



Nurturing a New Industry:
The Case of Kitchen Collective

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Students: Georgios Kasvikis (170688-4307), Agata Juran 170991-4290, Marta Baniukiewicz 160690-3932, Julie Jepsen (170788-1026) & Johannah Jørgensen (100592-2468)

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Abstract

Food entrepreneurship has become a prominent phenomenon in the contemporary startup world. The objective of this study was to identify how an innovative company, Kitchen Collective - a certified kitchen provider - enables young food professionals to grow their business. Having conducted qualitative research consisting of ethnographic observations and interviews, it has been found that Kitchen Collective acts as a knowledge broker and a networking platform. This creates opportunities for its members to further develop their businesses. Kitchen Collective's business model provides bigger importance when applied to a wider context of the entrepreneurial industry.

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Introduction

The force of food in influencing and forming cultures has been apparent throughout human history. Nevertheless, within the past two decades, the advent of celebrity chefs and their increasing influence within the globalised sphere of popular culture, coupled by the information revolution and development of visual media and social networks has shaped the modern food world into a liquid and ever changing environment. Within this environment, countless new trends arise constantly, fuelled by a multitude of different contemporary influences and stimuli. These influences often include aesthetic viewpoints, scientific discoveries applied to food, historical references, local tradition, pressing and current social concerns or, most often, combinations and different configurations of the above.

In recent years, many socially-oriented trends and movements have emerged, such as collective style space sharing, fighting food waste, and focusing on local and organic produce, among others. While these trends become social norms in urban settings, due to the influence and innovations paved by legitimate strong gastronomical players, small run businesses and startups are facing challenges in finding the means to grow as a business whilst addressing and adopting these practices.

This research paper investigates the initiative of a certified kitchen to provide small businesses with the avenue to grow into sustainable companies in the food industry. The paper focuses on the case of Kitchen Collective, which is a startup company based in Copenhagen providing a certified, shared kitchen for culinary entrepreneurs and small businesses. We were interested in how Kitchen Collective can facilitate the business development of its members by providing a platform for networking and collaboration between kitchen users. In order to provide focus and an in-depth analysis, we only discuss those external stakeholders and environments we find are relevant to analyze Kitchen Collective's relationship with the different groups involved.

Therefore, we aim to investigate: *How does Kitchen Collective facilitate growth for its stakeholders?*

In order to realize our research objectives, the theory of *knowledge brokering* as a force for innovation and network creation will be used. Structurally, this paper is divided into six main sections. The first section begins with a case description where we will introduce and thoroughly describe the case, Kitchen Collective. In this section, we will also describe the characteristics of the contemporary food industry in Denmark, and, specifically, Copenhagen, as well as recent general food trends and basic Danish laws regarding food. This section will be followed by the methodology, which outlines, in detail, the research process and all methods used to obtain the information espoused in our analysis. Following this, we will present a literature review in order to explain the relevance of the applied literature. Next, we will present the theoretical background, which will define and describe the main concepts and theories to which we refer. The following section will present the data and findings, which were obtained throughout the research process. Finally, using the case of Kitchen Collective, we will analyze the data in order to answer our research question. This will be followed by a *discussion* and *limitations*, where we will present any research implications and suggest areas for further research. Finally, the paper will conclude with a concise summary of our research.

Case Description

Recent General Food Trends

“Access to sufficient amounts of food is an absolute condition for life and human society has emerged and developed as a form of cooperation aimed at securing a sufficient food supply.” (Jacobsen, 2008). Nevertheless in modern Western societies, food security is considered a given, while overconsumption and obesity are regarded as more of a problem than securing sufficient nutrition for the majority of the population. In these conditions, food and its consumption are increasingly taking symbolic and cultural value. Apart from personal taste, eating habits often convey elements of social status, ethical predisposition, ecological awareness, and other elements of the beholder’s identity; and as with every identity, its elements usually change to reflect the individual’s environment often driven by fashionable trends lasting for small periods of time.

From the popularity and value of food items, such as lobster and oysters (which in the past were considered peasant foods), to super foods and organic products, consumption habits and value systems around food have always shifted. Nevertheless, due to a combination of different factors, today's global food scene produces countless trends that are created and interchanged at a rapid pace. The most important of these factors is the penetration of food culture in popular culture and the increasing popularity and influence of celebrity chefs in Western media within the past two decades. This is exhibited by the success of chefs like Gordon Ramsay and Jamie Oliver and the media empires they have created, as well as the creation of numerous new cooking shows and television channels like "The Food Network" that specialise in food related content.

All of the above factors have contributed to creating an environment where new food trends like *'farm to table,' 'nose to tail,' 'paleo diet,' 'gluten free'* and countless others arise on a daily basis and influence consumer preferences and habits.

Apart from consumers, however, farmers, food producers, chefs, and culinary professionals play an important role in the creation and initiation of food trends. At the same time, on the supply side, this fluid environment poses several challenges for chefs and culinary professionals who are expected to address and reflect these trends in their restaurants and menus.

Danish Food Industry

This section provides an overview of the status and culture of the Danish culinary industry, including any regulations particular to the food industry in Copenhagen.

In recent years, the landscape of the Danish culinary field has evolved and changed dramatically. With the inception of the restaurant, Noma, and *New Nordic Cuisine* in 2003, Denmark has gained international recognition for its innovations in restaurants and gastronomy. Since 2010, Noma has been named "*The Best Restaurant in the World*" for four consecutive years by the acclaimed "San Pellegrino's Best restaurants in the World" (Christensen & Strandgaard Pedersen, 2013). Moreover, the established new gastronomic label of *New Nordic Cuisine* catalyzed a social movement

in Danish food and the associated perceptions on social dining and the restaurant experience. The main principles of *New Nordic Food* consist of recreating old cooking techniques, using local and seasonal produce, and introducing unexpected products as edible, such as insects or locally foraged plant life (Byrkjeflot et al., 2013). The additional establishment of the *New Nordic Diet* argued for eating more locally based and seasonal food, thus, limiting the consumption of meat and focusing more on fish and grain, among others (Byrkjeflot et al., 2013).

The emergent success and acceptance from the movement marked a new trend in business models and structures for Danish food startups. What was traditionally regarded as a very difficult and risky business venture, in terms of acquiring financial resources and investors and the uncertainty of return, has evolved into a new trend in the business and restaurant format. This new format is, “[...] characterized by a more flexible business structure compared to the well-known restaurant format.” (Hansson Frederiksen, 2015b, p. 2)

Additionally, there has been a significant increase in the popularity of street food phenomenon. According to Hansson, it was only since 2013 that selling food via food trucks was made legal on the streets of Denmark (Hansson Frederiksen, 2015b). Before the legislative change, the law only permitted citizens with disabilities to engage in street selling, which mostly consisted of the selling of hot dogs or ice-cream from food trucks (Hansson Frederiksen, 2015b). This regulation existed as a form of social initiative from the Danish Government (ibid). However, since the entrance of the new legislation, initiatives started to emerge, such as ‘*Copenhagen Street Food*’ in 2014 and ‘*Kødbyen’s Food Market*’ in 2015 (Hansson Frederiksen, 2015b).

The changing food scene in Copenhagen has vastly contributed to the creation of Kitchen Collective. It was, in fact, the Danish Food Laws which were the main factors that enabled Kitchen Collective to rise in existence. The next section will briefly introduce some of the basic requirements, which are vital for food entrepreneurs.

Danish Food Laws

Having explained the Danish food industry, it is necessary to reflect on the standing regulations, in order to gain an understanding of the processes by which Kitchen Collective developed. This next section will, therefore, describe by which criteria a certified kitchen is identified.

Denmark is well known for its strict food laws concerning food quality control, import, and food production. This paper will not explain in depth all of the legal aspects, but will rather provide an overview on those regarding the use of certified kitchens.

In order to be able to produce food that can be sold to the public in Denmark, the food has to be produced in a certified kitchen. By “*certified kitchen*” it is understood that the kitchen has to be approved by *Fødevarestyrelsen* (Danish Veterinary and Food Administration, 2015). For this to be achieved, a kitchen has to fulfill certain criteria, such as having adequate storage and refrigerators, fulfill hygiene requirements, adhere to adequate fire safety pressures, and have the right ventilation, etc. (ibid).

As previously mentioned, there are not only financial difficulties when starting a food business, but also the “*certification*” of the kitchen becomes an issue. Although culinary entrepreneurs can choose to own a professional kitchen for their startup, it is a costly process to make it live up to the standards of the Danish food laws, and at the beginning of a business venture the resources are scarce. This process often results in a barrier for many food entrepreneurs to progress and grow their enterprise into a more developed stage.

Moreover, according to Danish food laws, only one cook or company is allowed to use a kitchen at a given time. However, there is no specific legislation as to the situation where one enterprise uses the same kitchen after another. At Kitchen Collective, after each use, the kitchen is respectively cleaned and any food is taken to the storage. An inspection is performed according to a

detailed manual, so that the kitchen is ready to be used by other entrepreneurs and missing equipment is accounted for.

In this respect, this is where Kitchen Collective “has filled a gap.” It provides a certified kitchen, which can be booked for a certain period of usage time, for a low and affordable price. In this way, Kitchen Collective offers an opportunity for enterprises that could not otherwise exist.

Kitchen Collective

This section introduces the company and describes all relevant aspects of the case. This case provides an interesting opportunity to research an innovative startup company that is taking the initiative to create new outlets for gastronomy entrepreneurs. Kitchen Collective acts as a facilitator for diverse startups in gastronomy to grow their business by providing a shared, certified kitchen as well as the necessary equipment. The kitchen members are referred to as *Kitcheneurs*.

Kitchen Collective was founded in 2013 by Mia Maja Hansson and Marie Vedel as a response to the lack of available kitchens and resources for small and starting businesses in the gastronomy field in Denmark. Hansson, with a background in Business Administration from Roskilde University, decided to collaborate with her acquaintance Vedel, an educated chef, on developing a shared, certified kitchen for entrepreneurs. According to Hansson, many of the startup food businesses do not have the financial resources to cover the expenses of a certified kitchen, which is required if they are to grow and expand (Hansson Frederiksen, 2015a). Moreover, as a result of the financial crisis, businesses in the restaurant industry are not being financed by bank loans due to the high expense rate of operating a restaurant. This recognition of the need for an economically efficient and fully functional, certified kitchen sparked the idea between Hansson and Vedel to create Kitchen Collective.

Kitchen Collective operates by providing the facilities of a certified kitchen for food startups and entrepreneurs. It offers the opportunity for members to produce food products in a certified kitchen, where they are only required to pay for the production time used in the kitchen and a membership fee. It, therefore, can serve as a means for gastronomic ideas to be tested without

entrepreneurs independently renting out full-scale kitchens - an expensive and difficult venture for startups in the testing phase. A year's membership at Kitchen Collective costs 500 DKK and grants access into the kitchen facilities. With the membership, users are then able to book hours in the kitchen - a fee amounting to 50 DKK per hour.

Kitchen Collective is situated in one of the buildings of Aalborg University Copenhagen, in the southern part of the city. Kitchen Collective uses a kitchen at the university that is left idle for most of the time. The university offers a program in food science - Integrated Food Studies - which means the kitchen has the necessary facilities to enable food production. Kitchen Collective works on a mutual agreement basis with the university, which entails lower rent for the kitchen usage and an obligation from the side of Kitchen Collective to collaborate with students, by providing workshops and presentations, and linking the kitcheneurs with the students for university projects.

Currently, Kitchen Collective comprises of 22 different members. There is a high variety of members: from established companies that have been in existence for several years, to younger food enterprises, to a chef experimenting without an official company, and individuals trying to start a company (either with a food truck or with the purpose of food production). The 22 members are listed accordingly (Kitcheneurs, Kitchen Collective, 2015).

- Sweet Sneak - a pop-up bakery serving cakes in unexpected locations in the city of Copenhagen;
- Nordic Chufa - a company producing products such as flour, oil and horchata from a Spanish nut;
- Madro - entrepreneurs focusing on limiting food waste and promoting organic food;
- Bagwerk - producing gluten and lactose-free cakes;
- Gastrotrukken - homemade and season based food in a food truck;
- Food 'N' Flavour - catering focusing on 'the meal experience';
- Forketta - Italian specialities;
- Aomam - juices and healthy shots;
- Food Life - highly nutritious food and allergen free;

- Birgitte Kampmann - certified chef experimenting with food;
- Det Runde Bord - working with food waste and helping underprivileged groups;
- Musical Chocolate - selling chocolate with profit collected for musicians;
- Maobao - Chinese street food with a focus on steamed buns;
- Plant Pusherne - vegan catering;
- Vådt & Tørt - raw food and drinks;
- Økologisk Street Food - organic street food;
- Byhost - natural and raw cooking and teachings on eating local;
- Bite Me - playful concept of catering food;
- Mas Tacos CPH - Mexican street food;
- Rødder - local food and natural wine;
- Something Frozen - homemade soft, slush ice cream and other frozen products;
- Bulko - Korean street food

According to Hansson (2015a), there is no formal criteria to become a member at Kitchen Collective; however, there is an interview process in order to verify if the needs of the entrepreneur fit the current usage status and values of the kitchen. Producing '*conscious food*' (Hansson Frederiksen, 2015a) can be regarded as a basic value of the company, implying that members should produce conscious food through, for example, their choice of products or production processes and how they handle waste.

Additionally, although they are not working with any investors at the moment (Hansson Frederiksen, 2015a), Kitchen Collective collaborates with a variety of industry partners (Partners, Kitchen Collective, 2015):

- Young Entrepreneurs Denmark - financial support
- Aalborg University Copenhagen
- Matilde Digmann Graphic Design
- Horkram Foodservice - food supplier
- Fooducer - a platform for meeting professionals in the Danish food industry

As this research paper is investigating the functions through which Kitchen Collective enables growth for its stakeholders, it is necessary to identify the relevant stakeholders in this case. First, we recognize that the kitcheneurs and the two founders can form the internal aspect of stakeholders at Kitchen Collective. External stakeholders of relevance to the case are Aalborg University Copenhagen, the Copenhagen Municipality, the financial partners, the organic food and packaging suppliers, and the branding experts.

Kitchen Collective, according to Hansson, is the first company in Denmark that offers these kind of services (Hansson Frederiksen, 2015a).

Research Methodology

Having already explained our research focus, it is necessary to describe how the information was obtained to support the arguments espoused in our analysis. In order to acquire sufficient and quality data, we relied on a number of sources and methods. The main methods applied included ethnographic observation and semi-structured interviews with relevant key actors. Additionally, we referred to external media sources to provide supplementary data and evidence. Collectively, these methods provide us with the necessary qualitative data in order to analyze the case and thoroughly explain our research. Our research process applied an inductive reasoning approach, where we first chose a case study in the field of our interest - in this case the food industry - then followed with our research. We pursued two field observations and conducted five interviews. The first interview was with one of the founders, and the remaining four were with the users - the kitcheneurs - and were conducted without having preset expectations for our results. Only later, after we had gathered all the material and what we had learned throughout our research, we selected fitting theories and perspectives to later apply to our research. We chose to apply this inductive research approach due to the nature of the reasoning being more open-ended and exploratory.

Furthermore, this paper applies the perspective of *social constructivism*. Unlike the opposing philosophy of science of *positivism*, which postulates that theoretical propositions are statements of

universal relations, social constructivism regards entities and reality as being socially constructed through meaning making processes (Alvesson & Sköldberg, 2009, p. 16 & 21). In this regard, we find social constructivism to be most relevant to our research focus. We approach themes and perceptions of food trends, sustainability, waste and organic production as being socially constructed and not independent entities existing outside of what humans socially create. Moreover, through the lens of social constructivism, our research aims to, “[...] explore how these social constructions happen. This approach is not particularly theory-oriented; rather the focus is on the ‘disclosure’ of how social phenomena are socially constructed.” (Alvesson & Sköldberg 2009, p. 15). Furthermore, in accordance with the social constructivist approach, we obtained qualitative data, as quantitative methods are not the best choice for a social constructivist analysis as they, “provide a statistically based description - a snapshot of certain social conditions at a given moment - or an explanation of how certain factors are interrelated.” (Justesen & Mik-Meyer, 2012, p. 15). Through this perspective, our research will, therefore, seek to investigate the phenomena and constructs established through Kitchen Collective, which could be contributing to the facilitation of knowledge sharing and, subsequently, enable growth for its stakeholders.

