

HOW TO GET THE STATUS OF BEING A SUSTAINABLE ORGANISATION

ORGANICS & SUSTAINABILITY



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HANDBOOK

HOW TO GET THE STATUS OF BEING A SUSTAINABLE ORGANISATION

Responsible editor

Birgitte Jørgensen, bij@okologi.dk

Writer

Nanna Læssøe Navntoft, nan@okologi.dk
Birgitte Jørgensen, bij@okologi.dk

Layout

Mai Tschjerner Simonsen, mtn@okologi.dk

Photo

Organic Denmark

Prepared by

Organic Denmark
Agro Food Park 15
8200 Aarhus N
www.okologi.dk

PREFACE



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**We cannot talk
about sustain-
ability without
talking about
organics**

Denmark is world champion in organics, holding the highest organic market share at 13% in 2020. The growth continues year after year, and this is in no small part because the entire value chain is able to collaborate and develop organic agriculture.

However, also in Denmark, organic agriculture is under pressure from different areas. The green agenda is complex – full of emotions, research and interpretations. The media and the debate resonate with terms like climate, biodiversity and sustainability – and what exactly is the role and potential of organics in all this? The consumer of the future expects several of their values to be fulfilled by the food industry – especially by the organic producers*.

The basic concept of organics includes many of the agendas that consumers demand, and this must be developed and can be exploited. In the following pages, we will present Organic Denmark's proposal for how the actors in the value chain – based on the classic organic principles and values compared to the values of the consumer of the future – can create a unique position in the market by showing that organics is synonymous with built-in sustainability.

The goal is to inspire and highlight a higher level of involvement in organic agriculture, thus supporting its growth potential, since several of the values of the consumers need to be supported in the future. It is a journey and a process where the actors in the value chain choose a starting point – and build on from there on an ongoing basis. A process that can push the organic market to the next level.

** Source: Kirsten Poulsen, Firstmove*

WE CANNOT TALK ABOUT SUSTAINABILITY WITHOUT TALKING ABOUT ORGANICS



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Organics and sustainability go hand in hand – and this means new opportunities for organics.

Overall, at Organic Denmark, we assess that 90% of the products that exist on the market today are not able to exploit the unique extra advantages that organic production offers, since very few communicate anything beyond than the organic label or the Organic Cuisine Label. However, many farmers, companies and professional kitchens are taking the initiative and working in ways that add extra dimensions and values to their organic products – which applies to both the strategic and day-to-day work.

Therefore, this report will offer knowledge and inspiration for the entire organic industry concerning how to use “The Four Organic Principles” to establish a 360-degree approach to the strategic business and product development, packaging, flavours, raw materials, partners, responsibility, sales potential, customers, CSR, market development in existing and new markets, etc. This way, they can work with sustainable organics and achieve unique competitive advantages for gaining shelf space with wholesalers, in retail stores and in the baskets of the consumers. This helps shift focus away from price and towards other product parameters.

FROM ORGANIC LABELLING TO ORGANIC VALUES

- IT'S ALL ABOUT VALUES



**Bridge building is
necessary between
the four organic
principles and the
consumer values.**

The Organic Label is a control label, a set of rules and a guide for the customer (ECOLOGY 2.0).

The four organic principles express the values that are the *raison d'être* for organic agriculture and the foundation for development. They are CSR and code of conduct (ECOLOGY 3.0).

If you address the consumers' main values to a greater extent than "just" the organic labels, you can reach a broader target group. Therefore, the entire value chain should consciously use these parameters in their products and strategy development, communication and sales.

The work involved with reinterpreting the 4 organic principles must therefore ensure a connection to sustainability, where the point of departure is not an set of rules on organics, like the Organic Label,

but rather the fundamental organic principles, which can act as guideposts towards a sustainable mindset. The four organic principles tie into 14 of the UN's 17 Sustainable Development Goals, which underline the importance of incorporating the sustainable agenda into the fundamental concept of organic agriculture.

To ensure that the reinterpreted organic principles are based on the whole value chain, this project has focused on future consumer values. In the future, consumers will expect much more from organic foods, farmers, kitchens and companies. Over the course of the previous year, the focus has shifted to climate and sustainability, and organics has been regarded as being part of the solution in the sustainable agenda. Organic consumers expect that, in the future, real responsibility will be assumed throughout the value chain.

PROCESS AND METHOD

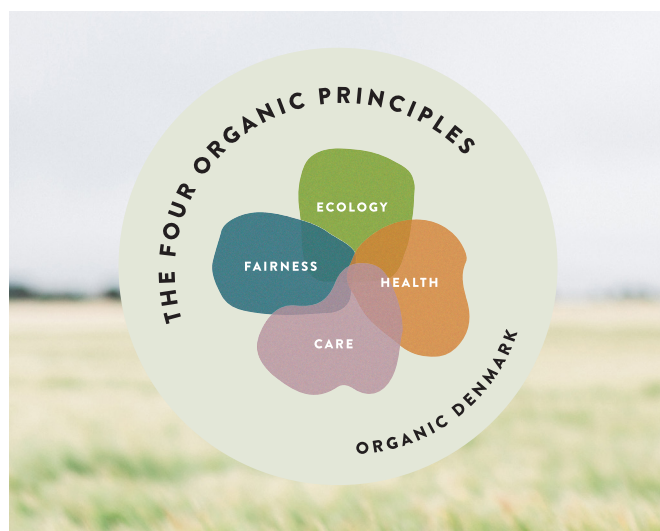
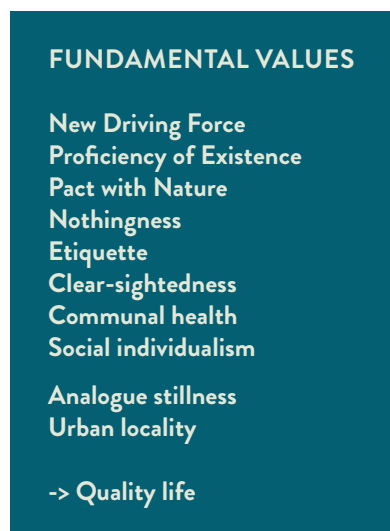
The concept of organic is based in agriculture and “The Four Organic Principles”, which were formulated by IFOAM in 2003-2005.

A long time has passed and much development has occurred in organic agriculture as well as the organic market since 2002. Many organic farmers and food producers work with more/different parameters and these extend far further than the legal basis. Therefore, in recent years, Organic Denmark has been working on interpreting “The Four Organic Principles” in a new context, which builds bridges from farm to table and which is based on the requirements, expectations and values of the consumers as we move towards 2030.

Bridges must be built between the countryside and towns in order to generate a common understanding. We have been working with a modern interpretation of the original organic principles, which were developed on the basis of the earth and agriculture in order to establish a common language – but also to interpret the original principles in a commercial context that the actors throughout the value chain can understand – from farmers and companies to professional kitchens, retail stores and consumers.

This view of value is a different and inspiring way to view a target group since value can go across the classic demographics segmentation models. The work with values is derived from Firstmove v. Kirsten Poulsen, who is an expert in the consumers of the future “firstmovers”. This way, the values can also allow the organic producers to differentiate themselves and create a unique value position on the market, in the field, in the kitchen or at the dining room table.

During all the project work, experts and consultants have been included who bring experience from across the value chain to ensure broad professional expertise and a common understanding of the fundamental and common values. Workshops have been a critical part of the whole development process.



THE ORIGINAL FOUR ORGANIC PRINCIPLES

HEALTH

Organic agriculture should sustain and enhance the health of the soil, plants, animals, humans and planet as one entity, inseparable from one another.

