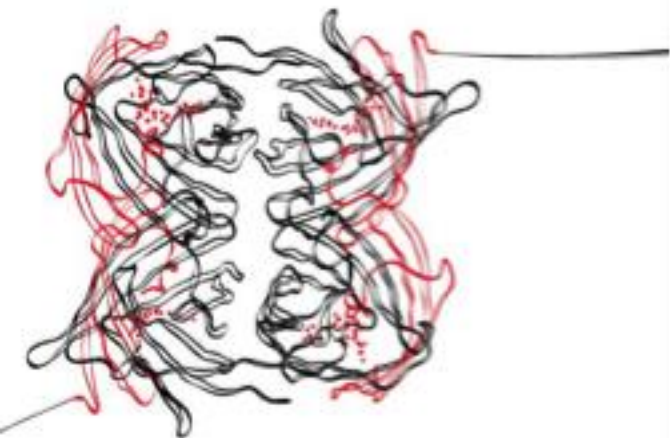
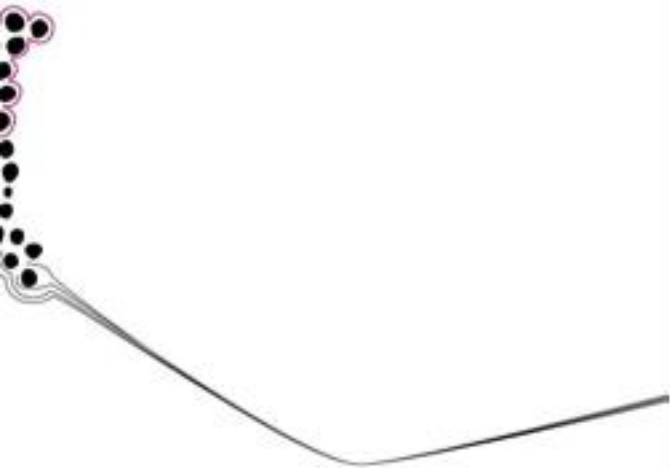




Master thesis  
Exploring the  
opportunity to combine  
customer segments in a  
b2b market

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I proudly present my thesis and I hope you enjoy reading it!

## Abstract

One of the reasons companies fail to achieve sustained value creation, is not because they do something wrong, but because they maintain the same course of action for too long. Therefore, business model change is seen as an essential factor for company success, since it allows companies to take advantage of new opportunities while at the same time reducing the risk of becoming obsolete. This thesis is about the opportunity for the company COMPANY X to expand business through business model change by focusing on a new customer segment.

COMPANY X is facing the challenge of expanding their business in the food service sector either with their current segment, a new segment or both. Literature points out the importance of knowing the value proposition of your customers. This value proposition is investigated by conducting empirical research among the current customers of COMPANY X. The research was conducted by the means of a questionnaire about supplier selection, food trends and purchasing criteria and resulted in a response of 345 participants. The participants were divided in groups based on the type of food service company they own. The results were analysed through SPSS. The groups were compared based on descriptives, frequencies and ANOVA analysis.

Additionally, 46 in store interviews are conducted with customers of COMPANY X. The data from both sources was combined to create profiles of each type of customer and determine their value proposition.

As a next step, the value propositions of the customer segments were compared with the current offerings of COMPANY X in terms of assortment and offerings to determine the gap. Based on the findings, the decision to invest in which segment can be substantiated and it becomes clear which type of changes are most effective. It appears that the gap between their current segment 1.0 is way smaller than the gap with segment 2.0. Overlapping needs were found, such as the need for premium brands and fresh meat.

Brands which are missed by all those customers, are most interesting to add to the assortment, since the volume is highest. Within those brands, the products which are used by a lot of different customers are most appropriate to add to the assortment first.

The research showed that the business of customer segment 1.0 is changing due to food trends. Healthiness, service and experience are the key aspects. Those aspects also fit with the value proposition of customer segment 2.0. COMPANY X can take those aspects into account when searching for new products and emphasize those in their marketing activities.

Since the gap with segment 2.0 is big and not easy to fulfil by a couple of small changes, the best strategy will be to stay focused on segment 1.0 and make changes according the overlapping needs.

## Management summary

This thesis is about the opportunity for the company COMPANY X to expand business through business model change by focusing on a new customer segment. COMPANY X is a part of the company COMPANY Y. COMPANY Y wants to expand their business. The question is if targeting another customer segment will support this. COMPANY X is active in the food service industry and is focused on a customer segment which contains companies who provide fast-food. This segment is named customer segment 1.0. The research question is: "How can COMPANY X expand their business within their current customer segment 1.0 and customer segment 2.0."

First, a theoretical framework is made. According to the literature, business expansion is necessary to change your business over time to facilitate growth and increase competitive advantage (Bertels et al., 2015). The business model is the rationale of how an organization creates, delivers and captures value (Osterwalder and Pigneur, 2010). It consists out of four elements: value proposition, supply chain, customer interface and financial model (Boons & Lüdeke-Freund, 2013). A good starting point for this research question is to determine the current business model, the competitive position and the industry (Hooley et al., 2001). Based on this analysis, it can be determined if there is a need for change. For COMPANY X, there is a need for change since the food service industry is very dynamic, trends have a big influence on the customers and competitors. The customers want healthier products, higher quality and their needs change since the fast-food industry is changing towards fast-casual. Besides, the competitive advantage of COMPANY X is mainly based on one type of customers and their strength is based on competitive pricing.

Second, segmentation literature is analysed to find information about combining customer segments. Each customer segment shares a different set of traits and behaviours (Simkin, 2008). The needs and wants of these customers need to be fully understood (Dibb, 1998). To achieve an efficient and effective use of the marketing budget, each segment needs to be large enough and profitable (Loker & Perdue, 1992). To determine if a potential segment is interesting, the segmentation selection process of Freytag and Clarke (2001) is used.

Researchers show the possibility for companies to serve different market segments having different needs (Merrilees & Miller). For companies, attracting customers in new markets is an opportunity to sustain growth (Bertels et al., 2015) The differences and communalities need to be clear to create a mix of marketing and service attributes to target multiple segments at the same time. Three strategies are mentioned to serve different segments at the same time: pooling (Morthy, 1984), dedicated services (Pangburn & Stavroulaki, 2008) or self-selection (Moorthy, 1984). Before choosing a strategy, companies need to do research to understand the new customers and the value proposition for the new customers. Also, the adoption time of the customers need to be estimated. Moreover, the company needs to find out what the degree of change will be and investigate the cost structure and volume of the project. Lastly, support of senior management turned out to be an influencing factor, which need to be taken into account in advance.

Companies that act as a pure differentiator or a pure cost leader can combine those two to create a hybrid strategy. Hybrid strategies can create a bigger competitive advantage, but companies need to be aware of not ending up stuck-in-the-middle (Salavou, 2015). A way to evolve a hybrid strategy is by

attracting new markets. Companies need to take in account barriers such as data mining, competitor intelligence, corporate and business planning, resistance to change and changing focus programme.

Lastly, the literature pointed out the importance of understanding the value proposition of your customers. This study makes use of a questionnaire and interviews to discover this value proposition. The questionnaire is based on a few topics: purchasing criteria, supplier selection, assortment attractiveness and satisfaction level. A questionnaire of 32 questions was sent to all active customers to gather data about their value proposition. The customers are all owners of mostly food service companies. The customers are divided in segments based on the type of food service company they have.

The data gathered is analysed with SPSS. The different segments are compared by comparing frequencies, descriptives, crosstabs and ANOVA outputs. The results show that the customers value price, quality and assortment the highest when choosing a supplier. Price and quality are rated 'good' by all segments. Assortment is split in size, completeness, and brands. This showed differences between groups on those components. Customers in segment 1.0, have a higher degree of satisfaction. The biggest difference between segment 1.0 and segment 2.0 was on completeness of the assortment.

The results show the difference in value proposition lays mainly in the component assortment and in service. The strategy of pooling and making use of substitutable products would fit COMPANY X. Since multiple segments indicate that they miss brands and fresh products. A certain range of products in those categories can fulfil needs for multiple customers. Therefore, the demand can be pooled.

The question to answer was how COMPANY X can expand business within their current customer segment 1.0 and customer segment 2.0. According segment 1.0, the way to expand business is by increasing the amount of customers. The current customers in this segment are the most satisfied of all customers. A big group does already 80% of their purchases at COMPANY X. The remaining 20% consist mainly of fruit and vegetables and fresh meat. Fresh meat is not available at COMPANY X and fresh fruits and vegetables are underperforming in quality, size of the assortment and price. Those product categories can be improved and at the same time, new customers can be attracted within segment 1.0. Marketing needs to find out how they can reach those customers in the most effective way. Online marketing as well as offline marketing can support this.

For the snack bars, restaurants and lunchrooms, brands play an important role. Also here, the brands which are of interest for all three groups are the most interesting for COMPANY X to add to the assortment.

The survey and the interviews pointed also out that the customers who work with brands, struggle to decide if the unknown brands and COMPANY X's private label are of good quality. They do not dare to try those brands. It would be helpful to add A-brands and organise tastings to show the difference in taste and price between those brands.

Overall, this research is also an example of how academic literature can be used to develop a strategy for business expansion. The topics selected from the literature fitted the central research question and a questionnaire and interviews are useful in getting an understanding about the value proposition of

your customers. Especially the combination, since it helps to get a deeper understanding during interviews about the striking results of the questionnaire. Further research about the implementation of strategies to combine customer segments would be helpful for companies to develop a plan. Now, there is not much information about the practical implementation and the biggest pitfalls.

The barriers mentioned in the literature were all relevant for this case and important to include an analysis before deciding how business will expand. Knowing the characteristics of the customer segments and the barriers, a strategy needs to be chosen. In the literature, three strategies are mentioned. For the case of COMPANY X, pooling will fit best. The communalities between segments can be used to find overlapping needs. Based on those needs, the assortment can be changed and the marketing activities can be adjusted to those overlapping needs. By doing this, the gap between the two segments can be decreased at the same time and business can be expanded.

The data gave a lot of insights and combining this with possible solutions resulted in interesting discussions between managers. Knowledge from different departments, for example purchasing, marketing and ICT is needed to develop the strategy and create a feasible plan. It also appeared that the segmentation technique of COMPANY X does not involve groups with the same needs. Therefore, the groups need to change towards groups with the same needs. Now, multiple types of food-service companies form one segment. By making this groups smaller by only combining the types of customers with the same needs, the marketing activities can be adjusted per segment to target them to a higher extent on their needs.

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## 1.1 Introduction

Companies which have been successful at developing products for their core markets are struggling with the recognition that staying within their core will not support growth expectations into the future (Bertels et al., 2015). Since retailing is changing from a reactive to a proactive sector in the European Economy, established retailers must create diversified and innovative formats to succeed in the coming decade (Mierdorf et al., 2010). A way to create diversified and innovative formats is to expand beyond the core business of a company (Bertels et al., 2015). The core business of a company is captured in the business model of the company. A business model reflects the way the company creates and delivers value to the customer (Teece, 2010). To achieve sustainable value creation, business models need to change over time (Achtenhagen et al., 2013). A business model innovation is defined as any change in one of the nine building blocks of the business model canvas (Rüb et al., 2017). Business model innovation can be outside the firms' familiar markets, customer segments and technologies (Bertels et al., 2015). Business model innovation is essential to organisations for keeping a competitive advantage and it can improve business performance (Rüb et al., 2017, Bertels et al., 2015). Although business model innovation can have a positive effect on the performance of a firm, its implementation remains challenging.

COMPANY Y Food Group B.V. is such a successful company that is exploring the possibilities to expand their business. This research will investigate the opportunity for COMPANY Y. to expand their business in their current customer segment or a relatively new customer segment.

## 1.2 Introduction to the company

### COMPANY Y

This research is in cooperation with COMPANY Y Food Group B.V. COMPANY Y Food Group B.V., hereafter mentioned as COMPANY Y, is a wholesaler of food and non-food products in the food service industry. The company is founded in 1998 and their headquarter is located in Enschede. COMPANY Y's assortment consists of own manufactured products and mostly purchased products. The focus is on Mediterranean food products, of which they provide packed, frozen and canned products. COMPANY Y focused since the start in 1998 till 2015 on ethnic customers. After 2015, COMPANY Y started to professionalize their business and investigated if other customers are an interesting target group. The goal for 2020 is to implement a new strategy and serve a new customer segment.

In the following section, the supply chain of COMPANY Y is described to understand how the company functions.

### Wholesalers

COMPANY Y sells its products to wholesalers. The group of wholesalers can be divided on the characteristic ownership. First, COMPANY Y has its own wholesale company, called COMPANY X. COMPANY Y functions as the service centre of COMPANY X. So, COMPANY X is functioning completely according to the decisions of COMPANY Y. COMPANY X is one of COMPANY Y's biggest distribution channels. The COMPANY X shops are located in six big cities in the Netherlands and there are three locations in Germany. COMPANY X functions according to the cash-and-carry concept. Cash-and-carry is a self-service wholesaling concept (Mierdorf et al., 2010). The customers come to the stores, pick

their products, pay and deliver the products themselves at their own company. Online ordering and delivery are not possible.

The second group of wholesalers is not owned by COMPANY Y. An example is King Food B.V. King Food B.V. also operates in the food service industry. The big difference is that King Food B.V. is not owned by COMPANY Y, but they are a partner of COMPANY Y. The shops of King Food B.V. are located in the north and the east of the Netherlands, while COMPANY X focuses on the south and the west of the Netherlands.

This research focuses on the COMPANY X stores since managerial decisions made by COMPANY Y mostly affect COMPANY X and COMPANY Y is exploring the possibility to expand business via COMPANY X.

**Customers**

The customers are the shoppers of the wholesalers. The focus of this research is on the customers of COMPANY X. Most of the customers of COMPANY X are owners of restaurants. A small part of the customer base is small or specialized wholesalers. Customers need to create an account when they enter the shop for the first time. After creating an account, the customer receives a customer card which provides access to the store.

The current customers of COMPANY X are mainly active in the fast-food industry. The fast-food industry can be classified as a low market segment in the food service industry. Higher segments are for example buffet restaurants and star restaurants. For fast-food, the perceived quality and service time are important. Generally, fast-food is cheap and the service time is short (Lee and Ulgado., 1997). Well-known fast-food meals are hamburgers or pizza.

The customers of COMPANY X are the owners of private restaurants and take-away stores. COMPANY X does not target chain stores. COMPANY X classifies its customers on the type of kitchen. Their biggest customers are Italian, Asian, Greek, Turkish, and Moroccan kitchen.

COMPANY X also serves customers which provide comfort food. For comfort food, the service time can be a bit longer. Besides, the consumer has a certain expectation and emotional experience linked to the type of comfort food (Locher et al., 2005). Comfort food is often high in sugar or calories. For example, the Surinamese kitchen is more comfort food than fast-food. Since there is a nostalgic image surrounding Surinamese food. COMPANY X distinguishes those two different type of customers as customer segment 1.0, which is the fast-food category and customer segment 2.0 which is a bit higher. The division can be seen in table 1.

COMPANY X is willing to serve a customer segment which is a bit higher positioned in the market. On the right side of table 1 are potential types of customers defined which are of interest for COMPANY X.

Current 'low' customer segment 1.0	'Medium' customer segment 2.0 with potential
Pizzeria	Lunchroom
Snack bar	Restaurant (Dutch, French, Italian, Spanish, Sushi etc)
Greek	Steakhouse
Turkish/kebab/grill	Bistro
Asian: Wok-Chinese/Chinese-Indian, Thai, Vietnamese	BBQ

Fast-food others (Mexican, South-American)	Fish
Take-away & delivery mixed	Catering/food truck

**Table 1: Customer segmentation of COMPANY X**

### Consumers

The end consumer of the products is the customer of the restaurant. At this time, the products are processed into a meal which the consumer buys and consumes.

### 1.3 Research problem definition

One of the reasons companies fail is not because they do something wrong or even mediocre, but because they keep doing the same thing right for too long. Business model change is seen as an essential factor for company success since it, on the one hand, allows companies to take advantage of new opportunities while at the same time reducing the risk of becoming obsolete (Achtenhagen et al., 2013).

Business model change can facilitate growth and this is sometimes needed to compete in the market (Bertels et al., 2015). On the other hand, expanding the business outside the core and a change in strategy can also result in a poorer performance or in investments which do not pay out (Salavou, 2015). The chosen combination of strategies and the approach in expanding play a big role in the outcome (Salavou, 2015, Bertels et al., 2015).

COMPANY Y is now facing the challenge of expanding their business in the food service sector. To expand the business, COMPANY Y can upscale their current activities in their current customer segment, or choose to expand outside their core by attracting customers from a different segment. A third option is to expand in both segments at the same time.

When operating in a new customer segment, the business model of COMPANY Y will change and they face the risk of ending up stuck in the middle (Salavou, 2015). There is literature available about expanding the business and attracting new customers, but there is no procedure which can be followed since the circumstances are different for every company.

COMPANY Y has started to adjust its marketing activities for COMPANY X to attract a higher customer segment a year ago. The newsletter and flyer are upgraded towards a format that would fit customers of a higher status. An external company provided data on potential customers. The upgraded flyers are sent every month towards this group of potential customers. But until now, this does not result in an increase of new customers within this higher customer segment. This can be an indication that the chosen strategy to expand the business is not the right one.

COMPANY Y has scarce information about the identity of the potential new customers. It is not known who these customers are, what their exact demand is and how COMPANY X can deliver value to them. Since the product assortment of COMPANY X is adjusted to their current customer segment, it may be possible that their assortment does not match with the demand of the customers in a higher segment. But COMPANY X does not want to change their assortment too much to attract new customers if these changes are not interesting for their current customer segment.

To summarize, the problem is that COMPANY X wants to expand their business but needs to prevent to end up stuck in the middle. COMPANY X is willing to change their current business model to attract new customers but to a small extent. COMPANY X is afraid to decrease its good position towards their current customer segment if there are big changes needed to attract a higher customer segment. It is possible that this approach of small changes is not sufficient to successfully expand business in a new customer segment. Is it then worth to continue with a process to attract new customers?

## 1.4 Research questions

The problem COMPANY Y is facing is translated into a central research question which will be answered in this thesis study.

### Central research question

How can COMPANY Y expand their business within their current customer segment 1.0 and customer segment 2.0?

### Steps to follow

To answer the central research question, the following topics are discussed. First, a description is made of the current situation of COMPANY Y/COMPANY X and literature about business models and strategic foresight is. Second, literature about customer segmentation, customer satisfaction and customer purchasing criteria is analysed to build a theoretical framework. The insights from the literature are used to compile an interview format.

#### 1. Company and Industry analysis: Current situation of COMPANY Y/COMPANY X

- What is the current business model of COMPANY X?
- What is the current position of COMPANY X compared to competitors?
- Which (external) trends influence the success of COMPANY X's current business model in the future?
- Why is there a need to potentially target a new customer segment?

##### Literature:

*"Business model"* What is a business model, define the concept of the business model.  
*"Strategic foresight"* What is the future of the industry COMPANY X is in, which trends and developments are in the environment of COMPANY X, why is it important to assess the future developments.

##### Method:

Literature review about the concepts business model and strategic foresight and application of the literature review to the case of COMPANY Y.

#### 2.1 Which changes does COMPANY X need to make in their offerings to serve their current customer segment better

- What are the characteristics of the current customer segment of COMPANY X?
- Which constructs of customer satisfaction are relevant to include in this research about the satisfaction of the customers of COMPANY X?
- What are the current offerings of COMPANY X towards their customers in terms of product assortment and service?
- What are the purchasing criteria of the current customers of COMPANY X?
- What is the current level of satisfaction of the current customers, which needs do they have and to what extent are these fulfilled?

##### Literature:

*"Customer segmentation"* What is customer segmentation, how is the concept of customer segmentation used in marketing, how can customer segmentation

*“Customer satisfaction”* How to measure customer satisfaction, what are the constructs of customer satisfaction,

*“Customer purchasing criteria”* What are the major elements influencing a purchase, how to measure/get to know the purchasing criteria of the customers of COMPANY X.

**Empirical data:** questionnaire and interviews with current customers of COMPANY X to get to know the characteristics, the needs and the purchasing criteria of the current customer segment and to know the criteria on which COMPANY X needs to improve

## **2.2 Which changes does COMPANY X need to make in their offerings to serve a higher segment**

- What are the characteristics of this higher customer segment?
- What are the purchasing criteria of this higher segment?
- To what extent can COMPANY X fulfil these purchasing criteria with their current offerings?

### **Literature:**

*“Customer segmentation”* What is customer segmentation, how is the concept of customer segmentation used in marketing, how can customer segmentation

*“Customer satisfaction”* How to measure customer satisfaction, what are the constructs of customer satisfaction,

*“Customer purchasing criteria”* What are the major elements influencing a purchase, how to measure/get to know the purchasing criteria of the customers of COMPANY X,

### **Empirical data:**

Interviews/questionnaires with companies classified as customer segment 2.0 to get to know their needs and purchasing criteria.

## **3. Which problems can occur when COMPANY X actively serves two customer segments**

- What is known in the literature about problems which can occur as a result of combining different segments?

### **Literature:**

*“Combining different customer segment”*

*“Hybrid strategies”, “Combination strategies” and “integration strategies”*

## **4. Which possible problems defined at point 3, are likely to occur in the situation of COMPANY X → what are the risks?**

### **Literature**

*“Combining different customer segment”*

*“Hybrid strategies” “Combination strategies” “integration strategies”*

**Data:** Interview/information from marketing and purchasing managers COMPANY Y to investigate which of the earlier defined problems are realistic

5. **Which approach does COMPANY X need to follow to combine the two customer segments successfully**

**Data:** Use the results of the interviews/questionnaires

#### Relevance of research

In literature, several cases are discussed in which companies tried to expand the business. These cases are all discussed when the outcome is already known, to analyse why a case was a success or not. But the link between these factors and practical implementation is not made. This research tries to implement those factors in the starting phase of business expansion.

Besides, in this research, integration is made between business model innovation with a focus on the customer segment and the satisfaction and purchasing criteria of this new segment.

This research uses academic literature to solve a practical business problem. It connects the academic world with the business world. There are often gaps between academic literature and detailed business issues. Application of academic literature for such a problem is a challenge in itself. Existing theories and cases will be used and this can be a source of finding out if there are still gaps in this part of the academic literature.

The practical relevance for COMPANY Y is extensive. Completion of this study can provide complete advice about their planned business expansion. The approach and practical implementation can be an example for other companies.



## 2. Company and Industry analysis

In this section, literature about the business model concept is analysed and the current position of COMPANY Y/COMPANY X is discussed.

### 2.1 The business model concept

COMPANY X is officially a wholesaler, which sells products to companies. But due to the cash-and-carry concept, they have the characteristics of a retailer. Retail business models have two unique characteristics: retailers primarily sell products manufactured by others and retailers engage in direct interactions with end customers (Sorescu et al., 2011). COMPANY X sells indeed products which are manufactured by others and they have direct interaction with the customers, which are owners of restaurants. These owners are to some extent the consumers of the products since they use the products to provide meals for the end consumer. They will not sell the products to the customers in the same condition as they bought them.

In literature, there are numerous definitions of business models. A business model is for example: *“a conceptual framework which articulates the logic and provides data and other evidence that demonstrates how a business creates and delivers value to the customer”* (Teece, 2010), or *“the business model of a firm details the mechanism that moves the organization towards its goal, which is defined in the strategy”* (Sorescu et al., 2011), or *“the business model is the rationale of how an organization creates, delivers and captures value (Osterwalder and Pigneur, 2010)”*, or *“a representation of a set of decision variables to create sustainable competitive advantage”* (Morris et al., 2015).

There are multiple streams in the literature about business models and there is no clear definition available. Boons and Lüdeke-Freund (2013) screened 87 articles written between 1990 and 2010, which defined the concept 'business model'. Based on these articles, they defined the following four elements of a generic business model concept:

1. *Value proposition*: what value is embedded in the product/service offered by the firm;
2. *Supply chain*: how are upstream relationships with suppliers structured and managed;
3. *Customer interface*: how are downstream relationships with customers structured and managed;
4. *Financial model*: costs and benefits from the other three elements and their distribution across business model stakeholders.

These four elements interact with each other and change over time (Boons & Lüdeke-Freund, 2013). Boons and Lüdeke-Freund (2013) determined the two roles of business models. First, business models can support the strategic marketing of innovative processes, products and services. Second, business models themselves can be changed and innovated to provide a competitive advantage by changing the terms of competition. These two roles are linked to the case of COMPANY Y/COMPANY X since COMPANY X is likely to change their business model slightly to expand the business. So, the business model can support the strategic marketing of the change COMPANY Y/COMPANY X wants to make and can provide a competitive advantage. Therefore, the current business model of COMPANY X will be analysed in the following section according to the four elements described by Boons and Lüdeke-Freund (2013).

### *Value proposition*

The value proposition clarifies what value is embedded in the offerings of the firm (Dognanova & Eyquem-Renault, 2009, Boons & Lüdeke-Freund). COMPANY Y decides upon the offerings which are available in the COMPANY X stores. Since this research is focussing on the customers of COMPANY X, the value proposition of COMPANY X is taken into account.

To understand the value proposition, the strategy and the offerings of COMPANY X are examined first.

### Strategy

To define the strategy of COMPANY Y/COMPANY X, the generic strategies of Porter are taken into account (Porter, 2008). Porter's generic strategies describe how a company pursues competitive advantage. The strategy which COMPANY Y as COMPANY X's service centre sets, is implemented by COMPANY X. COMPANY Y has a focus on costs, therefore they are positioned as a discounter. COMPANY Y provides good quality products for relatively low prices. COMPANY Y has a purchasing strategy which fits with the cost focus: of each product type, there is a maximum of three different products purchased.

COMPANY X competes in the food service sector. Within the food service sector, COMPANY X offers its products to a selected segment of the market. Currently, their focus is on the bottom of the market. This includes cheaper restaurants, fast-food stores and take-away. This segment will be named segment 1.0 in this research. Segment 1.0 is of high importance for COMPANY X since 80% of sales are generated by these customers. The customer base of segment 1.0 is extensive and stable over time.

When looking at the characteristics of COMPANY X service centre, it can be concluded that they apply a focus strategy. A focus strategy is defined as offering its products to selected segments of the market (Porter, 2008). Since the strategy and therefore the marketing and assortment of the COMPANY X service centre are adjusted to a specific segment, the focus strategy is used in this case. According to Porter, the focus can either be on costs or differentiation (Porter, 2008). The COMPANY X service centre has a focus on costs since they are a discounter.

### Offerings: Product assortment

COMPANY X offers products to its customers. The product assortment of COMPANY X consist of the following products:

<b>Category</b>	<b>Sub-categories/examples</b>
<i>Dry goods</i>	
<b>Herbs</b>	Dried herbs, spice mixes, curry paste
<b>Cereal products</b>	Pasta, oven bread, durum, flour, breadcrumbs
<b>Preserves</b>	Canned meat, canned vegetables, soup, canned fish, sauce, canned fruit,
<b>Confectionery</b>	Cookies, sweets, peppermint, sugar, chocolate,
<b>Coffee/tea</b>	Coffee beans, topping,
<b>Oils/fats</b>	Frying oil, frying fat, olive oil, sunflower oil, rapeseed oil

<b>Rice &amp; Noodles</b>	Basmati, Jasmine, sushi (all 20kg bags), mihoen, noodles, rice paper
<b>Seeds, nuts and chips</b>	Cashew, peanuts, pine nuts, nachos,
<b>Long-life dairy</b>	Whipped cream, coconut cream, milk
<b>Cooled products</b>	
<b>Potatoes/vegetables/fruit</b>	Fries, cut vegetables, salad
<b>Dairy</b>	Feta, shredded cheese, yoghurt, different French cheeses, ricotta, tzatziki, butter, Dutch cheese, mascarpone, halloumi, cheddar, whipped cream
<b>Meat</b>	Sliced meat (salami, ham etc), big pieces of meat (ham, prosciutto, salami), sausages, spareribs
<b>Frozen products</b>	
<b>Meat</b>	Doner skewer, cow (hamburgers), pork (gyros, schnitzel, spareribs), lamb (rack), chicken (shawarma, filet, nuggets, burger), ready to cook rib-eye, steak, ribs
<b>Fish</b>	Shrimps, shellfish, fish filet (tuna, salmon)
<b>Snacks</b>	Spring rolls, falafel, cheese soufflé, croquette, bitterballen
<b>Bread/dough</b>	Pizza bottom, pita bread, hamburger bread, pizza dough, baguette, lahmacun, puff pastry
<b>Vegetables</b>	Sliced vegetables, mixed vegetables
<b>Potatoes</b>	Fries, potato slices, potato wedges, sweet potato fries, potato croquette
<b>Ice cream</b>	Different flavours
<b>Drinks</b>	
<b>Non-alcoholic</b>	Soda (can/bottle), water, energy drink, fruit juice
<b>Alcoholic</b>	Beer (Dutch, Greek, Turkish, Italian, Japanese etc), Wines (Greek, Spanish, Italian, German, French, Asian), distilled, liquor, port wine,
<b>Non-food</b>	
<b>Disposables</b>	Pizza boxes, foam boxes (hamburger, salad), aluminium (boxes, plates, covers), plastic (cups, boxes), paper (bags, boxes, cups, napkins)
<b>Decorative items</b>	Tea lights, candles
<b>Cleaning</b>	Soap, detergents

**Table 2: Product assortment of COMPANY X**

The product assortment of COMPANY X covers a broad range of products, but because of the purchasing strategy, there is a limited amount of different products per product type available. Of each product type, there is a maximum of three different products purchased. Product A is an A-brand product. Product B is a high margin product for COMPANY Y, often COMPANY Y's own brand

Lydia. The third choice is a trade product, this is a high volume product. This purchasing strategy makes sure a customer can always choose a high-quality product or a cheaper alternative. For a lot of products, their brand Lydia is considered as an A-brand product. Therefore, the choice for the customer is often between two products.

COMPANY X provides a complete assortment and provides, therefore, the ease of finding all the products you need in one store to the customer. COMPANY X is positioned as a discounter and has a focus on cost. Because of their brand, they can provide good quality products at low prices. This results in financial benefits for the customer and value delivered in terms of attractive prices.

The customers of COMPANY X are mostly owners of restaurants. Therefore, the products they buy at COMPANY X are their resources to produce products and in the end, generate income. COMPANY X contributes to the income generation of the customer, which is a value they fulfil. The customers need products which are constant in quality and always available. COMPANY X serves this need by providing products of constant quality, which is of high value for the customers.

Since COMPANY X is originally a wholesaler for Mediterranean restaurants, a lot of specific products are included in the assortment which is not widely available at every wholesaler in the food service industry. COMPANY X creates value by offering traditional products for different world kitchens.

#### *Supply chain*

The supply chain explains how upstream relationships with suppliers are structured and managed (Boons & Lüdeke-Freund, 2013). COMPANY Y has contacts with the suppliers and purchases these products. Next, COMPANY X purchases its products at COMPANY Y. In this way, COMPANY Y regulates which products are available for the COMPANY X stores.

#### *Customer interface*

Customer interface explains how the downstream relationships with customers are structured and managed (Boons & Lüdeke-Freund, 2013). The customer interface shows how a company interacts with its target group (Mair & Schoen, 2007). COMPANY Y regulates the marketing activities for COMPANY X and is therefore partly responsible for the customer interface. COMPANY Y produces three types of flyers which are sent every two weeks to the COMPANY X customers and potential customers in the neighbourhood of COMPANY X stores. The flyers are sent online and offline. There is a regular flyer, a flyer with only Asian products and a special flyer with a bit more luxury products. COMPANY Y is also responsible for the social media activities of COMPANY X. These channels are mainly used to inform the customers about events, deals and updates.

COMPANY X also build on relationships with the customers in the store. There are various contact moments during a store visit of a customer. When entering the store, during registration and when the customer pays.

#### *Financial model*

COMPANY X makes a profit by selling products to customers. The greater the value a company delivers to the customer, the higher the change the customer will repurchase at the same company (Viswanadham, 2018).

COMPANY Y makes a profit by selling products to their customers, which are wholesalers. COMPANY X is one of these customers.

## 2.2 Competitive position

Competitive positioning is the combination of choice of the target market (where the firm will compete) and competitive advantage (how the firm will compete) (Hooley et al., 2001).

COMPANY X is positioned as a discounter in the food service industry. Their direct competitors are other wholesalers in the food service industry. COMPANY X is a small wholesaler company and competes with other small wholesaler companies, but also with big wholesalers. Examples of small wholesaler competitors are De Kweker and Kreko. Big wholesalers in the food service industry are for example Sligro, Hanos and Makro.

COMPANY X targets owners of Mediterranean food service companies for whom price is the most important decision criteria. But this scope is not so narrow anymore. COMPANY X is trying to target also owners of restaurants which focus on quality as well as price and do not necessarily have an ethnic background or Mediterranean food service company. The current target group of COMPANY X is based on the ethnic background. This is a specific group which has other needs than restaurant owners with Dutch nationality. The competitors of COMPANY X have a broader target group in the food service industry. They deliver to all types of customers. Also to companies who are not active in the food service industry.

A competitive advantage for COMPANY X is that they provide a wide range of ethnic products at low prices. A difference between COMPANY X and the other wholesalers is that COMPANY X has fewer A-brands in their assortment than the other wholesalers. COMPANY X sells a maximum of one A-brand per product type. Problems can occur if this A-brand is not the brand a certain customer wants. COMPANY X does not provide the highest quality products, which can be a disadvantage for customers in a higher segment. Other wholesalers as Sligro or De Kweker provide a broader range of well-known brands for almost all categories and they have a more extensive product assortment. COMPANY X does not provide a wide range of fresh products, which its competitors do. For customer segment 1.0 this seems not to be a big problem, but segment 2.0 can think differently about this.

Another big difference between COMPANY X and competitors is about service. COMPANY X does not provide a delivery service or an online ordering system, which its competitors do.

To summarize, the competitors of COMPANY X do not have such a broad Mediterranean assortment, but for all the other types of products, they offer a wider range of products. COMPANY X has as a discounter, not the nicest presentation. Their competitors present their products different. The assortment is smaller and there are less available services, but the prices of COMPANY X are lower than the prices of competitors.

### 2.3 Industry analysis

COMPANY X operates in the food service industry, which is dynamic. To get an overview of the ongoing trends and changes, the business environment of COMPANY X is analysed. Vecchiato and Roveda (2010) stated that accurate information about organizations, activities and events in the external sectors of the business (micro and macro) environment of the firm is needed to understand what the major changes in the market are or will be.

The fast-food industry is characterized by limited menus, minimal table service and food that has been cooked in bulk and is high in calories (Lee & Ulgado, 1997). Rydell et al. (2008) found out after a questionnaire with 605 participants that the most frequently reported reasons for eating at fast-food restaurants are: fast-food is quick (92%), restaurants are easy to get to (80%) and fast-food tastes good (69%). In both, the USA and Europe, people are eating more meals and snacks away from home and visit restaurants and fast-food places more often (Nielsen et al., 2002, Rydell et al., 2008). At the same time, food delivery is also increasing rapidly (Bagla & Khan, 2017). In 2018, the revenue of the food delivery market in the Netherlands grew with 20.1% compared to 2017<sup>1</sup>. So, as well the number of food meals which are ordered online and delivered as the number of visits to restaurants and fast-food places increased. Delivery is not replacing dining out yet and there is growing in the food service sector. This indicates that there are growing opportunities in this market for all types of food providers and thus also for their suppliers.

The fast-food industry is still growing, but the public interest in the issue of food nutrition, provenance, quality, safety and authenticity is growing not only when cooking at home, but also when dining out (Everett & Aitchison, 2008). For example, 20% of people in the United States is likely to look for a restaurant that serves some vegetarian items (Stein, 2004). Approximately one-third of restaurant operators say their customers are looking for a wider range of food choices from restaurants, while 19% say customers are seeking healthy alternatives. Three out of four consumers also indicated that they are trying to eat healthier in restaurants now than they were two years ago (Ryu et al., 2010).

A review of studies conducted by Poulston and Yiu (2010) demonstrates that around 50% of restaurant visitors in the USA claim to seek healthier menu items. But healthy food options and organic food options are more popular in the fine-dining sector. Casual dining restaurants are falling behind with only 30% of restaurateurs having healthy or organic food options (Poulston & Yiu, 2010). Fast-food places state that for example organic items do not fit their menu and the prices are too high (Poulston & Yiu, 2010). But the number of restaurants that aim to positively differentiate themselves in the market by using higher quality cooking ingredients have grown (Filimonau & Grant, 2016) and also fast-food outlets are now introducing healthier menus and preparations (Castellini & Samoggia, 2018). McDonalds, for example, changed their menu and their way of preparing the food to serve fresher food and healthier options<sup>2</sup>. This trend resulted in another food service format which is different from fast-food: fast-casual restaurants (Castellini & Samoggia, 2018).

