



RESEARCH PORTFOLIO

- Cooking Class -
Helping Students Cook and Eat Better.

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cooking
CLASS



SMART FOOD FOR SMART STUDENTS

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(Cover image: Unite Students 2019)

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THE PROJECT

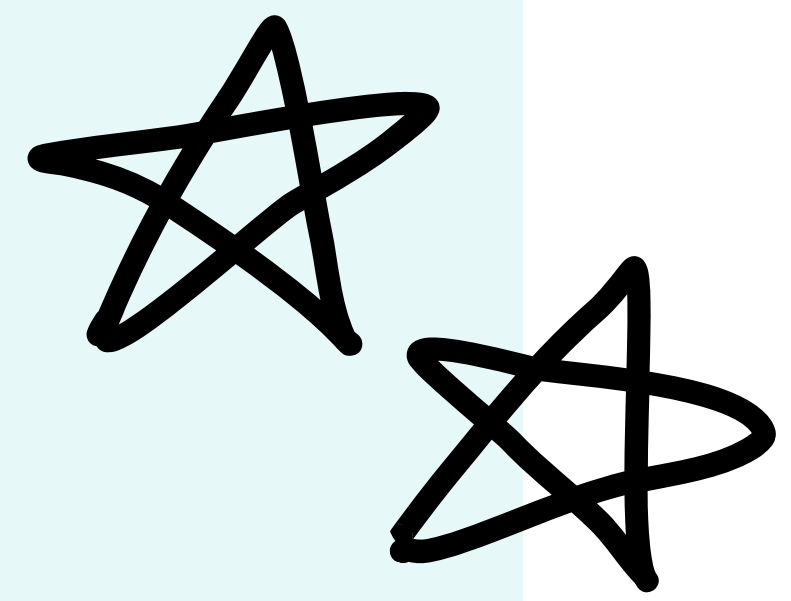
Research has repeatedly shown that students are failing to cook and eat to maintain nutritional well-being. Data from the British Nutritional Foundation indicated 18-year-olds are six years behind their real age when it comes to cooking from scratch. Further to this, survey data suggests as high as 18% of students are consuming takeaway food up 5 times a week (Sorted 2021). The result of these behaviours is a demographic who are skill deprived, lacking in knowledge, unhealthy and out of pocket.

This can be creatively combatted to address the social challenge but also provide a chance for industry innovation. In order to create a strategic and meaningful response, several stages of research are going to be undertaken. The first of these being comprehensive audience research through primary survey, and secondary data from across fields of study in marketing, food and nutrition and market research. Alongside academic literature, there will also be competitor brand analysis, ethnographic research and content analysis from the sector to understand on the broadest level what the industry landscape currently looks like.

This research comes at a particularly difficult time for students. The prominent cost of living crisis means a student loan is simply not stretching far enough, and now more than ever key skills in food and nutrition are needed.

This project proposes a solution to this problem; industry facing advice on how to diversify product lines to aid in the cause demonstrated through a mock campaign. Cooking Class will be a one stop platform for cooking knowledge, meal kit shopping, nutritional advice and food budgeting, all to suit a student lifestyle.

The hope is this research provides an easy fix to a complicated problem- ensuring that students reprioritise their health and wellbeing to save money and live better, with the help of industry backing.

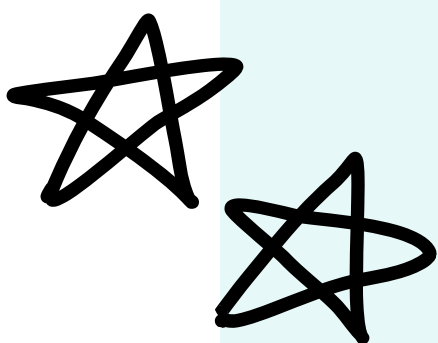


(Istock 2023)

ACADEMIC INSIGHTS

Why don't students eat properly?

The following section will provide a summary and discussion of the emerging themes from across public media and academic literature. When exploring this problem, the logical place to begin was in popular news reporting. The key issue of students not eating to maintain nutritional well-being, their stereotypically unhealthy eating habits, and lack of cooking ability has been in the press for decades.



Student > News

Can't cook, won't cook? A tenth of students never make their own food

More than half of UK students survive on a maximum daily food budget of just £2.50

(Denham 2013)

Teenage cooks: a minority?

(Rayner 2011)

PL News > Cost Of Living

Quarter of graduates don't know how to cook as they spent under £3 a day on food

Speed and efficiency are among the most important considerations for British students when choosing what to cook

(N. Shaw 2022)

News > UK > Home News

16 to 24-year-olds spend more on food than any other age group, says research

Young people spend more than any other age group on meals – much of it on fast food, thanks to a lack of cooking skills

(Dugan 2015)

One in four graduates haven't learned to cook by the time they've left university

(D. Shaw 2022)

Can't cook won't cook: Almost half of newest university students can't rustle up STIR FRY

More than a third don't know how to boil an egg, four out of ten cannot make an omelette and almost half are unable to rustle up a spaghetti bolognese

(Sayid 2014)

BUDGET KNOWLEDGE TIME

The selection of clippings presented above showcase the kind of language and behaviours regularly reiterated. Student cooking and eating habits have long been stigmatised with derogatory language being common place, as well as reinforcement of the 'that's just what being a student is like' stereotype. Research from the Nutritional Journal states that there are 4 major dietary patterns for students; vegetarian, snacking, health conscious and the major issue: the convenience red meat and alcohol demographic. This worryingly was associated with the highest level of weekly spending and was the most common across the university students surveyed (Sprake et al. 2018). It isn't just the high monetary cost associated with this diet that is problematic, a wealth of research indicates other issues. It suggests weight gain is common amongst first year university students due to a decrease in diet quality (Beaudry et al. 2019) and that a third of university students are spending up to £30 on a takeaway for themselves (Sorted 2021).

The rationale for these statistics can be traced back to a lack of knowledge, the wider demographic as a whole is simply under educated on how to properly maintain a balanced diet and shop sensibly. 16 to 24 year olds are spending the most money on food compared to any other age group, simply because they don't know how to cook (Dugan 2015). This is somewhat unsurprising- the current cohort of university students were at school before practical cookery lessons and education around health and nutrition were made mandatory in the curriculum in 2014. Research undertaken by The Co-op surrounding cooking education indicated of those surveyed 26% said their lessons weren't adequate and only 16% said they learnt anything at all (Miller 2017).

The practical repercussions of this are being felt heavily by the current student population, creating a wide scale health and nutrition knowledge deficit.

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nearly

60%

of 18-25 year olds are leaving home without the ability to cook 5 easy dishes. (Rayner 2011)

only

17%

of 16-24 year olds are cooking from scratch everyday compared to 33% in the wider population (Dugan 2015)

40%

in total stated that they strongly or somewhat agree that they lack the necessary skills to cook for themselves. (Statista 2021)

43%

of students are having a ready meal weekly (Dig In Survey 2018)

67%

of students are arriving at university without a saucepan (SWNS Digital 2015)



OTHER FACTORS

EQUIPMENT

One key barrier to entry repeated across research was lack of suitable equipment. Whether this be through poorly equipped kitchens or through inaccessibility to utensils, students frequently were under resourced.

- Only a third of students surveyed own a saucepan, and 17% owned a wok. (SWNS digital 2015)
- When asked students identified the lack of time, good cooking equipment and utensils in student accommodation as restricting their cooking abilities. (Slow Food 2013)
- Students are underprepared with knowledge of age and gender specific food guidance (Matthews et al. 2016)

SKILLS

Closely linked is the skills deficit. Students don't know what to buy to make basic meals, the involved methods, or even how to attempt experimentation with leftovers.

- On average a 16 to 24-year-old knows how to cook just four recipes from scratch (Dugan 2015)
- 35% of students indicated they lived on a repetitive diet (N. Shaw 2022)
- 37% of student don't know which ingredients or flavours go together. (Miller 2017)
- 24% spend fewer than 15 minutes making a typical meal (N. Shaw 2022)
- Despite this, 29% are bored of eating the same meals every week (Miller 2017)

MONEY MONEY MONEY MONEY MONEY

1 in 3

of the graduates surveyed said they spent less than £3 a day on food

(N. Shaw 2022)

The most unsurprising barrier to healthy cooking habits for students was money and budget. The limits of a student diet are closely linked to the tight budgets of a student loan- but are brought further to the fore with the current economic instability in the UK. Put simply, student loans aren't stretching as far and one of the first areas for compromise is quality of food, bought, cooked and consumed. Shocking statistics have been circling industry reporting for the last few years:

- **One in ten students** have used a food bank in the last academic year.
(Brown 2022)
- **47%** of students say that their **diet suffers as a result of money** worries about their student loans.
(Brown 2022)
- Approximately **59% of students work** while attending university.
(Think Student 2022)
- **One third** of university students, college students and apprentices surveyed reported **surviving on less than £50** per month.
(D. Shaw 2022)

WHAT DO THEY EAT?

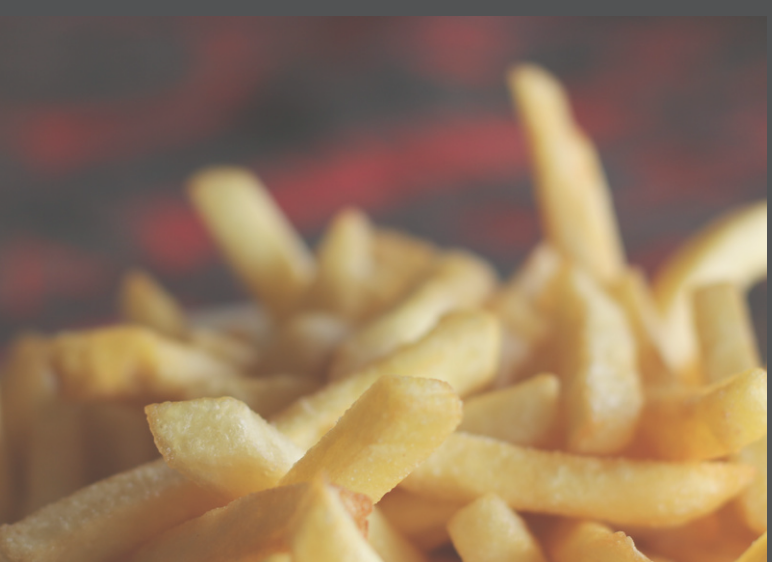
All of this research poses an interesting question: if they lack knowledge, skills, equipment and financial accessibility- what are students actually eating? Exploring this allows a better understanding of habits and behaviours highlighting potential gaps in the market to fill. Specifically in the types of products that they're buying, but also ensuring these products are filled with food that students like- or would like to be eating.

University students have high consumption of fast food, snacks, sweets, soft drinks, and alcoholic beverages. They also have a low intake across fish, grains and other nutrient rich foods (Bernardo et al. 2021).

- **25% ATE MICROWAVE MEALS**
- **27% RELIED ON FROZEN FOOD**
- **24% ATE BREAKFAST CEREALS AT ANY TIME OF DAY**
- **24% REGULARLY ATE TINNED GOODS**

(N. Shaw 2022)

Because of these high levels of repetition it is unsurprising research suggests 57% of students wish they had been more ambitious with their cooking whilst at university. (N. Shaw 2022)





Overall research suggests that university student meal consumption is associated with a

LOW DIET QUALITY

(Bernardo et al. 2021)

The results of poor diet highlighted above indicate a pressing need for these knowledge gaps to be filled. With such a consistently poor diet, it is also important to understand wider student lifestyle habits to see if they are reinforcing these unhealthy choices as a next area of research.

LIFESTYLE INDICATORS



In order to better gain understanding of the consumer and of their habits interlinking to diet, data around lifestyle was collated. Maintaining a balanced and healthy diet is not only about cooking ability but also exercise, physical activities and social interactions.

75%

of higher education students are classed as being active participating in at least 150 minutes of physical activities per week. (British Active Students Survey 2019)

The location for this exercise has costs attached, for example a gym membership often thought of as outside a student budget. However this is vastly popular amongst those surveyed.

64%

are using a gym and 42% are using this in combination with sports to make up their 150 minutes weekly. (British Active Students Survey 2019).

Exercise is known to have positive benefits on mental wellbeing, perhaps why it is so highly undertaken for the demographic. It is also interesting to note the positive results of cooking on lifestyle and mental health within adults too. As an increasing number of students are suffering with mental health issues, and wellness is taking an increasingly prioritised role in life. Hence methods to help are a key discussion point to consumers and can be highlighted in campaigns.

Cooking has been found to relive stress, anxiety and depression (NDTV 2018)

Improving your diet can help to improve mood, energy levels and clarity of thought (Mind 2017)

Cooking aids cognitive function and helps build routine (Heyl 2022)

Cooking ability was linked to better nutritional indicators and increased mental health indicators (Utter et al. 2016)

These factors indicate a willingness to spend on products to aid a healthy lifestyle and possible cognitive benefits, meaning there should be an appetite for products spanning these sectors. It is critical to now examine how big this sector already is, and whether behaviour is starting to shift. What would happen if students were encouraged to make further changes on a wider scale, and how can business help with this?



BENEFITS OF COOKING

CURRENT BEHAVIOURS



Research suggests there is a gap in the market and students are already making changes:

University students now are more likely to buy store cupboard essentials like olive oil, herbs as well as fresh fruit and veg than previous generations (Francis 2017)

70%

Stated having 1–3 h available for cooking per day, with the average time spent being an hour and 22 minutes (Bernardo et al. 2021)

46%

Considered fresh vegetables a kitchen staple, with 44% stating they always buy fresh fruit (Francis 2017)

26%

Used recipes found online to help them when cooking. (N. Shaw 2022)



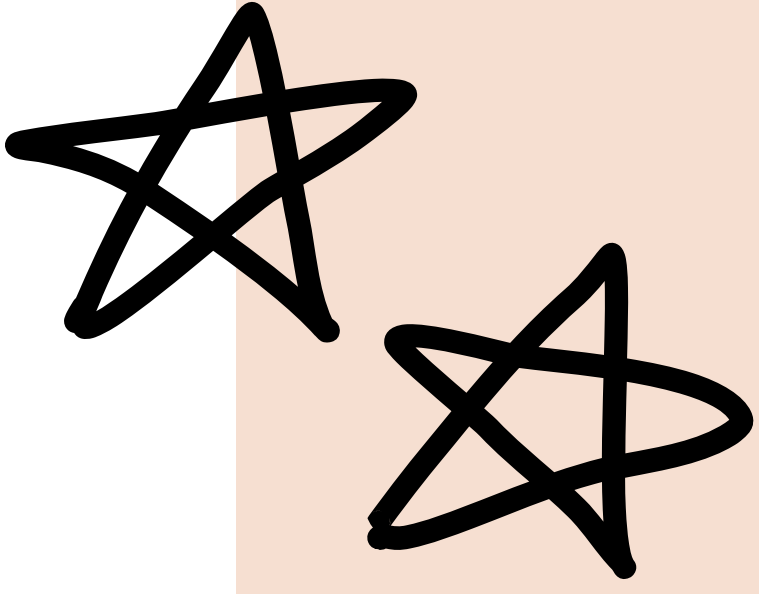
KEY INSIGHTS

- 1.** Students are leaving home without the knowledge to cook healthy meals.
 - 2.** Lack of financial accessibility of healthy food stops students eating them regularly.
 - 3.** Other lifestyle behaviours and cognitive benefits of cooking mean that students are now increasingly engaging with it.
- 

This research presents a clear picture of the findings of various student cohorts opinions on cooking and nutrition. But working out how much appetite there would be to educate the current group on the problem is a different question. James Elder the founder of Student Beans, presented research stating over half of students wish they'd learned to cook at school before going to university (Denham 2013). In order to quantify this, the next section collects primary data to reassess the demographic and their needs.

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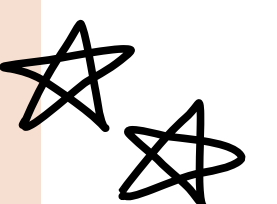
(Getty Images 2020)

SURVEY DATA

Data and findings from current students

Primary research and data collection is essential to competitor, customer and wider industry understanding (British Library, no date). In this case it provides an update to the research and collates more specific data regarding a broad sector.