ECOLOGY

Organic agriculture should be based on living ecological systems and cycles, work with them, emulate them and help sustain them.

FAIRNESS

Organic agriculture should build on relationships that ensure fairness with regard to the common environment and life opportunities.

CARE

Organic agriculture should be managed in a precautionary and responsible manner to protect the health and well-being of current and future generations and the environment.

The international organisation IFOAM formulated the original organic principles back in 2003-2005. It took them two years and a worldwide enquiry to put them into words in their current form back in 2005. In their original form, the principles should be seen as connected ethical principles intended to inspire and control the development of organics.

“The principles are the roots from which organic agriculture grows and develops. They express what organic agriculture contributes to the world and they are a vision for how you can improve agriculture globally.” IFOAM

THE PRINCIPLES FOR ORGANIC AGRICULTURE CONSIST OF FOUR CORE AREAS:

- Health (the Health Principle)
- Ecology (the Ecology Principle)
- Fairness (the Fairness Principle)
- Care (the Care Principle)

There is a demand for redefining the original principles so that they are not just based on organic agriculture but instead cover the whole value chain – from farm to table – and thus also include the needs of the consumers.

Source: IFOAM 2021

FUTURE CONSUMER VALUES

Values control and explain behaviour. Values are a long time in the making. Only very rarely do we see an actual paradigm shift. Not even ground-breaking conditions like COVID-19 led to new behaviour. It may put some values on standby or accelerate certain values somewhat, but generally it does not change the behavioural waves.

- **New driving force:** Paradigm shift – you think radically differently – deep gratitude for life – feeling privileged – enjoyment is in living, not in the commercial – meditation – gratitude rituals – new energy and optimism. -> Organic agriculture sets the agenda
- **Proficiency of existence:** Every choice, for or against, is an active action – responsibility reaches new heights qua greater awareness – take stock of the climate and the world – many urgent themes: climate, food shortages, hunger and war, ability to live – trustworthiness in actions – social sustainability. -> Organics is a sustainable way of life
- **Pact With Nature:** Natural thoughts – going back to the essence – living as cleanly as possible in a pact with nature – from monoculture to biodiversity – only buying natural products – helping plants grow – it's about ingredients, materials, packaging and products – nature is a religion -> Organics balances and restores
- **Nothingness:** Nothing becomes everything – materialism is shamed – it is about moderation – any purchase must serve a function or purpose – quality and durability – purchases that extend beyond you – eliminating the need for unnecessary purchases and experiences – the plates shrink – fashion has become unfashionable, etc. -> Organics is a real need
- **Etiquette:** We need to behave properly – equal treatment – improved awareness and conscience – increased requirements for decent conduct for companies – value ahead of volume – rise to the occasion – behave properly -> Organics is social sustainability
- **Clear-sightedness:** Transparency – clear speech – 100% transparency – tired of fake news – demand knowledge on environmental effects – trustworthiness stamps – requires authenticity – spend money to save the world rather than marketing and poor products -> Organics is truth
- **Communal health:** Health has become a common concept – your own health is optimised by being able to contribute more to the common health – the goal is to create a healthy climate, but also health for people, animals, production and relationships between people -> Organics means health for everyone
- **Social individualism:** New wave of individualism – the need to replenish and listen to your own needs – time for reflection – saying no to noise and digital noise – lifestyle based on values – I am equipping myself for more – the community consists of communities of values -> We stand together when it comes to organics
- **Analogue stillness:** Time to be unleashed – time is the most important currency, we spend less and save time – high level of awareness of media tyranny and what takes up our time -> Organics is time well spent. The future is organic
- **Urban locality:** Authenticity in the nearby environment – adventure without physical travel – local production with a hint of exoticness – source and the short route -> organics is close by and new

READ MORE ABOUT THE 10 VALUES IN APPENDIX 3.

Source: Kirsten Poulsen, Firstmove

THE IMPORTANCE OF INTERPLAY BETWEEN PRINCIPLES AND VALUE

In order to be able to communicate with consumers, we have to start with their values.

The values play a critical role since it gives the organic actors the opportunity to differentiate themselves and establish a unique value position on the market, in the field or in the kitchen. By highlighting the extra layer of value that organics offers, farmers, companies, food producers and kitchens can establish a better foundation – for example in negotiation situations – than just price, and this extra layer needs to be identified in the organic principles that establish the basis for working with sustainability and organics.

The interplay between the organic principles and future consumer values is therefore entirely key and has resulted in a reinterpretation of the 4 Organic Principles, which takes into account the whole value chain, from farming to the end consumer.



READ MORE ABOUT THE ORGANIC MARKET HERE:

Organic Market Report 2021

More Value Positions in the Organic Market

<https://shop.organicdenmark.com/organic-market-report-2021>

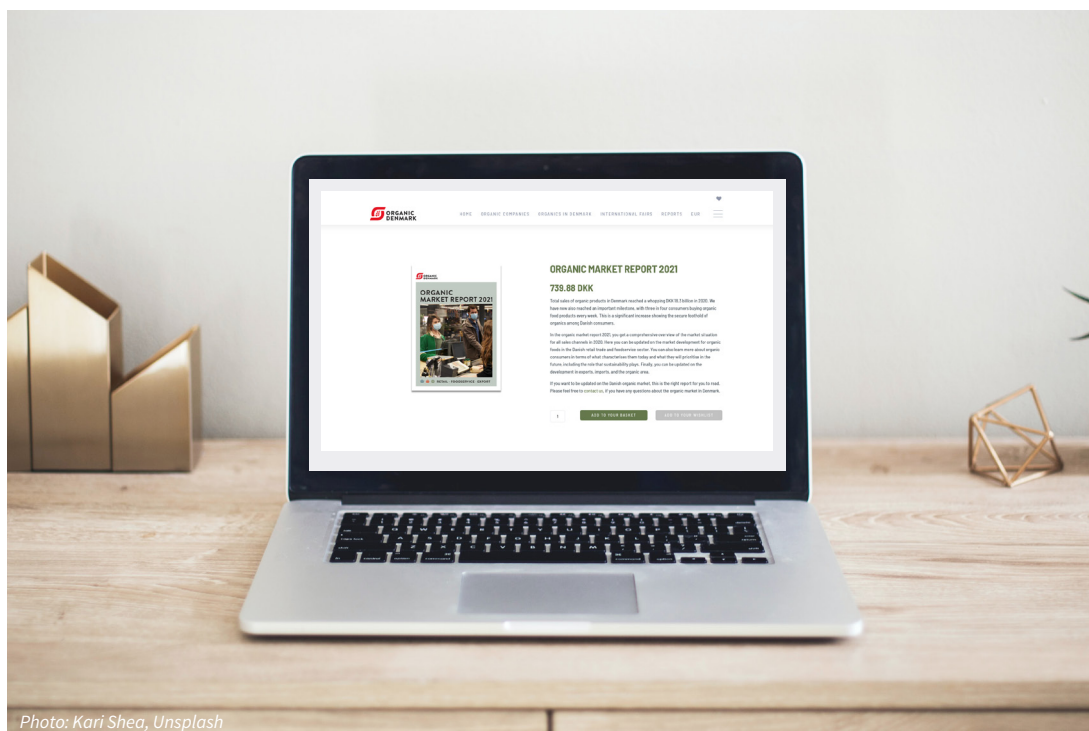
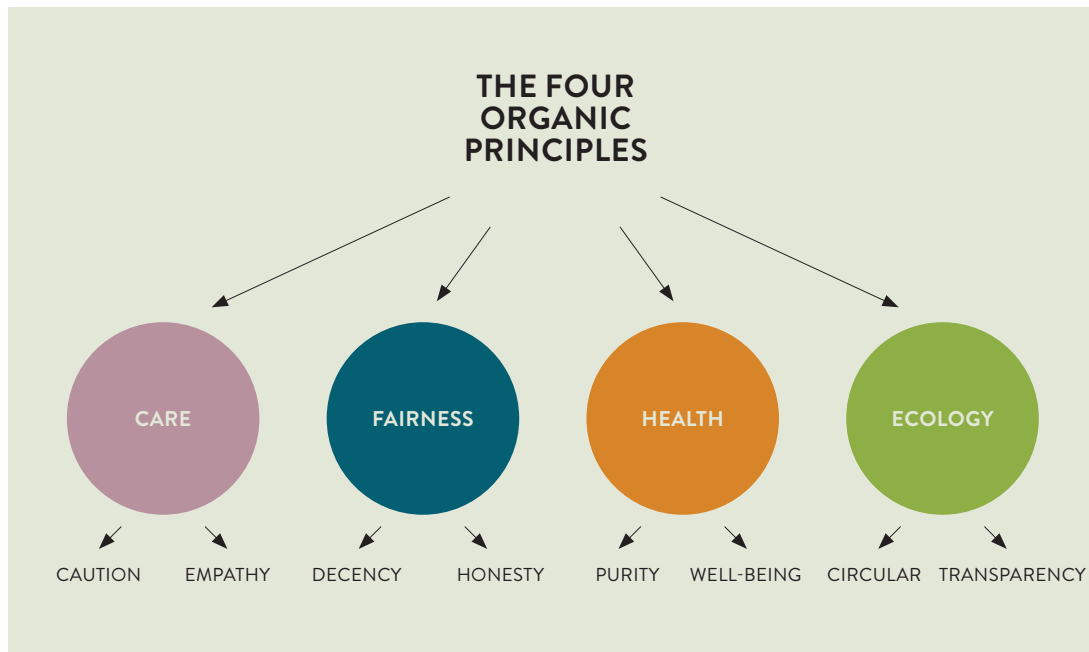


