

Developing a Brand Extension as a Pivot Strategy

for **pieter
pot**

Expanding the value proposition beyond packaging-free groceries by integrating the food waste prevention proposition.

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Colophon

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Illustrations are created by the author, using and adapting assets from Pieter Pot's illustration toolkit.



Preface

Dear reader,

This thesis marks the final project of my Master's degree in Strategic Product Design at the Faculty of Industrial Design Engineering at Delft University of Technology.

Writing this preface as the final part of this report, project, and ultimately my studies, means the closing of an amazing phase.

This thesis has been a truly enjoyable project which made me learn and experience too many things to count.

I am sincerely grateful for the opportunity Pieter Pot has provided for me. Finding a fitting graduation project has been very challenging. However, with Pieter Pot, I hit the jackpot as the project was exactly what I was looking for in terms of societal relevance by offering an essential product, sustainability, and business development. Within the company, Pieter Pot has allowed me to take on a highly strategic role, giving me the opportunity to explore broad strategic directions rather than executing a narrowly defined brief.

I would like to express my gratitude to my supervisors. Thank you Erik-Jan for your straight-forward coaching and for sharing your expertise with me. I remember receiving an email reply on a Saturday, including three academic papers that helped me answer the question I had sent only the afternoon before. In addition, thank you for refining different

potential cases during the searching of a graduation project.

To my mentor, Catalina, your structured support, both cognitive and mental, has really made my able to deliver the project as it is right now. Your pro-active approach was very much appreciated and motivated me to get as much as possible out of parts such as the customer research, where your expertise was extremely valuable for this project.

I would like to thank Jouri, for adopting me in the team and to let me experience the start-up energy. Furthermore, your sharp feedback and thought-provoking conversations were much appreciated. Besides Jouri, I would also like to extend my gratitude to the rest of the team for making my time as a graduation intern not only insightful, but also a lot of fun.

Next, I would like to thank my fellow students and friends that I could always discuss the project with. Thanks to those who gave me new motivation, helped me find direction, proofread my writing, supported me in clustering ideas or coding interviews, encouraged me to trust my own work, drank coffee with me or contributed in any other way.

Finally, I would like to thank my parents for their ongoing and unconditional support before and during the project.

I am proud to share this thesis and hope you find it both meaningful and enjoyable to read.

Jens

Executive summary

This report describes a strategic design project with Pieter Pot, a Dutch online packaging-free supermarket, to address challenges such as low order frequency and a narrow business case that hinder long-term profitability. The project aimed to identify and design a strategic pivot to improve the value proposition for sustainable growth. The guiding research question was: How can Pieter Pot use its strengths and acquired audience to pivot towards a new, more sustainable, and scalable proposition, while ensuring continued relevance and growth in an increasingly competitive market?

Using a Double Diamond design approach, the project analysed company data, consumer insights (148 respondents), competitors, and literature. Various pivot directions were evaluated, with food waste prevention emerging as the most promising. Customer research indicated significant interest in food waste prevention, alongside organic and refill options, and initial “Verpieter-me-niet” (food waste prevention) trials showed positive sales results.

The recommended overarching strategy is a “zoom-out pivot,” where Pieter Pot’s current packaging-free offering becomes a core feature within a broader, more comprehensive sustainability mission. The project focused on the food waste prevention proposition as a key brand extension within this broader strategy, aligning with Pieter Pot’s anti-waste mission and leveraging existing strengths. A brand extension fit analysis, using Deng & Messinger’s (2022) six dimensions, guided its integration.

The primary deliverable is a Strategic Brand Extension Guide. This guide provides Pieter Pot with directly applicable strategies to successfully develop, position, and communicate the new food waste prevention proposition as a component of its expanded sustainability focus. The guide specifically focuses on how the food waste prevention proposition can be clearly presented for customer understanding and how customers can be persuaded of its unique value, ensuring effective integration. This targeted approach, detailed within the guide, aims to broaden Pieter Pot’s appeal, increase order frequency and value, and build a resilient, profitable enterprise through the successful implementation of the food waste prevention brand extension, supported by a strengthened core offering and relevant line extensions.

In addition to the final design and proposed strategy, the report also includes chapters on implementation, relevant considerations, and recommendations. These sections outline how the new direction can be embedded within Pieter Pot’s operations, highlight practical and strategic factors that influence success, and propose future actions to further strengthen the proposition.

Together, these outcomes demonstrate how Pieter Pot can leverage its existing strengths and audience to evolve from a packaging-free supermarket into a broader sustainability platform, enabling continued relevance, growth, and long-term scalability.

Terminology

Food waste prevention products

Food items that Pieter Pot rescues from going to waste, such as surplus, flawed, or short-shelf-life products, and offered at a discount.

Packaging-free

Refers to Pieter Pot’s goal to minimise packaging waste by delivering groceries in reusable glass jars, thereby avoiding single-use packaging wherever possible.

Proposition

A proposition is the offering or value a company presents to its customers.

Verpieter-me-niet

Roughly translated to “Waste-me-not”. Pieter Pot’s name for food waste prevention products.

Zero-waste

Zero-waste is a sustainability approach that aims to eliminate waste entirely by designing systems where all resources are reused, recycled, or returned to the environment without harm. Packaging-free and the prevention of food waste are both practices within the zero-waste approach.

Reading guide

This reports uses the following structure:



A full-page coloured pattern with large text marks the beginning of a design phase.

Body text makes **cross-references to chapters and sections**. E.g. ‘As described in [Section 2.1.1](#) ...’ These references are **hyperlinked** and direct to the corresponding chapter or section within the document for easy navigation.

Within these phases is the following format:

2.1 Chapter

2.1.1 Section

Subsection

Body text

Introductory section: Introduces the purpose of the chapter and outlines what to expect. It explains why the chapter is relevant and briefly describes its structure and key components.

Closing section: Summarises the main insights from the chapter, explains their significance, and introduces how these insights lead into the next chapter.

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1. Introduction

1.1 Project introduction

This thesis covers the documentation of a strategic design graduation project done in collaboration with Pieter Pot and TU Delft.

Sustainability is becoming an increasingly important factor for consumers when making purchasing decisions (PwC, 2023). Pieter

Pot, a Dutch online supermarket, addresses this trend by offering a circular, packaging-free grocery model. By delivering products in reusable glass jars, Pieter Pot positions itself as an innovative and sustainable alternative to traditional supermarkets.

1.2 Problem statement and objectives

1.2.1 Problem statement and research question

Pieter Pot, as the primary stakeholder, is focused on growing its business while maintaining its commitment to sustainability. Their interest and the goal of this project is to improve their company value proposition and further grow their business. At this moment there are not enough orders to achieve long-term profitability. Pieter Pot struggles with a low conversion rate between high the amount of contacts in their email-list but a low amount of actual ordering customers. The average time between orders is currently around 60 days.

Pieter Pot faces a critical challenge in leveraging its existing strengths, such as strong brand awareness, a loyal customer base, and a commitment to sustainability, towards a more impactful and scalable business model. The company's current approach, primarily focused on offering packaging-free products in reusable jars, has captured the interest of an eco-conscious audience. However, the current proposition has its challenges, particularly in terms of accessibility, scalability, and increasing order frequency among its existing customer base. Pieter Pot's core audience of sustainable shoppers is motivated by environmental concerns, but the company's model appears to face barriers that limit frequent

or consistent ordering behaviour within this group.

The research question for this project is as follows:

How can Pieter Pot use its strengths and acquired audience to pivot towards a new, more sustainable, and scalable proposition, while ensuring continued relevance and growth in an increasingly competitive market?

Pieter Pot describes its challenge as a company to be their narrow business case. That is why they are aiming for a strategy shift, or pivot.

1.2.2 Scope and directions

The objective of this project is to design this pivot strategy. This must be done in a way that fits Pieter Pot and does not alienate their core audience.

Using a design thinking approach, the scope of this project is desirability, feasibility, and viability among company, consumers, and stakeholders. Technical and operational improvements are not part of this project.

Pieter Pot has identified various opportunities that they are considering, but they have not settled on a clear path. These opportunities are explored as part of the project's strategic design process (Figure 1 & Figure 2)..

Pieter Pot Pivot

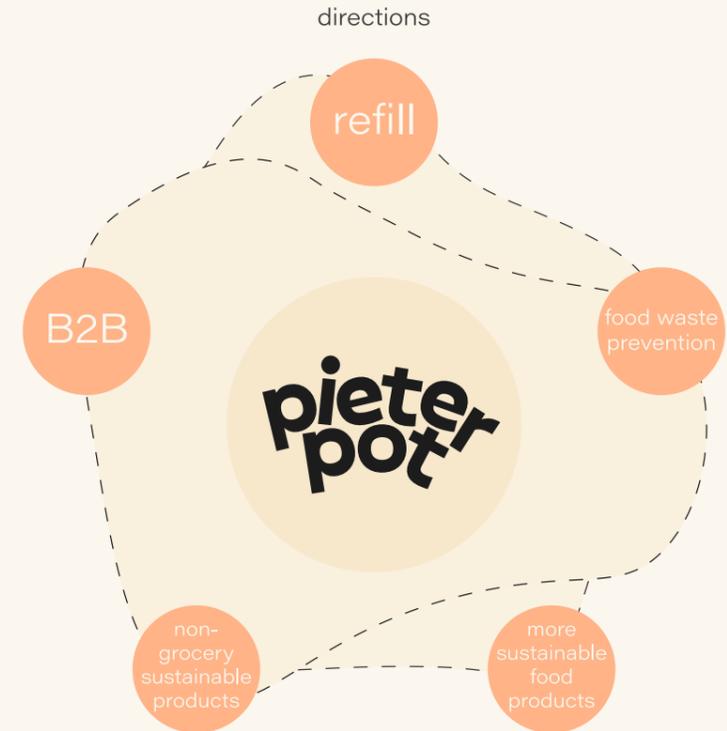


Figure 1. Pivot directions

- Refill products:** Focus on offering grocery items in larger bulk formats to reduce packaging waste per unit, providing a sustainable, low-waste way for customers to refill their own containers at home.
- Food waste prevention:** Focus on offering products that would otherwise go to waste (such as items nearing their best-before date, with minor flaws, or from residual stock) in order to reduce food waste and environmental impact.
- More sustainable food products:** Focus on offering a wider range of groceries that are inherently sustainable (e.g. plant-based or locally sourced alternatives), however, packaged in single-use containers. E.g. Oat milk (Figure 2).
- Non-grocery sustainable products:** Focus on offering sustainable items beyond groceries, such as household essentials, personal care products, or reusable lifestyle goods.
- B2B:** Focus on supplying grocery products to companies as part of a business-to-business strategy.



Figure 2. Pivot directions product photo's (in order). Oats, rescued chocolate, oat milk, circular headphone, B2B.

1.3 Project approach

This project follows the Double Diamond model (Design Council, 2025). This is a well-known approach in design thinking.

It involves four phases: Discover, Define, Develop and Deliver. These phases are alternately consisting of divergent and convergent thinking. The model can be seen in Figure 3.

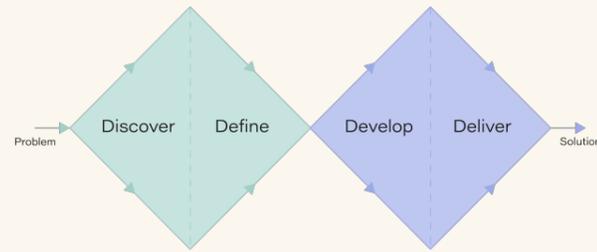


Figure 3. Double Diamond model

Discover: This phase involves gathering insights, exploring the problem space, and conducting research. It is a phase of open exploration.

Define: Here, the focus shifts to synthesising the gathered insights, clearly defining the problem, identifying key challenges and opportunities, and establishing design directions.

Develop: In this phase, potential solutions are generated, prototyped, and tested, involving iteration.

Deliver: This phase is about finalising and implementing the solution, ensuring it is practical and viable.

The chapters of this report can be plotted within this model, guiding the design process in a structured manner. Figure 4 illustrates this, as it maps the chapters of the report to the phases of the Double Diamond model.

This visual presents a structured overview of the full design process followed in the project, based on the Double Diamond model. Each phase, Discover, Define, Develop, and Deliver, builds upon the

previous one, ensuring a logical and iterative progression from research to final recommendations.

The **Discover** phase begins with an exploration of the internal and external landscape through company, consumer, context, competitor, and brand analysis. These are complemented by a literature review, an evaluation of recent product trials, and customer research. This broad and diverse set of insights forms a comprehensive understanding that lays the foundation for the project. In the **Define** phase, these insights are synthesised to determine the most promising strategic direction. By structuring insights, deepening the understanding of customer needs, and evaluating pivot options, the project narrows its focus towards a defined opportunity, ultimately resulting in a substantiated rationale for the chosen direction.

In the **Develop** phase, the chosen direction is translated into concrete outputs. A brand extension fit analysis and corresponding proposition development shape the core of the new offering. These are followed by ideation based on design actions and the structuring of the final deliverable. Finally, the **Deliver** phase ensures that the developed design is practically implementable. It includes concept refinement, the final design, implementation, relevant considerations, and recommendations.

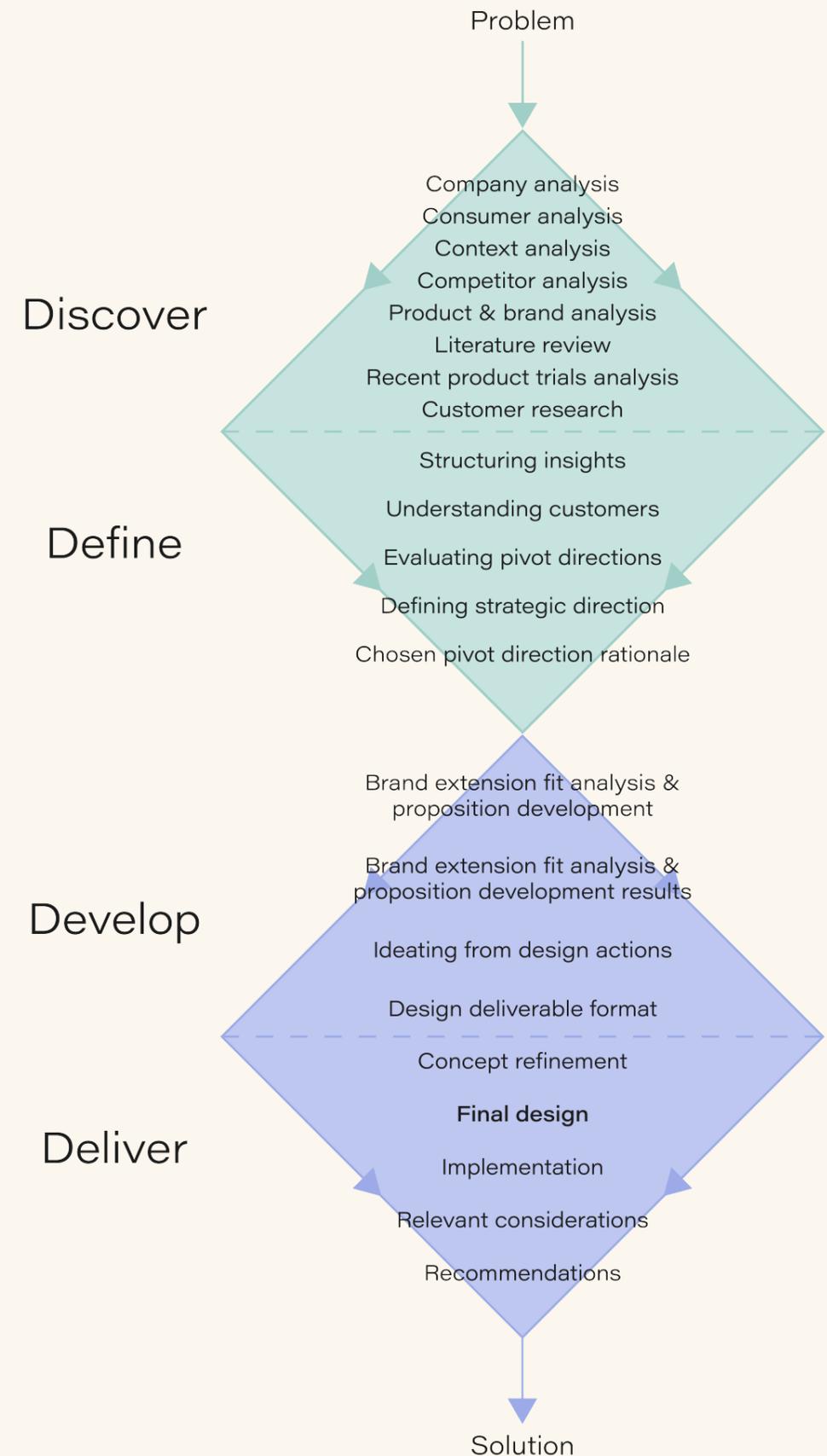


Figure 4. Double Diamond with plotted chapters

1.4 'Pivot' theoretic background

This project mentions a pivot as an objective for Pieter Pot. According to "The Lean Startup: Innovation Accounting for Modern Business", a pivot is a "structured course correction designed to test a new fundamental hypothesis about the product, strategy, and engine of growth" (Ries, 2014, p. 147). It involves maintaining a strong connection to past learnings while fundamentally altering the strategy to pursue more validated learning. Pivots are an ongoing reality for any expanding business, even after it has experienced initial success (Ries, 2014). This is exactly the case with Pieter Pot.

According to Ries (2014), there are several types of pivots.

Zoom-in pivot: Shifting focus to a single feature that was previously part of a larger offering, making it the core product.

Zoom-out pivot: When a single feature is not enough to support a whole product, what was considered the whole product becomes a single feature of a much larger product.

Customer segment pivot: The company realises that the product it is building solves a real problem for real customers, but they are not the customers it originally intended to serve.

Customer need pivot: It becomes clear that the problem is not very important to the customer. Through close engagement, other related problems are discovered that are important and can be solved by the team.

Platform pivot: A shift from an application to a platform, or vice versa.

Business architecture pivot: A startup switches business architectures: from high-margin, low-volume (complex systems model) to low-margin, high-volume (volume operations model), or the reverse.

Value capture pivot: Changes to the way a company captures value can have significant consequences for the rest of the business, product, and marketing strategies.

Engine of growth pivot: A company shifts its growth strategy to pursue faster or more profitable expansion.

Channel pivot: The same core solution is delivered through a different channel that proves to be more effective.

Technology pivot: A company discovers a new way to achieve the same solution using a completely different technology.

According to the problem statement, scope and objectives of this project, the **zoom-out pivot** aligns best with this case (Figure 5). The problem statement states that Pieter Pot's business case is too narrow, in other words: *a single feature is not enough to support a whole product*. If Pieter Pot integrates additional services, such as food waste prevention, a circular economy marketplace, or becoming a broader sustainability platform, then its current offering (packaging-free groceries) *becomes just one part of a larger solution*.

This report mentions growth and growth strategies multiple times, such as in the research question and the business strategy Section 2.1.2. This may suggest that the 'engine of growth' pivot is also within the scope of this project. However, the growth strategies Ries (2014) describes do not operate on the same level as the Ansoff growth strategies utilized throughout this report. Ries (2014) identifies three primary growth engines (viral, sticky and paid), that accompany the growth strategies within the 'engine of growth' pivot. These approaches are tactical and focus on customer retention, referrals, or paid marketing to drive business growth. Therefore, they operate in a different direction and are not relevant to this project.

Zoom-out pivot



Figure 5. Zoom-out pivot

2. Discover

2.1 The company

The company analysis is the first part of a 4C analysis: company, consumer, context and competitor (Hultink, 2022).

This chapter aims to provide a clear understanding of Pieter Pot's internal context. This is relevant because strategic recommendations must build on the company's actual capabilities, values, and constraints to ensure feasibility and brand consistency.

The chapter provides a company analysis structured around four parts: the company's history, its business strategy before and after the relaunch, the logistical system, and its stakeholders. Together, these elements offer a comprehensive view of Pieter Pot's internal capabilities and constraints. Brand-related elements are addressed in a separate chapter (2.6).

2.1.1 History

Pieter Pot is a Dutch startup packaging-free supermarket, offering customers an eco-friendly alternative to traditional grocery shopping. By delivering products in reusable glass jars, the company seeks to eliminate packaging waste, reduce carbon footprints, and promote a sustainable lifestyle.

The company was founded in 2019 by Martijn Bijmolt and Jouri Schoemaker. It was originally called PuurBezorgd but soon this was changed to Pieter Pot. They were awarded with RetailRookie of the Year 2020-2021 by RetailTrends Live (RetailTrends, 2020). In November 2020 the Dutch funds

SHIFT Invest, Future Food Fund and InnovationQuarter invested €2.7 million in the company (Blotenburg, 2020). In 2021, they even raised another €9 million with the support of ETF Partners and more so, they were in conversation with Pepsi and Unilever (de Bont, 2021). In summary, the company had a promising start, achieving rapid growth through attracting investors and gaining huge recognition.

In 2022, Pieter Pot faced certain challenges. When the COVID-19 pandemic looked to be over, growth stagnated. The company was structured for rapid growth and not profitability. This led to restructuring of the

company (Groen, 2022). The team shrunk considerably.

However, the restructuring, along with other efforts, could not save Pieter Pot from bankruptcy in December 2023.

But this was not the end of Pieter Pot.

Relaunch

Following a crowdfunding campaign, in January 2024 it was announced that there was enough money raised for a relaunch. March 2024, Pieter Pot reopened. They made multiple changes to their business case such as outsourcing operational matters. 95% of Pieter Pot's suppliers still wanted to

work together again to continue its mission (Molen, 2024).

In November 2024, with 4,945 orders, Pieter Pot achieved its first profitable month since it was founded in 2019. To illustrate, in Q3 and Q4 of 2024 they had a combined order amount of 22,275 orders with an average value of €76.17, resulting in gross sales of €1.7 million.

As a takeaway lesson, founder Jouri Schoemaker advises entrepreneurs to moderate their growth ambitions and ensure a balanced development of their business (van Ierschoot, 2024).



Figure 6. Founders of Pieter Pot, Martijn Bijmolt and Jouri Schoemaker



An overview of the business model elements can be found in the Business Model Canvas in Appendix A.

2.1.2 Business strategy

Pieter Pot's core business is selling grocery products in reusable glass jars. In their past they had a strong focus on the growth strategy, market penetration (Ansoff, 1957; Figure 7). This was demonstrated through the following activities:

- **Increasing brand awareness:** using digital marketing, social media presence, partnerships with influencers. Also PR in the broader sense such as press releases, contact with journalists, interviews, podcasts, lectures and other events. The objective of this was to achieve thought leadership.
- **Expanding product offerings:** involves broadening the range of available products to meet more customer needs and increase purchase frequency. This includes collaborating with brands such as Kraft Heinz for condiments and other products. It also includes products in various types of reusable containers such as a circular wine bottle. Moreover, Pieter Pot was also

able to introduce seasonal products in their assortment, where other packaging-free stores could not because of their small scale. Pieter Pot still profit from their network of vendors.

- **Enablers and supporting factors:** there were also investments made in things that enabled the growth, such as major developments of the app. Furthermore, supporting factors were things like scaling of logistics, investing in better filling machines, better delivery partners, better order pick partners, better jar washing partners. Also, the simplification of the deposit system contributed to streamlining the business and growing it. In terms of business model innovation, the jar deposit system creates a lock-in (Zott & Amit, 2010) as the consumer is retained in their eco-system, making switching more difficult. Another supporting factor could be that Pieter Pot was increasingly in a better position to buy bigger bulk size purchases of goods. A final supporting factor could be that Pieter Pot was hiring more and more employees which led to better sales, customer support, marketing and overall operation.

After the relaunch, they went back to the core and put advertising on hold to focus on other directions, as the brand awareness was already fairly well established. This meant the main focus was expanding product offerings.

Then, almost a year after the relaunch, Pieter Pot reported that their biggest insights for 2024 were that the order frequency and the order value did not increase, despite efforts as assortment expansions: offering new products and creating new collaborations.

Shift

After the relaunch they are left with a lot of assets, strengths, benefits, and leverage points, existing from the time they pursued market penetration.

Pieter Pot now notices that they need to grow in different directions to become profitable. This means that they are open to shift their business strategy to other Ansoff growth strategies. The opportunities from 1.2 Problem statement and objectives are listed with the fitting Ansoff growth strategy. See Figure 8.

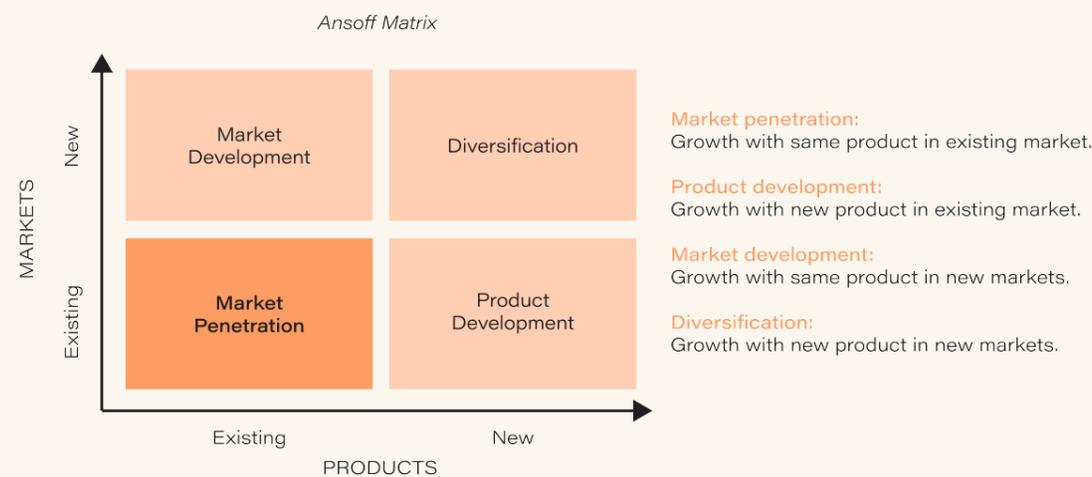


Figure 7. Ansoff Matrix



Figure 8. Ansoff Matrix with pivot directions

2.1.3 Logistics

At the core, Pieter Pot delivers packaging-free groceries at home. Products are stored in reusable glass jars. Using a deposit system, consumers can return their jars. The logistic chain can be seen in Figure 9.

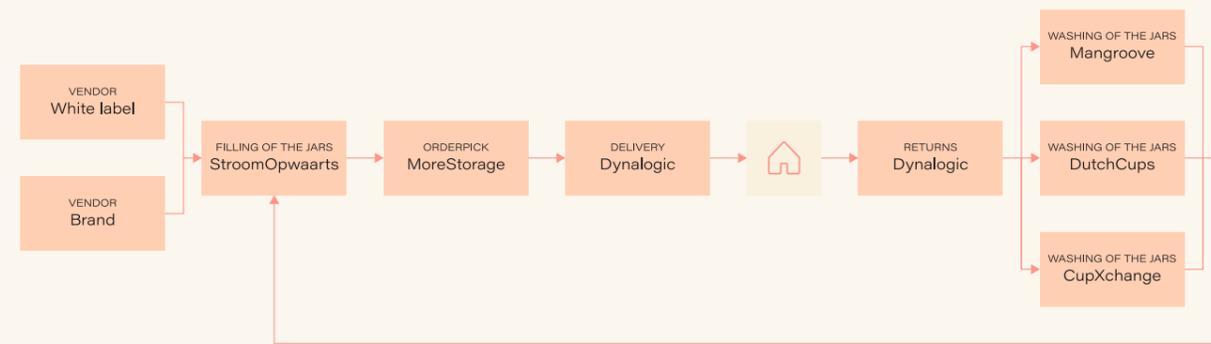


Figure 9. Logistics



2.1.4 Stakeholders

Pieter Pot's stakeholders are the people and groups that affect or support the business. Customers include existing buyers, potential buyers, and B2B clients. The internal team consists of founders, and office employees. Investors, such as crowdfunding backers, funds, and subsidies, provide financial

support. Vendors supply products, including white-label suppliers, brands, and special collaborations. External partners include physical store partners and logistics providers who handle filling, order picking, delivery, and jar washing. Other stakeholders are competitors, the media, the government & other regulators. See Figure 10.

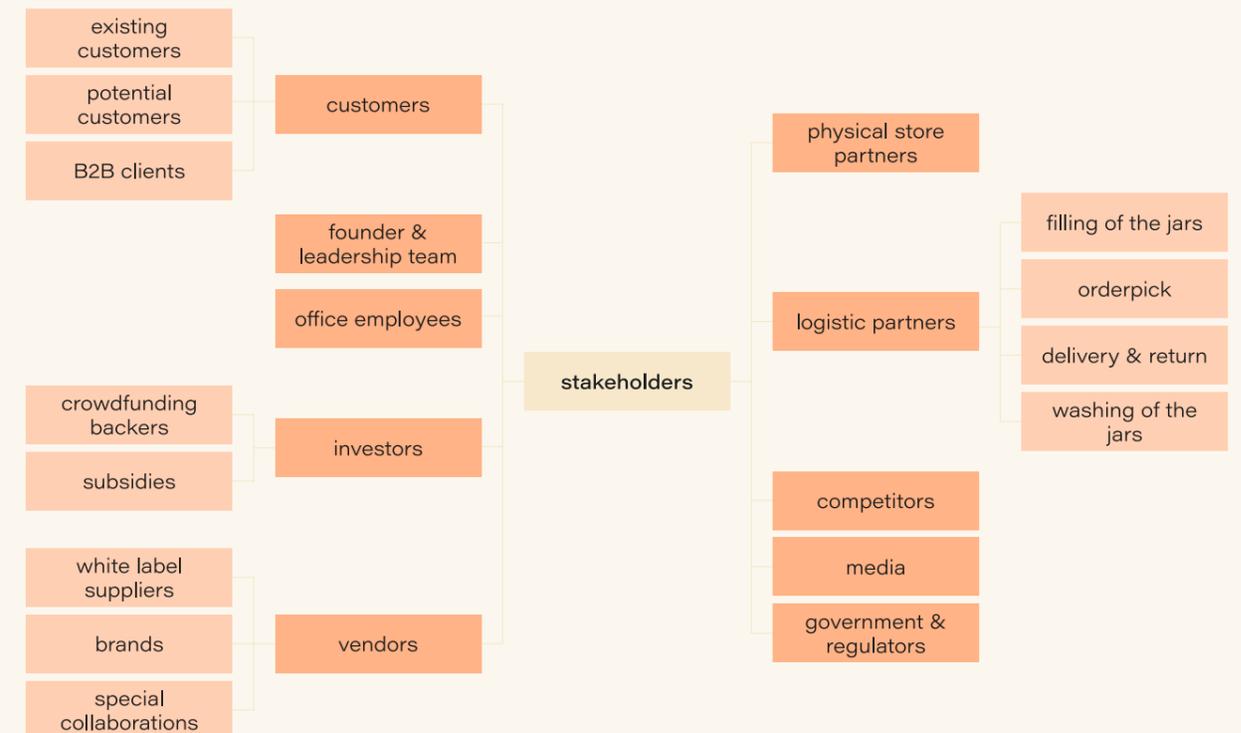


Figure 10. Stakeholders

The various stakeholders have a different amount of interest in the company and varying influence, or power, over it. This theory originates from Mendelow (1981). These properties can be mapped out in a stakeholder power-interest matrix (or Mendelow's Matrix; Figure 11). The

matrix gives a more insightful overview of stakeholders present and their dynamics. Investors are split because investors as one entity can not be placed on the same place in the matrix. That is because the crowdfunding backers have a higher interest than subsidies organisations.

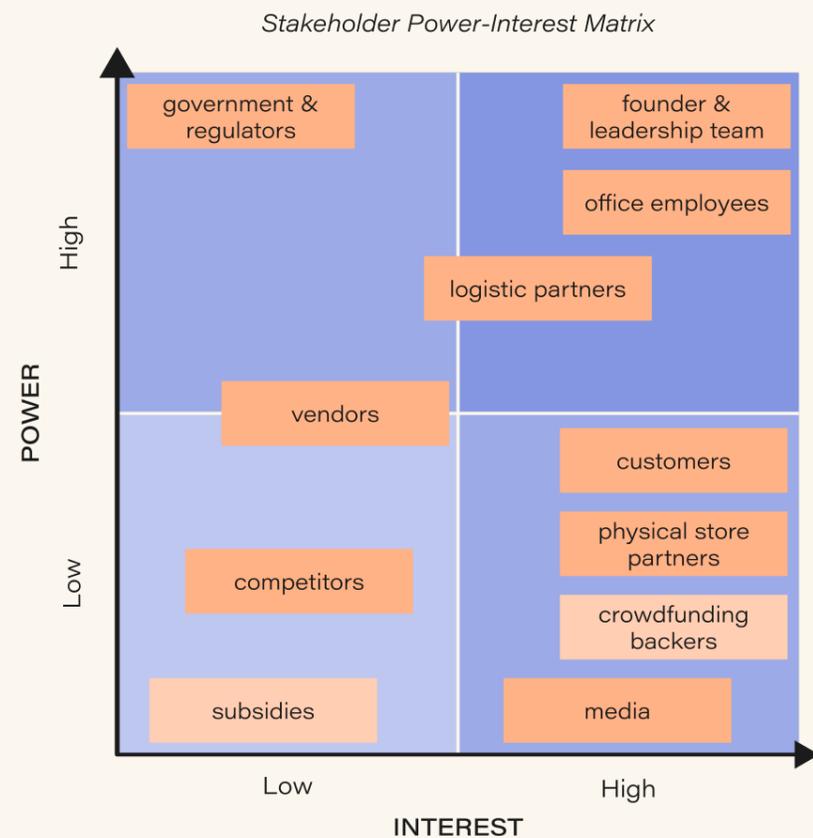


Figure 11. Stakeholders Power-Interest Matrix

Chapter 2.1 *The company* provided an internal analysis of Pieter Pot, offering insight into the company's origins, strategic development, logistical model, and stakeholder landscape. The evolution from rapid growth, through bankruptcy, to a focused relaunch clarified both the company's capabilities and the constraints it now operates within. These internal factors form a necessary foundation for assessing the feasibility of future strategic directions.

