Green Goddess: Business Model Design for Health-Oriented Fast-Casual Dining

Viktoria Luise Gulbins

Dissertation written under the supervision of professor Rute Xavier

Dissertation submitted in partial fulfilment of requirements for the MSc in Management (Specialization in Strategic Marketing), at the Universidade Católica Portuguesa, September 11th, 2025.

Abstract English

This dissertation examines the feasibility of a health-oriented fast-casual restaurant in Frankfurt am Main, Germany. It addresses the gap between rising health awareness and limited access to convenient, nutritious meals through a modular plate concept, where customers choose one protein, one carbohydrate, and one vegetable.

A mixed-method design combined a literature-based market analysis with a quantitative survey of 203 urban consumers aged 18–45. Results were synthesized into a business model using the Business Model Canvas and complemented by a financial assessment.

Survey findings show strong consumer interest and purchase intentions. Taste emerged as the most decisive factor ($M = 4.29$ vs. health $M = 3.84$; $p < .001$), while freshness ($M = 4.44$; $p < .001$), health orientation, and customization ($M = 3.95$; $p < .001$) were also valued. Younger consumers reported stronger purchase intentions, whereas the importance of health declined with age ($r = –0.39$; $p < .001$). Willingness to pay above-average prices ($M = 6.57$; $p < .001$) indicates potential for premium positioning if linked to transparency and quality. Repeat purchase likelihood depended on aligning taste, health, and convenience ($r = 0.53$; $\beta = 0.46$; $p < .001$). The financial analysis suggests profitability with lean operations and moderate sales.

The dissertation contributes to consumer behavior research and offers insights for entrepreneurs pursuing scalable restaurant concepts and new business opportunities.

Keywords: health-oriented dining, Business Model Canvas, restaurant concept, entrepreneurship, new business opportunities, consumer behavior

Green Goddess: Business Model Design for Health-Oriented Fast-Casual Dining

Viktoria Luise Gulbins

Abstract Portuguese

Esta dissertação analisa a viabilidade de um restaurante fast-casual orientado para a saúde em Frankfurt am Main, Alemanha. Aborda a lacuna entre maior consciência sobre saúde e o acesso limitado a refeições nutritivas por meio de um prato modular, no qual o cliente escolhe proteína, hidrato de carbono e vegetal.

O estudo aplicou um método misto, combinando análise de literatura e inquérito quantitativo a 203 consumidores urbanos (18–45 anos). Os resultados foram integrados num modelo de negócio via Business Model Canvas e complementados por avaliação financeira.

A pesquisa revelou forte interesse. O sabor foi o fator mais decisivo ($M = 4,29$ vs. saúde $M = 3,84$; $p < 0,001$), seguido de frescor ($M = 4,44$; $p < 0,001$), saúde e personalização ($M = 3,95$; $p < 0,001$). Jovens mostraram intenções mais fortes, enquanto a relevância da saúde caiu com a idade ($r = –0,39$; $p < 0,001$). A disposição para pagar acima da média ($M = 6,57$; $p < 0,001$) sugere potencial premium se associado a transparência e qualidade. A recompra dependia do equilíbrio entre sabor, saúde e conveniência ($r = 0,53$; $\beta = 0,46$; $p < 0,001$).

A análise financeira indica rentabilidade com operações enxutas e vendas moderadas. A tese contribui para o estudo do comportamento do consumidor e fornece insights para empreendedores que buscam conceitos escaláveis.

Palavras-chave: restauração saudável, Business Model Canvas, conceito de restaurante, empreendedorismo, novas oportunidades de negócios, comportamento do consumidor

Green Goddess: Business Model Design for Health-Oriented Fast-Casual Dining

Viktoria Luise Gulbins

Acknowledgements

I would like to thank Prof. Rute Xavier for her guidance and constructive feedback throughout this thesis. I am beyond grateful to my friends and family for always being there for me – especially to my parents, who made my studies possible, to my siblings, and to my grandmother for their constant support.

This thesis is dedicated to my grandfather Volker, who always believed in me and supported me. His curiosity and brilliance continue to inspire me every day to keep questioning, learning, and growing. I wish you could see me now – I know you would be so proud. I miss you deeply.

Table of Contents

Glossary

BMC. *Business Model Canvas.* Framework for describing and analyzing business models.

BMI. *Business Model Innovation.* Process of creating or transforming business models for competitive advantage.

CAGR. *Compound Annual Growth Rate.* Average annual growth rate of an investment over a period longer than one year.

PESTLE. *Political, Economic, Social, Technological, Legal, and Environmental.* Framework for analyzing external macro-environmental factors.

RBV. *Resource-Based View.* Theory emphasizing firm resources and capabilities as drivers of competitive advantage.

SWOT. *Strengths, Weaknesses, Opportunities, Threats.* Tool for analyzing internal strengths and weaknesses as well as external opportunities and threats.

1. Introduction

1.1 Introduction and Problem Statement

Despite rising health awareness, access to convenient, nutritious meals remains limited in today's fast-paced environment (Bogard et al., 2024). Although more individuals aspire to adopt healthier dietary habits, global obesity rates continue to rise (World Health Organization [WHO], 2024). Three out of four Germans (74%) consider healthy eating the most important factor for staying healthy. In addition, a majority (59%) wish to lose weight, with slightly more women (60%) than men (56%) expressing this desire (Ipsos, 2025).

In 2022, 2.5 billion adults worldwide were overweight, equal to 43% of the adult population, compared to 25% in 1990. (World Health Organization [WHO], 2024). In Germany, the obesity pandemic, growing at an annual rate of about 1%, increasingly burdens healthcare and social security systems through higher treatment costs and productivity losses, while also reducing individuals' quality of life (Mader et al., 2020). Studies suggest that dietary improvements can decrease obesity prevalence and related morbidities, thereby helping to ease this burden (Mader et al., 2020).

This paradox of rising health awareness alongside increasing obesity rates highlights a persistent intention–action gap, while many consumers aim to eat healthily, their actual food choices often do not align with these intentions. A McKinsey study found a 79% increase in consumer interest in clean, minimally processed ingredients, underscoring that demand for healthier dining is not merely a trend but a lasting shift (Grimmelt et al., 2022). Yet a major driver of this gap is the lack of affordable, convenient, and genuinely healthy options, particularly for urban professionals with demanding schedules (Escoto et al., 2012). Prior research shows that time scarcity and workload pressures often lead individuals to prioritize convenience over nutritional value, even when they strongly aspire to eat healthily (Escoto et al., 2012). Among young adults, cost barriers, stress, limited knowledge of healthy food preparation, and taste preferences have further been identified as key obstacles to adopting a healthful diet (Escoto et al., 2012).

Against this backdrop, this thesis develops and evaluates a business plan for a health-oriented restaurant concept in Frankfurt am Main, Germany. The proposed model is based on a modular plate concept, enabling customers to compose freshly prepared meals by selecting one protein,

one carbohydrate, and one vegetable. By emphasizing health, customization, and nutritional transparency, the concept positions itself as an innovative alternative within the fast-casual dining segment. The analysis follows the Business Model Canvas (BMC) framework (Osterwalder & Pigneur, 2011) and places particular focus on the target consumer, as the success of the concept ultimately depends on customer acceptance. Drawing on survey data, the study examines how preferences for taste, freshness, customization, willingness to pay, and health orientation shape the feasibility of the business model.

For the empirical analysis, the study requires an urban context distinguished by strong economic performance, high population density, and a substantial share of time-constrained professionals. Frankfurt am Main meets these criteria particularly well, combining economic strength and demographic density with a workforce that aspires to healthier lifestyles while facing significant time limitations (Gtai, 2023). In addition, the city's dynamic food sector, generating annual revenues of approximately five billion euros, together with the growing popularity of nutrition-focused lifestyles, provides highly favorable conditions for testing an innovative business model (Schmidt, 2025). In this context, the thesis seeks to assess the market potential for a health-oriented restaurant in Frankfurt, to develop and evaluate its business model through the BMC, and to empirically investigate consumer acceptance in terms of health awareness, willingness to pay, taste preferences, and demand for freshness and customization.

1.2 Research Objectives and Questions

To establish a solid foundation, this study examines the key dimensions that determine the viability of the proposed restaurant concept. It focuses on three interrelated aspects, namely the competitive market environment and industry feasibility, consumer demand, and strategic and financial feasibility (Barringer & Ireland, 2021). The integration of these perspectives allows for a comprehensive evaluation of the opportunities and challenges associated with launching a health-oriented restaurant in Frankfurt am Main.

Accordingly, the thesis is structured around three central research questions. First, it explores consumer demand and acceptance by identifying target groups with the strongest purchase intentions and by analyzing how factors such as health orientation, willingness to pay, taste, freshness, and customization influence adoption of the concept. Second, it investigates the market potential and competitive dynamics in Frankfurt to determine how a health-oriented fast-casual restaurant can be positioned, and which strategic advantages may foster successful

differentiation. Third, building on the insights from consumer behavior and market analysis, it evaluates the financial and strategic feasibility of the business model by examining cost structures, revenue streams, and investment requirements, as well as the conditions under which the concept can achieve long-term profitability and scalability.

1.3 Methodology

This study adopts a mixed-method approach that combines a quantitative consumer survey with market research and a strategic business model analysis to evaluate the feasibility and positioning of the proposed restaurant concept. The mixed-method design reflects the dual focus of the thesis, which lies in understanding consumer behavior and preferences as a basis for demand-driven business development and in critically assessing and applying a conceptual framework to structure the business plan.

Primary data were collected through a standardized online survey of individuals aged 18 to 45 living or working in German cities with at least 100,000 inhabitants, such as Frankfurt am Main. This criterion ensured that respondents reflected the lifestyle and consumption patterns of larger urban areas, where time scarcity, professional demands, and convenience-oriented food choices are most pronounced. Frankfurt was selected as the focal point because it represents the intended launch location and combines a strong economy with a high density of potential consumers. The survey captured insights into dietary habits, lunch behavior, health awareness, willingness to pay, and the acceptance of a modular plate concept. These data form the empirical basis for analyzing consumer demand and segmentation and for evaluating the market attractiveness of the concept.

Secondary research complemented this analysis by reviewing relevant academic literature, industry reports, and market data. This step was essential for situating the study within the broader research context, identifying current nutrition and convenience trends, and assessing economic conditions in the German food service sector. It further ensured that the empirical findings could be interpreted against established knowledge and industry benchmarks.

In addition, the thesis employs the BMC as a conceptual framework. The BMC was selected because it provides a widely recognized and practice-oriented tool for illustrating how businesses create, deliver, and capture value. Its limitations are acknowledged, and the study therefore begins with a critical discussion of its strengths and weaknesses. Building on the

empirical insights from the consumer survey and market analysis, the BMC is then applied to the proposed restaurant concept. This application enables a systematic definition of the value proposition, customer segments, distribution channels, revenue streams, and cost structures. At the same time, it offers a structured approach to business model development and supports the assessment of key success factors, including scalability, pricing, and competitive differentiation.

1.4 Expected Contribution of this Study

This study contributes to academic research and business practice by analyzing the market potential of a health-oriented restaurant concept and applying the BMC to structure a viable business plan. Academically, it enriches the literature on consumer behavior in health-oriented food choices, emphasizing the influence of taste, customization, and willingness to pay. Practically, it offers guidance for entrepreneurs and investors by identifying key factors for establishing and managing such a concept in urban environments. By linking theoretical frameworks with real-world application, the study provides a structured approach to evaluating the feasibility of innovative restaurant models.

2. Literature Review

This chapter outlines the theoretical foundations underpinning the proposed restaurant concept. Central to the discussion is the BMC, a widely applied framework for structuring and communicating business models. By reviewing its conceptual origins, strengths, and limitations, the chapter develops a critical lens that guides its subsequent application. Particular attention is paid to the framework's relevance and boundaries in dynamic industries such as food service, where consumer preferences and competitive conditions shift rapidly. The BMC thus serves as both a conceptual foundation and an analytical tool to be applied to the study's empirical findings.

2.1 Business Model Canvas

2.2.1 Introduction to the Business Model Canvas

The BMC, introduced by Osterwalder and Pigneur (2011), is one of the most widely used frameworks for analyzing and communicating business models in entrepreneurship. Its main contribution is the structured visualization of value creation through nine interconnected

building blocks: Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structure (Figure 1). This standardized representation makes interdependencies explicit and provides a shared vocabulary for examining business logic across different contexts.

Beyond its descriptive function, the BMC is valued for its ability to facilitate dialogue between diverse stakeholders. By condensing complex organizational structures into a single framework, it enables entrepreneurs, investors, and practitioners to evaluate alternative configurations and strategic trade-offs more effectively (Osterwalder & Pigneur, 2011). In the food service sector, where coordination across supply chains, operations, and consumer interactions is central, this clarity proves particularly useful (Stoeva et al., 2024).

At the same time, the framework is not without limitations. Critics point to its static nature, which restricts its explanatory power in dynamic environments where consumer trends, competitive intensity, and regulatory pressures evolve rapidly (Massa et al., 2017). To address these shortcomings, scholars recommend combining the BMC with complementary tools such as Porter's Five Forces or PESTEL analysis, which capture external dynamics more comprehensively (Zott & Amit, 2009; Wirtz et al., 2015).

In the context of this thesis, the BMC serves as a structuring device rather than a prescriptive solution. It provides a framework for integrating insights from the consumer survey and market analysis into a coherent and testable business model**,** which is then contextualized through financial evaluations to assess feasibility in Frankfurt's competitive food service landscape.

2.2.2 Explanation of the Nine Building Blocks

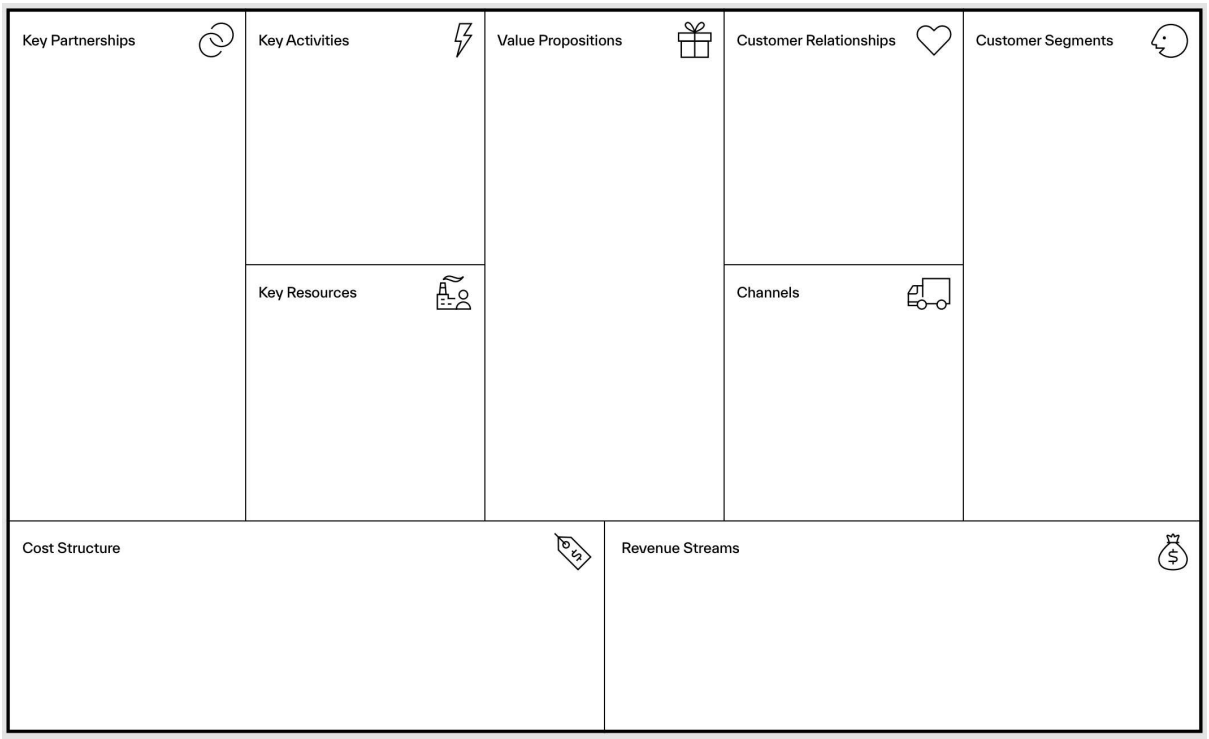


Figure 1: Business Model Canvas Template.
Note. Adapted from Strategyzer AG (2024).

The Business Model Canvas comprises nine interrelated building blocks that together illustrate how organizations create, deliver and capture value (Osterwalder & Pigneur, 2011; Figure 1). Customer Segments identify the groups a company targets and form the basis for all strategic decisions. Value Propositions define the bundle of products and services that create value, including aspects such as performance, customization, convenience and ecological benefits (Osterwalder et al., 2005), and represent the central differentiator in competitive markets. Channels specify the pathways through which offerings reach customers, while Customer Relationships determine how engagement and loyalty are built and sustained. Revenue Streams clarify how the business monetizes its value propositions. On the operational side, Key Resources and Key Activities highlight the essential assets and processes required for execution, while Key Partnerships emphasize alliances that enable efficiency gains, innovation and risk mitigation (Zott & Amit, 2009). Finally, the Cost Structure outlines the financial implications of the model and indicates whether the business is driven primarily by cost efficiency or by value creation (Osterwalder & Pigneur, 2010).

2.2.3 Strengths and Advantages of the BMC

The strengths of the BMC account for its widespread application in both academic research and entrepreneurial practice. Its most important advantage lies in its clarity and standardization, which allow complex business models to be represented in a concise and visually accessible way (Osterwalder & Pigneur, 2010). By structuring a company into nine interdependent building blocks, the Business Model Canvas provides a holistic framework for understanding how organizations create, deliver, and capture value, thereby enabling entrepreneurs to recognize strategic interdependencies and align operational choices accordingly (McFarlane, 2021).

The BMC also proves valuable in linking consumer behavior with strategic design, which is particularly relevant for the proposed restaurant concept. Functional, emotional and situational factors influencing food choices, such as nutritional value, taste, convenience and affordability (Kotler et al., 2017), can be directly mapped onto its nine building blocks. This capacity to translate complex consumer drivers into concrete elements like value propositions, customer segments and revenue streams highlights the BMC's ability to combine conceptual clarity with practical applicability.

Another strength of the BMC lies in its communicative power. As a visual framework, it establishes a common language among diverse stakeholders such as entrepreneurs, investors and team members, facilitating collaboration, reducing misunderstandings and fostering shared ownership in the development process (Gassmann, Frankenberger & Csik, 2014).

The framework also facilitates the iterative refinement of business concepts. Its modular structure allows for adjustments to individual elements, such as customer segments or revenue models, while preserving overall business logic. This aligns with lean and agile approaches to venture development that emphasize experimentation and adaptation (Ries, 2011). In the restaurant industry, competitive advantage increasingly depends on the ability to adapt, integrate and reconfigure operational competencies in dynamic environments, consistent with the principles of dynamic capabilities (Muriuki et al., 2021).

Finally, the BMC can serve as a platform for integration with complementary analytical tools. While the canvas itself remains high-level, it provides a starting point for more detailed analyses such as SWOT, which assesses internal strengths and weaknesses alongside external

opportunities and threats, scenario planning, or financial modelling (Teece, 2010). In this way, the BMC functions not only as a descriptive framework but also as a foundation for deeper strategic reflection and innovation.

For the proposed food service concept, these strengths are particularly relevant. The BMC enables the structured development of a simple, yet feasible model based on a single, customizable product, while simultaneously offering a communicative tool to present the concept to investors, partners, and consumers.

2.2.4 Critical Evaluation of the Business Model Canvas

Although the BMC has become a widely used tool for visualizing and developing business models, it is also subject to important limitations. In particular, the BMC has been criticized for its rigidity, linear logic, and restricted applicability during uncertain or highly dynamic phases of business modeling (Massa et al., 2017). This critique is especially relevant in industries such as food service, where consumer preferences and competitive conditions evolve rapidly. Recent research proposes alternative approaches to address these shortcomings. Petersen (2024) introduces the Blank BMC, a framework that integrates principles of mindful organizing and sensemaking. These socio-cognitive foundations foster innovation, adaptability, and responsiveness in uncertain and rapidly changing contexts, thereby overcoming the static nature of the original BMC and supporting continuous business model innovation (Petersen, 2024).

Additionally, it often underrepresents external forces such as regulatory changes, competitive dynamics, and environmental trends (Kupczyk et al., 2024). The framework is also fundamentally static, capturing only the outcomes of business model changes without embedding mechanisms for adaptive evolution (Khodaei & Ortt, 2019). Consequently, complementary approaches, such as Business Model Innovation, are required to adequately reflect environmental complexity.

A further point of critique is that the BMC underrepresents value co-creation and stakeholder interdependencies. Modern business ecosystems, particularly in service-oriented industries, are increasingly characterized by collaborative value creation among multiple actors, including customers, partners, and platforms. The BMC, however, remains largely firm-centric and does not adequately reflect such networked dynamics (Zott & Amit, 2009).

In conclusion, while the BMC is a valuable tool for structuring business models, its descriptive nature requires additional input to adequately capture consumer behavior, market dynamics and competition. In this study, the BMC provides the foundation for the proposed restaurant concept and is complemented by survey data as well as literature and market analyses, which together help to reflect the complexity of the food service sector.

2.2.5 Business Model Innovation: Extending the Canvas Logic

While the BMC provides a useful framework for describing how organizations create and capture value, it primarily delivers a static representation of existing structures. In contrast, the concept of Business Model Innovation (BMI) emphasizes the deliberate design, adaptation, or reconfiguration of business models in response to changing market conditions, technological shifts, or consumer expectations (Teece, 2010; Foss & Saebi, 2016). BMI therefore goes beyond product or service innovation and focuses on the systemic redesign of how value is delivered, monetized, and scaled (Baden-Fuller & Haefliger, 2013).

