



MARIA GRANEL

Consumer Satisfaction and Service Improvement

MARKET RESEARCH | 2020

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Contents

Problem Definition.....	3
Main Objectives.....	3
Secondary Objectives	3
Target Population	4
Target Population and Sample Segmentation	4
Brand Definition	5
Product/Service	5
Market Context.....	6
Competitors	7
Decision Alternatives, Decision Criteria and Decision Rules.....	8
Sample Profile	9
Topic Guide Structure	10
Detailed Conclusions.....	12
Conclusions Summary	17
Problem Redefinition	18
Limitations	19
References	20
Appendix.....	21
Topic Guide.....	21
Interviews.....	27
Interview 1.....	27
Interview 2.....	30
Interview 3.....	34
Interview 4.....	37
Interview 5.....	40
Interview 6.....	43
Interview 7.....	46
Interview 8.....	49
Interview 9.....	51
Interview 10.....	54
Interview 11.....	57
Interview 12.....	59

Problem Definition

This Market Research focuses on customer satisfaction and product/service improvement of Maria Granel stores. Maria Granel is an organic grocery store which sells its products in bulk, aiming to promote a more sustainable consumer behaviour and simultaneously improve health benefits and environmental impact. With this, we hope to aid Maria Granel in attracting new customers from their competitors, as well as raising awareness regarding environmental issues to more people through new or better products/services. Through this, we will be able to better understand the overall satisfaction of the customers and what they feel can be improved and how.

Main Objectives

As stated before, the main goal of the study is to identify ways in which the brand can increase customer satisfaction and understand what the opinion concerning the store is. Adding to that, it would be of interest to perceive which changes clients would value in the shopping experience, considering the current panorama.

Some of the key points to be discussed and analysed are:

- Level of satisfaction with overall shopping experience and products;
- Matters that need change/renewal;
- Improvements for the stores (more space, new locations, etc.);
- New or better products/services that can be implemented;
- Understand the impact of the online store and how it can become more user-friendly.

Secondary Objectives

- Create a consumer profile in order to better understand customer characteristics;
- Understand whether the customers feel safe and comfortable with shopping in a physical store;
- Assess whether, considering the current pandemic, it would be reasonable to fully transition to an online store;
- Try to comprehend how effective Maria Granel's sustainable practices/products are in protecting the environment, in the eyes of their customers.

Target Population

The target population of this Market Research has 2 restrictions.

The first one is that the participants had to buy at least one product in the Maria Granel's store in the last two months (September 2020 and October 2020), either on the online store or the physical shops (Alvalade or Campo de Ourique). We made this restriction in order to have a target population who was recently acquainted with the experience of shopping in Maria Granel and, also, we wanted to have a population who knows what is buying in the Maria Granel store during the Covid-19 crisis.

The second one regards the age of the target population. We established that we would only interview people who are at least 16 years old since from this age the individuals have reached a certain maturity level that allows them to express what they believe and think.

Target Population and Sample Segmentation

After defining the characteristics of market research's target population, we wanted to have a diverse segmentation in three different variables: Gender, Age Group and Education Level.

It was decided that every member of the group would be responsible for two interviews. Therefore, the main goal was to have twelve of them in total with a sample profile as the tables below suggest.

	[16-25]	[26-40]	[41-66]	67+	Total
Number of Interviewees	3	3	3	3	12

Table 1: Sample Segmentation by Age Group

Note: The classes 67 to 80 and 80+ were joined in this table.

	Female	Male	Total
Number of Interviewees	7	5	12

Table 2: Sample Segmentation by Gender

	Non-Higher Education	Higher Education	Total
Number of Interviewees	6	6	12

Table 3: Sample Segmentation by Education Level

Note: In the Non-Higher Education, we have joined the Primary School, Middle School and High School classes.

In the Higher Education one, we have joined the Bachelor, the Master and the PHD Classes.

Brand Definition

Maria Granel was the first organic in bulk grocery store to appear in Portugal. Their objective is to reduce food waste and to promote sustainable behaviours. In order to achieve this, they introduced “zero waste stores” where you can buy organic, biological and nutritious food exclusively in bulk, dispensing the need of plastic packaging. This way, they can drastically reduce the use of plastic bags required and contribute to the sustainability of the planet. Furthermore, their goal also consists of encouraging their customers to combat food waste, acquiring only the quantity they actually need. Additionally, the brand also puts a lot of effort on educating the general public as well as younger people through consulting, conferences, workshops and even a Podcast where topics such as sustainable shopping and nutrition are debated.

This considerably reduces CO2 emissions and the amount of food waste that ends in landfills and incinerators daily. All these combined with personalized and attentive service from the working members. Besides two physical stores (one in Alvalade, the first, and another one in Campo de Ourique), Maria Granel also has an online store. So, if you prefer to receive all the products you want in the comfort of your home, you can choose to shop online. Even though this concept has risen in the past years, the brand has not settled: they want their work to reach as many people as they can, being this their most important ambition.

Product/Service

In order to achieve its goals, Maria Granel provides two main services:

Programa Z(h)ero

- Projeto Escolas Lixo Zero: This project focuses on turning schools in environments with “zero impact” and educating its students into properly manage their residue;
- Conferences: Through the knowledge of experts in various fields, such as sustainability, educate the general people into taking more conscious decisions;
- Consulting: Development of projects guided by a team of specialized professionals in the sustainability area;
- Workshops: Activities organized in order to share ideas regarding sustainability and zero waste;

Through this program, Maria Granel aims to educate not only its clients but also the future generations.

Pantry Makeover

Consists of a service in which the client is guided both in terms of nutrition and pantry organization. Depending on the clients' needs, a diet plan is defined and then, based on that, the pantry is organized. There are two variants of this service: the full pantry makeover, suitable for those starting from the ground, and soft pantry makeover, ideal for someone who has already made some changes in the pantry but still needs a little help.

Market Context

In order to understand which measures are needed to improve Maria Granel clients' customer satisfaction, our team has performed a study to know the current situation of the store and to comprehend which are the reasons that make an individual opt for a grocery concept such as Maria Granel instead of a traditional grocery or a supermarket. With this study, our team also aims to understand how the difference of ages between clients changes the way they would be treated and, furthermore, which type of products or services are needed to satisfy their necessities.

The two Maria Granel stores are both located in Lisbon, more precisely in Alvalade and in Campo de Ourique. Considering this factor, we can conclude the Maria Granel consumers are mainly local residents with a consumer behaviour characteristic of a large metropole. Considering this factor, we also want to be able to understand general consumer habits taking into account the different behaviours between people of large cities and the countryside.

The Maria Granel Brand has great contact and engagement with their clients using social media platforms. Nowadays, in October 2020, Maria Granel has a Facebook page with over 32 thousand followers, an Instagram page with over 64 thousand followers and 2445 posts, a YouTube page with 152 subscribers and around 5500 visualizations and a Pinterest Page with 746 followers.

Competitors

In the current market there are several direct competitors of Maria Granel, who sell organic products in bulk. Nevertheless, there are also indirect competitors: those who sell organic groceries without being in bulk, and supermarkets that provide all types of products.

Direct Competitors

Organic bulk stores aim to reduce food and plastic waste and overall encourage sustainable behaviours. They provide not only the possibility of decreasing the customer's ecological footprint but also increase the biological and healthy products consumption. These are the stores that are currently open in Lisbon:

- #Granel;
- Casa a Granel;
- Granel&Co;
- Granel do Bairro.

Indirect Competitors

Organic stores: The only difference between this kind of stores and organic bulk stores is that they do not sell in bulk, therefore they do not help reducing packaging waste:

- Celeiro;
- Go Natural;
- Biomercado;
- A Horta-Mercearia Bio.

Supermarkets: This kind of store sells a vast range of products including organic ones. However, the goods are not sold in bulk and the majority does not come from organic farms, meaning these markets do not encourage a sustainable lifestyle.

- Continente;
- Pingo Doce;
- Lidl;
- MiniPreço.

Decision Alternatives, Decision Criteria and Decision Rules

Having in consideration that the main objective from the market research study is to improve customer satisfaction in the Maria Granel's organic grocery store, our team has proceeded with the definition of the decision alternatives, decision criteria and decision rules. This way, it is possible to achieve our conclusions in a clear and efficient manner.

Problem: What implementations or innovations can Maria Granel do in order to increase customer satisfaction both in physical and online stores, and to reach as many people as they can while maintaining their sustainable standards?

Decision Alternatives: Implement new changes/services? Yes or no.

If yes, define which implementation measures should be made, for example:

- Expand company's reach by investing in television/radio advertising;
- Open a new physical store in Portugal;
- Implement new types of products, such as fruits and vegetables;
- Full transition of their service to an online platform due to the pandemic;
- Reduce delivery time of the products bought through the online store;
- Reduce transportation fees of the online store;
- Introduce new purchase methods on the online store (PayPal, Credit Card);
- Increase the reach of their services by offering brochures to their customers;
- Implement a discount/fidelity card.

Decision Criteria: Agreeing with the implementation of at least one of the measures.

Decision Rule:

If 51% of the clients agree with the implementation of a measure related to physical stores, new products or services, it will be implemented. Since our sample is relatively small, we conclude that unless the majority of the interviewees agree with the measure, the brand should not implement it.

If 65% of the clients agree with the implementation of a measure related to the online store, it will be implemented. Since improving the online service requires more investment and time than implementing the remaining measures, the acceptance rate should be higher.

Sample Profile

All the individuals of our sample respect the criteria that we have established as the target population, which defines that individuals need to be 16 or older and need to have bought something in the last two months (September and October of 2020) in either a physical or online store.

The majority of our sample is composed of individuals from the female gender with a percentage of 75%, having only 3 individuals from the male gender. Regarding age group, 33% of our sample is between 16 and 25 years old, another 33% between 26 and 40 years, 25% between 41 and 66 years and one individual belongs to the age group between 67 and 80 years. More than half of the sample is employed, 3 individuals are students, 1 is a student and employed and 1 is retired. Half of the sample has 4 individuals in their household, 25% has 2, 2 have 5 individuals and 1 has 3 individuals. Concerning education level, 33% have a bachelor's degree, 33% have a master's degree, 25% have completed high school and only one individual has completed middle school.

Interview	Gender	Age Group	Social Situation	Nº of household individuals	Education Level
1	M	[16-25]	Student	4	High School
2	F	[16-25]	Student/Employed	4	Bachelor
3	F	[26-40]	Employed	2	Masters
4	F	[26-40]	Employed	5	Masters
5	F	[41-66]	Employed	4	Masters
6	M	[26-40]	Employed	4	Masters
7	F	[16-25]	Student	4	High School
8	F	[41-66]	Employed	3	Bachelor
9	F	[26-40]	Employed	2	Bachelor
10	F	[41-66]	Employed	5	Bachelor
11	F	[67-80]	Retired	2	Middle School
12	M	[16-25]	Student	4	High School

Topic Guide Structure

The topic guide used for the undergoing of the interviews allowed us to divide the enquiries in a logical and sequential way and to gradually specify the questions throughout the discussion.

The topic guide starts with a brief presentation of the interviewer, the theme and the purpose of the research. In order to avoid biased answers from the interviewees we try not to disclose the final goal of the study. Additionally, we mention the approximate time duration of the interviews. Finally, we enquire about the participants availability as well as request permission to record the audio of the interview.

In order to understand whether the interviewees belong or not to the target population, we begin with a first set of qualification questions. If the interviewee belongs to the target population then the interview proceeds.

Next, we moved on to general questions regarding biologic and in bulk products purchase, in which we ask the individuals about the importance of this type of products in their daily lives. Adding to this, we try to understand how often they acquire these products, why they do it and their respective preferences.