By understanding Pieter Pot's internal structure, business evolution, and operational model, this chapter helps ensure that all future recommendations are aligned with what the company can realistically implement. It also clarifies how existing assets and lessons from the past can be leveraged in moving towards a stronger and more sustainable proposition.

The next chapter continues the 4C analysis by shifting focus from the internal organisation to the external consumer landscape, providing a detailed overview of Pieter Pot's customer base through externally defined sustainability segments and socio-demographic patterns.

2.2 The consumers

The consumer analysis is the second part of a 4C analysis: company, consumer, context and competitor (Hultink, 2022).

This chapter aims to provide a detailed overview of relevant consumer segments and socio-demographic characteristics associated with Pieter Pot's customer base. This is relevant because a deep understanding of the broader consumer landscape helps to assess which strategic directions are likely to align with the expectations and lifestyles of the most promising target groups.

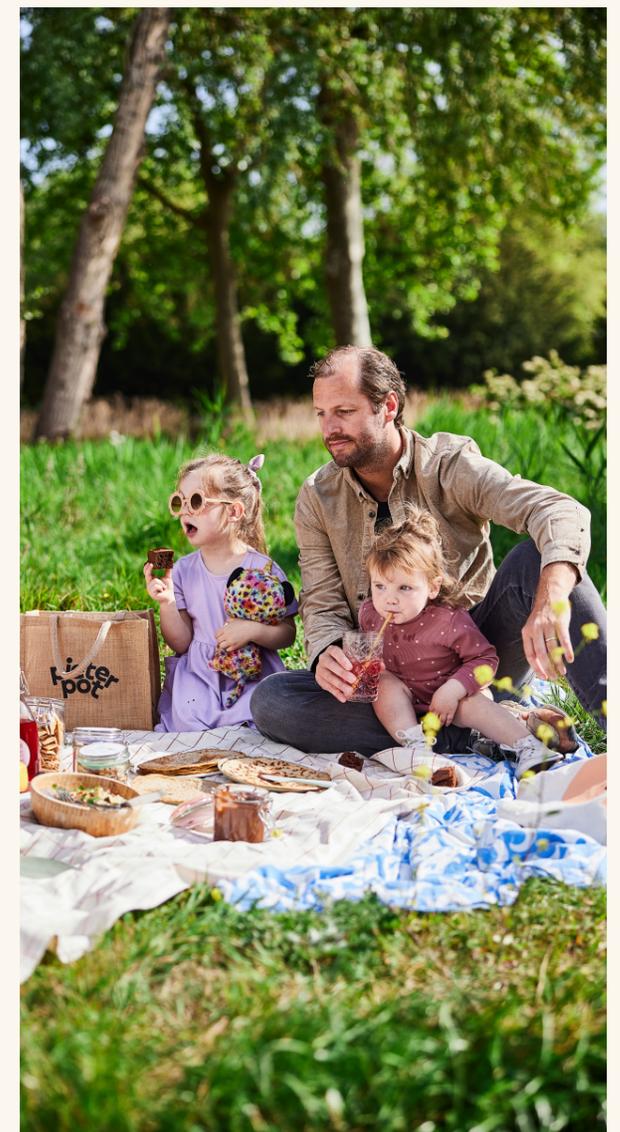
The chapter presents an externally performed segmentation of consumer attitudes toward sustainability, focusing on three groups: eco-warriors, eco-conscious, and eco-indifferent consumers. It also analyses socio-demographic patterns based on data from external segmentation report, covering age, income, education, household type, and residential value. Together, these insights highlight who Pieter Pot is currently serving.

2.2.1 Target group

Pieter Pot uses a consumer segmentation derived from externally conducted analyses, that divides consumers in three categories.

- Eco-warriors
- Eco-conscious
- Eco-indifferent

Eco-warriors are consumers highly committed to sustainability, actively seeking eco-friendly products. Eco-conscious consumers are aware of environmental issues and preferring sustainable options but balancing them with convenience, cost, and other personal preferences. Finally, eco-indifferent are uninterested in buying sustainable products unless it is as cheap and convenient as non-sustainable shopping. Eco-warriors are easily motivated to shop at Pieter Pot, but are a relatively small group. That's why eco-conscious consumers are the target group Pieter Pot is aiming for. Eco-indifferent consumers would only shop at Pieter Pot if the products are the same price or cheaper, and the experience is as convenient, or more convenient, compared to regular grocery shopping.



2.2.2 (Socio-)demographic segmentation

Pieter Pot has a report from 2022 on consumer segmentation, made by their former delivery partner PostNL Food (PostNL, 2022). It is important to recognize that this data may have changed since their relaunch, however it can give a good basic understanding.

The data shows that most ordering customers are between 25 and 50 years old. In terms of life stage, a large share consists of families with children and single or cohabiting individuals without children under the age of 50. In contrast, single or cohabiting individuals without children over the age of 50 make up a smaller portion of Pieter Pot's customer base.

Furthermore, looking at socio-demographic features, most customers belong to income classes starting from twice the modal income (59.9% of customers). A large share consists of dual-income households (50.1%). Additionally, many customers have completed a level of higher education or university/scientific education (64.1%).

Next, the report provides information about the type of residence. Most customers live in either a detached house, semi-detached house, corner house or terraced house (74.8%). Few customers live in apartments (25.2%). Going further in residential information, the report also describes a division of property value ("WOZ-waarde"). The conclusion that can be drawn from this is that most properties are valued more than €300,000 (60.6% of customers).

In this report, PostNL describes certain consumer segments. These are based on the eleven Whize consumer segments. This segmentation is designed to identify the Dutch households (Whooz, 2024). From the report, the segments that are

overrepresented (relative to the general Dutch population) are "Stedelijk Dynamiek", "Gewoon Gemiddeld", "Plannen en Rennen" and "Luxe en Leven". Table 1 describes the segments.

Conclusion

Pieter Pot's target audience primarily consists of eco-conscious consumers (following externally conducted analyses) who value sustainability while also considering convenience and personal preferences. Eco-warriors represent a small segment of highly committed sustainability shoppers, while the majority of customers balance environmental concerns with other factors.

Pieter Pot is a relatively premium supermarket in price and positioning. This is reflected in the consumer segmentation, following the PostNL report, as most customers are in income classes starting from two times the modal income. It is also reflected by the properties values of the customer's houses and the underrepresentation of apartments. This does not come as a surprise, as it is known that shopping sustainably has not been mutually accessible for all income groups (Pieters et al., 2022). This gap is decreasing, as 69% of higher-income consumers are willing to pay extra for sustainable goods, and 60% of lower-income consumers are (Eagle Eye, 2024). However, this does not change the fact that Pieter Pot is a premium supermarket. Because of their strong positioning towards both sustainability and convenience, this is reflected in price.

Furthermore, customers are mostly families with children and people under 50 years. This aligns with Pieter Pot's young, jovial approach in branding and communication.

All these findings comply with the four described Whize consumer segments (Whooz, 2024).

Segment in Dutch	Translation	Description	Overrepresentation (relative to the general Dutch population)
Stedelijk Dynamiek	Urban Dynamic	Ambitious, social individuals aged 20 to 40, often in larger cities. Higher educated, they work in fields like healthcare or IT, enjoy vibrant city life, prioritize sustainability, and lead active social lives using public transport and online services extensively.	Moderate
Gewoon Gemiddeld	Just Average	Families, typically aged 30 to 55, lead busy lives with children and a home. With both parents working and a modal income, they can afford family activities despite their packed schedules. They use online services for shopping and enjoy sports, home activities, and action movies to relax.	Moderate
Plannen en Rennen	Plan and Run	Busy parents manage numerous daily responsibilities, including school runs, work, and sports. Typically aged 30 to 55, many are dual-income earners with higher education. They prioritize convenience, using online services for shopping and enjoy quality family time, balancing obligations with leisure activities.	Severe
Luxe en Leven	Luxury Living	Wealthy individuals enjoy luxurious lifestyles, whether born into wealth or having built their fortunes. Aged 45 to 75, many are highly educated professionals or entrepreneurs. They reside in exquisite homes valued at around €1.3 million, engage in exclusive activities, and prioritize investments while valuing sustainability.	Severe

Table 1. Whize consumer segments (Whooz, 2024)

Chapter 2.2 *The consumers* provided a detailed overview of Pieter Pot's customer base, based on external segmentation data. The target group consists mainly of eco-conscious consumers who value sustainability but also balance it with convenience and cost. Demographically, customers are mostly under 50 years old, highly educated, and part of dual-income households with above-average income and home values. This aligns with Pieter Pot's premium positioning and branding.

These insights are essential for ensuring that strategic decisions, such as the development and communication of the new proposition, align with the preferences and lifestyles of Pieter Pot's customers. Understanding this consumer profile also helps define what types of offerings are likely to resonate, and which barriers may need to be addressed.

Continuing the 4C framework, the next chapter moves from the consumer perspective to the broader context. It examines external developments and sustainability trends that influence the strategic environment in which Pieter Pot operates.

2.3 The context

The context analysis is the second part of a 4C analysis: company, consumer, context and competitor (Hultink, 2022).

This chapter aims to explore external developments and sustainability trends that shape the broader context in which Pieter Pot operates. This is relevant because recognising these developments can reveal where new opportunities emerge and how Pieter Pot can remain aligned with evolving expectations.

The chapter outlines eight external developments that influence the environment in which Pieter Pot operates: national policy goals related to the circular economy, shifting consumer behaviour around single-use plastics, rising interest in micro-manufacturing and local sourcing, increasing demand for transparent and ethical supply chains, innovation in eco-friendly packaging, Europe's circularity rate, the environmental impact of single-use plastics, and the global issue of food waste. Together, these developments provide insight into societal priorities and sustainability challenges that may shape strategic choices.

2.3.1 Circular economy and the Dutch government

As global demand for products and materials is increasing, the Dutch government is working with different institutions to find more efficient ways of using products and materials. The goal for the Dutch economy is to be completely circular by 2050 (Ministerie van Infrastructuur en Waterstaat, 2019). The Dutch government's efforts to achieve a fully circular economy by 2050, align with Pieter Pot's mission to promote sustainability and reduce waste in the consumer goods sector.

2.3.2 Consumer behaviour and single use plastics

Consumer behaviour research shows that households in the Netherlands show a strong dedication to environmental sustainability, particularly in areas such as recycling, composting, and reducing the use of single-use plastics (Circle Economy Foundation, 2023).

2.3.3 Micro-manufacturing

Awareness of the benefits of locally sourced products has increased, particularly following the COVID-19 pandemic. Consumers are

showing a greater inclination to support local businesses as a means of reducing the carbon emissions linked to long-distance transportation (Aggarwal, 2024). According to a PwC survey, 70% of respondents are willing to pay a premium for sustainably produced goods, including locally sourced food and products with a smaller carbon footprint (PwC, 2023). This shift not only strengthens local economies but also enhances sustainability by streamlining supply chains (Aggarwal, 2024).

2.3.4 Transparent and ethical sourcing

Consumers are increasingly prioritizing supply chain transparency, which strengthens customer trust and loyalty while establishing new industry standards. Ethical sourcing not only improves brand reputation but also supports sustainable development by promoting fair labour conditions and minimizing environmental impact (Aggarwal, 2024). Transparency and ethical sourcing are key values that strengthen customer trust.

2.3.5 Eco-friendly packaging solutions

The retail industry is shifting towards more eco-friendly packaging. A McKinsey survey found that 60% of US consumers are willing to pay extra for sustainably packaged products (McKinsey & Company & NielsenIQ, 2023). Innovations such as compostable materials, biodegradable plastics, and reusable containers are emerging to meet this demand. Businesses are investing more in research and development to design packaging that reduces environmental harm (Aggarwal, 2024). The shift towards eco-friendly packaging, driven by consumer demand, is encouraging businesses to innovate with sustainable solutions like compostable and reusable options.

2.3.6 Circularity rate Europe

In 2023, Europe's circularity rate stood at 11.8%, reflecting a higher consumption of recycled materials compared to other global regions, though progress has been slow in recent years. Promoting the transition to a circular economy has now become a key policy focus (European Environment Agency, 2024).

2.3.7 The share of single use plastics

Packaging makes up the largest share of single-use plastic products, accounting for 40% of the total (Chen et al., 2021). The collection rate for single-use plastic waste

remains very low, with a maximum of just 30% being collected for recycling (Chen et al., 2021). This shows that reducing the amount of single-use plastics is more crucial than leaving it to recycling efforts.

2.3.8 Food waste

In 2022, the world wasted 1.05 billion tonnes of food, which accounts for 19% of the food available to consumers at the retail, food service, and household levels. This is in addition to the 13% of food lost in the supply chain, from post-harvest up to and excluding retail, as estimated by the Food and Agriculture Organization of the United Nations (FAO) (United Nations Environment Programme, 2024).

Important to note is that households were responsible for the majority of the world's food waste, contributing 631 million tonnes, or 60% of the total. The food service sector accounted for 290 million tonnes, while the retail sector was responsible for 131 million tonnes (United Nations Environment Programme, 2024).

The European Union also provides extensive research and information about food-waste (European Commission, 2024). They state that, in the EU, over 59 million tonnes of food waste (132 kg per person) are produced each year (Eurostat, 2024), with an estimated market value of 132 billion euros (SWD, 2023).

Chapter 2.3 *The context* explored eight external developments that shape Pieter Pot's strategic context. These include national policy goals for circularity, consumer trends around single-use plastics, the rise of local sourcing, demand for supply chain transparency, innovations in eco-packaging, Europe's slow circularity progress, and the scale of global food waste. These developments reflect shifting societal priorities and illustrate that sustainability is gaining structural momentum across sectors.

By mapping these contextual drivers, the chapter clarifies which external pressures and trends create both urgency and opportunity for Pieter Pot to evolve its proposition.

The next chapter concludes the 4C framework by analysing the competitive landscape. It explores how Pieter Pot compares to other market players and what strategic opportunities exist for differentiation and positioning within the broader grocery and sustainability-focused market.

2.4 The competitors

The competitor analysis is the fourth and final part of a 4C analysis: company, consumer, context and competitor (Hultink, 2022).

This chapter aims to map out the competitive landscape relevant to Pieter Pot, taking into account both current market players and potential competitors linked to future strategic directions. This is relevant because understanding how Pieter Pot compares to others, both in terms of product offering and sustainability focus, helps to clarify where differentiation is possible, and where overlap or threats may arise.

The chapter begins by defining the market in which Pieter Pot operates, followed by a broad competitor scan that includes traditional supermarkets, niche packaging-free stores, food waste initiatives, and international cases. The competitors analysis is conducted by using publicly available information and by physically visiting the stores. The chapter introduces an extensive competitor matrix that captures both general and sustainability-related attributes. The analysis synthesises key insights on packaging-free models, food waste prevention, local produce, bulk formats, and product scope (vegetarian & organic). Additionally, it reflects on Pieter Pot's own perspective on competition, providing a holistic view of the current and potential players that influence its position.

The first two questions that must be answered for the competitor analysis are: In which market(s) is Pieter Pot competing, and based on that definition, which companies would then qualify as its competitors?

This competition analysis begins with a broad view with future possibilities of narrowing it down. This means the broad analysis also covers competitors of the strategic directions Pieter Pot might pursue. For example, also initiatives that focus mainly on food waste prevention are included, like No Waste Army. The analysis also includes companies that Pieter Pot has referred to or keeps an eye on, not because they are direct competitors, but because they possess certain characteristics, such as communication style or operational approaches, that can serve as valuable inspiration or lessons for Pieter Pot.

2.4.1 Market definition

Defining the market definition; companies where one can buy groceries, food products and generic non-food products are included. To further define, food products should be for preparation or use at home (or elsewhere out of the store), so restaurants do not fall in the

market definition. Restaurants with delivery services are also not included as these food products are confined to complete prepared meals and operate in a different price range. Both grocery companies that offer delivery or in-store sales are included.

The competition analysis in this chapter focuses on both national and local stores. However, for lesser known stores, they are only included if they have unique features that allow for different insights. Therefore, regional supermarkets, such as Poiesz, are not included because they operate similarly as a country-wide available supermarket like Albert Heijn or Jumbo.

The chapter also investigates some foreign supermarket initiatives because they can be similarly insightful. However, because they do not operate in the Netherlands, they are not seen as a competitor.

The market definition therefore is: companies that provide, through either delivery or in-store, groceries (food products and optionally non-food products), in the Netherlands.

2.4.2 Competitors matrix

In Appendix C, the complete matrix with all found competitors is shown. This matrix consist of 45 competitors, displayed on the rows. The competitor matrix includes companies that align with the previously defined market definition but is not limited to them. As mentioned before, some companies are included not as direct competitors but as references for their communication style or operations, offering valuable insights for Pieter. These are Upfront and plnktn.

The columns of the matrix display various properties of these competing companies. The layout of the competitors matrix is

	Main focus	General property 1	General property 2	General property ...	General property 8	Sustainable property 1	Sustainable property 2	Sustainable property ...	Sustainable property 8
Albert Heijn									
Boerschappen									
Ekoplaza									
Picnic									
Pieter Pot									
Too good to go									

Figure 12. Competitors matrix structure

illustrated in Figure 12.

The first column displays 45 companies.

The second column displays the main strategic focus of the company.

The eight columns after display multiple general properties.

- Delivery model
- Delivery model additional information
- B2C/B2B options
- Assortment size
- Non-food assortment size
- Revenue model
- Price range
- App/Web shop

The following eight columns display multiple sustainable properties. Packaging-free options

- Food waste prevention options
- Food waste prevention option additional information
- Local produce
- Local produce additional information
- Sustainable bulk (refill)
- Meat/Fish products
- Organic/Natural

To support the interpretation of the matrix, a supplementary table has been included (Appendix C.1) that explains the meaning of each property listed in the columns. For each property, the table specifies the underlying question it aims to answer, and outlines the expected type or format of responses.

Insights from the competitors matrix

The matrix is in the form of an Excel table and is interactive. It is therefore very easy to filter on certain properties. The following section also describes the properties that are used in this analysis.

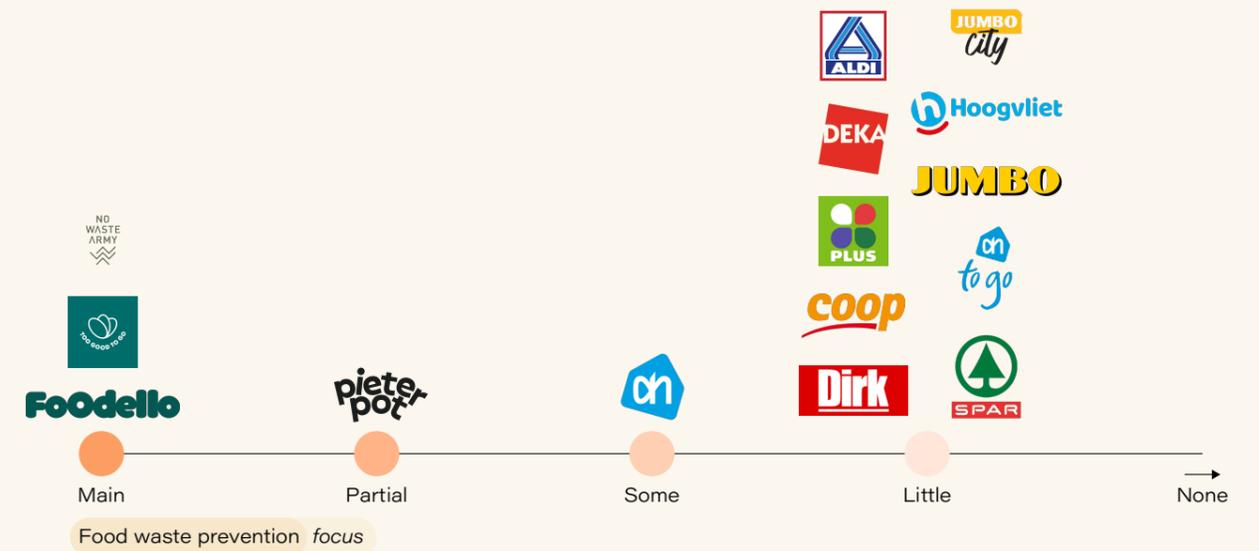
Packaging-free is, and has been, the main focus of Pieter Pot. By using the filter "packaging-free", the following companies qualify:

These companies focus a little, partially, or mainly on packaging-free options. However, they operate on very different scales. Gimsel, Lekkernassûh, Little Plant Pantry, LOOS and Oodles & pinches operate on a small scale compared to Pieter Pot. These companies are either local or online with a small assortment. For these type of companies they rather pose a threat towards Pieter



Pot in terms of quantity. Because there are many different little stores that have some packaging-free focus. So not individually, but local stores collectively are a big competitor of Pieter Pot. Local markets are also part of this collective of small individuals.

Albert Heijn used to have packaging-free options and was experimenting with this section as well. However, recently they have announced to stop with the efforts in this department (RTL Nieuws, 2025). Another relatively big company, Ekoplaza does still have packaging-free options. Either in their physical stores with tapping systems or online through their Wisselwaar system, that is also deposit based (Ekoplaza, 2024). The assortment available, however, is small and limited to some dried pantry products. Wisselwaar also has a small assortment, with only 34 products, whereas Pieter Pot has almost 400.



Food waste prevention is a concept Pieter Pot is already lightly experimenting with. Using that as a filter in the matrix, gives the following companies:

These companies offer food waste prevention options in varying degrees. Most conventional supermarkets offer little to some options, mainly discounted products that are about to reach the best before date. Albert Heijn is leader in this department as, besides discounts, they also offer "Overblijvers". Which can best be described as rescue food boxes (Figure 13).

Local markets also implement discounts at the end of day for their products. This is of course besides a sustainable practice also a practical consideration.

Foodello, No Waste Army and Too Good to Go all focus mainly on food waste prevention. Foodello sells branded products that are reaching their best before date. No Waste Army offers a quarterly box containing durable products made from surplus streams. They transform residual produce into long-lasting goods. Too Good to Go is a platform

where physical stores can sell boxes with their products that are about to go to waste. There are also large amounts of the same product offered on the platform, so apart from discount boxes they also offer food waste prevention options in the form of bulk purchases.



Figure 13. Albert Heijn "Overblijvers"

Another sustainable property is **local produce**. The following companies offer local produce in varying degrees:

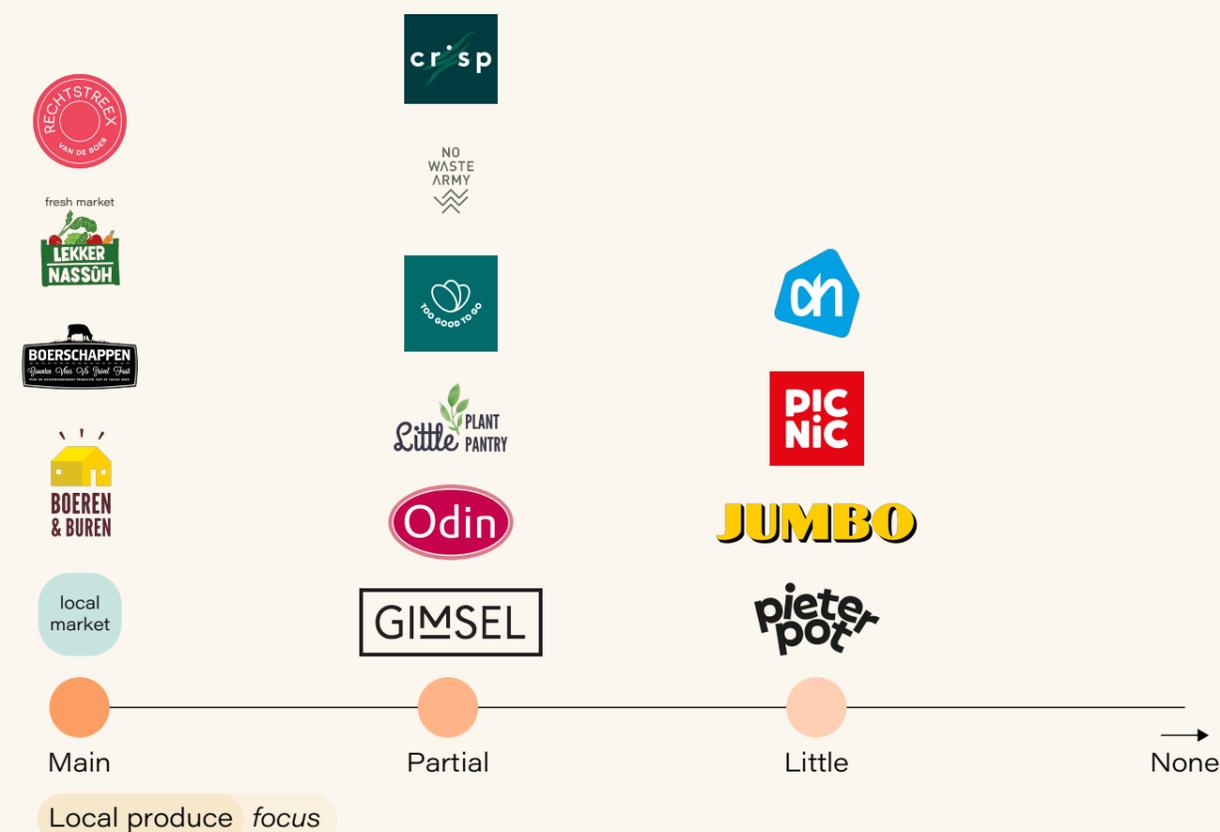
Conventional supermarkets, Albert Heijn and Jumbo, offer some collaborations with local producers. Respectively, called Streeckgenoten and Van Dichtbij.

For Boeren & Buren, Boerschappen, Lekkernassûh fresh market and Rechtstreecx their main focus is local produce. All these companies are small and independently not very significant for the landscape except for Boerschappen. Boerschappen has collaborated with Pieter Pot before and is the largest player among these companies. They offer meal boxes directly from the farm.

The most interesting company from this list is Crisp. They partially focus on local

produce, recognized for its sustainable benefits. However, Crisp's local produce also has a strong artisanal feel. Stronger than local produce from other companies in this list. Through this benefit they appeal to both eco-conscious consumers and consumers seeking high-quality, unique, and locally crafted products. This is an interesting contrast.

This is because there are multiple ways to perceive the benefits of local produce. These can include its lower environmental impact due to shorter transportation distances. However, it could also be because people like to support local economies or the higher perceived artisanal, community, cultural and heritage values (Sustainable Agriculture Network, 2024).



Another sustainable property is **sustainable bulk**, meaning more product per amount of packaging, or in other words, more efficient packaging. The following companies offer this in varying degrees:

As mentioned before, Foodello and Too Good to Go sell products that are near their best before date. This concept also applies for bulk packaging which they both have available. Gimsel provides customers to fill their own containers, no matter the size in the physical store.

The most relevant as a (potential) competitor for Pieter Pot is Koro. KoRo markets their products more sustainably, aesthetic and trendy than Foodello. KoRo's branding and appearance is very similar to that of Pieter Pot. Pieter Pot just started experimenting with some bulk options, or rather refill options as they call it. This makes KoRo a potential relevant competitor.

The final two sustainable properties are, if the company sells meat or fish products, and how much the company focuses on organic products.



Pieter Pot does not sell any **meat or fish** products and they also have no intention to do so even if operational wise it could be possible. In general, consumers perceive meat and fish products as not sustainable (Godfray et al., 2018; Milieu Centraal, n.d.) Therefore, it is interesting to examine which companies selling these products are competing with a sustainable company like Pieter Pot. The matrix shows that there is no direct relationship between the presence of meat/fish products and other properties. Companies like Ekoplaza, Crisp, Odin, and Rechtstreecx all sell meat, even though sustainability is perceived as one of their attributes. This is because these companies sell meat products that are relatively more sustainably produced, but as a meat product, are not inherently sustainable. Besides that, these companies often do not focus solely on

sustainability properties with regards to their environment impact but also with regards to animal-welfare, ethical sourcing, sustainable agricultural practices, or local production.

Pieter Pot is idealistic in their approach and places a stronger emphasis on offering products that are inherently sustainable. Other companies that do not sell meat or fish products include KoRo, Lekkernassûh, Little Plant Pantry, LOOS, No Waste Army, Oodles & pinches, Pit & Pit, and Zustaina. Depending on the company, this can be attributed to two main reasons: they either maintain a strict eco-conscious focus but they may also lack the operational capacity to offer meat and fish products. For most competitors, the absence of meat or fish products is due to their eco-conscious focus, or a combination of that focus and limited operational capacity.



The final sustainable property to analyse is the companies focus on the availability of organic products. Almost all companies in the matrix sell organic products to some extent. Because of the lengthy list of companies, for this paragraph it is most beneficial to describe only noteworthy points rather than going through all of them.

Organic products are considered to be better for the environment than regular products. This is because of their reduced pesticide use (Crinnion, 2010), better soil health, biodiversity, water conservation (IFOAM Organics Europe, 2023) and lower CO2 gas emissions (Chiriaco et al., 2022).

For Ekoplaza, Gimsel, Lekkernassûh, Little Plant Pantry, Odin, Rechtstrex and Zustainabox, organic products is their main focus. This means that their entire product range is organic. Pieter Pot has a partial focus on organic products as 110/397 of their products are organic. Crisp has, contrary to what you might think, little focus on organic products. They market more towards their products being fresh produce, hence the name Crisp, referring to "crispy fresh". Even more so, Albert Heijn has more focus on organic products than Crisp.

2.4.3 Pieter Pot's perspective

Based on input from Pieter Pot, it is valuable to investigate which companies are experienced as competitors in practice. Pieter Pot states that their primary competitors are Ekoplaza and physical packaging-free stores.

Ekoplaza has some tap systems available in store that allow customers to fill their own containers, see Figure 14. Additionally, there is Wisselwaar, which, according to Pieter Pot, has copied Pieter Pot's concept and works with the same partners for filling (IDOrganics) and washing. However, currently there are only 34 products from Wisselwaar available at Ekoplaza.

Furthermore, there are physical packaging-free stores, markets, or even mobile buses. According to Pieter Pot, many customers

have mentioned finding alternatives nearby. A good example is LOOS, located in the heart of downtown Utrecht. Many customers who visit there also mention they used to order from Pieter Pot, but find it more convenient now because there is no minimum order value. Additionally, they have a van with tap systems that they drive around with.

Secondarily Pieter Pot mentions Crisp, Pit & Pit and Koro. Crisp is quite similar in their positioning as Pieter Pot. They also present themselves as a qualitative and sustainable online grocer. But then with a very broad range of products and offering great convenience. Pit & Pit position themselves as a healthy and culinary supermarket. Koro's main focus is sustainable bulk, meaning they offer products in bulk sizes, reducing packaging waste.



Figure 14. Ekoplaza tap systems

2.4.4 Similar endeavours abroad

By examining similar companies in other countries, as detailed in Appendix E, the following conclusions can be drawn:

Several international initiatives illustrate how different interpretations of 'sustainability' and 'waste prevention' can lead to successful yet varied business models. The Modern Milkman (UK), for instance, combines reusable packaging with a broader product assortment, including fresh and non-sustainable items like meat, suggesting that a wider scope can yield growth, though with a diluted sustainability narrative. The Rounds (USA) show that even companies promoting reuse may fall short on consistency, which highlights the importance of credibility. Meanwhile, Unverpackt in Germany had a product range and approach to waste prevention that were similar to Pieter Pot's. However, the company encountered difficulties with scaling and resilience, which ultimately led to its closure (Braun et al., 2019). These cases provide valuable lessons for Pieter Pot as it seeks to maintain authenticity while expanding its proposition.