Core mechanisms of BMI include re-segmenting the customer base to address underserved needs, redefining the value proposition through new technologies or partnerships, experimenting with alternative revenue models, and reconfiguring resources or delivery channels to improve efficiency or differentiation (Zott & Amit, 2009). Research further highlights that successful BMI is rarely linear but instead characterized by experimentation, iteration, and learning (Andries et al., 2013). Approaches such as the Lean Startup methodology (Ries, 2011) and effectuation logic (Sarasvathy, 2001) complement the BMC by facilitating hypothesis-driven testing and continuous refinement.

For the food service industry, business model innovation is particularly relevant, as consumer preferences evolve rapidly. In such dynamic environments, competitiveness depends on the ability to innovate at the business model level. Recent research shows that restaurants have relied heavily on business model and service innovation to remain resilient during the COVID-19 pandemic, introducing measures such as digital ordering, delivery, and contactless services (Breier et al., 2020; Norris et al., 2021). Broader industry analyses further highlight the acceleration of online ordering, home meal replacements, and technology adoption as structural shifts shaping the post-pandemic food service landscape (Lee & Ham, 2021).

Despite its limitations, the BMC serves as the foundation of this study. While Business Model Innovation is not applied as a separate framework, it provides an important theoretical lens that highlights the need for adaptability to evolving consumer expectations and market dynamics.

3. Methodology

This study applies a quantitative research design to evaluate the market potential and consumer acceptance of the proposed health-focused restaurant concept. A standardized online survey was chosen as the primary data collection method due to its efficiency in gathering structured insights into dietary behavior, purchasing habits, and consumer preferences. Online surveys are widely regarded in marketing research for their cost-effectiveness, ability to obtain large-scale data rapidly, and flexible design options, including logic branching and multiple response formats (Wu et al., 2022).

The target population comprises individuals aged 18–45 living or working in German urban areas (>100,000 inhabitants), with Frankfurt am Main defined as the focal market. This demographic is especially relevant, as professionals, students, and fitness-oriented individuals often eat lunch out and value health, convenience, and nutritional transparency (Statista, 2021; Bundesministerium für Ernährung und Landwirtschaft, 2024). Screening questions ensured that only respondents within the specified age range and urban environment were included.

A minimum sample size of 200 was set to ensure sufficient statistical power for both descriptive and inferential analysis, consistent with recommendations for consumer-focused quantitative studies (Hair et al., 2018).

3.1 Research Design

This study applies a quantitative research design to capture consumer preferences, behaviors, and attitudes toward healthy and convenient meal options. A structured questionnaire serves as the primary instrument, ensuring standardized measurement and enabling both descriptive and inferential analysis to test the predefined hypotheses. Likert-scale and closed-ended items are well established for capturing psychological constructs and behavioral patterns with reliability (DeVellis & Thorpe, 2021). To ensure clarity and validity, the questionnaire was pre-tested with a pilot group, a common practice in marketing and social research (Malhotra et al., 2017).

The final questionnaire (Appendix P) was structured around seven key domains:

1. **Screening and Demographics** – including age (18–45), urban residency (>100,000 inhabitants), employment status, education, gender, and income.
2. **Lifestyle and Nutrition** – covering dietary styles (e.g., vegetarian, vegan, high protein, low carb) and the role of fitness in daily life.
3. **Lunch Behavior and Spending** – frequency of out-of-home lunch consumption, average spending, and typical food sources (e.g., bakery, supermarket, fast food, restaurant).
4. **Priorities in Lunch Choice** – importance of health, protein content, calories, plant-based options, transparency, price, taste, and waiting time.
5. **Evaluation of the Plate Concept** – purchase interest, relevance of customization, preference for freshness over convenience, willingness to pay, preferred sales channels, and repeat purchase intentions.
6. **Target Group Segmentation** – self-identification as a health & fitness enthusiast, business professional, or pleasure seeker.
7. **Product and Menu Preferences** – preferred proteins, vegetables, and carbohydrate options for modular meal configuration.

Data analysis combines descriptive statistics (frequencies, means, cross-tabulations) to profile consumer habits with inferential methods, independent-samples t-tests, chi-square tests for categorical variables, and multiple regression analysis, to test predefined hypotheses. This dual approach ensures that the findings both describe the current market environment and provide statistically validated evidence for the development of a viable business model.

3.2 Hypotheses Development

The hypotheses were derived from prior literature. Research shows that health orientation predicts higher purchase intentions (Steinhauser & Hamm, 2018), indulgent taste remains a decisive criterion (Sob et al., 2023), transparency in labeling fosters trust (Aschemann-Witzel & Zielke, 2015), and demographic variables influence food choices (Guiné et al., 2020). Based on these findings, the hypotheses address the effects of health orientation, taste–health trade-offs, perceived freshness, willingness to pay, demographic moderators, and openness to innovation.

This structure aims to ensure consistency between the survey design, the hypotheses, and the subsequent analysis, thereby providing descriptive insights and indicative statistical evidence to inform the business model.

3.3 Hypotheses

Based on prior literature, the following hypotheses were developed to test the assumptions underlying the proposed restaurant concept.

Q1 - Health Orientation Hypothesis

- H0: There is no difference in the purchase intentions for healthy, high-protein, low-calorie lunch meals across consumer categories.
- H1: Purchase intentions for healthy, high-protein, low-calorie lunch meals differ across consumer categories.

This assumption is grounded in research on health consciousness as a key determinant of food choice (Bundesministerium für Ernährung und Landwirtschaft, 2024).

Q2 - Taste vs. Health Hypothesis

- H0: There is no difference in the importance of taste and health benefits.
- H1: Taste is rated significantly higher in importance than health benefits.

For many consumers, indulgent taste exerts a stronger influence on food choices than purely health-related benefits. Recent research confirms that taste remains one of the most decisive factors, even leading consumers to overlook healthier options due to the “unhealthy tasty” intuition (Garaus et al., 2023).

Q3 - Freshness Preference Hypothesis

- H0: There is no preference for freshly prepared, warm meals compared to pre-packaged lunch options.
- H1: Freshly prepared, warm meals are preferred and perceived as higher quality than pre-packaged lunch options.

This hypothesis is based on findings on the growing demand for freshness and transparency in food service (Aschemann-Witzel & Zielke, 2017).

Q4 - Premium Willingness to Pay Hypothesis

- H0: Willingness to pay a premium price is not above average.
- H1: Willingness to pay a premium price is significantly above average.

Literature suggests that willingness to pay increases when meals are aligned with individual health and lifestyle goals (Alsubhi et al., 2022).

Q5 - Repeat Purchase Hypothesis

- H0: There is no connection between purchase frequency and alignment of the concept with consumer preferences for health, taste, and convenience.
- H1: Purchase frequency increases when the concept aligns with consumer preferences for health, taste, and convenience.

Customer satisfaction and the perceived fit between an offering and consumer needs strongly determine loyalty and repurchase behavior (Wirtz et al., 2022).

Q6 - Preferred Channel Hypothesis

- H0: Willingness to consume healthy lunch meals outside the home or workplace is not above average.
- H1: Willingness to consume healthy lunch meals outside the home or workplace is significantly above average.

It is expected that digital ordering options, including apps and pre-order systems, positively influence acceptance of the concept by increasing convenience and efficiency. This reflects broader consumer behavior trends in the digitalization of food services (GSR, 2024).

Q7 - Structured Plate Concept Preference Hypothesis

- H0: Preference for customizable healthy lunches is not above average.
- H1: Preference for customizable healthy lunches is significantly above average.

Personalization and transparency strongly enhance the acceptance of food service concepts, particularly among younger consumers who value flexible and modular formats (Innova Market Insights, 2025).

Q8 - Age Group Interest Hypothesis

- H0: There is no relationship between age and the perceived importance of healthy food.

- H1: Younger consumers (18–33) attribute higher importance to healthy food and show higher purchase intentions compared to older consumers (34–45).

This assumption is supported by studies on generational differences in health orientation and openness to innovative food formats (Bauer et al., 2018).

3.4 Data Sampling, Collection, and Cleaning

The sampling strategy was designed to capture only the relevant target group of the proposed restaurant concept. Two screening questions ensured that respondents (1) were aged 18–45 and (2) lived or worked in a German city with over 100,000 inhabitants. Data were collected through a standardized online questionnaire distributed via digital channels such as social media and university groups. The survey remained open for two weeks and yielded 203 responses across 37 items.

To ensure data quality, incomplete questionnaires were removed, and an attention check was included in Question 23, instructing participants to select "Somewhat agree." Those who failed were excluded, following evidence that even a single check reliably distinguishes attentive from inattentive respondents (Roth & Yakobi, 2024). After cleaning, 147 valid cases remained, providing sufficient statistical power for descriptive and inferential analysis and aligning with methodological recommendations that 150–200 cases are adequate for exploratory consumer research (Hair et al., 2018).

3.5 Data Measurement

Data measurement was based on a structured online questionnaire with 37 items, organized into thematic blocks to ensure logical flow and respondent engagement. The survey combined different measurement levels to capture socio-demographic characteristics, attitudes, preferences, and behavioral patterns relevant to the restaurant concept.

Nominal variables covered socio-demographic data such as gender, education, and residence, coded for descriptive profiling and subgroup identification. Age was collected in predefined categories within the range of 18 to 45 years and therefore treated as an ordinal variable. Ordinal data were also gathered through 5-point Likert items assessing constructs such as health orientation, the relative importance of taste versus health, and the value of modular meal systems. Likert-type scales are widely established for measuring subjective evaluations (Likert, 1932; DeVellis & Thorpe, 2021) and formed the basis for hypothesis testing. Behavioral data

were collected through multiple-choice and closed-ended questions on eating-out frequency, lunch preferences, and customization options, enabling categorical analyses such as frequencies, cross-tabulations, and segmentation.

All responses were coded and analyzed in RStudio. Data cleaning, recoding, and statistical procedures included descriptive statistics, t-tests, ANOVA, correlation analyses, and regression models with robustness checks. Variables were standardized where necessary to ensure consistency across constructs.

The integration of nominal, ordinal, metric, and behavioral variables provided a robust dataset for testing the hypotheses and ensured that the analytical strategy was fully aligned with the study's quantitative design.

4. Results

This chapter presents the empirical findings of the survey. Descriptive statistics provide an overview of the sample characteristics and consumer behaviors, while inferential analyses test the predefined hypotheses. Together, these results offer insights into the market potential and consumer acceptance of the proposed restaurant concept.

4.1 Descriptive Statistics

The final dataset comprised 147 valid responses, representing urban consumers aged 18–45 living in cities with over 100,000 inhabitants.

In terms of socio-demographic composition, the gender distribution was balanced, with 50.3% identifying as female (n = 74), 46.9% as male (n = 69), and a small proportion identifying as diverse (2.0%, n = 3), while 0.7% (n = 1) did not disclose their gender (Figure 3).

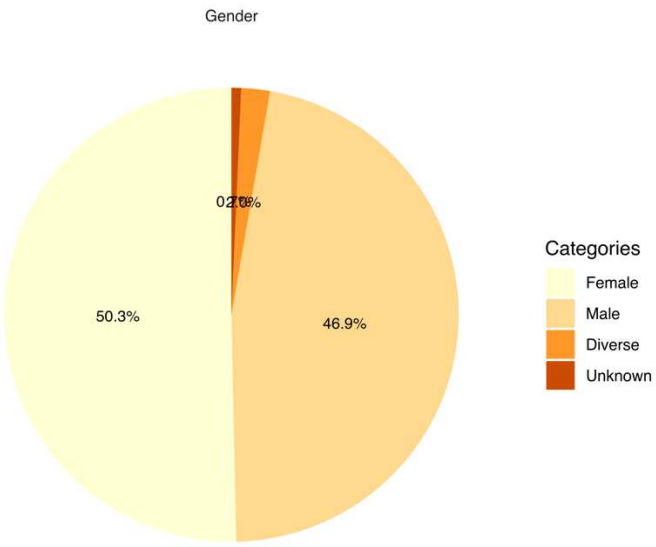


Figure 3: Gender distribution of survey participants.

Note. Own survey data (N = 147).

The age of respondents ranged from 18 to 45 years, with a mean age of 27.9 years (SD = 7.0). The distribution was relatively even across the predefined categories, though the largest subgroup consisted of participants aged 22–25 years (22.4%). This indicates that the survey reached both younger and more established consumer segments, consistent with the targeted age group, while also revealing a clear trend toward stronger representation among participants in their early twenties (Figure 4).

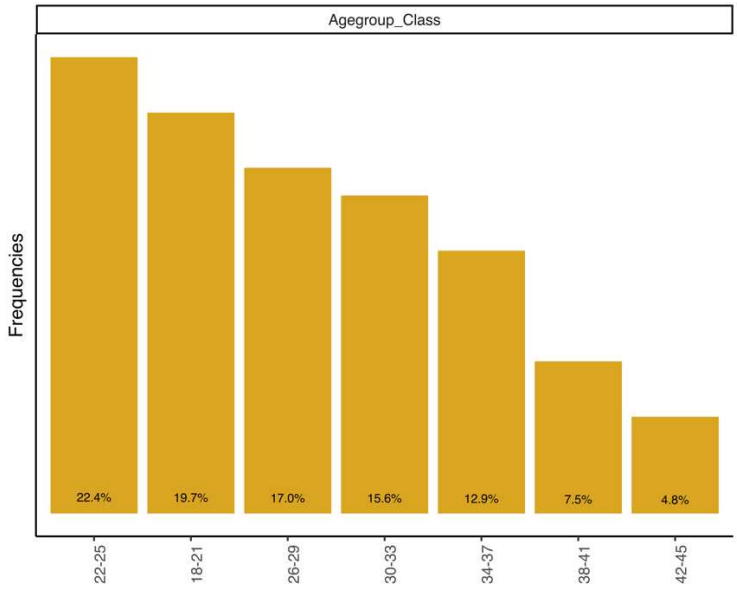


Figure 4: Age distribution of survey participants.

Note. Own survey data (N = 147).

Educational attainment was relatively high among respondents, with 34.0% holding a bachelor's degree (n = 50) and 21.8% a master's degree (n = 32). A further 25.9% had completed an apprenticeship (n = 38), while 10.9% reported high school as their highest level of education (n = 16). Smaller proportions reported a PhD (2.7%, n = 4), college-level education (1.4%, n = 2), other forms of education (2.0%, n = 3), or no formal qualification (1.4%, n = 2) (Figure 5).

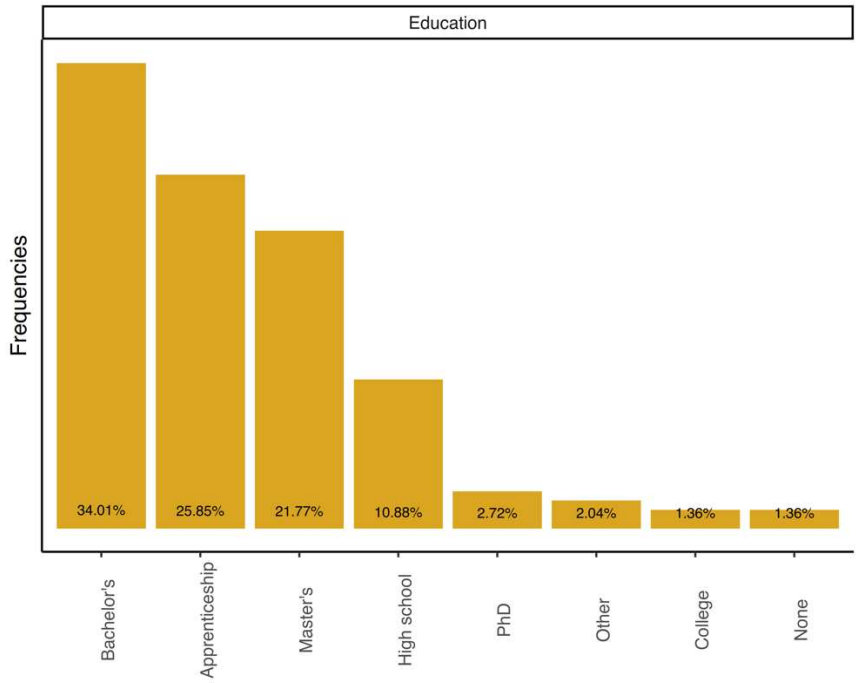


Figure 5: Educational background of survey participants.

Note. Own survey data (N = 147).

Employment status was dominated by professionals, with 63.9% of participants employed (n = 94). Students represented 23.1% of the sample (n = 34), while 10.9% were self-employed (n = 16), and 2.0% reported being unemployed (n = 3) (Figure 6). Consistent with this distribution, the segmentation by lifestyle orientation indicated that 42.2% of respondents belonged to the professional segment (n = 62), 32.7% to the fitness-oriented segment (n = 48), and 25.2% to the pleasure-oriented segment (n = 37) (Figure 6).

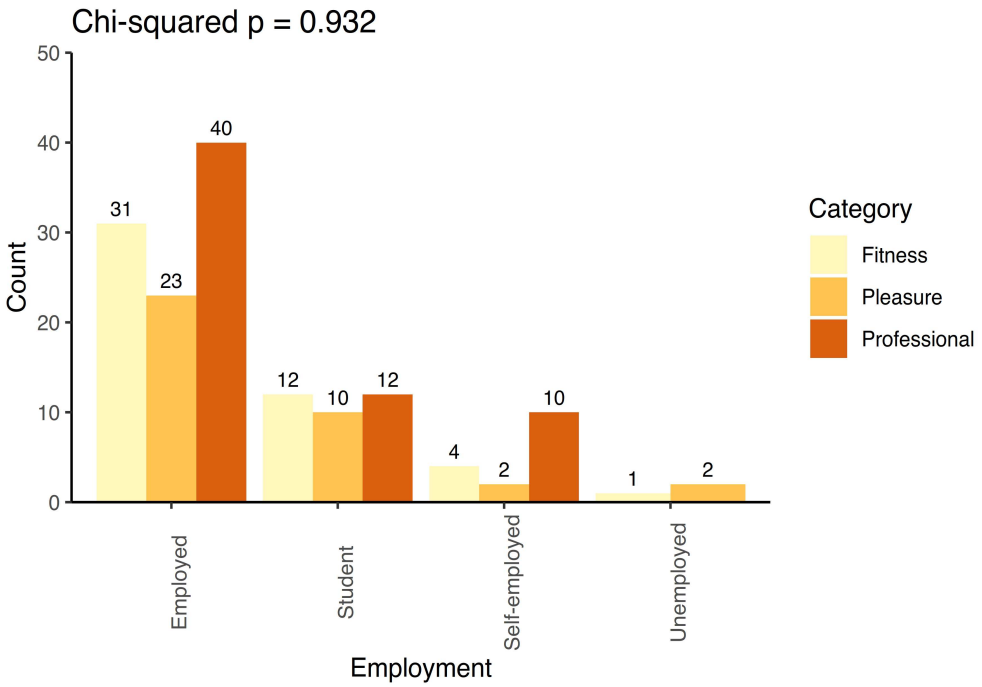


Figure 6: Employment status by consumer segment.

Note. Own survey data (N = 147).

Household income varied considerably, with the largest proportion of participants falling into the €40,000–59,999 range (22.5%). The income distribution covered the full range from less than €20,000 to €150,000 or more, while 1.4% preferred not to disclose their income (Appendix B). On average, annual income was 3.27 (SD = 1.65) on the applied eight-point scale, with a skewness of 0.51, indicating a slightly right-skewed distribution (Appendix B).

Workplace attendance also reflected the professional focus of the sample. 39.5% of participants reported being on-site between 3–4 days per week, while 31.3% attended 5 or more days, 22.4% indicated 1–2 days, and only 6.8% reported never attending (Appendix C).

In terms of behavioral variables, lunch frequency outside the home was high, with 30.6% eating out 3–4 times per week, 29.3% 1–2 times per week, and 22.4% rarely. Only 16.3% stated that they never eat lunch out, while daily outside consumption was reported by 1.4% (Figure 7). Reported spending on lunch averaged €13.40 per meal, with the largest group spending below €15 (34.7%) or below €12 (28.6%) (Appendix D).

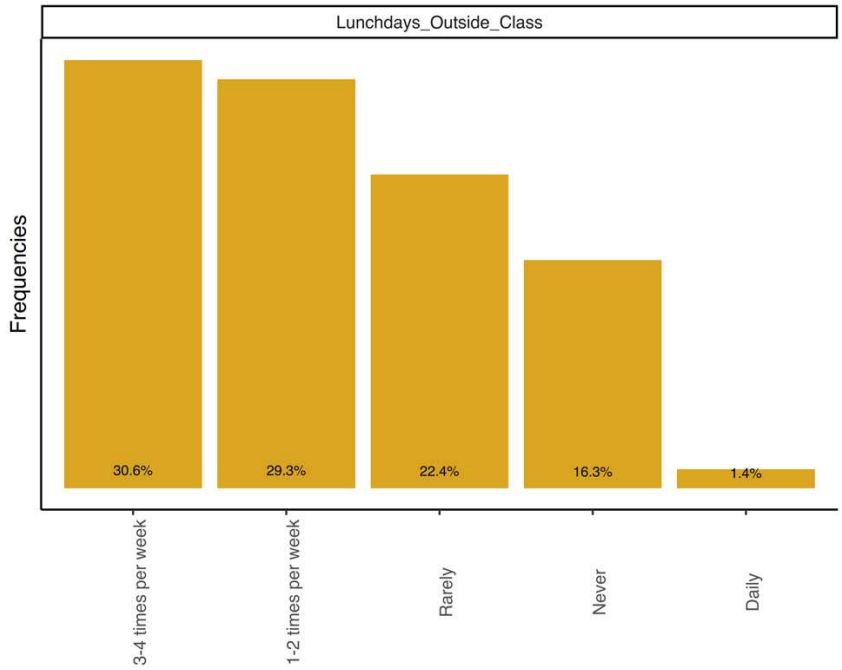


Figure 7: Frequency of eating lunch outside the home.

