Spænding for hvad der er i poserne	Cheap food
Saving money	Eliminating food waste	Trying new things
Man bekæmper madspil i danmark	Ofte får man varer som fejler intet, til langt under fuld pris	Det er spændende da man ikke ved hvad man kan få, da det er en lykkepose
Billig mad	Variation	Nye oplevelser
Saving money	Decreasing food waste	Trying new things
Smart	Cheap	New stuff
Lottery	Lottery	Lottery
Overaskelse	Økonomisk	Redder mad
I can get a lot of food for its right cost	Whenever I go I have multiple choices!	The shops I selected give very good food!
Cheap	Good	Easy

Great stores nearby I can go to and ude the concept	Ferring cheaper food that otherwise wiuld be thrown out	The app is very easy to use
klima	overskudsmad	mad til billige penge
Money	Improve food waste	Sustainable
its cheap	its tasty	its good for you!
Meny	Aldi	Daglig brugens
Meget for lidt penge	Prøve andet mad til billig penge	Har kun to
Økonomi	Økonomi	Økonomi
Madspild	Billigt	Spændende
Save money	Reduce food waste	I like to be surprised
Cheap	Easy	Gøre noget godt for miljøet
Inexpensive	Stopping food waste	Easy
More for less	Less wasteful	I can share with the people around me
Spare penge	Prøver nyt	Reder madspild
billigt	godt for klimaet	.
Cheap	Sustainable	Efficient
It's easy	You pick where you want to eat	You saving a ton of food, that otherwise would go to waste
Good deals	Reduce food waste	Close by
great options	a way to vary diet	value for the money
Saving money	Saving food	Easy cooking
Good	Cheepe	No waste
Cheap	Late night pick up	Cheap sushi
Get sushi at a cheap price	saving money	good food
Don't have to think about what groceries I need to get	Cheap	Fit my schedule

Reduce foodwaste	Help climate	Cheap
Price	Good quality, healthy food	Like the concept
Breakfast for a group of people	Convenience	Value for money
Easy breakfast/dinner	Cheap takeaway	Stopping food waste
Cheap food	Less waste	Try new stuff
Cheaper "good" food	Saving a meal from being wasted	Convenient
Good offers	Veggies and fruit for baby food	Great concept
Mindre madspild	Billigt måltid	Hjælpe miljøer
Cheap	Easy	Sustainable
Lack of food waste	Discounts on food	Trying new places
Cheap	Tasty	Cheap and tasty
Cheap	Large portions	Easy
Reduce food waste	Cheap food	Good movement
Cheap	Good food	Avoid food waste
My financial situation	Lack of inspiration to by food	To minimise food waste
I save food from going to waste	It compliments our grocery shopping well	It feels like a gift
Reduce food waste	Share food with friends	Surprise element
For cheap easy meals, when I don't want to cook	Reducing food waste	Trying something new that I wouldn't dare at full price
Cheap food	Helping minimizing food waste	Surprise element of what you get
Cheap	Can get full	Easy
Getting good deals	Reducing food waste	Trying new food
Environment	Price	Variety

Q6 - Briefly - What are your thoughts on your experience using Too Good To Go in Denmark?

Briefly - What are your thoughts on your experience using Too Good To Go in Denmark?

It's been good. I've also used the service in England and it's definitely so much better here. You get a lot more for your money, I just wish the descriptions weren't so vague or else I would probably use it a lot more.

Very broad choice of stores and locations, with very nice deals.

Good overall, plenty of food that is still good

No complaints. Had a pleasant experience. mostly used dalle valle and occassionally other offers

So far so good. I like this app so much. It always surprises me.

I have only had positive experiences of using too good to go in denmark

Well made and thought.

Easy to use with the app!I mostly used it for supermarkets since they were cheaper but then again the vegetarian options/ pick ups were quite popular so one had to book them a few days in advance.

Enjoy getting a good deal on food whilst reducing waste

....

I like that I can get cheap food that are otherwise just going to get binned.

It is fine

My experience is quiet good. I have har only 1 bad experience, although I am using the concept a lot

Ganske fin. Har oplevet en dårlig pose, der skrev jeg til TGTG, rigtig fin kundeservice!

I only used it one time, but it was a nice experience

Meget for pengene

It is pretty easy to use, though it seems to be mainly bakeries that use it, so it's a lot of bread and cakes, and not so much other food that you get.

Only positive. It gives you an easy way to try to do something good for our environment in your everyday life. People are friendly, the bags are usually filled to the top and I just love the surprise in not knowing what you get.

It works really well. The app is super functional. I'm such a huge fan. Don't understand why not everyone use it all the time.

god ide så det ikke går til spilde og det fejler jo ikke noget

Det er positivt at være med til at redde mad & vi sparer også penge.

Lækre madvarer for små penge. Generelt gode poser.

Both good and bad. I like the concept, but more stores have joined and some take advantage to sell rotten food. It has stopped me from buying so often... You get your money back, but I still wasted so much time.

Det er for det meste rigtig godt, dog kan man nogle gange være uheldig

Absolut topklasse koncept og med få undtagelser ok varer. Hurtigt og imødekommende respons fra TooGoodToGo ved henvendelse fra forbruger.

It works very well and it's a good app

Super koncept. Fedt at der hele tiden kommer flere butikker med.

Its easy, cheap access to delicious foods that i would purcahse anyway

Den er passende

It saves me money

Jeg har kun gode oplevelser. Synes det nemt de gange jeg har brugt det.

Forstår ikke spørgsmålet

It it fun and inspiring. I am almost always excited about what's in the bag. I feel good about reducing food waste.