In the USA, two categories of restaurants can be distinguished: full service and limited service. Full-service restaurants have waiters at the table, medium-high level of prices and long-time prepared food. Limited-service restaurants are characterized by low-prices menus, high level of customization possibilities, drive-through or delivery and the bill is paid before eating the food (Castellini & Samoggia,

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<sup>1</sup> <https://fsin.nl/dossierdelivery>

<sup>2</sup> <https://retailtrends.nl/news/55102/mcdonald-s-beweegt-mee-met-ah-to-go-en-jumbo-city>

2018). This new fast-casual format is a hybrid between these two categories. Fast-Casual restaurants provide a food quality higher than fast-food with higher prices and more comfortable ambience, but always at a lower level if compared with full-service restaurants (Castellini & Samoggia). Fast-casual restaurants are a market niche that is similar to fast-food restaurants in that they do not offer table service, but they promise somewhat higher quality food and an atmosphere which is more consistent with the casual dining segment (Ryu et al., 2010). Food service Instituut, a Dutch independent research institute, explains fast-casual as premium fast-food<sup>3</sup>. Fast-casual restaurants serve the customer with a dish which is still convenience food, but it contains fresh products and the company positions themselves with a focus on health and well-being. Examples of companies which present themselves as fast-casual restaurants are Chipotle (USA, Mexican food), Happy Italy (Netherlands, Italian food), Vapiano, worldwide, Italian Food) and Zoës kitchen (USA, Mediterranean food).

## 2.4 Is there a need for change?

In the United States, fast-casual restaurants are booming and in The Netherlands, this concept is expanding. New outlets pop up, or existing companies change their old fast-food format to a fast-casual format. The demand for companies in the fast-casual sector is different from the fast-food sector. Quality and provenance of products are of higher importance (Castellini & Samoggia, 2018). Also, other types of products will be used to make almost the same product. A hamburger or a pizza made by a traditional fast-food place will contain another type of ingredients than the same type of product at a fast-casual place.

A large part of the current customers of COMPANY X are active in the traditional fast-food sector and therefore COMPANY X certainly needs to pay attention to this trend. First, because of the possible changes in the demand of their current customers. Second, there is an opportunity to serve customers in the fast-casual segment. COMPANY X does offer fewer premium products than their competitors, which can be a source of being less attractive to fast-casual customers.

This indicates the importance of COMPANY X to investigate if their fast-food customers are shifting to fast-casual or not and what the gap in demand is between fast-food and fast-casual.

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<sup>3</sup> <https://fsin.nl/actueel/blog/fabrikanten-en-formules-in-de-ban-van-kwaliteit-de-opkomst-van-het-nieuwe-premium>

### 3. Literature review

In the following section, literature is analysed about the topics: customer segmentation, customer satisfaction and customer purchasing criteria. These three topics will form the foundation for the theoretical part of this research.

Literature about customer segmentation is used to understand the concept, to get an understanding about the usage of customer segmentation in marketing, how customer segments are selected and to explore literature about combining customer segments and serving multiple segments at the same time.

Literature about customer satisfaction is used to find out what the relevant constructs of customer satisfaction are for this research and to find a way to measure customer satisfaction.

Lastly, literature about customer purchasing criteria is used to examine which elements influence the customers' choice whether to buy a product or not. For this research, it is also interesting how customers select their suppliers. Therefore, some literature about supplier selection is added. Later, empirical data will be gathered to investigate the purchasing criteria from customers of COMPANY X. In Appendix A, the search queries are defined which are used for the literature review.

#### 3.1 Market segmentation

There are multiple definitions in the literature about market segmentation and customer segments. Loker and Perdue (1992) define market segmentation as *“the act of dividing a market into distinct and meaningful groups of buyers who might want separate products.”* Bonoma and Shapiro (1984) state that *“market segmentation involves grouping customers so that those in one segment share common characteristics, purchasing behaviour, needs, usage and attitudes and are reasonably homogenous.”* Simkin (2008) explains: *“Each customer segment shares a different set of traits and behaviours.”* These definitions all share the fact that market segmentation results in groups of customers who share some characteristics and which are different from other groups of customers.

Market segmentation is closely related to the marketing concept (Freytag & Clarke, 2001). According to the marketing concept, the best way to address the customer is by satisfying their needs and wants. To achieve this, these needs and wants need to be fully understood. These needs can nowadays no longer be satisfied by a mass marketing approach (Dibb, 1998). To cope with the diversity, companies group customers with similar requirements and buying behaviour into segments (Dibb, 1998)

By making use of customer segments, the needs and wants for a group can be determined, which is more efficient than determining the needs and wants of every single customer (Tynan & Drayton, 1987). Therefore, market segmentation can result in the more efficient and effective use of marketing budget (Loker & Perdue, 1992). As Wong and Saunders (1993) explain, by improving customer orientation, market segmentation also has the potential to develop competitive advantage and improve business profitability.

To achieve more efficient and effective use of marketing budget, it is important that a market segment is large enough to be profitable. The size of a customer segment is measured in the volume of consumption (Loker & Perdue, 1992).

##### *How to select customer segments*

Customer segments can be identified in numerous ways. Tynan and Drayton (1987) described various bases of segmentation:



1. Geographic: markets are divided into geographic units.
2. Demographic: segmentation based on age, sex, socio-economic group, family size, income or other demographic data is used to divide the market.
3. Psychological bases in which segments are formed based on factors such as personality factors, attitudes, risk or motivation.
4. Psychographic bases include lifestyle, activities, interests, opinions and needs.
5. Behavioural bases include brand loyalty, usage rate, benefits sought or use occasions.

Geographic and demographic were most popular, because of the ease this kind of data can be collected (Tynan & Drayton, 1987). Later, these descriptive factors are criticised because they are not predicting behaviour based on causal relationships (Tynan & Drayton, 1987). General dissatisfaction with geographic and demographic characteristics as segmentation bases led to the use of psychological, psychographic and behavioural variables as a basis for predicting consumer behaviour (Tynan & Drayton, 1987).

The major advance in recent times has been that market researchers are using economic and behavioural theories and sophisticated analytical techniques in their search for better ways of identifying market segments and product differentiation opportunities (Dickson & Ginter, 1987).

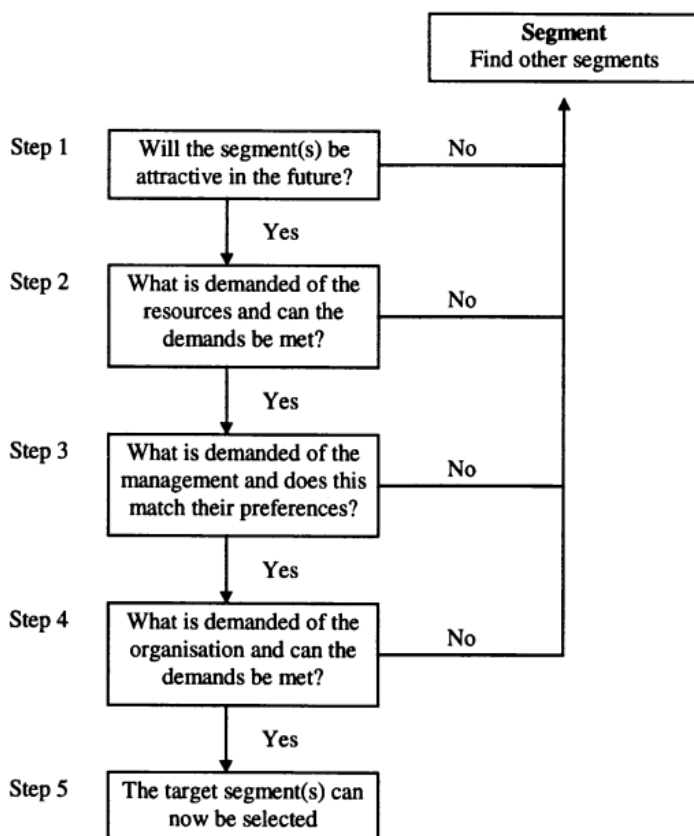


Figure 1: Segmentation selection process (Freytag & Clarke, 2001)

Freytag and Clarke (2001) defined a segmentation selection process. The process is a tool for companies to find a perfect match between segment demands and the optimal use of companies capabilities. The process consists of five steps (figure 1).

The first step focuses on the external factors that will influence the success of each segment. Parameters for success are for example future demand, expected size growth and the number of competitors.

The second step checks whether the company can comply with the segments' demand for the resources. The present and the future demand need to be taken into account, to find the gap between them. If this gap is too big, look for other segments.

The third step compares the demand of the segment on the company, to the preferences and expectations of the management. If there is a gap which cannot be closed, it may be necessary to select another segment and start the process again.

During the fourth step, the company compares the demanded organisational capabilities with the capabilities it has today. In this way, the company can find possible gaps in organizational capabilities. Based on the missing demanded capabilities, it must be evaluated what changes in the company's culture, systems, structure, management and policies would be necessary to eliminate the gaps. Thereafter, the choice can be made to select a certain segment or to search for another segment.

Often, changes will be needed in more than one of the organizational characteristics. The segment also needs to be evaluated to see what changes in it could minimize gaps in the organization's capabilities. After identifying the required changes, it must be estimated whether these changes can be completed within the time available and whether the risk involved is acceptable. If the changes demanded are impossible within the given time frame or the related risk is too high, it may be necessary to go back and find another segment. However, if a segment has reached this far in the analysis, it is probably satisfactory and more beneficial to consider further changes within the organization ( Freytag & Clarke, 2001).

The fifth stage looks at the strategic and implementation phases (Freytag & Clarke, 2001). The selected segment can be targeted after the right mix of marketing attributes is formed.

By following such a process, companies can decide which segment to target and if they will add a new customer segment to their customer base. By following the steps, companies are forced to think in-depth about the required skills and changes to serve a customer segment, which is beneficial for the company. Often companies are trying to serve a segment without doing enough research and therefore fail to serve the customer segment in the right way which also generates profit (Bertels et al., 2015).

Companies can choose to serve multiple customer segments. In the following section, a theory about serving multiple customer segments is described.

### 3.2 Combining customer segments

After dividing the market into segments, companies decide upon which customer segment they will focus. This group is called the target market (Leigh & Gabel, 1992). Typically, companies target the largest and most profitable customers (Moriarty & Moran, 1990). Depending on the type of customer segment targeted, a marketing strategy is set to attract and serve the needs of the target group (Ding et al., 2007).

Researchers show the possibility for companies to serve different market segments having different needs (Merrilees & Miller, 2010; Lewis 2004). Different segments respond to different attributes and may have different spending patterns (Merrilees & Miller, 2010). When the differences and commonalities are clear, a mix of marketing and service attributes can be created to target various customer segments at the same time (Ding et al., 2007). One way to serve various customer segments at the same time is by pooling. In this case, the customers are pooled and a single product or a certain standard is offered to all customers (Morthy, 1984). Another option is to make use of dedicated services. In this case, multiple segments can be served by one firm, but each customer segment is allocated independently with another set of attributes (Pangburn & Stavroulaki, 2008). A disadvantage of this method is that competition within a firm its product line can arise when a company offers each segment a distinct product and keeps the segments separated (Moorthy, 1984). A third option is to offer a segmented set of products or services and let customers self-select (Moorthy, 1984). The customer then has access to the complete array of products put out by the firm and the risk of competition with the firm's product line is less.

When companies distinguish multiple customer segments with different needs, they often make use of substitutable products (Ghoniem & Maddah, 2015). These substitutable products fulfil the same customer need but commonly differ by secondary attributes, such as brand or quality. Based on the different needs, a subset of products is composed. In the end, it results in the product assortment the company offers.

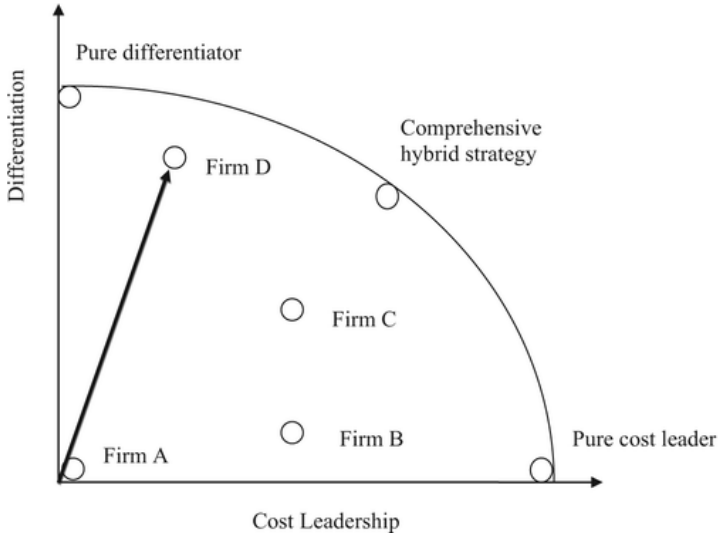
To illustrate these different strategies, consider a photo service company. The company can offer a standard photo printing service, a premium service with higher quality and fast service. In the case of pooling, the company decides to choose one of the services and offers this to all customers. When making use of dedicated services, the company targets customer segments with a different service and the segments are not able to make use of the other service. For example, households can make use of the standard service and the premium service is exclusive for companies. In the third scenario, all these services are available and all customers can self-select the service they prefer. A different set of products, services and marketing attributes is needed for each scenario and the customers will respond different to each scenario. To create the right mix of attributes, companies need to understand their customers, know their needs to anticipate. The needs of the customers will change over time and therefore it is important to keep in touch with the customer and respond to changes in the market (Pertusa-Ortega et al., 2009).

Bertels et al, (2015) analysed six projects of firms which were trying to expand their business outside their core. All projects involved new customer segments and new products. The selection of projects was based on four criteria: having actual sales, organizational consensus regarding the success or failure, a minimum charge of two elements of the business model and the projects all have been

executed approximately the same time. The projects which failed had in common that the degree of change required was underestimated. Also, false assumptions about the cost structure and volume turned out to be a cause of failure for all projects. To prevent crucial false assumptions, research in understanding the new customers and the value proposition for the new customers is helpful (Bertels et al., 2015).

Moreover, support of senior management is an influencing factor, since senior management often determines whether a company would persist with the project if early results are disappointing (Bertels et al., 2015). Another crucial component is the adoption of consumers. If the adoption is slower than expected, companies will wait longer with investing. One of the companies failed to upscale which caused high unit costs and eventually resulted at the end of the project. Companies need to consider these elements before they start with a project to attract new customers. This can have a substantial effect on the result of a project.

Companies increasingly recognize the need to attract customers in new markets to sustain growth (Bertels et al., 2015). This led to an increased interest in the concept of organizational ambidexterity (Simsek, 2009). In its most basic sense, organizational ambidexterity means that a firm can do two different things simultaneously. For example, exploit assets to increase profit and exploration of new markets at the same time. The simultaneous pursuit of exploitation and differentiation is positively associated with firm performance, particularly when firms are far from the productivity frontier (Gulati & Puranam, 2009; Birkinshaw & Gupta, 2013). The productivity frontier represents the maximum value that a company delivering a particular product or service can create at a given cost, using the best available technologies, skills, management techniques and purchased inputs (Manev et al., 2015). The increased interest in organizational ambidexterity leads to a shift from pure strategies which had a focus on one single strength, costs or differentiation, towards hybrid strategies (Salavou, 2015; Manev et al., 2015; Pertusa-Ortgea et al., 2009). As can be seen in figure 2, hybrid strategies combine elements from both generic competitive strategies of Porter (Manev et al., 2015). Earlier, combining



**Figure 2: Strategic intensity and productivity frontier (Manev et al., 2015)**

competitive strategies was synonymous with stuck-in-the-middle (Salavou, 2015). This era is now left behind and today it is clear that hybrid strategies are very different from stuck-in-the-middle strategies. Hybrid strategies denote competitive behaviour that emphasizes more than one generic strategy and stuck-in-the-middle strategies lack distinctive emphasis on any particular strategy (Salavou, 2015). Some authors refer to stuck-in-the-middle strategies as a firm's unwillingness to choose how to compete or a non-competitive strategy with high costs and low

differentiation (Pertusa-Ortgea et al., 2009).

Leaders from companies increasingly recognize that to sustain growth and protect their current business from disruptions, they need to innovate and expand the business. Hybrid strategies can serve this need. The increasing interest in hybrid strategies can be explained by two reasons: the drive to increase market coverage and the need to contain costs (Moriarty & Moran, 1990). Besides, the need to pursue a hybrid strategy is intensified by the existence of certain problems associated with pure strategies (Pertusa-Ortega et al., 2009). First, pure strategies may leave gaps in product offerings and ignore important customer needs. Second, pure strategies are easy to imitate. Third, Customer needs and tastes evolve and competitors invent new challenges.

Companies generally must reach new customers or segments to sustain growth. Along the way, companies supplement existing channels and methods with new ones designed to attract and develop new customers. This addition creates hybrid marketing systems (Moriarty & Moran, 1990). An advantage of hybrid strategies is that the combination of low cost and differentiation creates a competitive advantage which is more difficult to pinpoint and to imitate (Salavou, 2015).

Hybrid strategies can lead to better firm performance but are also risky and harder to manage (Bertels et al., 2015; Manev et al., 2015; Moriarty & Moran, 1990). The key question for companies which design and manage a hybrid system is to find a mix of channels or communication methods which can best accomplish the assortment of the task required to identify, sell and manage customers (Moriarty & Moran, 1990). Besides, companies need to create a strong hybrid strategy and need to be aware of not ending up stuck-in-the-middle.

#### *How to evolve a hybrid strategy*

Hybrid strategies typically evolve incrementally, as a response to day-to-day challenges (Manev et al., 2015). A firm starts with one strategy and then gradually adopts elements of another strategy. For small firms, it is often the case that they start with cost leadership and then differentiate because economies of scale cannot be attained given the small size of the firm. A lot of companies started as a low-cost imitator and evaluated to novel innovators.

#### *Implementation barriers*

Although benefits of segmentation are nowadays widely acknowledged, these must be weighed against the resource implications related to the implementation of segmentation in practice (Palmer & Millier, 2004). Developing and implementing workable segmentation schemes can be hard because of the many barriers (Palmer & Millier, 2004).

First, relatively few published studies have explored practical implementation issues in the segmentation literature (Wedel & Kamakura, 2002). Managers have little information which can guide them with ineffective segmentation. Understanding the character and causes of implementation barriers is necessary to tackle them (Simkin, 2008).

<p><b>Organisational culture:</b>  Leadership (commitment and involvement),  Communication (inter/intra-functional co-ordination),  Customer focus,  Planning culture</p>
<p><b>Resources:</b>  Data (availability),  Personnel (numbers with suitable skills and experience),  Financial,  Time (allocated to project),  Skills (understanding of segmentation principles and process)</p>
<p><b>Segmentation Approach:</b>  Planned process,  Fit with corporate strategy,  Understanding of segmentation principles</p>
<p><b>Operational:</b>  Company structure (flexibility, status of marketing),  Distribution and sales structure (flexibility)</p>

Dibb and Simkin (2009) analysed literature about implementation issues and made an overview of categories of segmentation barriers, which can be seen in table 3. The categories are a mix of tangible hard barriers, such as the availability of data, as well as soft barriers, such as company culture. The barriers which impede the segmentation process can occur at different points. Segmentation can be obstructed at the outset (by infrastructure barriers), during the process itself or when implementation is being rolled out. Dibb & Simkin (2009) faced five significant problems during operationalising emerging segments:

**Table 3: Categories of segmentation barriers (Dibb & Simkin, 2009)**

- 1) Data mining: A lot of customers had to be assigned to segments. This demanded considerable time, senior-level support and the skills of external specialists.
- 2) Competitor intelligence: The nature of direct competitive threat within certain segments could only be properly assessed after the segments existed.
- 3) Corporate and business planning: Senior managers had to balance the demands of the segmentation project with those of the annual corporate and business planning. Creating a project team helped to mitigate this problem. But inevitably conflicts of interest, availability and commitment continued.
- 4) Resistance to change: Senior sales managers were resistant to the project throughout. Despite being involved in the programme, they argued about the make-up of the segments and agreed on profiles. Their concerns, many of which probably were caused by anxiety about change, could not be ignored.
- 5) Changing focus in programmes: Due to new customer segments, changes will occur in sales and marketing programmes. These changes demand budget and resources. The CEO's explicit commitment to new strategies and growth targets helped foster the required change. The project team also decided to build confidence in the segmentation output by initially focusing on a few of the segments. This enabled the impact of new sales and marketing to be demonstrated through improved customer retention and acquisition rates. But this is quite time-consuming.

Palmer and Millier (2004) also discussed the main barriers to implementation of segmentation. They also point out the issue of corporate and business planning, resistance to change and changing focus. Additionally, they focus on the context-dependent nature of segmentation. Generalised and prescriptive guidelines may be inappropriate in specific circumstances and conditions. Moreover, both the buyer and supplier are in a constantly changing environment. There is an interaction between the customer base, the marketplace, the product range and the feasibility of what can be achieved.

### 3.3 Customer purchasing criteria and customer satisfaction

The following section combines four topics from literature to explore which constructs need to be taken into account when gathering customer data. Literature about supplier selection, customer purchasing criteria, customer satisfaction and assortment attractiveness is analysed. Supplier selection is chosen since the customers of COMPANY X buy products for commercial use and not for private use. COMPANY X is a supplier for its customers. On the other side, the customers of COMPANY X have characteristics of business to consumer customers. The customers do not have contracts with COMPANY X and they buy their supplies by shopping in a physical store. Suppliers often develop partnerships with their customers and the suppliers can be involved in the product development of the customer (Tracey & Leng Tan, 2001; Tracey & Vonderembse, 2000). COMPANY X does not invest in partnerships but customer relationships as in business to consumer markets. COMPANY X also does not involve in product development. This is partly since COMPANY X does not perform manufacturing activities.

Literature about customer satisfaction, purchasing criteria and assortment attractiveness is used since the customers of COMPANY X have some characteristics in common with business to consumer customers and these topics provide information which is useful to be able to determine characteristics and the needs of the customers of COMPANY X.

#### *Supplier selection*

Buyers employ different sourcing strategies. Common sourcing strategies a buyer might employ are single sourcing, dual sourcing, multiple sourcing, low-cost sourcing, responsible niche sourcing and responsible mass-market sourcing (Gadde & Snehota, 2000; Guo et al., 2015). Depending on the chosen strategy, suppliers are selected. A key aspect of this decision is choosing suppliers who are competent and meet requirements related to criteria such as cost, quality, reliability and on-time performance (Friedl & Wagner, 2012). Tracey and Leng Tan (2001) add product performance as a distinct requirement besides quality and Boyce and Mano (2018) state that performance history of the supplier and warranties and claims policies are also of relative importance for the buyer. De Boer et al. (2001) consider the number of potential suppliers, the criticality of the item being procured and the degree of uncertainty present as key factors for firms in the selection process of suppliers. For every organisation, the key factors for supplier selection can be slightly different. Therefore, understanding what your customers' value is important for companies to persuade consumers and let them choose for your company as their supplier (Anderson & Narus, 1998).

The purchasing function has transitioned from an operational activity towards a strategic activity with a potential major impact (Talluri et al., 2013). Therefore, choosing partners is critical to a firm's supply chain success. When searching for suppliers, the business customer is more an information seeker than the general consumer and looks for information that will make doing business more efficient (Green, 1998). Thus, the emotional, psychological, and sociological cues often communicated in ads targeting general consumers are less likely to be communicated when targeting business consumers. Business consumers are more likely to be concerned with utilitarian information which they can use to evaluate possible suppliers.

#### *Customer satisfaction*

Customer satisfaction is linked to supplier selection in such a way that effectual selection and evaluation of suppliers will result in improved firm performance via enhanced customer satisfaction

(Tracey & Leng Tan, 2001). For retailers, improved customer satisfaction may enjoy greater sales payoffs by making the right decisions to satisfy their customers (Gomez et al., 2004).

Customer satisfaction in retailing is derived from efficiently completing the shopping goal with a minimum expense of time and effort (Bauer et al., 2012). Customer satisfaction is seen as a variable that moderates in the relationship between perceived quality and purchase intentions (Bou-Llousar et al., 2001). Perceived quality is more specific since it is only based on product and service features. Satisfaction is the result of any dimension, quality-related or not. Companies have a certain degree of control over the attributes which constitute the perceived quality, while the aspects that are beyond the companies control may affect customer satisfaction but cannot be considered as quality dimensions (Bou- Llousar et al., 2001).

Tracey and Leng Tan (2001) identified four dimensions of customer satisfaction: competitive pricing, product quality, product variety and delivery service. The evaluation of these four dimensions by the customer results in a degree of satisfaction. The degree of satisfaction is then related to the level of purchase intentions (Mirabi et al., 2015). Customer satisfaction is broadly analysed in literature and there is no clear definition of customer satisfaction. For example, Gomez et al. (2004) distinguish three elements of customer satisfaction: customer service, quality and value. Customer service is about friendliness, cleanliness and helpfulness. Quality relates to the variety and quality of products and value covers topics such as loyalty cards and value for money. These slightly differ, compared to Tracey and Leng Tan (2001), but the core is the same.

Customer satisfaction is often measured via surveys (Huddleston et al., 2009). Dimensions of customer satisfaction are then used as a basis for the questionnaire. For every dimension, some questions are developed to gauge the opinion of the customers (Huddleston et al., 2004).

A common and quick tool to measure satisfaction is the Net Promotor Score (NPS) (Hamilton et al., 2014). The NPS assesses the likelihood of the customer recommending a certain company. The NPS is based on the perspective that the customers of a company can be divided into three groups: promoters, passives and detractors (Reichheld 2006). Promotors are loyal and will recommend the company to their friends. Passives are satisfied but not that enthusiastic and can easily be pursued by competitors. Detractors are unhappy customers and will not recommend the company to others. People respond to the question: "how likely is it that you will recommend the company to friends" on a scale from one to ten. Those who answer nine or ten are promotors. Those who answer seven or eight are passives and all people who answer six or lower are detractors (Reichheld, 2006). The total NPS score can be calculated by taking the percentage of customers who are promotors and subtract the percentage who are detractors.

Besides the degree of satisfaction, service quality influences the level of purchase intention. Higher levels of service quality and higher levels of satisfaction result in higher levels of purchase behaviour (Taylor & Baker, 1994). Service quality is the customer's overall impression of the relative inferiority of the organization and its services (Johnston, 1995). Johnston (1995) found four determinants for service quality satisfaction, which are attentiveness, friendliness, care and responsiveness. The main sources of dissatisfaction are integrity, reliability, responsiveness, availability and functionality (Johnston,1995). If these sources are not fulfilled properly customers will be less satisfied with the service quality.



Attentiveness is the extent to which the service either provides help to the customer and shows willingness to serve (Johnston 1995). Friendliness is the warmth and personal approachability of the service providers (Johnston 1995). This is somewhat related to attentiveness but differs since it is not only about offering help. Care is about the concern, consideration, sympathy and practice shown to the customers (Johnston 1995). The fourth aspect is responsiveness. This includes speeds and timeliness of service delivery functionality (Johnston 1995). If these sources are not fulfilled properly, customers will be less satisfied with the service quality.

According to the sources of dissatisfaction, integrity refers to the way customers are treated. Positive ways are honesty, justice, fairness and trust. Reliability refers to the reliability and consistency of performance, goods and staff. The availability of service facilities, staff and goods to the customer is also a source of dissatisfaction. It takes the staff/customer ratio into account, which represents the amount of time each staff member has available to spend with each customer.

#### *Purchasing criteria and assortment attractiveness*

The purchasing criteria of customers are strongly related to the offered product assortment and the offered service (Bauer et al., 2012). Assortment plays a fundamental role in the in-store choice from the customer perspective (Briesch et al., 2009). As a key component of the marketing mix, assortment represents a strategic positioning tool for customer acquisition and retention (Bauer et al., 2012). Consumers expect retailers to offer the right mix of products, at the right price, at the right time (Gruen & Shah, 2000). However, how to constitute the right mix of products or a good assortment from the consumer perspective remains unclear for most retailers (Bauer et al., 2012). The decision about the quality, price levels and variety of the assortment determines the retailer's market position and image (Mantrala et al.,). The assortment decision also influences a retailer's sales and profit and is crucial for long-term success (Bauer et al., 2012). According to Dhar et al. (2001), product assortment is characterized by the two dimensions breadth and depth. The breadth of the assortment refers to the number of brands offered in a category and the depth refers to the number of stock-keeping units. Bauer et al. (2012) found that consumers only use a limited number of informational cues to form perceptions about four higher-level assortment dimensions. These four dimensions are the assortment pricing, the assortment quality, the variety and the presentation. The dimension variety consists out of brand variety, flavours variety, variety of different package sizes and a variety of different quality ranges. The dimensions price and quality are influenced by store environment cues. Customers use cues such as store design, social factors and ambient factors to form beliefs about the assortment quality and price level when they are not familiar with the store (Baker et al., 2002). When these elements are all taken together and evaluated by the customers, consumer's subjective overall judgement of an assortment offered in a particular grocery category.

Together, those topics form a basis for determining the satisfaction of customers and understanding why they purchase at which type of supplier. Therefore, those topics will be integrated into the questionnaire and interviews.

## 4. Method

### 4.1 Research design

The goal of the empirical part of this research is to define the gap between the current offerings of COMPANY X and the desired offerings by the customers and to find out if this gap differs per customer segment. To define this gap, data is collected in two different stages. First, questionnaires have been sent via e-mail to all active customers of COMPANY X in the Netherlands. Active customers means all customers which had at least one invoice the last year. Second, interviews are held with customers of COMPANY X.

Surveys are useful in describing the characteristics of a large population (Kelley et al., 2003). Surveys provide a snapshot of how things are at a specific time (Denscombe, 2014). To find out what the current customers of COMPANY X think about the assortment and whether this opinion differs between different types of customers, data is needed from a group of customers which can be generalized for the total group of customers. Surveys are well suited to gather a large amount of descriptive data, which fits with the objective of this research. The breadth of coverage of many people means that it is more likely than some other approaches to obtain data based on a representative sample, and can, therefore, be generalizable to a population (Kelley et al., 2003).

A disadvantage of surveys is that the produced data via surveys is likely to lack details or depth on the topic investigated (Kelley et al., 2003). The questionnaire provides descriptive data that is useful for determining the characteristics of different customer groups but lacks reasoning or details behind these characteristics. Therefore, interviews were also held after the results of the questionnaire were known. The interviews add detailed information and can confirm results. Additionally, combining two research methods reduces the risk of intrinsic biases. The combination of a quantitative questionnaire and qualitative interviews are a form of triangulation. This is a way of capturing different dimensions of the same topic and by counting the number of matching records from each data source, the trustworthiness of results can be derived. Therefore, cross-checking the data facilitates the validation of the data (Afrati et al., 2017).

## 4.2 Data collection

First, data will be collected via an online questionnaire. The questionnaire consists of several themes and subthemes, which can be found in table 4. The themes are based on chapter 2.3 about the industry analysis and fast-food trends and chapter 3.3 about customer satisfaction.

<b>Theme</b>	<b>Subthemes</b>
<i>Assortment in general</i>	Price Quality Variety Presentation
<i>Assortment: Product categories</i>	Importance product categories Missing product categories Insufficient product categories Products which are bought somewhere else
<i>Shopping experience/service quality</i>	Ambience Personnel: friendliness, attentiveness, care, Service: availability Store layout Special offers
<i>Newsletter/Advertisement</i>	Appealing Relevance Informative
<i>Fast-food trends</i>	Decoration and furnishing Vegetarian dishes Fresh ingredients Origin of the products Organic dishes Halal
<i>Purchasing criteria</i>	Price Quality Distance (Delivery) service Assortment Reputation Ambience
<i>Purchasing strategy</i>	Single sourcing Dual sourcing Multiple sourcing
<i>Descriptive information</i>	Customer number Age Customer of which location How long someone is a customer Type of restaurant

**Table 4: Themes and subthemes of the questionnaire**

The questionnaire consists of thirty closed questions and two open questions. The questionnaire can be seen in appendix C. The closed questions are either multiple-choice, or a seven-point Likert scale is used. A seven-point scale is chosen since this provides more answer options than a five-point Likert scale. Since the goal of the questionnaire is to define differences and similarities between groups, more precise data can point out smaller differences. Moreover, similarities or differences are harder to find but more trustworthy.

For the interviews, a semi-structured approach has been chosen. Every interview is structured according to the same key topics, but depending on the response, the interviews differ since the researcher is allowed to probe. The interview format can be found in Appendix B. The interviews are structured in the following way: first, some general questions will be asked to get to know the type of customer. Second, questions will be asked why customers go to COMPANY X. This to check how the criteria of satisfaction (price, assortment and quality) are evaluated. Third, some questions about the assortment are asked to get more information about the satisfaction of the customers according to the assortment. Three categories are mentioned explicitly: fresh fruit and vegetables, packaging and herbs. These are chosen according to the results of the questionnaire. Packaging scored highest for the question: what are the three most important products you buy at COMPANY X. Herbs were placed at spot three, which was surprisingly high. Fruit and vegetables were chosen the most with 187 votes as product category where products are being missed. For these three categories, all different type of customers showed interest. If the reasoning behind differs can be found out by interviews.

The interviews were face-to-face and all conducted in the coffee corner of COMPANY X stores in Amsterdam and Den Bosch. These two locations are chosen since Amsterdam is the busiest location and attracts a lot of typical 1.0 customers. Den Bosch is located in another province and attracts another type of customers. By choosing two very different locations, the group of interviewees will be varied and a realistic sample of the total customer base. The interviews were conducted in Dutch, as the interviewees do not all speak English and are more comfortable with Dutch.

The interviews are coded by an open coding technique. The goal of open coding is to break down the data and search for categories to identify concepts.

### 4.3 Sample size

All Dutch customers of COMPANY X which have visited the store between May 2018 and May 2019 belong to the group of possible respondents for the questionnaire. This group consist of 8522 customers. The email addresses of 6477 customers of this group are known. This Group of 6477 customers is representative of the total customer base of COMPANY X. Figure 3 shows the distribution of all COMPANY X customers across different locations. Figure 4 shows the distribution of customers which received the questionnaire across the different locations. These two figures are almost equal. The biggest differences are 2% for Den Bosch and for Roosendaal, which is an acceptable difference. Figure 5 shows the respondents of the survey. Utrecht is less represented with only 10%, while they are normally 17% of the population. Rotterdam instead forms 15% of the respondents, while they are 9% of the population. Delft does not differ at all, and Amsterdam and Roosendaal differ a little bit. So, the distribution of respondents across the different locations is slightly different from the total population, mainly because of the two locations Utrecht and Rotterdam.

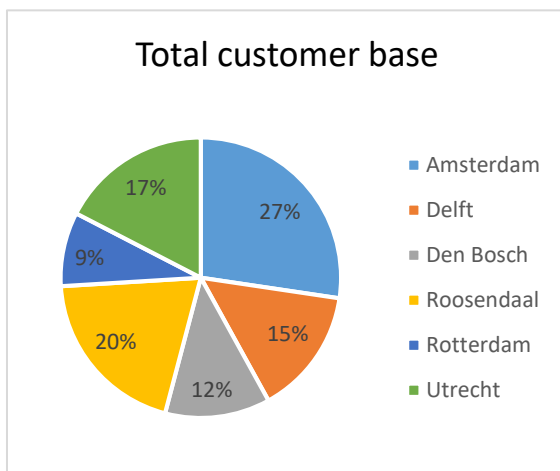


Figure 3: Customer base of COMPANY X Netherlands

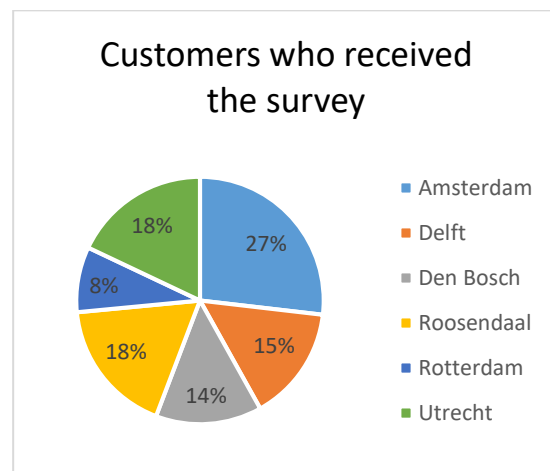


Figure 4: Recipients of the survey

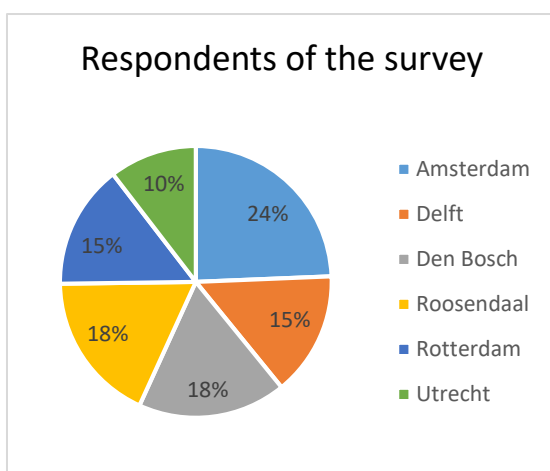
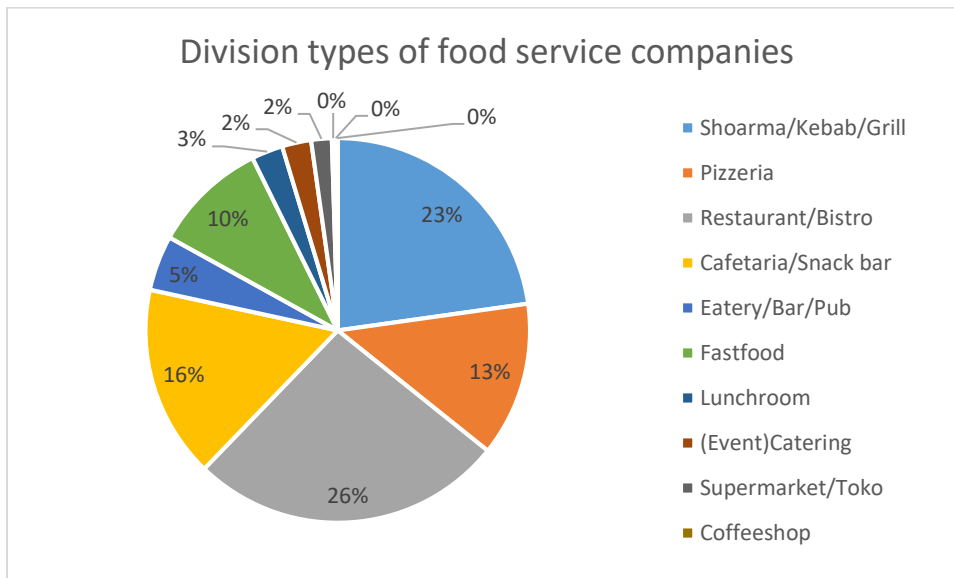


Figure 5: Respondents of the survey

The division of the different type of food companies of the customers of COMPANY X can be seen in figure 6.



