

Looking for a Food Processing Business Model Based on E-commerce to Solve Food Waste and Loss in China

Mingxue Zou^{1,*}

Beijing Institute of Technology, Zhuhai
Corresponding author. Email: stu1903982@cgt.bitzh.edu.cn

ABSTRACT

One of the main sources of food waste is consumers and sellers wasting imperfect food which is still fresh and edible. I conceived a business plan and interacted with 160 surveyed consumers. In my survey, when the imperfect food was less than a percentage of its original price, the participants filled in information about the accepted price. I asked 160 food sellers at what price they would be willing to sell imperfect food. My findings have implications for tackling food waste by increasing sales of imperfect foods. I also analyze the market in terms of Magic Sauces, Current Status, Business Opportunities, Market size, Risks, and the future of my plan, to make sure that the feasibility of my business plan.

Keywords: “food waste”, “social enterprise”, “Imperfect food”

1. INTRODUCTION

As the world becomes increasingly urbanized, food waste is a global phenomenon. As a growing economy, China has found itself with a serious food waste problem. It is estimated that more than 35 million tons of food are lost or wasted in the country each year. That's six percent of China's total grain output. Moreover, addressing the disaster of food loss and waste is not only about improving the state of the environment, but also about ensuring food security. By 2050, food production will have to increase to meet a growing global population and its growing demands. Food waste can occur at every stage of the food supply chain, for example in the food processing industry, or at the last stage - the consumption level. So, food retailers should partly blame this for the world's food waste problem. Chinese supermarkets account for 10 percent of food waste, according to the media. One reason for supermarket food waste is economic. Supermarkets tend to overbuy products, so they don't have to worry about running out of stock. Moreover, consumers have the aversion to misshapen products leads consumers to reject them in their regular grocery shopping, negatively affecting retailers. These factors that contribute to food waste and loss provide insights into how to address food waste by focusing on discarded, nearly expired, and imperfect food. So, what can be done to reduce food waste? I envisioned a social enterprise called "Still Fresh", an online semi-finished food delivery shop, to tackle food waste in supermarkets to tackle food waste. My business solves the problem of

food waste in supermarkets, sourcing discarded imperfect products from supermarkets and turning them into drinks to sell on the Chinese food delivery app Ele. Me. [1] (Matteo Marchisio, 2020).

2. LITERATURE REVIEW

2.1. Sustainable food waste problem

China is a large country producing fruits and vegetables, and the output of fruits and vegetables ranks among the top in the world. However, due to the lack of efficient, practical, energy-saving, and safe fruit and vegetable preservation technologies and devices, China lags far behind in fruit and vegetable preservation. According to the Research Report of AI media data center, more than 80% of China's fruits and vegetables are mainly normal temperature logistics or natural logistics, resulting in serious losses of fruits and vegetables. About 130 million tons of vegetables and 12 million tons of fruits are lost every year. The rotten fruits and vegetables can meet the basic nutritional needs of nearly 200 million people, resulting in an economic loss of 75 billion yuan. [2] (Liu et al.,2014).

2.2. Consumer health problem

Nowadays, more people like to drink all kinds of beverages, such as carbonated drinks, bubble tea, fruit juice, etc. Although they pursue the enjoyment of taste buds, they also cause a lot of unnecessary pressure on the

body. According to the official website of the National Bureau of Statistics, in 2020, China's beverage retail sales reached 229.4 billion yuan, an increase of 14% over 2019. In 2020, the output of beverage manufacturing enterprises nationwide reached 163.473 million tons. In 2018, Surging News reported an 18-year-old girl spent more than 100 yuan on take-out milk tea, coke, and other sweet drinks every day in a month. Finally, she was unconscious due to hyperglycemia, combined with ketoacidosis, shock, rhabdomyolysis, and renal failure. Even, about 12,000 people lose their health and lives every year because of drinking sweet drinks.

As the world's largest producer of fruits and vegetables, China's juice market can be expected to boom along with the country's economic growth. However, data show that China's juice market has stagnated in recent years. Although exports have grown rapidly, domestic consumption of fruit and vegetable juice has stopped growing as it did in the early 2000s. China's juice market was worth 143.5 billion yuan in 2019, according to IMedia. But as Chinese consumers become more health-conscious. New trends are emerging and some market segments show potential for new opportunities. With the increasingly fierce market competition, juice brands at home and abroad are competing to innovate. [3] (Anon, 2021).