It's easy to use and you stop food from being thrown out. There's too much food being thrown out in today's world.

I Think iris Amazing. I save alot of money

I love it- most of the time

Some are good, som are reallyd bad. Not Worth eating

De fleste varer er super fine og brugbare. Enkelte gange er det hele til skraldespanden.

Often disapointet

Its fun and exiting to take that first peak in your tgtg bag,while doing something good for the enviroment

Both good and bad sometimes you her Dome really good things other times its so bad it go directly in the bin

Good. But it is very differnet how mush you get. So you find your favorite shop.

Good, in general tgtg meet my expectations

It's great!

its a good app and a good concept. I dont use it that much, because i like to have control over what i eat, but sometimes ill use it when i know i will get something i like. The app is easy to use, have had no trouble. Wish i had thought of the idea

My experience is mostly really good. The bags are overfilled and with many great things. A few times there has been something rodent or a bag which wasn't inspiring.

Not always a cheap option, and the timing is often really bad. The selection is not that wide.

I love ther fruit and weg

Godt koncept, som både bekæmper madspild, og som gavner til et lavere madforbrug.

I think it's nice, most of the time. I have had a few experiences where I was disappointed, but mostly it has just been a positive experience.

Jeg har generelt været tilfreds.

Frugt og grønt er god kvalitet samt store mængder. Kød og køl er altid udsolgt.

Gennemgående okay..enkelte svipsere

It is hit or miss. Some are really good and some are total crap

As i mentioned twice before, i like it, it is cheap and accessible

I have most good experiences with tgtg, have learned which bags are not so good and which are really good. The Lidl bags are definitely my favorite and then Netto

Both good and bad.. sometimes you get nice things and sometimes you can throw it all away because it's rotten

Jeg bruger det kun til billig kage, da der er mange ting i de andre poset jeg ikke bruger

Jeg forventer at få varer, som netop er "too good to go". Det er meget forskelligt, hvad man får. Nogle steder er det som om, man ikke har forstået konceptet. F.eks. hvis man får varer der burde have været kasseret. Hvis der er mange ens varer i posen, feks. 10 liter koldskål, der udløber "i dag", kan en almindelig familie ikke nå at bruge det og det bliver alligevel smidt ud. Og så er ideen med konceptet jo ikke opfyldt.

Positive oplevelser - god user interface, pålidlig, butiksmedarbejderne er venlige

It's always exciting since you know know what you're gonna receive - however it's annoying when you don't get what you hoped for. It's also annoying how you often have to wait really long for it, like have your dinner at 21 or 22. However it feels nice supporting it since it's a really good concept.

Du får. hvad du får det ikke altid det bedste man får med nogen gange rådden mad men for det meste er det godt og du kan fx. Få mad fra spisesteder du normalt ikke har råd til at spise ved. Så det ret godt.

easy to use, but not always available inside my area

Great experience, but I also research a lot before byting, through FB. There are a lot of crap businesses involved too.

It was easy and I like to help reduce food waste

Gode erfaringer

We've used it for a couple of months now. Mostly produce, but we've also bought bread and cakes. For the most part, we have not been dissappointed. The bags are abundant and usually of decent quality. We avoid meats and dairies though, as we are somewhat picky about that.

They're good

Its ok. But offen, i must throw food out. And thats sad. Beceuse its rotten, often in netto. Bakers are good, and fresh food. Same is it, i gas stations. Late, but mustly good.

It's easy to use, a lot of possibilities in many countries and it's super good for the environment that food is not thrown out!

Works great every time - wish there were more stores using it at it is grotesque how much food is thrown out

Only good experiences so far. Helpful staff, app works well every time.

Great, it has always been a win-win situation for me.

Very easy and cheap

It's an easy system, you save money, but there are not enough shops who use it.

You have to be pretty quick and plan in advance if you want to get food from one of the good restaurants in the city. It's very cosy to go and pick up the food, you feel like a part of community, you meet like-minded people as you, and you feel like you're doing a better job than just going to the restaurant and getting the very same food.

Makes good sense to prevant food from being thrown away and wasted.

9/10 times no hassle what so ever.   I don't grudge when given something I probably wouldn't buy normally, I try to incorporate it into my routine.

I love the concept and am a frequent user of it. It works well; you get food at a good price and aid in avoiding some food being wasted.

I like it a lot. When I ude the app it is hard for me not to buy something, I just like the idea

Jeg elsker elsker elsker det.

It is not that cheap - and the food near me is all unhealthy bakery-food such as cakes and white bread. I would like to use it more often if there were more options close to me. I live on Amager.

Jeg har haft gode standard oplevelser. Jeg synes, der er tjek på tingene i butikkerne og app'en fungerer godt. Flere kunne godt være med i TGTG

det er helt fint

Jeg bliver oftest skuffet, og smider rigtig meget af det jeg får ud. Bruger det ikke ret meget længere

Very good - it is cheap and delicious

It has been really easy so far and I've saved so much money.

Jeg har altid været meget tilfreds, men bruger det ikke så tit, da det kræver lidt kreativitet at få brugt varerne, og det er ikke altid jeg føler jeg har overskuddet til det.

Good experience, straight to the point.

good standards and nice concept

Er der ingen vejledning til butikkerne om hvilken mad, der er good to Go? Ingen vejledning om at skimmelsvamp ol er i hele produktet, hvis det er i ét hjørne. Man kan IKKE bare spise det som ikke ser ud til at være angrebet. Alt skal kasseres

Min erfaring er god. Man for mulighed for at få noget billigt mad og der er også noget spænende i at man ikke helt ved hvad man for

Normally good experience, app easy to use. But would wish for more companies to participate (lives in Herning) - espicially bakeries

I like using it. It makes me feel good that I can help avoid food waste AND support restaurants at the same time - while also saving money. It is also quite user friendly. However, the quality can be a lottery.