The following questions concern the enquires' sustainable habits and their overall environmental awareness, and whether or not and how frequently they practice this type of habits, for example, recycling, and how much of an impact they think their actions have.

The next set of questions regards the relationship between Maria Granel and its clients. For instance, how they got to know the brand, positive and negative aspects of the stores and if they have ever recommended it to anyone. Furthermore, we also approach the importance of Maria Granel's social media channels and the need for future campaigns. In this section, we also have a filter question that aims to understand in which store/channel the client has made a purchase in the last 2 months. Depending on the answer, the interviews proceeds with implementation questions about physical stores and/or online stores.

If the interviewee's answer is at least one of the physical stores, the discussion proceeds, and questions regarding general store satisfaction, number of stores and functionality are made. Additionally, we try to grasp the overall clients' embracement of the concept by realizing whether they take their own bags and jars when shopping.

If the interviewee's answer is the online store, the discussion proceeds, and the client is asked about the satisfaction with online shopping experience, for instance, website layout, delivery time, prices, and payment methods.

The next topic regards services provided by Maria Granel, which include the Project Z(h)ero and the Pantry Makeover. The client is asked whether he is familiar with these initiatives and about his interest in taking part in workshops and conferences.

The following set of questions focuses on enquiring about new products which would diversify the brand's product range, such as second-hand clothes or fresh fruit and vegetables, as well as the implementation of discount cards.

Coming to an end, the closing question explores the possibility of the application of new measures in order to increase customer satisfaction.

Finally, the individuals are enquired about specific aspects regarding their social economic status in order to build a customer profile.

Detailed Conclusions

Upon having each interview analysed and summarized and having the Global Summary column in the Context Analysis Matrix filled in, it was possible to start drawing conclusions regarding the population sample.

To begin, the majority of interviewees' ages fit between 16 and 40 years old, with only two exceptions comprised in the 41 to 66 and 67 to 80 years old. Of the total interviewees, 9 of them are female and the remaining 3 are male. Regarding their education level, 8 of them have either a master's degree or a bachelor's degree, 3 of them have concluded high school and one has only completed middle school. Considering the interviewees' family households, the mode is 4, despite values varying between 2 and 5 individuals per household. Adding to this, most of them have made their last purchase in September in the Alvalade store.

In the context of general questions, most interviewees defined biological products as those which do not imply the use of any chemicals during production stage.

The majority of the interviewees do not buy, or rarely buy in bulk products in a monthly basis. Furthermore, 11 of them state that they tend to buy more non biological products despite the gradual increase in total amount of biological products bought throughout the years. Among the preferred biological products are fruit, vegetables, dry fruit and teas. Adding to this, most of the individuals admitted promoting biological and in bulk products to friends and family, as well as considering that these have a very positive impact not only in the environment, but also physical health. However, only some of the interviewees recognized benefits in general mental health.

On the topic of brand awareness, most of interviewees got to know Maria Granel through social media, family or friends.

As for sustainable habits, interviewed individuals had very different definitions of sustainability such as balance between production and consumptions, but only a few mentioned the concern for future generations. When asked about the practice of such habits, most interviewees admitted doing so, with recycling and usage of public transport among the most common. Furthermore, every single person acknowledged the importance of reducing plastic consumption, particularly by replacing plastic bags with reusable fabric, cloth and hard plastic ones.

When it comes to the practice of recycling, all the interviewees do so, being the most common environment for this at home and work. However, in composting the paradigm shifts with only 2 individuals practicing it either at home or in nearby urban farms.

Regarding the recipients for in bulk shopping, sizes vary from 100ml to 1L. The majority of the interviewees have the habit of buying sustainable utensils, such as bamboo tooth/hairbrushes, cleaning products and metal straws. In fact, only one of the interviewees believes that this type of products has no environmental impact. All others agree that having such behaviours greatly contributes to an eco-friendlier lifestyle and highlight the need of a general conscientization on this topic.

Regarding veganism and vegetarianism, even though the majority of individuals does not practice them, they understand the benefits of such diets.

The following section of the interviews intended to grasp the relationship between Maria Granel's brand and its customers. The most common ways of getting to know the brand were either through social media or family and friends. Furthermore, there are clients who are familiar with the brand since 2015 (the opening of the Alvalade store) and others, more recently, since 2020. Alvalade, the most popular store among the interviewees, is preferred mostly due to proximity to residence, work location and public transports, such as the subway.

The products most frequently purchased by the respondents are dry fruits, legumes, grains, teas and chocolate. Most interviewees only buy at Maria Granel up to twice a month, translating into a very small percentage of the total monthly household grocery shopping.

Regarding social media presence, Instagram and Facebook are the most popular channels, despite none of the individuals recalling any major publicity campaign. Moreover, only 2 of the respondents have not yet recommended the brand to anyone, with one of them clearly stating the intention to do so. Some of the suggestions for promoting the brand were social events, hiring of digital influencers, tv campaigns and to be present in supermarkets in order to reach a wider population.

Concerning marketing campaigns, none of the interviewees, except for one, recall seeing any.

When asked about the most appreciated aspects of the store, the interviewees praised the product quality and diversity, product display, store location and overall concept of buying in bulk. Despite these facts, the size of stores as well as the high prices were seen as negative points in the overall experience. Furthermore, some customers expressed the need for a more effective way of weighting the goods in order to know the price to pay beforehand.

Implementation questions about physical stores

Afterwards we inquired the individuals about their opinion regarding the physical stores of Maria Granel. Except for one individual, all of the subjects of the interviews frequently take their own bags/recipients/bottles when they conduct purchases at Maria Granel's stores.

With regards to shopping at Maria Granel giving the current Coronavirus pandemic situation, most of their customers feel safe when they go there apart from three, who would rather avoid personally going to any physical stores. As for product arrangement the general response was quite positive despite some constructive criticism. Some of the interviewees believed the stores to be slightly small for the product diversity and that expanding them would be fruitful. Other suggestions given by the respondents were: increase the space between products; product signalling board; least essential products closer to the entrance and the most popular ones at the end of the store. In addition, one interviewee recommended the least sold products being nearest to the register.

In respect to the store's accessibility, the respondents found that, in general, the store was close enough to the subway to be a feasible means of transport to get there. However, accessibility by car is quite difficult as the number of parking spaces for non-residents has been steadily decreasing in both stores' neighbourhoods.

As for the possibility of opening new stores, the respondents are mostly of the opinion that more stores should be opened, both in Lisbon and outside of Lisbon. The most popular areas in Lisbon for the opening of new shops were heavily populated and touristic areas such as Baixa/Terreiro do Paço, Belém, Expo, São Sebastião, and also Saldanha, Telheiras and Benfica. As for stores outside of the Lisbon metropolitan area, the most prevalent opinions were district capitals (such as Porto, Leiria, or Braga) and other cities with high purchasing power such as Cascais.

All the interviewees lauded the staff behaviour, describing them as helpful, nice, caring, and professional. Also, most of the subjects are of the opinion that the store has enough employees (given the current pandemic) barring one who believes the store needs more staff in order to sanitize everything thoroughly.

Implementation questions about the online store

Subsequently, we interrogated the subjects in regard to the online store and quickly came to the conclusion that only three people had bought any product online from Maria Granel and none of them shops on the online store exclusively.

When asked about what could be enhanced, the suggestions were improving the website's design, lowering delivery fees, and tweaking product search within the website.

All the respondents had no problems and were satisfied with the current means of payment. Additionally, they were receptive to the implementation of both PayPal and credit card as new ways of conducting payment.

As for delivery fees, the interviewees felt that they should not be higher than 3€ and that it should be free for purchases above 20-40€. Regarding delivery time, two subjects of the interviews were satisfied while one was not.

In regard to the possibility of creating a personal account on the Maria Granel website, all the 3 participants demonstrated an interest in this idea and they were also willing to share their personal data with Maria Granel as to improve their shopping experience.

Since the beginning of the pandemic, all three of the respondents that shop online have felt the need to do so more often. However, none of them agree that there should be a shift to a 100% online sales model. Nevertheless, two of them are of the opinion that the online front should be reinforced.

Services

When it comes to Maria Granel's services, only two of the respondents were familiarized with Project Z(h)ero and none had heard of the Pantry Makeover service. As for Project Z(h)ero, most participants considered the workshops and seminars as being the most important elements in this project. However only eight were willing to participate in such activities, with one other respondent being indecisive. Regarding Pantry Makeover, five interviewees were willing to undergo the soft makeover, one would rather go with the full makeover and two others were indecisive. The remaining subjects did not show any interest in this service. Moreover, nine participants would recommend Maria Granel's services to other people (despite having never used them) because they are sustainable and innovative. The remaining three respondents said no because they felt they were not familiar with the services themselves.

New Products

Regarding new products that could be implemented in the Maria Granel store, six interviewees do not think it is necessary to add any to the store, while the others suggested products such as fresh fruits and vegetables, milk, eggs, coffee, detergent, and biological meat. When specifically asked about the possibility of having fresh fruits/vegetables in the store, eight respondents demonstrated interest and some believed the prices should not be higher than 3-5€/kg. As for other types of products, four interviewees were interested in the idea of Maria Granel selling second-hand clothes, while five agreed they should sell clothes made from natural products and one was indecisive. Concerning second-hand bijoux or bijoux made from recycled materials, six respondents found the idea interesting, but only if the

store has space to spare in which they could display such items. Finally, seven subjects were of the opinion that they could sell works of art made from recyclable materials.

When it comes to discount cards, every respondent was in favour of the implementation of this measure. As for the possibility of having an automatic recycling equipment that would reward customers with money/discounts for recycling, ten interviewees agreed with this idea while the remaining two thought it would be hard to implement due to the lack of space in the store.

Closing Question

Finally, seven people did not have any further suggestions to make in order to improve the store. The ones that did, however, believe that Maria Granel should cooperate with other associations (such as Refood), invest in promotions and partnerships with other stores, find an alternative to the discardable plastic gloves offered at the stores (due to the current pandemic), and provide the possibility of collecting the products bought online at the Alvalade store, as well as carry out satisfaction surveys.

Conclusions Summary

As defined previously in the decision rules of our project, we will decide to implement a measure in the physical store, new products and services if at least 51% of the clients agree with said measure. Regarding the online store, the same applies if 65% of the clients agree with adopting the measure.

Concerning the **general questions about Maria Granel**, we came to the conclusion that more than half of the interviewees do not follow Maria Granel social media accounts. Although Facebook and Instagram are the most used channels, we believe that social media campaigns would not be profitable for the brand. Despite this, Maria Granel could promote the store by being more present in traditional markets and supermarkets or by hiring digital influencers to help increasing the reach of their products.

Concerning the **implementation questions about the physical stores**, as for accessibility, half of the respondents complained about the lack of parking spaces nearby the store. For that reason, the creation of a small parking lot neighbouring the physical stores could be taken into consideration. Regarding the opening of new stores, the individuals agreed that new ones should be established both inside and outside the district of Lisbon. Some suggestions were Baixa/Terreiro do Paço, Belém, Expo, São Sebastião, and Cascais. Additionally, they were of the opinion that some district capitals could have Maria Granel stores, such as Porto, Leiria, and Braga. Given that the interviewees were satisfied with both the number of employees and their behaviour, there is no need for any changes staff wise.

Concerning the **online stores**, all the 3 interviewees were pleased with the existent payment methods, despite believing that expanding their possibilities of payment (PayPal and credit card) would be beneficial for the online store. As for the delivery fees, the individuals were not happy with the high prices. Due to this, we believed that these fees should have a maximum value of 3€ and a discount for purchases upwards from 20-40€. All the individuals demonstrated willingness in the idea of sharing their personal data in order to improve their online shopping experience. Therefore, Maria Granel should analyse their clients' data and reinforce the online store in order to improve customer satisfaction.