Note. Own survey data (N = 147).

When asked to select their top three components for the plate concept, participants most frequently chose grilled chicken breast, miso-glazed salmon, and grilled steak among proteins (Appendix E), roasted broccoli, grilled zucchini/eggplant, and fresh salad mix among vegetables (Appendix F), and sweet potatoes, sourdough bread, and quinoa among carbohydrates (Appendix G).

In summary, the sample was largely urban, young-to-middle-aged, and professionally active, with a strong representation of health-conscious consumers. This demographic and behavioral composition aligns closely with the intended target market for the proposed restaurant concept and provides a robust empirical foundation for subsequent hypothesis testing.

4.2 Hypothesis Testing

The Health Orientation Hypothesis (Q1) stated that *there is no difference in the purchase intentions for healthy, high-protein, low-calorie lunch meals given the category*.

An analysis of variance revealed no significant differences between the three consumer categories Fitness, Pleasure, and Professional ($F(2,144) = 0.913$, $p = 0.404$). This was confirmed by the Kruskal–Wallis test ($\chi^2(2) = 3.60$, $p = 0.165$), and post-hoc comparisons

likewise did not indicate significant pairwise effects (all $p > 0.36$) (Appendix H). Consequently, the null hypothesis cannot be rejected. Nevertheless, the descriptive means across all three categories indicated relatively high purchase intentions compared to other lunch options. This implies that while category membership does not differentiate purchase behavior, consumers in general show a strong willingness to engage with healthy lunch concepts (Figure 8; Appendix H).

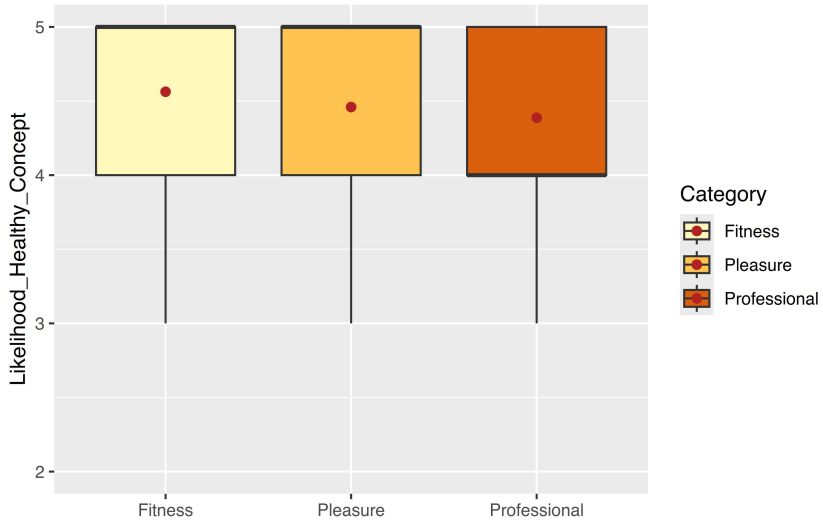


Figure 8: Likelihood of choosing a healthy restaurant concept across consumer segments.
Note. Own survey data (N = 147).

The Taste vs. Health Hypothesis (Q2) proposed that *there is no difference in the importances of taste and health benefits*.

This assumption was clearly contradicted by the data: taste ($M = 4.29$) was rated significantly higher than health ($M = 3.84$), as demonstrated by a Welch t-test ($t(292) = -4.03$, $p < 0.001$) and confirmed by a Wilcoxon test ($p < 0.001$). The effect size, Cohen's $d = 0.47$, represents a medium difference. Thus, the null hypothesis is rejected. The results suggest that although health remains an important criterion, taste is the decisive factor in food choice. (Figure 9; Appendix I).

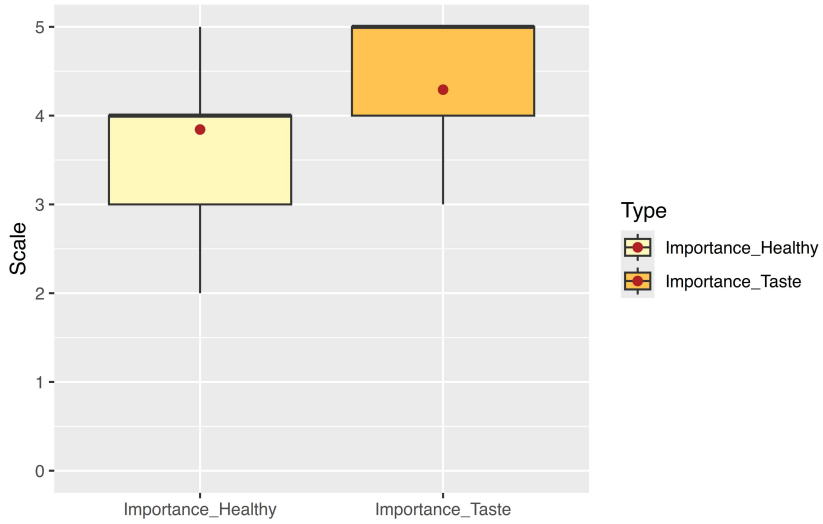


Figure 9: Importance of healthiness versus taste in food choice.

Note. Own survey data (N = 147).

The Freshness Preference Hypothesis (Q3) assumed that *there is no preference towards freshly prepared, warm meals as higher quality than pre-packaged lunch options*.

This assumption was rejected. Participants rated freshness with a mean score of 4.44, which was significantly higher than the neutral reference value of 3 ($t(146) = 31.76$, $p < 0.001$). The Wilcoxon signed-rank test confirmed this result ($p < 0.001$). These findings demonstrate that participants not only value freshness but also strongly associate it with health and quality, making it a core expectation for marketable concepts (Figure 10; Appendix J).

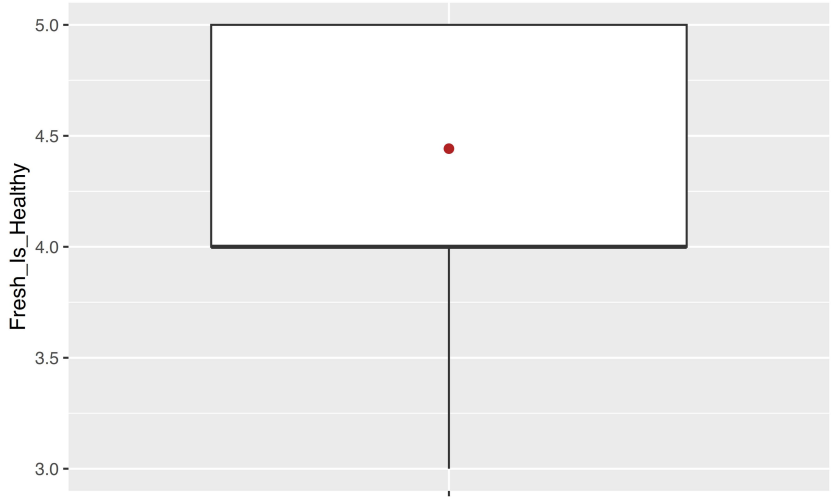


Figure 10: Agreement with the statement "Freshness equals healthiness."

Note. Own survey data (N = 147).

The Premium Willingness to Pay Hypothesis (Q4) stated that *the willingness to pay a premium price is not above average*.

This assumption was rejected. The acceptable price reported by respondents was significantly higher than the neutral reference value of 5, with an average of 6.57 on the given scale in Euro ($t(146) = 10.60$, $p < 0.001$). The Wilcoxon test further confirmed the finding ($p < 0.001$). These results imply that participants are willing to pay a premium for health-oriented, fresh, and customizable lunch concepts, provided the additional value is made tangible through quality and differentiation (Figure 11; Appendix K).

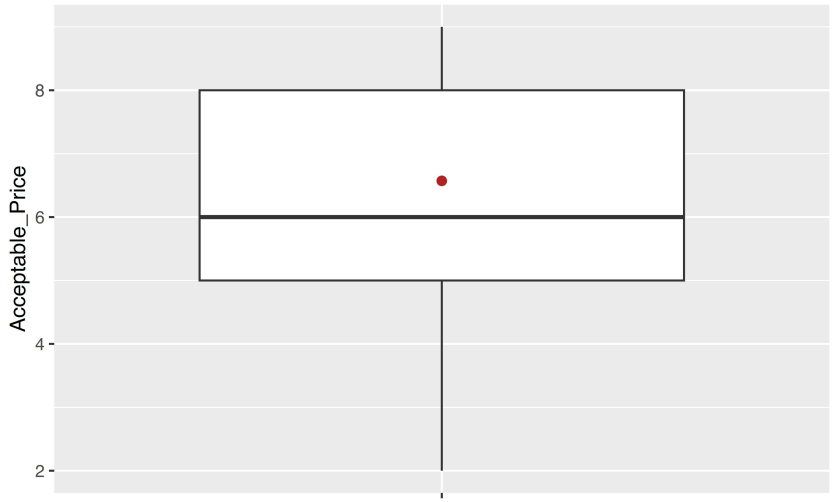


Figure 11: Acceptable price level for a healthy meal.
Note. Own survey data (N = 147).

The Repeat Purchase Hypothesis (Q5) *there is no connection between purchases and the concept aligning with consumer preferences for health, taste, and convenience*.

Both correlation analyses and regression models rejected this assumption. A strong positive correlation was observed ($r = 0.53$, $p < 0.001$; $\rho = 0.58$, $p < 0.001$), while regression analysis confirmed purchase frequency as a significant predictor of purchase intention ($\beta = 0.46$, $p < 0.001$). These findings demonstrate that repeat purchases depend strongly on the extent to which the concept corresponds with consumer values and expectations, highlighting the importance of continuous alignment between product design and consumer preferences (Appendix L).

The Preferred Channel Hypothesis (Q6) posited that *the willingness to enjoy healthy lunch meals outside is not above average*.

The null hypothesis was rejected. The reported willingness to consume healthy meals outside the home or workplace was significantly higher than the neutral reference value of 3, with an average score of 4.39 ($t(146) = 22.07$, $p < 0.001$). The Wilcoxon test confirmed this outcome ($p < 0.001$). This result points to a demand for out-of-home solutions such as restaurants, canteens, and delivery services, underlining the importance of accessible consumption channels for concept success (Figure 12; Appendix M).

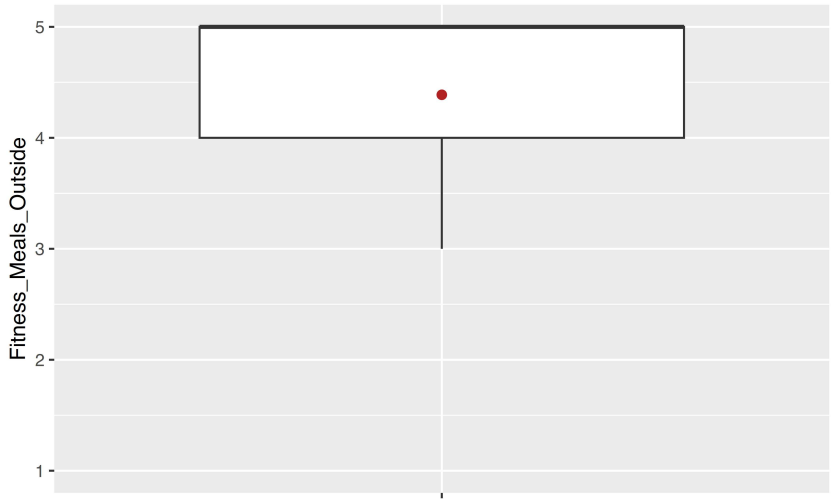


Figure 12: Likelihood of choosing a health-oriented meal outside.
Note. Own survey data (N = 147).

The Structured Plate Concept Preference Hypothesis (Q7) assumed that *the preference towards customizable healthy lunches is not above average*.

The analysis, revealed a mean score of 3.95, significantly exceeding the neutral point of 3 ($t(146) = 13.48$, $p < 0.001$). This result, confirmed by the Wilcoxon test ($p < 0.001$), demonstrates that participants favored modular meal systems that allow for personalization. Customization thus represents a key driver of consumer interest and should be integrated as a central design element in future offerings (Figure 13; Appendix N).

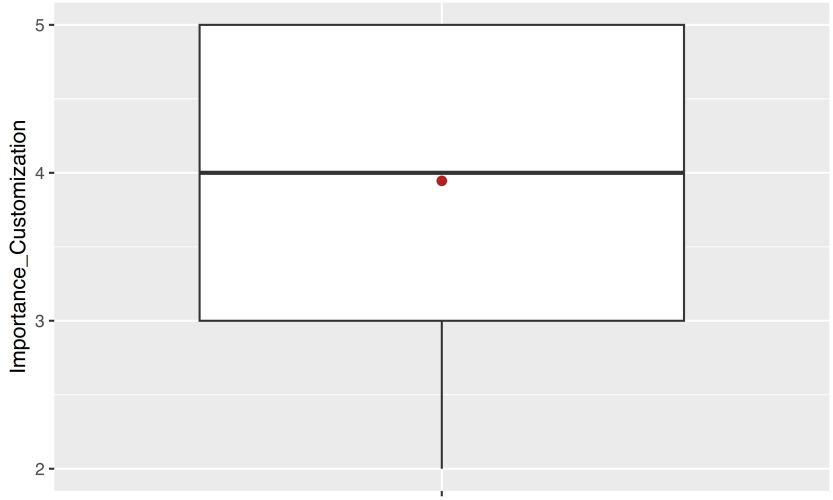


Figure 13: Importance of customization in meal choices.

Note. Own survey data (N = 147).

The Age Group Interest Hypothesis (Q8) proposed that *there is no connection between age and the perceived importance of healthy food*.

This assumption was contradicted by the data, which indicated a significant negative correlation between age and the importance attributed to healthy eating ($r = -0.39$, $p < 0.001$). Regression analysis confirmed the effect, with age serving as a significant negative predictor ($\beta = -0.11$, $p < 0.001$). The results show that younger consumers consider healthy food more important than older ones, reflecting generational differences in dietary values. This points to younger cohorts as particularly promising early adopters of innovative, health-oriented food concepts (Appendix O).

5. Business Model Development and Strategic Market Positioning

This chapter builds on the survey results to develop the business model of the proposed concept using Osterwalder's BMC. It further outlines the strategic market positioning, highlighting how the concept differentiates itself within Frankfurt's competitive foodservice environment.

5.1 Supply Side: Market Analysis & Competition

5.1.1 Market Size and Dynamics

The German foodservice market is projected to grow from USD 139.43 billion in 2025 to USD 187.31 billion by 2030, reflecting a compound annual growth rate of 6.08% (Mordor Intelligence, 2022). Frankfurt, with 776,000 inhabitants and strong international diversity, is one of Germany's leading gastronomic hubs (Statista, 2025).

With 2,404 establishments (one per 312 inhabitants), Frankfurt has the highest restaurant density in Germany, exceeding Berlin, Hamburg, and Munich (Gries, 2022). Despite this intensity, standardized fast-food chains such as McDonald's and Burger King represent only 2.8% of all restaurants, leaving room for differentiated and innovative concepts (Gries, 2022). The gastronomy sector generates annual revenues of around five billion Euros, underlining its economic significance and the high consumer demand for dining options (Schmidt, 2025).

Current demand dynamics in Germany further reinforce the relevance of health-oriented offerings. Consumers, particularly those aged 18 to 45, increasingly seek meals that are fresh, nutritious, and prepared with locally sourced ingredients (Bundesministerium für Ernährung und Landwirtschaft, 2024). The high-protein market is forecast to grow at a CAGR of 4.36% between 2024 and 2029 (Mordor Intelligence, 2024). Reflecting broader global health and fitness trends, the number of vegan and vegetarian establishments in Germany has grown steadily in response to rising plant-based dietary preferences. The German plant-based retail market is valued at approximately €1.9 billion, making it the largest in Europe, and has experienced rapid growth in recent years (Gtai, 2024). In summary, Frankfurt's dynamic growth, dense gastronomy landscape, and evolving health-oriented demand create both opportunities and challenges for innovative foodservice models.

5.1.2 Competitive Landscape

Frankfurt am Main is recognized as one of Germany's most dynamic urban centers, characterized by a highly diverse and competitive food environment shaped by its international population, dense commuter flows, and a strong service-based economy (Tourismus+Congress GmbH Frankfurt am Main, 2025). Traditional lunch providers, including bakeries, snack bars, and fast-food chains such as Kamps, BackWerk, Nordsee, McDonald's, and Döner-Imbisse, continue to dominate many high-footfall areas. While these formats remain attractive due to

their affordability and accessibility, they are increasingly misaligned with modern nutritional trends focusing on healthy eating and flexitarian diets, personalized and functional foods, sustainability, and gut health (Lebensmittelverband Deutschland, 2025). Their menus, largely based on white bread, fried products, and sugary beverages, provide little appeal for health-conscious urban consumers (Backes, 2024). Nonetheless, surveys show that one in four Germans purchases fast food or small snacks at least once a week illustrates the enduring relevance of this market segment (Business Insider Deutschland, 2020).

In recent years, supermarkets and organic convenience retailers such as Rewe City, Alnatura, and Denn's have expanded their ready-to-eat assortments with salads, smoothies, and high-protein snacks. These formats provide a response to the growing health orientation of consumers; however, their reliance on pre-packaged and predominantly cold meals limits their attractiveness for professionals seeking freshly prepared, warm, and nutritionally functional meals during limited lunch breaks (REWE To Go, 2025).

The most direct competitors for the proposed concept are health-oriented fast-casual providers, including Dean & David, Stadtsalat, Compleat, Beets&Roots, Maloa Poke, and fit kitchen. These businesses cater to urban professionals who prioritize health, performance, and lifestyle, offering fresh ingredients, customizable menus, and a clear health positioning (Tripadvisor, 2025). Yet, a closer analysis reveals structural weaknesses, menus are often heavily bowl- or salad-focused, which constrains variety and risks saturation through homogeneity across providers (Appendix A). This limits their capacity to differentiate in a highly competitive environment.

Despite Frankfurt's broad culinary offer, nationwide consumer trends indicate a clear shift toward nutrition that combines health, transparency, and convenience (Bundesministerium für Ernährung und Landwirtschaft, 2024). Within Frankfurt's key business districts such as the Bankenviertel, Westend, and Innenstadt, a noticeable market gap persists for lunch concepts that simultaneously deliver freshly fast prepared, warm meals, and nutritional functionality (OpenTable, 2025). This gap underscores the potential for innovative modular meal concepts that allow for both individualization and consistency in nutritional quality, an aspect underrepresented in the current landscape.

5.1.3 Positioning of Key Market Players (SWOT)

First, an analysis of the menus of existing health focused fast casual concepts shows that most of them serve bowls, usually based on salad or rice, or, in the case of fit kitchen, offer healthier, lower calorie fast food alternatives such as burgers (fit kitchen, 2024). Many of them show a strong dependency on a single product format, especially bowls, which leads to limited variety and high similarity across competitors. While most brands are transparent regarding nutritional values, the majority offer healthier alternatives without necessarily being lower in calories or offering optimized, truly balanced meals. For example, the bowls at Dean and David or Beets and Roots can quickly exceed 1000 kilocalories, covering around half of a woman's average daily energy requirement of 2000 kilocalories in just one meal, while providing only about 25 % of her daily protein needs (dean&david, 2025; Deutsche Gesellschaft für Ernährung e.V., 2017).

Some providers offer relatively small portions, around 400 g, at premium prices of up to €20, which may compromise satiety and affordability, especially for active individuals with elevated nutritional requirements (Stadtsalat, 2025). Active individuals typically need higher protein intake to support muscle repair and performance, with guidelines recommending between 1.4 and 2.0 grams per kilogram of body weight per day (Jäger et al., 2017).

Moreover, while digital ordering is common, the physical brand experience is often underdeveloped, with many locations lacking distinctive or memorable interior design. „Die Einrichtung ist wirklich nüchtern, da strahlt jeder Warteraum mehr Gemütlichkeit aus." [The interior is really plain, every waiting room radiates more coziness.] (STADTSALAT Rezensionen, 2025). Some concepts focus heavily on delivery rather than creating a strong, consistent identity across touchpoints (STADTSALAT Rezensionen, 2025). Finally, none of the competitors offer a clearly defined, single-product hero concept that is both nutritionally optimized and designed to meet the needs of modern, health-conscious consumers in a convenient, accessible format.

To assess the positioning of key competitors in Frankfurt's health-oriented fast casual segment, individual SWOT analyses were conducted for all major players, including Dean & David, Beets&Roots, Stadtsalat, Compleat, Maloa Poke, and fit kitchen. These detailed analyses are presented in the Appendix (Appendix A).

Most providers focus on bowl-based formats, typically built around rice or salad, resulting in limited variety and strong overlap between brands. While nutritional transparency is common, meals are rarely optimized for calories, protein, or overall balance. Portion sizes are often modest, yet prices remain premium, which limits both accessibility and satiety for active consumers. Menus tend to be broad and complex but largely restricted to variations of salads and bowls, increasing the risk of decision fatigue and diminishing perceptions of quality (Appendix A).

From a branding and operational standpoint, many competitors lack distinctive physical experiences and rely heavily on delivery platforms. Importantly, none position a single "hero product" that unites nutritional optimization, indulgent taste, and convenience in a scalable format (Appendix A).

