

Chapter 2



Proving to the world that your idea is worthy and developing your proposition

1. Understanding your problem-solution fit
2. Market research
3. Getting your idea in front of customers quickly & learning from it
4. Approaches to product/service design



"Doing is the best kind of thinking."
– Tom Chi*

*Tom Chi, an inventor, leader, coach and speaker who served as the Head of Product Experience at Google X where he is known for developing technology such as Google Glass and Google's self-driving cars.

Chapter 2

You have a brilliant idea for changing the food system. You have some idea of how you'll execute it. But how do you go about proving to yourself and others that your idea is worthy of all the blood, sweat and tears that will go into it for the months or years to come? This chapter looks at how to test whether there is a problem-solution fit, whether there is product-market fit (this is what you're looking for), how you might go about efficiently conducting initial research, and provides approaches to product and service design.



Understanding problems & solution fit

At this stage, you want to understand whether your idea is fit to tackle the problem you've identified. Once you've established that, you want to assess whether people will pay for it. It's fine having a perfect solution to a problem but if no one will pay for it, it won't be a viable business. Take time to figure out whether your idea will work and whether to take the plunge. You will never get a 100% guarantee that your business will be a success, but you can increase your chances through various types of research and studies.

Feasability Study

As the name suggests, a feasibility study aims to assess whether an idea is feasible and will help you write a solid business plan. It's likely that your feasibility study will continue throughout the first stages of your startup as you develop your product & service. The information you gather at this stage of the process can be divided into different sections looking at market, technical, commercial/financial and organisational feasibility. The following sections will look in more detail at how you may go about gathering this information and what information is key:

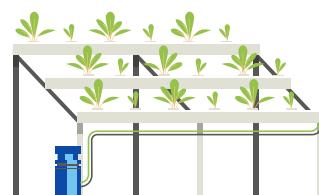
- Market research
- Competitive landscape
- SWOT analysis

By the end of this stage, you should have a good idea of whether you should take the plunge (if you haven't already – a feasibility study can also be useful at a later stage of your growth)!

Entrepreneur testimonials on "taking the plunge"

"I first looked at the macro picture of food security, population growth and realised vertical farming would be an answer to that. If you're asking me when I actually had the confidence in my plunge... that happened when I'd figured out unit economics, when I got unit economics to work."

– David Rosenberg, CEO & Co-Founder at AeroFarms



"I took the plunge when I could no longer stand doing rubbish jobs for a living. That was November 2010 and we're still here today, over 7 years later!"

– Jim Cregan, Co-Founder at Jimmy's Iced Coffee



Market research

Whether you're at the idea stage, making changes to an existing product/service or looking at developing a new product, you will need to conduct market research at some point. An important part of business success is being able to make well informed decisions and you'll be much better positioned to do that by understanding the market(s) you're operating in. Having a clear and strong understanding of your market(s) will also enable you to better focus your product/service, your marketing strategy and to convince others, such as investors and potential customers, to come on board.

Primary v secondary

Primary market research is information you gather yourself, for instance by interviewing potential customers or consumers. Some (like the [ICURE programme](#)) suggest you should speak to up to 100 potential customers before launching your business. You can pay someone to conduct this research for you though in the very early phases of a startup (with little funds), this is unlikely. Secondary market research is information you gather from existing sources like studies, publications, trade reports – you can gather it from a whole range of places like government documents, research put out by trade bodies, large companies, thought leadership from large incumbent businesses.... Market reports published by companies like Mintel and Frost & Sullivan are very expensive so it's worth checking big public libraries near you as they often house these and may be a good place to start.

Is one research better than another? You'll want to gather both types. Nothing beats direct information and insights you can get on your specific market. However, you'll also need macro-level information to paint a proper picture of the viability of your business idea and you're unlikely to gather that information yourself (it also probably wouldn't be a great use of your time or resources).