2.3. Market size

The characteristics of fruit juice drinks such as "green, nutrition, environmental protection, and health" have gradually been accepted and recognized by consumers. The changing lifestyle, eating habits and health benefits related to smoothies promote the smoothies market. According to the products, the market is divided into fruit smoothies and dairy smoothies. Fruit smoothie occupies the largest market share and is expected to be the fastest-growing segment. According to the regional division, the Asia Pacific smoothie market is divided into China, India, Japan, Australia, and South Korea. The Asia Pacific region is expected to become the fastest-growing market, with a CAGR of more than 9%, due to the increasing number of people with changing disposable income and eating habits. I source from the supermarket imperfect and discarded fruits and vegetables and make smoothies, which greatly reduces the problem of food waste.

2.4. Imperfect food

These fruits and vegetables are discarded or never harvested because they are too big or too small, cracked, flawed, or otherwise deformed. While not pretty, these foods are still perfectly delicious and nutritious (O'Hare, 2017). When food retailers have high standards for product specifications, such as perfect shape, consistent weight, and color attractiveness, defects in these cosmetics result in large quantities of unharvested fresh

produce [4](Gunders, 2012; Myers, 2016; Porter et al., 2018). Retail products are immaculate products with very high cosmetic standards. Fruits and vegetables that are not of the right size or color are often discarded in fields or thrown out of warehouses to save costs, to prevent the product from affecting the image of quality [4] (Gunders, 2012; Myers, 2016; Jingxue Jessica Yuan et al., 2019).

3. METHODOLOGY

3.1. Research design

I surveyed customers without the limitations of gender. To make the results more accurate, I assume that the original price of each item is 100 (To make the data more intuitive), and conduct a survey of one hundred and sixty consumers. I aim to find out, compared to the price of the normal commodity, how much lower the market price is acceptable to consumers when the food is made from imperfect food. Therefore, I designed an online questionnaire for consumers to fill in their acceptable price range. The study's focus group participants were recruited through an online questionnaire. Participants were 20 years old or older and were random consumers whose consumptions don't have plans and objectives.

I also asked some providers of imperfect food which are not pretty, but they are delicious and nutritious, and I want to know how much less than the normal price will they accept to sell the imperfect food.

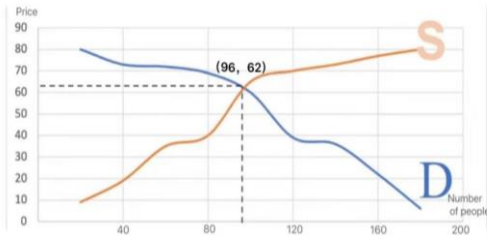
3.2. Data collection

I sent out online questionnaires to consumers and posed my questions. I also asked about some problems face to face with the local providers who sell many hies, shakes, etc.).

Questions: 1. Drinks (smoothies, shakes, etc.) made of imperfect foods that you can expect to buy for a fraction of a percent off the original price? 2. How much less than the normal price will you accept to sell the imperfect food? 3. If I had a platform to help you sell your products, would you like to collaborate with me?

4. RESULTS

In the case of assuming that I am a seller, I made a supply and demand curve based on the data of consumers, it is not difficult to find that four kinds of food in between thirty-eight percent lower than the commodity price, the market reaches equilibrium, the price is about sixty percent of the original goods, fifty-three percent of consumers will buy at this price. I believe this is the equilibrium state of the market.



$96/180=0.533$ $62/100=0.62$

Figure 1 An equilibrium diagram of the market

My key activities are collecting discarded produce from supermarkets and selling it to fruit tea stores at lower prices. To test out the feasibility and viability of my business, I interviewed five cafe and fruit tea stores, including LeLeCha, HeyTea, introlemons, Baker&Spice, and Pintea. However, the results were disappointing. Five out of five businesses rejected my request for a partnership and showed great doubt and little interest in my business model. One of the reasons is that they have built strong and reliable partnerships with their existing supplier and are satisfied with their current cooperation. They also found their switching cost to be high even after I ensured them with lower prices. Moreover, they found little interest in my sustainable business idea - which is the strongest advantage of my business compared to other competitors. What those businesses value the most is whether their supplier partner can consistently provide them with enough quantity of high-quality products. According to the interviews, fruit tea stores and cafes believe their current supplier demonstrates more experience and reliability than my business. My two main blue ocean strategies of social responsibility and lower prices could not convince them to form a partnership with me.