The quality and quantity vary, but usually good stuff

I dont have any bad experiences with it.

Undrer mig over at nogle butikker er så smålige og stadig smider væk. Pris x 3 regnstykke dur ikke. Køb lig 30kr Kørsel 30kr. Ialt.60kr Værdi oprindelig 90 kr. Det er varer man ikke lige ved hvad er. Udløbsdato på købsdag. Ofte udl. efter kl.18.30 Sådan vil ideen ikke vare ved. Lige nu nyhedsværdi.

hope that more stores join -often too late, get one about once a month I like it!

Very useful for me as being a student. I can get a lot of good food very cheap. Good concept

It's great for getting a variety of veggies, and to get surprises from eg 7/11.

Has worked Well mostly. It is easy to use.

Jeg har kun haft gode oplevelser med de poser jeg har købt

I hoped for many years that this would be our reality, since I felt bad about witnessing so much food being wasted. Especially because it's a waste of resources growing/breeding, producing, selling etc perfectly good products

Interessante oplevelser, både gode og dårlige. Nogle butikker er ikke særligt gode til at informere deres ansatte om konceptet

at all i like it, but you have to be really fast and know when it is up for buying. but they have a lot of stores to choose between and it is easy to get in the stores.

Overall good. As a vegetarian without a car I have limited options for what I can buy. I have certainly saved money and only been disappointed a few times. However, I feel embarrassed picking it up from the store. Like I am cheap/poor and buying "trash".

Meat and dairy is often too much dairy - example, 8 items in the bag, 5 of those are milk or yougurt, 1 might be actual meat rest is good for the trash.

Mostly nice but sometimes the food is uneatable

Good, variered experiences. Though i have had bad e per with customersupport, who were very patronizing and rigid.

Det er ok. Jeg har bådet været heldig og uheldig med hensyn til at man føler at poserne til tider bare er en slags skraldespand. Men ellers er jeg glad for det.

It's very nice, I like that less food goes to waste

When i first started using TGTG, wa because it was easy and fast. Leftovers have never been good - but it was easy and fast. Havnt used it for years because the food isnt good, and it is alsways a stupid periode of time you can collect the food. But recently i tried again, and the ecpression was the same - it is not worth the money

I've always been very happy when using TGTG, if something is wrong the employees at TGTG are always very helpful.

Rart at bekæmpe madspild

Very satisfied. Only use supermarket offers. It could be a big help if there were a notification when my favourites open their offer. Many times I come too late when the lykkeposerne are sold out. Especially when offering time varies from day to day.

Gør noget godt for miljøet og min penge pung

I switch a lot between using daily to only using like once every few months. But I love it and have convinced many of my friends to get the app!

Save money

Both good and bad. I love never knowing what to expect. I love being able to afford nice bread - as it's really nice to go places you've never been before. The bad part is, that some shops are kinda strict, and it seems a bit like they want to earn as much as possible on TooGoodToGo customers. I've tried a couple of times, that I got 4 things in a bag. I bought the bag for 39 and the before price was about 120. The four things were exactly 120. I asked about all the food that weren't sold or in the bags, but they couldn't just give it to us "for free" so they were thrown out. It makes me kinda sad that the shops have this mindset, when it's really all about minimize food waste.

Glad for at jeg kan være med til at undgå madspild, men føler at jeg bliver brugt som skraldespand.. tit smider jeg mad ud, da det er muggent eller der er dyr i.

I think it is sometimes hard to get food from the places you want because it is often sold out. So that means that you really need to be quick if you want something from the more popular places. On the other hand I think it is a really great idea to reduce food waste, which is really important.

Det meget forskelligt hvad der er i poser, så man bliver overrasket hver gang. Syntes det er fantastisk at vi kan spare miljøet, og samtidig spare på pengene.

Jeg synes ikke det er godt nok. Jeg har prøvet en del steder, og maden man får er skuffende, det er ikke i orden stand, kan ofte ikke spises, og mange gange er der knap nok noget i poserne trods butikkerne har fyldt med det der burde have været deri

I dont buy Greens anymore, since it requires too much work, but food, meat and bread are our favorites and Can go in the freezer if becessary.

Godt og nemt

It is good, wish more would join. Unfortunately pick up hours does not suit me, so I rarely use it

Can only recommend using it.

Nye råvarer, miljø rigtige valg og penge besparende.

I love it - as an earlier dumpster-diver I really appreciate that big shops and restaurants can unify within one platform and help to make the food waste a bit smaller

With Too Good To Go, I am sure I can get a good meal at an affordable price. Secondly, they seem to be indirectly contributing to reducing food waste in the country, which is a good cause.

Good :))))))))

Spare penge.

Varies from shop to shop but overall very good!

50/50 tilfreds - utilfreds

I like the oppotunity to get some food I normaly dont buy and try New recepies biside savning money. Win win

At man køber noget godt mad som skulle have være smidt ud. Man spare penge og nogle gange prøver nogle nye ting, som man ikke selv ville have købt. Eller prøver nye opskrifter for at få brugt det man har fået i posen.

Altid god service og for det meste brugbare ting

I love it. I use our local bakery mostly

Very good. Have never had a bad experience, can only recommend it.

Generelt er jeg rigtig glad for at benytte konceptet. Jeg har haft dårlige oplevelser, men langt det meste har været gode oplevelser.

