Designing The Middellandstraat Food Journey

An initiative to revitalize a multicultural shopping street

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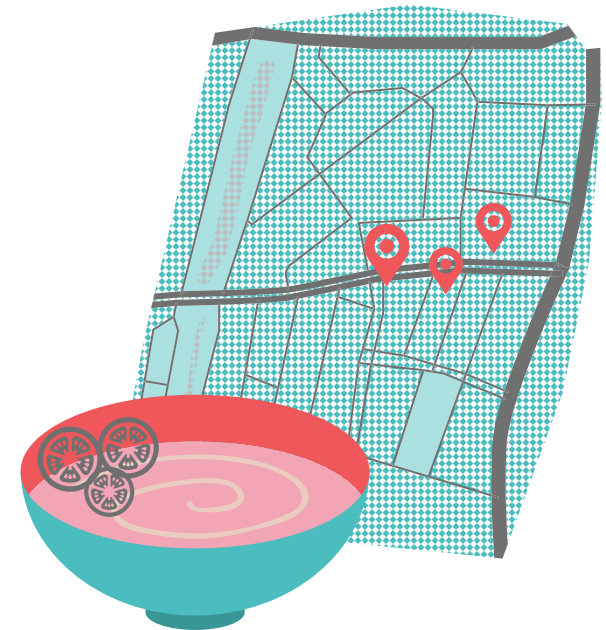**Supervisory team**

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TABLE OF CONTENTS

APPENDICES

The project in a nutshell..
EXECUTIVE SUMMARY

This thesis report describes the process and the outcomes of the graduation project of the MSc Strategic Product Design at the Delft University of Technology, which started from March to August 2017 in collaboration with Middelland Winkeliersvereniging.

The project was initiated by Middelland Winkeliersvereniging, a shop owner association in the Middellandstraat, Rotterdam, to discover possibilities to revitalize the multi cultural shopping street. The aim of this project is to develop a service that will support the shop owners to attract more visitor to the shopping street. This report is the documentation of the process in the project from analysis to final concept.

The design process of the project follows the double diamond model developed at the British Design Council on 2005. This design process consists of four stages: discover, define, develop, deliver. In the first stage, the understanding about Middellandstraat was gained to explore potentials for the focus of the assignment. During this phase, the project was determined to focus on the food diversity in the shopping street as the street has potentials in diversity and multiculturality, specifically in the ethnic food shops. The second stage, define, involves a study of the stakeholders, locals, and visitors regarding the food experience in Middellandstraat to identify the pain points and opportunities to be developed. Studies about the market, including creative trend research and multicultural food evolvement in the Netherlands, were done to identify opportunities. The search areas and design goal were defined for the project. The third stage, develop, is the stage for the ideation of solutions for the design goal, as well as the selection and development of the concept. The fourth phase, deliver, represents the evaluation of the solutions, refinements, and improvements of the concept, as well as implementation guidelines.

Understanding the Middellandstraat shopping street

Middellandstraat is culturally diverse and ethnically mixed area. Walking around in Middellandstraat, there are different languages heard in casual conversation on the street. There are various shops own by Moroccan, Turkish, Surinamese, Pakistanese and many more.

There are more than 100 shops in the street from restaurants to houseware stores. Going around in Middellandstraat, there is a lot of potential in the food sector. The food shops in Middellandstraat are also culturally diverse. Food and culture are intimately related. Food is culturally determined and a foundation of collective identity (Bessière, 1998). For someone to experience a culture, food has become an integral part. Besides, Middellandstraat has regular events in the food sector. Therefore, in developing a multicultural area and street like Middellandstraat, food is an important thing to take into account. As a multicultural street, there are various food shops from halal butchery, bakery, to African ethnic store. This is one of the potentials that can be developed further to attract visitors. However, the perception and image of the place that is seen as an unsafe area are apparent. The shop still needs to be a visitor-friendly shop. The hospitality in the shop and the physical looks could be improved. Besides, not many people know about the culture-specific food that is sold in Middellandstraat and its uniqueness

With the potential in food diversity in Middellandstraat and food as an attraction to experience the culture, the food diversity in Middellandstraat is potential for the project. Therefore, this project will focus on the food sector in the street among all other sectors. Strategy to attract more visitor through the food diversity in Middellandstraat will be investigated. This has led to the design question,

How to support the shops to attract different visitors through enriching the food experience in the multicultural shopping street, Middellandstraat?

Deeper understanding of stakeholders involved, food shops and visitors and defining the design goal

There are a lot of stakeholders involved in the context of the project in Middellandstraat. From the shop owners, visitors, residents, citizen initiatives, property owners, the shop association and municipality of Rotterdam.

Context mapping sessions and interviews with visitors and locals were done to gain a better understanding of multicultural food shopping and people's experience in Middellandstraat. There are opportunities and problems identified in the shopping experience in multicultural shops. The main problem is the lack of knowledge about the other culture's food. The image of Middellandstraat as a dangerous area is affecting how people perceive the street and hinders them from going to the shops. Visitors also do not feel welcomed in the shop and are not aware of the product sold in the shops.

The opportunities are that people should be stimulated to go to the street and provided information and knowledge about the shop identity, historical value, and products. Information and inspiration about the product and how to use it may also be given to encourage people to shop. This will also help to give a more exciting visit. In the shop, a comfortable atmosphere to explore should be provided. The feel of nostalgia and exploration should be emphasized in the store. The change of the organization and look inside the store may be done.

Opportunities and needs can be clustered to three phase in the shopping experience, which is before shopping, during shopping, and after shopping. Before shopping, it

is important to provide stimuli and inspiration for people to encourage them to go to the street. During shopping, enough product information and a positive exploring experience are needed to support the shopping experience. While after shopping, getting a good impression and feel to make people come back again is needed.

Competitor analysis, creative trend research and multicultural food evolvement in the Netherlands study have been done to get more opportunities for the project. Integrating the whole experience with the online and offline world is important.

Designing the food journey to inspire and inform visitors about the food shop's authenticity and historical value……

Based on the strengths and opportunities found in from different studies, the search areas were generated and selected to find the most promising areas to be developed to a concept. The selected search areas were translated into design vision for the concept.

The design should enable people who usually do not visit the Middellandstraat shops to get inspired and informed about its food culture and shop identity, promote the authentic identity and historical value of the shop, and provide the comfortable atmosphere for the visitors to explore in the multicultural shopping street, Middellandstraat.

Design iterations have been done to create the concept. Through brainstorm sessions, paper prototyping, idea evaluation with locals and shop owners, and creative session with IDE TU Delft students, three concepts were created. The concepts were evaluated by eight potential visitors and through a weighted matrix based on a set of objectives. Based on the evaluations and feedback on the three concepts, the final concept was created.

The Middellandstraat food journey, Smaak Reis

Smaak Reis is a service that enables people to explore the food diversity in Middellandstraat. It inspires and informs visitors about the food culture and shop's authentical values. Smaak Reis is integrated into the online and offline experience.

The offline service is a package of ingredients that is set up every particular period in the shop. The package is accompanied with a special recipe of the food from shop owner or local people. In the recipe, visitors can see what the ingredients are with the visual to make them more familiar with it, as well as the way to cook it. There will be the tutorial of the cooking by shop owners or locals and explanation about the ingredients. The visitors will be a part of the community; they can interact with each other on the website by giving ratings and recommendation about the recipe and the store, and be each other shopping buddy, to get a new perspective about the shops. Visitors can co-create and share their recipe to be featured in Smaak Reis, to be involved and being part of the diversity in Middellandstraat.

To get it started…

Smaak Reis is a service that can be realized through a collaboration with all parties involved, including the shop owners, and locals.

It is important to get the shop owners on board to develop the street for the better; this will be done through workshops about entrepreneurship and build a better relationship between the stakeholders. Smaak Reis elements are designed to be able to be realized through stages of development for the implementation. Evaluations from the potential visitors and shop owners were taken into account in the implementation plan.

Smaak Reis overview

GLOSSARY

Middelland Winkeliersvereniging (WV):
A shop owner association of Middellandstraat.
All of the shop owners in Middellandstraat is
gathered under the association. The association
aim for Middellandstraat to be the best
shopping street in the Netherlands.

Mooi Mooier Middelland (MMM):
Citizen initiatives in the area of Middelland,
Rotterdam. It is consists of 12 initiatives of
different interests. It is a community to plan and
decide how the public money is going to be used
in the neighborhood.

House of Middelland:
One of the initiatives in Middelland that focus
on social meeting places of the residents.

Wijkpaleis:
Neighborhood center that is located in the
Middellandstraat and is a part of House of
Middelland. It is a place for the community to
grow together, learning and eating by making.
The Wijkpaleis open the place for workshops for
the residents such as sewing and woodworking.
Some locals cook and sell their food in the
Wijkpaleis at the arranged time.

Local of Middelland:
Local in the project refer to the people who live
in Middelland and around the Middellandstraat.

INTRODUCTION

Background

Middellandstraat is a shopping street located in Delfshaven, Rotterdam. There are 103 shops in the street, and the unique characteristic of it is the historical richness. The buildings have been maintained since the pre-war period.

Along with the increase of immigrants in the area, the street has been evolved into multicultural shops and a multicultural neighborhood. There have been a lot of projects going on from the city council and citizen initiatives to improve the area of Middelland, all gathered in the project of 'Mooi Mooier Middelland' which means to make Middelland better or more beautiful. The project consists of different teams that focus on specific problem areas. One of them is Winkelstraat Middelland (Middelland shopping street) to revitalize the shopping street economically. The duration of the project is from 2016 to 2018. The primary goal for Middelland shopping street is the economic revitalization ("Mooi Mooier Middelland", 2016). This graduation project is one of the efforts to improve the shopping street.

Objective

The graduation project is initiated by Middelland Winkeliersvereniging, a shop owner association in the street of Middellandstraat to discover the possibilities to develop the shopping street as the best multicultural shopping street in The Netherlands.

However, the street has some difficulties as fewer visitors come to visit, which affects the economic growth of the area. Since 2016, the Middelland Winkeliersvereniging started a project to improve the street by attracting visitors, which should contribute to the economic growth of this area on a continuous basis. The project is aimed to be finished on 2018. Middellandstraat has branded itself as a multicultural shopping street, with its slogan 'op reis midden in Rotterdam', which means "traveling in the middle of Rotterdam.". The association is also working on the DNA of the street and how to make Middelland a thriving shopping area by economic revitalization and encouragement of entrepreneurship.

Project Approach

In-depth analysis has been done to gain an overview of the current situation in the street and to identify the problem within the context, including the stakeholders involved. The purpose of the study is to determine the main obstacles and find the opportunities to be developed in this graduation project.

As an area, there are a lot of parties involved in sustaining the street. The local people of Middelland, the citizen initiative programs, shop owners, visitors, and potential visitors took part throughout the process to get the best fitting solution for the street.

The design project follows the double-diamond model developed by the British Design Council on 2005. This convergent and divergent process consists of four stages; *discover*, *define*, *develop*, *deliver*. The project stages and the correspondence to the chapters of the report are visualized in the next page.

What is the current situation of shops in Middellandstraat?

What is the main point to consider in designing for the food diversity in the Middellandstraat?

Time frame : April- May 2017
Chapter : Initial Research, Design context, Market research

Goals

Gathering insights from the shop owners, visitors, potential visitors

Gathering related information in the context

Approach

The source of the insights is the food shop owners, local people, visitor and non-visitor through interviews. Analysis on internal documents and paper about Middellandstraat is also done. These insights are translated into the underlying problems. Based on those problems the focus and the design goal of this project are defined.

What is the main problem that is going to be tackled?

For whom is the design?

Time frame : May 2017
Chapter : Design context, Design goal, ideation

Goals

Identifying underlying problems in the current situation of the shopping street.

Brainstorms ideas and get feedback from stakeholders

Approach

This stage is based on gaining an understanding of the current situation of the street, the shops and its relation to the customer and other people. Information from external resources about multicultural street is gathered as a supporting tool to fulfill the established design goal.

DISCOVER → DEFINE

Method

Literature research about the area
Contextual interviews with food shop owners
Interviews with local people through direct meeting and email interviews
Observation in the street and in the shops
Customer journey on multicultural food shopping in general and in Middellandstraat
Context mapping with visitor and potential visitor
Creative trend research
Literature research about the multicultural food adaptation history in The Netherlands

Outcomes

Understanding of the situation in the area and the shops
Overview of the stakeholders involved
Understanding visitor and non-visitor's view on the street
Understanding people's behavior when doing food shopping
Overview of ideal situation for people to visit the street
Identifying important trends related to the street in terms of global trend and food trend
Identification of the main problems and opportunities to the food diversity in the street

Method

SWOT analysis

Search areas

Problem formulation

Persona

Brainstorming

Project presentation with stakeholders

Outcomes

Design goal and direction for the concept

Ideas

Initial concepts

What concept fit the context best?

What are the knowledge and information needed for the concept?

Time frame : June-July 2017
Chapter: Ideation, Concept Development

Goals

Creating few concepts and select the concept

Evaluating and iteratively improving the solution for its implementation.

Method

Concept review and feedback with shop owners and local community
Idea discussion with fellow designers
Design with Intent Cards
Creative session with IDE TU Delft students
Expert interview
Concept evaluation with target user
List of requirements and wish list
Weighted Matrix select ideas
LIterature review

Approach

This stage is the ideation on solution based on the insights gained in the previous stages, iteration on the ideas, as well as the selection of the final concept.

Outcomes

Set of concepts and selection to the concept

Evaluation of the concepts from related stakeholders (WV, local community, shop owners, visitor)

DEVELOP

FInal design

How is the implementation of the design?

Time frame : July- August 2017
Chapter: Smaak Reis, Implementation plan, Recommendation and reflection

Goals

Describing the final design

Defining the implementation plan for the idea.

Method

Implementation Roadmap

Interview with related stakeholders

Approach

Validating the solution with related stakeholders and expert and ideation on roadmap and implementation to improve the street through its food diversity.

Outcomes

Final evaluated concept

Evaluation based on stakeholders' feedback

Implementation guideline

Road map

Recommendations

DELIVER

INITIAL RESEARCH

"-Spill the beans"

This chapter summarizes the important results of the first part of the research done on the Middellandstraat . The project started with an initial design brief, which is to improve the street through design. The first analysis of the context was done to identify the design questions to narrow down the scope for the next phase. At the end of the chapter, a design question has been formed to proceed to the next research phase.

1.1 | Case Analysis

1.1.1 Middellandstraat

The project is about a shopping street named Middellandstraat located in Middelland, Delfshaven, Rotterdam. Middellandstraat is located near the Rotterdam Central station (see Figure 1). From Rotterdam Central Station to Middellandstraat, the visitor will pass the West-Kruiskade that is known as the China town in Rotterdam. The nearby high street that is located next to Middellandstraat is Nieuw Binnenweg which is more known to people. There are around 103 operating shops in Middellandstraat; from restaurants, grocery stores and sports equipment stores to hair salons (see Figure 2 and 3).

Middelland was designed around 1900 during the pre-world War I by Gerrit de Jongh. The goal of the plan was to make the area more attractive by the static lanes and street in the area (Cityportal Rotterdam, 2017). The historical richness in the building is the charm of Middellandstraat (see Figure 4). Except for the last two blocks at the end of 2e Middellandstraat, the entire pre-war building was maintained.

As a part of the bigger city, it is also important to see Rotterdam as a city. According to Rotterdam world brand (2009), Rotterdam is an entrepreneurial city that encourages initiatives for entrepreneurs. It is also a young, trendy, dynamic and most modern city in the Netherlands.

Rotterdam has a vibrant cultural scene and is a perfect place for event lovers. It is marked as the "event city" of the Netherlands with a broad variety of events.
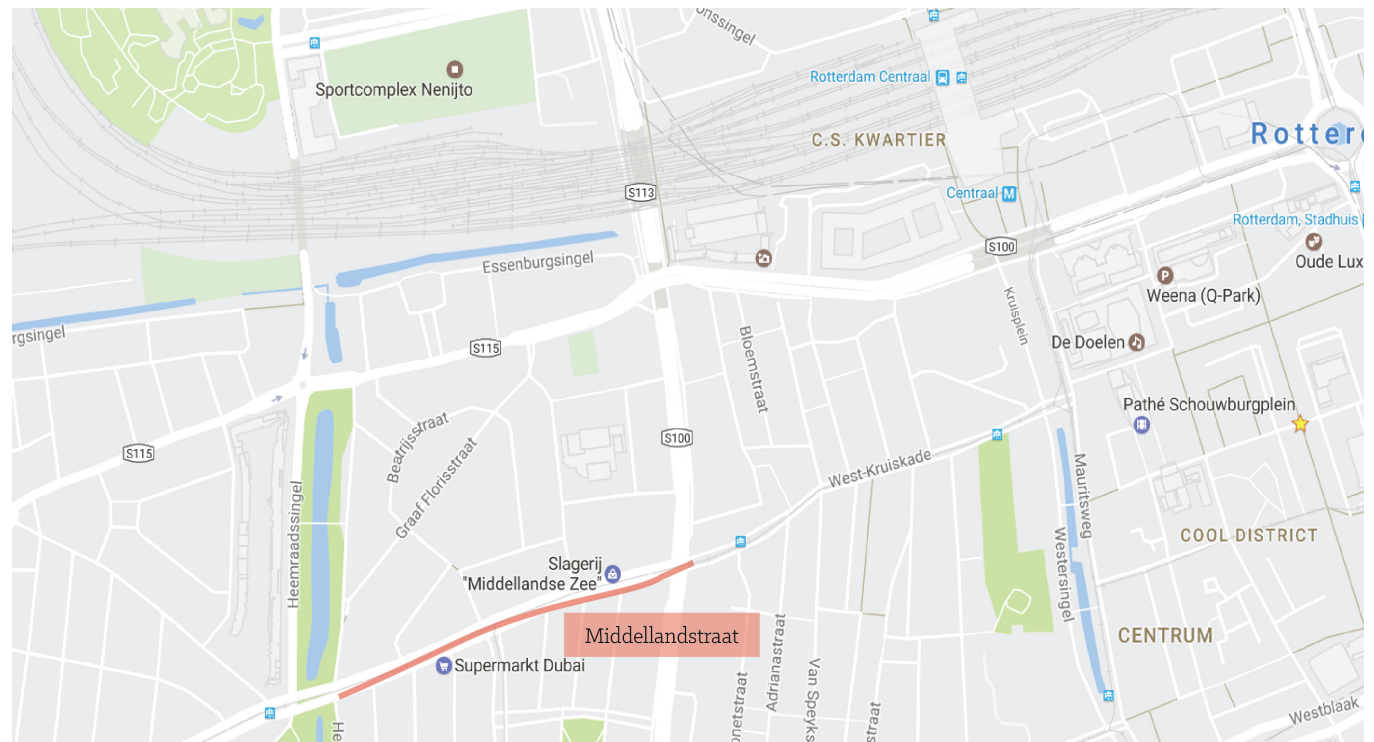
Figure 1. Middellandstraat position on map

Figure 2. Stores in Middellandstraat

Figure 3. Stores in Middellandstraat

Figure 4. Appearance of Middellandstraat in the past
("Middelland Huisstijl door Manuela", 2016)

A. Characteristic of Middellansdtraaat

Residents

The district has about 12,000 inhabitants. Compared to other places in Rotterdam, the neighborhood of Middellandstraat has a high population density around 17,367 inhabitants/ km2 ("Rotterdam (Municipality, Zuid-Holland, Netherlands) – Population Statistics and Location in Maps and Charts, 2017). Locals regularly organize activities (Cityportal Rotterdam, 2017). The number of immigrants in the neighborhood is average compared to other places in Rotterdam, but it has lower income and younger population.

Located in Rotterdam, the majority of the population is highly urbanized. The people in Rotterdam are also highly multicultural, with half of the population born from non-Dutch parents (see Figure 5).

In Middelland, there are a lot of initiatives for different matters and use. One of the initiatives is House of Middelland that focuses on social meeting places for the residents ("Mooi Mooier Middelland", 2016). One of the parts of

Gender (2016)

- ● Females
  319,406
- ● Males
  310,200

Age Groups (2016)

- ● 0-14 years
  103,138
- ● 15-64 years
  431,467
- ● 65+ years
  95,001

Urbanization (2016)

- ● Rural
  4,660
- ● Highly urbanized
  440,530
- ● Strongly urbanized
  4,660
- ● Moderately urbanized
  440,530
- ● Lowly urbanized
  4,660
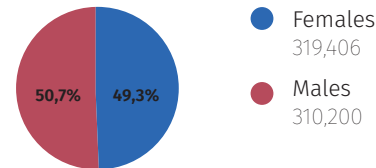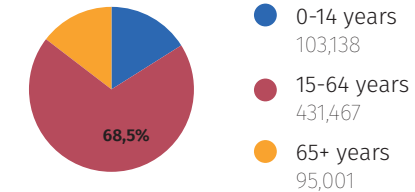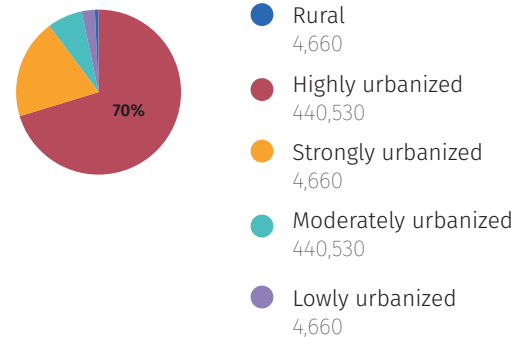
Birth Country of Parents (2016)

- ● Netherlands
  316,009
- ● Western country
  76,908
- ● Morocco
  43,064
- ● Netherlands Antilles
  23,941
- ● Suriname
  52,584
- ● Turkey
  47,778
- ● Other country
  69,322
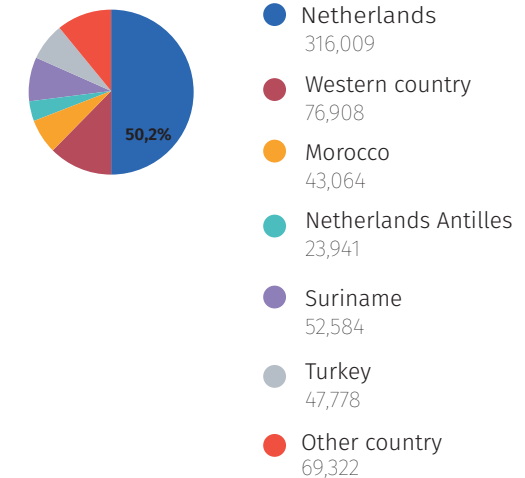
Figure 5. Rotterdam Demographic ("Rotterdam (Municipality, Zuid-Holland, Netherlands) – Population Statistics and Location in Maps and Charts, 2017)

FIgure 6. Wijkpaleis, one of the neighbor center

House of Middelland is called Wijk Paleis (see Figure 6), where residents can come together, learn, have a place for kids to play and to eat together. The place is located in the middle of Middellandstraat, and it opens a few days a week and provides small courses for residents with exchange for other values like cooking. There are various courses that have been done in the place. For example, Daphne, an artist who lives in Middelland gave a workshop about drawing a human face, or Cati, who gave a free course on sewing for local people in exchange for a place to work in the Wijk Paleis.

Right now, three residents cook at different times and sell the food in the Wijkpaleis. For the future, Marieke Hellen, the head of Wijkpaleis aims for Wijkpaleis to accommodate more entrepreneurship in the neighborhood. For example, to have more residents to take turns in selling their food in the Wijk Paleis or collaborating with more people with other backgrounds. Initiatives like these are the strength of Middellandstraat that may be beneficial to improve the street.

Studies about Diversity

According to Willem Duyvendak et al. (2009), Middellandstraat is more culturally diverse and more ethnically mixed than the neighbor street, West-Kruiskade. There are various shops owned by Moroccan, Turkish, Surinamese to be found. Some of the shops in Middellandstraat are well-known nation-wide, such as fish store Andaluce and butchery Casablanca. Other than that, phone shops, salons, wig shops, money transfer businesses and import and export companies are present.

According to the study by Willem Duyvendak et al. (2009), the neighbor street, West-Kruiskade is potential in attracting tourists who are looking for authentic ethnic experience. The same is applied to Middellandstraat case. However, it was difficult to find any tourists in both areas. This was confirmed by the survey by Buys, Smeekers & Verwey (2007). In Rotterdam, two-thirds of the visitors lived in the city of Rotterdam itself and the rest were inhabitants of the neighborhood. Almost all visitors in the survey said that they frequently came for specific ethnic shops and more than two-thirds of the sample had an ethnic background (Surinamese, Turkish, Moroccan, Chinese). This was different from The Hague and Amsterdam

for example, where not more than 50 percent of the visitors had an ethnic background. As a result, the atmosphere in The Hague and Amsterdam was perceived as less 'multicultural' than in Rotterdam. Also, more people are found wandering around in The Hague and Amsterdam than Rotterdam.

Despite the potential, places in Rotterdam seem to attract fewer visitors. It is also because of Rotterdam, in general, attracts fewer tourists than The Hague and Amsterdam (Willem Duyvendak et al., 2009). During the observation, the look of the area was also unpleasing, and the condition of the buildings and the shops didn't look well-maintained. Also, the unsafe vibe of the place is apparent. Besides the past history in drug and high criminality (Clarisse, 2016), in the street itself, it is easy to find 'drunk man' or a 'druggie' image. This perception and image of the place are important to be considered in developing the area.

Events and programs in Middellandstraat

Middellandstraat has annual events in the Heemraadspark called Singeldingen. The events was the origin of Wijkpaleis where the locals sell their food in the place. Until now, this event is held every summer in the park (Figure 7).

Figure 7. Website of Singeldingen event

The projects to improve the street are ongoing, one of them is by utilizing the public space in Middellandstraat. In a square in Middellandstraat, Middellandplein, a festival was held (Figure 8). The festival exhibits the food in the Middellandstraat.

B. Culture in Middelland

Walking in Middellandstraat, there are different languages heard in casual conversation on the street. There are various countries of origin in Middelland, such as Turkey, Morocco, Portugal, Cape Verde, India, and Suriname.

This section will explain about the culture in Middellandstraat. It is important to understand the cultural context to avoid mismatches and gain a deeper understanding of the social meaning in the context (Van Boeijen, 2015). The intention of the cultural studies is so that the final design tune with the culture in Middelland.

As the project is intended to attract more visitor to the street, it is important for the final design to bridge the cultures in the context, in this case between the shop owners, locals, and visitors.

Figure 8. Tjop Tjop festival in Middelland square

The countries score on the cultural dimensions as defined and measured by Geert Hofstede (2003) (see Figure 9). It shows that the value orientations between the dominant origin countries in Middellandstraat are quite similar, but differ when compared with the scores on value orientation of the Netherlands (see Figure 10). The dominant culture in Middellanstraat is also differed in cultural dimensions by Edward T. Hall (Hall's Cultural Factor, n.d) (see Figure 11). These different preferences might apply

for individual people and therefore influence the way they interact across cultures in the street and the shops. For example, people with high context culture will also communicate with nonverbal signs such as gesture, facial expression; this might give some challenge to interact with people from low context culture that is used to explicit communication. This is possible to happen in the shops in Middellandstraat. The dimensions are measured for the countries but people with those origins,

living a long time in the Netherlands may have adapted or changed for some of the aspects, especially in the younger generation. However, since many of the people live in locations where there is a high population of a certain ethnicity, they may be less integrated into the Dutch culture.

