From **a**mbivalent to **a**mbassador

communicating the advantages of Crisp's supply chain,
to convert latent consumer loyalty into absolute consumer loyalty

Strategic Product Design
Florentine Eichelsheim

TUDelft x cr˙sp

"Loyal customers, they don't just come back,
they don't simply recommend you,
they insist that their friends do business with you."

- Chip R. Bell (pioneer Customer Jouney Mapping)

From Ambivalent to Ambassador
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to convert latent consumer loyalty into absolute consumer loyalty

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Preface

I might have taken the phrase "Good things take time" a little too literal during my thesis project, but nevertheless, the end has been reached! I would like to say the overrun time spent on my project was the result of me being fully immersed and "loosing track of time", but this is not compeletely true. Having had a challenging year personally, this made it not always possible for me to put my mind and focus on my thesis. At least, not in the way I'm accustomed to working normally. But as of now, I am pleased to say I have finished my thesis project! However, I couldn't have done it without the help, love & support of many different people.

First of all, I would like to thank the company who provided me with this challenging "problem" of which we've managed to create an interesting thesis topic: Crisp. After my initial thesis assignment at a different company turned out to be not so suitable for a few different reasons, I was left looking for a different assignment which would fit the requirements. I remembered a guest lecture given by one of the Crisp founders, Tom Peeters, and thought to myself: that would be a great company to work with. By chance, they were looking for a Market Research intern and long story short; less than a month later I was sitting at a desk in the Crisp office as a part of the Research Team! But of course, I was not sitting alone at the desk. First of all, Thomas, Lead Researcher at Crisp and also my company mentor. I cannot thank you enough for your support and guidance throughout my thesis project and all of the time you have spent teaching me about consumer research. Your almost philisophical views on topics were cause for many interesting conversations (when not about work, often travel- or vanlife-related!). The almost daily check-ins were great, motivating me when I was feeling a little overwhelmed. And of course, teaching me the tricks of the trade when it came to interview methods and trusting me with other (Crisp) assignments on the side for an extra learning experience. Next, I would like to thank the other person sitting at the Research Team desk alongside me: Amber. You have been a great friend, co-researcher, inspiration and last but not least; snack/coffee-buddy during my time at Crisp. You have made my time at Crisp even more unforgettable.

Furthermore, I would like to thank some other people at Crisp, for helping me with my project. The Brand Marketing team, for letting me sit in on their weekly meetings. This has provided me with a lot of inspiration for my final concept. Susan, the head of Brand Marketing, for challenging me with this assignment. Anouk, my co-research intern for listening to me complaining when I got stuck on what to do next. And finally, Wilmar, the Creative Strategy Director at Crisp. Thanks for the great talks we had on strategy & design, giving me a lot of energy and inspiration going into the design phase and in the last weeks before my graduation.

Secondly, I would like to express my gratitude for the great coaching I have received from the TU Delft. My chair, Sylvia, thank you for your never ending patience and willingness to meet up whenever I felt stuck. I have enjoyed our conversations and appreciate you always taking the time to supply me with feedback. And of course a big thank you to my mentor, Thanos, for sticking with me even when you moved away from IDE! Your consumer research expertise has hugely helped me when conducting my own research, as my knowledge of consumer research was not so extensive at the beginning.

And lastly, I would like to say a big thanks to my family, friends and all other people around me who have kept me going. Pap & Mam, thanks for always allowing me to choose my own path (even though this has led to me being your last daughter to graduate). Lot & Al, thanks for always having my back and making me laugh when I needed it the most. All of my (co-graduate/study) friends, for the much needed coffee breaks in between. Babette & Daan, I am very greatful for your support & for allowing me to work in Friesland so often. And finally, Noud, you have dealt with probably 99% of my breakdowns and yet, here you still are. I owe you.

Again, a huge thanks to you all.

Enjoy reading my Msc. thesis!

Executive summary

The industry of e-grocery shopping has experienced significant growth in recent years, as more existing supermarkets are finding ways to provide their customers with products through the online envrionment, as well as new companies being created in the industry. Crisp is one of those new companies. They are a Dutch online supermarket, specialized in fresh seasonal products, founded in 2018. Their mission is to make 'better food' available for more people. As of 2020, their company was expanded to Belgium, Flanders. This has brought about some challenges, one of which is trying to find a way to nudge a group of Flemish customers exhibiting latent loyalty behavior towards Crisp into becoming customers who exhibit absolute loyalty towards Crisp. In other words, Crisp desires these customers to use Crisp predominantly rather than occassionally, as the current situation shows.

For the structure of this project, the double diamond method was used. This made sure that the problem would be tackled from all different angles, without expanding the scope too far. Throughout the project different reasearch and design methods were used, such as qualitative research (interviews), desk research (literature), validation research (survey), brainstorm sessions and a co-creation session. The research phase brought about insights regarding the possible barriers for Flemish customers to exhibit absolute loyalty. The most important insight for this research proved to be the feeling of ambivalence towards the delivery of the groceries by Crisp, since this did not align with their environmental beliefs. Therefore, this was the focus during the design phase, to develop a concept which would take away this ambivalent feeling and, ultimately, replace it with a feeling of wanting to be an ambassador. One of the design principles was to stimulate this transition through conveying information based on the short supply chain of Crisp and it's benefits.

The final concept which is created based on the insights from the research and design phase, is the Crisp Feitjes Kalender. The Feitjes Kalender is a calendar with a different relevant topic for every month of the year. These topics specifically are sustainability and wellbeing topics related to (the service of) Crisp. Since the focus for this project was to convey information regaring the short supply chain of Crisp, this topic is presented in the current month. Customers are able to receive more information about the short supply chain and what this means in relation to the environmental impact. It also shows a comparison between Crisp and a regular supermarket, to clear the misconceptions which customers could have regarding the (environmental impact of) delivery by Crisp.

Lastly, the concept is tested and reviewd, after which minor adaptations are made. The Feitjes Kalender is also part of a larger vision/strategy which has been designed for this project. Namely, the need to focus more on communicating their third marketing strategy pillar, 'consciousness', to increase customer satisfaction and enhance absolute customer loyalty. This vision has concepts related to three horizons, the first one being an informative visual and video, the second one being the Feitjes Kalender and the third one being the merge of the Feitjes Kalender with another (existing) feature in the Crisp app, 'Invite a friend'. This will complete the customers transition from ambivalent to ambassador.

In conclusion, the Feitjes Kalender is one of the steps which could help Crisp to nudge latent loyal customers into becoming absolute loyal customers. Providing the customer with clear & credible information on the benefits of Crisp's short supply chain, will take away the ambivalent feelings of customers and replace them with a feeling of an ambassador.

Glossary

To explain in more detail some of the industry specific terms which will be used, this list has been compiled.

Ambivalence	=	the coexistence within an individual of positive and negative feelings toward the same person, object, or action, simultaneously drawing that individual in opposite directions (Dictionary.com, 2021).
Ambassador	=	a person who represents, speaks for, or advertises a particular organization, group of people, activity, or brand/type of product (Cambridge Dictionary, 2023).
Consumer loyalty	=	describes an ongoing emotional relationship between a company and a customer, driven by the willingness of a customer to engage with and repeatedly purchase from the same company versus their competitors (What Is Customer Loyalty, n.d.). In short, loyalty is referred to as "the extent to which the customer intends to purchase again from the supplier" (Söderlund, 1998).
Latent loyalty	=	high attitudinal loyalty but low behavioural loyalty: when customers have a strong inclination to be loyal, but this loyalty might not (yet) be evident in their current purchasing behavior (Dick & Basu, 1994).
Alsolute loyalty	=	both high attitudinal loyalty and high behavioural loyalty: a state of complete commitment by customers to a brand or product, involving consistent repeat purchases driven by genuine preference and a strong emotional connection to the brand or product (Dick & Basu, 1994).
E-grocery shopping	=	the process of purchasing groceries and other household goods through the service of an online platform (Jagani et al., 2020).
Consumer behaviour	=	the behaviour that consumers display in searching for, purchasing, using, evaluating, and disposing of products and services that they expect will satisfy their needs" (Schiffman & Kanuk, 2007).
Consumer experience	=	the experience when users or potential users perceive and interact with all touchpoints of a company, beyond the more obvious interaction with for instance a customer help desk. The overall customer experience can be drafted from the perception consumers have of a brand, their experiences interacting with all possible (digital) touchpoints and also the whole journey throughout the customer lifecycle (Xu, 2023).
Consumer satisfaction	=	a measurement that determines how happy customers are with a company's products, services, and capabilities (ASQ, n.d.). It has also been defined as "an evaluation that the (consumption) experience was at least as good as it was supposed to be" (Hunt, 1977).

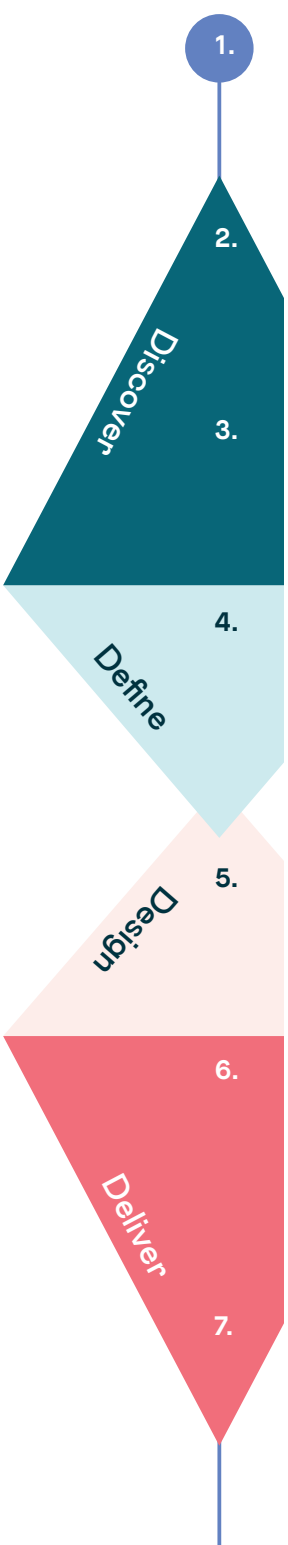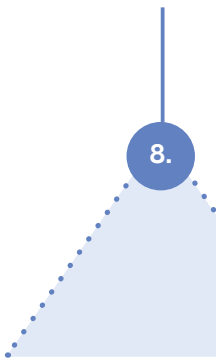|	
Consumer vs customer =	these seem to be very similar words, however, in this project they do have somewhat different meanings. The term 'consumer' is used to describe an individual that uses or consumes a product or service in general. A 'customer' in this project is used to describe an individual that uses the Crisp service.
Design Thinking =	a user-centered methodology used by designers to solve problems and find desirable solutions for consumers, making sure the user is at the heart of the design process stages. It starts with defining the problem, which leads to delivering the solution in a form of a final product. Thereafter, it focusses on getting user feedback, which is part of a continuous iterative process used to improve the solution (product or service) in the future (Elmansy et al., 2023).
Marketing =	the business activity that involves finding out what customers want, using that information to design products and services, and selling them effectively (Cambridge Dictionary, 2023).

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For this project a collaboration with online grocer Crisp was established, who operates in both The Netherlands and Belgium. For e-grocers, an interest in maintaining & establishing customer loyalty is growing, as a result of the industry becoming more saturated. Therefore, keeping customers from switching to competitors and becoming their primary choice for grocery shopping is highly desirable. As Crisp has expanded to Flanders less than a year ago, building & increasing consumer loyalty amongst Flemish consumers is very important. Currently, a group of Flemish customers who shop at Crisp on a regular basis are also doing their groceries at other shops. This means that they are displaying latent loyalty and are using Crisp occassionally rather than predominantely. Therefore, the focus of this project lies on; how to increase loyalty amongst already regular Crisp customers, shifting them towards being weekly customers who predominantely use Crisp for their daily groceries. The project is split up into four different stages, based on the 'Double Diamond' model.

01

1.1 Introduction

E-commerce has experienced significant growth in recent years. Think about it, can you name one item that can not be purchased online? According to Eurostat, over 75% of EU citizens have used the internet to make a purchase in 2022, against 55% in 2012 (Eurostat, 2023). This is an impressive growth of 20% in 10 years, and it's expected to continue to grow even more in the coming years.

Along the growth of e-commerce, grocery shopping, also e-grocery shopping has also experienced massive growth in the past few years. More companies are moving to providing customers with online purchasing portals for their daily/weekly products. In 2030 e-grocery sales are expected to double in Europe compared to what they are now (Strategy&, 2022). Recent growth has largely been accelerated by the Covid-19 pandemic, forcing consumers to change their routines and behaviour when physical shopping became harder (Mazumder & Elliott, 2022). Even though the pandemic is no longer around, consumer behaviour has seen an irriversable change, accelerating e-grocery growth in the coming years. However, the amount of growth is dependable on many different factors, such as evolving customer behaviour, (increase in) competitors and development of technology in the given market (The Next S-curve of Growth: Online Grocery to 2030, 2022). As a result, this sector has become a highly competitive and dynamic environment. This is why innovation, trend analyses & consumer insights are necessary to increase differentiation and consequently, increase customer loyalty towards a certain supermaket (Omar & Sawmong, 2007).

Crisp is a Dutch online supermarket, specialized in fresh seasonal products, founded in 2018. Their mission is to make 'better food' available for more people, where 'better food' means both tastier and fresher, but also more sustainable/responsible and less processed (Crisp, 2018). They believe a single person can make a positive impact by consuming through their service and that by reaching more people, this impact will only continue to grow. This belief is supported by their recent expansion to Belgium, increasing their position in the Dutch and Flemish food industry.

However, as mentioned previously, the (online) food industry is very competitive and keeping existing customers from switching is becoming harder. As a result there is a growing interest from Crisp to conduct research into topics related to customer loyalty. Seeing that there are so many different players in the food industry, gaining & maintaining customer loyalty can be tough. Therefore, this project focusses on the enhancement of customer loyalty, by conducting research on possible barriers for consumers when shopping at Crisp and digging deeper to expose reasons that Crisp customers might have for not using Crisp predominentely as their grocer.

As Crisp recently expanded to Belgium, Flanders, this was chosen as the geographical scope of this project. Establishing consumer loyalty amonst the customers of Crisp Belgium is a gradual process where loyalty is growing organically. Crisp's aim is to expand the community of dedicated customers which choose Crisp over others due to the positive experiences they encounter.

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1.2 Problem statement

Even though E-grocery shopping has become more popular in Belgium over the past few years, for the marjority of people it has not (yet) replaced their habit of shopping in conventional (physical) grocery shops. For a group of Crisp customers in Flanders, Crisp is frequented amongst other grocery shops rather than being their preferred option (Spauwen, 2022; Versprille, 2023). This means that they use Crisp in addition to their habit of going to conventional grocery shops which results in multi-brand loyalty (Evans et al., 2009). This has been established through in-house consumer research and by analysing their purchase behaviour data which shows the order frequency and order value. This group of customers does value the service of Crisp and therefore, has a high relative attitude towards the brand (Spauwen, 2022), but somehow has a lower repeat patronage (namely 1-2 x a month). This type of behaviour falls under the category of 'Latent Loyalty' (Dick & Basu, 1994).

Customer loyalty plays a dominant role when it comes to growth for companies, since loyal customers not only increase profitability, they also have a tendency of becoming a brand ambassador, talking the company up to friends and family and bringing in new customers free of charge (Reichheld, 2015). This is why measuring, maintaining and growing it amongst (existing) customers, is so important. As Crisp Belgium aims to continue to grow and enlarge the impact of their mission statement: better food, every day for more people, they need to make sure their customer loyalty is constantly growing (Crisp, 2022). However, the group of customers mentioned above are displaying 'latent loyalty' rather than 'absolute loyalty', which means that they are also somewhat loyal towards other companies, besides Crisp (see Figure 1).

For Crisp the desired situation would be to nudge this group of customers into ordering their daily groceries solely at Crisp, forsaking (most of) the other grocery shops. In other words; to make Crisp top of mind when it comes to grocery shopping and turn them into customers with an even higher loyalty. To increase loyalty amongst these Crisp customers, and therefore stimulate growth, it is essential to understand why this group of customers is displaying latent loyalty rather than absolute loyalty towards Crisp. With these insights; a solution to the problem can be created and implemented.

To help all stakeholders of a project focus on the problem in question, a problem statement is created. This stimulates creative thinking and brings awareness to the problem. (Miles, 2023). For this project, the problem statement is the following:

"A part of the Flemish customers exhibits **latent loyalty** behavior towards Crisp, using the service **occasionally rather than predominantly**. This negatively effects the profitable growth of Crisp Belgium. Therefore, it is of importance to find out **what is holding these customers back** from buying more frequently at Crisp."

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Using Crisp **occasionally**,
amongst other supermarkets

Using Crisp **predominantly**,
forsaking other supermarkets

Figure 1: Customer using Crisp occassionally, rather than predominantly (own image)

"A part of the Flemish customers exhibits latent loyalty behavior towards Crisp,
using the service occasionally rather than predominantly.
This negatively effects the profitable growth of Crisp Belgium.
Therefore, it is of importance to find out what is holding these customers back
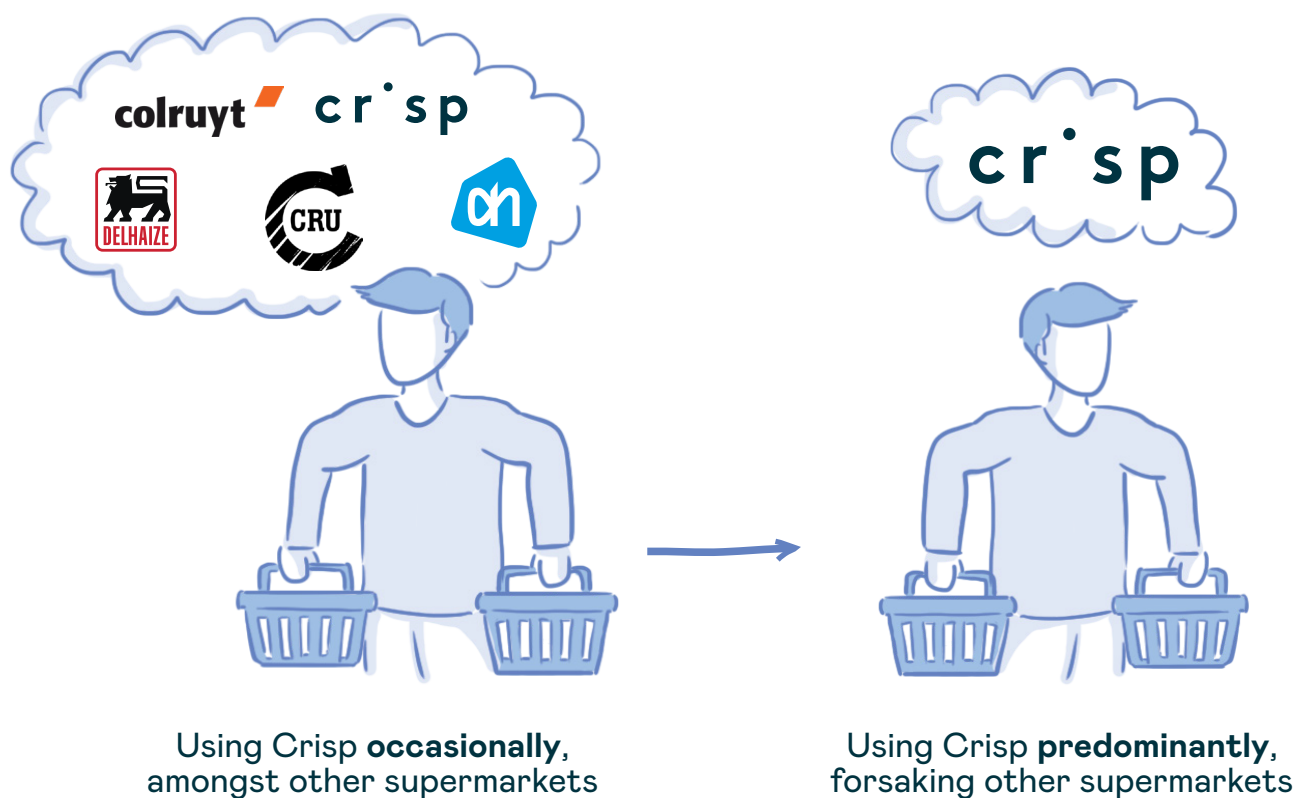from buying more frequently at Crisp."

1.3 Project structure

The course of this project has been guided by the principles of the Double Diamond design model (Design Counsil, 2005). The Double Diamond is a framework used to facilitate the methodology of design thinking, a way to understand (consumer-centered) problems and find innovative & desirable design solutions. The framework has four stages, 2 diverging and 2 converging, which are followed in this project accordingly (see Figure 2).

Discover: Getting a better understanding of the proposed problem, by conducting wide-spread research into the stakeholders and context. Gathering first insights related to the initial problem.

Chapter 2 & 3 will explore different involved parties; the company Crisp and Flemish (Crisp) customers. First, a more surface-level research is conducted into the company (history, strategy and operational), consumer (what do they like/dislike about e-grocery shopping) and context (known trends and developments in the industry). Thereafter, additional in-depth research on customer behaviour is conducted.

Define: Analysing the gathered insights from research in the previous phase, to construct an even more detailed problem statement, to form the inspiration for the design brief.

Chapter 4 focusses on clustering the insights gained from the customer research and creating three different design directions. Hereafter, one direction is chosen and a correlating design brief is made.

Designing the right thing

Discover

Surface-level:
Company
Customer
Context

Define

Three directions

Choosing direction

Validation research

Design
Brief

Project launch
introduction of the project

In-depth
exploratory:
Customer behaviour
research

2. Internal analysis
company, customer and context

3. User analysis
research on Crisp customers

4. Design direction
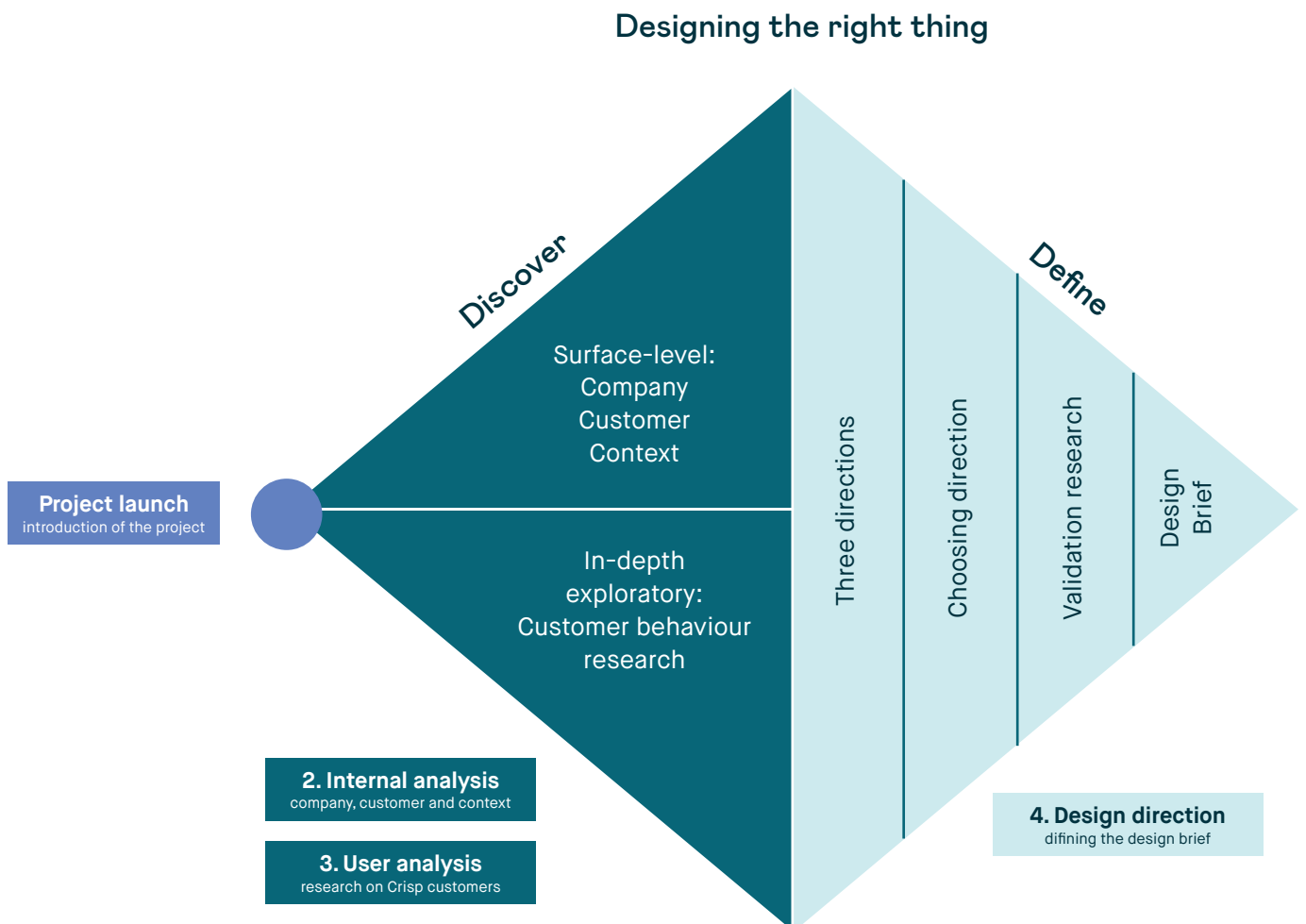difining the design brief

Figure 2: Double Diamond, including the four stages as followed in this project (Design Counsil, 2005)
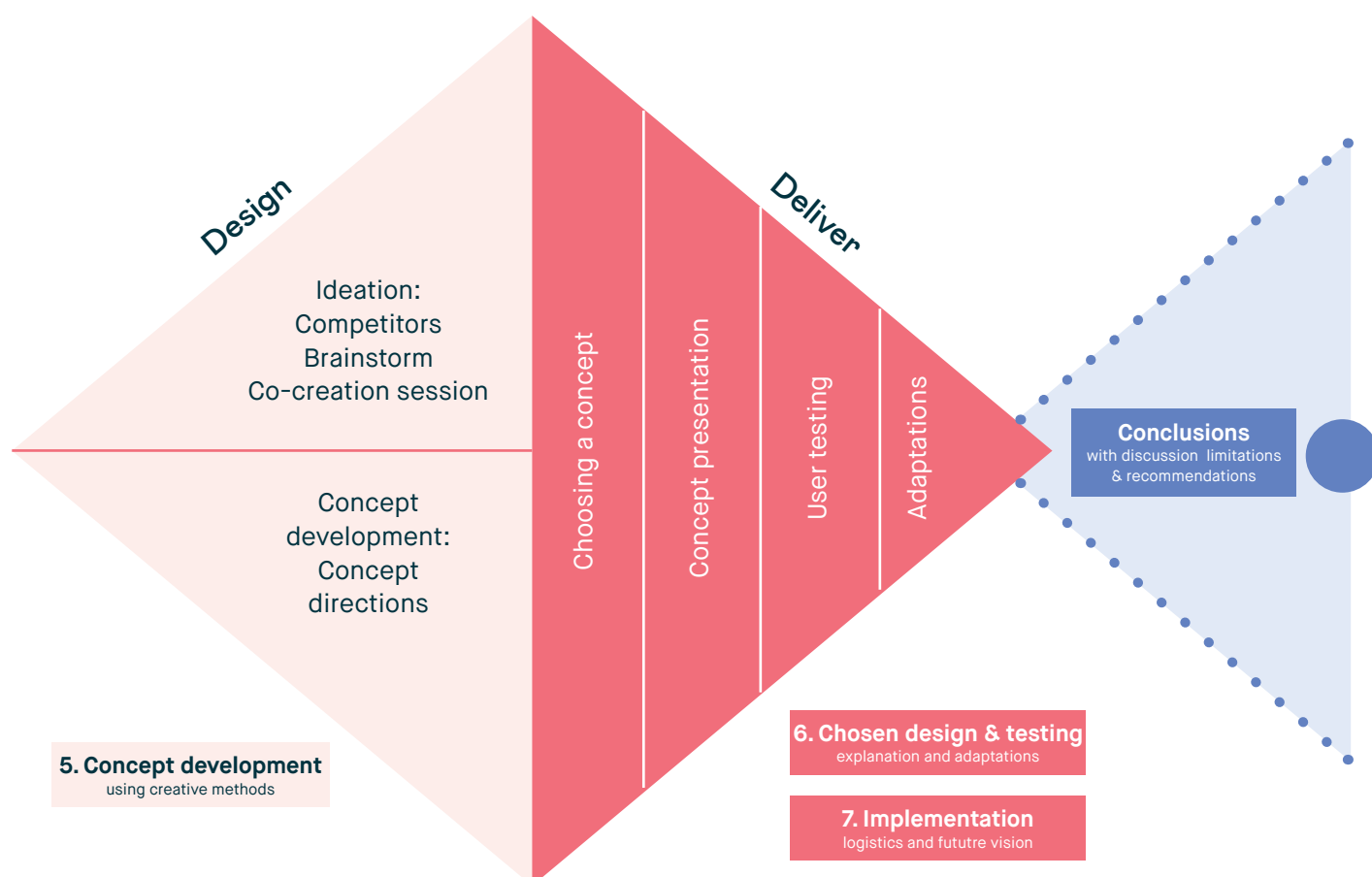
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Design: Generating a wide array of ideas and concepts, through the use of creative methods, exploring different (design) approaches to the given problem.

In chapter 5 different creative methods to generate concepts are used, e.g. analysing competitors, brainstorming and co-creation with stakeholders and fellow-students. This leads to the formation of multiple concepts.

Deliver: Deciding which of the generated concepts is most promising and further develop the chosen concept by testing it and generating an implementation plan.

Chapters 6 & 7 revolve around choosing the most viable, feasible and desirable concept for this project scope and the implementation of the concept into Crisp's operations & strategy. The concept is tested and adjustments are made, some which will serve in the form of future recommendations.

Designing things right

Design

Deliver

Ideation:
Competitors
Brainstorm
Co-creation session

Concept
development:
Concept
directions

Choosing a concept

Concept presentation

User testing

Adaptations

Conclusions
with discussion limitations
& recommendations

5. Concept development
using creative methods

6. Chosen design & testing
explanation and adaptations

7. Implementation
logistics and fututre vision

9

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Research activities

Chapter

Literature study: on e-grocery shopping, Flemish (e-)grocery consumers and the context, including conducting a trend analysis | 2

Company research: reading in-house documentations, having conversations with employees from different teams within Crisp | 2

Literature study: a deep dive on consumer loyalty, experience and satisfaction, looking at the individual meaning and interrelationships | 2

Qualitative user research: a series of 12 semi-structured interviews conducted with (regular) Flemish Crisp customers to find out what barriers they might experience witholding them from displaying absolute loyalty | 3

Quantitative validation research: a survey sent out to 300 (regular) Flemish Crisp customers to validate the findings of the qualitative study | 3

Online analysis competitors: seeing how other companies handle their communication surrounding sustainability practises | 5

Literature study: reading & analysing the book of the Heath brothers 'Made to stick' (C. Heath & D. Heath, 2007), to use the SUCCES model during the concept creations | 5

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Design activities

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Being the first part of the Double Diamond, 'Discover', this chapter includes comprehensive research into the stakeholders Crisp & the Crisp customers. It provides a deeper understanding of the company Crisp, including how it operates for users, the logistical aspects, its customer base and general information about the business context that should be considered for Crisp in this project, such as current industry trends. In short; it includes the sub-chapters Company, Customer and Context. These sub-chapters will help to gain a more comprehensive insight into the key problems and challenges facing the organization related to the problem statement.

Internal analysis

02

2.1 Company

History of Crisp

Crisp is a Dutch online supermarket, specialized in fresh & seasonal products. It was founded in 2018 by three friends Eric, Michiel and Tom who experienced first hand how hard it was to buy fresh and responsible food, whilst having a busy work schedule. In their view, an ideal world would be one where a consumer gets groceries straight from the producer, without the many detours such as warehouses, packing stations, depots and shops (Crisp, 2018). Basically the principle of a farmers market, where all products sold in a particular stall are grown, caught, reared, baked, processed, etc. by the stallholder (Hamilton, 1999). However, visiting such markets is time consuming and not always possible for everyone, which is why they saw an opportunity in the current market to build an online platform offering fresh products straight from the producers themselves. This led them to build Crisp based on three key elements, namely 'Every day',

'Better food' and 'Effortless': an online platform for everyday groceries where consumers can buy fresh and locally sourced products without any detours at their own convenience. Their positoning statement reads: "Crisp is an online platform for everyday groceries where consumers can buy fresh and locally sourced products without any detours at their own convenience" (Crisp, 2022).

Vision

The three key elements of Crisp 'Better food', 'Every day' and 'Effortless' also correspond to the company's vision, which reads: 'Better food for the many, every day (Crisp, 2022). They believe a single person can make a positive impact by consuming through their service and by reaching more people this impact will only continue to grow. To stimulate this, they expanded to Belgium, Flanders, in 2022.