Qualitative v quantitative

Qualitative research focuses on how and why people think and feel about something whilst quantitative research will deliver facts and figures. There are benefits to both. Since the food industry evokes strong emotions in people, it makes sense to use qualitative research to understand what motivates people to make certain decisions around food (e.g.: what would make them choose one type of drink over another) or how they feel about certain food innovations (e.g.: would they be happy to eat meat grown in a lab). The downside of qualitative research is that people's actual behaviours differ from their intentions. So, whilst they may say they would choose one brand over another because of ethical considerations, unconsciously it may be price that is the ultimate factor in their decision making. Quantitative research, on the other hand, is data driven. This research is conducted through questionnaires, polls, surveys and studies. Whilst it's much more data driven, it can still be used to understand certain behaviours and particularly the appetite for a product or service.

Case study: Nice & market research



Nice, is a brand of high quality, vegan French wine, sold in cans. Nice's co-founder Lucy had previously launched another food brand and took key learnings from that on conducting research before launching Nice.

"I'm lucky because I'm launching Nice now but I previously launched Cuckoo and that taught me so much on how to launch Nice. And I've done everything differently than I did with Cuckoo. With Cuckoo, I was really young, fresh out of university and didn't even know what FMCG stood for, or understand what categories* meant, what a category size was and launched a bircher muesli brand which was a £1 million category. With canned wine, when we had the idea, the first thing we did was invest a bit of money, well quite a bit of money for a startup to buy the category data which showed us the size of the market in detail. That meant we automatically knew that we were going after a big addressable market. Biggest learning curve."

– Lucy Wright, Co-Founder at Nice

(*A "category" refers to a branch/group of FMCG (Fast Moving Consumer Goods) products that share similarities. For instance, there are categories for drinks, fresh produce, snacking, beauty products, etc. This term is used in the retail sector. Larger retailers have category buyers – someone focusing solely on one category.



Competitive landscape

As part of your market research, you'll want to spend a fair bit of your efforts exploring what your competitors are doing. This is essential to gain an understanding of what threats they pose to your business, what you can learn from them and what you can do differently. It's likely that you'll do this as secondary research (i.e.: by finding information that is publicly available) but depending on your business, there may be opportunities to speak to them directly. Within the sustainability context, competitive companies may be happy to share information. It makes sense as the motivation behind these companies is to create positive change in the world and so knowledge sharing benefits a greater cause.

You can start your competitive analysis by identifying several companies, we suggest going for the top 10 but choose more or less as you please. Categorise these as direct or indirect competition. For example, a popcorn brand could categorise other popcorn brands as direct competition and other snack companies such as crisps as indirect competition. Once you've identified who your competition is, gather different types of information on them. This will vary according to the business or product/service in question.

- **Product/service:** what are their product or service characteristics, how do they differ from yours? What's their pricing strategy? How much traction has their product or service gotten?
- **Business model:** how does their business model differ from yours? Are there gaps in their business models or areas for improvement?
- **Marketing:** how do they communicate what they're doing? What does their website say? Do they have reviews/testimonials so you can see what other people say about them? Have they gotten a lot of media coverage?
- **Organisation:** who is on their team? Their board? Do you know who their advisors are? Where they are located? Is that a better or worse location for starting a business than yours?



A strong understanding of your competition will help you develop your company's competitive advantage and set you apart, this is particularly important in a crowded market. Some industries are more competitive than others. If you're developing a food brand that is targeting large retailers, be prepared to constantly defend why your product is different or better than what's already out there. If you're developing an innovative technology like a label that expires at the same speed as your food (check out [Mimica Touch](#)), you might face less direct competition but there will be other barriers to entry!

Case study: Olio - market research & proof of concept



Olio is a mobile app for food-sharing, aiming to reduce food waste. It does this by connecting those with surplus food to those who need or wish to consume such food. Olio founders conducted three key pieces of market research before launching Olio.