The difference in cultural value might affect the interaction of people in the street. Due to cultural differences, some cultural friction is unavoidable (Noordhoff, 2008). From this cultural differences, it is important for the design to bridge the different cultures.

Figure 9. Cultural values of dominant culture in Middellandstraat (Hofstede, 2003)
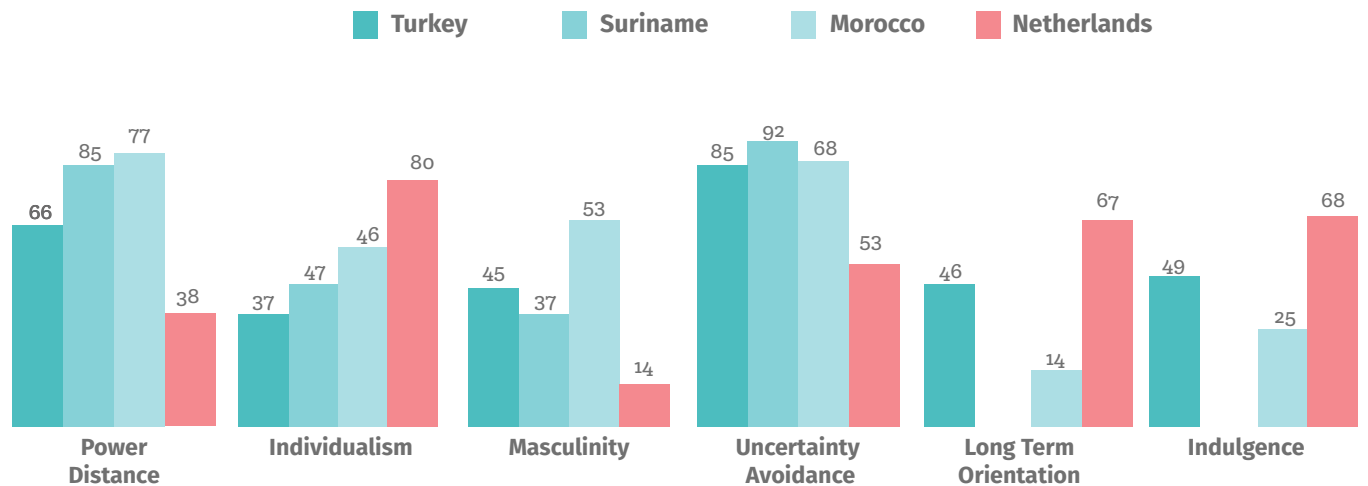
Figure 10. Comparison of cultural values of dominant culture in Middellandstraat and the Netherlands (Hofstede, 2003)

Figure 11. Comparison of cultural dimension between dominant culture in Middellandstraat and Netherlands

C. Shopping street

The 1e Middellandstraat and 2e Middellandstraat have a long reputation as a shopping and entertainment area. However, the condition seems to be in decline (Cityportal Rotterdam, 2017). There are more than 100 shops in the street, including restaurants, grocery stores, electronics shops, houseware stores, etc. Although the buildings have been preserved, the conditions of the buildings are in a bad state. The façade is isolated so that the inside of the shops looks dark and gloomy. In many buildings, the original façade has been replaced with a bad replacement. The signage of the shops is badly maintained. The condition of the street can be seen in Figure 12.

Walking around in Middellandstraat, there is a lot of potential in the food sector. Middellandstraat has a wide variety of food shops from different cultures, as the neighborhood is very multicultural. Ranging from halal butchery, Indians and Surinamese shop, Turkish shop, Moroccans shop, bakery, fish stores and much more, Middellandstraat has potential to attract more visitor if people know about it.

During the observation of the Middellandstraat shops, some remarkable notes need to be taken. First, the hospitality of the shops is low, especially in the grocery stores. Going into the shop as a normal visitor, there was no welcome message from the shopkeeper. The shop was also quiet with no music or noise, which makes the experience a bit intense. Only in the shop where the shopkeepers help with the shopping like the butchery, there is more friendliness and interaction. Contrary to the shops in Middellandstraat, going to a Brazilian shop in Nieuw Binnenweg was a pleasant experience. Going into the shop, the shopkeeper says welcome and asks in the middle of shopping whether there are things he could help with.

One of the projects going on in the Middellandstraat is the improvement of the shopping street. Based on the interview with Ferukh Ahmed, the chairman of Middelland Winkeliersvereniging, the project is in the beginning stage and focusing on the physical look of the shops and encouraging creative entrepreneurship in the street.

Based on the meeting minutes team Middelland shopping street (Concept plan winkelstraat, 2015), a detailed picture of the desired Middellandstraat can be found. The team Middelland shopping street that consists of shop owners, property owners, locals and officers from the municipality of Rotterdam

Figure 12. Middellandstraat shops

desire the street as the place where people come for their daily shoppings, which provide unique and good quality products. Besides, The street is also pictured to have surprising events and a place where visitors from different locations come to enjoy it. The street will be full of people, busy, homey (feels intimate and personal) and appealing. Middelland will be the place to grow old, sparks with innovations, artists, and musicians. The shopping street is desired to be the place that is not only for locals but also for tourists who come to enjoy the Middellandstraat's uniqueness. One of the initial results of the project is the launch of the website. Through Middellandstraat.nl, the visitors can see the type of shops, location, and the personal websites of the shops (Figure 13). The website analysis will be explained in the next part.

Middellandstraat Online

The website of Middellandstraat has been made recently. The main language used in the website is Dutch with a google translation available to different languages. It has the directory into different shops in Middellandstraat, divided into the category of the product category.
For each shop, there is a page dedicated to explaining about the shop (Figure 13). There are special discount alerts, information about opening hours and location, and also a link to go to their website that is a part of Middellandstraat website.

In each website, shops can put their content, including the products and offers they have at the moment. As a street that emphasizes the multicultural aspect, the website does not seem to reflect that. The only culture related content is on the page of the shop, where they specify where the products come from.

The Facebook page of Middellandstraat is also existed and give some updates about the stores (see Figure 13). The information displayed in each post is general information about the shop.
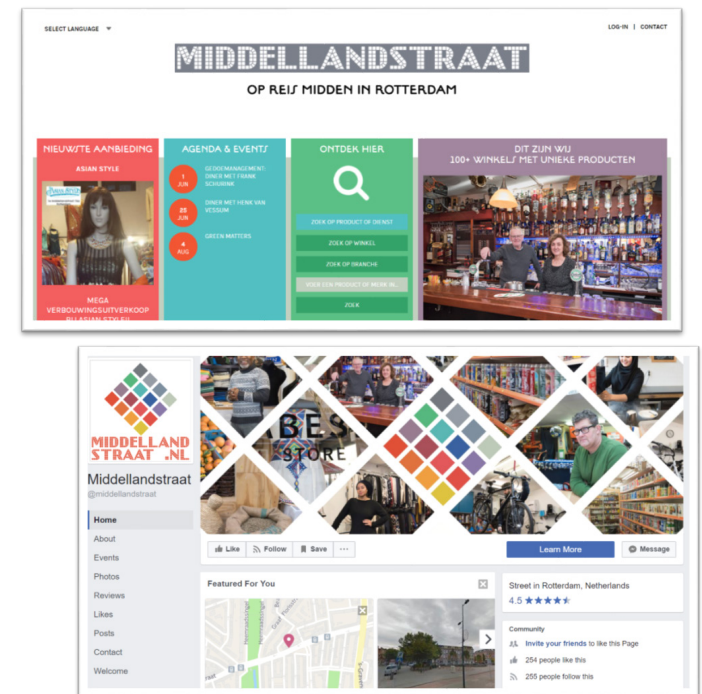
Figure 13. Website and Facebook page of Middellandstraat

1.1.2 Potential in Middellandstraat

Middellandstraat that is located in Rotterdam has a historical richness in the buildings because the entire pre-war building was maintained except for the last two blocks. As a part of Rotterdam, which is an entrepreneurial, young, trendy and an event city, Middellandstraat could benefit from that if promoted well.

With a long reputation as a shopping and entertainment area, the condition of Middellandstraat is now in decline. The shops in Middellandstraat have a low hospitality and are not customer centered. However, the effort has been started with a launch of a website for the street, which has some potential for future development. Some changes in the website are needed to make it fit more into the street. The marketing on Facebook and websites seems not reflected into the situation of the street.

Middellandstraat is from an outside perspective gloomy and unsafe. Besides, the condition of the buildings look not well-maintained, and the image of history in high criminality cannot be denied. The neighborhood has an average number of immigrants compared to the rest of Rotterdam and has a young population and

lower income. The difference of culture may affect the interaction of people in the street and the shop. The improvement to Middellandstraat, are needed to boost the condition of the street and the shop. Diversity and multiculturality are one of the strengths identified in the initial observation. This can be the starting point for the project. See Figure 14 for the mindmap of the initial research of the project.

There are a lot of sectors in the shopping street itself, including the food sector. Food and culture are intimately related. Food is culturally determined and a foundation of collective identity (Bessière, 1998). For someone to experience a culture, food has become an integral part.

Culture is beliefs, values, and attitudes practiced in a group or community. Culture is defined as the beliefs, values, and attitudes practiced and accepted by members of a group or community. The food choices of different cultural groups are often connected to ethnic behaviors and religious beliefs. According to Kittler et al. (2012) stating that "Eating is a daily reaffirmation of [one's] cultural identity.". Food ties people to culture and family. People also associate the food of their culture and childhood with warmness, good feelings, and memories. It is resulting in the food from family and culture to

become comfort foods (Almerico, 2014). Food is a universal and an easy way to experience a culture. Food also represents the history of the culture. According to Hudman (1986), food has become an essential element in tourist industry with up to 25% of total tourist expenditure come from food. Food has become not only a primary necessity in tourism but also an essential element in the local culture (Jones & Jenkins, 2002). Besides, food consumption enables local food producers to add value to their product through tourist experience (Hjalager & Richards, 2002). Food is an essential part in selling identity and culture of a destination and is one of the important factors in the destination marketing development (Quan & Wang, 2003).

People also have the routine variety-seeking behavior with food (Quan & Wang, 2003). For example, people can eat typical daily food during the weekdays, and they want more variety and change in the weekends by eating Italian food, Chinese food, or Mexican food. Food consumption can turn into a peak touristic experience. It has been done in different cities like a Chilli Festival in Singapore, a Chocolate Festival in New York (Quan & Wang, 2003). According to Quan & Wang (2003), food tourism can add value to the product and turn a place into a tourist capital with the

cultural food in the area. They also stated that food is also one of the sources to help enhance the identity of a region and brings out more community participation. This has been seen in Middellandstraat as well with its regular events in the food sector. Therefore, in developing a multicultural area and street like Middellandstraat, food is an important thing to take into account.

From the initial research to the project, the diversity and multiculturality in Middellandstraat are taken into consideration to scope the project. With the potential in food diversity in Middellandstraat and food as an attraction to experience the culture, the food diversity in Middellandstraat is potential for the project.
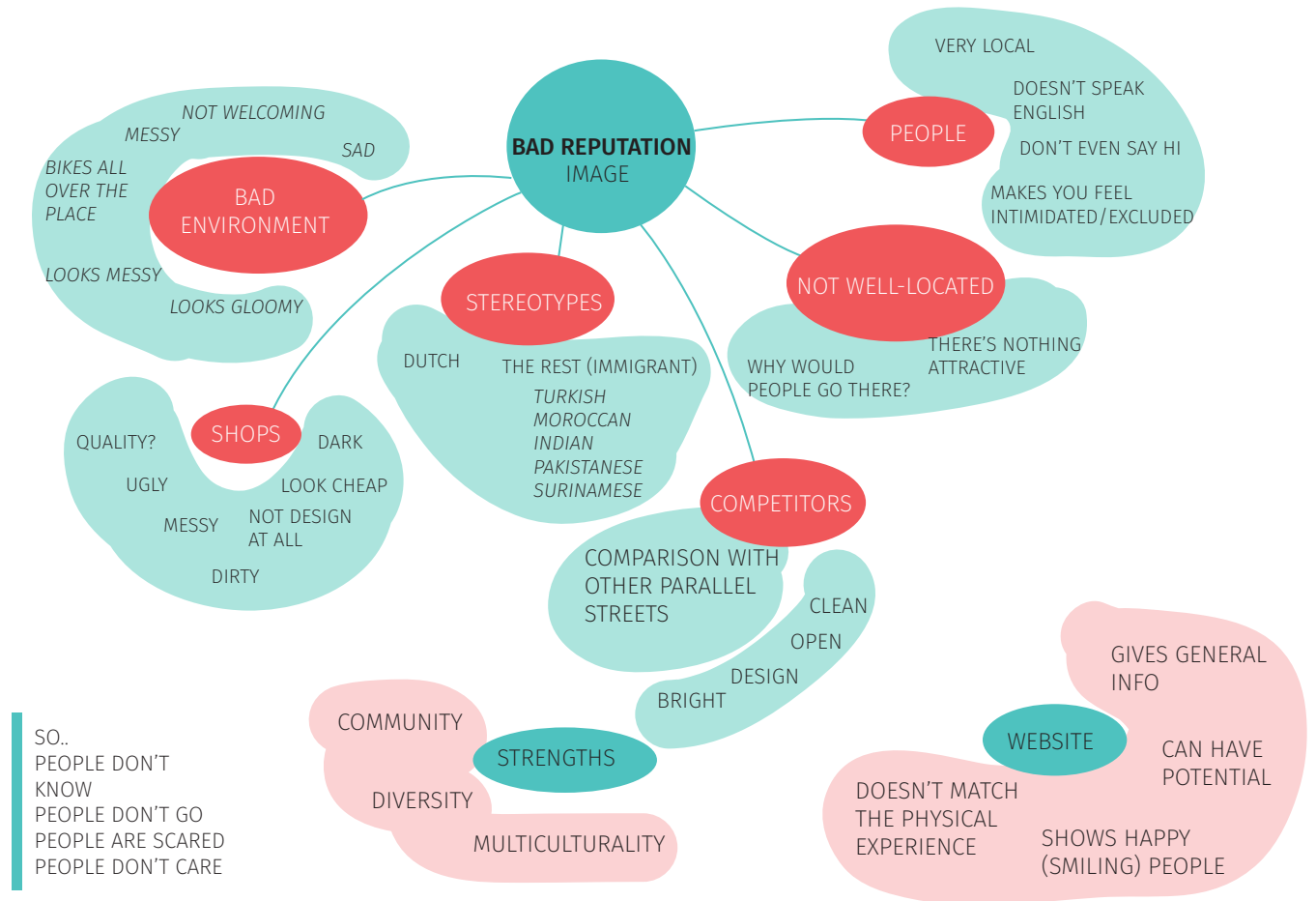
Figure 14. Mindmap of the initial research of Middellandstraat project

1.1.3 Design Question

As a multicultural shopping street, food stores are necessary for Middellandstraat. However, not many people know about the culture-specific food that is sold in Middellandstraat and its uniqueness. Strategy to attract more visitors through the food diversity in Middellandstraat will be investigated. This has led to the design question,

How to support the shops to attract different visitors (local residents and outsiders) through enriching the food experience in the multicultural shopping street, Middellandstraat?

The design question leads to four research questions to be answered in the design process. The questions are:

1. How to enrich the food experience?

a. How do people do food shopping?
b. How do people buy food in multicultural shops?
c. What are the food trends?

2. How to make people feel familiar and closer to the street?

a. How do people think about the Middellandstraat?
b. What is the ideal situation for people to visit the street?

3. How to promote the food diversity in the street?

a. How to make people know about the food on the street?
b. How should the shop look like?

4. How to support the shops?

a. What kind of support is suitable for the shop owner?
b. What are the challenges?

DESIGN CONTEXT

"To know your onions"

This chapter summarizes the results of the research and analyses done in the context of the project based on the design question in the previous chapter. Thorough research has been done to gain more understanding about the context of the Middellandstraat, the important stakeholders, the needs of the visitor and local people and the trends and values.

2.1 | Stakeholders

2.1.1 Method

Several interviews were conducted to get an overview about the stakeholders in the Middellandstraat. The interviewees are Ferukh Ahmed, the chair of WV, Marieke Hillen, head of Wijkpaleis, Amina Hiba, student and active participant in MMM, Aliya Azzouzi, active participant in MMM and an owner of Espresso Dates, Rudi Darson, the consultant in WV and Niels Hoogwerf, area networkers of Middelland from the municipality of Rotterdam. The interview notes can be seen in Appendix D.

Four shop owners of Torarica, Casablanca, Kawit nuts, and Dubai supermarkt and shopkeepers of Prem were interviewed. The interviews were done in a semi-structured way; the interview guide can be seen in Appendix B. The approach to the shop owners took some efforts (see Appendix C). The interview notes can be seen in Appendix E. To communicate the project to the shop owners; various methods were tried. First, a direct approach to the shop. Second, a flyer about the project was spread to the shops to ask for cooperation during the process for interviews, evaluations, and tests (see Figure 15).

The interviews with shop owners have a lot of challenges. Besides being busy with the store, they are also reluctant to give an interview

with or without Dutch speakers. Most of the shops only agreed to a short interview. This has resulted in a concise interview. A map of Middellandstraat was brought to show to the shop owners to start the conversation and to smoothen the interview (Figure 16).
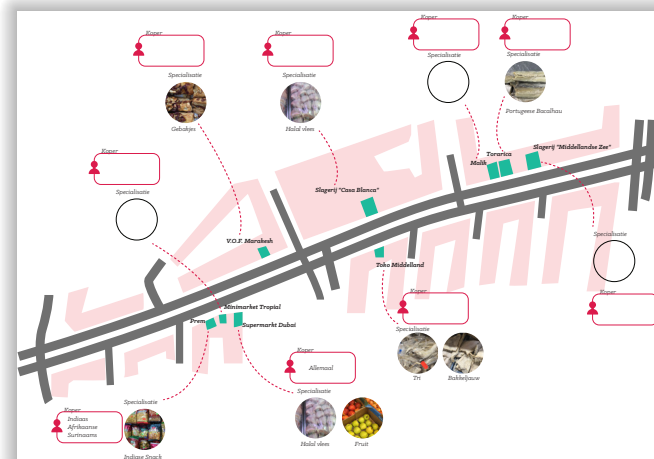
Figure 16. Template of Middellandstraat map for interview with shop owners

Figure 15. Flyer for the shop owners to get involved in the project

2.1.2 Overview of Stakeholder

In the context of the project, there are important stakeholders related. This will be explained one by one in this part. The overview of the relation between the stakeholders and their importance in the project can be viewed in Figure 17.

Shop Owner

The first stakeholder is the shop owner of the shops in Middellandstraat. They are the people who operate the store. Some of the shop owners are also the property owners, while others rent the building for the shop. Most of the shops that were interviewed have a limited number of human resources. About 2-3 people work for one shop on average. They interact directly with the visitor and local people in Middellandstraat. The opening hours of the shops vary but mostly have longer open hour than normal time in Netherlands from 8 p.m to 9 p.m. Most of the shops in Middellandstraat also have a long history, because they were run through generations about thirty to forty years long. The shop owners in Middellandstraat are organized in the shop owner association (WV).

Proposing the idea
Execute the idea

Proposing the idea
Execute the idea

Coordination
and cooperation

Trade

Coordination
and cooperation

Trade

Participation

Renting
properties

Participation

Municipality of Rotterdam

Winkeliers Vereninging

Mooi Mooier Middelland

Shop Owner

Local resident

Visitor

Property owner
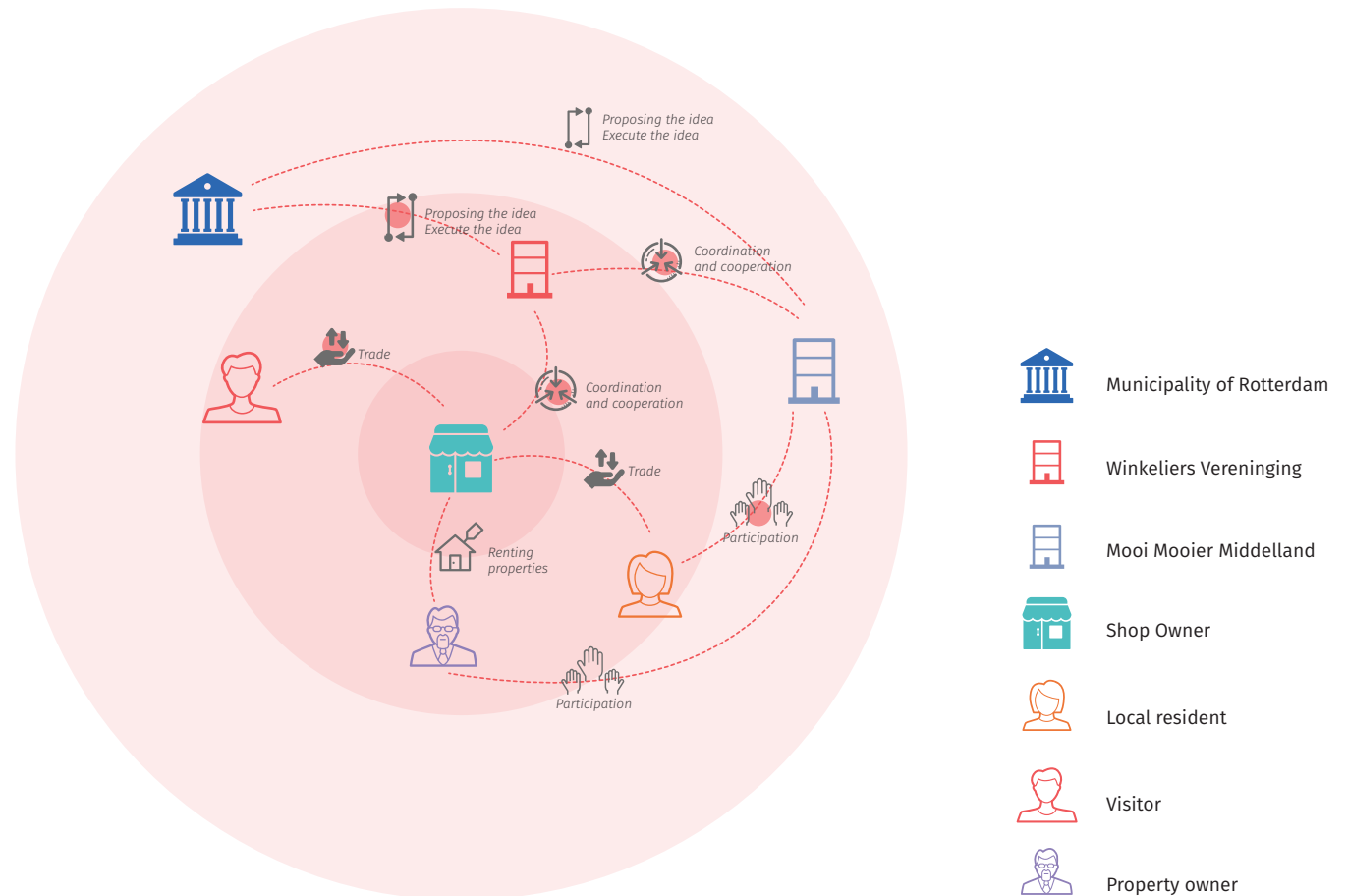
Figure 17. Stakeholder Map

From the interview with shop owners of Torarica, Dubai Supermarkt and Kawit Nuts, they do not participate in the shop owner association that much because of the time barrier. As most of the shops open until 7 or 8 at night, closing the shop early to go to the meeting is not convenient. The shop owners also like to see the immediate result of a program. For example, some of them do not work on the website because they do not see the immediate effect. Some of the shop owners are also not satisfied with the existing bazaar that is held because, in their opinion, it only brings visitors to the street, but does not affect the sales in the shop.

"with bazar maybe visitor will come to the street but they don't shop, they just see and go" Radma

Figure 18. Torarica shop

Most of the food stores in Middellandstraat are targeting the locals. In the interview with five food shops in the Middellandstraat, the majority of the shops target the local market. For other shops, such as one that is specialized in Halal meat, the current customers are not limited to locals, as the shop has a 40-year history and already known to different customers from other cities as well, like Breda and Utrecht. From the interview, the shops that are not only targeting the local market are more open for changes and innovation.

A food store that is specialized in African food says that they target African people in the neighborhood and therefore their current store is similar to how the store in Africa looks like. They mentioned that if they change the store, they are afraid that the locals feel distant and think that the store is too expensive for them. This is what makes the store reluctant to change. However, the look of the shop that they maintain is perceived as unpleasing and uninviting for other visitors. This makes them avoid to go to the shops. The shops also do not have any promotion and mostly based it on word of mouth promotion through generations from their local customers.

"I don't promote my shop; my customers know from mouth to mouth from their mother, uncle, relatives, so they know if they want to find Portuguese and African product they know they can find it here" Radma

The insights about shop owners from the interview and observation can be seen in Figure 19.

Figure 19. Shop owners insight

Middelland Winkeliersvereniging

Middelland Winkeliersvereniging (WV) is part of the team that initiates the project to attract more visitors, help the shop to revitalize the economy and improve the street. WV is a small organization that is voluntary based. Thus, it has a dynamic nature and fast changing members of the organization.

From the interviews with some of the shop owners (See Appendix B.3), they explicitly express that they do not have a good trust in the association. For example, the shop owner did not benefit directly from the WV projects

despite paying 10 euro per month and attending meetings. This issue has made them skeptical about the project of WV. One of the shop owners mentioned that the project did not benefit them or increase the sale of the shop. This was confirmed by one of the active members of citizen initiatives in Middelland, Amina Hiba. She mentioned that the shop owners and shop keepers have distrust towards government and ongoing projects.

When asked about their participation in WV, shop owners mentioned that they are informed through mails. However, they feel that the meeting for the project does not fit into their schedule and it takes them too much time without any certainty whether the project will fail or not.

Municipality of Rotterdam

The municipality of Rotterdam is one of the important stakeholders. They collect the public's interest and decide whether the project will be executed. The municipality will connect people with some concerns about the area to one of the initiatives of Mooi Mooier Middelland.

Local Resident

Local residents are the people who live in Middelland. According to Rotterdam city data, the local resident in Middelland has a low income and younger age in average. This is also because a lot of students reside in the area. Local residents of Middelland can join and participate in the MMM to voice out their needs and interests in the area development. Local residents are the main target market of the shops in Middellandstraat. However, according to a local that was interviewed, the variety of the shops in the street are too niche. A respondent who lives one block away from Middellandstraat says that the shops there mostly are shady bars, niched shops, and casinos, which are the places that he would not go normally.

According to the interviews, the locals do not shop a lot in the shops due to low income. Locals prefer to buy food from supermarkets such as Dirk, that is located in the middle of the street. They will only buy specific ethnic food that they cannot find in the supermarket. The supermarket is perceived to have more variety, more quality and customer has more trust in the price as well. This has made the shop's income in Middellandstraat decreased. Furthermore, it affects the store's condition and affects the street image as well.

Visitor

Visitors of Middellandstraat are people who do not live in Middelland. They can visit or pass the street when they commute, or they live in the area, as the tram passes the Middellandstraat (see Figure 20). The visitor can also be people who come from other cities. Some of the shops in Middellandstraat have loyal customers from outside Rotterdam like Groningen and Utrecht.