My primary research consisted of a survey with a selection of question styles and topics. It examined student's cooking abilities and food shopping trends, and investigated if the sector had been affected by the cost of living crisis. By undertaking this survey results could then be used to formulate the direction for any further market and demand research, and a detailed campaign plan.



The survey consisted of 20 questions in a variety of forms including long written, multiple choice and scale. Those invited to participate in the survey were male and females aged 18-25 who were both still at university, or had graduated in the last 3 years. Data collected was from 43 participants who fit the criteria. Importantly proper conduct was followed; data was kept anonymous and results complied with the University's ethics board stipulations. The aim was to establish not only a desire for the product and market size, but also the specifics of what this may look like including types of recipe, location of purchase, and appropriate marketing strategies.

Student Cooking Habits Survey

I am a third year Media Communications and Business student at Bath Spa University undertaking a project surrounding student's cooking abilities and food shopping trends. This survey is being used as part of wider market and demand research for the sector. It will specifically be investigating the cooking and eating habits of UK students and provide an update to existing reporting. It will also examine the effect of the Cost-of-Living Crisis on the sector.

There will be a series of multiple choice and open-ended questions for you to answer. In total it should take around 7 minutes to complete. All answers will remain confidential, and any results will only be shared between myself and my Project Supervisor. After the project is completed, all data will be deleted to ensure anonymity. I will be closing the survey and compiling the data at the beginning of January 2023.

If you are answering as an already graduated student please answer reflectively from your time as a student.

Thank you for taking the time to answer my survey, if you have any further questions or concerns, please contact me using ELEANOR.SYDENHAM20@bathspa.ac.uk.

Are you a current student or did you graduate in the last 3 years?

Multiple choice

Current Student

Already Graduated

Add option or Add "Other"

Required



QUESTIONS

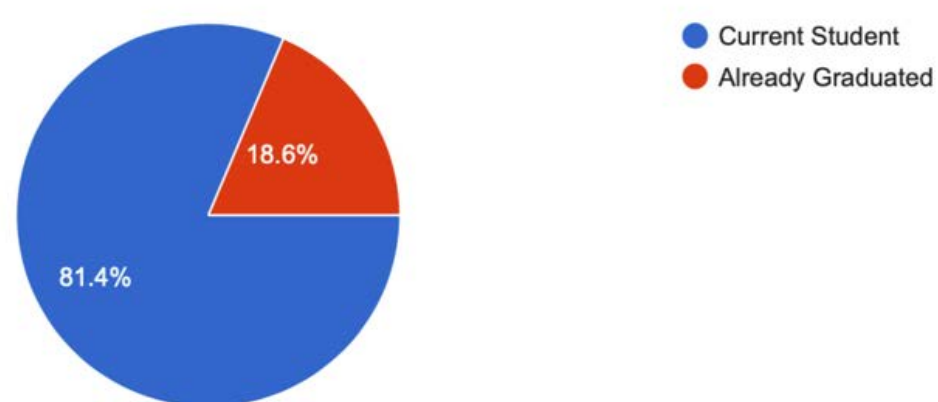
1. Are you a current student or did you graduate in the last 3 years?
2. What gender do you identify as?
3. How old are you?
4. On average how much do you spend weekly on food?
5. Where do you buy your food from?
6. How important is convenience to you when cooking meals?
7. What is the most important thing about buying food?
8. Do you meal plan?
9. How important is maintaining a balanced diet to you?
10. As a student do you miss home cooking?
11. How many times a week do you cook from scratch?
12. If you cook regularly, what are your favourite things to cook?
13. Do you enjoy cooking and why?
14. How strong are your cooking abilities?
15. Do you think food companies should be doing more to help students through the cost of living crisis?
16. Do you have any examples of brands that you feel have successfully marketed to the student population?
17. Would you be interested in learning to cook?
18. Have you followed a recipe to cook a meal in the last 6 months?
19. Would you recipe box if it was at an accessible price point?
20. What would make this kind of product appealing to you?

RESEARCH QUESTIONS AND

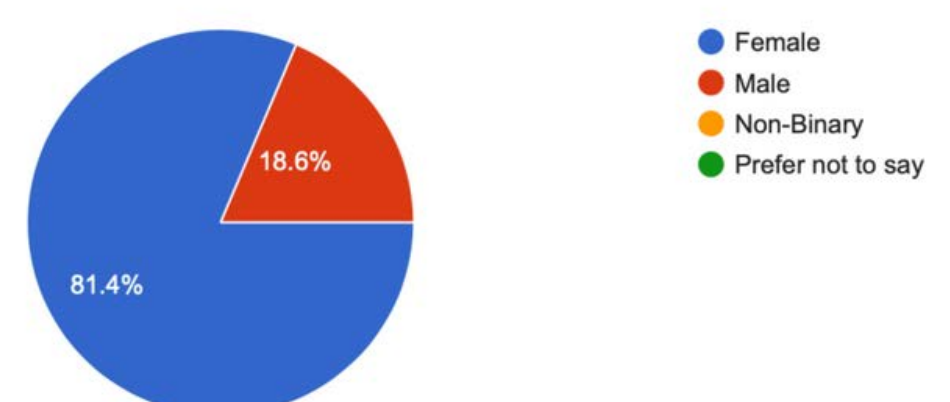
DATA INSIGHTS

The following visuals represent the data collected from the survey. The data provides valuable consumer insights that will be used throughout the following campaign plan. The first bank of questions establishes the participants' demographic to analyse specific data.

Are you a current student or did you graduate in the last 3 years?
43 responses

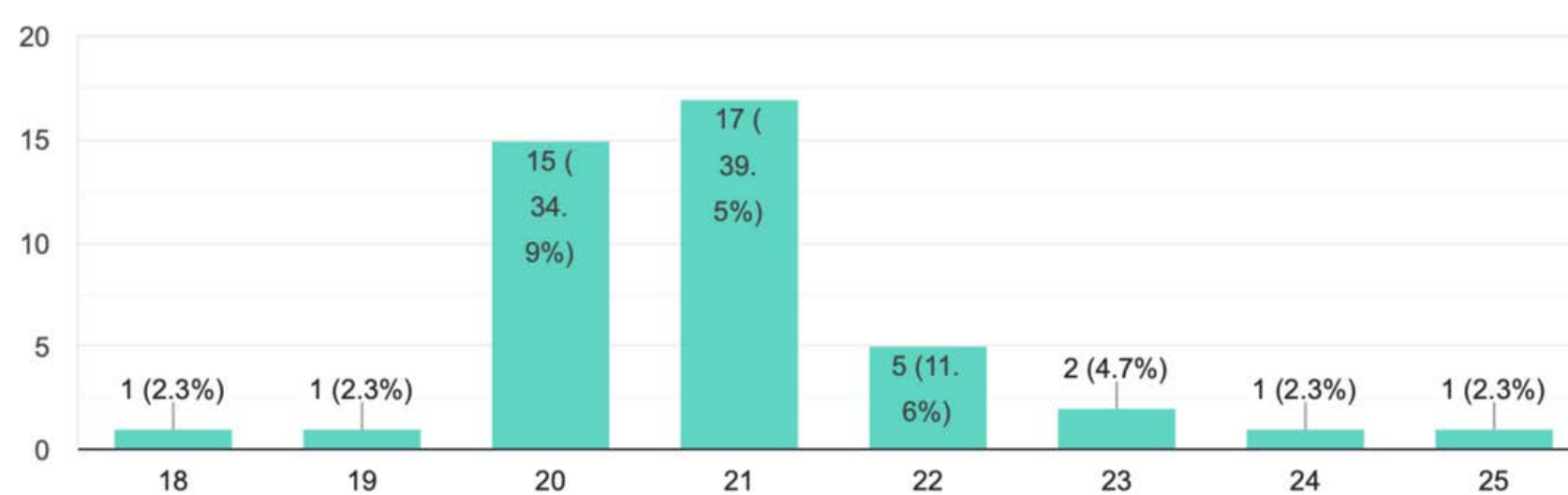


What gender do you identify as?
43 responses



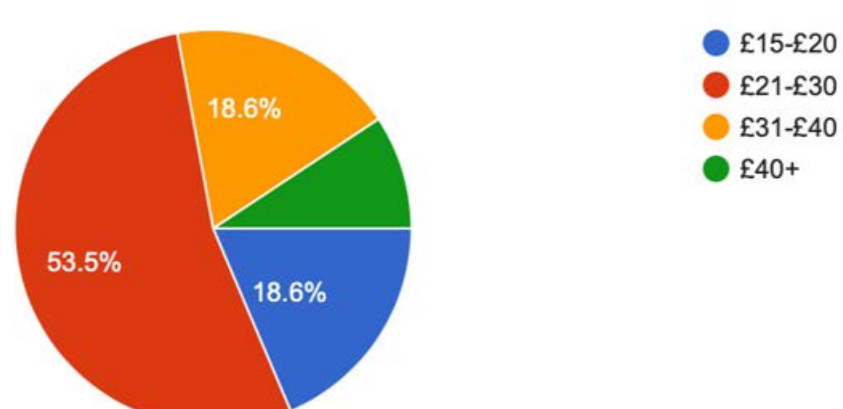
How old are you?
43 responses

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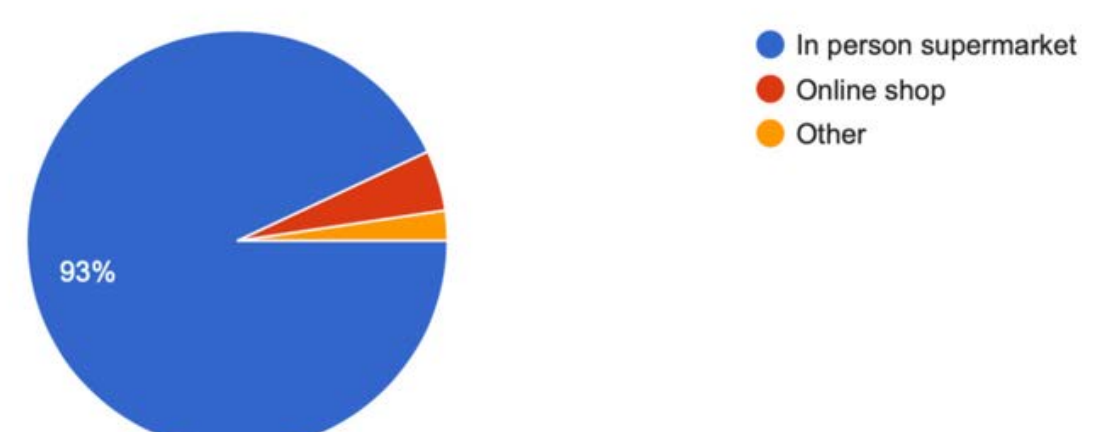


The next set of questions establish headline statistics for the demographic that could be used to inform industry about the potential monetary gains, and market size. Interestingly the amount spent on food was higher than indicated in nationwide statistics, perhaps due to the location of Bath Spa University in a higher income area. This however is a positive for the industry outlook as the spending power is increased. The majority of food being purchased is being done in person, this again could be due to the proximity of budget supermarkets like Lidl to the the university campus. These statistics do show the limitations of small batch data, and perhaps is are not reflective of the wider online shopping habits of the demographic.

On average how much do you spend weekly on food?
43 responses



Where do you buy your food from?
43 responses



DATA INSIGHTS

This block of questions was intended to establish the key product characteristics that sell to the demographic. These can then be used throughout the campaign in brand values, key messaging and in lexis.

The repeated characteristics included convenience, nutritional values/ quality of produce and the overall cost of the shop. The importance of the foods nutritional values and the quality of produce was a surprising result, previous research had given the student eating habits a reputation for being poor quality, and overall unhealthy. This once again highlights that the current consumer is better accustomed to a healthy lifestyle.

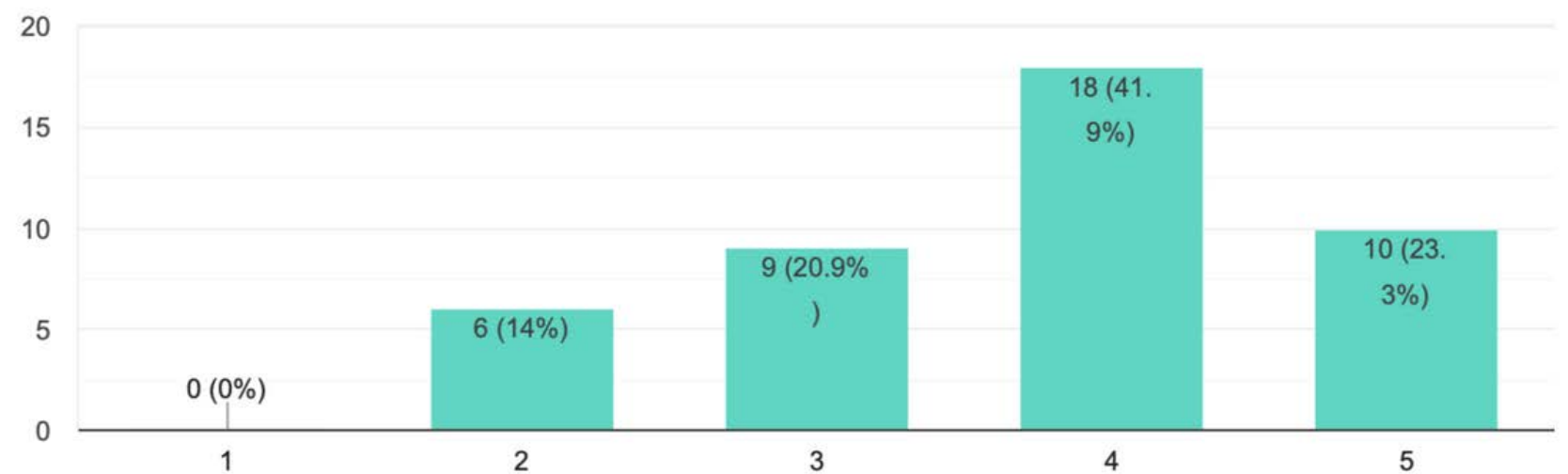
A core issue related to an unhealthy lifestyle is lack of planning. Students are juggling studying, socialising and other activities as well as learning to function away from home. This makes maintaining a balanced diet tricky even if it is a priority as 85% stated- a reason repeated for poor choices in previous research.

A YouGov Survey indicated that those cooking not from scratch are highly unlikely to meal plan, favouring spur of the moment decisions (Harmston 2017). A primary way of correcting this then would be to encourage meal planning, something achieved with better cooking and shopping knowledge. Over half of those surveyed said they did this already, this means brand messaging should encourage this as good practice.

How important is convenience to you when cooking meals?

