Company name: Good2Rescue

Your name:

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1.Industry/branch description

Brief Market & Solution Description. Describe your market focus and solution description to provide sufficient context (How has the business field's situation developed in the past few years?

In recent years, the fight against food waste has become a major issue, both environmentally and economically. Solutions like TooGoodToGo and Phenix have successfully connected consumers with businesses offering surplus food at discounted prices. Our application aims to bring this approach to countries like Slovenia and Slovakia, where such solutions are not yet widely available.

How is the business field estimated to develop in the future?).

The food waste reduction market is expected to grow significantly in the coming years, driven by increasing consumer awareness, stricter environmental regulations, and businesses seeking sustainable solutions.

2. BUSINESS MODEL

A business idea is a description of the company´s means to be successful and create profit in its chosen field. A business idea answers to four basic questions: **what** is the company selling, **whom** is it selling it to, **how** is it sold and what kind of **image** does the company have?

Our application offers a service that connects customers with businesses, providing benefits such as reducing food waste and increasing revenue for businesses. It aims to improve company image by being the first of its kind in countries like Slovenia and Slovakia. Target customers include bakeries, grocery stores, canteens, restaurants, and individuals looking to save money and food by purchasing day-old products.

What is the advantage that your product or service offers to the customer? Who are the most important customers and why? What are the customers´ needs? What is the company´s operation mode? How is the product or the service prepared and transferred to the customer?

Our application offers affordable food to customers while reducing food waste and increasing revenue for businesses. The main customers are bakeries, grocery stores, canteens, restaurants, florists, butchers, and budget-conscious individuals. The app connects businesses listing unsold products with customers who purchase and collect them directly from stores, providing a simple and efficient solution.

What is the company´s image like?
Even though all the elements mentioned above are well considered, the central part is resources. A company can´t maintain for example modern machinery, if there are not enough economical resources. Mental resources are also good to know and admit the possible lack of resources.

Needs/advantage for the customer	Image (Company image)
- Less food waste - Higher revenue for business (IMPACT REPORT page 14, "Too Good To Go has helped partners recover $980M* in revenue by drastically reducing excess inventory." - Saving money	- First of its kind in targeted countries - »Green«, sustainable - Saving money (2023 Consumer Survey Report page 14, Awareness about inflation is only increasing from generation to generation - Taking care of planet by saving food
Customers/customer groups	**Products/Services**
- Bakeries - Grocery stores - Cafes - Butchers - Florists - Canteens and other restaurants - People who want to save money and food and are OK with eating a day old food	- Service that connetcs end-users who want to save money on food with businesses that have left over food -

Mode of operation
Food Savior operates as a digital platform (mobile app) that connects food businesses with surplus inventory (such as bakeries, grocery stores, cafes, canteens, and restaurants) to end-users interested in purchasing discounted food.
    1.   Partner Onboarding: Businesses register on the platform and create profiles. The Food Savior team assists with onboarding and provides training on how to list surplus food.
    2.   Listing Surplus Food: Partners upload offers (often mystery bags) to the app, including pick-up times and locations.

3. Customer Interaction: Users browse available offers nearby, make purchases via the app, and receive confirmation details.
4. Order Fulfillment: Customers pick up the purchased food directly from the business location during designated time slots.
5. Revenue Model: Food Savior charges a service fee or commission on each transaction processed through the app.
6. Sustainability Focus: Operations are designed to reduce food waste, raise awareness, and contribute to sustainability goals.
7. Customer Support: The platform offers support for users and partners through in-app chat, FAQs, and dedicated helplines.

Resources

Physical	**Intellectual**
- Office space for core operations and team collaboration - IT infrastructure (servers, cloud services) for app hosting and data management - Mobile devices and equipment for testing and quality assurance - Marketing materials (flyers, banners) for partner onboarding and customer engagement events	- Proprietary Food Savior app (iOS and Android) and backend software system - Partner dashboard and analytics tools - Brand identity, including logo, slogans, and design assets - Partnership agreements, terms of service, and privacy policies - Knowledge base for partners and customer support documentation

3. Market segmentation

Customers

Segmentation is the division of unintegrated markets into separate groups of buyers which the company chooses its target group from and for which it builds a marketing program matching the needs and courses of action for the group.
Identify Customers and End Users. For your solution/innovation, provide a brief description for each Customer and End User (if they are different).
Define the main segments of customers. What kind of customers are being focused on and why? Define the main customer group as precisely as possible.
- What is appreciated by the customer group?
- Who and where are the customers of the enterprise located?
- The number of potential customers and how many could be acquired?
- Most important potential customer groups.

- How are the customers reached?
- Who makes the purchase decision?
- What are the deciding factors in the purchase decision?
- Customer loyalty in the field?
- The customer's median buy?
- What are the customer needs that are satisfied?
- What do the customers consider important factors in the operations of the enterprise and its products?
- What sort of customers bring in the best margin and who are the futile (but compulsory) customers?