Mooi Mooier Middelland

The area of Middelland is getting financial support from the government to revive the area. 7 Million Euro of a budget for the development of the area (for 2016-2018) are reserved ("Mooi Mooier Middelland", 2016). Therefore, the citizen of Middellandstraat wants to have some voices in improving the area (Marieke, 2017). Thus, the Mooi Mooier Middelland (MMM) is formed. The citizen's voices are brought together to co-create the area of Middelland. One of the initiatives within it is the Middellandstraat shopping street team that aims to improve the shopping street.

The participation of the residents is still a problem. A lot of people are not aware of the project and MMM itself. Amina Hiba and Marieke Hillen from Wijkpaleis mentioned that the communication mostly is done through questionnaires if there are events and on the Facebook page, but not everyone knows about it.

Property Owner

Property owners are the owners of the buildings in Middellandstraat. They can operate the store or rent it to other tenants. Property owners are part of the Middelland shopping street team within MMM to improve the condition of the street. The worse the neighborhood, the more their property value drops.

Figure 20. Middellandstraat tram stop

2.1.3 Conclusion

There are a lot of stakeholders in the context of Middellandstraat. The main stakeholders are the shop owners, local residents, municipality of Rotterdam and the property owner ("Mooi Mooier Middelland", 2016), which gathered in the Middelland shopping street team, and the visitors. The shops in Middellandstraat are usually a small sized shop that consists of two to three people working in the shop. All of the shop owners interviewed are seeking for an immediate result in sales if they have to join a project to improve the street. A long term plan that does not bring immediate results is not appreciated greatly by the shop owners. Therefore, this aspect should be considered in the project.

There are some remarks to be noted from the relation between the stakeholders (see Figure 21). First, there are a lot of trust issues in Middellandstraat. This problem has hindered them from actively participating in the project. Besides, the visitor also has a trust issue with the shop owners. Price and quality are their primary concerns regarding trust.

Secondly, communication and participation problem in the area is also identified. A lot of local people do not know about the ongoing projects. Furthermore, the shop owner's participation in the shopping street project is also low. Even so, the citizen initiatives in the area can be considered as one of the strengths of the street.

Thirdly, the realization of the project. The project in Middellandstraat depends on the Municipality of Rotterdam. For the shopping street project, especially in the physical look of the shop, shop owners are also required to invest. This results in clashes between the fund from the government that has some requirements, and the personal investment of the shop owners, which form the biggest problem in the realization.

Lastly, the cooperation between stakeholders. Based on the interviews with shop owners, WV and MMM activist, the collaboration between stakeholders is lacking. Each of the stakeholders has their own goal, and the lack of trust between each other makes it hard for them to cooperate. These remarks may be considered in the project.

Trust problem

Communication problem

Project execution dependancy

Lack of cooperation between stakeholders
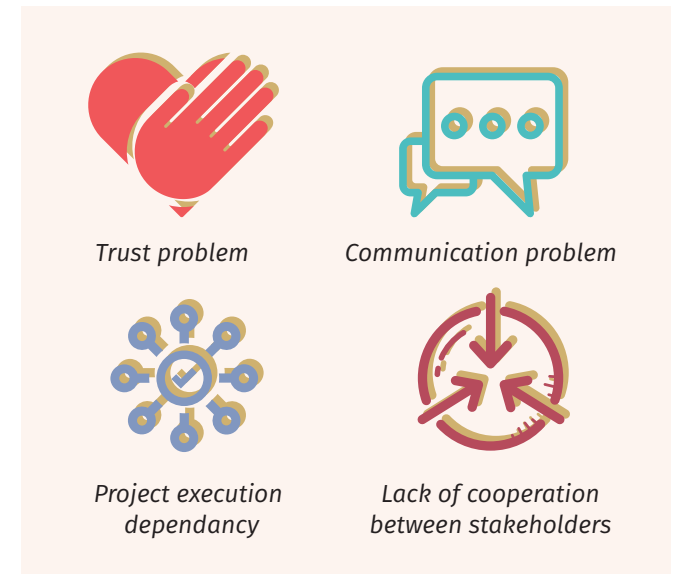
Figure 21. Problem in the relation between stakeholders

2.2 | Shopping Experience in Middellandstraat

2.2.1 Method

To get an understanding of the underlying problems in food shopping, a context mapping has been done. The context mapping session was done two times. The first one is with six people who regularly shop and have ever shopped in a multicultural shop (see Figure 22). The goal of the session is to find out people's behavior during shopping, specifically in the ethnic shop. It is also to find out the image of shops in Middellandstraat. The second session was done with two local people who live around the Middellandstraat, but never visit the shops in Middellandstraat. The session was done to find out the underlying problems of not visiting the ethnic shops in Middellandstraat.

Besides context mapping, interviews were conducted with three locals to find out about the shops from the local perspective. Two interviews were done in Middellandstraat, while the other interview was done through email.

Lastly, interviews from the shop's perspective were conducted to identify the shop's strength and weaknesses as well as the operational system. Four shop owners from Torarica, Dubai supermarket, Kawit Nuts and Casablanca slagerij and two shop keeper of Prem were interviewed. Middellandstraat has a lot of ethnic shops, especially the food groceries. Some food stores like nuts and ethnic bakery shops are also present. According to a study by Beharrel & Denison (1995), the routine food shopping can be highly involving. That means people will consider different aspect when shopping and a better environment in shopping and more information is needed to support the shopping experience. Thus, it is important for the food shops in Middellandstraat to change to attract people to shop. See Figure 23 for the field research activities pictures.

With their potential in the ethnic-specific store and to-go shops, the field research will focus on that for a better implementation at the end of the project.

Figure 22. Context Mapping session

Figure 23. Field research activities

2.2.2 Customer Journey

Most of the food shops in Middellandstraat are a multicultural grocery store. To understand the visitor interaction and opportunities in the activity, a customer journey has been made based on the field research (see Figure 24). The journey is specifically for shopping multicultural food, not only in Middellandstraat (see Figure 25 for the example of exercise result in context mapping session).

A customer journey map was made based on the insights derived from the context mapping session (Appendix G). The map depicts the experience and interaction of how people shop for ethnic food. The map explains all the activities done in the journey, with the touch points, emotions, insights, and opportunities for each activity. The map was used to define the critical phases that bring users negative experiences. Seven phases were defined in the journey.

1 Get stimuli
In this phase, people will get stimuli to do the shopping activity. It can be from the weather, the empty fridge, or desire to eat something. The overall emotion in this phase is positive. People can feel deprived because they were thinking of their hometown and home meal.

2 Inspiration
After getting the stimuli, people will find inspiration on what to buy for multicultural food. The emotion in this phase is on the positive side; they are curious and enthusiastic about the food they are going to buy.

3 Preparation
During the preparation phase, people will take notes on what they need to buy, or go directly to the store. The emotion during this phase is neutral.

4 Go to the store
When people go to the store, they usually also make appointments with friends to cook the multicultural food together, or to enjoy the view outside. The negative emotion during this phase is tension, anxiety, and nervousness because they do not know much about

the food or the store.

5 Exploring
In this phase, the activities done are buying the necessities at a specific store and exploring the store. The negative emotion in this phase is confusion because they are not sure about the product they see in the store and do not know about the use of it. People also tend to buy items they know, or they have heard before.

6 Finish shopping
When finishing shopping, people will feel happy but heartbroken because of impulsive buying and too much stuff to bring home.

7 Trying
After shopping, people will try the food. The negative emotion is a disappointment if the food is not what they have expected. People are also wondering how the food tastes like. They feel happy when they make the food and share it with their loved ones.

GET STIMULI

- Doing other activities
  - Check the fridge
  - Check the weather
  - Want specific food

INSPIRATION

- Check internet, recipe book
- Contact family and friends for inspiration
- Remembering past experience

PREPARATION

- List what's needed
- Prepare to go

GO TO THE STORE

- Going around places and shops
- Meet friends
- Go to specific favourite shops

EXPLORING

- Entering the shops
- Buy necessities
- Going around see products

FINISH SHOPPING

- Paying the groceries
- Going home

TRYING

- Cooking using the ingredients
  - Try the food
  - Eat with friends

Touch points

GET STIMULI	INSPIRATION	PREPARATION	GO TO THE STORE	EXPLORING	FINISH SHOPPING	TRYING
	Phone, Browser, Recipe book/magz	Phone	Phone, Shop	Shopkeeper	Shopkeeper	Browser, Recipe book/magz

Positive Emotion

- Drawn
- Curious, Enthusiastic
- Determined
- Optimistic, Inspired, Hopeful, Curious, Impulsive, Excited
- Curious, Consider, Excited, Confident, Energetic, Impulsive
- Happy
- Satisfied
- Thrilled, Happy

Negative Emotion

- Deprived
- Tense, Nervous, Panic, Anxious
- Tense, Nervous, Anxious, Confused
- Heartbroken
- Disappointed

Insights

- GET STIMULI: "The weather is good" / "I feel homesick, missing home meal" / "I need a break" / "I want to eat that food" / "No food left at home" / "My food are expired already"
- INSPIRATION: "I've ate that food before" / "I want to cook a home meal, i will call my mom" / "Let me check recipes on google" / "What's finished on my fridge?"
- GO TO THE STORE: "I only go the store that i know already" / "I never shop at Turkish or Moroccan shop because i don't know what's there" / "I don't feel the need to go to small shops, supermarket have everything I want"
- EXPLORING: "The shop owner look like he was angry all the time" / "Look at packaging, how to use it?" / "Do they have english in the description?" / "I only buy items I knew before or have eaten before"
- FINISH SHOPPING: "I bought too much" / "I bring alot to home" / "I spent too much money"
- TRYING: "It doesn't taste the same" / "How does it supposed to taste like?"

Opportunities

- GET STIMULI: Give stimuli to visit Middellandstraat
- INSPIRATION: Provide inspirations for food
- GO TO THE STORE: Provide information and knowledge about the products in the stores / Provide means to introduce the stores to people
- EXPLORING: Give comfortable atmosphere to explore the shop / Give a clear information about the product and how to use it
- TRYING: Provide the way to taste the real taste

Figure 24. Customer Journey of groceries shopping experience

Another customer journey map (Figure 26) was made based on the insights derived from interviews with two locals, one shopkeeper and one frequent visitor of Middellandstraat who lives in Schiedam. The map depicts the experience and interaction of how customer shop in the ethnic food shop in Middellandstraat. Seven phases were defined in the journey.

Figure 25. Context mapping exercise result

1 Get stimuli
The first phase is getting stimuli. This is usually the time to go shopping, the empty food supply or if they want to buy specific food. The emotion in this phase is neutral.

2 Inspiration
During this phase, a customer will search for inspiration, in which they usually will buy something that they know and will search the recipe for. The emotion phase is towards positive feelings.

3 Preparation
In this phase, the customer will prepare to go to the store, whether it is making a list or preparing the bag. The overall emotion here is positive.

4 Go to the store
In this phase, customers will go their favorite store in Middellandstraat. The negative emotions in this phase are nervousness and anxiety. This is specifically applied for the customer from Schiedam. She mentioned it was because she does not feel safe in the street, so she will go straight to her favorite shop and never walk around in the area.

5 Exploring
During this phase, customers will buy their item and explore the rest of the store. The negative emotion here is confusion because sometimes they do not know the products other from their familiar culture. They will usually only try new items that they have heard about or items that require basic skills to make.

6 Finish shopping
In this phase, customers feel happy but also heartbroken if they spent too much money.

7 Trying
In this phase, if a customer feels happy and satisfied with the result of the cooking, they will repeat the buying for next time. The negative emotion here is a disappointment if the food does not turn out good.

Customer Journey

GET STIMULI	INSPIRATION	PREPARATION	GO TO THE STORE	EXPLORING	FINISH SHOPPING	TRYING

Activities

- Doing other activities
- Check the food supply
- Want specific food
- Check internet, recipe book
- Search for inspiration
- Remembering past experience
- List what's needed
- Prepare to go
- Go to specific favourite shops
- Entering the shops
- Buy necessities
- Going around see products
- Paying the groceries
- Going home
- Cooking using the ingredients
- Try the food

Touch points

Phone — Browser — Recipe book/magz — Shop — Shopkeeper — Shopkeeper

Positive Emotion

Determined — Curious — Enthusiastic — Determined — Optimistic — Excited — Confident — Excited — Curious — Impulsive — Happy — Satisfied — Thrilled — Happy

Negative Emotion

Nervous — Anxious — Confused — Heartbroken — Disappointed

Insights

- "I shop every week"
  "I will check what's left and what's finished"
- "I will cook Surinamese or Indian recipe because my husband is Surinamese"
  "Sometimes i will look into recipes"
- "I always bring my groceries list otherwise i will forget what i want to buy"
- "I always go to my favorite shop. I think all people here have their own favorite shop to go"
  "I will go to Dirk first to buy basic things like vegetables, and I will buy surinamese food in the small shop"
  "I always go directly to the store because i don't feel safe in the street"
- "I don't know much about food from turkish or moroccan shop"
  "I only buy things that I know or can guess how to make it like noodle"
- "I spent too much than I planned usually hahaha"
- "If i don't like it I won't buy it again, if i like it i will buy it again next time"

Opportunities

- Give inspiration for more exciting visit
- Provide inspirations for food
- Provide information and knowledge about the products in the stores
  Provide means to show the product's quality
- Give a clear information about the product and how to use it
  Provide food inspiration from the ethnic culture
- Give a clear information about the product and how to use it
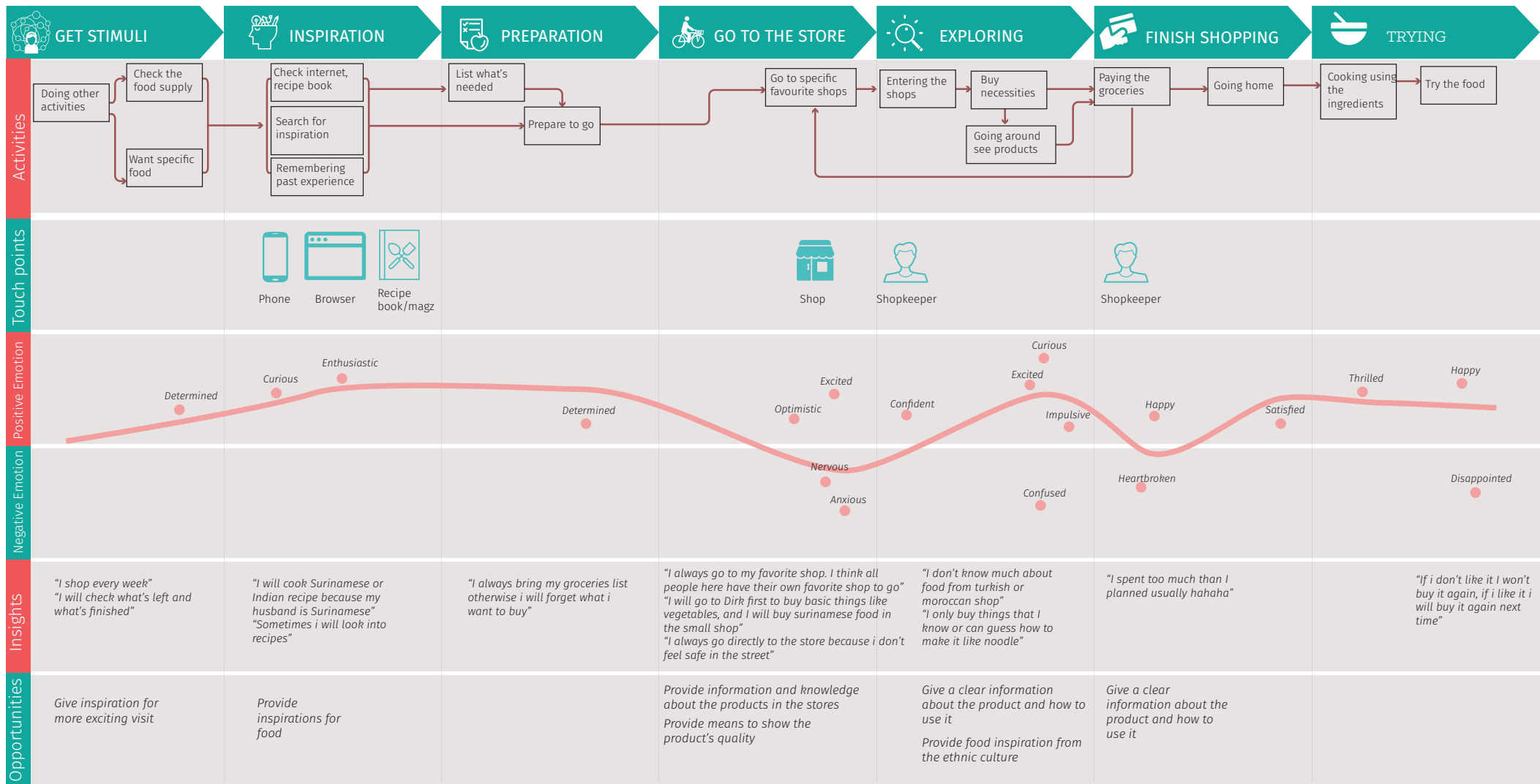
Figure 26. Customer journey of local's shopping in Middellandstraat

Opportunities

In the customer journey, there are several opportunities identified for each phase.

1 Stimuli are important in the beginning to encourage people to go shopping. Interventing in this phase will help to encourage people to visit Middellandstraat.

2 People often find inspiration on food through different media. Internet, magazine, past experience or calling mom are some of the examples. This will influence what and where they shop. Providing inspiration or giving design intervention in the inspiration phase can be the opportunity to direct people towards Middellandstraat.

3 During the exploration phase, the information about the product is really important. People will make the decision based on the information they have about the product. Therefore, it is one of the opportunities to provide people with right and enough information to help them deciding to buy.

4 The other opportunities related to the exploration phase is to give a unique exploring experience. As this phase is full of impulsiveness, a unique experience will also help people to decide in buying the item.

5 After finishing the shop, people often have mixed feelings between guilt and happiness. It is an opportunity to make the shopping experience less guilty so that they will repeat the same action.

6 During the last phase, people are not sure whether the way they cook is giving the right taste to the food. This experience is a deciding factor whether they will buy the product again, so it is an opportunity to provide people the way to taste the real taste.

2.2.3 Middellandstraat in the eye of visitor

The analysis was done based on the context mapping (see Figure 29) and interviews. See Figure 27 for one of the results of the participant in the context mapping session. The result was analyzed and divided into three main parts, the street, why people go to the street, and why people do not go to the Middellandstraat. See Figure 28 for the visualization of the result.
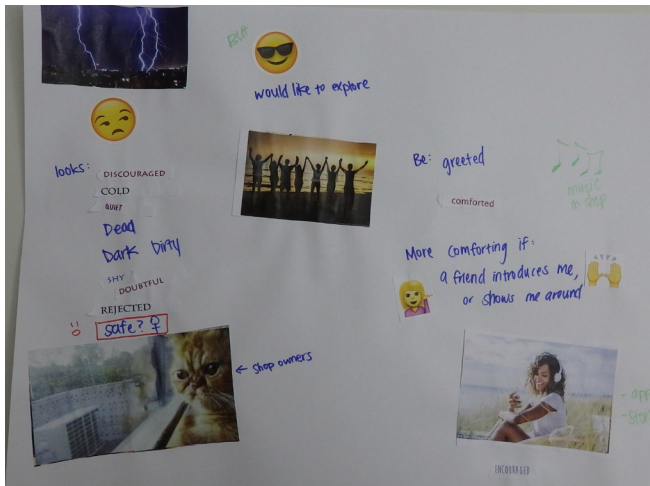

Figure 27.Participant's result in context mapping about Middellandstraat

Middellandstraat in the eye of visitor

Scared of Middellandstra at image

Unpleasing look from outside

Specific preference not accommodated

Go with locals/people familiar with the store

Go to specific favorite shops

Go to recommended place

Go with friends

STREET

Bad image of the street

Variety in shops and street is not to everyone's preference

No differentiation from other multicultural street

Disorganized and hard to explore

Explorative feeling

Feel of nostalgia

Quality and price trust

Uncertainty about the products

Pressure to buy

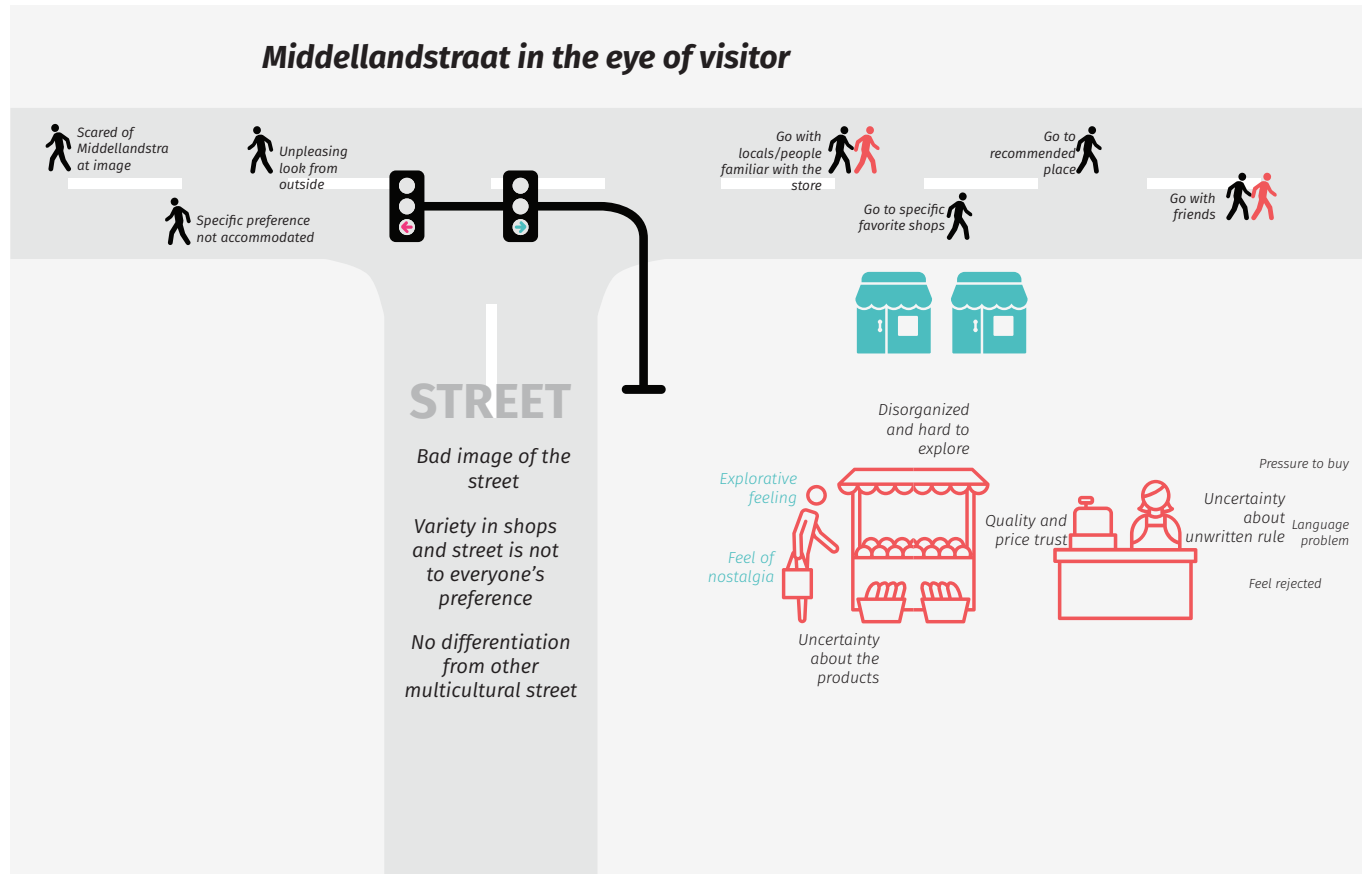Uncertainty about unwritten rule

Language problem

Feel rejected

Figure 28. Middellandstraat in the eye of visitor (field research analysis)

The street

There are 3 main points about the street of Middelland from visitors.

The bad image of the street hinders people from going there. A Rotterdam resident who lives around the neighborhood says she always go fast by bike because she feels insecure in the street.

"Sometimes I see people there is a bit strange, or drunk. So I will take my bike and ride fast through the street" Nishrina

"I think the Middellandstraat is messy, unsafe and the people there is like...how can I say.. a criminal....so I always walk fast if I need to pass the street" Mumtaz

One visitor from Schiedam said that she only goes there once in a month, directly to one specific store and that she does not go around the street because it is dangerous.

" I'm a bit afraid because of the rumor of this place that is high criminality" S

The variety of the shops in the street is niched. One respondent who lives one block away from the street says that the variety of the shops does not meet his preference, like the shady looking bar and some niched shops.

"Now u have some shady bars, lots of niche shops, and casino etc. Not some things that I would go to normally" Phi

"The limited selection of product they have, because if I want to shop multicultural food, I like to shop Asian stuff, because of my personal preferences but they seem don't have this kind of product because they are more Turkish product" Heidi

According to the locals, the street also has no differentiation from other multicultural streets.

"Middellandstraat and other multicultural street? It is all the same" S

Why they don't go to the store in Middellandstraat?

There are three main reasons why people do not go to Middellandstraat. First, they are scared of the street image. Secondly, the specific preference is not accommodated, and lastly, the unpleasing look from the outside (dark, dirty) makes people not want to come.

"From the first impression it looks very discouraging, quiet, dark and sometimes dirty.. " Jeannie

Why people go to the store?

There are several conditions why visitor go to the store.

1 Go with locals/people familiar with the store
If they go with local or people that are familiar with the store, visitors will feel more confident and safe to shop.

"Once I went to Moroccan supermarket with Moroccan friends, and I felt very different when a local people take me to that kind of place. Because they will introduce a lot of different thing to you also she knows the people in the shops, it's really nice experience" Heidi

2 Go to a specific shop
Visitors also go to the shop if they already know what is in the store. They will go directly to the specific store or the store they have shopped at before (familiar with the shop).

"I will go to one shop that I know has the item I want, buy it, and go. Not walking around, but directly to the shop, shop, shop where I can get what I want." S

3 Go to a recommended place
Visitors are more open to visit a shop when it is recommended by other people. One respondent said that she went to a cafe in Middellandstraat after seeing high recommendation from other people.

"I've visited the Dates, that sells coffee and cookie, they innovate and was in newspaper, get a nice review so me and my friend was curious about it so we went there"

5 Go with a friend

"I wouldn't mind if a friend knows that place and I don't know it that well then that person can introduce me to that place"Jeannie

How do they feel in the shop?

1 Disorganized and hard to explore
Visitors feel that the shop is disorganized and it is not easy to find an item.

"It feels cozy and warm but at the same time disorganized, too many different item"
"When you try to find something, maybe it is there but you can't see it"Duygu

2 Uncertainty about the product
Visitors also feel uncertainty about the product. Imported products usually have foreign language and are hard to understand. They also do not know how to use the product.