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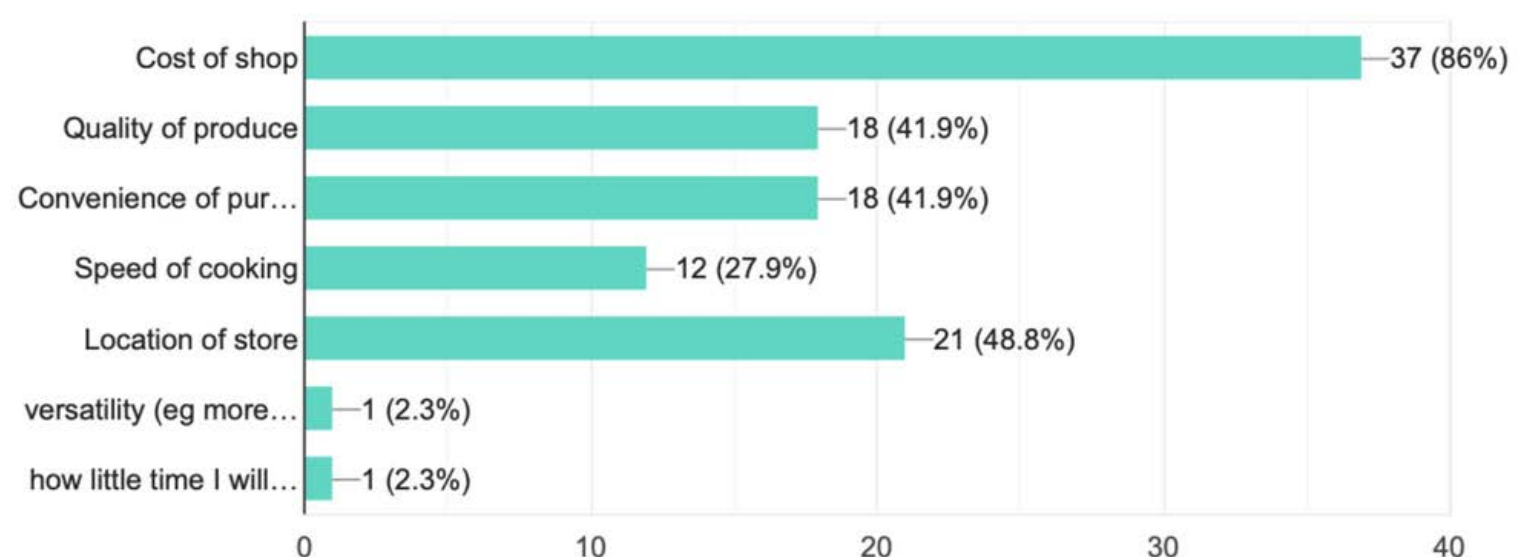
43 responses



What is the most important thing about buying food? (check all that apply)

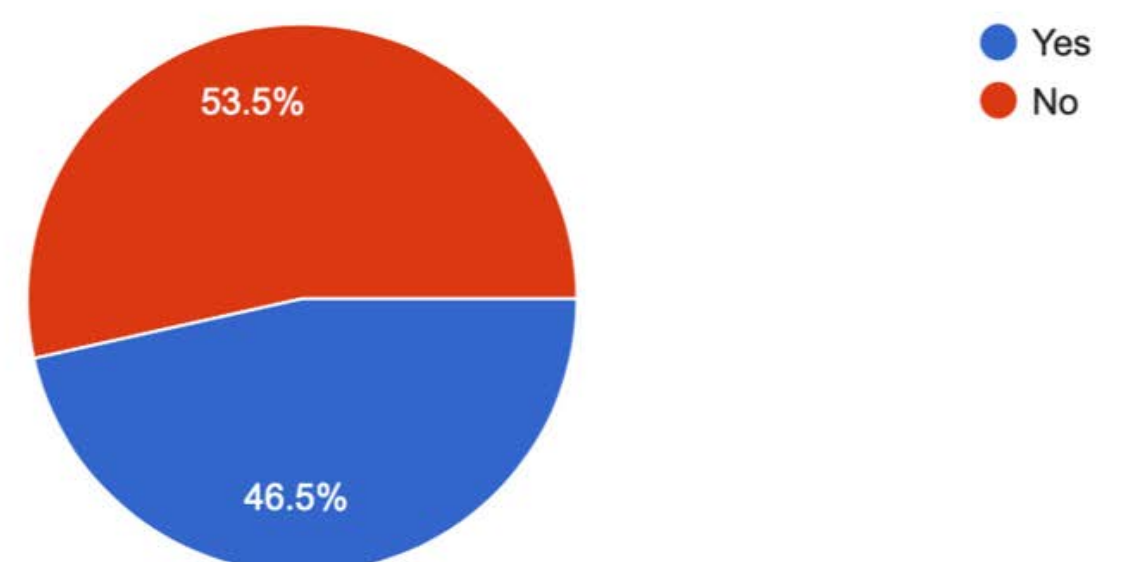
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43 responses



Do you meal plan?

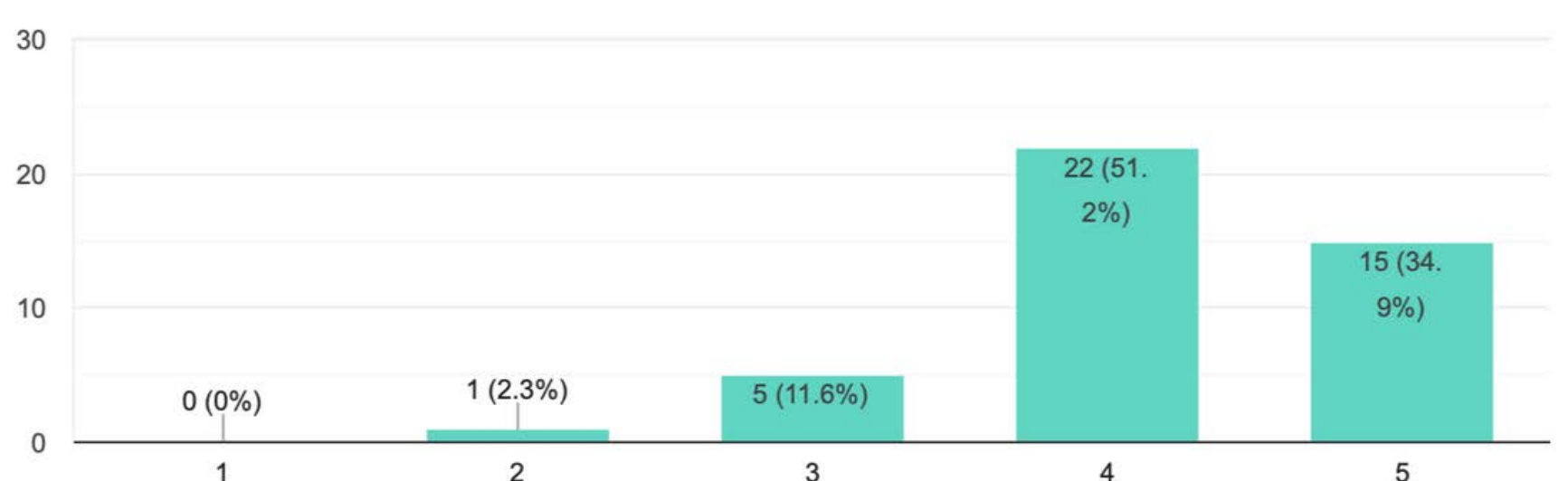
43 responses



How important is maintaining a balanced diet to you?

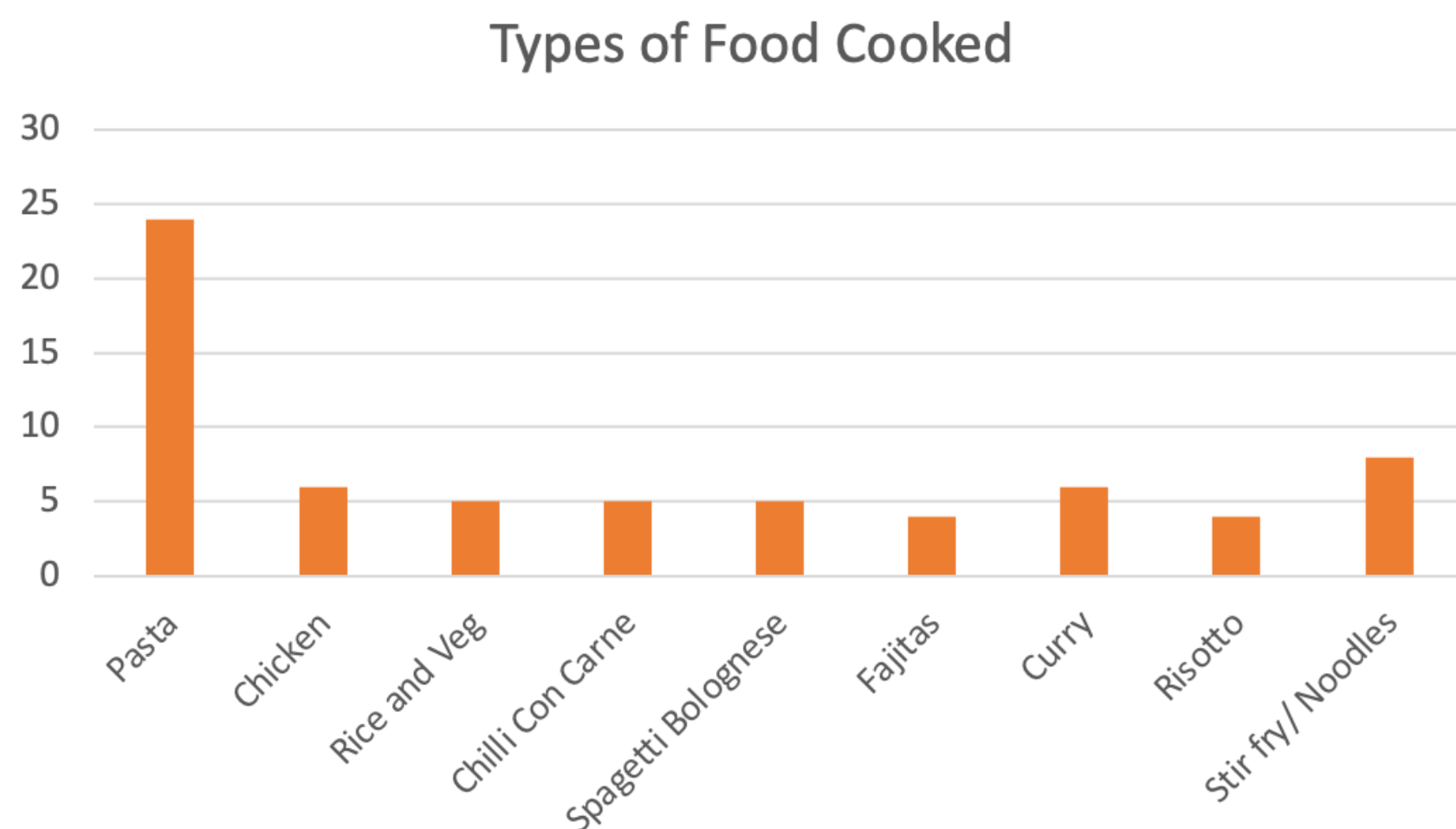
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43 responses

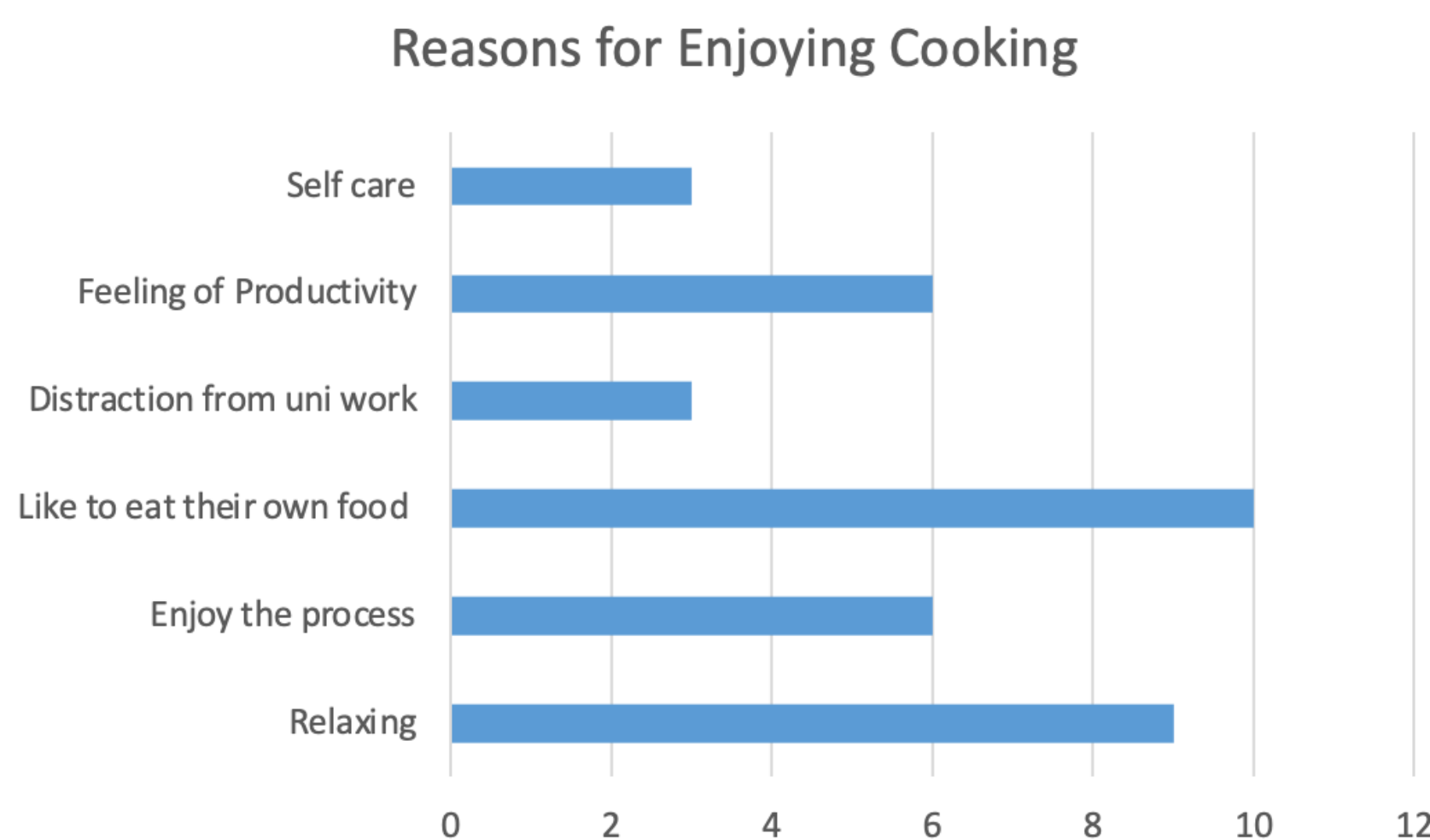


DATA INSIGHTS

Because of the nature of the campaign- it was essential to understand current consumer behaviours. I wanted to establish how much repetition there was in current cooking knowledge and what staple foods are constant repeat purchases for the demographic. The highest ranking overall was pasta in various forms, the most popular being Bolognese. The other top scoring dishes interestingly all include a variety of vegetable produce, and in some cases are more labour intensive cooking; for example risotto. This indicates a replication of cooking practices at home, and a prioritisation of nutritious food.



Food and cooking are personal things, often closely linked to family and friends. Hence, even in the student demographic there are always going to be personal touches to dishes. The reasons for enjoying cooking were somewhat widespread, with several referring to previous bad habits being broken because of increased knowledge, and its help in combatting eating disorders and anxiety. There were several high frequency answers overall including; helping students to relax and the joy of eating their own food creations. This is key for the subsequent product values and once again indicates demand for a product that encourages good cooking practices and skill learning.



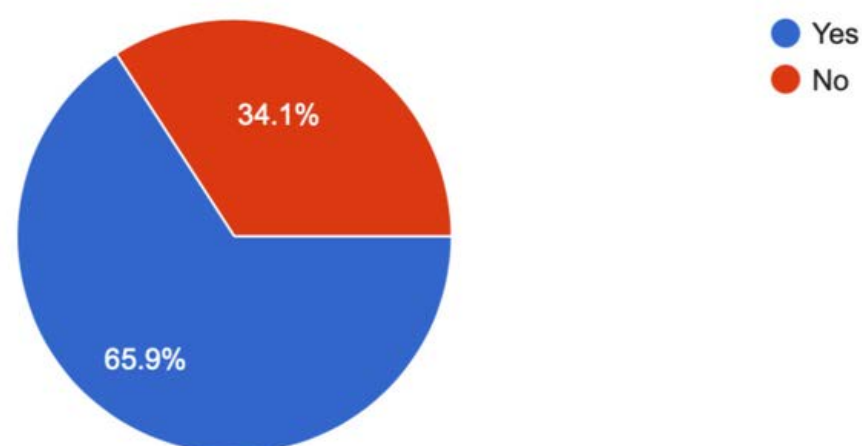
Within this question there were also key learnings about what the demographic didn't like about cooking. These can all be illustrated as problems solved by the campaign, demonstrating this helps ensure the over arching issue of cooking knowledge and accessibility is solved.

