

MARKETING, LAUNCH & GROWTH STRATEGY · CONFIDENTIAL — MANAGEMENT & PARTNERS

KILDE COCONUT WATER

MARKETING, LAUNCH AND GROWTH STRATEGY

Building demand before launch, converting customers directly, and scaling into retail and regional markets. «**Naturens andre kilde.**»

THREE-PHASE MARKET ENTRY STRATEGY

DIGITAL-FIRST · DTC-LED

NORWAY → NORDICS

BUILD THE AUDIENCE. LAUNCH DIRECT. SCALE WITH PROOF.

KILDE enters the market digital-first and direct-to-consumer. The webshop and subscription are the margin engine (~48% contribution per unit) and the brand laboratory: they build the audience before launch, collect first-party customer data, test messaging and pricing, generate pre-orders, create testimonials — and produce the velocity evidence that opens specialist outlets and, later, national grocery.

WHY DTC FIRST

47.6%

Contribution margin per unit on the 12-pack webshop — versus ~29% in grocery. Margin funds the brand build. **ESTIMATE**

THE MARKET GAP

2.2×

Norway vs Sweden retail price gap on the leading brand — an empty middle KILDE occupies at NOK 45–55/L. **VERIFIED**

PHASE 1 GATE

500

Subscribers with ≥35% repeat rate and CAC ≤ NOK 250 before scaling to outlet expansion.

LAUNCH MARKETING FUND

NOK 240k

First-cycle budget in the seed round: NOK 180k launch marketing + NOK 60k trade activation & sampling. **ESTIMATE**

THE THREE-PHASE MARKET ENTRY

PHASE 1 · PRE-LAUNCH → M6

CREATE DEMAND BEFORE THE PRODUCT ARRIVES

8–12 weeks of audience building, founding-member pre-orders, email/SMS list, ambassador seeding, SEO foundation — then DTC validation to 500 subscribers.

PHASE 2 · M4–M12

LAUNCH DIRECT. LEARN QUICKLY. BUILD LOYALTY.

Convert the audience, deliver a premium first experience, build reviews and repeat orders, optimise paid media, expand to 60+ gyms, saunas and specialist outlets.

PHASE 3 · M12–M24

TURN CONSUMER DEMAND INTO DISTRIBUTION POWER

Online grocery first, one regional pilot, national review with 12 months of scan data — then Sweden, where grocery prices are already proven.

Every phase has a stage-gate; marketing spend is milestone-linked, not calendar-linked. Retail is entered with proof, not hope. All budgets in this document are management planning estimates pending supplier quotations.

A FAST-GROWING CATEGORY WITH AN EMPTY MIDDLE

Converted from the KILDE market study (full study and source appendix in the data room). Every figure is labelled verified or estimate; no statistics are invented in this document.

MARKET EVIDENCE	FIGURE	STATUS
European category size 2025 — forecast to USD 4.8bn by 2034 (13.3% CAGR, Market Data Forecast; Grand View projects 20.2% CAGR to 2033)	USD 1.57bn	VERIFIED
Scandinavia 2025 — 8–15m litres/yr, triangulated from the German benchmark	~USD 25–45m	ESTIMATE
Norway price anomaly — leading brand ~2.2x Swedish grocery price; helsekost NOK 104–115/L vs Sweden ≈ NOK 44–49/L	2.2x	VERIFIED
KILDE grocery target price — the empty middle between premium leader and value tier	NOK 45–55/L	TARGET
Entry window — UK 2012–20 pattern repeating in Germany; private label reaches 25–30% share as markets mature. Move before it arrives.	to ~2028	ANALYSIS

DEMAND CURRENTS THE MARKETING RIDES

- **Natural & reduced-sugar:** one ingredient, no added sugar — directly against soft drinks and sugary sports drinks.
- **Fitness & recovery:** sports e-commerce already sells the category as a natural sports drink in Norway — the proven purchase driver. VERIFIED
- **Sauna & cold plunge:** the urban fjord-sauna boom is a culturally Norwegian rehydration occasion claimed by no brand. ASSESSMENT
- **DTC & subscription:** premium hydration bought online; subscription gives margin, data and retail-negotiation proof.

KILDE CORE MARKET POSITION

Premium Nordic hydration — 100% coconut water, nothing added, nothing taken away — combining authentic single-ingredient sourcing, distinctive Norwegian design, health-conscious positioning and a modern direct-to-consumer model, priced for grocery.

COMPETITIVE GAPS KILDE OCCUPIES

PLAYER	EXPOSED FLANK
Vita Coco · premium leader	Alcohol-first distributor; thin grocery push in Norway; NOK 100+/L
Asian value brands (Foco, UFC)	Ethnic retail only; no Nordic brand, no marketing
Innocent (Coca-Cola)	Chilled-only, Denmark, small footprint
Private label	Absent today — the reason to move now

Sources: kinsarvik.no, coop.se, Hemköp price tracking, pandasia.dk · July 2026 · FX SEK/NOK 1.03, DKK/NOK 1.55.

WHO BUYS FIRST — AND WHY

DTC segments are the Phase 1–2 priority; commercial segments are activated through outlet wholesale (Phase 2) and grocery (Phase 3). One shared inventory pool serves every segment.