**Figure 6: Division of the types of food service companies among the customers of COMPANY X**

The interviews were held in the stores of COMPANY X. In total, 28 interviews are conducted in Amsterdam and 18 interviews in Den Bosch. The distribution of the types of food service is shown in table 5.

The grillroom and pizzeria were not that highly represented in the questionnaire. The opinion of the respondents of these categories during the interviews can be used to validate the results of the questionnaire of these groups

Type of food service	
Restaurant	11
Grillroom	9
Pizzeria	8
Fast-food	7
Snack bar	6
Catering	3
Supermarket/Toko/Store	1
Eatery	1

**Table 5: Type of food service companies of the interviewees**

## 4.4 Data analysis

The survey is sent to the target group on a Tuesday morning in June. This moment is chosen since owners of restaurants work during the weekend and in the afternoon. In the morning, they are less busy and are probably more willing to fill in the survey. After six days, a reminder was sent on a Monday morning in July. In total, 412 surveys were filled in.

The first step of the analysis consisted of cleaning the data. Some surveys were not complete. These are excluded from the analysis. This resulted in 345 remaining surveys which are used for the analysis.

After this, the data was checked and some textual answers were recoded to numerical responses. Questions number 4, 12, 14, 24, 26 and 38 had the option to fill in an answer if the desired answer was not mentioned as one of the options. But most of the answers which were filled in in the 'other namely' box, were the same as the given options. These corresponding answers are recoded to the option it is similar with. Only the answers that do not fit into one of the categories belong to the 'other' category. By making the 'other' category as small as possible, the data is clearer and better generalizable. For question 4, a new category was created. Since multiple respondents seemed to be institutions or companies which buy products at COMPANY X for private use. This category was not one of the options but is added later to clarify the data.

As a third step, the open questions are analysed.

*Question 14: "Do you have any tips or comments about the assortment of COMPANY X?"*

All the answers which were quite the same, are grouped as a category. The question was focused on the product assortment, but some respondents commented on other topics such as the website. The result is added in appendix C.

*Question 28: "Which exact products do you miss at COMPANY X?"*

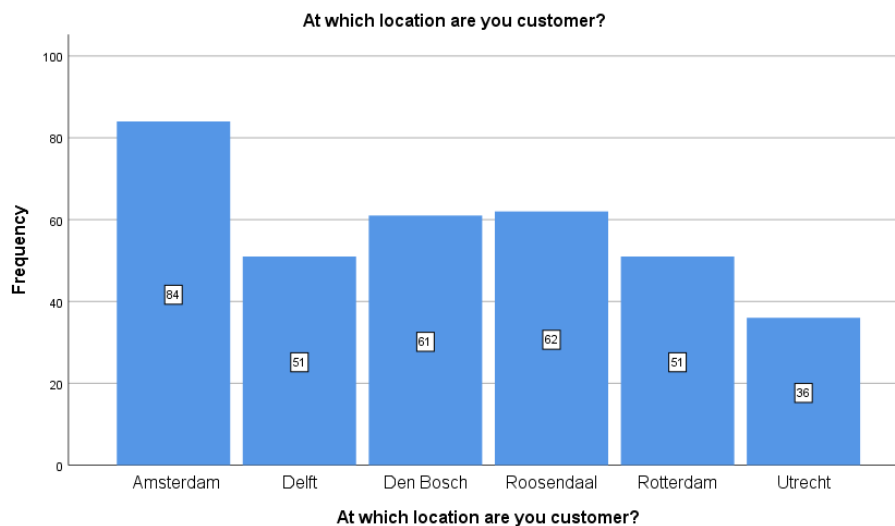
The answers to this question are categorized according to the list of product categories which is used for the closed questions. A table is made with all the mentioned products, grouped per category.

## 5. Results

In the following section, the results of the questionnaire and the interviews will be discussed.

### 5.1 Descriptives

A couple of descriptives and frequency tables are made to get to know the characteristics of the respondents. As seen before, the respondents are divided across the different locations of COMPANY X. The distribution of the respondents (figure 7) is in proportion with the distribution of all customers of COMPANY X across the different locations. Therefore, the results are generalizable for the locations.



**Figure 7: Division of respondents across the different locations**

The customers of COMPANY X who filled in the questionnaire are all familiar with COMPANY X. As can be seen in table 6, The biggest group of respondents (37%) is a customer of COMPANY X for one to three years. The mean is 3,17, which indicates that also on average, a respondent is a customer of COMPANY X for one to three years. The average age of the respondents is 46 years old. The youngest respondent is 21 and the oldest 75.

Customer since	Frequency	Percent
Less than 6 months	29	8.4%
6 months to 1 year	64	18.6%
1 year to 3 years	128	37.1%
3 years to 5 years	66	19.1%
More than 5 years	58	16.8%
Total	345	100%

**Table 6: Division of respondents based on the time they are a customer**

The respondents are grouped on type of food service company they have. Four types of food service companies are all more than 10% of the total group of respondents: cafeteria/snack bar (15,7%), Catering (15,1%), Restaurant (15,1%) and Fast-food (11,3%). The complete distribution can be seen in table 7.



Type of food service company	Frequency	Percent
Snack bar	54	15,7
Catering	52	15,1
Restaurant	52	15,1
Fastfood	39	11,3
Pizzeria	29	8,4
Sports/company canteen	26	7,5
Institution/company	20	5,8
Grillroom	17	4,9
Supermarket/toko	17	4,9
Eatery/pub	16	4,6
Lunchroom	13	3,8
Coffeecorner	4	1,2
Other, namely	4	1,2
Hotel/B&B	2	0,6
Total	345	100

**Table 7: Type of foodservice company of the respondents**

There are three surprising things to mention about this distribution. According to figure 6, the biggest customer group of COMPANY X is the grillroom. Also, pizzeria belongs to the biggest customers. Despite there are a lot of customers who belong to the categories 'pizzeria' or 'grillroom', they are not widely represented among the respondents of the survey. The average results of the questionnaire can, therefore, be different than reality since the biggest groups of customers are represented to a lower extent and the other way around.

Second, the group of 'catering' respondents is surprisingly big. COMPANY X does not focus on caterers, so the expectation was not that this group would be one of the largest. Two possible explanations are given. First, these caterers can be restaurants with a catering function. Second, this group can be very willing to participate in a survey and is maybe more familiar with it. To find out if these caterers are caterers, the websites or Facebook pages are checked of the caterers who filled in the questionnaire. Three types of companies which classified themselves as a caterer were found:

Restaurant/fast-food with catering function	4
Other type of company with a small catering function	10
Caterers	38
<b>Total</b>	<b>52</b>

**Table 8: Type of caterers**

The second category contains companies whose main focus is not on catering. These companies are not active in the food industry but provide an option for catering. Examples are a wedding planner and a photographer. All the companies in the third category are caterers, without a restaurant whose main business is catering. The caterers mainly provide lunches, buffets, barbecues or deliver meals. Now, it can be concluded that the caterers are caterers and differ from restaurants. The needs of this group can be different from other groups of respondents.

When respondents chose restaurant, fast-food or other as their type of food service company, they had to select the type of kitchen which fits their company. The distribution of kitchens can be seen in table 9.

Type of foodservice company	African	American	Asian	Greek	Italian	Japanese	Latin-American	Pancakes	Turkish	West-European	Other, namely	Total
Catering		1	2						2		6	11
Snack bar											1	1
Eatery/pub											2	2
Fastfood		1	9	8	4	1	3		6		8	40
Hotel/B&B					1							1
Coffeecorner											1	1
Lunchroom								1			4	5
Pizzeria					4							4
Restaurant		7	10	6	13		3	1	5		7	52
Sports/company canteen										1	1	2
Supermarket/toko				3	1	1						5
Other, namely		1	1									3
Institution/company					3	1			1		3	8

**Table 9: Type of kitchen of the respondents**

For restaurants, most restaurants are Italian, Asian, West-European or American. The fast-food companies are mainly American, Asian and West-European. The Greek and Turkish kitchen also score high.

To summarize, the respondents of the questionnaire are on average a customer of COMPANY X for one to three years now. The average age is 46 years old. They are divided across all locations of COMPANY X in the Netherlands. The respondents own a different kind of food service companies. A total of fourteen types of food service companies are distinguished, of which four types form 57,7% of the total population. These four categories are cafeteria/snack bar, restaurant, catering and fast-food.

Now, it is known who the respondents are, the results about their behaviour will be discussed

## 5.2 Purchasing behaviour of the respondents

Besides 4,37%, all respondents purchase at multiple suppliers, see figure 8. The majority of the respondents has more than three suppliers. When looking in figure 9 at the different types of companies, the lunchrooms have the most suppliers. The coffee corners have a relatively low amount of suppliers, but this group of respondents is small, so the results are maybe not valid for a bigger group of coffee corners. The respondents who have a grillroom, have relatively fewer suppliers than the other types of food service companies.

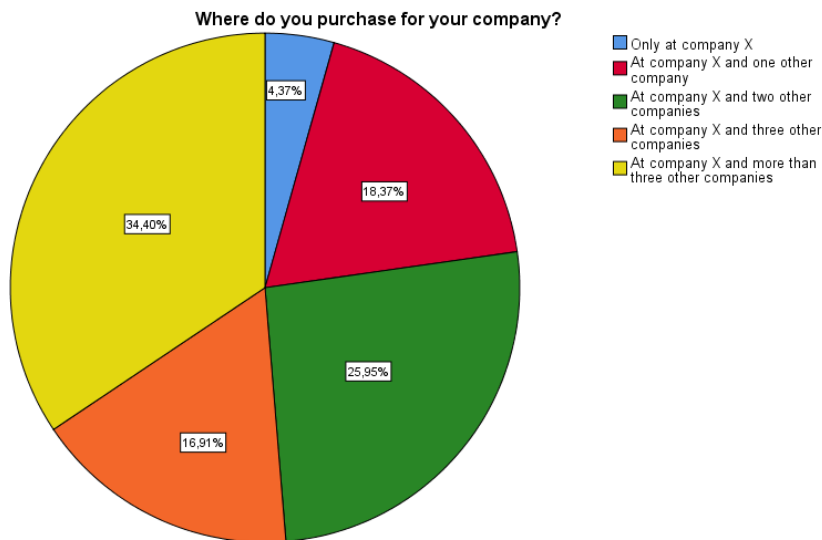


Figure 8: Sourcing strategy of the respondents

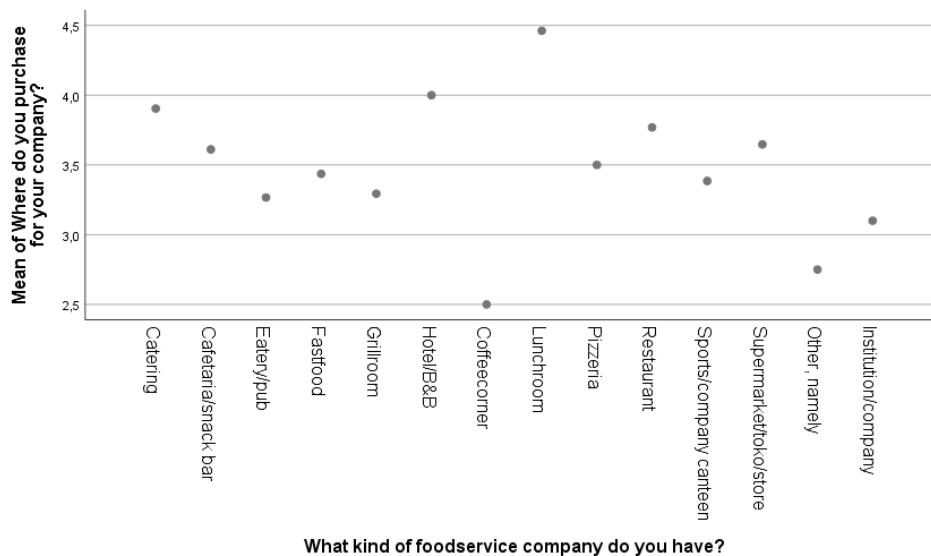
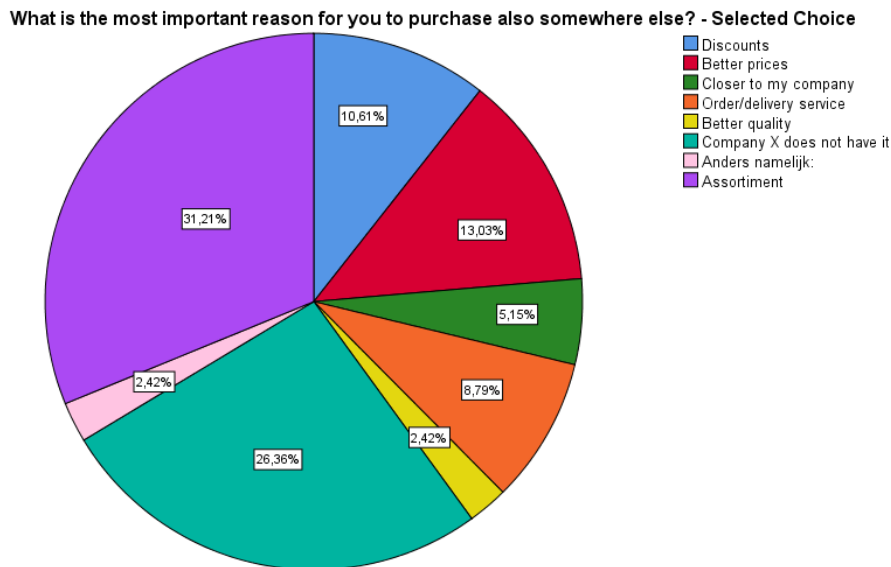


Figure 9: Difference in sourcing strategy between respondents



**Figure 10: Reason why respondents purchase somewhere else**

In general, the respondents argue that they purchase also somewhere else, because of the product assortment of COMPANY X, see figure 10. The categories "assortment" and "COMPANY X does not have it" refer both to the available assortment of COMPANY X. Take these two values together, more than half of the respondents (57,57%) purchases somewhere else because of the assortment. The blue and the red part refer both to prices, which together forms 23,64% of the population.

In appendix D the differences between the different types of food service companies are shown. The deviating companies are snack bar, fast-food, restaurant. For snack bar, lunchroom and fast-food, order/delivery service was of higher importance than for the other types of food service companies. The group restaurant deviates slightly on better prices, this variable scores 15,7% for restaurants. Grillrooms score relatively lower on assortment but higher on price.

The respondents ranked a couple of topics on importance. The results can be seen in table 10.

How important are the following topics for choosing your supplier? (1-7)	Mean	Std. Deviation
Discount	5,61	1,323
Assortment	6,09	0,91
Delivery service	4,14	2,008
Nearby my company	4,73	1,636
Quality	6,26	0,89
Price	6,28	0,891
Reputation of the supplier	4,7	1,676
Atmosphere in the store	4,53	1,635

**Table 10: Importance of supplier selection criteria for respondents.**

Quality, price and assortment are important factors in the selection of a supplier since they all score a value higher than six. Delivery service scores lowest with 4,14, which is a score between neutral and slightly important.

In appendix E the means of all different food service companies are compared. There are no big differences between the respondents for the variables quality, price, assortment and discount. Delivery is not that important for most of the respondents (score between 3-4,5) except for lunchroom

(5,0), fast-food (4,85) and restaurant (4,81). Institutions (2,70) and caterers (3,23) rate the importance of delivery the lowest. According to the distance between the company and the supplier, pizzeria's value a short distance highest with 5,41. Restaurants (5,0) and lunchrooms (4,91) show some importance for a supplier nearby the company and the others are all between slightly unimportant, neutral and slightly important. Pizzeria's and grillrooms gave both a rating higher than five for the atmosphere in the store. For the others, the scores are around 4, so neutral.

To get an understanding of the customers of COMPANY X, what important values of their customers are and if food trends play a role, the question "How important are these point for your guests?" is asked. These values can influence the purchasing behaviour of COMPANY X's customers. Fresh products and decoration/design score both higher than five, as can be found in table 11. This means that these two points score on average between a bit important and important. Organic products score lowest with a score of 3,86.

How important are these points for your guests? (1-7)	Mean	Std. Deviation
Decoration/design	5,01	1,639
Organic products	3,86	1,614
Healthy options	4,82	1,604
Halal	4,12	2,112
Origin of the products	4,42	1,671
Vegetarian options	4,32	1,677
Fresh products	5,72	1,446

**Table 11: Values of the customers of the respondents**

In Appendix F, a table is added with the differences between the food service companies. For all types of food service companies, fresh products and decoration/design are the two most important topics, except for catering. For catering, healthy options are more important than decoration/design.

### 5.3 Assessment of COMPANY X

#### 5.4

The following part is about the opinion of the respondents about COMPANY X.

As can be seen in table 12, the respondents gave COMPANY X positive rating for all topics. A score of four means neutral, a five or higher means a positive rating. There are three values below five: the size of the assortment, offer of premium brands and completeness of the assortment. Those are all related to the assortment.

How do you rate MELEDI on the following topics? (1-7)	Mean	Std. Deviation
Discount	5,59	1,014
Price	5,81	0,851
Quality	5,7	0,892
Price/quality ratio	5,75	0,893
Size of the assortment	4,7	1,271
Offer of premium brands	4,63	1,277
Available stock in the store	5,42	1,182
Presentation of the products	5,19	1,15
Completeness of the assortment	4,41	1,424
Atmosphere in the store	5,21	1,274

**Table 12: Assessment of COMPANY X**

The different food service companies do not differ much in their ratings. But, an One-Way ANOVA appendix G) shows that groups are significant for "completeness of the assortment". When looking at this variable, two groups score higher than 5. These are the "Coffeecorner" and the "Pizzeria". "Grillroom" scores with 4.94 also quite high. The group "Coffeecorner" consist of four respondents, so the result of this group is not that reliable. One group scores below four. This is the "lunchroom" with a score of 3,85. The category lunchroom is a bit negative to neutral. The only two groups who score a bit positive or higher are the grillroom and the pizzeria.

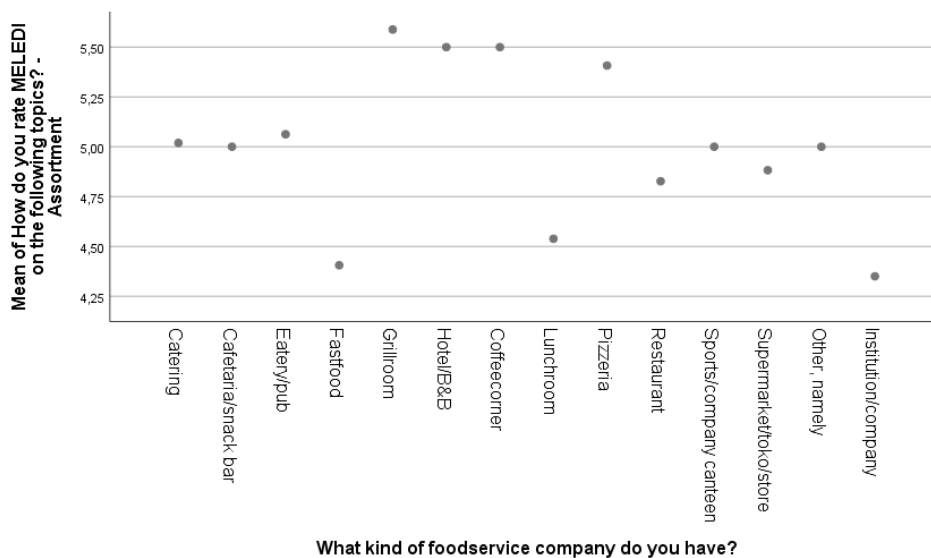
Later, the respondents were asked again to rate COMPANY X on different topics: atmosphere, neatness, personnel, service, accessibility, parking lot, opening hours, assortment, website and the flyer. The results can be seen in table 13.

How do you rate MELEDI on the following topics? (1-7)	Mean	Std. Deviation
Atmosphere in the store	5,1	1,26
Neatness of the store	5,29	1,11
Personnel	5,65	1,148
Service	5,6	1,094
Accessibility	5,76	0,948
Parking lot	5,94	0,887
Opening hours	5,38	1,239
Assortment	4,92	1,175
Website	4,68	1,187
Flyer	5,08	1,146

**Table 13: Assessment of COMPANY X part 2**

All topics score above five, which is a good score, except for the assortment and website. When looking at the different type of respondents, an One-Way Anova (appendix H) shows the significance for three

topics: Assortment ( $p=0,014$ ), website ( $p=0,017$ ) and opening hours ( $p=0,005$ ). For assortment, it can be seen in figure 11 that the groups differ in their opinion. Fast-food (4,41), lunchroom (4,54) and institution (4,35) score way lower than for example grillroom, coffee corner (5,59) and pizzeria (5,41).



**Figure 11: Differences between groups for assessment of the assortment**

For the website, the differences are again biggest between grillroom (5,47), pizzeria (5,07) and restaurant (4,31), lunchroom (4,69), fast-food (4,68).

For opening hours, the differences are biggest between snack bar (5,77), Grillroom (5,76), pizzeria (5,89) and fast-food (4,65), Supermarket (4,94) and coffee corner (5,0). Overall, grillroom gives COMPANY X the highest scores.

When looking at the different locations (Appendix I), COMPANY X Utrecht scores the lowest on atmosphere. From all the respondents who are a customer in Utrecht, 56% rates the atmosphere between very bad and neutral. The customers of COMPANY X Delft rate the assortment of COMPANY X lowest with 59% of the customers who rate the assortment between very bad and neutral. There are no big differences between the different locations and other topics.

Last, the respondents rated five statements (table 14). Based on the following statements, it can be said that the respondents are positive about the value they get for their money (5,37) and about the knowledge of the employees (5,30). The other three statements are between neutral and good. The flyer scores the lowest with (4,15).

What do you think of the following statements? (1-7)	Mean	Std. Deviation
At company X, I get value for my money	5,37	1,061
The flyer always contains products that are of interest to me	4,15	1,437
The assortment of compnay X meets my expectations	4,6	1,312
The employees of company X have sufficient knowledge to answer my questions	5,3	1,242
Company X understands my needs	4,73	1,27

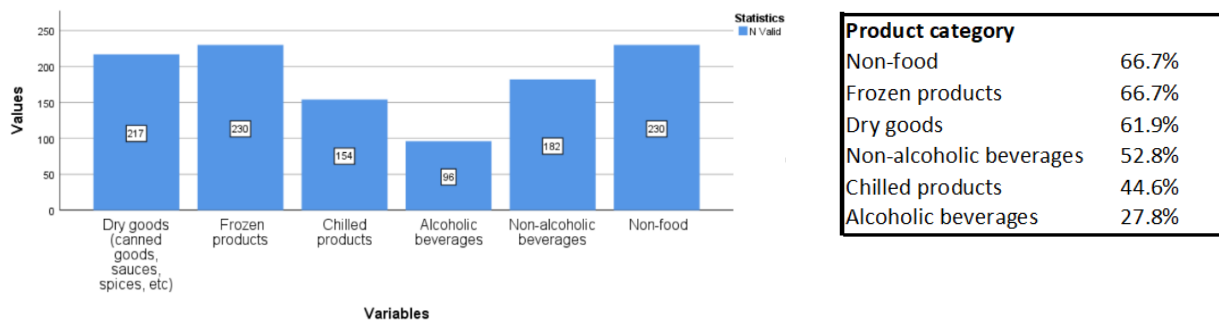
**Table 14: Statements about COMPANY X**

## 5.4 Assessment of the assortment

The following part of the questionnaire asked about the opinion of the customers about the product assortment.

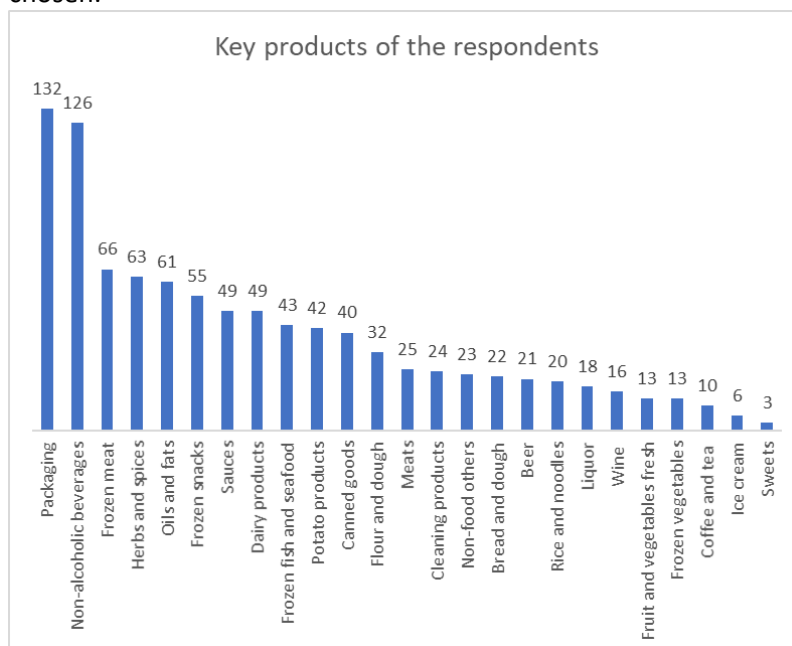
First, the respondents filled in which of the main product categories they buy products. The results can be seen in figure 12. Dry goods, frozen products and non-food do not differ much from each other since they are all bought by around 65% of the respondents. Non-alcoholic beverages and Chilled products are bought by about half of the respondents. Alcoholic beverages are only bought by 27.8% of the respondents.

When comparing the frequencies of the different food service companies (Appendix J), there do not seem to be big differences. The top three products are except for the supermarket and the institution for everyone the same and equal to the overall top three of non-food, frozen products and dry goods.



**Figure 12: Product categories which the respondents buy at COMPANY X**

So, between the main product categories, there is no difference between groups. Looking at the subcategories in figure 13, two categories are by far most chosen. Those are packaging and non-alcoholic beverages. The gap between these two product categories and the next ones is quite big. With almost half of the amount votes are herbs and spices, oils and fat and frozen meat the next ones chosen.





**Figure 13: Which subcategories do the respondents buy**

Also, these products are used by a lot of different food service companies. The categories ice cream and sweets score very low.

Second, an One-Way ANOVA analysis is done with the type of food service company as a factor and all the different products as dependent variables. The ANOVA output cannot be used to compare means since the variables are dummy variables. But frequencies can be compared. The output can be seen in table 15.

For every food service company with a total of fifty chosen products or more, the three most chosen products are marked green. If a food service company has less than 50 answers, only the most chosen product is marked green.

Non-alcoholic beverages are for all types of food service of importance. For more than half of the food service companies, non-alcoholic beverages belong to their top three products. For the others, non-alcoholic beverages are around place four to six out of twenty five products. Packaging is also a product which is important for every type of customer. But the differences between customers are a bit bigger than for non-alcoholic beverages. Since three types of customers (snack bar, fast-food and restaurant) form 50% of the total amount of votes, it is not very surprising that packaging ends up the most popular. Still, it is quite surprising that restaurants choose packaging as the most important product out of twenty five products. Another surprising number is that ten sport/company canteen owners choose for frozen fish and seafood.

Product categories	Catering	Cafeteria/snack bar	Eatery/pub	Fast food	Grillroom	Hotel/B&B	Coffeecomer	Lunchroom	Pizzeria	Restaurant	Sports/company canteen	Supermarket/toko	Other	Institution	Total
Canned goods	11	2	3	4				3	7	8	1		1		40
Potato products	3	11	3	4	4				4	8	2		1	2	42
Fruit and vegetables fresh	2	3	2	2					2	2	1			1	13
Frozen vegetables	2	2	2	1					1	2	1			2	13
Herbs and spices	10	14	3	10	3			1	1	12	3		1	1	63
Coffee and tea	1				1		1				3		2		10
Bread and dough frozen	2	3	1	4				1	4	1	2		3		22
Flour and dough	7	2		2	2				1	6	6			1	32
Oils and fats	14	9	4	3	2			4	3	14		4	2	2	61
Sauces	6	9	4	8	2	1		2	3	6	3		4	1	49
Rices and noodles	2	2		3	2				1	8				2	20
Frozen snacks	3	18	5	4	2			3	3	6	5		2	2	55
Frozen meat	17	11	4	6	6		1	2	4	6	2		1	6	66
Meats	5	2			1				8	6	3				25
Frozen fish and seafood	13	2	1	3	2		1		3	10			5	3	43
Ice cream			1		1				1	3					6
Sweets												1	2		3
Dairy products	7	3		4	3	1	1	3	9	11	1		2	1	49
Non-alcoholic beverages	11	24	4	19	5		3	8	6	14	16		8	1	126
Beer	2	2	3	1	1			1		3	4		2	1	21
Wine	3	1	1		1	1			3	1	1		1	3	16
Liquor	2	2	4	1						3			1		18
Packaging	16	27	2	26	8		1	4	16	19	5		5	1	132
Cleaning products	3	3	1	5			1	2		1	2		2	4	24
Non-food others	6	3	1	4			1		1	1	1		4	1	23
<b>Total</b>	<b>146</b>	<b>155</b>	<b>46</b>	<b>116</b>	<b>46</b>	<b>4</b>	<b>11</b>	<b>35</b>	<b>85</b>	<b>141</b>	<b>77</b>	<b>50</b>	<b>9</b>	<b>51</b>	

**Table 15: Key products for every group of respondents**

Next, an analysis is made of the products which the respondents buy somewhere else and why. There was no minimum or maximum given for how many products respondents can choose. Per product category, one reason can be chosen. The results can be seen in figure 14, table 16 and appendix K.

As can be seen in table 16, 'COMPANY X does not have it' is the most chosen reason. Delivery service is interesting since 22% of the respondents buy products somewhere else because of delivery service. Atmosphere and reputation of other suppliers are not relevant since less of 1% of the respondents have chosen for these options. Better prices, closer to my company and better quality are all somewhat important and end up in the middle.

According to the product categories (figure 14), fresh fruits and vegetables scored very high with 187 votes. This is 54% of the respondents. Coffee and tea end up second with 104 votes.

All products which have a score of 68 or higher, are chosen by 20% of the respondents or more. Especially for these products, it is interesting to see why respondents choose to buy the products somewhere else.

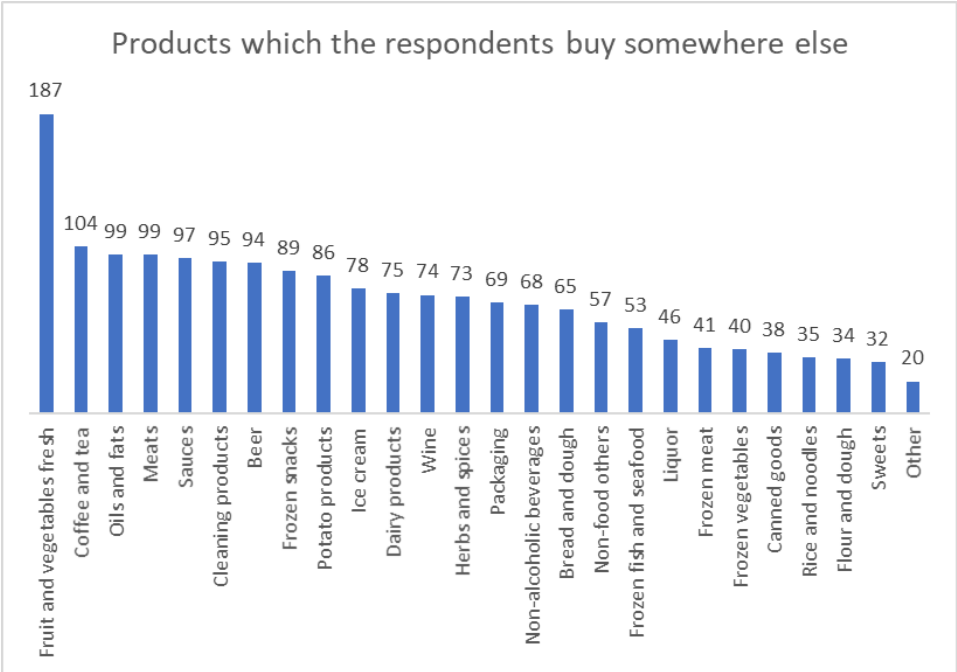


Figure 14: The products which are bought somewhere else by the respondents

Why do you buy these products somewhere else?	Amount	Percentage
Discount	140	8%
Better prices	278	16%
Closer to my company	220	12%
Order/delivery service	379	22%
Better quality	186	11%
Company X does not have it	530	30%
Reputation of the other supplier	12	0,60%
Atmosphere in the other store	2	0,11%

Table 16: Reasons why the respondents purchase also somewhere else

In table 17 it can be seen that "COMPANY X does not have it" and order/delivery service are the most frequent reasons for the respondents for a lot of different products to buy it somewhere else.

For cleaning products and liquor, better prices are most important. Also for Oils and fats, sauces, herbs and spices, and frozen fish and seafood is the price of higher importance.

Quality is one of the two most mentioned reasons for fresh fruit and vegetables, frozen fish and seafood and frozen meat.

Closer to my company is chosen by 30% of the respondents for frozen vegetables and 28% for dairy products.