IT'S A CHORE **IT'S STRESSFUL** **IT'S OVERWHELMING**

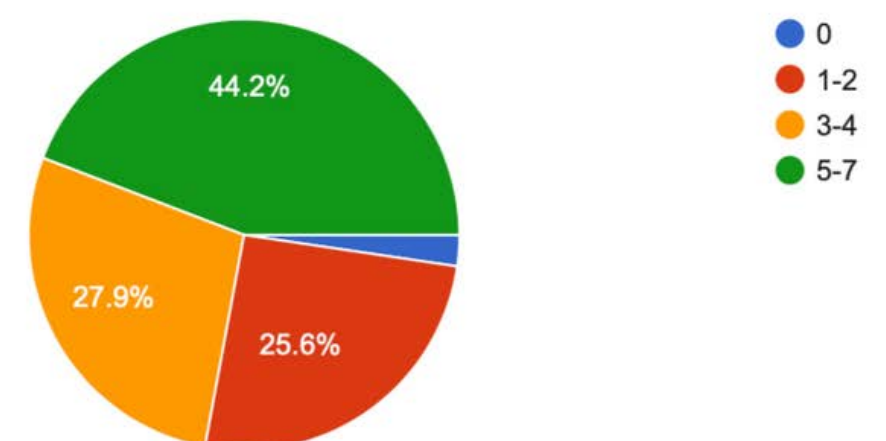
DATA INSIGHTS

This set of questions was designed to establish current abilities and how many of those surveyed are already cooking regularly. The results show that already there is a basic level of cooking, and related activities are happening on a regular basis. This again provides industry incentives to the campaign as there is already a healthy customer base.

As a student do you miss home cooking?
41 responses

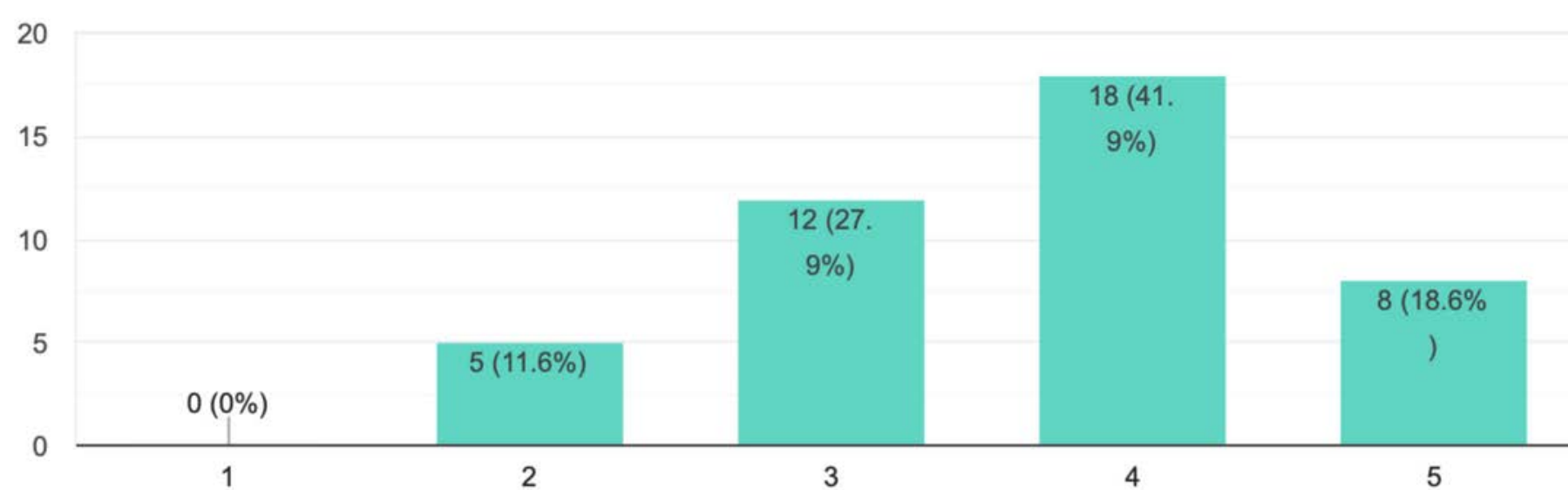


How many times a week do you cook from scratch?
43 responses



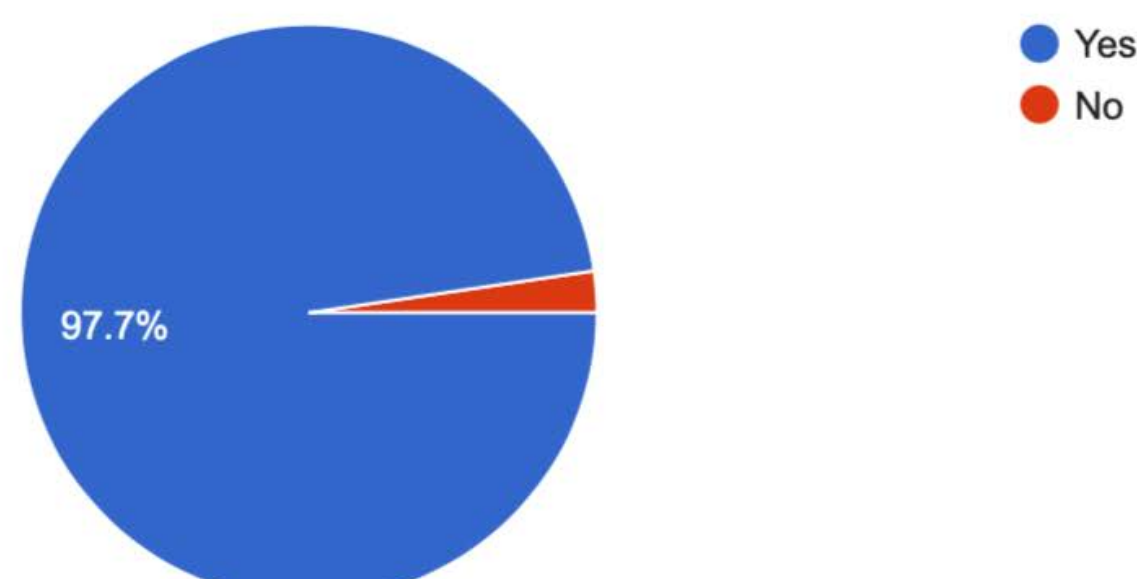
How strong are your cooking abilities
43 responses

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Any campaign research should be considerate of the wider economic environment- not only does this affect spending power but also consumer perceptions of brands. The cost of living crisis is having large scale impacts on students with 77% concerned about its effects on the success of their studies (Ogden and Waltmann 2022). This sentiment is reflected in the primary data with 97% agreeing that food companies specifically should be doing more to help students in this time.

Do you think food companies should be doing more to help students through the cost of living crisis?
43 responses



DATA INSIGHTS- KEY FOR INDUSTRY

Although the research surrounding consumer behaviour is key to understanding needs and wants of the demographic, illustrating demand for the product is key to selling to industry. Key data in this set of questions provide top line statistics to justify the campaigns necessity. Happily, data collected indicated the following:

81.4%

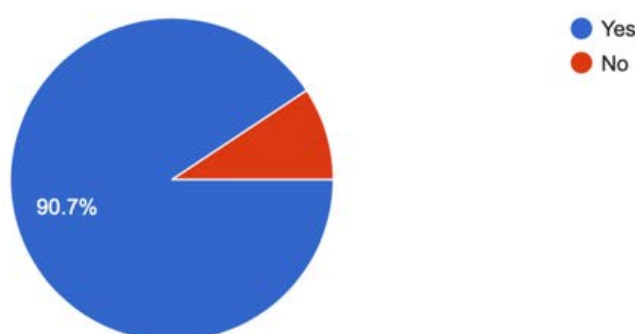
of those surveyed showed interest in the campaign specifically.

86.1%

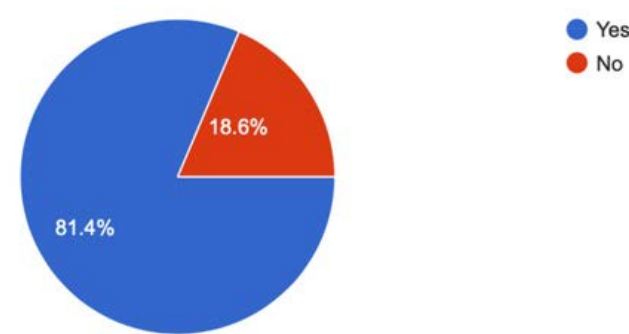
of those surveyed had substantial interest in learning to cook.

Alongside this, practical choices already being made by the demographic indicate they are cooking regularly and have proficiency in following a recipe to cook.

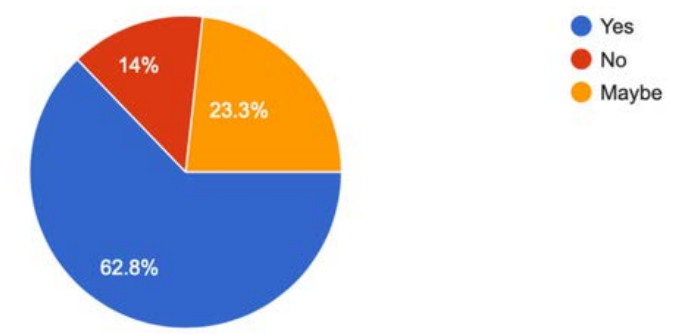
Have you followed a recipe to cook a meal in the last 6 months?
43 responses



Would you use a recipe box if it was at an accessible price point?
43 responses



Would you be interested in learning to cook at home?
43 responses



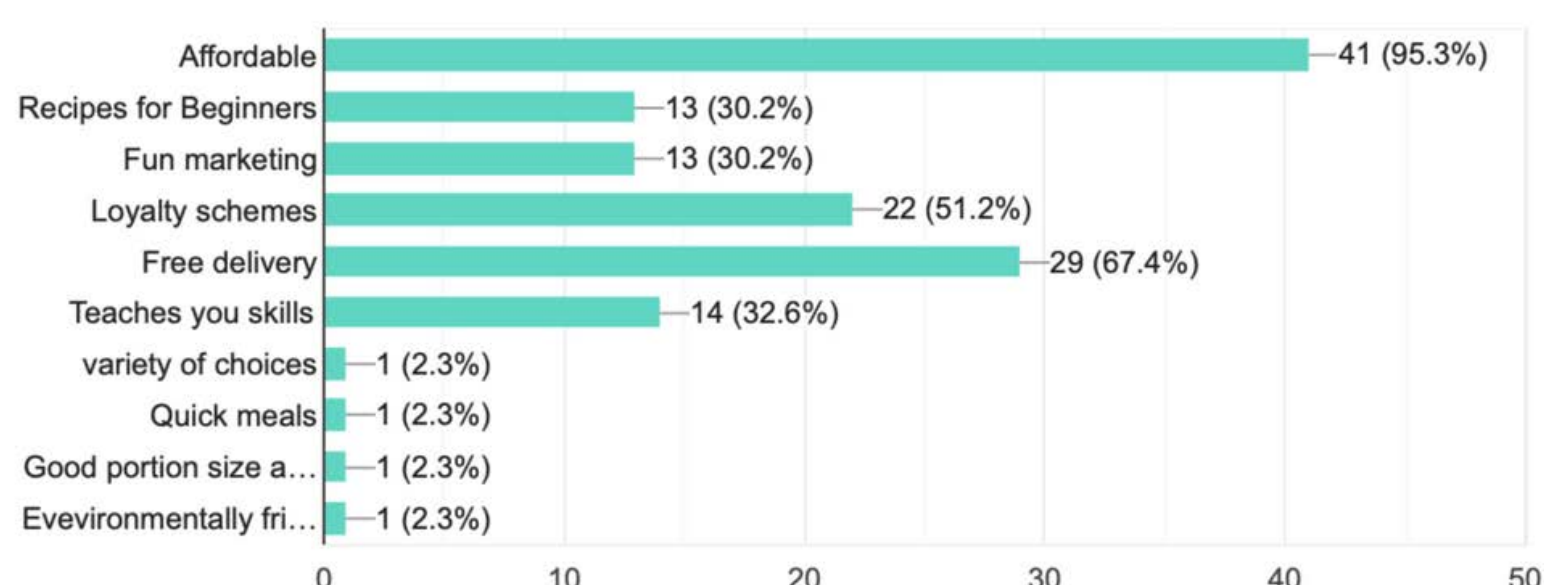
Finally, the demographic were asked what specifically would make the product appealing to them as consumers.

They could either pick from the list provided or input an answer of their own. Similarly to all of the research above, there was a real appetite for the product to be accessible in price point and knowledge. The top scoring answers for this question will be the most insightful for the marketing campaign and the specific brand values going forward.

What would make this kind of product appealing to you? (check all that apply)

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43 responses





DATA LIMITATIONS

Although the data provided critical insights and knowledge it is important to note its limitations. Due to the nature of the student body surveyed there is a gender imbalance with a higher female population taking part. Steps were taken to try and garner a more balanced response including sharing to platforms like LinkedIn, but this did not wholly rectify this. This reflects not only my own university's split, but also nationwide figures, with over 57% of HE students being female (HESA 2022).

Further market research could be undertaken at different universities across the country to establish the repeatability of these primary data results. There could also be more data collected surrounding the equipment available to students, group cooking and shopping habits in halls of residence.

The combination of primary and secondary data collected and presented show a clear picture of various student cohorts cooking and eating habits. The overarching issue stems from a lack of accessibility in cooking and a demand to change this.

The next stage of research is market facing, assessing who is already attempting to sell, and what their unique product offerings are in order to clearly establish market gaps for the campaign.


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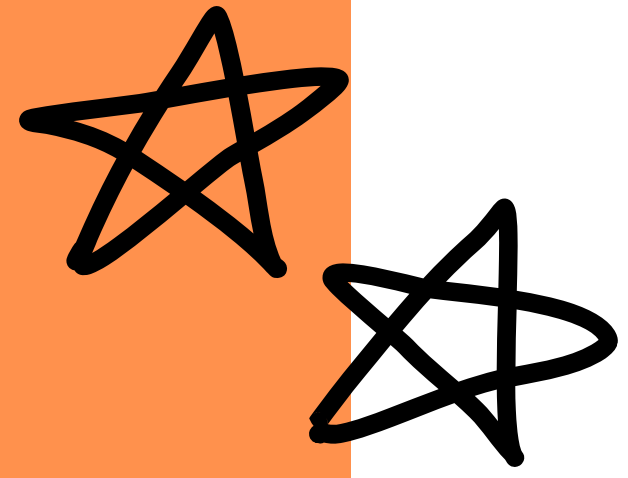


KEY INSIGHTS

- 1.** There is wide spread demand for the campaign with 81% indicating specific interest.
 - 2.** The top consumer demands for the campaign are accessibility, low cost and knowledge gain.
 - 3.** Cooking knowledge and frequency of from scratch cooking is higher then previous data indicates.
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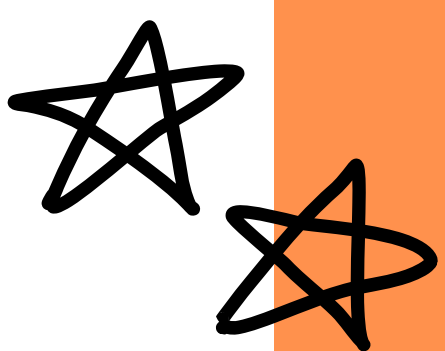


(Canva 2022)

SECTOR ANALYSIS

What are current shopping trends and who is in the market?