Photo: Kari Shea, Unsplash

THE REINTERPRETED FOUR ORGANIC PRINCIPLES



The organic principles and values are closely and inseparably related, and there is a natural overlap even though they are described individually. This is the entire basis of organic agriculture – relatedness!

For each principle, we have chosen to associate two defining “support words” to show what the principle encompasses in the entire value chain.

IN THE FOLLOWING PAGES, YOU WILL FIND:

- A definition of each principle
- An inspiration sheet

The words on the Inspiration Sheets can be used throughout the entire value chain to generate inspiration and knowledge concerning which subjects and areas are incorporated into organics, placed under the individual value. This way, there are also subjects and areas that can be worked with and developed within strategy, communication, product development and employee development.

Some subjects can be measured and weighed, and this should be utilised. Other subjects are based more on communication and regarded as “soft” values – but no less important.

The values are generally stable, but the words on the inspiration sheets can and will develop over time since the values also develop and change definition over time.

As the reader, you are most welcome to provide input for this section.

DEFINITION:

CARE



CARE MATERIALISES AND IS FLESHED OUT VIA TWO PARAMETERS:

- Caution
- Empathy



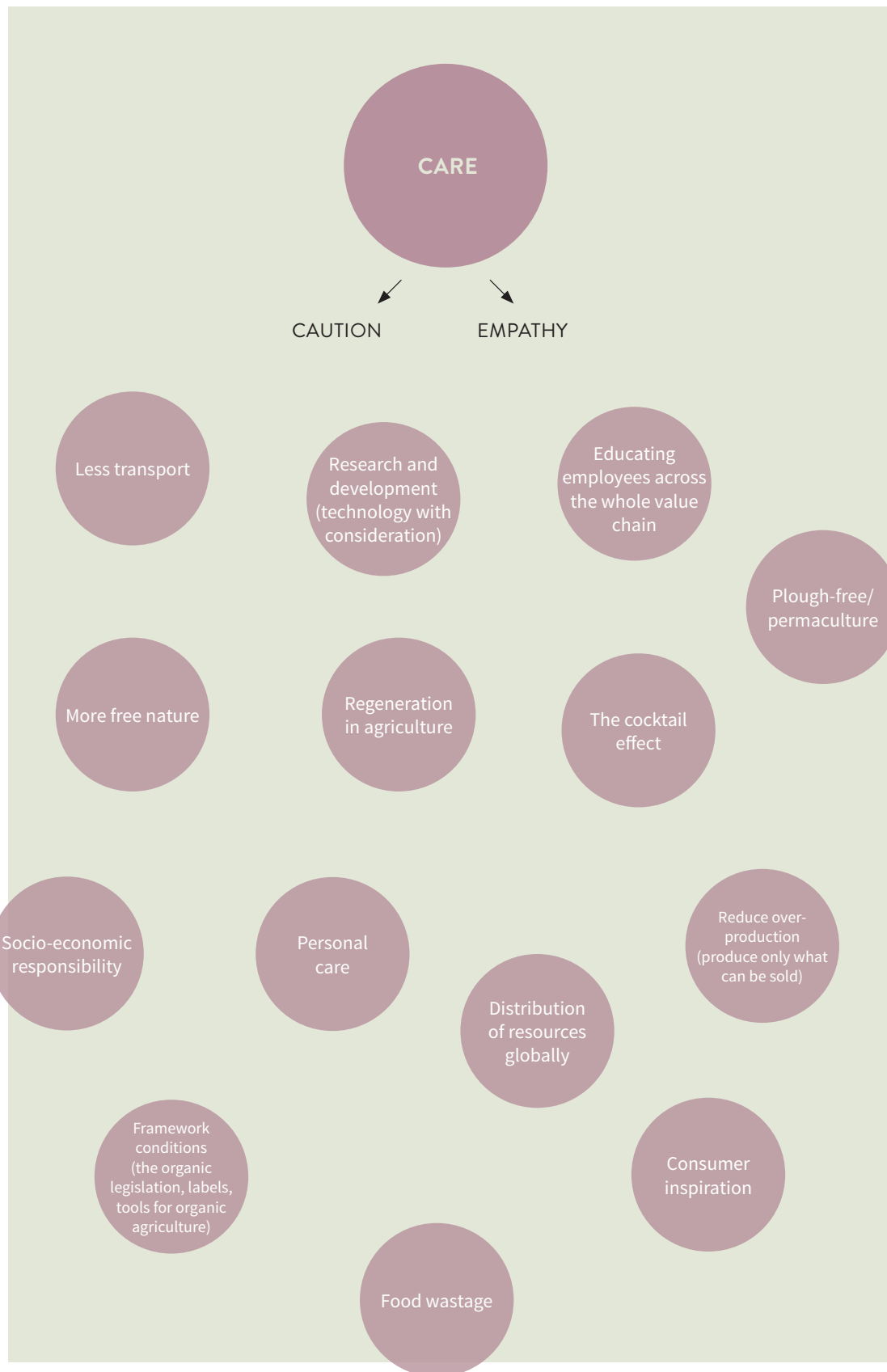
Organics is a caring, careful and empathic approach

Organic agriculture must act carefully, empathically and responsibly, so as to protect the truth and welfare for people, animals and the world, now and in the future. We know that we are part of a unique, living food chain, which we need to take care of and collaborate with. In our collaboration with nature and animals, we move carefully forward and, as much as possible, use the systems that nature has already invented.

