DIGITAL MARKETING PLAN

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Preface

This graduation project is the last stage in earning a Bachelor's Degree from the Saxion University of Applied Sciences in the Netherlands. The main requirement is to research a particular company. Ratu Culinair B.V, based in Zoetermeer, was the company in this case. To create an advisory report for the company, the research required prior knowledge from the studies. Furthermore, the research was about a digital marketing plan to strengthen the company's digital marketing strategy in building brand awareness to convert their target market into potential consumers with the opportunity given.

Executive Summary

Ratu Culinair BV is a condiment, sauce, and dressing manufacturer based in Zoetermeer, the Netherlands. Sri Hartatiek established it in 1987. The company specializes in Indonesian snacks and peanut sauce. Ratu Culinair is a business-to-business company that sells its products to other businesses through intermediaries like distributors and Toko. Through a digital platform, the firm is aiming to raise brand awareness. Therefore, Ratu Culinair designed a specific target market for potential consumers to accomplish so. "How can Ratu Culinair B.V. best optimize its' digital marketing strategy, and what digital platforms can it use to support its digital marketing strategy to create brand awareness?" This research recommends Ratu Culinair BV's digital marketing strategies for increasing brand awareness on digital platforms within their key target market, vegetarians in the Netherlands.

Data, internal and external analysis, books, journals, reports, and other resources are required to enhance Ratu Culinair's digital marketing strategy. Ratu Culinair's 70 percent natural peanuts, high-quality ingredients, and genuine taste are highlighted in the study. As a result, the company believes that it can compete with its competitors in terms of products. On the other hand, their competitors are a step ahead of them in terms of marketing. Competitors of Ratu Culinair have been using social media as a marketing tool for a long time. The competition advertises its items by emphasizing what buyers can do with them or the "recipe."

The outcome from this advisory report is that the company should concentrate on its digital marketing platform, particularly Instagram. A digital platform is also a free tool that any firm may utilize for promotion and marketing, and it can be highly cost-effective. In addition, Ratu Culinair is given a digital marketing plan and recommendations. Create and upload content on a regular basis, hire an internal marketer, and start using Search Engine Advertising to promote the company's products to the suitable target market.

Acknowledgement

This final graduation assignment is the last stage in earning a Bachelor's degree from the Saxion University of Applied Sciences in the Netherlands. The primary stipulation is to research a particular company, in this case Ratu Culinair BV in Zoetermeer. In addition, I completed a digital marketing plan for Ratu Culinair BV with the opportunity given.

I am fully aware that I would not be able to complete my graduation assignment without the guidance, support, and assistance from many parties. At this moment, I'd like to express my gratitude to Allah SWT for His guidance and blessings in allowing me to complete my thesis. Mama, Abah, and the rest of my Indonesian family that always there to support, pray for, and motivate me. My dearest Ariensplein friends and Elvira for their unwavering support, attention, prayers, and all the inspiration I require to complete my graduation project. My Indonesian friends who never failed to encourage me during my studies in the Netherlands.
Best gratitude is also expressed to Mr. Oscar Peters for guiding me through the process of completing this graduation project. Furthermore, Mr. Riano Hariman and the entire Zoetermerr staff deserve special thanks for making me feel welcome and comfortable while performing my research at Ratu Culinair BV. Last but not least, I'd like to express my gratitude to my relatives in Enschede, Deventer, and Rotterdam for never losing faith in me and refusing to let me give up until this report was done.

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1. Introduction

Ratu Culinair B.V. is a food manufacturing supply company. It is a Dutch company located in Zoetermeer. The company manufactures a wide range of peanut sauces and Indonesian snacks, such as tempeh and krupuk. It is a business-to-business company that sells its products through intermediaries like distributors and Toko.

Ratu Culinair, which name was Toko Dewi, was established in 1977 in the Netherlands by Sri Hartatiek. Sri Hartatiek's motto was: pure peanuts, natural spices, and no unnecessary additives. In 1985, Riano, Sri Hartatiek's son-in-law, took over the business and changed the brand to "Ratu Culinair," which means "Culinary Queen," as a tribute for her mother-in-law. The younger generation has taken over the preparation of the peanut sauces, but they still do it under the same strict guidelines as before. The sauce's texture hasn't changed either. Ratu Culinair sells ten different kinds of peanut sauces and Indonesian snacks, and the products are available in the Netherlands and other countries.

1.1 Problem Description

Ratu Culinair B.V. wants to promote its products through social media to reach its target market, which is Vegetarians. The problem is Ratu Culinair B.V. has not been maximizing the use of social media as a platform to reach its target market and creates brand awareness that will leads to sales.

1.2 Research Objective

This research aims to deliver an advisory report to Mr. Riano Hariman, The CEO of Ratu Culinair B.V., before January 31, 2022. To support the advisory report, the author would like to provide recommendations to the company to assist them in optimizing their existing digital platforms and creating brand awareness to convert their target market into potential customers.

1.3 Central Research Question

The researcher determines the questions that need to be analyzed, as stated in the problem description and objective. As a result, the advisory report must be completed, and relevant recommendations for the company must be made. Hence, the central research question for this assignment is, “How can Ratu Culinair B.V. best optimize its’ digital marketing strategy, and

what digital platforms it can use to support its digital marketing strategy to create brand awareness?"

To answer the central research question, the following sub-questions are given:

1. What are the foundations of good digital marketing strategy?
    a. What is digital strategy?
    b. How is the digital ecosystem?
    c. Who is digital consumer?
2. What is the current digital situation of the company?
    a. What is Ratu Culinair's digital marketing strategy?
    b. What digital platforms does Ratu Culinair use?
    c. How is the recent engagement of the digital marketing activity?
    d. What is the current product catalog of Ratu Culinair?
3. What is the buyer persona of Vegetarians?
    a. What is target market's buying behaviour?
    b. Where does the target market spend most of their time online?
    c. What digital content captured the target market's interest?
4. What is the digital external challenge faced by the company?
    a. How are the competitor's digital activities?
    b. In the food industry, what digital marketing strategies have been proven to be successful and effective?

To see the collection methods and the goals of the sub-questions, see Appendix 1.

2. Research Design and Methodology

The following process was used to answer the central question and sub-questions. Several sources of data were used, including books, theories, journals, and other supporting information indicated later. Aside from that, the presence and footprint of the competitor are required to compare Ratu Culinair to other competitors. In addition, the writer will make a company suggestion based on the central question, as well as the track and results of the activities, in the last section of this advisory report.

2.1 Sub-questions

1. What are the foundations of good digital marketing strategy?
2. What is the current digital situation of the company?
3. What is the buyer persona of Vegetarians?
4. What is the digital external challenge faced by the company?

2.2 Data Gathering Method

1. Sub-question: What are the foundations of good digital marketing strategy?

Before deepening the research, it is necessary for us to know the foundations of a good digital marketing strategy. The theory of good marketing strategy was expected to help the research on Ratu Culinair. As the title stated on the cover, the author hopes to finish this advisory report about the digital marketing plan to Ratu Culinair. The company has not been maximizing the use of digital platforms as a tool for its marketing strategy. Therefore, this part was done to be the basis of making an excellent advisory report. The first sub-question is covered in the theoretical framework. Chaffey, D. and Chadwick, F.E. book, and other books and articles are used to cover this part.

2. Sub-question: What is the current digital situation of the company?

An internal analysis was done to understand the current situation of Ratu Culinair BV. Before discussing the digital condition of the company, the value proposition, the target customers, and the marketing mix are mentioned. The second sub-question is answered in the internal analysis part. It covered the company's marketing strategy, digital platforms used, and current engagement. The company's CEO, Mr. Hariman, was interviewed to analyse this section better. As mentioned in the problem description, Ratu Culinair BV has not been maximizing the use of social media. As a B2B firm, Ratu Culinair BV is more likely to rely on its contemporary marketing approach. Similarly, the business is waiting for the wholesale distributor to place an

order for their product. Furthermore, the corporation spends a significant amount of time promoting its products to distributors by going door-to-door. As a result of evaluating this section, the author may construct a strategic plan. This advisory report will recommend the most suitable marketing plan for the business.

3. Sub-question: What is the buyer persona of Vegetarians?

A survey was conducted to answer this sub-question. The survey is about the buying behaviour of vegetarians who live in the Netherlands. The survey's target was thirty Vegetarians (including Vegans) who live in the Netherlands. Therefore, the survey was distributed through the vegetarian communities in Facebook groups and some acquaintances to reach the target. Data from Euromonitor International and other references will also be used to cover this part. After having the available data, the writer could answer this question. This part will be included in the external analysis, specifically in the consumer buying behaviour and digital marketing situation. The consumer buying behaviour discussed Vegetarians' most significant consideration before purchasing a product and other information. On the other hand, the digital marketing situation discussed target consumers' most used digital platforms, most preferred digital platforms to analyse a product, etc. Data from the survey are displayed in this part.

4. Sub-question: What is the digital external challenge faced by the company?

This sub-question was expected to give insights to the author and the readers about the digital platforms used by Ratu Culinair’s competitors and the digital marketing strategy that is proven to be successful in the food industry. It is also meant to benefit as a benchmark for the company to strengthen its digital marketing strategy. This was addressed in the section on external analysis; competitors. A social media analysis of competitors was carried out. Unilever BV and Heinz BV HJ social media are two of the most prominent competitors in the condiments and sauces industry. This sub-question was also answered using data from (Adanacioglu, H., 2021). This could help the company in deciding which social media platform to use.

3. Theoretical Framework

The focus of this advisory report will be on the digital strategy, digital consumer, and digital marketing plan, since the topic is digital marketing plan. The reader will find definitions and theories between the researcher, scientist, and expert in this theoretical framework section. For instance, the selected theory stated that digital marketing uses digital channels with traditional marketing communications to achieve marketing objectives (Chaffey & Chadwick, 2016). Furthermore, customers are turning to the digital market at an accelerating rate in the 4.0 era. Therefore, a digital marketing strategy is needed to provide an organization's online marketing operations with a consistent direction, ensuring they are connected with other marketing efforts and fulfill its overall business objectives (Chaffey & Chadwick, 2016).

3.1 Digital Marketing Strategy

According to Chaffey and Chadwick (2016), digital marketing is the use of the Internet and related digital technologies in combination with traditional marketing communications to accomplish marketing goals. It may be simply described as the use of digital technology and media to achieve marketing objectives. Kingsnorth (2019) explained that from product development and pricing to public relations (PR) and even recruiting, digital marketing is (or should be) a component of practically every critical company decision. Additionally, Chaffey and Smith (2017) said that digital marketing, previously known as e-marketing or Internet marketing, is at the core of digital business – getting closer to customers and deeper understanding them, adding value to products, expanding distribution channels, and increasing sales with the use of digital media channels such as search marketing, online advertising, and affiliate marketing, and others. Therefore, the organization must focus on the "golden rule," which entails comprehending customer information (Kannan & Li, 2016), as well as improving cultural development (Kingsnorth, 2019) to build customer trust and reliance (Kannan & Li, 2016).

