Report: Herenboeren Market Research and Marketing Strategy Advice

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Report Summary

The following report details an academic consulting project executed by six bachelor students at University College Utrecht within the context of the senior course Implementing Sustainability.

The consulting project's main aim is the identification of existing and potential customer types for the Herenboeren farming initiative in Soest. It provides insights on the external market landscape, aiming to aid in the identification of, and offer strategic advice on how to gain, the remaining 140 investors required for the financing of the farm's construction and maintenance. This was enabled through a preliminary survey measuring existing stakeholder and interested individual's attitudes, motivations, and personality features. Further, in-person market research of the Soest population was conducted via interviews and a separate online survey to determine how the larger population compares to existing consumers and how they might be approached by Herenboeren as potential future stakeholders. The results showed that there was little to no difference between respondents, be they existing members of Herenboeren, merely interested in joining, or not planning on acquiring membership. The final advice therefore underscores the importance of continued and diversified marketing activities based on Herenboeren's average customer persona.

Introduction

Herenboeren is a mixed farming initiative founded by Geert van der Veer, who developed the concept after encountering various regulations which were preventing more sustainable farming methods. Thus he decided to develop a small-scale local farming project in the form of Herenboeren. Currently, there exists one functioning Herenboeren farm in Boxtel. It rents the land and hires a farmer to manage the site, producing potatoes, onions, various other vegetables and fruits, as well as eggs and meat. The Herenboeren project requires a 2000€ down-payment from each participating unit, which may be comprised of a single person or an entire family with children. Each person within the investing unit is asked to pay an additional 10€ each week. The seasonal produce and animal products, such as eggs and meat, cover 60% of members' grocery needs. The remaining 40% must be supplemented via traditional vendors.

After considerable success with their existing farm in Boxtel, Herenboeren are now looking to expand to Soest. Currently they have only been able to secure 60 of the 200 required investing members to enable the construction of the project. In this vein they requested support in understanding their external market landscape, specifically from a consumer standpoint, which will enable them to more strategically approach and ultimately gain the necessary investors to make Herenboeren Soest a reality.

The following report begins with a comprehensive literature review, offering information on the Dutch agriculture industry and the state and aims of nature-inclusive farming. It also details the COM-B theoretical framework as the basis for the creation of the project's surveys to determine the 'ideal' Herenboeren customer. Next, the methodology section delineates how research and the subsequent analysis of results was conducted. The results section offers a short summary of all pertinent findings, after which the discussion underscores the various limitations encountered during the research process, suggesting what should be approached differently in future, and how the here presented results can be leveraged by Herenboeren to create value for their organization. The final advice section delivers a detailed breakdown of Herenboeren's average customer persona as identified in the analysis of results, with suggestions pertaining to their marketing strategy.

Literature Review

<u>Overview</u>

Despite its small size, the Netherlands is the second largest agricultural exporter with an annual revenue of 79 million dollars (European Commission, 2016). Insofar, it is pertinent that producers and consumers adopt sustainable measures if they wish to persevere nature and its finite resources. Incorporating sustainable practices on a macro (national legislation) and micro (individual behaviour practices) level are vital for the preservation of the country's ecological system. For this project, we concentrated on finding sustainable production/consumption alternatives that can be undergone on a micro level by examining the emergence of nature-inclusive farming in the Netherlands. The goal of our project was to find people in and around the area of Soest who would be interested in changing their consumer habits by joining a nature-inclusive farm. In other words, are their people who would be willing to join Herenboeren, and if so, what sort of attributes do the potential customers have? Thus, prior to conducting the interviews, our group underwent preliminary research relevant to nature-inclusive farming and sustainable consumption behaviour.

<u>Nature-Inclusive Farming Objectives</u>

In order to gain further insight on potential Herenboeren stakeholders, it was necessary to find key elements that are attributed to nature-inclusive farms such as Herenboeren.

From our research, we found that nature-inclusive farming heavily focuses on connective agriculture (García-Llorente M et al. 2018).

Connective agriculture describes the relationship between humans and nature in the context of farming. Hence, an important goal of Herenboeren was to create a synergetic bond between people and nature. The outcome of connective agriculture is manifold: Firstly, as consumers become active participants in the cultivation and

harvesting process, they form a synergy with nature wherein they become more inclined to ensure the wellbeing of the land and its biodiversity. In the modern world where large-scale agriculture is omnipresent, societies, especially urban societies, are largely alienated from nature in that they take nature for granted without reflecting on the negative ramifications that may arise from such a practice, such as a decline in species abundance due to deforestation.

Another outcome of connective agriculture is an improvement in health and well-being for consumers. In the long term, nature inclusive farms become more resilient to disturbances in the system due to the abundance of flora and fauna species. Subsequently, the degree of human interference to bring the system back to an equilibrium, such as using antibiotics for cattle or fertilizers for crops following disturbances, are less needed.