Every day

"Crisp is an online platform for everyday groceries **where consumers can buy** fresh and locally sourced **products without any detours** at their own convenience.**"**

Better food

Effortless
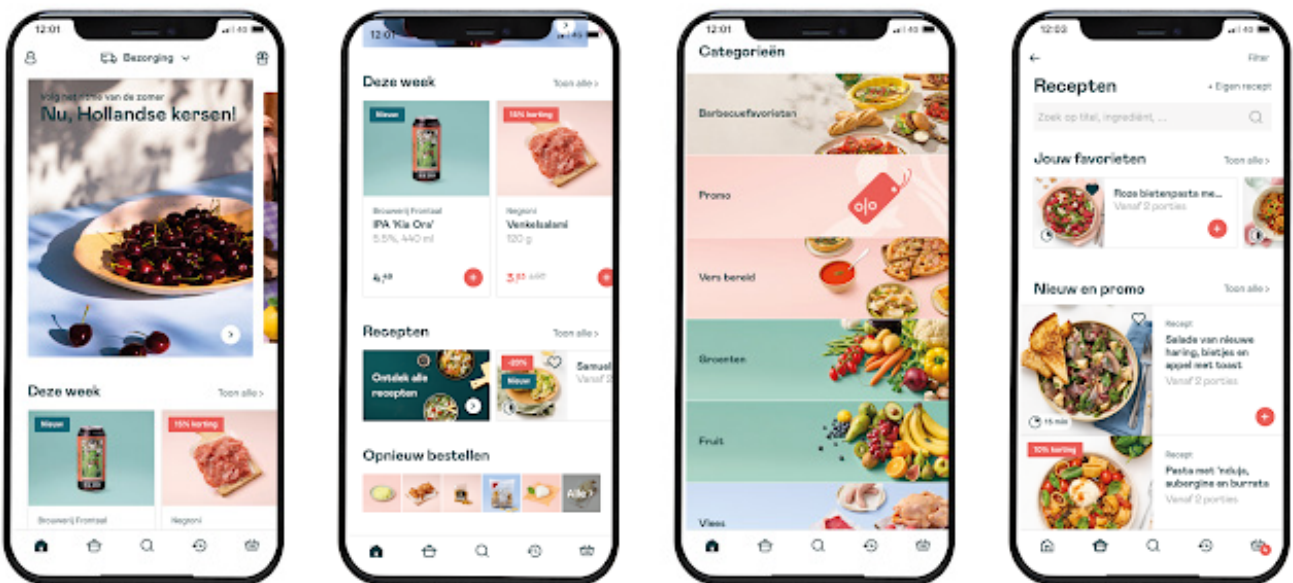
(Crisp positioning statement, Crisp 2022)

Figure 3: Screens showing the Crisp application (Crisp own image)
From L-R: Top of landing page (carousel with advertisements), Middle of landing page (weekly promotions, recipes, and personal products), Bottom of landing page (different product categories), Recipe page.

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Strategic positioning

For Crisp to situate and differentiate themselves in the current market, it is important to understand what (in)direct competitors they have and what their advantage is compared to the other companies. To do so, the three key elements of Crisp 'better food*', 'effortless' and 'every day' are placed opposite each other (see Figure 4). By doing so, the other channels for (online) grocery shopping and their position in relation to Crisp can be distinguished and analysed. This helps to show how Crisp is both similar or different from these other channels and supports Crisp in the development of a positioning strategy (MJV Team, 2022).

As seen in Figure 4 , there are different channels of grocery shopping which share 1 or 2 of the key elements in their business model. For instance, regular retail supermarkets, like an Albert Heijn shop, contain the element of 'Every day', since they allow consumers to do daily shopping. However, a physical supermarket is not 'Effortless', since consumers need to abide by the opening times, accessibility etc. They also do not fit with the element 'Better food', since a lot of the foods in supermarkets are heavily processed and have gone through a long supply chain before reaching the shelves (Hendriksen et al., 2021).

In contrary, Farmer webshops are suppliers of fresh and responsible, e.g. 'Better food', and ordering is also 'Effortless' for consumers, since it can be done at any time & place. However, these webshops do not offer an extensive enough assortment which covers the range for 'Every day' shopping items. After assessing the different players of (online) grocery shopping, it can be concluded that for now Crisp is the only player which combines the three key elements in their service. This currently gives them an unique position in the grocery shopping-landscape, which they can use in their marketing strategy to attract customers.
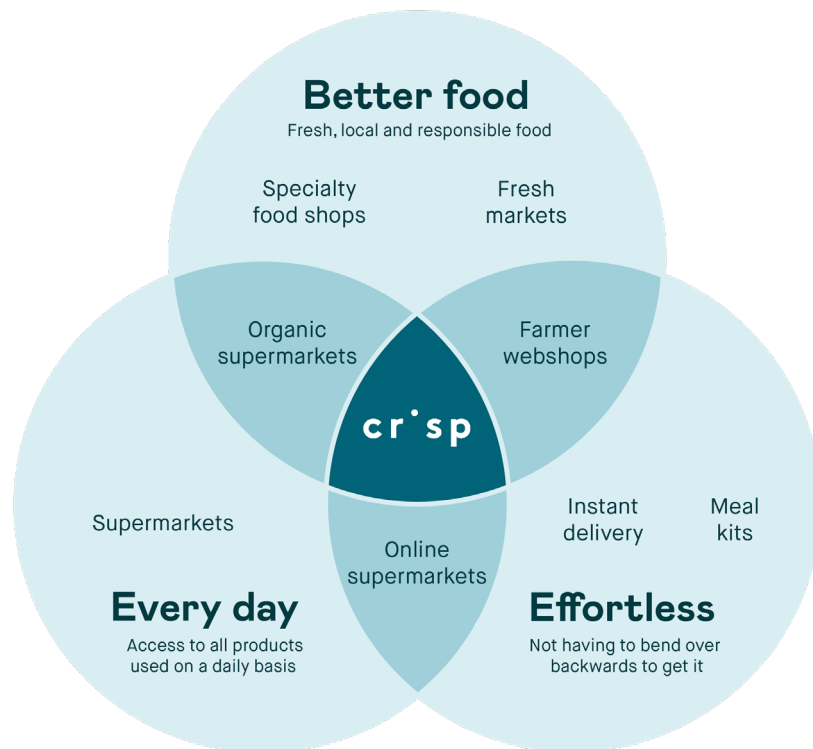

Figure 4: Positioning of Crisp 'Holy Trinity' (Crisp own image)

| Taste | Convenience | Conscience |

Figure 5: Three core elements of the marketing strategy 'Everyday' (Versprille, 2022)

Crisp marketing approach & channels

Marketing of a company involves all of the activities related to finding out what consumers want and translating this in to suitable (communication) strategies to increase sales (Cambridge Dictionary, 2023). As Crisp has many different marketing channels, see Figure 6 & 7, it is important to have a holistic marketing approach in terms of language use, graphic design, but also the message content. This is called omnichannel marketing, where the main goal is to provide consumers with a consistent brand experience (McKinsey & Company, 2022). In order to deliver the same message throughout all of their channels, marketing strategies are developed which form the guidelines for all marketing activities. These strategies are created by the Creative Strategy Director (CDS) of Crisp.

The most recent marketing strategy developed, revolves around "making consumers see that Crisp can be a supermarket for 'everyday'" (Versprille, 2022). As mentioned previously in the problem statement, not all consumers perceive Crisp as the place to get the groceries which they use on a daily basis. Some people perceive Crisp to be a supermarket for 'luxury products', only for special occassions (Spauwen, 2022). Therefore, the 'everyday' strategy was developed to communicate to consumers that Crisp can in fact be a supermarket for daily products, not only special occassions. This strategy was built up out of three core elements, forming the foundation: 'Smaak' (taste), 'Gemak' (convenience) and 'Geweten' (conscience), see Figure 5. These three elements were chosen by the CSD as the main benefits for ordering groceries through Crisp and should be linked to every day shopping, instead of solely when shopping for an occassion.

Physical channels

The Taste Van - a van which drives around to events and sportsgames with different Crisp products, to let people taste them for themselves

Tram - advertisement on trams in Amsterdam, a whole tram wrapped with Crisp images & text

Billboards - advertisement of both posters and video's, promoting the Crisp service

Ferry - advertisement on ferry's in Amsterdam (on the IJ), wrapped with Crisp images & text

Magazine (inserts) - articles about Crisp in (food-related) magazines, or magazine inserts (flyers)

Online channels

Newsletter mailings - sending out newsletters and promotions to existing customers

Tiktok - uploading video content and advertisement to the Crisp Tiktok account

Instagram - both Crisp NL and Crisp BE have a seperate Instagram account where content is uploaded to communicate with both existing & prospect customers

Website - the website is purely informative, redirecting visitors to the application, not a place where people can purchase products

Television ads - approximately once a year, a new Crisp commercial is made, which is broadcasted on television
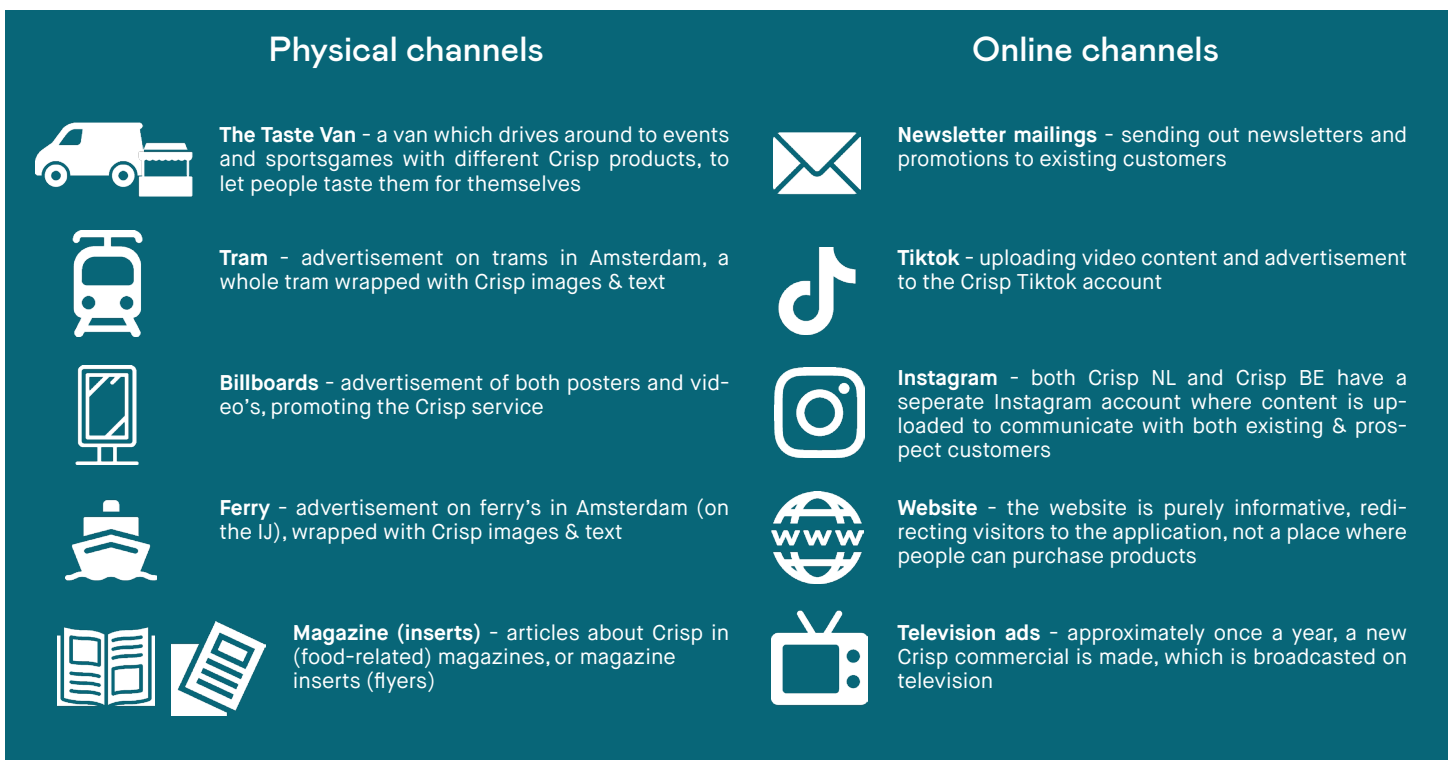
Figure 6: Different Crisp marketing (physical/online) channels (Own image)

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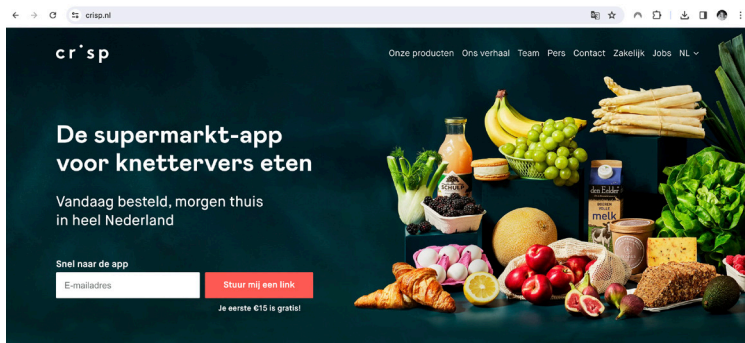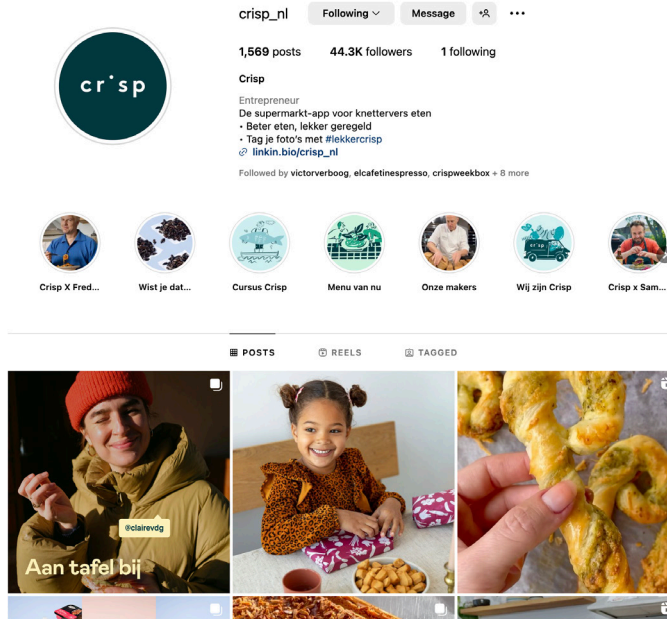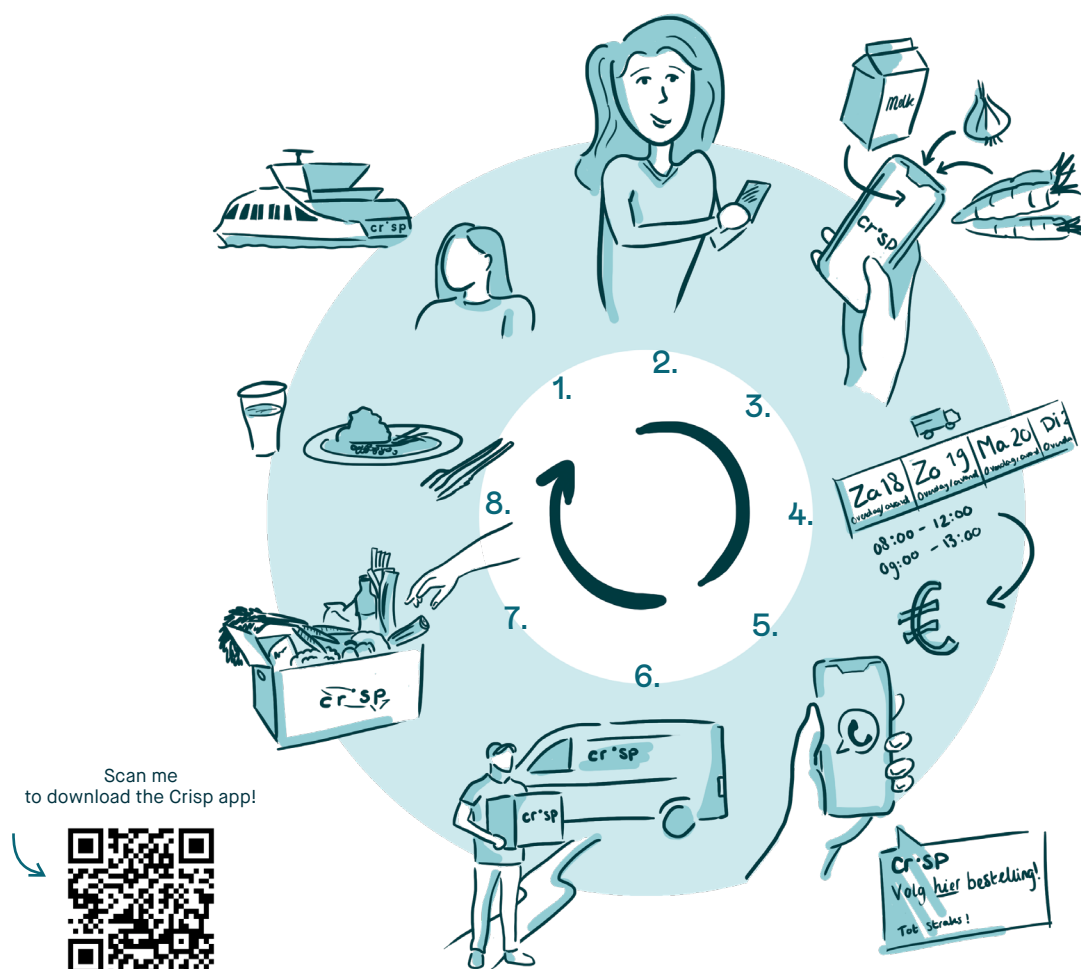Figure 7: Selection of a few Crisp marketing channels (Crisp, 2023)

Figure 8: Crisp customer journey (Own image)

Scan me
to download the Crisp app!

How consumers use Crisp

As mentioned above, Crisp is a platform which consumers can use to get their every day groceries. This platform is accessible to consumers in the form of an application, which can be downloaded in the App store or Google Play. The interface of the app has been designed and adapted according to inhouse consumer research, to be made user friendly (see Figure 3). The landing page of the app displays different images weekly, showing promotions, new releases and other relevant content for the user. Scrolling down from there, the user can find both the pages for recipes and for the different product categories. The categories are presented with photos, making it easy on the user to navigate through the different options. The recipe page is an additional feature to the 'regular grocery shopping' experience for the user. On this page, several recipes have been assembled by the Crisp team, using products and ingredients from the Crisp assortment. This can be very useful for people who don't want or like spending time deciding what to eat and figuring out which ingredients to use. With one tap, a recipe can be placed in the digital shopping cart including all of the ingredients needed for that dish. The portions can be customized as desired and the (amount of) ingredients will be adjusted automatically.

Furthermore, filters can be used to hide unwanted products based on dietary preferences (vegan, vegetarian, gluten free etc.).

The Crisp customer journey for a (new) customer goes as follows (see Figure 8):

A customer discovers the service of Crisp. This can be via friends/family or one of their advertisement channels **(1)**. They download the Crisp app **(2)** and add the desired ingredients and products to their cart by looking through the different categories. Whole recipes are also available to choose from, which allow them to add all of the required ingredients to the cart with one tap **(3)**Then, a desired delivery time slot is chosen, on which they wish to receive the groceries **(4)** and they pay for their order via the app (also optional to pay afterwards) **(5)**. On the delivery day they can track their order via a link sent to them via Whatsapp, all the way to the moment when they receive the box with products **(6)**. These have been sorted into bags based on the storage temperature (room temperature, chilled & frozen) making it easier to unpack and store them **(7)**. Lastly, the fresh products are used on a daily basis until they run out **(8)**. If they like it, they will repeat the process from step **(3)** onwards.

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Crisp vs. regular supply chain

Behind the scenes, a lot is happening logistically to ensure Crisp customers receive the correct products at the right time. The logistics of Crisp are somewhat different from other supermarkets, mainly because they use a different supply chain. Figure 10 displays the difference between the supply chains. The biggest difference is obviously the lesser shackles and therefore, the shorter supply chain of Crisp. A shorter supply chain reduces the energy costs, transportation costs, and CO_2 emissions which are used to transport goods in longer supply chains (Spendedge, 2023). A shorter supply chain also means that products spend less time in storage and arrive at consumers sooner, leaving them fresher.

In the case of Crisp, most of the products come directly from local (domestic) suppliers (see Figure 9). The suppliers take care of creating/harvesting the products themselves (**1** & **2**), after which they are delivered straight to the Crisp warehouse in Amsterdam or Breda (NL) or to the warehouse in

Bornem - BE (**3**). Only a small percentage of the products are imported from abroad and this applies only to products which are not available locally (such as bananas & avocados). Not only are most of the products local, they also come from small enterprises instead of large businesses. One of the reasons for Crisp to do this, is the ability to guarantee the quality of the products they are selling, by establishing close contact with the supplier. In the Crisp warehouses, all the orders are processed and the corresponding items per order are picked & packed (**4**). A part of these orderes get delivered from the hub directly to the customers with one of the (electric) Crisp vans (**5**). The remaining orders are dispatched to a Crisp hub first (Delft or Utrecht), from which the orders are delivered to the customers with the (electric Crisp van) (**5**). Currently, Crisp only has 2 hubs in the Netherlands, namely, in Utrecht and Delft. Crisp Belgium currently does not have any hubs, since they are solely operating in Flanders and the orders are all distributed from the warehouse in Bornhem.

Figure 9: Process of the Crisp supply chain for Belgian Fruit supplier 'Verhage' (Crisp Instagram, 2023)

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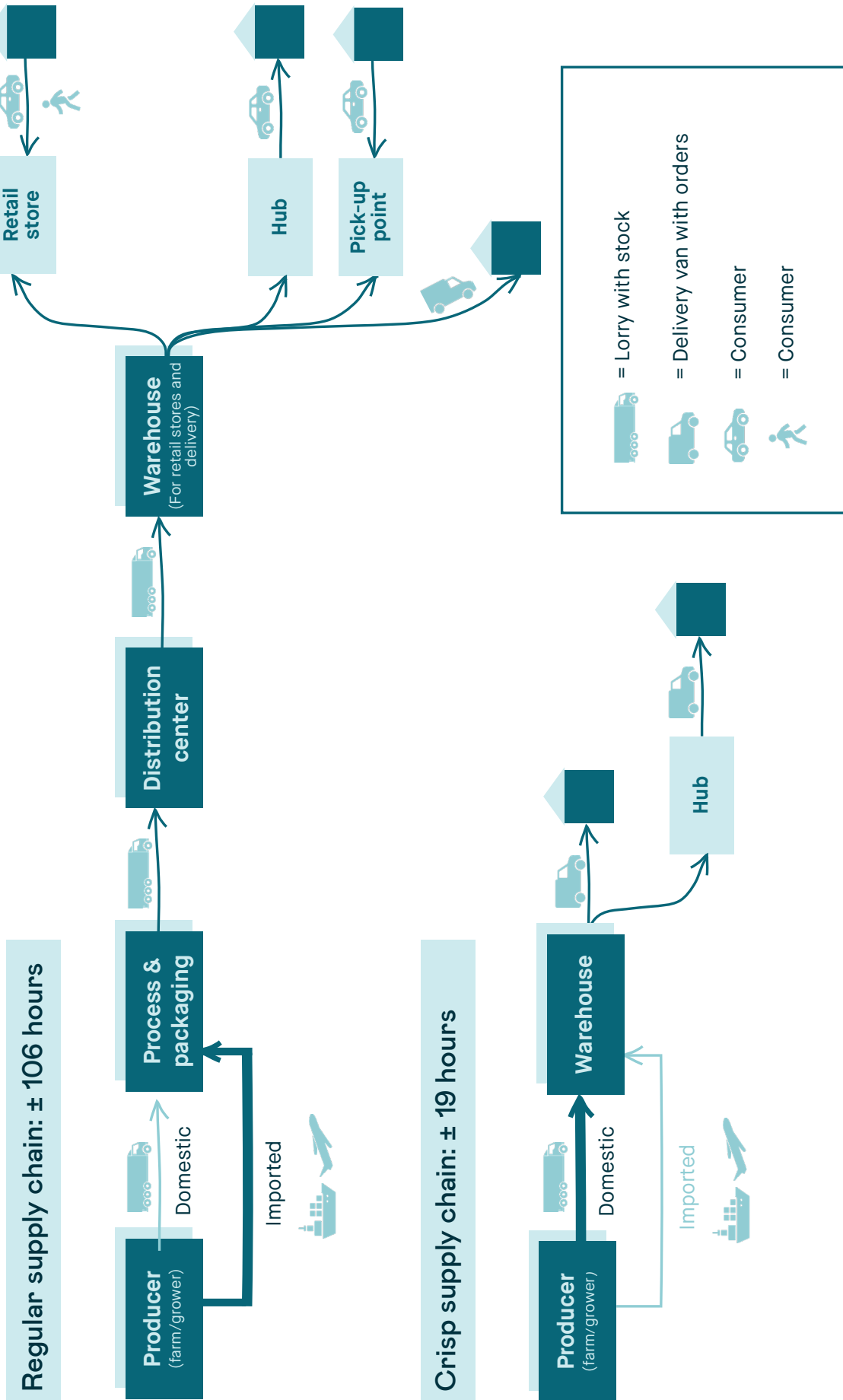
Figure 10: Crisp vs regular supermarket supply chain (Own image (Crisp, 2020) (Bovet, 2020) (Postma, 2018))

Regular supply chain: ± 106 hours

Producer (farm/grower) — Domestic / Imported → Process & packaging → Distribution center → Warehouse (For retail stores and delivery) → Retail store / Hub / Pick-up point

Crisp supply chain: ± 19 hours

Producer (farm/grower) — Domestic / Imported → Warehouse → Hub

Legend:
= Lorry with stock
= Delivery van with orders
= Consumer
= Consumer

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Expanding to Belgium

As Crisp has been doing very well since they started in 2018, plans to expand were being made a few years later. Whenever companies want to explore growth opportunities, a growth strategy will be made. This growth strategy is often selected and formed by using a strategic tool called 'The Ansoff Matrix' (Ansoff, 1957), see Figure 12. This is a framework for companies to evaluate and select what strategy would work best for them, based on level of risk and their current market position. In this framework, there are four different types of product-market strategies:

Market penetration
increasing company sales, by improving current business performance, e.g. finding new customers for existing products in the current market (Ansoff, 1957)

Market development
implementing an existing product into a new market (with some moderate changes to fit the new market excluded) (Ansoff, 1957)

Product development
developing a new product (with new characteristics) for an existing, present market (Ansoff, 1957)

Diversification
developing a new product and taking this to a new, not yet operating at, market (Ansoff, 1957)

Due to their operational ability and potential product-customer-fit, Crisp expanded their services to Flanders, the Dutch speaking region of Belgium, in June of 2022 (see Figure 11). This led to a new warehouse opening in Bornhem, from which the products would be delivered to their Flemish customers (figure XX). This shows that Crisp has used the growth strategy 'Market Development', since they are entering a new market using an existing 'product' (e.a. the new market is Belgium, Flanders and the existing product is the online supermarket).

However, before entering a new market, a business needs to know if it's viable to do so; see if there are growth opportunities and what percentage of the total available market can your business realistically target (New Market Entry, 2023). In addition, it is also important to understand the consumers of this new market, how they operate, what they like or dislike. This will be further addressed in section 2.2 'Customer'. It is also essential to analyse industry and consumer trends, to know if your growth strategy will work (Ansoff, 1957). These will be further addressed in section 2.3 'Context'.

Products

Existing   New

Figure 11: Expansion of Crisp Belgium, to Flanders

Market Penetration
(existing products into an existing market)

Product Development
(new products into an existing market)

Market Development
(existing products into a new market)

Diversification
(new products into a new market)
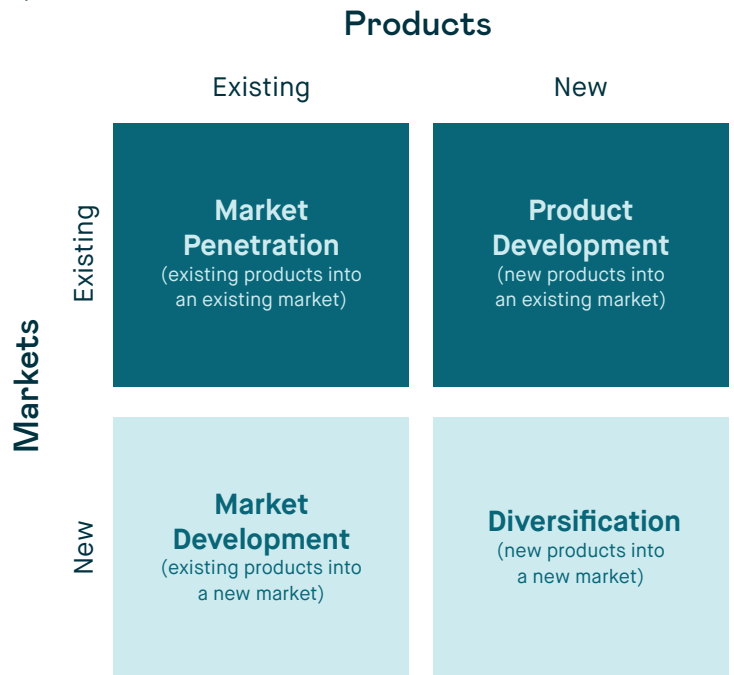
Markets — Existing / New

Figure 12: Ansoff Matrix (Ansoff, 1957)

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For instance, data on existing consumer purchase behaviour (in a certain industry) can be helpful in making a risk/growth assessment. Especially since Crisp was founded in The Netherlands and they built their value proposition based on the Dutch context, entering this new market (Flanders) requires conducting an (risk & growth) analyis as mentioned previously. This data can then be used to make strategic decisions and gain a strong position in the market from the start.

As seen in Figure 13, data regarding consumer purchase behaviour in both NL & BE shows that Belgian consumers are currently less involved in purchasing goods online than Dutch consumers. Not only have less consumers made an online purchase at some point, also the frequency of online purchases (in the last 3 months, 6 + purchases), is lower amongst Belgian consumers compared to Dutch consumers. Of course, this data could be interpretated in different ways, for instance:

a) the industry of e-shopping is not as saturated (yet) in Belgium as in the Netherlands, providing opportunities for other companies to step in and take their positions

and/or

b) Belgian consumers are not as familiar/insterested in online shopping as Dutch consumers

Of course, solely this data does not give enough information to fully substantiate either of/both these statements, but it does sketch somewhat of an image of the market in which Crisp landed with their proposition for Crisp Belgium. Belgian customers are not as active online with their shopping habits as Dutch consumers; an important insight.

% of e-shoppers

NL	BE
94%	80%

Frequency of online purchases
in the last 3 months

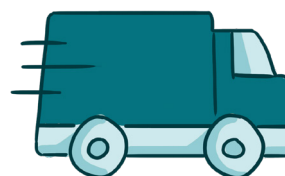| NL	BE
44% 6 times or more	27% 6 times or more

Figure 13: Online consumer purchase data BE & NL (Eurostat, Statista, 2021)

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To maintain a solid position in this new market, research should be conducted continuously to adapt the product/service where and when needed. Such research should include in-depth research and analysis on local customers, competitors, potential partners and growth opportunities (New Market Entry, 2023). As Belgium is the first country to which Crisp expanded with their service internationally, a lot of in-house research efforts are being made to gain data relevant to their market position and service. In particular, an in-house research team has been mobilized to conduct customer research on topics that need some extra attention (see Figure 14). Topics like this include use of meal kits, opinions on advertisements, barriers to first use for non-customers and so on. Information gained from this research is then passed on to stakeholder teams so they can make justified decisions to enhance the service and/or customer experience.

In addition, a Brand Tracker research is conducted half-yearly, where a survey is distributed amongst 600 Flemish consumers throughout the population. A Brand Tracker measures a brand's health, analysing how your customers buy and use your product/service and what they think and feel about the brand itself (Qualtrics, 2022). The results from these Brand Trackers provide Crisp with insights into how Flemish consumers conduct their shopping, what aspects of grocery shopping they deem to be important and foremost, to track how known Crisp is amongst the Flemish population. The latest Brand Tracker survey was conducted in October '22, when 14% of participants were aware of Crisp (n=600).

Furthermore, other important insights retrieved from previous in-house research are the likes & dislikes (triggers & barriers) which general consumers & Crisp consumers have towards e-grocery shopping. These will be addressed in chapter 2.2, 'Customer'.

Recruitment	Creative	Co-founder	Commerce
Business Development	Finance	Tech	Recipes
Operations	People	**Research**	Copy
Marketing	HR	Logistics	Legal
Analytics	Product	Office manager	Service

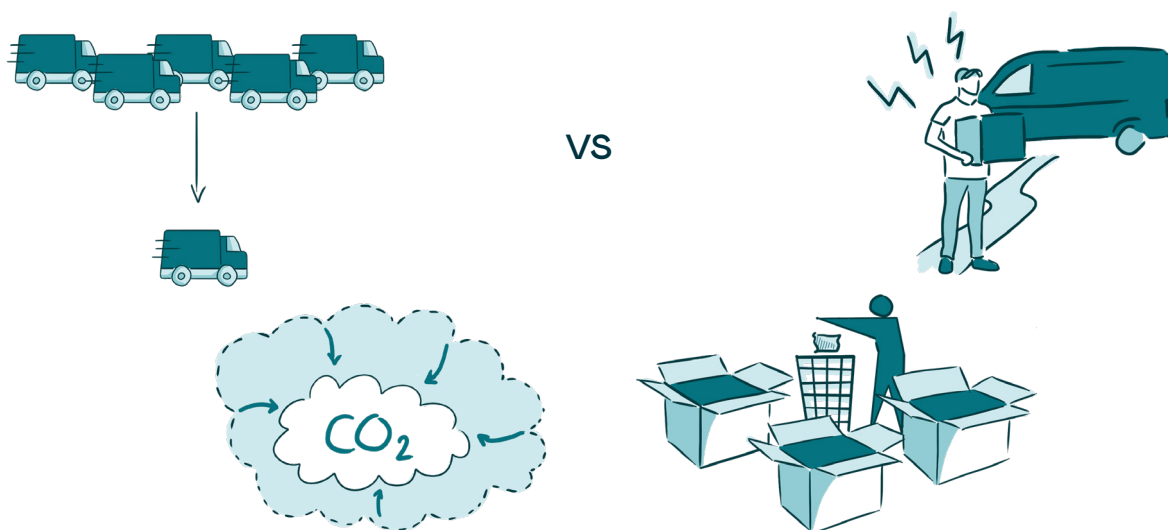Figure 14: Crisp teams, including an in-house research team (Crisp, 2023)

Figure 15: The positive and negative sustainability effects of e-grocery sector against each other (Wygonik, 2014) (Wygonik et at., 2013) (Nott, 2021)

Sustainability online vs offline grocery shopping

In recent years, a lot of efforts have been made to examine the environmental impact of human activities, driven by the growing environmental concern globally. These growing environmental concerns also apply to product and service development, where sustainability has taken an important place in the design process of (new) products and services (Ritzén, 2000). As a result, (new) products and services are often being closely examined by both producers and users to make sure that they comply with environmental standards. This also applies to the sector of e-grocery shopping. Since the rise of e-grocery shopping in recent years, curiosity about the environmental aspect of the service has risen amongst the public and many opinions on the topic circulate. As a result, many research efforts are being made on the topic of environmental impact and sustainability in regards to e-grocery shopping. This provides more clarification on what both positive and negative effects are of the transition from offline to online grocery shopping.