"First, we did desk research to find out how big a problem food waste was, and what we discovered absolutely horrified us – globally, 1/3 of all food produced gets thrown away, and in developed countries, well over half of all food waste takes place in the home. The next piece of research was a survey that we distributed via email and social media, and the objective of this was to discover whether people actually care about the problem of food waste. The key insight we discovered was that 1 in 3 people are "physically pained" throwing away good food, which gave us the confidence that food waste most definitely is a mainstream problem that people care about. And finally, we did a proof of concept using Whatsapp and asked 12 strangers who lived close to one another to go onto a Whatsapp group and to share any surplus food they might have over a 2 week period. The feedback from this gave us the conviction to go ahead and invest our life savings in building the first version of the OLIO app! On an ongoing basis, we get feedback from our users on a daily basis, primarily via email, and we regularly do surveys and get feedback at gatherings."

–Tessa Stuart, Co-Founder & CEO at Olio

How to ask good questions?

When asking questions, it's important you do so in a way that enables potential customers to give genuine feedback and not confirm your bias. A great book on the subject is "The Mom Test". Instead of asking direct questions like "do you like this?" or "would you buy this?", ask more exploratory ones like "how do you currently solve this problem?". Make sure you ask questions that can both support and disagree with what you're doing.

"Everyone is lying to you. They say you shouldn't ask your mom whether your business is a good idea, because she loves you and will lie to you. This is technically true but it misses the point. You shouldn't ask anyone if your business is a good idea. It's a bad question and everyone will lie to you at least a little. It's not their responsibility to tell you the truth. It's your responsibility to find it."

– Rob Fitzpatrick, author of "The Mom Test"



SWOT analysis

A SWOT analysis is a strategic analysis looking at Strengths, Weaknesses, Opportunities and Threats. It isn't, by any means, limited to the startup world and can be used at different times throughout the lifecycle of any business. It's a useful tool to help you figure out business strategy and competitive advantage, or indeed to inform whether you should take the plunge.

Strengths and weaknesses are things you have control over as they're internal to your company whilst opportunities and threats are external, part of the environment you operate in and are out of your control. It's usually depicted as a grid but feel free to get creative if you'd like to visualise it differently.

Strengths

- Strong team with relevant experience
- Unique product proposition
- First mover advantage

Weaknesses

- Established market with large existing businesses
- No reputation
- Lack of funding

Opportunities

- Growing market
- Veganism trend

Threat

- Lack of existing legislation of new technology

Above: Example of a SWOT analysis

Here are some questions and examples to get you started with a SWOT analysis:

Strengths

- Do you have a strong competitive advantage over others in the industry? E.g.: [Mimica Touch](#) has created an innovative one of a kind food label that expires at the same rate as the food it's associated with.
- Are you the first or amongst the first to bring this type of product or service to the market? E.g.: lab-grown fish is a completely new product. Being the first to market with this type of innovation will be a strength to grab market opportunity, reputation & PR potential. Check out [Finless Foods](#).

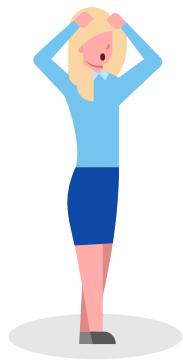


Weaknesses

- Are there obvious gaps in your team? E.g.: if you're developing a business in food tech, are you missing someone with the relevant technical knowledge?
- Do you lack funding to bring your product or service to scale? E.g.: companies heavy in R&D (research & development) may need millions to validate their technology before having a product to sell on the market. This was the case for [Entocycle](#), an automated insect farm that produces environmentally friendly insect protein to feed farmed animals.

Opportunities

- Are there growing market trends you can take advantage of? E.g.: this could be the growth of veganism if you're making vegan products, or the increase in people reducing their meat intake if you're developing meat substitutes.
- Are there changes in legislation which support your product/service? E.g.: this could be a country banning large retailers and establishments from sending any food to landfill opening opportunities for food waste businesses.