Regarding the **services** provided by Maria Granel, most respondents were unaware of their existence. For this reason, they all agreed that these services should be promoted through the focus on seminars and workshops and admitted their interest in participating in such activities.

As for the adoption of **new products**, the majority of the individuals demonstrated interest in the possibility of having fruits/vegetables in the store but only if their maximum price was between 3-5€/kg. As for the sale of art made from recycling materials and the automatic recycling machine, because over half of the respondents agreed, we think that it should be implemented. Additionally, all the individuals were of the opinion that a discount card should be introduced.

Problem Redefinition

During the formulation of the main and secondary objectives in the early stages of our market research project, our team has now concluded that the majority of the objectives were accomplished. Nevertheless, there are not many objectives that can be reformulated.

Regarding the reformulation of the objectives, we decided to change two of them.

- **New or better products that can be implemented.**

Our team decided to change this objective, excluding the new or better services, due to the fact that hardly any of the interviewees recognized Maria Granel as a service provider. Therefore, we considered more important to understand what the respondents think about the products and which new products they would want rather than asking them about new services.

- **Understand the impact of the online store and how it can become more user-friendly.**

Our team decided to exclude this goal from the main objectives and transfer it to the secondary ones since our sample profile did not have a significant representation to have meaningful conclusions.

Also, we decided to implement a new secondary objective.

- **Understand the relationship between Maria Granel and its customers on social media.**

Since it is important to understand if there is a significant engagement between the brand and the consumers, Maria Granel should focus on the social media platforms and in which way the brand should engage more with its customers.

Concluding, the objective redefinition is altered to the following:

Main Objectives

As stated before, the main goal of the study is to identify ways in which the brand can increase customer satisfaction and understand what their opinion concerning the store is. Adding to that, it would be of interest to perceive which changes clients would value in the shopping experience, considering the current panorama.

Some of the key points to be discussed and analysed are:

- Level of satisfaction with overall shopping experience and products;
- Matters that need change/renewal;

- Improvements for the stores (more space, new locations, etc.);
- New or better products that can be implemented.

Secondary Objectives

- Create a consumer profile in order to better understand customer characteristics;
- Understand whether the customers feel safe and comfortable with shopping in a physical store;
- Assess whether, considering the current pandemic, it would be reasonable to fully transition to an online store;
- Try to comprehend how effective Maria Granel's sustainable practices/products are in protecting the environment, in the eyes of their customers.
- Understand the impact of the online store and how it can become more user-friendly;
- Understand the relationship between Maria Granel and his customers on social media.

Limitations

During the exploratory analysis of our market research, we had several obstacles.

Our first limitation has to do with not getting the segmentation of the sample that we were hoping for. The goal was to have 7 out of 12 women and the remaining 5 men. Instead, we have interviewed 9 women and 3 men. Concerning the variable age group, the ideal sample would be to have three people in each of the classes. However, we had four interviewees between 16 and 25, four between 26 and 40, three between 41 and 66 and only one between 67 and 80. The last segmentation limitation has to do with the variable Education Level. In this, we were expecting half of the sample to have higher education and the other half not to have it. However, two thirds of our sample profile had higher education.

Besides that, nine people of our sample had never bought on Maria Granel's online store. That way, we could not manage to get much primary data about this topic (D2), making our conclusions less rigorous.

Finally, in the set of questions regarding the services of Maria Granel (D3), we were surprised that only few interviewees knew about their existence and, therefore, could not give a well based opinion about them. Thus, our conclusions about this topic are poorly conclusive.

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Website OrigensBio, “Produtos Biológicos”

Available in: <https://www.origensbio.pt/produtos-biologicos>

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Appendix

Topic Guide

Bom dia/tarde/noite,

O meu nome é [nome do entrevistador] e sou finalista do curso Gestão de Informação, na Universidade Nova de Lisboa.

No decorrer da cadeira de Estudos de Mercado, estamos a realizar entrevistas de forma a conhecer melhor a Maria Granel e o mercado de produtos sustentáveis. Estimamos que a entrevista tenha uma duração de aproximadamente quarenta minutos a uma hora.

Estaria disposto a colaborar neste estudo?

- Se **sim**: “Muito obrigado pela sua colaboração.”
- Se **não**: “Muito obrigado pelo seu tempo. Bom dia.”

De forma a facilitar a recolha e análise de informação, permite que o áudio da entrevista seja gravado de forma anónima?

A. QUALIFICATION QUESTIONS

1. Qual a sua faixa etária?

- a. <16
- b. [16-25]
- c. [26-40]
- d. [41-66]
- e. [67-80]
- f. >80

2. Nos últimos dois meses (setembro e outubro), fez alguma compra nas lojas físicas ou online da Maria Granel?

If the interviewee answers “Não” at question number 2: Obrigado pela sua disponibilidade, mas não faz parte da população que pretendemos estudar.

If the interviewee belongs to the age group a.: Obrigado pela sua colaboração, mas não faz parte da população que pretendemos estudar. Otherwise, proceed with the interview.

B. GENERAL QUESTIONS

B.1. Individual information about biological and “in bulk” products purchase:

3. Por suas palavras, o que entende por produto biológico?
 - a. Possível resposta: Produtos biológicos são produtos de maior qualidade uma vez que não contêm organismos geneticamente modificados, nem pesticidas ou adubos químicos.
4. Compra usualmente produtos em granel?
 - a. Quantas vezes por mês?
5. Costuma comprar mais produtos biológicos ou não biológicos?
6. Que tipo de produtos de origem biológica mais compra?
7. Ao longo dos anos tem vindo a comprar mais produtos orgânicos?
8. Procura divulgar produtos biológicos e em granel? Quais?
9. Que tipo de impacto considera que comprar produtos em granel e biológicos tem no ambiente?
10. Que tipo de impacto considera que comprar produtos em granel e biológicos tem na sua saúde mental/física?
11. Como teve conhecimento da existência deste tipo de produtos?

B.2. Individual information about sustainable habits:

12. A seu ver, qual é a definição de sustentabilidade?
 - a. A Sustentabilidade é a capacidade de satisfazer as nossas necessidades no presente sem comprometer a capacidade de as gerações futuras satisfazerem as suas próprias necessidades.
13. Procura ter hábitos sustentáveis no dia a dia? Quais?
14. Procura diminuir o consumo de plástico? Com que medidas?
15. Utiliza sacos reutilizáveis? De que materiais?
16. Faz reciclagem? Em que contextos?
17. Tem o hábito de fazer compostagem? Em que contextos?
18. Leva os seus próprios frascos para compras em granel? Com que capacidade?
19. Compra utensílios sustentáveis? (Como por exemplo palhinhas de metal ou escovas de dente de bambu.) Que produtos mais compra?
20. Que impacto pensa que os hábitos sustentáveis têm no aquecimento global?
21. O que acha de uma alimentação vegetariana/vegan?

C. MARIA GRANEL QUESTIONS

C.1. Individual information about the relation with Maria Granel:

22. Como ficou a conhecer a Maria Granel?
23. Há quanto tempo é cliente da loja?
24. Em que loja costuma comprar: Alvalade, Campo de Ourique ou online?
25. Nos últimos 2 meses em qual das lojas/canais efetuou uma compra?
26. Porque costuma comprar nessa(s) loja(s)?
27. Que produtos costuma comprar?
28. Quantas vezes por mês realiza compras na Maria Granel?
29. Tendo em conta as suas compras mensais, considera que aquelas que faz na Maria Granel tem um grande impacto no peso total de compras?
30. Segue a Maria Granel nas redes sociais? Quais?
31. Acha que as campanhas nas redes sociais da Maria Granel são impactantes?
32. Já aconselhou a Maria Granel a alguém? Quantas pessoas?
33. De que maneira acha que a Maria Granel devia divulgar a sua marca?
34. Lembra-se de alguma campanha publicitária da Maria Granel? Qual?
35. O que mais preza na loja Maria Granel?
36. O que menos gosta na loja Maria Granel?

D. IMPLEMENTATION QUESTIONS

D.1. Physical Stores

37. Costuma levar os seus próprios sacos/frascos/recipientes quando vai realizar compras à Maria Granel?
38. Sente-se segura ao comprar numa loja da Maria Granel relativamente à situação pandémica atual?
39. Gosta da disposição dos produtos na Maria Granel? Faria alguma alteração? Qual?

Stimulus

O objetivo deste estudo é identificar o nível geral de satisfação com a experiência de compras na loja física Maria Granel e dar sugestões acerca do que pode ser melhorado e alterado, tal como recolher ideias para novos produtos.

- 40. O que poderia ser melhorado?
- 41. Que sugestões pode dar de modo a melhorar a disposição dos produtos?
- 42. Considera boa a acessibilidade às lojas físicas da Maria Granel?
- 43. Considera necessária a abertura de novas lojas em Lisboa? Onde?
- 44. Considera necessária a abertura de novas lojas fora de Lisboa? Onde?
- 45. Considera o tamanho da loja adequado à variedade de produtos?
- 46. O que tem a dizer do atendimento nas lojas da Maria Granel?
- 47. Considera o número de funcionários suficiente?

D.2. Online Store

- 48. Compra exclusivamente em lojas online?

Stimulus

O objetivo deste estudo é identificar o nível geral de satisfação com a experiência de compras na loja online Maria Granel e dar sugestões acerca do que pode ser melhorado e alterado, tal como recolher ideias para novos produtos.

- 49. O que poderia ser melhorado?
- 50. Como acha que o modelo de compras online ficaria mais user-friendly?
- 51. Qual é a sua opinião sobre os meios de pagamento, IBAN e MBWay?
 - a. Que outros meios de pagamento deveria a Maria Granel ter? (Paypal? Cartão de Crédito?)
- 52. Qual o valor que considera adequado como custos de transporte/entrega?
- 53. Acha que deveria haver um desconto no custo de transporte em relação ao valor das compras?
A partir de que valor seria razoável?
- 54. Está satisfeito com os tempos de entrega?
- 55. Estaria disponível a partilhar alguns dos seus dados pessoais (por exemplo: histórico de compras, preferências) com a Maria Granel, de forma a proporcionar uma melhor experiência?
 - a. Que tipos de dados estaria disposto a fornecer?
- 56. Concorde com a possibilidade de criar uma conta pessoal no site da Maria Granel? (uma conta associada a um email pessoal através da qual é identificado quando faz compras online, com informação como morada e meio de pagamento preferido)

57. Desde o início da pandemia, sentiu a necessidade de passar a comprar mais vezes online?
58. Tendo em conta o contexto de pandemia atual, qual é a sua opinião acerca de passar para um modelo de vendas 100% online?

D.3. Services

59. Está familiarizado com o projeto Z(h)ero da Maria Granel? (Explicação: Programa focado na consciencialização ambiental através de conferências, workshops, consultoria e projetos escolares)
- a. Qual das quatro componentes do serviço considera mais importante? Porquê?
60. Estaria interessado em participar (num futuro próximo) num workshop/conferência sobre sustentabilidade e desperdício zero?
61. Está familiarizado com o serviço Pantry Makeover? (Explicação: Consiste num serviço no qual o cliente é aconselhado na organização da sua dispensa e a nível nutricional. Tem duas variantes, completa e parcial; a primeira destina-se a quem quer uma renovação completa; a segunda destina-se a quem apenas necessita de uma pequena ajuda)
62. Estaria interessado em utilizar o serviço Pantry Makeover?
- a. Se sim, preferia a modalidade parcial do serviço, ou a total?
63. Recomendaria os serviços da Maria Granel a outras pessoas? Porque sim/não?