A few of the main insights regarding positive and negative effects of online grocery shopping are the following (also see Figure 15):

Positive

- Potential to reduce number of vehicles on the road since more of the transportation of goods is centralized (Wygonik, 2014)
- Potential to cut carbon emissions anywhere from 20-75% (Wygonik et al., 2013)

Negative

- High volume of (additional) packaging (Wygonik, 2014) (Nott, 2021)
- Unfair working conditions for delivery employees (Wygonik, 2014)

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How Crisp handles sustainability

To mitigate the environmental impact of e-grocery shopping, Crisp has implemented measures such as the use of a largely electrical fleet to deliver the orders, use of recyclable delivery bags & boxes, optimizing delivery routes per amount of orders, monitoring employee wellbeing, minimizing surplus of products and donating to The Voedselbank what is left, CO_2 neutral warehouses and using a short supply chain so most products are local, which contributes towards less emissions and producers who receive a fair price (see Figure 16).

Most of the Crisp fleets in both Belgium and The Netherlands consist of electric vans.

All of the transportation packaging used by Crisp is recycleble. Boxes can be handed back in to the delivery employee and all of the fruit & vegetable is packed in paper, instead of plastic.

The routes are optimized so orders are distributes most efficiently.

Employee wellbeing is of high importance within Crisp, for both office employees, warehouse employees as delivery employees. It is measured amongst employees on a regular basis, to make sure the wellbeing stays high.

Crisp minimizes the waste of food, with self build algorithm models to determine the stock and donating the leftover product to 'The Voedselbank'

All of the Crisp warehouses are CO_2 neutral.

A short supply chain means less emissions and more local products, which benefits local (smaller) suppliers (who receive a fair price).

Figure 16: Actions which Crisp takes in regards to sustainability (Own Image)

Of course, there are also aspects of the service of Crisp, which can be considered to be less sustainable. For instance, the fact that bananas and avocados are part of the assortment. These can not be farmed locally and are amongst the least sustainable fruits, due to the high water consumption, high carbon footprint and the low work ethics related to their production (Kamprad, 2023). However, bananas and avocados are among the most popular fruits in both The Netherlands and Belgium (Visser, 2023), which is why Crisp does offer them in their assortment. As Crisp co-founder Tom says; "We know people are going to want bananas. Therefore, we'd rather have them buy them at Crisp, where we make sure they are produced and imported responsibly whilst still being tasty and better priced."

The Crisp bananas are organic, fair trade bananas. Of course, these terms are also often used as Greenwashing, however, Crisp is very transparent about the why behind this label. It is because these bananas come from a controlled chain and fair conditions. To explain:

Crisp has a special partnership with Asoguabo, a cooperative of ten banana farms in Ecuador. They make sure that the families who cultivate the bananas have access to organic fertilizer and clean soil. Crisp buys the bananas here directly and not via a wholesaler. They offter them a price which also covers any health care costs for the growers and monitors the ban on child labor. Plus, it encourages local projects such as clean water initiatives and improving working conditions (Freshplaza, 2022).

The import of the bananas happen in a CO_2-neutral manner. Once arrived in the Netherlands/Belgium, they are further ripened in a special banana ripening facility until they are at their best.

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2.2 Customer

Who is the Flemish Crisp customer?

Knowing who Flemish Crisp customer is, will help when conducting research among this group. In addition, a persona can help to step away from one's own perspective and recognize that other people might have different needs and expectations (Babich, 2017). Customer data from within Crisp, shows that both the Flemish and Dutch customer are quite similar in terms of demographics (mostly female, almost 50% have children, they live in wealthy suburbs etc.), but that their personality does show some differences (Van Loock, Spauwen, 2023). For the Belgian consumer, preparing food is done with much care, whereas for Dutch consumers serving dinner quickly and efficiently is more significant. Therefore, the following Flemish persona has been created internally (see Figure 17).

Demographics

has a high probability of living in the Antwerp- Ghent-Leuven triangle, with a higher density in wealthy suburbs (Crisp, 2023)

is likely to be a woman (84%) (Crisp, 2023)

has a 49% chance of being a family with kids, of which 70% have children < 10 years (Crisp, 2023)

Personality & behavior

loves (fresh & healthy) food. Eating is not solely a 'daily must-do', it's a culture. Time is spent on getting the best ingredients and preparing delicious food, even if this means going to multiple different shops to get them (Spauwen, 2022)

finds it essential to know where the products come from and prefers that the they come from home soil, because it indicates quality and freshness to them (Spauwen, 2022)

Figure 17: The typical Flemish Crisp customer (Images: Getty Images, Text: Van Loock, 2023 and Spauwen, 2022)

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Triggers & barriers for Flemish consumers

Since e-grocery services are still relatively novel to the Flemish market it is important to find out how they feel about it and what they perceive to be triggers and barriers of the service (Figure 18). Some of these triggers and barriers are obtained from literature sources and others are obtained through the Brand Tracker survey in October '22. Also added, are triggers and barriers which are derived from inhouse research conducted by Spauwen, 2022 (Lead Research).

Triggers

Convenience
Consumers can purchase when they have time, every day and in every slot of time (Jędrzejczak-Gas et al., 2019)

Accessibility
Consumers do not require to be physically present in stores

Ease of comparing
Consumers have more time for choosing and comparing products characteristics and prices of different online stores at the same time

Broader option range
Consumers have an unlimited selection online

Customized experience
A higher degree of personalization

Time-saving
No commute to-from stores

Comfort
Avoiding busy supermarkets and no waiting in lines or carrying heavy bags/pushing trolleys (Warschun, 2012)

Barriers

Outsourcing product choice
Not being able to choose the products yourself (fruit/veg especially), leads to both quality and quantity being questioned (Jędrzejczak-Gas et al., 2019)

Mode of transportation
Will the products be cooled/transported properly?

Delivery restriction
Will I be home when the products are delivered? They have to stay home in the slot when the groceries are delivered. Sometimes that slot is multiple hours, which restricts the customer from going somewhere.

Lack of in-person contact
For some consumers going to the shops can be seen as a social outing/activity. This aspect is removed when shopping online (Spauwen, 2022).

Higher price category (Crisp specific)
Not made for bargains, targeting middle to upper class (Crisp, 2023)

Perceived as laziness
Flemish consumers specifically, often perceive online shopping as a service for lazy people and don't want to associate themselves with being lazy (Spauwen, 2022)

Sticking to current habits
Flemish consumers tend to stick to their current habits of grocery shopping, and grocery shopping online has not (yet) made it to their habits (Spauwen, 2022)
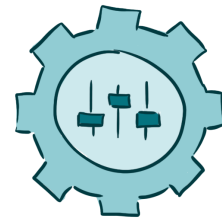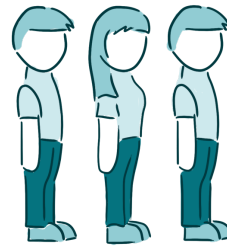
Triggers

Convenience & Accessibility

Ease of comparing & Broader option range

Customized experience
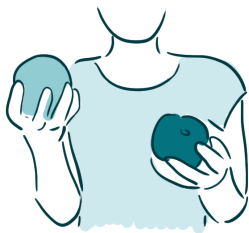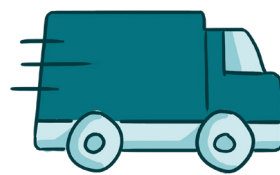
Time-saving

Avoid busy supermarkets and waiting in lines

Barriers

Outsourcing product choice

Mode of transportation & Delivery restriction

Lack of in-person contact

Higher price category (Crisp specific)

Perceived as laziness

Sticking to current habits

Figure 18: Triggers and barriers of e-grocery shopping for Flemish consumers

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Customer segmentation

In the previous sub-chapter 'Who is the Flemish customer?' the Flemish Crisp customer was described and outlined. However, of course there are also (behavioral) differences between these customers internally. That is why Crisp, like many other companies, used customer segmentation to divide the different types of customer.

Customer segmentation is the process where a large group of customers are divided into several groups, based on data linked to their demographics and/or behaviour, usually for research and/or marketing purposes (Qualtrics, 2023). Customer segments make it possible to market to a specific customer base and establish and maintain successful long-term relationships with customers (Marcus, 1998) which can lead to an increase of 10-20% in customer acquisition, 10-15% in long-term value and retention, and 20-30% in satisfaction and engagement (McKinsey & Company, 2021). Therefore, using customer segmentation to satisfy all different customers and their needs is an important objective in many company strategies.

Segmentation based on demographics focusses on a distribution between groups based on for instance where people live or their family structure (adults-kids). Segmentation based on behaviour is a newer approach, taking into consideration buyer attitudes, motivations, patterns of usage and preferences. When done appropriately, a behavioural segmentation will become a foundation for creating more personalised customer experiences (Qualtrics, 2023).

Crisp uses behavioral segmentation to divide their customers, based on the purchase behaviour. The number of orders & order frequency per customer are used to assign each customer to a specific segment (see Figure 19). For both Crisp NL and Crisp BE the method of generating these user groups/ customer segments are the same, since it solely focusses on purchase behavior data and not on demographics. However, Crisp NL and Crisp BE both have their own "set" of customers in segments which are used for analysis, so these are not mixed.

By conducting research within these individual segments, Crisp can highlight points of improvement attributed to that specific segment to enhance the individual customer experience.

Weekly
places an order at least 1x a week

Regular
places an order 1-2 times a month

Idle
has not placed an order for 28+ days

Lost
has been an Idle for 120+ days

Explorer
has downloaded the app, but not yet placed an order

Dead
has been an explorer for 90+ days

Prospect
has not yet downloaded the app, but does fit the target group

Figure 19: Crisp customer segments (Crisp, 2023)

Difference in brand loyalty per Crisp segments

Examining the customer segments of Crisp BE and the share of each segment reveals that the group of regular customers, with 1-2 orders a month, is proportionally larger than the group of weekly customers, with min. 1 order a week (the exact numbers will not be disclosed, since they are highly confidential).

How often a customer purchases from a company, order frequency, can also be used as a way to determine the amount of 'brand loyalty'. Therefore, it can be stated that in the segment of weekly Crisp customers there is a higher amount of brand loyalty than in the segment of regular Crisp customers. Brand loyalty is when customers continue to purchase from the same brand over and over again, despite competitors offering similar products or services. Brand loyalty can be illustrated in five key stages (Aaker, 1991). These are the stages which customers go through when developing a relationship with a brand; switchers, habitual buyer, satisfied buyer, repeat buyer and committed buyer being the most loyal. The Crisp customer segments can be linked to the stages, when translating the order frequency to brand loyalty (see Figure 20).

As the vision of Crisp is 'Better food for the many, **every day**' and a higher number of orders equals a higher profit, it comes as no surprise that Crisp would like to see a shift in regular customers going towards becoming weekly customers. For this to happen, the Crisp loyalty of regulars should become higher by increasing the order frequency.

Loyal customers are important to companies, since:

- They spend more money (Singh et al., 2017)
- They are brand ambassadors who are likely to recommend the product/service to others (Singh et al., 2017)
- They are more likely to forgive when mistakes are made, rather than quit (Painter, 2023)

Therefore, it is of interest to Crisp to figure out how to increase the loyalty amongst their customers. This is a validation to my research, where I aim to design a concept to transform latent loyalty into absolute loyalty and thus, increasing the amount of loyal customers.
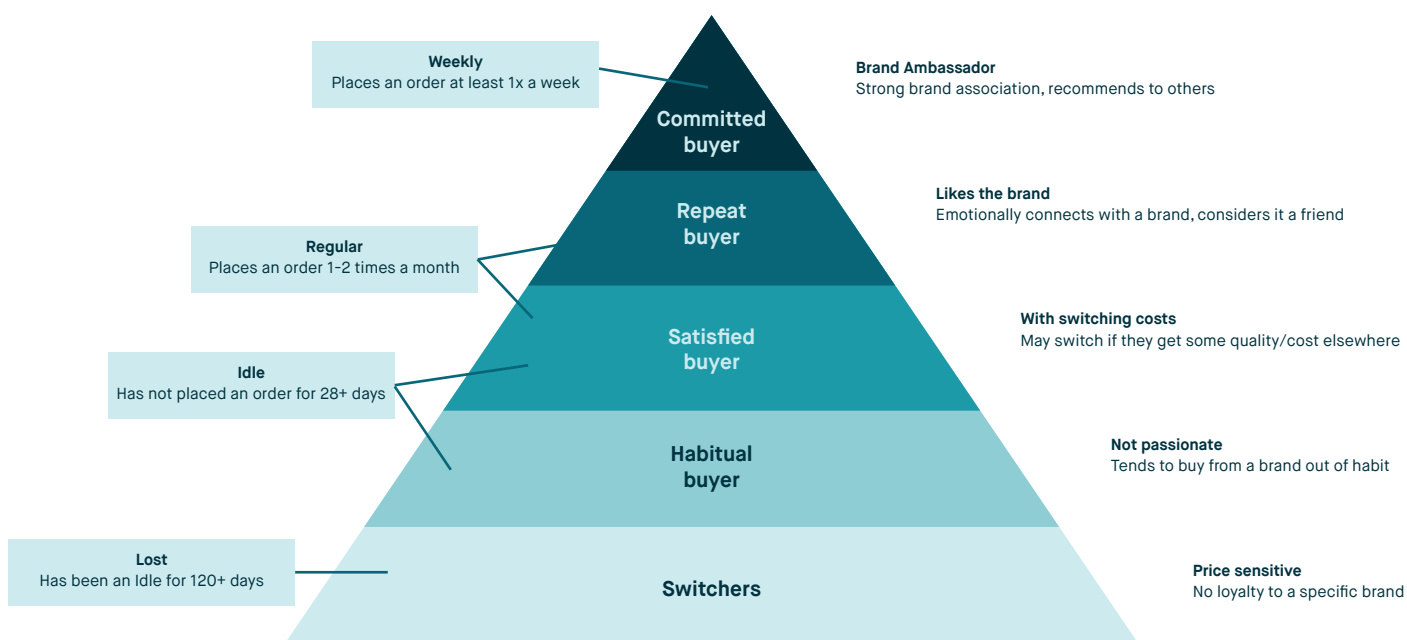

Figure 20: Brand Loyalty Pyramid (Aaker, 1991) with Crisp customer segments connected

2.3 Context

Trends in regards to e-grocery shopping

As mentioned previously, it is essential to analyse industry and consumer trends, in order to gain more knowledge on the market you (want to) operate in/expand to (Ansoff, 1957). Therefore, an analysis should be done of macro-environmental factors which could be affecting the business, such as market and consumer trends.

As the scope of this project is directed towards consumers in Belgium, Flanders, trends regarding Belgian consumers & their behavior and the e-commerce/e-grocery industry in Belgium have been selected and analysed. These will add to the understanding of the context of this project, making it easier to understand the consumer when doing customer research (in the next phase, 3.2 'Customer research'), and serve as inspiration for the design principles later on in the project (Section 4.5 'Design brief').

The trends can be divided into market- and consumer trends. As the challenge for this project lies on somewhat changing customers' behavior, by transforming latent loyalty into absolute loyalty, more consumer trends have been analysed.

Market trends

New ways of getting food have entered the market, paving the way for e-grocery services

The demand for convenient product formats, such as meal kit subscriptions and home delivery, has increased over the past years. Many of these convenient product formats were established during the pandemic, but they appear to be equally desirable after the pandemic (Monitor Deloitte., 2020). Even though more people have returned back to busy work lives, convenience is something that will maintain important. Some also believe that the growing demand for formats like meal kits will speed up the adoption of online grocery shopping in general (Perrier, 2017).

Sustainability plays a significant role in the Belgium e-commerce environment

E-commerce businesses in Belgium are encouraged, by both consumers and government, to start initiatives regarding a greener last-mile and less packaging (Ecommerce Europe, 2022). In addition, Belgium also signed the Green Deal, an EU initiative to transform the EU economy for a sustainable future, encouraging the population to think along. This shows the significance for initiatives addressing sustainability in the industry of e-commerce in Belgium.

Figure 21: Crisp groceries (Crisp, 2023)

Consumer trends
sustainability

Consumer devotion to sustainability regarding E-commerce, leading to a greener way of thinking

Within the industry of E-commerce, consumers are made more aware of the environmental impact of their purchase behaviour (Ipsos, 2023) and concerns are rising amongst consumers in regards to E-commerce (Ecommerce Europe, 2021). Trending topics amongst consumers are the need for sustainable & less packaging, moving away from fossil fuel-based energy sources and the choice of delivery to pick-up points, instead of home delivery (Woodruff, 2022). A research by Tetra Pak in 2021 has even shown that a grocery business becomes more attractive to consumers when they communicate on avoiding food waste and recycling packaging.

However, this trend of devotion to sustainability also comes with an additional sub-trend.

More than just talk needed to convince consumers of sustainability

Even though the trend regarding the need for sustainability within E-commerce has been on the rise for several years now, it is somewhat shifting into a trend where consumers are no longer satisfied with solely claims and promises (Segel & Hatami, 2022). There has to be a level of credibility provided to increasing trust in these sustainability claims and initiatives. This credibility can be reached through transparency, accuracy and consistency (Bernoville, 2023).

Consumer trends
behavior & habits

Consumers like to shop locally

Research conducted by Ipsos in 2018 showed that more than half of Flemish consumers prefer to eat locally produced food, despite this meaning that they (often) have a smaller range of choice. This percentage has only risen since the pandemic, which has resulted in the thriving of local businesses. Consumers like to keep their consumptions local (Tetra Pak, 2021).

Nostalgia sets in

As a result of the pandemic, consumers like to go back to the basics and their history. This has led to an increase in love for home cooking and using family recipes. In addition, consumers mention that eating with family and friends has become more meaningful (Tetra Pak, 2021).

Increase in health awareness

Many consumers have made the transition towards maintaining a healthy lifestyle, which has led to a change diets and different product buying habits (te Pas et al., 2021). Food and beverage items with health benefits are continuing to expand, including those related to special diets (keto, gluten-free, lactose-free etc.) in addition to those with more general immunity- and mood-boosting effects.

This chapter begins with examining the topic of customer loyalty and how experience and satisfaction can influence customer loyalty towards a brand. Understanding the different types of customer loyalty, will help towards defining the problem statement further. Here-after customer research is conducted, in the form of interviews. These interviews are held with Crisp regulars, who exibit somewhat loy-alty, also called latent loyalty. The goal of this research is to determine what reasons they have for also resorting to other supermarkets in addition to Crisp. Very short and simple; what reasons do they have to not do all of their grocery shopping at Crisp? Subsequently, a qualitative study is conducted to validate the previous findings from the interviews. These findings will help to discover latent needs & barriers of regular Crisp customers related to the problem statement and provide a solid foundation for the design phase.

Customer analysis

03

3.1 Customer loyalty

Customer loyalty can be described as a an ongoing emotional relationship between a company and a customer, with a deeply held commitment to re-purchase a product or service consistently in the future, driven by the willingness of a customer to engage with the same company versus their competitors (Khan, 2013) (What Is Customer Loyalty, n.d.). However, there are four different types of customer loyalty as defined by Dick & Basu in 1994: Absolute loyalty, latent loyalty, spurious loyalty and no loyalty (see Figure 22). Understanding more about these different types is beneficial, since the goal of this thesis is to transform latent loyalty into absolute loyalty, two different types of loyalty. These consumer loyalty types are determined by two variables; relative attitude and repeat patronage.

Relative attitude

Relative attitude can be described as the attitude consumers have towards a brand and/or their products and services, derived from the comparison to other (similar context) brands. Consumers' feelings about one brand are always connected to how they see other (similar) brands. (Evans et al., 2009). A high relative attitude means a strong differentiation in the perception of consumers in comparison to other brands. A low relative attitude means little to no differentiation (Dick & Basu, 1994).

Repeat patronage

Repeat patronage means the frequency with which consumers interact with a brand by purchasing their products and/or services over time (Dick & Basu, 1994). A high repeat patronage means a consumer frequently purchases from a certain brand over time. A low repeat patronage means the opposite, a low(er) purchase frequency over time.

The four different types of loyalty are:

Absolute loyalty
The highest level of loyalty, where consumers consistently, exclusively and frequently choose a certain brand over the other brand options available (Dick & Basu, 1994). They have a high relative attitude and a high repeat patronage.

Spurious loyalty
At first this seems to be similar to absolute loyalty, since the repeat partonage is also high (high purchase frequency), however as this type of loyalty does not require the consumer to have a high relative attitude (Dick & Basu, 1994). Meaning, the consumer does not differentiate this brand from other (less desired) brands.

Repeat patronage
Level of behavioral loyalty

	High using the product/service with a high(er) frequency	Low using the product/service with a low(er) frequency
High strong differentiation from other (less desired) brands	Absolute loyalty	Latent loyalty
Low weak differentiation from other (less desired) brands	Spurious loyalty	No loyalty

Relative attitude
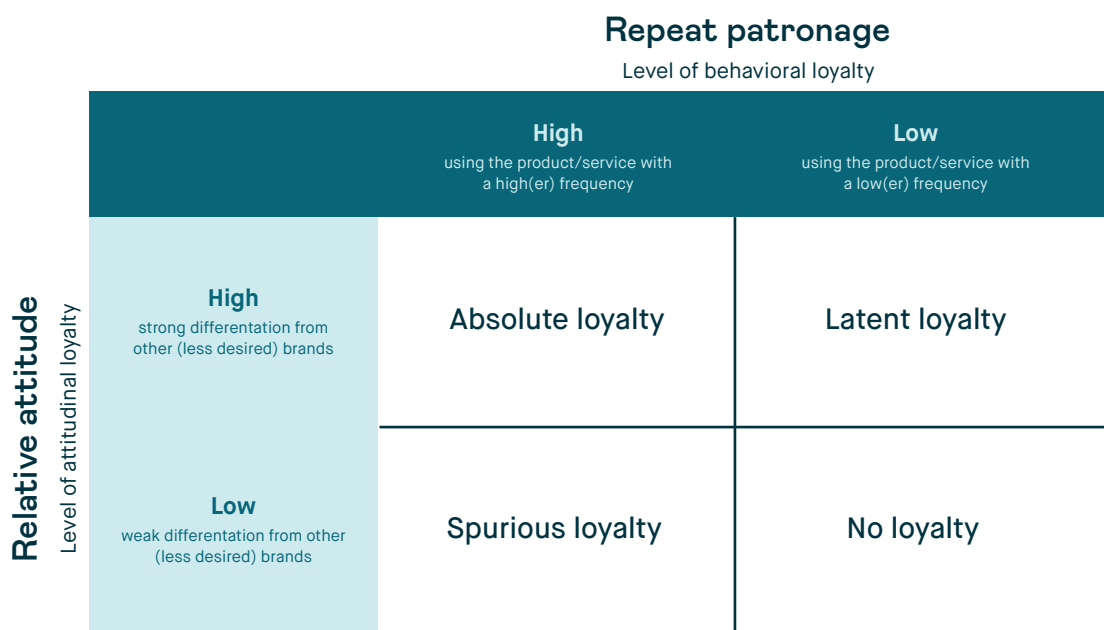Level of attitudinal loyalty

Figure 22: Four categories of loyalty (Dick & Basu, 1994)

Latent loyalty

Latent loyalty means that the high level of attitudinal loyalty is not supported by the repurchase behavior (repeat patronage). This means that they do differentiate this brand among the competitors, but purchase its products or services less frequently or not in such quantity as the absolutely loyal consumers (Fedotova et al., 2019) (Dick & Basu, 1994).

No loyalty

As the name says, consumers do not experience any level of loyalty. This happens when consumers do not frequently purchase from a brand and they also do not differentiate this brand among others. Therefore, the repeat patronage and relative attitude are both low, resulting in no loyalty (Dick & Basu, 1994).

For companies, it is most desirable to have customers with absolute loyalty, since loyal customers contribute to a higher profit margin (Reichheld & Sasser, 1990), it costs less to retain loyal customers than the efforts to acquire new customers (Massnick, 1997) and loyal customers are likely to recommend a product/service to others, which makes for a great marketing channel (Singh et al., 2017)

Customer experience & satisfaction in relation to loyalty

Customer loyalty does not appear from one day to the next, it is a relationship between a company and customer which has to be built and fostered. However, one of the factors proven to have an increasingly significant role in regulating the success of a business is customer experience (Gentile et al., 2007).

Improving customer experience will generate higher customer satisfaction and thus, customer loyalty (Japutra et al., 2021). Findings of Cuesta-Valiño et al., 2023 also show that a positive emotional and cognitive customer experience has a direct positive influence on customer engagement and satisfaction and, consequently, on customer loyalty (see Figure 23). A good consumer experience generates a high(er) amount of satisfaction, which then proves to have a positive correlation with consumer loyalty (Cuesta-Valiño et al., 2023). So in short; a positive customer shopping experience makes consumers want to revisit the supermarket (Terblanche, 2018), which proves that enhancing customer experience (and with this, satisfaction) can be an excellent strategy to develop loyalty among customers.

Focussing on customer experience also has other (direct) benefits, besides the development of loyalty. It presents companies with a direct opportunity to limit 'unnecessary' costs, by gaining a better understanding of what does or doesn't work for customers. By finding out what possible pain- and delight points are related to a positive customer experience, a company can stop spending money on aspects of the business that are not living up to consumers' expectations and rather spend money on the acknowledged pain points (Xu, 2023).

Therefore, conducting customer research to find out what these possible pain points (and delight points) are, will help to understand the customer better and know what to focus on to enhance customer experience, and thus loyalty.
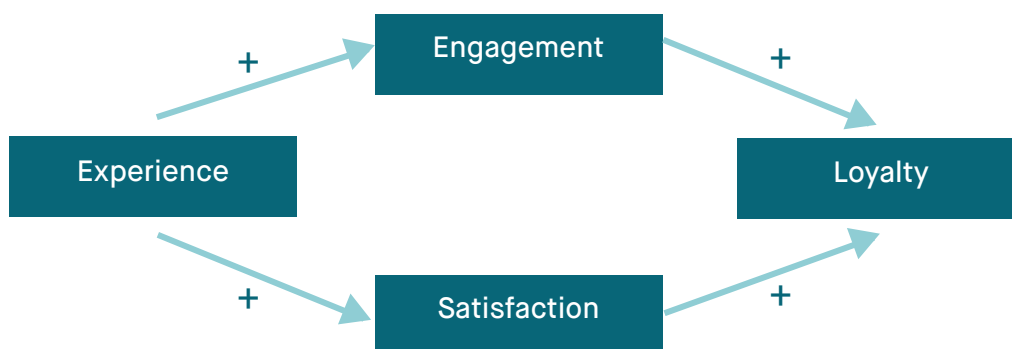

Figure 23: Conceptual model of inter-connected relations between consumer experience, engagement & satisfaction and loyalty (Cuesta-Valiño et al., 2023)

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3.2 Customer research

As mentioned in the previous section, understanding what influences a customer's experience with a brand, will provide a company with insight into what customers like and dislike. These insights can then be translated into actions, which, ultimately, could lead to the enhancement of customer loyalty.

Seeing that the goal of this thesis is to translate latent loyalty into absolute loyalty, it is essential to know what Crisp customers with latent loyalty in Flanders perceive as negative in relation to their customer experience. Previous desk research have already provided some barriers of customers towards online grocery shopping (section 2.2 'Customer'). But in order to determine if these are also the barriers witholding Flemish latent loyal Crisp customers from becoming absolute loyal customers, customer research is conducted in the form of semi-structured interviews. Customer interviews are great ways for businesses to get rich data on certain behavior and (latent) needs or barriers which their customers might have (Lazevska, 2023).

Objectives of the research

One of the objectives for this consumer research was to discover what kind of role Crisp has momentarily in the shopping routines and habits of these customers. Of course, we have already made the assumption that Crisp is used occasionally rather than predominantly, but it is interesting to discover what role Crisp has among these other used options. Additionally, another objective is to identify the barriers which are holding the customers back from ordering more frequently at Crisp. As mentioned above, this could be related to their customer experience. However, finding these pain points from customers can be hard to do. Existing customers have a high probability of answering questions during a face-to-face interview in a social desirable way, especially customers with a high relative attitude. Therefore, techniques such as laddering will be used during the interviews to uncover "real" answers and discover latent needs and/or barriers.

Participant details

There is no golden rule when it comes to determining how many interviews "are needed" to ensure you get enough user insights, however, too little participants could result in not enough data to work with during the design phase. Therefore, the Lead Research at Crisp decided that the target for this research was to interview 10-15 customers. In the end, a total of 11 structured interviews were scheduled amongst 'regular' Crisp customers (n=11). This is the segment of customers who order 1-2 times a month. They exhibit latent loyalty towards Crisp, due to a high relative attitude (they like Crisp), but a low(er) order frequency, resulting in latent rather than absolute loyalty. For partaking in the interviews, the participants received an incentive of €30 Crisp shopping credit.

Sampling

The participants were selected through purposive sampling, selecting a sample most useful to the purposes of this research (see Figure 24). The sampling was done by creating a SQL which searched the customer database for potential candidates, based on chosen filters.

- Belgian customers
- 'Regulars' customer segment
- Not participated in another Crisp research in the past 3 months
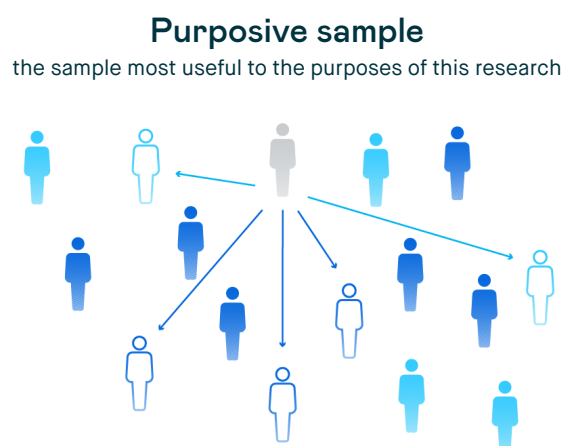- Newsletter consent
- Research consent

Purposive sample
the sample most useful to the purposes of this research

Figure 24: Purposive sampling

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Thereafter, a list was compiled of 96 possible candidates who fit the requirements and had also recently indicated to be willing to participate in ongoing research at Crisp. From these candidates, a stratified sample was made by subdividing them into the different age categories and their household situation (children/partner yes/no). This was done to ensure that customers with different households were properly represented in the sample. The age categories were the following:

- 25-34 years
- 35-44 years
- 45-54 years
- 55-64 years
- 65+ years

The household categories were the following:

- I live alone
- I live alone with my children
- I live together with my partner
- I live together with my partner and children

It was not a 'need to have' that the age and household categories were distributed equally throughout the sample, since not everyone responded to the invite for the interview, but it was used as a 'nice to have'.
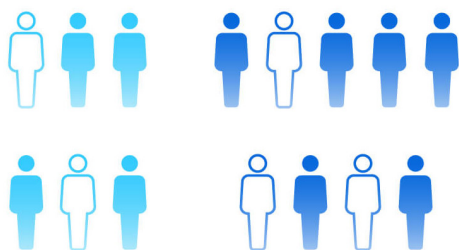
Lastly, the candidates were filtered in regards to their most used supermarket (not Crisp) and the amount of orders placed with Crisp in total. The reason for this is to eliminate customers who do not really fit the long-term Crisp target group to start with. If people do most of their shopping at discount/budget supermarkets, e.g. Lidl, they are not likely to become an absolute loyal Crisp customer since the price segment is not similar. Therefore, the filter regarding their supermarket of preference was added. Number of orders placed in total is also important to see if the candidates really fit in the segment of (long-term) regular customers. A group of people only use Crisp when they get a discount code (the first 3 orders) and hereafter go back to doing their shopping at budget/discount supermarkets. In other words, they can end up in the system as regular customers when placing 2 orders in one month, whilst actually they will probably not frequent the service of Crisp after their discount runs out.

Of the candidates from the stratified sample, 11 agreed to partake in an interview for research (see Table 1). Together they formed the participant group for this research.

Research plan

To ensure the interviews were conducted in a consistent manner with all of the individual participants, an interview guide was prepared (see Appendix A1).

The interviews were conducted via online meetings over the course of 3 weeks, with a duration of 1 hour per interview. During 7 of the interviews nobody else would be present besides myself, so during these interviews there were hardly any notes taken in order to fully concentrate on the conversations. For 4 of the interviews there was a secondary person present (off camera) to take extensive notes during the interviews. All of the interviews were recorded (after consent) to be able to listen back to the conversation during the analysis.

Stratified sample
dividing the user group into subgroups based on the age & household categories

Figure 25: Stratified sampling

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Participant #	Age	Household	Main supermarket	# Orders in past month	# Orders in total
1	55-64	with partner, no children	BioPlanet	1	6
2	55-64	with partner, no children	BioPlanet	1	15
3	45-54	with partner & children	Delhaize	2	5
4	25-34	alone	Delhaize	2	13
5	35-44	with partner & children	Delhaize	2	8
6	45-54	with partner, no children	Delhaize	1	13
7	25-34	with partner & children	Delhaize	1	12
8	25-34	with partner, no children	Delhaize	1	4
9	25-34	with partner, no children	Delhaize	1	8
10	35-44	with partner & children	Delhaize	2	12
11	25-34	with partner, no children	Delhaize	1	6

Table 1: Research participants and their characteristics

The participants had been sent a basic question-naire beforehand, regarding their shopping habits and frequency, to get some insight into what kind of shopper they are without losing precious inter-view time. Furthermore, the participants were not provided with specific details about the interview's purpose, topic or content in advance. This was done on purpose, to elicit spontaneous and unbi-ased responses from the participant.

11 participants
Crisp regulars (1-2 orders a month)
ages between 25-64
shop at Delhaize/Bioplanet
live alone/with partner and/or kids
have a minimum of 6 previous orders
have a maximum of 2 orders/month

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Conducting the interviews

Starting of each interview, consent was given by the participant to record the conversation. Hereafter, the interview started and was lead by the previously designed interview guide. This guide was made to ensure the interviews would be consistent for every participant, giving richer data to analyse.