Segment 1 – **_end-users_**

Description of the target group:	**Geographic:** - **Slovenia, Slovakia**, Croatia and nearby countries, - cities, - near **bakeries**, shops, **florists**,
	Demographic: especially people on budget (**students**, elderly, young families), but anyone is a potential end-user
	Psychographic: - wants to save environment, food - saves money, - likes »good deals« - a little flexible about what they eat
	Behavioural: - is happy when seeing a good deal, although they may not need the stuff they see, - taking care of nature, - doesn't like to spend
The needs of the target group:	Saving money, eating cheap.
The amount/size of the target group:	_Below numbers are calculated as city population / 3.**_ - **Ljubljana**: ~100K - **Bratislava**: ~150K - **Budapest**: ~500K - (Belgrade: ~400K) – Gov. Project: Food Shifters* - **Zagreb**: ~250K - Maribor: ~30K - Zadar: ~ 80K - Split: ~80K - Rijeka: ~30K

	- Košice: ~70K - Novi Sad: ~90K - Niš: ~90K - Debrecen: ~60K - ... Summa > 2.000.000 people *Food Shifters: https://germancooperation.rs/the-food-shifters-introducing-food-waste-management-in-the-city-of-belgrade/ **Population obtained from Wikipedia and the divisor 3 is estimated from the statistical websites such as https://www.stat.si/StatWeb/Population/Pyramid where we can see that approx. 1/3 of the population falls in the target age group (18-40 and above 60).

Segment 2 – **businesses**

Description of the target group:	**Geographic:** cities and towns
	Demographic: - Promotes itself as green/eco/sustainable - Increased revenue - Cheap marketing - Has surplus food/flowers/other goods
	Psychographic: - Sustainable
	Behavioural:
The needs of the target group:	- Cheap marketing - Sell surplus
The amount/size of the target group:	(see table below)

City	Bakery	Florist	Grocery	Canteen	Butcher
Lj	50	30	200	40	25
Br	50	40	160	40	20
Bu	150	100	350	100	70
Bel	100	60	300	70	50
Zg	70	50	200	70	40
Sum	420	280	1200	320	200

*Source: Google Maps (https://www.google.com/maps) and other maps providers

8 End User/Customer Interviews. Conduct interviews with at least 8 different end users/customers of your solution. If your end users are different from your customers, conduct at least 6 interviews with end users and 2 with your customers. Attach

interview notes as your deliverable. **REMEMBER:** not to ask closed-ended, leading questions, and not to focus interviews on your solution. **DO** let them speak. Let them express what pains they need to resolve and how urgently. Let them tell you if they would be willing to pay someone to solve their pains for them. Let them tell you how they solve these pains now (other competitors, workarounds, etc.). Let them suggest ideas for a solution (if they have any ideas). **BUT, DO NOT** tell them about your solution and do not ask them to tell you what they think about your solution - you will be getting that feedback when piloting/prototyping.

Helper questions for end-users:
1. About them shortly.
2. Gender, income, age, location (micro and macro location – country, city/town/village).
3. Family, relationship status.
4. They live alone/with a partner/with parents/with their own family.
5. Children? How many? How old are they?
6. Hobbies, interests.
7. Job? How far in your career do you feel? How much emphasis do (will) you put on your career, on a scale of 1-10?
8. Do they eat food near or after the expiration date? Are they okay with eating stale bread and pastry?
9. Would they buy food near the expiration date if the price was heavily reduced?
10. How would they describe their personality?
11. How much do they earn? - Answer subjectively (enough, too little, …) and if possible, by number.
12. Do they watch the prices when buying groceries? If yes, what kind of items do they buy – regarding price, quality, environmental factors, … (let them speak)?
13. What are your challenges?
14. What are your goals?
15. Have they ever used an app like Too Good To Go?
    a. If no: would they try?
    b. If yes: opinion?
16. How much food do you waste?
17. Why wouldn't you use an app such as Too Good To Go?

Develop Persona Description(s). Create and enclose a Persona Description for your End Users and Customers (if different).

PERSONAS

Person 1

PERSONA NAME	Tadej	SECTION 1: WHO?
BACKGROUND Job? Career path? Family?	Original family: From village in Slovenia, family of 5.	

	Curent family: Now he has his own family of 5 (3 kids, all under age of 5) in Graz, Austria. Job: Architect. In the first third of his career.
DEMOGRAPHICS Male/female? Age? Income? Location?	Gender: Male Age: 32 Income: currently enough for life but too little if thinking what he wants in life Gross salary: 3800€ Nett salary: 2600€ Lives in Austria, Graz. He doesn't look at the prices when grocery shopping, but he also doesn't eat in restaurants often. Hobbies & interests: architecture & raisin children, reading, watching football, scrolling Instagram, doing sports, wants to find long-term hobby sport (preferably one with kids and one without)
IDENTIFIERS Demeanor? Communication preferences?	Communication preferences: talking dialog (call over texting at all times) Demeanor: positive personality, kind, nice to talk with
	SECTION 2: WHAT?
GOALS Primary goal? Secondary goal?	Primary: Be happy/glad and healthy with my family. Secondary: work, give back to people; To be able to do other stuff beside taking care of family and working for his job.
CHALLENGES Primary challenge? Secondary challenge?	Secondary: money (mindset) Primary: time and organization
WHAT CAN WE DO ...to help our persona achieve their goals? ...to help our persona overcome their challenges?	Food delivery of discounted products to save them time and money
	SECTION 3: WHY?

REAL QUOTES About goals, challenges, etc.	"da bi lahko v družinski dinamiki še kake druge stvari delal"
COMMON OBJECTIONS Why wouldn't they buy your product/service?	He doesn't have time to go get the products before the store (e.g., bakery) closes. He would value if he could also get the items later in the evening (or delivery).
	SECTION 4: HOW?
MARKETING MESSAGING How should you describe your solution to your personas?	We provide solution for food close to or over their expiration date, we help you save money.
ELEVATOR PITCH Sell your persona on your solution!	Get goods you otherwise wouldn't afford on discount. Save food, help make the world a better place by making less waste. We don't save only food but also flowers and clothes! (which competitors don't) We all like surprises, let's see what waits for you in your goodie bag today!