These gaps highlight clear white space in Frankfurt am Main for a simplified, warm, protein-rich product that maximizes satiety, ensures consistent quality, and delivers a streamlined consumer experience, differentiating the proposed concept from existing providers.

5.1.4 Potential Competitive Strategies & Sustainable Competitive Advantage

To succeed in Frankfurt's competitive foodservice market, the proposed concept must pursue a focused differentiation strategy addressing unmet market needs. Following Porter's (1985) framework of generic strategies, the model targets health-conscious urban professionals with a clear, high-quality, and purpose-driven offer.

At the core of the positioning is a single, warm, protein-rich signature dish offered in variations. Therefore, the concept also addresses a structural weakness in many restaurants, overly broad menus that hinder consistency and slow service. From the perspective of the Resource-Based View (RBV), such a standardized yet functional design can represent a rare and hard-to-imitate resource, fostering sustained competitive advantage (Barney, 1991).

A further differentiator is the combination of indulgent taste with clean, minimally processed ingredients. Meals are designed around balanced macronutrients and moderate calorie levels, with transparent nutritional information and labeling, to support informed choices. Transparency has been shown to increase consumer trust and purchase intention (Verbeke, 2005), and surveys confirm that calorie awareness is widespread, with 6.67 million Germans aged 14+ stating they pay close attention to calories when eating (Statista, 2021).

Survey results indicate that freshness and clear nutritional display are essential, making transparency a prerequisite for acceptance ($M = 4.44$, $p < .001$) (Figure 10; Appendix J). Clear nutritional display was likewise considered essential, suggesting that transparency is not merely a differentiator but a prerequisite for market acceptance (Verbeke, 2005).

Customization allows customers to align meals with their health goals, whether high protein, low carb, or energy-sustaining, without sacrificing taste or quality. This adaptability reflects the concept of dynamic capabilities, emphasizing the reconfiguration of resources to meet changing consumer trends and strengthening resilience in fast-evolving markets (Teece, 2010).

The concept builds on a modular plate concept, allowing customers to choose from a limited set of proteins, vegetables, and carbohydrates. Survey results indicate a clear preference for options such as chicken, salmon, broccoli, and sweet potatoes, suggesting that a small but high-quality selection can satisfy demand while ensuring operational focus and nutritional balance (Appendix E; Appendix F; Appendix G).

In sum, the strategy integrates taste, transparency and health performance into a customizable product based on healthy ingredients. Informed by Porter's framework, the resource-based view and dynamic capabilities, the model outlines a viable market position that leverages operational efficiency, aligns with consumer trends and builds long-term differentiation in an increasingly saturated environment.

5.2 Demand Side: Target Group Analysis & Segmentation

5.2.1 Identification and Description of Target Groups

The restaurant concept targets health-conscious urban consumers seeking quick, nutritious, and customizable meals. The primary demographic consists of individuals aged 18 to 45 living in urban areas, with Frankfurt am Main selected as the initial launch location. 83% of 18 to 39-year-olds in Germany stated that they eat a healthy diet (Baas, 2017). In Frankfurt am Main, the average age of the population as of 31 December 2023 was approximately 41.1 years, making it the youngest among Germany's major cities (Statista, 2024).

The target audience typically has a medium to high level of education and income and consists of professionals, students, and fitness-oriented individuals who regularly spend between €7 and €15 on their lunch. In Germany, the average cost of a sit-down restaurant lunch ranges from €7 to €10 per person (Dunn, 2025). In Frankfurt specifically, the average annual gross salary is

€55,787, ranking the city among those with the highest income levels nationwide (Strömsdörfer, 2025). According to data on food consumption and socioeconomic differences, greater income is associated with better access to and a higher propensity to purchase healthy and higher-quality food, even when it comes at a premium price (Bundesministerium für Ernährung und Landwirtschaft, 2024). This indicates that more affluent consumers are indeed more willing to spend for food that aligns with their health and lifestyle preferences (Bundesministerium für Ernährung und Landwirtschaft, 2024).

Survey results support this assessment, average lunch spending amounted to €13.40 per meal, positioning the target group clearly between everyday lunch and premium offers (Appendix D). Moreover, 30.6% reported eating lunch out three to four times per week and a further 29.3% one to two times, highlighting strong potential for regular demand (Figure 7).

The target group value healthy, delicious, performance-oriented nutrition that supports goals such as muscle building, weight management, or overall health improvement (Bundesministerium für Ernährung und Landwirtschaft, 2024). At the same time, customers are very time efficient. The restaurant's modular menu system allows full personalization and offers meat, vegetarian, and vegan options, ensuring inclusivity. Transparency regarding calories and macronutrients further enhances the concept's relevance for individuals with specific dietary goals or health conditions. Research shows that clear nutritional labeling and portion size information significantly influence consumer choices, helping them align their food intake with dietary goals (Van Der Horst et al., 2019; Storz, 2023).

Notably, purchase intentions for healthy, high-protein meals did not significantly differ between Fitness Enthusiasts, Professionals, and Pleasure Lovers ($F(2,144) = 0.913$, $p = 0.404$), as depicted in Figure 8. This indicates that the concept is not confined to a niche but has broad relevance across consumer groups.

A secondary audience includes mainstream consumers seeking healthier options and young adults interested in guilt-free indulgence. Nearly half of Germans change their eating behavior under stress, with many turning to high-calorie comfort foods such as chocolate or cookies, while fresh fruit (74.4%) and dark chocolate (69.8%) are preferred alternatives (Gemesi et al., 2022). This underscores potential upselling options through lower-calorie, nutrient-rich desserts that deliver indulgence with less negative health effects, as stress is shown to increase unhealthy choices and reduce healthy intake (Hill et al., 2021).

5.2.2 Market Segmentation (Demographic, Psychographic & Behavioral Factors)

The market segmentation for the proposed restaurant concept follows a multidimensional approach combining demographic, psychographic, and behavioral criteria (Kotler et al., 2017; Wedel & Kamakura, 2000).

The demographic segmentation aligns with evidence that higher income and educational attainment are associated with stronger emphasis on nutrition and healthier eating habits in Germany (Hanslian et al., 2025). This supports the focus on urban professionals in Frankfurt, who typically have higher income levels and are therefore more inclined to invest in nutritious food options (Bundesministerium für Ernährung und Landwirtschaft, 2024).

Psychographically, the target group values health, performance, and transparency, often following structured eating habits. They actively seek products aligned with personal goals and appreciate clear nutritional information (Aschemann-Witzel & Zielke, 2015). Younger consumers, especially Generation Z, generally defined as the cohort born between 1995 and 2010, tend to integrate health consciousness with convenience and price sensitivity. They are driven by environmental values and expect affordable, convenient, and health-aligned options (Lopes et al., 2024), while simultaneously seeking experiences that align with their health orientation and lifestyle values (Kelso, 2023).

The survey results support this observation, younger participants (18–33) attributed significantly higher importance to healthy eating than older respondents ($r = –0.39$, $p < .001$) (Figure 4). Thus, younger urban cohorts can be considered early adopters, while older groups may be more strongly addressed via convenience and taste appeals.

Behaviorally, the concept targets frequent lunch buyers who prioritize speed, customizability, and satiety. Convenience is a structural expectation, reducing time and effort during busy weekdays (Bogard et al., 2024; Verbeke, 2005). Studies confirm that taste, cost, quality, and convenience are the key determinants of meal choice among young adults (Livingstone et al., 2021).

Overall, this segmentation highlights the convergence of health awareness and convenience orientation among urban professionals, providing a clear foundation for product design and communication strategy.

5.2.3 Customer Needs and Consumption Behavior

Consumer behavior in the food sector is shaped by rising health awareness, time constraints and demand for transparency (Bundesministerium für Ernährung und Landwirtschaft, 2024). The proposed restaurant concept addresses these needs by offering meals that are nutritious, convenient and aligned with expectations of taste and freshness.

Particularly during lunch hours, there is a growing preference for food that is high in protein and balanced in calories. According to a representative survey of over 1,000 employees in Germany, meat is the most popular lunch choice, with 24% of respondents preferring it during their lunch break. Pasta comes next at 20 %, followed by salad at 16%. However, when asked about specific favorite meals, meat dishes rank lower. The top choice is chicken salad (10%), followed by plain salad (9%) and pizza (8%). 13% of participants follow a vegetarian diet (HR Präsenz, 2024).

Survey results suggest high approval of modularity ($M = 3.95$, $p < .001$), underlining the need for personalization (Figure 13; Appendix N). The demand for customizability reflects a wider behavioral shift toward individualization in nutrition. Customers expect to tailor their meals to their specific dietary preferences, whether organic, low-carb, plant-based, high-fiber, or allergen-sensitive. This is particularly relevant among younger urban segments, who are accustomed to greater control over consumption and value modular formats that provide flexibility (Gastro-Marktplatz, 2025).

Another central expectation is nutritional transparency. Consumers are increasingly informed and demand full visibility into what they are eating, especially when health is a key purchase driver. Calorie counts and macronutrient information are no longer considered added value but a basic requirement in functional food environments (Office of the Commissioner, 2025).

In addition to nutritional functionality, consumption behavior is also shaped by emotional and social factors. Many health-oriented consumers seek a sense of indulgence or balance, particularly when eating out. They are drawn to products that allow them to “treat themselves” without compromising their goals. This behavior extends to desserts and beverages, which are increasingly expected to be lower in sugar, calorie-conscious, and perceived as “guilt-free” (Southey, 2023).

Survey findings also indicate the importance of different channels. Willingness to consume fitness-oriented meals outside the home scored significantly above average ($M = 4.39$, $p < .001$) (Figure 12). This underlines the strategic role of restaurant and takeaway as well as delivery channels.

Finally, convenience remains a dominant factor. Most target consumers eat lunch during work or on the go and expect fast service, efficient ordering processes, and a reliable offering they can integrate into their daily routines. Digital literacy further reinforces this behavior, customers expect nutritional details, ingredient lists, and ordering options to be available online or via app (GSR, 2024).

In summary, today's urban consumers demand meals that are fresh, customizable, transparent, and convenient. The proposed concept directly addresses these expectations and is positioned to meet evolving customer needs and consumption behaviors with precision.

5.2.4 Willingness to Pay and Market Acceptance

The demand for health-oriented, high-protein, and customizable meals underscores the strong market potential of the proposed concept. Urban populations with medium to high income increasingly invest in food aligned with health goals, ethical values, and lifestyle needs. A systematic review of 15 studies reported that in 23 of 26 cases (88.5%), consumers were willing to pay a premium for healthier options, with an average increase of 30.7%. The review further highlights consistent willingness to pay for foods with reduced fat, whole grains, and added fruit and vegetables (Alsubhi et al., 2022).

Willingness to pay is closely tied to the perceived added value of a product. In this case, perceived value is generated through nutritional quality, flexibility, transparency, and convenience (Stobierski, 2020). Evidence from comparable formats such as Dean & David, Stadtsalat, and fit kitchen demonstrates that consumers in the target group are prepared to spend between €14 and €20 for meals that meet these expectations (Appendix A). Importantly, these benchmarks show that market acceptance remains high even when portions are moderate, and prices are positioned at the upper end of the fast-casual spectrum.

This general evidence aligns with the survey findings, the acceptable price level for a healthy lunch meal was significantly higher than the reference point ($M = 6.57$, $p < .001$), supporting a positioning in the €14–20 range (Figure 11).

In the restaurant context, market acceptance critically depends on clear communication and consistency between pricing and perceived quality. Research shows that transparent nutritional labeling in fast-food operations positively influences customer trust and purchase intentions, underlining the importance of clarity and standardization in menu design (Sobaih & Abdelaziz, 2022). Moreover, optional upgrades or add-ons, such as extra protein or premium toppings, create opportunities for higher-value transactions while preserving affordability for more price-sensitive segments (Hardisty, 2019). However, price sensitivity remains a critical barrier for broader adoption, even though health and freshness are often named the most important purchase drivers, many consumers hesitate when prices exceed perceived value thresholds (Grimmelt et al., 2022).

Overall, evidence suggests that the proposed concept can achieve broad market acceptance if it consistently delivers taste, functional benefits, clear value, and a satisfying customer experience. The price range of 14 - 20 Euros, aligns with consumer expectations in the health-focused fast-casual segment, while nutritional transparency and modularity provide a distinct competitive edge that can further strengthen willingness to pay.

Furthermore, regression analysis indicated that repeat purchase intention strongly depends on alignment with preferences for health, taste, and convenience ($\beta = 0.46$, $p < .001$). This relationship is illustrated by the positive association between purchase frequency and alignment of values (Appendix L). It highlights that sustained demand can only be secured if all three factors are consistently met.

5.2.5 Value Proposition

The value proposition of the proposed restaurant concept centers on a modular plate concept that combines culinary quality with nutritional functionality. It fills the gap between traditional fast food and salad- or bowl-based options by offering warm, satisfying meals aligned with modern dietary expectations. Customers compose their plate from one protein (e.g., salmon, tofu), one carbohydrate (e.g., sourdough bread, sweet potato), and one vegetable (e.g., roasted broccoli), with flexibility for vegetarian, vegan, high-protein, or low-carb preferences. Ingredients are locally sourced and complemented by seasonal options and customizable sauces, ensuring variety without compromising nutritional clarity.

A central differentiator is real-time nutritional transparency, which enables consumers to align meals with personal goals such as weight management or muscle growth. Evidence shows that visualized nutritional informationsuch, such as caloric content and macronutrients, significantly increases perceived credibility and supports healthier decision-making (Jiang et al., 2025). This addresses a well-documented consumer pain point, many feel overwhelmed by the abundance of health labels and nutrition claims, leading to confusion rather than clarity (Grimmelt et al., 2022). By simplifying and visualizing nutritional data, the proposed concept directly mitigates this problem (Grimmelt et al., 2022).

Survey results suggest that transparency is decisive for trust and purchase intention (Figure 10). This empirical finding complements the conceptual emphasis on nutritional clarity.

Research confirms that personalization enhances perceived value and purchase intention, especially among nutrition-conscious consumers (Li et al., 2022). Furthermore, demand for clean, minimally processed ingredients is rising, with consumers increasingly associating “natural” and “simple” products with health and trustworthiness, an expectation directly reflected in the proposed concept (Grimmelt et al., 2022).

5.2.6 Customer Segments & Relationships

The primary customer segment consists of urban consumers aged 18 to 45 who prioritize health, convenience, and nutritional quality. In line with recent market research, German consumers increasingly seek food options that combine indulgence with health benefits, while also being affordable and transparent in their nutritional value (Innova Market Insights, 2025). Accordingly, decision-making in this segment is shaped by taste, price, personalization, availability, and clarity during busy lunch hours, with a strong emphasis on functional meals that support goals such as muscle growth, weight control, or overall well-being (Su et al., 2019).

The Survey indicates that all three segments, Fitness Enthusiasts, Professionals, and Pleasure Seekers, expressed similarly high purchase intentions (Figure 8). This suggests that the concept appeals broadly, while younger consumers emphasized the importance of health (Figure 4).

A secondary segment includes mainstream consumers who are not primarily focused on health but remain open to healthier offerings when these are accessible, appealing, and competitively priced. These consumers may use healthier options less frequently, yet they contribute to brand visibility and incremental sales (Camanzi et al., 2024).

Customer relationships are fostered through consistent product quality, fast service, and reliable communication. Digital integration, such as loyalty programs, creates a seamless service experience that reinforces retention (Wirtz et al., 2022).

5.2.7 Channels

The communication concept follows a hybrid channel strategy that integrates physical and digital touchpoints to maximize accessibility and brand engagement. Its core channel is a strategically located restaurant in Frankfurt's business district, optimized for speed and takeaway with limited seating.

A proprietary digital platform (website and app) enhances market reach by enabling pre-orders, nutritional transparency, loyalty programs and targeted promotions (Verhoef et al., 2015). During the launch phase, partnerships with third-party delivery providers complement the core channel mix by extending access beyond the immediate catchment area and attracting time-pressed, tech-savvy urban consumers. The rising demand for on-demand food delivery in metropolitan environments further underscores the strategic relevance of this channel (Emergen Research, 2025). Survey results support this potential, as the strong willingness to consume meals outside the home ($M = 4.39$, $p < .001$) highlights the importance of restaurants, takeaway services and digital pre-ordering as central success factors (Figure 12).

Finally, social media platforms, especially Instagram and TikTok, play a vital role in visibility, community building, and customer decision making. According to recent industry data, 74 % of consumers use social media to decide where to eat, 72 % research restaurants via these platforms before visiting, and 22 % are motivated to return by engaging social media presences. These platforms, by highlighting freshness, customization, and transparency, reinforce brand identity and foster emotional engagement, assets critical in today's competitive food service sector (Opena, 2025).

5.2.8 Key Activities, Resources & Partnerships

Key activities center on preparing nutritionally balanced meals with fresh ingredients, efficient workflows, and transparent information. Operational excellence during peak lunch hours is essential, while experiential factors such as design and ambience increasingly drive differentiation, even in fast casual contexts (Kuscher, 2025). A central resource is the modular plate system, standardizing components while allowing flexible variations. This design

streamlines operations, reduces waste, and ensures consistency, while still providing consumers with a sense of personalization and control.

Human resources are equally essential. Employees trained not only in food preparation but also in service standards and customer interaction act as brand ambassadors, evidence from restaurant settings demonstrates that such training elevates service performance, enhances customer satisfaction, and strengthens frontline consistency (Vardan, 2024).

Strategic partnerships further reinforce growth, quality, and visibility. Collaborations with local suppliers ensure freshness and sustainability, which research shows can significantly enhance operational performance in the restaurant sector (Cho et al., 2021). Partnerships with health-related organizations such as fitness brands, universities, coworking spaces and companies extend reach through co marketing and align the concept with preventive well-being.

5.2.9 Revenue Streams & Cost Structure

The primary revenue stream arises from customizable meals sold both on-site and through digital platforms, with prices between €14 and €20 based on selected components and optional add-ons. Upselling opportunities, such as premium ingredients or double-protein portions, enhance perceived value and elevate average transaction volume (McKinsey & Company, 2023). Bundling and price differentiation increase customer volume and margins by capturing consumer surplus and enabling segmentation. Combining bundles with à la carte choices can raise revenue while sustaining positive customer perceptions (Webb et al., 2022).

This pricing strategy is further supported by survey findings, respondents indicated a significantly above-average willingness to pay for healthy, fresh meals ($M = 6.57$, $p < .001$; Figure 11), signaling acceptance of the €14–20 price range.

Loyalty programs further drive repeat purchases and increase customer lifetime value by fostering both psychological and behavioral loyalty. Importantly, during periods of inflationary pressure, well-designed loyalty initiatives demonstrate resilience by anchoring customer engagement and retention (SowierKasprzyk, 2025).

On the cost side, significant expenses stem from food procurement, staffing, and urban rent. A lean, high-turnover menu reduces complexity and waste, improving labor efficiency and cost control. Applying activity-based costing enhances decision-making around menu profitability

and resource allocation (Raab & Zemke, 2016). Typical profit margins in the quick-service segment average between 6% and 9%, aligning with empirical industry benchmarks (Smith, 2022).

Marketing efforts will concentrate on digital channels, social media, influencer collaborations, and local engagements, leveraging high reach and engagement at lower cost. The business model prioritizes transparent pricing, operational simplicity, and strong product–market fit to support healthy unit economics and scalable growth.

5.3 Financial Viability & Key Factors

This section assesses the financial foundations of the proposed restaurant concept. It outlines the capital required for establishment, the expected cost structure, and the pricing model, before evaluating profitability and break-even dynamics. Together, these factors provide a comprehensive view of the economic feasibility and critical risks of the venture.

5.3.1 Capital Requirements

The establishment of the proposed restaurant in Frankfurt requires an investment of approximately €50,000–€80,000, covering kitchen infrastructure, interior setup, digital systems, licensing, and marketing (Starthilfe Beratung, 2024). To limit upfront costs, major appliances will be leased or acquired refurbished, a practice widely applied in the foodservice industry (Parsa et al., 2014). A buffer at the upper range ensures flexibility against unforeseen regulatory, technical, or supply chain challenges (Wood, 2018). Overall, the investment framework reflects a lean yet credible set-up, designed to achieve long-term financial feasibility.

5.3.2 Cost Structure (Fixed & Variable Costs)

The monthly cost base is estimated at €19,000, comprising rent for a central Frankfurt location, staff wages, utilities, insurance, and baseline marketing. Personnel costs represent the largest share, with service staff salaries in Frankfurt averaging €26,000–35,000 annually (Stepstone, 2025). More broadly, average labor costs in Germany amounted to €43.40 per hour in 2024, underlining the structural significance of human resources in hospitality (Statistisches Bundesamt, 2025).

Variable costs average €6 per meal, including ingredients, packaging, and transaction fees. Strategic supplier relationships and efficient workflows are critical to minimizing waste and protecting margins, while energy price volatility and wage dynamics remain key risk factors.

5.3.3 Pricing Strategy & Revenue Potential

The concept is positioned in the premium fast-casual segment, with meals priced between €14 and €20. This aligns with evidence that consumers accept a price premium of up to 25% for sustainable and health-oriented dining (Simon-Kucher & Partners, 2021). The expected average spend of €16–17 ensures both competitiveness and profitability.

With variable costs of €6, contribution margins of €10–11 per unit secure healthy unit economics. At projected daily sales of 120–150 meals, monthly revenues are estimated at €55,000–75,000. Upselling opportunities and digital channels provide further revenue potential, while personalization, locally sourced ingredients, and nutritional transparency strengthen trust and willingness to pay (Aschemann-Witzel & Zielke, 2017; Simon-Kucher, 2021).

5.3.4 Profitability & Break-Even Analysis

At an average contribution margin of €10–11, break-even is reached at 1,750–1,900 meals per month (≈60–65 per day), significantly below forecasted sales volumes. A scenario analysis underscores the model's robustness (Figure 14).