The structure of the interview can be likened to that of a funnel, starting broad and then becoming increasingly specific (see Figure 26). Firstly, the participants were asked about the landscape of doing groceries in Belgium in general (referring to both offline and online options), how they went about choosing what shops to use. Then, the focus was shifted to the act of doing groceries itself, finding out what needs the customers have in relation to grocery shopping and diving a little deeper into the journey of doing groceries. The participants were asked to describe their customer journey (with the help of stimulus material), for they way they did their groceries (both online/offline if applicable), and what painpoints they experience. Finally, the shift was made completely towards grocery shopping at Crisp, what things they like/dislike, with the goal to find out why they don't do all of their grocery shopping at Crisp.

There are a few reasons for this 'funnel-approach', where consumers are asked about the topic grocery shopping in general first, before diving into the specifics of shopping at Crisp. A first reason is that by asking broad, easy questions first, a more relaxed atmosphere is established with the respondent. This will help later on, to have a bigger chance to extract latent insights (Indeed Editorial Team, 2022). A second reason for the 'funnel-approach' is to avoid influencing user behavior or perceptions as much as possible. When specific questions are asked too early in a research session, the risk of introducing bias and missing important data becomes higher. But by asking broad questions first and more niche questions later on, this leads to richer insights without compromising validity (Rosala & Moran, 2022)

Figure 26: Funnel structure of the interview guide

Introduction

Firstly, the participants were welcomed and introductions were made. Then a briefing followed, in which things as duration and the research design were told. Of course, nothing substansive was disclosed to maintain unbiasedness.

Landscape of supermarkets in Belgium

Before going into the way that people do their shopping, the participants were asked to describe what they thought about the range of supermarkets and how they felt about the different options.

Customer needs when grocery shopping

Next, some time was spent finding out what the participants deemed necessary when doing groceries and what challenges they might face.

Deep-dive: customer needs per stage of customer journey

To go even deeper and find out what might be latent needs or barriers for the participants during grocery shopping, an image was used to make consumers visulize the shopping experience better (see Figure 27). This was also done to provoke reactions, thoughts and discussions with the participants. All of the steps were covered and asked about.

Looking back: an important step was left out namely, 'Getting the groceries home/Getting the groceries delivered'. However, even though it was not included in this image, most of the participants did mention it and talk about it.

Customer experience at Crisp specifically

To end the interview, the participants were asked to get a bit creative and to challenge themself by thinking what could make Crisp the perfect provider for them specifically. This approach was a lot directer than te previous questions and sections.

For this interview there were two key research questions that needed answering.

'What witholds Flemish customers from using Crisp more frequently, as a service to provide them with their groceries for daily use?'

and consequently;

'How could Crisp stimulate Flemish customers to use the service for their 'every day' shopping?'

The answers to these questions will serve as the insights needed to go into the design phase of this project.

Figure 27: Stimulus material 'customer journey' used during the interviews

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3.3 Research insights

Analysis of the interview data

As most of the interviews were conducted without someone else present to take notes, the interview recordings were listened back induvidually to transcribe what had been said into detail.

Firstly, the transcripts were read through one by one to determine if there were outliers present in the data. Outliers are considered to be datapoints that are at odds with the majority of the data and therefore, might have an unjustified influence on the results (Agresti & Finlay, 1997). Of the 11 participants, two of them turned out to be outliers for the following reasons:

One of the participants was a 1-person household who only did groceries every 2/3 weeks, exclusively at Crisp. Because of this frequency, they are assigned to the customer segment 'regular' (latent loyalty). However, since they exclusively buy at Crisp and have a high relative attitude, they should be categorized as absolute loyal.

One of the participants had been on holiday for 2 weeks and thus, had not ordered from Crisp more than twice that month. Therefore, they were (temporarily) assigned to the customer segment 'regular' (latent loyalty). However, since this month was an exception (due to the holiday) and they normally exclusively buy at Crisp and have a high relative attitude, they should be categorized as absolute loyal.

Therefore, the data of these two participants were removed from the initial analysis and used as a 'control group' (n=2). They will serve as a comparison against the data from the other 'experimental group' (n=9), to analyse possible differences.

Thereafter, the remaining nine transcripts, together with the notes taken during the four interviews when a note-taker was present, were analysed to identify common themes, topics and find possible relationships between them. This clustering of the data was done with the method of coding. Inductive coding to be specific (Chandra & Shang, 2019).

Coding is the process of labeling and organizing qualitative data to identify different themes and the relationships between them, making it easier to interpret customer feedback. By assigning these labels, 'codes', to words and phrases in the interview transcrips and notes it is easier to analyze and summarize the results of the entire research (Medelyan, 2023). This leads to customer insights which can help to make data-driven decisions for, in this project, the design phase.

During inductive coding specifically, these codes are created based on the qualitative data itself. There is no set codebook; all codes arise directly from the responses (Medelyan, 2023).

The next step of the data analysis was inductive coding. The transcripts were carefully analysed and a total of 24 codes were assigned to indicate common themes. They were included into a coding table (see an abbreviated version in Appendix AXX). The table includes the codes and a substantative participant quote. From these codes, a selection of most relevant codes to this research was done based on the fact that they were:

- Part of a negative experience from the consumer

- Involved in the formation of a barrier related to e-grocery/Crisp shopping

- Part of a 'must' for consumers in their (Crisp) shopping routine

The selected codes are:

Taste	**Delivery**
Convenience	**Price**
Environmental concern	**Expectations**
Locality of products	**Control of product choice**
Freshness	**Routines/habits**

After the selection of the codes (& corresponding user data) most relevant to this research, patterns and relationships between these codes & data could be identified and a coding framework was built. A coding framework is where all the coding categories come together in clusters and are linked to each other where possible. The following four clusers were created, see Figure 28.
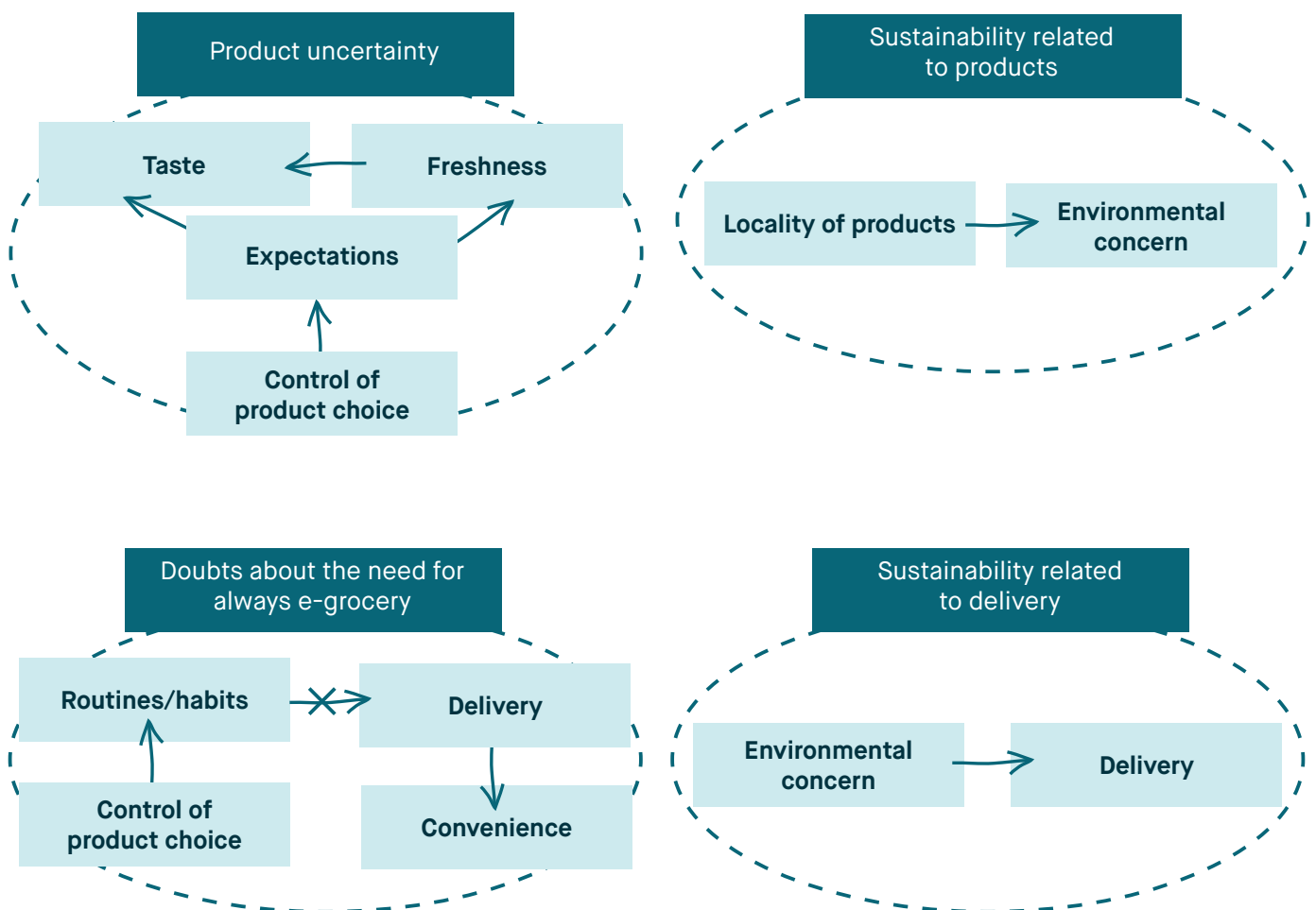
Figure 28: Coding framework of clusters, with inter-linked coding categories (own figure)

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Product uncertainty

Cluster: Product uncertainty

Most customers (n=7) prefer to have control when selecting their products, especially when choosing fresh produce (fruit, vegetable, meat, fish etc.), becasue they want to be certain of the quality & freshness of the product.

"With fresh products, being able to choose for myself is a big factor. What bread is still available? What seems okay to me? Same with meat, I like to compare what's there." - respondent 5

They feel that by ordering online, they are giving away this control to someone else (Crisp). However, they do mostly trust Crisp to choose for them, since only a few (n=2) mentioned that they had actually had a bad experience in this department. They also do not like the fact that online they are not always able to know how big/heavy a product is, which can lead to a wrong expectations (n=4). Some customers (n=3) say they would be less likely to try new products online, since they are afraid their expectations will not be met. However, if there were ways of reducing the uncertainty, they would be more willing to try (for them) new products.

Doubts about the need for often using e-grocery

Cluster: Doubts about the need for often using e-grocery

Half of the customers (n= 5) mentioned that they either did not perceive Crisp as (more) convenient (than regular supermarkets) (n=2), or that they did not find this convenience necessary (n=3), even feeling that it portrays decadency. They have routines/habits of going to multiple different shops for different products, and enjoy doing so.

"I don't see myself doing all my shopping at Crisp because I don't find it necessary. I have the convenient option right next door." - respondent 7

Sustainability related to products

Cluster: Sustainability related to products

All customers (n=9) mentioned the importance to them of buying sustainable and responsible products. Most customers (n=5) mentioned that they prefered local products from small business.

"I want eggs from free-range chickens, not from chickens that are cooped up. In the past we used to go to a farm where we bought eggs from a farmer whose chickens could roam freely, and you could see that. I find that important." - respondent 2

As sustainability is something which all customers mention to find important, this can be classified as an unmissible need/want. All of the consumers mentioned that they perceive Crisp as a shop with sustainable products, because of the focus on local products.

Sustainability related to delivery

Cluster: Sustainability related to delivery

Almost half of the customers (n=4) feel some kind of guilt or barrier when ordering groceries online, related to their environmental beliefs. They perceive the delivery of products with a van, all the way to their doorstep as an action which is not sustainable.

"And what bothers me every time I order at Crisp is the van that has to come to deliver my order, because ultimately, I could also go to the store myself, so it's not necessary for that van to drop it off at my door. I find that a bit problematic. I know it (delivery) can't be helped, but somewhere, I do feel guilty about it." - respondent 8

Therefore, most of these consumers say only to use Crisp occassionally, but not more often.

These clusters were all related to a negative experience from the consumer or involved in the formation of a barrier related to e-grocery/Crisp shopping, exept for 'Sustainability related to products'. Is was a cluster concerning an important need for the consumer, namely to have sustainable products. However, as the data revealed that all of the customers perceived Crisp as a supplier of sustainable products, this cluster is not relevant in the search for barriers to absolute loyalty. Therefore, from these four clusters the choice was made to focus on the three clusters in particular, which all involved some kind of barrier towards the (frequent) usage of Crisp.

Comparison against the control group

As two of the participant were named as outliers for this research, a comparison could be made between the data from this control group vs. the data from the experimental group (Figure 29). What reasons **do** they have which leads to them expressing absolute loyalty towards Crisp?

Both customers call themselves 'Crisp superfans'. They mention that they are always trying new family members and friends to download the Crisp app, telling them about the great benefits and products which Crisp has to offer.

They perceive Crisp to be 'the ultimate format of convenience'. Doing groceries in stores is something both customers do not like and therefore, serves as an insentive to do grocery shopping at Crisp.

The short supply chain of Crisp is something they are both aware of and mention to add to the perception of sustainability which they have of Crisp. The local products and products from small businesses (not A-brands) also add to this perception of sustainability. For them this also adds to the reasons of why they are such a 'fan' of Crisp.

Do not mind trying out new things, even though they are not able to see or feel them first. Have a sense of curiosity towards new products and trust Crisp enough to try them out. If they turn out to be not what they expected, they will not buy them again. But this does not stop them from trying new products in the future.

'Experimental group'
Crisp regular customers (order 1-2x a month)
with latent loyalty
n=9
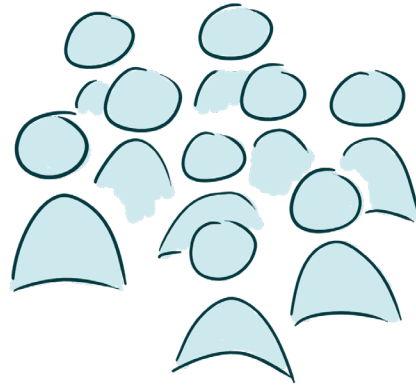
- Dislike not being able to see products and therefore, do not often try new products at Crisp

- Do not always find Crisp convenient, or see the need for this

- Perceive the delivery of products through Crisp to go against their environmental beliefs

'Control group'
Crisp weekly customers (order once a week)
with absolute loyalty
n=2

- Don't mind trying new things which they have not seen before, since they trust Crisp

- Find Crisp to be the ultimate format of convenience

- Link the short supply chain of Crisp to being sustainable

Figure 29: Both user groups, 'experimental' and 'control' (own image)

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Data synthesis

Overall, some of the findings from the interviews were similar to insights found during previous desk research (derived from literature), in section 2.2 'Customer'. For instance, the desire of fresh and qualitative products amongst Flemish consumers. Or the need to know where products come from and the preference for local products and craftmanship. Also similar to some of the previous findings in literature, were some of the dislikes. For instance, not liking busy shops or waiting in line.

However, some 'new' triggers & barriers were also uncovered during the data analysis of the customer research. For instance, even though customers dislike when things are different than expected, they also mentioned that they would be intersted in trying new products when there is no risk related to it (such as loss of money). The other barriers have already been covered in the previous section.

See Figure 30 for an overview of these insights in comparison what was previously discovered in literature and what was 'newly discovered' during the user interviews.
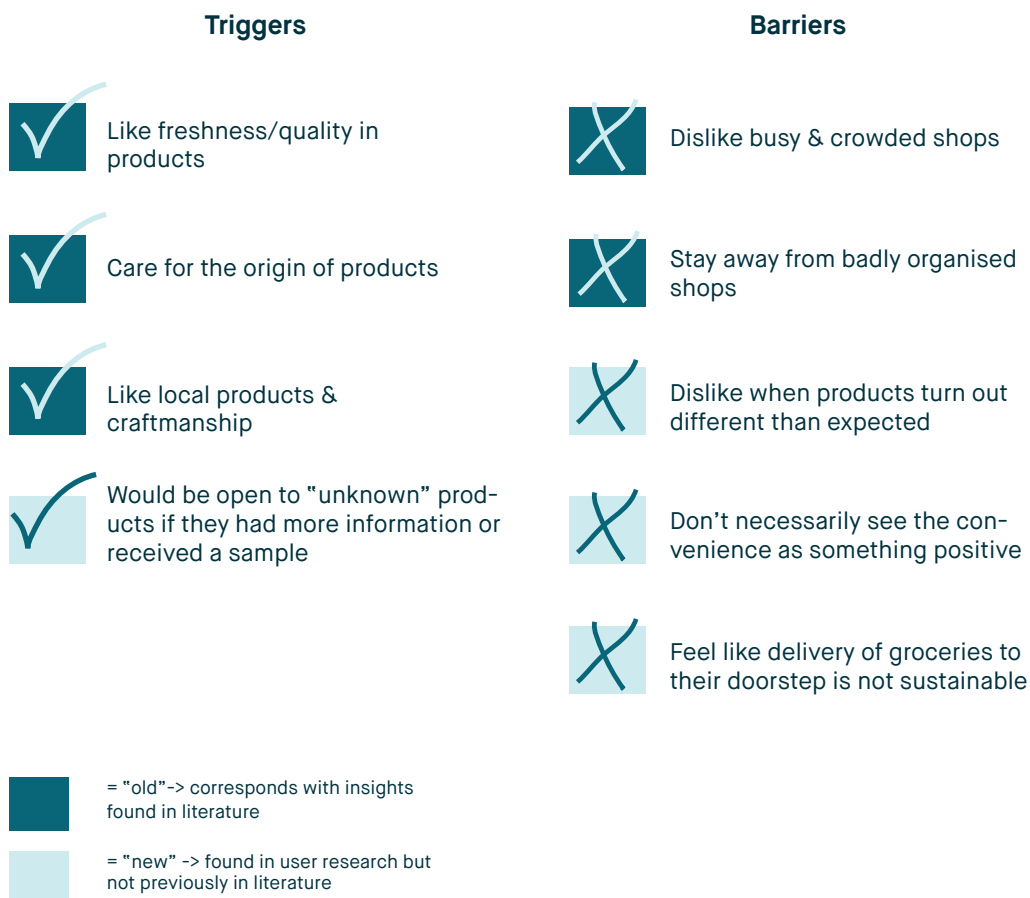
Triggers

Like freshness/quality in products

Care for the origin of products

Like local products & craftmanship

Would be open to "unknown" products if they had more information or received a sample

Barriers

Dislike busy & crowded shops

Stay away from badly organised shops

Dislike when products turn out different than expected

Don't necessarily see the convenience as something positive

Feel like delivery of groceries to their doorstep is not sustainable

= "old"-> corresponds with insights found in literature

= "new" -> found in user research but not previously in literature

Figure 30: Insights from user research new vs. literature

"A part of the Flemish customers exhibits latent loyalty behavior towards Crisp, using the service occasionally rather than predominantly.
This negatively effects the profitable growth of Crisp Belgium.
Therefore, it is of importance to find out what is holding these customers back from buying more frequently at Crisp."

"A part of the Flemish customers exhibits latent loyalty behavior towards Crisp, because they dislike when products turn out different than expected, they don't necessarily see the convenience benefit in online grocery shopping and/or they feel the delivery of groceries is not in line with their environmental beliefs."
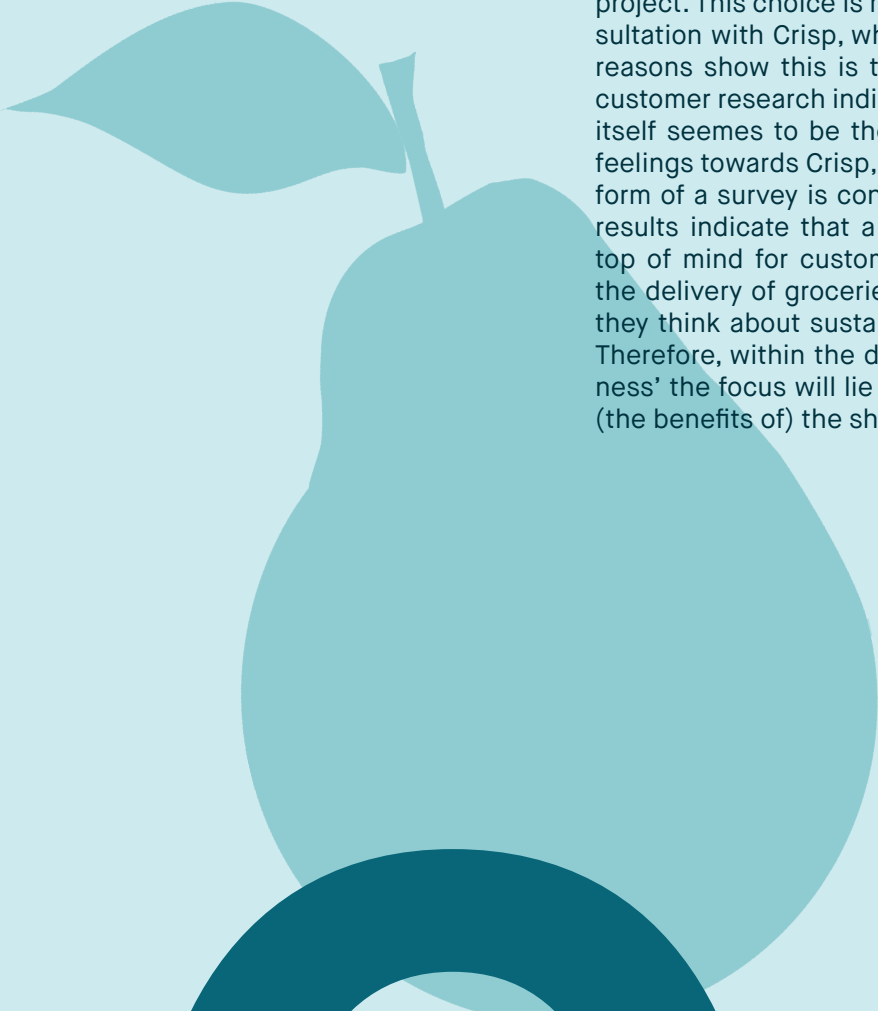
Revised problem statement

The three 'new' barrier insights, have given a deeper demension to the problem statement presented at the beginning of this project. At the beginning of the project it was only stated that customers exhibit latent loyalty towards Crisp instead of absolute loyalty (by using the service occassionally rather than predominantly), but now after having condected the customer interviews assumptions can be made based on the insights to why this is the case (namely, the three barriers listed in figure XX).

Figure 31: On of the Crisp suppliers

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The findings from both the company & customer analysis, industry trends, literature findings and the performed customer research, lead to the formation of three potential design directions: Taste & size, Convenience and Consciousness. From these three directions, the latter (Consciousness,) is chosen as the design direction for the remainder of this project. This choice is made based on internal consultation with Crisp, where viability and feasability reasons show this is the desired direction. Since customer research indicates that the Crisp delivery itself seemes to be the cause of non-sustainable feelings towards Crisp, a validation research in the form of a survey is conducted to confirm this. The results indicate that a 'short supply chain' is not top of mind for customers who feel burdened by the delivery of groceries with the Crisp van, when they think about sustainability in regards to Crisp. Therefore, within the design direction 'consciousness' the focus will lie on educating customers on (the benefits of) the short supply chain.

Design direction

04

4.1 Three design directions

Translating insights into design directions

In the previous chapter, analysis of the customer research unveiled three important insights, which each formed a barrier for the customer in some way. As these barriers could be related to the presence of latent loyalty amongst these customers, they are turned into design directions, which will ultimately be the foundation for the design phase.

The design directions are build up out of a:

'Problem' : to emphesize what the current situation is, what needs to be "fixed"

'Customer research insight': to back the found problem up with customer data

'Trend & literature insight': to back the found problem up with previous found literature data

'Design opportunity': highlight the potential for a creative/innovative solution

Design Direction

	Product uncertainty	Doubts about the need for often using e-grocery	Sustainability related to delivery
	Taste & size	**Convenience**	**Conscience**
Problem	Dislike when products turn out different than expected	Don't necessarily see convenience in grocery shopping as something positive	Feel like the delivery of groceries to their doorstep is not sustainable
Customer research insight	For some customers this "fear" of disappointment leads to not ordering certain products or ending up going to the supermarket instead of ordering at Crisp	Not all customers like the ease of Crisp. Many Flemish consumers like putting time into preparing food, including doing the grocery shopping	As most customers are very set on sustainability, they don't feel that having your groceries delivered to your doorstep goes with their environmental beliefs
Trend & literature insight	Not being able to choose the products yourself (fruit/veg especially), leading to both quality and quantity being questioned (Jędrzejczak-Gas et al., 2019)	Time is spent on getting the best ingredients and preparing delicious food, even if this means going to multiple different shops to get them (Spauwen, 2022)	Consumer panel surveys have proven that Flemish consumers are very concerned with sustainability in e-commerce (Ecommerce Europe, 2021).
Design Opportunity	Design a concept to take away this fear of disappointment and gives them confidence about the products they are ordering	Design a concept where customers still feel like time and effort can be put into grocery shopping and cooking, whilst using Crisp	Design a concept so customers are informed of the environmental effects (benefits) of using Crisp to deliver groceries rather than going to a supermarket chain

Figure 32: Three design directions, 'Taste & size', 'Convenience', 'Conscience' (own image)

TUDelft x cr°sp

4.2 Chosen design direction

As seen in the previous section, 4.1, three possible design directions emerged as a result of the research data. These were; 'taste & size', 'convenience' and 'conscience'.

For all of these directions, opportunities can be found, which could serve as a starting point for the design phase. However, it is necessary to choose one of the directions to focus on, since this will make it easier to create a concrete concept for, rather than try to tackle all three directions in one concept.

Choosing the design direction

After a meeting with the Creative Strategy Director and Lead Researcher of Crisp in which these previous results were presented, a choice was made in regards to which design direction to choose. This was done after carefully considering them all. This selection was done during a meeting with the lead researcher at Crisp, where the decision was based on what would be viable, feasible and desirable for Crisp to work with.

The design direction 'taste & size' was discussed first. It became clear that Crisp has had comments and customer insights regarding this subject before. A previously conducted research by Spauwen in 2022, lead researcher at Crisp, has disclosed that Flemish people have a stong aversion for frozen foods because of the uncertainty in how the freshness/flavor will be. Therefore, this was already on the Crisp research planning for 2023 to do research on, and for that reason it was decided that I would not persue this direction for the remainder of the project.

Next, the design direction 'convenience' was discussed. This also proved to be something which was not unfamiliar to Crisp. In previous Crisp research they had encountered similar customers who had also indicated to experience the feeling of decadency or laziness when having groceries delivered. Therefore, this design direction would be relevant to look into. However, this problem proves to be related to the 'cultural' behavior of Flemish people, since they like indulgent dining and cooking (Culturescope, 2018) and delivery of the ingredients might not fit this image. This would make it very hard (not so feasible) for me to design a concept regarding such a behavioral change issue. For that reason it was decided that this design direction might prove to be one too big for the duration of this project.

Finally, the design direction of 'consciousness' was discussed. This proved to be an interesting direction in the eyes of the Creative Strategy Director from the start. He mentioned that somebody recently had told him something about the fact that Belgian people sometimes suffer from 'delivery shame' related to environmental beliefs (rather than laziness). Therefore, he was interested in exploring this direction, since he thought a lot of impact could be made by simply educating/informing Crisp customers in Flanders about the delivery & supply chain of Crisp.

For that reason, this direction was chosen to outline the start of the design phase for this project, with its main goal to create a concept for possible implementation.

Context on chosen direction 'consciousness'

Context reveals that the ambivalent feeling of Flemish consumers regarding the delivery of their grocery shopping is not entirely unexpected. In 2019 in Flanders the word 'Winkelhieren' (meaning: shopping locally) was voted 'Word of the Year' with the runner-up being 'Bezorgschaamte' (meaning: delivery shame). However, this delivery shame is problematic when it comes into play for the delivery of Crisp groceries. As the short supply chain related to Crisp products is significantly shorter that that of a regular supermarket. The removal of many shackles in the chain, has as a result that less emmissons are released when getting the products to the consumers. This makes it more sustainable to have your groceries delivered to your doorstep by Crisp, than to walk to a large supermarkt around the corner, of which the supply chain is very much longer and more polluting (see Figure 33). But apparently this is not clear to consumers, who's focus seems to lie on the last shackle of the supply chain: 'the last mile'. But to make sure the ambivalent feeling towards grocery delivery (with the Crisp van) is indeed the result of misconceptions of the benefits of Crisp's supply chain, this should be validated in another research.
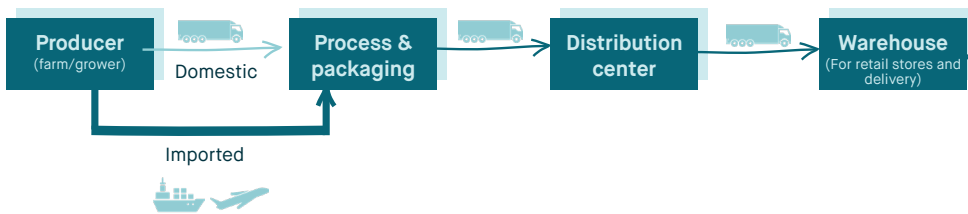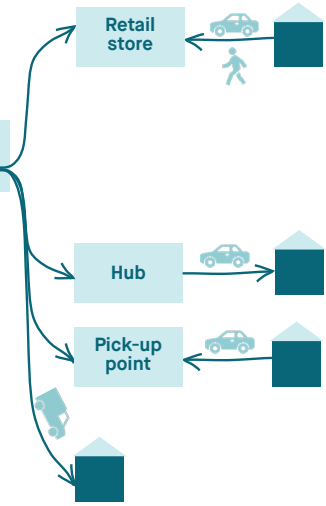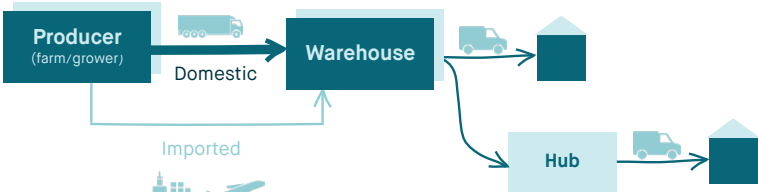
Customer's comparison
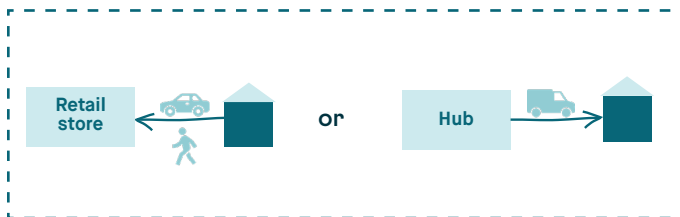
Figure 33: Crisp vs regular supermarket supply chain (own image (Crisp, 2020) (Bovet, 2020) (Postma, 2018))

TUDelft x cr˙sp

4.3 Validation research

After choosing the direction 'conscience' to continue with for the design phase, a validation research was conducted to confirm whether the insights from the qualitative research can be seen as reliable. This was done in the form of a survey amongst 97 Crisp customers in the 'regular' segment.

Objectives of the research

The goal was to validate if accurate knowledge regarding the short supply chain of Crisp (in comparison to the longer supply chain of other supermarket chains) would make a difference for consumers who feel ambivalent about the delivery of Crisp orders in regards to environmental impact.

Participant details

300 Crisp 'regular' participants were invited to partake in the survey, of which 97 completed the survey.

Sampling

The participants were selected through purposive sampling (selecting a sample most useful to the purposes of the research). The sampling was done by firstly creating an SQL which searched the customer database for potential candidates, based on some filters. The filters used are the following:

- Belgian customers
- 'Regulars' customer segment
- Newsletter consent
- Research consent

Survey format

As the goal was to see if knowlegde of the short supply chain would influence if customers feel burdened to order Crisp often, questions were implemented in the survey to sustain this goal. This was done by firstly asking questions in regards to their feelings towards Crisp in regards to sustainability and thereafter if the participants ever felt burdened to have Crisp delivered (frequently) to their doorstep. This was done to distinguish different customer samples;

- Customers who feel they are sustainable when using Crisp
- Customers who feel neutral in regards to sustainability when using Crisp
- Customers who felt unsustainable when using Crisp

and also the samples;

- Customers who feel burdened when using Crisp
- Customers who feel neutral in regards to feeling burdened
- Customers who not feel burdened when using Crisp

After answering these questions, the participants were presented with 11 different factors regarding sustainability at Crisp. All of these factors had a more extensive explenation, which could optional be read by the participant.

- Little packing material
- Short supply chain
- Electrical delivery vans
- Recyclable boxes
- Local products
- Seasonal products
- Responsible meat
- Seasonal fish
- Minimal food waste
- Fair trades
- High job satisfaction

They were asked to choose the 3 factors which evoked the strongest sense that Crisp is a sustainable company, and rank them from 1 to 3. This was done to "hide" the factors of the short supply chain amongst other factors and see whether there is a correlation between feeling (un)sunstainable and (un)burdened and the short supply chain.
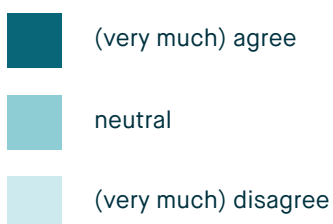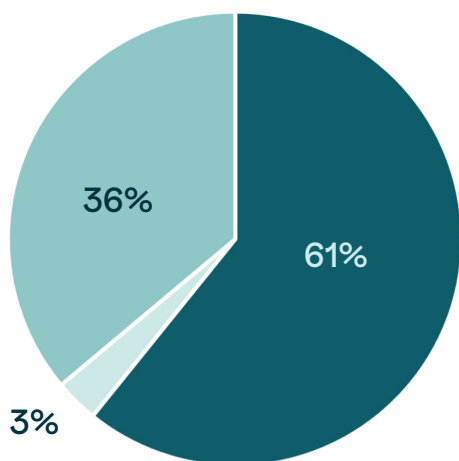
Results

The results of the first statement "When I do my shopping at Crisp, I am being sustainable" show that 61% of the respondents feel sustainable when doing their shopping at Crisp. 36% of the respondents feel neutral about feeling sustainable and only 3% of respondents do not feel sustainable when doing their shopping at Crisp. With this data the conclusion can be drawn that the majority feels sustainable, but also quite a large group does not feel (un)sustainable either way. Only a very small group actively feels unsustainable (Graph 1).