After my second business idea of building a delivery platform failed, I went back to my first idea of selling surplus and unsold food from supermarkets and restaurants. As it is discussed, risks of that business idea are caused by stigma toward unsold food, such as misshapen fruits and vegetables. To address this stigma problem, I made my final decision to build a smoothie delivery store. I will source discarded produce from supermarkets, make them into smoothies and sell them on E-commerce. Imperfect fruits and vegetables are rejected by consumers due to their bad looks. But making those ingredients into blended beverages eliminates people’s bias because now people will focus more on the taste rather than its appearance. But desirability risk still exists. Because consumers are still concerned about the freshness of discarded fruits and vegetables. That is the reason in my MVP stage I decide to conduct a blind test (discussed in the previous section) to test out if consumers can really detect differences between smoothies made of fresh good-looking produce and discarded ugly produce.

4.1. Market analysis

4.1.1. Current Status

Advantage: I have searched for some information about imperfect food. And found that while imperfection had a negative effect on unprocessed food preference, it had a positive effect on processed food preference. In that case, the products made of imperfect fruits and vegetables have much more demand than unprocessed food. Moreover, I don’t have competitors in China, so I needn’t pay too much attention to the intertype competition.

Disadvantage: It’s a new business model in China, I don’t know which marketing mode is the most suitable in my country. And I don’t have employees who have relative work experience about my business plan, so I must know how to train my employees and I should spend time to find the exact way to contribute to organizational culture.

Imminent food is uncertain, its safety needs to be considered, and poor-quality control will affect the health of consumers and the company’s reputation.

4.1.2. Key activities

- Develop my website and let more people know my concept of drinks.
- Contact major supermarkets for research, and source imperfect and will be discarded fruits and vegetables from those supermarkets.
- Contact the transportation company and cooperate with it to transport fruits and vegetables to my warehouse.
- Rent a warehouse to store fruits and vegetables and a place to produce my juice. I don’t have a physical store and only do online services.
- Use paper cup packaging and environmental protection bags for distribution.
- Settle take-out software, such as Meituan APP, Are you hungry APP. Let the customer place an order, and then the take-out software party will deliver them.
- Consumer service and customer relationship management, I will pay attention to the customers’ messages, comments, and suggestions, and make adjustments and updates regularly[6](Suher et al.,2021).
- My company’s employees will recruit marginalized people. I will value the work potential of marginalized people and give quality education - provide professional training to them.

4.1.3. Key resources

- Enterprise culture, brand image, and concept.

-Human resources: website developers, website maintenance staff, smoothie production employees, after-sales service staff, warehouse managers, brand promotion personnel, business researchers.

-Financial resources: founder's starting capital and subsequent investment, which will be discussed later in the report.

4.1.4. Key partners

-Supermarkets: suppliers, providing fruits and vegetables.

-Transportation company: deliver fruits and vegetables to my warehouse.

-Advertising company: design my brand logo.

-Packaging production company: print and make beverage cups and package paper bags.

-Software technology company: help me design websites and e-commerce platform pages.

-Marketing promotion company: influencers.

4.1.5. Channels

Promotion plan: KOL marketing, including three platforms, Blog (mainly Weibo and WeChat), short videos (TikTok, Xiaohongshu), and live streaming media. A survey conducted at the end of 2018 found that 49% of Chinese consumers rely on KOL's suggestions when making purchase decisions. The numbers of millennials and Z generations are even higher. It can be used to create and improve brand awareness. In word-of-mouth marketing, 20% - 50% of consumers' purchase decisions are affected by word-of-mouth. It can be used to reduce the risk of scandal. In addition, I will also focus on real-time fashion trends to adjust my drinks plan[5] (Angelova, 2020).

4.1.6. Minimum Viable Products and How They Address Risks

One of the biggest risks of my business model is desirability risk caused by the stigma of misshapen and nearly expired fruits and vegetables. Unlike the other beverage stores, I as a social entrepreneur is open to my customers that my ingredients are discarded and misshapen produce. To address this stigma, one of my minimum viable products is a blind test to test out if imperfect and discarded produce has an impact on my future customers' preferences. I will also record the entire experiment and make a video of it. This is part of my marketing strategy which will be explained in the following section. In the blind test experiment, I will recruit 50 participants and provide them with five types of smoothies. Two small cups of each type will be offered to each participant. One cup of each type is made out of