"Ow, I think this street is crowded during the weekend, the shops are really authentic, and people come to buy there, but I never shop there, I don't know what to do with it haha.."D

"I will probably see a lot of foreign words and products, so I feel confused and perplexed and anxious because I don't know exactly what I can buy in there and what I can use and how can I use it "
Cheron

"Even sometimes the ingredients also written in foreign language, and you are not sure whom to ask"Duygu

3 Distrust over price and quality
Visitor is uncertain if the price in the shop is cheaper or more expensive than in the supermarket. This usually makes them prefer to buy it in the supermarket as they have more trust in the big supermarket. Visitors also feel uncertain about the quality. They assume that the items stay longer on the shelves , which makes it of lower quality.

"Im hesitant about the quality of the products, not that they are always of bad quality, but I have a gutfeeling that their products stay longer on the shelf – which I associate to less fresh." Phi

4 Uncertainty about certain rule
When visitors come to the shop, they feel uncertain about the unwritten rules in the shop. From how to buy, plastic bag rule, who to ask about the product to custom buying (size and amount).

Language problem

"For example, in the Turkish supermarket, which language should I pick? It is sometimes a problem because I tried to start conversation in Turkish but they don't understand." Duygu

Pressure to buy

Feel rejected

"I feel like the shop owners look depressed or angry" Jeannie

"I feel like this kind of stores is for local community, because it is in Rotterdam and I'm a visitor there, so I probably shouldn't just enter there. I feel like the people who normally go there are residents" Heidi

1 Feeling of nostalgia
Visitors also feel nostalgia when visiting the shop. The nostalgia can come from their past experience in the original country, the food they ate before, etc.

2 Explorative feeling
Once a visitor is in the shop, they get the feeling to explore what's in the store and how to use the product.

Figure 29. Context mapping session

2.2.4 Desired situation for visitor

Based on the context mapping and interviews, analysis has been done to find out what is the desired situation for visitor regarding Middellandstraat as a place to shop food. The visualization of the result can be seen in Figure 30. There are seven points derived from the result that is important for the visitor in the desired situation.
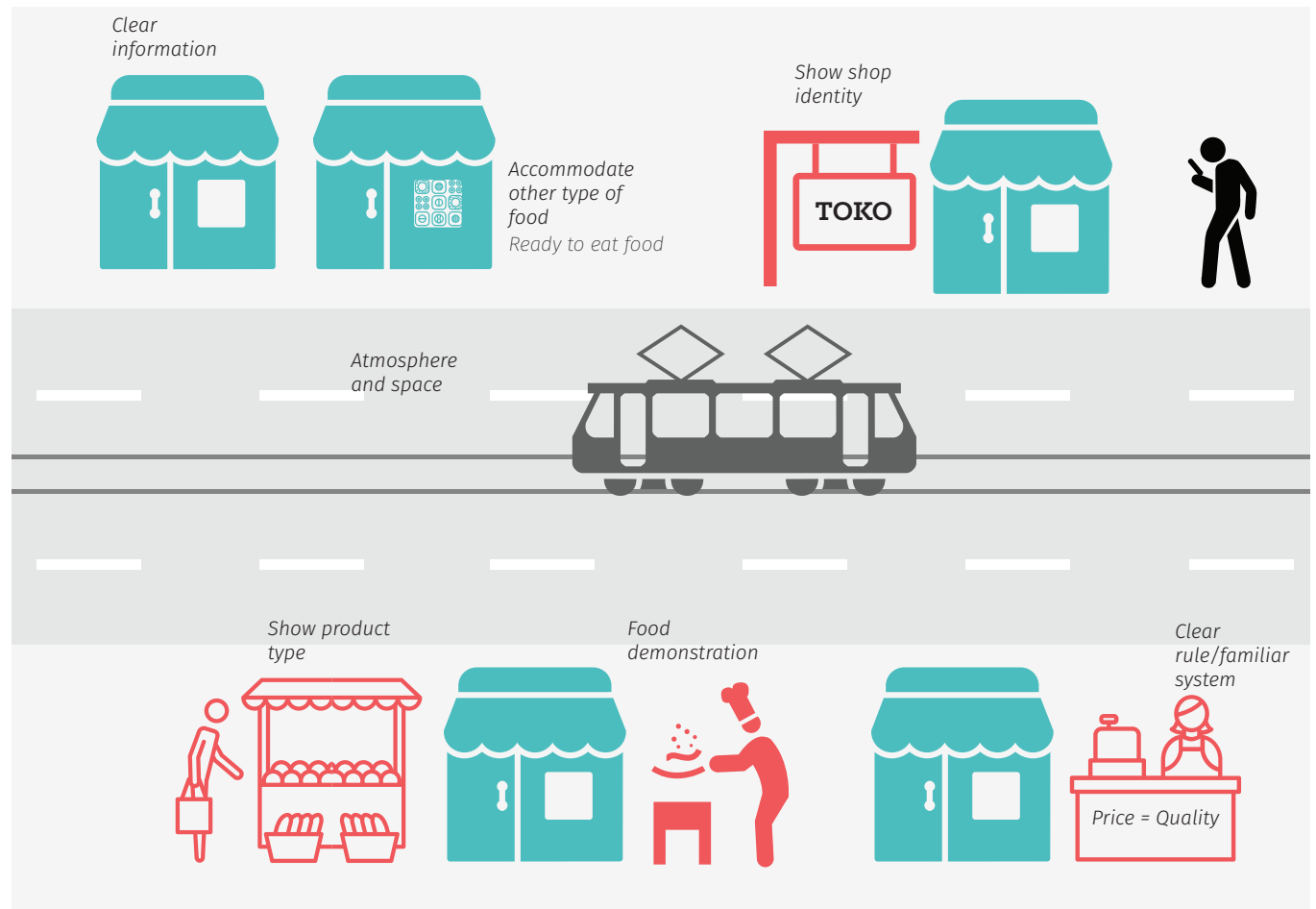

Clear information

Accommodate other type of food
Ready to eat food

Show shop identity

TOKO

Atmosphere and space

Show product type

Food demonstration

Clear rule/familiar system

Price = Quality

Figure 30. Visitor's need in MIddellandstraat (field research result)

Atmosphere and space
Visitor emphasized on the organization of the shops and overall atmosphere.

"the toko should look more professional and modern" Nishrina

Shop identity
Visitors would like to see the identity of the shop, like the original place of the product they sell and shop owner information.

"maybe gallery photos from the original place that represent that shop"

Clear information (shop and product)
There should be a clear information about what the shop sells and the products inside.

"it was not clear what they do sell"
"the ingredients should be clear because not all people can eat everything"
"there should be more explanation on the ingredients, or the cashier can tell how to cook it)"

Taste of the food (food demonstration)
Visitors also would like to know the taste of the food that the ingredients can make. Food demonstration is one of the things they mentioned to make them more familiar with it.

"how do you know the taste of the real food? And also we can fail when we cook it from raw"

Product variety (Asians, ready to eat)
Visitors want more variety in the shops and not only see product origins limited to Turkey, Morocco or Suriname. They also prefer ready to eat food to be sold in the shops.

"it is good to have ready to eat food so we know how it tastes like"

Clear rule/familiar system
Visitors demand more familiar systems and a clearer rule in the shop to avoid confusion and uncomfortable feelings.

"It should be more like a supermarket. When you enter this kind of shop you don't know what kind of rules there are, like where to pay, do they offer free plastic bag and whether can they accept cards. If It looks like a supermarket you kinda know what to do, it is very clear and ease the first time uncertain experience."

Price and quality
Visitors would want to see more reasonable prices and it should be reflected in the quality.

2.2.5 Conclusion

There are opportunities and problems identified in the shopping experience in multicultural shops. The main problem is that people do not know much about other culture's food and they tend to buy things they know, have tried before or is recommended by someone. The lack of knowledge and awareness of different ethnic food doesn't give people the feeling of need to buy in ethnic shops and they do not know what they can get there.

For the Middellandstraat, the image of the street is affecting how people perceive the street, and it hinders them from exploring the shops. People do not feel comfortable in the street and the shop and do not feel welcome. People are not aware of the product sold in the shops, which makes them prefer to shop in a supermarket.

The opportunities identified from the shopping experience in a multicultural shop and Middellandstraat. First, people should be stimulated to come to the shopping street. This can be done through the touch points that they go through before the shopping. People also find inspiration before shopping, which can be done through Google, Pinterest, recipe books, recipe apps, or contacting friends and families. Middellandstraat can intervene to direct

people to shop there. The other opportunity is to provide information and knowledge about the shop identity, the culture, and the product to spread awareness and invite people to the shops. Information and inspiration about the product and how to use it may also be given to encourage people to shop. This will also help to give a more exciting visit.

In the shop, a comfortable atmosphere to explore should be provided. The feel of nostalgia and exploration should be emphasized in the store. The change of the organization and look inside the store may be done. Providing a way to compare the price and quality can also be the way to improve the trust of the customer. The

other opportunity is to provide a way to taste the original taste of the ethnic food that is still foreign for people to make them know about it and encourage them to try.

Opportunities and needs can be clustered to three phase in the shopping experience, which is before shopping, during shopping, and after shopping. Before shopping, it is important to provide stimuli and inspiration for people to encourage them to go to the street. During shopping, enough product information and a positive exploring experience are needed to support the shopping experience. While after shopping, getting a good impression and feel to make people come back again is needed (see Figure 31).

BEFORE	DURING	AFTER
"Stimulate and inspire people to come to the shops"	*"Sufficient information and a positive exploring experience"*	*"Leave good feeling and impression"*
Know the culture, shops and the products	*Positive ambience*	*Taste of the food*
Know what they can do and get from the shop	*Clear rule and feel in the shop*	*Good feeling during the shopping*
	Variety and quality of products	*Sharing with other people*

Figure 31. Needs and opportunities

2.3 | Persona

Four personas have been made as representations of different types of visitors that are or will be visiting the Middellandstraat (see Figure 32). The personas are used to empathize with the visitor in the design process. The persona is constructed with basic information, goals, frustrations, and satisfactions related to food shopping activities. It is also provided with the habit of the visitor when shopping. The personas have been made from the result of context mapping and interviews.

SHINTA
"Informed Shopper"

Goal
Get what she needs

"I know what i want and i'll buy what I need in the specific store I know"

Frustration
There is no fun

"Most of the time i just do groceries out of duty. I want to try different things but also I'm afraid of risk if the food is not good"

Satisfaction
Share to people what I cook

"When I cook something good, I like to spread it to my friends and family, and tell them which product is good, how to make it, etc."

Shinta is 35 years old. She has a family with a 4 years old child. She currently works as full time mom.

When shopping

Collect information
Follow long time recipe or recipe book

Where to shop?

Local ethnic shop, Supermarket, Ethnic Supermarket

EMMA
"Social Shopper"

Goal
Have a good time with friends

"I enjoy cooking multicultural food to share it with my friends"

Frustration
Feel uncomfortable in the shop

"I don't know what should i do in the shop, sometimes i feel like rejected and it seems like it is only for local people."

Satisfaction
Sharing the food with friends, interacting with other visitors

"I love when good food and good talk are shared together. Sharing nice food i find with friends "

Ema is 20 years old worker. She shops once a week, and mostly with friends.

When shopping

Go to recommended place
Trying recommended food by friends

Where to shop?

Ethnic supermarket, Supermarket

SASHA
"Impulsive Shopper"

Goal
Eating good food

"I like to shop when the weather is good. I love to explore the shops to see what kind of items i can buy and eat. "

Frustration
Do not know a lot of item and not good at cooking

"How am I supposed to shop these? there are so many items I don't know. I'm also not really good at cooking"

Satisfaction
Get a good item

"I love it when I happen to buy one item and it is really good. I will buy it over and over again"

Sasha is a 20 years old University student.

When shopping

Googling the item
Get reminded of cooking videos
Try new hip place

Where to shop?

Online shop, food delivery, supermarket, familiar ethnic shop

ROB
"Basic Shopper"

Goal
Fulfill eating day to day

"I shop maybe once to twice a week when I run out of food."

Frustration
Getting bored of the routine and have to plan the groceries

"Sometimes I get bored of what I eat everyday. So I need to search for new inspiration or ask my friends about the food. I have to think alot to plan the week groceries

Satisfaction
Get new taste

"I feel satisfied when I can get new type of food that is different from my daily cooking."

Jan is a 26 years old worker. He shops to fulfill day to day consumption.

When shopping

See what's in the shop
See package and instant sauce/recipes at shops

Where to shop?

Food delivery, Supermarket

Figure 32. Personas

3

MARKET RESEARCH

"Food for thought"

This chapter summarizes the finding and analyses done in understanding the market including creative trend research, competitor analysis, and analysis on the multicultural food evolution in the Netherlands.

3.1 | Competitor Analysis

Rotterdam has a lot of famous streets. In this section, some of the famous streets in Rotterdam that are considered as a competitor for a spot to visit for Middellandstraat will be explained. The overview and location of each street can be seen in Figure 33.

Witte de Withstraat

Witte de Withstraat is one of the most famous streets in Rotterdam. It is full of cafés, restaurants, boutiques, pubs, and art galleries. It is known as the artistic and innovative street of Rotterdam (City Guide Rotterdam, 2017). See Figure 34.

Figure 33. Map of the shopping streets

Figure 34. Witte de Withstraat

Niewe Binnenweg

Nieuwe Binnenweg is the winner of the shopping street award from the Rotterdam Municipality in 2012. The street has been worked on for years to be improved by the municipality, entrepreneurs and shop owners. The street of Nieuwe Binnenweg has a lot of well-known entertainment businesses like Rotown, and Le vagabond (CityRotterdam, 2017) (see Figure 35). The shops in the street also have a good service to the customer. During an observation to one of the ethnic shops in Nieuwe Binnenweg, the shop keeper are more trained to give a better hospitality and comfort to the customer.

Figure 35. Nieuw Binnenweg

Figure 36. West-Kruiskade street

West Kruiskade

West Kruiskade is known as the China town of Rotterdam, although the china town atmosphere in the area is far below the China town in The Hague, which is more famous (see Figure 36). However, the shops in West-Kruiskade are more similar to Middellandstraat. There are ethnic shops, Afro wigs shop, Hindustani gowns, etc (Rotterdam tourist information, 2017).
The food in West Kruiskade are also varied and not only limited to Chinese and Asian stuff. They also have some Turkish, Moroccan, and Surinamese shops. There are also various uprising restaurants in the area. This is the main competitor as they are located before the Middellandstraat, and near to the central station.

Oude Binnenweg

Oude Binnenweg is known for the surviving pre-war shopping street in Rotterdam (see Figure 37). The street is narrow and it is easy to walk around in the shopping area. There are also a lot of traditional pubs in the street (CityRotterdam, 2017).

Figure 37. Oude Binnenweg (source:(NIEUWE EN OUDE BINNENWEG, 2017))

3.1.1 Conclusion

Each of the streets mentioned has their branding and main feature. For example, although West-Kruiskade also has some Turkish and Surinamese shops in their street, they maintain the branding of China town. This makes it easier to be remembered, and people will know what they can find and expect in the area. Another example is the Witte de withstraat, which is famous for its artistic atmosphere, not only in the shops but also in the street decoration. Middellandstraat should emphasize their feature that can't be found in other places more prominently.

The other street shops have better hospitality and are more customer centered. This is one thing that Middellandstraat should adapt to.

3.2 | Creative Trend Research

Creative trend research is important in tracking new trends and movements in behavior that is relevant to the project. It helps to make a strategy that sticks to the vision while relevant to the future context. It is also important to do in the project because it gives information that customer can not provide, such as the prediction of future behavior (Evans, 2011).

The trend research was done through literature reviews on the trend reports and articles. The trends were selected according to its relevance to the Middellandstraat project.

The trend research is divided into two parts. The first part is the general trends that may affect the customer behavior in the future regarding the context. The second part is the specific food trends that may be used as opportunities for the project.

3.2.1 Global Trends

Various trends are identified from trend analysis and forecasting that may affect the development of the shops in Middellandstraat (see Figure 38).

The impact and urgency of each trend to Middellandstraat are also identified (see Figure 39). The most impactful trends are how people are addicted to smartphone and

afraid to connect, this is impactful because this has affected how people shop their food for example. There are a lot of services that enable individuals to buy easily all from their smartphone. The smartphone is also used for the information source. Thus, E-commerce and social selling that were already becoming strong are urgent for action to be taken on. Middellandstraat should also consider on expanding their marketing strategy to more of the online world, and integrate the whole experience.

The strong social selling
Expanding messages of the business through social media will continuously grow in the future across the country (Davidson, 2017). Businesses should adapt, and deepen their message on social media to win the heart of public. Europe has an average 20% increase in social selling per year.

E-commerce continuously growing
Online sales are the trend right now and it is continuously growing. It is predicted to be the new retail storefront (Koeppel, 2015). An infographic from Koeppel (2015) shows that 34% of consumers also use their phone to compare the price in the store. People are more into online

shopping because of its convenience, this is also applied to groceries. The majority of consumers also expect to browse online inventory of the items in the store.

Integrated App
Integrated app where everything can be accessed in one platform is a rising trend. For example, WeChat, where user can use the platform for different kind of purpose, such chat, share moments, gaming, payment and split billing only in WeChat. This kind of trend can be seen in other platforms that are trying to expand their features, like Facebook and Whatsapp.

Upcoming Entrepreneurial Gen Z
According to a survey from Northeastern University ("Meet Generation Z", 2014), generation Z believes that entrepreneurship is the best approach and 42% expect to work for themselves. This trend is predicted to be impactful in 2020. This will affect their lifestyle as well. Businesses should adapt to this trend to keep on with the generation.
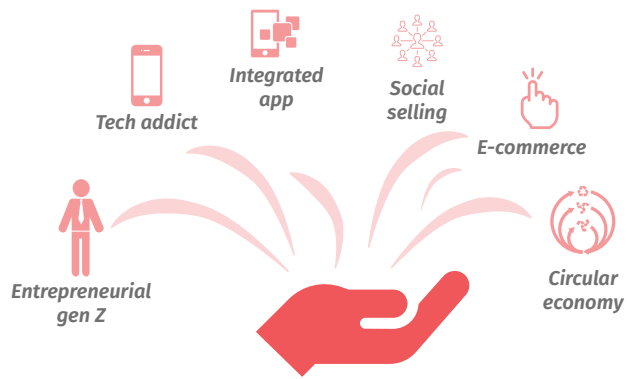
Figure 38. Trends identified

Growth of circular economy
According to a report from Ellen Mcarthur Foundation (2014), the circular economy is the movement that will continuously growing for the business and economy. Circular economy is a system where the waste is opted out. It will regenerate the resources to be used for new products or material at the end of each loop, making it circular. This may effect on how shops in Middelland operate and how customers perceive the product.

Figure 39. Trends' impact and urgency for Middellandstraat

Tech addict
According to Havas trend report (Havas PR, 2016) people are addicted to their smartphone and afraid to disconnect. This also affects how people do their daily life surround the technology. This trend started from few years back and is predicted to be even stronger in the future.
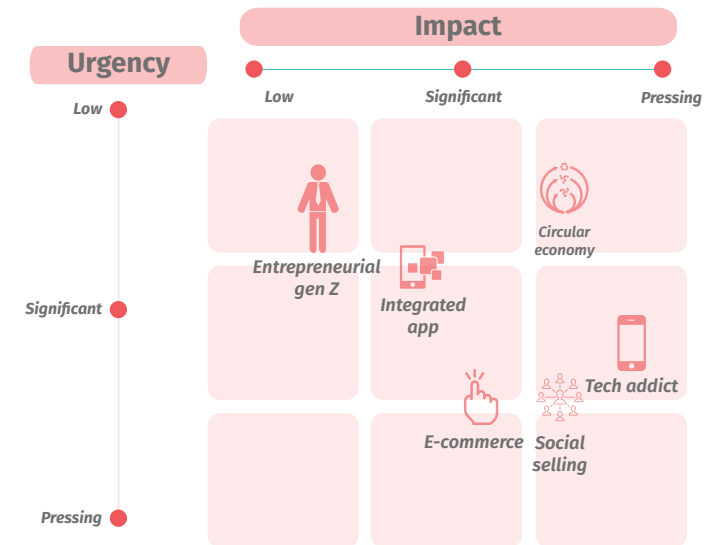
3.2.2 Food Trends

Based on trend research studies and forecasting, a trend analysis that is related to food and which will probably have an impact on Middellandstraat has been done. There are eight trends identified (see Figure 40), which differ in impact and urgency (see Figure 41).

The most urgent and impactful trend for Middellandstraat is food trust. Middellandstraat sells products from all over the world, and people want to know where the food comes from, whether it is a fair trade, etc. There are also new routes to the customer. This can be seen in a lot of new services that deliver the product in different ways, such as delivery for daily shopping, take out service, etc. This will affect how people shop and expect to get product, which is impactful for Middellandstraat as a shopping street. Foodie culture is also becoming more apparent, festivals and events about food are becoming more happening. The trends to take a picture of the food, to have a culinary trip, and to try new memorable experience in food are becoming more common. On the other hand, with globalization and multiculturally diverse person, ethnic food will become more wanted. This is an opportunity for Middellandstraat to position themselves as an ethnic food source.
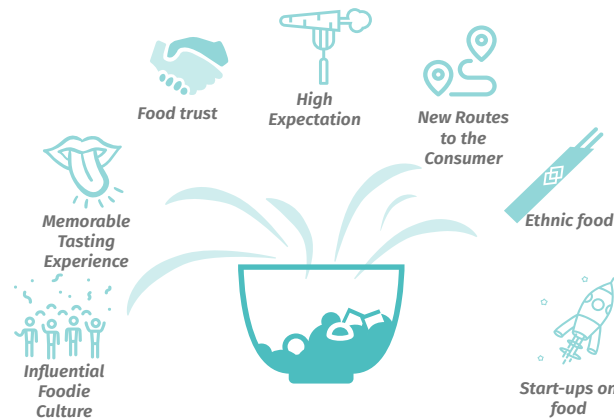

Figure 40. Food trends identified

Influential Foodie Culture: Foodie culture such as festivals are still a trend among millennials, based on the study done by Ypulse ("Five Food Trends Driven by Millennials", 2017). 71% of young customer enjoy attending food festival, and 81 % of young customer likes to explore new culture through food festivals. (see Figure 42)

Memorable Tasting Experiences/ enhanced food: Young customer seek for more experience in food and they look for best chef restaurants. Besides, they are also looking for food that can bring nostalgia to their childhood or own experience, and using more and more unique ingredients when they cook ("Five

Food Trends Driven by Millennials", 2017; Lempert, 2016). A digital foodscape is also predicted to be bigger in the future, this means a simpler, more engaging experience including gamification and edutainment content (Lempert, 2016).

Food Trust: This trend is including more trust on food if it is from local people ("Five Food Trends Driven by Millennials", 2017), the sustainability aspect of the food (Lempert, 2016). Food waste reduction and sustainability will be an important trend among people ("MINTEL ANNOUNCES SIX KEY GLOBAL FOOD AND DRINK TRENDS FOR 2017", 2016). People seek for more transparency (Lempert, 2016) and price deflation ("2017 Food Trends", 2017) . Clean and clear label is the new global standard, and become more holistic to the entire supply chain (Kenward, 2016).

High Expectations: People will also have high expectation on food, it needs to be best, and healthy ("Five Food Trends Driven by Millennials", 2017; "MINTEL ANNOUNCES SIX KEY GLOBAL FOOD AND DRINK TRENDS FOR 2017", 2016). Consumers also more into personalizing their own nutrition intake and use it as a

base to choose food (Kenward, 2016).

Ethnic food/multicultural food/ home-cooking: As generation Z takes turn in the future, they, who are more multiculturally diverse persons, will affect the food trend in the future (Lempert, 2016). Immigration will also affect this (Fromowitz, 2014). They seek for more multicultural food. By globalization and the growing multicultural population, spices and food items that were once exotic are becoming more familiar to people ("Comax Flavors 2017 Flavor Trends", 2016).

New Routes to the Consumer: The trends in retail stores will change rapidly from what it is now. There will be more and more member only stores, zero-waste markets and delivery-only grocers (Lempert, 2016).

Start-ups on food: The food sector will also be flooding in the scene of start-ups. Forbes predicted the booming of Start-up in Silicon valley that is focusing on food sector ("2017 Food Trends", 2017; Lempert, 2016).

Figure 42. Food events and festivals information page

Figure 41. Food trends' impact and urgency for Middellandstraat

3.2.3 Conclusion

From the creative trend research, the movement towards the online world is now even more apparent. People are using their phone all the time and feel more convenient to buy online, including groceries. It is important for Middellandstraat to integrate the whole experience for the visitors not only from the offline world but also from the online world to stay relevant in the future context.
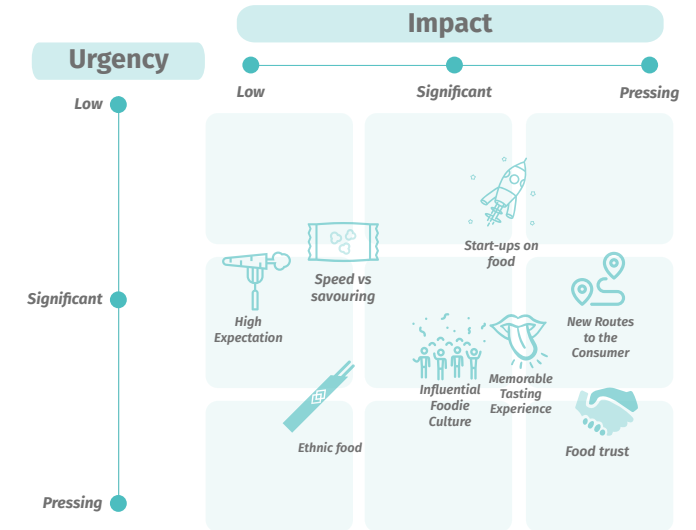For food trends, it is becoming more important to give experience in exploring food. Food festivals are also becoming more common and are one of the favorite places for people to explore new food. Trust and expectations also need to be fulfilled, and there will be different ways in the future to reach customers other than a physical store.

3.3 | Multicultural food evolvement in the Netherlands

The food in the Netherlands has changed in centuries. From Roman culinary to Turkish culinary, Netherlands has been a place with a long history of food diversity. Some analysis has been done to understand how Dutch people accept and adapt to the new food. See Figure 43 for the timeline.

5th century – Roman Culinary
After the decline of the Roman empire, the Roman culinary enters the Netherlands. The ingredients that were used are black pepper, white pepper, herbs and liquid salt (Engelbrecht, 2016).

15-16th century – Asian spices
The spices from Asia enter the Netherlands through the Levantine harbors of Mediterranian. It is then shipped to Italy and reach France. There, the spices were traded to products like wool cloth and timber (Engelbrecht, 2016). At this time, the price is still high, so the spices can only be enjoyed by the elite. The ingredients that were used are pepper, ginger, cinnamon, cloves and cane sugar.