Person 2

PERSONA NAME	Sabina	**SECTION 1: WHO?**
BACKGROUND Job? Career path? Family?	Original family: From village, family of 5. Current family: Now she has her own family of 3 (1 baby) in Slovenia. Job: Primary education teacher. In the beginning of her career. Career means to her 5-6 in general, but currently 2 (because of the newborn), on a scale 1-10.	
DEMOGRAPHICS Male/female? Age? Income? Location?	Gender: Female Age: 30 Income: 1200-1300€ Subjective: Enough but obviously not too much. Lives in Slovenia. Hobbies & interests: Spending time with her child Creating didactic materials for school (work)	

	Organization of events Creating decoration
IDENTIFIERS Demeanor? Communication preferences?	Communication preferences: call, message Demeanor: positive personality, kind, nice to talk with She often buys and eats food close to or over expiration date (bread, yoghurts, ...).
	SECTION 2: WHAT?
GOALS Primary goal? Secondary goal?	Primary: Uprising of her children. Secondary: Career.
CHALLENGES Primary challenge? Secondary challenge?	Dealing with stressful situations.
WHAT CAN WE DO ...to help our persona achieve their goals? ...to help our persona overcome their challenges?	Food delivery of discounted products to save them time and money. Otherwise, businesses should be very near them (max 5min walk).
	SECTION 3: WHY?
REAL QUOTES About goals, challenges, etc.	"If the food doesn't smell or taste funky, I will eat it." (not so much to save money but to not throw food away)
COMMON OBJECTIONS Why wouldn't they buy your product/service?	Not worth time and gas to go get the stuff if not necessary.
	SECTION 4: HOW?
MARKETING MESSAGING How should you describe your solution to your personas?	We provide solution for food close to or over their expiration date, we help you save money.
ELEVATOR PITCH Sell your persona on your solution!	Get goods you otherwise wouldn't afford on discount. Save food, help make the world a better place by making less waste. We don't save only food but also flowers and clothes! (which competitors don't)

	We all like surprises, let's see what waits for you in your goodie bag today!

Person 3

PERSONA NAME	Chloe	**SECTION 1: WHO?**
BACKGROUND Job? Career path? Family?	Original family: From little city in France, family of 5. Curent family: Now she is in couple, and she has a dog Job: Psychologist student	
DEMOGRAPHICS Male/female? Age? Income? Location?	Gender: Female Age: 21 Income: 1000€ Lives in France, Metz. She looks at the prices when grocery shopping, but she doesn't eat in restaurants often. Hobbies & interests: psychology, reading, walking with her dog	
IDENTIFIERS Demeanor? Communication preferences?	Communication preferences: talking dialog	
	SECTION 2: WHAT?	
GOALS Primary goal? Secondary goal?	Primary: Be happy/glad and healthy with her family and she wants to have multiple dogs. Secondary: work, help people in her job.	
CHALLENGES Primary challenge? Secondary challenge?	Primary: separate her own and job time	
WHAT CAN WE DO ...to help our persona achieve their goals? ...to help our persona overcome their challenges?		
	SECTION 3: WHY?	

REAL QUOTES About goals, challenges, etc.	"Je veux être heureuse et vivre avec mes chiens"
COMMON OBJECTIONS Why wouldn't they buy your product/service?	She wants to have a balance life time so she doesn't have enough time to go to multiple shops.
	SECTION 4: HOW?
MARKETING MESSAGING How should you describe your solution to your personas?	We provide solution for food close to or over their expiration date, we help you save money.
ELEVATOR PITCH Sell your persona on your solution!	Get goods you otherwise wouldn't afford on discount. Save food, help make the world a better place by making less waste. We don't save only food but also flowers and clothes! (which competitors don't) We all like surprises, let's see what waits for you in your goodie bag today!

Person 4

PERSONA NAME	Julien	**SECTION 1: WHO?**
BACKGROUND Job? Career path? Family?	Original family: Grew up in Lyon, family of 4. Curent family: Lives alone, but has a close circle of friends Job: Works part-time as a barista while studying marketing.	
DEMOGRAPHICS Male/female? Age? Income? Location?	Gender: Male Age: 24 Income: 850€ Lives in Toulouse in a shared apartment. He tries to limit spending, especially on clothes and eating out. Looks for student	

	deals and uses discount apps when possible.
	Hobbies & interests: photography, skateboarding, music
IDENTIFIERS Demeanor? Communication preferences?	Communication preferences: Casual text messages and social media Demeanor: Friendly, curious
	SECTION 2: WHAT?
GOALS Primary goal? Secondary goal?	Primary: Finish his degree and start a stable job in advertising. Secondary: Travel around Europe with friends after he graduates.
CHALLENGES Primary challenge? Secondary challenge?	Primary: Tight budget, managing money at the end of the month. Secondary: Finding quality food/clothes that are affordable.
WHAT CAN WE DO ...to help our persona achieve their goals? ...to help our persona overcome their challenges?	Help him discover cheap and good-quality products in his neighborhood. Offer time-efficient solutions he can access from his phone
	SECTION 3: WHY?
REAL QUOTES About goals, challenges, etc.	"Si je peux manger bien sans me ruiner, c'est parfait."
COMMON OBJECTIONS Why wouldn't they buy your product/service?	He doesn't want to waste time going to multiple shops or traveling far for a deal.
	SECTION 4: HOW?
MARKETING MESSAGING How should you describe your solution to your personas?	We provide solution for food close to or over their expiration date, we help you save money.
ELEVATOR PITCH Sell your persona on your solution!	Get goods you otherwise wouldn't afford on discount.

	Save food, help make the world a better place by making less waste.
	We don't save only food but also flowers and clothes! (which competitors don't)
	We all like surprises, let's see what waits for you in your goodie bag today!