Fine oplevelser - nemt, hurtigt, billigt

It's cheap And you get good value

Trying new food and new stores No food waste

Sometimes you win, somtimes you lose

9 af 10 gange er det GODT 😊

I just love it! Every moment of the day there's food to save from the bin!

I only have good experience - i love that more and more stores and restaurants use the app to minimise food waste

Great experience,

Det er ikke alle forretninger der forstår conceptet, lægger muggen fødevarer i poserne selvom det skulle været smidt ud

Only had good experiences excellent service and good bags with a lot of different things

tadadadada

God blive ked af at godt mad skal smides ud

God, men der er forretninger man prøver par gange og fravælger da det ikke er pengene værd.

De fleste poser har overrasket mig positivt - et par gange har det været lige til skraldespanden

Meget varierende oplevelser, men spændingen er en del af oplevelsen

Very good, with only minor flaws so far.

Det er et godt koncept at man kan redde et måltid som ellers var blevet smidt ud. Man får prøvet nye ting man måske ellers ikke selv ville have købt.

Good, I like it. Would love if some pick up times were suited better for people who work. Netto has vegetable pick-up during my work hours. Would love more flexibility in pick up.

It varies from really positive too lightly disappointing. But for the most part it's easy and I leave the store with a good feeling

....

De er næsten al tid gode

It certainly cuts on food waste, which is a really good thing. The prices are affordable, and if you haven't cooked at home, it's an easy and quick way to get good meal.

It's easy and you get to pick whatever it is you are in the mood for on that particular day

Been alright, nothing major has happened. It's pretty easy to get your stuff when you use Too Good To Go.

great! SO far good experiences. I wish there were even more restaurants/cafes that use it.

High variety and availability of the food

Easyjet to use

So far it has been good. I once didn't get almost anything and I complained to too good to go and I got a refund immediately so that was nice. Otherwise it has been always a nice experience when using the app

It's very easy to use and convenient.

.

You said 1 minute.. but it is easy, cheap and good for all involved parts (including the climate!)

Only good, some of the food goes directly to our freezer ex ryebread, meat, some vegetables and if the fruit/berries are a bit to soft they always works perfect in smoothies, cakes etc.

Easy and straightforward.

Easy to use and reasonable prices.

Goodbye

I only had good experiences with it. Except for once when my order was cancelled, but due to understandable reasons. I love it, especially because there is less food waste. However there isn't so much variety.

I think it's a bargain

Godt

Its always easy and without any problems.

It's great, you save food and get some very good bargains

It's good

Both good and "bad" experiences - Have tried a lot of times that a place cancelled my order due to no left overs - Which for a enviormental point of view is great, but pretty annoying for the consumer.

Very nice app and initiative for reducing food waste. A great improvement will be to have a support team for checking the supermarkets bags and the last minute order cancellations.

It is a good concept, But you dont really know how Much you get for the money as it changes Daily depending on the food waste. At times you get a lot for a cheap Price, But sometimes you would also get disappointed

It is very easy to use, but i dont use it as often as i like, because of the time limitations, you have to wait untill the store closes to Pick up the bags.

I use Too Good to Go at one specific place (our local bakery) because you get A LOT of great stuff that compliments my general grocery shopping + It feels great to 'save food from going to waste' and get it at a really good price. It should not be beneficial for shops to throw out food, this way there's a system that makes a sustainable choice more beneficial for the shops.

Never got disappointed with the content Little inconvenient with the time and locations when picking up

There's a quite big difference from place to place. Some staff are nice and friendly, some seems to be bothered by the fact that you 'just come to but something very cheap'. Some places give a good amount of food, some give the bare minimum even though there's plenty leftover. I often can't plan in that well advance, and some places sells it 24 hours before and sells out quite fast. It's great for the shop, but hard to plan after. Also sometimes these places end up annulling short time before. But I love the concept and have mainly had very positive experiences.

It has been really good. super easy to use the app and always friendly staff at the participating restaurants/ shops
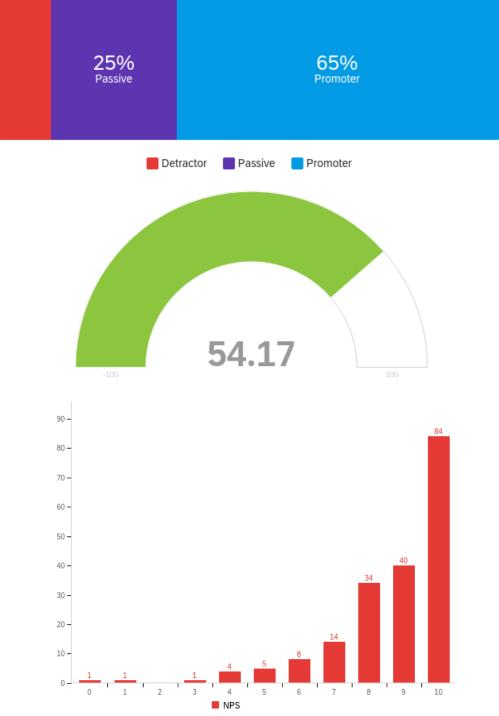
I found some sushi places that offer a pack enough for a whole meal - sometimes they serve for 2 persons. Really good quality and easy because it's so close to my home. I have been disappointed with the content of a box from a place I frequently use but very rarely

It's cute and simple. It helps reducing waste and it allows me to discover new foods that I wouldn't buy otherwise because of the high price.