Chaffey and Chadwick (2016) stated that a digital marketing strategy is required to offer a consistent direction for an organization's online marketing operations, ensuring that they are integrated with other marketing activities and serve the organization's overall business goals. Furthermore, Simsek (2020) mentioned that efficient digital marketing methods attract customers, such as having a great website, gaining social media followers, using influencer marketing, doing online reviews, and maintaining a high level of online interaction. However, digital marketing is more complicated than traditional marketing. The site is connected to a

search engine, a customer, an outsource partner, reviewer blogs, and much more through digital marketing (Bala & Verma, 2018).

3.2 Digital Consumer

Since digital consumers' geographic and cultural distribution is often considerably wider, it is more necessary to understand them. According to Kingsnorth (2019), no consumer is fully digital, or vice versa. Additionally, digital consumers are not all young, and they can be anywhere. Digital consumers also possess different views towards obtaining information and buying online. Chaffey & Smith (2017) stated that digital consumers on the internet are changing. They now not only talk back, but they also yell back and bite back if companies fail to keep their promises. Consumers now have a platform to raise their voices, such as writing a review on the website or a comment section on the business's social media.

Digital consumer behaviour is constantly evolving. This transition is both pushes and pulls in that it is being pushed by advances in technology like voice-controlled home hubs and enhanced targeting techniques. The customer pushes the changes towards them by seeking faster, easier, and safer shopping across many channels (Kingsnorth, 2019). Moreover, Chaffey & Chadwick (2016) said that consumers' perceptions about various factors might influence consumers' views regarding the Internet and purchase intentions. Here are several examples:

- Security and privacy of information – Customers, assume that if they are willing to provide sensitive personal and financial information, such information would be securely preserved (Chaffey & Chadwick, 2016).
- Risk – online consumers are purchasing into an uncertain trading condition with minor indications to strengthen trading relationships and risk. Financial, product performance, social, psychological, physical, and time/convenience loss are six primary forms of risk described by (Bauer, 1960).
- Trust – Given that it is impossible to totally remove risk online, finding measures to improve trust (Chang et al., 2013) is viable (Chang, Cheung and Tang, 2013). New holm et al. (2004) argue that e-retailers should take a distinctive approach to develop trust, emphasizing that consumers and goods significantly impact how retailers handle risk and trust.

- Perceived usefulness – When it comes to online shopping, usefulness refers to the amount of time and effort necessary to learn how to shop online compared to the retailer's degree of service quality (Perea et al., 2004).
- Ease of use – is a person's belief that utilizing new technology will be simple, and it has been proven to have a substantial effect in the early stages of a user's experience with it (Davis, 1993).

3.3 Digital Marketing Plan

Chaffey & Smith (2017) stated that marketing planning in the perspective of the online business environment is referred to as digital marketing planning. Establishing a plan guarantees that the organization is prepared for what may occur in the future (Hanlon, 2019). Company strategy, aim, and personal are the keys to creating a digital marketing plan, according to Hanlon (2019). Furthermore, Chaffey and Chadwick (2016) illustrates the wide spectrum of marketing operations that must now be managed properly, as seen in the figure below.



Figure 1 RACE planning model

As indicated in Figure 1, RACE refers to a set of methods for reaching, interacting with, converting, and engaging online audiences at many stages of the customer lifecycle, including awareness, conversion to sale (online and offline), and customer retention and growth (Chaffey & Chadwick, 2016).

Moreover, the digital marketing plan might be a great way to grow your business (Chaffey & Smith, 2017). According to Hanlon (2019), planning ensures the firm is ready for the future. According to Simsek (2020), a once-a-year marketing plan is insufficient. A company must update its website regularly, post updated social media content, hold an event such as a picture contest, and give free products. Thus, it has the potential to increase customer and company involvement. In addition, the business must establish new goals, create new communication tactics, and train individuals in new duties and abilities (Chaffey & Chadwick, 2016). Therefore, building the best marketing strategy and opportunity requires a digital marketing plan.

3.4 Brand Awareness

According to Kotler and Keller (2016), brand awareness is defined as people's capacity to recall or recognize a brand sufficient detail to make a purchase. Based on Keller's book, brand awareness is composed of brand recognition and brand recall performance. When given the product category, the needs met by the category, or some other form of inquiry as a cue, a consumer's capacity to recall the brand is measured. Another way, brand awareness requires customers to properly recall the brand from memory (Keller, 1993). MBA Skool (Skool, Brand Recognition, 2014) made a simple definition of Brand Awareness. Brand awareness is the ability of existing consumers and prospective consumers to recognize a brand through its features like logos, taglines, colours, product features, etc.

To summarize, brand awareness is the awareness, memory, and recognition of a brand. Simply defined, brand recognition occurs at the time of purchase, whereas brand recall occurs at the time of category need or before buying (Percy & Rossiter, 1992). Online advertising, television, and mobile phones are examples of marketing communication channels that help create brand awareness and reach out to customers (Aaker) (Jumiati & Norazah, 2015). Furthermore, brand awareness helps price fairness for consumer perception, which comes after perceived quality (Oh, 2000).

3.3.1 Brand Awareness Measurement

Consumer decisions are heavily influenced by brand awareness. In addition, it assists customers in achieving their buying goals (Chia, 2017). Brand awareness may be measured in a variety of ways. According to Laurent, Kapferer, & Rousel (1995), there are three traditional measures of brand awareness: spontaneous awareness, top-of-mind awareness, and aided awareness. Beyond Laurent's idea, Chia's offers several methods for determining brand awareness, including tracking certain sorts of website traffic over time, social listening data, and completing a brand awareness survey. Further detail on Chia's method to understanding the idea is in the following explanation.

Website traffic

Chia notes that there are two sorts of website monitoring when assessing brand awareness using this method: Observe Direct Traffic and Observe Referral Traffic (Chia, 2017). It will be simpler for the company to go to Google's search results if it improves its direct traffic and referrals.

- Direct traffic

  Direct traffic refers to visitors who landed at a website by typing the address straight into the search bar or clicking on an untraceable link (Chia, 2017). The visitor achieves this by either bookmarking the site or clicking the link that directs them to it. Chia, for instance, sends out an e-mail marketing campaign that includes a link to a webpage. This might be an efficient technique to urge people to go straight to the website. In addition, when people can type a URL straight into any browser address bar, it indicates that a brand has a high level of brand recall, which is an essential component of measuring brand awareness (Chia, 2017).

- Referrals

  Referral traffic refers to site users who come via a direct link from another site (Chia, 2017). For example, when a brand places an advertisement on other digital platforms such as Facebook, Twitter, or Instagram with a direct link to its website, and visitors click the ad, they will be sent to the brand that placed the advertisement, according to Techwalla (Taylor, 2015). Referral traffic may be used to determine whether or not a brand's recall is increasing. People don't type URLs into their address bars until they know where they're going, according to Chia (2017). Therefore, a rise in referral traffic shows that the number of

external websites referring back to your website has increased (Chia, 2017). According to the author of this article, Referral Traffic is beneficial to Search Engine Optimization (SEO) since it allows a company to see where its visits are coming from.

Social listening metrics

As stated by Chia (2017), Social listening is the activity of monitoring publicly available internet discussions to get vital information about your brand, industry, competition, or any other issue that may be of interest to your organization. Swetha Amearasan wrote an article explaining what social listening is all about. According to her, social listening entails monitoring a brand's social media channels for customer feedback and direct mentions of the brand, as well as discussion about specific keywords, topics, competitors, or industries and then analyzing the data to gain insight and take action on those opportunities (Amaresan, 2018). Furthermore, social media indicators include impressions, reach, engagement (Chia, 2017).

- Impression

Impression is referred to as the number of times a user has viewed a certain photo, video, or story on Instagram. It also indicates the number of persons who have had multiple views from the same audience. It may also be utilized to see whether someone has looked at your profile. When it comes to reach and impressions, the former is frequently mixed up with the latter.

- Reach

The number of times a particular profile has viewed a specific post or story is known as reach. The organization may use reach to get followers to interact with them and eventually become customers. Growing organic reach indicates that the organization is expanding its audience by adding a new follower. As a result, increasing brand awareness will be enhanced by maximizing the reach statistic. For example, by analyzing the data, a business, particularly a marketer, might determine the best time to post, based on the most engaged audience, and then publish a new post.

- Engagement

The organization should focus on engagement, which is a must-track metric for organization marketers on social media from explaining how Reach works. Engagement is when the followers interact with their content. Thus, it could indicate how much its brand resonates with

the audience. Also, it could show if the strategy (post, video, carousel post) is working or the other way around. Engagement rate is a great metric to test the new method and the quality of an organization's social media. The engagement actions could be:

- Commenting posts
- Liking posts
- Saving posts
- Visiting profile
- Replying to stories (for example, Instagram stories)

Similarly, there is a way for calculating an account's overall engagement rates. The method would, however, offer you the average engagement rate.

a. Every post uploaded to Instagram for the last 30 days
b. Sum up all the likes and comments within 30 days (Engagement)
c. Total engagement ÷ total post uploaded in the last 30 days
d. Total in C's step ÷ total followers
e. Total D's step x 100% (Average engagement rate)

However, for getting into the detail of knowing which post is appealing to the followers, the marketers could calculate from the recent post by:

$$Engagement: \frac{\#of\ like + comments}{Followers\ Number}$$

$$Engagement\ Rate: Engagement\ x\ 100\%$$

As a result, by calculating and reviewing the most engaging post, story, or video, the company may analyze and enhance its Instagram content strategy.

Conduct a survey

By evaluating Ratu Culinair's social media platforms, a survey may be done with individuals who follow Ratu Culinair BV social media platforms, direct customers, and groups (vegan and vegetarian). The study might reveal if the plan is working or not and the likelihood of attracting new clients. In addition, it will provide the company with brand recall and awareness results. The survey might take the form of a questionnaire, a face-to-face interview, a phone interview, or an online survey on a website or social media platform (Chia, 2017). The study results are likely to boost Ratu Culinair BV's brand awareness and encourage customers to remember the company (Smith, 2018).

4. Internal Analysis

Company analysis, such as current market strategy and value proposition, product, and others, are included in the internal analysis. The company's detailed analysis will provide comprehensive information on its competitive viability in the market. In addition, the results of the analysis can be used to improve the company's strategic planning and performance.

4.1 Company's marketing strategy

4.1.1 Value Proposition

Ratu Culinair's value proposition is that the company's goods are produced from the finest ingredients without unneeded components such as preservatives, colorants, or animal origin. In addition, all of the items are gluten-free, making them suitable for individuals with gluten intolerance. Their products are ideal for vegetarians and vegans because they only utilize natural ingredients. As part of their authentic flavour, the company ensures that its products taste just like the originals. For example, an Indonesian chef makes Karedok and Gado-Gado saus, a Surinamese chef makes Suriname saus, and a a Thai chef makes Thai saus. As a result, the flavour will be equivalent to that of the original. Furthermore, Ratu Culinair passes the FSSC (Food Safety System Certification) quality check for the food safety system (see Appendix 2).