Person 5

PERSONA NAME	Sarah	SECTION 1: WHO?
BACKGROUND Job? Career path? Family?	Original family: Grew up in Nantes with her parents and younger brother. Curent family: Lives with her partner. Job: Works full-time as a florist in a small shop.	
DEMOGRAPHICS Male/female? Age? Income? Location?	Gender: Female Age: 30 Income: 1600€ Lives in Rennes. She tries not to waste anything — food, flowers, or clothes — and loves giving a second life to things. She occasionally uses second-hand platforms. Hobbies & interests: gardening, DIY crafts, eco-friendly living	
IDENTIFIERS Demeanor? Communication preferences?	Communication preferences: Email or face-to-face Demeanor: Calm, thoughtful	
	SECTION 2: WHAT?	
GOALS Primary goal? Secondary goal?	Primary: Live a more sustainable life. Secondary: Make her flower shop more eco-conscious.	
CHALLENGES Primary challenge? Secondary challenge?	Primary: Balancing work and personal sustainability efforts.	

	Secondary: Finding reliable local eco-friendly networks.
WHAT CAN WE DO …to help our persona achieve their goals? …to help our persona overcome their challenges?	Help her find deals on sustainable products
	SECTION 3: WHY?
REAL QUOTES About goals, challenges, etc.	"Je déteste jeter, surtout les fleurs qui sont encore belles."
COMMON OBJECTIONS Why wouldn't they buy your product/service?	She might think the platform is only for food or not professional enough for her business.
	SECTION 4: HOW?
MARKETING MESSAGING How should you describe your solution to your personas?	We provide solution for food close to or over their expiration date, we help you save money.
ELEVATOR PITCH Sell your persona on your solution!	Get goods you otherwise wouldn't afford on discount. Save food, help make the world a better place by making less waste. We don't save only food but also flowers and clothes! (which competitors don't) We all like surprises, let's see what waits for you in your goodie bag today!

Person 6

PERSONA NAME	Lara	**SECTION 1: WHO?**
BACKGROUND Job? Career path? Family?	Original family: From town in Slovenia, family of 4. Current family: Is in relationship. Student of primary teacher education.	
DEMOGRAPHICS Male/female? Age? Income? Location?	Gender: Female Age: 21 Income: Low grant, low salary in primary school, but better than nothing Lives in a town in Slovenia, studies in Ljubljana.	

	She looks at the prices a lot when grocery shopping – usually buys cheapest things.
	Hobbies & interests: baking, cooking, entertaining children, teaching, playing instruments (music), dancing.
IDENTIFIERS Demeanor? Communication preferences?	Communication preferences: for app: communication within app for family: in person, if not possible – video call Demeanor: positive personality, kind, nice to talk with
	SECTION 2: WHAT?
GOALS Primary goal? Secondary goal?	Primary: Be happy and healthy. Secondary: Making a difference as a teacher. Treat each student as an individual and try to meet their personal needs. One day have a family and a dog.
CHALLENGES Primary challenge? Secondary challenge?	Time and organization
WHAT CAN WE DO ...to help our persona achieve their goals? ...to help our persona overcome their challenges?	Food delivery of discounted products to save them time and money. Big discount.
	SECTION 3: WHY?
REAL QUOTES About goals, challenges, etc.	"V trgovini gledam cene vseh izdelkov preden kupim"
COMMON OBJECTIONS Why wouldn't they buy your product/service?	Because she leaves also part time in her home town where our services would not be available (probably).
	SECTION 4: HOW?
MARKETING MESSAGING How should you describe your solution to your personas?	We provide solution for food close to or over their expiration date, we help you save money.
ELEVATOR PITCH Sell your persona on your solution!	Get goods you otherwise wouldn't afford on discount. Save food, help make the world a better place by making less waste.

Businesses

Helper questions for businesses:

Introduction questions:
1. Could you briefly describe your business and your role in it?
2. What are some daily operational challenges you face?

Identifying pains and urgency:
3. Can you tell me about how you typically manage products nearing their expiration date?
4. What happens currently when your products approach their expiration date or lose value?
5. How significant is this issue for your business financially or operationally?
6. How urgent is the need to find a better way of managing products that are close to expiration or losing value?

Current practices and workarounds:
7. What solutions or processes do you currently have in place to reduce waste or manage these nearly expired or undervalued products?
8. How satisfied are you with these current solutions or processes?
9. Have you tried any other solutions before? If yes, what were they and why did you stop using them?

Willingness to pay and perceived value:
10. Would you consider paying for a service that helps you manage and sell these near-expiration or undervalued products more effectively?
11. Would you consider using such a service if it was free of charge?
12. What features or attributes would you expect or value most in a solution designed to help you reduce waste and manage inventory more efficiently?

Ideas for solutions:
13. If you could envision the perfect solution to help your business deal with items nearing expiration or loss of value, what would that look like?
14. Are there any particular industries or types of businesses you think could benefit significantly from a solution like this?

Closing questions:
15. Are there any other problems related to expiration dates or inventory management we haven't discussed that you feel are important?

16.   Is there anything else you'd like to add or suggest regarding managing expiring inventory or reducing waste?

Business 1: Florist in a small city in Slovenia

Interview Overview

- **Interviewee:** Natalija, owner of a retail flower shop.
- **Date:** 18. 4. 2025
- **Interviewer:** Tomi, team 34

Company Profile

The interviewee owns and operates a local florist, overseeing everything from procurement and daily operations to ensuring high customer satisfaction. As both proprietor and hands-on manager, she balances the flow of fresh stock with in-store demand and directly handles all supplier relationships and sales activities.