Easy way to get around the app and smooth process. Constantly trying to improve. I like it :)

Q8 - On a scale from 0-10, how likely are you to recommend Too Good To Go in Denmark to a friend or colleague?
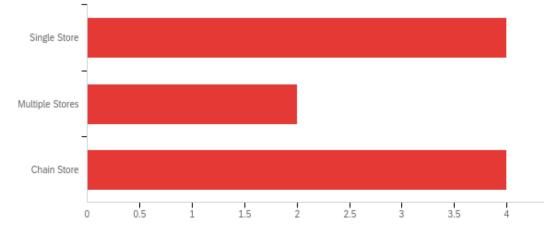
11.18 Appendix R - Survey Responses from Partners

Default Report

What does your company think of Too Good To Go?
September 14th 2020, 7:14 am CEST

Q1 - What is the size of your company?
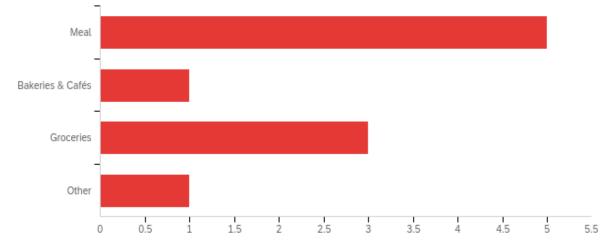
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	What is the size of your company?	1.00	3.00	2.00	0.89	0.80	10

#	Answer	%	Count
1	Single Store	40.00%	4
2	Multiple Stores	20.00%	2
3	Chain Store	40.00%	4
	Total	100%	10

Q2 - Which category on Too Good To Go's app does your company's offered product fall under?
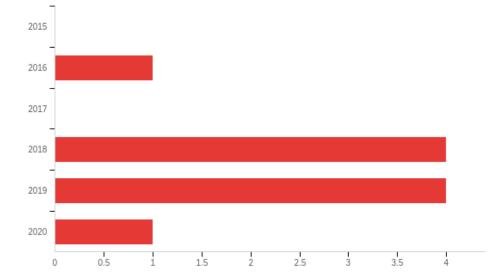
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Which category on Too Good To Go's app does your company's offered product fall under?	1.00	4.00	2.00	1.10	1.20	10

#	Answer	%	Count
1	Meal	50.00%	5
2	Bakeries & Cafés	10.00%	1
3	Groceries	30.00%	3
4	Other	10.00%	1
	Total	100%	10

Q3 - Since when has your company been a partner with Too Goo To Go in Denmark?

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Since when has your company been a partner with Too Good To Go in Denmark?	2.00	6.00	4.40	1.02	1.04	10

#	Answer	%	Count
1	2015	0.00%	0
2	2016	10.00%	1
3	2017	0.00%	0
4	2018	40.00%	4
5	2019	40.00%	4
6	2020	10.00%	1
	Total	100%	10
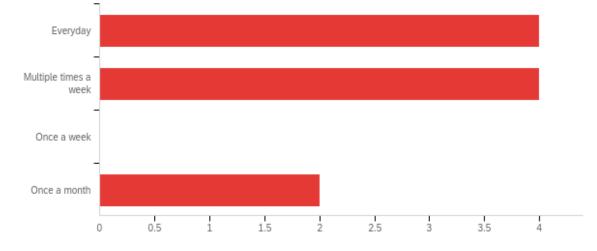
Q4 - What are the first 5 words that come to mind when asked to describe Too Good To Go in Denmark?

1	2	3	4	5
flowers	recycle	sustainable	cheap	customers
Environment	Foodwaste	Cheap	Breakfast	Brunch
Sustainable	Easy	Cheap	Lottery	Exploring
Cheap	Practical	Good food	Food management	Plenty options
Cheap prices	Good quality	Responsible company	Against food waste	Environmental friendly
Environemnt	Food	Waste	Cheap	Takeaway
effective	useful	user friendly	affordable	environment friendly
Food waste	Sustainability	Modern	Doing good	Food
Easy	Sustainable	Cheap	Useful	Innovative
Leftover	Cheap	Partnership	Easy	Doing good

Q9 - On average - How often do your company offer products on Too Good To Go's app in Denmark?

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	On average - How often do your company offer products on Too Good To Go's app in Denmark?	1.00	4.00	2.00	1.10	1.20	10

#	Answer	%	Count
1	Everyday	40.00%	4
2	Multiple times a week	40.00%	4
3	Once a week	0.00%	0
4	Once a month	20.00%	2
	Total	100%	10

Q5 - What are your company's top 3 reasons for choosing to partner with Too Good To Go in Denmark?

1	2	3
covering lost costs	promoting sustainable management of inventory	reaching new customers
Minimising Food waste	Environmental concioussness	Happy Customers
To avoid food waste	To avoid food waste	To avoid food waste
Food Warrer management	Reliability	Company visibility
We are highly focused on sustainability	We want to reduce food waste	They are represented broadly in Denmark
Avoiding food waste	Environment	Avoiding food waste
To Minimize the wastage of food	To make more sales	To support the enviroment
Reducing food waste	PR (association with the TGTG brand)	Motivation for employees
Easy to use	Better then throwing out	New people in the shop
Makes sense, instead of throwing out	New people comes in to the shop	Easy to use and the money does not matter

Q6 - Briefly - What are your thoughts on your company's experience partnering with Too Good To Go in Denmark?

Briefly - What are your thoughts on your company's experience partnering with Too Good To Go in Denmark?

It's great! We get to cover our costs by selling outgoing flowers, we meet new customers, customers get beautiful flowers for a cheap price and together we create less waste!

Our partnership has been very mutuaily benifical. I falls in line with our green stance towards the environment as a company. Finally delivering great customer experiences is our daily goal, and being part of Too good to go, helps us achieve that.