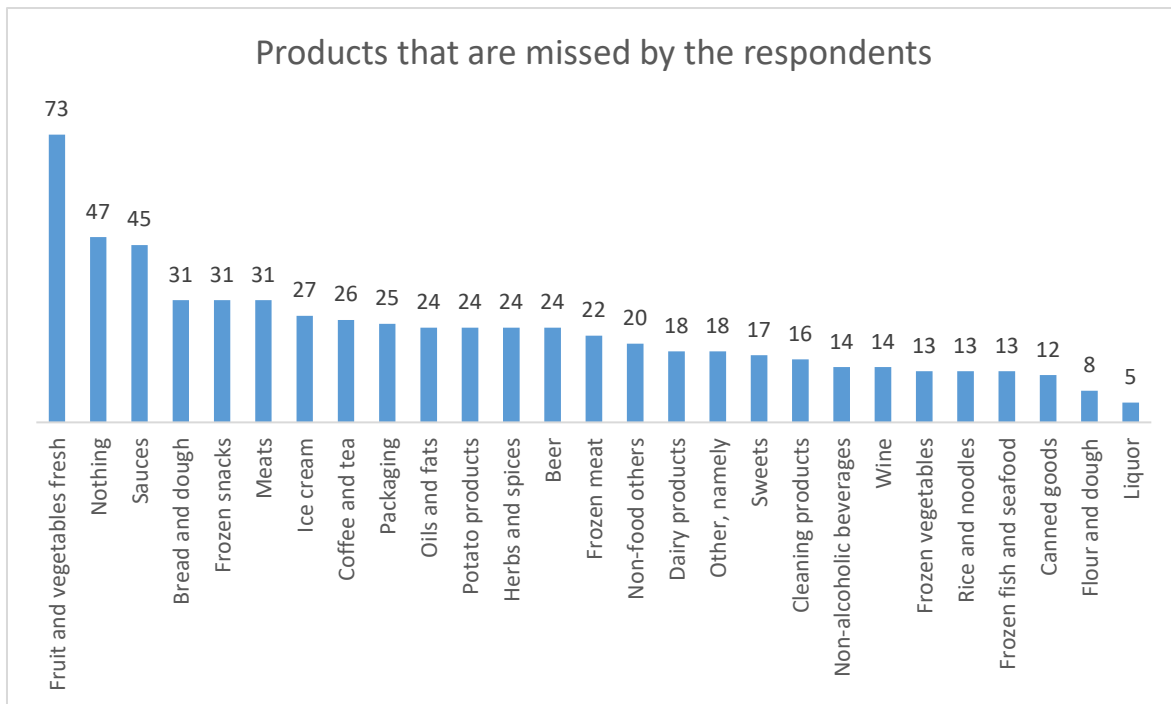
Product category	Most chosen reason	Second chosen reason
<b>Fruit and vegetables fresh</b>	COMPANY X does not have it (30%)	Order/delivery service (19%) Better quality (19%)
<b>Coffee and tea</b>	COMPANY X does not have it (31%)	Order/delivery service (21%)
<b>Oils and fats</b>	Order/delivery service (30%)	COMPANY X does not have it (23%) Better prices (22%)
<b>Meats</b>	COMPANY X does not have it (32%)	Order/delivery service (20%)
<b>Sauces</b>	COMPANY X does not have it (35%)	Order/delivery service (19%) Better prices (18%)
<b>Cleaning products</b>	Better prices (25%)	COMPANY X does not have it (23%)
<b>Beer</b>	COMPANY X does not have it (33%)	Order/delivery service (27%)
<b>Frozen snacks</b>	COMPANY X does not have it (37%)	Order/delivery service (31%)
<b>Potato products</b>	COMPANY X does not have it (31%)	Order/delivery service (24%)
<b>Ice cream</b>	COMPANY X does not have it (30%)	Order/delivery service (20%) Better quality (20%)
<b>Wine</b>	COMPANY X does not have it (29%)	Order/delivery service (25%)
<b>Dairy products</b>	Closer to my company (28%)	COMPANY X does not have it (25%)
<b>Herbs and spices</b>	COMPANY X does not have it (40%)	Better prices (17%)
<b>Packaging</b>	COMPANY X does not have it (34%)	Better prices (26%)
<b>Non-alcoholic beverages</b>	Order/deliver service (35%)	COMPANY X does not have it (21%)
<b>Bread and dough</b>	COMPANY X does not have it (33%)	Order/delivery service (27%)

<b>Non-food others</b>	COMPANY X does not have it (32%)	Better prices (18%)
<b>Frozen fish and seafood</b>	COMPANY X does not have it (33%)	Better prices (20%) Better quality 16%
<b>Liquor</b>	Better prices (29%) Order/delivery service (29%)	COMPANY X does not have it (17%)
<b>Frozen meat</b>	COMPANY X does not have it (30%)	Order/delivery service (22%) Better quality (22%)
<b>Frozen vegetables</b>	Closer to my company (30%)	COMPANY X does not have it (24%)
<b>Canned goods</b>	COMPANY X does not have it (34%)	Order/delivery service (32%)
<b>Rice and Noodles</b>	Order/delivery service (36%)	COMPANY X does not have it (23%)
<b>Flour and dough</b>	COMPANY X does not have it (32%)	Order/delivery service (23%)
<b>Sweets</b>	COMPANY X does not have it (47%)	Order/delivery service (16%)
<b>Other</b>	COMPANY X does not have it (50%)	Order/delivery service (25%)

**Table 17: Why products are bought somewhere else**

Figure 15 shows which products the respondents miss at COMPANY X. Again, fresh fruit and vegetables score highest. Since 47 respondents say that they do not miss anything, the group of customers who are satisfied with the current assortment is 13,5% of all respondents.

Sauces, frozen snacks, meats, ice cream, coffee and tea and oils and fats score high for the question which products customers miss, as well as for the question which products customers buy somewhere else. More than 20% of the respondents buy cleaning products and beer somewhere else, but not that many people miss these products at COMPANY X. The other way around, wine is bought somewhere else by 21% of the people and only 4% says they miss it at COMPANY X. For sauces, snacks, meats, ice cream, coffee and tea, packaging and oils and fats, the respondents indicate they miss products and they do not buy these products that much somewhere else.



**Figure 15: The products that are missed by the respondents**

As a next step, a crosstabulation is made to see which products are missed by which group of respondents. All the different groups are compared in table 18. For every group above fifty answers, the top three is marked yellow. If a group has less than fifty answers, only the product which was mentioned the most is marked yellow. As can be seen in table 18, fruit and vegetables belong to the top three of all groups of food service companies.

Sauces score high for snack bar and fast-food, so for both groups, there is a gap between the desired needs and the available products. For catering, sauces are somewhere in the middle of products which are missed and the others barely miss products in the category sauces.

Potato products are mentioned frequently by snack bar. This makes sense since fries are one of the key ingredients for snack bars. The other groups do not seem to miss certain potato products.

The same applies to frozen snacks. The snack bars indicate to a high extent that they miss something, while the other groups do not miss anything.

Oils and fats score surprisingly high for catering. Restaurants show also some interest and the others not.

Restaurants and snack bars indicate that they missed something in the category ice cream. The canteens are the only groups who miss products in the category sweets.

As seen before, packaging is an important product for a lot of customers since 230 respondents buy this at COMPANY X. Only twenty-six respondents indicate that they miss something in this category.

The product categories which are not explained above, are not mentioned frequently enough to think that a big group of customers misses something.

Products	Catering	Snack bar	Eatery	Fastfood	Grillroom	Hotel/B&B	Coffeecomer	Lunchroom	Pizzeria	Restaurant	Sport/company canteen	Supermarket	Other	Institution	Totaal	
Canned goods	2			1					2	3			1		3	12
Potato products	2	10	1	3	1		1		2	2			1		1	24
Fruit and vegetables fresh	11	10	3	5	5		1	5	5	18		2	1		7	73
Frozen vegetables		2		1					1	5				1	3	13
Herbs and spices	6	4		5	2		1			4			1		1	24
Coffee and tea	3		1	1	3			2		7		3	2		5	27
Bread and dough	7	4	1	5	3			1	3	5		1	1			31
Flour and dough	1	1		2						3						7
Oils and fats	12		1	4					1	6		1				25
Sauces	7	16		9	1		1		3	4		1	1		2	45
Rice and noodles	4	3		2						2		1			1	13
Frozen snacks	2	18		3	1				2	3		1	1			31
Frozen meat	3	1	2	4			1	1	3	4			1	1	1	22
Meats	8	3	2	2	2			2	4	3		3			2	31
Frozen fish and seafood	2	1		3			1			6						13
Ice cream	1	9		2	1		1	1	3	7		2	3			30
Sweets	2			4	1				1	1		5	2		1	17
Dairy	5			4					1	4		3			1	18
Non-alcoholic beverages		4		1	1				2	4		1	1			14
Beer	1	3	4			1				8		4	3			24
Wine	2		1						3	2		2	3		1	14
Liquor	2									2			2			6
Packaging	7	1		5	1			1	1	7			3			26
Cleaning products	2		2	3	1			1		5			1			15
Nothing	7	6	2	4	3			1	1	4	4	7	3	1	4	47
Non-food others	2	2	1	2	1				1	3	5	1	1		1	20

**Table 18: Who is missing which products**

After this question, the respondents had the option to clarify which products they miss. A list of all the answers can be found in Appendix L. For some categories, the answers make clear what kind of products the respondents miss. For sauces, snacks, potato products and ice cream, the respondents mention mainly premium brands. Fruit and vegetables lack quality and variety. Around 70% of the respondents who miss meat products, clarify that they miss fresh meat. COMPANY X does not have this at the moment, they only sell frozen meat.

This is all the results of the questions according to the assortment of COMPANY X. It can be concluded that there are some categories which are of interest for a lot of customers, some are specific for certain types of food service companies and other types of products are not mentioned a lot.

## 5.5 The flyer

Every two weeks, flyers are sent to the customers of COMPANY X. There are three types of flyers, which are sent to different types of customers. The statistics about the flyer can be seen in appendix M. The customers can receive the flyer either online, a paper version, or both. 95% of the respondents receive the flyer. 275 respondents read the paper version, 95 respondents read the online version and 5 respondents do not read the flyer. Overall, 93% of the respondents read the flyer.

The flyer is mainly read for the discounts (292 votes) and price information (112 votes). Product information is chosen by 89 respondents.

The respondents who read the flyer answered two statements about the flyer. When asked on a scale from 1-7 if the respondent goes to COMPANY X because of the discounts in the flyer, the mean is 4,57. This is between neutral and slightly agree in.

The mean of the question if all the products are interesting for the respondent is slightly higher with a score of 4,77. But still, it is not that high.

## 5.6 Net promotor score

The net promoter score, as explained on page 26, is calculated for COMPANY X. The respondents gave answers to the question of how likely they are to recommend COMPANY X to a friend or colleague. The NPS for COMPANY X is 23.87, which is a good score. In 2019, the average for wholesalers in the Netherlands is 13%<sup>4</sup>. This means that COMPANY X performs better than average in its sector.

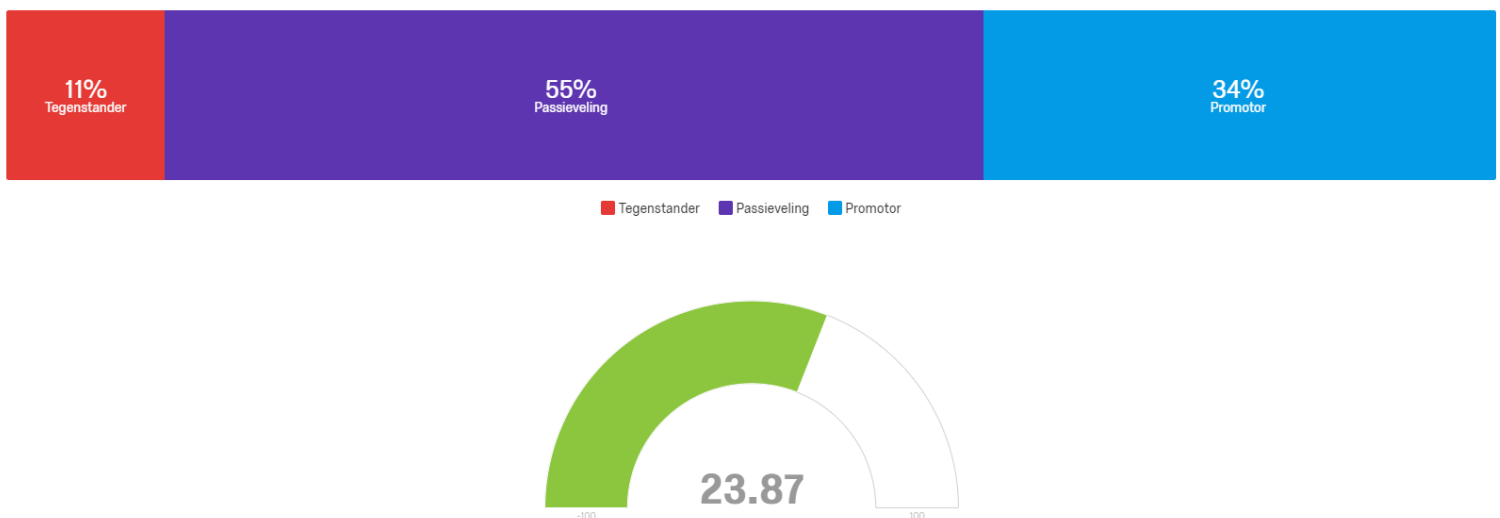


Figure 16: Net promotor Score for COMPANY X

<sup>4</sup> <https://www.integron.nl/kennis-en-nieuws/klantbeleving/net-promotor-score-nps-in-nederland-in-2019-14-meer-sturen-op-klantbeleving-werkt/>

## 5.7 Interviews

The transcripts of the interviews can be found in Appendix O. The answers are coded and per category, the results will be explained in this section.

The visit frequency of the respondents is mainly once a week. Only six respondents are not at least once a week at COMPANY X.

As an incentive for buyers to go to COMPANY X, the following themes are mentioned: assortment, atmosphere, discount, distance, personnel, price, price/quality ratio, quality and specific products. The respondents are positive about the atmosphere and the employees, a group even mentions them as a reason to visit the store. Price is mentioned the most. A big group of customers says that the price is the most important reason they visit COMPANY X. The group who mentioned specific products as a reason to go to COMPANY X consist mainly of pizzerias and customers who only buy soft drinks and packaging.

The customers who say something positive about the quality, are all typical 1.0 customers. 2.0 customers do not mention quality.

The themes which relate to the evaluation of the assortment are brands, completeness, fresh fruit and vegetables, halal, herbs, missing products, packaging, price and quality.

According to brands, it differs per type of food service company. Snack bars mention some brands they miss. For example *"I mainly miss some brands, Oliehoorn, Van Dobben"* – *Snackbar Amsterdam*. And *"Yes, I do miss some A-brands or a just a good private label. But then, the whole line must be good."* – *Snackbar Amsterdam*

The categories grillroom, pizzeria and catering do not miss a lot of brands. Instead, a couple of respondents say that brands do not matter for their industry since the customers cannot see the brands of products they use. *"No, I do not use brands."* – *Grillroom Den Bosch*. And *"No, brands are not related to quality. You create the quality yourself. The individual products are here and by mixing you get quality."* – *Pizzeria Den Bosch*.

According to the completeness, there are two types of answers. A part of the customers thinks the assortment is pretty complete for them. There are some things they cannot buy at COMPANY X, but around 80% of their purchasing takes place at COMPANY X and they are satisfied. *"Yes, I buy almost everything here. Only meat and vegetables which are available not. But for all other things, I always go here."* – *Pizzeria, Amsterdam*

The other type of answer is from the customers who buy less at COMPANY X, but also do not miss some products. They have a standard list of products they buy at COMPANY X and other things, they buy somewhere else. The reason why differs, but these customers know what they want to buy at COMPANY X and do not miss certain products. Since they mostly decide to buy specific products at COMPANY X because of a cheaper price. *"I do not miss products since I only buy soft drinks and packaging here. COMPANY X does not deliver products and the assortment is not complete for me. I want to automate as much as possible and therefore I want to buy as much as possible at one supplier"* – *Asian wok restaurant Den Bosch*

The category fresh fruit and vegetables scored high in the questionnaire on the question 'which products do you buy somewhere else' and 'which products do you miss at COMPANY X'. The interviews



show that a lot of respondents are not satisfied with the quality of fruits and vegetables. They also argue that the prices are quite high and fluctuate a lot. At other stores, the prices are more stable.

*"No, it is only delivered here once a week. It is never fresh when I am here. The vegetables have already perished when I would buy it here" – Catering Den Bosch*

*"I buy my vegetables at the Kweker. There is everything I need and the quality is better" – Restaurant Amsterdam*

For herbs, most people are satisfied. Some buy fresh herbs somewhere else, but there was not something striking.

The respondents react variously on the question if they miss certain products. Some do not miss products, some do miss a few and others a lot. One product was mentioned frequently by grillrooms and snack bars: Andalouse sauce. The other products are added to the list in Appendix L.

The respondents are also satisfied with the packaging assortment. A couple of respondents show interest in more sustainable packaging material. For example, they try to use more paper instead of plastic. The grillrooms are not very interested in more sustainable packaging material. They mainly use aluminium and this will not be an easy change because of functionality.

Last, delivery service is mentioned during the interviews. This was not one of the topics of the interview format. On the one hand, customers tell that they purchase products from another supplier which has a delivery service since the volumes are too big to pick it up themselves. Or the customers think it is easier to buy a lot of products at one supplier who delivers and only buy products somewhere else if it is really beneficial. So, they are less triggered to buy products somewhere else or to try some new products, since they already have the contract for delivery.

*"My business is going well, so now I order pallets and it is delivered. I cannot pick this up with my car" – Snack bar Amsterdam*

Overall, the interviewees were quite satisfied. They mentioned some products or brands they miss, but that is all. Explicitly the grillrooms are satisfied and made a lot of positive comments.

The customers who can be classified as 2.0, are mostly customers who buy a couple of specific products and are conscious of the prices and quality. Soft drinks, packaging, cleaning materials and some dry goods are popular among these customers.

## 6. Discussion

### 6.1 Characteristics of customer segment 1.0 (*Grillroom, pizzeria, eatery/pub, snack bar, fast-food*)

#### *Purchasing criteria*

The current customers have on average three suppliers, of which COMPANY X is one. This indicates that the current customers need two other suppliers to purchase all the products they need for their own business. The customers in segment 1.0 purchase also somewhere else because of the assortment of COMPANY X and because of delivery service if they are a snack bar or fast-food company. This can be explained by the big volumes of fries, oil and snacks those companies need. These products are quite heavy and big, so it is easier to let deliver those products than to drive multiple times a week to buy it yourself. Pizzeria's think it is important that their supplier is close to their company. Maybe they like it to do the purchasing themselves and prefer a short distance.

Interestingly is also the importance rated by pizzerias and grillrooms to the atmosphere in the store. The other respondents do not value this higher than neutral, but for these two groups, it scores above 5. This can be related to the cultural background of the owners of pizzerias and grillrooms. They are mostly South-European or Arabic. During the interviews, those customers pointed out the good relationship they have with the employees of COMPANY X and for them, it is also a social activity to go shopping at COMPANY X. But customers with the same cultural background and a company which fits segment 2.0, can have the same characteristic. So this characteristic is not completely related to the type of food service company but towards the owner.

The guests of customer segment 1.0 value the use of fresh products and decoration as important. Surprising is that halal scores on average 4,3, which is lower than expected since a lot of customers in this segment are Muslim. Fresh products and design scored both higher than expected. The companies in this segment have often a take-away and/or delivery service and limited space for seats. Despite, decoration seems important. These segments sell meals like fries, shawarma and pizza, which can easily be made of frozen and canned products. Still, fresh products are of the highest importance for this segment. This can be an indicator that the fast-food industry is indeed moving towards fast-casual.

#### *Assortment*

Customer segment 1.0 is positive about the completeness of the assortment of COMPANY X. They do not miss that many products. The same conclusion can be made based on the interviews. Especially the grillrooms are very satisfied with the current situation.

Segment 1.0 evaluates price, quality, price/quality ratio and discount as good. For the size of the assortment, there is a difference within this group. Grillroom is very satisfied with the size, the pizzeria is okay with the assortment, but the snack bars and fast-food companies are not that satisfied with the assortment. Completeness of the assortment scores good for pizzeria and grillroom, but again the snack bars and fast-food companies are less satisfied. This indicates that the assortment is not sufficient enough for them. This shows a gap between groups within the same segment. Therefore, it can be said that the customers in segment 1.0 do not seem to have the same needs according to the

assortment. Therefore, the suggestion is made to separate the snack bars from the grillrooms and pizzeria's, since they seem to differ too much to form one customer segment.

When assessing the current situation of COMPANY X, the customers are positive about the atmosphere in the store, the neatness, the personnel, the service, the accessibility, the opening hours and the flyer. The grillrooms, pizzeria's are positive about the assortment. The fast-food category scores relatively low as well as the snack bar. These groups also indicate that the assortment of COMPANY X does not meet their expectations. So, there is more room for improvement for the fast-food and snack bar groups and the other customers within segment 1.0.

When zooming in on the assortment, it can be said that customer segment 1.0 mainly buys non-food, non-alcoholic beverages and frozen products. The most important products are packaging, soft drinks, frozen snacks, meat and dairy products. Overall, the customers are varied in their purchases and buy a large range of products.

The customers of segment 1.0 buy mainly fruit and vegetables, oils and fats and frozen snacks somewhere else. For fruit and vegetables, quality is an important factor. The interviews also showed that the customers are not satisfied with the quality of the fruit and vegetables. The other two products are probably bought somewhere else since these products are heavy and used in high volumes. Customers prefer to have those products delivered. For frozen snacks, brands also play an important role. COMPANY X does not sell premium brands of snacks, but the customers want those brands. The only deviating group within this segment is pizzeria. The interviews also showed that this group does not value brands and is already quite satisfied with the current assortment. Instead of oils or snacks, they buy meats somewhere else. These products which are bought somewhere else the most, are also the products which are missed the most. Therefore, it can be concluded that the products which are missed at COMPANY X, are products which are used by the customers and bought somewhere else now. Since they are missed, there is probably potential for COMPANY X to serve the customers with these products. Overall COMPANY X would need to improve the quality of fresh fruit and vegetables, add fresh meat, fresh fish, snacks and sauces of premium brands and some bread products to the assortment to satisfy customer segment 1.0.

### *Satisfaction*

The average NPS score for customer segment 1.0 is 8,1. Grillroom scores highest with an average of 8,47. The current satisfaction level differs a bit between groups. Grillrooms are very satisfied. Especially during the interviews, it was clear that they can buy almost everything they need. They do not miss many products, they are very loyal and are not very critical. For pizzeria's, it is almost the same. Except that they are a bit more critical on quality and brands. But overall, these two groups are very satisfied and there is not a big gap. The snack bar and fast-food customers are satisfied but there are some gaps. An important reason that a part of this group does not buy all the products at COMPANY X, is because of the delivery service. Besides, these two groups want premium brands which COMPANY X does not sell. So, the gap differs between the group, but overall this segment is satisfied.

## 6.2 Characteristics of customer segment 2.0 (*Restaurant, lunchroom, catering*)

### *Purchasing criteria*

The customers of segment 2.0 have on average four suppliers, of which COMPANY X is one. There is a difference in this group between the restaurants and the caterers which have four suppliers and the

lunchrooms who have on average more than four suppliers. The customers in segment 2.0 mainly purchase somewhere else since COMPANY X does not have all the products they need. For the lunchrooms, also delivery service is a reason to purchase somewhere else and for restaurants because of the price. Contradicting with the importance of delivery service is that the lunchrooms also prefer a supplier which is nearby their company. If the products are delivered, you would think the distance is of lower importance. Restaurants also prefer a short distance between their supplier and their company. This can be related to the frequency these companies do purchases. Restaurants and lunchrooms will use more fresh products which are perishable than a snack bar for example. Because of the quality and perishability, they need to buy this frequently. A short distance will then be beneficial.

The guests of the customers in segment 2.0 value healthy options, the use of fresh products and decoration as important. Besides, segment 2.0 values organic products, healthy options, the origin of products and vegetarian options higher than segment 1.0 does.

### *Assortment*

The customers of segment 2.0 evaluate the prices, the quality, the price/quality ratio, the presentation of the products and the atmosphere in the store as good. So, according to these topics, the customers are satisfied with the current situation. Especially prices scores high, which can indicate that the customers of segment 2.0 think the price is attractive at COMPANY X and an important reason to do purchasing at COMPANY X.

The size of the assortment and the offer of premium brands, scores between neutral and slightly good. Those are points of improvement for these segments. It could be that these two topics are related. If the customers do miss premium brands, the assortment is also not complete for them. It could be that the customers miss certain products which are not available, regardless of a brand.

Completeness of the assortments scores low for all groups in segment 2.0. This relates to the size of the assortment and the offer of premium brands. Taken these three factors together, it seems that the customers of segment 2.0 are positive about the prices and the quality COMPANY X offers, but the assortment lacks to fulfil the needs of these customers.

When assessing the current situation of COMPANY X, the customers are positive about the neatness, personnel, service, accessibility and opening hours. They are slightly positive about the atmosphere, assortment, website and flyer. Since the website and the flyer only provide limited information, it can be that this segment wants more information. These customers also indicate that the assortment of COMPANY X does not meet their expectations. The lunchrooms, restaurants and caterers are also not convinced that COMPANY X understands their needs. Besides, there is room for improvement according to the atmosphere. Therefore, it can be said that there is a gap between the needs of segment 2.0 and the current fulfilment. The expectations of this segment are higher than the expectations of segment 1.0.

When zooming in on the assortment, it can be said that customer segment 2.0 mainly buys non-food, non-alcoholic beverages and frozen products. The different groups in segment 2.0 mentioned the same products as the three most important products they buy at COMPANY X: soft drinks, packaging and oils and fats. These products are all not directly related to the food which is sold by the customers. Maybe, the quality is less important of these products, the same for brands and therefore COMPANY

X is, because of the low prices, chosen as the supplier. On the other hand, meat, fish and meats are not chosen frequently by these customers, while they will use it for their business. COMPANY X only sells frozen meat and frozen fish. When the customers prefer fresh meat and fish, this can be the reason why these products are not of interest for these food service companies. So, the right balance between quality and prices need to be found.

The customers of segment 2.0 all miss products in the category of fresh fruits and vegetables to a high extent. For them, fresh products are important and they need to be of high quality. During the interviews, the restaurants explained that the quality is not good enough at COMPANY X and the assortment is also too small. Product categories such as coffee and tea, herbs and spices and bread and dough score much higher for segment 2.0 than segment 1.0. The amount of product chosen by the group of restaurants is also notable. The group is almost the same size as snack bar and catering, but they have chosen 416 products and the other groups have chosen around 280 products. A restaurant uses maybe also a wider range of products. But this big amount of products show there is a gap for the restaurants between what they need and what they buy at COMPANY X.

#### *Buyer incentive*

The customers of segment 2.0 are mainly triggered by the prices of COMPANY X and therefore they decide to come. They are satisfied at the moment because they are conscious of the fact that they only buy certain products because of the price and they do not have the intention to buy everything they need at COMPANY X. They are critical towards the quality of the products of COMPANY X and they have a high interest for brands. But on the other hand, those customers do not mind to have multiple suppliers and they are very selective where they purchase which products. They have low expectations of the products of COMPANY X, those expectations are met, but there is more which can be reached.

#### *Satisfaction*

The average NPS score for customer segment 2.0 is 7,9. Restaurants score lowest with an average of 7,48 and lunchroom highest with 8,31.

Within this segment, the lunchrooms are less satisfied. They have the highest NPS score, but this is due to their low expectations of COMPANY X. They score a lot around neutral, so they are not convinced about COMPANY X. The caterers and the restaurants have a lot in common. They buy almost the same products, are less dependent on brands and are critical on price. They are positive, but their satisfaction level can be improved. According to the assortment, this segment is not sure about the quality since they are not familiar with the brands. COMPANY X needs to convince the customers of the quality of their brand. If the quality is good, they will be convinced to try products because of the price. But there are also a lot of missing products. Soft drinks and packaging are good, but for all the other product groups is room for improvement. This segment is also less satisfied with the sizes of the products. They prefer smaller portions to prevent waste and to guarantee quality.

To summarize, this segment behaves differently compared to segment 1.0. They are selective, critical about quality and they prefer brands. They think more conceptual and are moving towards fast-casual. The products they purchase need to be fresh, healthy and of good quality. They will not switch that easy from supplier, so the effort is needed to convince them of MELDI.

### 6.3 Problems occur when COMPANY X starts actively serving the two segments

When COMPANY X wants to serve customer segment 2.0 to a higher extent, the assortment must change. This customer segment prefers other suppliers because of extensive fruit and vegetable assortment, fresh meat and fresh fish, more sustainable products and premium brands. Overall, the assortment of the biggest competitors is much bigger and of higher quality. For each product, there are multiple varieties available. COMPANY X is limited in the space because of the existing locations and they cannot add too many products. COMPANY X is a discount store, so layout and presentation are all very simple. By adding one type of product, the satisfaction will barely change and it makes it not easier to attract a new customer. The only overlapping gaps between the two segments is on fresh meat and fruit and vegetables. Adding fresh meat is maybe an option, but it is not simple. You need cooled transport, fridges in the store and if the shelf life is short. So, this will be a huge challenge.

The segmentation literature explains that targeting is based on the largest and most profitable segments. Segment 1.0 is the largest and also financial the biggest segment. The four groups within this segment are also the groups which bring in more than half of the profit. For segment 2.0, the restaurants are the most profitable. A part of these restaurants will belong to segment 1.0, mainly the Greek and Asian restaurants. The Italian and American restaurants are interesting based on their share in profit. When COMPANY X wants to start by focusing on certain customers within segment 2.0, these types of restaurants will be the best to start with. And seen during the interviews, catering has a lot of similarities with restaurants. Their spending pattern is overlapping, so they are targeted indirect as well.

Some product categories which are of interest for both segments can be extended a bit: bread, sauces, packaging and frozen meat. This can be a step in the direction of a complete assortment.

Referring back to the five problems Dibb and Simkin (2009) defined, data mining can be a problem. The marketing of COMPANY X is not automated to a high extent and only a part of the current customers are classified by type of kitchen. It is seen now that there is a difference between customer segment 1.0 and 2.0. But the division of customers between the segments is not only based on the type of food service company. For some, it is clear. A grillroom will always be 1.0. But for some groups, like a restaurant or an eatery, it depends on the concept and owner. This is hard to define by data. It can partly be done according to buying behaviour. But customers who only buy soft drink and packaging cannot be classified. Therefore it will be hard to focus directly on the segments if the data cannot support this.

Second, competitor intelligence is much higher for segment 2.0. The grillrooms cannot buy their meat at the big companies like Makro and Sligro. But the customers in segment 2.0 are already served very well by competitors. If you start actively investing in a new segment, you need to compete with established companies. They have a lot of instore marketing, professional social media and an extensive assortment. It will not be easy to compete in this segment as a discounter. You will never reach the same level, which is also not the goal. But still is the question if COMPANY X can compete in this market. It must be on price level since their positioning is discount.

COMPANY X is managed by COMPANY Y, which is a family business. They are traditionally focused on Mediterranean food. When increasing the focus on customer segment 2.0, the focus on Mediterranean food decreases. This can be hard for a company which is a family business and does the same thing for a long time already. For example, the flyer needs to be adjusted if you want to show another kind of

products. Management can be afraid that this will create distance to the current customers and they do not want to create the idea that they will not focus on this segment anymore.

To attract customer segment 2.0 to COMPANY X, managers need to work together to realize the attraction of segment 2.0. Other products need to be purchased, the marketing will change and the budget is needed. To realize this, support of the management is needed.

#### 6.4 Limitations

The literature used is only a small part of everything available. Therefore it can be biased by the search queries and search engines used by the researcher. If a certain direction in the literature is skipped, this can be of big influence for the theories used and conclusion based on it.

The validity of the research is about whether the results match with reality. The results are based on the questionnaire and interviews. The goal of the questionnaire was to find characteristics of the customers and to determine their satisfaction. The questions are designed to find this out.

The respondents could win a voucher by filling in the questionnaire. Some questionnaires were filled in a short time with only the highest scores. These respondents were probably only interested in the reward. These questionnaires are not taken into account, to prevent measurement errors.

The customers of COMPANY X are a lot of Greek, Turkish, Moroccan and Asian people who have a business in the Netherlands. Dutch is not always their native language. A bias can be that not all questions are fully understood and correctly interpreted. The questions are formulated as simply and clearly as possible and a couple of employees of COMPANY X did a check if the questions were clear. But it can be that the interpretation of respondents is different. To check if the results of the questionnaire match with reality, interviews were also held. During interviews, the researcher could probe and test if the interviewee understood the question. Overall, the interviewees understood the questions and the answers did match with the results of the questionnaire. This confirms internal validity.

External validity concerns the generalizability. The generalizability is guaranteed for the business COMPANY Y/COMPANY X is in. The population which participated in the research is generalizable for the customers and potential customers of COMPANY X. However, the group is quite specific. The results will be different for other food service companies or in other industries.

Most of the data is provided by the questionnaire. The respondents of the questionnaire are not in proportion with the real customer base of COMPANY X. The most important customers, grillroom and pizzeria, are underrepresented. The interviews showed that they are satisfied, but the information known about these customers is less than from the ones who filled in the questionnaire. Therefore, the sample size is not completely representative.

## 7. Conclusion

The goal of the research was to find out how COMPANY X can expand their business within their current customer segment 1.0 and customer segment 2.0. The results show that three components, price, quality and assortment, determine the level of fulfilment of the needs of the customers.

Customer segment 1.0 is the main segment. These customers are very satisfied at the moment about price and quality. There are a couple of improvements for the assortment. This focuses mainly on quality of fresh fruit and vegetables, the need for fresh meat and those customers desire premium brands. Customer segment 1.0 is interested in a delivery service. If COMPANY X offers the products they miss, it can be that they still buy it somewhere else because of the delivery service. Business can be expanded in this way, but the effect will be relatively small.

The results show that COMPANY X is doing a good job for this customer segment 1.0. Changes of the assortment will contribute to the improvement of customer satisfaction, but not to business expansion. The best way to expand business in the current customer segment is by expanding the customer base. By marketing, promotion and increasing the awareness among customers, COMPANY X can attract potentials in this segment and expand their customer base. This will increase sales and contributes to the expansion of the business.

Segment 2.0 is at the moment way smaller, so there is a big potential in terms of volume. But, for segment 2.0 there is a gap between the current offerings and the desired offerings. Segment 2.0 values quality above price, but the price is important in the decision where they purchase. So, an important task for COMPANY X is to convince customer segment 2.0 of the quality of their products. The customers are not familiar with the brands of COMPANY X and this creates assumptions about the quality in the mindset of the customers. By changing the customer interface with segment 2.0, COMPANY X can improve this. Events such as tastings or handing out samples can be held to acquaint the customers with the products COMPANY X has.

Segment 2.0 is very selective. None of the participating customers purchases everything at COMPANY X.. The current assortment can be changed to fit better with the wishes of segment 2.0. By expanding the assortment with qualitative good products, preferably known products or brands and offering a good price and good product introductions, there is a high chance those customers will be interested. By using premium brands as a magnet, the customers will come for those products and then see what COMPANY X has to offer besides those magnets. The best thing to do is to follow the strategy of pooling. The products are for everyone available. Types of products which are missed by segment 2.0 and interesting for segment 1.0 are a good starting point. The results show that those categories are: fruit and vegetables, fresh meat, bread, chicken products, sauces and packaging.

It must be said that these changes will fit with the characteristics of segment 2.0, but it will not be enough to serve this segment completely. When COMPANY X wants to compete with the current suppliers, so much needs to change, that it is a huge financial risk. By adding a couple of changes, evaluating them and then look again which changes can be the next step, COMPANY X can work towards expansion in small steps. Which is less a financial risk, but it must be kept in mind that ending up stuck in de middle is still possible. It can be a strategy to become a supplier for segment 2.0 for a certain range of products and to expand that business. Build on brand awareness and increase the number of customers in segment 2.0.



Overall, it is a very ambitious plan to target segment 2.0. Examples showed that false assumptions, slow adoption of customers and financial risks are determinative for success or failure. This should be further investigated. The fastest expansion can be gained by increasing the number of customers in segment 1.0.

COMPANY X should be aware of the trends which play a role for the two segments. Changes of the assortment in the direction of fast-casual will be interesting for both segments. COMPANY X should work on their marketing towards 2.0 and show them how they can use their products to create a good concept. According to the implication barriers, COMPANY X need to work on the accuracy of their data and automate systems. As a second recommendation they should develop guidelines how they want to expand business. Good communication between management and the departments is necessary to create success.

During the research it appeared that the segmentation technique of COMPANY X is difficult to apply. The customer segments consist of several groups and the research proved that the needs of those groups within a segment differ. This is contradicting with the literature, since the goal of segmentation is to target segments with the same needs. Therefore, COMPANY X should make use of their data about the customers and make groups based on type of kitchen and needs. The total amount of groups will increase, but the accuracy how they can be targeted will also grow.

This research used academic literature to solve a real life business case. Literature about supplier satisfaction and purchasing criteria was helpful to create a questionnaire to find out the value proposition of the customers. This was combined with literature about customer segmentation. Combining of customer segments or pursuing two different strategies is very practical and differs per company. Literature suggested some strategies and the drivers and barriers for combining segments. But further research should be needed to find out how to implement such a strategy. What are the steps and are there signals if it is going in the right direction or not. Examples of companies who were in a process of changing their segmentation strategy to expand business would be helpful for other companies. How did they prepare, implement and evaluate the process? Multiple cases together can give information about what is necessary for success, what the biggest pitfalls are and give practical tips to implement one of the strategies.

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## Appendix A – Search queries for literature review

Topic	Key words	Results	Filter / sort on
Market segmentation	"Customer segmentation" AND "Business to business" OR "b2b"	14	Business, management and accounting Business, management and accounting Business, management and accounting
	"Customer segmentation"	291	
	"Market segmentation"	2208	
	"Market segmentation" AND "Target markets"	94	
	"Market segmentation" AND "selection"	107	
Combining customer segments	"Customer segment" AND "Combine" OR "Combining" OR "Combination"	81	
	"Hybrid strategies" AND "customer segments" OR "Segmentation"	22	
	"hybrid" AND "strategies" and "customer segments" or "segmentation"	45	
	"Hybrid strategies" AND "differentiation"	33	
	"Customer segments" AND "Assortment"	10	
Purchasing criteria Supplier selection	"Purchasing criteria" AND "Business to business" or "B2B"	84	
	"Supplier selection" AND "Business to Business"	18	
	"Customers" AND purchasing AND criteria	284	
	"Assortment" AND "attractiveness"	43	
Customer satisfaction	"measuring" AND "customer satisfaction"	580	Business, management and accounting, most cited
	"servqual" AND "retail"	98	
	"Customer satisfaction" AND "retail" AND "food"	93	



## Appendix B – Interview format

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Heeft u een eigen horeca zaak?

JA → Wat voor een horeca zaak is het?

NEE → Waarvoor komt u bij COMPANY X?