The following section will thoroughly explain our research process, including the methods utilized, relevant actors who participated in the process, and the design of the interviews.

Research Setting

The majority of the research was conducted at and with Kitchen Collective, located at Aalborg University Copenhagen. This research is limited to Western environments and in particular, Copenhagen, Denmark. The purpose of limiting our research to Copenhagen is to narrow our focus on this new innovative phenomenon occurring in Denmark, and thus, the location specific regulations and environmental contingencies through which Kitchen Collective developed. Additionally, we recognize that what may be considered an innovation in food in one culture and environment may already be socialized and normalized in another.

Participants

Our primary contact at Kitchen Collective was Mia Maja Hansson, who is one of the founders of Kitchen Collective. Hansson serves as a relevant source for information on the dynamics of the food industry in Copenhagen. Moreover, she provided us with direct access into the kitchen for observational purposes.

Additionally, we interviewed members of the different businesses that participate at Kitchen Collective, which were listed earlier. Our choice to interview Birgitte Kampmann, Mas Tacos CPH, Sweet Sneak, and Bite Me was based both on the various character of the enterprises and the variable length of their existence. By interviewing the *users* of the shared kitchen, this provides us with data from a different perspective. Moreover, we sought information from the external environment, but we were unfortunately unable to access an interview with contacts from The Danish Food Ministry or Aalborg University Copenhagen. Therefore, we referred to data from their online homepages.

Procedures

The initial idea of this research came from our concern and interest with sustainability regarding food and the rising issue of food waste. Additionally, we were interested in investigating the social effect of food trends originating within the gastronomy field and how they become commercially adopted by the surrounding environments, such as by supermarkets and consumers. Then, we wanted to examine different techniques linking innovation with sustainability by looking into new possible ways to limit food waste. Additionally, we thought of doing a comparative study, which would include looking into the urban setting of Copenhagen and Berlin - a city known for its openness to new civic and social initiatives and at the same time regarded as the “European Silicon Valley.” As our first step of the research process, we interviewed Victoria Peter, who is a social entrepreneur based in Berlin and involved in MakeSense Platform and Food Surplus Network - an international network trying to connect food entrepreneurs in different locations to exchange their ideas combating food waste. We, however, dismissed this idea on the basis of the breadth of the research required and the physical limitations.

Our data collection process was divided into four phases. First, we observed a presentation by Kitchen Collective to a group of culinary students from the USA. This session took place at Kitchen Collective on March 18th, 2015. The choice of a non-participatory observation method was to gain an introduction and insight into the business. Non-participant observation is a type of direct observation (Czarniawska, 2007, p. 55). In our case, we were all seated in the back of the room, behind where the presentation took place. We also can state that this non-participant observation was a stationary observation as we remained immobile while observing and taking notes (ibid).

Furthermore, this introductory presentation confirmed our interest in Kitchen Collective as the case for our study. Moreover, the session provided us with a brief overview of the food culture and industry, including some of the laws and regulations in Copenhagen, discussed in the introduction section. Additionally, we took photographs in order to gather visual data, where the viewer could see the presentation setting and the kitchen itself (See Appendix 5.).

In the second phase, we focused our research on gathering information specific to Kitchen Collective through conducting an in-depth, semi-structured interview with Mia Maja Hansson. The interview occurred on April 15th, 2015 and lasted approximately 60 minutes. The reason for the semi-structured interview is to leave room for improvisation from Hansson's side, so that she can freely describe as much as possible about Kitchen Collective. The interview was conducted in private, in order to be sure that the interviewee is speaking, "directly from their vessels of answers." (Gubrium & Holstein, 2001, p. 117). As this can be regarded as a survey type of interview, it was really important that we acquired the knowledge that lies passively behind the respondent - in this case, Mia Maja Hansson (ibid).

The purpose of the semi-structured interview was to gain an insight into the business processes and model behind Kitchen Collective. In order to do so, we composed a list of questions relative to Kitchen Collective's foundation, its growth, its members, and any liabilities or societal effects as a result of its business.

In the third phase of our data collection, we participated in a workshop and networking session between Kitchen Collective and its users on April 22, 2015. The meeting took place at Kitchen Collective and had approximately 20 participants. As preparation for the workshop, we composed a list of basic questions to ask the various members in order to gain a different perspective and more insight into the users of the kitchen. This workshop would hopefully provide us with qualitative data and allow us to observe how the various users interact with each other and, potentially, transfer knowledge and network. Although we had a prepared list of questions for the participants at the meeting, we made the decision to reserve the questions for a later time in the form of independent interviews with the members. The choice to not ask questions at the meeting was so as to not disrupt the organic flow of the conversations and interactions at the meeting. We must, however, note that as we are taking a social constructivist approach, the interactions and behaviours between the members may have been affected by our presence as researchers regardless. Nevertheless, we were again part of non-participatory observation, where each of us wrote down notes in real-time. It is important to clarify that all of us researchers wrote our own notes, and therefore, our notes differed based on our own personal observations. The notes were later compared and combined into a single document, which are described later in the *data and findings* section. The end of the meeting provided us with the opportunity to introduce ourselves and establish contact with the different kitchen members. Also, in this part of our research, we took photographs in order to better present our findings. We gathered images from the networking sessions to better illustrate: the setup of the event; the tour we took with the kitcheneurs to the outside area; the signature dishes prepared for the event; and again the kitchen itself (See Appendix 6.).

This, thus, led us to the fourth method for data collection in the form of independent interviews with the kitcheneurs. The purpose of the interviews with the kitcheneurs was to gain an alternate perspective and understanding on the value that Kitchen Collective provides for its users with focus on the concepts of knowledge brokering and networking. In preparation for the interviews, we again created a list of questions concerning the members, their use in the kitchen, what value they seek through Kitchen Collective, and whether Kitchen Collective can and/or is providing a platform for information exchange and knowledge creation. Interviews were also semi-structured; however, not all of them were conducted face-to-face, as one of the kitcheneurs, *Sweet Sneak*, was not available at the

time. Therefore, the interview with Sweet Sneak was conducted via e-mail. The first interview took place with Birgitte Kampmann, whom, as mentioned earlier, is an experienced chef using the kitchen as a means to experiment with new recipes. The second interview was in the form of an email interview with *Sweet Sneak*. Finally, the third and fourth interviews took place with Dennis Kihlagst Jensen from *Mas Tacos CPH* and Anastasia Dimitriadou from *Bite Me*.

Using the same type of questions - descriptive and those that should reveal the attitude of the respondent - allowed us to gain more information and a deeper understanding about Kitchen Collective. As mentioned earlier, all interviews (apart from one) were conducted in person in order to assure that the respondents were talking from their vessel of knowledge, and not affected by the presence of their colleagues or other kitcheneurs. Moreover, the interviews were carried out in locations where the noise would not cause a disturbance, so that recordings are clear and easy to transcribe. Each interview lasted at least 25 minutes to one hour or more. We used either mobile phones or laptops to record the interviews. Moreover, interviewers also took notes during the interviews. The application of the different data collection methods corresponds with the attempt to get different viewpoints; thus, we gained more information about the phenomenon that we have been studying.

After collecting the audio data (recordings of the interviews), the interviews and ethnographic observations were put into written form within the next 24 hours. Moreover, it enabled us to remember all additional reactions to the specific questions, as it is important when taking a social constructivist approach. Transcribing is an interpretative process and also one of the first steps in qualitative research. As we were particularly interested in gaining knowledge and information from our interview participants (we did not seek for “emotions”), in our transcriptions we omitted non-verbal interaction and the interpretation of data is distinguished between informal and formal utterances (e.g. “I’m going to go” instead of “I’m gonna go”). Non-verbal interaction includes repetitions, overlaps, coughing, laughing, breaks, different noises, and all of these features were omitted in our transcriptions (Bailey, 2007).

Furthermore, the transcription of all interviews and observations in which we participated were followed by an analysis of our collected data. The basic, raw data must be processed before they are

used for the analysis (Miles et al, 2013, p. 71). Coding is one of fundamental methods for analyzing given data. It is the most important link that connects data collection and its analysis. We used codes to categorize similar data chunks so we could easily find the segments related to the subject of writing (Miles et al, 2013, p. 72). (See Appendix 3.)

Limitations to Using Qualitative Data

Even though one could argue that choosing only a qualitative collection methodology could narrow the researchers' perspective, we believe that a quantitative approach, in our case, would not create as sufficient and important data as the prior approach. However, the most important aspect of choosing qualitative methods is in obtaining first-hand experience from the participants. It is important to note that, apart from interviews and observations, we wanted to also take part in '*shadowing*'. Shadowing would include following one or more kitcheneurs through their work process. However, as Kitchen Collective is still at the early stage of its growth, as well as its users, shadowing would not provide us with data relevant to our research focus in looking at the functions through which Kitchen Collective is enabling growth for its stakeholders. Yet, this method could be suggested as a trivial method to the data collection process in the future, especially when the concept of the restaurant would be in place and kitcheneurs have had the opportunity to or are in the process of collaborating on a common project. Lastly, we were not able to gain access to an interview with officials from Aalborg University Copenhagen or representatives from the Danish Food Ministry.

Having thoroughly explained the research process, the next section will present the theoretical framework in the form of literature reviews on knowledge brokering and networking and a description of the relevant theories.

Literature Review

This section will review the literature applied to our case. In addition, it will provide a brief overview of literature in the field and explain its relevance to our research. The presented review will

focus on literature relevant to the fields of knowledge brokering in regards to innovation and network creation.

Knowledge Brokering

We will first review the paper by Hsu & Lim (2014), *'Knowledge Brokering and Organizational Innovation: Founder Imprinting Effects.'* In this paper, the authors focus on knowledge brokering in the biotechnology industry and come to the conclusion that organizations that implement knowledge brokering have a higher potential for innovation and positively influence an organization's search patterns of new knowledge combinations. There is also literature found on the internal organization structure coming from the concept of knowledge brokering. The paper by Nair et al (2012), *'Impact of knowledge brokering on performance heterogeneity among business models,'* describes the use of knowledge brokering within a single industry - here, airline companies - to examine the different business models and how they are formed by the use of knowledge brokering, which results in higher value creation.

Moreover, the paper by Boari and Riboldazzi (2014), *'How Knowledge Brokers Emerge and Evolve: The Role of Actors' Behaviour,'* can be applicable in defining the role of Kitchen Collective as a knowledge broker and investigating the processes of its evolution. This paper takes an approach that suggests that brokerage roles differ for various actors and adopts Burt's (2004) typology outlining four functions through which brokers are able to create value. This typology extends previous studies' findings by presenting two more important roles of *analogy finding* and *synthesis*. Furthermore, it investigates how knowledge brokers emerge through a network, as opposed to other studies which focus on the structural determinants of knowledge brokers.

The paper by Hargadon (1998), *'Brokering Knowledge: Linking Learning and Innovation,'* uses a product design company IDEO as an example of a knowledge broker and explains how already existing knowledge becomes raw material for the future innovation. Preconditions for innovation are recognized within different social structures in multiple domains. Individuals and organizations are bridging those multiple domains and moving knowledge and ideas from where they already are to the

new areas. This, in turn, opens up a whole new aspect for innovation. This model, where individuals learn about knowledge that can be used for future projects, goes through five steps: 1) *access*, 2) *bridging*, 3) *learning*, 4) *linking*, and 5) *building*.

Additionally, even though in Holzmann's paper (2013), '*A Meta-Analysis of Brokering Knowledge in Project Management*,' he explained how knowledge brokering functions in *project management*, we found many concepts of his paper relevant to our case. One of the most important findings is the division of knowledge brokering activities into three types: 1) knowledge managers, 2) knowledge agents, and 3) capacity builders. Furthermore, the most important concept for our case that is mentioned in this article is the "knowledge broker network" that integrates a network of people with similar approaches to solutions.

Networking and Innovation

In providing an overview of the literature on networking and innovation, we will first review the paper by Bercovitz and Feldmann (2011), '*The Mechanisms of Collaboration in Inventive Teams: Composition, Social Networks, and Geography*.' It looks at the diversity of teams as a place for innovation. The authors claim that the more diverse the team is, the higher the level of generation of creative outputs.

Secondly, the paper by Westerlund and Rajala (2010) investigates, '*Learning and Innovation in Inter-organizational Network Collaboration*.' This paper examines the learning orientation of firms and finds that firms oriented towards *exploration* are better at fostering network collaboration through product co-innovation. As well, it finds that firms that orient towards *exploitation* foster process innovation, but, in consequence, discourages networking.

Additionally, the paper by Garcia Lorenzo (2012) looks at networking in an organization and how it provides a platform for knowledge sharing and innovation. Furthermore, a study by Pittawa et al (2004) in '*Networking and Innovation: A Systematic Review of The Evidence*,' discusses in general the positive impact of networking on innovation. Moreover, Moensted's paper (2006), '*Networking For*

Innovation, ' focuses on networking as a form of management in order to achieve innovation, especially in industries with high uncertainty - here, the high-tech industry. Choo (2013) in *Information Culture and Organizational Effectiveness*' mentions different types of organizational culture adequate for better networking and efficiency.

Finally, regarding the proximity of participants within networks, and the effects they have on organizational knowledge and innovation, Boschma (2005) in *Proximity and Innovation -A Critical Assessment*' identifies five dimensions of proximity, namely: cognitive, organizational, social, institutional and geographic. He also argues that too much and too little proximity can have negative effects on knowledge and innovation.

Theoretical Background

Knowledge Brokering

The following section will describe the relevant theories and concepts, which will be applied to our case in the analysis. The concept of knowledge brokering encompasses an intermediary that helps create networks and exchange ideas between different members it connects. "A firm in a brokerage position connects two unrelated partners, and spans a structural hole between them," (Burt, 1992 in Antonio Belso-martinez et al, 2015, p. 1). It can also provide some services or facilitation, such as physical space, knowledge support, and linking to the industry or other professionals (ibid).

Knowledge can be defined in terms of its state of being either *tacit* or *explicit*, or by its form as *human*, *social*, or *structured knowledge*. (De Leong & Fahey, 2000, p. 114). In this paper, we consider structured and social knowledge as being most applicable to our case. Structured knowledge is, "[...] embedded in an organization's systems, processes, tools, and routines. Knowledge in this form is explicit and rule-based." (De Leong & Fahey, 2000, p. 114). Social knowledge, "[...] exists only in relationships between individuals and groups [...]" (De Leong & Fahey, 2000, p. 114).

"Knowledge brokers, then, are those individuals or organizations that profit by transferring *ideas* from where they are known to where they represent innovative new possibilities. They transfer these ideas in the forms of new products or processes to industries that had little or no previous knowledge of them." (Hargadon, 1998, p. 214). Moreover, they have access to a variety of different industries and firms and, "They exploit this position to learn about and link a wide range of existing problems and solutions, creating innovative solutions in the form of new combinations of these existing ideas." (Hargadon, 1998, p. 210).

According to Boari and Riboldazzi (2014), there are five types of knowledge brokers that can be identified. The first is the *coordinator*, where all actors belong to the same group, thus, signifying an internal brokerage relation. The second type is the *representative*. In this case, "One or more members of a subgroup delegate one of their own members to communicate information to or negotiate exchanges with outsiders." Boari & Riboldazzi, 2014, p. 684). This is followed by the *gatekeeper*, whom is an actor that allows access of outsiders to members of his/her own group. The fourth type is the *liaison*. The liaison knowledge broker is one who is an outsider concerning the initiator and receiver of the brokerage relation. They are, then, responsible for linking distinct groups, without having an allegiance to either. Finally, the last type is the *cosmopolitan* or *itinerant broker*. These brokers are defined as, "The intermediated actors [who] belong to the same subgroup, but the intermediary belongs to a different group." (Boari & Riboldazzi, 2014, p. 684).

Research regarding the functions of knowledge brokers has taken diverse standpoints. From a network position perspective, knowledge brokers have been characterized as having the functions of 1) *transferring* and 2) *combining* knowledge. Other research, which focuses more on the gatekeeping identity, establishes three functions of knowledge brokers, those being: 1) *searching* external knowledge, 2) *transcoding* it, and 3) *sharing* it internally. (Boari & Riboldazzi, 2014, p. 685). However, the framework outlined by Boari and Riboldazzi (2014) adopts the typology by Burt (2004), which extends the functions through two additional roles. The presented framework suggests that knowledge brokers display functions of 1) transcoding knowledge, 2) transferring best practices, 3)

finding analogies, and 4) creating synthesis. The last function of *synthesis* has the goal of, “[...] creating new beliefs and behaviours by combining elements.” (Boari & Riboldazzi, 2014, p. 685)

According to Holzmann (2013), “knowledge broker network” combines a network of people with similar approaches to solutions. Creating such a network is a crucial activity in order to achieve knowledge brokering, therefore networking activities will be touched upon in the following section.

