

In this thesis, the full process of answering the question 'How could an already developed technology for individual cow feeding (IFT) add value to all relevant stakeholders while fitting the developing portfolio of Company A?' is shown. Company A aims to improve the lives of farmers by delivering solutions that provide insights that are ready to be acted upon, while simultaneously relieving the repetitive and labour-intensive tasks of dairy operations.

At the moment, one of these solutions is a Feeding Station (FS), a short steel walkway where cows can receive an individualised dose of concentrate feed, which supplements their daily nutrition of forage. Due to multiple factors, Company A wanted to gain more insights into the market requirements and demands for this product. While this was the original assignment, it quickly became clear that there was an underlying problem with the relevance of feeding technology and its appliances at Company A, which led to a broadening of the research topic.

Five sub-questions were formulated, that followed the following three phases: Analysis, Stakeholder Involvement and Conceptualization phases. As part of the Analysis, background information about dairy farms, the way Company A operates and the relation between Company A and FS were explained to give context to the assignment.

In the Analysis, it was found that currently there is only a small segment of farmers that still use FS. This history and current state and theories about technology adoption were used to finalise a list of base requirements. Besides this, the need for individual feeding for the different dairy farm kinds was analysed and it was confirmed that it is only something for smaller-scale farms that keep their cows in barns. The remaining sub-questions focus on Individual Feeding Technology (IFT). By expanding the research topic, more applications of the technology behind FS could be found.

For the Stakeholder Involvement phase, value proposition canvases were created with several representatives from the relevant stakeholders. The Company portfolio was also analysed, resulting in more requirements. Next to this, concerns from within Company A and around the place of IFT at Company A were analysed. There were concerns around a competitor that could rise and pose a threat to Company A's position, but it was found that their respective portfolios are quite different and thus they operate in different market segments. Besides this, the analysis of the place of IFT at Company A resulted in a new solid requirement around the kind of data the product should present to its users.

In the Conceptualisation phase, several market opportunities for IFT were found and, using the previous results, idea directions were formulated. Using Future Scenario Design, uncertainties that arose during the entire process were taken into account when finalising the idea directions.

These findings are then presented in the Results section, where different scenarios of adoption of the first two idea directions are presented, together with the methods with which future developments that were found in the sub-questions could be tackled.

In the Discussion, the short time span of the assignment and its attached challenges are discussed, together with the limitations of the generalisations that were made. It was concluded that there was enough information to at least make decisions with reasonable certainty. Knowledge gaps that remained are mentioned and future questions are formulated.

Finally, conclusions are drawn regarding the market demand for the FS and different market opportunities regarding IFT are presented. The thesis closes with a list of recommendations for Company A.