PRIMARY DIRECT-TO-CONSUMER SEGMENTS

SEGMENT	MAIN MOTIVATION	BUYING OCCASION	BEST MESSAGE	BEST CHANNEL	FORMAT	FREQUENCY
Training & gym — runners, cyclists, climbers, padel, CrossFit	Natural rehydration & electrolytes	Post-workout, race weekends	Nature's sports drink — one ingredient	Instagram, TikTok, ambassadors, sports e-com	330 ml 12-pack, subscription	Weekly
Sauna & cold-plunge community	Rehydration ritual after heat/cold	Etter badstu — after fjord sauna	«Etter badstu. Etter trening.»	Instagram, venue fridges, events	330 ml single/case	Weekly
Health-conscious professionals	Better everyday choice, less sugar	Desk, commute, after work	More than water — nothing added	Meta, Google Search, email	12-pack, 1 L, subscription	Bi-weekly
Wellness & lifestyle consumers	Premium natural products, design	Home, hosting, recovery days	Premium Nordic hydration	Instagram, influencers, PR	1 L, mixed packs	Monthly
Soft-drink & energy-drink switchers	Cutting sugar without losing taste	Lunch, afternoon slump	Coconut water vs soft drinks	TikTok, YouTube, SEO articles	330 ml intro pack	Weekly
Parents & family buyers	Better beverages for the household	Weekly shop, kids' sport	One ingredient you can read	Facebook, email, grocery (Ph. 3)	1 L multipack	Weekly

SECONDARY COMMERCIAL SEGMENTS

SEGMENT	MOTIVATION	OCCASION	BEST MESSAGE	CHANNEL	FORMAT · TERMS	FREQUENCY
Gyms, saunas & studios	Margin + on-trend fridge offer	Post-session impulse	Every fridge is paid brand media	Field sales, LinkedIn, sampling	Cases @ NOK 15/u ex VAT; retails 25–35	Weekly reorder
Helsekost & specialty retail	Category credibility, Nordic brand	Health-driven baskets	The Nordic challenger at a fair price	Field sales, distributor deck	Outlet terms, POS kit	Weekly
Corporate offices & hospitality	Wellness perk, premium F&B	Meetings, minibars, events	Healthy office hydration	LinkedIn, direct outreach	Recurring case orders	Monthly

ONE PROMISE, FIVE PILLARS, ZERO MEDICAL CLAIMS

BRAND PROMISE

100% coconut water in a resealable carton. Nothing added. Nothing taken away. Natural hydration for training, sauna and everyday life — «Naturens andre kilde».

Launch line: «From nature. Through you.» · Norwegian leads on every surface; English secondary.

FUNCTIONAL BENEFITS

- Refreshment and everyday hydration
- Naturally occurring electrolytes
- No added sugar — one ingredient
- Convenient, resealable 330 ml & 1 L
- Alternative to sweetened beverages

EMOTIONAL BENEFITS

- Feeling restored after training or sauna
- Making a better everyday choice
- Backing a premium Norwegian brand
- Active, health-conscious identity
- Natural product, modern design

BRAND PERSONALITY

Confident · Natural · Intelligent · Premium · Positive · Modern · Active · Nordic · Authentic. The voice is quiet and precise — the whiteness around the mark is part of the brand. The visual language **never makes a medical promise**; all claims mirror the approved label and health-benefits document, pending laboratory confirmation and EU/EEA regulatory review.

APPROVED MESSAGE PILLARS

PILLAR	USE
1 · Naturens andre kilde	Master brand line — origin, purity, Norwegian identity. Packaging, film end-cards, hero pages.
2 · From Nature. Through You.	Launch campaign line — the source line carries energy from nature into the body. Video and OOH.
3 · More Than Water	Education pillar — naturally occurring electrolytes, what one 330 ml serving contributes.
4 · Etter badstu. Etter trening.	Occasion pillar — owns the sauna and training rehydration moments no brand has claimed.
5 · A Better Everyday Beverage	Switching pillar — vs soft drinks and sugary sports drinks; grocery-priced premium.

CLAIMS DISCIPLINE

Every public claim must trace to the approved health-benefits PDF and label copy. Nutrition statements are pending laboratory confirmation. Ambassadors receive an approved-claims sheet; «uten tilsatt sukker», «100% kokosvann» and «ikke fra konsentrat» are the only product facts used until verification completes.

MANAGEMENT CONTROL

TWELVE STAGES FROM FIRST VIEW TO ADVOCACY

Social media builds reach, the website converts, email + SMS retain, and ambassadors accelerate every stage. Each stage has one owner metric on the weekly dashboard (page 21).

STAGE	CUSTOMER OBJECTIVE	KILDE ACTION	BEST CHANNEL	CONTENT / CTA	KEY METRIC
1 · Awareness	Notice the brand	Short-form video, occasion imagery	TikTok, IG Reels, Meta ads	Brand film · "Follow the launch"	Reach, video views
2 · Interest	Understand what it is	Product & design storytelling	Instagram, YouTube	Carton reveal · "See the product"	Profile visits, follows
3 · Education	Learn why it matters	Electrolyte & hydration explainers	SEO articles, YouTube, carousels	Coconut water vs soft drinks · "Learn more"	Article reads, completion rate
4 · Website visit	Evaluate	Fast, premium landing experience	kilde webshop	Hero + pre-order page · "Join the launch"	Sessions, bounce rate
5 · Registration	Stay informed	Email + SMS capture with launch perk	Landing page, Meta lead ads	Founding-member list · "Get launch access"	List size, cost per lead
6 · Pre-order	Secure the product	Founders' Pack pre-sale, Vipps checkout	Webshop, email	First-production edition · "Pre-order now"	Pre-orders, deposit value
7 · First purchase	Try it	12-pack @ NOK 349 incl. VAT	Webshop	Intro offer · "Buy the 12-pack"	Conversion rate, CAC ≤ NOK 250
8 · Experience	Enjoy delivery & product	Premium unboxing, delivery updates	Email, SMS	Serving & chilling guidance	Delivery satisfaction
9 · Review / referral	Share the find	Review request + referral code	Email, IG stories	"Give a friend their first pack"	Review score, referral rate
10 · Repeat order	Reorder easily	One-click reorder, reminders at usage cadence	Email, SMS	"Time to restock?"	Repeat rate ≥ 35%
11 · Subscription	Never run out	NOK 314/month, pause anytime	Webshop, email	"Switch and save 10%"	Subscriber count → 500 gate
12 · Advocacy	Belong to the brand	Community events, UGC features, ambassador path	Events, Instagram	Sauna & run-club sessions	NPS, UGC volume

CREATE DEMAND BEFORE THE PRODUCT ARRIVES

Phase 1 begins **8–12 weeks before first delivery**, gated on production readiness (first container ordered M1–2; sea freight 5–7 weeks). The audience, the list and the pre-orders are built while the container is on the water — so launch day converts an existing community, not a cold market.