produce that is not discarded and meets aesthetic standards of good to eat vegetables and fruits; the other cup is made out of produce that is ugly and discarded from the supermarket. Participants then will be asked to taste each group of smoothies and rate their preferences on a Likert scale between smoothies made out of between the 'good to eat' produce and the misshapen discarded produce. If the results meet my hypothesis, there will not be a significant difference in my customers' preferences between the two cups of smoothies. Misshapen fruits and vegetables may be rejected by consumers simply because they do not meet certain aesthetic standards. But imperfect and discarded fruits and vegetables could be as tasty as those "good looking" ones. By making ugly fruits and vegetables into beverages like smoothies and fruit teas, desirability risks related to stigma will be reduced because now customers will not judge products by appearances - they cannot tell the look of the ingredients in blended beverages, only tastes matter. This blind test is to ensure my future consumers about the safety and taste quality of my products. It is part of my marketing strategy. I will record the experiment and advertise it to the public to eliminate my future consumers' concerns and bias toward misshapen and discarded produce. If significant differences of preferences between smoothies made from aesthetic and misshapen produce are not found, it will demonstrate the quality and safety of my products to my future customers, reducing desirability risks. Meanwhile, in the experiment, after the blind test, participants will also be asked to rate their preferences among the five types of smoothies to help me determine which smoothie will be my flagship product.

Another two MVPs are the landing page and a prototype of my business on Meituan. On the landing page, customers will find out my company profile and where I source my ingredients. I cooperate with supermarkets with strong brand equity. This is to increase the transparency of my business to gain trust among consumers. However, this could lead to feasibility risk. Supermarkets may not want people to know that they sell unsold produce due to health and safety issues which could potentially damage their reputation. To address this problem, I need further communication with the supermarkets I will be cooperating with because I couldn't access supermarket managers when I conducted market research. Yet, the biggest advantage of this landing page prototype is that I demonstrate the sustainability and social responsibility of my company, which are the two critical values of my business. By joining my business and being mentioned on my website, my key partners - the supermarkets, also can demonstrate their social responsibility to the public, enhancing their company image and awareness. Moreover, because supermarkets face lots of daily food waste and they sell the discarded produce to beverage stores, my new business plan of selling smoothies and fruit teas made out of imperfect produce would be attractive to supermarkets

who have difficulty in dealing with their food waste problem and look for an extra revenue stream. Nonetheless, whether my cooperant supermarkets want to be mentioned on my landing page requires further real-life investigation with high executive staff.

The third MVP is the prototype of my business on Meituan, including my main menu and locations where my delivery can be reached. I will demonstrate my prototypes to the 50 participants I recruited in the previous experiment and collected advice from them for future improvements. The prototype I used as MVP also help me with desirability risk and feasibility risk, because having a clean and organized prototype with photography of freshly blended smoothies not only help me better communicate my product and brand features with potential customers, but also eliminate their worries about the safety concern through halo effect generated by the prototype. The Halo effect refers to those positive impressions of something, such as a product or a person, in one area, that can positively influence my feelings in other areas. Thus, photos of my products convey information like fresh, healthy, and energetic, creating a pleasurable and positive impression of my products.

4.2. Three-Year Growth Plan

According to statistics from Daxueconsulting, China is the first fruit and vegetable producer in the world. Thus, the juice industry has been benefitting from the growing market. Data from the mediated that the juice market in China was worth 143.5 billion RMB in 2019. This is not also due to the growing economy but influenced by the trend of healthy diet and lifestyle in China. Moreover, demographic change in China also contributes to market growth. By 2018, more than half of China's population, about 707 million people, have entered the middle-income class. And this group has been continually growing. In my first year, I am only opening an online store and selling my products through the E-commerce platform called "Meituan" in first-tier cities, including Shanghai and Beijing. This is to reduce capital costs and risks as a start-up. Opening stores on e-commerce like Meituan is a safe choice for social entrepreneurs like me. According to data from Meituan, food and beverages delivery has been rising at the speed of 10% per year from 2015 to 2018, which is much faster than the growth of traditional restaurants and stores. "Bubble tea" and "fruit tea" become top search queries on food delivery apps. In traditional Chinese restaurants and shops at present because of the influence of the outbreak, many consumers for their own security, choose to give up offline purchase way, and are more inclined to take-out delivery door to door service, which limits the growth velocity of traditional restaurants and shops, at the same time, these traditional stores have to with delivery service to achieve continued survival and profitability, And since the epidemic problem has not

been completely solved, people have more and more demands for delivery, which further stimulates the growth of take-out. If my business model is sustainable and profitable in the first year, I am expecting to extend my business to second and third-tier cities in China. According to data from Meituan, the juice and fruit tea industries have extraordinary market potential in lower tiers cities. In 2018, the number of fruit and bubble tea stores in second-tier cities in China increased by 120% compared with the same period in 2016, and the number of stores in third and lower-tier cities increased by 138%. This does not only demonstrate great market size for online food delivery, but also traditional brick-and-mortar stores. My competitors like ha and HeyCha have opened their offline stores across the country. For example, until 2019, LeLeCha has already opened 23 stores in Shanghai, and 11 stores in Beijing. Their business has not reached second tiers cities; thus, I consider it to be my opportunity to occupy those markets earlier than my competitors. To take negative external factors like Covid-19 into account, I am currently not considering opening traditional offline stores in my first two years of business. Whether I would open my flagship store in the third year will depend on the future financial performance of my online beverage delivery.