Operational Challenges

Day-to-day, the primary challenge lies in synchronising supply with fluctuating demand. Overordering risks spoilage and waste, while underordering can lead to stockouts and unhappy customers. Maintaining consistent freshness and meeting diverse customer preferences further complicates routine workflows.

Management of Near-Expiry Products

Currently, the florist applies early markdowns to items approaching the end of their prime. Unsold roses are sometimes repurposed by drying petals for decorative use, such as wedding adornments. While these tactics help recoup some value, they are reactive and require significant manual effort.

Impact and Urgency

Waste from unsold flowers represents a substantial financial drain, especially given the cost of bulk purchases. To mitigate losses, the owner strives to order only what she can reasonably sell each day. Extending flower life through nutrient treatments has proven valuable, making an effective, systematic solution highly urgent for her business.

Existing Waste-Reduction Measures

Aside from discounting, the florist uses cut-flower nutrients to prolong vase life and monitors freshness closely to trigger timely price reductions. She finds these measures adequate for now but recognises they lack automation and predictive capability. No alternative platforms or services have been tested previously.

Willingness to Engage

When asked about adopting a new service, the owner expressed clear enthusiasm. She is willing to pay for a tool that reliably reduces waste, and would gladly use such a service. Her primary expectation is a marked decrease in unsold, expired inventory.

Desired Features and Ideal Solution

In her ideal vision, the solution would provide treatments or nutrients to extend flower shelf life by up to a week, automate markdown alerts based on real-time freshness data, and offer a simple interface for listing discounted items directly to consumers. Predictive analytics to align incoming stock with projected daily sales would further optimise operations.

Additional Insights

The florist highlighted that delays in supplier deliveries can exacerbate freshness challenges, and she would value a system that tracks product condition from source to shelf. No additional pain points were raised, though she emphasized the importance of seamless logistics integration.

Conclusions and Next Steps

Waste management emerges as a high-priority pain point, both financially and operationally. A platform offering shelf-life extension recommendations, automated discounting alerts, and a direct-to-consumer marketplace aligns closely with the owner's needs.

Business 2: Bakery in a small city in Slovakia

Interview Overview

Interviewee: Katarína, owner and head baker of a family-run bakery.

Date: 20. 4. 2025

Interviewer: Marek, team 34

Company Profile

Katarína founded and operates a neighbourhood bakery specialising in fresh breads, pastries and cakes. She oversees recipe development, morning baking shifts and direct sales at the storefront, while managing relationships with flour mills, dairy suppliers and local cafés that resell her goods.

Operational Challenges

Daily production must align closely with unpredictable walk-in and wholesale orders. Baking too much leads to stale stock by afternoon, whereas baking too little disappoints early-bird customers and café partners. The perishability of certain pastries (e.g. cream-filled danishes) adds further complexity.

Management of Near-Expiry Products

Currently, items nearing their sell-by window are moved to a discounted "day-old" shelf or packed into grab-bags at closing time. Unsold bagels are sometimes repurposed as breadcrumbs for in-house recipes. These practices reduce some loss but require manual sorting and signage each evening.

Impact and Urgency

Stale product disposal accounts for roughly 8 % of weekly revenue, straining tight margins on premium sourdough and croissants. With rising flour and energy costs, minimizing waste has become critical. Katarína indicated that a systematic, low-effort solution to clear or rescue unsold goods would be highly valued.

Existing Waste-Reduction Measures

Beyond end-of-day markdowns, the bakery donates leftover rolls to a local shelter twice weekly. Daily sales tracking is done on paper, limiting forecasting accuracy. No software tools or third-party platforms have been trialled to date.

Willingness to Engage

Katarína expressed strong interest in a service that could automatically notify her of overstock and connect her with nearby customers seeking discounted baked items. She is open to a modest subscription fee if the tool reliably drives additional sales or streamlines donations.

Desired Features and Ideal Solution

In her ideal system, real-time sales data would feed into predictive alerts each morning, suggesting precise bake quantities and automatically posting surplus items to a consumer app at tiered discounts. Integration with her existing point-of-sale and donation schedules would eliminate manual updates.

Additional Insights

Katarína noted that weekend wholesale orders often skew demand unexpectedly, and she would appreciate the ability to "pause" or adjust surplus listings in bulk. Reliable mobile notifications before her busiest hours (5–8 am) are essential so she can tweak production on the fly.

Conclusions and Next Steps

Reducing day-old waste and capturing incremental revenue represent top-priority goals. A platform offering demand forecasting, automated discount postings to end customers and streamlined charity coordination aligns closely with the bakery's operational needs.

4. USP

Value Proposition. Based on the work up to this point develop a comprehensive value proposition statement for your venture/innovation. Ensure that you develop separate value propositions if you need to address both end users and customers (if they are different). Remember that value proposition should be a statement of *benefits to your end users/customers*, and not a statement of features/functions your solution provides.

For end users (consumers):
Our mobile app empowers people in the Balkan region to save money and fight waste by accessing surplus food, clothing, and flowers from local businesses at discounted prices. It offers a convenient, affordable, and eco-conscious way to discover quality products while supporting community merchants — in a region where such platforms are still largely unavailable.

For customers (businesses):
We help local stores, florists, and restaurants turn their unsold inventory into revenue by reaching new customers through our platform. Without changing their daily operations, they benefit from increased visibility, improved sustainability image, and stronger community engagement.