16-17th century – VOC colonies spices trade
After trading companies found resources for spices in Asia (now Indonesia), the prices of the spices become more affordable to people in the Netherlands. The government launched the

5th century	15-16th century	16-17th century	19-20 century	20th century
Roman culinary	**Asian spices**	**VOC colonies spices trade**	**Frugal cook** **Indonesian food**	**Turkish food** **Moroccon food** **Surinamese food**
Some ingredients become more common	*Get introduced to various spices* *High price so only enjoyed by elite*	*Still life painting to show off the variety of food* *Spices become more affordable*	*Huishoudschool affect the loss of traditional recipe* *Fusion between Dutch and Indonesian food*	*Immigrant shop becoming more common* *Globalisation* *Media*

Figure 43. Timeline of multicultural food evolvement in the Netherlands

trading group called VOC to avoid competition between companies. VOC had a major role in importing spices and other food from Indonesia to the Netherlands. These foods are pepper, cinnamon, cloves, rice, nutmeg, mace (Engelbrecht, 2016). They also planted coffee and tea in Indonesia to be sent to Netherlands. This has changed how people eat. Dutch people started to drink a lot of tea, especially in the afternoon. In this period, Dutch people liked to show off their food diversity through still life paintings (pronk-show off). This can be seen in a lot of art pieces in the Rijksmuseum.

Late 19th century – frugal cook
During this period, girls in Netherlands are being sent to the Huishoudschool (household school) In this school, they learned about managing the household from cooking to taking care of babies
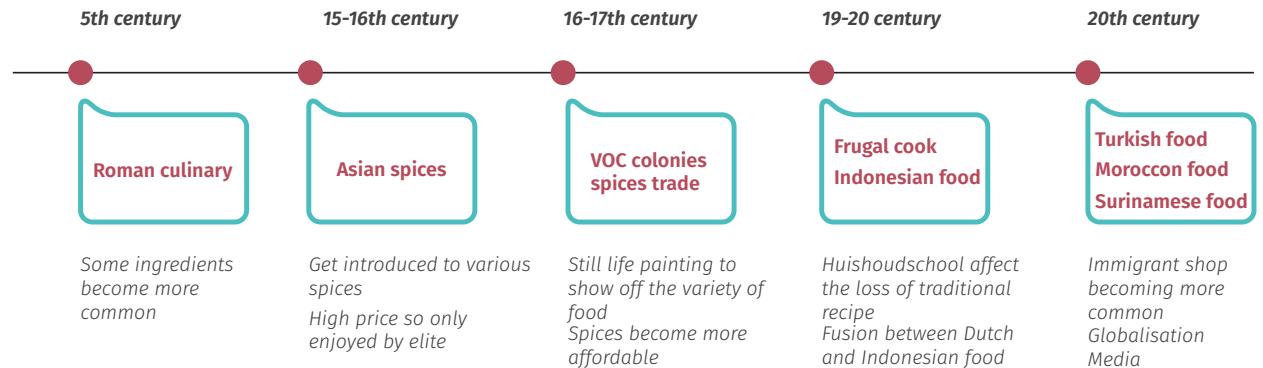
(Engelbrecht, 2016). The education in the school emphasizes on frugality and efficiency, which is the root of simple cooking in Dutch culinary, nowadays with boiled potato and vegetables with meat. Because of this, a lot of traditional recipes of the Dutch kitchen are lost.

19-20th century – Indonesian food
After the independence of Indonesia, the Dutch colonies came to the Netherlands and settled. This has influenced the food in the Netherlands. A lot of Indonesian food is integrated to the Dutch kitchen and there is a lot of fusion food between Indonesia and Netherlands. The food that is common is satay, peanut sauce, babi panggang/ketjap, bami goreng, lumpia and nasi goreng (Engelbrecht, 2016). Nowadays, Dutch people consider these foods as original in Netherlands.

20th century – Turkish, Moroccan, Surinamese food

In this period, a lot of workers from Turkey and Morocco came to the Netherlands, which makes a lot of immigrant shops open in the corners of the streets. The colony from Suriname also came to the Netherlands. More shops and restaurants cater to the needs of the immigrants. This has made Dutch people know about their food. Food like kebab, pita bread, are now considered common in Netherlands.

Other international foods were also becoming more adjusted in the Netherlands due to different aspects such as holidays abroad, more foreign restaurants, more variations in supermarkets, and media like magazines and recipe books. One of the examples is from AllerHande that features a lot of simplified international recipes (Biemond, 2007).

The food culture in the Netherlands was always dynamic with a lot of influence on different aspects and cultures. The 'new' food and food culture are adopted in the Netherlands in various ways.

From the history of the adjustment of multicultural food in the Netherlands, four important factors can be derived (see Figure 44).

Accessibility	Integration
More shops *Price and availability*	*Fusion between food* *Served in common restaurant* *Globalisation (Direct contact and relation with other culture,holiday)*
Education	**Art**
Way of cooking practice *Media (Magazines, recipe books, internet)*	*Pronk/ showing off the food* *Spreading awareness about the food*

Figure 44. Four important factors of multicultural food adjustments in the Netherlands

4

DESIGN GOAL

"Know which side one's bread is buttered"

In this chapter, the search areas of the project will be defined, and the design vision will be stated and elaborated. The problem was formulated based on the problems and insights from the analyses in Chapter 2 and 3. The design vision provides directions for the future design. The list of objectives has been set up for the final design.

4.1 | Problem Formulation

4.1.1 SWOT Analysis

Research and analyses have been done on the street, context, user, and market which resulted in a lot of insights. A SWOT analysis has been used to take the relevant insights into account to base the direction and ideas for the project. See Figure 45 for the SWOT analysis matrix. The conclusions of the analyses in the previous parts are translated into strengths, weaknesses, opportunities, and threats. The complete data of each insight and the source of the analysis can be seen in Appendix I.

The remarkable strength is the mixed of ethnicities in food shops and neighborhood. This diversity, as mentioned in chapter 1 is one of the qualities that can differentiate the street from other places. The shops also run for a very long time. The authenticity and the diversity of the shop can be promoted to inspire people about the different food journey.

There are a lot of threats in the context. The biggest threat is the bad image from outside perspective. This is found in the result of field research. To make a change to the image, the visitor should be able to feel comfortable and be the part of the street. Hospitality from the shops is also very important.
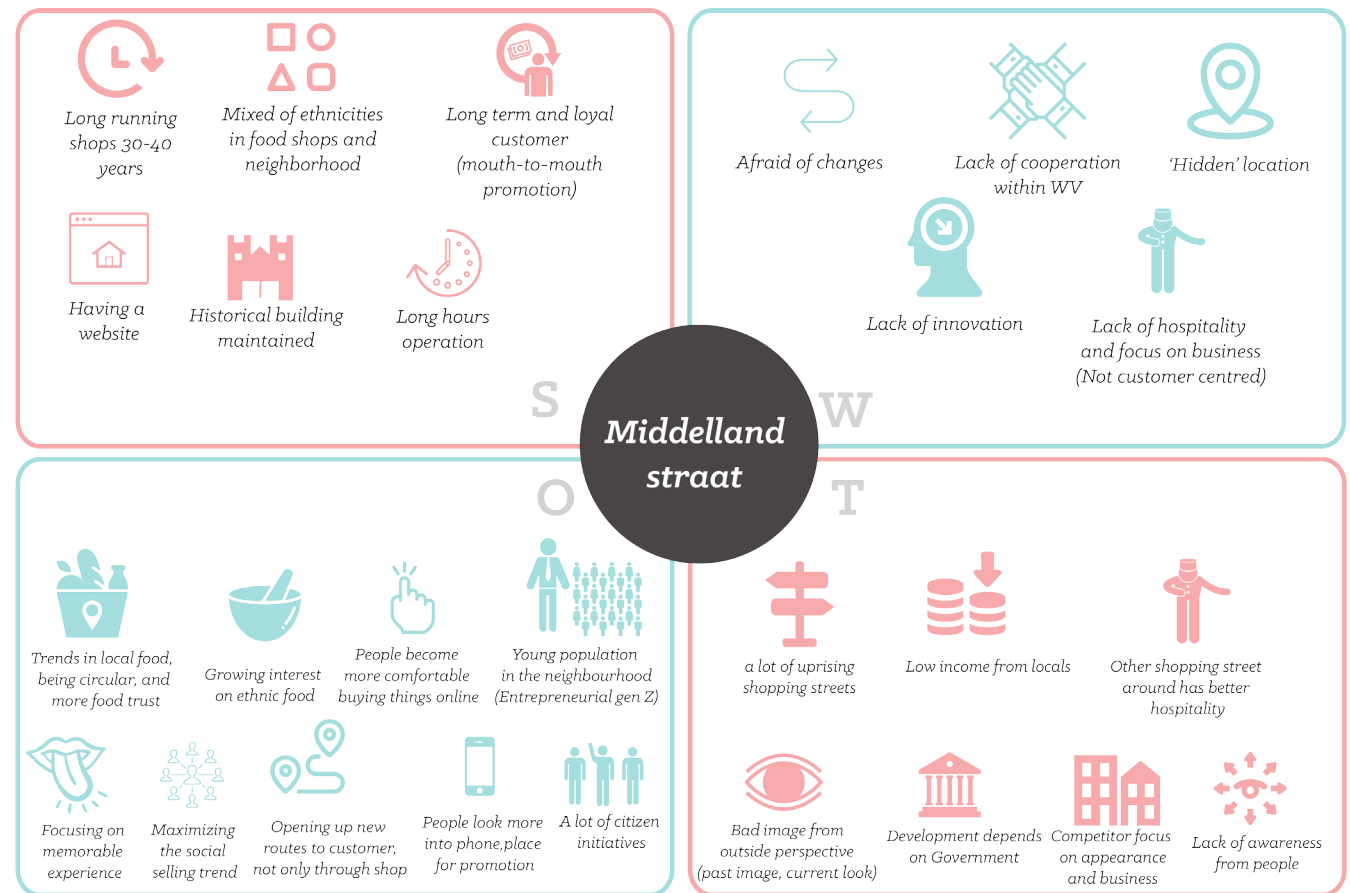

Figure 45. SWOT analysis of Middellandstraat

From the analyses done in the research, there are a lot of opportunities that can be used for the future development. One of the biggest opportunity is to expand and integrate the experience in the online and offline world. There are also a lot of citizen initiatives, and this is an opportunity to collaborate with the local community to create a whole experience for visitors.

4.1.2 Search Areas

Based on the strengths and opportunities that were found from different analyses, brainstorm on the search areas was done (see Appendix J). This was done to find the most promising areas to be tackled in the project.

Based on the SWOT matrix, search areas have been generated. A selection has been made of the most promising search areas. These served as an inspiration and guide for the definition of the design vision.

A selection has been made of the most important search areas based on the previous studies on the context. This selection can be found in Table 1. These search areas will serve as a basis for the design vision which will be discussed in the next chapter.

Selection of search areas	
1	*Promote the authentic and historical value of the shop*
2	*Provide food inspiration for different cultures of the shop*
3	*Provide input from loyal customer about the shop and product info and recommendation about the food trust and quality*
4	*Provide information about the shop and product based on ethnic origin, food identity from the origin culture and emphasize on food trust in the content*
5	*Emphasizing on ethnic identity of the shop*
6	*Introduction to the shops through the local people*
7	*Provide a comfortable atmosphere to explore the shop culture and identity*

Table 1. Selection of search areas

4.1.3 Formulated Problem

After the search areas are selected, the main problem is formulated. This will be the main focus of the project. The problem overview can be seen in Figure 46.

What is the problem?
The main problem identified is that the visitors do not aware about the street, the food shops and its product. Visitors also feel distant and uncomfortable in the shop.

Who has the problem?
The problem is between the food shops and people who usually do not shop there.

What are the relevant context factors?
The visitors and locals do not have knowledge about the shop, and the product, and the culture. The image of the shop and the perceived image of small shops that has low quality are also affecting. This is also due to the shop owners not having the value of hospitality, just doing their business, and not being customer-centered.

What are the goals?
The goal of the design is to increase the awareness about the street, food, culture and the shop, a clear information about the product should be given to make visitors feel comfortable when coming and exploring the shop. To show the authentic identity and historical value of the shop and give inspiration and information to visitors.

What are the side effects to be avoided?
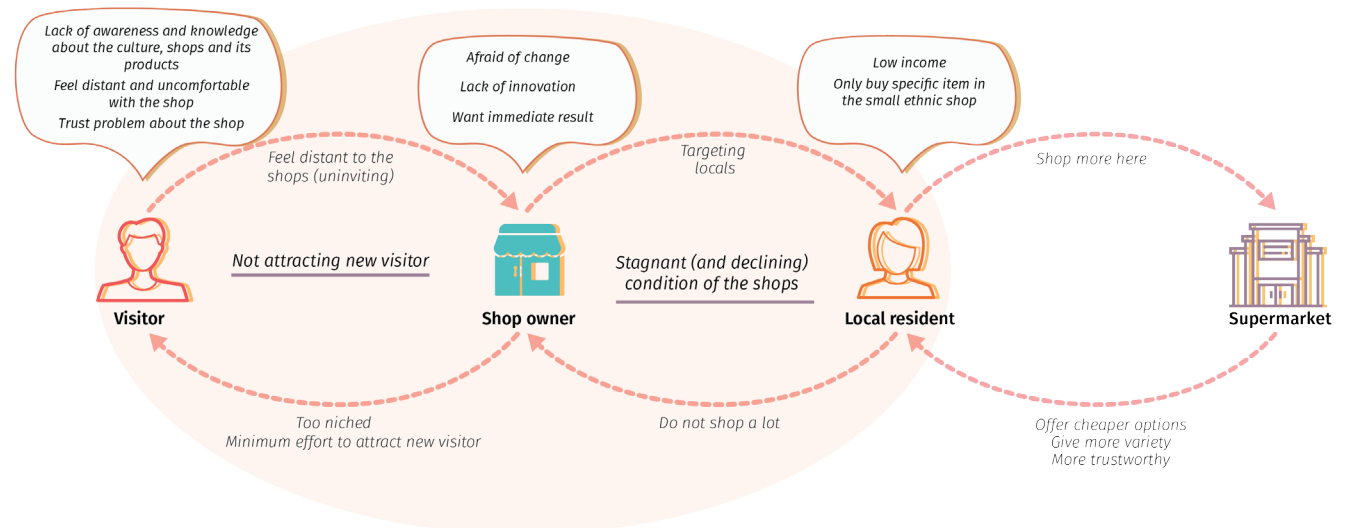People are aware of the culture and the food and choose to buy in other shops.

Figure 46. Problem overview between shop owners and visitor

4.2 | Design Vision

Based on the search areas and the problem formulation, a design vision has been formed.

> *The design should enable people who usually do not visit the Middellandstraat shops to get inspired and informed about its food culture and shop identity, promote the authentic identity and historical value of the shop, and provide the comfortable atmosphere for the visitors to explore in the multicultural shopping street, Middellandstraat.*

The envisioned design should lower the barrier between people and the shops by enabling people who usually do not visit Middellandstraat's shops to get to know more about the shop identity, products info and quality and how to use the products. The design should inform and inspire people about the food and culture in Middellandstraat to encourage them to come to the shopping street.

The knowledge about the culture, shops and the products will increase people's awareness about it and encourage them to visit the place. The design will also focus on forming the familiarity to the street and the shop to make repeated visits in the future through the local community.

4.3.1 List of Objectives

All previously done analyses have formed the design vision. The design vision is translated into a list of objectives. The final concept should fulfill the set of objectives set for the concept. This set of objectives will be used as a matrix to evaluate and select the final concept. The set of objectives can be seen in Table 2.

Performance	Business	Implementation
The concept should make people feel invited to the street and the shops	The concept should allow low investment	The concept should be able to be implemented with small human resources (2-3 people per shop)
The concept should enable people to explore the products in the shop	The concept should fit the setting of small business	The concept should make use of existing resources and strength in the context
The concept should give people knowledge about the products	The concept should enable collaboration between shops and stakeholders	
The concept should introduce the shops to visitor		
The concept should be easy to understand by shop owner and visitor		

Table 2. List of objectives

5

CONCEPT DEVELOPMENT

"Spice things ups"

This chapter will explain the concept development in the project. From the ideation process, inspirations, design iteration, and concept evaluation and selection.

5.1 | Ideation Process

The diamond shaped process in Figure 47 visualized the ideation process in the project. The ideation process is a part of the developing phase in the project approach (see Introduction).

The design vision is translated into four how to's question for the ideation. The ideas from the context mapping session are collected, then the ideation process continues with idea generation using brainstorming, searching for inspirations from literature and cases and other tools such as Design with Intent card set.

After generated some ideas and clustered it, the ideas were brought up to locals and shop owners to get more ideas and feedback for the concept through paper prototyping. It was done with a purpose to find out the challenge of the implementation and the significant concerns from the stakeholders. After that, a creative session with seven IDE TU Delft students was conducted. The insights from idea evaluation and the creative session resulted in three main concepts to be chosen and developed further.
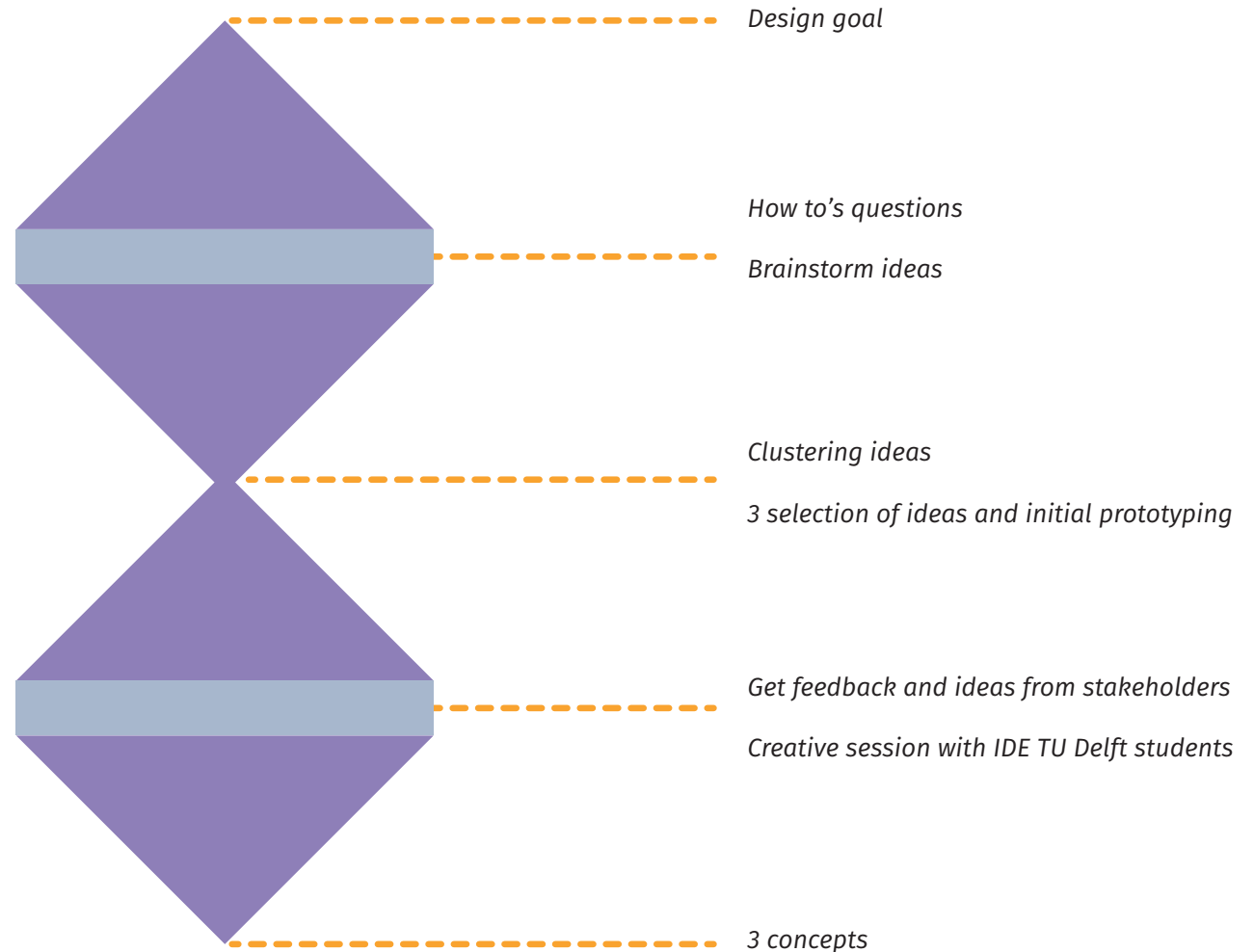

Design goal

How to's questions

Brainstorm ideas

Clustering ideas

3 selection of ideas and initial prototyping

Get feedback and ideas from stakeholders

Creative session with IDE TU Delft students

3 concepts

Figure 47. Ideation process overview

5.2 | Inspirations for Ideas

5.2.1 Persuading people

In attracting people to come to Middellandstraat, a literature review about the persuasive environment has been done. The goal is to find inspiration for ideas for the established design goal.

First, there is Fogg's element for behavior change. There are three elements to a behavior change, which are motivation, ability, and trigger. To direct people towards Middellandstraat, the three elements should be present. Motivation can be derived from getting a good experience from doing it or experiencing accomplishment by doing the behavior. Therefore, experiences, anticipated experiences, or memories of the experience can motivate people to show certain behavior. Ability is also important in performing the behavior; it should be mentally and physically possible for them to show the behavior. It is also important that the behavior is socially acceptable in the context. Lastly, triggers are needed to make people do the action. This can be in different forms such as reminders, or something visible in their environment which reminds them of a certain behavior. Triggers can boost one's motivation and facilitate the desired behavior (Fogg, 2009).

Tromp et al. (2011) gives 11 strategies for design for social behavior. There are some important strategies that can be used for the Middellandstraat context. The first is to trigger different motivations for the same action. For example, to make people visit and shop in Middellandstraat, there should be different motivations, such as like supporting the local market, exploring new cultures, and enjoying the food culture. The second strategy is to elicit emotions to trigger action tendencies. A smiley face that is placed on the side of the road that needs the driver to slow down will help drivers to feel as if they are being thanked for slowing down. The third is to create optimal conditions for specific behaviors. For example, a placement of a coffee machine in a hallway encourages people to gather at a neutral place and thus stimulate co-workers to have a small talk.

Another important way to attract people to Middellandstraat is through priming. Priming is a cue and stimuli around us that can subconsciously affect behavior. Priming has different effects. It can affect our perception and judgment towards things. If Middellandstraat is strong in the bad image, priming can help change that perception. Also, it can affect our later action and behavior. With a good priming, people can get attracted to Middellandstraat. Lastly, it affects our goal

and motivation to do something. Depends on what motivation is desired to make people come to Middellandstraat, the priming can be designed towards that motivation (Hollingworth, 2015). Priming can be done through words and numbers and therefore the branding for the Middellandstraat is important. Priming also can be done through the senses such as visual, sound, touch and feel. Therefore, the atmosphere and feel in the street and the shops is an important aspect of working on.

Design with intent by Dan Lockton (2010) is an idea generation tool that helps in provoking design ideas with different sets of questions. The set helps in generating ideas for the design that is intended to influence people's behavior. This toolkit will be used for ideation (see Figure 48).

Figure 48. Design with intent toolkit (source: http://designwithintent.co.uk)

5.3 | Design Iteration

Based on the design vision, several 'how to' questions were formulated to foster the idea generation. This method helps in solving different layers of the problem and translate these into solid ideas. The ideation is based on the four main How To's questions:

How to inspire people about a different culture and identity of the shop and its products?

How to provide the clear information on the product and the shop identity?

How to make people feel comfortable to explore in the shop?

How to gain/increase people's trust for small shops' quality?

Initial ideas were generated through brainstorm. The ideas were developed and clustered into different sectors (see Appendix K). After that, some of the ideas are prototyped and presented to 2 shop owners and 5 locals (see Figure 49, more detail on Appendix L). The goal of prototyping is to have some tangible ideas to show to the local people and shop owners to get more ideas from them (see Figure 50). The complete feedback can be seen in Appendix O. The actionable insights, and the consideration for the concept can be seen in Table 3.

Figure 49. Ideas evaluation with locals through paper prototyping

Actionable Insights from Idea Evaluation	Consideration for the Concept
Emphasize the unique speciality of each shop	Show the differences of each shop, make the identity more visible in the shop front
Sense of belongingness in the street can help visitor see the street differently	Collaboration with local community, enable interaction between visitors (recipe from local people, recommend shops and product to each other), community events with visitors
Hospitality from the shops should be improved	Should be considered in the implementation plan
Storytelling of the shop and its identity is important to show its specialty	Spread special story from the shop owners related to their shop or culture or daily life in Middellandstraat through available platforms (online, shop front),
Sense of responsibility and need to change for the shop owners is important	Should be considered in the implementation plan

Table 3. Insights from the idea evaluation with shop owners and locals

Three concepts have been developed from several stages of iteration (see Appendix K). The insights from stakeholders' evaluation of the initial ideas were used to develop the ideas further into concepts. The insights from the idea evaluation can be seen in Table 3.

To get more ideas and a better insight for the concept, a creative session with seven design students was done (see Figure 51 and 52). The detail on the creative session can be seen in Appendix P. The insights and ideas from the creative session (see Table 4) were used to refine the initial ideas and develop these into three main concepts.
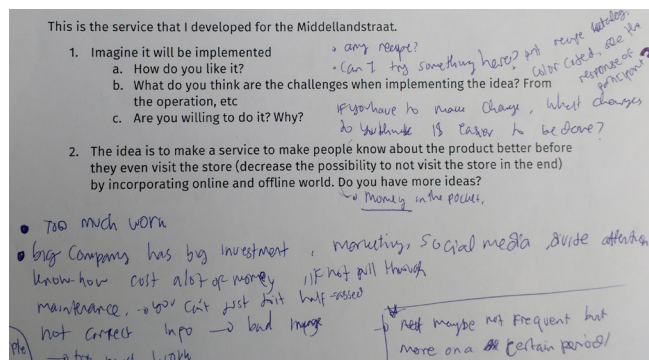
Figure 50. Filled evaluation sheet with shop owners

Quotes	Actionable Insights from Ideation Session
There should be indication of popular product, what they use it for	Put indication of popular product
Replica of the food can show how it is to visitor	Show how will the food look like
When we are travelling we always follow where local buy, because she has the experience, this could be done here too	Feature to follow what local buy/favorite
There is no need to make it look modern maybe, the authentic look is its strength	Maintain the authenticity
In most of Dutch shops, the products organized neatly, that's probably why people do not feel comfortable in ethnic shop and feel busy, scary, because it is different from where they usually shop. So they also don't believe the quality. Like Lidl, people also feel the qual-ity is bad there because it looks disorganized and cheap.	More organized looking
There can be a unity or pattern for every shop in the street. Maybe a logo of the country can be displayed	Make one sign to show the unity/pattern between the shops
Make people easy to see the ingredients and make them know about it	Put information about the ingredients
It will make me comfortable if I have knowledge to know where can I use it. Make people know how can they combine the ingredients and use it. Info on how to use the product because wrong handling may give different taste.	Information of how to use the products
The shop is overwhelming, too many stuff, so it is good if it is divided into different section. For example breakfast, lunch, dinner	Indication about when to use the product (breakfast, lunch, dinner)
Make it step by step, so like a treasure hunt, and people know it one by one	Introduce the product one by one
The shop should give an open environment to make visitor feel free to ask	Explicitly show that visitor can ask the shop keeper
Testimonial from local/rating system to help visitor decide and know better. Maybe daily to make it dynamic	Rating and recommendation system
Show the heritage of the shop, shop's favourite dish. So shop owner can explain very well and confident about it	Special recipe and dish from the shop
To attract can be also from smell. They can put the spices in the plate	Display the product
In supermarket, we put cheese in different section, and it is perceived as higher quality, maybe it can be done there also	Make a different section for the product that want to be introduced
Build a community between Dutch and immigrant so the culture is mixed, and conversation built. people know where they shop. And it make it more visible to dutch people	Community for visitor to share
Collaborate with small restaurant. So they buy the ingredients in the shops and show it to their customer where to get the ingredients	Collaboration with restaurants or other third party
They can cook small pieces and sell it so people know how is it taste like	Food sample
Invite or collaborate with people who can cook, who can vlog, and post in online so people can see. Food blogger can invite his follower to the shop.	Collaboration with social media influencer
Show the shop tour video, this week's suggestion. Find a person who knows how to make the video and create channel.	Make video about the street
Enable visitor to find companion in shopping, like museum kaart. So they get more knowledge from expert	Incorporate the idea of food shopping buddy with local to the implementation
Make the shop owner celebrity	Tell story about the shop owners
Show different shop each week	Take turns to introduce the shops

Table 4. Insights from the creative session

Figure 51. Creative Session with IDE Students

Figure 52. Creative Session with IDE Students

Concept 1 Middelland Basket

Concept 1 is called Middelland Basket. The initial idea for this concept was a Middelland box. In Middelland box, visitors can get the package of ingredients for special recipe from the shop through delivery service (see Figure 53). From the idea evaluation, the shop owners were concerned about the logistic problem for the Middelland box that was using delivery system. So, the refinement that was made for this concept is that the package will be focusing on the in-store purchase.