Challenges for Nature-Inclusive Farming

Notwithstanding the positive environmental effects that nature-inclusive farms offer, there are some obstacles that may shy away potential clients from joining one. Conventional large-scale farming often benefits from economies of scale in their production process (Runhaar, H. 2017). For example, a large-scale Dutch potato farm, Van den Borne, can have up to 140 plots of land that are each 3 acres large (= 420 acres of land), and according to National Geographic, they are able to yield 20 tons of potatoes per acre a year (National Geographic, 2017). On the contrary, Herenboeren Soest operates on a 12-acre piece of land that can provide food for around 200 households annually. This means that their large scale of operation (due to mechanization of its factors of production, use of greenhouses, etc.), the potato farm produces higher total output, which in turn allows them to reduce the costs of their products. On the contrary, nature-inclusive farms are significantly smaller and thus produce less, which in turn makes their products more expensive.

Unlike large-scale agricultural farms that depends on full-time employees to take care of the work on the land, Herenboeren does not solely rely on full-time employees. In fact, according to their business model, consumers become producers. This means that members of the farm have an active role in the production process. Notwithstanding the

community benefits that arise from such a practice, it requires time and effort for the members. Consequently, a challenge that nature-inclusive farms face is the comparably higher prices of their products.

The 'ideal' Herenboeren client

Taking the above challenges into consideration, our task was to see whether people around the area of Soest would be interested in joining Herenboeren. Analyzing the behavior of potential customers is crucial when starting a business, as it enables businesses to know who their potential future clients are. By understanding their behavior, businesses can identify effective intervention techniques to subsequently understand why/why not individuals choose to engage in a particular activity (Jackson et al., 2014). Putting the latter into context, we created a survey wherein we asked individuals to answer questions concerning their lifestyle (e.g. annual income, shopping habits, etc.) with the intention of understanding why they will not join the farm or why they have not joined yet. Although different theoretical mechanism tools can be applied, this particular project found the COM-B model to be most appropriate and comprehensive to analyze individual's behavior and was therefore used to design the surveys. It should be noted that the subsequent analysis and interpretation was based on a more general interpretation of commercial customer personas, as it was deemed more accessible and actionable to an organization like Herenboeren.

The COM-B Model

The COM-B model analyzes people's capability (C), opportunity (O), and Motivation (M); thus, it adopts a psychological. The purpose is to identify whether an individual has certain behavioral traits that have synergistic elements with a given product. For instance, an individual who greatly values the environment would be more likely to join Herenboeren than someone who does not care about it (Atkins, Barker & Lusignan 2016).

Capability:

        Refers to the 'individual's psychological and physical capability to engage in the activity concerned' (Michie et al., 2011). Psychological capability could relate to the ability to understand the concept of Herenboeren. Furthermore, physical capability may entail the capability of physically being at the farm.

Opportunity:

        The physical and social ability of performing a certain behavior. An example would be the physical opportunity to afford a Herenboeren membership. Social opportunity would focus on whether Herenboeren would be suitable to an individual's social environment.

Motivation:

        The desire of an individual to perform a certain behavior, i.e. do people even want to join Herenboeren?

Methods

<u>Market Research Survey</u>

        This research aimed to create a customer persona using the data obtained from both an online questionnaire, as well as the interviews conducted in person at various locations in Soest. The questions for the on- and offline surveys were based on the COM-B model and were split into different target groups. For the online survey these target groups were: 'have invested in the farm already' and 'am interested in becoming a member'. Based on this, the subjects were presented with questions that corresponded with their target group. For the offline survey the main aim was to gather an understanding as to who these people were and how they compared to existing and potential stakeholders as analyzed in the online survey.

Online

Using Google Forms, a survey was sent out to all individuals who had signed up on the Herenboeren website, thus indicating their interest in the initiative, as well as those individuals who had already decided to become members. 87 people responded.

The questions were divided into different sections: 1) for general personal information (e.g. date of birth, social life and income), 2) pertaining to food purchases (e.g. preferred store, time, effort and money spent), 3) detailing the decision-making processes involved in these food purchases (e.g. the most important factors: price, quality, sustainability, origin, trademark etc.), 4) two different sections for people who are planning on becoming a member of Herenboeren, and for those who are not or are only interested. Besides questions that were more general, the survey also included inquiries on the physical and psychological capability, the physical and social opportunity, and the reflective and automatic motivation related to the respondent's target group.

Some of these questions included a scale from 1 to 10, whereas other were more qualitative by providing a list of options to choose from or by asking the participants to write out the answers. Especially the participant's capability, opportunity and reflective motivation to perform a certain behaviour were addressed in this manner, as knowledge about those is often more explicit. However, as automatic motivation is often not conscious, the last questions asked the participants to quickly choose between three variations of a product. Hereby, the less-conscious decision processes were to be assessed.

Offline

The questions of the offline interviews were also based on the COM-B model and were comparable to the ones used in the online Google Form-survey. However, apart from the personal information questions, all questions were asked verbally and the interviews were of a more semi-structured format because of this. In total 14 interviews were conducted at the following places: Albert Heijn, Ekoplaza and the Lidl in Soest and

they took place from 14:00 until 18:30. Most of the questions used were duplicates of the original survey detailed above, although the questions specifically regarding Herenboeren were removed, as these did not relate to the general population of Soest. The verbally answered questions were noted down as completely as possible in order to leave minimal room for interpretation.