USP Analysis Worksheet

Criterion	You (1=poor, 10=good)	Too Good To Go	ResQ	Competitor 3
Presence in the Balkan region	10	2	3	6
Variety of products (food, clothes, flowers)	9	4	3	5
User experience	8	8	7	6

and ease of use				
Unique offering in the region	10	3	4	8
Environmental impact	9	9	9	5
Localization and viral potential	8	6	6	7
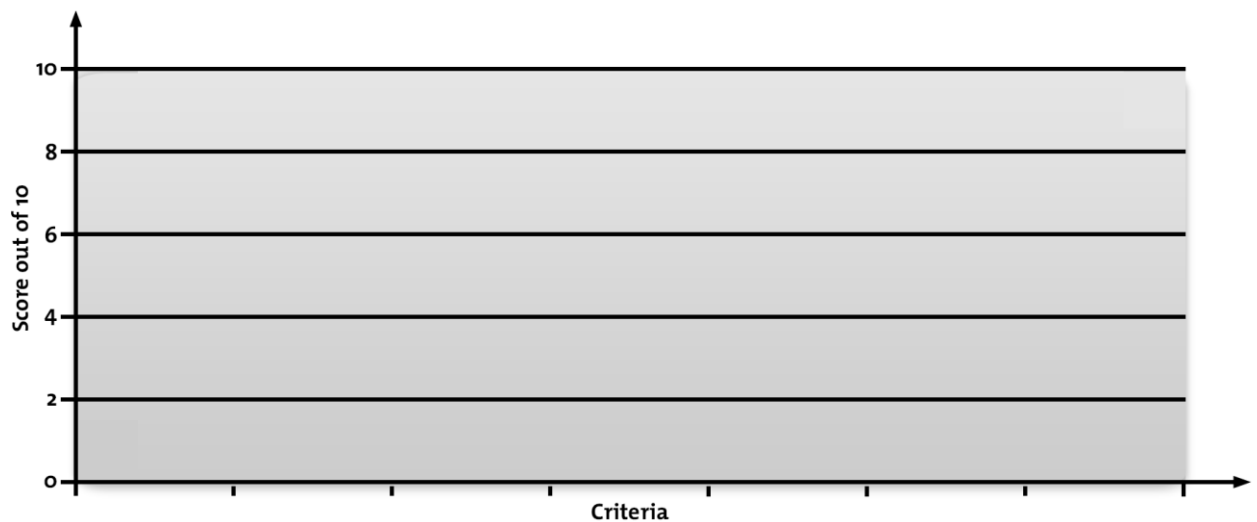
USP Statement

5. Describe your earning models.

Transaction Commission (≈ 10 %)
 We charge a 10 % commission on each sale processed through the app. This aligns our revenue directly with partner success – the more surplus they sell, the more we both earn.

Premium Business Subscription
Optional monthly plan (€20–€50/mo) for enhanced analytics, priority placement in search results, and custom marketing campaigns.

In-App Advertising & Promotions
 Featured "Spotlight" listings and targeted push campaigns for partners, sold on a cost-per-impression or cost-per-click basis.

Affiliate Partnerships
Revenue share from third-party delivery or logistics services when customers opt for optional paid delivery.

6. Core Strategy Tools:

The Competitive Analysis

Once you identify your main competitors, answer these questions about each one. And be objective. It's easy to identify weaknesses in your competition, but less easy (and a lot less fun) to recognize where they may be able to outperform you:

Who are my current competitors? What is their market share? How successful are they?

- What are their strengths? Price, service, convenience, extensive inventory are all areas where you may be vulnerable.
- What are their weaknesses? Weaknesses are opportunities you should plan to take advantage of.

Stick to analysing companies you will directly compete with!

Competitors known:

1. Slovenia: **Krožnik**, PriHrani
2. Slovakia: **Munch**
3. Hungary: **Munch**
4. Croatia: **Crumbs**
5. Serbia: **EatMeApp**
6. Local farms
7. Grocery stores and supermarkets have their own solutions already
8. Possible future entrants to our market:
   a. Too Good To Go

    b. Karma

    c. ResQ

    d. Olio

    e. FoodoBox

Competitor 1: Krožnik (Slovenia)

Strengths:

- Seems like it is doing exactly the same thing as we are: not only food but also florists, butchers, pharmacies, …

- Faster in market (since autumn 2023)

- First of its kind in Slovenia

Weaknesses:

- Not known enough (at least among students)

- Discounts are too low (only 20-50%)

- The app has a lot of redirections to other websites

- Not enough supply

- Only small businesses are available – no bigger stores, such as Spar, Mercator, Hofer, Žito, Mlinar, …

- Map not well implemented

Notes:

- The website and app are relatively well done

- They got promotion through Slovenia's mainstream media on TV

- Reference: https://www.kroznik.si/

Competitor 2: Crumbs (Croatia)

Strengths:

- First of its kind in Croatia

- Not limited to food

Weaknesses:

- Slow app

- Young (launched on September 2024)

Notes:

- Goodie Bags

- Reference: https://crumbs.app/

Competitor 3: Munch (Hungary & Slovakia, also Czechia, Romania)

Strengths:

- Big company
    - o 50-200 employees
    - o Established (launched 2020)
    - o Value measured in 100K
- Smooth app, well done

Weaknesses:

- Does not cover Balkan
- Category filtering could be made better
- Does not cover a lot of smaller cities

Notes:

- Strong competitor
- Reference: https://munch.eco/

Competitor 4: EatMeApp (Serbia)

Strengths:

- Unique approach to household food waste (first app to send expiry reminders for home food)
- Educates users to waste less at home, aligning with sustainability trends.
- A lot of sponsors
- Not new (since 2020?)

Weaknesses:

- Not a marketplace (does *not* connect to stores or sell products)
- Relies on users logging items
- Limited direct impact on business surplus.
- Does not have an app yet – working on it
- Not very good website

Notes:

- Focused on **household food**: users input their groceries and get alerts before food expires.
- Helps reduce waste at home, but doesn't facilitate buying surplus from businesses.
- (Included as a regional player tackling food waste.)