Hoe vaak komt ongeveer bij COMPANY X?

Waarom gaat u naar COMPANY X? (Doorvragen op prijs/kwaliteit, specifieke producten)

Wat vindt u van het assortiment van COMPANY X?

Kunt u bij COMPANY X alles kopen wat u zoekt of zijn er producten die u mist?

Mist u bepaalde merken bij COMPANY X?

Gebruikt u verse groente en fruit voor uw horeca zaak?

Koopt u deze bij COMPANY X?

Wat vindt u van de groente en fruit afdeling bij COMPANY X?

Koopt u verpakkingen bij COMPANY X?

Wat vindt u van het aanbod verpakkingen bij COMPANY X?

Zou u liever ander type verpakkingsmateriaal kopen zoals zwart plastic in plaats van wit, bamboe, karton, transparant of een ander materiaal dan plastic?

Gebruikt u kruiden voor uw horeca zaak?

Koopt u dit bij COMPANY X?

## Appendix C - questionnaire

### Klantonderzoek COMPANY X

---

Start of Block: Default Question Block

Q1 Hallo, Fijn dat u aan dit onderzoek wilt meewerken! Mijn naam is Nicolien Teunissen en op dit moment ben ik bezig met mijn afstudeeronderzoek voor COMPANY X Nederland. Het onderzoek gaat over de mening van u als klant over het assortiment van COMPANY X. Door de enquête in te vullen, kunt u helpen om het assortiment beter aan te laten sluiten bij uw wensen. Het invullen van de enquête duurt 5 - 10 minuten.

Uw gegevens worden vertrouwelijk verwerkt. Door op het pijltje rechtsonder te klikken gaat u naar de enquête en geeft u toestemming voor het gebruik van uw gegevens voor dit onderzoek.

Vul de enquête nu in en maak kans op €100,- korting bij COMPANY X!

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Q32 Hoe lang bent u al klant bij Company X?

- Minder dan 6 maanden (1)
  - 6 maanden tot 1 jaar (2)
  - 1 tot 3 jaar (3)
  - 3 tot 5 jaar (4)
  - Meer dan 5 jaar (5)
  - Ik ben geen klant (6)
- 



Q3 Bij welke vestiging bent u klant? (Indien u bij meerdere vestigingen klant bent, kies dan de vestiging aan waar u afgelopen jaar het vaakst bent geweest)

- COMPANY X Amsterdam (1)
  - COMPANY X Delft (2)
  - COMPANY X Den Bosch (3)
  - COMPANY X Roosendaal (4)
  - COMPANY X Rotterdam (5)
  - COMPANY X Utrecht (6)
- 

Page Break



Q4 Onder welk type horeca valt uw zaak?

- Cafetaria/snackbar (2)
  - Catering (1)
  - Eetcafé/bar (3)
  - Fastfood (bijvoorbeeld roti, gyros, burger) (4)
  - Grillroom/eethuis (5)
  - Hotel/B&B (6)
  - Koffiehuis/coffeeshop (7)
  - Lunchroom (8)
  - Pizzeria (9)
  - Restaurant (10)
  - Sport-/bedrijfskantine (11)
  - Supermarkt/toko/winkel (12)
  - Anders, namelijk: (13) \_\_\_\_\_
-

Q38 Welke keuken past bij uw zaak? (Indien er meerdere keukens bij uw zaak passen, kies dan degene waar u de meeste gerechten van verkoopt)

- Afrikaans (1)
- Amerikaans (burgers/steaks/ribs) (2)
- Aziatisch (4)
- Grieks (5)
- Italiaans (6)
- Japans (sushi) (7)
- Latijns-Amerikaans (8)
- Pannenkoeken/poffertjes (9)
- Spaans (10)
- Turks (11)
- West-Europees (12)
- Anders, namelijk (13) \_\_\_\_\_



Q21

Hoe belangrijk zijn deze punten voor uw gasten?

	Helemaal niet belangrij k (1)	Niet belangrij k (2)	Niet zo belangrij k (3)	Neutraa l (4)	Een beetje belangrij k (5)	Belangrij k (6)	Zeer belangrij k (7)
Aankleding/inrichtin g (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Biologische producten (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gezond aanbod (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Halal (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Herkomst van producten (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vegetarisch aanbod (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Verse producten (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Q7

Waar doet u de inkoop voor uw zaak?

- Alleen bij COMPANY X (1)
  - Bij COMPANY X en één ander bedrijf (2)
  - Bij COMPANY X en twee andere bedrijven (3)
  - Bij COMPANY X en drie andere bedrijven (4)
  - Bij COMPANY X en meer dan drie andere bedrijven (5)
- 



Q13 Wat is voor u de belangrijkste reden om ook ergens anders in te kopen?

- Aanbiedingen (1)
- Assortiment (10)
- Betere prijs (2)
- Bestel/bezorgservice (4)
- Betere kwaliteit (5)
- Dichterbij de zaak (3)
- COMPANY X heeft het niet (6)
- Reputatie/imago van het andere bedrijf (7)
- Sfeer in de andere winkel (8)
- Anders namelijk: (9) \_\_\_\_\_





Q8 Hoe belangrijk zijn de volgende punten voor de keuze van uw leverancier?

	Helemaal niet belangrijk (1)	Niet belangrijk (2)	Niet zo belangrijk (3)	Neutraal (4)	Een beetje belangrijk (5)	Belangrijk (6)	Zeer belangrijk (7)
Aanbiedingen (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assortiment (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bestel/bezorgservice (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dichtbij de zaak (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kwaliteit (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Prijs (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reputatie/imago van het bedrijf (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sfeer in de winkel (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Q9 Hoe beoordeelt u COMPANY X op de volgende punten?

	Zeer slecht (1)	Slecht (2)	Een beetje slecht (3)	Neutraal (4)	Een beetje goed (5)	Goed (6)	Zeer goed (7)
Aanbiedingen (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Prijs (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kwaliteit (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Prijs-kwaliteit verhouding (12)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Grootte van het assortiment (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Aanbod van A-merken (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Aanwezige voorraad in de winkel (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Presentatie van de producten (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Volledigheid van het assortiment: wat u zoekt is te koop bij Company X (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sfeer in de winkel (10)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Q10 Welke productcategorieën koopt u bij COMPANY X?

- Droogwaren (conserven, saus, kruiden, etc) (1)
- Diepvriesproducten (2)
- Gekoelde producten (3)
- Alcoholische drank (4)
- Non-alcoholische drank (5)
- Non-food (verpakkingen, keukengerei, schoonmaakmiddelen, etc) (6)



Q11 Wat zijn de belangrijkste producten die u bij COMPANY X koopt? (Kies maximaal 3 categorieën)

- Conserven (1)
- Aardappelproducten (friet, aardappelschijfjes, etc) (2)
- Groente en fruit vers (3)
- Groente diepvries (4)
- Kruiden en specerijen (5)
- Koffie en thee (6)
- Brood en deegwaren diepvries (pizzabodem, lahmacun, hamburgerbroodjes, etc) (7)
- Meel en deegwaren (pasta, meel, pita, etc) (8)
- Oliën en vetten (9)
- Sauzen (10)
- Rijst en noedels (11)
- Snacks diepvries (12)
- Vlees diepvries (13)
- Vleeswaren (14)
- Vis en zeevruchten diepvries (15)
- IJs (16)
- Zoetwaren (17)

- Zuivel en kaas (18)
- Non-alcoholische drank (frisdrank, water) (20)
- Bier (24)
- Wijn (19)
- Gedistilleerde drank (25)
- Verpakkingen (21)
- Schoonmaakmiddelen (22)
- Non-food overig (pannen, bestek, kaarsen, kleding, etc) (23)

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Q12 Welke producten koopt u ergens anders dan bij COMPANY X?

- Conserven (1)
- Aardappelproducten (friet, aardappelschijfjes, etc) (2)
- Groente en fruit vers (3)
- Groente diepvries (4)
- Kruiden en specerijen (5)
- Koffie en thee (6)
- Brood en deegwaren diepvries (pizzabodem, lahmacun, hamburgerbroodjes, etc) (7)
- Meel en deegwaren (pasta, meel, pita, etc) (8)
- Oliën en vetten (9)
- Sauzen (10)
- Rijst en noedels (11)
- Snacks diepvries (12)
- Vlees diepvries (13)
- Vleeswaren (14)
- Vis en zeevruchten diepvries (15)
- IJs (16)
- Zoetwaren (17)

- Zuivel en kaas (18)
- Non-alcoholische drank (frisdrank, water) (20)
- Bier (25)
- Wijn (19)
- Gedistilleerde drank (26)
- Verpakkingen (21)
- Schoonmaakmiddelen (22)
- Non-food overig (pannen, bestek, kaarsen, kleding, etc) (23)
- Anders, namelijk: (24) \_\_\_\_\_



Q25 Waarom koopt u deze producten ergens anders in?



	Aanbiedingen (1)	Betere prijs (2)	Dichter bij de zaak (3)	Bestel/bezorgservice (4)	Betere kwaliteit (5)	Company X heeft het niet (6)	Reputatie van het andere bedrijf (7)	Sfeer in de andere winkel (8)
Conserven (x1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Aardappelproducten (friet, aardappelschijfjes, etc) (x2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Groente en fruit vers (x3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Groenten diepvries (x16)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kruiden en specerijen (x4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Koffie en thee (x5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brood en deegwaren diepvries (pizzabodem, lahmacun, hamburgerbroodjes, etc) (x21)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meel en deegwaren (pasta, meel, pita, etc) (x6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Oliën en vetten (x7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sauzen (x8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rijst en noedels (x9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Snacks diepvries (x10)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vlees diepvries (x11)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Vleeswaren (x12)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vis en zeevruchten diepvries (x13)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ijs (x19)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Zoetwaren (x14)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Zuivel en kaas (x15)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Non-alcoholische drank (x22)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bier (x26)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Alcoholische drank (x23)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gedistilleerde drank (x27)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Verpakkingen (x17)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Schoonmaakmiddelen (x18)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Non-food overig (pannen, bestek, kaarsen, kleding, etc) (x24)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Anders, namelijk: (x25)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Q26 Zet de producten op volgorde: nummer 1 is het meest belangrijk voor uw zaak (Sleep het product omhoog of omlaag)

- \_\_\_\_\_ Conserven (1)
- \_\_\_\_\_ Aardappelproducten (friet, aardappelschijfjes, etc) (2)
- \_\_\_\_\_ Groente en fruit vers (3)
- \_\_\_\_\_ Groenten diepvries (4)
- \_\_\_\_\_ Kruiden en specerijen (5)
- \_\_\_\_\_ Koffie en thee (6)
- \_\_\_\_\_ Brood en deegwaren diepvries (pizzabodem, lahmacun, hamburgerbroodjes, etc) (7)
- \_\_\_\_\_ Meel en deegwaren (pasta, meel, pita, etc) (8)
- \_\_\_\_\_ Oliën en vetten (9)
- \_\_\_\_\_ Sauzen (10)
- \_\_\_\_\_ Rijst en noedels (11)
- \_\_\_\_\_ Snacks diepvries (12)
- \_\_\_\_\_ Vlees diepvries (13)
- \_\_\_\_\_ Vleeswaren (14)
- \_\_\_\_\_ Vis en zeevruchten diepvries (15)
- \_\_\_\_\_ Ijs (16)
- \_\_\_\_\_ Zoetwaren (17)
- \_\_\_\_\_ Zuivel en kaas (18)
- \_\_\_\_\_ Non-alcoholische drank (20)
- \_\_\_\_\_ Bier (26)
- \_\_\_\_\_ Alcoholische drank (19)
- \_\_\_\_\_ Gedistilleerde drank (27)
- \_\_\_\_\_ Verpakkingen (21)
- \_\_\_\_\_ Schoonmaakmiddelen (22)
- \_\_\_\_\_ Non-food overig (pannen, bestek, kaarsen, kleding, etc) (23)
- \_\_\_\_\_ Anders, namelijk: (25)



Q24 Zijn er producten die u mist bij Company X?

- Conserven (1)
- Aardappelproducten (friet, aardappelschijfjes, etc) (4)
- Groente en fruit vers (2)
- Groente diepvries (3)
- Kruiden en specerijen (5)
- Koffie en thee (6)
- Brood en deegwaren diepvries (7)
- Meel en deegwaren (pasta, meel, pita, etc) (8)
- Oliën en vetten (9)
- Sauzen (10)
- Rijst en noedels (11)
- Snacks diepvries (12)
- Vlees diepvries (13)
- Vleeswaren (14)
- Vis en zeevruchten diepvries (15)
- IJs (16)
- Zoetwaren (17)

- Zuivel en kaas (18)
  - Non-alcoholische drank (21)
  - Bier (25)
  - Wijn (22)
  - Gedistilleerde drank (26)
  - Verpakkingen (19)
  - Schoonmaakmiddelen (20)
  - Non-food overig (Pannen, bestek, kaarsen, kleding, etc) (23)
  - Anders, namelijk (24) \_\_\_\_\_
- 

Q34 Welke producten mist u precies bij COMPANY X?

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Q14 Heeft u nog tips of opmerkingen over het assortiment van COMPANY X? (Bijvoorbeeld: seizoensproducten, merken, verpakkingshoeveelheden, etc)

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Q36 Dit waren de vragen over het assortiment. Nu volgt er een aantal vragen over de flyer en uw ervaring met COMPANY X in het algemeen.

---

Q39 Ontvangt u de flyer?

- Ja (1)
  - Nee (2)
- 



Q27 Leest u de flyer?

- Ja, papieren versie (1)
  - Ja, via de mail (2)
  - Nee (3)
- 



Q28 Waarvoor leest u de flyer?

- Aanbiedingen (1)
- Prijsinformatie (2)
- Productinformatie (3)
- Anders, namelijk (4) \_\_\_\_\_



Q17 Geef uw oordeel over de flyer

	Ze er oneens (1)	Oneens (2)	Een beetje oneens (3)	Neutraal (4)	Een beetje eens (5)	Eens (6)	Ze er eens (7)
Ik ga naar de winkel door de aanbiedingen in de flyer (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
De producten in de flyer zijn interessant voor mij (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page Break





Q18 Hoe beoordeelt u COMPANY X op de volgende punten?

	Zeer slecht (1)	Slecht (2)	Een beetje slecht (3)	Neutraal (4)	Een beetje goed (5)	Goed (6)	Zeer goed (7)
Sfeer in de winkel (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Netheid van de winkel (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Personeel (10)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Service (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bereikbaarheid (15)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Parkeergelegenheid (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Openingstijden (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assortiment (11)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Website (12)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flyer (13)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Q16 Wat vindt u van de volgende stellingen?

	Ze er oneens (1)	Oneens (2)	Een beetje oneens (3)	Neutraal (4)	Een beetje eens (5)	Eens (6)	Ze er eens (7)
Bij COMPANY X krijg ik waar voor mijn geld (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In de flyer staan altijd producten die voor mij interessant zijn (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Het assortiment van COMPANY X voldoet aan mijn verwachtingen (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
De medewerkers van COMPANY X hebben voldoende kennis om mijn vragen te beantwoorden (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
COMPANY X begrijpt mijn behoeften (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Q29 Op een schaal van 1-10, hoe waarschijnlijk is het dat u COMPANY X aanbeveelt aan een vriend of collega?

0 (1)

1 (2)

2 (3)

3 (4)

4 (5)

5 (6)

6 (7)

7 (8)

8 (9)

9 (10)

10 (11)

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Page Break

Q37 Dit waren alle vragen over COMPANY X. Nu volgen er een paar algemene vragen.

---

Q31 Wat is uw leeftijd?

---



Q22 COMPANY X wil graag weten hoe zij u nog beter van dienst kunnen zijn. Bent u bereid om mee te werken aan een vervolgonderzoek (±15 minuten)?

- Ja, ik doe graag mee aan het vervolgonderzoek (1)
  - Nee, ik doe liever niet mee aan het vervolgonderzoek (2)
- 



Q2 Wilt u kans maken op de €100,- korting bij Company X?

- Nee, ik wil geen kans maken op de €100,- korting (1)
  - Ja, ik wil kans maken op de €100,- korting (2)
- 



Q35 Vul uw klantnummer en telefoonnummer in om kans te maken op de kortingsbon van €100,-

- Klantnummer (1) \_\_\_\_\_
- Telefoonnummer (2) \_\_\_\_\_

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Q23 Dit is het einde van het onderzoek, bedankt voor uw medewerking!

End of Block: Default Question Block

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## Appendix D – Differences between respondents and why they purchase somewhere else

Kind of foodservice company \* What is the most important reason for you to purchase also somewhere else? - Crosstabulation

			What is the most important reason for you to purchase also somewhere else? - Selected Choice								
			Discounts	Better prices	Closer to my company	Order/delivery service	Better quality	Company X does not have it	Anders namelijk:	Assortiment	Total
What kind of foodservice company do you have?	Catering	Count	2	4	4	0	1	18	1	21	51
		% within What is the most important reason for you to purchase also somewhere else? - Selected Choice	5,7%	9,3%	23,5%	0,0%	12,5%	20,7%	12,5%	20,4%	15,5%
	Cafeteria/snack bar	Count	7	7	2	8	2	11	0	14	51
		% within What is the most important reason for you to purchase also somewhere else? - Selected Choice	20,0%	16,3%	11,8%	27,6%	25,0%	12,6%	0,0%	13,6%	15,5%
	Eatery/pub	Count	1	4	0	2	0	3	1	4	15
		% within What is the most important reason for you to purchase also somewhere else? - Selected Choice	2,9%	9,3%	0,0%	6,9%	0,0%	3,4%	12,5%	3,9%	4,5%
	Fastfood	Count	4	4	1	8	0	9	0	13	39
		% within What is the most important reason for you to purchase also somewhere else? - Selected Choice	11,4%	9,3%	5,9%	27,6%	0,0%	10,3%	0,0%	12,6%	11,8%
	Grillroom	Count	1	4	1	0	2	4	1	3	16
		% within What is the most important reason for you to purchase also somewhere else? - Selected Choice	2,9%	9,3%	5,9%	0,0%	25,0%	4,6%	12,5%	2,9%	4,8%
	Hotel/B&B	Count	0	0	1	0	0	0	0	1	2
		% within What is the most important reason for you to purchase also somewhere else? - Selected Choice	0,0%	0,0%	5,9%	0,0%	0,0%	0,0%	0,0%	1,0%	0,6%
	Coffeecorner	Count	0	1	1	0	0	0	0	0	2
		% within What is the most important reason for you to purchase also somewhere else? - Selected Choice	0,0%	2,3%	5,9%	0,0%	0,0%	0,0%	0,0%	0,0%	0,6%
	Lunchroom	Count	1	1	0	2	0	6	1	2	13
		% within What is the most important reason for you to purchase also somewhere else? - Selected Choice	2,9%	2,3%	0,0%	6,9%	0,0%	6,9%	12,5%	1,9%	3,9%
	Pizzeria	Count	2	6	2	3	0	6	0	8	27
		% within What is the most important reason for you to purchase also somewhere else? - Selected Choice	5,7%	14,0%	11,8%	10,3%	0,0%	6,9%	0,0%	7,8%	8,2%
	Restaurant	Count	4	8	2	5	1	13	2	16	51
		% within What is the most important reason for you to purchase also somewhere else? - Selected Choice	11,4%	18,6%	11,8%	17,2%	12,5%	14,9%	25,0%	15,5%	15,5%
	Sports/company canteen	Count	5	1	3	0	0	7	0	9	25
		% within What is the most important reason for you to purchase also somewhere else? - Selected Choice	14,3%	2,3%	17,6%	0,0%	0,0%	8,0%	0,0%	8,7%	7,6%
	Supermarket/toko/store	Count	5	0	0	1	1	5	0	5	17
		% within What is the most important reason for you to purchase also somewhere else? - Selected Choice	14,3%	0,0%	0,0%	3,4%	12,5%	5,7%	0,0%	4,9%	5,2%
	Other, namely	Count	0	0	0	0	0	3	0	1	4
		% within What is the most important reason for you to purchase also somewhere else? - Selected Choice	0,0%	0,0%	0,0%	0,0%	0,0%	3,4%	0,0%	1,0%	1,2%
	Institution/company	Count	3	3	0	0	1	2	2	6	17
		% within What is the most important reason for you to purchase also somewhere else? - Selected Choice	8,6%	7,0%	0,0%	0,0%	12,5%	2,3%	25,0%	5,8%	5,2%
Total		Count	35	43	17	29	8	87	8	103	330
		% within What is the most important reason for you to purchase also somewhere else? - Selected Choice	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%

## Appendix E – Differences between groups for supplier selection

		Descriptives								
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum	
						Lower Bound	Upper Bound			
How important are the following topics for choosing your supplier? - Discount	Catering	52	5,58	1,258	,174	5,23	5,93	3	7	
	Cafeteria/snack bar	54	5,67	1,332	,181	5,30	6,03	2	7	
	Eatery/pub	16	5,69	,946	,237	5,18	6,19	4	7	
	Fastfood	40	5,28	1,664	,263	4,74	5,81	1	7	
	Grillroom	17	6,00	,866	,210	5,55	6,45	4	7	
	Hotel/B&B	2	6,50	,707	,500	,15	12,85	6	7	
	Coffeecorner	4	6,50	,577	,289	5,58	7,42	6	7	
	Lunchroom	13	5,23	1,536	,426	4,30	6,16	2	7	
	Pizzeria	29	5,93	1,067	,198	5,53	6,34	4	7	
	Restaurant	52	5,83	,985	,137	5,55	6,10	3	7	
	Sports/company canteen	26	5,58	,987	,194	5,18	5,98	4	7	
	Supermarket/toko/store	17	5,94	1,345	,326	5,25	6,63	3	7	
	Other, namely	3	5,00	1,000	,577	2,52	7,48	4	6	
	Institution/company	20	4,55	2,089	,467	3,57	5,53	1	7	
Total	345	5,61	1,323	,071	5,47	5,75	1	7		
How important are the following topics for choosing your supplier? - Assortment	Catering	52	6,12	,471	,065	5,98	6,25	5	7	
	Cafeteria/snack bar	54	5,85	1,071	,146	5,56	6,14	2	7	
	Eatery/pub	16	6,25	,856	,214	5,79	6,71	4	7	
	Fastfood	40	6,33	,944	,149	6,02	6,63	3	7	
	Grillroom	17	6,24	,664	,161	5,89	6,58	5	7	
	Hotel/B&B	2	6,50	,707	,500	,15	12,85	6	7	
	Coffeecorner	4	6,25	,500	,250	5,45	7,05	6	7	
	Lunchroom	13	6,31	,855	,237	5,79	6,82	4	7	
	Pizzeria	29	6,17	,711	,132	5,90	6,44	4	7	
	Restaurant	52	6,38	,599	,083	6,22	6,55	4	7	
	Sports/company canteen	26	5,92	,560	,110	5,70	6,15	4	7	
	Supermarket/toko/store	17	5,94	1,249	,303	5,30	6,58	3	7	
	Other, namely	3	6,00	,000	,000	6,00	6,00	6	6	
	Institution/company	20	5,25	1,743	,390	4,43	6,07	1	7	
Total	345	6,09	,910	,049	6,00	6,19	1	7		
How important are the following topics for choosing your supplier? - Delivery service	Catering	52	3,17	1,812	,251	2,67	3,68	1	7	
	Cafeteria/snack bar	54	4,54	1,940	,264	4,01	5,07	1	7	
	Eatery/pub	16	4,38	2,247	,562	3,18	5,57	1	7	
	Fastfood	40	4,83	1,810	,286	4,25	5,40	1	7	
	Grillroom	17	3,76	2,463	,597	2,50	5,03	1	7	
	Hotel/B&B	2	3,50	2,121	1,500	-15,56	22,56	2	5	
	Coffeecorner	4	4,25	1,708	,854	1,53	6,97	2	6	
	Lunchroom	13	5,00	1,581	,439	4,04	5,96	2	7	
	Pizzeria	29	4,72	2,068	,384	3,94	5,51	1	7	
	Restaurant	52	4,81	1,727	,239	4,33	5,29	1	7	
	Sports/company canteen	26	3,19	1,698	,333	2,51	3,88	1	6	
	Supermarket/toko/store	17	4,29	2,054	,498	3,24	5,35	1	7	
	Other, namely	3	1,67	1,155	,667	-1,20	4,54	1	3	
	Institution/company	20	2,70	1,720	,385	1,90	3,50	1	6	
Total	345	4,14	2,008	,108	3,93	4,35	1	7		
How important are the following topics for choosing your supplier? - Nearby my company	Catering	52	4,73	1,670	,232	4,27	5,20	1	7	
	Cafeteria/snack bar	54	4,87	1,567	,213	4,44	5,30	1	7	
	Eatery/pub	16	4,44	1,672	,418	3,55	5,33	1	7	
	Fastfood	40	4,20	1,636	,259	3,68	4,72	1	7	
	Grillroom	17	4,94	1,919	,466	3,95	5,93	1	7	
	Hotel/B&B	2	3,50	2,121	1,500	-15,56	22,56	2	5	
	Coffeecorner	4	6,00	,816	,408	4,70	7,30	5	7	
	Lunchroom	13	4,92	1,605	,445	3,95	5,89	2	7	
	Pizzeria	29	5,41	1,500	,279	4,84	5,98	1	7	
	Restaurant	52	5,00	1,414	,196	4,61	5,39	2	7	
	Sports/company canteen	26	4,54	1,334	,262	4,00	5,08	1	6	
	Supermarket/toko/store	17	4,88	1,576	,382	4,07	5,69	2	7	
	Other, namely	3	4,33	,577	,333	2,90	5,77	4	5	
	Institution/company	20	3,65	2,159	,483	2,64	4,66	1	7	
Total	345	4,73	1,636	,088	4,55	4,90	1	7		

## Appendix F – Differences between groups for the values of the customers of the respondents

		<b>Report</b>						
What kind of foodservice company do you have?		How important are these points for your guests? - Decoration/de sign	How important are these points for your guests? - Organic products	How important are these points for your guests? - Healthy options	How important are these points for your guests? - Halal	How important are these points for your guests? - Origin of the products	How important are these points for your guests? - Vegetarian options	How important are these points for your guests? - Fresh products
Catering	Mean	4,67	4,25	5,00	3,90	4,52	4,67	5,98
	N	52	52	52	52	52	52	52
	Std. Deviation	1,642	1,507	1,414	1,860	1,448	1,451	,828
Cafeteria/snack bar	Mean	4,76	3,37	4,44	4,11	4,13	4,31	5,39
	N	54	54	54	54	54	54	54
	Std. Deviation	1,715	1,570	1,645	2,320	1,555	1,600	1,433
Eatery/pub	Mean	5,69	3,94	4,63	3,25	4,19	3,31	5,63
	N	16	16	16	16	16	16	16
	Std. Deviation	,602	1,389	1,586	2,017	1,974	2,056	1,544
Fastfood	Mean	5,05	3,93	4,85	4,43	4,93	4,90	6,08
	N	40	40	40	40	40	40	40
	Std. Deviation	1,632	1,403	1,673	2,049	1,575	1,446	1,269
Grillroom	Mean	5,18	3,41	4,29	4,88	4,24	4,06	6,18
	N	17	17	17	17	17	17	17
	Std. Deviation	1,704	1,734	1,993	2,315	2,137	1,952	,951
Hotel/B&B	Mean	6,50	1,00	4,00	1,00	1,00	1,00	3,50
	N	2	2	2	2	2	2	2
	Std. Deviation	,707	,000	2,828	,000	,000	,000	3,536
Coffeecorner	Mean	5,25	5,00	5,25	5,00	5,00	4,50	6,25
	N	4	4	4	4	4	4	4
	Std. Deviation	1,708	1,633	1,708	1,633	1,826	1,915	,500
Lunchroom	Mean	5,46	4,15	5,08	5,23	4,31	4,38	6,38
	N	13	13	13	13	13	13	13
	Std. Deviation	1,391	1,625	1,382	1,235	1,109	1,044	,650
Pizzeria	Mean	5,03	3,59	4,93	5,00	4,48	4,55	6,14
	N	29	29	29	29	29	29	29
	Std. Deviation	1,426	1,743	1,534	2,087	1,682	1,454	1,060
Restaurant	Mean	5,92	4,67	5,56	4,12	5,08	5,13	6,33
	N	52	52	52	52	52	52	52
	Std. Deviation	1,186	1,517	1,227	1,987	1,480	1,155	,834
Sports/company canteen	Mean	4,50	3,15	4,12	2,96	3,62	3,27	4,50
	N	26	26	26	26	26	26	26
	Std. Deviation	1,772	1,190	1,395	1,800	1,525	1,511	1,794
Supermarket/toko/store	Mean	5,06	3,76	4,88	4,35	4,88	3,82	5,59
	N	17	17	17	17	17	17	17
	Std. Deviation	1,676	1,751	1,833	2,548	1,764	2,215	2,093
Other, namely	Mean	4,00	3,33	5,00	3,33	3,00	3,67	5,33
	N	3	3	3	3	3	3	3
	Std. Deviation	1,000	,577	1,000	2,082	1,732	1,528	1,155
Institution/company	Mean	3,70	3,65	4,45	3,70	3,70	3,05	4,20
	N	20	20	20	20	20	20	20
	Std. Deviation	2,003	1,927	2,064	2,155	1,867	1,849	2,042
Total	Mean	5,01	3,86	4,82	4,12	4,42	4,32	5,72
	N	345	345	345	345	345	345	345
	Std. Deviation	1,639	1,614	1,604	2,112	1,671	1,677	1,446



## Appendix G – Assessment of COMPANY X

### ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
How do you rate company X on the following topics? - Discount	Between Groups	19,090	13	1,468	1,452	,134
	Within Groups	334,638	331	1,011		
	Total	353,728	344			
How do you rate company X on the following topics? - Price	Between Groups	15,869	13	1,221	1,730	,054
	Within Groups	233,505	331	,705		
	Total	249,374	344			
How do you rate company X on the following topics? - Quality	Between Groups	17,732	13	1,364	1,763	,048
	Within Groups	256,111	331	,774		
	Total	273,843	344			
How do you rate company X on the following topics? - Price/quality ratio	Between Groups	12,718	13	,978	1,237	,251
	Within Groups	261,844	331	,791		
	Total	274,562	344			
How do you rate company X on the following topics? - Size of the assortment	Between Groups	31,627	13	2,433	1,536	,103
	Within Groups	524,216	331	1,584		
	Total	555,843	344			
How do you rate company X on the following topics? - Offer of premium brands	Between Groups	19,175	13	1,475	,901	,552
	Within Groups	541,590	331	1,636		
	Total	560,765	344			
How do you rate company X on the following topics? - Available stock in the store	Between Groups	25,336	13	1,949	1,418	,149
	Within Groups	454,879	331	1,374		
	Total	480,214	344			
How do you rate company X on the following topics? - Presentation of the products	Between Groups	19,171	13	1,475	1,121	,340
	Within Groups	435,583	331	1,316		
	Total	454,754	344			
How do you rate company X on the following topics? - Completeness of the assortment (Is everything you need available)	Between Groups	48,777	13	3,752	1,915	,028
	Within Groups	648,411	331	1,959		
	Total	697,188	344			
How do you rate company X on the following topics? - Atmosphere in the store	Between Groups	28,043	13	2,157	1,347	,184
	Within Groups	530,084	331	1,601		
	Total	558,128	344			

## Appendix H – Assessment of COMPANY X part 2

### ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
How do you rate company X on the following topics? - Atmosphere in the store	Between Groups	27,585	13	2,122	1,354	,181
	Within Groups	511,015	326	1,568		
	Total	538,600	339			
How do you rate company X on the following topics? - Neatness of the store	Between Groups	8,457	13	,651	,518	,913
	Within Groups	409,296	326	1,256		
	Total	417,753	339			
How do you rate company X on the following topics? - Personnel	Between Groups	15,974	13	1,229	,929	,523
	Within Groups	431,073	326	1,322		
	Total	447,047	339			
How do you rate company X on the following topics? - Service	Between Groups	7,968	13	,613	,503	,922
	Within Groups	397,429	326	1,219		
	Total	405,397	339			
How do you rate company X on the following topics? - Accessibility	Between Groups	15,946	13	1,227	1,385	,165
	Within Groups	288,792	326	,886		
	Total	304,738	339			
How do you rate company X on the following topics? - Parking lot	Between Groups	3,424	13	,263	,326	,988
	Within Groups	263,152	326	,807		
	Total	266,576	339			
How do you rate company X on the following topics? - Opening hours	Between Groups	44,890	13	3,453	2,368	,005
	Within Groups	475,404	326	1,458		
	Total	520,294	339			
How do you rate company X on the following topics? - Assortment	Between Groups	36,051	13	2,773	2,093	,014
	Within Groups	431,961	326	1,325		
	Total	468,012	339			
How do you rate company X on the following topics? - Website	Between Groups	36,080	13	2,775	2,049	,017
	Within Groups	441,614	326	1,355		
	Total	477,694	339			
How do you rate company X on the following topics? - Flyer	Between Groups	23,676	13	1,821	1,410	,153
	Within Groups	421,180	326	1,292		
	Total	444,856	339			

## Appendix I – Assessment of COMPANY X per location

		Descriptives							
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
How do you rate company X on the following topics? - Atmosphere in the store	Amsterdam	83	5,22	1,288	,141	4,94	5,50	1	7
	Delft	49	4,86	1,208	,173	4,51	5,20	2	7
	Den Bosch	61	5,13	1,258	,161	4,81	5,45	3	7
	Roosendaal	61	5,28	1,082	,139	5,00	5,56	3	7
	Rotterdam	50	5,24	1,271	,180	4,88	5,60	2	7
	Utrecht	36	4,61	1,440	,240	4,12	5,10	2	7
	Total	340	5,10	1,260	,068	4,97	5,23	1	7
How do you rate company X on the following topics? - Neatness of the store	Amsterdam	83	5,39	1,135	,125	5,14	5,63	1	7
	Delft	49	4,92	1,057	,151	4,61	5,22	2	6
	Den Bosch	61	5,34	1,063	,136	5,07	5,62	3	7
	Roosendaal	61	5,39	1,084	,139	5,12	5,67	3	7
	Rotterdam	50	5,50	1,074	,152	5,19	5,81	3	7
	Utrecht	36	5,00	1,195	,199	4,60	5,40	3	7
	Total	340	5,29	1,110	,060	5,17	5,41	1	7
How do you rate company X on the following topics? - Personnel	Amsterdam	83	5,72	1,193	,131	5,46	5,98	1	7
	Delft	49	5,04	1,471	,210	4,62	5,46	1	7
	Den Bosch	61	5,79	1,018	,130	5,53	6,05	3	7
	Roosendaal	61	5,97	,657	,084	5,80	6,14	4	7
	Rotterdam	50	5,82	1,224	,173	5,47	6,17	2	7
	Utrecht	36	5,33	,986	,164	5,00	5,67	4	7
	Total	340	5,65	1,148	,062	5,53	5,78	1	7
How do you rate company X on the following topics? - Service	Amsterdam	83	5,58	1,211	,133	5,31	5,84	1	7
	Delft	49	5,22	1,229	,176	4,87	5,58	1	7
	Den Bosch	61	5,79	,897	,115	5,56	6,02	4	7
	Roosendaal	61	5,85	,703	,090	5,67	6,03	4	7
	Rotterdam	50	5,68	1,236	,175	5,33	6,03	2	7
	Utrecht	36	5,33	1,121	,187	4,95	5,71	2	7
	Total	340	5,60	1,094	,059	5,49	5,72	1	7
How do you rate company X on the following topics? - Accessibility	Amsterdam	83	5,71	,957	,105	5,50	5,92	3	7
	Delft	49	5,71	,764	,109	5,49	5,93	4	7
	Den Bosch	61	5,80	,872	,112	5,58	6,03	3	7
	Roosendaal	61	5,85	,891	,114	5,62	6,08	2	7
	Rotterdam	50	5,90	1,093	,155	5,59	6,21	2	7
	Utrecht	36	5,47	1,134	,189	5,09	5,86	2	7
	Total	340	5,76	,948	,051	5,65	5,86	2	7
How do you rate company X on the following topics? - Parking lot	Amsterdam	83	5,77	1,016	,112	5,55	5,99	2	7
	Delft	49	5,88	,857	,122	5,63	6,12	3	7
	Den Bosch	61	6,21	,733	,094	6,03	6,40	4	7
	Roosendaal	61	6,05	,644	,082	5,88	6,21	4	7
	Rotterdam	50	6,14	,808	,114	5,91	6,37	4	7
	Utrecht	36	5,44	1,054	,176	5,09	5,80	3	7
	Total	340	5,94	,887	,048	5,84	6,03	2	7
How do you rate company X on the following topics? - Opening hours	Amsterdam	83	5,36	1,164	,128	5,11	5,62	2	7
	Delft	49	5,10	1,418	,203	4,69	5,51	1	7
	Den Bosch	61	5,49	1,247	,160	5,17	5,81	2	7
	Roosendaal	61	5,75	,850	,109	5,54	5,97	2	7
	Rotterdam	50	5,00	1,525	,216	4,57	5,43	2	7
	Utrecht	36	5,53	1,082	,180	5,16	5,89	2	7
	Total	340	5,38	1,239	,067	5,25	5,51	1	7
How do you rate company X on the following topics? - Assortment	Amsterdam	83	5,07	1,208	,133	4,81	5,34	2	7
	Delft	49	4,53	1,138	,163	4,20	4,86	2	6
	Den Bosch	61	4,84	1,172	,150	4,54	5,14	2	7
	Roosendaal	61	5,08	1,201	,154	4,77	5,39	2	7
	Rotterdam	50	4,98	1,204	,170	4,64	5,32	2	7
	Utrecht	36	4,92	,996	,166	4,58	5,25	3	7
	Total	340	4,92	1,175	,064	4,80	5,05	2	7
How do you rate company X on the following topics? - Website	Amsterdam	83	4,83	1,113	,122	4,59	5,07	3	7
	Delft	49	4,24	1,146	,164	3,92	4,57	1	6
	Den Bosch	61	4,85	1,123	,144	4,56	5,14	3	7
	Roosendaal	61	4,64	1,212	,155	4,33	4,95	1	7
	Rotterdam	50	4,74	1,192	,169	4,40	5,08	1	7
	Utrecht	36	4,64	1,376	,229	4,17	5,10	1	7
	Total	340	4,68	1,187	,064	4,56	4,81	1	7
How do you rate company X on the following topics? - Flyer	Amsterdam	83	5,04	1,131	,124	4,79	5,28	3	7
	Delft	49	4,88	,992	,142	4,59	5,16	2	6
	Den Bosch	61	5,25	1,043	,134	4,98	5,51	3	7
	Roosendaal	61	5,10	1,221	,156	4,79	5,41	1	7
	Rotterdam	50	5,34	1,081	,153	5,03	5,65	2	7
	Utrecht	36	4,78	1,416	,236	4,30	5,26	1	7
	Total	340	5,08	1,146	,062	4,96	5,20	1	7