This concept is focusing on introducing different shops every week. For example, in one week, a shop will be introduced, and there will be dedicated posts about the shop, the history of the shop, its culture, its products and the shop owner.

The shop will have a package of ingredients for one recipe for that week. The recipe will be a special recipe from the shop owner or local people from the same cultural background.

Visitors can see the map and direction to go to the store through the information given, and they can get the Middelland basket (the pack of ingredients for one recipe) in the store.

They can exchange some items that are not suitable for them (e.g. because of allergy, taste preference, etc.)

This concept's strategy is the storytelling about the shop in a personal way. It will interests users and keep them engaged (Lackton, 2005). This concept also using techniques for influencing user behavior from playful interactions, by encouraging visitors to collect the recipes in the Middelland boxes.

In Figure 55, the storyboard of the complete journey of Middelland basket is given.

Concept 2 Recipe Journey

Concept 2 is called Recipe Journey. The initial idea for this concept is a food theme in the shop, where there will be one recipe posted in the shop and the ingredients of the recipe will be color coded in the shelves to enable visitor to notice it and get inspired (see Figure 54). Combined with some insights from the creative session with IDE students, this concept was made.

This concept focus on giving the route where visitors where visitors can find the needed ingredients in separate stores. It aims to make the visitor feel challenged and explore the area.

This concept is focusing on introducing multiple shop's specialties and exploring the shopping street. One recipe will be introduced each week and visitors are invited to follow the journey to find all the ingredients in Middellandstraat shops. By doing this, the visitor will learn about each shop's specialties.

There will be a tutorial video to show visitors on how to cook the recipe. This will low the barrier of lack of knowledge of the culture-specific ingredients. The video will feature local people or shop owners. At the end of the journey, the visitor will be encouraged to share their experience in exploring Middellandstraat and cooking the recipe.

This concept's strategy is also the storytelling about the shop in a personal way. Each shop will be introduced about its specialties. This concept also incorporates games in the experience. Games such as exploring and collecting each of the ingredients help engaging people and getting them involved (Lackton, 2005).

See Figure 56 for the storyboard of Concept 2.

Concept 3 Pop item

Concept 3 is called Pop Item. This concept was created from insights of the ideation session with IDE TU Delft student.

This concept is focusing on introducing different products from the shop. There will be an item of the month that will be chosen and displayed in the store front along with the type of food taht can be made from it.

Visitors can also see how is the product used in cooking. Then, visitors can interact and give feedback about the product in the rating system in the shop. They could also see what people think about the product which helps visitors to decide their purchase.

This concept's using the shop front to positioned their item, to make people notice it right away when they pass the street. In addition, by seeing people's recommendation, it encourages the purchase decision made in the store.

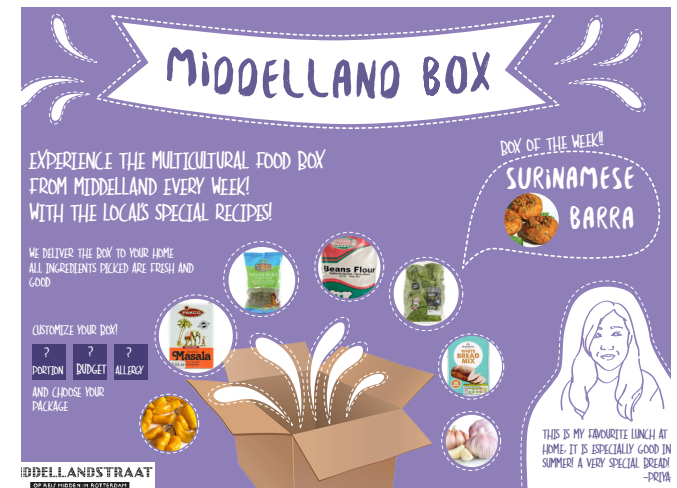The storyboard for the Concept 3 can be seen in Figure 57.

Figure 53. Middelland box, one of the initial ideas

Figure 54. Food theme in the shop, one of the initial ideas

CONCEPT 1 MIDDELLAND BASKET

1

There will be an announcement on online media like website and SNS of Middellandstraat about the Middelland basket of the week. Each week will be from a different store in Middellandstraat. The post will include the description and small story about the food, and the map to the store along with a personal message from the shop owner/recipe holder like "this soup is my favorite, come and ask me about it".

2

In front of the store, there will be a sign that visitor can get the Middelland basket at the store.

3

The Middelland basket will be displayed in the store.

4

Inside the basket there will be the ingredients needed, along with the recipe. Visitors can see the basket and decide on which items they like or would like to change, and they can ask the shop owner about the substitution or removal of the item. Then they can pay the items and put the items in their own shopping bag.

Figure 55. Concept 1 Middelland basket

CONCEPT 2 RECIPE JOURNEY

1

A post about the recipe journey of the week will be posted on website and social media of Middellandstraat. People can click the link and check the recipe tutorial

2
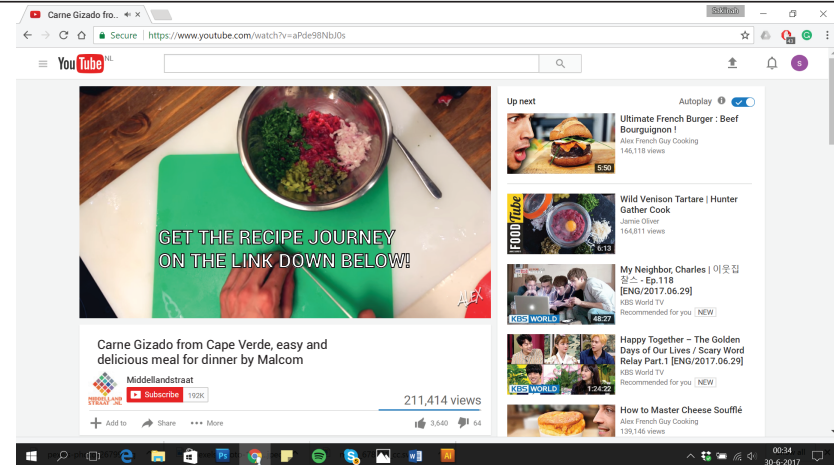
The tutorial video is posted on the youtube channel (could be embedded in SNS and website). Then the viewer can check out the journey map to get the ingredients in Middellandstraat

3
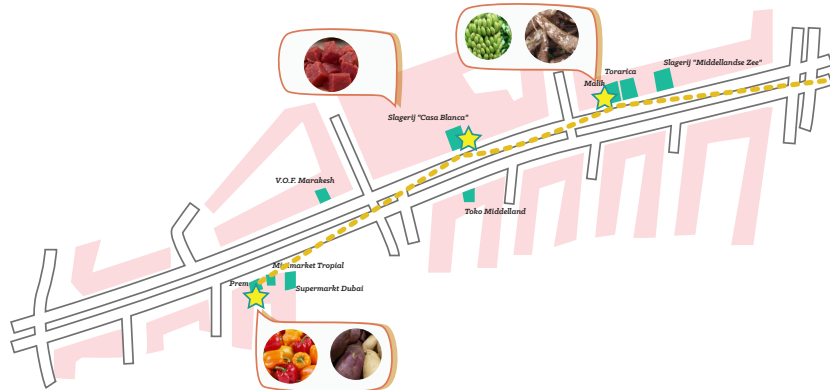
The journey map will show the route to get all the ingredients for the recipe in Middellandstraat. Visitors can follow the journey in the store. The sign to like the FB page/to see the website will be shown.

4
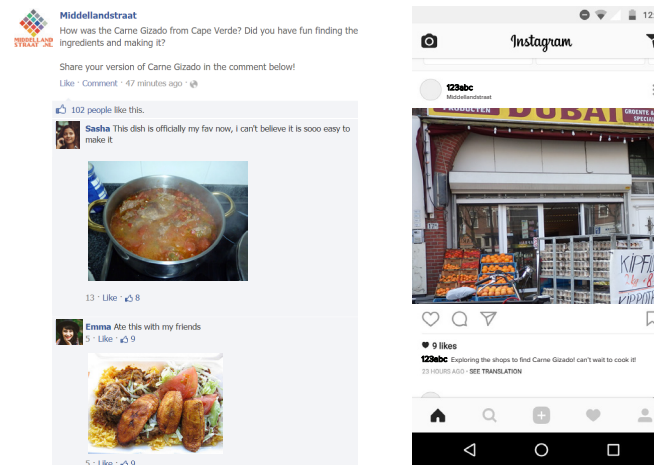
After that they will be encouraged to post it on their SNS or put their experience in cooking/finding the ingredients in the comment section on Middellandstraat post

Figure 56. Concept 1 Middelland basket

CONCEPT 3 POP ITEM

1

The item of the month will be displayed in front of the store along with type of food that can be made with the item

2

Inside the store, visitors can see the item and check out the QR code that is linked to a tutorial of the food that can be cooked with it

3

Local people or people who already tried the item can rate the item in a board in front of the store with various stamps

4

Other visitors or passerby can see the item of the month and the rating system of the item.

Figure 57. Concept 1 Middelland basket

5.4 | Concept Evaluation

5.4.1 Evaluation Process

The three concepts were evaluated by eight persons (see Appendix Q). The insights from the concept evaluation were used to refine the concept and used as considerations or selecting the final concept. Figure 58 is one of the results of the filled evaluation sheet.

A weighted matrix technique has been used using the list of objectives as the matrix to select the concept. The chosen concept then refined based on the input and best points of each concept. The score on the weighted matrix score and result can be seen in Table 5

Each concept has best points that were valued positively when looking at the matrix and evaluation. Therefore the final concept was created based on the combination of the elements of the three concepts.

Objectives	Score
The concept should make people feel invited to the street and the shops	10
The concept should enable people to explore the products in the shop	9
The concept should give people knowledge about the products	8
The concept should introduce the shops to visitor	7
The concept should be easy to understand by shop owner and visitor	6
The concept should allow low investment	1
The concept should fit the setting of small business	5
The concept should enable collaboration between shops and stakeholders	3
The concept should be able to be implemented with small human resources (2-3 people per shop)	4
The concept should make use of existing resources and strength in the context	2

Objectives	Concept 1	Concept 2	Concept 3
The concept should make people feel invited to the street and the shops	5	3	2
The concept should enable people to explore the products in the shop	3	5	3
The concept should give people knowledge about the products	4	4	4
The concept should introduce the shops to visitor	5	5	2
The concept should be easy to understand by shop owner and visitor	5	4	4
The concept should allow low investment	3	2	2
The concept should fit the setting of small business	4	4	4
The concept should enable collaboration between shops and stakeholders	3	5	2
The concept should be able to be implemented with small human resources (2-3 people per shop)	4	4	3
The concept should make use of existing resources and strength in the context	4	4	3
Total Score	230	227	163

Table 5. Weighted matrix result

5.4.2 Evaluation Insights

In the Table 6, 7 and 8, the insights from the evaluation has been derived. Overall, Concept 1 is perceived as more inviting and give the clear overview about the store and its product. Concept 1 and 2 are perceived as inspiring.

The combination of this two concept with some improvement marked as seen in Table 6, 7 and 8 (indicated by green color) is created for the final concept.
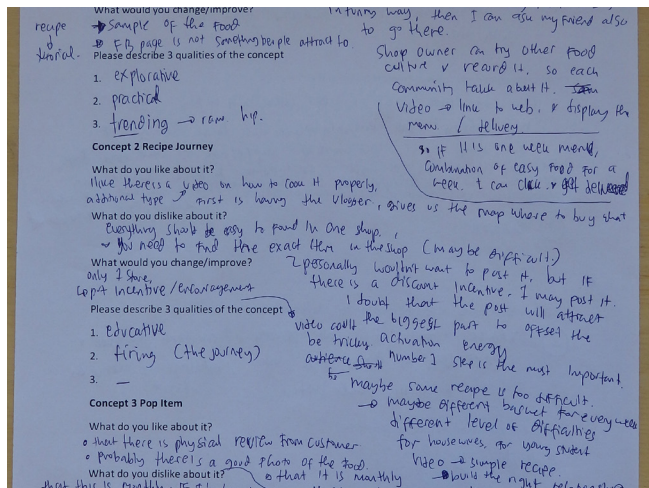
Figure 58. Filled evaluation sheet

Concept 1			
Like	**Don't like**	**Improvement?**	**Qualities**
Link it with other shop (this food goes well with…)	How many people will see the post online?	Encourage people to share the result and give feedback	
Inspiration to cook	1 recipe a week is boring and no other choice	Give different recipes from same ingredients	
Convenient to not to think about the ingredients	Make the post more personal	Vlogger/influencer that similar to me can post it in their channel, makes me more influenced	
Knowing different store each week		More encouraging and welcoming message	Helpful
Get to know each other cultures		More story from the shop owner	Inspiring Convenient Explorative Practical
More offline experience		Make the recipe related to seasonal vegetables or fruits	Trending Inviting Connecting
The signage in front of store is noticeable		Enable people to request what kind of recipe or package they want	Easy Experience Learning
Can exchange and remove item		Every store has variation of recipes	Healthy Curiousity
Stimulate to buy more product		More info in front of the store	Adventure Empowerment
Combining elements in store in one thing		Send leaflet to people's mailbox	Directional Embrace
Grab it in package (I can see what I will get)		Offer different portion size	New perspective Simple Unique
		Give food sample	
		Put tutorial video	
		Option to order online and pick up/delivery	
		Make it more presentable or exclusive and linked to Middellandstraat	

Table 6. Evaluation result of concept 1

Concept 2			
Like	**Don't like**	**Improvement?**	**Qualities**
The whole interaction of video, map, social media	Have to go to different stores and walk around	Get everything in one place	
	Too much to visit multiple stores to get one recipe, takes time	Incentives if I post on social media	
The map, can explore the area and stores	A lot of effort to do this	Not linking to many online	Helpful
			Impulsive
			Integrated
Tutorial on youtube	Still need to look for the item in the store	Different level of difficulties for the recipe	Interactive
			Sharing (culture)
			Stimulate
Sharing result on social media		Make it into app	Modern
			Social
			Explorative
Everything is provided (map, tutorial)		Create hashtags	Educative
			Tiring
		Combine with concept 1	Transparent
			Enticing
			Streamline
		Tell more about the culture too	Overwhelming
		Video about practical advice in cooking process	Busy
		Specialized store for that one recipe so stores do not compete with each other	Time-consuming
		Make youtube post more personal	

Table 7. Evaluation result of concept 2

Concept 3			
Like	**Don't like**	**Improvement?**	**Qualities**
Inspiration for new recipe	Display on window	Put the recipe physical too	
Very little effort	Not sure if showing the picture is enough motivation	Display can be on board	Easy
			Accessible
Monthly period gives time for the item to spread	People might write bad things on board	Show different type of recipe for same item	Interactive
			Promising
Combine tutorial and what you sell to make decision	Effort to put feedback on the board	Online platform for rating	Product-oriented
			Customer focus
			Creative
Good photo of the food	QR code (maybe no internet)	Outsourcing for planning weekly menu	Impulsive
			Inspiring
	Monthly item, how about the amount of recipe?	More info on recipe: preparation time, taste, etc.	Fun (rating)
Focusing on 1 item			Free
			Efficient
		Sale for item of the month	Playful
Indications about needed ingredients		Put rating near the item	Attractive (picture)
Interaction with customer			Brickwall
Nice to promote product locally		Put recipe in the shop	Boring
			Conservative
		Make the rate more on the service (how was the service?)	Holistic (product, recipe, input)
Physical rating system			Participative
		Different colors in rating	Informative
		Make it weekly recommendation	

Table 8. Evaluation result of concept 3

5.5 | Cultural Consideration for the Final Concept

In the Chapter 1.1.1, it has been mentioned that the design is intended to tune with the culture and bridge the cultures within the context. Below are are some insights and decisions made in the design considering the cultural aspect in Middellandstraat.

Insight	Source of Insight	Cultural Dimension	Design Consideration
Shop owners want immediate result	Interview	Short-term Orientation	The implementation of the design can be worked on in several stages
People in collectivistic culture identify themselves as together or in community	Literature review	Collectivistic value and identification together	Shop works together as one unity, and not competing to each other (shows each shop's specialty)
High context often used in long-term relation, use a lot of non-verbal clues. Low context use more verbal communication. Some situations in the shop that cause feeling distant and uncomfortable may caused by the cultural differences	Literature review	High context and low context communication	Make a clear signage inside the shop of the 'rules' Put out information explicitly
Groceries shopping sometimes becomes a 'duty' activity (there is no food at home, have to buy the groceries) and can be 'fun' activity (for a break from daily activities and relaxing time with friends)	Context Mapping	Attitude (fun or duty)	Make groceries shopping more into fun and 'playful' activity for visitor

Table 9. Cultural consideration for the final design

6

SMAAK REIS

"Cream of the crop"

Smaak Reis is the final chosen concept in the project. In this chapter, the explanation about the Smaak Reis service and its element will be given.

6.1 | Introduction

Smaak Reis is a service to let people get inspired and informed about the Middellandstraat shopping street, specifically in the food diversity.

The goal of Smaak Reis is to inspire and inform people about the food culture and shop identity in the Middellandstraat, so they can comfortably explore the food in Middellandstraat. The goal is achieved by the service for the customer to get to know different food and ingredients from various shops in Middellandstraat.

Smaak Reis is the whole experience in food in Middellandstraat. It consists of offline and online service. The offline service is a package of ingredients that is set up every particular period in the shop. The package is accompanied with a special recipe of the food from shop owner or local people. In the recipe, visitors can see what the ingredients with the visual to make them more familiar with it, as well as the way to cook it. The recipes can also be seen online in the Middellandstraat website.

There will be the tutorial of the cooking by shop owners or local people and explanation about the ingredients. The user can also interact with each other on the website by giving ratings and recommendation about the recipe and the store.

Visitors can co-create and share their recipe to be featured in Smaak Reis, to be involved and being part of the diversity in Middellandstraat.

Smaak Reis help people to get to know and get familiar with the Middellandstraat culture, shop, and food item. With interactions with residents, it helps them to connect and experience more in the shopping street.

The overview of Smaak Reis can be seen in Figure 60.

Visual Language

Smaak Reis originally from the Dutch language. Smaak means taste, and Reis is a trip, make Smaak reis means taste trip. Like the name, the concept means to enable people to explore the different taste from various cultures in the Middellandstraat. This name describes the idea of trying different food from different cultures in the Middellandstraat.

The visual used in Smaak Reis is based on the current visual branding of Middellandstraat, to show the unity with its current brand. For example, the colors used in the Smaak Reis logo

Figure 59. Smaak Reis logo

are the color from the Middellandstraat visual language (see Figure 68). The logo can be seen in Figure 59. It visualized the literal meaning of Smaak Reis which means taste trip. The design of the logo is made to be softer to give some contrast yet unity to the visual language. The overall image is made to be friendly looking with round shapes and smooth text.

The element in Smaak Reis uses the same visual language as the current branding of Middellandstraat, with its colorful tile design. See the elements in part 6.4.

Inspiring and informing

Recipe cards and package of ingredients in the store

Stories about shop's authentic culture and historical values

Signage to show identity of the shop in unity

Signage inside store to inform visitors

Explorative and playful

Map to show directions to the shops and its specialty
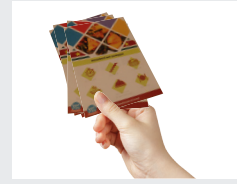
Collecting recipe cards every Smaak Reis purchase and get promotion

Co-creating

Request recipe and submit special recipe to Smaak Reis
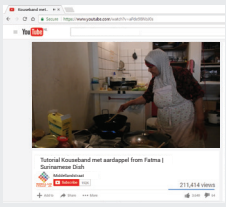
Cooking tutorial from shop owners and locals

Connecting and community
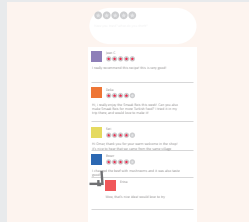
Rate and recommend recipes, interact with other visitors

Get shopping buddy, shopping with regular visitors

Figure 60. The overview of Smaak Reis

6.2 | The Journey

There are seven main features of the Smaak Reis. See Table 10 for the features, the goal for each feature and the touchpoints in the journey.

The journey of the visitor with Smaak Reis can be viewed in the storyboard on the next page. The color on the top of the storyboard indicates the feature in the Smaak Reis that is used during the journey. On the bottom, the touchpoint for each journey is given.

| Feature	Goal	Touchpoints
Informing	The goal is to introduce and inform the user about the product, the background culture, and the shop's specialty	Website, Social Media, Local, Shop keeper, Signage, Recipe cards
Referring	The goal is to give people the direction to go to the store and implicitly telling about the shop's specialty	Shop keeper, Map, Social media
Organizing/simplifying	The goal is to make visitors feel comfortable and not overwhelmed by the enormous amount of disorganized items in the shop	Website, Smaak Reis basket, Store
Showing	The goal is to make visitor know what they can expect with the recipe. It also helps visitors to decide whether they want the package or not.	Food sample, Shop keeper, Store
Tutoring	The goal is to make people know how to process and cook the food in the Smaak Reis package. The tutorial with shop owners and local people also familiarize visitors with the street and enable them to feel more personal touch. This tutorial is also functioned as a medium to inspire people	Website, Social media
Ingredients & Recipe Collecting	The goal is to make visitor find the use of ingredients easier. If there is leftover, they can check the website and see what other recipes they can make with the ingredients	Website
Rating, Reviewing, Requesting	The goal is to let visitors interact and recommend each other to the shops and food recipes. This feature helps people to be convinced and inspired by other people's personal experience	Website, Social Media
Rewarding	The goal is to encourage repeated visit to the stores. When visitor do repeated purchase of the Smaak Reis, they will get some kind of rewards like discounted price or free item	Recipe cards, Shop keeper

Table 10. Feature and touchpoints of Smaak Reis
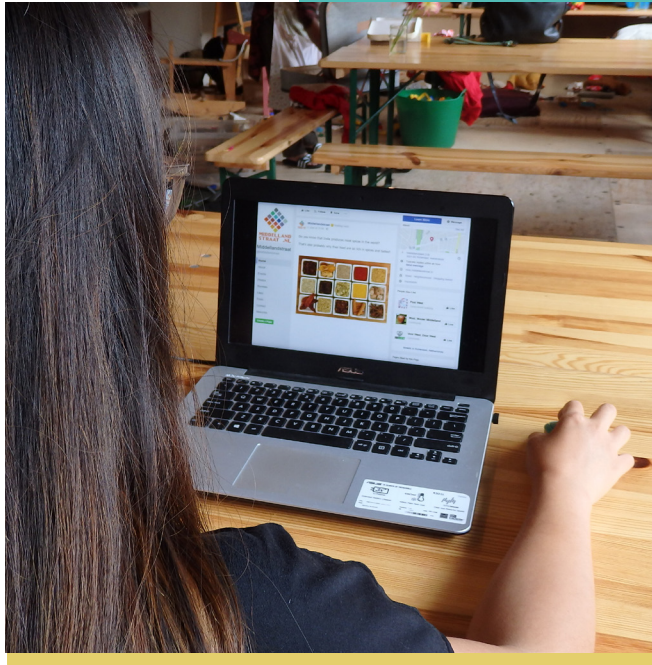
Search for an inspiration
Before doing groceries shopping, user search for inspiration through platforms like Pinterest, Facebook, Instagram, etc. In this phase, Smaak Reis will post different information about the shop, culture, and food through various media platform to reach broad user base.

Touchpoints: Social media, Website
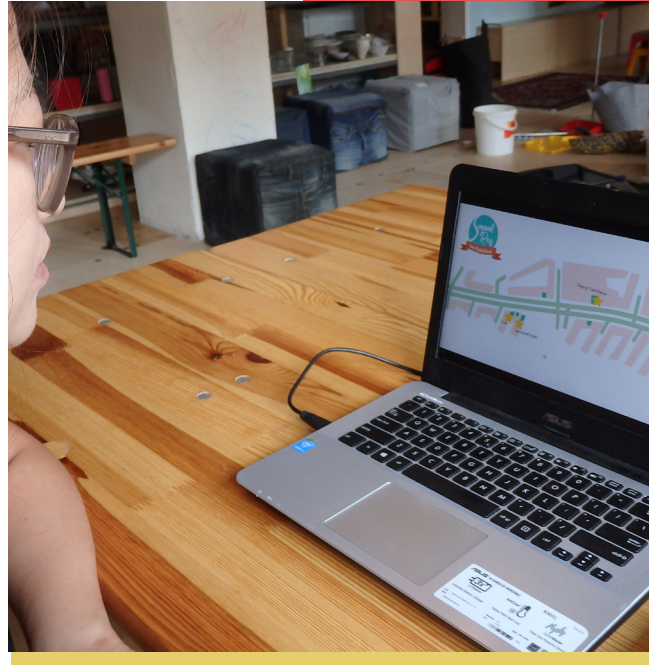
Preparing to go
Smaak Reis post the information about Smaak Reis of the week, which will feature 2-3 shops in Middellandstraat with its specialized recipe and ingredients package. The user can get the Smaak Reis package by going to the shop. There will be maps provided that contain the directory of the Smaak Reis package in each store.

Touchpoints: Social media, Website, Map

Go to the store/passing the street
The user will go to the groceries store, and they can see the map to see the direction through the Smaak Reis post. For visitors who just pass the street, the signage in front of the store will inform them about the Smaak Reis package that they can get.

Touchpoints: Map, Signage

See Smaak Reis package in the store
After user goes inside the store, they can see the Smaak Reis package that consists of the recipe card and the ingredients of the recipe in the basket.

Try the food sample
The shop keeper will offer the visitor with the food sample and recommend if some ingredients can be exchanged (due to allergy, diet restriction, etc.). The visitor can taste and decide whether they want to take the Smaak Reis package.

Explore the store
The visitor explore the store to see other products. They can visit the recipe page on the website and check what other recipes they can make with the product.