It requires an innovative and brave approach and a fundamental understanding of organic agriculture.

Organic agriculture is curious and enters into scientific collaborations that investigate new technologies and how organic agriculture and the foodstuff system can improve its practices. When we try something new, it is with humility, with respect for the resources we administrate, and with responsibility in relation to everything we do not know about the interplay between the ecosystem and agriculture.

Our responsibility and care with respect to living nature, clean ground water and animal welfare requires that we remain critical towards quick fixes and think of future generations. For this reason, organic agriculture rejects genetic manipulation and the use of synthetic pesticides.



DEFINITION: FAIRNESS



**FAIRNESS MATERIALISES
AND IS FLESHED OUT VIA
TWO PARAMETERS:**

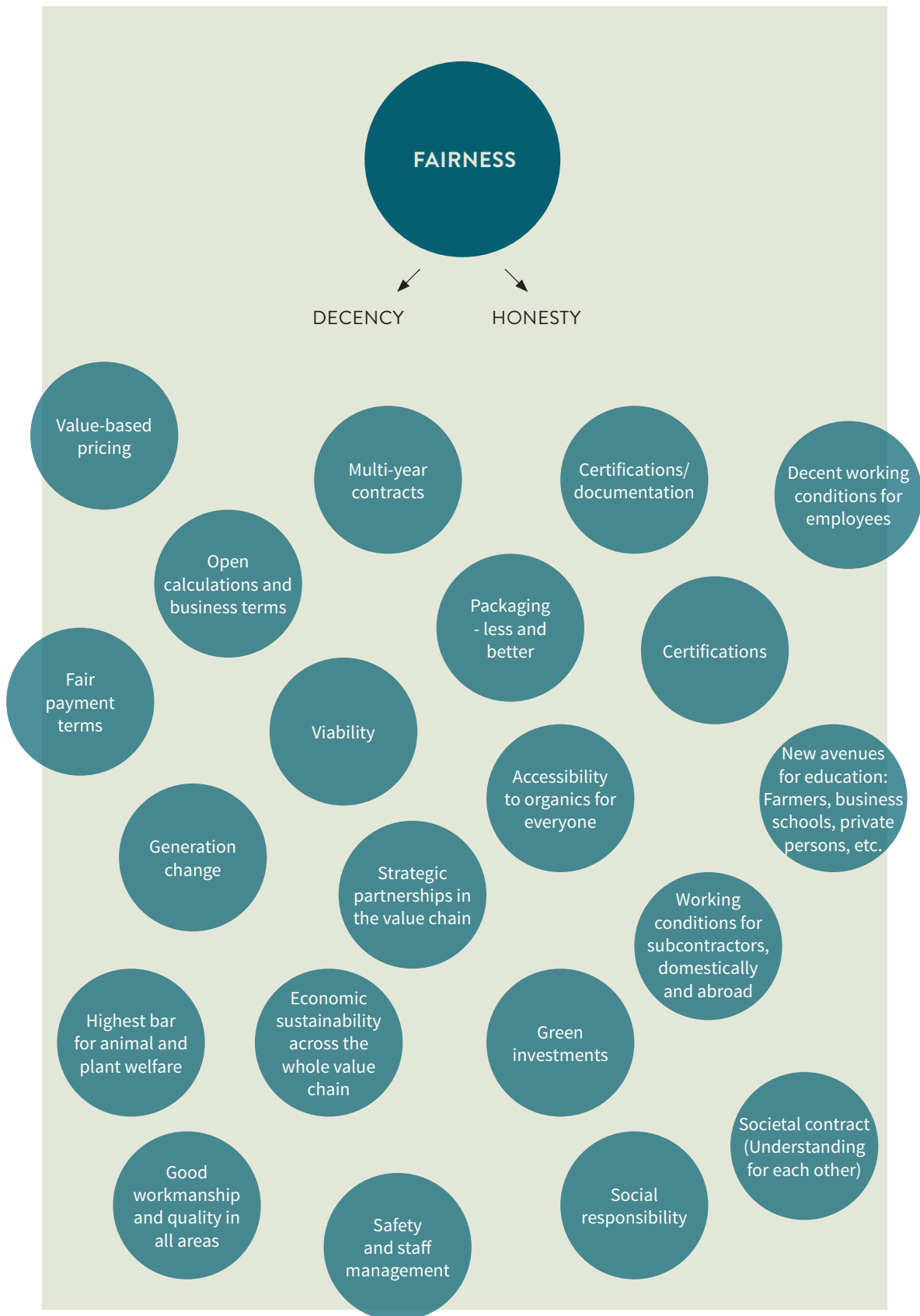
- Decency
- Honesty

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**Organics is
about fairness,
equality and
honesty**

Organic agriculture must ensure fairness, honesty and decency in all matters and relations related to the living conditions of people and animals and for the way we manage natural resources. We are required to show respect towards one another and to ensure dignified living conditions, openness in production and fair business models so that organics can be a sustainable way of life for the producer, companies and shoppers. At the same time, we build solid supply chains that deliver organic foods with good security and quality for the largest number of people.

Fairness means that we care for the things and beings that do not have a voice. We treat farm animals in accordance with their natural behaviour and needs. We show decency towards animal and plant life around farmland, so that we help preserve habitats and diversity in the entire ecosystem.

Our company is part of a greater whole, and we recognise that, with our behaviour, we leave a mark that affects others. This means that we comply with the rules that are in force in our area. **That we take responsibility for our actions so that we can say with honesty how the products we pass on to others have been produced.**



DEFINITION: HEALTH



HEALTH MATERIALISES AND IS FLESHED OUT VIA TWO PARAMETERS:

- Purity
- Well-being



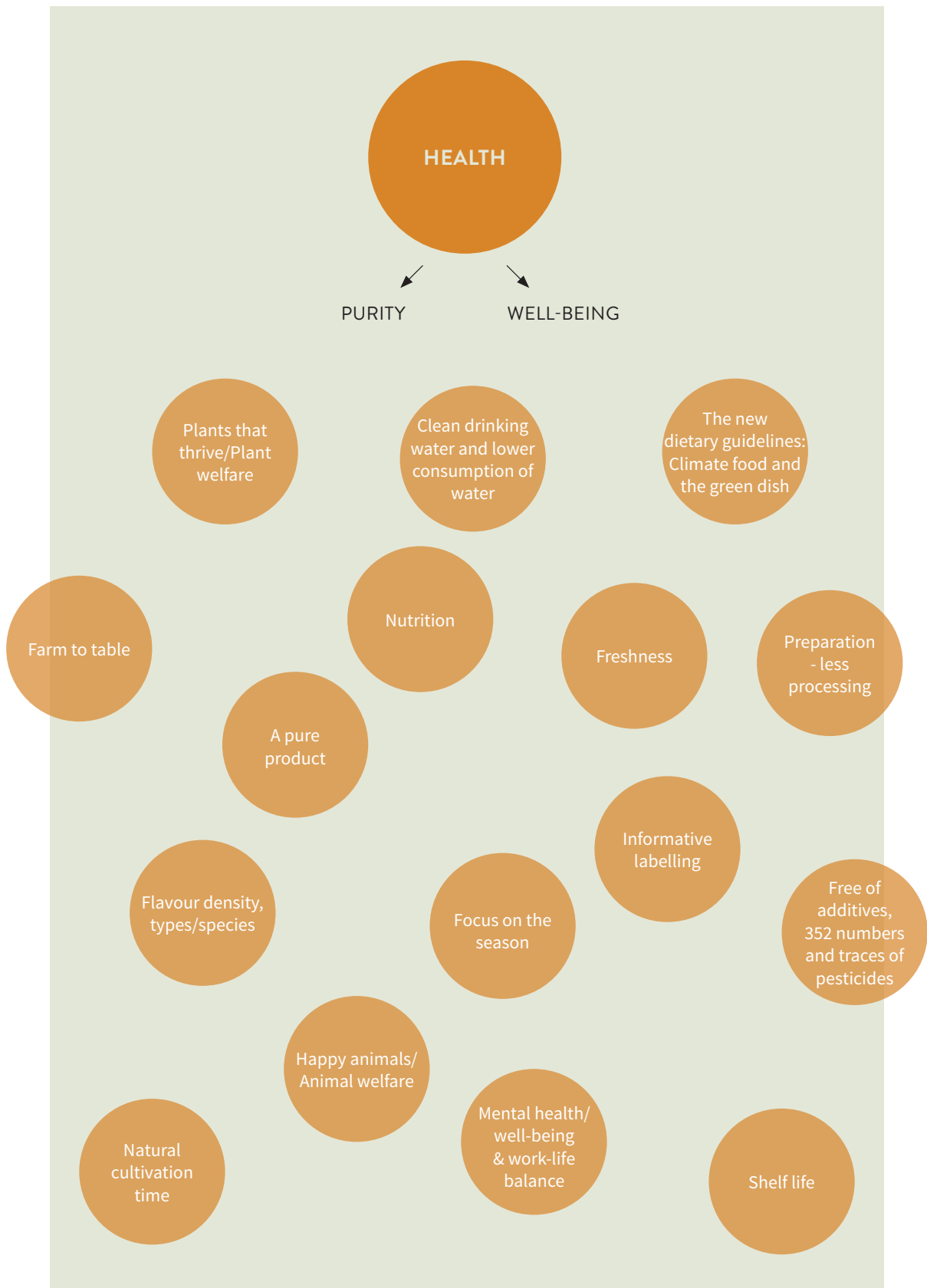
**Organics is
healthy, clean
and viable**

Organic agriculture should ensure the health of individuals, society and the planet. Fertile earth, clean drinking water and animals thriving naturally lead to healthy foods and thus healthy people. Organic agriculture reminds us that we are part of a greater context and that we are interconnected with the earth, animals and all other life.

Health in organic agriculture is about clean, natural and authentic ingredients, free of unnecessary additives and synthetic pesticides. It is about processing raw materials under proper conditions, with respect and curiosity, so that the food retains its unique properties as a source of healthy nutrition for people.

It obligates us to engage in behaviour characterised by responsibility, it makes us show care and reflect on how we use and reuse resources – so that we maintain a natural and healthy balance.

We know that well-being and health give us the energy to take action and to consider the world around us.



DEFINITION: ECOLOGY



**BALANCE MATERIALISES
AND IS FLESHED OUT VIA
TWO PARAMETERS:**

- Circular
- Transparency




**Organics is
a balanced,
circular and
transparent
approach**

Organic agriculture is rooted in nature's unique ecosystem and in a circular understanding that we take from nature and we give back to nature. We work persistently, with a long-term focus to create a food system that is in balance, so that our footprint on natural resources is as faint as possible.

Therefore, organics includes the creation of the right balance between necessary consumption and a sustainable lifestyle, which takes into account the climate, biodiversity, animal welfare and drinking water. We strive never to take more than needs to be used.

Organic agriculture needs to set up its production in accordance with local conditions, reusable resources and to explore how we can minimise waste and establish a sustainable cycle between the land and the towns. **We are open to others and invite them to see our production, creating transparency and openness throughout the value chain, from farm to table.**





**ORGANICS IS A CARING,
FAIR AND HEALTHY
WAY OF LIFE.
THIS MAKES ORGANIC
AGRICULTURE
SUSTAINABLE!**

**THEREFORE, WE CANNOT
TALK ABOUT SUSTAINABILITY
WITHOUT TALKING ABOUT
ORGANIC AGRICULTURE**

HOW TO GET THE STATUS OF BEING A SUSTAINABLE ORGANISATION IN YOUR HOME AND EXPORT MARKET



This handbook: “How to get the status of being a sustainable organisation...” provides insight and highlights new opportunities for supporting that organics and sustainability are inextricably related. This results in inspiration and knowledge as tools for working with sustainability, regardless of where you and your company or kitchen are in the process. Because it is a process – and there is no final and clear path/direction.

If you work with the whole value chain with the organic principles, it becomes possible to put into words and clarify additional and different values than the ones specified in the organic rules and labelling schemes – whether national or international. By incorporating other values and parameters, it also becomes possible to address and reach more customers/consumers than by “just” using the organic labels. For example, the customers that put sustainability first but do not immediately connect this with organics can suddenly be reached with a new approach.

This way, the actors in the organic industry, regardless of the market, can address additional different consumer types – not just through price, but also through other values covering all aspects of the product. There are big differences concerning how far the individual actors, consumers, retailers and markets have come with respect to organics – but there is always an opening when more product parameters are brought into play. The time has come to show that organics is about values – and not “just” a label. Use “The Four Organic Principles” to work and highlight both the measurable and the non-measurable values in your production and meals – build the organic and sustainable bridge between farm and table.

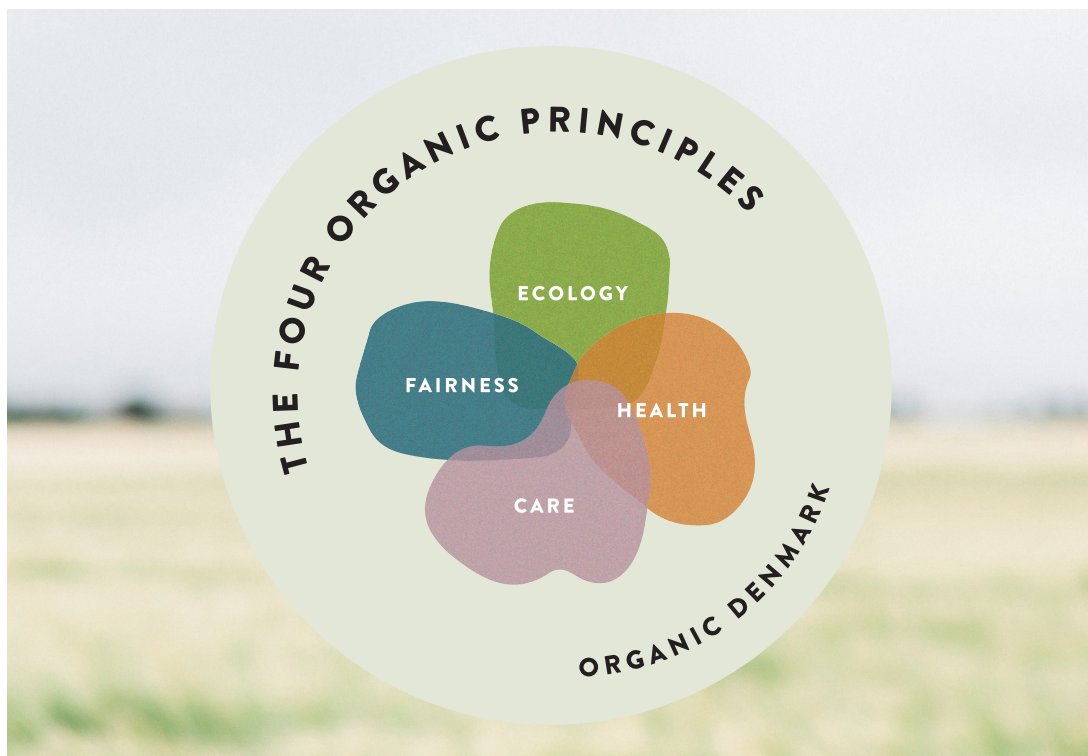
Use the values in strategy, product development, marketing and communication to reach more customers. We believe that working actively with the organic values and communicating our efforts can open up new opportunities to reach a unique position and be chosen by consumers – now and in the future.