Threats

- Is your business idea replicable from other competitors? E.g.: a brand making flavoured carbonated water has a business model and product that can be imitated easily.
- Are there environmental threats that can significantly impact your business? E.g.: the cost of your suppliers may fluctuate significantly based on certain events. The price of vanilla recently skyrocketed (2017) to the point where it was found that a huge number of vanilla ice-cream brands did not, in fact, have any vanilla in them ([news.sky.com](#)).

Getting your idea in front of customers quickly & learning from it

When you're trying to figure out whether your idea will work, there is no substitute for actually trying it out and seeing how it does for real. This may seem like an unrealistic goal as products and services need funding to be developed and you will only access greater amounts of funding once you have proven a concept. But there are ways for you to achieve proof of concept in cost-effective ways. These next sections show you how to do that.

The Lean Startup

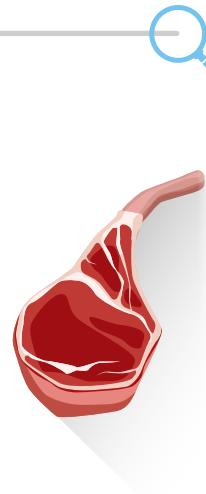
If you're interested in startups or the business world, you will most likely have heard of the lean startup already, a term coined by and a book by Eric Ries. The idea behind it is that most startups fail because they

spend a huge amount of resources on developing products and services only to discover that their customers don't really want them or don't want certain features. The lean startup process offers a method that allows for developing products and services through a much more customer-focused and iterative process.

Key to the lean startup method is the concept of a Minimum Viable Product (MVP). This is defined as "*the version of a new product which allows a team to collect the maximum amount of validated learning about customers with the least effort.*" This version of a product or service often has the most basic features, just enough to satisfy would be early adopters as they're likely to be more forgiving than other potential customers. Think of this as a prototype which you put out to some customers to get as much as feedback as possible and used to develop future versions.

MVP Case Study – Impact Vision: Improving Our Global Food System With Hyperspectral Imaging

ImpactVision uses hyperspectral imaging technology to reduce waste in the food supply chain. Their software provides insights about the quality foods, such as the freshness of fish, the ripeness of avocados or the presence of foreign objects non-invasively and rapidly at production grade speeds. When ImpactVision was first created, the founders' initial goal was to reduce waste in the meat supply chain. Working with a research institute in Germany, they conducted their first imaging and measurement campaign to understand the PH and colour of different beefsteaks from images (pH and colour acting as proxies for shelf life). This initial study provided a blueprint to build their first MVP. They replicated the process with a large retailer in the US and designed the first version of ImpactVision's technology composed of a beef pH and colour algorithm and a primitive user interface. Abi Ramanan said it was "*exciting because you usually only access that information using a colour-meter, a tenderness test (using a knife) and more commonly a visual inspecting using a pH meter.*" The next step of the company took two years which included fundraising and changing the product.



Principles of the lean startup:

- 1. Entrepreneurs are everywhere** - A startup is a human institution designed to deliver a new product or service under conditions of extreme uncertainty and it has nothing to do with the size of a company or industry. The key is thinking big, starting small and scaling fast.
- 2. Entrepreneurship is management** - As an institution, a startup requires management. Flexible learning-oriented management that encourages experimenting and is geared to the concept of extreme uncertainty.
- 3. Validated Learning** - Startups don't exist to make stuff, they exist to learn how to build a viable business. This learning can be validated scientifically, by running experiments that demonstrate and test each element of our vision. Validation allows you to identify key risks in your product or service and make appropriate adjustments to your product/service.
- 4. Innovation Accounting** - Innovation accounting is needed to hold entrepreneurs accountable for their actions and to improve entrepreneurial outcomes. An entrepreneur should have a clear understanding of how to measure progress, how to set up milestones and how to prioritize work. This calls for a new kind of accounting that is specific for startups.
- 5. Build-Measure-Learn** - Startups' main activity is to turn ideas into products or services, measure customers' response to them, and then determine whether to pivot (change something) or persevere (continue on). All processes should be aimed at accelerating that feedback loop.