Statistical analysis

The answers to both the online surveys and the offline surveys were put into a single database and the answers to the open-ended questions were categorized, and when possible, this was done in such a way that these categories corresponded to either local, community, or sustainability based answers.

The qualitative data where participants could choose from a list of options or wrote short text answers could not be interpreted directly and thus had to be codified first to be analyzed.

The codification of the answers was done with the help of several categorical dummy variables. That is, a "1" was inserted when an answer corresponded to the category the dummy represented, whereas a "0" showed this was not the case. The categories of the dummies were chosen based on the most common elements of the answers given, allowing for a grouping of similar responses.This was done so to construct combined scores on each of the three categories. The main benefit of constructing such scores is that they are able to portray the differences among the four different groups: Herenboeren, people not yet sure about investing in Herenboeren, people that decided not to invest in Herenboeren, and people from the general population in Soest. The local score was built up using the following questions: P, R, AD, AE, AS and BE.

The community score was built up using : N, -O, P, R, AD, AE and AG.

Lastly, the sustainability score was constructed with: J, L, M, AI, AJ, AQ, AS, BF and BG. These are the respective columns used in the dataset.

Afterwards these scores were normalized in order to better interpret the results and the scores among the groups. As the scores were just simple additions of dichotomous variables, we divided the final scores by the number of variables included in the

different scores. This means that the scores, as can be seen in the descriptive statistics, will fall between -1 and 1. A plot of the descriptive statistics can also be seen in the histogram in the result section. Moreover, the data was analyzed using an Anova with post-hoc test. Anova stands for analysis of variance, which is used to conclude whether or not there is a significant difference between two or more groups using different independent variables. This only indicates whether or not there is a significant difference among the groups, it does not indicate with which groups, therefore a post-hoc test was done to see if there was an effect and between which groups it was. Lastly, a univariate analysis of variance was done to see whether an interaction effect between the different scores had a significant effect on the dependent variable.

Results

The first split that was made in categorizing the data gathered in Soest was whether the person taking the questionnaire would join the Herenboerderij. Four different categories were constructed: "yes", "no", "undecided", and the "general inhabitant of Soest".
These categories were based on the exact same question included in the questionnaire. There were three variables that measured the likeliness of an individual actually joining the Herenboerderij: the value attributed to local food, the value attributed to sustainability, and the variable that attributes value to the community. All values were normalized (between 0 and 1).

In the category that consisted of people who did not consider joining the Herenboeren, the people valued sustainability (M = 0.56, SD = 0.21) over community (M = 0.24, SD = 0.16) and over local food (M = 0.25, SD = 0.14).

In the category that consisted of people who are planning on joining the Herenboeren, the people also valued sustainability (M = 0.58, SD = 0.22) over community (M = 0.22, SD = 0.16) and over local food (M = 0.24, SD = 0.17).

The third category involved the people who were undecided about joining the Herenboerderij. These people once again valued sustainability (M = 0.60, SD = 0.20) over community (M = 23, SD = 0.16) and local food (M = 0.24, SD = 0.12)

It is thus clear that there is a general conception among respondents that sustainability is more important than community and the locality of food. Therefore, it is

impossible to distinguish between any of these groups by looking at the used variables. This was also confirmed by the results from the category of people who were deemed "regular inhabitants of Soest", since they also valued sustainability (M = 0.44, SD = 0.18) more than community (M = 0.26, SD = 0.20) and local food (M = 0.17, SD = 0.15)

When looking at the graph that shows the complete results (found below) the only conclusion that can be drawn is that the general inhabitants of Soest provide more diverse answers.
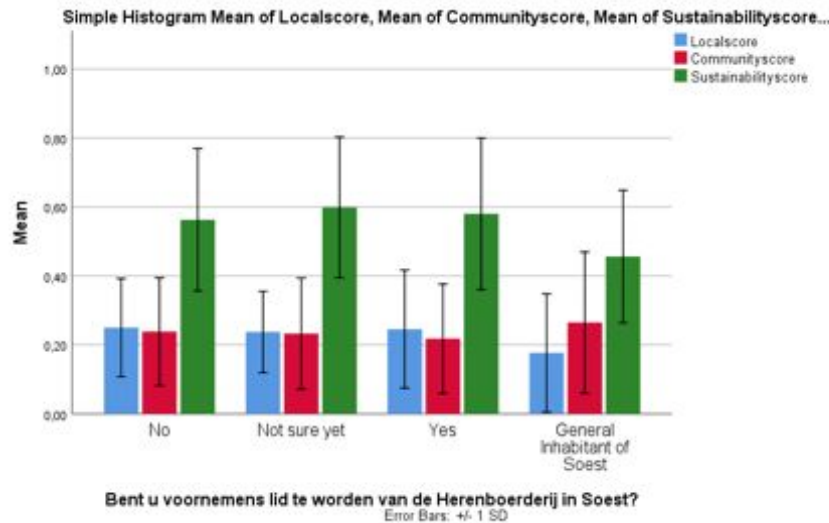
Another analysis that was conducted aimed to determine whether any of the variables would show a significant difference between the groups. This means that within a certain variable (e.g gender) the options (e.g male/female) show a significant comparative difference.