Ratu Culinair is also environmentally aware, which is a small step in standing out from the competition and reducing the company's environmental footprint. According to Hariman (2021), the company supports the environment by utilizing green power, donating to the WWF (World Wildlife Fund), and using non-toxic chemicals in its products. Choosing a product that considers its environmental footprint is beneficial to the environment. According to (dictionary.cambridge.org, n.d.), the effect that a person, company, activity, etc. has on the environment, such as the amount of natural resources they use and the number of harmful gases they produce. As a result, the industry must strive for zero environmental footprints. Therefore, purchasing Ratu Culinair products means contributing to the company's goal of zero environmental impact. In addition, Ratu Culinair, as a B2B business, can protect its clients against any protests, such as a boycott of a brand that tests on animals or contains animals or causes environmental damage, which might harm the brand's image.

4.1.2 Target Customers

As the CEO, Mr. Hariman, said in the interview, the target market of Ratu Culinair is Vegetarian. The reason behind why the target market is vegetarian is because he sees that there is a growing trend of vegan and vegetarianism in the food industry. (Marlen.com, n.d.) stated that the rising popularity of vegan and vegetarian food has caused a shift in the food industry. According to the Plant-Based Foods Association (PBFA), the vegan retail food industry's worth grew by 11.4% in March 2020 and hit a staggering $5 billion. It is an excellent opportunity for Ratu Culinair, which produces its products with only plant-based ingredients. Ratu Culinair also uses only high-quality ingredients, which leads to higher prices compared to its' competitors. For example, the company imported peanuts for their peanut sauces products from America, considering they have the best quality of peanuts globally. Another example is the company imported *emping* (Indonesian chips) from Indonesia, where *emping* is originated from. Additionally, almost 70% of the production and packaging processes are done by human labor. Therefore, the price range (see Appendix 3) of Ratu Culinair products is considered as expensive compared with their competitors.

However, Ratu Culinair is a Business to Business company. That is why the company wants to create brand awareness through its' social media so that the target market would be familiar with the brand. Ratu Culinair is concentrating its efforts in the Netherlands, where it hopes to establish a national brand image. Although Ratu Culinair does not have a set aim for their partner as a B2B firm, as long as the second party remains in the Netherlands and supports the company in increasing sales, Ratu Culinair will encourage them to be a partner.

4.1.3 Marketing Mix (4Ps)

This part consists of the marketing mix of Ratu Culinair BV as a B2B company. From product description and selection, price of the products, promotion strategy, and place information for partner and end customers.

4.1.3.1 Product

The varieties of products from Ratu Culinair are quite many. For instance, peanut sauce, their most well-known product. Peanut sauces from the company differ from each taste, the origin of countries. Most of the peanut sauces are from Indonesian recipes. It is perfect for cooking Indonesian dishes, such as *Gado Gado, Lotek, Karedok, Petjel, and Asinan*. For customers who

are cravings, Indonesian food can easily make them with Ratu Culinair's products. There are also Surinaamse peanut sauce and Thai sauce. The customers can taste the authenticity of the sauces as in the origin countries. The size of the product also differs, which is suitable for customers' preferences and needs. Most of the sauces are packed from 200gr until 5kg. Ratu Culinair also has unique packaging. Each packaging of the sauces has different colors and details. Indonesian sauces have an Indonesian flag, Surinaamse sauce has Suriname's flag, and Thai sauce has Thailand's flag and the figure of Thailand's iconic dance. See Figure 2 for details.



Figure 2 Packaging details

Because it is only made of peanuts and spices, vegetarians can eat Ratu Culinair peanut sauce. It is also suitable for people with gluten tolerance because the products are gluten-free, which the ingredients do not contain flour, food starch, and wheat. Thus, the strength of Ratu Culinair BV products is compared to all competitors. Ratu Culinair products also become innovative as a dipping sauce, seasoning sauce for salad, and filling sauce.

4.1.3.2 Price

As a B2B company, there will be a difference in terms of pricing between the company and the clients/ partners. The client will give the customers a final price that is higher than the manufacturing pricing. Ratu Culinair, on the other hand, has a set of rules for its customer

pricing policy. According to (Hariman, 2021), a customer or business buyer may only sell their goods for about 10% of the original price. As a result, the policy may benefit both parties.

See Appendix 3 for the price list, including the type of products and sizes. As mentioned above, the company and the client/ partner could have different prices. For instance, the factory price for Gado Gado sauce 400gr is €2,67. However, if we take a look at the price of Gado Gado sauce 400gr online will be around €3,99 - €5,00 (see Figure 3).



Figure 3 Gado Gado sauce price in online shop

4.1.3.3 Promotion

Stated by Filipovic, Kostic & Prohaska (2001), Promotion is a communication system or collection of methods, forms, and shapes that convey information about products, services, and general consumers on business activities and the wider environment. Mentioned by Solomon et al. (2009), promotion is all of the actions that marketers engage in to tell potential customers about their products and persuade them to become consumers and buy the items. Therefore, promotion encompasses all tactics accessible to marketers to create a complete marketing strategy and plan. Typical promotion features are direct marketing, public relations, advertising, personal selling, sales, online communication, and sales promotion.

Ratu Culinair does direct marketing as a B2B firm, which involves visiting and providing products to business buyers such as Toko (In The Netherlands, Toko is a shop that usually sells Asian food products), supermarkets, restaurants, and others. Due to the lack of an internal marketer, the marketers no longer undertake this type of advertising. As a result, Ratu Culinair relies on word-of-mouth advertising rather than pushing its direct marketing plan to attract

more business buyers. Furthermore, the corporation has recruited an outside marketer to manage Ratu Culinair's social media. The organization opted to establish an official account on several social media platforms since such platforms may provide:

- Numerous benefits for their promotional development.
- Spanning from conventional to online promotion.
- Leading to higher brand awareness.

4.1.3.4 Place

Ratu Culinair BV is located in Zoetermeer's Kryptonstraat. The product will be available for business buyers at the factory, which is located in Kryptonstraat. From the factory to the client's location, the firm will deliver the items straight to the client. According to Kotler and Armstrong (2010), the place is where the company's operations take place and where the goods are made accessible to the target consumer: the business buyer and customer. As a result, because Ratu Culinair is a B2B firm, the goods are only available for the customers at the client's location. It may be Toko and Supermarket, for example. Ratu Culinair is still working on distributing its products throughout the Netherlands. Ratu Culinair also works with a distributor, who acts as a middleman. The product can also be purchased from the distributor by the business buyer. The list of Ratu Culinair's partners and distributors will be available in Appendix 4.

4.1.4 Digital Platforms

As mentioned before in the promotion part, Ratu Culinair is trying to optimize the use of digital platforms to enhance its marketing strategy. Using digital platforms as a marketing tool will help them create brand awareness, leading to increased sales. Ratu Culinair uses a Website, Facebook, and Instagram. An external party handles their Website and Facebook. The website displays the range of products that Ratu Culinair sells. The information of product, the recipe for a certain product, the company's history, etc. are shown in the website (see figure 4).

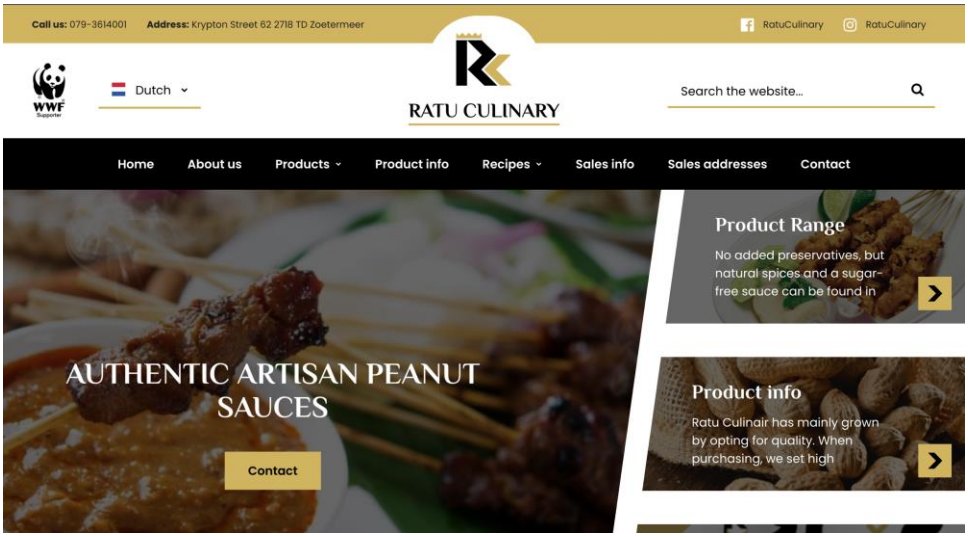


Figure 4 Ratu Culinair Website page

Ratu Culinair BV created and focused on its Facebook page since 2017. For almost four years, the company has been building its brand awareness and creating demand through the social media platform. This is because the company believes that constructing demand and building brand awareness through social media is more cost-effective than visiting the business buyers. The more the company focus and push their social media platforms, the wider their audiences. With the right content and consistent, the audience could be attracted by the products and build their desire to buy. Therefore, the company has focused on its Facebook page and Website to build brand awareness (see Figure 5).

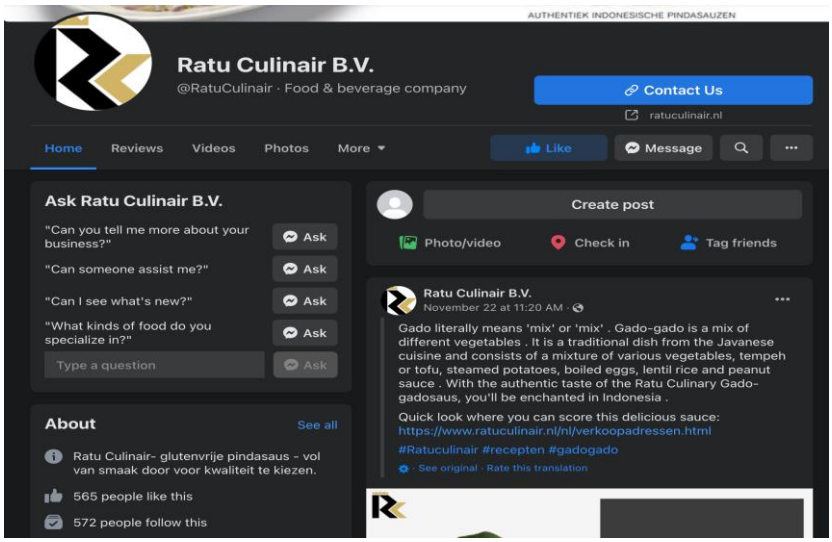


Figure 5 Ratu Culinair Facebook page

The company started using Instagram in April 2021. However, it has not been very active on its Instagram account from around July until late September. Ratu Culinair must be consistent in posting content on its account and keep track of its Impressions, Reach, and Engagement on its Instagram account. Figure 7 shows Ratu Culinair Impression and Reach on one of their posts.