4.3. Competitors

Fruit tea & bubble tea stores: Heytea, CoCo, Naixue's tea, Happy Lemon, Fresh Fruit Time, and other stores. They all provide a variety of fruit tea, milk tea, hot chocolate, and other drinks. They are open to all consumers, but they are not friendly to fitness people, people who pay attention to a healthy diet, and people who are losing weight, because their drinks are high in calories and sugar. These businesses do not have an advantage in terms of a healthy lifestyle. According to news reports, some customers, especially young customers who lack self-control ability in a healthy diet, suffer from diabetes due to drinking bubble tea and fruit tea every day. In terms of price, these businesses focus on brands, and the price will be very high naturally. In addition, for corporate social responsibility, Heytea's similar success story has inspired Chinese young people to start businesses and improved the entrepreneurship rate, but many other beverage stores may not because they will lose potential consumers.

Homemade blended juice: first, its narrow target group. At the same time, there is no brand competitiveness and social corporate responsibility. But it is undeniable that these drinks belong to a healthy lifestyle because they are produced according to personal preferences and needs. However, its cost will not be low, because individuals must bear the expenses of machines and raw materials. At the same time, customers need to search for a recipe on the Internet and spend time making drinks.

4.4. Competitive Advantage

In China's large market environment, there are many beverage stores and smoothie stores, but their product offerings are too varied, and smoothies maybe just one of them. My company is committed to producing healthy and green smoothie drinks in an environmentally friendly form. At present, there are few beverage stores with this concept in China, which will be my first competitive advantage. My products are made of 100% raw materials, without any flavors, pigments, additives, etc., and also with low sugar and low calorie. My company's drinks are for all consumers, especially those who pay attention to fitness, healthy diet, fresh taste lovers, and weight loss people. I attach great importance to considering health issues and paying attention to a healthy lifestyle without breaking the premise of enjoying drinking beverages. At the same time, consumers can easily place orders on takeout software and customize their healthy juice according to their preferences. The price of my products will not be as high as Heytea. I will try my best to avoid scandals, but there is a potential risk because I am using imperfect fruits and vegetables. In addition, I have strong corporate social responsibility. I am solving the problem of food waste in China and reducing carbon dioxide and methane emissions. At the same time, I am also hiring marginalized people, providing employment guidance, and solving the problem of unemployment. Other businesses do not try to solve the existing social problems but will create more consumption and problems.

4.5. Key metrics

1. Users are an important indicator for me, and I need to know the new users every day to determine whether my popularity has increased.

2. The retention rate of customers is also important. I can determine whether consumers are satisfied with my products by the retention rate and find out the loopholes and reasons for customer loss.

3. How often do customers buy and which products they buy, I need to know the average purchase quantity of each user, as well as my hot products, good products, and bad products.

4. Customer behavior data on my APP, it can be used to measure the publicity effect of my app, such as how many new users can be brought by a user who initiates a recommendation.

4.6. Cost structure

The forecast for the start-up budge

Table1 Start-up budget

Start-up Costs	
Fixed Costs	
Equipment and Machinery	¥12 , 000
Development applets	¥10 , 000
Total fixed cost	¥22 , 000
Current Costs (1 year)	
Rents payable	¥100 , 000
Wages	¥276 , 000
Training cost	¥20 , 000
Inventory	¥150 , 000
Other	¥10 , 000
Total current cost	¥556 , 000
Total start cost	¥578 , 000

4.7. Founder

It is a new business model in my country to solve the problems of food waste, but to be honest, I am not the founder around the world. I am sure that no nation's organization has this idea, which means that I can only see this kind of organization in other countries. I don't know the exact way to develop my company in China, it seems that I should take risks to find the most suitable way in China. However, I don't have competition between peers, so I don't have too much pressure from competition.