Rapid prototyping

Tom Chi developed the concept of rapid prototyping. Chi describes rapid prototyping as “*the process of finding the fastest path to a direct experience of the thing you’re trying to create.*” Similar to the lean startup, rapid prototyping is based on the idea of getting (a) prototype(s) in the hands of potential users as quickly as possible and learning from the process. Instead of guessing, Chi advocates for learning. And to maximise the rate of learning, he advocates for dramatically minimising the time taken to try things, hence rapid prototyping. Rather than trying to make decisions by looking at whether something is good/bad or right/wrong, focus on whether you’re guessing or basing your opinion on conjecture (a conclusion formed on the basis of incomplete information). Chi argues the need for direct experience over conjecture. We suggest looking at Tom Chi’s short lesson (8 minute video) on rapid prototyping to get started: <https://ed.ted.com/lessons/rapid-prototyping-google-glass-tom-chi>.

Don’t focus too much on the theory of the lean startup or rapid prototyping, they’re useful guides but they don’t need to be followed to the letter. The main take-away is that you shouldn’t spend hours, weeks or months developing a product or service in secrecy without showing it to a potential customer. Develop an MVP/a prototype, get out there, speak to users, and listen to their feedback to improve it.

Approaches to Product/Service Design



“Design starts with the perception of a problem and ends with some-kind of related solution.”

– K. M. Kim

Armed with insights on market needs, you will be well placed to develop your product or service. There are many ways of approaching the design/development phase but we will only cover design focused on the user and sustainable product design as these build on concepts already discussed. By efficiently carrying out the design process and truly considering the end user’s needs, you increase your chances of the product or service being adopted successfully.

Design focused on the user

Human-centred design (a term originally coined by [IDEO](#)) is a framework that considers human perspectives throughout the design process. User experience design is the design of multisensory experiences, typically at the interface between humans and technology. It is one of many design disciplines that takes a human-centred approach. Human centred design can be defined as “*a creative approach to problem solving (...). It's a process that starts with the people you're designing for and ends with new solutions that are tailor-made to suit their needs. Human-centred design is all about building a deep empathy with the people you're designing for; generating tons of ideas; building a bunch of prototypes; sharing what you've made with the people you're designing for; and eventually putting your innovative new solution out in the world.*”

The process for human-centred design consists of three phases:

Inspiration/ Discovery phase: learn directly from the people you’re designing for and try to understand their needs and challenges, forgetting any assumptions you have made before. This can be done through interviews, observation, informal conversations, secondary research or even putting yourself in your user’s shoes.

Ideation/Concept creation phase: brainstorm! Taking the learnings from phase one, develop plenty of ideas and solutions. There should be no judgment here and no search for perfection, flawed imperfect ideas are welcome as you can certainly learn something from them too. It’s also a good idea to present some of these concepts to your users and record their reactions, this helps inform the next stage.

Implementation/ Prototyping phase: bring your idea/solution to life. This includes the creation of prototypes and then further developments to create a product you can bring to market (think about the Lean Startup MVP & rapid prototyping we discussed earlier in this chapter).



Another user focused design process is user experience (UX) design. It can be defined as “the process of creating products that provide meaningful and relevant experiences to users. This involves the design of the entire process of acquiring and integrating the product, including aspects of branding, design, usability, and function. Products that provide great user experience (e.g., the iPhone) are thus designed with not only the product’s consumption or use in mind but also the entire process of acquiring, owning, and even troubleshooting it. Similarly, UX designers don’t just focus on creating products that are usable; we concentrate on other aspects of the user experience, such as pleasure, efficiency and fun, too.”

(Interaction Design Foundation)

Whilst both human-centred design and UX design seem obvious, it’s a common mistake of entrepreneurs to develop products and services without really understanding the end-user. We identify a problem that needs tackling and then make assumptions on which solutions to develop. By using these design principles to address a problem, you know you’ll develop a successful solution as you’ll have kept end users at the heart of the process.