AUDIENCE GOALS

- Brand recognition in training & sauna communities
- Social audiences seeded on IG + TikTok
- Email + SMS founding-member list
- Message & price testing via lead ads
- Launch ambassadors recruited and briefed

COMMERCIAL GOALS

- Founders' Pack pre-orders secured
- First gym / sauna venue partners committed
- Webshop, Vipps & card checkout live and tested
- Launch content bank produced in advance
- SEO foundation indexed before launch

EXIT CRITERIA → PHASE 2

- ≥ 1,500 qualified list contacts **TARGET**
- ≥ 150 pre-orders / founding members **TARGET**
- 2 winning ad concepts at ≤ NOK 40 / lead **TARGET**
- Container ETA confirmed; 3PL pick-pack tested
- Claims sheet + brand guide approved

Pre-launch targets are management planning assumptions to be calibrated in the first two weeks of paid testing. Budget draw in Phase 1: ~NOK 60–80k of the NOK 240k launch fund (content production, lead ads, landing infrastructure, seeding stock).

PLATFORM ROLES AND WEEKLY CADENCE

PLATFORM	ROLE FOR KILDE	PRIORITY
Instagram	Premium product imagery, brand story, sauna & training lifestyle, ambassador content, launch countdown, UGC re-shares. The brand's living portfolio.	CORE
TikTok	Short-form: founder story, behind-the-scenes, taste reactions, education, challenges (7-day hydration, etter-badstu ritual). Reach engine.	CORE
Facebook / Meta	Broad reach 30+, community groups (run clubs, sauna associations), paid advertising backbone, customer service inbox.	SUPPORT
LinkedIn	Investor credibility, partnership & corporate sales, supply-chain and milestone updates from the founder.	SUPPORT
YouTube	Longer education: sourcing, production, hydration science (approved claims only), campaign films; feeds SEO.	SUPPORT
Snapchat	Optional youth reach in Norway; evaluate after Meta/TikTok CPMs are benchmarked.	EVALUATE
Email + SMS	The dialogue channel (Norwegian-market equivalent of WhatsApp journeys): launch alerts, pre-orders, delivery updates, reorder reminders, service.	CORE

RECOMMENDED WEEKLY PRE-LAUNCH CADENCE

OUTPUT	FREQUENCY	OWNER
Short-form videos (TikTok/Reels)	3–5 / week	Content creator
Static / carousel posts	3 / week	Social manager
Stories (countdown, polls, BTS)	Daily	Social manager
Educational post (approved claims)	1 / week	Brand lead
Founder / company update	1 / week	Founder
Community engagement campaign	1 / week	Social manager
Email / SMS update	1 per 1–2 weeks	CRM lead

OPERATING PRINCIPLES

- Norwegian first on every surface; English secondary and smaller.
- One accent colour per asset; guillemets «», never curly quotes.
- Every video ends with one CTA: follow, register, or pre-order.
- All content batch-produced in two shoot days per month.
- Comments answered within 24h — service is content.

SIX PILLARS, TWENTY-FIVE READY IDEAS

PILLARS 1–2 · EDUCATION Coconut-water education · hydration & electrolytes (approved claims only)	PILLARS 3–4 · STORY & PRODUCT The KILDE origin story · packaging reveal & design system	PILLAR 5 · BEHIND THE SCENES Sourcing, co-packer, container to Oslo, 3PL, founder's build-in-public
PILLAR 6 · OCCASIONS Training, sauna & cold plunge, office, travel — «Etter badstu. Etter trening.»	PILLAR 7 · COMMUNITY Ambassador introductions, tastings, customer questions & polls	PILLAR 8 · LAUNCH Countdown, Founders' Pack, pre-order CTAs, first-delivery moment

25 SPECIFIC CONTENT IDEAS

Education ● What is naturally inside coconut water? ● Coconut water vs soft drinks ● Coconut water vs ordinary water ● When should you drink coconut water? ● What one 330 ml serving contributes* ● How to read a one-ingredient label	Story & product ● Behind the name: what «kilde» means ● Why the carton is white — design film ● The drop and the spring: our mark ● From coconut to carton in 90 seconds ● Why every carton reseals ● Meet the founder: why now	Occasions & social proof ● Etter badstu: the rehydration ritual ● KILDE at the gym / after the run ● KILDE at work: the 14:00 alternative ● Taste-test reactions (unscripted) ● 7-day hydration challenge ● Ambassador morning routine ● Unboxing the Founders' Pack	Community & launch ● Poll: 330 ml vs 1 L — your pick? ● Ask-a-nutritionist Q&A* ● First tasting event recap ● Countdown: the container is on the water ● Launch-day film: first deliveries in Oslo ● Customer question of the week
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*Nutrition content only after laboratory confirmation and qualified professional review; until then, education uses category-level, source-cited information.