2.4.5 Synthesis

This section describes the synthesis of the different parts of the competitors analysis. The competitor analysis for Pieter Pot begins by broadly defining the market in which the company competes, with the aim of narrowing it down for more precise insights.

The competition analysis also explores various strategic directions Pieter Pot may pursue, including packaging-free options and food waste prevention.

The analysis reveals that a larger company like Ekoplaza is involved packaging-free efforts but their assortment is small. The collective of local options, such as LOOS

(in Utrecht), also pose a threat to Pieter Pot as they offer a decent range of products, however they are decentralised and do not offer the convenience of home delivery.

Regarding food waste prevention, Foodello and No Waste Army are relevant competitors. Their platforms main focus is preventing food waste. Too Good to Go is also a noteworthy company but they mostly are just a platform for connecting the surplus of physical stores to consumers locally. Albert Heijn is leader concerning food waste prevention in the conventional supermarket sector. They showcase the adoption of food waste prevention options by consumers.

The analysis also explores local produce offerings, with some competitors, like Boeren & Buren, focusing heavily on local sourcing, while others, such as Crisp, integrate local products with an artisanal appeal, differentiating themselves from other brands.

Sustainability efforts in bulk sales, such as KoRo's trendy bulk packaging, position it as a potential competitor for Pieter Pot, which is experimenting with refill options.

The analysis concludes by discussing the absence of meat and fish products in most of the sustainable competitors' offerings, a stance shared by Pieter Pot, which prioritizes environmentally friendly and eco-conscious options over animal-based products.

While the competitor analysis highlights the local market landscape, several international initiatives, such as The Modern Milkman, The Rounds, and Unverpackt, show that varying approaches to sustainability and waste prevention can lead to successful yet diverse business models. These examples underscore the importance of credibility, scalability, and maintaining a clear sustainability narrative, offering important lessons for Pieter Pot as it refines its proposition.

Finally, the 4 levels of competition model (Appendix D) demonstrates Pieter Pot's competitive advantage in offering a broad range of packaging-free products. While other supermarkets and niche stores provide alternatives, none offer the same level of sustainability and packaging options across their entire assortment. Making Pieter Pot a company where the customer does not have to compromise. However, the division of competitors in the model is highly dependent on the type of product.

While the 4 levels of competition model illustrates Pieter Pot's competitive advantage in packaging-free products, it also reveals potential limitations. The reliance on niche markets may restrict growth, as many mainstream consumers are not yet fully committed to packaging-free lifestyles. This

limitation is also reflected in the rest of the analysis, which goes beyond the 4 levels of competition.

The findings of this analysis align with Pieter Pot's perspective. Pieter Pot faces competition from various sources, including Ekoplaza, Wisselwaar, and physical packaging-free stores like LOOS. While Ekoplaza offers tap systems for refills, Wisselwaar replicates Pieter Pot's model with limited products. Secondary competitors like Crisp, Pit & Pit, and KoRo also target sustainability-focused customers but with combines it with different benefits and product ranges. This highlights the challenges Pieter Pot faces in differentiating itself.

Chapter 2.4 *The competitors* mapped Pieter Pot's competitive landscape, highlighting overlap with both mainstream and niche players in sustainability. While Pieter Pot stands out through its broad packaging-free assortment, competitors like Ekoplaza, Crisp, Foodello, and No Waste Army each offer targeted sustainable benefits. International cases reinforced the value of credibility, clear positioning, and scalability.

Understanding the competition clarifies where Pieter Pot can stand out or improve. The analysis highlights both the uniqueness and vulnerabilities of its current positioning.

The next chapter turns inward, analysing Pieter Pot's product range, packaging, pricing, and product benefits. These insights help identify where the current proposition can be strengthened or expanded.

2.5 Product analysis

This chapter aims to analyse Pieter Pot's product assortment, packaging approach, pricing, and perceived consumer value of the products. This is relevant because understanding the composition and performance of the current product offering is essential for identifying areas where the assortment aligns with the brand's mission, and where there is room for meaningful extension.

The chapter first outlines Pieter Pot's assortment categories and packaging choices, including the role of reusable glass jars in food and non-food segments. It then presents data on top-performing products and their alignment with the brand's core proposition. A price comparison with selected competitors offers insight into Pieter Pot's position in the premium grocery segment. Finally, the chapter applies the brand benefit ladder to examine how functional and emotional product benefits connect to customer motivations.

2.5.1 Product offerings

At the core, Pieter Pot delivers packaging-free groceries at home. Products are packaged in reusable glass jars, using a deposit system. The jars are used for a wide variety of products, including pantry staples like rice, pasta, and cereals (Figure

17). Liquids, such as oils and syrups, are also sold in reusable glass containers within their deposit system. These liquids are in reusable glass bottles. Thicker liquids like sauces or pastes are packaged in a reusable glass jar with screwcap. This cap is recycled, not reused.



Figure 17. Jar sizes Pieter Pot



Product range

They offer a relatively extensive amount of products in their web shop. There are 390 products active (on 30-01-2025), from which 117 are non-food. Note that not all of these products are delivered in reusable glass jars because Pieter Pot has already expanded its offerings in product range. Their product range can be divided in the following categories:

- Vegetables & (dried) fruit
- Organic products
- Breakfast & bread toppings
- Coffee & tea
- Nuts, seeds & dried legumes/fruits
- Pasta, rice & international
- Oil, vinegar & spices
- Sauces & tastemakers
- Cookies, candy & chocolate
- Dairy
- Savory snacks
- Beer & wine
- Soda, juice & lemonade
- Plant-based alternatives
- Baking goods
- "Verpieter-me-niet" (roughly translated to "Waste-me-not")
- Personal care & hygiene
- Household products
- Home accessories
- Giftsets



Figure 18. Product offering graph

Understanding their product offering is part of understanding what proposition they provide to consumers. To further understand this, it is useful to know what part of products are sold in their reusable glass jars and which are not. This data is visualised in Figure 18.

A, B, and C indicate which part of the total offering is used as the reference point (100%): A refers to All products, B refers to Goods in different packaging and C refers to All food items.

Analysis of the data results in the following key insights.

There is almost a 50/50 distribution in how the goods are packaged. All the goods

packaged in reusable jars are food items (Figure 18A). Within the differently packaged items, 42% is food and 58% is non-food (Figure 18B). Therefore differently packaged food items are the smallest category. This makes sense with Pieter Pot's current vision because, where they can, they want deliver as much food items in reusable jars as possible. Non-food is only packaged in different packaging because that's often the most feasible option for these kind of products.

Zooming in at only food items, 70% is packaged in reusable jars and 30% is not (Figure 18C), also confirming its alignment with Pieter Pot's current vision.

Top performing products

The quantity of products available within a given category does not necessarily indicate consumer preference for those offerings. Instead, the frequency with which a product is purchased provides a more meaningful indicator of consumer demand and market relevance. Analysing purchasing patterns can generate valuable insights into consumer behaviour.

This analysis uses the data from 2024 (starting from the relaunch). The following products are sold the most:

1. Organic oats
2. Peanut butter
3. Olive oil
4. Organic penne, whole-wheat
5. Sunflower oil
6. Basmati rice
7. Mayonnaise
8. Vegan mayonnaise
9. Chocolate sprinkles, dark
10. Organic rhubarb spritz
11. Organic granola, natural
12. Pretzel mix
13. Organic oat flakes
14. Natural cleaning vinegar 8%
15. Organic raisins, sultana

From the top 15 most sold products, only one is not in a Pieter Pot glass jar. The Organic rhubarb spritz is a branded soda, made by Fritz-Kola. It is packaged in a glass bottle that is part of the national deposit system and has a deposit of €0.10. That means that this product is also packaging-free, even if it is not part of Pieter Pot's deposit system.

The next step is to widen the scope to more products. Reviewing the performance list, the first product not delivered in a reusable glass jar appears at position 43. However, this is a non-food item: bamboo tissues. Further down the list, several other non-food products are also not packaged in jars. Importantly, all food products ranked up to position 233 are still packaged in reusable glass jars. The first food product found in alternative packaging is the 1 kg bag of Brute Bonen coffee beans, which comes in a plant-based bag.

To conclude this, it is safe to say that the products Pieter Pot sold in 2024 is confirmed to be indeed right in their core: products in packaging-free packaging in the form of glass reusable jars. This aligns with their business strategy, market penetration, as explained in 2.1.2.



Figure 19. Most sold product, organic oats



Pricing

This analysis compares the prices of a selection of products to gain insight into the price range in which Pieter Pot operates. The underlying premise here is that one wants to shop for the products listed in the first column and is looking for the cheapest option. All prices are converted to €/kg, €/L or an other specified unit, depended on the product. This comparison can be see in Table 2.

This shows that Pieter Pot (€87.22) operates in the same price range as Ekoplaza (€86.15) and Crisp (€73.48). All these supermarkets are noticeably more expensive compared to the supermarkets Albert Heijn (€35.84) and Picnic (€38.20).

However, it is important to qualify this comparison. Some price differences are because of limitations in product assortment. Not every supermarket has a basic and cheap version of a product, therefore, the cheapest product still being a premium product. This distinction influences price comparisons, as it reflects not only absolute cost differences but also variations in the

€ / kg or /L or specified unit	Pieter Pot	Crisp	Ekopla-za	AH	Picnic
Chocolate sprinkles	9.40	8.18	16.84*	5.98	5.90
Coffee beans (medium roast)	21.60	19.49	20.79*	9.69	9.69
Cotton swabs (200 pieces)	4.00*	2.00*	2.00*	0.60	0.60*
Cow milk (whole, long-life)	2.80	1.89	1.99*	1.29	1.28
Flour	3.80*	2.29*	2.19*	0.85	0.85
Flour (organic)	3.80*	2.29*	2.19*	1.29*	1.49*
Ketchup	7.30	5.73	7.98*	1.43	1.48
Oats	5.10	2.50	2.79*	1.50	1.50
Olive oil (extra virgin)	18.00	21.99	19.98*	9.69	11.78
Penne pasta	5.30	2.98	4.78*	1.90	1.89
Toilet paper (2 ply, 6 rolls)	6.12	4.14	4.62*	1.62	1.74
Total	87.22	73.48	86.15	35.84	38.20

* = organic

Table 2. Price comparison

price-quality ratio. An example of this is that some products are only available as an organic variant (marked with an asterisk (*)). These are often more expensive but also offer an extra qualitative feature of being organic.

Pieter Pot compares quite well to Crisp, also regarding food qualitative features. Crisp also offers organic options and fewer basic and cheap options. Additionally, apart from food qualitative features, Pieter Pot's use of reusable jars is an inherent product feature that adds value beyond just the product itself.

So, it is important to acknowledge that a completely fair price comparison is nearly impossible, as differences in price-quality ratio, product assortment, and additional features such as packaging vary between supermarkets. These factors inherently influence the final price, making direct one-to-one comparisons challenging.

But with the simple premise in mind, that one seeks out to shop this list of groceries in the cheapest way, this comparison does give me some insights in price range.

2.5.2 Brand benefit ladder

The brand benefit ladder method (D. A. Aaker, 1996; Keller & Swaminathan, 2020) is suggested as part of the product analysis (Berghuis, 2024). Using the brand benefit

ladder reveals deeper motivations, values, and emotional drivers behind Pieter Pot's customers' behaviour. See Table 3.

Self-expression	This makes me an eco-friendly person	This makes me an eco-friendly person	This makes me a calm person	This makes me a clutter-free and thoughtful person.	This makes me a eco-confident person	This makes me a self-assured person	This makes me a community-driven person	This makes me a refined person
Emotional benefits	I feel proud knowing I'm contributing to the reduction of packaging waste	I feel empowered knowing can contribute to a sustainable world	I feel relieved and stress-free	I feel relieved and satisfied knowing I'm not accumulating unnecessary items in my space	I feel good about seeing my sustainable lifestyle displayed	I feel confident and satisfied knowing I can shop for a lot of my groceries in one go	I feel connected to my community and appreciate local artisans	I feel special and unique, experiencing something premium and distinct
Functional benefits	I can use my groceries without creating a full waste bin, reducing my environmental impact	I can order groceries more sustainably	I can save time and enjoy the convenience of having my products delivered to my doorstep	I only have jars that I need in my storage, otherwise I can return it	I can store my goods in glass jars which is aesthetic, healthy and sustainable	I can choose from a wide variety of products	I can support local businesses and reduce CO2 footprint	I can experience high-quality exclusive products
Features or product attributes	No packaging waste	Circular packaging	Home-delivery	Deposit system	Glass jars	Broad range of products	Local products	Premium and unique products

Table 3. Brand benefit ladder

Chapter 2.5 Product analysis provided insight into Pieter Pot's product range, packaging choices, pricing, and the functional and emotional value it offers to consumers. The analysis confirms strong alignment between the product offering and Pieter Pot's mission, with reusable glass jars as a defining feature. Top-selling products and competitive price comparisons further support the brand's positioning within the premium grocery segment.

These findings clarify how Pieter Pot delivers on its promise and where there is room to expand the assortment.

The next chapter builds on this internal view by examining the brand itself. It explores Pieter Pot's identity, tone, and perception across different touchpoints, forming the foundation for consistent and credible strategic development.

2.6 Brand analysis

This chapter aims to explore Pieter Pot's brand identity and how the brand is perceived across various touchpoints and contexts. This is relevant because any future proposition must be consistent with Pieter Pot's brand DNA and reinforce rather than dilute the brand's positioning and values.

The chapter begins with an analysis of major brand touchpoints and decentralised brand contributions. It then applies the Brand DNA model to articulate Pieter Pot's purpose, positioning, and personality, using established brand frameworks and archetypes. These insights clarify the brand's core identity, which will later be used in the assessment and development of new strategic directions.

Before constructing the Brand DNA, the section begins with general brand analysis research. The following parts of the brand analysis are suggested by Jongerius (2024): major touchpoints, decentral brand contribution and brand image.

2.6.1 Major touchpoints

Pieter Pot's major touchpoints are quite straightforward. Their touchpoints are:

- Website / Webshop (Figure 20)
- E-mail
- Social media (Instagram, Facebook)
- App

- Physical in-store sections in two shops: Oogst and De Eerlijkheid
- Dynalogic: even though it is an external partner, their delivery partner does represent a touchpoint towards the customer

Pieter Potcast: the Pieter Potcast are three podcast episodes with Jouri, hosted by De Ondernemer. Because of this collaboration, it can be argued that this belongs as a touchpoint (although not major) and as a decentralized brand contribution.

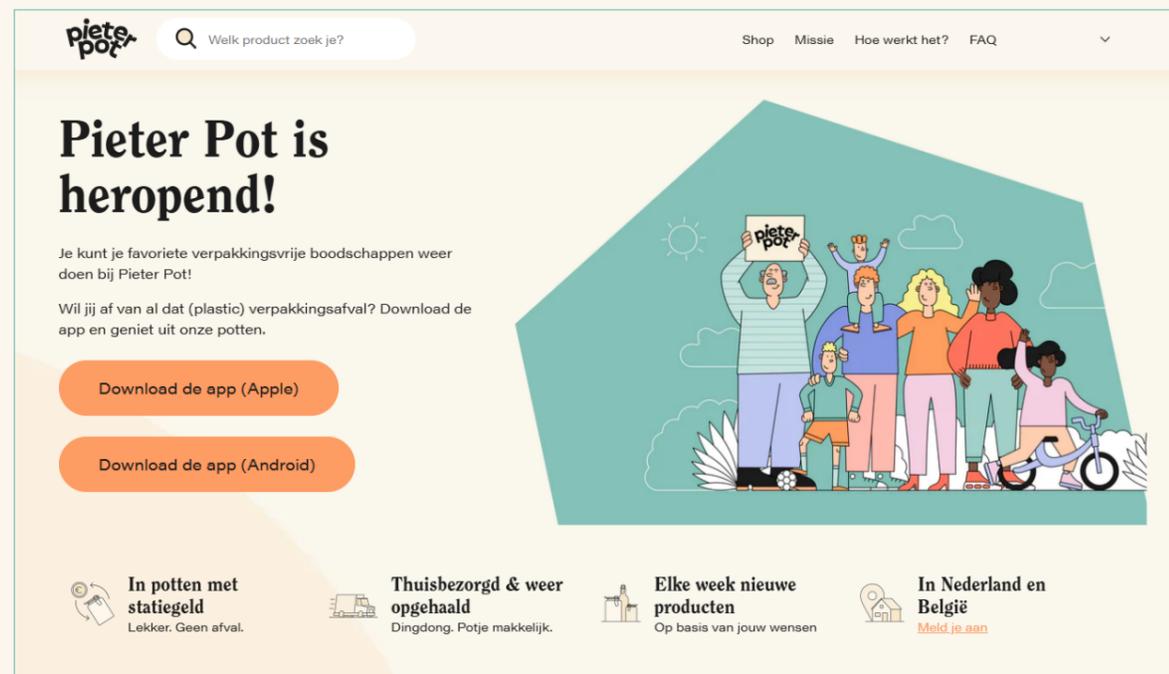


Figure 20. Website / Webshop

2.6.2 Decentral brand contribution

There are four elements that contribute to a shared brand meaning that are part of researching the decentral brand contribution (Jongerius, 2024).

Firms

Media platforms firmly contribute to the shared brand meaning. Pieter Pot has received lots of attention in news articles, both positive and negative. As mentioned before, the Pieter Potcast has also had a contribution.

Users

Where firms have a big impact on Pieter Pot's shared brand meaning users are less prominent. They have a subtle influence by posting reviews online. There are critic

reviews, primarily concerning the challenging times and relaunch, but Pieter Pot still scores a 4.2 on Google Reviews.

Influencers

Pieter Pot has worked with influencers in the past but these were relatively small, meaning influencers did not influence the brand significantly.

Popular culture

The popular culture influence on the brand is not growing actively at this moment. Since the relaunch, advertising has not been a priority. But they still have a shared brand meaning from the times when they did. Provocative advertising (see Figure 21) did contribute to popular culture because of culture resonance, raising awareness for a global problem in an activist way and creating conversations.



Figure 21. Provocative advertising

2.6.3 Brand DNA

The Brand DNA model reconstructs the inside-out intended brand identity (van der Vorst, 2017). Using this model provides a deeper understanding of Pieter Pot's brand identity. This model (Figure 22) has three elements:

1. Purpose. The brand's belief. Why?
2. Positioning. What does a brand offer? To whom?
3. Personality. How does a brand behave?

Purpose

Following the model, brand purpose is a company's reason for existing and what they stand for, apart from standard company goals and objectives.

Pieter Pot was founded to address the growing issue of single-use plastic waste and unsustainable packaging in the grocery industry. The goal was to make packaging-free shopping convenient and accessible by creating a closed-loop system where groceries are delivered in reusable jars. This approach enables customers to shop sustainably without compromising convenience or quality.

They stand for showing that sustainable, sexy, and convenient is sometimes the same (Pieter Pot, 2025a). They also stand for transparency as can be seen in certain blog posts and other communication (Pieter Pot, 2025c).

This analysis examines what Pieter Pot contributes to the world to complete the evaluation of its purpose. The contributions are listed below:

- Offering a tangible solution to plastic pollution through a circular economy model.
- Offering a way to reduce CO2 emissions. Pieter Pot's reusable jar

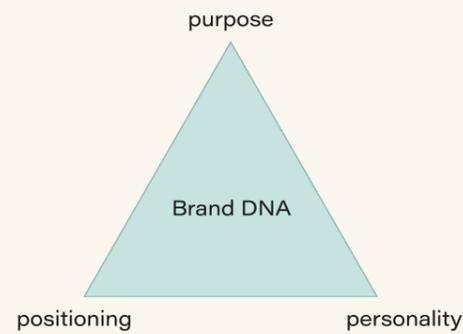


Figure 22. Brand DNA

service is the best option for the environment compared to regular packaging methods, including washing and delivering the jars (Pieter Pot, 2025b).

- Offering a way to stimulate system change. Promoting awareness of the importance of reusability and reducing reliance on disposable products.
- Setting an example for the grocery industry by showing that sustainability can align with business growth.
- Educating consumers about the benefits of packaging-free living and encouraging behaviour change.

Positioning

Formulating a positioning statement clarifies Pieter Pot's brand positioning. (Boeijen et al., 2020; van der Vorst, 2017). This statement captures the target audience, product category, product attributes, functional, emotional and self expressive benefits (D. A. Aaker, 1996).

For eco-conscious consumers Pieter Pot offers groceries that are packaging-waste-free, delivering sustainability and convenience, gives people a feeling of pride, empowerment, and fulfilment because they are an eco-friendly shopper.

This positioning statement aligns with the brand ladder used in the product analysis 2.5.2.

Personality

This part of the Brand DNA model describes the understanding of how the brand behaves. There are different models available to figure out a brand personality.

First, this section analyses Pieter Pot using the American Brand Personality Dimensions framework (J. L. Aaker, 1997).

Sincerity has the best fit with Pieter Pot. Pieter Pot's mission to reduce waste and its transparent, sustainable practices evoke honesty and wholesomeness. Its approachable, friendly, and cheerful tone further strengthens their alignment. Pieter Pot has an authentic, genuine mission and avoids complicated jargon or elitist tone making it straightforward and down-to-earth.

The fact that Pieter Pot challenges conventional grocery shopping also aligns with the Excitement personality.

Secondly, this analysis employs the Brand archetypes model (Mark & Pearson, 2001) to examine Pieter Pot.

Multiple archetypes fit Pieter Pot in different ways:

Caregiver

The Caregiver focuses on nurturing and helping which aligns with Pieter Pot's commitment to sustainability and reducing plastic waste.

Innocent

This archetype embodies faith, optimism and goodness which aligns with Pieter Pot's focus to create a better world using an idealistic business model. This archetype's trap is naivety and over-idealism.

Outlaw

While not being as aggressively, provocative, radical, or edgy rebellious as other brands in this archetype, Pieter Pot has certain revolutionary and breaking with the status quo traits in their mission. E.g. their purpose of stimulating system change.

Jester

While having a serious message of sustainability and making a meaningful impact, they also use playfulness and light-heartedness in their visual and verbal communication.

2.6.4 Brand image

The customer research insights includes an investigation into customers' perceived brand image. This can be found in Section 2.6.4.

Chapter 2.6 *Brand analysis* outlined Pieter Pot's brand identity through major touchpoints, decentralised brand contributions, and the Brand DNA model. The analysis confirmed a consistent, mission-driven brand with a strong foundation in sincerity, transparency, and playful optimism. Pieter Pot's brand personality and positioning are well-aligned with its sustainable goals and help differentiate it in the competitive landscape.

These findings are essential for ensuring that future strategies remain authentic and coherent with the brand's values and tone.

The next chapter takes a more theoretical lens, reviewing academic literature on sustainability, packaging-free retail, and consumer behaviour.

2.7 Literature review

This chapter aims to build a theoretical foundation for understanding key themes that surround Pieter Pot's strategic context, including sustainability frameworks, packaging-free retail models, and consumer behaviour in sustainable consumption. This is relevant because these academic insights help contextualise future ideas and support their alignment with established knowledge.

The chapter begins by clarifying the distinctions between sustainability, circularity, and packaging-free approaches. It then explores how packaging-free retail operates in practice, followed by literature on behavioural barriers in sustainable consumer behaviour. Together, these insights provide a conceptual basis that helps to inform and support the reasoning behind the strategic direction developed later in this project.

This literature review explores the academic foundations and practical considerations relevant to Pieter Pot's strategic direction, particularly in the context of sustainable retail innovation. The review is structured to clarify key sustainability approaches, evaluate the role of packaging-free retail, and examine behavioural challenges and barriers in sustainable consumer behaviour.

2.7.1 Different sustainability approaches

Although the terms packaging-free, circular, and sustainable are often used interchangeably, they each refer to a different approach. For this project, clarifying these differences is useful for understanding the context and focus within the broader field of sustainability.

'Circular' vs 'sustainable'

Understanding how the 'circular economy' relates to sustainability is valuable for this project, as it addresses both concepts. Geissdoerfer et al. (2017) highlight this distinction, defining the circular economy as "a regenerative system in which resource input and waste, emission, and energy leakage are minimised by slowing, closing, and narrowing material and energy loops" (Geissdoerfer et al., 2017, p. 766). Sustainability, meanwhile, is described as "the balanced integration of economic performance, social inclusiveness, and

environmental resilience, to the benefit of current and future generations" (Geissdoerfer et al., 2017, p. 766). Although the terms are often used interchangeably, not making a clear distinction between the two concepts makes their boundaries unclear and reduces how effective they are in practice (Geissdoerfer et al., 2017).

(Geissdoerfer et al., 2017) further clarify that the circular economy is best understood as a subset of sustainability: one among several solutions for fostering a sustainable system. This approach preserves conceptual diversity and highlights the range of strategies available to managers and policymakers.

'Circular' vs 'packaging-free'

It is also important to distinguish between circular and packaging-free approaches. Insights from interviews conducted in a case study, from the European research team 'Reinvent' on packaging-free grocery stores, highlight this distinction (Nilsson, 2019). The traditional "business-as-usual" model is increasingly delegitimised, with interviewees identifying the circular economy and packaging-free as the primary alternatives. While these approaches share some common ground, they are not identical. The circular economy allows for the continued use of plastics within a closed-loop system and generally supports economic growth, whereas packaging-free challenges both

plastic use and the growth paradigm itself (Nilsson, 2019). Packaging-free advocates seek an absolute reduction in plastic packaging use and waste, while retailers tend to favour circular economy initiatives, where materials are reused and loops are closed. The key difference is that packaging-free fundamentally questions the pursuit of economic growth, whereas the circular economy maintains it (Nilsson, 2019).

Unlike other retailers, Pieter Pot distinguishes itself by taking a stance against packaging itself, explicitly positioning as a packaging-free store rather than simply adopting circular economy principles.

2.7.2 Packing-free retail in practice

Interconnection of local, organic, and unpackaged retail

An interesting insight from the Reinvent case study is that the concepts of local, organic, and unpackaged goods are closely connected and interdependent (Nilsson, 2019). The attributes, local, organic, and unpackaged, are featured throughout this project, as parts of Pieter Pot's offering. The packaging-free stores primarily sell vegetarian products and promote sustainable lifestyles through non-food items. The packaging-free lifestyle and the stores serve as a form of protest against industrial, globalized food production and overconsumption (Nilsson, 2019).

Moreover, the demand for organic products is increasing. The organic retail sales value has been increasing exponentially. 30% from 2018 to 2022 and 172% comparing 2010 to 2022, standing at 53.07 billion euros in 2022 (Statista, 2024). Important to note is that there has been a small decrease from 2021-2022.

Assessing the social and educational role of packaging-free stores

One of the most significant findings in the literature is that consumers with a high level of sustainability involvement, particularly those who are well educated, consistently show more positive attitudes towards sustainable products. Moreover, they are more likely to choose sustainable options when shopping (Vermeir & Verbeke, 2006). This highlights the crucial role that consumer education and awareness play in encouraging the adoption of sustainable consumption practices.

Furthermore, the case study from the European research team 'Reinvent' on packaging-free grocery stores, has done multiple interviews on this topic (Nilsson, 2019). According to this study, packaging-free stores thrive on the basis of strong social connections to producers, consumers, and the packaging-free movement. Packaging-free store owners do not focus heavily on assessments or evaluations. Instead, they view their stores as social spaces where individuals can take responsibility for the collective, as well as talking points or concept stores that raise awareness of and promote the packaging-free lifestyle. This perspective makes it difficult to measure their impact, as they should not be evaluated solely on technical criteria, but also on their ability to drive social change and create spillover effects. The increasing politicization of plastics and packaging, alongside growing attention to these issues in traditional retail, suggests that these social changes and spillover effects are indeed having a noticeable impact (Nilsson, 2019).

According to Nilsson (2019), packaging-free stores should be evaluated not based on technical environmental performance metrics, but on their socially-driven ability to

foster ecological citizenship and encourage sustainable consumption within the wider public.

Limitations of packaging-free and their assessment

Barriers seen from packaging-free storeowners' perspective include profitability and scaling while maintaining their commitment to packaging-free principles. Packaging-free stores will likely remain niche, limiting their direct impact on plastic reduction. Their main sustainability benefits lie in supporting local food networks, organic production, and vegetarian diets (Nilsson, 2019). Additionally, as mentioned previously, rather than purely technical environmental metrics, Nilsson (2019) suggests packaging-free stores should be assessed by their ability to cultivate ecological citizenship and promote sustainable consumption.

2.7.3 Intention-action gap in sustainable consumer behaviour

Despite widespread consumer interest in sustainability, there is a well-documented gap between what people say and what they do. Known as the intention-action gap, this phenomenon means that although many consumers express the intention to shop more sustainably, relatively few translate this into actual purchasing behaviour (White et al., 2019). Pieter Pot experiences this challenge as well: while many consumers show interest, only a fraction become frequent ordering customers.

White et al. (2019) identify several strategies for narrowing the intention-action gap that are relevant for Pieter Pot's future proposition and communication strategies.

These include:

- Leveraging social influence (making sustainable choices more visible and socially desirable)
- Shaping good habits (using prompts, feedback, and defaults to encourage sustainable routines)
- Encouraging positive spillover (the domino effect)
- Using the right mix of emotional and rational appeals
- Focusing on experiences over ownership (e.g. sharing, recycling, or service-based models)

In practice, making sustainable behaviour easy and visible, offering positive feedback, and clearly framing the benefits of eco-friendly choices are all ways to help close the gap between sustainable intentions and actual behaviour.

For a more detailed review and an accompanying overview visual, see Appendix G.1.

2.7.4 Resistance against sustainable products

Innovation Resistance Theory (IRT) explains why consumers resist adopting new products, even when these offer benefits. According to IRT, resistance can be active (linked to functional barriers like usage, value, and risk) or passive (linked to psychological barriers such as tradition and image). Sang et al. (2022) found that, for packaging-free products, the usage, value, risk and tradition barrier significantly reduce purchase intentions. The study also finds that higher perceived environmental responsibility actually strengthens the negative impact of these barriers.

Relevant insights and strategies from this research include the importance of expanding product variety, emphasising the environmental benefits of packaging-free products, offering comparative advantages and reliability, ensuring transparency about ingredients and benefits, and enhancing

comparability with regular products to support consumer adoption.

For a more detailed review and an accompanying overview visual, see Appendix G.2.

Chapter 2.7 *Literature review* provided a theoretical foundation by examining sustainability concepts, packaging-free retail practices, and behavioural insights related to sustainable consumption. The distinction between circular and packaging-free approaches clarified Pieter Pot's unique stance, while literature on social influence, habit formation, and innovation resistance offered practical strategies for shaping consumer behaviour.

These academic insights reinforce the relevance of Pieter Pot's mission and inform how future propositions can be both desirable and feasible.

The next chapter moves from theory to practice by analysing the outcomes of recent product trials. This evaluation offers valuable input on customer preferences, operational feasibility, and strategic potential across several experimental directions.

2.8 Pieter Pot's recent product trials

2.8.1 Top performing products: food waste prevention and refill

Section 2.5.1 analyses core product offerings of Pieter Pot from 2024 and finds the top performing products from that time period. It is useful to further investigate on this topic because Pieter Pot has been experimenting with new products.

Some products have been longer in assortment than others. This means that a product that has only been two weeks in assortment can not be a top performing product overall, but might be a top performing product looking at the average sales per week that the product has been active. This is especially relevant concerning the new product trials Pieter Pot has been experimenting with in Q1 of 2025.

Looking at average sales per week, there are a few products that stand out as top performing that have not been mentioned in the previous section of all-time top performing.

Top performing products, average per week for the first 10 weeks of 2025:

1. Organic oats
2. Peanut butter
3. Chocolate letter Tony's Chokolonely, spiced gingerbread
4. Olive oil traditional
5. - 9. Chocolate letter Tony's Chokolonely variations
10. Organic raisins, sultana
11. Verpieter-me-niet, vegetables & fruit box
12. Organic penne, whole wheat
13. Coffee, filter grind, medium roast
14. Chocolate letter Tony's Chokolonely white
15. Sunflower oil

This lists shows that from these products, the rescued Tony's Chokolonely chocolate and the Verpieter-me-niet fruit and vegetable boxes, are performing well. These products are all trials regarding the food waste prevention proposition, either with regards to respectively non-perishable and fresh goods.

The multiple variations of Tony's Chokolonely chocolate push out other well performing products off the list. However, refill products are also performing well. The refill bag for rice has been sold 125 times, while the rice in jar has been sold less, with only 111 units sold. However, this is not universal for all products. For products like whole wheat flour and muesli, their refill counterparts are sold less than the jar version.

With regards to products that have a refill bag counterpart, there is some type of cannibalization, as the refill bag substitutes the glass jar option. However, this is positive for Pieter Pot, as the margins on the refill bags are better than for the glass jars, due to complex operational practices with the glass jar system.

To quantify these findings, it is valuable to zoom out and look at the 100 top performing products, on average per week, in the same time period. This shows that there are 77 core offering products, 15 food waste prevention products and 8 refill products in the list. This shows that almost a quarter of the top 100 performing products (average/week) are products from the trials (Figure 23).