Start the journey and communicate clearly that **“WE CANNOT TALK ABOUT SUSTAINABILITY WITHOUT TALKING ABOUT ORGANICS”**.

It requires a common effort throughout the entire value chain. And we will only cover it all if we have a plan and take one step at a time.

CASE EXAMPLES:

- TWO PATHS TO WORKING WITH ORGANICS AND SUSTAINABILITY



On the following pages, two company cases will be presented.

The examples come from interviews with employees at DAVA Foods and Frankly Juice. None of the companies have based their efforts directly on “The Four Organic Principles” – it is only the authors of this handbook that have made that distinction for inspiration. However, they have been subsequently approved by the companies.

The two companies represent both big and small companies; pure organic production and mixed organic/conventional production; animal and vegetable production; basic products and more processed products.

The companies have their own approaches and methods, and this just helps underline that each company, kitchen, wholesaler, producer and retailer in the value chain has to find its own unique way. This is not a case of one size fits all.

Use the two cases as inspiration for and knowledge about starting or continuing your journey towards organics and sustainability. Use the subjects from the inspiration pages and turn them into specific actions and communication.



What's inside matters



Source: Dava Foods
www.dava.dk/det-baeredygtige-aeg

THE SUSTAINABLE EGG

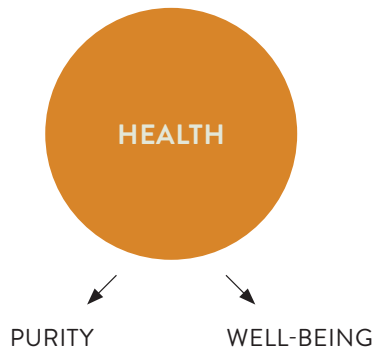
DAVA Foods produces and sells organic and conventional eggs and egg products – but the organic products constitute a large part of the product portfolio. The sustainable egg is the first product that was developed to meet consumer demands for organic products and sustainability, and it was a result of the company's desire to work with sustainability across the entire process.

The whole company works with a structured approach to the entire production process, and by using certifications and measurements in the sub-processes, DAVA Foods can document its actions while setting goals for improving the sub-processes. A large number of values from The Four Organic Principles are being worked with and communicated in order to achieve a unique value position for the product.

DET BÆREDYGTIGE ÆG



Source: www.dava.dk/det-baeredygtige-aeg



Animal welfare in focus. Animal welfare initiatives include large outdoor areas, forest planting in outdoor areas, good chicken coop systems (including multi-tier chicken coop systems), feeding with own grown feed. 30-40% of the chicken feed is grown on their own fields or nearby fields, and 100% of the coarse fodder comes from their own fields.

Informative labelling: Appears clearly on the packaging. The Sustainable Egg also has clear explanations for the consumer.

Free of additives is one of the things that is in focus on their egg-based products.

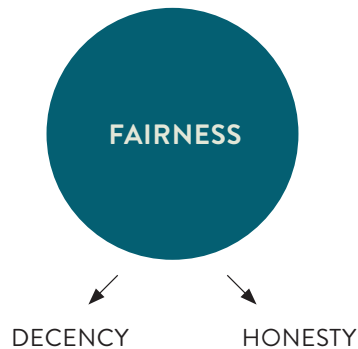
The new dietary guidelines & nutrition: Eggs are healthy and provide quality protein, thus living up to the new dietary guidelines.

A pure product: Eggs are a simple product.

Work life balance for the producers is measured using the RISE model. Among other things, it measures the producers' work hours as well as the ability to supply the household.

Clean drinking water is in focus, and they take careful measurements and set targets for wastewater in production, contribute good nutrients for biological decomposition in sewers, etc.

Source: Organic Denmark / DAVA Foods



The packaging is made from recycled plastic or paper, and a lot of effort is put into properly sorting the packaging using icons.

Work is carried out with **Economic Sustainability** for the members of the cooperative society, which can be measured and assessed using the RISE model.

Safety and staff management is in focus in the environmental department, and measurements are carried out in this area on an ongoing basis.

Strategic partnerships are important, and currently 3 strategic partnerships are in the works in relation to sustainability.

Good workmanship and quality in all areas is ensured through participating in many experiments. In addition there is a high standard in the handling of the eggs, which ensures a high level of food safety in all areas.

Organic products should be **accessible to all**.

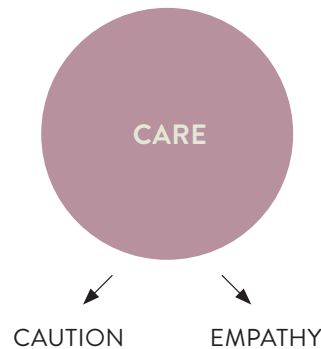
Green investments: Green energy is a priority with farmers as well as solar cells.

Strong professional foundation, consisting of ISO **certifications**, IFS certification and, not least of all, the eco-label.

Value-based pricing is a conscious strategy. They have several different concepts adapted to different target groups.

Certifications/documentation: Work is being carried out with certifications, measurements and documentations in a long list of processes in the company, within quality management, environment, working environment, food safety, etc.

Source: Organic Denmark / DAVA Foods



To **educate employees and members of cooperative societies** is a goal in itself. The employees are involved and credited for participating in the quality systems in production and packaging. Similarly, the individual members of the cooperative society are educated and involved within organics and sustainability. A part of this process is the work involving the RISE model, which validates that work is being carried out appropriately and sustainably.

Framework conditions: the company engages in labelling and framework conditions within their area, would like to have influence and is ready to engage in dialogue.

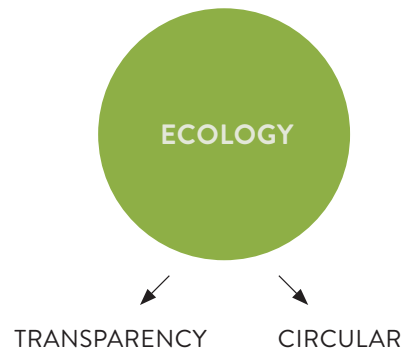
Research and development is key. A multi-tier system for the chickens has been developed, computer-controlled coops are being used and there has been substantial quality development in production and packaging.

Food wastage is reduced significantly by producing yolks in containers from the waste products in conjunction with production. Similarly, new innovative products, such as mayonnaise, are being produced. The company participates in the campaign “stop food wastage” and hence has a goal of reducing food wastage by 50% in 2024.

Over production – there is great focus on selling what they produce.

Distribution of resources globally: It is a conscious, sustainable choice to produce feed for the chickens on their own or nearby fields for The Sustainable Egg.

Source: Organic Denmark / DAVA Foods



The short path to sales: Some farms offer to sell products when visiting the coops, other avenues for sales are longer and more troublesome.

Self-sufficiency: Using the animal feed they grow themselves. 30-40% of the chicken feed is grown on their own fields or nearby fields, and 100% of the coarse fodder comes from their own fields.

Climate flavour is a consumer requirements that The Sustainable Egg meets. The consumer would like to be sure that the climate was not negatively affected in the production of the product.