The second statement "If I were to have my groceries delivered by Crisp every week, I would feel burdened" yields somewhat similar results. Again the majority, 54% of participants, does not feel burdened should they order Crisp weekly and 34% of participants do not have an opinion on feeling burdened should they order Crisp weekly. However, the percentage of participants feeling burdened should they order Crisp weekly is a little higher, namely 12% (Graph 2).

These results prove that Crisp overall has a sustainable image, for the majority of participants. However, as 36% is still neutral on this statement, and 3% disagrees, this leaves room for improvement.

Also, even though half of the participants do not feel burdened if they were to order Crisp weekly, this still means that the other feels either neutral about it (34%) or burdened (12%). With the knowledge of the short supply chain from Crisp, meaning that acquiring groceries via Crisp is more sustainable than acquiring groceries via large corporate supermarkets, customers should not have to feel burdened to have groceries delivered by Crisp (weekly). Therefore, this presents room for improvement.

"When I do my shopping at Crisp, I am being sustainable."

36%

61%

3%

- (very much) agree
- neutral
- (very much) disagree

Graph 1: Results statement sustainable (own graph)

"If I were to have my groceries delivered by Crisp every week, I would feel burdened."

12%

34%

54%

- (very much) agree
- neutral
- (very much) disagree
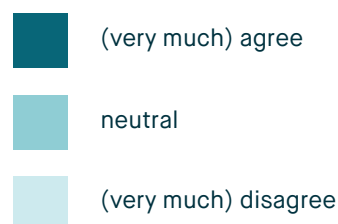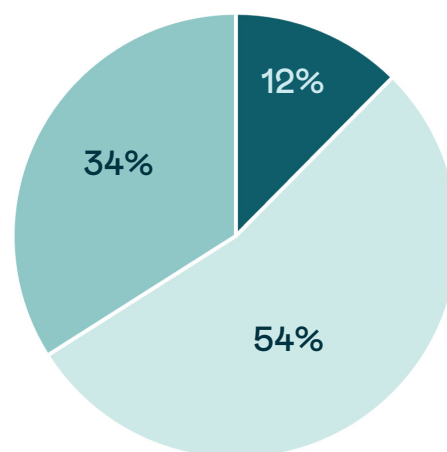
Graph 2: Results statement burdened (own graph)

57

TUDelft x crisp

In the following section of the survey, participants were asked to choose the 3 factors which evoked the strongest sense among them that Crisp is a sustainable company, and rank them from 1 to 3.

The data has been segmented into the two different user groups:

Participants who **would not** feel burdened should they order Crisp weekly (n=52)

Participants who **would** feel burdened should they order Crisp weekly (n=12)

The results in Graph 3 show quite some similarities, for both user groups 'electrical delivery vans', 'responsible meat', 'seasonal fish', 'fair trades' and 'high job satisfaction' are the lowest ranking factors. Also the highest ranking factors, 'local products' and 'seasonable products' are the same for both user groups.

However, the most significant difference between the two user groups is the ranking of the 'short supply chain'. Amongst the user group where participants **would not** feel burdened, a short supply chain is chosen by almost 45%. For the user group where participants **would** feel burdened, a short supply chain is chosen by merely 18%. Even though the 'n' is significantly different for both user groups, this result still gives an indication that knowledge of a short supply chain (in relation to other chain supermarkets) could possibly ensure customers to feel more sustainable and less burdened in regards to having their shopping delivered by Crisp.

Therefore, this validates the insights from the previously conducted qualitative research (customer interviews) and validates the chosen design direction 'consciousness'. Not only do these results validate the choice in design direction, it also reveals that a focus on educating customers of (the benefits of) the short supply chain will be desirable for the challenge of transforming latent loyalty into absolute loyalty.

"Which factors evoke the strongest sense that Crisp is a sustainable company?"

Results of participants who **would not** feel burdened should they order Crisp weekly

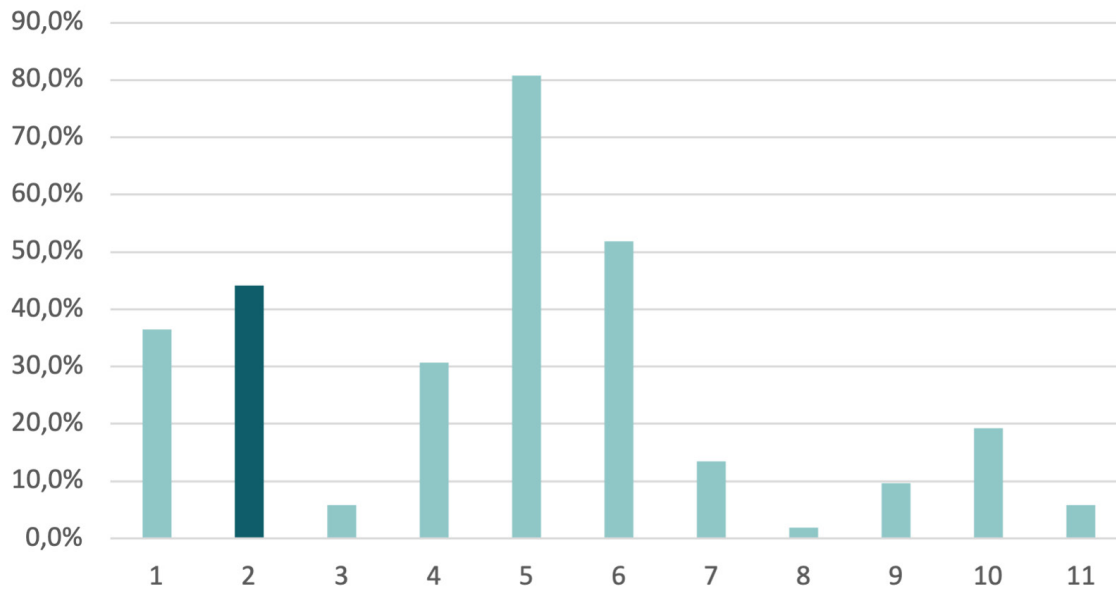Results of participants who **would** feel burdened should they order Crisp weekly
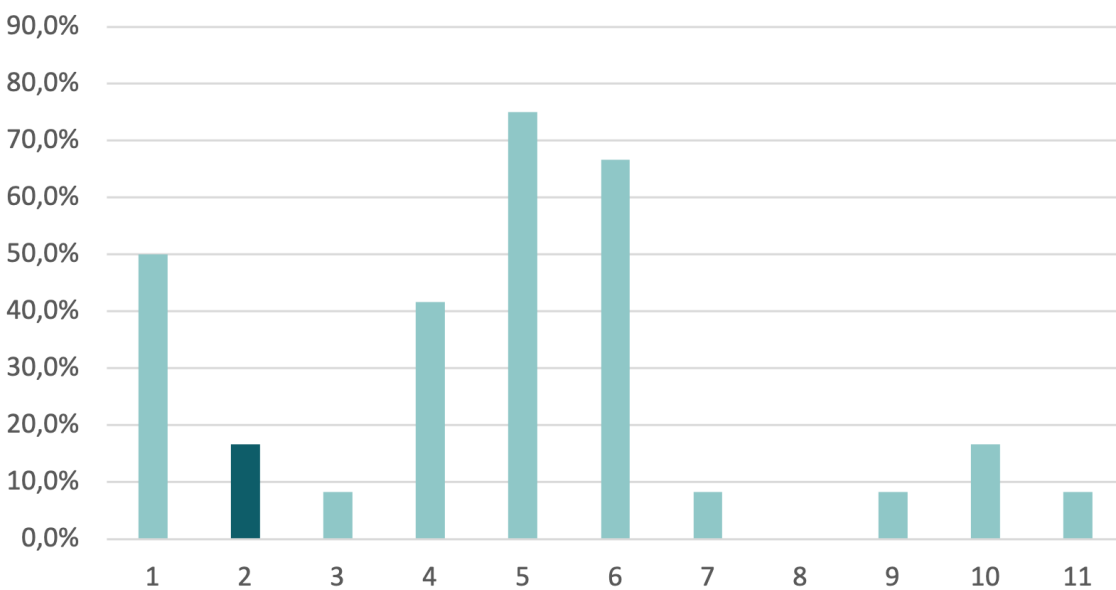
1	Little packing material
2	**Short supply chain**
3	Electrical delivery vans
4	Recyclable boxes
5	Local products
6	Seasonal products
7	Responsible meat
8	Seasonal fish
9	Minimal food waste
10	Fair trades
10	High job satisfaction

Graph 3: Results sustainability factors amongst two different participant groups

TUDelft x cr·sp

4.5 Design brief

Choosing the design direction 'consciousness' and executing the validation research, has led to a more in-depth approach leading up to the design phase. It has revealed the ambivalent feeling regarding environmental beliefs which a group of regular customer experience, as a result of the Crisp van delivering their groceries. Furthermore, it has also become evident that this ambivalent feeling stems from a misconception regarding these consumers' perception of the impact of the Crisp supply chain. Therefore, in the design statement the focus will be on how to clear these misconceptions, informing customers of the actual impact of the Crisp supply chain, which should ultimately lead to an increase in absolute loyalty.

Design statement

Aim?	to design a feasible, viable & desirable concept
For?	regular Crisp customers who feel ambivalent towards using Crisp weekly
Why?	because they perceive the delivery of groceries not to be in line with their environmental beliefs
What?	clear the sustainability misconception which they have of Crisp grocery delivery
How?	by educating and informing them on the Crisp supply chain and the benefits in comparison to supermarkets
To?	ultimately turn consumers into ambassadors and transform their latent loyalty into absolute loyalty

Customer problem statement

To bring the findings from the user research more to life and have a clear vision of who to design for, a customer problem statement has been created. A customer problem statement outlines problems that your customers face and helps to figure out how a product or service will solve this problem for them. It can also assist in understanding a new audience for whom a new product or service is being created (Miro, 2023).

Customer problem statement

I am
Somebody who cares about the environment. I like products to be local and to know where they originate from. Quality and freshness are of the utmost importance for me and so is trust. I need to know I can rely on the products that I buy.

I am trying to
Get healthy and fresh products into my home, without it costing me too much time or effort to get the products. At the same time I want my choices to be environmentally conscious.

But
even though Crisp ticks most of the boxes in what I desire (fresh, quality, trustworthy), I don't feel I can order my groceries there on a weekly basis.

Because
I believe that having the groceries delivered to my doorstep, does not support my actions regarding environmental consciousness.

Which makes me feel
like I'm having a bad impact on the environment, and therefore, I feel like I am better of going to the physical stores (by foot).

Design principles

Based on previous literature & user research, the design statement and requests from the company, a list of design principles has been formulated. Design principles are a set of values & requirements that act as a compass for your product (InVision, 2023). They can been divided into must (be)'s and could (be)'s.

The design **must** (be):

Informative and/or educative
highlight the positive aspects of the Crisp supply chain vs other supermarkets and make this information stick

Convincing & credible for customers
not just "another claim" but really make the consumers believe the (content of the) concept

Catchy & fun
make it appealing for the reader to interact with/ use the concept

Stimulate customers to talk about it
encouraging them to become a Brand Ambassador

Credible, viable and feasible for Crisp
to enable the concept to be implemented within a timeframe of 0-6 months

The design **could** (be):

Suitable for all ages
including children, so the concept becomes accessible for the whole family

Have the opportunity to expand
for instance, to take away other possible ambivalent feelings consumers have towards subjects of Crisp

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TUDelft x cr·sp

This chapter is the start of the design phase. Firstly, some information is gathered from other companies in regards to how they inform customers on sustainability policies. Even though Lidl and Patagonia are very different companies, they both provide inspiration (negative and positive) for the concept development. Providing customers transparency is good, but does not work when information is misleading or too scientific. Also, some fun & catchy ways to convey information are analysed. Thereafter, brainstorms are held to both explore and generate concepts. The outcomes of both these sessions lead to the development of multiple concept directions which are then presented to the stakeholders at Crisp. Because of the feasibility and viability of 'Crisp Curiosity's' over the other concepts and the potential to make a larger impact with less effort, this concept direction is chosen.

Concept development

05

5.1 Inspiration from competitors

To see how other companies are tackling the topic of providing information on sustainability efforts, and in particular the impact of their (short) supply chain, a competitor analysis was done. Two different companies were chosen, with a similar vision/mission to Crisp. The first one is a company operating in the same industry as Crisp, (e-)grocery shopping, and the second one is a company who is operating in the e-commerce industry, but in clothing instead of groceries.

The supermarket chain Lidl

On the radio the ad for the Lidl is constantly playing. They are advertising to be an advocate for products "van eigen bodem", meaning locally grown products. This is similar to the position statement of Crisp, which is why it is interesting to look at the way they operate in regards to sustainabiliy concerns.

Lidl has a well known, bold claim of being **the** supermarket for fruit & vegetables, which is visibly prominent in their advertising (see Figure 34). On their website, they have an entire section devoted to sustainability. A lot of information can be found here, perhaps a little too much, as this makes it very hard for a consumer to know what to look for or focus on. However, one of the things mentioned upfront on the website is that Lidl specialises in seasonal products, homegrown products and local products from own land (Lidl, 2023). This sounds positive, so it would be interesting to see how they manage this operationally. In their sustainability strategy report they emphasize the need for local products and a shorter supply chain (Lidl, 2021).

Groenten & Fruit bij Lidl
Oorsprong in onze winkels

België
- +/- 67M kg
- +/- 35.8%

Overzee (exoten)
- +/- 40M kg
- +/- 21.74%

Spanje
- +/- 35M kg
- +/- 19.04%

Divers
- +/- 25M kg
- +/- 13.49%

Nederland
- +/- 13M kg
- +/- 6.96%

Italië
- +/- 5.6M kg
- +/- 2.97%
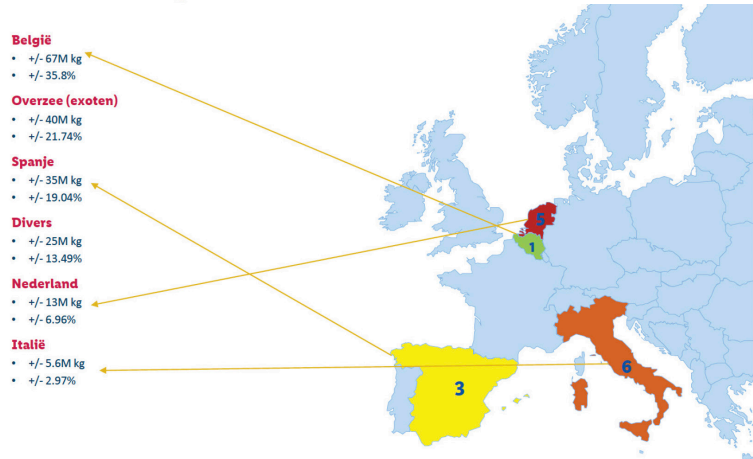
Figure 35: Origin of fruit and vegetable from Lidl (Lidl, 2021)

In addition, Lidl also has a map/chart on their website with numbers and statistics regarding the origin of their fruit & vegetables (Figure 34). However, this reveals that 35,8% of all their fruit and vegetables originate locally (from Belgium) and the rest is imported from other countries. This is somewhat contradictory to the image they have established regarding the locality of their fruit & vegetables. On the other hand, the transparency and amount od communication which Lidl has regarding their sustainability actions, is very pleasant for the consumer. As transparency plays a significant role in the encrease of trust towards a company (Kang & Hustvedt, 2013), this is a good approach.

Elke dag een verse aanlevering Belgische topproducten

Er worden elke dag kraakverse groenten en fruit in onze depots geleverd. En een dag later liggen ze al meteen in onze rekken. Bovendien komen die groenten en fruit zoveel mogelijk van Belgische telers. Ook bij ons vers vlees vind je de Belgische driekleur op tal van producten terug. Zo ondersteunen we de Belgische telers & economie én beperken we ook de impact van transport op het milieu.

Kortom bij Lidl vind je je verse, lokale topproducten tegen een zachte prijs.

Figure 34: Lidl slogan and positioning on local, Belgian products (Lidl, 2023)

TUDelft x cr·sp

Next, an analysis was done based on the different methods & (marketing) channels which Lidl uses to bring across information regarding sustainability to their consumers. Three methods were highlighted, since these proved to fit the design principle of 'Catchy & Fun', as stated in section 4.5 'Design Brief'.

1. Van Boer tot Bord

An infographic showing where the different, local products come from within Belgium (see Figure 36). A fun way to stimulate people to buy these products and enhance the feeling of sustainability towards the brand.
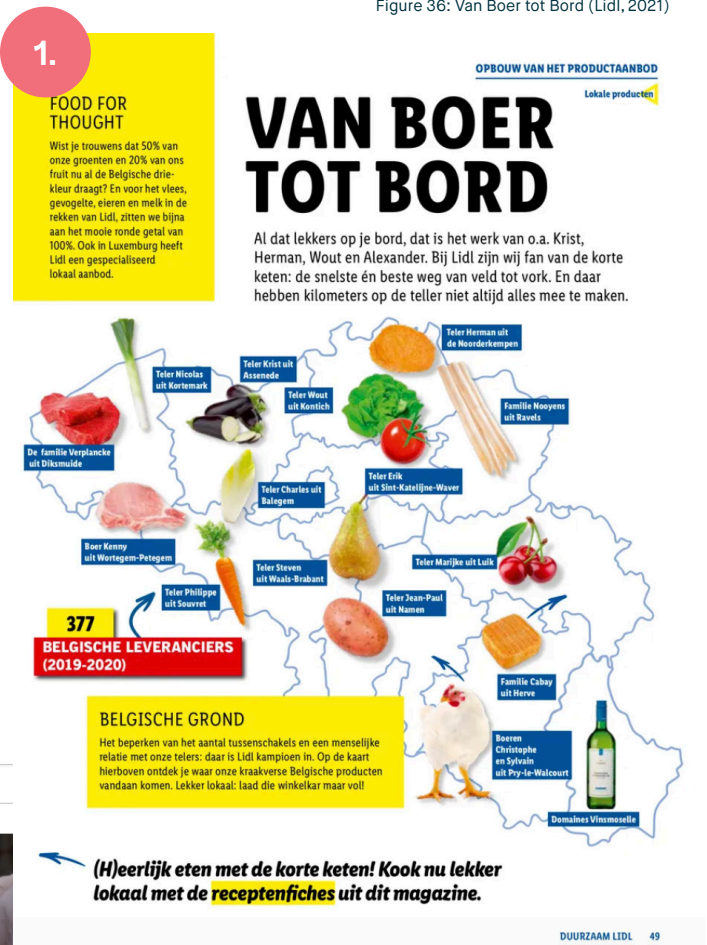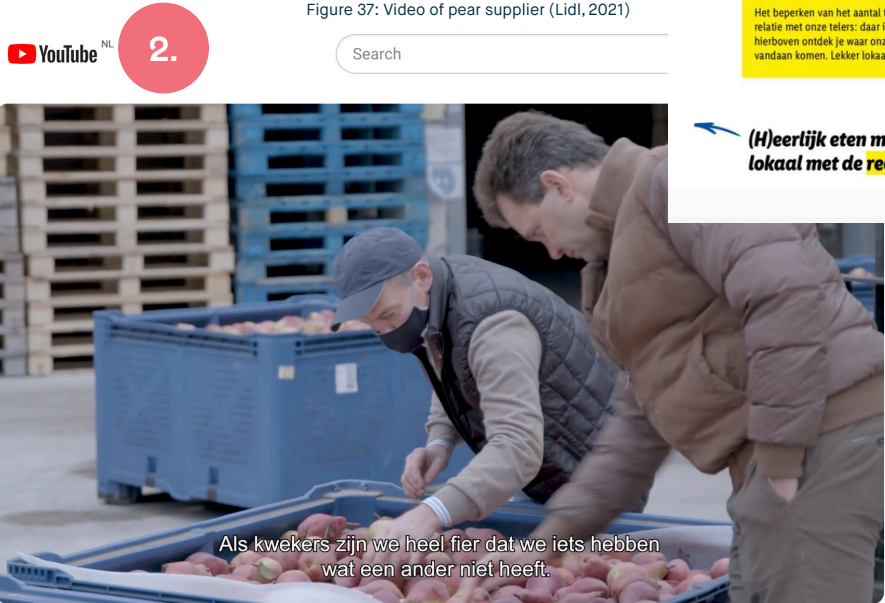
FOOD FOR THOUGHT

Wist je trouwens dat 50% van onze groenten en 20% van ons fruit nu al de Belgische driekleur draagt? En voor het vlees, gevogelte, eieren en melk in de rekken van Lidl, zitten we bijna aan het mooie ronde getal van 100%. Ook in Luxemburg heeft Lidl een gespecialiseerd lokaal aanbod.

OPBOUW VAN HET PRODUCTAANBOD
Lokale producten

VAN BOER TOT BORD

Al dat lekkers op je bord, dat is het werk van o.a. Krist, Herman, Wout en Alexander. Bij Lidl zijn wij fan van de korte keten: de snelste én beste weg van veld tot vork. En daar hebben kilometers op de teller niet altijd alles mee te maken.

Teler Herman uit de Noorderkempen
Teler Krist uit Assenede
Teler Nicolas uit Kortemark
Teler Wout uit Kontich
Familie Nooyens uit Ravels
De familie Verplancke uit Diksmuide
Teler Charles uit Balegem
Teler Erik uit Sint-Katelijne-Waver
Boer Kenny uit Wortegem-Petegem
Teler Steven uit Waals-Brabant
Teler Marijke uit Luik
Teler Philippe uit Souvret
Teler Jean-Paul uit Namen
Familie Cabay uit Herve
Boeren Christophe en Sylvain uit Pry-le-Walcourt
Domaines Vinsmoselle

377 BELGISCHE LEVERANCIERS (2019-2020)

BELGISCHE GROND
Het beperken van het aantal tussenschakels en een menselijke relatie met onze telers: daar is Lidl kampioen in. Op de kaart hierboven ontdek je waar onze krakverse Belgische producten vandaan komen. Lekker lokaal: laad die winkelkar maar vol!

(H)eerlijk eten met de korte keten! Kook nu lekker lokaal met de receptenfiches uit dit magazine.

DUURZAAM LIDL 49

YouTube NL

Search

Als kwekers zijn we heel fier dat we iets hebben wat een ander niet heeft.

Eerste bloedrode Haspengouwse peer exclusief te koop bij Lidl

2. Video of the local pear supplier

A video in which the farmer who supplies Lidl of their pears talks about his product (see Figure 37). This is a good way to bring the customer in direct contact with a part of the supply chain, which they would otherwise not know about.

LIDL QUIZ BEN JIJ EEN KENNER?

Over Lidl valt véél te vertellen. We zijn duurzaam, sociaal en nog veel meer. Maar hoe zit het met jouw kennis over Lidl? Warm je alvast op met enkele quizvragen!

1 Geen mens is hetzelfde. Maar goed ook. Bij Lidl zijn er mensen van allerlei achtergronden aan de slag. Weet jij hoeveel nationaliteiten er bij ons werken?

A: 25 - B: 95 - C: 54

2 Met zijn Good Taste, Zero Waste-project gaat Lidl voedselverspilling tegen. We bieden producten op vervaldag aan tegen een bodemprijs. Maar hoeveel ton voedselverspilling konden we zo tegengaan op één jaar tijd?

A: 1979 - B: 800 - C: 550

3 De opbrengst van Good Taste, Zero Waste gaat integraal naar de voedselbanken. Weet jij hoeveel we in 2020 hebben gedoneerd?

A: €125.000 - B: €214.000 - C: €265.000

4 Zwart plastic is moeilijk te recyclen, daarom schakelen we over op doorzichtige vleesschaaltjes. Hoeveel ton plastic kunnen we zo per jaar recyclen?

A: 589 - B: 931 - C: 789

5 We hebben al heel wat laadpunten waar je groene stroom tankt voor je elektrische fiets of auto. Tegen 2025 willen we er nog meer, weet jij hoeveel?

A: 250 - B: 675 - C: 1000

6 Wereldwijd wordt meer dan 85% van de commerciële vissoorten maximaal bevist of zelfs overbevist. Daar wil Lidl verandering in brengen. Hoeveel % van jouw vis-assortiment is volledig duurzaam gecertificeerd?

A: 65% - B: 90% - C: 95%

HOE GOED SCOOR JIJ?

0: Oei, deze quiz heeft je gekraakt. Ne choco op basis van weidemelk nodig om weer op krachten te komen?

1-3: Niet slecht. We geven het toe, je hebt een degelijke Lidl-kennis.

4-6: On-ge-loof-lijk! Er stroomt rood, geel en blauw bloed door jouw aderen.

CORRECTE ANTWOORDEN: JE DENKT TOCH NIET DAT WE DIE ZOMAAR GAAN PRIJSGEVEN? ALLE ANTWOORDEN VIND JE TERUG IN DIT DUURZAAMHEIDSVERSLAG.

3. Lidl Quiz

A quiz about all the good aspects which Lidl has to offer, regarding sustainability (see Figure 38). This is an accessible way of making the topic of sustainability interesting and fun for a wider variety of age groups, such as children.

Concept Development

TUDelft x cr·sp

However, during this competitor analysis also some aspects were discovered which could work against the mission of educating consumers in a fun & convincing way.

5. Communication that could evoke an unpleasant feeling

In the sustainability report of 2021, Lidl had an article on the wellbeing of the pigs on the farm where they have their meat supplied from (see Figure 39). This article shows an image of a piglet with the text "I am cuter" and next to that image, 5 pork chops have been displayed. Even though it is very important to be transparent, this should not lead to the possibility of an uncomfortable feeling amongst

6. Too scientific communication, leading to confusion or disinterest

The supply chain map shown previously (figure XX), has many percentages conveying the information to the reader. This could overwhelm the reader and result in them moving on. Therefore, a message should be clear and simple. C. Heath & D. Heath, 2007)

Figure 39: Conflicting communication regarding animal wellbeing (Lidl, 2021)

✓ Providing the reader with transparency, e.g. by showing them percentages and locations on a map, to increase trust (Kang & Hustvedt, 2013)

✓ An Infographic, video and/or a quiz can be fun ways of conveying information and getting more (age) groups involved

✗ Percentages and big numbers can seem a little scientific, not making it accessible to all readers

✗ Information should not be misleading, this decreases trust from customers

✗ Information should not evoke negative or unpleasant feelings for customers.
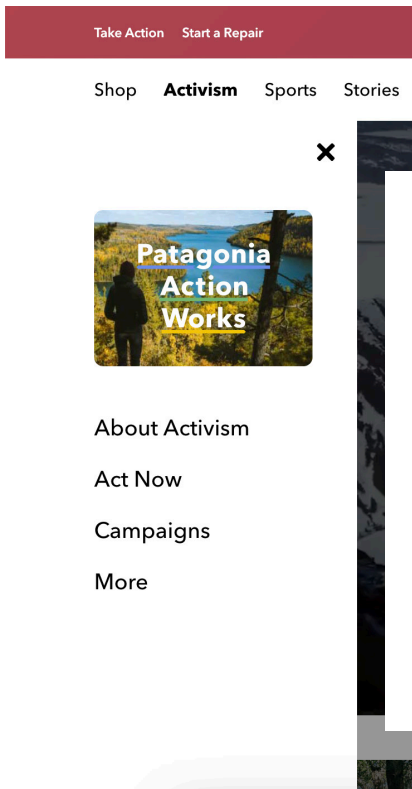
Figure 40: Patagonia website interface (Patagonia, 2023)

Sustainable clothing brand Patagonia

Patagonia is known to be a sustainable clothing brand, that invests a lot in sustainability (research) projects abroad. Therefore, this is a very interesting company to analyse in regards to their communication on their sustainability methods and projects. As this company is not active in the same industry as Crisp, the analysis will solely focus on the methods of conveying information which Patagonia uses.

It is not hard to find information regarding sustainable actions on this website. They are very vocal about the projects, almost as equal as about the clothing products itself. On the website a tab with 'Our footprint' can be found, which leads to an interface with 3 topics (image XX). The topic 'Where we do business' is particularly relevant for this analysis, since it includes information on the supply chain. This takes the reader to a page where a title and subtext is displayed (see image XX). The title is simple enough to know what you are about to read about and the subtext gives a nice introduction. There is also the option to 'Learn more' which, after clicking, will open up some more information with hyperlinks on the topic.

Another nice touch, similar to the Lidl, is the map where they show the factories, farms and mills they have/work with. Again, this gives out a sense of transparency which can enhance trust in the brand.

Patagonia gives a nice overall impression of the different sustainability topics. Even though there is a lot of information to find on their website, they leave it somewhat up to the reader to decide how much they want to know/read by continously giving options to 'Learn more'. This makes is nice for different types of site visitors/readers.
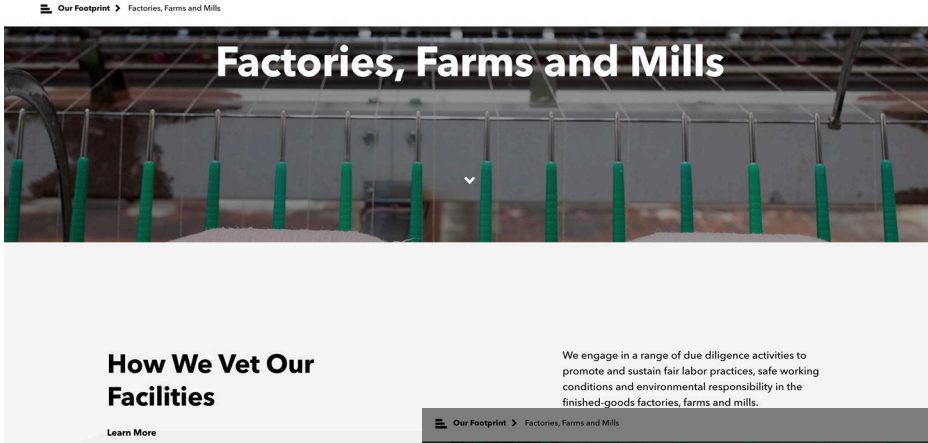
68

TUDelft x cr·sp

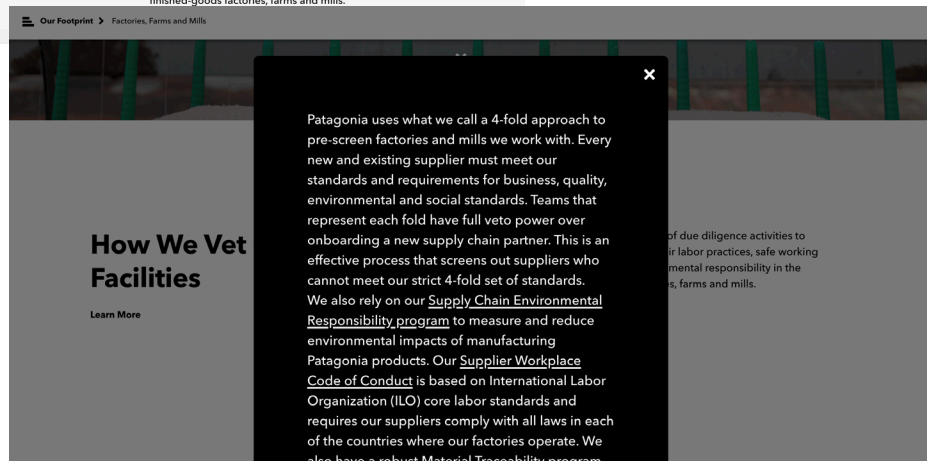Figure XX: Patagonia website page on their footprint (Patagonia, 2023)

Figure 41: Patagonia map of suppliers (Patagonia, 2023)

✓ Giving the reader different "levels" of information. Not all at once, but optional to learn/read more when interested

✗ The methods of conveying information are quite serious, not very fun or catchy

✓ Also providing deeper level information, not just "Greenwashing talk". It is written in a nice to read manner, not too scientific

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5.2 Brainstorm sessions

In the process of developing concepts (directions), some brainstorm sessions were held. This was done to get different perspectives and ideas for this project, combining these with the insights already acquired during the research phase of this project.

One-on-one brainstorm

The first brainstorm was a one-on-one session with a former TU Delft student. As this was the first brainstorm session, this served as an explorative session, rather than a generative session. To get a broad, explorative perspective, 'HKJ's' were conducted. HKJ's (Hoe Kun Je's) is a tool where a set of questions are proposed in the form of 'How can you...' and different terms are being filled in on the blanks, see Figure 42. These questions are then passed on to the participants of the brainstorm to write down as many answers in a short amount of time. The benefit of using this tool, is that participants write down what is top-of-mind, without a filter, due to the limited amount of time. This can generate out-of the-box ideas.

During this brainstorm session, the following HKJ's were covered:

How can you...

... take away guilt?
... convey information?
... experience sustainability?
... clear misconceptions?
... provide a good feeling?

From this brainstorm, the insights were gathered and clustered into the following themes :

How can you take away guilt?

Empathy/understanding

Being reassuring

Highlighting positive aspects

Providing a better understanding/context

Making one feel they are contributing positively

How can you convey information?

Charts/diagrams

Infographics and visuals

Video's or podcasts
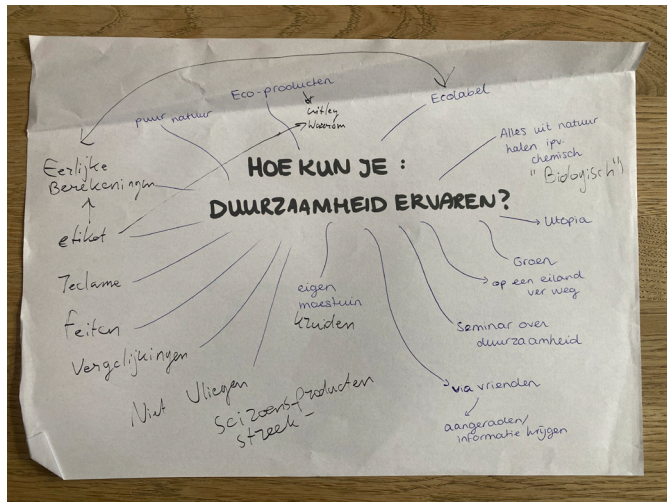
Clear and consise messaging, not bombarding with info

Engaging/interactive content

Through storytelling

Knowing your audience, and tailoring information

How can you experience sustainability?

Choosing eco-friendly

Minimising waste

Consuming sustainable brands

Connecting with nature

By seeing a sustainable act with your own eyes

How can you clear misconceptions?

