



E-commerce Platform Research and User Experience Improvements

Digital Concept Development

Semester 2

Team 12 - Group 5

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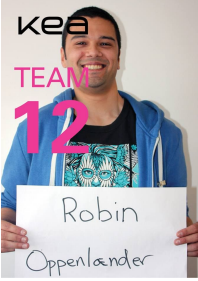




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Intro (Executive Summary)

This report analyses the current performance of Coop.dk/mad and the areas that could be enhanced. Methods of analysis include Usability testing, Value Proposition, Business Model Canvas, Competitor Audit, 4 Basic ecommerce elements and Desktop research.

Results of data show that, even though the eshop fulfils a huge range of essential features on an online shop, it shows areas of poor or improvable performance. Recommendations discussed include:

- Make current content about recipes interactive.
- Offering a more complete variety of delivery options and subscription.
- Include more relevant offers and inspiration in the newsletter marketing.

The report also investigates and suggests what new practices could improve the customer experience of Coop.dk/mad.

Problem Area

Coop Denmark A/S is the largest grocery company in the Danish sector operating the retail chains Kvickly, SuperBrugsen, Dagli'Brugsen, LokalBrugsen, Irma and Fakta. The past three years, the company has run an online supermarket, Irma.dk, which was changed to Coop.dk/mad April 7th 2016. With Coop.dk/mad, the variety of products has increased to approximately 8,000 products and two new sections have been added to the site; 'Specialbutikker' and 'Discount'. The change of domain however, has caused a decline in traffic, engagement and awareness of the platform, compared to Irma.dk.

Research made by Coop Analyse reveals that as many as 8 out of 10 danes have never tried any type of online grocery shopping.¹ At the same time, the amount of people that shop online several times a month has increased with 75% since last year.² (Bring e-handelsrapport '15)

Due to the strong position of the competitor Nemlig.com and a growing market for online grocery shopping, it is important that Coop.dk/mad gains awareness and market shares to stay competitive within this field in the future.

Client Goal

How can Coop.dk/mad's ecommerce business be improved?

¹ 30919266, L.A.A. (2016) *Syv procent har købt dagligvarer på nettet*. Available at: <https://cooanalyse.dk/analyse/syv-procent-har-k%C3%B8bt-dagligvarer-p%C3%A5-nettet> (Accessed: 16 May 2016).

²: *E-handelsrapporten 2015 - Bring.dk*. [ONLINE] Available at: http://www.bring.dk/nethandel/e-handelsrapporten?gclid=Cj0KEQjw3-W5BRCymr_7r7SFt8cBEiQAsLtM8oCGszfXKz0dpbV3QAciAxCEQmFo-tnJ2Gg-RdakR_laApTt8P8HAQ. [Accessed 16 May 2016].

Problem Formulation

Looking at the customer journey, how can Coop.dk/mad's customer experience be improved?

Sub Formulations:

- Who is the target group and do they have specific preferences when shopping online?
- What are Coop's competitors doing and what can Coop learn from them?
- What touchpoints are there in the customer journey, and can they be improved?
- By using usability testing and doing UX testing, how can Coop improve the UX of the site?

Constraints

Constraints within this concept:

- Complex organizational structure: Coop is a very big company with a complex internal structure, that makes any change in their SCM difficult.
- Logistic limitations: The client outlined several logistic limitations, such as options of flexibility and frequency of delivery.

Target Group

Primary: Women between 35 and 50 years.

Secondary: Men between 35 and 50 years.

Preferences when shopping:

There is still a low interest for home delivery of groceries in Denmark.

The factors that matter the most to Danes when purchasing groceries online is convenience, ease of finding products and the price and flexibility of home delivery.

In the Nordic countries, the pre-packed grocery bags are popular. In Denmark companies like Skagenfood.dk and Aarstiderne.dk have had success with food boxes and convenient recipe shopping. When it comes to physical stores, the most important factor for purchasing is the proximity.³

Persona:

Anna and Anders are a couple with two children of 10 and 7 years old. They are residing in Copenhagen and both of them work long hours, which gives them little time to go grocery shopping in physical supermarkets. Anna is 40 years old and works as a lecturer at the university. She likes to cook with healthy products and looks for gluten free and eco-friendly certificates. Anders is 43 years old and works as an IT consultant in a bank. He is really interested in international food, so he likes to choose between a big variety of ingredients when shopping.

³EY food Survey (2015) Available at:

[http://www.ey.dk/Publication/vwLUAssets/EY_food_Survey_2015/\\$FILE/EY-food-Survey-2015.pdf](http://www.ey.dk/Publication/vwLUAssets/EY_food_Survey_2015/$FILE/EY-food-Survey-2015.pdf)
(Accessed: 16 May 2016).

Anna plays a more important role than her partner on the task of buying groceries and she has been a loyal customer of Irma for the past 10 years, but she prefers to buy discount items in Fakta or Netto. They are common users of e-shops like Amazon and Zalando

Methodology

This report has been conducted by utilizing different business tools and procedures. The primary information regarding the task at hand was provided by the client at the brief. All courses of action were discussed during morning meetings and kept track of with online digital kanban. This allowed all members to oversee the progress of individual tasks and the overall status of the project. The team performed usability testing on several subjects in the target group in order to gain insight on how the website performed and how to improve the user experience.