Networking & Innovation

In high uncertainty industries, networks through which information and resources flow are social actions that enable knowledge sharing and, finally, innovation. In an organizational collective, people organize themselves by relying on their web of connections. Furthermore, it enables them to acquire existing knowledge or reorganize their tasks (Lorenzo, 2012). Once different members of an organization establish interactive connections, it enables the transmission of knowledge between themselves, as well as possibilities for sharing new meanings, thus, providing the power to innovate.

According to Bercovitz and Feldmann (2011), in terms of the composition of creative teams, it is found that experienced teams that are diverse in terms of the knowledge and institutions of members can be more successful in innovating. The paper also places emphasis on the combination of diverse knowledge and skills from team members to generate novel ideas. Teams that are involved in external networks are to be of a higher probability of commercial success. However, social ties and mutual understanding have to be respected in order to avoid miscommunication between the members.

According to Choo (2013), organizations that place emphasis on relationships, manage their information cultures in a way so that they encourage communication, participation, and the identity of the members. Choo (2013) mentions four different culture types: *result-oriented*, *rule-following*, *relationship-based*, and *risk-taking*. In a *relationship-based* culture, communication, participation, and a sense of identity is encouraged while a *risk-taking* culture encourages to innovation, creativity, and

the explorations of new ideas. (Choo, 2013, p. 777). We assume that these two types would be most relevant to Kitchen Collective.

Additionally, research shows that working in close proximity can help to, “[...] reduce uncertainty and solve the problem of coordination, and, thus, facilitate interactive learning and innovation.” (Boschma, 2005, p. 62). In the exploration of different types of proximity as a factor enabling innovation, it can be noted that all five types of proximity are all interconnected.

The next section will present the raw data and findings from our qualitative research. We will reflect upon these assumptions in the analysis section of the paper, where the data and findings will be combined with the theoretical background.

Data and Findings

This section presents the findings and qualitative data, which were acquired throughout the research process. Through this, we will illustrate our observations of the processes, dynamics, physical structures, and cultures of Kitchen Collective. Moreover, it will describe the data retrieved from the two ethnographic observations, the interview with Mia Maja Hansson, and the interviews with the kitcheneurs. First, the practical introduction of ethnographic settings and the interviewees will be provided. Then, the collected data has been organized and is presented here according to *topic*, as opposed to following the chronological order of the interviews. The *topics* are, as follows: *industry dimensions, certified kitchen, the booking system, location & transportation, knowledge exchange, networking, and growth for Kitchen Collective*. We find that this is a practical way to organize, so that we can make better sense of the data in order to analyze the functions through which Kitchen Collective is enabling growth. The qualitative data presented here will be examined in the proceeding analysis through the perspective of social constructivism and the applicable theories.

Ethnographic Observation no.1: Presentation for Guest Students

The first ethnographic observation hosted by Mia Maja Hansen of Kitchen Collective gave a presentation on Kitchen Collective and the Danish Culinary Industry. Additionally, the kitchen members from the startup business, *Sweet Sneak*, joined the workshop and described their business concept and model. This presentation was carried out in front of a group of American students as part of a learning experience. As researchers, we observed the presentations, but did not take part in the actual discussions.

The workshop took place in the open seated area at Kitchen Collective, Aalborg University Copenhagen where other events or presentations hosted by Kitchen Collective also take place. This open room is adjacent to the kitchen, which can also be accessed through a separate door. The kitchen is a considerably small room, around 30 - 40 m². It is fully equipped, has white floors and tiles, with silver finish to the storage area. The kitchen does not have a separate industrial fridge room, such as those found in most restaurant kitchens, but instead only a smaller, domestic fridge. At the time of this observation, there was only one small fridge in the kitchen. Photographs of the actual kitchen are enclosed in the appendix (See Appendix 6.). At the time of the observation, the fridge was being used by *Sweet Sneak*, who gave a short presentation after Kitchen Collective, followed by a tasting of their cakes.

Ethnographic Observation no.2: Networking Session for The Kitcheneurs

We observed a networking session, which took place at Kitchen Collective on April 22, 2015. It was hosted by the founders of Kitchen Collective and was joined by most members: Gastrotucken, Bagwerk, Mas Tacos CPH, Nordic Chufa, Aomam, Sweet Sneak, Birgitte Kampmann, Bite Me, Plant Pusherne, Økologisk Street Food, Vådt & Tørt, Musical Chocolate, and Maobao. Not all members could attend, but the meeting was also joined by a few non-members: the project manager at Roskilde Festival, a representative from Nemlig.com, and Cafe Vangarette. The purpose of this event was to facilitate the networking between the members of Kitchen Collective and enable them to present themselves and share their experiences and ideas, while at the same time discussing the barriers and difficulties they have been facing so far with an intention to document and try to solve them. Also, the founders talked about some improvements and propositions for the future of Kitchen Collective. The

session consisted of several phases and also consisted of tasting present members' signature dishes (See Appendix 6.).

Mia Maja Hansson

The first interview was with the co-founder of Kitchen Collective, Mia Maja Hansson, a graduate of MScSoc in Management of Creative Business Processes at Copenhagen Business School. Combining her previous education in Business Administration and experience in working with startups at Copenhagen Innovation and Entrepreneurship Lab with her research and fieldwork on the Copenhagen food scene has led her to start the company, Kitchen Collective.

The interview with Mia Maja Hansson took place in Hansson's office, located a floor above Kitchen Collective. Kitchen Collective has its office and kitchen facility at Aalborg University Copenhagen. They pay a small fee to use the office space and kitchen. The small fee relies on a mutual agreement, in that, the founders are obligated to provide case studies and pose as guest lecturers for the students at Aalborg University Copenhagen in return for the use of the kitchen.

The interview with Hansson served the purpose of gathering background information about the company, its beginnings, and the idea generation. Furthermore, we were also interested in discovering how Kitchen Collective would like to grow in the future, what are the current issues and challenges, and if there were any historical barriers or challenges. As we have already described how Kitchen Collective started in the case description, we will not go further into those details. The data presented here will describe the relevant information obtained during the interview.

The Kitcheneurs

Birgitte Kampmann

We conducted our first kitcheneur interview with Birgitte Kampmann, who is a certified chef who uses Kitchen Collective's facilities to experiment with ideas for new food combinations and cooking styles. We were invited to Kampmann's house in Copenhagen, where she and her husband

participated in an interview, which took the form of an open conversation. We were served homemade food made by Kampmann, who was trained at the French Culinary Institute in New York City, USA, which is a very high-end, private paying school. She explained how the program was very intense, in that most schools take a few years, whereas her education was only one year. At this time, Kampmann also worked at a restaurant and she graduated when she was about 35-36 years old.

"I have cooked all my life, but wanted validation for my skills. Being enrolled in that school enabled me to establish connections through which Jacques Pepin [a famous French chef] became my mentor. Then, I worked as a freelancer for "The Food Network", a 24/7 TV channel in the USA, and did some catering, amongst others." (Kampmann, 2015).

Upon returning to Denmark, Kampmann started work as a manager of the restaurant and cafe at SMK in Copenhagen, where she met Marie Vedel, the co-founder of Kitchen Collective. Being brought up in a diplomatic family, Kampmann started working as a chef for the Vice-Ambassador of the USA, where she would work on official, as well as home meals. She also participated in some television programs. One of her goals was to promote American Food. During the interview, we also talked about some general food trends in Denmark and the Danish legislation system regarding food. After ending her work for the Ambassador, Kampmann has joined Kitchen Collective as she tries to figure out what is the next step in her career. She was referred to Kitchen Collective via a friend who writes cookbooks. Kampmann explains how she is currently using the kitchen for experimenting purposes and exploring new recipes to, perhaps, be used at private events.

Sweet Sneak

Sweet Sneak is a pop-up bakery whose concept lies in creating temporary bakery stands at unexpected locations around Copenhagen. The idea is to bring people together for real-life, quality time and to create experiences.

"The pop-ups evolve around enjoying a piece of cake with friends, exploring new places in unusual settings, [and] experiencing an interplay of tasting, seeing, listening and feeling." (Sweet Sneak, 2015).

The company utilizes social media (Facebook and Instagram) to keep their participants updated on the pop-up events. Sweat Sneak consists of five young ladies who started the company as a hobby and a side activity. It has existed for around three years now and currently the founders are working on establishing *Sweat Sneak Studio* as another stream in their business model where consultancy services regarding pop-up events will be offered.

Mas Tacos CPH

The third kitcheneur interview took place with Dennis Kihlagst Jensen of the company Mas Tacos CPH. Mas Tacos CPH produces Mexican style street food and sells them out of a food truck in various locations around Copenhagen. Kihlagst Jensen has been working for the past seven to eight years in a kitchen. With the dream of being self-employed, Kihlagst Jensen was inspired to start his business two years ago while travelling in New Zealand where he noticed the popularity of food trucks. After a few years of saving and configuring concepts, he was able to purchase a food truck and could begin his business.

"I saw all those food trucks and I wanted to get started with one of those, but I didn't have money for it or the concept. Then I spent couple of years thinking about it and talked to some people and I sort of found out this taco plan and saved money for the truck to get started." (Kihlagst Jensen, 2015).

Mas Tacos CPH has been working with Kitchen Collective for approximately five months. After several meetings and interest by Kitchen Collective in Kihlagst Jensen's ideas and concept, Mas Tacos CPH joined Kitchen Collective. Kihlagst Jensen was referred to the company by another individual who operates a food truck. Having already done internet research about kitchens and discovering the high cost of booking a kitchen for a year or half a year, and not knowing his estimated usage time, Kihlagst Jensen decided that Kitchen Collective was the most appropriate choice for his needs.

Bite Me - Anastasia Dimitriadou

The final kitcheneur interview was with Anastasia Dimitriadou from the company *Bite Me*. Bite Me started three years ago in Amsterdam between three students with a passion for food. The company uses food as a playful concept or tool to get people to interact with each other in different ways.

“The food is, for us, basically a facilitator. We’ve always thought about the concepts that people would work on together while they are having their food. Sometimes that was a business background and companies, professional staff, or sometimes it was just for fun for people.” (Dimitriadou, 2015).

The company is pursuing two business streams: 1) doing pop up events for the general public and people who seek a different food experiences; and 2) working with businesses, consultants, and facilitators that want to engage with Bite Me when carrying out their methodologies and practices in becoming food experts.

Bite Me joined Kitchen Collective after hearing about the company in April, when they were looking for a kitchen suitable to their needs.

“Basically, we were looking to start our business here in February and we were looking for a kitchen alternative that is not only a kitchen. So I heard about Kitchen Collective, and contacted them. They responded very quickly, we had a meeting [and] they thought it was a good idea. Since then, we are members, seeking for the opportunity to use a kitchen. We haven’t used the kitchen yet, because we didn’t have any events yet.” (Dimitriadou, 2015).

Topics

In this section the data gathered throughout the data collection phase of our research will be grouped and presented according to topics of interest to the case.

Industry Dynamics

The workshop with the American students is an example of Kitchen Collective’s collaboration with Aalborg University. As stated by Mia Maja Hansson, the venture co-exists in the university space

of Aalborg University Copenhagen, where for some of the rental benefits, it is required that Kitchen Collective provides learning facilities for students.

Regarding the Danish culinary industry, Hansson illustrated four categories present in Denmark. These include: 1) *haute cuisine*; 2) *gastronomy for all*; 3) *subject food*; and 4) *delivery concepts*. According to Hansson, Copenhagen began to receive more Michelin stars and started gaining recognition for the innovative Danish restaurant, Noma. In this regard, Noma would fall under the category of *haute cuisine*.

The category of *gastronomy for all* is similar to the concept of *haute cuisine*; however the food products are delivered at a more affordable price, making it more accessible by the general public. This category has evolved in recent years. Traditionally, the category served mostly older demographics eating at expensive restaurants. However, now the biggest customer segment in this category are younger generations and students who are going out to dine affordably.

The third category - *subject food* - is characterized by restaurants that are very dependent on a particular food subject. This could be for example a burger bar, restaurants serving various kinds of hot dogs, or the traditional Danish *smørrebrød* restaurant (See Appendix 6.).

Finally, the last category focuses on delivery concepts. Hansen gave the examples of *nose-to-tail* preparation methods and the Danish restaurant, *Rub & Stub*, which both focus on minimizing food waste. Moreover, *Rub & Stub* is a non-profit company and uses surplus waste from other restaurants in its cooking. Additionally, with a focus on delivery concepts, there has been an increase in street food markets and food trucks in Copenhagen. According to Hansson, until 2008, operating street food businesses was not legal in Denmark, with the exception of food vendors with handicapped or disability status. However in 2013, the Copenhagen municipality realized the potential and benefits street food vendors provide to the community, and abolished the rule. Today, however, startup street vendors are now faced with another obstacle: locating an affordable and certified kitchen to prepare the food. Thus, from this sparked the innovative idea of *Kitchen Collective*.

Certified Kitchen

During the first workshop, the problem of finding a certified kitchen was pointed out. If an individual or venture wants to commercially produce food in Denmark, they have to have a certified kitchen, which is very expensive. As startup companies do not usually require a kitchen full-time, the solution was to establish a kitchen that can be shared amongst many of users. Even though the Ministry of Food did not support Hansson and Vedel's idea of creating a shared kitchen, the two founders identified holes in the law. This lack of consistency in the Danish law regarding food production enabled the creation of a certified kitchen for many users. One of the main reasons why the idea of Kitchen Collective is realized is the desire to influence Danish cuisine.

In Kitchen Collective's kitchen, the kitcheneur, Kampmann, uses her own supplies. At the time of the interview, she had only used the kitchen once. The impression was that Kitchen Collective is practical for her current professional focus, and that finding an alternative kitchen would be too expensive for experimental purposes. Other kitchens, such as community housing in villages which sometimes have the appropriate facilities can be difficult to find, and they first have to be approved by the law, where the fines are very big. We also asked Kampmann what she would currently be doing if Kitchen Collective did not exist. She explained that there are some places, such as community houses outside of Copenhagen or farms, that sometimes have an unused kitchen, yet even if is certified, it might not be professional enough or well-equipped. Moreover, finding such a kitchen requires a lot of research and time. So far, Kampmann has found one alternative, a competitor of Kitchen Collective, called 'Hotel Køkkenet,' which offers similar services – a certified, bookable kitchen. This kitchen rents out their facilities for the purposes of mass production as the kitchen is normally vacant, unless used for parties. However, the price for usage is 1700 DKK per day, which is very high compared to Kitchen Collective's fees. At Kitchen Collective, however, Kampmann notes that a negative aspect is the inefficient system and protocol of counting inventories after each time in the kitchen. Kampmann states that this could be avoided, and contributes to wasted time in the kitchen. "It is just a waste of my booked time," she claimed.

According to Sweet Sneak (2015), Kitchen Collective served as an essential part in the development and growth of their project. Before becoming a member of Kitchen Collective, Sweet Sneak was reliant on the regulation of the Fødevarestyrelsen, which allows the preparation of food in private kitchens for up to 10 events a year. They joined Kitchen Collective in 2014 with the purpose of developing the project's concept further and bridging the gap between the 'startup phase' and being a self-standing company.

"For our project, an owned kitchen wouldn't have made sense financially at all. With Kitchen Collective we get the chance to develop our concept further and bridge the gap between startup phase and eventually reaching the point where we'll be able to "stand on our own feet". (Sweet Sneak, 2015)

As Sweet Sneak operates on an unfixed time base, Kitchen Collective serves as a suitable solution to their kitchen needs.

"With our events happening on an irregular basis, being intense on a very short time, a shared kitchen space is exactly what we are looking for." (Sweet Sneak, 2015).

According to Sweet Sneak, having a certified kitchen is the most important benefit, and it is through Kitchen Collective that Sweet Sneak has been able to develop and innovate its processes and establish themselves as a registered company. Although, Sweet Sneak claims that on a product innovation level, most ideas are generated *outside* of the kitchen. But it is Kitchen Collective which, "[...] creates the frame where [they] can transform ideas into actual new products." (Sweet Sneak, 2015).