Provide accurate info

Data transparency

Using clear/simple language

Sharing "real" examples, not generated just for marketing

Encouraging dialogue
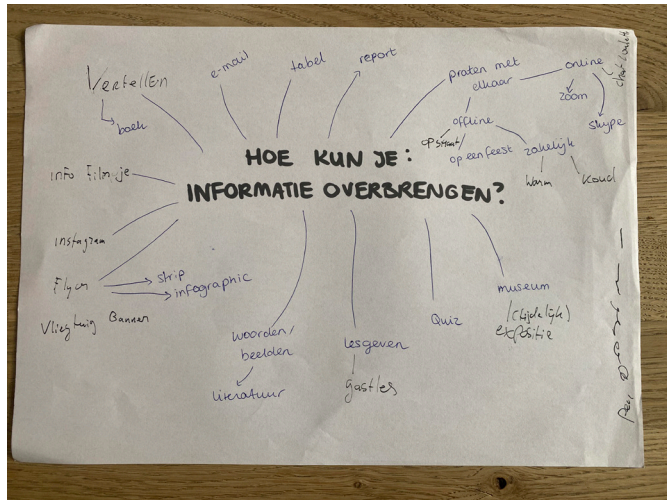
How can you provide a good feeling?

Through encouragement

Compliments/rewards

In a supportive environment

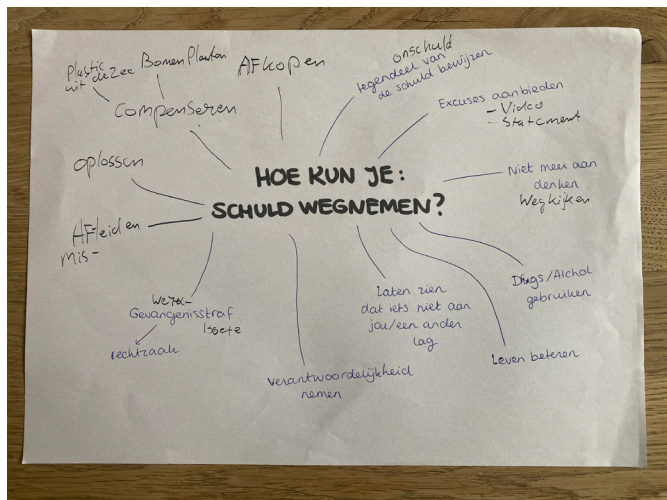**Sharing feel-good scenarios and stories**

Belonging to a community

Figure 42: Set-up of a HKJ, question in the middle and answers around it

TUDelft x cr·sp

The insight clusters gathered from the one-on-one brainstorm served as the starting point for the second brainstorm. This was a brainstorm in the form of a co-creation, generative session with the main goal to develop creative concepts.

Co-creation brainstorm

Together with 3 other (former) students, different roles of stakeholders were distributed to the individuals (Crisp, customer, TU Delft), to ensure all of the stakeholders would be equally heared during the concept creation. Hereafter a creative brainstorm & idea generation was held and ideas & concept directions were created. For every created idea, inspiration was drawn from the themes formed during the previous HKJ-session.

Crisp social platform

Connecting fellow customers with each other, to let them share their (product)experiences and to supply them with transparency on cases linked to Crisp, such as the short supply chain. Also on this platform, customers can share when they are planning on ordering within a certain region, so fellow customers can combine their order to increase delivery efficiency and reduce emmissions.

Encouraging dialogue

Belonging to a community

Engaging/interactive content

Making one feel they are contributing positively

Crisp advent calendar

A way of conveying information on sustainability factors, such as the short supply chain, in a fun & catchy way: through the principle of an advent calendar. Facts and information about Crisp could be conveyed with a reward for the consumer in return.

Highlighting positive aspects

Engaging/interactive content

Compliments/rewards

Using clear/simple language

TUDelft x cr˙sp

Crisp pick-up lockers

The four idea's that were generated during this co-creation session were: 'Crisp social platform', 'Crisp advent calendar', 'Crisp pick-up lockers' and 'Crisp supply chain infographic'.

These four ideas have formed the basis for the concept directions that follow in section 5.3, 'From ambivalent to ambassador concepts'.

Enabling people to pick up their order at a central point, similar to package pick-up points. That way, customers can feel like they are contributing to a better delivery-system and to less emissions.

Making one feel they are contributing positively

Through storytelling

By seeing a sustainable act with your own eyes

Through encouragement

Crisp supply chain infographic

An interactive infographic which conveys information about Crisp's short supply chain, by showing the different stops: suppliers, warehouse and home. Inspiration came from a London Tube map, showing all the different connections. In this infographic stories of the Crisp suppliers can be implented, where they tell the customers about their products or their way of working.

Providing a better understanding/ context

Infographics and visuals

By seeing a sustainable act with your own eyes

Sharing "real" examples, not generated just for marketing

Sharing feel-good scenarios and stories

The book 'Made to stick' by Chip & Dan Heath

The book 'Made to Stick' has served as a source for inspiration during the brainstorm phase (Figure 43). It is a book written by Chip Heath and Dan Heath, published in 2007. The book explores the concept of what makes some ideas or messages memorable and effective while others are quickly forgotten. It delves into the psychology and strategies behind creating messages that "stick" in people's minds.

In this book the authors introduce the "SUCCES" framework, which outlines six key principles for making ideas more memorable and compelling. Since the design goal in this project is to create an informative/educational concept, this framework could be of use to gain inspiration from. The framework contains the following elements:

Figure 43: The book 'Made to Stick' (C. Heath & D. Heath, 2007)

Simple
Ideas should be boiled down to their core essence and communicated in a straightforward, easy-to-understand manner.

Unexpected
Surprising or unexpected elements in a message can capture people's attention and make the idea more memorable.

Concrete
Ideas should be made tangible and vivid by using specific examples and sensory language. A concrete idea improves the likelyhoofd of understanding and the ability to recall it.

Credible
Building trust and credibility around the message is essential for people to accept and remember it.

Emotional
Stories or messages that evoke emotions are more likely to be remembered and shared.

Stories
Narratives and stories are powerful tools for conveying ideas because they make the message relatable and engaging.

The elements of this framework will serve as inspiration for the concept development, as the research & revised problem statement in section 3.3, 'Research insights' have revealed that the regular Crisp customers need to be further informed on the benefits of Crisp's short supply chain. Conveying information to customers can be challenging, and therefore, this framework by Heath & Heath will be helpful to 'make the information stick'. Making information stick, means that customers are able to recall this information and possibly spread it, leading to them becoming brand ambassadors (Heath & Heath, 2007).

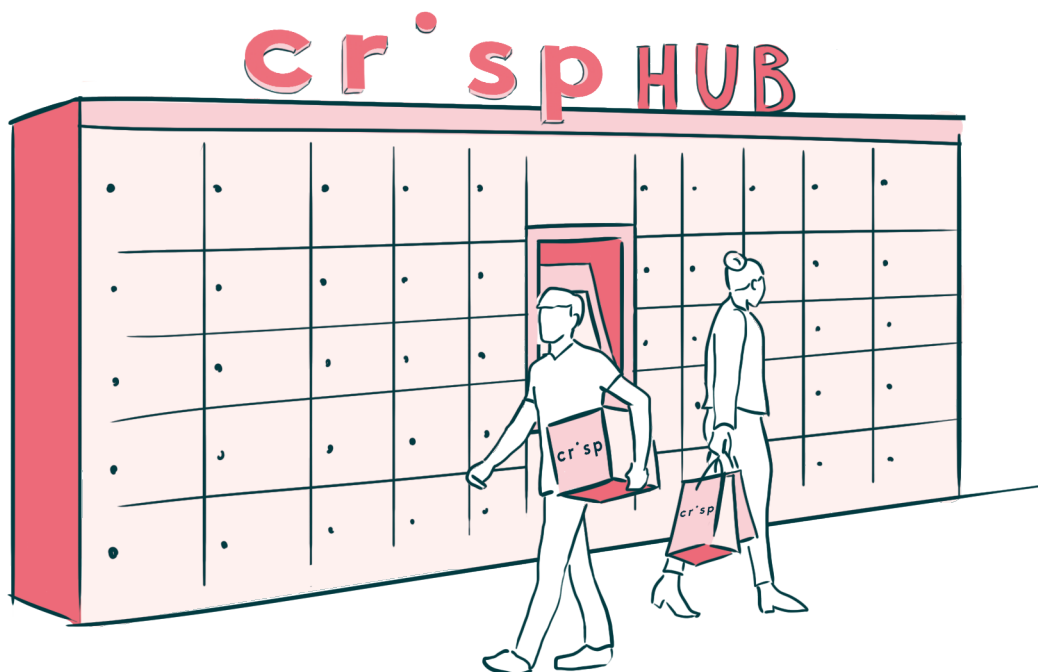# 5.3 'From ambivalent to ambassador' concept directions

Based on the findings from the company research, consumer insights in chapter 2 & 3 and the competitor brainstorm-/ co-creation sessions, four different concept directions were created. For each of the concept directions a short explanation is provided, along with an example of a customer scenario and the themes which served as an inspiration.

1) The Crisp Hub

Giving consumers a choice to have groceries delivered or to pick them up at the Crisp Hub. The Hub is a place to pick up your Crisp order, similar to a city hub for postal packages. The goal is to give the consumer some sense of relief – no more feeling of delivery shame. Even though this concept is not directly a way of 'informing customers on the benefits of a short supply chain', this can be incorporated in the messaging related to the pick-up of packages at the Crisp Hub (see Figure 44).

Example customer scenario:
"Amber is a Crisp customer, who has placed an order for Thursday. On wednesday evening, she receives a message telling her that her order will be available at the Crisp Hub somewhere between 11:00-13:00. The next day at 12:44 she gets a delivery confirmation, her order has arrived and is ready for pick-up! In this message, she is also told that with her order, another 49 people have had their order delivered here. This is to indicate that together they have "saved" the van having to go to these addresses indipendantly. Amber has a 13:30 appointment in town at the dentist, after which she goes by the Crisp Hub to pick up her order.

| Making one feel they are contributing positively | By seeing a sustainable act with your own eyes |
| Through storytelling | Through encouragement |

Figure 44: The Crisp Hub, an ambivalent to ambassador concept direction (own image)

TU Delft x cr˙sp

2) The Crisp Community

An online web of users in the Crisp app, linked by region. Optional to add/create your own community, bound by a similar geographical range. Get notified when your community is placing an order & join in with their order. This helps towards making the delivery route of the Crisp van more efficient.

Example customer scenario:
"Hank is a Crisp customer, who is in charge of the weekly grocery run within his family household. As he is always home late from work, he prefers to order all the weekly groceries online at once and have them delivered. He has joined a Crisp Community, which is formed of all the Crisp customers in his neighborhood. Suddenly, he gets a notification on his phone; "Your community is active! Place an order to join. Delivery: Monday morning". Hank opens the app and adds his order into the community page. On Monday, the Crisp van will go via 7 other houses in his community, before arriving at Hank. Hank feels good, knowing that the van did not arrive only for him.

Crisp community

Encouraging dialogue

Belonging to a community

Engaging/interactive content

Making one feel they are contributing positively

Figure 45: The Crisp Community, an ambivalent to ambassador concept direction (own image)

TUDelft x cr˙sp

3) Crisp curiosity's

Facts and infographics to nudge consumers into feeling more positive about the environmental impact by providing them with the right information (transparency). This can be done by giving them one curiosity at a time and adding a reward to it, like with an advent calendar.
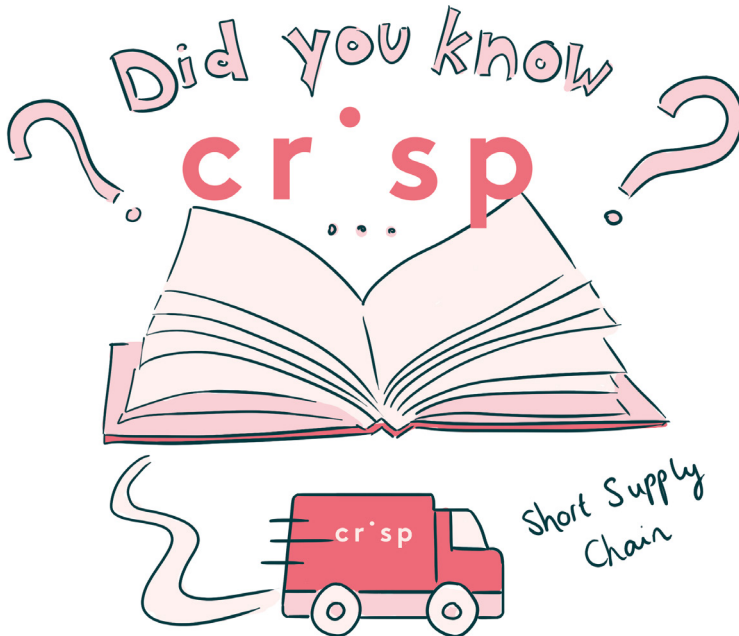

Figure 46: Crisp Curiosity's, an ambivalent to ambassador concept direction (own image)

Example customer scenario:
"Julia likes Crisp, since they have nice products and they are always of good quality. However, she was not always too sure about the concept of ordering groceries, which somebody else has to pack, carry and deliver to her. This made her feel a bit lazy since she lives right next to a supermarket! However, as of recently she has lost all of this guilt. Ever week, she opens up the Crisp app to read an article about the benefits of Crisp compared to the large supermarket around the corner from her. This week explains to her how a supply chain works and shows her that the significant less shackles in the supply chain of Crisp make it better for the environment to order from the comfort of her home!"

Highlighting positive aspects

Engaging/interactive content

Compliments/rewards

Using clear/simple language

4) Crisp supply chain map

A map on the app where all of the different suppliers are visible for the customers. This shows the shortness of the supply chain. Also an additional feature is that customers can see the supply chain of the products which they have ordered/placed in their shopping cart, to help them make decisions based on this if desired.

Example customer scenario:
"Bo has recently become a Crisp user, as she is very aware of only eating fresh, healthy and local products. In normal supermarkets it is too hard to see where products actually come from, without it costing a lot of time. Therefore, she has become a big fan of Crisp, because it has a map where you can pick your products from! This also shows her how the products do not make any extra stops in between, which makes her feel even better."
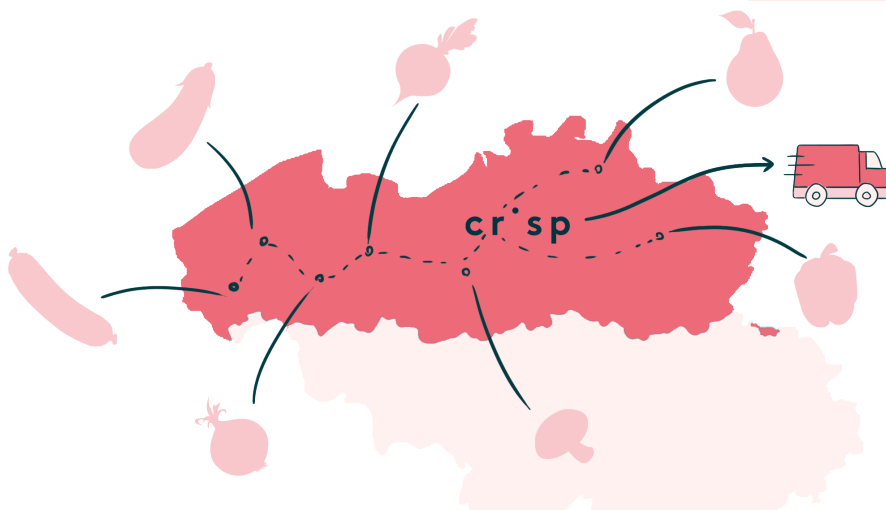
Providing a better understanding/ context

Infographics and visuals

By seeing a sustainable act with your own eyes

Sharing "real" examples, not generated just for marketing

Figure 47: Crisp supply chain map, an ambivalent to ambassador concept direction (own image)

In the previous chapter, the concept direction 'Crisp Curiosity's' was chosen. This chapter will present the elaborate concept design, the 'Feitjes Kalender' with more details and in-depth explanation on how it works. the Feitjes Kalender is an add-on to the existing Crisp application, where customers have access to a 12-month calendar where a new fact about Crisp is unlocked every month. This fact is given in the form of a gripping image with extra information provided in text and a video. To get feedback on the concept, a clickstream analysis is done by testing it with participants. This leads both cosmetic and substantive adaptations, leading to the final design of the Feitjes Kalender.

Chosen design & testing

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6.1 Chosing a concept direction

After establishing the different concept directions, The concept direction of 'Crisp curiosity's' was chosen during a meeting with Crisp stakeholders. Different aspects were highlighted by the Crisp stakeholders in favor/against some of the concept ideas.

The Crisp Hub

Not in line with vision of Crisp

"The Crisp hub does not fit with the proposition of Crisp currently, which is delivering products to our clients. Having a hub where customers pick up their order, would be too much of a change in logistics"

Giving customers a sense of control

"Customers like to be in control, especially Flemish customers, since they are sometimes still a little more hesitant towards our service. This concept gives customers that feeling of control by letting them decide when/how they get their groceries."

The Crisp community

Privacy/legal issues

"The Crisp community is an interesting concept, which we have also considered to some extent. A team has done some previous research into the possibility of delivery optimization through the connection of people in same neighborhoods. However, this is currently not (yet) possible and connecting customers with each other via a community will probably give legal issues."

Possible Brand Ambassadors

By connecting customers to each other, this might increase their sense of loyalty towards Crisp (because they see that there friends & neighbors also use it and they don't want to be left behind). Also, this might make people feel better about ordering, since the van is already coming to their neighboroughood."

TUDelft x cr˙sp

Crisp Curiosity's

"Giving more information/transparency about Crisp is always good, but the struggle is always how to do this without losing the interest/focus of the reader. Therefore, Crisp has developed a certain way of communicating with her customers. So this concept could be interesting, provided it uses a similar communication style to Crisp."

Making people appreciate Crisp even more

"Customers already love Crisp for the good quality, freshness and taste, but they don't always necessarily see the other positive things Crisp has to offer, for instance indeed the short supply chain. Also, some customers have heared of it, but don't necessarily know what it entails. This concept could be the way to explain it in more detail."

Crisp supply chain map

"We like to give our customers transparency, however as a company you should always be careful with what you convey and be aware that everything you say could also be used against you. Of course, Crisp also has some products which come from different countries (because they are simply not available locally), but if consumers end up seeing this on a map and maybe interpreting it the wrong way, Crisp could lose it's current credibility with her customers."

Proof of a short supply chain in one glance

"A map is a comprehensive way for people to get information, since everyone knows maps. Actually seeing the distances for themselves could lead to a more positive feeling possibly, especially if in the same map the chain of supermarkets could be shown in comparison."

Choosing a concept

After the analysis of the concept directions with the Crisp stakeholders, a unanimous decision to persue the concept of 'The Crisp Curiosity's' was made by them, since they saw the most potential for this concept.

To be sure, an additional analysis of the chosen concept direction was conducted after the meeting with the Crisp stakeholders by holding it against the design principles stated in chapter 4.5.
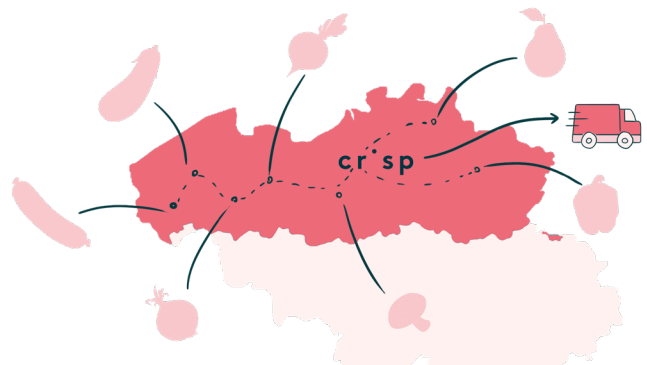
The design **must** (be):

Informative and/or educative

Convincing & credible for customers

Catchy & fun

Stimulate customers to talk about it

Credible, viable and feasible for Crisp

The design **could** (be):

Suitable for all ages

Have the opportunity to expand

Does meet the design principles

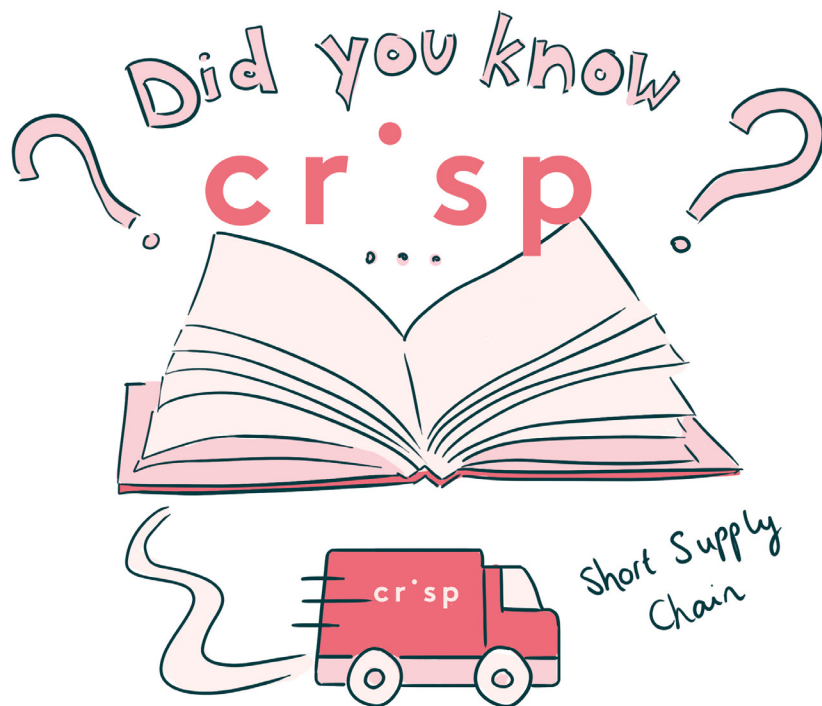Does **not yet** meet the design principles

Figure 48: Crisp curiosity's, chosen concept direction (own image)

As of now, the concept direction 'Crisp Curiosity's' meets some of the design requirements, such as 'Informative/educative' and 'Credible/viable/feasible for Crisp'. Also the secondary design requirements 'Suitable for all ages' and 'Has the opportunity to expand' are met. However, there are still 3 of the primary design principles which are not yet met. Namely, 'Convincing/credible for customers', 'Catchy & fun' and 'Stimulate customers to talk about it'. Therefore, these need to be taken into account when designing the (final) concept in the next stage.

Cosen Design & Testing

Crisp curiosity's

Facts and inphographics to nudge consumers into feeling more positive about the environmental impact by providing them with the right information (transparency)

Providing information can be done in many different ways. Therefore, two more in-depth ideas have been developed for the concept 'Crisp curiosity's' where knowledge transfer and educational purposes are key. These also have been created with the design requirements which are still to be met.

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The Crisp box QR code

A QR code on the Crisp delivery box which leads the customer to a page with some information about Crisp Sustainability. In this case, the information would be about the delivery and short supply chain of Crisp, since that requires attention and the ambivalent feeling of customers towards delivery should be reduced.

Figure 49: Crisp curiosity's, on a Crisp box with QR code

A monthly calender with Crisp facts

Just like an advent calendar, this calendar allows you to see what's new every month by providing a new fact about Crisp, accompanied by a matching gift. This could provide Crisp with a way of relaying different informative aspects about Crisp over a longer period of time. As the research in this thesis shows a greater need for information on the supply chain, this could be a monthly theme in the calendar, making it visible for customers throughout the entire month.
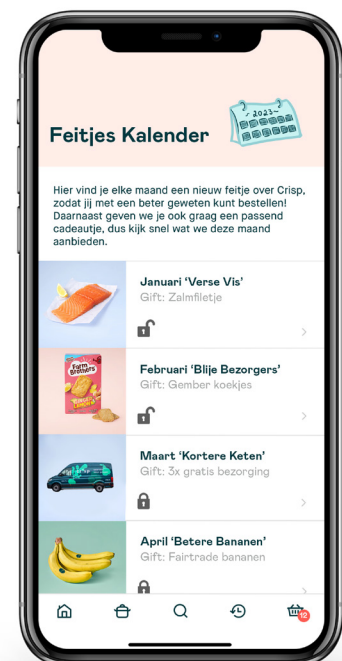

Figure 50: Crisp curiosity's, as a calendar in the Crisp app

6.2 The 'Feitjes Kalender'

Introduction to the concept

The Feitjes Kalender is an add-on to the existing Crisp application. The aim for this concept is to inform Crisp (regular) customers of the good aspects and qualities which the service of Crisp entails in a playful yet convincing & credible manner. Not only do customers get to know more about Crisp and the USP's (Unique Selling Points) in regards to sustainability and wellbeing, they also receive a suitable gift to enhance the message.

The Feitjes Kalender is a calendar with a different relevant topic for every month of the year, specifically sustainability and wellbeing topics related to (the service of) Crisp. These topics are chosen strategically, using data to pinpoint what might need an extra "boost" in the mind of the consumer.

Figure 51: The engaging monthly visual, in this case on the 'Kortere Keten' (own image)

Derived from research data conducted for this thesis, the most relevant & pressing topic to educate the Flemish regular consumer on has proven to be 'Crisps' short supply chain'. As research showed consumers being misinformed about the implications of their groceries being delivered to the doorstep, and thus resulting in a guilty/ambivalent feeling, this topic is top of the list to be covered in the Feitjes Kalender concept. This is why 'The Korte Keten' is the theme of the most recent month in the Feitjes Kalender.

Different components of the concept

The Feitjes Kalender has three fundamental components, which together form the building blocks of the concept (see next page, Figure 52).

An engaging visual

This visual (see Figure 51) has as purpose to grab the attention of the customer, with somewhat provocative or surprising content in regards to their beliefs. In other words, it triggers interest and curoisity amongst them to find out what the message is behind the visual.

As the focus of this specific project lies on educating customers on the short supply of Crisp, this month's visual has the goal to remove misconceptions and deduct the ambivalence of customers towards delivery. Therefore, a visual was created using a bold statement:

> "Doing your weekly groceries at Crisp for a year, equals walking to a regular supermarket only 9 times for your weekly groceries"

This statement is based on the difference in length of supply chain between Crisp and regular supermarkets (see Figure 10, p.21), where Crisp has an average supply chain length of 19h and regular supermarkets 106h. Instead of displaying the information regarding the time differences in the image, a bold statement is implemented which is built based on this information, to enhance the engagement of the customer (Heath & Heath, 2007).

An educative animation

The second component is a short animation (+- 20 sec), which has the purpose to elaborate on and explain more about the content of the engaging visual. This is done in the way of an animation, since this makes it accessible to all ages, also creating an opportunity to encourage parents to show it to their children. This could be a first step for customers (the parents) in becoming a Crisp ambassador.

The reward

The final component of the concept is the part in which customers receive a "reward" for their attention and time spent on the visual and animation. Receiving a reward has proven to have a lasting positive effect on the ability of individuals to retain a variety of new information (University of Genève, 2020). Therefore, the gift is a way to enable customers to better remember the face/piece of information they just read.

In addition to the visual, the animation and the gift unlocking, text is also provided in which information is given in regards to that months' fact.

Next, the concept will be explained by walking through the screens as seen on the previous page. During the explanation of the concept it will be stated in brackets what was already part of the current Crisp application (current) and what was not (added).

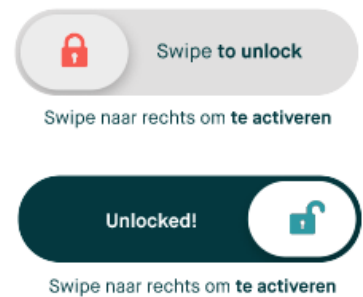**Engaging visual**   **Educative animation**   **Reward**

Figure 52: The three components, an engaging monthly visual, an educative video and the reward (own image)
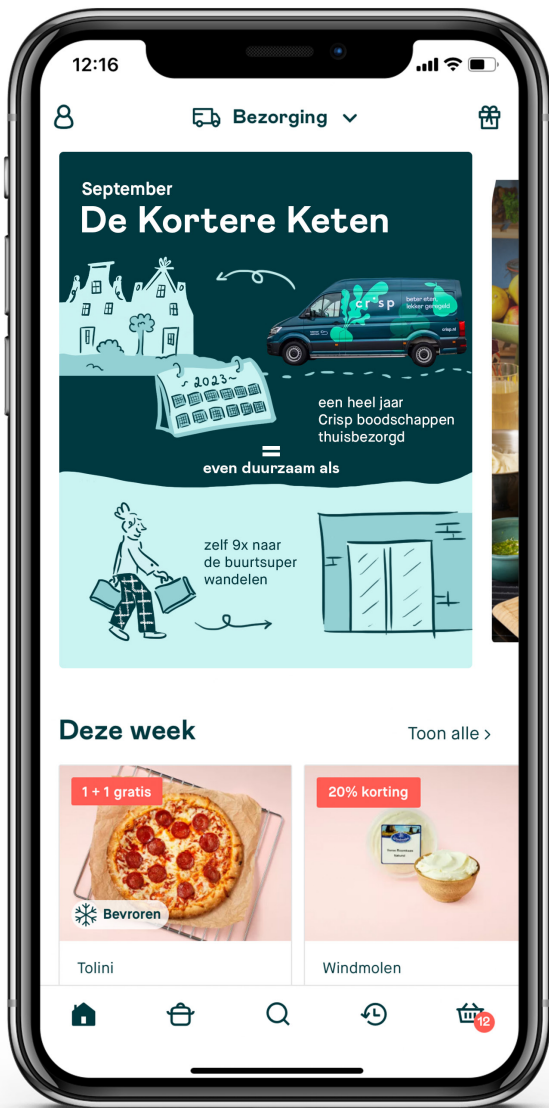
Figure 53: Crisp caroussel with the visual of the Feitjes Kalender

1.

The first thing you see when opening the Crisp app is this landing page, where there are 4-5 enlarged images which can be scrolled through by swiping: this is called the 'Carousel' (current). The first image shows the month & corresponding theme of the Feitjes Kalender (added). This month's theme is 'Korte Keten' and a bold comparison is shown on the image. It states that a whole year of Crisp deliveries is equally durable as walking to your neighbouring supermarket 9 times. The purpose of this image in the carousel is to get the attention of the viewer and leave them both puzzled and curious. Curious enough, so they will want to know more and click on the image.

2.

After clicking on the carousel image, the user arrives at the more detailed information page of this relevant month of the Feitjes Kalender (added). This holds a short text explaining that month's topic, after which the user is able to watch a short animated video to explain it in an easier & fun way (also possible to show children).

Figure 54: The Feitjes Kalender monthly page, De Korte Keten pt.1

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3.

Scrolling down, past the video, a summarising and reassuring text emphasises one last time the message of this month. Below the text, the matching gift of the month is presented (each month it's different). After watching the video the slider becomes available and the user can redeem the gift by swiping it to the right. In this case, it's a gift of ordering three times without any delivery cost, to stimulate users to put the information they just learned about straight to use by doing 'the right thing' and ordering from Crisp.

Figure 55: The Feitjes Kalender monthly page, De Korte Keten pt.2

4.

It's also possible to reach the calendar via a different way than the landing page carousel. This can be done by clicking on the profile icon in the top left (current, see screen 1). By doing this, you see a bunch of different options to choose from (current), with the Feitjes Kalender at the bottom (added).
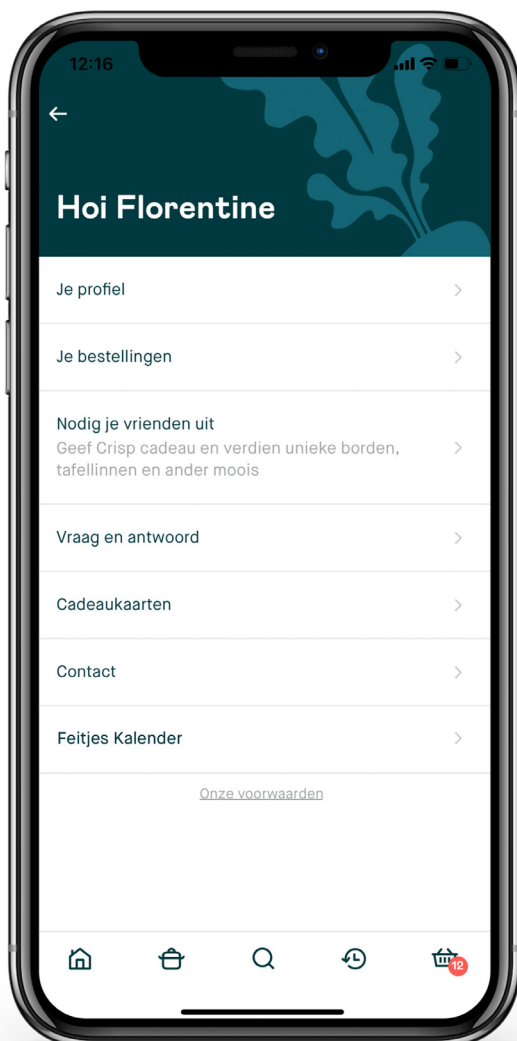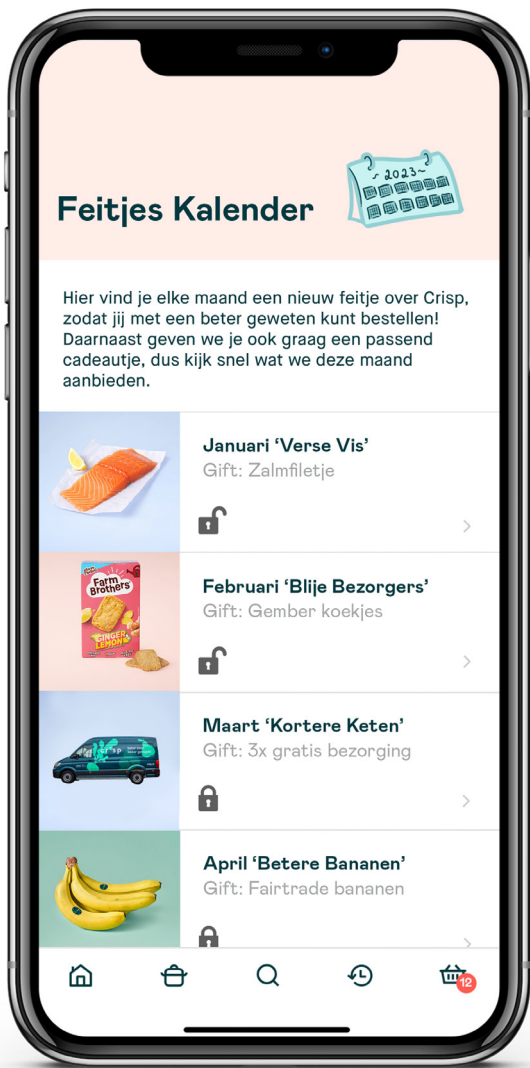

Figure 56: Crisp profile page, with the Feitjes Kalender implemented

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Feitjes Kalender

Hier vind je elke maand een nieuw feitje over Crisp, zodat jij met een beter geweten kunt bestellen! Daarnaast geven we je ook graag een passend cadeautje, dus kijk snel wat we deze maand aanbieden.