- They are a competitor because they are relatively big and are working on some app
- Reference: https://www.eatmeapp.me/

Competitor 5: Bakery & Market "Last-Hour" Sales (All countries)

Strengths:

- No middle man
- Local people know about them

Weaknesses:

- People are not notified about those
- Smaller reach

Notes:

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Despite all the competition, we can still succeed. End-users and businesses don't need to decide on one app. They can use multiple and search/post products.

Most competitor apps focus on food and have poor marketing – not many people know about the app, or they have too few businesses cooperating (not enough bakeries, shops, … available).

Some competitor apps are not very well built and thought through.

How will your company be different from the competition? What competitor weaknesses can you exploit? What competitor strengths will you need to overcome to be successful?
Which companies/products succeed well in the markets? Why?
Which of your competitors are growing and developing the fastest?
How is the international competition going to move ahead in your field?
What marketing strategies do they use? Look at their advertising, public relations, etc.
How can you take market share away from their business?
How will they respond when you enter the market?
What market do current competitors target? Do they focus on a specific customer type, on serving the mass market, or on a particular niche?
Are competing businesses growing or scaling back their operations? Why? What does that mean for your business?
What will you do if competitors drop out of the marketplace? What will you do to take advantage of the opportunity?

What will you do if new competitors enter the marketplace? How will you react to and overcome new challenges?

SWOT Analysis Worksheet

Strengths What do you do well? What unique resources can you draw on? What do others see as your strengths?	Weaknesses What could you improve? Where do you have fewer resources than others? What are others likely to see as weaknesses?
We are good at software development. Our main unique resource is multicultural team, so we have direct access and insight to different regions (Slovenia & the Balkans, Slovakia, France) Diversity (not food only), good software. Commission-based (no fees). Open to rural, not only urban areas.	Marketing and selling. Inexperienced team & youth. We lack recognition and trust. Multi-category = no focus = less clarity? Resource constraints – we can't work full time on the app (we are students).
Opportunities What opportunities are open to you? What trends could you take advantage of? How can you turn your strengths into opportunities?	Threats What threats could harm you? What is your competition doing? What threats do your weaknesses expose you to?
Diverse range of regions and markets – we are not limited to one country. Big competitors (such as TGTG) are not present in the region (yet). We need to act relatively fast. Market is still quite fresh and untapped. Partnership with retail chains and producers (many competitors partner only with smaller stores).	Better marketing of competitors' apps. New market entrant with recognition from some other area. Emerging and expanding competitors – they are already live, expanding their user bases. Regulatory changes – if government imposes stricter rules on selling food close to expiration (for safety) or

Community building – social media, badges, merch, … Adjacency service – over time we could partner with service such as Wolt to deliver our goods.	conversely if they mandate donation of unsold edible food (as France did for supermarkets). App bugs.

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Factor	Opportunity	Threath
Political	Potential government support/funding for waste-reduction initiatives (such as in Serbia with eatmeapp.me)	Possible mandates favoring donations over resale (new policies could undercut revenue)
Economic	Rising food prices drive consumers to seek discounted expiring products	Economic downturn may reduce overall spending or business willingness to partner
Social	Growing eco-conscious mindset increases acceptance of anti-waste apps	Stigma around near-expiry goods may slow user adoption
Technological	High smartphone usage supports quick adoption of app-based solutions	Larger international apps with better tech could expand into the region
Environmental	Heightened climate awareness prompts businesses/consumers to cut waste	Transport logistics for pickups/deliveries could raise carbon footprint concerns
Legal	EU directives encouraging surplus reduction can boost credibility	Strict liability/food safety regulations may deter some businesses from selling surplus

Answer the following questions after you have done the SWOT
- How do you harness strengths and opportunities?

- How do you improve weaknesses?

- How do you prepare/counter threats?

Harness Strengths & Opportunities

1. *Local Focus & Differentiation*: Emphasize being a homegrown Balkans-centric app that covers both food and non-food expiring items. Promote unique deals (e.g., discounted cosmetics, flowers) to stand out from food-only competitors.

2. *Leverage Eco Trends & Grants:* Partner with government or EU-sponsored sustainability initiatives for potential funding, visibility, and credibility. Use social media to show real-time impact (like "X kg of waste rescued").

3. *Strong Partnerships:* Secure anchor businesses (large supermarket chains, popular local restaurants) early to attract users. Offer a no-risk commission model, so partners pay only when they sell.

Improve Weaknesses

1. *Build Brand Awareness:* Launch targeted local campaigns in each city, partner with influencers, and highlight success stories from initial pilot businesses to establish credibility fast.

2. *User-Friendly Tech:* Focus on intuitive app design, multi-lingual options, and robust payment methods. Address feedback quickly to maintain a reliable, easy-to-use platform.

3. *Balance Scope:* Start with a strong food rescue offering—where demand is highest—while gradually adding non-food products. Avoid confusing the market by rolling out categories in stages.

Prepare/Counter Threats

1. *Network Effect & Exclusive Deals*: Lock in exclusive partnerships, offering businesses tailored marketing. The more businesses onboard, the harder it becomes for new competitors to poach them.

2. *Stay Compliant & Adaptive*: Track policy changes (e.g., mandatory donation laws) and be ready to pivot toward donation partnerships if needed. Maintain transparent safety standards to gain trust.

3. *Community Building*: Foster a loyal user base through referral bonuses, loyalty points, and community-driven campaigns. Highlight local ties to discourage users from switching if global players enter.