D.4. New Products

64. Sente que falta algum tipo de produto em específico na Maria Granel?
65. Gostaria que as lojas tivessem frutas/legumes frescos? Quais?
- b. Qual o preço máximo por quilo estaria disposto a pagar?
66. Gostaria que se vendesse roupas em segunda mão?
67. Gostaria que se vendesse roupas feitas de produtos 100% naturais?
68. Gostaria que se vendesse bijutaria em segunda mão ou feita de materiais recicláveis?
69. Gostaria que se vendesse obras de arte feitas de materiais recicláveis?
70. Acharia interessante implementar um cartão de descontos?
71. Consideraria importante a Maria Granel disponibilizar máquinas automáticas de reciclagem de produtos usados em troca de dinheiro/descontos na loja?

E. CLOSING QUESTION

72. Tem mais alguma sugestão que gostasse de ver implementada na Maria Granel de forma a melhorar a satisfação dos seus clientes?

F. CHARACTERIZATION QUESTIONS:

73. Género:

- a. Feminino
- b. Masculino
- c. Não Binário

74. Qual o seu grau de instrução?

- a. Até ao 4º ano de escolaridade
- b. Até ao 9º ano de escolaridade
- c. Até ao 12º ano de escolaridade
- d. Licenciatura
- e. Mestrado
- f. Doutoramento

75. Qual a sua situação social?

- a. Estudante
- b. Empregado/a
- c. Desempregado/a
- d. Doméstico/a
- e. Reformado/a
- f. Outra? Qual?

76. Qual o número de pessoas do seu agregado familiar?

Muito obrigado pela sua colaboração e pelo tempo dispensado.

Continuação de um bom dia.

Interviews

Interview 1

Location: Remote Interview

Duration: 35 minutes

Interviewer: Tomás Antunes Ricardo

Date: 19 October 2020

The interviewee is from an age group between the 16 and 25 years old and also have purchased in the last two months having into consideration the realization of this study. The interview has made his last purchase in September 2020, in the store located in Campo de Ourique, Lisbon. With these characteristics checked it is confirmed that he belongs to the target population of the study.

The interview started questioning the interviewee about some general questions concerning the topic of biological and “in bulk” products purchase. Firstly, the interviewee has been challenged to define by her own words which is a biological product. The interviewee has defined a biological product as a product that doesn’t have chemicals in its production process.

After that, it has been asked other questions about her relationship with biological and “in bulk” products and these are what has been discovered. The interviewee purchase products in bulk approximately 3 times per month and usually buy products such as fruits and vegetables. It has been found that the majority of products bought are from no biological source but that it has been made an effort to buy more biological products instead of no biological ones. Asked if he advertises biologic and “in bulk” products, the interviewee answered yes and that it tries to divulge biological meat to friends and family. About the impact that buying biological and “in bulk” products have in the environment, the interview considers that it has very little impact and that people should try to rely only on these types of products since it would be impossible to feed all the world population. The interview considers that buying biological and “in bulk” products have a great impact in her mental and physical health since when the consume of this type of products is more predominant, he feels more energized and motivated. The interviewee has discovered this type of products talking with his grandmother.

After these first questions, it has been asked some questions about her relation to sustainable habits. Firstly, the interviewee has been challenged to define by her own words which are sustainability. The interviewee has defined sustainability as satisfying the necessities of today without compromising the necessities of the future. It was felt some uncertainty in the answer given.

The interviewee also searches to have sustainable habits in his daily life, such as the habit of recycling and composting. The interview also aims to reduce the consumption of plastic using cloth bags when going shopping. Asked about recycling and composting, the interviewee said that practice both

in-home and also in his grandparents' house. The interviewee usually takes bottles to do his purchases with an average capacity of 50 cl but don't buy sustainable utensils.

Asked about the impact that sustainable habits have on global warming, the interview considers that the impact is near null because for him the global warming is a consequence of gas emissions consequence of the economic processes and not about the habits of daily life citizens.

About the vegetarian/vegan food habits, the interviewee considers that wouldn't practice a rigid diet such as these, but that respect people that do it and that is an available option if someday he changes his mind.

After asking some general questions about the interviewee's opinion about biological and "in bulk" products and also sustainable habits, the new questions had more emphasis on the relation with Maria Granel.

The interviewee got to know Maria Granel Brand due to social media and started to make purchases in the store of Campolide, being the only store where he buys from Maria Granel Brand, in September 2020. The reason why he made purchases in this store is that is near the university where he studies and when purchases the products usually chosen are dehydrated fruit, dry fruits, and chocolate. The purchases realized in Maria Granel stores are made once or twice per month having a little impact on the total weight of monthly purchases.

The interviewee doesn't follow Maria Granel on social media but considers their social media campaigns impactful since has known better the project and his goals due to it. The client that has been interviewed also has talked about Maria Granel to 4 people.

Interrogated about how Maria Granel should publicize is brand, the interviewee affirms that Maria Granel should market himself as The Main Brand of Organic products in Portugal.

About the things that the interviewee most cherishes and less like about Maria Granel Brand, he highlights the concept of an "in bulk" grocery store and criticizes the dimension of the stores to small.

The fourth topic discussed in this interview was about which type of measures should be implemented to increase the customer satisfaction of the interviewee. Firstly, it was being explicit that the customer that was being interviewed take his bottles to make purchases in Maria Granel.

About the actual pandemic situation, the interviewee considers that the store is very safe and that all the necessary measures are already implemented. The only suggestion that the interviewee has made is to increase the space between the dispensers and the shelves, which he considers is not adequate since he had hit his head twice on the shelves. Also, regarding this topic, the interviewee had

confirmed good accessibility by foot or public transports, such as bus or subway, but a bad one in terms of private means of transports, such as cars, because of lack of parking.

About the opening of new stores of Maria Granel Brand, inside Lisbon, the interviewee considers that is not necessary, because the two are sufficient and that the biggest investment of the brand should be in the North Region, more specifically Porto, Braga, and Aveiro because are big population areas. The attendance service and the number of employees is also good and adequate in his opinion.

The interviewee doesn't have answer the questions concerning the online store because never used it. So, the following questions were about the services of Maria Granel. About that resuming, the interviewee said that don't know any of the services but after listening to a brief explanation of what is the Pantry Makeover service, the interviewee is interested in the experiment of the partial modality of it and if he likes maybe use the complete modality also.

The last segment of the interview is about new products and in this topic the interviewee showed interest in having fresh fruit and vegetables and sustainable art in the current stores. He also mentioned that the other new ideas (secondhand clothes, recyclable jewelry, and clothes 100% made of natural products) should only be implemented in new stores or if the current ones expanded since nowadays they do not have space for more items.

Interview 2**Location:** Remote Interview**Interviewer:** Tomás Antunes Ricardo**Duration:** 70 minutes**Date:** 19 October 2020

The interviewee is from an age group between 16 and 25 years old and also has purchased in the last two months having into consideration the realization of this study. The interviewee has made his last purchase in October 2020, in the store located in Alvalade, Lisbon. With these characteristics checked it is confirmed that she belongs to the target population of the study.

The interview started questioning the interviewee about some general questions concerning the topic of biological and “in bulk” products purchase. Firstly, the interviewee has been challenged to define by her own words which is a biological product. The interviewee has defined the biological product as a product with high levels of care concerning his production, without the use of any pesticides, and with less pollution output from his production.

After that, it has been asked others questions about her relationship with biological and “in bulk” products and this is what has been discovered. The interviewee purchase products in bulk approximately 6 times per month and usually buy products such as fruits, vegetables, tea, and dry fruits. It has been found that the majority of products bought are from no biological source, giving some examples such as pasta and packed rice, but that it has been made an effort to buy more biological products instead of no biological ones. The interviewee also tries to advertise biological and “in bulk” products to her work colleges since they are the people responsible to do the shopping at home and sometimes need some advice. About the impact that buying biological and “in bulk” products have in the environment, the interview considers that it has very little impact as an individual action but instead as a collective action it can be worth saving the environment. The interview considers that buying biological and “in bulk” products don’t have a great impact on her mental and physical health, but that the fact that “in bulk” products make possible to buy small quantities of products to experiment makes the purchase habit more fun and makes her happy because it is possible to have a sense of novelty with low costs. The interviewee has discovered these types of products talking with work colleges and also because her residence in Alvalade is near stores of these types of products.

After these first questions, it has been asked some questions about her relation to sustainable habits. Firstly, the interviewee has been challenged to define by her own words which are sustainability. The interviewee has defined sustainability as a balance between what the world produces and consumes to don’t overtake the “limit” of resources that we can spend.

The interviewee also searches to have sustainable habits in her daily life, such as don't spend too much electric energy, having electronic devices connected in charge only the minimal required time to the effect, taking short showers with less than 5 minutes, walk instead of using a car, having an electric car instead of a no electrical one and also always turn off the taps to don't wastewater. The interview also aims to reduce the consumption of plastic by buying products packaged in cardboard, using reusable and cloth bags, and also buying products "in bulk".

Asked about recycling, it has been found that the interviewee usually does it in-home or at work, but sometimes in the streets when it is possible. During this question has been emphasized that she also separates the plastic and paper from the same product which shows the importance that the interviewee gives to this habit. About composting, the answer is given as been a no, due to the urban lifestyle that for her is incompatible with this habit.

The interviewee usually takes bottles and jars to do her purchases with an average capacity of 50 cl and also purchases sustainable utensils such as bamboo toothbrushes, which she emphasized that had offered to all her family at Christmas, bamboo hairbrushes, and also card swabs.

Asked about the impact that sustainable habits have on global warming, the answer is very similar to the one given about the impact that buying biological and "in bulk" products have in the environment, which is that individual action is not efficient but a collective one can be.

About the vegetarian/vegan food habits, the interviewee considers that wouldn't practice a rigid diet such these, but that tries to implement some aspects of it such as the reduce of meat eaten and also the purchase of milk derivatives such as milk of rice, almond, soy, and coconut. The interviewee justifies these habits to reduce the process of deforestation caused to produce food to feed animals and also having into consideration the animals' welfare.

After asking some general questions about the interviewee's opinion about biological and "in bulk" products and also sustainable habits, the new questions had more emphasis on the relation with Maria Granel.

The interviewee got to know the Maria Granel Brand do to work colleges and also due to proximity to her home of one of the stores in Alvalade and started to make purchases there approximately in the same period when the store of Alvalade opens (June 2015), being these store the only place where she realizes her purchases. In these stores, the interviewee usually buys vegetables, fruit, dry fruit, cereals, tea, and spices. The purchases realized in Maria Granel stores are made once or twice per month having a little impact on the total weight of monthly purchases.

The interviewee doesn't follow Maria Granel on social media and as a consequence doesn't remember any of its social media campaigns. However, it is felt that she helps to spread the brand since it had advised it to more and less than 20 people.

Interrogated about how Maria Granel should publicize its brand some of the suggestions are the presence in fairs related to biologic products or during the Christmas time and also the collaboration with associations related with "in bulk" products or charity.

About the things that the interviewee most cherishes and less like about Maria Granel Brand, she highlights the concept that allows to buy small quantities of products and to reduce waste, the store layout and the novelty effect that the stores and their products have on clients, but concerning the bad side, it is emphasized the small dimension of the stores, the lack of practice in using bottles at the beginning which can be demotivating, the lack of space between dispensers and also the wait in stores due to the necessity of weighing.

The four topics discussed in this interview was about which type of measures should be implemented to increase the customer satisfaction of the interviewee. Firstly, it was being explicit that the customer that was being interviewed take her bottles to make purchases in Maria Granel.