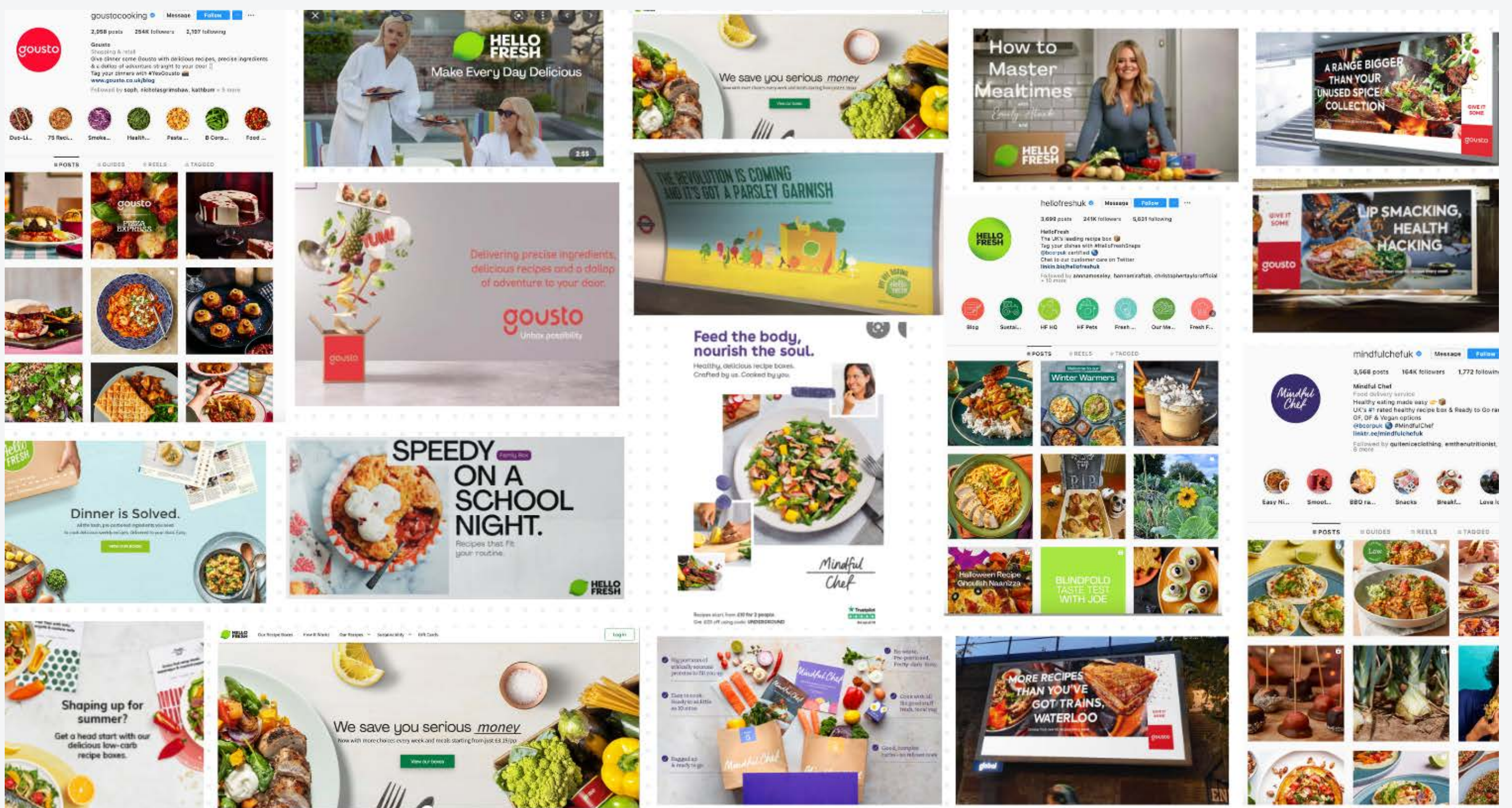
Although there is a gap for this specific demographic there are already businesses in the sector. By establishing who they are in terms of product USP, and personal brand- the gaps to fill can be established. This societal issue can be fixed by industry, mistakes just need to be used as learning opportunities.



WHAT IS ALREADY ON THE MARKET?

Taking a broad-brush approach to the current sector is a good place to start. An online ethnography allows key brand identity markers to be recognised and compared. For this analysis advertising images from the top sellers within the recipe box, and recipe inspiration sector were compared. Looking for key colour palettes, word repetition, logos, slogans, personality, and social media presence.

ONLINE ETHNOGRAPHY



(Hello Fresh 2023; Mindful Chef 2023; Gousto 2023 Various Sources)

HUMOUR, VIBRANT COLOUR, FIRST PERSON NARRATIVE, INFLUENCERS, HEALTH, SPEED, INSPIRATIONAL, COST.

Although there were elements of individuality, a lot of the public facing media for these brands uses a similar formula. The use of vibrant colours generates ideas of fun, and exotic cuisine that maybe would be out of reach to consumers. Images of food being spread, thrown or spilt summons ideas of speed, urgency, and experimentation- all of which are key to the consumer wishlist. The repeated use of humour, influencers and first-person narratives are all linked to accessibility and community building. There is however an underlying corporate gloss to these brands. There is a lack of realism to any of the imagery and all images are positioned to an audience older and of higher socioeconomic status than students.

CONTENT ANALYSIS

The key elements of the online ethnography can be more deeply investigated in a content analysis. For this analysis I decided it most useful to establish key branding themes that were repeated throughout the year. This establishes what the formula for engagement is, and which posts are the most successful for interactions.

Taking Hello Fresh's instagram for the last year (January 2022- January 2023) as the key item for analysis, the following key repetitions were identified.

Unsurprisingly the content with the most likes and views are the influencer collaborations. Although the target audience here is slightly different- these strategies can also be evidenced as crucial to engagement within the 18-25 demographic. 50% of them are using online platforms for new ideas and skill development as true digital natives (GWI 2019).

HELLO FRESH

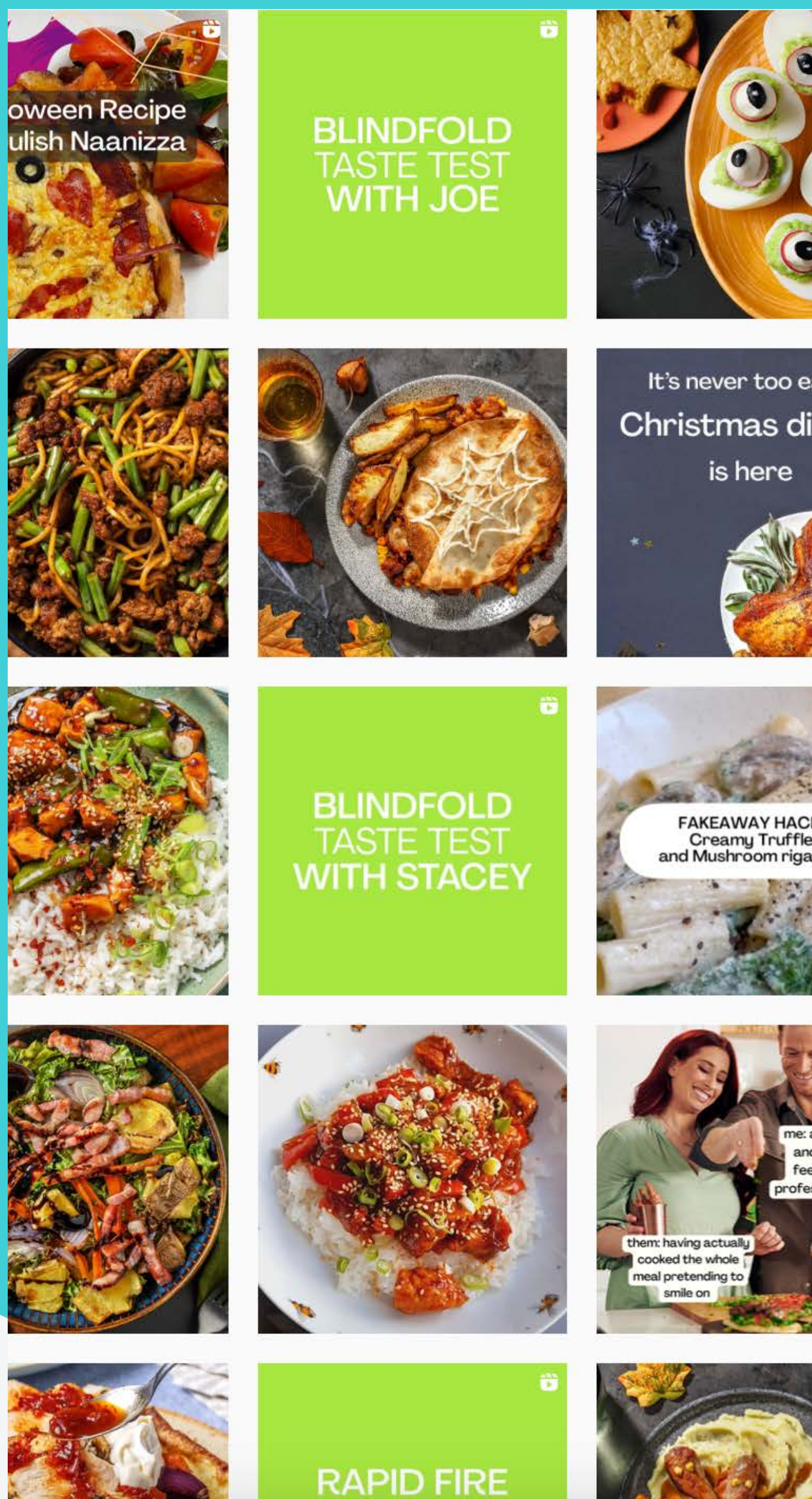
390+
Posts

4+
Chef Features

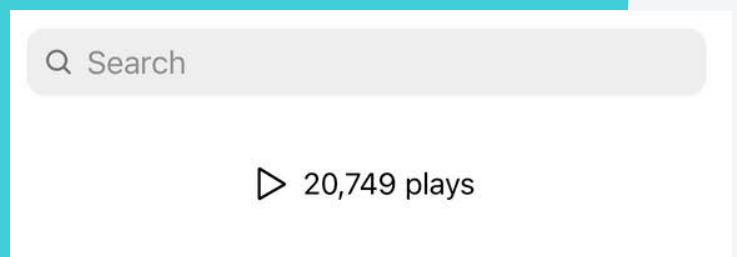
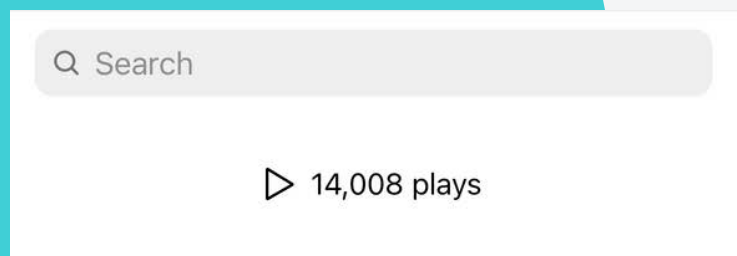
8+
Top Tips

8+
Fakeaway Hacks

20+
Around the world recipes



20+
Influencer content posts



248+
Recipe Ideas

5+
National food day celebrations



BRAND ANALYSIS

The next stage of research directly compares the brand identity the key competitors are constructing. A brand analysis increases future branding efficiency (Indeed (a) 2022)- you understand what resonates with your consumers, key USP's for competitors, and places for innovation in the industry. As these brands could be working to help fix the campaign it is important to understand how they position themselves, and how this could be transferred to a new demographic.



	Hello Fresh	Gousto	Mindful Chef	All Plants
What recipe is rated the highest?	*Serrano Ham and Butternut Linguine *Double Honey Mustard Sausage Tray Bake	*American Cheeseburger with Potato wedges *Pink Pesto, Prawn and pepper Linguine	*Veggie lasagne with aubergine *West african chicken coriander and peanut stew	*Ultimate health kit
What are their key attributes?	*Preportioned ingredients *Collectable recipe cards *21 new Recipes every week *Speed offerings *Flexible subscriptions	*Preportioned ingredients *Collectable recipe cards *50 new recipes per week *Wide variety *More affordable price point	*Charity partnerships *Reducing food waste *Supporting british farmers *B-corp certification	*Chef made meals in the freezer *All vegan *Box stays chilled until 10pm at night *Bundle options
Key Demographic	*Couples	*Families	*High income Couples or people on diets	*Busy Professionals
Strengths	*Market leader *Large scale operation *Big influencer collaborations	*Large variety to make something for everyone *Trusted UK suppliers *Easy to make recipes *Lots of nutrient rich foods which is good for kids	*Healthy options as standard *Flexible subscription package *Other products including frozen meals *Specifies calorie info and key benefit of the meal ie. low carbon impact	*Fast nutritional meals *Convenience as meals stay in the freezer
Weaknesses	*No budget option *Limited options for specific dietary requirements *Expensive delivery costs	*High delivery costs *Limited options for specific dietary requirements *Boxes for two people are almost double the price of a large box	*Highest price point *Limited options with only 20 recipes	*Expensive per serving *No subscription service *No learn to cook element all about speed
Price of Product	*From £3.44 per serving (this massively jumps up if you don't have a discount code)	*From £3.14 per serving	*Around £8 per serving for a 2 person box with 3 recipes a week	*From £5.75 per meal
Where is the gap for innovation?	* Bigger box sizes for larger families *Easier recipes for complete beginners	*Smaller box sizes for individuals or less expensive for pairs *Easier recipes for complete beginners	*Budget options *Wider range for more specific dietary requirements	*Ability to cook the recipe yourself *Wider range of recipes for more meal types

PRICE, SIZE, LIMITED OPTIONS, WRONG DEMOGRAPHIC

Multiple strengths and weaknesses were repeated across the key competitors. This paints a picture of a highly saturated industry all of which are vying for a similar consumer base. Price of product offering was the biggest repeated barrier to entry, as were limited options and small variety of portion sizes.

Importantly not one of the brands analysed specifically marketed to the student demographic. These factors then clearly show why the campaign is necessary, but also the opportunity for market expansion.



SWOT ANALYSIS

After comparing the various current market offerings and their strengths and weaknesses a specific SWOT analysis for the proposed campaign can be created. A SWOT analysis is key in new line expansion and regular performance reviews, specifically in busy markets. It allows for goal creation and active targeting of weaknesses (Indeed (b) 2022). The campaign has several strengths that are key to its USP and marketing messaging shown here. It does also indicate potential weaknesses to be combatted.

STRENGTHS

- Specific demographic to target
- Increasing customer demand
- Unique product orientation
- Engaging online presence
- Social good initiative

WEAKNESSES

- Limited primary market research
- Fickle consumers
- No big name backing

OPPORTUNITIES


- Growing market
- Change in consumer behaviours
- Weak Competition

THREATS

- Increases in production costs
- Development of new competition
- Loss of demand over long periods of time



KEY INSIGHTS

- 1.** Colours connoting health and variety are key to successful marketing.
 - 2.** Humour and first person narratives engage consumers and aid in community building.
 - 3.** Current market offerings all have a similar value proposition and all have issues isolating the student demographic.
- 

cooking
CLASS



TARGET AUDIENCE

Industry and consumer facing

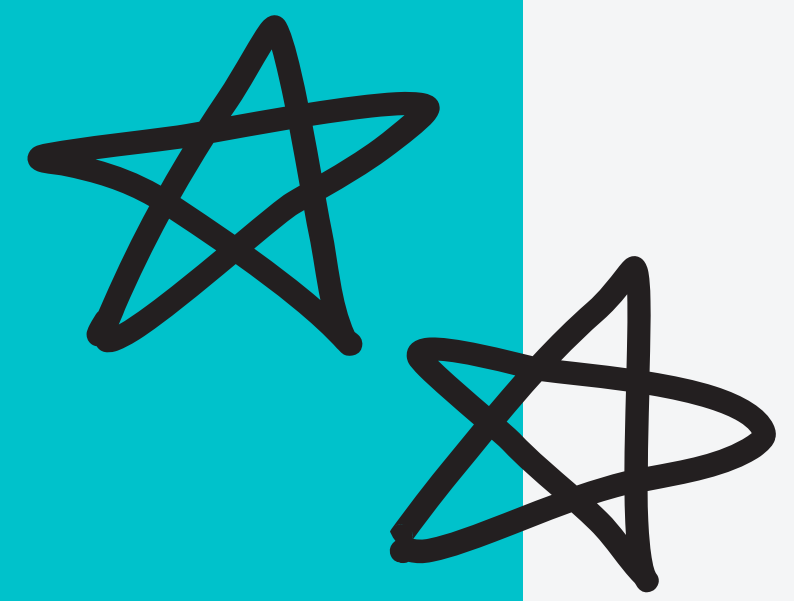
It is key for any successful campaign to be specific about the target audience, understanding different buyers motivations, needs and wants for a product allow platforms to be tailored for maximum success (Evans 2013).