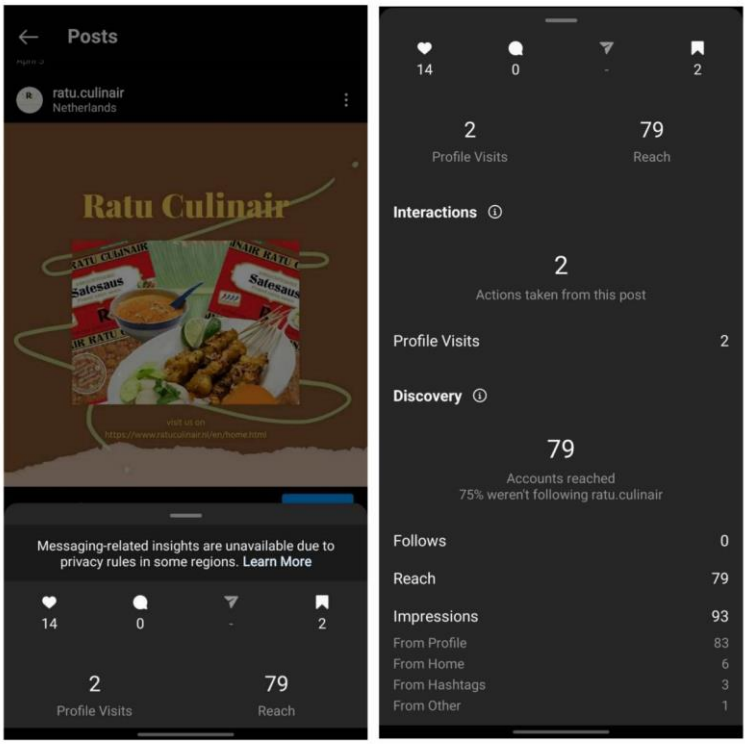


Figure 7 Reach and Impression of Ratu Culinair's first post

The organization may calculate Ratu Culinair's engagement and engagement rate using Figure 7. Ratu Culinair shared a photo on Instagram on April 5th, 2021, with 21 likes, zero comments, and 70 followers.

$$\frac{21}{70} = 0.30 \text{ x } 100\% = 30\%$$

From late September and continuously posting until now, the reach and impression of Ratu Culinair is increasing. This will also affects their engagement rate. See Figure 8 to see one of Ratu Culinair's post insights.

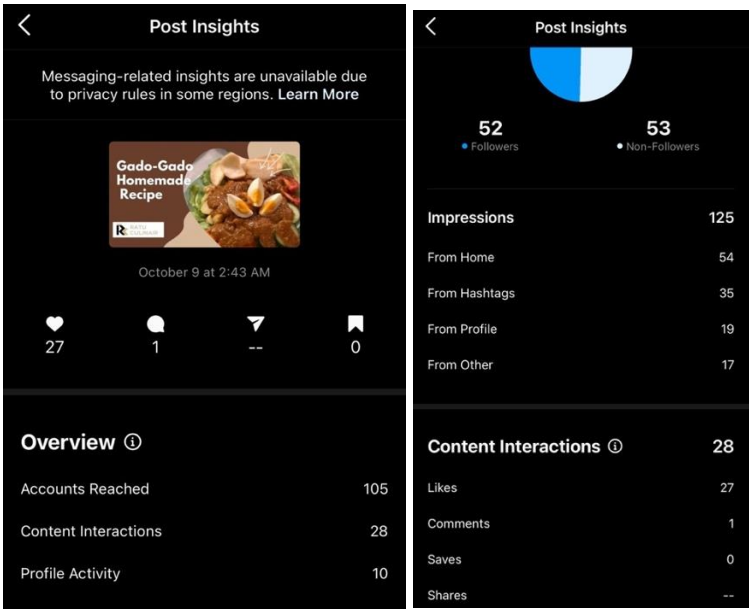


Figure 8 Reach and Impression of Ratu Culinair's first post

Figure 9 shows Ratu Culinair's post on October 9, 2021. It has 27 likes, 1 comment, 0 shares and 85 followers. Therefore, the engagement rate would be:

$$\frac{(27+1)}{85} = 0.33 \text{ x } 100\% = 33\%$$

After consistently posting on their Instagram account, accounts reached rate of Ratu Culinair's Instagram account is increasing. Figure 9 displays data from Instagram about the company's reached accounts from November 3rd until December 2nd.

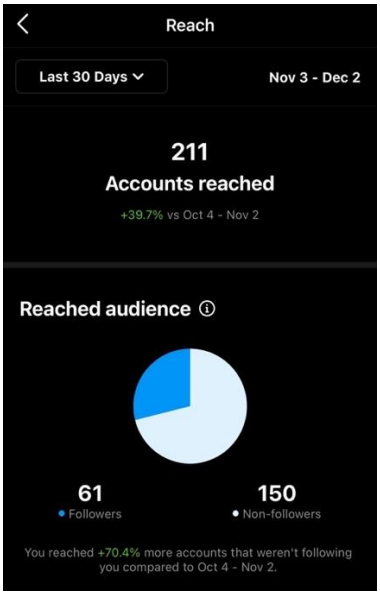


Figure 9 Accounts Reached from Ratu Culinair's account

4.2 Product Assortment

Ratu Culinair BV offers instant peanut sauce and a variety of Indonesian snacks, with Indonesian peanut sauce accounting for most of the items. This is due to the CEO's goal to present traditional Indonesian cuisine in a convenient format. People who wish to eat traditional Indonesian food will get the best flavour, the same as if they tasted it in Indonesia because their product has a genuine taste and is homemade. Ratu Culinair's product satisfies the demands for Indonesian cuisine among Indonesian expats in the Netherlands. Ratu Culinair BV has a product range with 15 main products, each of which comes in different sizes and variants. The products contain high-quality ingredients, stringent quality requirements and are traditionally processed. Table 1 shows the current product line's consumer pricing.

Product	Weight	Price
Gado Gado Saus	200 gr - 9,5 kg	€ 1,70 - 56,00
Sate Saus	200 gr - 9,5 kg	€ 1,70 - 56,00
Petjel Saus	200 gr - 9,5 kg	€ 1,98 - 71,91
Lotek Saus	200 gr - 5 kg	€ 1,98 - 37,85
Thaise Pindasaus	400 gr - 5 kg	€ 3,05 - 34,99
Karedok Saus	400 gr	€ 3,24
Asinan Saus	400 gr	€ 3,24
Emping Blado	150 gr	€ 1,85
Krupuk Gendar	100 gr	€ 1,94
Krupuk Opak	120 gr	€ 1,27
Tempe Gurih	125 gr	€ 2,07
Emping Naturel	100 gr - 180 gr	€ 1,62 - 2,39
Sambal Goreng Kentang	185 gr - 1 kg	€ 1,81 - 7,25
Katjang Ratu	250 gr - 500 gr	€ 2,16 - 3,98
Gebakken Knoflook	100 gr	€ 1,50

Table 1 presents main products from Ratu Culinair with a range of weight and price

Table 2, on the other hand, will display Ratu Culinair BV's best-selling items. Similarly, the company classified the items as bestsellers based on the monthly sales report and how fast they are moving, whether demand is low or strong.

Product	Weight	Price
Gado Gado Saus	400 gr	€ 2,67
Sate Saus	400 gr	€ 2,67
Petjel Saus	400 gr	€ 3,24
Emping Blado	150 gr	€ 1,85

Table 2 shows best seller products from Ratu Culinair B.V.

As mentioned above, in the table, *Petjel Saus* or *Petjel Sauce* (see Figure 10) is one of the best-selling products from Ratu Culinair. The company is innovative with its' range products. For instance, it has two different variants of *Petjel Saus*. They are *Petjel Saus* and *Surinaamse Petjel Saus* (see Figure 11).



Figure 10 Ratu Culinair best-selling product "petjel saus"



Figure 11 Different types of "petjel saus"

Petjel saus is a dressing for a healthy vegetable salad from East- Java, Indonesia. However, for fans of spicy food would likely prefer *Surinaamse petjel saus* as it is more spicy. Petjel is usually served with rice as a complete main course (see figure 12).



Figure 12 Petjel served with rice as a main course

Peanut sauces are commonly referred to as sate sauce in the Netherlands. Not all peanut sauce, however, is sate sauce. That is why Ratu Culinair produces a variety of peanut sauces for various cuisines (see figure 13). Each one has its distinct flavours and components.



Figure 13 Ratu Culinair peanut sauce products

5. External Analysis

This chapter covered an external analysis of consumer buying behaviour, digital marketing situation, and competitors. Ratu Culinair will be able to identify opportunities by analyzing competitor and consumer buying behavior. The external analysis pushes the company's growth. Additionally, data from the writer's survey and information from Euromonitor and Europages will be presented as an overall picture of the condiment industry in the Netherlands.

5.1 Consumer Buying Behaviour

The demand for sauce, sauces, and dressing surged significantly in 2020, according to Euromonitor International (2020). As a result of the COVID-19 impact and the Dutch government's tight control, individuals prefer to consume homemade meals. Many individuals also stocked up on necessities like sauce, condiments, and dressings. Compared to the foodservice business, the condiment industry has seen a significant increase, whereas food service has seen a considerable decrease. Because of the lockdown restriction, foodservice and restaurants are unable to open. Aside from that, organic products with natural ingredients, less sugar, and salt are becoming more popular in the Netherlands. As illustrated by ProVeg (2020), there is a 72% consumption rate of plant-based sauces and dressings in The Netherlands. Therefore, this could also be a competitive strength for Ratu Culinair.

From a survey that was conducted for Vegetarians who live in The Netherlands (see Figure 14), 63,3% of the respondents choose quality as their biggest consideration before purchasing a product. Additionally, Future marketing insights (2021) said that modern European customers are becoming more aware of product contents, particularly preservatives. The adverse effects of taking a lot of preservatives might include headaches, allergies, asthma, and even cancer (Sharma, 2015). Ratu Culinair might be regarded as an excellent fit for this trend, compared to its' competitors. Ratu Culinair sells a dry sauce with no preservatives, is durable, gluten-free, and comes in various flavours and product alternatives, including sugar-free and spicy ranges.

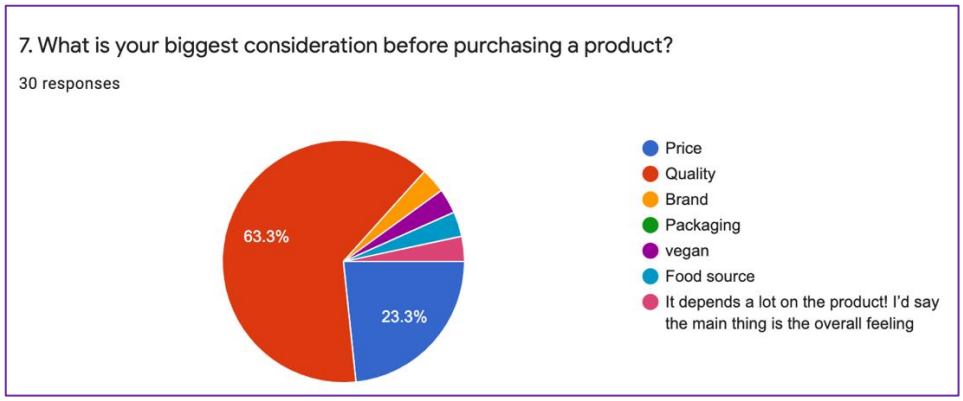


Figure 14 survey responses

Packaged food consumption in the Netherlands increased even before the COVID-19 outbreak. Customers chose items based on whether they were affordable or of good quality. The Dutch customer chooses brands in the middle of the price range. As a result, the expansion of condiments, sauces, dressings, and private label sharing is predicted to continue. Furthermore, the COVID-19 pandemic caused a dramatic shift in consumer purchasing habits, which hugely influenced the market's future. As seen in the FMCG index, sauces, dressings, and condiments are consistently increasing (Euromonitor International, 2020). (see Figure 15). This implies that the demand for condiments, sauces, and dressings increases year after year.