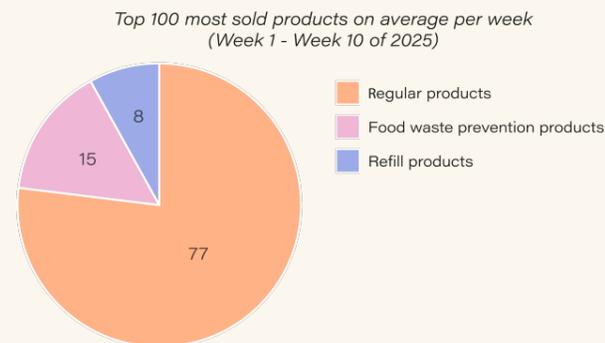


Figure 23. Top performing products graph

2.8.2 Overview of all trials

Verpieter-me-niet (food waste prevention)

The Verpieter-me-niet products stand for the food waste prevention trial. Figure 24 presents an overview of its performance.

With regards to fresh produce, there are Verpieter-me-niet vegetable & fruit boxes. These have sales of 500-1000 boxes per week, which is regarded as very positive.

With regards to non-perishable produce, there have been three trials. Tony's Chokolonely's chocolate (Figure 25), The Ketchup Clubs ketchup (Figure 26) and HELAs sauces and salad dressing.

Tony's Chokolonely's first batch sold out in one weekend, but the second batch is selling slower. The Ketchup Clubs bottles sold fairly well, 2600 bottles in 2.5 month. But the HELA sauces and salad dressings sold poorly, 66 bottles in one week.

			Performance
Verpieter-me-niet	Fresh	Vegetables & fruit boxes	++
	Non-perishable	Tony Chokolonely	++
		Ketchup club	+
		HELA	--

Figure 24. Verpieter-me-niet performance



Figure 25. Tony's Chokolonely chocolate



Figure 26. The Ketchup Club sauces

New sustainable products in different product category

Pieter Pot has been collaborating with multiple parties. Through some of parties, Pieter Pot was able to offer new sustainable products. These are trials of the new sustainable products in different product category proposition. The results of these various trials are listed below shortly. Figure 27 presents an overview.

- New Optimist, clothing: marketing value (+), no sales or activation (-)
- Repeat, headphones (Figure 2): marketing value (+), sales in first weeks then subsequently faded away (-).
- Renewaballs, tennis balls: marketing value (+), sales in first months then subsequently faded away & bad margins (-).
- Knitwit, knitted wool hats: marketing value & customer activation (+), 100 sales in one day (+).

- Reflower, artificial flowers: no effect (-).
- Repot, candles: marketing value (+), sales in first months weeks then subsequently faded away (-).
- Repot, plants: sales in first months weeks then subsequently faded away (-).

Marketing value for Pieter Pot is defined through various channels. It is created from Pieter Pot's own platforms when engaging content, like videos and photos, attracts attention on channels such as Instagram, Facebook, LinkedIn, and email. Additionally, value is gained through partner channels when their large following helps increase Pieter Pot's visibility via social media or email marketing. PR value also plays a role, increasing marketing value when external media cover the collaboration through articles, content, or podcast mentions.

		Performance
Sustainable products in different product category	New optimist, clothing	+ -
	Repeat, headphones	+ -
	Renewaballs, tennis balls	+ -
	Knitwit, knitted wool hats	++
	Reflower, artificial flowers	-
	Repot, candles	+ -
	Repot, plants	+ -

Figure 27. Sustainable products in different product category performance

Refill bags and stainless steel jars

With regards to the refill proposition, Pieter Pot has two trials, refill bags (Figure 28) and stainless steel refill jars (Figure 29). The results of these trials are as following.

Refill bags: 816 bags sold in 2.5 months. As mentioned in the previous Section 2.8.1, they are top performing products.

Stainless steel refill jars: selling well, but they have a higher production costs than bags.



Figure 28. Refill bag



Figure 29. Stainless steel refill jar

Chapter 2.8 Pieter Pot's recent product trials examined how Pieter Pot's recent product trials performed in terms of consumer response and strategic potential. The findings show promising results for the food waste prevention and refill propositions. In contrast, results for non-food sustainable products were mixed, offering mostly marketing value rather than sustained sales.

These trial outcomes offer concrete insights into what resonates with consumers and where future opportunities may lie.

The next chapter marks a turning point in the project. It structures and synthesises insights from the 4C analysis, literature review, and product trials using the SWOT and TOWS frameworks to identify strategic directions for Pieter Pot.

3. Define

3.1 Structuring insights

This chapter aims to structure and synthesise key insights from previous analyses to form a clear strategic foundation. This is relevant because identifying strengths, weaknesses, opportunities, and threats helps transform a broad set of research findings into a focused basis for decision-making.

The chapter first summarises findings using a SWOT framework. It then applies the TOWS framework to generate strategic insights by linking internal capabilities to external developments. This marks the transition from analysis to strategy.

This chapter marks the transition from the Discover phase to the Define phase of the design process.

This chapter reflects on insights from the previous chapters and synthesises them into a structured strategic overview. The SWOT analysis is used to organise key findings from both internal and external research, dividing them into Strengths, Weaknesses, Opportunities, and Threats. Figure 30 outlines which analyses contributed to each quadrant.

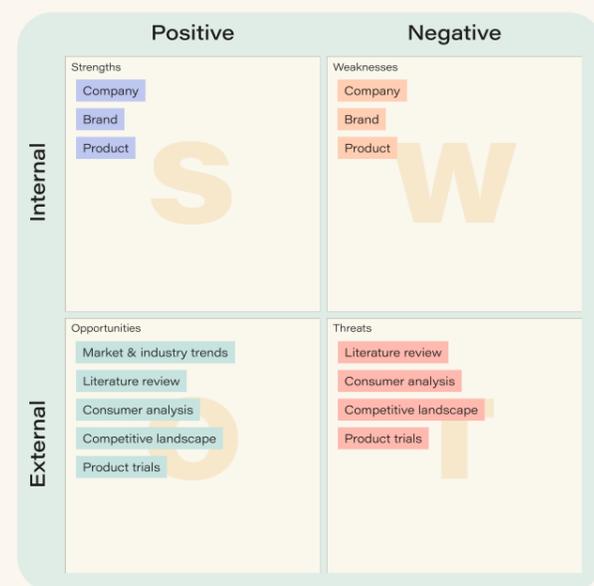


Figure 30. SWOT quadrants with analyses

In this context, the SWOT primarily functions as a summarising tool: it helps translate a wide range of findings into a manageable overview across different domains such as brand, operations, and consumer behaviour.

To move from insights to strategy, the chapter then applies the TOWS framework. Unlike SWOT, which clarifies what is happening, TOWS focuses on what to do

about it. It generates strategic directions by connecting internal capabilities to external developments.

3.1.1 Strengths

This section describes strengths, derived from previous research.

Company strengths

Strengths, contributing to a base stability, are their yields that have been generated from the time Pieter Pot was focusing on market penetration as their business strategy. These yields include strong brand awareness, an extensive product assortment, a network of vendors and multiple supporting factors such as knowledge and experience with regards to delivery partners, logistics and the deposit system. Concerning the deposit system, Pieter Pot still profits from the customer lock-in (Zott & Amit, 2010) they have created by using this system.

Furthermore, they have a established logistics and operational supply chain. Lastly, they have a low amount of external stakeholders with high power over the company. This makes Pieter Pot flexible and able to respond quickly.

Brand & product strengths

Brand strengths are their strong brand recognition, clear and consistent branding and positive decentral brand contribution that is mainly created by press. Their brand DNA is clear and they possess a strong

purpose and personality. The current positioning is distinct, but as they are pivoting, needs to be redefined. The brand DNA analysis shows they are sincere, honest, wholesome, approachable, friendly, cheerful, down-to-earth and transparent.

Product strengths are their large range of products in their assortment and different types of jars accommodating these products. For food items, 70% is packaged in reusable jars and, also confirming its alignment with Pieter Pot's current vision. Their all-time top performing products are also mainly packaged in glass jars. From the brand benefit ladder, their products offer a wide range of emotional benefits and self-expression.

3.1.2 Weaknesses

This section describes weaknesses, derived from previous research.

Company weaknesses

Company weaknesses include complex and expensive logistical and operational practices concerning the jar system and many different vendors, limited financial resources and lack of scalability of the current proposition.

Brand & product weaknesses

Brand weaknesses include few physical touchpoints and their decentral brand contribution being reliant on press. The brand personality can feel overly optimistic or idealistic. Their brand image is fragile in terms of being linked to their bankruptcy, meaning they may be perceived as a higher risk by banks and vendors, leading to limited access to financing or less favourable payment terms. As mentioned previously, their brand positioning is changing and needs redefining to be considered strong again.

Product weaknesses include their expanding assortment lacks focus and it costs time to

assess and predict success of new products. Products are expensive and have limited assortment compared to other supermarkets. Their brand ladder benefits are quite niche.

3.1.3 Opportunities

This section describes opportunities, derived from previous research.

Opportunities from market & industry trends

Research shows that customers demand for sustainability is increasing and that they are willing to pay for it. It also shows that households in the Netherlands show a strong dedication to environmental sustainability, including the use of single-use plastics. Customers are also more aware of the benefits of locally sourced products and they are willing to pay more for locally sourced food and products with a smaller carbon footprint. Furthermore, customers increasingly prioritizing supply chain transparency and ethical sourcing. The consumer demand for reusable options is also driving business to innovate.

Moreover, household food waste is the main contributor to total food waste, confirming that food waste prevention is a relevant opportunity.

Opportunities from literature review

The main opportunities from this research shows how to mitigate against the intention-action gap. There are five actions presented to do this: social influence, shape habits, use the domino effect, talk to the heart or brain and experiences over ownership (White et al., 2019).

An opportunity arising from the findings of Sang et al. (2022) is to accelerate the adoption of packaging-free products by expanding the available product range, enhancing transparency around

environmental benefits, and building consumer trust through clear and reliable information. Addressing usage barriers by offering a wider assortment, and tackling value and risk barriers by communicating proven environmental impact and avoiding exaggerated claims, can position packaging-free products as credible alternatives to conventional options. Additionally, ensuring comparability with regular products in terms of quality and convenience can help overcome traditional resistance, ultimately empowering both mainstream and environmentally responsible consumers to make the transition.

The packaging-free stores case study shows that the features local, organic and unpackaged are interconnected (Nilsson, 2019). It also shows that consumers, educated on sustainability, are more inclined to shop sustainably. Furthermore, packaging-free stores thrive on the basis of strong social connections and their main sustainability benefits can be in local food networks, organic produce and vegetarian products. They should not be evaluated based on technical environmental performance metrics but on their socially-driven ability to foster ecological citizenship and encourage sustainable consumption within the wider public.

Opportunities from consumer analysis

Opportunities include a potential to attract eco-conscious and eco-indifferent consumers by making the sustainable shopping experience more attractive in new ways. The overrepresentation (relative to the general Dutch population) of families with children in the customer base presents an opportunity to develop products and marketing strategies tailored to this demographic. Another opportunity is a growing willingness among lower-income consumers to pay extra for

sustainable goods. On the other hand, the “Luxury Living” segment’s focus on both sustainability and exclusivity presents an opportunity to further target wealthier consumers who value premium products with sustainable attributes.

Opportunities from competitive landscape

Research in this area shows that other companies have a significant smaller product range of packaging-free products. This gap in competitors’ assortment is an opportunity for Pieter Pot. Local initiatives lack home delivery services and are decentralized, reinforcing Pieter Pot’s unique advantage of offering sustainability without compromising on convenience. Companies such as Foodello and No Waste Army show that food waste prevention is gaining traction. Furthermore, sustainability efforts are getting more mainstream, presenting an opportunity for Pieter Pot to attract a broader audience beyond early adopters.

Competitors like Crisp successfully integrate local and artisanal products to differentiate themselves. Pieter Pot could also make use of this trend by expanding its local product offerings. Finally, KoRo’s success with bulk suggests an opportunity to innovate and expand refill options.

Opportunities from product trials

These trials show that certain products activate customers and that the fresh Verpieter-me-niet products sell very well. It shows that some non-perishable Verpieter-me-niet products also sell very well, but this varies for each product. Refill products also perform well with customers. The sales for products in new product categories, other than groceries, have varying success. The list of top performing products, on average per week (for the first ten weeks of 2025), confirm this and show promising results

for certain Verpieter-me-niet and the refill products.

3.1.4 Threats

This section describes threats, derived from previous research.

Threats from literature review

A threat identified from the Innovation Resistance Theory (IRT) is that there is a consumer resistance to packaging-free products driven by functional and psychological barriers. These are usage barriers, value barriers, risk barriers and tradition barriers. Surprisingly, individuals with high environmental awareness experience stronger negative impacts from these barriers (Sang et al., 2022).

Furthermore, regarding green companies, there exists an intention-action gap in sustainable consumer behaviour, meaning consumers do not always translate their intentions into actual actions. While there are five actions presented that can mitigate this gap, each has associated threats. Social influence can alienate certain consumers, shaping good habits might reduce intrinsic motivation, and leveraging the domino effect could result in negative spillover or slacktivism. Emotional or rational appeals in marketing may either backfire or fail to resonate, and prioritising experiences over ownership could lead to unsustainable choices or misalignment with consumer expectations. These threats complicate efforts to narrow the intention-action gap (White et al., 2019).

Finally, threats include that scalability and profitability in packaging-free models have always been a problem that these stores face. Their niche appeal may limit their capacity to grow, preventing them from reaching a mainstream audience or driving broader systemic change (Nilsson, 2019).

Threats from consumer analysis

Pieter Pot faces several threats based on the consumer analysis. The market size of highly committed eco-warriors is relatively small, making it insufficient for sustained growth, while eco-indifferent consumers are unlikely to engage unless prices match or undercut conventional grocery options with equal or greater convenience. The current customer base is predominantly higher-income households, which may limit accessibility to middle- and lower-income groups, reinforcing the brand’s premium positioning. Additionally, there is an underrepresentation of consumers over 50 years old and those living in apartments, suggesting challenges in appealing to older demographics and urban dwellers. Lastly, Pieter Pot’s premium pricing and positioning may alienate price-sensitive consumers, restricting its ability to attract a broader audience seeking affordable sustainability.

Threats from competitive landscape

Threats include competition from larger supermarkets like Ekoplaza that are also adopting packaging-free initiatives. Smaller local stores like LOOS also meet the needs of consumers and these smaller stores as a collective pose a threat to Pieter Pot. In addition, there are stores that focus specifically on food waste prevention such as Foodello and No Waste Army, which makes them strong competitors in this segment. The success of other stores with different sustainability models show that there is an opportunity for Pieter Pot to also pursue that direction, however, the success also poses a threat as these stores also appeal to sustainability-conscious consumers, offering competition. Companies that differentiate themselves with a focus on local and artisanal products, like Crisp, are also threatening for Pieter Pot and for their consumers who prioritise product quality

over packaging sustainability. This makes it harder for Pieter Pot to stand out solely on its packaging-free proposition.

Threats from product trials

Threats include that sales are inconsistent between different products. Each new product costs time to set up and does not guarantee sales and benefits. Multiple products from either Verpieter-me-niet or new product category perform poorly.

3.1.5 From SWOT to strategy (TOWS)

The TOWS matrix is a strategic tool that transforms SWOT insights into concrete strategies by matching internal strengths and weaknesses with external opportunities and threats (Wehrich, 1982).

To strategically respond to the current context, Pieter Pot can leverage its core strengths, such as strong brand awareness, an established logistics network, and an extensive product assortment, to act on

emerging opportunities. These include rising consumer demand for sustainability, interest in food waste prevention, and the appeal of local and ethical sourcing. By building on these strengths, Pieter Pot is well-positioned to expand into new sustainable offerings like Verpieter-me-niet products and refill items, without compromising on convenience. At the same time, weaknesses such as limited financial resources and high operational complexity necessitate careful prioritisation. To mitigate these weaknesses, the company should focus on streamlining its assortment and clarifying its positioning, while using customer insights to guide product curation. Finally, threats such as consumer resistance, a small eco-conscious market, and increasing competition from both mainstream and niche players call for defensive strategies. These include reinforcing transparency, demonstrating tangible impact, and actively managing quality perceptions to maintain trust. In doing so, Pieter Pot can protect its brand while pursuing strategic growth through a broadened sustainability mission.

Chapter 3.1 Structuring insights translated prior research into a strategic foundation by identifying Pieter Pot's strengths, weaknesses, opportunities, and threats. The SWOT framework organised findings across internal and external domains, while the TOWS matrix identified strategic directions that align capabilities with developments in the market, consumer landscape, and competitive context.

Together, these insights offer direction for strategic decision-making, supporting Pieter Pot's goal to evolve its proposition while maintaining brand integrity.

The next chapter builds on this foundation by offering a clearer view of Pieter Pot's current customers, focusing on their needs, values, and behaviours which supports the refinement of strategic choices and proposition development.

3.2 Understanding customers of Pieter Pot

This chapter aims to gain a deeper understanding of Pieter Pot's existing customer base. This is relevant because identifying customer needs, values, and behavioural patterns supports the evaluation and development of pivot directions.

The chapter begins with insights into the sociodemographic characteristics of current customers, based on survey data. It then explores underlying motivations, perceived brand image, and attitudes toward new directions. Finally, it includes a segmentation based on order frequency to identify opportunities for targeted improvements in engagement and retention.

This chapter focuses on understanding existing customers. Section 2.2 explains how Pieter Pot views their target group and also includes a segmentation on existing customer data. However, there is much more to investigate to understand customers.

The customer research answers the following questions:

- Who are the customers of Pieter Pot?
- What are the needs and values of the customers?
- How do customers perceive Pieter Pot?

3.2.1 Research design

The research was conducted in the form of a survey, which included a mix of closed and open-ended questions. The eighteen open-ended questions were hand-coded using an inductive approach, with the involvement of a co-coder. A total of 148 responses were collected. The full research plan, including survey structure and details on sample size, can be found in Appendix H. The complete customer research results are included in Appendix I. While the research activities and collected findings belong to the Discover phase, this chapter is about the documentation and interpretation of those results. Additionally, rather than framing the findings within the SWOT, these insights are presented in a standalone format to preserve their richness and contextual value. *In this chapter Q[number] refers to a specific question.*

3.2.2 Pieter Pot's customers

Figure 31 displays the distribution of age ranges, showing a roughly unimodal shape. The average age of respondents is approximately 48 (Q28). The age range aligns with the consumer segmentation (Section 2.2.2). "Plannen en rennen", aged 30-55 and "Luxe en leven", aged 45-75 are clearly represented.

Furthermore, 82% of respondents are female (Q29) and household with two or four persons are most common (Q31). 57% live in a city, whereas 36% lives in a village (Q30).

Beyond traditional segmentation based on socio-demographic factors, it is more valuable to uncover customers' needs,



Figure 31. Customer research respondents age distribution

values, and attitudes. This rest of this chapter focuses on understanding these deeper aspects, as they can provide more meaningful insights. Exploring customer attitudes helps reveal underlying motivations and needs that can guide and inform the project more effectively.

3.2.3 Customer needs and values

Sustainability

Sustainability is a key need for the customers of Pieter Pot. Customers evaluate themselves as having high environmental concern (Q27). For the four attributes price, convenience, sustainability and unique products, sustainability scores significantly higher than the other three attributes (Q12). Furthermore, 24% of respondents mentioned general sustainability as a advantage of shopping at Pieter Pot (Q22). That make it the second most mentioned feature, as Packaging-free is the first.

Sustainable attributes

As expected, packaging-free, is a key need for customers. This feature is closely tied to sustainability and can be regarded as

a specific sub-aspect of it. It is most often mentioned throughout different questions, more often than general sustainability. It is most frequently cited as a key advantage of both online grocery shopping in general (Q9) and shopping at Pieter Pot specifically, with 64% of respondents indicating this (Q22). The customer research discusses six sustainability related attributes (Q14, Figure 32), No packaging waste, Options for preventing food waste, Local products, Organic products, Refill products and Wider variety of sustainable food products (but regularly packaged). No packaging waste scores significantly higher than all other attributes. Besides that, Organic products scores significantly higher than remaining attributes. Refill products, Options for preventing food waste and Local products score similarly and significantly higher than Wider variety of sustainable food products (but regularly packaged).



Figure 32. Box plot of points designated to each sustainable attribute (Q14)

Wide product assortment

Another recurring need is a Wide product assortment. Respondents mention this as an advantage of online grocery shopping in general (Q9) and it is the primary request when asked about additions to Pieter Pot's concept and services (Q16).

Extension to other sustainable products in different product categories

All previous information provide insights that are valuable for evaluating pivot directions. The one direction that is not yet mentioned is "Extension to other sustainable products in different product categories". The results from the customer research show that this option is perceived varied, indicating a mixed preference (Q15). It is mentioned second most when asked about adding new concept or services (Q16).

Focus on core

Besides showing how customer perceive new possible directions for Pieter Pot, there is also resistance against broadening Pieter Pot's offering. This is reflected by the fact that when asked about additional concepts and services for Pieter Pot the third most mentioned answer is about focussing on groceries (Q16). This group can be described as more sceptical towards new possible directions.

Other grocery services

Besides doing their groceries at Pieter Pot, over 80% of customers still shop at conventional supermarkets (Q17). This shows that there is still a large need for regular grocery shopping that exists alongside shopping at Pieter Pot.

3.2.4 Customer segmentation based on order frequency

An objective of the project is to increase order frequency at Pieter Pot. That is why there is an interest in specifically targeting customers that are ordering not frequently yet. To investigate this a, segmentation can be done by using the information of Q20, which recorded the amount of Pieter Pot orders over the past six months. To make this segmentation manageable, it is useful to recode the variable into three types of customers: Low, Medium and High frequency users. Low covers 1 - 5 orders in six months, whereas Medium covers 6 - 10 and High covers 11 or more orders. These three segments will be further referred to as Low-PP-users, Medium-PP-users and High-PP-users.

For ordering groceries online in general (Q2), 30.7% of respondents in the Low-PP-users segment said they never or only occasionally buy groceries online. This percentage decreases significantly in the other two segments: Medium-PP-users 18.1% and High-PP-users 4.3%. This suggests that among Pieter Pot's existing customer base, the barrier low frequency users experience is not just about Pieter Pot itself but about online grocery shopping in general. Consequently, strategies aimed at increasing order frequency among existing low-frequency users should not only promote the benefits of Pieter Pot itself, but also address broader barriers associated with online grocery shopping, such as convenience, trust, and habit formation.

The results of the survey also inform on how often certain grocery products are ordered online (Q4). Top three items are Pasta, rice and world cuisine (8.2%), oil (7.3%) and coffee & tea (7%). Here it is also useful to analyse differences using the three order frequency segments. As Low-PP-users are

3.3 Evaluating pivot directions & defining strategic direction

This chapter identifies and evaluates five potential pivot directions for Pieter Pot. It also defines how these directions can together shape a cohesive strategic outlook for the brand. This is relevant because a clear comparison and synthesis of options is essential to determine which direction(s) offer the best fit with Pieter Pot's identity, consumer needs, and future potential.

The first part of the chapter evaluates each pivot direction using brand extension theory, with a focus on the concept of perceived difficulty. The second part connects the most promising elements into a multi-part strategy that strengthens the core, establishes a line extension, and develops two brand extensions. The final section confirms which direction will be developed further in the project.

This chapter presents an evaluation of all five pivot directions (Figure 35). It is supported by relevant literature on brand extensions to substantiate the assessment.

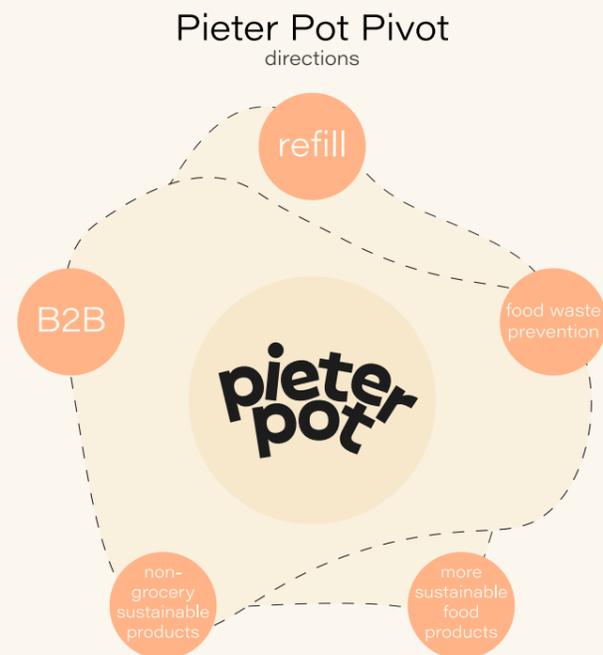


Figure 35. Pivot directions

Literature differentiates two types of extensions:

A **line extension** refers to the introduction of a new product under an existing brand name, but within the same product category.

A **brand extension**, involves the use of an established brand name to enter a new product category (D. A. Aaker & Keller, 1990). More specifically, there is also a sustainability brand extension, which "involves the use of

a successful sustainability brand to launch new or modified products in a new category" (Belz & Peattie, 2013, p. 191).

3.3.1 Directions

The five pivot directions are presented in this section. Figure 36 provides an overview of the directions and the conducted evaluation.

Refill products and B2B options

Refill products are positively perceived, as demonstrated in the customer research (Section 3.2). Beyond perception, they also perform well, as highlighted in the product trials Section 2.8.1. Given these positive evaluations, refill products represent more of an operational and logistical challenge than a strategic one. Refill products qualify as a line extension rather than a brand extension, as they represent a variant of an existing product (D. A. Aaker & Keller, 1990).

Implementing B2B options presents primarily an operational challenge, as the product itself remains unchanged and is simply distributed through other businesses. Additionally, implementation is relatively straightforward and focuses on acquisition and building business relationships. As a result, it poses less of a strategic challenge and offers less relevance for this project.

	Strategic challenge	Perception	Performance	"Perceived difficulty"
Refill	✗	✓	✓	—
B2B	✗	—	✓	—
Sustainable food products, packaged	✓	✗	—	✗
Food waste prevention	✓	✓	✓ +/—	✓
New sustainable products	✓	+/—	+/—	✓

✓ = positive ✗ = negative +/— = mixed — = not applicable

Figure 36. Pivot direction evaluation overview

Offering sustainable food products, but not packaging-free

Offering packaged sustainable food products is rated as the least important attribute in the customer research (3.2.3), indicating that this proposition is poorly perceived. Expanding this category would make Pieter Pot resemble a conventional supermarket more closely, which risks diminishing its distinct value proposition. As the customer research shows (Appendix 1.2, Q17+Q18), over 80% of customers still shop at conventional supermarkets which are retailers that already offer a broad range of packaged sustainable products. Simply adding similar items to Pieter Pot's assortment is therefore unlikely to improve their proposition long-term. If the product offering becomes too similar to that of conventional players, the incentive to order from Pieter Pot weakens, as customers might just as easily pick up these products during their regular grocery trip.

Pieter Pot should be cautious not to adopt the role of a conventional supermarket like Albert Heijn. It can not, and does not need to, match such a broad assortment. Albert Heijn

already offers a wide range of inherently sustainable products, and many consumers still prefer physical shopping over delivery. Pieter Pot's strength lies elsewhere, and diluting its unique position may undermine its relevance.

This proposition also does not align with their brand identity (Section 2.6.3) of being rebellious. Pieter Pot's small scale, flexibility, and unconventional approach are key strengths that would not be leveraged within this direction, in fact, they risk being overshadowed entirely.

Furthermore, this proposition does qualify as a brand extension. According to Aaker and Keller (1990), there are multiple factors influencing how well a brand extension is perceived. One of these factors is Perceived Difficulty. This refers to the consumers' perception of how challenging it is for a company to produce a particular brand extension. When consumers believe that a brand extension is difficult to make, this positively impacts their evaluation of the extension.

The perceived difficulty for this proposition is likely to be low, as sourcing packaged products, even if sustainable, is not a complex task for a company like Pieter Pot due to its network and operational expertise.

Food waste prevention

The fourth proposition to be evaluated is Food waste prevention.

This direction is perceived positively, as found in the customer research (Section 3.2.3). The performance from recent product trials in this direction shows good but varying success (Section 2.8.2). In addition to positive perception, this hit or miss behaviour in performance is what makes this direction strategically interesting as it shows potential for success and the successful trials serve as a proof of concept.

Again, looking at perceived difficulty (D. A. Aaker & Keller, 1990), the brand extension of food waste prevention would likely be perceived more difficult than previous direction of adding packaged sustainable products to the assortment. Offering food waste prevention options to the assortment includes navigating new partnerships and sourcing new products. It requires careful curation of these collaborations and products to make them perform successfully.

According to Aaker and Keller (1990), a higher perceived difficulty results in a better brand extension evaluation. They further state that consumers tend to perceive extensions that are harder to execute as requiring skills and expertise aligned with the original brand's capabilities. Therefore, the company's move into a more complex product category could be interpreted as a sign of the brand's strength and capability.

For Pieter Pot, this would mean that moving into the more complex category of food waste prevention could enhance how consumers perceive the brand. Because

offering food rescue products is seen as a more challenging extension, requiring new partnerships, sourcing strategies, and curation, consumers may interpret this move as evidence of Pieter Pot's competence, innovation, and commitment to sustainability. It strengthens the brand image by signalling that Pieter Pot has the necessary expertise and values to take on meaningful sustainability challenges, potentially reinforcing trust, differentiation, and brand loyalty among customers.

Sustainable products in a different product category

The fifth direction explores the potential of offering sustainable products in an entirely different product category than Pieter Pot's current assortment. Customer research (Section 3.2.3) and performance data from product trials (Section 2.8.2) indicate mixed results. While not consistently successful, these outcomes demonstrate that the direction holds potential and is strategically interesting. Unlike merely extending the current assortment with similar products, this direction introduces novelty by entering a new category, which could expand Pieter Pot's perceived relevance.

This strategic direction qualifies as a brand extension, given that it involves introducing products in a new category under the existing brand name (D. A. Aaker & Keller, 1990). According to the concept of Perceived Difficulty, such a move is likely to be evaluated more positively if consumers believe that offering these products requires substantial capabilities. The brand extension involving sustainable products in different categories is likely to be perceived as more difficult than the previously discussed directions. Similar to the food waste prevention proposition, this extension demands the development of new partnerships, sourcing strategies, and careful product curation, yet with the added

complexity of operating within an entirely new product category.

In this direction the perceived difficulty is moderate. The transition to a new category introduces unfamiliar challenges related to sourcing, quality control, and customer education, while still building on Pieter Pot's sustainable brand promise.

This direction allows the brand to demonstrate flexibility and innovation without compromising its core values. If executed successfully, it may signal to customers that Pieter Pot is capable of applying its sustainability expertise to a broader range of consumer needs. This could reinforce brand equity by showing continued relevance, growth, and purpose-driven expansion, particularly if the new category clearly aligns with unmet sustainability needs among the target audience.

3.3.2 Overall strategy alignment

Previous findings indicate that multiple pivot directions and additional factors could significantly contribute to Pieter Pot's success. These findings contribute to a multi-faceted strategy that can be divided into three parts. Table 4 describes this.

"Sustainability" is a key word in this statement. It replaces the concept of "Packaging-free" as Pieter Pot is moving towards a position where this is no longer the case. This is reflected from the customer research (Section 3.2.5), where respondents were asked about Pieter Pot's brand image, and sustainability was mentioned 72 times, surpassing packaging-free, which

Strengthening the core.	Focus on existing strengths and reinforcing what Pieter Pot already does well. <ul style="list-style-type: none"> Focus on packaging-free (Section 3.2.3). Expand organic products. (Section 2.7.2 & 3.2.3). Expand locally sourced products (Section 2.7.2 & 3.2.3).
Establishing a line extension	Establishing the offering of refill products, a line extension. (Section 2.8.1)
Developing brand extensions.	Using two pivot directions as brand extensions. <ul style="list-style-type: none"> Food waste prevention (to be developed in this project). Sustainable products in different product categories.

Table 4. Overall strategy elements

These parts share a key characteristic, which can be captured in a statement that defines the evolved brand's positioning, USP, or differentiation.

"Sustainability that you won't find in your conventional supermarket."

Or "Lekker duurzaam. Net even anders dan de supermarkt." using Pieter Pot's tone of voice.

was mentioned 56 times. This shows the possibility of *extending Pieter Pot's associations to the brand extensions*. What was once a clear focus on packaging-free grocery shopping is now evolving into a broader commitment to sustainability.

While packaging-free practices remain an important pillar, they are no longer the central promise, instead, they are part of a larger, more comprehensive sustainability mission.



Figure 37. Features in zoom-out pivot

Figure 37 displays this strategic redirecting of zooming out, which is the actual 'zoom-out pivot' that was mentioned before (Section 1.4). "When a single feature is not enough to support a whole product, what was considered the whole product becomes a single feature of a much larger product." (Ries, 2014, p. 147). By stepping back from the original, narrowly defined value proposition, the brand creates space to operate at a higher level.