The target audience for this campaign takes a dual approach.

The campaign firstly is all about education, specifically to industry on how they can be doing more. The research outlined above shows these competitors are not only missing a key audience to exploit- but ignoring an issue that could benefit their CSR strategy. As the cost-of-living crisis worsens in the UK, this is a key time for industry to be making changes. In order to show how to successfully target the student demographic a campaign will be created to educate industry but also the student population too. This other audience consists of 18-24-year-old students who have moved away from home for study, both male and female, but crucially those who lack knowledge on how to shop and cook to maintain a healthy lifestyle. This audience are social media savvy, enjoy influencer participation and actively engage with brands on online platforms. They value cost-effective solutions, convenience and the ability to learn., all of which will be used to inform the campaign plan.

'This segment includes the most educated, mobile, and connected consumers to date... socially conscious, tech-savvy, innovative and permanently looking for change.'
(Chaney et al. 2017)

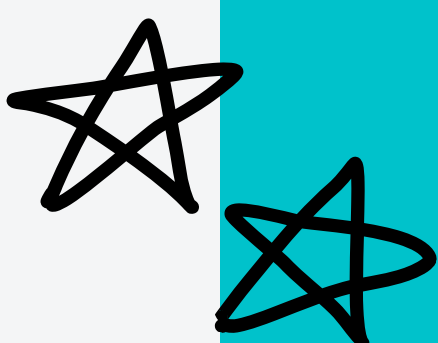
(Image credit: University of Bath 2020)



(Unite Students 2019)

CAMPAIGN PLAN

After collating this industry and audience research, the next stage is the campaign plan. This will showcase key competitors, in-depth persona information, as well as the customer journey, platforms, branding and justification for all decisions to ensure maximum audience reach.





KEY OBJECTIVES

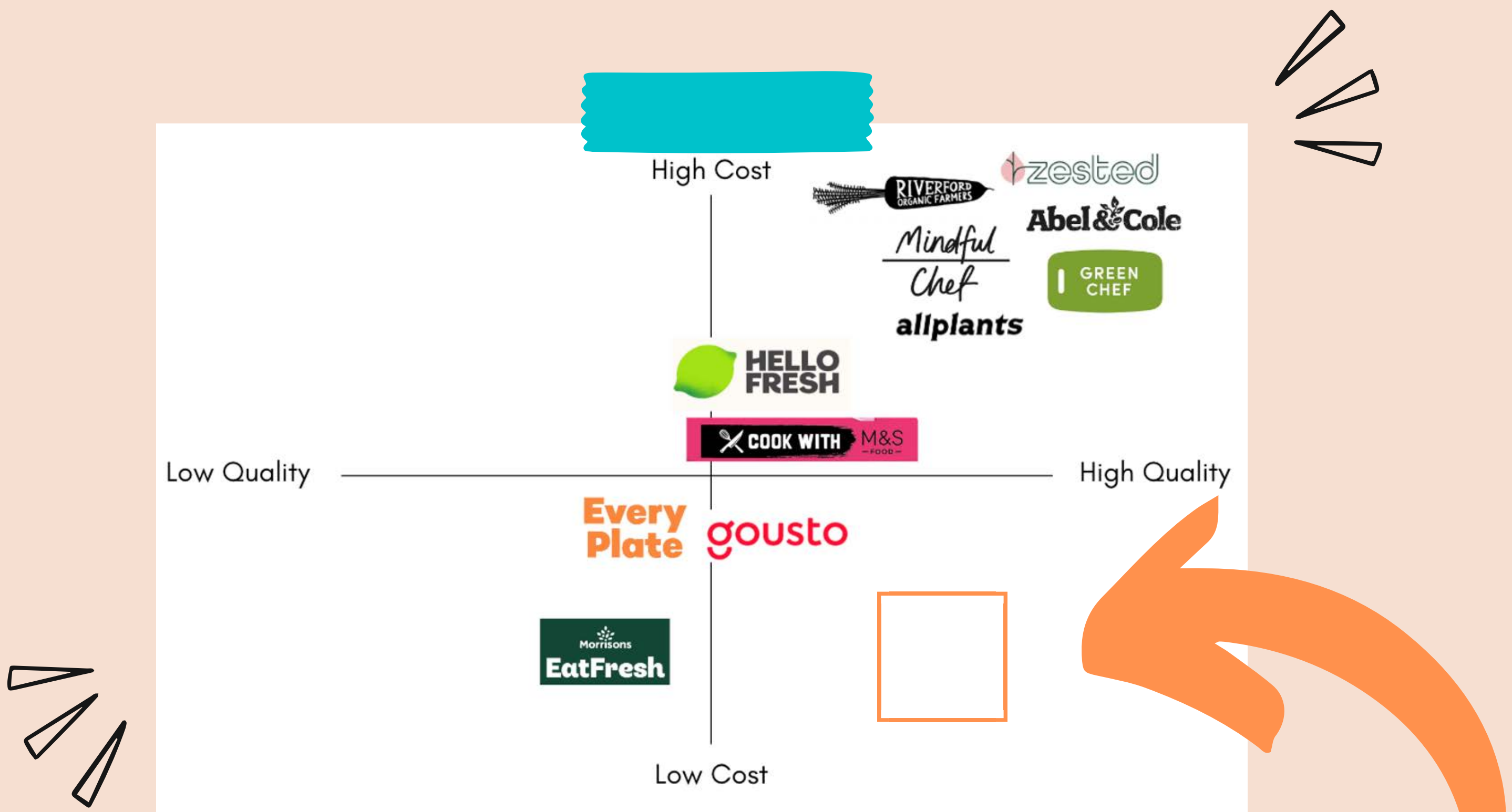
The key objectives for the campaign are what influences all other decisions going forward, they outline the campaign's premise, but also the justification for its existence and create the structure for the brand values. These key objectives are all informed by the demands of the audience established from research presented above. For this campaign the key objectives are as follows, addressing the objectives to both sides of the double aspect audience.

- 1. Educate students on how to cook better.**
- 2. Bring awareness to the benefits of cooking and a healthy lifestyle to students.**
- 3. Inform industry on the market demand for this kind of product.**
- 4. Highlight the ways in which the 18-25 year old demographic could be successfully targeted.**
- 5. Prove the potential success rates of this kind of campaign.**

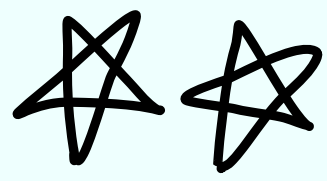
KEY COMPETITORS

By creating visuals like a positioning map it easily showcases key gaps within the sector. This technique also highlights the relationship between brands and how consumers prioritise brands key values, building market share in a saturated space (D' Aveni 2007).

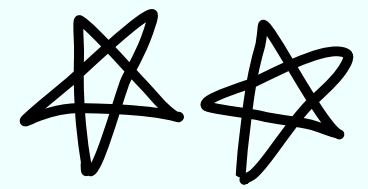
From the brand analysis the brands compared were all missing value for money against quality or variety. A broader analysis allows a visual of where these gaps are across recipe boxes, idea websites and supermarket offerings in the UK and abroad.



This square represents the gap where this campaign offering would sit. The majority of the brands included are following a high cost high quality model, especially when catering to a specific demographic, for example All Plants which is exclusively vegan. The pandemic has accelerated e-commerce pushing years of change into months (New food 2021) meaning the sector is becoming increasingly saturated. Although there are brands in the lower quadrants, they are either only available abroad, extremely limited in supply, or not targeting the right demographic.



COMPETITOR MATRIX



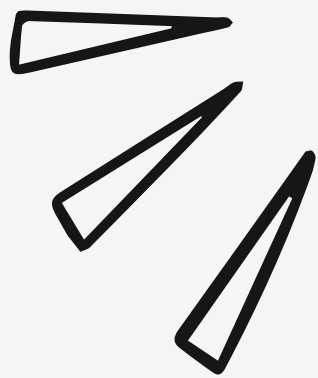
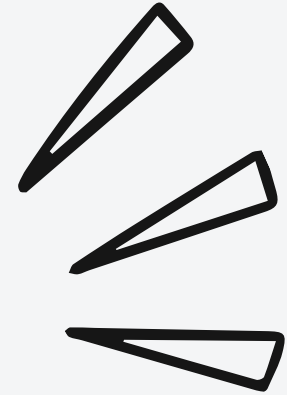
	Hello Fresh	Gousto	All Plants	Mindful Chef	Every Plate	Student food project	Sorted food
Recipe boxes	X	X		X	X		
Frozen provision			X			X	X
Accessible pricepoint					X	X	X
Recipes for beginners	X					X	X
App ordering	X	X		X			X
High reviews		X	X				
Subscription services	X	X	X	X	X		
Engaging social media		X					X
Nutritional	X	X	X	X	X	X	X
Loyalty Scheme	X	X	X	X	X		
Free delivery							
Flexible portion sizes	X	X			X	X	X
Environmentally friendly			X				
Ability to learn recipes	X	X			x	X	X
High variety options	X	X					X

In order to further establish the specific brand elements and further visualise gaps, the brands can be placed into a competitor matrix. The brands I chose to compare span recipe box, home delivery options and websites/apps that provide recipe inspiration. None of the brands listed above combine all of these factors and each have their own positives and negatives.

WHAT DOES THIS TELL US?

These comparisons are the best way of understanding the current pitfalls of the industry. The repeated gaps in the offering can help make up the key brand features, messages and brand values for the campaign. These can be identified as:

- **ACCESSIBLE FOOD TYPES**
- **TEACHING RESOURCES**
- **RECIPES FOR BEGINNERS**
- **APP ORDERING**
- **ENGAGING SOCIAL MEDIA**
- **FREE DELIVERY**
- **ENVIRONMENTALLY FRIENDLY**



It is crucial to the success of the campaign these industry gaps along with the campaigns key objectives can be visualised in imagery. Hence all the research demonstrated in previous sections and survey data must be utilised to better communicate to the audience on an individual level.

cooking
CLASS

AUDIENCE INFORMATION



Defining the brand audience clearly is a key step to any campaign. Knowing who they are allows for more significant messaging, better loyalty and creation of a brand that resonates (Zote 2021).

The audience as stated above will be dual aspect. Part of the campaign will be industry orientated educating them on the over arching issues within the sector, how this is affecting consumers, and what they should be doing to rectify this.

This section of the audience is specifically marketing professionals working within the sector or universities who could be intervening to help students. In order to educate on how to best access the student demographic there will be a mock campaign outlined in more detail here. Further research into the audience in relation to the sector and as a pen portrait is displayed below.



CONSUMER

- Gen Z's are the demographic most likely to already have a food-related subscription.
- 22% stated that their subscriptions saved them time by not having to go to the shops.
- They are also the demographic most likely to have a subscription to help them eat healthily.
- 41% of Gen Z are interested in prepared meals due to their convenience (Attest 2021)

INDUSTRY

- The market value of the meal kit industry for 2020 was estimated at £1 billion (Statista 2023)
- 58% of those already in industry intended on investing in existing offerings or expanding into new markets (Global Markets 2019)
- 71% of students have declared themselves as digital natives within the kitchen environment. (Brimble 2020)
- 33% of consumers would purchase a product for the associated community. (Valentine 2018)

ACADEMIC INSIGHTS

'Most of them are digital natives, meaning they grew up with access to digital communications technology. They are a critically important user group: many of them are studying for degrees, or beginning careers... They're starting to earn more money, and they're comfortable with spending it online.'
(K. Moran 2016)

'According to recent data shared by Google, nearly half of young people look to TikTok or Instagram instead of Google Maps to Search for answers.'
(S. Moran 2022)

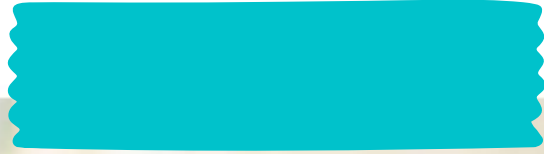
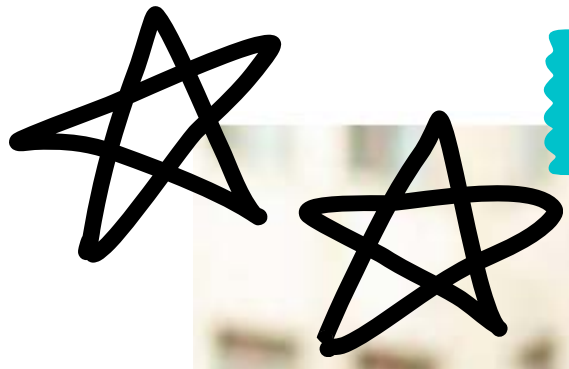
This audience is interested in keeping healthy – over half say they go running/ jogging once a week or more and over a third have purchased a health-related food product in the past month.
(GWI 2019)

Nearly 40% of Gen Z say they're directly influenced by products they see on TikTok and brands should take notice.
(Barnhart 2022)

'Food and drink was in the top 5 interests for 58% of those surveyed'

'28% of app usage is related to food and restaurants'

(GWI 2019)



(Istock 2023)

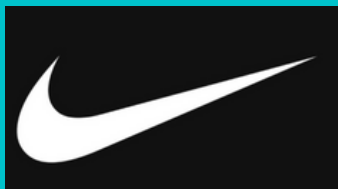


PERSON

A PROFILE

- Name: Harry
- Age: 20
- Occupation: 2nd year full time University Student
- Status: In a relationship
- Location: Bristol
- Financials: Student loan and parent support
- Housing Arrangement: House share with university friends
- Cooking ability: Basic, low nutritional values and highly repetitive

BRANDS



Sainsbury's



PERSONALITY

Active

Social

Sporty

Extrovert

GOALS AND FRUSTRATIONS

Goals: Increase fitness for the rugby team, learn to cook something to impress his girlfriend

Frustrations: Can't afford fancy foods, doesn't know what is best to eat to reach fitness goals, doesn't have time to spend researching and shopping around studying.

BIO

Harry is a Gen Z Bristol university student studying Geography. His main concern is going to the gym and maintaining a healthy lifestyle alongside socialising as he plays on the university rugby team. Growing up around home cooking means he has basic cooking knowledge but fitting in time to shop and research around studies is difficult, so it isn't prioritised. Harry wants to be able to cook for his girlfriend and himself to a higher quality but isn't sure where to start, or how to ensure this is a benefit to him and his fitness goals. A regular TikTok and Instagram user, he has active relationships with influencers and has favourite content, something that impacts buying behaviour. Harry regularly shops online and is digitally savvy, the convenience of this is the main appeal.

BRAND MESSAGING

Now the audience has been clearly identified and thoroughly researched to understand needs, the campaign messages can be formulated to attract this audience, build loyalty, and convey a call to action successfully. Brand messages consist of specific values, slogans and branding elements visible across the campaign defining the brands identity, based on the research learnings. All of which will be showcased and justified below:

BRAND VALUES

Brand values are the primary way of establishing how the brand will be sold to an audience and consumer group. They distinguish the brand from competitors on the market and help to formulate and communicate personality and identity (Nettl. 2022). This is key for the social change elements of the campaign, research suggests 44% of consumers are driven by the products purpose, and buy those that align to their own values surrounding wellness (Birch 2022).

SLOGAN

Similarly to the brand values the slogan acts as another primary brand interaction- it also in this case will add continuity across a multi-platform campaign, aiding in the recognisability and reputation of the campaign name (Wyn Jones 2022).

BRANDING ELEMENTS

The brands visual aids allow for affiliation, and emotional responses from the audience demographic (Ideas on Purpose 2022) when colours and text work together the best branding response is created. Everything from the name, to the typography, visual cues and graphics all come with justification from audience research and competitor analysis.

BRAND VALUES

HEALTHY

The brand is all about healthy food, lifestyles and living well- maintaining a balanced diet was a priority for 85% of those surveyed above. Plus symbols of health in marketing help lower priced products gain reputability and promote sales (Maesen 2022).

ACCESSIBLE

The key element missing in all industry existing offerings was access. The meals on offer came with a prerequisite of knowledge and specific items of cookware- a barrier to entry for students who often lack both. It also needs to be easy to physically access with 41% of those surveyed above stating convenience of purchase as a key selling point.