Situation Analysis

In order to determine the current market conditions that Coop.dk/mad operates in, a value proposition and business model canvas were generated. By creating an outline of the key values Coop.dk/mad provides for its customers, the team was able to determine areas of improvement within the customer journey map. It was also analysed how Coop engages its customers on the website, in online and offline advertising, and through newsletter service.

Comparative Analysis

A benchmarking study investigating the main competitors was performed, in order to compare features and services. By comparing relevant factors across the industry, possible prospects can be discovered, discussed, and taken into consideration during strategy development. By comparing Coop against local and foreign stores, it is possible to determine strengths, weaknesses or common challenges in the online grocery industry.

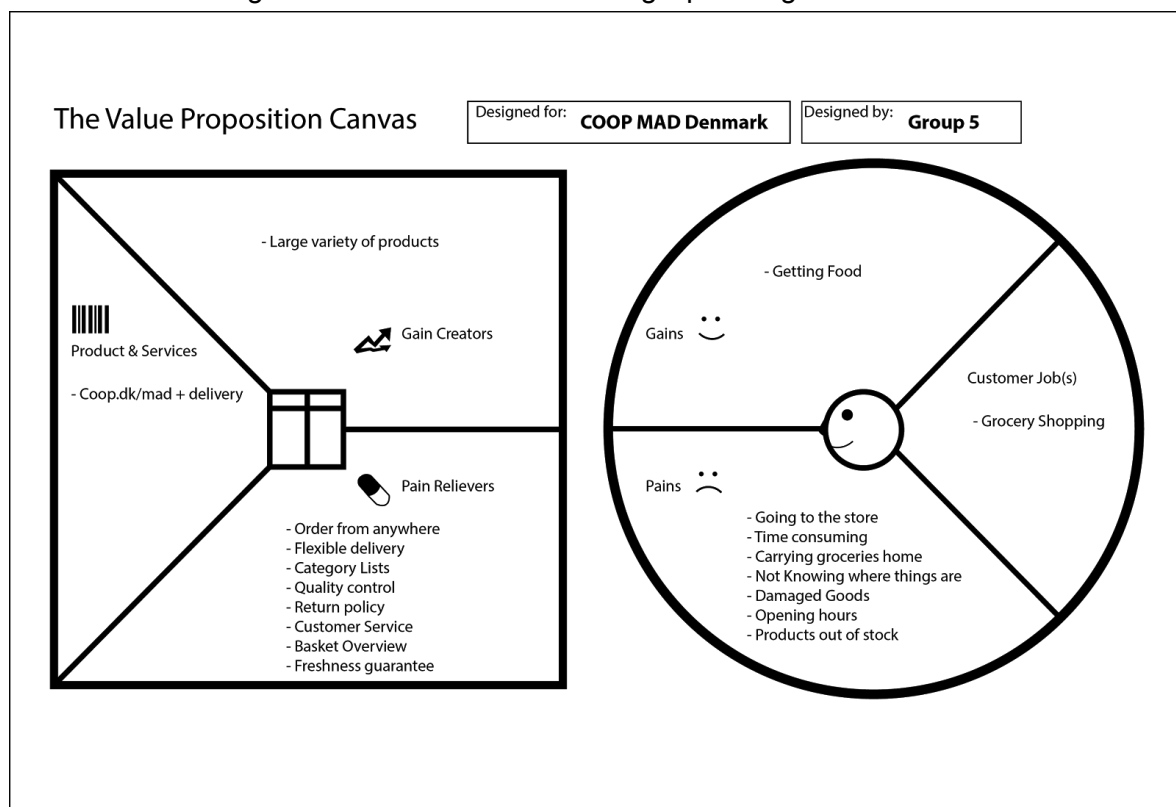
Desktop Research

Desktop research was conducted to gain knowledge on consumer behavior, technological opportunities and competition in the market. Information gathering and use of references was discussed in the team and all sources were reviewed. In order to ensure academic value, the analytic foundation of the report, is based on recognized industry observers such as Barclays, E-handelsrapporten and Harvard Business Review.

Value Proposition and BMC

In order to get an overview and a discussion about the organisational aspects of Coop.dk/mad, a value proposition and business model canvas were conducted. This exercise helped align expectations and understand the company as a whole. The value proposition canvas visualizes the actual value that Coop.dk/mad offers their customers. It explains how businesses can take advantage of the gains- or relieve the pains of a certain customer job, in this case grocery shopping. In short, how do businesses create value for their customers.

The Business Model Canvas was put into use in order to get a better understanding of Coop.dk/mad. The BMC also serves as a mean of discussing which strategy to apply in the future as well as giving insight about the current situation. Both models were conducted as a team in order to align the conversation and strategic planning.



Value Proposition Canvas

When creating a value proposition, first the business has to determine what kind of 'job' the customer wants done. In Coop.dk/mad's case the overall customer job is to buy groceries. When the customer job is identified, the business has to analyse what are the gains and pains of said job. The main pain of going grocery shopping, when asking people, is without a doubt the fact that it is time consuming to go to a physical store, wait in line and maybe even have to carry your groceries home by hand. Time and convenience is of high value in many busy family households and less time grocery shopping means more time doing what you love. Other potential pains of this customer job could be items out of stock when you get to the store or not being able to find the right products. In order to offer their customers value Coop.dk/mad's pain relievers try to cope with these factors. With easy access and rather flexible delivery, Coop.dk/mad offer their customers a convenient and time saving way to shop groceries.