Asked about if she feels safe inside the Maria Granel store having in consideration the actual pandemic situation, the answer was a yes with some uncertainty reflected in the time needed to answer and in her physical expressions but has been emphasized that the current measures such as the use of alcohol and some previous to a pandemic such as the use of gloves to use the dispensers help to make the place safer.

About the questions concerning the physical stores some of the suggestions that had been made are: during this pandemic situation having an employee which use the dispensers instead of the clients; having a box to put the umbrellas; having more space between dispensers and the shelves and the stores can become bigger. Also regarding this topic, the interviewee had confirmed good accessibility by foot or public transports, such as bus or subway, but a bad one in terms of private means of transports, such as cars, because of lack of parking.

About the opening of new stores of Maria Granel Brand, inside Lisbon has been suggested a strategic location having in consideration data from where are the clients that buy online or some others places such as Downtown Lisbon or Parque das Nações due to the distance from the existent stores and the type of clients with some economic power. Outside of Lisbon has been recommended Cascais due to the same reasons that Downtown Lisbon or Parque das Nações and also Porto since it's a great metropolis. Concerning the attendance, it was been defined as good but with

some delays in the weighing and cash register and also has been defined that the number of employees nowadays is sufficient and the adequate number would be 2 or 3 people.

The interviewee doesn't have answer the questions concerning the online store because never used it. So the following questions were about the services of Maria Granel. About that resuming, the interviewee said that doesn't know any of the services and doesn't have a great interest in the majority of the services of Maria Granel, only being predisposed to go to a conference/workshop. Being the workshops the more important component of services in the interviewee's opinion because of the capacity to integrate more than one or two persons and the easiest way to capture the attention of an audience. The interviewee also wouldn't recommend the services of Maria Granel since never have used it.

About the implementation of new products, the interviewee only has shown enthusiasm about the existence of a discount card. All the other suggestions presented have been rejected in the majority of cases because of considering that the stores don't have enough space, in specific about the fresh fruits and vegetables due to a great concurrence with other near grocery stores and about the automatic machines of discounts per recycling had been suggested this being made manually in the cash register.

The last suggestion that has been made is to collaborate with charity associations such as Refood and Semear.

Interview 3

Location: Remote Interview
Interviewer: Gonalo Calixto

Duration: 1 hour 22 minutes
Date: 24 October 2020

The interviewee is from an age group between 26 and 40 years old and also has purchases in the last two months having in consideration the realization of this study. The interviewee has made its last purchase in September 2020, in the store located in Alvalade, Lisbon. With these characteristics checked it is confirmed that she belongs to the target population of the study.

The interview started by questioning the interviewee about some general questions concerning the topic of biological and “in bulk” products purchase. Firstly, the interviewee was asked to define by her own words what it is a biological product. The interviewee has defined biological product as a product made on a farm or with a certificate guaranteeing it did not had chemicals or if it did, it was in small quantities that are according to the European rules.

After that, it has been asked others questions about her relation with biological and “in bulk” products and this is what has been discovered. The interviewee only purchases products in bulk when she needs those products. She usually buys eggs, fruits, vegetables and vegetable milk. It has been found that the majority of products bought are from no biological source since there is still a low variety of products and high prices. Asked about if she advertises biological and “in bulk” products, the interviewee answered ‘yes’, but only when the topic comes up. About the impact that buying biological and “in bulk” products have in the environment, the interviewee considers that biological and “in bulk” are different things. She believes that when we buy “in bulk”, we help reducing the use and production of plastic which has a good impact on the environment. Concerning biological products, the interviewee did not acknowledged any type of impact. When asked about the impact in her mental and physical health when buying these products, the interviewee answered that it is great for her mental health, because she believes that she is doing the right thing. She discovered these type of products by Instagram.

After these first questions, it was asked some questions about her relation with sustainable habits. Firstly, the interviewee has been challenged to define by her own words what it is sustainability. The interviewee has defined sustainability as something good for the environment, something that has a lower negative impact on the future. It is relevant to know that she was not very confident responding to this question.

The interviewee also tries to have sustainable habits in her daily life such as the habit of buying solid products that are not packaged, replacing plastic bags by cloth bags, replacing objects that have

plastic by others with more sustainable materials, saving water, reusing cloths, walking on foot instead of using transports and reducing the consume of meat.

When asked about the impact that sustainable habits have in the global warming, the interviewee believes it helps reducing a little the gravity of the situation, especially when she reduces in the consume of meat or the use of transports.

About the vegetarian/vegan food habits, the interviewee accepts those who have that habits, but affirms that difficulty she would practice them, especially vegan food habits because she eats lots of animal products like eggs, milk and cheese.

After asking some questions about biological and “in bulk” products and sustainable habits, the next questions had more emphasize in the relation with Maria Granel.

The interviewee got to know the Maria Granel brand due to Instagram and started to make purchases in the store of Alvalade and online since 2017. The reason why she went to this store was because it was the nearest to where she lives and its good accessibility through subway. The interviewee also has made purchases online, due to the current pandemic. She usually buys soap nuts, razor blades and chocolate chips, but since she only goes there when she occasionally needs some products, Maria Granel has a very low impact in the total weight of monthly purchases.

The interviewee follows Maria Granel in social media and considers their social media campaigns impactful even though she does not follow it consistently. The interviewee has advised Maria Granel to approximately 20 people.

Interrogated about how Maria Granel should publicize its brand, the interviewee affirms that Maria Granel should be installed in supermarkets or more accessible surfaces.

The interviewee most appreciates the design and attendance of the stores, as well as the entitled owner and the transparency of the organization. However, the interviewee complains about the prices being by kilograms, which makes it difficult to know how much will she spend there.

The fourth topic discussed was about which type of measures should be implemented in order to increase the customer satisfaction of the interviewee. Firstly, it is important to know that the costumer interviewed takes her own bottles/containers to make purchases in Maria Granel.

About the physical store in Alvalade, the interviewee considers that the store is safe, regarding the current pandemic. One suggestion was to put indicator plates in order to help finding the products. In her opinion, Alvalade has a very good accessibility opposing to Campo de Ourique store which in her words was ‘very far’.

About the opening of new stores of Maria Granel brand, inside Lisbon, the interviewee considers that it is not necessary. Instead, she suggests that Maria Granel should integrate in supermarkets. The attendance service and the number of employees are very good and adequate in her opinion, respectively. Regarding the opening of new stores outside Lisbon, she suggests to expand it to other cities far from Lisbon.

Respecting the online store, the interviewee thinks it should have a more modern design and also a better payment process, indicating that in her personal experience it was not good. Also, the website could be easier to navigate, especially when to find non-food products. She was very receptive with new payment models such as PayPal and credit card. As to the delivery costs, she considered them slightly high and believes that with higher value purchases such as 20 or 30 euros it should have a discount or even free delivery costs. When asked if wanted to have a customer account at Maria Granel's website she was very pleased with the idea and even said that in other brands she buys, it is a system already implemented. She affirms that since the pandemic she prefers to buy online, but that the shop should not go 100% that way. Instead, it should invest more in it.

The following questions were about the services of Maria Granel. About that, she already knew about project Z(h)ero and was interested in going to one of its workshops. Regarding Pantry Makeover, she did not know about its existence but after an explication of what it is, she revealed interest, and said that for people that she knows that are trying to change their lifestyle in this direction, she would recommend both services, especially the conferences because in her words, it is where it is transmitted knowledge.

At last, about the implementation of new products, she considers that the store has pretty much everything it needs, except minor stuff such as milk, eggs, detergent and coffee. Also, the interviewee was very excited with the idea of a discount card affirming that it was a great incentive.

Her last suggestions were to implement occasional discounts, have an online flyer showing the campaigns and adverts of the week, do questionnaires to clients to know their satisfaction and, where she mainly focused, have partnerships with stores nearby that are not their competitors, where they could spread each other's brand.

Interview 4

Location: Remote Interview
Interviewer: Gonçalo Calixto

Duration: 52 minutes
Date: 25 October 2020

The interviewee is from an age group between 26 and 40 years old and also has purchases in the last two months having in consideration the realization of this study. The interviewee has made its last purchase in September 2020, in the store located in Alvalade, Lisbon. With these characteristics checked it is confirmed that she belongs to the target population of the study.

The interview started by questioning the interviewee about some general questions concerning the topic of biological and “in bulk” products purchase. Firstly, the interviewee was asked to define by her own words what it is a biological product. The interviewee has defined biological product as a product produced with no artificial chemists and that are normally made in less quantities in order to be sustainable.

After that, it has been asked others questions about her relation with biological and “in bulk” products and this is what has been discovered. The interviewee usually buys less than 4 times a month, depending on where she is living. She ordinarily buys fruits and vegetables. It has been found that the majority of products bought are from no biological source since there is still a low variety of products. Asked about if she advertises biological and “in bulk” products, the interviewee answered ‘yes’, to friends and family mostly recommending to buy “in bulk” and only recommends specific products if knows that the person likes and has at its reach. About the impact that buying biological and “in bulk” products have in the environment, the interviewee considers that biological and “in bulk” are different things. The impact of buying “in bulk” is good because it reduces the trash we create at home, especially plastic. Concerning biological products, the interviewee did not acknowledged any type of impact. When asked about the impact in her mental and physical health when buying these products, the interviewee answered that it is both great for her mental and physical health since these products are more clean. She discovered these type of products by Facebook.

After these first questions, it was asked some questions about her relation with sustainable habits. Firstly, the interviewee has been challenged to define by her own words what it is sustainability. The interviewee has defined sustainability as the union of three elements, environmental, social and economic sustainability and the attempt to keep them in harmony.

The interviewee tries to have sustainable habits in her daily life such as the habit of avoiding unnecessary packaging, of taking the bus or a lift of a friend to avoid using the car only for herself, avoiding consumerism and wasting food and asking family for clothes or buying in second hand.

When asked about the impact that sustainable habits have in the global warming, the interviewee believes it has a positive impact, especially at long term.

About the vegetarian/vegan food habits, the interviewee confessed that she is a vegan, when possible, since there were times she was obligated to eat non-vegan food. She chose to be vegan for environmental reasons. She affirms that the creation of red meat is one of the principal activities that lead to the destruction of the ozone layer. Also, there is a lot of resources used in the creation of these animals which could be used elsewhere.

After asking some questions about biological and “in bulk” products and sustainable habits, the next questions had more emphasize in the relation with Maria Granel.

The interviewee got to know the Maria Granel brand due to Facebook and started to make purchases in the store of Alvalade and online since 2018. The reason why she went to this store was because it was the nearest to where she lives. She usually buys soaps and flours and since she only goes there once every three or four months, Maria Granel has a very low impact in the total weight of monthly purchases.

The interviewee follows Maria Granel in social media but she does not give it too much attention so she does not know if their campaigns have a meaningful impact. The interviewee has advised Maria Granel to approximately 10 people.

Interrogated about how Maria Granel should publicize its brand, the interviewee affirms that Maria Granel already spreads well enough her brand. Only suggests that Maria Granel could contact influencers that are not directly related to sustainability and try to make them share or even adopt this type of lifestyle.

The interviewee most appreciates the fact that Maria Granel sells food products “in bulk”. For negative aspects, she just comments that there aren’t any nearest stores to her.

The fourth topic discussed was about which type of measures should be implemented in order to increase the customer satisfaction of the interviewee. Firstly, it is important to know that the costumer interviewed takes her own bottles/containers to make purchases in Maria Granel.

About the physical store in Alvalade, the interviewee did not go there since the pandemic started and also avoids going there physically. In her opinion, the two stores are very well located being two centers of Lisbon corners.