Because of the comparison to a conventional supermarket, the statement also reflects Pieter Pot's brand DNA of being different and rebellious.

3.3.3 Chosen pivot direction to develop

To develop a design thoroughly, it is best to focus on a single pivot direction.

The direction food waste prevention is evaluated most positively, as can be seen in Figure 36. To confirm this direction, Chapter 3.4 Food waste prevention rationale revisits

previous findings more extensively than in the comparative analysis and presents a complete rationale for this direction. It confirms that this project should continue with designing the pivot direction, food waste prevention.

To summarize, the food waste prevention brand extension can be beneficial for Pieter Pot. While this pivot direction forms a crucial part of the overall strategy, previous findings indicate that other pivot directions and additional factors also significantly contribute to Pieter Pot's success. These are described in Section 3.3.2.



Chapter 3.3 Evaluating pivot directions & defining strategic direction compared five potential pivot directions, identifying how each aligns with Pieter Pot's brand identity, consumer expectations, and strategic goals. Refill products and B2B were seen as operationally feasible but strategically less distinctive. Packaged sustainable products were found to dilute the brand's positioning. In contrast, food waste prevention and sustainable products in new categories were positively perceived, with higher perceived difficulty enhancing their strategic value. These two options formed the basis for a multi-part strategy that strengthens the core and explores meaningful extensions.

A well-supported evaluation is essential for choosing a brand extension that enhances relevance without compromising credibility. This chapter provides that foundation by linking theory, consumer insights, and brand strategy into a coherent direction.

The next chapter builds on this outcome by further confirming the choice for food waste prevention. It provides a detailed rationale for why this direction fits Pieter Pot's mission, brand values, and operational capabilities.

3.4 Food waste prevention rationale

This chapter confirms the decision to develop the food waste prevention direction further. Beyond comparative fit, this chapter draws on broader project findings to validate food waste prevention as a meaningful strategic direction. This is relevant as it further establishes why this brand extension fits Pieter Pot's strategic ambitions, brand identity, and market opportunities.

The chapter consolidates findings from across the project to build a coherent rationale. It explains how this direction expands Pieter Pot's sustainability mission, resonates with customer perceptions, fits operationally, and differentiates the brand from conventional players.

The previous chapter concludes that the Food waste prevention direction is a promising option based on the evaluation criteria. Building on that outcome, this chapter provides a strategic rationale for proceeding with this path. Going beyond comparative fit, it revisits findings from across the project to confirm why food waste prevention offers a meaningful way forward. The rationale offers a brief step back and a summary of why this path makes sense.

The Food waste prevention proposition presents a strategically coherent and brand-consistent extension for Pieter Pot. It strengthens the brand's core mission by addressing waste from a second angle: food waste. As the company was originally founded to tackle packaging waste, this direction represents a natural evolution, expanding the anti-waste mission into a broader, more holistic sustainability agenda. The extension also builds on Pieter Pot's existing brand associations and strengths. The brand is already perceived as sustainable, transparent, and sincere (Section 2.6.3), qualities that naturally align with the idea of rescuing food. These associations provide a strong foundation for the extension to feel credible, reinforcing what the brand stands for while expanding its relevance.

This strategic broadening fits with what (Ries, 2014) describes as a zoom-out pivot: "when a specific feature can no longer carry the brand alone, it becomes part of a more

complete and compelling value proposition". In this case, packaging-free becomes a core feature within a larger mission of sustainable grocery shopping. Supporting this shift, customer research has shown that consumers associate Pieter Pot more strongly with sustainability than just with packaging-free, indicating that the brand already occupies a broader space in people's minds.

Food waste prevention also aligns well with current consumer and market trends. Reducing food waste is increasingly viewed as a critical sustainability issue, gaining attention from the public and innovators (Section 2.3.8). By stepping into this space, Pieter Pot aligns itself with a movement that is both urgent and relevant.

Moreover, the Food waste prevention proposition allows Pieter Pot to expand its assortment with products that could not easily be offered in jars while still justifying them within a strong sustainability narrative. Framed within a food-rescue context, these products retain the ethical and environmental credibility that defines the brand.

Operationally, Food waste prevention is a logical fit. It leverages Pieter Pot's existing digital infrastructure, logistical network, and customer base, while requiring only targeted new capabilities such as sourcing rescued goods and curating variable assortments. This makes it both scalable and feasible within the company's existing model.

Finally, the proposition strengthens Pieter Pot's brand positioning as a counter to the conventional supermarket. Unlike platforms such as Foodello, which approach food waste primarily from a discount/value

perspective, Pieter Pot frames its offer within a clear and credible sustainability narrative. This positions the brand uniquely as a food waste prevention platform that is sustainability-first.

Chapter 3.4 *Food waste prevention rationale* confirmed food waste prevention as a strategically sound direction for Pieter Pot. It builds on prior analysis by showing how this proposition strengthens the brand's sustainability mission, aligns with customer perceptions, fits operationally, and reinforces differentiation. As a natural evolution from tackling packaging waste to food waste, the extension supports Pieter Pot's identity and credibility while opening space for meaningful growth.

A clear rationale is essential before investing in the design of a brand extension. This chapter offers that rationale by combining consumer insights, market context, and brand theory to validate food waste prevention as a compelling direction for development.

The next chapter systematically analyses how well this extension fits with Pieter Pot's existing brand, using a theoretical framework of six fit dimensions.

4. Develop

4.1 Brand extension fit analysis & proposition development

This chapter aims to analyse how well the new proposition, food waste prevention, fits with Pieter Pot's existing packaging-free proposition. This is relevant because the success of a brand extension is depended on this perceived fit. Ensuring fit between the new and existing proposition supports consumer acceptance.

This chapter introduces a structured framework of six brand extension fit dimensions, derived from academic theory. It compares the current and additional proposition across these dimensions, identifies differences, and evaluates overall fit. As this fit analysis directly influences the design of the final proposition, it is a key part of the project. The framework is applied systematically, including validation through inter-rater reliability. The resulting insights form the basis for the synthesis and design actions presented in the next chapter.

Previously, it is established that Pieter Pot needs to evolve towards a position where they integrate the additional proposition, **'food waste prevention products.'**

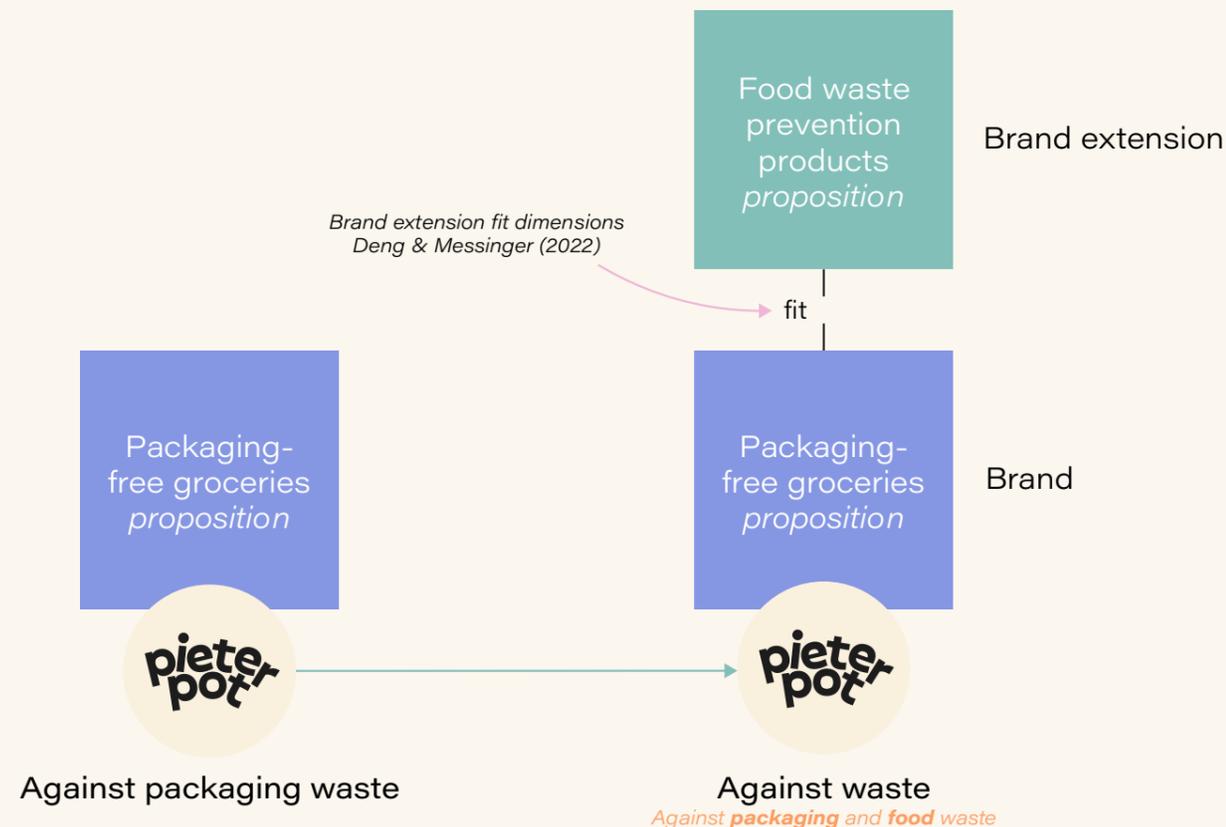


Figure 38. Brand evolution and brand extension fit

4.1.1 Approach

The main question of this section is how the 'food waste prevention' proposition can be developed in such a way that it has a clear fit with the 'packaging-free' proposition (Figure 38). As the success of a brand extension depends on how well it fits with the existing brand.

To solve this and develop a clear proposition for the food waste prevention extension

that has brand extension fit with the current brand, fit measures are useful. Deng and Messinger (2022) identify six dimensions of brand extension fit.

It is crucial to incorporate all six dimensions in the analysis and development because focusing on only a subset can lead to a distorted understanding of fit and result in suboptimal strategic decisions (Deng & Messinger, 2022).

1. The first step in this development is **defining** what the six fit dimensions are.
2. The second step is to **create guiding questions** that can aid in identifying characteristics for each proposition.
3. The third step is to **identify characteristics per dimension** of the **current proposition** (packaging-free groceries). These characteristics are **drawn from the information in this report** and gathered during the project. E.g. the characteristic 'Extensive assortment' can be traced all the way back to the product analysis (Chapter 2.5) and 'Sincere' to brand DNA (Section 2.6.3).
4. The fourth step is to **identify characteristics per dimension** of the **brand extension proposition** (food waste prevention).
5. The fifth step is to **compare each propositions characteristics per dimension**. Their are multiple characteristics comparison labels identified that are applicable on the change in characteristics. These are defined as:
 - *Inherit*: Characteristic is transferred to the food waste prevention proposition.
 - *Inherit (increase/decrease)*: Characteristic is transferred to proposition, but is noteworthy more or less prominent.
 - *Introduce*: Characteristic is unique to the food waste prevention proposition and newly introduced relative to the current proposition.
 - *Modify*: The underlying principle of the characteristic is transferred from the current proposition, but it is altered in its specific form or focus for the food waste prevention proposition.
 - *Disappear*: Characteristic only exists in the current proposition, therefore, it disappears compared to the food waste prevention proposition.
6. The sixth step is to **assess how strong the fit is** based on the differences in characteristics for each fit dimension. Ratings for each dimension are on a 1-to-5-star scale, including half-star increments.
7. The seventh step is to **compose a small synthesis** about the **strength of the fit** and the **differences in characteristics**.
8. The eighth step and is to **create design actions** directly derived from insights in differences between characteristics and from the associated synthesis. This step is **part of the proposition development**.

Figure 39 below visually present the steps previously explained.

Approach: Brand extension fit analysis & proposition development

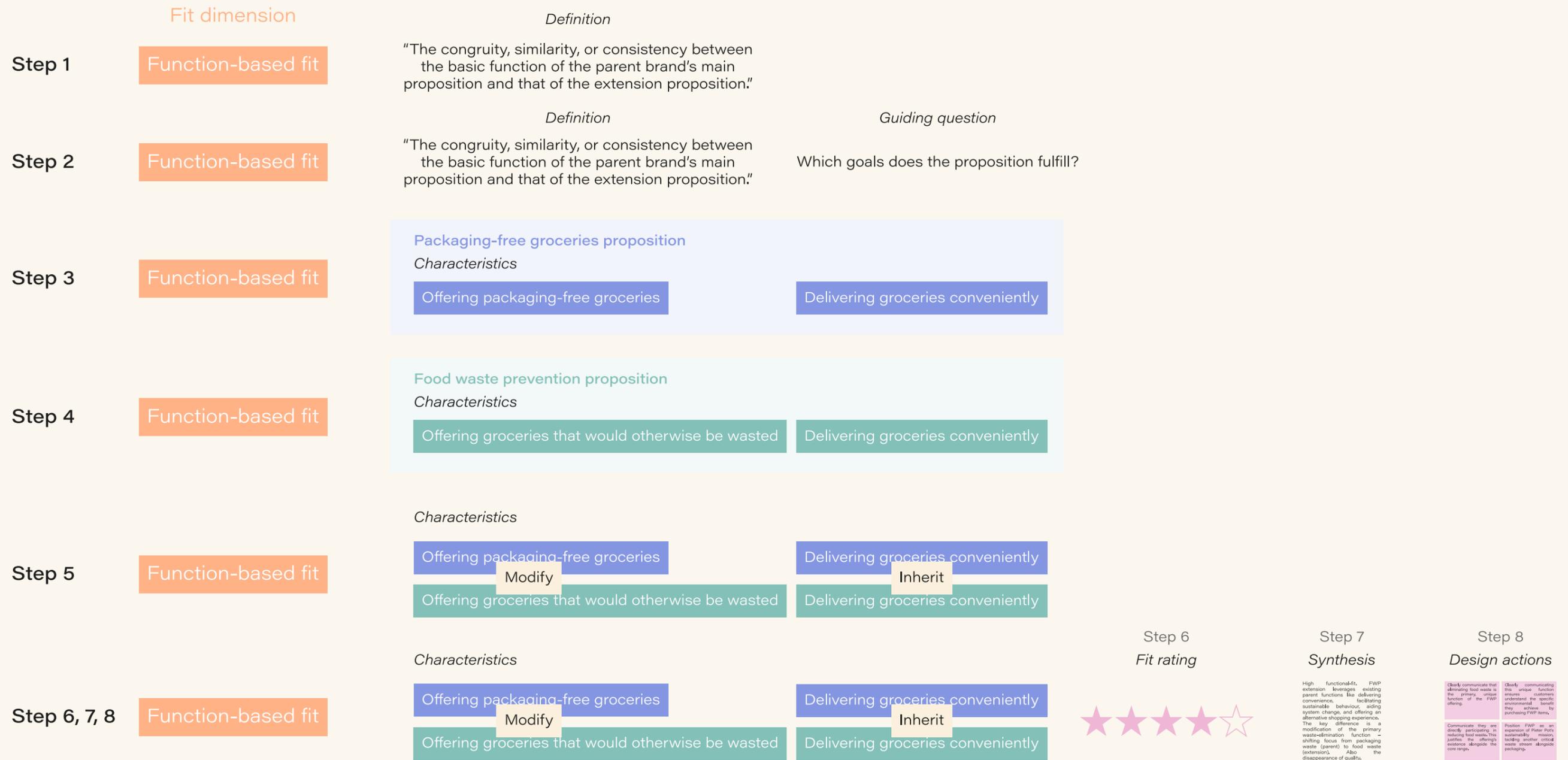


Figure 39. Brand extension fit analysis and proposition development approach

4.1.2 Fit dimensions definitions

Deng and Messinger (2022) use the term 'product' in the definitions of the fit dimensions, referring to a brand's complete offering, including both goods and services. In the context of a grocery service, 'product'

can mistakenly be interpreted as referring to individual grocery items. To avoid this confusion, it is better to refer to the brand's overall offering as a 'proposition' (e.g., packaging-free groceries proposition). Accordingly, in the definition presented in Table 5, 'product' has been replaced with 'proposition.*

Fit dimension	Definition (Deng & Messinger, 2022) *(product' replaced with 'proposition' for clarity) "The congruity, similarity, or consistency between..."	Formulated guiding question
Function-based fit	"the basic function of the parent brand's main proposition and that of the extension proposition."	Which goals does the proposition fulfill?
Usage-occasion-based fit	"the usage occasion of the parent brand's main proposition and that of the extension proposition."	When, where, and how is the proposition used?
Resource-based fit	"the resource required (e.g., people, facilities, skills, strategy, knowledge, expertise) to develop and manufacture the parent brand's main proposition and the extension proposition."	What resources does the proposition require or leverage?
Feature-based fit	"the specific features or attributes of the parent brand's main proposition and those of the extension proposition."	What are the tangible components, specific attributes, or operational characteristics of the proposition?
Image-based fit	"the abstract associations coming up in consumers' mind (e.g., meaning, image, associations, experience, essence) when thinking of the parent brand's main proposition and the extension proposition."	What personality, values, feelings, or abstract associations does the proposition evoke or represent?
Target-market-based fit	"the target market of the parent brand's main proposition and that of the extension proposition."	Who is the primary audience or user segment for this proposition?

Table 5. Fit dimensions definitions

4.1.3 (In)dependence

Besides a clear understanding of what the fit dimensions are, it is also important to review if there is a certain dependency between the six dimensions to determine if they can be used as separate measures. This issue is tested and discussed in the original theory by Deng & Messinger (2022).

They state that the six dimensions are distinct enough so that no statistical multicollinearity problems arise. This is demonstrated in a model validation of the study. The confirmatory tetrad analysis and collinearity diagnostics indicate that the Variance Inflation Factor (VIF) values remain below the accepted thresholds, indicating that multicollinearity is not a significant problem.

However, the theory does suggest that the dimensions are conceptually correlated. Deng & Messinger (2022) explicitly note that the dimensions are empirically correlated with each other, indicating they are not entirely independent concepts. Further analysis in their study reveals that these correlations reflect underlying conceptual

relationships, allowing the six dimensions to be grouped into two higher-order factors: 'market-based fit' (consisting of image-based, target-market-based, and usage-occasion fit) and 'engineering-based fit' (consisting of feature-based, function-based, and resource-based fit) (Figure 40). This demonstrates that while statistically separable for modelling purposes, the dimensions share common themes and are conceptually related.

4.1.4 Importance of market-based and engineering-based fit

As mentioned, the six fit dimensions can be grouped into two higher-order categories: market-based fit and engineering-based fit (Figure 40).

- Market-based fit relates to customer perception and market positioning.
- Engineering-based fit relates to technical aspects and capabilities.

The importance of these broader categories is highlighted by the finding that their relative impact differs depending on the nature of the parent brand. Specifically, for utilitarian brands focused on functionality, achieving strong engineering-based fit is often more critical for extension success. Conversely, for hedonic brands focused on experience and image, strong market-based fit tends to be the more crucial driver.

So what kind of brand is Pieter Pot in this division?

Pieter Pot exhibits characteristics of both utilitarian and hedonic brands, making it best categorized as a 'mixed brand,' which Deng

Engineering-based fit

Feature-based fit

Function-based fit

Resource-based fit

Market-based fit

Image-based fit

Target-market-based fit

Usage-occasion-based fit

Figure 40. Higher-order factors

and Messinger (2022) identify as a distinct third option.

- Utilitarian: Pieter Pot fulfills the practical need for groceries and offers functional benefits like convenience and waste reduction.
- Hedonic: Pieter Pot allows consumers to feel good about their sustainable lifestyle and engage in a playful, community-driven brand experience. It delivers emotional and experiential value beyond just functionality.

Pieter Pot being a mixed brand means that engineering-based fit and market-based fit are both important in influencing consumer behaviour (Deng & Messinger, 2022).

4.1.5 Inter-rater reliability

The concept of inter-rater reliability

Inter-rater reliability is “the extent to which independent evaluators produce similar ratings in judging the same abilities or characteristics in the same target person or object.” (American Psychological Association, 2018).

To strengthen the objectivity of the fit analysis, particularly the assigned star ratings (Step 6), the concept of inter-rater reliability is important. While the primary analysis involves a degree of subjective judgment, having multiple independent raters assess the fit based on the same definitions and comparative data can validate these interpretations. High agreement among raters would indicate that the perceived fit is consistent and stable.

This process enhances the credibility of the synthesis (Step 7) and strengthens the foundation for the derived design actions (Step 8).

Participants

The inter-rater reliability test includes three participants: Jouri, founder of Pieter Pot, and two IDE master students familiar with the brand. The participants provide feedback and rate the different fits from the brand extension fit analysis (Figure 41). Due to the complexity of the analysis and its use of technical and design terminology, customers are excluded from the test.

Set-up

This research follows a qualitative approach where Miro is used as an interactive facilitation tool. It is the guiding interface during the interviews, enabling the structured presentation of information and the recording of the participants star ratings.

For both propositions, all six fit dimensions, all characteristics and their individual relations are presented. Step 6, 7, 8 are not presented. Each participant is then asked what their thoughts are about the information presented and what they would rate the fit



Figure 41. Inter-rater reliability session

in that dimension (Step 6). Suggestions and feedback on the identified characteristics is noted. The participants star rating is recorded using Miro.

The measure of inter-rater analysis most fitting is Intraclass Correlation Coefficient (ICC) as this measure suits ordinal scale data (like 1-5 stars) and can manage more than two raters.

Results

The analysis in SPSS shows an intraclass correlation coefficient (ICC) for average measures of 0.578 (95% CI: -0.092–0.781), indicating fair inter-rater reliability according to Cicchetti’s (1994) interpretation, $F(5, 15) = 2.369, p < .09$.

Although the inter-rater reliability checks reveal variability in the ratings, these

differences can be coherently explained by referring to the context and nuances observed during the qualitative session. The discrepancies are consistent with the subjective interpretations that naturally emerge in qualitative analysis and do not indicate fundamental disagreement among raters.

Following this, refinements are made to the character traits and their relations, incorporating insights derived from the qualitative inter-rater reliability sessions. Accordingly the syntheses are also refined. These are presented in the next section.

Appendix J present the results of the inter-rater reliability sessions, including the individual star ratings and SPSS output.

Chapter 4.1 *Brand extension fit analysis & proposition development* introduced a structured method to evaluate the fit between Pieter Pot’s current packaging-free proposition and the new food waste prevention extension. Using six brand extension fit dimensions, function-, usage-occasion-, resource-, feature-based, image-, and target-market-based fit, the analysis established a foundation for assessing alignment. The approach also incorporated inter-rater reliability to support objectivity and validate the outcomes.

Brand extension fit directly influences how consumers receive new propositions. A thorough, multi-dimensional fit analysis helps avoid strategic missteps and ensures that the extension builds on existing strengths rather than undermining them. This chapter ensures that the proposition development process is grounded in a clear understanding of where alignment exists and where refinement is needed.

The next chapter presents the results of this fit analysis. It provides ratings, synthesises key findings per dimension, and introduces targeted design actions to improve brand coherence. These outcomes translate theory into actionable steps that support the integration of food waste prevention within Pieter Pot’s brand.

4.2 Brand extension fit analysis & proposition development results

This chapter presents the results of the brand extension fit analysis and the proposition development. The analysis evaluates the degree of fit between Pieter Pot's current packaging-free proposition and the new food waste prevention proposition, using the structured framework of six fit dimensions introduced in the previous chapter. Each dimension is assessed, synthesised, and assigned a fit rating. These results are updated with insights derived from the inter-rater reliability sessions.

Based on the identified differences and overlaps between the two propositions, this chapter also introduces design actions aimed at improving the fit.

This section describes the results of the brand extension fit analysis & proposition development, following the approach described previously. The complete visual process of the analysis can be found in Appendix I.

In the analysis, ratings are assigned to each fit dimension, followed by the formulation of a synthesis. This section describes this and it is the updated version after integrating the insights from the inter-rater reliability sessions. Complete visual in Appendix K.

Function-based fit

High fit ★★★★★☆

The food waste prevention extension shows a high degree of functional fit, as it leverages key functions of the parent proposition. These include delivering convenience, facilitating sustainable behaviour, offering an alternative to traditional grocery shopping and aiding system change. However, the nature of the waste-related function is modified: the emphasis shifts from eliminating packaging waste to reducing food waste. Additionally, the functional emphasis on 'quality' disappears in the extension.

Usage-occasion-based fit

Moderate fit ★★★★★☆

The extension shows a moderate level of usage-occasion fit. It inherits essential usage mechanics from the current proposition, such as online shopping and at-home

delivery. However, the underlying shopping occasions shift noticeably. The parent's core routine, stocking up on pantry staples, is largely replaced by new, more dynamic usage patterns. These include value-driven purchases, opportunity-driven buying, availability-dependent shopping, and planned add-ons. As a result, the extension reflects a less predictable, more context-dependent usage logic that partially diverges from the parent's original role in the shopping journey.

Resource-based fit

Moderate fit ★★★★★☆

The food waste prevention proposition demonstrates a moderate resource-based fit with Pieter Pot's existing capabilities. It strongly leverages existing key resources, including the established logistics network, digital infrastructure, brand awareness, loyal customer base, and internal financial resources. These inherited strengths ensure a relatively smooth operational transition and support effective scaling.

However, the proposition also introduces increased requirements in specific areas. Notably, new supplier relationships must be developed to source rescued products, and internal expertise is needed to manage sourcing and curation. These added demands highlight the need for adaptation and resource development, rather than complete reinvention.

Feature-based fit

Moderate-low fit ★★★★★☆

The feature-based fit between Pieter Pot's packaging-free concept and the food waste prevention proposition is moderate to low. Although both offer groceries and contribute to sustainability, they do so through distinct product characteristics. The original proposition centres on reusable packaging, a glass jar and deposit system, refill routines, and product uniformity. These core features largely disappear or are significantly modified in the new direction.

Instead, the food waste prevention proposition introduces new dominant features such as variable packaging, a dynamic assortment, and a focus on rescued items rather than standard pantry staples. While the online platform and home delivery model are inherited, most tangible product features diverge. However, sustainable product characteristics, such as organic and locally sourced options, can still be retained. Despite the shared infrastructure and overarching mission, the shift in defining product features results in limited alignment between the two propositions.

Image-based fit

High fit ★★★★★☆

The food waste prevention proposition strongly inherits and reinforces Pieter Pot's core positive image associations, including

sustainability, impact, sincerity, idealism, transparency, and community. It also introduces new, fitting associations such as being resourceful, responsible, and smart, broadening the brand's perceived strengths.

However, some tension arises with the brand's defining image of circularity, particularly when rescued items are offered in original, non-reusable packaging. In addition, the premium and quality perception tied to the parent brand may be more difficult to uphold within a product range defined by irregularity. Lastly, some of the more idealistic brand associations become less prominent.

Target-market-based fit

Very-high fit ★★★★★☆

The food waste prevention proposition shows a very high target-market fit. It is directed at the same core audience as the parent brand, inheriting key segments such as sustainably minded, convenience-seeking consumers.

There are minor shifts within this overlap: the extension appeals slightly more to value-driven households, leading to a modest decrease in the share of higher-income consumers. Additionally, the level of environmental concern within the target group may soften somewhat, as the proposition becomes less idealistic and more pragmatic in tone.

4.2.1 Design actions

The analysis and its synthesis generate insights that guide the formulation of design actions. For each fit dimension, multiple design actions are developed to strengthen the fit between the current proposition and

the brand extension proposition. This results in a total of **30 distinct design actions** created for further development (next Chapter 4.3 *Ideating from design actions*).

Figure 42 illustrates four design actions for the function-based fit dimension.



Figure 42. Illustrative design actions

4.3 Ideating from design actions

This chapter describes the ideation phase based on the design actions derived from the fit analysis. Building on the previous chapter, this section translates analytical insights into actionable ideas that shape the future development of the food waste prevention proposition. For each fit dimension, design actions were defined to improve the alignment between the existing and extended brand proposition.

Through a structured process using How-To questions, over 160 solution ideas were generated and linked back to their respective design actions. This chapter outlines that process and highlights how these ideas are synthesised into thematic clusters, preparing them for practical implementation. The chapter concludes by structuring the clusters into two sections, Present and Persuade, reflecting both the explanatory and persuasive tasks required to successfully introduce and position the new proposition.

Step 8 from the approach (Section 4.1.1), the creating of design actions, is part of the proposition development. These design actions guide the next phase: ideation. As for each fit dimension, design actions have been drafted, this section describes the creation of solution ideas for each action.

This ideation process uses How-To's (Boeijen et al., 2020) to create these ideas. Each design action is accompanied with a How-To question. E.g. the design action "Clearly communicate that eliminating food waste is the primary, unique function of the food waste prevention offering." becomes "How to clearly communicate that eliminating

food waste is the primary, unique function of the food waste prevention offering?" This is done for each design action in each fit dimension, 30 design actions in total. Each of these actions now has multiple solution ideas. Each individual idea is labelled with the corresponding fit dimension and design action, so when used in next phases, it can still be traced back to its original place and goal.

Figure 43 illustrates a part of the total process. Generating solution ideas for all design actions results in over 160 ideas.

Appendix L presents the full visual representing this.

Chapter 4.2 *Brand extension fit analysis & proposition development results* presented the results of the brand extension fit analysis, evaluating the degree of alignment between Pieter Pot's current and additional proposition across six dimensions: function, usage occasion, resources, features, image, and target market. These insights led to the formulation of 30 design actions aimed at improving strategic fit and guiding further proposition development.

Understanding the alignment between the current and additional proposition is essential for securing customer acceptance and brand coherence.

The next chapter builds on these design actions through a structured ideation process, generating implementable ideas that strengthen the alignment between the existing and new propositions.

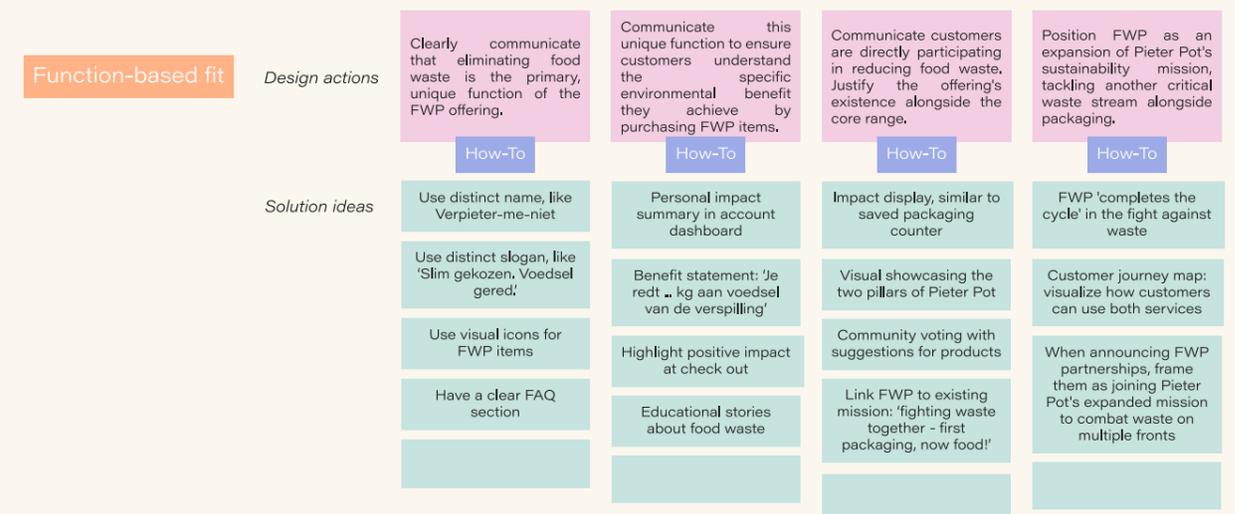


Figure 43. Design actions and ideation

4.3.1 Link to consumer behaviour studies

The design actions are primarily derived from the fit dimensions analysis. However, it is noteworthy that many of these actions align with evidence-based behavioural strategies to close the intention-action gap, as described by White et al. (2019) and mentioned in Section 2.7.3. For example, making sustainable choices more visible through visual identifiers and impact statements leverages social influence. While integrating feedback and prompts, such as personal impact overview in the customer account, helps shape good habits.

In addition to aligning with behavioural strategies to close the intention-action gap, several design actions also address barriers identified by Innovation Resistance Theory (Sang et al., 2022). For example, expanding the assortment and providing clear product information directly target usage and risk barriers, while emphasising environmental benefits and comparability with regular products helps to overcome value and tradition barriers. Additionally, ensuring transparency about the origin, quality, and ingredients of rescued products further builds trust and reduces perceived risk. By proactively addressing these functional and psychological obstacles, the proposed actions aim to reduce resistance and support consumer adoption of packaging-free products.

4.3.2 Development

Following this ideation, which generated a large set of individual solution ideas for each design action, this section focuses on synthesising and structuring those ideas towards coherent and implementable idea clusters. This synthesis prepares the ideas for practical application by ensuring

that they can be translated into concrete guidelines within Pieter Pot's positioning and communication.