This was the case for the value attributed to sustainability (p = 0.024), gender (p = 0.030) and income (p = 0.021).

In order to determine the significant differences that were present in these categories a post-hoc test was conducted, which shows the exact combination of groups that show a significant difference.

Within the sustainability variable there was a significant difference between the people who answered 'not sure yet' and the general inhabitants of Soest (p = 0.022). The respondents who were not sure yet scored higher on the normalized scale (0-1) by an average of 0.156.

Looking at the gender variable there were also significant differences between the groups. The group of people that answered 'no' to joining the Herenboerderij scored significantly lower than the general inhabitants of Soest (p = 0.029) by 0.452.

The final measured variable that showed a significant difference between groups was income. This was measured differently, where there were five options with respectively a difference of 20,000 per category. The difference between groups was between people who plan on joining the Herenboerderij and the general inhabitants of Soest (p = 0.047). The people who plan on joining the Herenboerderij had a higher income of 1.165 than the inhabitants of Soest. As the scale was from 1 to 5 and the steps are 20,000, the difference was 1.165*20,000 = 23,300 euro.

The final analysis that was conducted was to determine how the independent variables (also combined) could predict the dependent variable.
The only significant predictor was the interaction term of the local, community, and sustainability variables (Localscore*Communityscore*Sustainabilityscore). $F(8, 44) = 2.179$ $p < 0.05$.

The results that were found are mostly insignificant (because of the relatively small sample size). Therefore it becomes hard to draw relevant conclusions that show which variables matter more than others in our analysis. This issue will further be discussed in the following section.

Discussion

When looking at the first graph from the results, the histogram displaying the differences in the three scores over the various groups, it seems there is very little deviation between every group, except the general inhabitants of Soest. The sustainability score is lower than the other three and the relative order of the local and community score is reversed. Moreover, even the standard deviations do not vary much across the first three groups, but again seem different with the inhabitants of Soest, appearing larger with the local and community scores, but smaller in the case of the sustainability score. However, when we look at the Anova we can infer that the only variables that are statistically significantly different between the groups are the

sustainability score, gender, and income. However, we do not take gender into account since the majority of participants live with a partner and it thus merely depends on who is filling in the survey. Moreover, as can be seen from the post-hoc test, gender is only significant when looked at between the general inhabitants of Soest and the group that said they were not going to invest in Herenboeren. As most of the "inhabitants of Soest" participants came from in-person interviews, response bias is likely to have occured and therefore we disregarded gender. In addition, the sustainability score is significant between the group of people that are "not yet sure" and the "general inhabitants of Soest" at α = 0.05, and between "yes" and the "inhabitants of Soest" at α = 0.1. This could imply that attitudes towards sustainability is an important characteristic of possible investors.

What is also interesting to note is that income is also significant when comparing the investors with the general population of Soest. This could mean that investors have a higher income and are thus a smaller part of the population. Additionally, when looking at the univariate analysis of variance, we can see that the corrected model is insignificant, which means that we can reject it. However, if we look at the constituent parts, only the interaction term with all three scores is significant, whereas all the individual scores and the interaction terms between any two of them are insignificant.

We propose that further research is needed to establish a model that is significant in order to study the effects of the different interactions. One of the limitations in our study is the sample size, which was limited due to time and logistical constraints. With more participants and more time, a more complete and convincing explanation on whether the variables are insignificant could have been provided.

On the other hand, since data will always improve the significance of your results, this may be less effective than anticipated.

Furthermore, considering the survey in retrospect some questions should have been formulated more clearly, such as defining certain terms. Moreover, during the design of the survey we should have taken a different approach. Instead of basing the questions on only the COM-B model, we should have also taken into account and pre-established these different scores. This would have aided the structure of the survey and the data gathered from it. With the use of different proxies, and by creating "mirror" questions for the four different groups, we could have more conclusively disregarded

variances due to the vagueness of questions, and expanded instead on the importance of the three different scores.

Ultimately, when taking these limitations into account, we can conclude that there is no statistical difference between the different groups based on our proposed model. This, however, is not necessarily a negative result and supports the use of increased marketing in order to acquire new customers as investors, since potential investors are not significantly different from the general population. Once again, we would like to note that further research should be conducted to confirm our findings and analyze what causes the differences between people that decided not to invest and people that did. While in our analysis they do not differ, logically there is something that drives these choices, but that is beyond the scope of this report.

Final Advice

<u>Why Marketing?</u>

Marketing is essential to any business as it is how an organization presents itself within the market and attracts customers, driving revenue and determining the ultimate success of the venture. Naturally, small and medium sized enterprises (SMEs) only have access to limited resources when implementing their marketing campaigns. Nonetheless, there are a number of basic principles which can be of great use to SMEs such as Herenboeren.

First and foremost, however, success in marketing a business is about knowing the customer, which is why this project has detailed Herenboeren's typical customer persona based on the conducted market research.