THE FOUNDING-MEMBER PRE-ORDER ENGINE

PRE-ORDER LANDING PAGE — REQUIRED ELEMENTS

- Product story & packaging imagery
 - Estimated delivery window (container ETA)
 - Approved benefits summary + FAQ
 - Pricing & multipack options
 - Subscription interest toggle
 - Email + SMS registration
 - Launch countdown
- Vipps + card secure checkout
 - Terms, refund & delivery-area info
 - Referral code per member
 - Ambassador code field
 - Corporate / wholesale enquiry form
 - Delivery: Oslo-region first, Norway-wide by post
 - GDPR-compliant consent capture

WHAT PRE-SALES MUST VALIDATE

QUESTION	SIGNAL
Price acceptance at NOK 349 / 12-pack	Checkout conversion $\geq$ 2.5% of landing traffic TARGET
Preferred pack size (330 ml vs 1 L)	Pre-order mix + poll data
Repeat-purchase potential	Subscription-interest opt-in rate $\geq$ 25% TARGET
Message effectiveness	Winning ad concept by cost per pre-order
Delivery-area demand	Postcode map of registrations

LAUNCH OFFERS — PREMIUM-SAFE

OFFER	STRUCTURE
Founders' Pack	First-production limited edition 12-pack, numbered carton card, founding-member status & early access — full price, added value not discount
Intro 12-pack	NOK 349 incl. VAT, free delivery over NOK 500
24-pack value	Two-case bundle, single delivery — protects AOV
Subscription	NOK 314/month ($\approx$ 10% off), pause anytime
Refer-a-friend	Both sides receive a 330 ml credit on next order
Corporate pre-order	Monthly office cases; gym & sauna partner packages at outlet terms

PRICING DISCIPLINE

No percentage-off discounting below the subscription tier. Value is added through editions, bundles, delivery and status — never by cutting the shelf-equivalent price that Phase 3 grocery negotiations will reference.

OWN «KOKOSVANN» BEFORE LAUNCH DAY

Norwegian-language search is thin and winnable: the category has no Nordic brand producing content. Foundation is built in Phase 1 so authority compounds into launch. All search volumes must be validated in Keyword Planner / Ahrefs before final approval.

TECHNICAL & SITE SEO CHECKLIST

- Keyword research (NO first, EN secondary)
- Page titles & meta descriptions per template
- Product schema + organisation schema
- Image optimisation & mobile speed budget
- Internal linking: articles → product pages
- Google Business Profile (Oslo)
- Search Console + GA4 + conversion tracking
- Local-search optimisation for delivery areas

TARGET KEYWORD CATEGORIES VALIDATE VOLUMES

- kokosvann · kokosvann norge · kjøp kokosvann
- kokosvann oslo · kokosvann levering
- naturlig kokosvann · 100% kokosvann
- elektrolytter drikk · naturlig sportsdrikk
- sunn drikke uten sukker · alternativ til brus
- drikke etter trening · drikke etter badstu
- coconut water norway · buy coconut water online
- kokosvann abonnement · kokosvann bedrift

12-ARTICLE SEO CONTENT PLAN

- Kokosvann vs vann: hva er forskjellen?
- Kokosvann etter trening — hvorfor?
- Hva gjør elektrolytter i kroppen?
- Hvor mye kokosvann bør du drikke?
- Rehydrering etter badstu og isbad
- Naturlige alternativer til brus
- Slik produseres kokosvann
- Slik leser du en næringsdeklarasjon
- Kokosvann og trening i varme
- Er kokosvann sunt? Det forskningen sier*
- Beste drikke til kontoret
- Guide: kokosvann i matlaging

*Health-adjacent articles are drafted against the approved claims sheet and reviewed before publication. Publishing cadence: 2 articles per month from M-2; every article carries product CTA and email capture.

LAUNCH DIRECT. LEARN QUICKLY. BUILD LOYALTY.

Phase 2 covers the first **six months of active sales** (base-case M4–M9 of the 36-month model). The pre-launch audience converts, the first experience is engineered to be premium, and every week produces data: CAC by channel, repeat behaviour, subscription uptake, delivery performance.

CONVERT & DELIGHT

- Founding-member fulfilment first — flawless
- Premium unboxing & delivery communication
- Review + UGC engine from first 100 orders
- Winning ad concepts scaled, losers cut weekly

LEARN & OPTIMISE

- $CAC \leq \text{NOK } 250/\text{subscriber} \cdot \leq \text{NOK } 150/\text{one-off}$
- Subscription tested against 12-pack reorder
- Delivery cost & forward cover (1.5 months) tuned
- Price / bundle tests inside premium guardrails

GATE TO PHASE 3

- **500 subscribers** · base case M10
- Repeat purchase $\geq 35\%$
- $CAC \leq \text{NOK } 250$ blended
- 60+ outlets · ≥ 8 units/outlet/week · reorder $\geq 70\%$

BASE-CASE M6

215 subs · 15 outlets

BASE-CASE M9 REVENUE

NOK 277k / month

EBITDA BREAK-EVEN

M11 base case

MANAGEMENT ESTIMATES · 36-MONTH MODEL

TEST SMALL, SCALE WINNERS, CAPCAC

FUNNEL STAGE	CHANNELS	CREATIVE FOCUS	KPI
Awareness	Meta video, TikTok, YouTube bumpers	Brand film, carton reveal, occasion imagery (sauna/training), premium design	CPM, reach, video completion
Consideration	Meta, TikTok, YouTube in-feed	Education (approved claims), taste reactions, comparisons, founder story	CTR, cost per landing view, lead cost
Conversion	Google Search (brand + category), Meta conversion, TikTok	Pre-order / 12-pack / subscription / free-delivery threshold / corporate	$CAC \leq NOK\ 250\ sub \cdot \leq 150\ one-off$; ROAS
Retargeting	Meta + Google Display + YouTube	Site visitors, video viewers, cart abandoners, email openers, past buyers	Cost per recovered cart; frequency cap 4/wk

TESTING PROTOCOL

- Weeks 1–2: NOK 300–500/day across 3 concepts × 2 audiences; kill anything above 1.5× target CPA.
- Weeks 3–4: double budget on winners only; introduce retargeting once pixel seasoned.
- Monthly: creative refresh (fatigue threshold: CTR –30% from peak).
- Never commit more than 25% of the monthly budget to an untested concept.