The Business Model Canvas

Designed for: **coop.dk
MAD**

Designed By: Group 5

Date

Version:

Key Partners Partnerships Adform ZanoX Motivations for Partnerships Optimazation and Economy Reduction of Risk and uncertainty Acquisition of Resources - additional products	Key Activities Loyalty Program Website Maintenance Customer Service Creating/ Maintaining Partnerships Monthly Newsletter Graphic Design Email Marketing Logistics Key Resources Delivery Trucks/ Vans Delivery Drivers Secure Shopping Platform Affiliate Partners Product Advertising Customer Database	Value Propositions Characteristics Getting your food delivered Shop from Anywhere (job, home) Freshness Guarantee Easy Exchange Policy Food prepared by specialists	Customer Relationships COOP Loyalty Club/Points Customer Service Channels Channel Phases Coop.dk/mad Physical shops Social Media Monthly Newsletter	Customer Segments Women 35- 50 Men 30 - 50 Main target is women with families, 1-2 kids, dual income household.
Cost Struture Fixed Costs (Warehouses, building rent, employee salaries, utilities, delivery costs) Variable Costs - (Shipping Costs, Product Exchanges, Product Errors, web design, monthly newsletter, human resources, expired food,)		Revenue Streams Assest Sale - Shopping on Website Subscription Fees (COOP Plus+) Marketing - (Push Marketing) Affiliate Marketing - Zando, Adform		

BMC

Coop.dk/mad needs to offer their current and future customers additional value, compared to traditional grocery shopping, in order to convince them to stay on the platform. The BMC gives an overview of the entire business model from customer segments to key partners. The client described the customer segment as primarily women over 30 years. The type of customer relationship that Coop.dk/mad works towards is a self-service relationship. A lot of the processes happen without human-to-human interaction, but it is always possible to get in touch with customer service if needed. However, it was found that there is room for improvement in the customer service of Coop.dk/mad. Exceptional customer service is costly but it can be an effective way to position a business or create customer retention and loyalty.⁴

Next step of the BMC is identifying which channels Coop.dk/mad operates within. It was found that the two main channels that Coop.dk/mad can utilise are their webpages and their physical stores. However, Coop.dk/mad does not advertise their new online platform in any of their 1200 physical stores. This may be due to internal rivalry within the Coop organisation amongst Fakta, Kvickly, Super Brugsen and Coop.dk/mad. When analysing the channels it was also found that Coop.dk/mad not yet seems to use social media as a tool of advertising or gaining awareness. Coop.dk/mad sends out regular newsletters with offers to their customers, but according to traffic source analysis⁵, they do not spawn much traffic. Customised or more inspiring offers, could potentially increase customer retention over time.

⁴Harvard (2016) *Revolutionizing customer service*. Available at: <https://hbr.org/2016/04/revolutionizing-customer-service> (Accessed: 16 May 2016).

⁵Reserved, A.R. (2016) *Edit*. Available at: <https://www.similarweb.com/website/mad.coop.dk> (Accessed: 16 May 2016)

The cost structure and revenue stream will not be explained further in conclusion as it requires extensive knowledge of Coop's key figures which was not available.

The business model canvas and value proposition canvas were helpful tools to spark interesting conversations about Coop.dk/mad's key activities and resources. It gave a great overview and helped highlight the most important aspects of the business. It was found that some of the key features of Coop.dk/mad could be improved or emphasized, like the use of Coop's loyalty program, their customer service in general and their marketing channels with which they can reach new and existing customers.

Competitor Analysis

Coop.dk/mad's main competitors are Nemlig, Osuma and Aarstiderne, all of them Danish online grocery shops.

Nemlig

Nemlig.com is the market leader in Denmark. They focus solely on the online platform as they do not have any physical retail. Nemlig has same day delivery as well as delivery 7 days a week but, unlike Coop, they only operate in Copenhagen at the moment, though they are planning to expand to the rest of the country.

Aarstiderne

Aarstiderne.dk started selling organic vegetable boxes online. Now, they have included meat and fish to their assortment as well as meal boxes with recipes included. Their value proposition favors convenience over price.

Asda

Asda is a British grocery chain with an accompanying online store. Founded in 1949, it makes up one of the largest companies on the grocery market in the United Kingdom. Asda offers subscription delivery services and click and collect for their customers.

Benchmarking explanation

The benchmarking serves as a comparison tool of Coop and their competitors. Presentation, delivery, customer journey and customer service were chosen as the criteria for the benchmarking. These parameters were analysed and rated in order to find good and bad practices across the industry.

The analysed brands were also compared to an out-of-field competitor, Zalando, as they are a great example of an ecommerce success. Additionally, an online grocery shop from a different country, Asda from UK, were included in the benchmarking.

	Presentation	Delivery	Customer Journey	Customer Service	TOTAL
Coop Mad	7	7	7	5	26
Nemlig	6	8	7	7	28
Osuma	5	6	5	4	20
Aarstiderne	5	4	3	5	17
Tesco	6	9	7	5	27
Zalando	8	9	8	5	30

The rating ranges from 0 as the lowest rate to 10 as the highest and therefore best practice. According to the analysis, Coop.dk/mad ranks as the second best performing eshop in the Danish online grocery market, with a few points behind their main competitor, Nemlig.

