

MARKETING STRATEGY AND INNOVATION

Final Report

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Introduction

In today's **fast-paced world**, convenience and personalization have become **key factors** in customer **satisfaction**. To meet these evolving expectations, we are proud to introduce a revolutionary solution designed to **enhance** the shopping experience for our valued customers. We want to make the shopping journey more **efficient, personalized, and enjoyable**.

We want to develop a **personalized shopping** app that understands the different **preferences** of customers. With our platform, we record the customers' purchase **history** and **preferences**. It also allows us to suggest alternatives, in case the preferred item is temporarily unavailable. We named it **More Recheio**.

We are committed to deliver not just products, but a tailored and effortless shopping experience that reflects the **unique customers' preferences**.

With this, we intend to **reduce the time spent** by customers throughout the process of buying/ ordering products for their establishments. It should also be noted that this project is specially designed for **HoReCa** customers.

Hopefully, this will lead to a better world of convenience, personalized shopping, and unparalleled customer service with **Recheio**.



Design Thinking & Innovation

Design thinking is a structured approach that uses empathy and creativity to solve problems. It involves iterative cycles of understanding people's needs, brainstorming ideas, and testing solutions, all aimed at creating practical, and innovative outcomes. We chose to use the following principles:



- **Accessibility** - By making the platform responsive to each possible device (mobile, desktop, and POS), it can be easily used by customers without them having to worry about what device they have.
- **Personalization** - One of the main functionalities would be to allow the user to make an “order type”, with the most requested products list for their business. With our platform, customers can effortlessly review their recorded preferences, modify the order as needed, and proceed with a hassle-free checkout process.
- **User-Centric Design** - The platform would be designed to be universally accessible, catering to a diverse demographic, encompassing individuals of all age ranges, from the younger generation to the elderly. The platform will also be accessible in a few languages, like Portuguese and English.
- **User Education and Onboarding** - Because most customers are not used to online orders, developing user-friendly onboarding processes and tutorials would help new customers easily set up their preferences and navigate the platform. Chat support will also be provided in case customers need a more hands-on approach.
- **Support** - In providing comprehensive support to empower customers to achieve success with their businesses, Recheio cultivates a profound sense of loyalty among its clients.
- **Seamless Integration** - The app will integrate with other commonly used software or tools within the HoReCa industry, such as POS. This integration would streamline the entire workflow for the customers, offering a cohesive solution for their business needs.
- **Feedback Mechanism** - Incorporate a feedback loop where customers can easily provide comments, suggestions, or report issues within the app. This feedback can be used not just to improve the platform but also to tailor future recommendations based on their input, enhancing the overall user experience.

Behavioural Insights for Marketing



Status Quo Bias

Some people **don't like changes**. They prefer things to remain the same, and avoid the risk that comes with making certain changes. With our digital platform, a significant improvement in the **relationship between the retailer and Recheio** will be observed. This will be possible through a scaled digitalization process. Furthermore, a few incentives will be given to the **first users** of our platform.



Fear Of Missing Out

The **fear experienced by individuals** when faced with the thought that they might **miss out** on a profitable investment, or a satisfying event. This can be used to our advantage by making customers realize that they are **losing** on the important benefits that are only available on the platform.



Bandwagon Effect

People tend to accept the same **behaviours** that others also accept. Thus, it may be difficult to attract the customers to this new digital format of ordering. To address the issue, Recheio should try **attracting** a lot of HoReCa customers first by giving them the right tools, enlightening them on the platform's **importance**, and how they can use it.



Availability Heuristic

Wide Distribution - Ensure that Jerônimo Martins products and services are easily available to customers by having a wide distribution network, offering online ordering and convenient delivery options.

Product Push - Highlight the availability of Jerônimo Martins products and services in marketing materials. Call to action phrases (e.g. Order now) can also be used to create a sense of urgency among the HoReCa customers.



Fundamental Attribution Error

Personalized recommendations - Offer customers personalized recommendations based on their past purchases. This would make customers feel understood and have their individual needs valued.

Customer testimonials - Highlight customer testimonials and success stories on the website and in marketing materials. This would show that Jerônimo Martins's products and services have helped other people.



Business Model Innovation

Business model innovation entails revamping fundamental business elements or creating entirely novel ways of conducting business operations.



Supermarket

Recheio is known as a Cash & Carry chain of stores that targets Traditional Retail and HoReCa channel customers. The store has a variety of products that are very affordable for its customers.



Digitalization

To further improve the services of Recheio, customers' preferences are recorded on our platform. This platform will be connected to the POS, and can also be accessible through a mobile device and laptop.

For example, Customer A always orders a set of items during the third week of the month. These will be recorded in the platform so that the customer can just check out these items right away, and easily add more products if needed. Item alternatives will also be suggested in case the usual item that they purchase is not available.