Dimitriadou of Bite Me (2015) explains how the flexibility of the kitchen and being able to use it whenever needed is a positive aspect. Additionally, she notes that the membership and rental fees are a very fair price and that the kitchen is well equipped. The physical storage space that Kitchen Collective has is also a recognized benefit. Dimitriadou explains that is convenient to be able to store ingredients and products after being in the kitchen, as opposed to transporting everything home again. Additionally, Kitchen Collective has started a new system where members can rent sections of the kitchen's fridges and freezers, which is very convenient.

"The ability to also store something, so it is not just that I have to take everything after is nice. You can store, you can have a box. You can label a box and put dry goods in there. Now they started also with renting parts of kitchen fridges - shelves, basically. I think it is convenient. And a freezer also. You can also leave it in a basement, in another storage space." (Dimitriadou, 2015)

According to Dennis Kihlagst Jensen of Mas Tacos CPH (2015), the most important part in the development of his business was to 'secure a kitchen' where he could work on his ideas and meet other people within the network. As well, it was important to obtain information on how to work with a food truck and food, and gain different ideas on how to get started with his business. By being a member of Kitchen Collective, Kihlagst Jensen is able to realize these aspects. Considering Kitchen Collective's early stage, Kihlagst Jensen believes that the company is operating well and that they provide good help and guidance for the entrepreneurs. However, for the future, he recognizes that the size of the kitchen and amount of freezers and fridges could serve as problematic with the entrance of new kitchen members. Furthermore, he believes that the payment system could be simplified, by having one large payment annually as opposed to monthly or daily payments.

The Booking System:

Kitchen Collective provides Kihlagst Jensen with a sense of security, in that he is able to book the required hours for cooking and trusts the booking system that there will not be someone else using the kitchen in 'your' hours. Moreover, the booking system for the kitchen is done via the internet and Kihlagst Jensen regards this as a safe method. However, through the interviews, we found that some of the other kitcheneurs expressed some concerns about the booking system being overcrowded.

For example, Kampmann finds the number of members and the availability of the kitchen to be a challenge. She has already had the situation where she was in need of the kitchen for a big catering event, but the kitchen was already fully booked by another kitcheneur.

"I feel like we are too many members and there is a limited availability. I was once in need of the kitchen for a big catering event, but the kitchen was already fully booked by another kitcheneur." (Kampmann, 2015).

However, for her experimental purposes, the price of the membership and usage is very convenient, also compared to the previously mentioned competitor, Hotel K kkenet. Dimitriadou of Bite Me also identified a problem in booking the kitchen.

"I've been looking at the calendar and I see some of the days are already booked long in advance, so I can see that that might be a difficulty. [...] Some people already have a strict plan in the kitchen, so it is booked whenever I have the need to use it. I think that's a problem." (Dimitriadou, 2015).

Location & Transportation:

As described earlier, Kitchen Collective is located in southern Copenhagen (Sydhavnen), at Aalborg University Copenhagen. Sweet Sneak notes two main aspects concerning the location, which can serve as challenges. The first is having the location of Kitchen Collective in Sydhavnen. As the majority of Sweet Sneak's events take place in inner Copenhagen, having to produce and transport their products from a distant location can serve as a little challenging. This leads to the next aspect, which is an issue of transportation. Currently, as Sweet Sneak does not have access to a car or larger transportation vehicle, they are transporting all of their products via bicycle, which may not be ideal when transporting decorated desserts.

Additionally, Dimitriadou (2015) notes that having a collective transportation system could be an added benefit for Kitchen Collective and its members in order to transport goods to and from the kitchen, which she also regards as challenging.

This is one of the problems that most of the kitcheneurs are concerned about. During their networking meeting, which we had the opportunity to observe, the impression was that the transportation problem is quite frustrating for some of the users. It has been noted as one of the elements of Kitchen Collective that needs to be improved. However, it was suggested at the networking meeting that Kitchen Collective could acquire a shared car for the kitcheneurs to rent with the kitchen.

Knowledge Exchange:

During the interview with Mia Maja Hansson, it was explained how her co-founder, Marie Vedel, will offer consultancy services to the kitcheneurs. This will, for example, be in the form of guidance for the kitcheneurs through the process of registering as a company and calculating the prices of their products. As Mia Maja stated:

“Everything, from how to register a company in Copenhagen to knowing how to calculate your prices for your products. And they really need help with a lot of stuff.” (Hansson Frederiksen, 2015a).

Kihlagst Jensen regards this as beneficial in providing a sense of security. Kihlagst Jensen explained how working with Kitchen Collective is a professional relationship, where all documents and formalities are taken care of right from the start. In this way, he feels safe that his business will not face trouble with the authorities.

“You get papers, and everything is sorted out before you get started, so that’s good. [Kitchen Collective] are professionals so you can trust the way they work.” (Kihlagst Jensen, 2015)

Kampmann also reflected upon the value that Kitchen Collective provides for companies starting up and the support that the founders provide. Additionally, a closed Facebook group for the members has been created so that the members can exchange ideas. This is considered a very important element of Kitchen Collective by Kampmann and she claims that is both a service that is needed and one that she has not encountered before. However, in order to make networking and information exchange more efficient, Kampmann suggests that Kitchen Collective should provide a better description and presentation of the different kitcheneurs on the website.

Similar with the other research participants, Sweet Sneak recognizes the value that Kitchen Collective provides by enabling a platform for knowledge exchange and collaborations. Sweet Sneak explains that the company maintains consistent communication with Kitchen Collective. As well, Kitchen Collective arranges general meetings on a regular basis with all the kitchen members, where it is possible for members to discuss their experiences and gain feedback.

Networking:

Regarding the networking events between Kitchen Collective and its members, Mia Maja Hansson (2015a) claimed that the key element to Kitchen Collective's business will be their *network*. In that way, they believe that establishing a network for the startup companies is a way to for the entrepreneurs to meet similar people and help each other in their growth through the sharing of ideas and knowledge. Kitchen Collective, therefore, aims to be a facilitator for the kitchen members, where, in the future, they will provide networking opportunities on a regular basis. During our interview, Hansson described the first 'networking session' where the members got together. This session was before our research and we were not part of it. She explained, however, that the session was very inspiring and the different members were exchanging ideas and sharing recipes. At this event, Kitchen Collective also did a photo shoot for their website and asked some of the kitcheneurs to join.

At the second networking session, we observed the interactions and information sharing that took place between the members and founders. We observed both younger and older generations present, as well as Danish and foreign members. However, the majority of the session was delivered in Danish. One of the main aims of the networking event was to create a platform where the kitcheneurs could express their barriers or challenges and opportunities regarding their startup businesses and collaboration with Kitchen Collective. Similar to the introduction phase, the session had each member seated one-by-one around a large round table, talking both about his or her issues regarding the use of Kitchen Collective and some of the opportunities or wishes that could be employed. Some of the issues included: transportation challenges, food truck acquisition, supplies acquisition, booking of the kitchen, the uncertainty of the demand, and the coming season (as summer is the prime season for street food and Kitchen Collective has only existed since the winter). Some opportunities have been found as well. Some of the members exchanged useful ideas with each other, such as where to acquire food trucks and where to locate certain supplies, and even talked about collaboration between one another and a collective wish of having transportation provided by Kitchen Collective in the future.

At the networking session, the members first introduced each other one-by-one around a large table. They were invited to share their background and business concepts. This was followed by a tour

of the facilities at Kitchen Collective. Finally, the members were again invited to share their stories of success, barriers, and opportunities to the group and ask for advice or share ideas. We could observe that the general interaction was laid-back and open. Ideas were proposed and members were welcome to speak at any point. It was apparent that the founders valued the ideas of the members and, thus, encouraged their participation. Furthermore, we could observe humour and informal dialogue between the members. This networking session presented several idea propositions – proposed both by the founders and the members. First, the founders presented the idea of establishing an outside restaurant during the summer at Aalborg University Copenhagen. We could note that the founders not only described the idea, but sought approval and interest by the kitcheneurs. Another idea, which was proposed by a member, was the creation of an interactive forum or closed Facebook group, where the members can network with each other and share ideas. Such a platform could encourage *collaboration amongst the members* - which was another proposal.

According to Kampmann (2015), *networking* and *sustainability* are two concepts of high regard. Through Kitchen Collective, she can realize these concepts as Kitchen Collective is generating innovative ideas, one of which may be a teaching course on how to cook organically. Another thing Kitchen Collective could potentially and easily offer as a unique element to their business are the collaborating capabilities with the other kitcheneurs.

*"I would be interested in working with some of the other members, for example, Nordic Chufa. I would like to experiment by combining the flavours of chufa into dishes to see what results this could bring."
(Kampmann, 2015)*

As well, the concept behind Musical Chocolate of donating part of the proceeds to musicians, which was presented at the networking session, sparked interests of collaboration in Kampmann.

Additionally, through Kitchen Collective, Sweet Sneak (2015) is enthusiastic about, "[...] *activating synergies between the different kitcheneurs and creat[ing] culinary experiences that go beyond what [they] could do on [their] own.*" Moreover, the company is already in discussion with other kitchen members to collaborate on common events. However, as the kitchen can only be booked by one venture at a time due to the sizing restrictions, members are not able to collaborate in real-time

in the actual kitchen. Up to this point, networking and knowledge exchange is taking place via the meetings and networking sessions and external communication initiatives (ie. through the Facebook group). However, in response to Kitchen Collective's proposal for growth through a secondary and larger kitchen, Sweet Sneak (2015) states that this could help to trigger the networking aspect a lot more and be extremely valuable by enabling the members to work simultaneously and learn from each other.

Kihlagst Jensen (2015) also notes that the network he gains through association with Kitchen Collective is beneficial.

"I've had a chance to meet a lot of people. For the first couple of months, I hadn't actually met them, just from writing emails until the meeting at the evening (the networking session). That's really good, you get really lots of stuff from networking." (Kihlagst Jensen, 2015)

Kihlagst Jensen also claimed that he could envision himself collaborating with other companies, as well as food trucks, in the future for small events. Reflecting on the networking session, he finds that, *"The best part is how people are happy to work together with other people, and all of that just from tasting their food one night."* (Kihlagst Jensen, 2015).

On an interactional level, Dimitriadou (2015) states that an advantage of being a member of Kitchen Collective is establishing contact with other food entrepreneurs. We perceived that networking in Amsterdam was challenging for Bite Me. As Anastasia says (2015), *"[...] maybe it was also because we were also sort of outsiders, foreigners, we were very new and not very targeted yet. I found it hard to get in that entrepreneurial food scene."* She notes how it is good to connect with and be in conversation with other startup companies who are on an equal level (such as at Kitchen Collective).

"I think they are doing a really good job in communicating and being engaged to help you. So facilitating is really good." (Dimitriadou, 2015).

Furthermore, Kitchen Collective is establishing an arrangement with the largest Danish organic food supplier, through which the kitcheneurs can order products in Kitchen Collective's name and, thus, acquire a large discount. In the end, the kitcheneur is sent an invoice from Kitchen Collective

along with their kitchen rental bill. Hansson additionally notes that this arrangement is also valuable for the supplier as it is a means for them to secure their future customers. Finally, Kitchen Collective provides value for its members as being the only platform that offers such services in Denmark. Its uniqueness is something that attracts much interest.

Through the interviews, we also discovered that Kitchen Collective uses its network to connect the kitcheneurs with packaging suppliers and branding experts. Moreover, we could observe at the networking session, the different members sharing their own personal choices for packaging and branding experts and specialty product suppliers.

"Actually [it] would be a very good idea. I think they offered me something on branding, to begin with, with flyers and stuff like that. That's definitely good idea." (Kihlagst Jensen, 2015).

Growth For Kitchen Collective

In terms of growth as a business, Hansson recognizes that Kitchen Collective does not provide sufficient profit to grow. The money obtained from the membership fees and kitchen rentals is only enough to cover Kitchen Collective's own rental costs of the facilities. However, Hansson explains that the company has been approached by different interested companies and has, for example, been offered to do a party for a large Danish company, where they would showcase all their different kitchen members and have a private street-food party. Hansson states that it is deliveries such as the one offered which will make Kitchen Collective a good company. However, she notes that Kitchen Collective is not interested in taking on investors, as they regard themselves as very independent and flexible in the testing of their ideas and innovations. Having an investor could potentially cause unnecessary stress for the company and disrupt the organic flow of ideas, as they will be required to report back to investors before making any large decisions.

"And one day this is what we go for, another day, this is what we go for and if we had an investor we would have to report back all the time and I think we would be totally stressed about that idea" (Hansson Frederiksen, 2015a).

She adds that this may change in the future, however.

Additionally, Kitchen Collective is working on the idea of establishing another kitchen in Roskilde, Denmark for the purpose of production. This kitchen would be much larger in size, at over 100 square meters, and, thus, would be able to accommodate members in the kitchen simultaneously. By having the opportunity to work simultaneously, Kitchen Collective sees this as an opportunity to move more towards being a facilitator for collaboration and networking between the members and their stakeholders. Both Bite Me and Mas Tacos CPH agree that working *side by side* with other kitcheneurs could be interesting, firstly, because of the possible collaboration, and secondly, because some new ideas could be created.

“I think that would be a good idea. What they do now is that people can work at the same time in the kitchen, but there is only that much space, and that much possibilities to cook and the oven, and stuff like that. So I could see trouble in that direction, but it would be a good way to develop your own food with people there around as everybody is different. We haven’t all got the same ideas so it would be a good way to work together,”
(Kihlagst Jensen, 2015).

Moreover, Kitchen Collective will provide more opportunities to hold workshops, tastings, and teachings.

Mia Maja Hansson also described another way in which Kitchen Collective is growing and offering more services and opportunities for its members. This is through a pop-up restaurant being held over the summer at Aalborg University Copenhagen. Through this restaurant, Hansson claims that the kitcheneurs will be able to test their ideas and products on the public. Hansson explains how she is very proud of the concept and that it is a great opportunity for the startup companies that, otherwise, would not have the financial means to test their products in an actual restaurant. Furthermore, the restaurant offers value to the University as another way to showcase the University to the public and open up to the citizens by providing the experiential and emotional value of the different initiatives that Copenhagen offers to help starting businesses.

At the longterm perspective, the vision of Kitchen Collective is to be an incubator that would have “strategy for communication” (Hansson Frederiksen, 2015a). That would be enabled through a large co-office which would host all food startups.

“It will be one big house - just a food house, that’s what we call it when people ask about it – food house – food box. That’s the dream!” (Hansson Frederiksen, 2015a)

After having presented the gathered data and findings, we will now combine and analyze them with the selected theories. We will mostly focus on the *knowledge exchange, networking and growth for Kitchen Collective*, while using *industry dynamics, certified kitchen, location & transportation* and the *booking system* as crucial supporting information for our analysis.

Analysis

In this section of the paper, we will interpret the previously presented findings and data. Through the application of the theoretical concepts to the Kitchen Collective case, we will analyze and investigate *‘how Kitchen Collective is enabling growth for its stakeholders.’*

Kitchen Collective as a Knowledge Broker

We have decided to focus on the theory of knowledge brokering, because we believe Kitchen Collective acts as a knowledge broker between the different kitcheneurs and the external environment (such as Aalborg University Copenhagen, the municipality, and food suppliers). Kitchen Collective can be regarded as a platform that enables the exchange of ideas and information between the kitcheneurs, which is either solving the existing problems or enabling innovation in other areas. Moreover, we expect to find that Kitchen Collective is exercising this role through the functions of: 1) transcoding knowledge, 2) transferring best practices, 3) finding analogies, and 4) creating synthesis. We will now analyze the data previously described in the data and findings section, to determine Kitchen Collective’s role as a knowledge broker in the given *industry dynamics*.

Knowledge Exchange

Considering Kitchen Collective, we can state that the innovative idea of providing a *certified kitchen* grew out of this linking of problems with existing ideas. Given the founders' past experience and network, as well as knowledge of successful similar ventures in other cities, the founders identified a problem, or gap, and combined these ideas to form a solution - Kitchen Collective. According to Hargadon (1998), knowledge brokers are modern invention factors, using their position in the field to link existing problems and solutions, combine them and create new innovative solutions.