Going very fine. No issues

Partnering with tgtg help us with the Easter of food. The plataform is very easy to manage and adapts to our needs

Overall good. However, some customers expect too much from the Too Good To Go bags and seems to forget that it is all about food waste and using foods that should have been thrown out.

They have been a good partner in connecting the customers with the business in order to avoid food waste.

We are using the app on a daily basis. All our employees have a very positive response. It is the best way to reduce the wastage of food and at the same time support the environment by using resources in an optimal way.
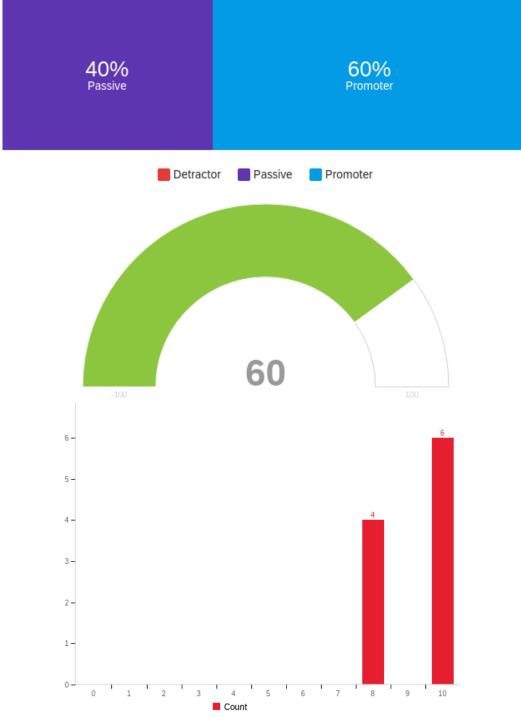
Very positive. TGTG has been a very positive, helpful and collaborative organisation to work with

It was very easy to setup and we have had minimal contact since.   App always seems to work

We use it rarely after we taste new wines and therefore have too much to use in other situations. After setup we have minimal contact. Not since a year.   It works fine, no need to change anything and the app seems to always work.

Q8 - On a scale from 0-10, how likely is your company to recommend Too Good To Go in Denmark to other companies?

11.19 Appendix S - Thematic Analysis

What are your top 3 reasons for choosing to use Too Good To Go in Denmark?			Total %	32,3%	35,9%	15,1%	5,7%	9,9%	0,5%	0,5%
				Combination of all 3 themes	Combination of Environment & Monetary Value	Combination of Monetary Value & Curiousity	Combination of Environment & Curiousity	Only Monetary Value	Only Environmental Impacts	Only Curiousity
Environment	Price	Variety			1					
Getting good deals	Reducing food waste	Trying new food		1						
Cheap	Can get full	Easy						1		
Cheap food	Helping minimizing food waste	Surprise element of what you get		1						
For cheap easy meals, when I don't want to cook	Reducing food waste	Trying something new that I wouldn't dare at full price		1						
Reduce food waste	Share food with friends	Surprise element					1			
I save food from going to waste	It compliments our grocery	It feels like a gift					1			

	shopping well									
My financial situation	Lack of inspiration to by food	To minimise food waste		1						
Cheap	Good food	Avoid food waste			1					
Reduce food waste	Cheap food	Good movement			1					
Cheap	Large portions	Easy						1		
Cheap	Tasty	Cheap and tasty						1		
Lack of food waste	Discounts on food	Trying new places		1						
Cheap	Easy	Sustainable			1					
Mindre madspild	Billigt måltid	Hjælpe miljøer			1					
Good offers	Veggies and fruit for baby food	Great concept		1						
Cheaper "good" food	Saving a meal from being wasted	Convenient			1					
Cheap food	Less waste	Try new stuff		1						
Easy breakfast/dinner	Cheap takeaway	Stopping food waste			1					

Breakfast for a group of people	Convenience	Value for money						1			
Price	Good quality, healthy food	Like the concept			1						
Reduce foodwaste	Help climate	Cheap			1						
Don't have to think about what groceries I need to get	Cheap	Fit my schedule				1					
Get sushi at a cheap price	saving money	good food						1			
Cheap	Late night pick up	Cheap sushi				1					
Good	Cheepe	No waste			1						
Saving money	Saving food	Easy cooking		1							
great options	a way to vary diet	value for the money		1							
Good deals	Reduce food waste	Close by			1						
It's easy	You pick where you want to eat	You saving a ton of food, that otherwis		1							

		e would go to waste								
Cheap	Sustainable	Efficient			1					
billigt	godt for klimaet	.			1					
Spare penge	Prøver nyt	Reder madspild		1						
More for less	Less wasteful	I can share with the people around me			1					
Inexpensive	Stopping food waste	Easy			1					
Cheap	Easy	Gøre noget godt for miljøet			1					
Save money	Reduce food waste	I like to be surprised		1						
Madspild	Billigt	Spændende		1						
Økonomi	Økonomi	Økonomi						1		
Meget for lidt penge	Prøve andet mad til billig penge	Har kun to						1		
Meny	Aldi	Daglig brugens						1		
its cheap	its tasty	its good for you!				1				