Januari 'Verse Vis'
Gift: Zalmfiletje

Februari 'Blije Bezorgers'
Gift: Gember koekjes

Maart 'Kortere Keten'
Gift: 3x gratis bezorging

April 'Betere Bananen'
Gift: Fairtrade bananen

Figure 57: Overview of the months on the Crisp Feitjes Kalender

5.

By clicking on 'Feitjes Kalender' in the profile page, the user can go straight to the actual calendar to get an overview of all the past and coming months. The months with an 'unlocked' icon indicate that the page has been read and the gift has been redeemed. The 'locked' months mean that they are either not yet available (wrong month), or that the user has not yet opened this month's page of the Feitjes Kalender and/or redeemed their gift.

Crisp is not just gifting people anything; they are gifting them a story with something they can immediately experience. This goes back to one of the trends found in section 2.3 'Context':

More than just talk needed to convince consumers of sustainability (Segel & Hatami, 2022).

This concept addresses this issue by not only giving them information (in the form of a visual, text and video), it also let's customers 'experience it for themselves' with the reward they can claim.

TUDelft x cr˙sp

6.3 Clickstream analysis

Purpose of the user test

To see if the concept is clear for users in regards to both the clickstream of the prototype and the concept itself, a user test was conducted with 3 participants. Based on the results from this test, possible adaptations to the concept can be made, using the results to validate design choices.

The goal of this test is to analyse:

1.   If the users understand what the Feitjes Kalender is

a)   do they realise that it is a monthly calendar, which they can revisit?
b)   are the three parts of the concept (image, video and gift) clear?

2.   The user interaction with the concept

c)   do the users follow the "correct" navigation path, in order to get to the concept?
d)   is everything clear in regards to buttons, icons and other clickable objects?

3.   User engagement with the concept

e)   how do the users react to the addition of the Feitjes Kalender in the Crisp app?
f)   do they feel the information/fact provided is credible?

Participants

The participants were selected by convenience sampling, so unfortunately they were not regular Crisp customers. This would have been beneficial, since the concept was designed for this group. However, the results of the user test with these participants will still indicate possible problems/pain points with the concept which will be useful.

-   Female (61) no experience with Crisp app
-   Male (66) little experience with Crisp app
-   Male (28) experience with Crisp app

Method

A prototype of the concept was made in Figma, to imitate what the Feitjes kalender would look like and how it would work in the Crisp application. This prototype was given to each of the participants individually, with no prior information given on what they were going to encounter. They were asked to just explore the app a bit, until they landed on the page of the concept, the Feitjes kalender. Then they were asked to stay there and explore the concept. All the time, whilst performing the "Think-Aloud Protocol", which involves asking participants to think aloud as they are performing a set of specified tasks. Participants are asked to say whatever comes into their mind as they complete the task, which could include what they are looking at, thinking, doing, and feeling. These thoughts were all documented during the tests.

Results & discussion

Even though the participants were not exactly the correct target group, they still provided useful information on the layout and clarity of the concept in the app. The following insights were composed:

All of the users understood the purpose of the concept, "a monthly fact-piece of information-video accompanied by a reward."

The interaction with the concept was different for all three users, where #1 especially had trouble "finding the feitje". It was not immediately clear that the feitje was displayed in the visual, she was drawn more towards the text straight away. This could indicate that the visual is perhaps not clear enough, or inviting enough to engage with. #2 and #3 mentioned that they missed an option to get an overview of the whole calendar, from the page of a specific month.

The overall reaction to the concept was good, they felt the information was beneficial to know in order to get a better perception on the service of Crisp. However, #2 was initially not convinced after reading the feitje. "I don't understand what's on the visual, it's not possible that delivery would be better than going by foot". His initial reaction would've been "this is some form of greenwashing, I don't believe it" and to close the app. However, since he is not a Crisp customer and does not experience any loyalty (see figure XX, p.31) he has no relationship with the brand Crisp. Therefore, this reaction can actually be seen as a positive result, since the goal of triggering has been reached. The only adjustment is that the feelings to quit reading, should turn into a feeling of curiosity to continue reading.

Another interesting insight was mentioned by both #1 and #3. They both questioned what would happen once a month passes, "will the feitje not be relevant or accessible anymore?" and "what happens when I am new and haven't seen the feitje about the shorter chain for instance"?

6.4 Adaptations

As only three user tests were conducted, not all insights proved relevant or substantial enough to encourage making design adaptations. However, some insights were very useful and have lead to adaptations in the final concept. Here are some of the adaptations which have been made, based on results from the clicksteam-analysis.

A few adaptations have been made to the 'engaging visual', since it proved not to be engaging enough for al participants. This has been done by removing the calendar (to not mistake this calendar with a refrence to the Feitjes kalender), enlarging the text and giving the text a more prominent place in the eye sight.

A few participants mentioned that they felt an absence of a button to directly get an overview of the whole calendar, so therefore, a button has been added on each monthly page at the bottom.
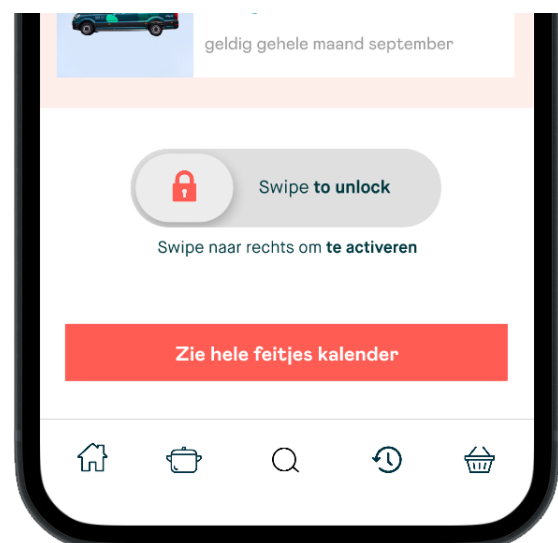In addition, an overview of the calendar is also still available via ones personal account page.

Figure 59: Added button, to return to the monthly overview of the Feitjes Kalender

TUDelft x cr˙sp

The gift unlocking has been made more user friendly by turning green and 'unlocked' when the user has unlocked the reward. Also, to finalise the concept engagement after unlocking the reward, an extra page is added to indicate where they can find the reward. This will also serve as extra stimulation to go to the shopping cart (where the reward can be found) and perhaps place an order.
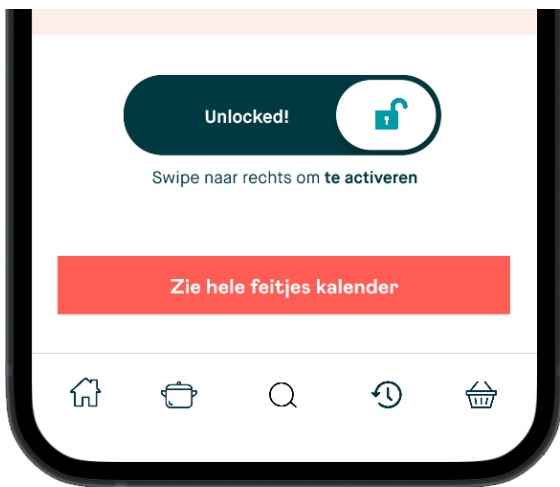

Figure 60: Adjusted 'unlock-button', more user friendly

Figure 61: Added page after unlocking the monthly reward

In addition to these adaptations, as a result of the user test in the previous section '6.3 Clicktream analysis', the concept was shown to the Creative Strategy Director of Crisp, after which he also had a few suggestions for adaptations.

1. The concept needs to show the reader immediately why ordering at Crisp is better (than another supermarket). The reader needs to know that they will be told 'reasons why', and that they are getting some kind of 'promise' from Crisp. This will make them more susceptible for the information that will follow.

2. Important to tell the reader to start with how many reasons (feitjes) they can expect to get. They need to know they are getting an X amount of facts, telling them why ordering at Crisp is better than any other supermarket.

3. The build-up of the text can be more gripping and more of a statement, such as; "Waarom onze bezorging duurzamer is dan lopen naar de supermarkt om de hoek" (translation: "Why our delivery is more sustainable than walking to the supermarket around the corner").

6.5 Final concept presentation: De Feitjes Kalender

The final concept including its adaptations has been developed in Figma and can be used/tested to experience the Feitjes Kalender as a customer in the Crisp app.

Scan the QR code to open the prototype.
Enjoy trying it!

TUDelft x cr·sp

Dus nogmaals: jij bent gewoon harstikke goed bezig als jij de wekelijkse boodschappen bij Crisp besteld! Dus ga voor smaak, gemak èn een goed geweten. Om je op weg te helpen, geven we jou deze maand graag 3x gratis bezorging cadeau bij bestellingen vanaf **€50** (ipv €75)!

Presentje: gratis bezorgen v.a. €50
3x te gebruiken

geldig gehele maand september

Swipe **to unlock**

Swipe naar rechts om **te activeren**

Zie hele feitjes kalender

Hoppa,
lekker bezig!

Het presentje staat in
je mandje klaar!

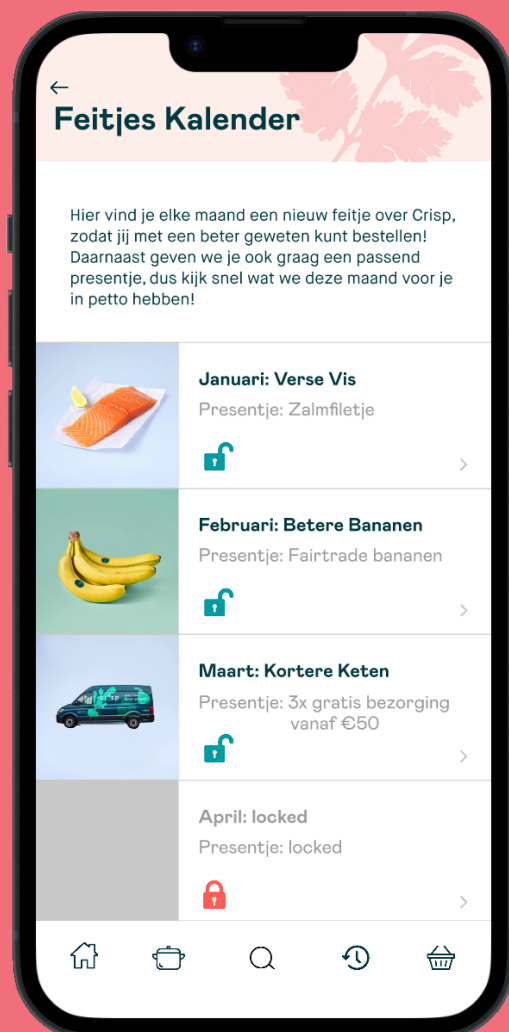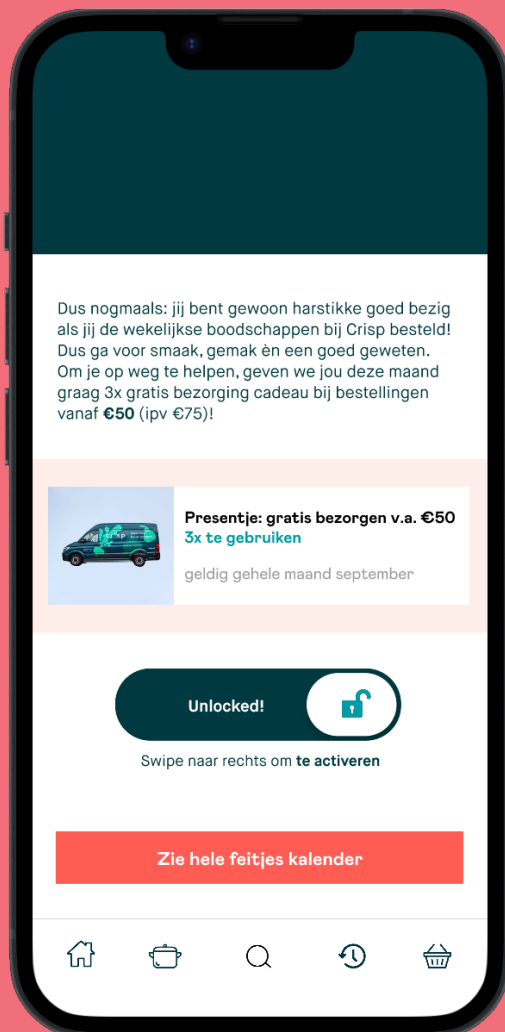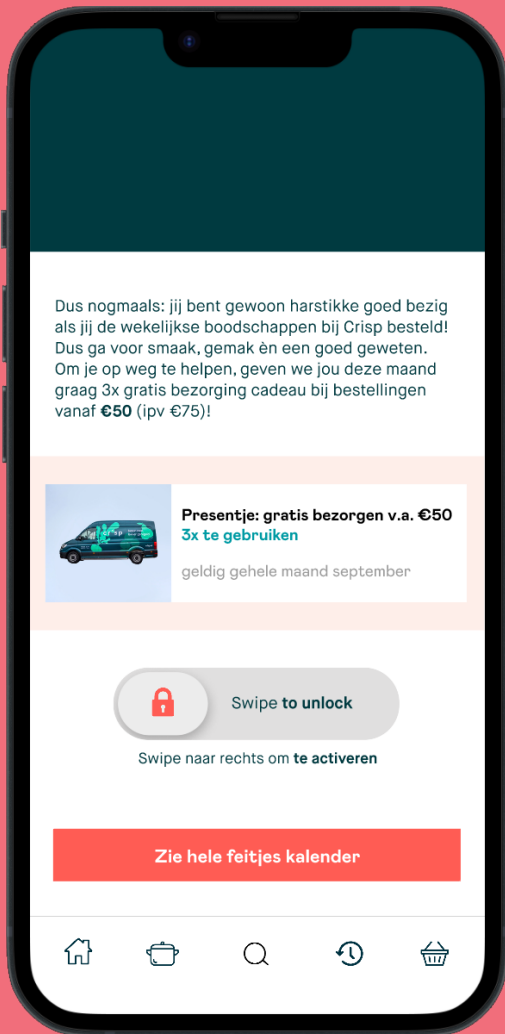Dus nogmaals: jij bent gewoon harstikke goed bezig als jij de wekelijkse boodschappen bij Crisp besteld! Dus ga voor smaak, gemak èn een goed geweten. Om je op weg te helpen, geven we jou deze maand graag 3x gratis bezorging cadeau bij bestellingen vanaf **€50** (ipv €75)!

Presentje: gratis bezorgen v.a. €50
3x te gebruiken

geldig gehele maand september

Unlocked!

Swipe naar rechts om **te activeren**

Zie hele feitjes kalender

Feitjes Kalender

Hier vind je elke maand een nieuw feitje over Crisp, zodat jij met een beter geweten kunt bestellen! Daarnaast geven we je ook graag een passend presentje, dus kijk snel wat we deze maand voor je in petto hebben!

Januari: Verse Vis
Presentje: Zalmfiletje

Februari: Betere Bananen
Presentje: Fairtrade bananen

Maart: Kortere Keten
Presentje: 3x gratis bezorging vanaf €50

April: locked
Presentje: locked

TUDelft x cr·sp

For the Feitjes Kalender to become reality, an implementation plan should be written and followed. This will be done in the following section. A strategic vision is designed, which will serve as the guiding line through the implementation of the concept in three different horizons, namely, short, middle and long(er). The short horizon serves as a purpose to clear the feeling of ambivalence among customers and in the third, long(er), horizon the customers are nudged into acting like an ambassador.

Implementation

07

7.1 Roadmap future vision

Currently, the focus is mainly on two out of the three pillars of the marketing strategy Everyday, namely, 'Taste' and 'Convenience'. However, based on the research conducted for this thesis (the qualitative data, most the Flemish Crisp customers are already aware of these topics related to Crisp. Therefore, the focus to spread awareness regarding the third pillar, conscience, amongst the customers has been a recommended vision throughout the project.

> "Crisp needs to focus more on communicating their third marketing strategy pillar, consciousness, to increase customer satisfaction and enhance absolute customer loyalty"

Short – medium – long(er) term

Regarding the implementation of the final concept, The Feitjes Kalender, a roadmap has been designed which displays three different points on the horizon, with each their own steps ready to implement. The vision, for Crisp to focus more on conveying information to their customers about the benefits of Crisp in regards to sustainability, serves as a guiding thread throughout the roadmap. This supplies Crisp with a guided approach to implement the Feitjes Kalender into their service.
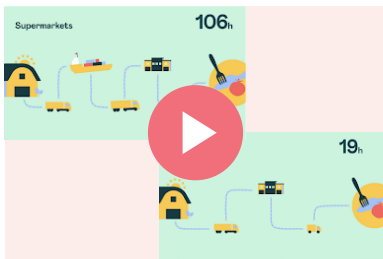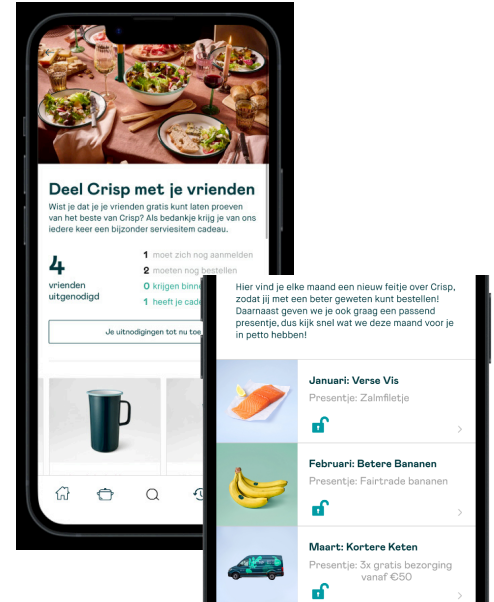
Short	Medium	Long(er)

Informative and reducing ambivalence...

... becomes wanting to share!

Ambivalent

to

Ambassador

The engaging visual and animated video are developed first, so these can be used straight away on some of the different marketing channels. The image and video are both implemented into the app, in a similar way to the final Feitjes Kalender, but without the gift and calendar around is. The goal of distributing these visuals is purely to enhance awareness on this topic, educate customers about the benefits of the short(er) supply chain and to remove any misconceptions regarding this topic. They will be distributed throughout the Crisp social media.

The concept of the Feitjes Kalender will be integrated into the Crisp application. This will enable the research team of Crisp to pass on what topics may need an extra boost/explenation that month, based on their research data.

the feitjes kalender will broaden it's purpose from making the customers themself feel better and less ambivalent towards certain (sustainability) issues, to making them want to share this with others: become brand ambassadors. This will be done by connecting the existing feature in the app 'Invite a Friend' to the Feitjes kalender. Customers can then invite a friend to use Crisp, by sharing an invitation via one of the months in the Feitjes kalender. This will give them an opportunity to straightaway show their friends/family why they use Crisp, by choosing the feitje and reward which they feel most exited and proud about.

TUDelft x cr·sp

7.2 Implementation plan

Implementation of the first horizon

The first horizon includes the implementation of the visual and video into the different marketing channels of Crisp (see section 2.1 'Company' for the different marketing channels of Crisp). The visual will be promoted on billboards in busy locations and busstops. It will also be shown on the social media of Crisp, Instagram, with some additional text to explain the content of the visual (see Figure 62). And lastly, in will be presented in the caroussel in the Crisp application. The video will be posted among the other video content on Instagram and can also be shared in a customer mailing.

In this horizon it is also smart to conduct an A/B test with the content. An A/B test is a method used in marketing to compare two different situations against each other and analyse what the different effects are (Gallo, 2017). In this case it would mean that a small test group of (regular) Crisp customers would receive a mailing with the video and/or the visual in the carrousel of their application and that the rest of the regular customers (control group) would not receive this. After a predetermined period, a survey can be held amongst both these groups to see what, if any, the effect is of the visual and content video.
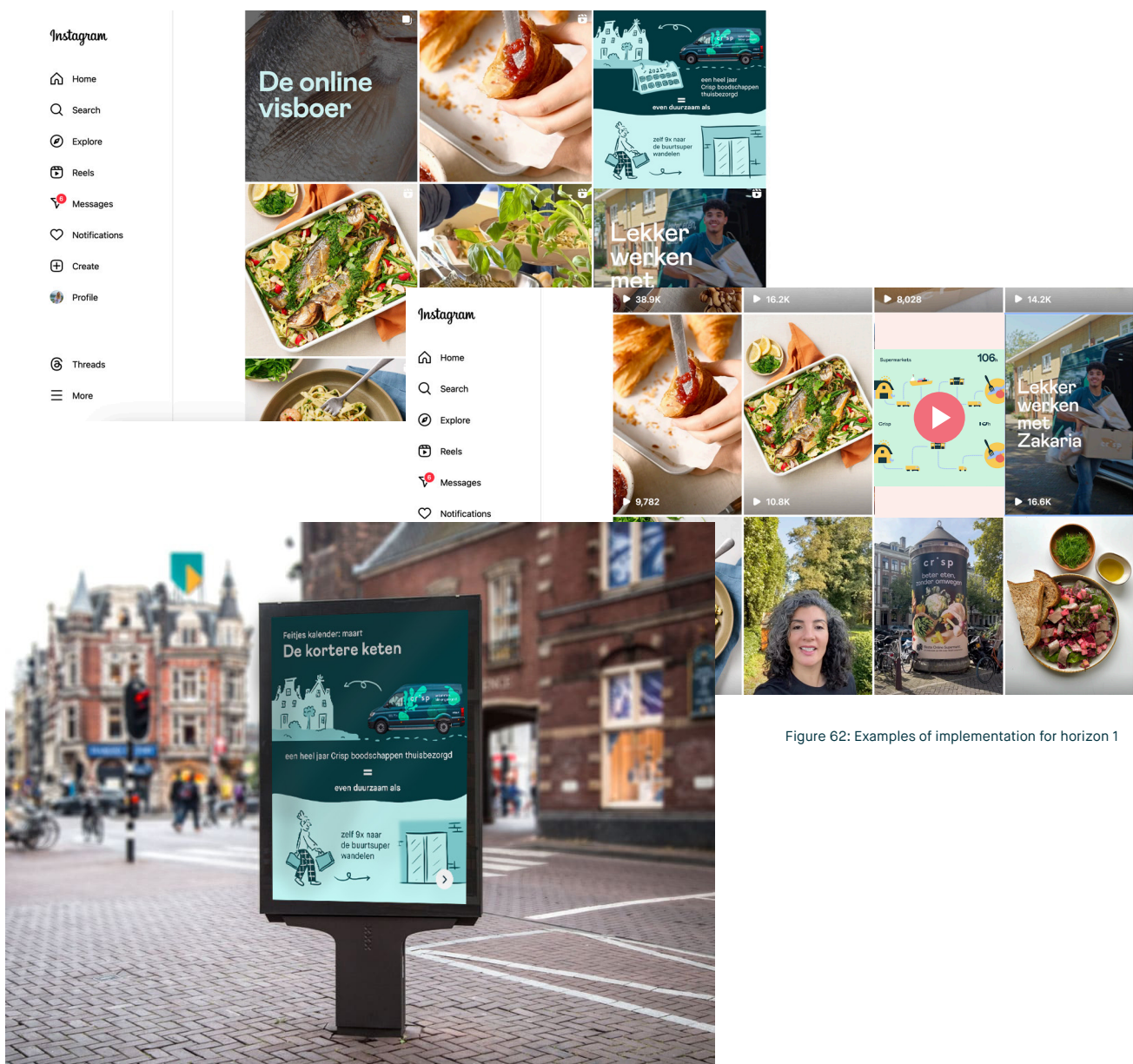

Figure 62: Examples of implementation for horizon 1

TUDelft x cr·sp

Implementation of the second horizon

The second horizon includes the feature implementation of the Feitjes Kalender into the existing Crisp app. This can be done by adding an extra section in the profile of the customer and giving the Feitjes Kalender a seperate page (see Figure 63).
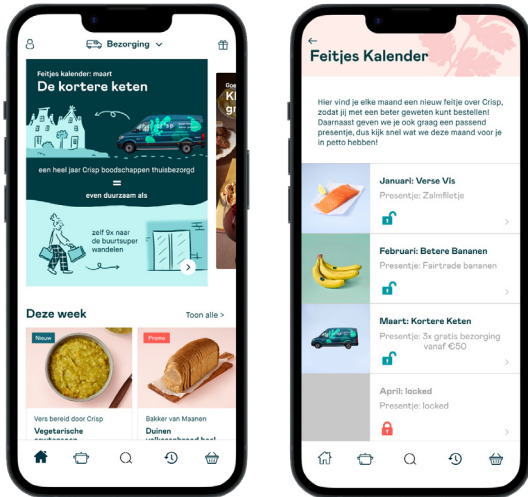
Like in the previous horizon, in this horizon it is also smart to conduct an A/B test with the newly implemented Feitjes Kalender in the application. A small test group of (regular) Crisp customers would be able to see the concept Feitjes Kalender in their application and that the rest of the regular customers (control group) would not be able to see it. After a predetermined period, a research (interviews/a survey) can be held amongst both these groups to see what, if any, the effect is of the Feitjes Kalender and use the insights to adjust the concept where needed.

Figure 63: Feitjes Kalender implementation for horizon 2

Implementation of the third horizon

The third and final horizon revolves around the transition of the customer's ambivalence into a feeling of ambassador by combining the Feitjes Kalender with the 'Invite a friend' feature in the Crisp application. This will not require much additional work to implement, the only thing which needs to be done is changing the ability to choose a product to share with a friend (current situation) into the ability to share a 'feitje', combined with a product, with a friend (see Figure 64).

For this horizon, A/B testing won't be desired, as the purpose of this concept is to be shared with as many people as possible. But what would be relevant is to compare the data linked to amount of customers using 'Invite a friend' before implementation of this concept, to after implementing this concept. Any significant difference (or not) could show the performance success.
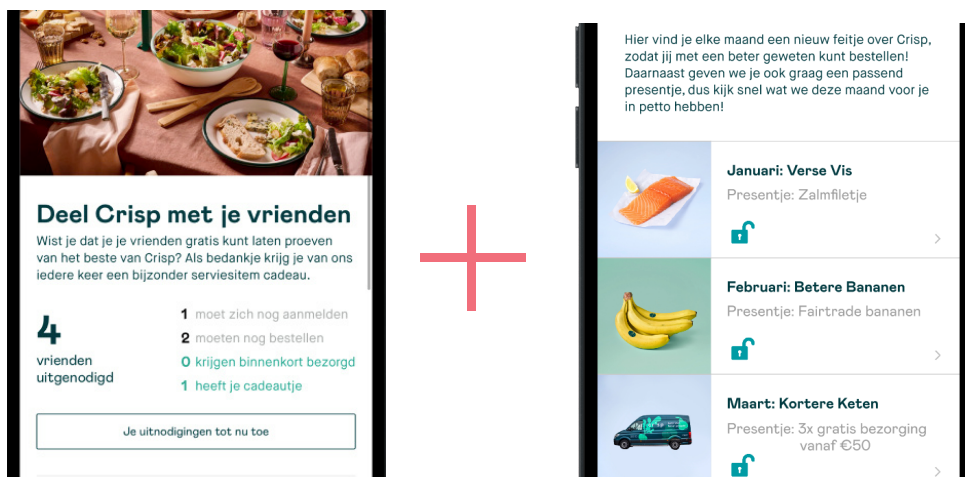
Figure 64: Feitjes Kalender implementation for horizon 3

TUDelft x cr·sp

The following section will be the final part of the project. The conclusion serves as the wrap-up, where the important findings will be presented once again, in relation to the designed concept the 'Feitjes Kalender'. Furthermore, a critical look is taken to the project, to see what could have improved results or design outcomes. And finally, some recommendations are made for possible adjacent research and testing to be done in the future.

Conclusions

08

8.1 Conclusion

As the industry of e-grocery shopping is rapidly growing, it is also getting more competitive. This is why customer loyalty is an important topic to focus on for e-grocery companies, and thus, for Crisp. The research conducted during this project has managed to give a better insight into the reasons for Crisp customers to exhibit latent loyalty, rather than absolute loyalty. After extensive interviews with customers, three important barriers were formulated, namely, 'taste & size', 'convenience' and 'conscience'. The latter was pursued in the remainder of this project, with the main objective to remove any misconceptions and ambivalence which customers have/experience, regarding the delivery of groceries to the doorstep. This was done through provision of information related to the short(er) supply chain of Crisp, and clarifying what the benefits of having shorter connections with the suppliers are. This shows customers that they no longer have to feel conflicted related to the delivery of groceries, because they will know about the entire supply chain and not just the 'last mile'.

Therefore, the Feitjes Kalender was created, a concept that focusses on providing customers with enough information to clear the misconceptions on the delivery, in a fun and catchy way. This is done in the form of a monthly calendar, where customers get information about, in this case, the benefits of the Crisp delivery (short supply chain).

The information is given in the form of an engaging visual and an educative video. To let them experience the given topic for themselves, they receive a reward that is relevant to, in this case, the short supply chain (e.g. free delivery).

Furthermore, the Feitjes Kalender has the ability to also address other misconceptions or topics that consumers have ambivalent feelings about. Every month a new topic is chosen, based on customer data from research conducted in-house. This topic can clear misconceptions and stimulate customers to become more loyal. This will help Crisp to increase their segment of (absolute) loyal customers, and thus, help them to grow even more.

In conclusion, the Feitjes Kalender is one of the steps which could help Crisp to nudge latent loyal customers into becoming absolute loyal customers. Providing the customer with clear & credible information on the benefits of Crisp's short supply chain and also let them experience it for themselves, will take away their ambivalent feelings and replace them with the motivation to be an ambassador.

> "Flemish customers currently exhibiting latent loyalty behavior towards Crisp, due to a feeling of ambivalence regarding the environmental impact of grocery delivery, will become absolute loyal customers,
> when clarifying the benefits of the short supply chain, transforming them into ambassadors"

Figure 65: The problem statement "solved" in this project

TUDelft x cr·sp

8.2 Discussion

This project has managed to propose a concept which could stimulate ambivalent customers into becoming ambassadors, but in the following section a critical reflection will show possible limitations related to the current project & outcome, and will also give recommendations for possible future adaptions or use.

Limitations

The data from the quantative validation research is not as representative as would have been desired. This is due to the fact that there were significantly less people who agreed to feeling not sustainable when having groceries delivered by Crisp than people who did feel sustainable. Therefore, the comparison between the two groups is less accurate, as ideally there would have been two groups with the same 'n'. Also, during the design phase it would've been valuable to have done a co-creation session with actual Crisp customers, who have an ambivalent feeling towards grocery delivery. Having customers give their imput, would make the validation of the concept significantly higher. And finally, there was not enough time in this project to test the concept on actual Crisp customers and receive their feedback & thoughts on the concept. Instead, the user test with the concept was done with two non-Crisp users, which lead to a lot of the feedback being related to the lack of familiarity with the Crisp app in general. This resulted in less useful feedback, than feedback from Crisp customers (with latent loyalty).

Recommendations

As mentioned in the previous section, it would be very beneficial to perform a user test with the designed prototype (in Figma) with Crisp customers. This would provide Crisp with feedback on what to improve or change, before spending the time on implementing the Feitjes Kalender into their application. In addition, the video will be an important part of conveying information to customers, so this should also be developed & tested soon.

In addition, performing more (frequent) research on customer loyalty, within the own defined customer segments of Crisp, will be very beneficial to do. As aquiring new customers is much more costly than retaining current customers, this could save money and leave more money for initiatives like a Feitjes Kalender.

Furthermore, The distinctive cultural differences between Belgium and the Netherlands, such as the delivery shame, are important to know for Crisp, as this shows that BE and NL customers might require a different approach or strategy. The earlier you know about these differences, the easier it becomes to act upon it. Therefore, a final recommendation would be; if Crisp was to expand to another country, a thourough cultural analysis should be done of the consumers in that country. Not just on food preferences, but also on their views of delivery, their enviromental concern etc. This will enable Crisp to use this information in their development strategy & marketing communication.

TUDelft x cr·sp

A1. Interview guide

Introductie

Welkom, super leuk dat je als Crisp Meedenker wilt meewerken aan dit onderzoek!
Heb je al weleens eerder meegedaan aan zoiets?
Uitleg onderzoeksopzet, hoe lang het zal duren
Antwoorden zijn uiteraard anoniem, opname is om terug te kijken, dan verwijderd, akkoord?
Kort voorstellen: ik doe een onderzoek bij Crisp; geef vooral ongezouten mening
Nog overige vragen voordat we beginnen?   5'

Zoals je misschien wel door hebt gehad na het invullen van de survey en na onze communicatie, zal het komende uur boodschappen doen centraal staan.

Landschap van boodschappen doen in België

Voordat we ingaan op het boodschappen doen zelf, wil ik even kijken naar het 'landschap' van supermarkten en winkels in België. Er zijn namelijk online winkels en supermarkten, maar ook veel verschillende manieren om fysiek te winkelen, bij verschillende ketens.

Hoe kijk jij aan tegen dit 'landschap' van supermarkten en winkels in België?
Wat ervaar je?
Op welke manier beïnvloedt dit grote scala aan winkels (zowel online als offline) het doen van boodschappen voor jou?
Ingewikkelder, of maakt het 't juist gemakkelijker?
Waarom is dat?