Furthermore, knowledge brokers, as previously described, are individuals or companies that bridge organizations and mediate the flow of information and knowledge. We can state that Kitchen Collective is posing as a knowledge broker and facilitating the *knowledge exchange* between various groups and stakeholders. The various groups can be identified as follows: the kitcheneurs, the partners (graphic designers, financial supporters, Aalborg University Copenhagen), the organic food supplier, the Food Municipality, and the public. By acting as a mediator, Kitchen Collective is able to acquire the useful knowledge and apply meaning to it so that it provides value on both the internal side (for the members and founders) and external (for the university, partners, and public).

Referring to which type of knowledge broker Kitchen Collective is and the roles they express, considering that Kitchen Collective coordinates and communicates between various stakeholders, such as Aalborg University Copenhagen, the municipality, the kitcheneurs, their partners (graphic designers, financial support, food suppliers, etc), we can say that they are mediating between various groups. In this way, we can expect that Kitchen Collective will be identified as the *representative knowledge broker* (Boari & Riboldazzi, 2014).

First, it would be relevant to determine the type of knowledge being exchanged through Kitchen Collective's role as broker. In terms of Kitchen Collective's *current* state, we can assume that the primary type of knowledge being shared is *explicit* and *structured* (De Leong & Fahey, 2000, p. 114). Examples of this type of knowledge being shared would be the rules and regulations regarding food

safety, product pricing, and registering as a company, as well as issues regarding the *location & transportation* and *the booking system*. We experienced that this type of knowledge is easily being shared through the discourses at the *networking* sessions. In this way, Kitchen Collective is acting as a knowledge broker between the members and the regulations set by the municipality to facilitate the *exchange of structured knowledge*.

However, we can also identify another type of *knowledge exchange* that Kitchen Collective could facilitate in the future. This is *social knowledge*, (De Leong & Fahey, 2000, p. 114) and is observable in groups or teams where knowledge is highly tacit and developed through collaboration of the members. As Kitchen Collective has the intent of *growing* as a business in order to facilitate collaboration between the members, we can state that they also will be facilitating the *exchange of social knowledge* internally between them.

Having analyzed the type of knowledge that is being exchanged through Kitchen Collective's role as a knowledge broker, we will now analyze more in depth the functions of their role and how they are facilitating these transfers.

1) *Transcoding Knowledge*

As described earlier, the first function of the knowledge broker is to *transcode* the knowledge (Boari & Riboldazzi, 2014, p. 685). In one case, we can say that Kitchen Collective is acting as a knowledge broker between the kitcheneurs and the Copenhagen municipality. Through this relationship, Kitchen Collective is sourcing information, such as the status of the industry, regulations and laws, from the external environment and making it accessible for the kitchen members. We observed Kitchen Collective practice this function at the *networking* session. Moreover, Kitchen Collective is engaging in promotional activities to create awareness of the initiative, as well as the work being done by the kitcheneurs and communicating this to the public via presentations, case studies, and their website. In this way, Kitchen Collective is acting to make the public aware of the problems facing food entrepreneurs. Through these practices of 1) sourcing the external environment and 2) promoting its company and the barriers for food entrepreneurs to *grow*, Kitchen Collective is transcoding

knowledge for both the kitchen members and the public and making each group aware of the issues faced by the other side.

2) *Transferring Best Practices*

The second function of transferring *best practices* can be understood in terms of the value Kitchen Collective creates for the groups through their role as a knowledge broker (Burt, 2004, p. 355). Through Kitchen Collective's aforementioned promotional activities (case studies and presentations), which in turn educate the public about the issues concerning food startups and sustainability, they are able to communicate and translate these beliefs of '*conscious food*' production. The ideology of producing conscious food is also translated into *best practices* to the kitcheneurs by making this a consistent criteria for membership. Additionally, *best practices* concerning food waste, sustainable production methods, and the conscious choice of local products, can also be transferred through the *collaboration* between the kitchen members. In a long-term perspective, by communicating to the public the economical and cultural importance of having an initiative like Kitchen Collective, they may generate more awareness on the case and, thus, prompt the municipality or other businesses to create more programs, which provide similar platforms for growth and development for startup businesses.

3) *Finding Analogies*

The third function of the knowledge broker is to find analogies, whereby the broker will draw them between groups seemingly different from each other (Burt, 2004, p. 355). This is often seen as a difficult step for the knowledge broker, in that they may become habituated to a group and not perceive the differences in terms of beliefs or practices between the groups as valuable.

If we assume that the main groups with perceived differences in practice or beliefs in the case of Kitchen Collective are the kitcheneurs and Kitchen Collective versus the municipality and the public, we can interpret practices that Kitchen Collective has engaged in which contribute to the creation of analogies and *exchange knowledge*. For one, this could be done through the presentations that Kitchen Collective has given to the public and the extensive dialogue they have had with the

municipality. By developing meaning on both sides and communicating why it is important to have a shared kitchen, Kitchen Collective is able to demonstrate the value that the kitchen provides for its various stakeholders. In this way, they are finding analogies between the differing groups.

4) *Synthesis*

The final function of the knowledge broker is *synthesis*. The aim of this function is to create new beliefs and behaviours through the combinations of elements obtained through the brokerage position. At Kitchen Collective, we can note the same practices as present in the third function of finding analogies as also serving relevance in creating synthesis.

Additionally, the collaborations between the kitchen members could provide a great opportunity for synthesis between the different kitcheneurs. By working together and sharing ideas, experiences, and knowledge, the different kitcheneurs can collaborate on best practices, thus, creating new behaviours and beliefs about more efficient and sustainable food production, storage, transportation, etc.

These four functions of knowledge brokers are critical to the learning and creativity within industries and organizations (Burt, 2004, p. 355). By applying these four functions to the collected data, we were able to analyze how Kitchen Collective is creating a platform for *knowledge exchange*, and subsequently, innovation, through their functions and practices as a knowledge broker. Moreover, through their functions as a knowledge broker, Kitchen Collective exchanging useful knowledge between groups, which contributes to the development and *growth* of the kitcheneurs and the Danish food industry.

A Platform for Networking & Innovation

As we have now analyzed Kitchen Collective's role as a knowledge broker and through which practices and functions it carries out this role, we can now further analyze the company as a platform for collaboration and, thus, knowledge exchange and innovation.

Considering Kitchen Collective as a facilitator of knowledge exchange and a platform for networking, it is relevant to analyze the *context for interaction and collaboration* between the kitchen members (De Leong and Fahey, 2003). As Kitchen Collective is in the early stage of its growth and the members are not very familiar with each other at this point, we can interpret that Kitchen Collective does not really have much of a *shared company culture* at this stage (Schein, 1992). However, these networking sessions could be a means for Kitchen Collective to establish an organizational culture and context which facilitates knowledge and communication transfers and sharing amongst the members. In that way, the networking sessions can act as a mechanism for establishing shared meanings and cultures and encourage knowledge sharing between the members.

As stated in the data and findings section, at the networking session we could observe factors which can contribute to the sharing of ideas and information between members. These factors are *open communication* between the members and founders, the *encouragement of discussion* and *sharing of ideas* from the founders, *two-way communication*, and a *lack of a hierarchy* between the members. Having observed the dynamics and environment of the networking sessions at Kitchen Collective, we perceive that Kitchen Collective is orienting themselves towards a culture which is both *relationship-based* and *risk-taking* (Choo, 2013). By creating a context for interaction which emphasizes free and open communication, as well as the sharing and exploration of new ideas, Kitchen Collective can serve as a platform to facilitate networking between the members, and, thus, collaboration and knowledge exchange.

Additionally, we find diverse team composition applicable in analyzing how the kitcheneurs can use Kitchen Collective as a platform to facilitate the networking and, thus, collaboration with other members, by bringing in their different skill sets and knowledge (Bercovitz & Feldmann, 2011). This exchange of knowledge, facilitated by networking, enables innovation.

Through our obtained data, we could see that many of the kitcheneurs find a benefit in Kitchen Collective through the network they provide. For example, Kihlagst Jensen from Mas Taco CPH explained how Kitchen Collective offered to find his company a suitable designer to aid him in the

branding and visual design of his company. As well, as we mentioned earlier, Kitchen Collective's network extends to include their ties with Aalborg University Copenhagen and the municipality, an organic food supplier, financial partners, and branding and packaging suppliers. By having this diverse network, Kitchen Collective is able to provide additional services to their members by acting as the knowledge broker and bridging the connection between the disparate actors. Research shows that working in *close proximity*, especially in cases of high uncertainty can bring better and more innovative results (Boschma, 2005, p. 62).

Having analyzed Kitchen Collective, we can perceive multiple practices through which they help facilitate the growth of their stakeholders. We discovered that Kitchen Collective is practicing the role of a knowledge broker, and it is through this role, that they have an extended and diverse network, which they are then able to offer to their kitchen members and other stakeholders. With these networking and knowledge brokerage capabilities, Kitchen Collective provides a platform that supports knowledge exchange, innovation diffusion, networking and collaboration. It is, thus, through these functions, that the company can help to facilitate the growth for startup companies and entrepreneurs and the extended industry actors (including Aalborg University Copenhagen, food suppliers, packaging and branding experts, and financial investors).

Discussion

This research has proposed ideas about knowledge brokering within an innovative company serving as a platform and a knowledge broker to its members.

This research is of high value to the general food industry or any innovative industry, especially those with a high level of uncertainty. By focusing on Kitchen Collective, a company that utilises an innovative and creative business model, we were given insights that could be transferred to a wider context. The company offers value to entrepreneurs by providing an opportunity to start a company that otherwise would not be possible, due to industry barriers to entry. Addressing local legal restrictions related to operating within a certified kitchen, as well as providing a testing platform for new ideas, enables entrepreneurs to startup in an industry characterised by uncertainty and a high degree of failure.

Knowledge brokering and networking activities have been shown to have a high importance, not only theoretically, but also practically, in providing vital information to entrepreneurs, related to the industry and their first steps in it. Both of these aspects facilitate growth for the members and, in the future, pave a way for innovation. Other industries, including those non-food related, could benefit from the way Kitchen Collective works and employs these practices. Finally, the core concept of enabling the existence of new ventures is something that could be applied more often in emerging industries, in order to facilitate their growth.

However, by applying a *critical* perspective to Kitchen Collective and its functions, we could speculate how efficient they will be in generating innovative ideas between members, when the members do not currently share a common and core company culture, especially if the company is continuously faced with the entry and departure of members. By applying a *modernist* perspective and Schein's (1992) approach to organizational culture (including artifacts, values, and basic assumptions), one could infer that establishing a common culture is key to innovation and sense making at Kitchen Collective. "Organizational culture shaped by management through organizational values, norms, and artifacts encourages and supports innovative behaviors." (Hogan & Coote, 2013, p. 10). Moreover, research suggests that through certain established norms, organizations can enhance creativity (ie. through expectations and encouragement of risk-taking), as well, norms that are, "[...] associated with promoting the implementation of projects (e.g., expectations and encouragement of teamwork, such as coordination and information exchange) are significantly related to innovation" (Caldwell & O'Reilly, 2003 in Hogan & Coote, 2013, p. 4). If innovation is key to the survival of an organization (Hogan & Coote, 2013, p. 1), it could be implied that the next step for Kitchen Collective would be to develop a company culture.

Limitations and Further Research

It is necessary to reflect upon any limitations that were faced during the research process of this paper. Firstly, the organization we based our research on is a fairly new organization, therefore, some assumptions could not be observed as a regular practice. Also, it would have been interesting to

observe Kitchen Collective evolve with, for example, the restaurant concept, where the collaboration between members and the facilitation of knowledge via Kitchen Collective could be better observed. Secondly, we could have used an additional form of observation - *shadowing* - as already described in the methodology section.

We have applied chosen theories, considering that Kitchen Collective is in its growth stage. As mentioned, the organization is fairly new and our findings show the initial stage of its impact. We assume the future of Kitchen Collective based on its current activities and organizational structure. The next phase in research would entail observation of value co-creation between the different members; and the Kitchen Collective itself and all its stakeholders. Value co-creation is an important concept where different parties work together in order to achieve a result valued mutually (Prahalad & Ramaswamy, 2004). This could be done after knowledge brokering and networking processes have matured and some tangible products of these proceedings would exist. Additionally, with a closer focus on the outcome of the collaboration between the members, not only value co-creation, but also, innovation, could then be examined.

Moreover, further research could look at the social value it provides to its outside community and what impact it has on it. Additionally, it would be interesting to conduct a comparative study with similar ventures located in, for example, Berlin or London.

Company Recommendations and Strategic Advice

Having analyzed Kitchen Collective as a knowledge broker and a platform facilitating networking and collaboration to enable growth for its stakeholders, we are now able to present recommendations and suggest strategic advice for the company. Given the functions for growth that were found in the analysis, this advice will focus on strategies and practices that will aid Kitchen Collective in moving towards having the facilitation and networking aspect as a core element of their business model. In this way, we will provide suggestions on how they can become more efficient and create the appropriate context and opportunities that facilitate the networking and knowledge exchange between their stakeholders and members.

Research shows that, for knowledge brokers, “[...] access to a range of otherwise disconnected industries is a critical step in their innovation strategies.” (Hargadon, 1988, p. 214). This implies that for Kitchen Collective to maintain its relevance and strategic position of a knowledge broker, they should continuously span the environment in search of new ideas and knowledge, expanding their network, and bridging disconnected actors. In this way, it may be advantageous for Kitchen Collective to continue to collaborate with businesses or actors from other industries - much like how they are currently doing with the organic food supplier and Aalborg University Copenhagen. “Whether across divisions or across industries, access to a number of otherwise disconnected knowledge domains provides the initial conditions for innovation through knowledge brokering.” (Hargadon, 1988, p. 215). This will help to strengthen Kitchen Collective’s role and position as a knowledge broker, and further develop their identity as offering more services than just the physical, certified kitchen. Another suggestion to strengthen Kitchen Collective’s role as a knowledge broker, and as noted by one of the kitcheneurs, is to engage with more people from other industries that are interested in learning about Kitchen Collective and its members. This could be facilitated through an event where the kitcheneurs can present their ventures, and can be a means to establish relationships with investors and for the entrepreneurs to be more connected to these external groups.

A practical recommendation, in line with some of the concerns of the kitcheneurs, would be to improve the booking system. However, because of Kitchen Collective’s current size and occupancy limitations, a clash of booking times (where one venture wants to use the kitchen but it is already in use) may be unavoidable. Kitchen Collective did express their visions and strategy for growth, where one factor was to open an additional and larger kitchen in Roskilde. This would help to overcome the problem of a crowded kitchen, but may also present another problem, in the form of location and transportation of supplies for kitcheneurs based in Copenhagen. Through the obtained data, we recognize that a larger kitchen would be able to accommodate several business ventures simultaneously, which can serve as a mechanism for 1) information and knowledge sharing, and 2) networking and collaboration.

Conclusion

This research paper developed out of an interest in innovation and food industry. Being fascinated by the functions of knowledge brokers, we sought to investigate the role of Kitchen Collective to discover *how it is enabling growth for its stakeholders*. Through application of theoretical frameworks on the functions of knowledge brokers, we were able to analyze Kitchen Collective's various practices and how it bridges the knowledge between diverse groups. We found that through Kitchen Collective's role as a knowledge broker, the members have an extended and diverse network, which it can offer to their kitchen members. Through this function, we found that Kitchen Collective provides a platform for networking, which subsequently facilitates the knowledge sharing between its members and connected groups.

This research paper also allowed us to provide suggestions and strategic advice for the company to grow and develop its functions as a knowledge broker as well as suggest areas for future research. We find that in order for Kitchen Collective to progress and develop its unique offering, it should focus more on strengthening the collaboration between the members to better use the potential they entail. We assume that this concept is of a significance to the wider industry and could be applied in other innovative areas. Kitchen Collective is an innovative venture that has enabled many entrepreneurial food startups to exist and grow.

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Appendices:

APPENDIX 1.