LEARNING

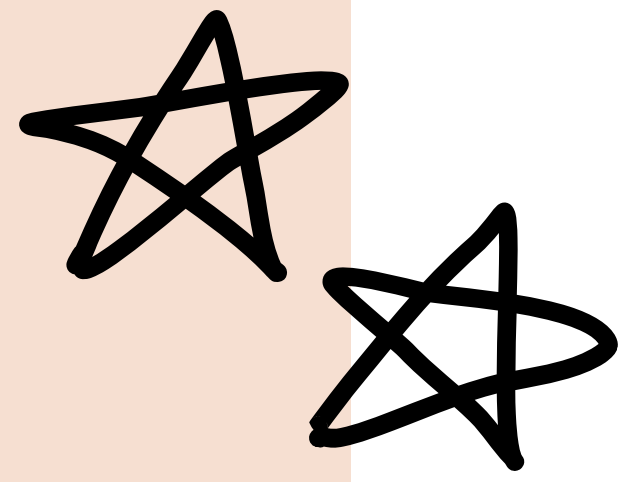
In order to fix the societal issue, this campaign must be full of learning opportunities, there is an appetite to learn with over 60% of those surveyed demanding recipes for beginners or new skills to be taught. By embedding these ideas it allows consumers access and practical learnings but also a community- key to targeting this demographic. (Valentine 2018)

AFFORDABLE

Research shown above demonstrates the lack of disposable funding to students as the main barrier to healthy foods and cooking (Velez Toral et al. 2020). This was repeated in primary data with 53% spending just £21-£30 a week on food. Hence one of the key identity markers will be the brand price point and a lack of superiority.

FUN

The 18-25 demographic seek ideas and creativity driven marketing (Moran 2022) hence they are less reactive without it. As the brand is selling knowledge and creativity in the kitchen it's marketing must mirror this- especially in a saturated market, and busy social media universe.



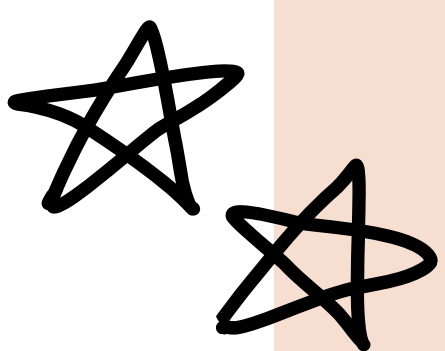
BRANDING

(Red Pixel 2017)

BRANDING CHOICES

What are the brands visual queues and key images?

As the brand identity is now clear through brand values and messaging, it is important to create a name, logo and subsequent branding markers that match this and allow for clear communication to the consumer.



NAME AND LOGO

It was important that the first word of the brand name immediately allows consumers to understand the product. Cooking was deliberately chosen as it has a level of accessibility more so than chef or cuisine for example, both of which would have worked for alliteration. The campaign is also about more than food, it centres around skills and the personality and fun associated with meal preparation. This is especially important as survey data indicated 44% are already cooking from scratch 5-7 times a week.

Use of the word class works on two levels, it creates an association to learning- one of the key brand values and easily showcases the brand's aims of teaching new skills. It also provides an immediate link back to the demographic of students, all of whom are still in an educational setting. It creates several other creative avenues for the campaign touch points to utilise doodles, bright colours and youthful tone of voice.

Cooking Class

The brand name must be displayed in logo form, this the key brand marker creating continuity across all touch points. The logo I wanted to create uses Gestalt theory- the collective grouping of the logo elements helps to better convey brand meaning and personality, Specifically, I used order to create symmetry and guide the eye through the design (Addams 2019).

1. **COOKING**
CLASS

2. **cooking**
CLASS


3. **COOKING**
class

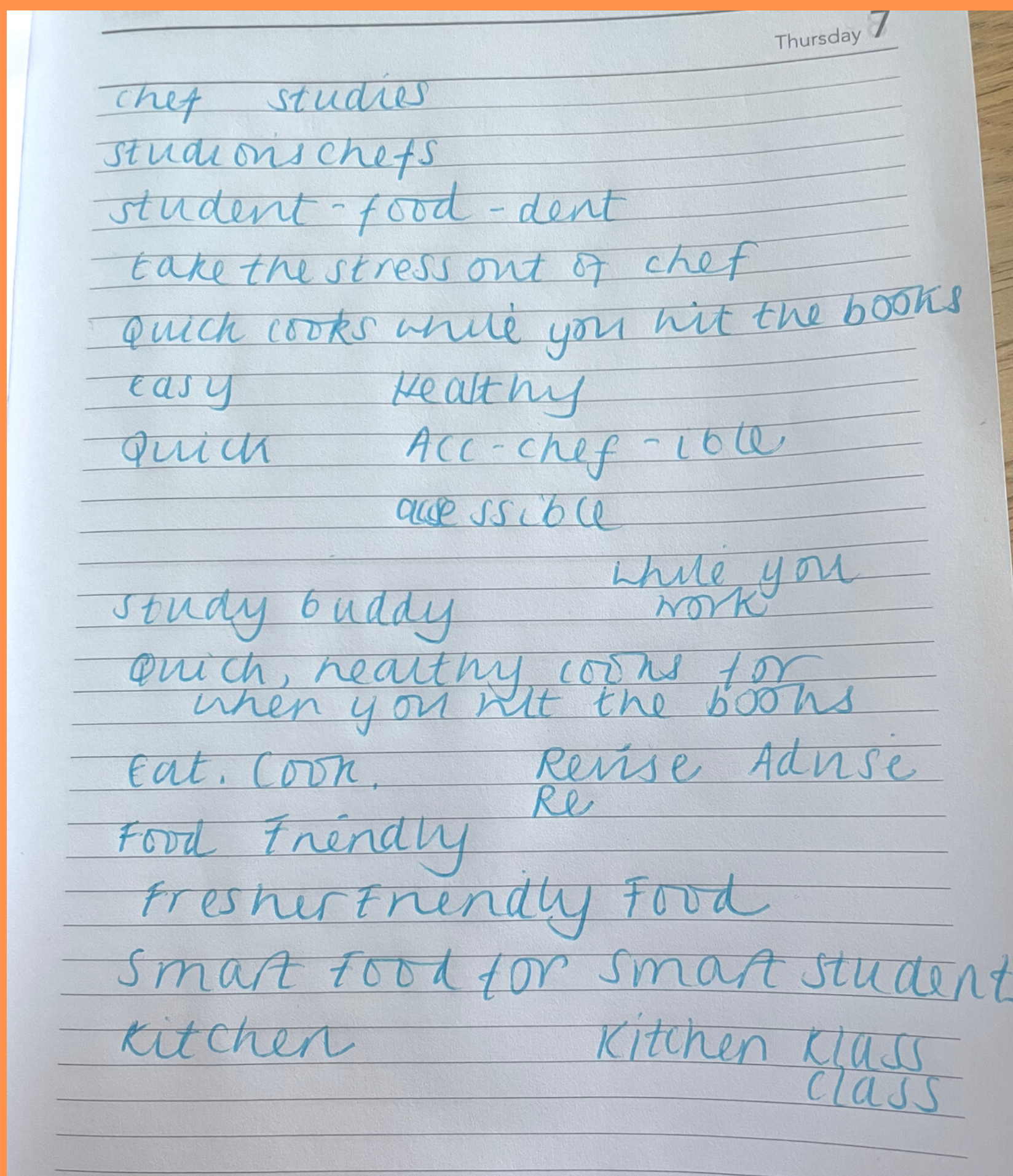

4. **COOKING**
Class


5. **cooking**
CLASS


MY CHOSEN LOGO

SLOGAN

A slogan is the quickest way for consumers to see if the brand aligns with their preferences. It must convey the brand values and personality whilst remaining easy to remember. Luchies (2017), suggests there are 8 key elements to a great slogan including: brand alignment, ease of understanding, length, differentiation and key benefit among others.



- let the cooking begin,
- get more from cooking,
- Next stop, cooking,
- all you add is student,
- it's that simple,
- speedy, easy, delicious,
- cooking made simple

All of the options I tested took onboard these key ideas, including my brand values and the priorities for consumers outlined in my survey data. I also took inspiration from some of the brands suggested as already marketing well to the student demographic. For example deliveroo, Aldi and Giff Gaff, all of which emphasise difference, independence and simplicity.

"SMART FOOD FOR SMART STUDENTS"

MY CHOSEN SLOGAN



cooking
CLASS

FINAL CHOICES AND JUSTIFICATION

cooking CLASS

SMART FOOD FOR SMART STUDENTS

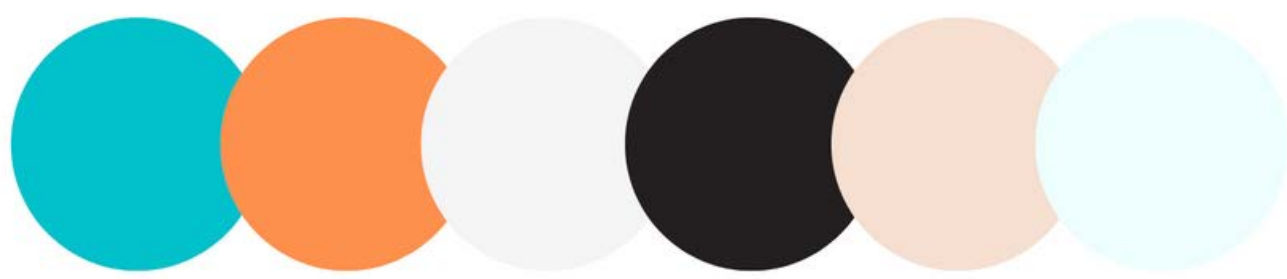
It is important to create a name and logo that allow for clear communication to the consumer. These will also be the key to the overarching themes to the branding. Using handwritten type helps build trust with consumers and showcases a human presence, key to community building (Stein 2022). This is paired with a sans serif modern font reminiscent of those used on digital networks, allowing a clear link back to the campaigns platforms. The spoon iconography acts as an immediate brand marker and locates the campaign's key industry, crucial when interacting with a fickle demographic.

My chosen slogan is a combination of all of these key research elements. The slogan is short and uses repetition to increase memorability, key in a busy market place. The use of the preposition 'for' indicates the product has not been designed for solely profit, but to be conscious of the consumer's needs and wants. Finally the use of the plural 'students' emphasises community building and togetherness, creating a collective of consumers- something known to be key to the demographic. Although there are no brand values in the slogan, the sentiment it works to create aligns with the brand identity, and the product's key benefit. When paired with the brand name they work in tandem to emphasise learning, individual thought and practical solutions.

BRAND MARKS

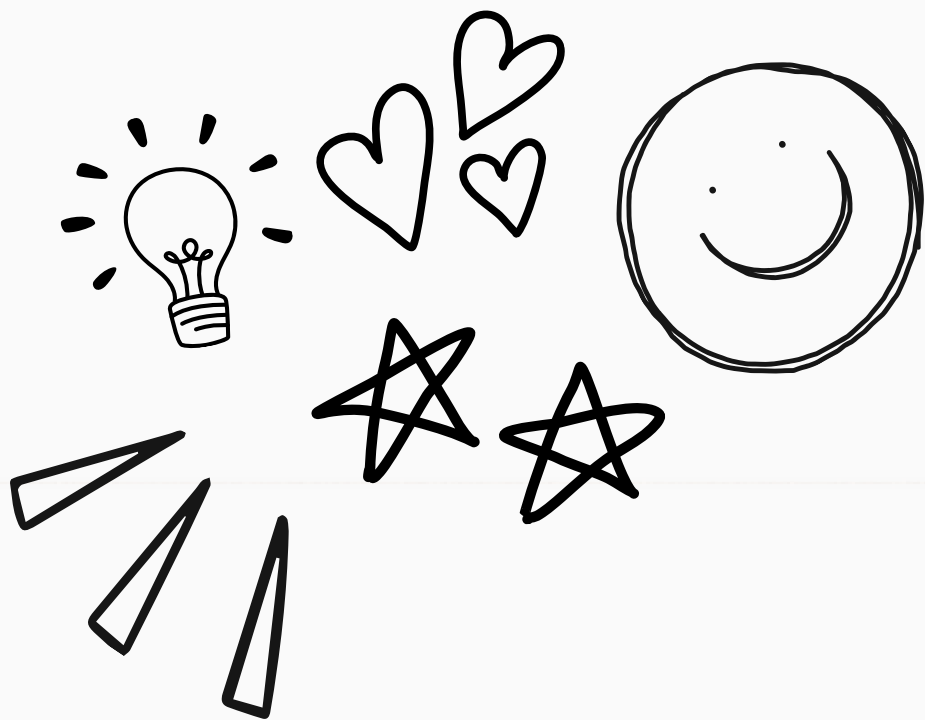
Alongside the primary brand identifiers there are a whole bank of visual cues associated to the brand. These are key to any multi platform campaign as they create continuity and expand the brands personality. Secondary branding choices such as colour palette, graphics and images will all be explained here.

1.



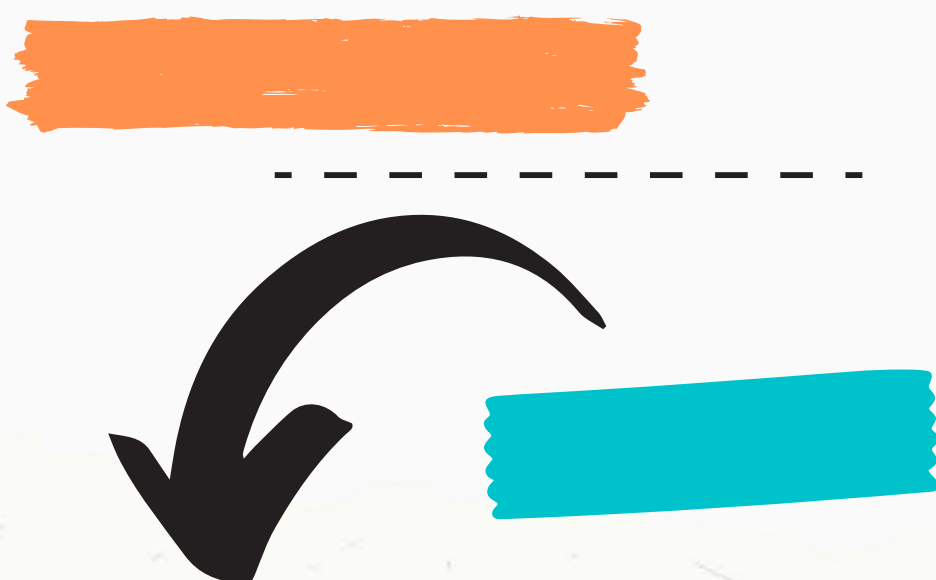
For Cooking Class colour is a large part of the conveyed personality. Up to 85% of shoppers make purchase decisions based on colour alone (Georgiev 2022), hence it needs to be attractive. The selected palette is bright, bold and importantly gender neutral to widen the consumer base. The colours selected are also harmony colours to green- a common colour in healthy food photography.

2.



The links back to fun, youthfulness and informality are going to be visible in doodles and handwritten annotations. This is also a visible way of showing community and collective improvement, it is unfussy and shows room for mistakes.

3.



The final overarching brand marker is the use of tapes, and paper scraps. These are another link back to education and the idea of a physical recipe book. This humanises the brand in the digital content the brand will be relying on.

CREATING A MULTI-PLATFORM CAMPAIGN

Multi-platform campaigns are especially important in the modern media environment- the combination of several platforms creates media synergy, increasing their individual effectiveness (Neijens and Voorveld 2015). The platforms selected span print media and social, both equally important for awareness and maintaining brand visibility. Social media is the back bone of this cross channel campaign, simply because it works best for the demographic:

43%

OF 18-24 YEAR-OLDS ARE USING SOCIAL MEDIA TO DISCOVER PRODUCTS

(Paige 2021)

79%

OF 18-25 YEAR OLDS HAVE BEEN INSPIRED TO TAKE UP A NEW HOBBY AS A RESULT OF WATCHING VIDEOS ON SOCIAL MEDIA.