Secondly, it is crucial for a firm to know how to most effectively communicate with their customers. This depends on many factors, but the general metaphor of a "funnel" through which customers go, can be useful. According to this model (Edelman & Singer, 2015), the customer journey starts with *Awareness*, so getting the target audience acquainted with the organisation and what it stands for. Then comes *Familiarity*, which is about the drawing of customers to the organisation. Thirdly, the *Consideration*-stage involves showing the business' worth (as an organisation) to the customer. When done well the *Purchase* stage follows, where the customer buys the product or service. Finally, *Loyalty* is the stage in which focus has to be given to keeping the customer happy so he'll remain involved with the firm (i.e. continue buying products, etc.). Finally, *Advocacy* or *Reference* is about making the customer so enthusiastic about the organization and/or product that he will refer it to his family, friends, colleagues or other acquaintances (Haven, 2007).

Herenboeren Customer Persona

Based on the results of the research conducted it has been possible to determine the persona of the average Herenboeren customer:

Herenboeren's average customer is a 56 year old male who lives in Soest and attained an HBO educational qualification. He does not work in management, the food industry, or academia, and is neither self-employed nor retired. He has a partner, but no children living at home. His income varies significantly, although it tends to be in the range of 40.000 to 70.000 €. He discovered Herenboeren through social media or by word-of-mouth from social contacts. On Sundays he prefers to take a walk in nature or spend time with his family. He knows most of his friends and acquaintances from sport or music clubs and does not seek further social contacts. He spends 350 to 450 € on groceries every month and rides his bike to the supermarket and stores. He goes grocery shopping two to three times a week , either in the morning or afternoon, spending roughly 45 minutes on this. He will further seek out specialty stores for specific products. He occasionally makes impulsive purchases and values the quality of products, particularly if they are organic and local. He feels he does not take part in sufficient sustainable activities. As a Herenboeren member, a sense of ownership of the farm is important to him and he plans on visiting the farm once a week. He rates himself as a 7 out of 10 on his sustainable lifestyle.

Strategic Marketing Advice

Considering the insights obtained through our research, along with further points and variances included in the results section (please find further details pertaining to the statistical analysis in the Appendix), it is clear that Herenboeren is generally targeting a demographic of educated professionals in the age range of 40 years and upwards. Most live in Soest and surrounding areas, which indicates the need for marketing strategies which are geared towards rural and small community audiences. Therefore, it would be wise to focus on the community-aspect of Herenboeren, by using insights gained from Community Marketing (Bryan, 2004). This form of marketing creates a network of existing and potential new customers by focusing on keeping the current customers happy, giving them what they need and on engaging them by starting the conversation with them. When this is successful, the existing customers can help attract new

customers through word-of-mouth, for example. When existing customers talk to their friends, family and acquaintances about the farm in a positive way, this is often perceived as more trustworthy, and, finally, more convincing. Furthermore, community marketing can help improve communication between the organisation the organisation of Heerenboeren, the customers, the investors and other people that are involved in the farm. Hereby, the farm becomes a communal project, rather than a topic of discussion.

Again, important to note is that Community Marketing is non-invasive and focused on engaging (new) customers in a fruitful conversation, distinguishing itself from traditional "push" marketing (Levy et al., 1983). When implemented successfully, Community Marketing can be relatively low in cost, as it mainly depends on customers and investors promoting the farm to their social networks.

Since most Herenboeren members live only with a partner and have no children living at home, marketing to an exclusively adult audience of small households would be helpful. Although income varies significantly, most is within range of the median Dutch annual salary of 40.000 to 70.000 €. This will include individuals who are therefore more budget conscious but also willing to spend a little more on food purchases. The fact that members heard about Herenboeren through social media indicates that online marketing strategies have been successful in the past and should be continued or implemented again in future. More traditional marketing strategies, such as community events, newspapers, and word-of-mouth advertising have also proven effective. Another approach known as guerilla marketing may also be useful. This is a generally low-cost method for small and medium-sized enterprises to gain widespread attention from their target audience (Behal & Sareen, 2014). These types of guerilla marketing activities will generally take place in unconventional locations, often frequented by non-target audience individuals, aiming for maximum shock or surprise factor to increase engagement. For instance, Herenboeren could target places of unsustainable consumption or other lifestyle locales, such as discount supermarkets, fashion outlets, or the Amsterdam or Utrecht city centers.

Food quality is also shown to be of importance to Herenboeren members, as results clearly show that they are willing to spend time, money, and effort finding the right products, as exemplified by their average grocery shopping trip, the number of

stores they visit to buy their products, and the monthly expenses allocated to groceries. In concrete terms, marketing initiatives should be sure to highlight aspects such as "local", "organic", and "high quality". The fact that grocery shopping is mainly done in the morning and afternoon hints at potential time periods when marketing initiatives at supermarkets may be most effective. Furthermore, although the social community aspect of the Herenboeren project appears to be of little importance to members (67% do not seek further social contacts) and should therefore not be emphasized in marketing campaigns. Instead, relaying a sense of individual and collective ownership of the farm upon investing proved to be valuable to members and should be integrated into the framing and positioning of marketing activities.

Finally, although 50% of respondents stated that they believed they could be doing more to be more sustainable, the average member nonetheless rates their lifestyle as 7/10 in terms of sustainability. The fact that they ride their bike to do their shopping and prefer spending a Sunday in nature taking a walk further emphasizes the importance of sustainability to them. Therefore, the sustainable values surrounding the Herenboeren project should always be made evident in any marketing initiative undertaken by them. This leads into the general arena of sustainability marketing.