Instruments

Questions prepared for interview with Mia Maja Hansson on March 16th 2015

1. How did KC start? How did you come up with an idea?
2. Who are your kitcheneurs?
3. What is the definition of a certified kitchen by the Danish standards?
4. How do you manage different kitcheneurs? (ie. monitoring their practices - to verify
5. Is there a selection process (criteria) for the kitcheneurs?
6. What were the main difficulties with starting up?
7. The scene in Copenhagen and how has it changed, how is it now? Where does KC fit?
8. What are the specific food laws in Denmark that apply to KC ?
9. Do you think that KC is exclusive to Copenhagen (Is it the specific Denmark food laws that create the need for KC?)
10. You have said that the food regulation establishment has created problems and hindered your progress. How do you see existing food regulations in Denmark helping you standardize the output of KC and the kitcheneurs?
11. As a provider of the kitchen, is KC liable for its members? (ie. food poisoning, contamination of ingredients if fx a company is producing only gluten free products, etc). And how would that affect other kitcheneurs?
12. How do you control the usage the kitchen?
13. Do you have other partners, for example, investors? In order to legitimize?
14. What is the connection to the university?
15. Do you plan to expand? (and if yes how ?)
16. How do you promote KC and do you take part in industry events?
17. Do you make profit? Do you have any other revenue streams/services?
18. How do you fit in the contemporary food urban trends?
19. How important/central organic food is for KC? Is it economically valuable alternative to normal food?
20. How do you manage food waste?
21. How do you deal with allergies and/or food preferences of different kitcheneurs?
22. How would you define "an entrepreneur"?
23. Do your kitcheneurs interact with each other and learn from one another? Does it take place through KC or is it more outside of KC?
24. How do you feel like you are creating a social benefit with KC?

25. Do you feel the concept of shared economy is the best way of addressing sustainability in the food industry?

Questions prepared to ask the kitcheneurs at the Networking Session for The Kitcheneurs on April 22nd 2015

1. Tell us more about your company/idea.
2. How long have you been involved with KC?
3. How did you first hear about the concept?
4. Why did you decide to come to KC?
5. Are you a certified chef or just cooking to try out ideas?
6. Are you planning to open up a restaurant in the future?
7. Have you met a lot of other kitcheneurs so far?
8. Do you exchange ideas with other kitcheneurs/collaborate? If yes, how?
9. What is the most important benefit of participating in KC?
10. What do you think so far of KC? Is there something that could be improved?
11. What is the plan for the future?
12. What do you see as the biggest benefit from KC?

General questions for the kitcheneurs prepared before the interviews

1. Tell us more about your company/idea.
2. When did it start?
3. How do you plan to expand?
4. What do you think is unique about your company?
5. How long have you been involved with KC?
6. How did you make your food before joining KC? (for the ones that existed before KC)
7. How did you first hear about the concept?
8. Why did you decide to come to KC?
9. What is the most important benefit of participating in KC?
10. What is the plan for the future?
11. What do you see as the biggest benefit from KC?
12. Have you met a lot of other kitcheneurs so far?
13. Do you exchange ideas with other kitcheneurs/collaborate? If yes, how?
14. What do you think of the Facebook forum?
15. Do any of your food ideas/innovations originate at KC?
16. Have you had any new ideas as a result of interacting with other kitcheneurs?
17. What do you think so far of KC? Is there something that could be improved?
18. Do you share your ideas for improvement/give feedback to KC?
19. I.e. do you communicate outside of business transactions?

20. If the kitchen were bigger and could accommodate multiple kitcheners simultaneously, would you prefer this?
 - a) Would you see it as beneficial to work with other kitcheners in the kitchen?
21. How do you deal with the transport of your products from KC to the market?
22. What about food waste?
23. Are you a certified chef or just cooking to try out ideas?
24. What do you do if you have surplus food products in the kitchen?
25. Are you planning to open up a restaurant in the future?

Questions asked at interview with Birgitte Kampmann on April 30th 2015

1. Tell us more about yourself? How did you become involved in cooking?
2. How did you get involved in Kitchen Collective? And why are you using it? What is the value of Kitchen Collective?
3. Do you use your own supplies?
4. If not Kitchen Collective, what would you be doing?
5. What would you improve?
6. What about networking?
7. Would you want to collaborate with other kitcheners?

Questions asked at interview with Dennis Kihlagst Jensen – Mas Tacos CPH on May 27th 2015

1. Could you please tell me more about your business idea, what is this basically and when it started.
2. Is your intention to have a normal restaurant? Is that your dream, would you like that?
3. So what do you think it is unique about food truck experience, with all this street food scene in Copenhagen? What do you think is the best thing about it?
4. How long have you been involved with Kitchen Collective?
5. For your start, what was the most important help they gave you?
6. How long have you been making food and working in the food industry before joining Kitchen Collective?
7. How did you first hear about Kitchen Collective?
8. What is the most important thing you've gotten so far from them?
9. Have you ever tried to book the kitchen and it was really busy?
10. When you were looking at finding a kitchen, were there any other alternatives to Kitchen Collective? If there is any other place that you could use the kitchen for a small amount of time?
11. Yes, it is cheap and safe...

12. Have you been very interactive with the other kitcheneurs?
13. Do you see potential for collaborating with any of them in future?
14. Or anything where you can see them helping you out, or you helping them out?
15. How are the laws measures for food trucks, and more generally, for street food? As you are working in new area, in food truck area, which is not so established, how many problems have you come to, regarding to law, regarding to where to park, regarding to hygiene, all that stuff?
16. How restricting are laws, at the moment, in terms of where you can park?
17. In terms of exchanging ideas and communicating with other kitcheneurs, have you been using Facebook forum or you use mostly emails and direct communication?
18. Have you had any new ideas from when you joined Kitchen Collective, that you could say they are because of your interaction with other kitcheneurs?
19. Thinking about Kitchen Collective, how do you think it could be improved, if you have any recommendations for the improvement? How would you like to see it evolving in the next couple of years?
20. Would you like to see it providing more services in terms of consultancy or legal advice, or other stuff you might need for your company?
21. Is there any way, for now, that you give your feedback to Kitchen Collective on what you like and don't like and how they can improve? Have they ever contacted you for your feedback, have they asked you for recommendations, improvements?
22. If kitchen was bigger, and could accommodate a lot of people working together at the same time, do you think that would be good idea?
23. How easy has been for you to start from first time getting the idea to get in the practice? How easy has it been legally wise, and getting all the resources you need, getting the money, and all that stuff?
24. That's a cool way of starting up your own company.

Questions asked at interview with Sweet Sneak on May 13th 2015

1. Tell us more about your company/idea.
2. How did you make your food before joining KC?
3. How long have you been involved with KC?
4. How did you first hear about the concept?
5. Why did you decide to come to KC?
6. Are you a certified chef or just cooking to try out ideas?
7. What do you if you have surplus food products in the kitchen?
8. Are you planning to open up a restaurant in the future?
9. Have you met a lot of other kitchenuers so far?
10. Do you exchange ideas with other kitchenuers/collaborate? If yes, how?

11. Do any of your food ideas/innovations originate at KC?
12. What do you think so far of KC? Is there something that could be improved?
13. Do you share your ideas for improvement/give feedback to KC?
 1. ie. do you communicate outside of business transactions?
14. What is the most important benefit of participating in KC?
15. If the kitchen were bigger and could accommodate multiple kitcheneurs simultaneously, would you prefer this?
16. Would you see it as beneficial to work with other kitcheneurs in the kitchen?
17. How do you deal with the transport of your products from KC to the market?

Questions asked at interview with Anastasia Dimitriadou – Bite Me on May 21st 2015

1. Tell me some more about how it started?
2. And then you came to Denmark, after one year?
3. Who are yours main potential customers?
4. What are your plans for the future?
5. For how long have you been in touch with Kitchen Collective and for how long have you cooperated with them?
6. And what do you see is your biggest benefit from KC?
7. Was there any debate or any place where you could meet any other related entrepreneurs in Amsterdam?
8. How many of other kitcheneurs have you met before this event?
9. Have you exchanged any ideas with anyone, do you see any potential collaborations happening (in KC framework)?
10. Have you had any new ideas for innovation originated from the Kitchen Collective or the abilities that you can see that Kitchen Collective can give you?
11. So there is no competition, more like comparison between kitcheneurs?
12. And people are providing solutions to each other?
13. Do you have any recommendations for the improvement? Do you see anything that is problematic or do you see anything that needs changing?
14. Have you been using Facebook group?
15. If the kitchen could accommodate more people, do you think there would be something that you would like; working side by side with others?
16. What do you think would be the best way for Kitchen Collective to develop? In 2 years time, if everything would go well with it, how would you like to see that incubator? What ideally would you like to get from it?
17. Would you like to be connected with the retailers, or with experienced people from the field?

APPENDIX 2.

Interview Mia Maja Hansson performed March 16th

Marta: Could you elaborate more on the networking events? The first one is going to be on 22nd of April, where all you kitcheneurs are going to meet each other, mostly for the first time.

Mia Maja: The key element to our business is going to be our network. Because we know that a great part of our kitcheneurs, they miss this, they miss to have a network. People who are doing street food or people who are a startup in terms of food business, they have never had a place where they could gather and talk about their barriers, opportunities etc. We want to make this network and we want to facilitate that people meet so they can help each other. And I think we will do it on a regular basis but we also know that it is summer time now and the street food season is up and running and people are extremely busy so we also have to do it when it makes sense for the members.

Johannah: And this office, you also got this provided as part of the university?

Mia Maja: Yes, it is sort of the deal that we have the kitchen and then we have the office here, where we are situated, and then the space where I had the speech last time, we can use that, and the rooms around here, we can use them as well but it is not our territory, nothing is our territory, this office is but the kitchen we share it, first priority is for the students. So if they need it, they will have it. The only use it when they have exams, and it is not for all their exams so maybe it is two weeks a year and the rest of the time it is empty. It is not that it is completely ours.

George: Do you have to pay to use these facilities?

Mia Maja: Yes, we pay rent here.

George: But nothing compared to what you would pay in the city, for example?

Mia Maja: No, nothing compared to that. We have, what is called a collaborating about science. We must act as guest lectures and provide cases for the students. There is the Institute in Food Studies here and all these students need cases for their projects, like I am your case now. So we must provide cases as well. And that is one way that we pay part of the rent, because of all of these things that we need to fulfil but we also pay.

George: And you provide cases through the participants in your kitchen?

Mia Maja: Yes, when the students start the semester, we only tried once because we only opened this January but we tried it in February. We went through different classes and then we presented our members. And then we said to the students if they were interested that we could match them up, and then the students could follow them for the next 4 months and do whatever they wanted, market research etc. or what you need for the class. So the members here know that as well that we have this collaboration. It is not that they must work with the students. But it should be for their benefit so I don't think that any of them would say "no".

George: So the benefit for the students that they connect to the industry, benefit for the members that they connect to each other?

Mia Maja: Exactly, it that way. I would say, I don't know how much you know about this university, but there have been a lot of debates in Denmark about entrepreneurship at universities. Actually Aalborg University has been one of the good universities to connect to the industry and to enhance the entrepreneurial mind-set among the students. I think also this collaboration with us is a way to enhance the entrepreneurial spirit and the university. I would never see this project at the University of Copenhagen, the largest university that we have in Denmark. They are too bureaucratic and too old-fashioned, they would have never done that. It is very rare that you see a university co-op with the business like us. Actually, I think I have never seen this before. Actually I think it is, not against the law. If the university would favor us, then we could be bad for the general competition in Denmark, they are not allowed to do that.

Marta: You said this is the first networking event, but in general how close has the collaboration between the kitcheneurs been? You said some of them don't even know each other, do they work together or could you describe the process more?

Mia Maja: We don't have any cases yet that they do that. But we have a lot of friends, who are not kitcheneurs yet maybe, but we have worked with the idea since 2013 and we have a lot of followers and know that our kitcheneur Sweet Sneak, who did the cakes last time, they have done the pop up events together with Rodber and [inaudible]. They are not members yet, but they do pop up events where they deliver the main course and they deliver the dessert. That is a specific case of collaboration. The last networking event did, was not really a networking event, but we did a photo shoot for our website and then we asked some kitcheneurs to come and join us. And it was just great to see how they exchanged ideas and the baking girls where here, and there was a guy called Jens, who never bakes cakes and then I could see at his Instagram later that they that he made cakes for his children when he got home and it is just these things that happen. It is very inspiring when they meet each other, they exchange recipes and it is very funny.

George: Maybe we are focusing on the role of the Kitchen Collective as an incubator for food startups and a facilitator between the university and industry, or kitcheneurs themselves.

Mia Maja: But I think you will see a unique case of that next Wednesday. I hope.

Marta: How did Kitchen Collective start and what is the story behind it?

Mia Maja: Let see if I can actually remember it. It started in summer 2013. Me and Marie we know each other from studying together at Roskilde University where we both studied business administration. We didn't even know each other that much at the time, I am not sure if we even hang out but we always thought of each other as cool, yet we never managed to do a project together. Some years later, I studied at CBS and I got a job at something called CIEL – Copenhagen Innovation and Entrepreneurship Lab. It was a project, which tried to facilitate and promote the opportunities to become an entrepreneur in Copenhagen. I had this idea that each event I hosted all my suppliers have to be entrepreneurs because that made more sense. I found out that it was extremely difficult on the food side, because if you do food and you are an entrepreneur, normally you don't have the money to have a kitchen and you can't sell you food if it doesn't come from a certified kitchen. Then, I didn't know what to do, then I thought about Marie and I knew that she originally was an educated chef and I knew she tried out now become an entrepreneur with food, and then I thought that she used to be a chef so she might have a kitchen. And I called her and then we met up for a coffee. And then she told me that she wanted to

do some more convenient products. She wants to do new snack line and she developed it in her own home but she had reached the time when she needed a proper kitchen so she actually can test it so she can try it on market. And then we had this talk, and realized this is actually really difficult to do a food business. Because you can't borrow any money for food business and market still senses a financial crisis, so there aren't any bank loans for restaurants because restaurants are extremely expensive business to run or at least to start up. And what we also saw is that people that are starting up right now weren't necessarily educated chefs and they didn't necessarily have a dream about starting a restaurant. They just wanted to make a food and serve it. And at that time in 2013 you didn't have any street food at all in Copenhagen, so it's only people who have been to London and Berlin or around Europe who knew about the concept. So, we had this talk about if you want to kick start a new food culture in Denmark, you have to think through the production, and if you don't provide people with a kitchen for a production then you can't have it. So, that's how it started. And then we thought about how I knew a lot of architects and yeah, I was in the entrepreneurial network in Copenhagen. We have a start-up scene in Copenhagen and because of my job, I was very much into that and there was one or two examples of food start ups but yet, food start ups didn't really reach the scene because they couldn't even to start up because they didn't have a facilities. Then we were just like OK, this is needed like a co-office space for a food entrepreneurs.

Marta: What is actually definition of certified kitchen, what sort of regulations do you have to follow?

Mia Maja: It's something about how it is built up. So there must be the right ventilations for the air, and what do you call it, the isolation for the airs, you probably know because you are chef, right? You must have the right...

George: Fire safety I guess, but I don't know what specific laws exist here that are so restricting?

Mia Maya: yeah, it's mostly about the ventilation and the drain for the water. And then it is about surfaces, that the surfaces are clean.

George: Are there any specific hygiene, what specific like strict hygiene, specific Danish laws?

Mia Maja: I guess there is because we are very known for our food safety here in Denmark. So we have some regulations and you have to have a proof that you can do your hygiene stuff. That's actually what it has been difficult part of that, because no one in Denmark has never shared a kitchen before, because of the regularities. The regularities are made for kitchen with one owner. And then, so we had to figure a lot of stuff out, one of them was two CVR numbers and two companies are not allowed to share a fridge. And you probably know that in most restaurants the fridge is like a box in a size of a room and you walk in and you have it all. So, when we called the food administration and said we are doing this they said we can't have it and then they hung up the first time. And then we started to ask these questions why? And they were like because you can't share a fridge. And then we said, OK, but what if we make a kitchen where we don't have this big box that you know but we have six small fridges, like in normal homes, and then each member has their own? They said that it could work. The same with the flour, and the sugar, and all that stuff. That can't be on the same shelves so we have to make it. So we had to ask these questions why we can't have them, and then we realized if we can't have them, we just have to re-decorate a kitchen and make it different than we normally know a kitchen.

Marta: How does it work if you have different kitcheneurs, do they have to clean the whole clean out, because if you said everyone has a fridge but let's say you have more people than 6 fridges, how does that work?