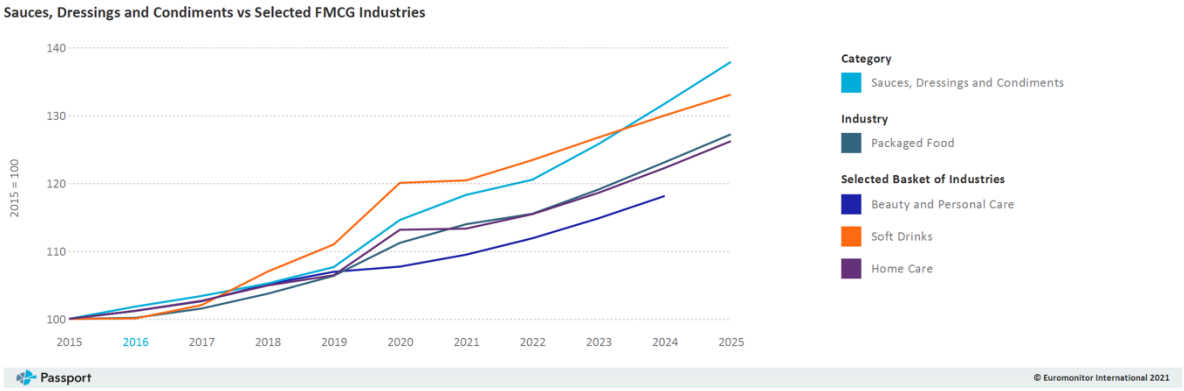


Figure 1 Condiments, sauce and dressing vs selected FMCG industries

source: Condiments, sauces, and dressing in The Netherlands report

5.2 Digital Marketing Situation

The situation of digital marketing in the Netherlands is pretty outstanding. In 2020, the internet users in the Netherlands reached 96% (ecommercenews.eu, 2021), allowing businesses to utilize digital marketing for their brands. For Ratu Culinair, understanding where its' target

market spends most of their time online is essential. It will allow the company's promotion to reach the right target. Based on the survey, the top three digital platforms that vegetarians (including vegans) use in their leisure time are Instagram, YouTube, and Facebook (See Figure 15).

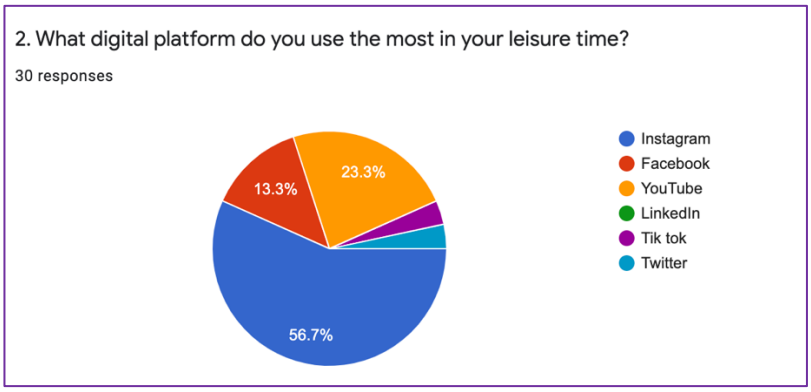


Figure 15 survey responses

However, Instagram is the most used social media for them. For example, 53,3% of the survey's responses choose Instagram to analyze a brand or a product, and 66,7% of the reactions show Instagram as the preferred platform to see a vegetarian-related post (See Figure 16).

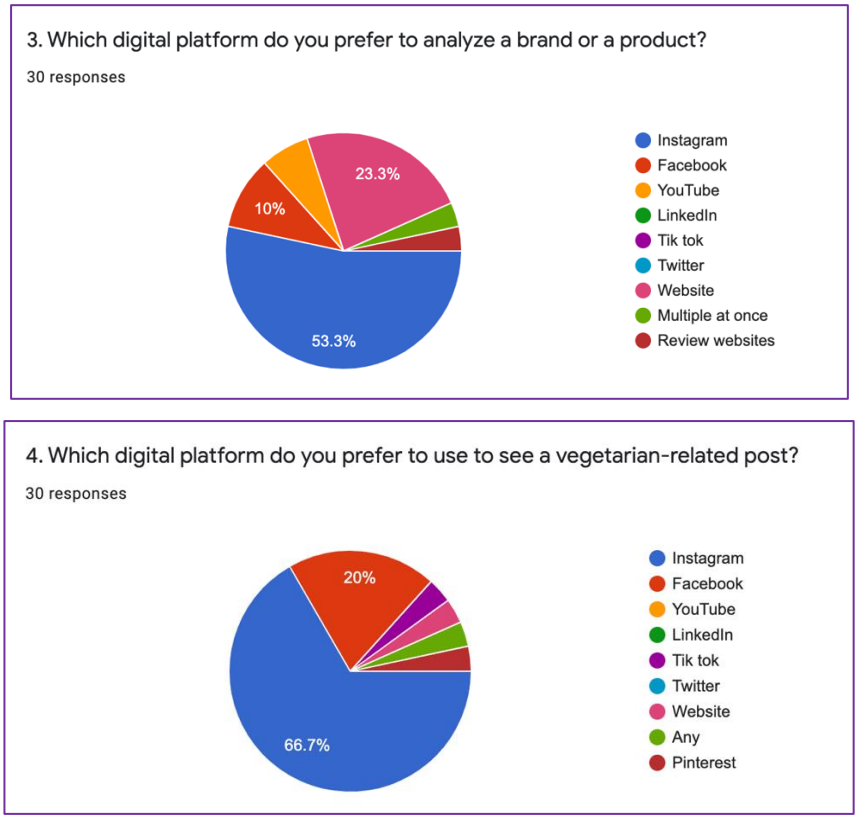


Figure 16 survey responses

It is also crucial to understand the content that the target market would want to see. As stated by Chan, J. (n.d.), Veganism's popularity is primarily due to its Instagram-friendly appearance. The idea is to develop stuff that people want to share with organic social media traffic. This mainly refers to image and video content. Therefore, the writer addresses a question on her survey about what type of content the target market likes. 46,7% of the respondents like informative content, 26,7% prefer educational content, 13,3% want inspirational content, etc. (See Figure 17). Most of them are interested in recipes and video tutorial posts.

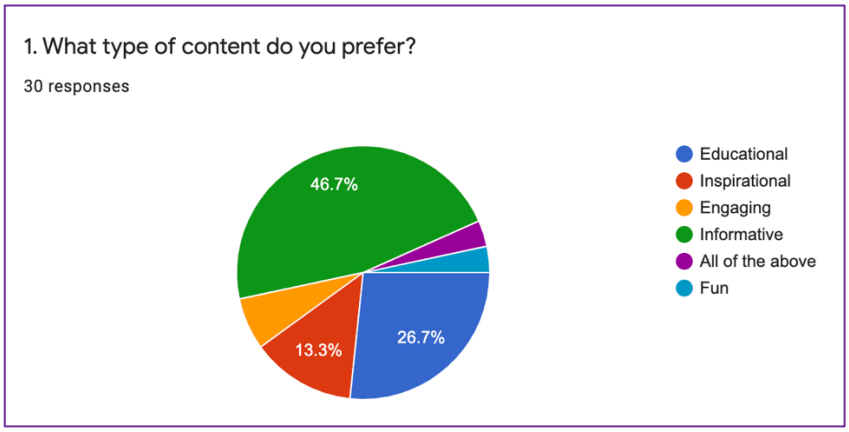


Figure 17 survey responses

See Appendix 5 for the overall survey responses.

5.3 Competitors

Ratu Culinair works in the culinary business to manufacture condiments, sauces, and dressings, and it is classified as an SME (small-medium enterprise) firm. Mr. Hariman said their main competitors are Asli, a Columbus Concept brand, and Karangsari, an Indonesian company. Because they sell their goods at the same location as Ratu Culinair, Mr. Hariman believes they are Ratu Culinair's competitors. They also create the same product, peanut sauce, and are the same size as Ratu Culinair. However, Unilever Nederland BV and Heinz BV, HJ are the market leaders in the condiment, sauce, and dressing business in the Netherlands. These two enterprises alternate between the central position and are in a tight competitive relationship.

Big brands like Heinz BV, HJ, and Conimex (Unilever BV) use digital channels like their website, Facebook, Instagram, and other social media platforms to market their products. They upload their content regularly and make them attractive for people to see. See Figure 18 to see one of their digital platforms.

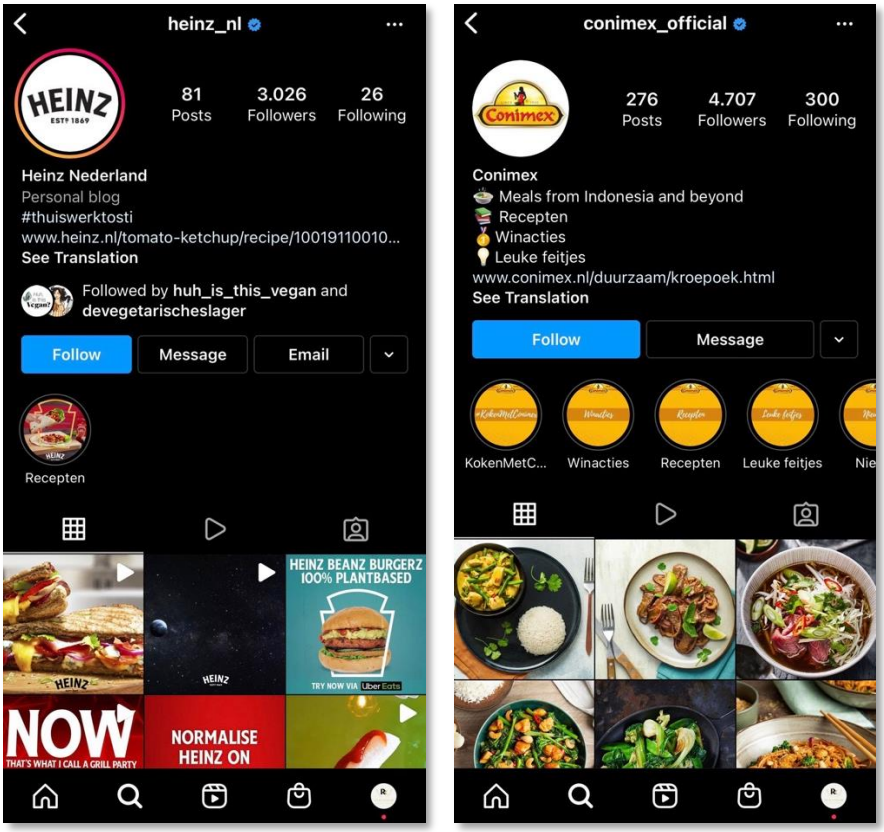


Figure 18 Competitor's social media

According to Adanacioglu, H. (2021), Facebook is the most effective platform for time-saving, easy access to consumers, customer feedback, brand awareness, marketing expenses, order taking frequency, and sales quantity. Instagram and Twitter are the most effective platforms in terms of marketing performance after Facebook. However, companies will waste time utilizing all social media sites for marketing objectives. As a result, a firm should first establish which social media platform (SMP) its present and potential clients prefer. Following that, these businesses should undertake their marketing operations through the SMP they have chosen (Adanacioglu, H., 2021). After having survey results and using the latest findings as a reference, this could be helpful for Ratu Culinair in choosing which digital platforms to use to improve their marketing strategy.