Nemlig offers more transparent and responsive customer service, than even Zalando, the out of field brand that also rates high in the benchmarking. Even though Coop.dk/mad scores above average in presentation, delivery and overall customer journey: the three categories was rated as a 7 which still leaves room for improvement.

4 Basic E-commerce analysis

The purpose of using the 4 basics approach is to analyse and optimise all aspects of the current Coop.dk/mad eshop. Researching and analysing traffic, IT, sales and SMC & services, the results were both positive and negative.

Starting with the positive, Coop practices cross-selling and upselling. The benefit of these tools is the increase of average basket size. They also gather big data across platforms with their customer club card, that can be used for future UX improvements. In terms of health, Coop.dk/mad provide nutritional information on products as well as trust marks related to health, sanitation and freshness guarantees.

On the other hand, several negative traits were discovered in the area of traffic and SCM and Services:

TRAFFIC⁶

- Conversion funnel: From the whole traffic of the site (23.87% direct, 47.59% referrals, 21.89% search, 3.43% social, 3.22% mail), only 66.44% stays on the site and finally just 2.3% of them turn into a conversion.
- Low traffic derived by email marketing (3.22%)
- Low traffic coming from social media (3.43%), where 54.93% comes from LinkedIn, which can be explained with users being referred to the site because of available job offers.
- High referral traffic, where most of it comes from other Coop channels, which is likely to be due to a faulty customer journey.
- SEO is not optimal due to their change of domain from Irma.dk to Coop.dk/mad
- No customer service chat function.

SCM & Service

- Non flexible shipping: users cannot receive orders during weekends or same day delivery.
- No click and collect: customers are not able to buy online and pick up their order in Coop's physical stores.
- No cooperation between retail chains:
 - a. The retail chains are competing against each other and do not advertise Coop.dk/mad in their stores
 - b. Fakta, Kvickly and SuperBrugsen do not link from their websites to the ecommerce site.
- Insufficient inventory management.
- Many bad reviews on-site.
- Not consistent customer service (only replies to some complaints).

According to the analysis, the areas of traffic, SMC and service are more likely to be improved. User experience is the most desired area of improvement both for Coop.dk/mad and for its customers, with focus on the flow and ease of the customer journey.

⁶ SimilarWeb. 2016. *Mad.coop.dk Analytics - See Traffic Ranking & Stats*. [ONLINE] Available at: <https://www.similarweb.com/website/mad.coop.dk>. [Accessed 16 May 2016].