## Appendix J – Product categories which the respondents buy

Type of food service company	Dry goods	Frozen products	Chilled products	Alcoholic beverages	Non-alcoholic beverages	Non-food
Catering	42	37	23	11	19	40
Snack bar	31	35	18	8	34	41
Eatery/pub	9	10	8	7	6	7
Fastfood	21	23	14	6	21	28
Grillroom	13	15	11	2	11	13
Hotel/B&B	1	2	2	1	0	1
Coffeecorner	2	3	4	0	3	3
Lunchroom	8	8	5	4	8	9
Pizzeria	21	21	17	8	15	17
Restaurant	39	40	31	24	27	44
Sports/company canteen	14	15	8	11	17	12
Supermarket/toko/store	7	6	4	4	10	8
Other, namely	2	2	2	1	1	2
Institution/company	7	13	7	9	10	5
<b>Total</b>	<b>217</b>	<b>230</b>	<b>154</b>	<b>96</b>	<b>182</b>	<b>230</b>

## Appendix K – Purchasing somewhere else

### Statistics- Which products do you buy somewhere else?

	N	
	Valid	Missing
Fruit and vegetables fresh	187	158
Coffee and tea	104	241
Oils and fats	99	246
Meats	99	246
Sauces	97	248
Cleaning products	95	250
Beer	94	251
Frozen snacks	89	256
Potato products (fries, potato wedges, etc)	86	259
Ice cream	78	267
Dairy products	75	270
Wine	74	271
Herbs and spices	73	272
Packaging	69	276
Non-alcoholic beverages (soft drinks, water)	68	277
Bread and dough (pizza base, hamburger sandwiches, etc)	65	280
Non-food others	57	288
Frozen fish and seafood	53	292
Liquor	46	299
Frozen meat	41	304
Frozen vegetables	40	305
Canned goods	38	307
Rice and noodles	35	310
Flour and dough (pasta, pita, etc)	34	311
Sweets	32	313
Other, namely:	20	325

Yellow = >25% of respondents chose this product category

Green = >20% of respondents chose this products category

Which products do you buy somewhere else? \* Type of foodservice company

N

	What kind of foodservice company do you have?													Total	
	Catering	Cafeteria/snack bar	Eatery/pub	Fastfood	Grillroom	Hotel/B&B	Coffeecorner	Lunchroom	Pizzeria	Restaurant	Sports/company canteen	Supermarket/oko/store	Other, namely		Institution/company
Canned goods	7	4	1	3	1		1	2	5	10		2		2	38
Potato products	9	25	4	6	6	1	1	2	4	20	1	2	1	4	86
Fruit and vegetables fresh	34	26	7	17	10	1	2	9	17	40	10	5	2	7	187
Frozen vegetables	7	4	1	4	3	1		2	3	11	2			2	40
Herbs and spices	16	9	2	7	5	1		1	3	17	3	3	2	4	73
Coffee and tea	14	13	8	4	4	1	1	7	3	28	8	3	2	5	104
Bread and dough	10	10	3	10	4	1		7	5	7	5	2		1	65
Flour and dough	10	5	1	2	2				4	7	1	1		1	34
Oils and fats	6	29	5	13	10	1	1		3	21	3	4		3	99
Sauces	9	23	5	12	5	1	1	5	5	14	8	5	1	3	97
Rice and noodles	4	7	3	3	1			1	2	7	4	1		2	35
Frozen snacks	9	32	9	5	2	2		1	2	15	6	1		5	89
Frozen meat	10	7		1	3	1	1	1	3	10	1	1	1	1	41
Meats	20	9	3	9	6	1		6	13	20	7		1	4	99
Frozen fish and seafood	12	3	1	6	2				6	18		1		4	53
Ice cream	7	12	2	7	5	1	2	1	3	24	7	2		5	78
Sweets	4	1	1	5	1				3	8	5	2		2	32
Dairy products	13	11	6	5	4			5	6	13	9	1		2	75
Non-alcoholic beverages	10	12	5	4	2	1	1	5	5	18	2	1		2	68
Beer	13	10	10	7	3	1		2	4	26	11	4	1	2	94
Wine	13	3	8	4	3	1		2	5	21	7	3	2	2	74
Liquor	8	2	6	1	2	1		1	2	13	4	2	2	2	46
Packaging	11	10	1	12	5	1		2	7	12	2	2	1	3	69
Cleaning products	16	12	6	11	5	1	1	4	7	21	5	2	1	3	95
Non-food others	10	6	4	6	2	1	1	1	4	15	3		1	3	57
Other, namely:	2	2		5		1			1	2	2	3		2	20

## Appendix L – Open answers: missing products

Q34: Welke producten mist u precies bij COMPANY X?

Productgroep	Genoemde producten
<b>Verse groente &amp; fruit (40x)</b>	Gesneden uitjes (4x), sla (3x), paprika (2x), tomaat (2x), kool (2x), rode ui, courgette, aubergine, kouseband, perssinaasappels, taugé, champignons, betere kwaliteit, goedkoper
<b>Vlees (37x), waarvan kip (12x)</b>	Vers vlees (26x), Halal (7x), Kipfilet (3x), kippendijen (5x), gehakt (2x), Kiphaas, runderbiefstuk, ossenhaas, varkensfilet, kipgyros, grieks vlees, cote a l'os, steaks, beenham, gegaarde spareribs, kipburger, kipsate, varkenssate, kip van Roosterz
<b>Sauzen (30x)</b>	Oliehoorn (4x), Remia (3x), A-merken (3x), BBQ saus (2x), Hamburgersaus (2x), Hela, marinades, Verstegen, 5 liter ketjap, 10 liter knoflook, kleine fles vissaus, Gotan woksaus, ravigottesaus, honing mosterd, pesto, hete sambal
<b>Verpakkingen (20x)</b>	Zwarte bakjes (5x), soepbekers/bakken (5x), duurzame/bio verpakkingen (4x), schaaltes voor amuse/kleine gerechtjes (4x), ijsbakjes (2x), lepels, papier verpakkingen, betere kwaliteit, Normale tasjes ipv wit papier, verpakkingsmateriaal, friet puntzakken, kipszakken voor gegrilde kip, bamboespiezen, bamboe bootjes voor kleine gerechten, kraft borden, hipper bestek, karton of suikerriet verpakkingen, minder foam en poly verpakkingen, meeneembakjes 750 en 1000 cc (spuitgiet), ander soort inpakzakken (viskraam),
<b>Verse vis (18x)</b>	Visburger, zalm, garnalen, zwaardvis, tonijn, kibbeling diepvries
<b>Brood (16x)</b>	Brioche brood voor hamburgers (4x), Italiaanse bollen (3x), hamburgerbroodjes (2x), tosti brood, donut, perzisch brood, pistolets, Panesco, Libanees brood
<b>IJs (16x)</b>	Ola (3x), Ben & Jerry (2x), waterijsjes (2), roomijsjes, goede kwaliteit schepijs (2x), los ijs, softijspoeder (NIC Comel 18), milkshake siropen, Magnum, raket, cornetto, a-merk, ijstopping , mars & snicker ijs, Sanissimo ijs

<b>Snacks (16x)</b>	A-merken (4x) Vlammetjes, Mora snacks, van Reusel, Sito-stick (Vlaams), Family Chicken producten (wings, chunks, nuggets, strips), vega snacks, halal hotwings, vegetarische burger, visburger, Beckers, turkse burek, kippenvleugels, spicy chicken wings, cheese nuggets, hot cheese jalapenos, churros,
<b>Zoetwaren (16x)</b>	Snoep (10x), Koeken (3x), chocolade (2x) candybar, spekkoek, Cheesecake naturel, Nutella Muffin, Haribo silo's,
<b>Bier (14x)</b>	Nederlandse A-merken (3x), Fusten, Corona, Desperado, Tiger bier, heineken twist off 25cl, dust bier (Vlaams), buitenlandse bieren, Bavaria, kratten, Hertog Jan, Heineken, Bintang bier
<b>Kruiden (14x)</b>	Verstegen (2x), verse kruiden (2x), Surinaamse malasa, Komijn, Piment korrels, koriander, perzische specerijen, gehaktkruiden, vanille suiker, kruidenmixen, Surinaamse kruiden, gerookte paprika poeder
<b>Frisdrank (13x)</b>	Spa rood/blauw (2x), Vrumona merken, lipton petflessen, sapjes, bitter lemon, tonnic, rivella, pepsi max, sisi, red bull light, flesjes frisdrank, Appelaere/Perelaere, NL 1,5 liter cola en fanta flessen, AA, appelsap
<b>Kaas (12x)</b>	Burata (3x), bol mozzarella (2x), Parmezaanse kaas (2x), hotel blok, oude kaas, plakjes kaas, Pecorino, geraspte kaas, Hollandse kaas, roomkaas, klein verpakkingen buitenlandse kaas
<b>Aardappelproducten (11x)</b>	Farm frites (2x), Oerfriet Aviko 14mm (2x), Aviko (2x), Aviko 7mm pommyplus, Aviko vlaams diepvries, Aardappel bonken, Mc Cain (3x), verse supercrunch friet, verse friet
<b>Non-food overig (11x)</b>	luxe servetten (2x), Handschoenen XL, toiletpapier voor horeca, plantjes, kaarsjes, keukenspullen, bamboe strips, schorten, handschoenen met NEN nummers, keukenrol van betere kwaliteit (minder ruw), theelichten
<b>Vleeswaren (9x)</b>	Kalkoenspek, gesneden vleeswaren, ossenworst, broodbeleg
<b>Koffie en thee (8x)</b>	Betere kwaliteit, koffiebonen Guatemala, ijskoffie mix, koffie filter, Indonesische thee, filters, theezakjes Lipton, groter assortiment koffiebonen en gemalen koffie



<b>Conserven (7x)</b>	Zwarte bonen, asperges grote blikken, goede tomatenblokjes ,gepelde tomaat merk, goede kidney bonen (deze zijn nu keihard), bamboe in blik, perzik, nutella, poedersuiker, stroop
<b>Aziatisch (7x)</b>	Thaise producten (3x), Aziatische groenten
<b>Groenten en fruit diepvries (6x)</b>	Kouseband (2x), avocado (2x), gehakte knoflook, gebroken sperziebonen (2x), uitgebreider assortiment
<b>Oliën en vetten (6x)</b>	Soyaolie, visbakolie, rijstolie, a-merk, bakboter
<b>Alcoholische drank overig (6x)</b>	Sterke drank (3x), dropshot, ketel 1 jenever, uitgebreider assortiment
<b>Chips/noten (5x)</b>	Lays, nachos naturel, kroepoek, noten
<b>Wijn (4x)</b>	Turkse, droge wijn, Griekse wijn in midden klasse segment, uitgebreider assortiment
<b>Kantoorbenodigdheden (3x)</b>	Kassabonnen (3x)
<b>Schoonmaakmiddelen (2x)</b>	Vaatwasmiddel merk, minder ruw keukenpapier
<b>Rijst (2x)</b>	Chef kok rijst
<b>Mexicaans (2x)</b>	Mais tortilla, tortilla
<b>Tofu, tempeh (2x)</b>	

## Appendix M – Statistics about the flyer

### Statistics

		Do you read the flyer? Yes, paper version	Do you read the flyer? Yes, via e-mail	Do you read the flyer? No
N	Valid	275	95	9
	Missing	70	250	336

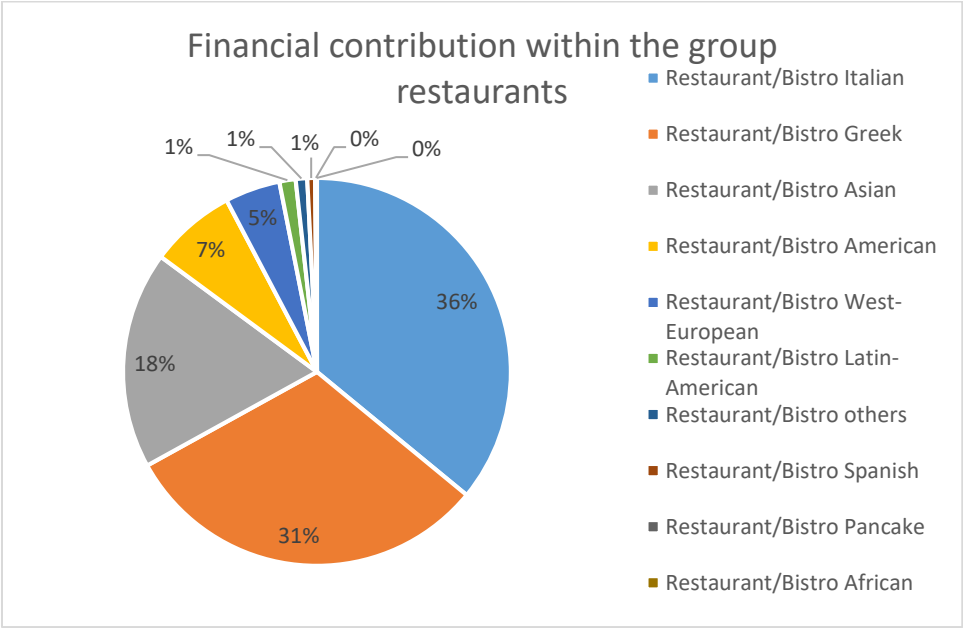
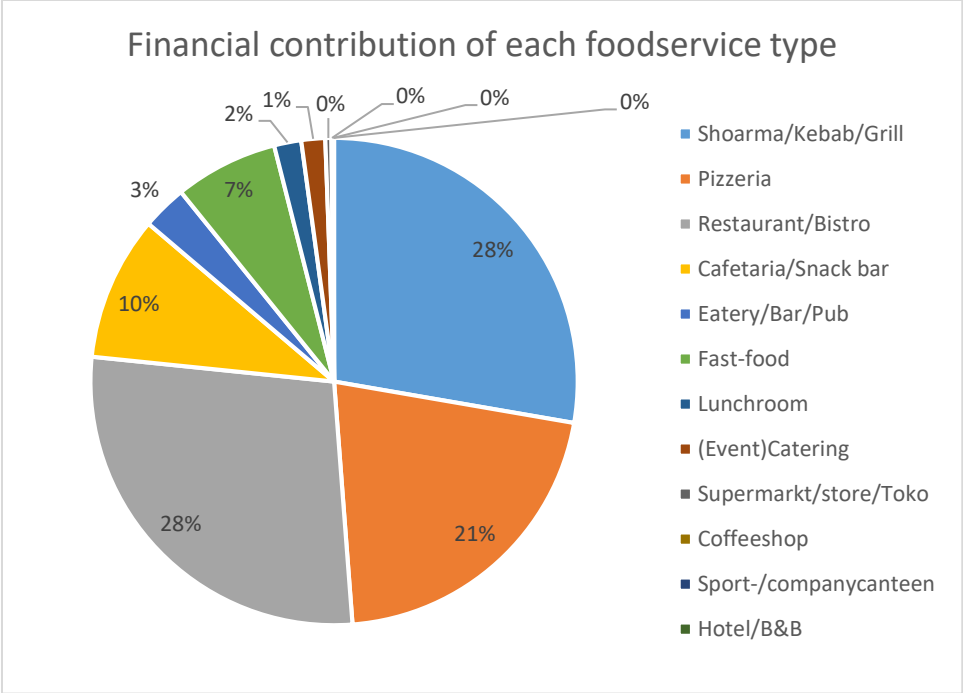
### Statistics

		For what do you read the flyer? - Selected Choice Discount	For what do you read the flyer? - Selected Choice Price information	For what do you read the flyer? - Selected Choice Product information	For what do you read the flyer? - Selected Choice Other, namely:
N	Valid	292	112	89	8
	Missing	53	233	256	337

### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Give your opinion about the flyer - I go to the store because of the discounts in the flyer	314	1	7	4,57	1,700
Give your opinion about the flyer - The products in the flyer are interesting to me	314	1	7	4,77	1,451
Valid N (listwise)	314				

Appendix N – Financial impact of different food service companies



## Appendix O– Interview transcripts

### Interview 1

Locatie: COMPANY X Amsterdam

Klant: Man 50-60 jaar

Type: 1.0 (snackbar + döner)

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Heeft u een eigen horeca zaak?

*Ja, ik heb een snackbar en ik verkoop ook döner.*

Hoe vaak komt ongeveer bij COMPANY X?

*Ik kom iedere week hier.*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*Voor de prijs, de prijs is goed hier. En het is dichtbij voor mij. Ik zit 10km hiervandaan. En de producten zijn goed.*

Wat vindt u van het assortiment van COMPANY X?

*Ja, wel goed. Alleen snacks vind ik wel duur. De kipcorn en de kipburger zijn ergens anders goedkoper. Maar ik koop het vaak toch wel hier omdat het dichtbij is.*

Kunt u bij COMPANY X alles kopen wat u zoekt?

*Nee, ik haal wel dingen ergens anders. Maar die mis ik hier niet.*

Wat mist u dan voor een producten?

*Dat zijn hele specifieke dingen. Dat haal ik bij een Turkse handelaar. Die spullen koop ik ergens anders en dat mis ik niet hier.*

Mist u bepaalde merken bij COMPANY X?

*Nee, ik gebruik niet veel merken. Ik gebruik wel veel halal en dat is goed hier. Ik koop ook bijna alles wat ik nodig heb al hier.*

Gebruikt u verse groente en fruit voor uw horeca zaak?

*Ja, maar niet zoveel*

Koopt u deze bij COMPANY X?

*Als ik het nodig heb wel, dan neem ik het hier ook mee. Maar als ik het nodig heb en niet hier kom, haal ik het ergens anders.*

Koopt u verpakkingen bij COMPANY X?

*Ja, koop ik ook hier*

Wat vindt u van het aanbod verpakkingen bij COMPANY X?

*Ik vind het wel goed. Ik kan alles kopen hier.*

Zou u liever ander type verpakkingsmateriaal kopen zoals zwart plastic in plaats van wit, bamboe, karton, transparant of een ander materiaal dan plastic?

*Ja, ik probeer de laatste tijd om meer kartonnen draagzakken te gebruiken. Maar ik vind ze wel een beetje duur.*

Gebruikt u kruiden voor uw horeca zaak?

*Ja, maar niet zoveel*

Koopt u dit bij COMPANY X?

*Ja, ik koop wel zout en oregano. Peper koop ik ergens anders want daar heb ik maar een klein potje van nodig en met de peper van hier doe ik twee jaar.*

## Interview 2

Locatie: COMPANY X Amsterdam

Klant: Man 40-50 jaar

Type: 1.0 (internationaal restaurant, mix)

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Heeft u een eigen horeca zaak?

*Ja heb ik.*

Wat voor een horeca zaak is het, wat voor een soort eten verkoopt u?

*Het is een internationaal restaurant. Ik verkoop van alles. Ik heb Griekse dingen, maar ook Turks, friet, veel vlees gerechten maar ook pizza. Gewoon veel.*

Hoe vaak komt ongeveer bij COMPANY X?

*Ik kom ongeveer iedere week*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*Ik kom veel producten hier halen. Prijs is goed hier en ik heb veel dingen nodig. Kwaliteit is ook wel goed van de meeste producten.*

Wat vindt u van het assortiment van COMPANY X?

*Ik vind het wel goed. Er is wel veel keus.*

Kunt u bij COMPANY X alles kopen wat u zoekt of zijn er producten die u mist?

*Het meeste wel. Ik koop vlees bij een slager in de buurt. Dat moet vers zijn. Maar dat mis ik ook niet hier. Ik mis wel kaasstengels, vlammetjes en boter om in te bakken en braden. Dat koop ik nu ergens anders, want ik heb het wel nodig. Maar als het hier komt, voor een goede prijs dan zou ik het meenemen.*

Mist u bepaalde merken bij COMPANY X?

*Nee, ik gebruik niet veel merken.*

Gebruikt u verse groente en fruit voor uw horeca zaak? *Ja, maar die koop ik ook niet hier. Die krijg ik vers gebracht.*

*Maar ik moet nu gaan, succes nog*

### Interview 3

Locatie: COMPANY X Amsterdam

Klant: Vrouw, 30-40 jaar

Type: 2.0 (Surinaamse foodtruck)

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Heeft u een eigen horeca zaak?

*Ja, een foodtruck, wij verkopen Surinaamse barra, Surinaamse broodjes en kleine Surinaamse gerechtjes.*

Hoe vaak komt ongeveer bij COMPANY X?

*Ik denk ongeveer om de 3 weken. Ligt er ook aan hoe druk we zijn met de foodtruck*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*Ja ik vind het een goede winkel. Ik ben heel tevreden. De prijs is goed, goede producten en het personeel is heel leuk.*

Wat vindt u van het assortiment van COMPANY X?

*Ik vind het wel goed. Ik ben heel tevreden.*

Kunt u bij COMPANY X alles kopen wat u zoekt of zijn er producten die u mist?

*Ja, ik weet waarvoor ik kom. Alles wat ik hier graag wil kopen is er ook wel. Ik ga ook nog naar een Surinaamse groothandel voor specifieke producten en ik haal nog wat dingen bij de Hanos.*

Mist u bepaalde merken bij COMPANY X?

*Nee niet echt. Alleen Surinaamse dingen, maar dat koop ik toch al ergens anders.*

Gebruikt u verse groente en fruit voor uw horeca zaak?

*Ja een beetje.*

Koopt u deze bij COMPANY X?

*Nee, ik koop alles wat lang houdbaar is bij COMPANY X en de rest haal ik vers als ik het nodig heb. Soms neem ik ook wel wat hier mee. Maar bijvoorbeeld kousenband is hier niet te koop.*

Koopt u verpakkingen bij COMPANY X?

*Soms als ik iets nodig heb. Maar het meeste haal ik bij de Hanos.*

Wat vindt u van het aanbod verpakkingen bij COMPANY X?

*Ik moet er nog een keer wat uitgebreider naar kijken.*

Zou u liever ander type verpakkingsmateriaal kopen zoals zwart plastic in plaats van wit, bamboe, karton, transparant of een ander materiaal dan plastic?

*Ja op festivals mag je vaak geen plastic gebruiken. Ik gebruik veel hout en karton. Maar houten bestek is hier ook niet, dat koop ik allemaal bij de Hanos. Maar als het hier komt, zou ik het ook wel hier willen kopen. Ik haal dan alles eigenlijk bij de Hanos omdat ik daar toch voor de verpakkingen kom, maar misschien zijn hier ook wel kartonnen producten die ik gebruik.*

#### Interview 4

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Locatie: COMPANY X Amsterdam

Klant: Man + vrouw 40-50 jaar (Nederlands)

Type: 1.0 (Grieks restaurant)

Heeft u een eigen horeca zaak?

*Ja, we hebben een grieks restaurant.*

Hoe vaak komt ongeveer bij COMPANY X?

*Ongeveer om de week. Wisselt wel een beetje.*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*Vooraf voor de prijs eigenlijk. Hier zijn sommige producten gewoon goedkoper.*

Wat vindt u van het assortiment van COMPANY X?

*Ja wel goed. Niet alles is er, maar dat hoeft ook niet.*

Kunt u bij COMPANY X alles kopen wat u zoekt of zijn er producten die u mist?

*Het meeste eigenlijk wel. We komen al vanaf het begin van onze zaak hier en komen voor een groot aantal producten altijd hier. Witte koolsalade missen we wel. Van die salade met witte kool, peterselie en zo'n yoghurtsausje. Dat moeten we nu ergens anders halen.*

*En alcohol vrij bier. Echt 0.0. Er is nu alleen 2.0 radler maar niet gewoon alcoholvrij bier.*

Mist u bepaalde merken bij COMPANY X?

*Ja bitter lemon blikjes. Dat wordt bij ons best veel verkocht maar hier is dat niet te koop. Wij halen alle frisdrank hier behalve bitter lemon, omdat het er niet is.*

Gebruikt u verse groente en fruit voor uw horeca zaak?

*Ja, dat gebruiken wij wel maar dat wordt bezorgd.*

Koopt u verpakkingen bij COMPANY X?

*Ja, maar wij gebruiken dat niet zoveel. Wat we nodig hebben nemen we wel mee, maar het is niet heel erg belangrijk voor ons.*

Wat vindt u van het aanbod verpakkingen bij COMPANY X?

*Wat we nodig hebben is er, dus voor ons is het goed zo.*

Zou u liever ander type verpakkingsmateriaal kopen zoals zwart plastic in plaats van wit, bamboe, karton, transparant of een ander materiaal dan plastic?

*Nee, dat maakt voor ons niet uit.*



## Interview 5

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Locatie: COMPANY X Amsterdam

Klant: Man + vrouw 40-50 jaar (Nederlands)

Type: 2.0 (Catering)

Heeft u een eigen horeca zaak?

*Nee, we hebben geen horecazaak maar wij doen het een en ander aan catering en we exploiteren bij een roeivereniging de kantine.*

Hoe vaak komt ongeveer bij COMPANY X?

*We komen als we de producten weer nodig hebben die we standaard hier halen. Soms is dat al na een week en soms zit er een langere tijd tussen.*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*Wij komen echt voor de prijs. Dat is de moeite waard voor een aantal producten. Wij hebben een aantal specifieke producten die we veel gebruiken, bijvoorbeeld slagroom, kookroom en mais en dat kopen we dan hier omdat het veel scheelt in de prijs.*

Wat vindt u van het assortiment van COMPANY X?

*Ja het assortiment is prima. Wij zijn tevreden omdat we voor deze dingen voor de prijs komen. Je kan wel alles neer gaan leggen wat andere horeca zaken hebben, maar dat hoeft ook niet.*

Kunt u bij COMPANY X alles kopen wat u zoekt of zijn er producten die u mist?

*Wij kunnen wel vinden wat we willen hebben. Ook omdat we altijd voor hetzelfde komen eigenlijk. Even denken, dingen die er missen. Er is wel weinig Franse wijn. Het is vooral Grieks, de keus in Franse wijnen is wat beperkt.*

Mist u bepaalde merken bij COMPANY X?

*Nee, merken die wij willen hebben kopen we ergens anders. Dat zoeken we hier ook niet.*

Gebruikt u verse groente en fruit voor uw horeca zaak?

*Ja, maar daarvoor gaan we naar de Kweker. Daar is alles wat we nodig hebben en het is van betere kwaliteit.*

Koopt u verpakkingen bij COMPANY X?

*Nee, wij gebruiken eigenlijk geen verpakkingsmateriaal.*

## Interview 6

Locatie: COMPANY X Amsterdam

Klant: Man 50 – 60 jaar

Type: 1.0 (Grieks restaurant)

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Heeft u een eigen horeca zaak?

*Ja, ik heb een Grieks restaurant*

Hoe vaak komt ongeveer bij COMPANY X?

*Ik kom iedere week.*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*Ik kom voor alles. De mensen zijn aardig, de producten zijn goed en goede prijs.*

Wat vindt u van het assortiment van COMPANY X?

*Goed*

Kunt u bij COMPANY X alles kopen wat u zoekt of zijn er producten die u mist?

*Nee, ik ga naar de Hanos voor vershoudfolie in een grotere maat. Jullie hebben maar tot 45 cm.*

*Verder is alles goed.*

## Interview 7

Locatie: COMPANY X Amsterdam

Klant: Vrouw 40 – 50 jaar

Type: 1.0 (mix: döner, pizza, hamburger, eetcafé)

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Heeft u een eigen horeca zaak?

*Ja, wij hebben een horeca met döner, pizza en ook hamburgers.*

Hoe vaak komt ongeveer bij COMPANY X?

*Ik kom nog niet zo heel lang bij COMPANY X, maar ik vind het een goede winkel en ik kom wel iedere week. Wij hebben veel spullen nodig.*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*Vooral voor de prijs. (Vrouw laat een lijst zien met alle producten die ze inkoop, waar ze die inkoop en wat de prijs is). Wij zoeken wel uit wat waar te koop is en wat de prijzen zijn.*

Wat vindt u van het assortiment van COMPANY X?

*De prijs is goed, daarom ging ik ook hierheen. Maar de kwaliteit is ook goed. Ik neem steeds meer dingen hier mee. Het is voor mij ook dichtbij, dus het is goed te doen om iedere week te komen. Ik ben tot nu toe zeer tevreden.*

Kunt u bij COMPANY X alles kopen wat u zoekt of zijn er producten die u mist?

*Ik mis wel merken. Kijk ik wilde graag van Dobben snacks kopen, maar die zijn er niet. Zaanse fritessaus, maar jullie hebben alleen Zaanse mayonaise. Ik wilde ketjap en satésaus van de Wijko, maar dat is er niet. En hamburgers van de Enkco, Buitenhuis kipnuggets, Mora kipcorn en ik zocht spareribs marinade. Als die dingen er zouden zijn, dan zou ik ze kopen.*

Aaah oke, dat is nog best veel, dat haalt u nu ergens anders? Er zijn overigens wel kipcorns van de Mora. Die kunt u wel hier kopen.

*Ja? Wat is de prijs, dan neem ik een doos mee.*

Gebruikt u verse groente en fruit voor uw horeca zaak?

*Ja wij gebruiken wel groente.*

Koopt u deze bij COMPANY X?

*Ja, ik heb nu ook een hele zak vol paprika's, komkommers, ijsbergsla, tomaten en champignons. Dat neem ik hier wel mee.*

Wat vindt u van de groente en fruit afdeling bij COMPANY X?

*Ik vind het wel goed.*

Koopt u verpakkingen bij COMPANY X?

*Ja, al wel de hamburgerdoosjes. Maar naar de rest moet ik nog kijken. Ik wil de prijzen nog even vergelijken.*

Wat vindt u van het aanbod verpakkingen bij COMPANY X?

*Ik moet er nog even goed naar kijken.*

Zou u liever ander type verpakkingsmateriaal kopen zoals zwart plastic in plaats van wit, bamboe, karton, transparant of een ander materiaal dan plastic?

*Wij proberen er een beetje rekening mee te houden. Papieren tassen is goed, maar sommige dingen zoals döner moeten in plastics. Het is veel te vettig en nat om papier te gebruiken.*

Gebruikt u kruiden voor uw horeca zaak?

*Ja*

Koopt u dit bij COMPANY X?

*Ja, die kopen wij ook hier. Wij nemen al best veel af in korte tijd, dus ik ben ook wel tevreden.*

## Interview 8

Locatie: COMPANY X Amsterdam

Klant: Man 50-60 jaar

Type: 1.0 (Pizzeria)

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Heeft u een eigen horeca zaak?

*Ja, ik heb een Italiaanse pizzeria.*

Hoe vaak komt ongeveer bij COMPANY X?

*Ik kom sowieso iedere week.*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*Ik kom voor de prijs en ook voor specifieke producten. Bijvoorbeeld de gorgonzola, de Barilla pasta, vleeswaren en ansjovis.*

Wat vindt u van het assortiment van COMPANY X?

*Ik vind het goed.*

Kunt u bij COMPANY X alles kopen wat u zoekt of zijn er producten die u mist?

*Ik kom altijd voor dezelfde dingen. Die zijn goed.*

Zijn er producten die u mist?

*Nee niet echt producten. Alleen woon ik best ver weg van COMPANY X en is de afstand best groot om te rijden. Ik zou bezorgen wel graag willen. Maar nu laat ik via iemand anders de grote zware dingen bezorgen, daar kan ik niet zo vaak voor heen en weer rijden. Anders past het ook niet in mijn auto.*

Mist u bepaalde merken bij COMPANY X?

*Nee, ik vind de merken goed.*

Gebruikt u verse groente en fruit voor uw horeca zaak?

*Ja, champignons en paprika. Die heb ik nu ook gekocht.*

Wat vindt u van de groente en fruit afdeling bij COMPANY X?

*Goed, de prijzen veranderen soms wel veel, maar wat ik nodig heb is te krijgen.*

Koopt u verpakkingen bij COMPANY X?

*Ja, pizzadozen*

Wat vindt u van het aanbod verpakkingen bij COMPANY X?

*Ik heb alleen pizzadozen nodig, die zijn goed hier.*

## Interview 9

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Locatie: COMPANY X Amsterdam

Klant: Man 40-50 jaar

Type: 1.0 (Restaurant Italiaans, Arabisch en Argentijns)

Heeft u een eigen horeca zaak?

*Ja, een Restaurant. Wij verkopen pizza's en vleesgerechten. Het is Italiaans en Argentijns en een beetje Arabisch.*

Hoe vaak komt ongeveer bij COMPANY X?

*Bijna iedere dag. Ik kom al 5 jaar bijna alles kopen hier.*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*Ik vind het hier gezellig. Ik kom ook voor de sfeer. De prijs is een beetje verschillend. Sommige dingen hebben een goede prijs en andere dingen zijn een beetje duur. Net als de kwaliteit. De ene keer is het goed en soms is het minder. Ik had laatst kaas meegenomen, maar die is heel vettig.*

Wat vindt u van het assortiment van COMPANY X?

*Wel goed, maar de kwaliteit is niet altijd heel goed. Ik haal ook dingen ergens anders, bij de Kweker en de Hanos, daar vind ik de kwaliteit beter.*

Kunt u bij COMPANY X alles kopen wat u zoekt of zijn er producten die u mist?

*Ik weet waarvoor ik kom en dat is er altijd. Dus ik mis niet echt wat.*

Mist u bepaalde merken bij COMPANY X?

*Nee, ik mis niet bepaalde merken. Ik koop vlees niet hier. Dat haal ik vers. Ik vind de spareribs van hier uit de vriezer niet goed. De smaak is niet goed. Ik heb goed vers vlees nodig. En hier zijn alle ossenhaasjes bijvoorbeeld 200 gram. Terwijl ik mijn gasten vraag of ze 200 gram of 300 gram willen. Dan kan ik variëren met de grootte van het verse vlees.*

Gebruikt u verse groente en fruit voor uw horeca zaak?

*Ja*

Koopt u deze bij COMPANY X?

*Nee, daarvoor ga ik naar de Kweker. Daar is het uitgebreider en ook goedkoper. De smaak is ook beter.*

## Interview 10

Locatie: COMPANY X Amsterdam

Klant: Vrouw 30-40 jaar

Type: 1.0 (Pizzeria)

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Heeft u een eigen horeca zaak?

*Ja, een Italiaanse pizzeria samen met mijn broer.*

Hoe vaak komt ongeveer bij COMPANY X?

*Ik kom één keer per week.*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*Ik vind het erg fijn hier. Het personeel is erg vriendelijk, ik vind het een gezellige sfeer. En ik kom natuurlijk voor de producten. Sowieso voor wat specialere kaas, Italiaanse kazen bijvoorbeeld. En de vleeswaren voor op de pizza.*

Wat vindt u van het assortiment van COMPANY X?

*Ik vind het een goed assortiment, ik ben erg tevreden.*

Kunt u bij COMPANY X alles kopen wat u zoekt of zijn er producten die u mist?

*Alles wat ik hier zou willen kopen, is er. Ik kan zo niks bedenken wat ik mis.*

Mist u bepaalde merken bij COMPANY X?

*Nee, niet dat ik zo weet.*

Gebruikt u verse groente en fruit voor uw horeca zaak?