BUDGET SCENARIOS — FIRST 6 MONTHS OF SALES ESTIMATES

SCENARIO	PAID MEDIA / MONTH	IMPLIES*
Lean launch — within seed allocation	NOK 15–25k	~60–100 new subs/month at NOK 250 CAC
Standard launch — base-case pace	NOK 25–45k	~100–180 subs/month; matches 500-sub gate by M10
Accelerated — pull gate forward	NOK 45–80k	Gate potentially M7–8; requires CAC holding under load

BUDGET RULE

All figures are planning assumptions until platform quotations and first-flight data exist. Spend scales only while blended $CAC \leq NOK\ 250$; if CAC drifts, budget shifts from paid to occasions content, sampling and ambassadors — per the risk response in the business model.

CHANNEL SPLIT · STANDARD SCENARIO

Meta/Instagram 45% · TikTok 20% · Google Search 20% · YouTube/Display retargeting 10% · test reserve 5%. Reviewed monthly against cost-per-subscriber by channel.

CREDIBILITY OVER FOLLOWER COUNT

PRIORITY AMBASSADOR CATEGORIES

Athletes & runners · cyclists · fitness trainers · sauna & cold-plunge personalities · climbing and padel communities · wellness professionals · nutrition professionals (compliance-cleared) · chefs & hospitality · lifestyle creators · micro-influencers with strong local trust.

SELECTION CRITERIA — SCORED 1–5 BEFORE ANY AGREEMENT

- Audience quality & demographics fit
- Engagement rate (not follower count)
- Brand fit & professional reputation
- Content quality — can they shoot video?
- Location vs delivery / outlet map
- Reliability & responsiveness
- Existing brand conflicts (esp. beverage)
- Willingness to attend events
- Ability to generate measurable sales
- Alignment with claims discipline
- Long-term partnership potential

EVERY AMBASSADOR — NO EXCEPTIONS

Written agreement · approved-claims sheet · content guidelines · posting requirements · advertising-disclosure per Norwegian Marketing Control Act («annonse»/«reklame» tagging) · unique code & tracked link · performance review each quarter · brand-behaviour expectations.

THREE AMBASSADOR LEVELS

LEVEL	WHO	COMPENSATION	EXPECTED OUTPUT
1 · Product partner	~20–30 micro-creators & club figures	Free product + referral code credit	1–2 organic posts/month, event presence
2 · Campaign ambassador	5–8 mid-tier creators per campaign	Fixed campaign fee + sales commission on code	Deliverables per brief: 2 videos + 3 stories
3 · Lead ambassador	1–2 recognised athletes / sauna figures	Annual agreement: fee + commission + event days + content-production fee	Face of a pillar («Etter trening» / «Etter badstu»), quarterly campaigns

MEASUREMENT

Each code and link tracked to first order and 90-day repeat. Ambassador CAC compared with paid-media CAC monthly; underperforming codes rotated out at quarter end. Target: ambassadors deliver ≥20% of new customers in Phase 2 at CAC below paid media.

TARGET

PHASE 1 SEEDING

Athlete-seeding kits (per the business model) ship 2–3 weeks pre-launch: Founders' Pack, personal code, one-page claims sheet, and an invitation to the launch sauna session.

THE SECOND ORDER IS THE BUSINESS MODEL

DTC economics work at ≥35% repeat and rising subscription share: subscription contribution (~NOK 9.6/unit) plus recurring revenue smooths the 9–11-week container cash cycle. Retention is engineered, not hoped for.

RETENTION INFRASTRUCTURE

- Customer accounts with one-click reorder
- Subscription NOK 314/mo — pause anytime, no lock-in
- Bundles (24-pack, mixed 330 ml + 1 L)
- Referral programme — product credit both sides
- Loyalty: founding-member early access to new flavours (Ananas, Mango — Phase 2+ of product plan)
- Abandoned-cart email + SMS within 4h / 24h
- Review & feedback surveys post-delivery
- Corporate & gym recurring case orders

LIFECYCLE COMMUNICATION

TRIGGER	MESSAGE
Order placed	Confirmation + delivery window
Shipped	Tracking + serving guidance (chill it)
Day 5 post-delivery	Review request + UGC invitation
Day 18–21 (usage cadence)	Reorder reminder — one click
2nd order	Subscription offer (save ~10%)
3rd order	Referral invitation
Milestones	New-flavour access, event invitations
Lapsed 45 days	Win-back with occasion content

LEVERS & TARGETS ESTIMATES

METRIC	TARGET	PRIMARY LEVER
First-order conversion	≥ 2.5%	Landing speed, social proof, Vipps
Average order value	≥ NOK 420	Free-delivery threshold, bundles
Repeat rate (90-day)	≥ 35%	Reminder timing, experience
Subscription share	≥ 40% of actives	2nd-order offer, pause-anytime
Referral rate	≥ 10%	Two-sided product credit
LTV : CAC	≥ 3 : 1 by M12	All of the above

Weekly cohort review: repeat and subscription by acquisition channel decides where next month's budget goes.