For customers who would still prefer to order through calls or Whatsapp, the Salesforce team can assist them by saving their usual orders and placing these orders for them during their preferred day and time. Furthermore, online chat support will be included.

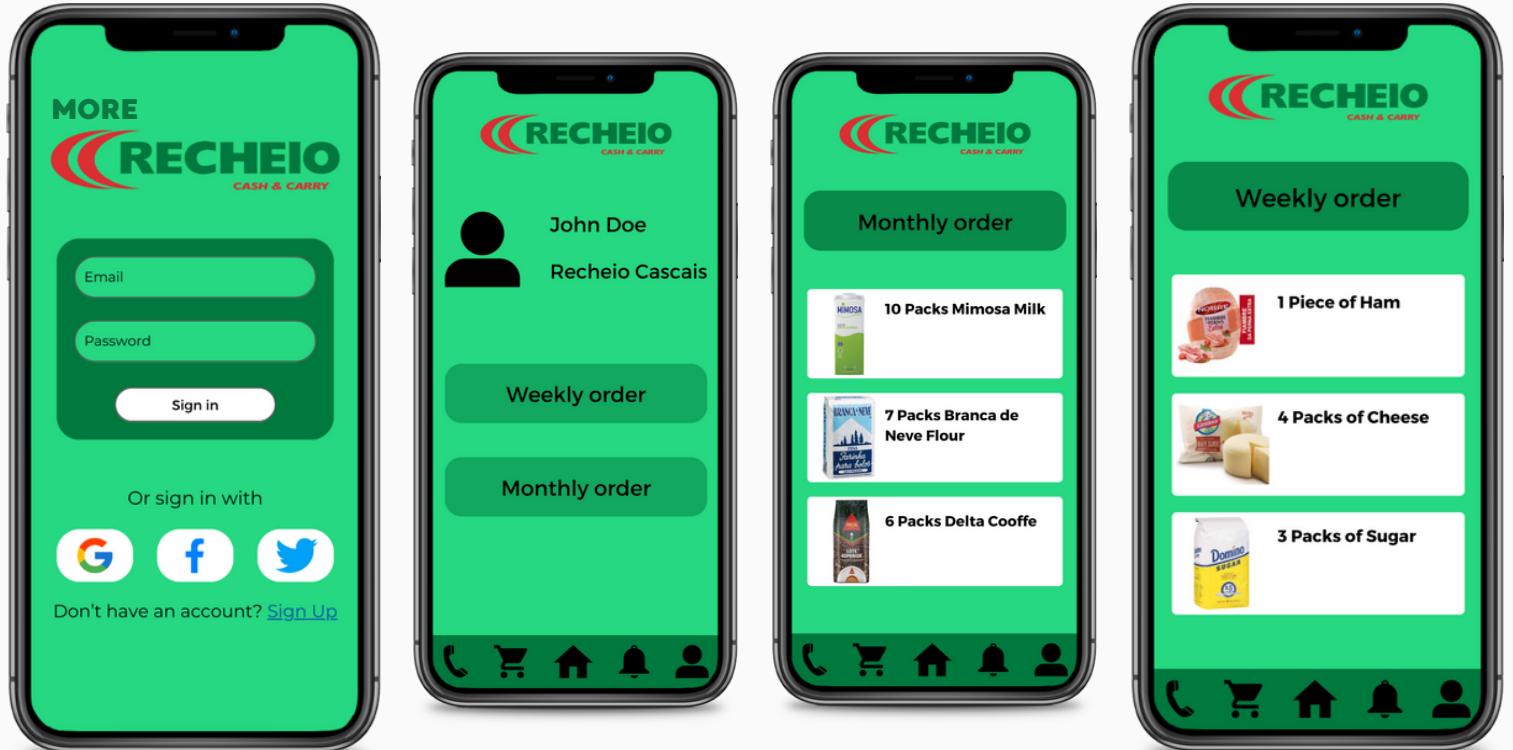


Customer Loyalty

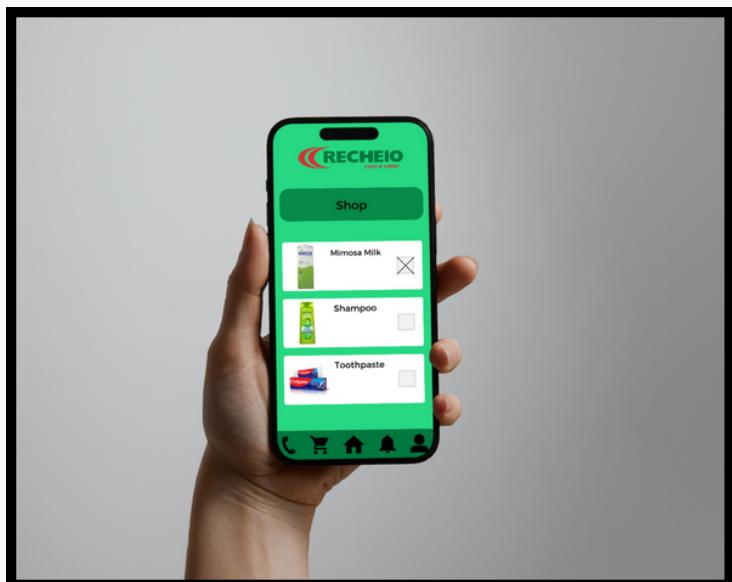
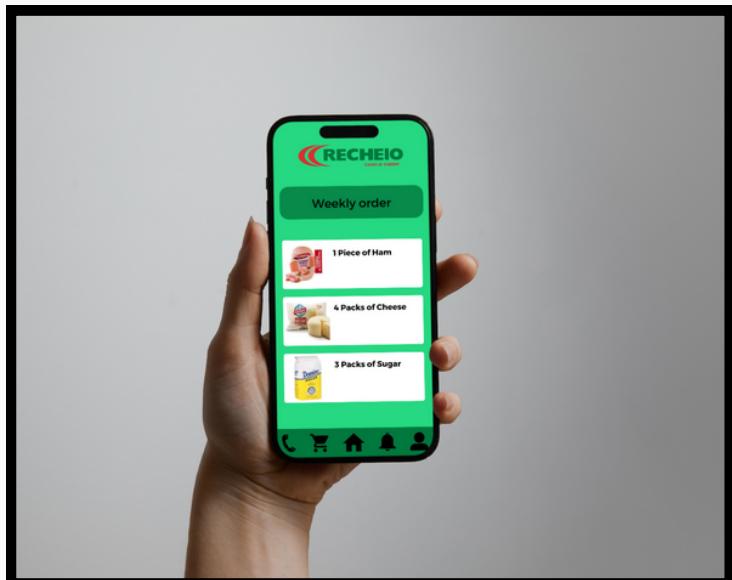
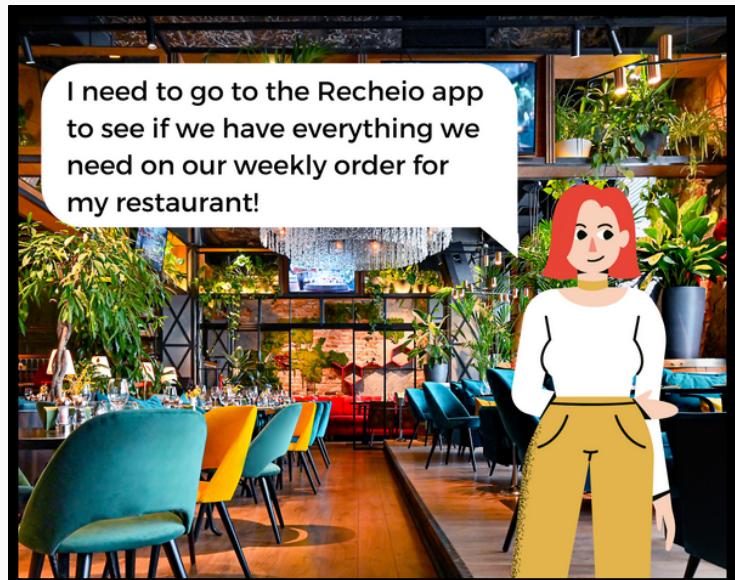
Our platform will include a forum for customers. This will create a sense of community among them and offer support towards one another. Customers can get tips and learn from each other, which could attract potential clients later who are interested in this kind of community.

As a bonus, customers who are part of the said platform will get an incentive or discount to maintain their loyalty to the brand. Recheio customer card holders are also automatically part of the forum.

Prototype



StoryBoard



Later that week...



Golden Circle and Game Changers



In the dynamic landscape of the HoReCa industry, Recheio is positioned as a trailblazer, driving transformation through technological innovation. Our app, More Recheio, is committed to redefining the way Recheio procure and manage supplies.

Our purpose was to make supplying to HoReCa businesses more efficient, to either the clients themselves but also to Recheio's workers. And our core audience is not limited to its current clientele but extends to all HoReCa establishments, who look for a more efficient and easy way to supply their store.

Third, how did we do it? Created an app called More Recheio which includes a user-friendly interface that simplifies the ordering process, personalized recommendations based on historical data and industry trends. We aim to revolutionize the way HoReCa businesses manage their supplies, reducing complexities and enhancing efficiency.

Finally, More Recheio strives to give customers the best experience by using our services and from buying from Recheio. The More Recheio app is not just an evolution in digital technology; it is a revolution that will redefine how HoReCa buys and manage their supplies. With a focus on efficiency, convenience, and forward-thinking features, we aim to set a new standard in the procurement landscape of the industry.