About the opening of new stores of Maria Granel brand, inside Lisbon, the interviewee affirms that it has to be in a strategic location and it would prefer it to be in Telheiras or Benfica. The attendance

service and the number of employees are very good and adequate in her opinion, respectively. Regarding the opening of new stores outside Lisbon, she suggests to expand it to the entire country.

Respecting the online store, the interviewee thinks it should be easier to find non-food products. She was receptive with new payment models such as PayPal and credit card. As to the delivery costs, she does not remember how much it was, but believes that with higher value purchases such as 30 or 40 euros it should have a discount. When asked if wanted to have a customer account at Maria Granel's website she was very pleased with the idea and even said that in other brands she buys, it is a system already implemented. She affirms that since the pandemic she prefers to buy online, but that the shop should not go 100% that way. Instead, it should invest more in it.

The following questions were about the services of Maria Granel. She did not know the project Z(h)ero but became interested in going to one of its workshops, when heard what it was about. Regarding Pantry Makeover, she did not know about its existence but had knowledge of the term. After a brief explication of what it is, she revealed interest, and said that for people that she knows that are trying to change their lifestyle in this direction, she would recommend both services.

At last, about the implementation of new products, she considers that the store has everything it needs. She is in favor of Maria Granel selling second hand clothes, 100% natural products clothes, second hand or recyclable materials jewelry and art work made of recyclable materials, but only if it has its own section at the physical store. Also, the interviewee was excited with the idea of a discount card affirming that it was a good incentive.

Interview 5**Location:** Remote Interview**Interviewer:** Lucas Lopes**Duration:** 45 minutes**Date:** 24 October 2020

The interviewee's age group lies within the 41 and 66 years old, and the last purchase made, in September 2020, was within the stipulated 2-month period making this candidate compatible for the interview, considering the target population.

The interview took off with general questions regarding the concepts of "in bulk" and biological products, in which the interviewee was asked to define them. When asked about the definition of a biological product, the individual described it as one which production does not involve any sort of chemicals during production stage. Other questions regarding the purchase of such products followed, where the interviewee mentioned she usually buys this type of products three to four times a month, something which has been increasing over the years, mostly being fruit and vegetables, as well as having the tendency to most often buy non biological products. When asked, the interviewee said to believe that buying this type of products has a significant impact on the environment, considering the reduction of plastic usage, as well as on both physical and mental health. To finalize this section of questions, the interviewee responded as to family members and friends for being responsible for her acknowledgement of in bulk products.

The following questions regarded the topic of sustainability, in which the interviewee was asked about her definition for this concept, to which she answered as being the ability to live in such way resource regeneration is possible and that the future of upcoming generations is not compromised. The following questions concerned the interviewee daily life sustainable habits, which include recycling and usage of public transport, as well as usage of plastic bags. When asked about composting, the interviewee said not do practice it due to not having the best conditions for it by living in an apartment. Regarding the usage of containers for in bulk shopping, the interviewee uses her own, both in 1L and 1/2L sizes. In the following question, regarding the usage of sustainable utensils, the interviewee admitted not to acquire them very often besides from once trying bamboo toothbrushes. However, the interviewee considers that sustainable habits do indeed have a great positive impact on the ecosystems, despite not being enough as solution to fight global warming. When asked about vegetarianism and veganism, the interviewee recognized the environmental advantages, despite not practicing it, seeing it would be a very difficult transition from a regular diet.

The questions that followed were mainly focused on the shopping experience and relationship with Maria Granel.

According to the interviewee, she got to know the brand in 2017, through family members and has ever since preferred to visit the store in Alvalade, for a maximum of 3 times a month, mainly for convenience due to proximity to job location. The products the interviewee mostly acquires at Maria Granel are dry fruits and legumes, therefore not representing a great proportion of the overall monthly shopping list.

Regarding the brand's social media, the interviewee mentioned she follows Maria Granel's Instagram page, but doesn't recall any major publicity campaign recently made. When asked about advising the shop to anyone, the interviewee revealed to have talked about it but no more than 5 people. The interviewee considered that a good way of disclosing the brand would be through organizing events and being present in traditional grocery shops where more people could be reached. Concerning the favourite aspects of the interviewee in the shop, the presented ones were the concept of sustainability and the overall cosy aesthetical aspect of the store. Regarding negative aspects, the only one mentioned was the bump in prices when compared to traditional supermarkets.

The next set of questions focused mainly on the shopping experience in physical stores.

When asked about using her own recipients and bags for shopping at Maria Granel, the interviewee answered affirmatively, as well as to whether she felt safe shopping at the physical store considering the current pandemic. Regarding the product display, the interviewee declared to appreciate it and had no suggestion to what could be changed or improved. Concerning accessibility to the store, the interviewee considered it to be good for those using public transportation but difficult when in a private vehicle. On the topic of store availability, the interviewee declared to be satisfied despite feeling it would be better to have more shops, particularly in Loures, where she resides, as well as that it would be interesting to open new stores all across the country. Concerning the size of the store, the interviewee said to be satisfied, along with the general store service and number of staff available.

The following set of questions was not applicable to this interview, since it focused on online shopping experience, something the interviewee had never experienced.

The next set of questions focused on the interviewee's familiarization with the services provided by Maria Granel.

When asked about being familiar with Maria Granel's Project Z(h)ero, the interviewee admitted not be, despite considering it a very important initiative, especially for younger age groups, who represent the future of our society. Adding to that, the interviewee also showed interest in participating in activities included in Project Z(h)ero such as Conferences and Workshops. Regarding the Pantry Makeover service, the interviewee was unfamiliar with it and also showed no interest in using it. Despite not having used any of these services, the interviewee would recommend them considering the wide variety offered.

The next set of questions focused on the new products that the interviewee might feel the need to have in store in future occasions.

When asked about the lack of any type of products, the interviewee stated that it would be ideal to have fresh fruit and vegetables, if possible, in the same variety as in a regular supermarket. Regarding the price of these items, despite understanding a possible price increase when compared to supermarkets due to biological production, the interviewee stated that only a minimal rise would be acceptable. Furthermore, the interviewee showed no interest in having second-hand clothes for sale in the store, as well as in clothes made 100% of natural products, jewellery and art pieces made from recycled materials. Regarding the implementation of a promotions card, the interviewee totally agreed and even added that it would definitely contribute to visiting the store more often. However, when asked about providing a bottle collecting machine that would exchange discounts for bottles, the interviewee was a bit sceptical due to space available at the store.

To end the interview, when asked for any suggestions to improve Maria Granel's client's satisfaction, the interviewee had none.

Interview 6**Location:** Remote Interview**Interviewer:** Lucas Lopes**Duration:** 50 minutes**Date:** 27 October 2020

The interviewee's age group lies within the 26 and 40 years old, and the last purchase made, in September 2020, was within the stipulated 2-month period making this candidate compatible for the interview, considering the target population.

The interview took off with general questions regarding the concepts of "in bulk" and biological products, in which the interviewee was asked to define them. When asked about the definition of a biological product, the individual described it as 100% natural products which have no chemicals used during growth/production. Other questions regarding the purchase of such products followed, where the interviewee mentioned he usually buys this type of products twice or three times a month, something which has been slowly increasing over the years, mostly being fruit and vegetables, as well as having the tendency to most often buy non biological products. When asked, the interviewee said to believe that buying this type of products has a significant impact on the environment, due to the fact that less chemical waste ends up in rivers and oceans and plastic usage is reduced, as well as on both physical health. In regard to mental health, the interviewee did not consider biological products to significantly contribute to its improvement. To finalize this section of questions, the interviewee responded as to family members for being responsible for his acknowledgement of in bulk products.

The following questions regarded the topic of sustainability, in which the interviewee was asked about his definition for this concept, to which he answered as being able to consume in a similar or lower quantity than the one nature is capable of restocking. The following questions concerned the interviewee daily life sustainable habits, which include attention to indoor light usage, recycling, taking public transports and usage of plastic bags. When asked about composting, the interviewee honestly answered by saying he had never even considered such thing. Regarding the usage of containers for in bulk shopping, the interviewee uses his own, both in 1L and 1/2L sizes. In the following question, regarding the usage of sustainable utensils, the interviewee said he usually buys metal straws as a way of reducing plastic usage. Furthermore, the interviewee considers that sustainable habits have a very positive impact in the environment and that they are critical in raising awareness among the population. When asked about vegetarianism and veganism, the interviewee recognized the environmental advantages, despite not practicing it and saying it would definitely not be something for everyone.

The questions that followed were mainly focused on the shopping experience and relationship with Maria Granel.

According to the interviewee, he got to know the brand in 2017, through family members and has ever since preferred to visit the store in Alvalade, for a maximum of 2 times a month, mainly for convenience due to proximity to public transport and job location. The products the interviewee mostly acquires at Maria Granel are dry fruits, legumes and dehydrated fruits, therefore representing a minimal proportion of the overall monthly shopping list.

Regarding the brand's social media, the interviewee mentioned not following Maria Granel's at any page social network and doesn't recall having seen any major publicity campaign recently made. When asked about advising the shop to anyone, the interviewee revealed to have talked about it but no more than 3 people. The interviewee considered that a good way of disclosing the brand would be through opening new stores and use social media platforms to advertise, for example, through influencers on Instagram. Concerning the favourite aspects of the interviewee in the shop, the presented ones were the variety of different and biological products available when compared to traditional supermarkets. Regarding negative aspects, the interviewee had none to mention.

The next set of questions focused mainly on the shopping experience in physical stores.

When asked about using his own recipients and bags for shopping at Maria Granel, the interviewee answered affirmatively, as well as to whether he felt safe shopping at the physical store considering the current pandemic. Regarding the product display, the interviewee declared to appreciate it and had no suggestion to what could be changed or improved. Concerning accessibility to the store, the interviewee considered it to be great especially due to proximity to the metro station. On the topic of store availability, the interviewee declared to be satisfied with the number of existing ones. However, the interviewee believed it would be interesting to open new stores in other big cities across the country, like Porto. Concerning the size of the store, the interviewee said to be satisfied, along with the general store service and number of staff available.

The following set of questions was not applicable to this interview, since it focused on online shopping experience, something the interviewee had never experienced.

The next set of questions focused on the interviewee's familiarization with the services provided by Maria Granel.

When asked about being familiar with Maria Granel's Project Z(h)ero, the interviewee admitted not be, despite considering it a very important initiative due to the workshops which allow a practical component to all the concepts surrounding sustainability. However, the interviewee showed no interest in participating in activities included in Project Z(h)ero. Regarding the Pantry Makeover service, the interviewee was unfamiliar with it and showed no interest in using it. Despite not having used any of these services, the interviewee would recommend them since this type of initiatives promote sustainability.

The next set of questions focused on the new products that the interviewee might feel the need to have in store in future occasions.

When asked about the lack of any type of products, the interviewee stated that did not feel anything was missing. However, when faced with the suggestion of having fresh fruits and vegetables in the store, the interviewee agreed, preferably for the same prices he is used to paying in a regular supermarket. On another topic, the interviewee showed no interest in having second-hand clothes for sale in the store given that there are already shops that specialize on that, as well as in clothes made 100% of natural products, jewellery and art pieces made from recycled materials. Regarding the implementation of a promotions card, the interviewee totally agreed and even suggested the implementation of a weekly or monthly promotional catalog. Then, when asked about providing a bottle collecting machine that would exchange discounts for bottles, the interviewee agreed that it would be a great idea.

To end the interview, when asked for any suggestions to improve Maria Granel's client's satisfaction, the interviewee had none.

Interview 7**Location:** Remote Interview**Interviewer:** João Correia**Duration:** 41 minutes**Date:** 27 October 2020

The interviewee is in the [41-64] age group and has conducted purchases in the Alvalade store in the months of September and October. Therefore, she belongs to the target population.