TURN CONSUMER DEMAND INTO DISTRIBUTION POWER

Phase 3 begins only when the Phase 2 gate is passed: proven demand, delivery reliability and repeat purchases. Sequence: **online grocery first** → **one regional pilot** → **national review with 12 months of scan data** → **Sweden**, where grocery prices for the category are already proven at ≈ NOK 44–49/L.

RETAIL ENTRY Online grocery (Oda-type) first — lowest listing friction, digital shelf. Regional pilot chain next. Pilot gate: ≥4 units/store/week before any national pitch.	PRESENCE NETWORK Scale gyms, saunas, helsekost, cafés, offices and hotels past 100 outlets — branded fridges as permanent city-wide media.	BRAND CONSISTENCY One design system, one white carton, one claims sheet across every channel; flavour extensions (Ananas, Mango, Økologisk) only when demand data justifies.	REGIONAL GROWTH Sweden via the same 3PL reach; Denmark evaluated after. Private-label supply held as the defensive card in chain negotiations.
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TIMING	GROCERY SHELF PRICE	CHANNEL MARGIN	Y3 REVENUE BASE CASE
M12–M24	NOK 24 / 330 ml	CM ~29%/unit	NOK 32m

ESTIMATES

SELL THE VELOCITY, SUPPORT THE SHELF

THE NEGOTIATION ASSET: FIRST-PARTY PROOF

Twelve months of DTC and outlet data becomes the category pitch: subscriber count and retention curves, units/outlet/week across 60+ venues, reorder rate $\geq 70\%$, postcode demand maps, and review scores. The pitch is «**the demand already exists** — **here is where**», backed by the private-label supply option as the defensive card.

CHANNEL PLAYBOOK

CHANNEL	MARKETING MOTION
Online grocery	Digital shelf content, retailer-media search ads, launch banner, ratings syndication
Regional grocery pilot	Launch weekends with sampling, shelf signage, staff tasting & education, local social geo-ads
Gyms & saunas	Branded coolers, member offers, co-hosted sessions, «Etter badstu» POS
Helsekost & specialty	Fact sheets, QR to origin & benefits pages, staff education, distributor sales kit
Hotels & cafés	Minibar & menu placements, co-branded recovery/breakfast moments
Corporate	Wellness-programme bundles, monthly standing orders, office tasting days
Events & races	Official-hydration partnerships, finish-line sampling, lead capture

TRADE MARKETING TOOLKIT

- Point-of-sale displays & shelf signage (brand-guide compliant)
- Branded coolers for gyms, saunas and cafés
- Sampling kits with trained brief & data capture
- Retail launch-weekend package (staffing, POS, geo-ads)
- Retail staff education one-pager + 3-min video
- Distributor sales deck & product fact sheets
- QR codes on POS linking to health & origin pages
- Scan-data dashboard shared with pilot chain

SEQUENCING DISCIPLINE

Retail is not entered early. Listing fees are resisted with velocity data; if pressure persists, the pilot expands regionally instead. National grocery proceeds only after the ≥ 4 units/store/week pilot gate — protecting cash and brand position.

TASTE IS THE BEST ADVERTISEMENT

Every activation follows one framework: objective → audience → product volume → content opportunity → lead capture → sales method → follow-up → measurement. Consent-based data capture (GDPR): name, email, mobile, postcode, feedback, purchase interest, preferred pack.

ACTIVATION	OBJECTIVE	AUDIENCE	VOLUME	CONTENT PLAY	CAPTURE & FOLLOW-UP	SUCCESS MEASURE
Launch event — fjord-sauna evening, Oslo, press + ambassadors	Media moment, founding community	Press, creators, founding members	~300 units	Launch film, UGC wall	QR sign-up → next-day offer email	Coverage, 100 UGC posts, 50 orders wk-1
Gym sampling series — partner venues	Trial at the proven occasion	Members post-workout	150–200 / venue	Ambassador on site, reels	Member code, venue fridge intro	Sampling→purchase ≥8% TARGET
Sauna & cold-plunge sessions — co-hosted	Own the «etter badstu» ritual	Urban sauna community	100 / session	Ritual content series	Session sign-ups via KILDE list	Repeat sessions booked, code usage
Races & endurance events — running, cycling	Mass trial + credibility	Participants & supporters	1,000–3,000	Finish-line film, athlete content	Bib-linked code, post-race email	Cost per acquired customer vs paid
Office tasting days	Seed corporate standing orders	HR & employees	100–150 / office	Healthy-office content	Corporate quote within 48h	Corporate accounts opened
Pop-up retail & markets	Direct sales + research	Weekend footfall	300–500	Stand design showcase	On-site sales + list capture	Units sold, margin per day
Retail launch weekends — Phase 3	Velocity in pilot stores	Chain shoppers	200 / store	Geo-targeted social	Receipt-linked repeat offer	Units/store/week ≥ 4

Sampling stock is budgeted from the NOK 60k trade-activation line in cycle 1; per-event volumes are planning figures pending final unit cost. Every event feeds the same CRM — no orphan lists.

LEAN TEAM, RENTED CAPABILITY

Consistent with the operating model — six roles, one and a half salaries — marketing keeps brand, community and data in-house and rents production capacity. Personnel draw in cycle 1: within the NOK 160k first-six-months allocation.