Scenario	Meals/Day	Monthly Revenue	Est. Operating Profit
Conservative Case	100	~€48,000	~€12,000
Base Case	120	~€58,000	~€18,000
Optimistic Case	150	~€73,000	~€27,000

Figure 14: Financial scenarios based on daily meal sales.
Note. Own calculations (2025).

Risks remain in ingredient price volatility, labor shortages, and uncertain demand patterns. However, stable fixed costs, flexible operations, and additional revenue channels (delivery, catering, subscriptions) provide resilience. Proactive supplier management and partnerships with employers or co-working spaces can further mitigate risks.

Survey results indicate the feasibility of projected sales volumes, with respondents reporting lunch out one to four times per week (Figure 7) and an average expenditure of €13.40 per meal. These patterns support the projection of 120–150 daily sales as a realistic estimate for the target group.

This analysis supports the financial viability of the concept, the investment requirements are lean but realistic, cost structures manageable, and pricing consistent with consumer willingness-to-pay. With a conservative break-even point and scalable revenues, the model offers a solid foundation for profitable and sustainable growth, contingent on disciplined cost management and active risk mitigation.

6. Discussion

Building on the financial assessment in the previous chapter, this section turns from quantitative viability to a broader interpretation of the empirical findings. The discussion links survey results with the Business Model Canvas, situating the concept within consumer preferences, competitive dynamics, and strategic implications. In doing so, it critically evaluates how taste, health, customization, and convenience shape the value proposition and outlines the opportunities and challenges for implementing the restaurant concept in practice.

6.1 Taste versus Health: The Core of the Value Proposition

The findings of Hypothesis Q2 align with recent research highlighting taste as the dominant driver of food choice (Garaus et al., 2023; Figure 9; Appendix I). While health was also valued, respondents rated taste significantly ($p < 0.001$) higher, indicating that health-related claims alone are insufficient to secure purchase intentions (Figure 9, Appendix I). This resonates with the Business Model Canvas analysis suggesting the value proposition must prioritize indulgent taste, positioning health benefits as an additional layer of value. Literature further shows that consumers often associate “healthy” with reduced taste expectations, a bias that innovative concepts must actively counter (Garaus et al., 2023). Current findings also emphasize a persistent intention–action gap, while many consumers express health aspirations, convenience and sensory appeal remain decisive in actual purchase behavior (Grimmelt et al., 2022), which is reflected in Hypothese Q2 of this study, as respondents consistently rated taste and freshness significantly higher than purely health-related attributes (Figure 9, Appendix I).

Hypotheses Q3 and Q7 indicated that freshness and customization are considered highly important (Figure 10, Appendix J, Figure 13; Appendix N). This aligns with recent findings on modular food systems and consumer behavior, showing that personalization enhances perceived value and purchase intention (Innova Market Insights, 2025). Moreover, transparency and freshness are central to building trust in food services, reflecting a growing consumer demand for clarity and authenticity in meal composition (Aschemann-Witzel & Zielke, 2017). From a BMC perspective, customization is a key activity but also introduces operational challenges, as more options can increase kitchen complexity and cost. Balancing variety with efficiency therefore becomes critical, too much customization risks slowing operations, too little risks missing consumer expectations.

6.2 Premium Willingness to Pay, Convenience and Customization

Hypothesis Q4 tested if respondents are willing to pay above-average prices for healthy and fresh lunch options, supporting recent work on the "health premium" in food services and sustainability-oriented consumption (Alsubhi et al., 2022, Figure 11, Appendix K). While this suggests that premium positioning is feasible, it also highlights a tension in the BMC revenue model, as profitability depends on pricing segments that drive repeat purchases while controlling costs and sustaining perceived value.

H5 highlights the connection between purchase frequency and the alignment of offers with consumer preferences for health, taste, and convenience. Convenience also emerged as a crucial driver, consistent with recent analyses of urban eating behavior in hybrid work environments (Appendix L). Reports indicate that home office and hybrid work have substantially altered work patterns across Europe, making demand forecasting more volatile, with at least 22 % of employees working from home on a regular basis and the trend continuing to rise (Eurofound, 2023; Fleck, 2024).

Hypothesis Q6 showed a strong willingness to consume health-oriented meals outside, confirming the importance of out-of-home and takeaway channels (Figure 12; Appendix M). However, hybrid work trends introduce volatility, as lunch frequency correlates significantly with office attendance ($r = .45$, $p < .001$; Appendix Q). This points to fewer walk-in customers and highlights the need for flexible channels such as digital ordering and delivery. Reliance on central urban office workers may therefore expose the concept to demand shifts driven by changing work patterns.

6.3 Target Groups and Demographic Patterns

Hypothesis Q1 suggested no significant differences in purchase intentions between fitness enthusiasts, professionals, and pleasure seekers, each group displayed relatively high purchase likelihood with a mean score of 4.46 and a median of 5.0 on the five-point likelihood scale (Figure 8, Appendix H). This supports the assumption that health-conscious eating is diffusing beyond niche markets and increasingly shaping mainstream consumption (Bundesministerium für Ernährung und Landwirtschaft, 2024). Strategically, this allows for a broad target market. However, Hypothesis Q8 revealed a generational divide, younger respondents attached higher importance to healthy eating than older ones, consistent with findings on generational differences in dietary values and openness to new food formats (Bauer et al., 2018; Appendix O).

This presents a strategic trade-off. While the customer segment in the BMC can be broad, early adoption will likely be strongest among younger, fitness-oriented consumers. This group is not only more health-conscious but also more responsive to digital channels and transparency (Appendix O). Older consumers may still be reached, but communication strategies should emphasize taste and convenience rather than health. Thus, segmentation and targeting must be more nuanced than originally assumed in the business model.

6.4 Business Model Fit and Scalability

The BMC helps contextualize the empirical findings. The strong preference for freshness and customization aligns well with the value proposition and supports the modular menu design ((Figure 10; Appendix J; Figure 13; Appendix N). However, this also raises challenges in key resources and activities, particularly staff training, ingredient logistics, and consistency of product quality. Literature on digitalization in the restaurant industry emphasizes that customer expectations increasingly demand seamless integration of physical and digital touchpoints, creating pressure on service innovation and operational continuity (Alt, 2021). The tension between modularity and lean workflows is therefore a critical risk factor.

Profitability analysis showed that break-even requires approximately 65 meals per day, a threshold that appears feasible considering the survey results. However, the cost structure remains vulnerable, as premium ingredients and central locations drive both fixed and variable expenses. Securing profitability will therefore depend on strong partnerships with suppliers and

corporate clients. Research on service innovation in hospitality highlights that long-term success relies not only on consumer demand but also on replicable processes and consistent service quality (Priadi & Pratminingsih, 2024).

6.5 Market Opportunities in Frankfurt and Beyond

Frankfurt represents an attractive launch market with high population density, a large professional class, and cultural openness to international food concepts. The survey suggested that many respondents purchase lunch out-of-home multiple times per week, providing the demand base necessary for the model (Figure 7). Moreover, willingness to pay a premium fits well with the city's income structure (Figure 11; Appendix K). However, competition is strong, established players such as Stadtsalat or fit kitchen already target health-conscious consumers, albeit with less emphasis on customization.

For expansion beyond Frankfurt, the key challenge is transferability. Literature suggests that while replicating to other large urban centers (like Berlin, Munich, or Hamburg) is promising, scaling to smaller cities may reduce demand density and erode margins due to non-linear amenity distribution patterns (Kaufmann et al., 2022). The opportunity space therefore lies in dense urban markets where office-based professionals and younger consumers overlap. In the long run, diversification into adjacent revenue streams (subscriptions, catering, retail products) could stabilize income, but this requires careful timing to avoid overextension.

6.6 Limitations and Future Research

Despite providing further insights, this study is subject to several limitations that must be acknowledged. First, the sampling approach relied on a convenience-based online survey restricted to individuals aged 18–45 living in German cities with more than 100,000 inhabitants. While this focus is consistent with the intended target market, it reduces the generalizability of results to other age groups, smaller towns, or rural populations. Moreover, the study implicitly assumes that city size and the presence of a large office workforce correlate strongly. Yet metropolitan areas such as Frankfurt differ considerably from smaller cities of around 100,000 inhabitants, particularly in terms of spending power and consumption habits (Kaufmann, 2022). The survey design did not differentiate between such contexts, which should be considered when interpreting the results.

Second, the cross-sectional design captures consumer attitudes and intentions at a single point in time. This prevents conclusions about long-term behavioral stability or causal dynamics. Future research should adopt longitudinal or experimental approaches to examine how preferences evolve under changing market conditions or in response to real-world interventions such as price adjustments or menu innovations.

Third, the study is based on self-reported data, which is inherently prone to biases such as social desirability and the gap between stated intentions and actual behavior. While attention checks and careful questionnaire design mitigated some of these risks, behavioral tracking in real purchase settings would provide more robust evidence.

Finally, while integrating survey results with the BMC strengthens the practical orientation of this work, it also reflects the static nature of the framework. Additional models were not applied, as the scope of this thesis required a focused integration of survey evidence with the BMC to ensure clarity and coherence. Future research could complement this approach with dynamic strategy models such as scenario planning, competitive simulations, or frameworks like BMI and Lean Startup to refine the concept, identify new value creation mechanisms, and test adaptability in different contexts.

7. Conclusion

This thesis examined the market potential and business model viability of a health-oriented, customizable restaurant concept in the German urban context, with Frankfurt am Main as the focal case. Drawing on an extensive literature review and empirical evidence from 203 survey responses, the study suggests that urban consumers aged 18–45 view taste as the decisive driver of food choice, with health, freshness, and customization valued as decisive complementary attributes. Younger respondents placed greater emphasis on healthy eating, reflecting a generational shift in dietary values. Willingness to pay was above average, especially among higher-income participants, supporting the feasibility of a premium positioning when linked to transparency and quality.

Building on these findings, the Business Model Canvas was applied to design the restaurant concept. The value proposition combines indulgent taste with healthy eating and differentiates itself from competitors, who largely depend on standardized bowl formats. The modular plate approach expands meal options, increases flexibility, and creates a distinctive positioning that

addresses both enjoyment and health orientation. The concept appeals not only to fitness enthusiasts but also to professionals and pleasure seekers, confirming broad urban demand. Younger, health-conscious consumers emerge as possible early adopters, particularly receptive to digital channels and transparent communication.

Convenience emerged as a key factor, underscoring the relevance of takeaway and delivery in hybrid work environments. The willingness to pay for freshness and transparency indicates that value-based pricing strategies are feasible when communicated effectively. While customization enhances perceived value, efficient workflows and careful resource management remain essential for smooth operations and sustained profitability. The financial analysis further suggests that break-even is attainable under realistic demand conditions in Frankfurt's urban context.

From a theoretical perspective, the thesis enriches consumer behavior research by reaffirming the primacy of taste, highlighting the role of health and customization, and demonstrating generational differences in dietary values. Managerially, it shows that success depends on integrating indulgent taste, nutritional quality, convenience, and personalization with operational efficiency at the store level.

In conclusion, health-focused fast casual dining is not a passing niche but part of a broader transformation in consumer demand. A restaurant concept that unites taste, health, freshness, customization and convenience represents a strong opportunity in Frankfurt and offers a convincing proof of concept that directly addresses the consumer needs identified in this study.

8. Appendix

Dean and David

Strengths	Very broad menu including salads, wraps, sandwiches, warm bowls, curries, soups, smoothies, and sweet snacks. Offers warm and cold meals. Strong brand with long-standing market presence. Prime locations in business districts. Collaboration with Planted (plant-based meat alternative). Nutritional information available online.
Weaknesses	Extensive menu can cause decision fatigue. Inconsistent food quality between locations. Sometimes small portion sizes in delivery. Nutritional values are not clearly communicated in-store. Bowls range between 650–1000 kcal with ~25g protein, which may be perceived as relatively high in calories for relatively low protein density.
Opportunities	Streamline menu to increase speed and consistency. Improve in-store visibility of nutrition. Emphasize performance-oriented and protein-rich choices.
Threats	Competition from faster, more focused brands with clearer nutritional positioning.

Stadtsalat

Strengths	Digital-first concept with highly customizable bowls and salads. Transparent nutritional information. Vegetarian and vegan options. Partnership with Planted Chicken. Flexible macro setup (calories, protein, add-ons). Fresh, high-quality ingredients. Certified organic (bio).
Weaknesses	Physical stores exist but are minimalistic and not optimized for dine-in. High price (13.99–19.99 €) for small portions (350–550 g). Not ideal for spontaneous, quick walk-in lunch purchases in business districts.
Opportunities	Improve portion-to-price ratio to encourage repeat purchase. Add more warm, filling core products. Strengthen positioning around satiety and protein options.
Threats	Perceived as delivery-focused only. Price sensitivity may limit daily usage.

Compleat

Strengths	Functional meals with clear macro balance. Ready-to-eat and portion controlled. High in protein and suitable for performance-oriented consumers. Franchise system. Customizable bowls with options like vegan, high-carb, low-carb. Detailed macro and calorie information due to exact weighing of ingredients. Cooperation with ahead (sugar-free snacks and sweets). Also sells supplements like protein powders. Strong focus on delivery. Bowls can be further personalized through add-ons.
Weaknesses	Pre-packaged appearance lacks freshness. Limited emotional or sensory appeal. Narrow product variety. Meals are basic fitness combinations (e.g., rice, chicken, broccoli) that could easily be made at home. More functional than indulgent. Appeals more to fitness niche than general health-conscious consumers.
Opportunities	Expand into fitness centers, coworking spaces, and smart fridges. Position as high-performance nutrition on the go. Highlight affordability (some meals under 10 euros) and transparency. Potential to broaden appeal to wider health audience.
Threats	May be perceived as too clinical or niche. Limited appeal to broader health-conscious lifestyle audience.

Beets and Roots

Strengths	Trendy brand targeting younger urban consumers. Fresh, colorful ingredients with modern presentation. Menu includes bowls, salads, curries, and wraps. Nutritional values available online. Offers vegan and vegetarian options. Many seasonal bowls. Presence in several major German cities.
Weaknesses	Menu similar to Dean and David but smaller. Heavy focus on bowls. Portion sizes may not fully satisfy. Nutritional profile of bowls ranges from 650–1100 kcal with about 25–35g protein, which may be high in calories for moderate protein.
Opportunities	Introduce more signature products focused on protein and satiety. Expand presence in business districts. Emphasize seasonal variety and freshness.
Threats	Brand and design no longer highly differentiated as competitors adopt similar visuals and language.

Maloa Poke

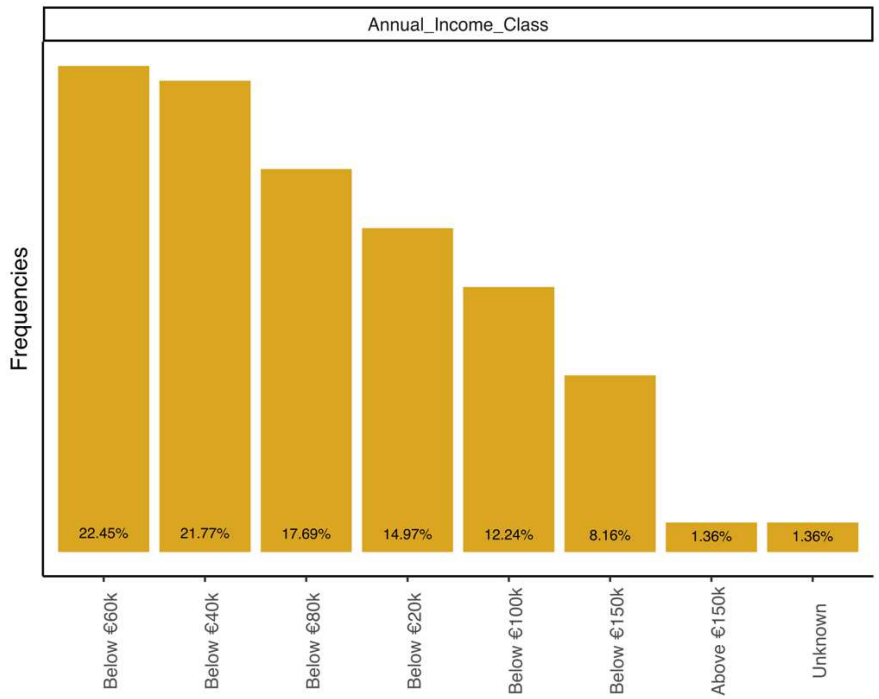
Strengths	Customizable fresh bowls with colorful, clean-label ingredients. Appealing to light eaters, flexitarians, and trend-driven consumers. Warm rice base with cold toppings. Now also offering curries. Franchise model. Nutritional values available online. High degree of customization plus ready-made bowl options. Various protein choices including fish, meat, tofu, and vegan chicken.
Weaknesses	Bowls priced around 15 euros. Base price includes a fixed number of toppings, but premium toppings cost extra. Cold toppings may not appeal in winter. Still perceived primarily as a poke bowl brand despite recent additions like curries. Average bowl contains around 600 kcal and 25–35g of protein, which may be sufficient for some but not filling enough for others depending on composition.
Opportunities	Add warm grain bases or hybrid bowls. Introduce new formats like lunch sets or functional add-ons.
Threats	Poke trend losing momentum. Seasonality could restrict consistent demand.

FitKitchen

Strengths	Healthier alternatives to classic fast food (e.g., burgers, bowls, wraps). High in protein with clear calorie transparency. Generally more filling than salad-focused competitors. Offers special lunch menu. Includes burgers, wraps, and salads, providing variety for everyday lunch options.
Weaknesses	Some meals rely on pre-prepared components. Less fresh or natural brand perception. Still relatively low physical presence in Frankfurt. Focus more on taste and nutritional values (macros) than on clean or high-quality ingredients, which may impact perception among health-conscious consumers. Burgers contain around 600 kcal and 50g of protein, indicating a strong macro profile but may still lack transparency regarding ingredient sourcing.
Opportunities	Scale in business districts. Sharpen brand as functional and satisfying daily lunch provider.
Threats	Unclear positioning between fast food and fresh health concepts.

Appendix A: SWOT Analysis of Competitors in Frankfurt

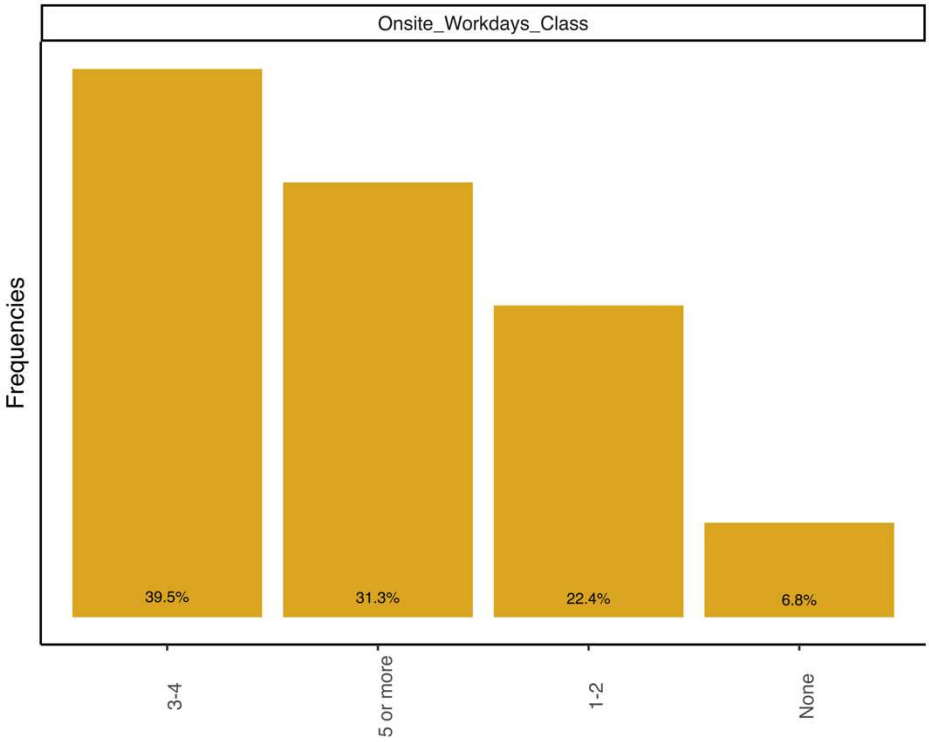
Note. Own analysis of selected competitors in Frankfurt.



n	Mean	SD	Median	Min	Max	Range	Skew	Kurtosis
147	3.272	1.649	3.0	1.0	8.0	7.0	0.511	-0.344

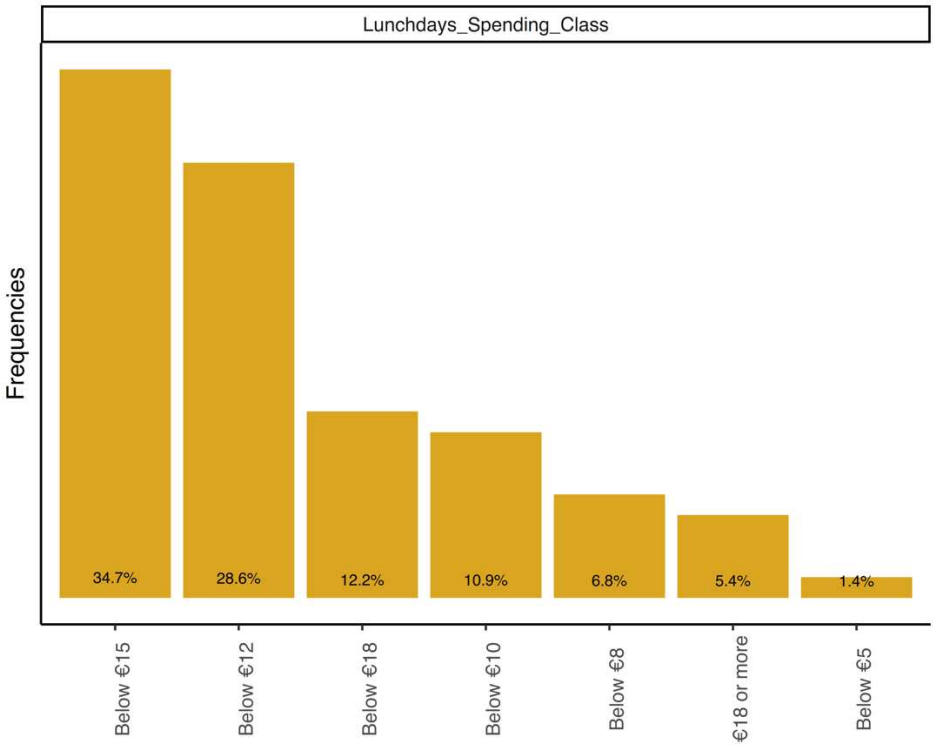
Appendix B: Household Income Distribution of Survey Participants

Note. Distribution of reported annual household income classes.Own survey data (N = 147).