6. Conclusion

Based on the central research question, "How can Ratu Culinair B.V. best optimize its' digital marketing strategy, and what digital platforms it can use to support its digital marketing strategy to create brand awareness?", a conclusion is made that in order to optimize its digital marketing strategy, Ratu Culinair should improve the use of its' digital platforms and then can create brand awareness. For example, the company could hire someone to be an internal marketer to focus on growing its digital marketing and improve its' digital platforms, like Website, Facebook, and Instagram. The researcher believes that the company can compete within today's market, as the value of their products aligns with consumer behaviour. From internal analysis, Ratu Culinair's products are authentic, leading to higher prices. However, compared to its competitors, Ratu Culinair has strength in that its products are preservative-free, long-lasting, and gluten-free. Furthermore, if the company becomes more active in its' digital marketing, the researcher believes that Ratu Culinair could reach its' target market, which is Vegetarians, and create brand awareness.

The researcher recommends enhancing the current social media platforms, particularly Instagram, to make a clear recommendation on best to optimize Ratu Culinair's digital marketing strategy and what digital media to support its digital marketing plan to build brand recognition. A digital platform can help a company identify a specific target market. According to the survey shown in the external analysis, it indicates that Instagram is the most common among vegetarians in the Netherlands among other social media platforms. Furthermore, the company is also working on its website and Facebook page. Despite this, Facebook and Instagram are linked since the same corporation owns them. As a result, Facebook and Instagram may complement one another.

Last but not least, a digital marketing plan is the outcome of this report. RACE framework is used to create the plan, reach the customer, interact, convert the users into leads/customers and to engage with the customers. This will be a part of the recommendations.

7. Recommendation & Digital Marketing Plan

Recommendations for the company are made based on data and reports. The data provided information on which social media platforms are utilized the most and rapidly developing in the Netherlands. According to affix, Instagram is the fastest growing social media platform in the Netherlands (see Figure 19).

	2019	2020	+/- (#)	+/- (%)
	11,9 miljoen	12,1 miljoen	+220.000	+2%
	10,1 miljoen	10,4 miljoen	+230.000	+2%
	8,7 miljoen	9,1 miljoen	+430.000	+5%
	4,9 miljoen	5,6 miljoen	+710.000	+14%
	4,6 miljoen	4,7 miljoen	+70.000	+2%
	3,5 miljoen	3,5 miljoen	+45.000	+1%
	2,5 miljoen	2,8 miljoen	+310.000	+13%
	2,4 miljoen	2,7 miljoen	+310.000	+13%
	-	0,7 miljoen	-	-

Figure 19 social media users in the Netherlands from 2019 to 2020

Based on the data above, recommendations will be mentioned in the 7.2 part for Ratu Culinair BV to develop their social media, especially Instagram. First, however, a digital marketing plan is created to provide suitable recommendations for the company.

7.1 Digital Marketing Plan

Competition is fierce online. To succeed, digital channels must be planned, managed, and optimized based on defined goals, SMART KPIs, and a concentrated investment in content marketing, digital media, and experiences (Chaffey, D., 2021). As previously stated, the RACE

framework is the result of this report. Furthermore, as Chaffey, D. (2021) indicated, some people refer to it as PRACE since the first phase of PLAN involves creating an overall digital strategy, goal setting, and plan. Still, we prefer RACE Planning because it is more straightforward.

RACE framework for Ratu Culinair:

Plan	Channel	Action	KPI
a. Content Frequency Update	Instagram	2 posts /day	
	Facebook	2 posts /day	
	Website	1-2 posts /week	
b. Internal and External Sourcing	Instagram	Employees, Graphic Designer	
	Facebook	Employees	
	Website	Employees	
Reach			
Reaching the audience	Instagram	Create an interactive content, reply comments and DMs, and answer questions. Use Instagram paid promote and endorse influencers.	Number of visitors of the digital platforms page
	Facebook	Post product promotion, informative content and articles in Ratu Culinair's facebook page	
	Website	Post an educational articles, Use Search Engine Advertising	
Act (Interact)			
Visitor Interaction through content	Instagram Facebook Website	Create a content that aligned with the target market's interest, according to data and research (informative, educational, and inspirational).	Number of visitors of the digital platforms page
Convert			
Visitor conversion into leads		Generate leads through offering member discount,	

	Instagram Facebook Website	such as subscription membership.	▪ Number of increased followers ▪ Number of email subscription
Engage			
a. Optimizing content creating	Instagram	Post frequently and create unique contents that matched Ratu Cuinair's selling proposition	▪ The return of customers ▪ Number of increased followers/ subscribers ▪ Customers' involvement (write comments, reviews, recommendation)
b. Create online community	Facebook	Make a Facebook group where the potential customers could discuss, share information, and review the products.	
c. E-newsletter	Website	Give updated information and promotion to the potential customers through e-mail.	

Table 3 shows RACE framework for Ratu Culinair B.V.

7.2 Recommendation

The following recommendations for Ratu Culinair are based on the digital marketing plan presented above:

1. Conduct research and Hire a marketing employee
    - Conduct research online and spread a questionnaire to its' potential customer in a defined period to be updated with the current trend and improve the strategy.
    - Hire a marketing employee with graphic design and copywriting skills.
2. Regularly create unique content based on the target market's interest in digital platforms
    - Conduct weekly meetings of internal marketer and the CEO to plan content creation on social media and website, and make a schedule on when to post them.
    - Create the contents based on the research.
    - As mentioned in the RACE framework, post the contents on social media regularly, every day.

- Write a blog on its website or share an educational article. It can be done weekly.

3. Start using Search Engine Advertising & Endorsement
    - Ratu Culinair could start using Search Engine Advertising, such as Google Ads.
    - Ratu Culinair could start promoting its' brand and products with Instagram, and Facebook paid promotion.
    - Ratu Culinair should also try to endorse a food blogger or food enthusiast, and vegetarian influencers.
4. Evaluation
    - The marketing team should hold a monthly meeting to see the result of the marketing communication in Instagram, Facebook, and the Website to see whether actions on each step from the RACE framework meet the KPIs or not.
    - Search Engine Advertising and Endorsement evaluation every month.
    - Reflect and adjust the result for the next marketing plan.

7.3 Reflection

While doing this research, I have gained a lot of new insights on creating a digital marketing plan for a business, as this research will be applied in an actual business situation. This research involved internal and external analysis, starting with an evaluation of the company's goal and value proposition, followed by an analysis of the company's internal situation and a comparison of digital marketing tools used in past businesses. The research continues with a study into the target market's buying behaviour as well as competitors' digital marketing strategies.

There are some obstacles that I experienced while conducting this research. First, is to reach the target of respondents for the survey. I came to the Netherlands in January 2020, where lockdown was applied during that time. Therefore, all the classes that I had were online. I did not make as many local friends as expected. So when I had to spread the questionnaire to vegetarians who live in the Netherlands, it was a challenge to me. Second, data collection. It was a challenge to find reliable data on the internet regarding proven digital marketing strategies in the food industry. Despite the constraints, I learned a great deal of knowledge while putting up this digital marketing plan report.

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9. Appendix

Appendix 1

1. What are the characteristics of good digital marketing strategy?			
Number	Sub questions	Collection Method	Goal
a.	What is digital strategy?	Desk Research Kingsnorth, S. (2019). *Digital Marketing Strategy: An Integrated Approach to Online Marketing* (2nd ed.). New York: Kogan Page.	Explanation of the basis of digital strategy.
b.	How is the digital ecosystem?	Desk Research Kingsnorth, S. (2019). *Digital Marketing Strategy: An Integrated Approach to Online Marketing* (2nd ed.). New York: Kogan Page.	Understand how is the digital ecosystem.
c.	Who is digital consumer?	Desk Research Kingsnorth, S. (2019). *Digital Marketing Strategy: An Integrated Approach to Online Marketing* (2nd ed.). New York: Kogan Page.	Understand the traits of online consumer.

2. What is the current digital situation of the company?			
Number	Sub questions	Collection Method	Goal

a.	What is Ratu Culinair's digital marketing strategy?	Interview/ contact with the company's supervisor, Mr. Riano Hariman.	Collect enough information to be able to predict the right strategy to implement in the future.
b.	What digital platforms does Ratu Culinair use?	Interview/ contact with the company's supervisor, Mr. Riano Hariman.	Explanation about what platforms does the company use.
c.	How is the recent engagement of the digital marketing activity?	Available data from digital marketing platform.	Explanation of the current social media activities and challenges faced by the company in the digital era.
d.	What is the current product catalog of Ratu Culinair?	Interview/ contact with the company's supervisor, Mr. Riano Hariman. The 4Ps	Explanation about what products that Ratu Culinair B.V. offers.

3. What is the buyer persona of Vegetarians?			
Number	Sub questions	Collection Method	Goal
a.	What is target market's buying behavior?	Desk research Kumar, Niraj; Kapoor, Sanjeev (2015). Does the consumers' buying behavior differ for vegetarian and non-vegetarian food products?. *British Food Journal, 117(8), 1998–*	Understand the threats and opportunities of the company.

		2016. doi:10.1108/BFJ-09-2014-0324	
b.	Where does the target market spend most of their time online?	Spread questionnaire for minimum 30 people in The Netherlands (google forms) through Facebook groups (Vegetarians community).	Explanation about the most preferrable digital platforms to be used.
c.	What digital content captured the target market's interest?	Desk research https://www.linkfluence.com/blog/vegan-social-media-how-food-trends-grow-online Spread questionnaire for minimum 30 people in The Netherlands (google forms) through Facebook groups (Vegetarians community).	Understand the preferrable content of the targeted market.

4. What is the digital external challenge faced by the company?			
Number	Sub questions	Collection Method	Goal
a.	How are the competitors' digital activities?	Observe competitor's active social media. Porter's five forces model Kingsnorth, S. (2019). *Digital Marketing Strategy: An Integrated Approach to Online Marketing* (2nd ed.). New York: Kogan Page.	Understand the threats and opportunities of the company.

b.	In the food industry, what digital marketing strategies have been proven to be successful and effective?	Desk research https://digitalagencynetwork.com/8-effective-digital-marketing-strategies-for-restaurants-attract-customers-and-drive-sales/ Adanacioglu, H. (2021). Comparison of social media platforms in terms of marketing performances of food companies. *Italian Journal of Food Science, 2021; 33 (2): 54–62.*	Understand the references of digital marketing strategy to be implemented by the company.