ROLE	HELD BY	OWNS
Marketing lead (founder, launch period)	In-house	Strategy, budget, brand, partnerships, PR voice
Social & community manager	In-house (part-time → full-time at Phase 2 gate)	Cadence, community, ambassador day-to-day, service inbox
Content creator / videographer	Contract — 2 shoot days/month	Video & photo bank, editing
Performance-marketing specialist	Freelance / boutique agency	Meta, TikTok, Google; weekly CAC report
E-commerce & CRM coordinator	In-house share of ops role	Webshop, flows, subscriptions, reviews
Design	Contract — brand-guide holder	POS, packs, campaign assets
Field sales / retail activation	In-house from Phase 2	Outlet route density, sampling, trade kits
PR support	Project-based	Launch moment, founder profile, retail milestones

SYSTEM STACK

- Webshop CMS + e-commerce (subscriptions native)
- Vipps + card payments
- GA4 + Search Console + server-side tracking
- Meta Business Suite · TikTok Business
- Email + SMS platform (flows, segments)
- CRM with referral & ambassador code tracking
- Social scheduling & listening
- Review platform
- Inventory / order sync with 3PL
- KPI dashboard (page 21) — one source of truth

IN-HOUSE VS OUTSOURCED — THE RULE

In-house: anything owning the customer relationship or the data (community, CRM, ambassador management, trade relationships). Outsourced: anything that is production capacity (shooting, editing, media buying, PR execution, design production) — bought per deliverable, benchmarked quarterly.

GOVERNANCE

Weekly growth meeting (CAC, conversion, repeat, outlet reorders) · monthly budget re-allocation · quarterly ambassador and agency reviews · all claims changes approved by founder + regulatory adviser.

MILESTONE-LINKED, CAC-GOVERNED

Cycle 1 is funded inside the seed round: NOK 180k launch marketing + NOK 60k trade activation & sampling (uses-of-funds). Year-1 annual scenarios below are planning ranges requiring supplier quotations — none are commitments.

CATEGORY	LEAN	STANDARD	ACCELERATED
Content production (video, photo, design)	60–90k	100–150k	160–240k
Paid media (Meta, TikTok, Google, YouTube)	120–180k	220–360k	400–650k
SEO & content publishing	25–40k	45–70k	70–100k
Ambassadors & influencers	30–50k	60–110k	120–200k
Sampling, events & activation stock	40–60k	70–110k	120–180k
PR (project-based)	15–25k	30–50k	50–80k
POS & trade materials	15–25k	30–60k	60–120k
Software & platforms	25–35k	35–50k	50–70k
Delivery promotions & customer rewards	20–35k	35–60k	60–100k
Agency / freelance fees	30–50k	60–100k	100–160k
Contingency (~10%)	40k	70k	120k
Indicative Year-1 total · NOK	420–630k	755k–1.19m	1.31–2.02m

All ranges **ESTIMATE — QUOTATIONS REQUIRED** . Marketing staff cost carried in personnel line, not above.

HOW SPEND IS GOVERNED

- **Milestone-linked:** budget releases follow gates (list size → pre-orders → 500 subs → 60 outlets), not the calendar.
- **CAC ceiling:** paid spend scales only while blended CAC ≤ NOK 250/subscriber and ≤ NOK 150/one-off.
- **Margin coverage:** DTC contribution (~NOK 12.0/unit) must cover marketing amortised per customer within 2–3 orders.
- **LTV linkage:** target LTV:CAC ≥ 3:1 by M12; scenarios upgrade (lean→standard→accelerated) only when the ratio holds.
- **Channel truth:** monthly re-allocation to lowest verified cost-per-subscriber; ambassador vs paid vs events compared on equal terms.

SCENARIO SELECTION

Lean holds within seed allocations and base-case pace. **Standard** matches the 36-month model trajectory. **Accelerated** is only funded from demonstrated unit economics or the Phase-3 financing trigger (national grocery scale-up) — never from working-capital reserve.

ONE DASHBOARD, FIVE FAMILIES, THREE RHYTHMS

AWARENESS

- Reach & impressions
- Video views
- Website sessions
- Branded search volume
- Social followers
- Press & brand mentions

ENGAGEMENT

- Engagement rate
- Video completion
- Saves & shares
- Comments
- Email list growth
- SMS opt-ins

SALES

- Pre-orders
- Conversion rate $\geq 2.5\%$
- $CAC \leq 250 / \leq 150$
- $AOV \geq NOK\ 420$
- Revenue by channel
- Subscription rate
- Cart abandonment

CUSTOMER

- Review score
- NPS
- Repeat rate $\geq 35\%$
- Referral rate $\geq 10\%$
- Complaint rate
- Delivery satisfaction
- LTV & LTV:CAC

COMMERCIAL

- Outlets live ($\rightarrow 60+$)
- Units/outlet/week (≥ 8)
- Outlet reorder $\geq 70\%$
- Corporate accounts
- Sampling conversion
- Ambassador sales share
- Pilot velocity ≥ 4 u/store/wk

REPORTING RHYTHM

RHYTHM	OWNER	CONTENTS	DECISION MADE
Weekly — Monday growth meeting	Marketing lead	CAC by channel, conversion, orders, outlet reorders, service issues	Kill/scale creatives; route field-sales week
Monthly — performance pack	Performance specialist + CRM	Cohorts (repeat, subscription), LTV:CAC, budget vs plan, content ranking	Re-allocate next month's budget
Quarterly — board & partners	Founder	Gate progress, scenario review, ambassador & agency performance, Phase readiness	Phase advance / hold; scenario upgrade

All KPI definitions are fixed in the companion execution workbook so numbers are comparable month to month; targets marked above are management planning assumptions.