*Ja, maar dat wordt bezorgd. Ik neem hier alleen iets mee als ik iets vergeten ben of toch nog iets extra nodig heb.*

Koopt u verpakkingen bij COMPANY X? *Ja, alles voor de take-away halen we hier.*

Wat vindt u van het aanbod verpakkingen bij COMPANY X? *Goed, alles wat we nodig hebben kunnen we hier halen, dus ik mis niks. Ik vind het een goed assortiment.*

## Interview 11

Locatie: COMPANY X Amsterdam

Klant: Vrouw 30-40 jaar

Type: 1.0 (Snackbar)

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Heeft u een eigen horeca zaak?

*Ja, een snackbar.*

Hoe vaak komt ongeveer bij COMPANY X?

*Vaak wel iedere week.*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*Ik vind het een topassortiment. Ik koop de snacks hier, want ik zit op Zeeburg eiland en hier is alles halal te krijgen. Dat is voor mij wel belangrijk.*

Wat vindt u van het assortiment van COMPANY X?

*Ik vind het echt goed. Ik kom hier graag, het is goed en goedkoop. Ik haal alle frisdrank, snacks en verpakkingsmateriaal hier.*

Mist u nog bepaalde types aan verpakkingsmateriaal?

*Nee, wat ik in mijn snackbar nodig heb koop ik hier allemaal.*

Kunt u bij COMPANY X alles kopen wat u zoekt of zijn er producten die u mist?

*Ik mis alleen friet van de Aviko. Als dat er zou zijn, dan is het helemaal top. Gewoon de diepvries Aviko friet. Verder ga ik voor wat merken en andere producten nog wel naar de Sligro. Maar die dingen verwacht ik hier ook niet, die hoeft COMPANY X ook niet te hebben.*

Mist u bepaalde merken bij COMPANY X?

*Aviko, Oliehoorn*



## Interview 12

Locatie: COMPANY X Amsterdam

Klant: Man 40 -50

Type: 1.0 (Turks eethuis)

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Heeft u een eigen horeca zaak?

*Ja, ik heb een Turks eethuis met döner.*

Hoe vaak komt ongeveer bij COMPANY X?

*Ik kom iedere week*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*Ja, de kwaliteit is goed. Ik kom wel voor de producten. Die heb ik nodig voor het eethuis.*

Wat vindt u van het assortiment van COMPANY X?

*Goed, ik ben tevreden.*

Kunt u bij COMPANY X alles kopen wat u zoekt of zijn er producten die u mist?

*Ik mis niks*

Mist u bepaalde merken bij COMPANY X?

*Nee*

Gebruikt u verse groente en fruit voor uw horeca zaak?

*Ja een beetje.*

Koopt u deze bij COMPANY X?

*Nee*

Wat vindt u van de groente en fruit afdeling bij COMPANY X?

*Ik vind het niet zo goed. Het blijft niet zo lang goed. Daarom koop ik het liever ergens anders.*

Koopt u verpakkingen bij COMPANY X?

*Ja, koop ik hier.*

Wat vindt u van het aanbod verpakkingen bij COMPANY X?

*Ik vind het genoeg*

Zou u liever ander type verpakkingsmateriaal kopen zoals zwart plastic in plaats van wit, bamboe, karton, transparant of een ander materiaal dan plastic?

*Ik gebruik vooral aluminium en papier. Ik kan ook niet iets anders gebruiken. Ik vind het allemaal goed zo.*

Gebruikt u kruiden voor uw horeca zaak?

*Ja, gebruik ik wel.*

Koopt u dit bij COMPANY X?

*Ja, ik mis wel gedroogde koriander.*

### Interview 13

Locatie: COMPANY X Amsterdam

Klant: Man 50-60

Type: 1.0 (Grillroom)

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Heeft u een eigen horeca zaak?

*Ja ik heb een pizzeria en shoarma zaak.*

Hoe vaak komt ongeveer bij COMPANY X?

*Ik kom denk ik iedere week ongeveer hier*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*Ik kijk naar de prijs. Als de prijs goed is, dan koop ik het.*

Wat vindt u van het assortiment van COMPANY X?

*Ik vind het wel goed. Alleen de plakjes kaas zijn echt duur. Die koop ik bij de Hanos.*

Kunt u bij COMPANY X alles kopen wat u zoekt of zijn er producten die u mist?

*Nee ik mis wel dingen. Ik mis gesneden uienblokjes en uienringen.*

Mist u bepaalde merken bij COMPANY X?

*Nee, dat weet ik zo niet.*

Gebruikt u verse groente en fruit voor uw horeca zaak?

*Ja, gebruik ik wel maar dat koop ik via de Hanos meestal. Daar hebben ze alles.*

Koopt u verpakkingen bij COMPANY X?

*Ja, koop ik.*

Wat vindt u van het aanbod verpakkingen bij COMPANY X?

*Ik vind het aanbod goed.*

Zou u liever ander type verpakkingsmateriaal kopen zoals zwart plastic in plaats van wit, bamboe, karton, transparant of een ander materiaal dan plastic?

*Nee, maakt voor mij niet uit.*

Gebruikt u kruiden voor uw horeca zaak?

*Ja, maar kruidenmixen maak ik zelf. Sausjes ook, ik doe het allemaal zelf.*

## Interview 14

Locatie: COMPANY X Amsterdam

Klant: Man 50-60

Type: 1.0 (Pizzeria)

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Heeft u een eigen horeca zaak?

*Ja, ik heb een pizzeria*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*Ik kom voor de prijs en specifieke producten. Ik haal alle verpakkingen hier.*

Wat vindt u van het assortiment van COMPANY X?

*Ik vind het wel goed, maar de kwaliteit is bij anderen soms wel beter. Voor mij is De Kweker dichterbij en ik vind de kwaliteit daar beter. Ik vind de gorgonzola hier niet zo lekker en de koksroom is bij de Kweker wel duurder maar dikker en lekkerder. Dan vind ik kwaliteit wel belangrijk.*

Kunt u bij COMPANY X alles kopen wat u zoekt of zijn er producten die u mist?

*Ja afwasmiddel is hier niet, dat koop ik ook ergens anders. En kruiden eigenlijk ook.*

Mist u bepaalde merken bij COMPANY X?

*Nee, mis ik niet.*

Gebruikt u verse groente en fruit voor uw horeca zaak?

*Ja, alleen dat koop ik bij de Kweker. Daar is de kwaliteit beter.*

Koopt u verpakkingen bij COMPANY X?

*Ja, ik koop alle verpakkingen hier*

Wat vindt u van het aanbod verpakkingen bij COMPANY X?

*Prima, ik kan alles krijgen.*

Zou u liever ander type verpakkingsmateriaal kopen zoals zwart plastic in plaats van wit, bamboe, karton, transparant of een ander materiaal dan plastic?

*Nee, ik gebruik vooral pizzadozen en die zijn toch karton.*

## Interview 15

Locatie: COMPANY X Amsterdam

Klant: Man 30-40

Type: 2.0 (Pizzeria)

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Heeft u een eigen horeca zaak?

*Ja, ik heb een pizzeria*

Hoe vaak komt ongeveer bij COMPANY X?

*Ik kom eens in de twee weken ongeveer*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*Ik kom voor een aantal specifieke producten omdat die hier goedkoop zijn en van goede kwaliteit. Ik haal bijvoorbeeld verpakkingen, conserven en kaas hier.*

Wat vindt u van het assortiment van COMPANY X?

*Ja, het is oké. Ik heb ook nog andere leveranciers. Ik laat veel bezorgen en dan koop ik nog een aantal specifieke dingen bij andere groothandels.*

Kunt u bij COMPANY X alles kopen wat u zoekt of zijn er producten die u mist?

*Zo, heb je ff. Ik mis echt van alles wel. Maar ja.*

Kunt u daar voorbeelden van noemen?

*Geitenkaas bijvoorbeeld en roomkaas. Ja ik weet het zo niet precies maar ik mis wel veel. En ik moet zo eigenlijk door.*

Gebruikt u verse groente en fruit voor uw horeca zaak?

*Ja, maar dat laat ik bezorgen*

Wat vindt u van het aanbod verpakkingen bij COMPANY X?

*Ik vind het aanbod wel goed. De verpakkingen hier zijn goedkoop en van goede kwaliteit.*

## Interview 16

Locatie: COMPANY X Amsterdam

Klant: Man 50-60

Type: 1.0 (Pizzeria)

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Heeft u een eigen horeca zaak?

*Ja, een Italiaanse pizzeria*

Hoe vaak komt ongeveer bij COMPANY X?

*Iedere week*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*Ik vind het een goede winkel, het personeel is ook erg vriendelijk.*

Wat vindt u van het assortiment van COMPANY X?

*Ik vind het goed. Ik haal alles hier voor mijn pizzeria*

Kunt u bij COMPANY X alles kopen wat u zoekt of zijn er producten die u mist?

*Ik mis alleen flesjes Heineken. Er zijn wel blikjes maar ik wil graag flesjes.*

Gebruikt u verse groente en fruit voor uw horeca zaak?

*Ja*

Koopt u deze bij COMPANY X?

*Ja, neem ik ook hier mee. Maar soms ook wel ergens anders in de buurt.*

Wat vindt u van de groente en fruit afdeling bij COMPANY X?

*Ja wel goed, wat ik nodig heb is er.*

Koopt u verpakkingen bij COMPANY X?

*Ja*

Wat vindt u van het aanbod verpakkingen bij COMPANY X?

*Goed, ik kan alles hier kopen*

Zou u liever ander type verpakkingsmateriaal kopen zoals zwart plastic in plaats van wit, bamboe, karton, transparant of een ander materiaal dan plastic?

*Nee, maakt mij niet uit*

Gebruikt u kruiden voor uw horeca zaak?

*Ja*

Koopt u dit bij COMPANY X?

*Ja, ik maak ook zelf knoflooksaus.*

## Interview 17

Locatie: COMPANY X Amsterdam

Klant: Man 40 - 50

Type: 1.0 (Snackbar)

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Heeft u een eigen horeca zaak?

*Ja, een snackbar.*

Hoe vaak komt ongeveer bij COMPANY X?

*Ik kom 3 keer per week*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*Ik kom voor de prijs en de kwaliteit.*

Wat vindt u van het assortiment van COMPANY X?

*Ik vind het goed.*

Kunt u bij COMPANY X alles kopen wat u zoekt of zijn er producten die u mist?

*Ik mis niks.*

Mist u bepaalde merken bij COMPANY X?

*Nee, ook niet.*

Gebruikt u verse groente en fruit voor uw horeca zaak?

*Ja.*

Koopt u deze bij COMPANY X?

*Ja.*

Wat vindt u van de groente en fruit afdeling bij COMPANY X?

*Goed.*

Koopt u verpakkingen bij COMPANY X?

*Ja.*

Wat vindt u van het aanbod verpakkingen bij COMPANY X?

*Goed*

## Interview 18

Locatie: COMPANY X Amsterdam

Klant: Man 50-60

Type: 1.0 (Grieks eethuis)

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Heeft u een eigen horeca zaak?

*Ja, een Grieks eethuis*

Hoe vaak komt ongeveer bij COMPANY X?

*Ongeveer iedere week*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*Bijna alles wat ik nodig heb is er.*

Wat vindt u van het assortiment van COMPANY X?

*Goed, ik weet niet wat er niet goed zou zijn.*

Kunt u bij COMPANY X alles kopen wat u zoekt of zijn er producten die u mist?

*Bijna alles wel. Ik mis wel kip gehakt.*

Mist u bepaalde merken bij COMPANY X?

*Ja, ik mis Van Dobben.*

Koopt u verpakkingen bij COMPANY X?

*Ja, alles is er wat ik nodig heb.*

## Interview 19

Locatie: COMPANY X Amsterdam

Klant: Man 50-60

Type: 1.0 (steakhouse + pizzeria)

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Heeft u een eigen horeca zaak?

*Ja, een steakhouse en pizzeria*

Hoe vaak komt ongeveer bij COMPANY X?

*Ik kom hier wel iedere week*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*Ja ik koop hier bijna alles. Alleen vlees en groente niet en dingen die er echt niet zijn. Maar ik kom voor de rest altijd hier.*

Wat vindt u van het assortiment van COMPANY X?

*Ja het assortiment is wel goed. Er is alleen geen vers vlees, dus dat koop ik ergens anders.*

Kunt u bij COMPANY X alles kopen wat u zoekt of zijn er producten die u mist?

*Ik mis wel panini's. Ik snap niet waarom dat hier niet te koop is. En ook kant en klare satésaus. En hamburgersaus van Oliehoorn. Die is echt heel lekker, die moeten jullie hebben.*

Mist u bepaalde merken bij COMPANY X?

*Ja Oliehoorn voor de saus. Als die drie dingen er zouden zijn die ik net noemde, dan is het echt helemaal perfect voor mij. Dat zou echt mooi zijn.*

Gebruikt u verse groente en fruit voor uw horeca zaak?

*Ja, gebruik ik wel.*

Koopt u deze bij COMPANY X?

*Nee, die laat ik bezorgen. Net als vlees. Dat wordt ook bezorgd.*

Koopt u verpakkingen bij COMPANY X?

*Ja koop ik allemaal hier. Ik kan alles krijgen*



## Interview 20

Locatie: COMPANY X Amsterdam

Klant: Man 40 -50

Type: 1.0 (Aziatisch restaurant)

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Heeft u een eigen horeca zaak?

*Ja, een Aziatisch restaurant.*

Hoe vaak komt ongeveer bij COMPANY X?

*Ik kom om de week sowieso wel*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*Ik kom omdat de prijs/kwaliteit verhouding goed is. Ik rijd nu speciaal van Utrecht naar Amsterdam.*

Wat vindt u van het assortiment van COMPANY X?

*Ik ben over het algemeen tevreden. Er is redelijk veel te krijgen, alleen voor speciale dingen ga ik naar een Aziatische groothandel.*

Kunt u bij COMPANY X alles kopen wat u zoekt of zijn er producten die u mist?

*Dingen die ik mis koop ik ergens anders. Dat is geen probleem. Ik mis wel tamarinde.*

Mist u bepaalde merken bij COMPANY X?

*Ja nog meer van het merk Aroy-D, Nataya (?) en Pantara (?)*

Gebruikt u verse groente en fruit voor uw horeca zaak?

*Ja*

Koopt u deze bij COMPANY X?

*Nee, die laat ik bezorgen*

Koopt u verpakkingen bij COMPANY X?

*Nee*

Wat vindt u van het aanbod verpakkingen bij COMPANY X?

*Ik heb er eigenlijk nooit naar gekeken. Zou ik binnenkort eens moeten doen.*

## Interview 21

Locatie: COMPANY X Amsterdam

Klant: Man 40 -50 jaar

Type: 1.0 (Pizzeria)

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Heeft u een eigen horeca zaak?

*Ja, een pizzeria*

Hoe vaak komt ongeveer bij COMPANY X?

*Ik kom ongeveer iedere week.*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*Ik kom voor de prijs, de kwaliteit en voor bepaalde producten.*

Wat vindt u van het assortiment van COMPANY X?

*Ik vind het goed, ik koop bijna alles bij COMPANY X behalve groente en vlees. Dat koop ik bij de Kweker. Bijvoorbeeld de ossenhaas vind ik beter van daar. En ze hebben vers vlees.*

Kunt u bij COMPANY X alles kopen wat u zoekt of zijn er producten die u mist?

*Nee, ik mis niet iets.*

Mist u bepaalde merken bij COMPANY X?

*Nee, ook niet.*

Gebruikt u verse groente en fruit voor uw horeca zaak?

*Ja.*

Koopt u deze bij COMPANY X?

*Nee.*

Wat vindt u van de groente en fruit afdeling bij COMPANY X?

*Soms ziet het er best goed uit maar soms ook niet, dus daarom haal ik het altijd ergens anders. En bijvoorbeeld gemixte sla, zit echt veel verschil in.*

Koopt u verpakkingen bij COMPANY X?

*Ja.*

Wat vindt u van het aanbod verpakkingen bij COMPANY X?

*Goed.*

Zou u liever ander type verpakkingsmateriaal kopen zoals zwart plastic in plaats van wit, bamboe, karton, transparant of een ander materiaal dan plastic?

*Ja papieren draagtassen.*

Gebruikt u kruiden voor uw horeca zaak?

*Ja.*

Koopt u dit bij COMPANY X?

*Ja, ik koop alles daarvoor bij COMPANY X*

## Interview 22

Locatie: COMPANY X Amsterdam

Klant: Man 30 - 40 jaar

Type: 1.0 (Horeca - leverancier)

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Heeft u een eigen horeca zaak?

*Nou, ik ben een horeca-totaal leverancier. Dus ik bezorg aan horeca-zaken. En met totaal-leverancier bedoel ik ook alles, tot het wc papier aan toe.*

Hoe vaak komt ongeveer bij COMPANY X?

*Paar keer per week vaak wel. Ligt er ook aan hoe de zaken lopen en wat de mensen willen. Maar iedereen kent me hier dus ik ben er vaak genoeg.*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*Sowieso de prijs. Ik moet ook nog winst maken, dus prijs is belangrijk voor mij.*

Wat vindt u van het assortiment van COMPANY X?

*Ik weet waarvoor ik kom. Sommige merken zijn hier goed geprijsd. Daar kom ik voor. Ik neem ook veel mee. Maar er is ook een hoop wat ik niet kan doorverkopen.*

Kunt u bij COMPANY X alles kopen wat u zoekt of zijn er producten die u mist?

*Er zijn nog een hoop dingen die ik mis. Ik heb hier al zo vaak gezegd dat jullie Family Chicken producten moeten verkopen. Maar er wordt niet geluisterd. Mijn klanten willen dat. Sowieso meer variatie in kip producten. Verder, rosti, McCain producten, Italiaanse bollen, panini's, brioche broodjes en meer vega dingen. Gewoon een normale vega burger hebben jullie niet eens. Visburgers zijn er ook niet. En wat meer vega snacks. Dat is echt weinig nu. Sauzen in 10 liter emmers, Hollandia Matze crackers.*

*Oja en Haribo snoep en ijs van Ben & Jerry's. En houd toch eens op met al die buitenlandse formaten. Ik heb veel meer aan Nederlandse Coca-Cola flessen en Fanta.*

*En een internationaal parallel merk van red-bull. Gewoon een energy drankje wat iedereen kent maar dan goedkoper.*

Gebruikt u verse groente en fruit voor uw horeca zaak?

*Ja, maar hier is het te duur. Ik koop het ergens anders.*

Koopt u verpakkingen bij COMPANY X?

*Ja, koop wel wat, maar niet alles.*

Zou u liever ander type verpakkingsmateriaal kopen zoals zwart plastic in plaats van wit, bamboe, karton, transparant of een ander materiaal dan plastic?

*Ja meer papier, dat merk ik ook aan mijn klanten. Maar ik vind de papieren verpakkingen hier te duur. Die zijn ergens anders goedkoper.*

## Interview 23

Locatie: COMPANY X Amsterdam

Klant: Man 30 - 40 jaar

Type: 2.0 (Cafétaria)

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Heeft u een eigen horeca zaak?

*Ja ik heb een eigen cafétaria in een dorpje hier vlakbij. We hebben een terras en restaurant, plek voor 150 man.*

Hoe vaak komt ongeveer bij COMPANY X?

*Ik kom ongeveer een keer per week.*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*Ik kom voornamelijk voor de prijs. Zo ben ik hier ook terecht gekomen en eerst nam ik een paar dingen mee en dat werd steeds meer. Ik kijk dan ff rond en als ik iets interessants zie voor een goede prijs neem ik het mee. Ik test het altijd eerst thuis. Ik ga niet zomaar overstappen van merk of iets. Maar bijvoorbeeld de kipnuggets van hier, die zijn echt goed. Die heb ik thuis vergeleken met mijn oude kipnuggets en deze waren beter. Dus die haal ik nu hier. En kipfilet is ook goed, daar maak ik zelf sateetjes van. Net als de bitterballen, die kom ik nu ook vast hier halen. Dus ik ga nu ook wel voor een aantal producten.*

Wat vindt u van het assortiment van COMPANY X?

*Prima prijs, ja de prijs is echt goed. Ik mis wel wat merken.*

Kunt u bij COMPANY X alles kopen wat u zoekt of zijn er producten die u mist?

*Ja ik mis vooral merken. Oliehoorn. Die sauzen die gebruik ik en mijn klanten die vinden dat lekker. Ze staan op de toonbank en ik maak gebruik van de merknaam. Als ik deze emmers (wijst naar Lydia mayonaise) ga gebruiken, dan verlies ik klanten.*

Mist u nog andere merken bij COMPANY X?

*Ja of wat A-merken of gewoon goede huismerken. Maar dan moet de hele lijn goed zijn. Ik ga niet van het ene dit merk gebruiken en dan van een andere smaak weer een ander merk. Dan wil ik de hele lijn.*

Gebruikt u verse groente en fruit voor uw horeca zaak?

*Ja, ik gebruik wel wat aan groente*

Koopt u deze bij COMPANY X?

*Een beetje, nu heb ik wel een kistje champignons mee. Maar de kwaliteit vind ik matig.*

Koopt u verpakkingen bij COMPANY X?

*Ja, ik koop wel het een en ander aan verpakkingsmateriaal*

Wat vindt u van het aanbod verpakkingen bij COMPANY X?

*Die zakjes voor de snacks haal ik hier. Die zijn goed en makkelijk mee te nemen. Maar bijvoorbeeld V2 bakjes hebben jullie niet.*

Zou u liever ander type verpakkingsmateriaal kopen zoals zwart plastic in plaats van wit, bamboe, karton, transparant of een ander materiaal dan plastic?

*Ja, ik gebruik sowieso alleen maar zwart. Eerder kocht ik het ook wel hier. Maar de zaak loopt goed en nu bestel ik het per pallet en laat ik het bezorgen. Kan dat niet allemaal met de auto blijven halen.*

## Interview 24

Locatie: COMPANY X Amsterdam

Klant: Vrouw 30 - 40 jaar

Type: 2.0 (Poké Bowls)

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Heeft u een eigen horeca zaak?

*Ja, ik verkoop poké bowls.*

Hoe vaak komt ongeveer bij COMPANY X?

*Ik kom iedere week.*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*Ik kom voor de prijs en inmiddels ook voor een aantal specifieke producten. Ik kwam eerst alleen voor wat basics. Maar de prijzen zijn goed hier dus ik ben steeds wat meer gaan meenemen. Nog steeds haal ik het meeste ergens anders, maar het is de moeite waard om hierheen te gaan voor standaard producten.*

Wat vindt u van het assortiment van COMPANY X?

*Ja ik vind het wel goed hier. Ik ben tevreden over de dingen die ik hier koop. Eerder kocht ik de rijst ergens anders en daar was het 2,5 keer zo duur. Ik zag dat sushi-rijst hier veel goedkoper was, heb het geprobeerd en ik merkte echt geen verschil met de dure. Dus dat haal ik hier. Net als mais, poetsrollen en water.*

Kunt u bij COMPANY X alles kopen wat u zoekt of zijn er producten die u mist?

*Ik kan alles eigenlijk wel kopen wat ik hier zoek. Ik krijg de rest van een Japanse groothandel. Alleen kleinere flessen van San Pellegrino mis ik. Nu zijn ze 750 ml.*

Mist u bepaalde merken bij COMPANY X?

*Nee, aan merken mis ik nis.*

Gebruikt u verse groente en fruit voor uw horeca zaak?

*Ja dat gebruik ik wel.*

Koopt u deze bij COMPANY X?

*Nee dat krijg ik ook via de Japanse groothandel.*

Koopt u verpakkingen bij COMPANY X?

*Nee, die heb ik ook via de Japanse groothandel, die zijn speciaal voor poké bowls.*

Gebruikt u kruiden voor uw horeca zaak?

*Ja, gebruik ik. Gebakken uitjes en sesam bijvoorbeeld.*

Koopt u dit bij COMPANY X?

*Nee, ook die krijg ik via de specialist.*

## Interview 25

Locatie: COMPANY X Amsterdam

Klant: Man 40 - 50 jaar

Type: 1.0 (Snackbar)

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Heeft u een eigen horeca zaak?

*Ja, ik heb een snackbar.*

Hoe vaak komt ongeveer bij COMPANY X?

*Ik kom hier wel vaak. Ik vind het gezellig hier. Ik denk ongeveer iedere week.*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*Ik kom voor de prijs en voor de mensen. Ik vind het leuk om iedereen te zien.*

Wat vindt u van het assortiment van COMPANY X?

*Ik mis nog wel veel producten. Maar wat er wel is, is wel goed allemaal. Ik koop hier altijd kaas, friet, snacks, broodjes, olie en saus.*

Kunt u bij COMPANY X alles kopen wat u zoekt of zijn er producten die u mist?

*Ik mis nog wel wat verpakkingen. Er zijn pas nieuwe hamburgerdoosjes, maar die zijn voor mij te groot. Ik wil graag kleinere. En minder plastic, mijn klanten willen dat niet meer. Ze zeggen dan, nee nee geen plastic. En ik mis Vlaamse mayonaise, jullie hebben alleen normale. En kaassaus, dat doen wij bij de friet.*

Mist u bepaalde merken bij COMPANY X?

*Nee dat weet ik zo niet*

Gebruikt u verse groente en fruit voor uw horeca zaak?

*Ja, dat gebruik ik wel.*

Koopt u deze bij COMPANY X?

*Ja, koop ik ook wel eens hier. Maar niet altijd.*

Wat vindt u van de groente en fruit afdeling bij COMPANY X?

*Duur. Ik heb net gekeken, want ik heb wel groente nodig vandaag, maar ik ga ergens anders heen. Ik vind het nu te duur.*

Koopt u verpakkingen bij COMPANY X?

*Ja*

Wat vindt u van het aanbod verpakkingen bij COMPANY X?

*Ik vind te weinig. Mag wel meer*

Zou u liever ander type verpakkingsmateriaal kopen zoals zwart plastic in plaats van wit, bamboe, karton, transparant of een ander materiaal dan plastic?

*Ja ik wil heel graag meer karton voor de snackbar.*

Gebruikt u kruiden voor uw horeca zaak?

*Ja en die koop ik ook bij COMPANY X. Ik kan alles krijgen daarvoor.*

## Interview 26

Locatie: COMPANY X Amsterdam

Klant: Man 60 – 70 jaar

Type: 1.0 (Indiase afhaal)

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Heeft u een eigen horeca zaak?

*Ja, een Indiase afhaal zaak.*

Hoe vaak komt ongeveer bij COMPANY X?

*Ik kom om de week hier.*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*Ik kom voor de prijs wel.*

Wat vindt u van het assortiment van COMPANY X?

*Soms zijn dingen op. Bijvoorbeeld boter, die was op en die is ergens anders veel duurder. Dan is het jammer dat ik het ergens anders moet halen.*

Kunt u bij COMPANY X alles kopen wat u zoekt of zijn er producten die u mist?

*Er zijn wel dingen die ik nodig heb die hier niet zijn, maar die haal ik ergens anders. Dat is goed zo.*

Gebruikt u verse groente en fruit voor uw horeca zaak?

*Ja*

Koopt u deze bij COMPANY X?

*Nee, die koop ik ergens anders, bij een specialist. Die heeft ook speciaal voor de Indiase keuken.*

Gebruikt u kruiden voor uw horeca zaak?

*Ja, maar die koop ik ook bij de specialist*



## Interview 27

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Locatie: COMPANY X Amsterdam

Klant: Vrouw (40 – 50 jaar) en man (20 – 30 jaar)

Type: 1.0 (Peruaanse afhaal)

Heeft u een eigen horeca zaak?

*Ja, een Peruaanse afhaal.*

Hoe vaak komt ongeveer bij COMPANY X?

*Dit is pas de tweede keer. Wij hebben pas geleden een zaak overgenomen van iemand en zijn net pas begonnen. Maar ik kom nu met plezier terug, dus ik denk dat ik wel vaker ga komen. Eerste keer is goed bevallen.*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*Vanwege de prijs.*

Wat vindt u van het assortiment van COMPANY X?

*Het is goedkoop, daarvoor kwamen wij hier. Wij kopen nu frisdrank, olie en rijst. Misschien nemen we de volgende keer nog andere dingen mee.*

Kunt u bij COMPANY X alles kopen wat u zoekt of zijn er producten die u mist?

*Dat weet ik nog niet echt, daar moet ik nog een keer naar kijken.*

Gebruikt u verse groente en fruit voor uw horeca zaak?

*Ja.*

Koopt u deze bij COMPANY X?

*Nee, die kopen we ergens anders. Daar is alles te krijgen. Hier zijn geen verse kruiden bijvoorbeeld.*

Koopt u verpakkingen bij COMPANY X?

*Ja, we hebben papieren borden meegenomen*

Wat vindt u van het aanbod verpakkingen bij COMPANY X?

*Het is ook goedkoop.*

Zou u liever ander type verpakkingsmateriaal kopen zoals zwart plastic in plaats van wit, bamboe, karton, transparant of een ander materiaal dan plastic?

*Ja papier, dat gebruiken we liever dan plastic.*

## Interview 28

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Locatie: COMPANY X Amsterdam

Klant: Man (20 – 30 jaar)

Type: 1.0 (Döner)

Heeft u een eigen horeca zaak?

*Ja, een Turks eethuis. Ik verkoop döner.*

Hoe vaak komt ongeveer bij COMPANY X?

*Ik kom iedere week.*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*Voor de prijs.*

Wat vindt u van het assortiment van COMPANY X?

*Ja, de basis is wel goed*

Kunt u bij COMPANY X alles kopen wat u zoekt of zijn er producten die u mist?

*Ik mis echt sauzen. Waarom verkopen jullie niet samurai saus en andalouse saus? En dan niet van die emmers maar gewoon van die tubes. Van 1 liter ofzo. Echt die kan je wel veel verkopen.*

*Maar nu moet ik naar de auto gaan.*

## Interview 29

Locatie: COMPANY X Den Bosch

Klant: Man 40-50 jaar (erg prijsbewust)

Type: 2.0 (Catering)

Datum: 8 augustus 2019

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Heeft u een eigen horeca zaak?

*Ja ik heb een afhaal voor steenovenpizza en kant en klaar maaltijden. Ik bezorg ook kant en klaar maaltijden, aan bejaarden veel bijvoorbeeld. Pizza bezorg ik niet, dat is alleen afhaal. Ik doe ook catering en ga binnenkort ook wokken.*

*Ik doe het in mijn eentje, zeven dagen in de week. Al 23 jaar.*

Hoe vaak komt ongeveer bij COMPANY X?

*Ik kom twee keer per week.*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*Voor de prijs. Maar ik vind de kwaliteit ook goed. En ik let op de aanbiedingen. Als er een goede aanbieding is, dan koop ik ook meteen veel. Ik heb genoeg ruimte dus dan sla ik het gewoon op voor langere tijd.*

Wat vindt u van het assortiment van COMPANY X?

*Het assortiment is wat kleiner, maar voor mij is het goed. Bij de Makro bijvoorbeeld is het heel groot, maar ik hoef niet van één ding 7 merken of verschillende soorten. Daar heb ik niks aan. Hier is van alles gewoon één of misschien twee. Maar alles wat ik hier in mijn hand pak, is goedkoper dan bij de Makro. Soms niet, dan doen ze een stuntprijs bij de Makro of een maandaanbieding. Maar dat is 'één maand. Jullie zijn constant goedkoop. Prijzen doen jullie echt goed.*

*Ik moet wel naar Makro voor speciale catering spullen, dat hebben jullie niet allemaal. Bijvoorbeeld bakjes die in de oven en magnetron kunnen. Zo warmen mijn klanten hun eten op. Maar ik snap wel dat jullie dat niet hebben.*

*Bijvoorbeeld diepvriesgroente, gebruik ik veel. Jullie hebben hetzelfde merk als bij de Makro, maar ze zijn allemaal goedkoper dan bij de Makro. Soms 50 cent, soms zelfs een euro op een grote zak. Alleen jullie hebben van die grote doperwtten, mensen willen de fijne. Die haal ik bij de Makro, die moet je echt omwisselen. En gebroken sperziebonen en daar dan wel die dikkere van. Jullie hebben die hele bonen en dan die dunne. Dat is niet handig. En die snijbonen zijn niet lekker. Snijbonen uit de diepvries is niks, doe maar weg. De rest is goed. En mais hebben jullie niet diepvries. Ik gebruik die liever dan uit blik. Blijft langer goed.*

Kunt u bij COMPANY X alles kopen wat u zoekt of zijn er producten die u mist?

*Ik mis mihoen nummer 1. Dat is die hele fijne. Jullie hebben bijna alle nummers behalve de 1.*

Mist u bepaalde merken bij COMPANY X?

*Ja de lasangebladen van Anco. Die van jullie flikker ik in het water en ze gaan kapot. Plus ze zijn te lang voor de bakjes. Die van Anco gooi ik in water en dan zijn ze precies goed. Kleeft ook niet aan elkaar en ze passen in de bakjes.*

*Lydia vind ik een goed label. Heb ik ook veel van. A-merken gebruik ik niet echt. Voor mij maakt het niet uit welk merk ik gebruik, niemand ziet het. Als de smaak maar goed is.*

Gebruikt u verse groente en fruit voor uw horeca zaak?

*Ja ook wel, maar ook veel diepvries.*

Koopt u deze bij COMPANY X? *Nee, hier komt het maar een keer in de week. Het is nooit vers aangevuld als ik kom. De groente is dan al verlebberd als ik het koop. Dat koop ik bij de Makro. Het is hier niet vers genoeg, de prijzen zijn wel goed.*

Koopt u verpakkingen bij COMPANY X?

*Ja een deel wel. Alleen de magnetronbakjes kan ik hier niet krijgen. Ik ga ook naar de verpakkingwinkel hier in Den Bosch. Ik gebruik veel drie vaks bakken voor maaltijden, maar dat is hier ook niet. De dingen die er wel zijn, zijn wel goedkoper hier*

Wat vindt u van het aanbod verpakkingen bij COMPANY X?

*Ja is ook goedkoop, dus goed.*

Zou u liever ander type verpakkingsmateriaal kopen zoals zwart plastic in plaats van wit, bamboe, karton, transparant of een ander materiaal dan plastic?

*Ik gebruik wel altijd zwarte verpakkingen.*

Gebruikt u kruiden voor uw horeca zaak?

*Ja, gebruik ik wel veel kruiden.*

Koopt u dit bij COMPANY X?

*Ja, alles wat hier is neem ik mee. Ik mis alleen kaneel hier. Maar dat is misschien ook minder gangbaar.*

### Interview 30

Locatie: COMPANY X Den Bosch

Klant: Man 40 - 50 jaar

Type: 1.0 (Griekse afhaal en bezorg)

Datum: 8 augustus 2019

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Heeft u een eigen horeca zaak?

*Ja ik heb een Grieks bezorg restaurant. En afhalen kan ook.*

Hoe vaak komt ongeveer bij COMPANY X?

*Ik kom wel 4 keer per week.*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*De prijs/kwaliteit verhouding kom ik voor. Die is goed hier*

Wat vindt u van het assortiment van COMPANY X?

*Ik vind het perfect. Het is echt perfect assortiment. Ik koop bijna alles hier.*

Kunt u bij COMPANY X alles kopen wat u zoekt of zijn er producten die u mist?

*Alles is hier. Ik koop alleen vers vlees ergens anders. Dat is hier ook niet.*

Mist u bepaalde merken bij COMPANY X?

*Nee*

Gebruikt u verse groente en fruit voor uw horeca zaak?

*Ja*

Koopt u deze bij COMPANY X?

*Nee, ik heb een prijsafsprake met een groenteboer. Zij bezorgen ook bij mij en altijd dezelfde prijs. Hier wisselt de prijs teveel. Dan is een zak uien ineens €30 dan €40.*

Koopt u verpakkingen bij COMPANY X?

*Ja, ik koop ook alles hier.*

Wat vindt u van het aanbod verpakkingen bij COMPANY X?

*Dat is goed.*

Zou u liever ander type verpakkingsmateriaal kopen zoals zwart plastic in plaats van wit, bamboe, karton, transparant of een ander materiaal dan plastic?

*Ik gebruik allebei, plastic en karton of papier. Ligt aan waarvoor het is.*

### Interview 31

Locatie: COMPANY X Den Bosch

Klant: Man 50 – 60 jaar

Type: 1.0 (Syrisch restaurant, bezorg/afhaal, catering)

Datum: 8 augustus 2019

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Heeft u een eigen horeca zaak?

*Ja*

Wat is het voor een zaak?

*Een Syrisch restaurant.*

Is het een restaurant waar mensen kunnen zitten of alleen afhalen of bezorgen?

*Allemaal. Mensen kunnen bij mij eten, maar ook afhalen en bezorgen ook. En catering doe ik ook.*

Hoe vaak komt ongeveer bij COMPANY X?

*Één of twee keer per week meestal.*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*Voor de kwaliteit, maar de prijs is ook goed.*

Wat vindt u van het assortiment van COMPANY X?

*Assortiment is wel goed. Ik kom altijd voor dezelfde dingen. Zoals nu, frituurvet, broodjes, ijs, en blikken met aubergine en olijven. Ik kan het niet allemaal hier halen. En het probleem is dat jullie niet bezorgen. De grote dingen laat ik bezorgen. En andere dingen haal ik hier.*

Kunt u bij COMPANY X alles kopen wat u zoekt of zijn er producten die u mist?