Clustering results in the following thematic groupings:

- Core message
- General explanation
- Double mission
- Visual identifier
- Product information
- Communicate quality
- Smart image
- Communicate dynamic assortment
- Value driven
- Communicate partnerships
- Educate
- Narrative
- Communicate curation
- Customer input curation
- Use cases
- Web shop integration
- Product suggestions
- General communication & marketing
- Internal processes

Each idea in a cluster contributes to the same purpose in its own way.

The next step involves organising the clusters into a format suitable for delivery to Pieter Pot. This marks a tangible step towards a design deliverable tailored to the company's needs.

To enhance clarity and applicability, the synthesised idea clusters are divided into two sections: **Present** and **Persuade**. This division reflects the dual challenge of introducing the brand extension in a way that is both understandable and appealing. The separation emerged through iterative refinement of the ideas.

Attention	Present	Attention maps to Present, as visual identifiers and labels are used to make the new proposition noticeable.
Interest	Present	Interest maps to Present, as clear messaging and product information help customers understand what the proposition is and how it works.
Desire	Persuade	Desire maps to Persuade, as perceived value, impact, and brand credibility are used to make the offer attractive.
Action	Persuade	Action maps to Persuade, as web shop integration and product suggestions guide customers toward engagement.

Table 6. Alignment between the two guide section and the AIDA model

- The **Present** section explains the essence of the Food waste prevention proposition, aiming to make it accessible and comprehensible.
- The **Persuade** section aims to make the Food waste prevention proposition attractive.

This division aligns with the marketing model *AIDA*. The *AIDA* model outlines the mental stages a person experiences when considering the purchase of a product or service. This model has four phases: *Attention, Interest, Desire, Action* (Hanlon, 2025). The first two phases align with Present, and the second two phases with Persuade. The alignment between the sections and the *AIDA* model is illustrated in Table 6.

Translating these four phases into two actionable sections makes the framework more practical and easier to apply.

The following division emerges after repeated iteration, rearrangement between sections and cluster evaluation and refinement.

Present:

- Core message
- General explanation
- Double mission
- Visual identifier

- Product information

Persuade:

- Communicate quality
- Smart image
- Communicate dynamic assortment
- Value driven
- Communicate partnerships
- Educate
- Narrative
- Communicate curation
- Customer input curation
- Use cases
- Web shop integration
- Product suggestions

Other:

- General communication & marketing
- Internal processes

The two clusters, General communication & marketing and Internal processes do not fit into either section as they relate to implementation steps executed once. In contrast, the clusters in Present and Persuade serve as ongoing strategic guidelines for the propositions development, positioning and communication.

Chapter 4.3 *Ideating from design actions* described the ideation phase following the fit analysis, translating 30 design actions into over 160 solution ideas. These were generated using structured How-To questions and categorized into thematic clusters. Each cluster addresses specific elements and contributes to the development and positioning of the food waste prevention proposition.

By grounding ideation in theoretical fit dimensions, the resulting ideas are not only creative but strategically relevant. The structure into Present and Persuade clusters ensures that both explanatory and persuasive tasks are addressed, laying a solid foundation for positioning the new proposition clearly and convincingly.

The next chapter builds directly on these clustered ideas by defining the structure and format in which they are delivered. It introduces the strategic brand extension guide as a practical and brand-aligned framework to translate the ideation outcomes into an actionable design deliverable.

4.4 Design deliverable format

This chapter defines the format of the final design outcome. As Pieter Pot is integrating a new proposition into its brand, a structured framework is needed to guide its development, positioning, and communication within the existing identity.

The chapter introduces the strategic brand extension guide as the chosen format. It explains why this format is suited to support a coherent and brand-aligned integration of the food waste prevention proposition.

Pieter Pot currently has a brand guide that outlines its core brand identity, visual language, and communication style, from the perspective of their original packaging-free proposition (Figure 44). Now that an additional proposition is going to be part of Pieter Pot as a brand extension, Pieter Pot is in need of a framework that helps **developing, positioning and communicating** this proposition.

The most suitable format for this is a **strategic brand extension guide**. This document serves as a manual for translating the additional proposition in a consistent and brand-aligned manner within Pieter Pot's existing identity. This guide has a more

strategic focus than the original brand guide, as it does not aim to redefine the brands identity and visual style, but rather to provide direction on how to integrate and position the new proposition within the existing brand framework.

The brand extension guide is a fitting format because it combines strategic framing with practical translation. It offers clear structure to address brand alignment challenges and adapts easily to the specific characteristics of the food waste prevention proposition. It enables consistent application across touchpoints and team members, which ensures coherence in both positioning and execution.

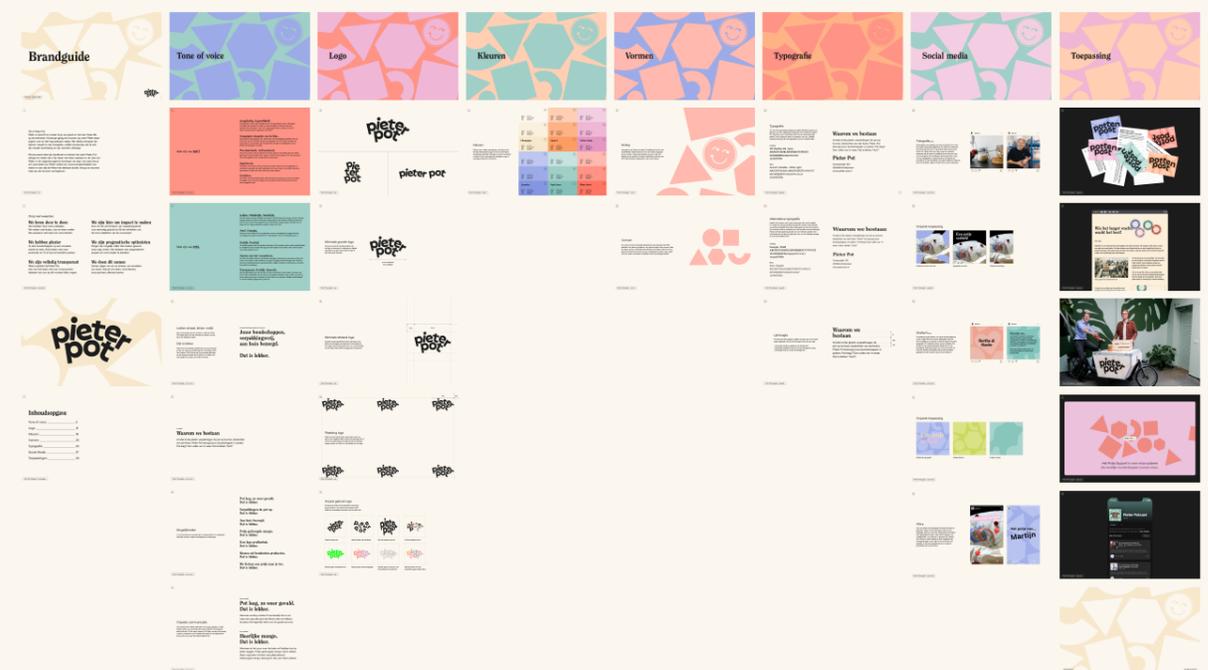


Figure 44. Original brand guide Pieter Pot

Chapter 4.4 *Design deliverable format* established the strategic brand extension guide as the most suitable format for integrating the food waste prevention proposition within Pieter Pot's brand. Unlike the existing brand guide, this new format provides practical guidance specifically aimed at translating and positioning the extension in a coherent and brand-aligned way. The chosen format balances strategic intent with actionable direction, ensuring consistency across touchpoints.

The brand extension guide builds on the foundation of the existing identity without redefining it. It supports Pieter Pot in expressing the new proposition clearly and credibly, providing structure while remaining adaptable to the specific characteristics of food waste prevention. This ensures that the extension is implemented in a way that aligns with the company's values and existing communication style.

The next chapter describes how this guide was refined through concept development, user testing, and content iteration.

5. Deliver

5.1 Concept refinement

This chapter explains how the brand extension guide was developed, tested, and refined into its final form. It outlines the process from initial concept through user testing to the finalisation of content and structure. Establishing a well-developed guide ensures that the food waste prevention proposition can be consistently and effectively implemented within Pieter Pot's brand.

The chapter introduces the first version of the guide, describing its structure and the rationale behind key sections. It then outlines how feedback from Pieter Pot team members led to several improvements, including content simplifications and structural changes. Finally, the chapter covers how the guide's content was iteratively refined, merged, and renamed to ensure clarity, alignment with the brand, and usability in practice.

5.1.1 Initial concept

With the format for the design deliverable established, the process continues by developing an initial version of the brand extension guide. This first version functions as a starting point for testing and iteration, enabling early evaluation. To validate its effectiveness and clarity, the guide is tested with users, whose feedback informs refinements and ensures alignment with user needs and expectations.

Figure 45 presents features of the first prototype.

Prototype

The initial prototype of the brand extension guide is structured around several chapters that collectively build a clear and actionable framework. It begins with an Introduction, followed by a chapter titled Why this proposition?, which explains the rationale behind the selected direction.

Subsequently, the Brand extension fit chapter outlines what brand extension fit means in this scenario, while Brand extension fit dimensions elaborates on the specific fit dimensions that were used in the creation of the guidelines.

The core of the guide is formed by the Guide sections, which are divided into four main areas. Present, Persuade, General communication & marketing, Internal processes

Each of these sections is made up of multiple building blocks: clusters of ideas that share a similar purpose. These building blocks provide structure and flexibility, allowing the guide to be adapted based on different use cases or communication needs.

Finally, each individual guideline is accompanied by a rationale that explains its relevance. A visual example or suggestion is also provided to illustrate how the guideline can be applied in practice.

Brand extension guide prototype 1

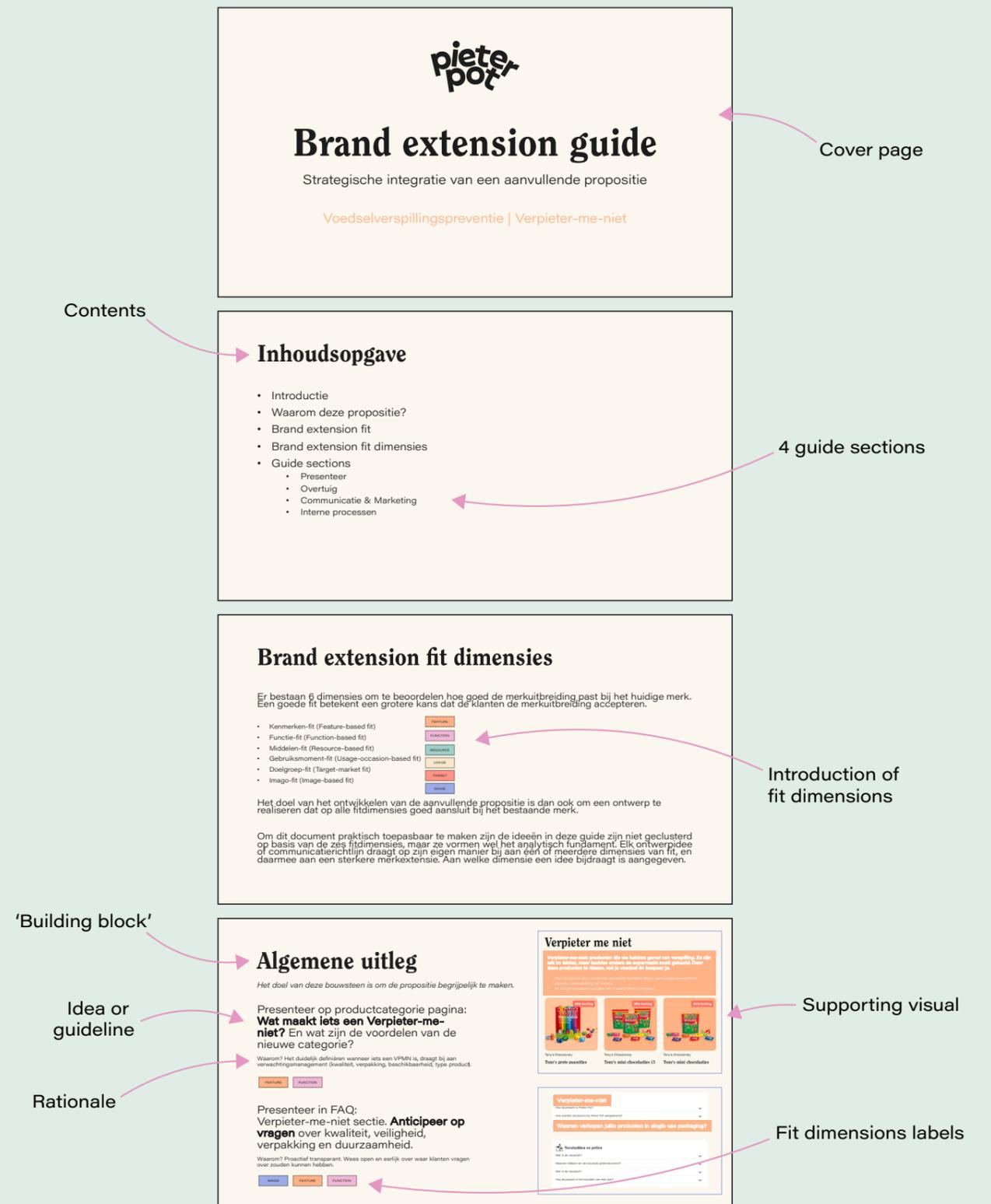


Figure 45. Features of first prototype

5.1.2 User-testing

After developing an initial version of the brand extension guide it is tested to gather feedback and improve the design. This iterative testing process plays a important role in identifying unclear elements, validating the structure, and refining the guide into a format that is both user-friendly and implementable.

The user testing was conducted with two employees from Pieter Pot: Jouri, the founder of the company, and a team member responsible for website communication. Both participants are directly involved with the brand's position and communication channels and therefore represent the intended users of the guide.

Each session lasts approximately 45 minutes and follows an interactive format using a digital prototype. Participants navigate the content, verbalise their thoughts, and reflect

on the guide's clarity. The session leads to several adjustments in the guide prototype. Following this session, an additional session takes place with Jouri, resulting in a second set of adjustments.

Figure 46 highlights new or improved features in the second prototype.

Improvements following user feedback sessions:

- Simplified complex vocabulary to improve accessibility.
- Refined various formulations for clarity and tone.
- Added a clear explanation of the guide's hierarchical structure.
- Slightly reduced the repeated use of the word 'proposition'.
- Rewrote the introduction to include a clearer explanation of Verpieter-me-niet.

- Simplified the formulation of self-expressive benefits.
- Replaced the term *building blocks* with the more recognisable term *chapters*.
- Removed the section on *fit dimensions* from the guide.
- Applied several content-related improvements across different chapters.

The previously mentioned feedback is incorporated into the guide. After careful consideration and validating with the users, the fit dimensions section is removed, as it overcomplicates the guide for its intended users. The initial goal was to show that each idea has been derived from a fit dimension. This is academically interesting, however not relevant for the intended users.

After further reflection and validating with users, the chapters Communication & marketing and Internal processes are removed from the guide. As mentioned previously, these chapters have a different function, as they focus on one-time implementation steps rather than providing

ongoing strategic direction for the brand extension. The ideas and guidelines from Communication & marketing and Internal processes are incorporated in Implementation, Chapter 5.3.

5.1.3 Content development

After settling on a clear way to present the guide, the next step involves developing all the content to a definitive version. During this iterative process it includes merging similar ideas and once more filtering out existing initiatives, and ideas misaligned with Pieter Pot's brand DNA.

While developing the content to its final form, the process also involved renaming several chapters to better reflect their purpose and improve clarity for users. The final version of the guide introduces these updated titles, creating a more intuitive and accessible structure.

Finally, the guide is proofread by six peer designers to identify language issues, unclear phrasing, grammatical errors, and layout inconsistencies. These are then corrected and improved.

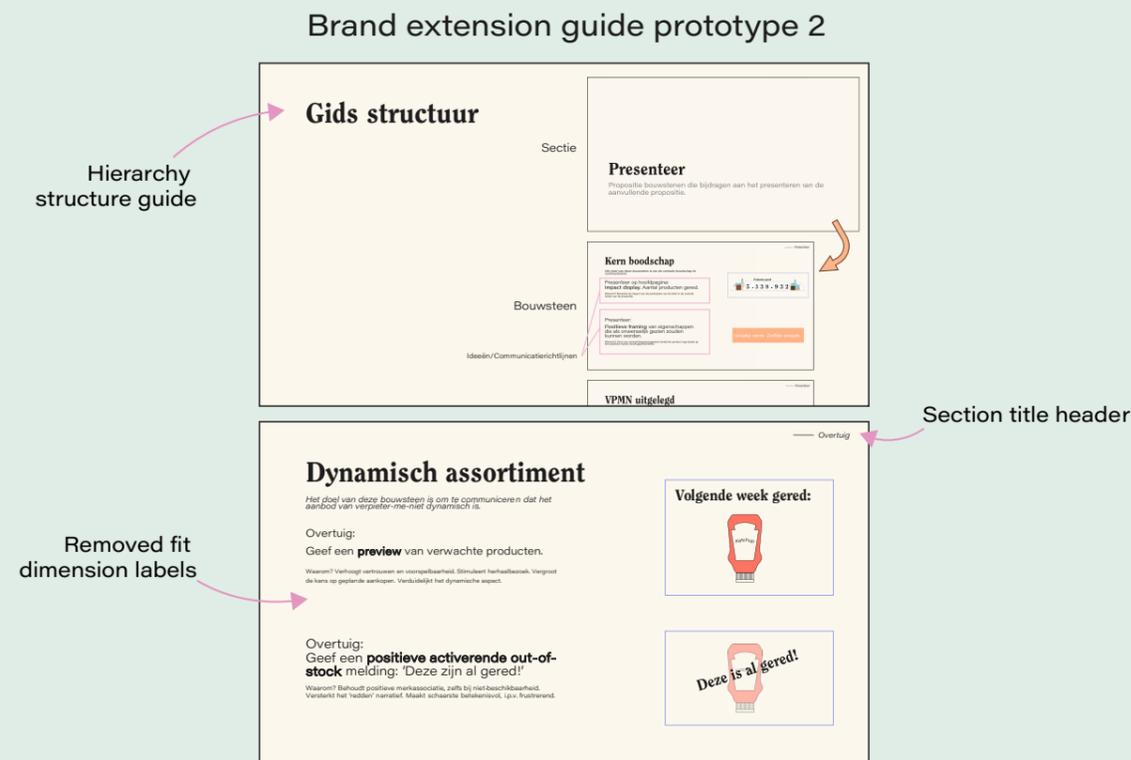


Figure 46. Features of second prototype

Chapter 5.1 *Concept refinement* described how the brand extension guide was developed and refined into a clear, usable format. Starting from an initial prototype, the guide was iteratively improved through user testing and content development. Key changes included restructuring the guide for clarity, removing overcomplicated sections, and tailoring the language and hierarchy to the needs of Pieter Pot's team.

The refinements ensured that the guide is both strategically sound and practically applicable. Feedback from intended users confirmed the value of simplifying terminology, removing academically interesting but non-essential elements, and aligning the content closely with Pieter Pot's communication style. These adjustments collectively improved the guide's clarity, accessibility, and internal coherence.

With the structure and content now finalised, the next chapter introduces the completed strategic brand extension guide. It builds directly on the refinement process described here and outlines its structure, content, and function as a strategic tool to support the positioning and communication of the food waste prevention proposition.

5.2 Final design

This chapter presents the final design: the strategic brand extension guide.

The chapter introduces the purpose and structure of the guide and outlines how it supports the development, positioning, and communication of the brand extension. It explains the modular hierarchy of the guide and how each section, chapter, and guideline contributes to a coherent and actionable translation of the new proposition. A complete overview of all chapters included in the guide is also provided.

In addition to presenting the guide, this chapter also answers the research question of the current study and elaborates on Pieter Pot's evolved brand position.

5.2.1 Strategic brand extension guide

The strategic brand extension guide is a tool that supports the development, positioning and communication of Pieter Pot's additional proposition: offering food products rescued from going to waste. Acting as a practical handbook, it helps translate the new proposition into a consistent and brand-authentic extension of the existing Pieter Pot identity. Insights, design principles, and communication guidelines are combined to facilitate the creation of a coherent extension without compromising the brand's core.

Organised in a coherent to-the-point format, the guide answers the questions what, why and how: What is the guideline, why is it relevant and how could it be applied in practice?

Structured with a clear hierarchy, the guide ensures that each section reflects a strategic objective; each chapter within a section addresses a distinct aspect of the proposition; and within each chapter, individual ideas and guidelines offer concrete tools and inspiration for communication, design, and implementation.

Besides the two main guideline sections, the guide first presents an introduction outlining its purpose, a rationale explaining why this brand extension was chosen, a navigation

page describing the guide's hierarchical structure and how its modular elements can be used, and finally a table of contents for easy access to specific chapters.

These are the chapters covered in the guide (translated from Dutch):

Present:

- Verpieter-me-niet explained
- Core message
- Double approach
- Product information
- Visual identification

Persuade:

- Smart image
- Value driven
- Dynamic assortment
- Product quality
- Narrative
- Educate
- Curation
- Use case
- Partners
- Product suggestions
- Webshop integration

Figure 47 & Figure 48 present the cover page and a guideline page.



Figure 47. Cover page



Figure 48. Guideline on page 24

Chapter **Visuele identificatie** Current section

Chapter purpose *Het doel van dit hoofdstuk is om Verpieter-me-niet visueel herkenbaar te maken binnen het totale aanbod.*

Guideline Gebruik de naam "Verpieter-me-niet" consistent en zichtbaar.

Guideline rationale *Waarom? Een eigen naam versterkt de identiteit van het aanbod, vergroot herkenning en maakt het makkelijker om erover te communiceren.*

Gebruik een visual identifier voor Verpieter-me-niet producten.

Waarom? Een visuele aanduiding vergroot herkenbaarheid, ondersteunt verwachtingsmanagement en helpt klanten bewuste keuzes maken. Het versterkt de eigen positie van Verpieter-me-niet binnen het Pieter Pot-assortiment zonder verwarring te veroorzaken.

Verpieter-me-niet is een zeer sterke naam.
 Het verwijst direct naar het originele merk ("Pieter") en speelt slim in op "verpieteren" in combinatie met "niet". Het communiceert krachtig de aanvullende propositie van "verspil-me-niet" én heeft een sterke merkverbinding.

Let op: communiceer de naam mét streepjes om het samenhangend en herkenbaar te houden. Op dezelfde manier zoals "vergeet-mij-nietje".



Presenteer

22

Example application

Overtuig

Section

Section purpose

Het doel van deze sectie is om de Verpieter-me-niet propositie aantrekkelijk en overtuigend neer te zetten.

23

Dubbele aanpak

Het doel van dit hoofdstuk is om de dubbele aanpak van Pieter Pot tegen verspilling te communiceren.

Leg de keuze tussen de twee aanpakken bij de klant.

Waarom? Ondersteunt inclusieve positionering voor klanten met verschillende duurzame bijtrefwoorden.

Gebruik visueel storytelling om te laten zien hoe klanten verpakkingsvrij en Verpieter-me-niet combineren in het dagelijks leven.

Waarom? Deze visuele combinatie normaliseert het samengaan van beide proposities en laat zien hoe ze elkaar aanvullen binnen één huishouden.

16

— Presenteer

**Jouw keuze.
Jouw impact.**



Product informatie

Het doel van dit hoofdstuk is om de productinformatie van individuele VPMN producten te communiceren.

Presenteer de verschillende Verpieter-me-niet attributen visueel.

Waarom? Ondersteunt de vorige richtlijn. Vergroot herkenbaarheid en begripelijkheid. Duidelijke iconen maken in één oogopslag zichtbaar welke kenmerken of redenen van redding een product heeft, waarvoor transparantie, vertrouwen en gebruiksgemak toehoren.

Presenteer de redenen van de redding consistent in een onderscheidend tekstvak.

Waarom? Door onderscheidend de redenen van redding te tonen, weten klanten waarom een product is gereed en begrijpen ze eventuele imperfecties. Daarnaast worden de positieve impact, transparantie en geloofwaardigheid van de Verpieter-me-niet producten versterkt.



Strategic Brand Extension Guide

Voor de strategische integratie van de aanvullende propositie Verpieter-me-niet

pieter
pot

5.2.2 Research question

This section answers the research question presented in Section 1.2.1:

“How can Pieter Pot use its strengths and acquired audience to pivot towards a new, more sustainable, and scalable proposition, while ensuring continued relevance and growth in an increasingly competitive market?”

Based on the current study, Pieter Pot can use its strengths and acquired audience to pivot towards a new, more sustainable, and scalable proposition by executing a “zoom-out pivot”. This strategy involves expanding its identity from a solely packaging-free supermarket to a broader sustainability platform where the current offering becomes a core feature within a more comprehensive mission.

Pieter Pot can leverage its strong brand awareness, loyal eco-conscious customer base, and established logistics network as a foundation for this shift. The company's audience of sustainable shoppers is motivated by environmental concerns that go beyond packaging, showing significant interest in food waste prevention and organic options.

The new, more sustainable, and scalable proposition is multifaceted. It begins with strengthening the core business by

expanding the assortment of organic and locally sourced products. A key element is establishing a line extension of refill products, which allows customers to buy in bulk and has already shown positive sales results. The most significant strategic move is the development of a food waste prevention brand extension, named “Verpieter-me-niet”. This initiative involves rescuing and selling surplus or short-shelf-life food items at a discount, which directly aligns with the brand's anti-waste mission and has performed well in trials. This direction expands Pieter Pot's sustainability impact by tackling food waste in addition to packaging waste.

This pivot ensures continued relevance and growth by addressing the company's previously “narrow business case”. By broadening its offerings, Pieter Pot can increase order frequency and value, which are crucial for long-term profitability. The food waste prevention proposition is scalable as it leverages the company's existing digital infrastructure and logistics network. This strategy also creates a stronger competitive position, differentiating Pieter Pot from conventional supermarkets by offering sustainability benefits that are not easily replicated. To ensure a successful and coherent integration of this new direction, the project's primary deliverable is a **Strategic Brand Extension Guide**. This guide provides

directly applicable strategies to develop, position, and communicate the food waste prevention proposition as a seamless component of the expanded sustainability focus, ensuring customers understand its value.

By building on its existing strengths and deepening its relevance to sustainable-minded consumers, Pieter Pot is well-positioned to evolve into a more scalable and competitive sustainability platform, securing its role in the future of grocery retail.

5.2.3 Pieter Pot's evolved brand position

Following its strategic “zoom-out pivot”, Pieter Pot's evolved market position is that of a holistic, sustainability-first online grocer uniquely focused on combating both packaging and food waste. This positions the company to offer “sustainability that you won't find in your conventional supermarket”. Unlike conventional supermarkets such as

Albert Heijn, which are also entering the food waste space, Pieter Pot frames its Verpieter-me-niet offering within a credible, mission-driven sustainability narrative rather than primarily as a discount. This sustainability-first approach also differentiates it from specialized platforms like Foodello, which are perceived as focusing more on value.

In comparison, Ekoplaza leads its organic offering, but it lacks a strong narrative around circularity or food waste, and its packaging-free offer (Wisselwaar) remains limited in scale and visibility. Crisp provides a high-end, convenience-driven experience focused on freshness and culinary inspiration, but its sustainability offering is fragmented, lacking integrated waste-reduction features or another strong sustainability stance. Local initiatives like LOOS and Lekkernassûh share Pieter Pot's values but operate on a hyperlocal scale without the infrastructure to scale nationally or integrate digital convenience.

Chapter 5.2 *Final design* presented the final design outcome: a strategic brand extension guide tailored to Pieter Pot's new food waste prevention proposition. It outlined the guide's modular structure, strategic purpose, and practical application, showing how it enables consistent development, positioning, and communication within the existing brand identity. The chapter also addressed the research question and explained how this strategic move transforms Pieter Pot into a broader sustainability platform.

The guide provides a credible and actionable translation of the new proposition, ensuring coherence across customer touchpoints and internal decision-making. By aligning with the brand's mission, user expectations, and organisational strengths, it enables integration of the food waste prevention proposition without diluting Pieter Pot's identity. This confirms the viability of the zoom-out pivot and strengthens the brand's position in a changing retail landscape.

With the strategic foundation in place, the next chapter presents the implementation. It outlines how the brand extension guide and the Verpieter-me-niet proposition can be embedded into Pieter Pot's internal processes, team workflows, and communication efforts to ensure a successful and practical rollout.



5.3 Implementation

5.3.1 Internal processes concerning the additional proposition

The clustering of ideas based on the design actions, all derived from the six brand extension fit dimensions, resulted in several guidelines labelled as relevant for 'Internal processes.' Section 4.3.2 discusses how this cluster does not fit with either the Present or Persuade guide section as they relate more to implementation steps executed once. In contrast to serving as ongoing strategic guidelines for the propositions development, positioning and communication.

However, the ideas in this cluster are part the practical implementation of the additional proposition. That's why they fit this chapter.

Use a weekly Verpieter-me-niet pitch

Though this idea already exists in some form, it is worth highlighting as a structural and recurring practice. Each week, team members are encouraged to pitch new products that could be included in the Verpieter-me-niet assortment. These pitches cover aspects such as the type of surplus, the reason the product is at risk of waste, potential sourcing partners, and alignment with the brand's mission. This creates a low-threshold, creative space to continuously expand the assortment with relevant rescued products, while also keeping the team engaged and involved in shaping the proposition.

Use a decision making matrix for Verpieter-me-niet curation

To streamline the product selection, a decision-making matrix can be used to assess whether a potential product is suitable for the Verpieter-me-niet assortment.

This tool helps balance intuitive judgement with consistency and strategic alignment with the brand. A initial version of such a tool is developed during the project, however, fully developing and validating such a tool falls outside this project's scope and could be a project on its own. As a recommendation, Section 5.5.1 further elaborates on this.

Define criteria for products and suppliers

This idea connects with the decision making matrix. To ensure consistent and mission-aligned curation, clear criteria should be defined for both products and suppliers. For products, this may include factors such as reason for surplus, shelf life, product story, type of packaging, and sustainability value. For suppliers, considerations might include reliability and alignment with Pieter Pot's values. Having predefined criteria supports transparent decision-making, streamlines onboarding, and ensures that Verpieter-me-niet remains focused and credible. The six fit dimensions introduced earlier can also be applied at the individual product level to support defining criteria.

Research and approach suppliers

To expand the Verpieter-me-niet assortment, it is essential to actively identify and engage with potential suppliers that have structurally or incidentally surplus food. This includes producers, wholesalers, and logistic parties with stock at risk of going to waste. The process involves researching relevant partners, assessing the nature of their surplus, and initiating conversations about potential collaboration. By proactively reaching out, Pieter Pot strengthens its role as a platform for food rescue and builds a reliable sourcing network tailored to the proposition. Of course, it is useful first look at existing partners to source surplus.

Use a partnership proposal toolkit

To build strong partnerships, a clear and convincing supplier pitch is essential. This includes a (visual) partnership proposal or digital kit that introduces Pieter Pot, outlines the mission of Verpieter-me-niet, and explains why collaboration is valuable. The pitch highlights mutual benefits: suppliers reduce waste and improve their sustainability profile, while Pieter Pot gains access to unique surplus products. It should address who Pieter Pot is, how the process works, and what suppliers can expect in terms of visibility, logistics, and impact.

Having a ready-to-use digital kit also makes it easier and faster for Pieter Pot to approach potential partners in a consistent and professional way. It reduces the effort needed to set up new collaborations and enables scalable, low-threshold outreach.

Clarify team roles

Successful implementation of the Verpieter-me-niet proposition requires clear internal alignment. Defining who is responsible for tasks such as identifying rescue opportunities, maintaining supplier relationships, curating product selections, and managing inventory ensures ownership and accountability. This reduces inefficiencies, avoids duplication of efforts, and supports a smooth flow from supplier contact to product launch. Clear division of responsibilities also enables better collaboration across departments and helps scale the proposition in a structured, professional manner.

Customer service fully briefed on additional proposition

To ensure consistent and confident communication with customers, the customer service team must be fully informed about the Verpieter-me-niet proposition. This includes understanding the mission, how

products are selected, what customers can expect, and how to handle common questions. A well-briefed team enhances credibility, reduces confusion, and helps turn customer interactions into moments that reinforce the brand story.

5.3.2 Launch: marketing & communication

This section incorporates the ideas and guidelines from the cluster 'Communication & marketing'

While the strategic brand extension guide focuses on long-term positioning and consistent integration of the food waste prevention proposition, the actions described here are part of a short-term launch strategy aimed at creating immediate awareness and clarity. Suggested actions include sending a dedicated newsletter to announce the launch of the new product category, providing not only practical details but also the story behind the initiative to create emotional resonance. A blog post can offer a more in-depth explanation, outlining why Pieter Pot is introducing rescued products, how they align with the company's mission, and what customers can expect. To further amplify awareness, targeted advertising campaigns on social media can be used to reach both existing customers and new audiences who are interested in sustainability and food waste reduction.