Sustainability marketing is about promoting a moderate style of consumption, which is conveniently already inherent to the Herenboeren business model. Therefore Herenboeren does not have to reformat its business model to be more sustainable or create programs which involve sustainability, since any marketing campaign will inevitably already be based on sustainable principles. However, more time will have to be spent on identifying which elements pertaining to sustainability will be most effective with potential members. Based on the results and the average customer persona, some framing possibilities have already been discussed. Herenboeren may also find formalizing their marketing strategy based on how their message is embodying the Triple Bottom Line of Planet, People, Profit (Pomering, 2014) useful. When creating a marketing campaign it will be important to consider the following:

1) Planet: How does the ad "make optimal use of environmental resources, maintain essential ecological processes and help to conserve natural heritage and biodiversity?" (Pomering, 2014, p. 84).
2) People: How does the ad "demonstrate respect for individuals and the socio-cultural authenticity of communities?" (Pomering, 2014, p. 84)
3) Profitability: How does the ad "ensure our viable, long-term economic operations, and provide long-term socioeconomic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities to communities?" (Pomering, 2014, p. 84)

Essentially, Herenboeren, when communicating their message of sustainability, should emphasize how they 'do good'. How are they improving collective nutrition and thus wellbeing? How are they potentially conserving water and reducing CO_2 emissions due to their location and low transport costs? How are they supporting certain SDGs? Including these themes into their campaigns to gain more members will be addressing their values in specific and relevant ways that will result in more engagement.

Problem Areas: Competitive Advantage, Feasibility, and Location

In their endeavor of acquiring further investors, Herenboeren must effectively define, communicate, and foster their unique competitive advantage. A competitive advantage consists of the unique value a firm offers in terms of service or product, compared to their competitors. In Herenboeren's case this would be local farms.

To this effect, numerous survey respondents noted that established local farms already offer similar grocery services to Herenboeren, but do not require membership. If they do require a subscription fee, it does not include an initial investment sum of 2000€. The investment Herenboeren requires thus seems to be perceived as a strong detractor for individuals who are considering joining the initiative. Further, respondents also mentioned that they would first like to sample the Herenboeren products to better understand what they would be investing in. In addition, a clear overview of what to expect as a return, and maybe different "meal plans" for vegetarians etc., might be worth considering, as some individuals expressed concerns that the farm may plant produce or offer animal products they did not desire, such as animals taking up farm production

capacity in the case of vegetarians. Herenboeren could therefore consider options where customers can test their service, such as a one-month grocery trial period at an increased fee, without an initial investment commitment.

Furthermore, it was also noted by various respondents that they doubted the feasibility of the project due to municipal hesitation about land allocation. Apart from this, various individuals stated that they did not know where they would be in 1 to 2 years, and thus such a location-specific commitment as required by Herenboeren was unfavorable. Some also do not live in Soest and would only join if there was a Herenboeren outpost in their city of residence, such as Utrecht.

Acknowledgments

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Descriptives

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Localscore	110	,00	,67	,2258	,14733
Communityscore	100	-,17	,67	,2333	,16582
Sustainabilityscore	110	,13	,88	,5500	,21026
Valid N (listwise)	100				

Bent u voornemens lid te worden van de Herenboerderij in Soest? = No

Descriptive Statistics[a]					
	N	Minimum	Maximum	Mean	Std. Deviation
Localscore	14	,00	,50	,2500	,14248
Communityscore	14	,00	,50	,2381	,15627
Sustainabilityscore	14	,25	,88	,5625	,20656
Valid N (listwise)	14				

a. Bent u voornemens lid te worden van de Herenboerderij in Soest? = No

Bent u voornemens lid te worden van de Herenboerderij in Soest? = Not sure yet

Descriptive Statistics[a]					
	N	Minimum	Maximum	Mean	Std. Deviation
Localscore	33	,00	,33	,2374	,11807
Communityscore	33	-,17	,50	,2323	,16105
Sustainabilityscore	33	,25	,88	,5985	,20434
Valid N (listwise)	33				

Bent u voornemens lid te worden van de Herenboerderij in Soest? = Yes

Descriptive Statistics[a]					
	N	Minimum	Maximum	Mean	Std. Deviation
Localscore	37	,00	,67	,2432	,16940
Communityscore	36	,00	,50	,2176	,15846
Sustainabilityscore	37	,13	,88	,5777	,21721
Valid N (listwise)	36				

a. Bent u voornemens lid te worden van de Herenboerderij in Soest? = Yes

Bent u voornemens lid te worden van de Herenboerderij in Soest? = General Inhabitant of Soest

Descriptive Statistics[a]					
	N	Minimum	Maximum	Mean	Std. Deviation
Localscore	26	,00	,50	,1731	,14515
Communityscore	17	,00	,67	,2647	,20462
Sustainabilityscore	26	,25	,88	,4423	,18108
Valid N (listwise)	17				

a. Bent u voornemens lid te worden van de Herenboerderij in Soest? = General Inhabitant of Soest