What's the most important thing to keep in mind when developing a product or service?

“It’s cliché, but, your customer. That’s the only thing to keep in mind is the customer. You can develop a great model and a great service, if no one buys it, you haven’t got a business. If you ever lose sight of being a consumer, if you ever lose sight and don’t understand where trends are going, people will stop buying your product.”

– Steve Dring, Co-Founder at Growing Underground



“Absolutely relentless focus on a) discovering what your customers’ problems/needs are b) developing products/services that meet those needs, even better if your solution can create additional, incidental benefits. (...) Everything, and I mean everything, from pursuing distribution partners, to attending conferences and giving talks, is secondary to developing a product that meets a deep need and solves a critical problem.”

– Abi Ramanan, CEO & Co-Founder of Impact Vision

Sustainable product design

This type of design focuses on a product or service that has environmental or social benefits at the core. There are also different approaches to develop these kinds of businesses, we'll focus on circular economy and life cycle thinking (LCT) design.

Design for a circular economy moves from “our traditional take-make-dispose extractive industrial model to one that has a closed loop, where materials, nutrients, and data are continuously repurposed” ([ideo.com](#)). Its inspiration is nature: natural systems do not waste anything. Indeed waste usually equals food for another part of the system. Much of the work around the circular economy and business has been led by the Ellen MacArthur Foundation which partnered with IDEO to create [a circular economy product design guide](#), which we recommend digging into to gain an in depth understanding of these concepts. A circular model builds economic, natural, and social capital and is based on three principles:

- Design out waste and pollution
- Keep products and materials in use
- Regenerate natural systems

Applying circular economy design to the food system entails looking beyond our traditional industrial economy and considers how value can be extracted from every aspect of the value chain from extraction, production, usage to disposal. It's a mindset that requires creating connections between parts of the industry that were previously unconnected and broadening your perspective of the user. Rather than focusing simply on the end user, circular economy design requires “researching and understanding the needs of all users or

usages of the materials within the system" (circulardesignguide.com). With a growing global population and limited resources, circular economy design provides a particular exciting approach to solving many of the food industry's problems. We thought the best way to illustrate this was to give a number of examples working on different parts of the food system:

- **Tackling organic waste and providing feed to farmed animals and farmers who grow crops:** [Entocycle](#) uses larvae to convert organic waste (such as coffee grounds and spent grain from brewing beers) into sustainable insect protein that can be used to feed farmed animals such as salmon.
- **Making sustainable vegan leathers from pineapple leaf fibre:** though not creating an end product that sits in the food industry, [Pinatex](#) is a material created by Ananam that works with farmers to use an agricultural by-product to create a high end material used by many fashion companies.
- **Recycling waste coffee grounds into advanced biofuels, biomass pellets and, in the near future biodiesel:** [Biobean](#) links the food and energy sectors by having built the world's first waste coffee recycling factory.
- **Growing salads and farming fish in a closed-loop aquaponic system:** [GrowUp Urban Farms](#) has pioneered an urban farm where produce (such as lettuce) is fed using waste water from the fish.
- **Using nutrients from wastewater and transforming them into a pure, eco-friendly fertilizer that improves nutrient efficiency and reduces the risk of leaching and runoff:** [Ostara](#) has found a way of protecting water streams by both tackling wastewater and creating a new product that prevents water stream pollution thereafter.
- **Packaging that behaves just like food and returns to natural cycles:** [Tipa](#) has developed a compostable film that biodegrades in ambient composting conditions and can return to nature just like an orange peel.



Somewhat similar to the circular economy design concept, Life Cycle Thinking (LCT) refers to going beyond the traditional focus on production site and manufacturing processes to include environmental, social and economic impacts of a product over its entire life cycle ([Life Cycle Initiative](#)). Other design methodologies that apply similar mindsets are cradle to cradle design and regenerative design. All are based on the idea that we should mimic natural systems whereby waste does not exist, and where part of the output goes to create further output.