4.8. Relevant Skills

I know how to budget my annualized interest rate and future development. I also learned microeconomics, I can solve the problems of the change about the relationship between supply and demand, in that case, with the development of my business, I know how to change the price in different places to find the local market balance. What's more, I have learned organizational behavior, I know how to encourage the employees in my company, and also can help build the organizational culture and spirit.

4.9. Skills needed

I should know how to compile the business model to know how will my company develop in the future. I also need employees who can make sure my food materials are fresh and healthy. Secondly, I need good managers to let the employees give the best service to my customers. I also need programmers to make apps for me to help me sell goods better.

5. CONCLUSION

As my business model keeps moving forward, I am still passionate about my business. Because I found out a lot of advantages from the business model, my social enterprise contributes to sustainable development goals in many areas. My business will create a circular economy model that helps responsible consumption and production. Although as a start-up, being profitable is critical to surviving in this competitive business environment, I as social entrepreneurs also want to carry out positive social influence. I want to reduce food waste created by supermarkets and other food retailers and intend to break Chinese consumers' bias toward ugly produce. Therefore, my company hopes that I am not the only member in the campaign for food waste reduction. I wish my business can also influence Chinese consumers' attitude toward food waste and even maybe change their consumer behavior in a way to increase their purchase of imperfect food. My business also provides professional training and job opportunities to help marginalized people back into the workforce. Offering them jobs through my platform not only creates economic benefits, but also psychological support, such as increasing their dignity and eliminating the sense of isolation from mainstream society. My platform was initially mainly to address the food waste problem in China, but as my business idea progresses, I wish it can contribute to other sustainable development goals such as quality education and decent work, and economic growth. And, if possible, to influence more businesses to join my path.

6. LIMITATIONS AND FUTURE STUDIES

The results of this study were based on questionnaires and field visits involving 160 consumers and five merchants. The sample size of the survey is relatively small. Through the questionnaire survey, everyone can only answer my general questions, which is very limited. In practice, however, the orientation of entrepreneurship is not to collect a representative data set for a particular situation. Therefore, the limitations of my data certainly affect the wide application of the observations in this study. My follow-up study will use electronic questionnaires to survey consumers across the country and design some open-ended answers (such as consumer tastes). In addition, the fact that merchants refused to work with me was a potential limitation. Asking more sellers will reinforce the findings of future studies. I will take this into account in the data collection of the next practice. In addition, in the current study, I cannot determine whether consumers have the intention to buy my products. Therefore, the market equilibrium is not completely accurate. In my follow-up studies, more quantification, breaking down, and analyzing the demographics of the object will certainly provide relevant specifics.

REFERENCES

- [1] Marchisio, B. M. (2020, September 29). *Fighting food waste in China: Local efforts, global effects*. IFAD. Retrieved December 20, 2021, DOI : <https://www.ifad.org/en/web/latest/-/blog/fighting-food-waste-in-china-local-efforts-global-effects>
- [2] Liu, G. (2014, April 3). Food Losses and Food Waste in China. OECD iLibrary. Retrieved December 20, 2021, DOI : https://www.oecd-ilibrary.org/agriculture-and-food/food-losses-and-food-waste-in-china_5jz5sq5173lq-en
- [3] *The juice market in China: is premiumizing to healthier products after stagnant growth*. (2021, November 18). Daxue Consulting - Market Research China. Retrieved December 24, 2021, from <https://daxueconsulting.com/market-of-juice-in-china/>
- [4] Yuan, J. I. (2019, September 3). *US consumers' perceptions of imperfect "ugly" produce*.://Www.Emerald.Com/Insight/Content/Doi/10.1108/BFJ-03-2019-0206/Full/Html. Retrieved December 25, 2021, DOI: <https://www.emerald.com/insight/content/doi/10.1108/BFJ-03-2019-0206/full/html>
- [5] Angelova, V. (2020, April 3). *KOL marketing in China – What is it and Why should you know about it?* BRANDHOUSE. Retrieved January 1, 2022, from https://brand.house/2020/03/24/kol-marketing-in-china-what-is-it-and-why-should-you-know-about-it/Heidelberg, 2004, pp. 214–229. DOI: https://doi.org/10.1007/978-3-540-30494-4_16
- [6] Suher, J. (2021, May 22). *When imperfect is preferred: the differential effect of aesthetic imperfections on choice of processed and unprocessed foods*. SpringerLink. Retrieved December 30, 2021, DOI: https://link.springer.com/article/10.1007/s11747-021-00783-1?error=cookies_not_supported&code=87bc0250-a0f2-4e7a-a827-df94b80d8146