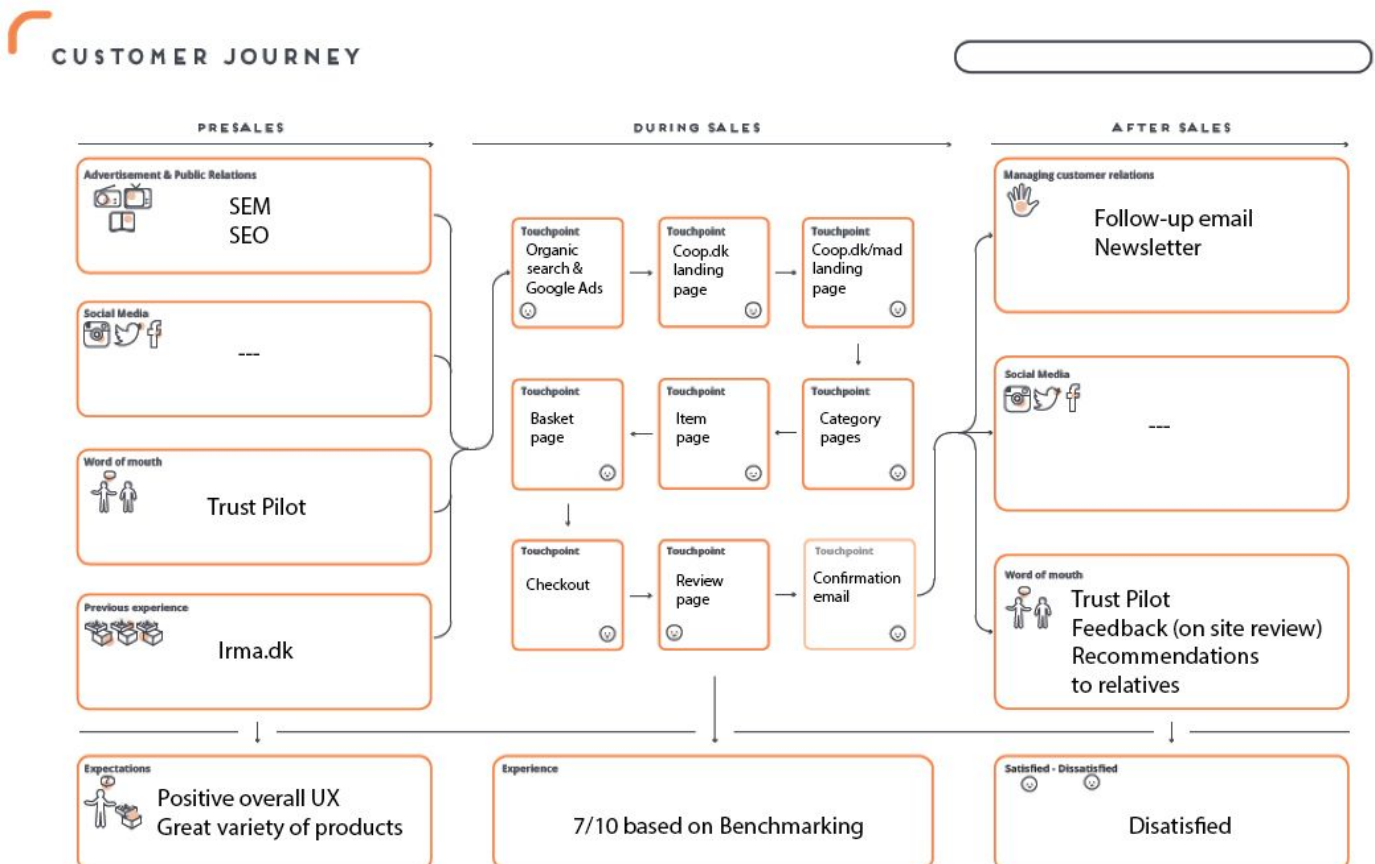
Customer Journey Canvas

The selection of a customer journey through the eshop was based on the necessity of its improvement revealed in the 4 basics model analysis. Following this tool, the example journey starts on the stage before getting to the site (Presales), continues with the shopping process (During sales) and follows every touchpoint, including interactions after the purchase (After sales). This model also helps to understand the expectations of the customer, their experience while buying and the finally level of satisfaction.

According to the analysis, the site fulfils the customer expectations and follows a logical path. However, the first touch points are not performing properly:

- The positioning of Coop.dk/mad on search engines is low due to the change of domain from Irma.dk.
- The company does not use specific social media for Coop.dk/mad and those belonging to Coop do not redirect to it.
- The only word of mouth that drives the customer to the site is Trustpilot, where the site, as of now, have two reviews, one of them negative.

The aftersales side shows that, instead of reviewing Coop.dk/mad on Trustpilot, the customers leave feedback on-site. The reviews are mostly negative and the following subjects are the most up-voted complaints: the customers want more Irma products or the Irma e-shop back, the minimum basket size seems to be too high, the flexibility of delivery is not sufficient and lastly, the expiration date of some products are too short or the products are sold out.



Usability Testing

The user testing was conducted using subjects within the primary target group, women in the age group of 35-50, and asked them a series of questions pertaining to the store and the user experience.

In general the subjects found the site easy to navigate, browse categories and finding products, the participants did raise interesting points. Some test subjects still preferred to go to the stores physically and thereby did not find added value in online grocery shopping. However, the consensus overall was that they would be more inclined to use the site for party planning, events or other big purchases where they don't want to carry large amounts of groceries home by hand.

Desktop research

Desktop research showed that price has the biggest influence when choosing between delivery options. 49% answered that delivery price is the key decision point when picking delivery. When asked what is most important when deciding on which commerce site to buy from, 69% answered that delivery options. 35% said they have canceled purchases because the delivery cost was too high. When asked what triggers impulse buying, 24% answered that email offers and newsletters encourages to impulsive purchases.⁷

⁷ Enonic (2015) *E-handelsrapporten 2015*. Available at: <http://www.bring.dk/nethandel/e-handelsrapporten> (Accessed: 16 May 2016).

Concept descriptions

1. Recipes

Since Coop already has the “ViSkalSpise.dk” site linked to Coop.dk/mad, incorporating this site into the e-commerce platform could add value to the user experience without big implementation costs. Adding the viskalspise.dk site to the main menu on Coop.dk/mad so it is easily accessible to every user that enters the website. On the individual recipe pages it is recommended to add an “add to shopping cart” button that would add all the necessary ingredients to the user's shopping cart. In addition, it should be possible to choose how many persons the customer is cooking for. Finally, on the product pages on Coop.dk/mad, it is recommended to add a section that highlights inspirational recipes which contains the viewed product in the recipe. For example if a customer is looking at bananas, there would be recipes for banana cakes, milkshakes etc. This will give the customer an incentive to increase basket size, more impulse purchases and thereby up-selling in general.

vi skal spise!
fra **coop**


OPSKRIFTER ▾ SØG ▾

Perlebygssalat med blomkål, citron og bønner

Udviklet af Anita, www.italalbum.blogspot.dk og Emilie, www.ganeoggaffel.dk

★★★★★ / 4 pers

Læg i kurv



Salat

250 g	grønne bønner
1,5 dl	perlybyg
2,5 dl	vand
1 stk	lille blomkål
2 stk	forårsløg
0,5 stk	citron
2 spsk	olie
1 spsk	madagaskar perberkorn

Marinade

Forside > Frugt & grønt > Frugt & bær > Appelsiner

Appelsiner
1 stk, Sydafrika, kl 1
2,00 kr. pr. stk

2⁰⁰

Læg i kurv


Sammenlign discountpriser ▾

Produktinfo

Synes godt om

Appelsinen kan spises som den er, eller lad den indgå i madlavningen og friskpresset juice


Opskrifter med Appelsiner:



★★★★★
Stegt andebryst i appelsin og ingefær

Portioner: - 2 +


Læg i kurv



★★★★★
Crumble med henkogte blommer og vanilleis

Portioner: - 2 +

Læg i kurv



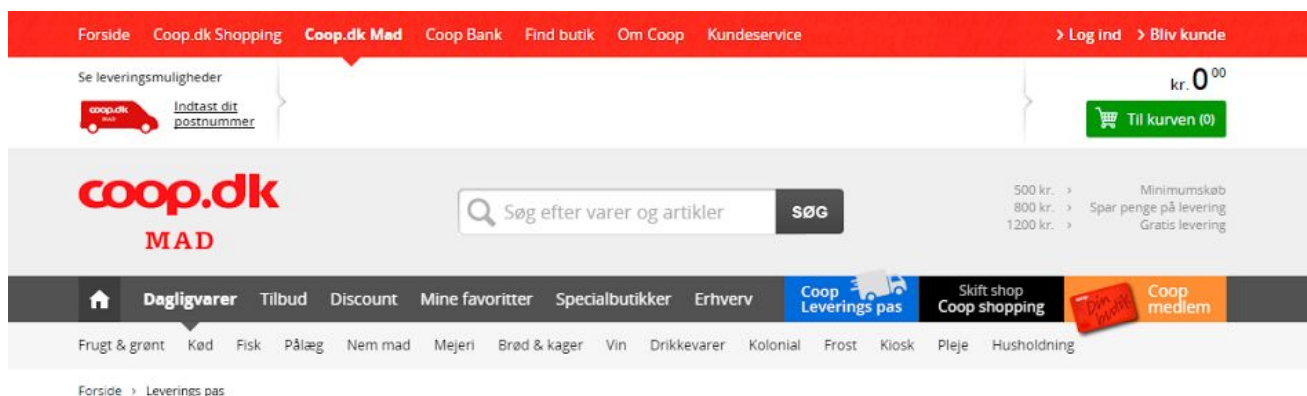
★★★★★
Små butterdejstærter med flødeskum og Nutella

Portioner: - 2 +



Læg i kurv

2. Delivery Pass⁸

Based on the conducted research, it is recommended to introduce a subscription model for delivery. Several online grocery shops in the UK have successful experiences with this model. It works as any other subscription plan where the customers pay a monthly or annual rate in order to get free delivery. The delivery pass model increases customer retention and loyalty which, according to the client brief, is key for the business model of Coop.dk/mad. The benefits for the customers includes even more convenience. Also the psychological effect of not having to pay for delivery "every order" could potentially increase engagement and satisfaction. In addition, the customers that choose a one-year delivery pass may be given extra loyalty club points or other rewards in return for their loyalty.



Leverings Pas

Til enhver tid		Ugedage	
Med 'til enhver tid' pas kan du frit bestemme hvornår du ønsker at dine dagligvarer skal leveres til din dør inden for perioden 08-20 fra mandag til søndag.		Med 'ugedage' pas kan du bestemme hvornår du ønsker at dine dagligvarer skal leveres til din dør inden for perioden 10-20 fra tirsdag til torsdag.	
1 MÅNED	60 kr /mnd	1 MÅNED	50 kr /mnd
3 MÅNEDER	50 kr /mnd	3 MÅNEDER	40 kr /mnd
12 MÅNEDER	40 kr /mnd	12 MÅNEDER	30 kr /mnd
Du skal aldrig tænke på levering igen, vi håndterer det.		Du skal aldrig tænke på levering igen, vi håndterer det.	
 08 - 20 Mandag - Søndag * Minimumskøb 500 kr		 10 - 20 Tirsdag - Torsdag * Minimumskøb 500 kr	

⁸ Delivery pass. Available at: <http://www.deliverypass.co.uk/> (Accessed: 16 May 2016)

3. Newsletter

The main content on present newsletters is based on one or several presentations of products on offer. In some cases those groups of products belong to the same category (like wine) and in other cases the newsletter simply shows groups of products without any connection between them. In both cases, the shown products are on offer and they are presented with a CTA that encourages the user to purchase online.

In order to get one step further in the use of the newsletter, there are three areas of improvement:

- Prices: Users already know that there are offers on supermarkets and e-shops, but with the current presentation they are not being attracted with favorable prices. Product newsletters should include prices in a visible way and not just pictures of products as it is now. This tweak will encourage users to enter the site.
- Recipes: Using the recipes from the site viskalspise.dk, the newsletters can be more inspiring with ideas for cooking with products on sale. The user is from the newsletter, able to go directly to the recipe page to find out more about the dish or products.
- Delivery Pass: Introduce customers to the option and benefits of delivery passes.

The screenshot shows the coop.dk MAD homepage. At the top, there's a navigation bar with 'Dagligvarer', 'Tilbud', and 'Discount'. The main banner features the text 'Ugens Gode Tilbud' and 'Vi har lige nu en bunke skarpe tilbud som vi leverer lige til døren'. Below the banner, there's a grid of product offers:

- Øko Irma Kaffe**: 3 stk for 125,- (SPAR 25,-). Price: 50,00 kr. CTA: Læg i kurv.
- Vinmanden anbefaler Sydeuropæiske Fa..**: 1 stk for 399,- (SPAR 198,-). Price: 399,00 kr. CTA: Vis pakketilbud.
- Ravenswood Chardonnay**: 0,75 liter for 59,- (SPAR 20,95). Price: 78,67 kr. CTA: Læg i kurv.
- Brun Irma Kaffe**: 3 stk for 125,- (SPAR 16,-). Price: 47,00 kr. CTA: Læg i kurv.
- Ravenswood Zinfandel**: 0,75 liter for 59,- (SPAR 20,95). Price: 78,67 kr. CTA: Læg i kurv.
- De 5 Gaarde Kylling Inderfilet**: 0,26 kg for 37,95 (SPAR 15,90). Price: 145,96 / 115,38 kr. CTA: Læg i kurv.
- Ekstra Jomfruolive..**: 3 liter for 159,- (SPAR 55,-). Price: 53,00 kr. CTA: Læg i kurv.
- Libero Up & Go**: 20 stk for 55,- (SPAR 14,-). Price: 2,75 kr. CTA: Læg i kurv.