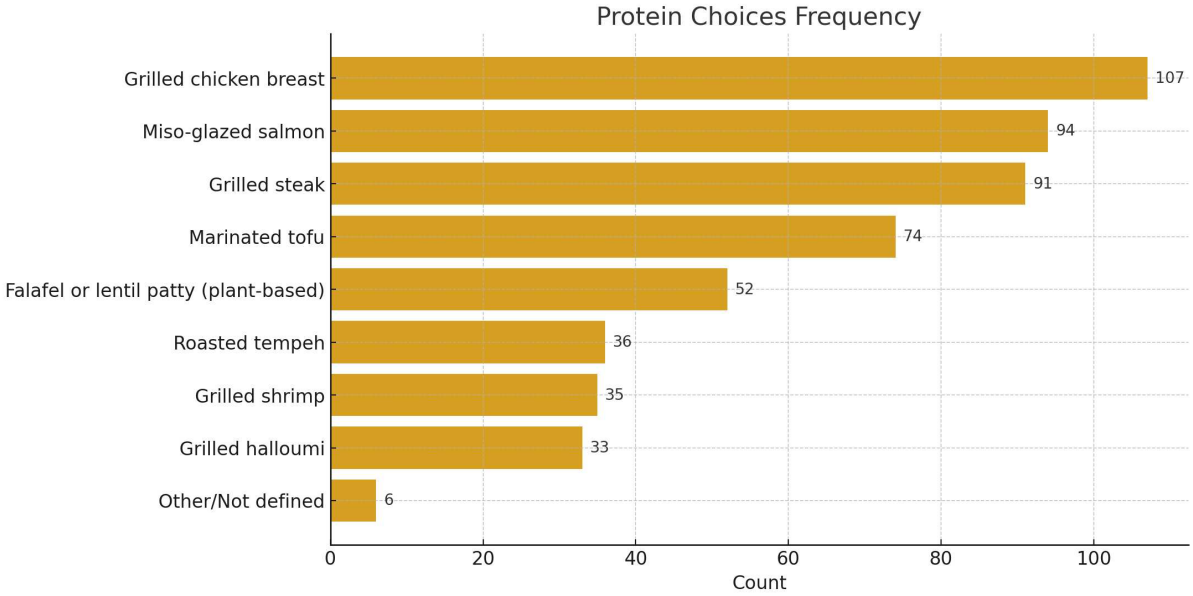
Appendix C: Onsite Workdays of Survey Participants

Note. Distribution of reported onsite workdays per week. Own survey data (N = 147).



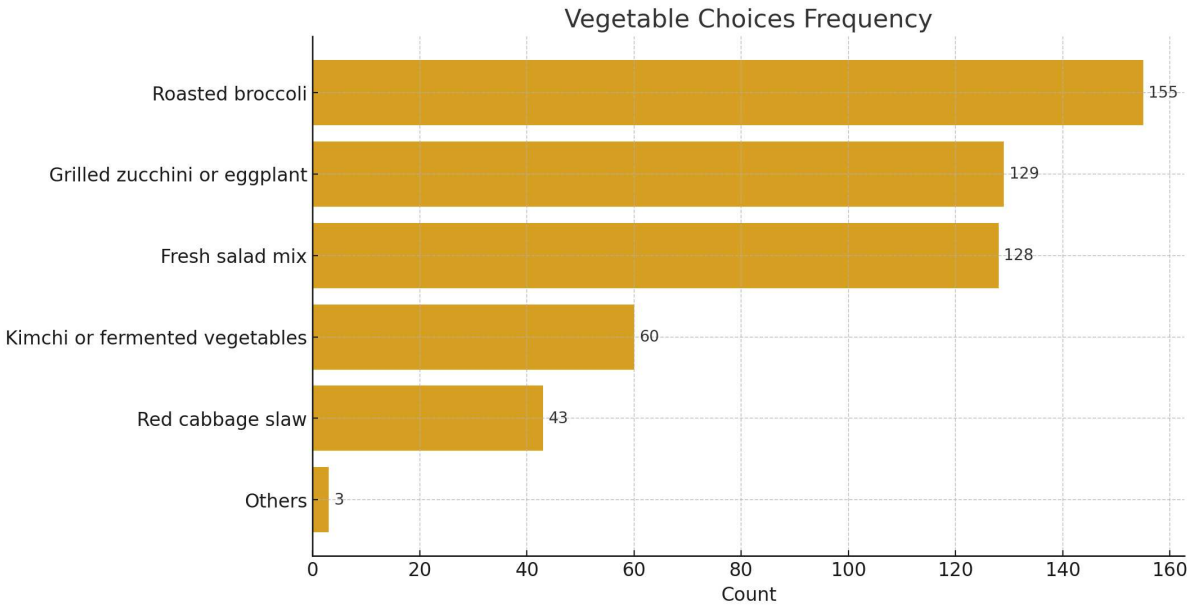
Appendix D: Lunch Spending of Survey Participants

Note. Distribution of reported onsite workdays per week. Own survey data (N = 147).



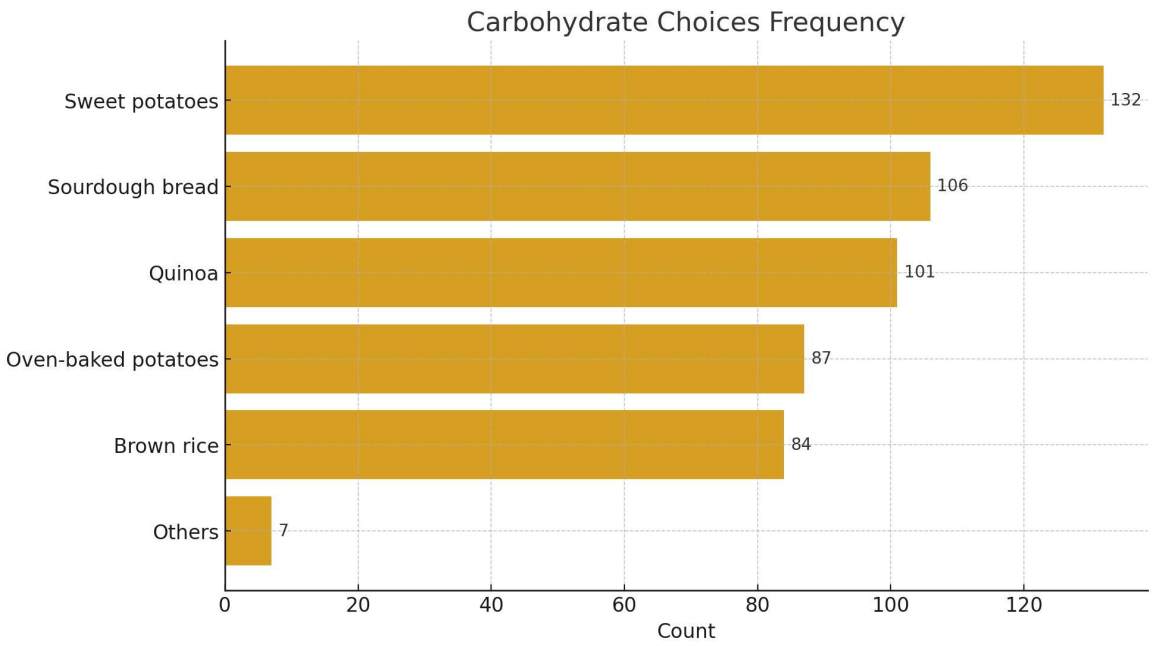
Appendix E: Protein Choices of Survey Participants

Note. Distribution of reported onsite workdays per week. Own survey data (N = 147).



Appendix F: Vegetable Choices of Survey Participants

Note. Distribution of reported onsite workdays per week. Own survey data (N = 147).



Appendix G: Carbohydrate Choices of Survey Participants

Note. Distribution of carbohydrate selections reported in the survey. Own survey data (N = 147).

```
> [1] "p-Value Likelihood_Healthy_Concept by Category:"
>              Df Sum Sq Mean Sq F value Pr(>F)
> Category      2   0.83  0.4164   0.913  0.404
> Residuals   144  65.71  0.4563
>
>   Kruskal-Wallis rank sum test
>
> data:  Likelihood_Healthy_Concept by Category
> Kruskal-Wallis chi-squared = 3.6027, df = 2, p-value = 0.1651
>   Tukey multiple comparisons of means
>     95% family-wise confidence level
>
> Fit: aov(formula = Likelihood_Healthy_Concept ~ Category, data = df)
>
> $Category
>                              diff        lwr       upr     p adj
> Pleasure-Fitness      -0.10304054 -0.4530219 0.2469408 0.7654812
> Professional-Fitness  -0.17540323 -0.4829682 0.1321617 0.3697382
> Professional-Pleasure -0.07236269 -0.4046990 0.2599736 0.8638437
```

Appendix H: Test Results for Hypothesis Q1

Note. Kruskal-Wallis rank sum test and ANOVA post-hoc comparisons for Likelihood of Adopting the Healthy Concept across consumer categories (Pleasure, Fitness, Professional). Own survey data (N = 147).

```
> [1] "p-Value Scale by Type:"

>
>   Welch Two Sample t-test
>
> data:  Scale by Type
> t = -4.0343, df = 292, p-value = 6.999e-05
> alternative hypothesis: true difference in means between group
Importance_Healthy and group Importance_Taste is not equal to 0
> 95 percent confidence interval:
>  -0.6680144 -0.2299448
> sample estimates:
> mean in group Importance_Healthy   mean in group Importance_Taste
>                         3.843537                          4.292517

>
>   Wilcoxon rank sum test with continuity correction
>
> data:  Scale by Type
> W = 7574, p-value = 2.026e-06
> alternative hypothesis: true location shift is not equal to 0

> Call: cohen.d(x = Scale ~ Type, data = df2)
> Cohen d statistic of difference between two means
>       lower effect upper
> Scale  0.24   0.47   0.7
>
> Multivariate (Mahalanobis) distance between groups
> [1] 0.47
> r equivalent of difference between two means
> Scale
>  0.23
```

Appendix I: Test Results for Hypothesis Q2

Note. Welch Two Sample t-test, Wilcoxon rank sum test, and effect size (Cohen's d) for differences in perceived importance between "Health" and "Taste" in food choice. Own survey data (N = 147).

```
> [1] "p-Value Fresh_Is_Healthy:"
>
>   One Sample t-test
>
> data:  df$Fresh_Is_Healthy
> t = 31.758, df = 146, p-value < 2.2e-16
> alternative hypothesis: true mean is greater than 3
> 95 percent confidence interval:
>  4.367005      Inf
> sample estimates:
> mean of x
>  4.442177
>
>   Wilcoxon signed rank test with continuity correction
>
> data:  df$Fresh_Is_Healthy
> V = 10296, p-value < 2.2e-16
> alternative hypothesis: true location is greater than 3
```

Appendix J: Test Results for Hypothesis Q3

Note. One-sample t-test and Wilcoxon signed-rank test on whether participants agree that "Fresh equals Healthy." Mean score significantly above the neutral midpoint (M = 4.44, p < .001). Own survey data (N = 147).

```
> [1] "p-Value Acceptable_Price:"
>
>   One Sample t-test
>
> data:  df$Acceptable_Price
> t = 10.596, df = 146, p-value < 2.2e-16
> alternative hypothesis: true mean is greater than 5
> 95 percent confidence interval:
>  6.325942      Inf
> sample estimates:
> mean of x
>  6.571429
>
>   Wilcoxon signed rank test with continuity correction
>
> data:  df$Acceptable_Price
> V = 7225.5, p-value = 6.627e-16
> alternative hypothesis: true location is greater than 5
```

Appendix K: Test Results for Hypothesis Q4

Note. One-sample t-test and Wilcoxon signed-rank test on whether the price was perceived as acceptable. Mean score significantly above the neutral point (M = 6.57, p < .001). Own survey data (N = 147).

```
>
>   Pearson's product-moment correlation
>
> data:  x and y
> t = 7.5681, df = 145, p-value = 2.016e-12
> alternative hypothesis: true correlation is greater than 0
> 95 percent confidence interval:
>  0.4268493 1.0000000
> sample estimates:
>       cor
> 0.5321278

>
>   Spearman's rank correlation rho
>
> data:  x and y
> S = 224717, p-value = 1.22e-14
> alternative hypothesis: true rho is greater than 0
> sample estimates:
>       rho
> 0.5755212
```

Appendix L: Test Results for Hypothesis Q5

Note. Pearson's correlation (r = 0.53, p < .001) and Spearman's rho (ρ = 0.58, p < .001) show a significant moderate positive relationship between the two variables. Own survey data (N = 147).

```
> [1] "p-Value Fitness_Meals_Outside:"

>
>   One Sample t-test
>
> data:  df$Fitness_Meals_Outside
> t = 22.065, df = 146, p-value < 2.2e-16
> alternative hypothesis: true mean is greater than 3
> 95 percent confidence interval:
>  4.283642      Inf
> sample estimates:
> mean of x
>  4.387755

>
>   Wilcoxon signed rank test with continuity correction
>
> data:  df$Fitness_Meals_Outside
> V = 9262.5, p-value < 2.2e-16
> alternative hypothesis: true location is greater than 3
```

Appendix M: Test Results for Hypothesis Q6

Note. One-sample t-test and Wilcoxon signed-rank test on the willingness to consume health-oriented meals outside. Mean score significantly above the neutral point (M = 4.39, p < .001). Own survey data (N = 147).

```
> [1] "p-Value Importance_Customization:"

>
>   One Sample t-test
>
> data:  df$Importance_Customization
> t = 13.483, df = 146, p-value < 2.2e-16
> alternative hypothesis: true mean is greater than 3
> 95 percent confidence interval:
>  3.829483      Inf
> sample estimates:
> mean of x
>  3.945578

>
>   Wilcoxon signed rank test with continuity correction
>
> data:  df$Importance_Customization
> V = 6552, p-value < 2.2e-16
> alternative hypothesis: true location is greater than 3
```

Appendix N: Test Results for Hypothesis Q7

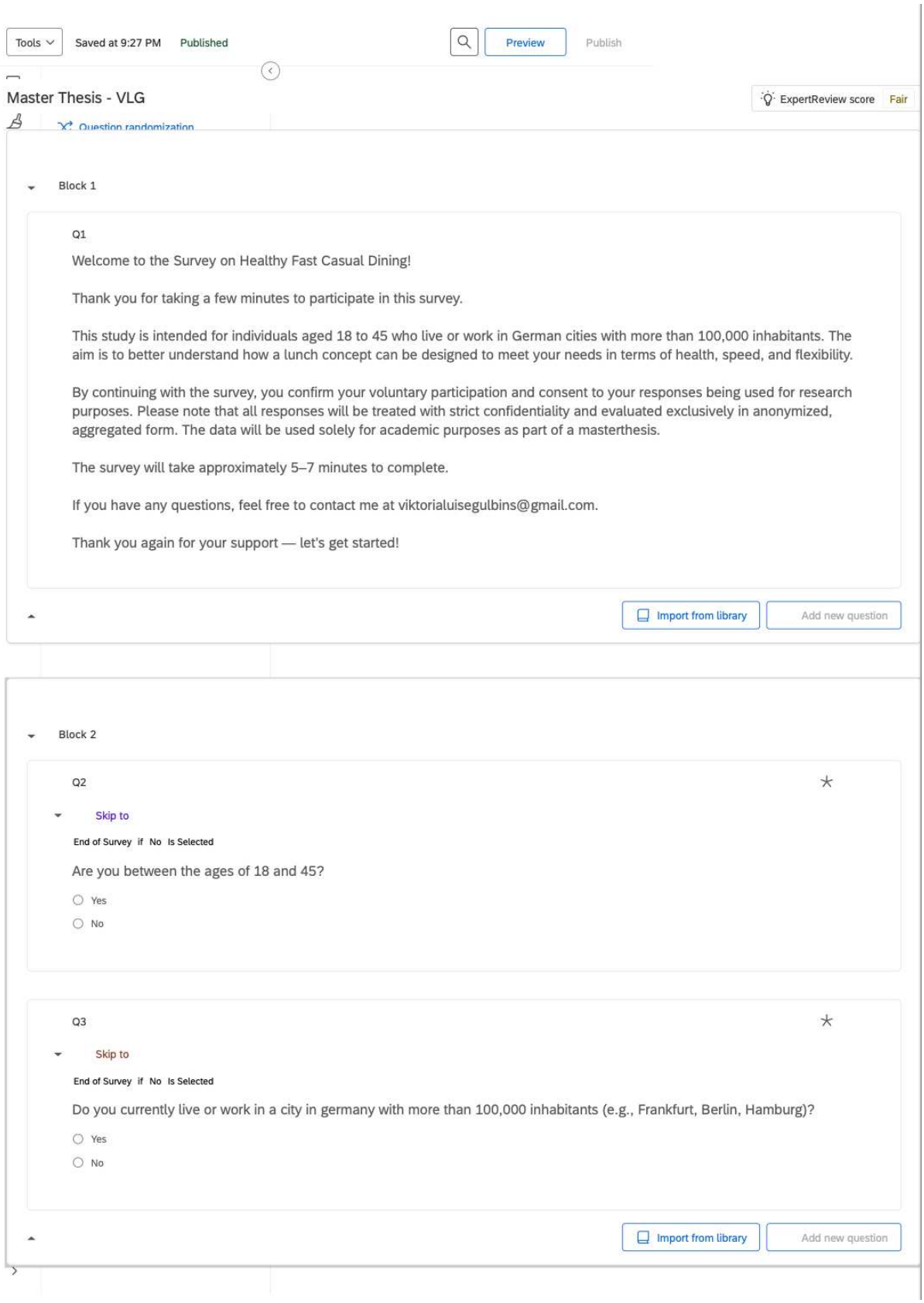
Note. One-sample t-test and Wilcoxon signed-rank test on the perceived importance of customization. Mean score significantly above the neutral point (M = 3.95, p < .001). Own survey data (N = 147).

```
>
>   Pearson's product-moment correlation
>
> data:  x and y
> t = -5.0648, df = 145, p-value = 6.118e-07
> alternative hypothesis: true correlation is less than 0
> 95 percent confidence interval:
>  -1.0000000 -0.2655155
> sample estimates:
>        cor
> -0.3877117

>
>   Spearman's rank correlation rho
>
> data:  x and y
> S = 739127, p-value = 3.398e-07
> alternative hypothesis: true rho is less than 0
> sample estimates:
>        rho
> -0.3961705
```

Appendix O: Test Results for Hypothesis Q8

Note. Pearson's correlation (r = –0.39, p < .001) and Spearman's rho (ρ = –0.40, p < .001) show a significant moderate negative relationship between the two variables. Own survey data (N = 147).


Tools
Saved at 9:27 PM
Published
Preview
Publish
Master Thesis - VLG
ExpertReview score
Fair
Question randomization
Block 1
Q1
Welcome to the Survey on Healthy Fast Casual Dining!
Thank you for taking a few minutes to participate in this survey.
This study is intended for individuals aged 18 to 45 who live or work in German cities with more than 100,000 inhabitants. The aim is to better understand how a lunch concept can be designed to meet your needs in terms of health, speed, and flexibility.
By continuing with the survey, you confirm your voluntary participation and consent to your responses being used for research purposes. Please note that all responses will be treated with strict confidentiality and evaluated exclusively in anonymized, aggregated form. The data will be used solely for academic purposes as part of a masterthesis.
The survey will take approximately 5–7 minutes to complete.
If you have any questions, feel free to contact me at viktorialuisegulbins@gmail.com.
Thank you again for your support — let's get started!
Import from library
Add new question
Block 2
Q2
Skip to
End of Survey if No Is Selected
Are you between the ages of 18 and 45?
Yes
No
Q3
Skip to
End of Survey if No Is Selected
Do you currently live or work in a city in germany with more than 100,000 inhabitants (e.g., Frankfurt, Berlin, Hamburg)?
Yes
No
Import from library
Add new question

Block 3

Q4

What is your current employment status?

- ○ Employed
- ○ Self-employed
- ○ Unemployed
- ○ Student
- ○ Retired
- ○ Other (please specify)

Q5

How many days per week do you usually work or study on-site (outside your home)?

- ○ 0
- ○ 1–2
- ○ 3-4
- ○ 5 or more

Page Break

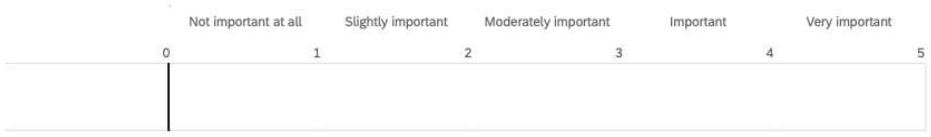
Q6

Do you currently follow a specific dietary style?