We employed this framework to enhance our understanding of Recheio's core concept and the platform's value proposition to consumers more effectively.

Why?

- Establish an online relationship with the customers;
- Make online shopping easier for both sides.

Who?

- Include small and medium HoReCa costumers.

How?

- Improve overall service by making the app seamless;
- Improve workers' job in terms of efficiency.

What?

- Improve customer experience but also offer special and additional services.

Value Proposition

We identified the challenges customers face and how our solutions could help them using the Value Proposition Canvas to ensure the product fits their needs. We were also able to better understand the business side and customer side.



Consumer Trend Radar



The **Consumer Trend Radar** serves as a **strategic compass for businesses**, enabling the evaluation of emerging trends and their potential applications across various business domains.

These trends are assessed and categorized based on their **priority** for application, structured within three distinct timeframes: '**now**', an urgent priority necessitating immediate action; '**next**', to be initiated within the coming six to twenty-four months with prior planning; and '**beyond**', which currently does not demand immediate execution or planning. Lastly, we have the intensity of adopting these trends - Light, Intense, and Total. "**Light**" denotes the swift initiation of innovations. "**Intense**" signifies a substantial commitment to innovation, entailing significant investment in time, manpower, and finances. "**Total**" refers to a profound transformation necessitating shifts in mindset, approach, or vision due to its depth of change.

This radar **helps companies identify evolving consumer behaviours** but also strategize and align their offerings to meet these changing preferences in a timely and effective manner.

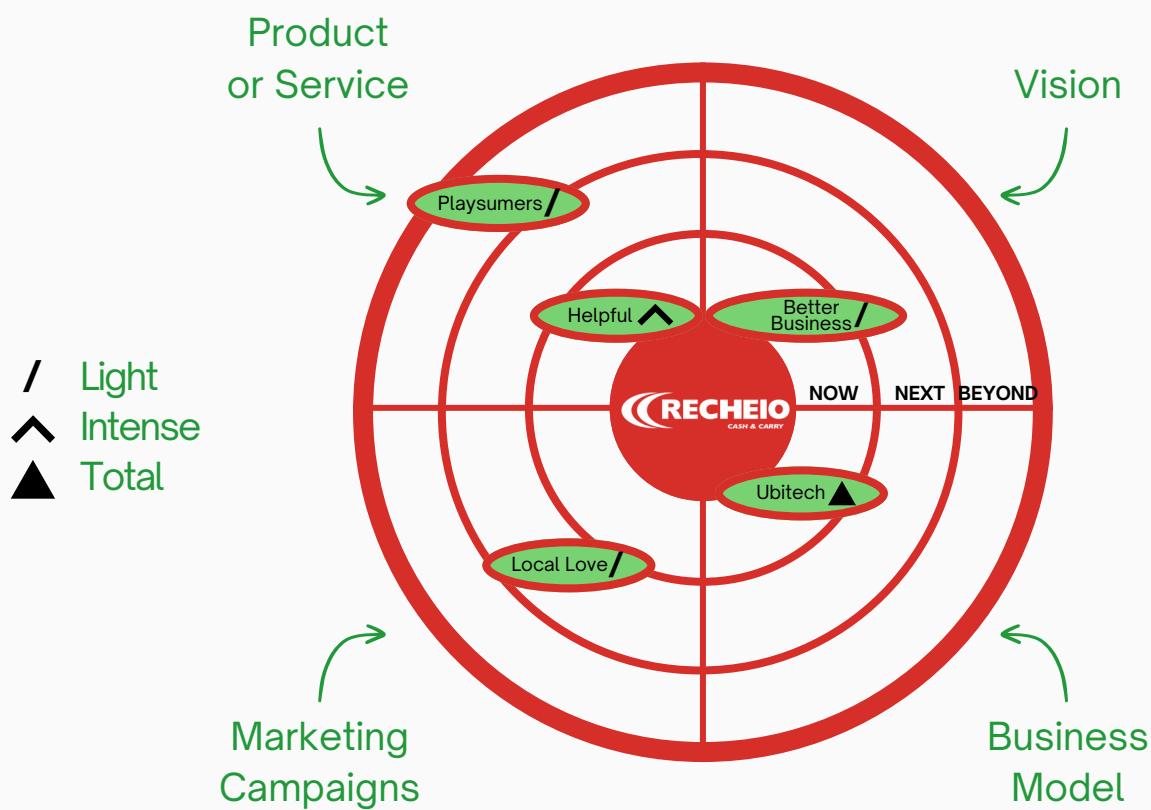
1. Local Love (Next, Light): Supporting local businesses and products aligns with the current consumer trend of valuing community connections and regional sourcing. Emphasizing this now can differentiate Recheio as a supporter of local economies, meeting the immediate demand for community-oriented business practices. Even though our idea could decrease contact with the customers, the main goal is to try to avoid that by implementing other policies.