Money	Improve food waste	Sustainable			1					
klima	overskudsmad	mad til billige penge			1					
Great stores nearby I can go to and ude the concept	Ferring cheaper food that otherwise wiuld be thrown out	The app is very easy to use			1					
Cheap	Good	Easy					1			
I can get a lot of food for its right cost	Whenever I go I have multiple choices!	The shops I selected give very good food!				1				
Overaskelse	Økonomisk	Redder mad		1						
Lottery	Lottery	Lottery					1			
Smart	Cheap	New stuff		1						
Saving money	Decreasing food waste	Trying new things		1						
Billig mad	Variation	Nye oplevelser				1				
Man bekæmper madspil i danmark	Ofte får man varer som fejler intet, til	Det er spændende da man ikke ved hvad man kan		1						

	langt under full pris	få, da det er en lykkepose								
Saving money	Eliminating food waste	Trying new things		1						
No waste of Food.	Spænding for hvad der er i poserne	Cheap food		1						
Billigt	Nemt	God ide				1				
Billigt	Prøve nyt	Overraskelsen af hvad man får for pengene				1				
All the good stuff	Moneylasting	Vaiste leds food			1					
Prøve noget nyt - billigere	Fylde fryseren med brød	Madspild		1						
To save money	To learn to use new foods	To fight food waste		1						
Spare penge	Mindske madspild	Sortiment, prøve nyt		1						
It is a cheap way of getting a lot of food	It saves food	It helps me try new foods		1						

It is affordable	It is accessible via mobile	It offers good options							1	
It helps me stay within my budget	It gives me inspirations for meals	I help the environment by buying food that will otherwise be thrown out		1						
Cheap food	Better world	See New food		1						
Value for money	Sustainability	Fun		1						
To spoil us	Less waste	Consumerhabits					1			
Godt koncept	Billig	Meget mad for pengene			1					
Save money	Get something delicious at low cost	Trying new restaurants				1				
For at hjælpe miljøet	Prisen	Konceptet		1						
Spare miljø	Prøve noget nyt	Godt koncept					1			
Getting cheap food from places I usually would	I know it is used to reduce food waste	You often get alot for your money			1					

not order from									
Undgå madspild	Prøve nye varer	Spare penge		1					
As a student, I usually can't afford takeaway, but with toogoodtogo i can have sushi twice a Month	I use it a lot for bread, fruit and veggie bags etc. I like the surprise, usually I have a weekly meal plan, and it can be kind of strict and boring	I've had good and bad experience with TooGoodToGo, but that doesn't stop me from buying. I care a lot about climate, and I know food waste is one of the big sinners. Each time too good to go sells a bag, or get a follower on Instagram, it helps spread the word that this		1					

		wasteful lifestyle needs to stop.								
Save money	Help the environment	Being creative		1						
Cheap	Avoidng food waste	Surprising myself and others		1						
Stop madspil	Billigt	???			1					
Save food	Save money	Satisfactory amount			1					
Stoppe madspild	Hjælpe naturen	Spare penge			1					
fight food waste	nice food for very affordable prices	large selection			1					
Easy	Cheap	Fast						1		
It's cheap	It's good for the	Good quality			1					

	environment									
Spare penge	Undgår madspil	Hjælper andre, med lidt mad			1					
Foodwaste, ideological reasons	Economic, to save money	Exitement, what is in the bag.		1						
Stopping food waste	Cheap food	-			1					
To try to get cheap food	To eat more varied with their veggie bags	.				1				
It's cheap	It's fun/exciting to see what you get	Cheap way to try new products				1				
saving money	try things I'm not used to buy	helping not to waste food		1						
Stop madspild	Spare penge	Prøve nyt		1						
Trying new food	Cheap buy	Environment		1						
Spare penge	Sjovt	Bæredygtigt		1						
Cheap	Inspiration	Try something new				1				

To save money	To eat more vegetables	For the fun of the surprise				1					
Save money	Save food	Help companies			1						
stop food waste	it's exiting trying out new food at low cost	to share with neighbour who has less money			1						
Økonomi	Sjovt	Andre ingredienser.				1					
Food waste	Cheap	Smart			1						
Economy	Easy way to try new food	A new way to fight foodwaste		1							
Cheap take away	Good conscience	Easy			1						
Waste less food	Easy	Cheap			1						
Bæredygtigt	Billigt	Prøve noget nyt		1							
Økonomi	Varieret indtag af grønt	Økonomi						1			
saving food	a good deal	enviroment			1						
I am broke	still need quality food	quick accessible stores to get food						1			

Billig frugt og grønt	Udfordre mine daglige madplaner	Bekæmpe madspild		1						
I want to make a difference	There's a lot of food waste	To save money			1					
Cheap	I Can afford baked goods	Trying new things				1				
Mulighed for at gøre en god handel	Håb om at blive glædeligt overrasket (spænding)	Økonomi				1				
spare penge	det er sjovt	nemt hvis man ikke har noget i køleskabet				1				
Reducing food waste	Spare penge	Blive glædeligt overrasket		1						
It is fun - one doesn't know what one gets. However, this is also the reason why I don't use	It's a cheap way to try out new restaurants and cafés	It is a good concept		1						

it more often											
Stop madspild	Billigt	Masser af mad			1						
I like the suprising element	It is cheap	Good for food waste				1					
Its cheap	I challenge my cooking skills when i get new products	I help by saving food which wouldve otherwise been wasted		1							
Saving money	Fast food	Doing something good for the world			1						
cheap	clever	sustainable			1						
To help restaurants with leftover food	To get some cheap and good quality food	You can share the food with friends			1						
Miljøvenligt	Undgår madspild	Billigt			1						
Cheap	Varied	Easy				1					
Cheaper food	Suprise	Tasty food				1					

Fast meal	Cheap meal	Trying something new				1				
Money saving	A lot of food for little money	Saving food for bring thrown out			1					
Good for the environment	Easy to try new stores and restaurants	It's a win-win-win situation (store, company and me)					1			
Price	New food	Suprice				1				
Saving money	Reducing food waste	Trying out new places		1						
Frugal way of living	Abundance of food (mostly)	Good service			1					
Billigt	Spændende	Varierende				1				
To support it	It is exciting to get something I'm not aware of beforehand	It's easy		1						
Value for money	Dietary variety	Cheap				1				
value for money, saving	minimizing food waste	try something new		1						