Touchpoints: Recipe card, Smaak Reis basket

Touchpoints: Food sample, Shopkeeper

Touchpoints: Website, Shop, Signage

Grab the Smaak Reis package
The visitor grabs the Smaak Reis package to be cooked at home. Shop keeper can recommend other shops that also have the Smaak Reis of the week.

Paying the groceries
The visitor pay the groceries and put it in their shopping bag

Go to other store/go home
The visitor can go to the other shops that also have the Smaak Reis of the week or go back home.

Touchpoints: Smaak Reis basket

Touchpoints: Shopkeeper

Touchpoints: Shop, Signage
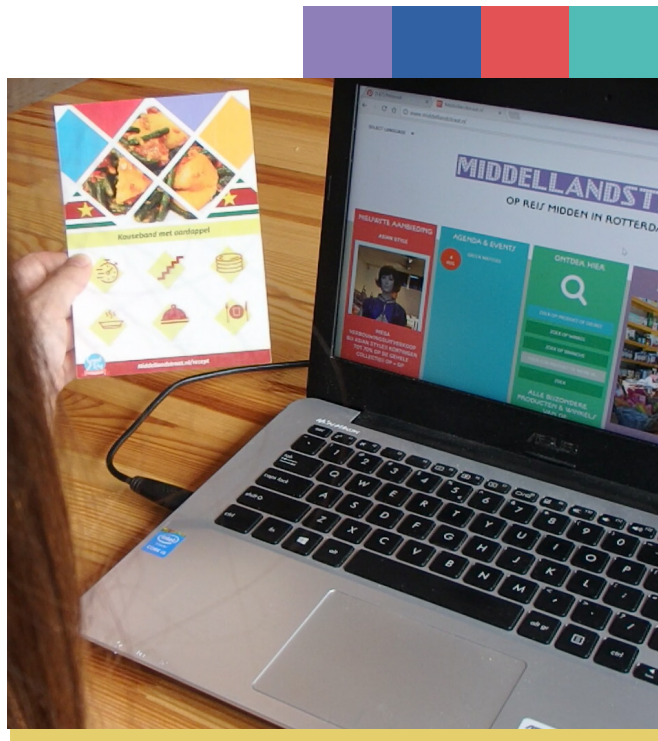
See the recipe
The visitor sees the recipe card and opens the link to see the tutorial of the recipe. They can also see what other recipes can be made from the same ingredients.

Cook the ingredients
The visitor cooks the recipe with the recipe cards and information online.
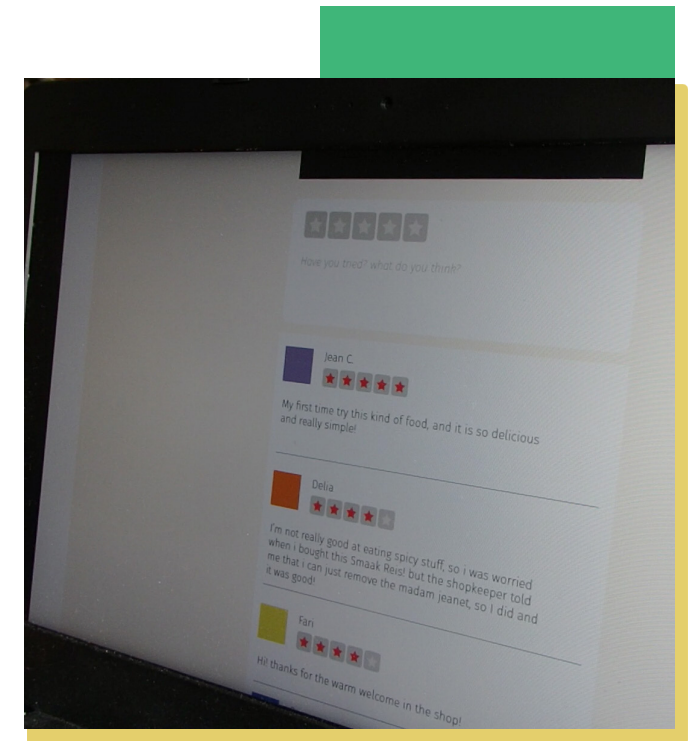
Rate and review
The visitor takes a picture of the food and uploads it online. They can use the hashtag of #smaakreis to connect with other people, rate the recipe and leave a review about their experience on the website. Smaak Reis will give follow up post to ask people about their experience and connecting with the visitor.

Touchpoints: Recipe card, Website

Touchpoints: Recipe card, Website

Touchpoints: Social media, Website

Exchange the collected recipe cards for a reward
After multiple visit and purchase to Smaak Reis of the week, the visitor can exchange the collected recipe cards for a reward such as a free item or discounted price.

Request and Submit Recipe
Visitors can request what kind of recipe they want on the Smaak Reis. They can also participate and submit their special recipe for Smaak Reis
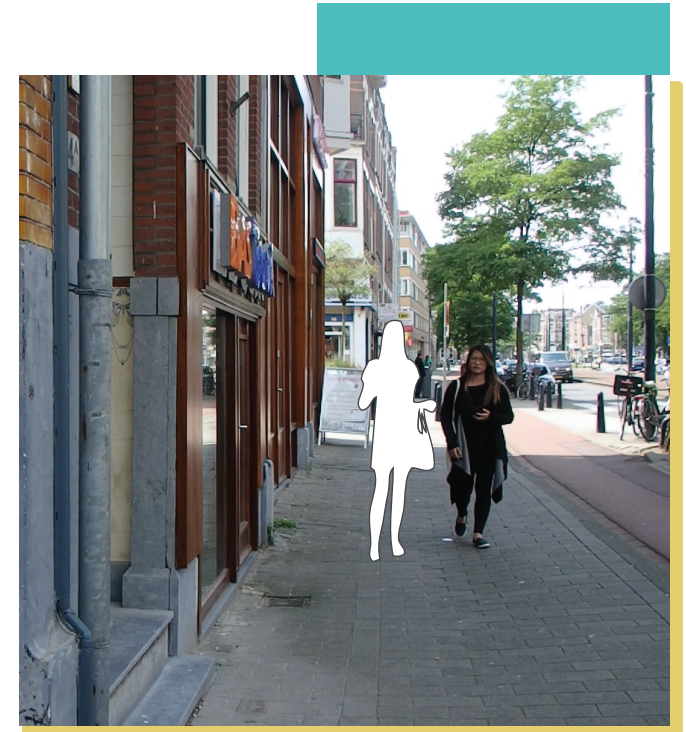
Shop with locals
Visitors can interact and get recommendation and information about the shop and its specialty through shopping buddy, shopping with locals. Visitors can see the shops from the 'expert' perspective

Touchpoints: Recipe cards, Shopkeeper

Touchpoints: Website

Touchpoints: Website

6.3 | Service Blueprint

The Smaak Reis process is described through a service blueprint in Figure 62. The service blueprint maps the experience of visitors when shopping in Middellandstraat with the Smaak Reis and the supporting process that needs to be done by the shop owners. Mapping the service blueprint will enable the shop owner and Middelland Winkeliersverening to see the breakdowns in the service and the necessary processes that support the service.
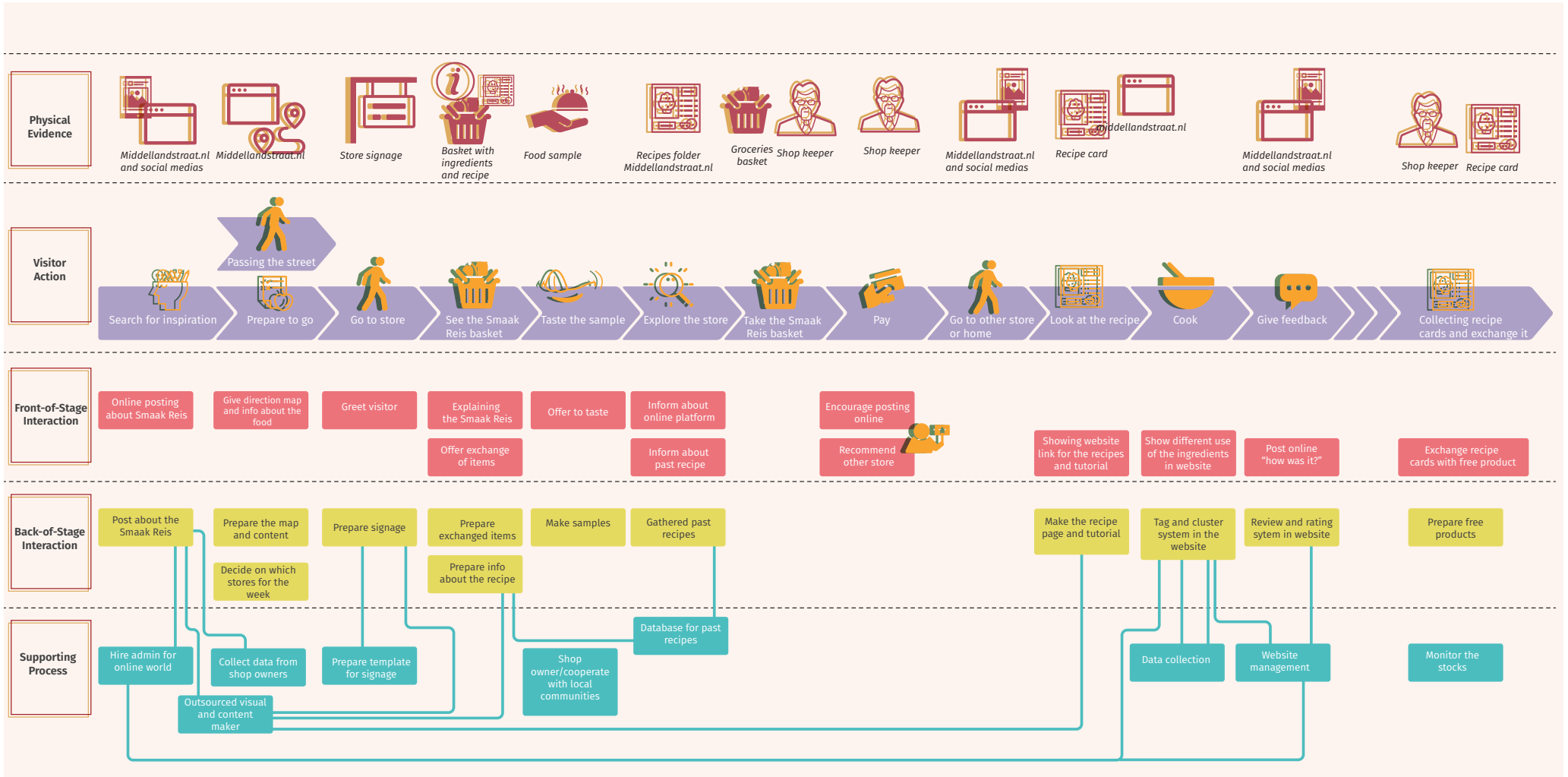
Figure 62. Service Blueprint of Smaak Reis

6.4 | Smaak Reis Elements

The Smaak Reis elements will be explained in this part. The elements are spread in the online and offline world.

6.4.1 Offline elements

A. Recipe Cards

The recipe in the Smaak Reis is the culturally specific recipes that come various cultures in Middellandstraat. The recipes will be collected from shop owners, collaboration with local people, or the already existing Rotterdam Kookboek.

The recipe will not only give the usual preparation time, and portion size, but will also tell about the level of difficulties, what kind of food fit with it and whether the food is suitable for the certain occasion. The example of the recipe card can be seen in Figure 63. The explanation for each part is given in Figure 64.

There will be a section of cultural background information with a personal touch from people who provide the recipe. All of the ingredients will come with visual. The goal is to make visitors inspired by the culture information and ease them to recognizing the products and ingredients in the store.

Figure 63. Recipe card example (the recipe source: Roodenburg (2005))

Middellandstraat visual element

Picture of the food

The color theme changes according to the flag's color

Specific culture symbol or flag or decorations

Kouseband met aardappel

Name of the dish

30 minuten

Makkelijk

4 personen

Size of portion

Level of difficulties

Preparation time

Best eating time

Zacht en hartig

Het beste om te eten met rijst

Avondeten

Accompanying food

Expected flavor

Middellandstraat.nl/recept

Link of the website

Smaak Reis logo

Kouseband met aardappel is een Surinaams gerecht. Het is een soort Surinaamse stamppot. Dit recept is aangeraden door Elia. Zij eet het met roti. De zachte textuur en hartige smaak passen bij ieder gerecht.

Background info & message

Ingrediënten

1 dl olie

1 gesneden ui

3 tenen knoflook, fijgesneden

Visual of the ingredients

Information about the ingredients needed

1/2 madame jeanet

1 1/2 eetl. kerrie

500 g aardappelen (vastkokend), geschild en in partjes gesneden

2 bossen kouseband, gewassen, harde uitendjes verwijderd en in stukjes van 4 cm gesneden

2 maggiblokjes

1 eetl. zout

Bereiding:

Verhit de olie in een gietijzeren wok. Fruit hierin ui, knoflook en madame jeanet. Vloeg het kerriepoeder toe. Voeg de (ongekookte) partjes aardappel erbij en schep alles om. Voeg de stukjes kouseband toe en schep alles om. Voeg de verpulverde maggiblokjes toe. Voeg 1/2 eetl. zout toe (niet eerder, anders wordt de kouseband bruin). Laat onder af en toe omscheppen in ca. 25 minuten gaar sudderen

Preparation steps

Volg ons op: https://www.facebook.com/middellandstraat/

@middellandstraat

Social media of Middellandstraat

Figure 64. Recipe card explanation

B. Smaak Reis basket

The Smaak Reis basket will be displayed in the store. The basket contains all the ingredients needed for the recipe so the visitor can see it easily. This will help the visitor to feel less overwhelmed by all the unknown products in the store. The example of the basket package with ingredients contained can be seen in Figure 65.

C. Food Sample

The food sample will be the way for the visitor to know what they can expect to cook and taste the product. It also serves as the attraction for people to get interested into the shops. The shop owner can make the food sample. They also can collaborate with the local people or community in the neighborhood so that people can taste the food there and buy the ingredients in the store.

In Figure 66, the example of the food sample was made for the simulation pupose.

Figure 65. Smaaak Reis basket

Figure 66. Example of food sample

C. Signage

The signages are important for informing and showing the identity and information about the store. There are three different signage that is part of the Smaak Reis.

First is the signage to cluster and show specialty of the shop. It is also functioned to sparks curiosity and attract attention. The signage is a decoration that shows what the shop is about. The design can be seen in Figure 67. The design was made simple, and in the same visual language with Middellandstraat branding image that they have, with the colorful diamond shape (see Figure 68). The color of the signage is based on the color of the country's flag of the products they sell. This signage can be displayed in the window of the shops and will create the unity in the diversity of the Middellandstraat stores.

The second is the signage to inform about the Smaak Reis. The goal is to let visitors know that they can get the Smaak Reis of the week in the specific shop that has the signage (see Figure 70).

The third is the signage inside the shop; this signage functioned as a clue and direction in the shop. For example in Figure 71, the signage mentioned that visitor could take the plastic bag in the counter and take the items themselves.

Suriname

Marocco

Turkey

Cape Verde

India
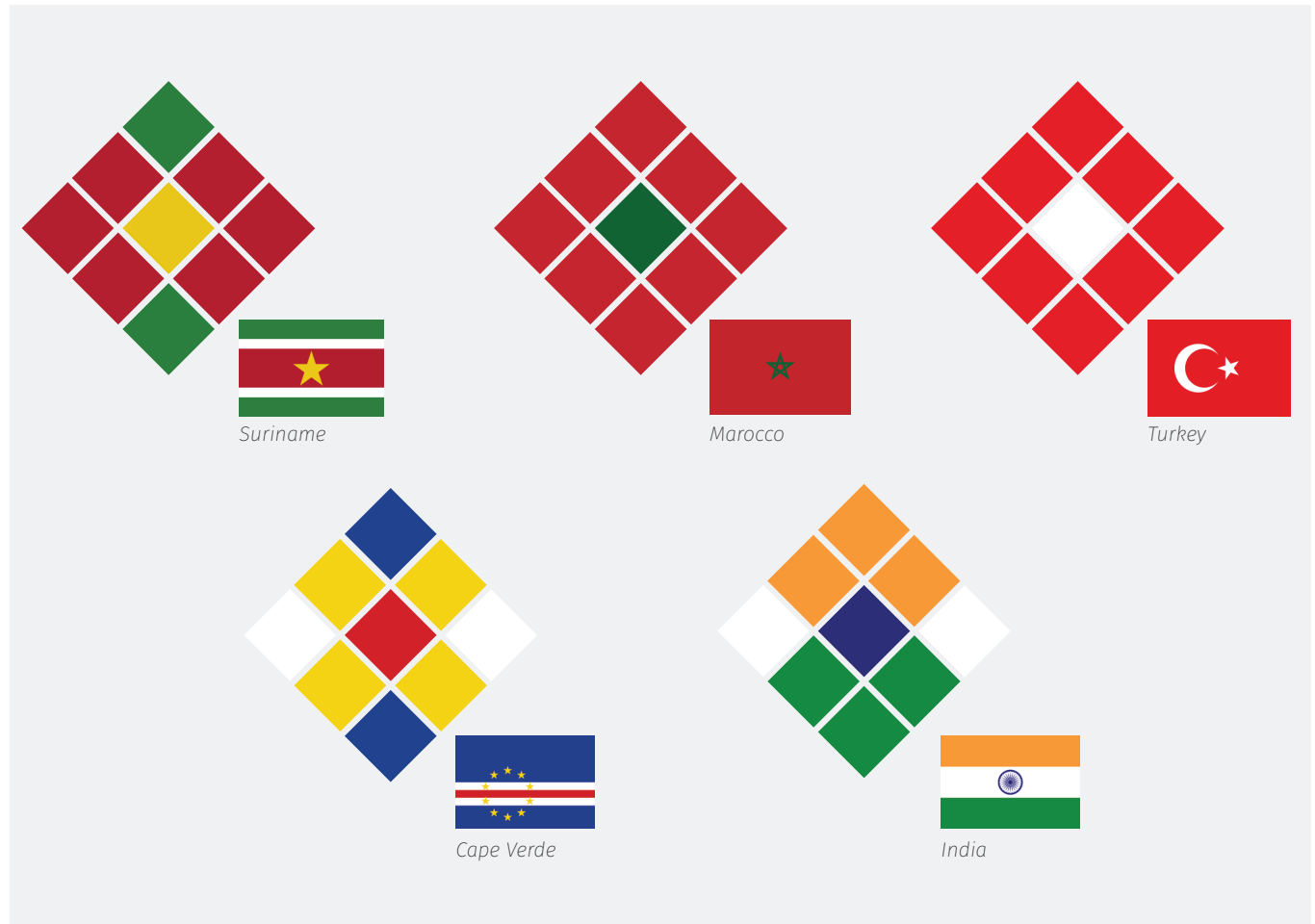
Figure 67. Example of the signage

MIDDELLANDSTRAAT

Figure 68.The current visual branding of Middellandstraat

Figure 69. Example of the signage displayed in front of the shop

Figure 70. Example of the signage to inform about Smaak Reis

Figure 71. Example of the signage inside the shop
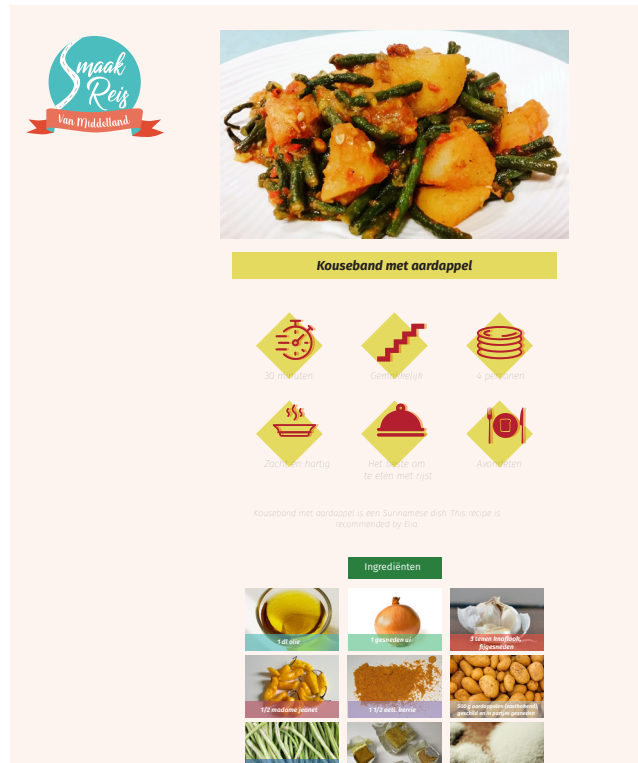
6.4.2 Online elements

A. *Recipe page*
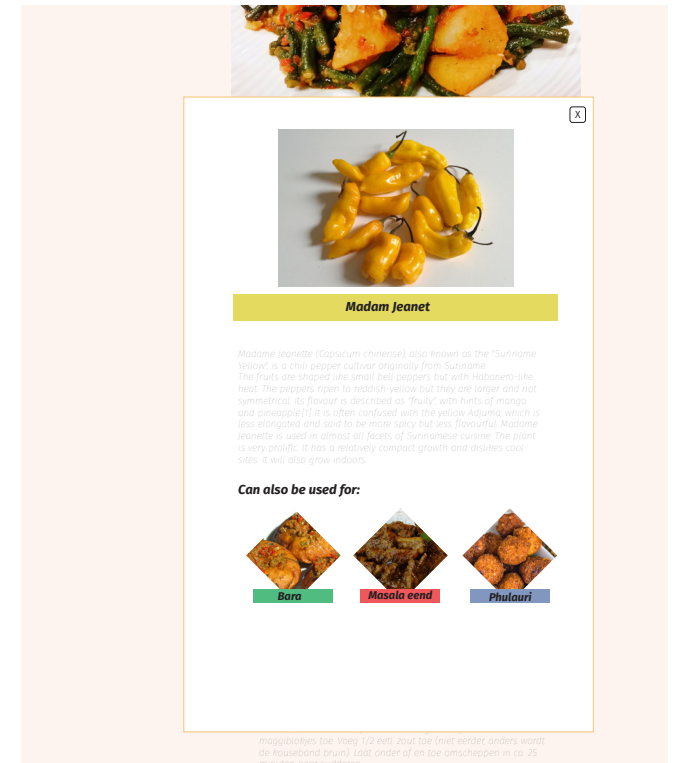
The recipe page contains the same information like in the recipe card. The goal is to keep all the recipe data in one platform to enable visitors to look again into the recipe. The recipe page includes the ingredients explanation (see Figure 72). Visitors can click on the ingredients to see what other dishes can be made with the ingredients that may be left after they cook their Smaak Reis of the week.

B. *Cooking Tutorial*

The Smaak Reis will also feature the tutorial of the dish. The tutorial can feature shop owner or local people. The cooking tutorial can be started by making the video in Wijkpaleis, where every week they have the open kitchen where people can eat from local chefs. The cooking tutorial format should be made more personal to help visitors connect. See Figure 73 for the example of the tutorial.

Figure 72. Recipe page in the website

Figure 73. Cooking tutorial in the online platform example

C. Social Media Post

Social media of Middellandstraat will be the media to spread the information about the culture, the shop, intermezzo about Middellandstraat and to inform about the Smaak Reis of the week. Facebook page, Pinterest board, Instagram will let people know about the culture, the street, the shop owner and the product. It will familiarize people with the street, to raise awareness about the street and Smaak Reis (see Figure 74).

The content of the post is essential to introduce the shops to a wider audience. The social media functioned as the connector to the visitor. The content will include:

1. Information about background culture
2. Information about the food
3. Introducing the shop and daily life in the shop
4. Information about Smaak Reis of the week
5. Asking for feedback about people's experience in Middellandstraat
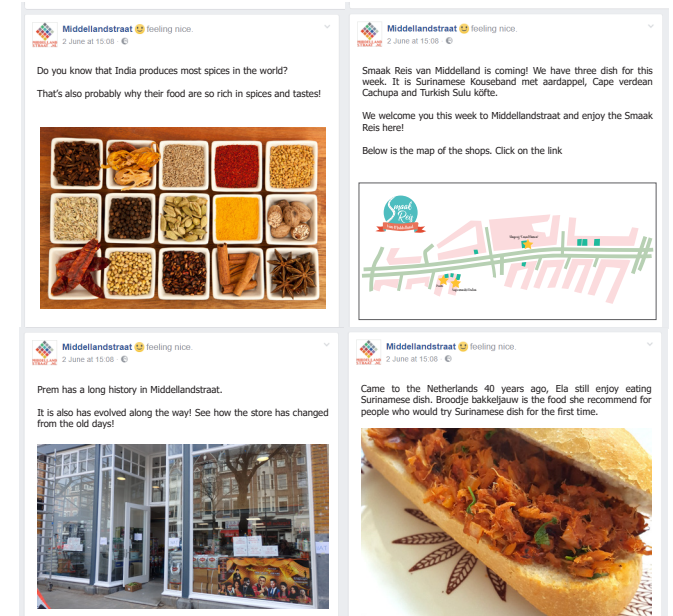
Figure 74. Various online contents

D. Map

When Smaak Reis of the week is held, there will be a map to tell the direction and stores. In the map, visitors can see which store has the Smaak Reis of the week, and some information about the dish. See Figure 75 for the map.

You can get this package of Kouseband met aardappel in Prem. This dish is from Suriname. People usually enjoy the dish for dinner.

We welcome you to Prem in Middellandstraat and take your "Smaak Reis van Middelland" of the week!

Kouseband met aardappel

Get there

Prem

Supermarkt Dubai

Figure 75. Map for Smaak Reis

E. Rating and Review System

In the website, there will be rating and review system of the recipe. In this section, visitors can comment on the recipe, their experience with Smaak Reis, or request for other dishes to be the Smaak Reis of the week (see Figure 76).

Have you tried? what do you think?

Jean C.
★★★★★

My first time try this kind of food, and it is so delicious and really simple!

Delia
★★★★★

I'm not really good at eating spicy stuff, so i was worried when i bought this Smaak Reis! but the shopkeeper told me that i can just remove the madam jeanet, so I did and it was good!

Fari
★★★★★

Hi! thanks for the warm welcome in the shop!

Broer
★★★★★

Hello, can i change the long beans with beans?

⤷ Erina

You can come to the shop directly and ask them. they will help you and change the ingredients you dont like.

Figure 76. Rating and review in the website

7 IMPLEMENTATION PLAN

"Cut the mustard"

This section will explain the implementation of the Smaak Reis. It starts with the implementation roadmap, the milestone for the development and marketing plan for promotional activities.

7.1 | Business Model

A. Value Proposition

The value proposition of the Smaak Reis can be seen in the value proposition canvas in Figure 77. The jobs that need to be done by customer are to find inspiration and recipe when cooking; they need to know how to cook it, know where to find the ingredients and get the groceries.

With Smaak Reis, the customer will know the directory of the shop's specialty, find everything they need in one basket (inspirational recipe, needed ingredients), they will be able to try the samples of food, rate and recommend the shop and food with other customers, and everything provided at one place.

The Smaak Reis provide inspiration, information, needed ingredients and convenience to explore food diversity in Middellandstraat all in one.