2. Helpful (Now, Intense): While being helpful is important, an immediate overhaul might not be required. However, planning to enhance services, streamline customer support, and improve utility in the next six to twenty-four months can solidify Recheio's reputation for dependable and helpful services. Our platform will help customers be more efficient and automated in their orders.

3. Better Business (Now, Light): Emphasizing ethical practices and social responsibility is increasingly significant in today's consumer landscape. Taking immediate action to reinforce better business practices aligns with the growing demand for companies to demonstrate their commitment to ethical standards.

4. Ubitech (Now, Total): Integrating technology is an urgent need, planning to incorporate tech enhancements in logistics, inventory, or customer service can improve efficiency and customer experience. So, developing our idea will help Recheio follow this trend and make their and their customers' processes more effortless.

5. Playsumers (Beyond, Light): Encouraging consumer participation is valuable, but it might not be an immediate necessity for Recheio's wholesale model. Planning for consumer engagement in product creation or customization could be considered for future initiatives. In this case, it might be interesting to gather feedback about our platform to adapt it as much as possible to consumers.



Strategic Relevance

Purpose

Recheio's purpose statement lies in their determination to:

- **Providing quality products:** Recheio sources its products from reputable suppliers and ensures that they meet the highest standards.
- **Delivering a seamless shopping experience:** Recheio's personalized shopping application makes it easy for HoReCa offices to order essential items.
- **Reducing Environmental Footprint:** Recheio is committed to reducing its environmental footprint by using eco-friendly packaging and reducing food waste.
- **Promoting sustainability:** Recheio HoReCa provides companies with transparency about the source of their materials.

Pride

Recheio, a family-owned business that has served HoReCa and traditional retail for over 50 years, takes pride in its long history and commitment to providing its customers with the best possible shopping experience. This pride in tradition is evident in Recheio's commitment to:

- **Innovation:** Recheio is innovative in the way it buys, always seeking new ways to enhance the customer experience.
- **Distribution:** Recheio provides a diverse range of products and services to its customers.
- **Customer Focus:** Recheio is dedicated to meeting the needs of its customers and offering outstanding service.

Partnership

Recheio is proud to partner with local suppliers and support the community. The company believes that strong partnerships are essential to success and is always looking for ways to collaborate with others. Recheio's commitment to partnership reflects:

- **Supporting local suppliers:** Recheio sources its products from local suppliers whenever possible.
- **Promoting community engagement:** Recheio includes a forum in its app where HoReCa agencies can connect and share tips.
- **Emphasis on sustainability:** Recheio HoReCa works with its partners to develop innovative solutions for the industry.

Protection

Recheio is committed to protecting the environment and the health of its customers. The company sources its products ethically and sustainably and seeks imaginative ways to reduce environmental impact. Recheio's determination to protect itself shows in:

- **Reduced food waste:** Recheio's personal shopping app helps HoReCa facilities order the exact quantity they need, reducing food waste.
- **Promoting Sustainable Sources:** Recheio HoReCa helps businesses identify and purchase sustainably sourced products.
- **Promoting Responsible Consumption:** Recheio HoReCa provides information on the environmental impact of their food choices.

By supporting these core values, Recheio can create a competitive advantage and gain a larger share of the HoReCa market. The company's commitment, pride, sharing and security will ensure that the app is a valuable resource for HoReCa offices, helping them achieve their business goals and exceed their customers' expectations.

Personalisation

Recheio's digital ordering platform provides a personalized shopping experience for its customers. The platform uses AI to generate personalized recommendations and to make it easy for customers to find the products they need. To further enhance the personalization experience, Recheio can use the following methods:

- **Order History:** Use customer purchase history to suggest common items and recommend new items as substitutes when they are not available.
- **Preferences:** Allow customers to express preferences, such as dietary restrictions or acne concerns, to tailor product recommendations accordingly.
- **Location-Based Suggestions:** Suggest products based on the customer's location, taking into account local availability and regional preferences.

Through effectively implementing individual strategies, Recheio can increase customer satisfaction, loyalty, and sales.

Blue Ocean Strategy



Objective:

Create a revolutionary shopping experience for HoReCa customers that is highly efficient, personalised, and enjoyable.

Occasion of use:

The App will be used by HoReCa establishments when ordering products for their businesses.

Offering:

A personalised shopping app that understands and caters to the unique preferences of HoReCa customers.

It records purchase history and preferences, suggesting alternatives for temporarily unavailable items.

Customers:

HoReCa establishments that are seeking a tailored, effortless and easier shopping experience for their specific needs.