Crop rotation plans are taken into consideration in the production of their own feed for the chickens.

CO₂-surplus: Several different models are in use. When the trucks deliver eggs to supermarkets, they drive by the farmers and collect eggs on the trip back. They make sure to train their drivers so that they drive in the most sustainable way and focus on reducing energy consumption, and they have set up specific goals in this regard, etc.

Biodiversity: Beehives have been set up on the farms, and natural belts have been planted with wild flowers and trees, which promote biodiversity.

The product's origin is clearly marked on the eggshell since all eggs that are packed at an egg packing facility must be stamped to ensure transparency for the consumer.

Source: Organic Denmark / DAVA Foods

FRANKLY

JUICE



Photo: Silviarita, Pixabay

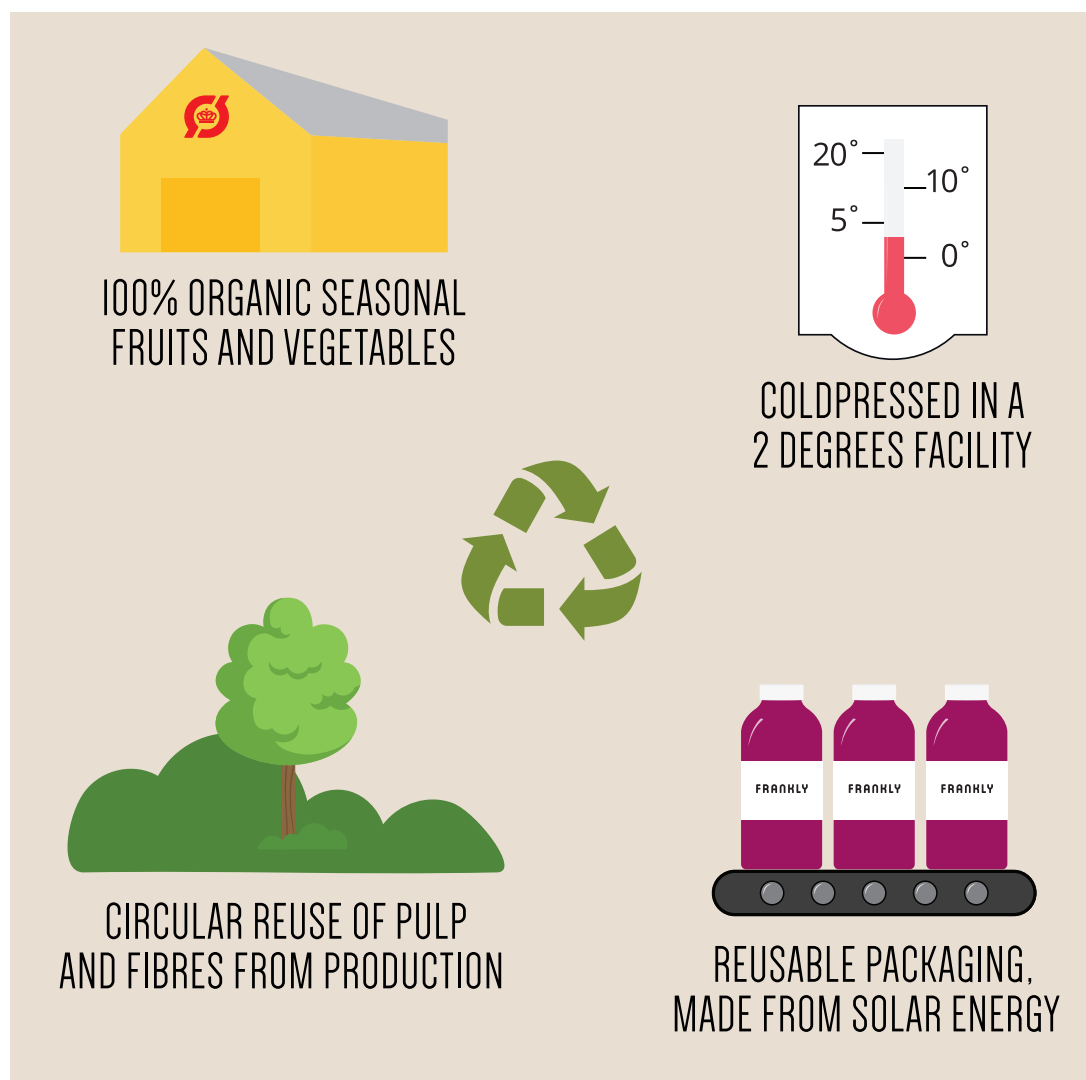
Photo: Silviarita from Pixabay

FRANKLY MY DEAR – WE DO GIVE A DAMN

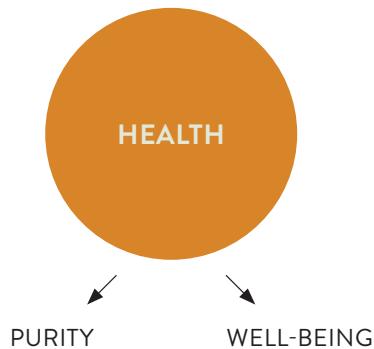
Frankly juice is a 100% organic company – a conscious choice, and they state that “if they were unable to be organic – they would not exist as a company”.

The company was thus founded with the aim and dream of developing and selling organic products, and it has purposefully worked with parameters like flavour, freshness, simplicity, waste reduction and sustainability.

The Organic Label and organic production is the foundation, but work and communication is being carried out with a large number of values from The Four Organic Principles in order to achieve a unique value position for the product.



Source: franklyjuice.dk



Plant welfare: There is a focus on proper cultivation and welfare for plants via their collaboration with suppliers of fruits and vegetables.

No additives, E numbers and remnants of pesticides is essential in cultivation as well as production of the products

Informative labelling provides simple and clear content. It is important to have a high content of vegetables in the products and not just fruit.

Freshness is a health parameter for the company. All juice is cold pressed (during the whole production, the temperature is kept at 2-5 degrees Celsius) in order to retain nutrients, vitamins, flavour and colour. Fresh products with a brief shelf life, which can be handled in practice by retailers.

The pure product goes without saying – and it is perceived as “good flavour”.

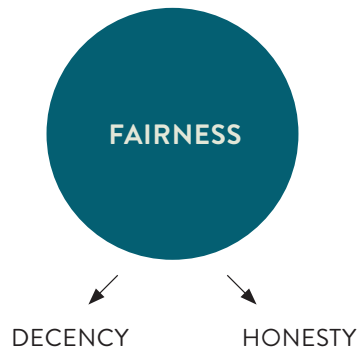
Nutrition is an important part of product development, and it is critical to retain as many vitamins and minerals in the finished product as possible. The focus on more vegetables in juice is also a conscious nutritional initiative.

The new dietary guidelines: Freshly-squeezed juice makes it easy for consumers to intake more fruits and vegetables, thus adhering fully to the new dietary guidelines.

Focus on the season is an important consideration. In order to ensure that orange juice is squeezed when in season, it is squeezed with the Spanish cultivators, frozen right away and sent to Denmark (not as a concentrate).

Preparation: Research is being carried out all the time to identify the right natural processing method. HPP (high pressure processing) is the most gentle processing method, and it results in relatively long shelf lives.

Source: Organic Denmark / Frankly juice



Societal contract: Frankly Juice would like to inspire and take responsibility for healthier products for people and the environment.

Good workmanship and quality in all areas – focus on using the entire product (also the pulp).