Choosing the Right Generic Strategy

Which strategy do you choose and why?

Chosen strategy: Focused Differentiation

1. *Geographic Focus:* Good2Rescue concentrates on the Balkan region and nearby Central European markets. Being locally tailored (languages, regional culture, and needs) gives a competitive edge against larger, more generalist apps.

2. *Differentiation through Multi-Category Coverage*: Unlike most apps that focus only on surplus food, Good2Rescue accepts all time-limited products (e.g., beauty, flowers, etc.). This unique offering stands out in a crowded, food-only marketplace.

3. *Localized Partnerships*: By forging exclusive arrangements with local businesses—both small shops and major chains—Good2Rescue can deepen customer loyalty and prevent global players from easily displacing it.

7. Vision and goals

Vision

Vision is the desired state, i.e. the state in which the entrepreneur sees the company in e.g. three year's time.

In three years, our goal is to become the leading circular economy platform in the Balkans for food, clothing, and flowers — a solution for sustainable and budget-conscious consumers. We aim to build partnerships with local businesses to reduce waste while accessing quality products at affordable prices. Our vision is to be recognized as a social and environmental impact startup that changes the way people consume in Southeastern Europe.

Goals

It is important to define the objectives which are central to the success of the company. The objectives should be quantitative. They help the company to achieve its vision.

The following are some examples of objectives:

- What is the magnitude of the company's turnover in your chosen timeframe?
- Reach an annual turnover of 100.000€ by year
- What are the goals set for profitability and financial state?
- Achieve profitability by the end of year 3
- How should the market share of the company develop in the customer base and competitive environment?
    - Capture at least 10% of the sustainable shopping market (food and non-food) in at least 3 major cities in the Balkans (e.g. Belgrade, Zagreb, Ljubljana) within 3 years.
- What goals can you set in relation to new customers, market areas, your marketing activities?
- Acquire 10.000 active users.
- What are the main challenges set for product development, production, organisation and personnel?
- Acquire 600 partners (e.g 200 by major cities)
- What objectives can be aspired for in quality and effectiveness of the operations?
    - Achieve and maintain a customer satisfaction score above 85%.

The plans and solutions with which the set objectives and the means for success in competing can be achieved will be detailed later in the business plan.

And in the end answer the following question: Would you start your business?

8. Risk analysis

Operational Risks

Risks

- **Supply fluctuations**: Partner businesses may have unpredictable surplus volumes (e.g. sudden event cancellations, seasonal peaks).
- **Logistics hiccups**: Delays in app updates or pick-up slot mismatches could frustrate users.

Mitigations

- Build a buffer network of backup partners in each city to smooth out supply dips.
- Automate status updates: when a partner marks an item "sold out," the platform instantly removes it and notifies users.
- Weekly coordination calls with high-volume partners to forecast expected surpluses.

Human Resources Risks

Risks

- **Key person dependency**: As a small student-led team, losing one core developer or sales lead could slow progress.
- **Skill gaps**: We may lack expertise in EU food-safety regulation or large-scale marketing.

Mitigations

- Engage part-time consultants (e.g. a food-safety advisor, a digital marketer) under short contracts.
- Cross-train internally: pair junior and senior team members on critical functions.
- Set aside a small "rainy day" fund to bring in temporary help if someone is unexpectedly unavailable.

Property & Technology Risks

Risks

- **Server downtime**: Outages could prevent listings or purchases.
- **Data breaches**: Customer and partner data are sensitive under GDPR.

Mitigations

- Host redundantly in cloud services with automated failover and routine backups.
- Adopt industry-standard encryption in transit and at rest; hire an annual GDPR compliance audit.
- Maintain an incident-response plan with clear escalation paths and user communication templates.

Operating-Condition Risks

Risks

- **Regulatory changes**: New EU rules might require donation over resale of near-expiry food.
- **Quality control**: Customers may be wary of unsold goods' freshness or safety.

Mitigations

- Monitor EU and national regulators continuously; build flexibility to pivot from a resale model to a donation-facilitation service if required.

- Institute a "three-strike" policy: any partner reported for sub-standard goods faces temporary suspension until retrained.
- Provide clear in-app hygiene and handling guidelines for both partners and customers.

Stakeholder Risks

Risks

- **Partner churn**: Businesses may drop out if they see insufficient sales or too much complexity.
- **User churn**: If offerings are too unpredictable or inconvenient, customers may lapse.

Mitigations

- Offer a no-commitment, commission-only structure so partners pay only on successful sales.
- Launch a simple partner dashboard showing daily sales and waste-saved metrics to reinforce value.
- Introduce a loyalty program (e.g. "Rescuer Badges") to gamify repeat usage and keep users engaged.

Financial Risks

Risks

- **Cash flow gaps**: Commission-only revenue means our income closely tracks sales, which may be lumpy early on.
- **Under-funding marketing**: Without brand awareness, neither businesses nor end users will find us.

Mitigations

- Secure a small seed grant or line of credit to smooth the first 6–9 months of operations.
- Partner with local municipalities or NGOs for co-branding campaigns, reducing our ad spend.
- Reinvest an early "marketing-match" portion of each commission back into targeted digital ads.

Industry & Market Risks

Risks

- **New entrants**: Global players (e.g. Too Good To Go) could decide to enter our region.
- **Market saturation**: If multiple local apps emerge, choice paralysis could hurt all platforms.

Mitigations

- Leverage our multi-category approach (food + flowers + clothing) to stand apart from food-only apps.
- Lock in exclusives with key local chains in each pilot city before bigger players arrive.
- Double down on community events and storytelling—position ourselves as the "homegrown" solution.