At the bottom, there's a button 'Se flere tilbud >'.

The screenshot shows the coop.dk MAD homepage with a focus on recipes. The main banner features the text 'Nu kan du bestille opskrifter ret nemt!' and 'Hver uge tilføjer vi opskrifter på lækre måltider på vores opskrift hjemmeside viskalspise.dk. Du kan nu bestille opskrifter fra siden ved at klikke på knappen "Læg i kurv", derpå alle ingredienser vil blive tilføjet til din indkøbskurv.' Below the banner, there's a grid of recipe cards:

- Stegt andebryst i appelsin og ingefær**: 5 stars. Portioner: 2. CTA: Læg i kurv.
- Crumble med henkogte blommer og vanilleis**: 4 stars. Portioner: 2. CTA: Læg i kurv.
- Små butterdejstærter med flødeskum og Nutella**: 5 stars. Portioner: 2. CTA: Læg i kurv.

At the bottom, there's a button 'Se flere opskrifter >'.

Below the recipe section, there's a dark blue banner with the text 'Spar tid og penge med vores leverings pas'. It states: 'Du har nu mulighed for at vælge mellem to levering pas når du bestiller dagligvarer fra coop.dk/mad.' Below this, there are two options:

- Når som helst**: mellem 08-20 mandag til søndag. CTA: Les mer >.
- Ugedage**: mellem 10-20 tirsdag til torsdag. CTA: Les mer >.

Relations to the 4 basics

- Recipes

In terms of traffic, the integration of recipes on the site with the possibility of purchasing directly the whole list of products, would help to use the current and useful content as more than a SEO and branding tool. It would add promotion of the products also. This solution would facilitate the conversion of a reader and potential user into a buyer, which makes the user experience more efficient both for Coop.dk/mad and for the customer. Another benefit of the solution would be the opportunities of up-selling and increasing the shopping cart.

- Delivery Pass

This model makes the shipping flexible through offering new delivery methods. It creates new and personalised paths on the customer journey and improves the user experience. As a benefit for the company, the most expensive delivery model works as an up-selling tool and helps to increase the customer loyalty and to fill the shopping cart more frequently. In other words, the conversion funnel would work more effectively.

- Newsletter

The improvements proposed on the newsletter answer to a need of optimisation on the traffic, IT and SCM & service areas.

- On traffic, newsletters' optimisation would maximise the opportunities of email marketing, merging it with promotions and simplifying the customer journey.
- On the IT side, the user experience would be enriched by the chance of being helped on the decision of what to buy.
- And finally, in terms of SMC & service, the benefits lie mainly on the betterment of the delivery methods and on the inventory and order management.

Relations to Value Proposition

- Recipes

This feature acts as a pain reliever for those who don't know what they want cook for their family on a given day. It adds additional convenience to the customer experience. It inspires customers by giving ideas of what they could make while they are shopping. It also acts as a pain reliever to those who want to save time. Since the recipe pages can add all ingredients to the cart and offers recipes on the product pages, it saves the customer time by not having to look for all individual ingredients.

- Delivery Pass

The Delivery Pass, offering more convenience and flexibility of delivery, creates a new pain reliever for the user looking at the value proposition. The added value for the customer is a more convenient day-to-day interaction.

- Newsletter

Coop.dk/mad newsletter's new structure would support pain relievers mainly contributed by the favourites and the subscription, like flexible delivery or category lists. Even though, its main pain reliever is that it will increase the opportunities of ordering from anywhere. Not only having the opportunity of buying on every device is important, it is also the possibility of using channels as tools that facilitate the user their purchase. This meaning that the customer can also order from anywhere.

Relations to the BMC

Recipes

This feature would add to the value proposition of the BMC as it simplifies the shopping experience by adding features that help with finding what the customer could make for dinner. As well as it adds onto the customer experience by helping the customer find the ingredients for that they want to make.

Delivery Pass

The delivery pass will increase customer loyalty and increase the frequency of orders per customer.

Newsletter

The newsletter optimisation amplifies features and services that are relevant to each specific customer. It will also introduce and encourage new implementations like the favourites section and the subscription options, such as the future loyalty program and the delivery pass. With the new customised and relevant newsletters Coop.dk/mad should be able to generate more traffic, engagement and thereby revenue through this channel and with few investments.

Relations to the Customer Journey

Recipes

This implementation would add value and convenience to the customer journey during the pre-sale and sale. This addition could also lead to positive reviews after the meal has been made as each recipe could have a review section attached in order see how each recipe turned out for other customers.