Product/Service Advantages:

1. **Customer Preference Understanding:** The App comprehensively records and understands the unique preferences and purchase history for each HoReCa customer.
2. **Alternative Suggestions:** In cases of unavailability, the app provides smart suggestions for alternative products based on customers preferences.
3. **Effortless Shopping:** Streamlined and efficient, reducing the time spent by customers in the buying/ordering process.
4. **Accessibility:** Responsive design for seamless usage across various devices (mobile; desktop; POS).

Price:

Competitive pricing aligned with the value-added services provided by the app.

Customer Adoption:

- Marketing Campaigns: Implementing targeted marketing campaigns to raise the awareness among HoReCa establishments.
- User Training: Offering training sessions and support to ensure seamless adoption of the app.
- User-Centric Design: Universally accessible platform, catering to a diverse demographic with multilingual support.

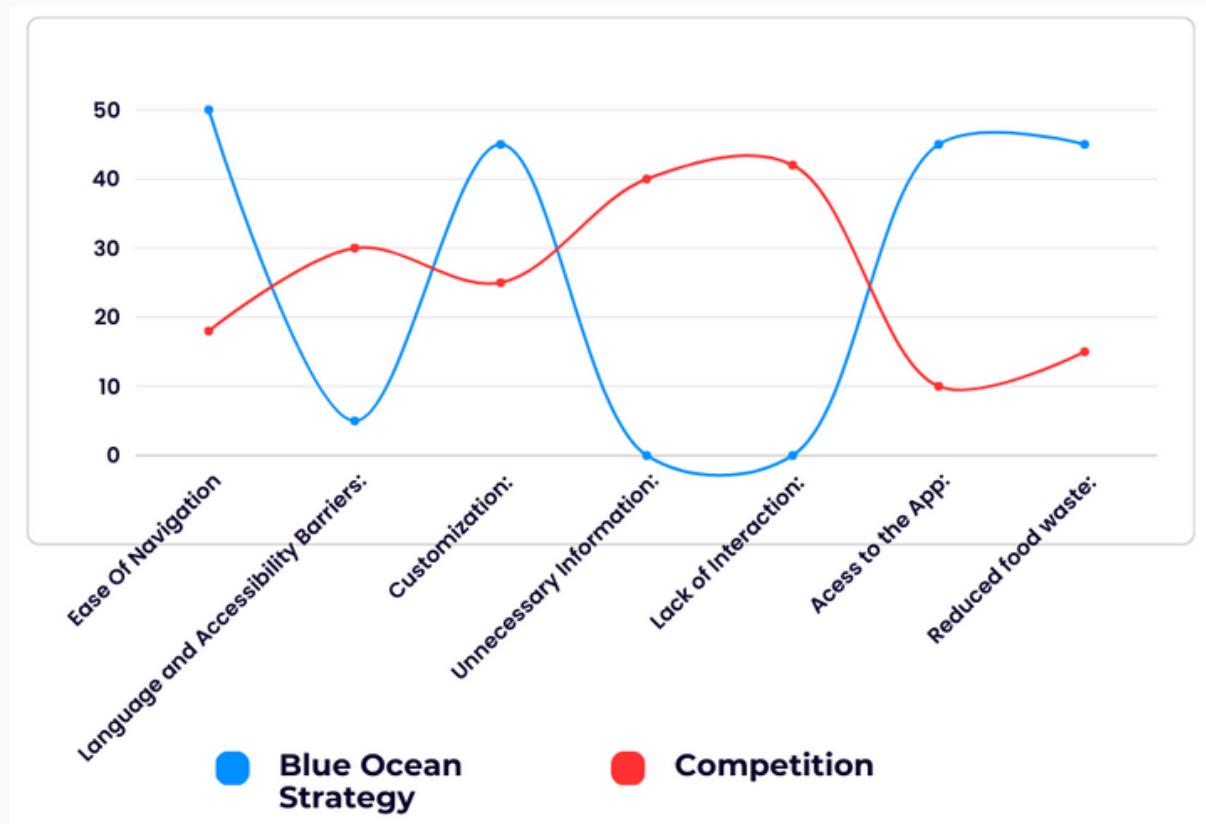
Production:

- App Development: Focus on creating a user-friendly interface, responsive design, and multilingual support.
- Data Management: Implementing robust systems for secure storage and analysis of customer data.
- User Education and Onboarding: Developing user-friendly onboarding processes and tutorials, with chat support for a hands-on approach.

Execution Roadmap:

- Phase 1 - App Development: Focus on creating a user-friendly interface and backend systems.
- Phase 2 - Customers' Onboarding: Roll out marketing campaigns and provide training for HoReCa customers.
- Phase 3 - Continuous Improvement: Gather feedback, analyze data, and make iterative improvements.