The interviewee defined biological products as being natural and not having any added chemicals in their production.

The respondent does not usually buy products in bulk and often buys more non-biological products than their biological counterparts. When she does buy biological products, however, its is mainly cereals, cookies, chocolate, dry fruits, tea, salt, or spices. The interviewee has also increased the number of biological products that she purchases throughout the years. The respondent also recommends these types of products, mainly to friends.

She believes that buying products that are biological will help the environment due to reduced use of packaging and chemicals. In addition to this the respondent also feels these products are healthier and, therefore, better for the organism. She got to know in bulk and biological products through publicity and friends.

The interviewee defined sustainability as being a “friend” of the environment and contributing to its well-being. She tries to maintain sustainable habits such as not using plastic packaging, recycling, and avoiding the use of her car. She also uses glass bottles for water and uses either plastic or fabric reusable bags for shopping. The respondent recycles at home and at her work and does not practice composting.

The interviewee also said she usually does not buy products in bulk, but, if she did, would take her own recipients. As for sustainable utensils she owns bamboo hairbrushes. In addition, the subject of the questionnaire thinks that sustainable habits can make a huge difference in improving climate changes and believes we should all contribute. She has good views regarding vegan/vegetarian diets but does not think she would engage in one.

The interviewee became familiar with Maria Granel through family members and has been a customer for about one year. She only shops in the physical store at Alvalade, as it is closer to her home.

The respondent usually shops at Maria Granel around three times a month and normally purchases items such as honey, dry fruits, salt, spices, and peanut butter.

The subject's purchases at Maria Granel do not represent a significant part of her acquisitions. She does not follow the store in any social media and has not seen any publicity campaign from them. She does, however, believe that the store should propagate their brand through social media.

The interviewee is yet to recommend Maria Granel to friend or family but says she will do so. The respondent sees the store's product diversity and quality as its biggest quality but believes the physical store (Alvalade) could be bigger.

The interviewee usually takes her own bags when shopping in Maria Granel and feels safe buying there despite the current coronavirus pandemic. She quite likes the product arrangement but believes this could be improved if the store were slightly bigger. She also thinks that the accessibility to the store is good except for the parking which is quite difficult.

The respondent believes Maria Granel should open a store in São Sebastião and in other district capitals as this would help expand the brand and the reach of in bulk products. In addition to this, she considers the staff to be nice and professional and believes the number of employees to be sufficient given the pandemic situation.

The respondent has never bought in the online store.

As for the services that Maria Granel offers, the interviewee was not familiar with project Z(h)ero nor pantry makeover. Despite this, she would be willing to participate in workshops regarding sustainability and would also be interested in the pantry makeover service (the soft option). The subject would recommend Maria Granel's services to others as she considers that they help the environment and could aid in reducing waste.

The respondent is of the opinion that the store could benefit from selling fresh vegetables/fruit such as tomato and lettuce and would be willing to pay 3-4 €/kg for such products (this is dependent on the product). She does not believe the store should sell second-hand clothes neither should they sell clothes made from recyclable materials. However, the subject considers that works of art or bijou made from recyclable materials should be sold at the store.

As for the possibility of Maria Granel having an automatic recycling equipment that would reward customers with money/discounts for recycling, the interviewee thinks that it would be a great way to lead people to increase their sustainable habits.

Interview 8**Location:** Remote Interview**Interviewer:** João Correia**Duration:** 36 minutes**Date:** 27 October 2020

The interviewee is in the [16-25] age group and has conducted purchases in the Alvalade store in the month of October. Therefore, she belongs to the target population.

The interviewee defined biological products as a product that is natural.

She does not usually buy products in bulk and purchases more non-biological than biological products. The biological products she usually buys are honey and pollen. Over the years, the respondent has not increased the amount of biological products that she buys neither does she publicizes these types of products.

The subject believes that buying in bulk or biological products has little effect on the environment but is of the opinion that they are healthier and, therefore, better for us. She first took knowledge of these products in supermarkets and other stores.

The interviewee defined sustainability as being rational, making decisions/actions while having the environment in mind. She practices sustainable habits such as drinking water from a glass bottle (reusable), walking as much as possible (as an alternative to other means of transportation), and saves water while conducting personal hygiene routines (e.g: taking a bath). In addition to this, she uses reusable straws and does not make use of the plastic bags in supermarkets for fruit/vegetables. The respondent also uses plastic and paper reusable bags when shopping and she recycles at home and at school. She does not practice composting.

The interviewee seldom buys in bulk products and, as far as sustainable utensils go, frequently uses reusable straws. She believes sustainable habits have a positive impact on climate change that is catalyzed if many people engage in such habits. As for vegan/vegetarian diets, she “loves them” and tries to have meatless meals despite maintaining meat in her diet.

The subject of this interview got to know Maria Granel through friends. She has been a client for a month and has only shopped at the physical store in Alvalade due to the proximity it has to her home. When in Maria Granel, she usually buys pasta, tea infusions, and dry fruits.

The purchases that the interviewee conducts at Maria Granel are not a significant part of her shopping habits. She does not follow the Maria Granel in any social media and has never seen a publicity

campaign from them neither has she recommended the store to anyone. She does, however, believe that it could benefit from publicizing the brand on the street (an example would be advertisement in vehicles). The aspect she values the most in Maria Granel's stores is the good environment and the hygiene, but she does find the smell slightly uncomfortable.

When she shops at Maria Granel, she usually takes her own bags/recipients. She also says she feels safe buying in the shop despite the current coronavirus pandemic. As for product arrangement, the interviewee considers it to be good and would not make any changes. She also finds the store to be easily accessible and believes it would be positive for the store to open shops in Baixa/Terreiro do Paço and in Leiria.

The respondent is of the opinion that the size of the store is adequate for the product diversity and considers the employees to be very nice, attentive, and helpful. She also thinks the number of employees is adequate.

The subject has never bought any item in the Maria Granel online store.

As for the services offered by Maria Granel, the respondent was not familiar with any of them but would be willing to participate in the workshops/seminars and would be willing to undergo the pantry makeover (soft option). She would recommend the services to other people as they seem innovative and sustainable.

When it comes to new products that could be implemented, the interviewee does not agree with selling fruits/vegetables in the store because it would "lose its essence". She does, however, agree that second-hand clothes should be sold, as well as bijou made from recyclable materials. She was also receptive to the idea of selling clothes made from natural products.

The subject found both the idea of a discount card and of automatic recycling equipment that would reward customers with money/discounts for recycling quite positive.

Finally, the interviewee is of the opinion that the discardable plastic gloves in the store due to the current pandemic are not sustainable and, therefore, should be removed or an alternative should be found.

Interview 9**Location:** Remote Interview**Interviewer:** Tiago Sousa**Duration:** 68 minutes**Date:** 25 October 2020

The interviewee belongs to the age gap between 26 and 40 years old and she has purchased in the physical store of Alvalade during the past couple of months (September and October of 2020). Therefore, the interviewee belongs to our target population and we may proceed with our market research project.

The interviewer starts by inquiring about some general questions regarding the topic of biological and “in bulk” products purchase. Firstly, the interviewee has been asked to define by her own words what is a biological product. She defined it as being a product with no chemical products. Having this in mind, some questions were followed regarding her relationship with biological and “in bulk” products. We realized that the interviewee usually purchases these kinds of products 1 to 2 times a month. Although she still buys more non biological products comparing to biological ones, she admits that she is buying more biological products throughout the last years. She normally buys potatoes, tomato and vegetables. The interviewee tries to advertise these types of products with a group of friends who like to eat healthier. Concerning the impact that buying biological and “in bulk” products have in the environment, the interview considers that it has a good impact as it helps to reduce the food waste, while providing a good opportunity of trying new products (by buying in small quantities). The interview considers that buying biological and “in bulk” products has a great impact on her physical health because it helps to prevent some diseases and also helps the mental part as it provides a way to discover new products and new recipes. She has become aware of these products due to her relationships with many vegetarian friends and also due to her time living in Alentejo, where it was common to consume biological vegetables.

Secondly, the interviewer makes questions about the interviewee’s relation with sustainable habits. To begin with, a definition of sustainability is asked. The interviewee describes sustainability as the way we guarantee our consumption without negatively affecting the environment. The follow-up questions try to understand more about these sustainable habits. We acknowledge that the interviewee recycles (both at work and at home), tries to reduce the waste of water and energy on a daily basis, and also uses the spare bath water to water her plants. In order to reduce the consumption of plastic, she always brings her paper and cloth bags when shopping at the supermarkets. She also brings her bottles while shopping, usually between 100 and 500 mL, and she does not have the habit of composting.

Regarding sustainable products, she has purchased bamboo brushes. When asked about the impact that sustainable habits have on global warming, the interviewee considers that it is very important in order to spare the resources to the future generations. Respecting vegetarian/vegan food habits, she has been slowly embracing this new way of living during the last years.

Thirdly, a new set of questions was introduced with emphasis on the relation with Maria Granel brand. The interviewee became aware of Maria Granel because she works nearby, in Alvalade. She has been a client since that store in Alvalade has opened in 2015. She usually buys once a month, which means that it has little impact on the total weight of her monthly purchases. She buys spices, dry fruits, black rice, teas, cocoa and seaweed.

In the matter of social media, the interviewee does not follow any social media accounts of Maria Granel. Because of this, she has no idea of how significant the advertisement campaigns are. However, it has contributed to expand the reach of the store by suggesting it to more or less 6 friends of her. Concerning advertising suggestions, the interviewee believes that the best way to do such advertisement should be throw social media and workshops.

About the aspects that the interviewee most cherishes about Maria Granel Brand, she highlights the attendance, the way the store is organized and cleaned, and its location. On the other hand, the interviewee emphasize the need of having more balances in the store, in such a way that the customers are more aware of how much the products they choose cost (instead of only having a balance when there are at the cashier).

Next, some implementation questions regarding the physical stores were asked by the interviewer. The interviewee has the habit of taking her bottles while buying in Maria Granel. Even now, in the context of this epidemic, the interviewee still feels safe when shopping on the Alvalade shop since they have the disinfectants and the gloves. Regarding the suggestions to be made, she would not change the way the products are displayed on the store of Alvalade and is satisfied with the store just the way it is. Regarding the store's location, she is personally satisfied because she works nearby, but she admits that the area of Alvalade is becoming a place difficult to park, which may result in some complications for the customers that live far away and need to drive to the store. When asked about the possibility of opening a new physical store, the interviewee suggested Expo as a place to build a possible future store due to the accessible parking space and busy location. Concerning the attendance, the interviewee was always very well treated, and she thinks that the number of employees is more than enough for the current affluence.

The interviewee does not have answer the questions concerning the online store because she has never used it. So, the following questions were about the services that Maria Granel offers to their customers. The interviewee has never heard about any of the two projects, but she would recommend them if she liked any of the two. However not knowing the services, she believes that project Z(h)ero should focus more on workshops (she admits her interest to participate in one), and she would like to try the partial Pantry Makeover service.

About the implementation of new products, the interviewee agrees with the sale of fruits and vegetables, especially now that some traditional grocery stores have closed recently in that area. She also agrees with all the products suggested apart from second hand clothes. The implementation of a discount card was also accepted as a gain to the store (the interviewee suggested a non-physical discount card).

Interview 10**Location:** Remote Interview**Interviewer:** Tiago Sousa**Duration:** 77 minutes**Date:** 23 October 2020

The interviewee belongs to the age gap between 41 and 66 years old and she has purchased in the physical store of Alvalade and on the online store during September of 2020. Therefore, the interviewee belongs to our target population and we may proceed with our market research project.