*Nee ik vind het goed, ik zou niet weten wat.*

Mist u bepaalde merken bij COMPANY X?

*Ik vind Lydia een goed merk. Alles is daar wel van. En als ik echt een ander merk wil, dan haal ik dat bij anderen.*

Gebruikt u verse groente en fruit voor uw horeca zaak?

*Ja.*

Koopt u deze bij COMPANY X? → Waarom wel of niet?

*Nee die koop ik niet hier. Ik vind het hier duurder. Ik haal de groente bij een speciaal groente bedrijf dicht bij mij in de buurt.*

Koopt u verpakkingen bij COMPANY X?

*Nee, gebruik ik bijna niet. Soms een beetje bakjes als het handig is om iets te bewaren. En rietjes. Maar niet echt verpakkingen.*

Gebruikt u kruiden voor uw horeca zaak?

*Ja*

Koopt u dit bij COMPANY X?

*Ja, ik vind het goede kwaliteit hier. Ik gebruik het veel. Maar het is niet genoeg hier. Alleen ik weet die namen van die kruiden zo niet die ik niet hier koop. Dat zijn moeilijke namen.*

## Interview 32

Locatie: COMPANY X Den Bosch  
Klant: Man 30 – 40, hoogopgeleid  
Type: 2.0 Viswinkel  
Datum: 8 augustus 2019

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Heeft u een eigen horeca zaak?

*Ja ik heb een viswinkel en horeca. Mensen kunnen vis afhalen of bij mij blijven eten. Ik verkoop vooral vis en friet.*

Hoe vaak komt ongeveer bij COMPANY X?

*Ik kom ongeveer een keer per maand.*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*Ik kom sowieso om Peter te zien. Hij is gezellig. Maar, nee ja vooral voor frisdrank en verpakking eigenlijk. De verpakkingen zijn hier goed geprijsd, frisdank ook. Ik krijg de vis en de sauzen rechtstreeks van een vishandel. Soms haal ik wel wat mayo hier.*

Wat vindt u van het assortiment van COMPANY X?

*Het is heel erg gericht op shoarma en döner. Kijk, bij de Sligro kom ik twee keer per week. Dat zal ik hier niet doen. Bij de Makro zijn er een beetje dezelfde dingen als die ik hier koop, maar hier zijn ze dan wel goedkoper. Ik weet niet of het je doel is om meer andere klanten aan te trekken dan shoarma, maar ik denk zelf dat er in de huidige markt nog heel veel te halen valt. Jullie naamsbekendheid is niet echt groot in Den Bosch. De prijzen hier zijn gunstig, maar jullie zijn vooral bekend onder de shoarmazaken. Dan denk je als een ander niet snel om hierheen te gaan. Terwijl jullie wel ook dingen zoals verpakking en frisdrank aanbieden wat iedereen gebruikt tegen goede prijzen.*

*Nu gaat Peter naar Antwerpen he, de vestigingen worden wel meer. Maar ik denk dat je eerst nog meer uit de huidige moet halen.*

*Maar goed, dat is mijn mening. Ook niet alles wat ik zeg klopt. Maar ik vind het wel leuk om een beetje mee te denken. Ik heb technische bedrijfskunde gestudeerd, maar ondernemen trekt mij. Hoe je van een euro meer euro's kan maken. Toen ben ik hier zo ingerold. Maar dit soort onderwerpen zijn wel interessant.*

Ik snap uw punt wel. En dat zou dan vooral met promotie zijn en niet per se assortiment? En hoe bent u dan eigenlijk bekend geworden met COMPANY X?

*Ik ken het ook via een shoarma zaak. Vriend van mij, die zei dat ik eens moest gaan kijken. Ja kijk, voor mij is het assortiment niet compleet omdat ik visolie, visbakmeel, ravigottesaus en cocktailsaus gebruik. Maar dat is specifiek voor vis. Daar kan je niet heel veel mee denk ik. Ik gebruik veel van Smedes mocht je dat willen weten.*

Kunt u bij COMPANY X alles kopen wat u zoekt of zijn er producten die u mist?

*Qua frisdrank is het allemaal goed. Verder gebruik ik heel specifieke dingen. Dat mis is dan niet omdat ik het ook niet hier verwacht.*



Mist u bepaalde merken bij COMPANY X?

*Nou jullie verkopen al LambWeston toch? Ik gebruik ook LambWeston maar dan de ambachtelijke friet. Jullie hebben alleen de goedkope normale. En ik krijg daar echt veel complimenten over, die is echt lekker. Er zijn al meerdere ondernemers geweest die mij gevraagd hebben welke friet ik gebruik, ook shoarma eigenaren.*

Koopt u verpakkingen bij COMPANY X?

*Ja, wat ik hier zou willen halen is er allemaal.*

Zou u liever ander type verpakkingsmateriaal kopen zoals zwart plastic in plaats van wit, bamboe, karton, transparant of een ander materiaal dan plastic?

*Ik gebruik sowieso alleen maar zwart. Ik gebruik ook wel steeds meer karton en papier in het kader van duurzaamheid, daar moet je toch in meegaan. Maar die dingen haal ik dan weer bij de Makro. Daar lopen jullie nog wel iets op achter. Bij Paardekoper haal ik nog wat visverpakkingen, maar dat zijn echt verpakkingen speciaal voor visgerechten.*

Gebruikt u kruiden voor uw horeca zaak?

*Ja, ik gebruik wel viskruiden.*

### Interview 33

Locatie: COMPANY X Den Bosch

Klant: Vrouw 30 – 40 jaar

Type: 2.0 Italiaans restaurant

Datum: 8 augustus 2019

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Heeft u een eigen horeca zaak?

*Ja een Italiaans restaurant.*

Wat is het precies voor een restaurant, verkoopt u vooral pizza en pasta of ook ander soort gerechten en heeft u vele zitplekken of ook afhaal?

*Nou wij zijn wat hoger zeg maar. Wij verkopen geen pizza en pasta. Wij hebben wat luxere gerechten met vlees bijvoorbeeld. En nu zo'n 80 zitplaatsen.*

Hoe vaak komt ongeveer bij COMPANY X?

*Eens per week kom ik hier. Dan maak ik een rondje hier in de buurt bij de Makro en de Sligro en hier. Ik kom hier nu 3 jaar denk ik. Maar als het niet zo bij elkaar zou zitten, zou ik niet speciaal een heel stuk rijden om hierheen te gaan. Nu komt het goed uit. Ik ga niet helemaal naar Utrecht bijvoorbeeld.*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*Ik kom wel echt voor maar een paar dingen. Die haal ik dan hier omdat de prijzen goed zijn. De friet haal ik hier, de kookwijn en mayonaise. Maar dan ook alleen de kookwijn, voor de andere wijnen hebben we een contract. Net als voor de frisdrank. Dus dat kan ik hier niet halen.*

Wat vindt u van het assortiment van COMPANY X?

*Ik vind wel dat het steeds leuker wordt. Nu met ijs erbij en van die nieuwe hammen en wat vers. Niet dat ik het echt koop, maar ik vind het wel leuk. Wie weet probeer ik eens wat. Maar voor het meeste heb ik mijn vaste adressen.*

Kunt u bij COMPANY X alles kopen wat u zoekt of zijn er producten die u mist?

*Nee, ik zoek ook niks anders hier dan hetgeen waarvoor ik kom.*

Gebruikt u verse groente en fruit voor uw horeca zaak?

*Ja, dat laten wij vers bezorgen*

Koopt u verpakkingen bij COMPANY X?

*Nee, dat gebruiken wij nauwelijks. En als ik wat nodig heb neem ik het meestal bij de Makro mee.*

### Interview 34

Locatie: COMPANY X Den Bosch

Klant: Man 40 – 50 jaar

Type: 1.0 (Eetcafé, shoarma, pizza, döner)

Datum: 8 augustus 2019

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Heeft u een eigen horeca zaak?

*Ja een Turkse eetcafé met shoarma en döner en pizza.*

Hoe vaak komt ongeveer bij COMPANY X?

*Ik kom bijna iedere dag.*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*Het is hier goedkoop. En de kwaliteit is goed.*

Wat vindt u van het assortiment van COMPANY X?

*Ik vind het wel goed.*

Kunt u bij COMPANY X alles kopen wat u zoekt of zijn er producten die u mist?

*Ik mis wel McCain. De friet haal ik niet hier. Wel die frietolie en de frietsaus. Verder vind ik het goed.*

Gebruikt u verse groente en fruit voor uw horeca zaak?

*Ja*

Koopt u deze bij COMPANY X?

*Heel af en toe, als ik nog wat nodig heb. Maar ik ga meestal naar de groenteboer.*

Koopt u verpakkingen bij COMPANY X?

*Ja, ik koop alles wat ik nodig heb hier.*

Gebruikt u kruiden voor uw horeca zaak?

*Ja, koop ik ook wel hier. Alleen die kipkruiden van Lydia zijn weg. Maar die waren lekker.*

## Interview 35

Locatie: COMPANY X Den Bosch

Klant: Man + vrouw (30 – 40 jaar)

Type: 1.0 (restaurant met kleine supermarkt)

Datum: 8 augustus 2019

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Heeft u een eigen horeca zaak?

*Ja, wij hebben een restaurant en een kleine supermarkt*

En wat voor een restaurant heeft u?

*Wij verkopen van alles, shoarma, pizza, nasi, bami maakt niet uit.*

Hoe vaak komt ongeveer bij COMPANY X?

*Drie keer in de week. Wij wonen dichtbij*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*Het is hier goedkoop en de service is de allerbeste. Kwaliteit is ook wel goed. Alleen ik had nu twee keer dat de datum tot wanneer iets goed was maar heel kort was. Dat vind ik minder goed.*

Wat vindt u van het assortiment van COMPANY X?

*Goed, ik haal 80% van alles wat ik nodig heb hier. Alleen de datums vind ik soms slecht.*

Kunt u bij COMPANY X alles kopen wat u zoekt of zijn er producten die u mist?

*Ja ik kan al bijna alles hier krijgen, 80% ongeveer zie ik. Ik koop alleen kant en klare en verse dingen niet hier. Die zijn hier niet. Ik koop nog ergens anders verse vis, verse broodjes die je meteen kan snijden en kant en klare gekookte eieren.*

Mist u bepaalde merken bij COMPANY X?

*Nee, merken mis ik niet want die gebruik ik niet. Als iets maar goedkoop is.*

Gebruikt u verse groente en fruit voor uw horeca zaak?

*Ja, maar dat halen wij op de markt in Rotterdam.*

Wat vindt u van de groente en fruit afdeling bij COMPANY X?

*Het is duur hier, op de markt is veel goedkoper.*

Koopt u verpakkingen bij COMPANY X?

*Ja.*

Wat vindt u van het aanbod verpakkingen bij COMPANY X?

*Ik vind het goed. Ik koop alles hier alleen de bakjes voor kip niet. Daar kan ik niet echt iets voor vinden.*

Zou u liever ander type verpakkingsmateriaal kopen zoals zwart plastic in plaats van wit, bamboe, karton, transparant of een ander materiaal dan plastic?

*Nee ik gebruik gewoon normale.*

Gebruikt u kruiden voor uw horeca zaak?

*Ja.*

Koopt u dit bij COMPANY X?

*Ja, ik koop alles hier. Peterselie enzo. En dan maak ik zelf knoflooksaus*

## Interview 36

Locatie: COMPANY X Den Bosch

Klant: Man 30 – 40 jaar

Type: 1.0 (Italiaans restaurant)

Datum: 8 augustus 2019

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Heeft u een eigen horeca zaak?

*Ja, ik heb een Italiaans restaurant.*

Heeft u ook een afhaal of bezorgservice en wat voor een eten verkoopt u?

*Ja afhalen wel, bezorgen niet. Ik heb van alles, pasta, pizza, vlees en ook vis.*

Hoe vaak komt ongeveer bij COMPANY X?

*Soms één keer per week en soms twee keer.*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*Ik vind het goede kwaliteit hier en ook een goede prijs. Ik vergelijk wel de prijzen van alle groothandels met elkaar.*

Wat vindt u van het assortiment van COMPANY X?

*Ik vind het goed. Ik koop veel voor mijn restaurant hier. De tomatensaus, pasta, ook vlees en vis uit de diepvries koop ik hier.*

Kunt u bij COMPANY X alles kopen wat u zoekt of zijn er producten die u mist?

*Ik kan alleen geen gevulde tortellini met spinazi en ricotta krijgen. Verder mis ik niks.*

Mist u bepaalde merken bij COMPANY X?

*Nee, ik gebruik geen merken.*

Gebruikt u verse groente en fruit voor uw horeca zaak?

*Ja.*

Koopt u deze bij COMPANY X?

*Ja, maar ik koop het ook bij de Hanos en bij de Makro. Overal neem ik het mee als ik er ben en het nodig heb.*

Wat vindt u van de groente en fruit afdeling bij COMPANY X?

*Ik vind het wel goed. Het wordt steeds een beetje meer. Ik mis alleen nog verse kruiden.*

Koopt u verpakkingen bij COMPANY X?

*Ja.*

Wat vindt u van het aanbod verpakkingen bij COMPANY X?

*Ik mis niks.*

Zou u liever ander type verpakkingsmateriaal kopen zoals zwart plastic in plaats van wit, bamboe, karton, transparant of een ander materiaal dan plastic?

*Ik gebruik vooral pizzadozen en die zijn al karton.*

*Gaan jullie trouwens beginnen met bezorgen?*

*Nee niet dat ik weet, zou u daar interesse in hebben?*

*Dan zou ik alles hier bestellen. Ik laat alle drank nu bezorgen omdat het te zwaar is om allemaal hier te halen. Maar als ik het kan bestellen, zou ik dat doen.*

Gebruikt u kruiden voor uw horeca zaak?

*Ja, ik gebruik verse kruiden. Die zijn er niet. Van gedroogde kruiden gebruik ik alleen oregano voor de pizza, dat koop ik hier wel.*

### Interview 37

Locatie: COMPANY X Den Bosch

Klant: Man 20 – 30 jaar oud

Type: 1.0 (Pizzeria)

Datum: 8 augustus 2019

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Heeft u een eigen horeca zaak?

*Ja ik heb een Italiaanse pizzeria in Oosterhout, hier 20 minuutjes vandaan. Maar 90% bij mij is bezorgen en afhalen*

Hoe vaak komt ongeveer bij COMPANY X?

*Ik kom iedere week een keer.*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*Er zijn goede producten hier. De service vind ik ook goed en de prijs is top. Ik haal ongeveer 80% van mijn inkoop hier.*

Wat vindt u van het assortiment van COMPANY X?

*Ik vind het goed. Ik kom al 8 jaar denk ik en ik koop bijna alles hier.*

Kunt u bij COMPANY X alles kopen wat u zoekt of zijn er producten die u mist?

*Turkse wijnen mis ik. Daar is bij mij wel vraag naar. Verder is er alles. Ik koop nog wat dingen in de supermarkt en bij de slager haal ik vers vlees. Bijvoorbeeld lasange haal ik gewoon in de supermarkt. Beetje kruiden en kaas er op en klaar. Iedereen vind het lekker. Döner haal ik wel hier.*

Mist u bepaalde merken bij COMPANY X?

*Nee, merken gebruik ik niet*

Gebruikt u verse groente en fruit voor uw horeca zaak?

*Ja.*

Koopt u deze bij COMPANY X?

*Ja, ik haal alles hier. Vooral de champignons zijn goed. Maar voor pizza heb ik ook niet meer nodig dan paprika, ui, champignon en tomaat. Dus voor mij is alles er.*

Koopt u verpakkingen bij COMPANY X?

*Ja ik koop de pizzadozen, lasangebakjes, folie, bijna alles wel.*

Wat vindt u van het aanbod verpakkingen bij COMPANY X?

*Goed, voor mij is het er allemaal.*

Zou u liever ander type verpakkingsmateriaal kopen zoals zwart plastic in plaats van wit, bamboe, karton, transparant of een ander materiaal dan plastic?

*Nee, friet moet in plastic. Pizza gaat al in de doos en voor döner heb ik aluminium. Ik ben er verder niet mee bezig*

Gebruikt u kruiden voor uw horeca zaak?

*Ja, ik koop alles hier. Ergens anders is het allemaal duurder.*



## Interview 38

Locatie: COMPANY X Den Bosch

Klant: Man 50 – 60 jaar

Type: 1.0 (Grillroom)

Datum: 8 augustus 2019

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Heeft u een eigen horeca zaak?

*Ja, een pizzeria*

Een Italiaanse of Turkse pizzeria?

*Turkse pizzeria en shoarma.*

Hoe vaak komt ongeveer bij COMPANY X?

*Één keer per week.*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*Het is dichtbij en goedkoper dan bij anderen. Ik vind de kwaliteit normaal. Het is niet goed maar ook niet slecht. Ik kijk niet echt naar aanbiedingen, dat maakt me niet uit.*

Wat vindt u van het assortiment van COMPANY X?

*Ik vind het wel genoeg. Het is goed zo.*

Kunt u bij COMPANY X alles kopen wat u zoekt of zijn er producten die u mist?

*Dingen die ik mis koop ik ergens anders. Ik haal al wel veel hier. Maar vlees niet. Ik moet echt goed halal vlees hebben en niet alles is hier. En ik vind de kwaliteit anders. Ik ga nu naar een speciale halal groothandel en dat vlees is beter. Ik haal kipfilet, shoarma, döner en kipdöner daar.*

Mist u bepaalde merken bij COMPANY X?

*Nee, merken gebruik ik niet echt.*

Gebruikt u verse groente en fruit voor uw horeca zaak?

*Ja.*

Koopt u deze bij COMPANY X?

*Nee, ik vind het duur hier en het is kwalitatief niet zo goed. Ik had laatst 3 dozen ijsbergsla meegenomen. Ik ging ze snijden en een heleboel waren verrot en bruin van binnen. Dus dat koop ik ergens anders.*

Koopt u verpakkingen bij COMPANY X?

*Ja.*

Wat vindt u van het aanbod verpakkingen bij COMPANY X?

*Goed, ik koop meer dan de helft van wat ik nodig heb hier. De prijs is goed en het aanbod ook.*

Zou u liever ander type verpakkingsmateriaal kopen zoals zwart plastic in plaats van wit, bamboe, karton, transparant of een ander materiaal dan plastic?

*Nee, alles is er al wel en ik gebruik maar 5 soorten bakjes en die zijn goed zo.*

Gebruikt u kruiden voor uw horeca zaak?

*Ja, ik gebruik Amsterdamse kruiden. Die vinden mijn klanten lekker. Dat koop ik niet hier. Maar verder ben ik over alles wel tevreden hier.*

### Interview 39

Locatie: COMPANY X Den Bosch

Klant: Man 30 – 40 jaar

Type: Grillroom

Datum: 8 augustus 2019

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Heeft u een eigen horeca zaak?

*Ja, noem het maar een grillroom. Ik verkoop ook wel een beetje pizza erbij.*

Hoe vaak komt ongeveer bij COMPANY X?

*Sowieso wekelijks.*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*Voor de prijs en de kwaliteit vind ik wel prima.*

Wat vindt u van het assortiment van COMPANY X?

*Prima, mis wel wat dingen.*

Wat voor een producten mist u?

*Ik ga naar de Sligro voor sauzen. Ja jullie hebben geen bbq suus. Alles is lekker met bbq saus, ik weet zeker dat meer mensen dit gebruiken. En geitenkaas haal ik daar. Jullie hebben wel geitenkaas, maar de kwaliteit is niet goed. En kant en klare sauzen hebben jullie niet. Bijvoorbeeld champignonsaus en pepersaus.*

Mist u bepaalde merken bij COMPANY X?

*Ja de kant en klare sauzen van Knorr.*

Gebruikt u verse groente en fruit voor uw horeca zaak?

*Ja.*

Koopt u deze bij COMPANY X?

*Heel soms, ik ga meestal naar de groenteboer. Daar is de kwaliteit beter.*

Koopt u verpakkingen bij COMPANY X?

*Ja.*

Wat vindt u van het aanbod verpakkingen bij COMPANY X?

*Het is wel veel.*

Zou u liever ander type verpakkingsmateriaal kopen zoals zwart plastic in plaats van wit, bamboe, karton, transparant of een ander materiaal dan plastic?

*Ik kan eigenlijk alles krijgen alleen de saladeboxen zouden nog een maat groter moeten. Voor maaltijdsalades. Ik heb het geprobeerd maar die er nu zijn, zijn nog te klein.*

Gebruikt u kruiden voor uw horeca zaak?

*Ja.*

Koopt u dit bij COMPANY X?

*Ja een deel. Niet alles, ik heb ook een ander merk maar weet zo niet hoe het heet.*

## Interview 40

Locatie: COMPANY X Den Bosch

Klant: Man 60 – 70 jaar.

Type: 1.0 grillroom en pizzeria

Datum: 8 augustus 2019

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Heeft u een eigen horeca zaak?

*Ja ik heb een shoarmazaak en ook Italiaanse pizza's.*

Hoe vaak komt ongeveer bij COMPANY X?

*Ik kom bijna iedere dag hier.*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*Voor de prijs, die vind ik hier aantrekkelijk. De verpakkingen zijn ook aantrekkelijk met de prijs. De kwaliteit is niet bij alles even goed vind ik. Ik vind vlees wat minder.*

Kunt u bij COMPANY X alles kopen wat u zoekt of zijn er producten die u mist?

*Vers vlees is hier niet. Verse kipfilet, rundvlees, biefstuk dat soort dingen haal ik nu bij de Makro.*

Mist u bepaalde merken bij COMPANY X?

*Nee dat niet.*

Gebruikt u verse groente en fruit voor uw horeca zaak?

*Ja gebruik ik wel maar ik koop het niet meer hier. Ik nam eerder hier wel eens wat mee. Maar na de tweede dag was het al kapot, moest ik het weggooien. Als ik paprika's bij de Makro meeneem, dan is het nog een hele week goed. Hier echt niet. Ik vind de kwaliteit niet goed genoeg.*

Koopt u verpakkingen bij COMPANY X?

*Ja, koop ik wel hier.*

Wat vindt u van het aanbod verpakkingen bij COMPANY X?

*Dat vind ik goed, ongeveer alles is er wel. Ja daar mis ik niks.*

Gebruikt u kruiden voor uw horeca zaak?

*Ja maar niet veel.*

Koopt u dit bij COMPANY X?

*Ja koop ik hier. Alleen de kruidenboter kruiden zijn weg.*

## Interview 41

Locatie: COMPANY X Den Bosch

Klant: Man 20 – 30

Type: 2.0 (Wokrestaurant)

Datum: 8 augustus 2019

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Heeft u een eigen horeca zaak?

*Ja ik heb een wokrestaurant. Ik zal wel een van de weinigen zijn. Ik heb 80 zitplekken binnen en 100 buiten. Ik heb een stadstuin. Afhalen en bezorgen doe ik ook. Mijn klanten die denken dat ik een keten ben. Die vragen aan mij waar ik nog meer zit. Maar ik zit alleen hier in Den Bosch. Maar alles is strak en clean. Dat is belangrijk.*

Hoe vaak komt ongeveer bij COMPANY X?

*Ik kom één keer per week.*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*Ik haal alleen frisdrank hier. Eerst was het nog goedkoper. Maar nu scheelt het nog een klein beetje. Is toch wel weer de benzine die ik eruit haal. Verpakkingen koop ik een klein beetje, voor loempia's bijvoorbeeld. Maar verpakkingen bestel ik op pallets van 10.000 uit China met mijn eigen logo er op. Wat vindt u van het assortiment van COMPANY X?*

*Ik ben een koopjesjager. Dus ik koop in bulk en ik sluit altijd deals. Ik vraag altijd wat er met de prijs kan. Maar als ik hier zeg, ik kom 100 kilo garnalen halen, kan er niet veel met de prijs. Het is vast prima, maar ik moet een goede kwaliteit hebben en bulk. En ik wil een goede deal. Ik heb wel eens iets geprobeerd maar ik laat het toch bezorgen ergens anders.*

Kunt u bij COMPANY X alles kopen wat u zoekt of zijn er producten die u mist?

*Ik mis hier niet echt wat omdat puur voor de frisdrank kom. Jullie bezorgen natuurlijk ook niet en zijn niet compleet. Ik wil zoveel mogelijk automatiseren, dus hoe meer ik onder 1 dak heb, hoe makkelijker dat is voor de administratie.*

*Wat Oriental bijvoorbeeld doet is heel slim. Die promoten hun producten door het te laten proven en verkopen dat echt voor bodemprijzen. Hun eigen merk. Net als zo'n foodcourt bij de Makro. Je besteed zo 10 euro en je proeft de producten. Ik denk dat jullie ook meer moeten promoten.*

*Kijk, jullie zijn een discounter maar het ziet er ook allemaal heel goedkoop uit. Doe die witte kaartjes met die grote prijzen weg. Dat oogt goedkoop en rommelig. Als iets goedkoop is en er ook goed uitziet, verkoopt het zichzelf wel. Ik ga zelf ook naar andere wokrestaurants om te kijken wat ze doen, inspiratie op doen. Ik ga er zelfs eten, dus ik geef ze zelfs geld. Want zo kan ik ook weer verbeteren. Jullie zouden misschien ook iets meer moeten rondkijken en meer met presentatie moeten doen. Jullie hebben de producten, jullie hebben de prijzen. Dat zit best goed in elkaar. Kijk bijvoorbeeld die strip daar met die afbeeldingen van producten (marktkraam), dat is veel overzichtelijker. Ik zie meteen in een oogopslag wat er is. Maak bijvoorbeeld strip aan de wand. Maak het mooi donkerblauw en het oogt meteen strakker. Ik denk dat je dan echt meer kan verkopen. Mensen moeten ook weten wat er te koop is en beetje uitgelokt worden.*

## Interview 42

Locatie: COMPANY X Den Bosch

Klant: Man 30 – 40 jaar

Type: 1.0 (Grillroom + pizza)

Datum: 8 augustus 2019

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Heeft u een eigen horeca zaak?

*Ja een shoarma en Italiaanse pizza restaurant.*

Hoe vaak komt ongeveer bij COMPANY X?

*Om de 2 weken.*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*De prijs/kwaliteit verhouding is echt goed hier. En het personeel is heel vriendelijk. Ik haal vooral verpakking en frisdrank hier.*

Er is wel een breed aanbod aan producten voor grillrooms en pizzeria's, waarom koopt u die producten niet?

*Ik vind het B-kwaliteit hier. De smaak is toch echt minder. Die pizzasaus van hier smaakt echt nergens naar. Sorry dat ik het zeg, maar het is zo.*

Wat vindt u van het assortiment van COMPANY X?

*Ik vind het groot genoeg. Ik vind het ook de moeite waard om voor een aantal dingen van Tilburg naar hier te rijden. De rest koop ik allemaal bij dezelfde groothandel. Ik vind overstappen van product dan moeilijk. Nu is het goed, mijn klanten zijn tevreden en kennen de producten. Dus ik wil het niet veranderen. En sowieso, waarom zou je iets veranderen wat goed is?*

Voor de prijs misschien?

*Ja zou kunnen, maar dat vind ik dan teveel gedoe en risico. Zo is het goed.*

Kunt u bij COMPANY X alles kopen wat u zoekt of zijn er producten die u mist?

*Ja ik heb een vaste lijst van spullen die ik hier haal. Qua frisdrank kan ik alleen bitter lemon hier niet krijgen.*

Mist u bepaalde merken bij COMPANY X?

*Ik heb bijvoorbeeld kruiden van Verstegen. Ik gebruik best veel merken. Maar die zijn er niet. Als die er tegen goede prijzen zijn, dan is overstappen misschien interessant. Dan is de kwaliteit hetzelfde.*

Gebruikt u verse groente en fruit voor uw horeca zaak?

*Ja, dat heb ik via een groente handelaar.*

Koopt u verpakkingen bij COMPANY X?

*Ja.*

Wat vindt u van het aanbod verpakkingen bij COMPANY X?

*Alles is er wel. Het is goed om dat in bulk hier te kopen. Ik koop alles meteen in grote hoeveelheden.*

### Interview 43

Locatie: COMPANY X Den Bosch  
Klant: Twee mannen (30 - 40 jaar)  
Type: 1.0 (Pizzeria, friet)  
Datum: 8 augustus 2019

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Heeft u een eigen horeca zaak?

*Ja we hebben een afhaal en bezorg restaurant met pizza en friet.*

Hoe vaak komt ongeveer bij COMPANY X?

*Iedere week.*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*Bijna alles kunnen wij hier kopen. Dus wij komen gewoon voor inkopen*

Wat vindt u van het assortiment van COMPANY X?

*Goed ik kan veel krijgen.*

Kunt u bij COMPANY X alles kopen wat u zoekt of zijn er producten die u mist?

*Ik mis kant en klaar sauzen en Andalouzië saus. Bij de franchise hebben ze wel andere dingen. En de crispy hot wings van Family chicken.*

Er zijn wel crispy hot wings?

*Ja, maar die van Family chicken hebben een betere kwaliteit. Dat zijn de beste.*

Mist u bepaalde merken bij COMPANY X?

*Nee, merken maakt voor mij niet uit.*

Gebruikt u verse groente en fruit voor uw horeca zaak?

*Ja.*

Koopt u deze bij COMPANY X?

*Ik koop alleen uien hier. Hier worden de groente maar 1 keer per week bijgevuld, ik koop ze liever paar keer per week vers. Hier is het niet vers genoeg.*

Koopt u verpakkingen bij COMPANY X?

*Ja, ik koop sausbakjes, pizzadozen, ja alles hier.*

Wat vindt u van het aanbod verpakkingen bij COMPANY X?

*Dat vind ik goed.*

Gebruikt u kruiden voor uw horeca zaak?

*Ja, alle kruiden die ik nodig heb zijn hier.*

## Interview 44

Locatie: COMPANY X Den Bosch

Klant: Man 40 – 50 jaar

Type: 1.0 (Shoarma, pizzeria)

Datum: 8 augustus 2019

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Heeft u een eigen horeca zaak?

*Ja ik heb een bezorg-en afhaalrestaurant.*

En wat voor een eten verkoopt u?

*Shoarma en Italiaanse pizza.*

Hoe vaak komt ongeveer bij COMPANY X?

*Ik kom hier iedere dag. Ik ben een hele goede klant.*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*Voor alles. Ik vind de prijs goed hier, ik kan bijna alles kopen. En het is ook gezellig. De prijs is altijd goed hier.*

En wat vindt u van de kwaliteit?

*De kwaliteit die moet je maken. Dat bepaal je zelf. Je hebt hier die losse producten, maar door ze te mengen en op smaak te brengen krijg je de kwaliteit. Dus die is goed bij mij.*

Wat vindt u van het assortiment van COMPANY X?

*Het is wel goed, maar een paar dingen niet zo. Bijvoorbeeld die aardappelen. Die ontploffen. Je moet McCain hebben, die ontploffen niet. (Roept naar andere klant, Hee jij wil ook McCain toch? Ja zie je, McCain is betere aardappel) Die blijven goed, die haal ik nu bij de Makro of Sligro.*

*En Andaloesië saus mis ik ook. En kruidenboter. Schrijf dat goed op. Van die staven. Weet je wel, die lange met kruidenboter.*

Kunt u bij COMPANY X alles kopen wat u zoekt of zijn er producten die u mist?

*Die ik net zei, die saus en de kruidenboter. En als het gratis is wil ik graag laten bezorgen. Verder denk ik niet nee.*

Koopt u uw vlees ook hier?

*Nee, vlees is van de slager. Dan kan ik het precies hebben hoe ik het wil. Hij heeft goede shoarma en snijdt speciaal voor mij 1 cm. En speciale kruiden, dat is zo lekker. En ook niet alleen varken. Ik heb 160 kg spareribs in de week nodig. Krijg ik allemaal van hem.*

Gebruikt u verse groente en fruit voor uw horeca zaak?

*Ja.*

Koopt u deze bij COMPANY X?

*Ja, neem ik hier mee. Soms niet alles, dan moet ik ook naar de Makro.*

Wat vindt u van de groente en fruit afdeling bij COMPANY X?

*Ja ik vind het goed. Hoeft niet anders.*

Koopt u verpakkingen bij COMPANY X?

*Ja, die heb ik ook van hier. Alleen de pizzadozen zijn wel een beetje saai. Eigenlijk moet je met*

*mooiere kleuren. Met een mooie Italiaanse vlag. Of een pizzadoos met een mooi blond meisje met een pizza in de hand. Dat is beter dan deze saaie kleuren. Wil jij niet op mijn pizzadoos?*

Zou u liever ander type verpakkingsmateriaal kopen zoals zwart plastic in plaats van wit, bamboe, karton, transparant of een ander materiaal dan plastic?

*Ja de papieren draagtassen zou ik nog wel in een maat groter willen. Die van hier is net te klein. Iedereen gebruikt tegenwoordig papier. En moderne bakjes voor friet. Net als die nieuwe hamburgerbakjes. Met zo'n printje. Meer van die soort bakjes.*

Gebruikt u kruiden voor uw horeca zaak?

*Ja, die heb ik ook van hier. Alleen weet je welke jullie niet hebben. Italiaanse kruiden. Waarom niet? Er zijn zoveel pizzeria's hier. Italiaanse kruiden is altijd goed.*



## Interview 45

Locatie: COMPANY X Den Bosch

Klant: Man 20 – 30 jaar

Type: 1.0 (Italiaans restaurant)

Datum: 8 augustus 2019

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Heeft u een eigen horeca zaak?

*Ja, een Italiaans restaurant, afhalen en bezorgen. Wij hebben eigenlijk van alles, pizza, pasta, vleesgerechten.*

Hoe vaak komt ongeveer bij COMPANY X?

*Één keer per week.*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*Vooral voor frisdrank en wat droogwaren. Ik kijk wel een beetje rond, maar haal vaak dezelfde dingen. En die haal ik hier omdat ze goedkoper zijn dan bij de rest.*

Wat vindt u van het assortiment van COMPANY X?

*Ja ik kom toch alleen voor frisdrank enzo. Maar ik denk dat het wel goed is.*

Het assortiment is best wel gericht op pizzeria's, daar is zeker aanbod voor. Heeft u wel een andere producten geprobeerd en waarom koopt u de rest van uw inkopen dan niet hier?

*Wij hebben gewoon een standaard wat wij waar kopen en dat is goed. De gasten zijn tevreden zo. Ik heb eigenlijk nooit iets anders van hier geprobeerd, maar dat wil ik denk ik ook niet. Ik had die andere leverancier al en daar ben ik ook tevreden over. Dus waarom zou je iets veranderen wat goed is?*

Voor de prijs misschien?

*Ja maar goed, ik vind het prima zo. Ik ga niet op alles letten.*

Kunt u bij COMPANY X alles kopen wat u zoekt of zijn er producten die u mist?

*Misschien moeten jullie hier gewoon een koelkast met drinken neerzetten voor onderweg. Lekker koud colaatje of een red bull. Maar nee, verder mis ik niks.*

Gebruikt u verse groente en fruit voor uw horeca zaak?

*Ja, die kopen wij twee of drie keer in de week ver. Groente moet vers en goed zijn. Ik kom hier maar één keer, dus dan is het al niet vers genoeg. Ik heb gewoon één adres waar ik alles vers kan kopen.*

Koopt u verpakkingen bij COMPANY X?

*Ja, de meeste verpakkingen koop ik wel hier.*

Wat vindt u van het aanbod verpakkingen bij COMPANY X?

*Dat is wel goed.*

## Interview 46

Locatie: COMPANY X Den Bosch

Klant: Man 40 – 50 jaar

Type: 1.0 (snackbar)

Datum: 8 augustus 2019

Introductie: Hallo, zou ik u een paar vragen mogen stellen over het assortiment van COMPANY X?

Heeft u een eigen horeca zaak?

*Ja ik heb een snackbar hier aan een pleintje in de volksbuurt. Iedereen zit bij mij in de avond.*

Hoe vaak komt ongeveer bij COMPANY X?

*Twee keer per week.*

Waarom gaat u naar COMPANY X? (Prijs/kwaliteit, specifieke producten)

*De Nederlandse drankjes zijn hier goedkoop. Ik haal veel frisdrank. Gaat er bij mij ook veel doorheen. En verpakkingen ook.*

Wat vindt u van het assortiment van COMPANY X?

*De dingen die ik koop zijn goed, de rest laat ik bezorgen. Soms neem ik wel iets van saus mee. Ik vind vooral de prijs goed.*

Kunt u bij COMPANY X alles kopen wat u zoekt of zijn er producten die u mist?

*Ik verkoop veel van die blikjes met mixdrank. Bacardi cola, Passoa, whiskey cola. Dat soort dingen hebben jullie niet.*

Gebruikt u verse groente en fruit voor uw horeca zaak?

*Ja een beetje paprika en ui natuurlijk. Dat neem ik meteen mee als ik bij jullie ben.*

Wat vindt u van de groente en fruit afdeling bij COMPANY X?

*Ja het is goed zo. Ik heb niet zoveel nodig en wat ik nodig heb, dat kan ik krijgen.*

Koopt u verpakkingen bij COMPANY X?

*Ja die koop ik ook allemaal hier. Die vind ik goed. Voor mij is alles te krijgen.*