Delivery Pass

The application of the delivery pass would be an improvement on the overall of the customer journey. It would affect from the purchasing decision of the customers to their final experience with a more personalised delivering that fulfil their needs more accurately. The expectations of customers demand a convenient delivery system, so more flexibility would contribute to improved satisfaction.

Newsletter

This is one of the few channels of interaction between the customer and Coop.dk/mad after the purchase. Its improvement would mean a greater chances of retaining existing customers' loyalty.

Future opportunities

- Subscription to most used items:

Turning Coop.dk/mad's current buyers into long-term customers means optimising the customer experience. As the delivery subscription, it could be an option to subscribe to commonly bought items like milk, toothpaste, toilet paper etc. The customer would then receive a box of said products on a weekly or monthly basis. This also will ease the grocery shopping process for busy families as well as increase retention and frequency of orders.

- Improvements to the "Shopping List" system:

Currently the Shopping Lists that Coop.dk/mad have are very usefull and could add a great bonus to the Value Proposition of the site. But in its current state, it is very arcane and non-user friendly. We would suggest a possible button that could bring up an interface when on the product or recipe page which would allow you to add to the a shopping list that you have already created as well as creating a new shopping list for the item to go into. Once a user has completed multiple shopping lists they could use a separate page that could give an overview of what is on the shopping lists. On top of this the page could show a total cost of all the items on the shopping list, alert the user to items that are not in stock that are in the list as to let the customer pick a relevant product to replace it with, and show any sales that the customer might want to take based on the products that they have already got in the shopping list.

- Newsletter personalisation:

Once the customers have made a purchase for the first time, it is possible to collect and analyse data on what they have obtained, what items were originally placed in the basket - but not purchased, or other buying behaviours. With this data, it would be possible to offer personalised offers, recipes and information through the newsletter.

Project Management breakdown

While creating this report the team used a variety of digital tools and offline methods to keep the project and group members on track with all parts of the project.

- Daily brainstorming sessions and morning meetings were done to review the past day's activities and plan following days accordingly.
- Google Docs was used for the creation of the report, this allowed everyone to have a clear overview of the status of the project.
- Communication was done via Facebook chat and in the group we created for the project, this allowed us to share files, graphics, and any questions we might have with each other.
- We also use a Kanbanchi to keep track of who was working on what so that we didn't waste any time writing on the same topics at the same time.

Conclusion

The analysis of Coop.dk/mad performance looked specially into its target group's behaviour, the good and bad practices of its competitors and the current touchpoints on the customer journey.

Coop.dk/mad's target group is more likely to buy groceries online when the delivery is for free. As current fee cannot be modified, this problem could be solved with the Delivery Pass, a proven technique that makes the users having more control on how to get their purchased delivered.

The main competitor, Nemlig, is using inspirational recipes in a more sales-driven way. This currently gives them a competitive advantage when it comes to cross-selling their products. The proposed Recipes solution means a stop to this advantage and takes coop one step further in terms of using inspirational content.

The connection between the target group's needs and the touchpoints they interact with along the customer journey clarified a need for improvement, and there is big room for that on the newsletters.

The combination of the three solutions would mean not only optimization of the site in terms of conversion, it would also cause an increase of revenue streams and the chances to solve the pains found in the value proposition.

Appendix

Questions used during the Usability Testing:

In the “Tilbud”-section⁹.

- Is it logical how to filter and find offers (tilbud)?
- Is it logical how much you save on the particular offer?

In the “Search” field

- Does it work as you would expect?
- Are there any areas to improve seen from a user’s perspective?
- Is it clear how to add products to the basket directly?

Placing an order

- Is it clear how much you have to put in your basket (minimum basket size in kroner) to actually place an order?
- Is it clear how much you have to pay for delivery?
- Is it clear when you can have your order delivered?

The checkout flow

- Is it logical for new users how to “register”?
- Is it logical for returning users how and when to log in?

Editing an order

- Is it clear that this is possible?
- Is it clear how to do it?

⁹ *Søg på coop.dk MAD - find dine varer online her* (2014) Available at: <https://mad.coop.dk/tilbud> (Accessed: 16 May 2016).

All the stats pulled from bring.dk/nethandel report on E-Commerce in Denmark 2015 that are relevant to the report.

- Good information & product pictures mean most in choice of Webshop for Danes.
 - Good product information - 71%
 - Knows the webshop - 69%
 - Good delivery options - 69%
 - Simple Payment Options - 68%
 - Low price on goods - 66%
- Customer cancels sales because of 3 main reasons
 - Customer changed minds about order - 53%
 - Delivery costs are too high - 35%
 - Interrupted by something else - 15%
- Customers triggered to impulse buying
 - Saw item while looking for something else - 36%
 - Saw on social media - 26%
 - Commercial/ Email Offer/ Newsletter - 24%
 - Went directly to webshop - 20%
 - Visited multiple webshops - 10%
- Price has the biggest influence when choosing delivery options
 - Price on delivery - 49%
 - Everyday situation - 29%
 - Quick/ Express Delivery - 24%
 - Price of Delivery vs. Price of Order - 19%
 - Size of the order - 18%
- Insights
 - Offer more payment options, even if credit card is the preferred method.
 - 71% of payments online are with credit card
 - 17% are made with an e-wallet.
 - 5% are made with invoice payments.

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