Mia Maja: Right now we only have two fridges, and that's a problem - we want to have more. So now you only guarantee to have a fridge when you have a kitchen. So lets say you have a kitcheneur who have a delivery Saturday afternoon, he will have probably booked kitchen whole Friday and then he will book the kitchen until Saturday afternoon when he will come for the rest of the preparation and bring his goods out to the event. For street foods start ups they'll normally be at the street four days a week: Thursday, Friday, Saturday and Sunday or something like that and for that they actually only need to prepare one day, normally Monday or Tuesday. If they have vacuum machine and the fridge, then they won't have so many problems. We want to offer this, but we are start up as well so we don't have the money to buy all these things. That's one part, and another part is space; we don't know where to put fridges. That's the hardest part I think because our members are just like; we can buy a fridge, we just need a place to have it, but we don't have this space. So, we have to find out the model for the university to do. Because, if we can offer the fridge and the vacuum machine they only need to use the kitchen once per week and then we have room for so much more members, but if they have to do preparation right before they go to the event, then they will need the kitchen a lot of days. And we don't have room for many members.

Marta: I guess that kind of also links to that how do you address sustainability of food? Because I'm thinking if you're kitcheneur and then you think: well, I can either pay extra to have the food stored or maybe just throw it out, or whatever. Do you know how does that work if people do actually just pay just to keep it, just to not do the food waste?

Mia Maya: We don't have any cases of that yet actually, but I'd known that because the people that have used the kitchen January and February have mostly been for normal catering jobs, so they have done an event and they know how many people were out at the event and they made the precise production for that. It's more in the terms of the street food , I think that would be the case. We had MaoBao the last week in the kitchen. They are lunch Asian food market and for them it was a problem all they sold three times of much they expected so they were in the kitchen whole night, every night, that weekend until 4 in the morning or something like that. So they didn't have any waste at all. So I don't think that it has become an issue yet.

Marta: How is Kitchen Collective in a relation to Copenhagen, do you think that the concept would actually be able to exist in other places or just because of Danish food law is it really specific for this place?

Mia Maja: It's true there is some specific regulation for Copenhagen and that's why we see street food in Copenhagen right now. It's been before actually 2008, it was not legal at all to do street food, it was only legal for hot dogs stands. Because it was only legal for the people with the certain disability to do street food. From 2008 it became possible for all, but it was extremely expensive to sell in the street, so it was a way to say "yeah, we want to do it, but we don't want to do it", or something like that. And from 2013 the Municipality of Copenhagen realized if they want greater event life in Copenhagen, street food might be the way. And it's really

expensive to have a food business in Denmark compared to other countries. So, they thought maybe they should remove all the charges for doing so. And so they did, and my opinion is that they that part kick-start a lot but people got also a bit provoked from it because they were like; OK, now it's possible to sell but as long as we can't produce then it doesn't make any difference and then it was only a benefit of big conventional food operators, so note that Claus Meyer was all over the street at that time but it was easy for him because he had the kitchens just to move out at the street. And they wanted, there was something else they wanted. And actually I went to visit the Municipality some month ago and then I told them "Have you ever thought about that it's not possible for people to reach the street? You have made it impossible for the people, they can't reach the street because they need a kitchen." No, they have never thought about that, because it was just a regulation requires that they must be in a certified kitchen. So, they will work on that. But the question was if we could work outside Copenhagen. I believe that in every town in Denmark there is someone who wants to make food, and in every town in Denmark there are empty kitchens. We had, you know for the elder care, houses, stuff like that; some years ago there, all the kitchens for that got centralized so each of these elder care center has an empty kitchen at least, they are certified in every town. And I believe there is people in every town that want to make food and I think that Kitchen Collective is good to either kick-start for some venture or some business, or just to provide the place for people who wants to make food twice a year for a wedding or something like that. And we are already talking with another town, Roskilde, which is a bigger town near Copenhagen, 20 kilometers away and we might want to start up in that town. Because they can see if the municipality, they have there a lot of creative Copenhageners who got children and moved to Roskilde. So the segment is there for the cool food culture but there isn't even a proper bakery. So they do all their shopping in Copenhagen which is extremely stupid and we had these talks with the municipality in Roskilde that if you want to kick-start a new food culture you also need to make it possible and easy and accessible for people to actually make the food and what we want to enhance is the possibility to just have an idea, try out production and go out and sell it (snaps fingers). And right now all the system is: you have to have an idea you have to do allot of thought, you have to have a business plan in that size and then you have to go to the bank and you might or might not even get the permission to get a house and we don't want that, we want an easy accessible platform where people easily can test their ideas and see if there is a market for it. And if there is a market for it then they might go to the bank and ask if they can do a restaurant and there also might be that they want a food truck for the rest of their lives, i don't know.

George: So apart from street food, what other kind of companies, what other kind of business models do you see?

Mia Maja: Street food is one of them. Then there is normal catering. We have I think three or four specialized in desserts like *Sweet sneak* and then we have *Musical Chocolate* who make chocolates and things and then we have a real Pastry Chef, she makes cakes for weddings and she has these deliveries sometimes on these big cakes and she uses the kitchen for that, then we have some who develops stuff like these guys who make gluten free pasta made of beans. So they don't have a market yet and they don't sell to consumers so they use it for testing. We also have *Nordic Chufa*, it's a nut, they use it to test that nut to see if it can work as flour. And we also have these guys who also use t as a test platform who don't have a market yet.

Marta: Do you make any profit or do you plan to have any investors or partners?

Mia Maja: That's a good question. Actually, since we started people have always laughed at us because they were like "hahaha, you are never gonna get a business up and running" and maybe it's true because on the renting part we will never get a business that we can survive on it's only just paying out the cost for the kitchen (G: you mean the money you make from renting the kitchen?). Exactly, and it is perceived as our core business and it is our core business and that's what we want to talk about. But in our point of view that core business is what will make us a good company one day. And we already started to get some offers for doing, we have just been asked if we want to do a party for a big company in Denmark where we can make a showcase of all our members and a little private street food party and stuff like that. Deliveries such as that will make us a good company. And because of that we actually have been asked a few months ago if we were willing to find an investor. And I think the answer is no, I mean the answer is no and I don't know if it will always be no but we are very independent and that's why we are entrepreneurs because we are very, very independent. And each time that we work together; we get 5 new ideas. And one day this is what we go for, another day this is what we go for and if we had an investor we would have to report back all the time and I think we would be totally stressed about that idea. So, no I don't think it would happen.

George: But if you were to rent out a kitchen somewhere in the city would it work out financially with the rent, would you be able to break even with what you charge to the kitcheneurs ?

Mia Maja: No not for a kitchen at the market, on the regular market but that is what we will go for in Roskilde. Then we have made our business case different so in Roskilde we want a larger kitchen. Actually we want a production kitchen that's more than a 100 square meters. Because then first of all, we can facilitate that kitcheneurs will be in the kitchen at the same time and we want to facilitate that meeting during their production. And secondly it would mean that we can do different things that we can make money on that we can have a lot of workshops. As there are allot of people approaching us that they want us to do a workshop, (educational) in all sorts of areas, tasting and stuff like that and we can do that if we have a larger kitchen. With all of these side effects, side business, we can make a living of it or we can at least break even with the kitchen.

George: What other kinds of side businesses would you consider that attach to this?

Mia Maja: From this summer period , and you will hear more about this on Wednesday, we will try to offer as the first one that I ever heard and I am very proud, we will offer a test platform to do a restaurant. Seems like we got the permission to do a restaurant here at the harbor this summer. And we will offer it for the kitcheneurs that they can test their ideas out in that platform. Of course, they don't have to pay rent so we will share the burden together if no one comes, and if they make a profit then we will take some of the profit. Not much, I think 15%, we haven't decided yet. So, that's another idea, and I'm really proud of that concept. Because now we have two members who want to have a restaurant but they are not chefs, they don't know what food they have to make they just want to be a couple and have a restaurant because that's a nice dream. But they can't go to the bank and say "hey we don't know but...". They need this platform and they need to test which food to make and which food will sell. So they asked if they could use the harbor out here to test it and we said "yeah of course". But also because we need a place, the university has a dream that this place will be open to all citizens and not just students and they don't know how to get normal citizens inside the university. And food will bring normal citizens in, that could be a medium the university understand the idea because they can see it as a medium to

open up to citizens as well as the fact that they can be proud that they are offering a test platform that will provide growth in Denmark, so it makes sense.

George: Given the fact that most restaurants fail as well and you have no way to check if it's going to fail or not. Have you thought about consultancy though, like using your experience with other kitcheneurs to provide consultancy to startups?

Mia Maja: Yeah exactly, we will do a lot of consultancy and we have made a deal on the regular market with money and consultancy for a large company in Denmark. We will do some new convenience products where we have been chosen because of our work with the kitcheneurs. And because we have the skill as my partner Marie, she's an educated chef and she is really good at it but we will also offer consultancy for the kitcheneurs and they need help with everything. Everything to register a company in Copenhagen to know how to calculate your prices for your products and they really need help with a lot of stuff.

Marta: Maybe coming back to the technicalities; how do you control the usage of the kitchen also regarding some allergies or food preferences that someone might have e.g. regarding vegetarian food that has been cooked after there has been handling of meat. And a follow up: have you ever had or what would you do in case there is a food poisoning or something happening from one of the kitcheneurs, how does that affect the whole kitchen and all the other people using that kitchen?

Mia Maja: I can tell you about our procedure with the kitcheneurs. When they become members of the kitchen they get a log in to our booking system and then they just book the kitchen when they need it. So they can figure out between them when to use the kitchen. When they arrive to the kitchen we have developed an electronic diary in which they log in and then we ask them to count everything in the kitchen. That's mostly for their own security so if something is missing then we will know and we will know who to charge for it. I don't know if we would have done it like that if it was our own kitchen but because we have rented all this stuff from the university so we have to make sure that everything is there. But we also ask questions, if the kitchen is clean enough and stuff like that and we have this procedure, when you leave the kitchen you have to empty the fridge, you have to clean it in the right way and I don't think that a food poisoning in that way would happen. In terms of allergies, which is so funny it's just become so popular right now to be gluten allergic. Around one million Danes or 700 000-800 000 Danes believe they are allergic to gluten and when you ask the doctor only 1% of the Danes are actually allergic. It's so funny. I talked to those who have made the gluten free pasta and if they should sell it as gluten free, they have to be in a very restricted kitchen. And if we needed to prepare our kitchen for that it will take some special cleaning agents to do it; you can't do it yourself you have to book a special company to wash down the kitchen in the right way, and then you must only have gluten free production in the kitchen for at least three weeks before you can start to sell it as gluten free food. Actually she's pretty cool, the one who has that but she has a boyfriend who asks some weird questions sometime. And he's asked me if we could consider to make the kitchen ready for gluten free production for just one period of the year. No, we can't do that because of all our other customers. Also, I know that gluten free is just a trend and in a year it's something else. We don't want to have a gluten-free kitchen. Some other technicalities - it's not because there are so many. My partner knows much more about this because she is a chef, but I know that we are not allowed to cut up meat in the kitchen.

George: Cut up meat, you mean like butcher?

Mia Maja: Yes, you're not allowed to have whole animals and cut them up. We know that if that were to ever happen we would do it out there in the atrium or outside, ask people to do it outside. But I think as start-ups, there are not that many who get delivered whole animals. And then I know that if there has been cut meat, then for the next day or something like that, people are not allowed to make cakes. But I don't think that it's that difficult but the food administration is just like 'ahhh' It's extremely difficult and we can't control it, but when you look into the regularities, it's not that, you just have to be aware of it.

Marta: Do you have a specific communication strategy? If you go to some industry events or if it's mostly that you meet the people, you meet the kitcheneurs, then you get the approach?

Mia Maja: We have a lot of dreams to become a professional company with a strategy for communication and stuff like that, but the truth is that I have two jobs besides this and my partner does as well. It's really hard to start-up a company so everything we do is because of our heart blood to this place and we don't have the time to think of strategies. We just had, actually that was very grown up of us - a trip for three days where we placed ourselves in a hotel which we couldn't get out of and we talked a lot of stuff through. But it was more in the long run because right now because we are the first case of this, I think, we get approached by really many people and a lot of municipalities and also investors like that and it's hard not to get flattered because it's really, really nice that people are taking this interest in our company. But it also meant that we need to have this talk, 'ok, where do we want to go?' Because right now it's easy just to follow all these nice people's ideas about where we are going. So we need to talk about where we want to go so that we at least know when people approach us, we say 'okay this is where we dream of being in the next two years.' And then the partners who want to support us can follow that. Because we don't want to be something that we don't know what we are. Or we have a dream for this place and we don't want to forget it. So that's in the long run. In connection to kitcheneurs, we have been so lucky that we didn't need to do any marketing at all because the need for this was so big in Denmark and we had a lot of followers since 2013. So it hasn't been necessary for us to do any communication at all. We have more than 20 members now. The phone is ringing constantly. Today I have two potential kitcheneurs visiting. Tomorrow, I have three. Actually we have thought about after this week, closing down for new members because we have never tried it before so we don't know what's the maximum capacity in the kitchen and also it depends on their different production needs and we don't want to be that company that all have their core business delivering Saturdays and then we only can fulfill one of their needs. And then we will be a very bad company. It's totally annoying because when we look in the calendar it's not booked through summer at all. But we believe it's because the members, the kitcheneurs, they can only see one day through. So they don't know when they need the kitchen. So we want more members, because the calendar is not fully booked, but we know that their need will come. You know, two weeks ago there wasn't any booking in the system for this weekend and this weekend it was booked all weekend. Even people were there in the night. As I said, MaoBao at 4:00 in the morning cause they had to use the kitchen and they knew it one day before. And we can say that people must plan better but it's a weather, market and people don't know. We want that people can just use the kitchen when they need it. We want that bigger kitchen where there can be more at the same time because then.

George: So you don't want to book more people so that you're available for your existing members?

Mia Maja: Yes, I think so. But I think it's really sad. Also because a lot of, it's the second season of street food in Copenhagen and I can that a lot of people that I talk with are only at the idea stage now. But because it's street food, they can reach the idea, they can reach the market in like 3 weeks and because of Kitchen Collective, they actually start planning. They are like 'Ok I have this idea, okay. It's difficult because I need a kitchen; I need a place to sell. Okay, I can sell for free in Copenhagen now. Then, I need a place to produce. Okay - there is Kitchen Collective.' And then if they start the planning stage because of Kitchen Collective, and then call me again in three weeks and I'm like 'sorry we can't'. Then we have lost one new company in Denmark and that's sad.

George: Given the research you did for your thesis, do you think that street food is here to stay in CPH?

Mia Maja: Yeah, yeah. I also conclude in my thesis that we have gone from fine dining to community dining. Also you see it in fine restaurants that you're not in that single table with a table cloth anymore. Even at fine restaurants you are at long tables where you share things. So I believe that that is it here to stay.

George: I think it's a good fit with Danish culture as well. Hygge.

Marta: Is there a specific selection process for the kitcheneurs?

Mia Maja: Yes, we have this saying that we work with people who make conscious food. We had a lot of talk about this. Really we did. I can tell you about our thoughts. The answer that there is no. No, but we have talked a lot about it. First we were like, this must only be for start-ups. So should we select people in terms of revenue income for their business? And we were like "Yeah, that is a good idea". Because what we have talked most about is that we don't want that old educated chef who makes bad catering food twice a year, and does it with black money. You know what I mean? That's what we don't want our kitchen to be used for. Because there's a lot of old educated chefs in Denmark who work with something else right now and twice a year he says yes to do a wedding or something like that and he just produces a lot of food and he's not a regular business. He's just taking money and putting it in his pocket. We don't want that. We want to make a platform to establish new companies in Denmark. So, we were like "Should we do it on revenue?". And then we found out that, actually cause one of our members - or one of our potential members, it was last year so we didn't exist at that time. We were following Gastrotrucken - it's one of our members who has a food truck. And then they're just a start-up and in the process they got offered to do a delivery at the European Song Contest (Eurovision) and then it was quite a great delivery and that would mean that their revenue increased extremely in a short time. And then if we had this limit with revenue, they would not be considered a start-up, but they still are. So it was just like "Okay we can't do it in terms of revenue or income or stuff like that". So that went out. Then we were like, "Ok, could it be cool that if everyone in this kitchen only worked with organic products?". And then we were like "That could be cool and we want new startups to work consciously with their products and if they all worked with organic products it would benefit all": Then we found out that to work with organic products is extremely expensive and most startups can't afford that. And if we had this dogma that people should work with organic products then we

didn't bring anything new to the market because then we would only pick those that already had the economy to work with organic products. So then we were just like "Okay, could it just be cool that if we had members that didn't think about that, and then actually teach them to work with organic and local products". So that's why we came up with the saying that we only work with people who work with conscious food. Because conscious food for us is could be in terms of business - we only want to work with people who want to have a sustainable business one day. We don't want to work with people who don't want to register as a company or something like that. And we only want to work with people who want to be good to the environment. Or it could also be that they have a good story. It's on purpose that we don't have these strict guidelines for our members. Then instead, we just want to work with nice and good people and then we can teach them how to become a sustainable company, how to use local and organic products and we have benefited from the amount of people in the kitchen and then we have made a deal with one of the largest organic suppliers in Copenhagen. So they get a great deal of discount when they buy products through us. And it's a good way for the supplier to secure themselves to have customers in when they have the proper income to have their own kitchen and stuff like that.