Products & Services

Package of ingredients of a special recipe from different shops every week (online and offline service)

Gain Creator

Give map to know the directory of the shop's specialty
Signage to find and explore the shop
Collected ingredients at one basket with the recipe
Original and special recipe collection
Food samples to try out
Rate and recommend feature with other visitor
Tutorial video on how to cook it
Fun and playful experience

Pain Reliever

Tutorial video
Find everything in one basket
Collection of original and special recipe
Welcoming posts and story about the shop
Ingredients information
Provided information at once (map, ingredients, recipe)

Gains

Know where to get the items
Can explore the shops easily
Get all the stuff at once
Get a good food
Go to recommended place
Get to know how to cook it
Share it with friends
Enjoy the shopping time

Customer Job(s)

Find inspirations and recipes
Know how to cook it
Find out where to find the ingredients
Get the groceries

Pains

Cook the food in wrong way
Can't find the item
Get bored of type of food that is cooked
Feel uncomfortable in the shop
Do not know the items
Takes time

Figure 77. Value proposition canvas

B. Customer Segments

The Smaak Reis target the Mass Market segment. It is meant to attract more people to the Middellandstraat through the food diversity in the area. The personas for the customer can be seen in Chapter 2.3.

C. Customer Relationship

Relationship with the customer is important to the overall customer experience. The relationships are dependent on the motivation of the shops. First, Middellandstraat shops want to persuade the visitor to come and buy at their shops. For this, the social media marketing will be done to spread the contents and stories about the street and the shop. It is related to the trend that people are moving into social media marketing and find everything online. Second, Middellandstraat shops want to maintain the long-term relationship with its current visitor. The strategies are to make the shop feel personal and knowing who the shop owners are. Customers can also request what recipe they want on the Smaak Reis. By collecting the Smaak Reis recipe cards, customers can also get discounts on an item, these small discounts will keep the customer coming back for more.
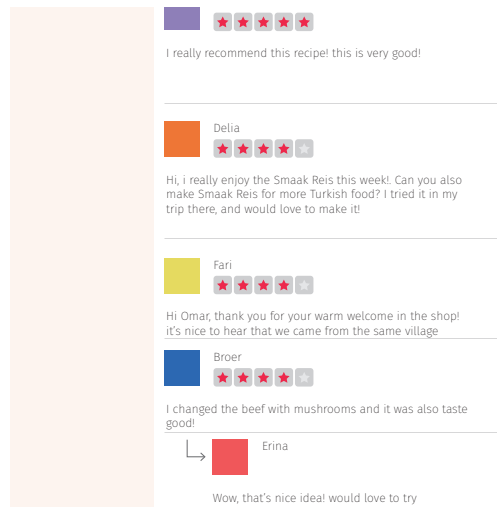
Figure 78. Customer relationship through community (online platform, shopping buddy)

There are two categories of Customer Relationship that will be done in Smaak Reis. First is Community. In the online platform, visitors can get together and share knowledge and experience with Smaak Reis and in their visit to Middellandstraat. In this community, frequent visitors can also be the shopping buddy for the newbie to make the experience richer (see Figure 78). Workshops about food, cooking, and food culture could be done with the shop owners and locals.

Second is the co-creation. This means Smaak Reis involve the visitor in its creation. The visitor can request for a recipe to be made, or they can submit the recipe to share with other people through Smaak Reis.

D. Channels

There are different phases for the distribution channel. First, is awareness. This phase is to inform customers about the service and the product of Smaak Reis. This phase is the marketing and advertising phase. The channel that will be used is the online platforms which are the Middellandstraat main website and social media platforms, like Facebook, Instagram, Pinterest, Youtube (tutorial videos,

Vlog, etc). More detail on the promotional activities in Chapter 7.3.

The second phase, evaluation. This is the phase to aid customers in evaluating the value proposition. The channel used will be the shop and Wijkpaleis (food sample).

The third phase, delivery. This phase defines how the product will reach the customer. The channel will be the direct channel, which is through the shops.

The fourth phase, after sales. This stage provides the visitor the care after the sales. In Smaak Reis, the online platform will be the channel to rate and recommend the shops and recipe with other customers. Customers can also interact with the shop owners in the online platform. See Figure 79 for the channels.

E. Key Partners

The partners for the Smaak Reis service are:

1. Community centers
This partner will act as strategic alliances. This partner can be the channel to spread awareness about the Smaak Reis, making food sample, tutorial, or share recipes.
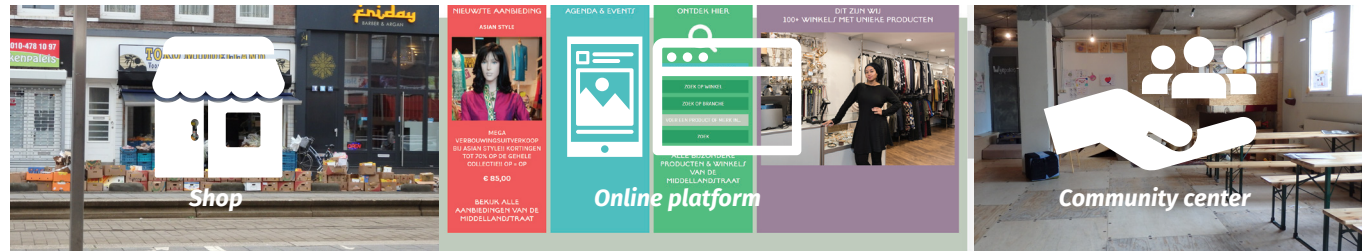
Figure 79. Channels for Smaak Reis

2. Supplier
The existing supplier for the products.

F. Key Activities

The key activities that will be done for Smaak Reis are the development of the recipe, content, website, signage, the production/arrangement of the Smaak Reis basket, maintaining the website, social media.

G. Key Resources

There are four types of resources. First, physical resources. It would be the shop, product stocks. Second is the intellectual resources. It will be the shop owner's and shop's identity and cultural background. Next is the Human resources, the human resources needed are for the website management, content making. Lastly the financial resources.

H. Cost Structure

The cost that would be needed for Smaak Reis is for sales and marketing, development of the website and signage, hiring people for website and content.

I. Revenue Streams

The revenue stream will come from the transaction of the Smaak Reis, and advertising. The recipe cards and the online recipe can be the medium for advertising restaurant, or other products.

7.2 | Implementation Roadmap

An implementation roadmap for the Smaak Reis has been made as a recommended roadmap for Middelland Winkeliersvereniging to revitalize the street through food diversity. The roadmap can be seen in Figure 80. The implementation roadmap gives an overview of important strategy, the development that needs to be done and solutions and resources that have to be achieved and fulfilled to revitalize the street through food diversity of the shopping street.

The roadmap is divided into three horizons. Each horizon is equipped with strategies, design and development, and solutions and resources needed.

First horizon
The first horizon described the current situation and design and development that can be done in the current time, as well as the resources needed to improve.

In this horizon, the focus is on improving the current situation. Making the visitors feel more comfortable in the shops and giving information and inspiration about the product and the shop.

There are some important service goals in this horizon. First is to share the information about the street and make the online base for the shopping street. The shared information will be focused on the authentic culture and historical value of the shop and the street. Second is to have a clear signage that gives a positive ambiance to the street and clear information about the shop. The signage should be interesting and can be a point for people to come to the street as well. The proposed design for the signage can be seen in Chapter 6.4. The third service goal is to feature a real person. Profiles of the shop owner or locals around Middellandstraat can be featured in the social media or the website, to make the visitors feel connected to the street. The last service goal in the first horizon is the hospitality. This is important to make visitors feel welcomed and comfortable.

In this horizon, there are some recommended actions to be done by the shop owners and Middelland Winkeliersvereniging.

Workshops for the shop owners
First, is to share the same vision between shop owners and other stakeholders. It can be done through workshops to get the shop owners on board and encouraged. The workshops can range from desired future, hospitality and entrepreneurship. It is recommended to collaborate with neutral third parties to arrange the workshops. It is necessary to avoiding friction or hierarchy issue in syncing the vision so that the shop owner feel the independence of their shop and are not guided through.

Promotion and Marketing
The promotion and marketing of the shop should be started from this horizon. Collaboration with the other streets, through the Rotterdam municipality, can be done to spread the promotion materials. The shops can work on different platforms to promote the stores such as Trip Advisors, Yelp, to reach a broader audience.

Collaboration for the content design
Second, to collaborate and get outsourcing for design. This could also be done by forming a dedicated team for the content design. The team will be in charge of collecting the stories, making content, and other related works.

Second horizon
The second horizon described the second stage that should be done in the implementation. In this horizon, the focus is to spread awareness and knowledge about the shops in Middellandstraat by familiarizing people with the culture, the shop and the products in Middellandstraat. The cooperation between stores and more integrated experience between online and offline world is envisioned in this horizon.

In this horizon, the visitors will be provided with the whole experience in the online and offline world. The target will be expanded to the mass market. The website will be the main platform, along with the other social media for spreading the information.

The service goal is to release the elements in Smaak Reis service. First is the recipe collection, and then the review and rating system, food sample, ingredients explanation, and cooking tutorial. The food sample can be done in two ways. First is through the shops where people try the sample of the dish, and second is collaborating with restaurants and community center in the neighborhood where people can try and buy the food and later they can get inspired and make it themselves through buying it in the Smaak Reis system.

There are some recommended actions to be done in this horizon.

Collaboration with community centers
First, collaboration with community centers. The collaboration can be done variously. From spreading the information, getting the content for Smaak Reis like tutorial video, food sample, and food demonstration. Collaboration with community centers is recommended as the starting point with Smaak Reis, especially

in content creation. The community center such as Wijkpaleis has the resources needed such as the cooks, and regular food events, which will be beneficial to get started with the project. The content for tutorial video could also be made through utilizing the resource in the neighborhood such as cooking tutorial competition for locals, and so on.

Cooperation between stores
Second, the cooperation between stores is recommended. This is to emphasize that every shop has their specialty and not competing against each other. Rather, they will make synergy by cooperation. With the community in the Smaak Reis system, the platform can be utilized to introduce shops and restaurants in Middellandstraat.

More promotion and marketing
The marketing and promotion will be done more thoroughly in this horizon. An event like food festival is one of the ways to show off the authentic value of the shop. It is essential to focus on the shop's uniqueness in the festival so that visitors can see what they can get in Middellandstraat. The contents on online platforms should be more regular in this horizon. Collaboration with influencer like vlogger, food blogger, etc. is a great way to reach a broader audience in this generation.

Third horizon

The third horizon described the future vision for the Middellandstraat food experience, which is to make it an engaging, lively and comfortable shopping street for the visitor. In this horizon, the cooperation with the whole community and whole integrated experience in the physical and virtual world are envisioned.

There are some service goals for this horizon. First is the order online and delivery system. The online order will focus on the Smaak Reis package, and the delivery system is recommended to be a collective system for the shops in Middellandstraat. The second service goal is the shopping buddy to create a customer relationship with visitors. Visitors can shop around in Middellandstraat with a regular local shopper.
This will help in the operation cost for the stores. The third service goal is the community event, such as food workshops and competition.

There are some recommended actions to be done in this horizon.

Setting up the integrated experience in online and offline world
Some important activities such as setting up the payment and delivery system are recommended

to be done in this horizon to make a better-integrated experience for the visitor.

More dynamic collaborations
Active partnerships with different parties are recommended in this horizon. Events with the community, building the customer relationship, expanding channels can be done by more dynamic collaborations with influencers, locals, other famous streets in Rotterdam and so on. It is also recommended to make these events and collaborations more apparent through public platforms such as Rotterdam tourist information.

Maintaining the service
The last recommended action is to maintain the service. With a dedicated team set up, this action should be able to be maintained.

7.2.1 Milestones

In the implementation of Smaak Reis, there are milestones that can be achieved in the period to eventually reach the goal of engaging, inspiring and comfortable shopping street for visitors. In making the street engaging, inspiring and comfortable, it is important to involve different stakeholders in the street, not only shop owners but also the local community (see Design Iteration). In the solution milestone, there are three main elements which are the shops,

Figure 81. Milestones for Middellandstraat

visitors, and the local community.

The first milestone is to improve the current situation in the shop. In the current situation, each store operates on their own. The website is operated by the shop owners to give general information about the shopping street. The changes in the first milestone can be seen in the implementation plan, in the service goal, and design and development.

In this milestone, it is important for the shop owners to share the same vision to revitalize the area.
The second milestone is to improve the

cooperation between the shop owners. The shops in Middellandstraat should not be competing but make a synergy as one unity of specialized stores. In this milestone, the Smaak Reis elements can be realized one by one. In this milestone, it is also important to start building good relationship and collaboration with the local community. The online platform will be used for more interaction with visitors.
The third milestone is to make the whole experience in the online and offline world, in collaboration with the local community. More events with community and visitors make the street more engaging and interactive. See Figure 81 for the milestone.

Three Horizons roadmap for shopping street strategy.

Horizons: 1st Horizon — Improve the Current Situation; 2nd Horizon — Awareness and knowledge about the shopping street; 3rd Horizon — Engaging, lively and comfortable shopping street

Rows (Strategy): Business, Partners, Target group, Market needs & trends
Design and Development: Service goals, Features/step
Solutions and resources: Development & solutions, Resources & capabilities

Partners: Supplier; Rotterdam municipality; Outsource for managing websites and promotion; Online marketing platform ex: Trip advisor, Yelp, etc; Outsource for training and workshops; Local communities; Payment company

Target group: Local residents and people from certain cultural group; People who live around and people from other cultural background; People who enjoy cultural experience

Market needs & trends: Want more comfortable and positive ambience in the shop; Want to know the real taste of the original food; Need more inspiration and knowledge about the product and the shop; Want to know other people preference and sharing it; People want convenience to buy online; Foodie culture; Everything in one platform; Knowing where the food come from (food trust); Memorable experience; Entrepreneurial spirit; New routes to customer; Circular economy; Want everything fast and convenient

Service goals: Sharing Online; Clear signage; Feature real person; Hospitality; Review and rating system; Recipe; Food sample; Ingredients explanation; Cooking tutorial; Order online; Delivery system; Shopping Buddy; Community event

Resources & capabilities: Delivery company; Local communities; Shop owner; Outsourced website development; Shop owner association commitee; Outsourced for design; Outsider sources

7.3 | Promotional Activities

To make people engage with the service and the street, a series of promotional activities have been planned (see Figure 82). The promotion strategy is divided into different stages of consumer engagement following the AIDA model. For the awareness level, communication via online media is planned to spread the awareness about the culture and the shop in the street. Offline media like leaflet can also be spread through mailbox and events in Rotterdam or in the existing festival like Tjop Tjop festival and can be stored in the community center, library and other places. The service will be also spread through the signage in the shop. After people aware about it, the promotion to interest people should be started. Video about the street and cooking tutorial should be spread through online media.
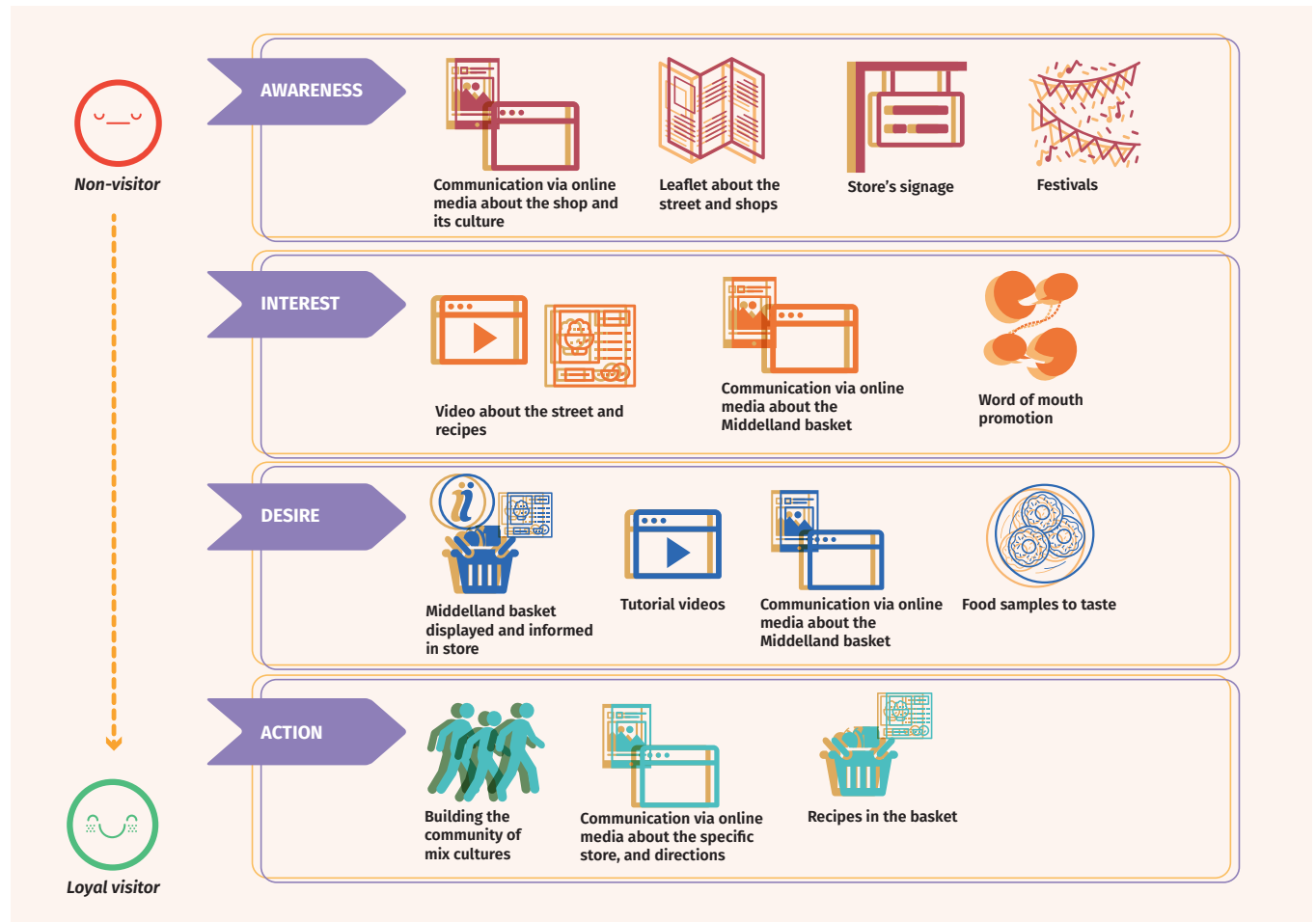

Non-visitor

Loyal visitor

AWARENESS

Communication via online media about the shop and its culture

Leaflet about the street and shops

Store's signage

Festivals

INTEREST

Video about the street and recipes

Communication via online media about the Middelland basket

Word of mouth promotion

DESIRE

Middelland basket displayed and informed in store

Tutorial videos

Communication via online media about the Middelland basket

Food samples to taste

ACTION

Building the community of mix cultures

Communication via online media about the specific store, and directions

Recipes in the basket

Figure 82. Promotional activities

RECOMMENDATION & REFLECTION

"Eat humble pie"

In this section, the further recommendations for the Smaak Reis will be explained. The recommendations can be used for shop owners and Middelland Winkeliersvereniging to develop the Smaak Reis further. The recommendation for the Smaak Reis will be divided into two parts, recommendation for further development of Smaak Reis, implementation for the shop owner and MVV and general recommendation for the revitalization. Lastly, a reflection about the project will be given.

8.1 | Recommendation

8.1.1 Recommendation for Smaak Reis further development

There are some future recommendations for the development of Smaak Reis and revitalizing the economy of the shopping street through the food diversity.

The first recommendation is regarding the focus on food shops. The current Smaak Reis is only focusing on the food shops, in the future, it is recommended to be expanded to other possibilities of food experiences like restaurants, showcasing the food through food carts, and so on.

The second recommendation is related to the development of the online platform. The main platform for the current design is the website considering the resource available in the context. In the future, it is recommended to develop the mobile application to make it more convenient. However, more resources and development are needed for this.

The third recommendation is regarding the collaboration in the implementation. Smaak Reis elements, such as tutorial and recipe involve cooperation between shop owners and the local community. It is recommended for Middelland winkeliersvereniging to facilitate the collaboration between the related parties in the beginning. A good relationship will lead to more dynamic collaboration that can benefit both sides.

Lastly, with the potential of the young population in the neighborhood, it can be utilized for collaboration with Smaak Reis implementation. This including the possibility to hire people for the visual and content works, tutorial video, etc. from the local community.

8.1.2 Recommendation for the street revitalization project

Here are some future recommendations for the Middellandstraat economic revitalization project.

First, looking from the food perspective is one way to revitalize the street. There are much more potentials in the street that can be developed for another project.

However, one of the most important things is to share the same vision between the related stakeholders. It is recommended to tackle this problem before going on with the project. Better communication approach is needed to get everyone on board. It is also important to hear each and everyone's opinion on the project.

It is important to change the mindset of the shop owner before demanding them to invest for the revitalization project. The further research project may be needed to investigate more on the change of mindset of the shop owners.

There are a lot of on-going projects right now in Middellandstraat, such as the food festival. These regular events have potential to become the signature of Middellandstraat. Better promotion and more collaboration with other parties, street, shops, influencers and tourist info can be beneficial for Middellandstraat.

Lastly, Middelland Winkeliersvereniging should be more open and aim for collaboration. The change in the organization to make the collaboration better should be done and investigated. This can be examined in the future project.

8.2 | Reflection

Multiple reflections on the design process and the gained results are given.

Design goal
The assignment started with a wide scope; this gave a lot of opportunities on which aspect I wanted to explore, but on the other hand, it was hard to narrow down the scope as a lot of the aspects are related to each other.

Research activities
The visit to Middellandstraat at first was focusing on gaining information from the shop owners. However, it was a bit hard as I had to approach them one by one and the result was not positive. There was a lot of time wasted at the beginning to persuade the shop owners to get involved. After making an appointment with them, I still need to wait for another week to meet, and most of the time, the time to meet is limited. Some of the shop owners refused to talk even until the end of the project. During the research project, different effort and attempts were done to approach the shop owners including asking for help from MWV. However, it was still not working. After handed out leaflets about the project and bring a Dutch speaker, four shops finally were willing to talk for a short time. This limitation has taken so much time and effort with a minimum result.

A lot of stakeholders involved in the project is a huge challenge. There are times when I have to talk to different people and get bounced back to another people. Approaching the locals were also hard, in the beginning, the street scouting didn't work well even with a Dutch speaker present.
In the end, with the help of Wijkpaleis, I managed to interview some more local people. This was maybe due to a cultural difference that people do not want to be interviewed, recorded or photographed.

With all the limitation and conditions, I focused more on talking with potential visitors, to find out how to make them attracted to the street through the food. Nevertheless, the lack of in-depth input from shop owner create some boundaries in creating the concept.

There are a lot of problems due to cultural differences, which makes cultural study very important in the project.

Challenges
Some challenges were faced in the project. First is to balance between innovativeness and shop's willingness and resources available to implement it. Second, there are a lot of stakeholders in the context, and there are a lot of projects going on in the street. To keep up with the projects and consider it in my project is a big task to do. Thirdly, the existing trust problem in the context is a huge challenge for the project. Not only it was affecting the research but also for the implementation in the future. Lastly, in almost all of my courses in Strategic Product Design program, the projects were done in a team. I was already comfortable with working in a team of students, dividing the works, discussing and deciding together. It was a little bit hard in the beginning to adjust to lead a project, to decide everything, and to understand the consequence that I have to face following that decision.

What I would do differently...
If I were to do the project again, there are some things that I would do. First, is taking time in approaching the stakeholders in the beginning. It needs time to gain trust and get a deeper understanding and in-depth information for the project. I would focus on building the relationship with the stakeholder in a more informal way, and not approaching them from the project perspective.

Secondly, taking a step back to see the whole perspective is what I would do if I were to do this project again. Understanding the whole context and try to tackle the problem from the essential part, which during the project I encountered a lot, the relationship between the stakeholders and the mindset of the shop owners, will be the first things I would focus on.

Lastly, not focusing on the things I can't do anything about it and move on to the next thing. As mentioned above, it was a bit difficult to approach the food shop owners, although some efforts are surely needed to solve it, it is also okay to accept the situation and move on to find other possibilities.

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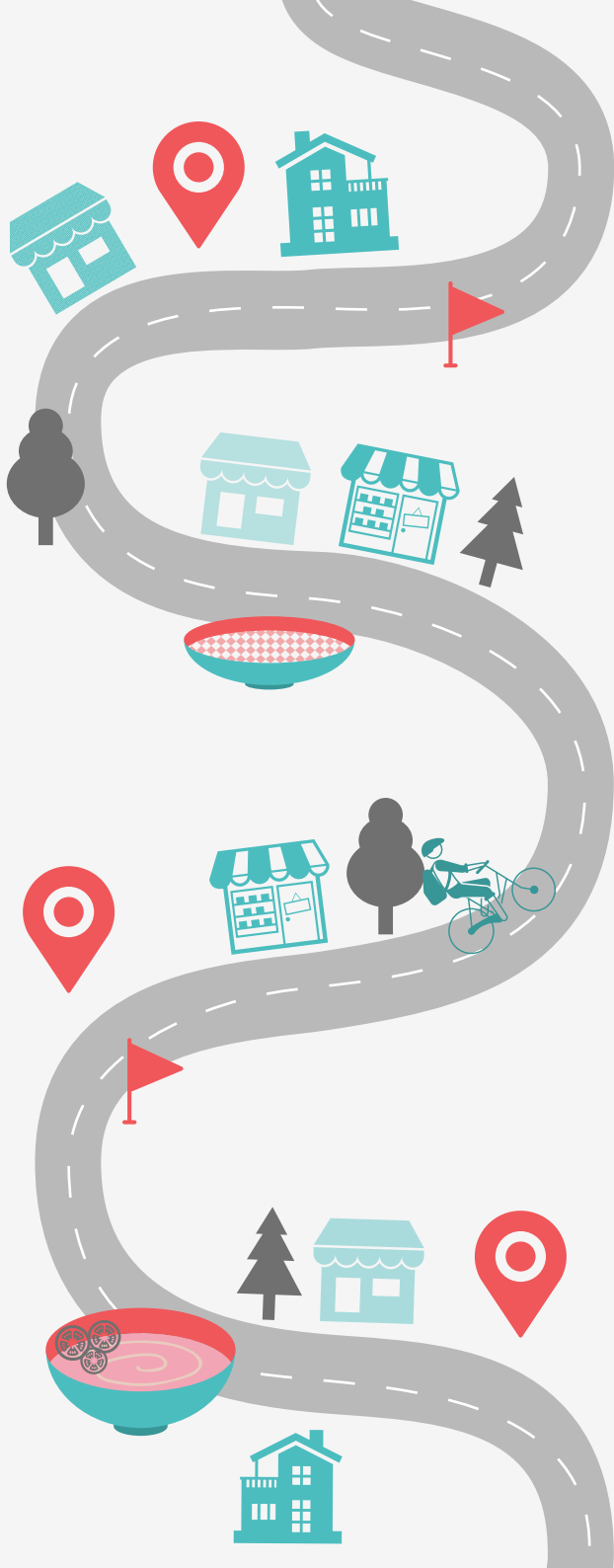
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"I like that I get to know each other's culture, it's inspiring, convenient and inviting"