Appendix 2

FSSC 22000

CERTIFICATE

The Food Safety Management System of

Ratu Culinair B.V.

at

Kryptonstraat 62, 2718 TD Zoetermeer, Netherlands

has been assessed and determined to comply with the requirements of

Food Safety System Certification 22000
FSSC 22000

Certification scheme for food safety management systems consisting of the following elements: ISO 22000: 2018, ISO/TS 22002-1: 2009) and Additional FSSC 22000 requirements (version 5).

This certificate is applicable for the scope of:

Production of peanut sauces, site dishes and snacks, packed in plastic bag and buckets.

Food Chain Subcategory CIV

Certificate number:	**C865820FSSC 22000-01.2020**
Registration number:	**CU 865820**
Certification decision date:	**03/11/2020**
Initial certification date:	**30/09/2019**
Certificate issue date:	**05/11/2020**
Valid until:	**29/09/2022**

Suly Tauta Escobar,
Certifier

Authorised by, on behalf of Control Union Certifications B.V.

PRODUCTS
RvA C 412

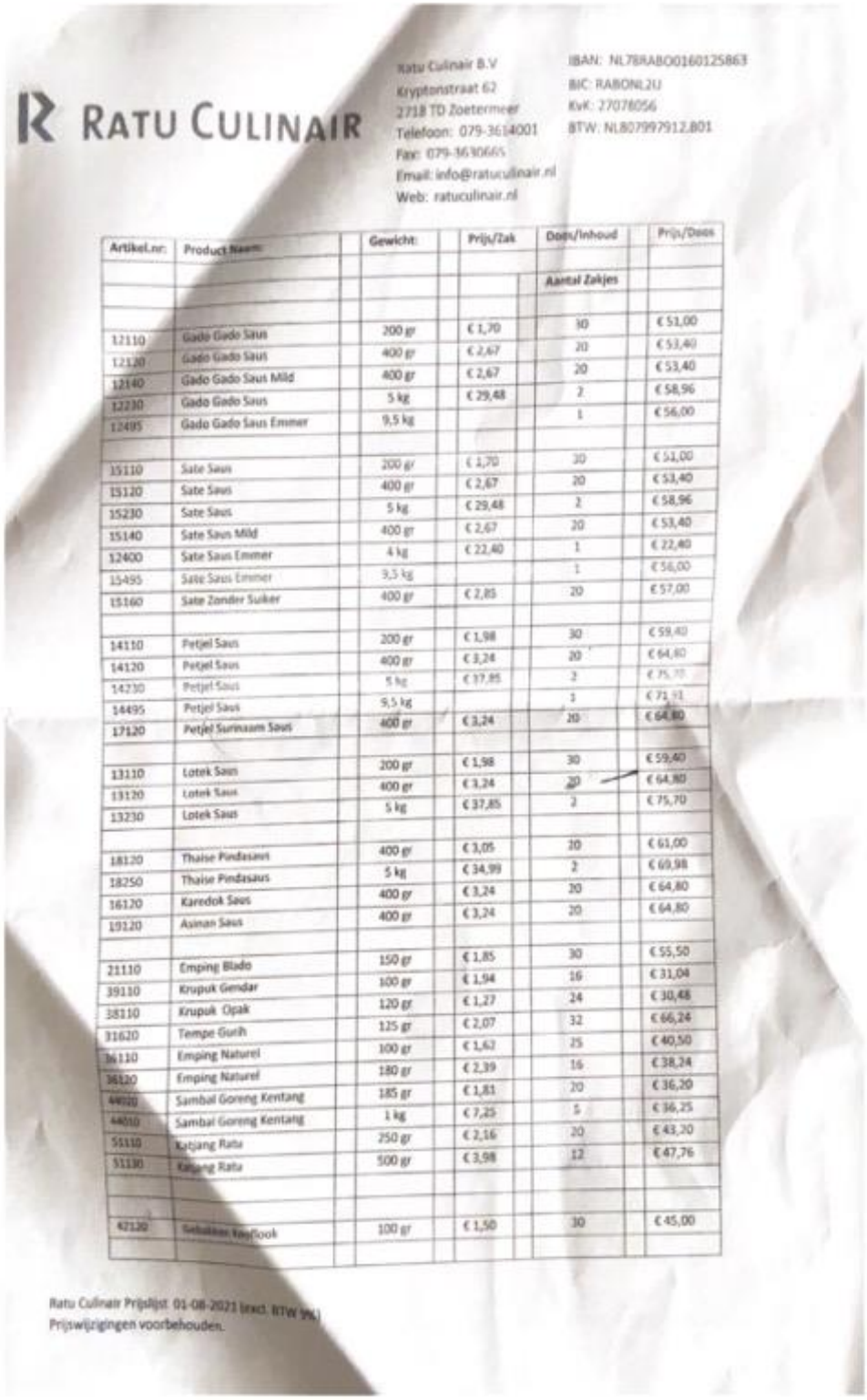
CONTROLUNION

Issue by: Control Union Certifications B.V. P.O. Box 161, 8000 AD, Zwolle, The Netherlands.
Tel: +31 0384260100 http://www.controlunion.com

This certificate remains the property of Control Union Certifications B.V.
Validity of this certificate can be verified in the FSSC 22000 database of Certified Organizations available on www.fssc22000.com

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Appendix 3



RATU CULINAIR

Ratu Culinair B.V
Kryptonstraat 62
2718 TD Zoetermeer
Telefoon: 079-3614001
Fax: 079-3630665
Email: info@ratuculinair.nl
Web: ratuculinair.nl

IBAN: NL78RABO0160125863
BIC: RABONL2U
KvK: 27078056
BTW: NL807997912.B01

Artikel nr:	Product Naam:	Gewicht:	Prijs/Zak	Doos/Inhoud	Prijs/Doos
				Aantal Zakjes	
12110	Gado Gado Saus	200 gr	€ 1,70	30	€ 51,00
12120	Gado Gado Saus	400 gr	€ 2,67	20	€ 53,40
12140	Gado Gado Saus Mild	400 gr	€ 2,67	20	€ 53,40
12230	Gado Gado Saus	5 kg	€ 29,48	2	€ 58,96
12495	Gado Gado Saus Emmer	9,5 kg		1	€ 56,00
15110	Sate Saus	200 gr	€ 1,70	30	€ 51,00
15120	Sate Saus	400 gr	€ 2,67	20	€ 53,40
15230	Sate Saus	5 kg	€ 29,48	2	€ 58,96
15140	Sate Saus Mild	400 gr	€ 2,67	20	€ 53,40
12400	Sate Saus Emmer	4 kg	€ 22,40	1	€ 22,40
15495	Sate Saus Emmer	9,5 kg		1	€ 56,00
15160	Sate Zonder Suiker	400 gr	€ 2,85	20	€ 57,00
14110	Petjel Saus	200 gr	€ 1,98	30	€ 59,40
14120	Petjel Saus	400 gr	€ 3,24	20	€ 64,80
14230	Petjel Saus	5 kg	€ 37,85	2	€ 75,70
14495	Petjel Saus	9,5 kg		1	€ 71,91
17120	Petjel Surinaam Saus	400 gr	€ 3,24	20	€ 64,80
13110	Lotek Saus	200 gr	€ 1,98	30	€ 59,40
13120	Lotek Saus	400 gr	€ 3,24	20	€ 64,80
13230	Lotek Saus	5 kg	€ 37,85	2	€ 75,70
18120	Thaise Pindasaus	400 gr	€ 3,05	20	€ 61,00
18250	Thaise Pindasaus	5 kg	€ 34,99	2	€ 69,98
16120	Karedok Saus	400 gr	€ 3,24	20	€ 64,80
19120	Asinan Saus	400 gr	€ 3,24	20	€ 64,80
21110	Emping Blado	150 gr	€ 1,85	30	€ 55,50
39110	Krupuk Gendar	100 gr	€ 1,94	16	€ 31,04
38110	Krupuk Opak	120 gr	€ 1,27	24	€ 30,48
31620	Tempe Gurih	125 gr	€ 2,07	32	€ 66,24
36110	Emping Naturel	100 gr	€ 1,61	25	€ 40,50
36120	Emping Naturel	180 gr	€ 2,39	16	€ 38,24
44020	Sambal Goreng Kentang	185 gr	€ 1,81	20	€ 36,20
44010	Sambal Goreng Kentang	1 kg	€ 7,25	5	€ 36,25
55110	Ketjang Ratu	250 gr	€ 2,16	20	€ 43,20
55130	Ketjang Ratu	500 gr	€ 3,98	12	€ 47,76
42120	Gebakken Kiefkook	100 gr	€ 1,50	30	€ 45,00

Ratu Culinair Prijslijst 01-08-2021 (excl. BTW 9%)
Prijswijzigingen voorbehouden.

Appendix 4

Omzetlijst klanten Ratu

Periode: 01-02-2021 t/m 30-06-2021

Relatiecode	Naam	Plaats
259319	Toko Si-Pentje	Den Haag
259707	Toko Batavia	Den Haag
261439	Favorinco-Impex	Delft
263601	Golfbaan Delfland	Schipluiden
266595	Topking Fingerfood B.V.	Schiedam
267895	Oma Dee Vof	De Lier
271228	Jomical Food Asian Foodservice	Zoetermeer
271236	Rams Rotishop	Zoetermeer
271251	Toko Wardi	Zoetermeer
271252	Narain	Zoetermeer
271809	Tiga Rasa	Zoetermeer
271852	Udang Mas	Zoetermeer
272357	Groothandel Suri-bazaar B.V.	Zoetermeer
274116	Kivits	Zoetermeer
280118	Toko Ina	Gouda
290714	Dijkshoorn Poelier B.V.	Capelle aan den IJssel
292375	Depot Mahkota	Krimpen aan den Ijssel
301131	Sate Lounge Markthal	Rotterdam
301189	Wah Nam Hong Markthal BV	Rotterdam
301446	Wah Nam Hong Rotterdam	Rotterdam
304486	South American Food Express B.V.	Rotterdam
305410	Warung Jantje	Rotterdam
308543	Heezen BV	Rotterdam
325103	Zoet of Zout	Stellendam
331113	Mulia	Dordrecht
343902	Tai Pan	Nieuwegein
351101	Toko Centraal	Nieuwegein
351102	Charlie Chiu's Restaurant	Utrecht
362104	C&Q Eten&Drinken	Breukelen
370510	Amboina	Soesterberg
390306	Tisani BV	Driel
394110	Brasserie Rodestein	Doorn
405147	Dumas Food Group BV	Ochten
441176	Sarah McCarthy	Bristol
462404	Toko Aroy	Bergen op Zoom
502569	Asiana Tilburg v.o.f	Tilburg
504214	Toko Asia Zhou	Tilburg
514427	Toko Waalwijk VOF	Waalwijk
521157	Sang Lee Super BV	's-Hertogenbosch
530105	NL Food	's-Gravendeel
530111	Food Brokers B.V.	Veghel
546540	Udea B.V.	Veghel
561128	Passie Voor Nasi	Eindhoven
561210	Amazing Sang Lee	Eindhoven
561246	Vietnamama	Eindhoven
591110	Vain's Bali Dining Cafe	Venlo
633118	Toko Rinus	Nijmegen
790203	Toko Rasa Sayang	Hoogeveen
825875	Slagerij Paalvast	Den Haag
971156	Grand Cafe Groningen	Groningen
973117	Onze Toko	Groningen
1072163	Crisp	Amsterdam
2928027	Midtown	Plouzane
7213523	Asian Delish	Dettenhausen
8932105	Sin Jah Pan Asian Cuisine	Leeuwarden
33127310	Toko Yobeli vof	Huizen
********	Toko Indonesia	Letchworth Garden City, Hertfordshire
********	Van der Lem BV	Uitgeest
********	POPINDO LTD	Stanmore
********	Fam. Schipper	Henan

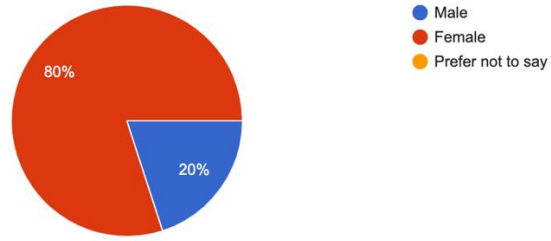
Appendix 5

Questions Responses 30 Settings

Personal Information

1. What is your gender?

30 responses



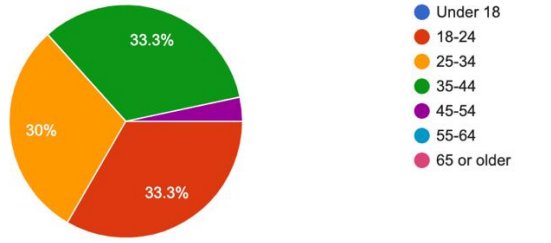
2. Do you live in the Netherlands?