Simple Histogram Mean of Localscore, Mean of Communityscore, Mean of Sustainabilityscore...
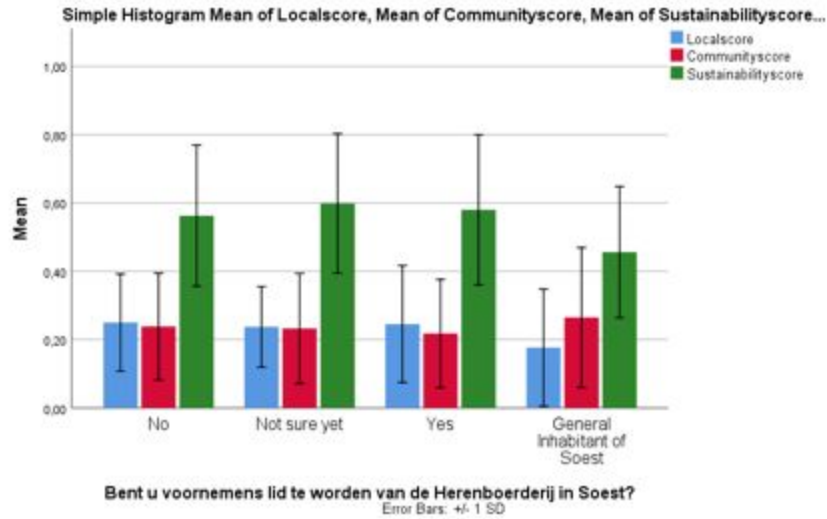
Oneway

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Localscore	Between Groups	,096	3	,032	1,497	,220
	Within Groups	2,270	106	,021		
	Total	2,366	109			
Communityscore	Between Groups	,026	3	,009	,309	,819
	Within Groups	2,696	96	,028		
	Total	2,722	99			
Sustainability score	Between Groups	,410	3	,137	3,283	,024
	Within Groups	4,409	106	,042		
	Total	4,819	109			
Gender	Between Groups	2,210	3	,737	3,098	,030
	Within Groups	25,208	106	,238		
	Total	27,418	109			
Highest obtained educational	Between Groups	6,096	3	2,032	1,508	,217

level						
	Within Groups	142,822	106	1,347		
	Total	148,918	109			
Age	Between Groups	780,026	3	260,009	1,989	,122
	Within Groups	11241,929	86	130,720		
	Total	12021,956	89			
Income	Between Groups	31,149	3	10,383	3,393	,021
	Within Groups	327,409	107	3,060		
	Total	358,559	110			

Post Hoc Tests

| Multiple Comparisons							
Tukey HSD							
Dependent Variable	(I) Bent u voornemens lid te worden van de Herenboerderij in Soest?	(J) Bent u voornemens lid te worden van de Herenboerderij in Soest?	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Localscore	No	Not sure yet	,01263	,04667	,993	-,1092	,1345
		Yes	,00676	,04592	,999	-,1131	,1266
		General Inhabitant of Soest	,07692	,04851	,391	-,0497	,2035
	Not sure yet	No	-,01263	,04667	,993	-,1345	,1092
		Yes	-,00587	,03504	,998	-,0973	,0856
		General Inhabitant of Soest	,06430	,03837	,342	-,0359	,1645
	Yes	No	-,00676	,04592	,999	-,1266	,1131
		Not sure yet	,00587	,03504	,998	-,0856	,0973
		General Inhabitant of Soest	,07017	,03745	,246	-,0276	,1679
	General	No	-,07692	,04851	,391	-,2035	,0497

	Inhabitant of Soest						
		Not sure yet	-,06430	,03837	,342	-,1645	,0359
		Yes	-,07017	,03745	,246	-,1679	,0276
Communityscore	No	Not sure yet	,00577	,05345	1,000	-,1340	,1455
		Yes	,02050	,05279	,980	-,1175	,1585
		General Inhabitant of Soest	-,02661	,06048	,971	-,1848	,1315
	Not sure yet	No	-,00577	,05345	1,000	-,1455	,1340
		Yes	,01473	,04039	,983	-,0909	,1203
		General Inhabitant of Soest	-,03238	,05003	,916	-,1632	,0984
	Yes	No	-,02050	,05279	,980	-,1585	,1175
		Not sure yet	-,01473	,04039	,983	-,1203	,0909
		General Inhabitant of Soest	-,04711	,04932	,775	-,1761	,0818
	General Inhabitant of Soest	No	,02661	,06048	,971	-,1315	,1848
		Not sure yet	,03238	,05003	,916	-,0984	,1632
		Yes	,04711	,04932	,775	-,0818	,1761
Sustainabilityscore	No	Not sure yet	-,03598	,06505	,945	-,2058	,1338
		Yes	-,01520	,06399	,995	-,1822	,1518
		General Inhabitant of Soest	,12019	,06761	,290	-,0563	,2967
	Not sure yet	No	,03598	,06505	,945	-,1338	,2058
		Yes	,02078	,04883	,974	-,1067	,1482
		General Inhabitant of Soest	,15618[*]	,05348	,022	,0166	,2958
	Yes	No	,01520	,06399	,995	-,1518	,1822
		Not sure yet	-,02078	,04883	,974	-,1482	,1067
		General Inhabitant of Soest	,13540	,05219	,052	-,0008	,2716
	General Inhabitant of Soest	No	-,12019	,06761	,290	-,2967	,0563
		Not sure yet	-,15618[*]	,05348	,022	-,2958	-,0166