Additionally, segmentation strategies can be used to tailor communication based on prior usage of Verpieter-me-niet. For instance, customers who have already ordered rescued products could receive more advanced or encouraging follow-up emails, while those unfamiliar with the concept might benefit from a more explanatory introduction.

Another key action is to make the core elements of the proposition highly visible across channels, such as emphasising the

sustainability impact and the uniqueness of the rescued products. Together, these communication efforts support the guidelines in the brand extension guide by ensuring that the new proposition is introduced clearly, credibly, and in line with brand values.

5.3.3 Implementation of the guide

Implementation starts with introducing the guide to all team members, as everyone benefits from understanding the brand's evolving direction. Although the team is small and responsibilities often overlap, aligning on how to use the guide remains important to ensure consistency across tasks and channels. However, the guide is especially relevant for those directly involved in communication, assortment curation, and brand development. An onboarding session can familiarise employees with the structure and purpose of the guide, and explain how

its modular format allows for selective use depending on context and objective.

Next, the guide should be integrated into daily workflows. For example, team members working on communication can consult it when setting up campaigns, while those involved in product curation can use its guidelines to frame new rescued products. To support this, the guide could be embedded in project briefings, design templates, or shared brand documentation.

To encourage adoption, it is important that the guide is perceived not as a static rulebook but as a practical tool. Feedback from team members should be collected and, where relevant, the guide can evolve to stay aligned with real-world usage and organisational changes. In this way, the guide remains a living document that helps Pieter Pot successfully integrate the new proposition into its daily practice.



Chapter 5.3 *Implementation* outlined how the food waste prevention proposition can be embedded into Pieter Pot's operations. It addressed internal processes to support sourcing and curation, short-term communication efforts for launch, and guidance on integrating the strategic brand extension guide into daily workflows.

By addressing the organisational and operational steps required for implementation, this chapter ensures the transition from concept to practice.

The next chapter adds a broader perspective by discussing relevant considerations such as technical feasibility, internal workload, financial implications, and customer expectations.

5.4 Relevant considerations

This chapter outlines a range of practical considerations that may influence the integration of the food waste prevention proposition into Pieter Pot's existing business. Understanding these factors is important to ensure that the brand extension remains grounded in operational, financial, and customer realities.

The chapter is structured into three categories of considerations: technical, business, and customer. It discusses supply chain flexibility, dynamic assortment management, and data reliability. It also addresses the internal impact on employee workload, financial feasibility, and brand coherence. Finally, it considers how customers may respond to the introduction of packaged rescued products and how they perceive their role in the brand's evolving mission. Together, these points help understand what is needed and what to be careful with when introducing the new proposition.

This chapter summarises the technical, business, and customer-related factors that must be considered to ensure the successful and realistic integration of the food waste prevention proposition into Pieter Pot's existing operations and brand. While many practical considerations are already addressed within the brand extension guide, this chapter highlights additional considerations that fall outside the scope of the guide's design-focused recommendations.

5.4.1 Technical considerations

Supply chain

The food waste prevention proposition relies on sourcing surplus products that would otherwise go to waste. These products typically originate from various suppliers and could arrive more unpredictably in terms of type, quantity, and timing. This variability presents challenges for the existing supply chain, which is currently optimised for more stable and recurring deliveries. Integrating this new flow of goods will require greater flexibility in procurement planning, warehousing, and packaging processes, especially as rescued products often differ from regular products in terms of shelf-life, packaging condition, and volume.

Dynamic assortment management

Unlike Pieter Pot's standard packaging-free assortment, the selection of rescued products is highly dynamic. Availability can vary significantly from week to week, depending on what is rescued from waste. This requires a shift in assortment management strategies. Internally, it demands workflows that support fast product onboarding and removal. Externally, it requires webshop adjustments that help customers navigate a changing offer without causing confusion or choice overload. This includes filtering options, clear product labelling, and curated suggestions. The brand extension guide includes these kinds of adjustments.

Data management

Accurate and timely data is essential for the responsible sale of rescued products. Each product must be traceable, with reliable information on origin, expiry date, and the reason it was at risk of being wasted. Additionally, the system must ensure that expired or soon-to-expire products are not sold when they no longer meet quality standards. This calls for robust data entry processes and close integration with warehouse systems. Pieter Pot has experienced challenges with streamlined product data management. However, during the course of this project, the company

has transitioned to a new backend system designed to improve data structure. Efforts are ongoing to further enhance these systems, which supports the feasibility of implementing this new proposition.

5.4.2 Business considerations

Employee workload

The introduction of rescued products adds several new processes to the company's workload, including sourcing, curation, and the management of a more complex product assortment. Because the team is lean, the present workload is already demanding. However, the development of a new service was the core objective of this project, and while its introduction will inevitably increase workload, the brand extension guide is specifically designed to aid in this integration process. It presents a modular integration of the proposition, aiming to assist employees rather than increase their burden.

Financial implications

Pieter Pot operates with limited financial resources. The introduction of a new proposition therefore requires careful financial planning and prioritisation. A key risk lies in the potential mismatch between supply and demand: while surplus products may be sourced successfully, there is no guarantee that customer demand will follow, especially given the limited historical data available for the rescued product offer. This uncertainty makes forecasting revenue and managing inventory more challenging. Additionally, few financial insights are currently available for the Verpieter-me-niet product category, which complicates profitability projections and cost-benefit evaluations.

Strategic brand coherence

Throughout this project, the importance of maintaining brand coherence has been a recurring theme, with the entire development

of the new proposition grounded in the concept of brand extension fit. Although both the existing and new propositions align with Pieter Pot's broader sustainability mission, they differ in how this mission is operationalised. The current identity is strongly associated with a distinctive packaging-free model, which plays a central role in the brand's positioning and customer expectations. The addition of rescued products, often packaged and visually inconsistent, may challenge this identity if not carefully integrated. This does not imply a contradiction but rather underlines the need for deliberate framing to ensure the new proposition is perceived as a natural and credible extension, which is the goal of the brand extension guide.

5.4.3 Customer considerations

Customer acceptance of packaging

Although already discussed in the project, it is still valuable to be acknowledged as a consideration. Pieter Pot is known for its packaging-free delivery model, which has been central to its brand identity. Rescued products, however, often come in original packaging, which may conflict with customer expectations. Although these products align with the mission to reduce waste, their appearance could be perceived as a compromise. To manage this, the brand extension guide includes clear communication and visual cues to explain their role within the broader sustainability ambition.

Perceived involvement in brand's evolution

As Pieter Pot shifts from a packaging-free brand to a broader sustainability mission, some customers may feel disconnected from this change. The original value proposition was concrete and self-explanatory, whereas

the new direction is more abstract and requires stronger narrative framing. Without clear communication, customers may experience confusion or perceive a loss of

brand identity. Explaining how propositions like food waste prevention align with the brand's core values is key to maintaining trust and relevance.

Chapter 5.4 *Relevant considerations* highlighted essential technical, business, and customer-related considerations for integrating the food waste prevention proposition. It addressed operational challenges such as supply chain variability and dynamic assortment management, organisational concerns like employee workload and brand coherence, and customer perceptions regarding packaging and the evolving brand mission.

Understanding these factors helps Pieter Pot anticipate practical obstacles and better prepare for implementation. While the brand extension guide covers many design-related actions, this chapter adds a broader operational lens that strengthens the foundation for a feasible and credible roll-out.

The next chapter builds on this by offering concrete recommendations for follow-up. It outlines areas where further development or research can enhance the proposition's success.

5.5 Recommendations

The chapter presents a set of recommendations for further development of the project. It outlines four areas of focus: the development of a structured curation tool, follow-up customer research, strategic refinement of refill products and the setup of a dedicated advertising approach.

5.5.1 Curation decision making tool

One idea that emerged during the project but was not further developed is a curation tool. This concept involves creating a tool to support decision-making around whether a product is suitable for inclusion in the Verpieter-me-niet assortment. Such a tool would be relevant, as the perceived coherence of the products within the assortment contributes directly to the overall fit and credibility of the Verpieter-me-niet proposition.

During the project, a conceptual version of a decision-making tool was created. However, fully developing, testing, and validating such a tool in a scientifically rigorous manner would exceed the scope of this project as it could be its own project. A robust version would require extensive data collection, expert input, and iterative testing to ensure reliability and usability, resources and time that were not available within the framework of this graduation project.

It was therefore more valuable to focus on developing a set of ideas that collectively supported a consistent and multidimensional alignment between the extension and the core brand, rather than investing heavily in the full development of a single concept.

The concept version of this tool is included in Appendix M. It serves as an internal decision-making aid, using a weighted scoring system based on various selection criteria such as storytelling strength, sustainability, packaging type, local origin, and product distinctiveness. One criterion

awards additional points to products that belong to a category of interest to low-frequency customers (derived from the customer research, Section 3.2.4), as these may help increase their order frequency.

To receive a positive recommendation, a product must meet two conditions: it must pass the knock-out threshold by achieving sufficient scores on a set of critical criteria, and it must reach a minimum total score across all criteria combined. The tool is interactive and provides feedback to the user through colour-coded indicators and textual output, guiding the decision-making process in a clear and intuitive manner.

It would be useful to actually develop this towards a fully operational tool that can guide assortment curation.

5.5.2 Additional customer research

This project includes an extensive customer study that explores needs, values, and motivations. These insights were essential in choosing and developing the food waste prevention direction. However, a follow-up study focused specifically on customer perceptions, motivations, and purchase behaviour regarding Verpieter-me-niet would offer valuable more detailed insights.

Such a study could further uncover what makes this offer a credible and logical extension of Pieter Pot's mission, and what drives or hinders customers in choosing these products. This would help further uncover potential friction points, confirm or challenge existing assumptions, and guide decisions related to communication, product

selection, and positioning. This would not question the viability of the proposition, but rather deepen understanding of how to further optimise and scale it. These insights could also support the ongoing development of the brand extension guide.

5.5.3 Refill products

Another point of interest in this chapter is the refill product category. The evaluation in Chapter 3.3 describes these products as posing little strategic challenge. In retrospect, while they may be less complex than Verpieter-me-niet, they still present strategic challenges worth addressing. It is therefore recommended to address these aspects more thoroughly during the further development of this product category. This includes considerations such as communication, packaging design, product selection and pricing strategy.

5.5.4 Advertising

While the brand extension guide provides direction for the development, positioning, and communication of the additional proposition, it does not offer a dedicated advertising strategy. Although its

communication guidelines can be translated into advertising content, a coherent campaign has not yet been developed.

As noted in Section 2.1.2, Pieter Pot has not engaged in advertising for a long time. However, towards the end of this project, the company began experimenting with its first Verpieter-me-niet advertisements. These initial ads, however, are not yet fully aligned with the recommendations in the brand extension guide.

To enhance awareness of the new proposition, it may be valuable to continue and expand advertising activities. These efforts should follow the brand guide to ensure consistency. In addition, it is advised to initiate a dedicated design process for advertising. This includes identifying suitable channels, defining campaign concepts, and conducting user testing and validation. Importantly, it is recommended to assess the actual impact of advertising efforts before scaling up, as their effectiveness for Pieter Pot's audience remains to be determined. By doing so, advertising can be used in a more targeted and evidence-based manner to support the strategic goals of the brand extension.

The final chapter, *5.5 Recommendations* provided four targeted recommendations to support the further development of the food waste prevention proposition. It proposed the development of a structured curation tool, a follow-up customer study, the strategic opportunity of refill products, and the creation of a dedicated advertising strategy. Each recommendation builds on insights gained during the project and aims to strengthen the proposition's coherence, effectiveness, and scalability.

By addressing outstanding gaps and opportunities, the recommendations provide direction for future design and decision-making.

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Appendices

A. Business Model Canvas

To analyse Pieter Pot's business model, the Business Model Canvas provides the a good framework. It provides a structured way to understand how a company creates, delivers, and captures value. The Business Model Canvas consists of nine building blocks, which together give a comprehensive view of an organisation's business model. The complete Business Model Canvas can be seen in the figure below.

Elaboration

Pieter Pot uses a logistics chain with different partners, explained in Section 2.1.3 Logistics. Products are supplied by their vendors and can be white label or branded. White label products are produced by certain companies and then rebranded and sold by Pieter Pot under its own name.

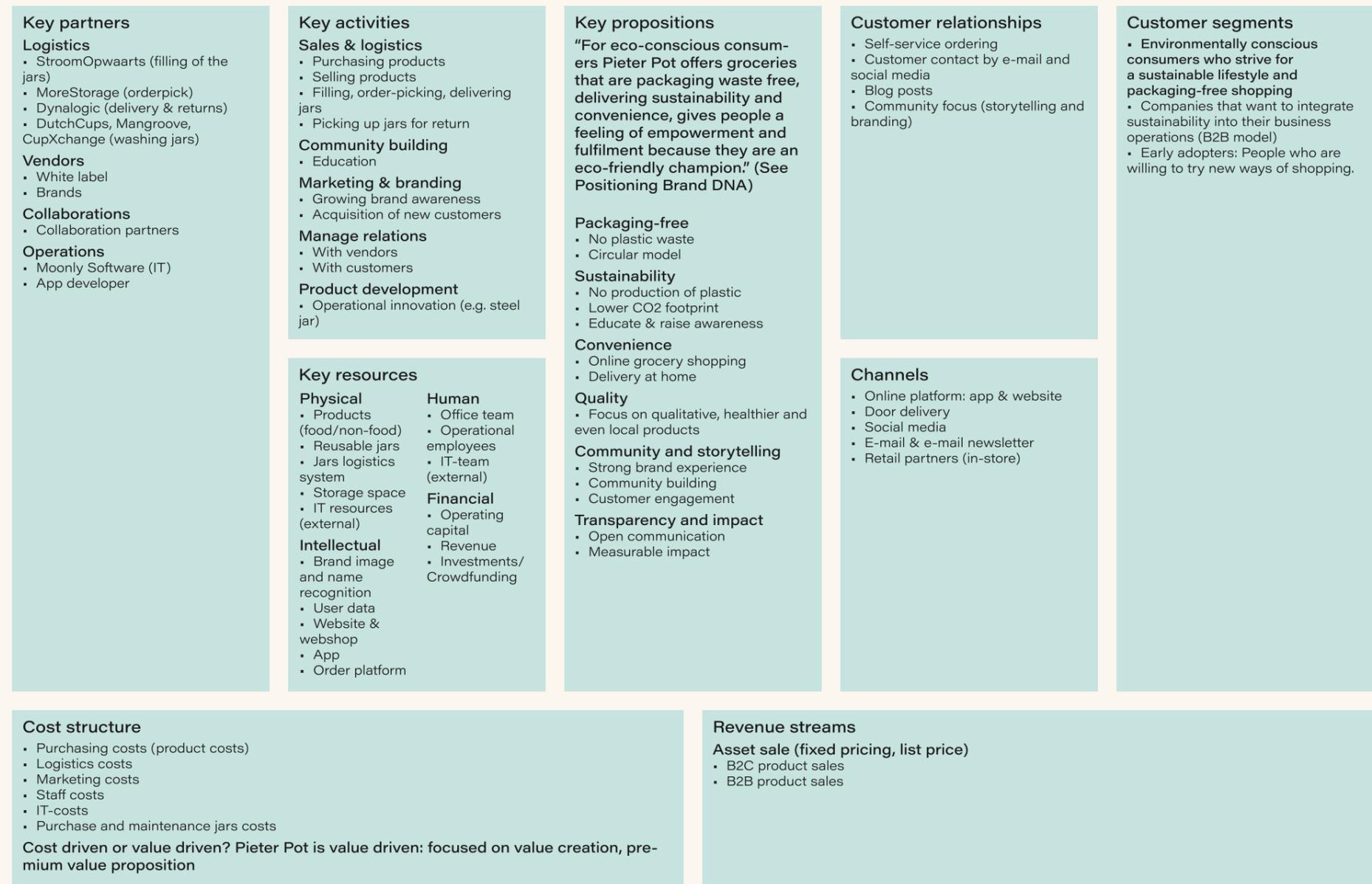
Their key activities are the purchasing of products, filling, order-picking, delivering and selling products. Pieter Pot also has community building efforts with regards to raising awareness and education. Marketing and branding are also part of the key activities. Their goal is to grow & maintain brand awareness and the acquisition of new customers. Product development is also an important activity, this can contribute to operational improvements.

An interesting key resource to highlight is the brand image and recognition as this is quite high relative to how big Pieter Pot is right now.

The key propositions are: packaging-free grocery shopping, sustainability, convenience, quality, community, transparency and impact.

An interesting channel to highlight is that Pieter Pot currently has two retail partners that are offering their products physically in-store.

Looking at Pieter Pot's primary customer segments, their customers are environmentally conscious consumers who strive for a sustainable lifestyle and packaging-free shopping.



B. Porter's 5 competitive forces

This analysis of Porter's 5 competitive forces (Porter, 2008) follows the structure presented by Kyriakopoulos (2023).

Bargaining power of suppliers

Pieter Pot relies quite heavily on suppliers that provide packaging-free products and even more on specialized intermediaries that fill and wash the jars. This makes them vulnerable for supply chain disruptions. Therefore the bargaining power of suppliers is relatively high.

Bargaining power of buyers

Customers who consciously choose packaging-free products may have significant bargaining power, especially if they have various options to choose from. However, there are not many options that offer convenience and sustainability like Pieter Pot does.

Pieter Pot has a strong customer segment that values sustainability, but customers can also make demands for lower prices, better product choices, or wider product ranges. Customer satisfaction and loyalty will be key in managing this power.

So there is certainly a certain pressure consumers can put on Pieter Pot. Therefore the bargaining power of buyers is medium to high.

Threat of substitutes

Substitutes could include other sustainable alternatives like recycled packaging available at traditional supermarkets. Conventional supermarkets that carry sustainable products also pose a threat.

Pieter Pot's strong focus on packaging-free delivery and the convenience of e-commerce is a combination that differentiates them from many substitutes. The substitutes are not

highly similar as Pieter Pot's main product and the needs they meet and benefits they provide. Substitutes becoming cheaper, more convenient and more accessible is not something that seems to be in the distant future. Therefore the threat of substitutes is low at this moment.

Threat of new entrants

Starting a new company focussing on packaging-free grocery delivery would include very high capital requirements, e.g. thousands of reusable jars. To add, customer switching costs are high. This is because Pieter Pot uses a deposit system for their jars. This means a consumer is retained in their eco-system, referred to as lock-in (Zott & Amit, 2010).

Also, Pieter Pot has already established a strong brand and loyal customer base, which is a significant advantage. The threat of new entrants will remain but is relatively low at the moment.

Industry rivalry

Industry rivalry focuses on existing players, where the threat of new entrants is about the possibility of new competitors entering the industry. Threat of substitutes focuses on the risk of customers choosing alternatives to the products offered by existing players in the industry.

Competition in the sustainable market is increasing, not only from traditional supermarkets offering sustainable products but also from other niche businesses focusing on packaging-free or circular consumption. Companies like Ekoplaza can be direct competitors. Pieter Pot has some differentiation but this could be more. Therefore the rivalry among firms is medium to high.

C. Competitors matrix

C.1 Properties

Property	Which question is answered?	Options as answers
Main focus	What is the main focus of the company?	Multiple answers applicable Traditional; Discount; Wholesale; Convenience; Meal kit; Other Packaging-free options; food waste prevention; Local;
Delivery	Does the company deliver groceries?	Yes; Yes, only; No
B2C / B2B	Does the company provide B2C, B2B or both?	B2B; B2C; Both
Assortment size	What is the size of the total assortment? (either through available data or estimation)	1 product; Preselected; Very small; Small; Medium; Large; Very large; N/A
Non-food assortment size	What is the size of the non-food assortment?	None; Very small; Small; Medium; Large; Very large
Revenue model	What is the revenue model? Transactional or subscription?	Transactional; Subscription; Both
Price range	What is the price range?	Low; Mid; High; N/A
App/Web shop	Does the company use an app or a web shop?	App; Web shop; Both; Neither

Sustainable properties

Packaging-free options	Does the company offer packaging-free options?	No; Little; Partial; Main focus
Food waste prevention	Does the company offer food waste prevention options at the retail end?	No; Little; Partial; Main focus; N/A
Comment	In what form do they do this?	Multiple answers applicable: Boxes; Bulk; Discount
Local	Does the company offer local products?	No; Little; Partial; Main focus;
Sustainable bulk	Does the company deliver sustainable efforts by selling products in bulk sizes?	No; Little; Partial; Main focus;
Meat or fish	Does the company offer meat or fish products?	Yes; No
Organic	Does the company offer organic products?	No; Little; Partial; Main focus;

D. 4 levels of competition

The 4 levels of competition model guides exploring within and beyond the market definition. This paragraph applies the approach as described by Hultink (2022). The model originates from Kolter (2001). It is important to recognize that this model rather compares primary competitor products and not competitors itself. Also, there are multiple ways to interpret the amount of distinction between the four levels. The following section describes how this model is applied and how distinctions are made. To describe the customer needs in each level, the levels are labelled with a customer statement, describing the need. The further outwards in the four levels, the less specific the needs statement becomes.

Pieter Pot's primary product is a pantry staple, packaged in a reusable glass jar. In the top figure, the Pieter Pot spaghetti (white-label) is chosen to represent in the product form category. When looking at product form competition it is quickly found that there is no other store that can provide packaging-free spaghetti. The product form category is labelled the following customer statement: "I want spaghetti, packaging-free, delivered, to cook a pasta meal."

Moving to the product category competition, a distinguishing within the level is made, as shown in the figure. Within product category you could have spaghetti from Albert Heijn or Oodles & pinches, respectively packed, in plastic or paper. These two options are shown on the left side. Here you compromise on not being packaging-free compared to the first level. However, one could also compromise on type, or shape, of pasta (right side). Ekoplaza and Little Plant Pantry offer packaging-free pasta however, it is penne as there is no store that offers spaghetti packaging-free. Here you compromise on exact product type compared to the first

level. This category can be labelled using the following customer statements: "I want spaghetti, delivered, to cook a pasta meal." or "I want pasta, zero waste, delivered, to cook a pasta meal."

The third level, generic competition, describes fulfilling the same need. The underlying need for buying dried spaghetti, is to eat a pasta meal. So in this level we see a local Italian restaurant or a pasta delivered by Thuisbezorgd. The compromise compared to the second level is that the freedom to cook yourself is removed. This category can be labelled using the following customer statement: "I want a pasta meal."

The fourth level, budget competition, consists of food products that are in the same price range. This could be any type of food, from ready meals to fruit and snacks. This category can be labelled using the following customer statement: "I want something to eat."

This analysis using the 4 levels of competition shows that Pieter Pot has a competitive advantage regarding their broad assortment of products. This means that by choosing Pieter Pot, one does not have to make compromises regarding preferred product or packaging. Regular supermarket simply do not offer the product in a packaging-free way. Niche supermarkets like Oodles & pinches offer less packaging waste but still do not manage to provide packaging-free. Ekoplaza has a larger operating power but has not shifted enough to packaging-free to provide a broad range of products including spaghetti. Spaghetti is a good example to amplify the distinctions between stores because spaghetti is a difficult product to package in reusable containers.

The same analysis can be done starting with Pieter Pot's penne (white-label). That

changes the distribution in the figure as Ekoplaza and Little Plant Pantry now move to the first level, see bottom figure. Still leaving Albert Heijn and Oodles & pinches in the second level with penne packaged in respectively plastic and paper.

The distinction between levels makes it clear how pasta competes not just with other pasta but with meal alternatives, consumer spending habits, and sustainability preferences.



E. Foreign endeavours

The competitor analysis, describes competing companies in the Netherlands. But, even if they are not really alternatives for Dutch consumers, foreign initiatives can help in gaining new insights relevant for this project. By analysing their websites, the following insights are found.

Modern Milkman, UK:

The Modern Milkman is a UK-based grocery delivery service founded in 2018, aiming to reduce consumer waste through plastic-free packaging and return-and-reuse practices. They deliver a broad range of products, not just milk, and more fresh goods than Pieter Pot. The Modern Milkman focusses their brand message less on being packaging-free. While Pieter Pot is heavily associated with their jar this is less the case with The Modern Milkman. The Modern Milkman's slogan is "Fresh ways to reduce packaging and food waste". So while the idea of a milkman might feel very circular this is not their main objective and for a lot of products is not the case.

Pieter Pot primarily offers pantry staples that are well-suited for packaging in reusable jars, promoting sustainability through its product offerings. In contrast, The Modern Milkman also specializes in delivering fresh goods, including items such as meats and fish. However, given that meats and fish are not inherently sustainable products, this marks a key distinction between the two companies, with Pieter Pot opting not to include such products in its assortment. The Modern Milkman has achieved significant success, with 300,000 weekly deliveries across the UK, securing approximately £50 million in funding (Dornbrack, 2024). Furthermore, it has been recognized as one of Europe's fastest-growing companies by the Financial Times (Kilby, 2024). These accomplishments suggest that The Modern Milkman's broader

business model, which incorporates a wider range of product categories, may be yielding better results compared to Pieter Pot.

The Rounds, USA:

The Rounds position themselves as a sustainable delivery service based in the USA that focuses on providing local, reusable packaging for grocery and household products. They work with local producers to deliver a variety of goods, including dairy, cleaning products, and other essentials, in returnable containers. Their model emphasizes convenience by offering a subscription-based service where customers can easily order and have products delivered to their door.

While the company claims to utilise reusable packaging, a closer look at their website reveals items like salami packaged in single-use plastic. This raises questions about the consistency of their sustainability claims. The 'sustainability' section in the product description on their website focuses primarily on local sourcing and the responsible raising of animals. While this may present a more sustainable alternative to conventional meats, it would be more accurate to describe the product as responsible rather than fully sustainable.

Similar to The Modern Milkman, this company appears less idealistic than Pieter Pot. In terms of its business model and product offerings, The Rounds could be compared more closely to Crisp.

Unverpackt, Germany:

Unverpackt was a German packaging-free supermarket. Zero Waste Europe, an organisation funded by the European Union, did a case study on this supermarket in 2019 (Braun et al., 2019). Unverpackt permanently closed in 2022.

Unverpackt was a grocery store where goods are sold in bulk or with a deposit-return scheme. The assortment includes essential food items like cereals, pasta, baking ingredients, and spices, along with fresh fruits and vegetables. Additionally, it offers cleaning and hygiene products, as well as accessories designed for a packaging-free lifestyle. Most of the products are also sourced regionally, organically, or through fair trade (Braun et al., 2019).

Through consulting services, seminars, public talks, and media coverage, "Unverpackt" became a significant part of the German lifestyle. By that time, there were over 100 similar stores across the country, which connected through social media and had recently formed a professional association. Supermarket chains also recognized the concept's potential and developed their own unpackaged areas (Braun et al., 2019).

According to the case study, food waste could also be successfully avoided. The product range primarily consists of staple foods with a long shelf life, such as cereals, rice, and pasta. Additionally, regional and seasonal products are prioritized, as they stay fresh longer due to the short transport distance to the store (Braun et al., 2019).

The easily manageable product range made it possible to react quickly to changes in quality and prevent food from spoiling. Products approaching their sell-by date were sold at a lower price (Braun et al., 2019). Similar to what Pieter Pot does with Verpieter-me-niet.

A business like Unverpackt demands more time and effort than conventional businesses, which use modern technologies to streamline internal processes. Main challenges include manual processes and the difficulty of scaling the concept to larger stores (Braun et al., 2019).

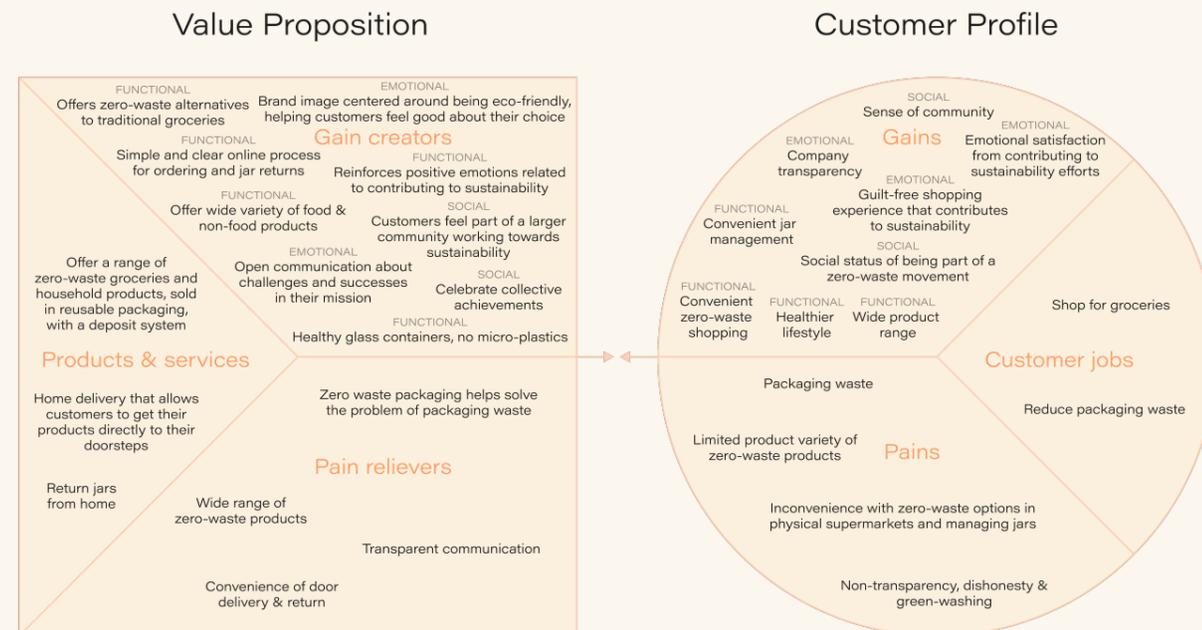
So what went wrong? Which challenge was too much for Unverpackt?

Unverpackt placed a extensive statement on their website concerning their closing. It states that by raising awareness in society about the problems of single-use packaging, the packaging-free shops take on a direct educational mission (unverpackt, 2022). After strong growth until 2019 it faced challenges from COVID and the impact of Russia's attack on Ukraine. According to Unverpackt, these crises changed shopping habits, with a shift to home offices and a return to supermarkets, which now include sustainability narratives in their marketing, often insincerely (unverpackt, 2022).

F. Value Proposition Canvas

This visual displays the value proposition canvas (Osterwalder et al., 2014) to gain a deeper understanding of how Pieter Pot's

products and services align with the needs, desires, and challenges of its customers.



G. Complete literature review

G.1 Intention-action gap in sustainable consumer behaviour

The following review draws primarily on and summarizes the work of White et al. (2019).

Consumer intention is mentioned before in Chapter 2.3. This section mentions that consumers want to shop more sustainably. However, there is something called an 'intention-action gap' (White et al., 2019). This is a phenomenon that sustainable companies such as Pieter Pot struggle with. Pieter Pot confirms that regular input they receive is that people know them, are interested but that this does not show in their actions. Although many consumers express positive attitudes toward eco-friendly products and services, few follow through with their purchases. In a recent survey, 65% of respondents said they want to buy purpose-driven brands advocating sustainability, but only around 26% actually make those purchases (White et al., 2019). This is a frustrating paradox.

White et al. (2019) from Harvard Business Review have identified five actions for companies to consider with regards to narrowing the intention-action gap. The intention-action gap and the five actions are relevant for Pieter Pot and designing future strategies as, no matter which strategy they would follow, the intention-action gap could hinder their business.

- Use social influence
- Shape good habits
- Leverage the domino effect
- Decide whether to talk to the heart or the brain
- Favor experiences over ownership

Social influence

Leveraging social influence is one of the most effective methods to encourage pro-environmental behaviours in consumption.

Informing online shoppers that others were purchasing eco-friendly products resulted in a 65% increase in the likelihood of making at least one sustainable purchase.

However, social norms may also turn off certain consumer segments if they associate sustainability with conflicting identities. Brands can counteract this by integrating sustainability into their existing brand image in a way that aligns with their target audience's values. Another solution could be to focus on values that everyone shares, such as family, community, security and prosperity.

Consumers often perceive sustainable products as lower quality, less visually appealing, and more expensive, which can create resistance to choosing eco-friendly options. Emphasizing positive attributes like innovativeness, novelty, and safety can help counter negative perceptions of sustainable products.

Social influence can be accelerated in three ways. One way to encourage sustainable behaviours is by making them more visible to others, reinforcing social norms and influencing adoption. Research shows that people are twice as likely to choose a sustainable option when others are present compared to when they make the choice privately. Another way to enhance social influence is by making people's commitments to eco-friendly behaviour public. A third approach is to use healthy competition between social groups.

Shape good habits

Companies can encourage sustainable behaviour by using design features to eliminate negative habits and promote positive ones. The most effective approach

is to set sustainable choices as the default option, making them the easiest and most convenient for consumers to adopt.