The interviewer starts by inquiring about some general questions regarding the topic of biological and “in bulk” products purchase. Firstly, the interviewee has been asked to define, by her own words, what is a biological product. She defined it as being a product with no chemical products used during their production; a more natural product. Having this in mind, some questions were followed regarding her relationship with biological and “in bulk” products. We realized that the interviewee usually purchases these kinds of products once a month. Although she still buys more non biological products comparing to biological ones, she admits that she is gradually buying more biological products. She normally buys vegetables, dry fruits and teas. The interviewee tries to advertise these types of products with her friends, specially teas and dry fruits. Concerning the impact that buying biological and “in bulk” products have in the environment, the interview considers that it is environment friendly because it reduces the contamination of the soils. The interview considers that buying biological and “in bulk” products has a great impact on her physical health because, with time, we are reducing the amount of contaminants that we ingest. She has become aware of these products due to all the advertising campaigns that exist now a days with the objective of promoting these products.

Secondly, the interviewer makes questions about the interviewee’s relation with sustainable habits. To begin with, a definition of sustainability is asked. The interviewee describes sustainability as the habits we use to minimize the negative impacts on the environment (through the CO2 footprint, for example). The follow-up questions try to understand more about these sustainable habits. We acknowledge that the interviewee tries to reduce the waste of water and also avoids using the car whenever it is possible. In order to reduce the consumption of plastic, she tries to buy more often on markets, where the products are not wrapped in plastic bags, and usually uses cloth bags to carry the products home. She also has the habit of recycling, both at work and at home. Moreover, she does not compost and does not bring her bottles while shopping. Regarding sustainable products, she has not yet purchased any kind of products. When asked about the impact that sustainable habits have on global warming, the interviewee considers that it helps reducing the ozone layer. Respecting vegetarian/vegan

food habits, she defends that we should certainly reduce the amount of meat and fish consumed but considers essential to have a balance (between where she is now and vegetarian/vegan people).

Thirdly, a new set of questions was introduced with emphasis on the relation with Maria Granel brand. The interviewee became aware of Maria Granel because she passed nearby the Alvalade store and thought that it was an interesting idea of business. She has been a client for the past year and usually buys once a couple of months, which means that it still has little impact on the total weight of her monthly purchases. She normally buys dry fruits, tea and cereals.

In the matter of social media, the interviewee does not follow any social media accounts of Maria Granel. Because of this, she has no idea of how significant the advertisement campaigns are. However, it has contributed to expand the reach of the store by suggesting it to 3/4 friends. Concerning advertising suggestions, the interviewee has nothing to add.

About the aspects that the interviewee most cherishes about Maria Granel Brand, she highlights the tidiness of the stores and the way the products are displayed. She also admires the quality of the products. On the other hand, no commentaries were made regarding things that the interviewee does not like in the store.

Next, some implementation questions regarding the physical stores were asked by the interviewer. The interviewee does not have the habit of taking her bottles while buying in Maria Granel. Even now, in the context of this epidemic, the interviewee still feels safe when shopping on the Alvalade shop. Regarding the suggestions to be made, she would not change the way the products are displayed on the store of Alvalade and is satisfied with the store just the way it is. Regarding the store's location, she is personally satisfied because she lives nearby and can walk to the store. When asked about the possibility of opening a new physical store, the interviewee suggested Baixa as a place to build a possible future store because it is a busy location with a lot of tourists. Concerning the attendance, the interviewee was always very well treated, and she thinks that the number of employees that exist is enough.

With regard to the online stores, some questions were asked by the interviewer to evaluate customer satisfaction when buying online. To begin with, the interviewee affirms that she does not buy exclusively through the online channel. She finds the delivery costs rather expensive and believes that a delivery cost above 3 euros would not be very reasonable to her. The interviewee considers the online platform to be very efficient and well organized. When asked about the payment methods available,

she recognize them as being more the sufficient (especially now that almost everyone has MBWay). To her, a discount in the delivery cost should also be implemented, and she believes that this can be applied whenever someone buys an amount of more than 20/25 euros. Overall, she is not very happy with the delivery time. In order to facilitate her buy, she would be willing to share same data with Maria Granel, such as products preferences. Since the beginning of the covid-19 epidemic, the interviewee admitted that she started to buy more times through the online platform. However, she does not agree with the possible transition to a fully online store business, as she defends that the disposition of the products on the physical stores may lead to people buying more products than they were initially considering.

The following questions were about the services that Maria Granel offers to their customers. The interviewee has never heard about any of the two projects, but she would recommend them if she was satisfied with any of the two. However not knowing the services, she believes that project Z(h)ero should focus more on workshops and she even recognized that she would be willing to participate in one of them. Concerning the Pantry Makeover service, she would accept the partial option.

About the implementation of new products, the interviewee does not agree with the sale of fruits and vegetables because it finds that to be unnecessary. She also disagrees with all the products suggested apart from the art made by sustainable materials (she accepts this suggestion but only if the art is somehow related with the food context). The implementation of a discount card was also accepted as a gain to the store because it is a way of maintaining their customers and gain customer's loyalty.

To conclude, the interviewee adds as a suggestion the possibility of the online products to be delivered on the store of Alvalade and not only in the one on Campo de Ourique.

Interview 11**Location:** Remote Interview**Interviewer:** António Fonseca**Duration:** 55 minutes**Date:** 29 October 2020

The interviewee is in the 67-80 age group and the last purchase she made was in the month of September making the person compatible for the interview since she belongs to the target population.

According to the interviewee, biological products must not have chemicals. Due to the global health crisis, nowadays the respondent does not buy as many In Bulk products as she would in the past and because of that she was not able to answer the question “How many times per month you buy In Bulk products?”. The interviewee mostly purchases biological goods (specially vegetables) and she has also increased the number of biological products she buys. The respondent recommends purchasing biological products to relatives. Also, she believes that these types of goods have a major impact in her capacity of moving and walking and it helps fighting global warming. She got to know In Bulk and biological products through her daughter.

The interviewee did not know what the definition of sustainability was and, in order to continue this set of questions the interviewer gave a small definition about it. The respondent recycles at home and does not practice composting. Often, she brings her own containers to the store, but she does not know the containers’ sizes. The interviewee usually buys sustainable products such as bamboo toothbrushes and sustainable dishwasher powder. Also, she believes that sustainable habits help fighting climate change. Regarding vegetarianism and a vegan diet, the interviewee acknowledges how these types of diets help fighting animal over-exploration however she does not practice any of these two diets.

The interviewee got to know Maria Granel through her daughter in 2015 and since then has recommend to all her family. The only Maria Granel store she has ever visited was the Alvalade one since it is more convenient going there than the store in Campo de Ourique. Prior to Coronavirus the respondent would usually go to the store four times a month. Nowadays she hardly goes there representing, therefore, a small impact of the overall monthly shopping list. The products she mostly acquires are almonds, nuts, legumes and tea. The interviewee follows Maria Granel on Instagram and she believes that Maria Granel has a very good brand exposure. The last marketing campaign she remembers seeing is one presenting hygiene products. The favourite aspects of the interviewee in the store is the food goods and she did not mention a negative point of the store.

When asked if she brings her own containers to the Maria Granel store the interviewer received an affirmative answer. The respondent does not feel safe in the store due to the health crisis we are living in. She did not present any suggestion to improve the overall quality and disposition of the store and she considers ok the number of employees in the store. The interviewee suggested that Maria Granel should expand to Saldanha.

The following set of questions were specific to the online channel and since the respondent has only bought in physical stores the interviewer skipped this topic.

When asked about being familiar with Maria Granel's Project Z(h)ero the interviewee admitted that despite she has never participated in it she is familiarized with the project and she would like to participate in a future workshop. The respondent did not know about the Pantry Makeover project and did not showed interest in participating in it. She mentioned that she would recommend these types of services to other people.

The respondent believes that Maria Granel should include in their product catalogue fresh products and biological meat. When asked if Maria Granel should sell second-hand clothes, Organic clothes and sustainable art the interviewee showed interest on buying these products. However, the respondent believes that the brand should not sell recycled jewellery. Regarding the implementation of a promotion card and the implementation of a bottle collecting machine that would exchange discounts for bottles the interviewee agreed with these ideas.

To conclude the interview, when asked for any suggestions to improve Maria Granel's clients satisfaction, the interviewee had none.

Interview 12**Location:** Remote Interview**Interviewer:** António Fonseca**Duration:** 60 minutes**Date:** 29 October 2020

The interviewee is in the 16-25 age group and the last purchase he made was in the month of September making the person compatible for the interview since she belongs to the target population.

According to the interviewee, biological products must not have additives and chemicals. Usually, the respondent buys In Bulk products twice a month. The interviewee mostly purchases non-biological goods. The type of biological products he more often buys are cereals and he has neither increased or decreased the number of biological products he usually buys. The respondent recommends purchasing cereals when someone asks him what biological goods he or she should purchase. Also, he believes that these types of goods have a major positive impact in his mental and physical condition, and they are important to preserve raw materials from being used for packaging the products. He got to know In Bulk and biological products through Social Media however the respondent seemed a little insecure about the veracity of his answer.

The interviewee believes that sustainability is the adoption of habits that will not harm the future generations. The respondent recycles mainly at home and sometimes in other places and does not practice composting. Often, he brings her own containers to the store, most of the containers have capacity for 33 centilitres. The interviewee does not buy sustainable products however he believes that having sustainable habits helps decreasing global warming. Regarding vegetarianism and a vegan diet, the respondent refused to answer since he does not know much about these types of diets

The interviewee got to know Maria Granel through his Social Media and friends in 2020 and since then has recommend to his colleagues at University. The only Maria Granel store he has ever visited was the Campo de Ourique one since it is more convenient going there than the store in Alvalade. The respondent usually goes to Maria Granel twice a month and the volume of purchases he buys there represents a small impact of the overall monthly shopping list. The products he mostly acquires are cereals and chocolates.

The interviewee follows Maria Granel on Instagram and on Facebook and he believes that Maria Granel has a good brand exposure however the brand should pursue a TV campaign in order to obtain other types of clients. He does not remember any marketing campaign of Maria Granel. The favourite aspects of the interviewee in the store is the quality of the products and the least favourite aspect is

that due to the Corona Virus outbreak the store does not feel safe since all of the customers touch the containers where the products are stored in the shop. A possible solution that the interviewee mentioned is that the containers should only be touched by the employee.

When asked if he brings his own containers to the Maria Granel store the interviewer received an affirmative answer. The respondent does not feel safe in the store due to the global pandemic we are living in. He suggested that in the store the first products the customer see should only be non-essential products in order to attract them to these types of goods. He also mentioned that near the cash register the managers should create the least favourite products shelf in order to attract people on buying these products. For the respondent Maria Granel should have more employees at the stores. The interviewee suggested that Maria Granel should expand to Belém, Parque das Nações and open stores near the organic producers.

The following set of questions were specific to the online channel and since the respondent has only bought in physical stores the interviewer skipped this topic.

When asked about being familiar with Maria Granel's Project Z(h)ero the interviewee admitted that he was not familiarized with this project and he would not like to participate in the future. Also, the respondent did not know about the Pantry Makeover project. However, he showed interest on participating in it with a full plan program. He did not comment on whether he would recommend these services or not since he has never participated in it.

The respondent believes that the Maria Granel should include in their product catalogue fresh fruit. When asked if Maria Granel should sell recycled jewellery, Organic clothes and sustainable art the interviewee showed interest on buying these products in the store. However, the respondent believes that the brand should not sell second-hand clothes. Regarding the implementation of a promotion card and the implementation of a bottle collecting machine that would exchange discounts for bottles the interviewee agreed with these ideas.

To conclude the interview, when asked for any suggestions to improve Maria Granel's clients satisfaction, the interviewee had none.