		Yes	-,13540	,05219	,052	-,2716	,0008
Gender	No	Not sure yet	-,392	,156	,063	-,80	,01
		Yes	-,258	,154	,340	-,66	,14
		General Inhabitant of Soest	-,452*	,161	,029	-,87	-,03
	Not sure yet	No	,392	,156	,063	-,01	,80
		Yes	,134	,118	,666	-,17	,44
		General Inhabitant of Soest	-,061	,127	,964	-,39	,27
	Yes	No	,258	,154	,340	-,14	,66
		Not sure yet	-,134	,118	,666	-,44	,17
		General Inhabitant of Soest	-,194	,124	,402	-,52	,13
	General Inhabitant of Soest	No	,452*	,161	,029	,03	,87
		Not sure yet	,061	,127	,964	-,27	,39
		Yes	,194	,124	,402	-,13	,52
Highest obtained educational level	No	Not sure yet	,366	,370	,757	-,60	1,33
		Yes	-,008	,366	1,000	-,96	,95
		General Inhabitant of Soest	,548	,382	,482	-,45	1,55
	Not sure yet	No	-,366	,370	,757	-1,33	,60
		Yes	-,374	,280	,542	-1,10	,36
		General Inhabitant of Soest	,182	,301	,931	-,60	,97
	Yes	No	,008	,366	1,000	-,95	,96
		Not sure yet	,374	,280	,542	-,36	1,10
		General Inhabitant of Soest	,556	,296	,243	-,22	1,33
	General Inhabitant of Soest	No	-,548	,382	,482	-1,55	,45
		Not sure yet	-,182	,301	,931	-,97	,60
		Yes	-,556	,296	,243	-1,33	,22
Age	No	Not sure yet	-2,478	4,090	,930	-13,19	8,24
		Yes	-4,333	3,981	,697	-14,76	6,10

			Mean Difference	Std. Error	Sig.	Lower Bound	Upper Bound
		General Inhabitant of Soest	3,450	4,332	,856	-7,90	14,80
	Not sure yet	No	2,478	4,090	,930	-8,24	13,19
		Yes	-1,855	2,967	,924	-9,63	5,92
		General Inhabitant of Soest	5,928	3,424	,314	-3,04	14,90
	Yes	No	4,333	3,981	,697	-6,10	14,76
		Not sure yet	1,855	2,967	,924	-5,92	9,63
		General Inhabitant of Soest	7,783	3,293	,092	-,84	16,41
	General Inhabitant of Soest	No	-3,450	4,332	,856	-14,80	7,90
		Not sure yet	-5,928	3,424	,314	-14,90	3,04
		Yes	-7,783	3,293	,092	-16,41	,84
Income	No	Not sure yet	,994	,558	,288	-,46	2,45
		Yes	,303	,549	,946	-1,13	1,74
		General Inhabitant of Soest	1,468	,576	,058	-,04	2,97
	Not sure yet	No	-,994	,558	,288	-2,45	,46
		Yes	-,690	,419	,356	-1,78	,40
		General Inhabitant of Soest	,475	,454	,723	-,71	1,66
	Yes	No	-,303	,549	,946	-1,74	1,13
		Not sure yet	,690	,419	,356	-,40	1,78
		General Inhabitant of Soest	1,165[*]	,443	,047	,01	2,32
	General Inhabitant of Soest	No	-1,468	,576	,058	-2,97	,04
		Not sure yet	-,475	,454	,723	-1,66	,71
		Yes	-1,165[*]	,443	,047	-2,32	-,01

*. The mean difference is significant at the 0.05 level.

Univariate Analysis of Variance

Between-Subjects Factors		N
Localscore	,00	17
	,17	38
	,33	35
	,50	9
	,67	1
Communityscore	-,17	1
	,00	19
	,17	33
	,33	34
	,50	12
	,67	1
Sustainabilityscore	,13	2
	,25	14
	,38	14
	,50	18
	,63	21
	,75	16
	,88	15

Tests of Between-Subjects Effects

Dependent Variable: Bent u voornemens lid te worden van de Herenboerderij in Soest?

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	94,243^a	55	1,714	1,359	,147
Intercept	122,410	1	122,410	97,104	,000
Localscore	4,484	3	1,495	1,186	,326
Communityscore	8,243	5	1,649	1,308	,278
Sustainabilityscore	5,849	6	,975	,773	,595
Localscore * Communityscore	5,889	5	1,178	,934	,468
Localscore *	6,218	12	,518	,411	,951

Sustainabilityscore					
Communityscore * Sustainabilityscore	19,296	12	1,608	1,276	,267
Localscore * Communityscore * Sustainabilityscore	21,977	8	2,747	2,179	,048
Error	55,467	44	1,261		
Total	449,000	100			
Corrected Total	149,710	99			

a. R Squared = ,630 (Adjusted R Squared = ,166)