Hoe navigeer jij in dit huidige landschap, als het neerkomt op boodschappen doen?
Hoe kies je waar je boodschappen doet?
Is dit altijd hetzelfde?
Waar ligt dit aan?
Je maakte gebruik van een mailkit, klopt dat? Kun je daar wat meer over uitleggen?
Waarom was je hiermee begonnen?
Wat vond je prettig eraan? Wat voegt het toe?

Zeg nu even dat je een nicht in Peru hebt met dezelfde voorkeuren in boodschappen als jij, en die verhuist naar België. Zij vraagt jou om advies voor het doen van boodschappen. Wat zou jij haar aanraden?
Waarom deze winkel(s)?
(optioneel) Wat maakt dat je meerdere winkels noemt, en niet een?
                                                                                                        15'

Klantbehoeften bij boodschappen doen

Nu zou ik graag iets meer in willen zoomen, waarbij we focussen op het boodschappen doen zelf. Je hebt aangegeven dat je naast Crisp vooral boodschappen doet bij Bioplanet, klopt dat? Neem even een gewone werkweek in gedachten, waarbij je twee tot drie keer p/w boodschappen doet.

Hoe is het om boodschappen te doen vandaag de dag in jouw situatie?
Wat vind jij belangrijk als het gaat om boodschappen (doen)?
Waarom juist deze zaken?
Wat zijn de grootste uitdagingen hierbij?

Maak de volgende zin af:
Als het gaat om boodschappen, vind ik het vervelend dat...
Je geeft aan dat je tegen een aantal dingen aanloopt, namelijk...
Hoe zou je dit graag anders willen zien?
Wat levert die verandering jou op? En waarom is dát belangrijk? / Wat zou de meerwaarde hiervan zijn?
                                                                                        20'   111

Customer journey van boodschappen doen (wheel of decision making)

Nu ga ik je even een afbeelding laten zien, die eigenlijk stappen weergeeft van een persoon, die gaan over het proces van boodschappen doen. Laat afbeelding 'wheel' zien. Dit kan zowel gaan over online of offline boodschappen.

Allereerst, mis jij voor je gevoel nog een stap als je dit zo ziet?
Zo ja, wat voor stap?
Als we kijken naar deze cyclus van boodschappen doen. In welke fase zit voor jou dan nu zo op het eerste gezicht de grootste uitdaging?
Waar zie je het meeste tegenop?
Waarom ervaar je dat?

Ik zou nu graag stapsgewijs hier met je doorheen willen lopen, waarna ik je wat vragen zal stellen. Deze vragen zal ik per fase stellen, dus zullen wellicht na de eerste paar bekend in de oren klinken. Maar toch zou ik het fijn vinden als je zo uitgebreid mogelijk kan blijven antwoorden.

Behoefte aan producten
Hoe ziet deze fase er meestal voor jou uit?
Wat voor uitdaging ervaar je in deze fase?
Is dat hetzelfde voor alle winkels waar je boodschappen doet, of verschilt dit?
Wat is voor jou echt belangrijk in deze fase, wat zie je graag?
Wat kan jou helpen?

Beslissen waar je gaat winkelen
Hoe ziet deze fase er meestal voor jou uit?
Wat voor uitdaging ervaar je in deze fase?
Is dat hetzelfde voor alle winkels waar je boodschappen doet, of verschilt dit?
Wat is voor jou echt belangrijk in deze fase, wat zie je graag?
Wat kan jou helpen?

Kiezen van producten in de winkel
Wat voor vereisten heb je bij het kopen van producten online/offline?
Wat vind je belangrijk bij het kopen van bepaalde producten?
Hoe is dat om bij Crisp te doen vs. in een fysieke winkel?
Wat is anders? Waardoor komt dit?
Hoe ziet deze fase er meestal voor jou uit?
Wat voor uitdaging ervaar je in deze fase?
Is dat hetzelfde voor alle winkels waar je boodschappen doet, of verschilt dit?
Wat is voor jou echt belangrijk in deze fase, wat zie je graag?
Wat kan jou helpen?

Afrekenen van de producten
Hoe ziet deze fase er meestal voor jou uit?
Wat voor uitdaging ervaar je in deze fase?
Is dat hetzelfde voor alle winkels waar je boodschappen doet, of verschilt dit?
Wat is voor jou echt belangrijk in deze fase, wat zie je graag?
Wat kan jou helpen?

Gebruiken van de producten
Hoe ziet deze fase er meestal voor jou uit?
Wat voor uitdaging ervaar je in deze fase?
Is dat hetzelfde voor alle winkels waar je boodschappen doet, of verschilt dit?
Wat is voor jou echt belangrijk in deze fase, wat zie je graag?
Wat kan jou helpen?

35'

Boodschappen doen bij Crisp

We gaan het nu even specifiek hebben over boodschappen doen bij Crisp. Nogmaals, je kunt alles tegen me zeggen, er is geen goed of fout!

Hoe ben je bij Crisp gekomen/heb je Crisp voor het eerst uitgeprobeerd?
Stel dat we die nicht uit Peru ook in dit gesprek zouden hebben, ze is net verhuisd naar België. Hoe zou jij dan Crisp aan ze uitleggen?
Wat biedt Crisp jou op dit moment?
Hoe gebruik je Crisp nu?
Waarom op deze manier?
Wat is een reden voor jou om te bestellen bij Crisp?
Wat koop jij het liefst bij Crisp in de app?
Welke productcategorieën wel? Waarom?
Welke productcategorieën niet? Waarom?
Zou jij aan mij kunnen uitleggen hoe het eraan toe gaat als je boodschappen besteld bij Crisp?
Welke uitdagingen zijn er?
Hoe is het om producten te kiezen in de app?
In welk stadium kan Crisp het nog beter doen? Waarom?
In welke situatie is Crisp echt niet gunstig voor jou? Hoe komt dit?
Momenten waarop Crisp niet past in jouw routine?
Waarom wel/niet?

-Afbeelding erbij-
We zien hier de slogan 'Crisp, de online versmarkt voor elke dag'. Hoe denk jij daarover?
Zie je inderdaad voor je dat Crisp voor elke dag zou kunnen zijn?
Heeft Crisp alle producten in huis, zodat jij niet meer elders boodschappen zou hoeven doen?

50'

Crisp als een ideale provider van boodschappen

Als ik jou nu zou zeggen, dat alle alternatieven van boodschappen doen weg zouden vallen en je alleen nog maar bij Crisp zou kunnen bestellen. Wat gaat er dan in je om?
Wat zou er voor kunnen zorgen dat je je wel goed voelt over Crisp (voor de rest van je leven)?
Wat moet er veranderen/bijkomen?

Ik wil het zo goed mogelijk begrijpen (ik probeer zeker geen sales pitch te houden), hoe kunnen we voor elkaar krijgen dat je bij Crisp de basis van al jouw boodschappen haalt en aanvullingen bij andere supermarkten? Hoe kunnen we samen graven hierin? Kan je me hierin meenemen?
Uitdagen om samen te gaan graven in gewoonten: wat voor gewoonten spelen er nu een rol denk je, dat je niet (volledig) zou overstappen naar Crisp?
Wat zit er achter die onbewuste keuze om eerst naar de supermarkt te gaan en dan Crisp als aanvullend te gebruiken?
Wat zou je over de streep kunnen trekken om die andere supermarkten in te wisselen voor Crisp?

Als ik je nu een toverstokje zou kunnen geven, om alles wat je wilt aan te kunnen passen van Crisp. Wat zou je dan aanpassen? Waarom deze aanpassingen?

60'

TUDelft x cr˙sp

A2. Interview notes

Smaak

"Bij Crisp is dat vlees super vers, het is net marsepein. Zo zacht, je kunt het zo eten. Het verschil zit in de kwaliteit." - regular 2

" Maar ik heb wel die worsten eens besteld, die kwamen wel uit de vriezer en dat zou ik normaal nooit niet doen. Die waren eigenlijk best wel lekker." - regular 3

"Als je weet dat het lekker is ergens en je kent de kwaliteit (na een tijd), dan ga je eerder op het vertrouwde af, zodat je zeker bent dat je een lekker stukje vlees/vis krijgt." - regular 6

"Vooral verse producten en goede kwaliteit is het belangrijkste voor mij. Vers is bijvoorbeeld zeker voor groenten en fruit belangrijk." - regular 6

Gemak

"Dat mijn producten thuis worden gebracht, vind ik super. Dat is gemakkelijk, je hoeft niet naar buiten, je hoeft niet in de file te staan, je hoeft niet aan de kassa te staan, je ziet op een track&trace wanneer dat komt, dus wat wil je nog meer." - regular 2

"Daarom dat ik de laatste tijd meer voor Crisp kies, voor het comfort, dan hoef ik de deur niet meer uit, ik kan online bestellen. Maar voor mij weegt het gemak niet op tegen de kwaliteit van de goederen (kwaliteit staat bovenaan)." - regular 4

Milieubewustheid onder de consumenten

"Als je weet dat iets van een kleine producent komt, zit je met een korte keten, dat vind ik wel belangrijk" - regular 1

"Je kunt altijd zien waar het vandaan komt bij Crisp. Bijv de varkenshaas komt van een boer in NL en de varkens worden super goed behandeld. Dat kun je gewoon allemaal zien, dus dat is heel interessant." - regular 2

"Bijv. ik wil eieren van loslopende kippen, niet van kippen die op kot zitten. Vroeger gingen we naar Friesland, daar kochten we eieren bij een boer waar de kippen naar binnen en naar buiten konden lopen en je zag dat. Dat is van een heel andere kwaliteit en je zag dat. Dat vind ik wel belangrijk." - regular 2

"Ik let wel een beetje op waar producten vandaan komen, niet in het extreme, maar ik heb daar wel oog voor." - regular 5

"Bij ons is de Delhaize op wandelafstand, dus voor kleine inkopen gaan we te voet. Bewust dat je dan ook een paar stappen hebt gedaan, ipv voor 100 meter de auto nemen" - regular 6

"Ook de afkomst van producten speelt een rol. Bij Crisp staat dat aangeduid, bijv. dat het van een lokale boer is, dan heb je meer vertrouwen gekregen in het product. In tegenstelling tot wanneer het van een groot bedrijf is dat op winst uit is." - regular 6

"Ook dat er zo weinig mogelijk tijd tussen het telen/slachten van het dier en de winkel heeft." - regular 6

"Ik vind lokaal heel erg belangrijk, ik ga ook regelmatig naar de boer hier in de buurt. Tomaten importeren vind ik niet normaal, een korte keten is belangrijk. Bananen importeren is wel logisch." - regular 8

Vriezer producten

"Want ik haal weleens bij de beenhouwer een steak en als ik weet dat we die over een tijd pas gaan eten leg ik die in de vriezer en haal ik hem eruit de dag dat we gaan eten. Maar als ik eraan denk om in de Colruyt in de diepvriesafdeling te gaan kijken voor vlees, zou ik dat echt niet doen." - regular 3

"Vooral diepvries houdt me tegen. Al doen wij ook weleens dingen in de diepvries, maar dan weet ik dat het er niet een paar maanden in heeft gelegen. Want als wij een tijd lang hier iets in de vriezer hebben liggen, dan proeven we dat en vinden we niet zo lekker, zowel groenten als vlees niet. *ik leg uit hoe het zit met shock freeze bij Crisp ter info*. Dat maakt het wel al aantrekkelijker. Moest ik dat al zien staan ergens, dan zou ik het toch weleens proberen." - regular 3

Prijs online vs offline

"Voor mij is het ook altijd veel duurder om te gaan winkelen dan wanneer ik online koop. Ik koop online meer wat we gaan eten, wat we nodig hebben. Als ik naar de winkel ga denk ik daar niet over na en breng ik veel te veel mee." - regular 3

"Ik heb de indruk dat Crisp iets duurder is dan gemiddeld. Al moet ik wel zeggen, ik heb nog nooit een vergelijking gemaakt. Het is een indruk die ik heb, dat het duurder uitkomt." - regular 5

Verwachting + risico's van online bestellen

"Soms ben ik wel verrast met producten die ik online heb besteld, beide in de positieve en negatieve zin. Soms is het groter dan verwacht, of goed rijp, dat is fijn want je kunt het niet zien als je besteld. Maar soms ook niet goed, want bijv. de peterselie was een triest plantje wat ik rap in water moest zetten (dag later was dat dood). In de supermarkt krijg je een hele plastic pot. Ik wist niet dat het zo werd geleverd (zonder potje+aarde), anders had ik het nooit gekocht" - regular 1

"Bij Crisp bestelde ik weleens witlof en dan waren het grote & kleine stukken. Voor mij is het belangrijk als ik kook, dat wat ik koop even grote stukken zijn."- regular 2

"Bij Crisp moet je kijken naar het gewicht en daarmee gaan rekenen, oei zoveel gewicht. Bij Delhaize zie je gewoon 'ah zo'n stuk vis is het, daar pak ik er 2 van'. Dus dat is de reden dat het in de winkel fijner is dan bij Crisp, dan zie je de grootte en kun je vergelijken met wat je normaal eet."- regular 2

"Ik ken ook vaak niet de producten en dan denk ik; gaan ze (de familie) het lekker vinden? Je ziet de producten niet die je gaat krijgen. In de supermarkt zie je wat er wel/niet lekker uitziet.
Aan de andere kant kan je wel goed producten leren kennen, vooral veggie producten. Ga ik in de winkel niet eens naar kijken, maar daar denk ik "kom, laat ik dat eens proberen". - regular 3

"Voordeel van in de winkel; je kunt de producten zien (kijken waar je zin in hebt), je kunt beter inschatten van hoeveelheid wat je nodig hebt." - regular 3

"Runderworsten ken ik niet en die zou ik dan niet zo snel kiezen. Als ik het in een winkel zou zien liggen zou ik dan misschien wel denken 'dat ziet er goed uit' en het proberen, maar online minder."- regular 3

"Wat ik een nadeel vind aan Crisp, waar ik de kwaliteit niet van (blind) vertrouw, is vers vlees/vis. Dat durf ik nog niet. Ik wil het zien, zien hoe vers het is. Ik koop het ook niet in de supermarkt. Ik ga bij een zelfstandige slager, die enkel en alleen vlees verkoopt." - regular 4

"Wat ik ook een nadeel vind bij Crisp is, is grootte ten opzichte van prijs die ik heb betaald. Ik heb weleens kazen besteld en die vielen tegen voor hoe duur het was. Het klopte wel met het gewicht, maar ik kon niet goed inschatten hoeveel dat was. Als ik dat in de winkel zo had gezien, had ik dat niet snel gekocht. [...] En bij groente en fruit heb ik dat veel minder, een appel is een appel en een banaan in een banaan." - regular 4

"Bij verse producten is kiezen een grotere factor. Welk brood ligt er nog? Wat lijkt mij oke? Zelfde met vlees, vergelijken wat er is, kan ik het vervangen door iets anders als het er niet is?" - regular 5

"Als ik in de app zie staan 'plantaardige kipschnitzel' wat ik niet ken, dan denk ik 'kan slecht zijn of goed zijn' Voor sommige dingen maakt het niet uit als je het koopt en het valt een beetje tegen, maar als het 't hoofdbestanddeel is van je maaltijd is dat een beetje sneu. Dus dan ga ik wat dat betreft minder snel een risico nemen door iets te bestellen als ik niet weet of het gaat mee- of tegenvallen." - regular 5

"Iets zien geeft altijd meer dan iets op foto zien. Het is ook als er een foto is van een pak chocola, dan krijg je dat product. Maar bij verse producten is dat anders, je krijgt nooit 100% het product op de foto. Je krijgt altijd een versie van dat product." - regular 5

"Bij online kopen zit dat er bij mij toch wel een beetje in van 'pas op'. Ik denk dat ik een ingebouwde voorzichtigheid heb." - regular 5

"Een reden om naar een (gewone) fysieke supermarkt te gaan is om zelf producten zien, kwaliteit is zichtbaar, netjes, voldoet aan eisen van de klant." - regular 8

Gedrag/routines

"Ik heb specifieke winkels waar ik specifieke producten koop."- regular 2

"Ik heb geen vast schema van naar winkels gaan per week." - regular 3

"Routine is voor 70% hetzelfde en varieert alleen als ik bijv in een reclamefolder iets bij een andere winkel zie (bijv. Aldi) dan ga ik daarheen en koop ik ook gelijk andere boodschappen." - regular 4

"Zou makkelijker zijn als ik me gewoon bij 1 winkel zou houden waar ik alles kan vinden." - regular 4

"Ik wil geen vlees meer kopen in de supermarkt, want ik vind de kwaliteit daarvan echt niet oké. Je merkt dat verschil heel goed als je dat bakt of je het bij de slager koopt of in de supermarkt. Ik heb dat daarom nog niet bij Crisp gekocht en ik denk ook niet dat ik dat snel zou doen. Mijn vertrouwen is niet heel groot in hoe zuiver die business is, al is dat onterecht misschien." - regular 4

"Ik vergelijk geen supermarkten of ga naar andere supermarkten. Ik woon nu toevallig al 2x naast een Delhaize. Het is voor mij de beste winkel, maar ik woon er ook naast. Als ik naast een andere zou wonen, zou ik daar het grootste deel van mijn boodschappen doen." - regular 5

"Crisp is een aanvulling op wat ik hier vlakbij mijn huis vind." - regular 5

"Omdat er veel keuze tussen winkels is, kunnen we makkelijker naar bepaalde winkels gaan waar zij goed in zijn." - regular 6

"In het weekend doen wij meestal grote inkopen, zodat we basisproducten hebben voor in huis (groenten/fruit/olie). Zonder dat we al echt een idee hebben voor wat we gaan eten die week. Daarna doen we meestal een bestelling in het weekend bij Crisp voor de eerste dagen van de week. Tijdens de week zelf gaan we nog naar de supermarkt voor de kleinere inkopen, meestal voor 1 of 2 dagen." - regular 6

"Ik ga graag naar vaste winkels, gekenmerkt door verse voeding, meer interessante voeding. Het mag meer kosten mits de kwaliteit hoger ligt." - regular 8

Nadelen aan fysieke winkels

"Het is lastig om zo'n groot aanbod aan winkels te hebben; voor het ene product ga je naar die winkel en voor het andere product naar een andere winkel. Daar verlies je best wel veel tijd op op weekbasis." - regular 6

Every day aspect

"Ja toch wel, ze hebben verse producten en compleet aanbod. Eigenlijk kan je ermee voort, maar niet voor een hele week, want dan is de groenten al verlept etc. Dus moeilijk om voor 7 dagen verse groenten & beleg te kopen. Moest ik wel alles bij Crisp bestellen, dan zou ik gaan invriezen (dat zou de oplossing zijn)" - regular 1
→ legt geen link met dat je Crisp vaker dan 1x per week kan laten komen

"Ik heb onlangs van Crisp besteld, dus volgende week is het Delhaize, Bioplanet en misschien AH. Dan is Crisp weer de week daarop."- regular 2

"Ik vind Crisp eigenlijk wel voor elke dag, maar je moet ook natuurlijk kijken naar de verzendkosten en het vervoer. Omdat ik dan ook denk: dat busje kan ik niet om de 2 of 3 dagen laten komen, dat vind ik ook weer overbodig. Milieubewust dan denk ik." - regular 3

"Wat mij ook wel tegenhoudt om vaker te bestellen bij Crisp, is het kopen van water. We drinken hier redelijk veel water en ik breng altijd wel 1 of 2 pakken mee als ik in de winkel ben. Maar water heb ik nog niet laten bezorgen. Is toch een soort kronkel in mijn hoofd dat ik dan denk 'die arme mannen die dat zou moeten leveren/dragen'. Dan moeten ze met die grote pakken gaan sleuren." - regular 3

"Ik kan ook niet elke week bij Crisp bestellen want ik geraak niet aan het bedrag. Ik zou graag de mogelijkheid willen om kleinere bestellingen te doen. Ik vind Crisp niet te duur, maar het gaat ook om die €75 MOV, dat is te veel. Ik snap dat de levering niet gratis kan zijn, maar toch is dat voor mij een trigger om dan de 75 euro te halen. Ik betaal dat niet graag, dus dat houdt me tegen om dan te bestellen. Heb daar liever een product voor in de plaats." - regular 4

"Ik zie mezelf niet al mijn boodschappen bij Crisp doen, omdat ik het niet nodig vind. Ik heb de makkelijke optie naast mijn deur. De reden dat ik naast een supermarkt woon, zijn heel bewuste keuzes. Omdat ik zo weinig mogelijk de auto probeer te gebruiken (ik heb ook geen auto haha). Ik probeer zo veel mogelijk te voet, op de fiets of met OV te doen. Dit is een heel bewuste keuze." - regular 5

"En wat me iedere keer bij Crisp zo tegensteekt is die camionette (busje) dat het moet komen brengen. Dat wringt bij mij een heel klein beetje, omdat ik eigenlijk uiteindelijk ook zelf naar de winkel kan gaan en dan is het niet nodig dat die camionette dat voor mijn deur komt afzetten. Dus ik zou dat niet doen voor mijn dagelijkse boodschappen, omdat ik dat wel een beetje problematisch vind. Ik kan het makkelijk zelf doen en ik zal waarschijnlijk ook nooit ergens wonen waar ik niet te voet/met de fiets naar de supermarkt kan gaan. Ik weet dat het (bezorgen) niet anders kan, maar ergens zit ik dan wel met een schuldgevoel, een beetje decadent." - regular 6

"Wanneer wel voor elke dag? Als de boodschappen ergens centraal afgehaald zouden kunnen worden. Ik zeg dat nu, want het geeft mij dan het gevoel (ik weet niet hoe waar dat is) dat het duurzamer is. Omdat er minder rondgereden wordt met de boodschappen." - regular 5

"Meer Belgische producten, meer lokaal. Soms nog onduidelijk waarom het duurder is bij Crisp dan in de supermarkt. Geen reden om meer geld te betalen voor iets wat ze liever in België koopt. En als je ziet dat het qua prijs een groot verschil is bij Crisp ga ik liever naar de winkel." - regular 8

Service van Crisp

"Crisp past altijd wel in mijn routine, want je kunt gewoon bestellen wanneer het uitkomt. Je kan bestellen wanneer je vindt dat je het nodig hebt."- regular 2

"Bij Crisp in het begin weleens gehad dat van de 6 stukken witlof er 3 beschadigd waren. Dan meldde ik dat en werd het vergoed. Dat is heel tof, dat je dat terugbetaald krijgt."- regular 2

"Ik vind de site wel vrij overzichtelijk. Groenten, vlees, vis apart. Je kunt ook zoeken op product, dus je vindt alles wel snel terug. Je hebt veel keuze omtrent het leveren, dag, ochtend/avond, dus op dat vlak is het wel in orde." - regular 3

"Bij Crisp vind ik de app er ongelofelijk goed uitzien, de layout is duidelijk, de vormgeving is zeer sterk, ook de gebruiksvriendelijkheid van de app is heel goed." - regular 4

"Ik vind een winkel een huis van vertrouwen, waar je op kan rekenen. Een winkel die eigenlijk al heel lang bestaat en gekenmerkt wordt door een positief imago op vlak van klantvriendelijkheid, kwaliteit en keuze in het assortiment. Ik heb niet zoveel vertrouwen in de nieuwe insignes. [...] Mijn vertrouwen in Crisp is eigenlijk heel hoog." - regular 4

"Van begin tot einde volledig het concept doorgetrokken. Walk the talk. Bezorgers ook ontzettend vriendelijk." - regular 4

"En daar is vorige week iets fout mee gelopen, maar ik had dat gemeld en het is gelijk chique opgelost (vergoed)." - regular 4

"Over het algemeen zijn alle producten die ik bij Crisp heb besteld oke, ik denk ook dat Crisp zich profileert als een kwaliteitsvolle online versmarkt. Ik heb wel de indruk dat ze dat redelijk kunnen waarmaken." - regular 5

A3. Coding

Participant #	Code	Participant quote
2	Taste	"Bij Crisp is dat vlees super vers, het is net marsepein. Zo zacht, je kunt het zo eten. Het verschil zit in de kwaliteit."
3	Taste	"Maar ik heb wel die worsten eens besteld, die kwamen wel uit de vriezer en dat zou ik normaal nooit niet doen. Die waren eigenlijk best wel lekker."
6	Taste	"Als je weet dat het lekker is ergens en je kent de kwaliteit (na een tijd), dan ga je eerder op het vertrouwde af, zodat je zeker bent dat je een lekker stukje vlees/vis krijgt."
6	Taste	"Vooral verse producten en goede kwaliteit is het belangrijkste voor mij. Vers is bijvoorbeeld zeker voor groenten en fruit belangrijk."
2	Convenience	"Dat mijn producten thuis worden gebracht, vind ik super. Dat is gemakkelijk, je hoeft niet naar buiten, je hoeft niet in de file te staan, je hoeft niet aan de kassa te staan, je ziet op een track&trace wanneer dat komt, dus wat wil je nog meer."
4	Convenience	"Daarom dat ik de laatste tijd meer voor Crisp kies, voor het comfort, dan hoef ik de deur niet meer uit, ik kan online bestellen. Maar voor mij weegt het gemak niet op tegen de kwaliteit van de goederen (kwaliteit staat bovenaan)."
1	Sustainability	"Als je weet dat iets van een kleine producent komt, zit je met een korte keten, dat vind ik wel belangrijk"
2	Sustainability	"Je kunt altijd zien waar het vandaan komt bij Crisp. Bijv de varkenshaas komt van een boer in NL en de varkens worden super goed behandeld. Dat kun je gewoon allemaal zien, dus dat is heel interessant."
2	Sustainability	"Bijv. ik wil eieren van loslopende kippen, niet van kippen die op kot zitten. Vroeger gingen we naar Friesland, daar kochten we eieren bij een boer waar de kippen naar binnen en naar buiten konden lopen en je zag dat. Dat vind ik wel belangrijk."
5	Sustainability	"Ik let wel een beetje op waar producten vandaan komen, niet in het extreme, maar ik heb daar wel oog voor."
6	Sustainability	"Bij ons is de Delhaize op wandelafstand, dus voor kleine inkopen gaan we te voet. Bewust dat je dan ook een paar stappen hebt gedaan, ipv voor 100 meter de auto nemen"
2	Sustainability	"Ook dat er zo weinig mogelijk tijd tussen het telen/slachten van het dier en de winkel heeft."
6	Locality	"Ook de afkomst van producten speelt een rol. Bij Crisp staat dat aangeduid, bijv. dat het van een lokale boer is, dan heb je meer vertrouwen gekregen in het product. In tegenstelling tot wanneer het van een groot bedrijf is dat op winst uit is."
8	Locality	"Ik vind lokaal heel erg belangrijk, ik ga ook regelmatig naar de boer hier in de buurt. Tomaten importeren vind ik niet normaal, een korte keten is belangrijk. Bananen importeren is wel logisch."
6	Freshness	"Ook dat er zo weinig mogelijk tijd tussen het telen/slachten van het dier en de winkel heeft."
3	Delivery	"Ik vind Crisp eigenlijk wel voor elke dag, maar je moet ook natuurlijk kijken naar de verzendkosten en het vervoer. Omdat ik dan ook denk: dat busje kan ik niet om de 2 of 3 dagen laten komen, dat vind ik ook weer overbodig. Milieubewust dan denk ik."
3	Delivery	"Wat mij ook wel tegenhoudt aan vaker bestellen bij Crisp, is het laten bezorgen van water. Is toch een soort kronkel in mijn hoofd dat ik dan denk 'die arme mannen die dat zou moeten leveren/dragen'. Dan moeten ze met die grote pakken gaan sleuren."

Participant #	Code	Participant quote
7	Delivery/ Convenience	"Ik zie mezelf niet al mijn boodschappen bij Crisp doen, omdat ik het niet nodig vind. Ik heb de makkelijke optie naast mijn deur. De reden dat ik naast een super-markt woon, zijn heel bewuste keuzes. Omdat ik zo weinig mogelijk de auto probeer te gebruiken (ik heb ook geen auto haha). Ik probeer zo veel mogelijk te voet, op de fiets of met OV te doen. Dit is een heel bewuste keuze."
6	Delivery	"En wat me iedere keer bij Crisp zo tegensteekt is die camionette (busje) dat het moet komen brengen, omdat ik eigenlijk uiteindelijk ook zelf naar de winkel kan gaan en dan is het niet nodig dat die camionette dat voor mijn deur komt afzetten. Dat vind ik een beetje problematisch. Ik weet dat het (bezorgen) niet anders kan, maar ergens zit ik dan wel met een schuldgevoel, een beetje decadent."
4	Price	Ik vind Crisp niet te duur, ik vind de €75 MOV te veel. Ik snap dat de levering niet gratis kan zijn, maar toch is dat voor mij een trigger om dan de 75 euro te halen. Maar ik betaal dat niet graag, dus dat houdt me tegen om dan te bestellen.
8	Price	"En als je ziet dat het qua prijs een groot verschil is bij Crisp ga ik liever naar de andere winkel."
1	Control	Maar word ik negatief verrast als ik bij Crisp bestel: bijv. de peterselie was een triest plantje zonder pot wat de volgende dag dood was. In de supermarkt krijg je een hele plastic pot. Ik wist niet dat het zo werd geleverd (zonder potje+aarde), anders had ik het nooit gekocht
2	Control	"Bij Crisp bestelde ik weleens witlof en dan waren het grote & kleine stukken. Voor mij is het belangrijk als ik kook, dat wat ik koop even grote stukken zijn."
3	Control	Je ziet online niet de producten die je gaat krijgen, in de supermarkt zie je wat er wel/niet lekker uitziet. Aan de andere kant kan je wel goed producten leren kennen. In de winkel kijk ik daar niet voor, maar online denk ik "laat ik dat eens proberen"
3	Control	"Voordeel van in de winkel; je kunt de producten zien (kijken waar je zin in hebt), je kunt beter inschatten van hoeveelheid wat je nodig hebt."
4	Control	"Wat ik een nadeel vind aan Crisp, waar ik de kwaliteit niet van (blind) vertrouw, is vers vlees/vis. Dat durf ik nog niet. Ik wil het zien, zien hoe vers het is.
4	Control	"Wat ik ook een nadeel vind bij Crisp is, is grootte ten opzichte van prijs die ik heb betaald. Het klopt dan wel met het gewicht, maar ik kon niet goed inschatten hoev-eel dat was. Als ik dat in de winkel zo had gezien, had ik dat niet snel gekocht."
5	Control	"Bij verse producten is zelf kunnen kiezen een grotere factor. Welk brood ligt er nog? Wat lijkt mij oke? Zelfde met vlees, vergelijken wat er is"
5	Control	Voor sommige dingen maakt het niet uit als je het koopt en het valt een beetje te-gen, maar als het 't hoofdbestanddeel is van je maaltijd is dat een beetje sneu. Dus dan ga ik wat dat betreft minder snel een risico nemen door iets te bestellen als ik niet weet of het gaat mee- of tegenvallen."
8	Control	"Een reden om naar een (gewone) fysieke supermarkt te gaan is om zelf producten zien, kwaliteit is zichtbaar, netjes, voldoet aan eisen van de klant."
4	Routines	"Het zou makkelijker zijn als ik me gewoon bij 1 winkel zou houden waar ik alles kan vinden."
5	Routines	"Crisp is een aanvulling op wat ik hier vlakbij mijn huis vind."
8	Routines	"Ik ga graag naar vaste winkels, gekenmerkt door verse voeding, meer interessante voeding. Het mag meer kosten mits de kwaliteit hoger ligt."

TUDelft x cr·sp

Legend (column headers, v9): verpakking · korte keten · elektr busjes · recycl dou · lokale prod · seizoen prod · vlees · vis · overschot · handel · werktev

32 pers — onbew

categorie	pers	% ontw	% pers	# rang
verpakking	19	12,2%	36,5%	4
korte keten	23	14,7%	44,2%	3
elektr busjes	3	1,9%	5,8%	9
recycl dou	16	10,3%	30,7%	5
lokale prod	42	26,9%	80,8%	1
seizoen prod	27	17,3%	51,9%	2
vlees	7	4,5%	13,5%	7
vis	1	0,6%	1,9%	11
overschot	5	3,2%	9,6%	8
handel	10	6,4%	19,2%	6
werktev	9	1,9%	5,8%	9

11 pers — neutraal

categorie	pers	% ontw	% pers	# rang
verpakking	16	16,2%	48,5%	3
korte keten	15	15,2%	45,5%	3
elektr busjes	0	0,0%	0,0%	11
recycl dou	12	12,1%	36,4%	5
lokale prod	22	22,2%	66,7%	1
seizoen prod	19	19,2%	57,6%	2
vlees	3	3,0%	9,1%	7
vis	1	1,0%	3,0%	9
overschot	3	3,0%	9,1%	7
handel	7	7,1%	21,2%	6
werktev	1	1,0%	2,0%	9

12 pers — beoward

categorie	pers	% ontw	% pers	# rang
verpakking	6	16,7%	50,0%	3
korte keten	2	5,6%	16,7%	5
elektr busjes	1	2,8%	8,3%	7
recycl dou	5	13,9%	41,7%	4
lokale prod	9	25,0%	75,0%	1
seizoen prod	8	22,2%	66,7%	2
vlees	1	2,8%	8,3%	7
vis	1	2,8%	8,3%	7
overschot	0	0,0%	0,0%	11
handel	2	5,6%	16,7%	5
werktev	1	2,8%	8,3%	7

59 pers — duurzaam

categorie	pers	% ontw	% pers	# rang
verpakking	26	44,1	44,1%	4
korte keten	30	50,8	50,8%	2
elektr busjes	2	3,4	3,4%	10
recycl dou	19	32,2	32,2%	5
lokale prod	43	72,9	72,9%	1
seizoen prod	43	72,9	72,9%	1
vlees	30	50,8	50,8%	2
vis	7	11,9	11,9%	7
overschot	1	1,7	1,7%	11
handel	10	10,2	16,9%	6
werktev	3	5,1	5,1%	9

38 pers — neutr+niet

categorie	pers	% ontw	% pers	# rang
verpakking	15	39,5	39,5%	3
korte keten	10	26,3	25,3%	5
elektr busjes	2	5,3	5,3%	9
recycl dou	14	36,8	36,8%	3
lokale prod	30	78,9	78,9%	1
seizoen prod	24	63,2	63,2%	2
vlees	4	10,5	10,5%	7
vis	1	2,6	2,6%	11
overschot	3	7,9	7,9%	8
handel	9	23,7	23,7%	6
werktev	2	5,3	5,3%	9

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