THE YEAR, MONTH BY MONTH

PERIOD	FOCUS	KEY MARKETING ACTIONS	STAGE- GATE TO ADVANCE
M1–M2 Preparation	Brand & infrastructure	Brand guide final · webshop + pre-order page build · content bank shoot 1 · social channels live · ambassador recruitment · SEO foundation + first articles · list building begins · first container ordered	Channels live; ≥500 list contacts; container ETA fixed
M3 Reveal	Product reveal & pre-orders	Packaging reveal campaign · Founders' Pack pre-order opens · paid-media tests begin · seeding kits ship · press kit out · partner tastings	≥150 pre-orders; winning ad concept; 2 venue partners
M4 Launch	Official launch	Launch sauna event · first DTC deliveries · launch film · ambassador content wave · review collection from order 1 · retargeting live	Fulfilment <48h error-free; first 70 subscribers (base case)
M5–M6 Optimise	Optimisation & loyalty	Creative iteration on data · subscription push at 2nd order · referral programme live · gym sampling series · corporate outreach starts · outlet count → 15	CAC ≤250 blended; repeat trending ≥30%
M7–M9 Expand	Outlet network & community	Field-sales route density → 36+ outlets · branded fridges deployed · race-season sampling · PR feature push · UGC engine scaled · win-back flows	≥8 units/outlet/wk; reorder ≥70%; subs → 449 (base)
M10–M12 Prove	Gate & retail preparation	500-subscriber gate (base M10) · velocity dataset packaged · online-grocery pitch · holiday/seasonal campaign · flavour-extension research · Sweden desk study	Phase 2 gate passed → open Phase 3 retail motion

M1–M3

Phase 1 · Pre-launch — audience, pre-orders, foundations

M4–M12

Phase 2 · DTC launch + specialist outlets (from M4)

M12 →

Phase 3 · Retail — begins only on gate pass

THE FIRST NINETY DAYS, OWNER BY OWNER

Full tracker with owner · deadline · budget category · deliverable · KPI · status lives in the companion execution workbook. Summary below; F = Founder, SM = Social manager, PM = Performance specialist, CC = Content creator, DS = Designer.

DAYS 1-30 · FOUNDATIONS

ACTION	OWN	KPI
Finalise brand guidelines & claims sheet	F/DS	Approved v1
Approve packaging & label copy	F	Print-ready
Webshop + pre-order page live (Vipps)	F	Test order OK
Analytics & conversion tracking	PM	Events firing
Content bank shoot 1 (2 days)	CC	30 assets
Ambassador shortlist & scoring	SM	25 scored
Marketing calendar approved	F	Signed off

DAYS 31-60 · AUDIENCE

ACTION	OWN	KPI
Social channels launched, cadence live	SM	Cadence hit 4 wks
Audience-building lead campaigns	PM	≤NOK 40/lead
Educational content series begins	SM/CC	1/wk published
Email + SMS registration flows live	SM	≥500 contacts
First SEO articles indexed	F	4 live
Small tasting sessions (2)	F/SM	Feedback logged
Launch partners confirmed (gym/sauna)	F	2 signed

DAYS 61-90 · PRE-ORDERS

ACTION	OWN	KPI
Founders' Pack pre-orders open	F	≥150 orders
Ambassador content wave 1	SM	All codes live
Retargeting audiences activated	PM	ROAS baseline
Launch event planned & invited	F/SM	RSVPs ≥80
First corporate buyers secured	F	3 accounts
Delivery process dress rehearsal (3PL)	F	<48h, 0 errors
Customer-service procedures & macros	SM	SLA 24h set

BUILD TRUST BEFORE LAUNCH. CREATE DEMAND DIRECTLY. SCALE WITH EVIDENCE.

- Digital-first, education-led
- Premium positioning, grocery-fair price
- Direct customer relationship & first-party data
- Measurable marketing, CAC-governed
- Disciplined, milestone-linked spend
- Structured ambassadors, claims-safe
- Repeat purchase engineered from order one
- Retail entered with proof, then Sweden



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VERSION 1.0 · JULY 2026 · STATUS: DRAFT FOR MANAGEMENT APPROVAL · «NATURENS ANDRE KILDE.»



WHAT IS VERIFIED, ASSUMED AND STILL TO DECIDE

KEY ASSUMPTIONS USED ESTIMATES

- CAC NOK 250/subscriber, NOK 150/one-off (model input)
- Landing conversion ≥2.5%; repeat ≥35%; AOV ≥ NOK 420
- Pre-launch: ≥1,500 list contacts, ≥150 pre-orders
- Sampling→purchase ≥8%; ambassador share ≥20% of new customers
- Paid-media monthly ranges per scenario (p.13, p.20)
- Pricing per unit-economics table: 12-pack NOK 349; sub NOK 314/mo; outlet NOK 15 ex VAT; grocery shelf NOK 24
- Base-case trajectory: 70 subs M4 → 500 M10; break-even M11

MANAGEMENT DECISIONS REQUIRED

- Approve claims sheet & label copy (post-lab)
- Approve Founders' Pack structure & pricing
- Select budget scenario (lean recommended at start)
- Approve ambassador levels 2–3 fee bands
- Confirm delivery areas & free-delivery threshold
- Appoint performance-marketing partner
- Approve launch-event date vs container ETA
- Validate SEO keyword volumes before content plan lock
- Confirm platform/tool stack & data-processing agreements (GDPR)

SOURCES

- KILDE market study + fact-check appendix (data room)
- KILDE Institutional Platform v3.2 — market, model, financial pages (July 2026)
- KILDE Brand Guide v1.0 & packaging design study
- Category reports: Market Data Forecast 2025–34; Grand View Research (CAGR references)
- Price benchmarks: kinsarvik.no, coop.se, Hemköp tracking, pandasia.dk · July 2026
- 36-month bottom-up financial model (base case)

All marketing figures herein are management estimates and forward-looking statements, unaudited and subject to change; supplier-quoted figures are pre-contract. Nothing in this document is an offer of securities or a guarantee of results. Product and nutrition statements pending laboratory confirmation and EU/EEA regulatory review where indicated.