30 responses



3. How old are you?

30 responses



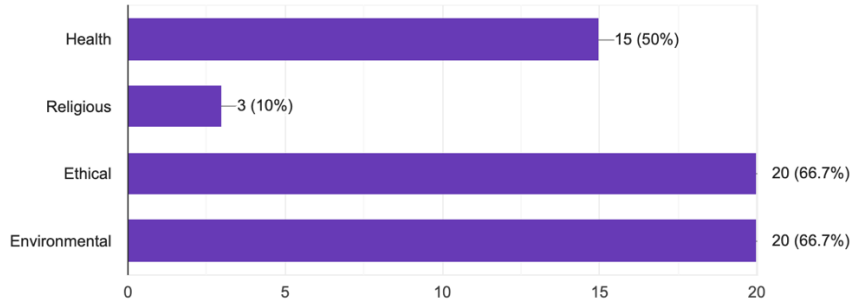
4. What type of Vegetarian do you identify as?

30 responses



5. What are your reasons for being vegetarian?

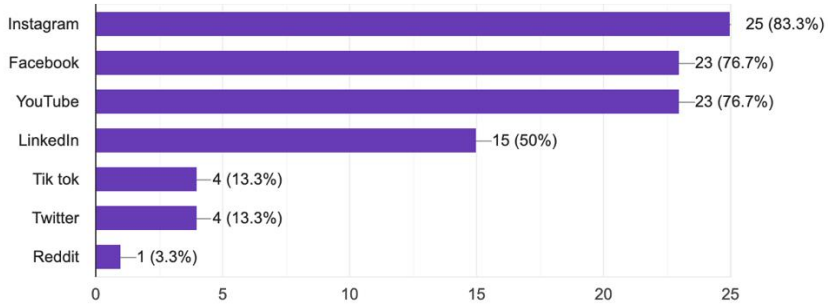
30 responses



Digital Platform

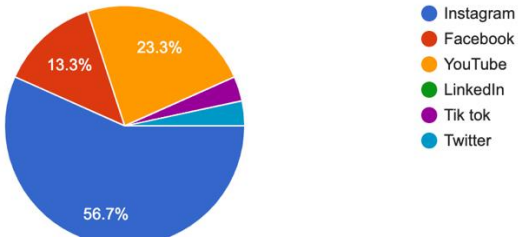
1. What digital platform do you use?

30 responses



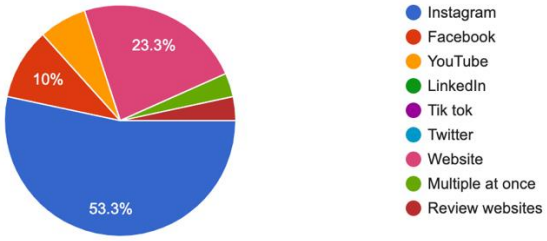
2. What digital platform do you use the most in your leisure time?

30 responses



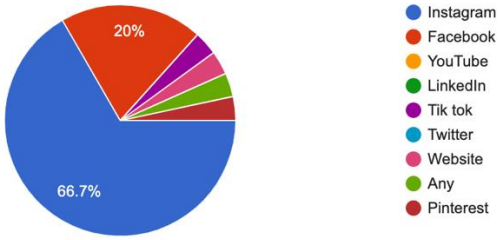
3. Which digital platform do you prefer to analyze a brand or a product?

30 responses



4. Which digital platform do you prefer to use to see a vegetarian-related post?

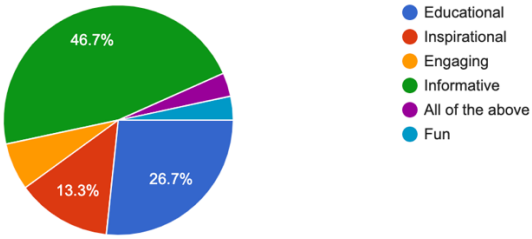
30 responses



Digital Content

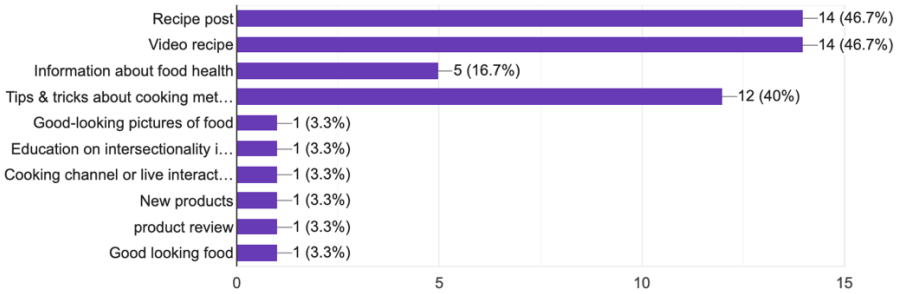
1. What type of content do you prefer?

30 responses



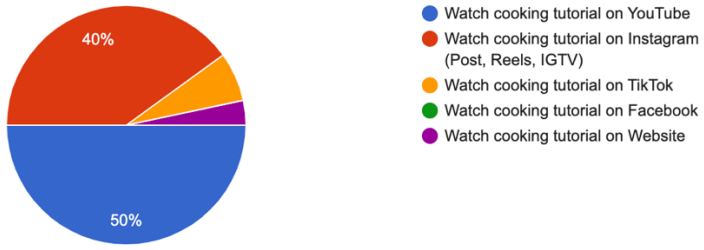
2. In a culinary perspective, which content catches your interest?

30 responses



3. Which one would you prefer?

30 responses



4. When you open your gadget, what kind of content on a digital platform would make you stop scrolling?

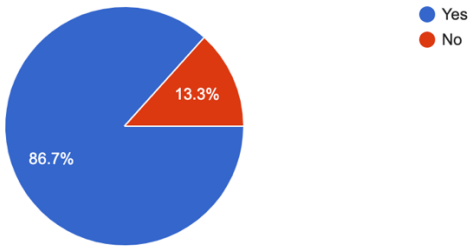
23 responses

- Something that looks original or tasty
- text information or education
- Quick videos that are straigjt to the point
- Content that matches my interests and arouses curiosity
- Vegan recipes
- A short, explanatory video.
- Educational
- Easy cooking video with meat substitutes
- Instagram & TikTok

Emotional Trigger

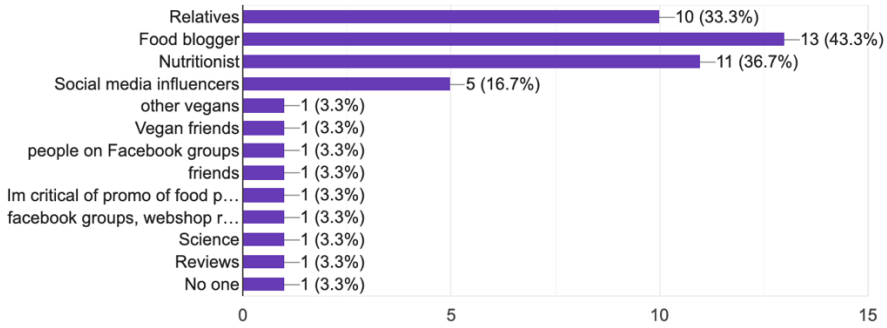
1. Do you follow any influencer or content creator on social media?

30 responses



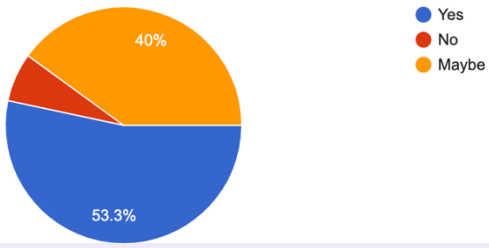
2. When you want to purchase a product (in this case is food-related), whose recommendations would you look up to the most?

30 responses



3. Would their recommendations affect your purchase decision?

30 responses



4. What is the reason that you consider their recommendations?

21 responses

They spend a lot of time doing research on food

they are vegan

They spend more time researching on it

It increases the chance of getting value for money / decreases the risk of spending money on bad products.

If they keep it short and stick to practical suggestions or advice.

I trust them

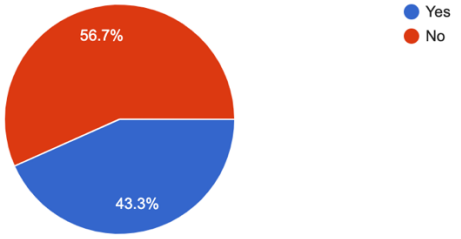
Passion for food

I trust they have somewhat the same taste and cooking skills as me

Because their honest reviews

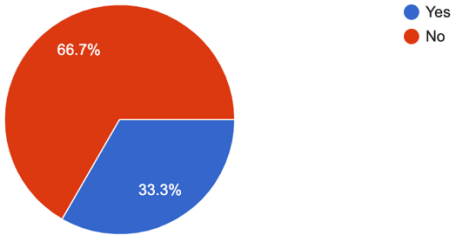
5. Do you belong to a particular group or community?

30 responses



6. Does that particular group or community affect your buying decision?

30 responses



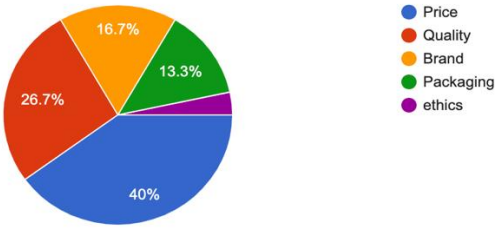
7. What is your biggest consideration before purchasing a product?

30 responses



8. What is your second biggest consideration before purchasing a product?

30 responses



Thank you!