There are three subtle techniques that can help shape positive habits: using prompts, providing feedback, and offering incentives.

Prompts are cues or reminders designed to encourage people to engage in desired behaviours. Feedback provides people with information about their performance, either independently or in comparison to others. Incentives can take various shapes. Incentives should be applied cautiously, as their removal may lead to a disappearance of the desired behaviour. Additionally, they can undermine consumers' intrinsic motivation to adopt that behaviour (Edinger-Schons et al., 2018).

Leverage the domino effect

Encouraging consumers to develop desirable habits can lead to positive spillover effects; when individuals adopt one sustainable behaviour, their desire for consistency often motivates them to make additional positive

changes in the future. It's important to recognise that negative spillover can happen too. Sometimes, after doing something sustainable, people might feel justified in behaving less sustainably later on. This is called licensing, where a consumer feels that their initial ethical action gives them the green light to relax their standards in the future. Companies can reduce the risk of negative spillover by encouraging effortful initial sustainable actions and avoiding the publicization of smaller commitments, which can lead to something called 'slacktivism.' Research indicates that public token support often decreases future meaningful engagement, while private commitments enhance perceived connection to the cause.

Decide whether to talk to the heart or the brain

When launching or promoting a product or campaign, marketers can choose between emotional appeals and rational arguments. Emotional appeal influences behaviour, as people are more likely to engage when it evokes positive feelings. Research shows

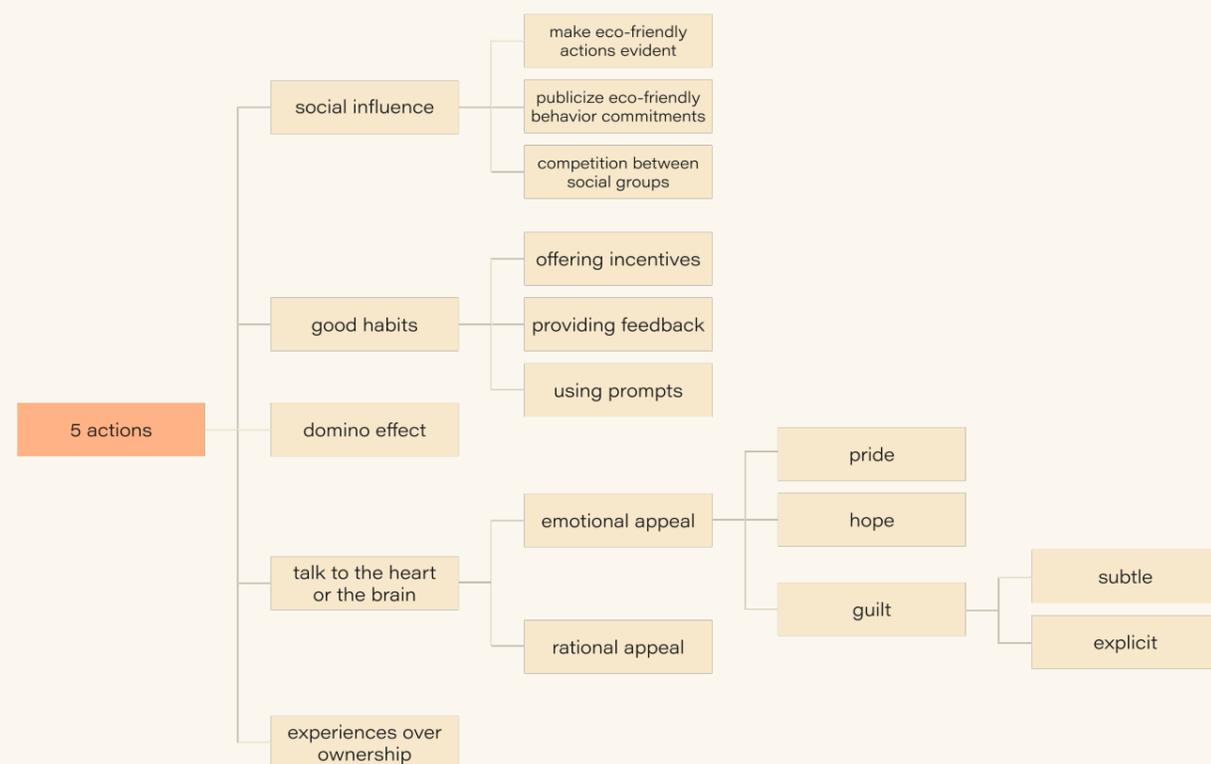
that hope and pride are especially effective in promoting sustainable consumption. Guilt can be an effective motivator but must be used carefully. When accountability is subtly highlighted, consumers may anticipate future guilt for not choosing green products, whereas explicit, heavy-handed messages tend to be less effective.

Rational appeals in marketing rely on self-efficacy, ensuring consumers believe their actions have a tangible impact. Effective communication of a product's environmental benefits is essential, but how the information is framed significantly influences consumer perception. Research indicates that individuals are more responsive when sustainability messages highlight concrete, immediate consequences rather than abstract, long-term benefits. Framing information in terms of potential losses rather than gains tends to be more persuasive, as people are naturally more motivated to avoid losses than to seek equivalent gains, called loss aversion. This approach increases the perceived urgency and relevance of sustainable choices, making consumers more likely to act.

Additionally, messages that emphasise local impacts and reference points are especially effective in influencing consumer behaviour.

Favor experiences over ownership

Some companies have successfully adopted business models that make consumers more receptive to green alternatives while aiming to change consumer behaviour. In the "experience economy," companies provide experiential options instead of material goods, which not only offers sustainability benefits but also enhances happiness for both givers and receivers, fosters stronger personal connections, and creates more positive memories. Similarly, the sharing economy facilitates access to existing products and services, though it can lead consumers to opt for convenient options, like rideshares, over more sustainable choices such as walking or biking. Additionally, companies that offer recycling services for their products can encourage eco-friendly behaviour, highlighting the importance of integrating sustainability into product usage and disposal.



G.2 Resistance against sustainable products

The following review draws primarily on and summarizes the work of Sang et al. (2022).

Innovation Resistance Theory, IRT, focuses on understanding why consumers resist adopting new products, services, or technologies, despite potential benefits. There have been many IRT applications studies conducted on resistance against technology or devices. However, the theoretical application of IRT is relevant for, and can also be extended to the field of sustainability research (Sang et al., 2022).

Following the theoretic background (Sang et al., 2022) according to IRT, consumer resistance is divided active and passive. Active resistance occurs when an innovation

does not meet expectations due to its key characteristics, creating barriers to adoption. This resistance is linked to functional barriers, such as issues related to use, value, and risk. In contrast, passive resistance arises from a rejection of an innovation without thorough evaluation, often to maintain the status quo. This type of resistance is influenced by psychological barriers, including existing beliefs, image, and tradition. Essentially, active resistance involves a conflict with the innovation's practical aspects, while passive resistance relates to conflicts with established beliefs. The study by Sang et al. (2022) considers functional barriers (use, value and risk) and psychological barriers (tradition and image).

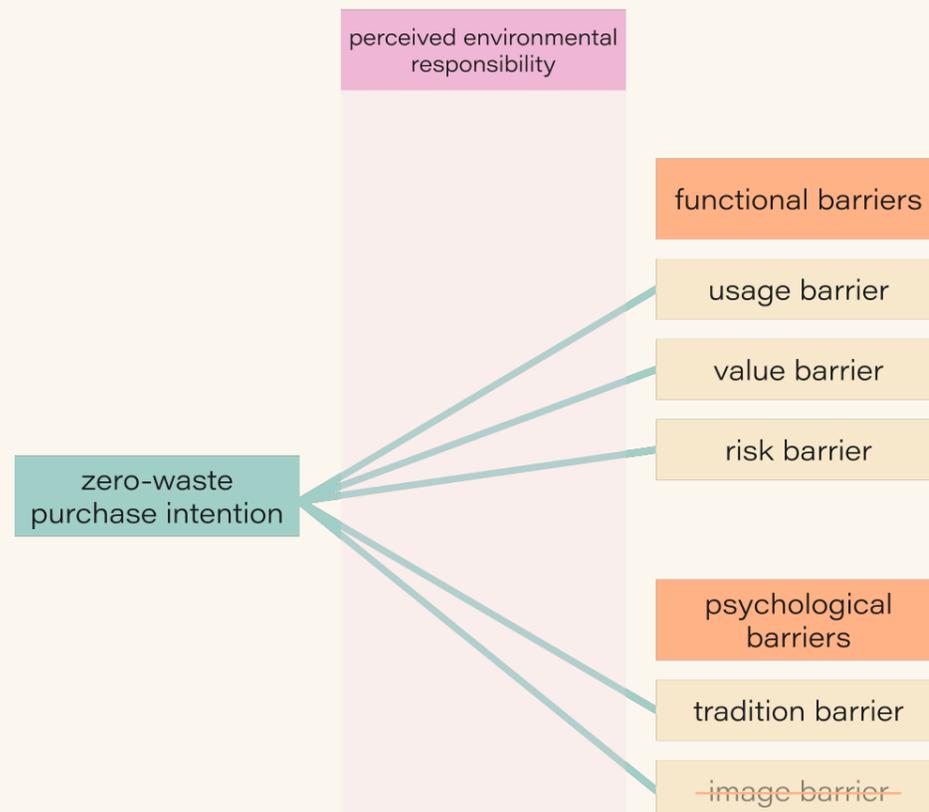
Barrier	Explanation
Usage	Usage barriers arise when consumers struggle to change their habits for new innovations, often due to perceived complexities.
Value	The value that one is willing to pay for an innovation compared to alternatives.
Risk	Risk barriers emerge from uncertainty or fear about a new product's reliability, making consumers hesitant to try it.
Tradition	Tradition barriers happen when new products conflict with existing consumer values or social norms, causing resistance to change.
Image	Image barriers develop when consumers have negative perceptions about a product's quality and authenticity, especially regarding environmental claims.

The table above shortly elaborates on the barriers.

The figure below adopts the framework from Sang et al. (2022). Each line represents a hypothesis, that is, if the selected barrier significantly inhibits the consumer packaging-free purchase intentions. The study also introduces a moderator: Perceived Environmental Responsibility (PER). Perceived Environmental Responsibility is defined as an individual's intent to protect the

environment by being aware of their actions and striving to cause minimal harm to society during the purchasing process.

The results from the reviewed study show that, all functional barriers (usage, value and risk) significantly inhibit the consumer packaging-free purchase intentions (Sang et al., 2022). However, for the psychological barriers, this is only the case for tradition. The image barrier does not significantly inhibit the consumer packaging-free



purchase intentions. This suggests that there are few negative reports regarding the image of packaging-free products. For example, doubts about the labels of packaging-free products, do not pose a barrier for consumers to purchase these products.

Furthermore, the results from the reviewed study show that, the moderator, Perceived Environmental Responsibility, represents an contradictory interaction between all barriers and packaging-free purchase intention (Sang et al., 2022). This means that high levels of Perceived Environmental Responsibility are associated with stronger negative impacts of these barriers.

The following relevant insights and strategies can be concluded from the research:

The study confirms that usage barriers negatively impact purchase intentions. Key issues include limited product choice and narrow ranges, primarily due to technical and production challenges. To boost consumer adoption, expanding the variety and categories of packaging-free products beyond household items is essential.

Secondly, concerning the value barrier, the study confirms that consumers perceive that packaging-free products do not offer advantages over existing products and that they do not significantly contribute to environmental protection. The strategy could be to emphasize the environmental benefits.

Third, regarding the risk barrier, consumers are concerned that packaging-free products marketed as environmentally friendly might not be genuinely so. Therefore it is essential for packaging-free products to offer comparative advantages and reliability over existing products while avoiding excessive or false advertising. Transparency regarding the ingredients and benefits of packaging-free products can help build trust and reduce perceived risks.

Finally, concerning the tradition value, consumers are satisfied with existing conventional products and do not see the need for packaging-free products. As a strategy, packaging-free products need to enhance their comparability with regular products.

H. Customer research plan

H.1 Objectives

This customer research should answer the following questions

A. Who are the customers of Pieter Pot?

This question is relevant because it helps understanding the customer. It aids with consumer segmentation as part of the consumer analysis (part of 4C analysis).

B. What are the needs and values of the customers?

This questions is relevant because it gives insights in what the customers try to achieve. It also helps in clarifying which companies are competitors of Pieter Pot because knowing their needs means knowing which companies could also fulfil these.

C. How do customers perceive Pieter Pot?

This questions is relevant because it will help in developing future strategies. It also helps determining what the perceived brand image is (part of brand analysis).

H.2 Coding

The survey consists of different types of questions, such as open-ended questions. The eighteen open-ended questions are inductively coded by hand with a co-coder.

H.3 Sample size

The sample size was established with a Pieter Pot employee, in charge of marketing and e-mail communications.

For the first batch, we sent the survey to 501 people (March 4th). For this batch, the following division was made:

Customer group	Specification	Amount of people
Customers without orders	But quality score 4 (have always clicked)	57
Customers with 3+ orders	But no orders in last 6 months	168
Customers with 10+ orders	And ordered in first week of January	276

From the first batch, zero respondents that have never ordered before filled in the survey, and only few that have ordered non-frequent. That is why the second batch aims for more non-active customers. The following group was sent the survey:

Customer group	Specification	Amount of people
Customers without orders	But sometimes open the e-mails + sometimes click	3685

This batch is large because a low response rate is expected. Immediately after sending, multiple people that have never ordered before filled in the survey.

In the survey itself, there are also questions to determine how active a customer is. This is because the customer groups above, from Pieter Pot's database, can not be linked to the answers as every survey is accessed through an anonymous link.

H.4 Data safety

The survey can be accessed through an anonymous link, sent to e-mail addresses from the customer groups mentioned. Answers are therefore not linked to the e-mail, keeping it anonymous.

If people want to participate in the giveaway, they have to leave their e-mail address to be contacted of the results. At the end of the survey, a link is displayed to a new survey where people can fill in their e-mail address. Therefore, the answers are not linked to the e-mail address used for the giveaway, keeping the responses answers anonymous.

Bu using this structure, the largest group of respondents, people that only want to fill in the survey but do want to participate in the giveaway can stay anonymous.

H.5 Incentive

Pieter Pot has a very active customer base with people willing to participate in surveys. This showed as 10% of recipients fill in the survey within three hours. Even when the survey is more extensive than the usual surveys Pieter Pot sends.

But, to thank people for their time and provide extra incentive, respondents can win one of three €25 store credit vouchers.

H.6 References

(Kranzbühler, 2020)

H.7 Survey structure

Title	Questions	Contribution to research questions
Introduction	Q1	-
Online shopgedrag	Q2-Q11	B
Klant behoeftes	Q12-Q18	B
Bestelgeschiedenis	Q19-Q20	A
Merkidentiteit	Q21	C
Feedback	Q22-Q26	C
Bezorgdheid over het milieu	Q27	B
Demografie	Q28-Q31	A
Verder onderzoek	Q32	-
Wrapping up	Q33-Q36	-

The survey makes use of required responses, validation and display logic.

Required responses: almost all questions are required to fill out to finish the survey.

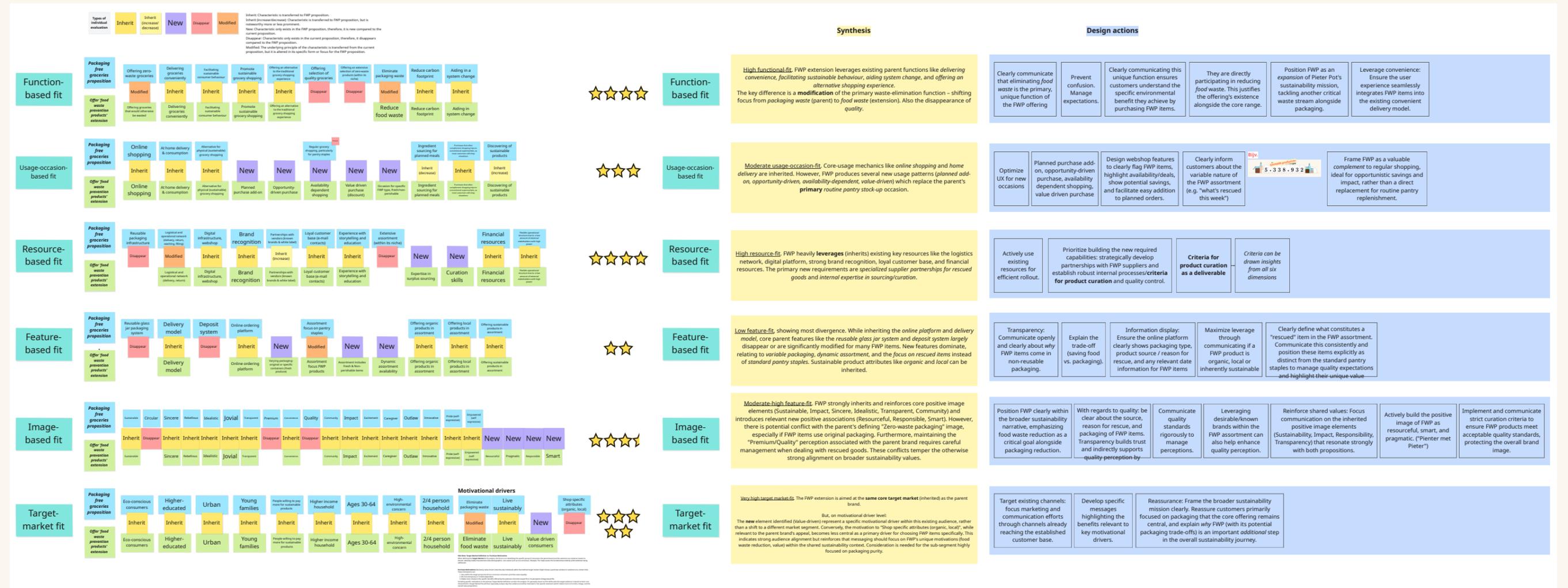
Validation: differs per questions, it makes sure that people answer in the correct format. E.g. the answer to age should be a numeric answer without decimals with a minimum of 16 years. For open questions where the respondent is required to explain something, a minimum of character amount is set to prevent respondents from answering with just yes or no.

Display logic: sometimes, when a respondent answers no on a question, the next question is not relevant anymore. By using display logic, depending on previous answers, upcoming questions are hidden or shown. The display logic structure can be seen in the survey below.

The appendices related to the customer research and its results are confidential.

I. Brand extension fit analysis & proposition development

Full initial version.



J. Inter-rater reliability tests results

Fit dimension	Me (initial)	Jouri	Designer 1	Designer 2	Average
Function-based fit	★★★★☆	★★★★☆	★★★★☆	★★★★☆	★★★★☆
Usage-occasion-based fit	★★★★☆	★★★★☆	★★★★☆	★★★★☆	★★★★☆
Resource-based fit	★★★★☆	★★★★☆	★★★★☆	★★★★☆	★★★★☆
Feature-based fit	★★★★☆	★★★★☆	★★★★☆	★★★★☆	★★★★☆
Image-based fit	★★★★☆	★★★★☆	★★★★☆	★★★★☆	★★★★☆
Target-market-based fit	★★★★☆	★★★★☆	★★★★☆	★★★★☆	★★★★☆

The analysis in SPSS shows an intraclass correlation coefficient (ICC) for average measures of 0.578 (95% CI: -0.092–0.781), indicating fair inter-rater reliability according to Cicchetti's (1994) interpretation, $F(5, 15) = 2.369, p < .09$.

< 0.40	Poor
Between 0.40 and 0.59	Fair
Between 0.60 and 0.74	Good
Between 0.75 and 1.00	Excellent

The table below shows the individual correlations.

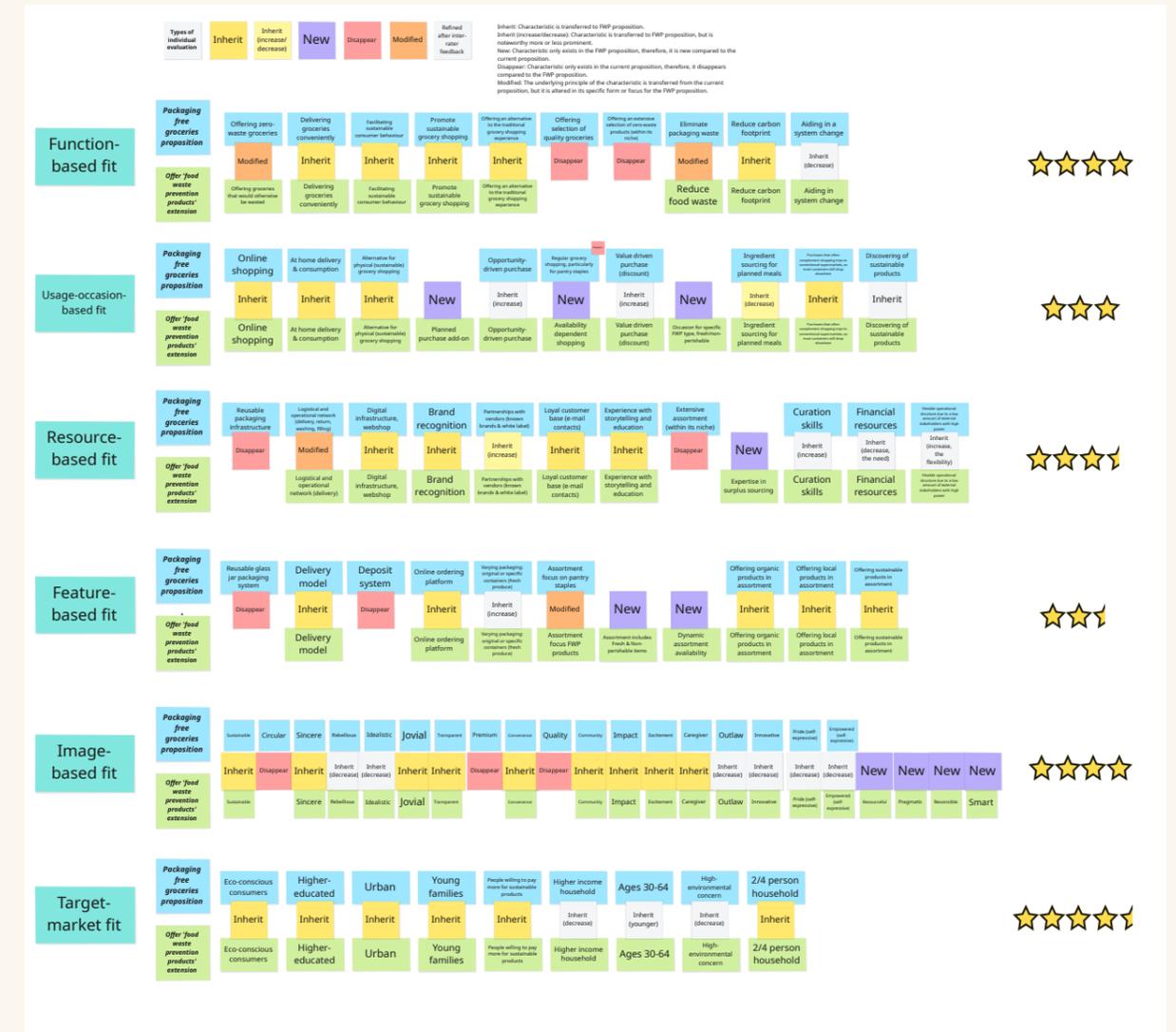
R1 = me, R2 = Jouri, R3 = Designer 1, R4 = Designer 2.

		R1	R2	R3	R4
R1	Pearson Correlation	1	.329	.539	.537
	Sig. (2-tailed)		.525	.269	.272
	N	6	6	6	6
R2	Pearson Correlation	.329	1	-.554	-.497
	Sig. (2-tailed)	.525		.254	.316
	N	6	6	6	6
R3	Pearson Correlation	.539	-.554	1	.929**
	Sig. (2-tailed)	.269	.254		.007
	N	6	6	6	6
R4	Pearson Correlation	.537	-.497	.929**	1
	Sig. (2-tailed)	.272	.316	.007	
	N	6	6	6	6

** Correlation is significant at the 0.01 level (2-tailed).

K. Brand extension fit analysis, refined after inter-rater reliability tests

Besides refinement in the star ratings, the feedback from the sessions is also incorporated in the fit analysis itself.



L. Design actions and ideation overview

This appendix shows, for all six fit dimensions, all design actions and all corresponding ideas.

The grid is organized into six rows, each representing a fit dimension. Each row contains six columns of design actions and ideation notes, labeled 1 through 6. The actions include:

- Function-based fit:** Clearly communicate the offering, prevent confusion, clearly communicate the unique function, communicate they are directly participating, position FFP as an experience, leverage convenience.
- Usage occasion based fit:** Optimize UI for new occasions, design without features, clearly inform customers, frame FFP as a valuable complement.
- Resource-based fit:** Actively use existing resources, prioritize building new required capabilities, criteria for product selection, criteria can be derived from an assessment.
- Feature-based fit:** Transparency, explain the trade-off, information display, maximize leverage through communication, clearly define what constitutes a 'reduced' item, communicate the focus shift.
- Image-based fit:** Position FFP clearly within the broader sustainability narrative, with regards to qualify the brand, communicate quality standards, leveraging disabundant brand, reinforce shared values, actively build the positive image of FFP, implement and communicate strict quality standards.
- Target-market fit:** Target existing channels, develop specific messages, reassurance: frame the broader sustainability mission clearly.

M. Curation decision making tool

This appendix shows the concept version for a Verpieter-me-niet decision making tool.

Product	Product story	Brand	Sustainable product	Sustainable packaging	No packaging free at the register	Organic	Local	Essential	Disabundant	Popular product category?	Score	Pass knock-out	Notes
vpmn fruit	2	2	3	3	2	2	1.5	2	1	1.5	100	✓	Approve
tony's repen	5	5	3	3	4	1	1	3	5	5	84	✓	Approve
ketchub club	3	1	2	4	4	1	1	3	1	1	65	✗	Reject Low score
hela	1	3	1	4	4	1	1	4	1	1	46	✗	Reject Low score
verstegen gehakt	3	5	5	2	5	1	1	1	3	1	45	✓	Approve
verstegen kruidenmix	1	5	1	1	3	1	1	1	1	5	38	✗	Reject Knock-out + low score
appelsienje stoofpeper	1	5	1	1	2	1	1	1	3	1	38	✗	Reject Knock-out + low score
overjarige kaas	5	1	1	2	5	1	3	4	2	1	40	✗	Reject Low score
guldpenner blond	3	5	1	4	5	1	3	3	2	1	57	✓	Approve
big ginger gumbarsap	3	1	1	4	5	1	2	2	3	3	55	✓	Approve
wasted beers	4	1	3	4	5	1	4	2	1	2	57	✓	Approve
tony's paaseien	4	5	3	2	4	1	1	3	2	4	58.5	✓	Approve



N. Project brief

DESIGN FOR our future

TU Delft

Personal Project Brief – IDE Master Graduation Project

Name student Jens Roethof

Student number 4,549,686

PROJECT TITLE, INTRODUCTION, PROBLEM DEFINITION and ASSIGNMENT

Complete all fields, keep information clear, specific and concise

Project title Designing a pivot strategy for the Dutch online grocer, Pieter Pot.

Please state the title of your graduation project (above). Keep the title compact and simple. Do not use abbreviations. The remainder of this document allows you to define and clarify your graduation project.

Introduction

Describe the context of your project here; What is the domain in which your project takes place? Who are the main stakeholders and what interests are at stake? Describe the opportunities (and limitations) in this domain to better serve the stakeholder interests. (max 250 words)

As global demand for products and materials rises, the Dutch central government is working with institutions to use them more efficiently. The goal is for the Dutch economy to be fully circular by 2050 (Ministerie van Infrastructuur en Waterstaat, 2019). Research shows Dutch households are strongly committed to sustainability, particularly in recycling, composting, and reducing single-use plastics (Circle Economy Foundation, 2023).

This project focuses on sustainable retail. Pieter Pot offers zero-waste groceries and household products in reusable packaging with a deposit system. Stakeholders include Pieter Pot, consumers, vendors, partners, and logistics, with potential involvement from communities, investors, and competitors.

Pieter Pot aims to grow while maintaining sustainability. Their goal is to improve their value proposition and expand their business. However, consumers struggle to fully embrace the zero-waste model. Order volumes are low, and Pieter Pot faces a low conversion rate from email-list subscribers to customers. As a company, they struggle with scalability, competition, and pricing.

Despite these challenges, Pieter Pot has strong brand recognition and growth potential. Expanding their value proposition presents an opportunity for profitability. They are considering shifting from a fully zero-waste model to becoming the most sustainable supermarket. This project aims to define that shift and its execution.

Key limitations include consumer perception (core audience alienation), operational challenges, competition, and financial constraints. The project focuses on desirability, feasibility, and viability among the company, consumers, and stakeholders. Technical and operational improvements are excluded. The project timeframe is one year, given Pieter Pot's fast-paced approach.

→ space available for images / figures on next page

DESIGN FOR our future

TU Delft

Personal Project Brief – IDE Master Graduation Project

Problem Definition

What problem do you want to solve in the context described in the introduction, and within the available time frame of 100 working days? (= Master Graduation Project of 30 EC). What opportunities do you see to create added value for the described stakeholders? Substantiate your choice. (max 200 words)

Pieter Pot faces the challenge of leveraging its strengths, brand awareness, a loyal customer base, and sustainability commitment, into a scalable business model. While its zero-waste approach appeals to eco-conscious consumers, accessibility and scalability remain obstacles. The company must refine its strategy to reach a larger market while maintaining sustainability.

A key question is how Pieter Pot can pivot to a more impactful and scalable proposition. Several strategic opportunities have been identified: Sustainable product expansion: Offering both zero-waste and sustainably packaged products could enhance accessibility and affordability (Gatzer & Roos, 2021; Simon-Kucher, 2024). Circular platform: Selling circular products like electronics aligns with sustainability trends (Lacy et al., 2020). Food waste prevention: A hot topic in sustainable shopping, look at Too Good To Go and No Waste Army (Nunley, 2024). Bulk purchasing: Providing bulk options reduces packaging waste and enhances cost efficiency (Korth, 2023). B2B expansion: Partnering with businesses could unlock new revenue streams (GrowLeady, 2024; Reifenberg et al., 2023). The project outcome could combine these strategies or uncover new opportunities. Regardless, effective communication, marketing, and branding will be crucial for Pieter Pot's success.

Assignment

This is the most important part of the project brief because it will give a clear direction of what you are heading for. Formulate an assignment to yourself regarding what you expect to deliver as result at the end of your project. (1 sentence) As you graduate as an industrial design engineer, your assignment will start with a verb (Design/Investigate/Validate/Create), and you may use the green text format:

Design an strategy that improves the company value proposition for Pieter Pot in the environmental conscious supermarket sector.

Then explain your project approach to carrying out your graduation project and what research and design methods you plan to use to generate your design solution (max 150 words)

In this project, I will be using a double diamond approach (Boeijen et al., 2020). **Discover:** First, I will execute multiple analyses to gain a broad understanding of Pieter Pot. This includes company, consumer, competitor, and context analysis. For the competitor analysis, it's important to consider potential future competition. After that, I will conduct a product analysis (value proposition canvas) and brand analysis (reconstruct brand DNA). I will conclude this internal and external analysis with a combined SWOT analysis. **Define:** I will synthesize the findings and focus on problem framing. I will filter through the analyses with feasibility, viability, and desirability in mind, aligning with purpose and values. **Ideate:** This phase starts a new cycle of diverging. I will ideate and brainstorm strategies for growth and iterate based on stakeholder feedback. **Develop:** The final phase will focus on presenting a strategy that improves the company value proposition and company growth. I will develop deliverables, such as an implementation plan for the strategy, a launch strategy, a roadmap for the phases of the strategy, and branding & marketing communication plans. Finally, I will outline the key performance indicators (KPIs) for tracking the success of the strategy and ensure its successful execution.

Project planning and key moments

To make visible how you plan to spend your time, you must make a planning for the full project. You are advised to use a Gantt chart format to show the different phases of your project, deliverables you have in mind, meetings and in-between deadlines. Keep in mind that all activities should fit within the given run time of 100 working days. Your planning should include a **kick-off meeting, mid-term evaluation meeting, green light meeting and graduation ceremony**. Please indicate periods of part-time activities and/or periods of not spending time on your graduation project, if any (for instance because of holidays or parallel course activities).

Make sure to attach the full plan to this project brief.
The four key moment dates must be filled in below

Kick off meeting 28 Jan 2025

Mid-term evaluation 10 Mar 2025

Green light meeting 13 May 2025

Graduation ceremony 23 Jun 2025

In exceptional cases (part of) the Graduation Project may need to be scheduled part-time. Indicate here if such applies to your project

Part of project scheduled part-time	<input type="checkbox"/>
For how many project weeks	<input type="text"/>
Number of project days per week	<input type="text"/>

Comments:

