



*Universitat
Abat Oliba CEU*

Developing a Brand Strategy and Marketing Plan for Cold Press Juicery Froots & Roots

END OF DEGREE PROJECT

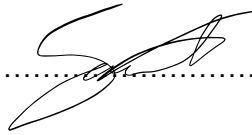
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Minu Sadeghi



Products are made in a factory, but brands are created in the mind.

– Walter Landor

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Abstract

This end-of-degree project focuses on developing a branding strategy and omnichannel marketing plan for a new, cold press juicery, called Fruits & Roots, in Barcelona. The purpose of Fruits & Roots is to provide people with healthy and plant-forward food options that can minimize the risk of diet-related diseases. To create this branding strategy and omnichannel marketing plan, this thesis studies the behavior of consumers in Spain and observes the current social, digital, and health situation in the country.

Resumen Ejecutivo

Este trabajo de fin de grado se centra en desarrollar una estrategia de branding y un plan de marketing omnicanal para un nuevo bar de zumos prensados en frío, llamado Fruits & Roots, en Barcelona. El propósito de esta marca es brindar a las personas opciones de alimentos más saludables y basadas en plantas que puedan minimizar el riesgo de enfermedades relacionadas con la dieta. Para crear esta estrategia de branding y plan de marketing omnicanal, esta tesis estudia el comportamiento de los consumidores en España y observa la situación social, digital y sanitaria actual del país.

Sumari Executiu

Aquest projecte de fi de grau se centra a desenvolupar una estratègia de marca i un pla de màrqueting omnicanal per a un nou bar de zum premsats en fred, anomenat Fruits & Roots, a Barcelona. L'objectiu d'aquesta marca és oferir a la gent opcions d'aliments més saludables i vegetals que puguin minimitzar el risc de patir malalties relacionades amb la dieta. Per crear aquesta estratègia de marca i pla de màrqueting omnicanal, aquesta tesi estudia el comportament dels consumidors a Espanya i observa la situació social, digital i sanitària actual del país.

Keywords / Palabras claves

#brandstrategy #omnichannelmarketingstrategy #communicationplan #coldpressedjuice
#plantbaseddiet #health #marketresearch #marketing #barcelona

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Introduction

If there is one positive thing that has come out of the COVID-19 pandemic, it is that people have begun to take their health more seriously than before. In a gastronomically flourishing city like Barcelona, there are countless insights that can be gathered just by asking questions such as: What causes people in Barcelona to make unhealthy food choices over healthy ones? Are there enough healthy food establishments in Barcelona? How can a new health-focused business use consumer behavior to position itself in an increasingly competitive food industry?

These are all questions that are explored within this thesis with the objective of creating a brand strategy and an omnichannel marketing plan for Fruits & Roots, a new cold press juice bar in Barcelona that focuses on promoting healthy, vegetarian, and sustainable lifestyles. Since opening its doors in October 2021, Fruits & Roots is the only concept juice bar in Barcelona that prepares cold-pressed juices directly in front of customers. Aside from cold-pressed juices, Fruits & Roots also serves smoothies, frappes, specialty coffee, breakfast items, sandwiches, soups, wraps, daily menus, and activated charcoal frozen yogurt.

This thesis introduces background information on the cold press juicing method and studies various reports on Spain's state of public health, consumer trends, technological advances, and social changes. What this research concludes is that healthy establishments are not short-lived or superficial trends, but a crucial factor in the quality of life of people who consume foods and drinks outside of their homes. With this in mind, Fruits & Roots aims to create a philosophy that is transparent and transformational.

1. Theoretical Framework

1.1. *Background*

The Fast Food Industry

Many people associate the term fast food with low-quality products that are prepared for the masses. Although Froots & Roots provides healthy drinks and meals, it is classified as a fast food or quick service establishment as the majority of its sales are made through takeaway and delivery.

Fast food is often categorized as “cheap, often hot food that is prepared and served quickly in a restaurant” (Cambridge Dictionary, n.d.). For years, the fast food and quick service industry have been dominated by global chains such as McDonald’s, Starbucks, and KFC (Statista, 2021). These large corporations can mass-produce food in a timely fashion and on a global scale, allowing them to pass their economies of scale to the consumer.

Stereotypical fast food and quick service establishments are known for producing meals at the lowest possible price point, and therefore the quality of ingredients and overall nutritional value tend to be sacrificed to allow these companies to have competitive prices. Frequent consumption from these establishments is often linked to weight gain, obesity, type 2 diabetes, and coronary artery disease (Stender et al., 2007).

In the past few years, alternative businesses that provide healthier and more sustainable options (such as Honest Greens in Spain and SweetGreen in the United States) have entered the industry and have gained significant popularity (Haddon & Barba, 2022). Therefore, despite fast food typically being associated with unhealthy establishments, people are becoming more familiar with more natural options.

History of Cold Press Juicing

Cold press juicing is a method that uses high-pressure processing (HPP) to squeeze and grind fruits and vegetables without applying any heat. This process does not require the chemicals or preservatives that are typically used with traditional juicing methods (MarketWatch, 2022). While there are claims that cold-pressed juice has better flavor and more nutritional value compared with other juicing methods, there is not enough research to back these claims yet (Khaksar et al., 2019).

The cold press juicing method can be dated back to 150 b.c. when it was originally used for medicinal and healing reasons. Since then, there are several markers in time that have made the cold press juice industry what it is today.

Two people stand out in particular: the first is Dr. Norman Walker, also known as the father of juicing movements (Russo, 2008, p. 24), who invented the first juicing machine in the 1930s and made it commercially available. The second is Dr. Max Gerson, the first recorded person to claim that diet could be used to fight cancer and other diseases (Crocker, 2015, p. 36). He created what is called the Gerson Therapy, which is “a natural treatment that activates the body’s extraordinary ability to heal itself through an organic, plant-based diet, raw juices, coffee enemas, and natural supplements” (Gerson Institute, 2021).

Today, the global cold-pressed juice market is projected to register a compound annual growth rate (CAGR) of 6.1% over the forecast period of 2020 to 2025, with Europe being the second-largest market after North America (Mordor Intelligence, 2021). The drivers behind the industry include an increase in health consciousness among consumers, an increase in demand for natural beverages with clean labels, and a rising demand for on-the-go beverages (Market Research Future, 2021).

On a global scale, the major competitors in the cold pressed industry are Juice Warrior, PepsiCo Inc., Hain Celestial, Liquiteria, Juice Generation, Preshafood, Juice Press, RAW Pressery, Suja Life, LLC, and Evolution Fresh, Inc” (Globenewswire, 2021). It is worth noting that many of these brands are reputable by distributing pre-packaged ready-to-go cold press drinks, rather than having their own individual cold press juice bars. In Barcelona, the competitive landscape is predominantly made up of cold press juice bars with only a few branded products that are distributed through local supermarkets (such as Flax & Kale). The most popular cold press juice bars in Barcelona include BeBo Cold Press, Green Shots, Green and Berry, Teresa Carles, and Fruiteca. Some of the most popular non-cold pressed juice bars in Barcelona include Juice Dudes, Hammock Juice Station, The Juice House, Tizana Juice Bar & Acai.

The majority of cold pressed juice bars offer only bottled cold pressed juices. Fruits & Roots, on the other hand, provides a unique service by being the only juice bar in Barcelona to prepare fresh, cold pressed juices directly in front of the client. A complete market analysis can be found in Chapter 4.

Benefits of Fruit and Vegetable Juice

The Spanish Agency for Food Safety and Nutrition recommends having 5 servings of fruits and vegetables per day; specifically 3 servings of fruit and 2 servings of vegetables (Hernández et al., 2020, p. 2). Their recommendations state that “a glass of fresh fruit juice of about 150 ml is also equivalent to a portion of fruit.” The National Health Service in England (2018) suggests the same: unsweetened fruit and vegetable juice, although recommended in limited quantities of 150 ml per day, can also count as 1 portion of your ‘5 a Day’.

Despite these recommendations, a low intake of fruits and vegetables continues to be one of the top risk factors for global mortality (Caprile & Rossi, 2021, p. 1). Studies show that in Spain, people are eating 40% fewer vegetables than they did in 1964 (Palomo, 2019). The World Health Organization (2020) claims that not eating enough fruit and vegetables is linked to poor health and an increased risk of noncommunicable disease (NCDs). According to the European Parliament (Caprile & Rossi, 2021, p. 1), not consuming enough fruits and vegetables is “estimated to cause around 14% of deaths from gastro-intestinal cancer worldwide, about 11% of those due to ischemic heart disease, and about 9% of those caused by stroke”.

Research shows that “regular consumption of fruit juice—even up to 500 mL per day in short-to-medium-term studies—appears to confer a health benefit in terms of vascular function and reduced blood pressure” (Ruxton & Myers, 2021, p. 3). Fruit juice and vegetable juice contain micronutrients and compounds like polyphenols, oligosaccharides, fiber, and nitrate - all of which are beneficial to the human body (Henning et al., 2017). According to a scientific review by the International Fruits and Vegetable Association (2017, p. 2-12), they are also packed with bioactive molecules like vitamin C, anthocyanins, and carotenoids.

While fruit and vegetable juice should not replace the consumption of whole fruits and vegetables, they can significantly increase people’s daily intake of these food groups by one serving per day. Studies reveal that “the major reasons for not consuming 5 servings of fruit and vegetables a day relate to practicalities, convenience, and the effort required” (Benton & Young, 2019, p. 829-843). For that reason, the Mayo Clinic says that “if you don't enjoy eating fruits and vegetables, juicing may be a way to add them to your diet or to try fruits and vegetables you might not eat” (Zeratsky, 2019).

Health Trends Around the World and in Spain

The Worldwide Independent Network of Market Research (2020, p. 4-29) studied the health habits of people around the world in 2020 and found that on a global scale, the social classes with the highest health perception were the high class (84%), medium-high class (82%), and medium class (80%). By education level, 83% of people with a Masters or Ph.D. and 82% with a university degree considered themselves healthy compared to the 72% who had no education or only basic education. By employment, 83% of full-time or self-employed people considered themselves to be healthy. 82% of students and 80% of those working part-time also considered themselves to be healthy compared to the 67% who were unemployed. In other words, the higher the social class and level of education, the higher people's perception of health.

Despite the Mediterranean diet being ranked as the best overall diet for three years in a row by the U.S. News & World Report annual rankings (2022), more and more Spaniards are turning their backs on nutrient-rich foods and opting for processed and packaged meals. In fact, Veronica Palomo (2019) from El País claims that "more than half of [Spain] has swapped fresh fruit and vegetables for processed foods rich in saturated fats and sugars". Studies by the Spanish Nutrition Foundation (Bartrina et al., 2020, p. 46-58) have found that Spaniards are consuming just a little over one serving of vegetables per day and a serving and a half of fruit, which is far from the recommended two servings of vegetables and three servings of fruit.

However, global health indicators in Spain have been improving steadily since the 1970s. The average life expectancy is one of the highest in the world and mortality rates have been decreasing since the mid-1970s to reach a rate very similar to EU average levels (World Health Organization, 2022). In fact, the Bloomberg Global Health Index released a report in 2020 stating that Spain was the healthiest country in the world based on life expectancy, health risks, and environmental factors.

Research by the Worldwide Independent Network of Market Research (2020, p. 4-29) found that the overall perception of health in Spain (77%) was higher than the average in Europe (76%) but lower than the global average (79%). Perceived sleep quality in Spain (57%) was better than the average in Europe (43%) and the world (39%). When it comes to exercise, 57% of people in Spain exercise fairly often compared to 43% in Europe and 39% around the world. However, the average of people smoking fairly often in Spain (24%) is higher than the average in Europe (19%) and the world (17%).

Reports by Google (Echanove & Puértolas, 2019, p. 2) indicate that 74% of Spanish households consider it important to follow a healthy diet. In fact, 7.8% of the population above 18 years old follows a plant-based diet (Echanove & Puértolas, 2019, p. 8), which Harvard defines as eating patterns or diets that “focus on foods primarily from plants. This includes not only fruits and vegetables, but also nuts, seeds, oils, whole grains, legumes, and beans” (McManus, 2020). In Harvard’s assessment of healthy consumers, they found that among healthy consumers, 63% of the sample size were women, 38% of the sample size were between 18 and 35 years old, and 72% of the sample size did not have kids.

The COVID-19 pandemic has brought health to the spotlight and has made people think more about their lifestyle choices. An online study that observed 1036 people in Spain during the lockdown of 2020 found that Spaniards believed that the best way to avoid the negative consequences of COVID-19 was to stop smoking (39%), exercise regularly (25%), lose weight (20%) and take vitamin D supplements (18%) (Rodrigo et al., 2020, p. 1-17). The study also showed that 46% of participants understood the importance to reducing processed foods in order to have a more balanced diet (46%) and believed that the best way to lose weight was to reduce their sugar intake (65%), general calories (38%), saturated fats (37%) and carbohydrates (25%).

1.2. Objectives

General objectives

- Create an omnichannel marketing plan for Fruits & Roots.
- Provide healthier food and drink options for people living in Barcelona in order to help them minimize the risk of diet-related diseases.
- Build the Fruits & Roots’ brand identity, message, and voice.
- Study the behavior of consumers in Spain and observe the current social, digital, and health situation in order to find niche target markets for Fruits & Roots.
- Educate the target market on the benefits of a plant-based diet and how incorporating fresh cold press juices into their diet can improve their physical, mental, and emotional well-being.

Specific objectives

- Position the Fruits & Roots brand for the target audience and elaborate an action plan that increases brand awareness through measurable goals such as website traffic, Google Reviews, ad clicks, social media engagement, and search volume data.

- Organize a bi-monthly networking event at Fruits & Roots to start in August 2022; with the objective of connecting health-focused people in Barcelona and building a community around Fruits & Roots.
- Create strategic partnerships with wellness centers, yoga studios, and workout programs in central Barcelona.

1.3. Justification

The COVID-19 pandemic has caused governments and individuals around the world to take steps towards a healthier life. According to the United Nations (2021), “2021 was declared by the General Assembly as the International Year of Fruits and Vegetables”. This was done in order to “promote increased consumption of these food groups, reduce environmental impact, and promote healthier lifestyles.”

In 2021, health and wellness were the most powerful consumer forces (Nielsen IQ, 2021, p. 1). In Spain, the most commonly reported changes in dietary habits during the COVID-19 lockdown included increased consumption of fruit (27%) and reduced consumption of distilled alcoholic beverages (44.2%) and processed meats (35.5%) (Rodrigo et al., 2020, p. 10-14). However, there is still a long way to go as Spaniards struggle to reach the daily recommendations of fruit and vegetable intake (Spanish Nutrition Foundation, 2020) and a significant amount of people suffer from diet-related diseases (GBD 2017 Diet Collaborators, 2019, p. 1960-1968).

This shows that the attitude towards healthy eating in Spain is improving but that there is also a need for relatable and appealing health-focused brands in order for people to take action. For this reason, we chose to launch Fruits & Roots in Barcelona to attract people with a new lifestyle, build a health-conscious philosophy, and connect a community of both health enthusiasts and people who are just beginning to gain an interest in health.

1.4. Methodology

The methodology of this thesis is based on a combination of both quantitative and qualitative research methods. These include:

- Email interviews with two people within the identified target market (Appendix II and Appendix III) to better understand their decision-making behaviors as well as their attitudes towards food establishments in Barcelona. The interview questions have been categorized into the following sections:

- Attitude toward food in Barcelona
 - What is your perception of the number of healthy restaurant options in Barcelona? Do you think people in Barcelona prefer eating out or ordering food?
 - Purchasing habits
 - How often do you eat at restaurants or order food in Barcelona? What platforms do you use to order food?
 - Social media usage
 - Which platforms or resources do you use the most to find restaurants (of all types) in Barcelona?
 - Attitudes towards health and diet
 - What are your thoughts on the typical diet in Barcelona? Do you consider yourself a healthy person and why?
 - Knowledge and perception of Froots & Roots (if applicable):
 - Have you heard of the brand Froots & Roots? How did you find out about it? If you could define Froots & Roots based on your experience, what three words would you use? What do you think are the strengths and weaknesses of the brand?
- Online survey with 67 participants, aimed at understanding the consumer habits of people living in Barcelona (Appendix I). Questions asked in the survey include: Do you consider yourself a healthy person? What type of diet do you follow? Do you think Barcelona offers enough healthy restaurant options? How often do you order food online or eat out per week? When ordering food or eating out, are you more likely to choose unhealthy or healthy options? When choosing an unhealthy restaurant over a healthy one, what is the main factor that influences your decision? Which platforms or resources do you use the most to find restaurants (of all types) in Barcelona?
 - Online press articles, web pages, published academic works, databases, and academic books.

With the previously mentioned research, a branding strategy and omnichannel marketing plan with key performance indicators, channel distribution, a calendar, and a budget has been developed with the application of the Plan FOCO methodology, a PESTLE analysis, and a SWOT analysis.

2. Setting Context: Understanding Spain Today

2.1. *Crisis and Opportunities*

Established in October 2021, Froots & Roots began its operation during a moment of crisis in which Spain was affected by record inflation rates (Instituto Nacional de Estadística, 2022), insecurity regarding new waves of the Coronavirus (Baquer & Arenas, 2021), and a brewing war in Ukraine (El Periódico, 2022). The Cambridge Dictionary (n.d.) defines a crisis as “a time of great disagreement, confusion, or suffering”. Despite being associated with fear and negative feelings, it has been proven that throughout history, crises have often led to rapid problem solving, innovation, resilience, increased cooperation, policy shifts, and the emergence of talent (Langan-Riekhof et al., 2017).

There are many success stories that have come out of difficult times. A key example is the 2009 financial crisis, which resulted in new technology and marketplaces that led to the sharing economy and eventually allowed individuals to establish new sources of income (Am et al., 2020). Another example is the climate change crisis, which has forced society to significantly improve solar equipment, electric cars, and sustainable alternatives such as plant-based meat. Moments of crisis have also led to the creation of some of today’s most well-known companies such as Burger King, Uber, and Airbnb (Belton, 2020). According to published research, the reason for this success is down to the fact that *crisis spurs innovation* (Birkinshaw, 2020).

The managing consulting firm, McKinsey & Company (Am et al., 2020), stated that “in past crises, companies that invested in innovation delivered superior growth and performance postcrisis”. Their studies suggest that organizations that were able to maintain their focus on innovation throughout the 2009 financial crisis, were able to outperform the market average by more than 30% and continued to deliver accelerated growth over years that followed.

The COVID-19 crisis is no different. McKinsey believes that the social and economic dislocation that society is experiencing due to the pandemic could be “ingredients for disruption from which new business models emerge”. According to Forbes (Leyes, 2020), “every change represents a new beginning, which translates into the opportunity to start again on the same or a different path, but with more experience.”

2.2. The Boom in Food Delivery

2.2.1. Reinventing the Hospitality Industry

Faced with restrictions, lockdowns, and a 75% drop in tourism in Spain (Gutiérrez, 2020), the restaurant industry had to quickly adapt in order to survive the pandemic. Just Eat's *Gastrómetro* of 2020 found that "the COVID-19 health crisis destroyed 90% of the volume of activity in the hospitality industry, making home delivery emerge as a lifeline for the sector". Home delivery became so popular in 2021 that it made up 36% of what Spaniards spent on restaurants (15 points higher than in 2019), causing restaurants to act fast and cater to the rising demand for delivery (NPD Group España, 2021).

As stated in *La Vanguardia* (Fernández, 2020), people in the hospitality industry were aware that technology would help them reach more people. The popular news source claims that "[restaurants] have changed the chip to transform. The months of closure allowed them to dedicate more time to the digital transformation that was always left behind by the day-to-day urgencies." As affirmed by McKinsey (Ahuja et al., 2021), "delivery is poised to remain a permanent fixture in the dining landscape".

2.2.2. Online Delivery Platforms

On a global scale, reports by Statista (n.d.) show that revenue for online delivery platforms is expected to reach an annual growth rate (CAGR 2022-2026) of 8.38%. The market research platform also shares that the number of users in the online food delivery industry is expected to hit 2,691 million users by 2026. In 2021, the number of people using online services to order food delivery in Spain was 10.75 million and the annual total value of the food delivery market went up by 29.8% (We Are Social & Hootsuite, 2022, p. 81).

Statista (2020) analyzed which delivery platforms in Spain participants had ordered from in the 12 months prior to the study and found that the most popular ones were Telepizza (50%), Just Eat (48%), Glovo (42%), Domino's (34%) and Uber Eats (25%). Based on Just Eat's 2021 *Gastrómetro*, 47% of their users are female, 38% are between 18 and 34 years old, 53% are between 35 and 55 years old, and 62% have children.

The most popular reasons for ordering delivery were lack of motivation to cook (25%), food cravings (21%), and wanting to spend time with family and friends (14%). While the most ordered foods on Just Eat in 2021 were beef hamburgers, chicken hamburgers, and chicken

wings, vegetarian and vegan food stand out due to their increase in orders of 50% and 80% respectively from the previous year.

A report by the IMARC Group (2022, p. 2-3) explains that the reason online food delivery is so popular is that it benefits both consumers and food service providers. According to their research, “consumers are adopting online food delivery because of its ease, speed, and precision, while foodservice providers see the potential for increased revenue, reduced labor expenses, and reduced errors”. The report also demonstrates that the rising usage of smartphones is positively impacting the online food delivery industry.

We Are Social and Hootsuite’s 2021 Digital Report found that 91% of the Spanish population are Internet users and 116.2% have mobile connections, meaning there are more active mobile phones than people. Compared to 2020, Internet users have increased by 0.2% and mobile connections have increased by 0.6%. Out of the Internet users between 16 to 64 years old, 97.8% of them own a smartphone and spend an average of 6 hours and 11 minutes on the Internet each day across all of their devices.

As the online food delivery industry continues to expand, new opportunities will arise for restaurants in Barcelona. As delivery platforms become more saturated with new restaurants, companies are also required to focus on their branding and communication strategy in order to stand out amongst competitors.

2.3. *Disease and Health Issues Linked to Diet*

2.3.1. *An Overview of Health*

Growing up, children are taught about food pyramids and the importance of consuming the right amount of each food group. While this knowledge never goes away, it begins to be prioritized less as other priorities take the front seat, despite the increasing importance of nutrition as one ages (Robinson, 2017, p. 257).

Reports by the GBD 2017 Diet Collaborators (2019) have found that healthier diets can save one in five lives every year. Their research indicates that a poor diet causes more deaths than any other risk factor, including high blood pressure, tobacco consumption, and high blood sugar. In 2017 they also found that there were 11 million deaths linked to poor diet; among them were deaths by cardiovascular disease (9.5 million deaths), cancer (913,090 deaths), and diabetes (338,714 deaths). The main causes for these deaths were attributed to diets high in sodium and lacking in fruits, vegetables, and whole grains.

A report called '*Dame veneno: Viaje al centro de la alimentación que nos enferma*' by the VSF *Justicia Alimentaria* (2016) announced that there are 90,000 deaths per year in Spain due to unhealthy diets. Their studies indicate that “unhealthy eating is the leading cause of disease and loss of quality of life in the world, in Europe and in Spain”.

2.3.2. Common Chronic Health Issues

In 2020, 49.3% of men and 59.1% of women aged 15 and over reported a perceived disease or chronic health problem in Spain (Instituto Nacional de Estadística, 2020). These numbers increase with age and are exceptionally higher in women. The National Institute of Statistics in Spain (2017) shows that women over 15 years of age most frequently suffer from osteoarthritis (not including arthritis) (19.7%), high blood pressure (19.1%), and chronic lumbar back pain (17.1%). Men mainly suffer from high blood pressure (19.0%), high cholesterol (15.5%), and chronic low back pain (10.1%).

The World Health Organization (2021) defines high blood pressure, also known as hypertension, as “a serious medical condition that significantly increases the risks of heart, brain, kidney and other diseases”. In their list of modifiable risk factors, they mention “unhealthy diets (excessive salt consumption, a diet high in saturated fat and trans fats, low intake of fruits and vegetables), physical inactivity, consumption of tobacco and alcohol, and being overweight or obese.” The same goes for high cholesterol, which is when one has too much cholesterol in their blood. The National Health Service of England (2017) claims that it is mainly caused by eating fatty food, not exercising enough, being overweight, smoking, and drinking alcohol.

2.3.3. Obesity

Findings suggest that the prevalence of obesity and abdominal obesity in the Spanish population is high (Pérez-Rodrigo et al., 2022). The European Survey of Health in Spain (Instituto Nacional de Estadística, 2020) indicates that in 2020, 16.5% of men over 18 years old and 15.5% of women suffered from obesity while 44.9% of men and 30.6% of women were overweight. In Catalonia specifically, 17.1% of the total population was obese (17.5% of women and 16.7% of men) and 34.4% were considered overweight (26.8% of women and 42.1% of men) (Generalitat de Catalunya, 2020).

2.3.4. Alcohol Consumption

Alcohol consumption is another factor that has heavily affected the Spanish population. Upon gathering data between 2018 and 2020, the European Health Interview Survey has indicated that Spain is the second country in the European Union that consumes the most alcohol on a daily basis (Eurostat, 2021). Their survey shows that 13% of Spaniards over 15 years old drink every day and 22.9% drink every week, but the level of regular heavy episodic drinking is among the lowest in the European Union.

A new study published in *The Lancet* has found that alcohol use accounts for almost 10% of global deaths among those between the ages of 15 and 45 years old (GBD 2016 Alcohol Collaborators, 2018, p. 1-6). They also found that “the risk of all-cause mortality, and of cancers specifically, rises with increasing levels of consumption, and the level of consumption that minimizes health loss is zero”. In other words, they consider that any amount of alcohol consumption is detrimental to one’s health.

2.3.5. Defining a Healthy Diet

Not all citizens experience health in the same way. In Spain, families with fewer resources, women, and children struggle the most with diseases related to unhealthy diets. Research has shown that 44% of the population in Spain cannot follow ideal nutritional recommendations due to its superior cost (El Mundo, 2016). However, since Catalonia occupies the 4th place in the ranking of Gross Domestic Product (GDP) per capita of the Autonomous Communities in Spain, its inhabitants are among those with the best standards of living (Expansión Datos Macro, n.d.). So, what exactly is a healthy diet and why is it so difficult to achieve? The Spanish Ministry of Health recommends the following guideline for ideal nutrition:

- Whole grains: 4-6 servings (serving size differs depending on the grain)
- Vegetables and roots: 2 servings each day (150-200g per serving)
- Fruits: 3 servings each day (120-200g per serving)
- Olive oil: 3-6 servings per day (10ml per serving)
- Dairy: 2-4 servings per day (serving size differs depending on the product)
- Fish: 3-4 servings per week (125-150g per serving)
- Lean meats and poultry: 3-4 servings per week (125-150g per serving)
- Legumes: 2-4 servings per week (60-80g per serving)
- Nuts: 3-7 servings per week (20-30g per serving)

According to the National Health Service (2018), “a 150ml glass of unsweetened 100% fruit or vegetable juice or smoothie combined counts as 1 of your 5 A Day.” Registered dietician Katherine Zeratsky says that “extracting the juice from fresh fruits and vegetables can be a good way to add nutrients to your diet. If you struggle to eat the recommended five to nine servings of fruits and vegetables each day, juicing can help you get there.” As previously mentioned, juice is not a substitute for whole fruits and vegetables but when paired with a plant-based diet, it can help people reach their recommended daily servings and improve their overall health.

2.4. Mental Health

2.4.1. Mental Health in Spain

The World Health Organization (2018) claims that “health is a state of complete physical, mental, and social well-being, and not merely the absence of disease or infirmity.” According to the organization, “there is no health without mental health”. However, due to the complexity of mental health, it has not always been recognized with the same importance as physical health.

Understanding the mental health of society involves intricate factors such as genetics, social or cultural factors, past experiences, social class, or even one’s gender (Barchilón, 2020). A nationwide population-based study (Maestre-Miquel et al., 2021) suggests that “women suffer from mental disorders, experience psychological distress, and consume psychotropic drugs significantly more than men in Spain.” According to the study, these results can be linked to women processing emotions differently, being more willing to report diseases, or intrinsic biological traits. In Spain, there is a higher prevalence of poor mental health in women of all ages and from all social groups (Bacigalupe et al., 2020). However, the most affected women are “younger adults and individuals who are not married, are obese, have poor self-rated health, suffer from chronic diseases, or have a smoking habit” (Maestre-Miquel et al., 2021).

The confederation of mental health in Spain (Confederación Salud Mental España, n.d.) indicates that 1 in 4 people have or will have a mental health problem in their lifetime. According to the Spanish National Health Survey of 2017, 6.7% of the population of Spain is affected by anxiety and 6.7% is affected by depression. Women are more than twice as likely (9.2%) to suffer from anxiety and depression than men (4%). Among young citizens between the ages of 15 and 29 years old, 48.9% have reported having a mental health problem (Ballesteros et al., 2020, p. 15).

Daniel Mediavilla (2019) from El País states that “women tend to receive more diagnoses of post-traumatic stress, depression, or anxiety disorders, while men tend to suffer more from hyperactivity, schizophrenia, or autism.”

While there are many causes for mental health disorders that are out of one's control (such as the pandemic), there are others that can be changed. Studies show that the Mediterranean diet, which includes “high consumption of fruits, vegetables, nuts, and legumes; moderate consumption of poultry, eggs, and dairy products; and only occasional consumption of red meat”, is associated with a lower risk of depression (Firth et al., 2020). Research literature (Clay, 2017) also indicates that unhealthy dietary patterns can contribute to depression and attention-deficit hyperactivity disorder (ADHD).

According to studies (Firth et al., 2020), this can be attributed to “the effect of dietary patterns on the gut microbiome—a broad term that refers to the trillions of microbial organisms, including bacteria, viruses, and archaea, living in the human gut.” As the relationship between nutrition and mental health continues to be studied in ongoing research, experts (Firth et al., 2020) say that “decreasing the consumption of highly processed and refined junk foods may provide benefits even beyond the well-known effects on physical health, including improved psychological wellbeing.”

2.4.2. Eating Disorders

Another frequent mental health condition, especially among teenagers, is eating disorders. In one of *ITA Salud Mental's* press releases (2020), they indicate that 400,000 people in Spain suffer from an eating disorder and 300,000 of them are between 12 and 24 years old. Of the women who do not have an eating disorder, 60% of them are dissatisfied with their bodies. Eating disorders have been reported to start in children as early as 8 years old, with 90% of those affected being female.

According to the National Institute of Mental Health (2021), the most common eating disorders include anorexia nervosa, bulimia nervosa, binge-eating disorder, and avoidant restrictive food intake disorder. These disorders can be caused by genetic, biological, behavioral, psychological, and social factors. However, the National Eating Disorders Collaboration (2016, p. 14-16) in Australia suggests that improving general health, nutrition, and psychological well-being can be the first step to preventing the onset of an eating disorder in young children. Similarly, the Centers for Disease Control and Prevention (2016) suggests that “nutrition

education can teach students to recognize how a healthy diet influences emotional well-being and how emotions may influence eating habits.”

2.4.3. The Effects of the COVID-19 Pandemic on Mental Health

The unpredictability of the COVID-19 pandemic has only worsened the mental health of Spaniards - especially self-employed citizens. Studies by the *Consejo General de Colegios de Gestores Administrativos* (González, 2022) have revealed that 980,000 self-employed workers and small business managers (34%) suffer from mental health disorders stemming from the pandemic. According to vice president of the Council of Psychologists, Fernando Chacón, the causes of this include “economic insecurities, concerns about taking care of their family, the uncertainty of whether they will have to close permanently, and how they will manage the situation of their employees” (González, 2022).

2.5. Undergoing a Digital and Social Transformation in Catalonia

Barcelona is considered a digital city not only because it is a breeding ground for tech-based businesses, but also because the government itself utilizes technology and data to increase the city's overall productivity. According to the *Ajuntament de Barcelona* (2021), “Barcelona's government has set in motion an ambitious plan for digital transformation that will place the City Council in the vanguard of efficiency, transparency, and social innovation”.

In 2020, 78.8% of Spanish entrepreneurs had very little hope for the future of their businesses due to the COVID-19 pandemic (Asociación Observatorio del Emprendimiento de España, 2020, p. 8-10). However, despite the challenges that entrepreneurs faced during these times, reports (Global Entrepreneurship Monitor, 2022) show that the Spanish entrepreneurial ecosystem continued to be in the Top 20 in the world and above the European average. Catalonia is considered to have the best entrepreneurial ecosystem in Spain with a record annual investment for start-ups in 2021 of 1,479 million euros (Invest in Spain, 2022), followed by La Rioja, País Vasco, and Murcia.

The future looks even more bright as the President of Spain, Pedro Sánchez, has presented the ‘Entrepreneurial Nation Strategy’. This strategy, according to the government of Spain, is “a set of 50 key measures to enhance the economic and social recovery of Spain that modernizes the productive system and fosters the creation of quality jobs” (La Moncloa, 2021). By 2030, Sanchez hopes to make Spain a major hub of technology by identifying gaps in the start-up sector, including factors such as gender and age. The Entrepreneurial Nation Strategy involves the launch of support services for entrepreneurship through the National

Entrepreneurship Office, an international program to attract talented women to Spain, and a visa program to make it easier for foreign professionals to set up their companies in Spain.

The Global Entrepreneurship Monitor (2020) report showed that the average age of potential entrepreneurs and those in the initial phase in Catalonia was 38 years old, while consolidated entrepreneurs had an average of 49 years old. Within Spain, the Global Entrepreneurship Monitor (2022) report shows that the level of Total early-stage Entrepreneurial Activity (TEA) for women (5.6%) exceeds that of men (5.4%), while the Established Business Ownership rate is higher for men (8.3%) than women (6%). Nonetheless, the report states that “if the entirety of Spanish entrepreneurship is considered, women are much more present”.

Digital transformation is often described as “the process of using digital technologies to create new — or modify existing — business processes, culture, and customer experiences to meet changing business and market requirements” (Salesforce, n.d.). Social transformation, on the other hand, refers to societal changes regarding traditional norms and hierarchies. Catalunya, known for being both a digital start-up hub (La Vanguardia, 2022) and a region in which the gap between male and female entrepreneurs continues to reduce (Europa Press, 2021), is therefore experiencing both transformations at once.

According to the Barcelona & Catalonia Startup Hub (2022), a platform created by the government of Catalonia to publicly track the number of startups in the region, indicates that there are currently 1969 start-ups in Catalonia and 310 scaleups. Reports by the government’s Trade & Investment agency reveal that the number of start-ups has increased by 75% in the past five years and the volume of investments captured in 2021 was 246% more than in 2020, considering this the “highest figure in the historical series” (Generalitat de Catalunya & ACCIÓ, 2021, p. 2).

The General Director of Industry and the CEO of ACCIÓ state that “this data reflects that Barcelona is an ideal place not only to create startups but also to make them grow, because it has become a hub that is attractive to attract foreign investors and talent, especially linked to the digital field”. Included in the main tech scale-ups in Barcelona are companies like TravelPerk, Typeform, Badi, and Wallapop.

2.6. *The Need for Re-education*

Cashflow, connections, and internal organization are all fundamental for running a successful business. It is equally as important that the driving force behind the business, the business owners, are mentally and physically healthy in order to be at the top of their productivity.

While it is clear that unhealthy diets are associated with chronic disease (GBD 2017 Diet Collaborators, 2019) and mental health disorders, they also have short-term effects that can alter people's workplace performance. Researchers at the University of North Carolina (Cho & Kim, 2022) studied 97 full-time employees to better understand how their evening meals affected their behaviors at work the next day. The results included an increase in physical problems such as headaches, stomach aches, and diarrhea, as well as an increase in emotional strains that caused the employees to avoid work-related situations.

Andrew Schrage, an expert from the Young Entrepreneur Council, recommends committing to a scheduled exercise regimen and a healthy diet (Forbes Expert Panel, 2021). He believes that it is vital to "never make the mistake of thinking you are too busy running your business to prepare and eat healthy meals or take the time to make healthy choices when dining out". He adds that, "if you are not happy and healthy outside of work, you probably will not be a successful entrepreneur for long".

From this chapter, we can deduce three main points: the first being that, while starting a business during a crisis is possible, and oftentimes beneficial, it does require additional research and contemplation. The second is that research clearly shows that what we eat heavily impacts physical and mental well-being. Therefore, businesses like Froots & Roots should prepare themselves by continuously adapting to new technological advances and fully understanding consumer needs. Finally, as Barcelona continues to grow as a start-up hub for entrepreneurs, it is essential that people embarking on their business ventures know how to take care of their minds and bodies. By doing so, they can dedicate themselves to sustainable business development without sacrificing their health.

3. Fruits & Roots Brand Creation

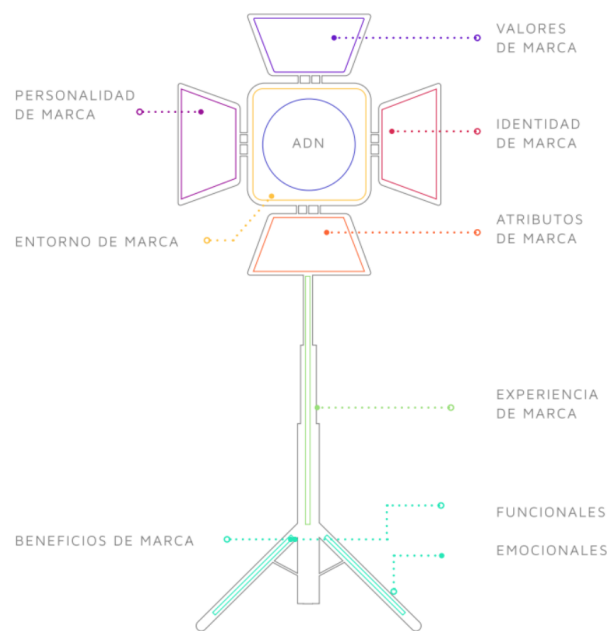
Fruits & Roots is a quick-service juice bar that specializes in cold pressed juices prepared directly in front of customers with no added sugar or preservatives. Aside from cold pressed juices, Fruits & Roots also offers freshly made vegetarian and vegan meals, smoothies, specialty coffee, frozen yogurt, and desserts.

Given that the space is limited to only 11 seats, the business primarily focuses on delivery and takeaway. Therefore, Fruits & Roots prioritizes sustainable packaging and uses corn-based polylactide plastic (PLA) and paper packaging. PLA is biodegradable under certain conditions (Sombatsompop et al., 2021, p. 2196) and is “often considered to be more environmentally friendly compared to its petroleum-based counterparts due to its biodegradability and renewability of raw materials used for its production” (Nikoliae & Kiss, 2015). Paper and paperboard, on the other hand, are also considered to be the most environmentally friendly and sustainable materials (Keskin, 2020, p. 131-132).

3.1. Brand Identity

This thesis applies the Plan FOCO methodology and brand construction plan by Agustín Correa (2021, p. 30), shown in Figure 1, to create the Fruits & Roots brand. This methodology covers all of the elements that current brands need, in order to be able to adapt to the current market and give life to a brand's corporate identity. This strategic plan defines four main pillars: time, context, space, and environment. Under these pillars are key elements such as the brand DNA, values, personality, attributes, identity, environment, experience, and benefits.

Figure 1. Plan FOCO: Brand Construction Plan



Source: Agustín Correa (2021)

3.1.1. DNA

Fruits & Roots is a *conscious cold-pressed juicery*.

- **Purpose:** To raise awareness of the power of fresh cold pressed juices and to make healthy eating a pleasure, not a chore.
- **Mission:** To create a cultural change within Barcelona that empowers people to eat a natural and plant-forward diet.
- **Vision:** To open several locations in Barcelona while continuously implementing new, sustainable solutions to the business.

- **Unique Selling Proposition:** At the time of writing this thesis, Fruits & Roots is the only concept juice bar in Barcelona that prepares fresh cold-pressed juices directly in front of clients, with the option to create their own combinations according to their individual preferences.

3.1.2. Values

- **Quality:** From the method of cold press juicing to the ingredients used, Fruits & Roots values quality over everything. This is also why most elaborations, from edible decorations to sauces to toppings, are made in-house.
- **Health:** Fruits & Roots promotes vegetarian diets low in processed sugar and packed with nutrient-filled fruits and vegetables. Aside from only using sugar in one seasonal product (the activated charcoal frozen yogurt), the company encourages people to choose ingredients that make them feel good. For this reason, nearly every item on the menu, from the cold pressed juices to the sandwiches, can be adapted to one's dietary needs or preferences.
- **Diversity:** Inspired by Dominican and Iranian culture, Fruits & Roots fuses different traditions together in a subtle yet captivating way; whether it be through the menu, the interior, the brand personality, or the visual elements.
- **Innovation:** As a small business, Fruits & Roots nurtures new ideas and encourages constant creativity within its team.
- **Sustainability:** Fruits & Roots is committed to sustainable packaging made from polylactic acid (PLA) and paper, and minimizes food waste by selling remaining products on TooGoodToGo, a mobile application that allows food service providers to sell their leftover food for a reduced price.

3.1.3. Personality and Voice

Brand Personality

A brand's personality, often referred to as a set of human characteristics associated with it (Aaker, 1997, p. 347), reshapes the way that consumers interact and relate with a brand. Jennifer Aaker's "Five Dimensions of Brand Personality" is used by many as a framework for defining the profile of a brand through the following dimensions: sincerity, excitement, competence, sophistication, and ruggedness.

Using this framework, Fruits & Roots falls under the dimensions of sincerity and excitement. It has a sincere personality because of its familiar tone and close relationship with customers.

Froots & Roots can also be considered to have an exciting personality because of its conscious commitment to sustainable packaging, its modern interior, and its mission to inspire consumers to incorporate healthier options into their diet.

Brand Tone of Voice

- Familiar: The brand tone would be considered familiar due to its informal warmth and lightheartedness.
- Expressive: To help clients imagine the flavors of the products, Froots & Roots implements an expressive tone by using many descriptive adjectives and uncommon synonyms.
- Quirky: Froots & Roots' tone of voice can also be considered quirky because of its playfulness and appropriate use of Latin American slang.

3.1.4. Attributes

The attributes for Froots & Roots are as follows:

- Compassionate
- Health-focused
- Conscious
- Welcoming
- Open-minded
- Holistic
- Upbeat
- Relevant

3.1.5. Product and Price Analysis

The average customer at Froots & Roots pays around 8€ to 10€ per visit. The most popular products are cold pressed juices, smoothies, and the menu of the day. Prices are distributed in the following way:

- Cold pressed juices: 3.50€ - 5.50€
- Smoothie bowls and porridge: 5.50€ - 6.50€
- Smoothies and frappes: 5.50€ - 6.50€
- Menu of the Day: 11.90€ - 12.90€
- Desserts: 2€+
- Ginger shots: 2€+

- Sandwiches and soups: 3.90€ - 7.90€
- Specialty coffee and warm drinks: 1.50€ - 3.50€

3.1.6. Competitive Advantage

Froots & Roots is the only concept juice bar in Barcelona, at the moment of writing this thesis, that prepares cold pressed juices directly in front of customers and gives them the choice to choose their own fruits, roots, and vegetables. This gives customers full control of what they consume, which is especially advantageous for health-conscious people who are aware of their food sensitivities and intolerances.

3.1.7. Visual Identity

3.1.7.1. Verbal Identity: Naming

The name Froots & Roots is derived from the English words 'fruits' and 'roots'. Among the types of brand names, it is considered to be an evocative name because it makes a subtle reference to the key elements of the business, which are the ingredients used for the juices. The name triggers feelings of health and lightness. According to Ignasi Fontvila (Branderman Podcast, 2020), this type of name is more flexible and distinct than the following name types: descriptive, toponymic and patronymic, and acronyms. It is also considered that evocative names are easier to register.

- **Structure:** 12 characters, 2 words, and a symbol referring to a word.
- **Language:** English.
- **Etymology:** The word 'fruit' can be dated back to Middle English, Anglo-French (frut, fruit), and Latin (fructus) (Merriam-Webster, n.d.). The word root traces back to Middle English, Old English (rōt), Old Norse, Old English (wyr̥t root), Latin (radix), Greek (rhiza) (Merriam-Webster, n.d.).
- **Phonetics and morphology:** The name Froots & Roots has 3 syllables and is naturally rhythmic because of its use of two rhyming words. With the word 'Fruits' being misspelled as 'Froots', the name gains even more rhythm as it encourages people to enunciate it with additional emphasis. Phonetically, the name is easy and smooth to pronounce for English speakers of all levels. In one's mind, the name "Fruits & Roots" is drastically different from 'Froots & Roots' not only because the latter is more visually appealing, but also because of the way it is pronounced. The tone of the brand name is playful, warm, and informal.

- **International Classification of Goods and Services (Nice Classification):** Fruits & Roots would fall under Class 43, according to the WIPO IP Portal, which includes services for providing food and drink (WIPO - World Intellectual Property Organization, n.d.).

3.1.7.2. Verbal Identity: Tagline

‘Squeeze the day!’ is the Fruits & Roots tagline. It comes from the popular phrase “Seize the day”, which according to the Merriam-Webster Dictionary means “to do the things one wants to do when there is the chance, instead of waiting for a later time”. Similarly, ‘Squeeze the day!’ refers to squeezing the best out of life by living a health-conscious and sustainable lifestyle.

3.1.7.3. Graphic Identity

Logo

The Fruits & Roots logo embodies simplicity and joy. Inspired by a smiley face, the lower curve and shape of the text is uplifting, cheerful, and playful. The logo is both used in black and white.

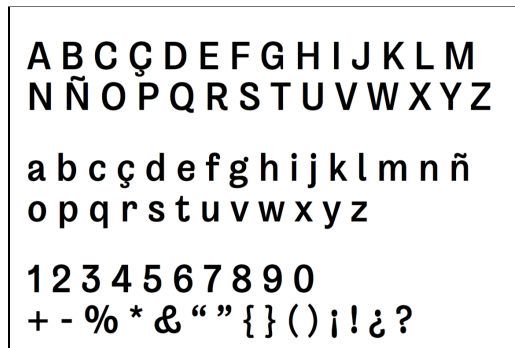
Figure 2. Fruits & Roots logo



Typography

To stand out through its typography, Fruits & Roots has a custom-made font by Dominik Thieme. This playful font is used for the logo, social media content, website, and in-store menu.

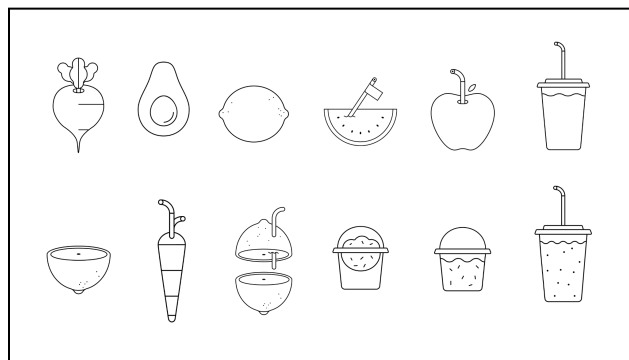
Figure 3. Fruits & Roots custom typography



Isotypes

The following isotypes are used in the interior design of the store, on product packaging, staff uniforms, social media content, and the company website. They represent different fruits, roots, vegetables, and products that are recreated in a minimalistic style. This presents an opportunity for creating a Fruits & Roots merchandise collection down the line. For example, a collection could include coasters, tote bags, reusable water bottles, reusable coffee cups, hoodies, socks, dog bowls, laptop cases, and pens.

Figure 4: Fruits & Roots isotypes



Colors

Fruits & Roots' first primary brand color (HEX #FF967E) is a modern fusion between the guava fruit and pink grapefruit. Both subtropical fruits, guava and pink grapefruit are often associated with freshness. The second primary color (HEX #BDB7A7) is an earth tone that replicates the store's exposed concrete floor and wall.

The first secondary color (HEX #92BF6C) is a light green that represents apples and cucumbers. It mimics green fruits and vegetables while still maintaining a modern look. The second secondary color (HEX #D9AB86) represents eco-clay, an environmentally friendly material that has been used for Fruits & Roots' main wall. The third (HEX #221E20) and fourth (HEX #FFFFFF) secondary colors are used to evoke feelings of cleanliness and sophistication.

Figure 5: Fruits & Roots Primary and Secondary Colors

PRIMARY BRAND COLOR	HEX #FF967E RGB 255, 150, 126 CMYK 0%, 41%, 51%, 0%
PRIMARY BRAND COLOR	HEX #BDB7A7 RGB 189, 183, 167 CMYK 0%, 3%, 12%, 26%
3	HEX #92BF6C RGB 146, 191, 108 CMYK 24%, 0%, 43%, 25%
4	HEX #D9AB86 RGB 217, 171, 134 CMYK 0%, 21%, 38%, 15%
5	HEX #221E20 RGB 34, 30, 32 CMYK 0%, 12%, 6%, 87%
6	HEX #FFFFFF RGB 255, 255, 255 CMYK 0%, 0%, 0%, 0%

Website

Fruits & Roots has a website optimized for both mobile and desktop versions. The website includes a homepage with a brief description of the main products, a complete menu, an 'About' section describing the concept and background of the company, a 'Resources' section with a blog, and a contact page. The first primary brand color and typography are present on every page.

3.1.8. Application of Visual Identity

Figure 6: Fruits & Roots In-store Presentation



Figure 7: Delivery and Takeaway Packaging

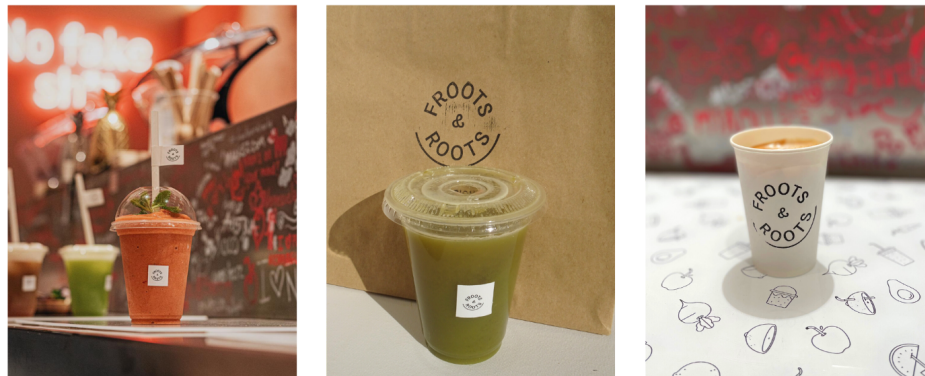
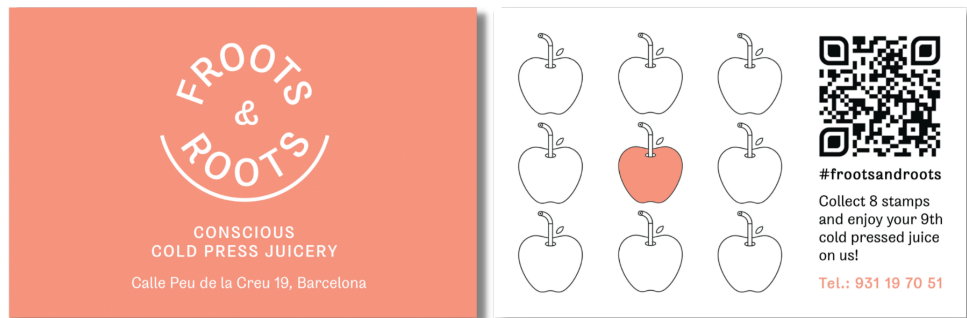


Figure 8: Fruits & Roots Staff Uniforms



Figure 9: Fruits & Roots Loyalty Card and Business Card



3.1.9. Brand Experience

In-store Brand Experience

The exterior of Fruits & Roots radiates warmth. It is carefully designed with a black awning that has both the logo and the phrase 'Conscious Cold Pressed Juicery' on it. There are two wooden wall stands on either side of the entrance with hanging plants and lightboxes that have a variety of products handwritten on them.

Figure 10: Exterior of Fruits & Roots



Upon entering Fruits & Roots, clients are welcomed by friendly staff, the sound of juicers running, and alternative music. The first thing most people notice is the pink 'No Fake Sh*t' neon sign at the end of the bar. The interior design is inspired by the Dominican Republic but adapted to fit into the Raval aesthetic which is grunge-like.

Textures play a big part in the in-store experience. Exposed concrete, metal, wood, rattan, and eco-clay create a juxtaposition that is intriguing yet welcoming. There are pens available for clients to write on the metal surface of the bar, which is now filled with pink and purple messages. This creates a comfortable, interesting, and personal space, as customers can add their own messages or designs or read others while they are eating or drinking.

The names of nearly all of the products in Fruits & Roots are Latin American colloquialisms (e.g. *Chachi*, *Chulo*, *Caramba*, *Chapiadora*, *Chévere*). Represented countries include the

Dominican Republic, Venezuela, and Colombia. There are also several products with colloquialisms from Spain (e.g. *Guapa*, *Guay*).

Figure 11: Interior of Fruits & Roots



Online Brand Experience

Fruits & Roots is present on the following platforms: Google, Instagram, LinkedIn, Tik Tok, and Facebook. Google and Instagram are the primary platforms used to share updates and communicate with clients.

On Google, clients have access to basic information including the company logo, website, opening hours, menu, phone number, delivery platforms, update posts, and pictures. All reviews receive a response in less than 24 hours so people feel heard.

On Instagram, people can view highlights such as shared posts from past clients, company information, the menu, and recapitulations of past events. Messages, mentions, and comments are responded to within 24 hours in a familiar and friendly tone. The Instagram feed is active with 1-2 posts per week and 1-5 stories per day.

The Fruits & Roots website is very minimal and straightforward. For inquiries, there is a message box on the 'Contact' page. The Instagram and Facebook accounts are linked and viewers can also see the exact location of the store in a Google Maps format.

Delivery Brand Experience

Fruits & Roots is available on Glovo and Just Eat. Both platforms are updated with pictures and brief descriptions of each product. When customers order juices or smoothies, they are

asked if they want a straw or not. This saves a significant amount of straws as nearly 50% of people say they do not need one.

Customers receive their food and drinks in the previously mentioned PLA and paperboard packaging. Inside each order is a stamped loyalty card and a double-sided flyer, seen in Figure 12, in both Spanish and English.

Figure 12: Delivery Flyer in English and Spanish



3.1.10. Benefits: Functional and Emotional

Functional benefits:

- **Healthy:** Fruits & Roots helps clients increase their daily fruit and vegetable intake.
- **Saves time:** Clients save time from buying from Fruits & Roots compared to juicing or cooking at home.
- **Affordable:** Clients can have a full meal for less than 10 euros.
- **Hassle-free:** Cold press juicing is inaccessible for many people due to machines being expensive and hard to maintain, clean, and store. Fruits & Roots gives clients access to this juicing method without any major commitment.
- **More options:** A variety of ingredients and options are available which are otherwise not so easily obtained.

Emotional benefits:

- **Happy and accomplished:** Clients feel good about themselves for making healthy decisions. According to studies, healthy food choices result in the highest amount of happiness when eating (Wahl et al., 2017).
- **Morally good:** People feel relieved for consuming vegetarian and vegan products with sustainable packaging. Research shows that environmentally-friendly behavior makes people feel good (Venhoeven et al., 2016).
- **Belongingness:** Clients feel comfortable and welcomed when visiting Fruits & Roots or communicating with the brand online.

3.1.11. Target Market

While Fruits & Roots can interest a very broad audience, the target market has been narrowed down to men and women from the ages of 20 to 50 years old that are living in or visiting Barcelona, with an interest in health and wellness.

Demographic Information:

- Age: 20 to 50 years old
- Gender: Male and female
- Social class: Middle to upper-class
- Education level: University degree (or in the process of studying for their university degree)

Geographic Information:

- Living in or visiting Barcelona, Spain

Psychographic information:

- Personality: Open-minded, educated, relaxed
- Interests: Health, sports, exercise, wellness, plant-based or plant-forward diets
- Values: Health, transparency, sustainability
- Pain points: Wants to sustain a healthy lifestyle but has a limited amount of time, wants to find healthier food and drink options in the city, wants to meet healthier people, and wants to incorporate more plant-forward meals into their diet
- Behaviors: orders food or eats out at least twice per week

Social media:

- Most used social media platforms: Whatsapp, Facebook, Instagram, Youtube (We Are Social & Hootsuite, 2022)

- Most used online delivery platform: Glovo and Just Eat

Within the general target market, there are four niche audiences that stand out: entrepreneurs, university students, tourists, and dedicated health lovers. The following buyer personas have been elaborated for further clarification.

Buyer persona #1: Anna the Entrepreneur

- Anna, a highly educated and charismatic 39 year old female, created her own online wellness coaching business seven years ago. She is a flexitarian and practices yoga and meditation on a daily basis. Anna lives in Eixample, works in a coworking space, and spends a lot of time looking for healthy lunch options for delivery.
 - Favorite brands: Honest Greens, SAYE, Thelivingfood
 - Likes: Yoga, going on bicycle rides with her husband, interior design
 - Dislikes: Junk food, drinking alcohol, smoking
 - Most used social media platforms: Instagram, LinkedIn

Buyer persona #2: Silvia the University Student

- Silvia, a 23 year old vegetarian female, moved to Barcelona to study architecture. She shares an apartment with her best friend in El Born and enjoys studying in different cafes. She likes to grab a healthy yet affordable drink on her way to the gym, university, or on her way home several times a week.
 - Favorite brands: Flores Navarro, Patagonia
 - Likes: Socializing, drawing, going to ceramic classes, thrift shopping
 - Dislikes: Food waste, fast-fashion culture
 - Most used social media platforms: Instagram, Twitter, Tik Tok

Buyer persona #3: Josh the Tourist

- Josh, an outgoing 46 year old male, travels around Europe often because of his remote and stable job. He is vegan and loves eating, but does not cook very often. When visiting a new city, he likes to wander around the streets and find healthy breakfast spots via Google Maps or Google Search. As someone who is very talkative and extroverted, he enjoys visiting restaurants that are welcoming and interactive.
 - Favorite brands: Oatly, Apple, Nudie Jeans
 - Likes: Traveling the world, art, meeting new people, languages
 - Dislikes: Rude people, cooking/buying groceries

- Most used social media platforms: Facebook

Buyer persona #4: Enrique the Health Lover

- Enrique is a health-obsessed 27 year old male living in Barcelona. He works as a graphic designer, lives in Sant Antoni, and does CrossFit classes 4 times per week. He has been fasting for over a year and likes to break his fast with green juice. He has a juice machine at home but because of the time it takes to clean the machine, he often prefers buying juices.
 - Favorite brands: Ametller Origen, Rockstar Lifestyle Barcelona (a workout training program), Lululemon
 - Likes: CrossFit, nutrition, outdoor running
 - Dislikes: Parties, cleaning, drinking alcohol
 - Most used social media platforms: Instagram, LinkedIn

4. Fruits & Roots Brand Strategy

4.1. *Business Plan: Canvas Model*

To create Fruits & Roots, the Business Model Canvas has been used. This model is divided into an operational model and a commercial model. The operational model includes building blocks such as customer value proposition, key activities, key partners, cost structure, and key resources. The commercial model includes once again the customer value proposition, but also the channels, revenue streams, customer segments, and customer relationships.

- Customer value proposition:
 - Fruits & Roots provides customizable and freshly made healthy food and drinks that make you feel good without having to spend a lot of money.
- Customer segmentation:
 - Mass market: Men and women from 20 to 50 years old that are interested in health and wellness
 - Niche markets: Entrepreneurs, university students, tourists, and dedicated health lovers in Barcelona
- Channels:
 - Channels for sales:
 - Physical store in Barcelona
 - Online delivery platforms (Glovo and Just Eat)
 - Digital channels
 - Website
 - Instagram
 - Facebook
 - LinkedIn
 - Tik Tok
- Customer relationships:
 - Personal assistance
 - Warm, welcoming, and friendly relationship with customers to make them feel at home
- Key resources:
 - Human resources: Employees
 - Physical resources: Equipment, machines, packaging, POS system
 - Supplies: Suppliers, produce
 - Intellectual: Brand

- Key activities:
 - Production: In-store and for delivery
 - Customer service
 - Purchase of raw materials
 - Accounting
 - Cleaning
 - Marketing
- Key partners:
 - Customers
 - Food suppliers (Makro, Mercabarna, local bakeries)
 - Equipment suppliers
 - Employees
 - Food bloggers and influencers
 - Food delivery platforms (Glovo and Just Eat)
 - Food waste platforms (TooGoodToGo)
 - Local businesses including coffee roasters, olive oil stores, etc.
 - Lawyers
 - Wellness centers, yoga centers, spas, coworking spaces
 - Universities
 - Non-profit organizations
 - Nutritionists and chefs
 - Local artists, ceramic specialists, graphic designers
- Cost structure:
 - Startup capital
 - Rent
 - Operation costs
 - Raw materials
 - Purchase of equipment and amortization
 - Staff salaries
 - Public relations and marketing fees
 - Point-of-sale system fees
 - Online delivery platform commissions
 - Administration fees
 - Insurance fees
 - Transportation fees

- Revenue streams:
 - Sales:
 - In-store sales
 - Online orders
 - Event caterings

4.2. Market Analysis

4.2.1. Macro Analysis: PESTLE Analysis

Political:

- Tourism and COVID-19 Restrictions: The pandemic has had a significant impact on Barcelona as it is a densely-populated city that thrives primarily off of tourism. In 2020, visitors to the region dropped by 77% due to the virus and the consequential travel restrictions imposed by both Spain and other countries (Blanchar, 2021). The city's restaurateurs association stated in 2020 that they expected around 38% of bars and restaurants to go out of business by the end of the year. In alignment with this statement, the *Asociación de Comerciantes de La Ribera y el Born* predicted that 40% of local businesses would close in 2020, while the survivors face a drop of between 40-90% in income (The Local, 2020). The situation has significantly improved following vaccine rollouts being introduced on December 27, 2020 (Jordan, 2020). Although the long-term impact on jobs and public expenditure is still a challenge, tourism levels are already returning to what they were pre-pandemic (Sans, 2022) and there are currently no expectations for another lockdown or other COVID-related restrictions. It is important to note that the future is difficult to predict, particularly as there have already been several mutations of the original Coronavirus strain and Coronavirus cases in Barcelona are back on the rise (ACN Barcelona, 2020). Therefore, contingency planning for the business is key in mitigating some of the risks of future "waves" that could be on the horizon.
- Tax Reforms: Catalonia is the autonomous community with the most taxes (not counting the Basque Country and Navarra) (El Periódico, 2021). This has caused the Ministry of Finance to prepare tax reform proposals with hopes of supporting economic progress.
- Political Disruption and Tension: For years, Catalonia has wanted to become an independent State from Spain. This has caused protests and counter-protests, especially in 2019 (Vera & Bures, 2022). Reports now show that 35.3% of Spaniards

believe that Catalonia should be an independent State, 21.2% believe it should be a federal State, 25.5% would like it to continue as an autonomous community, and 8.1% consider that it should be just one region (Lamelas, 2021). This political instability is an important factor to take into consideration as a new business due to the possibility of legal changes, strikes, or a drop in tourism due to fear.

- Barcelona's Commitment to Sustainability: The City Council of Barcelona created a plan for 2012-2022 with 10 main objectives including promoting sustainable consumption and using smart technology to reduce carbon emissions (Ajuntament de Barcelona, 2022, p. 16).

Economic:

- Increasing Inflation Rates: According to the *Instituto Nacional de Estadística* (INE), Spain closed 2021 with an annual Consumer Price Index (CPI) of 9.8%. Catalonia closed the year with 9.5%, among the lowest in Spain. Prices for electricity, food, and hospitality are those that have increased the most due to inflation (Rovira, 2022). These numbers can be attributed to the war between Russia and Ukraine (*El Periódico*, 2022) and the pandemic (Matos & Gili, 2020).
- The Effects of COVID-19: The pandemic cut the income of people living in Barcelona by more than 5%, affecting mainly children, young people, and immigrants (Blanchar, 2022). According to *El País*, economic activity will increase by 4.8% in 2022 and 3.3% next year. However, reports show that it will not return to pre-pandemic levels until 2023 (Fariza, 2022).
- Gross Domestic Product: The Gross Domestic Product (GDP) in Catalonia is €212,931 million euros, which places it as the second-largest economy in Spain by volume of GDP. The GDP per capita in Catalonia in 2020 was €27,812, compared to the €25,460 GDP per capita in Spain. GDP per capita is a good indicator of quality of life, and since Catalonia occupies the 4th place in the ranking of GDP per capita of the Autonomous Communities, its inhabitants are among those with the best living standards in Spain (*Expansión Datos Macro*, n.d.).
- Entrepreneurial Ecosystem: Catalonia is considered to have the best entrepreneurial ecosystem in Spain, with a record annual investment for start-ups in 2021 of 1.479 million euros (Invest in Spain, 2022). Furthermore, the president of Spain, Pedro Sánchez, presented the Entrepreneurial Nation Strategy, with 50 measures to support talent and innovative entrepreneurship (La Moncloa, 2021).

Social:

- Overall Challenges: In 2020 and 2021, the biggest challenges that Spaniards faced were economic and financial issues (89%), the COVID-19 pandemic (81%), and unemployment (61%) (European Investment Bank, 2021). With economic and financial issues being at the forefront of people's concerns, it is possible that they are less likely to spend money on restaurants.
- Increasing Health Consciousness:
 - Studies show that young people in Europe see healthy eating as an integral part of their physical and mental health. They prefer whole, organic, and plant-based foods for healthy options, and are put off by processed foods, which 79% of them consider unhealthy. Furthermore, 58% believe the pandemic has made them more aware of eating healthily (EIT Food, 2021).
 - Almost half of the consumers in Europe (49%) say that being in good health will be more important after the pandemic compared to the 2% that say it will be less important (EIT Food, 2021).
 - 65% of people in Spain say they frequently worry about leading a healthy life. This concern is greater among women (68.2%) than men (62.5%) (Worldwide Independent Network of Market Research, 2019).
 - According to the Behavior Consumer Survey (Appendix I), 53.3% of people in Barcelona are more likely to choose a healthy option when ordering food or eating out, while 46.7% are more likely to choose unhealthy food options.
 - 89% of people in Spain want healthier options in restaurants (20 Minutos, 2021).
- Increasing Environmental Consciousness:
 - In Europe, 84% of people believe that global warming is a serious threat to mankind, 81% believe that their personal actions can improve the environment, 60% would like to live more sustainably but do not make the necessary changes to their current behavior, and 67% believe that real efforts on sustainability and environment need to be taken by businesses and governments rather than individuals (Worldwide Independent Network of Market Research, 2020, p. 6-12).
 - According to Kantar, one in two consumers in Europe want to be more sustainable, but their daily priorities often come before (Melero, 2021).
 - Food waste is now a top concern for people in Europe (Edenred, 2022).

- In Spain, 78% of conscious consumers want to avoid food waste, 71% try to avoid over-packaged foods, 69% make decisions that favor the wellbeing of animals, 67% avoid buying processed products, 61% buy their groceries near their home, and 12% cultivate their own fruits and vegetables (OCU, 2018).
- Saving Money:
 - Since the pandemic, consumers in Europe are more mindful about prices and want to save money (EIT Food, 2021).
- Dominating Plant-forward Diets:
 - In 2021, 10.8% of the Spanish population considered itself flexitarian, which was 39% more than the number of flexitarians two years prior. 1.4% of the adult population considered itself vegetarian, which represents a slight decrease compared to 2019. 0.8% of the Spanish population was vegan (0.3% more than in 2019). This shows a growth of 60% in two years (Lantern, 2022, p. 4-7).
- Increase in Online Food Delivery:
 - Barcelona is the second place in Spain with the highest demand for food delivery (Just Eat, 2021, p. 7). As previously mentioned, the most popular reasons for ordering delivery in Spain are a lack of motivation to cook (25%), food cravings (21%), and wanting to spend time with family and friends (14%).
 - According to Just Eat's 2021 *Gastrómetro*, the most popular cuisines for online delivery in Spain were American, Italian, Oriental, Japanese, and Spanish. Demand for breakfast options increased by +464%. Orders of vegetarian food increased by 50% and vegan foods increased by 80%. The most popular vegetarian meal ordered online was vegetarian hamburgers and the most popular vegan meal was wraps with guacamole and vegan cheese (Just Eat, 2021, p. 15).

Technology:

- Digital Hub: Barcelona is considered a digital hub (Ajuntament de Barcelona, n.d.) with major digital annual trade shows and events such as the Mobile World Congress, Smart City Expo, and Big Data Congress (Ajuntament de Barcelona, 2019).
- Digital Transformation: Barcelona's government is preparing a plan for digital transformation that will "place the City Council in the vanguard of efficiency, transparency and social innovation" (Ajuntament de Barcelona, 2021). This plan

includes high-speed Internet for all citizens and expanding socially beneficial uses of data.

- Most Used Social Media Platforms: 70.4% of the population in Catalonia was a social media user in 2020 (Statista, 2020). While there are no sources for the most popular social media platforms in Catalonia, there are reports showing that the most popular platforms in Spain are: Facebook (73.4%), Instagram (62.1%), Twitter (49.2%), LinkedIn (30.3%), Pinterest (15.3%) and Tik Tok (13.3%) (Statista, 2022).
- Online Food Delivery Platforms: As previously mentioned, in 2021, the number of people using online services to order food delivery in Spain was 10.75 million and the annual total value of the food delivery market went up by 29.8% (We Are Social & Hootsuite, 2022). The most used online food delivery platforms in Spain in 2021 were Telepizza (50%), Just Eat (48%), Glovo (42%), Domino's (34%), and Uber Eats (25%) (Statista, 2020).
- Most Used Platforms for Finding Restaurants: According to the Consumer Behavior Survey (Appendix I), 83.3% of people use Google Maps to find and decide on new restaurants, 70% use Instagram, 50% use Google Search, 36.7% use Google Reviews, 26.7% use blogs, 23.3% use Tik Tok, 13.3% use The Fork, and 3.3% use Facebook.

Environment:

- The climate in Barcelona: Barcelona has a coastal, Mediterranean climate with an average annual rainfall of around 600 mm. The rainiest season of the year is autumn (specifically the months of September and October), followed by spring and winter, while summer is the driest, with a minimum rainfall in the months of June and July. The temperatures in winter are mild (around 9 to 12 °C) while the summers are hot (around 23 to 26 °C between July and August). Being close to the sea makes summers very hot and heavy (Ajuntament de Barcelona, n.d.). The climate in Barcelona makes it a favorable city to start a business in as the majority of foreign visitors come for vacation (55.7%), compared to the 23.5% that come for personal reasons and the 20.8% that come for professional reasons.
- The threat of climate change: Global warming continues to accelerate in Spain, with an average temperature rise of 1.3°C over the past 60 years (Planelles, 2021). Climate change directly affects businesses by increasing the risk of rising sea levels in coastal cities like Barcelona, affecting crop yields, and influencing the world economy (The New York Times, 2021).

- Location: Fruits & Roots is located on a narrow street that is connected by a popular pedestrian street, which makes it difficult to access by car. This does, however, allow the area to receive a significant amount of footfall.

Legal:

- Licenses and formalities:
 - Municipal license: A municipal license is mandatory prior to starting any business to ensure compliance with the regulations established (Ajuntament de Barcelona, n.d.).
 - Bars and restaurants must also follow formalities and specific conditions related to sanitary conditions, opening hours to the public, electrical installations, gas installations, waste chambers, smoke outlets, the height of the premises, hygienic services, acoustic insulation, and installed power in kitchens (Generalitat de Catalunya, n.d.).
- Health and Safety Laws (Diputació de Barcelona, n.d.)
 - Royal Decree 1086/2020: Hygiene of the production and marketing of food products
 - Law 17/2011: Food Safety and Nutrition (BOE no. 160, of 07/06/2011)
 - Law 15/1983: Hygiene and Food Control (DOGC no. 347, of 07/22/1983)
 - Law 18/2017: Commercial Activity

4.2.2. Micro Analysis: SWOT Analysis

Strengths:

- The cold press juicing method is gaining popularity and the market for it is growing (Mordor Intelligence, 2021).
- There is no other concept juice bar in Barcelona that makes fresh cold pressed juices directly in front of customers.
- Fruits & Roots is located in El Raval, which is part of the Ciutat Vella District. In 2021, this district was the most populated one in Barcelona and 50.99% of its population were foreigners (Idescat - Institut d'Estadística de Catalunya, 2021). Specifically, the Raval neighborhood is known as “one of the meccas of urban art at a European level” (Fernández, 2022) and a hotspot for tourists and expatriates.

- Fruits & Roots' physical store is located near several key touristic locations in Barcelona such as the Museu d'Art Contemporani de Barcelona (4 minutes away), Rambla del Raval (3 minutes away), and La Rambla (7 minutes away).
- The menu at Fruits & Roots is almost entirely customizable. There is a long list of juices and smoothies but if a client prefers, they can also choose their own ingredients. The same goes for the food; nearly every product is made so that clients can pick their favorite options.
- The products at Fruits & Roots appeal to a range of customers, from children to older adults.
- As a small company with less than seven employees, there is a close relationship with returning customers and a high level of customer loyalty. Studies show that businesses that are branded as family-owned have a competitive advantage (Andreini et al., 2019).
- Thanks to the interior design by Dominican architect Maria Portela and the graphic design by Todojunto, the aesthetic of Fruits & Roots is attractive and encourages people to post pictures, leading to free advertisement for the business.
- The products at Fruits & Roots are in an affordable range for people in the middle to upper class.

Weaknesses:

- Fruits & Roots is a new company so the brand awareness is starting from zero.
- Operating costs for the business are high and there are limited funds.
- Major competitors in the market such as Flax & Kale and BeBo are already established and open for more than five years.
- At the moment, the majority of Fruits & Roots' ingredients are not organic due to the high cost. While bottled juice companies are able to use organic products while still keeping an affordable price, using 100% organic produce would require a significant price increase at Fruits & Roots. This is, however, a long-term goal of the company.
- Since the majority of products are made fresh, they require a waiting time.
- For locals living in other neighborhoods, Raval is often considered a dangerous neighborhood (Benvenuty, 2020).
- The space in the shop is limited to 10 seats in total, with only six seats at the bar where people can eat. Oftentimes, frequent customers will come to the bar and leave because there is no more space. There is also an issue with people who come for coffee and work on their laptops for hours.

- There is no restroom for client use which makes it uncomfortable for people who want to spend more time in the bar.

Opportunities:

- There is a rise in health-conscious people in Barcelona (Worldwide Independent Network of Market Research, 2020, p. 23-28) which means that people are also looking for healthier options when eating out. More people in Spain are gravitating toward vegetarian and vegan diets (Lantern, 2022, p. 12-17).
- People are looking for more conscious brands to consume from and value sustainable packaging (Melero, 2021).
- The number of people using online food delivery platforms continues to increase (Just Eat, 2021). Using platforms like Glovo and Just Eat allows more sales despite the limited space in the store.
- Expansion: With the right funding and investors, there is an opportunity to open multiple locations in Spain.
- Once Fruits & Roots is established and well known enough, it could offer an independent delivery service in order to not rely on delivery platforms or pay the 30-36% commission fees. This would benefit both the business and its consumers.
- Developing a relationship with specific online “influencers” could help Fruits & Roots reach a larger audience within the target market.
- Developing partnerships with health-conscious businesses such as gyms, yoga studios, and meditation centers would help Fruits & Roots become more well-known in the wellness industry in Barcelona.
- Establishing partnerships and collaborations with professionals in the health industry, such as nutritionists, dieticians, naturopathic nutritionists, and sports dieticians would help people associate the brand with professionals. An example of a partnership could be a monthly event at Fruits & Roots in which a nutritionist hosts a workshop with new recipes.
- Creating an extension of Fruits & Roots with a merchandise line could provide an additional sales opportunity and grow the brand. This line of merchandise could specifically target niche audiences. For example, a “coworking kit” including a laptop case, reusable coffee mug, an organizational journal, and a mouse pad could be created for entrepreneurs. Another example could be a recipe book written in collaboration with a certified dietician.

- As the Raval neighborhood is an international and touristic area (Idescat - Institut d'Estadística de Catalunya, 2021), there are many existing or new businesses in the area. This presents an opportunity for Froots & Roots to be a link between local businesses in Raval - not only because shopping locally is more sustainable but also because these local businesses can create a mutual relationship and help each other grow.

Threats:

- Instability due to COVID-19: Although COVID-19-related hospitalizations are now at the lowest number since the start of the pandemic, COVID-19 cases are starting to rise due to masks no longer being required (El Periódico, 2022). The insecurity around COVID-19 is a threat for establishments like Froots & Roots as the possibility of new restrictions can highly affect the way the business works.
- Competitors with lower prices: Cold-pressed juice bars in Barcelona like BeBo and Flax & Kale are able to have lower prices than Froots & Roots because they produce their bottled juices in mass.
- Lack of juicing tradition: There is not a big tradition of drinking juice in Spain as there is in the United States. The countries with the highest revenue in the juice market are the United States, Canada, and Japan (Statista, 2021).
- Inflation and the war in Ukraine: The rise in inflation in Spain is affecting the cost of raw materials and energy, which directly affects the hospitality industry (RTVE, 2022) and results in an increase in prices. The war in Ukraine further increases these risks (El Periódico, 2022).
- The potential closing of delivery platforms or protests from delivery drivers: In 2021, Deliveroo stopped operating in Spain after 6 years of working in the country (Méndez, 2021). At the moment, Uber Eats, Just Eat, and Glovo still operate in Spain but it is a threat to Froots & Roots that these platforms could follow in Deliveroo's steps.

4.2.3. Competitive Landscape

Primary competitor #1: Teresa Carles and Flax & Kale

Overview: Teresa Carles Healthy Foods was created in 1979 and now has multiple locations in Barcelona under the names of Teresa Carles, Flax & Kale, and Teresa's. They specialize in bottled cold-pressed juices and healthy food. Due to their growth, Teresa Carles now sells their juices and prepared meals in major supermarkets like Bon Preu.

- Location: Multiple locations in El Born, El Gòtico, Raval, and Eixample
- Key Features: Creative recipes, farm-to-table when possible, lots of options, complete detox plans, certified B Corp company
- Main Platforms Used: Website with e-commerce, Instagram, LinkedIn, Twitter, Facebook, Youtube, Glovo, Just Eat, Ubereats
- Instagram Followers: 131k followers on the Flax & Kale website and 60.6k followers on Teresa Carles' account
- Marketing Tactics: Promo codes on websites, giveaways, newsletter, collaborations with companies like Colvin
- Customer Reviews: The Flax & Kale closest to Fruits & Roots has 8.465 reviews (4.3 rating) while the Teresa Carles closest to Fruits & Roots has 5.203 reviews (4.4 rating)

Primary competitor #2: Juice Dudes

Overview: Juice Dudes started in 2017 but does not have a website, which means that there is very limited information about the business and a lack of transparency. The company sells fresh centrifugal juices (not cold pressed), but because of its proximity to Fruits & Roots, it can be considered a competitor.

- Location: One location in El Raval, one location near Marina, and one location near Diagonal
- Key Features: Açai bowls, smoothies
- Main Platforms Used: Facebook, Instagram
- Instagram Followers: 7.024
- Marketing Tactics: Giveaways
- Customer Reviews: 331 reviews for the store closest to Fruits & Roots (4.6 rating)

Primary competitor #3: BeBo Cold Press

Overview: BeBo Cold Press has been open since 2014 and in 2021, they opened their second location in Barcelona (BeBo Brunch & Juicery). They specialize in bottled cold pressed juices as well as healthy food. While they are located far from Fruits & Roots, they are competitors on Glovo due to the limited number of cold pressed juices available on the platform.

- Location: 2 locations in the Sarrià - Sant Gervasi neighborhoods
- Key Features: Ecological, km0, sugar-free, detox plans

- Main Platforms Used: Website with e-commerce and the option to buy via Whatsapp, Glovo, Ubereats, Instagram, Facebook
- Instagram Followers: 5.149
- Marketing Tactics: Newsletter, Blog, discounts on delivery platforms
- Customer Reviews: 223 reviews on Google reviews (4.8 rating)

Additional competitors:

- Honest Greens: Fast-casual healthy food concept with bottled cold pressed juices available
- Green Berry: Restaurant with bottled organic cold pressed juices
- Green Shots: Non-vegetarian restaurant with non-organic bottled cold pressed juices
- The Juice House: Healthy restaurant with non-cold pressed juices
- Fruiteca: Store with pre-packaged food and non-organic bottled cold-pressed juices
- Hammock Juice Station: Vegetarian restaurant with non-cold pressed juices (non-organic)

5. Fruits & Roots Communication Plan

5.1. *SMART Goals and KPIs*

The Fruits & Roots SMART goals include:

- Increasing organic website traffic with a monthly growth rate of 10%.
- Gaining 500 new Instagram followers by November 2022 (Fruits & Roots currently has 1.024 followers).
- Increasing Instagram engagement by +2% (currently at 4.04%) by November 2022 through giveaways and interactive content.
- Reaching 250 Google reviews by November 2022 (currently at 144 reviews).
- Reaching 500 Glovo reviews by November 2022 to increase brand awareness on the platform. This will be done by creating ads on Instagram that target audiences that order food the most.
- Creating a partnership with a wellness center or yoga studio by August 2022 in order to reach a broader audience.
- Creating a community around health-conscious people in Barcelona and increasing brand awareness by organizing a bi-monthly networking event at Fruits & Roots to start August 2022 with different themes for every event. Visitors to the events will get a discount code for their next purchase as a way to keep track of brand awareness.
- Launching the Fruits & Roots blog by July 2022 with 1 SEO-focused article per week about health, wellness, and self-care in order to have a greater SEO presence.

5.2. *Marketing Channels: Distribution Plan*

The main channels that will be used in this communication plan are the Fruits & Roots website and Instagram, as they are the platforms that people in Barcelona use the most to find restaurants (according to the Consumer Behavior Survey (Appendix I)).

The website is crucial because it is easily customizable and can display key information about the business. Instagram is a top-tier social media platform to promote on as it has one billion monthly users worldwide (Statista, 2021) and provides multi-format capabilities such as Instagram Stories and Reels. Furthermore, having a multichannel marketing strategy is important and therefore platforms like LinkedIn, Facebook, and Youtube will also be considered in this communication plan.

5.3. Promotional Plan

5.3.1. Video-series: Inside Raval

The 'Inside Raval' video series would be a project that interviews entrepreneurs and local businesses of all types in Raval, with the objective of creating a community within the neighborhood. The first week of each month, one entrepreneur or business owner would be chosen and a complete in-person interview would be conducted and filmed. Questions asked in the interview would include:

- How did your business start?
- What inspires you the most?
- What is the most challenging thing about being a small business owner or entrepreneur?
- Where do you see your business in five years?
- Why did you choose Raval for your business?
- What do you like most about Raval?
- What changes do you wish we could make in Raval?
- How important is health to you and your business?
- In what ways do you take care of yourself?

At the beginning of the interview, the participant would receive a free juice to drink while they are being asked questions. At the end of the interview, the participant would receive a small gift pack including a reusable Fruits & Roots juice or coffee cup, a Fruits & Roots journal, and a Fruits & Roots pencil.

Throughout the month, Instagram stories and reels would be shared, tagging the interviewee, so that they can share the content onto their own platforms. During the third week of the month, the complete video would be released on Youtube and a written version would be published on the Fruits & Roots blog.

Although this project requires time for the interview and editing the videos, the idea is that it could essentially lead to a free promotion for Fruits & Roots as the interviewees share the content onto their own platforms. Furthermore, the videos would humanize Fruits & Roots as a brand by transmitting the kinds of local businesses that it supports.

With time, the same concept for 'Inside Raval' can be extended to entrepreneurs and local businesses in all of Barcelona. There is also the option of creating a specific video series for sustainability-focused businesses and entrepreneurs within the city.

Platforms:

- Primary platforms: Instagram and Youtube
- Secondary platforms: Froots & Roots website, LinkedIn, Facebook

Specific objectives:

- Create a community of entrepreneurs and local businesses in Raval that can support one another
- Reach the participants' niche audiences, and increase Instagram followers
- Increase organic website traffic

Tools:

- Camera with video capabilities
- Davinci Resolve video editing software
- Mini microphone for recording

Examples of local businesses:

- Grey Street: Grey Street is an artistic gift shop located on the same street as Froots & Roots. Its staff often pick up sandwiches for lunch. Aside from clothing and jewelry, they also sell sustainable beauty products.
- Barcelona Vintage: This vintage glassware store is on the same street as Froots & Roots. They sell unique and antique pieces.
- Suburbia BCN: Suburbia BCN is a screen printing shop across from Froots & Roots.
- TVINYL: This record store is located in Raval since 2016 and has an assortment of vinyl from different genres.
- Seny Tattoos - Seny Tattoos is a tattoo shop in Raval that not only has its own tattoo designers but also hosts tattoo artists from around the world.

Timing:

- This action will begin in July 2022.
- One interview will be published on Youtube during the third week of each month.

- Two to three Instagram stories leading up to the video will be posted in the weeks before.
- The same day that the video is posted on Youtube, a transcribed article will be published on the Froots & Roots blog and a link to the video will be posted on Facebook and LinkedIn.

5.3.2. “Health Is”: Digital Campaign About Health

Part of the Froots & Roots communication strategy is to educate the target audience on how to live a more healthy and sustainable lifestyle. Instead of only posting content about different products or the interior of the bar, visual content ranging from still graphics to videos could be generated that offer easily-to-follow tips or information in an informal way. In order to provide worthwhile content, the tips would be extracted from scientific reports and reputable sources.

The name of the campaign is “Health Is” because health can be many things for many people. This campaign seeks to educate people on the fact that health is what you eat, the exercise you do, who you surround yourself with, your mental state, and much more.

Platforms:

- Instagram
- LinkedIn
- Facebook

Specific objectives:

- Create useful content for viewers about health and wellness
- Increase Instagram followers and shares
- Increase website traffic

Target:

- For this action, the target is the same general target for Froots & Roots, which is men and women from 20 to 50 years old that are living in or visiting Barcelona with an interest in health and wellness.

Tools:

- Adobe Illustrator
- Canva

Examples of tips:

- Did you know that the Spanish Agency for Food Safety and Nutrition recommends having 5 servings of fruits and vegetables per day? (Hernández et al., 2020, p. 12).
- According to studies, “decreasing the consumption of highly processed and refined junk foods may provide benefits even beyond the well-known effects on physical health, including improved psychological wellbeing” (Firth et al., 2020, p. 2382).
- Your diet directly affects your productivity at work (Cho & Kim, 2022).

Timing:

- Beginning in August 2022
- One post per month on Instagram, LinkedIn, and Facebook

Figure 13: Example Instagram post for the Digital Campaign about health



5.3.3. Instagram Ads for Home Delivery

Considering that the pandemic has led to such a significant increase in online food delivery in both Spain and around the world, it is crucial for Fruits & Roots to promote its online delivery service to potential customers. This can be done through Instagram by targeting people by age, gender, interests, and location. Furthermore, the content in the ads will make use of the previously mentioned statistics by Just Eat that claim that the most popular reasons for ordering delivery in Spain are a lack of motivation to cook (25%), food cravings (21%), and wanting to spend time with family and friends (14%) (Just Eat, 2021, p. 47).

Platform:

- Instagram

Ad formats:

- The ad formats will vary from still shots to videos with music.
- Example of still ad: The first slide could be a picture of someone laying on the sofa, unmotivated to cook. The text over it would be “Out of ideas for lunch? We’ve got you covered”. The following slide would show the person smiling and eating their Froots & Roots lunch. The text over the slide would be “It’s that easy.”
- Example of video ad: The video could include someone working at home who doesn’t have the motivation to cook. The person would start to snack on random combinations at home (such as pickles or dark chocolate) until he or she realizes that they can deliver food to their home in a stress-free way. The end of the video would show the person enjoying their Froots & Roots lunch menu and continuing with their day.

Specific objectives:

- Increase awareness about Froots & Roots being available on delivery services such as Glovo and Just Eat
- Reach 500 Glovo reviews by August 2022 (currently at 369 reviews)

Target:

- For this particular case, considering that Glovo and Just Eat have a limited distance in which they can deliver, the targeted audience would be men and women between the ages of 20 and 50 years old (Just Eat, 2021, p. 45) within a 2-kilometer radius of Froots & Roots. Their interests would include healthy food, restaurants, food delivery, plant-based diets, vegetarian food, juice, health, wellness, coworking, remote work, and healthy recipes.

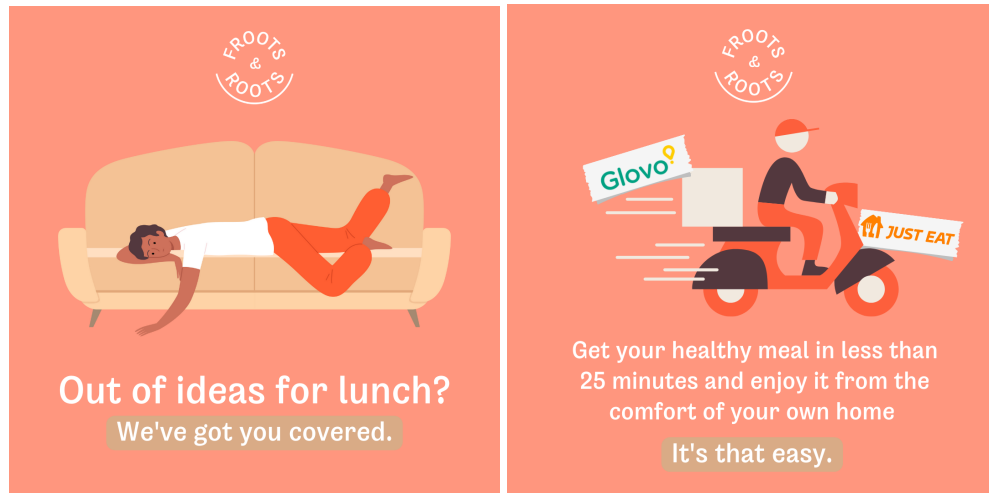
Tools:

- Instagram ads and Insights
- Canva
- Adobe Illustrator

Timing:

- Beginning in August 2022
- One paid ad per month (75 euros spread out over 5 days)

Figure 14: Example of an Instagram ad design in post format for Fruits & Roots delivery ads



Note. Not pictured in the design above is the “Swipe Up” element which takes viewers directly to the Fruits & Roots Instagram page where they can find both the Glovo and Just Eat links.

5.3.4. Fruits & Roots Blog

In 2020, 80% of marketers used blogs in their content strategy (Content Marketing Institute & Marketing Profs, 2020, p. 22). For Fruits & Roots, a blog is an opportunity to rank higher on search engines and create meaningful content. The topics for the Fruits & Roots blog could include healthy recipes, wellness tips, things to do around Barcelona, benefits of different fruits and vegetables, vegetarian restaurants in Barcelona, and much more. Within these blog posts, keyword sets such as “cold pressed juice Barcelona” would be incorporated into the text in a natural way.

Platforms:

- The Fruits & Roots website
- Shared on Instagram, Facebook, and LinkedIn

Specific objectives:

- Improve organic search traffic to the blog by 5% month over month from the blog launch date in July 2022 to July 2023.
- Obtain first-page ranking for the following keyword sets by February 2023: cold pressed juice Barcelona, *zumos prensados en frío Barcelona*, healthy smoothies Barcelona, and *smoothies saludables Barcelona*.
- Provide relevant health-related content to potential and existing customers.

Tools:

- Canva
- Wix
- Google Keyword Planner
- Grammarly
- Google Analytics

Examples of blog posts:

- 7 Wellness Experts Share Their Tips on Self Care
- 22 Tips From Nutritionists on How to Stay Healthy
- 12 Vegetarian Restaurants in Barcelona That You Can't Miss
- 6 Benefits of Cold Pressed Juice
- Where to Find Cold Pressed Juice in Barcelona
- 8 Vegan Smoothies Recipes You Will Love
- 12 Healthy Restaurants in Barcelona
- Here's How to Host a Spa Day at Home

Timing:

- Beginning in July 2022
- One blog post per week

It is important to note that the most effective type of blog content is round-ups (which are articles that gather opinions from experts on the topic) and collaborating with influencers is most likely to drive results (Content Marketing Institute & Marketing Profs, 2020, p. 2-5).

5.3.5. Pop-up Partnerships with Wellness Centers and Services

Partnerships with nearby wellness centers provide an offline and online opportunity for organically reaching a broader audience with reduced advertising costs. For this action, Froots & Roots could partner up with wellness centers or services such as Anahata Barcelona or Rockstar Lifestyle Barcelona. Anahata is a yoga studio located near Froots & Roots and Rockstar Lifestyle is an outdoor workout program in multiple locations around Barcelona (such as Barceloneta).

The partnerships would involve setting up a stand at either Anahata's studio or Rockstar's workout location once a month for four months to give out free cold press juice samples at the end of a class. This way, people could try different products and get to know the brand through an informative booklet.

Part of this action would include promoting the partnering business in the Froots & Roots store. The business cards of partners would be on display during the entirety of the four months and there would be flyers offering discounted classes at the partnering businesses (for example "Bring this flyer to Anahata and get 15% off your first yoga class!").

After four months have passed, the pop-up sessions would occur with another partnership and follow the same trajectory of one session per month for four months. This action is both an offline and online strategy because the content would be created by Froots & Roots for each pop-up session and then shared by the partnering businesses, therefore expanding the audience reach for both businesses.

Specific objectives:

- Reach a broader audience organically
- Establish a reputation within the health-driven community in Barcelona
- Increase Instagram followers

Platforms:

- Instagram would be the primary platform for sharing videos and photographs of the events and stands.
- Youtube would be a secondary platform to share longer video compilations.

Examples of partnerships:

- Anahata Barcelona: Anahata is a Barcelona-based yoga studio located in Sant Antoni founded by two women, Jenny and Abbey. The studio offers classes for breathwork, belly dancing, capoeira, yin yoga, and sound healing. The studio is walking distance from Froots & Roots and shares the same values of sustainability and wellness.
- Rockstar Lifestyle Barcelona: Rockstar is an outdoor workout program that offers several daily classes, workshops, and seminars with a focus on nutrition and education. As a company that values physical, mental, social, and spiritual wellbeing, they are an ideal option for a partnership with Froots & Roots.
- Other possible future partnerships include gyms, spas, and running groups.

Timing:

- This action will begin in August 2022.
- There will be one pop-up session per month per partnership (each partnership would last four months).
- Each pop-up session will last around 30 minutes to one hour.

5.3.6. Offline: Healthy Hour Networking Event

According to Nielsen's Global Annual Marketing Report of 2022, 89% of people trust the recommendations of people that they know (p. 27). With this in mind, the final action for this communication plan involves a "Healthy Hour" (inspired by the traditional "Happy Hour").

The Froots & Roots Healthy Hour would be a bi-monthly offline networking event with live DJs and 2-for-1 juices with the objective of getting people to talk about Froots & Roots with their friends, while making it a meeting point for health-conscious and sustainability-conscious people in Barcelona and increasing social media mentions. The event would take place every two months and would last approximately three to four hours.

For each event, five to 10 specific nano-influencers and micro-influencers would be personally invited to attend and would receive free juices of their liking throughout the event in order for Froots & Roots to receive more online exposure. The decision to focus on nano-influencers and micro-influencers can be attributed to the fact that they tend to have stronger relationships with their niche followers and higher engagement rates (Ehlers, 2021). For them, not only does this imply a way to try Froots & Roots' product, but it also provides them with a unique opportunity to meet other influencers in similar industries.

Specific objectives:

- Get people to talk about Fruits & Roots with their friends
- Connect health-conscious and sustainability-conscious people in Barcelona
- Make Fruits & Roots a reference meeting point for people interested in wellness
- Increase Fruits & Roots' brand awareness and Instagram followers
- Increase Fruits & Roots' social media mentions
- Increase website traffic

Platforms:

- Instagram (Posts, Reels, Stories, Lives, and Paid Ads) and Youtube

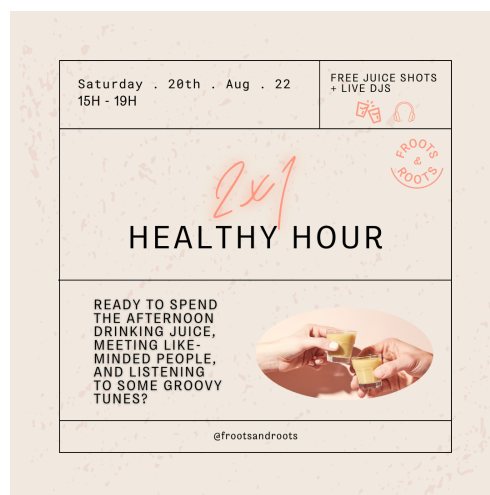
Examples of influencers to invite:

- Uzo (Instagram: @thefoodfill) - Uzo is a food and product photographer based in Barcelona that focuses on brands with an eco-friendly approach.
- Roberta Vommaro (Instagram: @roberta.vommaro) - Roberta is the founder of an online workshop for wellness and spirituality. She lives in Barcelona and is an existing Fruits & Roots consumer.

Timing:

- This action would be a bi-monthly event (every two months) starting in August 2022.
- Two paid ads (100€ total) would be organized three weeks before the event.

Figure 15: Example of an Instagram ad design in post format for the Fruits & Roots Healthy Hour



5.4. Calendar

Figure 16 is a calendar including all of the previously mentioned actions for August 2022. This calendar will be the same for the rest of the months of the year, except for the months in which there is no 'Offline: Healthy Hour' event. The colors identify the different actions: **Inside Raval Video-series**, **"Health Is" Campaign**, **Delivery Ads**, **Blog**, **Pop-up Sessions**, **Offline: Healthy Hour event**.

Figure 16: Fruits & Roots August Communication Plan Calendar

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
1.	2. Film interview for "Inside Raval"	3. Instagram Story 'Inside Raval'	4. Post Blog	5.	6.	7.
8. Instagram Story 'Inside Raval'	9. Paid IG ad for offline event	10. 'Health Is' Instagram post	11. Post Blog	12. Pop-up session at partner business	13.	14.
15. Post Delivery Ad on Instagram	16.	17. Publish Inside Raval interview	18. Post Blog	19.	20.	21.
22. Paid IG ad for offline event	23.	24.	25. Post Blog	26.	27. Offline Event	28.
29. Video compilation for offline event (IG, Tik Tok)	30.	31.				

The previously mentioned actions and calendar are complementary to the already existing Fruits & Roots content creation. In other words, the brand will continue posting frequent content about their products and the interior of the store.

5.5. Budgeting

Inside Raval Series

- Camera with video capabilities: Already owned
- Davinci Resolve video editing software: Already owned
- Microphone for recording: Already owned
- Cost of gift pack: Approximately 10€ per person
- Cost of free juice: 4.50€
- *Total cost: 14.50€ per interview (12 interviews per year: 174€ annually)*

Digital Campaign About Health

- Adobe Illustrator: Already owned
- Canva: 109.99€ per year
- *Total cost: 109.99€ per year*

Instagram Ads for Home Delivery

- Cost of Adobe Illustrator: Already owned
- Cost of Canva: Already covered
- Instagram ads: 75€ per month spread over five days
- *Total cost: 75€ per month (900€ per year)*

Fruits & Roots Blog

- Canva: Already covered
- Wix: 20€ per month
- Google Keyword Planner: Free of cost
- Grammarly: Free of cost
- Google Analytics: Free of cost
- *Total cost: 20€ per month (240€ per year)*

Pop-up Partnerships with Wellness Centers and Services

- Free juices: 25 medium-sized juices per session would add up to 112.5€
- Transportation: Approximately 20€ per session
- Folding table: Approximately 50€
- Cooler: Already owned

- Cost of staff: Already included
- *Total cost: 182.5€ per month (2.190€ per year)*

Offline: Healthy Hour Networking Event

- Instagram ads: 100€ per event
- Free juices for influencers: Approximately 90€
- DJs: 200€ per event
- Discounts from 2-for-1: Depends on the event
- *Total cost: Approximately 390€ per event (2.340€ per year with six events total)*

Conclusion

The core objective of this thesis was to create a branding strategy and omnichannel marketing plan for Fruits & Roots, a new cold press juicery in Barcelona, by studying the behavior of consumers in Spain and the current social, digital, and public health trends that are occurring within the country. In summary, the need for healthier food consumption from a medical perspective is clear and market research shows that there is an increasing sense of awareness of this in the public.

Although Spain is suffering from high inflation rates and still recovering from the economic consequences of the pandemic, there is a growing interest in entrepreneurship in the country (specifically in the Catalan region). Furthermore, Barcelona is becoming more established as a technological hub where online delivery platforms are on the rise, all of which provides the hospitality industry with new business models and marketing possibilities.

With the groundwork, branding strategy, and communication plan conducted through this thesis, there are infinite directions that Fruits & Roots could pursue in the future. These opportunities will help further create a community, strengthen Fruits & Roots' values of quality, health, diversity, innovation, and sustainability, and help educate the public on the importance of a healthy diet. Future extensions of the communication plan could include a business-to-business marketing strategy with businesses such as co-working spaces, spas, and gyms. Alternatively, Fruits & Roots could look at growing through brand extension by offering merchandise for entrepreneurs, recipe books in collaboration with nutritionists, or online yoga and meditation courses.

This thesis primarily focuses on creating a marketing plan targeted at men and women from the ages of 20 to 50 years old that already have an interest in health and wellness. A continuation of this research could focus on a secondary target market composed of those that are unaware of the benefits of consuming healthy food. Learning about the consumption habits of younger children or adults who are uninformed about health could become a significant addition to the Fruits & Roots communication strategy. This target market will take a longer time to convert into paying customers as they first need to be educated about their purchasing decisions and the importance of healthy eating. If they are fast food consumers, these habits can be difficult to break as these foods can be addictive and engrained in one's decision-making process. With that being said, converting this segment to customers fits into Fruits & Roots' values of promoting healthy options and enforcing positive change within society.

The rapid growth of unhealthy fast food chains could be considered an epidemic in itself - one in which people have distanced themselves from products that are nourishing and sustainable. Within today's society, the consumption of fried, processed, and artificial meals have become normalized to the point that consuming healthy food is seen as a rarity. With this in mind, Froots & Roots' mission to create a cultural change in Barcelona that empowers people to eat a more natural and plant-forward diet, has only just begun. This is a philosophy that, with the right research and marketing tactics, will spread as the brand's community begins to grow and prosper.

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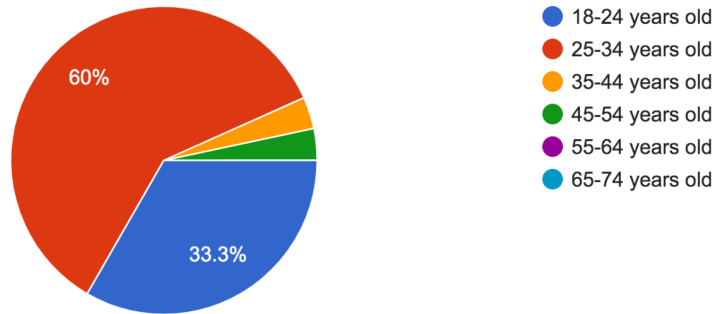
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Appendix I

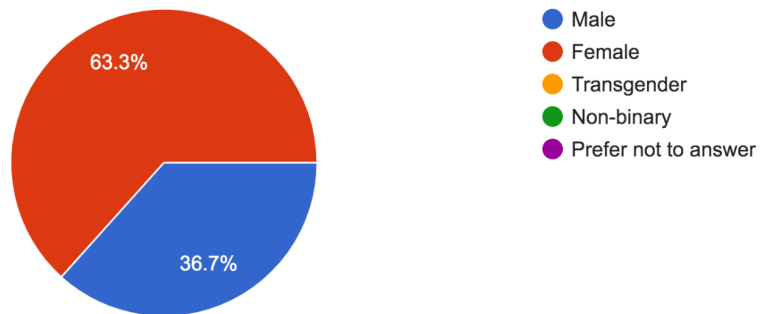
Barcelona Consumer Behavior Survey

This survey was conducted online on Google Forms with a total of 67 participants.

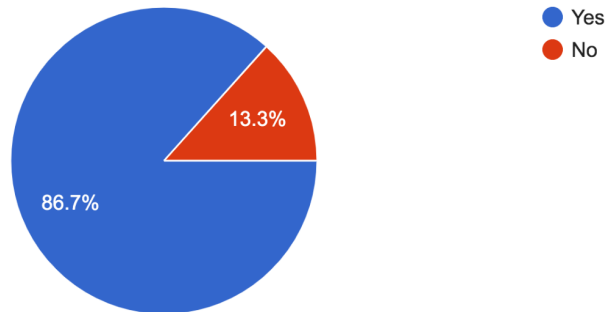
Question 1: How old are you?



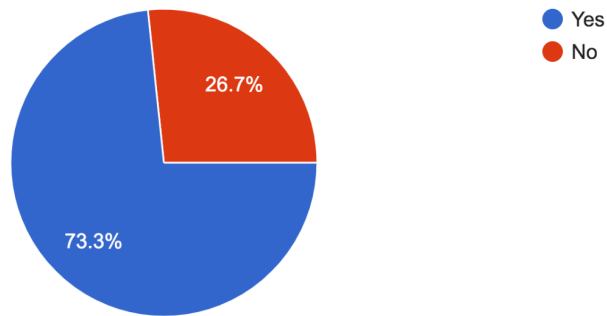
Question 2: What gender do you identify as?



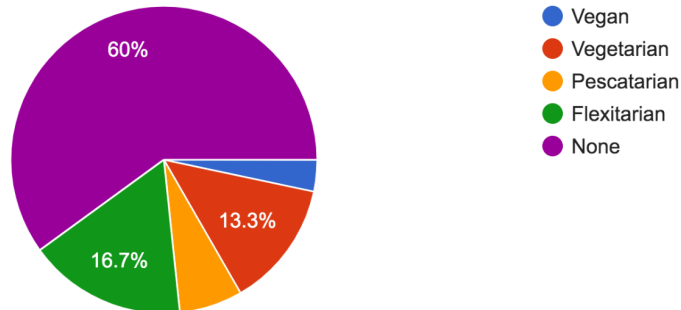
Question 3: Do you live in Barcelona (includes full-time and part-time)?



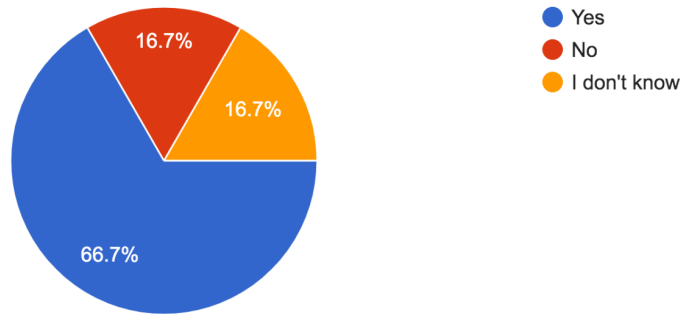
Question 4: Do you consider yourself a healthy person?



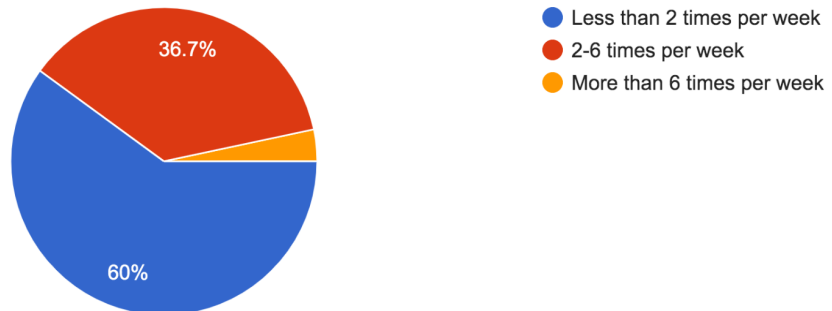
Question 5: What type of diet do you follow?



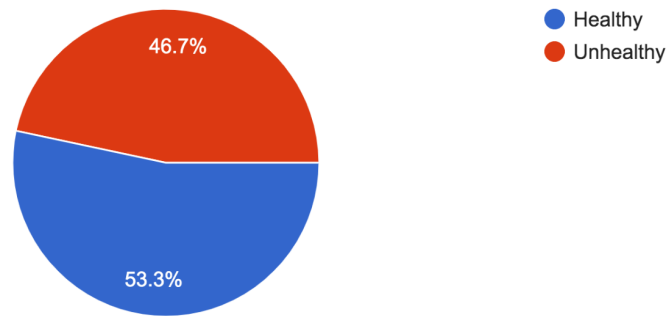
Question 6: Do you think Barcelona offers enough healthy restaurant options?



Question 7: How often do you order food online or eat out per week?



Question 8: When ordering food or eating out, are you more likely to choose unhealthy or healthy options?



Question 9: When choosing an 'unhealthy' restaurant over a healthy one, what is the main factor that influences your decision?



Question 10: Which platforms or resources do you use the most to find restaurants (of all types) in Barcelona?

- Google Maps (83.3%)
- Instagram (70%)
- Google Search (50%)
- Google Reviews (36.7%)
- Blogs (26.7%)
- Tik Tok (23.3%)
- The Fork (13.3%)
- Facebook (3.3%)

Appendix II

Email Interview #1 with Target Market

For this email interview, active followers from the Froots & Roots Instagram account were contacted and asked to respond to 10 questions. The purpose of these email interviews was to better understand the target market's perception of healthy restaurants in Barcelona, their use of platforms, their consumption habits, and their perception of Froots & Roots.

Question 1: What is your age and occupation?

Answer: 47 - Founder, Lemony Pear Snacks (healthy dried fruit), and Start-up Consultant

Question 2: What is your perception of the number of healthy restaurant options in Barcelona?

Answer: There are surprisingly a lot of options in Barcelona, but only in areas where there are a lot of foreigners or tourists - not really in the Spanish mainstream. In small towns, they won't even have any plant-based milks, only *sin lactosa!*

Question 3: Do you think people in Barcelona prefer eating out or ordering food?

Answer: Definitely eating out for the social aspect or cooking at home - less ordering food, but this is becoming more popular with younger generations, expats and because of the pandemic.

Question 4: How often do you eat at restaurants or order food in Barcelona?

Answer: I never order food because of the takeaway packaging and also food is healthier cooked at home so if I'm going to eat in a restaurant, I prefer to eat there and enjoy it with friends. But of course, some people may not know how or like to cook!

Question 5: What platforms do you use to order food?

Answer: None

Question 6: Which platforms or resources do you use the most to find restaurants (of all types) in Barcelona?

Answer: Blogs and sometimes Google

Question 7: What are your thoughts on the typical diet in Barcelona?

Answer: Very funny - Spain has such an abundance of fruits and vegetables (and supposedly taking over Italy and Japan as the longest lived population) and you see it when people cook

at home, but in restaurants, the typical tapas seem to be quite unhealthy - both in terms of lack of fruits and vegetables but also how they're cooked (so many things are fried). *Ensaladilla Rusa* is not a salad at all! Greens don't seem to be as popular in dishes.

Question 8: Do you consider yourself a healthy person and why?

Answer: Yes - I'm very sensitive to food quality so I've always had to eat healthily or I feel terrible. But I've never been on a diet and never deprive myself of any type of food - it is more sourcing proper (organic, if possible) foods and cooking in a healthy way that brings out the flavors rather than hiding them with salt, sugar, butter.

Question 9: Have you heard of the brand Froots & Roots? How did you find out about it?

Answer: Yes! Met them at the Anahata opening - love the products (not only healthy juices, smoothies, coffees, sandwiches) and the compostable packaging, but also the father-daughter team behind the brand. You can feel their imprint on the brand!

Question 10: If you could define Froots & Roots based on your experience, what three words would you use?

Answer: Authentic, pure, health.

Question 11: What do you think are the strengths and weaknesses of the brand?

Answer: The strengths is that all of the food, drinks, and the team reflect the brand - no real weaknesses except I wish the space was bigger as I think more people would hang out, but that will come with time! So happy it exists!

Appendix III

Email Interview #2 with Target Market

For this email interview, active followers from the Fruits & Roots account were contacted and asked to respond to 10 questions. The purpose of these email interviews was to better understand the target market's perception of healthy restaurants in Barcelona, their use of platforms, their consumption habits, and their perception of Fruits & Roots.

Question 1: What is your age and occupation?

Answer: 27 - Account Manager

Question 2: What is your perception of the number of healthy restaurant options in Barcelona?

Answer: Since I have been in Barcelona, I have seen a significant increase in the number of healthy restaurants opening around the city. As someone who thoroughly enjoys food, I have always found that many of these new restaurants tend to lack flavor and quality. So although the number is rising, it is creating more noise in the marketplace. There also seems to be a reoccurring theme here in Barcelona that healthy food should cost more. There are healthy restaurants that are charging 16 to 20 euros per dish, which builds a strong argument as to why people choose junk-food in Barcelona when it is far more affordable. It sub-consciously creates this perception that healthy food is expensive and therefore more of a luxury over something that should be incorporated as part of your diet.

Question 3: Do you think people in Barcelona prefer eating out or ordering food?

Answer: I think locals probably order food more often than eating out. For visitors, there seems to be no centralized application for ordering food, so they are limited to eating out (for example, they use different applications in their home country and are not aware of what to use in Barcelona). I get the impression that many locals prefer to eat at home as many of these restaurants can be expensive and the average disposable income here is low. I often see Glovo drivers dropping off McDonald's or KFC to the local Spanish residents living in my block of flats.

Question 4: How often do you eat at restaurants or order food in Barcelona?

Answer: Once to twice a week.

Question 5: What platforms do you use to order food?

Answer: Glovo or a restaurant's website.

Question 6: Which platforms or resources do you use the most to find restaurants (of all types) in Barcelona?

Answer: Google Reviews.

Question 7: What are your thoughts on the typical diet in Barcelona?

Answer: I think it is healthier compared to other countries but I still don't think it is healthy in general. There is less of a "snacking culture" in Barcelona - it is difficult to go to a supermarket and buy junk food or quick meals. However, much of the typical Spanish food is fried and a lot of salt is used in the preparation. I think there is a lack of education here in Barcelona around the benefits of healthy food and for many members of the public, diet is a second thought. Although I think this mindset tends to correlate with age.

Question 8: Do you consider yourself a healthy person and why?

Answer: Yes, to a certain degree. I order and eat out less than once a week and my girlfriend and I cook lunch and dinner almost every day. I also try to work out at least 4 times a week. I could be eating a more balanced diet and I want to make sure that I am consuming at least 5 portions of fruit and vegetables a day, however it can prove difficult at times.

Question 9: Have you heard of the brand Froots & Roots? How did you find out about it?

Answer: Yes - I walked by it after a shopping trip in Raval.

Question 10: If you could define Froots & Roots based on your experience, what three words would you use?

Answer: Welcoming, flavorsome, energizing.

Question 11: What do you think are the strengths and weaknesses of the brand?

Answer: Their strengths are that they are extremely affordable, have a beautiful and calm space with good music and a welcoming atmosphere, their food is flavorsome with a great variety of choice, their drinks and food have a notable effect on your energy (I always know that I am going to feel better after eating at Froots & Roots), they have really personable and charismatic staff, they use environmentally-friendly packaging, and they have great branding and social media presence. Their weaknesses are that the space can be slightly full at times (it would be great if they could expand in a new region and create a working space with tables and chairs) and the delivery service that they use is extremely temperamental (one day the place shows up, another day it doesn't). This seems like a problem with Glovo, but I can imagine that it is fairly detrimental to the business as it limits the amount of potential orders that could be made in a day