There are endless challenges in the food industry that require new type of thinking and sustainable product/service design. Applying this perspective to your new venture not only means you're tapping into new and untapped innovative markets, it also provides great benefit in the form of storytelling and PR potential.

Chapter 2 wrap up



Key take-aways

- Do extensive research (qualitative and quantitative, primary and secondary) to ensure that there is an actual need for your product or service in the market.

Time to stop and think: is there a market for the product or service you're offering? What is the size of this market today and in the future? How will you deliver the goods and services? What kind of technology and/or know-how is needed? How much funding will be needed to make this work? Do the economics behind the product or service make sense? Are you the right person to make this business idea a success? If the answer is no, are you able to find the right people to join your team? Are there any legal challenges that may hinder the development of your idea?



- Don't waste time in perfecting the product in isolation from your customers. Instead, create a minimum viable product (MVP), get it to early adopters as quickly as possible to get valuable feedback and iterate to create better versions. Suss out your competition, both direct and indirect. Study their product/service, business model, marketing and organisation, this will help you develop your competitive advantage.

Time to stop and think: what are your competitors' product or service characteristics and how do they differ from yours? What's their pricing strategy? How much traction has their product or service gotten? How does their business model differ from yours? Are there gaps in their business models or areas for improvement? How do they communicate what they're doing? What does their website say? Do they have reviews/testimonials so you can see what other people say about them? Have they gotten a lot of media coverage? Who is on their team? Their board? Do you know who their advisors are? Where are they located? Is that a better or worse location for starting a business than yours?



- Do a SWOT analysis to identify your strengths and weaknesses, as well as the opportunities and threats in the marketplace.

Time to stop and think: do you have a strong competitive advantage over others in the industry? Are you the first or amongst the first to bring this type of product or service to the market? Are there obvious gaps in your team? Do you lack funding to bring your product or service to scale? Are there growing market trends you can take advantage of? Are there changes in legislation which support your product/service? Is your business idea easily replicable from other competitors? Are there environmental threats that can significantly impact your business?



- Design is not just a label but encompasses the whole proposition and the value chain around it. Good design brings you closer to your customer and increases the chance of product/service adoption. There are lots of different ways to think about designing your product or service, including those approaches that consider the end user's needs and how they will experience the product or service and those that consider environmental and social aspects to create a sustainable product.

Time to stop and think: can you or have you applied human centred design when developing your product or service? Does LCT or circular economy design apply to your product or service, could you apply some of the principles? What impact would it have on your business model?



Now, let's get active!

1. **Do a SWOT analysis defining your strengths and weaknesses**
(things you have control over), as well as threat and opportunities (part of the environment you operate in and out of your control).
2. **Do a competition analysis.** Come up with a list of 10 competitors (mixture of direct and indirect competition) and research them looking at where they do really well, where they struggle, what you can learn from them and what you can do differently/better in order to stand out.



Additional resources

The lean startup website is a great place to start:

<http://theleanstartup.com/>

Tom Chi's own website where he offers some courses:

<http://www.tomchi.com>

More detailed information on doing a SWOT analysis:

<https://www.liveplan.com/blog/what-is-a-swot-analysis-and-how-to-do-it-right-with-examples/>

For more on Human Centred design, head to the [Acumen Human Centred Design Course](#)

Endless resources on the Circular Economy, check out the [Ellen Macarthur Foundation](#)

A few resources to brush up on your food system knowledge and news:

Food Navigator:

<https://www.foodnavigator.com>

Food Tank:

<https://www.foodtank.com/>

Food Bev Media:

<https://www.foodbev.com/>

Modern Farmer:

<https://modernfarmer.com/>

EIT Food:

<https://www.eitfood.eu/>

Food Unfolded:

<https://www.foodunfolded.com/>