Blue Ocean Canvas



Strategic Actions

Eliminate

- Time spent
- Uncertainty while ordering

Raise

- Help from Recheio
- Number of clients

Reduce

- The use of non-digital channels
- Cost of personnel

Create

- Additional digital services
- Interaction between clients

Eliminate

Streamlining the ordering process is crucial to eliminating mental clutter for our customers. The goal is to reduce the time spent on placing an order, ensuring an easy and stress-free experience. By simplifying the order system and by making recommendations, we aim to enhance customer satisfaction and make the entire process more efficient.

Reduce

We aim to reduce reliance on non-digital ordering channels, making the process for customers a breeze. This transition not only enhances efficiency but also minimizes costs associated with personnel handling traditional orders.

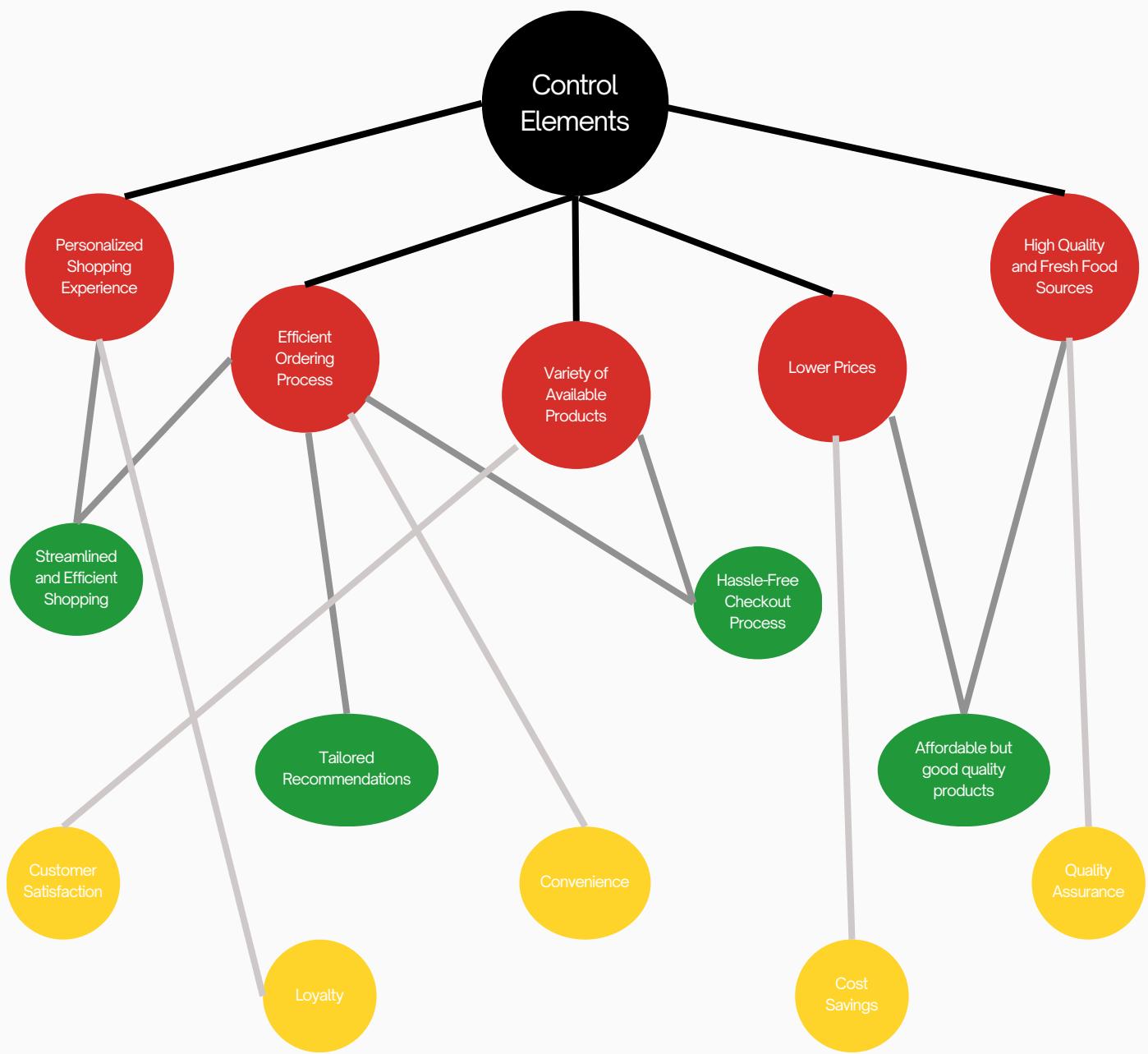
Raise

Elevating the level of assistance provided to our customers by our app, involves enhancing the support and guidance offered throughout the ordering process. Additionally, by emphasizing the community aspect and delivering a better app experience compared to our competitors, we can increase the number of clients.