- ☐ No specific style
- ☐ Vegetarian
- ☐ Vegan
- ☐ High protein
- ☐ Low carb
- ☐ Gluten-free
- ☐ Lactose-free
- ☐ Other

Q7

How important is physical fitness or sport in your daily life? (1 = Not important, 5 = Very important)



Page Break

Import from library | Add new question

Block 4

Q8 *

How often do you eat lunch outside your home or order it during the work week (regardless of whether you work on-site or from home)? (e.g., restaurants, canteens, delivery, take-away)

- ○ Daily
- ○ 3–4 times per week
- ○ 1–2 times per week
- ○ Rarely
- ○ Never

Q9 *

How much do you typically spend on lunch when eating out?

- ○ Less than €5
- ○ €5–7.99
- ○ €8–9.99
- ○ €10–11.99
- ○ €12–14.99
- ○ €15–17.99
- ○ €18 or more

Q10 *

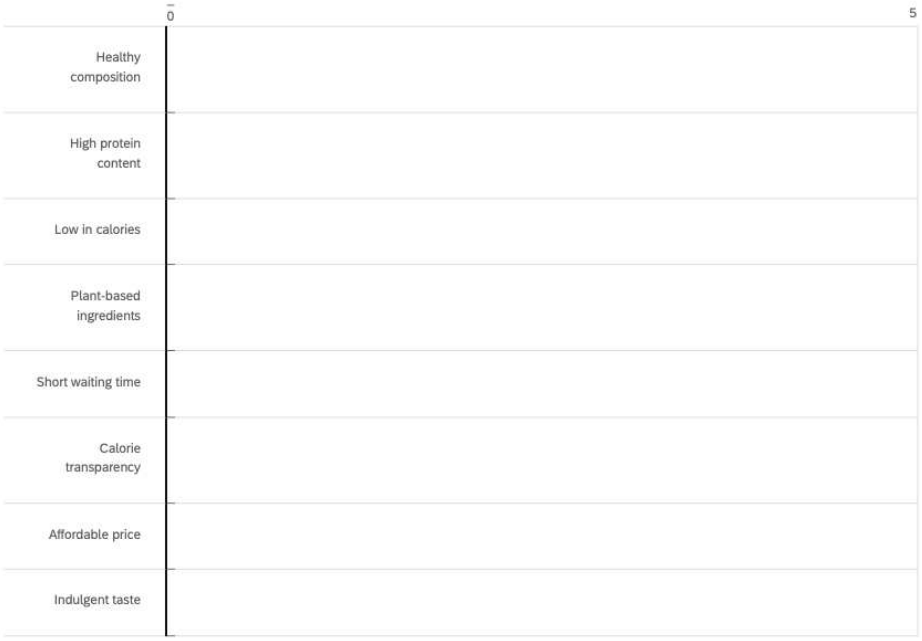
Where do you regularly purchase your lunch? (Select all that apply)

- ☐ Bakeries or Cafés
- ☐ Supermarkets or drugstores
- ☐ Fast food restaurants
- ☐ Vending machines
- ☐ Restaurants
- ☐ Others

Page Break

Q11 *

How important are the following aspects when choosing your lunch? (0 = Not important at all, 5 = Very important)



Page Break

Q12 *

How interested are you in buying healthy, high-protein, or lower-calorie meals when eating out?

- ○ Not at all interested
- ○ Not very interested
- ○ Neutral
- ○ Somewhat interested
- ○ Very interested

Q13 *

What prevents you from choosing healthy meals more often? (select all that apply)

- ☐ Too expensive
- ☐ Not filling
- ☐ Takes too long
- ☐ Doesn't taste good
- ☐ Few options nearby
- ☐ No time to think about it
- ☐ Not sure what's healthy
- ☐ I eat what I crave
- ☐ I already eat healthy
- ☐ Other (please specify)

Block 5

Concept intro

Imagine a healthy lunch concept that's simple, transparent, and fully customizable. You create your own plate by selecting one protein, one carbohydrate, and one vegetable — all freshly prepared and served warm. Nutritional information (e.g., calories, protein content) is provided for each component, so you always know what you're eating. Designed to be quick, affordable, and goal-oriented, this concept supports your lifestyle — whether you're focused on fitness, following a specific diet, or simply craving delicious, nutritious food without compromise.

Sample meal

This sample meal shows the modular system: grilled steak, roasted cauliflower, salad mix, and sourdough bread — all warm and freshly prepared. Meals are fully customizable with visible nutritional values.

Page Break

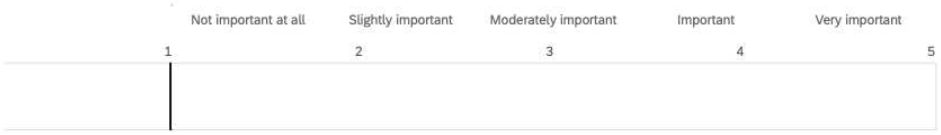
Q14

How likely would you be to try such a lunch concept that offers healthy, nutrient-rich meals? (1 = Very unlikely, 5 = Very likely)

Page Break

Q15

How important is it for you to customize your lunch (e.g., choose protein, vegetable, carb)? (1 = Not important at all, 5 = Very important)



Page Break

Q16

How much do you agree with the statement: 'Freshly prepared and healthy lunch options are of higher quality than pre-packaged lunches.'

Page Break

Q17

Do you think swapping your usual lunch for something freshly prepared, healthy, and locally sourced like this could support a healthier lifestyle?

Page Break

Q18 *

How much would you be willing to pay for a healthy, freshly prepared lunch like this?

- ○ Less than €6
- ○ €6.00 – €7.99
- ○ €8.00 – €9.99
- ○ €10.00 – €11.99
- ○ €12.00 – €13.99
- ○ €14.00 - €15.99
- ○ €16.00 - €17.99
- ○ €18.00 or more

Q19 *

Where would you prefer to purchase a healthy lunch like this? (Select all that apply)

- ☐ In a restaurant
- ☐ Via app for pick-up
- ☐ Via app for delivery
- ☐ At work (e.g., canteen, office kitchen)
- ☐ In supermarkets or grab-and-go shelves
- ☐ I would prefer to prepare it myself
- ☐ Other (please specify)

Page Break

Q20 *

If this restaurant opened near you, how likely would you be to purchase from it regularly (e.g., once a week or more)?

- ○ Very unlikely
- ○ Unlikely
- ○ Neutral
- ○ Likely
- ○ Very likely

Q21 *

Which of the following lunch concepts would you personally prefer?

- ○ A structured plate where you choose one protein, one carbohydrate, and one vegetable – with visible nutritional values
- ○ A typical mixed bowl (e.g., with rice, salad, dressing, and toppings)
- ○ A classic hot lunch menu with changing daily dishes (e.g., canteen-style)
- ○ A sandwich, wrap, or baguette from a bakery or supermarket
- ○ A cold ready-made meal (e.g., salad, grain bowl, snack box)
- ○ Others (please specify)

Page Break

Q22

Which of the following categories best describes you?

- ○ Health and fitness enthusiast
- ○ Business professional
- ○ Pleasure seeker
- ○ None of the above

Import from library | Add new question

Block 6

Q23

Select 'Somewhat agree' for this question to show that you are paying attention.

- ○ Strongly agree
- ○ Somewhat agree
- ○ Neutral
- ○ Somewhat disagree
- ○ Strongly disagree

Q24

Which of the following components would you like to see offered as part of a healthy, high-protein lunch menu? (Select your 3 favorites) Proteins:

- ☐ Grilled chicken breast
- ☐ Miso-glazed salmon
- ☐ Grilled steak
- ☐ Grilled shrimp
- ☐ Marinated tofu
- ☐ Roasted tempeh
- ☐ Falafel or lentil patty (plant-based)
- ☐ Grilled halloumi
- ☐ Others (please specify)

Page Break

Q25

Which of the following components would you like to see offered as part of a healthy, high-protein lunch menu? (Select your 3 favorites) Vegetables:

- ☐ Roasted broccoli
- ☐ Grilled zucchini or eggplant
- ☐ Red cabbage slaw
- ☐ Kimchi or fermented vegetables
- ☐ Fresh salad mix
- ☐ Others (please specify)

Q26 | Which of the following components would you like to see offered as part of a healthy, high-protei...

Which of the following components would you like to see offered as part of a healthy, high-protein lunch menu? (Select your 3 favorites) Carbohydrates:

- [ ] Quinoa
- [ ] Brown rice
- [ ] Oven-baked potatoes
- [ ] Sweet potatoes
- [ ] Sourdough bread
- [ ] Others (please specify)

Import from library | Add new question

Block 7

Q27

What is your age range?

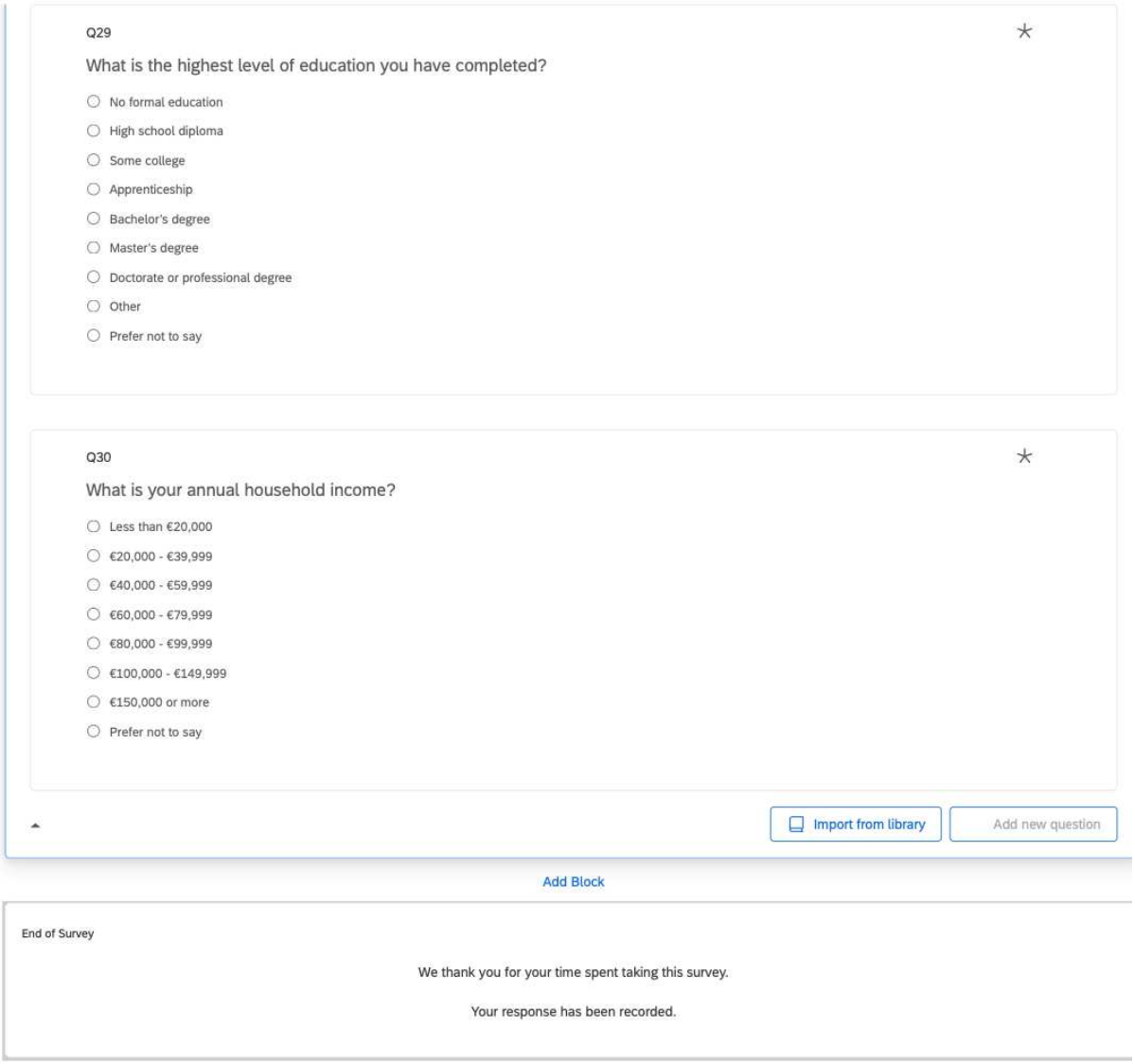
- ○ 18-21
- ○ 22-25
- ○ 26-29
- ○ 30-33
- ○ 34-37
- ○ 38-41
- ○ 42-45

Q28

What is your gender?

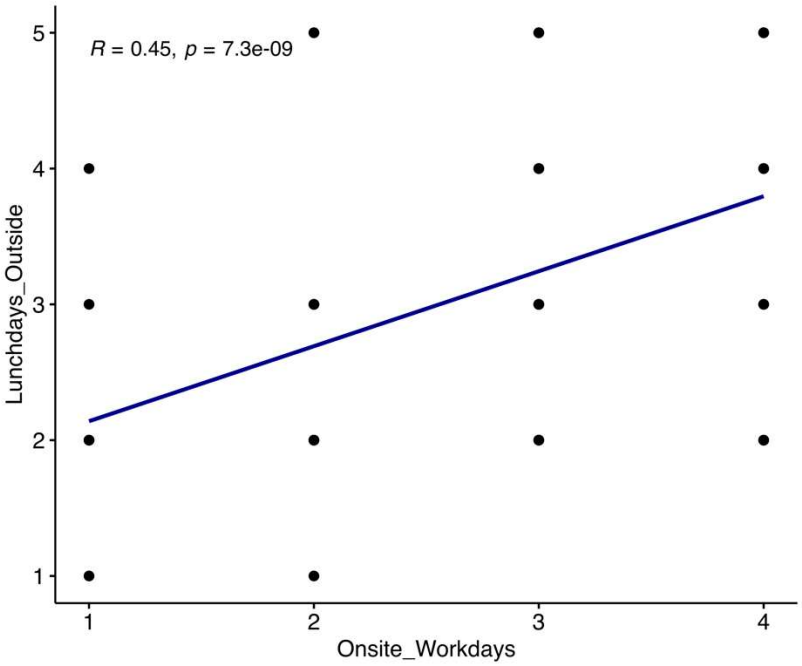
- ○ Male
- ○ Female
- ○ Non-binary / third gender
- ○ Prefer not to say

Page Break



Appendix P: Survey Questionnaire

Note. Full survey instrument used to collect primary data for the master thesis. Source: Own design (Viktoria Luise Gulbins).



Appendix Q: Correlation between Onsite Workdays and Lunch days Outside

Note. Pearson's correlation (r = .45, p < .001) shows a significant moderate positive relationship between the number of onsite workdays and the frequency of lunch consumed outside. Own survey data (N = 147).

9. Bibliography

Alsubhi, M., Blake, M., Nguyen, T., Majmudar, I., Moodie, M., & Ananthapavan, J. (2022). Consumer willingness to pay for healthier food products: A systematic review. *Obesity Reviews*, *24*(1). https://doi.org/10.1111/obr.13525

Alt, R. (2021). Digital transformation in the restaurant industry: current developments and implications. *Journal of Smart Tourism*, *1*(1), 69–74. https://doi.org/10.52255/smarttourism.2021.1.1.9

Andries, P., Debackere, K., & Van Looy, B. (2013). Simultaneous Experimentation as a learning strategy: Business model development under uncertainty. *Strategic Entrepreneurship Journal*, *7*(4), 288–310. https://doi.org/10.1002/sej.1170

Aschemann-Witzel, J., & Zielke, S. (2015). Can't Buy Me Green? A review of consumer perceptions of and behavior toward the price of organic food. *Journal of Consumer Affairs*, *51*(1), 211–251. https://doi.org/10.1111/joca.12092

Baas, J. (2017). TK-Studie zur Ernährung 2017. In *TK-Studie Zur Ernährung*. https://www.tk.de/resource/blob/2009654/1ce2ed0f051b152327ae3f132c1bcb3a/tk-ernaehrungsstudie-2017-data.pdf

Backes, D. D. G. (2024, May). *Fast Food: kaum Nährstoffe, viele Kalorien*. Die Techniker. https://www.tk.de/techniker/gesundheit-foerdern/gesunde-ernaehrung/ernaehrungstrends/fast-food-ungesund-2006728

Baden-Fuller, C., & Haefliger, S. (2013). Business Models and Technological Innovation. *Long Range Planning*, 419–426. https://www.sciencedirect.com/science/article/pii/S0024630113000691?via%3Dihub

Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, *17*(1), 99–120. https://doi.org/10.1177/014920639101700108

Barringer, B. R., & Ireland, R. D. (2021). *Entrepreneurship: Successfully Launching New Ventures, Updated Global Edition*. Pearson Higher Ed.

Bauer, J. M., & Reisch, L. A. (2018). Behavioural Insights and (Un)healthy Dietary Choices: a Review of Current Evidence. *Journal of Consumer Policy*, *42*(1), 3–45. https://doi.org/10.1007/s10603-018-9387-y

Bogard, J. R., Downs, S., Casey, E., Farrell, P., Gupta, A., Miachon, L., Naughton, S., Staromiejska, W., & Reeve, E. (2024). Convenience as a dimension of food environments: A systematic scoping review of its definition and measurement. *Appetite*, *194*, 107198. https://doi.org/10.1016/j.appet.2023.107198

Breier, M., Kallmuenzer, A., Clauss, T., Gast, J., Kraus, S., & Tiberius, V. (2020). The role of business model innovation in the hospitality industry during the COVID-19 crisis. *International Journal of Hospitality Management*, *92*, 102723. https://doi.org/10.1016/j.ijhm.2020.102723

Bundesministerium für Ernährung und Landwirtschaft. (2024, September 24). *Ernährungsreport 2024: Menschen wollen wissen, was sie essen*. BMEL. https://www.bmleh.de/SharedDocs/Archiv/Pressemitteilungen/2024/097-ernaehrungsreport-2024.html

Business Insider Deutschland. (2020, January 19). Fastfood-Qualität verschlechtert sich immer weiter. *Business Insider*. https://www.businessinsider.de/wirtschaft/traurige-wahrheit-ueber-mcdonalds-burger-king-r/

Camanzi, L., Kaliji, S. A., Prosperi, P., Collewet, L., Khechen, R. E., Michailidis, A. C., Charatsari, C., Lioutas, E. D., De Rosa, M., & Francescone, M. (2024). Value seeking, health-conscious or sustainability-concerned? Profiling fruit and vegetable consumers in Euro-Mediterranean countries. *British Food Journal*, *126*(13), 303–331. https://doi.org/10.1108/bfj-12-2023-1151

Cho, M., Bonn, M. A., Giunipero, L., & Jaggi, J. S. (2021). Supplier selection and partnerships: Effects upon restaurant operational and strategic benefits and performance. *International Journal of Hospitality Management*, *94*, 102781. https://doi.org/10.1016/j.ijhm.2020.102781

dean&david. (2025, May). [Nährwerte dean&david]. https://deananddavid.com/wp-content/uploads/2025/03/2025-02_dd_Nahrwertubersicht_gultig-bis_31.05.2025.pdf

Deutsche Gesellschaft für Ernährung e.V. (2017). *Wie viel Protein brauchen wir?* DGE. https://www.dge.de/presse/meldungen/2011-2018/wie-viel-protein-brauchen-wir/

DeVellis, R. F., & Thorpe, C. T. (2021). *Scale development: Theory and Applications*. Applied Social Research Method.

Dunn, K. (2025, April). *Average cost of food in Berlin | Eating Europe*. Eating Europe. https://www.eatingeurope.com/blog/average-cost-of-food-berlin/

Emergen Research. (2025, July). *Food Delivery Services Market Trends: Drivers, restraints and Growth Factors (2024-2033)*. https://www.emergenresearch.com/industry-report/food-delivery-services-market/market-trends?srsltid=AfmBOor0Ui4vZz8qLWR2R-rIjX3qHZoUe2dwnk794N85gErKnBRh5CRZ

Escoto, K. H., Laska, M. N., Larson, N., Neumark-Sztainer, D., & Hannan, P. J. (2012). Work hours and perceived time barriers to healthful eating among young adults. *American Journal of Health Behavior*, *36*(6), 786–796. https://doi.org/10.5993/ajhb.36.6.6

Eurofound. (2023, May). *Hybrid work in Europe: Concept and practice | European Foundation for the Improvement of Living and Working Conditions*. https://www.eurofound.europa.eu/en/publications/2023/hybrid-work-europe-concept-and-practice

fit kitchen. (2024, January). *Speisekarte - FIT KITCHEN*. Fit Kitchen. https://www.fit-kitchen.de/speisekarte/

Fleck, A. (2024, September). Where Europeans get to work from home. *Statista Daily Data*. https://www.statista.com/chart/20743/share-of-employed-people-who-usually-work-from-home/

Foss, N. J., & Saebi, T. (2016). Fifteen years of research on business model innovation. *Journal of Management*, *43*(1), 200–227. https://doi.org/10.1177/0149206316675927

Garaus, M., Wolfsteiner, E., & Hu, J. (2023). The unhealthy-tasty intuition in dining out situations: the role of health inferences and taste expectations. *Frontiers in Nutrition*, *10*. https://doi.org/10.3389/fnut.2023.1152114

Gassmann, O., Frankenberger, K., & Csik, M. (2014). *The business model navigator: 55 Models that Will Revolutionise Your Business*. FT PUBLISHING INTERNATIONAL.