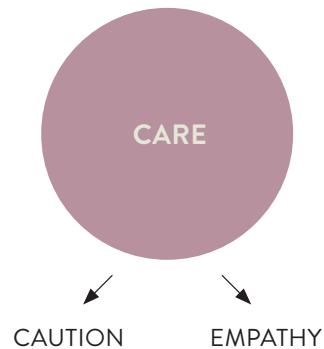
Strategic partnerships are carefully selected with sustainability in focus. There is a focus on suppliers of ingredients, cooperation concerning shelf life, cooperation concerning bi-products and waste products which are part of the products of other producers or which are used as feed.

Education: They teach at schools, events, etc. Similarly, they try to “educate” the consumer to buy quality products.

Value-based pricing is critical and it helps turn all their products into premium products.

Packaging is recycled plastic, which is produced with solar energy. All materials to and from production are recycled. Similarly, there is a refundable deposit on the products to ensure recycling.

Source: Organic Denmark / Frankly juice



The cocktail effect is avoided using production of clean products with consideration for people and the environment.

Educated employees are important for staying up to date with developments at all times.

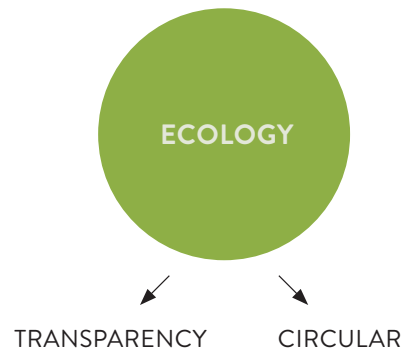
Overproduction is minimised by producing according to order.

Consumer inspiration consisting of recipes, usage instructions, inspiration for changing habits, etc.

Distribution of resources is a conscious choice by using second grade products, which therefore do not end up as waste.

Research and development are particularly in focus in product development and the actual production process. Therefore, the HPP method is used during preservation in order to ensure that vitamins, flavour, minerals, etc. are retained as much as possible. Similarly, products and methods are analysed with Eurofins on an ongoing basis to ensure the best quality.

Source: Organic Denmark / Frankly juice



Product origin: The producer is explicitly written on the packaging of the finished product, e.g. “squeezed by Kasper”.

Global vs. Local: Frankly Juice exports to nearby export markets and ensures good conditions when exotic goods are shipped to Denmark.

Recirculation is a conscious sustainability initiative, which in part means that some of the pulp from production goes to chicken and pig feed and some goes to biofuel.

Short path to sales by buying via the online store and direct home delivery in the Copenhagen area.

Food wastage is avoided by using second grade products as well as using the pulp, which is used as animal feed, carrot buns and other foods.

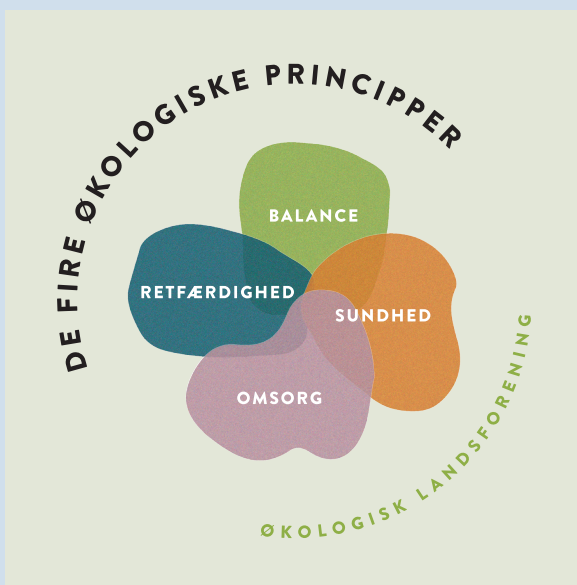
CO₂-surplus: Frankly Juice is in the process of acquiring solar cells, no products are flown to Denmark, products are produced using solar power, etc.

Seasonal cultivation is important, and therefore, the oranges are harvested and squeezed in Spain, frozen down and sent to Denmark (not as concentrate).

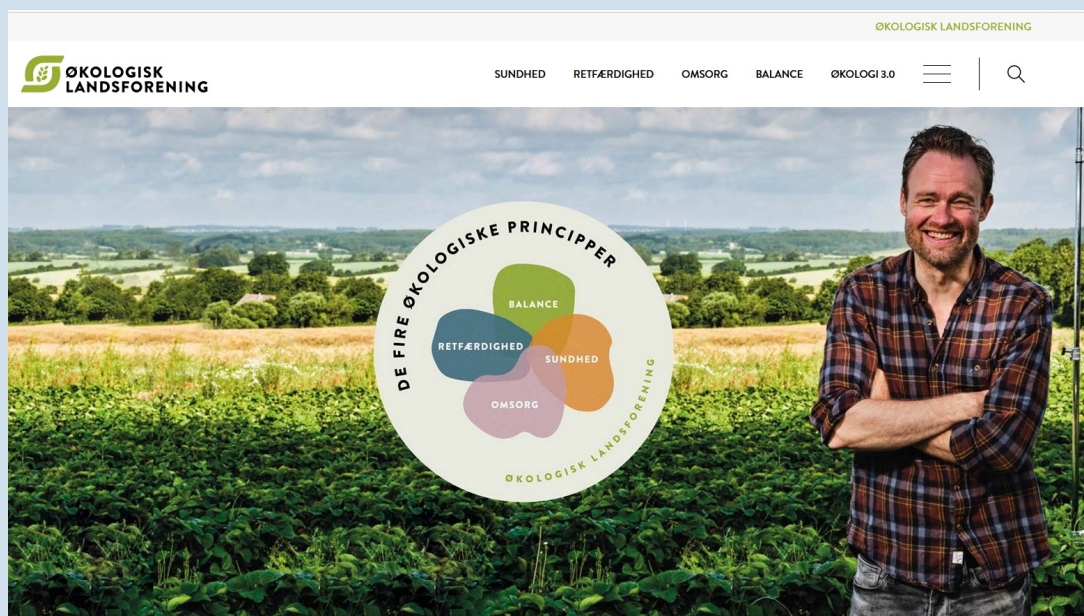
Product and production diversity are in focus, which leads to the ongoing development of new products, new ingredients and production methods.

Source: Organic Denmark / Frankly juice

APPENDIX 1: GRAPHIC TOOLBOX



APPENDIX 2: VIDEO



VIDEO IN DANISH

www.okologi.dk/fire-principper

VIDEO WITH ENGLISH SUBTITLES

www.organicdenmark.com/history-of-danish-organics

APPENDIX 3:

FIRSTMOVE'S METHOD AND VALUES

Firstmove carries out ongoing, in-depth insight studies of the values of the future, lifestyle, needs, behaviour and purchasing patterns. As well as a number of specific industry studies such as food and drink, health products, experiences, retail concepts, memberships, etc.

Firstmove makes the future tangible. We activate our unique insights, in part using our specially designed innovation tools. Firstmove has developed a method and setup that ensures there is a common thread all the way through the innovation and development process. And which supplies concepts, product solutions and valuations that are actually needed on the market. Going forward.

Firstmove's method is based on recognised theory that we have further developed. And it is based on empirical data among the market's most innovative consumers, which influences everyone else's behaviour. Over time. The method has been practised by a number of companies for some 20 years. Time passes. The future endures. We make it tangible.

The owner and CEO, Kirsten Poulsen, has worked with future-based consumer insight and strategy for a number of years. Experience shows how the choice of knowledge source, use of new knowledge and special innovation processes are critical for subsequent success.

Read more about Firstmove's method and values in the appendix.