Create

To make the ordering process cohesive and boost customer satisfaction, we are creating digital enhancements and improving services. For instance, this includes cultivating a digital community for clients to interact with.

Laddering Map



Personalized shopping experiences and optimization of ordering features benefit from a convenient and efficient shopping experience, which ultimately provides the benefits of customer satisfaction. The attribute of having a variety of available products leads to the benefit of tailored recommendations, which enhance loyalty. Offering lower prices offers the benefits of a hassle-free checkout process, making it easier to facilitate. Ensuring high-quality and fresh food sources leads to the benefits of quick delivery to HoReCa establishments and restocking products as often as possible, which drives the values of cost savings and quality assurance.

The Business Model Canvas

THE BUSINESS MODEL CANVAS

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITIONS	CUSTOMER RELATIONSHIPS	CUSTOMER SEGMENTS
Suppliers & Distributors: <ul style="list-style-type: none"> Establish partnerships with suppliers to ensure a diverse range of products available on the platform, and reliable delivery of the products in time. Technology Providers: <ul style="list-style-type: none"> Collaborate with tech firms for platform development and maintenance. 	Platform Development: <ul style="list-style-type: none"> Create and maintain the personalized shopping app. Data Analysis: <ul style="list-style-type: none"> Continuously analyze customer preferences and purchasing behavior. Customer Support: <ul style="list-style-type: none"> Provide assistance and support for platform users. 	Products & Services: <ul style="list-style-type: none"> Wholesale products; Product shipping; Customer support. Gain Creators: <ul style="list-style-type: none"> Having a variety of available products; Lowering prices. Pain Relievers: <ul style="list-style-type: none"> Offering affordable products; Quick delivery to HoReCa establishments; Real-time stock management; Restocking products as often as possible. 24/7 Customer Support: <ul style="list-style-type: none"> Always available customer support on the app, to help users with doubts on the platform. 	Feedback Loop: <ul style="list-style-type: none"> Establish continuous communication channels to gather feedback for platform improvement. Personalized Support: <ul style="list-style-type: none"> Provide personalized assistance and solutions to enhance the customer experience. 	Customer Jobs: <ul style="list-style-type: none"> HoReCa owners; Head Chefs; Operations managers. Gains: <ul style="list-style-type: none"> Successfully running their establishments; Saving money with their purchases. Pains: <ul style="list-style-type: none"> Worrying about reasonably priced products; Having stock for their restaurants in a timely manner.
KEY RESOURCES			CHANNELS	
Customer Satisfaction: <ul style="list-style-type: none"> Ratings, feedback, and retention rates. Software Development: <ul style="list-style-type: none"> Develop a software for the app, and an AI algorithm to do the suggestions for the orders. 			Targeted Marketing: <ul style="list-style-type: none"> Utilize email campaigns, social media, and industry-specific platforms to reach potential HoReCa customers. 	
COST STRUCTURE		REVENUE STREAMS		
Development Costs: <ul style="list-style-type: none"> Initial investment in platform development, design, and testing. Marketing Budget: <ul style="list-style-type: none"> Expenses for advertising, promotional offers, and customer acquisition strategies. 		Advertisement: <ul style="list-style-type: none"> Brands can pay for ads on our app. Either to be shown first when the user searches for a specific product, or just in general ads throughout the app. On app purchases: <ul style="list-style-type: none"> Items bought on the app, increase Recheio's revenue overall. 		

Conclusion

In today's fast-paced and competitive business environment, companies must differentiate themselves from their competitors and deliver a superior customer experience. Our app called **More Recheio**, can achieve this objective by offering unique value-added solutions that address customer needs.

The app's ability to grasp the distinct preferences of each HoReCa customer will set it apart from other ordering platforms. By tracking purchase history and preferences, the app can provide tailored recommendations, propose new products that are temporarily out of stock, and facilitate order placement. This personalized approach will make the app an invaluable tool for HoReCa businesses to save time, reduce costs, and enhance customer satisfaction.

In addition to its personalization, the app is designed for effortless and convenient operation. Responsive design ensures smooth implementation across various devices, and multilingual support caters to diverse demographics. This user-friendly approach will make it straightforward for any HoReCa customer to utilize the app, regardless of their technological expertise.

Recheio's strategic initiatives, centered on reducing uncertainty, eradicating non-digital methods, and increasing support from Recheio, will further enhance the app's performance. By simplifying the ordering process, lowering dependence on non-digital channels, and delivering exceptional customer service, Recheio can create a genuinely revolutionary shopping experience for HoReCa clients.

By implementing these strategies, Recheio can create a competitive advantage and gain a larger share of the HoReCa market. The company's goal of developing mindsets, behavioral insights, business innovations, and related guidelines will ensure that the app is a valuable resource for HoReCa offices, helping them to achieve and exceed their business objectives and customer expectations.

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Classes Material (Material provided by the professors)