George: The supplier sells to KC and you sell to them?

Mia Maja: Yes, because of a lot of the people that we have here. How to explain...? A lot of people in the kitchen aren't even a company yet. If you want to make a deal with the supplier you have to be quite a big company. They don't delivery to -

George: By the quantities as well.

Mia Maja: Exactly, so we have made this special system with the supplier. Actually, that's also a part we have developed which has been really difficult in terms of the law aspect. Because we have to make a lot of securities. It's really difficult. But the kitcheneurs can book or can buy products at the suppliers but they do it in our name. But they can't not do it. So we were first like "Should we buy the products?". But every time a kitcheneur needs a new product, they had to call us and then we had to call them and we couldn't guarantee that that process would make sure that the deliveries were there for them in the right time. I have a writing process on this if you want to see it. And then, they deliver the goods to the kitcheneurs and we have to pay. This means that we don't have any guarantee that the kitcheneurs don't just take the goods and run away and never pay us. And we have a contract with the suppliers that we must pay everything. So we have made this system that they can call and because they say Kitchen Collective then they know that they have to ask for their membership number. And then they can only buy for, I think, 5000 kroner. We don't have more than 5 000 so we can't take that risk for them. So they do it like as if they were a customer to the supplier. They just call and buy and get it delivered to them and then we get the invoice and then we ask for the money. So for the kitcheneur it's extremely easy because they can just book the kitchen, call the suppliers, and then they have a kitchen and the goods are here. And then they just leave and I send them an invoice for the kitchen rent and for the goods. So the idea is that we want to make it as easy for them to start up their own company so they don't have to drive around Copenhagen and do their shopping and stuff like that.

Marta: Maybe a bit more general question, how do you fit in the contemporary urban food trends; how would you describe it from a global perspective?

Mia Maja: I think in terms of Copenhagen, we would be that one medium who actually can make it happen we can facilitate all these trends, because if you want to try out trends in Copenhagen you can only do it if you are a conventional food business because then you have the money to do it - if we look at the market two years ago. I think now we can be that medium who actually makes it possible for people to try out trends. And what is the most given thing about this company is that every time we mention it or tell about it, no matter what people we tell it to they always talk themselves into the idea. If they are innovation municipalities they talk them into "Okay, by this we can enable growth or kick start new companies", or if it's people – food people – or even people who never had a food idea, they start to get food ideas; this means I can easily try out this food. So I hope, really hope we get more of these food incubators. There is one in Los Angeles – La Cucina. There has been one in London – Kitchenette – and I don't know any other examples of it, and we want to be big enough, one day to call ourselves a real incubator – we are not a real incubator today - now we just provide some facilities. But we want to be a program where people actually want to be part of it and we can offer some mentoring consultancy and stuff like that. We can take the pre-food from the idea to the market, that's what we want to do.

George: Ideally, as a company in three years time, if all goes well, what will you be?

Mia Maja: The dream in three years is to be, that's actually one of the dreams we have had from the beginning, is to be in one big house. If you imagine one big house where a lot of companies are placed - big, big co-office space. On the ground floor you have the kitchen and you have a lot of kitcheneurs who use the kitchen like they do today, but the difference is that in this house new people will meet: engineers will meet with the food start-ups, they will be in the same house as graphic designers and stuff like that. I think that would provide a lot of new food products to the market, never been seen before. And then we dream that the members in the kitchen are part of an incubation program, which means that we have picked them because we believe in them and then we will help them from idea to market and then the business model will probably be as most other incubations start – we take some of their income the first year, some per cent of their revenue the first year. Then we have a shared place where they can handle all their invoices and stuff like that so they only have to think about what they really want – food. So we will handle their marketing, their everything. It will be one big house - just a food house, that's what we call it when people ask about it – food house – food box. That's the dream!

Marta: Is there something specific you want to implement regarding food waste issues? Is that part of your agenda to battle that as well?

Mia Maja: It hasn't been part of our agenda to fight food waste, of course it's an agenda we want to work for, but we haven't thought in that way. We believe that if you are not a restaurant and you work event-wise as our members it is already a way to fight food waste, because they have some very specific productions and there is no waste. I know that our members, I know that one street food operator this weekend didn't get sold out on Sunday and then he delivered it to some homes in Vesterbro, who have homeless people – so that's one way. But no, I never think it will happen, because let's say that the event you were here for, if there were cake left we would just have given it away to some students, but I don't think it would happen in that way. But we, you know,

we think about it and we organize our organic disposal in the kitchen, so we think about it, but because it is start-ups and they don't have money to buy large amounts, I don't think they will have a lot of food waste in the end. But I know that our members think about it. So that's nice.

Last comment – what Kitchen Collective really want:

Facilitating meetings between people to make something new happen

APPENDIX 3.

Ethnographic Observation no.1: Presentation for Guest Students - March 18th 2015



Image 1. The Certified Kitchen



Image 2. Presentation by co-founder Mia Maja Hansson about Kitchen Collective

APPENDIX 4.

Ethnographic Observation no.2: Networking Session for The Kitcheneurs - April 22nd 2015



Image 5. The kitcheneurs present themselves for each other



Image 6. Tour of the facilities - to see where the restaurant will be



Image 7. The garbage disposal



Image 8 The kitcheneurs present their signature dishes

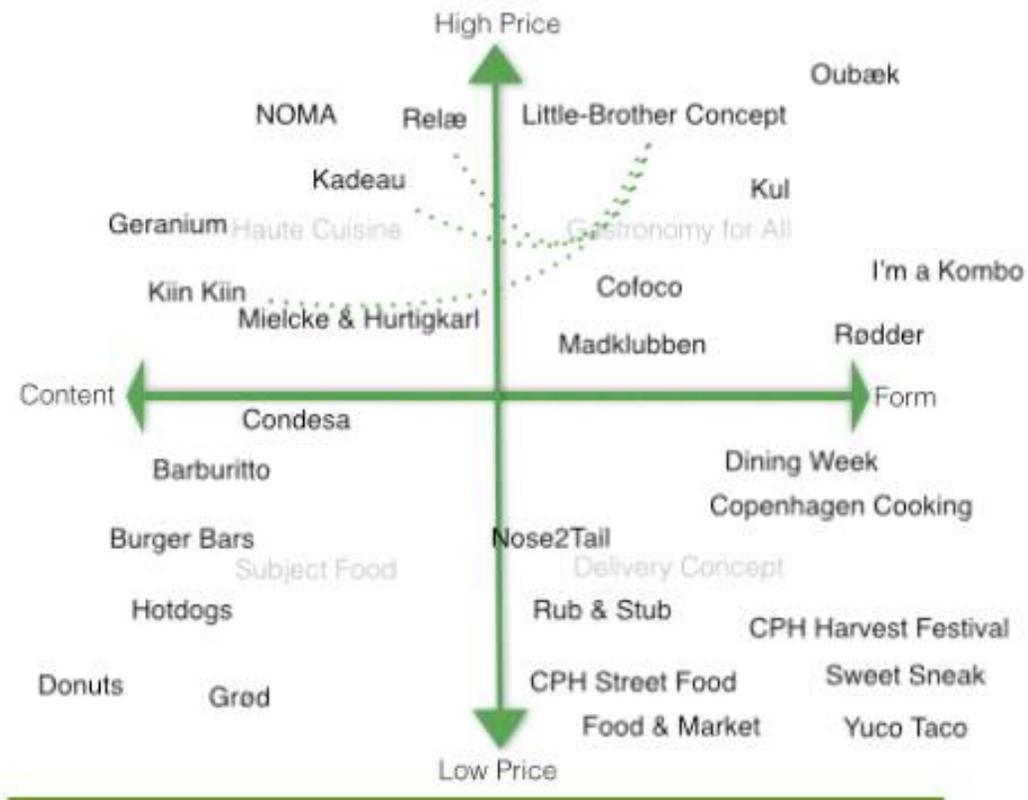


Image 9 The kitcheneurs taste each others food



Image 10 The kitcheneurs are networking

APPENDIX 5.



Culinary Field in Copenhagen (Hansson Frediksen, 2015b)

APPENDIX 6.

Coding of Mia Maja Hansson Frederiksen Interview

George: So apart from street food, what other kind of companies, what other kind of business models do you see?

Mia Maja: Street food is one of them. Then there is normal catering. We have I think three or four specialised in desserts like Sweet sneak and then we have Musical Chocolate who make chocolates and things and then we have a real Pastry Chef, she makes cakes for weddings and she has these deliveries sometimes on these big cakes and she uses the kitchen for that, then we have some who develops stuff like these guys who make gluten free pasta made of beans. So they don't have a market yet and they don't sell to consumers so they use it for testing. We also have Nordic Chufa, it's a nut, they use it to test that nut to see if it can work as flour. And we also have these guys who also use it as a test platform who don't have a market yet.

Author

Comment [1]: Street food

Author

Comment [2]: Normal catering

Author

Comment [3]: Desserts

Author

Comment [4]: Developing new products

Author

Comment [5]: Test platform

Marta: Do you make any profit or do you plan to have any investors or partners ?

Mia Maja: That's a good question. Actually, since we started people have always laughed at us because they were like "hahaha, you are never gonna get a business up and running" and maybe it's true because on the renting part we will never get a business that we can survive on it's only just paying out the cost for the kitchen (G: you mean the money you make from renting the kitchen?). Exactly, and it is perceived as our core business and it is our core business and that's what we want to talk about. But in our point of view that core business is what will make us a good company one day. And we already started to get some offers for doing, we have just been asked if we want to do a party for a big company in Denmark where we can make a showcase of all our members and a little private street food party and stuff like that. Deliveries such as that will make us a good company. And because of that we actually have been asked a few months ago if we were willing to find an investor. And I think the answer is no, i mean the answer is no and i don't know if it will always be no but we are very very independent and that's why we are entrepreneurs because we are very, very independent. And each time that we work together; we get 5 new ideas. And one day this is what we go for, another day this is what we go for and if we had an investor we would have to report back all the time and I think we would be totally stressed about that idea. So, no I don't think it would happen.

Author

Comment [6]: Party for a big company

Author

Comment [7]: Private street food

Author

Comment [8]: Keeping independency

George: But if you were to rent out a kitchen somewhere in the city would it work out financially with the rent, would you be able to break even with what you charge to the kitcheneurs ?

Mia Maja: No not for a kitchen at the market, on the regular market but that is what we will go for in Roskilde. Then we have made our business case different so in Roskilde we want a larger kitchen. Actually we want a production kitchen that's more than a 100 square meters. Because then first of all, we can facilitate that kitcheneurs will be in the kitchen at the same time and we want to facilitate that meeting during their production. And secondly it would mean that we can do different things that we can make money on that we can have a lot of workshops. As there are all of people approaching us that they want us to do a workshop, (educational) in all sorts of areas, tasting and stuff like that and we can do that if we have a larger kitchen. With all of these side effects, side business, we can make a living of it or we can at least break even with the kitchen.

- Author
Comment [9]: Roskilde
- Author
Comment [10]: Larger kitchen
- Author
Comment [11]: 100+ square meters

- Author
Comment [12]: Workshops

George: What other kinds of side businesses would you consider that attach to this?

Mia Maja: From this summer period , and you will hear more about this on wednesday, we will try to offer as the first one that I ever heard and I am very proud, we will offer a test platform to do a restaurant. Seems like we got the permission to do a restaurant here at the harbour this summer. And we will offer it for the kitcheneurs that they can test their ideas out in that platform. Of course, they don't have to pay rent so we will share the burden together if no one comes, and if they make a profit then we will take some of the profit. Not much, I think 15%, we haven't decided yet. So, that's another idea, and I'm really really proud of that concept. Because now we have two members who want to have a restaurant but they are not chefs, they don't know what food they have to make they just want to be a couple and have a restaurant because that's a nice dream. But they can't go to the bank and say "hey we don't know but...". They need this platform and they need to test which food to make and which food will sell. So they asked if they could use the harbour out here to test it and we said "yeah of course". But also because we need a place, the university have a dream that this place will be open to all citizens and not just students and they don't know how to get normal citizens inside the university. And food will bring normal citizens in, that could be a medium the university understand the idea because they can see it as a medium to open up to citizens as well as the fact that they can be proud that they are offering a test platform that will provide growth in Denmark, so it makes sense.

- Author
Comment [13]: Restaurant

- Author
Comment [14]: Facilitating innovation

- Author
Comment [15]: Fair business terms

- Author
Comment [16]: Facilitating growth ***

- Author
Comment [17]: Facilitating the test platform

- Author
Comment [18]: Attract citizens

George: Given the fact that most restaurants fail as well and you have no way to check if it's going to fail or not. Have you thought about consultancy though, like using your experience with other kitcheneurs to provide consultancy to startups?

Mia Maja: Yeah exactly, we will do a lot of consultancy and we have made a deal on the regular market with money and consultancy for a large company in Denmark. We will do some new convenience products where we have been chosen because of our work with the kitcheneurs. And because we have the skill as my partner Marie, she's an educated chef and she is really really good at it but we will also offer consultancy for the kitcheneurs and they need help with everything. Everything to register a company in Copenhagen to know how to calculate your prices for your products and they really need help with a lot of stuff.

Author
Comment [19]: Future consultancy

Author
Comment [20]: Marie as a consultant

Author
Comment [21]: Areas of consultancy

Marta: Maybe coming back to the technicalities; how do you control the usage of the kitchen also regarding some allergies or food preferences that someone might have e.g.regarding vegetarian food that has been cooked after there has been handling of meat. And a follow up: have you ever had or what would you do in case there is a food poisoning or something happening from one of the kitcheneurs, how does that affect the whole kitchen and all the other people using that kitchen?

Mia Maja: I can tell you about our procedure with the kitcheneurs. When they become members of the kitchen they get a log in to our booking system and then they just book the kitchen when they need it. So they can figure out between them when to use the kitchen. When they arrive to the kitchen we have developed an electronic diary in which they log in and then we ask them to count everything in the kitchen. That's mostly for their own security so if something is missing then we will know and we will know who to charge for it. I don't know if we would have done it like that if it was our own kitchen but because we have rented all this stuff from the university so we have to make sure that everything is there. But we also ask questions, if the kitchen is clean enough and stuff like that and we have this procedure, when you leave the kitchen you have to empty the fridge, you have to clean it in the right way and I don't think that a food poisoning in that way would happen. In terms of allergies, which is so funny its just become so popular right now to be gluten allergic. Around one million Danes or 700 000-800 000 Danes believe they are allergic to gluten and when you ask the doctor only 1% of the Danes are actually allergic. It's so funny. I talked to those who have made the gluten free pasta and if they should sell it as gluten free, they have to be in a very very restricted kitchen. And if we needed to prepare our kitchen for that it will take some special cleaning agents to do it; you can't do it yourself you have to book a special company to wash down the kitchen in the right way, and then you must only have gluten free production in the kitchen for at least three weeks before you can start to sell it as gluten free food. Actually she's pretty cool, the one who has that but she has a boyfriend who asks some weird questions sometime. And he's asked me if we could consider to make the kitchen ready for gluten free production for just one period of the year. No, we can't do that because of all our other customers. Also, I know that gluten free is just a trend and in a year it's something else. We don't want to have a gluten-free kitchen. Some other technicalities - it's not because there are so many. My partner knows much more

Author
Comment [22]: Booking

Author
Comment [23]: Electronic diary

Author
Comment [24]: Cleaning

Author
Comment [25]: Empty fridges

Author
Comment [26]: Regularities for gluten free production

about this because she is a chef, but I know that we are not allowed to cut up meat in the kitchen.

KEY CODES:

BUSINESS MODEL

GROWTH

NETWORKING

FUTURE

COLLABORATION WITH THE UNIVERSITY

KNOWLEDGE BROKERING

CERTIFIED KITCHEN

APPENDIX 7