(Good News Network 2022)

This integrated approach is key when building the brand associated with the campaign, as this is where value and affiliation are built for the consumer (Kingsnorth 2022) something that can be done with increasing ease using social media.

Because the campaign's key objectives are all about education and instructing behavioural change within the consumer, it is key there is a constant brand presence. This will have a large impact on the success of the campaign.

It is key then that these campaigns are planned including every touchpoint throughout the user journey. Touchpoints are the specific locations the consumer will interact with the brand. They will be organised into a sequence following a timeline to maximise repeat awareness.



USER JOURNEY

As the audience for the campaign is dual aspect it is important to map the two distinctive user journeys for each half. The second journey will work as a means of demonstrating to industry what a good campaign should look like and what platforms they should be utilising for maximum engagement.

56%

of Gen Z have visited an online store

(GWI 2019)

43%

of Gen Z have searched online for a product they want to buy

INDUSTRY

START

Reporting

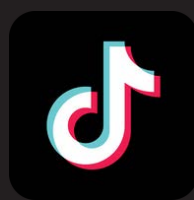


LinkedIn

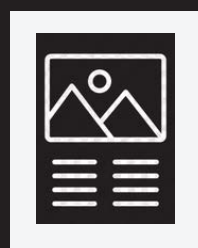


Cooking class will begin as industry facing reporting and professional platform content for LinkedIn. This is working purely to inform and educate industry on the gaps they are missing.

START



TikTok



Posters



Instagram



Website
/blog

BeReal.

BeReal

The second journey will work as a means of demonstrating to industry what a good campaign should look like and what platforms they should be utilising for maximum engagement.

PUBLIC

PLATFORM JUSTIFICATION



Tiktok

- Tiktok is an obvious choice for this campaign, data suggests 39% of Gen Z consumers buy products through TikTok (Dopson 2022).
- Video content is consistently favoured by algorithms with the sharing of TikTok content becoming common place on Instagram, making an integrated campaign easier to create.
- Brands need to build an interaction with consumers, increasingly 18-24 year olds demand more proof for a product than just a website (K. Moran 2016) TikTok has a human quality and immediacy.
- Critically over 40% of TikTok users are between 18 and 24, making it the most saturated for the correct demographic.



Posters

- Reinforcing the brand images seen online is key in a busy market place hence having a print offering repeats the message in a new location.
- The demographic are regularly in areas where they would see poster designs such across university campuses, coffee shops or in Students Unions.
- As a result they are targeted, cost effective and quick to produce and alter to suit market changes. (Comben 2020)



Instagram

- Instagram is another key location for the demographic with 31% of 18-24 year olds using it daily for an average of 29 mins (Barnhart 2022)
- In line with TikTok- updates to the platform include new Shopping features (like Drops) which could be utilised in the future to further shorten the customer journey. (Barnhart 2022)
- Instagram's primary focus is USG meaning that building a community and creating two way communications with consumers is simple. This will also be achieved through influencer partnerships.
- Marketing food and skill development is all about visuals, the better the visual content is in terms of being aspirational and accessible, the better for the brand.



Website /blog

- A website is a practical addition. The campaign needs to have a hub for all content, and for longer form educational editorials. The website acts as a central location and brings together industry and consumer as two individual audiences.
- This combines all brand values and social media, key as 37% of consumers won't purchase if there is no USG on the website (Paige 2021).
- This is also central to maintaining overall tone, although the website adds a sense of legitimacy to the campaign, it must still be in touch with the right lexis, be un-hierarchical and build community without trying too hard to appear cool (K. Moran 2016).

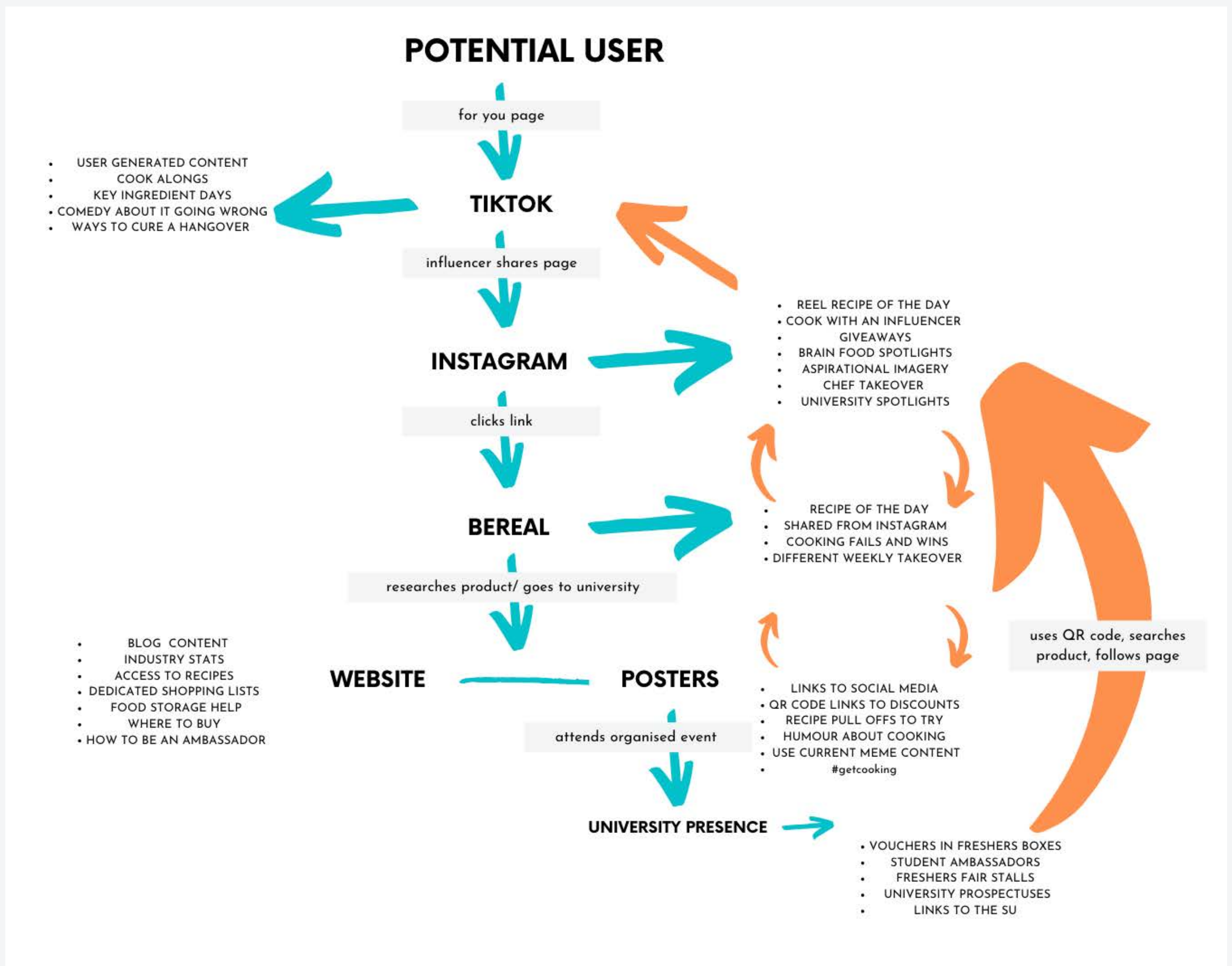


BeReal

- When interacting with a fickle consumer it is important to stay on top of trends, one being 'blink and you'll miss it' experiences like BeReal: you only get to do it once a day (S. Moran 2022)
- This is going to be a key influencer interaction platform adding realism, interactivity and fresh USG daily.

THE SPECIFICS

This map illustrates the user journey, touchpoints and how audiences will move through them. There are also suggestions for the types of content on each platform. The orange arrows represent loops where the consumer could move through the journey differently or revisit certain areas.



INFLUENCERS AND CONTENT

- All content is aiming to create an experience, offering entertainment more than sales, key not only for the campaign cause, but also for demographic engagement (Valentine 2018).
- The use of influencers is key to student marketing, they don't have to be high profile, but relatable. They build credibility and trust (Woodall 2022), 61% trust influencers, only 37% of consumers trust branded content (Dopson 2022).
- This is even higher in 18-25 year olds who are twice as likely to take advice from an influencer than from friends and family in some instances (Hello Partner 2019).
- Several content pieces will focus on togetherness and community key for the demographic. By marketing to the demographics habits like word of mouth advertising, buying rates should increase (Chaney et al. 2017).

RAPID PROTOTYPING

To give a first idea of what some of the content produced could look like, rapid prototypes can be made. These will then be built upon and altered as the design process develops. As a first attempt they take on board some of the key research presented above but there will be several more attempts before the final design.

1.



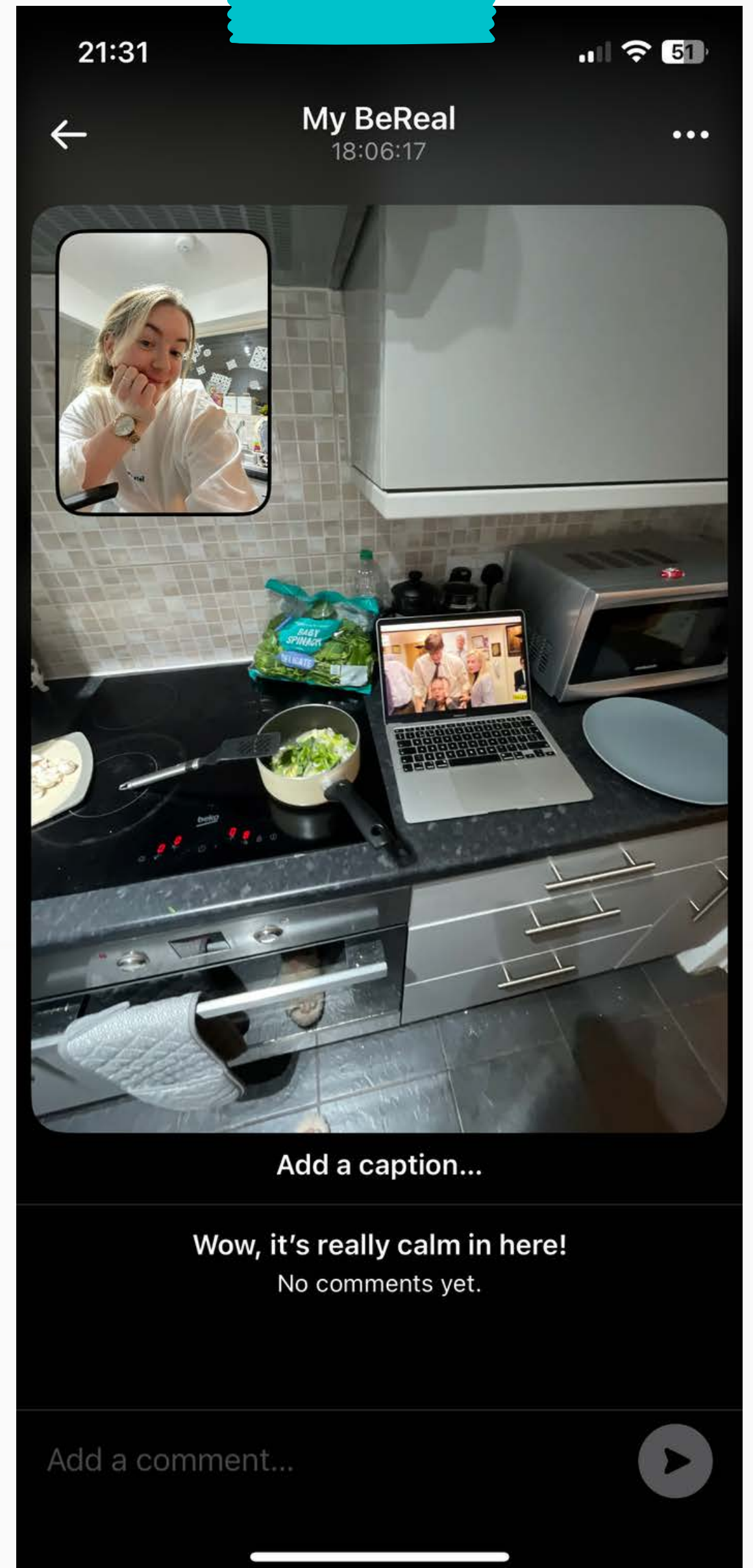
The grid plan implements lots of the key brand visuals and consistent font choices. There will be a mix of fun shareables, and food imagery that is achievable and aspirational at the same time. The influencer shown is @emthenutritionist she shares easy, healthy food reels and is within the correct age demographic. All captions would have obvious links to other platforms and the website to continue the customer journey.

3.



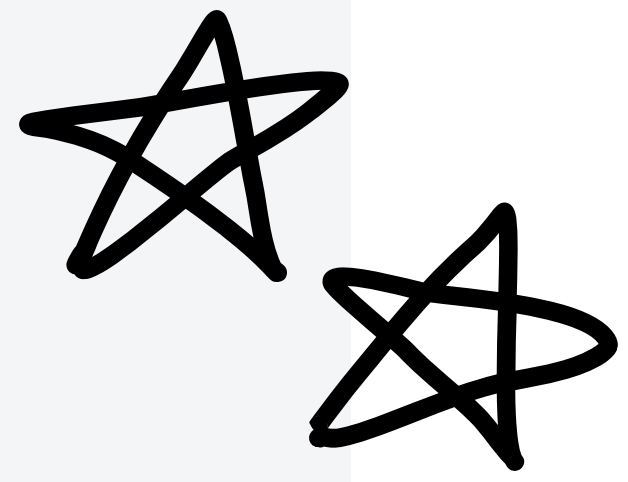
This the kind of informal content that BeReal will be showing, taken in real student kitchens to make the content more relatable. The BeReal will feature recipes from other platforms, and show different people each day.

2.



Similarly to the instagram all the key brand imagery will remain the same, and obvious calls to action on the poster link back to other platforms like social media. Ideally the images would be more realistic than this so as not to alienate the demographic. I would also like to include pull off recipe ideas.

cooling
CLASS

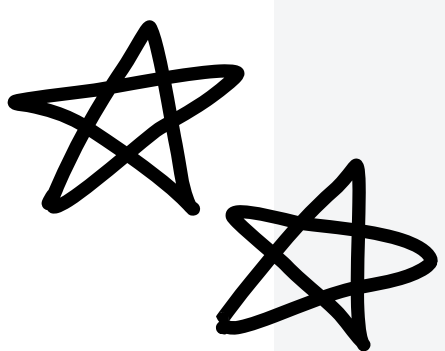


(Goldsmiths 2023)

SUMMARY

Overall takeaways from research and next steps

The above research and plans outline the steps to create the cross-platform campaign for Cooking Class. The final section summaries the key findings to take forward, and the next steps for successful campaign creation.





KEY INSIGHTS

- 1.** Primary and secondary research presented above indicate a desire from students to eat and cook better.
- 2.** All campaign imagery will focus on being accessible, fun, healthy and educational.
- 3.** The campaign will use synergy to create a multi-platform strategy to maximise reach and societal change in perceptions.



cooking
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CONCLUSIONS AND NEXT STEPS

This research portfolio has outlined the project Cooking Class. The ongoing challenge facing university students in the UK is a fundamental lack of cooking and food knowledge needed to maintain a healthy diet. Cooking Class will provide guidance and ideas to support changes. The demographic have already shown sufficient interest in lifestyle choices including being active, and cooking from scratch regularly, with 90% of those surveyed following a recipe in the last 6 months, and 64% using a gym regularly (British Active Student Survey 2019).

However even with this basic knowledge they are calling out for more support, ease of access and fun recipes to consume, especially during the current economic instability where the limited spending power they have simply needs to go further.

The identified gap in the market showcases a need for a community focus, fun, and an educational resource pack to get students cooking. Plus educate industry on how they can support this and benefit from it too.

This will be created through a designed content strategy using influencer content, blog style education packs, TikTok cook-alongs, and top tips for healthy food and cooking habits. All tailored to maximise engagement from the 18-24 student demographic.

The next step for the campaign is actualisation. The planned content strategy, user journey and creative designs will all be made into a customer-facing product to be released to social media. The hope for the campaign is engagement and education, ensuring that students feel supported and industry can see the benefits of investment in the cause.

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