Gastro-Marktplatz. (2025, January). *Lieferdienst-Trends 2025: Vielfältig & aktuell » Magazin » gastro-marktplatz.de*. https://gastro-marktplatz.de/food-trends/lieferdienst-trends-2025

Gemesi, K., Holzmann, S. L., Kaiser, B., Wintergerst, M., Lurz, M., Groh, G., Böhm, M., Krcmar, H., Gedrich, K., Hauner, H., & Holzapfel, C. (2022). Stress eating: an online survey of eating behaviours, comfort foods, and healthy food substitutes in German adults. *BMC Public Health*, *22*(1). https://doi.org/10.1186/s12889-022-12787-9

Gries, H. (2022, April). *Frankfurt im Gastronomie-Ranking vorn – Fast-Food-Hochburg überrascht*. https://www.merkur.de/deutschland/hessen/frankfurt-gastronomie-ranking-restaurant-fast-food-hochburg-verbraucher-zr-fra-91483194.html

Grimmelt, A., Moulton, J., Pandya, C., & Snezhkova, N. (2022, October 5). *Hungry and confused: The winding road to conscious eating*. McKinsey & Company.

https://www.mckinsey.com/industries/consumer-packaged-goods/our-insights/hungry-and-confused-the-winding-road-to-conscious-eating

GSR. (2024, January). *Report: Convenience is King in the World of Quick-Service Mobile Ordering*. QSR Magazine. https://www.qsrmagazine.com/slideshow/report-convenience-king-world-quick-service-mobile-ordering/

Gtai. (2023, May). *Financial Center Frankfurt*. https://www.gtai.de/en/invest/industries/financial-center-frankfurt-80228

Gtai. (2024, October). *Episode 23: Food for the Future – The growing German vegan, vegetarian and meatless sector*. Podcast INTO GERMANY! https://www.gtai.de/en/invest/service/podcast-into-germany/episode-23-food-for-the-future-the-growing-german-vegan-vegetarian-and-meatless-sector-1825756

Guiné, R. P. F., Florença, S. G., Barroca, M. J., & Anjos, O. (2020). The Link between the Consumer and the Innovations in Food Product Development. *Foods*, *9*(9), 1317. https://doi.org/10.3390/foods9091317

Hair, J. F., Babin, B. J., Anderson, R. E., & Black, W. C. (2018). *Multivariate Data Analysis: Vol. 8th edition*.

Hanslian, E., Schiele, J. K., Jeitler, M., Michalsen, A., Wischnewsky, M., Storz, M. A., Brinkhaus, B., Ortiz, M., Sigl, M. R., Hoffmann, R., Lehmann, J., Koppold, D. A., & Keßler, C. S. (2025). Attitudes toward healthy nutrition in Germany — results from a representative cross-sectional online survey. *Frontiers in Nutrition*, *11*. https://doi.org/10.3389/fnut.2024.1480980

Hardisty, D. (2019, October). *'Would you like to upgrade?' study finds Add-On pricing makes consumers more likely to pay premium*. The Global Network for Advanced Management. https://globalnetwork.io/perspectives/2019/10/would-you-upgrade-study-finds-add-pricing-makes-consumers-more-likely-pay

Hill, D., Conner, M., Clancy, F., Moss, R., Wilding, S., Bristow, M., & O'Connor, D. B. (2021). Stress and eating behaviours in healthy adults: a systematic review and meta-analysis. *Health Psychology Review*, *16*(2), 280–304. https://doi.org/10.1080/17437199.2021.1923406

HR Präsenz. (2024, July). Die Mittagspause der Deutschen. *MM MaschinenMarkt*. https://www.maschinenmarkt.vogel.de/durchschnittliche-mittagspause-in-deutschland-a-34bc8486fa1828412f0696b90b898994

Innova Market Insights. (2025, June). *Food trends in Germany, consumer insights and preferences.* https://www.innovamarketinsights.com/trends/food-trends-in-germany

Ipsos. (2025). Weltgesundheitstag: Studie offenbart hohes Gesundheitsbewusstsein der Deutschen. *Ipsos*. https://www.ipsos.com/de-de/weltgesundheitstag-studie-offenbart-hohes-gesundheitsbewusstsein-der-deutschen

Jäger, R., Kerksick, C. M., Campbell, B. I., Cribb, P. J., Wells, S. D., Skwiat, T. M., Purpura, M., Ziegenfuss, T. N., Ferrando, A. A., Arent, S. M., Smith-Ryan, A. E., Stout, J. R., Arciero, P. J., Ormsbee, M. J., Taylor, L. W., Wilborn, C. D., Kalman, D. S., Kreider, R. B., Willoughby, D. S., & Antonio, J. (2017). International Society of Sports Nutrition Position Stand: protein and exercise. *Journal of the International Society of Sports Nutrition*, *14*(1). https://doi.org/10.1186/s12970-017-0177-8

Jiang, H., Wang, Y., & Liu, Y. (2025). A well-visualized effect: How nutritional content–equivalent labels influence healthfulness perceptions. *ideas.repec.org*. https://www.sciencedirect.com/science/article/abs/pii/S0148296324006179?via%3Dihub

Kaufmann, T., Radaelli, L., Bettencourt, L. M. A., & Shmueli, E. (2022). Scaling of urban amenities: generative statistics and implications for urban planning. *EPJ Data Science*, *11*(1). https://doi.org/10.1140/epjds/s13688-022-00362-6

Kelso, A. (2024, December). *Targeting Gen Z consumers? It's not so simple*. https://www.nrn.com/restaurant-finance/targeting-gen-z-consumers-it-s-not-so-simple

Khodaei, H., & Ortt, R. (2019). Capturing dynamics in business model frameworks. *Journal of Open Innovation Technology Market and Complexity*, *5*(1), 8. https://doi.org/10.3390/joitmc5010008

Kotler, P., Keller, K. L., & Opresnik, M. O. (2017). *Marketing-Management: Konzepte - Instrumente - Unternehmensfallstudien*.

Kupczyk, T., Dewalska-Opitek, A., Witczak, O., Budzinski, M., & Kalita, D. (2024). Business model Canvas application in Start-up stage Business Developments - Constraints and challenges. *EUROPEAN RESEARCH STUDIES JOURNAL*, *XXVII* (Issue 4), 921–940. https://doi.org/10.35808/ersj/3611

Kuscher, K. (2025, July). *The rise of experiential dining: What today's consumers really want*. Ken Kuscher. https://kenkuscher.com/the-rise-of-experiential-dining-what-todays-consumers-really-want/

Lebensmittelverband Deutschland. (2025, January). *Die zehn wichtigsten Ernährungstrends 2025 von Expertinnen und Experten*. https://www.lebensmittelverband.de/de/aktuell/20250129-die-zehn-wichtigsten-ernaehrungstrends-2025

Lee, S., & Ham, S. (2021). Food service industry in the era of COVID-19: trends and research implications. *Nutrition Research and Practice*, *15*(Suppl 1), S22. https://doi.org/10.4162/nrp.2021.15.s1.s22

Li, H., Liao, F., & Qing, P. (2022). How consumer expertise influences preference for customized food. *Foods*, *11*(16), 2459. https://doi.org/10.3390/foods11162459

Likert, R. (1932). A technique for the measurement of attitudes. *Archives of Psychology*, *22(140)*, 1–55. https://legacy.voteview.com/pdf/Likert_1932.pdf

Livingstone, K. M., Abbott, G., Lamb, K. E., Dullaghan, K., Worsley, T., & McNaughton, S. A. (2021). Understanding Meal Choices in Young Adults and Interactions with Demographics, Diet Quality, and Health Behaviors: A Discrete Choice Experiment. *Journal of Nutrition*, *151*(8), 2361–2371. https://doi.org/10.1093/jn/nxab106

Lopes, J. M., Gomes, S., Suchek, N., & Nogueira, S. (2024). The hidden reasons behind generation Z's green choices. *Discover Sustainability*, *5*(1). https://doi.org/10.1007/s43621-024-00764-8

Mader, S., Rubach, M., Schaecke, W., Röger, C., Feldhoffer, I., & Thalmeier, E. (2020). Healthy nutrition in Germany: a survey analysis of social causes, obesity and socioeconomic status. *Public Health Nutrition*, *23*(12), 2109–2123. https://doi.org/10.1017/s1368980019004877

Malhotra, N. K., Birks, D. F., & Nunan, D. (2017). *Marketing research: An Applied Approach*.

Massa, L., Tucci, C. L., & Afuah, A. (2017). A critical assessment of business model research. *Academy of Management Annals*, *11*(1), 73–104. https://doi.org/10.5465/annals.2014.0072

McFarlane, D. A. (2021). Osterwalder's business model canvas: Its genesis, features, comparison, benefits and limitations. In *Westcliff University* (pp. 24–28) [Journal-article]. https://www.westcliff.edu/wp-content/uploads/2019/08/McFarlane-2017-12.pdf

McKinsey & Company. (2023, June). What's on the menu? Revenue growth techniques for restaurants. *McKinsey & Company*. https://www.mckinsey.com/industries/retail/our-insights/whats-on-the-menu-revenue-growth-techniques-for-restaurants

Mordor Intelligence. (2022). *Germany Foodservice market size | Mordor Intelligence*. https://www.mordorintelligence.com/industry-reports/germany-foodservice-market

Mordor Intelligence. (2024). *Deutschland Protein Marktgröße*. https://www.mordorintelligence.com/de/industry-reports/germany-protein-market

Muriuki, B. K., Awino, Z. B., Ogot, M. M., & Muranga, J. N. (2021). A dynamic Capabilities-Based research model for innovation in independent restaurants. *International Business Research*, *14*(12), 135. https://doi.org/10.5539/ibr.v14n12p135

Norris, C. L., Taylor, S., Jr, & Taylor, D. C. (2021). Pivot! How the restaurant industry adapted during COVID-19 restrictions. *International Hospitality Review*, *35*(2), 132–155. https://doi.org/10.1108/ihr-09-2020-0052

Office of the Commissioner. (2025, January). *FDA proposes requiring At-a-Glance nutrition information on the front of packaged foods*. U.S. Food And Drug Administration. https://www.fda.gov/news-events/press-announcements/fda-proposes-requiring-glance-nutrition-information-front-packaged-foods?

Opena, A. (2025, March). *Restaurant Social Media Statistics [2025]: Trends Shaping the industry*. Feedink Sp. Z o.o. https://cropink.com/restaurant-social-media-statistics

OpenTable. (2025). *Die 41 besten Restaurants in der Nähe von Deutsche Bank Zwillingstürme | OpenTable*. https://www.opentable.de/landmark/restaurants-near-deutsche-bank-towers

Osterwalder, A., & Pigneur, Y. (2011). *Business model generation: Ein Handbuch für Visionäre, Spielveränderer und Herausforderer*. Campus Verlag.

Osterwalder, A., Pigneur, Y., & Tucci, C. L. (2005). *Clarifying business models: origins, present, and future of the concept*. AIS Electronic Library (AISeL). https://aisel.aisnet.org/cais/vol16/iss1/1/

Parsa, H. G., Van Der Rest, J. I., Smith, S. R., Parsa, R. A., & Bujisic, M. (2014). Why restaurants fail? part IV. *Cornell Hospitality Quarterly*, *56*(1), 80–90. https://doi.org/10.1177/1938965514551959

Petersen, N. H. (2024, August). *Mindful Organizing sensemaking of the innovative blank Canvas Business modelling: Critique of the Business model Canvas framework*. https://www.abacademies.org/articles/mindful-organizing-sensemaking-of-the-innovative-blank-canvas-business-modelling-critique-of-the-business-model-canvas-framework-17038.html

Porter, M. E. (1985). *Competitive advantage: Creating and Sustaining Superior Performance*.

Priadi, Y., & Pratminingsih, S. A. (2024). The Effect of Strategic Partnerships on Hospitality Business Performance in West Java with Competitive Advantage as an Intervening Variable. In *Sciendo eBooks* (pp. 488–501). https://doi.org/10.2478/9788367405850-043

Raab, C., & Zemke, D. M. (2016). Activity-Based costing in the restaurant industry: What's past is prologue. *The Journal of Hospitality Financial Management*, *24*(2), 133–146. https://doi.org/10.1080/10913211.2016.1239488

REWE To Go. (2025). *REWE to go - fast. fresh. food.* REWE to Go. https://togo.rewe.de/sortiment

Ries, E. (2011). *The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses*. Crown Currency.

Roth, Y., & Yakobi, O. (2024). Attention! Do we really need attention checks? *Journal of Behavioral Decision Making*, *37*(2). https://doi.org/10.1002/bdm.2377

Sarasvathy, S. D. (2001). Causation and Effectuation: Toward a Theoretical Shift from Economic Inevitability to Entrepreneurial Contingency. *The Academy of Management Review*, *Vol. 26, No. 2*, 243–263. https://www.jstor.org/stable/259121?origin=crossref

Schmidt, T. J. (2025, January). *„Gastronomiesterben hat begonnen": Frankfurter Lokale sehen sich im Überlebenskampf*. https://www.fnp.de/frankfurt/laengst-ums-ueberleben-viele-frankfurter-lokale-kaempfen-93499232.html

Simon-Kucher. (2021, October). *Recent study reveals more than a third of global consumers are willing to pay more for sustainability as demand grows for environmentally-friendly alternatives*. https://www.simon-kucher.com/en/who-we-are/newsroom/recent-study-reveals-more-third-global-consumers-are-willing-pay-more

Smith, R. (2022, December). *How technology impacts restaurant profit margin*. https://www.elotouch.com/news/how-technology-impacts-restaurant-profit-margin

Sob, C., Siegrist, M., & Hartmann, C. (2023). The Positive Eating Scale: Associations with eating behavior, food choice, and body mass index. *Eating Behaviors*, *48*, 101706. https://doi.org/10.1016/j.eatbeh.2023.101706

Sobaih, A. E. E., & Abdelaziz, A. S. (2022). The impact of nutrition labelling on customer buying intention and behaviours in fast food operations: Some implications for public health. *International Journal of Environmental Research and Public Health*, *19*(12), 7122. https://doi.org/10.3390/ijerph19127122

Southey, F. (2023, February). *The rise and rise of healthy indulgence: 'In tough times, food offers opportunity for delicious escapism.'* FoodNavigator.com. https://www.foodnavigator.com/Article/2023/02/15/the-rise-and-rise-of-healthy-indulgence-in-tough-times-food-offers-opportunity-for-delicious-escapism

Sowier-Kasprzyk, I. (2025). THE IMPACT OF PRO-LOYALTY ACTIVITIES ON CUSTOMER BEHAVIOR DURING THE HIGH-INFLATION PERIOD. *Scientific Papers of Silesian University of Technology Organization and Management Series*, *2025*(217), 537–548. https://doi.org/10.29119/1641-3466.2025.217.34

Stadtsalat. (2025, April). *https://stadtsalat.de/frankfurt*. https://stadtsalat.de/frankfurt?bowlId=steak-burrata&addons=caesar-classic

STADTSALAT Rezensionen. (2025). Google Suche. Retrieved August 11, 2025, from https://www.google.com/search?q=STADTSALAT%20Rezensionen&rflfq=1&num=20&stick=H4sIAAAAAAAAAONgkxI2N7Y0N7AwNjWxMDE0MbYwNLc03sDI-IpRLDjE0SUk2NHHMUQhKLUqNa84Mz8vNW8RKw4JAOvasv5MAAAA&rldimm=7397083548414381793&tbm=lcl&hl=de&sa=X&ved=0CA0Q5foLahcKEwjYx-S8gbCMAxUAAAAAHQAAAAAQJg#lkt=LocalPoiReviews&arid=ChZDSUhNMG9nS0VJQ0FnTURBMEluSkR3EAE

Starthilfe Beratung. (2024, January). *Eigenes Restaurant eröffnen: Wir zeigen Dir wie*. https://starthilfe-beratung.de/restaurant-eroeffnen/

Statista. (2021, October). *Umfrage in Deutschland zum Achten auf Kalorien beim Essen bis 2021*. https://de.statista.com/statistik/daten/studie/172236/umfrage/ernaehrung-wichtigkeit-von-kalorienbewusstem-essen

Statista. (2024, November). *Durchschnittsalter in den größten Städten in Deutschland 2023*. https://de.statista.com/statistik/daten/studie/1242675/umfrage/durchschnittsalter-in-den-groessten-staedten-in-deutschland

Statista. (2025, January 8). *Entwicklung der Einwohnerzahl in Frankfurt am Main bis 2023*. https://de.statista.com/statistik/daten/studie/322491/umfrage/entwicklung-der-gesamtbevoelkerung-in-frankfurt-am-main

Statistisches Bundesamt. (2025, April 30). *Arbeits- und Lohnnebenkosten*. https://www.destatis.de/DE/Themen/Arbeit/Arbeitskosten-Lohnnebenkosten/_inhalt.html

Steinhauser, J., & Hamm, U. (2018). Consumer and product-specific characteristics influencing the effect of nutrition, health and risk reduction claims on preferences and purchase behavior – A systematic review. *Appetite*, *127*, 303–323. https://doi.org/10.1016/j.appet.2018.05.012

StepStone. (2025). *Servicekraft Gastronomie Gehälter in Deutschland 2025 - StepStone*. stepstone.de. https://www.stepstone.de/gehalt/Servicekraft-Gastronomie.html

Stoeva, S., Van Gompel, R., Van Den Bossche, L., Rogge, E., Slavova, P., Grivins, M., & Mileiko, I. (2024). Understanding collaboration in short food supply chains: a focus on collaborative relationships, interaction mechanisms and relational benefits. *Agricultural and Food Economics*, *12*(1). https://doi.org/10.1186/s40100-024-00344-4

Stobierski, T. (2020, October 20). *Willingness to pay: What it is & how to calculate*. Business Insights Blog. https://online.hbs.edu/blog/post/willingness-to-pay

Storz, M. A. (2023). Nutrition facts labels: who is actually reading them and does it help in meeting intake recommendations for nutrients of public health concern? *BMC Public Health*, *23*(1). https://doi.org/10.1186/s12889-023-16859-2

Strategyzer AG. (2024). *Revenue streams*. https://4952096.fs1.hubspotusercontent-na1.net/hubfs/4952096/Insights%20-%20Gated%20-%20Content%20to%20Download/Business%20Model%20Canvas%20-%20Strategyzer.pdf

Strömsdörfer, N. (2025, June 6). *In welcher Stadt verdienst du am meisten? | kununu News*. Kununu News. https://news.kununu.com/in-welcher-stadt-verdienst-du-am-meisten/

Su, C.-H. (Joan), Tsai, C.-H. (Ken), Chen, M.-H., & Lv, W. Q. (2019). U.S. Sustainable Food Market Generation Z Consumer Segments. *MDPI Sustainability*, *2019, 11(13)*. https://www.mdpi.com/2071-1050/11/13/3607

Teece, D. J. (2010). Business Models, Business Strategy and Innovation. *Long Range Planning*. https://www.sciencedirect.com/science/article/abs/pii/S002463010900051X?via%3Dihub

Tourismus+Congress GmbH Frankfurt am Main. (2025). *#visitfrankfurt | Willkommen in Frankfurt am Main!* Tourismus+Congress GmbH Frankfurt Am Main. https://www.visitfrankfurt.travel

Tripadvisor. (2025). *Die 10 besten Restaurants mit gesundem Essen in Frankfurt am Main*. https://www.tripadvisor.de/Restaurants-g187337-c10679-Frankfurt_Hesse.html

Van Der Horst, K., Bucher, T., Duncanson, K., Murawski, B., & Labbe, D. (2019). Consumer Understanding, Perception and Interpretation of serving size Information on food Labels: A Scoping review. *Nutrients*, *11*(9), 2189. https://doi.org/10.3390/nu11092189

Vardan, N. V. (2024). Impact of employee training programs on service performance in restaurants. *Journal of Hospitality and Tourism*, *4*(3), 10–20. https://doi.org/10.47672/jht.2381

Verbeke, W. (2005). Consumer acceptance of functional foods: socio-demographic, cognitive and attitudinal determinants. *Food Quality and Preference*. https://www.sciencedirect.com/science/article/abs/pii/S0950329304000102?via%3Dihub

Verhoef, P. C., Kannan, P., & Inman, J. J. (2015). From Multi-Channel retailing to Omni-Channel retailing. *Journal of Retailing*, *91*(2), 174–181. https://doi.org/10.1016/j.jretai.2015.02.005

Webb, T., Ma, J., & Cheng, A. (2022). Variable Pricing in Restaurant Revenue Management: A priority mixed bundle strategy. *Cornell Hospitality Quarterly*, *64*(1), 22–33. https://doi.org/10.1177/19389655221102387

Wedel, M., & Kamakura, W. A. (2000). Market segmentation. In *International series in quantitative marketing*. https://doi.org/10.1007/978-1-4615-4651-1

Wirtz, B. W., Pistoia, A., Ullrich, S., & Göttel, V. (2015). Business Models: origin, development and future research perspectives. *Long Range Planning*, *49*(1), 36–54. https://doi.org/10.1016/j.lrp.2015.04.001

Wirtz, J., Lovelock, C. H., & Chew, P. (2022). *Essentials of Services Marketing*. Pearson Higher Ed.

Wood, R. C. (2018). Strategic questions in food and beverage management. In *Routledge eBooks*. https://doi.org/10.4324/9781315415253

World Health Organization: WHO. (2024, March 1). *Obesity and overweight*. https://www.who.int/news-room/fact-sheets/detail/obesity-and-overweight

Wu, M., Zhao, K., & Fils-Aime, F. (2022). Response rates of online surveys in published research: A meta-analysis. *Computers in Human Behavior Reports*, *7*, 100206. https://doi.org/10.1016/j.chbr.2022.100206

Zott, C., & Amit, R. (2009). Business Model Design: an Activity system perspective. *Long Range Planning*, *43*(2–3), 216–226. https://doi.org/10.1016/j.lrp.2009.07.004