			C1	C2	C3	C4	C5	C6	C7	C8
Billigt	Miljø venligt	For det meste gode varer		1						
To protect the environment	To save money	To try something new	1							
billig	reduceret madspild	nemt at bruge		1						
Undgå madspild	Spare penge	ingen		1						
Billig kage	Billig kage	Billig kage					1			
Saving money	Environment	Exiting	1							
It has economic benefits, more for less	Mostely two bags of tgtg from Lidl gives me food for the rest of the month, which is amazing as a student to only have to pay 29 KR for each bag	I like to know that I do somthing good for the environment		1						

It is cheap food	It is quality for less	It is easy to access						1		
CHeap	Convenient	Good value						1		
Værdi for penge	Mulighed for nye varer	Spænding				1				
Store mængder	Billigt	Undgå madspild			1					
Min kusine var med til at starte konceptet op, så for at støtte det	For at stoppe madspild	Fordi det er spændende, hvad man fåe					1			
That I can buy it even though I only have SU as an income	That I can treat myself to a restaurant meal every once in a while	That I have to be creative to use up greens and other things in my cooking					1			
Billig	Overraskelse	Bekæmpe madspild		1						
Easy	Cheap	God quilte						1		
Price	Environment	Smart			1					

It's fun to try something that I normally wouldn't buy	I get a lot of food for really cheap	I like the excitement about what's in the bags				1				
cheaper food	stop food waste	save money			1					
Price	Trying something new	Saving the planet		1						
Contribute avoiding waste	Cheap food	The possibility of trying out new types of food		1						
Get value for money	Save some food	Environment			1					
Dont know	Why	I do it		1						
Enviroment	Fun	Cheap		1						
Nysgerrig	.	.								1
Stop mad spild	Økonomi	Miljø			1					
Price	No waiste	Monet save			1					
Cheap	Prevent Waist of food	Mew reciepes		1						
Saving food	Saving money	Diversity in food		1						

Cheap	Different options	Less food waste			1						
I help reduce foodwaste	I sometimes get something unexpected	I fill up the freezer					1				
Stop mad spil	Spare mange penge, da jeg er pensionist	Og får 3 dobbelt så meget grønt og frugt nu Da jeg har råd til det nu. På too god to go			1						
Mindske madspil	For sjov. Synes det hyggeligt med lykkepose konceptet.	Bærrdyggigt					1				
It helps	Its cheap	Saves money			1						
Billigt	Undgå madspild	Indspirerede		1							
Price for value	Accessability	Selection				1					
Stop madspild	Får meget for pengene	"tvunget" til at prøve nyt og tænke kreativt		1							

It's economical	It helps save Good food	There's some nice things		1						
Økonomi	Madspild	Inspiration		1						
Stop madspild	Billigt	Inspiration til maden		1						
it can be cheap	you get to try new food	you save food		1						
Mindre madspild	Billigt	Miljøvenligt			1					
Save food	Lækkert	Overraskelser					1			
madspild	spare	natur			1					
I save a lot of money	I feel I'm doing something good	I help reducing food waste			1					
To reduce food waste	Because I love the surprise that comes with every bag	Because you get to try different things from a place you might not have tried if it wasn't TGTG					1			
To stop food waste	Because it is cheap	It is easy to use			1					

Vi smider for meget mad ud.	Billigt	Spændende		1						
To help save some food	A lot of the food is way to good to throw out	To try some new things					1			
Fine varer til billige priser	Sjovt at jagte gode poser. Det er fx. ikke altid butikkerne ligger poser op hverdag	Med til at stoppe madspild		1						
Safe money	Safe food	Safe planet			1					
Money saving	Variety	Stop vaste			1					
I save money	I help the environment	it's easy			1					
Genbrug	Miljøet	Madspild							1	
Cheap	Reduction of food waste	Sometimes good offers			1					
fight food waste	save money	sustainability			1					

Because you can find cheap foods	sustaina bility	there is a lot of variety			1						
Easy	Good quality	Good prices						1			
High cost of living in Denmark	Vegetab les and Fruit are still fresh	Try the ingredien ts I have never bought by myself before				1					
price per quantity	food waste	saving money/ti me			1						
Reducing food waste	Low costs	Great value			1						
good variety of stores	nice deals	wide location of stores				1					
Environm ental reasons, I want to be limiting my waste as much as possible	Denmar k is a very expensi ve country and too good to go gives you a more afforda ble way of food shoppin g	It's commonl y used and commonl y trusted			1						

What are the first 5 words that come to mind when asked to describe Too Good To Go in Denmark?					Total %	**70%** Combination of all 3 themes	**20%** Combination of Environment & Monetary Value	**10%** Combination of Monetary Value & Innovation	**0%** Combination of Environment & Innovation
Leftover	Cheap	Partnership	Easy	Doing good		1			
Easy	Sustainable	Cheap	Useful	Innovative		1			
Food waste	Sustainability	Modern	Doing good	Food		1			
effective	useful	user friendly	affordable	environment friendly		1			
Environmnt	Food	Waste	Cheap	Takeaway			1		
Cheap prices	Good quality	Responsible company	Against food waste	Environmental friendly		1			
Cheap	Practical	Good food	Food management	Plenty options				1	
Sustainable	Easy	Cheap	Lottery	Exploring		1			
Environment	Foodwaste	Cheap	Breakfast	Brunch			1		
flowers	recycle	sustainable	cheap	customers		1			